

1 - Work Session Agenda

Documents:

[1 - WORK SESSION AGENDA.PDF](#)

2 - Economic Development Strategic Plan (Resonance)

Documents:

[2 - ECONOMIC DEVELOPMENT STRATEGIC PLAN \(RESONANCE\).PDF](#)

3 - Swamp Rabbit Trail Update

Documents:

[3 - SWAMP RABBIT TRAIL UPDATE.PDF](#)



CITY COUNCIL OF THE CITY OF GREENVILLE WORK SESSION MEETING

Monday, August 8, 2022 - 3:30 p.m.

Greenville City Hall, Council Chambers, 206 S. Main Street

Citizens may access the meeting at the following web address:

<https://www.greenvillesc.gov/1694/Online-Meetings>

CITY COUNCIL: Mayor Knox White; Councilmember Wil Brasington; Councilmember John DeWorken, Councilmember Dorothy Dowe, Councilmember Lillian Flemming; Councilmember Ken Gibson; Councilmember Russell Stall

CITY STAFF: City Manager John McDonough, City Attorney Leigh Paoletti; City Clerk Camilla G. Pitman

AGENDA

1. **Call to Order** **3:30 p.m.**
2. **Economic Development Strategic Plan (Resonance)** **3:30 p.m.**
(Presented by Economic and Community Development Director Merle Johnson)
3. **Swamp Rabbit Trail Update** **5:00 p.m.**
(Presented by Mobility Coordinator Calin Owens and Assistant City Engineer Nick DePalma)
4. **Executive Session:** **5:10 p.m.**
NOTE: City Council will leave the Work Session to conduct an Executive Session which is not open to the public. The Work Session meeting will adjourn following the completion of the Executive Session. No action will be taken prior to adjourning the meeting.
 - a. **Contractual Matter – Amendment to Development Agreement - Grand Bohemian**
(City Attorney Leigh Paoletti)
 - b. **Contractual Matter - Unity Park Maintenance Facility**
(Office of Management and Budget Matt Efird)
5. **Adjourn** **5:30 p.m.**

City of Greenville Economic Development Strategic Plan

August 2022 - Draft



Overview

PART 1

What We've Learned

PART 2

Strategy

Four phases of our engagement

01.

Development of
Project Work Plan
and Consultation
Strategy

02.

Demographic
and Economic
Assessment

03.

Stakeholder
and Public
Engagement

04.

Strategic Plan
Development and
Implementation



1. What we've learned

Discovery Recap



Competitive Performance Analysis

Comprehensive evaluation of Greenville and peer communities across 6 pillars (50 factors)



Industry and Occupational Analysis

Assessment of Greenville's industry strengths, FDI opportunities and human capital.



Surveys

Business survey (n=140)
Community survey (n=597)



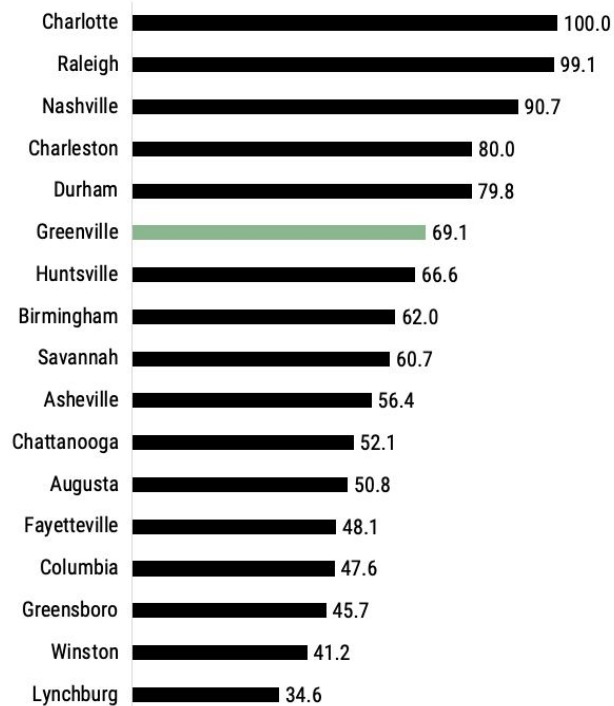
Stakeholder Engagement

Roundtable discussions with more than 50 community members
1-1 interviews with council members



COMPETITIVE BENCHMARKING ANALYSIS

Greenville ranks 6th among peer communities, with notable strengths in talent.



