



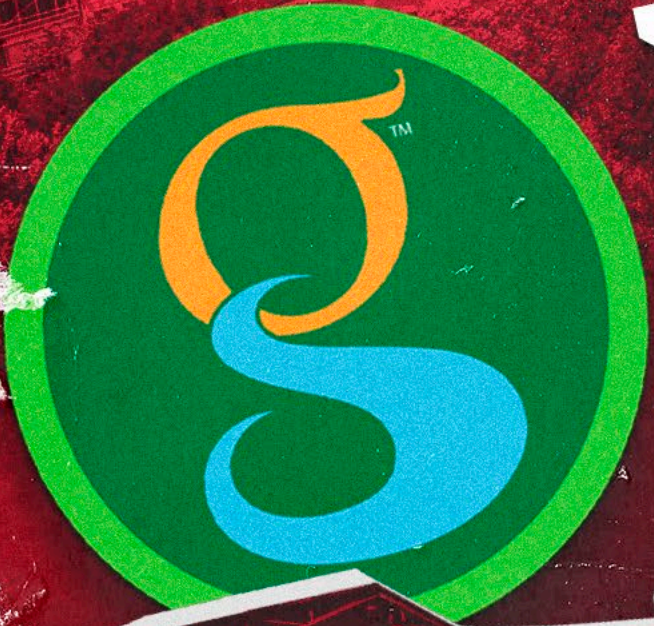
# WORK SESSION MEETING

MONDAY, MARCH 23, 2026



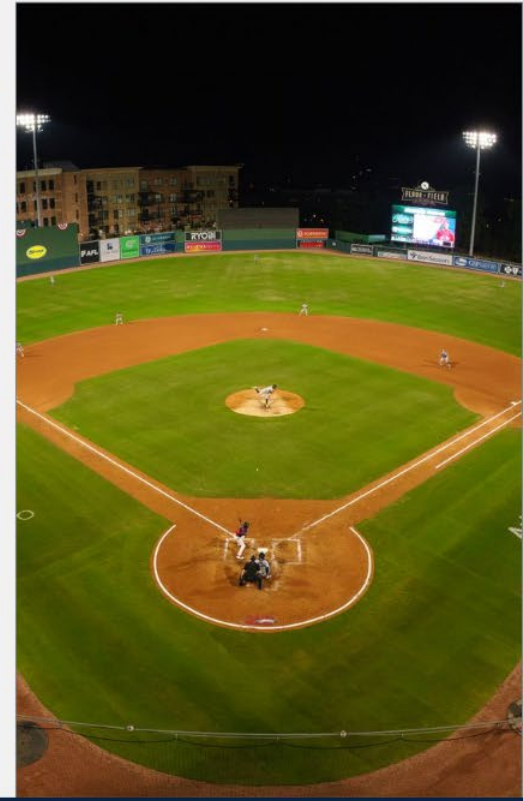
THE UPSTATE'S  
*Home Team*

# STATE OF THE DRIVE



# OUR MISSION

ENTERING OUR 21<sup>ST</sup> YEAR AS THE “FRONT PORCH OF THE COMMUNITY”



FOSTERING AN ATMOSPHERE WHERE  
FAMILY FUN, CUSTOMER SERVICE, AND COMMUNITY WORKS  
MERGE WITH BASEBALL TO CREATE **LASTING MEMORIES**  
AND A **STRONGER UPSTATE.**



# FLUOR FIELD & THE GREENVILLE DRIVE

CATALYST FOR RENAISSANCE OF GREENVILLE'S WEST END

2005



2025



- Private investment, construction, & operation of Fluor Field in 2005-06 “de-risked” the West End of Greenville and set the stage for significant economic investment and prosperity
- Unique Fluor Field programming has amplified its economic impact over the past 20 years
- Greenville Drive and Fluor Field’s 10-year economic impact is nearly **\$300 million\***
- **Over 450 new business permits** have been issued within half mile of Fluor Field since 2006

*\*2025 Economic Impact Study, commissioned by Visit Greenville SC and the University of South Carolina*

