ROCKHILL
SOUTH CAROLINA
Always on.

Year-End Strategic Plan Performance Report
FY 2023

Serving

Engaging

Growing

Leadership

Mayor
John P. Gettys, Jr.

Councilmembers
Derrick Lindsay,
Mayor Pro Tem

John A. Black III

Derrick Lindsay

Jim Reno

Kevin Sutton

Perry Sutton

Strategic Plan FY2022-2024

Management
David B. Vehaun, City Manager

Jimmy Bagley, Deputy City Manager

Steven Gibson, Deputy City Manager

Mike Blackmon
Fire

Melanie Brandon
Neighborhood Services

Lisa Brown
Economic Development
Strategy Management

Don Chamblee
Water/Sewer

Anne Harty
Finance

Cindi Howard
General Services

Mike Jolly
Electric

Deana Keever
Human Resources

Terrence Nealy
Public Works

John Taylor
Parks, Recreation & Tourism

Chris Watts
Police

Jeremy Winkler
Governmental Affairs

Leah Youngblood
Planning & Development

Our Strategic Plan

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

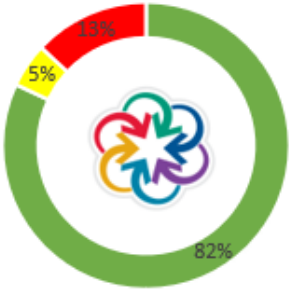**Engaging** Residents

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 due within Fiscal Year 2023, ending June 30, 2023.

A complete listing of all goals can be found in the Strategic Plan FY 2022-2024 which is available on the City's transparency website, Strategic Plan | Rock Hill, SC.

FY2023 Progress

FY2023 Performance

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 challenges for Fiscal Year 2023.
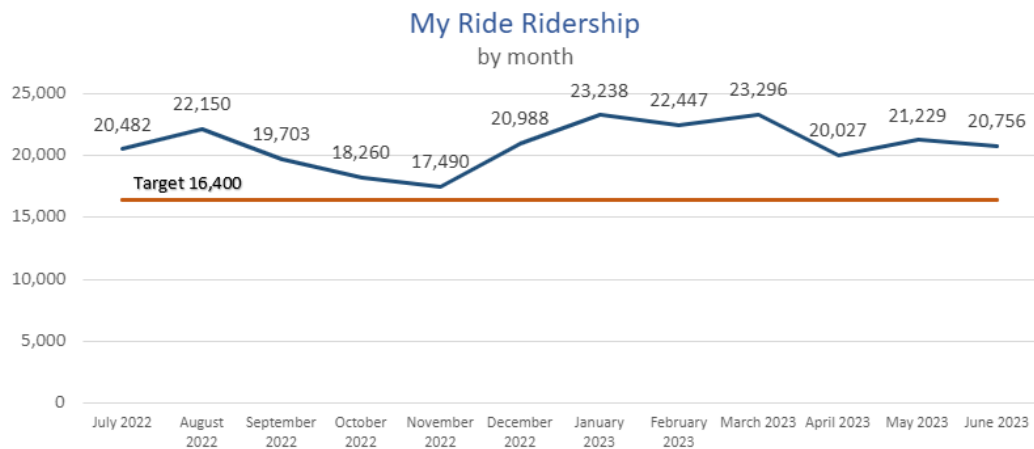
Knowing both what objectives have been met and where there may be opportunities for improvement enables the City to refocus efforts to achieve its strategic goals and shape Rock Hill into a preferred place to live, do business, and visit.


13%
5%
82%

■ Target Met   ■ Substantial Progress   ■ Target Not Met

Local Government Tax Rates
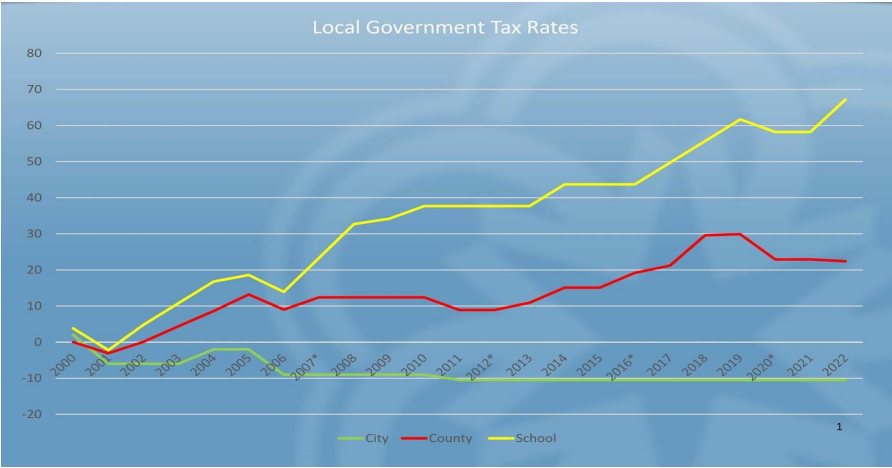
year of reassessment

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.