COMPETITIVE BENCHMARKING ANALYSIS

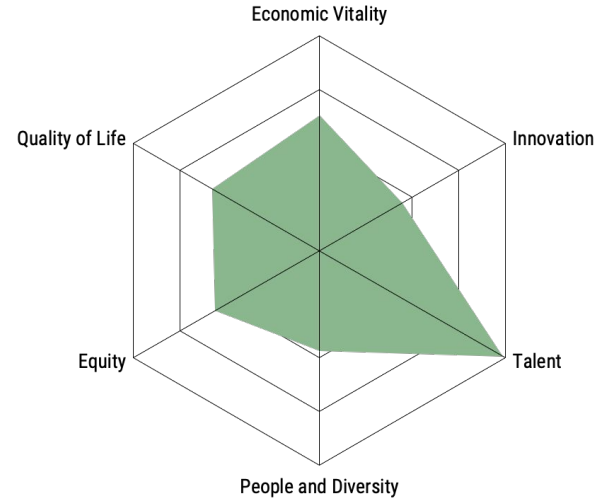
Greenville is highest ranking among peers for Talent. It has considerable challenges in Equity, ranking 14th among peers.

Greenville ranking
among 16 peers

Economic Vitality	7
Innovation	7
Talent	2
People and Diversity	10
Equity	14
Quality of Life	4

COMPETITIVE BENCHMARKING ANALYSIS

Greenville ranks 6th among peer communities, with notable strengths in talent.





10 Key Takeaways



WHAT WE'VE LEARNED:

1. GREENVILLE IS A FAST-GROWING COMMUNITY – OUTPACING THE STATE AND U.S.

Home to nearly 71,000 residents, Greenville's population has increased 15% since 2015. Median household income (\$58,000) in the city is up 39% over the past 5 years –double the state of South Carolina – and leading to a 10% increase in the local economy.



WHAT WE'VE LEARNED:

2. RANKED AMONG AMERICA'S *BEST CITIES*, GREENVILLE IS AN ATTRACTIVE LAUNCHING PAD FOR TALENT.

More than half of Greenville's residents have a BA or higher – a share that is 60% greater than the U.S. average. However, inequities among communities of color represent an opportunity to grow and improve career pathways and skill training initiatives.



WHAT WE'VE LEARNED:

3. A LEADER IN PLACEMAKING, GREENVILLE IS POSITIONED TO ATTRACT NEW COMPANIES AND INVESTMENT.

With a vibrant downtown and assets like Swamp Rabbit Trail, Greenville's quality of place is unrivaled. Now is the time to capitalize on Greenville's placemaking investments to grow the city's export-driven economy.



WHAT WE'VE LEARNED:

4. THE GREENVILLE REGION HAS COMPETITIVE EXPORT CLUSTERS – A FOUNDATION FOR GROWING SPECIALIZED BUSINESS AND PROFESSIONAL SERVICES FOR INDUSTRIAL SECTORS IN THE CITY.

Automotive, Production Technology/ Heavy Machinery, and Advanced Materials collectively employ 48,000 in the region. Nearly 15% of Greenville's workforce is employed in foreign-owned enterprises – a share that is six times the U.S. average. Given its land constraints, the city can service the specialized business and professional needs of these sectors.



WHAT WE'VE LEARNED:

5. GREENVILLE HAS THE FOUNDATION – RESEARCH INSTITUTIONS, SKILL TALENT, QUALITY OF PLACE, A PRO-BUSINESS CLIMATE, AND MORE – TO GROW A ROBUST INNOVATION ECONOMY.

An emerging center for tech-driven enterprises, Greenville's entrepreneurs benefit from a growing support network of mentors and investors. However, the city can be more intentional and strategic in its efforts to support its scaleups and small businesses and growing innovation sector.



WHAT WE'VE LEARNED:

6. GREENVILLE BOASTS A GROWING LIFE SCIENCES SECTOR – A PILLAR FOR THE CITY'S INNOVATION DISTRICT AND ECONOMY.

With a competitive share 50% higher than the U.S., life sciences in Greenville is the fastest-growing industry cluster, boasting high productivity and the second largest employer of people of color. Major anchor companies include Bausch & Lomb, International Vitamin Corporation, and Pharmaceutical Associates Inc.



WHAT WE'VE LEARNED:

7. GREENVILLE FACES STARK EQUITY CHALLENGES.

Three in 10 Greenville residents are people of color; the number of black residents in the city has shrunk by nearly 5% in the last five years. The wage gap between white and black residents is \$37,000 – almost double the U.S. gap and the largest disparity among all peer cities. BA degree attainment levels for white residents are 4 times that of black residents.



WHAT WE'VE LEARNED:

8. GREENVILLE HAS ACCESS TO A ROBUST HIGHER EDUCATION SYSTEM, BUT IT'S UNDERLEVERAGED.

Greenville's higher education partners are diverse – Clemson University, Furman University, Bob Jones University, Greenville Technical College, USC Upstate, and others. There's an untapped opportunity between Greenville and these anchors to drive innovation, build workforce pipelines, and more.



