



## Chapter 10: Economic Development

Mauldin has developed a strong and reasonably diversified economy, with services, manufacturing, and wholesale and retail trade providing the greatest number of jobs. The city's ten largest employers are listed in Table 10-1. Table 10-2 presents an economic base analysis for the three-mile trade area centered at the Butler Road/US 276 intersection; nearly 19,000 jobs are located within the trade area.

An area's economic base is defined by comparing employment in the area to national norms. Where the ratio of local employees to local population exceeds national averages for an industry, the portion above the national average is considered basic employment. These industry sectors produce more goods or services locally than are consumed locally. For the Mauldin trade area, services, manufacturing, and wholesale trade account for more than 98 percent of basic employment, as Table 10-2 illustrates.

Mauldin's economic vitality is reflected in recent new business recruitment and expansion successes:

- **Innegrity**, an advanced textile fiber manufacturer, selected Mauldin in August 2008 as the location to invest more than \$15 million to begin manufacturing an extruded fiber that combines high strength, light weight and low cost, and competes with Kevlar and carbon fiber. The fiber has applications in automotive parts, recreation equipment, and armor protection for vehicles and personnel.
- **Samsung Networks America** opened a technical support center in the Centerpointe Business Park in May 2009 on Holland Road; the initial 300 employees may ultimately expand to 1,000 or more with average wages exceeding the Greenville County average.
- **General Electric** recently located over 200 employees in engineering and support services at Brookfield Corporate Center.
- **BP Barber**, a civil engineering firm, opened an Upstate branch office at Millport Center in June 2008, with expectations to create up to 35 jobs.

These new businesses expand the city's economic base by producing goods and services primarily for export beyond the Mauldin trade area. Combined, they will create nearly 1,400 direct jobs, with up to 2,200 additional indirect jobs in related industries and services.

Table 10-1  
Major Employers in the City of Mauldin

Employer	Industry Sector	Employees
Verizon	Communications Services	1,250
C&S Wholesale	Distribution	1,125
Bi-Lo [1]	Retail	850
Charter Communications	Communications Services	613
Jacobs Engineering	Engineering Services	596
Met Life	Finance, Insurance, Real Estate	530
Ford Motor Credit	Finance, Insurance, Real Estate	468
CompX	Manufacturing	293
Morgan AMT	Manufacturing	277
Lockheed Martin	Aerospace Services	185
C.F. Sauer	Manufacturing	152
Total		6,339

[1] Includes only employees working within the City of Mauldin

### Business Climate

Businesses choose locations that allow them to produce quality goods and services at relatively low cost. Important factors in location choice are cost and quality of labor, transportation access, taxes and regulations, and quality of life. Mauldin scores well on all of these factors, but should continue to work to improve in each area.

A well-educated workforce resides in Mauldin, which allows firms to recruit highly trainable, productive workers. Over 90 percent of residents age 25 or over have at least a high school diploma, well above the Greenville County, state, and national averages. More than one-third of Mauldin residents hold a bachelor's degree, and another 10 percent hold two-year college degrees.

Mauldin's regional transportation access is excellent, with I-85, I-185 (toll) and I-385 each within easy reach of most locations in the city. Butler Road and Main Street (US 276) provide good arterial highway connections to the Interstates, although traffic congestion is becoming a concern. Mauldin's easy access to the entire Upstate is further enhanced by the City's location at the



Table 10-2  
Economic Base Analysis, 3-Mile Trade Area, Mauldin City Center

Economic Sector	Local Employment	National Employment	Basic Employment	Non-Basic Employment
Agriculture, Mining	19	736,000	-	19
Construction	1,290	11,856,000	-	1,290
Manufacturing	3,640	16,302,000	1,383	2,257
Wholesale and Retail Trade	3,414	20,937,000	515	2,899
Retail Trade	2,599		-	2,599
Transportation/Utilities	873	7,650,000	-	873
Information Services	645	3,566,000	151	494
Finance, Insurance Real Estate	1,271	10,488,800	-	1,271
Services	8,531	15,621,000	6,367	2,164
Education and Health Svcs	3,244	30,662,000	-	-
Leisure and Hospitality	1,233	12,415,000	-	-
Public Administration/Gov't	436	6,746,000	-	436
Total Employment	18,969	136,979,000	8,416	11,703
Total Population	35,925			

Source: Research by Allison Development Group

geographic center of employment and population growth in the Upstate. Rail access is available on the Carolina Piedmont Railroad along US 276, allowing industries to receive and ship raw materials and heavy finished goods at low rates. Rail was an essential factor in the recruitment of Innegrity.

