

FY 2022 STRATEGIC PLAN



ROCK HILL
SOUTH CAROLINA

Always on.



Mayor

John P. Gettys, Jr.

Councilmembers

Derrick Lindsay,
Mayor Pro Tem

John A. Black III

Derrick Lindsay

Jim Reno

Kevin Sutton

Perry Sutton

Management

David B. Vehaun, City Manager

Jimmy Bagley, Deputy City Manager

Steven Gibson, Deputy City Manager

Mike Blackmon
Fire

Deana Keever
Human Resources

Melanie Brandon
Neighborhood Services

Terrence Nealy
Public Works

Lisa Brown
Strategy Management

John Taylor
Parks, Recreation & Tourism

Don Chamblee
Water/Sewer

Jennifer McAdams
Economic Development

Anne Harty
Chief Financial Officer

Chris Watts
Police

Cindi Howard
General Services

Jeremy Winkler
Governmental Affairs

Mike Jolly
Electric

Leah Youngblood
Planning & Development





Strategic planning is the primary method by which the City plans and prioritizes its goals in a transparent and accountable manner. A strategic plan enables the City to efficiently move the community forward. The process of decision making in government services combines consideration of needs, balancing available resources, and utilizing best practices to provide for current obligations and support for our long term success.

The strategic plan is an active document, referred to regularly by staff at all levels within the organization, and at the heart of each day's work. It serves as a roadmap to guide us from vision to reality. We use this plan to align limited resources with prioritized initiatives tied to a broader vision for the future of our community. Our strategic plan also is a promise to our stakeholders—we are committed to live up to our motto of being 'Always On' in our pursuit of making Rock Hill a preferred place to live, do business, and visit. Our three core strategic initiatives are:

Serving Our Community

Engaging Residents

Growing Rock Hill

Rock Hill's strategic plan regularly guides our decisions and the City is committed to providing ongoing updates on progress. This year-end performance report provides an evaluation of the City's progress on performance goals for Fiscal Year 2022, ending June 30, 2022.

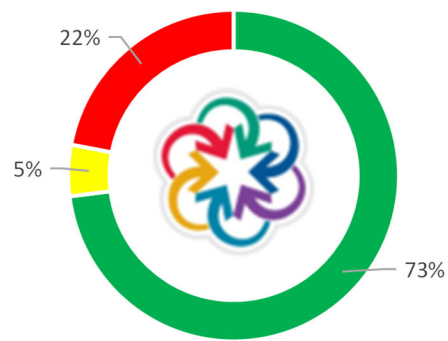
A complete listing of all goals can be found in the FY2022-2024 Strategic Plan which is available on the City's transparency website, www.cityofrockhill.com/transparency

FY2022 Progress

The City of Rock Hill’s Strategic Plan determines the work and goals of the City. Contained in this report are the City’s achievements and its challenges for Fiscal Year 2022.

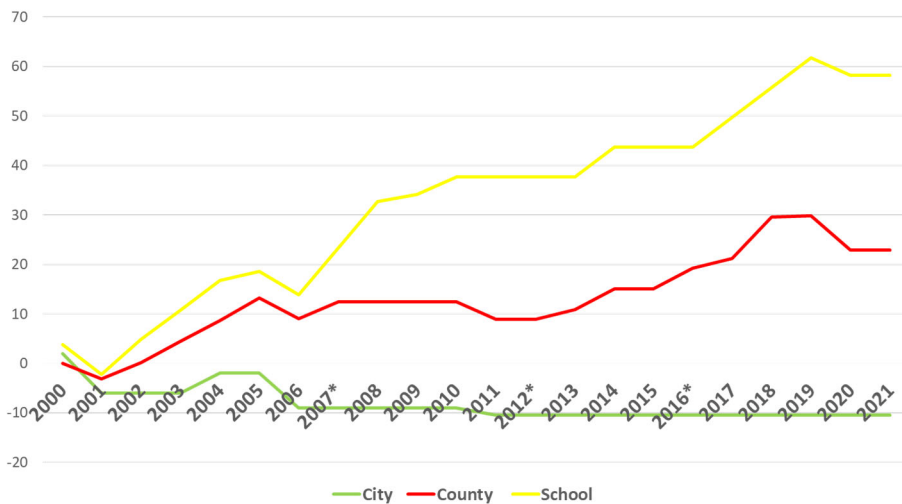
Knowing both what objectives have been met and where there may be opportunities for improvement enables the City to refocus efforts to achieve its strategic goals and shape Rock Hill into a preferred place to live, do business, and visit.

FY2022 Performance



■ Target met ■ Substantial progress ■ Target not met

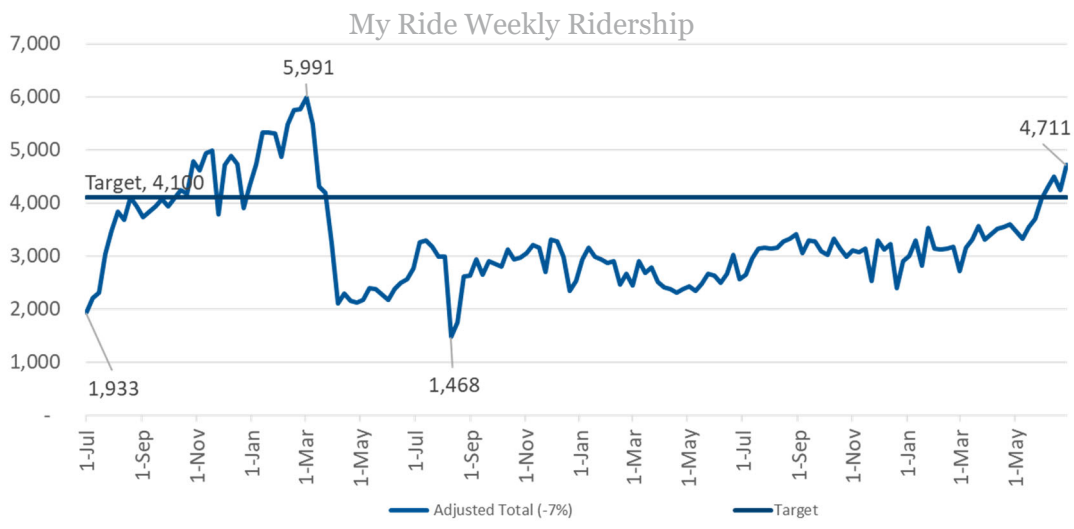
Local Government Tax Rates



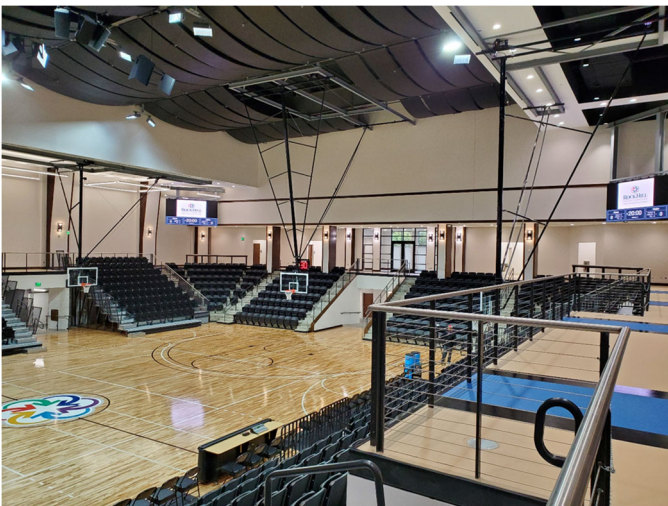
*year of reassessment

The City of Rock Hill is proud of its strong financial management. Over the last 15 years, the City has been able to keep property tax rates low. There are a few reasons for our ability to keep tax rates low—an emphasis on efficiency and innovation, as well as leveraging the growth of the York County area.