WHAT WE'VE LEARNED:

9. GREENVILLE IS EXPERIENCING THE GROWING PAINS AND CHALLENGES OF ITS SUCCESSES.

Growing housing affordability and gentrification, increased traffic congestion, and the lack of public transportation rank among the top future concerns for Greenville residents. Maintaining the City's affordability is essential to attracting and retaining skilled talent.



WHAT WE'VE LEARNED:

10. GREENVILLE NEEDS STRONGER ALIGNMENT AROUND ECONOMIC DEVELOPMENT GOALS AND RESPONSIBILITIES.

The City has a history of effective economic development collaborations. Moving forward, Greenville will need stronger partnerships and defined roles among its County counterparts, economic development, business leaders, community development representatives, and anchors institutions.



Key Regional Industry Clusters

AUTOMOTIVE

The cluster is the strongest in terms of **competitive advantage**, where employment is more than six times the national average, and total **employment**, employing more than 23,000 employees.

It is the largest contributor to the economy in terms of **Gross Regional Product** (GRP), generating more than \$3.1 billion in 2021, and added the highest number of jobs in the last five years. It is also the largest employer of **People of Color** (POC), where almost half of the cluster workers are non-White.

The cluster also is a major draw for **Foreign Direct Investment** (FDI), where foreign-owned enterprises in the cluster employ more than 6,000 workers.



AUTOMOTIVE (CONT'D)

Greenville region has strong assets in the **Clemson University International Center for Automotive Research (CU-ICAR)** and the **International Transportation Innovation Center (ITIC)**.

The city of Greenville should target expansion in business operations, services, and headquarters associated with this cluster.



PRODUCTION TECHNOLOGY AND HEAVY MACHINERY

The cluster is **competitive**, where employment is more than four times the national average. It also has a **strong employment base** with almost 9,000 workers.

There is a strong regional commitment to the manufacturing community through events and resources, as well as specialized training offered by **Greenville Technical College**.

The city of Greenville should target expansion in business operations, services, and headquarters associated with this cluster.

