

# City of Greenville

Economic Development  
Strategic Plan





Greenville is one of the best launching pads in the world for dreamers, doers and makers. We create opportunity here.



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# Executive Summary

Located in the Upstate of South Carolina, Greenville is a city that creates opportunity, understands the entrepreneurial mindset and fuels the success of its innovators. Our brand campaign proclaims, “From Here You Can Change the World.” Difference makers need a different kind of city.

The City of Greenville is home to high-performing professionals from around the world seeking success in knowledge and technology based fields and an excellent quality of life. Greenville is the cultural and entertainment center for the Upstate, boasting an award-winning downtown, a major performing arts center, nationally recognized museum collections and endless recreation opportunities. With regional access to strong anchor educational institutions and active economic development and workforce partners, the City of Greenville has the foundation necessary for long-term economic growth and prosperity.

To create Greenville’s Economic Development Strategic Plan, Resonance performed a comprehensive demographic and economic assessment that evaluated the City’s performance across a variety of metrics and compared it to several benchmarking communities. Resonance evaluated Greenville’s industry and occupational clusters to guide future business attraction and assessed the retail landscape to provide a foundation for long-term retail planning and recruitment.

## THE FOLLOWING TAKEAWAYS SUMMARIZE OUR FINDINGS:

### 1. Greenville is a fast-growing community — outpacing the state and the nation.

Home to more than 72,000 residents, Greenville’s population has increased 15% since 2015. The median household income in the City (\$58,000) is up 39% over the past five years—double the rate of growth in the state of South Carolina—leading to a 10% increase in the local economy.

### 2. Ranked among America’s best cities, Greenville is an attractive launching pad for talent.

More than half of Greenville’s residents have a bachelor’s degree or higher—a share that is 60% greater than the U.S. average.

### 3. A leader in placemaking, Greenville is positioned to attract new companies and investment.

With a vibrant downtown and assets like the Swamp Rabbit Trail, Greenville’s quality of place is unrivaled. Now is the time to capitalize on Greenville’s investments to grow the City’s export-driven economy.

### 4. The Greenville region has competitive export clusters — a foundation for growing specialized business and professional services for industrial sectors in the city.

Automotive, Production Technology/Heavy Machinery and Advanced Materials collectively employ 48,000 people in the region. Nearly 15% of Greenville’s workforce is employed in foreign-owned enterprises, a share that is six times the U.S. average. As the region’s economic hub, the city can meet the specialized business and professional needs of these sectors.

### 5. Greenville has the foundation — research institutions, skilled talent, quality of place, a pro-business climate and more — to grow a robust innovation economy.

An emerging center for tech-driven enterprises, Greenville’s entrepreneurs benefit from a support network of mentors and investors. The city can be more intentional in its efforts to support small businesses and a growing innovation sector.

### 6. The Greenville area boasts a growing life sciences sector — a pillar for the city’s innovation district and economy.

Life Sciences in Greenville is the fastest-growing industry cluster with a competitive share 50% higher than the U.S. Anchor companies include Kiyatec, Rymedi, Purilogics and International Vitamin Corporation.

### 7. Greenville has access to a robust higher education system and has an opportunity to grow existing partnerships.

Higher education partners are diverse: Clemson University, Furman University, Bob Jones University, Greenville Technical College, USC Upstate, the University of South Carolina School of Medicine and more. Greenville should leverage these anchors to drive innovation and build workforce pipelines.

### 8. Greenville can create even stronger alignment around economic development goals and responsibilities.

The City has a history of effective economic development collaborations and successful public-private partnerships. Moving forward, Greenville should create more defined roles among its economic development partners, business leaders, community development representatives and anchor institutions.

## THE FOLLOWING ARE THE SEVEN GOALS OF GREENVILLE'S ECONOMIC DEVELOPMENT STRATEGY:

### 1. Upstate innovation

Bring Greenville entrepreneurs, innovators and investors together in a best-in-class entrepreneurial ecosystem.

### 2. Investment for the future

Attract new investment to diversify and strengthen Greenville's economy and foster prosperity.

### 3. A launching pad for talent

Build and support a talent base of "doers, thinkers and makers".

### 4. A place for everybody

Ensure all Greenville residents and enterprises can thrive, making diversity, equity and inclusion a part of the economic development plan.

### 5. Maintaining liveability

Rely on GVL2040 to guide Greenville's focus on housing affordability, transportation and mobility.

### 6. Intentional placemaking

Preserve and celebrate Greenville as a preeminent lifestyle destination.

### 7. Effective implementation

Adopt an economic development organizational structure that effectively supports the implementation of this strategy.



# Discovery and Engagement

For decision-makers in both the public and private sectors, statistical analysis offers an objective way to project the impact of different courses of action. Businesses leverage numbers from federal, state and local government agencies to decide where to invest their resources. From simple population facts to more sophisticated surveys of household expenditures, data is the best way for companies to forecast revenues and costs. Projections based on data ultimately drive all major business decisions.

An economic development strategy that is grounded in research helps city leaders confirm facts, dispel biases, identify opportunities, allocate resources and recruit the right businesses to contribute to the city's long-term growth.

The Economic Development Strategic Plan for the City of Greenville is data-driven, sector-focused and leveraged by input and engagement from a diverse group of stakeholders. The sections below present our findings from the Demographic and Economic Analysis and the Stakeholder Engagement phases.



# Demographic and Economic Analysis

A diverse, fast-growing city, Greenville boasts a highly educated workforce and has attracted many professionals in recent years. The city takes pride in its robust manufacturing legacy while developing and welcoming new technologies. Greenville's life sciences sector is critical to its future economic success. Supported by strong state initiatives, the sector is a major draw for foreign investments. Over the last four decades, Greenville's leadership facilitated impressive public-private partnerships that created a vibrant downtown that attracts new residents, businesses and visitors.

To support the creation of Greenville's Economic Development Strategic Plan, Resonance performed a comprehensive demographic and economic assessment that consisted of four main components:

Competitive  
Benchmarking  
Assessment

Target Cluster Analysis  
and Foreign Direct  
Investment (FDI)  
Assessment

Occupational  
Workforce  
Analysis

Retail  
Assessment

The key conclusions are presented on the following page.

## Competitive Benchmarking Assessment

The Competitive Benchmarking Assessment synthesized the demographic and economic trends impacting the city and the region. The analysis compared Greenville to 15 of its peer communities (both as a city and as a metro area) across six categories: Economic Vitality, Innovation, Talent, Diversity, Equity and Quality of Place. This part of the research included data for more than 50 metrics and grouped them into key categories that provided a holistic view of the City's comparative advantages.

### FINDINGS INCLUDE:

- Growth in Greenville is double the region's rate.
- Educational attainment levels and the creative class (the knowledge-based sector) have grown at rates higher than the national average.
- The region's economy represents 25% of the state economy and Gross Domestic Product (GDP) per capita growth is 56% higher than the U.S. average.
- The region's exports represent 40% of the state's total exports utilizing the 8th largest port in the nation and the 4th largest on the Eastern Seaboard.
- Office and industrial space construction in the city is above the U.S. average.
- The Greenville region's median household income is growing 12% faster than the national average. Poverty decreased by 18% from 2015 to 2020.
- Greenville is closing the wage gap. Female incomes are growing faster than male incomes, but disparities exist in income and education levels of white and Black residents.



