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LIVE GROW WORK

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LIVE GROW WORK

Market Street brings original insights and clarity to the evaluation and revitalization of the places where people live, grow and work. *Market Street* inspires trust in all community stakeholders – citizens, educators, leadership and industry – because our holistic, proactive process takes into account all the aspects that shape community life. Through honest and informed assessments, *Market Street* can equip you with the tools to create meaningful change. Our solutions successfully merge our unique vision with your economic and social realities.

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BACKGROUND

The Greenville Area Development Corporation (GADC), Greater Greenville Chamber of Commerce, and the City of Greenville came together to ask *Market Street Services*, a national economic and workforce consulting firm headquartered in Atlanta, Georgia, to develop an *Economic Development Strategy* and *Implementation Plan* for the Greenville County community. This plan will serve as a framework for action that will steer Greenville towards a stronger economic future.

Market Street has outlined a process that is based on solid research and insightful analysis. Recommendations take into consideration best practices and Greenville's specific needs. The result is a strategy that prepares Greenville to address challenges and take advantage of local assets as the city and county continue to grow and develop.

This *Economic Development Strategy* is the third in a series of four reports. The deliverable puts forth a plan to strengthen Greenville's economic future and address key issues identified in the prior research deliverables. Goals, objectives, and action steps guide the Greenville community towards measurable progress in being a great place to live, work, and do business.

The results of this analysis will be the basis of *Market Street's* work as the project proceeds to the final stage, as outlined below:

- I. **Economic Climate Assessment.** Provides a research-based understanding of Greenville's economic and demographic trends and overall business competitiveness, as compared to the state, nation, and three comparison communities.
- II. **Economic Development Structure Analysis.** Presents an assessment of the capacity and programs of work of the economic development organizations in Greenville. The report also includes a comparison to best practices from across the nation in key program areas as potential models for Greenville's economic development efforts.
- III. **Economic Development Strategy.** Creates a plan for strengthening Greenville's economic future. The *Strategy* is based on the research from the prior deliverables, and provides goals, objectives, and action steps for moving forward. Benchmarks and performance measures help keep the implementation of the *Strategy* on track.
- IV. **Implementation Plan.** Provides an outline for beginning the *Strategy's* implementation efforts. The *Implementation Plan* will include funding

allocation recommendations, a timetable, and an executive summary brochure for informing interested stakeholders.

The focus of this *Economic Development Strategy* process is Greenville County. However, regional communication is also important, and a few references are made to regional approaches to economic development.

STEERING COMMITTEE

The *Economic Development Strategy* process is guided by a Steering Committee, which includes public and private sector representatives from multiple aspects of the community. The Steering Committee was established at the beginning of the strategic planning process to provide guidance and leadership to the effort. The Steering Committee's role is to review reports, provide insights and feedback, participate in discussions about the future direction of Greenville, and commit to the successful development of the *Strategy*. Their participation has been invaluable to this process.

The following are the members of the Steering Committee.

Wryley Bettis	Greer Development Corporation
Jim Bourey	City of Greenville
Ed Brashier	Simpsonville Chamber
Randy Britton	Duke Power
Andy Cajka	Southern Hospitality Group
Rick Cauthen	Greater Mauldin Chamber of Commerce
Howard Daniel	Greenville Chamber Chair-Elect
Cynthia Eason	Greenville Technical College
Penny Fisher	Greenville County School District
Tim Justice	Rescom Construction
Butch Kirven	Greenville County Council
Andrew Kurtz	Vigilix
Ray Lattimore	Greenville Area Development Corporation
Doug Mannion	Hubbell
Steve Navarro	The Furman Co.
Judith Prince	USC Upstate
Caron St. John	Clemson University Spiro Center
David Swenson	Greer Development Corporation
Bruce White	Bank of Travelers Rest
Greg Rusnak	Greenville Hospital
Vivian Wong	Global Trade Center

In addition, *Market Street* appreciates the staff who have been key to pulling the strategic planning process together:

Michele Boyle, Greenville Chamber of Commerce
Ben Haskew, Greenville Chamber of Commerce
Jerry Howard, Greenville Area Development Corporation
Hank Hyatt, Greenville Chamber of Commerce
John Moore, Greenville Chamber of Commerce
Nancy Whitworth, City of Greenville

REVIEW OF PREVIOUS FINDINGS

In the previous phases of this project, *Market Street* conducted quantitative and qualitative research to understand certain economic development issues facing the Greenville County area. The *Economic Climate Assessment* provided quantitative analysis on Greenville's demographic characteristics, economic well-being, and structure of the economy. It also analyzed Greenville's climate as a place to live and do business based on four areas: education and workforce development, infrastructure, business costs and capacity, and quality of life. Greenville was compared to three peers, or comparison communities, to gain perspective on how Greenville is doing relative to other areas in the nation that share some similar characteristics: Birmingham, Alabama; Greensboro, North Carolina; and Richmond, Virginia.

The *Economic Development Structure Analysis* looked at the capacity and programs of work of the economic development organizations in Greenville. It also included feedback from individual interviews conducted with business leaders and the staff and leadership of local economic development organizations to understand their perspective on how the programs and structure of the organizations are serving the needs of the Greenville community. This insight, combined with best practices from other economic development organizations across the U.S., serves to frame the direction of the goals and objectives presented in this *Strategy*.

The findings from the research of both previous deliverables are summarized in the following sections. Readers should refer to those documents for specific data and more detailed analysis.

Economic Climate Assessment

Greenville's good quality of life and low cost of living have attracted many new residents to the community. The city and county should take steps to stem the population loss in the City of Greenville and also ensure that services are in place to meet the needs of its rapidly growing Asian and Hispanic populations.

Unfortunately, poverty rates are much higher for minorities, particularly blacks and Hispanics, than they are for whites; this is true not only in Greenville County but also South Carolina and the United States. This is a concern, particularly as Greenville continues to attract new immigrants. Enabling its minorities to prosper will increase Greenville's per capita income and reduce the poverty rate among these groups.

Despite its competitive business costs and solid transportation infrastructure, Greenville's job growth has lagged behind over the last two years. Also, Greenville's per capita income is lower than the national average and has dropped every year since 2000 in real terms. Per capita income is one of the best single measures of

socioeconomic well-being in a community, and Greenville's trends indicate that the community is headed in the wrong direction.

To grow its economy and increase its low per capita income, Greenville must take steps to attract, create, and retain more high paying jobs. One way to do this is to encourage and nurture entrepreneurs and small businesses. Greenville needs to develop a strong voice and network for entrepreneurs and establish an entrepreneurial culture in the community. Another approach is to increase Greenville's health care capacity to meet the demands of the aging Baby Boomer generation.

Workforce development and finding skilled employees are the top concerns of many businesses today. Greenville's future workforce is in the K-12 school system today, and for long term economic development, Greenville needs to ensure that these students are competent and prepared for continuing their education and obtaining high-skilled jobs. Results for K-12 test scores and adult educational attainment levels in Greenville are mixed. However, Greenville is developing its capacity at its higher education institutions, particularly at the regional level with Clemson University. The community should seek ways to leverage such regional resources and take advantage of opportunities that may arise from the use and integration of these assets into Greenville's economic development initiatives.

Economic Development Structure Analysis

There are currently four primary economic development entities in Greenville: the City of Greenville, the Greenville Area Development Corporation (GADC), the Greenville Chamber, and the Upstate Alliance. Each of these organizations has their own geographic and functional focus. The Upstate Alliance is a regional economic development marketing organization with a staff of seven and a budget of \$1.23 million. The economic development functions of the other three organizations are focused within Greenville County and have a combined budget of \$1.68 million and 20 staff members. In addition, there are a few smaller chambers of commerce and economic development entities in Greenville County.

Market Street conducted 11 individual interviews with the staff and leadership of the economic development organizations in Greenville County and private sector businesses, as selected by the staff of GADC, the Greenville Chamber, and the City of Greenville. The organizations represented included GADC, Greenville Chamber, Mauldin Chamber, City of Travelers Rest, Upstate Alliance, and the City of Greenville. Interviewees were asked about how well the current economic development structure was working in Greenville and to what extent the economic development organizations were working together. Interviewees were also asked about their general perception of how economic development in Greenville is going, what is working and what is not, and what some key areas to be addressed are.

Despite the somewhat rocky history of the start of GADC as it broke away from the Chamber in 2001, the general consensus among interviewees is that the current structure is better than having the economic development program as part of the Chamber. Most interviewees felt that GADC was better able to represent the interests of the entire county, not just the City of Greenville. Currently, the roles and responsibilities of GADC, Upstate Alliance, the Greenville Chamber, and the City of Greenville's Economic Development Department are fairly well defined and delineated, and these groups work with each other in areas of joint interest. Many interviewees mentioned the need to find ways to further collaboration and communication among these and the county's other economic development groups.

In general, interviewees thought Greenville is doing well in terms of economic development. However, they recognized the need to do better; one person was concerned that the community is becoming complacent.

Market Street encouraged the interviewees to discuss their perspective on various issues in Greenville; some of the issues were organization-based, while others affected the overall situation in Greenville. The interviewees identified the following specific areas for improvement:

- ✓ There needs to be a fully staffed existing business program in Greenville County. The program will help with business retention and expansion, and can generate leads for new projects. However, there are differing views about what organization should take the lead in running this program.
- ✓ GADC should consider reassessing its target sectors to make sure the targets are appropriate for the community. GADC should then develop an action plan for the targets, including a workforce development component to ensure that skilled workers are available in the target sectors.
- ✓ Greenville needs to place more emphasis on small businesses and entrepreneurship. Although it is not clear which organization should take the lead in this effort, it will likely require partnerships and initiatives among multiple organizations. Programs and initiatives should have concrete action steps that lead to recognizable results.
- ✓ There is tension and mistrust between the Chamber and GADC/county leadership, and between city and county elected officials, although some say the relationships have improved. These entities need to work to improve their relationship, build trust, and overcome historical barriers to communication.
- ✓ Greenville and the Upstate region need to engage in better planning and communication across organizations and government boundaries. Planning needs to be inclusive of the multiple jurisdictions within Greenville County. Also,

organizations could meet regularly to share information about their strategies and direction to help improve communication and planning.

Market Street recognizes that interviewee perceptions do not always reflect reality; however their feedback provides an important perspective on economic development-related issues in Greenville. It should also be acknowledged that the stakeholder input component of this strategy process was fairly limited in scope and reach.

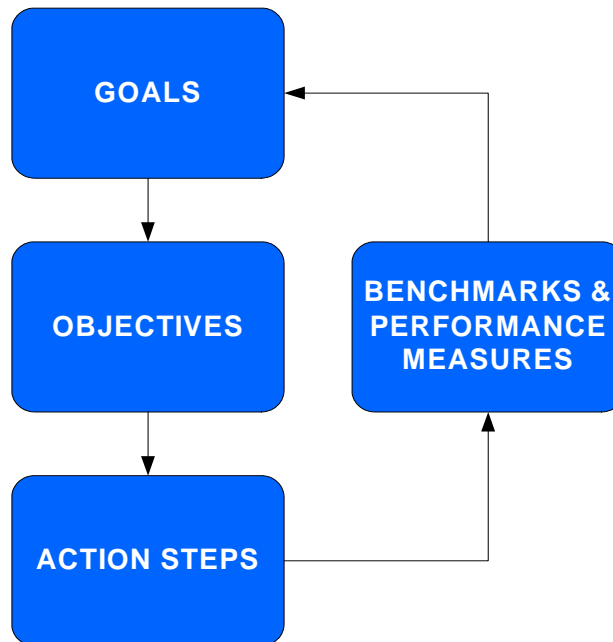
Market Street also made the following observations based on the interview feedback:

- Greenville's economic development organizations do not appear to set benchmarks and performance measures proactively to monitor success and achievements; some measure results in annual reports, but results do not appear to be tied to strategies or action steps. The *Economic Development Strategy* will present benchmarks and performance measures that Greenville can use to track their progress in achieving the goals and objectives.
- It is not clear whether interviewee support for the current structure of the economic development organizations is based on results, comfort with the existing situation, politics, or other reasons. In any case, some interviewees do not realize that the quantitative evidence shows that Greenville is not doing particularly well in certain areas, including per capita income, job gains, and educational attainment levels.
- With multiple organizations that have defined roles in economic development for Greenville, there is no single leader that constituents of the county can look to for moving the *Strategy* forward. It is not clear who will be responsible for carrying the torch for the *Strategy*. Certainly, Greenville's economic development organizations can work together and be jointly responsible for the *Strategy*, but that would require overcoming the mistrust and tensions that exist between some of the organizations. It can be done, but only if people are willing to put their historical conflicts aside and work towards a better economic future for all of Greenville County.