# THE RE-OPENING OF HISTORIC MAYBERRY PARK

EXTENDING THE DRIVE'S FRONT PORCH POSITIONING FROM FLUOR FIELD TO UNITY PARK

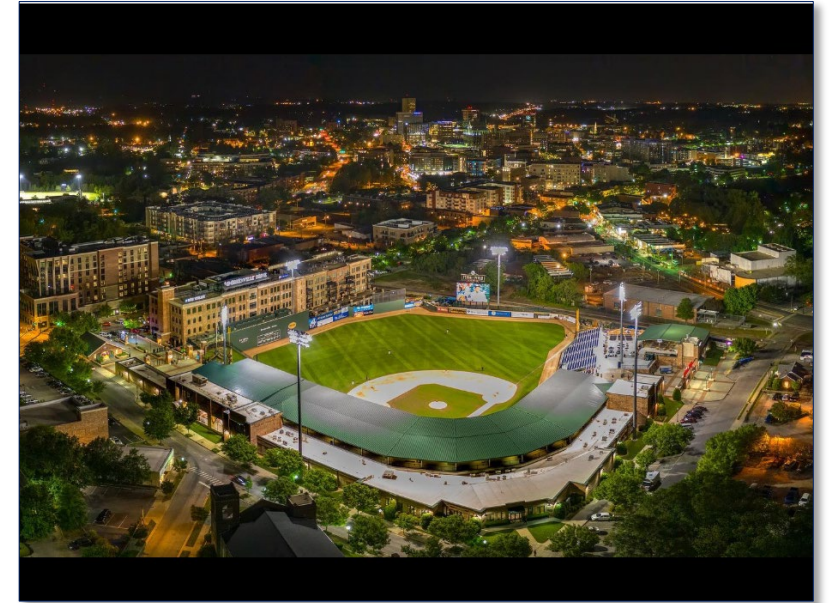
- Brown Family/City of Greenville partnership to restore & relaunch historic Mayberry Park
- Inspired by the Unity Park story and Greenville's Southernside Community – its legacy and community impact (Mary Duckett, Lillian Brock Fleming, John Whiteside, and countless others)
- Renovation patterned after iconic Little League World Series site in Williamsport, Pennsylvania; Greenville now has one of the best Little League facilities in the Country
- Mayberry Park celebrates the unifying role baseball has played and continues to play in our community, and serves as a catalyst to ensure the entire community has the opportunity to play baseball



# FLUOR FIELD

THE MOST RECOGNIZED & WELL-RUN BALLPARK IN MINOR LEAGUE BASEBALL

- Sustained excellence --- 500,000 annual visitors for baseball games & year-round events (7 straight years of league leading attendance)
  - John H. Johnson Award Recipient – Minor League Baseball’s top award signifying most complete franchise (community impact, operating excellence, and growth)
  - Ballpark Digest “Ballpark of the Year” (2006)
  - Ballpark Digest “Ballpark Renovation Project of the Year” (2017)
  - Newsweek Top 3 Single A Ballparks In America (2025)
  - Greenville Chamber “Small Business of the Year” & Greenville Business Magazine’s Fastest Growing Companies (2026)
- Minor League Baseball’s “most affordable franchise” based on total cost for a family of 4 to attend a Drive game --- while still delivering a best-in-class fan experience (2026)



# FLUOR FIELD

THE MOST RECOGNIZED & WELL-RUN BALLPARK IN MINOR LEAGUE BASEBALL

## CBS Evening News Feature With Mike Strassmann

*June 2025; 5 Million Total Viewership*

CBS Evening News

### How a minor league ballpark revived a struggling downtown in South Carolina

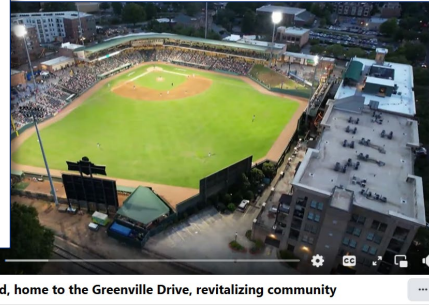
By [Mark Strassmann](#)

June 2, 2025 / 8:37 PM EDT / CBS News

[Add CBS News on Google](#)

For Greenville, South Carolina, Fluor Field is a field of dreams come true.

The stadium is home to the Greenville Drive, the High-A [Minor League Baseball](#) team for the Boston Red Sox, complete with a replica of Fenway Park's Green Monster – the popular nickname for its massive, left field wall.