## Target Cluster Analysis and Foreign Direct Investment (FDI) Assessment

The Target Cluster Analysis and FDI Assessment is a foundation for future business attraction, expansion efforts, foreign investment and incentives. It shapes a narrative that resonates with new enterprises, site selectors and talent.

### THE FOLLOWING ARE THE KEY TARGET CLUSTERS FOR GREENVILLE:



#### Automotive

Home to Michelin, Bosch and Proterra, the Greenville-Spartanburg region has strong assets in the Clemson University International Center for Automotive Research (CU-ICAR) and the International Transportation Innovation Center (ITIC). The cluster is the strongest in terms of competitive advantage — location quotient (LQ) is 6.24 — and total employment of more than 23,000 workers. It is also the largest contributor to the economy in terms of Gross Regional Product (GRP), generating \$3.2 billion in 2021 and adding the highest number of jobs (4,800) in the last five years. Foreign-owned enterprises in the cluster employ more than 6,000 workers.



#### Advanced Materials

A strong FDI cluster due to Michelin's presence, the Advanced Materials cluster is the third highest in terms of competitive advantage (LQ 3.82) and a major employer of people without a bachelor's degree. This cluster is also supported by strong research and development from Clemson University's Advanced Materials Research Laboratory (AMRL), the Center for Advanced Engineering Fibers and Films (CAEFF) and the Center for Optical Materials Science and Engineering Technologies (COMSET).



#### Production Technology and Heavy Machinery

The Production Technology and Heavy Machinery cluster is the second highest in terms of competitive advantage (LQ 4.14) and the third-largest employer with almost 9,000 workers. There is a strong regional commitment to the manufacturing community through events and resources as well as specialized training offered by Greenville Technical College and Greenville County Schools.



#### Life Sciences

The Life Sciences cluster is supported by targeted incentives through the South Carolina Life Sciences Act and a strong supply chain in manufacturing. It is Greenville's fastest-growing cluster, growing by 33% in the last five years, and it is supported by research and development through Clemson University and workforce training through Greenville Technical College. It has high productivity, where it is second in terms of GRP per worker (\$238,000) and is the second-largest employer of people of color (43%).



#### Business Services

Although not a competitive cluster, Business Services is a major employer and has the second-highest GRP, generating \$2.13 billion in 2021. It has a low share of jobs at risk of automation (18%) and has been successful in recent years in attracting foreign funds, especially in engineering, with new firms like Techtronic Cordless GP and Bachner Electro USA.



#### Fintech

Fintech is an emerging cluster in Greenville. It is the most productive in terms of GRP per worker (\$289,000) and has the highest share of female employment (6 in 10 employees are women), an educated workforce and the lowest share of jobs at risk of automation (7%).

## Occupational Workforce Analysis

The Occupational Workforce Analysis focused on the knowledge, skills and abilities of the individuals who work in the Greenville region and offered insights into the talent base.

### KEY FINDINGS INCLUDE:

- **Working Class Occupations.** The Greenville workforce is competitive in working class occupations, especially in production, where the share of employment is more than two times the U.S. average.
- **Knowledge-Based Occupations.** Greenville's competitiveness in the knowledge sector is in architecture and engineering, where employment is 36% higher than the U.S. average. This sector had the highest growth rate among all sectors in the last five years, growing by 9%.
- **Commuting.** Commuting from outside the region is more common among those in the working sector. Commuters represent 5% of the sector's workforce.
- **Cost of Talent.** Talent is less expensive in Greenville. The median wage in the area is \$36,844, while the national median wage is \$42,214.

## Retail Assessment

The Retail Assessment appraised the landscape in the downtown core to assist in planning and recruitment. This assessment relied on metrics and market data commonly used by retailers and their investors to make site location and expansion decisions. This includes general market and demographic data as well as retail performance metrics.

### KEY INSIGHTS:

- **Retail market fundamentals are strong.** Greenville has a low retail vacancy rate. Across all property types, there is absorption of space but at a slower pace than pre-pandemic.
- **Tourism is an important driver for retail.** Greenville's location and its reputation as a destination result in a diverse consumer base for the City. The high level of tourists and visitors strengthens retail traffic, especially from Friday through Sunday.
- **Buying power in downtown.** The residential population in downtown, while not large, has significant buying power. Residents in the downtown area have higher household and disposable incomes than other submarkets.
- **Better alignment of retail offerings.** Cultural and entertainment uses in the downtown are key to driving foot traffic and enhancing vibrancy. The current retail mix is heavily weighted to dining and tourist-oriented retail shops. There is a gap for food and beverage and convenience-oriented goods and services.

## Stakeholder Engagement

Resonance performed targeted outreach to gather input on strategic priorities, develop a broad sense of ownership and create advocates for the plan's goals. Discussions focused on growing the entrepreneurial ecosystem, promoting the City's quality of place, engaging anchor institutions to drive development, positioning Greenville as an ideal place for young professionals and more. We also conducted two surveys, one for residents and one for businesses. Both surveys were widely distributed with the help of the City's Communications & Engagement Department.

**The Stakeholder Engagement complemented the research and provided thoughtful guidance. Some of the key conclusions are presented below.**

### Roundtable Discussions

More than 50 Greenville residents, business owners, elected officials, economic development partners, university leaders and others participated in roundtable discussions. The following emerged as key themes:

- **Good Place to Call Home.** Greenville has an award-winning downtown, a rich arts and entertainment culture, natural resources, abundant recreational opportunities, world-class dining and more. Residents celebrate living in a place with small-town authenticity and big-city amenities.
- **Workforce Needs.** The city should focus on attracting young talent and retaining graduates of the region's colleges and universities.
- **University Collaboration.** Use university collaborations to build the entrepreneurial ecosystem by better connecting students to industry and creating a clear workforce pipeline.
- **Equity and Inclusion.** Greenville needs to be intentional about inclusivity and make equitable infrastructure investments.
- **Revival, Renovation and Innovation.** Greenville has positioned itself as a hub of innovation by aligning STEM careers with a strong history of manufacturing.



