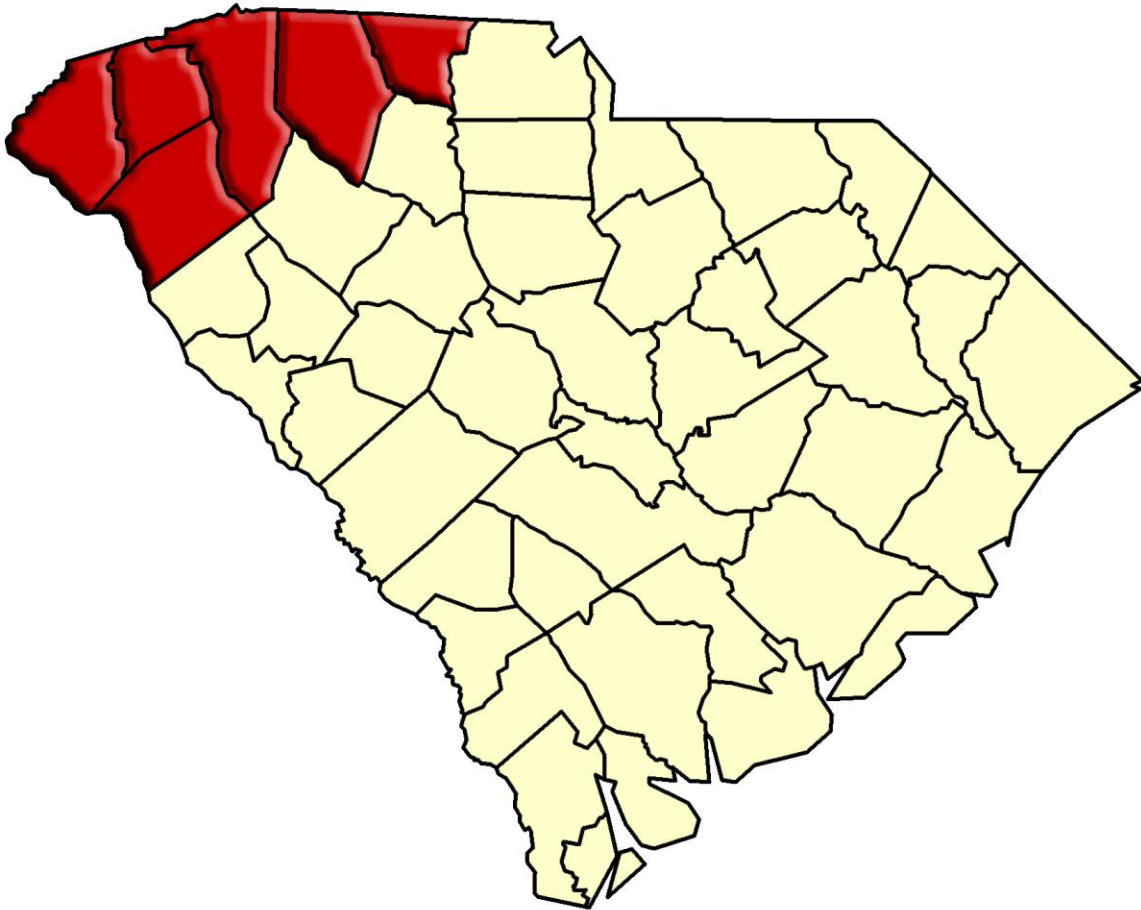


CEDS 2013-2017:  
*Building 21<sup>st</sup> Century  
Economic Development Capacity*



**Anderson Cherokee Greenville Oconee Pickens Spartanburg**

A 5-Year Comprehensive Economic Development Strategy  
for the Appalachian Region of South Carolina

Produced by:

*The South Carolina Appalachian Council of Governments*

Submitted to:

*The U.S. Economic Development Administration – September 2012*





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# Executive Summary

The following Comprehensive Economic Development Strategy document:

- Is submitted to the U.S. Economic Development Administration (EDA) by the South Carolina Appalachian Council of Governments (SCACOG), which is the EDA *Economic Development District* for the Appalachian Region of South Carolina;
- Was prepared by SCACOG staff under the guidance of a special appointed CEDS Advisory Committee;
- Describes the history, condition and location of the region as well as the economic profile of each county;
- Identifies regional economic and workforce development challenges and opportunities based on interviews with local economic developers, workforce developers, and the private sector;
- Consults local, regional, and state economic and workforce plans and studies to gather valuable data and to ensure consistency of priorities between Region and State;
- Focuses on seven *Areas of Emphasis* for regional economic development: (1) Clusters, Target Industries and Innovation Capacities, (2) Workforce Development, (3) Infrastructure, (4) Available Sites and Buildings, (5) Entrepreneurship, (6) Access to Capital, and (7) Local Asset-Based Economic Development;
- Provides a strategic plan table for each area of emphasis, which includes *Goals, Objectives, Strategic Projects, Programs, and Activities*;
- Identifies *Vital Project* areas for on-going CEDS implementation and annual reporting;
- Establishes qualitative and quantitative performance measures for vital projects;
- Calls for a CEDS 2013-2017 *Plan of Action* which:
  - Promotes economic development and opportunity;
  - Fosters effective transportation access;
  - Enhances and protects the environment;
  - Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
  - Promotes the use of technology in economic development, including access to high-speed telecommunications;
  - Balances resources through sound management of physical development; and
  - Obtains and utilizes funds and other resources.



# Section I: Introduction



## Background and Purpose of the CEDS

The Comprehensive Economic Development Strategy (CEDS) is a program of the United States Department of Commerce *Economic Development Administration* (EDA). The Public Works and Economic Development Act of 1965 (PWEDA) requires federally designated “Economic Development Districts”, such as the South Carolina Appalachian Council of Governments (SCACOG), to develop and maintain a CEDS in order to (1) establish a regional economic development strategy, and (2) maintain the region’s eligibility for EDA grant competition and programs. The program requires annual updates of the CEDS as well as a full re-write of the CEDS at least every five years. In 2007, SCACOG submitted to EDA a new five-year CEDS entitled, “*CEDS 2007-2012: Forging the Future for Economic Development*”. After fulfilling the required annual updates each year since then, the coming five year period calls for a new regional CEDS.

*CEDS 2013-2017: Building 21<sup>st</sup> Century Economic Development Capacity* is the work of many committed individuals from both the private and public sector who desire to support the continued, positive growth of the South Carolina Appalachian region. The region is made up of six counties and 42 municipalities existing within those counties (see table on the following page). As required by the CEDS program, this strategic plan “is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the regional economy.”<sup>1</sup> CEDS 2013-2017 will serve as a guide for regional economic development goals, objectives and performance measures.

### About SCACOG

SCACOG is a voluntary organization of local governments in the Northwest corner of South Carolina, serving a region which includes the counties of Anderson, Cherokee, Greenville, Oconee, Pickens, and Spartanburg.

Since its formation in 1965, the Council has served the dual mission of tackling issues of regional significance and providing services to local governments. Economic and community development, transportation, infrastructure development, resource management, aging services, and workforce development are all issues of regional importance in which SCACOG takes an active role. At the local level, the agency’s services include general administration, technical assistance, training, planning, grant writing & administration, and information & mapping services.

---

<sup>1</sup> U.S. Department of Commerce *CEDS Summary Requirements*

<b>Counties and Municipalities of the South                      Carolina Appalachian Council of Governments</b>	
Anderson County	City of Anderson (County Seat) City of Belton Town of Honea Path Town of Iva Town of Pelzer Town of Pendleton Town of Starr Town of West Pelzer Town of Williamston
Cherokee County	Town of Blacksburg City of Gaffney (County Seat)
Greenville County	City of Fountain Inn City of Greenville (County Seat) City of Greer City of Mauldin City of Simpsonville City of Travelers Rest
Oconee County	Town of Salem City of Seneca City of Walhalla (County Seat) City of Westminster Town of West Union
Pickens County	Town of Central City of Clemson City of Easley City of Liberty Town of Norris City of Pickens (County Seat) Town of Six Mile
Spartanburg County	Town of Campobello Town of Central Pacolet City of Chesnee Town of Cowpens Town of Duncan City of Inman City of Landrum Town of Lyman Town of Pacolet Town of Reidville City of Spartanburg (County Seat) City of Wellford City of Woodruff

## Plan Methodology

The preparation of CEDS 2013-2017 was dependent upon collaboration between key regional stakeholders, beginning with a CEDS Advisory Committee appointed by the SCACOG Board of Directors. The SCACOG Board serves as the official *Economic Development District Organization* for the region. The CEDS Committee helped SCACOG staff develop and articulate the regional strategy by offering experience, guidance, and critique of the work as it was being completed. The following principles were established early in the effort:

- Identifying the key opportunities and challenges which are most important for economic development success in the South Carolina Appalachian Region;
- Identifying key leaders and economic developers in each county who will examine these issues intensively and share their findings;
- Setting economic development goals, objectives, and strategies based on diverse feedback from throughout the region;
- Sharing CEDS 2013-2017 with the South Carolina Department of Commerce for incorporation into the State's economic development plans and activities;
- Implementing CEDS 2013-2017 by actively supporting and providing assistance to all local governments and economic developers throughout the region, and
- Meeting regularly after the document's adoption in order to assess performance and continuously find ways to achieve the goals of CEDS 2013-2017.

Throughout the collaborative planning process, a robust amount of information was gathered to inform the development of CEDS 2013-2017. This information included:

- The varied insights of individuals representing government and business;
- Face-to-face interviews with local economic and workforce developers in each county of the region in order to obtain ground level perspectives on challenges and opportunities;
- Findings from numerous local, regional and state economic development plans and studies;
- GIS-based demographic data in order to reveal local and regional economic realities.

Upon completion, CEDS 2013-2017 was presented to the full SCACOG Board/EDD Organization for final critique and feedback. The document was also presented to each individual County Council at their monthly public meetings for additional input and recommendations. Upon completion of these steps, the SCACOG Board formally adopted CEDS 2013-2017 and recommended it for submission to the U.S. EDA.

The following pages display both the CEDS 2013-2017 Advisory Committee and the region's Economic Development District Organization:

<b>CEDS Advisory Committee for the SC Appalachian Region</b>		
<b>Name</b>	<b>County</b>	<b>Area of Expertise</b>
Francis Crowder	Anderson	Retired Manufacturing Executive
Rufus Foster, Jr.	Cherokee	Minority Business Owner
Don Godbey, Committee Chair	Greenville	Private Sector Professional Service Provider
Bob Winchester	Oconee	Sewer System Director
Larry Bagwell	Pickens	Mayor/Retired Educator
Mike Forrester	Spartanburg	State Rep and Post Secondary Education Economic and Workforce Development V.P.
Jennifer Miller	Region Wide	Private Sector Economic Development Organization

<b>Regional Economic Development District Organization</b>			
<b>Name</b>	<b>County</b>	<b>General Purpose Elected Official</b>	<b>Membership Category</b>
William O'Dell	Anderson	Yes	Elected Official
Eddie Moore	Anderson	Yes	Elected Official
Francis Crowder	Anderson	Yes	Elected Official
Carthel Crout	Anderson	Yes	Elected Official
Terence Roberts	Anderson	Yes	Elected Official
Rick Laughridge	Anderson	Yes	Elected Official
<b>Dennis Claramunt</b>	<b>Anderson</b>	<b>No</b>	<b>Private Sector</b>
<b>Ted Mattison</b>	<b>Anderson</b>	<b>No</b>	<b>Private Sector</b>
Dennis Moss	Cherokee	Yes	Elected Official
Rufus Foster, Jr.	Cherokee	Yes	Elected Official
Henry Jolly	Cherokee	Yes	Elected Official
<b>Ed Elliott</b>	<b>Cherokee</b>	<b>No</b>	<b>Private Sector</b>
<b>J. Frank Harris</b>	<b>Cherokee</b>	<b>No</b>	<b>Private Sector</b>
Dan Rawls	Greenville	Yes	Elected Official
Butch Kirven	Greenville	Yes	Elected Official
Joe Dill	Greenville	Yes	Elected Official
Wayne McCall	Greenville	Yes	Elected Official
David Sudduth	Greenville	Yes	Elected Official
Amy Ryberg Doyle	Greenville	Yes	Elected Official
<b>Don Godbey</b>	<b>Greenville</b>	<b>No</b>	<b>Private Sector</b>
<b>Grady Butler</b>	<b>Greenville</b>	<b>No</b>	<b>Private Sector</b>
<b>Lottie Gibson</b>	<b>Greenville</b>	<b>No</b>	<b>Post Secondary Ed.</b>
Thomas Alexander	Oconee	Yes	Elected Official
Reg Dexter	Oconee	Yes	Elected Official
Ernest Riley	Oconee	Yes	Elected Official
<b>Bob Winchester</b>	<b>Oconee</b>	<b>No</b>	<b>Private Sector</b>
<b>Bennie Cunningham</b>	<b>Oconee</b>	<b>No</b>	<b>Private Sector</b>
Eric Bikas	Pickens	Yes	Elected Official
Neil Smith	Pickens	Yes	Elected Official
Trey Whitehurst	Pickens	Yes	Elected Official
Larry Bagwell	Pickens	Yes	Elected Official
<b>Tom Hendricks</b>	<b>Pickens</b>	<b>No</b>	<b>Private Sector</b>
<b>James C. Jackson, III</b>	<b>Pickens</b>	<b>No</b>	<b>Private Sector</b>
Mike Forrester	Spartanburg	Yes	Elected Official
Dale Culbreth	Spartanburg	Yes	Elected Official
O'Neal Mintz	Spartanburg	Yes	Elected Official
Jane Hall	Spartanburg	Yes	Elected Official
Junie White	Spartanburg	Yes	Elected Official
Jan Scalisi	Spartanburg	Yes	Elected Official
<b>Charles Morris, Jr.</b>	<b>Spartanburg</b>	<b>No</b>	<b>Private Sector</b>
<b>Elbert S. Tillerson, Sr.</b>	<b>Spartanburg</b>	<b>No</b>	<b>Private Sector</b>
<b>Loretta Smith</b>	<b>Spartanburg</b>	<b>No</b>	<b>Private Sector</b>
<b>Jennifer Miller, Ex Officio</b>	<b>Upstate Alliance</b>	<b>No</b>	<b>Private Sector</b>

# **Section II: Appalachian Regional Overview**

## Appalachian Region: Economic History, Location, and Condition

### Economic Development History

The historic economic development of the Appalachian “Upcountry” region of South Carolina was largely based on agriculture until 1900, when the textile industry took over as the southeastern United States’ most rapidly growing industry. As the subsequent 20<sup>th</sup> century forces of free trade and globalization created opportunities for less developed nations to enter the world textile market, the general economic development strategies of the Southeast changed in order to create new opportunities. In the SC Appalachian region, the focus of textile production shifted to synthetic fiber production with regional manufacturers like *Milliken and Company* leading the way.<sup>2</sup> For the past twenty-five years, the regional economy has grown and diversified tremendously, though advances in technology have helped the textile industry to remain a significant presence. Catalytic investments from companies like *BMW Manufacturing Corporation*, which established its North American headquarters in Spartanburg County in 1992, and from *Michelin North America Inc.*, which named its Greenville County location as its North American headquarters in 1988<sup>3</sup>, have propelled the region into becoming a serious international contender for business expansion and location. As discussed in the *Clusters and Target Industries* section of CEDS 2013-2017, numerous suppliers and customers of these and other major employers have been successfully recruited to the region.

### Economic Location

The region’s location along the Interstate 85 corridor, referred to by *Newsweek Magazine* as “The Boom Belt” in 1993, places it two hours between the largest business centers of the Southeast: Atlanta and Charlotte. Its combination of interstate frontage along I-85 and I-26 and its proximity to major U.S. airports and seaports (Charleston and Savannah) make the region a logistically cost effective location for regional, national and international companies.

The location also carries high economic *quality of life* value for residents. The following geographic assets enhance the region’s economic development efforts:

- The region is approximately three hours from the coast of South Carolina.
- The region is nestled in the lush foothills of the Blue Ridge Mountains, with numerous rivers, mountain lakes, waterfalls, and forests.
- The region’s inland position and southern latitude typically minimizes weather-related disturbances to education and commerce (snow storms are rare and coastal storms are typically too far away to be felt).

---

<sup>2</sup> [www.UpcountrySC.com](http://www.UpcountrySC.com)

<sup>3</sup> Michelin actually located plants throughout South Carolina during the 1970’s, including in Anderson, Greenville and Spartanburg Counties. The company decided to convert its Greenville location into its North American HQ in 1988. The company remains a major employer of nearly 8,000 South Carolinians throughout the state with its strongest presence in the SC Appalachian Region.

While a separate report could be written on the region's overall quality of life, the area boasts a variety of amenities which have helped it to become the fastest growing region of South Carolina. When business prospects consider the region as a place for locating or expanding, it compares well with most of the country in all of the following categories:<sup>4</sup>

- K-12 Education
- Housing (variety, affordability)
- Crime and Safety
- Healthcare Quality and Costs
- Spousal Employment Opportunities
- Child Care Cost and Safety
- Recreation and Leisure Activities
- Mobility (transportation infrastructure)
- Cost of Living

There are many colleges and universities within this six-county region, including a *U.S. News and World Report Top 25 Public Research Institution* in Clemson University.<sup>5</sup> There are also many attractive entertainment venues for sports fans, theater goers, art enthusiasts, and music lovers. Ultimately, the region's location and quality of life are assets which economic developers use in their recruitment efforts. All of these assets will be discussed in more detail in the coming sections of CEDS 2013-2017.

### Current Economic Condition

While the Appalachian region of South Carolina has experienced positive economic momentum over the last two decades, the state itself still faces significant challenges with poverty and lagging educational achievement. The Appalachian region is not immune from these problems—with more pronounced disparities found in its rural areas. While the *County Snapshots* section of CEDS 2013-2017 will provide specific data for each of the six counties, the following data is intended to provide a general overview.

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<sup>4</sup> Chapter 1: Competitive Asset Map – Upstate Target Industry Study, commissioned by the Upstate Alliance and prepared by *Avalanche Consulting, Grey Hill Advisors, and McCallum Sweeney Consulting*. 2009

<sup>5</sup> U.S. News and World Report, *2012 Best Colleges Rankings*



## Income

2011 Comparative Income Profile of Region			
Area of Comparison	Region	State of SC	USA
Population	1,185,390	4,682,632	310,704,322
Median Household Income	\$42,889	\$41,607	\$50,227
Average Household Income	\$57,912	\$56,467	\$68,013
Per Capita Income	\$23,220	\$22,702	\$26,391
2016 Projections			
Area of Comparison	Region	State of SC	USA
Population	1,254,002	4,964,599	321,315,318
Median Household Income	\$50,786	\$49,324	\$57,536
Average Household Income	\$64,117	\$62,372	\$77,476
Per Capita Income	\$25,638	\$25,108	\$30,027

Source: U.S. Census Bureau, Census 2010 Data. Esri forecasts for 2011 and 2016.

The table above highlights a notable disparity in income categories between the region and the broader USA, though there are two important factors to keep in mind when examining the figures:

- The region has higher income than South Carolina as a whole, which highlights its economic development progress over the past two decades.
- While the region trails the nation in household and per capita income categories, its cost of living is only 90% of the national average<sup>6</sup>. This lower cost of living helps to offset the impact of lower wages.

Regardless of the region's progress and its lower cost of living, economic developers face a significant challenge of fostering the creation and retention of high paying jobs.

<sup>6</sup> Chapter 1: Competitive Asset Map – Upstate Target Industry Study, commissioned by the Upstate Alliance and prepared by *Avalanche Consulting, Grey Hill Advisors, and McCallum Sweeney Consulting*. 2009

### Unemployment

Comparative Unemployment Rate, June 2012		
Region	State	USA
9.4%	9.4%	8.2%

Source: SC Department of Employment and Workforce and U.S. Bureau of Labor Statistics

Unemployment throughout the region varies from county to county, with the highest rate (as of June 2012) being found in rural Cherokee County (12.6%) and the lowest rate being found in the more urban Greenville County (8.2%). The region's overall unemployment rate is significantly higher than the national unemployment rate.

### Educational Achievement

During the early to mid-20<sup>th</sup> century, the southeastern textile industry permitted many able-bodied workers to drop out of school and find decent paying, labor intensive mill jobs. This robust, basic skill labor demand is no longer a reality for U.S. workers in the global economy. 21<sup>st</sup> Century workers must often secure training beyond a high school diploma or GED in order to be a competitive job applicant. The Appalachian Region of South Carolina has fortunately taken positive steps in educational achievement over the past decade, though major strides are still needed. From year 2000 to 2010, adults aged 25 years and up in the region saw gains in educational achievement:

Regional Education Achievement of Adults 25 & Up over the Last Decade		
	Year 2000	Year 2010
Population of Citizens 25 & up	676,063	756,211
Less than 9 <sup>th</sup> Grade	9.0%	6.7%
9 <sup>th</sup> -12 <sup>th</sup> , No Diploma	15.8%	11.8%
H.S. Grad Only	29.7%	30.6%
Some College, No Degree	18.2%	18.9%
Assoc. Degree Only	6.8%	8.6%
Bach. Degree Only	13.7%	15.3%
Grad or Prof. Degree	6.9%	8.1%
<i>The Big Picture Trend: More Graduates</i>		
	Year 2000	Year 2010
No H.S. Diploma	24.8%	18.5%
High School Grad or Higher	75.3%	81.5%
Bachelor Degree or Higher	20.6%	23.4%

Source: 2000 Census and American Community Survey, 2006-2010 Averages, U.S. Census Bureau

### *Population and Major Employers*

Between 2000 and 2010, the population of the six-county region grew by 13.9% to approximately 1.171 million residents. Between years 2010 and 2016, the population is expected to grow by 7% to an estimated 1.254 million residents. These numbers reflect a healthy level of population growth which exceeds the national growth rate. By comparison, the United States population grew by 8% between 2000 and 2010 and is expected to grow by 4% between 2010 and 2016.

Comparative Population Growth by %		
Metric	Region	USA
Growth between 2000 and 2010	13.9%	8%
Projected Growth – 2010 to 2016	7%	4%

Source: U.S. Census Bureau, Census 2010 Data. Esri forecast for 2016.

The combination of the region's population growth and improved educational outcomes is a testament to the region's ability to retain talented individuals. Many comparable regions of the country see their best and brightest graduates leave for higher paying jobs in larger metropolitan areas. While this problem is still a challenge for the SC Appalachian region, the positive economic developments of the last two decades have increased the amount of job opportunities and incentives to stay closer to home. The following table contains a wide variety of regional public and private sector employers with staffs of at least 500 workers. While small businesses and agencies combine to employ even more individuals throughout the region, these large employers are vital not only for the jobs they offer, but also for the robust demand they create for goods, services, and suppliers in their geographic proximity.

