

Market Analysis
for the
Dickinson Avenue Corridor/
Historic Warehouse District
Greenville, North Carolina
DRAFT

Prepared for:

City of Greenville, North Carolina

February 10, 2014



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Introduction

As the City of Greenville contemplates redevelopment of its Dickinson Avenue Corridor/ Historic Warehouse District, market potentials should be a driving force to assure that the plan is realistic and market-based. One key concept for the study area's future relates to development for life science, advanced manufacturing and other technology-based industry. Also under consideration is the potential for mixed-use development – housing, retail and office space.

This market analysis assesses Greenville's ability to compete for technology industries and support new development, starting with a review of the city's and region's competitive strengths and weaknesses.

Economic Strengths and Weaknesses

Over the past five years, economic studies and strategic plans prepared for the City of Greenville, Pitt County Development Commission, Mid-East Commission, the Greenville/Pitt County Chamber of Commerce and the North Carolina Biotechnology Center have evaluated the city, county and regional economies and business climate. Together, these studies offer a consistent and comprehensive overview of the region's economic strengths and weaknesses that influence businesses' ability to thrive locally and therefore the location decisions of potential industry. Additional interviews with life science and technology companies confirmed these evaluations.

Competitive Strengths

Clearly, Greenville's most important assets are East Carolina University (ECU) and the Vidant Medical Center.

- East Carolina University – The second largest university in North Carolina, ECU excels in educating young people. It reported roughly \$40 million in sponsored programs¹ in 2012-13, a slight reduction from the 2011-12 level. That represents a moderate level of research relative to the country's major research institutions. For comparison purposes, North Carolina State University had \$404 million in research funding in 2012. Of particular importance to opportunities for commercialization of university research are ECU efforts related to health care, advanced learning technologies and support for the military and veterans. As a young university, ECU has the advantage of greater fluidity and collaboration across departments. Interdisciplinary institutes and informal faculty collaborations avoid the problems of silos that inhibit collaborations in older institutions. ECU is an important source of talent for prospective companies, providing access to students, recent graduates and faculty.
- Vidant Medical Center – The non-profit Vidant Health and the ECU School of Medicine combine to provide much of Eastern Carolina with comprehensive medical care, medical training and research.

A number of additional factors contribute to the regional economy and its appeal to potential businesses:

¹ Not all sponsored programs involve research.

- Hub of the East – Greenville’s location and size allow it to act as the major business, commercial, entertainment and health care hub for Eastern Carolina.
- Pitt Community College (PCC) – Offering outstanding programs in industrial education and advanced manufacturing, PCC works with local employers in developing a skilled workforce through both the traditional curriculum and customized training. It offers a focused training program in bio processing.
- Productivity and ongoing training of the workforce – One of the top factors influencing location decisions is the availability and quality of the workforce. Greenville and surrounding counties have an outstanding base of workers with particular experience in pharmaceutical manufacturing as well as other manufacturing.
- The Technology Enterprise Center (TEC) of Eastern Carolina – With 35,130 square feet of wet lab and office space, TEC provides low-cost space and assistance to small and growing businesses particularly in the life sciences. The TEC also houses PCC’s bio processing program and ECU’s blast simulator.
- Greenville Support Economic and Entrepreneurial Development (SEED) – Operated by the Greenville-Pitt County Chamber of Commerce, SEED provides no-cost offices and technical assistance to entrepreneurs and start-up companies for 90 days to assist them in developing viable business plans.
- Uptown Greenville – The walkable, historic downtown is evolving as a center of government, commerce and the arts. Landscape improvements along the Tar River and a coming greenway are creating a unique riverfront open space. Plans call for improved transit service, development of a performing arts center and expansion of ECU’s presence. Current construction includes new student housing and retail space.
- High quality of life for families – The city’s small town feel, access to the beach and relaxed lifestyle are very appealing for many prospective residents, particularly families.
- Low cost of living – Greenville’s lower cost of housing and overall cost of living help households to stretch their dollars.
- Highway transportation –U.S. 264 offers high-speed access to the Research Triangle and Raleigh-Durham International Airport.
- Utilities– Greenville operates a robust system of utilities with redundant sources of power. In particular, it has high-quality water in abundance.
- Arts and cultural programs – ECU’s renowned arts programs have helped to build a community of artists. The University’s presence supports arts programming beyond that typically available in a community of Greenville’s size.
- Existing business base – Pitt County has a base of over 85 manufacturers.

Competitive Weaknesses

In spite of these many strengths, Greenville has persistent weaknesses that need to be recognized and addressed:

- Limited new investment – The Great Recession impacted the region and slowed new development significantly. Overall, job growth has been relatively weak in recent years.
- Lack of viable, competitive industrial buildings or sites in the city – Greenville does not have organized corporate or industrial parks or an inventory of available buildings with which to accommodate significant new businesses. Given the emphasis businesses place on occupying existing buildings as a way to begin production quickly, this is a serious constraint.
- Low achievement levels in some K-12 public schools – Test scores in Greenville schools lag those of suburban jurisdictions and those in other parts of the country, making it more difficult to attract families to live in the city.
- Remoteness of Eastern North Carolina – Greenville feels relatively remote from the Research Triangle and other major markets.
- Limited air service – One of the region’s key transportation constraints is its air service with the lack of international air service, the limited number of destinations served by direct flights, and high air fares.
- Limited public transportation – The City’s transit system is relatively limited in the destinations served and the frequency of service.
- Few effective incentive programs – Greenville and Pitt County do not qualify for much of the grant funding available to high economic distress communities for business incentive programs. Available funding does not allow the region to compete effectively with regions with greater resources.
- Low risk tolerance and aversion to change – Public leaders and the general public do not fully understand the small business development process nor appreciate the need to take risks in supporting emerging companies.
- Insufficient support for entrepreneurs – The region has several entities providing support for entrepreneurs, but those services are not well coordinated and targeted.
- Limited private capital for job-creating start-up businesses – Start-up business financing is relatively limited, though local businesses can sometimes attract funding from Research Triangle investors.
- Difficulty recruiting young talent – While ECU can provide a solid workforce of well-educated graduates, it cannot provide all of the specialized talent needed by

different technology companies. It can be difficult to recruit and retain young professionals to the region, particularly if they have no ties or roots in Eastern Carolina.

- Out-migration of ECU graduates – “brain drain” – A key concern is the high number of ECU graduates that leave the region for employment opportunities.
- Limited amenities and social/cultural opportunities for young adults – In addition to a lack of suitable jobs, one of the factors contributing to the out-migration of young adults is the limited amenities and social opportunities in contrast to the Research Triangle and other major urban areas.
- No real biotech cluster – Though the region has a half-dozen biotech-related companies, there is not yet a true cluster capable of self-generating significant business growth or attracting similar companies.
- Limited flow of ECU innovations – Technologies developed at ECU that could serve as the basis for business developed are limited in number. Much of the University’s research base is in health care, and the School of Engineering is still at an early stage in its development.
- Broadband service is limited in its availability to certain areas.