## Community Survey

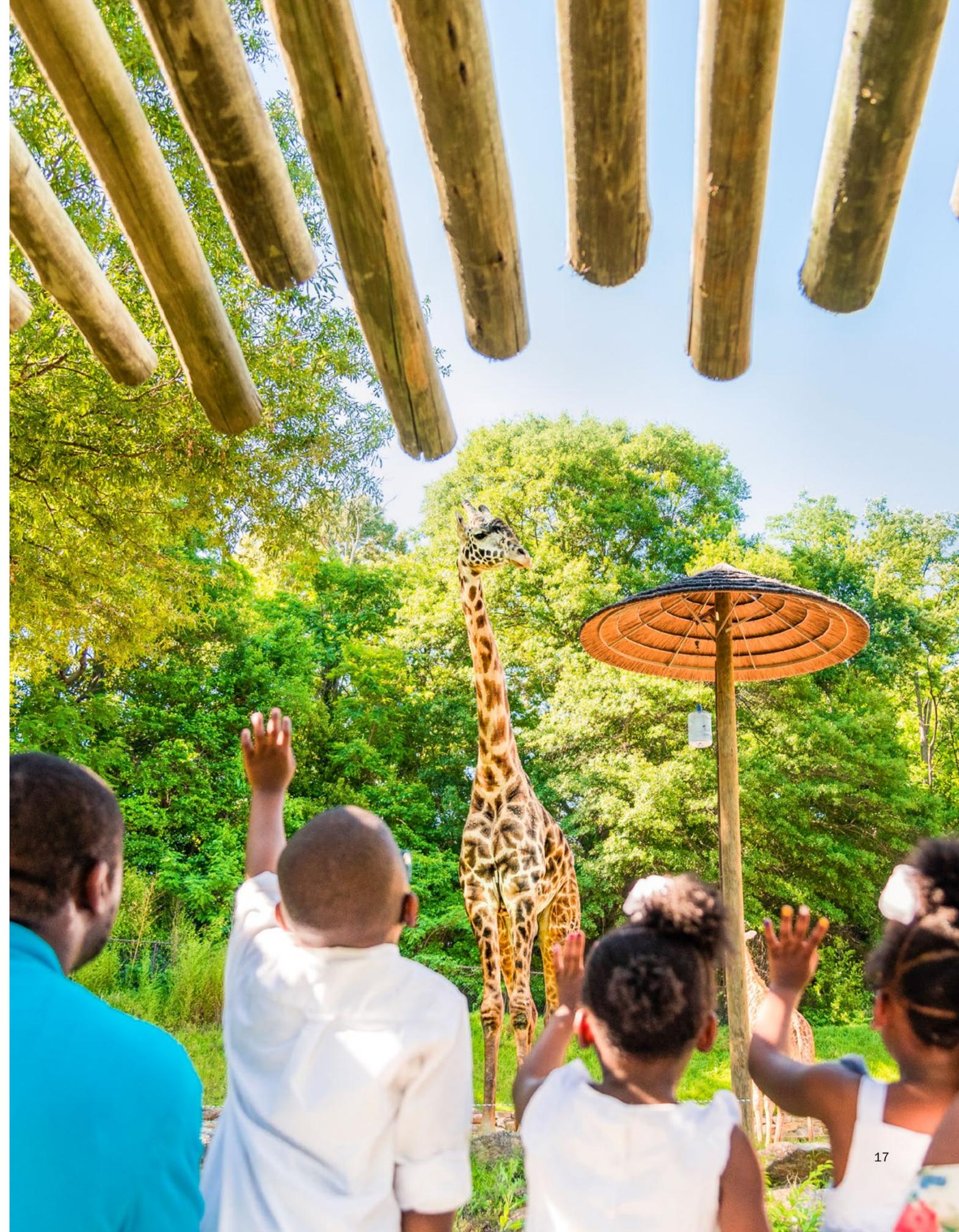
The city conducted a community survey that was answered by 597 respondents, 63% living in the city limits and 34% living in the county.

Community members identified the natural environment, cultural and entertainment amenities and work opportunities as the top three reasons why they chose Greenville as their home.

## Business Survey

A business owner survey was completed by 140 respondents, 47% have been operating in Greenville for 11+ years, 29% for 6-10 years and 24% for five years or less.

Respondents said availability and quality of labor are their biggest challenges. Almost half think labor support programs such as employee training, development opportunities and continuing education programs are needed to bolster their business.



# Economic Development Strategy

Greenville can advance its economic development priorities with existing and evolving partnerships. Key public and private stakeholders must contribute to the City's vision, values and objectives.

The defined goals, objectives and tactics of the Economic Development Strategy will enable stakeholders to understand their specific roles and help Greenville identify and respond to new opportunities.

Throughout the lifecycle of this plan, Greenville's economic development priorities will evolve in response to the city's growth. City leaders should examine the strategy annually, identify deficiencies and update them to address developing needs.

Collectively, these actions will create a prosperous and equitable future for Greenville.

The following plan lays out the guiding principles for this analysis and includes seven broad goals, supporting each with specific evidence and key priorities.



## GOAL I

# We will bring Greenville entrepreneurs, innovators and investors together in a best-in-class entrepreneurial ecosystem.

An economic development strategy that includes diverse, high-growth sectors will enable the city to adapt to unexpected conditions. Greenville's established clusters — Automotive, Production Technology/Heavy Machinery, Advanced Materials, Life Sciences, Business Services and Fintech — provide a solid foundation for a resilient economy.

Each sector provides jobs across the income and education spectrum, from large employers that anchor the economy to small businesses that innovate and inject life into the community. Sector strategy focuses on the entire business ecosystem. When businesses of all shapes and sizes are given a place to grow, the potential for unilateral prosperity increases.

## The Evidence

- Greenville's cluster strategy for expansion and retention will be centered on six sectors: Automotive, Production Technology and Heavy Machinery, Advanced Materials, Life Sciences, Business Services and Financial Technology. These sectors are competitive, fast-growing and supported by strong programs from the City's education partners.
- The Greenville region's economy represents 25% of the state economy and GDP per capita growth is 56% higher than the U.S. average.
- The Greenville area is a major exporter: the region's exports (\$16.49 billion) represent 40% of the state total.
- The Greenville area encourages businesses: the share of office and industrial space under construction is higher than the U.S. average.



## Evaluation Metrics

The following metrics will be tracked to assess impact:

- **Entrepreneurs and Businesses Assisted** — count the number of businesses and entrepreneurs that participate in the various support programs offered by the city and its partners.
- **Business Outreach** — track the number of employers visited by the City of Greenville's Economic Development team.
- **Technology Venture Capital** — track the amount of venture capital raised.
- **Spinouts of Regional Universities Staying in Greenville** — count the number of regional universities spinouts that decide to operate in Greenville.
- **Entrepreneurs and Startups Promoted** — count the number of entrepreneurs and startups promoted across the City's communication platforms.



## STRATEGY 1.1

### Partner with NEXT Upstate and Furman University's Hill Institute for Innovation and Entrepreneurship to grow Greenville startups and small businesses.

The City's startups and small businesses, particularly those in key industries and clusters, play an important role in the economy. A comprehensive approach is needed to build and scale them. Greenville and its partners can create networks that connect young businesses with investors, customers and resources needed to grow. These collaborative efforts will support targeted scalable enterprises and lead to a more vital and resilient economy.

#### ACTIONS

- Expand the City of Greenville's participation and support for NEXT, Furman, Greenville Chamber and other startup and entrepreneurial events and support initiatives.
- Align Greenville's cluster initiatives to support high-growth startups and scale-ups.
- Build relationships with venture capital organizations and investors (focus: New York, Florida and South Carolina).

Partners include NEXT Upstate, Upstate SC Alliance, Greenville Chamber, Furman University Hill Institute for Innovation and Entrepreneurship, Greenville Area Development Corporation, South Carolina Research Authority and South Carolina Department of Commerce.

