

Agenda - 2-19-2021

Documents:

[AGENDA - 2-19-2021.PDF](#)

GVL2040 Comprehensive Plan

Documents:

[GVL2040 COMPREHENSIVE PLAN.PDF](#)

2. Environmental Sustainability

Documents:

[2. ENVIRONMENTAL SUSTAINABILITY.PDF](#)

3. Public Safety

Documents:

[3. PUBLIC SAFETY.PDF](#)

4. Affordable Housing

Documents:

[4. AFFORDABLE HOUSING.PDF](#)

10. Recreation And Events

Documents:

[10. RECREATION AND EVENTS.PDF](#)

9. Economic Development

Documents:

[9. ECONOMIC DEVELOPMENT.PDF](#)



**City of Greenville
2021 City Council Retreat
February 18-19, 2021**

**AGENDA – Day 2 Morning
Friday, February 19, 2021 – 9:00 a.m.**

Virtual Meeting Viewing
<https://www.greenvillesc.gov/meeting>
Password: meetnow

Telephone: 1-415-655-0002
WebEx Event Number: 179 090 7826

Remote Viewing Location:

Greenville Convention Center, 1 Exposition Drive – Room 102

The city of Greenville seeks input from citizens while adhering to public health and safety guidelines. All attendees at the remote viewing location will be subject to a temperature screening with a touch-less forehead thermometer. Anyone with a temperature reading above 100 degrees Fahrenheit will not be admitted. Attendees will be required to wear a covering over their mouth and nose, unless it violates a religious tenant or belief or causes difficulty breathing.

- | | | |
|-----------|--|-------------------|
| A. | Welcome by Mayor Knox White | 9:00 a.m. |
| B. | GVL 2040 Implementation Tools
<i>City Council Priority Area #1</i> | 9:00 a.m. |
| C. | Recess for Lunch | 12:00 p.m. |

(NOTE: Afternoon agenda sessions and virtual meeting link are located on separate page.)



**City of Greenville
2021 City Council Retreat
February 18-19, 2021**

**AGENDA – Day 2 Afternoon
Friday, February 19, 2021 – 1:00 p.m.**

Virtual Meeting Viewing
<https://www.greenvillesc.gov/meeting>
Password: meetnow

Telephone: 1-415-655-0002
WebEx Event Number: 179 806 3389

Remote Viewing Location:

Greenville Convention Center, 1 Exposition Drive – Room 102

The city of Greenville seeks input from citizens while adhering to public health and safety guidelines. All attendees at the remote viewing location will be subject to a temperature screening with a touch-less forehead thermometer. Anyone with a temperature reading above 100 degrees Fahrenheit will not be admitted. Attendees will be required to wear a covering over their mouth and nose, unless it violates a religious tenant or belief or causes difficulty breathing.

D. Reconvene 1:00 p.m.

E. Review of Council-adopted priorities and Annual Work Plan 1:00 p.m.

1. Quality Growth*
2. Environmental Sustainability
3. Public Safety
4. Affordable Housing
5. Customer Focus
6. Transportation Infrastructure*
7. Public Transit
8. Public Facilities*
9. Economic Development
10. Recreation and Events

**Note: Due to emphasis on City Council Priority Areas #1, #6, and #8, during previous retreat sessions, this time will be used for the remaining Priority Areas.*

F. Adjourn 5:00 p.m.

GVL2040 Greenville's Comprehensive Plan City Council Retreat

February 19, 2021



WELCOME

- **Purpose**
- **Plan Overview**
- **Implementation Framework Overview**
- **Phase I Implementation Steps**
- **Consistency Policy Options**



WORKSHOP PURPOSE

Reach a working understanding of how the City will implement GVL 2040 in the next several years, focusing on year #1.

This includes:

- Specific steps as outlined in the plan
- Small area plans (SAPs)
- Resources and staffing
- Toolbox for the future



**What is a comprehensive plan
and why does Greenville need
an updated one?**

Plan Overview: Basic Purpose



What is the community's vision?

A community where decisions reflect our core values

We are committed to being:

- **Enterprising** (taking risks to improve our community)
- **Resourceful** (using every asset at our disposal)
- **Inclusive** (relying upon and valuing diverse perspectives)
- **Courageous** (taking bold action, even when difficult)



CORE VALUES

Enterprising
Taking risks to improve our community

Resourceful
Using everything at our disposal

Inclusive
Relying upon and valuing diverse perspectives

Courageous
Taking bold action, even when difficult

Core values are
our starting point
and shape our
planning principles



A community that puts our values into practice with our planning principles

Planning principles are rules that govern what we do and help us translate our values into actions



- **We listen** to historically absent or ignored voices
- **We do not harm our assets** without committed mitigation
- **We apply the “triple bottom line”** – striving to balance the financial, social, and environmental factors of any decision
- **We set standards** we can be proud of decades from now

A community that continues to embrace growth...

- Greenville County is projected to add over 200,000 new residents, or 90,000 new households, by 2040
- We wish to absorb our fair share of population growth in the region—as many as 20,000 households—to keep our community vibrant and prosperous
- We wish to remain a regional economic hub, home to at least 40% of all jobs in Greenville County

...but uses growth to advance our top priorities

We want to grow so that our community advances in specific ways and with attention to our three priority issues

Affordable
Housing
Opportunities

Open Space and
the Environment

Transportation
and Mobility



Plan Overview: Three Priorities



OPEN SPACE AND THE ENVIRONMENT



AFFORDABLE HOUSING OPPORTUNITIES



TRANSPORTATION AND MOBILITY



Additional outcomes, including higher quality of life and economic competitiveness

Open Space and the Environment: preserve as much as 35% of Greenville's remaining vacant land as open space and/or parkland

Affordable Housing Opportunities: make at least 10% of all new housing units in Greenville affordable through income restrictions

Transportation and Mobility: make a range of safe and appealing mobility options (including transit, walking, and biking) possible along Greenville's major corridors

What will it take to achieve this vision?

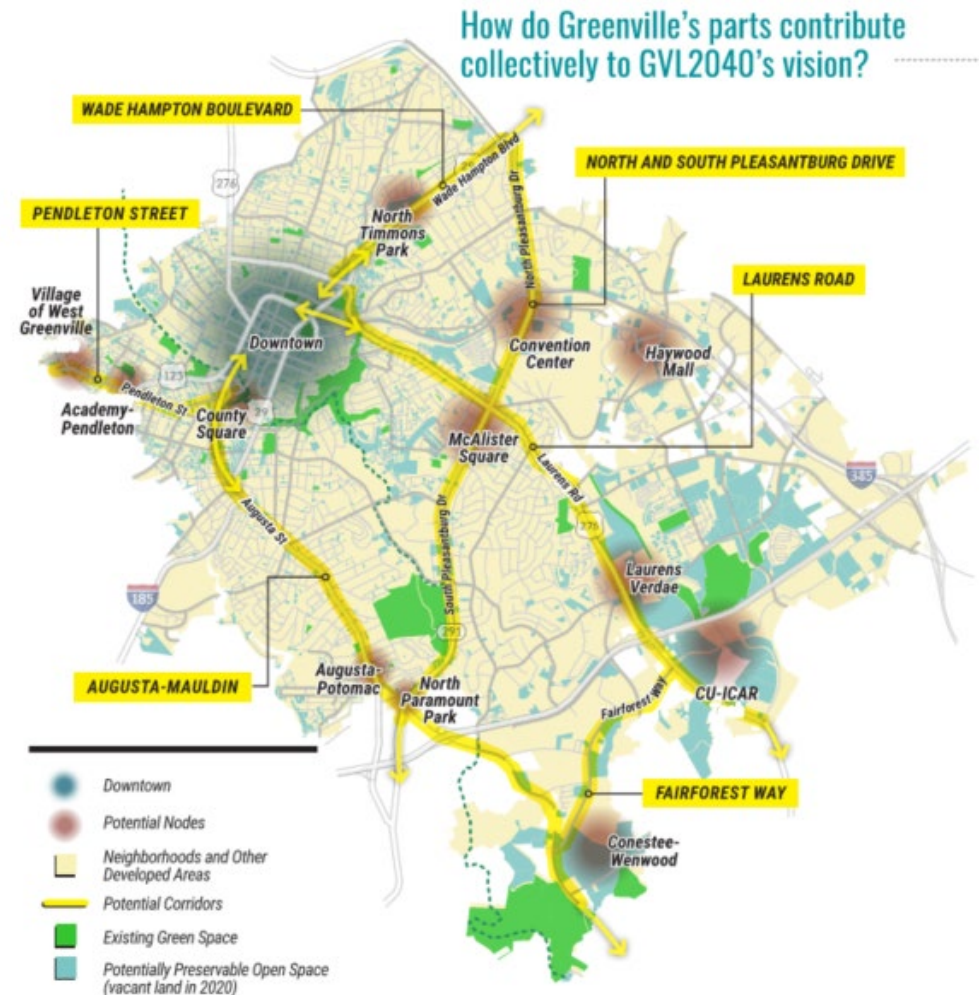
Greenville will have to grow differently to realize the outcomes it seeks

- With the exception of downtown Greenville's resurgence, most of the recent growth in the city of Greenville has been low-density suburban-style sprawl
- If Greenville continues to grow in this manner, it will not be possible to achieve the desired outcomes around Greenville's priorities. If business as usual:
 - We won't preserve the character and affordability of existing neighborhoods
 - We will lose open space and face road gridlock

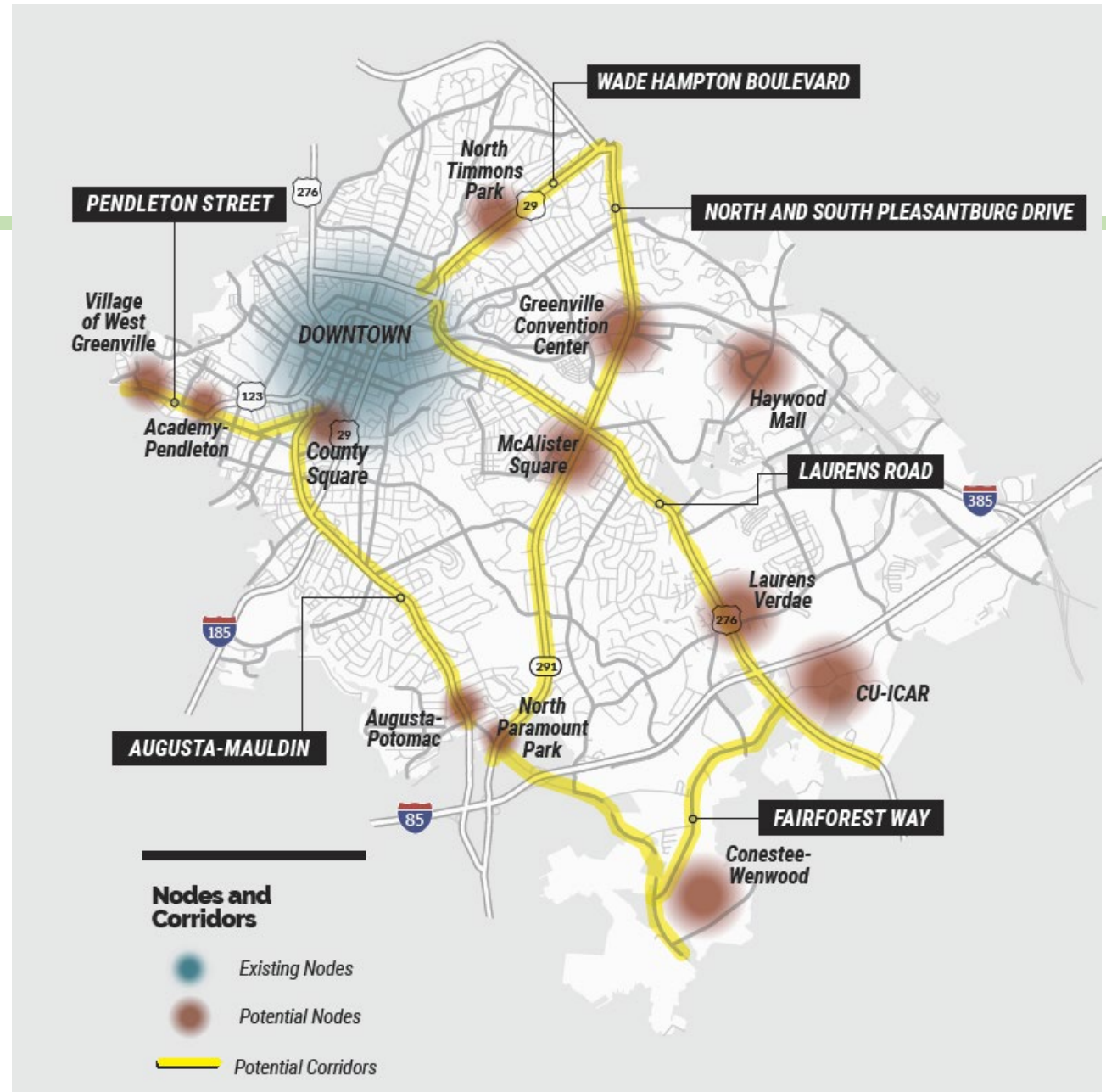
Nodal Development: an option for desired growth

Picture 'nodes' as mixed-use community hubs that feature housing, employment opportunities, and a wide variety of retail, services, and community functions. They would feature four- to six-story buildings and feel like miniature versions of downtown Greenville.

