



CITY COUNCIL STRATEGIC PLANNING WORKSHOP

**MONDAY, DECEMBER 2, 2024 |
AFTER COMMITTEES**

The Council will meet at Mauldin City Hall at 5
East Butler Road in the Upstairs Conference
Room

A quorum of Council will be present.

**CITY OF MAULDIN
CITY COUNCIL WORKSHOP AGENDA
DECEMBER 2, 2024, AFTER COMMITTEE
MEETINGS
CITY HALL – UPSTAIRS
CONFERENCE ROOM
5 E. BUTLER ROAD**

1. Call to Order

Mayor Terry Merritt

2. Strategic Plan Discussion with Benchmark Planning [Pages 3-21]

3. Adjournment

Mayor Terry Merritt



CITY OF MAULDIN STRATEGIC PLAN

WORKING DRAFT

NOVEMBER 2024







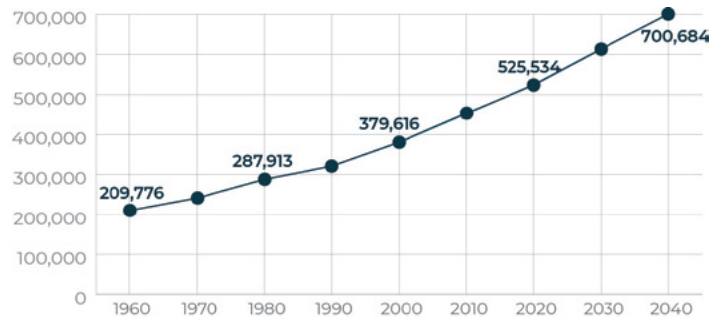
OUR CITY IS GROWING

OVERVIEW

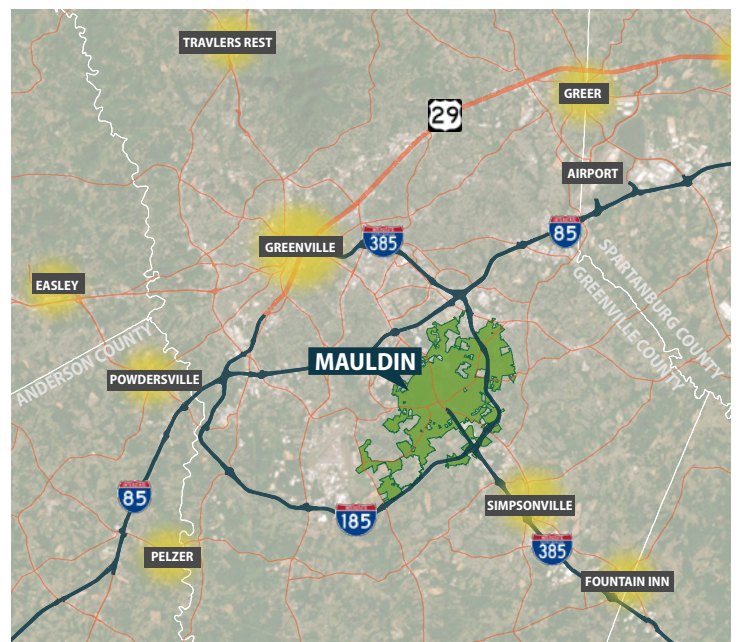
Mauldin is growing! We continue to be a desirable destination for families and retirees, business and industry leaders, and visitors who are traveling here to enjoy the many attractions and amenities of our city and the greater Upstate region.

35,000 PEOPLE WILL LIVE IN MAULDIN BY 2030

The projected population growth for Greenville County over the next twenty years is close to 200,000 people. The City of Mauldin is expected to become home to at least 10,000 of those new residents, bringing the City's total population to approximately 35,000 residents by 2030. As our population continues to grow, there will be greater demands placed on municipal services and programs. This strategic plan establishes a vision and direction for the City's future to help guide the City Council and staff in preparation for the City's anticipated growth.