## STRATEGY 1.2

### Execute an innovation district strategy.

An innovation district is an urban model that focuses on the critical role that new business plays in sustainable economic development. With this emerging trend, a city appeals to startup and expansion ventures with support from its anchors and leading firms. Greenville's innovation district can provide a strong foundation for the creation and expansion of businesses across target sectors by connecting startups and entrepreneurs with the businesses, universities and investors that only the city can offer.

#### ACTIONS

- Assemble an advisory committee that includes City officials, entrepreneurs, real estate professionals, industry leaders and university representatives to guide innovation district planning.
- Catalog innovation district best practices across North America (Chattanooga, Boston, Austin and more), focusing on programming and placemaking efforts.
- Hire a firm to develop a district plan, ensuring alignment with the City's Economic Development Strategy and startup programs.

Partners include the South Carolina Department of Commerce, Greenville Local Development Corporation, university officials, NEXT Upstate, City of Greenville's Planning and Development Department and real estate developers.





### STRATEGY 1.3

## Lead in Life Sciences.

Greenville's fastest-growing cluster is Life Sciences, which increased by 33% over the last five years. Contributing to the cluster's strength and resilience are the nearly 2,000 people employed in this industry. The City's infrastructure supports all levels of the Life Sciences industry, from new research hubs to longstanding industry players like Kiyatec, Rymedi, International Vitamin Corporation and Purilogsics.

### ACTIONS

- Host quarterly working group meetings within the Life Sciences cluster to identify cluster-oriented growth opportunities and challenges as well as supply chain development and talent needs.
- Use FDI assessment to guide lead-generation activities, marketing efforts and sales missions for Life Sciences attraction efforts.
- Develop — in collaboration with the Upstate SC Alliance, SCBIO, South Carolina Department of Commerce and others — a site selection and conference strategy for targeting Life Sciences in North America.
- Establish relationships with venture capital organizations specializing in companies and investments in the Life Sciences.

Partners include Upstate SC Alliance, Greenville Area Development Corporation, SCBIO, Furman University, the South Carolina Department of Commerce, University of South Carolina School of Medicine, Clemson University, Bob Jones University and Prisma Health.

## STRATEGY 1.4

### Support technology transfer and commercialization at Clemson University, Furman University, International Transportation Innovation Center (ITIC) and other institutions.

Technology transfer enables private industry and academia to make practical use of advanced research, development and technical expertise. A university's economic climate requires capital and knowledge, takes advantage of government initiatives and serves as a catalyst for the creation of new companies. Universities have a seedbed effect on their local economies. To effectively commercialize university inventions and foster regional economic development, the City of Greenville must take an active role in technology transfer.

#### ACTIONS

- Convene an advisory committee to help guide Greenville's university-led economic development and engagement.
- Build sustained relationships with university commercialization and tech-transfer officials to identify scalable enterprises and connect them with resources in the city.
- Explore the creation of a university innovation collaborative in Greenville to support growing faculty and student led enterprises.
- Champion the successes of "university-founded" enterprises in Greenville through the City's digital media channels and YouCanGreenvilleSC marketing initiatives.

Partners include South Carolina Department of Commerce, Clemson University, Furman University, the University of South Carolina School of Medicine and Bob Jones University.





## STRATEGY 1.5

### Celebrate Greenville's entrepreneurial success stories.

Highlighting the human element of innovation through entrepreneur profiles via the "YouCanGreenvilleSC" marketing initiative and City digital media platforms will benefit current businesses and encourage more innovators from diverse backgrounds to start and scale their company in Greenville.

#### ACTIONS

- Develop, in partnership with NEXT Upstate, Furman University, the Greenville Chamber and others, a systematic approach to identify diverse enterprises and startups in Greenville to profile.
- Promote Greenville's successes across multiple communication platforms: website, blogs, social media, billboards, paid advertising and direct emails. Utilize the "YouCanGreenvilleSC" brand, City digital media channels and local and national media to raise Greenville's profile in the innovation sector.

Partners include NEXT Upstate, Upstate SC Alliance, South Carolina Department of Commerce, Greenville Chamber, Greenville Area Development Corporation and Furman University.



## GOAL 2

# We will attract new investment to future-proof Greenville's economy and foster prosperity.

Strategic economic development focuses on current businesses and attracting new investment to bolster existing clusters, enable them to innovate, evolve and remain competitive. All are essential for building a more resilient, forward-facing economy.

The city should promote its location for Foreign-Owned Enterprises (FOE's) including access to ports, ease of travel and proximity to Clemson University. Foreign direct investments from France, Germany, Japan and beyond are significant across Greenville's key clusters.

## The Evidence

- Almost 15% of Greenville area's workforce is employed in foreign-owned enterprises (FOEs). This share is two times the state average and six times the national average.
- Almost 70% of Greenville area's employment in FOEs is in manufacturing.
- German, Japanese and French companies are the top three employers among FOEs in the Greenville area, employing more than 75% of Greenville's FOE workforce.
- The Automotive cluster is first among all clusters in terms of employment in FOEs, employing more than 6,300 workers.
- The Advanced Materials cluster is first in terms of sales of FOEs, generating more than \$5.3 billion in 2021. Four in 10 Advanced Materials workers are employed by a foreign-owned enterprise.



## Evaluation Metrics

The following metrics will be tracked to assess impact:

- **New Businesses by Cluster** — assess Greenville's attraction of new businesses within its competitive clusters
- **Jobs Created by Cluster** — track cluster development and expansion
- **Site Selectors Engaged** — count the numbers of site-selectors contacted
- **New Developments** — count the number of new developments in the City
- **Economic Impact** — track the economic impact of the new investments in the city (revenue, wages, jobs, etc.)



## STRATEGY 2.1

### Execute a business and cluster visitation plan.

While attracting new business is an important element of a city's economic development, it must be done in tandem with supporting existing businesses. Greenville's established companies already understand the benefits of doing business where they are. An estimated 70% of all jobs are created through the expansion of local companies and done so without the need to advertise the City's many assets. To better assist the efforts of existing companies to grow their business and broaden their workforce, Greenville must include them in the strategic plan with consideration for the specific needs of each industry cluster.

#### ACTIONS

- Host bi-annual cluster working groups in collaboration with the City's economic development, business support and workforce development partners to identify specific needs.
- Conduct a formal visitation plan for Greenville's businesses, interviewing at least 24 major employers annually.
- Convene quarterly CEO breakfast networking sessions.
- Use regularly scheduled business feedback surveys to gauge needs and track successes.

Partners include Upstate SC Alliance, Greenville Area Development Corporation and South Carolina Department of Commerce.

## STRATEGY 2.2

### Develop a lead-generation initiative informed by regional clusters and FDI.

Having defined its industry clusters and economic development priorities, the City can begin to develop an annual trade leads program. This program will identify companies and investors that fit the City's strategy by trading leads, setting goals and meeting with key stakeholders in Greenville's target markets.