Importantly, this type of development will generate more revenue than the lower density growth that has dominated Greenville outside of downtown—revenue that can support the achievement of GVL2040's goals.



Direct growth toward higher-density community hubs—or “nodes”—connected to each other by corridors with more diverse mobility options.



Nodes will have a variety of functions

Picture 'nodes' as mixed-use community hubs that feature housing, employment opportunities, and a wide variety of retail, services, and community functions. They would feature four- to six-story buildings and feel like miniature versions of downtown Greenville.

Importantly, this type of development will generate more revenue than the lower density growth that has dominated Greenville outside of downtown—revenue that can support the achievement of GVL2040's goals.



Each node and corridor would grow in their own way — but each would adhere to standards of traditional urban form



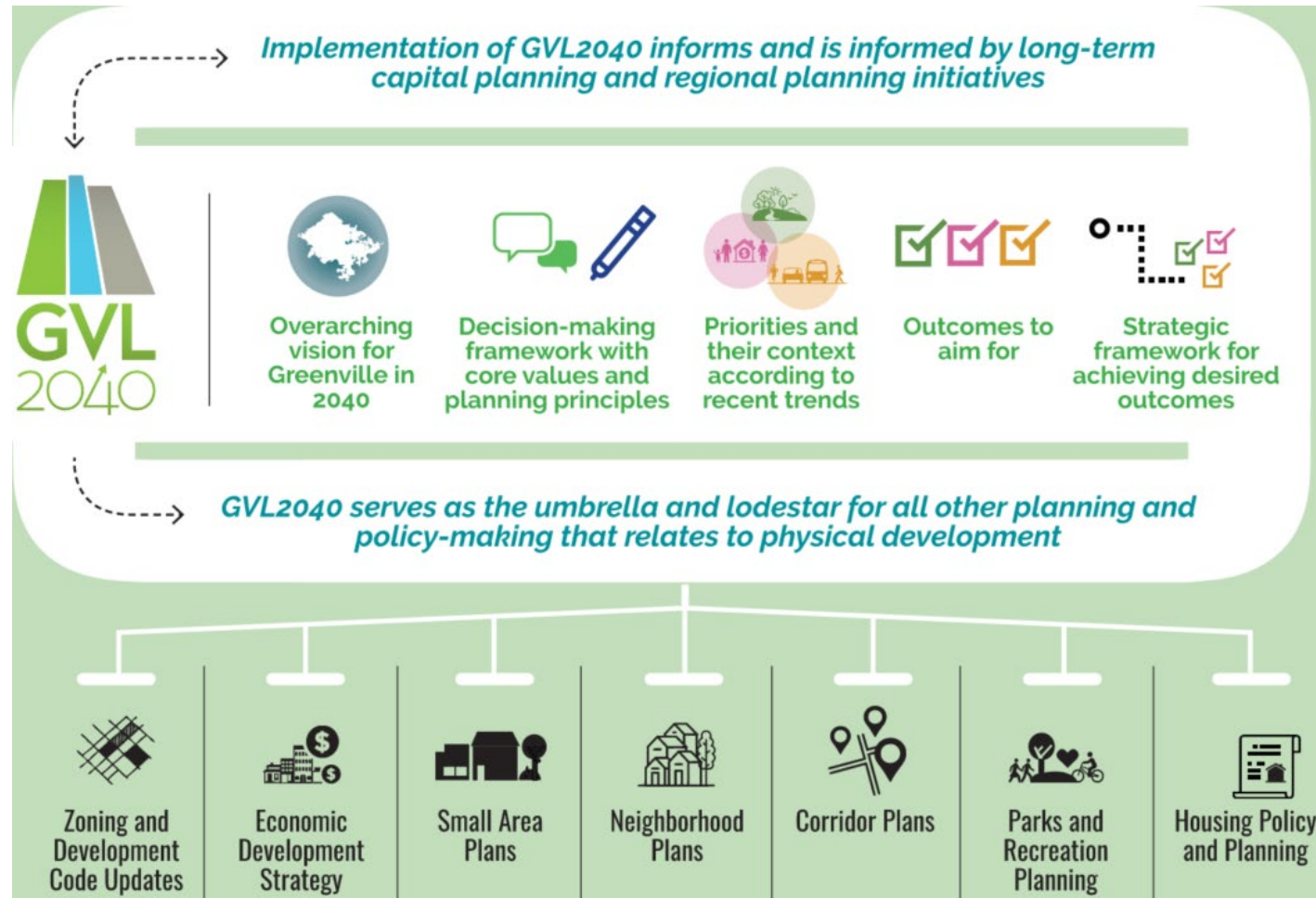
Growing differently is necessary but not sufficient

While growth in nodes will generate public and private revenue to help pay for Greenville's goals, the community must also be willing to:

- Cover land specific preservation costs in the near-term to steer growth to nodes
- Cover defined affordable housing cost gaps
- Pay for a share of major transportation upgrades along major corridors

What are the next steps for GVL2040?

Implementation Overview



Implementation Overview

Three Implementation Phases

**Laying the Groundwork
and Proof of Concept**

**Refining Systems
and Scaling Up**

**Continuous Evaluation
and Strategic
Adjustments**

PHASE I
2021-2022

PHASE II
2023-2025

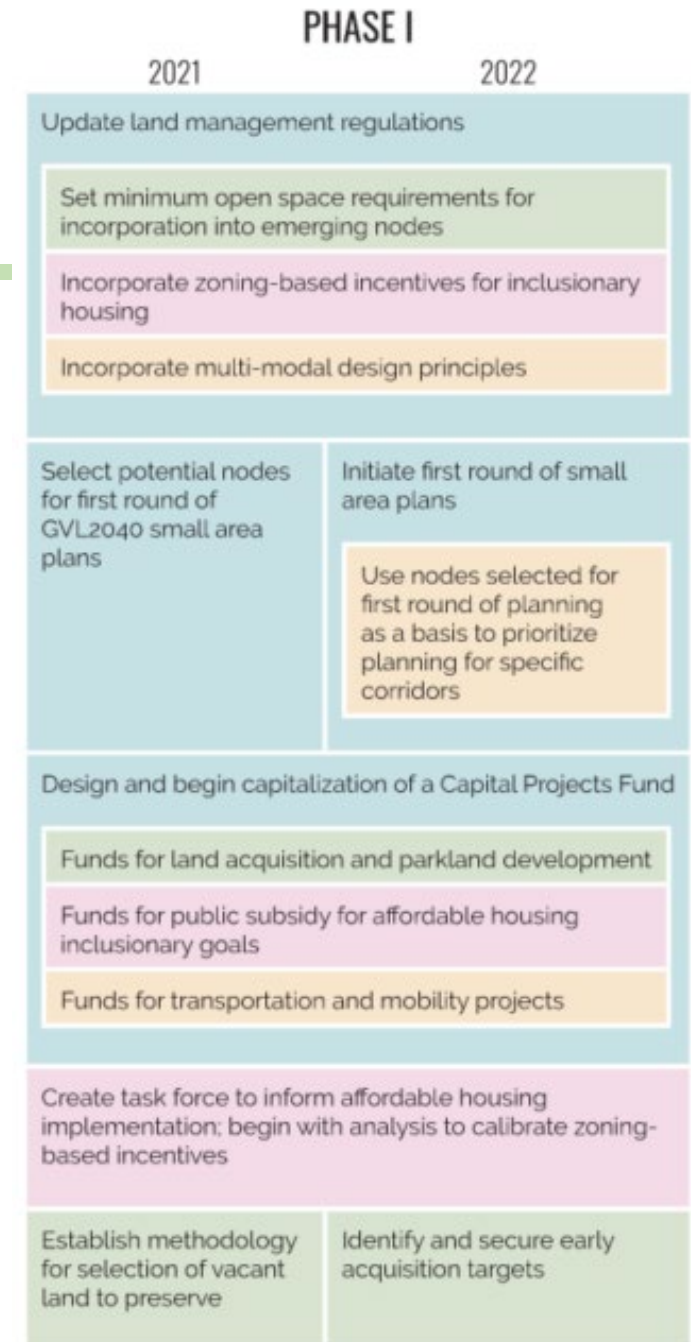
PHASE III
2026-2040

Phase I Implementation Framework

Overview of Phase I Implementation

Focused discussion of Phase I activities for:

- Economy;
- Open space and environment;
- Land Use;
- Housing; and
- Transportation goal areas.
 - This will include consideration of priority actions/products, work assignments, city resources, RFP, capital expenditures, etc.



What's Immediately Important?

- Update Greenville's Land Management Ordinance to reflect GVL2040's vision and completing this update in 2022 (while defining Neighborhood Character in Zoning)
- Adopt an Economic Development Strategic Business Plan
- Formalize a process to develop detailed annual action plans to advance the vision and adapt as needed to changing conditions – implementing GVL2040
- Adopt consistency policy



ECONOMY



Action Steps for Phase I – “Virtual White Board”

Create an Economic Development Business Strategic Plan consistent with GVL2040:

- What should be the focus of the Economic Development Business Strategic Plan?
- Who should be involved in the Economic Development Business Strategic Plan?



LAND USE

Planning & Development



Action Steps for Phase I – “Virtual White Board”

Rewrite Land Management Ordinance as Node and Form Oriented Document

- What do you want the new zoning ordinance to accomplish?
- What strategies should be in place to protect existing neighborhoods?
- What specific challenges/concerns do you have from your experience?
- Who should be engaged in the process?



OPEN SPACE & ENVIRONMENT

Planning & Development



Action Steps for Phase I – “Virtual White Board”

Define open space expectations for emerging nodes:

- What are Council’s expectations for open space?
- Should we conduct a commissioned study on open space policy and disbursement?



HOUSING



Planning & Development

Action Steps for Phase I – “Virtual White Board”

Conduct an analysis of affordable housing costs:

- Should we establish a public-private task force to determine how the 10% share will be achieved?
- Should the new zoning ordinance include zoning-based incentives to support more inclusionary housing?
- Should we establish a funding stream for affordable housing?



TRANSPORTATION & INFRASTRUCTURE

Planning & Development



Action Steps for Phase I – “Virtual White Board”

As we rewrite the Land Management Ordinance, how should the City address Transportation and Infrastructure?

- What priorities should be included?
- What should be minimum infrastructure investments along corridors?
- Who should be involved?

