

DRAFT CEDS Update 2015: *From Global Player to Global Leader*



The SC Inland Port in Greer is one of the growing international business assets in the SC Appalachian Region.

Anderson Cherokee Greenville Oconee Pickens Spartanburg

Annual Update of the Comprehensive Economic Development Strategy
for the Appalachian Region of South Carolina

Produced by:

The South Carolina Appalachian Council of Governments

Submitted to:

The U.S. Economic Development Administration – September 2015



Serving Six Counties and Forty-Two Municipalities since 1965

Anderson • Cherokee • Greenville • Oconee • Pickens • Spartanburg

Planning Division
30 Century Circle
P.O. Box 6668
Greenville, SC 29606
(864) 242-9733

Table of Contents

Executive Summary.....	7
Section I: Introduction	8
Background and Purpose of the CEDS	9
About SCACOG	9
CEDS Update Methodology	11
Section II: 2015 Regional Economic Profile.....	13
<i>The Six County Region</i>	14
<i>Anderson County Economic Profile</i>	16
<i>Cherokee County Economic Profile</i>	18
<i>Greenville County Economic Profile</i>	20
<i>Oconee County Economic Profile</i>	22
<i>Pickens County Economic Profile</i>	24
<i>Spartanburg County Economic Profile</i>	26
Section III: Strategic Direction and Action Plan	29
Clusters, Target Industries and Innovation Capacities.....	30
Target Industries and Clusters on the Horizon	33
Infrastructure	34
Available Sites and Buildings.....	38
Workforce Development	41
Entrepreneurship	46
Access to Capital	50
Local Asset-Based Economic Development	54
Global Competitiveness	58
Section VI: Economic Resilience.....	61
Section VII: Conclusion.....	63
Transitioning from Global Player to Global Leader.....	64
Continued Plan of Action	64

Executive Summary

The following Comprehensive Economic Development Strategy Update:

- Is submitted to the U.S. Economic Development Administration (EDA) by the South Carolina Appalachian Council of Governments (SCACOG), which is the EDA *Economic Development District* for the Appalachian Region of South Carolina;
- Was prepared by SCACOG staff under the guidance of a special appointed CEDS Advisory Committee;
- Provides an updated economic profile for the region and each individual county;
- Identifies regional economic and workforce development challenges and opportunities based on interviews with local economic developers, workforce developers, and the private sector;
- Consults local, regional, and state economic and workforce plans and studies to gather valuable data and to ensure consistency of priorities between Region and State;
- Provides updates on the region's eight *Areas of Emphasis* for regional economic development: (1) Clusters, Target Industries and Innovation Capacities, (2) Workforce Development, (3) Infrastructure, (4) Available Sites and Buildings, (5) Entrepreneurship, (6) Access to Capital, (7) Local Asset-Based Economic Development, and (8) Global Competitiveness.
- Provides a strategic plan table for each area of emphasis, which includes *Goals, Objectives, Strategic Projects, Programs, and Activities*;
- Identifies *Vital Project* areas for on-going CEDS implementation and annual reporting;
- Is consistent with the SC Appalachian CEDS 2013-2017 *Plan of Action*, which:
 - Promotes economic development and opportunity;
 - Fosters effective transportation access;
 - Enhances and protects the environment;
 - Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
 - Promotes the use of technology in economic development, including access to high-speed telecommunications;
 - Balances resources through sound management of physical development; and
 - Obtains and utilizes funds and other resources.

Section I: Introduction

Background and Purpose of the CEDS

The Comprehensive Economic Development Strategy (CEDS) is a program of the United States Department of Commerce *Economic Development Administration* (EDA). The Public Works and Economic Development Act of 1965 (PWEDA) requires federally designated “Economic Development Districts”, such as the South Carolina Appalachian Council of Governments (SCACOG), to develop and maintain a CEDS in order to (1) establish a regional economic development strategy, and (2) maintain the region’s eligibility for EDA grant competition and programs. The program requires annual updates of the CEDS as well as a full re-write of the CEDS at least every five years.

The following annual update demonstrates the progress made by the region over the past year in the execution of strategies called for in *CEDS 2013-2017: Building 21st Century Economic Development Capacity*. The update involved the work of committed individuals from both the private and public sector who desire to support the continued, positive growth of the SC Appalachian region. The region is made up of six counties and 42 municipalities (see table on the following page). As required by the CEDS program, this strategic plan “is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the regional economy.”¹

About SCACOG

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

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

¹ U.S. Department of Commerce *CEDS Summary Requirements*

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

CEDS Update Methodology

The SCACOG Board of Directors serves as the federal *Economic Development District* for the region. This Board appointed a *CEDS Advisory Committee* who helped develop both the 5-year CEDS and this twelve-month update.

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

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

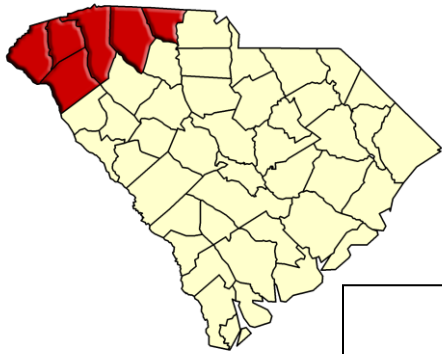
Upon completion, this CEDS Update was presented to the full SCACOG Board/EDD Organization for final critique and feedback. The document was also presented to each individual County Council at their monthly public meetings for additional input and recommendations. Upon completion of these steps, the SCACOG Board formally adopted the 2014 CEDS Update and recommended it for submission to the U.S. EDA.

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

CEDS Advisory Committee for the SC Appalachian Region		
Name	County	Area of Expertise
Francis Crowder	Anderson	Retired Manufacturing Executive
Rufus Foster, Jr.	Cherokee	Minority Business Owner
Don Godbey, Committee Chair	Greenville	Private Sector Professional Service Provider
Bill Brockington	Oconee	Financial Services
Larry Bagwell	Pickens	Mayor/Retired Educator
Mike Forrester	Spartanburg	Executive Assistant to the President and Director of Economic Development – Spartanburg Community College
Jennifer Miller	Region Wide	Private Sector Economic Development Organization

Regional Economic Development District Organization		
Name	County	General Purpose Elected Official
William O'Dell	Anderson	Yes
Cindy Wilson	Anderson	Yes
Francis Crowder	Anderson	Yes
Mack Durham	Anderson	Yes
Terence Roberts	Anderson	Yes
Rick Laughridge	Anderson	Yes
Dennis Claramunt	Anderson	No
Ted Mattison	Anderson	No
Dennis Moss	Cherokee	Yes
Rufus Foster, Jr.	Cherokee	Yes
Dennis Stroupe	Cherokee	Yes
Ed Elliott	Cherokee	No
David Cauthen	Cherokee	No
Willis Meadows	Greenville	Yes
Butch Kirven	Greenville	Yes
Joe Dill	Greenville	Yes
	Greenville	Yes
Lillian Brock Fleming	Greenville	Yes
Gaye Sprague	Greenville	Yes
Don Godbey	Greenville	No
Grady Butler	Greenville	No
Lottie Gibson	Greenville	No
Thomas Alexander	Oconee	Yes
Reg Dexter	Oconee	Yes
Bill Brockington	Oconee	Yes
Bob Winchester	Oconee	No
Bennie Cunningham	Oconee	No
G. Neil Smith	Pickens	Yes
Ensley Feemster	Pickens	Yes
Larry Bagwell	Pickens	Yes
Margaret Thompson	Pickens	No
Mike Forrester	Spartanburg	Yes
Justin Bradley	Spartanburg	Yes
Roger Nutt	Spartanburg	Yes
Jane Hall	Spartanburg	Yes
Junie White	Spartanburg	Yes
Jan Scalisi	Spartanburg	Yes
Charles Morris, Jr.	Spartanburg	No
Elbert S. Tillerson, Sr.	Spartanburg	No
Loretta Smith	Spartanburg	No
Jennifer Miller, <i>Ex Officio</i>	Upstate Alliance	No
Henry Jolley	Regional Member	Yes
Ernest Riley	Regional Member	No

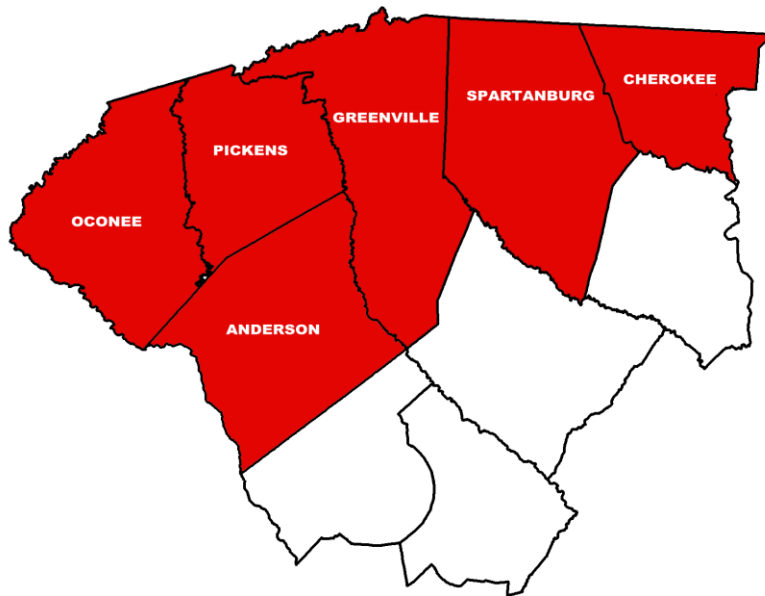
Section II: 2015 Regional Economic Profile



The Six County Region

Counties

Anderson
Cherokee
Greenville
Oconee
Pickens
Spartanburg



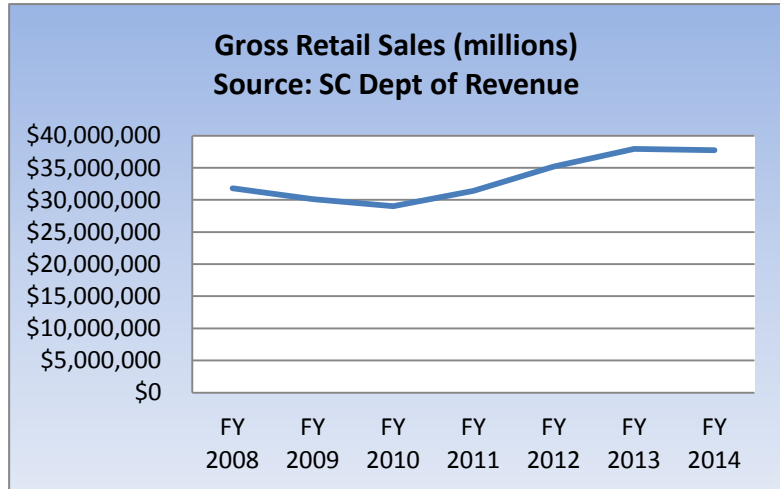
The historic development of the 6-county, 42-municipality *SC Appalachian Region* was largely based on agriculture until 1900, when textiles took over as the region's most rapidly growing industry. For the past 25 years, the region's economy has diversified tremendously, though technological advances have helped textiles to remain a significant presence. Catalytic investments from companies like *BMW*, which established its N. American HQ in Spartanburg County in 1992, and from *Michelin*, which named its Greenville County location as its North American HQ in 1988, have propelled regional economic development. Its location along the I-85 corridor, referred to by *Newsweek Magazine* as "The Boom Belt", places the region directly between the largest business centers of the southeast: Atlanta and Charlotte. Its direct I-85 and I-26 access plus its proximity to major U.S. airports and seaports make the region attractive for regional, national and int'l firms.

Transportation Infrastructure

Interstate Access	I-85, I-26, I-185, I-385, I-585
Nearest Commercial Airports	Greenville-Spartanburg Int'l
Nearest Civil Airports	Multiple
Port Access	Port of Charleston (approx. 200 miles); The Inland Port in Greer
Rail Providers	NSR, CSX, Carolina Piedmont

Population & Sales

SC Appalachian Region 2015 Estimate of Population by Age	
Metric	6 County Region
Total Population	1,120,536
Median Age	39 years
Age 14 & Under	18.9%
Age 15-24	13.8%
Age 25-54	38.8%
Age 55-64	12.8%
Age 65 & Up	15.7%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

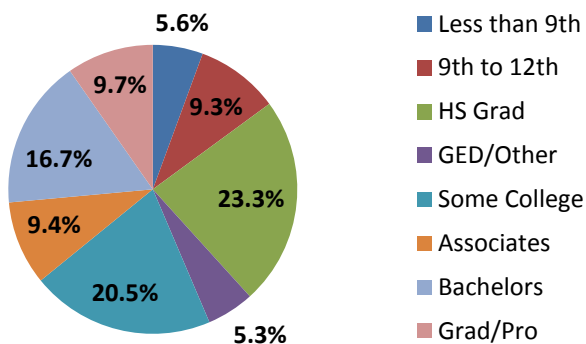


Workforce & Income

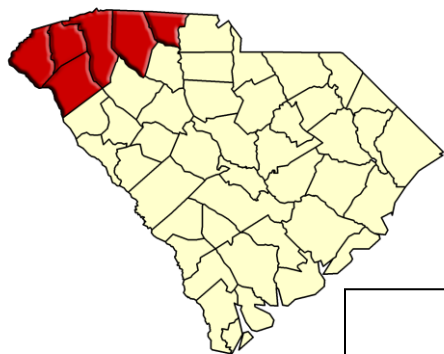
Comparative Per Capita Income, 2015 & 2020 Projection		
	2015	2020
6 County Region	\$23,975	\$27,106
South Carolina	\$24,311	\$27,488
USA	\$28,597	\$32,501
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.		
Where do people live and work?		
Live and work in Region	397,429	
Commute into Region	95,359	
Commute out of Region	78,517	
OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011 (most recent available data).		