Mauldin’s property tax millage rate (51.7 mills) is now the lowest of any municipality in Greenville County, and is among the lowest in the Upstate region. The average property tax rate for South Carolina cities is 84.6 mills, according to the Municipal Association of South Carolina (MASC). Business license fees are based on a model ordinance developed by MASC. Recent efforts to annex businesses adjacent to Mauldin show that business license fees generally have a greater financial impact on retail and service businesses than do property taxes.

Quality of life factors are strong for Mauldin. Public schools rank very well in state and national comparisons; Mauldin High School frequently ranks among the top 200 nationwide in Newsweek and other publications’ rankings. The city offers excellent recreation programs, and has relatively low housing costs. Cultural and entertainment options are a weak spot in the quality of life picture, although downtown Greenville offers many cultural and entertainment choices within a 10 mile drive. Development of the Mauldin Cultural Center should continue to be a priority to address the relative lack of “things to do” in Mauldin.

**Economic Development Tools**

Mauldin has collaborated with Greenville Area Development Corporation (GADC) to offer incentives to new businesses. Mauldin was the first in South Carolina to take advantage of investment tax credits available through the South Carolina Textiles Communities Revitalization Act, which provides a property tax or income tax credit equal to 25 percent of investments in former textile manufacturing facilities.

Fee in lieu of taxes (FILOT) also has been used to attract both Samsung and Innegrity. A FILOT provides a reduced assessment ratio of six percent, and locks in the millage rate for 20 years, after which time the business would resume a normal tax status. While the equity of FILOTs can be debated, they have become almost a standard incentive for large industrial prospects in South Carolina, due in part to the structure of the state’s property tax system.

Utility tax credits are available for infrastructure improvements related to economic development projects. Utility tax credits from the Samsung project are being used to fund approximately one-third of the cost of improvements to Holland Road south of the Samsung site; road improvement funds from the S.C. Department of Commerce and the Greenville County Transportation



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Committee are funding nearly all of the balance of the nearly half-million dollar road improvement project.

### **Regional Economic Development Strategies**

The ten-county Upstate region has cooperated through the Upstate Alliance to begin forming a collaborative regional economic development partnership. Upstate Alliance focuses on recruitment of new business to the region and marketing the Upstate region.

Each of the 10 Upstate counties has an economic development organization that collaborates with Upstate Alliance on industry recruitment efforts. Greenville Area Development Corporation (GADC) supports economic development efforts county-wide.

GADC has identified four industry clusters to target, building on existing industries and market advantages. The four targeted clusters are

- automotive,
- advanced materials,
- aviation,
- life sciences, with a focus on
  - medical devices,
  - agricultural biotechnology
  - research and testing labs
  - pharmaceuticals.

Clemson University's International Center for Automotive Research (CU-ICAR) campus provides a solid future for automotive industry development at Mauldin's northern city limits. The city has begun to develop a relationship with CU-ICAR to determine how best to support and to benefit from CU-ICAR. While the current economic climate has paused auto industry investments, demands for more fuel efficient, safer and environmentally sustainable automobiles will continue and will generate additional investment at CU-ICAR in the future. Greenville Tech's McKinney Regional Automotive Technology Center is an important component of the automotive sector strategy as well.

Innegrity is an example of the potential for advanced materials in the Upstate. Clemson's Advanced Materials Center provides the research power needed to support the advanced materials sector in the region. In many cases, advanced materials research and manufacturing can re-use existing vacant textile manufacturing spaces. As with Innegrity, synergies exist between the automotive and advanced materials sectors.

With Mauldin's proximity to Donaldson Center and the aviation industry there is an advantage for recruiting aviation support and engineering businesses. Aviation component manufacturers may be able to use some vacant textile manufacturing space in the City, and could benefit from the Textile Communities Revitalization Act tax credits as Innegrity did.

The new satellite campus for Bon Secours St. Francis Hospital will have a tremendous impact on Mauldin and will create opportunities in the life sciences cluster for the Main Street corridor. Some connections between St. Francis and Clemson University engineering programs in the medical devices area already have been discussed.