METHODOLOGY

This *Economic Development Strategy* presents a plan for Greenville County’s future, and outlines four primary goals that the community will strive for in its economic development efforts. Each goal includes a set of objectives that represent the key strategies to focus on to attain that goal. Recommended action steps are provided for each objective. Action steps are the specific policies Greenville will need to implement the objectives, and ultimately achieve the goals.

Economic Development Strategy



For this *Strategy* to be successful, the progress of implementation must be monitored to keep the work focused on the most pressing issues and completed in a timely manner. This can be done by regularly collecting and analyzing data pertaining to the benchmarks and performance measures that accompany each goal in this *Economic Development Strategy*. The benchmarks and performance measures will allow Greenville to gauge the impact of individual action steps and assess the overall progress of achieving the goals. Performance measures are the indicators to monitor, and benchmarks are the indicator levels to strive for. For example, a performance measure might be the percent growth in the community’s jobs, and the benchmark would then be to exceed national job growth rates.

Benchmarks and performance measures will enable the Greenville area to track the progress of strategy elements and determine if additional efforts are needed to reach the community's goals. However, as an Urban Institute report notes, performance measurements do have limitations: they cannot reveal the full extent to which a program caused the measured results; they cannot measure certain non-quantifiable outcomes like an area's "culture of entrepreneurship;" and they do not replace the need for political judgment, good management, creativity, etc., in the decision-making process.¹ However, performance measurements can nevertheless identify trends, and trends can indicate progress, or the lack thereof.

While every attempt was made to ensure that the benchmarks and performance measures included in this document are comprehensive, Greenville is encouraged to monitor the progress of this *Strategy* to the level of detail they see fit. Additionally, sometimes up-to-date data are not always publicly available. In these instances, Greenville may have to work with local and regional organizations to collect the necessary data.

Because this plan is a "living" document, it will change and adapt over time to shifting economic, political and social conditions. Key leaders may decide to adjust various parts of the *Strategy*, including benchmarks and performance measures, as appropriate. Monitoring the progress of each strategic component will enable regional decision-makers to determine the effect of policies and programs on overall regional goals, and identify what elements of the *Strategy* need to be expanded, contracted, or altered.

¹ Hatry, Harry P. *Performance Measurement: Getting Results*. Washington, D.C.: The Urban Institute, 1999, p. 3.

GREENVILLE ECONOMIC DEVELOPMENT STRATEGY

Based on the quantitative and qualitative research from the previous deliverables, four main goals and subsequent objectives were identified for Greenville County.

Goal 1: Diversified, Sustainable Economy

Greenville County will attract, create, and retain high wage, quality jobs to achieve a strong, diversified, and sustainable economy.

- Objective 1:** Further develop an integrated program to address the retention and expansion of existing businesses across Greenville County.
- Objective 2:** Establish a culture of entrepreneurship and strengthen the infrastructure to support small businesses and entrepreneurs.
- Objective 3:** Develop a research-based approach to identifying and strengthening target business sectors for recruitment, retention, expansion, and small business growth.
- Objective 4:** Increase the health care industry capacity of Greenville County and the Upstate region to meet growing demand and create quality jobs.
- Objective 5:** Support overall product development in multiple urban/downtown areas throughout Greenville County.

Goal 2: Education and Workforce Development

Greenville County's existing and future workforce will have the skills and education levels necessary to succeed in the jobs of the future.

- Objective 1:** Establish strong linkages among higher education and public school leaders, economic development professionals, and the business community.
- Objective 2:** Increase workforce preparedness for target business sectors and other occupations or fields in demand.
- Objective 3:** Ensure that services are available and accessible to help displaced workers and recent immigrants find jobs.

Goal 3: Planning, Communication, and Partnerships

The Greenville area's government entities and economic development-related organizations will establish trusting relationships and partnerships across

organizational and jurisdictional boundaries to engage in joint planning and increased communication.

- Objective 1:** Work to improve the trust levels between city and county elected officials, and between chamber and county economic development leaders.
- Objective 2:** Share information, strategies, and be inclusive in planning processes across organizations and jurisdictions.
- Objective 3:** Increase support for regional efforts in economic development, infrastructure, and other areas of joint interest.

Goal 4: Newcomers as Assets

Greenville will have a culture of embracing diversity, welcoming newcomers, and encouraging them to participate in the local community and economy.

- Objective 1:** Connect to and strengthen networks for Greenville's professional and entrepreneurial newcomers and international residents to tap into their expertise and diverse backgrounds.
- Objective 2:** Ensure that a broad range of services is in place to meet the needs of recent immigrants to adjust and become part of the local community and economy.
- Objective 3:** Create an environment where young and skilled professionals will want to live and work.
- Objective 4:** Develop a culture of embracing diversity.

Vision 2025

A nearly two-year-long community visioning process initiated by the Greenville Chamber culminated in the Greenville Vision 2025 plan, unveiled in November 2004. The plan presents a vision of what participants want to see for Greenville 20 years from now.

There are four overarching areas of the plan: public sector, private sector, quality of life, and a healthy community. The Public Sector Vision addresses education, government, planning and infrastructure, public safety, and transportation. The Private Sector Vision deals with growing the economy, managing and respecting diversity, and becoming more culturally and economically international. The plan's Quality of Life Vision includes arts and culture, attracting young professionals, the

environment, and parks and greenspace. Lastly, the Healthy Community Vision focuses on increasing community impact, social services, health care accessibility, and healthy lifestyles.

For a short time, the Greenville Leadership Alumni were responsible for the plan, but implementation efforts have more recently been formalized. Greenville Forward was officially established the first of January 2006 to work on implementing the plan. Greenville Forward is a stand-alone entity with funding from the Community Foundation of Greater Greenville to staff and run the organization.

Greenville Forward will maintain the 16 work groups established during the Vision 2025 process, although some will be more engaged than others, particularly those that are more project driven and measurable. Ad hoc groups will also be created for certain areas, such as developing emerging leadership and similar to efforts to the Memphis Manifesto. Greenville Forward plans to conduct a number of surveys to get more detailed information on the specific direction projects should take. Its main role is to convene relevant groups and organizations and encourage them to communicate through seminars, symposiums, and smaller, more informal meetings.

There are overlaps between this *Economic Development Strategy* and the Vision 2025 plan. This *Strategy* is not meant to duplicate the work of Vision 2025; rather, it is meant to support Vision 2025 and provide more specific recommendations for action in the goals set forth in the *Strategy*. Parts of the Vision 2025 plan are referenced in this *Strategy* where appropriate. Implementation of the two plans should be a collaborative and complimentary effort rather than competing ones.

GOAL 1: DIVERSIFIED, SUSTAINABLE ECONOMY

Greenville County will attract, create, and retain high wage, quality jobs to achieve a strong, diversified, and sustainable economy.

As discussed in the *Economic Development Structure Analysis*, a number of interviewees felt that Greenville is doing fairly well in terms of economic development. However, quantitative evidence from the *Economic Climate Assessment* shows that Greenville's economy has not performed as well as many perceive. During the two-year period from 1st quarter 2003 to 1st quarter 2005, job growth in Greenville County was only 0.6 percent, or just over 1,200 jobs. This growth rate was lower than that for the state, nation, and two of the comparison communities. Also, the number of businesses in Greenville County actually decreased by 5.7 percent during this period.

Per capita income (PCI) is one of the best single measures of socioeconomic well-being in a community, and Greenville's trends indicate that the community is headed in the wrong direction. Greenville County's PCI in 2003 was lower than the national average and lower than that of all of the comparison communities. The county's PCI growth over the last ten years has lagged that of the state and the nation, and its real PCI has actually dropped every year since 2000.

To grow its economy and increase its low per capita income, Greenville must take steps to attract, create, and retain more high paying jobs. Traditional business recruitment is only one approach to economic development, and this approach has not been sufficient to raise Greenville's per capita income and job growth. The strategies outlined in the following objectives provide a comprehensive approach to quality economic growth for Greenville. There is considerable focus on capitalizing on the existing strengths of the local economy, as well as increased attention on areas that need to grow in capacity.

Objective 1: Further develop an integrated program to address the retention and expansion of existing businesses across Greenville County.

In the desire to increase local economic activity and successfully recruit new firms and jobs to an area, the needs of existing businesses can often be overlooked. Nearly everyone that *Market Street* interviewed expressed the need to increase resources to support existing businesses in Greenville. The program will help with business retention and expansion, and can generate leads for new projects. However, there are differing views about what organization should take the lead in running this program.

The Greenville Chamber has a business call program, but it is not fully developed and has not been made a key part of the Chamber's economic development efforts. Also, the Chamber lacks a software system to track its business calls and report results. A few people noted that there is not sufficient county-wide trust in the Greenville Chamber to run an existing business program on behalf of the county and that GADC might be the more appropriate organization to run this program. However, part of the problem may be one of perception; 90 to 95 percent of the firms that the Chamber contacts are outside of the City of Greenville and many are not Chamber members.² Also, GADC does not have a definitive way to fund a business calling program, and the County Council will not support additional funding for GADC at this time. Because lead generation and project management functions are split across multiple organizations in Greenville County (i.e. Upstate Alliance and GADC), a business retention and expansion program for Greenville would require agreement on client handling protocols and the responsibilities of each organization.

A strong business retention and expansion program (BREP) would require dedicating appropriate resources and coordinating efforts across the county. The heart of a BREP is conducting business calls to identify issues that businesses are facing. However, it is not just a matter of calling or visiting businesses and conducting a standardized survey, it is more about having a "conversation" with local businesses. A quality BREP involves developing relationships with existing businesses, understanding their needs, and also putting them in touch with services that can help them. Issues that businesses may identify include financing, infrastructure, and incentives. The BREP staff must have contacts at utility companies, state agencies, city departments, and so forth that can be called upon to provide assistance to companies.

A BREP can maximize its impact by ensuring that it is part of an integrated economic development system. For example, if a significant number of businesses report a worker shortage in a particular area, this information needs to be communicated to organizations that deal with workforce development, including higher education institutions. The BREP should focus on the same target business sectors that are the focus of the business recruitment program. (Additional details about identifying target sectors are discussed in Objective 3.)

An excellent business retention and expansion program model to follow is that of the Greensboro Economic Development Partnership in North Carolina. As much importance is placed on their BREP as on traditional business recruitment efforts, and in some years, the success of BREP in terms of investment and job creation has surpassed that of recruitment. Details of Greensboro's BREP were discussed as a best practice in the *Economic Development Structure Analysis*.

Greensboro and also Richmond, Virginia are best practice models that use public/private partnerships affiliated with the chamber of commerce. In Greenville,

² Source: Greenville Chamber of Commerce.

the Chamber can be an effective vehicle for a BREP program. The Chamber would need to significantly expand the existing program, and more importantly, develop better communication and a mutual understanding with other economic development organizations about the county-wide representation of the program.