FY2022 Successes



The City's fare-free bus system, My Ride, has recently exceeded weekly ridership targets since the COVID-19 pandemic limited service provision in March 2020.



The Rock Hill Sports & Event Center saw 187,341 unique visitors at 53 different events in 2021. This generated more than \$40 million of direct economic impact to the local Rock Hill economy.



In June 2022, representatives from the Clinton ConNEXTion Action Plan, Impact Change, and the City celebrated the Three Points site development plans.

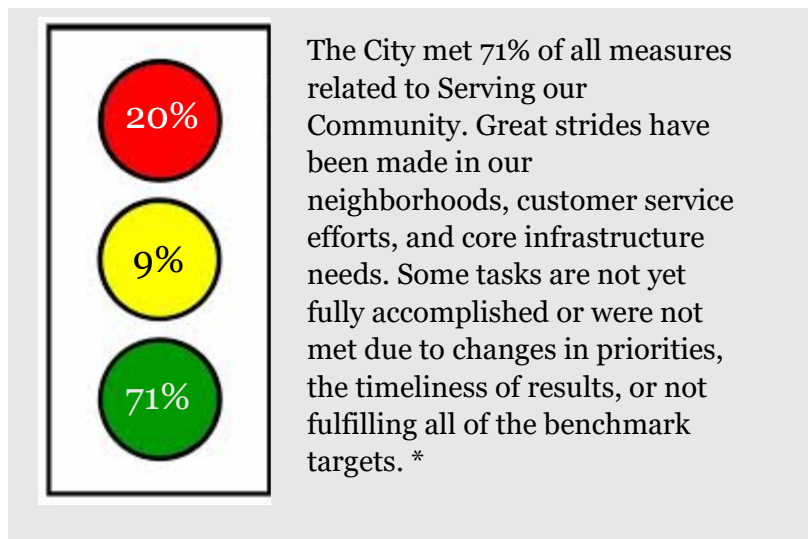
Serving

The heart of our community is the residents who work, live, and recreate here. **Serving** highlights our dedication to local efforts—safe neighborhoods, local recreational opportunities, reliable utility infrastructure, and customer service. People choose to live in Rock Hill because of what our community offers residents—welcoming neighborhoods, stable employment, and a community rallied around a common purpose—cultivating the best community in America.



The Fire Department graduated its 25th recruit class in May 2022, adding 15 firefighter recruits to the City's ISO 1 team.

Performance reports provide the City a formal opportunity to evaluate and communicate its performance to the Mayor and City Council, City staff, Rock Hill residents, and all those interested in the well-being of Rock Hill.



*This report focuses on the big picture, strategic measures that show overall city progress. There are hundreds of measures tracked on a regular basis. Percentages included are for all measures—not just the measures included in this report.

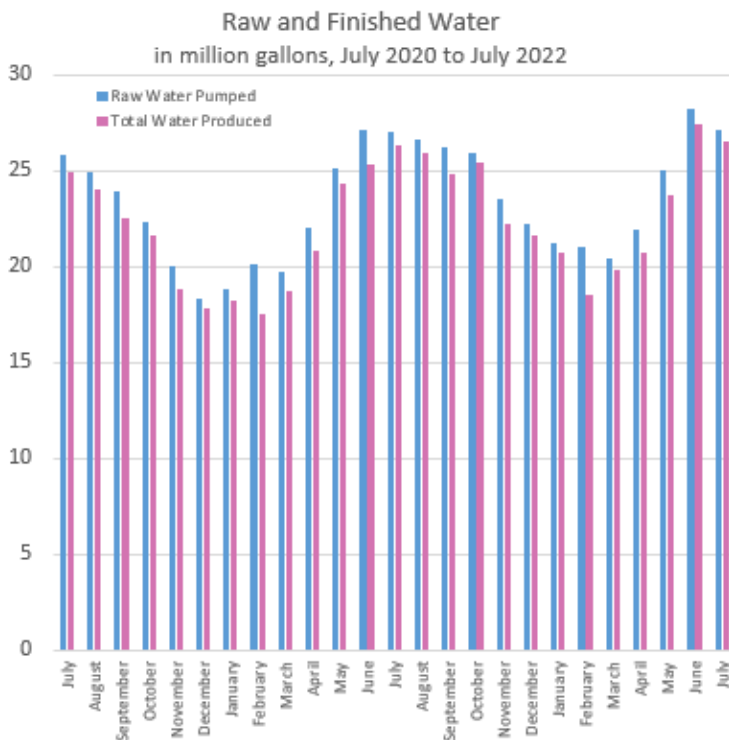
Serving Goals



Since Miracle Park's grand opening, the Miracle League of Rock Hill has been active in getting young people of all abilities out in group sports.










1. Foster thriving neighborhoods throughout the City and a safe, family-friendly community
2. Ensure exceptional customer service and proactive communication through courteous, responsive, and knowledgeable employees
3. Provide important core services and invest in infrastructure needs to become more reliable and predictive



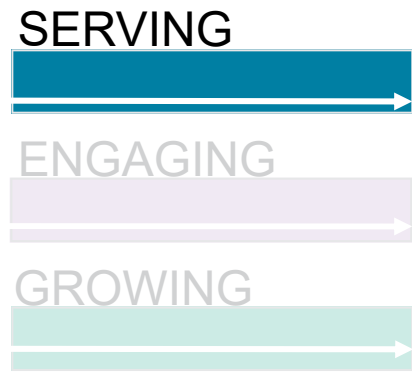
With an increasing demand on clean, potable water, the City's water plant expansion will help manage the needs of future growth. The expansion is scheduled to be completed in the Fall of 2022.

