# Chapter 5: Economic Element



## 5.1 Vision Statement

***"The Economic Element of the Comprehensive Plan serves to identify the components of the economy in Greenwood County and the surrounding region and provides the basis for recommendations designed to contribute to a healthy economic climate in Greenwood County."***

The local economy affects every aspect of community life – from jobs to taxes to environmental quality. A healthy economic climate fosters greater income potential for residents, a supportive environment for business and industry to succeed, and increased fiscal stability of local governments to maintain community services and infrastructure. A balanced and diversified economy can also help the County successfully weather economic downturns.

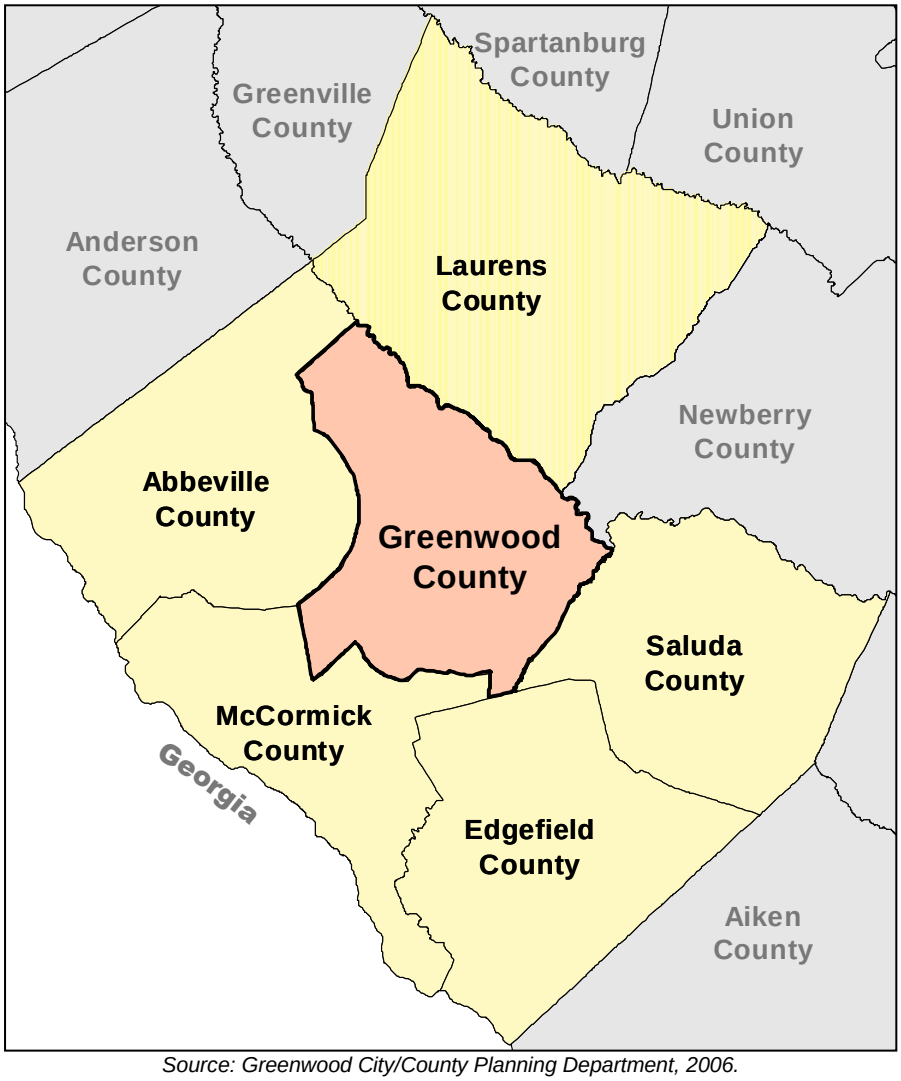
The Economic Element of the Comprehensive Plan focuses on the components of the economy in Greenwood County and the surrounding region to include labor force characteristics, an analysis of income and wealth characteristics and distribution, commuting patterns, educational attainment, occupational outlook, existing business and industry, market forces, diversity of the economic base, and economic recruitment strategies. These factors, along with an assessment of current economic trends, forms the basis for recommendations designed to contribute to a healthy economic climate in Greenwood County. The Element provides a platform for local officials to identify the types of employment desired and the general location where such opportunities should be directed, while ensuring the distribution of economic benefits to residents throughout the County. The Element also examines the role of Greenwood County within a growing State and regional economy.

Economic diversity is a vital component in achieving community sustainability. The ability of residents to live near their place of work and the provision of goods and services locally are major factors in a successful economy. The intent of this Element is to foster the development of a sound economic base for Greenwood County that offers a wide range of employment opportunities for residents, supports the economic competitiveness of existing and future employers, promotes a highly trained workforce, complements the County's rich natural resource base and environmental quality, and strengthens the County's overall quality of life.

## 5.2 Location

Greenwood County is the geographic and economic center of the six-county Upper Savannah region that consists of Abbeville, Laurens, McCormick, Edgefield, Saluda and Greenwood Counties (Figure 5-1) as well as a seven-county trade area that includes Newberry County. This trade area has a population of more than 250,000 residents.

**Figure 5-1. Greenwood County Location Map**




*Source: Greenwood City/County Planning Department, 2006.*

### 5.3 Income and Wealth

Paralleling the expansion of state economies throughout the South, South Carolina has generally experienced heightened social and economic growth during the last two decades. Emerging from an agrarian tradition, the State as a whole has successfully launched the transformation of its economy into a diversified base of manufacturing, trade, health care, services, and tourism activity. Greenwood County has shared in this economic growth over the last decade, with the infusion of new employers into the community and expansion of existing industries significantly strengthening the County by raising the tax base and increasing the number and quality of job opportunities available to residents.

Economic development is more than merely creating jobs. A well-designed economic development strategy raises the standard of living and increases the assets and income levels of local residents. Measures of economic health include the property tax base, sales revenue, banking deposits, capital investment, and additional sources of revenue.

### 5.3.1 Property Tax Base

Building a competitive economy in Greenwood includes increasing the County's property values. South Carolina has an attractive tax structure for business and Greenwood County offers among the State's lower base property tax rates.

There are three elements to South Carolina's property tax system: (1) the tax rate; (2) the assessment ratio; and (3) the property value. Assessment ratios applied to commercial, manufacturing, and other classes of real property are based on classifications and rates established by the State of South Carolina and are listed in Figure 5-2. For residential uses, the assessment ratio is 4% for owner-occupied buildings (principal residences) and 6% for other residential uses (non-principal residences). Although the State sets the assessment rates, only local governments levy property taxes. There are no taxes on inventories, intangibles, or pollution control equipment.

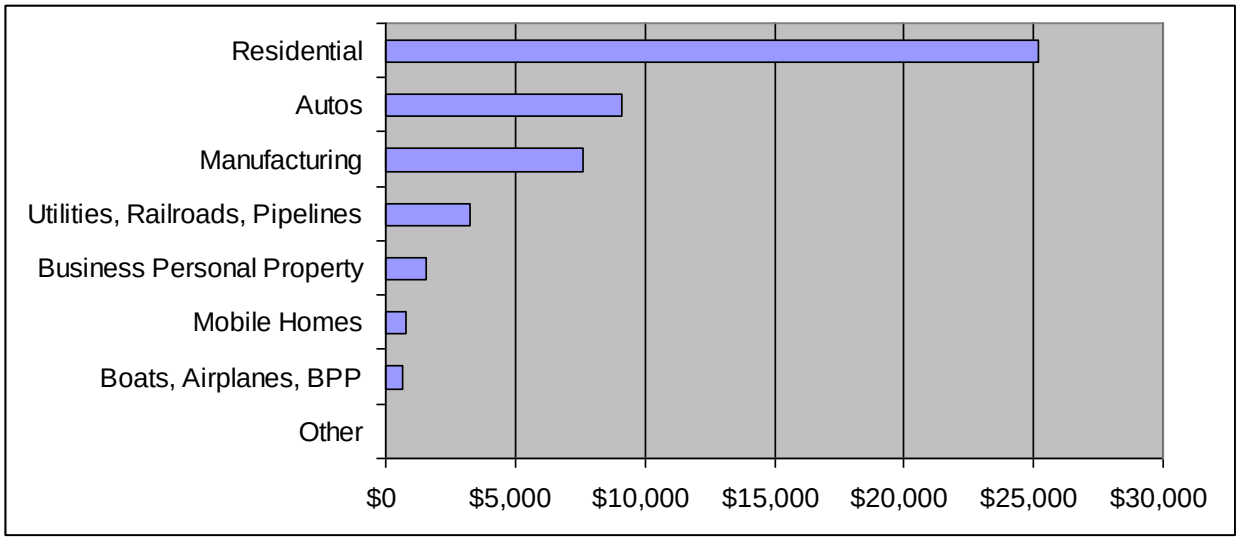
**Figure 5-2. South Carolina Real Property Assessment Rates**

| Property Type | Rate |
|---|---|
| ▪ Manufacturing and Utility | 10.5% |
| ▪ Residential Real Estate | 4.0% |
| ▪ Commercial and Residential Non Owner-Occupied Property | 6.0% |
| ▪ Agricultural Real Property | 4.0% or 6.0% |
| ▪ Other Personal Property | 10.5% |

The value of the property tax base impacts the ability of the County to provide vital services and facilities and to make the necessary public investments to encourage private investment. The total assessed value of property in Greenwood County was $121,527,020 in 2005. In the same year, the total assessed value within each of the County's three school districts was $102,295,170 in District 50; $3,601,240 in District 51; and $15,630,610 in District 52.

The distribution of property tax revenue in Greenwood County is profiled in Figure 5-3. Taxes from residential uses comprise more than half (52.2%) of the County's property tax revenue, followed by vehicles at 18.9%, manufacturing at 15.7%, and utilities and railroads at 6.8%.

**Figure 5-3. Distribution of Greenwood County Property Tax Revenues by Classification (in $1,000)**




*Source: Greenwood County Assessor's Office, 2005.*

The tax rate is generally reflected in *mills* or the *millage rate*. A mill is a unit of monetary value equal to one tenth of a cent, or one thousandth of a dollar. For example, a tax rate of 150 mills translates into a $0.15 tax per $1.00 of assessed value. In general terms, the appropriate tax or millage rate for a taxing

entity is reached by dividing the assessed value of all property to be taxed into the revenues needed to be generated by the property taxes. Therefore, if an area is densely populated or includes major tax contributors, the millage rate is likely to be lower than in an area with sparse development and few industries or major commercial businesses. Because individual property taxes are determined by multiplying the value of the property by the assessment ratio and then by the tax rate (millage), the millage rate is a determining factor in how high taxes will be on properties within the County.

A breakdown of Greenwood County's millage rates includes the base millage rate, school district millage rates, and city and town millage rates. The County's base rate includes the millage necessary to support county operating costs, bonds, infrastructure, and facilities. Additional millage rates for each of the County's three school districts are added to the county base. The school district rates comprise between two-thirds (School District 52) and nearly three-fourths (School District 50) of the total property tax rate in unincorporated areas of the County. For municipalities that elect to charge a separate millage rate, this additional rate is added to both the County and school district millage rates for properties within the incorporated areas. For instance, the total millage for a property in the unincorporated area of the County located within School District 52 would be .2402. If the property was also located within the Town of Ninety Six (District 52), the total millage would be .3543. Figure 5-4 details the 2004 tax millage rates for Greenwood County and its municipalities and school districts.

**Figure 5-4. 2004 Tax Millage Rates for Greenwood County, School Districts and Municipalities**

| Area/Jurisdiction | County Base Millage | School District Millage | Municipal Millage | Cumulative Total |
|---|---|---|---|---|
| **County - School District 50** | .0804 | .2140 | -- | .2944 |
| **County - School District 51** | .0804 | .1813 | -- | .2617 |
| **County - School District 52** | .0804 | .1598 | -- | .2402 |
| **City of Greenwood** | .0804 | .2140 | .0960 | .3904 |
| **Town of Hodges** | .0804 | .2140 | .0466 | .3410 |
| **Town of Ninety Six** | .0804 | .1598 | .1141 | .3543 |
| **Town of Troy** | .0804 | .2140 | .0174 | .3118 |
| **Town of Ware Shoals** | .0804 | .1813 | .1030 | .3647 |

*Source: SC Department of Commerce, 2004 Property Tax Report.*

*Special purpose districts* and *fees* cover specific areas that are taxed for specific purposes such as fire, water/sewer, roads, lighting, and recreation. These fees or rates are added on to the county base rate, school districts rate, and municipal rate if within an incorporated area. In Greenwood County, there are 30 subdivisions that are classified as special purpose districts and assessed an additional district millage of .0118 for lighting. Three additional subdivisions are assessed annual special fees that range from $50 to $200 for lighting and entrance maintenance.

The County offers *industrial abatements* as potential tax exemptions for qualified manufacturing businesses that invest a minimum of $50,000 and for distribution facilities, corporate headquarters and corporate offices that invest at least $50,000 and create 75 jobs. This tax abatement is for a five-year period and is calculated at a millage rate of .0559 in Greenwood County. A *fee-in-lieu* of property taxes is also available for major capital projects. Figure 5-5 uses the SC Department of Commerce formula example of how the abatement can apply to an industrial property in Greenwood.

Figure 5-6 compares Greenwood County's tax base with surrounding counties in its trade region. Greenwood County has the second lowest county base rate behind Laurens County, but the lowest industrial abatement rate of all seven counties. However, the value of one mill in Greenwood County is the region's highest at more than $162,800, reflecting the more developed nature of the County. From 1986 to 2004, the value of the County's mill increased by 85%.

**Figure 5-5. Sample County Industrial Property Tax Abatement Formula**

| | |
|---|---|
| Fair Market Value of Property | $50,000,000 |
| State Assessment Ratio for Manufacturing | x 10.5% |
| Assessed Value | $5,250,000 |
| Millage Rate | x .2944 |
| Property Tax | $1,545,600 |
| County Abatement ($5,250,000 x .0559) | -$293,475 |
| Property Tax After Abatement | $1,252,125 |

**Figure 5-6. Comparative Millage and Value of Mill in Greenwood Trade Region**

| County | County Base | Highest Millage* | Lowest Millage | County Abatement | Value of One Mill |
|---|---|---|---|---|---|
| **Abbeville** | .0823 | .4026 | .2552 | .0823 | $ 53,000 |
| **Edgefield** | .2154 | .5001 | .4816 | .0715 | $ 47,230 |
| **Greenwood** | .0804 | .3904 | .2402 | .0559 | $162,803 |
| **Laurens** | .0663 | .3643 | .2725 | .0663 | $158,000 |
| **McCormick** | .1083 | .3741 | .2261 | .1083 | $ 28,220 |
| **Newberry** | .1185 | .4490 | .3530 | .1185 | $ 81,652 |
| **Saluda** | .1464 | .5006 | .3074 | .1464 | $ 41,670 |

** Excludes special purpose and special fee districts.*
*Source: SC Department of Commerce, 2004 Property Tax Report.*

When compared to other counties of similar population size (55,000 to 75,000 residents) in South Carolina (Figure 5-7), Greenwood County has the highest base millage rate of the six counties and the second lowest industrial abatement rate. While the value of a mill in Greenwood surpasses that of Laurens and Lancaster Counties, it is less than half that of Georgetown and Oconee Counties. Although Greenwood County has a competitive millage rate within the region, it is not as favorable when compared with most South Carolina counties of the same population size.

**Figure 5-7. Comparative Value of Mill Among Similar-Sized Counties**

| County | County Base | Highest Millage* | Lowest Millage | County Abatement | Value of One Mill |
|---|---|---|---|---|---|
| **Darlington** | .0673 | .3518 | .2973 | .0673 | $182,711 |
| **Georgetown** | .0533 | .3150 | .2901 | .0533 | $341,721 |
| **Greenwood** | .0804 | .3904 | .2402 | .0559 | $162,803 |
| **Lancaster** | .0765 | .4090 | .3408 | .1855 | $135,292 |
| **Laurens** | .0663 | .3643 | .2725 | .0663 | $158,000 |
| **Oconee** | .0680 | .2930 | .2350 | .0680 | $355,412 |

** Excludes special purpose and special fee districts.*
*Source: SC Department of Commerce, 2004 Property Tax Report.*

### 5.3.2 Taxable Sales and Bank Deposits

Other key indicators of community wealth include taxable sales, revenues from accommodations and admissions taxes, and the amount and growth in personal bank deposits and presence of financial institutions. The State of South Carolina has established a statewide base sales tax of 5% that is directed to the public school system. This sales tax is applied to the retail sale, lease or rental of tangible personal

property. Local governments also have the option of adding local taxes on sales, accommodations, or prepared meals.

Taxable sales represent a viable area for continued growth in Greenwood County as the retail and entertainment center of the Upper Savannah region. More than 200,000 people live within a 30-mile radius of the City of Greenwood. As commercial development has expanded in the County over the last two decades, the gross retail sales in the County have increased from $627 million in 1990 to more than $1.3 billion in 2004. This represents a countywide retail sales growth of 107% over the last 13 years - or an average increase of 8.2% per year. Within the County, the City of Greenwood leads the five municipalities in retail activity with annual gross sales in excess of $562 million, while sales outside the incorporated areas approached $760 million (Figure 5-8).

In 2004, Greenwood County led total retail sales in the Upper Savannah region. The County also ranked the 5th highest in gross retail sales in the ten-county Upstate region of South Carolina – behind Greenville at $8.2 billion, Spartanburg at $6.8 billion, Anderson at $3.67 billion, and Pickens at $1.55 billion.

Although Greenwood County does not have a local option sales tax at present, the County's significant role in the region's retail and services economy could support the use of this tool as a viable revenue source. Twenty-seven of the State's 46 counties have enacted the local option sales tax. Four neighboring counties have the tax – Abbeville, Edgefield, Laurens and McCormick. Three of the 6 counties similar in population size to Greenwood – Darlington, Laurens and Lancaster – have adopted the tax as well.

**Figure 5-8. 2004 Gross and Net Taxable Retail Sales in Greenwood County**

| Jurisdiction | Gross Sales | Net Taxable Sales |
|---|---|---|
| **City of Greenwood** | $ 562,362,398 | $ 394,040,987 |
| **Town of Hodges** | 2,026,797 | 1,745,530 |
| **Town of Ninety Six** | 6,558,692 | 3,116,613 |
| **Town of Troy** | * | * |
| **Town of Ware Shoals** | 38,500,847 | 8,947,340 |
| **Unincorporated Areas** | 759,272,593 | 299,192,345 |
| **Greenwood County** | $ 1,368,789,665 | $ 707,111,053 |

** Not enough businesses in the Town to allow disclosure of sales.*
*Source: SC Department of Revenue.*

Travel and tourism revenue represents a growing industry in South Carolina, generating nearly 8% of the Gross State Product. Estimates from the SC Department of Parks, Recreation and Tourism show that for every tax dollar spent on tourism, another $1.92 is returned in taxes alone. Greenwood's position as the economic and services hub of the Upper Savannah region is reflected in the County's strong regional lead in accommodations tax collections (Figure 5-9). Although the State's coastal counties lead in accommodations and admissions tax revenues, Greenwood County experienced the State's 8th highest increase in accommodations tax revenue from 2002 to 2004 at 11%. Greenwood also ranked 20th statewide in accommodations tax revenues in 2004.

Savings deposits are another key indicator of individual wealth and economic independence. Greenwood County has 8 banks offering 23 branch locations. Two of these banks are headquartered in Greenwood County. Total savings deposits in the County exceeded $699,197,000 in 2004.

**Figure 5-9. Accommodations Tax Collections in Greenwood Trade Area, 2001-2004**

| County | Accommodations Tax Collections | | | % Change 2002 to 2004 |
|---|---|---|---|---|
| | 2001-2002 | 2002-2003 | 2003-2004 | |
| **Abbeville** | $15,199.47 | $10,499.87 | $8,614.51 | -18.0 |
| **Edgefield** | $12,278.65 | $12,796.86 | $12,855.93 | 0.5 |
| **Greenwood** | $115,864.39 | $124,276.26 | $137,940.56 | 11.0 |
| **Laurens** | $50,375.26 | $59,962.28 | $63,700.79 | 6.2 |
| **McCormick** | $30,570.79 | $28,983.53 | $27,303.04 | -5.8 |
| **Newberry** | $56,735.86 | $62,962.26 | $71,497.60 | 13.6 |
| **Saluda** | (d) | (d) | (d) | (d) |

*Source: SC Department of Revenue; (d) Unable to disclose due to confidentiality.*

### 5.3.3 Building Permits and Valuation

An examination of commercial, institutional and industrial building permit activity in the County reveals a general increase in building activity between 2000 and 2005. Figure 5-10 shows the trend in building permits issued by type and value throughout the County over the last five years.