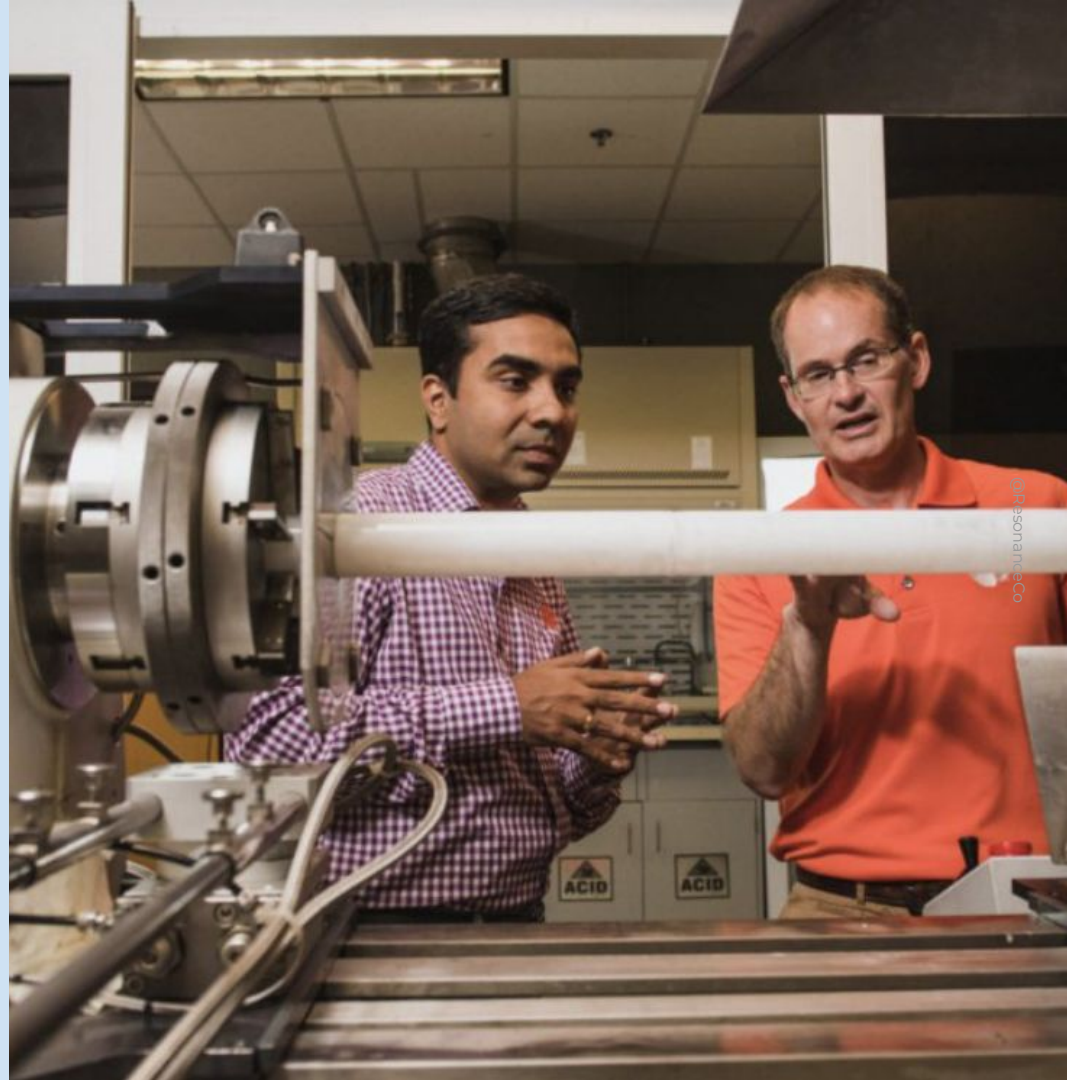


ADVANCED MATERIALS

The cluster is **competitive**, where employment is almost four times the national average. It also has a **strong employment base** with more than 8,700 workers.

This cluster is supported by strong research and development from Clemson University's **Advanced Materials Laboratory (AMRL)**, the **Center for Advanced Engineering Fibers and Films (CAEFF)**, and the **Center for Optical Materials Science and Engineering Technologies (COMSET)**.

The city of Greenville should target headquarters and R&D services associated with this cluster.



LIFE SCIENCES

Life Sciences is Greenville's **fastest growing** cluster, growing by 33% in the last five years. It has **high productivity** (\$238K/worker), and is a major employer of **POC**, where four in 10 workers are non-White.

The cluster is supported by targeted incentives through the **South Carolina Life Sciences Act** and a strong supply chain in manufacturing, and by research and development through **Clemson University** and workforce training through **Greenville Technical College**.

A target industry within the cluster is *Pharmaceutical Preparation Manufacturing*, an industry which is competitive* and fast-growing.

*Competitive refers to an industry with a Location Quotient (LQ) above 1.25 and with a growing employment base.



BUSINESS SERVICES

Business Services is a major employer with a **strong employment base** of over 15,000 workers. It is a **major contributor to the economy**, generating more than \$2.1 billion in 2021.

Due to a relatively **educated workforce**, it has a **low share of jobs at risk of automation** (18%) and has been successful in recent years in attracting **foreign funds**, especially in engineering.

This sector helps support the growth and development of Greenville's other growing target clusters.



FINTECH

Fintech is an **emerging** cluster in Greenville. It is the most productive in terms of GRP per worker (\$289K/worker) and has the highest share of female employment, where six in 10 employees are women. The average salary is \$117,268.

As a result of having an **educated workforce**, where 52% of employees have a Bachelor's degree or higher, the cluster occupations have a very **low risk of automation** (7%).

A target industry within this cluster is *Sales Financing* being the most competitive* industry in this cluster.

**Competitive refers to an industry with a Location Quotient (LQ) above 1.25 and with a growing employment base.*





2. Strategy

Elements of a Strategy

WHAT WE WILL DISCUSS TODAY:

VISION

A Preferred
Future

GOALS

Desired
Outcomes

STRATEGIES

How We
Activate

Actions

Steps,
Resources, and
Partners



VISION STATEMENT:

**GREENVILLE IS ONE OF THE BEST LAUNCHING PADS IN THE
WORLD FOR DREAMERS, DOERS, AND MAKERS.
WE CREATE OPPORTUNITY HERE.**

Goals

GOAL 1

UPSTATE INNOVATION:

We will bring Greenville entrepreneurs, innovators, and investors together in a best-in-class entrepreneurial ecosystem.

GOAL 2

INVESTMENT FOR THE FUTURE:

We will attract new investment to future-proof Greenville's economy and foster prosperity.

GOAL 3

A LAUNCHING PAD FOR TALENT:

We will build and support a talent base of "doers, thinkers, and makers".

GOAL 4

A PLACE FOR EVERYBODY:

We will ensure all Greenville residents and enterprises can thrive, making diversity, equity, and inclusion (DEI) a city priority.

GOAL 5

MAINTAINING: LIVEABILITY:

We will address Greenville's challenges of growth and success: housing affordability, transportation, and mobility.