Goal: Foster thriving neighborhoods throughout the City and a safe, family-friendly community

Reduce the crime rate and improve the community's perception of safety

Respond to all Priority One public safety calls below the UNC School of Government (SOG) benchmark average of 5.7 minutes*		<i>Average response time for Priority 1 calls during calendar year 2021 was 6.35 minutes.</i>
Reduce citywide property crime by at least 2% annually (based on a five-year average)		<i>In 2021 there were 34.02 property crimes per 1,000 residents. This represents a 15% decrease compared to the five year average of 39.94 property crimes per 1,000.</i>
Reduce citywide violent crime by at least 1% annually (based on a five-year average)		<i>In 2021 there were 6.42 violent crimes per 1,000 residents. This represents an increase (five year average was 5.96 violent crimes per 1,000).</i>
Police engage in community programming of at least 300 events/neighborhood meetings per year		<i>251 community events/neighborhood meetings were attended by Police</i>
Maintain the Fire ISO 1 rating		<i>The Fire Department has maintained its ISO 1 rating.</i>
Contain at least 75% of residential fires to the room of origin		<i>77% of residential fires were contained to the room of origin.</i>
See at least 75% of homes that firefighters enter to have working smoke detectors		<i>82% of homes entered by firefighters had working smoke detectors.</i>

*The UNC School of Government (SOG) benchmark used is the latest available, from the "Final Report on City Services for Fiscal Year 2019-2020"



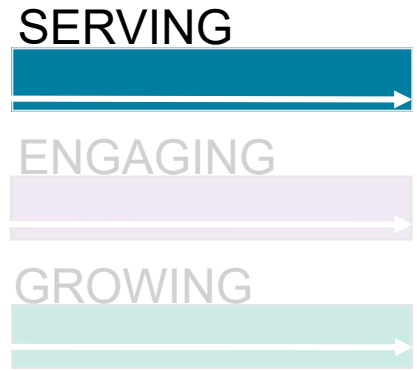
Improve the overall well-being of neighborhoods

Maintain a voluntary compliance rate citywide of at least 85%		<i>89% voluntary compliance citywide.</i>
Increase rental vacancy rates by at least 1% annually		<i>2020 ACS survey showed a 6% vacancy rate vs. 7% the prior year.</i>
Increase homeownership rates by at least 2% annually		<i>2020 ACS survey showed a 51.8% homeownership rate vs. 51.5% the prior year.</i>
Host interview skill session for the community— at least one session at each of the four recreation centers annually		<i>Collaboratively with the Housing Authority, sessions were deployed in the 2nd half of the year.</i>
Track the number of neighborhood interactions and attendance of non-NS staff at meetings		<i>Over 128 neighborhood interactions occurred and attendance was tracked.</i>
Institute stormwater mitigation techniques in at least two neighborhoods annually		<i>Staff worked on a number of neighborhood efforts including the redesign work for College Downs, College Avenue detention pond, and Wedgewood.</i>
Host at least 6 neighborhood meetings related to stormwater projects or mitigation techniques annually		<i>Meetings were held in Flint Hill, Cole Ave., Wedgewood, and College Downs.</i>

Goal: Foster thriving neighborhoods throughout the City and a safe, family-friendly community

Improve the overall well-being of neighborhoods

Reduce residential refuse tonnage per capita by at least 1% annually	●	<i>Residential tonnage remained flat at 0.26 tons per capita.</i>
Audit residential sanitation program (including routes, process, billing, etc.) by 6/30/2022	●	<i>A pilot program using camera technology for route optimization and expansion was deployed and will be expanded for the residential sanitation program.</i>
Audit recycling programs (including routes, process, billing, etc.) by 6/30/2023	●	<i>A pilot program using camera technology for route optimization and expansion was deployed and will be expanded for the recycling sanitation program.</i>
Expand the REDI program into at least one additional neighborhood and establish baseline data by 6/30/2023	●	<i>The two REDI programs have been implemented in Catawba Terrace and Sunset Park.</i>
Reduce the property crime rates in REDI neighborhoods by at least 10% annually	●	<i>Property crimes slightly increased this past year.</i>
Reduce the violent crime rates in REDI neighborhoods by at least 10% annually	●	<i>Violent crimes slightly increased this past year.</i>
Maintain a voluntary compliance rate in REDI neighborhoods of at least 85%	●	<i>Voluntary compliance in REDI neighborhoods was 93%.</i>



Provide additional park and recreational opportunities for residents

Deploy the REC-in-a-Box program throughout the community at least 100 times per year	●	<i>REC-in-a-Box was deployed 104 times with over 3,654 participants.</i>
Increase recreation center participation by at least 10% annually	●	<i>Recreation center estimates show an increase in participation— from 180K in FY19 to 157K in FY20 to 127K in FY21 to 177K in FY22.</i>
Track total users of park/rec facilities and compare to prior years	●	<i>Park + Recreation users increased from 1.13 million in FY21 to 1.15 million in FY22.</i>
Report on neighborhood park improvements as done on at least one project per year	●	<i>Carroll Park was upgraded with stormwater improvements, new playground equipment, bleachers, and picnic shelter.</i>

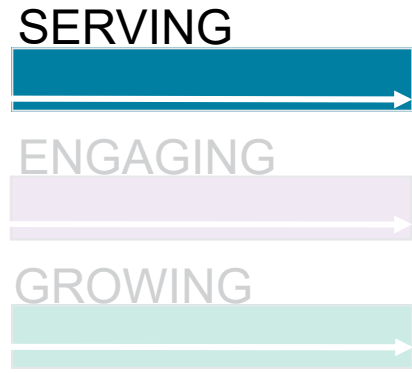
REDI Neighborhoods

Back in 2016, the City of Rock Hill took a data-driven approach to neighborhood programming from a code perspective. As a result of this examination, a pilot program was created to see how a focused deployment of resources in a specific neighborhood—with heightened communication and relationship building—would impact issues such as crime, code enforcement, etc. The Resource, Education, and Development Initiative (REDI) was piloted in Catawba Terrace in conjunction with a pilot rental inspection program. Following a successful pilot program, the City then examined the dataset to determine the next neighborhood. Sunset Park was selected and is now being tracked as a REDI neighborhood. In addition, the rental inspection program was approved by City Council in the Spring of 2022. This program confirms basic health and safety standards for rental units throughout the City at the time of a turnover in tenants. The City is optimistic that these efforts will continue to promote engaged, safe neighborhoods.

Goal: Ensure exceptional customer service and proactive communication through courteous, responsive, and knowledgeable employees

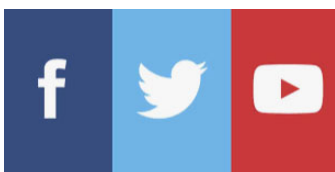
Continue to enhance the customer service experiences

Increase paperless billing customers by at least 5% annually	●	<i>17% increase in paperless billing—from 10,300 accounts to 12,057.</i>
Increase the number of auto-pay customers by 5% annually	●	<i>46% increase in auto-pay—from 5,685 customers in June 2021 to 8,281 customers in June 2022.</i>
Attain call wait times below 90 seconds	●	<i>40 second average wait time.</i>
Maintain reasonable, yet customer focused talk times below 3 minutes	●	<i>Average talk time was 2 minutes 34 seconds.</i>
Maintain a safe work environment through establishing a baseline and tracking the Total Case Incident Rate (TCIR)	●	<i>TCIR baseline is 4.2.</i>
Continue to train all new staff in customer service expectations and escalated situation staff annually	●	<i>165 employees completed the new Customer Service Classes in addition to enhanced customer service classes.</i>
Provide updates on additional training opportunities for City staff	●	<i>The City continues to provide Ignite, a process improvement training for front-line staff, and is partnering with York Tech for additional trainings.</i>
Monitor employee turnover rates through biannual reporting on voluntary resignations	●	<i>The rolling 12 month average for turnover is 15.28%, slightly lower than July 2021.</i>



Enhance current communication methods to provide various information to all of the City’s audiences

