

GREENVILLE VISION 2025

November 1, 2004

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VISION SUMMARY

REFLECTIONS ON GREENVILLE'S DEVELOPMENT DURING THE FIRST 25 YEARS OF THE 21ST CENTURY

Greenville has long been the entrepreneurial engine for South Carolina. Yet the community's reputation for its economic and cultural vitality did not develop by chance. Greenville for years has benefited from progressive leaders and from comprehensive visioning and planning.

In January 2003, the Greenville Chamber of Commerce launched a comprehensive visioning process, intended to update the 2005 vision process chaired in 1987 by former Mayor Max Heller. Furman President David Shi chaired the process and nearly 1000 people participated. The following summarizes the work of the 16 individual committees as well as considerable input from the public and community leaders. It is written from the perspective of someone in the year 2025 reflecting on the past 20 years of community progress.

Vision 2025 dares to imagine a community whose growth is fueled by creativity, ignited by the power of ideas, and fired by the goal of excellence for all of those who live and work here.

Greenville, SC, September 2025.

INTRODUCTION

Greenville County in Upstate South Carolina is not only located in one of the great natural areas of the United States, but also anchors one of the strongest economies. There are now nearly 1.3 million people in the Metropolitan Statistical Area. They live in an area with a climate ranked in the top 10% of cities in the United States, a cost of living well below the national average, a strong work ethic, friendly atmosphere, a family orientation, and a spirit of innovative leadership and entrepreneurial energy.

The region is bounded on the north by the 3200-foot escarpment of the Blue Ridge Mountains. Nearly 350,000 acres of this land are now permanently protected along the "Blue Wall" of the mountains, of which 175,000 acres are in South Carolina. The mountains and foothills are interlaced with spectacular waterfalls and popular hiking trails.

The Savannah River and a chain of five man-made lakes bound the Region's western edge. These lakes provide recreational opportunities, flood control, cooling water for the Oconee nuclear power plant and a plentiful water supply for Greenville and other nearby counties.

The high-speed rail corridor, I-85 and the GSP Airport provide national and international transportation linkages to major metropolitan areas. Designated beltways, greenways, mass transit and light rail provide linkages within the county.

Greenville County is at the center of a region distinctive for its dynamic economic growth. To the west are Oconee, Pickens and Anderson Counties. To the East are Spartanburg, Cherokee and Union Counties. To the South are Greenwood, Laurens and Abbeville Counties. The cities of Greenville, Spartanburg, Anderson and Greenwood all serve as regional hubs. Nine contiguous counties comprise the region known widely as Upstate SC. In 2005, the counties worked together

to develop a regional vision. Numerous cooperative efforts, such as the Upstate Transportation Authority, the Regional Air Quality Committee, a Regional Economic Development Master Plan and the Greenville/Spartanburg/Anderson Regional Symphony resulted directly from this regional process of collaboration and coordination.

Greenville County has developed a well-deserved reputation for its enhanced quality-of-life. The community has worked hard to keep the “green” and the “village” in Greenville. The resulting amenities have been a great attraction for the talented young people who fuel local knowledge-based industries. The community has developed a national reputation as a vibrant arts center, and local health initiatives have been widely emulated.

Greenville County now has 580,000 people seeking to live in harmony with the environment and each other. The population is racially diverse, with significant increases in the percentage of Hispanic and Asian populations. A major community asset is the strong international community, arising from the continued surge of foreign investment in the upstate. Approximately 16% of the population is over 65, creating a strong retirement community.

Most important to Greenville’s success in the first quarter of the 21st century has been the community’s remarkable spirit of innovation and entrepreneurial leadership that mirrored the period between 1975 and 2000 when creative public/private partnerships produced the following results:

- The Hyatt Regency Hotel and Convention Center, the lobby of which is a public park.
- A \$46 million performing arts center (the Peace Center), built with only \$10 million of public funds.
- A \$900 million accelerated school construction program, built by bonding state revenues and contracting with a private corporation to build the schools.
- A year-round Governors School for the Arts and Humanities, one of the few resident high schools for arts students in the country.
- The Mountain Bridge Wilderness Area, 176,000 acres in SC and 306,000 acres over three states.
- A \$200 million privatized perimeter highway to create new Class A industrial sites.
- A First Steps program, which showed the State of SC what could happen when focus was given to pre-school education.
- A University Center combining nine different colleges to provide a four-year public education opportunity.
- A distinctive partnership between the City, the State, BMW and Clemson University to build a world-class automotive research park.

The success of those efforts led the way to the achievements of Vision 2025.

PUBLIC SECTOR

Greenville County Council has been a national model for fiscal responsibility. The credit rating was strengthened when new accounting rules for all taxing entities pinpointed some major governmental inefficiency. Greenville County governments rather than fighting each other, fought the inefficiencies, and developed solutions that consolidated various governmental

functions, reduced the number of independent taxing districts and significantly lowered the cost of government. Parks, emergency services, vehicle maintenance, information technology and other areas were either consolidated under one government, or had key functions consolidated to reduce costs.

Greenville County government plays an essential role in the economic development that has sustained Upstate prosperity. Over the past 25 years, the government has provided incentives for major economic development projects. In addition, it recognized that addressing social equity issues and quality-of-life issues, along with being inclusive and inviting to a wide spectrum of backgrounds and perspectives, was essential to maintaining a strong economy. Greenville County government has often partnered with other municipalities and private interests in funding public projects.

Greenville County mirrored government structures in Spartanburg and Anderson and elected an at-large Chair. In national elections, 75% of all registered Greenville County voters now vote. Housing demographic patterns are so diverse that it is impossible to draw lines around minority districts.

Greenville County Schools achieved their major goals for enhancing public education, and has become one of the premier districts in the southeast. The successful implementation of the Community Impact Agenda, United Way of Greenville County's Success By 6, early childhood initiative and Greenville County Office of First Steps resulted in higher test scores throughout the system and dramatically demonstrated the importance of early childhood education. School facilities are used for community activities, and school grounds are part of the County's park system.

Clemson University achieved its goal of becoming a Top 20 Public University, and now garners over \$500 million in annual research dollars. Bob Jones University and North Greenville College continue to provide excellent private graduate and undergraduate programs. Furman University has received national recognition for its commitment to environmental sustainability and its distinctive curriculum centered on "engaged learning." All area colleges and universities benefited from and contributed to the success of the Upstate's knowledge-based economy.

Greenville solved its problem of not having a four-year public University by creating a campus-like environment between Greenville Technical College and Bob Jones University, with the University Center and a renovated Palmetto Expo Center as mid points. The key move was converting Pleasantburg Drive into an education corridor. Reducing the road width and adding trees, public art and fountains helped to establish the McAlister Academic village and other residential and retail development. The University Center's partnership with Greenville Tech created one of the most affordable higher education opportunities in the country. Historical black colleges played a greater role in Greenville through the University Center.

Transportation planners recognized the importance of a multi-modal upstate transportation system that included roads, mass transit, aviation and rail, as well as accommodation for bicyclists, joggers and pedestrians. They also recognized the importance of regional planning, and so Greenville, Spartanburg and Anderson Area Transportation Studies began coordinating their 20-year plans, through an Upstate Transportation Authority. The new high-speed interstate rail system stops at a multi-modal station in downtown Greenville. There is a north/south mass

transit system that connects Travelers Rest to Fountain Inn, through Furman, downtown Greenville, the Clemson Auto Research Park, Mauldin and Simpsonville. An east/west mass transit system connects Spartanburg, the airport, Greenville, Easley and Clemson.

PRIVATE SECTOR

Private business and industry, the engine that drove the Upstate economy in the latter half of the 20th century, remains a defining aspect of Greenville's identity. International companies, major industries, knowledge-based businesses, and companies in key clusters all drive an increasingly diverse and sophisticated economy that in turn supports a myriad of smaller retail, commercial and service businesses.

At the turn of the 21st century, there was a major migration of regional companies relocating manufacturing to China and other lower cost areas. In addition, the Internet had siphoned off sales and tax revenues from local businesses. Greenville County has been blessed with leaders who fused a "can do" attitude with a spirit of innovation to solve problems. In the first 25 years of the 21st century, the economy successfully countered the problems. By focusing on business clusters, Greenville was able to capitalize on the automobile, textile and construction industries, and they were also able to build new clusters around aviation, biopharmaceuticals and advanced materials. These clusters resulted in a per capita income well above the national average.

Investment in the Clemson Auto Research Park has exceeded two billion dollars and a campus community has developed around it. Significant innovations in hydrogen engines, smart cars and tires helped the research park achieve their goal of becoming the "premier automobile research and educational facility in the world." Additional partnerships were created in aviation, advanced materials and biotechnology. These partnerships helped Clemson reach and maintain its status as a Top-20 Public University.

Hydrogen became a general focus of both the state and federal government. New nuclear power reactors at the Savannah River Site (SRS) not only made SC a net energy exporter like Louisiana and Texas had been in the past, but also made SRS a relatively cheap source of hydrogen fuels for automobiles. Coupled with research that both BMW and SC research universities conducted on hydrogen, SC paved the way for conversion to renewable hydrogen fuels. The is and other technologies virtually eliminated the US dependence on mid-eastern oil and solved the air quality problems with ozone and fine particulate.

The Clemson Auto Research Park and associated development along Verdae Boulevard was the first of a string of high tech developments. Next was the Global Trade Center at Ridge Road and I-85. Greenville Hospital System's partnership with the University of South Carolina made GHS a teaching hospital and brought both research dollars and biopharmaceutical companies to Greenville. By 2010, 3200 acres at the Matrix and Adulas properties were filled with high tech industries. These developments, as well as similar developments in Anderson and Spartanburg, helped the region become "top ten" in the creation of independent high growth companies. The strategy resulted in a per-capita income comparable to other innovative communities around the country. Venture capital firms headquartered in Greenville now manage \$250 million in capital.

International companies continue to play a major part in the economy. In 2000, the Upstate had 276 international companies from 26 countries. There are now 500 companies from 50 countries. These companies combine an international business base with a commitment to Upstate SC. Sister City relationships have resulted in important cultural and trade exchanges with cities in Europe, Asia and South America.

The International Center has won national awards for its distinctive architecture. The Center provides services, exhibits, language and cultural training. International companies have made the exhibits a “mini-EPCOT,” and the international sculpture garden includes work from many of the world’s great sculptors. Each year the International community is celebrated and nurtured with arts festivals, cultural exchanges, Sister City events and service club exchanges. Activities at the International Center resulted in Greenville and Spartanburg hosting the successful International Exposition and World’s Fair in 2019.

Successful interaction with the international community has made it easier to embrace differences among our own citizens. In the first quarter of the 21st Century, the community became more racially and ethnically diverse. The School District led the effort to include curricula to help young people better understand the language, culture, gender equity and cultural backgrounds of all students.

QUALITY OF LIFE

Quality-of-Life issues were recognized as crucial to attracting and retaining companies that were superstar drivers of the knowledge-based economy. Through public/private partnerships, the community nurtured the quality of life for all of its citizens.

Active programs were developed to enhance downtown areas of Fountain Inn, Greer, Mauldin, Simpsonville and Travelers Rest. Each community had signature projects that helped define a sense of place and sustain a sense of community. Mauldin, for example, converted the Mauldin Elementary School into a City Center, and utilized a network of greenways as an alternate transportation corridor. Greer’s Partnership for Tomorrow reinvented the downtown area. Developers rebuilt eight of the historic mill villages in west Greenville as models of smart growth, highlighted by mixed-use development and both affordable and upscale housing.

The linkages between the County’s incorporated “villages” became a key part of the sense of place. Major connector roads (Laurens Road, I-185, I-385, Poinsett Highway, Wade Hampton Boulevard, the Western Corridor) were re-designed as gateways that incorporated medians, trees, public art and fountains. The interstate intersections showcased Greenville’s Sense of Place. Pleasantburg Drive provides a campus atmosphere connecting Greenville TEC, the University Center, the renovated Palmetto Expo Center and Bob Jones University. The corridors are also designed to encourage public transportation.

The linkages are not just roads. Using the gardens, footbridge and sculpture at the Reedy River Falls Park as a centerpiece, the entire 16-mile greenway along the Reedy River between Lake Conestee and Furman has been completed. Just north of downtown Greenville along the Reedy River is the magnificent 80-acre Meadowbrook Park, which has become the westside’s “Central Park.” A few miles to the south is the Lake Conestee Wildlife Reserve and Environmental

Education Center, where tens of thousands of students each year learn about environmental and natural resource issues. The Center has served as the catalyst for the rebirth of the Conestee community.

The Reedy River Greenway convinced people that public spaces were safe and an amenity worth having in their backyard. As a consequence, similar efforts were initiated for greenways along the Saluda and Enoree Rivers. These greenways not only offer bikeways, walkways and public spaces, but also provide riparian buffers for protecting the river and providing wildlife habitat. Mauldin and Simpsonville have greenways along feeder streams that tie into the Enoree River greenway, becoming part of the overall linkage between the villages.

The “Green” in Greenville is evident everywhere: the mountains, the campuses, business parks, shopping areas, urban centers and along the 800 miles of county river ways. With a significant commitment from developers and a citizen commitment to health and exercise, Greenville achieved its goals of setting aside 25% of the county in parks and open spaces. The new park areas are linked to the villages with both walkways and bikeways. Bicycle paths were also tied into the Palmetto Trail and the statewide system of bike trails. The popularity of biking brought international bike races back to Greenville.

Greenville is internationally recognized as a center for the arts. This is evident in the widespread use of public art in both business and public spaces. Arts Festivals are a frequent occurrence, and the Shakespeare in the Park program has become a national model for outdoor programming. West Greenville is home for an artist community with an abundance of studios and affordable housing. New privately funded grant programs are available to support resident professional artists in all disciplines. Public private partnerships converted abandoned industrial and “big box” facilities into small arts “villages” that combined residential space with studios, performance areas and retail outlets for artwork.

The Art Institute ignited the creation of a movie and video industry. Its studio became a teaching facility when Clemson relocated a significant portion of its digital video design to the complex. A public/private partnership funded a world-class downtown building for the Bob Jones Art Museum.

An Environmental Management System oriented toward continuous improvement reduced the impact of growth on air, water and land resources and maintained compliance with all environmental standards. Innovative programs for water reuse ensured that the Greenville Water System high quality water sources should last until the 22nd century. Recycling systems and innovations in packaging by local industry significantly reduced the need for landfills and provided new business opportunities for local entrepreneurs.

HEALTHY COMMUNITY

A community’s worth is often measured by its ability to take care of all its citizens, including those most in need. With major government deficits early in the 21st century, as well as spiraling health care costs and an aging population, it was quite apparent that new approaches to health care and social services were needed. It was equally clear that government alone would not be able to solve these problems.

The strong economy allowed Greenville County to adopt several new approaches. Civic leaders believed that a community's health, for example, is not just absence from disease, but also physical, social and psychological well-being. The following needs were recognized as basic necessities:

- Everyone has a home.
- Everyone has a solid education.
- Everyone has a viable income.
- Everyone can get where he/she needs to go.
- Everyone knows how to access services.

This goal came closer to reality when the children nurtured by the early childhood education programs attained adulthood. Instead of contributing to the general social problems, these children had the same opportunities as other children.

Philanthropy played a major part in solving these problems. The first 25 years of the 21st century witnessed the greatest inter-generational transfer of wealth in history – over \$6 trillion dollars in the United States. Greenville had a head start due to the generosity of John D. Hollingsworth, who left 41,000-acres of land to Furman University, Greenville County charities and the YMCA. Thanks to the Hollingsworth tradition, Greenville showed the country how to creatively use this wealth transfer to the betterment of the entire community.

Greenville's annual charitable contribution to programs such as the United Way consistently ranks among the highest per capita in the southeast. Investments in human, physical and intellectual capital were designed to help people and organizations improve themselves. New public policy encouraged these investments through educating potential donors, tax credits and other incentives. Most of the adults in the community donate time to churches, service organizations and non-profit agencies.

Some remarkable public/private partnerships invented new approaches to affordable housing, including renovation of abandoned textile mills and the surrounding villages. West Greenville became a collection of truly diverse and inclusive neighborhoods. The City of Greenville has eliminated blighted neighborhoods. Housing costs remain 20% below neighboring regions in Charlotte and Atlanta. The strong economy provided jobs to people with a broad range of physical abilities and educational backgrounds, including technology jobs that did not require commuting to a workplace. Services to the needy were significantly improved when a regional 211 (health and human service referral system) was implemented.

The final quarter of the 20th Century witnessed accelerating utilization of medical services and increasing cost of health care. Many factors contributed to this situation but the driving force was an unhealthy lifestyle with poor diet and lack of physical activity. The result was an epidemic of obesity associated with multiple chronic diseases that responded poorly to the therapeutic modalities available. By the year 2000 health care costs were out of control and health status was deteriorating. Overmedication was a common occurrence. Among industrialized nations the United States ranked first for health care spending and twelfth among thirteen countries for sixteen available health indicators. The extensions in life span brought about by improvements in health care technology were overwhelmed by unhealthy lifestyle.