<b>Regional Employers with Staffs of at least 500</b>			
<b>COMPANY / ORGANIZATION</b>	<b>APPROX JOBS**</b>	<b>PRODUCT / SERVICE</b>	<b>COUNTY</b>
Greenville Hospital System	10,200	Health Services	Greenville
Greenville County Schools	8,847	Public Education	Greenville
Michelin North America Inc	7,930	Headquarters / R&D / Mfg (radial tires)	Greenville HQ, statewide employment
BMW Manufacturing Corp	7,000	Automobile mfg	Spartanburg
Bi-Lo	5,127	Corporate HQ	Greenville
Spartanburg School Districts	5,020	Public Education	Spartanburg
Spartanburg Regional Health Services	5,000	Health Services	Spartanburg
Clemson University	3,788	Educational services	Pickens
Milliken & Company	3,700	Textile Manufacturing	Spartanburg HQ, statewide employment
Bon Secours St. Francis Health System	3,500	Health Services	Greenville
AnMed Health	3,462	Health Services	Anderson
GE Energy	3,300	Engineering/Turbines & Jet Engine Parts	Greenville
MAU Workforce Solutions	3,042	Employment services	Greenville
Wal-Mart Stores	2,570	Retail Sales	Region combined
US Government	2,401	Federal Government	Region combined
Fluor Corporation	2,346	Engineering / Construction Services	Greenville
Pickens Co School District	2,250	Public education	Pickens
Sealed Air Corp - Cryovac Division	2,200	Plastic Bags	Spartanburg
Timken US Corporation	2,180	Ball & Roller Bearing Mfg	Cherokee, Oconee, Anderson, Union
Human Technologies Inc.	2,100	Employment services	Greenville
Greenville County Gov.	1,837	Government	Greenville
Charter Communications	1,800	Cable service provider, telecommunications Call Center	Greenville
Anderson School District 5	1,759	Public Education	Anderson
Oconee County School Dist	1,605	Education	Oconee
Duke Energy Corporation	1,597	Energy	Oconee, Greenville
Bob Jones University	1,563	Higher Education	Greenville
Oconee Medical Center	1,415	Health Care	Oconee
Spartanburg County Gov	1,409	Government	Spartanburg
Verizon Wireless	1,400	Telecommunications - Call Center	Greenville
Robert Bosch LLC	1,350	Automotive components (oxygen sensors)	Anderson

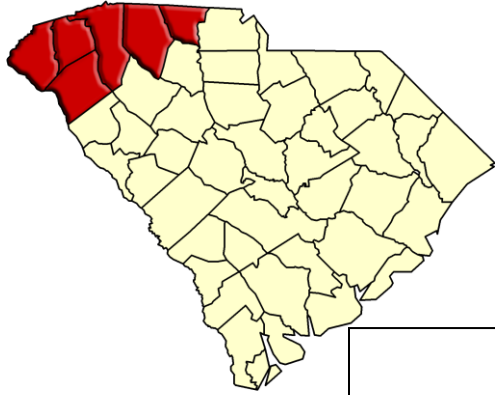
NESTLE USA-Prepared Food Division	1,300	Frozen prepared foods	Cherokee
TD Bank	1,300	Financial Services	Greenville
Charter Business	1,250	Telecommunications service provider	Greenville
Cherokee Co School District	1,231	Public Education	Cherokee
Adidas America Inc.	1,200	Footwear distribution, customer service/credit support	Spartanburg
Contract Environmental Services (CES)	1,200	Business consulting services	Pickens
U.S.L.C. Inc.	1,200	Textiles	Spartanburg
Lockheed Martin Greenville Operations	1,100	Commercial/military a/c maintenance	Greenville
Mary Black Health System	1,074	Health Services	Spartanburg
Anderson County Gov	1,000	County government	Anderson
Dish Network Corp.	1,000	Satellite systems repair and refurbishment	Spartanburg
Techtronic Industries N.A.	1,000	Contract OEM/ODM for major labels in home improvement	Pickens
C & S Wholesale	995	Grocery Distribution for Bi-Lo	Greenville
Anderson School District 1	981	Public Education	Anderson
City of Greenville	896	Government	Greenville
Drive Automotive / Magna	820	Auto body panels & assemblies	Greenville
American Security	800	Security services	Greenville
ARAMARK Services	800	Food services	Pickens
Electrolux Major Appliances	800	Manufacturing	Anderson
Action Staffing (div. of American Services Inc.)	750	Employment services	Greenville
AT&T	750	Communications	Greenville
Kohler Co	750	China plumbing fixtures	Spartanburg
JM Smith Co.	708	Healthcare industry and IT services	Spartanburg
Furman University	700	Education	Greenville
Synnex	700	IT Distributor	Greenville
Windstream Corp.	700	Telecommunications - Call Center	Greenville
Greenville Technical College	697	Education	Greenville
Itron, Inc.	665	Electronic measuring devices	Oconee
Schneider Electric-Square D	655	Motor control centers	Oconee
DAA Draexlmaier Automotive of America LLC	650	Wire harnesses	Spartanburg
Glen Raven Custom Fabrics	650	Acrylic fabrics	Anderson
Nutra Mfg USA	650	Vitamins & supplements	Greenville
Spartanburg Steel	650	Automotive stampings & assemblies	Spartanburg

Honeywell (Engines & Systems)/Honeywell (Repair & Overhaul)	645	Blades, nozzles and discs for gas turbine engines and R&O - Aircraft engines and parts	Greenville
AFL	643	Fiber optic cable, conductor accessories	Spartanburg
House of Raeford (Columbia Farms)	630	Processed poultry	Greenville
Tri-County Technical College	626	Higher education	Anderson
SAGE Automotive Interiors	624	Motor vehicle seating & interior trim manufacturing and Automobile and swimsuit material dyeing and finishing	Abbeville, Greenville
Piedmont Technical College	620	Higher Education	Greenwood
Plastic Omnium, LLC	604	Plastics Material and Resin Mfg	Anderson, Spartanburg
D&W Finepack LLC	600	Food service and food packaging	Greenville
Mitsubishi Polyester Film	600	Polyester Film	Greenville
Samsung Networks America	600	Customer Service Center	Greenville
Tietex International Ltd	600	Nonwoven material	Spartanburg
USC – Upstate	600	Higher Education	Spartanburg
Pickens County	592	County government	Pickens
Mohawk Industries Inc.	580	Carpet & rug mfg	Abbeville, Spartanburg
YMCA of Greenville	565	Non-profit	Greenville
Ford Motor Credit	550	Financial Services	Greenville
Scan Source	550	Computer & Software Wholesalers	Greenville
R. R. Donnelley	540	Catalog printing & binding	Spartanburg
Illinois Tool Works	525	Packaging equipment	Greenville
BB&T	500	Financial Services	Greenville
Bosch Rexroth Corporation	500	Hydraulic Fluid pumps	Greenville
Covidien	500	Medical / Surgical Products and Anti-embolism stockings	Greenwood, Oconee
Exopack, LLC	500	Consumer specialty bags	Spartanburg
Freightliner Custom Chassis Corp	500	Motor home chassis	Cherokee
Hubbell Lighting	500	Headquarters	Greenville
Inman Holding Company, Inc.	500	Broad woven fabric, apparel & accessory mfg	Spartanburg
Kemet Corp.	500	Capacitors for electronics and computers / R & D	Greenville
OmniSource Southeast	500	Recycling	Spartanburg
Sloan Construction Co Inc	500	Hot mix asphalt	Greenville
Walgreens Dist. Center	500	Distribution Center	Anderson

Source: Upstate SC Alliance (compiled from GSA Business, Hoovers, Infomentum, GADC).

\*\*Job numbers fluctuate monthly and are not intended to be exact. Some of these job numbers include the employer's staff counts in more than one county.

# County Snapshots

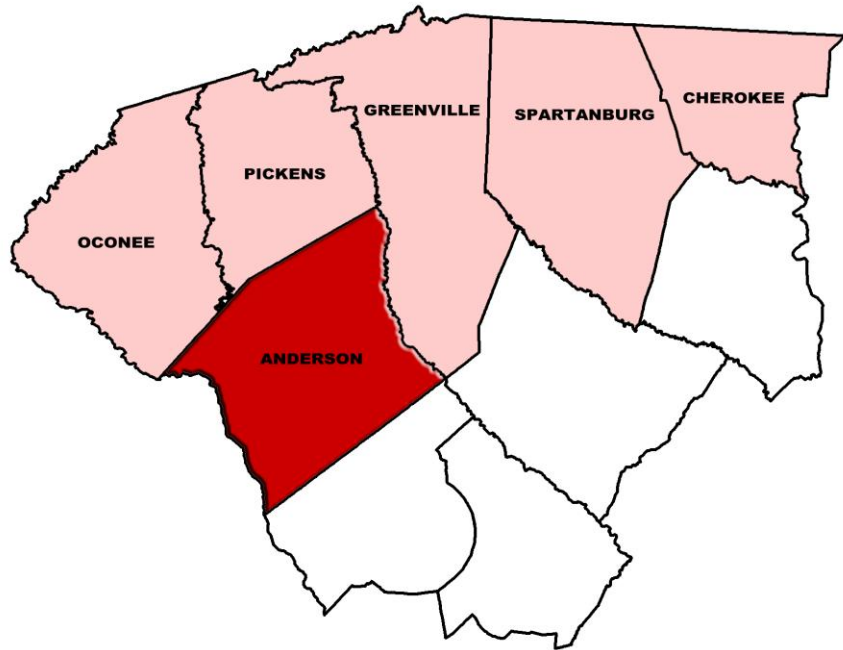


# Anderson County

## Snapshot

### Municipalities

- Anderson (Co. Seat)
- Belton
- Honea Path
- Iva
- Pelzer
- Pendleton
- Starr
- West Pelzer
- Williamston



Named for Revolutionary War leader Robert Anderson, the county has a growing industrial, commercial and tourist-based economy. Home to the 56,000 acre Lake Hartwell and its 1,000 miles of shoreline, Anderson County boasts not only natural beauty as a tourist destination, but also industrial strength and diversity. Major local industries include automotive, metal products, industrial machinery, plastics, and textiles. Anderson County is also home to Anderson University, a private and selective institution offering both undergrad and graduate degree programs. Nearby Tri-County Tech and Clemson University are also major assets for the local workforce. There are fun, historic, and revitalized downtown areas in Anderson County – including downtown Anderson and Pendleton. Anderson County is found along the 240-mile South Carolina National Heritage Corridor, which ends only a few hours away at the Atlantic Ocean.

### Comparative Unemployment Rate, as of June 2012

Anderson County	Region	USA
9.8%	9.4%	8.2%

Source: SC Department of Employment and Workforce and the U.S. Bureau of Labor Statistics.

### 5 Large Manufacturing Employers\*

Employer	Jobs
Electrolux	1,600
Robert Bosch Corporation	1,380
Michelin	800
Homelight Consumer Products	650
Timken U.S. Corporation	540

Source: SCACOG and County Economic Development Office. \*This list changes monthly. It is intended only to provide a momentary snapshot and sample of large manufacturers in the county.



## Population

Anderson County: Total Population by Age in 2011		
Metric	Anderson County	Region
Total Population	188,488	1,186,187
Median Age	39.7 years	N/A
Age 14 & Under	19.6%	19.5%
Age 15-19	6.5%	6.5%
Age 20-54	45.2%	46.8%
Age 55-64	13.2%	12.6%
Age 65 & Up	15.4%	14.1%

Source: U.S. Bureau of the Census, 2011 Estimates. Median Age taken from 2010 Census. Data compiled by *Infomentum*.

Anderson County Comparative Population Growth by %			
Metric	Anderson County	Region	USA
Growth between 2000 and 2010	12.9%	13.9%	8%
Projected Growth – 2010 to 2016	5.6%	7%	4%

Source: U.S. Census Bureau, Census 2010 Data. Esri forecast for 2016.

## Workforce & Wages

2011 Comparative Income Profile for Anderson County			
Income Metric	Anderson County	Region	USA
Median HH Income	\$40,857	\$42,889	\$50,227
Average HH Income	\$54,144	\$57,912	\$68,013
Per Capita Income	\$21,706	\$23,220	\$26,391
2016 Projections			
Income Metric	Anderson County	Region	USA
Median HH Income	\$48,246	\$50,786	\$57,536
Average HH Income	\$59,907	\$64,117	\$77,476
Per Capita Income	\$23,960	\$25,638	\$30,027

Source: U.S. Census Bureau, Census 2010 Data. Esri forecasts for 2011 and 2016.

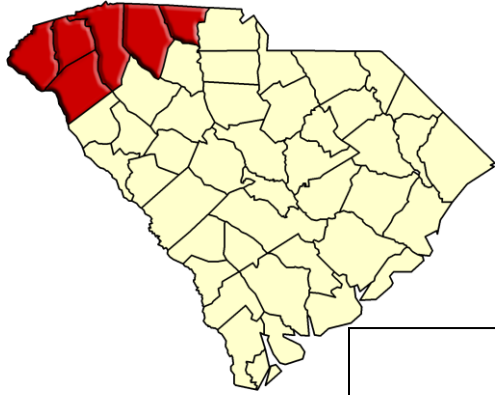
Anderson County Employment by Industry, 2010 Average			
Industry	Employment	%	Avg. Weekly Wage
Natural Resources & Mining	130	.2%	\$602
Construction	2,087	3.8%	\$696
Manufacturing	11,095	20.1%	\$875
Trade, Transportation and Utilities	11,353	20.6%	\$514
Financial Activities (Finance, Insurance & Real Estate)	1,608	2.9%	\$637
Professional & Business Services	3,709	6.7%	\$542
Education & Health Services	5,404	9.8%	\$680
Leisure & Hospitality	6,438	11.7%	\$238
Other Services	1,275	2.3%	\$522
Government	11,574	21.0%	\$740
<b>Total</b>	<b>55,068</b>	<b>100%</b>	<b>\$641</b>

Source: SC Department of Employment & Workforce. Data compiled by the Upstate Alliance: [www.upstatescalliance.com](http://www.upstatescalliance.com)

Anderson County Education Achievement of Workforce, Age 25 & Up, 2000-2010		
Achievement Level	Year 2000	Year 2010
Population Aged 25 & up	111,037	123,927
No High School Diploma	26.6%	19.4%
High School Diploma or Higher	73.4%	80.6%
Associates Degree Only	7.1%	9.3%
Bachelor's Degree or Higher	15.9%	18.0%

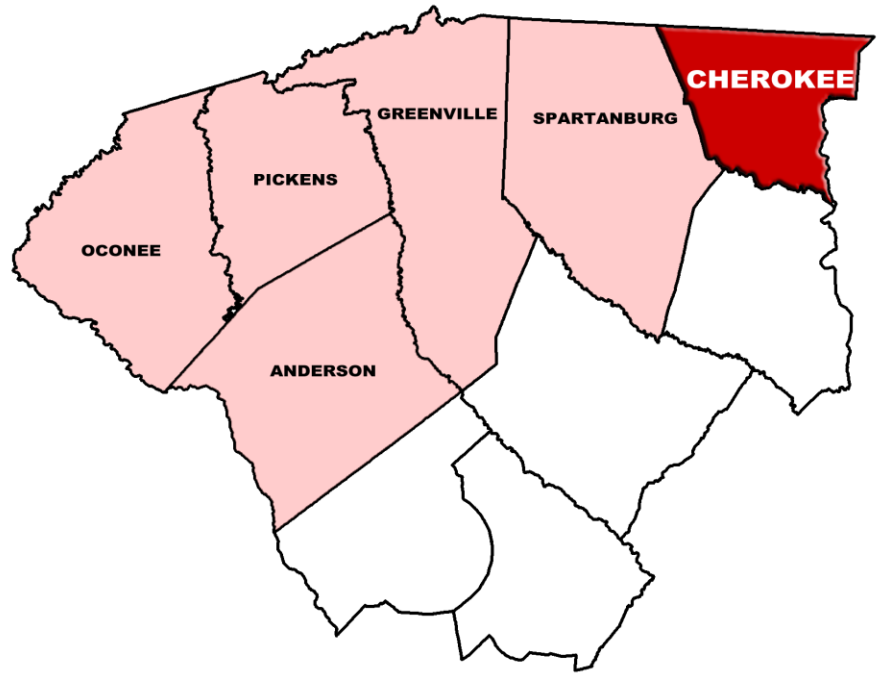
Source: 2000 Census and American Community Survey, 2006-10 Averages, U.S. Census Bureau. Data compiled by *Infomentum*.

Local Economic Development Websites
Anderson Co Office of ED: <a href="http://www.advance2anderson.com">www.advance2anderson.com</a>
Innovate Anderson: <a href="http://www.innovateanderson.com">www.innovateanderson.com</a>
Anderson Area Chamber: <a href="http://www.andersonschamber.com">www.andersonschamber.com</a>
Anderson CVB: <a href="http://www.visitanderson.com">www.visitanderson.com</a>
Downtown Development: <a href="http://www.andersondowntown.com">www.andersondowntown.com</a>
Belton Area Partnership: <a href="http://www.beltonsc.com">www.beltonsc.com</a>
Pendleton District: <a href="http://www.pendletondistrict.org">www.pendletondistrict.org</a>



# Cherokee County

## Snapshot



### Municipalities

Gaffney (County Seat)  
Blacksburg

Named for its original Native American Cherokee population, the County was formed in 1897 with an economy based largely on iron ore and limestone. While the community grew around the textile industry during the 20<sup>th</sup> century, Cherokee County is now positioning itself for 21<sup>st</sup> century business. Strategically located along I-85 and between Greenville/Spartanburg (one hour south) and Charlotte (one hour north), the County benefits both from firms looking to minimize transport time along the I-85 “Boom Belt” and from travelers looking to stop and shop. The County is steeped in history, ranging from ancient Cherokee artifacts to two Revolutionary era battlefields – Cowpens and Kings Mountain. The County also has a rich agricultural tradition, particularly with peaches. Gaffney is home to the award-winning *South Carolina Peach Festival*, as well as a recently restored, historic U.S. Post Office now serving as the *Gaffney Visitors Center & Art Gallery*.

### Comparative Unemployment Rate, as of June 2012

Cherokee County	Region	USA
12.6%	9.4%	8.2%

Source: SC Department of Employment and Workforce and the U.S. Bureau of Labor Statistics.

### 5 Large Manufacturing Employers\*

Employer	Jobs
Nestle USA – Prepared Food Division	1,500
Freightliner Custom Chassis	900
The Timken Company	520
Magnolia Finishing Company	500
Springfield LLC	379

Source: SCACOG and County Economic Development Office. \*This list changes monthly. It is intended only to provide a momentary snapshot and sample of large manufacturers in the county.

## Population

Cherokee County: Total Population by Age in 2011		
Metric	Cherokee County	Region
Total Population	55,540	1,186,187
Median Age	38.3 years	N/A
Age 14 & Under	20.2%	19.5%
Age 15-19	6.5%	6.5%
Age 20-54	46.1%	46.8%
Age 55-64	12.9%	12.6%
Age 65 & Up	13.9%	14.1%

Source: U.S. Bureau of the Census, 2011 Estimates. Median Age taken from 2010 Census. Data compiled by *Infomentum*.

Cherokee County Comparative Population Growth by %			
Metric	Cherokee County	Region	USA
Growth between 2000 and 2010	5.3%	13.9%	8%
Projected Growth – 2010 to 2016	3.8%	7%	4%

Source: U.S. Census Bureau, Census 2010 Data. Esri forecast for 2016.

## Workforce & Wages

2011 Comparative Income Profile for Cherokee County			
Income Metric	Cherokee County	Region	USA
Median HH Income	\$36,416	\$42,889	\$50,227
Average HH Income	\$48,225	\$57,912	\$68,013
Per Capita Income	\$19,124	\$23,220	\$26,391

2016 Projections			
Income Metric	Cherokee County	Region	USA
Median HH Income	\$40,819	\$50,786	\$57,536
Average HH Income	\$52,271	\$64,117	\$77,476
Per Capita Income	\$20,685	\$25,638	\$30,027

Source: U.S. Census Bureau, Census 2010 Data. Esri forecasts for 2011 and 2016.

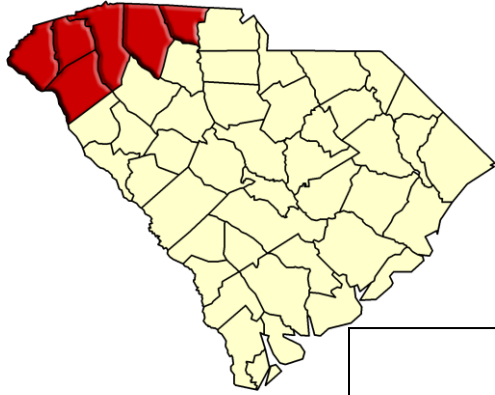
Cherokee County Employment by Industry, 2010 Average			
Industry	Employment	%	Avg. Weekly Wage
Natural Resources & Mining	77	0.4%	\$505
Construction	708	4.1%	\$712
Manufacturing	5,483	31.6%	\$817
Trade, Transportation and Utilities	3,835	22.1%	\$565
Financial Activities (Finance, Insurance & Real Estate)	539	3.1%	\$669
Professional & Business Services	469	2.7%	\$465
Education & Health Services	1,971	11.4%	\$531
Leisure & Hospitality	1,689	9.7%	\$248
Other Services	293	1.7%	\$446
Government	2,186	12.6%	\$694
Total	17,330	100%	\$632

Source: SC Department of Employment & Workforce. Data compiled by the Upstate Alliance: [www.upstatescalliance.com](http://www.upstatescalliance.com)

Cherokee County Education Achievement of Workforce, Age 25 & Up, Yr 2000-2010		
Achievement Level	Year 2000	Year 2010
Population Aged 25 & up	34,283	36,304
No High School Diploma	33.2%	25.8%
High School Diploma or Higher	66.7%	74.2%
Associates Degree Only	4.4%	6.3%
Bachelor's Degree or Higher	11.8%	11.7%

Source: 2000 Census and American Community Survey, 2006-10 Averages, U.S. Census Bureau. Data compiled by *Infomentum*.