Another potential structure is housing the program at GADC, with representatives from the municipalities (i.e. chambers of commerce) accompanying the dedicated GADC BREP staff on business calls. GADC can be primarily responsible for recording and assimilating information; representatives from the cities can help establish relationships and identify local resources to assist businesses.

While Greenville's economic development leaders must ultimately decide which organization will be responsible for the business retention and expansion program, it is *Market Street's* experience that business calls are best conducted by organizations that represent businesses. Many firms simply will not share sensitive and important information with public officials.

ACTION STEPS

- ✓ Come to an agreement about the organization that will be responsible for the business retention and expansion program.
 - Ensure that the program includes businesses from all parts of Greenville County.
 - Be clear about operational protocols.
 - Set standards and processes for accountability.
- ✓ Generate county-wide support for a business retention and expansion program.
 - Educate elected officials, businesses, and taxpayers about the purpose of such a program.
 - Show proven results from other programs across the U.S.
 - Seek funding for the program from the county and area businesses, perhaps through a dollar-matching fundraising approach.
- ✓ Further develop the business retention and expansion program.
 - Hire two professional staff who are dedicated to building relationships with existing businesses.
 - Use a quality software and database program to collect data and report results.
 - Focus on the target business sectors, as discussed and identified in Objective 3, to develop strong referral relationships.
- ✓ Track results of business retention and expansion efforts.
 - Measures include net change in employment at existing companies, additional capital investment, number of businesses contacted, number of resource interventions, and number of recruitment leads generated.

- Publicize these results to highlight the importance of retention and expansion efforts, and develop a marketing plan to promote the program.
- ✓ Build connections from the retention and expansion program to other parts of Greenville County's economic development-related organizations.
 - Identify and communicate situations where other programs or organizations can be of assistance in areas like policy, workforce development, and following up on leads.

Objective 2: Establish a culture of entrepreneurship and strengthen the infrastructure to support small businesses and entrepreneurs.

Efforts to nurture local entrepreneurs and fledgling businesses are also crucial components of any local economic development strategy, as half of the businesses in Greenville County employ fewer than five people.³ Entrepreneurs go through many different stages of development, and their ventures can result in a high-growth company, a lifestyle business, or somewhere in between. Local economic developers should ensure that potential job-creating businesses are given every chance to take root and grow, no matter what stage of development they are in. Supporting entrepreneurship in a community is a component of economic development that involves both a cultural shift and the dedication of resources.

Entrepreneurial culture is about being a place where entrepreneurs are recognized and embraced. Establishing a culture of entrepreneurship is part of creating a pipeline of entrepreneurs. Other components of building the pipeline are entrepreneurship education and entrepreneur networks. Education about entrepreneurship should begin in the K-12 system, but also be available as a continuous learning resource for adults. Entrepreneur networks can be formal or informal; they provide opportunities for entrepreneurs to connect with their peers and share information. While the public sector can play an important role in starting and supporting network organizations, entrepreneurs themselves need to be the driving force behind the evolution of the network.

Besides building a pipeline of entrepreneurs, the other half of an entrepreneurship development framework is providing the business support infrastructure for them. This involves training and technical assistance, access to capital, and public policy. Training and technical assistance can come from small business development centers, SCORE, business incubators, and other organizations. Access to capital is critical for entrepreneurs through various stages of their development, and is needed in various forms (debt, equity, etc.). Supportive public policy for entrepreneurs is about creating a positive business environment through resolution of business licensing issues, tax policy, and so forth.

Interviewees from the *Economic Development Structure Analysis* said more emphasis needs to be placed on small business and entrepreneurship in Greenville. This confirms findings from the *Economic Climate Assessment* that showed Greenville needs to develop a strong voice and network for entrepreneurs. Although Greenville has basic entrepreneurial and small business support from the Greenville Chamber, the Small Business Development Center of South Carolina, the Spiro Center for Entrepreneurial Leadership, and SCORE, the community lacks a strong entrepreneurial culture that drives the local and regional economy.

³ Source: U.S. Census Bureau. County Business Patterns, 2002.

One effort to bring high tech entrepreneurs together is NEXT, which is staffed by the Greenville Chamber in collaboration with the City of Greenville, and a number of other organizations. Formerly known as the Digital Alliance, NEXT is an initiative to help entrepreneurs with issues such as start-up, relocation, and capital. The Chamber brings together the resource collaborative and acts as a “concierge” to help entrepreneurs find the right resources. NEXT is also focused on infrastructure development (i.e. business licenses, capital) and advocacy (public relations and government). Local entrepreneurs have helped lead the direction of Digital Alliance/NEXT. So far, Digital Alliance/NEXT has been able to help a few entrepreneurs move to Greenville and worked with the city to set up a business license abatement program.

The Arthur M. Spiro Center for Entrepreneurial Leadership at Clemson University also is a strong potential partner in the establishment of an entrepreneurial support system. The Center promotes entrepreneurship through its educational programs and by assisting entrepreneurs in the region. Its outreach efforts include mentoring and counseling for entrepreneurs, and it holds many of its events in Greenville. For example, it is helping the Clemson University Research Foundation and the bioengineering department present their research on topics such as commercialization, collaboration, and start-ups.

Other key elements of Greenville’s entrepreneur support system include Swamp Fox, a website that posts news and events related to the Southeastern Innovation Corridor; FastTrac, an entrepreneur education system in South Carolina; and InnoVenture, an annual conference based in Greenville for entrepreneurs, researchers, and investors to focus on innovation.

Greenville should reach out to entrepreneurs across the Upstate region to be able to develop a larger scale entrepreneurial network and support system. Regional efforts maximize the use of scarce resources and also increase the range of resources available to entrepreneurs.

ACTION STEPS

- ✓ Form a work group to fully develop a plan for building and supporting entrepreneurship in the Greenville area and the Upstate region.
 - Be inclusive geographically, and assemble a diverse group of women, minorities, high growth entrepreneurs, and lifestyle businesses.
 - In addition to entrepreneurs, include staff of the entrepreneur support organizations and resources in the Upstate (chambers of commerce, technical colleges, etc.). Use the NEXT collaborative as a key set of partners.
- ✓ Create sub-committees that focus on each of the elements of building an entrepreneur pipeline: culture, entrepreneurship education, entrepreneurial

networks, training and technical assistance, access to capital, and public policy.

- ✓ Develop a matrix of available services and their targeted entrepreneur levels to understand the network of services and identify gaps.
- ✓ Identify strengths, weaknesses, and gaps in the entrepreneur support system.
 - Elicit feedback from entrepreneurs of all levels, and determine if the issue is public education about available resources or the need for a new or improved service.
- ✓ Create a plan to address the gaps and improve the Upstate's entrepreneurial support system.
 - Seek innovative ways to fund new or enhanced programs, including establishing partnerships.
 - Address issues such as: increased opportunities for minorities and recent immigrants, expansion of FastTrac and other programs, establishment of an organization such as the Piedmont Triad Entrepreneurial Network, creation of business plan competitions, potential interest in business incubators, and potential for an economic gardening program (i.e. Littleton, Colorado as described in the *Economic Development Structure Analysis*, or the Tomatoes on Steroids program in Bakersfield/Kern County, California).
- ✓ Develop consistent intake procedures, needs assessment tools, and referral methods across the multiple entrepreneur support organizations.
 - The purpose is to ensure that entrepreneurs can approach any of the organizations and be directed quickly to the proper resource.
 - Be able to identify the experience and skill levels of entrepreneurs and match them to a set of services that they can use for their development.
- ✓ Include a plan for regular communication and collaboration across the entrepreneur support organizations, as well as continual feedback from local entrepreneurs.
- ✓ Promote the Upstate region's entrepreneurial environment.
 - Publicize successes of local entrepreneurs.
 - Monitor and communicate the region's performance on key entrepreneurial indicators.
 - Heighten the awareness of the contribution that entrepreneurs make to the regional economy.

Objective 3: Develop a research-based approach to identifying and strengthening target business sectors for recruitment, retention, expansion, and small business growth.

The determination of target business sectors can help focus economic development efforts and resources on areas that have the greatest potential for growth. Developing and strengthening target sectors allows a community to leverage its existing strengths, seize opportunities to expand the sectors, and focus on businesses with significant employment and wealth creation potential. The result of an effective target business sector development is a strong, diversified economy. The terms “target,” “target clusters,” and “target sectors” can be used to describe the same concept: business sectors that are targeted for recruitment, retention, expansion, and small business growth. The Vision 2025 plan also calls for developing industry clusters, with partnerships among research universities and international firms with a presence in the Upstate.

Identifying specific target business sectors requires both quantitative and qualitative research. Quantitative research involves looking at employment size and growth, employment concentrations relative to the national average (location quotient analysis), and average wages. Qualitative research involves understanding national trends in specific business sectors and identifying specific assets that support the target sector, including workforce training programs, research institutes, special niches within a sector, industry organizations, and major employers. A full target business analysis also would include identifying barriers and opportunities to developing the targets and creating a plan to address those issues.

As discussed in the *Economic Development Structure Analysis*, a number of interviewees mentioned the need for GADC to reassess its targets to make sure that they are appropriate for Greenville County. Some expressed concern that GADC was too focused on “elephant hunting,” or traditional recruitment of manufacturing companies. GADC’s target business sectors include automotive, pharmaceutical/biotech, advanced materials, aviation, headquarters, warehouse/distribution, and research and development. The Upstate Alliance has its own set of target sectors, some of which overlap with GADC’s targets. Also, the South Carolina Council on Competitiveness, which is using a target-based approach to economic development in the state, has identified clusters at the state level that share some overlap with Greenville County’s targets.

A research-based plan for identifying and strengthening target business sectors would help GADC reassess what sectors have the greatest potential for employment and wealth creation, in the context of leveraging existing assets and identifying emerging opportunities. Target sectors are not just for traditional business recruitment. Developing targets is a much more holistic economic development approach, which includes business recruitment as just one component. Successful

development of target sectors must include a combination of supporting existing businesses, establishing communication networks, developing education and training programs, and creating an environment attractive to both businesses and workers. This kind of approach would require the involvement of nearly all of the economic development organizations in Greenville County, as well as workforce development agencies and higher education institutions.

Establishing public/private partnerships can be an effective approach to developing certain elements of the target sectors. Greenville has a history of success in using public/private partnerships for economic development. In addition to public/private partnerships related to Greenville's downtown development, partnerships have also been established around key assets for accelerating growth and development in certain business sectors. The most notable example is the Clemson University's International Center for Automotive Research (ICAR), which is being developed in partnership with public entities such as the City of Greenville, the State of South Carolina, Upstate Alliance, and also private businesses like IBM and BMW. Clemson also has plans for its Advanced Materials Project, which includes a \$70 million investment at its Anderson County research park. The purpose of the project is to ignite cluster development in advanced materials, such as polymers, films, metals, ceramics, electronic components, automotive parts, and biomaterials. A plan for developing target sectors should include identifying potential public/private partnerships that can help accelerate the growth of these sectors in Greenville.

ACTION STEPS

- ✓ Conduct a research-based analysis to identify ideal target business sectors for Greenville County.
 - Use quantitative data on businesses, employment, and wages.
 - Research and identify local assets, including workforce training programs, research institutes, special niches within a sector, industry organizations, and major employers.
 - Identify weaknesses and challenges facing the target sectors, as well as opportunities to fill any gaps, increase support for the targets, and expand into other niches.
- ✓ Develop a plan to strengthen the target business sectors.
 - The plan should include collaborative and integrated approaches to recruit, retain, expand, and grow businesses in the sectors.
 - The plan should also address ways to improve the support structure for the sectors, including developing degree programs, workforce training programs, industry networks, research centers, and so forth.
 - Include other economic development-related organizations (i.e. Upstate Alliance, Greenville Chamber, City of Greenville, City of Greer, etc.), higher education institutions, workforce development providers, and other relevant groups in both the planning and implementation process.