The response to this problem came from various organizations with programs to improve the health behavior of the community. The YMCA, area hospitals, the School District, Furman University, grocery stores and other businesses collaborated to improve the overall health of the community. Competitions with other cities and states, tracking of community health indicators, healthy eating initiatives and exercise programs were part of the overall program. The programs brought the region national attention as a trailblazer in community wellness programs. Exercise opportunities were made more accessible through the County's park program and through a linked system of bikeways and walkways. Healthier eating habits in younger people were a result of improved food choices in school cafeterias and vending machines, as well as cooking classes at the elementary level. Convenience stores and fast food restaurants began offering healthier fast food. Corporations, schools, churches, recreation providers, restaurants and park planners all embraced the concept of a healthier Greenville. By 2010, the County Health Department saw a significant change in community health indicators, and it is not unusual for people to live 100 years.

The Greenville Health Care system stayed on the cutting edge of new technology throughout the first 25 years, while still maintaining an adequate level of service to those in need. Healthier lifestyles reduced some medical care costs, and longer and more productive life spans kept people working longer. The health care system now meets the full continuum of medical needs for individuals of all ages. New private programs were created to provide vulnerable populations (children, seniors, young families, disabled persons) with high quality, affordable and accessible health care. Regional cooperative health programs were established to develop centers of excellence that became destinations where people throughout the southeast seek advanced treatment. Specific centers of excellence in Greenville were established for cardiovascular, oncology, women's health, pediatrics, orthopedics, acute rehabilitation and perhaps most important, preventative medicine. Partnerships with the biotech industry brought research money and resulted in the formation of numerous new medical technology and pharmaceutical companies.

REGIONAL INITIATIVES

Finally recognizing that the world considered the Upstate as one region, the hub cities of Greenville, Spartanburg, Anderson and Greenwood worked on regional initiatives. The following plans and initiatives were successfully implemented. It is important to begin to think and act as a Region. The following initiatives were undertaken.

- Regional Vision
- Regional Economic Development Master Plan
- Upstate Transportation Authority
- Coordinated strategy for air quality
- Healthy community initiatives
- Regional 211 number
- Regional arts festival
- Upstate Symphony
- International Center

MAJOR IDEAS FROM THE VISION 2025 PROCESS

Cultivate and reward creativity

Every child enters first grade ready to succeed.

Local governments embrace the spirit of innovation.

Everyone has a home and a viable education.

A regional multi-modal transportation system.

Internationally known as a center for the arts.

Bikeway and walkway network supporting a healthy Greenville.

Industry clusters supported by academic centers of excellence

Unified community with full equality.

Commitment to international trade and investment.

Authentic mixed-use neighborhoods and town centers.

National leader in environmental stewardship.

Keep the green in Greenville.

Keep the village in Greenville.

County wide linkages

PROJECTS

“You always need to have a list of the next great projects.”

Buck Mickel

These and many other projects were a manifestation of the Vision 2025 ideas.

- 211 Health and Human Services Help Line
- Abandoned rail lines - conversion of Swamp Rabbit and other abandoned rail lines to transportation/recreation corridors
- Airport – expanded terminal and 2nd runway
- Architecturally significant building for the Bob Jones Art Collection
- Charles Towne Statue and Laser Light Show
- Clemson International Center for Automotive Research
- Community Impact Agenda
- County Parks Plan
- Countywide system of bike trails
- Fountain Inn Vision
- Furman University Younts Conference Center
- Furman University Learning in Retirement Center
- GRATS (Greenville Area Transportation Study) Plan
- Greer Partnership for Tomorrow
- Greenways on Enoree and Saluda Rivers
- High Speed Rail
- Upstate History Museum
- Imagine Nation, Children’s Museum of the Upstate
- IMAX Theater
- InnoVenture Capital Conference

- International Center that includes an international sculpture garden and mini-EPCOT type displays
- Lake Conestee Wildlife Preserve and Environmental Education Center
- Beautify Main Linkages
 - Wade Hampton to Greer
 - Poinsett highway to Furman and Travelers Rest
 - Laurens Road to Mauldin, Simpsonville and Fountain Inn
 - University Corridor on North Pleasantburg
 - Church Street to Mills Avenue to I-185
 - Western Corridor
 - I-385
- Mauldin City Center, including Mauldin Cultural Center and Mauldin Sports Center
- Mass transit (rail or bus service)
 - Trolley system connecting West End with North Main down Main Street
 - East-West from Spartanburg to Airport to Greenville to Clemson/Anderson
 - North-South from Travelers Rest to Fountain Inn
 - Statewide to Columbia and Charleston
- McAlister Academic Village
- Meadowbrook Park
- Minor League Baseball Stadium
- Mill Village Rebirth
- Multi-modal Rail Station
- Palmetto Expo Center
- Pleasantburg Education Corridor
- Reedy River Falls Park
- Reedy River Greenway between Furman and Lake Conestee
- Regional vision for the upstate
- School Construction Plan
- Simpsonville Vision
- Transportation system for elderly
- Travelers Rest Vision
- Upstate Coalition for Entrepreneurial Development
- Utility 20 year plans (Water, Sewer, Electrical, Gas)

IMPLEMENTATION

Achieving the goals of Vision 2025 required the cooperation of city and county governments, private companies and volunteer groups. Much of the success was due to core principles that were adopted in community strategic plans. Those principles were:

- A strong, diverse and sophisticated economy is essential to accomplishing any of the plan's objectives.
- A higher level of education will be essential to compete in the global economy. Education in all forms must become a primary community value.

- Quality of life issues will be important in recruiting and retaining businesses and individuals that will help transform Greenville into the 21st century global economy. Those issues include parks, open spaces, the arts, a clean environment, abundant recreational opportunities and a community health ethic.
- Both government and businesses must be fiscally conservative, but socially concerned about the segments of the population that need help.
- A healthy community is one that defines itself not just in terms of absence from disease, but also physical, social, spiritual and psychological well-being. Volunteerism, financial support and partnerships between non-profit, public and private institutions are essential to a healthy community
- Regions are becoming the fulcrum of American growth patterns. It is important for the Upstate counties to develop a common vision of the future, and work collaboratively to achieve it.
- As always, leadership will be the key to success.

2025 VISION COMMITTEE CHAIRS

Chair:	David Shi
Vice Chair:	Minor Shaw
Coordinator:	George Fletcher
Coordinator:	Jennie Johnson
Brochure:	Don Koonce
Under 35:	Kerry Sobocinski
Taxpayers:	Todd Korahais
Staff:	Greenville Chamber of Commerce
Arts:	Don Koonce
Aviation:	Chris Crum
Coolness:	Mike Goot
Diversity:	Merl Code
Economy:	John Warner
Education:	Frank Holleman
Environment:	Gary Weinreich
Families and Social Services:	Beth Templeton
Government:	Fred Carpenter
Health Care:	Roy Abercrombie
International:	Jerry Gibbins and Tom Sowden
Parks and Open Spaces:	Brad Wyche
Planning and Infrastructure:	Jimmy Forbes
Public Safety:	Johnny Mack Brown
Sense of Place:	Ben Rook
Transportation:	Pat Haskell-Robinson

I. INTRODUCTION

A. GREENVILLE VISION 2025

On January 17, 2003, Dr. David Shi, President of Furman University, announced the start of a community-wide vision process to a group of about 400 people at the Palmetto Expo Center. Vision statements were to be developed in fifteen areas: **Arts, Aviation, Coolness, Diversity, Economy, Education, Environment, Family and Social Services, Government, Health Care, Internationalism, Parks and Open Spaces, Planning and Infrastructure, Sense of Place and Transportation.** The process was to be open to anyone who wanted to participate.

Structured brainstorming sessions were held in late January and February. The resulting ideas were compiled and distributed to the participants. Smaller groups utilizing specific area expertise converted the first set of ideas into draft vision statements. Follow-up open meetings were held, and the proposed vision statements were made public by the following methods:

- E-mail to participants
- Web Site (www.greenvillevision2025.com)
- Hot line (864) 527-4602
- Newspaper Articles and Op Ed pieces
- Posters
- Speakers bureau

A final round of meetings was held with each group in the fall of 2003, and the draft vision plan was distributed to all participants in January. A formal rollout of the final plan is scheduled for November 1, 2004.

B. PURPOSE

There are several purposes for Greenville Vision 2025. First, the incredible success of *Greenville 2005: The Journey Forward*, suggested that a similar process should be put into place for the next 20 years. Second, significant or transforming community projects can sometimes take 20 years to mature. A new generation of leaders is needed to implement this vision. Third, community leaders need to think periodically about the longer view. What will happen when the demographics and the economy change?

The vision process was not intended to achieve consensus. The intent was to generate ideas and discussion.

C. PREVIOUS VISION PROCESSES

1. Greenville 2005, The Journey Forward

In the spring of 1987, the Chamber formed a blue ribbon task force to address the question *what do we want to be in the year 2005?* Under the leadership of Max Heller, the 75-member group

included representatives from throughout the county and from various segments of the community. The result of their deliberations was a document called Vision 2005: Greenville, The Journey Forward. The Task Force addressed six different areas: Economy, Livability, Infrastructure, Community, Government and Leadership. The document forecasted the following initiatives, with the actual result italicized and in parenthesis:

New Research Park (*ICAR*)
 Upstate Coliseum (*Bi-Lo Center*)
 The State's Largest Investment in International Companies (*2nd to Spartanburg*)
 Performing Arts Center (*Peace Center*)
 Removal of the Camperdown Bridge
 Reedy River Walk (*Reedy River Park and Greenway*)
 Upgraded Palmetto Exposition Center (*Woodside Center*)
 Festival Marketplace (*Downtown Farmers Market*)
 Year Round Governors School for the Arts
 Expanded Public Library System (*Hughes Library and new branches*)
 Clemson – Top 20 Research University (*now 37th*)
 Public/Private Commitment to Low Cost Housing (*Viola Street, Habitat for Humanity*)
 Improved water and sewer service (*Upstate Roundtable Plan, New Filter Plant*)
 Improved infrastructure for Donaldson Center
 Perimeter Highway (*Southern Connector*)
 I-85 Six Lanes
 Greenville to Greenwood Four Lanes (*now five lanes*)
 Greenville University (*University Center*)
 Diversified Tax Structure (*sales tax, hospitality tax, lower property taxes*)

Some items were not completed such as at-large representation on County Council, non-partisan local elections, equitable sharing of costs between city and county, 80% registration and 70% of eligible voters voting in national elections. Per capita income has not climbed to the national average. The community has not made as much progress on race relations as many wanted. Nevertheless, the document provided an animating vision for the community. The *Vision 2005* document is included in Appendix C.

2. 1993 Update

In 1992, the Chamber of Commerce established a steering committee to revisit the 1987 document and provide a status report. In addition, the committee was charged with updating, if appropriate, the goals and objectives of the original study and to recommend a plan of action for achieving the goals. The steering committee formed five study groups. Recommendations from the groups were presented to community leaders at a Chamber Planning Retreat. They were subsequently submitted to the Appalachian Regional Steering Committee for inclusion in South Carolina's first regional long range plan.

The following recommendations emerged from each group.

Economic Development

- Expand the current inventory of available industrial sites. Essential to this strategy are the following two recommendations:
 - Develop and maintain adequate sewer capacity to all developable areas
 - Implement surface transportation plans to all segments of the County, including the Northern and Southern Connectors
- Aggressively promote and encourage utilization of training resources in order to improve overall workforce education levels.

Education, Training and Employment

- Provide pre-school and K-12 education at the National Level of Excellence
- Maximize employment opportunities
- Support other forms of education

Government and Infrastructure

- Develop and implement a long-range plan that reports annually on wastewater treatment plan capacities.
- Build a regional waste treatment plant and consolidate all sewer services in the County under Western Carolina Regional Sewer Authority
- Develop and implement a leak protection program, with a requirement that water-saving devices be used on all new construction
- Implement surface transportation plans and mass transportation plan
 - Adhere to and update the Greenville Area Transit System (GRATS) Plan
 - Construct both the Southern and Northern Connectors, thus making a loop around Greenville
 - Extend I-85 between Greenville and Spartanburg to six lanes
 - Expand US Highway 25 to four lanes from Greenville to Greenwood
 - Extend main thoroughfares throughout the County to four lanes, as a minimum, to four lanes plus a turn lane
- Develop and implement a plan that ensures equitable sharing in the cost of services for both municipal and county residents.

Health, Housing and Human Services

- Establish an endowment to be used for family emergencies and for the needy
- Improve the use of human funding through collaboration in funding decisions and consolidation/co-location of services
- Strengthen the families of Greenville County
- Ensure access to health care for all Greenvillians

Quality of Life and the Arts

- Single out and support the organizations that work to achieve progress for minority citizens of our community
- Encourage and preserve a supportive attitude toward existing agencies that seek to care for the homeless, the poor and the needy.
- The Arts
 - Support a strengthened role for the Metropolitan Arts Council as the coordinating body for arts initiatives in Greenville County

- Develop Greenville County as a regional focal point for the arts – affordable and accessible to all groups and recognizing the needs and interests for the entire community
- Establish Greenville County’s commitment to make arts education an on-going and permanent part of the community’s educational and cultural life
- Public Safety
 - Promote an environment in which all County and municipal public safety agencies cooperate fully and consolidate services wherever possible.
 - Build the concept in which community groups accept their responsibility in the prevention of crime
 - Reduce crimes of violence to one of the lowest levels in the nation
 - Reduce the recidivism rate to one of the lowest in the nation
- Community Appearance
 - Promote Greenville County as a model for clean streets and roads on a countywide basis
 - Ensure that all roads leading in and out of the County are safe, secure and landscaped
- Recreation
 - Consolidate public recreation opportunities within Greenville County, with equal access for all
 - Build and support a sports and entertainment complex which serves the Upstate
- Historic Preservation
 - Develop a plan that will preserve historic sites, with full cooperation of private and public entities

The major result of the 1993 document was a renewed focus on sewer infrastructure and roads. The next 10 years saw the completion of the Southern Connector, which also contributed new industrial sites, and more than a billion dollars of new or expanded road projects in Greenville County. The plan also called for a sewer infrastructure study that eventually resulted in a \$300 mm waste treatment capital plan: \$100 million for growth and \$200 million for improvement in effluent quality.

3. 1999 Land Use Plan

For close to 40 years, Greenville County Council has had a Comprehensive Plan that sets forth its vision for the future. The most recent update, entitled *Designing Our Destiny*, was prepared in 1998 to comply with a mandate by the SC General Assembly for all Counties to produce a land use plan. What makes this update different from previous plans was the amount of input that was sought from the general public. The Greenville County Planning Commission, which prepared the plan, held numerous community meetings, a televised call-in program, surveys, and an interactive web site. As a result, the public helped shape the vision for the County’s economic development, natural and cultural resources, housing needs, and future land use. Equally important, the major public service providers were actively involved in the Plan’s development. After several public hearings, County Council adopted the Plan in February 1999.

The Plan reflects County Council’s vision through the year 2020. The Planning Commission will conduct major reviews of the recommendations every five years. During the interim periods, the

Commission will continue to develop plans for high-growth areas within the County. These interim updates will serve as amendments to the Plan so that it will remain current.

The Plan addressed several areas, with goals, objectives and recommendations for each area. The following summarizes the areas and goals for each area.

POPULATION

Goal – To develop a growth management strategy based upon accurate population forecasts in order to better anticipate future public service and infrastructure needs in Greenville County.

ECONOMICS

Goal – To promote Greenville County’s national prominence as the dynamic economic center of the Upstate region

Goal – To provide areas suitable for commercial economic development

Goal – To promote the recruitment of new service and industrial uses to ensure an expanding economic base

NATURAL RESOURCES ELEMENT

Goal – To conserve and protect Greenville County’s natural resources

CULTURAL RESOURCES ELEMENT

Goal – To provide a rich cultural diversity in Greenville County by protecting and preserving structures, sites and other resources important to the county’s history

COMMUNITY FACILITIES

Goal – To ensure that the County’s infrastructure and facilities can support future population

Goal – To create a stronger connection between residential and commercial uses in order to make our communities more user-friendly, linking the way people get from place to place

Goal – To promote a land use pattern that minimizes traffic impacts and encourages transit use

Goal – To increase accessibility and availability of services for residents throughout the County

HOUSING

Goal – to provide a diversity of housing types, densities and prices to accommodate residents from a wide range of economic levels, occupations, age groups, backgrounds and preferences

Goal – To ensure that sufficient areas are designated and protected for future residential development throughout the County

LAND USE

Goal – To develop and implement a program that encourages efficient and orderly growth

The entire document is available from the Planning Commission.

4. Organization Plans

Many organizations in Greenville County have gone through extensive processes to produce strategic plans. These plans are typically three to five years long, and set organizational goals and

strategic direction. These plans are available from the specific organizations. A listing of the plans the Vision 2025 has on file is included in Appendix B.

D. PUBLIC PRIVATE PARTNERSHIPS IN GREENVILLE COUNTY

Commentary by former Greenville Mayor Bill Workman

Successful communities exhibit a consistent pattern of partnerships between the public and the private sectors in order to accomplish projects that would otherwise never happen.

The key to successful public-private partnerships is a balancing act among the legitimate interests of the partners. On the public side, the greatest requirement is that the benefits of the project so clearly benefit the overall community and its prosperity as to warrant public investment. The private sector cannot come to the table without expectations of the opportunity to make some return on its investment. Rarely does the private investor need only tax-write offs against other investments, or offer support of a charitable nature.

Greenville has seen, however, tremendous examples of the charitable private partner in the Arthur and Holly Magill support of the Greenville Commons, the Peace family kick-starting the Peace Center, and the Mickel/Wyche group on the Hyatt Regency project, for examples

The process of creating public-private partnership is complicated at best, and requires a level of openness to the public that far exceeds purely private projects.