Local Economic Development Websites
County ED: <a href="http://www.cherokeeconomydevelopmentboard.com">www.cherokeeconomydevelopmentboard.com</a>
Cherokee County Chamber: <a href="http://www.cherokeechamber.org">www.cherokeechamber.org</a>
Gaffney Visitors Center: <a href="http://www.getintogaffney-sc.com">www.getintogaffney-sc.com</a>

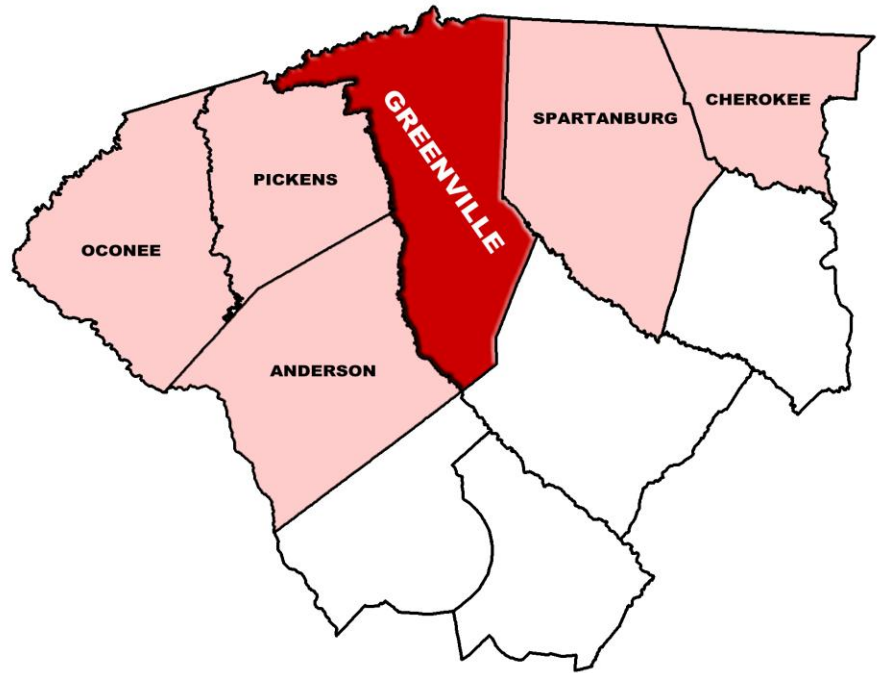


# Greenville County

## Snapshot

### Municipalities

- Fountain Inn
- Greenville (County Seat)
- Greer
- Mauldin
- Simpsonville
- Travelers Rest



Formed as the “Greenville District” in 1786, Greenville is the most populous County in South Carolina with a growth rate driven by successful economic development recruiting. Home to dozens of major international companies and corporate headquarters, Greenville County possesses an exciting blend of industrial strength, recreational amenities, and cultural venues. Downtown Greenville continues to receive national attention as a model for downtown development, while surrounding towns offer aesthetic appeal and southern charm. Paris Mountain State Park is a tremendous asset for outdoor enthusiasts, while the County possesses some of the best arenas and performing arts centers in the Southeast. Home to prestigious Furman University, Bob Jones University (with its world-renowned art collection), the Greenville Symphony Orchestra, and a variety of other cultural jewels, Greenville County is poised for continued economic vibrancy.

### Comparative Unemployment Rate, as of June 2012

Greenville County	Region	USA
8.2%	9.4%	8.2%

Source: SC Department of Employment and Workforce and the U.S. Bureau of Labor Statistics.

### 5 Large Manufacturing Employers\*

Employer	Jobs
Michelin North America, Inc.	4,000
General Electric	3,200
Sealed Air Corp – Cryovac Division	1,420
ABB Ltd.	668
Honeywell (Engines and Systems)	600

Source: SCACOG and County Economic Development Office. \*This list changes monthly. It is intended only to provide a momentary snapshot and sample of large manufacturers in the county.

## Population

Greenville County: Total Population by Age in 2011		
Metric	Greenville County	Region
Total Population	461,299	1,186,187
Median Age	38.3 years	N/A
Age 14 & Under	20.3%	19.5%
Age 15-19	6.5%	6.5%
Age 20-54	48.0%	46.8%
Age 55-64	12.1%	12.6%
Age 65 & Up	13.0%	14.1%

Source: U.S. Bureau of the Census, 2011 Estimates. Median Age taken from 2010 Census. Data compiled by *Infomentum*.

Greenville County Comparative Population Growth by %			
Metric	Greenville County	Region	USA
Growth between 2000 and 2010	18.9%	13.9%	8%
Projected Growth – 2010 to 2016	10.1%	7%	4%

Source: U.S. Census Bureau, Census 2010 Data. Esri forecast for 2016.

## Workforce & Wages

2011 Comparative Income Profile for Greenville County			
Income Metric	Greenville County	Region	USA
Median HH Income	\$47,362	\$42,889	\$50,227
Average HH Income	\$64,199	\$57,912	\$68,013
Per Capita Income	\$25,729	\$23,220	\$26,391
2016 Projections			
Income Metric	Greenville County	Region	USA
Median HH Income	\$54,167	\$50,786	\$57,536
Average HH Income	\$71,375	\$64,117	\$77,476
Per Capita Income	\$28,503	\$25,638	\$30,027

Source: U.S. Census Bureau, Census 2010 Data. Esri forecasts for 2011 and 2016.

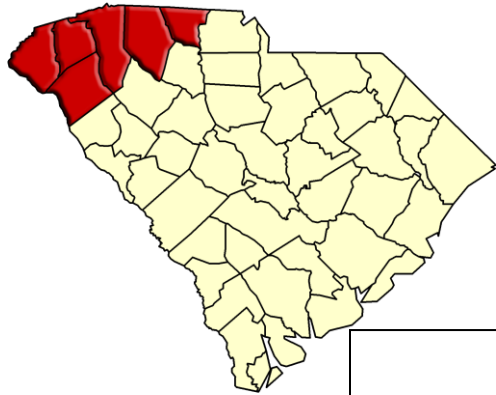
Greenville County Employment by Industry, 2010 Average			
Industry	Employment	%	Avg. Weekly Wage
Natural Resources & Mining	515	0.2%	\$421
Construction	8,984	4.0%	\$798
Manufacturing	28,050	12.5%	\$1,018
Trade, Transportation and Utilities	45,636	20.3%	\$712
Financial Activities (Finance, Insurance & Real Estate)	11,970	5.2%	\$957
Professional & Business Services	43,454	19.3%	\$811
Education & Health Services	24,231	10.8%	\$867
Leisure & Hospitality	22,382	9.9%	\$281
Other Services	6,239	2.8%	\$501
Government	28,292	12.6%	\$805
<b>Total</b>	<b>225,017</b>	<b>100%</b>	<b>\$773</b>

Source: SC Department of Employment & Workforce. Data compiled by the Upstate Alliance: [www.upstatescalliance.com](http://www.upstatescalliance.com)

Greenville County Education Achievement of Workforce, Age 25 & Up, 2000-2010		
Achievement Level	Year 2000	Year 2010
Population Aged 25 & up	250,258	289,136
No High School Diploma	20.5%	16.0%
High School Diploma or Higher	79.5%	84.0%
Associates Degree Only	7.2%	8.0%
Bachelor's Degree or Higher	26.2%	30.0%

Source: 2000 Census and American Community Survey, 2006-10 Averages, U.S. Census Bureau. Data compiled by *Infomentum*.

Local Economic Development Websites
GADC: <a href="http://www.greenvilleeconomicdevelopment.com">www.greenvilleeconomicdevelopment.com</a>
Fountain Inn Chamber: <a href="http://www.fountaininnchamber.org">www.fountaininnchamber.org</a>
Greater Greenville Chamber: <a href="http://www.greenvillechamber.com">www.greenvillechamber.com</a>
Greenville Visitors Center – <a href="http://www.greenvillecvb.com">www.greenvillecvb.com</a>
Greater Greer Chamber: <a href="http://www.greerchamber.com">www.greerchamber.com</a>
Greer Downtown: <a href="http://www.greerstation.com">www.greerstation.com</a>
Greer Tourism: <a href="http://www.visitgreer.com">www.visitgreer.com</a>
Greater Mauldin Chamber: <a href="http://www.mauldinchamber.org">www.mauldinchamber.org</a>
Simpsonville Area Chamber: <a href="http://www.simpsonvillechamber.com">www.simpsonvillechamber.com</a>
Greater Travelers Rest Chamber: <a href="http://www.GreaterTRChamber.com">www.GreaterTRChamber.com</a>

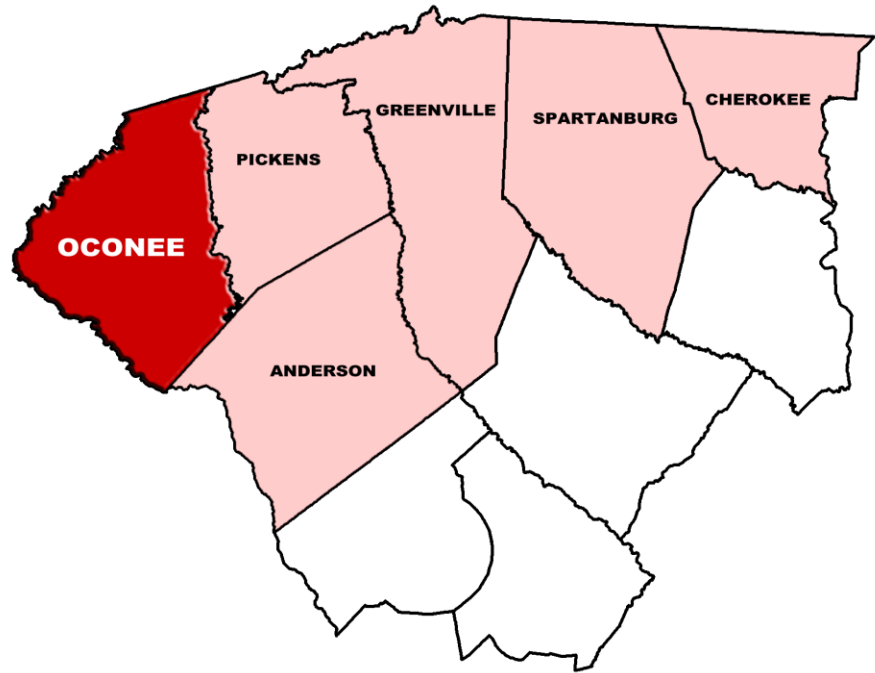


# Oconee County

## Snapshot

### Municipalities

- Salem
- Seneca
- Walhalla (County Seat)
- Westminster
- West Union



Known as South Carolina's "Golden Corner" and founded in 1868, Oconee County possesses an abundance of economic assets and natural resources. Numerous Fortune 500 companies call Oconee home and for good reason: its combination of highway access, qualified workforce, and aesthetic beauty make it a desirable destination for business and tourism. Duke Energy is a long-time major employer in the community and has been an economic development partner for many years. The community is in the foothills of the Blue Ridge Mountains and possesses breathtaking forests, farms, lakes, rivers, and waterfalls. Lakes Jocassee and Keowee are both in Oconee, along with the Chattooga National Wild & Scenic River – a national destination for white water rafting. The County's inventory of available sites and buildings continues to grow, and an exciting new small business incubator has emerged in Walhalla – the *Mountain Lakes Business Development Corporation*.

### Comparative Unemployment Rate, as of June 2012

Oconee County	Region	USA
10.2%	9.4%	8.2%

Source: SC Department of Employment and Workforce and the U.S. Bureau of Labor Statistics.

### 5 Large Manufacturing Employers\*

Employer	Jobs
Duke Energy	1,500
Borg Warner	600
Schneider Electric	600
Koyo Bearings	600
Itron	550

Source: SCACOG and County Economic Development Office. \*This list changes monthly. It is intended only to provide a momentary snapshot and sample of large manufacturers in the county.

## Population

Oconee County: Total Population by Age in 2011		
Metric	Oconee County	Region
Total Population	74,418	1,186,187
Median Age	43.4 years	N/A
Age 14 & Under	17.2%	19.5%
Age 15-19	6.5%	6.5%
Age 20-54	42.4%	46.8%
Age 55-64	15.0%	12.6%
Age 65 & Up	19.7%	14.1%

Source: U.S. Bureau of the Census, 2011 Estimates. Median Age taken from 2010 Census. Data compiled by *Infomentum*.

Oconee County Comparative Population Growth by %			
Metric	Oconee County	Region	USA
Growth between 2000 and 2010	12.2%	13.9%	8%
Projected Growth – 2010 to 2016	5.8%	7%	4%

Source: U.S. Census Bureau, Census 2010 Data. Esri forecast for 2016.

## Workforce & Wages

2011 Comparative Income Profile for Oconee County			
Income Metric	Oconee County	Region	USA
Median HH Income	\$38,349	\$42,889	\$50,227
Average HH Income	\$52,285	\$57,912	\$68,013
Per Capita Income	\$21,907	\$23,220	\$26,391

2016 Projections			
Income Metric	Oconee County	Region	USA
Median HH Income	\$42,730	\$50,786	\$57,536
Average HH Income	\$56,517	\$64,117	\$77,476
Per Capita Income	\$23,682	\$25,638	\$30,027

Source: U.S. Census Bureau, Census 2010 Data. Esri forecasts for 2011 and 2016.

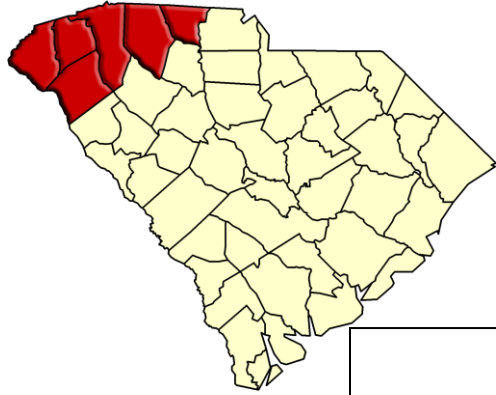
Oconee County Employment by Industry, 2010 Average			
Industry	Employment	%	Avg. Weekly Wage
Natural Resources & Mining	60	0.3%	\$438
Construction	1,274	6.0%	\$674
Manufacturing	4,854	22.8%	\$931
Trade, Transportation and Utilities	4,696	22.1%	\$1,003
Financial Activities (Finance, Insurance & Real Estate)	568	2.7%	\$660
Professional & Business Services	902	4.2%	\$600
Education & Health Services	1,578	7.4%	\$842
Leisure & Hospitality	1,949	9.2%	\$258
Other Services	659	3.1%	\$481
Government	4,465	21.0%	\$676
Total	21,270	100%	\$772

Source: SC Department of Employment & Workforce. Data compiled by the Upstate Alliance: [www.upstatesalliance.com](http://www.upstatesalliance.com)

Oconee County Education Achievement of Workforce, Age 25 & Up, 2000-2010		
Achievement Level	Year 2000	Year 2010
Population Aged 25 & up	45,896	51,524
No High School Diploma	26.9%	20.5%
High School Diploma or Higher	73.9%	81.2%
Associates Degree Only	6.3%	8.6%
Bachelor's Degree or Higher	18.2%	21.4%

Source: 2000 Census and American Community Survey, 2006-10 Averages, U.S. Census Bureau. Data compiled by *Infomentum*.

Local Economic Development Websites
Oconee County ED Commission: <a href="http://www.oconeescedc.com">www.oconeescedc.com</a>
Mountain Lakes CVB: <a href="http://www.scmountainlakes.com">www.scmountainlakes.com</a>
Oconee County Chamber: <a href="http://www.oconeechambersc.com">www.oconeechambersc.com</a>
Greater Walhalla Chamber: <a href="http://www.walhalla-chamber.com">www.walhalla-chamber.com</a>
Westminster Chamber: <a href="http://www.westminstersc.com">www.westminstersc.com</a>
Mountain Lakes BDC: <a href="http://www.mountainlakesbdc.com">www.mountainlakesbdc.com</a>

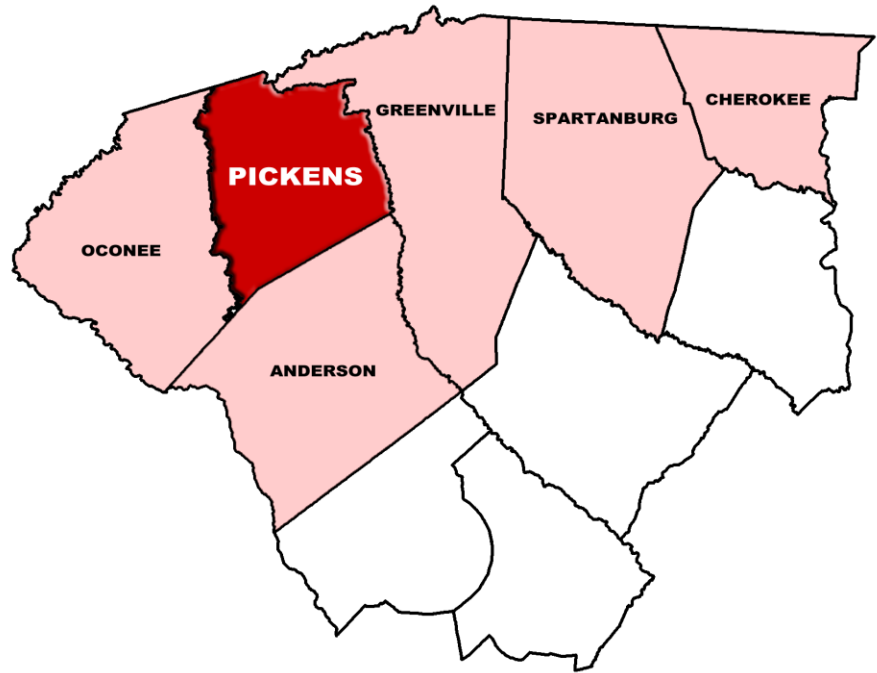


# Pickens County

## Snapshot

### Municipalities

- Central
- Clemson
- Easley
- Liberty
- Norris
- Pickens (County Seat)
- Six Mile



Steeped in Revolutionary era history and adorned with mountains and lakes, Pickens County offers both economic vitality and a high quality of life. Nationally reputed Clemson University is an irreplaceable presence in the community, as innovations spun out of that *Top 25 Public Research Institution* help drive several of the region's industrial clusters – including *Advanced Materials* and *Automotive*. Boasting one of the best County School systems in South Carolina, local Daniel High School was recently named by *U.S. News and World Report* as the #1 Traditional High School in the state. The acclaimed *Pickens County Career and Technical Center* (a consolidated tech program of the four County high schools) and Tri-County Technical College are preparing students for 21<sup>st</sup> century manufacturing jobs. Its strong industrial base, workforce development emphasis, and tourism assets position Pickens County for continued economic development success.

### Comparative Unemployment Rate, as of June 2012

Pickens County	Region	USA
9.3%	9.4%	8.2%

Source: SC Department of Employment and Workforce and the U.S. Bureau of Labor Statistics.

### 5 Large Manufacturing Employers\*

Employer	Jobs
Techtronic Industries NA	700
Confluence Watersports	650
St. Jude Medical	400
YH America, South Carolina, LLC	400
Milliken & Co. – Pendleton Finishing Plant	400

Source: SCACOG and County Economic Development Office. \*This list changes monthly. It is intended only to provide a momentary snapshot and sample of large manufacturers in the county.



## Population

Pickens County: Total Population by Age in 2011		
Metric	Anderson County	Region
Total Population	119,574	1,186,187
Median Age	34.9 years	N/A
Age 14 & Under	16.5%	19.5%
Age 15-19	6.5%	6.5%
Age 20-54	48.6%	46.8%
Age 55-64	11.6%	12.6%
Age 65 & Up	13.8%	14.1%

Source: U.S. Bureau of the Census, 2011 Estimates. Median Age taken from 2010 Census. Data compiled by *Infomentum*.

Pickens County Comparative Population Growth by %			
Metric	Pickens County	Region	USA
Growth between 2000 and 2010	7.6%	13.9%	8%
Projected Growth – 2010 to 2016	3.4%	7%	4%

Source: U.S. Census Bureau, Census 2010 Data. Esri forecast for 2016.

## Workforce & Wages

2011 Comparative Income Profile for Pickens County			
Income Metric	Pickens County	Region	USA
Median HH Income	\$39,575	\$42,889	\$50,227
Average HH Income	\$52,105	\$57,912	\$68,013
Per Capita Income	\$21,144	\$23,220	\$26,391

2016 Projections			
Income Metric	Pickens County	Region	USA
Median HH Income	\$47,391	\$50,786	\$57,536
Average HH Income	\$57,449	\$64,117	\$77,476
Per Capita Income	\$23,265	\$25,638	\$30,027

Source: U.S. Census Bureau, Census 2010 Data. Esri forecasts for 2011 and 2016.

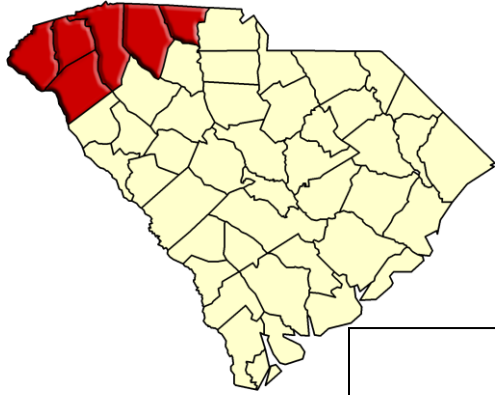
Pickens County Employment by Industry, 2010 Average			
Industry	Employment	%	Avg. Weekly Wage
Natural Resources & Mining	85	0.3%	\$571
Construction	1,264	3.7%	\$594
Manufacturing	5,177	15.3%	\$770
Trade, Transportation and Utilities	4,922	14.6%	\$561
Financial Activities (Finance, Insurance & Real Estate)	950	2.8%	\$746
Professional & Business Services	2,294	6.8%	\$529
Education & Health Services	3,736	11.1%	\$668
Leisure & Hospitality	5,808	17.2%	\$243
Other Services	767	2.3%	\$414
Government	8,461	25.1%	\$911
Total	33,776	100%	\$643

Source: SC Department of Employment & Workforce. Data compiled by the Upstate Alliance: [www.upstatesalliance.com](http://www.upstatesalliance.com)

Pickens County Education Achievement of Workforce, Age 25 & Up, 2000-2010		
Achievement Level	Year 2000	Year 2010
Population Aged 25 & up	66,787	71,984
No High School Diploma	32.3%	25.3%
High School Diploma or Higher	73.7%	81.4%
Associates Degree Only	6.4%	8.6%
Bachelor's Degree or Higher	19.1%	23.5%

Source: 2000 Census and American Community Survey, 2006-10 Averages, U.S. Census Bureau. Data compiled by *Infomentum*.