**Figure 5-10. Building Permits by Type and Value in Greenwood County**

| *Year* | *Type* | | |
|---|---|---|---|
| | *Residential* | *Industrial* | *Commercial* |
| ***2002*** | | | |
| **Number of Permits** | 216 | 0 | 19 |
| **Valuation** | $28,127,428 | $0 | $3,680,564 |
| ***2003*** | | | |
| **Number of Permits** | 178 | 0 | 22 |
| **Valuation** | $21,221,935 | $0 | $9,895,915 |
| ***2004*** | | | |
| **Number of Permits** | 235 | 0 | 21 |
| **Valuation** | $36,650,851 | $0 | $4,687,174 |
| ***2005*** | | | |
| **Number of Permits** | 264 | 2 | 36 |
| **Valuation** | $34,545,118 | $42,390 | $6,418,569 |

*Source: Greenwood City/County Building Inspection Department, 2006.*

This building activity has been accompanied by a steady change in the land use classification and the amount of acreage in commercial and industrial usage. The change in classification from agricultural to more intensive commercial and industrial uses can have significant effects on the County's tax base. Industrial uses include manufacturing, construction, transportation, and wholesale trade and currently comprise 1.14%, or 3,290 acres, of the County's land area. Commercial uses include facilities used for the purchase and provision of services and can include shopping malls and individual operations. Commercial uses now occupy almost 1.4%, or more than 4,000 acres, of the County's land area.

### 5.3.4 Capital Investment

Industrial capital investment – such as equipment, buildings and land – is an important contributor to the local economy, yielding more tax revenue per investment dollar to schools and local governments than residential and commercial development. The formula in Figure 5-11 illustrates the impact of industrial development over residential and commercial uses. For discussion purposes, the formula assumes one child per household, an average annual school district cost of $7,500 per child, the millage rate for property in School District 50, and that all tax revenue goes to the school district.

**Figure 5-11. Comparative Local Revenue Impact of Investment by Type**

**Revenue**

- Industrial Investment of $5 million x 10.5% rate @ .2944 = $154,560 in taxes
- Commercial Investment of $5 million x 6% rate @ .2944 = $88,320 in taxes
- Residential Investment of $5 million x 4% rate @ .2944 = $58,880 in taxes*
  *To generate the $5 million investment, it would take:
  25 new homes at $200,000 each, or
  50 new homes at $100,000 each, or
  100 new homes at $50,000 each

***Expenses**

- 25 new homes valued at an average of $200,000 each will yield $58,880 ($2,355 each) in taxes, but cost $187,500 to educate the average of 1 child per household
- 50 new homes valued at an average of $100,000 each will yield $58,880 ($1,178 each) in taxes, but cost $375,000 to educate the average of 1 child per household
- 100 new housing units valued at an average of $50,000 each will yield $58,880 ($589 each) in taxes, but cost $750,000 to educate the average of 1 child per household

*Source: Formula adapted from model developed by Lexington County Economic Development Office, 2006.*

From 1986 to 2004, new and expanded manufacturing capital investment in Greenwood County surpassed $2.26 billion. These investments yielded 4.9 million square feet of new manufacturing space and 4,600 new manufacturing jobs. From 2000 to 2004, capital investments totaled more than $299 million in Greenwood County and resulted in the creation of 2,048 jobs. Over the last five years, the largest number of jobs were created in 2000, while the County's highest annual capital investment occurred in 2003 at $103 million. Although 2004 was the County's lowest year in terms of overall capital investment, the 2004 Tyco Healthcare (Kendall) announcement of a $20 million capital investment and the addition of 150 new jobs pushed Greenwood County into the top five capital investment and job creation announcements by international firms in South Carolina. Figure 5-12 provides detailed capital investment and job creation data for Greenwood County from 2000 to 2004.

**Figure 5-12. Greenwood County Capital Investments and Job Creation, 2000 to 2004**

| Year | Jobs Created | Investment |
|---|---|---|
| **2000** | 717 | $ 79,000,000 |
| **2001** | 425 | 47,200,000 |
| **2002** | 238 | 37,600,000 |
| **2003** | 325 | 103,000,000 |
| **2004** | 343 | 32,600,000 |
| **Total** | **2,048** | **299,400,000** |

*Source: SC Department of Commerce, 2005.*

### 5.3.5 Income

Income can be assessed through a variety of indicators that include per capita income, total personal income, poverty levels, living wage indicators, and earnings. *Per capita income* is an income average computed for each individual in the population. Greenwood County has the highest per capita income level in the seven-county region. However, this level is only 86% (-$3,620) of the State and 72% (-$9,385) of the national per capita averages.

**Figure 5-13. Greenwood County Capital Investments and Job Creation, 2000 to 2004**

| County | Per Capita Income |
|---|---|
| **Abbeville** | $ 22,437 |
| **Edgefield** | 20,930 |
| **Greenwood** | 23,552 |
| **Laurens** | 21,490 |
| **McCormick** | 18,373 |
| **Newberry** | 21,397 |
| **Saluda** | 21,816 |
| **South Carolina** | 27,172 |
| **United States** | 32,937 |

*Source: SC Board of Economic Advisors, 2005.*

Per capita income in Greenwood County increased by nearly 33% from 1994 ($18,034) to 2003 ($23,922), while the State experienced a 42% increase in per capita income during the same period.

*Total Personal Income* includes net earnings by place of residence; interest, dividends and rent; and personal current transfer receipts. The 2003 total personal income for Greenwood County was $1,066,746,000 – the State's 19th highest. The 10-year growth rate in total personal income was 4.2% for the County, 5.4% for South Carolina and 5.1% for the nation.

*Poverty level* data is based on thresholds established by the Federal government that are linked to changes in the cost of living and the Consumer Price Index (CPI). An individual is described as living in poverty when he/she has insufficient resources to meet basic living expenses – including the costs of food, shelter, clothing, transportation and medical expenses. In 1999, 14.2% of Greenwood County residents were living below poverty status – a slight decrease from the 15.4% of residents in poverty in 1989. The percentage of residents statewide living in poverty in 1999 was almost the same at 14.1%.

*Living wage indicators* have been developed by Penn State University researchers to determine the cost of living within communities in each state. The underlying living wage values are based on 2004 dollars using the CPI. The living wage estimate for families living and working in Greenwood County shows the full-time hourly rate that a resident must earn to support a family. Figure 5-14 demonstrates the living wage with representative figures used under the Penn State model for typical expenses such as child care, transportation, medical, and housing costs. The model assumes that an individual is employed full-time at 2,080 hours annually. Based on this formula, the head of household for a typical family of four in Greenwood County would have to make approximately $17.50 an hour, or nearly $700 per week, to support the basic needs of housing, medical, child care and food to support the family.

However, the *Basic Family Budget Calculator* developed by the Economic Policy Institute estimates an even higher minimum income needed to cover basic living expenses. A family of four living in the Upstate of South Carolina would need an annual income of $37,512 or a monthly income of $3,126 to adequately provide for basic housing, food, transportation, child care, taxes, and health care costs.

**Figure 5-14. 2004 Living Wage Estimate for Greenwood County, SC**

| *Monthly Expense* | *Household Size* | | | | |
|---|---|---|---|---|---|
| | *1 Adult* | *1 Adult 1 Child* | *2 Adults* | *2 Adults 1 Child* | *2 Adults 2 Children* |
| **Food** | $ 156 | $ 273 | $ 335 | $ 452 | $ 570 |
| **Child Care** | 0 | 324 | 0 | 324 | 647 |
| **Medical** | 80 | 260 | 260 | 301 | 343 |
| **Housing** | 314 | 443 | 364 | 443 | 443 |
| **Transportation** | 180 | 180 | 180 | 180 | 180 |
| **Other** | 158 | 241 | 235 | 302 | 341 |
| **After-Tax Income Required** | | | | | |
| **Monthly** | 888 | 1,721 | 1,374 | 2,001 | 2,523 |
| **Annual** | 10,652 | 20,648 | 16,493 | 24,012 | 30,281 |
| **Annual Taxes** | | | | | |
| **Payroll** | 979 | 1,898 | 1,516 | 2,207 | 2,783 |
| **State** | 295 | 573 | 457 | 666 | 840 |
| **Federal** | 870 | 1,687 | 1,347 | 1,962 | 2,474 |
| **Gross Annual Income Required** | 12,797 | 24,805 | 19,814 | 28,846 | 36,377 |
| **Living Wage (Hourly)** | **$ 6.15** | **$ 11.93** | **$ 9.53** | **$ 13.87** | **$ 17.49** |

*Source: Living Wage Estimator, Penn State University.*

The *average weekly wage* for all part-time and full-time salaried workers in Greenwood County is $572. As shown in Figure 5-15, County and State salaries and wages fall significantly below national averages. Both average weekly wages and annual salaries in Greenwood are lower than State and national averages. The average weekly production wage in Greenwood County at $719 exceeds the State average of $706, but falls more than $100 short of the national average of $830.

**Figure 5-15. Comparison of Average Wages and Salaries**

| Location | Average Weekly Wage | Average Annual Salary | Avg Production Weekly Wage |
|---|---|---|---|
| **Greenwood County** | $ 572 | $ 29,750 | $ 719 |
| **South Carolina** | 591 | 30,750 | 706 |
| **United States** | 726 | 37,765 | 830 |

*Source: SC Employment Security Commission, June 2005; US Dept. of Labor, Quarterly Census of Employment and Wages, September 2005.*

As detailed in Figure 5-16, the highest average weekly wages in Greenwood County are generated by the Federal government ($838) and Manufacturing sectors ($753), followed by the Wholesale Trade ($719), Construction ($659), Education and Health Services ($699), and Finance, Insurance and Real Estate (FIRE) ($636) sectors. Leisure & Hospitality ($220) and Retail Trade ($384) yielded the lowest average weekly wages, with the average manufacturing sector job offering more than three times the weekly income of an average leisure & hospitality sector job.

The County mirrors the statewide wage trend in which the average weekly wage for persons employed in the leisure and hospitality sector in South Carolina was only $253 – low when compared to the average wage for persons employed in all industries at $602 and much lower than the average wage for the State's manufacturing employees at $784. The higher percentage of persons in lower paying jobs is of particular concern when considered in light of overall wages in South Carolina, which are among the lowest in the Southeast and the nation.

State and County average wages by sector are particularly relevant when considering the minimum living wage estimates previously provided in Figure 5-14. Community economic development strategies should consider the need to provide a balanced sector mix to provide adequate earnings opportunity for

residents. Although the services sector represents a growing segment of the national and local economy, these jobs often offer lower pay and fewer benefits than traditional manufacturing employment.

**Figure 5-16. County Employment, Annual Payroll & Weekly Wage by Sector, 2004**

| Sector | Avg Monthly Employment | Total Annual Payroll | Avg Weekly Wage |
|---|---|---|---|
| **All Industries** | 23,160 | $ 700,958,214 | $ 582 |
| **Natural Resources and Mining** | 110 | 3,544,331 | 621 |
| **Construction** | 1,441 | 49,378,292 | 659 |
| **Manufacturing** | 8,258 | 323,502,572 | 753 |
| **Wholesale Trade** | 489 | 18,277,703 | 719 |
| **Retail Trade** | 3,489 | 69,697,038 | 384 |
| **Transportation & Warehousing** | 373 | 11,235,705 | 580 |
| **Information** | 216 | 6,735,776 | 601 |
| **Finance, Insurance, Real Estate** | 872 | 28,842,646 | 636 |
| **Professional & Business Services** | 2,288 | 51,687,706 | 520 |
| **Education & Health Services** | 2,229 | 81,002,103 | 699 |
| **Leisure & Hospitality** | 2,548 | 29,157,817 | 220 |
| **Federal Government** | 174 | 7,570,951 | 838 |
| **State Government** | 1,760 | $51,687,706 | 565 |
| **Local Government*** | 5,114 | 165,977,342 | 624 |
| **Total Private and Government** | **30,208** | **$926,194,213** | **$590** |

** Includes government provided education and health services.*
*Source: SC Employment Security Commission, 2005.*

### 5.4 Labor Force

The labor force is the number of residents employed and those seeking employment and available for work. This number represents the pool of workers that employers can draw from. Employers require access to an accessible and qualified workforce to survive and grow, making the composition and size of a community's labor force one of the most critical factors in building and maintaining a successful and strong economy.

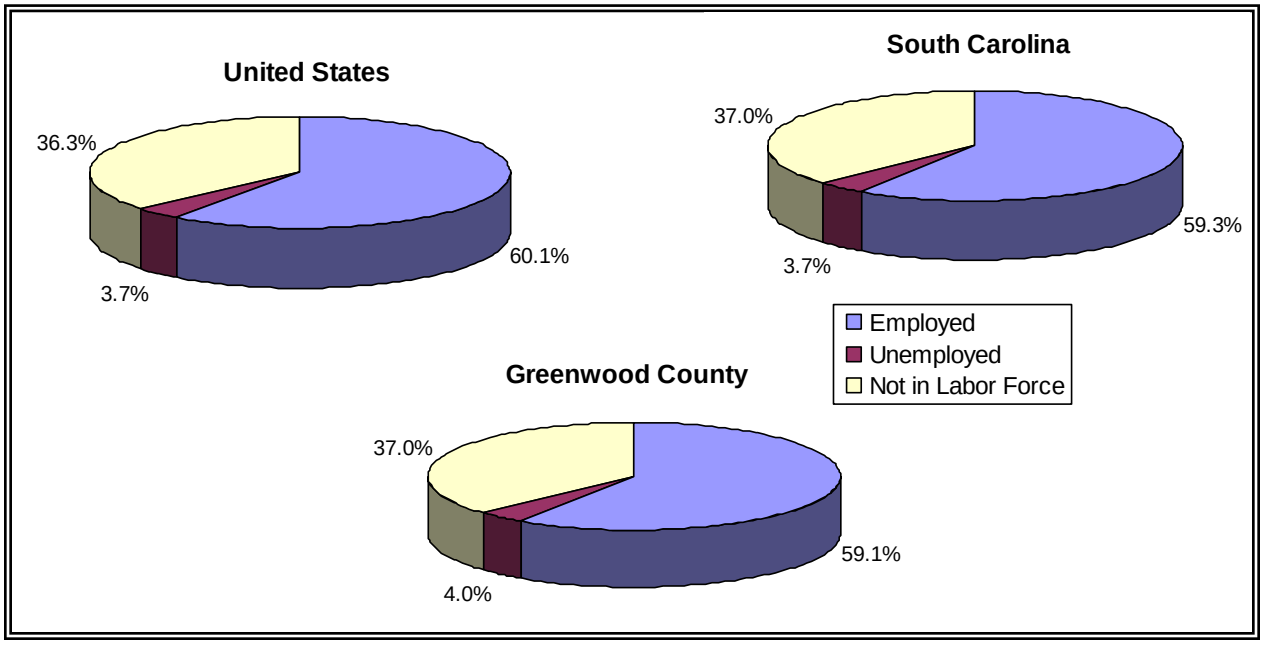
Information on the population base and labor force characteristics can provide insight into the ability of Greenwood County to attract and retain sound employers, as well as adapt to changing global economic trends. An understanding of the County's labor base and potential requires the examination of factors such as the number of underemployed and unemployed, youth approaching employment age, residents who are able but not participating in the labor force, population growth, and commuters.

A healthy economy requires a stable and growing population. Greenwood County's population has grown from 49,686 in 1970 to 66,261 in 2000, an increase of 25%. The State and national population grew by 35.2% and 27.6% during the same period, respectively, while the 10-county Upstate economic region grew by nearly 34%. The total population of Greenwood County now exceeds 67,500 with more than 108,000 residents living within a 30-mile radius. State projections indicate that the Greenwood County population will reach 76,710 by 2025 – an increase of 13.6% over the 2000 count. State and national populations will grow by more than 21% and 18.5% between 2000 and 2025, respectively. The Upstate economic region is projected to grow by 21.7% during the same period.

The civilian labor force within the 30-mile radius of the City of Greenwood exceeds 48,000 residents and 104,000 within a 45-mile radius. The *prime working age group* – residents between the ages of 20 and 54 years – is comprised of more than 48,000 persons within a 30-mile radius and 98,574 persons within a 45-mile radius. There are more than 7,200 persons in Greenwood County between the ages of 18 and 64, who for various reasons unrelated to capability, are not participating in the labor force. Many of these

residents can be attracted back into the workforce with jobs that offer appealing wages and benefits. Figure 5-17 shows the labor status for Greenwood County residents aged 16 and older, as compared to State and national status. Labor status is calculated as a percentage of the total population aged 16 and older.

**Figure 5-17. Labor Status of All Greenwood County Residents, Aged 16 and Older**



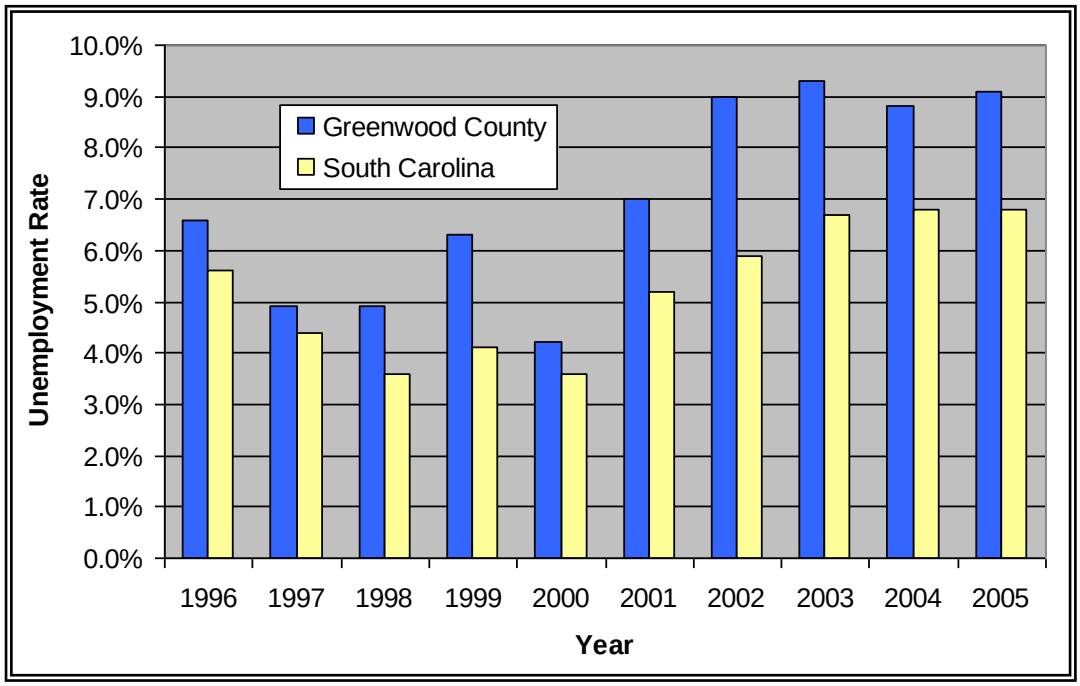

*Source: SC Office of Research and Statistics, SC Statistical Abstract, 2005.*

### 5.4.1 Unemployment and Underemployment

The unemployment rate is an estimate of the number of persons who do not have a job, but who are available and seeking work. Greenwood County has 33,231 residents in the civilian labor force (2005 average), ranking 17th in labor force size statewide. The 2005 annualized unemployment rate of 9.1% ranked among the 15th highest statewide. Early figures for 2006 indicate a slight decline in unemployment for Greenwood County to 8.4% – well over the State rate of 6.4% and nearly double the national rate of 4.7%. Figure 5-19 depicts unemployment trends from 1996 to 2005 in Greenwood County and South Carolina. County unemployment dropped slightly between 1996 and 2000, but rose substantially during the post-911 period from 4.2% in 2000 to 7.0% in 2001, and generally increasing steadily to peak at 9.3% in 2003. Although consistently higher than the State average, the County's jobless rate has generally mirrored the rise and dip of the State rate.

Growing dependence on retail sector employment translates into lower wage job opportunities that rely on fluctuating demand and are susceptible to economic downtowns. Many of these jobs are part-time or temporary and lack key benefits such as health insurance.

**Figure 5-18. Greenwood County and South Carolina Unemployment Rates, 1996-2005**




** Not seasonally adjusted; Source: US Department of Labor, Bureau of Labor Statistics, 2006.*

On a positive side, unemployment and underemployment are two factors that contribute to the potential pool of qualified recruitable labor. The unemployment rate reflects the number of individuals who are without work and are actively seeking work. Underemployed workers can be the first to respond to new job opportunities with new and expanding industries.

Nearly 53,000 jobs were lost in South Carolina over the last decade due to the movement of jobs offshore. Upstate counties, including Greenwood, have been hit especially hard with most losses in the textile and apparel sectors. Greenwood lost more than 1,200 jobs over the last decade to offshoring – ranking 15th highest among the State's 46 counties in total export job loss since 1994. Overall, job losses due to layoffs and plant closures in Greenwood County have impacted nearly 50 sites and more than 4,300 jobs from 1999 through summer 2005 (Figure 5-19). The County's textile, automotive, and electronics industries have been particularly hard-hit. Table 5-14 lists major layoffs and plant closures over the last 5 years.