There are a number of principles that require attention for success. Some of the more basic principles are these:

- High levels of communication among the public body or bodies involved with the private investors is essential, and must lead to a level of commitment to the project and trust in the ability of each party to deliver on the respective commitments.
- The project must have clear and simple goals. Public bodies are particularly prone to layer too much on projects. Neither party can have “hidden agendas” in the project.
- Public investment should be limited to public infrastructure, and should avoid like the plague investing directly into the private sector. The City of Columbia invested as an equity partner in Air South, and lost its shirt. Among more appropriate public investments are ingredients such as parking facilities and other standard infrastructure that will be useable by the public regardless of what happens on the private side.¹

There are other forms of partnerships that are hugely useful in development of our community:

¹ Note: One key ingredient brought by the public sector is the power of eminent domain. Exercise of this maximum authority by a public body must be rarely used, must ensure fair payment to the owners of the property, and must be clearly in the public’s interest. Eminent domain has been necessary in projects as crucial to our community as the water system, the Daniel Building and the Hyatt Complex, among others.

- Partnerships among two or more public sector partners, with or without a private partner.
- Partnerships that involve various non-profit entities that aren't either fully public or fully private. Inappropriate or heavy-handed use of this power can erode public support for the projects involved.

The same principles apply in making these arrangements successful as for the classic public-private set-up. Inappropriate or heavy-handed use of this power can erode public support for the projects involved.

There is a great deal to be learned from some not-so-successful arrangements in our community's past.

- Construction of the original Memorial Auditorium (replaced by the Bi-Lo Center) itself failed in two referenda, and took World War II and the following prosperity to get it built. The area Lions Club was a consistent advocate, I'm told. It took decades to build enough support for the public sector to act.
- The 1999 attempt to develop a baseball stadium and other projects along the Reedy River fell apart due to lawsuits, lack of communication, hidden agendas and conflicting goals among the parties. No trust was established.
- The sad episode of Gillian's, the proposed night spot in One Main Place, saw the public body waffle and reverse itself over procedural issues concerning a lack of public openness in its decision-making processes, which ultimately cost the City substantial money.

WHAT ARE THE LESSONS?

However, the following is a partial list of successful public private partnerships:

- GSP Airport
- West End Market
- Peace Center for the Performing Arts
- Falls Park on the Reedy
- Greenville Commons (Hyatt Regency Greenville)
- Bi-Lo Center
- Palmetto Expo Center (to the extent that the Expo Center was purchased from Textile Hall Corporation and the City is engaged in a contractual relationship with Textile Hall Corporation to stage the ATME-1 show in 2004)
- Southern Connector
- Governor's School for the Arts and Humanities
- Heritage Green (including recent additions such as the History Center)
- Pleasant Valley Community Center (partnership between City, United Way, and area churches)
- Viola Street Neighborhood Redevelopment (included partnership involving City, State of South Carolina, Urban League and area churches)

- Every City parking garage has been connected with a public/private redevelopment project. Recent examples include the Poinsett Parking Garage, a part of the Poinsett Plaza/Poinsett Hotel project; the Spring Street Parking Garage, which will include private development of offices and residential spaces, the Bookends Condo/office project at E. McBee Avenue, and Poinsett Corners, which includes a City-owned parking garage, infrastructure improvements as well as privately developed offices and condominiums.
- The City is also involved in many private development projects through the provision of streetscaping and other infrastructure. An example is the Croft Building on North Main Street, which was developed on land sold to the developer by the City. The City then used the proceeds of the sale to improve the streetscape in front of the building.
- Public/private cooperation is also involved in a number of small-scale City projects including the renovation of the Rotary Park on North Main, the improvement of Springwood and Richland cemeteries, design of neighborhood traffic improvements, and the utilization of advisory teams and task forces for a number of programs and projects.
- ICAR is also an excellent example of public/private cooperation in that it will involve private development together with infrastructure investments by the City of Greenville and the State Infrastructure Bank, utilities, Clemson, BMW, and private developers.

There are other public/public partnerships that are underway. One example is the partnership involving the South Carolina Highway Department, Greenville County and City of Greenville in funding landscaping improvements for the Western Corridor and I-385. Another example is City/School District partnerships for shared use of school parks and also development of a new elementary school.

Dick Webel of Webel and Innocenti, a prominent New York planning consultant, said, “Greenville County’s public private partnerships are the envy of the nation.” It is a legacy worth continuing.

II. VISION PROCESS

A. SUMMARY OF PROCESS

The Greenville Chamber of Commerce proposed a community vision process in 2002. The objectives of the process were to:

- Produce a set of vision statements to be accomplished by 2025
- Convert vision statements into measurable goals and action plans
- Develop a list of strategic projects
- Involve the public

The process utilized the following methods:

- Use existing plans (Vision 2005, Designing our Destiny and organization strategic plans) as a base.
- Use volunteers to drive the process
- Provide area demographics
- Look at the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
- Recruit knowledgeable people from stakeholder groups to generate ideas
- Invite the public to participate

The major steps in the process were

- Planning for the vision process was initiated by Chairman Anne Ellefson in December, 2002. A steering committee developed the process.
- The process was reviewed by a broad based Community Advisory Committee.
- Kickoff meeting was held at the Palmetto Expo Center on January 16, 2003.
- Brainstorming sessions were held in January and February 2003. Each group was asked to follow the same 2 hour format. About 45 minutes was spent developing a list of ideas, then using dots, the group determined which ideas were the most significant. Break out groups during the second hour then more fully developed each major ideas.
- Updates were posted on the website and in the news media. Asked for public input.
- Initial results were reviewed by a group of experts in each who converted them to quantifiable goals and visions.
- Follow-up meetings were held in each issue area to review the changes
- The results were finalized during fall, 2003.
- Committee Chairs and Facilitators met to combine the ideas into a single document.
- Some groups had additional meetings and one new group (Aviation began meeting in 2004.)
- Starting in February, 2004, a Speakers Bureau began presenting the Vision and asking for input. Presentations were made to over 30 groups. Approximately 1800 people heard the presentations and were asked to comment.
- Formal rollout has been scheduled for November 1, 2004.

B. STRENGTHS, WEAKNESSES, OPPORTUNITIES ANALYSIS

The senior staff at the *Greenville News* conducted a Strengths Weaknesses Opportunities analysis and provided the information to the Vision Committee. The following analysis was provided to all vision chairs before their meetings:

“The health and well-being of the city of Greenville is vital to the quality of life for residents throughout Greenville County and the bedroom communities in the neighboring counties.

Five out of six residents in Greenville County live outside the city of Greenville. Three out of four live outside any incorporated area. One in six have lived in the county less than three years. The nonwhite population has increased to almost one in four. All of the population growth is occurring outside the city.

The single most-compelling issue confronting the community is the threat of political, economic and demographic isolation of the city of Greenville. The issues have changed slightly over the years, but the underlying causes are unchanged. Competition for scarce governmental resources and investment dollars, along with the accompanying profits to private developers, creates distrust, sometimes compounded by individuals and personalities driven to succeed in their jobs.

It’s time for big-picture thinking. Any realistic vision of the future must have as its top priority building bridges to residents inside and outside the city. The broader population, and its elected representatives, is essential stakeholders in the future of the city. A vision process should reach out to residents and their leaders countywide, identifying shared values and building on mutual interests.

Once all the players are at the table, the process is simple, yet tried and true. An overview provides a general context for the discussion by focusing everyone on a common over-arching goal. Then the group assesses strengths and weaknesses, threats and opportunities. The discussion narrows to critical issues within a framework that promotes understanding. A committee of the group, or individuals selected by the group, writes the vision statement.

Strengths

- The city’s tax base benefits county taxpayers
- The city is the entertainment center of the Upstate and attracts taxpayers from outside the city
- Expanding employment opportunities in city for taxpayers outside the city
- The Greater Greenville Chamber of Commerce with its broad membership of business leaders throughout the county
- Shared values across political lines
- The financial resources to support candidates across political lines
- House Speaker David Wilkins and others in state government
- Access to the region’s dominant media, both of which are located in the city

Weaknesses

- Distrust of the city within the county council and among elected officials of the smaller towns and independent service districts in the county
- Small business owners, especially those outside the city, who feel the Greenville Chamber has become one dimensional: they care only about downtown and the big companies and developers
- Leadership on both sides that allows emotions or personal/professional ambitions to derail initiatives or undermine relationships that are critical to taxpayers countywide
- Lack of political expertise to counter hostiles who are building coalitions by defining the city as a threat to their power and tax base
- Lack of a charismatic leader to communicate the value of the city to taxpayers countywide

Opportunities

- Inform and educate the people
- Get professional help in developing a campaign to sell the value of the city to taxpayers countywide
- Use testimonials from industry leaders who have moved to Greenville and detail what attracted them and how much it has meant their investment in Greenville has saved county taxpayers
- Use the arts, especially the Peace Center, to show how these organizations involve/inspire children from the suburbs
- Show the breadth of your service to residents countywide by contrasting the creepy crawlers at the Zoo with the young and old who soar from the Municipal Airport
- Promote, promote, promote. Use the various venues downtown to carry your message of service to the residents countywide
- Keep the message upbeat: eliminate the “us versus them” rhetoric
- Aggressively lobby the decision-makers who control your fate
- Strengthen your ties with small businesses, including churches, outside the city that hold the key to political life in single-member districts
- Create an independent group with interests inside and outside the city to become active in politics countywide”

Furthering this strengths/weaknesses process, the steering committee added the following weaknesses:

- *63 independent taxing districts*
- *Lack of coordinated infrastructure planning between schools, utilities and road planners*

They also added “threats.”

- *Movement of manufacturing plants offshore*
- *Internet sales*
- *Air quality and national ambient air standards for ozone and fine particulate*
- *Small streams for disposal of wastewater*
- *Racial instability*

C. 2025 DEMOGRAPHICS

All the working groups were provided relevant demographic data for Greenville County at the start of the process. The major trends:

- Greenville County population will be 580,000 in 2025 compared to 381,000 in 2000.
- The number of people over 65 will grow from 45,000 in 2000 to 83,000 in 2025.
- There will be resource competition among the generations, with increasing demands for geriatric health care, retirement financing and lifelong learning
- The population will be more racially and ethnically diverse
- There will be a global workforce
- Women will drive workplace change as family issues surge to the forefront of concerns
- Economic forecasters see strong employment growth for Greenville County, with higher incomes, more service sector jobs, fewer manufacturing jobs and wealthier households.
- There will be structural unemployment as changes occur in the global economy and workers are displaced.

D. IMPLEMENTATION

Achieving Vision 2025 will require the cooperation of city and county governments, private companies and volunteer groups. Those principles are:

- As the sponsor for the process, the Greater Greenville Chamber of Commerce plans to adopt specific pieces of the plan. In particular, it will work towards an economic development master plan similar to Charlotte that can be implemented through all economic development interests.
- The Leadership Greenville Alumni Association will set up a system for tracking progress on various elements of the plan
- Specific groups are already pursuing goals similar to the plan. The School District, public utilities, cities, social service agencies, etc. already have active long-range plans. Hopefully, ideas in this document will be probably incorporated into their strategic plans.
- The Community Impact Agenda will coordinate United Way dollars to areas of greatest need.
- Volunteerism, financial support and partnerships between non-profit, public and private institutions are essential to a healthy community.
- Those committed to working on specific projects such as the Reedy River Falls Park will continue to do so.
- All community projects require volunteer leaders to create the public private partnerships and “enlightened self interest” that bring projects to fruition.

Instead of a coordinated implementation, the vision committee believes that various segments of the community will recognize that the principles that run through these plans can and will serve the greater good. They also believe that this vision document will inspire a new generation of civic and corporate leaders to drive the next round of great community projects. They hope that the following ideas will be incorporated into the “To Do” lists of government agencies, private entities and volunteer groups:

Cultivate and reward creativity

Every child enters first grade ready to succeed.

Local governments embrace the spirit of innovation.

Everyone has a home and a viable education.

A regional multi-modal transportation system.

Internationally known as a center for the arts.

Bikeway and walkway network supporting a healthy Greenville.

Industry clusters supported by academic centers of excellence

Unified community with full equality.

Commitment to international trade and investment.

Authentic mixed-use neighborhoods and town centers.

National leader in environmental stewardship.

Keep the green in Greenville.

Keep the village in Greenville.

Countywide linkages

III. PUBLIC SECTOR VISIONS

A. INTRODUCTION

The Public Sector includes local, state and federal governments. It also includes school districts, the court system, boards that are responsible for community planning, and special purpose districts that are responsible for various kinds of infrastructure. It is often difficult for all of these groups to share common visions, yet the public sector can often shape the direction a community adopts.

Government in Greenville County consists of independently elected Councils for Greenville County and each of the five incorporated cities (Fountain Inn, Greenville, Greer, Mauldin, Simpsonville and Travelers Rest). Both County Council and the Greenville County School District consist of representatives from 12 single member districts. Before Home Rule in 1976, the 1895 SC Constitution authorized counties to levy taxes or issue bonds for nothing other than education, road building, law enforcement, public health, courts and past public indebtedness. As a result, Special Purpose Districts were created to fill needs such as fire protection, parks, water and sewer service that county government could not fill. These Districts could also solicit federal funds that the counties could not obtain. After Home Rule in 1976, the legislature broadened the purposes of county governments so that they could deal with most of the responsibilities of Special Purpose Districts.

Previous vision statements have called for a combination of single member districts and at-large seats in all local governments. They have also called for non-partisan elections at the local level. These options are not likely and were not called for by the Government group. However, the theme of cooperation and consolidation of services among all levels of government is still a strong message.

It is becoming more obvious that the public sector and private sector must partner in the solving of social service problems. In his book *Managing in the Next Society*, Peter Drucker says that three sectors are needed: a public sector, a private sector and a “civil” sector. He believes that reasonable alternative between a completely socialist approach and a purely capitalist approach is the sector embraced by the over one million non-profit organizations in the United States. These organizations are volunteer-driven. Churches, service organizations, and, most importantly, individuals, have adopted an ethic of service to those in need. Drucker believes that this trend has the capability of solving social service problems far beyond what either the public sector or the private sector can do alone and that the public sector needs to do everything possible to encourage such groups.

B. EDUCATION GROUP

Chair: Frank Holleman
Facilitator: Michelle Brinn

PRESENT SITUATION

Three dynamic strategic plans were created recently which provide an effective roadmap to enhancing the quality of education in Greenville County by 2025. They are the United Way of Greenville County's *Community Impact Agenda (2003)*², *The Greenville County Child Care Initiative*³ and the Greenville County's School District's *Education Plan: Priorities for Performance*⁴. In addition, Furman University⁵, Clemson University⁶ and the University Center have strategic plans that include playing vital roles in community building and transformation of Greenville County.

Those involved in the Greenville 2025 visioning process reviewed these plans and believe there is no need for another strategic plan. We support the goals and initiatives of the existing plans. We are committed to ensuring that the intentions of the plans are followed and implemented.

When combined, the plans provide direction for Greenville County to be a life-long learning community. They cover visions for all ages, infant through seniors. They involve government, civil society organizations and businesses in partnerships. They offer specialized training opportunities for all citizens. They recognize a special responsibility of all sectors in caring for vulnerable groups and individuals. They provide a focus for improving early childhood education and care, elementary, secondary and higher education, and all kinds of life-long learning and community education.

They recognize that no one sector can accomplish the visions desired without strong partnerships. The plans also stress that the family is the engine for success and that all families need support. They recognize the central role that schools play in building a strong economy, as well as strong families and communities. These plans also recognize the vital role that the nonprofit sector plays in providing learning environments for all kinds of needs. Finally, these plans clearly give the business sector major responsibilities for life-long learning so that the Greenville County workforce is productive and competitive in today's global economy.

FUTURE DIRECTION

Given the discussion among all those involved in the Greenville 2025 process, it is clear that Greenville leaders and residents recognize the opportunity to become cross-cultural and international in thinking and action. They desire their families, their primary institutions, their communities to be diverse in perspective, thought and action. They also recognize that learning is not the sole function of schools but of families, businesses, nonprofits and all sorts of voluntary associations in communities as well. To be a vital and vibrant county means Greenville County residents and leaders must commit themselves to learn throughout life because circumstances are changing quickly. Our health and well-being count on a culture of life-long learning.

² See United Way of Greenville county's entire Community Impact Agenda at <http://www.unitedwaygc.org>

³ See the Success By 6 lead Greenville County Child Care Initiative plan at <http://www.unitedwaygc.org>

⁴ See the Greenville County School District's Education Plan: Priorities for Performance at <http://www.greenville.k12.sc.us/district/admin/edplan/index.asp>

⁵ See Furman University's strategic plan at <http://www.furman.edu/>

⁶ See Clemson University's strategic plan at <http://www.clemson.edu>

Therefore, after reviewing existing visions and strategic plans, those involved in the Greenville 2025 education discussions summarize their vision for Greenville County as follows. (Readers can consult the strategic plans related to these visions on the websites listed in the footnotes.)

VISION

Greenville County is a vibrant, internationally recognized learning community that provides every person with the education to succeed in life.

Strategic actions are not given below because they are found in detail in existing plans. A few of the major outcomes desired that were topics of conversations by Greenville 2025 participants follow.

