

EXECUTIVE SUMMARY
GREENVILLE AREA DEVELOPMENT CORPORATION
ECONOMIC DEVELOPMENT ROLE



May 2011



EXECUTIVE SUMMARY

SCOPE

The primary focus of the GADC will be on five targeted business sectors which include Aviation, Automotive, Advanced Materials, Life Sciences and Headquarters. The role of the GADC in facilitating investment and job creation in each of these business sectors will be governed by the resources at our disposal as well as the primary roles of other economic development groups. The location of new or the expansion of existing companies engaged in manufacturing, warehouse/distribution, call centers, research and development and office use will be managed by the GADC through the application of its core competencies which are project management, incentive negotiation and geographic inclusiveness.

The core mission of the GADC will be supported by seven strategic dimensions. Each strategic dimension has been identified as essential to the long-term success of GADC in carrying out its mission. Working in collaboration with all economic development organizations the GADC will manage, support or coordinate each of the seven strategic dimensions.

STRATEGIC DIMENSION ONE: Investment and Job Creation

GADC will directly manage the targeting and recruitment of established companies engaged in manufacturing, warehouse/distribution, call centers, research and development and office/headquarters. Primary focus will be given to companies that fall into one of the five targeted business sectors. The GADC will also provide support to all local companies expanding existing operations in the form of additional capital investment and/or creating new jobs. The level of support will be mandated by the resources available to GADC.

The GADC will also collaborate with other economic development organizations by providing assistance, within the limits of our resources, in the development of new businesses and in particular high impact entrepreneurial initiatives within the GADC targeted business sectors. Primary responsibility for developing and fostering resources for small businesses and entrepreneurs will lie with the Greenville Chamber of Commerce. (www.greenvillechamber.org)

STRATEGIC DIMENSION TWO: Incentives

Incentives are part of the state tax codes or are mandated by special legislation. The GADC is the only organization with the authority to negotiate incentives on behalf of Greenville County.



STRATEGIC DIMENSION THREE: Educated and Skilled Workforce

GADC plays a support role in workforce education and development. The primary goal is the long-term sustainability of our local workforce. This strategic initiative is based on continuous and ongoing input from local employers. This input is facilitated through the development of industry clusters formed around common needs and desired outputs in the local workforce. The development of new educational platforms and curricula, skills assessment, and training programs is coordinated through Greenville Works which is a consortium of the three main local economic development organizations, the public school system and seven public sector or non-profit workforce training organizations. (www.greenvilleworks.com)

STRATEGIC DIMENSION FOUR: Transportation Infrastructure

Lacking resources to affect change in transportation, the GADC is clearly in a support role in this area. Passenger/air freight, rail service and dependable surface transportation are essential in order for GADC to be successful in fulfilling its mission. It is incumbent upon the GADC to effectively communicate our clients' needs in these areas to the appropriate local, state and federal organizations. In order to accomplish this GADC works on two levels. On a strategic level the GADC communicates with established public policy bodies such as the Chamber and the South Carolina Economic Developers Association. On a tactical level GADC works directly with local, state and federal transportation providers on a case by case basis.

STRATEGIC DIMENSION FIVE: Product and Other Infrastructure

This is defined as buildings, sites (particularly certified sites), potable water, waste water treatment, fiber, electric power, and natural gas. The GADC coordinates with private sector developers in order to communicate the needs of our client companies. The expectation is that over time product will be developed that meets the expressed needs of GADC clients. GADC also serves as an advocate for and oversees the process of site certification. The local infrastructure development group is also coordinated by GADC for the expressed purpose of creating awareness among the infrastructure providers as to the most critical needs of GADC. Quarterly meetings have proven effective in influencing strategic plans on the part of local utilities as well as providing a platform for ongoing discussions around the core mission of the GADC.



STRATEGIC DIMENSION SIX: Quality of Life

The GADC, as well as all other economic development organizations across the country, operates in a competitive environment that demands excellence at a number of different levels. Cultural and recreational amenities play a major role in site selection decisions. Other important factors include healthcare, cultural diversity, the level of charitable giving in a community and cost of living. As the primary organization charged with the responsibility for recruiting new businesses to Greenville and facilitating the expansion of existing companies, the GADC actively supports programs and initiatives aimed at improving and enhancing our quality of life.

STRATEGIC DIMENSION SEVEN: Strategic Alignment

Four organizations are charged with implementing the overall economic development strategy for Greenville. Each one has its own core mission and funding source and consequently possesses responsibility for a different but interrelated aspect of the total economic development program for Greenville. The role of the GADC is to promote, support and participate in the strategic alignment of common goals and objectives based on developing a common language and collaboration among the four organizations. This initiative will be furthered by ensuring that the community receives clear and consistent messages as to the purposes and expected outcomes of the strategic alignment.