Consistency Policy

Consistency Resolution

- A **Consistency Resolution** is a document adopted by City Council that affirms that the City will abide by South Carolina planning enabling legislation Section 6-29, which requires that all city zoning ordinances, zone changes, subdivisions, and public works projects be consistent with a city's comprehensive plan

Consistency Policy

- What is a Consistency Policy and how would it work?
- There are a range of options:
 1. Resolution “to be consistent with the plan”
 2. Annual reporting by Council or PC:
 - a. How actions in past year were consistent and/or how they advanced the plan’s components
 - b. Annual action plans by PC or Council:
How actions in the coming year will advance the plan
 3. Require statement of consistency with Planning-related Council actions

Consistency Policy Next Steps

Options:

1. Adopt short resolution with direction to staff to develop accountability statement
2. Develop a reporting and/or planning process for annual consistency and actions; then debate and adopt the resolution with the accountability process completed several months later
3. Develop statement of consistency for Planning-related Council actions

Action Steps for Phase I – “Virtual White Board”

Develop a GVL2040 Consistency Policy as per specified strategy

- Which strategy is preferred?

Discussion

City Council Retreat

February 19, 2021

Greenville City Council 2021 Annual Retreat

Update on City Council Priority #2 Environmental Sustainability

February 19, 2021



Priority Area #2 - Environmental Sustainability

Environmental Sustainability - Protecting our climate, green space, and natural resources

Strategic Focus Areas:

1. Sustainability Measures
2. Stormwater Management
3. Tree Preservation Ordinance
4. Enhance Green Infrastructure

 **city of greenville**
City Council Priorities
Strengthening Our Community



- 1. Quality Growth** - Planning for balanced development that preserves the distinct character of Greenville
- 2. Environmental Sustainability** - Protecting our climate, green space, and natural resources
- 3. Public Safety** - Maintaining a safe and secure community
- 4. Affordable Housing** - Creating housing opportunities for all people regardless of income
- 5. Customer Focus** - Providing outstanding customer service and a welcoming, inclusive environment



- 6. Transportation Infrastructure** - Focusing on roadways, sidewalks, trails, and bike lanes
- 7. Public Transit** - Supporting a better public transit system
- 8. Public Facilities** - Investing in maintenance and enhancement of public buildings
- 9. Economic Development** - Strengthening our business environment and economy
- 10. Recreation and Events** - Providing diverse recreation, arts, and cultural experiences

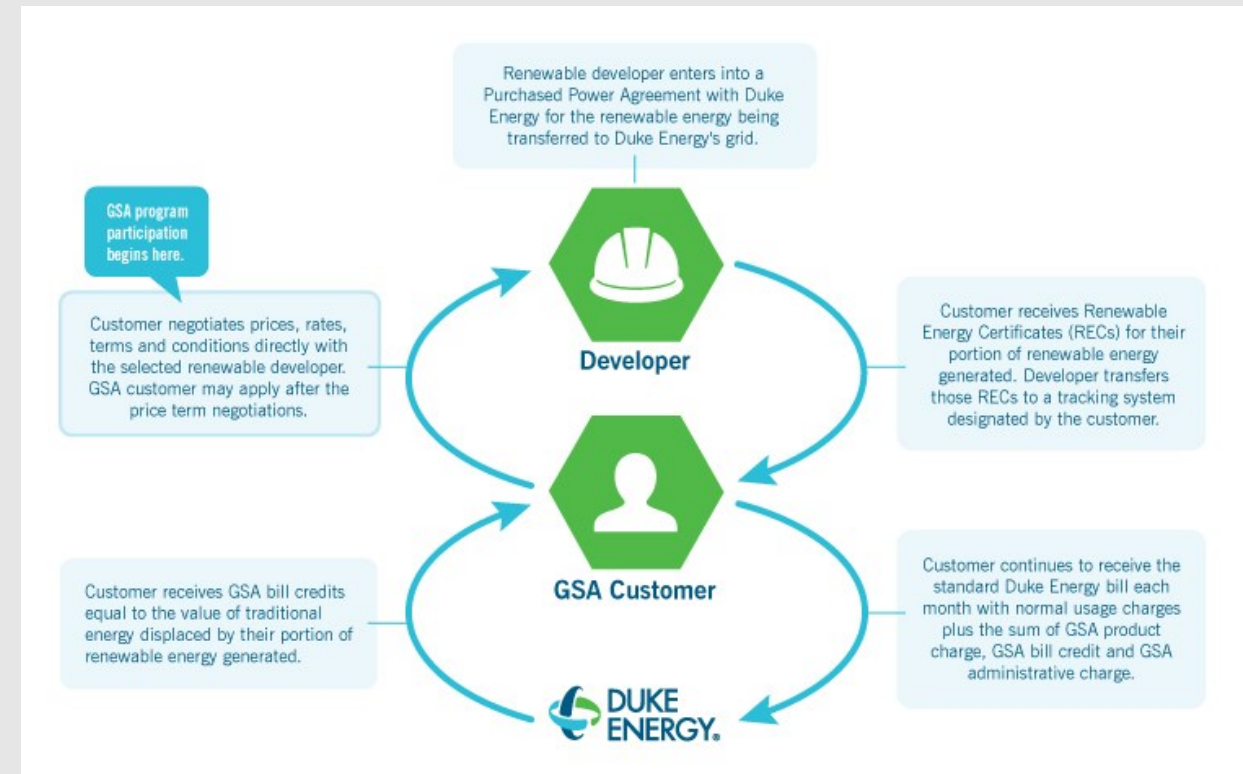




Work Plan Highlights

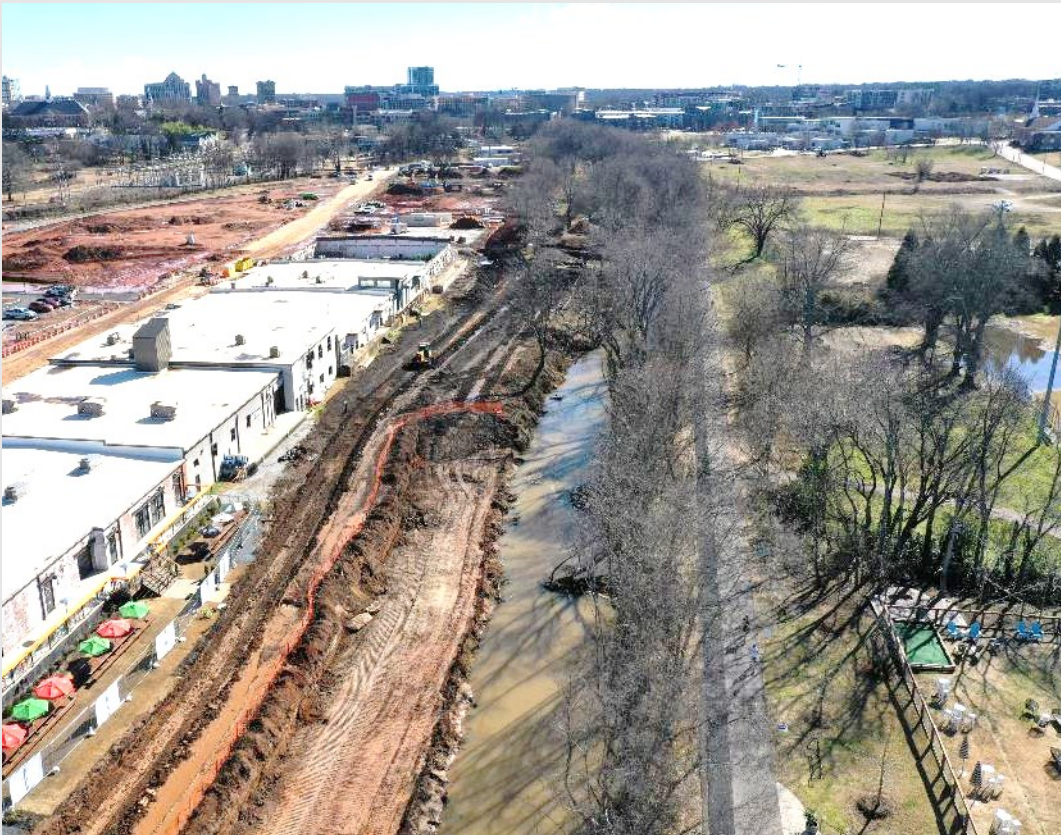
Duke Energy Green Source Advantage Program

- City provided comments on Duke Energy Carolinas' petition before the SC Public Services Commission to make GSA program more feasible for municipal governments
- Final Order to approve GSA program issued 1/28/21
- City currently receiving bids from solar developers; bids due 3/8/21
- Anticipated application to GSA program on 3/29/21

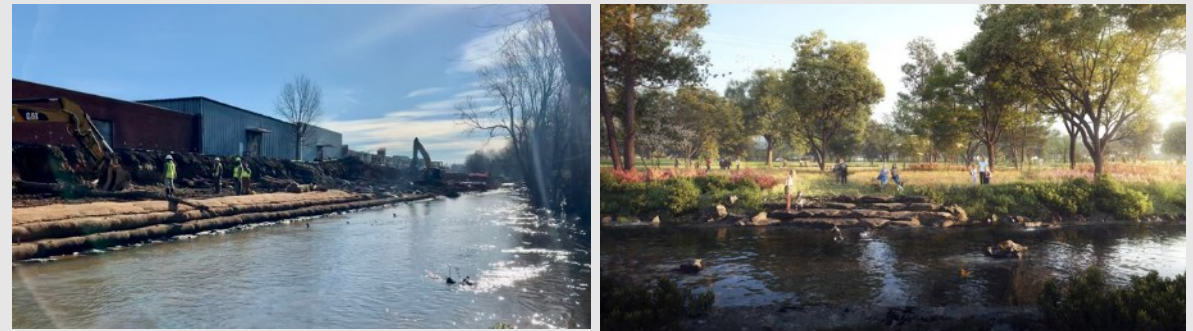


Work Plan Highlights

Unity Park & Reedy River



- ~2,300 feet of streambank stabilization and native plantings.
- Major floodplain benching and soil lift installation
- Habitat restoration using natural materials
- Earthwork to reduce stormwater runoff and improve water quality



Work Plan Highlights

Richland Creek Water Quality

- Identified in the Richland Creek Water Quality Master Plan
- ~900 linear feet of streambank stabilization
- Removal of concrete train trestle base in middle of stream
- Stream enhancement using natural systems:
 - Soil lifts,
 - in-stream structures,
 - constructed riffles
 - invasive removal / native plantings



Work Plan Highlights

Reedy River Stabilization

- ~500 feet of stream work throughout Cleveland Park
- Floodplain benching project used to offset the fill needed to cover a 44-inch sewer main
- Native planting and invasive removal efforts are ongoing
- Stream enhancement using natural systems:
 - Soil lifts,
 - in-stream structures,
 - constructed riffles
 - floodplain interceptor outlet protection



Work Plan Highlights

McPherson Park Water Quality

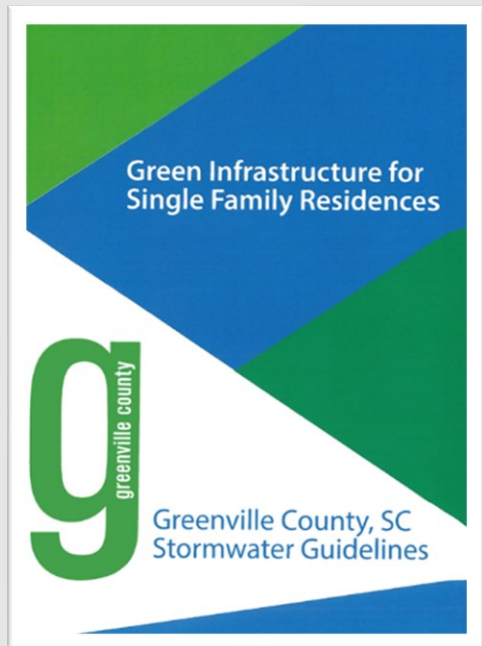
- Identified in the Richland Creek Water Quality Master Plan
- Parking lot overhaul with pervious parking spaces and bioswale runoff treatment
- Stream enhancement using natural systems:
 - Soil lifts,
 - in-stream structures,
 - constructed riffles
 - invasive removal / native plantings
 - step pool inflow dissipation