24-Month Average Unemployment Rate*, Period Ending June 2015	
U.S.	6 County Region
6.22%	6.09%
June 2015 Rate**	6.2%
Sources: *BLS labor compiled from STATSAmerica.org. **SC Department of Employment and Workforce	

2015 Estimate: Educational Attainment, Age 25+



Where People Work in 2015: Employed Population by Industry, Age 16+	
Industry	Employed Population, 16+
Employed Population, 16+	533,833
Agriculture/Mining	.5%
Construction	6.4%
Manufacturing	19.0%
Wholesale Trade	2.9%
Retail Trade	11.9%
Transportation/Utilities	4.2%
Information	1.6%
Finance/Insurance/Real Estate	4.4%
Services	46.5%
Public Administration	2.7%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	



Anderson County Economic Profile

Municipalities

Anderson (Co. Seat)

Belton

Honea Path

Iva

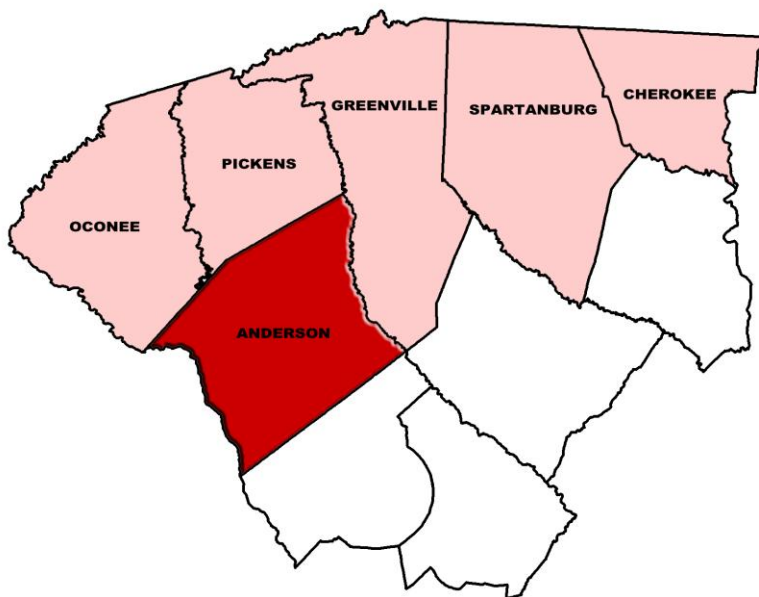
Pelzer

Pendleton

Starr

West Pelzer

Williamston



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

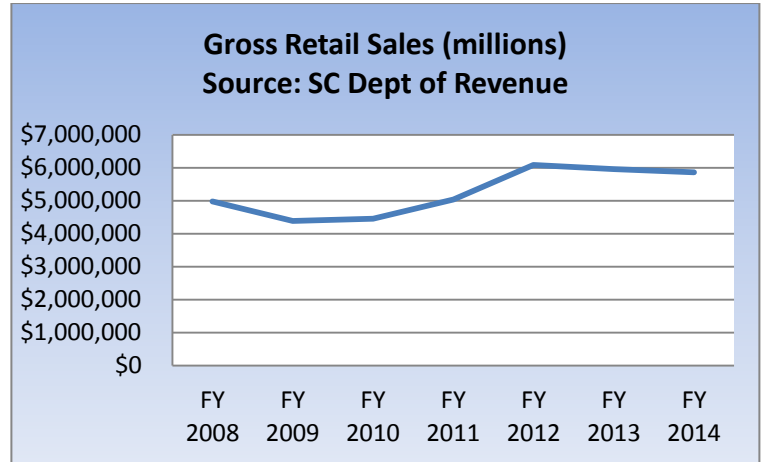
Transportation Infrastructure

Interstate Access	I-85 (direct connection)
Nearest Commercial Airports	Greenville-Spartanburg Int'l (40 minutes)
Nearest Civil Airports	Anderson Regional Airport
Port Access	Port of Charleston (217 miles); "The Inland Port" in Greer (40 minutes)
Rail Providers	CSX, Norfolk Southern, Pickens Railway

Population & Sales

Anderson County 2015 Estimate of Pop. by Age	
Metric	Anderson County
Total Population	191,790
Median Age	41 years
Age 14 & Under	18.8%
Age 15-24	12.2%
Age 25-54	38.2%
Age 55-64	13.7%
Age 65 & Up	17.2%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.



Workforce & Income

Comparative Per Capita Income, 2015 & 2020 Projection		
	2015	2020
Anderson County	\$21,616	\$24,443
6 County Region	\$23,975	\$27,106
South Carolina	\$24,311	\$27,488
USA	\$28,597	\$32,501

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.

Where do people live and work?	
Live and work in Anderson Co.	32,937
Commute into Anderson Co.	23,271
Commute out of Anderson Co.	40,524

OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011 (most recent available data).

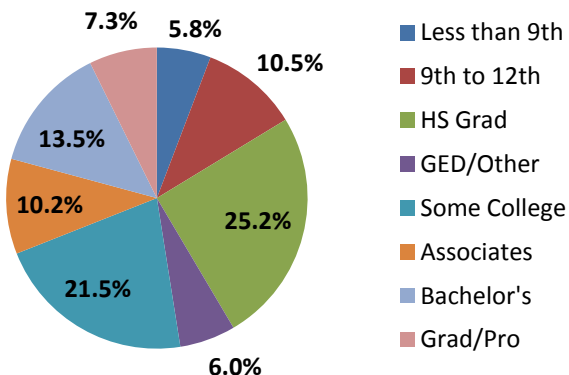
24-Month Average Unemployment Rate*, Period Ending June 2015		
U.S.	6 County Region	Anderson County
6.22%	6.09%	6.08%
June 2015 Rate**		6.2%

Sources: *BLS labor compiled from STATSamerica.org;
**SC Department of Employment and Workforce

Where People Work in 2015: Employed Population by Industry, Age 16+	
Industry	
Employed Population, 16+	84,436
Agriculture/Mining	.6%
Construction	6.2%
Manufacturing	20.7%
Wholesale Trade	3.1%
Retail Trade	13.1%
Transportation/Utilities	3.8%
Information	1.2%
Finance/Insurance/Real Estate	4.1%
Services	44.2%
Public Administration	3.1%

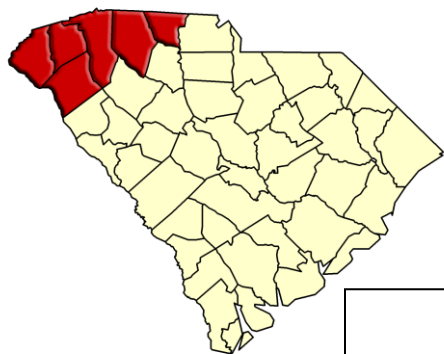
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.

2015 Estimate: Educational Attainment, Age 25+



County-Wide E.D. Websites

County ED: www.advance2anderson.com
 County Chamber: www.andersonscchamber.com
 Innovate Anderson: www.innovateanderson.com
 Anderson CVB: www.visitanderson.com

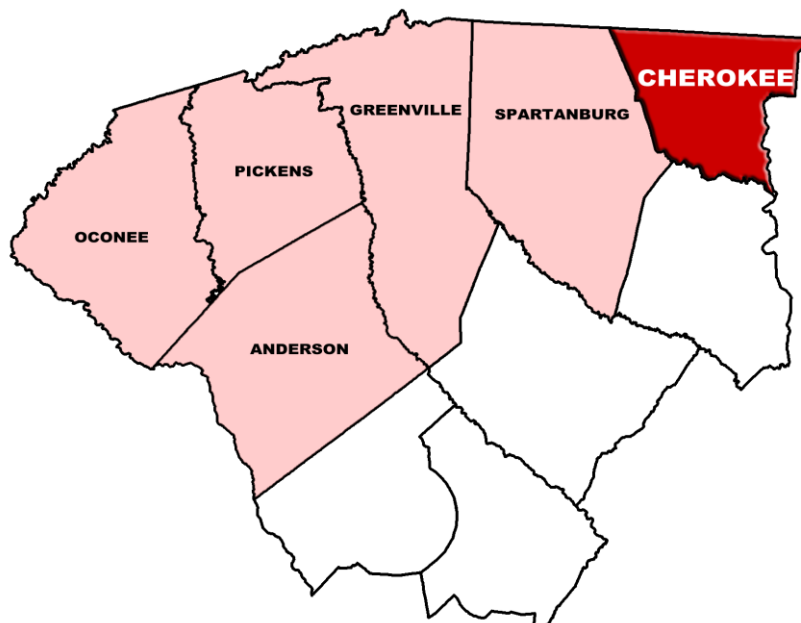


Cherokee County Economic Profile

Municipalities

Gaffney (County Seat)

Blacksburg



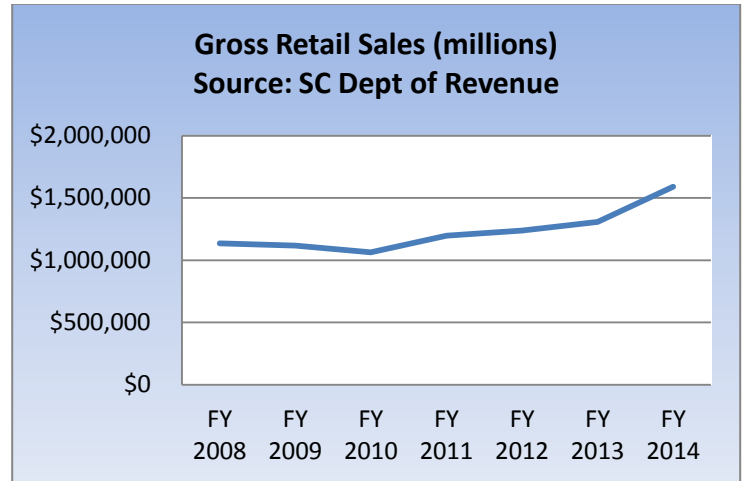
Named for its original Native American Cherokee population, the County was formed in 1897 with an economy based on iron ore and limestone. While the community grew around the textile industry during the 20th century, Cherokee County is now positioning itself for 21st century business. Strategically located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

Transportation Infrastructure

Interstate Access	I-85 (direct connection); I-26 (30 minutes)
Nearest Commercial Airports	Greenville-Spartanburg Int'l (40 minutes); Charlotte-Douglas Int'l (1 hr)
Nearest Civil Airports	Spartanburg Downtown Memorial (30 minutes); Shelby-Cleveland County Regional (30 minutes)
Port Access	Port of Charleston (206 miles); “The Inland Port” in Greer (30 minutes)
Rail Providers	Norfolk Southern

Population & Sales

Cherokee County 2015 Estimate of Pop. by Age	
Metric	Cherokee County
Total Population	56,327
Median Age	39.7 years
Age 14 & Under	19.4%
Age 15-24	12.5%
Age 25-54	39.3%
Age 55-64	13.2%
Age 65 & Up	15.6%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

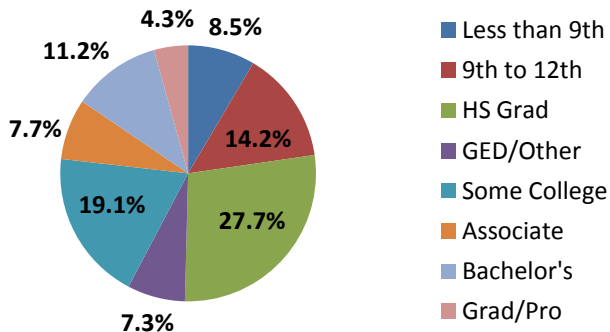


Workforce & Income

Comparative Per Capita Income, 2015 & 2020 Projection		
	2015	2020
Cherokee County	\$19,378	\$21,971
6 County Region	\$23,975	\$27,106
South Carolina	\$24,311	\$27,488
USA	\$28,597	\$32,501
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.		
Where do people live and work?		
Live and work in Cherokee	9,391	
Commute into Cherokee	8,836	
Commute out of Cherokee	12,640	
OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011 (most recent available data).		

24-Month Average Unemployment Rate*, Period Ending June 2015		
U.S.	6 County Region	Cherokee County
6.22%	6.09%	8.47%
June 2015 Rate**		7.9%
Sources: *BLS labor compiled from STATSamerica.org; **SC Department of Employment and Workforce		

2015 Estimate: Educational Attainment, Age 25+

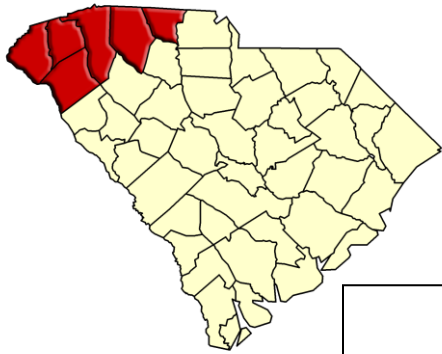


Where People Work in 2015: Employed Population by Industry, Age 16+	
Industry	
Employed Population, 16+	22,305
Agriculture/Mining	0.7%
Construction	6.0%
Manufacturing	25.4%
Wholesale Trade	3.1%
Retail Trade	15.2%
Transportation/Utilities	6.0%
Information	0.8%
Finance/Insurance/Real Estate	2.2%
Services	37.7%
Public Administration	2.8%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

County Economic Development Agency

Cherokee County Development Board

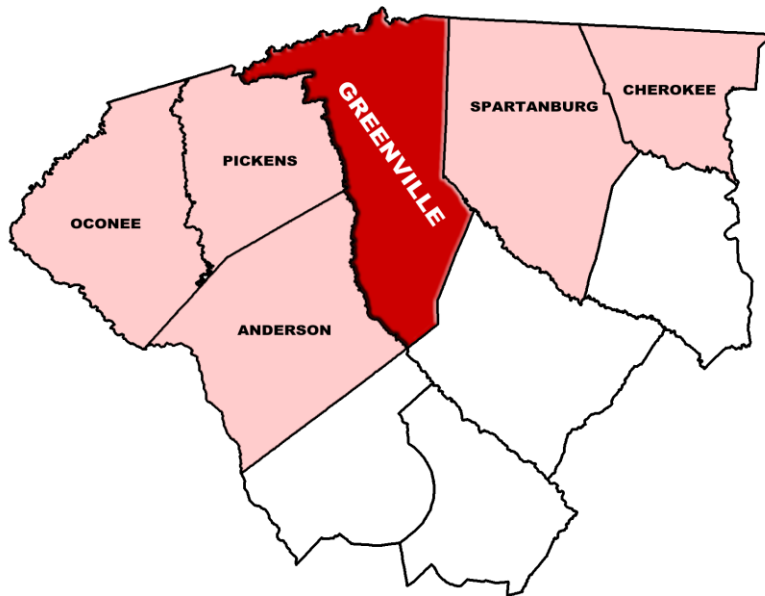
www.cherokeeconomydevelopmentboard.com



Greenville County Economic Profile

Municipalities

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



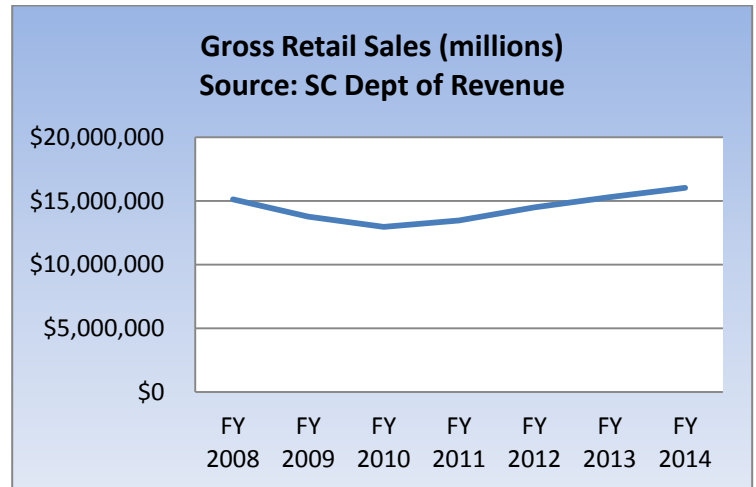
Formed as the “Greenville District” in 1786, Greenville is the most populous County in South Carolina with a growth rate driven by successful economic development recruiting. Home to dozens of major international companies and corporate headquarters, Greenville County possesses an exciting blend of industrial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