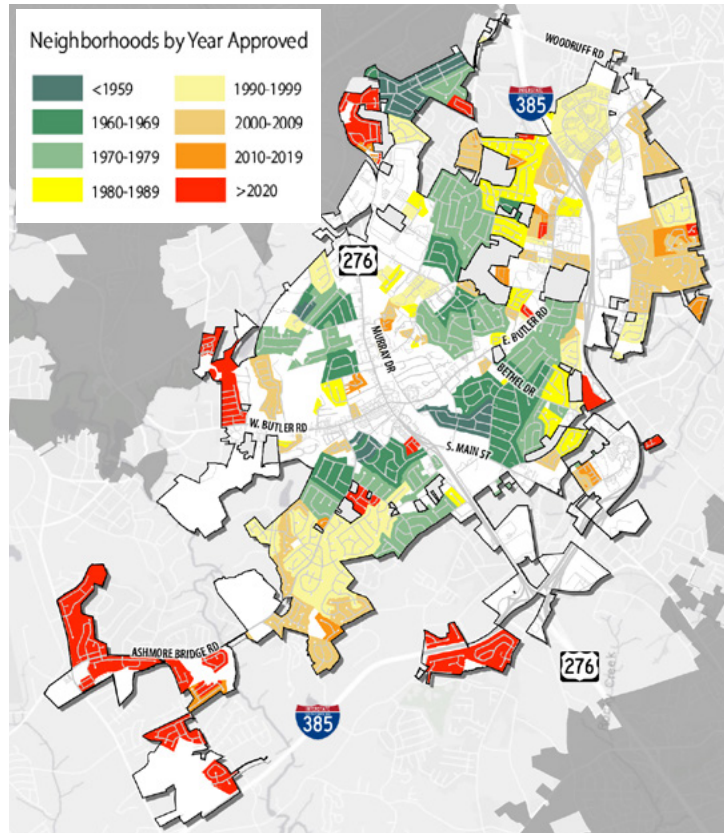
Projected Population Growth in Greenville County



Communities in the Mauldin Region

CITY GROWTH

Mauldin is located in the Greenville-Spartanburg-Anderson Combined Statistical Area, which has a population of over 1.5 million and is strategically located at the geographic center of the [Charlanta Megaregion](#). The Greenville area is consistently ranked at or near the top of the best places for families in South Carolina, with Mauldin ranking as the 5th safest city in the state. Mauldin’s current population is estimated at 29,100, which makes us the 20th largest city in South Carolina. The map to the right shows the growth of the City’s neighborhoods from the late 1950s until today. Our residential neighborhoods extend over 3,600 acres of land, which is nearly 70% of the City. As we have grown over the years, Mauldin has nearly reached the limit of its outward expansion opportunities, meaning that future growth will primarily be infill and redevelopment projects.



Arden Woods Neighborhood - Ashmore Bridge Road



Neighborhood Construction near Sunset Park (Fowler Circle)



View North toward the Intersection of I-85 / I-385 (City of Greenville)

RECENT PROJECTS

Maverick Station, a restaurant and retail redevelopment in the city's core is 100% leased. In addition, plans are moving forward to develop a new downtown in this area with Maverick Yards being the next phase of construction. Maverick Yards will be a major amenity with indoor recreation, dining, and entertainment to help anchor downtown. The project will also include townhomes. The first phase of BridgeWay Station, a new \$100 million, 170-acre residential, dining, and entertainment destination along the eastern edge of Mauldin, has recently opened. The development also includes a pedestrian bridge across Interstate 385 with long term plans to connect to the Swamp Rabbit Trail.



Maverick Station



Maverick Yards (highlighted to the far right)



I-385 Pedestrian and Bicycle Bridge - Future Swamp Rabbit Trail Connection to BridgeWay