Work Plan Highlights

Infill Stormwater Guidelines

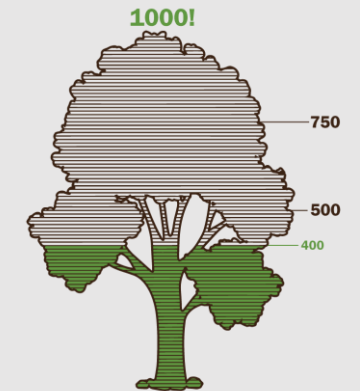
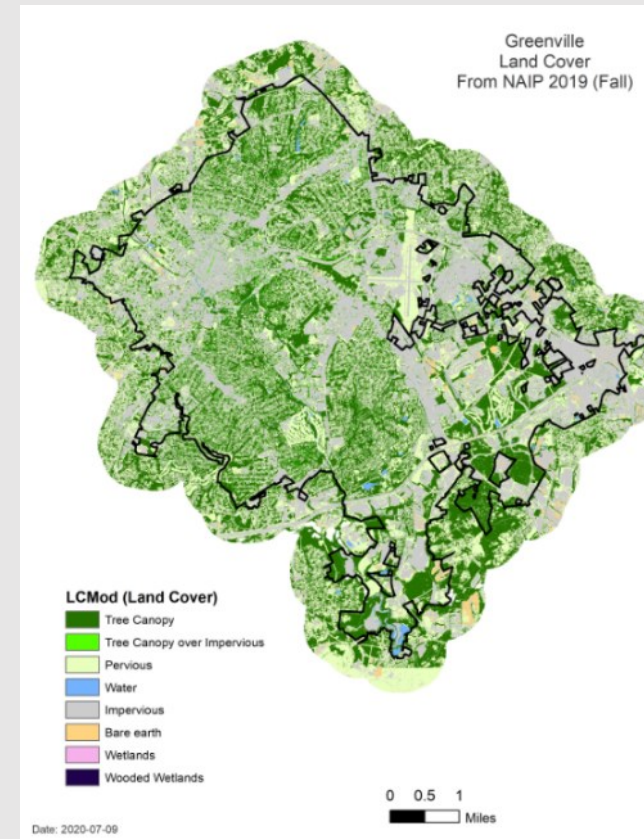
- City is finalizing revised infill requirements
- Stormwater will be mitigated for single family homes using lid methods
- County guidelines to be modified for City use



Work Plan Highlights

Preserve and Protect Tree Canopy

- Tree canopy mapping by Green Infrastructure Center and SC Forestry Commission
- Completed updates to the city's tree protection ordinance
- Included significant public outreach and stakeholder engagement
- Launched Rooted in Greenville tree planting campaign in partnership with Trees Upstate
- Goal of City planting 1,000 trees per year



Work Plan Highlights

Preserve and Protect Tree Canopy

- 2 tree giveaway events
- Have given away 400+ trees to community for free
- Community messaging and education on the importance of trees and replacing the tree canopy
- Tree planting workshop at public Work Session of City Council

#PlantGVL Drive Thru Tree Giveaway a Success!
200 saplings gone in less than two hours



Additional Updates

- Designation of Sustainability Coordinator in City Manager's Office
- City participated in ICLEI 2020 Sustainability Cohort
- Promotion of October as Energy Action Month
- Electric vehicle charging station signage and promotion through Plug-In SC Program
- Greenlink sustainability workshop 1/12/21
- Furman student project on sustainability indicators



October 02, 2020
City Observes Energy Action Month



It's October, and our annual opportunity to encourage energy savings through efficiency and conservation.... [Read on](#)



Upcoming Year

- Finalize GSA project and explore additional clean energy opportunities
- David Hellams Community Center solar project construction
 - Est. completion in May 2021
- Electric Vehicle Stakeholder Advisory Committee
- Furman Sustainability Student Fellow in Summer 2021
 - Update city emissions inventory
- Support GVL2040 Comprehensive Plan and new zoning ordinance
- Sustainability Strategic Plan to include clean energy component



Greenville City Council 2021 Annual Retreat

Update on City Council Priority #3 Public Safety

February 19, 2021





Update on City Council Priority #3 Public Safety





Public Safety – Police – Quality of Life

Mission: Collaborate with our community to prevent crime, promote safety and enhance quality of life.

Closing 2016-2021 Strategic Plan

Accomplished 98% of goals

Hiring and Retention, De-escalation and Bias Awareness Training, Body Worn Camera Implementation, License Plate Reader, and Improved Community Policing

Developing 2021-2025 Strategic Plan

National dialog regarding policing, accountability, and transparency (CACPS and REEM)

Body Worn Cameras, License Plate Readers

Project Safe Neighborhood



Public Safety – Police Accomplishments

Reduce Officer Response Time to 9-1-1 Calls

Average Response by Priority 01/01/19 to 12/31/2019

Priority	Call Count	Call To Keystroke Time	Call Handling Time	Call Dispatch Queue Time	Dispatch Delay	Enroute Delay	Travel Time	Response Time	On Scene Time	Service Time	Call To Close
Emergency	3984	0.15	1.63	2.87	4.51	0.29	5.79	10.29	55.64	61.13	65.93
Immediate	8081	0.17	2.07	5.81	7.89	0.26	7.06	14.94	32.19	38.99	47.13
Routine	24608	0.21	2.48	10.63	13.10	0.32	8.51	21.61	37.25	45.44	58.86

Average Response by Priority 01/01/20 to 12/31/2020

Priority	Call Count	Call To Keystroke Time	Call Handling Time	Call Dispatch Queue Time	Dispatch Delay	Enroute Delay	Travel Time	Response Time	On Scene Time	Service Time	Call To Close
Emergency	5113	0.16	1.41	1.69	3.10	0.27	5.45	8.55	49.69	54.87	58.23
Immediate	4433	0.21	2.02	4.43	6.45	0.23	6.72	13.17	44.01	50.50	57.18
Routine	24869	0.24	2.33	8.92	11.25	0.30	7.51	18.76	33.96	41.16	52.72



Public Safety – Police Accomplishments

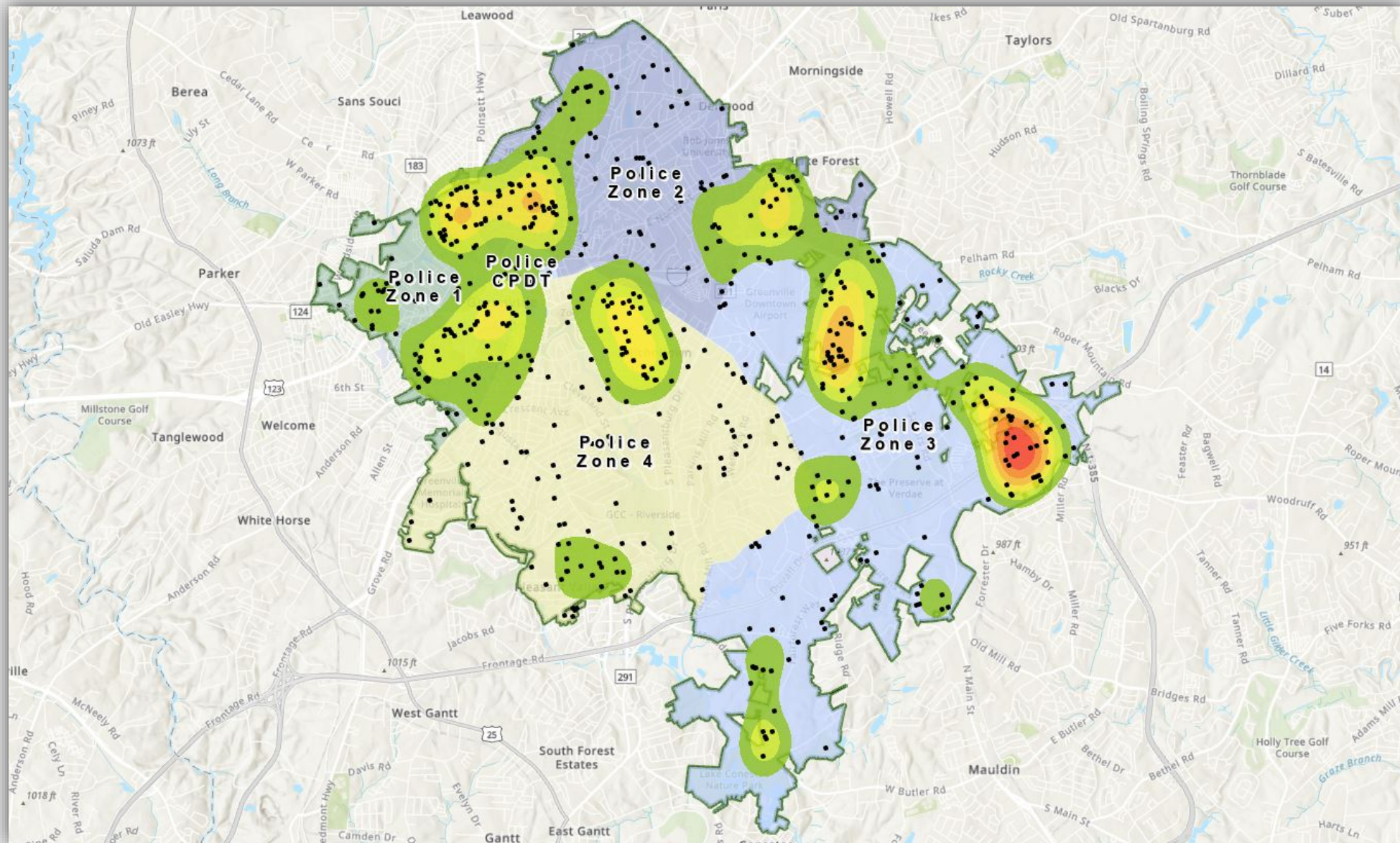
Strategic Focus Area - Prevent Crime, Promote Safety, Enhance Quality of Life.

<u>Goal</u>	<u>Status</u>
False Alarm Reduction	Alarm Ordinance revisions in process 2020 False Alarms reduced by 49.5% (COVID Impact)
Property Crime Update	Shoplifting reduced by -16% Theft from Motor Vehicles increased by +25% Auto Theft increased by +13%
Traffic	Collisions reduced by -27% Traffic Citations reduced by -24% Warning Citations increased by +13% Coordination with Traffic Engineering: Speed Humps on Park Avenue, Ridge Road Truck restrictions
Safety Equipment	Automated Electronic Defibrillators deployed in Patrol Vehicles



Public Safety – Police Accomplishments

Top Auto Breaking Areas 2020



Public Safety – Police

Crowd Control – Bike Team



Effective measures through bike mounted crowd control.