#### ACTIONS

- Strengthen internal process (staffing, information flow and packaging) and regional partner strategies for responding to incoming RFPs.
- Identify annual goals by cluster and markets.
- Conduct at least one paid qualified lead-generation campaign to generate meetings in key attraction markets and industry sectors.
- Host appropriate inbound city visits, tours and trade missions with target companies and investment representatives.
- Participate with regional and state Department of Commerce partners on sales mission trips to target regions.

Partners include Upstate SC Alliance, Greenville Area Development Corporation and South Carolina Department of Commerce.





### STRATEGY 2.3

## Create a site-selector engagement plan.

Site selection is a critical element of economic development. To attract new businesses to Greenville, the city should not only emphasize local investment opportunities but also build relationships with the decision-makers involved in site selection. Site selectors, those involved with finding locations for global headquarters, have tremendous influence. Greenville and its regional partners should work together to identify businesses that are looking to relocate and establish a connection with the decision-makers.

### ACTIONS

- Incorporate site-selector engagement with all targeted market visits and campaigns.
- Partner with the Upstate SC Alliance, the Greenville Area Development Corporation and others on site selector and RFP initiatives.
- Build a target site selection list and develop a bi-annual outreach plan.
- Host site selection consultants.

Partners include Upstate SC Alliance, Greenville Area Development Corporation and South Carolina Department of Commerce.

## STRATEGY 2.4

### Externally market Greenville's cluster strengths.

An economic cluster — the driving force in most regional economies — demonstrates strength in numbers. References to computer chip production, wine production and movie production easily call to mind Silicon Valley, Napa Valley and Hollywood, respectively. Greenville can follow this model and expand its local economy by attracting companies that support a cluster of firms. Externally marketing the City's cluster strengths will further attract foreign investment.

#### ACTIONS

- Create cluster industry marketing and attraction materials. Profiles will be made available in print and digital format.
- Ensure regional and state partners have the appropriate marketing materials to effectively represent Greenville's targeted economic development priorities.
- Attend, in collaboration with regional partners, industry trade shows for Greenville's target sectors.

Partners include Upstate SC Alliance, Greenville Area Development Corporation and South Carolina Department of Commerce.





## STRATEGY 2.5

### Build a systematic “best-in-class” practice of real estate services to support redevelopment efforts.

Vacant land in Greenville is a valuable commodity where only 2,700 acres remain. If the city continues to grow at its current rate, there will be little undeveloped land left by 2040. Using the GVL2040 Comprehensive Plan as its guide, Greenville should direct the bulk of new growth to higher-density centers connected by major corridors.

#### ACTIONS

- Assemble an advisory committee — City officials and directors, developers, site selection consultants and business leaders — to identify needs and gaps in Greenville’s real estate support services, policies and approval process.
- Examine the real estate/redevelopment services of peer cities, drawing from lessons learned and best practices.
- Serve as a trusted advisor to businesses and investors on real estate/commercial development and redevelopment transactions.
- Use the new Greenville Development Code to offer clear direction on policies, approval processes and resource needs.

Partners include Greenville Local Development Corporation, university officials, Greenville Planning and Development Department and real estate developers.

## STRATEGY 2.6

### Work with Greenville-Spartanburg International Airport (GSP) and VisitGreenvilleSC to grow the City's flight connections and leverage the Greenville Downtown Airport.

When outsiders—workers, innovators, investors and others—consider where they want to live, work and do business, they evaluate a location's accessibility. Cities with airports are more likely to be favored. Cities with international airports fare even better, particularly in attracting corporate headquarters. Greenville is connected to a limited number of direct destinations compared to its peers. Investing in connectivity will allow the city to emphasize its global presence.

#### ACTIONS

- Engage private, civic and government leaders to advocate for expansion of service to GSP.
- Include the advantages of GSP and Greenville Downtown Airport in all economic development marketing materials.

Partners include VisitGreenvilleSC, GSP Airport, Greenville Airport Commission and major corporations.



## GOAL 3

# We will build and support a talent base of “doers, thinkers and makers”.

Greenville can diversify and expand its economy by building partnerships and providing resources to foster new growth. Embracing innovation will make the city more competitive and resilient. By promoting success stories of doers, thinkers and makers, Greenville will inspire more entrepreneurship.

## The Evidence

- Educational attainment in the City of Greenville is 60% higher than the national average. More than half of the City’s residents have a bachelor’s degree or higher — a 19% increase since 2015 compared to the national average of 10%. While the Greenville Metropolitan Statistical Area’s (MSA’s) share of residents with a bachelor’s degree or higher is 15% lower than the national average, it has experienced a strong growth rate of 16% over the last five years.
- Occupations in the City of Greenville are dominated by those in the creative class, which accounts for 50% of jobs. This is 26% greater than the national average and driven by a high growth rate of 38%, exceeding peer cities. The share of creative class occupations across the MSA had a 20% growth rate that matched the state and exceeded the national average.



## Evaluation Metrics

The following metrics will be tracked to assess impact:

- **Educational Attainment** — track the share of Greenville residents by education level
- **Creative Class** — track the share of Greenville residents in knowledge-based occupations
- **Individual Incomes** — track the increase in individual incomes across all demographics



### STRATEGY 3.1

## Develop a “Campus Greenville” initiative.

Greenville needs strong partnerships to develop a supportive center for learning. The city can cultivate collaboration among local businesses, residents and students. Additionally, it can promote exhibits, speaker series and non-credit programming to attract new talent. These collective efforts remove barriers to economic opportunities.

### ACTIONS

- Benchmark other communities.
- Convene an advisory group of university representatives (students, faculty and administrators) and private-sector leaders to advise on how to better connect regional colleges and universities (Furman, Clemson, Bob Jones and others) to Greenville.
- Explore best practices for “town-grown” initiatives (ie. Campus Philly).
- Develop a plan for a university-focused talent initiative that connects regional university students to Greenville via networking, classes, mentoring, volunteering and other avenues including a physical presence downtown. Greenville should market itself as a place students can “stay” to begin their career or start their business.

Partners include Furman University, Bob Jones University, Clemson University, Greenville Technical College, the University of South Carolina School of Medicine and others.

## STRATEGY 3.2

### Utilize the “YouCanGreenvilleSC” campaign to attract young professionals.

Young professionals are drawn to Greenville. The City’s median age is 35, three years younger than the state average and five years younger than the national average. The prime talent pool—residents 25-44 years of age—is 26% larger than state and national averages. With the rise of remote work in a post-pandemic world, young professionals are moving away from the hustle-and-bustle of the big city in favor of smaller towns that promise affordable homes, more space and access to nature. With its “YouCanGreenvilleSC” campaign, Greenville can showcase its appeal to graduating college students and other young professionals.

#### ACTIONS

- Continue to provide financial support for the marketing and communication efforts of the “YouCanGreenvilleSC” campaign.
- Partner with VisitGreenvilleSC to leverage tourism and lifestyle marketing to audiences seeking remote work and improved quality of life.
- In collaboration with the Greenville Chamber, NEXT Upstate, Furman University and others, ensure that networking and mentoring initiatives are in place to support newcomers. Use “YouCanGreenvilleSC” and City social media channels to raise awareness about opportunities for support.