4

FY2023 Successes

My Ride Ridership
by month

20,482	22,150	19,703	18,260	17,490	20,988	23,238	22,447	23,296	20,027	21,229	20,756

Target 16,400

July 2022 · August 2022 · September 2022 · October 2022 · November 2022 · December 2022 · January 2023 · February 2023 · March 2023 · April 2023 · May 2023 · June 2023

The City's fare-free bus system, My Ride, has exceeded monthly ridership targets since the COVID-19 pandemic limited service provision in March 2020.
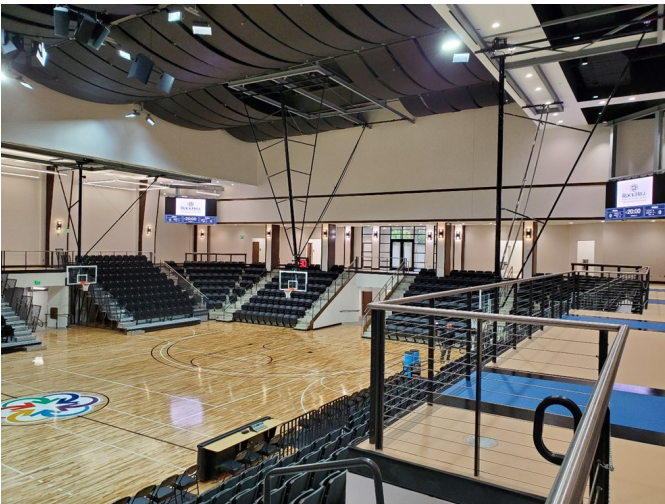
The Rock Hill Sports & Event Center saw 213,997 unique visitors at 45 different events in FY2023. This generated more than $86 million of direct economic impact to the local Rock Hill economy.

The Clinton ConNEXTion Community Voices Ambassador Program, a Grassroots Leadership Academy facilitated by NC A&T State University graduated its inaugural cohort.
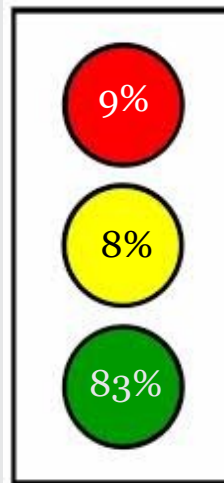
Serving

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 26th recruit class in February 2023, adding 9 firefighter recruits to the City's outstanding ISO 1 team.
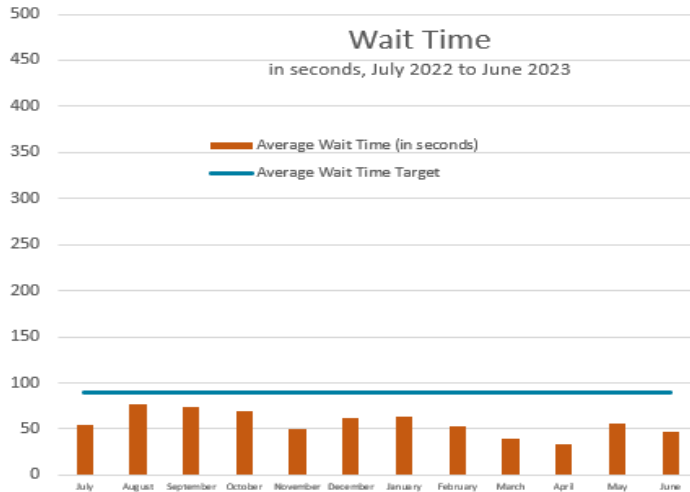
Performance reports provide the City a formal opportunity to evaluate and communicate its performance to the Mayor and City Council, City staff, Rock Hill residents, and all those interested in the well-being of Rock Hill.


9%

8%

83%

The City met 78% of all measures related to Serving our Community. Great strides have been made in our neighborhoods, customer service efforts, and core infrastructure needs. Some tasks are not yet fully accomplished or were not met due to changes in priorities, the timeliness of results, or not fulfilling all of the benchmark targets. *

*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 these measures—not just the measures included in this report.

Wait Time
in seconds, July 2022 to June 2023

Average Wait Time (in seconds)
Average Wait Time Target

In FY2023, Customer Service answered 85,517 calls for an average of 339 calls per day. Notably, Customer Service consistently maintained a wait time of less than 90 seconds. The average wait time for customer was 58 seconds.

Violent Crime
July 2022 to June 2023
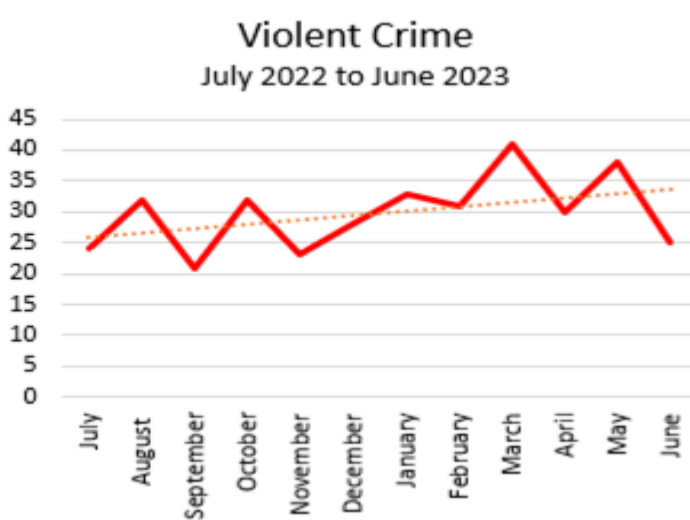
In FY2023, the local rate of violent crime follows the national trend. RHPD will continue investing in community engagement and crime prevention strategies to steadily decrease the violent crime rate, thus making the community safer.

