

CLINTON FOCUS



2013

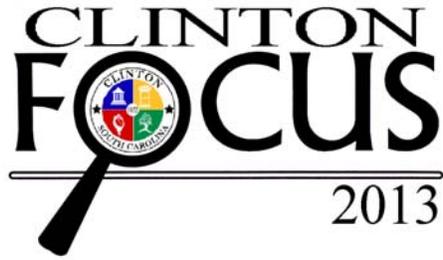
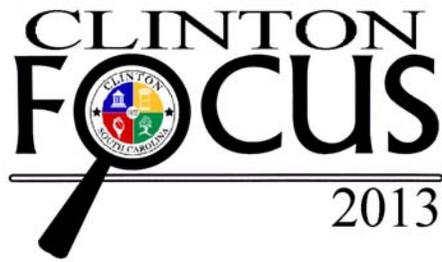


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Clinton Focus 2013 Executive Summary

This summary provides a list of all recommendations provided by the committees. Further analysis, action steps, and other pertinent information may be found within each committee report.

Economic Development

1. Develop a community retiree attraction program.
 - a. Create a Retirement Attraction Committee under the Clinton Economic Development Corporation.
2. Make Clinton attractive to business and industry by improving the quality of Laurens School District 56 early childhood education through 12th grade.
 - a. Create an Education/Workforce Committee under the Clinton Economic Development Corporation.
3. Promote economic development in and around the City of Clinton to improve the overall quality of life.
 - a. Actively support the Laurens County effort to erect a spec building in Clinton Corporate Park Phase III.
 - b. Create a Retail Recruitment Committee under the Clinton Economic Development and task them with the recruitment retail businesses to the area.
 - c. Re-evaluate the Clinton Economic Development Corporation membership, structure, and objectives.
 - d. Create a Master Development/Land-Use Plan for the City of Clinton to determine what the City has and what the City needs.

Housing

1. Improve the quality and quantity of retail market homes in the Clinton community.
 - a. Evaluate the success of current developments to determine the size, location, and characteristics of new developments.
 - b. Evaluate the opportunities, and if possible enter into a contract/option to purchase, select properties for residential developments.
 - c. Encourage current property owners to improve/update/upgrade their homes prior to placing on the market.
 - d. Create a central medium to list all properties for sale in Clinton.
 - e. Improve the three main entryways off the Interstates into Clinton.
2. Improve the quality and quantity of rental properties in Clinton.
 - a. Encourage current property owners to improve the quality, and subsequently pricing, of their rental properties.
 - b. Market Clinton and the impending Presbyterian College School of Pharmacy to potential multi-family housing developers.
 - c. Create a central medium to list all properties available for rent in Clinton.

Quality of Life: Parks, Gardens, Water Features, & Greenspaces

1. Enhance the quality of life, property values, air quality, water/energy conservation, local climate, and aesthetic character of Clinton through the addition and maintenance of trees and landscaping.
 - a. Apply for the SC Forestry Commission Community Forestry Grant.
 - b. Seek “Tree City USA” status.
 - c. Develop and landscape the area on the west side of Downtown.
 - d. Make the entrances to the City more attractive.
2. Make Clinton a City known for its outdoor recreational trails, bike routes, walking paths, and “safe community” perspective.
 - a. Implement the Greenway Masterplan developed after Clinton Challenge 007.
 - b. Add bike lanes, improve crosswalk safety/ease, and connect Greenway Trails to city-street routes.
3. Establish a City Ordinance regarding the aesthetics of new economic development.
 - a. Develop an ordinance requiring trees and landscaping to prevent the “big box and parking lot” look in new development.
4. Establish community gardens.
 - a. Locate available accessible land for the establishment of community gardens.
5. Continue to improve our parks
 - a. Establish local community focus groups for each park.
 - b. Complete existing plans left from Clinton Focus 007.
 - c. Add equipment to Calvert Avenue Park.
 - d. Beautify the parks with additional, low-maintenance landscaping.

Quality of Life: Performing Arts & Library

1. Improve Clinton’s public library and create a facility to be used for various fine and performing arts.
 - a. Explore sources of funding – City, County, State & Federal grants, appropriations
 - b. Visit similar sized facilities to determine adequate size, layout, and possibility/advantages/disadvantages to having a “combined” building.
 - c. Construct a library and “arts” center, combining the two facilities if feasible to reduce financial commitment for all parties.

Quality of Life: Recreation

1. Improve the recreational opportunities of the citizens of Clinton, while also creating an opportunity to promote recreational tourism in Clinton.
 - a. Locate and obtain a sufficient amount of property to meet the requirements for the construction of a multi-use sports complex.
 - b. Locate and obtain a sufficient parcel to meet the requirements for the construction and operation of a water park.
2. Improve the passive recreational opportunities for the current citizens of Clinton.
 - a. Implement the Clinton Greenways Plan developed by the Palmetto Conservation Foundation.
 - b. Create bike lanes and improve pedestrian access to connect Clinton to the Palmetto Trail.

Quality of Life: Jubilees & Festivals

1. Increase community interaction and community and personal awareness through fellowship and community-wide activities.
 - a. Create a “Healthy Choice Weekend” to coincide with the Flight of the Dove, including other types of races, health fair with free blood pressure/diabetes checks, health forums and vendors.
 - b. Create an “American Idol” event where local talent could gather and compete.
 - c. Create a Gospel Fest and involve local churches and community groups with possible workshops or speakers in addition to gospel singing.
 - d. Organize sports tournaments in the local parks as well as in the multi-use sports center.
 - e. Create opportunities to showcase the heritage of Clinton’s founding and the Clinton’s history.
 - f. Create an Arts Festival, drawing on various forms of art from community members, Presbyterian College students, faculty, and alumni.

Technology

1. Formulate a strategic plan for future network connectivity infrastructure.
 - a. Continue to evaluate the SC Light Rail project and the possibility of interconnection.
 - b. Continue to evaluate the opportunities for interconnection with PMPA member cities and the possibility of running “fiber to the home.”
2. Formulate a strategic plan for on-line government and community services and identity collaborative partners for business development.
 - a. Consistently improve and update the City’s websites, and market the sites to internal and external audiences.
 - b. Explore the opportunities for free WIFI for certain areas (particularly the downtown), and possibility of expanding the services to be used by the City to improve the quality and efficiency of governmental services (i.e. wireless meter reading).
 - c. Continue to evaluate the opportunities to create a level of e-government, through online bill pay, online form management, geographic information system (GIS) implementation, etc...

Marketing

1. Create an effective web presence.
 - a. Consolidate the existing sites and create a ‘gateway’ to Clinton on the Internet.
 - b. Maintain the site daily.
2. Create an online community calendar.
3. Create a Clinton ‘identity.’
 - a. Establish a brand that identifies Clinton.
 - b. Conduct an annual event that is unique to Clinton and its brand.
 - c. Develop a system to ensure that all ads, print materials, web material, is consistent with the Clinton brand.
 - d. Develop a slogan for Clinton.
4. Capitalize on the opportunity of the interstate traffic.
 - a. Advertise on interstate billboards.
 - b. Place Clinton visitor guides at surrounding interstate rest areas.
5. Target the retiree market.
6. Market the education of District 56

In 2000, when a team of citizens completed work on Clinton's first strategic plan, some people wondered whether the plan would make a difference in the life of this community. It did. As a result of that plan, the city of Clinton was able to attract more than \$8 million in grants and gifts to improve the quality of life of its citizens. The following are among the accomplishments that resulted from the Clinton Challenge 2007 plan:

- The city of Clinton created Clinton Park, a four-phase business and commercial park.
- Tenants in Clinton Park include Hampton Inn & Suites and Fatz Café.
- Engineering is underway to construct a frontage road to connect Highways 56 & 72 along I-26.
- 10 new businesses in downtown Clinton.
- More than 800 jobs created
- More than \$1.5 million in grants received for refurbishing downtown Clinton including new sidewalks, crosswalks, brick accents, and other features.
- Demolition and renovation of abandoned & dilapidated buildings, including Copeland Plaza, Darlington House, and many abandoned homes.
- More than \$1 million in gifts to bring the former MS Bailey Bank building back to the community as a home for employees of the city and of School District 56.

Focus 2013 is an extension of the Clinton Challenge 20007 planning process. This strategic plan is the result of months of hard work by many volunteers from all walks of life in our community. The members of the Steering Committee see the involvement of many people with a variety of skills as one of the plan's major strengths and one of the keys to its success.

Ownership is the key to creating and implementing a plan successfully.

This plan is organized into five separate components:

- Economic Development
- Housing
- Technology
- Quality of Life
- Marketing

A committee was formed to address each of these five areas; the charges given to them appear on following pages of this document. In their reports, the committees have addressed the following issues: the current status, their vision for the future, the strategic issues the community faces, the goals we must accomplish, the strategies they recommend to achieve those goals, the action steps to implement those strategies, and the appropriate measures of success.

We envision the citizens, the business and civic leaders, and government agencies working together in a cooperative spirit with City Council, the Mayor, the City Manager, and others to transform this plan into reality over the next five years. In doing so, we believe that Clinton will grow into the community that it has the potential to become, one that its citizens can be proud of and one that provides a superior quality of life for its residents. We also believe that this plan will allow Clinton to focus its marketing efforts on specific target audiences and produce more “bang” for each marketing dollar spent.

We thank the many volunteers who served on the subcommittees and offered ideas and suggestions for improvement. We also thank Mayor Randy Randall, City Manager Josh Kay, and Assistant City Manager Frank Stovall for their visionary leadership throughout this process. We also acknowledge Dianne Wyatt for her many hours of work and the fine job she did of keeping our Steering Committee organized. A job well done, All!