Employment and Demographic Support

The Greenville-Pitt County economy has grown well over the last decade though, like most of the country, the region was battered by the Great Recession (2008-2011). As shown in Table 1, private employment in Pitt County grew 5.5 percent from 2000 to 2011, adding 2,900 jobs. Annual job data appear in Appendix Table A-1. These data from the Census Bureau’s *County Business Patterns* measure employment in March of each year and exclude government employees, including East Carolina University employees.

Metropolitan area employment trends, which reflect annual average total employment including government (shown in Appendix Table A-2) suggest that the region’s economy began its recovery in 2012 with a 3.3-percent growth in jobs in manufacturing and professional, scientific and technical services.

The county’s private employment profile demonstrates the importance of Vidant Medical Center, and a variety of manufacturers in pharmaceuticals, transportation equipment and specialty textiles. The large number of retail trade and accommodation and food service jobs reflect Greenville’s role as the hub of East Carolina.

Table 1. Pitt County Employment Trends, 2000-2011

Industry	2000	2008	2011	2000-2011 Change	
				Number	Percent
Agriculture, forestry, fishing and hunting	116	69	66	(50)	-43.1%
Mining, quarrying and oil and gas extraction	B	B	B	NA	NA
Utilities	52	B	B	NA	NA
Construction	3,727	4,083	2,941	(786)	-21.1%
Manufacturing	8,849	6,931	4,870	(3,979)	-45.0%
Wholesale trade	1,743	1,758	1,587	(156)	-9.0%
Retail trade	8,261	9,363	9,108	847	10.3%
Transportation and warehousing	661	789	862	201	30.4%
Information	1,078	1,235	1,039	(39)	-3.6%
Finance and insurance	1,867	2,065	1,813	(54)	-2.9%
Real estate and rental and leasing	539	845	688	149	27.6%
Professional, scientific and technical services	1,547	1,787	1,785	238	15.4%
Management of companies	1,102	707	1,401	299	27.1%
Administration, support, and waste management and remediation services	3,793	3,605	3,315	(478)	-12.6%
Educational services	464	628	759	295	63.6%
Health care and social assistance	10,161	15,498	15,283	5,122	50.4%
Arts, entertainment and recreation	524	445	546	22	4.2%
Accommodation and food service	6,399	7,843	7,749	1,350	21.1%
Other services (except public administration)	1,856	2,138	2,025	169	9.1%
Unclassified & auxiliaries	C	A	24	NA	NA
Total Jobs	53,047	59,879	55,958	2,911	5.5%

Note: ** denotes industry for which there are no paid employees
 Size categories -- A=0-19 employees, B=20-99 employees, C=100-249 employees, E=250-499 employees, F=500-999 employees, H=2,500-4,999 employees, I=5,000-9,999 employees
 Source: County Business Patterns; Partners for Economic Solutions, 2014.

The county's employed workforce is 60 percent in white-collar occupations and 20 percent each in services and blue-collar occupations, as shown in Appendix Table A-3. As would be expected, 12.3 percent are in educational, legal, community services, art and media with 9.6 percent in healthcare practitioner and technical occupations. Computer engineering and science occupations employ 3,500 residents (4.4 percent). Management, business and financial occupations have the highest share of employed white-collar workers at 12.4 percent.

Fully one-third of employed Pitt County residents work in education, health care and social assistance industries. (See Appendix Table A-4.) One of 10 residents work in manufacturing. Professional, scientific and technical service companies employ 2,600 county residents (3.2 percent).

Pitt County's population has grown steadily for the last two decades, adding 60,224 new residents from 1990 to 2010 – a 56-percent increase. The American Community Survey estimates that estimates the county added another 4,400 residents from 2010 to 2012. The pace of population growth in the City of Greenville outstripped the pace countywide – growing 76 percent from 1990 to 2010. As of 2012, Greenville had just over one-half of the county's residents with a total population of 87,248.

Table 2. Population and Household Trends				
	Greenville		Pitt County	
	Number	Percent	Number	Percent
Population Trends				
1990	48,105		107,924	
2000	60,476		133,798	
2010	84,554		168,148	
2012	87,248		172,554	
1990-2010 Change	36,449	75.8%	60,224	55.8%
1990-2000 Change	12,371	25.7%	25,874	24.0%
2000-2010 Change	24,078	39.8%	34,350	25.7%
Household Trends				
1990	18,548		40,491	
2000	25,204		52,539	
2010	36,071		67,577	
2012	37,154		69,741	
1990-2010 Change	17,523	94.5%	27,086	66.9%
1990-2000 Change	6,656	35.9%	12,048	29.8%
2000-2010 Change	10,867	43.1%	15,038	28.6%
Source: ESRI, Census 2010 Summary Profile, 1990-2000 Comparison Profile, 2012 American Community Survey; Partners for Economic Solutions, 2014.				

The number of households grew even more rapidly. Greenville doubled its number of households from 1990 to 2012, adding 18,600 households to reach a total of 37,154 households in 2012. The faster pace of household growth reflects the shrinking average size of households from 2.31 persons per household in 1990 to 2.18 in 2000 and 2.18 in 2010 in the city. In the county as a whole, average household size of 2.39 is larger than in the city in 2010, but still below the 1990 county average of 2.53 persons per household. More than 70 percent of Greenville households have one or two persons. Less than one-quarter of Greenville households have children under the age of 18. (See Appendix Table A-5.)

Two-thirds of Greenville households are renters as opposed to a little less than half of county households. The importance of ECU for the housing market is underscored by the 23 percent of households headed by a householder aged 15 to 24 years and the 24 percent

with a householder aged 25 to 34 years. Only a little more than 10 percent of Greenville households are headed by individuals aged 65 or over, as shown in Appendix Table A-6.

Greenville households had a median household income of \$35,265 in 2012 as compared with \$36,584 among Pitt County households. Appendix Table A-7 provides data on the distribution of owner and renter households by household income. As one would expect, owner households have significantly higher incomes than do renters. Sixty-one percent of Greenville owner households have incomes of \$50,000 or more as compared with less than 20 percent of renters. More than two-thirds of Greenville renters have household incomes below \$35,000, and 31 percent have incomes of less than \$15,000, reflecting, in part, the large number of ECU student households.

Technology and Other Development Opportunities

ECU-Generated Opportunities

While ECU represents a major reservoir of talent and research, it has generated only a small number of spin-out companies founded on the strength of University research. The University's technology transfer pipeline is relatively limited at the current time with 40 innovations at different stages of development in diagnostics/medical devices, research tools, physical sciences, drug discoveries, vaccines, software, multimedia and training. A dozen have current exclusive or non-exclusive licensing agreements. Annually, the University generates roughly 12 formal disclosures as well as other innovations that do not proceed to patenting or commercialization. Two to three move forward annually to licensing or commercialization. Roughly 80 percent of the disclosures are health-related.

The Office of Technology Transfer is working to educate faculty members as to the potentials for technology transfer and to develop a steady stream of innovations that could be commercialized. This is a process that takes time to change faculty expectations and behaviors, reward systems and culture. Most faculty members are not interested in the challenges and risks associated with being an entrepreneur. For them, licensing their innovations is a more attractive option, which allows them to continue focusing on teaching and research.