Serving Goals

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

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 6.4 minutes*	🟢	*Average response time for Priority 1 calls during CY2022 was 6.4 minutes.*
Reduce citywide property crime by at least 2% annually (based on a five-year average)	🟢	*In CY2022 there were 35.7 property crimes per 1,000 residents. This represents a 6.7% decrease compared to the five year average of 38.1 property crimes per 1,000.*
Reduce citywide violent crime by at least 1% annually (based on a five-year average)	🟢	*In CY2022 there were 5.2 violent crimes per 1,000 residents. This represents an overall decrease (five year average was 5.8 violent crimes per 1,000).*
Police engage in community programming of at least 300 events/neighborhood meetings per year	🟢	*322 community events/neighborhood meetings were attended by Police.*
Maintain the Fire ISO 1 rating	🟢	*The Fire Department has maintained its ISO 1 rating.*
Contain at least 75% of residential fires to the room of origin	🟢	*24 of 32 residential fires (75%) were contained to the room of origin.*
See at least 75% of homes that firefighters enter to have working smoke detectors	🟢	*24 of 32 (75%) of homes entered by firefighters had working smoke detectors.*

*The UNC School of Government (SOG) benchmark used is the latest available, from the "Final Report on City Services for Fiscal Year 2020-2021"

Improve the overall well-being of neighborhoods

Maintain a voluntary compliance rate citywide of at least 85%	🟢	*2511, of 2954, code issues (89.5%) abated.*
Increase rental vacancy rates by at least 1% annually	🔴	*2021 ACS survey showed a 5.6% vacancy rate vs. 6% the prior year.*
Increase homeownership rates by at least 2% annually	🔴	*2021 ACS survey showed a 51.4% homeownership rate vs. 51.8% the prior year.*
Host interview skill session for the community— at least one session at each of the four recreation centers annually	🟡	*HR and the Housing Authority recorded classes and posted them online.*
Track the number of neighborhood interactions and attendance of non-NS staff at meetings	🟢	*Over 196 neighborhood interactions occurred and attendance was tracked.*
Institute stormwater mitigation techniques in at least two neighborhoods annually	🟢	*Staff worked on a number of neighborhood efforts including stream work on Cavendale Drive and stream restoration at Landry Drive.*
Host at least 6 neighborhood meetings related to stormwater projects or mitigation techniques annually	🟢	*Meetings were held in Aiken/College Alley, Wedgewood, Carnegie Estates, Evergreen, Marydale, and Landry Lane.*

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	🟡	*Residential tonnage remained flat at 0.26 tons per capita.*
Audit recycling programs (including routes, process, billing, etc.) by 6/30/2023	🟢	*A pilot program using camera technology for route optimization and expansion was deployed and will be expanded for the recycling sanitation program.*
Expand the REDI program into at least one additional neighborhood and establish baseline data by 6/30/2023	🟢	*Neighborhood Services continues to focus on the overall well-being of Catawba Terrace and Sunset Park before expanding the REDI program into another neighborhood.*
Reduce the property crime rates in REDI neighborhoods by at least 10% annually	🟡	*Property crime in the REDI neighborhoods reduced from 52 incidents in CY2021 to 47 in CY2022.*
Reduce the violent crime rates in REDI neighborhoods by at least 10% annually	🔴	*Violent crime in the REDI neighborhoods increased from 18 incidents in CY2021 to 25 in CY2022.*
Maintain a voluntary compliance rate in REDI neighborhoods of at least 85%	🟢	*94% of property owners abated compliance issues.*

Provide additional park and recreational opportunities for residents

Deploy the REC-in-a-Box program throughout the community at least 100 times per year	🟢	*REC-in-a-Box was deployed 133 times with over 11,096 participants.*
Increase recreation center participation by at least 10% annually	🟢	*Recreation center estimates show a 11.5% increase in participation— from 177k in FY2022 to 200k in FY2023.*
Track total users of park/rec facilities and compare to prior years	🟢	*Total of 1.2M users in FY2023, an increase of 8.3% from FY2022.*
Report on neighborhood park improvements as done on at least one project per year	🟢	*Cedar Crest Park was upgraded with new playground equipment and installation of a pour in place rubber fall surface.*

REDI Neighborhoods

Rental Inspection Program: In 2017, a rental inspection program was piloted in Catawba Terrace. After proving its success in improving the housing stock of rental properties in one community, staff looked at ways to expand it. After being delayed by the Covid-19 pandemic, a city-wide rental inspection program was approved by City Council in June of 2022. This program confirms basic health and safety standards for rental units throughout the City at the time of a turnover in tenants. As of September 2023, 83% of rental units have been registered. The City is optimistic that these efforts will continue to promote positive, 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	🟢	*17.3% increase in paperless billing—from 12,057 accounts in FY2022 to 14,143 in FY2023.*
Increase the number of auto-pay customers by 5% annually	🟢	*27.3% increase in auto-pay—from 8,281 customers in FY2022 to 10,539 customers in FY2023.*
Attain call wait times below 90 seconds	🟢	*58 second average wait time.*
Maintain reasonable, yet customer focused talk times below 3 minutes	🟢	*Average talk time was 2 minutes 47 seconds.*
Maintain a safe work environment through establishing a baseline and tracking the Total Case Incident Rate (TCIR)	🟢	*TCIR baseline is 4.4%. Risk Management will continue to monitor the TCIR and make adjustments as necessary.*
Continue to train all new staff in customer service expectations and escalated situation staff annually	🟢	*141 employees completed the new Customer Service Classes in addition to enhanced customer service classes.*
Provide updates on additional training opportunities for City staff	🟢	*In FY2023, HR launched the City Learning Institute which provides opportunities for employees at all levels to learn and grow.*
Monitor employee turnover rates through biannual reporting on voluntary resignations	🟢	*The rolling 12 month average for turnover is 14.9% in FY2023, slightly lower than 15.3% in FY2022.*