- Leverage and develop target clusters around higher education assets and research resources, including those at Clemson University.
- Identify public/private partnerships that can be formed to foster target sector development, in particular involving the region's universities.
- ✓ Publicize the selection and development of the target sectors, both within the Upstate region and externally.
 - Monitor and communicate Greenville's progress in growing the targets.
 - Collaborate with Greenville's other economic development-related organizations and align strategies and directions of these organizations as necessary.

Objective 4: Increase the health care industry capacity of Greenville County and the Upstate region to meet growing demand and create quality jobs.

The aging of the Baby Boomer generation is creating an enormous demand for health care products and services. U.S. health care consumption rose from 8.8 percent of national Gross Domestic Product (GDP) in 1980, to 15.3 percent in 2003.⁴ That figure is expected to reach 17 percent of GDP by the year 2011.⁵ According to the U.S. Bureau of Labor Statistics, five out of the 20 fastest-growing national occupations will be in the health care sector.⁶

In addition, technology is in the process of revolutionizing the health care industry. Services and programs now allow doctors to book appointments online, send prescriptions electronically, and transfer and view lab results and medical records electronically. Part of the push comes from the federal government, who has a keen interest in containing Medicare and Medicaid costs. In November, the Senate unanimously passed the Wired for Health Care Quality Act that provides funding to local or regional health information organizations (RHIOs) to develop health information technology (IT) standards.⁷ Implementing such standards would enable interoperability, so that doctors, hospitals, pharmacies, and patients have access to the same data source. Investing in technology will help health care service providers increase efficiency, reduce errors, and improve decision making. There are tremendous opportunities for technology firms and related companies to be a part of this e-health revolution.

As discussed in the *Economic Climate Assessment*, Greenville County has a significant opportunity to grow its health care industry. It has lower-than-average health care capacity, as reflected by lower location quotients (employment concentration) and a lower proportion of total employment in the health services sector. Also, the Greenville-Spartanburg-Anderson metro area has fewer physicians per 100,000 residents than the national average and the comparison communities. Shoring up its health care capacity and meeting growing demand from the Baby Boomer generation will also help Greenville create quality, high paying jobs. This objective compliments one in the Vision 2025 plan that envisions increased capacity and better quality in the Greenville health care system.

Some steps are already being taken. In April 2004, the Greenville Hospital System, the Medical University of South Carolina, Palmetto Health, and the University of

⁴ *Health Affairs*. Vol 24, Issue 1, 185-194. January/February, 2005.

⁵ DeVol, Ross C. and Rob Koepf. "America's Health Care Economy." Milken Institute, August 2003, p. 2.

⁶ U.S. Bureau of Labor Statistics. <http://www.bls.gov/emp/emptab3.htm>. Accessed January 9, 2006.

⁷ Senator Hillary Rodham Clinton.

<http://clinton.senate.gov/news/statements/details.cfm?id=249053&&>. November 18, 2005. Accessed January 9, 2006.

South Carolina together formed the South Carolina Health Sciences Collaborative (SCHSC). These four institutions plan to invest a total of \$80 million over the next ten years in health sciences research. Matching contributions from the South Carolina Research Centers of Economic Excellence Act (also known as the Endowed Chairs Program) will double the total amount available for research to \$160 million. The investments are expected to attract more researchers, generate more and better research, secure more national funding, and attract more out-of-state businesses. The four participating institutions plan to create a research foundation that will provide a structure and the vehicle for research, including clinical trials conducted by the universities and hospitals.

Also in 2004, the Greenville Hospital System (GHS) achieved “university medical center” status, allowing it to expand research efforts and teaching programs and attract federal funding. GHS is also planning a \$20 million, 100,000-square foot Health Sciences Research, Education, and Innovation Institute as part of its recently designated Health Sciences Research and Education Campus. The Upstate Center for Advanced Patient Simulation (UCAPS), the first phase in the development of a virtual hospital in conjunction with the Greenville Technical and Community College, will be located at the new Institute. The expansion of five University of South Carolina (USC) programs onto the GHS downtown campus means that the USC School of Medicine, the USC College of Nursing, the Arnold School of Public Health, the USC College of Social Work, and the South Carolina College of Pharmacy will have a presence at the GHS Institute.⁸ These programs will not only increase the educational capacity of the health care sector in Greenville, they will also provide increased opportunities for clinical training of students. The Institute will also be home to the new Center of Economic Excellence in Patient Simulation Education and Research, an endowed chair sponsored by Health Sciences South Carolina.

In September 2005, Clemson University and the University of South Carolina committed \$7 million and \$2.5 million, respectively, for biomedical and health sciences research at GHS facilities. Clemson’s research will be in three areas: bioengineering related to orthopaedic and cardiovascular devices, rehabilitation, and performance enhancement at the Patewood Medical Campus; trauma data analysis and research to guide the design of safer automobiles; and the expansion of breast tissue engineering research for cancer patients at the GHS Oncology Research Institute. USC will conduct research in health sciences at the GHS Health Sciences Research, Education, and Innovation Institute.

ACTION STEPS

- ✓ Include health care as a probable target business sector.
 - Conduct research to quantify businesses, wages, and employment.
 - Identify current and future areas of greatest demand.

⁸ Source: Greenville Hospital System.

http://www.ghs.org/ghsNews.php?bl=y&channel_id=124&nl=&c_id=2451&id=260&ghs=y.

- Also identify local assets, workforce training programs, and other infrastructure that could support a health care cluster.
- ✓ Develop a plan for growing Greenville's health care sector as part of the target business plan (from Objective 3).
 - Work with the Greenville Chamber, GADC, and other related organizations to develop a growth plan.
 - Strengthen the relationship between Greenville's major health care providers and local economic development organizations.
 - Identify health care suppliers and service providers, and consider approaches to attract them to Greenville.
- ✓ Develop regional efforts to grow the health care sector.
 - Encourage the region's major hospital systems and chambers of commerce to communicate and work together on common issues.
 - Jointly tackle workforce shortage issues with innovative programs at the region's technical colleges and universities.
 - Leverage the research activities of the South Carolina Health Sciences Collaborative and other university/hospital collaboratives.
 - Use regional resources to help attract health care businesses and suppliers.
- ✓ Raise awareness of significant health care-related activities and of health care as a business sector.
 - Widely publicize research findings, new initiatives, and other achievements of Greenville's health care sector.
 - Track and publicize jobs created within the health care sector and the wages paid.

Objective 5: Support overall product development in multiple urban/downtown areas throughout Greenville County.

Downtown development is an important component to any holistic economic development program. As a place-based approach, downtown development is often broad in the types of functions that are involved; efforts to make downtown areas attractive to residents, businesses, and visitors can require addressing zoning regulations, urban design guidelines, public safety, and infrastructure improvements. Bringing businesses, residents, and visitors will help create jobs, stimulate investment, and raise property values. While this objective includes not just downtowns but also other concentrated urban areas, the concepts also apply to all urban areas.

The City of Greenville’s efforts in downtown development have resulted in an attractive, vibrant Main Street and downtown area, with over 1,300 residential units and 20,000 jobs.⁹ Its success can be largely attributed to effectively using public-private partnerships to accomplish downtown projects. The City has invested in parking structures, streetscape improvements, and other infrastructure projects, guided by its Downtown Master Plan. Greenville’s downtown is clearly a critical asset to the entire county and the Upstate region, and the City should continue its work on developing the amenities and capacity of the downtown area.

Other cities in Greenville County have also made significant strides in downtown development. The City of Greer, through collaborative efforts with the Partnership for Tomorrow, Greer Development Corporation, and other organizations, has developed a plan for transforming its downtown while preserving its numerous historic buildings. In June 2005, the Partnership for Tomorrow announced that it would provide \$59,000 for nine downtown businesses to renovate their properties.¹⁰ The Mauldin Area Partnership (MAP) was very recently formed to address economic development in the City of Mauldin. Part of MAP’s functions will include maintenance of a facilities database, annexation and zoning issues, and retail and small business development in Mauldin’s downtown area. Plans include a Mauldin Cultural Center near City Hall, which will eventually include an auditorium, a veteran’s memorial, an amphitheater, botanical gardens, and a local heritage museum.¹¹

The downtowns in Greenville County cities are not the only areas of urban activity that are developing. Verdae Development Incorporated has proposed to develop a 1,100 acre property near the intersection of I-85 and I-385 into a mixed-use area to

⁹ Source: City of Greenville. February 2005.

<http://www.greatergreenville.com/development/dtfactsheet.pdf>. Accessed February 9, 2006.

¹⁰ Source: Lundeen, Nan. *Greenville News*. “Downtown Greer Gets Boost.” June 7, 2005.

¹¹ Source: Howle, Julie. *Greenville News*. “City wants special downtown.” February 10, 2006.

include hotels, restaurants, retail businesses, banks, office and professional businesses, as well as multiple housing types. In addition, the Millennium Campus is being developed on 500 acres as an educational and research campus geared toward attracting corporate headquarters and technology-oriented operations. The location of these two large developments in close proximity to the International Center for Automotive Research (ICAR) shows a growing urban area with potential for additional development.

The concurrent development of Greenville County's multiple downtowns and other urban areas to some extent increases the competition among these areas for businesses, visitors, and shoppers. However, over the long term, these multiple areas will provide greater options for residents and businesses and help to attract new residents and businesses from outside of the County. Together, these areas can raise the profile of Greenville County, while at the same time allowing each downtown or urban area to develop its own unique identity that sets them apart.

ACTION STEPS

- ✓ Encourage municipalities to develop downtown plans and plans for other urban areas.
 - Address areas such as streetscaping, pedestrian access, parking, zoning, urban design guidelines, and so forth.
 - Identify the characteristics that will make these areas special and representative of the local community, and leverage existing community assets.
 - Use the Main Street South Carolina program (endorsed by the National Main Street Center and the National Trust for Historic Preservation) as a resource.
- ✓ Identify potential funding and implementation options for the downtown plans.
 - Identify additional opportunities for public/private partnerships.
 - Investigate the feasibility of using tools such as tax increment financing, business improvement districts, and local option sales taxes.
- ✓ Use community assets as “anchors” around which to focus development.
 - Downtown Greenville, and ICAR/Millennium Campus are prime examples.
 - Identify opportunities around recently announced projects such as the Greenville Hospital System's Health Sciences Research and Education Campus to develop urban areas.
- ✓ Coordinate biannual meetings with each municipality's downtown development representatives.
 - Share information about plans and progress.
 - Identify common interests and common challenges that can be addressed as a team, and seek ways to pool resources to do so.

- Include other entities (Chambers, County representatives) who may have an interest or role in local downtown development.
- ✓ Seek opportunities for fostering arts and culture in the downtown areas.
 - Consider developing or subsidizing artists lofts and other live/work space that will help provide a round-the-clock arts-related presence.
 - Support arts and culture through other methods, such as monthly art crawls, public art competitions, and other events.

GOAL 2: EDUCATION AND WORKFORCE DEVELOPMENT

Greenville County's existing and future workforce will have the skills and education levels necessary to succeed in the jobs of the future.

Education and workforce development are about providing a continuum of opportunities to increase the foundation of skill and knowledge levels, re-tool skill-sets for recent advances in technology and processes, and acquire technical proficiency in specialized areas. This requires addressing the needs of our children, young adults, and older workers so that they can compete for some of the same jobs that people in China, India, and elsewhere are seeking. In today's global economy, the U.S. as well as the Greenville area will be able to stay ahead only if they invest in education, advanced skills, and innovation.