Local Economic Development Websites
Alliance Pickens: <a href="http://www.alliancepickens.com">www.alliancepickens.com</a>
Clemson Chamber: <a href="http://www.clemsonchamber.org">www.clemsonchamber.org</a>
Greater Easley Chamber: <a href="http://www.easleychamber.org">www.easleychamber.org</a>
Liberty Chamber: <a href="http://www.libertychamberofcommerce.com">www.libertychamberofcommerce.com</a>
Greater Pickens Chamber: <a href="http://www.pickenschamber.net">www.pickenschamber.net</a>
Pickens County Tourism: <a href="http://www.tourpickenscounty.net">www.tourpickenscounty.net</a>

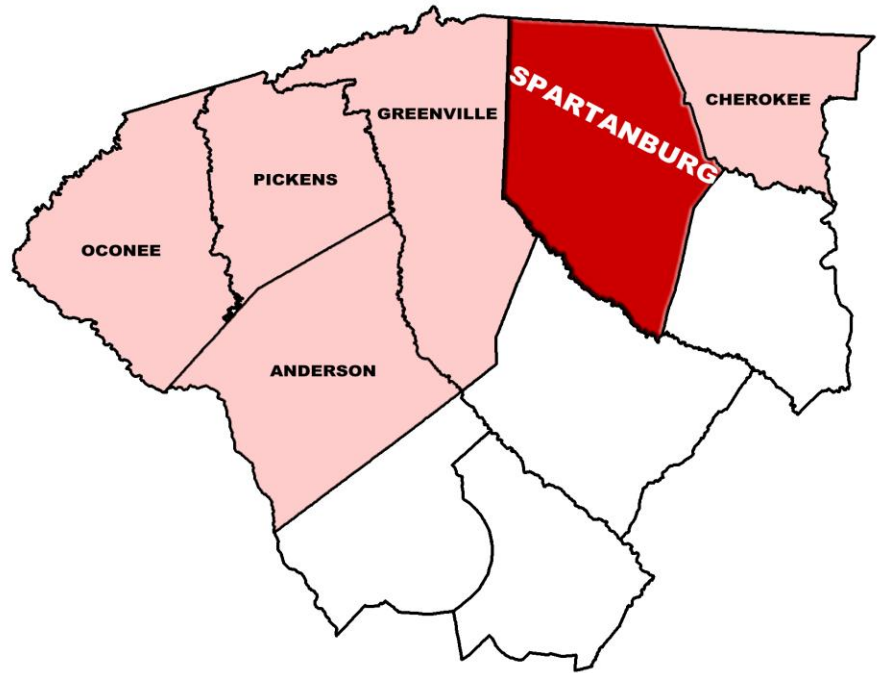


# Spartanburg County

## Snapshot

### Municipalities

- Campobello
- Central Pacolet
- Chesnee
- Cowpens
- Duncan
- Inman
- Landrum
- Lyman
- Pacolet
- Reidville
- Spartanburg (County Seat)
- Wellford
- Woodruff



Spartanburg County was formed in 1785 and named after a local Revolutionary War militia called “The Spartan Regiment”. Originally a frontier trading post, its economy progressed over the centuries into a major textile and international business center. Home to BMW’s North American Headquarters, Spartanburg County boasts within its borders more than 100 international companies from 15 different countries. The *New York Times* recently cited that Spartanburg County had the highest per capita international investment in the country. Key to this success is the County’s location at the crossroads of I-26 and I-85, the presence of the growing Greenville-Spartanburg International Airport, and the Port of Charleston—which is only three hours away. Spartanburg County also possesses a wealth of artistic, cultural, and sporting venues as well as several public and private colleges—all of which energize the local economy.

### Comparative Unemployment Rate, as of June 2012

Spartanburg County	Region	USA
10.4%	9.4%	8.2%

Source: SC Department of Employment and Workforce and the U.S> Bureau of Labor Statistics.

### 5 Large Manufacturing Employers\*

Employer	Jobs
BMW Manufacturing Corp.	7,000+
Milliken & Co.	1,100
Cryovac Division Sealed Air Corp	1,100
Michelin North America, Inc.	1,000+
Kohler Co.	750

Source: SCACOG and County Economic Development Office. \*This list changes monthly. It is intended only to provide a momentary snapshot and sample of large manufacturers in the county.

## Population

Spartanburg County: Total Population by Age in 2011		
Metric	Spartanburg County	Region
Total Population	286,868	1,186,187
Median Age	38.0 years	N/A
Age 14 & Under	20.0%	19.5%
Age 15-19	6.5%	6.5%
Age 20-54	46.4%	46.8%
Age 55-64	12.7%	12.6%
Age 65 & Up	13.8%	14.1%

Source: U.S. Bureau of the Census, 2011 Estimates. Median Age taken from 2010 Census. Data compiled by *Infomentum*.

Spartanburg County Comparative Population Growth by %			
Metric	Spartanburg County	Region	USA
Growth between 2000 and 2010	12.0%	13.9%	8%
Projected Growth – 2010 to 2016	5.6%	7%	4%

Source: U.S. Census Bureau, Census 2010 Data. Esri forecast for 2016.

## Workforce & Wages

2011 Comparative Income Profile for Spartanburg County			
Income Metric	Spartanburg County	Region	USA
Median HH Income	\$42,292	\$42,889	\$50,227
Average HH Income	\$56,085	\$57,912	\$68,013
Per Capita Income	\$22,205	\$23,220	\$26,391

2016 Projections			
Income Metric	Spartanburg County	Region	USA
Median HH Income	\$50,556	\$50,786	\$57,536
Average HH Income	\$61,885	\$64,117	\$77,476
Per Capita Income	\$24,436	\$25,638	\$30,027

Source: U.S. Census Bureau, Census 2010 Data. Esri forecasts for 2011 and 2016.

Spartanburg County Employment by Industry, 2010 Average			
Industry	Employment	%	Avg. Weekly Wage
Natural Resources & Mining	385	0.4%	\$578
Construction	4,498	4.1%	\$748
Manufacturing	23,100	21.0%	\$1,052
Trade, Transportation and Utilities	23,046	21.0%	\$628
Financial Activities (Finance, Insurance & Real Estate)	4,529	4.1%	\$954
Professional & Business Services	11,058	10.1%	\$809
Education & Health Services	9,903	9.0%	\$770
Leisure & Hospitality	11,059	10.1%	\$324
Other Services	2,548	2.3%	\$534
Government	18,888	17.2%	\$905
Total	109,810	100%	\$769

Source: SC Department of Employment & Workforce. Data compiled by the Upstate Alliance: [www.upstatescalliance.com](http://www.upstatescalliance.com)

Spartanburg County Education Achievement of Workforce, Age 25 & Up, 2000-2010		
Achievement Level	Year 2000	Year 2010
Population Aged 25 & up	167,802	183,336
No High School Diploma	26.2%	18.8%
High School Diploma or Higher	73.1%	79.9%
Associates Degree Only	6.7%	9.4%
Bachelor's Degree or Higher	18.2%	19.9%

Source: 2000 Census and American Community Survey, 2006-10 Averages, U.S. Census Bureau. Data compiled by *Infomentum*.

Local Economic Development Websites
Spartanburg ED: <a href="http://www.economicfuturesgroup.com">www.economicfuturesgroup.com</a>
Spartanburg Area Chamber: <a href="http://www.spartanburgchamber.com">www.spartanburgchamber.com</a>
Spartanburg CVB: <a href="http://www.visitspartanburg.com">www.visitspartanburg.com</a>
Inman Chamber: <a href="http://www.inmanschamber.org">www.inmanschamber.org</a>

## **Section III: CEDS Areas of Emphasis**

## Clusters, Target Industries and Innovation Capacities

### Background: The Upstate Alliance

Over the last two decades, the SC Appalachian Region has recognized that focusing on *clusters* from its existing industrial base and identifying *target industries* to further enhance those clusters is a strategic approach that yields strong results. The culmination of this line of thinking across the region was the formation of *The Upstate South Carolina Alliance* in year 2000. Most often referred to simply as “The Upstate Alliance”, its mission is defined on its website with the following passage<sup>7</sup>:

“Formed in 2000, the Upstate South Carolina Alliance is a public/private regional economic development organization designed to market the dynamic 10-county Upstate region to the world. The 10 counties of the Alliance represent the commerce-rich northwestern corner of South Carolina.

The Upstate SC Alliance's vision is to "Position and market the Upstate SC region to successfully compete for business investment globally." The Alliance's goal is to spearhead an aggressive, innovative and comprehensive global marketing strategy to attract new investment to the Upstate region. By creating a powerful brand and image for the region, increased opportunities will ultimately lead to greater investment, enhancing the prosperity and quality of life for the entire Upstate.

Funding for the Upstate SC Alliance comes through two sources: member counties/cities and private sector business partners. The Alliance's private sector partners number more than 170 individual companies / organizations.”

While each individual county has devoted economic development staff working to foster investment and job creation, the Upstate Alliance helps market the region as a whole to prospects on a global level. All six counties in the SC Appalachian region were included in the ten counties of the Upstate Alliance, with its physical office location established in Greenville. These six counties (Anderson, Cherokee, Greenville, Oconee, Pickens, and Spartanburg) are served by SCACOG and are exclusively the focus of CEDS 2013-2017. The other four directly adjacent counties not included in this CEDS but that are within the Upstate Alliance territory are Abbeville, Greenwood, Laurens, and Union. The Upstate Alliance has done an outstanding job of coordinating economic development partners and resources to identify both clusters and target industries for the region.

### The Industrial Base and Clusters

Manufacturing has provided the foundation of economic growth in the SC Appalachian region for the past 25 years. Employing approximately a fifth of the region’s workforce, manufacturers employ approximately 175,000 workers who live in the region and 125,000 others who work in the region but

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<sup>7</sup> <http://www.upstatescalliance.com/pages/index/about>

live elsewhere.<sup>8</sup> A strong and diverse manufacturing foundation is seen by the region's economic developers as essential for weathering up-and-down business cycles and for achieving the new innovations it will take to keep the region vibrant in the 21<sup>st</sup> century.

In 2009, the Upstate Alliance commissioned a comprehensive "Upstate Target Industry Study" which was conducted by three of the nation's prominent economic development consulting firms. One of the major themes of the study was the idea that regions should perform an honest appraisal of what distinguishes them economically and then strive to build leadership in those specialties. This idea is at the very heart of cluster-based economic development. Chapter 2 states, "Cluster development is attractive because once a cluster begins to establish itself, it tends to be a self-fueling growth engine. Companies within clusters are more profitable and efficient due to their ability to cross-pollinate their organizations with the best talent, proven processes and cutting edge research. This attracts other leading firms, which further attracts the best and brightest."

Using traditional, academic "cluster analysis" and location quotients, the study outlined key businesses in the region and their interrelated competitive advantages. The following passage highlights some key findings from the study (emphasis added):

"The region has a strong set of complimentary assets including a **traditional base in advanced materials (including a legacy presence in textiles), energy production, advanced manufacturing, precision plastics and chemicals, and automotive.** These core strengths, coupled with aggressive educational institutions committed to embracing the economic development demands of a changing regional environment, are the building blocks that will allow the Upstate to realize economic growth in each target sector."

### Target Industries

The Upstate Target Industry Study produced recommendations for the region's economic developers on which industries they could target in order to build upon existing clusters. The four recommended target industries from the study were **Advanced Materials, Automotive, Biosciences, and Energy.** Further research and analysis led the Upstate Alliance to add another industry to this list: **Aerospace.** The Study provided an objective, region-wide economic analysis that identifies clusters and that recommends synergistic target industries. This information is being used by the Upstate Alliance to market the region on a global level.

Before describing each region-wide cluster and target industry, it is important to note that each individual county economic development team does not limit itself to targeting only these industries. Greenville County, for example, added *corporate headquarters* to its target industry list due to unique factors which make it an attractive place for that niche. Similarly, Pickens County believes it has unique quality of life advantages for targeting what it calls the "small, privately held company" industry.

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<sup>8</sup> Upstate Target Industry Study – Chapter 1: Competitive Asset Map. 2009, Commissioned by the Upstate Alliance; produced by *Avalanche Consulting, GREYHILL Advisors, and McCallum Sweeney Consulting.*

Anderson County targets *data centers* because of its unique assets, including the major raw water line capacity necessary to attract that industry. Thus while each county pursues the region-wide target industries identified in the afore-mentioned study, they also pursue their own targets based on local synergies. CEDS 2013-2017 places as much importance on supporting these local target industries as it does on supporting the five region-wide targets described in the *Upstate Target Industry Study*.

### *Regional Innovation Capacities: Advanced Materials*

While the name “Advanced Materials” is general and could pertain to wide variety of products, this cluster is comprised of four distinct areas of strength in the region’s economy:

- Metal Working and Fabrication
- Opto-Electronics and Phototonics
- Advanced Textiles
- Plastics

With nearly 60,000 regional employees working in the Advanced Materials industry, this cluster is one of the strongest in the area. Like with any geographically concentrated industry cluster, there are unique local assets and *innovation capacities* which make this region a good fit for Advanced Materials. It is thus important for the region to support and build upon these capacities.

Regional Innovation Capacities: Advanced Materials
There is a <b>strong base of advanced material-related companies</b> performing cutting edge R&D.
<b>Clemson University Advanced Materials Center (CU-AMC)</b> , which houses the 111,000 square foot state of the art <b>Advanced Materials Research Laboratory</b> . The Center also houses a world class Electron Microscope Facility, which attracts clients from numerous industries.
<b>Clemson's Center for Optical Materials Science and Engineering Technologies (COMSET)</b> . COMSET is a member of the six-university Carolina Photonics Consortium. COMSET’s ability to manufacture optical fiber makes Clemson one of only four universities in the world with that specific capacity.
<b>Clemson's Center for Advanced Engineering Fibers and Films (CAEFF)</b> specializes in R&D associated with innovative fiber and film companies – a very strong industry in the SC Appalachian Region.
<b>Clemson Institute for Advanced Materials and Manufacturing (CIAM2)</b> couples research with rapid, efficient development of new products and processes to support global industrial competitiveness.
<b>Composites Manufacturing Technology Center (CMTC)</b> . Located in Anderson, CMTC is one of nine Navy Centers of Excellence in the U.S. CMTC improves manufacturing processes for composite materials and facilitates technology transfers of manufacturing and repair issues.
<b>The Advanced Fiber-based Materials Center of Economic Excellence at Clemson University</b> helps develop advanced synthetic polymers, including wool, cotton and silk. The Center also focuses on composite materials based on metals, ceramics and polymers – which have applications in several of the region’s industrial clusters, including Automotive, Aerospace, and Bioscience.
The LEED certified <b>Duke Energy Innovation Center</b> in Anderson houses the <b>South Carolina Research Authority's (SCRA)</b> advanced materials applied research operations. This Center provides world class start-up company incubation space with both wet and dry lab capacity.

Note: the list above is a set of examples for regional innovation capacity in the *Advanced Materials* industry. Other innovation capacities do exist and this list is not intended to be comprehensive.

### Regional Innovation Capacities: Automotive

While the nation as a whole has declined in auto production compared to previous generations, the South has done comparatively well in recent years. During the 2000's, Automotive employment in South Carolina rose by 3.3% even as the industry's employment declined by 22% nationally.<sup>9</sup> The region's Automotive cluster represents one of its signature strengths, with global powerhouses such as BMW, Michelin, and Clemson University's International Center for Automotive Research (CU-ICAR) leading the way. It will be important for the region to support and build upon the following innovation capacities to ensure continued growth in the regional Automotive industry:

<b>Regional Innovation Capacities: Automotive</b>
The Automotive Cluster is anchored by the <b>North American Headquarters of both BMW and Michelin</b> , who collectively employ approximately 15,000. Several Tier 1 and Tier 2 suppliers have located within the region as a result. Not only do all of these Automotive companies create jobs, but many conduct cutting edge R&D which drives future expansion.
<b>Clemson University International Center for Automotive Research (CU-ICAR)</b> – a 250 acre campus with advanced research labs in Automotive Design and Development, Automotive Manufacturing, and Systems Integration. Facilities at CU-ICAR are structured to be available for use in commercial partnership arrangement with private industry. CU-ICAR is also competitively positioned to attract federal funded R&D projects.
The 90,000 square foot <b>Carroll A. Campbell Jr. Graduate Engineering Center at CU-ICAR</b> houses Clemson's automotive engineering graduate program.
Approximately 300 work at <b>BMW's Information Technology Research Center (ITRC) at CU-ICAR</b> - BMW's only R&D center outside of Germany.
<b>Clemson University Computational Center for Mobility Systems (CCMS) at CU-ICAR</b> is home to some of the most powerful automotive computing infrastructure in the world.
Synergy exists between regional Advanced Materials cluster and Automotive cluster, particularly in R&D for stronger, lighter composites that improve fuel efficiency.
Strong presence of international firms and proximity to U.S. ports (Charleston, Savannah) create an attractive location for other international auto manufacturers.

Note: the list above is a set of examples for regional innovation capacity in the *Automotive* industry. Other innovation capacities do exist and this list is not intended to be comprehensive.

### Regional Innovation Capacities: Biosciences

Like Advanced Materials, "Biosciences" is a general term that can pertain to a great number of things – all of which share the common link of biology-inspired, life-enhancing products and processes.<sup>10</sup>

Biosciences impact agriculture, energy, medical devices, pharmaceuticals and a plethora of other industries. The Bioscience cluster in the SC Appalachian Region has developed around **biomaterials and medical devices**. Biomaterials research has been a focus at Clemson University since the 1960's and is

<sup>9</sup> Upstate Target Industry Study – Chapter 2: Competitive Asset Map. 2009, Commissioned by the Upstate Alliance; produced by *Avalanche Consulting, GREYHILL Advisors, and McCallum Sweeney Consulting*.

<sup>10</sup> Upstate Target Industry Study – Chapter 2: Competitive Asset Map. 2009, Commissioned by the Upstate Alliance; produced by *Avalanche Consulting, GREYHILL Advisors, and McCallum Sweeney Consulting*.



presently one of the University's eight "Emphasis Areas" for research.<sup>11</sup> Another important fact is that the Appalachian region of SC, along with the Charleston MSA, were identified in a 2007 *Battelle* study as two of the top emerging biomedical device clusters in the nation.<sup>12</sup> There are several biomedical innovation capacities in the region which must be supported in order to ensure its continued growth:

<b>Regional Innovation Capacities: Biosciences</b>
Clemson University's Bioengineering Translational Research Program (CU-BTR). CU-BTR houses the <b>Center for Biomaterials for Tissue Regeneration</b> , the <b>Center for Vascular Disease Diagnosis &amp; Management</b> , the <b>T.B. Pace Orthopedic Research Laboratory</b> , and the <b>SC Medical Technology Program</b> .
The <b>Clemson University Genomics Institute (CUGI)</b> develops and distributes genomic and bioinformatic tools and services in the life sciences industry.
The <b>Center for Bioelectronics, Biosensors and Biochips (C3B)</b> at Clemson University develops research and leadership in bioelectronics, biosensors, and biochips.
<b>The Institute for Biological Interfaces of Engineering (IBIOE)</b> at Clemson University develops biomaterials technology and produces for disease management.
The Greenwood Genetic Center, which houses the <b>J.C. Self Research Institute of Human Genetics</b> - which in turn houses <b>The Center for Molecular Studies</b> and <b>The Center for Anatomic Studies</b> . GGC also houses the <b>South Carolina Biotechnology Incubation Facility</b> within a <b>500-acre Biotechnology Park</b> . <i>Note: While Greenwood is directly south of the SC Appalachian region, the Greenwood Genetic Center has a significant regional economic impact.</i>
The region is home to a variety of incubation spaces and over <b>600 clinical trials</b> are being conducted at any time in a variety of disciplines such as oncology, pediatric oncology, women's health, cardiology and vascular disease. <sup>13</sup>
According to the <b>Battelle/BIO State Bioscience Initiatives 2010</b> study, the Greenville-Mauldin-Easley MSA's private workforce was ranked as the <b>fifth-largest MSA to support the drug and pharmaceutical industry</b> , based on location quotient. In the same study, the region was ranked as having one of the <b>Top 25 MSAs in the nation</b> , based on overall employment levels within the drug and pharmaceutical field. <sup>14</sup>
<b>There is a strong network of medical device companies in the region, including:</b> Kiyatec, Sensortech, St. Jude Medical, Lab21, Ortec, Poly-Med, CreatiVasc, Bausch & Lomb, Sealed Air Corp, Milliken Healthcare, Aaron Industries, Covidien Healthcare

Note: the list above is a set of examples for regional innovation capacity in the *Biosciences* industry. Other innovation capacities do exist and this list is not intended to be comprehensive.

### **Regional Innovation Capacities: Energy**

The Energy industrial cluster has a diverse and profound presence in the SC Appalachian region. There are numerous assets which strengthen this cluster, including **General Electric's gas and wind turbine**

<sup>11</sup> <http://www.clemson.edu/research/innovation/emphasis.html>

<sup>12</sup> "Biomedical Device Clusters in South Carolina and the United States", A Clemson University Center for Economic Development (UCED) Report by Rebekka Dudensing. May 2008.

<sup>13</sup> [http://www.upstatescalliance.com/microsite\\_subpage/index/microsites/bioscience\\_in\\_upstate\\_sc/UpstateSC\\_Bioscience\\_UpstateSC\\_Bioscience/](http://www.upstatescalliance.com/microsite_subpage/index/microsites/bioscience_in_upstate_sc/UpstateSC_Bioscience_UpstateSC_Bioscience/)

<sup>14</sup> See Reference Above

**manufacturing plant in Greenville, which is the world’s largest.** The following sentence from the Upstate Alliance website summarizes the region’s Energy cluster: “From traditional and renewable power generation to a strong base of utility companies to component manufacturers – the Upstate is a global exporter of energy solutions.” There are numerous assets and innovation capacities in this industry which the region must support in order to ensure continued growth opportunities:

<b>Regional Innovation Capacities: Energy</b>
<p><b>Wind Energy:</b> <b>GE Energy’s</b> 413 acre Greenville campus is the largest gas and wind turbine manufacturing plant in the world. Operations include the engineering headquarters for Renewable Energy where on and offshore wind turbines are designed which range from 1.5 to 4.1 megawatts. At its Tyger River location, <b>Timken</b> is supplying wind turbine products to China’s Xinjiang Goldwind Science &amp; Technology Company, one of the world’s top wind power equipment manufacturers. <b>ILJIN America</b> recently announced an expansion in its wind turbine bearings business. Other companies like <b>Ahlstrom</b> and <b>AGY</b> are making specialty products for turbine blades.<sup>15</sup></p>
<p><b>Nuclear Energy:</b> Of South Carolina’s seven existing nuclear plants, three are located in Oconee County. Four additional plants are projected to come on-line in the state, with two of them being planned for Cherokee County.</p>
<p><b>Solar Energy:</b> There is an emerging network of solar companies developing in the region, including the North American HQ of <b>Staubli</b> and other companies such as <b>Ulbrich Precision Flatware</b> and <b>KEMET</b>.<sup>16</sup></p>
<p>The region contains one of the <b>top five MSA’s in the world for engineering talent per capita</b>.<sup>17</sup> This is no surprise given the presence of the <b>Clemson University College of Engineering and Science</b>, which trains over 3,600 undergraduates and 1,100 graduate students annually. Because the region offers a high quality of life and an affordable cost of living, many talented engineering graduates desire to stay in the area. This wealth of engineering talent draws companies from the Energy sector to the region.</p>
<p>The region’s Energy cluster feeds off of its <b>Advanced Materials</b> cluster, particularly in regards to <b>metal fabrication for energy components and machinery</b> as well as from new developments in <b>Plastics, Phototonics, and Photoelectronics</b>.</p>

Note: the list above is a set of examples for regional innovation capacity in the *Energy* industry. Other innovation capacities do exist and this list is not intended to be comprehensive.