**Figure 5-19. Mass Layoffs and Job Losses in the County and Region, 1999-2005**

| Year | Greenwood County | | Upstate Region | | South Carolina | |
|---|---|---|---|---|---|---|
| | Sites | Jobs | Sites | Jobs | Sites | Jobs |
| **1999** | 6 | 648 | 30 | 3,236 | n/a | 8,156 |
| **2000** | 3 | 453 | 24 | 2,860 | 98 | 11,579 |
| **2001** | 10 | 1,189 | 86 | 13,105 | 187 | 26,701 |
| **2002** | 2 | 390 | 49 | 6,319 | 128 | 12,947 |
| **2003** | 15 | 467 | 100 | 7,514 | 239 | 18,230 |
| **2004** | 8 | 560 | 65 | 4,680 | 179 | 13,576 |
| **2005*** | 3 | 611 | 40 | 4,868 | 162 | 10,710 |
| **Total** | **47** | **4,318** | **394** | **42,582** | **993** | **101,899** |

** Losses year-to-date. Source: Upstate Alliance, 2005.*

**Figure 5-20. Plant Closures and Job Losses in Greenwood County, 2002-2005**

| Year | City | Company | Type | Jobs Lost |
|---|---|---|---|---|
| 2002 | Greenwood | Kemet Electronics | Closure | 200 |
| 2002 | Hodges | Goodrich | Layoff | 190 |
| 2003 | Greenwood | Cambridge Metals and Plastics | Layoff | 25 |
| 2003 | Greenwood | Cutler Hammer | Layoff | 40 |
| 2003 | Greenwood | Moore North America | Closure | 105 |
| 2003 | Greenwood | George W. Park Seed Company | Layoff | 21 |
| 2003 | Ninety Six | Ninety Six Manufacturing | Closure | 14 |
| 2003 | Greenwood | Adv Man Components | Closure | 14 |
| 2003 | Greenwood | Defiance Metal Corp | Layoff | 16 |
| 2003 | Greenwood | Actaris US Liquid Measurement | Layoff | 13 |
| 2003 | Greenwood | NSO Resins | Layoff | 11 |
| 2003 | Greenwood | Hanson Brick | Layoff | 20 |
| 2003 | Greenwood | Standard Corp (Solutia) | Layoff | 20 |
| 2004 | Greenwood | Grede Foundry | Layoff | 18 |
| 2004 | Greenwood | Coca Cola Bottling | Closure | 35 |
| 2004 | Greenwood | Standard Corp | Closure | 197 |
| 2004 | Greenwood | Solutia | Layoff | 175 |
| 2004 | Hodges | National Textiles | Layoff | 31 |
| 2004 | Greenwood | Cutler Hammer | Layoff | 18 |
| 2004 | Greenwood | Eaton | Layoff | 16 |
| 2005 | Hodges | National Textiles | Closure | 388 |
| 2005 | Greenwood | Cambridge Metals and Plastics | Closure | 120 |

** Includes only manufacturing. Source: Upstate Alliance, 2005.*

Another key concern is underemployment. The SC Department of Commerce estimates that approximately 29.5% of the State's labor force (550,000 persons) are considered to be underemployed. These workers, whose individual earnings are $12,000 or less, tend to have more skills than their jobs require. It is likely that in an increasingly service driven economy, there will be many members of the workforce who are underemployed.

### 5.4.2 Education and Skills

Educational attainment is a key indicator of future earnings potential. A large portion of the region's incumbent workforce now needs a minimum of 14 years of education to be successful in an increasingly technology-driven economy. For example, US Department of Labor data shows that the lifetime earnings for a college graduate with a bachelors degree is nearly $1 million greater than that of a high school graduate. In a typical working lifetime, a high school graduate will earn $1.1 million for a lifetime of work; a college graduate will earn $2.1 million; a graduate degree holder will earn $2.5 million; and an individual with an advanced professional degree, such as a doctor or lawyer, can earn an average of $4.4 million.

Despite economic growth in Greenwood County, residents who lack advanced postsecondary training will be increasingly limited to lower-wage, lower-tech employment that offers limited security, benefits, and advancement opportunities. Without the successful completion of high school, followed by pursuit of advanced education and training in higher demand occupations, significant numbers of County residents will be restricted to less-secure, minimum wage jobs.

Unemployment is also lower for individuals with higher degrees. At the national level, residents with no high school diploma experience an unemployment rate of nearly 7%, while adults with a two-year associate degree had a rate of only 2.3% and those with a bachelor's degree had a rate of less than 2% (*US Department of Labor*).

Annual earnings also increase across literacy levels. The National Institute for Literacy (NIFL) estimates that 26% of Greenwood County's population is at the lowest proficiency level (Level 1) and that 58% of the total population is only at Level 1 or 2. Adults at Level 1 proficiency are severely limited in reading ability – they can not fill out a job application, read a food label, or even read a story to their child. Individuals at Level 2 can perform more difficult reading tasks than Level 1 and can compare, contrast, and integrate basic information – but they can not successfully perform higher level reading and problem-solving skills. Adults with low literacy skills at only Levels 1 and 2 are considered to be lacking a sufficient foundation of basic skills to function successfully in society – a foundation that is needed to find and keep decent jobs, support their children's education, and participate actively in civic life. Whereas, residents at Levels 3 through 5 have the literacy skills to perform more complex tasks using increasingly lengthy and dense texts and documents.

When looking at high growth occupations through 2005, the minimum literacy proficiency requirement has increased by one level (from Level 2 to Level 3) over jobs with a declining demand. This can have a significant economic impact in both the State and County, where 56% and 58% of adults are estimated to be below Level 3 proficiency, respectively.

Local educational attainment levels relative to State and national levels provide an important indicator of the County's long-term economic competitiveness. Efforts to attract new employers to the region will continue to be impacted in part by the educational attainment levels of area residents. By continuing to increase the educational levels of residents and encouraging postsecondary training, the County can build a prosperous and sustainable community and offer residents new and rewarding job opportunities.

As shown in Figure 5-21, more than 10% of the Greenwood County adult population (aged 25 and older) has less than a 9$^{th}$ grade education – higher than the percentage statewide at 8.3%. Individuals who attended high school, but did not receive a diploma, comprise nearly 16.8% of the County's adult population and 15.4% of the adult population statewide. Almost one-third (29.7%) of the County's adult residents and 30% of adult residents statewide have only a high school diploma. Individuals who attended college without receiving an advanced degree comprise nearly 16.4% of adults in the County and 19.3% of adults in South Carolina. More than 8% of Greenwood County adults have obtained an associate degree – a higher percentage than that of the State at 6.7%. Slightly more than 13% of adults in Greenwood County have earned a bachelors degree, as compared to only 13.5% statewide. The percentage of Greenwood adults who have pursued and obtained a graduate degree is 5.7%, compared to a statewide percentage of 6.9%.

In short, almost three-fourths (73.1%) of County residents have attained a high school diploma or higher, while one-fifth (18.9%) have earned a Bachelors degree or higher. Greenwood County ranks 11$^{th}$ highest among South Carolina counties for the percent of population with four or more years of college. College readiness and postsecondary enrollment and completion among County residents will become increasingly critical in local economic development efforts. State workforce development studies estimate that more than two-thirds of jobs in the State now require a minimum of a two-year associate degree.

The path to educational achievement and job readiness starts in the K through 12 school system. Public schools are a vital community resource with respect to attracting new employers and in preparing residents for the knowledge-based economy of the 21$^{st}$ century. There are three school districts in the County – Greenwood Districts 50, 51 and 52 – serving a combined 12,600 students in Grades 5K through 12. Among the three districts are a total of 11 elementary, 2 primary, 4 middle, and 4 high schools. Greenwood County ranks favorably with State averages in many measures of academic success. The graduation rate for students in Greenwood schools is 60.6% (2002-2003), compared to 57.1% statewide (*SC Kids Count, 2005*). The County's dropout rate is also significantly lower at 27.9% compared to 31.2% statewide.

**Figure 5-21. Educational Attainment in Greenwood County and South Carolina**

| Educational Attainment | Greenwood County | | South Carolina | |
|---|---|---|---|---|
| **All Persons 25+** | **42,412** | ***100.0%*** | **2,596,010** | ***100.0%*** |
| **Less than 9th Grade** | 4,267 | *10.1%* | 215,776 | *8.3%* |
| **High School, No Diploma** | 7,125 | *16.8%* | 398,503 | *15.4%* |
| **High School Graduates** | 12,616 | *29.7%* | 778,054 | *30.0%* |
| **College, No Diploma** | 6,976 | *16.4%* | 500,194 | *19.3%* |
| **College Graduate – Associate** | 3,408 | *8.0%* | 173,428 | *6.7%* |
| **College Graduate - Bachelors** | 5,592 | *13.2%* | 351,526 | *13.5%* |
| **Graduate Degree** | 2,428 | *5.7%* | 178,529 | *6.9%* |

*Source: US Census, 2000.*

Standardized test scores on the two common college admissions exams – the SAT and ACT – among County students average slightly lower than statewide scores, with the exception of Emerald and Ware Shoals High Schools which posted scores 12 and 19 points higher than the State SAT average in 2005, respectively. Ware Shoals High School also had a composite ACT score above the State average. All four Greenwood County high schools offer Advanced Placement courses. These courses offer students an opportunity to take an exam and earn college credit. Statewide, the percentage of exams that scored a 3 or higher to qualify for college credit was 54%. Figure 5-22 details the performance data for Greenwood County high schools relative to SAT/ACT exam scores, AP exam pass rates, and the percentage of seniors eligible for LIFE scholarships.

**Figure 5-22. Comparison of Selected High School Performance Measures, 2005**

| *High School* | *SAT Composite Average* | *ACT Composite Score* | *AP Exam Scores 3-5* | *Senior Graduation Rate* | *% LIFE Scholars* |
|---|---|---|---|---|---|
| **Emerald High** | 1005 | 19.1 | 62% | 80.3% | 20.0% |
| **Greenwood High** | 978 | 19.6 | 43% | 79.3% | 15.7% |
| **Ware Shoals High** | 1012 | 18.9 | N/A | 67.9% | 6.3% |
| **Ninety Six High** | 971 | 17.6 | 36% | 88.5% | 14.0% |
| **South Carolina** | 993 | 19.4 | 54% | 75.4% | |
| **United States** | 1028 | 20.9 | 58% | | |

*Source: SC Department of Education, 2006.*

### 5.4.3 Employment by Sector

The occupation of employed persons in Greenwood County provides an overview of the local and regional economy and insight into individual earnings potential. Nearly two-thirds of Greenwood County workers are employed in the management, professional and related occupation category. More than one-fourth (27%) of the workforce was employed in management, 25.8% in production, transportation and material moving and 20.4% in sales and office occupations. The following table outlines the distribution of Greenwood County employment by sector.

As shown in Figure 5-23, the manufacturing sector provided the largest number of jobs within the County in both 1997 and 2002. Other non-governmental sectors providing a significant percentage of jobs were the retail trade, accommodation and food services, and health care and social assistance sectors. A comparison of employment by sector from 1997 to 2002 reveals that the percentage of jobs in the health care and social assistance sector experienced the largest increase, while the percentage of jobs in manufacturing has declined by nearly 10%.

**Figure 5-23. Greenwood County Employment by Economic Sector**

| Industry Description | 1997 Employment | | 2002 Employment | | Change in Percentage 1997-2002 |
|---|---|---|---|---|---|
| | # | % | # | % | |
| **Manufacturing** | 11,612 | *49.5%* | 9,246 | *39.8%* | -9.6% |
| **Wholesale Trade** | 760 | *3.2%* | 750 | *3.2%* | 0.0% |
| **Retail Trade** | 4,601 | *19.6%* | 3,687 | *15.9%* | -3.7% |
| **Real Estate, Rental & Leasing** | 206 | *0.9%* | 244 | *1.1%* | 0.2% |
| **Professional, Scientific, & Technical Services** | 467 | *2.0%* | 811 | *3.5%* | 1.5% |
| **Administrative, Support, Waste Management, & Remediation Service** | 1,553 | *6.6%* | 1,357 | *5.8%* | -0.8% |
| **Educational Services** | 6 | *0.0%* | 10 | *0.0%* | 0.0% |
| **Health Care & Social Assistance** | 1,370 | *5.8%* | 4,285 | *18.5%* | 12.6% |
| **Arts, Entertainment & Recreation** | 154 | *0.7%* | 247 | *1.1%* | 0.4% |
| **Accommodation & Food Services** | 2,320 | *9.9%* | 1,950 | *8.4%* | -1.5% |
| **Other Services (Except Public Admin)** | 431 | *1.8%* | 617 | *2.7%* | 0.8% |
| **Total Employment all Sectors** | **23,480** | ***100.0%*** | **23,204** | ***100.0%*** | |

*Source: US Bureau of the Census, 2002 Economic Census.*

Employment composition within the County's manufacturing, construction, wholesale and retail sectors is further detailed in Figure 5-24, along with the number of establishments, employees, sales receipts and annual payroll. Although retail trade has the most establishments in the County and the third highest number of employees behind manufacturing and health care, the manufacturing sector leads in annual payroll, followed by health care.

**Figure 5-24. Greenwood County Economic Sector Data, 2002**

| Industry Description | Number of Establishments | Sales, Shipments, Receipts or Revenue ($1,000) | Annual Payroll ($1,000) | Number of Employees |
|---|---|---|---|---|
| **Manufacturing** | 85 | $2,349,279 | $331,076 | 9,246 |
| **Wholesale Trade** | 57 | **D** | **D** | 500 - 999 |
| **Retail Trade** | 317 | $668,408 | $64,844 | 3,687 |
| **Information** | 22 | **N** | $10,186 | 292 |
| **Real Estate, Rental & Leasing** | 65 | $66,899 | $5,722 | 244 |
| **Professional, Scientific, & Technical Services** | 99 | $49,542 | $17,563 | 519 |
| **Administrative, Support, Waste Management, & Remediation Service** | 67 | $36,720 | $19,861 | 1,357 |
| **Educational Services** | 7 | **D** | **D** | 0 - 19 |
| **Health Care & Social Assistance** | 142 | $358,247 | $147,233 | 4,285 |
| **Arts, Entertainment & Recreation** | 21 | $9,786 | $3,550 | 247 |
| **Accommodation & Food Services** | 118 | $68,258 | $19,309 | 1,950 |
| **Other Services (Except Public Administration)** | 100 | $34,698 | $10,114 | 617 |

***D**: Withheld to avoid disclosing data for individual companies; data are included in higher level totals.*
***N**: Not available or not comparable.*
*Source: US Bureau of the Census, 2002 Economic Census.*

### 5.4.4 Employment Centers and Locations

Although the County's economy is dominated by the manufacturing sector, the list of major employers in Greenwood County is topped by Self Regional Healthcare with more than 2,248 employees (Figure 5-25). Three of the County's leading employers represent K-12 and higher education – Piedmont Technical College, Lander University and Greenwood County School District 50. Emerald Center employs 450 people and provides comprehensive social and support services to residents with disabilities. Wal-Mart is the County's largest retail employer and Greenwood County is the largest local governmental employer. The largest manufacturing/distribution sector employers in the County include Fuji Photo Film, Inc., Solutia, Greenwood Packing Plant, Capsugel/Pfizer, and Cutler Hammer Eaton, Grede Foundries, Park Seed Company, and Velux. Figure 5-26 depicts the location of the County's major employers.

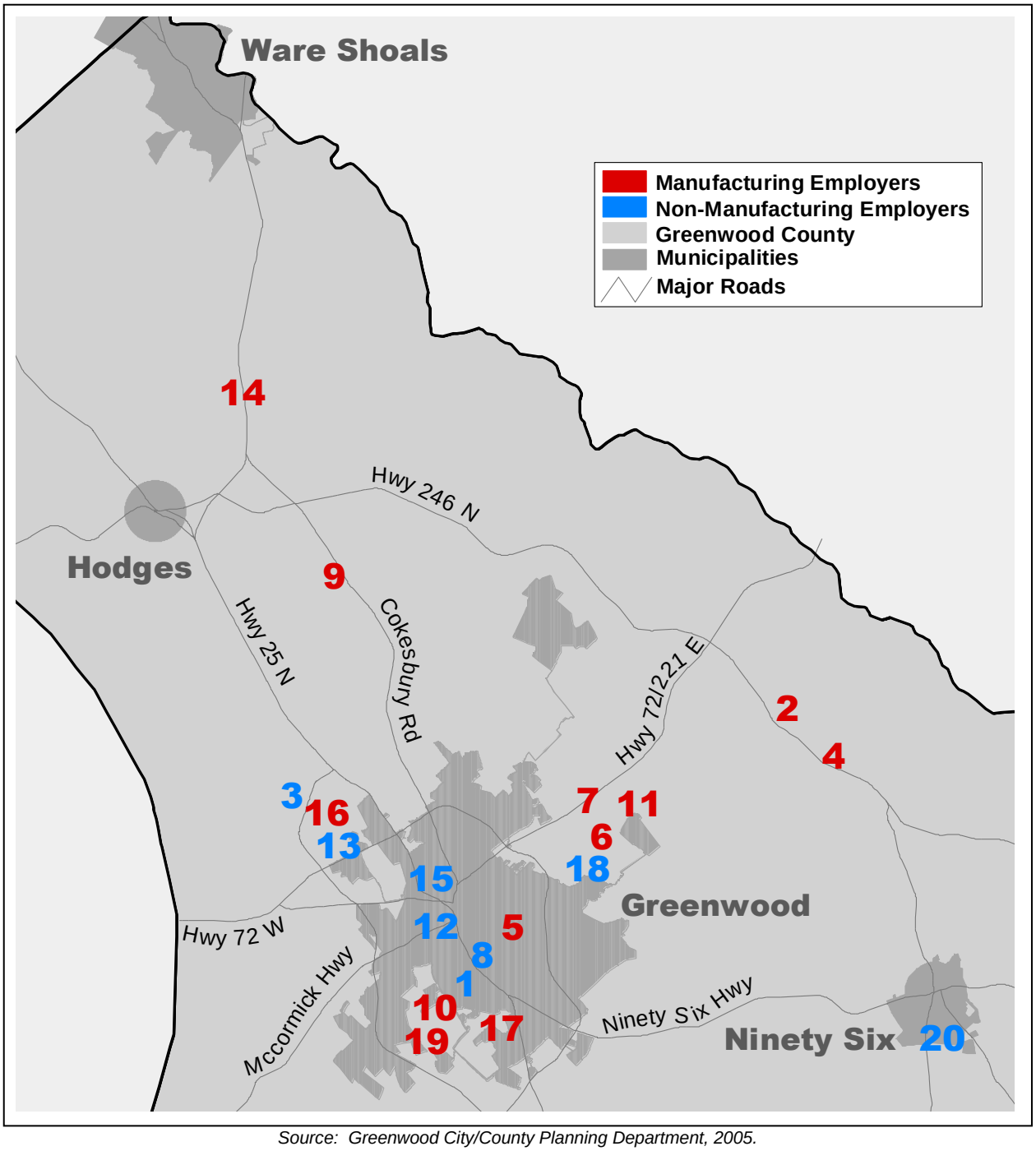
**Figure 5-25. Major Employers in Greenwood County**

| Number | Employer | Employees | Employer Type |
|---|---|---|---|
| 1 | **Self Regional Healthcare** | 2,248 | Public - Healthcare |
| 2 | **Fuji Photo Film, Inc** | 1,574 | Manufacturing |
| 3 | **Greenwood School District 50** | 1,280 | Public – K-12 |
| 4 | **Solutia, Inc** | 900 | Manufacturing |
| 5 | **Greenwood Packing Plant, Inc** | 675 | Manufacturing |
| 6 | **Capsugel/Pfizer, Inc** | 635 | Manufacturing |
| 7 | **Cutler-Hammer Eaton Corp** | 550 | Manufacturing |
| 8 | **Emerald Center** | 450 | Public – Human Services |
| 9 | **Park Seed Company** | 400 | Manufacturing |
| 10 | **Grede Foundries, Inc** | 400 | Manufacturing |
| 11 | **Velux Greenwood, Inc** | 385 | Manufacturing |
| 12 | **Greenwood County** | 370 | Public – Government |
| 13 | **Wal-Mart Associates, Inc.** | 350 | Retail |
| 14 | **Goodrich Corporation** | 347 | Manufacturing |
| 15 | **Lander University** | 323 | Public – Higher Education |
| 16 | **Greenwood Mills - Harris** | 320 | Manufacturing |
| 17 | **Greenwood Mills - Matthews** | 280 | Manufacturing |
| 18 | **Piedmont Technical College** | 279 | Public – Higher Education |
| 19 | **Eaton Corp** | 250 | Manufacturing |
| 20 | **Greenwood School District 52** | 230 | Public – K-12 |

*Source: SC Department of Commerce; SC Employment Security Commission; and Individual Employers, 2006.*

Greenwood County is home to five international companies representing investment from Belgium, Japan, the United Kingdom and Denmark. Two of these companies – Fuji and Velux – are among the County's top 20 largest employers.