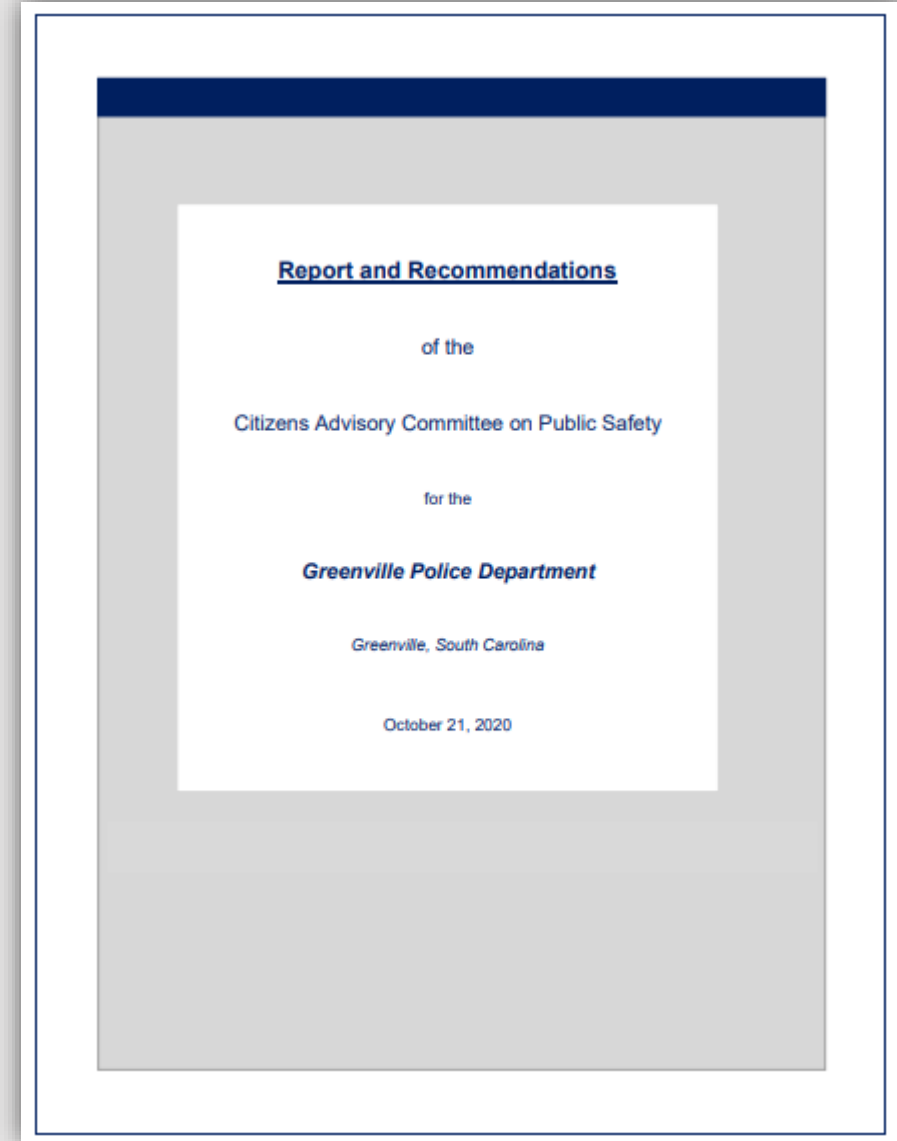
- Ensure safety of participants, traffic control
- Minimal arrests
- One case of property damage



Public Safety – Police

Citizen Advisory Committee on Public Safety

- Held 24 meetings from July 24 – October 21, 2020
- Intensive review of GPD Policies and Practices
 - Use of Force/K-9
 - Body-Worn Cameras
 - Recruiting/Hiring/Training
 - Public Safety Citizens Review Board
- Final Report presented to City Council October 26, 2020



Public Safety – Police Accomplishments

ALPR Pilot Project



2020 ALPR Stats

2020 Totals

Total Arrestees:	95
Total Charges:	207
Stolen Vehicles Recovered:	77
Total Value: (based on average vehicle value of \$2,000)	\$154,000
Stolen Tags Recovered:	57
Firearms Recovered:	16
Warrants Served:	15
Stolen Property Recovered:	25

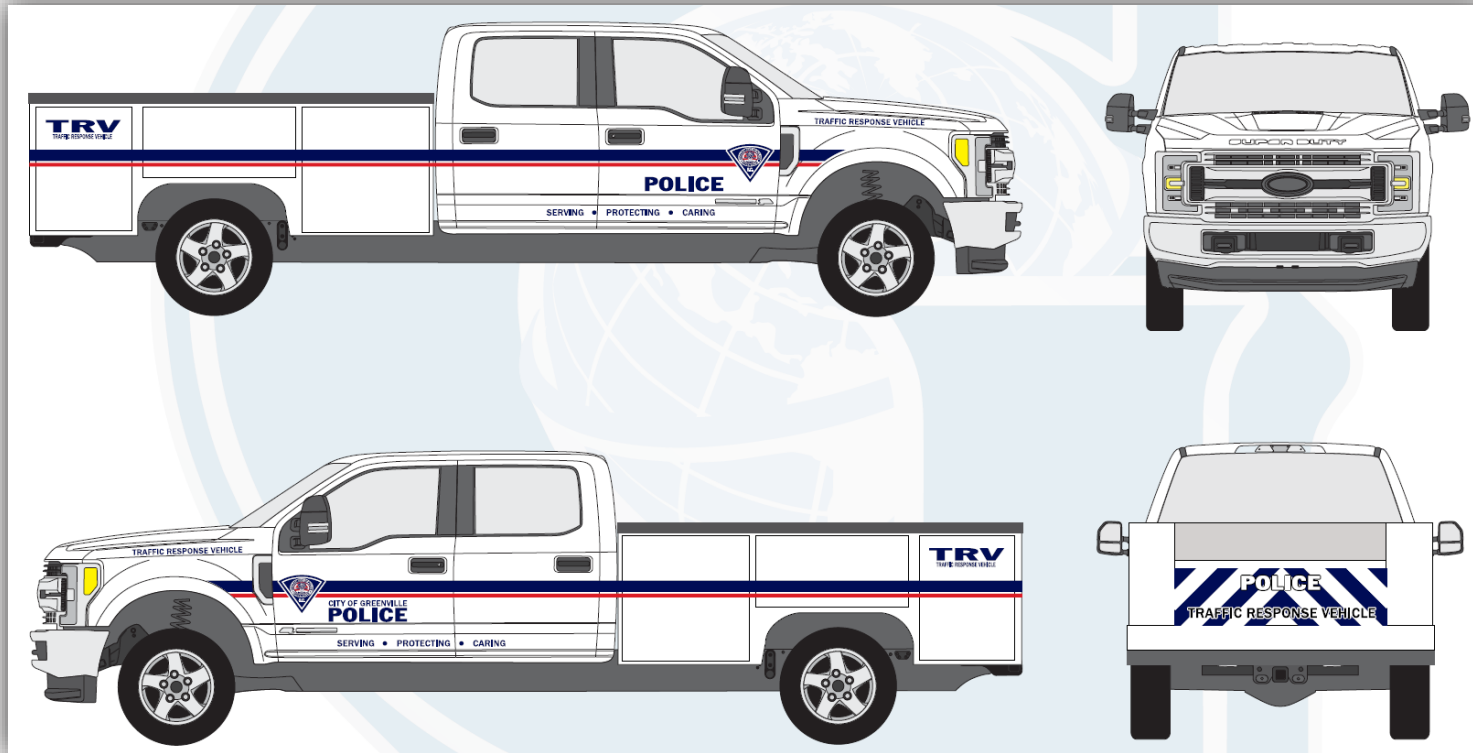




Public Safety – Traffic Response Vehicle

Ordered

Developing Training
and General Orders to
support TRV operation





Public Safety – Recruiting

Fully staffed as of 2/1/2021

Race/Gender	Current	Percentage
White Male	154	74.40%
White Female	25	12.08%
Black Male	15	7.25%
Black Female	2	0.97%
Hispanic Male	6	2.90%
Hispanic Female	2	0.97%
Asian Male	2	0.97%
American Indian / Alaskan	1	0.48%
Total	207	

- Hired 6 laterals using the \$5,000 bonus + moving expenses
- Retention study done in 2020 showed that most officers stayed with the department for the comradery and work environment.
- Pay is important, but secondary to emotional connection.



Public Safety – FY 22 Workplan

<u>Goal</u>	
Development 2021-2025 Strategic Plan	Focus: Quality of Life • Aligned with Priorities of City Council and Community • Crime Reduction Measures • Recruiting and Retention • Community Partnerships and Policing • Traffic • Technology needs • Training and Equipment



Public Safety – FY 22 Workplan

<u>Goal</u>	
Online Incident Reporting	Businesses and Public can submit reports – shoplifting and theft
Recruiting	Build upon accomplishments of prior year
Project Safe Neighborhood	Integrated strategy to develop partnerships with Communities, Non-profits, and Law Enforcement. Improves quality of life, addresses recidivism, addresses violent crime. Addresses children becoming involved in violent crime Leverages the GRAVITY (Gang Reduction And Violence Intervention Targeting Youth) and GREAT programs
Enhance Transparency and Implement Recommendations from CACPS and REEM	General Orders, Use of Force reports and 9-1-1 Calls now on-line
Holster switches for Body Worn Camera – Signal Sidearm	When sidearm is removed from holster ensures BWC is activated



Update on City Council Priority #3 Public Safety



Public Safety – Fire Strategic Focus Areas

Strategic Focus Areas

Ensure that the department's emergency services meets or exceeds recognized national standards.

Acquire and maintain facilities and equipment necessary for effective emergency response.

Prepare the department for the future.



Public Safety – Fire Accomplishments and FY22 Work Plan

Strategic Focus Area – National Standards & Industry Best Practices

<u>Goal</u>	<u>Accomplishments</u>	<u>FY22 Priorities</u>
Ensure that the department’s emergency services meets or exceeds recognized national standards and industry best practices.	Commission on Fire Accreditation International – Annual Compliance Report approved (2020) Needs assessment completed in cooperation with Greenville Downtown Airport – planning / response / training Initiated strategic planning for Automatic Aid Response – Closest unit AVL Worked with HR department on guidance and policies regarding COVID-19 GCFD was accepted into the NFPA Community Risk Assessment Program (Only 250 fire departments nationwide were accepted)	Continue to explore options to improve response times. Revise the airport / City memorandum of understanding and emergency response plan(s) Implement AVL based Automatic Aid Response with neighboring jurisdictions Provide input for update of DHEC 61-7 regulation for Emergency Medical Services



Public Safety – Fire Accomplishments and FY22 Work Plan

Strategic Focus Area – Acquire and maintain facilities and equipment necessary for effective emergency response

<u>Goal</u>	<u>Accomplishments</u>	<u>FY22 Priorities</u>
Maintain adequate fire stations, ancillary facilities, equipment, and plan for future needs.	Completed replacement of the Augusta Road Fire Station Completed classroom facility at the training center Completed station repairs at Station 2 (West End) and Station 5 (Pleasantburg) Coordinated logistics citywide for all COVID-19 supplies and equipment All GCFD apparatus have been certified by DHEC at the EMT-Basic level Replaced HAZMAT 5 apparatus and designed / ordered the new mobile command / communication apparatus for City operations	Continue working with CMO on long-range planning regarding fire station locations with an emphasis on partnership opportunities and mutual/automatic aid Work with OMB / CMO on a cost benefit analysis for the replacement of the fire burn tower Work with OMB / CMO regarding capital project for replacement of Self-Contained Breathing Apparatus Continue with capital vehicle replacement program



Public Safety – Fire Accomplishments and FY22 Work Plan



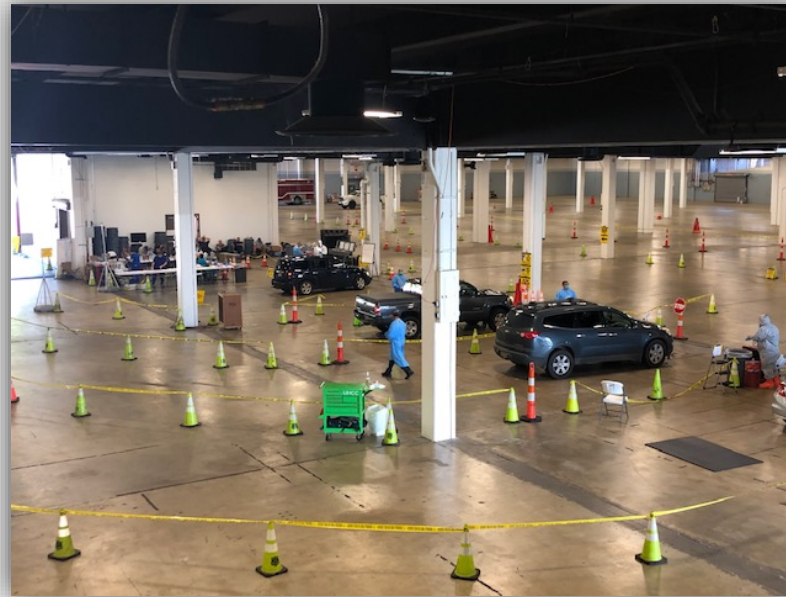


Public Safety – Fire Accomplishments and FY22 Work Plan

Strategic Focus Area – Preparing the Department for the Future

<u>Goal</u>	<u>Accomplishments</u>	<u>FY22 Priorities</u>
Achieve consistent, safe, and effective performance in all areas of operations and management through a comprehensive training program.	Added three new instructors for the department’s EMT Continuing Education Program (CEP) Supported one in-state and two out-of-state special operations deployments to natural disasters Supported the setup and management of COVID-19 testing sites in partnership with the Upstate Healthcare Coalition for first responders and essential governmental employees Implemented Regional Blue Card Simulation Center	Establish comprehensive Juvenile Fire Setter Intervention Program Establish and implement mentoring program for the department Conduct GAP analysis to identify training needs Provide additional outreach programs to citizens through both traditional and virtual delivery methods