### *Regional Innovation Capacities: Aerospace*

Anchored by the **South Carolina Technology and Aviation Center (SC-TAC)**, a 2,600-acre aviation center/ business park with an 8,000 foot runway, the region’s Aerospace cluster is dynamic and growing. Of the 160+ aviation related companies in South Carolina, a third of them are found in the SC Appalachian Region. Important innovation capacities for this cluster are found in the region, and they must be supported to ensure continued growth of this industry:

<sup>15</sup> [http://www.upstatescalliance.com/microsite\\_subpage/index/microsites/energy\\_in\\_upstate\\_sc/UpstateSC\\_Energy\\_aboutupstateSCenergy/](http://www.upstatescalliance.com/microsite_subpage/index/microsites/energy_in_upstate_sc/UpstateSC_Energy_aboutupstateSCenergy/)

<sup>16</sup> See reference above.

<sup>17</sup> <http://www.southcarolinaengineering.org/>

## Regional Innovation Capacities: Aerospace

**The SC Technology and Aviation Center (SC-TAC)** is a 2,600 acre aviation/business park with an 8,000 foot runway. SC-TAC is home to 80+ technology and aviation companies.

Of the over 160 aviation and aerospace-related companies in South Carolina, more than 50 are located in the Upstate. Some of these companies (and what they produce) include:<sup>18</sup>

- GE Aviation – high-pressure turbine blades
- Parker Hannifin TechSeal Division – headquarters and gasket & seal manufacturing
- Lockheed Martin - commercial and military aircraft maintenance and modification
- Michelin Tire - aircraft tires
- Cytec - carbon fibers and aircraft components
- Champion Aerospace - aerospace ignition systems and airframe components

The region is within close proximity to major Original Equipment Manufacturers (OEM's), such as the Boeing facility in Charleston, Gulfstream in Savannah, and Honda in North Carolina.

Synergies exist between the region's Aerospace cluster and its other engineering-intensive clusters, including **Automotive** (drive train technologies), **Energy** (wind turbines and blades), and **Advanced Materials**.

**Greenville-Spartanburg International Airport (GSP)** is also a great asset for the industry. Leaders at GSP are currently constructing Commercial Development Systems to meet the needs of aircraft-related companies looking to locate at the airport.<sup>19</sup>

The region also benefits from having numerous general aviation facilities:

- Anderson Regional Airport
- SC-TAC/Donaldson Center Airport
- Greenville Downtown Airport
- Oconee County Regional Airport
- Pickens County Airport
- Spartanburg Downtown Memorial Airport

Note: the list above is a set of examples for regional innovation capacity in the *Aerospace* industry. Other innovation capacities do exist and this list is not intended to be comprehensive.

<sup>18</sup>[http://www.upstatescalliance.com/microsite\\_subpage/index/microsites/aerospace\\_in\\_upstate\\_sc/aerospace\\_in\\_upstate\\_sc\\_about\\_the\\_industry/](http://www.upstatescalliance.com/microsite_subpage/index/microsites/aerospace_in_upstate_sc/aerospace_in_upstate_sc_about_the_industry/)

<sup>19</sup> See reference above.

## Strategic Plan: Clusters, Target Industries and Innovation Capacities

### CEDS 2013-2017 Goals:

- Promote the growing regional industrial clusters and target industries of **Advanced Materials, Automotive, Biosciences, Energy, and Aerospace**.
- Promote local clusters and target industries which are unique to individual counties and communities.

### Supportive Findings

- Objective, scientific cluster analysis has revealed five growing, technologically promising industry clusters in the region: **Advanced Materials, Automotive, Biosciences, Energy and Aerospace**.
- The Upstate Alliance is marketing these clusters as **target industries** for the region on a global level.
- There are outstanding regional **foundations of innovation capacity and institutional partners** for each cluster/target industry.
- In addition to the five region-wide clusters, individual counties have also analyzed their unique assets in order to form their own additional industry targets.

### Objectives

1. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Advanced Materials** industrial cluster.
2. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Automotive** industrial cluster.
3. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Biosciences** industrial cluster.
4. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Energy** industrial cluster.
5. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Aerospace** industrial cluster.
6. Provide technical assistance to capacity-building and recruitment efforts for **local target industries** which are supported by a community's own unique assets. The Anderson County target industry of **Data Centers** is an example; the community has a unique set of local assets which make this industry a logical recruiting target.

### Strategic Projects, Programs, and Activities

For Objectives 1-6:

- Provide GIS-based research, map making and location decision analysis for communities, universities, industries and other related partners to further strengthen regional cluster-based economic development;
- Provide strategic economic development planning and grant-writing services to further expand the capacity of all regional clusters and target industries.

**Strategic Partners:** SCACOG; all County and City local economic developers throughout the region; the Upstate Alliance; the South Carolina Department of Commerce; the Appalachian Development Corporation. Note: please see the *Regional Innovation Capacity* tables in this chapter for the numerous institutional partners related to each individual regional cluster.

**Time Line:** 2013-2017

## Workforce Development

The leading economic development challenge cited by County economic developers is workforce development. Even as the region's population has increased its high school and college graduation rates, and even as the area has become known for having a wealth of engineering talent,<sup>20</sup> there are fundamental workforce development challenges facing the region.

Improving Graduation Rates		
	Year 2000	Year 2010
No H.S. Diploma	24.8%	18.5%
High School Grad or Higher	75.3%	81.5%
Bachelor Degree or Higher	20.6%	23.4%

Source: 2000 Census and American Community Survey, 2006-2010 Averages, U.S. Census Bureau

While the region possesses an adequate population of workers for a project of almost any size, the availability of **technologically skilled manufacturing labor** is presenting significant challenges to employers. Manufacturing in the 21<sup>st</sup> century is a completely different ball game than the region's textile based manufacturing economy of previous generations. With modern manufacturers in need of Certified Production Technicians (CPT's), Certified Logistics Technicians (CLT's), Computer Numerical Control (CNC) operators, mechatronics specialists, and the like, it is incumbent upon the region to train its workforce for 21<sup>st</sup> century technology-based manufacturing. It is also the responsibility of the workers, however, to seize upon the training opportunities that are available throughout the region. The fundamental challenge is matching workers to training opportunities and then creating an efficient pipeline to the workplace.

While technical manufacturing skill level is the problem most often cited in the economic development community, there are still more basic challenges associated with literacy and early childhood education. When a resident is illiterate or faces cognitive challenges due to an under-stimulating early childhood, it is much more difficult for that person to enter the workforce pipeline. The following state and national statistics are workforce development concerns present in the region:<sup>21</sup>

- The average reading level of a prison inmate is below 3rd grade, and each inmate costs taxpayers \$70K per year in South Carolina. Nationally, high school dropouts are more than eight times as likely to be in prison as high school grads.
- 431,470 South Carolinians have not completed high school or received an equivalent degree, and 44,182 people speak little to no English.
- The *National Institute of Literacy* states that 43% of people with the lowest literacy skills live in poverty; of these people, 70% have no job or only a part-time job.

### Workforce Development Programs: A South Carolina Inventory

<sup>20</sup> <http://www.southcarolinaengineering.org/>

<sup>21</sup> Statistics from the Greenville Literacy Association: [www.greenvilleliteracy.org](http://www.greenvilleliteracy.org)

## SC Workforce Development Programs

**South Carolina Department of Employment and Workforce (SC DEW)** – the State’s workforce agency.

The **Workforce Investment Act (WIA)** - a federal program administered through SC DEW and through twelve **Workforce Investment Boards (WIBs)** throughout the state. WIA programs help businesses meet their need for skilled workers and provide individuals with access to training. **There are three WIBs serving the region:**

- The Worklink WIB, serving Oconee, Pickens, and Anderson Counties
- The Greenville County WIB, serving Greenville County
- The Upstate WIB, serving Cherokee, Spartanburg and Union Counties.

**The Education and Economic Development Act of 2005, also known as, “Personal Pathways to Success”** - In the Personal Pathways system, students learn about careers by following a progression of activities and courses designed to focus on career awareness (K-5), exploration (middle school), and preparation (high school and postsecondary). In the eighth grade, students and their guardians sit down with counselors to create individual graduation plans (IGP).

**WorkReady SC** – the organization which oversees the **WorkKeys** assessment program in the Workforce Investment Board service areas (see above). WorkKeys is a quantitative system for measuring, communicating and improving common workforce skills. Employers use WorkKeys to screen applicants.

**readySC** – a division of the SC Tech College System, provides customized training to new or expanding businesses in SC at little or no cost.

**WorkSC** – an on-line resource created by the SC State Library system which helps job seekers learn how to create an e-mail account, write a resume, and find on-line training opportunities and tutorials.

**SC Works** – a statewide career center system with 56 local centers staffed by workforce professionals.

**SC QuickJobs** – centers found at SC tech colleges intended to provide job training within 3-6 months.

**Apprenticeship Carolina** – a division of the SC Tech College System, Apprenticeship Carolina is a training program which guides companies through the registered apprenticeship development process from initial information to full recognition in the national Registered Apprenticeship System.

The **Manufacturing Skill Standards Council (MSSC)** is an industry-led training, assessment and certification system focused on the core skills needed by production and material handling workers. MSSC offers two certifications: the **Certified Production Technician (CPT<sub>AE</sub>)** and the **Certified Logistics Technician (CLT<sub>AE</sub>)**. **There are three MSSC Assessment Centers in the SC Appalachian Region:**

- Tri-County Technical College – Pendleton, SC
- Greenville Technical College – Greenville SC
- Spartanburg Community College – Spartanburg, SC

A key component of the *Personal Pathways to Success* legislation listed above is the presence of twelve **Regional Education Centers** (RECs) throughout the state, three of which are located in the SC Appalachian Region:

- The Pendleton REC, covering Anderson, Oconee, and Pickens Counties
- The Greenville County REC
- The Upstate REC, covering Cherokee, Spartanburg, and Union<sup>22</sup> Counties

REC's make numerous professional development connections between students, adult learners, school districts, training programs, colleges, and employers in order to streamline the regional workforce. With the large inventory of workforce development programs and resources, RECs help both employers and job seekers navigate the landscape efficiently in order to avoid duplication of service. Coordination and role identification between the workforce development programs, however, is still something the region is working to improve.

#### Four Year Colleges and Universities

In addition to many state and federal workforce development programs, there are also many four-year colleges and universities within the six-county region that offer a variety of career paths:

- Clemson University (Pickens County)
- Greenville Tech (Greenville County)
- Tri-County Tech (Pickens, Anderson and Oconee Counties),
- The multi-college University Center (Greenville County)
- USC Upstate (Spartanburg County)
- Spartanburg Community College (Spartanburg County)
- Bob Jones University (Greenville County)
- Limestone College (Cherokee County)
- Furman University (Greenville County)
- Southern Wesleyan University (Greenville County)
- North Greenville University (Greenville County)
- Anderson University (Anderson County)
- Converse College (Spartanburg County)
- Wofford College (Spartanburg County)
- Spartanburg Methodist College (Spartanburg County)
- Webster University – Metro Campus (Greenville County)
- Sherman College of Chiropractic (Spartanburg County)
- Forrest College (Anderson County)
- Edward Via College of Osteopathic Medicine (Spartanburg County)

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<sup>22</sup> Union County is not a part of the SCACOG Economic Development District and thus not addressed in the CEDS.

## State-Wide Strategies and Goals Supported by the Region

There is a robust inventory of workforce programs and schools in the SC Appalachian region that are equipped to train a modernized workforce. There are two significant challenges facing these programs: (1) efficient coordination between them in order to avoid duplication of services, and (2) matching programs with workers so that that the impressive, technologically driven industrial clusters of the region can continue to grow and thrive. Without an adequately trained workforce, the vibrancy of these clusters will be threatened.

The state-wide *South Carolina Chamber of Commerce* has developed an outstanding set of workforce development strategies and goals which gets to the heart of the challenges and offers a vision of success.<sup>23</sup> CEDS 2013-2017 supports all of the Chamber's strategies and goals for the SC Appalachian Region.

### SC Chamber of Commerce Workforce Development Strategies

1. **"Prepare Children for Success in School"** – emphasizes early intervention: (1) early preparation for the 1<sup>st</sup> grade, (2) K-3<sup>rd</sup> grade reading skills, and (3) 4<sup>th</sup> grade on – capable of "reading to learn".
2. **"Increase the Pipeline from High School through Personal Pathways to Success"** – After only five years of the Personal Pathways program, 97% of SC students have completed individual graduation plans tied to career goals. The dropout rate has gone down by 22% over last three years. Businesses are directly/actively engaged with HS students through this program.
3. **"Align Higher Education to Economic Development Strategies"**. Connect workforce to South Carolina's industrial clusters.
4. **"Connect Adults to Education and Training"** through three initiatives:
  - a. WorkKeys. South Carolina is now #2 in the nation with WorkKeys certifications.
  - b. SC QuickJobs through the Technical College System. 3-6 month training programs, 360+ courses offered statewide.
  - c. Apprenticeship Carolina – SC leads nation in the growth of apprenticeships. There were 770 apprentices four years ago and now the number is up to 3,000+.
5. **"Develop a Culture of Valuing Education"** – the combined strategies above will fundamentally change the perception of South Carolina education both within and outside of the state.

<sup>23</sup> <http://www.scchamber.net/educationworkforcedevelopment/personalpathways.aspx>



## **SC Chamber of Commerce Workforce Development Goals for 2020**

- **99% of all high school students will have electronic Individual Graduation Plans (eIGP).** This is a key component of the EEDA that has both a direct and indirect influence on the dropout rate by getting students committed to a plan for graduation and involving parents during a critical time.
- **85% of all South Carolina high school students will graduate on-time as measured by the US Dept. of Education's Uniform Graduation Rate formula.**
- **80% of South Carolina four-year-old, at-risk youth (free and reduced lunch) will complete 4-K.** All South Carolina children need to be ready for 1st grade. Research shows that high-quality pre-school helps children's cognitive growth and enhances their future educational success—especially children from disadvantaged circumstances.
- **South Carolina will be in the top five states in average 4th and 8th grade student NAEP score improvement.** The National Assessment of Educational Progress (NAEP) assessments for reading, math and science are administered uniformly using the same sets of test booklets across the nation. The assessment stays essentially the same from year to year. This permits NAEP to provide a clear picture of student academic progress over time.
- **50% reduction of the student achievement gap on PASS testing from 2009 results.** The achievement gap is defined as the difference in achievement between the historically lower-scoring demographic group and the historically higher-scoring group at various performance levels. The expectation is that all groups will continue to improve, but the lower group's rate of improvement will exceed the higher group's rate thereby closing the achievement gap.
- **All high school seniors will have a WorkKeys (including soft skills) certificate.** WorkKeys certification (including soft skills) accompanied by a high school diploma or GED provides important information to employers about the skill level and job readiness of a student. Because of the immediate need for this certification and its sparse current availability in our high schools, the interim 2015 goal of at least 65% of the seniors completing the testing should be achieved.
- **15,000 GEDs (including WorkKeys certification) will be awarded annually.**
- **South Carolina will have 10 times more businesses offering registered apprenticeships versus the 2009 baseline.** South Carolina has historically underutilized registered apprenticeships as a workforce education model and has traditionally had fewer than 800 active apprentices in less than 90 registered apprenticeship programs. Since the 2007 establishment of the SC Technical College's Apprenticeship Carolina™ division, significant progress has been made.
- **South Carolina will exceed the national average for adults holding two or four year degrees.**
- **South Carolina will have a clear, coherent standardized pathway for adults to further their education.** A system of stackable certificates will change the dynamics of learning for adults, encouraging more to enhance their education.

**Strategic Plan: Workforce Development**

<p><b>CEDS 2013-2017 Goal: Cultivate an efficient and skilled 21<sup>st</sup> Century workforce through enhanced training and coordination of resources in the SC Appalachian Region.</b></p>
<p><b>Supportive Findings</b></p> <ul style="list-style-type: none"> <li>• Regional graduation rates have improved at all scholastic levels and the region has a population of workers large enough to accommodate virtually any economic development project.</li> <li>• The availability of <b>technologically skilled manufacturing labor</b> presents significant challenges in regional economic development, as available skilled labor is important to the region’s vital industrial clusters.</li> <li>• With regional manufacturers in need of Certified Production Technicians (CPT’s), Certified Logistics Technicians (CLT’s), Computer Numerical Control operators (CNC’s), mechatronix specialists, and the like, the effective coordination of workers and training programs is as challenging as it is essential.</li> <li>• The region shares the significant state-wide challenges associated with illiteracy and the need for early childhood intervention and education.</li> <li>• There is a broad array of programs, initiatives and educational institutions that serve as assets to the region’s workforce development efforts.</li> <li>• The state-wide <i>South Carolina Chamber of Commerce</i> has developed an outstanding list of goals and strategies which are reflective of the workforce challenges and opportunities in the SC Appalachian Region.</li> </ul>
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Support the region’s three Workforce Investment Boards (WIBs) and all of the programs they oversee.</li> <li>2. Support the SC Technical College System and other professional schools and workforce organizations that are training the regional workforce and connecting it with employers.</li> <li>3. Promote the workforce development goals and strategies developed by the South Carolina Chamber of Commerce.</li> </ol>
<p><b>Strategic Projects, Programs, and Activities</b></p> <ol style="list-style-type: none"> <li>1. Continue to partner with regional WIB’s through coordination, strategic planning, and grant writing assistance.</li> <li>2. Provide strategic planning and grant writing services to technical colleges and other professional workforce organizations.</li> <li>3. Offer assistance with strategic planning, technical support, and grant-writing to all the SC programs and partners that are working to achieve the workforce goals and strategies outlined by the South Carolina Chamber of Commerce.</li> </ol>
<p><b>Strategic Partners:</b> SCACOG, the Worklink WIB; the Greenville County WIB; the Upstate WIB; all local school systems, colleges and universities within the region; all County and City local economic developers throughout the region; the Upstate Alliance; the South Carolina Department of Commerce.                  Note: please see the <i>SC Workforce Development Programs</i> table of this chapter for all institutional program partners.</p>
<p><b>Timeline:</b> 2013-2017</p>

## Infrastructure

Physical infrastructure capacity plays as an important role as any in determining regional economic development success. Succinctly stated in a 2009 study commissioned by the Upstate Alliance, "...a region's ability to move people, goods and services effectively and efficiently will be a discriminating factor in the very near future and does in fact differ significantly by region....The ability to attract and retain companies and talent is predicated on both the absolutes of the presence (or lack thereof) of adequate infrastructure..."<sup>24</sup> CEDS 2013-2017 will focus on supporting the physical infrastructure areas which play a huge role in attracting and supporting business activity:

- Highways and Roads
- Water and Sewer
- Airports and Seaports
- Power, Natural Gas and Telecommunications.
- Rail Service

### Highways and Roads

Clearly the foundation of the region's highway infrastructure is the presence of Interstate 85 and Interstate 26. As discussed in the *Economic History, Location, and Condition* section, economic development activity along I-85 earned the region the nickname of "The Boom Belt" by *Newsweek Magazine* in 1993. In the six counties of the SC Appalachian Region and the four SC counties immediately surrounding it, there are 225 miles of interstate highway which provide outstanding north-south and east-west connectivity not only to neighboring states, but to international airports and world class seaports.<sup>25</sup> While some counties in the region have more interstate frontage property than others, each of the six counties at least touches I-85, which in turn connects to the north-south I-26 in Spartanburg County. I-385 (a small offshoot of I-85 in Greenville County) also connects to I-26 en route to the state capitol of Columbia and to Charleston, where lies one of the largest and busiest seaports in the U.S. These interstates offer even closer drive times to the major international airports in Atlanta and Charlotte, though the growing Greenville-Spartanburg International Airport (GSP) along I-85 is terrific in its own right. In sum, the region possesses an embarrassment of riches in terms of interstate access and this asset plays an essential role in the region's economic development.