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

Maintain electronic newsletter engagement above 60%	🟢	*The City's e-newsletter monthly average engagement was 68.2%.*
Increase social media engagement on CORH Facebook above 2% median	🟢	*The City's social media engagement was 20% and is now 30%.*
Create and distribute at least 2 external video messages per month	🟢	*The City has distributed 25 external videos in FY2023 including Mayor conversations and Rock Hill Update.*
Implement a targeted ad strategy for a specific audience at least four per year	🟢	*Staff have utilized targeted ad strategies for First Friday, Let's Talk, St. Patrick's Day and job postings.*
Track social media posts/impressions/ engagement on all platforms for all ancillary City social media efforts	🟢	*The City continually monitors the City, Police, Fire, and PRT social media accounts for followers/posts/impressions.*
Deploy a new City website by 6/30/2023	🟢	*The new City website went live 12/31/22. We continue to make improvements to the new website as needed.*

Follow along with the City's updates on these main social media channels:
Facebook: cityofrockhill
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

Objective		Status
Complete the construction of the next electric substation by 6/30/2024	🟢	*The Electric Department is prepared to build a new electric substation dependent on new development efforts.*
Complete construction of the 6th elevated water storage tank by 6/30/2024	🟢	*The Water Department is currently reviewing options for the site.*
Complete the next phase of the wastewater treatment plant (clarifier and headworks) by 6/30/2024	🟢	*The clarifier project is 97% complete and the headworks project is 76% complete.*
Maintain 100% regulatory compliance for water/ sewer utilities	🟢	*The Water/Sewer utilities have maintained 100% regulatory compliance this year.*
Evaluate at least one major traffic corridor per quarter	🟢	*Celanese Rd., Dave Lyle Blvd., Anderson Rd., and Chery Rd. were all evaluated this year.*
Update current progress on capital improvement projects for electric	🟢	*Electric installed LED street lights and converted overhead electric service to underground electric throughout the City.*
Update current progress on capital improvement projects for water	🟢	*The Water Filter Plant expansion increased capacity from 36 MGD to 48 MGD.*
Update current progress on capital improvement projects for sewer	🟢	*Wastewater made significant progress on the Equalization basin needed to expand the Wastewater Treatment Plant's capacity from 20 MGD to 30 MGD.*

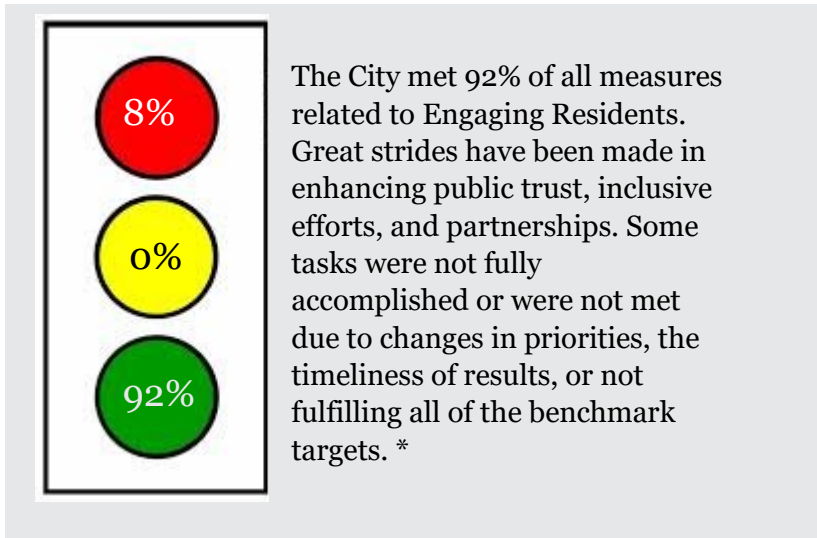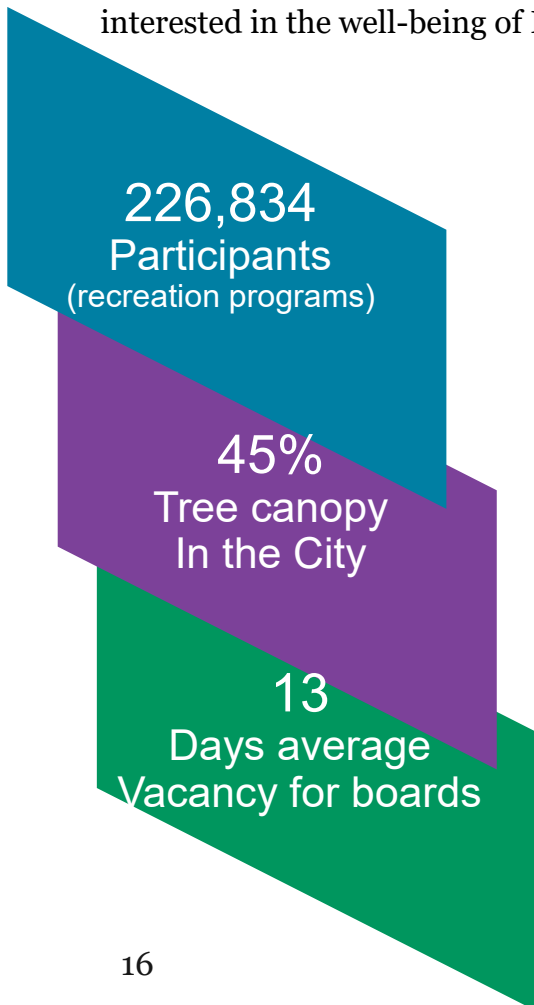## Promote efficient, predictable services and measures that will enhance core services