Maintain electronic newsletter engagement above 60%	●	<i>The City’s e-newsletter monthly average engagement was 63.76%.</i>
Increase social media engagement on CORH Facebook above 2% median	●	<i>The City’s social media engagement was 19% and is now 23%.</i>
Create and distribute at least 2 external video messages per month	●	<i>The City has distributed more than two external videos per month including Mayor conversations and Rock Hill Update.</i>
Implement a targeted ad strategy for a specific audience at least four per year	●	<i>Staff have utilized targeted ad strategies including boosted social media, postcard for service changes, and commercials.</i>
Track social media posts/impressions/engagement on all platforms for all ancillary City social media efforts	●	<i>The City continually monitors the City, Police, Fire, and PRT social media accounts for followers/posts/impressions.</i>
Deploy a new City website by 6/30/2023	●	<i>The City is actively upgrading the new City website. Current go live is expected by 12/31/2022.</i>

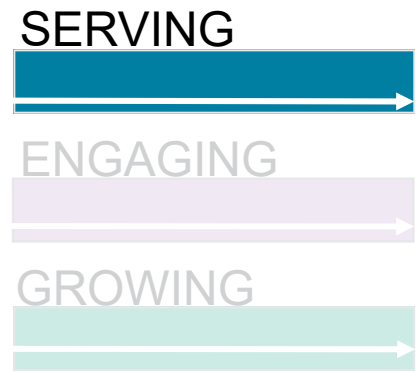


Follow along with the City’s updates on these main social media channels:
 Facebook: cityofrockhill
 Twitter: rockhillSCcity
 Youtube: rockhillSCgov

Goal: Provide important core services and invest in infrastructure needs to become more reliable and predictive

Strengthen the reliability of our utility infrastructure

Complete the construction of the next electric substation by 6/30/2024	●	<i>The Electric Department is prepared to build the new electric substation depending on the timing of upcoming development efforts.</i>
Complete construction of the 6th elevated water storage tank by 6/30/2024	●	<i>The Water + Sewer Department is currently reviewing options for the site and working through the FAA application process.</i>
Complete the next phase of the wastewater treatment plant (clarifier and headworks) by 6/30/2024	●	<i>The clarifier project is 90% complete and the headworks project is 60% complete.</i>
Maintain 100% regulatory compliance for water/sewer utilities	●	<i>The Water + Sewer Department have maintained 100% regulatory compliance this year.</i>
Evaluate at least one major traffic corridor per quarter	●	<i>Anderson, Celanese, Cherry, and Herlong were all evaluated this year.</i>
Update current progress on capital improvement projects for electric	●	<i>The Electric Department has made substantial progress on capital projects this year including SCADA automation and streetlight conversions.</i>
Update current progress on capital improvement projects for water	●	<i>The Water + Sewer Department has made substantial progress on capital projects this year including alum sludge and small water line replacement</i>
Update current progress on capital improvement projects for sewer	●	<i>The Electric Department has made substantial progress on capital projects this year including various rehabilitations in residential and commercial areas.</i>



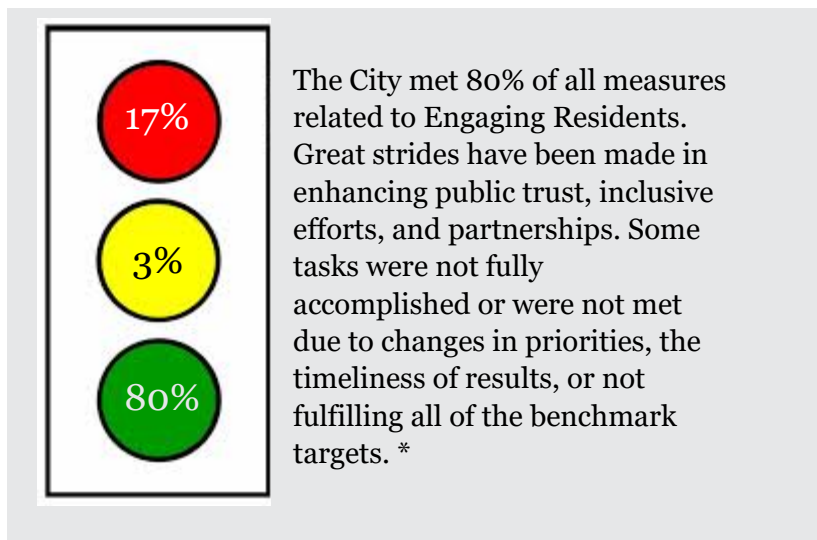
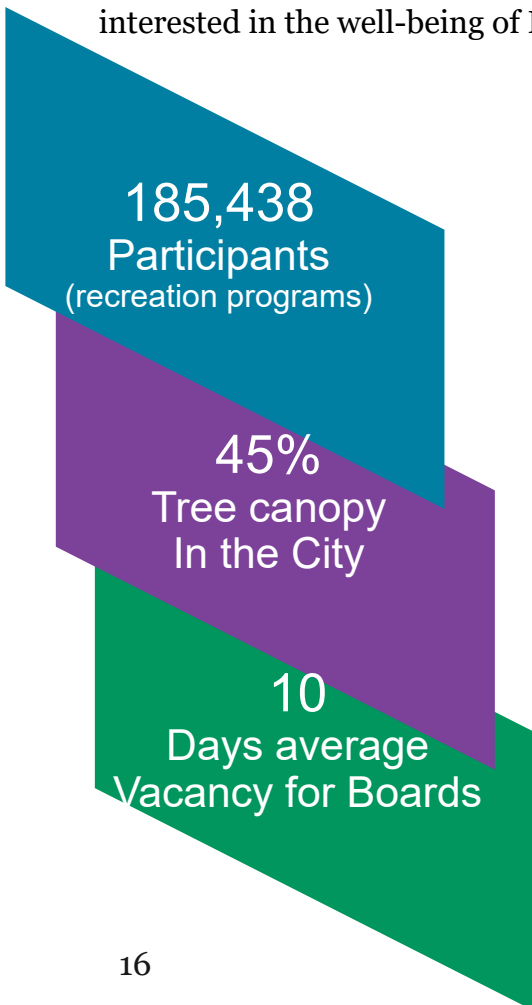
Promote efficient, predictable services and measures that will enhance core services

Maintain a system average interruption duration index (SAIDI) less than 145.87 minutes		<i>Average SAIDI was 124.89 minutes due to 3 major power events in June.</i>
Maintain a system average interruption frequency index (SAIFI) less than 1.67 interruptions per customer per year		<i>Average SAIFI was 1.58 due to 3 major power events in June.</i>
Reduce non-metered loss of water by at least 0.5% annually		<i>Loss of water was flat at 20% in FY2021 and 24% in FY2022.</i>
Minimize high-serving pumping pressures at the water filter plant by not exceeding 90 PSI		<i>The water plant highest pressures averaged between 91.8 and 94.3.</i>
Monitor hydraulic loads at the wastewater treatment plant		<i>Hydraulic loads are continually monitored at the plant with monthly average flows of 343 million gallons a day.</i>
Complete 75% of customer-driven, utility related work orders within 7 business days		<i>84% of all electric, water, and sewer work orders were completed within 7 business days.</i>
Complete 100% of pothole work orders within 2 business days		<i>99.8% of all potholes were filled within 2 business days.</i>