Finding qualified and skilled workers is now a priority issue for many businesses. According to employment firm Challenger, Gray, & Christmas, 44 percent of human resource executives surveyed in June 2005 said that qualified workers are increasingly hard to find.¹² Also, National Association of Manufacturers released a report in November 2005 highlighting a serious shortage of qualified employees in manufacturing as a threat to America's competitiveness and a critical business issue.

Other recent reports have raised alarms about the impact of labor force and education trends. A report by the National Center for Public Policy and Higher Education from November 2005 raised the issue that if current population trends continue and states do not improve education for all racial and ethnic groups, educational attainment and personal income of Americans will decrease over the next 15 years. In a December 2005 report for CEOs for Cities called "The Young and the Restless in a Knowledge Economy", economist Joseph Cortright wrote that the U.S. is about to experience a "seismic" shift in labor markets. With the aging of the Baby Boomer generation and the plateau in female labor force participation rates and college graduation rates, Cortright argues that the U.S. is facing a shortage of skilled labor.

Education and workforce development are extremely broad issues that are influenced by federal, state, and local policies. The extent to which diverse segments of a community (public and private sectors) can come together and work on these issues will be a significant determinant in the long term economic health of the community. The objectives presented here focus on diverse support for education, stronger linkages between education institutions and other groups, workforce preparation in target business sectors, and services to help displaced and immigrant workers find jobs.

¹² <http://www.inc.com/criticalnews/articles/200506/skilledworker.html>

Objective 1: Establish strong linkages and relationships among higher education and public school leaders, economic development professionals, and the business community.

Economic development, workforce development, and education are intricately connected and go hand in hand; you cannot have one without the other. Even when communities recognize this, it is difficult to pull it off. It requires a shift in attitudes about what economic development is and about the importance of education and workforce development. And it requires leaders of higher education institutions, K-12, economic development, businesses, and workforce development to identify common interests and work together. Establishing partnerships among these groups can be effective to address difficult issues that individual entities cannot do on their own. Issues such as narrowing the K-12 performance gap between white and minority students and increasing educational attainment rates are challenging and often require the support and collaboration of multiple community components.

As part of the Greenville County School District's Strategic Plan for 2005 to 2010, one of the priority actions is to strengthen community collaboration to improve school services. Also, one of its goals in its Education Plan is to improve public understanding and support for the schools. The school system already has a number of existing partnerships with community. The Greenville Chamber helped start the Carolina First Center for Excellence in 2002. The Center and its business volunteers have been working with 14 area schools to implement the Baldrige continuous quality improvement principles that were originally designed for businesses in the schools. This process for solving problems, setting goals, and measuring performance has resulted in certain successes. For example, one of the participating elementary schools was able to cut the mathematics achievement gap of students eligible for free and reduced meals by half.

The Alliance for Quality Education is a non-profit group that was formed to support K-12 education in Greenville through advocacy, information dissemination, a leadership institute, and a mini-grant program for teachers and schools. The Alliance partnered with the United Way of Greenville County and the school system in the "Increasing High School Success" initiative started in the spring of 2005. The initiative is expected to provide research results on strategies for high school success and examine national models.

There appears to be some degree of linkages between the Greenville County School System and the area's universities and technical colleges. Programs include student teaching programs, contests, and dual enrollment credits with Greenville Tech, although the extent of involvement of individual schools varies widely across the district. More can be done to expand the relationships between the school system and higher education institutions.

Linkages are developing among the business community, economic development professionals, and higher education institutions in the Greenville area. Furman

University offers corporate and professional development courses, and its Internship Office seeks to place students in internships with local employers. Greenville Tech has developed strong relationships with the Greenville Hospital System in expanding its nursing, radiologic technology, and other allied health programs, and is a partner in the Upstate Center for Advanced Patient Simulation (UCAPS) “virtual hospital”. In October 2004, Greenville Tech partnered with Nissan North America to offer an automotive technician training program at the McKinney Regional Automotive Technology Center, where Greenville Tech students served as interns for Southeastern car dealers. And in December 2005, Greenville Tech opened a lab donated by Johnson Controls, Inc. to participate in CareerConnect, a collaborative training program for heating, ventilation, and air conditioning technicians.

In February 2003, the Greenville Hospital System (GHS), Greenville Tech, and USC Upstate formed a partnership to address the nursing shortage in the area. The GHS grant of \$200,000 per year for three years allows students who complete a nursing degree at Greenville Tech to complete a bachelor of science in nursing degree at USC Upstate.¹³ Another example of higher education and health care industry partnerships is the St. Francis Learning Resource Center. With a \$95,000 contribution from the Bon Secours St. Francis Health System in April 2004, USC Upstate established this learning laboratory for nursing equipped with actual hospital equipment, and made it possible to offer the last two years of the bachelor’s degree in nursing to students who have no nursing education.¹⁴

The significant research and educational capacity of Clemson University represents an opportunity for Greenville to further leverage these regional resources. The International Center for Automotive Research is just one example of Clemson’s partnerships with local businesses and economic development groups, including BMW, Michelin, and IBM. As another example, Clemson’s Arthur M. Spiro Center for Entrepreneurial Leadership promotes entrepreneurship through its educational programs and by assisting entrepreneurs in the region. Its outreach efforts include mentoring and counseling for entrepreneurs, and it holds many of its events in Greenville.

ACTION STEPS

- ✓ Form a Higher Education Partnership to formalize relationships between the Greenville County School District and local higher education institutions.
 - The partnership could be similar in structure to the Business Education Partnership.
 - Rather than wait for higher education institutions to approach local schools, take a more proactive approach. Work with teachers to

¹³ Source: USC Upstate. February 2003.

http://www.uscupstate.edu/academics/nursing/shortage_release.asp. Accessed February 8, 2006.

¹⁴ Source: USC Upstate. April 2004.

http://www.uscupstate.edu/academics/nursing/StFrancis_donation.asp. Accessed February 8, 2006.

develop a database of potential projects that use the help of higher education institutions, and create a project matching program to help link projects with universities and technical colleges.

- ✓ Work with area universities to expand the dual enrollment options for Greenville County high schools.
- ✓ Develop a more proactive approach for the Business Education Partnership program.
 - Work with teachers to develop a database of projects in which businesses can get involved. Create a project matching program to help link projects with businesses.
 - Use www.DonorsChoose.org as a framework or an example of one way to link projects with people that want to help.
- ✓ Consider ways to further involve businesses and higher education institutions in addressing more structural or strategic issues that the Greenville County School District is facing.
- ✓ Treat K-12, early childhood education, and higher education leaders as partners in economic development.
 - Include them in planning processes for issues such as economic development and growth.
- ✓ Form a regional Higher Education Presidents Council.
 - Meet regularly to share information on strategic directions, research, growth, and program changes.
 - Invite chamber of commerce leaders and other economic development leaders to participate.
- ✓ Continue to develop partnerships between higher education institutions and businesses, in areas such as workforce development, training, professional development, and research.
- ✓ Publicize business and education partnerships, and celebrate their successes.

Objective 2: Increase workforce preparedness for target business sectors and other occupations or fields in demand.

If Greenville County is going to have target business sectors, it must also have a workforce prepared to take jobs in those sectors. Workforce development is a critical component of a target sector program and requires the collaborative efforts of higher education institutions, workforce development professionals, economic development professionals, and businesses.

There is a basic framework for workforce development in Greenville. As discussed in the *Economic Climate Assessment*, Greenville County has two comprehensive and a few satellite One-Stop Workforce Centers. Also, a new workforce development position was recently created at the Greenville Chamber. The position is funded by the Greenville County Workforce Investment Board (WIB) and is a partnership of Greenville County, the Greenville County WIB, and the Greenville Chamber. While the WIB has not traditionally focused on working with employers filling high-skilled jobs, Becky Godbey, who accepted the new Chamber position, plans to look at Greenville's clusters to determine current and future training needs.¹⁵ In its 2005 strategic plan modification, the Greenville County WIB also recognized the need to assess how it is meeting the workforce needs of the county's industry clusters.

Specialized training for businesses is available from Greenville Technical College (Greenville Tech). The state's Center for Accelerated Technology Training (CATT) is an incentive program for new, expanding, and relocating businesses to provide workforce recruitment, curriculum development, and customized training. This program is offered through the state's technical colleges. Greenville Tech also provides business and industry training and continuing education opportunities through its Buck Mickel Center. Courses are given in business and management, computers, environmental management and safety, and health care. The Center can also provide customized training to business and industry.

ACTION STEPS

- ✓ Determine appropriate target clusters, as discussed in Goal 1, Objective 3.
- ✓ Create industry training roundtables for each target cluster.
 - These are working meetings to discuss workforce and training needs of each cluster and to strengthen the relationships among those involved.
 - Include businesses, higher education institutions, economic development professionals, and workforce development professionals.

¹⁵ Conversation with Becky Godbey, November 30, 2005.

- ✓ Expand existing programs and develop new training and education programs to help prepare the workforce in the target business sectors.
 - Ensure that there is a whole spectrum of education options, from technical college level to post-graduate degrees.
 - Develop public/private partnerships and innovative programs for job training and education in the target sectors.
- ✓ Market and develop the Center for Accelerated Technology Training services as a key part of a larger economic development package.
 - Support efforts to increase funding and resources for this program.

Objective 3: Ensure that services are available and accessible to help displaced workers and recent immigrants find jobs.

The *Economic Climate Analysis* showed that Greenville County lost a significant number and percentage of jobs between 1st quarter 2003 and 1st quarter 2005 in the manufacturing (4,000 jobs lost) and transportation and warehousing (1,200 jobs lost) sectors. These losses have contributed to the county's anemic overall job growth and its drop in real per capita income. Data from the *Economic Climate Analysis* also showed a significant increase in Greenville County's Asian and Hispanic populations and higher poverty rates for minorities. The employment needs of Greenville's displaced workers and recent immigrants (newcomers from outside the U.S.) must be addressed to ensure that these individuals can become an integral part of the local economy and contributors to an increased per capita income.

The Greenville County One-Stop Workforce Centers are the primary entry points for displaced workers seeking help for job placement. The One-Stop Centers are funded by the Greenville County WIB and try to fill employer openings with registered jobseekers. Based on its 2005 expenditure plan, 41 percent of the \$2 million WIB budget was allocated for displaced workers, with the rest going to regular adult programs, youth programs, and administration. No information is available on the extent to which immigrants use the One-Stop Centers as a resource.

In its 2005 strategic plan modification, the Greenville County WIB reviewed its goals for 2004 and set goals for 2005. It did not appear from this document and from the WIB's five-year plan that the WIB has a strategic plan with clear objectives and action steps for reaching its goals and enhancing its services; its existing plans seem to be geared more towards meeting administrative requirements in order to receive funding. While the WIB has made progress in reaching some of its 2004 goals, it is not clear how the WIB is continuing to address those goals or how it plans to reach its 2005 goals.

In mid-2005, the Greenville Chamber conducted an online survey of local workforce needs. The Greenville County WIB plans to use the results to better understand the local labor market.

ACTION STEPS

- ✓ Use the newly created workforce development position at the Greenville Chamber as an opportunity to review the Greenville County strategic workforce plan.
 - Ensure that the plan includes clear objectives and action steps for achieving its goals.
 - Ensure that there is a process for measuring progress.