*“For Greenville, South Carolina, Fluor Field is a field of dreams come true.”*

*“The ballpark has had a monster impact on the local economy.”*

*“It’s symbolic of what Greenville found here: a sweet spot for development that touches all the bases.”*

## USA Today Feature – Best MiLB Towns In The Country

*March 2026; 130 Million Total Viewership*

USA TODAY

YOUR INTERESTS APPROVES Sports newsletter

ALL THINGS WOMEN'S SPORTS Studio IX

USA TODAY AD METER See the winner

PLAY CASINO GAMES Best online casinos

U.S. Politics Sports Entertainment Life Money Travel Opinion Crossword 48°F

### Must-see minor league baseball towns in US that are worth the trip



### Greenville, SC

**Team/MLB affiliate:** Greenville Drive/Boston Red Sox

Venturing through Greenville is like entering a postcard — enough said. Add in the ballpark atmosphere, and you've got one of the best spots in all of baseball.

THE DRIVE'S COMMITMENT TO COMMUNITY  
& HOW WE GO-TO-MARKET HAS NEVER  
BEEN MORE IMPORTANT



# INTENTIONAL, IMPACTFUL GO-TO-MARKET STRATEGY

LEVERAGING DRIVE BASEBALL AND ENTERTAINMENT FOR COMMUNITY IMPACT

## DELIVER BEST-IN-CLASS FAN EXPERIENCES



Affordable Family Entertainment  
Dynamic Hospitality Offerings  
Ballpark Cleanliness

## ENGAGE & PARTNER WITH THE UPSTATE COMMUNITY



Building Pride  
Strengthening Relationships  
Growing "Our Home Team"

# INTENTIONAL, IMPACTFUL GO-TO-MARKET STRATEGY

LEVERAGING DRIVE BASEBALL AND ENTERTAINMENT FOR COMMUNITY IMPACT

## HELPING PARTNERS ADVANCE CRITICAL ECONOMIC DEVELOPMENT INITIATIVES

*(Over Half of Drive Games & Events Are Focused on Economic Development)*

- Quality Education
- Workforce Development
- Affordable & Accessible Health Care
- Youth Development
- Regionalism
- Entrepreneurism
- “Front Porch Of The Community” For Everyone



# INTENTIONAL, IMPACTFUL GO-TO-MARKET STRATEGY

A CHAMPION FOR WORKFORCE INITIATIVES ACROSS THE STATE



- Igniting The Passion for Careers in Advanced Manufacturing & Engineering
- 1,500+ annual K-12 student attendees
- 600% increase in student enrollment since inception



- Showcasing the Aerospace Industry & Inspiring our next generation workforce
- 5th anniversary in 2025
- 1,000+ annual K-12 student attendees



- Inspiring our community's next generation of healthcare workers
- 10<sup>th</sup> anniversary in 2025
- 1,000+ annual K-12 student attendees



- Celebrating & inspiring innovation & entrepreneurship in the Upstate
- 5th anniversary in 2025; 1,500+ entrepreneurs in attendance
- StartUpGVL is becoming a destination - 44% growth in entrepreneurs since 2023; \$40 M of funding raised in 2024

**FINALIST FOR THE GOVERNOR-NOMINATED  
SC WORKFORCE AWARD IN 2025**

*PRIOR WINNERS - BOEING, BMW MANUFACTURING, MICHELIN NORTH AMERICA*



# INTENTIONAL, IMPACTFUL GO-TO-MARKET STRATEGY

LEVERAGING DRIVE BASEBALL AND ENTERTAINMENT FOR COMMUNITY IMPACT

## ADDITIONAL FEATURED COMMUNITY PROGRAMS & EVENTS



Award-winning reading program using baseball to encourage reading achievement amongst 4k-8 students  
(18 years, 1.4M total participants)



Celebrating economic impact of Downtown Greenville  
(14 years, 100+ CEO attendees, \$100K+ proceeds to local charities)



Celebrating the legacy of Jackie Robinson & inclusion initiatives throughout the Upstate. Plus, HBCU college fair -- 30 colleges participating with over \$1M in annual scholarship support  
(6 years, 3,000+ annual event attendees)