Maintain a system average interruption duration index (SAIDI) less than 145.87 minutes	🟢	*Average SAIDI was 55.2 minutes.*
Maintain a system average interruption frequency index (SAIFI) less than 1.67 interruptions per customer per year	🟢	*Average SAIFI for FY2023 is 0.68 which is a 43% decrease in interruptions per customer per year.*
Reduce non-metered loss of water by at least 0.5% annually	🔴	*Loss of water increased slightly from 24% in FY2022 to 25% in FY2023.*
Minimize high-serving pumping pressures at the water filter plant by not exceeding 90 PSI	🔴	*The water plant highest pressures averaged between 93 and 95. The target will be revisited with the expansion of the plant.*
Monitor hydraulic loads at the wastewater treatment plant	🟢	*Hydraulic loads are continually monitored at the plant with monthly average flows of 368.72 million gallons a day.*
Complete 75% of customer-driven, utility related work orders within 7 business days	🟢	*80.3% of all electric, water, and sewer work orders were completed within 7 business days.*
Complete 100% of pothole work orders within 2 business days	🟡	*99.3% of all potholes were filled within 2 business days.*

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.

226,834
Participants
(recreation programs)

45%
Tree canopy
In the City

13
Days average
Vacancy for boards

8%

0%

92%

The City met 92% of all measures related to Engaging Residents. Great strides have been made in enhancing public trust, inclusive efforts, and partnerships. Some tasks were not fully accomplished or were not met due to changes in priorities, the timeliness of results, or not fulfilling all of the benchmark targets. *

*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.

S&P Credit Ratings
as of August 2023
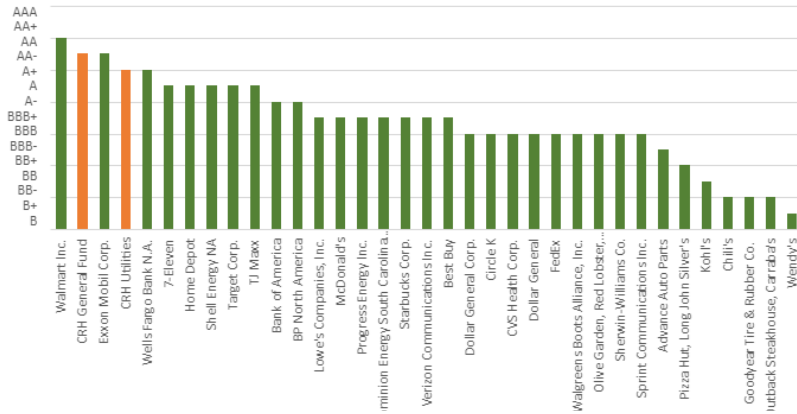
The City's Utility funds maintained a bond rating of A+ in FY2023 for "good operational and management assessment, strong service participation, and a good liquidity position."

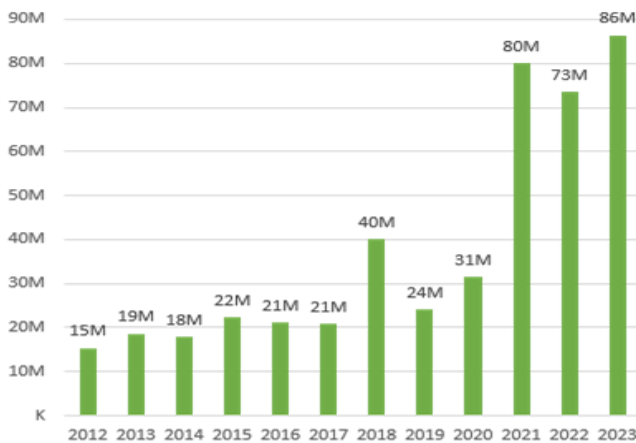## Spruce Up For Spring
March 20-April 13

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.
- Rake leaves to the curb by March 27 for final leaf collection during weeks of March 27 & April 3.
- Request yard debris and bulky item pickup online at cityofrockhill.com/servicerequest.