- *All parents have the desire, skills and resources to support their children's learning.*
- *Every child enters first grade ready to succeed.*
- *Every child has an excellent teacher supported by the community.*
- *Every student graduates from high school with the knowledge and skills necessary to succeed in post-secondary education or the work world.*
- *Every person has access to a variety of high quality post- secondary educational programs and services.*
- *Greenville is a life-long learning community with an enticing array of community education opportunities available for all ages.*

C. GOVERNMENT

Chair: Fred Carpenter
Facilitator: George Fletcher

VISION

Greenville, through its local governments, is a national model for efficiency, involvement of the electorate and service to taxpayers.

An Efficient, Effective Government is present.

- A public referendum calling for a study of government consolidation in Greenville County was passed in 2000 with an 80% approval. A thorough study of the advantages, disadvantages and cost savings, if any, of combining functions of local governments was finally done in 2006, and has resulted in efficient and effective improvement, consolidation and/or re-alignment of government functions.

The number of independent taxing districts is reduced.

- The functions of independent Special Purpose Districts are consolidated.
- Government utilizes technology to improve services and reduce costs
- All sewer, water and fire and geographic-based special purpose districts have been consolidated
- Interstate airline and rail are seamlessly combined
- Government make far greater use of technology to improve services and reduce costs
- The costs of government are significantly reduced.
- The costs of government are more equitably shared between city and county.

Government is derived from an informed, active electorate, representing a healthy two party system.

- 75% of the electorate vote in general elections
- Housing patterns are so diverse that minority districts are impossible to draw.
- The community holds all elected representatives in high esteem.

Local governments, whether separate, consolidated or partially consolidated have both district and at-large representation on the County Council.

- County Council has an at-large Chair

D. PLANNING AND INFRASTRUCTURE

Chair: Randall Bentley
Facilitator: Jimmy Forbes

VISION

Greenville County is considered the premier location for new industry because of its public services and its reputation for a high quality of life resulting from a commitment to comprehensive planning.

A common vision is shared by service providers, local governments, and citizens.

- The County's planning process clearly identifies the County's future infrastructure needs and where expansions should occur.
- Plans prepared by individual agencies and local governments are reviewed by a steering committee that identifies any potential conflicts or inconsistencies between the plans.
- The County's Land Use Plan promotes more open space, preservation of farm land, mixed use development, higher densities along future transportation nodes, and encourage developments that address pedestrian needs and adopt "Smart Growth" principles.
- The Codes and Ordinances that are used to implement adopted plans are reviewed to ensure they don't discourage the adaptive reuse of vacant buildings by including outdated or unnecessary requirements.
- Local plans address regional needs, such as transportation links, air quality, regional storm water detention, public transportation, and economic development.
- A joint resolution adopting the Greenville Area Transportation System (GRATS) and Spartanburg Area Transportation System (SPATS) Long-Range Transportation Plans is signed by both Policy Committees in recognition that both urban areas are functioning as one.
- Central business districts experience continual growth and prosperity, due to the influx of residential uses.

In 2025 Greenville County's infrastructure providers have in place public water, sewer, and transportation systems that serve both existing and planned growth within the urban area.

- The consolidation of Special Purpose Districts is underway, which results in a more effective and efficient delivery of services.
- The protection and conservation of the County's remarkable natural resources emerges as a top priority among all local governments.

- Local governments work together to ensure the County's natural resources are protected and preserved for the future growth of Greenville County.
- Economic development trends for the region are used to identify those areas that best meet the needs of industrial, commercial, and residential prospects.
- Large surface water sources in Greenville County are protected and used to recruit targeted industries and commercial uses.
- The feasibility of constructing a regional wastewater treatment facility that would relieve growth pressures in rapidly developing areas of Greenville County is determined.

E. PUBLIC SAFETY

Chair: Johnny Mack Brown
Facilitator: Pat Mullen

PRESENT SITUATION

A major concern of the working group was how to expand law enforcement to accommodate population growth. Discussions included opportunities for better using technology in criminal investigations, and in the courts. This, of course, is controversial, but the opportunity will soon be present to maintain substantial personal information on file. In addition, technology could be used in court, where a defendant might not have to be transported could tap into court using video conferencing for simple cases. There was also a general discussion about the efforts to deal with first offenders differently. The recommendations below resulted from the general discussion.

The statements regarding mental health services were developed after the meeting, but were associated with the fact that an estimated 80% of the crimes in Greenville County are drug-abuse related. The courts have been making adjustments for first offenders and setting up special drug abuse courts, but a more integrated approach between law enforcement and the medical community is needed.

VISION

The magistrate system becomes a County Court System using lawyers as judges. These courts use judges elected by the bar, smaller juries, limited discovery, and efficiently dealt with civil cases below \$12,000, misdemeanors and minor felonies, thus unclogging the other courts."

Working with the Department of Social Services and the Greenville County School District, Greenville developed a system for early intervention courts that provided effective counseling for first time offenders. Specialized courts for drug abusers and mental health provided better rehabilitation and reduced the need for more prisons.

Law enforcement was one of the great beneficiaries of technology, as criminal records could be easily share between jurisdictions. Video conferencing was widely used by the court, reducing the need to transport people between facilities. A national database of DNA was available to law enforcement, but not for other purposes.

There will be a pluralistic, redundant and overlapping series of both public and private institutions for both inpatient and outpatient care, acute and chronic.

- These institutions will be private and public funding available in many different forms – straight fee for service, non-profit grants, insurance co-pays, etc.
- There will be training for all sectors of the public safety community to recognize and respond appropriately to mental health issues in the people they encounter.
- There will be multiple avenues for alcohol and drug detoxification, education and rehabilitation, with everything from halfway houses to acute detoxification facilities to long-term residential treatment.

- Every approach to mental health care will be represented by some practitioner or institution in the community from prayer to herbs to electroshock therapy and more.

F. TRANSPORTATION

Chair: Pat Haskell Robinson
Facilitator: Jimmy Forbes

PRESENT SITUATION

Transportation is essential to the economic, social and environmental well being of the Upstate. A well-planned transportation system will allow for access to jobs, shopping, and entertainment events and also enables businesses access to the employees, goods and services they need to flourish.

Traffic growth is far outpacing population growth and our ability to build roads. Sprawling development is consuming valuable natural resources and complicating transportation needs. The concept of “business as usual, roads first” in transportation planning and investment will not meet our needs over the next 20 years. We must place greater emphasis on providing new travel options and encourage wiser patterns of development.

VISION

A well-planned transportation system allows motorists within the Upstate to access jobs, shopping, entertainment events, and allows businesses access to the employees, goods and services they need to flourish.

A multi-modal transportation system provides an efficient, effective, safe and interrelated transportation system that includes roads, mass transit, aviation, rail, bicycle and pedestrian ways needed for mobility in the rapidly growing Upstate South Carolina. This multi-modal transportation system will serve as a catalyst to economic growth and prosperity.

Multi-modal & Rail

A regional multi-modal system connects cities, airports, rails, public transit and loops to businesses, shopping centers, universities and other areas of interest.

- There is an up-to-date inventory of the existing rail network system within the Upstate area.
- As they become available, existing rail corridors are protected and acquired for future fixed guideway transit systems.
- A major investment study is completed for transitways in the Greenville area, including consideration of busways, light rail and high occupancy vehicle (HOV) lanes. The study will identify the rights-of-way to be acquired and preserved
- Public transportation to rural areas is accessible to all citizens.
- An adequate funding source exists for existing and future transit/light rail operations.
- A light rail system connects Golden Strip Communities and Travelers Rest to Greenville.
- A pilot light rail system is operating in 2025 in the Greenville area connecting upstate municipalities.
- Dependency on automobiles as our primary means of transportation within the Upstate area is significantly reduced.

- The feasibility of a northern loop connecting the Travelers Rest area with destinations such as the Greenville-Spartanburg Jetport and I-85 is determined.
- A fast rail stop at a multi-modal facility in Downtown Greenville exists with a light rail connection to Greenville-Spartanburg International Airport.
- A multimodal system exists that includes transit, intercity buses, taxi service, light rail, high-speed rail and the airport.
- A Regional Transportation Authority owns and operates a multimodal system.

Upstate Transportation Authority

An Upstate Regional Transportation Authority serves as the governing board presiding over the planning, implementation and operation of a multimodal transportation system for the region. The Authority will have jurisdiction over all modes of transportation that are not already governed by federal or state statutes.

The Authority should contain at least some of the following components:

- It should have responsibility for planning for the transportation needs of the entire region.
- It develops a regional multimodal plan encouraging all modes of transportation to facilitate and enhance the movement, goods, and services through the Upstate.
- It has taxing authority delineated by the General Assembly.
- It has bonding authority.
- It has the authority to seek funding.
- It has power of eminent domain.
- It has a board with representation from all participating Upstate counties.
- Regional Transportation Authority is a Special Purpose District.
- The Upstate Transportation Authority and all other responsible authorities will adopt a comprehensive plan for transitways identifying the rights-of-ways to be used and acquired. Those authorities will work together to make the acquisition of those rights-of-ways possible and affordable and, ultimately, to acquire and preserve those rights-of-ways.

Air Transportation

All airports in the Upstate are working together to serve the region's transportation needs. An air service plan is present and publicized throughout the Upstate.

- GSP is the most important air freight gateway in S.C for domestic and international air cargo.
- All airports are actively involved in the transportation planning process.
- There is effective, efficient commercial ground transportation available to all three airport locations.
- There are adequate mass transit connections for the three airports.
- Airport infrastructure is adequate to support commercial and private needs.
- A comprehensive plan promoting the capabilities of all three airports is in place and includes these features.

Greenville-Spartanburg International Airport

- A second runway supports added passenger and cargo traffic at GSP.
- Located at GSP is a multimodal hub station where air, light rail, and road traffic intersect.
- A free flowing, high-speed interchange into GSP from 8 lanes on I-85 is present.

Greenville Downtown Airport

- Mass transit provides better accessibility for downtown Greenville
- There is a technology/convention center at the Palmetto Expo Center.

Donaldson Center

- A second runway supports additional air traffic, general aviation and cargo with better multimodal connection to the rest of Greenville.

Bikeways and Walkways

In 2025, Greenville County will be a place where parks, greenways, open spaces and other destination points of interest such as residential communities, business and retail centers, hospitals, downtown areas, and multi-modal centers are connected via a system of bikeways and, walkways, thereby enhancing the quality of life for all residents of the County while at the same time providing an alternate means of transportation movement within the County.

The Reedy, Saluda, Tyger and Enoree River Greenway Systems of parks, multi-use trails and public open spaces have been completed, and greenways for walking and bicycling have also been built along many major highway, railroad and utility corridors.

Bicycling

Bicycling is thoroughly integrated into the planning, design and construction of all new transportation facilities

Existing facilities are retrofitted to better accommodate the needs of bicycle transportation.

- There is a comprehensive plan and strategy for funding and implementation of a bicycle network and related facilities for both on-and off-road systems to interconnect the interest areas and destination points noted above in the vision statement. Integrate this network with the sidewalk system.
- The County, municipalities and the private sector provide the staff resources and sufficient funding for the maintenance, improvement and redevelopment of existing and future bikeways throughout the County.
- The bikeway/walkway network is integrated with SCDOT transportation networks.
- There are bike lanes along existing and future roadway with curb access at intersections.
- The Greenville County bicycle network is linked with the Palmetto Trail.
- The County has bicycle/pedestrian access to public parks and places through this linked transportation system.

Walkways

Sidewalks, crosswalks, pedestrian signals and other facilities make it easier, safer and more enjoyable for people to walk.

- A comprehensive plan and strategy are present for funding and implementing a sidewalk network and related facilities for both on and off road systems to interconnect the interest areas and destination points noted above. This network is integrated with the bicycle system.
- The County, municipalities and the private sector provide staff resources and sufficient funding for the maintenance, improvement and redevelopment of existing and future sidewalks throughout the County.
- Pedestrian signals and crosswalks are found at every major intersection, especially areas with high levels of pedestrian movements.
- Sidewalks run at least one mile in every direction from schools and other similar destinations such as libraries, churches, shopping centers, and parks by 2015.
- Sidewalks are designed so that they are wide enough, and wherever possible, set back from the edge of roadway or curb to increase pedestrian safety.
- SCDOT includes sidewalk construction in their roadway projects.
- Developers always include sidewalks and trees in their developments.

Marketing/Education Plan

By 2005 the upstate has a regional transportation public relations and marketing plan underway. By 2025 the public is educated on the advantages of a multi-modal transportation system and uses alternate modes of transportation.

- A comprehensive regional public relations and marketing plan encourages citizens to utilize alternate forms of transportation.
- Students in grades K-12 are educated to use a variety of transportation modes.
- The public knows about the relationship between transportation and air quality and chooses transportation modes accordingly.
- Citizens have reduced their dependence on the automobile
- Incentives are in place that makes it advantageous for people to use alternative forms of transportation.
- The economic benefits of having a multi-modal transportation system in the Upstate are well understood and direct transportation developments and improvements.
- All three airports are marketed when addressing aviation assets in Greenville County.
- The public understands the economic values of our system of airports.

IV. PRIVATE SECTOR VISIONS

A. INTRODUCTION

The Upstate economy has been affected by a national recession, as well as the loss of manufacturing jobs overseas and retail sales to the Internet. The SC economy has lost more manufacturing jobs per capita than any other state, largely due to job losses in the textile industry.

The strength of the upstate economy for the past quarter century has been the influx of international companies. There are currently 235 international firms in the Upstate from 26 countries. This includes multinationals such as Hoechst, Michelin and Hitachi. BMW alone has invested over \$2 billion in the Upstate, and their suppliers have invested another \$2 billion. The creation of an automotive cluster has partially offset losses in the textile industry and the recent investment by the State, BMW, Michelin, Microsoft and IBM in the Clemson University International Center for Auto Research (ICAR) will hopefully provide a model for creating a knowledge-based economy.

Recent efforts by groups such as the Palmetto Institute and the Department of Commerce at the state level, as well as local groups such as the Greater Greenville Chamber of Commerce, the Greenville Area Development Corporation and the Upstate Alliance have been working on establishing new industrial clusters. There are promising initiatives in Biotech/Pharmaceutical, Advanced Materials

If elements of Vision 2025 are to be accomplished, it will have to be due to a healthy private sector committed to solving community problems. The Upstate business community has historically been deeply involved in the arts, in public projects like the Peace Center, and in education issues. They have brought innovative solutions and partnerships to public projects. Their involvement will be more important than ever in the transformation to a global economy.

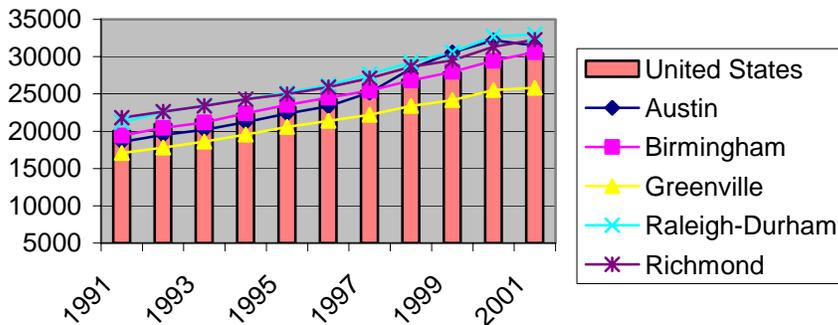
B. ECONOMY - ISSUE ANALYSIS

Chair: John Warner
 Facilitator: Jennie Johnson

Over the past several decades, South Carolina, in general, and Greenville⁷, in particular, have been very successful in recruiting a wide variety of branch manufacturing facilities to the area, diversifying our economy and significantly raising per capita income for our residents.

However, recent data shows that the state is falling behind its peers in terms of raising both wages as well as per capita income. Why are we falling behind in these two key indicators?

Per Capita Income 1991 - 2001



Simply put, the state’s business base is not as productive as businesses in other parts of the country.⁸ Productivity is based upon a complex integration of industry, suppliers, and service providers, etc. that can concentrate their expertise in a particular niche. For example, the wine industry in California is strong not just because of the geographic location of the vineyards and California’s climate. Wine can be grown in almost any locale. What makes Napa Valley unique is the combination of vineyards as well as the distribution firms, marketing agencies, attorneys, CPAs, etc. that all have many years of experience working for the wine industry. This powerful mix of skills makes Napa a global powerhouse in the wine industry.

⁷ There are many ways in which to define Greenville in geographic terms, from the City of Greenville to the ten counties in the Upstate. For purposes of this report, unless otherwise noted, Greenville will be defined as the five-county Greenville Metropolitan Statistical Area (MSA) – Anderson, Cherokee, Greenville, Spartanburg and Pickens Counties. Also note that this MSA definition is based on the 1990 Census. As a result of the 2000 Census, the definition has been recently revised.

⁸ Dr. Michael Porter, Harvard Business School, recently noted that the overwhelming explanation to explain lower wages in South Carolina is due to a lower level of productivity in the area. The usually-cited reasons – industrial mix, rural nature of the state, and a higher percentage of minorities – are not significant when explaining lower wages in the Palmetto State.

The success of South Carolina's economic development strategy has been broad based, but it has not been particularly deep in any one industry (vis a vis Napa). Thus, South Carolina's industries exhibit levels of productivity lower than the national average.⁹

The question remains: How does the Palmetto State and Greenville, in particular, enhance its productivity and thereby the per capita income of its residents?