Transportation Infrastructure

Interstate Access	I-85 (direct connection)
Nearest Commercial Airports	Greenville-Spartanburg Int’l
Nearest Civil Airports	Greenville Downtown Airport, SC Technology and Aviation Center
Port Access	Port of Charleston (212 miles); “The Inland Port” in Greer (local)
Rail Providers	CSX, Norfolk Southern, Greenville Piedmont

Population & Sales

Greenville County 2015 Estimate of Pop. by Age	
Metric	Greenville County
Total Population	481,317
Median Age	38 years
Age 14 & Under	19.7%
Age 15-24	13.1%
Age 25-54	40.3%
Age 55-64	12.5%
Age 65 & Up	14.5%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

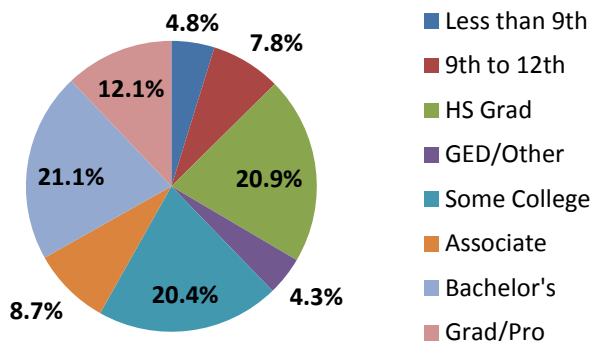


Workforce & Income

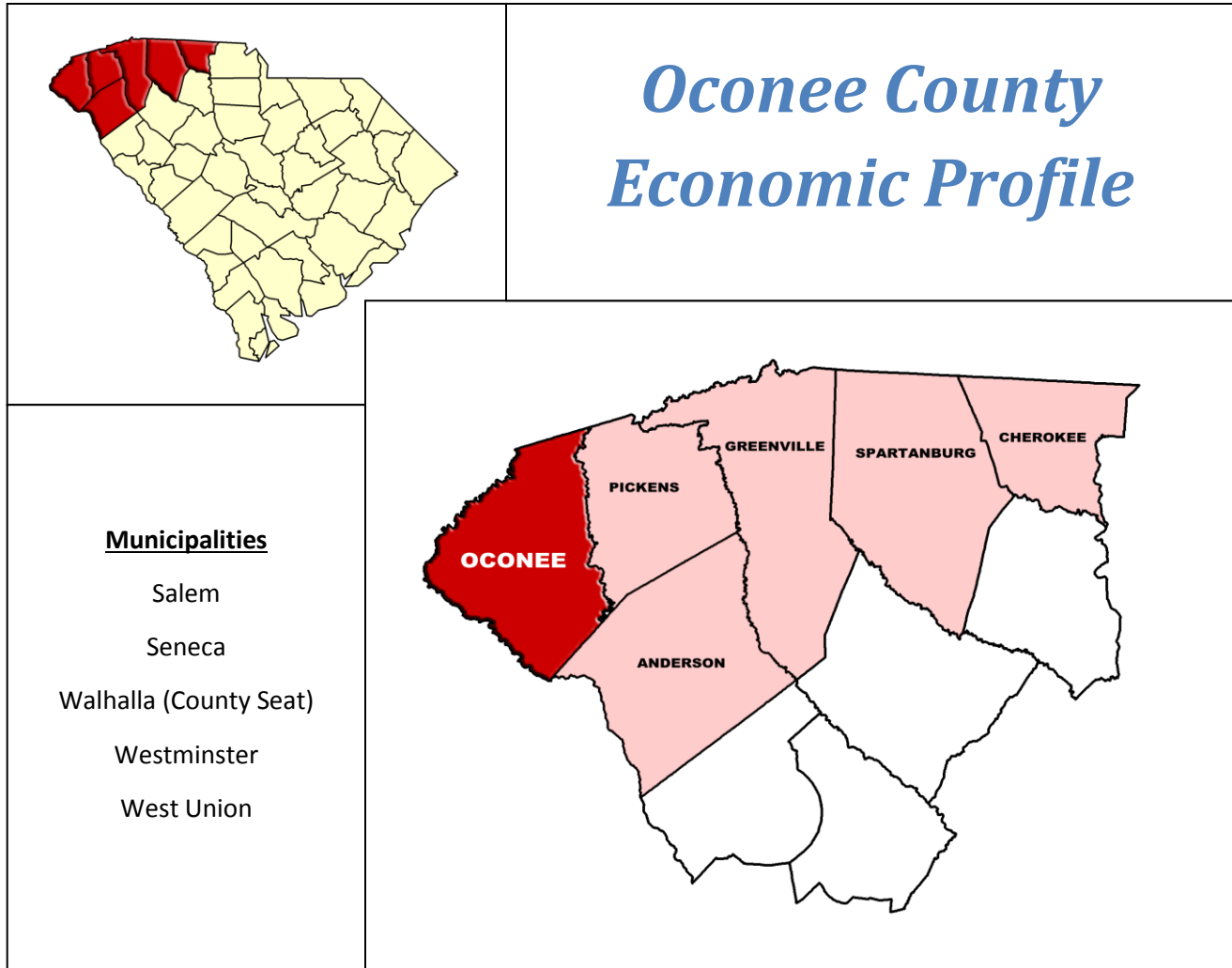
Comparative Per Capita Income, 2015 & 2020 Projection		
	2015	2020
Greenville County	\$26,770	\$30,211
6 County Region	\$23,975	\$27,106
South Carolina	\$24,311	\$27,488
USA	\$28,597	\$32,501
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.		
Where do people live and work?		
Live and work in Greenville Co.	124,686	
Commute into Greenville Co.	101,637	
Commute out of Greenville Co.	52,703	
OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011 (most recent available data).		

24-Month Average Unemployment Rate*, Period Ending June 2015		
U.S.	6 County Region	Greenville County
6.22%	6.09%	5.46%
June 2015 Rate**		5.7%
Sources: *BLS labor compiled from STATS America.org; **SC Department of Employment and Workforce		

2015 Estimate: Educational Attainment, Age 25+



Where People Work in 2015: Employed Population by Industry, Age 16+	
Industry	
Employed Population, 16+	214,353
Agriculture/Mining	0.3%
Construction	6.6%
Manufacturing	16.9%
Wholesale Trade	3.2%
Retail Trade	11.3%
Transportation/Utilities	3.8%
Information	1.9%
Finance/Insurance/Real Estate	5.3%
Services	48.3%
Public Administration	2.6%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

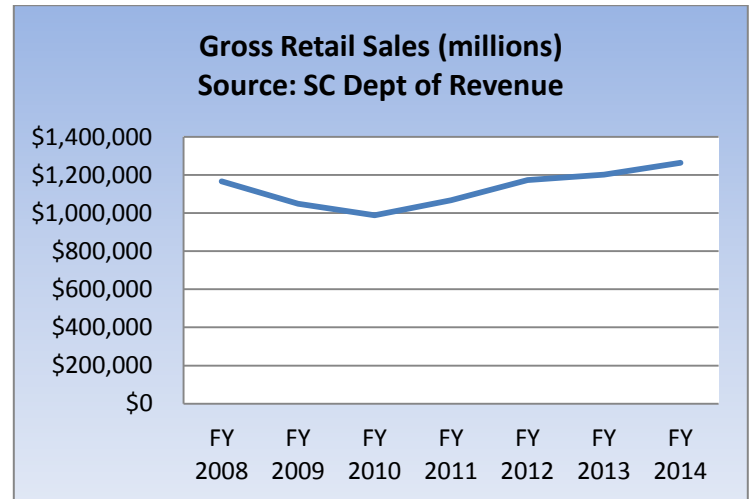


Known as South Carolina's "Golden Corner" and founded in 1868, Oconee County possesses an abundance of economic assets and natural resources. Numerous Fortune 500 companies call Oconee home and for good reason: its combination of highway access, qualified workforce, and aesthetic beauty make it a desirable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

Transportation Infrastructure	
Interstate Access	I-85 (direct connection)
Nearest Commercial Airports	Greenville-Spartanburg Int'l (1 hour)
Nearest Civil Airports	Clemson-Oconee Airport
Port Access	Port of Charleston (246 miles); "The Inland Port" in Greer (1 hour)
Rail Providers	Norfolk Southern

Population & Sales

Oconee County 2015 Estimate of Pop. by Age	
Metric	Oconee County
Total Population	76,208
Median Age	44.8 years
Age 14 & Under	16.6%
Age 15-24	11.3%
Age 25-54	35.5%
Age 55-64	14.9%
Age 65 & Up	21.7%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

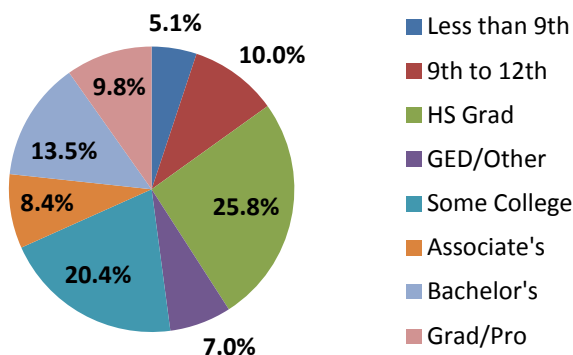


Workforce & Income

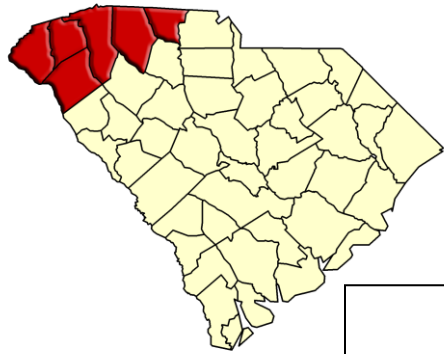
Comparative Per Capita Income, 2015 & 2020 Projection		
	2015	2020
Oconee County	\$25,274	\$28,607
6 County Region	\$23,975	\$27,106
South Carolina	\$24,311	\$27,488
USA	\$28,597	\$32,501
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.		
Where do people live and work?		
Live and work in Oconee Co.	12,572	
Commute into Oconee Co.	8,358	
Commute out of Oconee Co.	17,940	
OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011 (most recent available data).		

24-Month Average Unemployment Rate*, Period Ending June 2015		
U.S.	6 County Region	Oconee County
6.22%	6.09%	6.54%
June 2015 Rate**		6.4%
Sources: *BLS labor compiled from STATS America.org; **SC Department of Employment and Workforce		

2015 Estimate: Educational Attainment, Age 25+



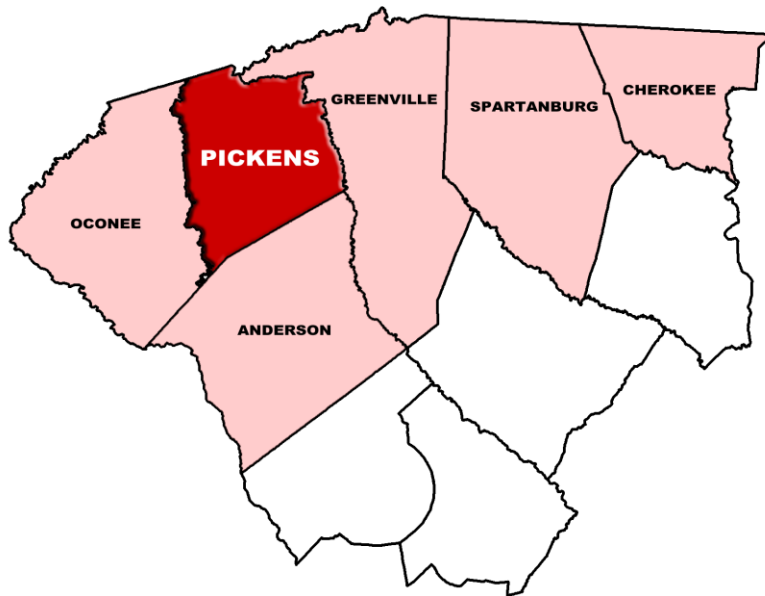
Where People Work in 2015: Employed Population by Industry, Age 16+	
Industry	
Employed Population, 16+	30,154
Agriculture/Mining	2.0%
Construction	5.0%
Manufacturing	20.5%
Wholesale Trade	1.8%
Retail Trade	10.9%
Transportation/Utilities	5.4%
Information	0.6%
Finance/Insurance/Real Estate	3.6%
Services	46.9%
Public Administration	3.3%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	



Pickens County Economic Profile

Municipalities

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



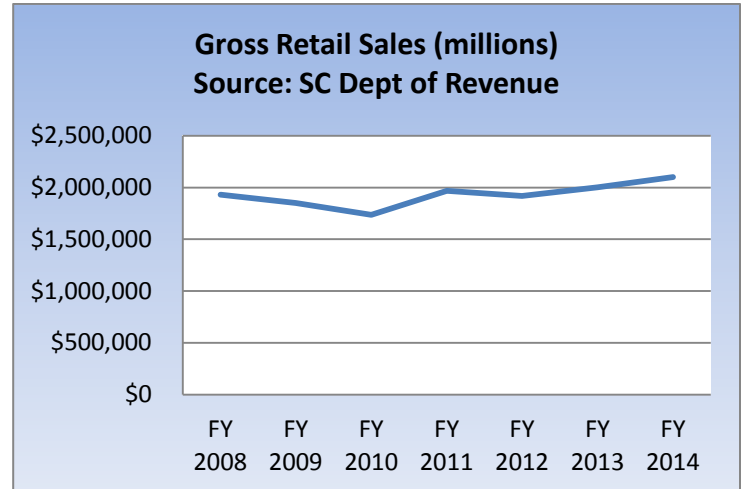
Steeped in Revolutionary era history and adorned with mountains and lakes, Pickens County offers both economic vitality and a high quality of life. Nationally reputed Clemson University is an irreplaceable presence in the community, as innovations spun out of that *Top 25 Public Research Institution*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

Transportation Infrastructure

Interstate Access	I-85
Nearest Commercial Airports	Greenville-Spartanburg Int'l (45 minutes)
Nearest Civil Airports	Pickens County Airport, Clemson-Oconee Airport
Port Access	Port of Charleston (231 miles); "The Inland Port" in Greer (45 minutes)
Rail Providers	Norfolk Southern, CSX

Population & Sales

Pickens County 2015 Estimate of Pop. by Age	
Metric	Pickens County
Total Population	120,753
Median Age	35.6 years
Age 14 & Under	15.9%
Age 15-24	13.8%
Age 25-54	35.3%
Age 55-64	12.2%
Age 65 & Up	15.2%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

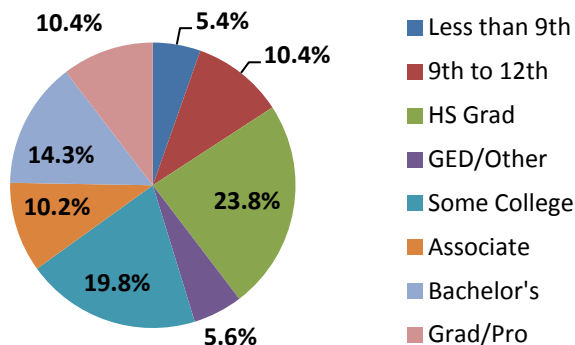


Workforce & Income

Comparative Per Capita Income, 2015 & 2020 Projection		
	2015	2020
Pickens County	\$21,006	\$23,816
6 County Region	\$23,975	\$27,106
South Carolina	\$24,311	\$27,488
USA	\$28,597	\$32,501
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.		
Where do people live and work?		
Live and work in Pickens Co.	16,117	
Commute into Pickens Co.	17,371	
Commute out of Pickens Co.	22,815	
OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011 (most recent available data).		