Clinton Focus 2013 Steering Committee

Norman Scarborough, Chair

Lumus Byrd

Larry Franklin

Walter Hughes

Josh Kay

Collie Lehn

Dixie Prickett

Randy Randall

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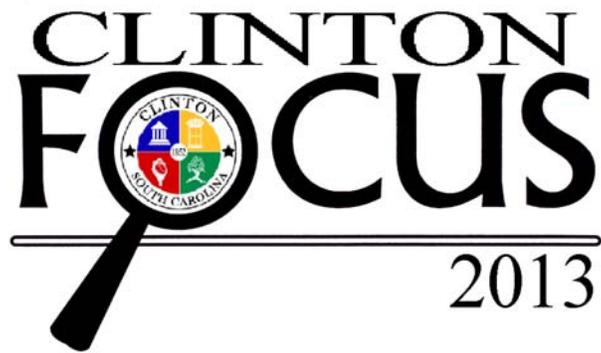
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ECONOMIC DEVELOPMENT



Clinton FOCUS 2013

Clinton Focus 2013

Economic Development Committee

I. Introduction

a. Charges – The Economic Development Committee (EDC) for Clinton FOCUS 2013 was given a list of 15 charges. They are:

1. Which industries and businesses currently operate in the community? Which industries are the principal employers?
2. What is the operating status of the top 10 employers in the community? How would you rate their strength on a scale of 1 (low) to 10 (high)?
3. What key resources are (or will be) present to aid our community in its economic development efforts?
4. Describe the size and characteristics of the available pool of workers for new or expanding businesses in the community. What are the characteristics of the workforce that companies are seeking? Describe the current gap between the two.
5. Describe the local high school graduation and dropout rates. Does the community have an alternative school available?
6. What types of businesses (industrial, commercial, and retail) should the community try to attract? Which particular companies in these areas should the community target? Why are they a good fit for our community? What opportunities does the potential of a Pharmacy School at PC present for the community? How should Clinton capitalize on those opportunities?
7. What infrastructure changes are necessary to attract these businesses? Technology?
8. Should Clinton build a “spec building in the Clinton industrial park? If so, recommend strategies for financing one.
9. What supporting materials currently exist for attracting businesses? What supporting materials does Clinton need to attract businesses? Who should be responsible for producing and assembling them? Consider benchmarking the promotional materials of other communities. What suggestions can you make after reviewing other communities’ materials?
10. Who will be the leaders in recruiting new businesses and in encouraging expansion of existing operations? With which organizations should Clinton partner in economic development efforts?
11. Establish a job creation goal for 2013.
12. Identify substandard commercial and industrial properties (e.g., old Clinton Mills property) that can be redeveloped? What strategies can Clinton use to fund this redevelopment? Consider benchmarking other cities’ efforts in this area.
13. Consider conducting a survey of employers to estimate local employers’ turnover rate among employees.
14. Incorporate a summary of the results of the Business Incubator Study into your report. If the results of the study suggest going forward with an incubator, what steps should Clinton take next?
15. Complete the Strategic Planning Process worksheets for Economic Development.

b. *Structure and Meetings* – The Economic Development Committee was comprised of 24 members from the Clinton and Laurens County communities, as well as 2 student interns from Presbyterian College. The participants signed up to serve on the Economic Development Committee at the Clinton FOCUS 2013 Kick-off Event in January of 2008. The EDC met 10 times between January 11, 2008 and April 1, 2008 for approximately 15-20 hours total. The EDC split into three subcommittees focused on the specific attributes for economic development and they were as follows: *Education/Workforce, Attracting Retirees/Tourism, and Recruiting/Retaining Businesses.*

c. *Membership* – The membership included:

- Dr. Bud Marchant, EDC Co-chair
- Mr. Herman Jackson, EDC Co-chair
- Mr. Jim Coleman, EDC Co-chair
- Mr. Russ Emerson, Steering Committee Member
- Mr. Collie Lehn, Steering Committee Member
- Mr. Morris Galloway
- Mrs. Cynthia Pitts
- Mr. Terry Shifferly
- Mr. Tommy Addison
- Mr. Sammy Wham
- Mr. Jeff Thomason
- Mr. Norman Dover
- Mr. Kevin Patton
- Mr. Jim Adair
- Mr. Lykes Henderson
- Mr. McLean Hicklin
- Mr. Daniel Hedou
- Mr. Dick Swetenburg
- Mr. Mark Kimball
- Mr. Marvin Moss
- Mr. Jeff Smith
- Mrs. Charlotte Slice
- Mr. Danny Cook
- Mr. Rob Clapper
- Mr. CJ Brooks, Presbyterian College Intern
- Mrs. Sara Heirs-White, Presbyterian College Intern

II. Process – The Economic Development Committee membership used the questions and previous charges from the Clinton Challenge 007 as guidelines and used them to address the appropriate Clinton FOCUS 2013 charges in its discussion and proposals

a. *Current State*

As with much of the nation currently, Clinton continues to be impacted by job losses and is still reeling from plant closures, layoffs, and the overall economic condition of the

nation. Some of the major factors and weaknesses that Clinton must contend with include:

- 1,171 jobs eliminated within the greater Clinton area, accounting for 75% of the total jobs lost in Laurens County from 2003-2008.
- An unemployment rate of 8.5%, with projections continuing to increase.
- Increased reliance on public aid, evidenced by the fact that 70% of students in Laurens School District 56 are qualified or currently enrolled in reduced or free lunch programs.
- An unclear direction on the path to educate the workforce of tomorrow.
- An uncertain resource pool with a great list of needs for the community to succeed—speculative building, site certifications, expanded infrastructure to industrial parks, and many quality of life amenities needed to attract and retain businesses, industries, and their executives.

Clinton's has seen some growth in the last five years and has much to offer. There have been some small industrial developments primarily through current business expansions and the recent announcement of Dunkin Donuts' intention to build and operate a new manufacturing facility. Commercial growth has been higher than expected primarily through the ongoing development of the South Broad Street and Jacob's Highway corridor. Close to a dozen new businesses have opened in existing and newly constructed commercial space and more commercial development is expected in that corridor along with the ongoing development of the frontage road along Interstate 26. Residential developments have been non-existent; however, new developments should commence following the recent announcement of the location of the Presbyterian College School of Pharmacy in downtown Clinton to house many of the students as well as potential new opportunities for the faculty and staff.

The City of Clinton has formed numerous partnerships to continue its economic development initiatives. Key partners include the Laurens County Development Corporation, the Laurens County Chamber of Commerce, the Upstate Alliance, and Piedmont Municipal Power Agency. There also is a strong connection between the City and many of the institutions within the area—Presbyterian College, Laurens School District 56, Presbyterian Home, and Thornwell Home for Children. Many other organizations continue to be vital to the success of Clinton, including the South Carolina Department of Commerce and many other private businesses and individuals.

In addition to the continue alliances that the City of Clinton will maintain, the City has many other assets that will prove vital to the recruitment and retention of all businesses:

- Location – With Clinton's proximity to two major interstates (I-385 & I-26) and its central location to the upstate and the midlands, with quick direct access to the Port of Charleston, Clinton is in a prime location for a host of industries.
- Downtown – Clinton has made a tremendous effort to revitalize downtown Clinton and has been very successful in securing funding for that redevelopment. Additionally, the Clinton Downtown Association continues to improve its offerings of events and festivals.

- Workforce – There is a large pool of available employers in the area, evidenced by numerous Pathfinders reports. This pool includes the unemployed as well as the under-employed.
- Leadership – A strong cadre of leaders exist in the community throughout government, business, and the overall community environment, with a central desire to improve the greater Clinton community.
- Product – While the City of Clinton does not currently have a speculative building, there has been a great amount of resources spent to develop quality industrial sites and parks. Clinton Park, a result of Clinton Challenge 007, is a premier assortment of sites and parks in the Upstate and will benefit the community greatly. The certification of Clinton Park Phase III is also a tremendous asset and improves the potential for economic development success.

Clinton will continue to face these economic challenges, particularly given the ongoing financial crisis that the entire nation is facing at the time of this writing. Clinton has much to offer to businesses, industries, and to the public though, and this plan and its accompanying recommendations will enable our community to locate and mobilize the needed resources we need to ensure the continued economic vitality of the City of Clinton.

III. Recommendations – The recommendations, goals, and actions steps from the 3 sub-committees of the EDC are as follows:

Attracting Retirees/Tourism

Goal – Develop a Community Retiree Attraction Program

Action Step – Under the Clinton Economic Development Commission, create a Retirement Attraction Committee. (This would be a committee made up of volunteers but coordinated by paid part-time staff or by full-time staff whose written job description included this duty.)

Committee Responsibilities:

- a. Conduct community inventory of assets related to retirees
- b. Develop a community profile
- c. Write a marketing plan
- d. Create a prospect package

Education/Workforce Development

Goal – To make Clinton attractive to business and industry by improving the quality of Laurens School District 56 Early Childhood Education through 12th grade

Action Step – Create an Education/Workforce Committee under the Clinton Economic Development Commission. This committee should be comprised of individuals with related experience and interest to involve the community and local businesses in the continuous improvement of Laurens School District 56.

Committee Responsibilities:

- a.* Encourage open communication and involvement through awareness activities to inform the people of Clinton about education initiatives.
- b.* Coordinate with local and regional businesses to partner with Laurens School District 56 to develop additional Education and Economic Development programs.
- c.* Collaborate with businesses to continue the character education program through the development of a Work Ethic Certification program for high school students.
- d.* Facilitate the creation of an early childhood education center by partnering with the existing collaborative effort.
- e.* Explore opportunities to collaborate with Laurens School District 55 in county-wide efforts to create shared technological and educational training facilities and educational opportunities.

Recruiting/Retaining Businesses

Goal – Promote economic development in and around the City of Clinton to improve the overall quality of life.