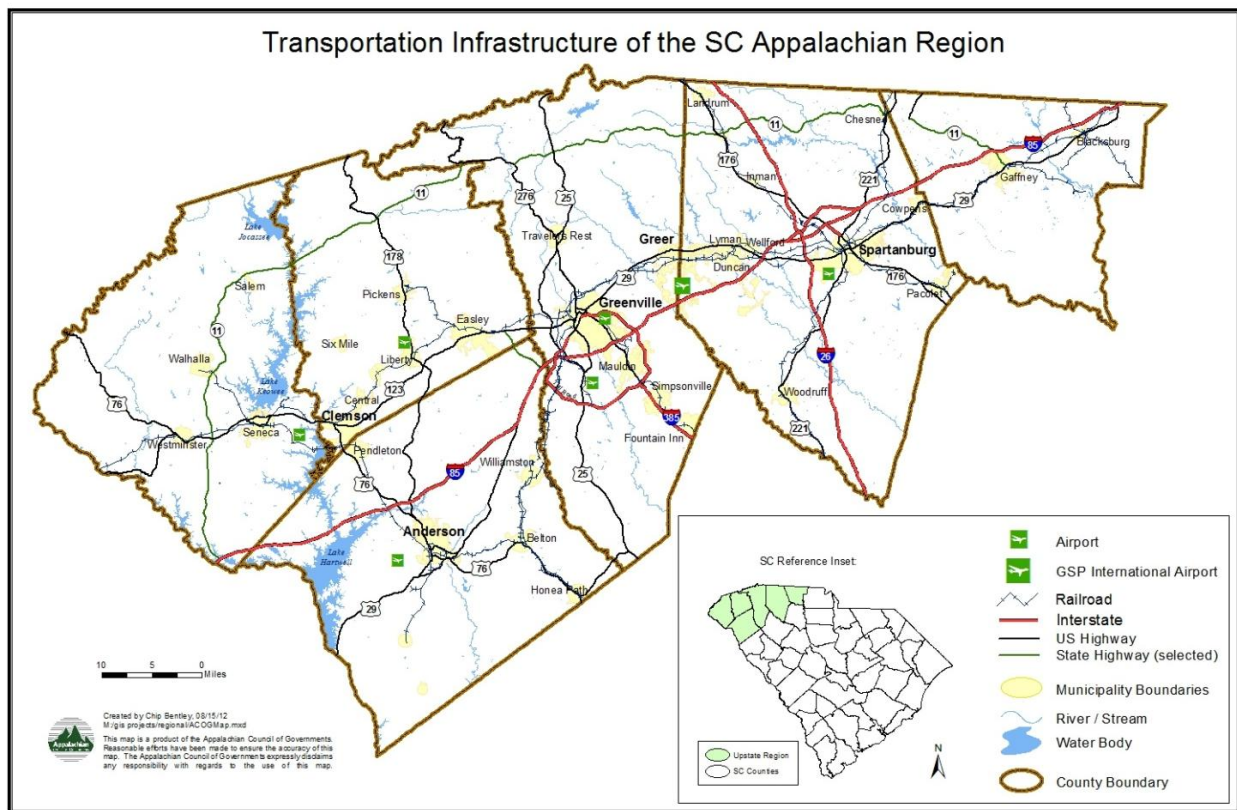
Regional road/highway challenges fall under two general categories: (1) increasing traffic congestion from a fast growing population, and (2) ensuring fast access to interstates/highways from the rural areas. Regarding the former, the interstate system has undergone some major improvements over the years to relieve congestion – including (1) the recent widening of I-385, (2) the redesigning of the I-85/I-385 interchange to allow for future expansion, (3) construction of the I-185 Bypass around Greenville, and (4) the re-routing of I-85 through Spartanburg, which created additional interstate frontage in the County by adding a new a I-85 route while still maintaining the old one. While these initiatives have

<sup>24</sup> Upstate Target Industry Study – Chapter 1: Competitive Asset Map. 2009, Commissioned by the Upstate Alliance; produced by *Avalanche Consulting*, *GREYHILL Advisors*, and *McCallum Sweeney Consulting*.

<sup>25</sup> See reference above.

helped, CEDS 2013-2017 supports more congestion-relieving activity. While increased rail service for both commuters and freight should continue to be promoted, reasonable interstate by-pass development should also be explored in the urban areas in order to alleviate gridlock. Furthermore, the widening of I-85 from its current two lanes between Cherokee and Spartanburg Counties would be helpful.

While the region is fortunate to have a great deal of interstate capacity, it is still a relatively rural area in the foothills of the Blue Ridge Mountains. This rural character and beauty contributes to the area's high quality of life. Nevertheless, the region can maintain its bucolic character and still provide citizens and businesses reasonably fast access to nearby interstates through a system of good local roads and highways. This goal can mean the difference between a resident of northern Oconee County being able to drive to a medical specialist in Greenville in a reasonable amount of time versus spending half a day on the commute. It can mean the difference between a contractor in northern Pickens County winning a construction job in North Georgia versus that same contractor not bidding on the project because the drive time is prohibitive. CEDS 2013-2017 generally supports activities which improve the road and highway networks in a responsible way in order to improve regional connectivity for all residents.



## Water and Sewer

Water and sewer capacity is always a critical concern for economic developers – particularly in regards to building new economic development capacity for prospects. Public water and sewer expansion is expensive – both in terms of construction and maintenance – thus it is difficult for local governments to

absorb such costs without new bird-in-hand customers waiting on the other side. It is not uncommon to hear a local economic developer say something along the lines of, “If we just had sewer along Highway \_\_\_\_...that area is ready to take off.” Whether that particular statement is true or not, it denotes a fundamental dilemma for local government leadership: where to expand water and sewer in order to support economic development. An even larger challenge is the funding of such expansion.

One economic developer interviewed for the CEDS stated, “Water [line construction] is easy. Sewer is the real challenge.” Viewing water from a macro perspective, the region has plentiful supply with numerous lakes and rivers. While there is a state-wide concern about water shortages revolving around disagreements between neighboring states and who should have access to which bodies of water, that is an issue broader in scope than that of a regional CEDS. On a micro level, water supply is adequate for economic development projects. That does not mean that there are not significant capital challenges associated with connecting water to sites in order to build economic development capacity. In fact, such capacity building is becoming more of a challenge each year in a prolonged down-turned economy when local tax revenues are in decline. To compound that issue, State and Federal budgets are in much worse position to fund expansion projects through appropriations and grants.

The same challenges which apply to connecting water also apply to connecting sewer in the region, only sewer is a much more expensive challenge. Most land in the region is historically rural, mountainous, or both – thus much developable property must play catch-up in sewer capacity. As will be discussed in the *Available Sites and Buildings* section, large job-creating projects are filtered to competing sites which are *shovel ready*, or *certified*, and that description virtually always entails robust water and sewer connections (large lines, high capacity). As a result of this challenge, efforts to generate more capital for water and sewer investment are a major priority of CEDS 2013-2017.

### Airports and Seaports

Close proximity to international airports and seaports is an outstanding economic development asset of the region. A major priority of CEDS 2013-2017 is to build upon this regional advantage. With the notable exception of Cherokee County, every county in the region has at least one airport with an asphalt runway capable of handling private commercial aircraft. Greenville-Spartanburg International Airport (GSP), the largest airport in the region, is expanding both in terms of direct flight options (especially with the recent arrival of *Southwest Airlines*) and in terms of physical size/capacity. Less and less are regional customers driving to Atlanta, Charlotte, Columbia, or Asheville to fly when the options and prices at nearby GSP are consistently competitive.

Proximity to the Port of Charleston and the Port of Savannah through outstanding interstate highway and rail access is a specialized advantage that the region’s economic developers enjoy when contending for international business. A boon to the region and to South Carolina as a whole is the fact that these ports will undergo major deepening initiatives over the next decade to allow for even more economic activity.

### Rail Service and the Inland Port

The region is served by two major rail lines, *Norfolk Southern* and *CSX*, plus several smaller line companies. Major employers depend on the regional rail network for delivering and receiving freight, including *Milliken*, *BMW*, *General Electric*, and *Michelin*. There is potential for more rail-served industrial sites in the SC Appalachian Region. With many major prospects seeking rail sites, a great amount of investment is needed in rail spur lines in order for the region to capitalize on these opportunities.

In July of 2012, the *South Carolina Ports Authority* announced that it would work with *Norfolk Southern* to develop a major “Inland Port” rail facility and terminal in Greer.<sup>26</sup> **Centrally located in the SC Appalachian Region, this 100-acre Greer rail development will have a transformational impact by improving the efficiency of international container movements between the Port of Charleston and the region.** Referred to as “a port without water”, it will provide a place for transferring shipping containers between trains and trucks for shipment to or from the coast. The facility has the potential to improve the movement of freight in this 218-mile corridor by converting 50,000 all-truck container moves to more efficient multimodal moves between the region and the port. This development will not only enhance the region’s rail capacity, but it will also improve traffic conditions on the region’s highways.

### Power, Natural Gas and Telecommunications

Served by one major southeastern power company and a variety of other regional electric cooperatives, the region enjoys strong electrical infrastructure as well as comparatively low costs. Natural gas is also widely available throughout the region, though there are rural areas where accessibility could be improved. Naturally, modern telecommunications infrastructure (Wi-Fi, fiber optic, etc.) has developed further in more urban areas where there are more customers for this private utility. Each year, however, more people are becoming connected to the internet through advances in technology, such as portable smart phones and tablets. CEDS 2013-2017 is generally supportive of improving access to all of these important sources of infrastructure in the region.

### Aging Infrastructure

In addition to improving the capacity and connectivity of all infrastructure areas covered in this section, the SC Appalachian Region shares the nation-wide challenge of replacing and/or restoring aged and deteriorated infrastructure. There are numerous roads and bridges throughout the region in need of restoration. The same is true for public water, sewer, rail, and all other types of public infrastructure facilities. CEDS 2013-2017 supports not only expanding infrastructure capacity to help foster new economic developments, but also maintaining a quality business environment through existing infrastructure replacement and restoration.

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<sup>26</sup> “SC Ports Authority Plans Inland Port, Rail Terminal in Greer”. *The Journal of Commerce*. July 9, 2009.

## Strategic Plan: Infrastructure

**CEDS 2013-2017 Goal: Make the SCACOG region attractive for economic development by sustaining and enhancing physical infrastructure.**

### Supportive Findings

- With 225 miles of interstate highway along I-85 and I-26, the region has a great foundation for transportation infrastructure. These interstates provide fast access to surrounding regions and to world class airports and seaports.
- Road and highway networks must continue to be upgraded in order alleviate congestion and to foster successful development in a growing region.
- Communities face great capital challenges for extending and upgrading their water and sewer services in order to facilitate new investment and job creation.
- Power, Natural Gas and Telecommunications play an increasingly important role in the region and must continue to be supported.
- While several major regional employers rely on rail service, there is potential to connect more sites to rail in order to attract major economic development prospects. The new, centrally located “Inland Port” rail terminal will have a transformational impact on the region’s rail capacity and relieve highway truck traffic through increased intermodal product transport.

### Objectives

1. Promote effective transportation and land use planning throughout the region.
2. Support improving and increasing the economic development capacity of Greenville-Spartanburg International Airport and all other regional airports.
3. Support increasing the capacity of the Port of Charleston, which is a great asset for international business development in the region.
4. Support increasing the capacity and connectivity of regional water, sewer, rail, power, natural gas, and telecommunications infrastructure.
5. Support the on-going design and development of the Inland Port rail facility and terminal.
6. Support the replacement and/or refurbishment of aged public infrastructure.

### Strategic Projects, Programs, and Activities

1. Conduct responsible transportation and land use planning which accounts for the region’s growing population, increasing traffic challenges, and escalating need for jobs.
2. Provide strategic planning and grant writing to help increase the region’s economic development capacity in air travel and freight transport.
3. Support the expansion of the Port of Charleston by writing formal letters of support and providing analysis on how impactful the Port is to the SC Appalachian Region.
4. Provide strategic planning and grant writing services to support increased capacity and connectivity to water, sewer, rail, power, natural gas, and telecommunications infrastructure.
5. Assist with any technical support needed in the development of the Inland Port, including GIS, strategic planning, and grant-writing services.
6. Support the replacement and/or refurbishment of aged infrastructure through grant-writing and strategic planning services.

**Strategic Partners:** SCACOG; all County and City local economic developers and planners; the Upstate Alliance; the South Carolina Department of Commerce; the South Carolina Ports Authority; Greenville-Spartanburg International Airport and all other regional airports; all infrastructure grant providing agencies active in the region, including EDA, USDA, the Appalachian Regional Commission; U.S. Housing and Urban Development CDBG Program, SC DOT.

**Time Line:** 2013-2017

## Available Sites and Buildings

### The Availability of Product

All local economic developers in the region suggest that “the availability of product” is among their greatest challenges to fostering investment and job creation. “Product” in this context means *available buildings*, first and foremost, but also *shovel ready sites*. More so than ever, prospects with the ability to locate and create jobs are less interested in taking on the costs of constructing new buildings. As one local economic developer interviewed for CEDS 2013-2017 jokingly stated, “Prospects are ready to move *yesterday*—forget six months from now!” Furthermore, they are looking for sites which have very specific infrastructure capacities as well as *excess capacities* which they deem attractive for future expansion goals. Economic development prospecting has increasingly become a precise science over the last few decades, where location consultants rapidly filter sites for their clients with great specificity. Like an employer who receives 100 job applications for a single job opening, these consultants must set very high minimum criteria in order to filter up to only the most attractive locations.

While many factors play into where companies decide to expand and locate, it is an indisputable fact that regions with an outstanding inventory of available sites and buildings are better positioned to land projects. Without such an inventory, communities are often weeded out at the beginning of a prospect’s search. Shovel ready sites and buildings keep communities in the hunt.

### Background: Infomentum

In an effort to help market the region’s available sites, buildings, and business parks, SCACOG’s Information Services division created *Infomentum Online* – a customized GIS application which serves as a core research resource for economic developers. This customized, national award-winning program provides integrated research tools to attract industry and create jobs in the South Carolina Appalachian region. The wide array of regional geographic, demographic, and economic information provided by this customized decision support system enables economic developers to quickly create maps, tables, and high quality graphics. The end result is a professional, comprehensive presentation of local information customized to satisfy specific client needs. In the modern era of business prospect site selection, *Infomentum Online* is a major asset for the region.

### Available Sites

The definitions of terms like “certified site”, “shovel ready site”, and “pad ready site” vary from developer to developer, state to state, and consultant to consultant. The bottom line is that these sites are deemed the most *ready to go* in terms of a prospect locating or expanding their business. Every economic developer has a wish list for the sites they market, whether it is increased sewer capacity, better ingress/egress roads, a rail spur that connects to a nearby line, and so forth. Given the intense competition to land projects, these wish lists are typically long. There is a role for the public sector, therefore, in helping available sites to reach their economic development potential. Even when sites and buildings are privately owned, the public sector must recognize that the logical incentive driving the property owner (maximal return on investment) is different than the incentive of the economic



developer (maximal investment and job creation). Often times it can be more profitable for an owner to sell their property *as is* without making any infrastructure or site improvements. Helping bridge the incentive gap between the private site owner and the economic developer in order to reach a mutually beneficial outcome is thus an important part of CEDS 2013-2017.

CEDS 2013-2017 proposes a general strategy: help as many economic development sites as possible become (or become closer to) “certified”, as defined by the South Carolina Department of Commerce.<sup>27</sup> Once again, an inventory of such “shovel ready” sites draws more attention from prospects. The economic development community of the region desires to be at the top of every prospect search list. The following set of criteria requires local, regional, state, and federal support:

## Helping the Region’s Sites become *Shovel Ready*

### #1. Is the Site Available?

- Publicly Owned?
- If not, is the property for sale with established terms and conditions?
- Ideal terms and conditions involve a long-term, renewable, assignable option agreement with the private property owner, thereby giving the economic developer confidence to negotiate with prospects using terms that are more predictable.

### #2. Is the Site Connected?

- Water?
- Sewer?
- Electric?
- Natural Gas?
- Excess capacity to meet potential demand for all of the above?
- If not connected, which is often the case with no utility customers on the land, are there **detailed plans in place** for connection or upgrade? Plans should address possible easement and right of way (ROW) issues. A preliminary construction timeline and cost estimate should also be developed.

### #3. Is the Site Ready to be Developed?

- Environmental assessments?
- Wetland delineations?
- Required environmental mitigations completed?
- Utility easements which require the utilities to be moved?
- If these steps are not complete for a site, then a detailed mitigation plan should be in place, complete with preliminary construction timelines and cost estimates.

## Available Buildings

Most often the domain of private real estate companies, *Available Buildings* (or lack thereof) is a significant challenge for SC Appalachian Region economic developers. While there are many empty industrial buildings throughout the region, a large number of them are remnants from the textile industry of generations past. The classic complaint about such buildings in regards to modern industrial

<sup>27</sup> [http://sccommerce.com/sites/default/files/document\\_directory/2012\\_scdoc\\_program\\_manual.pdf](http://sccommerce.com/sites/default/files/document_directory/2012_scdoc_program_manual.pdf)

prospects is that the *ceiling heights are too low*. **CEDS 2013-2107 places the restoration of such older facilities into productive uses as a high priority.** While there is a need for new, more modern industrial and commercial facilities in the region, economic development planning also requires a strategy for in-fill development and existing property restoration.

While available buildings will always be the rightful domain of real estate development professionals in the private sector, there can be successful public-private partnerships which increase available product through the construction of *speculative shell buildings*. Oconee County in the west of the region, for example, has had great success in partnering with local utility companies in constructing two such buildings of 50,000 square feet each. There are a variety of ways to form such partnerships and a variety of financial programs to help make speculative building deals happen. While the public-private partnership in Oconee County utilized a state tax credit program, there are other helpful programs like USDA's *Rural Economic Development Loan & Grant* (REDLG) program, which can help put a deal together through advantageous lending terms to a community. The bottom line is that if a community is getting very little prospect activity due to its lack of available, suitable buildings, and if the private real estate market is not supplying product to meet prospect demand, then a reasonable strategy option for local economic developers is to seek partnerships which create the capital necessary for shell buildings to be constructed. Sometimes such buildings are occupied quickly, and sometimes they sit empty for a matter of years. Ultimately, however, they become filled with job creating companies. They also keep a community in the hunt for prospects through increased visibility during site selection searches. Such increased visibility is generally seen as a worthy economic development goal.

### Regional Inventory

An inventory of available sites, parks, and buildings is available from each of the region's counties on the websites listed below. Also included in the list is *SC Power Team* website, which markets officially certified sites throughout South Carolina.

## SC Appalachian Region Inventory for Available Sites and Buildings

Anderson County: <http://www.advance2anderson.com>

Cherokee County: <http://www.cherokeecountydevelopmentboard.com>

Greenville County: <http://www.greenvilleeconomicdevelopment.com>

City of Greer: <http://www.greerdevelopment.com>

Oconee County: <http://www.oconeescedc.com>

Pickens County: <http://www.alliancepickens.com>

Spartanburg County: <http://www.economicfuturesgroup.com>

Infomentum Online: <http://gis.scacog.org/explorer/acog.html#>

SC Power Team's Statewide Map of Certified Sites: <http://www.scpowerteam.com>

## Strategic Plan: Available Sites and Buildings

**CEDS 2013-2017 Goal: Improve regional economic development capacity by increasing the quality and quantity of shovel ready sites and suitable buildings for expanding and locating businesses.**

### Supportive Findings

- A region with an outstanding inventory of available sites and buildings is better positioned to land projects.
- In an increasingly competitive environment where companies desire to expand or relocate quickly, site consultants use specific criteria to *filter up* to shovel ready, high capacity locations.
- Without an impressive inventory of sites and buildings, communities are often not considered by prospects or even by existing companies that wish to expand. *Availability of Product* keeps communities in the hunt and provides positive visibility.

### Objectives

1. Help market existing and future sites throughout the region.
2. Help improve the availability of sites throughout the region.
3. Help improve the connectivity of sites throughout the region.
4. Help improve the develop-ability of sites throughout the region.
5. Help improve the inventory of suitable, available buildings throughout the region.

### Strategic Projects, Programs, and Activities

1. Utilizing *Infomentum Online*, a state of the art program offered by SCACOG, provide GIS data and mapping services to help economic developers market available sites and buildings throughout the region.
2. When they are not publicly owned, improve the availability of sites by encouraging communities to enter mutually beneficial, long-term option agreements between property owners and local economic development agencies. This will improve the region's ability to negotiate on more sound footing with prospects.
3. Improve the connectivity of sites by (1) helping communities assess site utility connections, (2) providing grant-writing and planning support to improve site utility connections.
4. Improve the develop-ability of sites by offering grant-writing and planning assistance for due diligence associated with environmental assessments, mitigations, and right-of-way/easement analysis.
5. Help improve the inventory of suitable, available buildings for prospects by offering grant-writing and planning assistance for the redevelopment of existing facilities and the development of speculative shell buildings, when (i) the community deems it appropriate, and (ii) when local market conditions deem it necessary for attracting expansion and location projects.

**Strategic Partners:** SCACOG; all County and City local economic developers throughout the region; the Upstate Alliance; the Appalachian Development Corporation; the South Carolina Department of Commerce; utility providers throughout the region; real estate developers throughout the region.

**Time Line:** 2013-2017

## Entrepreneurship

Many empirical studies find that the majority of net new jobs throughout the developed world come from small business and industry.<sup>28</sup> While entrepreneurial start-ups do not receive the media attention of big splash, large company announcements, the combined impact of small businesses throughout the SC Appalachian Region cannot be understated. It is thus critically important for CEDS 2013-2017 to support increased capacity building for entrepreneurship so that the pathway to starting a business is always clear and so that innovative entrepreneurs always operate in a supportive environment. Numerous organizations throughout the region support entrepreneurship:

<b>Entrepreneur Support Organizations in the Region</b>	
<b>Region-Wide Organizations</b>	<ul style="list-style-type: none"> <li>• Clemson U Small Business Development Center – <a href="http://www.clemson.edu/centers-institutes/sbdc/">www.clemson.edu/centers-institutes/sbdc/</a></li> <li>• Service Corps of Retired Executives (SCORE) – <a href="http://www.score.org">www.score.org</a></li> </ul>
<b>Resources in Anderson County</b>	<ul style="list-style-type: none"> <li>• Anderson Area Chamber of Commerce – <a href="http://www.andersonscchamber.com">www.andersonscchamber.com</a></li> <li>• Anderson Downtown Development – <a href="http://www.downtownanderson.com">www.downtownanderson.com</a></li> <li>• Belton Area Partnership – <a href="http://www.beltonsc.com">www.beltonsc.com</a></li> <li>• Pendleton District Commission – <a href="http://www.pendletondistrict.org">www.pendletondistrict.org</a></li> </ul>
<b>Resources in Cherokee County</b>	<ul style="list-style-type: none"> <li>• Cherokee County Chamber of Commerce – <a href="http://www.cherokeechamber.org">www.cherokeechamber.org</a></li> </ul>
<b>Resources in Greenville County</b>	<ul style="list-style-type: none"> <li>• Fountain Inn Chamber of Commerce – <a href="http://www.fountaininnchamber.org">www.fountaininnchamber.org</a></li> <li>• Greater Greenville Chamber of Commerce – <a href="http://www.greenvillechamber.com">www.greenvillechamber.com</a></li> <li>• Greater Greer Chamber of Commerce – <a href="http://www.greerchamber.com">www.greerchamber.com</a></li> <li>• Greer Station (downtown organization) – <a href="http://www.greerstation.com">www.greerstation.com</a></li> <li>• Greater Mauldin Chamber of Commerce – <a href="http://www.mauldinchamber.org">www.mauldinchamber.org</a></li> <li>• Simpsonville Area Chamber of Commerce – <a href="http://www.simpsonvillechamber.com">www.simpsonvillechamber.com</a></li> <li>• Greater Travelers Rest Chamber of Commerce – <a href="http://www.GreaterTRChamber.com">www.GreaterTRChamber.com</a></li> </ul>
<b>Resources in Oconee County</b>	<ul style="list-style-type: none"> <li>• Mountain Lakes Business Development Corporation – <a href="http://www.mountainlakesbdc.com">www.mountainlakesbdc.com</a></li> <li>• Oconee County Chamber of Commerce – <a href="http://www.oconeechambersc.com">www.oconeechambersc.com</a></li> <li>• Greater Walhalla Chamber of Commerce – <a href="http://www.walhallachamber.com">www.walhallachamber.com</a></li> <li>• Westminster Chamber of Commerce – <a href="http://www.westminstersc.com">www.westminstersc.com</a></li> </ul>
<b>Resources in Pickens County</b>	<ul style="list-style-type: none"> <li>• Clemson Chamber of Commerce – <a href="http://www.clemsonchamber.org">www.clemsonchamber.org</a></li> <li>• Greater Easley Chamber of Commerce – <a href="http://www.easleychamber.org">www.easleychamber.org</a></li> <li>• Greater Liberty Chamber of Commerce – <a href="http://www.libertychamberofcommerce.com">www.libertychamberofcommerce.com</a></li> <li>• Greater Pickens Chamber of Commerce – <a href="http://www.pickenschamber.net">www.pickenschamber.net</a></li> </ul>
<b>Resources in Spartanburg County</b>	<ul style="list-style-type: none"> <li>• Inman Chamber of Commerce – <a href="http://www.inmanscchamber.org">www.inmanscchamber.org</a></li> <li>• Spartanburg Area Chamber of Commerce – <a href="http://www.spartanburgchamber.com">www.spartanburgchamber.com</a></li> </ul>

Note: the list above is intended to provide some general resources and is not intended to be a comprehensive inventory.