View of BridgeWay Station (Phase One) along I-385

SOCIO-ECONOMIC PROFILE

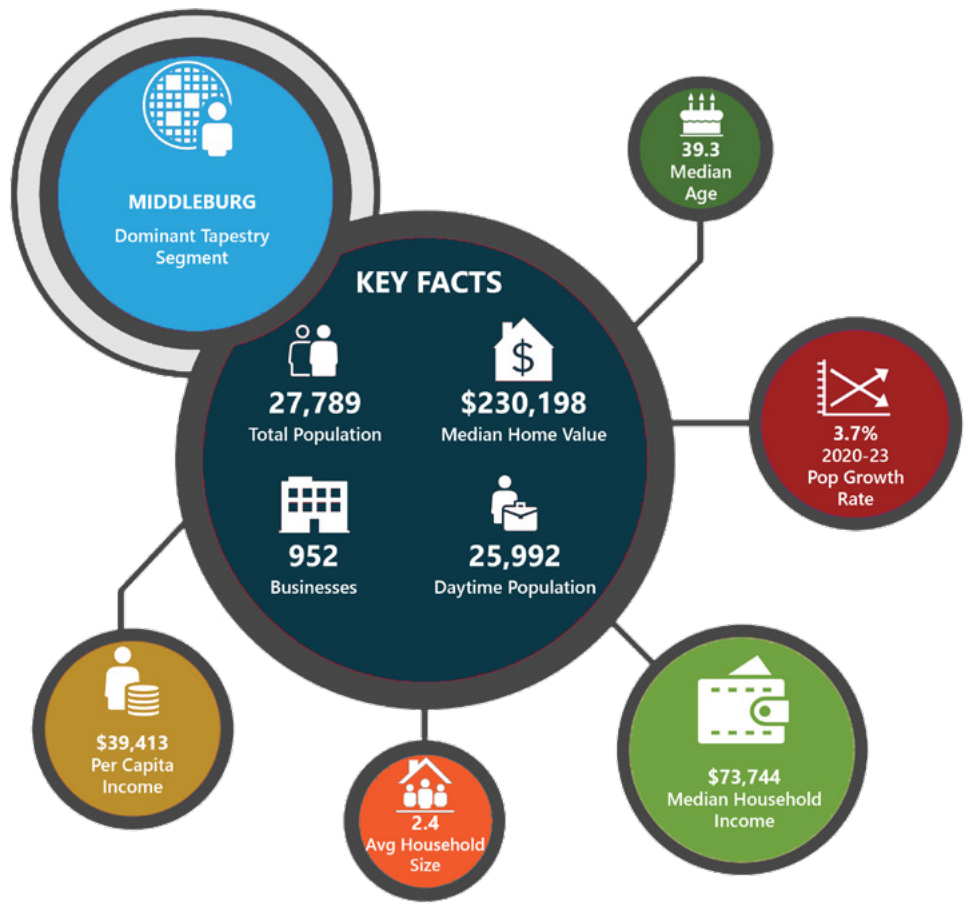
Mauldin’s median household income and per capita income are both slightly higher than Greenville county and significantly higher than the state. The median age of the population is slightly older than the county and state, and the overall household size is slightly smaller than the county and state. The City’s labor force participation is higher than the county and almost 9% higher than the state. Most residents commute less than 10 miles to work. The primary employment sector for the City’s residents is in the management, business, science, and arts fields. Mauldin is a significant employment draw for workers throughout the region. Market analysis experts with ESRI classify Mauldin as the “Middleburg” tapestry segment that is defined below.



View of Hadley Park Neighborhood

What is a Middleburg?

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are traditional, family-oriented consumers. Still more country than rock and roll they are thrifty but willing to carry some debt and are already investing in their futures.



Source: This infographic contains data provided by Esri (2023, 2028), Esri-Data Axle (2023), Esri-U.S. BLS (2023).

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COMMUNITY INPUT

As part of the strategic planning process, the community, staff, and City Council helped to identify focus areas and priorities. These were used to establish the direction for the City's vision and the framework for realizing that vision. The primary means of gathering input for the strategic plan were listening sessions, a community survey, and work sessions with City Council.

Early in the process, listening sessions were held with city departments to learn more about the successes and challenges each department has observed and their plans to handle the projected growth and increased demand for city services in the future. Following that, listening sessions were held with a wide variety of community groups that included, business owners, chamber of commerce, faith leaders, developers, volunteer board members, representatives from community groups, and others. Similar to the city-focused listening sessions, the community listening sessions provided an opportunity for residents to share their perspective on things that are working well in the community, opportunities and challenges, and their thoughts about Mauldin's future.