GOAL 6

INTENTIONAL PLACEMAKING:

We will preserve and celebrate Greenville as a preeminent lifestyle destination.

GOAL 7:

EFFECTIVE IMPLEMENTATION:

We will adopt an economic development organizational structure that effectively supports the implementation of this strategy



GOAL 1

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GOAL 1: UPSTATE INNOVATION

We will bring Greenville entrepreneurs, innovators, and investors together in a best-in-class entrepreneurial ecosystem.

STRATEGY 1.1

Partner with NEXT to grow Greenville startups and small businesses

STRATEGY 1.2

Execute an innovation district strategy

STRATEGY 1.3

Lead in life sciences

STRATEGY 1.4

Support technology transfer and commercialization at Clemson University, Furman, ITIC, and other institutions

STRATEGY 1.5

Celebrate Greenville's entrepreneurial success stories



GOAL 3

A LAUNCHING PAD FOR TALENT:

We will build and support a talent base of
“doers, thinkers, and makers”.

GOAL 3: A LAUNCHING PAD FOR TALENT

We will build and support a talent base of “doers, thinkers, and makers”.

STRATEGY 3.1

Develop a “Campus Greenville” initiative

STRATEGY 3.2

Grow the “From Here...” campaign to attract young professionals

STRATEGY 3.3

Collaborate to grow a remote worker ecosystem

STRATEGY 3.4

Advocate for CTE programs, apprenticeships and skill trainings that align with industry and employer needs

STRATEGY 3.5

Convene an active network of local manufacturing mentors



GOAL 4

A PLACE FOR EVERYBODY:

We will ensure all Greenville residents and enterprises can thrive, making diversity, equity, and inclusion (DEI) an economic development priority.

GOAL 4: A PLACE FOR EVERYBODY

We will ensure all Greenville residents and enterprises can thrive, making diversity, equity, and inclusion (DEI) an economic development priority.

STRATEGY 4.1

Support the Greenville Chamber's DEI efforts: annual summit, roundtable discussions, business accelerator and more.

STRATEGY 4.2

Conduct a citywide DEI study to better understand challenges and opportunities

STRATEGY 4.3

Partner with anchor institutions and major employers to establish a citywide local purchasing and supplier diversity program

STRATEGY 4.4

Grow career pathways for BIPOC residents in Greenville's traded sectors

STRATEGY 4.5

Target small business and retail development and placemaking initiatives in underserved corridors and neighborhoods

STRATEGY 4.6

Celebrate and embrace the cultural diversity of Greenville

STRATEGY 4.7

Invest in community gathering spaces



GOAL 5

MAINTAINING LIVEABILITY:

We will address Greenville's challenges of growth and success: housing affordability, transportation, and mobility.

GOAL 5: MAINTAINING LIVEABILITY

We will address Greenville's challenges of growth and success: housing affordability, transportation, and mobility.

STRATEGY 5.1

Advocate for critical investments in infrastructure, transportation, and smart mobility (GVL2040)

STRATEGY 5.2

Execute the affordable housing priorities outlined in GVL2040



GOAL 6

INTENTIONAL PLACEMAKING:

We will preserve and celebrate Greenville as a preeminent lifestyle destination.

GOAL 6: INTENTIONAL PLACEMAKING

We will preserve and celebrate Greenville as a preeminent lifestyle destination.

STRATEGY 6.1

Promote Greenville's
brand and image

STRATEGY 6.2

Advance civic
engagement and
partnerships to sustain
Greenville's quality of
place

STRATEGY 6.3

Market Downtown
Greenville as a premier
shopping and
entertainment district
for residents and
visitors alike

STRATEGY 6.4

Extend Greenville's
downtown
placemaking success
to its neighborhoods
and corridors

STRATEGY 6.5

Preserve and expand
Greenville's green
spaces, tree cover, and
trail system



GOAL 7

EFFECTIVE IMPLEMENTATION:

We will adopt an economic development organizational structure that effectively supports the implementation of this strategy.

GOAL 7: EFFECTIVE IMPLEMENTATION

We will adopt an economic development organizational structure that effectively supports the implementation of this strategy.

STRATEGY 7.1

Evaluate Greenville's
economic development
structure and
resourcing

STRATEGY 7.2

Adopt and
organizational
structure that
effectively supports
the City's economic
development activities

Goals

GOAL 1

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RESONANCE



Thank you.