24-Month Average Unemployment Rate, Period Ending June 2015		
U.S.	6 County Region	Pickens County
6.22%	6.09%	6.37%
June 2015 Rate		6.8%
Sources: *BLS labor compiled from STATS America.org; **SC Department of Employment and Workforce		

2015 Estimate: Educational Attainment, Age 25+

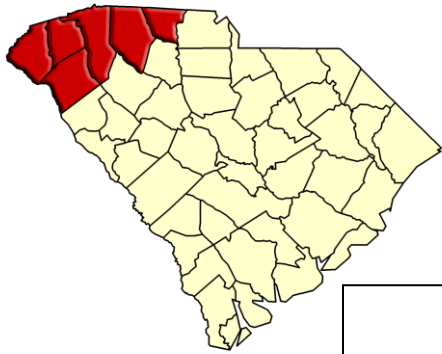


Where People Work in 2015: Employed Population by Industry, Age 16+	
Industry	Employed Population, 16+
Employed Population, 16+	52,741
Agriculture/Mining	0.5%
Construction	7.3%
Manufacturing	16.6%
Wholesale Trade	1.6%
Retail Trade	12.0%
Transportation/Utilities	4.1%
Information	1.3%
Finance/Insurance/Real Estate	3.7%
Services	50.1%
Public Administration	2.7%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

County Economic Development Agency

Alliance Pickens

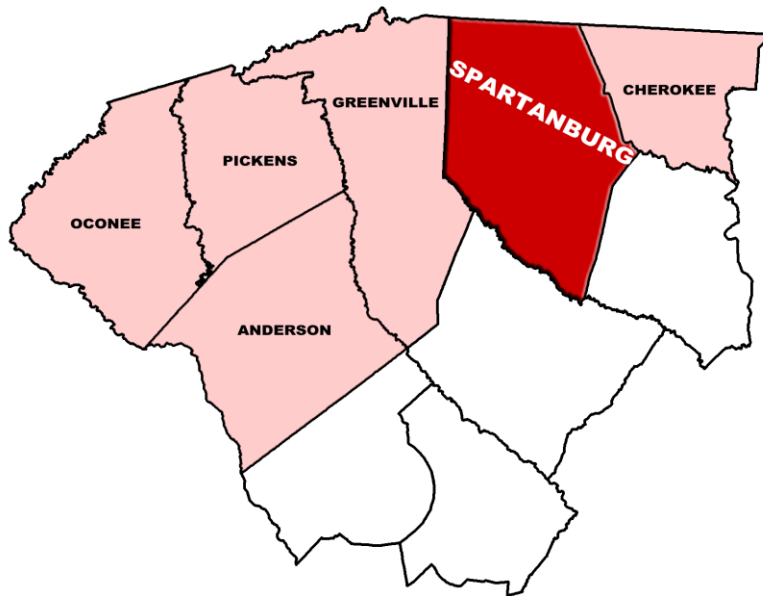
www.alliancepickens.com



Spartanburg County Economic Profile

Municipalities

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



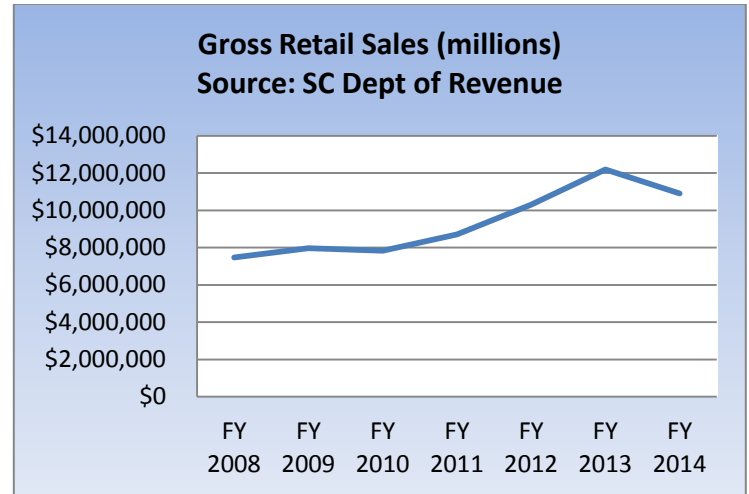
Spartanburg County was formed in 1785 and named after a local Revolutionary War militia called “The Spartan Regiment”. Originally a frontier trading post, its economy progressed over the centuries into a major textile and international business center. Home to BMW’s North American Headquarters, Spartanburg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

Transportation Infrastructure

Interstate Access	I-85, I-26
Nearest Commercial Airports	Greenville-Spartanburg Int’l
Nearest Civil Airports	Spartanburg Downtown Memorial Airport
Port Access	Port of Charleston (204 miles); “The Inland Port” in Greer
Rail Providers	Norfolk Southern, CSX

Population & Sales

Spartanburg County 2015 Estimate of Pop. by Age	
Metric	Spartanburg Co.
Total Population	294,141
Median Age	39 years
Age 14 & Under	19.3%
Age 15-24	13.5%
Age 25-54	38.8%
Age 55-64	12.9%
Age 65 & Up	15.4%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

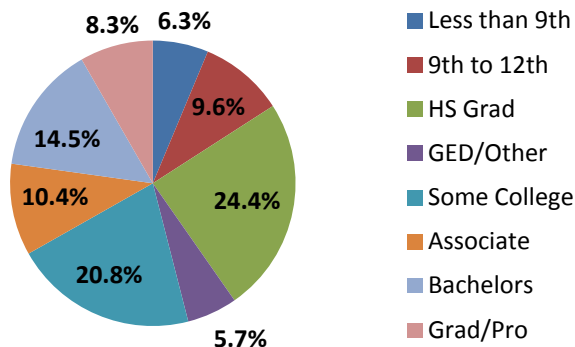


Workforce & Income

Comparative Per Capita Income, 2015 & 2020 Projection		
	2015	2020
Spartanburg County	\$22,703	\$25,480
6 County Region	\$23,975	\$27,106
South Carolina	\$24,311	\$27,488
USA	\$28,597	\$32,501
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.		
Where do people live and work?		
Live and work in Spartanburg Co.	62,662	
Commute into Spartanburg Co.	49,549	
Commute out of Spartanburg Co.	46,482	
OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011 (most recent available data).		

24-Month Average Unemployment Rate, Period Ending June 2015		
U.S.	6 County Region	Spartanburg County
6.22%	6.09%	6.53%
June 2015 Rate		6.7%
Sources: *BLS labor compiled from STATSAmerica.org; **SC Department of Employment and Workforce		

2015 Estimate: Educational Attainment, Age 25+



Where People Work in 2015: Employed Population by Industry, Age 16+	
Industry	
Employed Population, 16+	129,844
Agriculture/Mining	0.5%
Construction	6.2%
Manufacturing	20.9%
Wholesale Trade	3.0%
Retail Trade	11.8%
Transportation/Utilities	4.5%
Information	1.8%
Finance/Insurance/Real Estate	4.2%
Services	44.8%
Public Administration	2.4%
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2015 and 2020.	

County Economic Development Agency
Spartanburg Economic Futures Group
www.economicfuturesgroup.com

Section III: Strategic Direction and Action Plan

Clusters, Target Industries and Innovation Capacities

The following strategic plan is outlined in CEDS 2013-2017.

<u>CEDS 2013-2017 Strategic Plan</u>	
Goals:	• Grow regional industrial clusters and target industries of Advanced Materials, Automotive, Biosciences, Energy, and Aerospace. • Grow the local clusters and target industries which are unique to individual counties and communities.
Supportive Findings	• Objective, scientific cluster analysis has revealed five growing, technologically promising industry clusters in the region: Advanced Materials, Automotive, Biosciences, Energy and Aerospace. • The Upstate Alliance is marketing these clusters as target industries for the region on a global level. • There are outstanding regional foundations of innovation capacity and institutional partners for each cluster/target industry. • In addition to the five region-wide clusters, individual counties have also analyzed their unique assets in order to form their own additional target industries.
Objectives	1. Support the recruitment and development of the region's five target industries/industrial clusters: Advanced Materials, Automotive, Biosciences, Energy, and Aerospace. 2. Support the recruitment and development of the region's local target industries which are supported by each community's own unique assets. The Anderson County target industry of Data Centers is an example; the community has a unique set of raw water cooling assets which make this industry a logical fit for the community.
Action Items	• Provide GIS-based research, map making and location decision analysis for communities, universities, industries and other related partners to further strengthen regional cluster-based economic development; • Provide strategic economic development planning and grant-writing services to further expand the capacity of all regional clusters and target industries.
Strategic Partners: SCACOG; all County and City local economic developers throughout the region; the Upstate Alliance; the South Carolina Department of Commerce; the Appalachian Development Corporation. Note: please see the <i>Regional Innovation Capacity</i> tables in this chapter for the numerous institutional partners related to each individual regional cluster.	
Performance Measures:	• Track the number of new industrial announcements and existing industrial expansions by target industry/cluster. • Track the capital investment and job creation numbers of new industrial announcements and existing industrial expansions by target industry/cluster.
Time Line: 2013-2017	

The past twelve months have represented a continuation of success for *Clusters, Target Industries, and Innovation Capacities* in the SC Appalachian Region. As noted above in the Strategic Plan for this *CEDS Area of Emphasis*, the five regional target industries are *Advanced Materials, Aerospace, Automotive,*

Biosciences, and *Energy*—plus community-specific target industries based on existing local assets, such as the *Data Centers* industry targeted by Anderson County. The table below displays outstanding capital investment and job creation figures in these areas over the past twelve months.

Performance of Target Industries/Clusters in SC Appalachian Region, 09-2014 – 07-2015 (waiting on 08/15 data)						
New Company Announcements						
	Advanced Materials	Aerospace	Automotive	Biosciences	Energy	Other Industries
Announced						
Investment						
New Jobs						
Existing Company Expansions						
	Advanced Materials	Aerospace	Automotive	Biosciences	Energy	Other Industries
Announced						
Investment						
New Jobs						
Total Accomplishments (New + Existing Companies)						
	Advanced Materials	Aerospace	Automotive	Biosciences	Energy	Other Industries
Announced						
Total \$						
Total Jobs						
<u>Totals</u>						

Source: The Upstate South Carolina Alliance (<http://www.upstatescalliance.com>)

**Several companies are classified as being equally associated with more than one industry, such as advanced material manufacturers who produce parts for both the automotive and aerospace industries. In these instances, the number of jobs and dollars invested were equally divided (in the table above) among the target industries that these manufacturers serve. Example: 75 new jobs from a company could be split equally over advanced materials, automotive, and aerospace (25 jobs each).*

A summary paragraph discussing the numbers above will be written after the 08/2015 announcement figures are recorded. ~~The accomplishments recorded between 09/2013 and 08/2014 (“CEDS Year 2014”) greatly exceed the results of the previous twelve months (09/2012 to 08/2013; “CEDS Year 2013”). Company announcements increased from 45 in CEDS year 2013 to 73 in CEDS year 2014 (a 62% increase). New jobs from industrial announcements increased from 2,067 in CEDS year 2013 to 5,764 in~~

CEDS year 2014 (a 179% increase). Remarkably, total capital investment from industrial announcements increased from \$646.6 million in CEDS year 2013 to \$4,065,930,000 in CEDS year 2014 (a 528% increase). During this time period, there were two respective \$1 billion company announcements—one from a newly located advanced materials/aerospace manufacturer that will create 500 jobs, and another from an existing automotive manufacturer in the region that will increase its staff by 800 positions. While these two announcements were by far the largest of the year, the total capital investment and new jobs represented in the remaining 70 announcements still more than double the accomplishments recorded in CEDS year 2013.

Key to continuing this success is to focus on the clusters, target industries, and public-private innovation capacities emphasized in CEDS 2013-2017. While an inventory of these innovation engines is detailed in the 5-year CEDS, this following table highlights some notable on-going initiatives:

Regional Innovation Capacities Continue to Expand
The Clemson University – International Center for Automotive Research (CU-ICAR) is expanding through construction of the new 75,000 s.f. Research One building which will bring a combination of specialized classroom and incubation space for <u>automotive</u> start-up companies (expected completion: early 2016). The region's automotive cluster received a great boost by Volvo's recent decision to locate its first manufacturing plant in Charleston, SC (capital investment: \$500 million). Through innovative assistance, CU-ICAR will help position regional automotive suppliers take advantage of this significant new growth opportunity.
Slated to open in early 2017, the U.S. EDA-funded (\$2 million) Advanced Technological Education Center will house the Clemson University Center for Workforce Development the Center for Aviation and Automotive Technological Education. The new facility will provide opportunities for students, faculty, and industry partners to better collaborate, drive innovation, and enhance research in STEM fields primarily focused in <u>Advanced Manufacturing</u>.
The International Technology and Aviation Center (ITAC) at the SC Technology and Aviation Center (SC TAC) is a cutting edge <u>automotive</u> infrastructure asset. With a variety of straight-aways, an urban testing grid and an interstate test track, the ITAC incubates transportation innovations in an ecosystem that is safe, secure and confidential. Groundbreaking "self-charging" vehicle technology is one of the innovations being tested in this facility.
Greenville Health System's Research and Development Corp. will construct a new innovation campus called Innovations in Medical Economic Development (IMED), a public-private initiative created to support and accelerate the development of the growing <u>bioscience</u> cluster. Forged in a dynamic partnership between clinicians, industry, and academia, IMED will feature a series of innovation campuses which house a diverse portfolio of biomedical and life science start-ups and firms.
Duke Energy continues to be an irreplaceable economic development partner for the SC Appalachian Region, fueling the region's industrial <u>energy</u> cluster. With construction of a \$600 million natural gas-powered plant in Anderson County underway, Duke also supports positive community and economic development projects through the Duke Energy Foundation.
The welcome presence of Boeing in South Carolina has turbo-charged the region's <u>aerospace</u> cluster, with approximately 1/3 of the state's 160 aerospace-related firms being located in the Upstate. Technical and Specialty Education curriculums are becoming specialized, and research support is being

offered by Clemson Vehicular Electronics Laboratory and the Composites Manufacturing Technology Center.