Partners include NEXT Upstate, Furman University, Upstate SC Alliance, Greenville Chamber, VisitGreenvilleSC and the City’s Communications and Engagement Department.





### STRATEGY 3.3

## Collaborate to promote and grow a remote worker ecosystem.

Remote and hybrid work is here to stay. This is a positive trend for Greenville. The city's amenity-rich location is an ideal landing spot for workers seeking to relocate and a great place for existing talent to remain. Greenville and its partners must develop a quality-of-place strategy to promote the community's assets and intentionally connect talent. The ability to cultivate social capital is key as cities compete for talent.

### ACTIONS

- Convene a community advisory group to guide the City's efforts to support remote work.
- Administer a survey to understand the wants and needs of Greenville's remote workers.
- In partnership with the Greenville Chamber, NEXT Upstate and others, develop and promote a networking group for remote workers.
- Ensure that the needs of Greenville's remote workers, especially third spaces, are considered in the continued development of downtown Greenville and various mixed-use developments.

Partners include Upstate SC Alliance, Greenville Chamber, VisitGreenvilleSC and NEXT Upstate.

## STRATEGY 3.4

### Advocate for Career and Technical Education (CTE) programs and apprenticeships.

Skilled training programs must align with the needs of target clusters. The City's target sectors are technical and therefore require close collaboration between public and private partners to ensure that workers are being trained to meet the precise needs of local companies. Greenville Technical College, Greenville County Schools and the Greenville County Workforce Board will be key partners in this effort.

#### ACTIONS

- Engage Greenville's workforce development organizations, Greenville Technical College, Greenville County Schools CTE Program and private-sector employers quarterly to discuss needed training programs.
- Administer surveys to uncover training gaps in Greenville, especially those supporting the growth of the City's traded sector and innovation economy.
- Explore, in partnership with anchors and workforce programs, the creation and promotion of training offerings, internships and apprenticeships tied to Greenville's target clusters.
- Examine Greenville's childcare ecosystem to better understand gaps and needs.

Partners include Greenville Technical College, Greenville County Schools, Greenville County Workforce Board, SC Department of Employment and Workforce, SC Works Greenville, ReadySC and major employer.





### STRATEGY 3.5

## Convene an active network of local manufacturing mentors.

Experience is the best teacher. Creating a formal mentoring program helps connect the younger generation with more experienced professionals in the manufacturing sector. Experienced workers can provide guidance on career goals and aspirations. In a city with a dominant manufacturing sector where technology is thriving and evolving, it is important to ensure a strong workforce pipeline by keeping the younger generation interested in high-growth industries.

### ACTIONS

- Convene an advisory group of Greenville's manufacturing employers to understand talent and workforce needs.
- With guidance from the advisory committee and support from workforce partners like Greenville Technical College, develop a pilot mentoring initiative. Test the program with one or two Manufacturing employers.
- With appropriate funding, scale programs to other manufacturing companies in the Greenville region (targeting City residents).

Partners include Greenville Area Development Corporation, Greenville Technical College, Greenville County Workforce Board, SC Manufacturing Alliance, SC Works Greenville, Greenville Chamber and major manufacturing employers.

## GOAL 4

# We will ensure that all Greenville residents and enterprises can thrive, making diversity, equity and inclusion (DEI) an economic development goal.

Mindful economic development includes opportunities for all residents and recognizes areas of inequity. Greenville and its partners should provide support and training programs specific to minority-owned businesses to create a level playing field.

## The Evidence

- While the City's share of the white population with a bachelor's degree or above is 65% (almost double the state and national averages), the share of black residents with a bachelor's degree or above is only 13%. There is also a \$37,000 wage gap between the mean incomes of white and black residents.
- Almost 13% of residents in the city live below the poverty level, down from 19% in 2015. Men in the city earn, on average, \$11,200 more than women, a wage gap that is \$1,100 higher than the national wage gap and comparable with that of the state.
- The city's median household income (\$58,259) is roughly \$5,000 higher than the metropolitan area, but it is still 10% lower than the national average. However, the city has experienced the largest growth rate (39%) in median household income among its peers, a rate that is 89% greater than the national growth average.



## Evaluation Metrics

The following metrics will be tracked to assess impact:

- **Median Household Income** — track the median household income for Greenville residents by race and ethnicity
- **Business Formation** — track the number of businesses and business owners in Greenville by race and ethnicity
- **Educational Attainment** — track the share of Greenville residents by education level, race and ethnicity
- **Population Growth** — track the growth of Greenville residents by race and ethnicity



#### STRATEGY 4.1

### Support the City's DEI plan and the Greenville Chamber's DEI initiatives, including its annual summit, roundtable discussions and Minority Business Accelerator.

Greenville's communities of color face barriers for employment and economic growth. People of color do not have the same access to higher education as their white counterparts. The share of black residents with a bachelor's degree or higher is 13% while the share of white residents is 65%. The average income for a black resident is \$20,313 while the average income for a white resident is nearly three times higher at \$57,161. Supporting DEI efforts will help Greenville connect its underserved communities with opportunities and high-value networks. These collective efforts remove barriers to economic opportunities.

#### ACTIONS

- Support the goals and initiatives in the City's DEI plan.
- Expand the City's participation in and support of the Chamber's DEI programs.
- Use the City's YouCanGreenvilleSC channels and digital media platforms to promote DEI programs, entrepreneurs with diverse racial and ethnic backgrounds and minority-owned and/or -founded companies.

Partners include Greenville Chamber, Hispanic Business Council, Greenville's LGBTQ Chamber, Village Launch, Hispanic Alliance, The Racial Equity and Economic Mobility Commission (REEM) and Greater Good Greenville.

## STRATEGY 4.2

### Conduct a citywide DEI study to better understand challenges and opportunities.

A DEI study will consider the different experiences and social positions of Greenville's residents. It will foster an authentic conversation about race that aims to tear down boundaries that may exist. Removing barriers can impact individual wellbeing, participation and economic inclusion.

#### ACTIONS

- Assemble a diverse advisory committee — City officials, residents, cultural representatives, business and community leaders and philanthropic representatives — to help guide the City's DEI efforts.
- Catalog DEI best practices across North America, focusing on economic development, business support programs, procurement and onramp creation.
- Hire a firm to evaluate the City's DEI opportunities and challenges.

Partners include Greenville Chamber, Hispanic Business Council, United Way of Greenville County, Village Launch and City of Greenville Departments.





### STRATEGY 4.3

## Partner with anchor institutions and major employers to establish a citywide local purchasing and supplier diversity program.

A purchasing and supplier diversity program can make the Greenville economy more inclusive by encouraging business creation and the participation of disadvantaged and underrepresented groups. It is a great way to bolster the local economy by widening the pool of suppliers and creating competition, both of which have a positive impact on quality and prices. It will provide minority-owned businesses with new avenues for networking and gaining new clients and will emphasize the City's commitment to equitable economic growth.

### ACTIONS

- Convene roundtables of anchor employers to better understand current DEI initiatives and purchasing and supplier diversity programs in Greenville.
- Examine the best practices of anchor collaboratives/city-wide purchasing initiatives across the country, including Philadelphia, Cleveland, Newark, St. Paul and Detroit.
- Develop a City-wide purchasing goal and establish supplier training programs to support the implementation.
- Adjust program and scale to other participating anchors/major employers.