Vancouver

1040 Hamilton Street
Vancouver, BC V6B 2R9
P +1 604 681 0804

New York

325 Hudson St.
New York, NY 10013
P +1 646 413 8887

Montréal

3500 St Jacques St.
Montréal, QC H4C 1H2
P +1 438 888 0161

Singapore

46 Kim Yam Rd.
Singapore 239351
P +65 8116 7444



@resonanceco
resonanceco.com



CLEVELAND CONNECTOR
AND
VERDAE SRT CROSSING
Updates

Summer 2022

CLEVELAND CONNECTOR

Timeline

JANUARY Council Vote for Richland Way Tunnel Closure

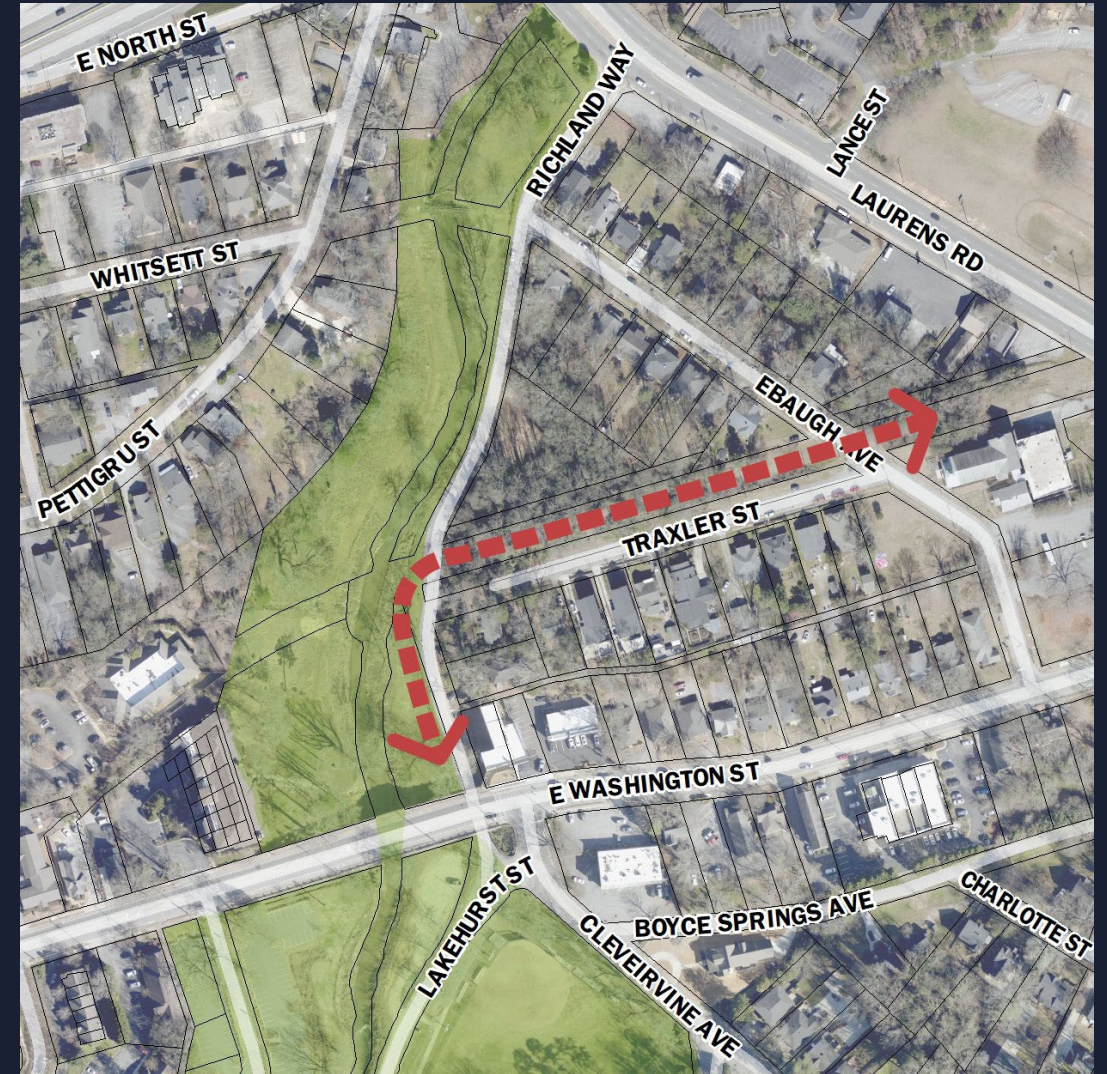
JANUARY-APRIL Thomas + Hutton completes engineering

APRIL - JUNE Permitting + Bid Package Development
(includes approximately 1 month of delay due to floodplain impact analysis)

JUNE 6 Public Bid Advertised

JULY 12 Bid Opening

JULY 12 – PRESENT Value Engineering



THE BID

JULY 12 BID OPENING

Number of Bids Received

1

Contractor

L-J, Inc.