Engaging

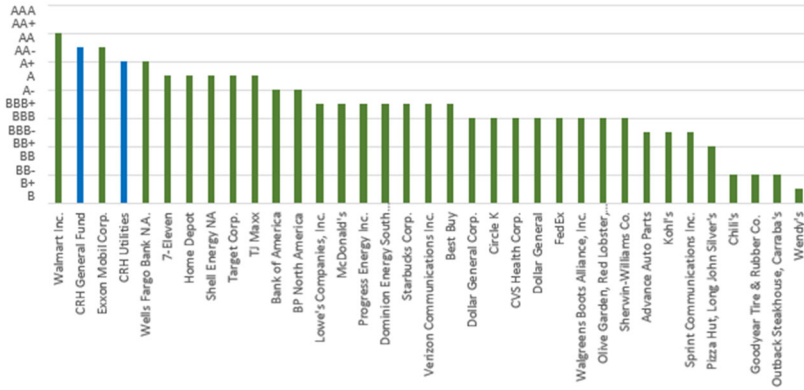
The success of our community is closely intertwined with our ability to engage residents in the future of Rock Hill. **Engaging** highlights our civic responsibility to involve all relevant stakeholders through outreach efforts, placemaking, and partnerships. The City is committed to excel in efforts supporting inclusivity, creating a positive sense of place, and connecting the community around inviting public spaces.

Performance reports provide the City a formal opportunity to evaluate and communicate its performance to the Mayor and City Council, City staff, Rock Hill residents, and all those interested in the well-being of Rock Hill.



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S&P Credit Ratings
as of August 2022



The City's Utility funds received a bond rating increase to A+ in the Summer of 2022 for "good operational and management assessment, strong service participation, and a good liquidity position."



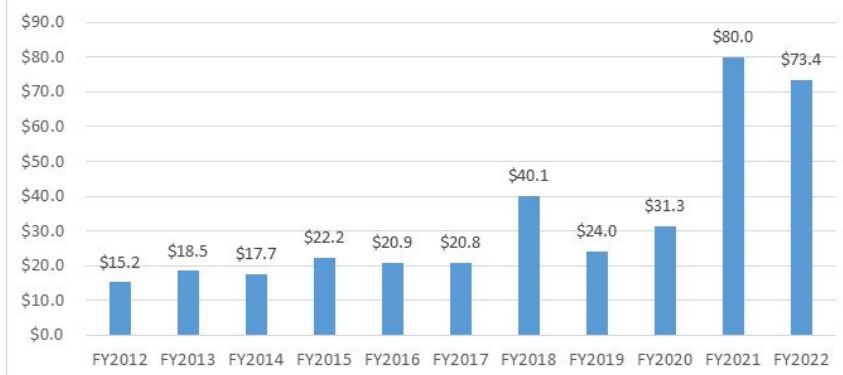
It's time for a little spring cleaning! Spruce up for spring by cleaning up your neighborhood, yard, or anywhere in Rock Hill!!

- Request litter pickup kits by calling 803-329-7027 or email Elizabeth.Morgan@cityofrockhill.com.
- Drop off old electronics on March 26, 8 AM-Noon at City Operations Center, 757 S. Anderson Road.
- Final leaf collection during weeks of April 11 & April 18.
- Request yard debris and bulky item pickup online at cityofrockhill.com/servicerequest.



Clean-ups, like Spruce for Spring, not only help clean up litter to beautify the City, but create a sense of community as all of Rock Hill works together.

Sports Tourism
Direct Economic Impact
(in millions)



Engaging Goals

4. Enhance public trust and encourage civic pride
5. Foster community building, placemaking, and inclusive efforts
6. Facilitate partnerships that encourage a wide range of cultural, community, and educational activities for all ages

Sports tourism continues to support the local economy and create hospitality tax funds that are used to build new facilities. The opening of the Sports & Event Center in FY2021 has had a dramatic impact on the economic landscape.

Goal: Enhance public trust and encourage civic pride

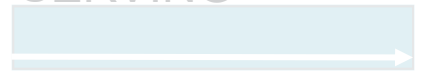
Facilitate efforts to support workforce/affordable housing throughout the community

Complete construction of all 28 units at the Osceola workforce housing project by 6/30/2024	●	<i>Civil plans were conditionally approved; working through State Housing plan review.</i>
Decrease the percentage of renters who are cost burdened to below 50%	●	<i>2020 ACS 5-year estimate has 52% of rental households being cost burdened</i>
Provide annual updates on the implementation of the Housing Development Corporation strategic plan	●	<i>The HDC continues to work around “Buy, Fix, Keep” and provides an annual report in the Fall of every year.</i>
Construct at least four additional units for homeownership annually	●	<i>Due to the cost of construction, no new additional homeownership units were built.</i>
Maintain safe housing for renters through the expansion of the rental ordinance	●	<i>The rental ordinance was approved citywide to begin 1/1/2023.</i>

Promote fiscal sustainability efforts

Maintain or increase the City’s bond ratings	●	<i>Utility bond rating was upgraded to A+</i>
Compare costs per capita related to the UNC School of Government’s benchmark average: Police services per capita Fire services per capita Building services per capita	●	<i>Police services per capita—UNC SOG average: \$289; Rock Hill: \$258 Fire services per capita—UNC SOG average: \$204; Rock Hill: \$166 Building services per capita—UNC SOG average: \$20; Rock Hill: \$18</i>
Provide biannual updates on the development and deployment of an asset management system	●	<i>An asset manager has been hired and a software is being implemented with the project team.</i>
Maintain a positive return on investment related to City grants	●	<i>Grants maintained a positive ROI this year.</i>

SERVING



ENGAGING



GROWING



Enhance transparency and participatory activities

Maintain 100% compliance with all regulatory requirements annually	●	<i>Electric, Police, and General Services all remain in full compliance with all regulatory requirements.</i>
Maintain active participation on City Council appointed boards and commissions with vacancies not exceeding an average of 45 days	●	<i>61 vacancies occurred with an average 10 days open.</i>
Host at least three general community meetings to increase stakeholder participation annually	●	<i>Community meetings were held in the Clinton ConNEXTion area, Key Influencer, small business, developer, etc.</i>
See at least two local leaders representing the city on statewide boards or commissions	●	<i>Wes Hayes (SC Commission on Higher Education); Richard Lee (SC Board of Health & Environmental Control); Melvin Poole (Veterans Affairs)</i>
See at least 75% satisfaction with neighborhood groups for support services provided	●	<i>The newly deployed survey was released showed 100% of respondents rated their customer service experience as good or excellence.</i>



Men on a Mission, along with Rock Hill Clean and Green + other community members, have been instrumental in community litter clean-ups this year.