Tenure decisions that do not treat patents on an equal basis with publications often discourage young faculty from pursuing commercialization. At ECU those tenure policies and decisions are made at the departmental level; most do not now give equal consideration to patents and publications. The University's intellectual property policy is relatively generous with the inventor receiving the first \$1,000, 50 percent of the next \$100,000 and 40 percent above that threshold.

In some institutions, the change happens with recruitment of new faculty who evince an interest in commercializing their innovations. The School of Engineering is still very young and expanding, but supportive of applied research.

The dominance of health care within ECU's research portfolio may have a dampening effect on the potential for local commercialization of ECU innovations. Clinical drug trials are a significant opportunity for ECU and Vidant Health given the combination of medical expertise and a base of patients with health conditions that may be sought for specific

experimental drugs. While an expanded program of clinical trials would benefit the two institutions, they would be unlikely to generate companies or activity that would require local office or lab space. Most of the related activity would take place within the School of Medicine and the hospital facilities.

Bio-pharmaceuticals –ECU’s medical school research and the region’s strong base of pharmaceutical manufacturing companies suggest opportunities for companies involved in drug development. However, expectations for pharmaceutical start-ups should be tempered by the understanding that it typically takes 10 years and \$200 million to take a discovery from the lab into production and only a few drugs make it through the process. The testing and clinical trials required by the U.S. Food and Drug Administration (FDA) are quite onerous. As a result, most therapeutic and drug discoveries are licensed to large pharmaceutical companies with the experience and resources to shepherd the drugs through approvals and into production. While start-ups can be successful in developing their discoveries, attracting financing and achieving approvals, many then are acquired by large pharmaceutical companies. They may remain in business as a drug discovery arm of the new parent company, but some are moved to a new location after acquisition. Attracting first venture capital at that scale and then expansion capital is easier in major centers of technology industries, e.g., Silicon Valley, Research Triangle, Boston and New York. Greenville lost to the Research Triangle two companies that were developing ECU drug discoveries.

The approval process, timing and costs are much less onerous for medical devices and diagnostics, offering better opportunities for small business development. ECU has seen the success of Janus Development Group, manufacturer of SpeechEasy, a device that helps people control their stuttering.

Technology Industry Opportunities

Given the region’s growing base of knowledge workers and advanced manufacturers, Greenville and Pitt County have potential to develop and grow technology businesses.

Through the years, Pitt County has been effective at attracting industry to the region, including manufacturers of food products, pharmaceuticals and automotive parts. Though Pitt County does not have access to unlimited incentive dollars, it can and does compete for selected companies that closely match the county’s workforce skills. However, the pace of company relocations has slowed over the last two decades, and competition has continued to grow more and more intense.

The review of strengths and weaknesses points to economic growth opportunities generated by the actions of small businesses as they develop and invest in innovative products. Greenville has a small, but growing, base of local entrepreneurs. Small business founders often choose to remain in their home locations, preferring to build upon their local networks and contacts rather than uprooting their families to move elsewhere. They know and appreciate the local amenities and value proximity to family and friends. Though subject to the risks encountered by all small businesses, nurturing and supporting such companies can generate long-term economic and job growth. The resulting diverse economy with small, medium- and large-sized companies is more resilient and better buffered from economic changes than is an economy built on a single industry group. It is much easier to hold onto a company started locally than a company lured by incentives. The region already has benefitted from the growth of small businesses such as Metrics, Inc, which has grown from a two-person company to a workforce of over 300. While not all companies will experience such steady growth, enough will to justify local investment in small business development.

Growth of small local businesses is very important for Greenville, which does not have industrial parks or many large sites suited to a major industrial business. The urban nature of the Dickinson Avenue study area, in particular, is well suited to smaller companies that can take advantage of shared spaces and equipment as well as access to ECU.

Small businesses need a variety of things to become successful. Among the most important are small, inexpensive spaces, flexible leases, mentoring, access to networks, collaboration, broadband communications, reliable electrical power, support services (e.g., accounting), specialized services (e.g., patent attorneys), start-up and mezzanine financing, access to equipment, trained workforce, and assistance with business planning, marketing and logistics. Greenville can provide each to a greater or lesser extent. The County, City, Chamber of Commerce and ECU all have recognized the benefits of supporting small business growth. There are a variety of organizations working with small businesses, though their efforts are not always well coordinated.

The Technology Enterprise Center of East Carolina, run by the Pitt County Development Commission, offers flexible, inexpensive spaces for small businesses, including wet lab space (currently fully occupied). The TEC houses seven small businesses at this time. Since opening in 1997, the TEC operation has graduated three companies that still do business in Pitt County:

- Metrics, a pharmaceutical manufacturer;
- Janus Development Group, manufacturer of the SpeechEasy device; and

- Freddy & Friends, a specialty furniture company.

Other than the TEC, the region cannot offer existing wet lab space, a commodity in short supply in much of the state. Availability of additional lab space available when the entrepreneur is ready could improve Greenville's ability to attract and support biotechnology companies.

SEED provides no-cost space, mentoring and technical assistance to 12 companies each year. Most are "lifestyle entrepreneurs" seeking to create a career for themselves without necessarily growing significantly. They tend to concentrate among retail and service industries.

ECU's Office of Innovation and Economic Development (OIED) operates the Small Business Development Center (SBDC), advising and assisting local small businesses. The SBDC focuses primarily on helping existing companies address operational and management issues; only 12 percent of its clients are new enterprises. OIED's Entrepreneurship program works with faculty and students pursuing or considering a new business.

Greenville and Pitt County have four relatively new technology companies – Genome ID Group/Advanced Forensic DNA, eAudit and MX BioDevices, and Pioneer Surgical. Genome ID Group was recruited to Greenville by the efforts of the City, County and North Carolina Biotechnology Center and a package of financial incentives. It works with law enforcement to identify human biologic material. eAudit is developing software to audit shipping data for high-volume shippers; the founder was a Greenville native. The company has just moved into renovated space on Evans Street in Uptown. Pioneer Surgical Technology, Inc. began business as Encelle, developing a bone graft substitute technology invented at ECU. It was later acquired by Pioneer Surgical and now manufactures in the TEC. MxBiodesives, also located in the TEC, is developing an injectable bioscaffold technology developed by Encelle for use in curing diabetic foot ulcers.

Analysis of businesses in Pitt County in 2011 (summarized in Tables A-1 to A-4) revealed:

- 2 pharmaceutical and medicine manufacturers with 500 to 999 employees;
- 7 medical equipment and supply manufacturers, each with less than 20 employees;
- 1 very small manufacturer of navigational, measuring, electromedical and control instruments;
- 6 scientific research and development companies, each with less than 20 employees;
- 1 software publisher with five to nine employees;
- 23 computer systems design and related service firms, only three of which have five or more employees;

- 37 management, scientific and technical consulting firms with a total of 100 employees; and
- 10 medical and diagnostic laboratories with a total of 366 employees.

To date, the pace of local development of technology companies has been relatively slow, averaging one new business every three to four years (outside of the TEC).