In an effort to gather input from the community at-large, an online survey was distributed through the city's many communication outlets. The survey was open the entire month of March and had a total of 967 responses. Over 90 percent of the responses were from self-identified residents. Of that group, almost 55% responded that they live in the 29662 zip code and just over 25% live in the 29607 zip code. Around one-third of the respondents have lived in Mauldin for over 20 years, while just over one-quarter have lived in the city for fewer than 5 years.

Most respondents (93%) felt that they have either a medium or high quality of life in Mauldin, citing recreation programs, park facilities, K-12 educational opportunities, safety, and housing affordability as the highest-rated quality of life

factors in the city. In regard to city services, public safety, cultural center/festivals/events, and the sports center rated the highest.

PRIMARY THEMES

A number of common themes emerged from the community input. The following emerged from the combined input from the community, key informants, and elected officials. The themes were utilized to help develop the long range vision, focus areas, goals, and strategies.

-  #1 Providing services to meet growing demand
-  #2 Defining the city's identity
-  #3 Creating a walkable, mixed-use urban form
-  #4 Building on community events and cultural activities
-  #5 Increasing public safety presence throughout the community
-  #6 Expanding parks and recreation facilities and programming
-  #7 Sustaining the city's natural resources
-  #8 Maintaining a clean and attractive environment





OUR FUTURE

OUR VISION

The themes that emerged from the community input process informed the development of the vision statement for the Strategic Plan. The themes served as building blocks for the overall statement and the development of the Plan's focus areas and strategies that are described further in this section. The vision statement represents a long range view of the City, blending Mauldin's current strengths with the City's aspirations for the coming decade.

VISION STATEMENT

The City of Mauldin is highly regarded as a safe and livable community that prides itself on the robust cultural and recreational amenities that it provides, high-quality and efficient public services, and well-maintained infrastructure that supports sustainable growth.

OUR AREAS OF FOCUS

The identified focus areas below provide an organizational framework for our goals and strategies to achieve the long range vision. The focus areas were established by further examination of the primary themes and the key components of the vision statement. The focus areas include 1) high quality service; 2) vibrant community; 3) strong and reliable infrastructure; and 4) character and identity. The goals and strategies for implementing the Strategic Plan are listed under each focus area on the pages that follow.

FOCUS AREAS

1
FOCUS
AREA

HIGH QUALITY SERVICES

The City of Mauldin is focused on delivering High-Quality Services that enhance quality of life, build trust with the community, and represents a significant value to taxpayers.

2
FOCUS
AREA

VIBRANT COMMUNITY

The City of Mauldin is a Vibrant Community with award winning facilities, programs, and services and seeks to ensure a dynamic quality of life for residents and an emerging hub of cultural and recreational tourism for the region.

3
FOCUS
AREA

STRONG & RELIABLE INFRASTRUCTURE

The City is focused on maintaining and enhancing Strong & Reliable Infrastructure to address current and future needs related to stormwater, public facilities, public utilities, transportation, and beyond.

4
FOCUS
AREA

CHARACTER & IDENTITY

The City of Mauldin is focused on utilizing its best assets to establish a Character & Identity that highlights this community as a place where people want to live, work and play.



FOCUS AREA 1 HIGH QUALITY SERVICES

GOAL 1.1 - SERVICE DELIVERY

We The City of Mauldin will deliver a robust and comprehensive range of high-quality services to all residents, business, and property owners in a cost-effective and efficient manner.

Strategies

- ▶ Develop objective departmental performance metrics based upon Council goals for service delivery.
- ▶ Identify staffing benchmarks to enhance Public Safety and Sanitation service delivery by increasing staffing to accommodate growth.
- ▶ Evaluate opportunities to increase the capacity of youth and adult sports programs, expand recreational opportunities, and enhance program offerings at the Senior Center and Cultural Center.
- ▶ Increase partnerships and resource sharing at the Senior Center and Cultural Center.
- ▶ Utilize social media / web metrics to measure community sentiment regarding service delivery and identify emerging issues.
- ▶ Evaluate website redesign and technology improvements to enhance service delivery.
- ▶ Evaluate organizational redevelopment initiatives to increase service delivery, achieve programmatic efficiency, and increase operational effectiveness.
- ▶ Maintain a fiscal policy focused on providing high-quality essential services and significant value to taxpayers and ratepayers that enhances the City's competitive advantage in the region.
- ▶ Increase the overall quality of life of residents and maintain trust between the people and their government.