- Ensure that the plan is based on local workforce needs, development of the target clusters, and other quantitative and qualitative research.
- Address how to better meet the needs of displaced workers.
- Identify approaches to reach out to immigrants seeking work, including information dissemination and potentially formalizing day-labor job searches.
- Communicate the key elements of the plan to the Chamber and other economic development organizations.
- ✓ Upgrade the Greenville County One-Stop Center website to be more user-friendly, up-to-date, and informative.
 - Provide updates on new initiatives, successes, and major activities.
- ✓ Develop stronger relationships between the WIB and local economic development groups.
 - Use the new workforce position at the Greenville Chamber as an opportunity to work together to identify needs and address joint challenges.

GOAL 3: PLANNING, COMMUNICATION, AND PARTNERSHIPS

The Greenville area's government entities and economic development-related organizations will establish trusting relationships and partnerships across organizational and jurisdictional boundaries to engage in joint planning and increased communication.

Greenville is a very business-oriented community, and it has had successes in public-private partnerships in areas such as downtown development. While these efforts have been effective at establishing trust between businesses/developers and government-funded entities, there are areas that can be improved in terms of planning and communication, both within the county and throughout the region. Working on these issues can reveal opportunities to pool resources and engage in joint efforts to improve the economic and social health of Greenville County and the Upstate.

The objectives outlined in this goal address issues identified in the individual interviews from the *Economic Development Structure Analysis*. They involve improving communication and building trust among city, county, and chamber leaders, being inclusive of multiple municipalities and organizations when engaging in a planning process, and providing more support for regional initiatives. *Market Street* has not focused on changes in the structure of existing economic development organizations; the strategies presented here are meant to increase communication and collaboration among those organizations.

Objective 1: Work to improve the trust levels between city and county elected officials, and between chamber and county economic development leaders.

Interviews from the *Economic Development Structure Analysis* revealed that there is mistrust and tension between Greenville city and county elected officials as well as mistrust of the Greenville Chamber leaders and their willingness or ability to represent all of Greenville County. These barriers can impede communication and effective, unified economic development throughout Greenville County, although a few people mentioned an improvement in the situation. From the limited number of interviews conducted, it is not clear what the extent of the mistrust is, what specific issues these sentiments might be based on, and whether the sentiments are based on historical or recent events. More research is needed to better understand these issues and be able to move forward with resolving them. In addition to addressing the specific areas of mistrust, these groups can further improve their relationships and

build trust by jointly engaging in or co-sponsoring activities; in other words, seizing opportunities to work collaboratively.

ACTION STEPS

- ✓ Conduct further research to understand specific problem areas.
 - Consider conducting a county-wide survey or focus groups to uncover details about trust issues.
 - Focus on two areas: perceptions of the Greenville Chamber and the relationship between city and county elected officials.
 - To understand the perceptions of the Greenville Chamber, talk with staff and leadership of GADC, City of Greenville Economic Development, and the other municipal chambers of commerce.
 - To understand the relationship between the City of Greenville and Greenville County, talk with and interview the elected officials.
 - Ask questions about specific areas of mistrust, areas of recent improvement, and key steps needed for relationship building.
- ✓ Develop a plan to address the issues highlighted in the research.
 - The Greenville Chamber should develop a plan to address its image issues, including symbolic as well as systemic initiatives to reach out to the rest of Greenville County.
 - City and county elected officials should draft a memorandum of understanding to highlight areas of common interest and establish approaches for resolving areas of dispute or mistrust.
- ✓ Identify and hold a few events or initiatives that are co-sponsored by the Greenville Chamber, Greenville County, and City of Greenville as gestures of cooperation.
- ✓ Advocate for the establishment of Greenville County Council at-large members to increase the amount of county-wide representation on the Council.

Objective 2: Share information, strategies, and be inclusive in planning processes across organizations and jurisdictions.

Being inclusive of multiple organizations and jurisdictions in strategic planning processes can not only improve relationships, but also allow the possibility of effectively pooling resources and generating new or better ideas. Interviewees from the *Economic Development Structure Analysis* mentioned a number of different ways in which planning and communication can be improved in Greenville County as well as the Upstate region. For example, one interviewee thought that Greenville should help celebrate any good news in Anderson or Spartanburg and vice versa. To do so would require overcoming past rivalries and turf conflicts.

A number of interviewees expressed concern that there is a lack of communication and planning in Greenville County related to growth and development. For example, schools, transportation agencies, and utility companies do not communicate, and the school district has not yet been involved in economic development efforts. Lack of land-use planning is a concern and is contributing to sprawl and quality of life issues. A few interviewees said that any planning needs to be inclusive of the other communities in the county besides Greenville.

These communication and planning issues are broad in scope and require a shift in organizational culture and problem solving approaches. The following recommendations are starting points for establishing a process and a culture of shared information and decision-making.

ACTION STEPS

- ✓ Create a Chairperson’s Council of all the organizations to meet regularly to share and discuss strategies, planning, and issues.
 - Include selected members of the leadership of Upstate Alliance, GADC, and the chambers of commerce and economic development organizations of Greenville’s municipalities.
 - Also include one key staff person from each of these organizations.
- ✓ Establish a culture of inclusiveness by ensuring that planning and strategic efforts involve multiple jurisdictions or organizations as appropriate.
 - Involvement can range from information sharing to decision-making and joint implementation.
- ✓ Assist with the implementation of Vision 2025 as a county-wide effort.
- ✓ Continue to promote and celebrate examples of collaboration, public/private partnerships, and regionalism.
 - Identify achievements that were made possible by multiple groups or jurisdictions working together.
 - Use this as an approach to educate elected officials and the general public about regionalism and its possibilities.

Objective 3: Increase support for regional efforts in economic development, infrastructure, and other areas of joint interest.

Regionalism is an often-discussed topic, but far less frequently is it actually put into practice. Regionalism is about reaching across arbitrary governmental boundaries to combine resources for better outcomes. A key point to remember in economic development is that businesses rarely notice jurisdictional boundaries when it comes to increasing their market share or hiring qualified employees. Communities should focus on working together to increase the size of the economic development pie rather than fighting each other for the same size pie. As Dr. Jerry Paytas, Director of the Center for Economic Development at Carnegie Mellon University, argues:

How well a region organizes and utilizes its assets and resources is the key to its ability to compete and respond to change. Long term competitiveness requires flexibility, and fragmented regions are less likely to mobilize the consensus for change. Fragmented regions divide the regional constituency, offering opponents of change more opportunities, forums, and even institutional support to resist change.

The Upstate Alliance, which was formed in 2000, is a good start to regional economic development efforts in the Upstate by engaging in economic development marketing activities on behalf of the region. Other areas can also benefit from regional approaches, including tourism marketing and development, transportation infrastructure, air quality, and land use or growth issues.

Upstate South Carolina USA and Discover Upcountry Carolina Association are two regional tourism marketing organizations; the former represents 13 counties in northwest South Carolina, and the latter represents six counties in the Greenville-Spartanburg-Anderson area. (Discover Upcountry Carolina is a supporting participant of Upstate South Carolina USA.) Discover Upcountry Carolina is one of the state's designated tourism regions and receives state dollars for regional tourism marketing.

Upstate Forever is an organization that promotes sustainable growth, sensible land use, and protection of special natural resources in the seven-county Upstate area, through advocacy, a land trust, and other approaches. It was formed in 1998, and now has two offices (Spartanburg and Greenville) and 15 full- and part-time staff. Upstate Forever is a grassroots, membership organization funded by major donors, memberships, and grants; its board of directors consists of individuals who are business and community leaders. No local government or economic development organization appears to be a member or donor of Upstate Forever.

In October 2005, Upstate Forever, Leadership Greenville, and University of South Carolina Upstate co-sponsored the "Upstate Together: Grow by Choice or Chance"

conference. The purpose was to discuss the impact of regional growth. If current trends continue, the ten-county Upstate region will add 340,000 people by 2025, creating a demand for 132,000 more housing units, 6.1 million square feet of new office space, and 13 million square feet of new retail space.¹⁶ The impacts of growth would include loss of greenspace, deteriorating air and water quality, and increasing infrastructure needs, resulting in a decreased quality of life for Upstate residents. An interactive survey of conference participants revealed that land use and growth were priority issues for regional planning, and most were concerned about the region becoming “the next Atlanta.” Participants also supported the creation of an umbrella organization to facilitate regional coordination. Upstate Forever plans to advocate for the establishment of this organization, with eventual development of a regional plan for the Upstate.

ACTION STEPS

- ✓ Identify areas of potential benefit through regional collaboration.
 - Consider tourism marketing and development, transportation infrastructure, air and water quality, economic development, and land use or growth issues.
- ✓ Identify opportunities to expand usage of existing regional resources in these areas.
 - Show support by committing funding to existing regional organizations, co-sponsoring events, and so forth.
 - For example, consider attracting local government funding for Upstate Forever and making it a public/private entity.
- ✓ Identify areas that need new regional organizations.
 - Support efforts to create an umbrella organization for planning for land use and growth.
- ✓ Encourage collaboration between Greenville Forward (lead organization for Vision 2025) and the organization that becomes the outgrowth of the Upstate Together conference.
 - Meet quarterly to discuss progress on programs and initiatives.
 - Find ways to jointly implement overlapping or complimentary areas of each of the plans.
- ✓ Engage the technical support and leadership of USC Upstate, Clemson University, Greenville Technical College, and other higher education institutions.
- ✓ Establish champions of regional efforts in each of the issue areas.
 - Seek support throughout the region.
- ✓ Publicize regional efforts and the need for them.
 - Encourage local governments to understand and support regional efforts.

¹⁶ Nocks, Barry. Clemson University.
<http://www.upstateforever.org/upstateupdate/UpstateUpdate69.pdf>.

- Establish an annual conference that involves elected officials from throughout the Upstate region to meet and discuss regional issues.

GOAL 4: NEWCOMERS AS ASSETS

Greenville will have a culture of embracing diversity, welcoming newcomers, and encouraging them to participate in the local community and economy.

Being able to attract newcomers is vital to a local and regional economy. New people bring new ideas, new resources, and increased demand for local services and products. Technological advances allow people and businesses to locate almost anywhere and not be tied to a specific office or city. In addition, attracting and retaining a quality workforce is the number one concern of many businesses today. That means that in order to attract businesses, a community must be a place where workers *want* to live.

This goal addresses the need for Greenville to be a place that welcomes, supports, and continues to attract newcomers from both inside and outside the United States.¹⁷ It is part of a broader concept of reaching beyond tolerance to embrace diversity. Greenville already has a strong record of attracting international businesses and workers to the area. As immigrants from outside the U.S. continue to move to the county and region, the community should seize opportunities to improve their skills, leverage their experience, and make them a vital part of the local economy. Young and skilled professionals are also important newcomers to court. They tend to be more mobile and place a greater emphasis on quality of life when considering where to live than the rest of the workforce.

Objective 1: Connect to and strengthen networks for Greenville’s professional and entrepreneurial newcomers and international residents to tap into their expertise and diverse backgrounds.

Entrepreneurship can be a path to self-sufficiency and wealth creation. While some entrepreneurs want to run their business for lifestyle reasons and seek stability in their work, others seek to quickly grow their businesses and add employees. While studies have shown rates of entrepreneurship among immigrants do not differ much from rates of entrepreneurship among the overall U.S. population, entrepreneurship is very important for minority communities. Immigrant business owners often hire family members or other immigrants who speak the same language. In addition to creating basic job opportunities, immigrant entrepreneurs also help establish a community or network of immigrant businesses that aspiring entrepreneurs within that community can look up to. Chinese and Indian immigrants were responsible for

¹⁷ *Market Street* uses the term “newcomers” to refer to any new resident of Greenville, whether from inside or outside the U.S. The term “immigrant” refers to newcomers from outside of the U.S.

starting thousands of Silicon Valley businesses during the boom of the late 1990s.¹⁸ Although immigrant groups have different rates of self-employment, Greenville should seek to develop opportunities to support entrepreneurship in all groups.