<sup>28</sup> “Business Retention and Expansion (BRE) Programs: Why Existing Businesses are Important” University of Florida EDIS, 2009. <https://edis.ifas.ufl.edu/fe651>

## Incubators, Accelerators, and Soft Landings Programs

The presence of small business incubators and accelerators are critical in 21<sup>st</sup> century entrepreneurship. These public/private facilities help launch innovative new businesses typically by offering lower initial lease rates and specialized technical/scientific facilities. Additionally, “soft landing” programs assist foreign and domestic entrepreneurs by helping them work through regulatory, legal, trade, and a variety of other business operating issues. Continued support of the following notable programs and initiatives in the SC Appalachian Region is a major priority of CEDS 2013-2017:

Exciting Entrepreneurship Initiatives in the Region
<b>Plan-a-Biz</b> - an interactive mapping and demographic analysis tool developed by SCACOG to support small business development. Plan-a-Biz helps entrepreneurs, bankers, and consultants by providing key demographic and business climate information around a proposed site.
<b>SC Launch</b> – a collaboration with the South Carolina Research Authority, this technology-entrepreneur initiative provides research and commercialization services for new companies who champion “the Rapid Application of New Technologies.” SC Launch (1) facilitates mentoring, training and support, (2) offers funding in the form of grants, loans and equity investments, (3) provides access to seasoned, professional resource partners, and (4) helps establish professional networks and connections.
<b>The Center for Business and Entrepreneurial Development (CBED)</b> at Spartanburg Community College – Tyger River Campus. This 363,000 square foot multi-use incubator and soft landings facility is an invaluable tool for entrepreneurs to start up a new venture, jump start an expansion or relocation, beta test a new product line, or train employees on new products or processes.
<b>NEXT Innovation Center</b> – an “Entrepreneur Resource Collaborative” spawned out of the Greenville Chamber of Commerce, the center provides high tech entrepreneurs with office space near downtown at below market rates.
<b>The Mountain Lakes Business Development Corporation</b> in Oconee County is a small business incubator which offers entrepreneurs both physical office space and mentorship from the community’s wealth of retired business professionals.
<b>The Center for Applied Technologies (CAT)</b> , an initiative of the Clemson University Research Foundation (CURF). CAT is a 30,000 square foot incubator offering wet lab space, office space, and common areas for entrepreneurs who are developing business ideas out of the university’s research initiatives.
<b>The Griffith Incubator</b> , also a CURF incubator, is an 18,100 square foot facility that offers Clemson research-inspired entrepreneurs additional business start-up capacity.
The George Dean Johnson, Jr. College of Business and Economics, a.k.a. “ <b>The George</b> ”, at <b>USC Upstate</b> , is a state-of-art, 60,000 square foot, \$30 million dollar facility which is not only the training ground for business students, but also offers incubation space and a public forum for leading business leaders.
<b>The Center for Entrepreneurship and Economic Development</b> at Tri-County Technical College (Anderson, Oconee and Pickens Counties) is a program within the college’s Corporate and Community Education Division that works with small businesses to promote entrepreneurial growth.
<b>Clemson University Spiro Center for Entrepreneurial Leadership</b> - supports educational, research and outreach programs that promote entrepreneurial activity and economic development.
The LEED certified <b>Duke Energy Innovation Center</b> in Anderson provides world class start-up company incubation space with both wet and dry lab capacity. <i>Advanced Materials</i> industry is the primary target.

Note: the list above is a set of examples for regional entrepreneurship capacity. Other capacities do exist and this list is not intended to be comprehensive.

With the success of these entrepreneurial support initiatives, the seeds for other programs are being planted throughout the region – including a small business incubator being planned by the local Chamber of Commerce in the Easley/Powdersville area (Pickens County). Once again, support of such future and existing initiatives is a critical priority of CEDS 2013-2017.

### Entrepreneur Friendly Communities

The Economic and Entrepreneurial Vitality (E&EV) subcommittee of an existing regional issues forum called *Ten at the Top* is currently discussing what distinguishes a community that is inviting and supportive of entrepreneurship. SCACOG staff has been involved in these discussions and is currently considering development of an *Entrepreneur Friendly* program for communities in the region. Whether that program involves a formal designation for communities who have demonstrated exemplary entrepreneur friendliness, or whether it involves development of an on-line, interactive toolkit which communities can use to assess and improve their entrepreneurial environments, the idea is for communities to become more focused on cultivating entrepreneurship. The E&EV subcommittee developed the following general criteria of what might constitute a community becoming more *Entrepreneur Friendly*. While details of any possible future program are still being developed, CEDS 2013-2017 is generally supportive of this initiative to improve the region's entrepreneurial climate.

#### Core Criteria of an Entrepreneur Friendly Community

1. Resource Assessment
2. Centralized Information
3. Training and Assistance Programs
4. Networks
5. Business Sustainability Resources
6. Regulatory and Policy Environment Clarity
7. Clear Lines of Communication Between Business and Government Leadership
8. Leadership Promotion

## Strategic Plan: Entrepreneurship

<p><b>CEDS 2013-2017 Goal:</b> Make the SCACOG Region the most <i>entrepreneur friendly</i> region in South Carolina.</p>
<p><b>Supportive Findings</b></p> <ul style="list-style-type: none"> <li>• Most jobs are created by small to mid-size business.</li> <li>• Keeping a business alive is often more difficult than starting a business, thus a nourishing entrepreneurial environment is critically important.</li> <li>• Many exciting initiatives have developed over the last several years which have given great momentum to the subject of regional entrepreneurship.</li> </ul>
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Help communities develop a supportive environment for entrepreneurship.</li> <li>2. Increase the number of small business incubators, accelerators, and soft landing programs throughout the region.</li> <li>3. Continue to provide analytical tools which support entrepreneurial activity.</li> </ol>
<p><b>Strategic Projects, Programs, and Activities</b></p> <ol style="list-style-type: none"> <li>1. Develop a region-wide, voluntary <i>Entrepreneur Friendly</i> program which allows individual communities to assess and improve upon their small business environments through a set of measurable steps. While details of this program are still under development, it will involve a core set of entrepreneur friendly criteria based upon <i>best practices</i> as well as a peer-to-peer review component which will allow good ideas to be shared throughout the region.</li> <li>2. Provide strategic planning and grant-writing services to support existing and future small business incubators, accelerators, and soft landing programs throughout the region.</li> <li>3. Continue to promote and update the Plan-A-Biz tool in order to provide assistance in small business decision analysis.</li> </ol>
<p><b>Strategic Partners:</b> SCACOG; all local economic developers, chambers of commerce, and other community business groups throughout the region; the Appalachian Development Corporation; the South Carolina Department of Commerce; the Clemson University Small Business Development Center (SBDC); the Service Corps of Retired Executives (SCORE). Note: please see the <i>Exciting Initiatives</i> table of this chapter for other strategic partners.</p>
<p><b>Time Line:</b> 2013-2017</p>



## Access to Capital

There is a wide array of capital sources to support business and economic development in the SC Appalachian Region. Understanding that access to capital is a critical component of economic development, CEDS 2013-2017 initiative supports maintaining a robust network of capital sources – ranging from loans to grants to tax credits.

### Finance

While the great majority of small business lending activity is rightfully handled by private banks in the U.S., governments programs from agencies such as the *Small Business Administration* (SBA) and the *U.S. Department of Agriculture* (USDA) can play a pivotal role in certain situations by partnering with private lenders to provide *gap-financing* and *loan guarantees* for businesses in exchange for their commitment to create jobs. These arrangements can provide win-win scenarios for both the borrower (less up-front equity) and the participating private lender (shared risk, first position on collateral). There are also *angel networks* and *venture capital* initiatives in the private sector which provide equity investments and loans to high potential companies deemed too risky for some bank loans. Many of these companies fail, but some succeed spectacularly and have a huge economic development impact. Below is a list of some exciting economic development finance institutions which are helping to create jobs in the SC Appalachian Region.

#### Some Exciting Economic Development Finance Institutions working in the SC Appalachian Region<sup>29</sup>

**The Appalachian Development Corporation** is a non-profit economic development lending corporation which specializes in gap financing for small business. In addition to management of the SCACOG region's Revolving Loan Funds, ADC is also a certified Small Business Administration (SBA) lender and an approved originator for the USDA B&I Loan program.

**The Carolina Center for Foreign Investments, LLC** primarily focuses on job growth through sustainable LEED (Leadership in Energy and Environmental Design) certified development opportunities throughout South Carolina. CCFI utilizes the EB-5 law to assist immigrants in their goal to earn residency while generating growth through investment in manufacturing companies and construction projects.

**S.C. Capital Access Program (SC CAP)** is a reserve fund for small business lenders managed by the **Business Development Center of S.C.** It is not a loan guarantee program, but a fund set up to cover future losses from a portfolio of loans made under the program by participating small business lenders.

**InvestSC**, formed by the South Carolina Jobs-Economic Development Authority (JEDA), is a 501(c)(3) entity that helps direct and coordinate venture capital investments in South Carolina.

**Upstate Carolina Angel Network (UCAN)** is a group of accredited investors in the region who invest and support early-stage, high-growth businesses.

Note: the table above is a list of examples and not intended to be an exhaustive list of economic development finance institutions working in the region.

<sup>29</sup> The “Business Finance Guide: Local Connection Points for Small and Existing Business” manual, developed by the Greenville Area Development Corporation (GADC), was consulted for this table.

## Grants

Economic development grant writing for local government applicants in the SC Appalachian Region is ably handled by the Grants Division of SCACOG. Most of these grants involve public infrastructure and site improvements to accommodate job creating projects, though many economic development grants also involve feasibility studies and other professional services. Common grant funding sources for economic development projects in the region include:

- The Appalachian Regional Commission
- The Community Development Block Grant Program
- USDA – Rural Development
- The Economic Development Administration

## Tax Credits

Statutory tax credits from the State and Federal Government, including Job Tax Credits and Investment Tax Credits, play an important role in providing businesses with access to capital. Because there are many business tax credits available, because they change on an annual basis, and because they are often multi-layered in how they are administered, it is most practical to reference the website of the South Carolina Department of Revenue for further detail ([www.sctax.org](http://www.sctax.org).<sup>30</sup>). One particularly helpful tax credit program for the region is the presence of South Carolina **Free Trade Zone Number 38**, granted by the South Carolina Ports Authority. This FTZ is along the I-85 corridor where many leading regional employers, such as *BMW* and *Adidas*, take advantage of it in their international trade activities. FTZ 38 is a great financial incentive used by economic developers throughout the region when recruiting international companies.

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<sup>30</sup>An actual PDF manual of the tax credits can be found at the following link:  
<http://www.sctax.org/NR/rdonlyres/A706F9FE-1D36-4C20-8803-BA50FEE01A05/0/2012SCTaxIncentivemanualwebpub.pdf>

## Strategic Plan: Access to Capital

**CEDS 2013-2017 Goal: Support institutions and programs which provide much needed capital for job creating companies and projects in the SC Appalachian Region.**

### Supportive Findings

- Access to capital is a critical component of economic development.
- While most business lending is handled rightfully by the private sector, there are situations in which government gap financing programs, loan guarantee programs, and private sector angel or venture capital networks can partner with banks to make impactful loans and investments.
- There is an impressive network of economic development finance institutions working in the region.
- There are valuable grant and tax credit programs working in the region to help foster investment and job creation.

### Objectives

1. Support economic development finance institutions and programs which are making job-creating loans and investments.
2. Secure economic development grant support in order to support investment and job creation.
3. Support economic development tax credit programs which incentivize investment and job creation.

### Strategic Projects, Programs, and Activities

1. Promote economic development finance institutions for capital-seeking projects throughout the region.
2. Continue to provide economic development grant writing services throughout the region.
3. Promote economic development tax credit programs by conducting research and sharing information with communities throughout the region.

**Strategic Partners:** SCACOG; all County and City local economic developers throughout the region; the Appalachian Development Corporation and other economic development finance institutions and programs throughout the region; the Upstate Alliance; the South Carolina Department of Commerce; the South Carolina Department of Revenue.

**Time Line:** 2013-2017

## Local Asset-Based Economic Development

In the *Clusters, Target Industries and Innovation Capacity* section of CEDS 2013-2017, five exciting, region-wide industrial clusters and target industries were described. Equally important in that section, however, was the mention of “local target industries which are supported by a community’s own unique assets.” Each of the six counties and 42 municipalities within the SC Appalachian Region possess unique assets from which residents derive economic opportunity. Not all of these local assets make up “clusters” or lead to formal “target industries” for recruitment, but they are essential to the economic well being of individual communities. While providing a detailed inventory of each community’s local assets is not practical for the purpose of CEDS 2013-2017, there are three broad asset categories which warrant particular attention: Tourism, Downtown Development, and Agribusiness.

### Tourism

The economic impact of tourism in state of South Carolina is enormous, and the SC Appalachian region is filled with attractive tourist destinations. According to a recent study commissioned by the *U.S. Travel Association*<sup>31</sup>:

- Spending on travel or on behalf of tourism in South Carolina totaled \$15 billion in 2010, up 7.6% from previous years
- Tourism supports one in ten South Carolina Jobs
- The 2010 fiscal impact of tourism was \$1.2 billion in state and local tax revenues

The SC Appalachian Region is rightfully focused on taking advantage of its tourism assets as an economic development strategy. The region’s attractive inventory includes:

- The majestic **Blue Ridge Mountains**, with lush forests, state/federal nature parks, campgrounds, trails, lakes, rivers and waterfalls which attract outdoor enthusiasts to the region year-round.
- A **rich heritage**, ranging from centuries-old Cherokee Indian sights to Revolutionary War battlefields at Cowpens and Kings Mountain. There are also numerous museums throughout the region which document its proud culture, people and places.
- **Arts and entertainment venues** which are diverse and outstanding – including nationally renowned art collections; state-of-the-art outdoor and indoor arenas for big ticket concerts; a variety of concert halls and theaters which accommodate everything from major symphonies, operas and ballet to intimate chamber ensembles and theatrical productions; specialized community festivals with themes ranging from South Carolina Peaches to William Shakespeare.
- A variety of **sports entertainment venues** with loyal and passionate fan bases. The *Clemson University Tigers* football program brings the largest annual tourism draw to the region, though there are equally passionate fan bases for other teams throughout the region – ranging from nationally ranked high school football teams to smaller private colleges with rich athletic

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<sup>31</sup> “The Economic Contribution of Tourism in South Carolina: 2010 Tourism Satellite Account Results”. U.S. Travel Association, February 2012.

traditions and loyal fan bases. The region also boasts professional minor league baseball and hockey teams as well as the training camp for the National Football League's *Carolina Panthers*.

### Downtown Development

The idea of a community's historic central business district, or "downtown" area, has a rich history in the southeastern United States. Even in cities where there is not much downtown business activity, residents of the region generally support the idea of an active downtown as the center of the community. While these areas were once the base of local economic activity, the development of interstate highways over the last century gradually led to more cost effective ways to sell and transport larger varieties of products. Such economies of scale have created countless jobs and raised the material quality of life in the U.S. Downtown areas, in the mean time, have been left with a challenge to remain economically vibrant.

While most downtown areas cannot compete with the robust parking opportunities or quick interstate access of shopping malls, they can have historic, cultural, aesthetically pleasing shopping appeal that is in demand throughout the region. Downtown areas can also provide the best venues for cultural entertainment. Examples of thriving, nearby southern downtown areas that have received national attention include Athens (GA), Asheville (NC), Chattanooga (TN), and local Greenville, SC. Because many planning and physical improvement components must come together to revitalize a downtown area, most of the 42 municipalities in the SC Appalachian Region have at least a group of citizens (if not committed staff and elected officials) who meet to discuss their downtown areas. CEDS 2013-2017 places great value on revitalizing downtown areas in the region.

### Agribusiness

Agriculture is a large and virtually irreplaceable industry in the South Carolina. In fact, it is technically the #1 industry in the state. According to the SC Department of Agriculture, the industries of Agriculture, Agribusiness and Forestry collectively have "a direct and indirect economic impact of \$33.9 billion a year, provide \$7.5 billion in labor income, and create and support almost 200,000 jobs in the state."<sup>32</sup> The SC Appalachian Region is no different from the rest of the state with its rich agricultural resources and opportunities. From a local asset perspective, it is important for the economic development community to value agribusiness as a job creating engine. With the trends of eating local and/or organic produce *directly from a farm* becoming more and more popular, new local farmers' markets are popping up throughout the region (usually as informal, Saturday morning, downtown gatherings). Discussions are taking place throughout the region about ways and investments which might enhance this phenomenon in order to bring more local produce to market. Similarly, manufacturers of energy and other products are exploring agricultural inputs for their production processes. The level of *Agritourism* is growing as well, as consumers are increasingly showing an interest in experiencing the scenic beauty and functionality of a working farm.<sup>33</sup> CEDS 2013-2017

<sup>32</sup> <http://agriculture.sc.gov/content.aspx?MenuID=18>

<sup>33</sup> "The Economic Impact of the Agribusiness Industry in South Carolina" Miley Gallo & Associates, LLC. Sept 2008.

recognizes the emerging economic opportunities of 21<sup>st</sup> century agribusiness and supports efforts to enhance it throughout the region.

### Resources for Local Asset-Based Economic Development

Local Asset-Based Economic Development Resources	
<b>Region-Wide Resources</b>	<ul style="list-style-type: none"> <li>• Discover Upcountry Carolina Association – a comprehensive visitor’s guide. <a href="http://www.upcountrysc.com">www.upcountrysc.com</a></li> <li>• The South Carolina Department of Parks, Recreation and Tourism – <a href="http://www.discoverouthcarolina.com">www.discoverouthcarolina.com</a></li> <li>• South Carolina Welcome Centers - <a href="http://www.discoverouthcarolina.com/">http://www.discoverouthcarolina.com/</a></li> <li>• SCIWAY – South Carolina’s Information Highway, a great state-wide resource – <a href="http://www.sciway.net">www.sciway.net</a></li> </ul>
<b>Resources in Anderson County</b>	<ul style="list-style-type: none"> <li>• Anderson Area Chamber of Commerce – <a href="http://www.andersonscchamber.com">www.andersonscchamber.com</a></li> <li>• Innovate Anderson – <a href="http://www.innovateanderson.com">www.innovateanderson.com</a></li> <li>• Anderson Convention and Visitor’s Bureau – <a href="http://www.visitanderson.com">www.visitanderson.com</a></li> <li>• Anderson Downtown Development – <a href="http://www.downtownanderson.com">www.downtownanderson.com</a></li> <li>• Belton Area Partnership – <a href="http://www.beltonsc.com">www.beltonsc.com</a></li> <li>• Pendleton District Commission – <a href="http://www.pendletondistrict.org">www.pendletondistrict.org</a></li> </ul>
<b>Resources in Cherokee County</b>	<ul style="list-style-type: none"> <li>• Gaffney Visitors Center &amp; Art Gallery – <a href="http://www.getintogaffney-sc.com">www.getintogaffney-sc.com</a></li> <li>• Cherokee County Chamber of Commerce – <a href="http://www.cherokeechamber.org">www.cherokeechamber.org</a></li> </ul>
<b>Resources in Greenville County</b>	<ul style="list-style-type: none"> <li>• Fountain Inn Chamber of Commerce – <a href="http://www.fountaininnchamber.org">www.fountaininnchamber.org</a></li> <li>• Greater Greenville Chamber of Commerce – <a href="http://www.greenvillechamber.com">www.greenvillechamber.com</a></li> <li>• Greenville Visitors Center – <a href="http://www.greenvillecvb.com">www.greenvillecvb.com</a></li> <li>• Greater Greer Chamber of Commerce – <a href="http://www.greerchamber.com">www.greerchamber.com</a></li> <li>• Greer Station (downtown organization) – <a href="http://www.greerstation.com">www.greerstation.com</a></li> <li>• Greer tourism site – <a href="http://www.visitgreer.com">www.visitgreer.com</a></li> <li>• Greater Mauldin Chamber of Commerce – <a href="http://www.mauldinchamber.org">www.mauldinchamber.org</a></li> <li>• Simpsonville Area Chamber of Commerce – <a href="http://www.simpsonvillechamber.com">www.simpsonvillechamber.com</a></li> <li>• Greater Travelers Rest Chamber of Commerce – <a href="http://www.GreaterTRChamber.com">www.GreaterTRChamber.com</a></li> </ul>
<b>Resources in Oconee County</b>	<ul style="list-style-type: none"> <li>• Mountain Lakes Convention and Visitor’s Bureau – <a href="http://www.scmountainlakes.com">www.scmountainlakes.com</a></li> <li>• Oconee County Chamber of Commerce – <a href="http://www.oconeechambersc.com">www.oconeechambersc.com</a></li> <li>• Greater Walhalla Chamber of Commerce – <a href="http://www.walhallachamber.com">www.walhallachamber.com</a></li> <li>• Westminster Chamber of Commerce – <a href="http://www.westminstersc.com">www.westminstersc.com</a></li> </ul>
<b>Resources in Pickens County</b>	<ul style="list-style-type: none"> <li>• Clemson Chamber, Area Visitors Center and Historic Train Depot – <a href="http://www.clemsonchamber.org">www.clemsonchamber.org</a></li> <li>• Greater Easley Chamber of Commerce – <a href="http://www.easleychamber.org">www.easleychamber.org</a></li> <li>• Greater Liberty Chamber of Commerce – <a href="http://www.libertychamberofcommerce.com">www.libertychamberofcommerce.com</a></li> <li>• Greater Pickens Chamber of Commerce – <a href="http://www.pickenschamber.net">www.pickenschamber.net</a></li> <li>• Pickens County Tourism – <a href="http://www.tourpickenscounty.net">www.tourpickenscounty.net</a></li> </ul>
<b>Resources in Spartanburg County</b>	<ul style="list-style-type: none"> <li>• Inman Chamber of Commerce – <a href="http://www.inmanscchamber.org">www.inmanscchamber.org</a></li> <li>• Spartanburg Area Chamber of Commerce – <a href="http://www.spartanburgchamber.com">www.spartanburgchamber.com</a></li> <li>• Spartanburg Convention and Visitors Bureau – <a href="http://www.visitspartanburg.com">www.visitspartanburg.com</a></li> </ul>

Note: the list above is intended to provide some general resources and is not intended to be a comprehensive inventory.