Action Steps:

- a.* Actively support the Laurens County effort to erect a spec building in Clinton Corporate Park Phase III.
- b.* Recruit Retail Businesses to the area. Establish a committee under the City Economic Development Corporation to recruit retail businesses in accordance with the vision of the City of Clinton. Coordinate this with the Laurens County Chamber of Commerce and Laurens County Economic Development Commission.
- c.* Re-evaluate Clinton Economic Development Corporation membership, structure, and objectives
- d.* Create a Master Development/Land-use Plan for the City of Clinton to determine what the City has and what the City needs. Coordinate this with the Clinton Planning Commission. Would be the responsibility of the Clinton Economic Development Corporation to undertake or create a subcommittee

IV. Presentations/Sources – The EDC viewed the following presentations during the evaluation process:

- *Overview of Clinton Challenge 007, Josh Kay Clinton City Manager*
- *Overview of Upstate Alliance, Jeff Smith*
- *Attracting Retirees, InfoCenter Alabama*

In addition to the presentations, the EDC communicated several articles of relevance to the membership including:

- *“Attracting Retirees As Economic Development”- E.H. (Gene) Warren, Jr.; President Thomas, Warren, & Associates*

- “*Attracting retirees can be economic boost to towns*” – Dan Owens and Don Sims; The Augusta Chronicle, September 16, 2007
- “*Growing, growing... gone?*” – Jason Spencer; The Spartanburg Herald- Journal
- “*Marketing Your Community To Attract Retirees*” – Alabama Cooperative Extension System Publications
- “*Why Attract Retirees To Your Community*” – Alabama Cooperative Extension System Publications <http://www.aces.edu/pubs/docs/C/CRD-0072/>
- “*Education & Economic Development in Laurens County*” Marketing Brochure for Educational Institutions in Laurens County
- “*Time Heals All Wounds*” Paul Betz, John F. Kasprzack, Jr., Teresa T. Nguyen, Adam R. Thalhimer, CFA; Capital Markets, BB&T Construction Newsletter December 2007
- “*The Year: 2008 Construction Outlook*” Joanna Masterson, Construction Executive Magazine, January 2008
- “*A Study of the Economic Impact of Presbyterian College on Laurens County*” Megan Kocis, Presbyterian College Department of Economics and Business Administration, Spring 2007
- “Leadership Laurens XV Project”, Findings, May 2006
- “Economic Development History of Interstate 26 in South Carolina” – US Department of Transportation/Federal Highway Administration <http://www.fhwa.dot.gov/planning/econdev/i26sc.htm>
- “South Carolina as a Retirement State”, Melissa Owen Hawkins, <http://www.strom.clemson.edu/publications/moh/scRetirement.pdf>
- SC Mayors’ Institute on for Community Design - <http://www.southcarolinaarts.com/design/mayors.shtml>
- Laurens County Development Corporation Website: <http://www.laurenscounty.org/ed/index.html>
- Upstate Alliance Website: <http://www.upstatealliance.com>

1. Which industries and businesses currently operate in the community? Which industries are the principal employers?

COMPANY	EMPLOYMENT**	PRODUCT / SERVICE
Whitten Center	600	Nursing / Special Needs Care
Anderson Hardwood Floors	500	Hardwood Veneer
Laurens County Health Care	450	Health Care
Sterilite Corp	400	Injection Molded Plastics
Presbyterian College	370	Higher Education
Security Printing Division Inc	350	Printing and Engraving
Laurens County School District 56	268	Education
AstenJohnson Inc	207	Manmade and Synthetic Fabrics
National Healthcare Corp	150	Skilled Nursing Care
Milliken & Co	125	Broadwoven Fabric
City of Clinton	115	Local Government
Aaron Industries Inc	100	Pharmaceutical Preparations
Renfro Corp	100	Knit Underwear, Nightwear & Outerwear

Source: Dunn and Bradstreet, Laurens County Economic Development Corporation and individual employers
 Compiled by *InfoMentum - A Decision Support System for Upstate South Carolina*

2. What is the operating status of the top 10 employer in the community? How would you rate their strength on a scale of 1 (low) to 10 (high)?

COMPANY	STRENGTH RATING	OPERATING STATUS
Whitten Center	4	Reduced staffing due to State budget cuts and greatly reduced residents.
Anderson Hardwood Floors	7	Operating strongly, but with the connection to the housing industry, there is an opportunity for decline.
Laurens County Health Care	8	Retained former CEO, good financial position currently
Sterilite Corp	8	Operating at a high level, connected strongly to the retail market, which could be a concern.
Presbyterian College	7	Endowment greatly affected by poor economy; however expansion underway with Pharmacy School
Security Printing Division Inc	8	Operation is strong, stamps are fairly recession proof.
Laurens County School District 56	5	State budget cuts are having a considerable affect
AstenJohnson Inc	8	Operation is strong, operates in direct relation with the paper industry.
National Healthcare Corp	6	Operations consistent, some vacancy due to poor economy
Milliken & Co	8	Expansion underway, operations strong.
City of Clinton	6	Revenue reductions due to poor economy
Aaron Industries Inc	6	Operations consistent
Renfro Corp	5	Current facility stable, however reductions and closings have occurred in surrounding facility, direct connection to textiles and retail
Norbord	4	They are shutdown, but are investing into the facility
Richloom	6	Operation is steady currently, but with a direct relation to textiles and retail could be cause for concern.

Source: Jonathan Coleman, Existing Industry Project Manager, Laurens County Development Corporation & Josh Kay, Clinton City Manager

3. What key resources are (or will be) present to aid our community in its economic development efforts?

The City of Clinton has tremendous amount of resources available in its economic development efforts from partnerships with various organizations, natural resources, and a host of marketing materials.

Specific partnerships that should serve as a resource to Clinton include:

- Laurens County Development Corporation
- Upstate Alliance
- South Carolina Department of Commerce
- Oakway Properties (Jim Gambrell)
- Presbyterian College
- Piedmont Municipal Power Agency
- Clinton Economic Development Corporation
- Educational Institutions – Laurens County School District 56 & Piedmont Technical College

Other specific resources that should be utilized in our economic development efforts include:

- Location – Close proximity to Greenville, Spartanburg, Columbia, Charleston, Charlotte, and Atlanta
- Transportation Infrastructure – Interstates 26 & 385, Highway 72, 56, and 76, and abundant rail access
- SC Department of Commerce Site Certification – Clinton Park Phase III is currently certified
- Property – There are numerous tracts of land available for development in and around Clinton (*see Economic Develop appendix for property fliers & brochures*).
- Size of workforce & potential for training of workforce
- Incentives – primarily through the County and the State
- Web-presence
- Marketing material – current material is focused on Clinton Park
- Grants – Federal, state, and other organizational grants for marketing, infrastructure expansions, and other site improvements

4. Describe the size and characteristics of the available pool of workers for new or expanding businesses in the community. What are the characteristics of the workforce that companies are seeking? Describe the current gap between the two.

There is a great deal of data relating to the workforce of the greater Clinton area. The City of Clinton commissioned a Pathfinder's Report in January 2004 (*Economic Development Appendix A-2*). While this data is currently four years old, it continues to be a useful tool in the economic development process, as more plant closings and layoffs have occurred thereby increasing the available workforce.

Additionally, the State of South Carolina commissions a Pathfinder's Report for specific labor sheds. The most relevant report to the City of Clinton encompasses the Eastern I-85 Corridor and was completed in February 2006. Attached to this response are a select number of graphs summarizing the characteristics, skills, and desired pay ranges for approximately 37,400 underemployed workers (*Appendix A-3*). Finally, Laurens County is currently under undergoing a Pathfinder's report that should be available in late spring 2009.

Both reports highlight a very large pool of underemployed workers from which a new employer could potentially draw. These underemployed workers were primarily from the manufacturing sector, with high skill sets in assembly, fabrication, quality assurance, warehousing and materials handling. A majority (96%) of these underemployed workers had at least a high school diploma or a GED, with 30% having some college experience. Sixty-eight percent (68%) ranged from 35 to 54 years old, over 25% had been at their current employment for 6 to 10 years, and 41% commuted over 10 miles to work.

In addition to the data highlighted in the Pathfinder's Reports, Laurens County has seen a continued number of closures and layoffs, losing 1,569 jobs from 2000 -2008, with the greater Clinton area experiencing 1,171 jobs lost or approximately 75% of the County's total. In that same time period South Carolina companies as a whole reduced or eliminating 27,739 jobs. Unemployment rates have continued to surge throughout the nation, but Laurens County's unemployment rate continues to outpace the nation and the State's (see graph).

The leadership in Laurens County has not "sat on its laurels," but rather has continued to promote the county and the many assets that are available. From 2000 to 2007, over 3,700 jobs have been created in Laurens County including an estimated \$536.2 million invested from new and existing industry.

The incoming businesses and industries though are concerned about the quality of workforce available, as expressed by Jonathan Coleman, Existing Industry Project Manager for the Laurens County Development Corporation.

"The labor pool is fairly sizeable. The labor pool exists of skilled to semi-skilled workers. There is a serious lack of engineers in Clinton and Laurens County as a whole. Most companies are looking for skilled workers and engineers. Most the engineers working in the area commute into the area. There is a work ethic concern among a portion of the semi-skilled workers."

5. Describe the local high school graduation and dropout rates. Does the community have an alternative school available?

Laurens County School District 56 has just over 3,000 students enrolled in six schools (3 elementary, 1 middle, 1 high, and 1 4k & "academy" schools). Some statistics concerning the public school system include:

- Average attendance averages at 95%

- 2007 graduation rate of 65.4% (the lowest graduation rate within the Upstate Alliance market per the 2007 Annual District Report Cards compiled by the South Carolina Department of Education).
- 2007 dropout rate was 3.9%, up from 2.6% in 2006.
- The student to teacher ratio in 2007 was 22.7 to 1, with the average teacher salary being \$43,575.

Throughout Laurens County (including both school districts) there were approximately 481 high school graduates in 2006. Of those 481:

- 51.6% entered college (2 or 4 year college/university, technical and/or trade school, or other school offering programs beyond high school level)
- 19.5% entered the workforce or armed services.

The only private school in Laurens County is Laurens Academy, located approximately 10 miles from downtown Clinton. A k-12 private school, Laurens Academy offers a college preparatory curriculum in a Christian environment, with various extracurricular activities including football, volleyball, baseball, basketball, softball, and golf as well as various academic activities. According to their website (www.laurensacademy.com) tuition is tiered from a low of \$3,590 to a high of \$4,615 with other required costs not included.

6. What types of businesses (industrial, commercial, and retail) should the community try to attract? Which particular companies in these areas should the community target? Why are they a good fit for our community? What opportunities does the potential of a Pharmacy School at PC present for the community? How should Clinton capitalize on those opportunities?

Clinton has much to offer to a variety of businesses with its prime location within the Upstate, ample undeveloped property, a large available workforce, and a large potential customer base associated Presbyterian College.

Industrial

The Upstate Alliance, a 10-county marketing and economic development partnership, has outlined five target areas from which to recruit to the Upstate:

- Advanced Materials
- Automotive
- Distribution & Logistics
- Life Sciences
- Plastics

The greater Clinton area is home to many businesses that fall within one or more of these categories; however, Clinton has the greatest potential in recruiting distribution and logistics facilities simply due to the current transportation infrastructure in place. The greatest impact that Clinton can have is to recruit industries/businesses that both manufacture a product but require a central location from which to distribute that product to its customers. Such recent examples include Sterilite and Dunkin Donuts.

While distribution and logistics should be a target area, Clinton should not overlook the other market segments highlighted by the Upstate Alliance. Clinton has a wide array of advanced materials manufacturing companies (Avery Dennison, Aaron, Asten-Johnson) and the potential growth of the life sciences segment with the recent announcement of the location of the Presbyterian College School of Pharmacy in downtown Clinton.