Current Assets

Greenville has many strengths on which to build a strategy for productivity enhancement. An important "natural" attribute is our geographic location, which provides industry with access to a large percentage of the U.S. population. The location of Greenville is further enhanced by a sound transportation infrastructure, including the Port of Charleston, good highways as well as a strong airport facility.¹⁰

Our industrial recruitment strategy has created a tremendous legacy of success as well. The most obvious such strength is our world-class manufacturing community and the support systems that are developing around them. Of course, much remains to be done to improve the productivity of these industries. We can say that we have a good starting point. Another key strength is the community's relationship with large international trading companies that has developed as a result of recruitment efforts. In very few communities across the United States, can one find such a strong concentration of international industrial investment¹¹. More can be done here as well to enhance the region's competitive position.

To support our earlier economic development efforts, we created one of the best technical college systems in the world to train a technical workforce; we developed competitive incentive packages to encourage relocation; and we developed a broad public/private coalition of organizations in whose interest it is for branch manufacturers to relocate here.

In addition to these development-specific assets, the region is home to a number of higher-education institutions that have and will continue to play a key role in further development of the area. We must ensure that Clemson University, Furman University, Bob Jones University as well as the University Center of Greenville are all involved in future development activity.

Finally, we can say that the region is a low-cost area in which to operate one's business. From utility rates that are lower than the national average to wages that are about 80% of the national norm, Greenville leaders can make the case that we are an inexpensive alternative.

⁹ Lower productivity leads to lower wages. For example, the average wage for textiles in Massachusetts is \$35,000 compared to \$27,000 in South Carolina. Why? Enhanced productivity in Massachusetts even though only 9,000 workers are employed in textiles in Massachusetts versus more than 56,000 in SC.

¹⁰ This does not imply that we do not need to further improve our infrastructure. While we have good roads, etc., much more can be done to enhance their performance.

¹¹ In 2002, there were 76 international firms located in Greenville County. In the Upstate region, there were 245 companies from 20 different countries, and as the Greenville area expands, the presence of international companies continues to influence growth and development. Given these numbers, *Expansion Management* magazine has ranked the Greenville metro area as the No. 1 area for European Investment between 2000 and 2002. Also, *Site Selection Magazine* recently ranked the Greenville metro area as the No. 5 area for total international investment in the U.S.

However, Greenville should be known as a highly productive region – **not** as a low-cost region. Low wages do not mean low cost. In fact, with higher productivity comes higher wages as a natural result and this actually means lower costs to the employer.

We must develop, implement and monitor a comprehensive strategy that will enhance our overall productivity. We should continue our industrial recruitment activities where it can be fruitful. However, our future economic development strategy must be based on leveraging relationships to develop industry clusters that are best-in-the-world Centers of Economic Excellence. People should come here because we are smart, not because we are cheap.

Productivity Enhancement

The foundation of a knowledge-based strategy is enhancing the region's capacity for innovation and productivity by creating a critical mass of talent and resources focused around industry/university partnerships. This critical mass attracts other talent and resources, which strengthens the region's innovation capacity and reinforces the critical mass. Trading companies are those that trade outside the region, and thus bring value into the region by selling the region's goods and services to the world and by attracting resources from the world into the region. The key to success in executing a knowledge-based strategy will be developing a broad public/private coalition of organizations in whose interest it is for best-in-the-world industry clusters to develop in the Upstate.

The economic engine of a knowledge-based strategy is a partnership between a research university, which attracts and develops top talent in the region, and a major trading company, that employs that talent to develop innovative products and services that can be sold globally. Greenville needs to identify where major trading companies in the region need world-class talent to be globally competitive, and then to develop programs at research universities to attract and develop that talent. Networks of specialized firms will form here or can be recruited here to support these industry clusters. Technical colleges should be engaged in developing the technical work force to support the clusters. Some world-class people in these clusters will be interested in creating independent high-growth companies, and the community must ensure that venture capital and other entrepreneurial infrastructure are present to support their development.

A long-term economic strategy for Greenville must focus on being the center of a regional economy in the Upstate. Greenville already benefits from retail centers that draw regionally to professional services providers that service the region. The closest major research university, Clemson University, is not in Greenville so any industry partnerships with Clemson are inherently regional. The entire Upstate population of approximately 1.2 million will be required to develop the critical masses of talent and resources at the heart of a knowledge based strategy.

This report does not attempt to answer definitively the question – *Which industry clusters should we pursue?* We agree with Dr. Porter's recommendations that we examine more closely the automotive, chemical and textile sectors. In all of these, we have a strong concentration of employment and skills. However, we would also add to this list advanced materials (including photonics), aviation, and construction and engineering.

But, we must point out, that this economic development strategy focuses as much, if not more, on process, than on destination. We feel that if we put in place certain key activities and institutions, and have the support of strong, visionary leaders, then the outcome will, in a sense, take care of itself.

Key Economic Development Components and Metrics

This report suggests that there are five key component activities that should be instigated in order to reach our vision of Greenville in 2025. These general activities, listed below, are comprised of a number of sub-activities many of which are directly measurable. Others have associated metrics that can assist in determining whether or not we have accomplished our goal.

Enhancing human capital is the cornerstone of this endeavor. The ultimate source of increased productivity is people. In order to enhance this asset and more fully engage residents in the economic future of the region, we recommend that efforts be made to:

- Promote science and engineering careers to young people¹²
- Retain recent graduates in the region¹³
- Assist corporate and academic recruiting efforts of talent
- Enhance lifelong learning options for the area's workforce.

Associated Metrics: Percent of population with a graduate or professional degree

Enhancing intellectual capital is key to ensuring that the talent is put to good use, creating new products and services that will drive up productivity. We recommend that efforts be made to:

- Increase the amount of university-sponsored research funding at area universities
- Increase the amount of federally-sponsored research funding at area universities
- Increase the amount of corporate R&D performed in the area.

Associated Metrics: Number of Patents Issued¹⁴, SBIR awards issued, etc.

Enhancing financial capital will provide the monetary resources necessary to bring new ideas into the marketplace. Given the area's poor performance in this arena, we strongly recommend that efforts be made to:

- Increase the availability of venture capital in the region.¹⁵

¹² According to the US Department of Commerce Office of Technology Administration's report, *The Dynamics of Technology-Based Economic Development*, South Carolina ranked 24th in terms of the number of science and engineering (S & E) degrees awarded in 1997-98.

¹³ According to the Southern Technology Council/Southern Growth Policies Board's *Invented Here: Toward an Innovation Driven Economy*, South Carolina ranked in the top quartile in retention of in-state students with a science or engineering degree. Also, South Carolina ranked in the second quartile nationally in the net migration of science and engineering graduates, indicating an in-flow of skilled employees.

¹⁴ Using 1997-1999 patent averages from PTO, and adjusting to the number of establishments in 1999 according to the County Business Patterns program, companies and individuals in Greenville County received more than sixty percent more patents than did South Carolina as a whole. The Greenville metro area received slightly fewer patents than did the county. The Greenville area remains at approximately 80 percent of the national level of patent activity.

¹⁵ The major deals in Upstate SC over the past few years have been: NewSouth (\$300MM), NuVox (\$200MM), Carolina Phone (\$100MM), Ionosphere (\$20MM) HomePoint (\$72MM), ChanneLinx

Fostering institutions of collaboration creates innovative networks of individuals who have a stake in seeking greater productivity for the region. We recommend efforts to:

- Create new industry /University partnerships
- Recruit or develop companies in focused industries
- Create or enhance a strong entrepreneurial infrastructure
- Establishment of productivity councils fostering best practices, training and innovation

Promoting awareness of successes and diversity of benefits of this strategy will engage more of the area's population and will develop a strong base of support for these efforts.¹⁶

All of these activities will lead, eventually, to the realization of the vision we have laid out in the following paragraphs.

VISION – GREENVILLE IN 2025

The vitality of the Greenville as the focal point of the Upstate economy is based on globally distinctive industry clusters built around partnerships of major trading companies and research universities, and supported by networks of firms with specialized knowledge and resources, technical colleges to develop a skilled work force, and an entrepreneurial infrastructure of capital and resources that promotes the development of independent, high-growth companies. The overall objective of this strategy, and its most important measure of success, is increased per capita income to a level equivalent to other highly-productive communities.

There are five globally recognized industry clusters, each evidenced by a strong partnership between one or more international trading companies and one or more research universities.

- Each industry clusters is supported by an academic Center of Excellence that has at least five endowed research chairs at SC research universities.
- At least fifty percent of the graduates from the university programs find employment in the region.
- Each cluster is supported by at least 1,000 professionals with graduate degrees in technical fields.
- The University Center of Greenville is a focal point of industry/university partnerships in the region, and half of the graduate degrees earned at the University Center are in science or engineering disciplines.
- Each cluster is supported by a technical college program to develop a skilled, technical workforce for that cluster.

(\$24MM) Most of these deals occurred during the first part of 2000. Activity since then has decreased dramatically.

¹⁶ There are, of course, other participants in the economy – from professional service providers to home builders, from retail to health care – that will benefit from the growing affluence of the regional economy. This long-term strategy does not address them directly, not because they are not important to the economy, but because the focus of this strategy is creating and enhancing industry/university partnerships which are the economic engines increasing the affluence of the entire region

- The trading companies in the center of each cluster have relocated significant innovation portions of their companies to the region, including headquarters, marketing, research and development, and advanced manufacturing functions.
- Each industry cluster has at least five headquarter locations of independent companies (e.g., KEMET, ScanSource, or Datastream) or North American headquarters of international companies (e.g., Michelin or Bowater).

The region's wealth is built by fostering world-class leaders attracted to and developed by the industry cluster to launch independent, high growth companies ("The Dell Effect").

- The region ranks in the top ten nationally in the number of independent, high-growth companies (i.e., "gazelles," which are companies whose annual sales have grown twenty percent or more for four straight years.)
- Entrepreneurial development programs in the region attract over 5,000 participants annually.
- Venture capital firms headquartered in the region manage at least \$200 million of capital.

C. MANAGING AND RESPECTING DIVERSITY

Chair: Merl Code
Facilitator: Jan Haubenreich

CURRENT ASSETS AND STRENGTHS

Our community is a diverse mix of cultures, languages, religions, ethnicities, abilities, races, politics, and more. The communities surrounding Greenville County have more multinational corporations than any other area of the state. This results in the presence of business leaders who are naturally interested in living and working in a community that prizes a diverse cultural environment. Colleges and universities in the area have accelerated the expansion and enhancement of their international programs. Greenville is only one of two cities in the state offering a full range of language translation services. Greenville County schools are internationalizing their curriculum through such vehicles as the International Baccalaureate program. The Greenville Literacy Council is nationally recognized by the National Institute for Literacy for its work (the only community in the state recognized by NIFL), with expertise in English as a Second Language (ESL) instruction and outreach to people from diverse cultures. These efforts assist newcomers in cross-cultural education and aid them in understanding and effectively dealing with the cultural traditions of Greenville County. A host of special interest civic groups champion various groups' interests and needs, including people with disabilities, people with alternative lifestyles, cultural interest groups, fraternal organizations, and others.

CHALLENGES

Population diversity has existed for the County's entire history, but it has only been in recent years that the community has begun to address the challenges that come with managing diversity. These challenges affect all aspects of community life. In employment, majority populations often feel threatened by their shrinking majority status, even while they continue to hold jobs out of proportion to their numbers. Various minorities are competing not only with the majority but also with each other for employment opportunities. Schools struggle to overcome the barriers of language, culture and prejudice in their efforts to provide equal education opportunities and meet the needs of students and families. Government is challenged to be representative and responsive in its commitment to provide services and safety to a constituency that they are challenged to understand.

The challenges are clear: rapidly accelerating immigration; communication issues that go beyond language to the heart of cultural difference; fear on the part of the "old guard" regarding the "new blood;" concern that acceptance of diversity means surrendering personal values; and the guaranteeing of the American dream to all the people of the County in a way that will be true to the unique spirit and the enormous potential that is Greenville.

FUTURE DIRECTION

The mosaic imagery is apt: while each element in a mosaic retains its individuality, it can, with the others, join to form a vibrant picture. Whether the picture of Greenville County will be an attractive one in 2025 depends on decisions we make now. Individuals must no longer feel the

need or requirement to “blend in” in order to be “part of” the community. Greenville County must respond to individuals in a way that preserves and protects their uniqueness and, at the same time, supports cooperative efforts to benefit the community.

Schools provide the first line of initiative in responding to the challenge and opportunities of diversity. Through teacher training, language instruction, and diversity awareness education, schools prepare children to respond to the reality of their increasingly varied community.

Diversity management continues to become increasingly important in the workplace, in the effort to insure that cooperation promotes both human relations and profitability. The lessons learned in the workplace make business a promising partner with the schools in teaching the specific methods of constructive cooperation among people who differ from each other.

Government will not only serve the needs of diverse groups and sub-groups by providing services that are appropriate and fair, but will thereby model the values of civility, access and compassion within the rule of law. Government’s role is to ensure that an infrastructure supporting justice and equality exists. It will work with the schools and businesses to see that this image of the community is supported and reinforced. Government is in a position to prove that a diverse population can also be united.

The citizens of Greenville County – through education, business, government, and philanthropy – will support the inevitable increase of diversity in our County in the programs it creates and the government it elects, realizing that human unity and civic cooperation are the cornerstones of successful communities.

VISION

In 2025, Greenville County public and private sector leaders and residents welcome and integrate all its residents into a unified community whose diverse members and populations have full equality.

Greenville County educators, nonprofit and business leaders foster diversity awareness. They create learning environments that help residents of all ages build skills needed to engage, interact and work with residents of various cultural backgrounds.

- Greenville provides world-class education that includes comprehensive curricula on language, culture, gender equity, disability equity, global awareness and international exchange programs.
 - All Greenville schools celebrate an annual International Week.
 - Sex education is included in the standard curriculum of all public schools in Greenville.
 - Special needs children are not separated from the “normal” curriculum and included in all programs.
 - All secondary schools teach at least two other languages besides English.
 - All Greenville public schools grades K-12 have a diversity program.
 - There is a foreign language program in all of Greenville’s preschools and primary schools.

- Schools, youth-related agencies, churches and businesses serve as a major resource to provide international cultural understanding.
 - Greenville has K-12 International Baccalaureate program available through the school district.
 - High school students learn via satellite from professors in foreign countries in the areas of culture and the humanities
 - An internationally recognized curriculum is offered through the schools that are transferable to schools around the world.
- Greenville's teachers and administrators have all received diversity training.
 - Teacher certification requires diversity training, including how to teach and respond to diverse students and staff.

All residents have equal protection rights and opportunities available to them without discrimination or denial based on color, ethnicity, religion, sexual orientation, age, or other identity-based features

- Employment, educational opportunities, and safe and affordable housing are available to all County residents
 - Any group of people is free to form business and community interest groups without discrimination.
 - Greenville and South Carolina laws that promote discrimination of all kinds have been eliminated or changed to conform to the International Convention on Human Rights.
 - The 25 largest Greenville County employers have diversity management programs that support diverse recruitment and ongoing development programs.
 - High school dropout rates are reduced to less than 5% to improve job readiness for a diverse population.
 - Affordable housing is available to all economic levels.
 - Minority enrollment at Greenville Technical College and other post-secondary institutions is increased to reflect no less than 75% of their statistical presence in the general population.
 - Private business, community and public school educational opportunities are available and affordable to all English-as-another language speakers.
 - Affordable health care is available to all individuals without discrimination.
 - There is a liaison in Greenville with services that translate residents' degrees from other countries into the United States higher education equivalencies so employers can utilize their skills.
 - Women- and minority-owned businesses increase by 50%

Residents of all ages are engaged in cross-cultural exchanges that result in effective education, respect for cultural differences, affirmation of their own values and traditions, and lawful expression of individuality and difference without fear of retribution

- Greenville has numerous cultural exchanges, networking opportunities and civic engagement opportunities.

- Adults of all ages and backgrounds have a variety of international and civic education programs available to them.
- Neighborhood associations across Greenville promote cross-cultural communication and celebrations.
- Greenville is recognized as a cross-culturally rich environment.

The arts, including art, theater, music, and festivals, reflect the diversity of Greenville residents.

- There is an annual Celebrate International Week in Greenville County – including a large international festival – arts, music, food, parades, exhibits, lectures, films, etc. modeled on Toronto’s Caravan.
- The “International Center of the Upstate” is re-developed and located in a visible central location.
- The Center offers consulting, training, reference materials and counseling services to new immigrants, new business relocations, trailing spouses, international business, civic groups, and educational institutions.

The diversification of our neighborhoods result in the diversification of our cities

- Businesses, nonprofits and public agencies are recruiting a culturally diverse workforce.
- Legislation for mixed-use zoning enables independent interaction and a variety of house prices.
- The workforce in Greenville County is diverse.
- Affordable housing meeting acceptable standards is available to individuals, households and families from all socio-economic levels.

All residents, including the poor, the elderly, and people with physical or mental disabilities have access to all services in Greenville County.

- There is accessible, affordable transportation for the physically challenged to get to essential services.
- There are concierge services in government offices and major businesses that provide essential services.
- Affordable rentals are available for those transitioning out of shelters.
- Sufficient handicapped parking spaces are available at all essential services
- Mental health facilities are accessible and affordable to all residents.

Cross-cultural competence is a leadership trait in all key business, education, civic and political leaders in Greenville County.