**Figure 5-26. Location of Major Employers in Greenwood County**




*Source: Greenwood City/County Planning Department, 2005.*

### 5.4.5 Industry and Occupational Projections

South Carolina economic projections show the strongest anticipated growth statewide to be in the health services, wholesale trades, professional and business services, and retail and hospitality sectors. Local employment dynamics data for the broader seven-county Upper Savannah Workforce Investment Area (WIA) reveal a dominant food services and drinking establishment sector with the greatest number of employees. This sector is followed by the textiles, food manufacturing, and nursing/residential facilities sectors (Figure 5-27).

**Figure 5-27. Top 10 Industries Based on Total Employment in Upper Savannah WIA**

| Industry Sector | Average Quarterly Employment |
|---|---|
| **Food Service and Drinking Establishments** | 4,825 |
| **Textile Mills** | 3,709 |
| **Food Manufacturing** | 3,447 |
| **Nursing and Residential Care Facilities** | 2,911 |
| **Administrative and Support Services** | 2,820 |
| **Fabricated Metal Product Manufacturing** | 2,430 |
| **Ambulatory Health Care Services** | 2,152 |
| **Printing and Related Support Activities** | 2,078 |
| **Wood Product Manufacturing** | 1,953 |
| **Professional, Scientific & Technical Services** | 1,637 |
| **All Industries** | **64,649** |

*Source: US Census, Local Employment Dynamics, 2006.*

A look at location quotients for the State and Greenwood County reveals current economic strengths and areas for potential growth. Figure 5-28 lists industry sectors and corresponding quotients. Although influenced by a large number of factors, a locational quotient of greater than 1.0 can indicate an industry sector that is strong enough to draw income into the community from outside the region. A locational quotient of less than 1.0 can identify a sector that is weaker and does not generate additional outside wealth into the community or region. Such sectors can be a source of economic leakage to other regions or can indicate that the community tends to import those particular goods or services.

The strongest location quotients in Greenwood County are linked to the manufacturing, health care, and retail trade sectors. This is largely attributed to the County's large manufacturing base, Greenwood's role as the regional retail center of the Upper Savannah region, and the dominance of Self Regional Healthcare as the region's primary health care provider and employer. The weaker location quotients are reflected in several sectors including the County's transportation and warehousing, professional and technical services, information, and finance and insurance sectors.

**Figure 5-28. Location Quotients for Greenwood County and South Carolina**

| Sector | Greenwood County | South Carolina |
|---|---|---|
| **Industry Total** | 1.00 | 1.00 |
| **Agriculture, forestry, fishing, hunting** | 0.00 | 0.77 |
| **Mining** | 0.00 | 0.23 |
| **Utilities** | 0.00 | 1.31 |
| **Construction** | 0.86 | 1.18 |
| **Manufacturing** | 2.49 | 1.38 |
| **Wholesale Trade** | 0.00 | 0.81 |
| **Retail Trade** | 0.99 | 1.09 |
| **Transportation & Warehousing** | 0.09 | 0.79 |
| **Information** | 0.27 | 0.63 |
| **Finance & Insurance** | 0.50 | 0.80 |
| **Real Estate** | 0.36 | 0.90 |
| **Professional & Technical Services** | 0.50 | 0.69 |
| **Management of companies & enterprises** | 0.33 | 0.42 |
| **Administrative and waste services** | 0.70 | 1.10 |
| **Educational services** | 0.66 | 0.96 |
| **Health care and social services** | 1.21 | 0.90 |
| **Arts, entertainment and recreation** | 0.87 | 0.83 |
| **Accommodation and food services** | 0.84 | 1.18 |
| **Other services, except public administration** | 0.64 | 0.79 |
| **Public Administration** | 0.75 | 1.04 |

*Source: Community Economic Toolbox, Penn State University, 2003.*

The occupational projections for the Upper Savannah region reflect the growing education, institutional, service and retail sectors of the area. Out of the 12 jobs listed in Figure 5-29 as having the most growth potential locally, one reflects the growing demand in health care, three are linked to education and social services, and five are related to retail, hospitality and services. Educational requirements for these jobs range from on-the-job training to a Bachelors degree.

**Figure 5-29. Upper Savannah Region Occupational Demand Outlook, Top 12 Jobs**

| Occupation | Annual Openings | Average Wage Range | Minimum Education Level |
|---|---|---|---|
| **Waiters and Waitresses** | 100 | $5.73-$6.60 | On the job training |
| **Top Executives** | 66 | $22.02-$55.20 | Experience + degree |
| **Registered Nurses** | 64 | $15.04-$20.51 | Associate degree |
| **Child Care Workers** | 52 | $5.86-$7.56 | On the job training |
| **Teachers, Secondary** | 51 | $39,551/year | Bachelors degree |
| **Heavy Truck Drivers** | 49 | $11.46-14.73 | On the job training |
| **Correctional Officers** | 44 | $9.56-12.58 | On the job training |
| **Marketing/Sales** | 39 | $9.73-$14.24 | Related experience |
| **Social Workers** | 39 | $11.36-$15.84 | Bachelors degree |
| **Office Managers** | 33 | $10.35-$16.44 | Related experience |
| **Restaurant Cooks** | 27 | $8.12-$12.99 | On the job training |
| **Guards** | 23 | $9.30-$13.16 | On the job training |

*Source: Upper Savannah Workforce Investment Area, SC Employment Security Commission, 2005.*

State occupational projections note that among the fastest growth sectors are expected to be health care, elder care, hotels and restaurants, retailing and education. Employment in the health care sector will continue to offer economic opportunity for Greenwood residents as the growth in regional health care systems will continue to fuel a high demand for nursing and allied health professionals. South Carolina's per capita growth in health services jobs is double the national rate, with employment in the State's health service sector rising by 71% over the last decade. Statewide projections indicate a 30% increase in jobs for Registered Nurses, a 29% increase for Emergency Medical Technicians, 48% growth in Medical Assistant positions, and a 36% rise in jobs for Dental Hygienists. Access to advanced training in high demand occupations such as nursing and allied health will open new opportunities for a significant number of Greenwood area residents, while alleviating the State and regional shortage of qualified health care workers.

Statewide ten-year growth projections for Food Preparation and Service workers exceed 33%, Restaurant cooks surpass 22%, and Hotel, Motel and Resort Clerks approach 31%. Teachers and child care workers will also be in high demand in the Upper Savannah workforce area. Opportunities for educators will continue to grow in the region, with statewide employment projections for Secondary Teachers at 40%, Kindergarten Teachers at 34%, Elementary Teachers at 34%, Preschool Teachers at 40%, Middle School Teachers at 29%, Counselors at 37%, and Child Care Workers at 29%.

Tourism and related employment will continue to grow as the State grows in popularity as a year-round destination for tourists and retirees. For instance, statewide 10-year growth projections for Food Preparation and Service workers exceed 33%, Restaurant Cooks surpass 22%, and Hotel, Motel and Resort Clerks approach 31%. The employment growth for Security Guards is more than 41%.

### 5.4.6 Commuting Patterns

Eighty-six percent (86%) of Greenwood County workers aged 16 and older are employed in Greenwood County, while only 14% of County workers travel outside of the County to work. By comparison, 23% of workers statewide and 23% of workers nationwide travel outside of their county of residence to work. Figure 5-31 illustrates the county of origin for workers commuting onto Greenwood County and Figure 5-30 lists the ten counties with the most residents traveling to employment in Greenwood.

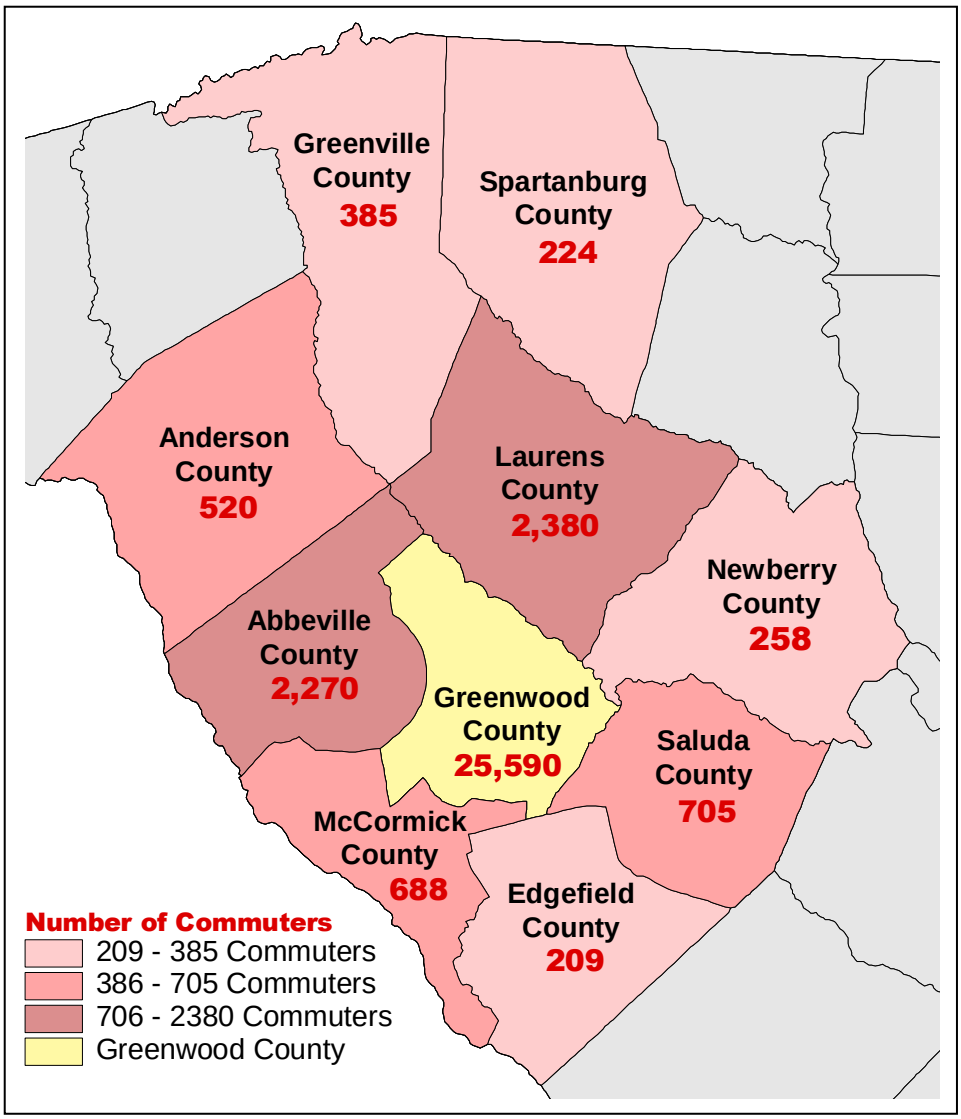
The number of non-resident workers commuting into Greenwood County nearly doubled from 1970 to 2000. Only 3,917 workers from Greenwood County commute to jobs outside the County, while more than 8,100 workers from surrounding counties travel to Greenwood employers. As shown in Figure 5-32, Laurens County leads with the most residents who travel to Greenwood employers, followed by Abbeville, Saluda, McCormick, and Anderson Counties.

**Figure 5-30. Persons Commuting to Work in Greenwood County – Top 10 Counties**

| | Total Number of Commuters | | | |
|---|---|---|---|---|
| **County of Residence** | **1970** | **1980** | **1990** | **2000** |
| **Abbeville, SC** | 1,119 | 1,394 | 1,598 | 2,270 |
| **Anderson, SC** | 435 | 583 | 256 | 520 |
| **Edgefield, SC** | 175 | 209 | 225 | 209 |
| **Greenville, SC** | 124 | 227 | 130 | 385 |
| **Laurens, SC** | 1,293 | 1,288 | 1,595 | 2,380 |
| **Lexington, SC** | 17 | 28 | 22 | 94 |
| **McCormick, SC** | 341 | 409 | 472 | 688 |
| **Newberry, SC** | 191 | 177 | 117 | 258 |
| **Saluda, SC** | 363 | 539 | 508 | 705 |
| **Spartanburg, SC** | 0 | 35 | 52 | 224 |
| **Total In-Commuters** | **4,099** | **4,998** | **5,155** | **8,105** |

*Source: US Dept. of Commerce, Bureau of Economic Census, August 2004*

**Figure 5-31. Workers Commuting into Greenwood County from Surrounding Counties, 2000**




*Source: US Dept. of Commerce, Bureau of Economic Census, August 2004.*

The majority of the nearly 4,000 Greenwood residents who travel outside the County for employment commute to Abbeville, followed by Greenville, Laurens, Anderson and McCormick Counties (Figure 5-32). Less than 50 Greenwood County residents travel outside the State to work. Although comparatively smaller in number than in most surrounding counties, these outgoing commuters offer a potential labor pool for new and expanding industries and businesses as comparable or better job opportunities are created closer to home.

**Figure 5-32. Greenwood Residents Commuting to Work in Other Counties, 2000**

| County of Work | Total Number of Commuters | | | |
|---|---|---|---|---|
| | 1970 | 1980 | 1990 | 2000 |
| Abbeville, SC | 215 | 583 | 605 | 1,030 |
| Anderson, SC | 106 | 262 | 310 | 445 |
| Greenville, SC | 79 | 212 | 458 | 850 |
| Laurens, SC | 217 | 208 | 584 | 674 |
| McCormick, SC | 132 | 116 | 238 | 234 |
| Newberry, SC | 9 | 111 | 46 | 98 |
| Saluda, SC | 18 | 4 | 115 | 114 |
| Spartanburg, SC | 12 | 136 | 80 | 143 |
| **Total Out-Commuters** | **3,388** | **2,162** | **2,985** | **3,917** |

*Source: US Dept. of Commerce, Bureau of Economic Census, August 2004.*

**Figure 5-33. Journey to Work, 2000**
**Greenwood County, South Carolina and the United States**

| Workers 16 and Older | Greenwood County | South Carolina | United States |
|---|---|---|---|
| ***Place of Work*** | | | |
| Worked in County of Residence | 86.0% | 72.4% | 73.3% |
| Worked Outside County of Residence | 13.2% | 22.9% | 23.1% |
| Worked Outside State of Residence | 0.8% | 4.7% | 3.6% |
| ***Means of Transport to Work*** | | | |
| Car, Truck or Van – Drove Alone | 81.5% | 79.4% | 75.7% |
| Car, Truck or Van – Carpooled | 14.5% | 14.0% | 12.2% |
| Public Transportation | 0.1% | 0.8% | 4.7% |
| Walked | 2.1% | 2.3% | 2.9% |
| Other Means | 0.5% | 1.3% | 1.2% |
| Worked at Home | 1.0% | 2.1% | 3.3% |
| ***Travel Time to Work*** | | | |
| 14 minutes or less | 39.8% | 29.2% | 28.5% |
| 15 - 29 minutes | 40.9% | 38.1% | 34.9% |
| 30 to 59 minutes | 13.7% | 24.9% | 25.7% |
| 60 or more minutes | 4.6% | 5.8% | 7.7% |
| ***Mean Travel Time to Work (min)*** | 20.2 | 25.5 | 24.3 |

*Source: US Census Bureau, 2000 Census.*

Because so many residents work within the County, Greenwood County workers have comparatively shorter commutes to work than those of surrounding counties. Less than 5% of Greenwood County workers travel more than an hour to work and less than 14% spend 30 to 59 minutes commuting to their place of employment. Mean travel time to work for Greenwood County workers is approximately 20 minutes – notably lower than workers statewide at nearly 26 minutes and workers throughout the nation at 24 minutes.

Personal vehicles are the primary travel mode for most Greenwood County workers. Almost none (0.1%) of Greenwood County workers travel to work by public transportation and only 2% walk to work. Nearly 82% of Greenwood workers drive solo to work, while nearly 15% participate in carpools. Limited local access contributes to the low usage overall of public transportation countywide.

### 5.4.7 Labor Force Projections

Projecting the future labor force is extremely difficult as there are a number of factors that can affect the projections over a 20 to 30 year forecast. Examples of these factors include local economic climate, age of the general population such as retirees and students, influx of specialized labor, unemployment change, off-shoring of industry, and even foreign currency fluctuations. However, it is necessary to determine for planning purposes the annual growth of our labor force to meet the forecasted needs of the future population.

By 2030, the future population of Greenwood County is expected to exceed 84,000 people. Based on the current population and the current labor force percentage, the labor force by 2030 would exceed 40,600 people. This does not include individuals from other counties that commute into Greenwood County for work nor does it include a reduction in the current unemployment rate. Therefore, Greenwood County's annual growth rate for new jobs will need to employ 298 persons per year at a minimum. This annualized growth rate of 298 persons should be judges as a low estimate as the unemployment rate in 2005 was 10.3%. Over the next 25 years, it is expected that this unemployment rate would decrease, therefore increasing the number of individuals available for the 2030 labor force.

**Figure 5-34. Labor Force Projections**

| | 2005 | 2010 | 2015 | 2020 | 2025 | 2030 |
|---|---|---|---|---|---|---|
| **Population** | 68,937 | 71,604 | 74,671 | 77,737 | 81,061 | 84,384 |
| **Labor Force** | 33,231 | 34,517 | 35,995 | 37,473 | 39,075 | 40,677 |

*Source: Greenwood City/County Planning Department, 2006.*

## 5.5 Economic Development

Overall, Greenwood County has a comparably low cost of doing business including low taxes, utility rates, and general cost of living. South Carolina ranks as one of the nation's least unionized states, with the lowest rate of union membership at 1.8% and lowest work stoppage rates at 0.0002. Greenwood County has no union activity at 0.0%. State and local jurisdictions in Greenwood County further impact business costs through tax incentives, the provision of infrastructure, and workforce development programs.

### 5.5.1 Incentives

Public investments and incentives, when part of a well-planned development strategy, can provide an attractive business climate and increase private investment. The State of South Carolina provides multiple tax incentives to encourage economic growth. Because the State does not tax real or personal property, property tax incentives are implemented in conjunction with each county. There is no State or local tax on inventories or intangibles. The wide range of dozens of tax credits available to employers includes credit for hiring displaced workers, conservation and habitat management credits, minority business credit, recycling facility credit, and a credit for energy conservation and renewable energy improvements. Among the strongest incentives available to State and local economic developers are the job tax credit, the job development and retraining credits, and the fee-in-lieu of property taxes. These tools, along with targeted local incentives, are detailed in Figure 5-35.

The State's 46 counties are ranked by the SC Department of Revenue each year based on unemployment and per capita income in one of five categories – distressed, least developed, under developed, moderately developed, and developed. Greenwood County is currently ranked among nine counties in the second tier as a *Least Developed* county. The *Least Developed* counties include Abbeville, Bamberg, Cherokee, Fairfield, Jasper, Lancaster, Laurens, and Union. This ranking is used by the State to determine the amount of job tax credits in each county, with the larger credits going to counties, such as those mentioned, with the greatest need. The current job credit amount for Greenwood County is $4,500.

**Figure 5-35. State and Local Incentives Available in South Carolina**

| *Incentive* | *Description* | *Authority* |
|---|---|---|
| **Job Tax Credit** | Designed to reward new and expanding companies that create and maintain net new jobs each year by reducing corporate income tax up to 50%. Credit is used against the State corporate income tax liability. Unused credits can be carried forward up to 15 years. | State |
| **Job Development Credits** | Allows new and expanding employers that are creating a minimum number of new jobs to obtain a refund of employee withholding to use for approved business expenditures to offset the costs of locating or expanding a business. | State |
| **Job Retraining Credits** | Allows employers to obtain a refund of employee withholding to use for employee retraining for competitiveness and introduction of new technologies. | State |
| **Corporate Income Taxes** | The SC corporate income tax rate of 5% is the lowest in the Southeast. The State does not allow local governments to impose an income tax. | State |
| **Property Tax Exemptions** | Under State law, business inventories, intangible property, and pollution control equipment are exempt from property taxation. | State |
| **5-Year Property Tax Abatement** | Manufacturers investing $50,000 or more are entitled to a 5-year property tax abatement from county operating taxes (typically 20-50% savings). | State<br>County |
| **Fee-In-Lieu of Taxes (FILOT)** | A 20-year FILOT allows companies making significant capital investments ($5 million or greater) to negotiate lower assessment ratios and stabilize millage rates up to 20 years. The FILOT is offered in place of the 5-year abatement. | County |
| **Commercial Development Tax Incentives** | Available from the County for projects located in one of 8 designated districts that include 5 shopping centers and malls and the downtown districts of Greenwood, Ninety Six, and Ware Shoals. Purpose is to encourage reuse of vacant commercial sites. Eligible costs include A&E, environmental cleanup, demolition, site prep, construction and site improvements. | County<br>City<br>School District |
| **Upper Savannah Revolving Loan Fund** | Locally controlled capital source to assist start-up and expanding business in the 6-county Upper Savannah region through low interest loans. | COG<br>County |

### 5.5.2 Workforce Development

For an employer, the availability of a trained and highly skilled workforce is becoming a major consideration in business location decisions. A continued shift in State and regional economic recruitment efforts to higher-wage, higher-tech employers will require a better-educated and more technologically-proficient workforce.