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

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 Economic Impact
by calendar year, in millions

Sports tourism plays a vital role in bolstering the local economy and generating hospitality tax revenue, which is essential for funding the construction of new facilities. The Sports & Event Center continues to have a positive influence 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	🟢	*The project is out for bid.*
Decrease the percentage of renters who are cost burdened to below 50%	🔴	*Latest ACS 5-year estimate has 51.4% of rental households being cost burdened*
Provide annual updates on the implementation of the Housing Development Corporation strategic plan	🟢	*The new strategic plan was adopted by HDC in July 2023.*
Construct at least four additional units for homeownership annually	🔴	*Two units are under construction and scheduled to be completed September 2023.*
Maintain safe housing for renters through the expansion of the rental ordinance	🟢	*Neighborhood Services registered 79.8% of residential rental units.*

Promote fiscal sustainability efforts

Maintain or increase the City's bond ratings	🟢	*Utility bond S&P rating was upgraded to A+*
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	🟢	*Police services per capita—UNC SOG average: $289; Rock Hill: $302* *Fire services per capita—UNC SOG average: $204; Rock Hill: $187* *Building services per capita—UNC SOG average: $20; Rock Hill: $23*
Provide biannual updates on the development and deployment of an asset management system	🟢	*An asset management plan is under development.*
Maintain a positive return on investment related to City grants	🟢	*Grants received were 69 times the Grants division operating budget.*

Enhance transparency and participatory activities

Maintain 100% compliance with all regulatory requirements annually	🟢	*Water, Sewer, Electric, Police, and General Services all remain in compliance with all regulatory requirements.*
Maintain active participation on City Council appointed boards and commissions with vacancies not exceeding an average of 45 days	🟢	*49 vacancies occurred with an average 13 days open.*
Host at least three general community meetings to increase stakeholder participation annually	🟢	*Community meetings were held in reference to Clinton ConNEXTion, mental health, and other projects.*
See at least two local leaders representing the city on statewide boards or commissions	🟢	*Richard Lee (SC Board of Health & Environmental Control); Melvin Poole (Veterans Affairs)*
See at least 75% satisfaction with neighborhood groups for support services provided	🟢	*94% of respondents rated their customer service experience as good or excellent.*

Men on a Mission, along with Rock Hill Clean and Green and 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	🟢	*$86M million direct economic impact in FY2023.*
Increase the hospitality tax revenue generated by 4% annually	🟢	*In FY2023, hospitality and accommodations tax revenues are 5.4% above projections.*
Begin construction on the next major regional park site by 6/30/2024	🟢	*Staff identified a potential location and the conceptual design process has begun.*
Track sports tourism events and attendance compared to the prior year	🟢	*In FY2023, sports tourism events drew over 400k unique participants, a 48.8% increase from FY2022.*
Track participant events and attendance at non-tourism events compared to the prior year	🟢	*In FY2023, attendance at non-tourism events trended similarly to FY2022.*
Provide biannual updates on preparations for the 2024 BMX Worlds	🟢	*The Local Organizing Committee has been hard at work with logistical details in preparation for the event in May 2024.*

The Rock Hill Sports and Event Center continues to host events of all types including 2023 the adidas 3SSB championship.
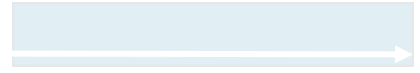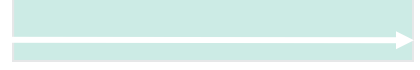
ENGAGING

Create a compassionate, inclusive community

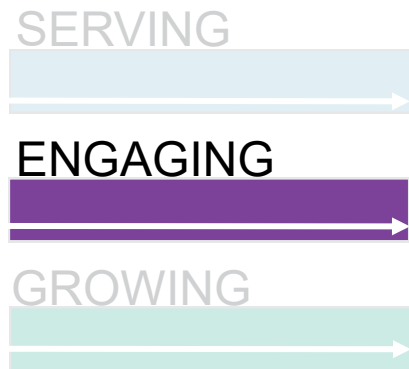|		
Provide quarterly updates on developing strategies/baseline metrics for the implementation of the Clinton ConNEXTion Action Plan	🟢	*56+ community meetings, 1300+ citizens engaged, and 30 community-driven projects during FY2023.*
Provide biannual updates on the creation of the African American Cultural Center	🟢	*Feasibility study underway to establish 501c3 and planning for the cultural center continues.*
Provide biannual updates on the work of the Community Relations Council (CRC)	🟢	*The CRC held 3 listening sessions and is working on enhancing engagement.*
Provide biannual updates on the work of the Youth Council + Youth Service League	🟢	*The Youth Council gave out $2,000 in grants and held a spring clean-up.*

Incorporate and support greenspace throughout the City

Maintain a tree canopy across the City of at least 45%	🟢	*Tree canopy is 45.8%.*
Complete the trail connection from the Catawba River to Manchester Meadows by 6/30/2024	🟢	*Work completed from Galleria Mall to Red River Road; exploring grants for the other missing connections.*
Provide biannual updates on the development of an Urban Forestry Master Plan	🟢	*The internal committee in collaboration with the Green Infrastructure Center created a draft master plan.*
Provide quarterly updates on the creation of trail/greenway connections across the City	🟢	*SCDOT has signed the participation agreement for the new trail that extends from the existing Northside Trail through the Northside Center property to Annafrel Street. The design is in process.*

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	🟢	*59 events were offered over the course of the year.*
Enhance lifelong learning by seeing at least 60 students complete at least one course	🟢	*492 unique registrations were received for Lifelong Learning.*
See at least two new community placemaking projects annually	🟢	*The Women's Art Initiative Corner Oasis, Hoppin' Mural (see below) and the Clinton ConNEXTion Beautification Project have been installed.*
Provide biannual updates on efforts related to children with the #1 Question/Commission for Children and Youth	🟢	*Commissioners held a mental health town hall and helped NAMI contact students in need of mental health services.*
Engage Winthrop in developing strategies to keep students here after graduation	🟢	*The City has engaged with Winthrop on the campus masterplan.*