Goal: Foster community building, placemaking, and inclusive efforts

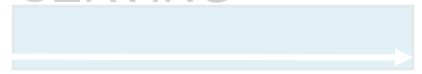
Continue to excel in sports tourism efforts

Increase the direct economic impact of sports tourism to exceed \$70 million annually by FY2024	●	<i>\$66 million direct economic impact by calendar year-end 2021.</i>
Increase the hospitality tax revenue generated by 4% annually	●	<i>FY2022 hospitality and accommodations tax revenues are 3% below pre-COVID projections.</i>
Begin construction on the next major regional park site by 6/30/2024	●	<i>Community engagement with the architecture firm have begun on the next major regional park site on the southside.</i>
Track sports tourism events and attendance compared to the prior year	●	<i>FY2022 had over 205K unique participants with sports tourism events.</i>
Track participant events and attendance at non-tourism events compared to the prior year	●	<i>Staff continue to track events and attendance at non-tourism events; trending similarly to the prior year.</i>
Provide biannual updates on preparations for the 2024 BMX Worlds	●	<i>The Local Organizing Committee has been hard at work with logistical details in advance of the one-year kick-off in May 2023 for the event in May 2024.</i>

The Rock Hill Sports and Event Center continues to host events of all types including 2022 the adidas 3SSB championship.



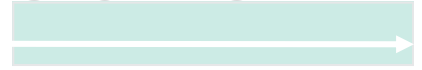
SERVING



ENGAGING



GROWING



Create a compassionate, inclusive community

Provide quarterly updates on developing strategies/baseline metrics for the implementation of the Clinton ConNEXTion Action Plan		<i>Draft metrics have been proposed as part of the Southside TIF process.</i>
Provide biannual updates on the creation of the African American Cultural Center		<i>Hermon Presbyterian was added to the National Park Service African American Civil Rights Network.</i>
Provide biannual updates on the work of the Community Relations Council (CRC)		<i>The CRC held a number of events and is working on enhancing engagement.</i>
Provide biannual updates on the work of the Youth Council + Youth Service League		<i>The Youth Council gave out \$2,450 in grants and held a spring clean-up.</i>

Incorporate and support greenspace throughout the City

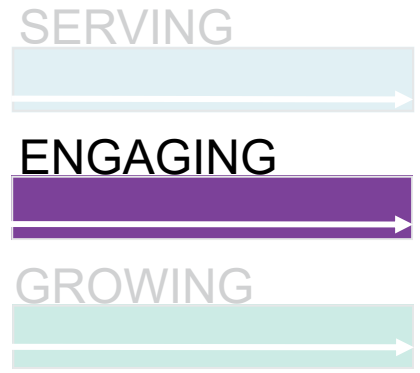
Maintain a tree canopy across the City of at least 45%		<i>Tree canopy is 45.1%.</i>
Complete the trail connection from the Catawba River to Manchester Meadows by 6/30/2024		<i>Construction began on the section from the apartments behind the Galleria Mall to the entrance of River Park.</i>
Provide biannual updates on the development of an Urban Forestry Master Plan		<i>An internal committee has been created and begun work on a master plan.</i>
Provide quarterly updates on the creation of trail/greenway connections across the City		<i>With SCDOT, the City is working on a scope of work that will extend the existing Northside Trail through the whole property to Annafrel Street.</i>

Goal: Facilitate partnerships that encourage a wide range of cultural, community, and educational activities for all ages

Provide opportunities for community-wide cultural and artistic efforts

Offer or co-sponsor community events or festivals at least twice per month	●	<i>Sixty-two events were offered over the course of the year.</i>
Enhance lifelong learning by seeing at least 60 students complete at least one course	●	<i>146 unique registrations were received for Lifelong Learning</i>
See at least two new community placemaking projects annually	●	<i>Mural Mile now includes a Shepard Fairey mural (see below) and the Bleachery Heritage Project has been</i>
Provide biannual updates on efforts related to children with the #1 Question/Commission for Children and Youth	●	<i>Commissioners are working on a resource guide and have assisted with events including a mental health town hall.</i>
Engage Winthrop in developing strategies to keep students here after graduation	●	<i>The City has engaged with current students about the My Ride bus system.</i>





Work with the community to expand opportunities for special populations

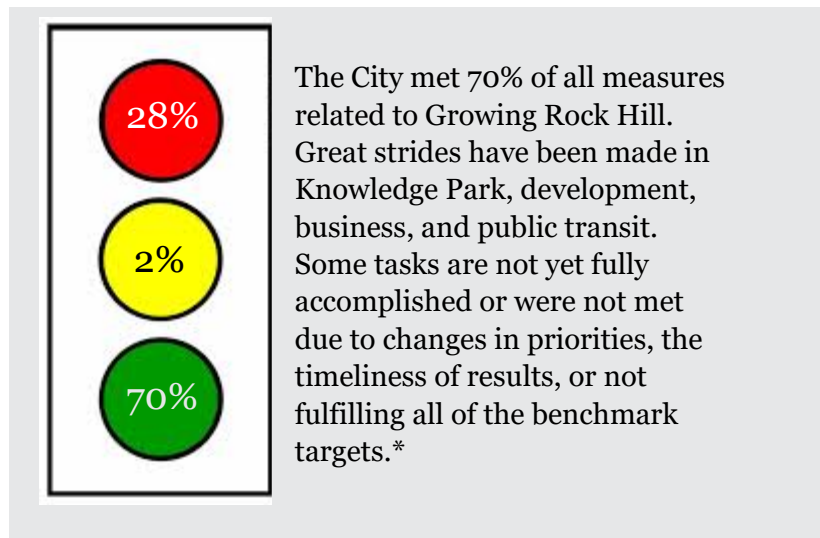
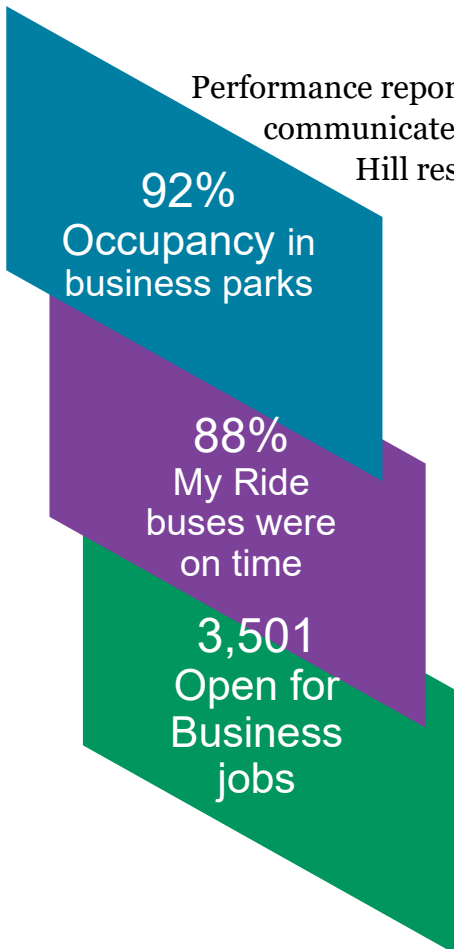
<p>Deploy at least three new programs at Miracle Park by 12/31/2022</p>	<p>●</p>	<p><i>Twenty-four different programs were offered including the Miracle League (see below) and the opening of the Story Walk</i></p>
<p>Increase participation in PRT special therapeutic recreation programs by 5% annually</p>	<p>●</p>	<p><i>Due to COVID-19, a decrease in special population program participation continues (over 2,000 before—since 943 in FY2021 vs. 612 in FY2022).</i></p>
<p>Maintain at least the same participation in Camp Arc compared to the prior year</p>	<p>●</p>	<p><i>Camp Arc saw an increase in participation compared to the prior year, but still below pre-COVID-19 participation.</i></p>
<p>Support Miracle Park with at least three fundraisers annually</p>	<p>●</p>	<p><i>Wiffle Ball tournament, Be Like Kolby, and Savor the Flavor all helped raise funds for Miracle Park.</i></p>