GOAL 1.2 - CAPITAL IMPROVEMENTS PLAN, LONG-RANGE PLANNING, AND FISCAL FORECASTING

The City will utilize population studies, service delivery plans, and other tools to provide guidance and resources on capital projects planning, long-range planning, and fiscal forecasting to prepare for future opportunities and challenges.

Strategies

- ▶ Expand the scope of the City's Capital Improvement Plan to cover a longer time horizon.
- ▶ Prepare a long-range plan for the delivery of City services that identifies the timing of capital expenditures and personnel growth to meet anticipated demands based on growth and service improvements.
- ▶ Prepare and maintain a long-term fiscal forecast model that projects revenues and expenditures.



View of Sunset Park



FOCUS AREA 2

VIBRANT COMMUNITY

GOAL 2.1 - COMMUNITY EVENTS & PROGRAMMING

The City will continue to enhance our offerings of festivals, events, and cultural programming to support the community's desire for more family-friendly activities and entertainment.

Strategies

- ▶ Support and enhance community events and engagement to include community partners.
- ▶ Continue support of the Mauldin Cultural Council to enhance art displays and cultural amenities throughout the City.
- ▶ Evaluate the possibility of new events and partnerships to enhance community spirit.
- ▶ Expand the promotion of City programs and events to residents of Mauldin and the Upstate.
- ▶ Increase resource allocation to the Cultural Center to expand the range and frequency of community theater productions and similar programming.

GOAL 2.2 - CENTER CITY VILLAGE DEVELOPMENT

The City of Mauldin will continue to nurture and grow the heart of our city into a vibrant cultural and entertainment destination within the Upstate region.

Strategies

- ▶ Utilize the City Center Village Master Plan to attract Public Private Partnerships to fulfill the vision of an urbanized city center.

- ▶ Ensure the completion of the City Center Village trail segments.
- ▶ Evaluate the need to make strategic property acquisitions for the continued development of City Center Village.
- ▶ Conduct a parking assessment to increase parking capacity at City Center Village and potential funding sources.

GOAL 2.3 - ECONOMIC DEVELOPMENT & TOURISM

Mauldin will build a strong and diverse local economy with an emphasis on attracting high paying jobs, attracting unique commercial and retail establishments, and supporting a diverse sports and entertainment tourism industry.

Strategies

- ▶ Increase support to and recruitment of local businesses focusing on regional brands, small businesses, and corporate headquarters.
- ▶ Support and grow a diverse sports and entertainment tourism industry through cooperative partnerships and facility construction.
- ▶ Identify strategic investments and opportunities for industrial and commercial growth.
- ▶ Continue to work with local, regional and state partners to improve transportation systems in preparation for future growth.
- ▶ Establish incentives for the redevelopment of legacy commercial retail centers in alignment with City economic development goals.
- ▶ Identify ways to support BridgeWay Station as a tourism destination and commercial/retail hub.
- ▶ Utilize public and private sports facilities to promote sports tourism.

GOAL 2.4 - COMMUNITY ENGAGEMENT

The City will provide opportunities for residents and business leaders to increase connections to city leaders and services, and enhance citizen engagement, civic pride, and community awareness.

Strategies

- ▶ Actively promote opportunities for service on City boards and commissions and engage community organizations to assist in recruiting candidates.
- ▶ Establish an annual "Citizens Academy" program and complementary digital media resources to improve awareness of the function of City government.
- ▶ Create opportunities for greater civic engagement and pride.
- ▶ Enhance communication channels with the public to increase community awareness and engagement.



FOCUS AREA 3

STRONG & RELIABLE INFRASTRUCTURE

GOAL 3.1 - STORMWATER PROGRAM

Mauldin will continue to develop policies, programs, and projects to reduce the impacts of stormwater runoff and potential flooding events throughout the city.