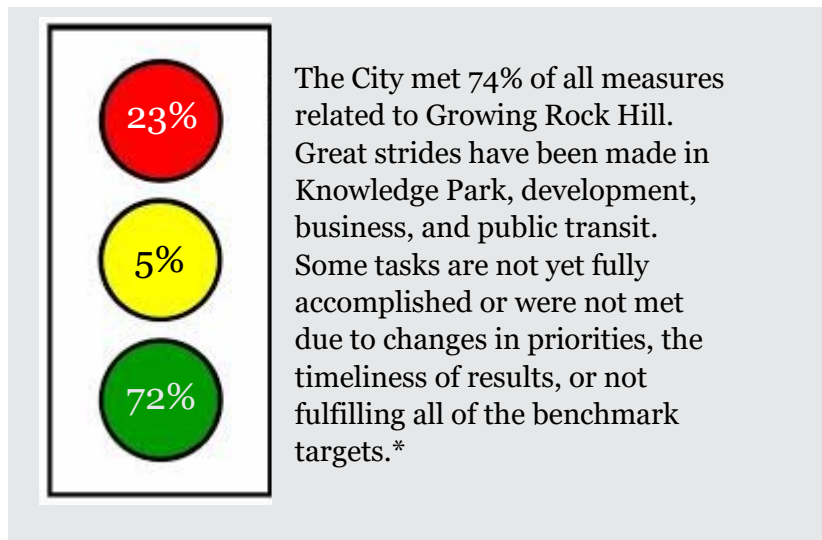## Work with the community to expand opportunities for special populations

Deploy at least three new programs at Miracle Park by 12/31/2022	🟢	*15 different programs were offered including the Miracle League.*
Increase participation in PRT special therapeutic recreation programs by 5% annually	🟢	*Program participation increased by 55.4% from 612 in FY2022 to 951 in FY2023.*
Maintain at least the same participation in Camp Arc compared to the prior year	🔴	*Camp Arc saw a significant decrease in participation from 502 in FY2022 to 400 FY2023.*
Support Miracle Park with at least three fundraisers annually	🟢	*PRT supported fundraiser efforts at Battle of the Carolinas, the Christmas ornament sale, and ChristmasVille.*

THE MIRACLE LEAGUE of ROCK HILL

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 conditions to enable 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 works 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.

100%
Occupancy in business parks

8%
My Ride buses were

1,833
Open for Business jobs

23%

5%

72%

The City met 74% of all measures related to Growing Rock Hill. Great strides have been made in Knowledge Park, development, business, and public transit. Some tasks are not yet fully accomplished or were not met due to changes in priorities, the timeliness of results, or not fulfilling all of the benchmark targets.*

*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.

The Nest is new student housing in University Center

LEGEND
Private Developer Project
Unfunded Project
TAP Project
Existing Trail
RFATS Project

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

The Three Points at South End project seeks to bring development to Rock Hill's southside. The proposal includes retail, restaurants, and an incubator for economic and social impact.
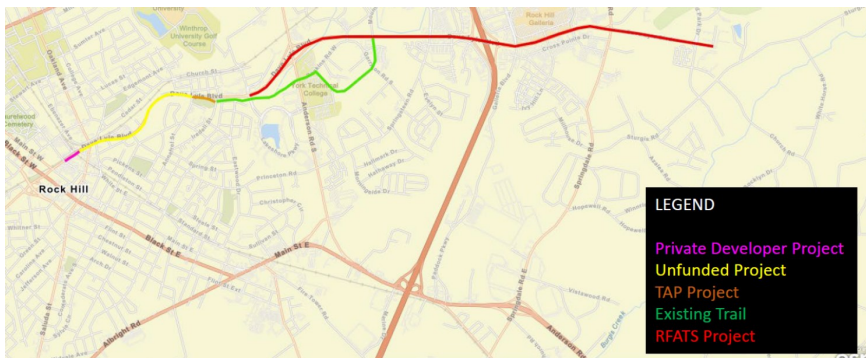
Growing Goals

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

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

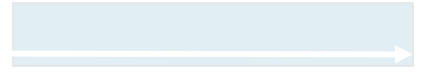**Provide foundational infrastructure needs to facilitate continued growth in the city's core**

Complete City infrastructure on the University Center site by 6/30/2024	🟢	*The remaining sidewalk, landscaping, lighting, and surface paving around University Center is on track to be completed at the time of the TCO.*
Maintain a commercial vacancy rate in Knowledge Park below 30%	🟢	*The commercial vacancy rate in Knowledge Park is currently 19%.*
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	🔴	*Unaudited coverage as of June 30, 2023 was 0.7x the debt service due to some properties being demolished.*
Enter into a development contract on at least one underused site in Knowledge Park annually	🟢	*The City is actively engaging in development contracts on The Thread, White Point Partners, Hoppin', and Three Points.*
Provide biannual updates about the development of a new building in the Fountain Park area	🟢	*Completed construction on the Fountain Park Restrooms.*

The Easley at University Center is opening in FY2023 with 145 units—including workforce housing.