### **Key Opportunities**

Greenville County has relatively few large sites available for "wet" industry – those that have large water needs. By working to develop and incorporate future industrial sites along the Southern Connector, Mauldin can expand its tax base and city boundaries. Development of sewer infrastructure will be a key factor. One possibility that should be explored is to work with ReWa (formerly Western Carolina Regional Sewer Authority) to develop a regional pump station to gain access to excess capacity at the Mauldin Road WWTP.

Within Mauldin, a few sites remain in Class A business parks. Two sites remain available in Brookfield Corporate Center. Several sites remain available at Centerpointe Business Park at I-385 and Bridges Road: sites for large office tenants are available adjacent to Charter Communications.

Infill sites are important for office development for two reasons. First, the limited availability of large sites leaves limited options except to develop or redevelop smaller sites within the existing developed corridors. Second, bringing a larger daytime population to key areas -- especially the city center area – will create a stronger market for restaurant and retail development. Potential sites for office development exist in the underutilized parking lots of old shopping centers in the Main Street corridor, where office employees would help revitalize the retail and restaurant market.

Finally, it will be essential to improve the "sense of place" and the image of the City of Mauldin. Quality of life factors are often a "tie breaker" in business location decisions. As the City of Greenville has demonstrated, the intangible value of an active downtown with diverse dining and entertainment options plays an important role in creating a positive community image. Creating a stronger community identity and sense of place, through implementation of Main Street/US 276



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Plan, will improve quality of life in Mauldin and play an important role in larger economic development efforts.

### **Mauldin's Economic Development Strategy**

Based on Mauldin's location, existing business, and established goals, the City's economic development efforts should focus on four areas, outlined below.

#### Retail and Hospitality Industry Development

Mauldin has a multitude of fast-food restaurants, but few quality sit-down restaurants. Several quality hotels have located near the Woodruff Road/I-85 interchange in the City of Greenville; Mauldin currently has one operating budget-rate motel, the Super 8 on West Butler Road.

Fast food restaurants generally need only a high traffic count on an adjacent highway. Discussions with site selection consultants for quality sit-down restaurants reveal that these businesses tend to cluster in groups of several restaurants, need to be near large retail or employment centers, and also benefit if cultural and entertainment amenities are nearby. Pawley's Steakhouse, a quality restaurant that was located in the Millport Center business park at I-385 and East Butler Road, did not survive in part because few of these conditions existed.

Implementation of the Main Street Plan will begin to create a stronger environment for retail and restaurant business, by simply making the US 276 corridor more attractive. Public investment also signals developers that local officials are committed to improvement and reinvestment to create a stronger business climate. A component of the Main Street Plan implantation efforts should be to recruit several mid-sized office buildings to the City Center area to generate enough daytime population in the City Center to support retail and quality restaurants.

Part of the strategy for attracting higher-quality retail and hospitality development is to emphasize the city's strong demographic profile and high traffic volumes on US 276 and on Butler Road. With nearly 36,000 people with an average household income of more than \$75,000 within 3 miles of the city center, Mauldin is a solid retail market. Over 34,000 vehicles per day travel on West Butler Road and more than 30,000 vehicles per day travel on North Main Street.

Another key strategy for recruitment of high-quality retail and hospitality is to create the kind of urban, pedestrian-friendly environment where these businesses can thrive. As presented in the City Center section of this document, constructing a new local "main street" one block off of and parallel to US 276 could transform Mauldin's City Center and begin to create the "downtown" that has never been developed in the city.

#### Consulting Engineers, Architects, and Business Consultants

Mauldin's locational advantage creates opportunities to recruit local and regional engineering offices and other business consultants. Proximity to I-CAR is an advantage for automotive engineering consulting firms, as well as information technology and other business services. These businesses increasingly rely on their ability to recruit "creative class" employees, whose decisions about where to work are tremendously influenced by quality of life factors.

#### Advanced Materials Research, Development and Manufacturing

Innegrity is the region's newest advanced materials manufacturer, producing a fiber that has broad applications in automotive, sporting goods, and military applications. Morgan AMT, one of Mauldin's largest employers, can also be classed in this sector. Alternative energy research and development is a subset of this cluster that has strong potential for future development, and is associated with existing automotive research in the region.

#### General Office and Medical Office Development

The Bon Secours - Saint Francis Hospital satellite campus planned on Mauldin's northern boundary at Millennium Campus will create demands for additional medical office, lab and research space. Very little quality office space is available in the City Center area in particular, and recently-developed office space in the City Center area such as Renaissance Park on Alexander Drive has been very successful.