Given the area's history, resources and evolving economy, Pitt County could expect to see annual demand of 3,000 to 5,000 square feet of space for small technology companies. Expansion of existing manufacturers and attraction of new manufacturers could achieve a much greater absorption of industrial space. However, large companies are most likely to locate in one of the organized industrial parks outside the city limits. Greenville has few large parcels of land with direct access to regional highways that could accommodate significant truck traffic.

In later years once the region has established a larger base of technology businesses, internal growth would likely accelerate small technology company demand for space. The sporadic nature of demand should be emphasized. It would not be uncommon to go two to three years with no net increase in leased space, depending on economic cycles and the availability of funding. The converse is true when a successful entrepreneur can grow a company rapidly given the right product and marketing effort.

Opportunities for the Warehouse District/Dickinson Avenue

The Dickinson Avenue study area is large enough to accommodate and require a variety of new activities and developments. The likely scale and pace of technology and other small business development would not begin to fill the district over the next 10 years. Furthermore, the sterility of single-purpose districts would work against the goal of attracting young entrepreneurs who value a walkable environment in easy proximity to restaurants, housing, retail and other amenities. Mixed-use development as an Innovation District that includes a range of uses would be most effective at transforming the study area.

Uptown Improvements

Dickinson Avenue development would benefit from recent and planned Uptown improvements that will expand the local population, activities and amenity base:

- Uptown revitalization – The efforts of the Uptown Greenville and the City continue to support Uptown businesses through events (First Friday Arts Walk, PirateFest, parades and others), branding, business loans/grants and physical improvements.
- Riverfront development – Continued investment in riverfront lands, access and programming will continue to expand use of this amenity, bringing additional activities and participants to enjoy Uptown and the riverfront.
- Arts and culture – ECU and the City have been discussing development of a performing arts center to serve the University and local populations. The Pitt County Arts Council at Emerge on Evans Street anchors the arts scene in Uptown, complementing the Greenville Museum of Art and local stores and galleries. Individual artists have located in inexpensive space in the Dickinson Avenue study area, which has the potential to attract additional arts activities, including live/work studios.
- Residential development – The Taft Family is currently developing new rental housing as part of a mixed-use project at 601 E. Cotanche Street. Apartments with 550 bedrooms are being developed above 9,000 square feet of retail space and structured parking. Bringing the ECU student population into Uptown will bring greater support for restaurants, entertainment and retail businesses and start to build an Uptown resident base to complement that of adjoining neighborhoods.

Development for Small Businesses

From an economic development standpoint, using the historic warehouse district to support new job-generating businesses would be highly desirable. The study area's location between ECU's East and West campuses positions it to draw on students and faculty to work in or start local businesses. Transit service provided by the City and ECU can provide valuable links as will bike lanes and pedestrian links.

The needs of small businesses can translate into a program of new and renovated spaces. Creation of additional small business spaces equipped with wet labs with potential for expansion would improve significantly Greenville's ability to compete for future life sciences and technology companies. Also beneficial would be co-working spaces that offer low-cost space with flexibility as to the amount of time a business uses the space and the length of its commitment. In the near term, the Chamber of Commerce's plans for SEED expansion may meet the demand for co-working space.

Interest from local technology businesses, however, is contingent upon satisfying concerns about rents, security and an upgrading of the surrounding environment to create an aesthetic supportive of their companies' image. In interviews, local entrepreneurs liked the idea of a walkable community with easy access to restaurants. Some also had interest in living in the area as well. None had an immediate space requirement that would lead them to lease space in the Dickinson Avenue study area now, though one or two might have an interest in the future.

Several expressed concern about their ability to recruit and retain high-caliber employees. Many ECU graduates and others with roots in Eastern Carolina want to stay in the local community, but that labor pool cannot meet all the specialized expertise needs of life science and other technology companies. Pitt County's limited amenities, entertainment and career opportunities in comparison to the Research Triangle or other parts of the country can make it difficult to recruit and retain young professionals. ECU also has experienced some resistance in recruiting and retaining young faculty. Developing an urban mixed-use district adjacent to Uptown could help to change the perceptions and realities of living in Greenville.

ECU interest in renovating the Haynie Building for its use offers an invaluable opportunity to upgrade the Warehouse District while preserving an important emblem of the region's history. As now envisioned, ECU operations would not require the entire building, leaving additional space to accommodate small businesses. Such space should be attractive to businesses wanting to work with ECU faculty and/or hire ECU students. Colocation with

ECU would reinforce linkages to the University and help businesses better access ECU resources. Depending on the ultimate tenancy, there may be technology and equipment housed within the building that could be used by private businesses on a fee basis.

Inclusion of industrial work spaces for engineering students' capstone projects and art projects would help to animate the space around the clock while enriching the students' educational experiences. Dedicated work spaces with access to shared workshops and tools would expand the students' capabilities and hands-on experience in competitions such as the Solar Decathlon. Proximity to private businesses would encourage greater interaction, exposing students to career opportunities as well.

The district's technology and business synergy could be enhanced further by inclusion of Pitt Community College facilities and educational/training programs in the Haynie Building or a nearby warehouse building. Currently, the College's workforce development efforts are constrained due to space deficiencies. These customized programs are conducted to support individual businesses relocating to the county, expanding their businesses or integrating new processes and equipment. The PCC Industrial program also lacks sufficient space to conduct the full range of classes for all interested students. Colocation with ECU could provide additional synergies through coordinated programs and joint use of equipment. Location within the Dickinson Avenue study area would allow PCC students to access the programs more easily using public transit. Though capital funding is not now available, a lease arrangement for 30,000 to 35,000 square feet of space could be possible, helping to fund the building's renovation.

Colocation by the City, County, ECU and Chamber economic development activities could improve coordination of those efforts and achieve efficiencies through shared equipment and services while presenting a unified, professional face to business prospects.

ECU's Master Plan identifies the Warehouse District as a possible location for a Millennial Campus that would combine academic and business uses. Adaptive reuse of the Haynie Building would be an outstanding first step in creating the Millennial Campus. Over time, collocating academic and related private uses west of Evans Street would be an important catalyst to additional private investment in the study area.

Creativity and innovation are often enhanced by development of "third places" – places outside work and home where people can gather and meet each other in a relaxed environment. The mixed-use Innovation District should incorporate coffee shops and restaurants to provide for such interactions. Increasing ECU's presence would provide important customer support for those desired uses.

Security is a key concern in the study area at the current time due in large part to the limited activity levels. Without businesses, residents and “eyes on the street”, natural constraints on criminal activity are lacking. Developing new activities, particularly those that reach beyond traditional office hours, should be very effective in reducing both real and perceived issues of public safety.

Residential Development Potentials

Greenville has a growing cadre of small households with one or two persons, including both renters and owners. The student population is quite visible and expanding into the eastern half of Uptown. What seems to be missing on the supply side is appropriate housing for young adults who have completed their college education and no longer want to live in the college environment. Development of unique housing types and styles in the study area could attract residents who value walkability and close proximity to their jobs and/or restaurants, retail, bike trails and other amenities.