Partners include Greenville Chamber, Hispanic Business Council, United Way of Greenville County and City of Greenville Departments.

#### STRATEGY 4.4

### Grow career pathways for BIPOC residents in Greenville's traded sectors.

Career guidance services provide support for individuals in finding meaningful and fulfilling employment and education opportunities. Due to structural inequities that entrench the labor market, the equity-seeking groups who are most likely to benefit from these services are also the least likely to access them. Targeted programming is needed to address Greenville's uneven patterns in labor market participation and earning potential.

#### ACTIONS

- In collaboration with partners, explore new training offerings, including paid internships and apprenticeships, trade certifications and executive education tied to target export clusters (ensuring the implementation of Strategy 3.4 has a focus on communities of color).

Partners include Greenville Technical College, Greenville County Schools, Greenville County Workforce Board, SC Works Greenville, REEM Commission, Greenville Chamber and major employers.





#### STRATEGY 4.5

### Target small business and retail development in underserved corridors and neighborhoods.

Entrepreneurs of color face structural challenges and disparities in business ownership. While people of color make up 35% of Greenville's population, only 7% of businesses are owned by people of color. Most of the programs that support entrepreneurs of color focus on small-business creation, which leads to a self-perpetuating cycle that limits wealth building and exacerbates wealth inequities. City leaders have increasingly recognized the role that businesses of color play in building local economies and creating wealth in disinvested neighborhoods.

New efforts are being launched to support entrepreneurs of color in high-growth sectors.

#### ACTIONS

- Develop and deliver a training workshop for businesses and entrepreneurs interested in the City's Minority-Women-Owned Business Enterprise program, targeting the City's underserved neighborhoods.
- Host small business training, coaching and mentoring in Greenville's neighborhoods (outside of downtown) for diverse retail enterprises (enterprises of color, women-owned and veteran-owned).

Partners include Village Launch, Greenville Chamber, Hispanic Business Council, City Departments and neighborhood leaders.

## STRATEGY 4.6

### Celebrate and embrace the cultural diversity of Greenville.

Celebrating cultural diversity can help Greenville become more welcoming and attractive to BIPOC residents and create an environment of acceptance and understanding. Employers are seeking to diversify their workforce. It is up to cities to create a culture that keeps up with the identities of their talent pool.

#### ACTIONS

- Develop a systematic approach to identify diverse enterprises and arts and cultural successes throughout Greenville.
- Continue to promote Greenville's achievements across communication channels and platforms.
- Continue to sponsor and help to lead community-driven multi-cultural, heritage and equality events, such as the Juneteenth celebration in Unity Park.
- Continue to support and participate in diverse chambers and community/neighborhood organizations throughout the city.

Partners include Village Launch, Greenville Chamber of Commerce, Hispanic Business Council, United Way of Greenville County, Greenville County Purchasing, REEM Commission LGBTQ Chamber and VisitGreenvilleSC.





#### STRATEGY 4.7

### Invest in additional community gathering spaces.

Community gathering spaces are a shared social resource. A self-organizing public service, they help cultivate local attachments and provide places where residents can display their culture and gain awareness of their neighbors' diversity.

#### ACTIONS

- Continue to grow Greenville's public and community spaces, placing an emphasis on neighborhoods and corridors outside of downtown and aligning community development with targeted economic development areas.
- Pilot and test pop-up community third spaces (social environment separate from usual social surroundings of home and work) throughout the city where residents can spend time, relax, and exchange ideas.

Partners include the City of Greenville's Planning and Development Department, Parks, Recreation and Tourism Department and City Council.



## GOAL 5

# We rely on GVL2040 to address housing affordability, open space and the environment, and transportation and mobility.

Community input during the GVL2040 planning process revealed that Greenville residents want their city to keep growing, but they do not want growth to occur at the expense of quality of life. Priority issues are open space and the environment, affordable housing and transportation and mobility.

## The Evidence

- Renters are more burdened than homeowners in the Greenville metropolitan area, where 48% of renters are rent-burdened compared with 22% of home-burdened owners. The burden is roughly the same in the city, where 47% of renters are rent-burdened and 20% of owners are home-burdened.
- The homeownership rate in the metropolitan area is comparable with the state average and exceeds the national average. With 7 in 10 residents as homeowners, the Greenville metropolitan area ranks second for homeownership rates among peer communities. However, the homeownership rate in the city is much lower at 43%.
- While the share of the population that uses public transportation to get to work in the Greenville metropolitan area is similar to the state average, it is much lower than the national average and one of the lowest among peer regions. The city has a higher rate than the metropolitan area, but it still falls below the national average and most peer cities.



## Evaluation Metrics

The following metrics have been designated by the GVL2040 report to assess impact:

- **Affordable Housing Units** — track the share of affordable housing units through income restrictions and the number of available affordable housing units
- **Investments in Transportation** — track the millions of vehicle miles traveled per lane mile and the vehicle miles traveled annually per household



## STRATEGY 5.1

### Advocate for critical investments in infrastructure, transportation and smart mobility (GVL2040).

Investment in parks and trail development has been consistent by way of ongoing maintenance, updated park infrastructure and improved recreational programming. In 2018, 10% of the City's total budget was allocated to the Parks and Recreation Department. Most recently, the City committed \$35 million in tourism-generated taxes for the creation of the 60-acre Unity Park. Open Space, Recreation and Sustainability are Greenville City Council priorities.

One of many collaborative efforts between the City and County is the Swamp Rabbit Trail. Making walking, biking and transit convenient and desirable will contribute to Greenville's quality of life. A pedestrian-friendly city is more attractive to companies and talent. Improved mobility will increase economic participation of underrepresented groups outside the city core.

#### ACTIONS

- Advance the transportation and mobility priorities outlined in GVL2040.
- Promote investments in mobility and the preservation of urban green space.
- Reflect updates in communication and marketing materials.

Partners include the City's Planning and Development Department, Parks, Recreation and Tourism Department, Communications and Engagement Department, Greenlink, City Council and Furman University's Shi Institute for Sustainable Communities.

## STRATEGY 5.2

### Execute the affordable housing priorities outlined in GVL2040.

Rent and home prices have increased over the past decade at a pace higher than the rate of inflation. These increases reflect growth in demand due to population and job expansion, as well as the addition of newly built homes and apartments that typically exceed median values and rents due to the costs of construction. Addressing housing affordability promotes a “people first” approach. Maintaining affordability is key to talent attraction and retention.

#### ACTIONS

- Advance the affordable housing priorities outlined in GVL2040.
- Promote affordable housing investments, partnerships and innovation on the City’s digital media platforms and in traditional media.
- Reflect updates in communication and marketing materials.

Partners include Greenville Housing Fund and the City’s Planning and Development Department, Communications and Engagement Department and City Council.



## GOAL 6

# We will preserve and celebrate Greenville as a preeminent lifestyle destination.

Promote our brand through YouCanGreenvilleSC and City digital media channels to attract investment, business, talent and new residents. Greenville's brand should tout its unique quality of place and distinctive culture. It should showcase the opportunities it offers to all people.