- Greenville County’s leadership recognizes the value of understanding and managing diversity and takes the necessary steps to secure the skills needed
- There is a leadership institute on diversity, international and cultural education.
- A Greenville area interfaith coalition has developed to include religious leaders of all faiths who sign a covenant of tolerance, acceptance and celebration of differences.
- There is an annual “world-class” international business and diversity conference.
- There is a mentoring program for business protégés to learn international business and multicultural awareness and competence, including opportunities for one year working abroad exchanges for local companies with domestic and international locations.

D. INTERNATIONAL

Co-Chairs: Jerry Gibbins
Tom Sowden

PRESENT SITUATION

Greenville has become a significant center of international trade and investment. The major industries are automotive based. The presence of Michelin and BMW dominate the international business investment picture. Greenville also has become a highly diverse community with a major presence of Hispanic, Asian and European born residents.

The prospect for a major automotive research park and educational center is promising.

Greenville is not known, however, as a center for fundamental and applied research which would have economic potential from a foreign investment standpoint. Collaboration between Clemson, the University of South Carolina and Furman University can lead to greater benefits from these schools in spin-offs of their research. Currently, no specific program exists which showcases what these schools are doing in the Upstate.

Furthermore, the educational facilities in the Upstate are barely touching the surface of multi-language training for graduates, either at the high school level or college level.

From a cultural standpoint, Greenville has a number of active international organizations focusing on particular country cultures and has a significant population of Hispanic, Indian, Asian and European residents. However, Greenville does little as a community to celebrate these cultures in any public way. Other South Carolina communities have international festivals annually. Greenville does not.

The local arts organizations are primarily featuring US products. The County Art Museum focuses on American artists in the main and usually those not from the area. The museum does not feature local international artists.

An international cultural center is sorely needed. Neither the city nor the county governments has expressed any support financially for an international center. Charlotte, North Carolina has had an international center for more than 15 years. With the extent of international investment and citizenry here, Greenville should support its own comparable center.

FUTURE DIRECTION

To grow its international trade and investment Greenville needs to be showcasing its strengths and to mobilize its educational institutions to be more proactive in marketing their R&D capabilities and the products of these research efforts. Further teaming with industry will be essential.

From an educational standpoint, the community needs to look at the primary, secondary and college levels to target preparing its graduates more directly for competing in the new global community Greenville operates in today.

From a cultural standpoint, Greenville needs to invest in showcasing its diverse international population. This can be done through festivals, city and county international events, and at a dedicated international cultural center.

Sectors and agencies that can contribute to these goals include:

- The Greenville Chamber of Commerce
- The City of Greenville
- The County of Greenville
- Clemson University
- The University of South Carolina
- The University Center in Greenville
- Furman University
- Greenville County School System
- Greenville Literacy
- The International Center of the Upstate
- Greenville Sister Cities
- South Carolina Economic Development Agencies
- Greenville County Economic Development Agencies
- Greenville County Art Museum
- Metropolitan Arts Council
- Greenville's Entrepreneurial Organizations
- Greenville's Country Focused Organizations
- Greenville Hospital System

VISION STATEMENT

In 2025 Greenville County is recognized globally for its international outreach, success and commitment to international trade and investment, and for its reputation as a community dedicated to welcoming internationals who have come to work and settle in the area. Further, the community offers special curriculums at the college and secondary level to prepare students for participation in the global world of commerce and human relations. In addition, the community has a rich cultural life with a wide offering of international cultural programs.

Goals

1. *By 2025 Greenville has established an International Center noted for its exceptional architecture and which is home to various international cultural programs and exhibits and adjacent to a cluster of governmental and business related offices involved with international trade and investment. The International Center serves as a coordinating entity to promote international cultural programs in the area. Further, the Center works with the business community and Chambers of Commerce in activities to showcase the area's business resources involved in international trade.*

Objectives

- The International Center (Center) will provide services, exhibits and programs in three primary areas: Educational and Cultural Programs, Business Services, and Exhibits and Events of interest to tourists and visitors.
 - The Center will work with the business community, chambers of commerce, governmental agencies and educational institutions to showcase the manufacturing and trade opportunities in the area.
 - The Center will promote exhibitions and trade shows of interest to both businesses as well as tourists coming to the area for recreation. Such shows will highlight the products and services in the area.
 - The Center will be architecturally distinctive and designed by a leading firm to convey an international theme.
 - The Center will be part of a complex housing both cultural and educational programs as well as office space for private and governmental entities supporting international trade.
 - The Center operates a multi-screen theater and exhibit area where local manufacturers display typical products being made here by international companies.
 - The Center will offer programs for the general public as well as for primary and secondary education.
 - Computer operated displays will enable visitors to explore the world for culture, history and tourism.
 - The Center will house a language facility offering foreign language classes as well as English as a Second Language.
 - The Center will feature interactive displays and exhibits as well as a resource center for information and research on international subjects.
 - The Center will house a gift shop featuring products representing various world cultures.
 - The Center will feature lectures, art exhibits, seminars and films with an international content.
 - The Center will include rotating exhibits showcasing products manufactured in the Upstate by international firms.
2. *By 2025 Greenville is recognized both nationally and internationally for its strong international trade and investment level.*

Objectives:

- Greenville will continue its commitment to international outreach and development of economic and cultural relationships. There will be a dynamic Greenville Sister Cities

International organization, funded by local citizens, companies and governments with strong people to people ties with cities in each of the 6-7 countries/cultures significantly represented in the Upstate.

- Target levels of foreign investment in key industries established by a joint economic development committee representing the appropriate governmental and private participants will focus efforts by local economic development entities.
 - Benchmarking of comparable communities will serve to set goals for levels of foreign trade and investment as well as industry sectors.
 - Greenville's unique **GLOBALINK**[®] website features on-screen links to 50 key trading centers across the globe. **GLOBALINK**[®] enables Greenville area businesses to rapidly communicate needs and opportunities to selected suppliers or customers in these key trading centers. These contacts are typically Chamber of Commerce or comparable entities in these key-trading centers.
 - Greenville has established **GREENVILLE-ECON** as a single entity economic development entity to coordinate city and county governmental and Chambers of Commerce economic development activities.
 - Greenville's economic development goals established the key industries for international trade and investment. Coordination of the economic development entities with local educational programs support these same key industry objectives. Automotive has been the principal area.
 - Greenville hosts annual international trade and investment shows tied to the key industry objectives.
 - Greenville hosts a semi-annual International Technology Showcase featuring Clemson, Furman and USC research programs of interest to international entrepreneurs and investors.
3. *Greenville is recognized for its strong international cultural diversity, and for its reputation for welcoming internationals that come to the area to work and settle.*

Objectives:

- Greenville supports its international cultural diversity through the encouragement of the 15 or more local international country groups whose members continue celebrating their cultural heritages.
- The Annual Greenville International Arts and Culture Festival **INTERARTS** showcases the wide diversity of countries from which its citizens have emigrated. The festival features juried art, dance, music and cuisine as well as an annual International Parade.

- The Greenville city and county governments have designated International Affairs staff positions whose responsibility it is to assist local international groups in linking with governmental services and to support their achieving success as citizens of this widely diverse cultural community.
 - Greenville County has established a special assistance center for new internationals settling in the area. The office has multi-language staff members trained to offer assistance in one of the primary international languages.
 - The International Center will promote outreach programs, which utilize mobile shows, and satellite cultural clusters which carry international cultural programs to communities and institutions beyond the city limits of Greenville.
4. *By 2025 Greenville has developed exceptional public and private school programs, at both the college and secondary level, to prepare students for living and working in a truly global world.*

Objectives:

- The Greenville County public school system has established English language training for new internationals settling in the area.
 - A special international track is offered in the county school system to prepare students for further studies at the graduate level. This program includes language and cultural training as well as exposure to international business issues appropriate to secondary education.
 - Greenville public schools offer language training in the primary languages: Spanish, German, and French. Special classes are available in Japanese, Chinese and Arabic at the Magnet International Studies high school.
 - The University Center offers a joint program with USC and Clemson for a special major in international business or diplomacy.
 - The new Automotive Industry engineering graduate degree is offered through Clemson University.
 - A special set of training modules has been introduced in the county school system called **LIVING WITH OTHER CULTURES**. Emphasis is placed on preparing students to understand how to live and work successfully with those from other parts of the world.
 -
5. *By 2025 Greenville has implemented city and county efforts to project an image as an important international community welcoming international trade and investment and possessing a vibrant cultural life celebrating its internationally diverse population.*

Objectives:

- Greenville has established a public image program to promote the area as an important center for international trade, investment and culture.
- A special competition has been held to select a slogan to promote the global image of the area. One example: **“Greenville...In Touch With The World!”**
- International flags are on display at the Greenville-Spartanburg airport and on Main Street Greenville.
- Greenville is the site for a planned major **International Exposition** similar to the Worlds Fair concept.
- An international sculpture garden has been installed in the Reedy River Park. Several separate international gardens are included sponsored by leading international companies.
- The visitors center at the airport has information in several languages. A courtesy phone is located at the airport with multiple language selections offering basic help for newcomers seeking information on the area.
- A billboard display on I-85 at I-385 welcomes visitors to Greenville in 6 major languages. Flags of countries with local companies in the area are displayed at the intersection.

E. AVIATION

Chair: Chris Crum

Facilitator: George Fletcher

*Upstate South Carolina will create a world-class aviation center recognized for research, education and industry focused on **Aircraft Inspection, Maintenance and Safety (AIMS), Advanced Materials/Optics, Systems Integration, Supply Chain Management and small turbine engine manufacturing and applications**. As such, Aviation will be one of the five major industry clusters in Upstate SC. (Clusters include corporate and division headquarters, investment in research, a broad range of support industries, venture capital and spin-off companies that create wealth for the region.)*

The Upstate Aviation Cluster will capitalize on the existence of a strong core of aviation companies, a significant airport network, multiple university and technical education institutions and the synergy with automotive, supply chain and advanced materials research in the region. By expanding upon these resources, the Upstate Aviation Cluster will provide leading edge (disruptive) technologies, products and services that enhance the knowledge, efficiency and safety of international aviation.

Action Plan

The creation of a world-class aviation center in Upstate South Carolina is accomplished by focusing on four primary areas of concentration:

1. Research, Development and Education
2. Infrastructure and Facilities
3. Business/Economic Development
4. Promotion, Incentives and Coordination

The major actions and initiatives for each of these are as follows:

1. Research, Development and Education

- Establish a research presence for aviation industry/university partnerships.
 - Coordinated research with ICAR, Advanced Materials/Optics, Wireless Communications, Systems Integration, Supply Chain Institute, etc.
 - Includes Avionics (ICAR partnership)
 - Benchmarked against the world's best
- Initial focus is Aircraft Inspection, Maintenance and Safety (AIMS) for military, commercial and business aircraft.
- Focus on “uncommonly disruptive technologies” as key to change
- Establish a national center for Aviation Training and Education
 - Technical
 - Management
 - Human Factors

2. Infrastructure and Facilities

- Coordinated 20 year plan for the 3 Greenville Airports (GSP, Downtown and Donaldson) as well as for Anderson, Oconee, Pickens and Spartanburg regional airports
- Establish a major international multi-modal freight hub at GSP through partnerships with airlines, railroads, SC Ports Authority and industrial customers.
- Build second runway at GSP
- Expand I-85 to eight lanes.
- Create international business and research center on land adjacent to GSP
- Partnerships for multi-modal passenger service at GSP, including high speed rail with service to Greenville, Spartanburg, Anderson and Clemson
- Scheduled daily international passenger and freight service
- Provide hub for private air taxi services
- Airspace conducive to aircraft testing

3. Business/Economic Development

- Expand resources/presence/activities of existing core of world-class aviation companies (Lockheed-Martin, Michelin, Honeywell, GE and Champion)
- Recruit aircraft, avionics and/or engine OEMs
- Recruit parts suppliers, assemblers and/or distributors
- Encourage entrepreneurial efforts and spin-off companies by establishing incubators, venture capital and research partnerships

4. Promotion, Incentives and Coordination

- Establish a regional Aviation Office that includes government, private industry, research entities and economic development groups
- Coordinate vision activities to market as a single entity
- Create materials to promote the aviation cluster
- Utilize local economic development groups to recruit and market new companies (based upon 'gap' analysis)
- Provide incentives for existing companies to expand
- Strengthen programs at Middle Schools, High Schools, Tech Schools and Colleges to 'de-mystify the subject and improved aviation education
- Develop international markets
- Create/maintain aviation friendly environment

V QUALITY OF LIFE VISION

A. INTRODUCTION

Quality of Life is a term often used in vision statements. As with other terms de arte, quality of life depends on your perspective. For the homeless, an improved quality of life is a place to live. For the disabled, quality of life often depends on coping or overcoming handicaps. For the sick, it often involves making pain and suffering tolerable.

A review of community vision statements from around the country indicate all of the following issues have been identified by some segment of the population as quality of life issues.

Arts organizations	Housing choices
Civic leadership	Mixed use neighborhoods
Children's activities	Parks and Recreation facilities
Compact development	Senior citizen facilities
Community gardens	Sense of place
Cultural attractions	Social equity
Environmental justice	Sports facilities
Environmental protection	Urban green spaces
Historic preservation	

It has been said that there is no limit to the quality of life investments that can be made by a community when someone else is paying for it. However, quality of life initiatives are often voted down in general referendums. In the fall of 2002, Greenville County voters turned down a parks referendum by almost a 2 to 1 margin. The voters did not consider the investment in parks worth an increase in property taxes.

The following is a partial list of major quality of life assets for Greenville and Upstate SC.

Weather (Rand McNally ranked Greenville's weather 32nd best in the country)

Outdoor recreation opportunities

- White water rivers
- Man made lakes along the Savannah River basin
- 110 miles of hiking trails from Oconee State Park to Ceasars Head
- 175,000 acres of permanently protected parkland along the Blue Ridge escarpment
- Golf
- Hunting
- Fishing

Downtown Greenville

Arts venues

- BJU and Greenville County Art Museums
- Peace Center
- Community Theaters
- Student performances at the BJU, Furman University and the Governors School

Sports venues

- Bi-Lo Center
- Minor League Baseball
- Furman University
- Clemson University

Cost of living (95% of national average)

Housing (80% of national average)

There are certainly other amenities that could be included. Reviewing the list indicates that many of the assets are natural. Others are public/private or totally private investments. The public comes on board only after an initiative proves successful.

Ultimately, quality of life issues become extremely important in economic development. It is important not just for recruiting companies, but also for attracting and retaining the bright, talented young people that fuel the knowledge-based economy.

In considering a Quality of Life vision, we have separated the issue into two groups. The first includes the issues that make a place “cool.” This includes the **Arts**, the **Environment** and **Parks and Open Spaces**. We have also included the vision statements of the **Coolness** group in this section.

B. ARTS (An International Center for the Arts)

Chair: Don Koonce
 Facilitator: Jennie Johnson

PRESENT SITUATION

Greenville already has a strong, regionally recognized arts community. Many of the local arts organizations have innovative strategic plans or visionary mission statements. A critical mass of leaders understands that Greenville's growth and prosperity require a diverse, accessible, affordable arts environment. Building on the visions and strengths of the existing arts environment will ensure that by 2025 Greenville is recognized as an International Center for the Arts.

VISION

In 2025, Greenville is internationally recognized as a center for the arts, fostering community-wide support and appreciation of the value of all arts disciplines and cultures. The arts are valued by residents and community leaders and are a vital part of the growth and prosperity of the community. The arts environment contributes to a strong sense of place where young and old want to live.

Greenville is instantly recognized as a center for the arts by its strong commitment to the concept of public art.

- All gateways into the city have significant arts features that clearly define who we are and what we value.
- Public art is present throughout the community – parks, intersections, building lobbies, downtown streets, etc. – reflecting Greenville's strong commitment to the arts and promoting the diversity of the area's artistic disciplines and points of view.
- There are interconnected, pedestrian-friendly neighborhoods, each with their own central arts focus.
- The Falls Park at the Reedy is one of the nation's most recognized sculpture gardens.

In true Southern style, Greenville fosters an outdoor lifestyle with the arts and artists at its center.

- A major annual Arts Festival is fully funded by local support and sponsorships, draws artists and participants from all over the world.
- The summer "Shakespeare in the Park" program is recognized nationally as a model of outdoor programming.
- Frequent neighborhood and area events celebrate the arts and artists with outdoor music, theatrical performances, dance performances and art exhibits.

Greenville nurtures all art disciplines as a vital resource for economic development with sufficient funding to enable all venues to be accessible and affordable.

- Affordable and accessible venues for all arts are available.
- The arts receive enthusiastic financial support from both the government and private sectors.
- One percentage of all construction costs is allocated to fund the arts in both the City and County.

- Affordable housing for artists is readily available, encouraging young artists to move to Greenville to begin or further their career.
- Greenville has a growing film industry encouraging venture capital funding for the support of local and regional film projects.

Greenville is a community that supports, encourages and challenges professional artists, giving them a means and motivation to establish a successful career in this area.

- Greenville nurtures the establishment and growth of professional arts organizations, both private and institutional. By 2008, an affordable healthcare insurance package is available for professional artists.
- Special incentives are available to arts organizations who hire professional artists.
- Greenville's growing film industry has developed a strong professional crew for in-state hiring.