Note: Table is a set of examples and not intended to be exhaustive.

Target Industries and Clusters on the Horizon

The five target industries/clusters outlined in the CEDS were originally identified in a major 2009 study commissioned by the Upstate SC Alliance. Based on the regional growth of these five sectors since that time, the study has proven to be prophetic. However, innovation and infrastructure developments in other sectors may pave the way for the establishment of newly identified regional target industries by the time of the next 5-year CEDS (2017). Below is a list of just some of the possibilities:

Transportation, Distribution and Logistics (TDL) A combination of assets make TDL a logical and potential future target industry. The region is intersected by two major interstate highways (I-85 and I-26) and it is located as a center point between the major southeastern cities of Atlanta (130 miles) and Charlotte (100 miles). The new Inland Port rail terminal has transformed the region's industrial transport capacity. The deepening of the Port of Charleston, SC expands the region's ability to import and export. GSP International Airport and its neighboring available industrial property is also expanding. TDL business expansions and location announcements are increasing, while the Greer Economic Development Corporation has already named TDL as one of its local target industries.

Corporate Headquarters While Greenville County has already named *corporate headquarters* (CHQ) as one of its local target industries, the entire region sees potential in this sector as well. Many companies headquartered in other U.S. regions are attracted to the idea of locating their headquarters close to their manufacturing centers in the Southeast. Further, the low-cost and pro-business environment of the SC Appalachian Region is also attractive to them. As a result, the number of CHQ prospects is increasing, as site location consultants are submitting more *Requests for Information* to the region's economic developers. CHQ potentially shows great promise for the future.

Data Centers and Defense Related Industries Project activity is increasing in both the data center industry and in defense related industries. Companies who are looking to locate new data centers are finding strategic assets such as raw water capacity (necessary for cooling systems), a low cost of doing business, and an attractive cost of living/quality of life for the workforce. Evidence of this potential is exemplified by the company *Integral Solutions* in Spartanburg, which occupies the only "Category 4" data center in South Carolina (*Category 4* represents the highest standardized level of capacity). Strategic assets for the defense industry include the region's strong presence of automotive and aerospace industries (both complimentary industries) as well as the prevalence of engineering talent in the regional workforce (the region boasts one of the highest engineers per capita ratios in the U.S.).

Infrastructure

The following strategic plan for infrastructure is outlined in CEDS 2013-2017:

CEDS 2013-2017 Strategic Plan	
Goal: Provide world class infrastructure to support regional economic development.	
Supportive Findings • With 225 miles of interstate highway along I-85 and I-26, the region has a great foundation for transportation infrastructure. These interstates provide fast access to surrounding regions and to world class airports and seaports. • Road and highway networks must continue to be upgraded in order alleviate congestion and to foster successful development in a growing region. • Communities face great capital challenges for extending and upgrading their water and sewer services in order to facilitate new investment and job creation. • Power, Natural Gas and Telecommunications play an increasingly important role in the region. • While several major regional employers rely on rail service, there is potential to connect more sites to rail in order to attract major economic development prospects. The centrally located “Inland Port” rail terminal will have a transformational impact on the region’s rail capacity and relieve highway truck traffic through increased intermodal product transport.	
Objectives 1. Promote effective transportation and land use planning throughout the region. 2. Support improving and increasing the capacity of GSP International Airport and all other Upstate airports. 3. Champion the effort to increase the capacity of the Port of Charleston. 4. Support increasing the capacity and connectivity of regional water, sewer, rail, power, natural gas, and telecommunications infrastructure. 5. Increase industry's utilization of the SC Inland Port rail facility and terminal. 6. Support the replacement and/or refurbishment of aged public infrastructure.	
Action Items 1. Conduct responsible transportation and land use planning which accounts for the region’s growing population, increasing traffic challenges, and escalating need for jobs. 2. Provide strategic planning and grant writing to help increase regional airport capacity 3. Support the expansion of the Port of Charleston by writing formal letters of support and providing analysis on how impactful the Port is to the SC Appalachian Region. 4. Provide strategic planning and grant writing services to support increased capacity and connectivity to water, sewer, rail, power, natural gas, and telecommunications infrastructure. 5. Assist with any technical support needed by the SC Inland Port, including GIS, strategic planning, and grant-writing services. 6. Support the replacement and/or refurbishment of aged infrastructure through grant-writing and strategic planning.	
Strategic Partners: SCACOG; all County and City local economic developers and planners; the Upstate Alliance; the South Carolina Department of Commerce; the South Carolina Ports Authority; Greenville-Spartanburg International Airport and all other regional airports; all infrastructure grant providing agencies active in the region, including EDA, USDA, the Appalachian Regional Commission; U.S. Housing and Urban Development CDBG Program, SC DOT; the SC Rural Infrastructure Authority.	
Performance Measures: (1) Maintain a dialogue with each County economic development organization and planning department in order to stay informed and offer assistance to infrastructure challenges and opportunities; (2) track major infrastructure improvements that have a significant economic development impact in each county of the region; (3) annually track number of projects assisted by the SCACOG (grants, GIS, planning, etc.)	
Time Line: 2013-2017	

While a detailed inventory of assets is provided in the full 5-Year CEDS report, the most notable infrastructure development over the past 24 months has been the opening of the **Inland Port in Greer**. This 100-acre rail development, which is located directly off of I-85 and adjacent to GSP International Airport, is exceeding expectations in terms of industry container movements to the **Port of Charleston**. Referred to as “a port without water”, it provides a place to transfer shipping containers from truck to train for shipments to and from the coast. In FY 2015, container rail moves increased by 14% to a total of 58,407 (far exceeding the Port Authority's five year projections).² Adding to the impact of this development is 2,600 acres of adjacent GSP International Airport property that is experiencing job creating industrial and Transportation-Distribution-Logistics (TDL) development.

The Inland Port development and the available GSP property are having a major impact on business logistics, capital investment, and job creation. The development combines the assets of interstate, airport, and rail in a way that is unprecedented for the SC Appalachian Region. With this development, however, there will be significant infrastructure challenges. Conditions both on I-85 as well as all surrounding roads will face new traffic strains, and supporting utilities must also be updated responsibly. A major priority of CEDS 2013-2017 is to ensure that new development stemming from the Inland Port is planned responsibly in order (1) to minimize congestion, (2) to be environmentally responsible, and (3) to promote a high quality of life in the region. Extra effort and focus will be needed to guard against a potentially deleterious effect of the Inland Port drawing prospects and development away from the communities which are not as geographically close to this new rail infrastructure.

Another vital project area is to improve the regional network of Interstate Highways (I-85, I-26, I-185, I-385, and I-585). In June of 2013, the State Department of Transportation produced a list of its top seven **interstate improvement projects**, and three of them are found in the SC Appalachian Region. Construction in these sections of I-85 over the next several years will carry a major regional impact:

- **I-85/I-385 interchange in Greenville County**
- **I-85 widening in Greenville/Spartanburg counties (24.7 miles)**
- **I-85 widening in Spartanburg/Cherokee counties (28.36 miles)**

In addition to these notable SC DOT projects, **the widening of I-85 from two lanes in Anderson County** is an equally vital interstate project for regional economic development. Anderson County boasts the most interstate frontage acreage and sites in the region, making the widening of I-85 imperative. Covered in CEDS 2013-2017 are this project and general road/highway improvements throughout the region which face significant funding needs.

The following S.W.O.T. analysis conducted by a diverse group of regional stakeholders revealed the following insights about regional infrastructure:

²<http://greertoday.com/greer-sc/inland-port-surpasses-volume-projections-5-years-ahead-of-schedule/2015/07/15/>

S.W.O.T. Analysis: Infrastructure	
Strengths – Infrastructure • Network and availability of Utilities (Power, Water, Sewer) • The Inland Port • High Connectivity via Interstates 85 and 26	Weaknesses – Infrastructure • Sewer (cost, access, and capacity) • Fiber Telecommunications (availability) • Public Transit options (not many, not much variety) • Roads & Bridges (condition, capacity, quality) • Power Grid (aging) • I-85 & I-26 interchanges and frontage roads (quality, condition) • Air quality standards – the federal clamp down has limited the region’s permitting capacity for job creating projects.
Opportunities – Infrastructure • Enhance workforce development infrastructure and coordination (crossover with other section of IMCP) • Develop greater sewer treatment capacity/capability • Enhance transportation infrastructure for both freight and workers • High Speed Rail to enable more efficient inter-county worker commuting • Pro-active regional planning for growth through groups like Ten at the Top, three different COGs, Upstate Alliance, Upstate Forever, and utilities. • Redevelopment of old mfg buildings and sites – “in-fill development” to prevent sprawl.	Threats – Infrastructure • Poor planning of infrastructure investment • Low funding • Legislative disorganization with jurisdictional barriers impeding progress. • Aging physical infrastructure • Shortage of planning to address sprawl • Shortage of in-fill development planning • The challenge of maintaining considerable attractiveness of the region as it grows...to maintain cohesive charm and identity as other growing regions like greater Atlanta have not been able to do.

S.W.O.T. Summary

The presence of many state and federal highways, including two major interstates, plus a variety of public and private utilities (power, gas, sewer, telecomm, etc.) represent a regional strength upon which there are opportunities to develop economically. Compared to more rural and isolated areas of the country, Upstate SC is a physically well-connected and well-integrated region that can compete with most metropolitan areas projects. While the presence of a robust infrastructure network is a strength, however, its condition, variety, and sustainability (from a planning perspective) could all be characterized as weaknesses which are increasingly becoming threats to the economic future of the region. Roadways, the power grid, and sewer facilities are aging and in particular need of both collaborative investment and regional planning efforts. Public transit options are extremely limited and the presence of commuter rail transit across this large 10-county land mass is much-needed both

economically and environmentally. Growth planning, in-fill development, jurisdictional coordination, and billions of dollars in capital investment will be needed to adequately address infrastructure weaknesses and threats over the coming 10-20 years.

Conclusion

Whether examining the Inland Port, notable interstate projects, or all other infrastructure areas covered in CEDS 2013-2017, the SC Appalachian Region shares the nation-wide challenge of addressing deteriorated infrastructure. A major sewer extension to the Golden Corner Commerce Park in Oconee County offers a good example of a community being resourceful and working collaboratively to carry out a much-needed, large-scale infrastructure project that was once thought unlikely. This project is having a transformational economic development impact on a rural community which needs jobs. There still remain numerous roads and bridges throughout the region in need of upgrades, an example being the US 29 Overpass that runs over I-85 in Anderson County (it needs to be heightened so that freight trucks do not get jammed under it). The same is true for public water, sewer, rail, and all other types of public infrastructure facilities that have been worn by age and weather. CEDS 2013-2017 supports not only expanding infrastructure capacity to help foster new economic development, but also maintaining a quality business environment through existing infrastructure replacement and restoration.

Available Sites and Buildings

The following strategic plan for available sites and buildings is outlined in CEDS 2013-2017:

CEDS 2013-2017 Strategic Plan	
Goal: Increase the quality and quantity of serviceable sites and suitable buildings for expanding and locating industry.	
Supportive Findings • A region with an outstanding inventory of available sites and buildings is better positioned to land projects. • In an increasingly competitive environment where companies desire to expand or relocate quickly, site consultants use specific criteria to <i>filter up</i> to shovel ready, high capacity locations. • Without an impressive inventory of sites and buildings, communities are often not considered by prospects or even by existing companies that wish to expand. <i>Availability of Product</i> keeps communities in the hunt and provides positive visibility.	
Objectives 1. Help <u>market</u> existing and future sites throughout the region. 2. Help improve the <u>availability</u> of sites throughout the region. 3. Help improve the <u>connectivity</u> of sites throughout the region. 4. Help improve the <u>develop-ability</u> of sites throughout the region. 5. Help improve the <u>inventory</u> of suitable, available buildings throughout the region.	
Action Items 1. Utilizing SCACOG's <i>InfoMentum Online</i> program, provide GIS data and mapping services to help economic developers <u>market</u> available sites and buildings throughout the region. 2. When they are not publicly owned, improve the <u>availability</u> of sites by encouraging communities to enter mutually beneficial, long-term option agreements between property owners and local economic development agencies. This will improve the region's ability to negotiate on more sound footing with prospects. 3. Improve the <u>connectivity</u> of sites by (1) helping communities assess site utility connections, (2) providing grant-writing and planning support to improve site utility connections. 4. Improve the <u>develop-ability</u> of sites by offering grant-writing and planning assistance for due diligence associated with environmental assessments, mitigations, and right-of-way/easement analysis. 5. Help improve the inventory of suitable, available buildings for prospects by offering grant-writing and planning assistance for the redevelopment of existing facilities and the development of speculative shell buildings, when (i) the community deems it appropriate, and (ii) when local market conditions deem it necessary for attracting expansion and location projects.	
Strategic Partners: SCACOG; all County and City local economic developers throughout the region; the Upstate Alliance; the South Carolina Department of Commerce; the SC Rural Infrastructure Authority; utility providers throughout the region; real estate developers throughout the region.	
Performance Measures: (1) track number of site/building projects assisted through SCACOG grant, planning and GIS support services; (2) track number of available sites and buildings posted/marketed (custom flyers) through SCACOG's <i>InfoMentum</i> comprehensive industrial property database.	
Time Line: 2013-2017	

Lack of available “product” (sites, industrial buildings and parks) is cited by the region’s economic developers as one of their most difficult challenges. When State project managers and private site location consultants submit a *Request for Information*, the *new normal* is for them to look for sites and/or buildings that are “turn key” properties – highly serviceable, ready to move in, with access to excess water and sewer capacity, etc. Companies desire to move more quickly than ever in order to minimize costs. The role of the economic developer is to help foster these opportunities in order to ensure that the community is in position to win the project. Over the past 24 months, the rate of public-private speculative building development has increased in each county of the region as result of collaborative economic development efforts. Further, the region presently boasts twelve SC “certified” sites (a designation for properties that are exceptionally prepared for a prospect to move in and open). *CEDS 2013-2017* objectives are (1) to help further increase the region’s inventory of serviceable sites and buildings (“product”), (2) to help market that product, and (3) to improve this product’s availability, connectivity, and develop-ability (environmental assessments, wetland delineations, etc.).

A S.W.O.T. analysis conducted by a diverse group of regional stakeholders revealed the following insights on sites and buildings.