The household growth and building permit trends indicate annual demand for 1,200 to 1,500 new units in Pitt County annually, with roughly 800 to 1,000 units developed within the city limits. (Appendix Table A-12 provides building permit data for Greenville and Pitt County.) Multi-family units would likely represent 40 to 50 percent of new Greenville units, or 320 to 500 units per year.

The challenge lies in delivering new units in the Dickinson Avenue corridor at rents competitive within the market. Only one apartment complex has achieved monthly rents in excess of \$1.00 per square foot. Such rents do not provide a sufficient return to justify private development. Larger Uptown developments are likely to require structured parking, a costly investment not required in other parts of town. Poor soil conditions also demand pilings for any structure over three stories.

In the near term before a complete mixed-use development can be developed, new residential development will require public investment to help defray those extraordinary costs and compensate for the development risks.

The greatest opportunities appear to lie in development of housing for young professionals who do not want to live in student-dominated housing. This would suggest building small developments to reduce the risk and required public investment. Ideally, creative designs could allow surface parking in a way that does not damage the urban form. Adaptive reuse of historic buildings for loft apartments could have strong appeal. The goal should be to offer a variety of unit types and rent levels in a series of small developments so as to serve as many distinct niches as possible.

These products should include:

- Conventional rental apartments;
- Loft apartments in suitable existing buildings;
- For-sale townhouses;
- Rental townhouses; and
- Small-lot single-family housing south of 10th Street.

Inclusion of lease provisions that prohibit third-party guarantees could help to limit the number of undergraduate students leasing units.

Commercial Use Potentials

Given the nature of the local economy, the proliferation of office buildings in other parts of Greenville and the distance from the Vidant Medical Center, the potentials for conventional multi-tenant office development likely are quite limited in the study area. The Greenville market does not support speculative office development. Most new offices are built with a major leasing commitment from ECU, Vidant Health or another institution.

As Uptown struggles to re-populate vacant storefronts and to achieve a mass of stores able to compete with suburban shopping centers, it would be unwise to pursue significant retail development in the study area. As identified in the City's Community Plan, the study area is well suited to arts-related uses and specialty retailers that need low rents and can build upon the emerging base of arts and other creative businesses in the area. Emphasis should be placed on studios, galleries, live/work spaces, antique stores and others that can help to animate Dickinson Avenue without drawing daily retail customers away from Uptown stores.

The addition of the proposed performing arts center would help to reinforce both Uptown and Dickinson Avenue, bringing new patrons to support restaurants and clubs. Also valuable would be development of a small hotel to serve ECU and other visitors.

Development of a ballpark to attract a Minor League Baseball team has been discussed. This analysis does not evaluate the market support for such a facility. However, properly sited and designed, a ballpark in the study area would provide additional support for restaurants and bars, helping to animate the district beyond regular business hours.

Structured parking that could serve multiple groups of users would be a valuable addition as well.

Conclusions

The plan must be flexible to respond to the needs and opportunities created by small businesses, including many that do not yet exist. Redevelopment will occur over a period of 15 to 30 years, during which the economy will continue to shift and evolve, creating new businesses and even new industries. The nature of business development can take many different paths and timelines. Some companies will grow rapidly and require new production spaces and room for expansion. Others will remain small, and still others will fail.

None of this development is likely to occur on its own. Private developers do not have the wherewithal to upgrade the entire district and will require a public/private partnership to create favorable development conditions. Public investment will be needed to beautify the district and preserve the historic buildings that give the district its character. Federal and State historic preservation incentives and other development incentives can help to fill the gap between the private investment that the market can support and the actual costs of development. Land assembly and/or provision of public land for development may be necessary. Amenities such as a performing arts center or baseball stadium typically depend on public/private partnerships to fund development costs.

Security concerns must be addressed. The long-term solution of much greater activity and “eyes on the street” will naturally provide much better public safety. In the interim, public safety investments will be needed to reassure the first new users that they and their properties will be safe.

While small technology companies, particularly life science companies, offer long-term economic returns, laboratory space does not come cheap and most young companies cannot afford the rents required to amortize the cost of lab improvements. Public investment will be critical to creating competitive spaces for technology companies in a new innovation district.

Appendix Tables

Table A-1. Pitt County Employment Trends, 2000-2011

Industry	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Agriculture, forestry, fishing and hunting	116	141	87	73	68	78	63	69	69	59	B	66
Mining, quarrying and oil and gas extraction	B	33	B	B	B	B	B	B	B	B	B	B
Utilities	52	56	65	64	75	67	76	63	B	B	B	B
Construction	3,727	3,423	3,027	2,947	3,108	3,461	3,939	4,108	4,083	3,733	3,382	2,941
Manufacturing	8,849	9,169	8,180	7,723	7,847	7,070	6,930	6,657	6,931	4,813	4,672	4,870
Wholesale trade	1,743	1,692	1,681	1,900	2,079	1,756	1,770	1,959	1,758	1,642	1,589	1,587
Retail trade	8,261	8,161	7,926	8,428	8,814	8,744	8,537	8,932	9,363	8,614	8,711	9,108
Transportation and warehousing	661	711	643	800	1,511	1,490	1,345	763	789	736	842	862
Information	1,078	1,130	1,091	998	1,034	1,187	1,180	1,073	1,235	1,312	1,115	1,039
Finance and insurance	1,867	1,844	1,817	1,928	1,452	1,589	1,804	1,937	2,065	1,817	1,861	1,813
Real estate and rental and leasing	539	612	564	685	723	687	740	804	845	787	736	688
Professional, scientific and technical services	1,547	2,085	2,509	1,796	1,742	1,786	2,017	1,896	1,787	1,864	1,826	1,785
Management of companies	1,102	1,068	446	440	447	1,071	851	580	707	1,442	1,431	1,401
Administration, support, and waste management and remediation services	3,793	3,850	2,976	3,110	3,656	4,484	4,603	4,108	3,605	3,308	3,493	3,315
Educational services	464	494	478	535	570	492	600	618	628	701	756	759
Health care and social assistance	10,161	10,729	10,828	11,172	11,766	12,307	12,808	13,964	15,498	15,554	15,696	15,283
Arts, entertainment and recreation	524	497	497	450	494	487	549	413	445	406	470	546
Accommodation and food service	6,399	6,537	6,246	6,390	6,528	6,903	7,151	7,269	7,843	7,851	7,580	7,749
Other services (except public administration)	1,856	1,897	1,958	2,010	2,048	1,966	2,009	2,071	2,138	2,028	2,023	2,025
Unclassified & auxiliaries	C	302	377	A	B	B	A	A	A	A	A	24
Total Jobs	53,047	54,431	51,462	51,498	54,048	55,675	57,018	57,311	59,879	56,760	56,340	55,958

Note: ** denotes industry for which there are no paid employees

Size categories -- A=0-19 employees, B=20-99 employees, C=100-249 employees, E=250-499 employees, F=500-999 employees, H=2,500-4,999 employees, I=5,000-9,999 employees

Source: County Business Patterns, U.S. Bureau of the Census; Partners for Economic Solutions, 2014.