#### Corporate Headquarters and Regional Offices

Mauldin is home to headquarters and regional offices for Bi-Lo, Jacobs Engineering, Met Life, Samsung Networks America, Verizon, Ford Motor Credit, and others. While market dynamics will cause some changes to these offices over time, the City's location and quality of like should continue to support corporate offices.

### **Implementation Strategies**

The City's economic development efforts in the next several years should focus on the following implementation strategies:

- Coordinate with GADC to develop and maintain an up-to-date inventory of existing sites and buildings available



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- Seek opportunities to improve road access to large sites (such as C.F. Sauer property north of Murray Drive)
- Continue to use Textile Communities Revitalization Act tax credits as a tool to recruit manufacturers, with emphasis on aviation and advanced materials sectors
- Explore options for creating a “certified industrial site” in an appropriate location in or near Mauldin along the Southern Connector.
- Pursue opportunities to develop Class A business park space and/or wet industry sites near southern connector.
- Work to provide adequate infrastructure for development between Mauldin and the Southern Connector
- Work with schools to strengthen manufacturing workforce skills and availability
- Create a Plant Managers roundtable to improve collaboration with exiting manufacturing employers and capture expansion opportunities
- Work with Chamber of Commerce to create a City Center Alliance of business owners and land owners to focus on redevelopment
- Create a Mauldin Development Corporation to generate funding for economic development activities and focus on major development facilitation.
- Plan for and promote “urban village” redevelopment of city center
- Explore public-private partnerships to develop the infrastructure necessary to support new development in the city center
- Continue to develop the Mauldin Cultural Center as a focus of leisure and recreation activities, to provide important amenities to attract new development to the surrounding area.
- Explore development of a small, linear urban park along the branch of Gilder Creek south of East Butler Road as a strategy to revitalize retail on East Butler Road.

- Promote orderly growth
- Support economic development
- Control the type, quality, and location of development
- Establish and maintain positive community identity
- Ward off encroachment from other cities
- Ensure future growth

With continued direction from City Council, annexation efforts will continue to focus on presenting businesses and homeowners with the lower taxes and more responsive city services compared to other jurisdictions. The competitive advantage of Sunday alcohol sales is one tool that will help induce some businesses to agree to annex into the city. City Police response times compared with Greenville County Sherriff response times can play an important role with many businesses as well.

### **Annexation Strategy**

Mauldin has two options for expansion of the city’s population and tax base: infill development within the existing city boundaries, or expand the city limits through annexation. Both options should be pursued.

Infill development opportunities are addressed in the Land Use and City Center elements of this plan.

The City’s Annexation strategy has evolved over the past few years and will continue to evolve and adapt as the environment changes. The key factors in the annexation strategy adopted by Mauldin City Council are:



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### Goals and Objectives

#### **Goal 1: Promote Mauldin's excellent business climate to industry and retail businesses.**

*Objective 1.1:* Develop and disseminate information to prospective businesses about Mauldin's strong market data, quality work force, low cost of living and high quality of life.

#### Implementation Strategies:

- a. Develop and distribute marketing brochures through Greenville Area Development Corporation (GADC), Upstate Alliance, Greater Mauldin Area Chamber of Commerce, and other organizations.
- b. Proactively contact businesses in targeted market segments to provide information about Mauldin as a good location for business.

#### **Goal 2: Collaborate with GADC and Upstate Alliance to recruit new businesses to Mauldin.**

*Objective 1/Implementation Strategy:* Work with GADC to maintain an up-to-date inventory of available commercial and industrial buildings and sites within the City

*Objective 2/Implementation Strategy:* Work with GADC and Upstate Alliance to recruit high quality firms that fit Mauldin's specific economic development strategy

*Objective 3/Implementation Strategy:* Work with GADC to provide appropriate incentives to prospective industries, evaluating incentives on a case-by-case basis.

#### **Goal 3: Assist existing businesses to expand and grow in Mauldin**

*Objective 1/Implementation Strategy:* Create an industrial Plant Managers Council to assist with recruitment and expansion of existing industries

*Objective 2/Implementation Strategy:* Develop a City Center Business Association to build consensus and support for development and redevelopment of the city center area and to assist with retail business recruitment.