Greenville's educational leaders firmly reinforce the philosophy that arts and cultural learning are critical components of a "complete education" for all of our area's youth.

- Greenville financially supports an effective arts education program in all schools from elementary school onward.
- Ongoing partnerships are encouraged with local and visiting professional artists to develop in-class or out-of-class learning programs in Greenville elementary, middle and high schools.
- Greenville is the home to a nationally recognized Art Institute.
- A "Design Center" established by the City of Greenville and Clemson University, annually offers opportunities for students to work with local professional architects in curriculum-based activities involving lessons on building and landscape design.

C. COOLNESS (Youths' Vision of a Cool Greenville)

Chair: Mike Goot
Facilitator: Chris Stone

Greenville has many “cool” attributes worth enhancing. Therefore, building on Greenville’s existing strengths...

VISION

In 2025, bright, highly sought after professionals and entrepreneurs from around the world choose to live and work in Greenville. Our brightest, talented young people choose to stay in Greenville, or return after spending time in other parts of the world. The common denominator: they all enjoy telling their “Big City” friends and colleagues that Greenville is indeed a very cool place because...

Greenville is known for its authentic mixed-use neighborhoods and town Centers.

- There is a vibrant 7-24 downtown culture, anchored by substantial residential options for folks of every economic strata.
- There are new, self-contained, pedestrian-friendly suburban neighborhoods, comprised of housing, retail services, entertainment and office development.
- Using Greenville’s Downtown as a model, revitalized town centers in Greer, Mauldin, Easley, Taylors and Traveler’s Rest attract young professionals.

Greenville is a recognized Center for Health, Fitness and Outdoor Recreation.

- There is a comprehensive system of biking/jogging trails.
- An extensive park system exists, with opportunities to enjoy both traditional and extreme sports.
- There is a training center for Olympic biking and paddling teams, and tri-athletes.

Greenville has a vibrant Arts Scene.

- There is a month-long Celebration of the Arts Festival each Summer.
- Publicly supported Arts Incubators are available, including subsidized housing and gallery space for new artist.
- There is an extensive Artists-in-Residence program, bringing internationally recognized artists into the community to teach and work.

Greenville is an intellectually stimulating University Town.

- Satellite residential campuses, programs and research centers are located in Greenville.
- Light rail connects Downtown with Furman and Clemson Universities.
- Greenville is a host city for a Young American Renaissance Weekend.

Greenville is a uniquely Diverse and International Community.

- There is an annual Community Pride celebration, co-hosted by the faith community and civil liberties groups.
- Greenville is a lively international center, greeting international visitors as they disembark at GSP off direct flights from Europe and Asia.

- There is a new think tank that studies values in business and society.
- A reconstituted Fall for Greenville celebrates International Cuisine and Culture.

Greenville has young adults in positions of responsibility in all levels of business, government, citizen, and social organizations.

- 25% of all volunteer and elected leadership positions are dedicated to community citizens 18-35 years of age.
- Greenville has a reputation as a leader in the state in capturing the innovation, intellect, and spirit of its youth in shaping community decisions and direction.

D. ENVIRONMENT

Chair: Gary Weinreich
 Facilitator: George Fletcher

Environment concerns will continue to be a major public policy issue in the 21st century. In addition to meeting the National Ambient Air Standards, the Upstate will be challenged to find new methods of treating and reusing wastewater and solid wastes. There will be increasing attention to manage both the quality and quantity of storm water. There will be many opportunities for new approaches to environmental management.

Jim Brooks submitted an excellent comment that 2025 was too short of a period for addressing environmental concerns. He contends that the Vision should extend to 2100, and that planning should not only include ideas of Sustainable Development, but also Environmental Restoration. His comments have been included in Appendix D.

VISION

Greenville is the South Carolina or Southeast regional leader in environmental stewardship and recognized as a leading sustainable community, where people work and live in close harmony with a clean and healthy environment.

Improved Environmental Decision Making

Greenville uses an open and systematic process to evaluate the environmental consequences of all major projects and decisions. This “Environmental Management System” provides Greenville with the following benefits:

- The environmental consequences of projects and major decisions are evaluated using an open and objective evaluation process.
- Government and private entities identify and implement alternatives with less impact where economically practical.
- Long-term environmental goals are established and effectively communicated.
- Specific action plans are agreed upon to continually improve and restore existing ecosystems.
- *Greenville* develops in a sustainable manner.
- *Long-term* environmental costs are minimized.

Improved Air Quality

Air quality in Greenville is safe and healthy for all residents.

- By 2007¹⁷, air quality will meet or exceed EPA’s air quality standards.
- Emissions of CO₂ are decrease by 10% adjusted for growth. These reductions are achieved in transportation emissions (e.g., alternative fuels, improved fuel economy), energy conservation throughout *Greenville*, and renewable energy development (e.g., solar power, landfill gas, waste-to-energy, wind power).

¹⁷ The year 2007 is the date by which the Upstate Counties have committed to come into compliance with EPA’s new 8-hour ozone standard.

Improved Water Quality

Greenville manages its water resources in a way that 1) provides excellent drinking water, 2) treats wastewater in a manner that protects waterways and the interests of downstream users, and 3) maintains flows sufficient to sustain a healthy aquatic ecosystem.

- All water users (e.g., residential, commercial and industrial) use advanced technologies to reduce consumption of drinking water, optimize water recycling, and use best available technology to minimize the production of wastewater streams.
- Greenville has 1) reduced contaminants entering surface waters, 2) consistently met all permit limits, 3) maintained water quality standards in the receiving streams, and 4) achieved the goal that all county waters are fishable and swimmable.
- Greenville's municipal and industrial dischargers have eliminated 90% (or more if practicable) of storm water and ground water that leaks into wastewater collection systems, and will eliminate wastewater leakage and overflows from its sewer systems.
- Greenville has implemented measures to reduce the-use of drinking-quality water for landscape irrigation and industrial purposes where not required, including reuse of stormwater, industrial wastewater and sewage treatment plant effluent.
- Greenville has implemented measures to improve erosion control and reduce sediment carried into streams.
- Greenville has implemented programs to reduce or eliminate the effects of all categories of non-point source pollutants from urban, residential, commercial, industrial, government, and institutional properties.
- Greenville has implemented programs to protect its streams, wetlands and riparian ecosystems, and to restore and improve impaired components of our waters.

Improved Solid Waste Management

- *Greenville is considered a model community for waste avoidance, reuse and recycling within the southeast.*
- Businesses in Greenville have reduced waste by implementing returnable packaging programs and waste reduction programs.
- Commercial businesses offer "low-waste" alternatives to current packaging.
- Waste entering county landfills is reduced by 10% per person through citizen awareness and programs to reduce, reuse and recycle waste.
- Business and public agencies in Greenville have purchased and use recycled materials whenever practical.
- Greenville has created new markets for recycled materials by recruiting businesses that provide recycling services, and businesses that use recycled materials in the manufacture of new products.
- Greenville utilizes remaining waste as a major source of energy, using safe and reliable technology to protect air, land and water while tapping into a renewable energy source.

Improved Natural Habitat Protection

Greenville promotes, protects and enhances natural habitats for the benefit of native wildlife and for its citizens.

- Greenville designates, develops and protects greenways, buffer areas, undisturbed areas, and parks, so that wildlife is sustainable and can coexist with the human population.
- Greenville identifies all habitats that are "special" in terms of having unique or especially sensitive ecosystems, threatened or endangered flora and fauna, exceptional natural

- geologic features, or extraordinary potential and worthiness for protection for future generations.
- Commercial and residential development incorporates an appropriate balance of existing and/or replacement trees in order to maintain a healthy tree cover throughout **Greenville**.
 - All citizens are educated and encouraged to enhance property to provide food, water and shelter for wildlife, through processes that reduce the costs of grounds and facilities management, and their impacts on the environment.
 - A network of wildlife sanctuaries and preservation areas, and special wildlife management areas (e.g. Heritage Trust areas) are designated and managed so as to maximize habitat benefit for wildlife, help maintain biological diversity and provide opportunities for environmental education.
 - **Greenville** has incorporated into its storm water and water quality management programs the restoration and enhancement of streamside riparian zones and wetland areas to provide a network of green contiguous ribbons of habitat so vital to wildlife in urban and suburban areas.
 - The entire region values lakes, the mountains and the green spaces. A regional effort manages these resources. This involves education, awareness, development standards, and greater public use.

Light and Noise Pollution Minimized

Both the City of Greenville and Greenville County have considered ordinances to deal with light and noise pollution. While most people consider night lighting necessary for safety purposes or nighttime activities, there are many who object to lighting that is primarily for advertising and for lighting. Night-lights from shopping centers and private businesses negatively impact the Roper Mountain telescope.

An ordinance proposed for Greenville City Council defined light pollution as “spill light, which because of quantitative or directional characteristics, results in annoyance, distraction or a reduction in the ability to see essential information, such as a traffic signal or the night sky.” The ordinance proposed standards for night lighting:

- A maximum of .5 foot-candles on any private property line and 2.0 foot-candles on any public street right of way
- Flood lights that were aimed at least 45 degrees below horizontal
- Specific standards for outdoor activities such as sports events
- Standards for parking lot light fixtures
- Permits for outdoor lighting

Greenville County considered a noise ordinance that at the time was specifically targeted toward preventing a racetrack that was being considered for northern Greenville County. However, it proved difficult to write without catching vehicles, airplanes, industrial activities and other noise sources that are considered necessary. The issue developed around nuisance noise and private property rights.

The vision committee believes that Greenville needs to have implement ordinances to control “nuisance” pollutants such as lights and noise. Like requiring trees around parking lots,

reasonable standards for light and noise pollution should improve the community's overall environment.

E. PARKS AND OPEN SPACES

Chair: Brad Wyche
 Facilitator: Paul Ellis

VISION

In 2025, Greenville County is a place where parks, greenways, open spaces and environmentally significant lands and resources are in abundance, are protected, provide a wide variety of recreational opportunities, receive adequate financial support, and enhance the quality of life for all residents of the county.

By 2025, at least 15 per cent (76,500 acres) of the total land area in Greenville County is devoted to parks, greenways, and open spaces for use and enjoyment by the general public. These parks, greenways and open spaces are distributed throughout the county and provide a wide variety of opportunities, ranging from natural, undisturbed areas to active recreation facilities. In addition, by 2025, at least 10% (51,000 acres) of the county’s total land area will be preserved voluntarily through conservation easements and other methods.

	Public Parks, Greenways and Open Spaces	Open Spaces Protected by Conservation Easements (Public & Private)
Current	17,000	24,000
Needed	59,500	27,000
Total by 2025	76,500	51,000

By 2015, the standards set forth in the Greenville County Parks and Recreation Master Plan and in the master plans for the municipalities in the county are achieved.

- 80% of the county’s population is within a safe 10-minute bicycle ride of a public park.
- The Reedy, Saluda, Tyger and Enoree River Greenway Systems of parks, multi-use trails and public open spaces have been completed.
- There is an ample supply of urban green space, such as “pocket” parks.
- Greenways for walking and bicycling have been built along many major highway, railroad and utility corridors.
- Abandoned commercial and industrial properties are frequently re-used for parks and public spaces, and there is an ongoing identification and re-use of abandoned rock quarries and other suitable land for regional retention ponds for storm water and recreational use.
- All public education campuses are public parks, and many also serve as community centers, public libraries, police substations, dining sites for senior citizens, and sites for public forums and meetings, and when appropriate, parking facilities are shared.
- More national and state scenic highways are designated in Greenville County and are protected and maintained to perpetuate their scenic value and attraction to tourists.

By 2025 the County, municipalities and the private sector provide sufficient funding for the maintenance, improvement, and redevelopment of existing parks, greenways and open spaces and for the acquisition and development of lands for such uses in the future.

- Many funding sources are available, such as bonds (general and revenue), impact fees, user fees, accommodations taxes, real estate transfer fees, and referendum-approved sales taxes.
- South Carolina taxpayers are able to designate contributions for parks on their state income tax returns.
- There is strong corporate support of parks through donations, volunteer hours, and special fundraising promotions.
- There is an ongoing effort to encourage private gifts of property for parks and conservation.

Both incentives and regulations are used to create parks, greenways, and open spaces in Greenville County.

- Important open spaces and environmentally significant lands and resources throughout the county are protected and conserved by a variety of methods, such as Purchase of Development Rights programs and Transfer of Development Rights programs.
- Incentives encourage developers to create parks, greenways and open spaces and to preserve environmentally significant lands and resources.

One agency has overall responsibility for public parks, greenways and open spaces throughout Greenville County. There is strong public support for parks, greenways, open spaces and environmentally significant lands and resources in Greenville County, and local officials and the public recognize the positive impact these places have on economic development, public wellness, increased property values, tourism, and quality of life.

- The news media, community leaders, politicians, developers, civic groups, utilities and the general public are knowledgeable and informed about the value and importance of public parks, greenways, open spaces and environmentally significant lands and resources in Greenville County.

F. SENSE OF PLACE

Chair: Ben Rook
Facilitator: Chris Stone

In the introduction to an issue called “Sense of Place,” John E. Davis of *South Carolina Wildlife* provided these thoughts:

“True sons and daughters of South Carolina, we are formed by her white sand beaches, dark coastal loam, red piedmont clay and mountain stone; shaped by her woods, waters and honored traditions; fired in her sultry summer days – Southern by the grace of God and the generations from whence we came.

Our love of land is fierce, our belief in the independence of the individual unshakable. Products of an agrarian society wilting under the heat of change, we are eager to bask in the wealth of development, yet desperate to hold onto our Southern roots – our sense of place.

Our state is now developing at a far faster rate than every before experienced here. As our population grows, so too grows the demand upon our resources and our supply of natural open spaces.

“You don’t get something for nothing,” the old adage says. Each stride taken comes at some cost. We must move forward, but we must spend our resources wisely. To ignore this fact is to one day find ourselves bankrupt of the natural splendor that gives us a sense of where we came from, who we are, and where we are going.”

The Sense of Place group did not publish a vision statement per se. However, several ideas from the initial brainstorming session have been incorporated into the final plan.

Keep the Green in Greenville. Set standards which maintain water courses, trees and greenways.

Keep the village in Greenville. Villages include all municipalities, as well as Furman University, Westside mill villages and other key points in the County. Create within each village places where people want to gather and enhance those places with public art and architecturally significant structures. Commit to historic preservation of significant places.

Develop a comprehensive plan that connects all major villages with a system of gateways, greenways and boulevards that include trees, public art and fountains.

Enhance development guidelines that limit sprawl and provide less reliance on the automobile.

Continue to create major public attractions in downtown Greenville like the Peace Center and Reedy River Park. Opportunities include a baseball stadium, noteworthy fountains, public art, movie theaters, etc.

VI. HEALTHY COMMUNITY

A. INTRODUCTION

The group of vision statements in this section represents both the health care and social equity aspects of the community. The grouping is logical, in that a community's health should not just be measured as absence from disease, but also the physical, social and psychological well being of its citizens. Dramatic new health care technologies have been developed in the last 10 years, but there has not been a corresponding increase in life span, probably due to damage from personal lifestyles such as smoking, lack of exercise, unhealthy diets, and exposure to unhealthy environments. The goal of creating a healthy community should be foremost on any list of vision statements. As well, the success of a community is often measured in its ability to take care of all of its citizens. This section addresses both issues.

Many communities have drawn their community vision around creating a healthy community. Asheville, for example, set a goal of being the healthiest community in the southeast by 2010. Spartanburg had health care as a major community goal. Both Greenville Hospital System and St. Francis Bon Secours are major community assets. However, the thrust of the vision statements is preventative in nature. What can we do to encourage the individual to adopt a healthier lifestyle? This was a major element in the "Coolness" write-up. It will be even more important as the number of people over 65 doubles by 2025.

The foundation for any social equity vision is the recognition that all residents have inherent dignity, and equal and unalienable rights and responsibilities. This foundational principle is the only basis by which freedom, justice and peace can be secured and maintained in Greenville County. Included in these basic rights is an acknowledgement that everyone has the right to a standard of living adequate for the health and well-being of himself/herself and of his/her family, including adequate food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his/her control. Therefore, providing quality support services that are accessible and affordable to those residents who struggle and need help is essential. It is not only the responsibility of government and the nonprofit sector, but also of business and each individual. We dream of a time when all Greenville County residents care for each other and create a community that provides support in ways that maintain health, well-being and dignity. We dream of a time when all residents strive to be caring neighbors, work associates, family members and friends to each other.

In order to reach the visions created by Vision 2025 and the Community Impact Agenda, all sectors will have to be involved in a variety of creative partnerships so that resources and capacities are leveraged in successful ways. The task is too large for any one sector to accomplish alone. The talents, as well as resources, of all sectors are required. And these visions require citizens to become increasingly socially involved too. In a real sense we are called on to care for each other in new ways.

B. COMMUNITY IMPACT AGENDA

Chair: Susan Shi
Facilitator: Kathy Wilson

Recently a group of business, government, nonprofit and religious leaders completed an extensive community visioning and strategic planning process. Led by the United Way of Greenville County, this effort resulted in the *Community Impact Agenda*. A complete copy is available through the United Way of Greenville County. (<http://www.unitedwaygc.org/impactagenda.htm>)

This agenda creates a vision for nurturing our youngest children, fostering successful school-age children and youth, increasing economic self-sufficiency, promoting a healthy community, and helping people in crisis. Task forces are working on each cluster area to research successful strategies, develop implementation plans, and identify potential partners and funding sources. It is expected that these implementation plans will be completed early 2004.