Another target market that Clinton may have some limited success is in the recruitment of a corporate headquarters. Again, due to the central location and with available property located on I-26, which would allow the company to be highly visible, Clinton could be an attractive location for a smaller corporate headquarters. Further research should be undertaken to determine the true feasibility of locating such a facility in or around Clinton.

Continued partnership and investment with the Laurens County Development Corporation and the Upstate Alliance will continue to allow Clinton to better attract a wider array of industrial prospects and will have a greater impact on the creation of new jobs.

Commercial & Retail

While there has been a recent burst of activity in the arena of commercial and retail businesses in Clinton, there seems to be a need to have more opportunities. Throughout numerous discussions and through an online survey administered to Presbyterian College students, there are recurring requests from all areas of the community to recruit the following:

- **Restaurants** – Frequent suggestions include: Chic-fila, Cracker Barrel, Moe’s, Chili’s, Waffle House (near the campus), more casual dining (similar to Fatz, i.e. Outback, Applebee’s, etc...)
- **Retail** – Frequent suggestions include: Women’s apparel, electronics, and big box retail stores (most frequently Target and Walmart).
- **Other** – Sports Bar, Library, Fine Arts, Recreational opportunities (parks & green spaces), improved pedestrian infrastructure (i.e. sidewalks, bike lanes, etc...), & movie theater.

While some of the suggestions may be impossible to attract, are located within a short distance (i.e. the current construction of the Super Walmart), or are currently available, attention needs to be made on recruiting businesses that are locating within communities similar to Clinton and can take advantage of an untapped market, specifically with PC and the expansion of the Pharmacy School. Additionally, it should be noted that where businesses exist, attention should be made in assisting those current businesses. Assistance could range widely and could be a focus of a committee of the Clinton Economic Development Corporation or more aptly could be shepherded by the Laurens County Chamber of Commerce.

Along with surveying the student body of Presbyterian College about what types of businesses should be recruited, they were also questioned about their overall perception of many types of businesses and services in Clinton. The results of the survey (attached) show that the following areas had a score below a 3 or acceptable (on a scale of 1 to 5, with 1 being very poor and 5 being very good):

- Shopping – Women’s Clothing (2.02)
- Shopping – Home Furnishings & Electronics (2.05)

- Employment Opportunities (2.17)
- Restaurants – Fine Dining (2.27)
- Shopping – Men’s Clothing (2.38): (Note that almost 37% noted that they either did not use this type of business or they did not believe it to be present.)
- Shopping – General Retail (2.42)
- Other Recreational Opportunities (2.47)
- Library (2.49) (Note: 26% of respondents noted that they either did not use this type of business or they did not believe it to be present.)
- Fine and Performing Arts (2.61)
- Restaurants – Casual Dining (2.69)

The following had the highest rankings:

- Shopping – Grocery (3.95)
- Utility Reliability (3.87)
- Utility Quality (3.80)
- Community Interaction & Involvement (3.44)
- Restaurants – Fast Food (3.26)

7. What infrastructure changes are necessary to attract these businesses? Technology? Spec building in the industrial park?

8. Should Clinton build a “spec building in the Clinton industrial park? If so, recommend strategies for financing one.

While Clinton has abundant undeveloped property either under its control or is known to be available, no industry or business can locate in an area without the necessary infrastructure to support its operations. Clinton has a good utility system (water, sewer, and electric) with ample capability of expansions.

- Electricity – The City of Clinton is member of the Piedmont Municipal Power Agency, a joint-action agency consisting of ten member cities that own a 25% share of a reactor within the Catawba Nuclear Plant operated by Duke Energy. This agreement and the associated supplemental supply contracts will be able to provide service to most all industries.
- Water – The City owns and operates a water treatment facility with approximately 6 MGD (million gallons per day) capacity. Currently peak operations have an output of 3.5 to 4 MGD, thereby leaving approximately 2.5 to 2 MGD of excess capacity.
 - The raw water source for the plant could be a concern and every effort should be made to protect the Enoree River and the Duncan Creek Reservoir as well as discussing the possibility of interconnection with the Laurens Commission of Public Works water treatment facility.
 - There should also be great attention shown to the raw water lines transporting raw water from the sources to the water treatment plant, as these lines are very aged and are becoming very susceptible to leaks under both Interstate 385 and Interstate 26.
- Sewer – The City contracts with the Laurens County Water and Sewer Commission for sewer treatment at the Joanna Wastewater Treatment Plant. The Joanna WWTP is very efficient and there is ample room for expansions. There are concerns about a

Specific infrastructure needs are most apparent in serving and further marketing the City's industrial parks as well as a continued focus on downtown redevelopment. The following total estimated amounts are needed in each area highlighted, additional information is attached:

- Clinton Park Phase I – 40-acre tract: \$850,000
- Clinton Park Phase II: \$5,916,736
- Clinton Park Phase III: \$3,034,250
- Raw Water Line & Interconnection: \$6,368,000
- Speculative Building: \$5,200,000
- Complete Downtown Revitalization: \$3,730,000

9. What supporting materials currently exist for attracting businesses? What supporting materials does Clinton need to attract businesses? Who should be responsible for producing and assembling them? Consider benchmarking the promotional materials of other communities. What suggestions can you make after reviewing other communities' materials?

Current State

The City of Clinton has many supporting materials it is currently using to attract businesses to the community, many of those attached to Charge #3 concerning resources. These supporting materials mainly include printed advertisements associated with specific property or industrial parks/sites.

A major marketing piece continues to be the Clinton Park main brochure (attached). This piece is used by the LCDC, Oakway Properties, and the City in marketing the community at-large; however, the brochure should include a map or listing of available property located within and around the community.

The City also has numerous websites for its various "heads" such as the main city website (www.clintonsouthcarolina.com), the Clinton Downtown Association (www.cityofclinton.net), and the Clinton Park website (www.clintonpark.info). These websites provide general information to the viewer, but careful consideration should be made to improve these websites to improve the "web-presence" of the community and its economic development efforts. Additionally, reciprocating links should be found on these websites and continual updates should be implemented.

Future Needs & Responsibility

The recurring statement that was heard throughout this process is that many companies or search consultants would perform Internet searches on the community and view the websites available to determine if the community made it to the final cut. Many communities are eliminated from contention before they ever knew the project was available, simply based upon their web-presence. It should be the responsibility of the City of Clinton administration to improve the websites and update them on a regular basis, either through in-house staff or through a contract with a web firm.

The Laurens County Development Corporation advertises in various mediums that are specifically targeted for industrial site selection personnel and has an annual marketing strategy. Additionally, Marvin Moss, Executive Director of the LCDC, travels extensively on mission trips and to trade shows with various regional and state organizations to market Laurens County and its assets.

Oakway Properties, with Jim Gambrell, also has at one time undertaken direct mailings to industrial leaders and site selection firms. He also has assisted the City with the development of the Clinton Park marketing brochure. This brochure could be a good supporting material for both the marketing of the community at-large as well as available industrial and commercial property available.

Clinton also has undertaken a somewhat consistent internal marketing campaign, using the local newspapers and radio stations as their mediums. These local media outlets reach a wide internal audience throughout Laurens County and serve the City well in maintaining and improving the perception of the community.

A final piece that needs continued research is the possibility of creating some sort of television advertisement. This advertisement or commercial could initially be focused on the public access channel, which is viewed by many citizens in the greater Clinton community. While stringent rules apply to the types of material that can be broadcast over the public access channel, messages from non-profits are allowed.

While the City of Clinton can benefit from the creation of many supporting materials, a clear concise strategy should be developed to guide the use of these materials. Further study and development of this strategy and the target audiences should be undertaken by the City, with assistance from its core partnerships (LCDC, CEDC, LCCC, CDA, etc...).

10. Who will be the leaders in recruiting new businesses and in encouraging expansion of existing operations? With which organizations should Clinton partner in economic development efforts?

The three major components of economic development are recruitment, retention, and entrepreneurial development. With this in mind the following organizations have or should focus on one or more of these three goals (in no specific order):

Recruitment & Retention of Industry

- Laurens County Development Corporation – The LCDC serves as the County economic development organization and is the primary contact for Clinton with regional and state economic development agencies. Clinton should remain as an active investor in this organization and assist in its efforts for county-wide economic development efforts. Additionally, with the recent hiring of an Existing Industry Project Manager at the LCDC, there is a focus on the retention and expansion of current industry.

- Upstate Alliance – UA will continue to be a vital partner in recruiting industry. By leveraging the size of many of the investors of the UA, Clinton is able to reach a larger market.
- South Carolina Department of Commerce – The SCDOC is still one of (if not the) single largest source of economic development leads and prospects. Alliances need to be continually made with the project manager(s) assigned to the City and positive relationships need to be formed throughout the organization.