# ANNUAL GREEN DAY CELEBRATION @ FLUOR FIELD

## CITY OF GREENVILLE'S BIRTHDAY CELEBRATION EVENT

- City of Greenville's annual birthday celebration at Fluor Field. 2026 event scheduled for Wednesday August 5<sup>th</sup> (195<sup>th</sup> birthday)
- Opportunity to celebrate the City's birthday during a Drive game and recognize an individual for their significant & profound contributions that has helped make Greenville the amazing City that it is today
- City-specific content & entertainment highlighted throughout the Drive game...
  - Annual City of Greenville family picnic (1,000+ attendees)
  - City Clerk Camila Pitman National Anthem performance
  - Special welcome & recognitions (e.g., neighborhood associations, etc.)
- Green Day Honorees over the past 20 years
  - Max and Trudy Heller, Lillian Brock Flemming and Xanthe Norris, Dr. Tom Barton, C. Dan Joyner, Merl Code, Dick Riley, Dr. Virginia Uldrick, Tommy Wyche, Hayne and Anna Kate Hipp, David Glenn, Joe Erwin, Bob Hughes, Stewart Spinks, Mary Duckett, Mayor Knox White, Dr. Burke Royster, William Bradshaw, Carl Sobocinski, Greenville Drive Fans/Community



# A BUSINESS ROOTED IN LONG-LASTING PARTNERSHIPS

THE CITY, THE RED SOX, AND THE COMMUNITY



# A BUSINESS ROOTED IN LONG-LASTING PARTNERSHIPS

THE CITY, THE RED SOX, AND THE COMMUNITY



# WHAT'S NEXT IN 2026 - FOCUS ON CONTINUOUS IMPROVEMENTS & ENHANCEMENTS



## LUXURY SUITE TRANSFORMATION

Complete update of the luxury suites at Fluor Field providing a fresh, modern, & updated look & feel



## SHORTSTOP - A NEW FRESH MARKET CONCEPT

New ballpark concessions experience focused on quality, convenience, & speed



## WIFI INFRASTRUCTURE ENHANCEMENT

Upgrade of the current WIFI infrastructure to allow for faster, easier access to WIFI for fans

# FLUOR FIELD

NEW GREENVILLE DRIVE MERCHANDISE STORE (OPENING 2027)



- Part of broader SunCap Development project (corner of Main Street & Markley Street)
- Multi-family + retail
- Includes 140 public parking spaces





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# Major And Minor League Baseball

Player Development League Partnership

-- 2021 --

# PLAYER DEVELOPMENT LEAGUE PARTNERSHIP



- Launched in January 2021 – created a stronger alliance between Major and Minor League Baseball
- New PDL partnership objectives included:
  - 120 MLB affiliated teams
  - Improve facilities
  - Improve player working conditions
  - Greater alignment of operating methods
- New PDL partnership and operating guidelines have created upward pressure on operating costs – e.g., player wellness, nutrition, technology, safety, and travel
- Post-Covid inflation and macro-economic factors (tariffs, supply chain) have escalated product (food/merchandise) and personnel costs
- New PDL partnership has generated significant capital investment in new and renovated facilities
  - \$2.0 to \$2.5 billion committed to new MiLB stadiums & upgrades since 2021
  - 15 new stadiums opened (or soon to open) since 2021(!)

# PLAYER DEVELOPMENT LEAGUE PARTNERSHIP



- New PDL partnership has created opportunities for expanded visibility of Minor League Baseball
  - Futures Game (NBC/Peacock, 2026)
  - Spring Breakout Game (March 20, 2026)
  - 4-5 Outside the Lines Feature Segments (NBC/Peacock, 2026)
  - Emphasis on broadcast quality and significant growth in streaming distribution (MiLB.tv; Regional Sports Networks--NESN, YES; Local Sports Networks--Palmetto Sports)
- As media continues to fragment and demographics evolve, sports experiences are one of the few remaining broadcast experiences that aggregate significant groups of people

## PRIVATE EQUITY CONTINUES TO EXPAND ACROSS MILB

- Private Equity is investing in many industries with sports representing a high-profile new frontier
- New PDL partnership with MLB and overall sports market dynamics have attracted Private Equity to Minor League Baseball
- Private Equity firms now own over 50 MiLB teams
  - Diamond Baseball Holdings (Silver Lake), On Deck Partners (Avenue Capital), & Prospector Baseball Group (Arctos)