The Community Impact Agenda leaders and the Vision 2025 leaders have worked together to ensure that their efforts supported each other's work so that a comprehensive roadmap would be available to community leaders covering all aspects of community life. Community leaders engaged in the Greenville 2025 process recently envisioned a few additional outcomes they would like to see in Greenville County families' health and well-being. These are included in this section of the report.

The following summarizes the major aspects of the agenda:

NURTURING OUR YOUNGEST CHILDREN

The Greenville Community will have a high quality early care and education system that ensures all children are ready to achieve success in school

To be successful our community will focus on strategies that:

- Increase the number of quality child care centers based on State and National quality standards
- Increase the opportunities available for at-risk children to participate in 3-and 4-year old kindergarten

FOSTERING SUCCESSFUL CHILDREN AND YOUTH

All Greenville County children and youth will achieve at their greatest potential and will be equipped with skills for success in adulthood.

To be successful our community will focus on strategies that:

- Improve PACT scores
- Increase performance on the high school graduation exam and the percentage of students who graduate from high school

- Decrease the number of juveniles who commit crimes as well as the number of repeat juvenile offenders

INCREASING ECONOMIC SELF-SUFFICIENCY

Everyone in Greenville County is able to benefit from the community's general prosperity.

To be successful our community will focus on strategies that:

- Decrease the poverty rate
- Improve the literacy rate
- Increase education leading to better employment
- Increase per capita income and decrease unemployment
- Increase home ownership
- Increase the use of public transportation to ensure access to work and other basic services

PROMOTING A HEALTHY COMMUNITY

All people in Greenville County enjoy physical and mental well-being, healthy lifestyles and fitness.

To be successful our community will focus on strategies that:

- Decrease the percentage of uninsured individuals
- Increase access to affordable health care
- Decrease the percentage of high school students using alcohol and/or illicit drugs and the number of drug abuse violations
- Provide the skills, resources and education necessary to manage anxiety, stress, and depression
- Increase the support systems for the special needs of seniors and people with disabilities
- Decrease the number of domestic violence offenses and the number of children who are abused or neglected

HELPING PEOPLE IN CRISIS

The community has a viable safety net of services to ensure the critical needs of individuals and families are met

To be successful our community will focus on strategies that:

- Provide services in a timely manner, access to safe shelter when in crisis, and a seamless system of information and referral
- Ensure that there is access to basic assistance, including geographic access.

C. FAMILIES AND SOCIAL SERVICES

Chair: Beth Templeton
Facilitator: Ginny Stroud

VISION

Our community has the social and economic infrastructure¹⁸ which all people need for the stability and well-being of themselves and their families. The vision will be realized when ...

Everyone has a home.

- Greenville has a housing resource center that involves all relevant agencies in producing and maintaining housing.
- The availability of safe housing affordability is directly tied to demographics. (For example, if 20% of the population is considered low income, then 20% of the housing stock is affordable to those people.)
- Greenville has 2025 new affordable rental units that are geographically dispersed.

Everyone has a solid education.

- An education “think tank” generates ideas, does advocacy work, and develops political will to improve the public education sector. The “think tank” involves the public and private sectors of education, educational theorists, home schoolers, etc.
- Functional illiteracy for adults 16+ will be reduced from 48% of the population to 38%.
- School drop out rates were reduced by 10%.
- Efforts are made to enable every parent to be actively involved in his or her child’s education, whether at home, at school, or in other community settings.

Everyone has viable income.

- An annual, ongoing “Renaissance” brainstorming process addresses “worsts” (such as domestic violence, for example), dream dreams, develops political will, and confronts gaps, along with developing suggestions for actions.
- There is adequate training money for skilled trades and high paying jobs.

Everyone can get to where he/she needs to go.

- Public transportation is attractive to everyone.

Everyone knows how to access services.

- A 2-1-1 system is available in Greenville.

¹⁸ **Infrastructure** is defined as housing, education, job training/viable living wage employment, transportation, healthcare, childcare, safety, and “resources” for dealing with crises which might mean counseling, respite care, etc.

There is an increased community will for a just society.

- The community is educated about the aspects of social capital (connections between people) for everyone's well-being. Residents understand that positive links with people unlike them are as important as those with people like them. Building on the strategies being applied in the STRONG COMMUNITIES initiative in southern Greenville County, the foundational causes for the areas of disconnection among citizens are understood and ways found to enhance and improve social capital.
- As the STRONG COMMUNITIES initiative is seeking, every adult resolves to "watch out for the children in my community",
 - to do my best to notice and show that I care when a child or the child's family has reason to rejoice, worry, or grieve,
 - to learn the names of the children in the 10 houses closest to my own, and
 - to take time to help a family with young children."
- A non-partisan political action committee identifies, encourages, and supports candidates who are committed to the vision of a community that has the social and economic infrastructure that all people need for the stability of themselves and their families. This could be known as the Care PAC.

D. HEALTH CARE

Chair: Roy Abercrombie
 Facilitator: Karen Crowder

In several key sectors of the health care system in Greenville County, gaps exist between the current level of services available and what is needed. To prepare for the future, gaps will need to be defined and trends analyzed to project future needs. The local health care system should be organized to plan, recruit and support high quality healthcare facilities and personnel to take care of the full continuum of medical problems for individuals of all ages.

The population is continuing to age and resources have not kept pace with the growth of the senior citizen population. At the same time the County has experienced an influx of younger residents, drawn here by jobs, who are raising young families. This population segment will put pressure on schools and health care services for children. Medical technology has advanced to save many lives that in years past would have been lost. This increases the numbers of people who are living with chronic diseases and disabilities. And, finally, mental health and substance abuse treatment has been historically under-funded with inadequate resources in the community.

VISION

The Greenville Health Care system meets the full continuum of medical needs for individuals of all ages. Through active health prevention and intervention strategies Greenville resident's chances of living longer without chronic disease, injury, or accidental or premature death are increased. Greenville is a medical destination for people throughout the Southeast who seek advanced treatments. Our medical excellence is recognized nationally and patients are drawn to Greenville from across the country.

Capacity and Organization of the Greenville Health Care System

A full continuum of medical needs for individuals of all ages is met through high quality healthcare facilities and personnel. Mental health and substance abuse treatment services are adequately funded. Vulnerable populations, including children, young families, seniors, and those with disabilities, can find high quality, affordable and accessible health care.

Needed health care services are available for the general population.

- 95% of specialized services are available in the metropolitan area.
- Urgent care facilities are readily available in convenient locations across the county.

Needed medical services are available for the geriatric population.

- Sufficient, affordable and accessible medical homes are available for the geriatric population.
- Consulting geriatric specialists are present in sufficient numbers to meet the needs of the frail elderly.

Needed medical services are available for the pediatric population.

- 100% of children with special medical needs have a medical home.

- All pediatric medical subspecialties are present in the community.
- Family support—including strengthening of connections among families—is a part of all well child care.

Needed mental health and substance abuse services are available.

- Mental health facilities and practitioners are available in sufficient number to meet the full need of the community.
- A special focus is placed on ensuring that schools, child care centers, and other settings serving children are humane environments that promote mental health for all children and that offer help to troubled children.
- Substance abuse facilities and practitioners are present with sufficient capacity to meet the full need of the community.

Health Promotion and Disease Prevention

Greenville supports healthy and safe lifestyle choices as well as behaviors that increase chances of longer life without chronic disease, injury, or accidental or premature death.

Substance abuse and related risky behaviors are reduced.

- All middle and high schools in Greenville County offer at least 5 hours of prevention education during the school year to its students.
- 50% of Greenville County's top 100 employers and 75% of Greenville County high schools have smoking cessation programs on site.
- No cigarette sales through vending machines can be found in public places.
- There is a significant decline in sales of cigarettes and alcohol to teens
- There is a higher cigarette tax.

Obesity among residents of all ages is reduced.

- No soft drinks, candy or other junk food is available through vending machines in Greenville County schools.
- 75% of elementary schools offer exercise promotion programs, such as jump rope, walking or team sports.
- A free, safe place to exercise (walking paths, exercise trail, open shopping mall) is easily accessible to 75% of Greenville County residents, and the use of these facilities is promoted through a public awareness campaign.
- At least five restaurants in each county zip code offer heart-healthy menu items, which are promoted through a public awareness campaign.
- At least three grocery stores in each county zip code highlight heart-healthy products, which are promoted through a public awareness campaign.
- 50% of commercial insurance providers and Medicaid provide education on exercise and diet to **insured individuals and provide incentives for reducing body mass.**

Accidental injuries and deaths by vehicular accidents are significantly reduced.

- All of Greenville County schools will offer one program each school year on safety, to include use of seat belts, bike helmets, and (for driving age) adhering to speed limit.
- South Carolina has passed a primary seat belt law and strict law enforcement results in higher ticketing for lack of seat belt use.

- There is a 5% increase in the number of deputies on the road, and an increase in the number of tickets issued for moving violations.

Professionals are educated on health prevention strategies.

A Recognized Center of Medical Excellence

Greenville is a medical destination for people throughout the Southeast who seek advanced treatments. Our medical excellence is recognized nationally and patients are drawn to Greenville from across the country.

Well-respected medical centers of excellence are found throughout Greenville.

- By 2010, there are Medical Centers of Excellence for cardiovascular, oncology, women's health, pediatrics, orthopedics, and acute rehabilitation and preventive medicine.

Greenville's Medical Centers of Excellence are in ongoing collaboration with the finest national Centers of Excellence.

- By 2010, Greenville's Medical Centers of Excellence have established relationships with the nation's best academic and clinical Centers of Excellence.

Residents access whatever care they need right here in Greenville.

- By 2010, residents leaving Greenville for treatment elsewhere is reduced to 10 percent.

Research and biotechnology organizations choose Greenville as a preferred location for expansion.

- Greenville is seen as a location ripe for breakthrough research and the creation of product innovations to address a wide variety of health conditions.
- By 2010, 5 firms or organizations have built facilities in the Greenville area.
- Promotion and recruitment efforts continue to build on success.

Increased educational options and resources are present to attract the brightest minds to careers in research and health-related fields.

- A statewide medical school is present that takes advantage of the GHS system's academic capabilities.
- By 2025, a new medical education facility and faculty exist.

Medically Underserved and Uninsured

A strong, vibrant economy of the Upstate provides the resources to insure that every citizen has affordable access to complete medical care. This care includes healthy lifestyle education, preventative (wellness) care, acute and chronic care and specialized care when needed. The care encompasses dental, medical and mental health services as appropriate. The cost of this care is provided by a combination of private insurance, Medicaid, and Medicare as well as a "new community fund". Education about accessing all areas of the health system is ongoing.

Participation in healthy lifestyles and wellness care are key components to keeping health care costs down.

Every resident has a medical home and access to affordable health care.

- A variety of health care is geographically available throughout Greenville.
- Medical clinics are available 24 hours a day - seven days a week.

Health care plans include coverage of educational programs about healthy lifestyles and illness prevention.

ONE central service system for medically underserved (e.g. such as Cook County Hospital, Chicago) is present.

- A regional 211 (Health and Human Service telephone referral) system directs clients to services that they need.
- A “medical home” referral system helps medically underserved residents find providers for the services that they need.

Indicators

	Healthy People 2010 Natl Goal (Death Rates per 100,000)	Greenville County (2001)
Due to Diabetes	45	24.6
From Chronic lung disease	18	44.2
From Heart disease	166	201.5
From unintentional injuries	20.8	55.1
Percentage of adults smoking	12%	22.8%
Percentage of adults at a healthy weight 18.5<BMI<25	60%	42%
Infant mortality rate per 1000 live births	4.5	5.8
Percentage of high school students who used alcohol in past 30 days		41%
Percentage of high school students who used illicit drugs in past 30 days		22%
Percentage of adolescents NOT using alcohol or any illicit drug in the		

past 30 days

89%

E. HEALTHY GREENVILLE 2020, OLMSTEAD COUNTY CHALLENGE

Chair: Dr. Marcus Newberry

Dr. Marcus Newberry, former Provost of the Medical University of Charleston and now the head of the Nutritional Health Centers in Greenville, proposed a program that he calls Healthy Greenville 2020.

Healthy Greenville 2020 is a concept to implement public health programs focused upon the goal to achieve **continuous** improvement of health status for all citizens of Greenville County. The project envisions that every citizen of Greenville County will lead a healthy lifestyle and enjoy the benefits of optimum health. The concept advocates a broad based community effort as the most effective and least costly means to craft and implement preventive health care. A consortium of community organizations has joined together to enable the project. The group is led by the Greater Greenville Chamber of Commerce and the Greenville County School District and includes the City of Greenville, The Greenville News, Furman University, and Greenville Technical College.

Finland, first through the North Karelia Project and then through a nation-wide initiative, has proven that public health intervention can prevent chronic diseases and extend life expectancy. This was reported in *The Wall Street Journal* on January 14, 2003. World Health Organization programs have made it possible for other countries to benefit from Finland's experience. In the United States, a community of interested parties that includes Mayo Clinic in Olmstead County, Minnesota, adapted Finland's experience and launched CardioVision 2020 in 1999 (www.cardiovision2020.org). CardioVision 2020 advocates personal commitment and community action as the most effective and least costly means to optimize health.

Healthy Greenville 2020 has issued a challenge to CardioVision 2020 and Olmstead County to determine which community can produce the most improvement in health status of the respective populations, and the challenge has been accepted. Although Olmstead and Greenville Counties are located in different sections of the country with different demographics, and the structure of CardioVision 2020 and Healthy Greenville 2020 differ, they face the same endpoints created by the lifestyle syndrome – obesity, diabetes, heart disease, and stroke. The contrasts and commonalities will generate an opportunity for learning that is open to any community that wishes to join the challenge.

Healthy Greenville 2020 seeks for every citizen of Greenville County the benefits of decreased exposure to cigarette smoke, healthy diet, daily exercise and adequate rest, and reduced impact from stress. The project will work with existing institutions, organizations, and programs. There will be an emphasis upon tools for motivation of populations. Databases will be identified to monitor progress and elaborate linkage between program action and health benefits. Mechanisms will be established for regular reports to the community.

Healthy Greenville 2020 has a simple, short message that can be grasped by everyone and mastered to varying degree with practice and support. Motivation, inspiration, and innovation will determine the degree to which a community will master the message, but the message is constant. Consistent repetition will reinforce the constancy of the message. Practicing the message in everyday life will improve health.

1. **Cease exposure to cigarette smoke.**
2. **Eat a balanced diet that includes**
 - a. **Five servings (1/2 cup or fist) of vegetables and fruit daily**
 - b. **Lean meat and low fat dairy**
 - c. **No highly processed food**
3. **Walk 10,000 steps daily**

The Vision Chairs unanimously agreed to include this proposal as part of the vision process. Greenville has a high rate of obesity, heart disease and stroke. The Chairs believe that the efforts at a healthier Greenville reinforce many of the other initiatives. It is for instance, a key element of the Coolness group, which reflected the views of people under 35. A healthy community was the focus of Asheville's vision process. The challenge with Olmstead County should provide focus to all health-based initiatives.

VII. PROJECTS

“You always need to have a list of the next great projects.”
Buck Mickel

The following projects have been identified during the vision process. Those noted in bold have write-ups in the Appendix.

- 211 Health and Human Services Help Line
- Abandoned rail lines, **conversion of Swamp Rabbit** and other abandoned rail lines to transportation/recreation corridors
- Airport – expanded terminal and 2nd runway
- Architecturally significant building for the Bob Jones Art Collection
- Charles Towne Statue and Laser Light Show
- Clemson International Center for Automotive Research
- **Community Impact Agenda**
- **County Parks Plan**
- Countywide system of bike trails
- Fountain Inn Vision
- Furman University Younts Conference Center
- Furman University Learning in Retirement Center at
- GRATS (Greenville Area Transportation Study) Plan
- Greenville Braves Stadium
- **Greer Partnership for Tomorrow**
- Greenways on Enoree and Saluda Rivers
- High Speed Rail
- History Museum
- **Imagine Nation, Children’s Museum of the Upstate**
- IMAX Theater
- International Center, joint Greenville/Spartanburg project at airport that includes an international sculpture garden and mini-EPCOT type displays
- Lake Conestee Wildlife Preserve and Environmental Education Center
- Beautify Main Linkages
 - Wade Hampton to Mauldin
 - Poinsett highway to Furman and Travelers Rest
 - Laurens Road to Mauldin, Simpsonville and Fountain Inn
 - University Corridor on North Pleasantburg
 - Church Street to Mills Avenue to I-185
 - Western Corridor
 - I-385
- **Mauldin City Center, including Mauldin Cultural Center and Mauldin Sports Center**
- Mass transit (rail or bus service)
 - Trolley system connecting West End with North Main down Main Street
 - East-West from Spartanburg to Airport to Greenville to Clemson/Anderson

- North-South from Travelers Rest to Fountain Inn
- Statewide to Columbia and Charleston
- Meadowbrook Park
- Mill Village Rebirth
- Multi-modal Rail Station
- Palmetto Expo Center
- Reedy River Falls Park
- Reedy River Greenway between Furman and Lake Conestee
- Regional vision for the upstate
- School Construction Plan
- Simpsonville Vision
- Transportation system for elderly
- Travelers Rest Vision
- Utility 20 year plans (Water, Sewer, Electrical, Gas)