GROWING

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

Permit at least 100 new workforce units through projects subject to the workforce housing policy by 6/30/2024	🟢	*100 building permits were issued for Dunbar Place.*
Permit at least 500 new market-rate units by 6/30/2024	🟢	*The Knowledge Park area has ~805 market rate units permitted.*
See voluntary compliance less than 30 days for exterior property and nuisance violations in neighborhoods surrounding Knowledge Park	🟢	*18.3 days average compliance.*
Provide biannual updates on ways to mitigate the impact of gentrification on neighborhoods surrounding Knowledge Park	🟢	*The City is actively exploring various mechanisms to mitigate the impact of gentrification.*

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	🟢	*Walk Score is currently 76 — "very walkable".*
Begin construction on a bike/ped route between Winthrop and Downtown by 6/30/2024	🟢	*Planning for the Storyline trail is underway. SCDOT will need to approve the plans prior to construction in FY2024.*
Provide biannual updates on connectivity efforts Downtown	🟢	*Pedestrian bridge renderings are under review.*
Provide biannual updates on the Downtown parking management program	🟢	*Implemented a gateless parking system at Parking Deck A and B.*

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	🔴	*Decrease in Open for Business usage—from 2,089 in FY2022 to 1,833 in FY2023.*
Support the creation of at least 500 new jobs across the City annually	🟢	*Job creation exceeded the goal of 500 with over 4,000 jobs self-reported through the Open for Business program.*
Support private development in the Albright/Saluda Corridor by seeing at least $1 million annually in new investment	🔴	*$117k worth of investment in the Albright/Saluda Corridor.*
Track investment in key corridors including Galleria, Cherry, and Anderson	🟢	*Galleria—$7.6 million; Cherry Rd.—$10 million; Anderson—$2 million*
Track permits and valuation for non-residential buildings compared to prior years	🟢	*181 non-residential permits were issued at $220 million in valuation.*
Provide biannual updates on the development of City business parks	🟢	*10-15 active projects with an average capital investment of $20 million and average of 90 jobs. Aspen Phase I is complete.*
Provide biannual updates on the effort to recruit a grocery store to the Saluda Corridor	🟢	*Surefire Grocery converted a convenience store to a grocery store with healthy food options. There is also a mobile market at North Central Pharmacy with Victory Gardens.*
Provide quarterly updates on prospective commercial development	🟢	*Prospective developments have been internally reviewed.*

Support opportunities for talent development and workforce readiness

Provide hands-on learning opportunities to at least 50 students annually through the Works	🟢	*The Works hosted a total of 132 students in FY2023.*
See a financial return on investment of at least 1.2x related to the Gravity Center programs	🔴	*Working on new methodology to reflect new service delivery.*
Provide biannual updates on the Gravity Center's efforts to incubate, launch, attract, and grow new businesses	🟢	*The Gravity Center offers workshops, coaching, co-working space, etc.*
Place at least 10 students into the Talent Pipeline	🟢	*Twelve interns were placed in multiple businesses.*

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	🟡	*Commercial rates are within 5.9% of the average 29 cities surveyed.*
Complete average initial plan reviews for new commercial buildings and civil constructions in less than 10 business days	🔴	*Average over ten days for civil + non-residential plan review completion due to staff turnover.*
Compare the average number of building inspections completed by building inspector to the UNC SOG average	🔴	*CORH inspectors are completing 19 inspections per inspector per day compared to the UNC SOG average of 12.8 inspections per day.*
Maintain fire safety through commercial inspections compared to the benchmark cities averages for inspections completed per fire inspector	🔴	*FY2023 Rock Hill average monthly fire inspections per inspector –1,736.4 UNC SOG average monthly inspections per inspector—920.*
Audit 5% of all commercial accounts annually + all new commercial accounts within three months	🟢	*15.3% of commercial accounts were audited.*

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	🔴	*No current update.*
Maintain a pavement condition index (PCI) average of at least 75% by 6/30/2024	🔴	*PCI is 71.1%.*
Provide biannual updates on low-cost traffic safety efforts	🟢	*Completed improvements on Manna Ct, Willowbrook Ave, Galleria Blvd, Arch Dr, Cinema Dr, and Lucas St.*
Provide biannual updates on neighborhood sidewalk improvements	🟢	*Replaced 900 feet of sidewalk and 8 handicap ramps for Sunset Park Sidewalk Project.*
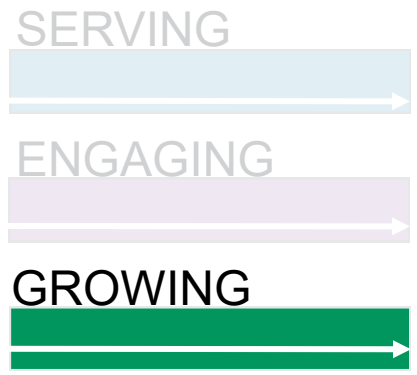
Develop a public transit system to support mobility amongst residents and visitors

Achieve an on-time goal for all City bus routes of at least 90%	🟡	*Bus routes ran on-time 80% of the time for all routes.*
Ensure exceptional customer service with City bus routes by seeing less than 1 complaint per 50 passenger trips	🟢	*Over the entire year, there were only three complaints.*
Maintain a fare-free bus system by having at least 40% of the City's contribution covered by partners	🟢	*The City has maintained its existing partner contributions; We are working on renewals with three current partners.*
Maintain an average of 16,400 passenger trips per month	🟢	*Averaged 20,839 passenger trips per month.*
Provide biannual updates on the next phase of the bus system	🟢	*Several route changes were implemented to serve additional areas, improve system efficiency, and prioritize the safety of passengers and pedestrians.*

My Ride

ROCK HILL

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

www.cityofrockhill.com/transparency