Recruitment of Commercial/Retail

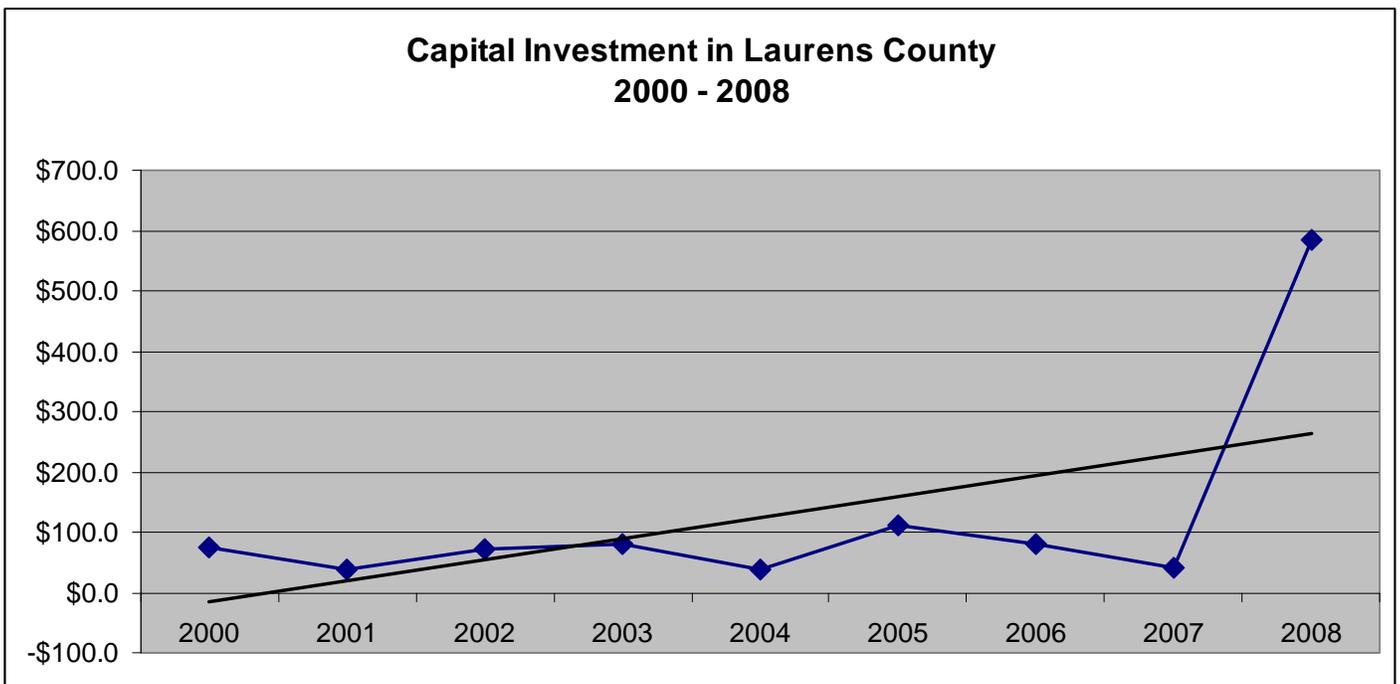
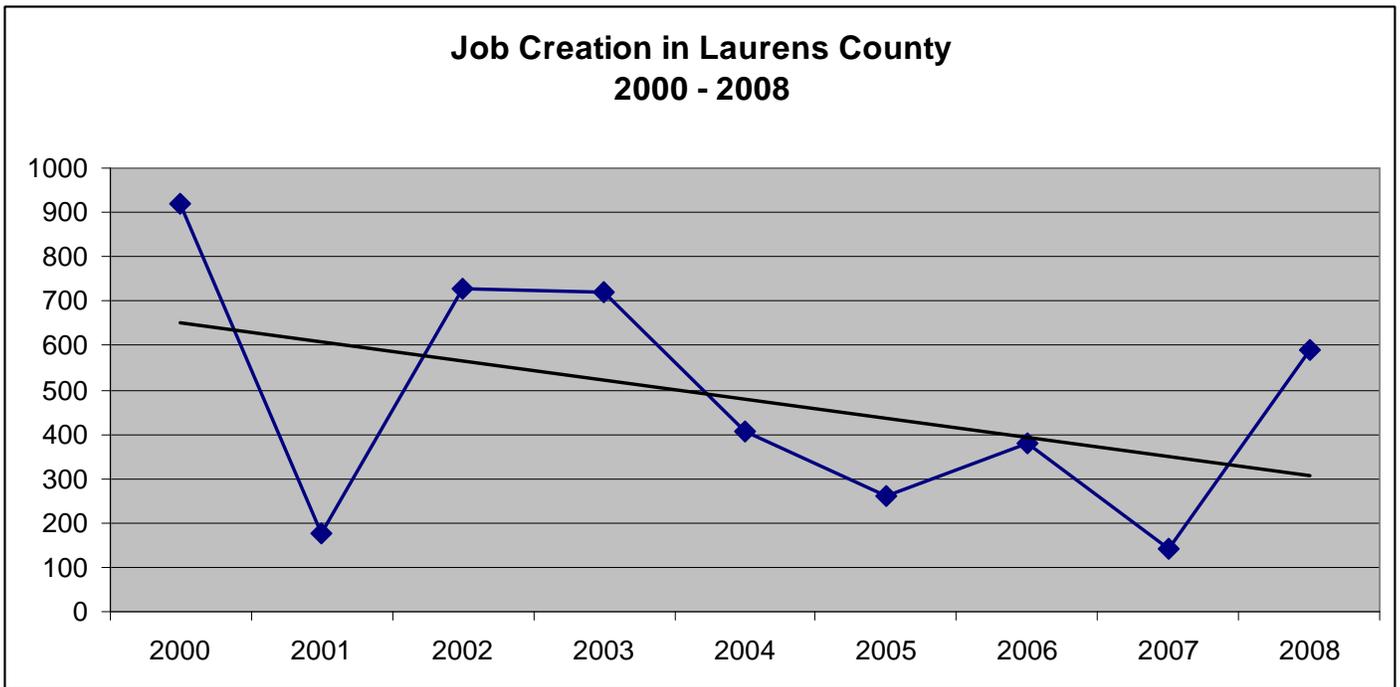
- Clinton Economic Development Corporation – The CEDC needs to develop a committee(s) to attract various types of businesses (commercial and corporate) that other partners are not attracting. Additionally, the CEDC needs to continue to evaluate the possibility of the Business Incubator to assist in entrepreneurial development as well as existing small business support.
- Laurens County Chamber of Commerce – The LCCC could become a partner in the recruitment of commercial/retail businesses and that possibility should be addressed with the new CEO of the Chamber.

Entrepreneurial Development

- Clinton Economic Development Corporation – The CEDC should review the Business Incubator Feasibility Study to determine the appropriate steps relating to the possible creation of the incubator. Also the CEDC should study the possibility of other methods to assist current small businesses in their operations, through forums, networking opportunities, etc...
- Laurens County Chamber of Commerce – The LCCC could become the lead partner in this effort, and every effort should be made to assist the Chamber in their efforts in assisting new and current small businesses.
- Clinton Downtown Association – The CDA could become a partner in the entrepreneurial development of current downtown businesses by expanding its reach and mission into business assistance. This would need to be evaluated with the current board members and downtown merchants to gauge their interest.

11. Establish a job creation goal for 2013.

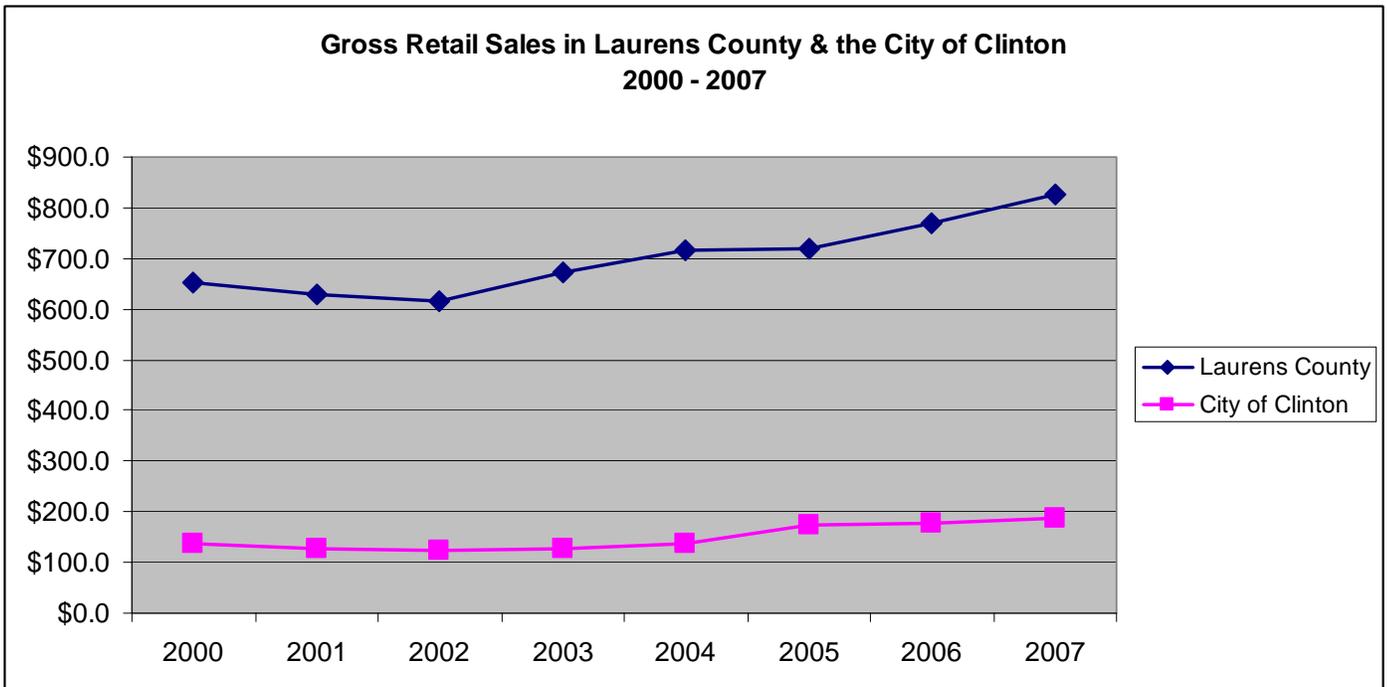
While no official job creation goal was set by this committee, the data for job creation and capital investment in Laurens County for the past eight years is presented below:



From 2000 to 2007, capital investment stayed relatively flat hovering around \$100 million per year. Additionally, job creation appears highly volatile but also decreasing over the time studied as indicated by the trend line. 2008 was a banner year for Laurens County as a whole; however, greater efforts need to be taken to improve the investment and job creation in the greater Clinton area.

From Clinton’s perspective:

- In 2007, Laurens County had 140 jobs created with \$42 million in capital investment
 - Greenlight Biofuels, LLC (which is not yet operational at time of this report) created 15 jobs with a \$9 million capital investment
 - 10% of job creation
 - 21% of capital investment
- In 2008, Laurens County had 590 jobs created with \$584.5 million in capital investment
 - Dunkin Donuts (Not yet operational) created 100 jobs with a \$4.5 million capital investment
 - 17% of job creation
 - Less than 1% of capital investment



In addition to capital investment and job creation, between 2000 to 2007 Laurens County has seen 26% growth in gross retail sales, while Clinton has seen a 36% increase.

- Clinton accounted for an average of 21% of all gross retail sales in Laurens County.
- Clinton’s population accounts for only 12.8% of the total county population.

While there has been significant retail sales growth in Clinton, there is a high probability for increased retail sales with increased traffic via tourism as well as through an increase in student population at Presbyterian College and its School of Pharmacy.

12. Identify substandard commercial and industrial properties (e.g., old Clinton Mills property) that can be redeveloped? What strategies can Clinton use to fund this redevelopment? Consider benchmarking other cities' efforts in this area.

No formal discussion took place concerning this charge; however, the City of Clinton should use legal means to enforce basic property maintenance codes as well as financial incentives to entice developers to redevelop commercial and industrial properties in and around Clinton.

13. Consider conducting a survey of employers to estimate local employers' turnover rate among employees. (Contact Ann Blanton at Asten Johnson about the availability of this information through the Society of Human Resource Professionals.)