*(2021; 48 Teams)*



*(2025; 2 Teams)*



*(2025; 3 Teams)*

# THE GREENVILLE DRIVE COMMITMENT

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- The hallmark of Minor League Baseball is its nexus within and its commitment to community
- Drive remain committed to affordable family entertainment, community prosperity, and the benefits of local ownership continuity --- the Drive is owned by the Brown family but run by the community
- Local ownership is the best model to align the team with the community and ensure the organization is truly part of the **Fabric of the Community**
- Three generations of family ownership live in Greenville
- Drive organization well-represented in key PDL leadership roles...
  - Craig Brown (Owner): member of Joint PDL Governing Board (elected to represent 30 High-A teams)
  - Jeff Brown (President): member of Business Affairs Committee responsible for PDL business operations
  - Eric Jarinko (Drive GM): member of PDL Youth Baseball & Softball Participation Committee and Scheduling Committee

# KEY TAKEAWAYS

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## 1. Competition (short & long-term) continues to increase exponentially

- The Drive's family community/economic development model vs. a private equity funded corporate ownership model – our commitment & resolve will not waiver but our Drive/City public/private partnership more important than ever
- The Drive's Secret Sauce --- impactful, unique, and relevant year-round community programs & events

## 2. Continued focus on the growth of the West End Entertainment District as Greenville's most unique entertainment destination, with affordability & access key

- District 356 – anchoring our community's most important events, every year
- Currently working with the City and Fire Department to ultimately transition D356 to a full pedestrian plaza
- GTA site master plan development
  - Significant opportunity to further transform Downtown & West End communities. Fluor Field integration is key
  - Fluor Field currently landlocked with limited ability to expand. GTA site provides Drive with flexibility to respond to inevitable future MLB facility standards and ensure Fluor Field remains an MLB compliant stadium

## 3. The critical need for affordable parking

- Long term parking relief is coming for 2027, but challenges persist for 2026

## 4. MLB/MiLB landscape will continue to evolve dramatically

- Greenville and the Drive are in a position of strength, but we must continue to invest and improve



# **Traffic Signal Operations & Expansion**

Update to City Council - March 23, 2026

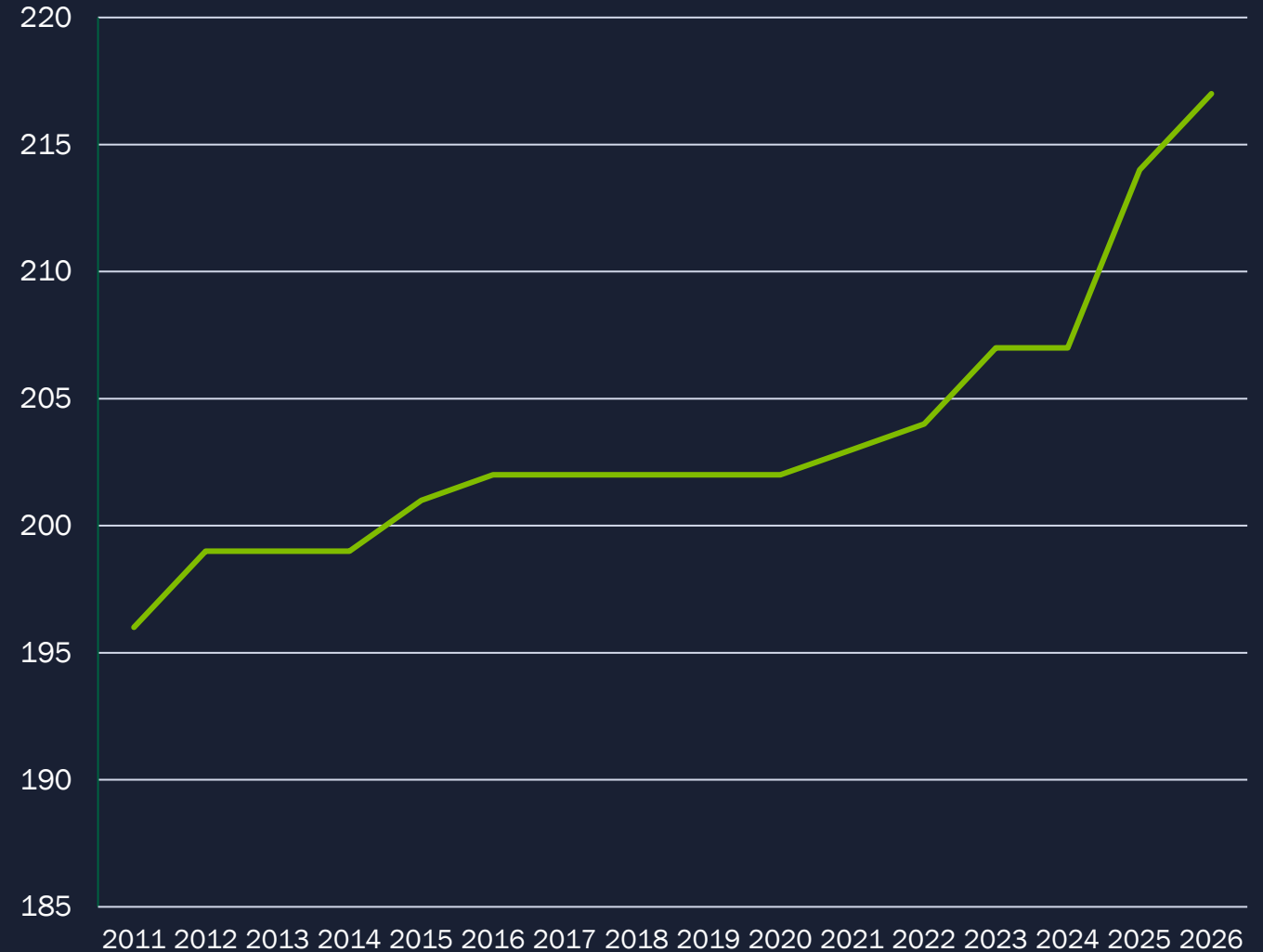
# [ Traffic Engineering & Operations ]