S.W.O.T. Analysis: Sites and Buildings	
Strengths – Sites • High level of site readiness • Presence of certified sites (based on int’l standards) • Physical accessibility to sites is good • Duke Energy grant program for site preparation • InfoMentum Suite of GIS based economic development services at ACOG provides a good regional site/bldg database for marketing and analysis.	Weaknesses – Sites • Inflated land prices from property owners • Shortage of pad ready and certified sites • Shortage of available buildings and spec buildings. • Site/Bldg Weaknesses might be summed up as “shortage of available product”.
Opportunities – Sites • Target new site and spec building opportunities to address shortage • Collaborative investment in true multi-county industrial parks and mega sites (between adjacent counties)	Threats – Sites • Increasing environmental regulations create missed opportunities for potential projects to develop on sites. • Diminishing number of quality sites and buildings (“product”) • Inflated value/perception of sites by landowners create missed opportunities for potential projects on their sites. • Diminishing workforce quality and availability • “Ozone plume” from Atlanta and TN reach into SC, thereby unfairly affecting the way our counties are regulated by the EPA

S.W.O.T. Summary

The region possesses a number of pad-ready and “certified” sites (a SC Department of Commerce program) which can compete nationally. There is organizational infrastructure in the region behind these sites, including the Upstate SC Alliance (which helps to market these sites on a global level), ACOG’s *InfoMentum* 10-county industrial property database with accompanying GIS-based analytical data, and utilities such as Duke Energy – which provide grant and tax credit programs for site and speculative building development. While the presence of such assets are considered strengths upon which opportunities can be derived, there is a fundamental shortage of available sites and buildings which present many missed economic development opportunities. Most available sites in the region being advertised for economic development are privately owned by citizens who often ask for prices significantly above market demand. This creates stagnation and missed opportunities for would-be industrial employers in the region. While the quality companies being recruited are typically environmentally conscientious, occasional smog spillover from neighboring Atlanta, Charlotte, and Tennessee can distort the way in which local jurisdictions are being monitored by the EPA. This distortion can raise the financial cost of economic development projects and serve as a barrier.

Conclusion

The SC Appalachian Region continues to be a strong *manufacturing region*, as the percentage of workers in this region doubles that of the national average. 19% of the region’s workforce is employed in manufacturing compared to only 9% of the U.S. workforce as a whole. Manufacturing jobs typically provide good wages and benefits that sustain families and boost other sectors. CEDS 2013-2017 supports bolstering a strong inventory of sites and buildings in order to attract the types of manufacturers that help drive the region's economy.

Workforce Development

CEDS 2013-2017 Strategic Plan	
Goal: Cultivate an efficient and skilled 21 st Century workforce through enhanced training and coordination of resources in the SC Appalachian Region.	
Supportive Findings - Regional graduation rates have improved at all scholastic levels and the region has a population of workers large enough to accommodate virtually any economic development project. - There is a "technical skills gap" between the supply of available labor and the skills required in modern, advanced manufacturing. - With regional manufacturers in need of Certified Production Technicians (CPT's), Certified Logistics Technicians (CLT's), Computer Numerical Control operators (CNC's), mechatronics specialists, and the like, the effective coordination of workers and training programs is as challenging as it is essential. - The region shares the significant state-wide challenges associated with illiteracy and the need for early childhood intervention and education. - There is a broad array of programs, initiatives and educational institutions that serve as assets to the region's workforce development efforts. - The <i>South Carolina Chamber of Commerce</i> has developed an outstanding list of goals which are reflective of the workforce challenges and opportunities in the SC Appalachian Region.	
Objectives - Support the region's three Workforce Investment Boards (WIBs) and all of the programs they oversee. - Support the SC Technical College System and other professional schools and workforce organizations that are training the regional workforce and connecting it with employers. - Help meet the workforce development goals established by the South Carolina Chamber of Commerce in the SC Appalachian Region.	
Action Items - Continue to partner with regional WIB's through coordination, strategic planning, and grant writing assistance. - Provide strategic planning and grant writing services to technical colleges and other professional workforce organizations. - Offer assistance with strategic planning, technical support, and grant-writing to all the SC programs and partners that are working to achieve the workforce goals and strategies outlined by the South Carolina Chamber of Commerce.	
Strategic Partners: SCACOG, the Worklink WIB; the Greenville County WIB; the Upstate WIB; all local school systems, colleges and universities within the region; all County and City local economic developers throughout the region; the Upstate Alliance; the South Carolina Department of Commerce. Note: please see the <i>SC Workforce Development Programs</i> table of this chapter for all institutional program partners.	
Performance Measures: (1) track number of workforce development initiatives supported by SCACOG grant writing, planning, and GIS-based research services; (2) continue to track the performance of meeting the goals established by the SC Chamber of Commerce for the SC Appalachian Region.	
Timeline: 2013-2017	

Along with the availability of sites and buildings for prospects, the ability to supply enough technically qualified workers for high volume of advanced manufacturing prospects is the top challenge cited by local economic developers. Not only is the SC Appalachian Region growing at a faster rate than the nation as a whole, but the technology of manufacturing is rapidly evolving. As cited in CEDS 2013-2017, “With regional manufacturers in need of Certified Production Technicians (CPT’s), Certified Logistics Technicians (CLT’s), Computer Numerical Control operators (CNC’s), mechatronics specialists, and the like, the effective coordination of workers and training programs is as challenging as it is essential.” This means that an increasing amount of resources should be devoted to strengthening the regional workforce.

Beyond the technical skills gap, however, more foundational challenges exist for too much of the regional workforce – such as achieving basic literacy and graduating from high school. Without establishing a basic foundation, more and more future workers will continue to find themselves unqualified and left behind. The objectives listed in *CEDS 2013-2017* call for supporting a large variety of state and federal programs that are making a positive difference in regional workforce development (see Strategic Plan table on previous page). As of this annual update, CEDS 2013-2017 continues to support the goals articulated by the South Carolina Chamber of Commerce³, which include:

GOAL #1: NINETY-NINE PERCENT OF ALL SOUTH CAROLINA HIGH SCHOOL STUDENTS WILL HAVE ELECTRONIC INDIVIDUAL GRADUATION PLANS (EIGP).

Status: 2012-13 data indicates that 98 percent of high school students had eIGP’s.

GOAL #2: EIGHTY-FIVE PERCENT OF ALL SOUTH CAROLINA HIGH SCHOOL STUDENTS WILL GRADUATE ON TIME AS MEASURED BY THE US DEPARTMENT OF EDUCATION’S UNIFORM GRADUATION RATE FORMULA.

Status: 2014 on-time graduation rate was 77.5 percent.

GOAL #3: EIGHTY PERCENT OF SOUTH CAROLINA 4 YEAR OLD AT-RISK YOUTH (FREE AND REDUCED LUNCH) WILL COMPLETE 4K.

Status: In 2006, the South Carolina legislature created the Child Development Education program to provide full-day 4K for high poverty districts. In 2014, as part of the Read to Succeed Act, they expanded the program into 10 additional districts and changed the name to South Carolina Child Early Reading Development and Education Program. Currently, 75 percent of all school districts are eligible to serve at-risk children in full-day 4K programs.

GOAL #4: SOUTH CAROLINA WILL BE IN THE TOP FIVE STATES IN AVERAGE 4TH AND 8TH GRADE STUDENT NATIONAL ASSESSMENT OF EDUCATIONAL PROGRESS (NAEP) SCORE IMPROVEMENT.

Status: The National Assessment of Educational Progress evaluates states every two years based on student performance in math and reading. South Carolina saw no significant changes in these scores

³ <http://www.sccchamber.net/workforce-education/2020-education-goals>

from 2011 to 2013 and ranked below the national average in every category. The state's national ranking in 2013 versus 2011 is as follows: 4th grade reading remained unchanged at 39th; 4th grade math dropped to 39th from 37th; 8th grade reading rose to 36th from 38th; and 8th grade math rose to 31st from 34th.

GOAL #5: FIFTY PERCENT REDUCTION OF THE STUDENT ACHIEVEMENT GAP ON PASS TESTING FROM 2009 RESULTS.

Status: An analysis of 2009 versus 2014 PASS data for grades 3 through 8 revealed the following general results for the white/black achievement gap: the writing gap has widened; the ELA gap has narrowed; the math gap has remained unchanged; the science gap has narrowed; and the social studies gap has narrowed.

GOAL #6: ALL SOUTH CAROLINA HIGH SCHOOL SENIORS WILL HAVE A WORKKEYS® (INCLUDING SOFT SKILLS) CERTIFICATE.

Status: Beginning with the 2014-15 school year already in progress, South Carolina students in grade 11 must take the WorkKeys career readiness assessment.

GOAL #7: 15,000 GEDs (INCLUDING WORKKEYS CERTIFICATION) WILL BE AWARDED ANNUALLY IN SOUTH CAROLINA.

Status: In 2013-14, adult education credentialing continued its impressive growth rate with the granting of 8,713 GED diplomas, 862 high school diplomas and 10,240 WorkKeys certificates.

GOAL #8: SOUTH CAROLINA WILL HAVE 10 TIMES MORE BUSINESSES OFFERING REGISTERED APPRENTICESHIPS THAN THE 2009 BASELINE.

Status: In 2009, the state had less than 190 registered apprenticeship programs and about 1,500 active apprentices. Now, it has 678 apprenticeship programs and 5,446 active apprentices, with the total apprentices served exceeding 10,400.

GOAL #9: SOUTH CAROLINA WILL EXCEED THE NATIONAL AVERAGE FOR ADULTS HOLDING 2- OR 4-YEAR DEGREES

Status: According to the US Census Bureau's 2011 data, 34.2 percent of South Carolina's adults, ages 25 and older, hold 2- or 4-year degrees, while the national average is 38.7 percent.

GOAL #10: SOUTH CAROLINA WILL HAVE A CLEAR, COHERENT STANDARDIZED PATHWAY FOR ADULTS TO FURTHER THEIR EDUCATION.

Status: the SC Council on Competitiveness' Connect Adults Committee has been enlisted to help identify a new approach to fulfilling this goal.

Promising Initiatives

The table below describes several exciting workforce development initiatives continue to help mold a 21st Century regional workforce.

Workforce Development Initiatives that are Making a Difference
With many different SC programs and agencies participating in workforce development, there is a continuous challenge to streamline services in order to improve efficiency and "eliminate silos". A promising new bill is being considered by the SC State Legislature that would establish a Coordinating Council for Workforce Development to address this issue.
Oconee County has launched a new "Youth Apprenticeship Program" in partnership with the School District of Oconee County and <i>Apprenticeship Carolina</i>. This workforce development program aims to place young people in various business settings in order to acquire hands-on experience and gain a deeper understanding of today's global business environment. Ultimately the program will ensure a qualified workforce for the community.
In a promising collaboration between Greenville Technical College, Clemson University, and Greenville County, the new Center for Manufacturing Innovation (CMI) is currently under construction on the Millennium Campus near CU-ICAR. CMI will attempt to address the lack of interest that many young people have about careers in advanced manufacturing. There is great opportunity and demand for promising careers in this arena, but there is a misinformed stigma must be addressed. CMI will create an internationally recognized learning environment that integrates research and education while increasing the pipeline of advanced manufacturing technicians.
Slated to open in early 2017, the U.S. EDA-funded (\$2 million) Advanced Technological Education Center will house the Clemson University Center for Workforce Development the Center for Aviation and Automotive Technological Education. The new facility will provide opportunities for students, faculty, and industry partners to better collaborate, drive innovation, and enhance research in STEM fields primarily focused in Advanced Manufacturing.
Pending final stakeholder approvals, plans are in place for Tri County Technical College (TCTC) to construct the Oconee County Workforce Development Center in the Oconee Industry and Technology Park. This collaborative development will not only increase local workforce capacity, but also co-locate this campus, a new high school career development center, and the county economic development offices.
The new \$9 million Center for Advance Manufacturing and Industrial Technologies (CAMIT) on the Spartanburg Community College (SCC) campus of Cherokee County will be a state-of-the-art facility for hands-on high tech training. The 27,000-square-foot center will be the third on the SCC Cherokee Campus and is set to open in fall 2015.
The workforce development programs found in South Carolina have long been the model for success in the United States, especially the state's long-established technical college system and nationally recognized state workforce training programs, readySC and Apprenticeship Carolina. Each of these programs have demonstrated an award-winning ability to help train and facilitate lasting relationships between employers and workers.
Along with the state's world-class training programs, counties across the state are participating in the South Carolina's ACT Work Ready Communities initiative. Of South Carolina's 46 counties, nearly

all have become designated including all six counties in the SC Appalachian Region. These certifications demonstrate a commitment to fostering a successful business and workforce development environment, assuring local businesses that they are providing a highly-skilled labor pool well above industry standards.

The new **SucceedSC** statewide initiative aims to help "connect the dots" between small to mid-size employers and chronically unemployed citizens. This sustained unemployment is often due to a range of factors, ranging from disability to a lack of educational credentials. Small to mid-size employers, meanwhile, often cannot find the workers they need. SucceedSC aims to fill the pipeline between this underemployed population and State/Tech College training and placement services.

Note: Table is a set of examples and not intended to be exhaustive.

Other CEDS 2013-2017 priorities include support for the technical college and university training programs that are adapting their curriculums in order to address the region's technical skills gap, such as emerging "mechatronics" degree programs that are now being offered at places like Spartanburg Community College, Greenville Technical College, and Tri-County Technical College. Local, State, and Federal workforce development initiatives in the region are both varied and broad, but all are supported as strategic priorities in CEDS 2013-2017.