Table A-2. Greenville, NC Metropolitan Area Employment Trends, 2001-2012

Industry	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Mining, Logging, and Construction	3.7	3.4	3.4	3.6	4.0	4.3	4.5	4.1	3.3	3.0	2.7	2.8
Manufacturing	9.3	8.6	8.3	7.5	6.9	7.2	7.2	7.0	6.2	6.3	6.4	7.2
Wholesale Trade	2.1	1.9	2.0	1.9	1.7	1.8	1.8	1.9	1.8	1.9	1.8	1.8
Retail Trade	8.4	8.4	8.5	8.5	8.5	8.6	8.9	8.9	8.4	8.6	8.6	8.7
Transportation and Utilities	0.8	0.7	0.7	0.7	0.7	0.8	0.9	0.8	0.8	0.8	0.8	0.9
Information	0.9	1.0	1.0	1.1	1.1	1.1	1.1	1.2	1.1	1.0	0.9	0.9
Financial Activities	2.3	2.2	2.5	2.4	2.4	2.5	2.5	2.6	2.6	2.6	2.7	2.8
Professional and Business Services	5.7	5.0	5.5	5.8	6.1	6.7	6.8	6.3	5.7	6.1	6.6	7.3
Education and Health Care	7.0	7.2	7.6	8.0	8.4	8.9	10.8	11.4	11.6	10.8	10.4	10.5
Leisure and Hospitality	7.1	7.2	7.1	7.4	7.7	7.8	8.1	8.2	8.1	8.2	8.4	8.5
Other Services	1.9	1.9	1.8	2.0	1.9	1.9	2.0	2.3	2.3	2.2	2.2	2.2
Federal Government	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.5	0.6	0.5	0.5
State Government	9.6	9.6	10.0	10.2	10.6	11.1	11.7	11.8	11.9	11.8	11.8	11.9
Local Government	11.2	11.4	11.6	11.9	12.5	12.7	13.2	13.6	13.8	13.9	13.8	14.3
Total Jobs	70.2	69.0	70.3	71.3	72.9	75.7	79.9	80.4	78.0	77.7	77.6	80.2

Note: Data in thousands of jobs.

Greenville Metropolitan Area includes Pitt and Greene counties.

Source: Bureau of Labor Statistics; Partners for Economic Solutions, 2013.

Table A-3. Employed Population Aged 16 and Over by Occupation, Pitt County, 2012

Occupation	Number	Percent
Employed Residents by Occupation		
White Collar	48,729	60.8%
Management, Business, Financial	9,904	12.4%
Computer, Engineering, and Science	3,486	4.4%
Education, Legal, Community Service, Arts, and Media	9,834	12.3%
Healthcare Practitioner and Technical	7,666	9.6%
Sales	8,512	10.6%
Office and Administrative Support	9,327	11.6%
Services	15,453	19.3%
Blue Collar	15,945	19.9%
Farming, Forestry, Fishing	353	0.4%
Construction, Extraction	4,330	5.4%
Installation, Maintenance, Repair	2,487	3.1%
Production	4,205	5.2%
Transportation, Material Moving	4,570	5.7%
Total	80,127	100.0%
Source: U.S. Census Bureau, 2010-2012 American Community Survey; Partners for Economic Solutions, 2014.		

Table A-4. Resident Employment by Industry, Pitt County, 2012

Industry	Number	Percent
Agriculture, forestry, fishing and hunting, and mining	959	1.2%
Construction	4,999	6.2%
Manufacturing	8,056	10.1%
Wholesale trade	2,360	2.9%
Retail trade	8,942	11.2%
Transportation and warehousing:	1,866	2.3%
Utilities	453	0.6%
Information	1,325	1.7%
Finance and insurance	3,092	3.9%
Real estate and rental and leasing	818	1.0%
Professional, scientific, and technical services	2,572	3.2%
Management of companies and enterprises	-	0.0%
Administrative and support and waste management services	2,695	3.4%
Educational services	11,760	14.7%
Health care and social assistance:	14,467	18.1%
Arts, entertainment, and recreation	954	1.2%
Accommodation and food services	7,096	8.9%
Other services, except public administration:	4,285	5.3%
Public administration	3,428	4.3%
Total Jobs	80,127	100.0%
Source: U.S. Census Bureau, 2010-2012 American Community Survey; Partners for Economic Solutions, 2014.		

Table A-5. Household Tenure, Type and Size, 2012				
	Greenville		Pitt County	
	Number	Percent	Number	Percent
Tenure, 2012				
Owner	12,301	33%	35,840	51.4%
Renter	24,853	67%	33,901	48.6%
Total	37,154	100.0%	69,741	100.0%
Households by Type, 2012				
Family Households	18,177	49%	41,928	60.1%
Married-Couple Families	10,749	29%	28,246	40.5%
With Related Children	4,099	11%	11,105	15.9%
Other Family (No Spouse)	7,428	20%	13,682	19.6%
With Related Children	4,495	12%	7,614	10.9%
Non-Family Households	18,977	51%	27,813	39.9%
Households by Size, 2012				
1 Person Household	12,111	33%	19,488	27.9%
2 Person Household	14,141	38%	25,682	36.8%
3-4 Person Household	8,794	24%	18,661	26.8%
5+ Person Household	2,108	6%	5,910	8.5%

Source: 2012 American Community Survey; Partners for Economic Solutions, 2014.

Table A-6. Households by Householder Age, 2012				
	Greenville		Pitt County	
	Number	Percent	Number	Percent
Age of Householder				
15 to 24 years	8,474	22.8%	9,287	13.3%
25 to 34 years	8,821	23.7%	13,290	19.1%
35 to 44 years	6,080	16.4%	12,130	17.4%
45 to 54 years	5,069	13.6%	12,440	17.8%
55 to 64 years	4,894	13.2%	11,246	16.1%
65 to 74 years	1,583	4.3%	5,990	8.6%
75 to 84 years	1,257	3.4%	3,690	5.3%
85 years and over	976	2.6%	1,668	2.4%
Total	37,154	100.0%	69,741	100.0%

Source: 2012 American Community Survey; Partners for Economic Solutions, 2014.

Table A-7. Households by Income and Tenure, 2012								
	Greenville				Pitt County			
	Owner		Renter		Owner		Renter	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Incomes								
Less than \$5,000	68	0.6%	2,731	11.0%	591	1.6%	3,316	9.8%
\$5,000 to \$9,999	756	6.1%	2,337	9.4%	1,636	4.6%	3,641	10.7%
\$10,000 to \$14,999	499	4.1%	2,538	10.2%	1,310	3.7%	2,821	8.3%
\$15,000 to \$24,999	754	6.1%	6,151	24.7%	2,520	7.0%	8,205	24.2%
\$25,000 to \$34,999	1,235	10.0%	3,219	13.0%	4,100	11.4%	4,326	12.8%
\$35,000 to \$49,999	1,473	12.0%	3,036	12.2%	4,944	13.8%	4,745	14.0%
\$50,000 to \$74,999	3,155	25.6%	2,750	11.1%	7,249	20.2%	4,464	13.2%
\$75,000 to \$99,999	1,362	11.1%	1,490	6.0%	5,150	14.4%	1,620	4.8%
\$100,000 to \$149,999	2,184	17.8%	462	1.9%	6,155	17.2%	624	1.8%
\$150,000 or more	815	6.6%	139	0.6%	2,185	6.1%	139	0.4%
Total	12,301	100.0%	24,853	100.0%	35,840	100.0%	33,901	100.0%

Source: 2012 American Community Survey; Partners for Economic Solutions, 2014.