## The Evidence

- Branding helps communities, cities and destinations distill and articulate their unique strategic positioning and differentiating characteristics. A strong brand will help Greenville compete in the global marketplace. Promoting unique characteristics is important to attracting investment, people and capital to Greenville.
- A well-articulated place-branding strategy strengthens a community's sense of place because it aligns the language and messages created for and by businesses, community and visitors.
- Greenville has important strengths to promote as they relate to its quality of place: a vibrant downtown, a dynamic culinary scene and an abundance of outdoor recreational opportunities. The city features an excellent walkable and bikeable environment as well as plenty of tourism amenities and experiences.



## Evaluation Metrics

The following metrics will be tracked to assess impact:

- **Visitors** — count the number of visitors to Greenville
- **Unique Visitors** — measure interest in Greenville's Economic Development website
- **Social Media Engagement** — track interest in Greenville as a destination to live, work and visit
- **Placemaking Events** — track the share of Greenville residents in knowledge-based occupations
- **Population Growth** — measure the attractiveness of Greenville to new residents
- **Number of Real Estate and Redevelopment Projects and Dollars** — track the number of new projects and the size of investments



## STRATEGY 6.1

### Promote Greenville's brand and image.

Greenville is a confident city with a bold slogan – “From Here You Can Change the World.” Through local, regional and national marketing campaigns and organic social media growth and engagement, the City has successfully showcased its one-of-a-kind brand. These promotional efforts should grow and evolve to reflect and promote Greenville's new economic successes.

#### ACTIONS

- Expand the “YouCanGreenvilleSC” brand in partnership with destination and economic development partners. Make continued investments in marketing Greenville, including the coordination of national ad campaigns in targeted site-selection publications and social media efforts with an enhanced digital focus.
- Annually refresh Greenville's digital and print marketing collateral to reflect the changing dynamics in the City's economy, highlight recent success stories and promote upcoming opportunities.
- Grow the “YouCanGreenvilleSC” talent campaign, targeting the creative class, remote workers and students at regional colleges and universities.

Partners include the City's Communications and Engagement Department, VisitGreenvilleSC, Greenville Chamber, Greenville Area Development Corporation and Upstate SC Alliance.

## STRATEGY 6.2

### Advance civic engagement and partnerships to sustain Greenville's quality of place.

Placemaking through civic engagement injects cultural, social and economic opportunities into communities. Asking residents what elements they want allows the City to engage with groups early and create something everyone is proud of. Taking a community-based approach to placemaking recognizes that public spaces belong to all residents.

#### ACTIONS

- Sustain ongoing collaborations with economic development, workforce and destination partners to advance the City's economic development and GVL2040 plans.
- Devise a clear process with regional partners to manage lead generation and economic development prospects.
- Serve as a trusted advisor to businesses and investors on real estate/commercial development and redevelopment transactions (Strategy 2.5).
- Create shared value between City and County interests.

Partners include Greenville County, Upstate SC Alliance, Greenville Area Development Corporation, VisitGreenvilleSC, Greenville Chamber and REEM.





### STRATEGY 6.3

## Market Downtown Greenville as a premier shopping and entertainment district for residents and visitors.

Over the past decade, Greenville has become a destination for visitors and residents. Greenville had more than 5 million visitors in 2019. Hotel occupancy and stays increased 10% from 2011 to 2019. With 71% hotel occupancy achieved during the weekends and 66% during the week, visitor traffic has a significant impact on local revenue. The city has been recognized by many national industry publications as a top place to visit, live and play. The mix of retail and dining is well-balanced, but there are opportunities to strengthen the local merchandise offerings and leverage the recent growth in population and tourism.

### ACTIONS

- Support VisitGreenvilleSC's efforts to promote downtown Greenville to an array of audiences: leisure visitors, business travelers, residents and more.
- Ensure economic development partners, major employers and colleges/universities promote a cohesive story about downtown Greenville through unified marketing and promotion materials.

Partners include the City of Greenville's Department of Communications and Engagement, VisitGreenvilleSC, Greenville Chamber and economic development partners.

## STRATEGY 6.4

### Extend Greenville's downtown placemaking success to its corridors.

Extending placemaking efforts beyond downtown will reinforce Greenville's commitment to include historically marginalized groups, recognizing the value of cultural diversity and creating an environment that engages residents.

#### ACTIONS

- Actively promote and scale Greenville's Facade Improvement Program in the City's targeted corridors.
- Consider the creation of a "Sprout Fund" (micro grants up to \$2,000, awarded monthly) to support community engagement programming, public art and placemaking initiatives outside downtown Greenville.

Partners include the City's Planning and Development Department, Communications and Engagement Department and Parks, Recreation and Tourism Department.





## STRATEGY 6.5

### Preserve and expand Greenville's green spaces, tree cover and trail system (GVL2040).

In the 1930s, the Civilian Conservation Corps (CCC) planted trees throughout Greenville. Nearly a century later, most of these trees are aging out. Only 36% of the city is under a tree canopy according to the Green Infrastructure Center. Greenville is taking active steps to preserve its mature trees and protect the natural environment.

#### ACTIONS

- Advance the open space and green space priorities outlined in GVL2040.
- Reflect investments in communication and marketing materials.

Partners include the City of Greenville's Parks, Recreation and Tourism Department, Planning and Development Department, Communication and Engagement Department and City Council.

## GOAL 7

# We will adopt an economic development organizational structure that effectively supports the implementation of this strategy.

To effectively support the implementation of the Economic Development Strategic Plan, the City needs an organizational structure that will inform, focus on priorities and drive resource allocation. It should provide tools and processes to continuously measure progress. The structure should set the direction of the Economic Development Department for the next five years.

## The Evidence

- A robust organizational structure will allow the City's Economic Development Department to deliver on its strategic priorities by aligning staffing with directives, establishing efficient reporting, structuring the department to facilitate collaboration and further marketing Greenville's story.
- The new Economic Development Strategy calls for an alignment between the City, County and the State. It calls for stronger partnerships with educational institutions and closer relationships with Greenville's entrepreneurial community and key industries. The roles and responsibilities of staff members, job descriptions, capacities and interdepartmental communications need to be updated to deliver on new mandates.



## Evaluation Metrics

The following metrics will be tracked to assess impact:

- Execution of the implementation matrix.



## STRATEGY 7.1

### Evaluate Greenville's economic development structure and resourcing.

Greenville's communities of color face barriers for employment and economic growth. An ideal structure entails a thoughtful analysis of the community's goals, assets and needs.

#### ACTIONS

- Conduct a gap analysis in Greenville's economic development and communications staffing and resources.

Partners include the City's managerial staff and City Council.

## STRATEGY 7.2

### Adopt an organizational structure that effectively supports the City's economic development activities.

An organizational structure is a set of rules, roles, relationships and responsibilities that determine how an organization's activities are directed.

#### ACTIONS

- Build an efficient organizational structure that aligns with Greenville's Economic Development Strategic Plan.





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