No official survey was conducted with local businesses by the committee; however, Jonathan Coleman, Existing Industry Project Manager for the LCDC, provided some statistics for surrounding industries:

- Sterilite – 23%
- Asten – 5% (Higher than normal this year due to many retirements)
- Milliken – 2.5%
- Aaron – 18%
- Renfro – less than 3%
- Richloom – 4%

14. Incorporate a summary of the results of the Business Incubator Study into your report. If the results of the study suggest going forward with an incubator, what steps should Clinton take next?

The overall assessment is that the development of a business incubator in Clinton is feasible. This recommendation is based on continued support by key local stakeholders and the broader community, the local business community, and the local and regional entrepreneur support network. These stakeholders will also play a key role in developing funding for the initial support that the incubator will require in the development, implementation, and even growth phases. Our recommendation is based on an assessment of local market conditions, the local and regional entrepreneurial support network, and broad community support. Community leaders will also have to take current and projected economic conditions into account in their decision to move forward. The full feasibility study is provided in the Economic Development appendices.

HOUSING



**Clinton Focus 2013
Housing Committee**

I. Introduction

a. Charges to the Housing Subcommittee

1. Describe the current state of housing in the community.
2. Develop a summary of housing in Clinton today – e.g., median value, when built, % mobile homes, mortgage status, % own vs. rent, etc. See www.census.gov American FactFinder.
3. What types of housing does our community need (square footage, price range, etc.)? What strategies should the community pursue to create this housing? Identify potential locations for new housing developments. What infrastructure exists in these areas or must be added to enable housing developments and subdivisions? Potential builders?
4. Explain the options that the city has for removing abandoned or substandard housing – e.g., legal and economic aspects.
5. Identify market opportunities for expansion and/or renovation of housing market – e.g., Thornwell, Clinton Mills area, and others. What infrastructure exists in these areas or must be added to enable housing developments and subdivisions?
6. What housing opportunities does the possibility of a Pharmacy School at Presbyterian College create? (See PC Pharmacy School Study)
7. What opportunities exist to create housing aimed at the retirement community? Describe the characteristics that this market looks for when purchasing a house. (See studies conducted by the National Association of Realtors (http://www.realtor.org/press_room/news_releases/2006/baby_boomer_study_06.html) and the National Institute on Aging) What amenities do retired people seek when looking for a community to call home?
8. Complete the Strategic Planning Process worksheets for Housing.

Other useful resources for ideas include *Evaluating Local Affordable Housing Needs in Alaska*, available at <http://www.ahfc.state.ak.us/iceimages/reference/affhousingwrkbok.pdf> and *Housing Needs Assessment*, a study of Teton County, Idaho, available at [http://mycommunity.net/TetonCounty.nsf/c3808622628362c187256f6200513f37/d246dbd929d2f9aa8725720c006a3493/\\$FILE/Final%20Housing%20Needs%20Assessment%204-23-07.pdf](http://mycommunity.net/TetonCounty.nsf/c3808622628362c187256f6200513f37/d246dbd929d2f9aa8725720c006a3493/$FILE/Final%20Housing%20Needs%20Assessment%204-23-07.pdf)

b. Membership

- Chip Cooper, Chair
- Willie Prickett, Chair
- Lumus Byrd, Steering Committee Member
- Austin Barnes
- Bee Carlton
- Young Dendy
- John Dowdle
- Wanda Isaac
- Norm Pigeon
- Elton Pollock
- Myra Nichols
- Joe Nixon
- Mary Windsor
- Tony Windsor

II. Vision for the Future

a. Retail Housing Market

There appears to be a great need for median priced homes in the greater Clinton area, with a minimum square footage of 1400 and generally consisting of three bedrooms and two baths. While this is the largest target market, there also is a need for newer homes in the upper median price range as well. Based upon the success of small developments currently underway, the City should be able to entice developers to begin a larger tract development. The following tracts were highlighted as potential properties to focus:

- Thornwell
- Whitten Center
- The Dick Property (managed by Carolina First Trust Department)
- Springdale Drive

Incentives should be available for current property owners to update and upgrade their homes prior to placing the home on the market. Such incentives could assist the property owner in selling the home while also meeting the needs of the community. The goal of the program would be to have the right property in the right areas at the right price, thereby engaging new citizens to come to Clinton. The City should also assist in the development of a medium to mass market many of these median level houses to both internal and external customers.

Finally, the City's entryways are not attractive and usually give a very negative opinion of the City. It is the vision of this committee that the three main entryways into the community will be improved through natural and manmade buffers and landscaping to overcome the current "negative" first impression.

b. Rental Housing Market

By 2013, Clinton should have an incentive program in place to encourage the restoration of various median-income rental properties, with the possibility of upgrading the properties into Class A rentals. Specific target areas include:

- South Woodrow Street Apartments
- Jones Street Apartments
- North Woodrow Street Apartments
- Old Hays Hospital

By this time in the future, there should numerous Class A complexes constructed to accommodate Presbyterian College Pharmacy students, teachers, and young professionals within the community. Specific target areas for these new apartment complexes include:

- Ring Road – There are numerous tracts that could be bought and redeveloped
- Whitten Center
- The Dick Property
- Downtown

III. Strategic Issues

a. Retail Housing Market

There are numerous strategic issues that must be overcome or managed properly before Clinton can reach its fullest potential in redeveloping and attracting new retail housing opportunities. The following are considered the major issues:

- **Zoning** – While the City of Clinton has a standard zoning ordinance, Laurens County does not and therefore developers will be concerned about investing into property that cannot be protected.
- **Unsuccessful Tract Developments** – The two newest tract developments have not been considered successful primarily due to location, not need.
- **Current Land Owners** – This is a long-term process and current land-owners patience and cooperation will be required.
- **Entryways** – As stated previously, the City’s main entryways are full of dilapidated and abandoned homes and commercial buildings.
- **Childcare** – Particularly since the closing of Thornwell, many potential residents will require expanded childcare offerings.

b. Rental Housing Market

There are also many strategic issues that must be addressed prior to the full success of the recruitment and redevelopment of an expanded rental housing market:

- **Current Property Owners** – The City must convince current property owners within the target areas to expend funds to improve their properties.
- **Location** – Determining the most successful location for the initial development will be challenging.
- **Zoning** – Zoning changes will be required to accommodate the construction of new multi-family housing complexes
- **Multiple Foci** – The City will initially be required to juggle its focus on the downtown as well as surrounding areas, such as Interstate corridor, Ring Road, and South Broad Street/Jacobs Highway corridor.
- **Downtown Housing** – Thru-commercial traffic and train noise could be an issue with locating any form of housing downtown.
- **Code Enforcement** – The International Property Maintenance and Building Codes should be enforced to a greater extent to force property owners to either improve or remove dilapidated rental properties.
- **Marketing** – Designing and maintaining a central medium to market the available rental properties.
- **Childcare** – Expanded childcare offerings will be a major need for all potential residents.

IV. Goals & Action Steps

Goal: To improve the quality and quantity of retail market homes in the Clinton community.

Action Steps

1. Evaluate the success of current small developments (Calvert Woods, Shadow Farms, Southwood, & Hampton Woods) to determine the level of recruitment and incentives.
2. Make preliminary agreements concerning certain tracts of land, in the following order
 - Thornwell – Approach the Board of Directors with a proposal to purchase a 500-foot deep tract of land (the current block of college view depth) from Gum Street to Pine Street or from Teakwood to Derby Lane. The land should be close to the center of town as possible; however, Thornwell may be more likely to accept a development plan farther away from the central campus.
 - Whitten Center – This property is large enough to create a mixed use development including high end rental, condos, patio homes, median and high end homes. Although this is further from the center of town, the area is ideal for development with its own amenities and could be advertised as close proximity to the Interstate. The property is full of rolling pastures, ponds, and mature trees.
 - The Dick Property (managed by the Carolina First Trust Department) – The largest tract of property that could have mixed use. This property is approximately 250 acres located on Highway 56 South. It is closest to the retail property being developed around Bi-Lo and next to Ingles.
 - Springdale Drive – There are various properties along the by-pass consisting of smaller tracts.
3. Entice current property owners to improve/update/upgrade their homes prior to placing them on the market through some sort of incentive.
4. Create a central medium to list all properties for sale in Clinton.
5. Improve the three main entryways off of the Interstates into Clinton, through a variety of natural buffers and attractive landscaping and signage.

Goal: To improve the quantity and quality of rental properties in Clinton.

Action Steps

1. Entice current property owners to improve the quality and possible price of their rental property through incentives.
2. Market Clinton and the recent Pharmacy School initiative to attract Class A apartment developers to construct new complexes in Clinton.
3. Create a central medium to list all properties for rent in Clinton.

1. Describe the current state of housing in the community.

a. Retail Housing Market

Currently, based upon sales and homes for sale in the market, Clinton Housing is defined as follows:

- Low: Below \$100,000
- Median: \$100,000 to \$200,000
- High: \$200,000 and above

Median priced homes do exist, but have faced selling problems due to location and/or no central marketing where they can be viewed online. There are many homes in the area that do not offer upgraded amenities and need work to fully meet the desired quality to of a “high-priced” home. Many of these homes are not considered “move in ready.”

There have been very few attempts at tract developments and none of these can be classified as successful.

b. Rental Housing Market

Based upon the current rental market, rental housing can be classified as follows:

- Low Income: \$399 or Section 8 (income-based rental)
- Median Income Rental Property: \$400 to \$599
- Higher Income (Class A) Rental Property: \$600 per month and above

Currently, there are numerous low-income or income-based apartment complexes in and around Clinton. These complexes currently have a high occupancy rate. Median-income rental property is fair, but many of the complexes and homes within this category are dated. The committee identified approximately 100 units within this category, and again occupancy rates are constantly high. Finally, higher income or Class A rental property does not currently exist in the Clinton market, with the exception of a very small number of single family homes for sale that are being rented or leased due to the slow retail market. There are no Class A apartment complexes in Clinton or the surrounding area.

2. Develop a summary of housing in Clinton today – e.g., median value, when built, % mobile homes, mortgage status, % own vs. rent, etc. See www.census.gov American FactFinder.