The significant presence of multinational and foreign-owned corporations in the Greenville area means that the community has exposure to foreign professionals who move here. Many of them are from European countries, and U.S. Census population estimates do not distinguish these immigrants from the American white population, making it difficult to know the size of the white, non-Hispanic immigrant population in Greenville County.

There are a number of existing resources for various international groups and professionals. The German-American Chamber of Commerce, Greenville Chinese Association, Italian-American Club of Greater Greenville, and the South Carolina Association of Columbian Professionals are some examples. Also, the International Center of the Upstate was formed in 1999 to promote cross-cultural understanding among local and international residents and businesses in the Upstate region. The Center offers foreign language classes, English conversation clubs, an Ambassador program to welcome families relocating from outside of the U.S., and an international book club.

Vision 2025 called for the establishment of an International Center to be larger in scope than the current one. For example, the facility for the Center envisioned in the Vision 2025 plan was a large, prominent welcoming center, while the existing space for the International Center of the Upstate is a small office at the City Hall building. The Vision 2025 plan also called for an International Center with programs much bigger in scope than that of the current Center. In any case, the International Center of the Upstate is an excellent starting point for strengthening networks of immigrant entrepreneurs and professionals.

ACTION STEPS

- ✓ Establish an Upstate International Business Center.
 - Consider making this a joint effort between the International Center of the Upstate and the Greenville Chamber.
 - This organization can serve as a resource for the varied international chambers and related business groups, and bring these groups together.
 - Hold events that will bring international businesses or professionals together to network.
 - Use the Center to showcase the work and successes of businesses and entrepreneurs in the Upstate.
 - Identify common interests and areas of need.

¹⁸ Public Policy Institute of California. "High-Skilled Immigrants Key Drivers Of Technology Boom." June 30, 1999. <http://www.ppic.org/main/pressrelease.asp?i=348>.

- Consider providing office space for the international chambers and related groups so they can co-locate within the Upstate International Business Center.
- ✓ Hold events a few times each year to bring the international chambers of commerce together with the local chambers.
 - Identify opportunities to offer joint professional and technical development programs.
 - Consider the benefits that might be achieved by eventually pooling resources and consolidating the operations of these organizations under one chamber umbrella.
- ✓ Support the expansion of programs related to the existing International Center of the Upstate.
 - Gather resources and funding from local governments, international groups, and businesses.
 - Support the development of an annual International Day Festival.
 - Identify other ways to celebrate the diversity of the Greenville area.
 - Assess the potential for funding a new, hallmark facility for the International Center of the Upstate.
 - Seek grants and other funding sources for cultivating and celebrating Greenville's international cultures.

Objective 2: Ensure that a broad range of services is in place to meet the needs of recent immigrants to adjust and become part of the local community and economy.

The *Economic Climate Analysis* showed that Greenville County's minority population, particularly Asians and Hispanics, has increased dramatically. While the county is still not as diverse as many other small- to mid-sized areas in the U.S. (Greenville County was 74 percent non-Hispanic white in 2004), it is attracting many new immigrants. It is important for these newcomers to have the support services they need to become productive members of the community. Indicators that these immigrants may need help are the county's high poverty rates for minorities (particularly blacks and Hispanics) and the county's decreasing real per capita income. Another measure to watch is the educational attainment levels of minorities, because education levels are good indicators of potential income and existing skill levels of community residents.

Greenville can be a community that helps these new immigrants adjust to their new surroundings and become engaged in the local community and economy. While some immigrants are relocating for jobs they already have before they arrive, many others come to Greenville for new, undetermined opportunities. These immigrants often have limited assets and need help finding work, transportation, and other basic necessities.

ACTION STEPS

- ✓ Convene social service agencies, schools, immigrant business owners, community foundations, and organizations like the United Way of Greenville County and the Greenville Literacy Association to develop an understanding of existing services available for new immigrants.
- ✓ Identify areas that need improved, expanded, or new services.
 - Consider the varying needs of different types of immigrant groups.
- ✓ Establish an attitude of embracing diversity when working with people of different backgrounds.
 - Identify the primary languages and countries of origin of Greenville County immigrants.
 - Promote an understanding of and sensitivity for cultural traditions and etiquette among staff of social service agencies, schools, and other support organizations.
- ✓ Develop a plan to address gaps and overlaps in services.
 - Identify potential funding sources, including state, federal, and other grants.
 - Consider establishing new partnerships to jointly provide services to immigrants.

Objective 3: Create an environment where young and skilled professionals will want to live and work.

The concept of attracting talented and young professionals as an economic development strategy has gained support over the last few years. Professor and author Richard Florida coined the term “Creative Class” in his 2002 book, *The Rise of the Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life*. According to Florida, the Creative Class will drive the 21st century economy. These are the people who use their minds to create new processes and products. The Creative Class includes scientists, engineers, artists, actors, architects, researchers, and analysts. They also include those who work in knowledge-intensive industries such as finance, law, health care, business management, and the high-tech sectors.

While it is debatable whether the Creative Class is the only group of people who drive the economy, it is reasonable to believe that today's knowledge economy is heavily dependent on the human capital behind it. According to Florida, the Creative Class is attracted to cities with the 3 T's: Technology, Talent, and Tolerance; Florida argues that these are key parts of economic development as a way to bring smart workers to a community. Alternatively, Harvard University professor Edward Glaeser argues that regional growth is determined by the 3 S's: Sun, Sprawl, and Skills.¹⁹ The common denominator here is the quality of the workforce.

In a December 2005 report for CEOs for Cities, economist Joseph Cortright wrote about “The Young and the Restless in a Knowledge Economy.” Cortright argued that due to the aging of the Baby Boomer generation and the plateau in female labor force participation rates and college graduation rates, the U.S. is facing a shortage of skilled labor. Thus, he believes that the college-educated 25 to 34 year-olds are a critical resource for economic development and the future workforce. They are mobile, hence referred to as the “Young and the Restless”, and they are generally attracted to metropolitan areas with close-in neighborhoods. Cortright also noted that this group of young adults is diverse, with Asians and Hispanics growing at a rapid pace.

Cortright emphasized that community leaders must compete for talent by making people the focus of economic development initiatives. He also discussed the need for an open, welcoming community where women and ethnically diverse young people can achieve their goals. Finally, he said that vibrant urban neighborhoods are important to attracting the Young and the Restless, and that a community needs to be able to establish its own unique identity.

Florida, Glaeser, and Cortright's work suggest that it is increasingly important to focus on attracting and retaining people as a component of economic development efforts. This also means improving the quality of life and amenities in a community to make it a place that people will want to live and work. Remarkable achievements

¹⁹ http://www.ksg.harvard.edu/ksgnews/Features/news/042705_rappaport.htm.

have been made in Downtown Greenville's revitalization and redevelopment over the last two decades. New mixed-use developments (i.e. Verdae Development) are planned for elsewhere in Greenville.

In October 2005, the Greenville Chamber kicked off its new young professionals initiative, PULSE (Professionals United for Leadership and Social Enrichment), which drew 400 attendees to the first meeting. The purpose of the group is to help young professionals connect and to help them develop their leadership potential. The group holds social events as well as seminars on issues such as financial management and public policy. PULSE's position as a young professional's network should continue to grow.

Vision 2025 includes a section on improving the "coolness" of Greenville. The focus there is to make Greenville a diverse, vibrant, active community that young professionals and entrepreneurs will choose to live. As part of the implementation of Vision 2025, Greenville Forward plans to form a group to work on developing emerging leadership among younger professionals, perhaps along the lines of the Memphis Manifesto.²⁰

ACTION STEPS

- ✓ Continue to develop PULSE as a professional and leadership development network.
 - Provide links on the PULSE website to other groups that may interest members to become more engaged in the community, including the Junior League of Greenville and the Urban League of the Upstate. (See www.ypnashville.org as an example of what the Nashville Chamber and the 20/20 Leadership Alliance put together as a resource for its young professionals.)
 - Establish relationships and linkages to other business and community groups to develop cross-organizational networks. Consider hosting joint learning and networking events.
 - Use PULSE as a welcome portal for young professionals who have relocated or are considering relocating to the Greenville area. (See www.synerg.org for the SynerG young professionals initiative of Action Greensboro.)
- ✓ Continue to support downtown development efforts, as well as efforts to create other vibrant urban centers that offer a variety of live-work-play opportunities for Greenville residents.
 - Revise zoning, permitting, and other regulations to support this type of development.
 - Identify additional public-private partnerships that can accelerate the development of these urban areas.

²⁰ Conversation with Russell Stall, Greenville Forward. January 6, 2006.

- Ensure that neighborhood concerns regarding density, traffic, public safety, and other issues are addressed.
- ✓ Pursue the implementation of the Vision 2025 goals for the quality of life and public sector visions.
 - These efforts will help make Greenville a more pleasant and vibrant place to live.
 - Identify the organizational and financial resources needed for these projects.
 - Prioritize the projects in terms of impact, resources, and other considerations.
 - Support the implementation of the projects through public and private partnerships.

Objective 4: Develop a culture of embracing diversity.

Greenville County's population is becoming increasingly diverse, with an influx of residents from other countries as well as from elsewhere in the U.S. Those new residents need to be regarded as key components of the community, rather than outsiders. In the past, it seems that Greenville has had a difficult time coming to terms with diversity. In 1996, the Olympic torch bypassed Greenville after the County Council adopted an anti-gay resolution. Although South Carolina began recognizing Martin Luther King, Jr.'s birthday as an official holiday in 2000 (as the last state to do so), it was not until this January 2006 that Greenville County recognized and celebrated the holiday.

These sort of events have caused image problems for Greenville County and can become a barrier to attracting businesses, residents, and visitors to the area. Race and diversity issues are difficult to deal with and often not publicly discussed. However, a culture of intolerance, perceived or real, will hold Greenville County back over time. Greenville County residents should reach beyond tolerance to strive for an attitude of embracing diversity and recognizing value in people's differences.

There have been important strides in improving attitudes towards diversity in Greenville. The Greenville Chamber has a number of initiatives focused on minority business development and diversity within businesses. In addition to having a Vice Chair for Diverse Owned Businesses on its Board of Directors, the Chamber hosts an annual Diversity Supplier Conference and an annual awards dinner for leadership in diversity. Through its Opportunity Advance program, the Chamber works with minority-owned businesses to develop relationships with major firms in the Greenville area.

Furman University has a leadership program that focuses on embracing diversity. In 2003, it established a Diversity Leadership Academy, which is a program to help business and community leaders develop a broader view of diversity and how to use it as an asset in their organizations. The alumni of this program may be potential leaders in the continuing effort to make Greenville a more welcoming community.

Market Street recommends that consideration be given to a series of "study circles" on diversity. Study Circles is a national, nonpartisan, nonprofit organization that helps bring communities together for discussion and issue resolution sessions. They seek to turn public dialogue into solutions with community-wide support, including race relations and diversity issues. The organization has been successful in engaging community constituents to achieve increased communication and a shift in attitudes.

The Study Circles process takes approximately one year and has three phases. The first phase is organization and encouraging a diverse group of community constituents to be willing to be part of the process; this phase typically lasts two to six months. During the first phase, community representatives are trained as facilitators

for the study circles. The second phase is actually holding the study circles and engaging in public dialogue; this process usually takes four to six weeks. The final phase moves to taking action on ideas that were brought forward and finding or creating organizations to implement those ideas. The Study Circles organization is available as a resource to guide communities through the process.²¹ Spartanburg and Anderson County have used study circles on issues about racism. In June 2006, Study Circles is planning to roll-out a community study guide on handling diversity issues; this may be an opportune time for Greenville to use the study guide as a resource and become involved in the Study Circles process.