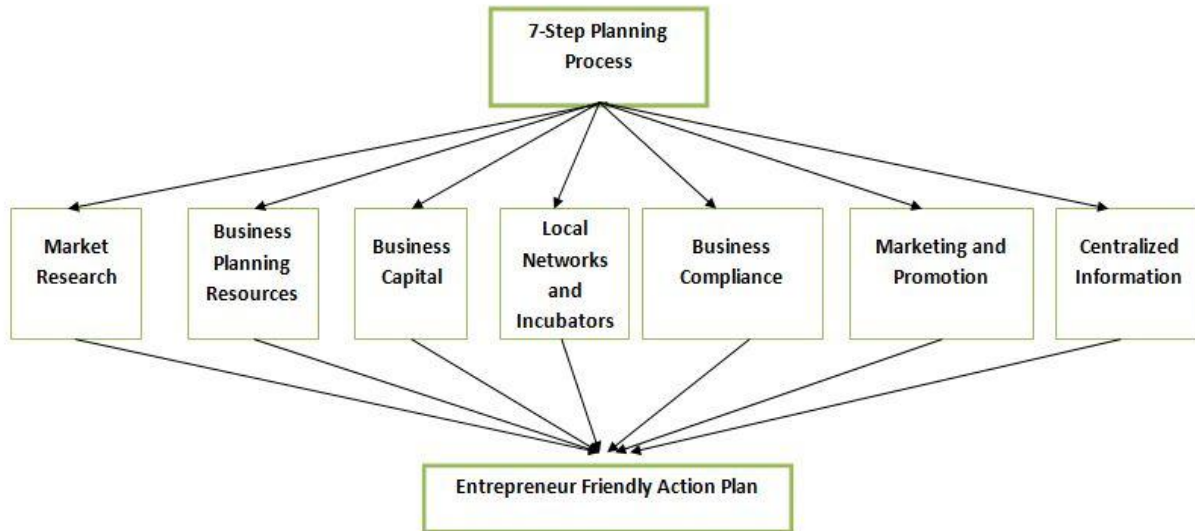
Entrepreneurship

CEDS 2013-2017 Strategic Plan	
Goal: Make the SCACOG Region the most <i>entrepreneur friendly</i> region in South Carolina.	
Supportive Findings • Most jobs are created by small to mid-size business. • Keeping a business alive is often as difficult than starting a business, thus creating a business friendly environment is critically important. • Many exciting initiatives have developed over the last several years which have given great momentum to the subject of regional entrepreneurship.	
Objectives 1. Help communities develop a supportive environment for entrepreneurship. 2. Increase the number of small business incubators, accelerators, and soft landing programs throughout the region. 3. Continue to provide analytical tools which support entrepreneurial activity.	
Action Items 1. Facilitate entrepreneur friendly planning in communities across the region through use of the SCACOG's <i>Entrepreneur Friendly Toolkit</i>. 2. Provide strategic planning and grant-writing services to support existing and future small business incubators, accelerators, and soft landing programs throughout the region. 3. Continue to promote and update SCACOG's <i>InfoMentum</i> suite of GIS-based research and analysis services which directly support business planning throughout the region.	
Strategic Partners: SCACOG; all local economic developers, chambers of commerce, and other community business groups throughout the region; the South Carolina Department of Commerce; the Clemson University Small Business Development Center (SBDC); the Service Corps of Retired Executives (SCORE). Note: please see the <i>Exciting Initiatives</i> table of this chapter for other strategic partners.	
Performance Measures: (1) track number of communities who execute entrepreneur support planning by utilizing the Entrepreneur Friendly Toolkit, (2) track number of entrepreneurial projects supported by SCACOG planning, grant-writing, and GIS based research services; (3) continue tracking the development of business incubators and accelerators in the region.	
Time Line: 2013-2017	

The Entrepreneur Friendly Toolkit is Launched

Cited as major strategic project in *CEDS 2013-2017*, SCACOG recently launched the "Entrepreneur Friendly Toolkit" planning website for communities. Found at www.EFToolkit.com, the site allows communities to go through a 7-step on-line planning process designed to *get their ducks in a row* for supporting and attracting entrepreneurs. The seven steps include (1) Market Research, (2) Business Planning Resources, (3) Business Capital, (4) Networks and Incubators, (5) Compliance, (6) Marketing and Promotion, and (7) Centralized Information. A community task force fills out a strategic plan table (on the website) for each of these steps. Each of the tables combine at the end in an automatically generated report entitled "The City/County of _____ Entrepreneur Friendly Action Plan". The EF Toolkit also guides the local Task Force through (1) creation of an online local business (and business prospect) survey, (2) development of a local/area "capital matrix" of business capital providers, (3) publication of a local business assistance guide, (4) planning of a local small business resource fair, and

more. Communities who go through the rigorous process develop a foundation for supporting small business development. With three communities having completed most or all of the planning process, *CEDS 2013-2017* calls for the EF Toolkit to be utilized in communities throughout the region.



A Growing number of Incubators and Accelerators

Recognizing that small business plays an irreplaceable role in the U.S. economy, *CEDS 2013-2017* calls for the continued support of organizations and resources that are facilitating entrepreneurial growth in the region. The table below displays some exciting entrepreneurship assets:

Incubators and Accelerators having a Major Impact on Regional Entrepreneurship
The Center for Business and Entrepreneurial Development (CBED) at Spartanburg Community College – Tyger River Campus. This 363,000 square foot multi-use incubator and soft landings facility is an invaluable tool for entrepreneurs to start up a new venture, jump start an expansion or relocation, beta test a new product line, or train employees on new products or processes. Also located at this site is the Spartanburg Area Small Business Development Center office, which recently expanded to include a <i>Technology Commercialization Specialist</i>—whose role will be to shepherd local tech entrepreneurs through the process of opening and growing their businesses. Website: www.sccsc.edu/Center/
NEXT Innovation Center – an “Entrepreneur Resource Collaborative” spawned out of the Greenville Chamber of Commerce, the center provides high tech entrepreneurs with office space near downtown at below market rates. Website: www.greenvillenext.com
Tri-County Entrepreneurial Development Corporation in Oconee County is a small business incubator which offers entrepreneurs both physical office space and mentorship from the community’s wealth of

retired business professionals. investoconeesc.com/business-industry/small-business/tcedc/
The Iron Yard in Spartanburg is a 13-week, mentorship-driven start-up accelerator. It focuses on talented teams with a prototype that can be brought to a large market. Teams are selected after a highly competitive application process. Tenants receive space, design assistance, legal/accounting services, experienced entrepreneurial mentorship, and \$20,000 in seed capital. Website: theironyard.com/locations/spartanburg/
The Pickens Innovation Center , a partnership between the Pickens Revitalization Association, the City of Pickens, and Clemson University, is a downtown Pickens technology incubator. The Pickens Innovation Center represents a collaborative open center that appreciates entrepreneurs and celebrates new ideas. The Center seeks to serve those driven people with entrepreneurial spirit and drive in the surrounding area who are seeking support in developing and commercializing their idea. Website: www.pickensinnovationcenter.com
The Spartanburg Entrepreneurial Resource Network (SERN) , a public-private coalition of local business experts, continues to create a business friendly environment by helping entrepreneurs with planning, compliance navigation, and resource referrals.
e-Merge at the Garage in Anderson, SC will consist of incubator/accelerator programs providing entrepreneurial flexible work space and access to capital for start ups in Health Care, IT Intelligence, Culinary Arts/Agribusiness and Education opportunities. Website: www.emergeandersonsc.com
The Center for Applied Technologies (CAT) , an initiative of the Clemson University Research Foundation (CURF). CAT is a 30,000 square foot incubator offering wet lab space, office space, and common areas for entrepreneurs who are developing business ideas out of the university's research initiatives. Website: www.clemson.edu/curf
"The George", at USC Upstate , is a state-of-art, 60,000 square foot, \$30 million dollar facility which is not only the training ground for business students, but also offers incubation space and a public forum for leading business leaders. Website: www.uscupstate.edu/academics/johnsoncollege/
Clemson University Innovation Campus and Technology Park , in a partnership between the university and Innovate Anderson, will be adjacent to Clemson research facilities in Anderson SC. The goal is to attract startup companies and corporate landing parties and collaborate research initiatives with the University. Website: http://www.clemson.edu/economic-development/cuicat.html
The LEED certified Duke Energy Innovation Center in Anderson provides world class start-up company incubation space with both wet and dry lab capacity. <i>Advanced Materials</i> industry is the primary target. Website: http://www.scra.org/ander_ic.html

*This is a set of examples and does not represent a comprehensive list of incubators/accelerators in the region.

Entrepreneurship remains an essential component in *CEDS 2013-2017*. Locally grown businesses play a vital role not only in job creation, but in fostering innovations that can have a generational impact. The SC Appalachian Region will continue to find ways to support and attract entrepreneurship.

Access to Capital

CEDS 2013-2017 Strategic Plan	
Goal: Increase access to business capital in the SC Appalachian Region.	
Supportive Findings	• Access to capital is a critical component of economic development. • While most lending is executed in the private sector, there are situations in which government gap financing programs, loan guarantee programs, and private sector angel or venture capital networks can partner to make impactful loans and investments. • There is an impressive network of economic development finance institutions working in the region. • There are valuable grant and tax credit programs working in the region to help foster investment and job creation. • While strong programs and resources are in place, communities are often unaware of them and thus are unable to assist local businesses and prospects.
Objectives	1. Equip communities with the business capital resources and information they need to assist the business community. 2. Increase economic development grant funding in the region. 3. Increase awareness of local, regional, state, and federal capital providers. 4. Generate regional economic and market data that is useful for business planning and capital formation.
Action Items	1. Utilizing SCACOG's <i>Entrepreneur Friendly Toolkit</i>, create a locally customized "capital matrix" in individual communities which helps them to share information and make referrals to the region's robust network of capital sources. 2. Continue to provide economic development grant writing services throughout the region. 3. Publish information on economic development finance institutions and programs. 4. Continue to provide market research and state/federal incentive information through SCACOG's <i>InfoMentum</i> program, which often helps entrepreneurs complete their business plans and loan applications.
Strategic Partners:	SCACOG; all County and City local economic developers throughout the region; the Appalachian Development Corporation and other economic development finance institutions and programs throughout the region; the Upstate Alliance; the South Carolina Department of Commerce; the South Carolina Department of Revenue.
Performance Measures:	(1) track number of communities who develop the EF Toolkit "Capital Matrix", (2) track job creation and capital investment figures in successfully funded economic development projects, (3) track the amount of information published and the number of referrals made to the outstanding capital resources available to businesses in the region, (4) track the amount of InfoMentum market research and information provided to economic development organizations and their clients.
Time Line: 2013-2017	

Bridging the Business Capital Information Gap

The SC Appalachian Region faces no shortage of institutions, agencies, programs or investors that are committed to providing business capital. The difficulty or ease of obtaining business capital depends on the strength of the applicants who seek it, not on the supply of sources. There are many providers. The

"capital matrix" found within the SCACOG Entrepreneur Friendly Toolkit highlights a large variety, ranging from local banks to SBA certified intermediaries to state-wide capital access programs to area angel & venture investor groups. Demonstrating the strength of the regional capital network, three counties within the region – Anderson, Greenville and Spartanburg – typically experience approximately one third of all SBA loans made in the entire state of South Carolina. Yet despite the ample supply of providers, SC Appalachian entrepreneurs still cite "access to capital" as their number one challenge for starting or expanding their businesses.

The region's business capital access challenge is two-fold: (1) it is mostly the result of start-up entrepreneurs, who – based on their personal credit, business experience, business plan, and/or lack of customers – are simply *not competitive* for a loan or equity investment. Even SBA programs designed to decrease the risk of lending to these individuals are not enough to make them "bankable". The other part of the challenge, from the local economic development perspective, is that (2) there are many *information and referral* opportunities to business planning and capital resources that are being missed. Intercepting an entrepreneur before they expend their 401K savings on an underdeveloped business idea and then recommending them to a professional business planning resource is a regional economic development strategy worth pursuing. Most of the time these entrepreneurs fly under the radar of local economic developers by charging forward without seeking guidance. Other times, however, they do seek guidance—but the local ED may not be aware of some vital resources that they can recommend. *CEDS 2013-2017* supports equipping communities with this information in order to create a more effective pipeline to business capital. Working with the communities to develop their own "Capital Matrix" from the EF Toolkit program is a helpful strategy for building this foundation.

Federal Economic Development Grant Activity

Regional economic development grant activity is also strong, as demonstrated by the table below:

Some Exciting Federal E.D. Grant Projects in the Region			
Project Name	Grant Source	Grant Amount	Total Project Cost
City of Walhalla Downtown Streetscape	ARC	\$500,000	\$2,100,000
Oconee County - Golden Corner Commerce Park Pump Station Project	ARC EPA	\$500,000 \$485,000	\$1,236,000
Spartanburg Community College – Center for Business & Entrep. Development	ARC EPA	\$500,000 \$840,000	\$1,340,000
Anderson County - Gossett Street/Toxaway Brownfields Cleanup Project	ARC	\$60,000	\$120,000
Town of Williamston - Farmers Market	ARC	\$66,130	\$132,261
Town of Blacksburg - Brugg Street Pump Station	ARC	\$338,400	\$423,000
Town of Pendleton - Streetscape Project	ARC	\$500,000	\$1,000,000
Town of Blacksburg - Sewer System Upgrade	RIA	\$350,000	\$451,550
Town of Pacolet - River Passage Gateway Project	ARC	\$387,500	\$775,000
Pioneer Rural Water District - New Lake Hartwell Water Treatment Facility	ARC	\$500,000	\$9,500,000
SJWD Water District - Water Treatment Plant Upgrade	EDA	\$2,000,000	\$4,132,700
City of Easley - Doodle Trail Trailhead	ARC	\$250,732	\$501,464
Town of Blacksburg - Highway 5 Sewer Line	ARC	\$368,000	\$460,000
*Town of Central - Clayton Street/Highway 93 Improvements	ARC	\$223,000	\$446,000
*Anderson County - Five Mile Sewer Line	ARC	\$500,000	\$11,000,000

*Pending approval from federal agencies.

Note: List is a set of notable examples and is not intended to be a list of all grant projects in the region.

In addition to economic development grants and loans, state and federal tax incentives continue to play an important role in job creation and capital investment. Free Trade Zone 38 along I-85 continues to be a great incentive for industry, and the South Carolina four-tier Job Tax Credit continues to incentivize job creation. For year 2015, Greenville County is classified as “Tier I – Developed”; Anderson, Oconee, Pickens, and Spartanburg Counties are “Tier II – Moderately Developed”; Cherokee County is “Tier III – Least Developed”. None of the region’s counties are considered “Tier IV – Distressed” by the SC Department of Revenue, which is sign of economic improvement in the region. Parts of the region can also take advantage of being in a (1) New Market Tax Credit and/or a (2) SBA HUB federal incentive zone. SCACOG's *InfoMentum* GIS-based economic development program includes a map layer that can quickly inform a business, economic developer, or prospect whether their project is in one of these zones. *CEDS 2013-2017* calls for regional E.D. partners to share this incentive information throughout the region in order to maximize opportunities.