According to the 2000 Census, Clinton has:

- 3,011 total housing units
 - Of those, 2,683 are occupied (89.1%)
 - Average household size is 2.39 people

Owner Occupied

- Approximately 1,549 owner-occupied (57.7%)
 - 80% are single-family detached homes
 - 18.6% are mobile/manufacture homes
- 89.9% of owner-occupied units were 30 years or older in 2000
- 54.8% have lived in the same unit for over 30 years
- 47.3% units have 3 bedrooms
- 51.6% of owners had a mortgage
 - 56.5% of owners had monthly housing costs that were 25% less than total household income
- 39.3% of units were valued between \$40,000 - \$69,999
- 17.8% of units were valued between \$100,000 - \$199,999

Renter Occupied

- Approximately 1,134 renter-occupied (42.3%)
 - 36% are single-family detached homes
 - 49.5% are multi-family
 - 11.8% are mobile/manufactured homes
- 89.7% of renter-occupied units were 30 years of older in 2000
- 72% of individuals had lived in units for less than five years in 2000
- 53.9% of units have only 2 bedrooms
- 56.5% of renters paid a monthly rent between \$200 - \$399 per month
- Less than 2% of renters paid more than \$650 per month rent

Vacant Structures

- 45.7% are single-family detached
- 14.1% are mobile/manufactured homes
- 61.3% were built before 1959
- 16.7% lack complete kitchen facilities
- 16% lack complete plumbing facilities

3. What types of housing does our community need (square footage, price range, etc.)? What strategies should the community pursue to create this housing? Identify potential locations for new housing developments. What infrastructure exists in these areas or must be added to enable housing developments and subdivisions? Potential builders?

Through discussions with individuals that decided to live in Clinton as well as those that chose not to locate in our community, the committee discovered the need to create and/or better market the following types of housing:

Retail Housing

- Median-priced housing
- 3 bedroom & 2 bath (minimum)
- Minimum of 1,400 square feet
- Average price between \$100,000 to \$200,000

Locations for these properties will vary on the number of units or structures to be built. Smaller parcels are available throughout existing neighborhoods that could benefit those that currently desire to build a home. Large tracts include:

- Thornwell
- Whitten Center
- The Dick Property (managed by the Carolina First Trust Department) Springdale Drive

With any large (more than 10 homes) retail housing development, infrastructure and the cost of placing infrastructure will be a key component to the success and costs associated with the development. Key infrastructure could include roads, water and sewer mains, underground electric system, storm drainage, and possibly sidewalks, and curbing. The City's main systems have capacity for the growth, but onsite infrastructure improvements will be necessary at any new development.

Rental Housing

- Class A rentals
- \$600 or more per month rent
- 3 bedroom & 2 bath

Locations for the construction of new rental housing are as varied as the retail market units. Locations specifically highlighted include:

- Ring Road
- Whitten Center
- The Dick Property
- Downtown

Similar to the retail market segment, infrastructure will need to be installed on site, but costs can be reduced by carefully locating the development near available utility sources.

4. Explain the options that the city has for removing abandoned or substandard housing – e.g., legal and economic aspects.

According to the South Carolina Code of Laws (Section 31-15-20), municipalities have the authority to “repair, close, or demolish” any dwelling that is considered unfit for human habitation. Additionally, the City of Clinton has adopted a strict property maintenance code that highlights numerous nuisances and outlines the process by which it will demolish a dilapidated structure.

The largest concern is from the economics perspective of having to demolish a large quantity of structures. The City has demolished numerous structures that it has acquired through delinquent tax sales, for an average of \$4,000 per single-story structure and over \$10,000 for two-story structures. Environmental concerns and the subsequent testing and abatement of those environmental conditions increase the cost by as much as \$5,000 per structure.

5. Identify market opportunities for expansion and/or renovation of housing market – e.g., Thornwell, Clinton Mills’s area, and others. What infrastructure exists in these areas or must be added to enable housing developments and subdivisions?

Target areas are identified in Section II: Vision for the future

6. What housing opportunities does the possibility of a Pharmacy School at Presbyterian College create? (See PC Pharmacy School Study)

The PC School of Pharmacy and its location in the City of Clinton will require the City to aggressively try to attract a large apartment/townhouse/condo developer to construct Class A rental units for the approximately 225 residential students.

Additionally, the Pharmacy School will attract up to 30 high-paid professionals, and quality high-end retail housing, as well as additional Class A rental units, must be available to attract those professionals to live in our community.

7. What opportunities exist to create housing aimed at the retirement community? Describe the characteristics that this market looks for when purchasing a house. (See studies conducted by the National Association of Realtors (http://www.realtor.org/press_room/news_releases/2006/baby_boomer_study_06.html) and the National Institute on Aging) What amenities do retired people seek when looking for a community to call home?

There are a variety of niches that Clinton can market to, but the area that may have the most traction (other than those related to the Presbyterian College Pharmacy School) is those who have or will retire in the near future.

According to the Alabama Cooperative Extension System, there are over 69 million Americans in the 50+ market and they account for the fastest growing market sector in the United States. This market is described as:

- Has 77% of the country's personal financial assets
- Has 80% of the country's savings account deposits
- Has 68% of all money market accounts
- 77% own their homes and are worth 20% more than the national average

The study outlines the following as what retirees require when relocating:

- A mild, four-season climate
- A reasonable cost of living
- A variety of reasonably priced housing units from \$80,000 and up
- Good medical facilities
- Recreational, cultural, and leisure opportunities
- Local college or university
- Part-time work or business opportunities
- Convenient shopping
- Community openness

QUALITY OF LIFE



Clinton Focus 2013
Quality of Life Committee

I. Introduction

a. Charges to the Quality of Life Subcommittee

1. Describe the status of the following aspects of life in our community:
 - Cultural
 - Entertainment
 - Recreation
 - Spiritual
 - Healthcare – Contact Jamie Adair and Rich D’Alberto at LCHCS for summary of strategic plan and relevant service information.
 - Retail and service opportunities
2. What is lacking in each of these areas? (Consider a survey of the citizenry to identify the activities and events the community would support.)
3. Prepare an inventory of the educational opportunities available to the citizens of our community in K-16 and beyond (lifelong learning). To what extent are local citizens utilizing these educational opportunities?
4. What types of businesses or organizations that enhance the quality of life does our community need?
5. What suggestions can your committee make to improve the quality of life in the following areas?
 - Parks, gardens, “greenspaces,” and water features
 - Library
 - Community theater
 - Athletic facilities
 - YMCA activities. Are new programs needed?
 - Art
 - Jubilees and festivals
 - Other
6. Explore the potential need for and use of:
 - A recreation complex
 - A performing arts center – note the potential links to the business incubator (e.g., commercial kitchen, art studios/gallery, recording studio, “rent-a-row” garden, and others. Benchmark: Asheville, NC.
7. How can our community make use of the recreational opportunities created by Palmetto Trail, the Enoree River, and other natural resources?
8. Complete the Strategic Planning Process worksheets for Quality of Life.

b. Membership

- Kay Addison, Quality of Life Committee Co-Chair
- Jim Barton, Quality of Life Committee Co-Chair
- Emilee Marchant, Quality of Life Committee Co-Chair
- Gene Simmons, Quality of Life Committee Co-Chair
- Randy Randall, Steering Committee Member
- Katherine Murphy, Presbyterian College Intern
- Ashton Barrington

- Elaine Barrington
- Laura Blind
- Lauren Blind
- Dan Boozer
- Bill Cooper
- Daria Cronic
- James Cunningham
- Mae Cunningham
- Sanna Kay Davis
- Richard Eaton
- Charles Elliott
- Barbara Emerson
- Carol Gaines
- Susan Galloway
- Blake Harwell
- Cindy Jacobs
- Joy Lehn
- Ann Martin
- Rod Miller
- Truman Owens
- Brenda Parrish
- Donna Peay
- Harriett Reid
- Carol Roosevelt
- Ethel Jones Simpson
- Mike Smith
- Susie Smith
- Vicki Vance
- Chuck Waldron
- Jim Walker

II. Process & Methodology

The Quality of Life committee was tasked with delving into many areas of our community; therefore it was decided to create a group of subcommittees to focus on the following specific areas:

- Parks, Gardens, Water Features, & Greenspaces
- Performing Arts & Library
- Recreation
- Jubilees & Festivals

Each subcommittee met numerous times and discussed the specific charges that related to their areas of concern. Additionally, each subcommittee completed and presented varying levels of recommendations to improve the overall quality of life for the residents of Clinton.

a. Current State of Clinton's Performing Arts, Library, Recreations, Jubilees and Festivals, and Parks, Gardens, and Greenspaces:

- Clinton currently has to rent performance spaces from Presbyterian College or borrow space from churches and existing older facilities. There are no existing spaces for instruction in the arts outside of the college and privately owned businesses.
- Clinton has a quality community theatre and chorale group that draw audience members from throughout our community as well as from outside our community.
- The Clinton Public Library is currently located in a rented facility with limited space and inadequate wiring, no meeting space, no office space, no space for individual study, and out of code bathroom facilities. The building is also not welcoming or attractive.
- Clinton's current recreational opportunities mainly exist within the YMCA, which has strong programs in the areas of baseball, basketball, soccer, swimming, and tennis. Outside of the YMCA, there is a bowling alley, Clinton House, skeet-shooting area, and PC's campus (track/intramural fields).

- The current recreational programs emphasize programs for youth through their early teens but after that, recreational programs mainly exist in the form of school programming.
- There are not many areas for recreation programs. Right now, the community can use the YMCA, PC intramural complex, some PC tennis courts, and little else. The facilities are generally inadequate and there is no city-owned large complex.
- Currently, there are several popular jubilees and festivals in the town of Clinton. They could be expanded on, or new festivals could be created.
- Clinton has need of an up-to-date Tree Inventory and Tree Ordinance to assure preservation of its historic aesthetic character and protection of such capital assets for future generations to come.
- Clinton has been traditionally characterized as a “walking” community, with many residents traveling or recreating by foot or bicycle; however, improvements on crosswalks and adequate pathways are critical to the safety and accessibility for all Clinton residents.
- Improvement is needed in land use design and guidance regarding the aesthetics of new economic development (specifically: landscaping, parking lot design/placement, incorporation of sidewalks, colors/style of buildings, signage).
- Clinton does not currently have a Community Garden where schools, community groups, and residents can work together to plant, harvest, consume, and sell homegrown fruits and vegetables.
- Some of Clinton’s seven community parks have undergone equipment updating and beautification within the last few years. Improvement on Calvert Avenue’s equipment and Clinton Mill’s equipment and aesthetic value would be beneficial to the community. Additional, low-maintenance landscaping would create a more of an “invitation” to the community to use and protect these parks.

b. Strategies:

- Clinton will have a multi-arts facility that will provide instructional, exhibition, and performance space for locally based arts initiatives. The facility may or may not be built in cooperation with a public library space.
- Clinton will have a new library with adequate space for technology, meetings, offices, and bathrooms.
- Clinton will have a library that will provide twenty-first century library services including state of the art technology and adequate space for materials, meetings, and children’s programs.
- Development of some annual Festivals and Jubilees to attract people to the city of Clinton, as well as provide cultural, recreational, and spiritual opportunities for the citizens of Laurens county.
- Clinton will have a multi-use sports complex sufficient to meet the needs of current and foreseeable future needs. This facility should serve the needs of citizens of all ages with ball fields, open spaces, trees, extended walking/biking track, a skate-park, outdoor basketball courts, etc.
- The City of Clinton should explore the possibility of constructing and maintaining a water park for use by citizens of all ages.
- The City of Clinton should implement the Clinton Greenways Plan recommended by the Palmetto Conservation Foundation. This plans calls for greenways to provide pedestrian/bicycle access to the city and these trails (and the Palmetto Trail) should be linked together via bike lanes on paved roads.