The Study Circles process is just one approach for Greenville to change its outlook on diversity at a community-wide level. Greenville leaders should also seek additional approaches and continue its long term efforts towards embracing diversity.

ACTION STEPS

- ✓ In the short term, consider engaging in the Study Circles process.
 - Initiate a Study Circle on Diversity to begin community-wide discussions on bridging the divides between the races, socio-economic classes, and lifestyles in Greenville County.
- ✓ In the long-term, investigate the development of a community structure similar to the Coalition on Race in Maplewood/South Orange, New Jersey, to organize frequent and frank discussions on the challenges of maintaining a successful integrated community.²²
 - Use the Coalition structure as a marketing/booster organization, complete with brochures, advertising campaigns, and volunteerism efforts.
 - Fund the effort, in part, through public donations, City and County monies, and private sector investments.
- ✓ Identify programs such as the Southern Poverty Law Center's Teaching Tolerance initiative as resources.
 - Use these resources to help educate children, adults, and community leaders on accepting and embracing diversity.
 - Strive for an inclusive process that focuses on action and outcomes rather than one that results in "preaching to the choir."
- ✓ Continue to enhance existing efforts in working with minority businesses and developing diversity awareness among business and community leaders.
 - Encourage ongoing communication of these efforts and their results.
- ✓ Hold an annual Forum on Diversity to formalize interactions among Greenville County's many constituent groups, and regularly bring issues of inclusiveness into the public arena.
 - Develop event-specific programming, including diversity-management sessions, public-private roundtables on utilizing

²¹ More information is available at www.studycircles.org.

²² More information available at: <http://www.twotowns.org/residents.php>

diversity for economic development, and the hosting of nationally prominent speakers.

BENCHMARKS AND PERFORMANCE MEASURES

Benchmarks and performance measures will allow Greenville to monitor and assess the progress in reaching the goals set forth in this *Strategy*. As mentioned in the Methodology section, performance measures are the indicators to monitor, and benchmarks are the indicator levels to strive for. They are presented together here for ease of reading.

Goal 1: Benchmarks and Performance Measures

- ✓ Achieve an annual job growth rate of 1.0 percent, with 30 percent of new jobs coming from existing businesses.
- ✓ Increase real per capita income by 1.0 percent per year.
- ✓ Make 40 business calls to existing businesses each year.
- ✓ Generate 10 leads for business recruitment from the business retention and expansion program each year.
- ✓ Increase the number of new business starts by 2 percent each year.
- ✓ Attract four venture capital investments within the region each year.
- ✓ Achieve an annual job growth rate of 5 percent in each of the target business sectors.

Goal 2: Benchmarks and Performance Measures

- ✓ Raise SAT scores to the national average by 2012.
- ✓ Increase high school graduation rates to 90 percent by 2012.
- ✓ Increase the percentage of adults with at least a high school degree to 86 percent by 2012.
- ✓ Increase the percentage of adults with at least a bachelor's degree to 33 percent by 2012.
- ✓ Increase academic research and development (R&D) expenditures by 10 percent each year.

- ✓ Maintain average unemployment rates below 5 percent each year.

Goal 3: Benchmarks and Performance Measures

- ✓ Obtain full representation of Greenville County jurisdictions on the Chairpersons Council.
- ✓ Establish regional initiatives and other programs as related to growth and development, land use, environment, transportation, infrastructure, and tourism.

Goal 4: Benchmarks and Performance Measures

- ✓ Reduce the gap in poverty rates between whites and minorities (primarily African Americans and Hispanics) to less than 10 percentage points by 2012.
- ✓ Increase the percentage of minorities (primarily African Americans and Hispanics) with at least a high school diploma to 75 percent by 2012.
- ✓ Increase the percentage of the college graduates staying in the Upstate region by three percentage points each year.
- ✓ Reach 65 percent of population change coming from migration from outside of Greenville or outside of the U.S.

CONCLUSION

This *Economic Development Strategy* identifies the priority areas for holistic economic development in Greenville County. The goals are focused not just on economic growth, but also on the foundations of communication and planning, education and workforce development, and embracing and attracting newcomers.

The *Strategy* focuses primarily on what needs to be done to move Greenville County forward. It is up to Greenville's economic development leaders to decide who is responsible for carrying out the *Strategy*. The fact that economic development activities are divided among multiple organizations in the county can make it difficult to have a unified effort for not just the *Strategy* implementation, but also economic development initiatives in general.

Market Street is concerned that Greenville's multiple economic development organizations hampers its ability to make strides in vital areas such as per capita income, job growth, and educational attainment levels. It is our experience that economic development works most effectively in communities with a unified, comprehensive, public/private program. However, feedback from the interview process indicated that for the most part, interviewees are satisfied with, or even prefer, the existing structure. If this sentiment is representative of leaders county-wide, then Greenville County's economic development groups must further collaborate to implement the *Strategy* and develop a strong economic development program.

There are no silver bullets for economic development in the Greenville area. Attaining the goals outlined in this *Strategy* involves hard work, making choices, and a willingness to change. Greenville County can achieve these goals by working together and involving a diverse group of stakeholders from throughout the county and even the region.

The four goals presented here are not optional; they are interdependent and must be addressed together. Greenville's and the Upstate's competitiveness as a place to live, work, and do business are tied to achieving these four goals. It is important that Greenville track its progress in attaining the goals and make adjustments as needed. The next and final component of this strategic process is the *Implementation Plan*, which will provide an outline for beginning efforts to implement this *Strategy*.

APPENDIX: DATA SOURCES AND MONITORING

To assist with monitoring of benchmarks and performance measures, information about data sources and other relevant data collection aspects are provided here.

Goal 1: Benchmarks and Performance Measures

- ✓ Achieve an annual job growth rate of 1.0 percent, with 30 percent of new jobs coming from existing businesses.
 - Data source (for total job growth): U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW) data set <http://www.bls.gov/cew/>, or BLS Current Employment Statistics (CES) data set <http://www.bls.gov/sae>. QCEW is more accurate, but has a greater time lag.
 - Smallest geographic scope: QCEW: county; CES: MSA.
 - Time lag: QCEW: 6-9 months; CES: 2-3 months.
 - Update frequency: QCEW: quarterly; CES: monthly.
 - Data source (for new jobs from existing businesses): Greenville County business retention and expansion program.
 - Alternative data source: South Carolina Employment Security Commission Labor Market Information <http://www.sces.org/lmi/index.asp>.

- ✓ Increase real per capita income by 1.0 percent per year.
 - Data source: U.S. Bureau of Economic Analysis (BEA) Local Area Personal Income data set <http://www.bea.gov/bea/regional/reis/>. Calculate real per capita income using the Consumer Price Index (<ftp://ftp.bls.gov/pub/special.requests/cpi/cpi.txt>) to adjust for inflation.
 - Smallest geographic scope: county.
 - Time lag: 2 years.
 - Update frequency: annual.

- ✓ Make 40 business calls to existing businesses each year.
 - Data source: Greenville County business retention and expansion program.

- ✓ Generate 10 leads for business recruitment from the business retention and expansion program each year.
 - Data source: Greenville County business retention and expansion program.

- ✓ Increase the number of new business starts by 2 percent each year.
 - Data source: U.S. Census Bureau County Business Patterns data set <http://www.census.gov/epcd/cbp/view/cbpview.html>.
 - Smallest geographic scope: county.
 - Time lag: 2 years.
 - Update frequency: annual.
 - Alternative data sources: Secretary of State incorporation data. Also, purchased databases (BizMiner, Cognetics, etc.), but these can get expensive and are not always comprehensive.

- ✓ Attract four venture capital investments within the region each year.
 - Data source: PricewaterhouseCoopers MoneyTree Survey <http://www.pwcmoneytree.com/moneytree/index.jsp>.
 - Smallest geographic scope: city.
 - Time lag: 3-6 months.
 - Update frequency: quarterly (must check quarterly; historical data not publicly accessible).
 - Alternative data sources: local or state news.

- ✓ Achieve an annual job growth rate of 5 percent in each of the target business sectors.
 - Data source (same as overall job growth): BLS QCEW data set <http://www.bls.gov/cew/>, or BLS CES data set <http://www.bls.gov/sae>. QCEW is more accurate, but has a greater time lag.

Goal 2: Benchmarks and Performance Measures

- ✓ Raise SAT scores to the national average by 2012.
 - Data source: South Carolina State Department of Education <http://www.myscschools.com/reports/>.
 - Smallest geographic scope: school.
 - Time lag: less than 1 year.
 - Frequency: annual.

- ✓ Increase high school graduation rates to 90 percent by 2012.
 - Data source: South Carolina State Department of Education <http://www.myscschools.com/reports/>.
 - Smallest geographic scope: school.
 - Time lag: less than 1 year.
 - Frequency: annual.

- ✓ Increase the percentage of adults with at least a high school degree to 86 percent by 2012.
 - Data source: U.S. Census Bureau American Community Survey <http://factfinder.census.gov>.
 - Smallest geographic scope: some counties (including Greenville).
 - Time lag: 1 year.
 - Frequency: annual.

- ✓ Increase the percentage of adults with at least a bachelor's degree to 33 percent by 2012.
 - Data source: U.S. Census Bureau American Community Survey <http://factfinder.census.gov>.
 - Smallest geographic scope: some counties (including Greenville).
 - Time lag: 1 year.
 - Frequency: annual.

- ✓ Increase academic research and development (R&D) expenditures by 10 percent each year.
 - Data source: Local universities.
 - Alternative data source (for comparability): National Science Foundation <http://www.nsf.gov/statistics/nsfo5320/tables.htm>, but only top 200 schools listed.

- ✓ Maintain average unemployment rates below 5 percent each year.
 - Data source: U.S. Bureau of Labor Statistics (BLS) Local Area Unemployment Statistics (LAUS) data set <http://www.bls.gov/lau/>.
 - Smallest geographic scope: county, some large cities.
 - Time lag: 2-3 months.
 - Frequency: monthly.
 - Alternative data source: South Carolina Employment Security Commission Labor Market Information <http://www.sces.org/lmi/index.asp>.

Goal 3: Benchmarks and Performance Measures

- ✓ Obtain full representation of Greenville County jurisdictions on the Chairpersons Council.
 - Data source: Chairpersons Council.

- ✓ Establish regional initiatives and other programs as related to growth and development, land use, environment, transportation, infrastructure, and tourism.
 - Data source: regional initiatives and programs.

Goal 4: Benchmarks and Performance Measures

- ✓ Reduce the gap in poverty rates between whites and minorities (primarily African Americans and Hispanics) to less than 10 percentage points by 2012.
 - Data source: U.S. Census Bureau American Community Survey
<http://factfinder.census.gov>.
 - Smallest geographic scope: some counties (including Greenville).
 - Time lag: 1 year.
 - Frequency: annual.

- ✓ Increase the percentage of minorities (primarily African Americans and Hispanics) with at least a high school diploma to 75 percent by 2012.
 - Data source: U.S. Census Bureau American Community Survey
<http://factfinder.census.gov>.
 - Smallest geographic scope: some counties (including Greenville).
 - Time lag: 1 year.
 - Frequency: annual.

- ✓ Increase the percentage of the college graduates staying in the Upstate region by three percentage points each year.
 - Data source: alumni databases, career services offices, and/or exit surveys of local colleges and universities.

- ✓ Reach 65 percent of population change coming from migration from outside of Greenville or outside of the U.S.
 - Data source: U.S. Census Bureau Population Estimates
<http://www.census.gov/popest/estimates.php>.
 - Smallest geographic scope: county.
 - Time lag: 1-2 years.
 - Frequency: annual.