Public Safety – Fire Accomplishments and FY22 Work Plan





Public Safety – Fire Accomplishments and FY22 Work Plan

Strategic Focus Area – Preparing the Department for the Future

<u>Goal</u>	<u>Accomplishments</u>	<u>FY22 Priorities</u>
Evaluate and identify new and emerging technologies that will enhance the fire department’s service delivery to the community.	Implemented phase 1 of MARVLIS Software – PSAP Monitor Worked with FEMA / IAFC / State Fire to establish South Carolina as the leader in USAR field data collection using ESRI GIS software Enhanced data collection capabilities regarding occupancy inspections and pre-incident surveys	Implement Phase 2 of MARVLIS Software – Deployment Monitor Replace and migrate fire records management system to new platform Continue working with partnering agencies to enhance our CAD system to meet new and emerging needs Work with the GIS department to enhance the Situational Awareness tools citywide



Public Safety – Fire Accomplishments and FY22 Work Plan

Strategic Focus Area – Preparing the Department for the Future

<u>Goal</u>	<u>Accomplishments</u>	<u>FY22 Priorities</u>
Review staffing levels and organizational structure for effectiveness and emerging needs.	Enrolled three firefighters into the Paramedic Program Partnered with county fire agencies and the Donaldson Career Center to support youth that are involved in the fire training program Enhance the Fire Explorer Program while working with other fire agencies to provide certification training programs to include International Fire Service Accreditation Conference (IFSAC) firefighter certifications Certified three additional Paramedics as “ToxMedics”	Explore resource needs to support strategic planning, records management, data analysis, shift safety, and operational continuity Utilize technology and innovation to drive the GCFD’s revision of the strategic plan Explore the feasibility of creating a youth apprenticeship program

Greenville City Council 2021 Annual Retreat

Update on City Council Priority #4 Affordable Housing

February 19, 2021



Goal #1: Affordable Housing – GHF 2021 Update

2020 Accomplishments

- Expanded staff capacity: Advocacy & Community Engagement Manager and Capital Markets & Real Estate Development Manager
- Invested in 235 units of affordable & workforce housing (539 units to date)
- Supported the launch of United Housing Connections' Home Again program: combining case management & housing stabilization supports to transition families living in motels to safe and stable housing
- Created the Landlord Assistance Program to provide emergency rent assistance in response to Covid-19 pandemic; more than 200 applicants and distributed nearly \$350,000; another 80 households supported with \$200,000 through UHC
- Completed the Greenville Affordable Housing Strategic Plan, and launched the Greenville Affordable Housing Coalition

Goal #1: Affordable Housing – GHF 2021 Update

2021 Priorities:

- Lead & Support the Greenville Affordable Housing Coalition to implement the Strategic Plan
- Increase capital from public & private sources:
- Create Greenville Housing Impact Fund through \$5 million of private equity
- Launch \$20 million loan fund with consortium of local banks and strong Community Development Financial Institution (CDFI) partners
- Expand opportunities for acquisition/preservation and new construction of affordable and workforce housing through joint venture partnerships, GHF loan programs, and other GHF initiatives with a goal of 300 units per year
- Pursue opportunities for Affordable and Workforce Home Ownership (actively working on 41 units)
- Align efforts with Community Development and implementation of Greenville 2040

Goal #1: Affordable Housing – GHF 2021 Update

Pipeline Moving Forward

- Mosaic at West End with 138 mixed income units (25% Aff & WF) JV with GHF in 20% of equity ownership
- Green Plaza site: joint venture with Homes Urban; 76 units (range of Aff, WF & Market)
- Unity Park New Construction Affordable Senior Homes (148 units) 4% LIHTC Bond and using SC HTC deal JV with GHF, Greystone & local non-profit
- Washington West: JV with Allen Temple on 12 Aff & WF rental units with Trey Cole Design Group offering 6 market and 3 WF homeownership units
- Unity Park GHF parcels: site planning with private developer partners (MBE participation) to provide +/-100 units of affordable and workforce units
- Others include 9% LIHTC, Social Impact Fund investors, single family infill, and mixed income (currently 300+ units) in planning

Active on 483 (374 Aff & WF) units in development totaling \$80,713,518

Goal #1: Affordable Housing – GHF 2021 Update

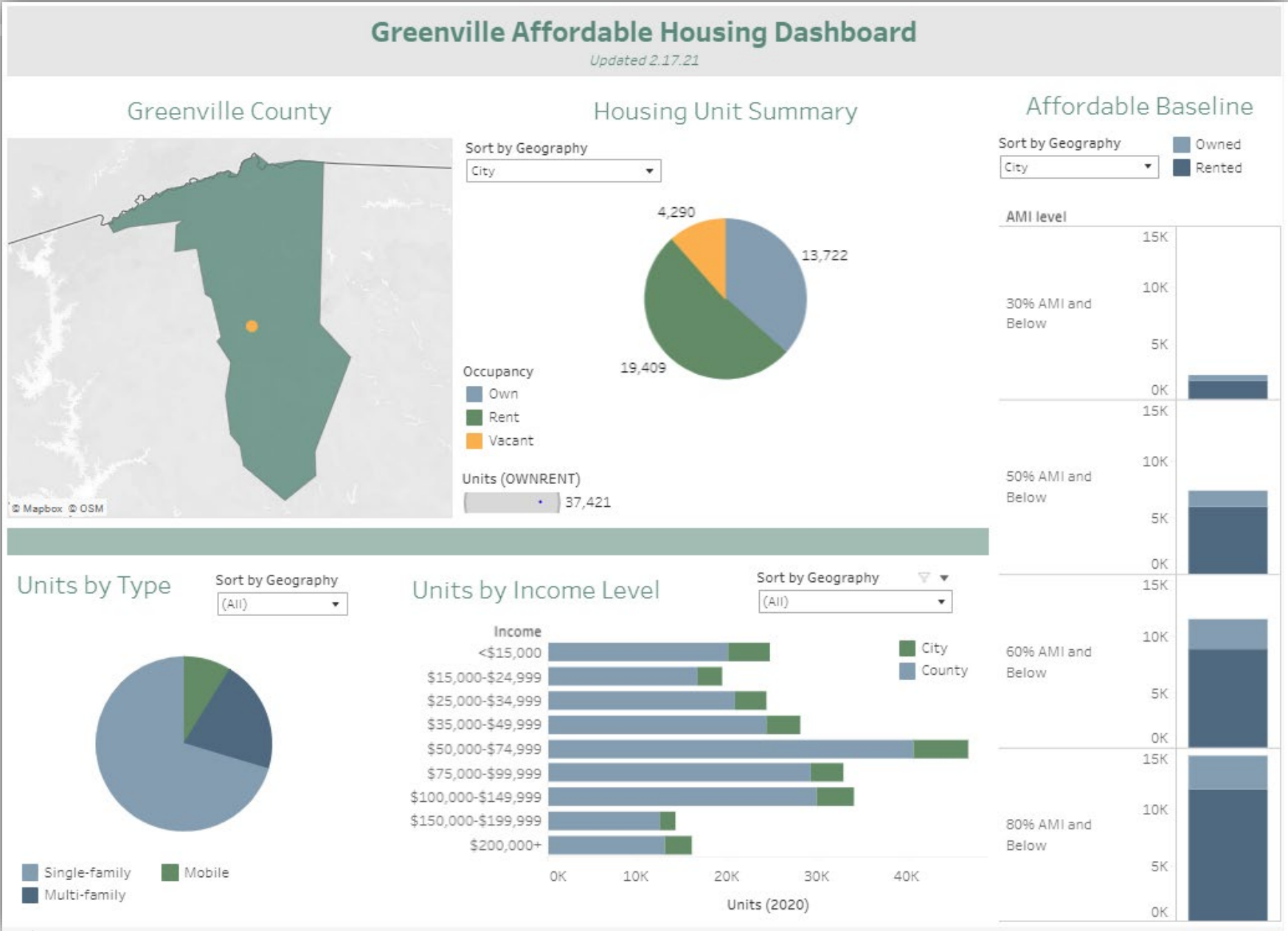
- GHF and Coalition partners have identified 5 goals for implementation of the Greenville Affordable Housing Strategic Plan.
- Creating public dashboard to report progress on the plan.

TOP 5 GOALS FOR 10-YEAR AFFORDABLE HOUSING STRATEGY



Goal #1: Affordable Housing – GHF 2021 Update

- GHF and Community Development working with Furman University on mapping current affordable & workforce housing supply in the city.
- Dashboard will be made available to the public.



Goal #3: Homeless Initiatives

Prevention

- Funding provided to agencies for housing and food assistance for city residents impacted by COVID-19 to prevent displacement
- \$144,662.79 expended YTD on housing related assistance which includes, mortgage, rent, utility, financial counseling, and fair housing counseling

Upcoming

- Survey and data collection on homelessness within downtown area
- Downtown outreach team
- Researching and reviewing potential landlord assistance streams of funding
- Monitoring of future funding streams for housing assistance and of eviction moratorium

Goal #4: Owner-Occupied Rehabilitations



Rebuild Upstate

- 7 rehabilitations completed in 2020 (\$61,737.77)
- 7 additional properties are in process for approval
- Since 2018, organization has utilized \$241,413.25 of City funding and \$470,000 of leveraged other funds on 59 homes.

Habitat for Humanity

- 3 rehabilitations completed in January 2021 (\$11,751.13)

For every \$1 of direct City funding, Rebuild Upstate leverages \$2 for additional work within the City limits.

Goal #5: New Construction

Rental

- United Housing Connections completed 1 unit in Nicholtown; \$95,240 HOME funds
- \$20,484 provided to Genesis Homes to support infrastructure for development of 8 affordable units in Nicholtown; units are under construction
- Genesis Homes completed 2 additional units in Nicholtown and 2 units in Greenline-Spartanburg
- 7 rental units completed by Homes of Hope at Joshua's Way development



Goal #5: New Construction



Homeownership

- \$40,000 provided to 5 Habitat for Humanity clients for down payment assistance
- 1 additional unit under construction in Joshua's Way development; expected to be completed by late Spring 2021
- 9 units planned for development in Nicholtown to be completed in 2021 and 2022 with \$45,000 of down payment assistance available for units

Goal #6: Property Acquisition

- 2 parcels acquired in 2020; 507 and 509 Jenkins Street
- Possible 5 new affordable units
- Located across from Joshua's Way development
- \$98,000 in CDBG and Program Income funds for acquisition
- \$16,000 in Code Enforcement funds for demo/asbestos removal
- Included in upcoming Infill Parcel Development Addendum to the FY 2021 – 2022 Funding Application
- 2021 Acquisition Goal: 2 parcels for affordable housing infill redevelopment as budget allows

Goal #7: Special Tax Assessment

- 2 Projects completed in 2020
- \$8.5 million estimated investment in rehabilitation
- 181 units total
- Future efforts:
 - City staff developing marketing and outreach initiatives
 - City staff identifying potential properties for upcoming efforts

Goal #8, #9, #10: Marketing and Outreach

- 3 project profile summaries completed
<https://greenvillesc.gov/1639/Recent-Projects>
- Resident and Partner Interviews were recorded and placed on the City's Youtube channel for:
 - Senior Pleasantburg Apartments
 - Greenville Summit