Growing

Working in unison with local businesses, individual entrepreneurs, and local educational institutions, the City sees the future of Rock Hill’s success in balanced growth. **Growing** demonstrates the City’s commitment to providing the right circumstances for people and businesses to excel. The City is fully engaged in the development of Knowledge Park— the heart of Downtown that will be the epicenter of Rock Hill’s knowledge based economy. Our success in Knowledge Park will depend on our ability to help support talent development of our youth and community readiness for the jobs of tomorrow. Beyond the center city, the City continues to explore options to make Rock Hill the most business-friendly location in the state of South Carolina. The City will work towards greater connections through a fare-free bus system, additional sidewalk and road efforts, and trails.

Performance reports provide the City a formal opportunity to evaluate and communicate its performance to the Mayor and City Council, City staff, Rock Hill residents, and all those interested in the well-being of Rock Hill.



*This report focuses on the big picture, strategic measures that show overall city progress. There are hundreds of measures tracked on a regular basis. Percentages included are for all of these measures—not just the measures included in this report.

Growing Goals

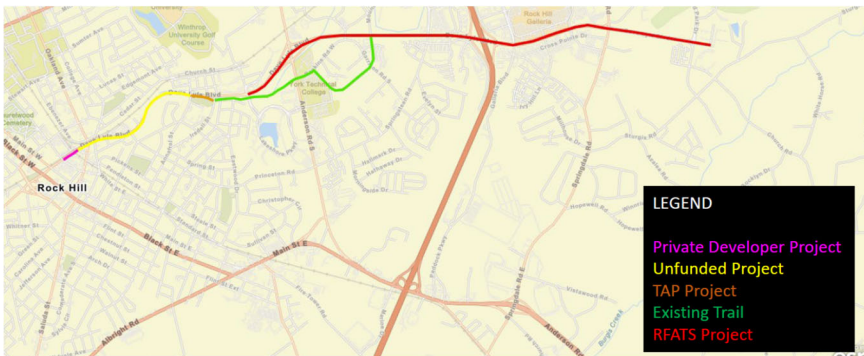
7. Make Knowledge Park a vibrant, active, and connected urban destination

8. Promote a strong and diverse local economy to promote business prosperity and business park success

9. Improve connectivity to reliable and sustainable transportation modes



The Nest is new student housing in University Center



The City is diligently working to create a connected walking/biking path between Downtown and the river.



A neighborhood block party was held at the Three Points Site to celebrate the upcoming demolition of a large, blighted structure.

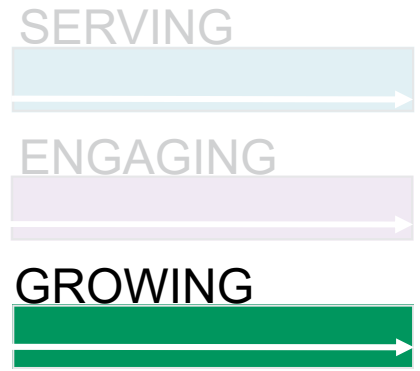
Goal: Make Knowledge Park a vibrant, active, and connected urban destination

Provide foundational infrastructure needs to facilitate continued growth in the city's core

Complete City infrastructure on the University Center site by 6/30/2024	●	<i>Remediation work on the Power Plant is complete; scheduled to complete remaining work by 12/2023.</i>
Maintain a commercial vacancy rate in Knowledge Park below 30%	●	<i>The commercial vacancy rate in Knowledge Park is currently 18%.</i>
Increase the value of assessed property in the Downtown and Textile Corridor TIF districts therefore maintaining coverage of at least 1.2x debt service annually	●	<i>Unaudited coverage as of June 30, 2022 was 1.0x the debt service due to some properties being demolished.</i>
Enter into a development contract on at least one underused site in Knowledge Park annually	●	<i>The Three Points, Annex, and Lee Street Development agreements were approved.</i>
Provide biannual updates about the development of a new building in the Fountain Park area	●	<i>Preliminary plans discussed with private developers, but no new construction.</i>
Recommend the ideal balance between land use types in Knowledge Park by 6/30/2022	●	<i>The existing conditions analysis + recommendations have been completed; ongoing internal discussions are continuing.</i>



The Exchange at Rock Hill is scheduled to open in the Fall of 2022 with 229 units—including the first residential development downtown that is subject to the workforce housing policy.



Promote continued new and redeveloped residential efforts in and around the Knowledge Park Area

Permit at least 100 new affordable and workforce units through projects subject to the workforce housing policy by 6/30/2024	●	<i>The Exchange includes ten units; additional units are anticipated at the Herald site, Annex, + on Oakland Ave.</i>
Permit at least 500 new market-rate and affordable units by 6/30/2024	●	<i>University Center is anticipated to have 145 units; in negotiation with additional units. 229 units in the</i>
See voluntary compliance less than 30 days for exterior property and nuisance violations in neighborhoods surrounding Knowledge Park	●	<i>32.8 days average compliance.</i>
Provide biannual updates on ways to mitigate the impact of gentrification on neighborhoods surrounding Knowledge Park	●	<i>The City is actively exploring various mechanisms to mitigate the impact of gentrification.</i>

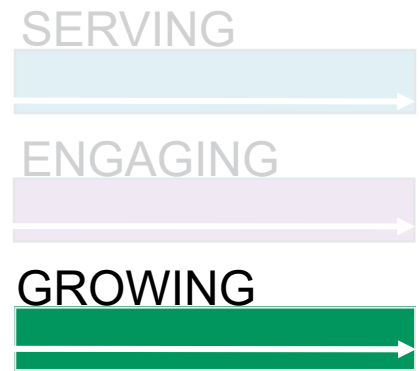
Link Downtown, University Center, and Winthrop University through a variety of connective mediums

Increase the Walk Score Downtown to above 62 or “somewhat walkable” or better	●	<i>Walk Score is currently 59—still “somewhat walkable”.</i>
Begin construction on a bike/ped route between Winthrop and Downtown by 6/30/2024	●	<i>Design is underway on the Storyline Trail that will be an updated bike/ped route.</i>
Provide biannual updates on connectivity efforts Downtown	●	<i>Renderings on the Dave Lyle Pedestrian Bridge were presented to Council in Spring 2022.</i>
Provide biannual updates on the Downtown parking management program	●	<i>The Comprehensive Parking Management Plan has been recently updated.</i>

Goal: Promote a strong and diverse local economy to promote business prosperity and business park success

Encourage a business-friendly environment in Rock Hill that creates new jobs and private development