Table A-8. Pitt County Employment, Professional, Scientific, and Technical Services Industries, 2000-2011															
		Paid Employees												2002-2007 Percent Change	2007-2011 Percent Change
NAICS	Industry Code Description	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011		
5411	Legal Services	380	378	435	443	477	414	420	405	421	404	411	421	-6.9%	4.0%
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	350	412	345	375	335	360	393	326	352	364	397	346	-5.5%	6.1%
5413	Architectural, Engineering, and Related Services	347	390	437	484	492	557	746	627	563	544	564	558	43.5%	-11.0%
5414	Specialized Design Services	23	28	21	39	27	26	29	34	B	25	B	30	61.9%	-11.8%
5415	Computer Systems Design and Related Services	115	85	81	76	56	58	69	39	45	44	51	69	-51.9%	76.9%
5416	Management, Scientific, and Technical Consulting Services	43	522	918	58	77	81	101	128	129	234	143	100	-86.1%	-21.9%
5417	Scientific Research and Development Services	36	33	40	84	44	58	48	128	38	B	A	32	220.0%	-75.0%
5418	Advertising and Related Services	79	86	79	76	80	74	53	55	49	B	35	B	-30.4%	NA
5419	Other Professional, Scientific, and Technical Services	174	151	153	161	154	158	158	154	161	166	180	196	0.7%	27.3%

Note: Size categories -- A=0-19 employees, B=20-99 employees, C=100-249 employees, E=250-499 employees, F=500-999 employees, H=2,500-4,999 employees, I=5,000-9,999 employees

Source: County Business Patterns, U.S. Bureau of the Census; and Partners for Economic Solutions, 2014.

Table A-9. Pitt County Employment, Manufacturing Industries, 2000-2011

		Paid Employees											
NAICS	Industry Code Description	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
3111	Animal food mfg	B	B	B	B	B	B	B	B	B	B	B	B
3113	Sugar & confectionery product mfg	B	A	A	A	**	**	**	**	**	**	**	**
3114	Fruit & veg preserving & specialty food mfg	B	B	B	**	**	**	**	**	**	**	**	A
3118	Bakeries & tortilla mfg	A	B	B	B	C	B	B	B	B	B	B	B
3119	Other food mfg	**	A	**	**	**	A	A	**	**	**	**	**
3121	Beverage mfg	A	A	A	A	A	A	A	A	A	A	A	A
3122	Tobacco mfg	E	C	C	C	E	E	E	F	F	F	F	F
3131	Fiber, yarn & thread mills	C	C	C	C	C	E	E	E	E	F	E	E
3132	Fabric mills	F	F	F	F	F	F	F	**	**	**	**	**
3133	Textile, fabric finishing, fabric coating mills	B	B	B	C	C	B	B	B	C	C	C	C
3141	Textile furnishings mills	A	A	A	A	8	A	A	A	A	A	**	**
3149	Other textile product mills	E	E	E	B	B	B	B	B	B	B	B	B
3151	Apparel knitting mills	A	**	**	**	**	**	**	**	**	**	**	**
3152	Cut & sew apparel mfg	C	217	C	B	B	B	B	B	A	A	A	A
3211	Sawmills & wood preservation	E	E	C	C	C	C	C	C	C	C	C	C
3219	Other wood product mfg	A	A	A	**	**	**	**	**	**	**	**	**
3221	Pulp, paper, and paperboard mills	**	**	**	**	**	**	**	A	A	A	A	A
3222	Converted paper product mfg	317	248	246	C	379	E	389	388	348	313	349	353
3231	Printing & related support activities	192	185	155	188	147	359	274	319	C	C	C	C
3251	Basic chemical mfg	A	A	B	B	B	B	B	B	B	B	B	B
3252	Resin, syn rubber, artificial & syn fibers, filaments mfg	**	**	B	A	B	B	**	**	**	**	**	**
3253	Pesticide, fertilizer & oth ag chemical mfg	A	A	**	**	**	**	**	**	**	**	**	**
3254	Pharmaceutical & medicine mfg	G	G	G	G	G	G	F	F	F	F	F	F
3256	Soap, cleaners & toilet preparation mfg	C	C	C	C	C	C	C	C	C	**	C	B
3259	Other chemical product and preparation manufacturing	**	**	**	**	**	**	**	**	**	**	A	A
3261	Plastics product mfg	165	79	A	A	A	A	A	A	A	A	B	B
3271	Clay product and refractory manufacturing	**	**	**	**	**	**	**	**	A	A	A	**
3272	Glass & glass product mfg	A	**	**	**	**	**	**	**	**	**	**	**
3273	Cement & concrete product mfg	B	B	B	B	B	B	B	B	B	B	B	B
3279	Other nonmetallic mineral product mfg	A	A	A	A	A	A	A	A	B	B	B	B

Table A-9. Pitt County Employment, Manufacturing Industries, 2000-2011 (Continued)

		Paid Employees											
NAICS	Industry Code Description	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
3311	Iron and steel mills and ferroalloy mfg	**	**	**	**	**	**	**	B	**	**	**	**
3313	Alumina and aluminum production and processing	**	**	**	**	A	A	A	A	A	A	A	A
3314	Nonferrous metal (except aluminum) production and processing	**	**	**	**	**	**	**	**	**	A	B	B
3321	Forging and stamping	**	**	A	**	**	A	A	A	A	**	A	**
3322	Cutlery and handtool mfg	**	**	**	F	F	C	C	C	C	**	**	**
3323	Architectural & structural metals mfg	94	527	500	366	441	365	471	E	F	C	C	C
3324	Boiler, tank & shipping container mfg	A	A	**	**	**	B	B	B	A	**	**	**
3327	Machine shops, turn product, screw, nut, bolt mfg	B	C	C	C	E	207	177	117	B	B	100	117
3328	Coating, engrave, heat treating & other activity	C	C	C	A	B	B	B	B	B	**	**	**
3329	Other fabricated metal product mfg	**	**	**	**	A	**	**	**	A	A	A	A
3331	Agricultural, construction & mining machinery mfg	**	A	**	**	**	**	**	**	**	**	**	**
3334	HVAC & commercial refrigeration equipment mfg	E	E	E	C	C	C	C	C	C	C	C	C
3335	Metalworking machinery mfg	E	E	E	**	**	**	**	**	**	**	**	**
3336	Engine, turbine & power transmission equipment mfg	C	C	C	**	**	**	**	**	**	**	**	**
3339	Other general purpose machinery mfg	F	F	E	E	E	F	F	F	G	E	E	E
3341	Computer & peripheral equipment mfg	C	E	E	C	B	**	**	**	**	**	**	**
3342	Communications equipment mfg	**	**	**	B	A	A	B	B	B	**	**	**
3344	Semiconductor & other electronic component mfg	B	B	B	B	B	B	B	B	B	B	B	B
3345	Navigational, measuring, electromedical, and control instruments manufacturing	**	**	**	**	**	**	A	A	A	A	A	A
3352	Household appliance mfg	**	A	A	**	**	**	**	**	**	**	**	**
3353	Electrical equipment mfg	A	A	A	A	**	**	**	**	**	**	**	**
3362	Motor vehicle body & trailer mfg	**	**	A	**	**	**	**	**	**	**	**	**
3363	Motor vehicle parts mfg	F	F	F	F	F	F	F	F	F	F	E	E
3366	Ship & boat building	F	E	E	E	E	E	E	E	E	C	C	C
3371	Household & institutional furniture & kitchen cabinet mfg	A	A	A	E	E	E	C	C	C	C	C	C
3372	Office furniture (including fixtures) mfg	A	A	A	**	**	**	**	**	**	**	**	**
3379	Other furniture related product mfg	A	A	**	**	**	**	**	**	**	**	**	**
3391	Medical equipment & supplies mfg	B	B	B	B	B	51	37	B	46	50	44	44
3399	Other miscellaneous mfg	F	F	F	F	E	42	51	B	B	B	B	B