For the individual, education is now requisite to achieving higher incomes and an improved quality of life. The importance of job-preparation and training in improving individual and family socio-economic conditions is paramount. The 2002 *SC Governor's Report on Education* projects that over the next ten years, 65% of all jobs will require at least an associate degree or advanced skills training. For those who are trying to pull out of the cycle of dependence, especially women, finding a job with adequate earnings to support a family is a daunting challenge. Without advanced education and training, residents will increasingly be restricted to less secure, minimum wage jobs with little opportunity for advancement.

There are a myriad of employment and training resources offered by State and local agencies in Greenwood County that include the K-12 system, the technical college system, adult education programs, four-year colleges, specialized workforce training, and comprehensive job assessment and placement resources. Access to these training resources – coupled with quality day care, transportation, and new technologies for flexible learning alternatives can significantly reduce the traditional barriers of time and place and contribute to educational success and participation of County residents in lifelong learning opportunities.

The K-12 school system will play an increasingly important and active role in the career preparation and choice of students as the State shifts toward expanding exposure of middle and high school students to career information and opportunities, offering hands-on career-oriented learning experiences, and creating an early educational pipeline between K-12 schools, higher education and the workplace. Early and realistic exposure to high-growth and rewarding fields will benefit Greenwood County middle school students as they face the required selection of a "career cluster" for grades 9 though 12. The pivotal decision required of each 8$^{th}$ grader will impact course selection, the assignment of internships and job shadowing, and other aspects of their academic experience through high school graduation.

The County is also host to two post-secondary institutions, Piedmont Technical College and Lander University. *Piedmont Technical College* is one of 16 public, 2-year colleges that comprise the SC Technical Education System. The College serves its 7-county state-mandated service area from its 69-acre main campus in Greenwood as well as a network of satellite campuses in the six surrounding counties. PTC has an enrollment of more than 4,350 students, with more than 3,000 based on the Greenwood Campus. PTC operates under an *open-door* admissions mandate, providing a key entry point into higher education for many low-income, first generation, disabled, and other non-traditional student populations. In addition to numerous technical and occupational training programs leading to certificate, diploma, and associate degrees, PTC provides specialized training for area businesses and two-year coursework that transfers to area universities. Since 2001, more than 700 Greenwood students have received degrees or diplomas from the College and approximately 14,000 Greenwood County residents have participated in PTC Continuing Education Programs.

*Lander University* is a four-year, state-assisted postsecondary institution located in the City of Greenwood. The 100-acre campus is home to more than 3,000 students. Lander offers more than 60 areas of undergraduate study and two masters level programs in education. The College of Business and Public Affairs has the highest enrollment followed by the College of Education. The College offers a dual enrollment engineering program in conjunction with Clemson University, an online Registered Nurse to Bachelors in Nursing degree, and a statewide Montessori Education certification program.

The *Center for Accelerated Technology Training* (CATT) is a statewide training resource for new and expanding companies in South Carolina. Under the oversight of the SC Board for Technical and Comprehensive Education, CATT offers tailored employee recruitment, screening, and training for these businesses at no cost to the company. Since its inception in the early 1960s, the CATT program has trained nearly a quarter of a million South Carolinians to work at more than 1,700 firms. Short-term training is customized to meet the specific needs of employers and is conducted on-site as needed. In Greenwood County, the CATT program is housed on the campus of Piedmont Technical College.

The *Piedmont Tech Prep Consortium* is one of 16 consortia in South Carolina created to prepare high school students for technology-oriented careers. The program combines applied academics with work-based experiences, mentoring, and career guidance. The Piedmont Consortium is fueled by a partnership between PTC, the Greenwood County School Districts and area employers.

South Carolina is divided into 12 *Workforce Investment Areas (WIA*) to meet the workforce development needs of employers and residents. Greenwood County is part of the 7-county Upper Savannah WIA region. The Upper Savannah WIA is anchored by a comprehensive *One-Stop Workforce Center* that offers an array of human services and employment related programs. The Greenwood Center served more than 10,000 customers in need of employment, job training, and career advancement services in 2005. The Center also posted more than 1,700 job openings for local employers seeking potential job candidates. Center services include workshops, job fairs, employee screening, Work Keys testing, career

assessment, computer classes, and individualized assistance to persons with special needs. Housed on the Greenwood Campus of Piedmont Tech, the Center represents a partnership among the SC Employment Security Commission, PTC, the Upper Savannah Council of Governments, Greenwood County Adult Education, and SC Vocational Rehabilitation. The Greenwood Center was recognized by the SC Workforce Investment Board for high quality services with the *2005 Outstanding WIA One Stop Center Award*.

The *Greenwood County Adult Education* program offers out-of-school adults an opportunity to earn a high school diploma or GED. The program partners with area churches, housing complexes, prisons, and industries to provide on-site training for high school credentials, basic education, and computer classes. Adult Education also offers English as a Second Language and math and reading skill upgrades through its basic education program.

The *Foundation for a Greater Greenwood County* is a 501(c)(3) organization formed in 1999 to invest and distribute funds by the Partnership Alliance. The Foundation focuses on workforce development initiatives. To date, more than $225,000 in grants have been awarded for projects that promote attainment of elementary grade competencies, increase the high school graduation rate, and increase the job readiness of graduates.

The educational attainment of residents and the availability of workforce development and training programs will become more important as the State shapes its economic development strategy around the economic cluster concept. Clusters are used to work across geographic boundaries to combine public and private investment to promote growth in a region. Economic clusters are defined and shaped around geographic aggregations and concentrations of employers that have similar products, suppliers and workforce skill requirements. Guided by the SC Council on Competitiveness, potential clusters have been loosely mapped under several State studies and include an automotive cluster, as well as clusters for chemicals (plastics, pharmaceuticals, and nutriceuticals), tourism, biotechnology, and textiles.

### 5.5.3 Infrastructure

Public investment in infrastructure – roads, water and sewer, stormwater drainage, utilities, and other key services – comprises a substantial share of public expenditures. Infrastructure, community facilities and support services are in large part provided by local government and funded through taxes, fees, and State support. These investments influence and assist economic development. The location, timing and pace of new infrastructure impacts the ability of the County to service new business and industry. To maximize the economic benefit of costly infrastructure investments, the County should develop and maintain a consistent process for planning and prioritization of capital facilities and infrastructure needs.

To ensure coordination of utilities and infrastructure to promote development in an efficient and cost-effective manner throughout the County, the Greenwood County Planning Department hosts a monthly meeting of a Utility Coordinating Committee (UCC). The UCC was formed to provide a formal discussion forum for developments early in the planning process. This Committee identifies proposed developments and potential problem areas in the design of infrastructure and public safety improvements on the proposed development site for new large-scale residential and commercial development. UCC representation includes the County's Planning, Engineering and Building Inspection Departments; utility providers; water and sewer providers; cable and telecommunications providers; school districts; fire departments; the SC Department of Transportation; and the SC Department of Health and Environmental Control.

#### 5.5.3.1 Water and Sewer

Industrial and commercial development is largely dependent on available water and sewer service. Industrial recruitment generally centers on areas where water and sewer are either already available, or can be extended with reasonable expense. Conversely, areas without water and sewer service are not attractive to new industrial and commercial development. Along with ready access to major transportation routes, availability of water and sewer is a major catalyst for economic development.

Water service to Greenwood County business and industry is provided by three agencies – the Greenwood Commissioners of Public Works (CPW), the Ninety Six Commissioners of Public Works

(CPW), and the Town of Ware Shoals. Both Ninety Six and Ware Shoals purchase water from the Greenwood CPW.

The *Greenwood Commissioners of Public Works* operates the 5th largest water system in South Carolina, serving an area of approximately 180 square miles in Greenwood County through one treatment plant and 500 miles of water mains. Lake Greenwood is the current water source, offering good quality pretreated water. The CPW anticipates that the Lake Greenwood water supply will be adequate to meet needs for the next two to three decades. The Treatment Plant was placed into service in 1961 and presently has a capacity of 30 million gallons per day. The system has a storage capacity of 10.8 million gallons consisting of 7 million gallons of ground storage and 3.8 million gallons of elevated storage. The unit serves more than 19,000 customers, as well as two master meters to the towns of Ninety Six and Ware Shoals. The CPW became the first provider in SC and only the 4th in the nation to receive the national *Excellence in Water Treatment Award* form the Partnership for Safe Water for exemplary water treatment plant operation and maintenance.

There is no comprehensive sewer provider for Greenwood County. Wastewater service in the County is provided by the Greenwood Metropolitan Sewer District, the Ninety Six CPW and the Town of Ware Shoals. In addition, there are approximately 50 privately owned and operated special sewer sub districts throughout the County.

The *Greenwood Metropolitan Sewer District* provides wastewater services for the City of Greenwood. The District operates two wastewater treatment facilities. The West Alexander facility has a permitted capacity of 2.2 million gallons per day (MGD) and the Wilson Creek facility has a permitted capacity of 12 MGD. On average, both facilities together treat approximately 8.3 MGD of wastewater daily from domestic, commercial, and industrial sources to a pollutant removal level of greater than 98%.

#### 5.5.3.2 Utilities

Access to large capacity electric service and other utilities, such as natural gas and telecommunications, is essential for most new and expanding industrial employers. Utilities can also be mobilized in some cases to assist in developing an incentive package for new and expanding industries.

As detailed in the *Greenwood County Energy Conservation Element*, electricity and natural gas are the dominant energy sources in Greenwood County. Nearly 58% of the energy consumed in Greenwood County comes from electricity. Another 42% of energy consumed comes from natural gas. Electricity supplies energy to almost 52% of commercial users and 59% of industrial users. Natural gas provides energy for 47% of commercial users and 41% of industrial users. There are three primary providers of electrical service to Greenwood County. The Greenwood Commissioners of Public Works (CPW) provides electricity to customers within the City of Greenwood. Duke Power Company is the primary electricity provider for the unincorporated area of Greenwood County, with Little River Electric Cooperative distributing electricity to customers in limited areas along the Greenwood and Abbeville County border.

The publicly-owned *Commissioners of Public Works* (CPW) provides electrical and water service to City of Greenwood residents. The Greenwood CPW Electric Distribution System provides power to more than 10,000 customers through five substations and approximately 180 miles of line. Greenwood CPW purchases the majority of its electricity (approximately 95%) from South Carolina Electric and Gas (SCE&G) and the remainder from the Southeastern Power Administration. CPW provides 16% of the County's electricity.

*Duke Power Company* is an investor-owned utility serving more than 2 million customers in central and western North Carolina and South Carolina. The company operates coal-fired, nuclear, and hydroelectric stations. More than half (51%) of Duke Power's electricity is generated by coal, oil, and gas with 48% produced by nuclear energy. Duke Power generates much of the electricity for Greenwood County at its Oconee Nuclear Station, located on Lake Keowee in Oconee County. The Oconee Station operates 3 units with a total capacity of 2,538 megawatts. To date, the Oconee Nuclear Station has produced more electricity than any other nuclear station in the United States. Electricity for Greenwood County customers is also produced at Duke Power's Buzzard Roost Plant in Greenwood County. The Buzzard

Roost Plant operates ten combustion turbine (gas) units, with a total capacity of 196 megawatts. Duke Power provides 84% of the County's electricity.

The *Little River Electric Cooperative* is a member-owned rural electric cooperative based in the nearby City of Abbeville. Little River provides service to more than 12,500 residential, commercial and industrial customers in Abbeville, Anderson, Greenwood and McCormick Counties. The Cooperative purchases electricity from Duke Power and provides less than 1% of Greenwood County's electricity.

The *Greenwood CPW* is the natural gas provider in Greenwood County. CPW provides natural gas within a territory of 310 square miles that extends from the Town of Chappells to the City of Belton. In addition to the City of Greenwood, CPW is the natural gas supplier to the Towns of Donalds, Hodges, Ware Shoals and Ninety Six. The CPW natural gas system has approximately 75 miles of high pressure transmission mains and 560 miles of distribution lines.

The CPW system has interconnections with two interstate pipelines – the Transcontinental Gas Pipe Line and the South Carolina Pipeline Company (SCPC). Greenwood CPW purchases nearly all of its natural gas from Trans-Continental Pipeline, a subsidiary of Williams Energy, and a small amount from South Carolina Pipeline, a subsidiary of SCANA. Transcontinental is one of the largest natural gas producers in the nation, providing interstate natural gas transportation, primarily via pipeline, from the Gulf Coast to markets in eastern and southeastern states.

Telecommunications technology has opened new economic opportunities for businesses to compete beyond the regional and state levels to national and international markets. Teleconferencing capability is more widespread in Greenwood County than many South Carolina communities. There is potential for local partnerships and facility sharing among public and private institutions, with existing teleconferencing and distance learning facilities in operation at Piedmont Technical College, Lander University, the Upper Savannah Council of Governments, Self Regional Healthcare, Fuji Photo Film, Capsugel/Pfizer, and the SC Biotechnology Incubation Facility.

#### 5.5.3.3 Transportation

Although size and space requirements for new industry and business can vary widely among types and sectors of employers, a common need of industry is an accessible transportation infrastructure that provides easy access to materials, supplies, and markets. This infrastructure network includes interstates and highways, rail, ports, and aviation facilities depending on the specific needs of the employer.

Two Interstates – I-26 and I-385 – are located within 25 miles of the County and access to a third (I-85) is less than 45 miles away. Two four-lane, US highways traverse the County. US Highway 25 provides north/south access and US Highway 72 provides east/west access to the interstates.

General aviation services are provided through the Greenwood County Airport, a 5,000 foot asphalt runway with lighting and support services. Access to large cargo and commercial facilities is available less than one hour away at Greenville-Spartanburg International (GSP). GSP serves more than 1.5 million passengers and more than 26,000 tons of cargo annually through seven carriers. In addition, the Columbia Metropolitan Airport (CAE) is located 1.5 hours southeast in Lexington County. CAE serves more than 1.2 million passengers and 168,000 tons of cargo each year through seven carriers.

Greenwood County's rail service is provided by CSX with industrial rail sites along the CSX main line. Rail lines cross the County northeast to southwest through the City of Greenwood and the Town of Troy. Port service is available three hours southeast through the Port of Charleston – the largest container port on the Southeast and Gulf coasts and the 4$^{th}$ busiest container port nationwide. Greenwood County industries ship products to more than 60 countries through the Charleston Port facility.

#### 5.5.3.4 Industrial Sites and Parks

Adequate land area and suitable sites are necessary to provide space to accommodate new and expanding industry. Advance planning is needed to ensure the long-term availability of industrial sites that minimize development constraints and potential conflict with surrounding uses. As residential,

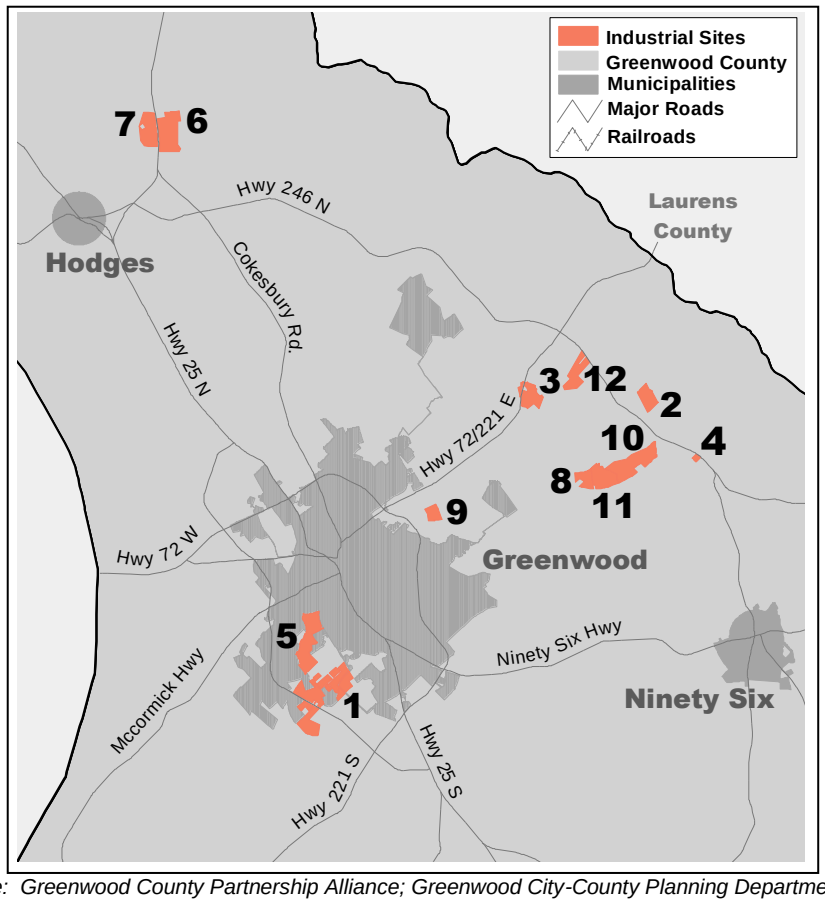
institutional and commercial growth escalates, the identification and inclusion of industrial land in land use planning and zoning becomes more pressing. Vacant land targeted for industrial development by the County should be provided with the necessary infrastructure in advance to attract new employers.

Greenwood County has twelve primary industrial sites and parks available for new and expanding industry as shown on Figure 5-37 and detailed in Figure 5-36. Eight of these sites are concentrated northeast of the City of Greenwood, with two on the southwest side of the City and two located northeast of the Town of Hodges. Each map number corresponds with the order of sites as listed in the table.

**Figure 5-36. Primary Industrial Parks and Sites in Greenwood County**

| Map # | Park/Site | Acres | Utilities |
|---|---|---|---|
| 1 | **Anderson Industrial Park** | 526 | Water, Sewer, Electric, Gas |
| 2 | **Buchanan Industrial Site** | 67 | Water, Sewer, Electric, Gas |
| 3 | **Counts Industrial Site** | 86 | Water, Sewer, Electric, Gas |
| 4 | **D&G Industrial Site** | 19 | Water, Sewer, Electric, Gas |
| 5 | **Greenwood Biotechnology Park, Phase I** | 190 | Water, Sewer, Electric, Gas, |
| 6 | **Greenwood County Business Park - East** | 165 | Water, Sewer, Electric, Gas |
| 7 | **Greenwood County Business Park - West** | 130 | Water, Sewer, Electric, Gas |
| 8 | **Jarvis Site** | 57 | Water, Sewer, Electric, Gas, Rail |
| 9 | **Mann Site** | 39 | Water, Sewer, Electric, Gas, Rail |
| 10 | **McFaddin-Ellington-Simmons Ind. Park** | 366 | Water, Sewer, Electric, Gas, Rail |
| 11 | **Milford East Site** | 103 | Water, Sewer, Electric, Gas, Rail |
| 12 | **Sanford Industrial Site** | 104 | Water, Sewer, Electric, Gas |

**Figure 5-37. Primary Industrial Parks and Sites in Greenwood County**




*Source: Greenwood County Partnership Alliance; Greenwood City-County Planning Department.*

#### 5.5.3.5 Vacant Sites and Greyfields

Sensible growth initiatives encourage the development of land closer to existing urban development, provide incentives for infill and the redevelopment of previously developed areas, and avoid encroachment of new development into areas that lack the necessary public facilities, services and infrastructure. Greenwood County and its municipalities have several sites and districts that that are in need of physical and economic enhancement. Significant vacant structures can range from former shopping malls and strip commercial centers, to big box retail, old schools, and abandoned mills. Often referred to as *greyfields*, these properties generally consist of a large structure with significant land area of 15 acres or more. These sites represent infill opportunities that do not require the expansion of new infrastructure, and that are convenient to existing transportation networks and housing markets. The revitalization of existing built properties and the infill of new development on vacant lands within developed areas can produce significant economic benefits and contribute to the retention of existing infrastructure investments.