Bid Total

\$2,234,981.45

No-Bid Feedback

Aggressive schedule for construction paired with high number of existing projects resulted in multiple potential contractors not submitting bids



VALUE ENGINEERING

Original Bid Total

\$2,234,981.45

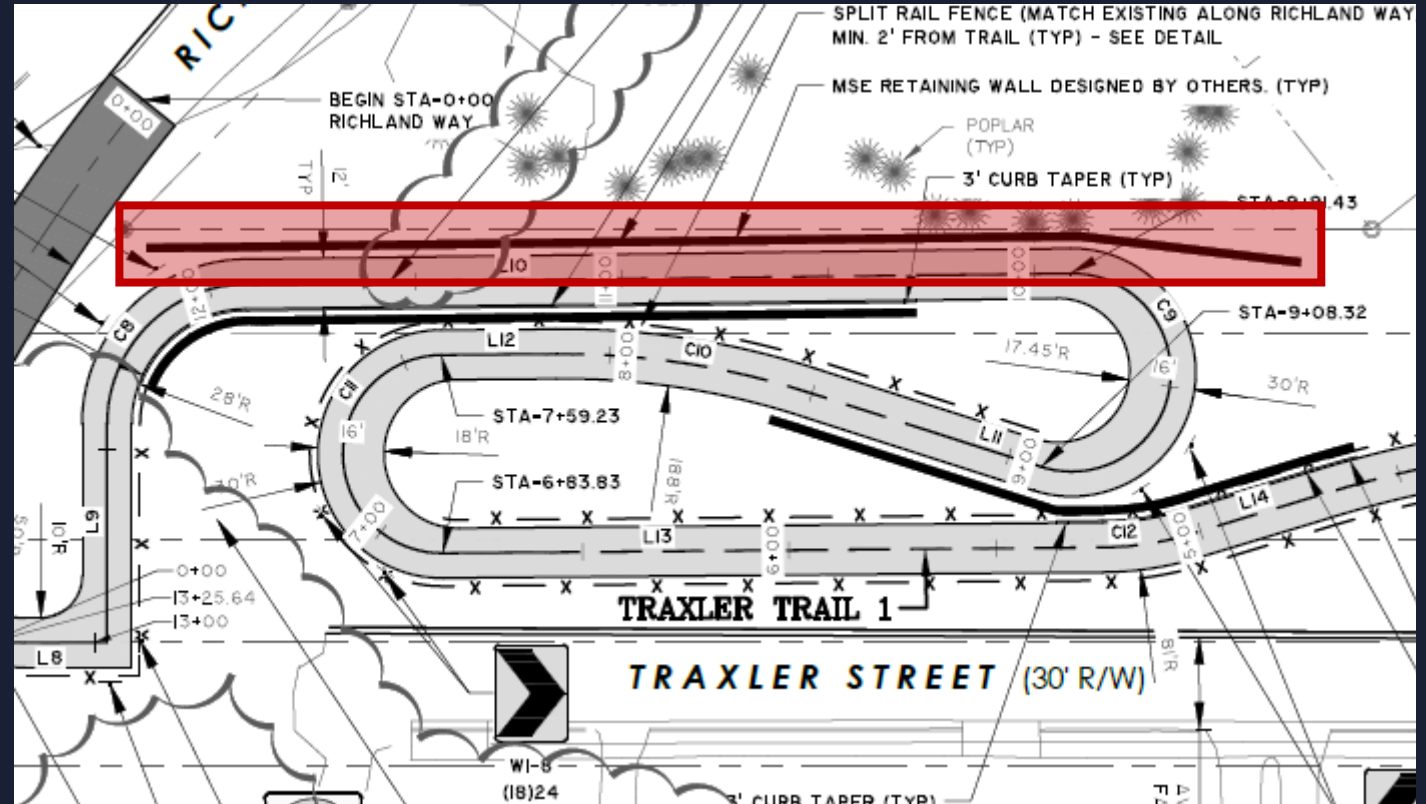
Value Engineered Items

- 1) Reduction in Traffic Control (\$11,550)
- 2) Reduction in Asphalt (\$16,250)
- 3) Reduction in Retaining Wall* (\$212,954)

Revised Bid Total

\$1,994,227.95**

(Savings of \$240,753.50)



*Requires temporary construction easement with permission from adjacent landowner (Spinx)