Note: ** denotes no businesses with paid employees.

Size categories -- A=0-19 employees, B=20-99 employees, C=100-249 employees, E=250-499 employees, F=500-999 employees, H=2,500-4,999 employees, I=5,000-9,999 employees

Source: County Business Patterns, U.S. Bureau of the Census; and Partners for Economic Solutions, 2014.

Table A-10. Pitt County Employment, Health Care Industries, 2000-2011

		Paid Employees													2002-2007	2007-2011
NAICS	Industry Code Description	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Percent Change	Percent Change	
6211	Offices of physicians	1,619	1,738	1,849	1,953	2,025	1,844	1,847	2,004	1,895	2,007	1,937	2,014	8.4%	0.5%	
6212	Offices of dentists	261	266	275	352	358	402	466	452	379	381	412	401	64.4%	-11.3%	
6213	Offices of other health practitioners	246	287	288	285	278	299	369	519	875	755	667	618	80.2%	19.1%	
6214	Outpatient care centers	133	147	149	156	152	157	157	330	568	429	379	492	121.5%	49.1%	
6215	Medical and diagnostic laboratories	A	20	A	60	139	79	71	86	C	C	327	366	NA	NA	
6216	Home health care services	1,063	1,136	999	872	1,211	1,254	1,211	1,494	1,468	1,662	1,785	1,706	49.5%	14.2%	
6219	Other ambulatory health care services	B	65	B	104	137	171	181	202	241	247	185	229	NA	13.4%	
6221	General medical and surgical hospitals	H	H	H	H	H	I	I	I	I	I	I	I	NA	NA	
6222	Psychiatric and substance abuse hospitals	C	C	**	**	A	B	**	**	**	C	C	C	NA	NA	
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	**	**	**	**	**	A	**	**	**	A	**	**	NA	NA	

Note: ** denotes no businesses with paid employees.

Size categories -- A=0-19 employees, B=20-99 employees, C=100-249 employees, E=250-499 employees, F=500-999 employees, H=2,500-4,999 employees, I=5,000-9,999 employees

Source: County Business Patterns, U.S. Bureau of the Census; and Partners for Economic Solutions, 2014.

Table A-11. Pitt County Employment, Information Industries, 2000-2011

		Paid Employees											
NAICS	Industry Code Description	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
5111	Newspaper, periodical, book, database publishers	C	C	C	C	E	E	E	E	E	E	E	C
5112	Software publishers	A	A	A	A	A	A	A	A	A	A	A	A
5121	Motion picture & video industries	79	65	B	B	B	B	B	A	102	86	94	84
5122	Sound recording industries	**	**	A	A	A	A	A	A	A	A	A	A
5131	Radio & television broadcasting	C	C	128	**	**	**	**	**	**	**	**	**
5132	Cable networks & program distribution	B	B	B	**	**	**	**	**	**	**	**	**
5133	Telecommunications	F	F	F	**	**	**	**	**	**	**	**	**
5141	Information services	A	A	A	**	**	**	**	**	**	**	**	**
5142	Data processing services	A	B	13	**	**	**	**	**	**	**	**	**
5151	Radio and television broadcasting	**	**	**	123	104	115	97	C	C	C	86	B
5161	Internet publishing and broadcasting	**	**	**	A	A	**	**	**	**	**	**	**
5171	Wired telecommunications carriers	**	**	**	457	421	380	E	B	429	493	E	409
5172	Wireless telecommunications carriers (except satellite)	**	**	**	B	B	B	81	341	202	209	115	113
5173	Telecommunications resellers	**	**	**	B	B	B	B	B	**	**	**	**
5175	Cable and other program distribution	**	**	**	B	B	C	C	C	**	**	**	**
5179	Other telecommunications	**	**	**	**	**	**	**	**	B	B	B	B
5181	Internet service providers and web search portals	**	**	**	A	10	B	B	B	A	A	A	A
5182	Data processing, hosting, and related services	**	**	**	A	A	A	A	A	A	A	A	A

Note: Denotes no businesses with paid employees.

Size categories -- A=0-19 employees, B=20-99 employees, C=100-249 employees, E=250-499 employees, F=500-999 employees, H=2,500-4,999 employees, I=5,000-9,999 employees

Source: County Business Patterns, U.S. Bureau of the Census; and Partners for Economic Solutions, 2014.

Table A-12. Housing Units Authorized by Building Permit, 2000-2012

Year	Units in Structure				
	One	Two	Three or Four	Five or More	Total
City of Greenville					
2000	411	44	-	920	1,375
2001	294	192	-	863	1,349
2002	338	162	-	788	1,288
2003	433	42	-	680	1,155
2004	504	100	-	539	1,143
2005	771	152	-	977	1,900
2006	883	200	-	540	1,623
2007	844	246	-	950	2,040
2008	362	124	-	514	1,000
2009	203	124	-	72	399
2010	218	84	-	235	537
2011	171	40	-	-	211
2012	195	74	20	360	649
Total, 2000-2012	5,627	1,584	20	7,438	14,669
Pitt County					
2000	722	90	4	950	1,766
2001	763	208	4	863	1,838
2002	567	186	0	838	1,591
2003	955	64	0	690	1,709
2004	1499	126	3	563	2,191
2005	1393	178	0	977	2,548
2006	1548	200	3	540	2,291
2007	1317	246	0	950	2,513
2008	609	124	0	514	1,247
2009	366	124	0	72	562
2010	350	84	0	235	669
2011	296	40	0	0	336
2012	316	74	20	360	770
Total, 2000-2012	10,701	1,744	34	7,552	20,031

Source: U.S. Census Bureau, Building Permit Survey; Partners for Economic Solutions, 2014.

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