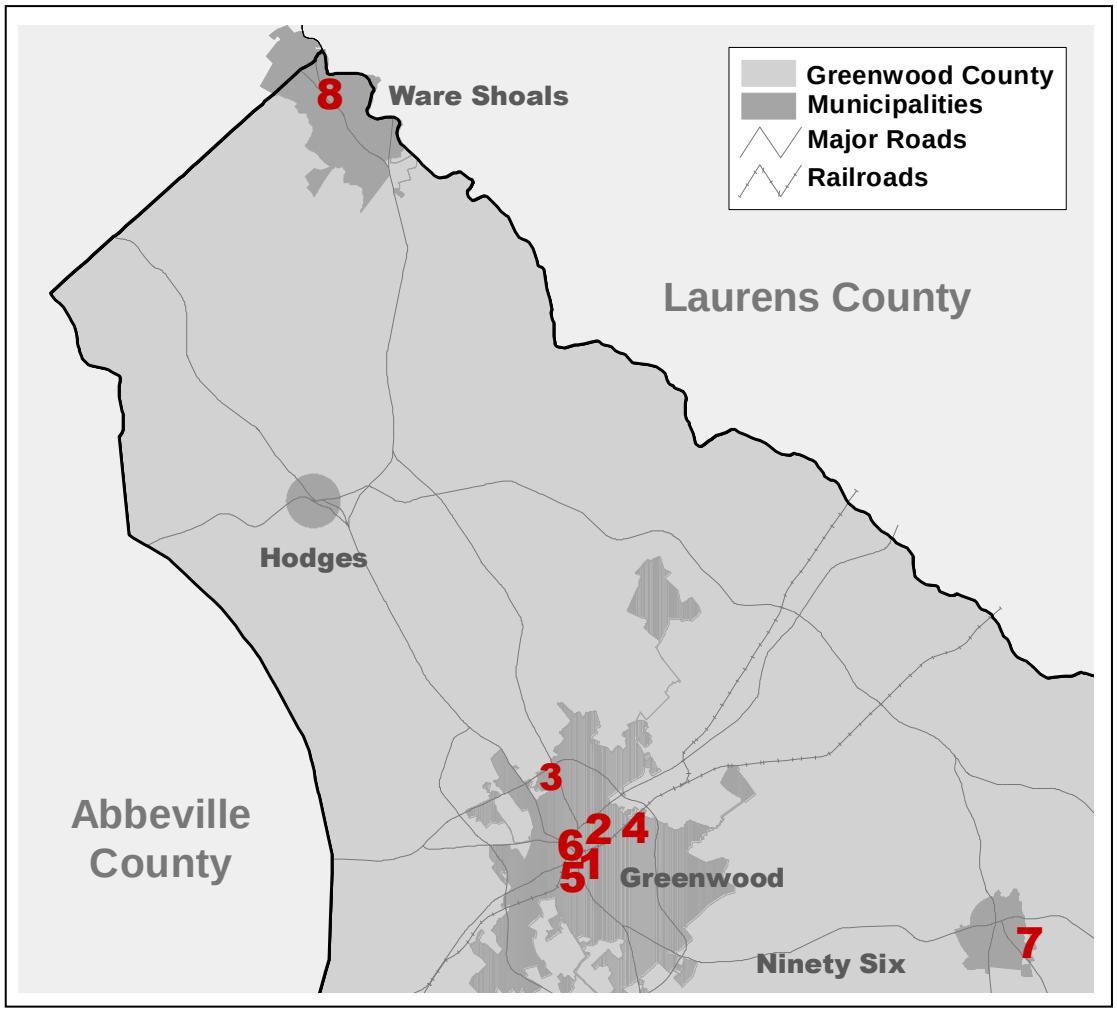
Vacant sites also offer an opportunity to local governments to recycle often highly-visible, blighted properties into sources of tax revenue. Re-use often requires local governments to be creative and flexible in zoning and development guidelines. Marketing of such sites, coupled with coordination among property owners, economic development officials, lenders, and local decision-makers is also necessary. Major vacant and unused sites in the County include the eight sites listed in Figure 5-38. Greenwood County offers local development incentives on these properties to encourage infill and reuse.

**Figure 5-38. Priority Redevelopment Sites in Greenwood County**

| Map # | Site | Acres | Location | Constraints |
|---|---|---|---|---|
| 1 | **Old Greenwood High Ball Field** | 6.23 | Greenwood | Youth Soccer |
| 2 | **Grendel Mill** | 12.2 | Greenwood | Environmental |
| 3 | **CPW Water Plant** | 51.73 | Greenwood | Environmental |
| 4 | **Old Brewer Middle School** | 19.54 | Greenwood | Community Ctr |
| 5 | **Old Winn Dixie** | 2.61 | Greenwood | Library |
| 6 | **Maxwell Triangle** | 2.51 | Greenwood | Environmental |
| 7 | **Ninety Six Plant** | 10.63 | Ninety Six | Environmental |
| 8 | **Riegal Mill** | 25.43 | Ware Shoals | Environmental |

In addition to these redevelopment sites, a local *Commercial Development Incentive Program* is designed to attract tenants to available and vacant commercial properties. To qualify, the property must be within one of eight shopping districts – Crosscreek Mall, Greenwood Plaza, Kmart Plaza, Northgate Plaza, Piedmont Plaza, Uptown Greenwood, Ninety Six Main Street, and Ware Shoals Main Street.

**Figure 5-39. Priority Redevelopment Sites in Greenwood County**




*Source: Greenwood City-County Planning Department, 2006.*

### 5.5.4 Environmental Considerations

The preservation of natural and environmental assets is an aspect of economic development that can not be overlooked. Clean air and water are essential to a desirable quality of life and public health. Rural and agricultural lands offer both large and small agri-business opportunities that contribute to a diversified economic base, as well as boost the community's appeal as a tourist and recreational destination. Energy conservation considerations can boost the bottom line for local business and industries and ultimately keep more dollars circulating in the local economy.

#### 5.5.4.1 Air Quality

Air quality affects the public health, weather, quality of life and economic potential of a community. One of the primary air quality concerns in South Carolina is ozone. In 1997, the EPA revised the national Ambient Air Quality Standard (NAAQS) for Ozone from a one-hour standard to an 8-hour standard to reflect the greater understanding of the effects of ozone exposure and the need to increase the margin of public health protection. Based on long-term monitoring data, the EPA designates areas as attainment (meeting the air quality standard) or non-attainment (not meeting the standard).

Should an area be designated as non-attainment, DHEC and local governments must prescribe specific actions for reaching attainment within a specified time period. These requirements can significantly impact existing industry, economic recruitment efforts and transportation in non-attainment and surrounding areas. For instance, the Non-Attainment New Source Review requirement for areas lapsing

into non-attainment status mandates a level of emission reductions required for new and modified industrial facilities. The expansion or improvement of local transportation infrastructure to support development can also be impacted under the *Clean Air Act* requirement that transportation plans, programs and projects can not create new violations to air quality standards, increase the severity of frequency of existing violations, or delay attainment of standards.

Recognizing that air quality knows no political boundaries, Greenwood County is one of 45 counties in South Carolina that elected to participate with the SC Department of Health and Environmental Control (SCDHEC) in the development of an Early Action Plan (EAP) that outlines local emission control measures.

As detailed in the Natural Resources Element, most of South Carolina including Greenwood County, remains below the threshold for ambient air quality standards. However, increased urbanization in the Upstate and Midlands metropolitan areas will have future impacts on the local air quality in Greenwood County. As part of the larger region, it is important that the County analyze and monitor the factors related to ozone levels and develop local solutions that manage ozone within acceptable levels that ensure the economic health and potential of the County.

Between 2000 and 2002, Greenwood County met the established 8-hour ozone standard. The only minor air quality problems found in Greenwood County can be attributed to industrial uses, automobile emissions and open burning practices. Recent research on ozone levels in South Carolina also shows evidence that natural sources, pine trees in particular, can also play a large factor in increasing ozone levels.

Among Greenwood County's *Emission Reduction Strategies* that directly impact and complement economic development efforts are:

- Encouraging economic development efforts to reuse existing properties.
- Developing a database of vacant and underutilized properties.
- Developing incentives for the reuse of or infill of existing properties.
- Promoting the use of alternative modes of travel by employees.

#### 5.5.4.2 Rural and Prime Agricultural Lands

The Natural Resources Conservation Service (NRCS) has delineated three areas within South Carolina in which more than 50% of the land is prime farmland. Prime agricultural lands consist of the most appropriate soils for farming, require minimal irrigation or chemical application, and are often in proximity to major markets or transportation routes. Greenwood County is located within one of the most fertile regions of the State that extends from Greenwood County eastward through Saluda County. Approximately 32,000 acres, or 11%, of Greenwood County are classified as areas of greater than 50% prime farmland. Due to the limited fertile land area within South Carolina, this area is extremely important to the agricultural productivity of Greenwood County and the State. To preserve prime farmland, economic strategies should direct development to areas suitable for growth and discourage intense development in the County's environmentally sensitive areas.

Farms and working lands comprise an estimated 80,600 acres of the Greenwood County land area. These lands are under increasing pressure for conversion to other uses, such as residential development. While the number of farms in Greenwood County increased by 30.1% in the decade from 1992 to 2002, the total land in farms decreased by only 14.8% and the average farm size decreased by 12%. Although the total amount of cropland in the County decreased during the last decade, the amount of cropland that was actually harvested increased by nearly 27%. The average market value of agricultural products sold per farm in the County decreased by 53.4% from 1992 to 2002, with the 2002 average equaling less than half of the 1992 total and just over one-third of the average value in 1997 (Figure 5-40).

**Figure 5-40. Farmland Characteristics for Greenwood County, 1992, 1997 and 2002**

| Farmland Characteristics | 1992 | 1997 | 2002 | % Change 1992 - 2002 |
|---|---|---|---|---|
| **Number of Farms** | 385 | 377 | 501 | 30.1% |
| **Land in Farms (acres)** | 70,277 | 68,065 | 80,671 | 14.8% |
| **Total Cropland (acres)** | 28,535 | 27,774 | 25,075 | -12.1% |
| **Harvested Cropland (acres)** | 8,173 | 9,172 | 10,348 | 26.6% |
| **Avg. Farm Size (acres)** | 183 | 181 | 161 | -12.0% |
| **Market Value of Agricultural Products Sold (avg. per farm)** | $24,506 | $32,603 | $11,415 | -53.4% |

*Source: USDA, Census of Agriculture, 1997 and 2002.*

As shown in Figure 5-41, Greenwood and surrounding counties of the Upper Savannah Region rank among the top producers of poultry, eggs, cattle, hay, milk and timber. This agricultural productivity reflects the abundance of prime farmland in the region. Greenwood County is among the top ten producers of cattle and eggs and among the top 20 in hay and timber production. Greenwood moved up from the 16th highest in cattle production in 1995 to 10th overall in 2004. The County ranking for livestock production has held steady at 27th in the State. However, total cash receipts for all crops fell significantly from 2003 to 2004, dropping the County from 36th to 43rd overall.

**Figure 5-41. Upper Savannah Region Rankings in Selected Agricultural Products**

| County | All Cattle | Eggs | Milk | Hay | Timber | All Livestock | Crops -Total Cash Receipts |
|---|---|---|---|---|---|---|---|
| **Abbeville** | 7 | 15 | -- | 12 | 37 | 24 | 44 |
| **Edgefield** | 20 | 17 | 5 | 21 | 30 | 23 | 30 |
| **Greenwood** | 10 | 8 | -- | 17 | 19 | 27 | 43 |
| **Laurens** | 4 | 12 | 9 | 3 | 12 | 14 | 38 |
| **McCormick** | 36 | 14 | -- | 42 | 5 | 41 | 43 |
| **Newberry** | 3 | 2 | 1 | 5 | 2 | 5 | 35 |
| **Saluda** | 2 | 4 | 6 | 2 | 9 | 2 | 23 |

*Source: SC Agricultural Statistics Service, 2006.*

Greenwood also ranks 19th highest statewide in timber value with more than $19.4 million in delivered value in 2001. More than 174,119 acres of County land is in non-industrial private forests. Four of the six surrounding counties rank among the State's top 12 in timber production values. The Sumter National Forest encompasses nearly 11,000 acres, or 3.75%, of Greenwood County land along the County's southern and western borders with Abbeville and McCormick Counties south of US Highway 178 East to south of SC Highway 72 West. The National Forest status of these areas generates a current annual payment of $69,178 for Greenwood County roads and schools from timber sales on Sumter National Forest lands.

Rising growth pressures can quickly create conflicts between new residential development and longstanding farming interests. Protection of prime farmlands and existing agribusiness should be an integral consideration in the County's future land use planning and in economic development efforts.

#### 5.5.4.3 Brownfields

Brownfields are abandoned, idled or under-utilized industrial or commercial facilities and sites with environmental contamination that can present barriers to revitalization. Multiple barriers can discourage private investment in previously contaminated properties. Risks associated with liability, cleanup costs, and additional regulatory hurdles can turn potential developers away from such properties.

The SC Department of Health and Environmental Control (SCDHEC) administers the *South Carolina Voluntary Cleanup Program*. There are nine municipalities serving as Brownfield Assessment Demonstration Pilots to promote the cleanup and reuse of sites in their communities. The Town of Ware Shoals is a pilot jurisdiction under this program and is eligible as a priority applicant for the State's Brownfields Cleanup Revolving Loan Fund. The Greenwood Water Treatment facility in the City of Greenwood is also the focus of a State-funded Targeted Brownfields Site Assessment to conduct a detailed study to determine contaminants and recommendations for cleanup. In addition to the Water Treatment facility, there are currently four other identified brownfield sites in Greenwood County that include three textile mills and a water plant (Figure 5-42). Three of the sites are publicly-owned and two sites are zoned residential.

**Figure 5-42. Greenwood County Brownfield Sites**

| Site | Acres | Location | Zoning | Ownership |
|---|---|---|---|---|
| **Grendel Mill** | 12.2 | Greenwood | Medium Density Residential (R4) | C&P Properties |
| **CPW Water Plant** | 51.73 | Greenwood | Medium Density Residential (R4) | Commissioners of Public Works |
| **Maxwell Triangle** | 2.51 | Greenwood | Core Commercial (CC) | City of Greenwood |
| **Ninety Six Plant** | 10.63 | Ninety Six | Light Industrial (I-1) | Ninety Six Mill, Inc. |
| **Riegal Mill** | 25.43 | Ware Shoals | Light Industrial (I-1) | Town of Ware Shoals |

*Source: Greenwood City/County Planning Department, 2005.*

#### 5.5.4.4 Energy Conservation

Energy efficiency influences all aspects of the local economy and any balanced discussion of energy use and conservation must include the economic sector, especially industrial and commercial interests. Both direct and indirect impacts of energy investments affect a community's economic health. Direct costs to business and industry are easily measurable through utility bill payments, equipment purchases, and new construction. The typical utility bill payment exits the local economy, leaving minimal lingering impact. Investments in energy conservation measures by business and industry can leverage community economic growth – when local construction firms are used for facility modification and equipment installation and upgrades; when new, energy-efficient equipment is purchased from local vendors; and when energy savings increase a company's productivity and profitability, resulting in business expansion and the addition of new jobs for local residents. In addition, strategies such as concentration of development, including employment centers and commercial services, reduces the number of trips and the need for infrastructure expansion, resulting in savings for individuals and local service providers.

As detailed in the *Greenwood County Energy Conservation Element*, energy consumption among Greenwood County's economic sectors closely reflects that of the State and nation. Industrial consumption accounts for nearly 40% of energy distributed in the County per year – slightly above the national average and below the State average. The County's commercial sector uses less than 10% of the total energy distribution – significantly lower than State and national levels. However, industrial and commercial uses together consume almost half of the County's annual energy usage at 48.6%.

### 5.5.5 Economic Development Strategies

Over the last four years, the State of South Carolina has moved toward a cluster approach to economic development that emphasizes growth in nine different sectors. The *South Carolina Competitiveness Initiative*, launched in 2003, is a long-term economic strategy that aims to foster growth and raise the State's per capita income to the national average. The strategy is anchored in education and workforce development initiatives and the development of industry clusters. The *Competitiveness Initiative* has identified statewide growth needs and potential in the automotive, aviation, agribusiness, apparel, distribution, health sciences, hydrogen, textiles, and hospitality and tourism sectors.

At the local level, Greenwood County has adopted a compatible, proactive strategy for growth that: 1) offers opportunities for higher than average wages; 2) introduces new capital into the County; 3) is sustainable and strengthens the County's quality of life; and 4) promotes a more diverse economic base. In addition to the County's continued effort to recruit and retain traditional industrial employers, potential economic opportunities can be found in such sectors as agribusiness, health care, biotechnology, tourism, retirees, downtown retail and cultural markets, and small business development. A brief assessment of each of these sectors follows along with a summary of assets and potential for growth.

#### 5.5.5.1 Manufacturing

Manufacturing activity among production based industries has changed over the last three decades as the national economy has migrated from traditional manufacturing to the provision of services. Production-based industry rankings reveal shifts based on both domestic and international demand as well as technological advances. For instance, apparel ranked the 2nd highest in 1972, but by the year 2000, apparel production had slipped from the top ten list entirely as production migrated overseas. The iron and steel industry that had led the list in the 1970s and 1980s had almost fallen off the list by 2000. However, increased demand from developing countries such as China sparked a resurgence of iron and steel production that resulted in a ranking among the top five industries within just four years. While computers and electronics did not emerge within the top ten until 2000, that industry continues to lead the list. Table 5-31 ranks major manufacturing products from 1972 to 2004.

**Figure 5-43. Top 10 Production-Based Industry Rankings in the United States**

| 1972 | 1980 | 1990 | 2000 | 2004 |
|---|---|---|---|---|
| **Iron/Steel** | Iron/Steel | Printing | Comp/Electron | Comp/Electron |
| **Apparel** | Apparel | Apparel | Autos | Autos |
| **Fab. Metals** | Machinery | Paper | Plastic/Rubber | Food |
| **Food** | Fab. Metals | Food | Fab. Metals | Chemicals |
| **Paper** | Paper | Chemicals | Machinery | Iron/Steel |
| **Machinery** | Food | Iron/Steel | Food | Plastic/Rubber |
| **Chemicals** | Chemicals | Fab. Metals | Chemicals | Machinery |
| **Autos** | Printing | Machinery | Printing | Fab. Metals |
| **Printing** | Autos | Plastic/Rubber | Paper | Paper |
| **Plastic/Rubber** | Plastic/Rubber | Autos | Iron/Steel | Printing |

*Source: Economic Report of the President, 2005.*

Greenwood County has a higher concentration of manufacturing employment than the State and national average as a whole. As shown in Figure 5-15, manufacturing sector wages average significantly higher than the retail and services sectors and the manufacturing sector's contribution to the County's tax base outpaces residential and commercial (Figure 5-10). While the local manufacturing sector has experienced major plant closings and job losses over the last decade (Figure 5-20), the County is capable of recruiting new industries and expanding its existing manufacturing base.

Within South Carolina, advanced manufacturing is an established but transforming industry cluster with room for growth. The challenge for the County's manufacturing sector is to sucessfully leverage the local workforce, technology and other assets to produce high-value goods while reducing costs and time to market. County efforts can encourage the location of new employment base industries that provide additional job opportunities for workers now employed in declining industrial sectors.

#### 5.5.5.2 Health Care

The Health Services cluster has emerged as a major growth sector in South Carolina, fueled by an aging and retiring health professional workforce, an aging population in general, and an influx of new residents, especially retirees. Health services is one of the State's fastest-growing employment clusters, with a per capita growth in health services jobs in South Carolina that is double the national rate.

Rapid growth of health services employment makes it the fastest growing occupational field in South Carolina. Many of the State's health care concerns are attributed to a shortage of health care workers and a steady influx of newcomers, particularly retirees. In the decade between 1990 and 2000, employment in the State's health service sector rose by 71%, with the total number of health service establishments increasing by 27% during the same decade. The SC Hospital Association projects that through 2010, statewide demand for nurses will rise 19% for LPNs and 25% for RNs. South Carolina hospitals report a nursing vacancy rate of 8% to 26% – a rate that is escalating in higher-growth coastal areas. More than half of these hospitals report shortages in radiology technicians, 37% in ultrasound technicians, and nearly a third in medical record coders.

Two of the top ten industries based on total employment in the Upper Savannah Workforce Investment Area are health services related. Registered nurses rank among the top three occupations in the region in terms of total job openings over the next five years. In addition, all seven of the Upper Savannah Region counties including Greenwood are federally-designated *Health Professional Shortage Areas* (HPSAs) for Primary Medical Care and all but Newberry are HPSAs for Dental Care. All areas of McCormick, Saluda, and Edgefield Counties are designated as *Medically Underserved Areas*, while parts of Greenwood County (the City of Greenwood and the Town of Troy), Newberry and Abbeville are designated as an MUA.

With nearly 2,300 employees, Self Regional Healthcare is the largest employer in Greenwood County. The continued growth of the system is attributed to its role as the major medical provider for the region's 250,000 residents. Major facility renovations and expansions mark the growing demand for quality healthcare. Expansion of the regional health care system, coupled with population growth and the need for increased access to health care, will continue to generate a high demand for nursing and allied health professionals in Greenwood County.

#### 5.5.5.3 Biotechnology

Biotechnology has emerged as a leading recruitment goal for many communities seeking to attract *knowledge-based economy* industries. The average sector wage for biotechnology jobs hovers around $60,000 – bringing in well-educated consumer households with higher incomes that can significantly boost the tax base, along with increased retail and service sector activity. Although biotechnology employers can be a boost to the local economy, this impact is reduced when research and development activities are dominated by non-profit institutions that pay reduced or no taxes. To realize the full economic benefit, biotechnology recruitment efforts at the State and local levels must encourage the location and start-up of private sector employers.

South Carolina recently passed the *Life Science Act* to encourage biotechnology and life science companies engaged in manufacturing, processing, pharmaceuticals research and development, and medical and lab instrumentation to locate in the State. The Act allows for additional tax savings incentives and rebates for eligible businesses.

Greenwood County embarked on the biotechnology path well before the State-led initiative through the creation of the *Greenwood Genetic Center* in 1999. The non-profit Center houses technology and research with a primary focus on the evaluation, treatment and prevention of human genetic disorders. In 2005, Clemson University partnered with the Center to form a Genetics Collaborative to increase research and doctoral education in human genetics. The planned $15 million investment in the initiative will include construction of a graduate education center on the Greenwood campus.