Goal #11: Hotel Conversion

Background

- Ordinance approved by council in November 2020
- Situation: Developers were looking to convert existing hotel/motels into low-cost multi-family products
- Issue: Multi-family was prohibited due to maximum density and/or minimum off street – parking requirements
- Solution: Allow conversion if at least 20% of units are affordable

Upcoming Project

Type of Unit	Studio	Two Bedroom
Market Rate	50	17
Affordable	22	7
Total Units	72	24
Sq. Ft.	504 SF	816 SF

Priority Area #5, Focus Area #6, Goal #1: Community Engagement & Empowerment

- **Community Empowerment Team:** Special Emphasis Neighborhood Presidents & Leaders collaborating within a virtual education and resource series of interactive sessions. Session topics focus of the needs of neighborhoods that are defined as 50% or more households at 80% or below HUD defined AMI.
 - Quarterly Sessions with 1 Special Session planned for Community Development Week, April 5-8, 2021
 - City Neighborhoods: Pleasant Valley, Greater Sullivan, Green Avenue, Greenline-Spartanburg, Haynie-Sirriner, Nicholtown, Southernside, Sterling, Viola, West End, West Greenville
 - Planned Sessions: may be expanded if need arises
 - COVID-19 & Vaccination Education
 - Statewide Leadership & Advocacy (SCACED)
 - The Color of Law: History and Evolution of Special Emphasis Neighborhoods, Empowerment and Moving Forward
 - Grassroots Leadership Development
 - Planning/Zoning 101

Priority Area #5, Focus Area #6, Goal #1: Community Engagement & Empowerment (cont'd)

- **Greenville Dreams:** City and County Special Emphasis Neighborhood Presidents and Leaders collaborating and networking focused on shared neighborhood dynamics related to economic disparity. Greenville Dreams is a partnership initiative staffed by Community Development, Greenville County Redevelopment Authority and United Way.
 - Virtual meetings will continue on the 3rd Monday of each month throughout 2021.
 - January 2021: COVID-19
 - February 2021: City and County Planning Department Presentations

Greenville City Council 2021 Annual Retreat

Update on City Council Priority #10 Recreation and Events

February 19, 2021





SPECIAL EVENTS

FY21 Goals:

Provide safe and secure public gatherings.

- Opened TD Saturday Market and United Community Bank Ice on Main in a modified format with recommended safety measures in place.
- Events were extended by **19** days to generate foot traffic downtown.
 - **65K** total onsite visitors

Expand and enhance use of technology to serve the community.

- Launched an online reservation system for the pre-purchasing of ice skating tickets.
 - **92%** of skate tickets were purchased online
 - **359** out of **549** skate sessions were sold out
 - **30K** website pageviews
 - Over **2,000** tickets purchased during two-week season expansion
- Created virtual online programming that provided a platform for almost **200** local farmers, restaurants, crafters and musicians to promote their businesses.
- **200K** total website pageviews
 - Top metro locations: GSPAA, Charlotte, Atlanta, Raleigh-Durham
- **1.7 million** reach on social media across all event accounts



DOWNTOWN PLACEMAKING

FY21 Goals:

Create an engaged and informed community.

- Launched a downtown merchant liaison group to meet monthly. Group assists with communicating City information to downtown businesses and shares any concerns or issues that need to be addressed.
- Created a comprehensive contact list that includes **300** CBD businesses. A weekly email is sent out with City updates.
- Created an interactive map highlighting all holiday programs for easy navigating of activities.
- **10K** website pageviews for holiday events

Identify opportunities to market downtown merchant events and evaluate impact of events.

- Partnered with **40** downtown businesses to create a safe Trick-or-Treat on Main Street event.
- Post-event survey data indicated that businesses saw an uptick in sales and the amount of overall traffic downtown. **100%** of participants shared they would participate next year.

Enhance the holiday décor program.

- **5** downtown plazas were festively decorated with over **57,000** lights
- **22** downtown businesses participated in the annual Window Decorating Contest
- **26** Poinsettia Postcards were added as a holiday attraction to generate foot traffic downtown. Created a new sponsorship opportunity to bring in additional revenue.
- **6** City neighborhoods participated in the first annual Light the Night contest.



ARTS IN PUBLIC PLACES

Goals:

- Public Art Installations
- Increase community involvement, awareness and engagement in public art.
- Complete annual maintenance inspection.
- Develop policies and procedures to guide the placement of public art.



2020 YEAR IN REVIEW

- **12** public art installations
 - Nathanael Greene, Upcountry History Museum
 - Ladders of Life and Guardians of Augusta, Augusta Street Fire Station #3
 - Aria, Sue Simpson Garden
 - Peacemaker Bench, Cleveland Park
 - Tom's Hat, Welcome Statue & Hero, Cancer Survivors Park
 - 5 murals installations on private property
- **140** art pieces inspected as part of the annual maintenance
- Prepared draft policies and procedures and draft guidelines for mural program.



15 Best Christmas Destinations
That Look Straight Out of a
Holiday Postcard.

- PureWow, Dec 2020

Discover the Alluring Holiday
Spirit of Greenville, South
Carolina.

- Forbes, Dec 2020

A Powerful Mural Marks the
Desegregation of South Carolina
Schools.

- Architectural Digest, Oct 2020

Best Christmas Towns to
Put on Your Holiday
Bucket List.

- CountryLiving, Dec 2020

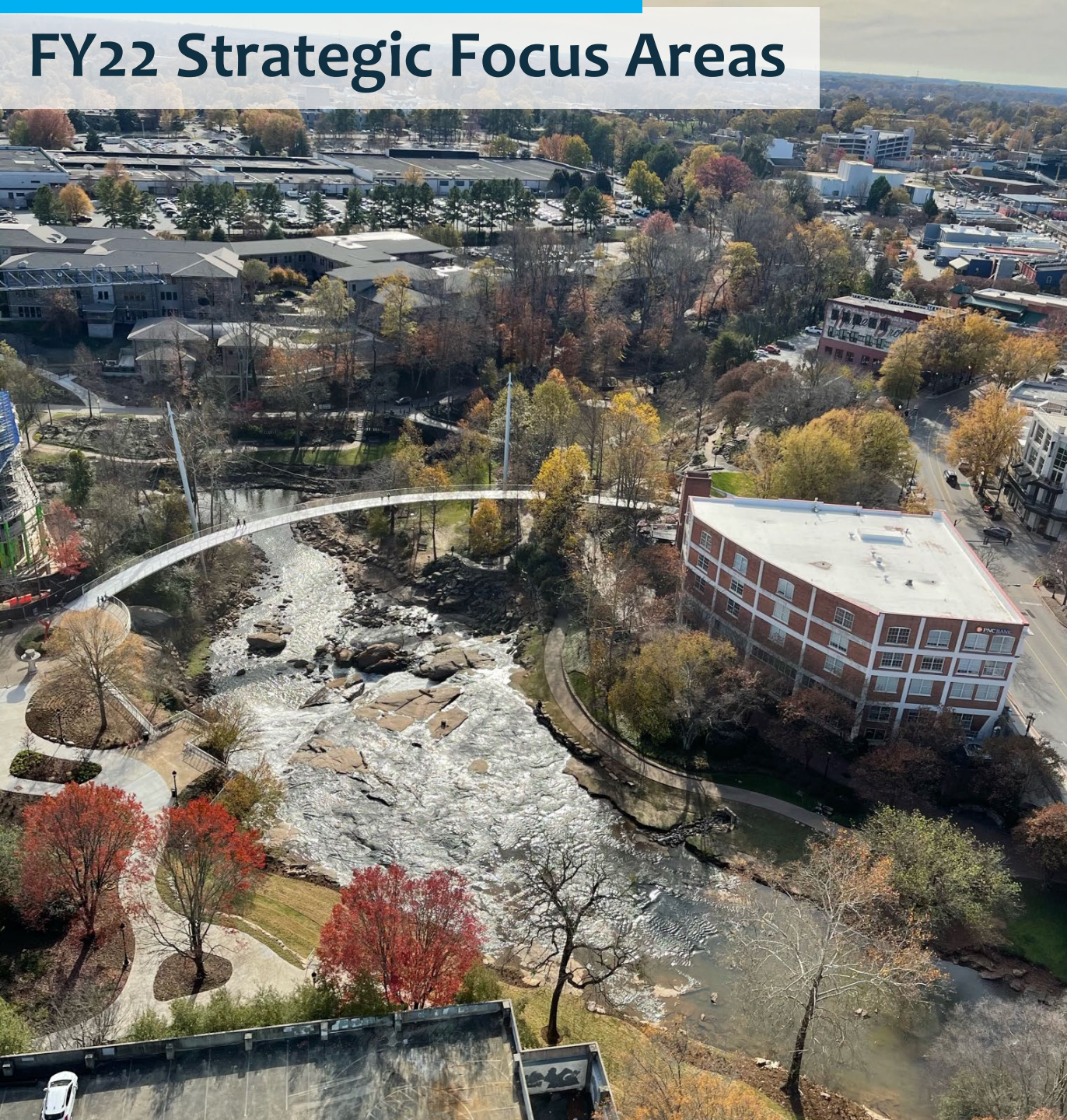
Five Reasons to Visit
Greenville, South Carolina
During the Holidays.

-TrendingTravel.org, Nov 2020

How to Safely Shop at Your Local
Farmers Market.

- Real Simple, July 2020

FY22 Strategic Focus Areas



Special Events:

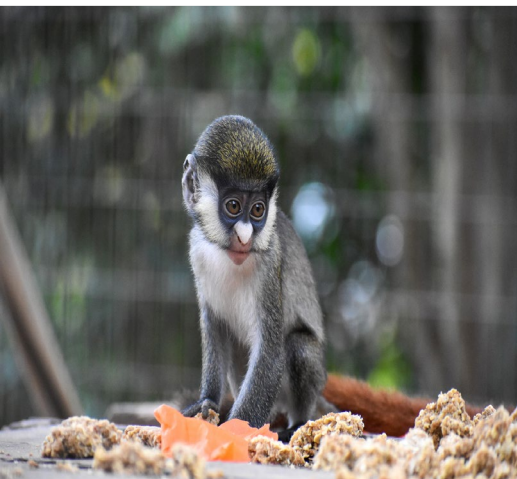
- Develop appropriate post-COVID action plans for the safe return of City events.
- Increase diversity programming at events.
- Revise special event permits to an online application system in order to streamline the process.
- Continue planning and improving emergency protocol and placement of mobile infrastructure at events.

Downtown Placemaking:

- Review current wayfinding system and create a policy that provides the framework for destination identity for vehicular traffic.
- Enhance holiday décor and opportunities to promote merchant events.

Arts in Public Places

- Explore opportunities for the placement of permanent and temporary public art throughout the City.
- Facilitate the selection and installation of public art at the Cancer Survivors Park
- Implement mural program that will guide the placement of public art.



2020 GREENVILLE ZOO YEAR IN REVIEW

- AZA Accreditation - Gold Standard in animal care and welfare, conservation, education, and professional excellence
 - Completely renovated Animal Hospital
 - Dedicated space for necropsies
 - Surgery space built to AZA standards
 - Separation of outdoor holding and quarantine areas
 - Constructed new lion holding area
 - Added two additional FT Zookeepers
 - Physical facility repair, updating and cleanup
- During COVID pandemic opened Zoo in a modified format with recommended safety measures in place
- Successful birth of two Amur leopard cubs
- Successful birth of a Schmidt's guenon
- Completed Primate Row
- Boo in the Zoo, **15,135** in attendance, **\$120,993** revenue

FY22 Strategic Focus Areas - Zoo

Vision: The Greenville Zoo will be the best small modern Zoo in the country.

Four pillars create the foundation that makes this happen:

- Grow revenue, “no money, no mission”
- Grow our collection, bring additional charismatic animals to the zoo
- Grow our guest amenities and customer service initiatives
- Grow our conservation programs, what conservation initiatives can be done right here at the Greenville Zoo

FY 22 Strategic Focus Areas - Zoo

All initiatives will support the vision and the four pillars.