- **18 FTEs & 1 Contract Employee**
  - 6 office staff (3 Engineers, Administrative Assistant, Engineering Tech, 1 TMC operator)
  - 13 operations crews (Traffic Operations Manager, Traffic Control Supervisor & 8 Techs, 3 Signal System Techs)
- The City maintains **217 signals (pending annexations)**
  - 20 signals are owned by the City
  - 197 signals are owned by SCDOT
  - 44 signals are mast arms owned by Duke
- FY26 operating budget for signal maintenance and supplies
  - City budget - \$48,500
  - SCDOT SMA - \$384,750 for FY25-26
- The City also maintains approximately **10,000 signs** and installs pavement markings, such as **stop bars and crosswalks**, on neighborhood streets

# [ Maintenance History ]

- **City maintains 217 signals**
  - Net gain of 22 signals since 2011 (+11%)
  - 50% resulted from annexations since 2020
  - 8 additional signals expected in next year
  - 17 signals on Woodruff Rd. currently being evaluated
- **FHWA Standards**
  - 1 signal tech for every 30-40 signals for “very good” performance\*
    - 40 signals = 5.4 technicians
    - 30 signals = 7.2 technicians
- **City staffing**
  - 5.2 technicians on staff
- **Responsibilities have grown** to include numerous ITS devices, while staffing has stayed constant

## Number of Signals



\*ITS Master Plan recommends 30 signals per technician

# [ Signal & ITS Upgrades ]

- **Communications**
  - Allows remote monitoring of system health
  - Signal timing adjustments can be made from TMC instead of in the field
- **Video monitoring**
  - Allows remote monitoring of signal operations and traffic flow in real time
  - TMC operator can confirm trouble calls prior to dispatching field crews, saving time and effort
- **Travel time monitoring**
  - Comparison of current travel times against 12-week historic average
  - Staff can quickly identify trouble spots when travel times deviate from normal operations
- **Video detection**
  - Gathers high-resolution data to implement ATSPMs
  - Not affected by pavement milling operations, ensuring operational continuity
- **Emergency response**
  - Incident response times can be reduced by assigning green time to emergency vehicles

# [ Signal Communications & EVP ]

- **SCDOT Communications Network**

- Approximately 41 miles of fiber have been constructed to date
  - Expansion is currently on hold
- Cellular modems and point-to-point radio will be installed
- Signal network is ~80% online (173 of 217 signals)

- **Emergency Vehicle Preemption**

- 210 units have been installed
- Additional units must be purchased for recently annexed signals
- Drive testing is underway to troubleshoot issues
- Completion by end of 2026

- **NIB ITS Device Expansion – 90% Complete**

- 61 monitoring cameras
- 117 BlueToad devices
- 85 video detection devices
- Additional devices must be purchased for recently annexed signals and new signals added to the system