Opened in 1996, the *J.C. Self Research Institute of Human Genetics* is a state and national resource where scientists seek a greater understanding of the causes, treatment and prevention of birth defects and mental retardation. Research at the Institute includes two major centers – the Center for Molecular

Studies and the Center for Anatomic Studies. The primary research foci in the Center for Molecular Studies are gaining a greater understanding of mental retardation, discovering new mechanisms which contribute to genetic disease and developing new strategies for prevention. The Center for Anatomic Studies devotes its resources toward understanding the mechanisms by which birth defects occur and how they may be prevented. Investigations focus on the process of embryonic and fetal growth, and on the contribution of faulty blood vessels on early development.

The *South Carolina Biotechnology Incubation Facility* was launched in 2000 with funding from the SC General Assembly as a leading effort to help the State capture a share of the life science industry. The facility is a 22,000 square foot extension of the *Institute of Human Genetics* and is supported by expertise from the State's three research universities - Clemson University, the Medical University of South Carolina, and the University of South Carolina. Approximately 8,000 square feet of the facility is used for laboratory modules and related office space, available for defined periods of time to promising projects and companies to support commercialization of new technologies that result from the collaborative research. The building also includes a library, conference facility, and space for central services and other support activities. Administrative support and consultation for the Incubation Facility is provided through the Division of Technology Advancement of the Greenwood Genetic Center. The Biotechnology Incubation Program operates under the supervision of a board of directors, with funds for the incubation facility coming from state appropriations.

Economically viable projects in the incubation facility are encouraged to grow into separate operations in the surrounding *Greenwood Biotechnology Park*. The business and research park encompasses 500 acres adjacent to the Greenwood Genetic Center campus and the Biotechnology Incubation Facility for the location of life science, biotechnical, biomedical, and bio-pharmaceutical companies.

#### 5.5.5.4 Agribusiness

Although agriculture is no longer a dominant activity in South Carolina, agricultural and forestry products remain a significant economic activity that contributes to a healthy and diversified economic base. One in five jobs is linked to the State's food, fiber and forestry industry and agriculture and forestry activity comprises 17% of the State Economic Product. Nearly 460,000 jobs in the State are attributed to the agricultural sector. Although the number of farms in South Carolina is declining, the productivity per farm is increasing. Most of the farms (90%) are owned by families or individuals, with only 10% owned by large corporations.

Opportunities to encourage expanded use of the State's traditional and non-traditional agricultural resources can create value-added production for the State's farm products. Although recent decades have heralded the decline of domestic small farming in general, there are trends that may contribute to an upswing in demand for local farm products. As rising fuel and energy costs raise transportation costs, local producers become more attractive as suppliers to regional markets. The continued growth in consumer interest and demand for organically grown produce and livestock also creates new markets for smaller farming operations.

Agricultural tourism is providing family farms in South Carolina an opportunity for diversification of farm operations that can include everything from tours of vineyards to roadside stands and orchards. Although Greenwood County has several agribusiness operations that have successfully diversified from the traditional farm, agricultural tours and retail outlets also offer a relatively undeveloped attraction locally. These attractions are appealing to a range of tourists from individual families to larger group tours.

Greenwood County farmers were among the five original counties that formed the *South Carolina Heritage Corridor Farmers Association* (HCFA). The HCFA is leading the effort to add an agricultural themed route to the SC Heritage Corridor. Greenwood County has three members on the advisory committee to date – Emerald Farm and Davenport Farm in Greenwood, and High Grove Farm in Troy. *Emerald Farm* is a fully operational goat farm, featuring a gift shop with goat's milk soaps and cheeses, a train and hobby shop, a natural foods store and a picnic area. *High Grove Farm* is home to a sheep farm, an antiques shop and two major antique shows. *Davenport Farm* began as a Christmas tree farm and has expanded its operations over the last five years to include landscaping trees and supplies, farm equipment, a Christmas Shop, petting farm, and garden store.

Another major agribusiness presence in Greenwood County is the *Park Seed Company* - the largest mail-order seed company in the world. In addition to a thriving $10 million business that employs more than 400 residents, the Company has developed vegetable and flower test gardens that are open for public tours, seasonal events, and includes a retail outlet.

The South Carolina Department of Agriculture offers several resources to help local farmers expand their markets and increase profitability. The *Small Farms Program* provides assistance to small family farms with an emphasis on farmer-owned marketing cooperatives, land retention, efficient farm operations, market identification, and community development. The *Certified Roadside Market Program* helps farmers find new ways to market their products to the public. Greenwood County has no certified markets at this time, but there are a total of 7 in the surrounding counties of the Upper Savannah region. The *South Carolina Quality Program* is a cooperative effort to encourage grocery and food chains to buy and sell South Carolina grown produce and to raise consumer demand for locally produced products.

Strategies that protect agricultural uses and productive agricultural and forest lands are needed to foster and maintain profitable farms. The agribusiness strategy strongly complements downtown revitalization efforts to strengthen existing urban centers in the County and reduce encroachment into prime farmlands. Recruitment efforts can also seek industries that use locally grown products or by-products for value-added production.

#### 5.5.5.5 Tourism

The economic impact of tourism in South Carolina is significant and growing, with travel and tourism expenditures and investments fueling $14.6 billion in economic activity. The tourism and travel industry directly and indirectly generates more than 200,000 jobs for State residents and contributes more than $9.6 billion to the gross state product (GSP). The tourism sector contribution to the GSP is projected to grow to $17 billion by the year 2010.

Tourism-related employment now comprises 11% of the State's employment base. Travel related employment includes numerous sectors such as public and auto transportation, lodging, food service, entertainment and recreation, and general retail. Tourism-related jobs offer opportunities for residents with diverse skills and educational backgrounds – ranging from first-time job seekers to senior citizens and from part-time work to alternative work schedules. Without the jobs generated by the tourism industry, the 2004 SC unemployment rate of 6.8% would have been an astounding 12.2%.

Tourism plays a critical role as a provider of jobs and income in many communities. State tourism research shows that for every $1.00 spent by domestic travelers, $0.22 is generated in wage and salary income. Leisure & hospitality sector employment is projected to post the 3rd highest total job gain statewide, behind only the health services and professional & business service sectors. To keep the tourism sector strong in South Carolina, hospitality and related sector employers must be positioned to maintain and grow their market share using new technologies while improving the efficiency of their operations with a constant eye on consumer needs and satisfaction. These goals depend on the quality of the tourism workforce.

In addition to creating jobs, tourism provides new small business opportunities and can build community pride. Tourism allows a community to capitalize on natural and historic assets and make these resources a key element in the local economy. The success of tourism as an economic strategy depends in large part on the collaboration and communication of those involved in site management, hospitality providers, and marketing throughout the County and region.

National tourism trends that have positive implications for Greenwood County include travel that is more year-round than seasonal, a shift toward active travel, a larger percentage of family vacations, and a desire by travelers for a specific experience as characterized by heritage travelers.

The growing emphasis on heritage tourism holds economic promise for many communities in South Carolina. A statewide analysis of heritage travelers shows that average spending per trip for a historic

tourist household is $727 versus only $547 per average tourist household. Heritage tourists also stay longer – an average of 5.2 days per trip – than the average traveler at only 3.4 days.

The recognition of the County's heritage tourism resources as an economic entity and as a catalyst for community revitalization is paramount in the creation of a sustainable economy for Greenwood County and the region. Although welcome by residents and community leaders, Greenwood County's continued economic transformation poses both challenges and opportunities for the preservation of many of the unique cultural and historical places, structures and folkways that characterize the region. Careful assessment, coordination and planning are integral to preserving the County's cultural heritage and fostering a climate for further tourism growth.

Tourism development efforts should seek to capture a greater share of retail and tourist dollars by supporting existing tourist venues as well as providing opportunities to establish new tourist-related commercial operations. County leaders should seek to raise per capita tourism expenditures; improve the visitor mix; broaden the County's tourism product; and leverage tourism assets to attract new businesses and residents, especially retirees, to the County. Success in the tourism sector should be measured more by spending per visitor than merely the number of visitors.

The Greenwood area has a rich cultural history and natural resource base, much of which remains untapped. Rural communities with attractive cultural, scenic and historical resources are among the fastest growing heritage tourism destinations. The smaller towns and communities scattered throughout the County – Ware Shoals, Troy Hodges and Ninety Six – stand to benefit from continued development of the regional heritage tourism market. Such tourism is an attractive economic development option for Greenwood communities because it preserves the region's character, instills local pride, promotes community investment, and generates local employment opportunities.

Greenwood County is part of the Old Ninety Six District tourism region, comprised of five South Carolina counties – Abbeville, Edgefield, Greenwood, Laurens and McCormick. The District is rich in American Revolutionary War and Civil War history. The District, along with the neighboring Thoroughbred Country and Olde English Districts attract more than 1.7 million visitors each year for a total of 5.1 million visitor days. The combined travel region spans from Rock Hill to the north to Aiken at the Georgia line. Nearly a third (30%) of all visits are *day-trips*, with another 9% described as *pass-through* trips. The average expenditure per trip within the District is $173 – compared to more than $200 in the Greenville/Upcountry District. June is the busiest travel month in the region, followed by April, July and October. The most common reason for travel to the District is to visit friends or relatives (43%) or business (37%). Among the leading activities of visitors to the region are shopping at 17% and performing arts at 8%. Greenwood (18%) ranks behind Rock Hill (20%) as the top destination in the travel region, followed by Aiken and McCormick.

Greenwood County is also located along the Discovery Route of the SC Heritage Corridor. The SC Heritage Corridor, developed by the South Carolina Department of Parks, Recreation and Tourism, is a 240-mile corridor that runs through 14 counties along the Georgia border – from the foothills of Oconee County in the northwestern corner of the State, along the Savannah River, through the Edisto River Basin, to the port city of Charleston. The Corridor promotes heritage and eco-tourism through a series of themed routes that showcase the State's diverse resources. The Discovery Route and the Freshwater Coasts Route run through the center of Greenwood County. The State is currently developing additional trails based on the themes of Gardens, Fine and Traditional Arts, Agriculture, and African American heritage that will run the length of the corridor.

Heritage tourism yields additional significant economic opportunity to area businesses and residents through the creation of retail and service businesses including arts and culture, historical tours and sites, foods and related products. The development of nature-based tourism offers many of the same opportunities. As the nature-based tourism market share grows, locally owned business opportunities can be realized in the form of equipment outfitters, guide and tour services, and associated suppliers. A strong nature-based tourism economy also contributes to the recruitment and creation of ecologically sensitive industry, frequently attracting firms and businesses that produce eco-products and engage in industrial recycling.

Besides visiting historic places and museums during their trips, heritage visitors enjoy shopping, parks, cultural events/festivals, and outdoor recreation activities such as hiking, fishing or hunting. Of the current top ten historical tourism city destinations in South Carolina, Greenwood ranks as the 6th highest – behind Charleston, Myrtle Beach, Hilton Head Island, Columbia and Greenville. It is clear that significant opportunities exist to develop this market more extensively at the local and regional levels. The County and its municipalities can continue to build upon heritage tourism assets that include historic sites and towns of regional and national significance, State parks and forests, cultural attractions, family festivals and other venues, and diverse retail offerings.

Quality of life issues are key considerations in industrial recruitment and location decisions. At the same time, creating awareness of tourism assets in the Greenwood area can enhance community image and name recognition among business and industry. County and municipal leaders recognize that tourism and traditional economic development programs can ultimately build upon one another for the benefit of the entire community.

Tourism development efforts will strongly complement Greenwood's overall economic development goals by improving the quality of life for residents; diversifying the local economic base; enhancing and preserving the County's rich cultural and natural resource base; providing increased job opportunities for area residents; cultivating the creation of locally-owned, small businesses; and promoting clean, low impact, environmentally-sensitive economic activity.

**5.5.5.6 Retirees**

Persons aged 50 and older currently hold approximately 70% of the total personal financial assets in America. An influx of retirees to a community, coupled with higher numbers of current residents who are aging-in-place, can influence the local economy by spurring growth to meet the demands of a growing and older population. Retirees relocating to a community generally seek certain non-work-related amenities and quality of life factors that include mild climate, lower cost of living, low crime rates, quality housing options, medical services, cultural and recreational opportunities, and services for seniors. Research shows that most retirement relocation decisions are not made in a few months – they are made over a period of years leading up to actual retirement. Opportunities to attract retirees in their 60s often occur when they first visit a community as tourists in their 40s. Thus tourism and retiree recruitment strategies are closely linked.

Armed with potentially significant purchasing power, retirees can impact the local economy. Economic growth in response to retirees is largely in the areas of health care, retail, and housing purchases. A recent report by Oklahoma State University on the economic impact of retirees noted that an average of 0.5 to 1.0 jobs are created in the community per retiree household.

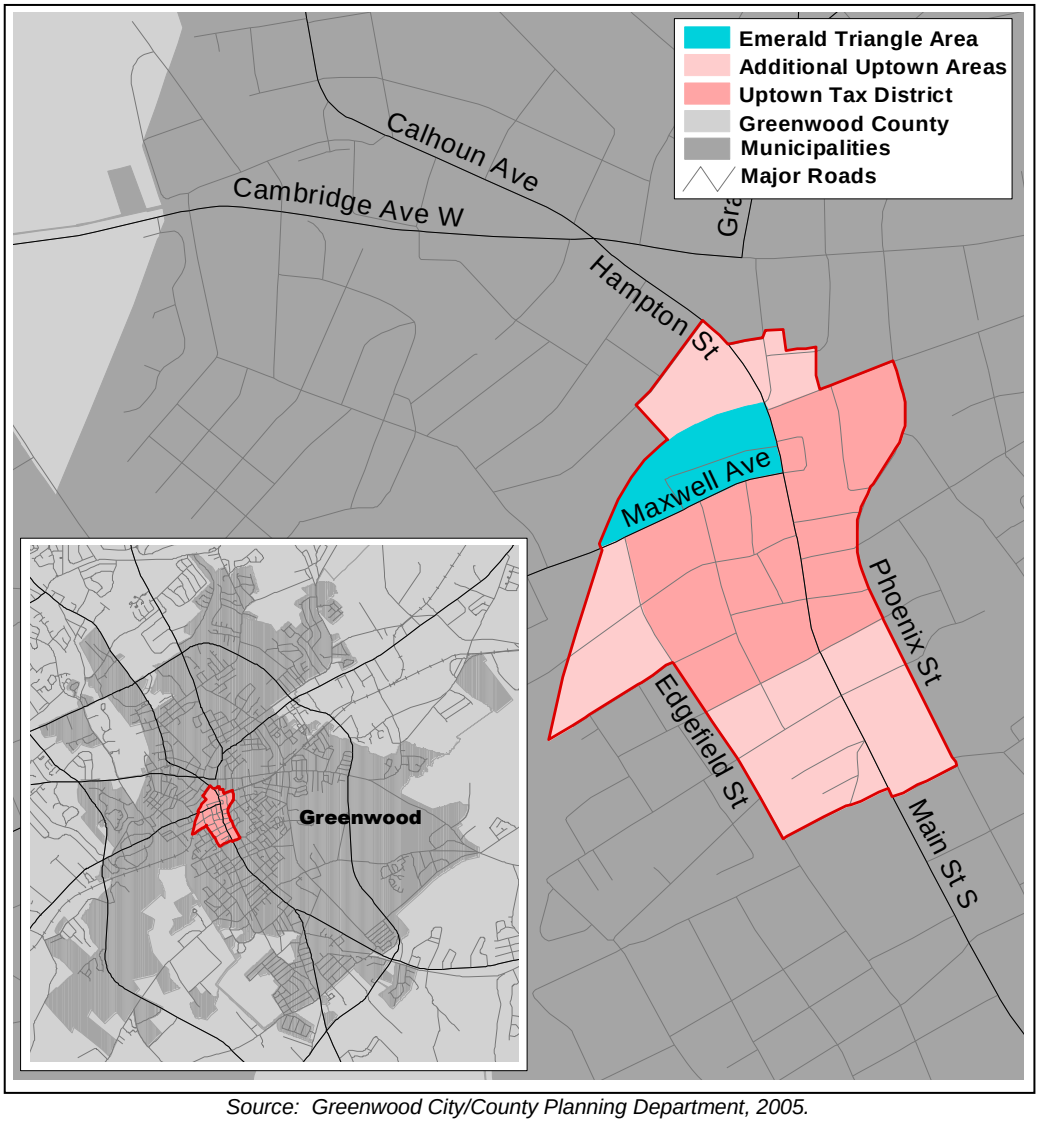
South Carolina, and the Upstate in general, is emerging as an attractive destination for both in-state and out-of-state retirees. South Carolina is now in the top ten among states in net retiree migration. Census figures indicate that retirees are continuing their move from the North to the South, but are also moving from Florida northward. Given the frequency and severity of natural disasters such as hurricanes along the popular retirement destinations in the Gulf and Atlantic coasts – coupled with rising property taxes, housing costs, and sharp increases in insurance premiums – many retirees are seeking communities further inland and that offer many of the same amenities.

In addition, the percentage of the population that is aging and has the financial resources to relocate will increase as the baby boom generation nears retirement. As the largest city in the Upper Savannah region, the City of Greenwood is poised to attract those retirees seeking quality health care, the cultural venues of a college town, and the natural amenities offered by nearby Lake Greenwood. The future needs of this population should be evaluated to determine what kinds of cultural activities, amenities, or sites are beneficial to those currently residing here, as well as the programs, services and facilities that would recruit additional retirees to Greenwood County.

#### 5.5.5.6 Downtown Redevelopment

Revitalization and infill are key strategies to strengthening the County's downtown districts. Economic development efforts in the downtown areas of Greenwood County municipalities are focused on encouraging retention of existing businesses, facilitating the location of new businesses that strengthen the downtown, and promoting the revitalization of commercial areas. Zoning is a key component in revitalization efforts, particularly to meet the need for districts that accommodate a mixture of uses and densities.

**Figure 5-44. Uptown Greenwood and Emerald Triangle Areas**




*Source: Greenwood City/County Planning Department, 2005.*

Greenwood County has a number of quaint and unique commercial areas in the City of Greenwood and Towns of Ninety Six, Troy, Hodges, and Ware Shoals. Uptown Greenwood is the largest and most densely concentrated commercial center in Greenwood County and serves as a regional commercial hub. The Uptown Greenwood district, or City Center, is characterized by land uses that are primarily geared to professional offices, retail businesses and government facilities. City Center Greenwood is identified generally as the Main Street corridor from Lander University southward to Self Regional Healthcare (Figure 5-44). The district has become a focal point for an ambitious long-range plan to create a vibrant arts and cultural destination that carefully weaves together business, residential, cultural and governmental uses.

The *Greenwood City Center Master Plan*, completed in 2004, outlines a ten-year, multi-phased plan to make the City the retail and cultural hub of the seve-county trade region. The collaborative effort is the product of an extensive partnership that includes: the Uptown Greenwood Development Corporation, the City of Greenwood, Greenwood Area Chamber of Commerce, Partnership for a Greater Greenwood County and Economic Alliance, Upper Savannah Council of Governments, Lander University, Self Regional Healthcare, the Arts Council of Greenwood County, the Greenwood County Public Library, the Greenwood Community Theatre, the Greenwood Museum, the Self Family Foundation, the Greenwood Commissioners of Public Works, and private merchants. The planning effort addressed the need for a physical master plan, a retail market assessment, marketing materials, an implementation plan, and a financing plan. The Plan details short, mid and long-term goals and activities that will lead to the development of specialty retail and dining businesses, a network of parks, and the promotion of urban residential options in existing and new buildings downtown.

In addition to the infrastructure improvements, the Uptown Greenwood Development Corporation offers an *Incentive Program* for new and existing downtown businesses. Qualifying businesses can seek funding assistance for needs ranging from signage to advertising.

Additional unique commercial areas in Greenwood County include the West End area of the Town of Ware Shoals, Main Street in the Town of Ninety Six, the Town of Troy's Main Street, and the Square in the Town of Hodges. While each of these commercial centers provide basic shopping opportunities to local residents, both Ware Shoals and Ninety Six are actively developing strategies to create a more diverse retail market to extend their economic base and attract shoppers from outside the County. The Town of Troy is also evaluating downtown development needs and identifying potential niche markets in the region. These efforts hinge on local support of long-term strategies to promote commercial development.

#### 5.5.5.7 Entrepreneurial and Small Business Development

County efforts to grow sectors such as tourism, retirees, agribusiness, and downtown markets are strongly complemented by the support of small business development. Small business and entrepreneurial development can also provide alternative employment for residents impacted by downsizings and plant closures. Entrepreneurial opportunities in the heritage tourism, downtown retail, and specialty agriculture sectors are particularly ripe for cultivation, with the continued growth of the tourism industry creating an attractive environment in the region for developing small businesses to serve these markets. Opportunities will grow in services targeted to the retiree population. Locational quotient data for Greenwood County reveals significant room for growth in the Information, Finance & Insurance, Real Estate, and Professional & Technical Services sectors. Local growth in these sectors will enhance the County's position as the services and retail hub of the Upper Savannah Region.

Small business development strategies should be an integral part of the County's economic development plan. Coordinated and centralized efforts must be made to assist small businesses in key areas as they walk through the development and start-up process to include permitting and inspections, licensing, and eligibility for State and local incentives.