- Refine the animal assessment program
- Complete animal ambassador outdoor holding area
- Design and construct a new leopard holding building
- Design and construct a new giraffe feeding platform, developing public feeding experience
- Explore options for making improvements to the food and retail operations, consider outsourcing
- Refine our organizational structure
- Assess staffing needs
- Assess zoo security
- Add rentable strollers, wheelchairs, and motorized scooters for guests
- Plan a new holiday event to begin in November 2021
- Identify and plan for new revenue generators
- Perform exhibit assessments
- Develop a new collection plan that includes compelling new exhibits and charismatic animals
- Develop new master plan projects
- Start strategic planning initiative
- Plan a fundraising feasibility study, identifying and developing a donor base
- Develop new partners and improve existing stakeholder relationships
- Start plans for a new Capital Campaign



FY21 Goals:

Examine City's Recreation service delivery model to align investments with community needs and desires

- Programming Assessment completed
 - Number of unique users
 - Resident verses non-residents
 - Individual program cost
 - Recommendation for new Recreation service delivery model
- Athletic field contract review

Update facility assessment for community centers, gyms, courts and other recreation infrastructure

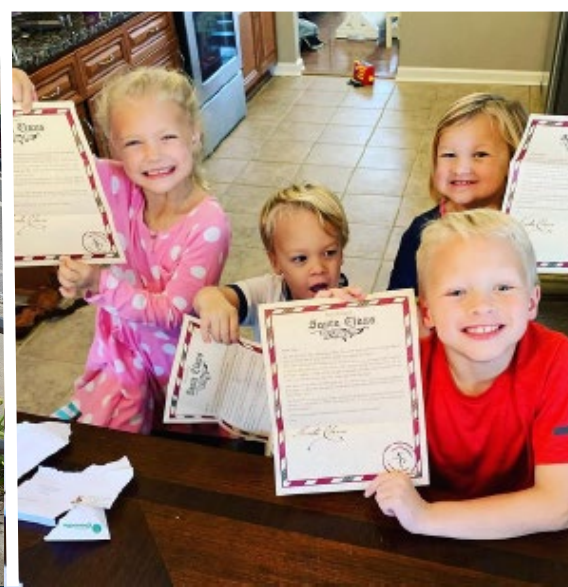
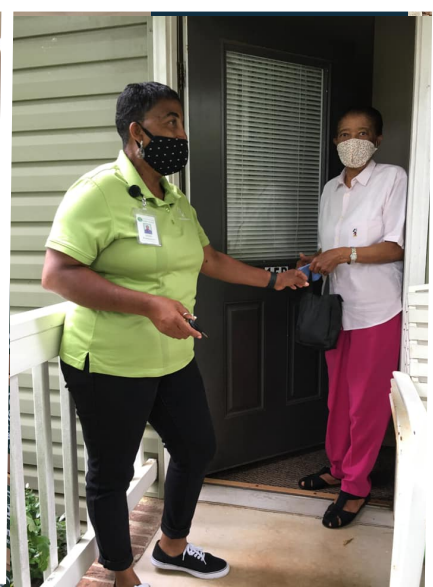
- Assessment is underway with LMG Architects. Plan includes ADA transition plan information and updates.

Feasibility study for recreation center and provide required repairs of existing community centers

- Community Center facility repairs scope complete

2020 YEAR IN REVIEW

- 39 virtual recreation programs
- 7 special programs
 - Virtual Challenge Run/Walk
 - 370 GRAB Boxes sold (June – August)
 - Trunk & Treat – West GVL Community Center
 - Mini-Golf Spooktacular
 - Santa Workshop
 - Santa Brigade
- 30 + Return to Work activities (mask giveaways, painting, helping other depts, senior check-ins)
- Summer, fall and winter sports - adult softball, youth soccer, youth flag football, youth basketball
- Completed Sears Shelter renovations



FY22 Strategic Focus Areas - Recreation

- Establish levels of service and standard operating procedures for recreation community center programs and athletics.
- Initiate more in-depth analysis/overhaul of recreation programming to assess overall program effectiveness, impact and/or cost-benefit, program performance and to ensure programming is aligned with community needs – innovative programming for all demographics.
- Implement tracking program to accurately track usage, unique users and resident status of all users and participants.
- Identify opportunities to partner with community organizations for center programming.
- Establish emergency protocol and training for center staff and athletic staff and officials.



FY21 Goals:

- **Parks & Recreation Maintenance Facility – Main**
 - Parks moved to facility on Laurens Road.
 - Pole barn and additional office space is under construction.
 - Surplus and storage is being sorted.
- **Unity Park and CBD Maintenance Facility**
 - Conceptual and structural design underway with architect.
- **Establish Levels of Service and Standard Operating Procedures for Parks & Grounds**
 - Weekly park inspections conducted to identify long term maintenance issues.
 - Implemented CityWorks for tracking of daily work orders and asset life cycles.
 - Developed a priority list for parks through public/staff input and identified levels of service areas within parks.



2020 Parks YEAR IN REVIEW

- **59** volunteers for N. Main Park Volunteer Cleanup.
 - Implemented monthly volunteer neighborhood cleanup program
- Parks Dept moved operations to a new office on Laurens Rd.
- Implemented CityWorks for tracking of daily work orders and asset life cycles.
- Replaced the playground structure at Kiwanis Park.
- Added a climbing unit to the Legacy Park playground.
- Repaired the playground surface at Cleveland Park playground.
- Secured grants for solar panels at David Hellams Community Center and renovations at Skyland Park.
- Installed ADA pathway and new swing set at Rockwood Park.
- Completed a street tree inventory in Nicholtown and Greater Sullivan neighborhoods and on Main Street.

FY 22 Strategic Focus Areas – Park

Utilize National Recreation and Park Associations' Best Practices Guide for Park Maintenance to determine Standards and Procedures for each park in the system

- Develop standards and procedures based on the modal approach of the NRPA.
- Implement standards for each park that are reflective of best practices and provide consistency in park maintenance.

Develop tree planting plans for each park in the system

- Work with staff to develop a planting plan for tree installation in each park.
- Develop a timeline to allow volunteer opportunities to assist with planting.

Develop organizational efficiencies

- Work with front line staff to determine issues and potential areas for improving efficiencies.
- Develop updated staffing and maintenance plans to reduce redundancy and provide a more efficient work group.

FY 22 Strategic Focus Areas – Unity Park

Visitors Center, ballfield, splash area, great lawn

- Formulate policy, hours and rules for park
- Develop staffing needs and relative budget
- Create marketing plan and sales collateral

Unity Park green space and river

- Define levels of service
- Develop staffing needs and relative budget to meet park demands
- Plan for staff implementation
- Secure plan for logistics of materials and equipment

UP Maintenance Facility

- Finalize location
- Conceptual & structural design and cost



Greenville City Council 2021 Annual Retreat

Update on City Council Priority #9 Economic Development

February 19, 2021



Strategic Focus Area #1: Retail Recruitment & Retention

- Ongoing monthly outreach to existing retailers (contacted 20)
- Ongoing outreach to retail brokers and owners (contacted 28)
 - Established small working group of retail brokers and owners to meet monthly and maintain regular communication – first meeting held in January – broker feedback has been positive; pleased that City is being proactive
 - Brokers would like for City to offer Feasibility Inspections again for prospects
- Buxton retail data analysis platform purchased and using as tool for recruitment (training completed; sent data to prospect for former Brooks Brothers space who is currently considering space)
- Clustering and block-by-block strategies (ongoing – determining gaps and clusters)
- Retail marketing – retail recruitment video nearing completion; planning stages
- Touring available spaces (ex. Toured all available retail space at Camperdown)

Strategic Focus Area #1: Retail Recruitment & Retention

- Special focus areas: (Contact made with all owners/brokers of all 4 focus areas – 8 individuals total)
 - Former Cook's Station Building in the West End (26 Augusta Street)
 - Vacancies in the Hyatt block (N. Main)
 - Former Llyn Strong and vacant brick building (119/125 N. Main Street)
 - Former Brooks Brothers (1 N. Main Street)



Strategic Focus Area #1: Retail Recruitment & Retention

Downtown Retail Brokers Group

Company

Avison Young

CBRE

Coldwell Banker Caine

Collett

Colliers

Hughes Development

Lee & Associates

NAI Earle Furman

Pintail Capital

In addition to our quarterly Real Estate Breakfast events, City ED staff started meeting regularly with this group to maintain open lines of communication, tour available spaces, and share retail information. Staff is also posting their available retail listings on LinkedIn.

Strategic Focus Area #1: Retail Recruitment & Retention

- Prospects: 43
 - 10 local
 - 7 regional (other locations in South Carolina, Georgia, etc.)
 - 26 national
 - All are looking for right locations at the right prices; need density and foot traffic from tourists and locals to return
- Challenging Retail Climate:
 - High downtown rental rates (\$30-\$40/SF range; more feasible range is \$20-\$25/SF)
 - Closing brick and mortar, bankruptcies - Costar report 1/29/21:
"Forecast Sees 10,000 Retail Store Closings in 2021, 14% More Than Last Year"
 - Changing consumer shopping habits
- However, downtown is still seeing activity and interest

Strategic Focus Area #2: Office Recruitment & Retention

- FY2021 Updated Stats:
 - Recruitment and Existing Industry Expansion Projects:
 - Prospects: 42
 - Announced: 4
 - Active Prospects: 16
 - Existing Industry Unique Touches:
 - 82
 - Business Development:
 - Unique Touches: 36
 - Upstate Alliance Events:
 - 3 completed
 - 1 event scheduled
 - Providing input to potential marketing trips
 - Refocus effort on Job Development Grant and potential partners

Strategic Focus Area #3: Entrepreneurial & Innovation Development

- Support Partners
 - NEXT facilities and programming
 - Venture South
 - Furman University Office of Innovation & Entrepreneurship
 - Village Launch
 - Greenville Local Development Corporation (GLDC)
 - Flywheel
- Support Initiatives
 - GVL Starts – Program to train future entrepreneurs
 - Investor Bootcamp – Angel Investing 101 – Program to train future capital investors
 - Upstate Alliance Marketing and Talent Attraction Initiatives
 - GVL Innovation Alliance

Strategic Focus Area #4: ED Marketing

- Completed final interviews with Advertising/PR Firms
- Presented marketing campaign idea to City Council
- Finalizing negotiations with the advertising firm
 - Once under contract, will update CM and City Council on timeline
 - Begin execution with anticipated initial completion in June 2021
- Partnership opportunities:
 - Upstate Alliance Projects
 - Greenville Drive 'Entrepreneur and Innovation Night'
 - GLDC and SC DoC Relentless Grant - 'GVL Starts Program'
 - NEXT Upstate and SC DoC Relentless Grant – Multiple Programs

Strategic Focus Area #5: ED Ecosystem Partnership Development

- Completed:
 - Poe West
 - GrandSouth Bank
- Substantially Completed:
 - Camperdown (including Falls Tower retail, office and condos; AC Marriot Hotel; pedestrian plaza; DECA; ground floor retail)
- Under Construction:
 - Grand Bohemian Hotel
 - McClaren MCIP
- Planned:
 - Project Gateway/CitiSculpt Project MCIP
 - United Community Bank MCIP
 - Field Street
- Potential:
 - Project Vitamin D
 - Flatiron Building in the Village of West Greenville

Strategic Focus Area #5: ED Ecosystem Partnership Development

- ED Studies and Strategy:
 - Mayberry Street
 - Will look for opportunities to include some affordable and workforce housing
 - Need to determine appropriate City role and risk tolerance - (ex. - City as master developer)
 - GVL 2040
 - Part of a City-wide team with Planning and OMB to begin the discussion of execution and implementation
- Innovation and Entrepreneurship ED Strategic Plan
 - Cross referencing HR&A 2019 Office and Employment Growth Strategy to prevent duplication
 - Working with CMO on scope of work – Anticipated completion 3/5/2021
 - Good public outreach to innovation and entrepreneurial community as well as other allies participating in this type of economic development
 - Need for a plan to solidify the entrepreneurial ecosystem in the City of Greenville and the role of the Economic Development Department