Local Asset-Based Economic Development

CEDS 2013-2017 Strategic Plan	
Goal: Strengthen the unique, local community assets which have a significant impact on regional economic development.	
Supportive Findings - Each of the six counties and 42 municipalities within the SC Appalachian Region possess unique assets from which residents derive economic opportunity. - With attractive natural resources, historic places, arts & entertainment, and sporting venues, the SC Appalachian Region has a strong tourism industry. - There is growing potential of downtown areas in the region to foster economic growth and job creation. - The region is in position to capitalize on emerging opportunities in the agricultural industry, including inputs for manufacturing, local/organic produce markets, and agri-tourism.	
Objectives - Make the SC Appalachian Region a globally recognized tourism destination. - Make the SC Appalachian Region a national destination for vibrant downtown areas. - Help communities reach the full economic potential of their rich agricultural resources. - Help communities further recognize, develop, and market their uniquely local economic development assets.	
Action Items - Support tourism initiatives, downtown development, and agribusiness development through GIS based market research, strategic planning and grant-writing services. - Assist downtown areas that are pursuing the <i>Main Street</i> designation through the National Trust for Historic Preservation. - Capitalizing on the demand for <i>locally grown food</i>, support the establishment of "food hub" distribution channels through GIS-based market research, strategic planning, and grant writing services.	
Strategic Partners: SCACOG; all Chambers of Commerce and Convention and Visitor Bureaus throughout the region; all County and City local economic developers throughout the region; the Upstate Alliance; Discover Upcountry South Carolina Association; Upstate Forever; The SC National Heritage Corridor; Clemson University Cooperative Extension Service; the South Carolina Department of Commerce; the South Carolina Department of Parks, Recreation and Tourism; The National Trust for Historic Preservation	
Performance Measures: (1) Track number of tourism, downtown development, and agribusiness initiatives that are supported by SCACOG professional planning, GIS-based market research, and grant writing services; (2) track number of National Main Street Designations awarded to the communities in the region by the National Trust for Historic Preservation; (3) track new tourism, hiking trail, and blue way trail developments throughout the region; (4) track Farmer's Market activity and regional "food hub" developments.	
Time Line: 2013-2017	

Each of the six counties and 42 municipalities within the SC Appalachian Region possess unique assets from which residents derive economic opportunity. Not all of these local assets make up “clusters” or lead to formal “target industries” for recruitment, but they are essential to the economic well being of individual communities and the region as a whole. While providing a detailed inventory of each

community's local assets is not practical for the purpose of the 2013 CEDS update, there are three broad asset categories that CEDS 2013-2017 emphasizes: Agribusiness/"Local Food", Tourism, and Downtown Development.

Agribusiness/"Local Food"

In June of 2013, an outstanding study was conducted by the *South Carolina Coastal Conservation League* and numerous regional partners on the feasibility of a **"Food Hub" for the SC Appalachian Region**. Entitled, "Upstate Region Local Food Hub Feasibility Study", the document examines the potential for starting a regional food hub like the highly successful one found in Charleston, SC ("GrowFood Carolina"). The study defines a regional food hub as, "a business or organization that actively manages the aggregation, distribution, and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand." The study offers the following basic conclusion in support of creating a regional food hub:

"The majority of other necessary pieces needed to establish a local food hub are in place. Local food supply and demand data, food producer survey results, retailer and consumer survey and interview results, demographic research, and farm data all show that there is the potential to increase local food supply and satisfy ever-increasing demand."

The concept of increasing opportunities for local farmers via farmers markets and shared public-private processing facilities is emphasized as a *CEDS 2013-2017 Area of Emphasis*. Numerous local initiatives have taken off or are under development, including:

- The Greenville Forward "Gardening for Good" urban farming program
- The LiveWell healthy food labeling program
- The Mill Village Farms "Good to Go" mobile market and youth training program
- The Hub City Farmer's Market Co-Op grocery
- The Oconee County Agricultural Center
- The City of Williamston Incubator Kitchen
- A Food Hub and Training Center in the old "Feed and Seed" building (Greenville).

Moving forward, *CEDS 2013-2017* supports regional Agribusiness/Local Food Strategies, including:

- A regional food policy council
- A regional food market place close to market centers
 - Aggregate local products for presentation into market
 - Build skilled labor to meet consumer demand
- Increased agricultural training initiatives to ensure that the aging farming community is one day replaced by new entrepreneurial farmers.
- Sub-regional food satellites close to farms
- Interstate coordination with nearby NC, GA and TN.

- Farmland Matchup
- Support of new agricultural innovations, such as the hydroponic method of strawberry farming found at *Modern Harvest Farms* in Woodruff (Spartanburg County)—which utilizes 90% less water and 80% less fertilization year-round to grow an impressive quantity in a temperature controlled "CropBox".

Downtown Development

Downtown development initiatives have continued to gain momentum throughout the region. There are now four certified “Main Street Communities” designated by the National Trust for Historic Preservation: Gaffney (Cherokee County), Pickens (Pickens County), Williamston (Anderson County), and Woodruff (Spartanburg County). Other downtown areas continue to develop and revitalize. Beautiful and bustling downtown Greenville serves a national award-winning benchmark for micropolitan cities. Downtown Spartanburg has made extraordinary revitalization progress over the past 24 months, highlighted by its robust "Northside" neighborhood revitalization which includes partnerships with *Purpose Built Communities* out of Atlanta, the "Healthy Food Hub" initiative (farmers market, community garden, etc.), and the U.S. Department of Housing and Urban Development's "Choice Neighborhood Program" (a \$300K planning grant). The downtown areas of Anderson, Greer, and Traveler's Rest all continue to grow their reputations as regional destinations, while downtown Walhalla recently received federal ARC grant funding for major streetscape renovations. County by county there is a downtown revitalization renaissance underway. CEDS 2013-2017 calls for supporting these developments through professional planning, facilitation, GIS-based market research, and grant writing services.

Tourism

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

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

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

- Renowned **hiking trails and "blue way" river trails** for accessible, family-friendly boat rides are having a great public health and economic impact on the region. Examples include nearly 20-mile "Swamp Rabbit Trail" running through Greenville County, which draws more than 500,000 people per year, generates nearly \$7 million in annual tourism revenue, and has revitalized the downtown area of Travelers Rest. Extension of this trail plus the development of the "Doodle Trail" in Pickens County is poised to have the same positive effect. The *Upstate Forever* "Reconnecting People to Rivers" initiative is actively mapping new "blue way" paddle trails in the region and Spartanburg County has seen a particularly positive effect thus far.

South Carolina tourism is an \$15 billion + per year industry, it supports one out of every ten SC jobs, and produces more than \$1.2 billion in local and state tax revenues.⁴ While the region is adorned with amazing assets, the industry faces its own set of challenges. In rural communities such as Westminster (Oconee County), for example, there is extremely limited lodging/accommodation capacity for the many annual visitors who would otherwise stay overnight and shop in local establishments. A challenge for these communities is to find innovative ways to capitalize on these missed opportunities when the free market does not fill the gap, such as establishment of RV Parks or local B&B incentives. Some communities have potential for conferences yet no capacity to host them. CEDS 2013-2017 calls for increased collaboration in order to address these challenges and further bolster the tourism industry.

⁴ "The Economic Contribution of Tourism in South Carolina: 2010 Tourism Satellite Account Results". U.S. Travel Association, February 2012.

Global Competitiveness

CEDS 2013-2017 Strategic Plan	
Goals:	• Carry out the goals, objectives, strategies, and tactics articulated in the <i>Upstate SC Metropolitan Export Plan</i>⁵ • Attract more Foreign Direct Investment (FDI) to the region. • "Transition the Upstate from global player to global leader in the world economy."
Supportive Findings	• 95% of all consumers live outside of the U.S. • From 2005-2009, U.S. Manufacturers that exported saw revenues grow by 37%, while those that did not export saw revenues fall by 7%. • Compared to non-exporters, U.S. business service exporters (engineering, architecture, etc.) have 100% higher sales, 70% higher employment, and 20% higher wages. • Every billion dollars of exports supports 5,590 jobs • With a growing number of major international companies locating and/or expanding, the region must capitalize on the opportunity to attract more job-creating Foreign Direct Investment (FDI).
Objectives	• Maintain our strong export intensity—equal to or greater than 20%—as the region's economy continues to develop and diversify. • Increase exporting activity by 75% for domestic companies and small business, including actively developing new international markets. • Foster a strong, export-oriented business culture while our reputation as a competitive trading region. • Develop a set of goals, objectives, strategies and tactics for attracting increased foreign direct investment to the region.
Strategies and Tactics	1. Align and strengthen the export support system. 1.1. Create a seamless pipeline to deliver export support. 1.2. Develop an Export Road Map 1.3. Leverage Business Retention Programs for Referrals 1.4. Create new support Tools 2. Drive participation in exporting. 2.1. Tailor programs to targeted clusters 2.2. Organize engineering task force 2.3. Integrate exports into business planning 2.4. Create geography-focused opportunities 2.5. Raise awareness of exporting benefits 3. Heighten global awareness. 3.1. Cultivate global leadership 3.2. Establish a World Affairs Council 3.3. Develop protocol for leveraging global networks 3.4. Increase global partnerships

⁵ **The Upstate SC Regional Export Plan**, a regional collaborative initiative published by the Upstate SC Alliance in 03/2015. **This Strategic Plan Table is derived directly from that document.** For the plan document and its data sources, see <http://www.upstatescalliance.com/global-cities/regional-export-plan>.

3.5. Promote the region as a global leader 4. Actively make policy recommendations at the local, state, and federal levels based on the Market Assessment findings of the Upstate SC Metropolitan Export Plan. 4.6. Support of export service providers 4.7. Pursuit of free trade agreements 4.8. Support for export financing 4.9. Improve transportation infrastructure 4.10. Streamlined regulatory requirements 4.11. Eliminate tax barriers to competitiveness 5. Develop a Metropolitan Foreign Direct Investment Plan as the next phase of the Brookings Institution <i>Global Cities Initiative</i>.
Steering Committee: Upstate SC Alliance; Brookings Institution; JP Morgan Chase; SCACOG; the SC Department of Commerce; the SC Ports Authority; University of South Carolina Upstate; Clemson University; U.S. Commercial Service (South Carolina); GSP Int'l Airport; ECI –Find New Markets; SC Manufacturing Extension Partnership; individual Economic Development Organizations of 9 SC Upstate Counties plus the City of Greer; private sector participation from numerous engineering, distribution/logistics, manufacturing, construction, and financial companies.
Performance Measures: (1) Referrals to export service pipeline; (2) companies participating in trade missions; (3) companies receiving export finance support; (4) participation in outreach events and initiatives; (5) globally engaged organizations in the region; (6) new international region-to-region and city-to-city partnerships; (7) trade-related mentions in the media; (8) inbound and outbound delegation visits; (9) publication of a Metropolitan Foreign Direct Investment Plan.
Time Line: 2015-2016

The “Upstate” SC Region⁶ is undergoing a five-year planning process through the Brookings Institution's *Global Cities Initiative* (GCI)⁷. Led by the Upstate SC Alliance, whose mission is to market the region for economic development on a global level, a broad and diverse steering committee of stakeholders has assembled to develop strategies for becoming more globally connected and competitive. The Upstate SC Alliance successfully applied for entry into the competitive GCI program in late 2013 and the region is presently in year two of the process. The first stage, the year-long development of a **Metropolitan Export Plan**, was published by the Alliance in March of 2015. The outline of that plan is included in the Strategic Plan Table above. The next stage that is currently underway is development of a **Metropolitan Foreign Direct Investment (FDI) Plan**. Like the export plan, the FDI plan will include goals, objectives, strategies, tactics and policy recommendations geared towards attracting more FDI to the region. The Upstate is endowed with many tremendous international companies which help fuel its industrial clusters (automotive, aerospace, advanced materials, etc.). The Metropolitan Export and FDI plans will sharpen the region's strategies and help it *transition from a global player to a global leader* in the world economy. As a member of the GCI Core Research Team and Steering Committee, SCACOG, as the region's federally designated Economic Development District, is actively participating in this initiative.

⁶ The 10-county Upstate region includes all six counties of the SC Appalachian region, plus four contiguous counties: Abbeville, Greenwood, Laurens, and Union Counties.

⁷ <http://www.brookings.edu/about/projects/global-cities>

Section VI: Economic Resilience

Regional economic prosperity is linked to an area's ability to prevent, withstand and/or quickly recover from major disruptions to its economic base. Such disruptions often include general economic downturns (e.g., the housing crash), downturns in particular industries that effect a region's dominant employers (e.g., major plant closings), or other externalities such as natural disasters.

Resilience through Diversity

The eight *Areas of Emphasis* and the numerous industrial clusters/target industries outlined in *CEDS 2013-2017* exemplify the diverse set of economic engines driving the SC Appalachian Region. This was not the case a generation ago, when the textile industry was dominant yet ultimately bound for decline. After experiencing the economic shock of the textile exodus, regional players in government, education, and industry responded with aggressive and innovative leadership that has led to an economic transformation. There are five legitimate industrial clusters which are growing and several more that are emerging. Infrastructure continues to expand, especially in the areas of rail and air transport. Increased exports and FDI are transforming the entire state of SC. Entrepreneur support is more robust than it has ever been with incubators and accelerators emerging in every county. Major investments continue to be made in order create a 21st century workforce. Tourism assets are becoming more fully developed and attracting an increasing number of visitors each year. While the region is known for manufacturing, it also boasts one of the highest engineers per capita ratios in the U.S. Professional services and the financial industry is also growing, as TD Bank recently located its regional headquarters in the region. Local Clemson University, a *U.S. News and World Report* top 20 public research institution, is driving innovation in automotive, advanced materials, energy, bioscience, aerospace, and more. While there are many painful economic shocks which one might imagine, the region continues to develop "steady state" levels of resilience through diversity.

Resilience through Responsiveness and Coordination

As a new federal CEDS Guideline, SCACOG looks forward to both fully planning and embracing its role as a coordinator of regional responsiveness to economic shocks. SCACOG will:

- Conduct pre-disaster recovery planning to define key stakeholders, roles, responsibilities, and key actions;
- Establish a process for monitoring and communication of the economic development community's needs;
- Identify, contact, and coordinate with key local, regional, state and federal officials;
- Continue to coordinate communication between regional stakeholders.
- Continue to provide GIS based research, planning, and grant writing services in order to bolster resilience.

Section VII: Conclusion

Transitioning from Global Player to Global Leader

The third year of CEDS 2013-2017 saw significant strides in each of its *Areas of Emphasis*. Industrial clusters and target industries continue to grow and expand, while related innovation capacities from institutional partners such as Clemson University and SC TAC continue to develop. While infrastructure development is always a great need (particularly with roads and sewer), other areas such as rail and air transport are expanding and helping to alleviate congestion. Serviceable sites and buildings for economic development prospects is also a perennial challenge, though the production of speculative buildings and certified sites are on the rise. . Workforce development efforts have never been more emphasized and the region continues to invest in programs and facilities that are addressing both the technical and soft "skills gap" . With the launch of the SCACOG *Entrepreneur Friendly Toolkit*, communities now have a tool for supporting and attracting small business development. A rise in the number of business incubators and accelerators is also helping the cause of regional entrepreneurship. Information about the robust and diverse network of business capital providers in the region is being shared by organizations such as *Ten at the Top* and through the Entrepreneur Friendly Toolkit. Agribusiness/Local Food, downtown development, and tourism are all enhancing local asset-based economic development. Lastly, with a Metropolitan Export Plan in place and a Metropolitan Foreign Direct Investment Plan underway as part of the Brookings Institution's *Global Cities Initiative*, the region is positioning itself to become a global leader in international business.

Continued Plan of Action

SCACOG, serving as the federal Economic Development District Organization, will (1) continue to work with the CEDS Steering Committee and continuously evaluate the CEDS Goals, Supportive Findings, Objectives, Action Items, Strategic Partners, Performance Measures, and Timelines, and (2) provide EDA with annual CEDS progress updates.

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

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