Strategies

- ▶ Ensure the completion of the Stormwater Master Plan.
- ▶ Maintain a City-wide stormwater program that focuses on preventive maintenance, capital improvements.
- ▶ Continue to invest in stormwater infrastructure improvements and maintenance activities.
- ▶ Increase educational opportunities and cooperative partnerships with Greenville County and others to provide information and resources to the community.
- ▶ Continue the Oak Park Stormwater Project (as feasible).

GOAL 3.2 - FACILITIES UPGRADES & PLANNING

The City will maintain and improve public facilities in a manner that meets the current and future needs of the community.

Strategies

- ▶ Develop a Parks Master Plan to include current and future facilities and needs.
- ▶ Develop a Senior Center and Cultural Center Facility and Site Master Plan.

- ▶ Evaluate the need for additional facility upgrades and enhancements to accommodate increased staffing.
- ▶ Evaluate Public Safety resource allocation and distribution by identifying location(s) for future co-location of services or new facilities.

GOAL 3.3 - MAULDIN TRAIL SEGMENTS

Mauldin will develop a connected trail and sidewalk system to encourage active and healthy lifestyles for our residents and provide alternative transportation options to connect the community.

Strategies

- ▶ Continue working with partners to design and build trail segments to connect the Swamp Rabbit Trail with City Center Village and beyond.
- ▶ Develop trail branding for Mauldin bike and pedestrian trails.
- ▶ Continue support for the Butler Road Improvement Project which includes a multi-use pathway.
- ▶ Redevelop the David Bates Greenway.
- ▶ Develop and install new trail segments, seasonal trails/walks, and other activities that promote outdoor recreation and tourism.
- ▶ Promote the development of sidewalks, trails and interconnectivity during development or redevelopment of property.

GOAL 3.4 - ROADS AND MOBILITY

Mauldin will continue to work closely with our regional, state, and federal transportation partners to improve city streets and to plan for more alternative modes of travel to help relieve congestion on city roadways.

Strategies

- ▶ Develop a corridor study between HWY 14 and Miller Road to improve traffic flow to BridgeWay Station, I-385, and Mauldin High School.
- ▶ Continue to support Greenlink operations within the City.
- ▶ Evaluate the need for additional bus/commuter routes throughout the City.
- ▶ Develop a long-range plan to improve bicycle and pedestrian connections and enhance safety across the City.
- ▶ Work with SCDOT to implement intersection and roadway improvements to improve traffic flow and safety at high-priority intersections on state-maintained roads.
- ▶ Establish a method for the reporting and tracking of maintenance issues on City streets.
- ▶ Evaluate opportunities for city-led planning, engineering, and design projects to elevate priority intersection and roadway improvement projects on SCDOT maintained roads.



FOCUS AREA 4

CHARACTER & IDENTITY

GOAL 4.1 - BEAUTIFICATION

Mauldin will enhance the city's gateway corridors and public properties with attractive and low maintenance decorative landscaping elements to welcome residents and visitors alike.

Strategies

- ▶ Prepare and implement a plan to enhance landscaping along major thoroughfares.
- ▶ Develop and implement a plan to enhance the appearance of the City's primary street gateway entrances.
- ▶ Evaluate the effectiveness of City right-of-way trash pick-up and landscape maintenance.
- ▶ Evaluate overlays and district design guidelines to establish destinations within the city.

GOAL 4.2 - CITY BRANDING

The City will develop an identity and brand that is unique to our community to distinguish Mauldin within the greater Upstate region.

Strategies

- ▶ Prepare a branding and promotions plan that supports the City's unique identity.
- ▶ Implement branding and promotional projects (i.e. updating city signage, website, etc.)
- ▶ Expand wayfinding signage to recreation and cultural facilities.

GOAL 4.3 - DEVELOPMENT CHARACTER

The City will prepare and implement development policies that encourage a well-designed, safe, and efficient built environment.

Strategies

- ▶ Develop urban design standards for Main Street beautification that can be utilized along commercial corridors.
- ▶ Create a Building Façade and Site Improvement Program to encourage property owners to enhance the aesthetic appeal of commercial property on major corridors, beginning with the City Center area.
- ▶ Review and revise general site and building design standards to ensure that the regulations are aligned with the City's expectations for high-quality development outcomes.



Mauldin Cultural Center and Grounds