## Strategic Plan: Local Asset-Based Economic Development

<b>CEDS 2013-2017 Goal: Strengthen the unique, local community assets which have a significant impact on regional economic development.</b>
<p><b>Supportive Findings</b></p> <ul style="list-style-type: none"> <li>• Each of the six counties and 42 municipalities within the SC Appalachian Region possess unique assets from which residents derive economic opportunity.</li> <li>• With attractive natural resources, historic places, arts &amp; entertainment, and sporting venues, the SC Appalachian Region has a strong tourism industry.</li> <li>• There is great potential of downtown areas in the region to foster economic growth and job creation.</li> <li>• The region is in position to capitalize on emerging opportunities in the agricultural industry, including inputs for manufacturing, local/organic produce markets, and agritourism.</li> </ul>
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Make the SC Appalachian Region a globally recognized tourism destination.</li> <li>2. Make the SC Appalachian Region known for its vibrant downtown areas.</li> <li>3. Help communities reach the full economic potential of their rich agricultural resources.</li> <li>4. Help communities further recognize, develop, and market their uniquely local economic development assets.</li> </ol>
<p><b>Strategic Projects, Programs, and Activities</b></p> <p><i>For Objectives 1-4:</i></p> <ul style="list-style-type: none"> <li>• Support tourism initiatives, downtown development, and agribusiness development throughout the region with strategic planning, marketing, and grant-writing efforts.</li> <li>• Conduct research and provide grant writing assistance in order to obtain formal marketing studies which aim to enhance local economic development assets.</li> </ul>
<p><b>Strategic Partners:</b> SCACOG; all Chambers of Commerce and Convention and Visitor Bureaus throughout the region; all County and City local economic developers throughout the region; the Upstate Alliance; the South Carolina Department of Commerce; the South Carolina Department of Parks, Recreation and Tourism.</p>
<p><b>Time Line:</b> 2013-2017</p>

# **Section IV: Summary of Strategic Plans by Area of Emphasis**



*Strategic Plan: Clusters, Target Industries and Innovation Capacities*

**CEDS 2013-2017 Goals:**

- Promote the growing regional industrial clusters and target industries of **Advanced Materials, Automotive, Biosciences, Energy, and Aerospace.**
- Promote local clusters and target industries which are unique to individual counties and communities.

**Supportive Findings**

- Objective, scientific cluster analysis has revealed five growing, technologically promising industry clusters in the region: **Advanced Materials, Automotive, Biosciences, Energy and Aerospace.**
- The Upstate Alliance is marketing these clusters as **target industries** for the region on a global level.
- There are outstanding regional **foundations of innovation capacity and institutional partners** for each cluster/target industry.
- In addition to the five region-wide clusters, individual counties have also analyzed their unique assets in order to form their own additional industry targets.

**Objectives**

1. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Advanced Materials** industrial cluster.
2. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Automotive** industrial cluster.
3. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Biosciences** industrial cluster.
4. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Energy** industrial cluster.
5. Provide capacity-building technical assistance for the recruitment and enhancement of the region's **Aerospace** industrial cluster.
6. Provide technical assistance to capacity-building and recruitment efforts for **local target industries** which are supported by a community's own unique assets. The Anderson County target industry of **Data Centers** is an example; the community has a unique set of local assets which make this industry a logical recruiting target.

**Strategic Projects, Programs, and Activities**

For Objectives 1-6:

- Provide GIS-based research, map making and location decision analysis for communities, universities, industries and other related partners to further strengthen regional cluster-based economic development;
- Provide strategic economic development planning and grant-writing services to further expand the capacity of all regional clusters and target industries.

**Strategic Partners:** SCACOG; all County and City local economic developers throughout the region; the Upstate Alliance; the Appalachian Development Corporation; the South Carolina Department of Commerce. Note: please see the *Regional Innovation Capacity* tables in this chapter for the numerous institutional partners related to each individual regional cluster.

**Time Line:** 2013-2017

*Strategic Plan: Workforce Development*

**CEDS 2013-2017 Goal: Cultivate an efficient and skilled 21<sup>st</sup> Century workforce through enhanced training and coordination of resources in the SC Appalachian Region.**

**Supportive Findings**

- Regional graduation rates have improved at all scholastic levels and the region has a population of workers large enough to accommodate virtually any economic development project.
- The availability of **technologically skilled manufacturing labor** presents significant challenges in regional economic development, as available skilled labor is important to the cluster of regional industries that is driving economic growth.
- With regional manufacturers in need of Certified Production Technicians (CPT's), Certified Logistics Technicians (CLT's), Computer Numerical Control operators (CNC's), mechatronix specialists, and the like, the effective coordination of workers and training programs is as challenging as it is essential.
- The region shares the significant state-wide challenges associated with illiteracy and the need for early childhood intervention and education.
- There is a broad array of programs, initiatives and educational institutions that serve as assets to the region's workforce development efforts.
- The state-wide *South Carolina Chamber of Commerce* has developed an outstanding list of goals and strategies which are reflective of the workforce challenges and opportunities in the SC Appalachian Region.

**Objectives**

1. Support the region's three Workforce Investment Boards (WIBs) and all of the programs they oversee.
2. Support the SC Technical College System and other professional schools and workforce organizations that are training the regional workforce and connecting it with employers.
3. Promote the workforce development goals and strategies developed by the South Carolina Chamber of Commerce.

**Strategic Projects, Programs, and Activities**

1. Continue to partner with regional WIB's through coordination, strategic planning, and grant writing assistance.
2. Provide strategic planning and grant writing services to technical colleges and other professional workforce organizations.
3. Offer assistance with strategic planning, technical support, and grant-writing to all the SC programs and partners that are working to achieve the workforce goals and strategies outlined by the South Carolina Chamber of Commerce.

**Strategic Partners:** SCACOG, the Worklink WIB; the Greenville County WIB; the Upstate WIB; all local school systems, colleges and universities within the region; all County and City local economic developers throughout the region; the Upstate Alliance; the South Carolina Department of Commerce. Note: please see the *SC Workforce Development Programs* table of this chapter for all institutional program partners.

**Timeline:** 2013-2017

*Strategic Plan: Infrastructure*

**CEDS 2013-2017 Goal: Make the SCACOG region attractive for economic development by sustaining and enhancing physical infrastructure.**

**Supportive Findings**

- With 225 miles of interstate highway along I-85 and I-26, the region has a great foundation for transportation infrastructure. These interstates provide fast access to surrounding regions and to world class airports and seaports.
- Road and highway networks must continue to be upgraded in order alleviate congestion and to foster successful development in a growing region.
- Communities face great capital challenges for extending and upgrading their water and sewer services in order to facilitate new investment and job creation.
- Power, Natural Gas and Telecommunications play an increasingly important role in the region and must continue to be supported.
- While several major regional employers rely on rail service, there is potential to connect more sites to rail in order to attract major economic development prospects. The new, centrally located “Inland Port” rail terminal will have a transformational impact on the region’s rail capacity and relieve highway truck traffic through increased intermodal product transport.

**Objectives**

1. Promote effective transportation and land use planning throughout the region.
2. Support improving and increasing the economic development capacity of Greenville-Spartanburg International Airport and all other regional airports.
3. Support increasing the capacity of the Port of Charleston, which is a great asset for international business development in the region.
4. Support increasing the capacity and connectivity of regional water, sewer, rail, power, natural gas, and telecommunications infrastructure.
5. Support the on-going design and development of the Inland Port rail facility and terminal.
6. Support the replacement and/or refurbishment of aged public infrastructure.

**Strategic Projects, Programs, and Activities**

1. Conduct responsible transportation and land use planning which accounts for the region’s growing population, increasing traffic challenges, and escalating need for jobs.
2. Provide strategic planning and grant writing to help increase the region’s economic development capacity in air travel and freight transport.
3. Support the expansion of the Port of Charleston by writing formal letters of support and providing analysis on how impactful the Port is to the SC Appalachian Region.
4. Provide strategic planning and grant writing services to support increased capacity and connectivity to water, sewer, rail, power, natural gas, and telecommunications infrastructure.
5. Assist with any technical support needed in the development of the Inland Port, including GIS, strategic planning, and grant-writing services.
6. Support the replacement and/or refurbishment of aged infrastructure through grant-writing and strategic planning services.

**Strategic Partners:** SCACOG; all County and City local economic developers and planners; the Upstate Alliance; the South Carolina Department of Commerce; the South Carolina Ports Authority; Greenville-Spartanburg International Airport and all other regional airports; all infrastructure grant providing agencies active in the region, including EDA, USDA, the Appalachian Regional Commission; U.S. Housing and Urban Development CDBG Program, SC DOT.

**Time Line:** 2013-2017

*Strategic Plan: Available Sites and Buildings*

**CEDS 2013-2017 Goal: Improve regional economic development capacity by increasing the quality and quantity of shovel ready sites and suitable buildings for expanding and locating businesses.**

**Supportive Findings**

- A region with an outstanding inventory of available sites and buildings is better positioned to land projects.
- In an increasingly competitive environment where companies desire to expand or relocate quickly, site consultants use specific criteria to *filter up* to shovel ready, high capacity locations.
- Without an impressive inventory of sites and buildings, communities are often not considered by prospects or even by existing companies that wish to expand. *Availability of Product* keeps communities in the hunt and provides positive visibility.

**Objectives**

1. Help market existing and future sites throughout the region.
2. Help improve the availability of sites throughout the region.
3. Help improve the connectivity of sites throughout the region.
4. Help improve the develop-ability of sites throughout the region.
5. Help improve the inventory of suitable, available buildings throughout the region.

**Strategic Projects, Programs, and Activities**

1. Utilizing *Infomentum Online*, a state of the art program offered by SCACOG, provide GIS data and mapping services to help economic developers market available sites and buildings throughout the region.
2. When they are not publicly owned, improve the availability of sites by encouraging communities to enter mutually beneficial, long-term option agreements between property owners and local economic development agencies. This will improve the region's ability to negotiate on more sound footing with prospects.
3. Improve the connectivity of sites by (1) helping communities assess site utility connections, (2) providing grant-writing and planning support to improve site utility connections.
4. Improve the develop-ability of sites by offering grant-writing and planning assistance for due diligence associated with environmental assessments, mitigations, and right-of-way/easement analysis.
5. Help improve the inventory of suitable, available buildings for prospects by offering grant-writing and planning assistance for the redevelopment of existing facilities and the development of speculative shell buildings, when (i) the community deems it appropriate, and (ii) when local market conditions deem it necessary for attracting expansion and location projects.

**Strategic Partners:** SCACOG; all County and City local economic developers throughout the region; the Upstate Alliance; the Appalachian Development Corporation; the South Carolina Department of Commerce; utility providers throughout the region; real estate developers throughout the region.

**Time Line:** 2013-2017

*Strategic Plan: Entrepreneurship*

<b>CEDS 2013-2017 Goal:</b> Make the SCACOG Region the most <i>entrepreneur friendly</i> region in South Carolina.
<p><b>Supportive Findings</b></p> <ul style="list-style-type: none"> <li>• Most jobs are created by small to mid-size business.</li> <li>• Keeping a business alive is often more difficult than starting a business, thus a nourishing entrepreneurial environment is critically important.</li> <li>• Many exciting initiatives have developed over the last several years which have given great momentum to the subject of regional entrepreneurship.</li> </ul>
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Help communities develop a supportive environment for entrepreneurship.</li> <li>2. Increase the number of small business incubators, accelerators, and soft landing programs throughout the region.</li> <li>3. Continue to provide analytical tools which support entrepreneurial activity.</li> </ol>
<p><b>Strategic Projects, Programs, and Activities</b></p> <ol style="list-style-type: none"> <li>1. Develop a region-wide, voluntary <i>Entrepreneur Friendly</i> program which allows individual communities to assess and improve upon their small business environments through a set of measurable steps. While details of this program are still under development, it will involve a core set of entrepreneur friendly criteria based upon <i>best practices</i> as well as a peer-to-peer review component which will allow good ideas to be shared throughout the region.</li> <li>2. Provide strategic planning and grant-writing services to support existing and future small business incubators, accelerators, and soft landing programs throughout the region.</li> <li>3. Continue to promote and update the Plan-A-Biz tool in order to provide assistance in small business decision analysis.</li> </ol>
<p><b>Strategic Partners:</b> SCACOG; all local economic developers, chambers of commerce, and other community business groups throughout the region; the Appalachian Development Corporation; the South Carolina Department of Commerce; the Clemson University Small Business Development Center (SBDC); the Service Corps of Retired Executives (SCORE). Note: please see the <i>Exciting Initiatives</i> table of this chapter for other strategic partners.</p>
<b>Time Line:</b> 2013-2017

*Strategic Plan: Access to Capital*

**CEDS 2013-2017 Goal: Support institutions and programs which provide much needed capital for job creating companies and projects in the SC Appalachian Region.**

**Supportive Findings**

- Access to capital is a critical component of economic development.
- While most business lending is handled rightfully by the private sector, there are situations in which government gap financing programs, loan guarantee programs, and private sector angel or venture capital networks can partner with banks to make impactful loans and investments.
- There is an impressive network of economic development finance institutions working in the region.
- There are valuable grant and tax credit programs working in the region to help foster investment and job creation.

**Objectives**

1. Support economic development finance institutions and programs which are making job-creating loans and investments.
2. Secure economic development grant support in order to support investment and job creation.
3. Support economic development tax credit programs which incentivize investment and job creation.

**Strategic Projects, Programs, and Activities**

1. Promote economic development finance institutions for capital-seeking projects throughout the region.
2. Continue to provide economic development grant writing services throughout the region.
3. Promote economic development tax credit programs by conducting research and sharing information with communities throughout the region.

**Strategic Partners:** SCACOG; all County and City local economic developers throughout the region; the Appalachian Development Corporation and other economic development finance institutions and programs throughout the region; the Upstate Alliance; the South Carolina Department of Commerce; the South Carolina Department of Revenue.

**Time Line:** 2013-2017

*Strategic Plan: Local Asset-Based Economic Development*

<b>CEDS 2013-2017 Goal: Strengthen the unique, local community assets which have a significant impact on regional economic development.</b>
<p><b>Supportive Findings</b></p> <ul style="list-style-type: none"> <li>• Each of the six counties and 42 municipalities within the SC Appalachian Region possess unique assets from which residents derive economic opportunity.</li> <li>• With attractive natural resources, historic places, arts &amp; entertainment, and sporting venues, the SC Appalachian Region has a strong tourism industry.</li> <li>• There is great potential of downtown areas in the region to foster economic growth and job creation.</li> <li>• The region is in position to capitalize on emerging opportunities in the agricultural industry, including inputs for manufacturing, local/organic produce markets, and agritourism.</li> </ul>
<p><b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. Make the SC Appalachian Region a globally recognized tourism destination.</li> <li>2. Make the SC Appalachian Region known for its vibrant downtown areas.</li> <li>3. Help communities reach the full economic potential of their rich agricultural resources.</li> <li>4. Help communities further recognize, develop, and market their uniquely local economic development assets.</li> </ol>
<p><b>Strategic Projects, Programs, and Activities</b></p> <p><i>For Objectives 1-4:</i></p> <ul style="list-style-type: none"> <li>• Support tourism initiatives, downtown development, and agribusiness development throughout the region with strategic planning, marketing, and grant-writing efforts.</li> <li>• Conduct research and provide grant writing assistance in order to obtain formal marketing studies which aim to enhance local economic development assets.</li> </ul>
<p><b>Strategic Partners:</b> SCACOG; all Chambers of Commerce, Convention and Visitor Bureaus, and agricultural organizations throughout the region; all County and City local economic developers throughout the region; the Upstate Alliance; the South Carolina Department of Commerce; the South Carolina Department of Parks, Recreation and Tourism.</p>
<p><b>Time Line:</b> 2013-2017</p>

# **Section V: Vital Projects and Performance Measures**



To complete the annual updates of CEDS 2013-2017, SCACOG staff will work with the CEDS Advisory Committee to report “vital projects” organized by *Area of Emphasis* covered in this regional strategy document. These high impact projects will include both those which are anticipated for the coming year(s) and those which have already commenced or have been completed. Each of these vital projects will include qualitative and quantitative performance measures to help assess accomplishments. It is important to note that vital projects reported will be large enough in scope and impact to be at least competitive for EDA grant consideration. This is not to suggest that these projects will all result in an EDA grant application (some will not be a match for EDA programs), but that they are large enough to create a significant regional impact.

**Vital Project Area #1: *Clusters, Target Industries, and Innovation Capacities***

**Performance Measures:**

- Qualitative: Narrative summary of vital projects, both on-going and forthcoming, within the regional clusters/target industries outlined in the CEDS plus other individual target industries based on unique local assets. This narrative section will help measure performance of non-quantitative aspects of economic development, such as changes in the regional cluster environment and new partnerships formed between businesses and research institutions.
- Quantitative:
  - Job creation and retention figures
  - General types of jobs created and/or retained
  - The amounts and types of public and private investments
  - Anticipated funding needs and sources

**Vital Project Area #2: *Workforce Development***

**Performance Measures:**

- Qualitative: Narrative summary of vital projects, both on-going and forthcoming, from the types of workforce development initiatives and programs outlined in the CEDS. This narrative section will help measure performance of non-quantitative aspects of workforce development, such as changes in the regional workforce environment and new partnerships formed between businesses and workforce institutions.
- Quantitative:
  - Workforce training and placement figures
  - General types of training certifications and job placements
  - The amounts and types of public and private investments
  - Anticipated funding needs and sources

**Vital Project Area #3: Infrastructure****Performance Measures:**

- Qualitative: Narrative summary of vital projects, both on-going and forthcoming, from the types of infrastructure categories outlined in the CEDS. This narrative section will help measure performance of non-quantitative aspects of major infrastructure developments, such as future economic development capacity established from a road widening.
- Quantitative:
  - Job creation and retention figures
  - General types of jobs created and/or retained
  - The amounts and types of public and private investments
  - Anticipated funding needs and sources

**Vital Project Area #4: Available Sites and Buildings****Performance Measures:**

- Qualitative: Narrative summary of vital projects, both on-going and forthcoming, from the types of site and building improvement categories outlined in the CEDS. This narrative section will help measure performance of non-quantitative aspects of major site/building developments, such as the completion of an industrial park master plan.
- Quantitative:
  - Job creation and retention figures
  - General types of jobs created and/or retained
  - The amounts and types of public and private investments
  - Anticipated funding needs and sources

**Vital Project Area #5: Entrepreneurship****Performance Measures:**

- Qualitative: Narrative summary of vital projects, both on-going and forthcoming, from the types of entrepreneurship development initiatives outlined in the CEDS. This narrative section will help measure performance of non-quantitative aspects of entrepreneurship development activities, such as the formation of a new regional small business coalition.
- Quantitative:
  - Job creation and retention figures
  - General types of jobs created and/or retained
  - The amounts and types of public and private investments
  - Anticipated funding needs and sources

**Vital Project Area #6: *Access to Capital*****Performance Measures:**

- **Qualitative:** Narrative summary of vital projects, both on-going and forthcoming, from the economic development finance, grant, tax credit, and equity categories outlined in the CEDS. This narrative section will help measure performance of non-quantitative aspects of major capital access developments, such as the formation of a new regional venture capital group.
- **Quantitative:**
  - Investment figures from vital projects which utilize innovative economic development finance/funding tools, such as New Market Tax Credits or USDA loan guarantees.
  - Job creation and retention figures
  - The public vs. private dollar breakdown of the investment
  - Anticipated funding needs and sources

**Vital Project Area #7: *Local Asset-Based Development*****Performance Measures:**

- **Qualitative:** Narrative summary of vital projects, both on-going and forthcoming, from the types of local asset-based economic development categories outlined in the CEDS (downtown development, tourism development, agribusiness, etc.). This narrative section will help measure performance of non-quantitative aspects of major local asset-based economic developments, such as a local downtown's official designation as a national *Main Street* community.
- **Quantitative:**
  - Job creation and retention figures
  - General types of jobs created and/or retained
  - The amounts and types of public and private investments
  - Anticipated funding needs and sources

## **Section VI: Conclusion**

## A Plan of Action

SCACOG, serving as the EDA Economic Development District for the South Carolina Appalachian Region, is in strong position to support the goals outlined in CEDS 2013-2017. SCACOG will continue to work with the CEDS Steering and Advisory Committees to support the vital projects which aim to create economic growth in the region. SCACOG will:

- Continuously evaluate the CEDS 2013-2017 *Goals and Objectives* in relation to the economic realities of the region;
- Support the *Strategic Projects, Programs and Activities* outlined for each *Area of Emphasis* in CEDS 2013-2107;
- Help execute on-going and future *Vital Projects* of CEDS 2013-2017;
- Provide EDA with annual CEDS updates which include qualitative and quantitative performance measures.

SCACOG will carry out CEDS 2013-2017 in a manner which:

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development, including access to high-speed telecommunications;
- Balances resources through sound management of physical development; and
- Obtains and utilizes funds and other resources.

“Building 21<sup>st</sup> Century Economic Development Capacity”, which is the title of this document, will require many strategic partners to work both collaboratively and energetically between the years of 2013 and 2017. The South Carolina Appalachian Region is committed to answering this important call.