Support small businesses through the Open for Business program by assisting more small businesses than the prior year	●	<i>Continued increase in Open for Business usage—from 1,541 in FY2020 to 1,975 in FY2021 to 2,089 in FY2022.</i>
Support the creation of at least 500 new jobs across the City annually	●	<i>Job creation exceeded the goal of 500 with over three thousand jobs self-reported through the Open for Business program.</i>
Support private development in the Albright/Saluda Corridor by seeing at least \$1 million annually in new investment	●	<i>\$145k worth of investment (building permit valuation) in the Albright/Saluda Corridor.</i>
Track investment in key corridors including Galleria, Cherry, and Anderson	●	<i>Galleria—\$8.5 million; Cherry Rd.—\$18 million; Anderson—\$14 million</i>
Track permits and valuation for non-residential buildings compared to prior years	●	<i>192 non-residential permits were issued at \$124 million in valuation.</i>
Provide biannual updates on the development of City business parks	●	<i>Work continues at Aspen; SC Commerce Corridor preliminary planning is underway.</i>
Provide biannual updates on the effort to recruit a grocery store to the Saluda Corridor	●	<i>Surefire Grocery opened; Victory Gardens provides a mobile market; Continued discussions with grocers to entice a full grocery store to the Three Points site.</i>
Provide quarterly updates on prospective commercial development	●	<i>Ongoing updates on prospective developments have been internally reviewed.</i>



Support opportunities for talent development and workforce readiness

Provide hands-on learning opportunities to at least 50 students annually through the Works	●	<i>The Works is scheduled for October 2022.</i>
See a financial return on investment of at least 1.2x related to the Gravity Center programs	●	<i>The Gravity Center is not yet returning a tangible return on investment of 1.2x.</i>
Provide biannual updates on the Gravity Center's efforts to incubate, launch, attract, and grow new businesses	●	<i>The Gravity Center offers workshops, coaching, co-working space, etc.</i>
Place at least 10 students into the Talent Pipeline	●	<i>Sixteen interns were placed in ten businesses.</i>

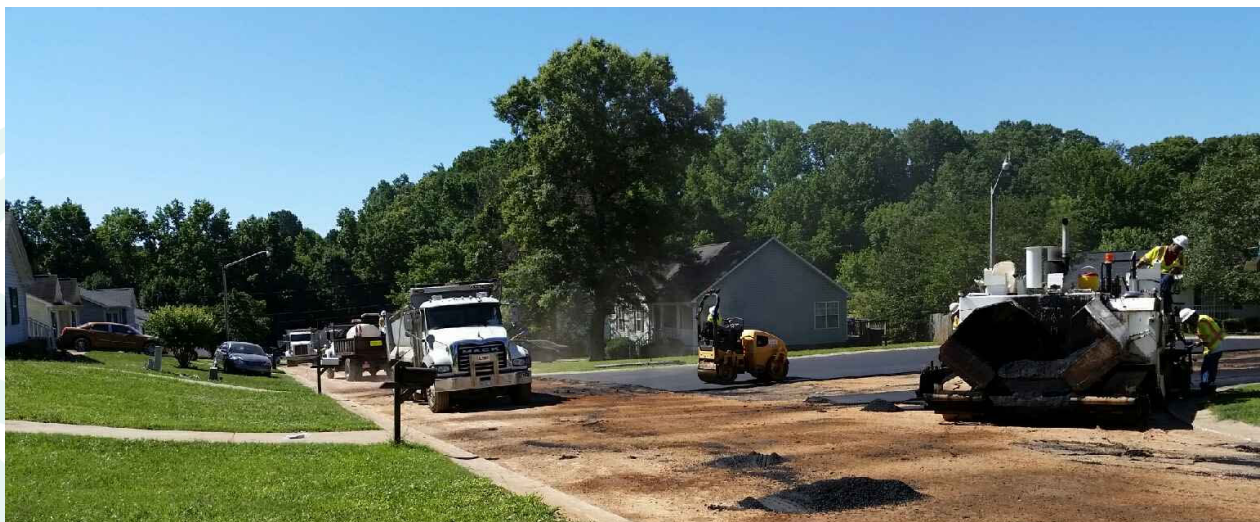
Deliver City services that enhance safety and efficiency for the business community

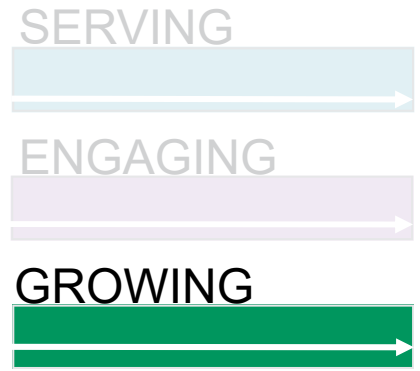
Maintain competitive commercial cost to serve rates for all City services by being within 5% of the benchmark cities average	●	<i>Commercial rates are within 2.5% of the average 29 cities surveyed.</i>
Complete average initial plan reviews for new commercial buildings and civil constructions in less than 10 business days	●	<i>Average over ten days for civil + non-residential plan review completion due to staff turnover.</i>
Compare the average number of building inspections completed by building inspector to the NCLGBA average	●	<i>CORH inspectors are completing 17 inspections per inspector per day.</i>
Maintain fire safety through commercial inspections compared to the benchmark cities averages for inspections completed per fire inspector	●	<i>FY2022 Rock Hill average monthly fire inspections per inspector –1,722; UNC SOG average monthly inspections per inspector –920.</i>
Audit 5% of all commercial accounts annually + all new commercial accounts within three months	●	<i>95 new commercial accounts were audited + 5% of existing accounts.</i>

Goal: Improve connectivity to reliable and sustainable transportation modes

Invest in road, sidewalk, and airport infrastructure to provide connections and future growth

Begin the installation of an instrument landing system by 6/30/2024	●	<i>No current update.</i>
Maintain a pavement condition index (PCI) average of at least 75% by 6/30/2024	●	<i>PCI is 71.1%.</i>
Provide biannual updates on low-cost traffic safety efforts	●	<i>City Council approved a pilot program to install low-cost traffic safety improvements.</i>
Provide biannual updates on neighborhood sidewalk improvements	●	<i>An outside contractor completed a sidewalk and handicap assessment.</i>





Develop a public transit system to support mobility amongst residents and visitors

Achieve an on-time goal for all City bus routes of at least 90%	●	<i>Bus routes were on-time 88% of the time in FY2022.</i>
Ensure exceptional customer service with City bus routes by seeing less than 1 complaint per 50 passenger trips	●	<i>Over the entire year, there were very few complaints.</i>
Maintain a fare-free bus system by having at least 40% of the City’s contribution covered by partners	●	<i>The City has maintained its existing partner contributions; negotiating a potential new partner.</i>
Maintain an average of 4,100 passenger trips per week	●	<i>Averaging 3,567 passenger trips per week</i>
Provide biannual updates on the next phase of the bus system	●	<i>Staff is exploring a route change to extend the Downtown loop up Heckle Blvd.</i>





*Learn more about the City of Rock Hill's efforts in
transparency and accountability at:*

www.cityofrockhill.com/transparency