** Additional savings may be found if the City can coordinate logistics related to material hauling.

SCHEDULE

Goal Dates

Contract + Notice to Proceed

August 12th, 2022

L-J Mobilization

August 15th, 2022

Substantial Completion Requirements

January 9th, 2023

150 Calendar Days (5 Months) from NTP

Final Completion Requirements

February 8th, 2023

30 Calendar Days from Substantial Completion

Interim Connectivity Plans

Staff is currently working through feasibility and costs related to connectivity to Laurens Rd Bridge prior to paperclip completion
Council will receive updates on plans once finalized



VERDAE SRT CROSSING

Temporary At-Grade Crossing

In-House Work

- Design
- Striping
- Signal
- Concrete + Asphalt
- Traffic Control

Contracted Work

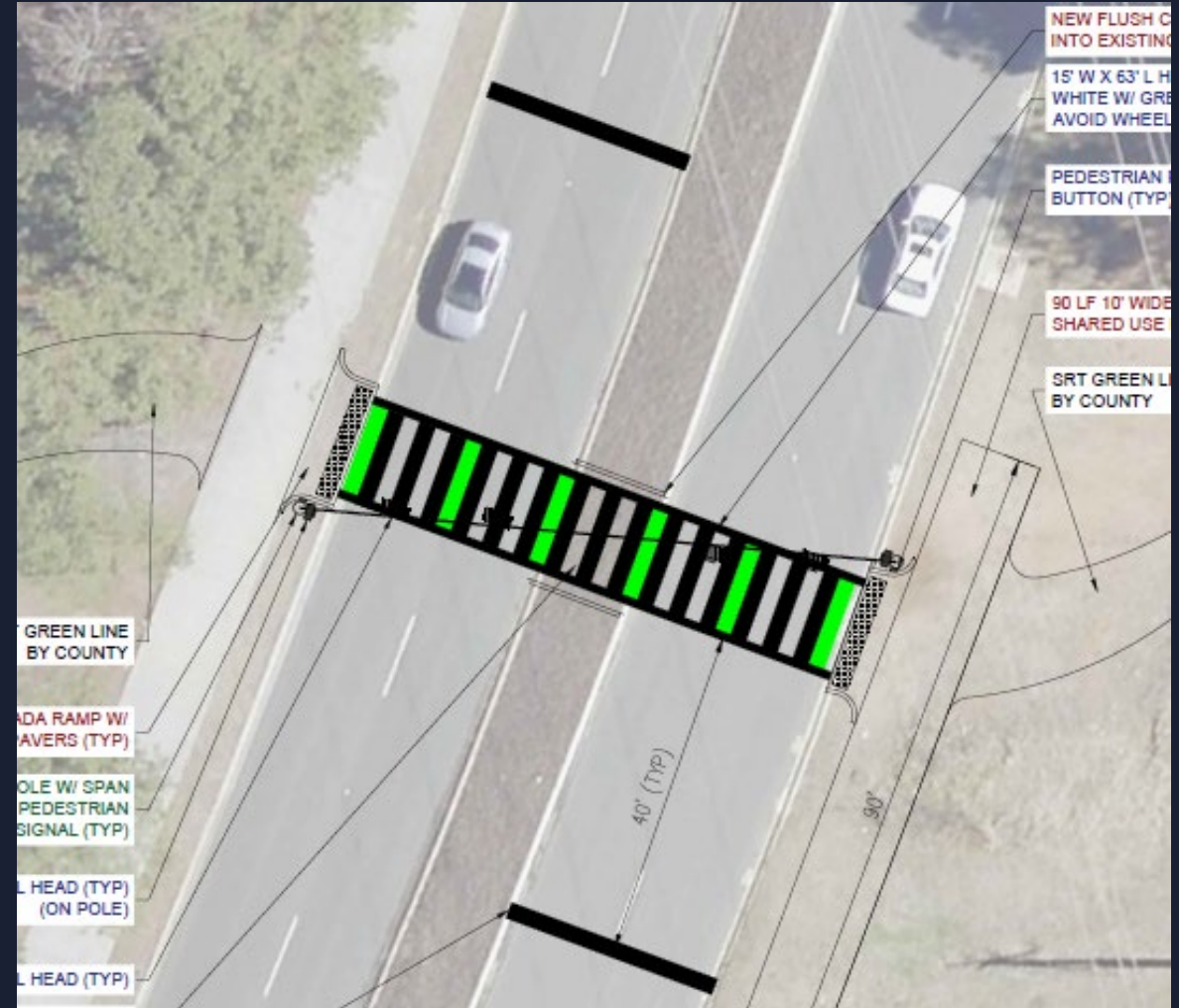
- Boring
- Pole Installation

Other Considerations

- Duke Energy Transmission Line

Goal Schedule

Completed in line with County's SRT paving schedule (Fall 2022)



SRT Bridges



LAURENS RD



HAYWOOD RD

SRT Paving (County)