Current resources include the Greenwood office of the South Carolina Small Business Development Center (SC SBDC). Under a cooperative agreement with the US Small Business Administration, the network of 15 SC SBDC offices across the State was established to aid small business start-up ventures and to assist in the continued growth of small businesses. The program is supported with federal, state and private funds and is available to present or prospective small business owners for little to no cost. The Greenwood SBDC office is housed in the Upper Savannah Council of Governments.

The potential impact of small business development strategies can be considerable, especially when considering that 47%, or nearly half, of new jobs in South Carolina are created by small companies. Investment by companies employing 50 people or less comprises more than 27% of the total capital investment in the State. Another advantage of smaller firms is that they are locally-owned and typically employ residents within the local community, do business with other community-based firms, and reinvest profits within the community. Such firms also tend to locate in existing facilities and utilize existing

infrastructure, resulting in less capital investment on behalf of the local government to accommodate new business.

### 5.5.6 Organizations and Partnerships

A partnership approach to economic development has fueled the County's transition from a predominantly farm-oriented economy to a mixed economy that includes agriculture, biotechnology, manufacturing, services, retail, and health care. The involvement of public and private organizations – known as economic development allies – in the development process supports a sound economic growth strategy that addresses community needs and supports the community economic vision. These allies include organizations involved in planning, finance, education and training, construction, utilities, engineering, and other local, regional and State economic resources.

Economic development and recruitment efforts for Greenwood County are led by the *Greenwood Partnership Alliance*. The Alliance is the lead entity in the County's economic development efforts and is the official point of contact for the SC Department of Commerce. The Alliance is a public/private partnership that promotes job and growth opportunities in the County through workforce development and training, expansion of tourism, and commercial growth.

Greenwood also benefits from a strong regional economic development partnership between the County and nine of its neighboring counties through the *Upstate Alliance*. These jurisdictions jointly fund the Upstate Alliance in a team approach to regional economic growth. The goal of this public/private partnership is to promote industrial development and jobs creation within a regional context to benefit both urban and rural areas of the ten-county region that forms the upper third of South Carolina. The Upstate Alliance has played a key role in the growth in domestic and international investment in the region.

Greenwood County and its municipalities support economic development efforts through direct funding support of the Alliance and providing key infrastructure and public services. The County and local governments are the source of key financial incentives such as property tax abatements, fee-in-lieu agreements, and commercial development tax incentives. The County also influences economic development through land use planning and regulation, permitting, geographic information systems, and coordination of utilities.

The Greater Greenwood Area Chamber of Commerce sponsors numerous research, education, partnerships and networking opportunities to strengthen the economic vitality of the community. With more than 600 members, the Chamber's role is to link human and financial resources to improve the quality of life in Greenwood. Current initiatives address new opportunities to support economic and workforce development, community growth through tourism, the development of community leadership and involvement, and support of Uptown redevelopment.

The revitalization of downtown Greenwood is the focus of the Uptown Greenwood Development Corporation (UGDC). The UGDC promotes economic growth in the Uptown area, encourages beautification efforts, and promotes events and activities that enhance Uptown Greenwood's position as a focal point of the Greenwood community. The Corporation offers financial incentives and loans to qualifying businesses in the downtown district for physical site improvements, advertising, signage, and other marketing needs.

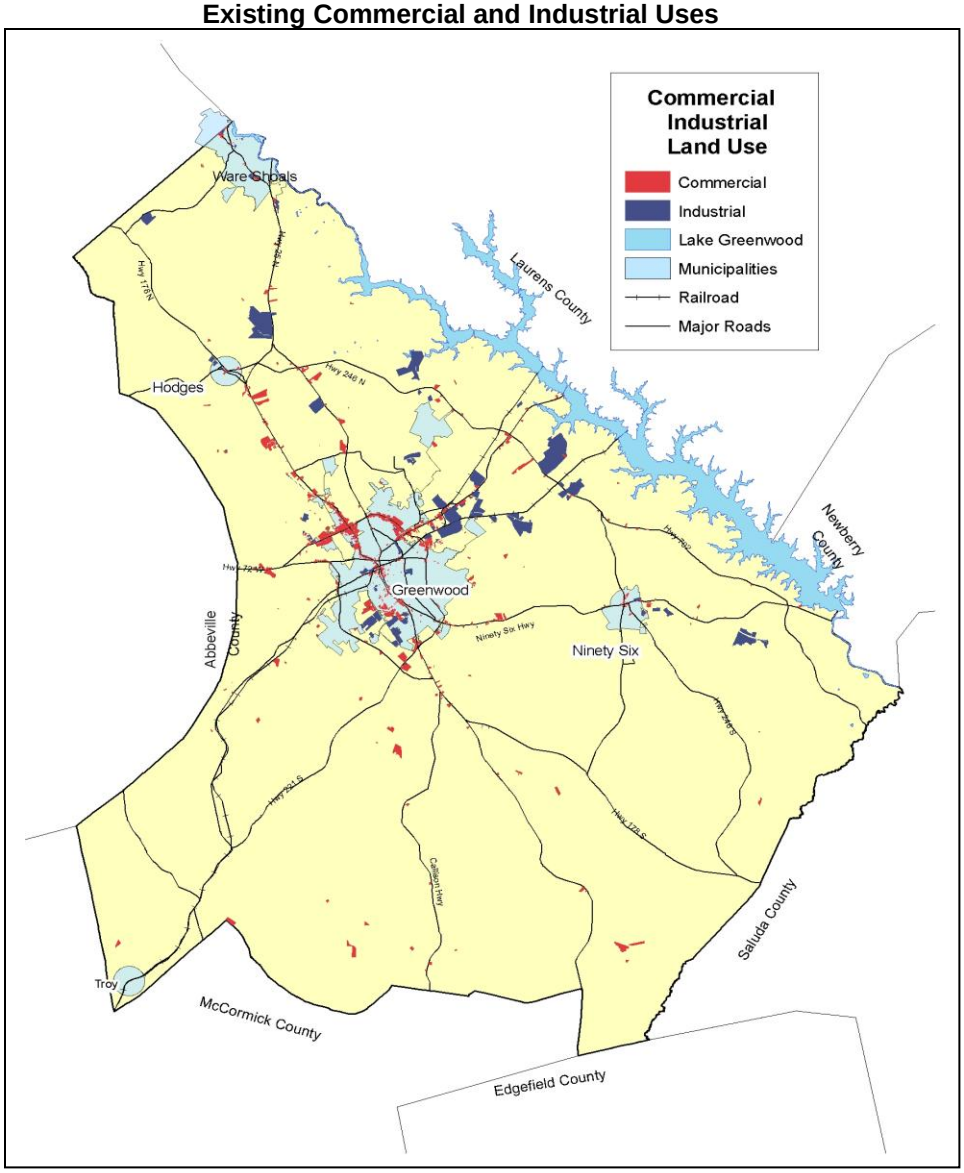
Job training and re-training programs help attract and retain employers by providing a pool of skilled labor. An average worker now changes careers five times during their working lives – making career and skill development training more critical than ever. Greenwood County has several successful workforce development programs in place. These local organizations and institutions play a critical role in economic development through workforce development programs and include the *Upper Savannah Council of Governments* through its Revolving Loan Fund and Workforce Investment Board, *Piedmont Technical College* through associate degree and technical training programs including the Center for Accelerated Technology and Training.

### 5.6.7 Land Use Planning

As our local economy grows, additional land will be needed to accommodate new business and industry. Many factors are involved in site selection for commercial and industrial ventures including location to raw materials or supplies, location to the consumer, adequate transportation facilities, adequate utility provisions, proximity to an available workforce, and for some businesses, visibility. Historically, commercial development in Greenwood County has occurred at rail and highway junctions such as Uptown Greenwood and the Town of Hodges. Alternatively, industrial development has historically located in areas easily accessible to the workforce and transportation routes. As suburbanization has occurred, there has been a tendency for industries to move from downtown locations to more suburban areas along major highway corridors.

As shown in Figure 5-46, commercial development is primarily clustered in the central business districts of the municipalities, along thoroughfare routes such as Highway 25 North and at intersections of highways such as SC Highway 72/US 221 and SC Highway 246. Industrial development is clustered along SC Highway 246, the Greenwood Industrial Park on Highway 25 North, and Emerald Road.

**Figure 5-45**
**Existing Commercial and Industrial Uses**

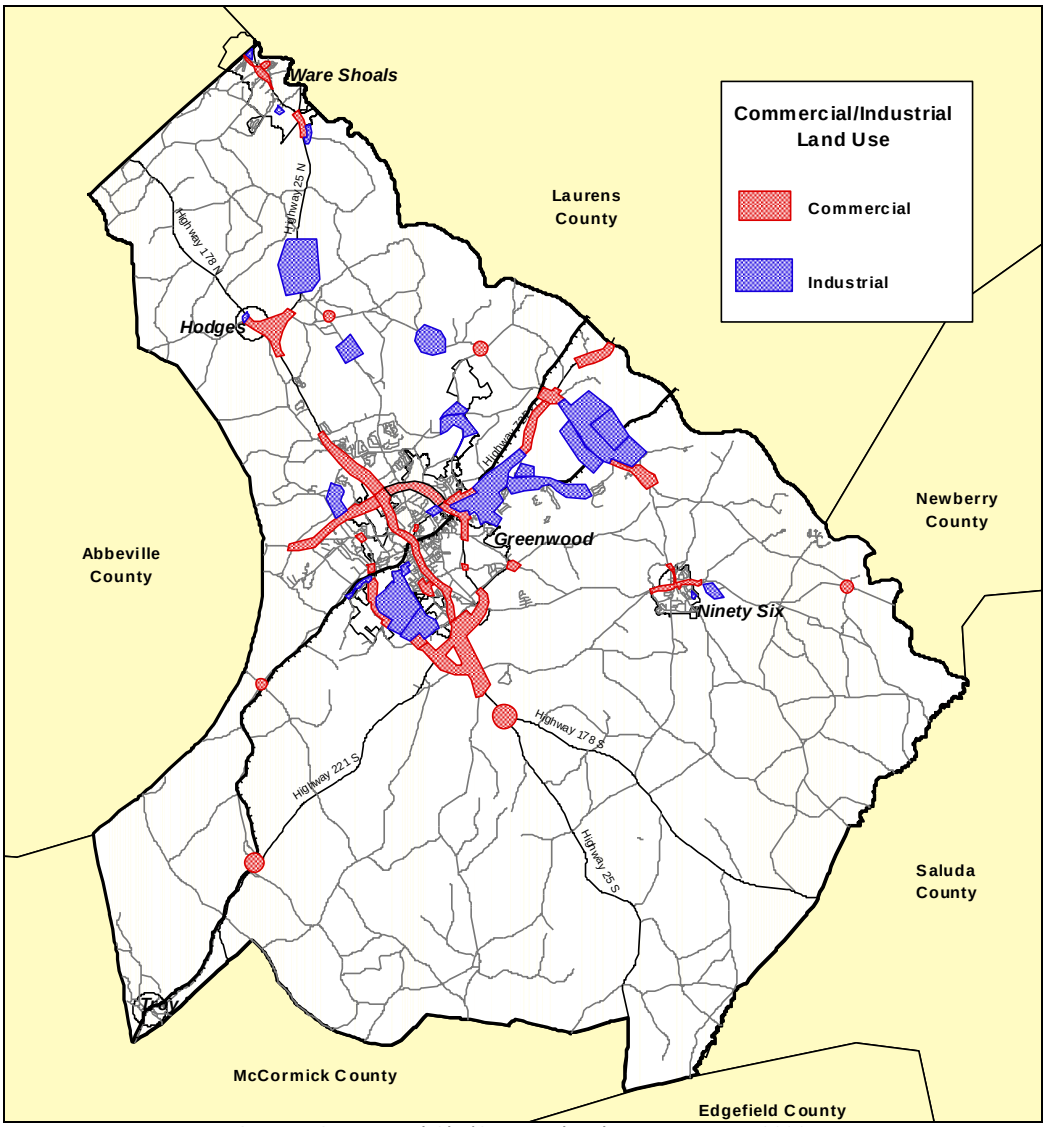



*Source: Greenwood City/County Planning Department, 2006.*

As Greenwood County continues to develop and our labor pool increases, additional areas should be identified for future commercial and industrial growth. Figure 5-46 identifies prime areas for both commercial and industrial development. Commercial development should be clustered at major intersections within the County. Major thoroughfares are also prime locations for service and retail businesses such as the downtown areas and business connectors.

Industrial development should be located along major highways and railroad facilities. Water, sewer and electrical infrastructure should also be within close proximity to these areas for expanded service. Clustering of new industry to existing industry also minimizes potential impacts to preexisting residential uses.

**Figure 5-46**
**Prime Commercial and Industrial Areas**




*Source: Greenwood City/County Planning Department, 2006.*

## Goals, Objectives and Strategies for Implementation

| Goals/Objectives/Strategies | Accountable Agency | Time Frame for Completion |
|---|---|---|
| **Goal 5.1. – Increase the County's tax base.** | | |
| **Objective 5.1.1. Strengthen Greenwood County's role as employment center for the region** | | |
| Strategy 5.1.1.1. Promote the City of Greenwood as the retail and cultural hub of the 7-county trade region | Chamber of Commerce, Arts Council of Greenwood County | On-going |
| Strategy 5.1.1.2. Support the implementation of the Greenwood City Center Master Plan | City of Greenwood, Greenwood County | On-going |
| Strategy 5.1.1.3. Promote the development of economic and retail niche markets for the Towns of Troy, Ware Shoals, Hodges, and Ninety Six | Local Governments | On-going |
| **Objective 5.1.2. Increase employer satisfaction in worker preparedness and performance** | | |
| Strategy 5.1.2.1. Relate workforce development programs to economic development efforts and targeted industries | WIA, Piedmont Tech, CATT | On-going |
| Strategy 5.1.2.2. Prepare Greenwood County residents for the careers and occupations of the future, equipping them with the training and education to apply their skills in a broad and diverse economy | School Districts, Piedmont Tech, CATT | On-going |
| **Objective 5.1.3. Reduce unemployment and increase private investment in the County** | | |
| Strategy 5.1.3.1. Seek ways to minimize the capital and operating expenses for new and existing employers and lower start-up and expansion costs | Greenwood County, Partnership Alliance | On-going |
| Strategy 5.1.3.2. Maintain economic incentives for new and expanding industry | Greenwood County, Partnership Alliance, SC Department of Commerce | On-going |
| **Objective 5.1.4. Raise incomes and wage rates** | | |
| Strategy 5.1.4.1. Recruit industry from sectors with higher than average county wages | Partnership Alliance | On-going |
| **Goal 5.2. – Balance support for retention, expansion and recruitment of businesses.** | | |
| **Objective 5.2.1. Pursue a coordinated approach to economic development** | | |
| Strategy 5.2.1.1. Support a single, coordinated entity to represent the County and pursue economic development with broad-based representation | Local Governments, Chamber of Commerce, Partnership Alliance | On-going |
| Strategy 5.2.1.2. Strengthen relationships and partnerships among the County, civic organizations, municipalities, educational institutions, service agencies, and the private sector | Local Governments, Partnership Alliance | On-going |
| Strategy 5.2.1.3. Maintain communication with existing business and industry to assess and receive input on the local business climate, public services, and potential areas for improvement | Partnership Alliance | On-going |
| Strategy 5.2.1.4. Encourage and facilitate businesses and industries to develop strong community relationships | Chamber of Commerce | On-going |
| **Goal 5.3. – Promote and enhance the County's cultural, historic and natural resource assets.** | | |
| **Objective 5.3.1. Preserve the County's air and water quality** | | |
| Strategy 5.3.1.1. Continue to monitor air quality throughout Greenwood County and cooperate with neighboring counties along the Interstate 85 Corridor for air quality standards and practices | SC DHEC, Greenwood County | On-going |
| Strategy 5.3.1.2. Continue to work with the SC Early Action Compact through the SC Department Health and Environmental Control | Greenwood County | On-going |
| Strategy 5.3.1.3. Locate heavy industry where waste discharges present the least ecological threat | Greenwood County SC DHEC | On-going |
| **Objective 5.3.2. Work to preserve rural working lands in the County** | | |
| Strategy 5.3.2.1. Encourage agricultural uses of fertile and prime farmland through protection of agricultural zoning districts | Greenwood City/County Planning Commission | On-going |

| Goals/Objectives/Strategies | Accountable Agency | Time Frame for Completion |
|---|---|---|
| Strategy 5.3.2.2. Support Clemson University Extension, SC Agriculture Commission and USDA Service programs to educate landowners and provide innovations in agricultural production and agri-business | Greenwood County<br>USDA<br>CU Extension<br>SC Dept of Agriculture | On-going |
| Strategy 5.3.2.3. Promote the development and expansion of local farmers markets and other related agri-business markets that benefit local producers | Greenwood County<br>USDA<br>CU Extension<br>SC Dept of Agriculture | On-going |
| Strategy 5.3.2.4. Minimize conflicts between new residential development and longstanding farming interests | Greenwood City/County Planning Commission | On-going |
| Strategy 5.3.2.5. Support expansion of SC Heritage Corridor activities in Greenwood County to include the South Carolina Heritage Corridor Farmers Association efforts | Greenwood Tourism Board | On-going |
| **Objective 5.3.3. Promote the growth of tourism as an economic sector** | | |
| Strategy 5.3.3.1. Support expansion of SC Heritage Corridor activities in Greenwood County to include the gardens and the fine and traditional arts routes | Greenwood Tourism Board | On-going |
| Strategy 5.3.3.2. Continue to build upon heritage tourism assets that include historic sites and towns of regional and national significance, State parks and forests, cultural attractions, family festivals and other venues, and diverse retail offerings | Greenwood Tourism Board | On-going |
| **Goal 5.4. – Increase business and commercial activity in targeted areas.** | | |
| **Objective 5.4.1. Encourage redevelopment of commercial and industrial areas** | | |
| Strategy 5.4.1.1. Identify and inventory infill and greyfield sites throughout the County and prioritize them for redevelopment | Greenwood City/County Planning Department | 2007 |
| Strategy 5.4.1.2. Encourage compatible commercial and retail investment in underserved communities to provide economic opportunity to all County residents | Greenwood City/County Planning Commission | On-going |
| Strategy 5.4.1.3. Provide economic incentives to businesses locating in targeted development areas | Partnership Alliance, Uptown Greenwood | On-going |
| **Goal 5.5. – Promote energy conservation through economic development.** | | |
| **Objective 5.5.1. Recruit and retain businesses and industries with energy conservation in mind** | | |
| Strategy 5.5.1.1. Work with local economic developers to link the Comprehensive Plan and economic development goals and objectives | Greenwood City/County Planning Commission, Partnership Alliance | On-going |
| Strategy 5.5.1.2. Consider local sustainability when evaluating industrial and business prospects | Partnership Alliance | On-going |
| Strategy 5.5.1.3. Develop strategies for recruiting industries that contribute to local energy conservation efforts | Partnership Alliance | On-going |
| **Objective 5.5.2. Revitalize existing facilities and districts and promote infill development** | | |
| Strategy 5.5.2.1. Focus economic development efforts on the reuse of existing properties and the use of infill properties | Partnership Alliance | On-going |
| Strategy 5.5.2.2. Develop detailed inventories of vacant, underutilized and available commercial and industrial properties | Partnership Alliance | On-going |
| Strategy 5.5.2.3. Develop incentives to locating in existing facilities or infill properties such as tax or fee reductions or zoning incentives | Greenwood County Council, Greenwood City/County Planning Commission | On-going |
| Strategy 5.5.2.4. Work with local developers, realtors and economic developers to develop promotional materials for revitalization | Partnership Alliance | On-going |
| Strategy 5.5.2.5. Facilitate regulatory flexibility in redevelopment | Greenwood City/County Planning Commission | On-going |
| Strategy 5.5.2.6. Seek funding for brownfield reclamation | Partnership Alliance | On-going |

| Goals/Objectives/Strategies | Accountable Agency | Time Frame for Completion |
|---|---|---|
| **Objective 5.5.3. Encourage the use of renewable energy and recycling in business and industry** | | |
| Strategy 5.5.3.1. Facilitate local and regional eco-industrial recycling partnerships for waste by-product incorporation into industrial production processes and energy generation | Greenwood County Public Works, Partnership Alliance | On-going |
| Strategy 5.5.3.2. Identify and secure tax breaks, loans, financing, infrastructure grants and other incentives for energy conservation | SC Energy Office, Partnership Alliance | On-going |
| **Objective 5.5.4. Promote energy conservation in the regulation process and provide incentives for energy conservation** | | |
| Strategy 5.5.4.1. Seek funding for the implementation of renewable resource programs | SC Energy Office, Partnership Alliance | On-going |
| Strategy 5.5.4.2. Assist business and industry with identification of funding assistance for upgrades, retrofits, and new technology demonstration | SC Energy Office, Partnership Alliance | On-going |
| Strategy 5.5.4.3. Streamline development standards and approval processes and allow flexibility for new technologies and innovations | Greenwood City/County Planning Commission | On-going |