- Clinton will enhance its quality of life, aesthetic character, property values, safety, and air quality through the addition and maintenance of trees and landscaping.
- The Greenway Master Plan will be implemented to create connected outdoor recreational trails with city-street bike routes and walking paths to improve safety and accessibility to all Clinton residents.
- Improve land use guidelines that preserve the aesthetic character of Clinton and maintain continuity between old structures and new development (specifically: landscaping, parking lot design/placement, incorporation of sidewalks, color/style of buildings, signage).
- Establish Community Garden(s) in Clinton to involve citizens (especially our children) in growing their own vegetables, which leads to the formation of healthy eating habits through eating what they have helped to grow.
- Officiate a local community forum with each of the seven Clinton parks, involving the neighborhood residents around each park in the landscaping design/upkeep responsibilities and litter control within their designated areas.

III. Recommendations

The following list represents the Quality of Life Committee’s recommendations. Further analysis for many of these recommendations follows.

Parks, Gardens, Water Features, & Greenspaces

- Goal:** To enhance the quality of life, property values, air quality, water/energy conservation, local climate, and aesthetic character of Clinton through the addition and maintenance of trees and landscaping.
Strategies
 1. Apply for the SC Forestry Commission Community Forestry Grant.
 2. Seek “Tree City USA” status.
 3. Develop and landscape the area on the west side of Downtown.
 4. Make the entrances to the City more attractive.
- Goal:** To make Clinton a City known for its outdoor recreational trails, bike routes, walking paths, and “safe community” perspective.
Strategies
 1. Implement the Greenway Master plan developed after Clinton Challenge 007.
 2. Add bike lanes, improve crosswalk safety/ease, and connect Greenway Trails to city-street routes.
- Goal:** Establish a City Ordinance regarding the aesthetics of new economic development.
Strategies
 1. Develop an ordinance requiring trees and landscaping to prevent the “big box and parking lot” look in new development.
- Goal:** To establish community gardens.
Strategies
 1. Locate available accessible land for the establishment of community gardens.

- e. **Goal:** To continue to improve our parks

Strategies

1. Establish local community focus groups for each park.
2. Complete existing plans left from Clinton Focus 007.
3. Add equipment to Calvert Avenue Park.
4. Beautify the parks with additional, low-maintenance landscaping.

Performing Arts & Library

- a. **Goal:** To improve Clinton’s public library and create a facility to be used for various fine and performing arts.

Strategies

1. Explore sources of funding – City, County, State & Federal grants, appropriations
2. Visit similar sized facilities to determine adequate size, layout, and possibility/advantages/disadvantages to having a “combined” building.
3. Construct a library and “arts” center, combining the two facilities if feasible to reduce financial commitment for all parties.

Recreation

- a. **Goal:** To improve the recreational opportunities of the citizens of Clinton, while also creating an opportunity to promote recreational tourism in Clinton.

Strategies

1. Locate and obtain a sufficient amount of property to meet the requirements for the construction of a multi-use sports complex.
2. Locate and obtain a sufficient parcel to meet the requirements for the construction and operation of a water park.

- b. **Goal:** To improve the passive recreational opportunities for the current citizens of Clinton.

Strategies

1. Implement the Clinton Greenways Plan developed by the Palmetto Conservation Foundation.
2. Create bike lanes and improve pedestrian access to connect Clinton to the Palmetto Trail.

Jubilees & Festivals

- a. **Goal:** To increase community interaction and community and personal awareness through fellowship and community-wide activities.

Strategies

1. Create a “Healthy Choice Weekend” to coincide with the Flight of the Dove, including other types of races, health fair with free blood pressure/diabetes checks, health forums and vendors.
2. Create an “American Idol” event where local talent could gather and compete.
3. Create a Gospel Fest and involve local churches and community groups with possible workshops or speakers in addition to gospel singing.
4. Organize sports tournaments in the local parks as well as in the multi-use sports center.
5. Create opportunities to showcase the heritage of Clinton’s founding and the Clinton’s history.
6. Create an Arts Festival, drawing on various forms of art from community members, Presbyterian College students, faculty, and alumni.

1. Describe the status of the following aspects of life in our community:

- **Cultural**
- **Entertainment**
- **Recreation**
- **Spiritual**
- **Healthcare – Contact Jamie Adair and Rich D’Alberto at LCHCS for summary of strategic plan and relevant service information.**
- **Retail and service opportunities**

2. What is lacking in each of these areas? (Consider a survey of the citizenry to identify the activities and events the community would support.)

<i>Aspect of Life in Clinton</i>	<i>Description of Aspect of Life (what do we have now?)</i>	<i>What is lacking in area?</i>
Cultural	The Chorale, community theater, PC’s campus and students, Clinton/ Laurens museums, Thornwell and its facilities (Gillam Aud.), displays in new municipal center, artist coupe, Laurens County Ballet	Visual arts, no area for dance recitals-etc, performing arts space
Entertainment	Harmony House, Town Rhythms, PC/High School athletics	Movie theater, youth center, arcade
Recreation	Bowling alley, Skeet Shooting Location, YMCA, PC (walking track, etc.), tennis organizations, several parks	Skate park, outdoor pool, water park, recreational facility, bicycle-friendly streets
Spiritual	Churches that are engaged in the community, Harmony House, Habitat for Humanity, community prayer time, PC, Youth Rally, FCA, VBS, summer camps, “Good News Clubs”, prayer breakfast, United Ministries	Community worship services, sunrise community Easter service, July 4 th community service
Healthcare	Hospital, Good Shepherd Clinic, eye care centers, Presbyterian Home/elderly care	Prevention programs, more positive hospital publicity, specialized nutrition programs, wellness activities
Retail and Service Opportunities	Downtown Clinton-specialized shops	Target, Lowes, bakery, outlet mall, multi-usage spaces, ice cream shop, barber shop, clothing stores, framing store, Cracker Barrel, Publix

3. Prepare an inventory of the educational opportunities available to the citizens of our community in K-16 and beyond (lifelong learning). To what extent are local citizens utilizing these educational opportunities?

- Piedmont Tech---certificate and 2 year programs
- USC Union classes
- Library---tech support, research
- High School AP Programs
- Music and art classes in town and @ PC
- Cooking classes @ Bed and Breakfast
- Museum
- Thornwell---after school programs and learning center
- Adult Literacy/Family Literacy Programs @ MS Bailey
- “English as 2nd Language” Programs
- Diabetic classes at the hospital
- Weight loss programs
- Joe Adair Science Center
- Activate Laurens County
- Athletic programs---softball, baseball, swim team, etc.
- YMCA programs
- Churches---offer classes, etc.
- Presbyterian Home---yoga, exercise class, etc.

4. What types of businesses or organizations that enhance the quality of life does our community need?

- -Community theater
- -Movie theater
- -Farmer’s Market
- -Hall of fame (for outstanding citizens, athletes, etc.)
- -Clinton Downtown Association
- -Elder hostel (center with activities for senior citizens)
- -Chorale
- -Churches
- -More restaurants
- -Home Improvement/ Supply Store (Lowe’s or Home Depot, NOT WALMART!)
- -Downtown Hotel
- -Arboretum
- -Guidance center for youth (maybe an organized apprenticeship program)
- -New public library
- -Grocery store on other side of town
- -More specialized stores
- -More kid’s activities

5. What suggestions can your committee make to improve the quality of life in the following areas?
- Parks, gardens, “greenspaces,” and water features
 - Library
 - Community theater
 - Athletic facilities
 - YMCA activities. Are new programs needed?
 - Art
 - Jubilees and festivals
 - Other
6. Explore the potential need for and use of:
- A recreation complex
 - A performing arts center – note the potential links to the business incubator (e.g., commercial kitchen, art studios/gallery, recording studio, “rent-a-row” garden, and others. Benchmark: Asheville, NC.

a. Parks, Gardens, & Greenspaces

Priority No. 1: To enhance the quality of life, property values, air quality, water/energy conservation, local climate, and aesthetic character of Clinton through the addition and maintenance of trees and landscaping.

Strategy No. 1: Apply for the SC Forestry Commission Community Forestry Grant. This grant would enable: the updating of our public tree inventor, updating of Clinton’s tree ordinance, creation of a community tree board, development of a tree management plan, and planting and maintaining more trees throughout the City.

Goal: Begin planting trees by 2009

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
1. Attend free grant workshop in Columbia (April 23/24, 2008) – 2. Apply for grant funds - Deadline: 5/21/08 <u>Grant money would facilitate:</u> * Update tree inventory * Update Public Tree Ordinance * Create community tree board * Develop tree management plan 3. Educate tree caretakers regarding proper pruning techniques (especially trying to eliminate the practice of “topping” crape myrtles) 4. Planting of the trees <u>Identified Priority Areas:</u> * Replace old, dying trees on Broad Street; possibly establish an understory * Plant a replacement tree near the outdoor concert depot * Plant trees around the monument downtown * Encourage/require the planning of trees around old and new parking areas * Set aside trees for new CHS site	* Interested Citizens – most of the members of this subcommittee have expressed an interest in continuing on in some capacity to insure the completion of this goal * SCDOT list of acceptable “street trees” * USDA Forest Service * SC Forestry Commission (Piedmont Forester: Jimmy Walters) * Clemson Extension Service * Master Gardeners Association * Published Southern Living articles * Dailey’s Nursery * Blue Thumbs Gardening Club (PC) * Whitten Center Greenhouse * CHS Service Clubs	Internal: Existing Tree Inventory - 1995	Internal: Citizens may not want to plant trees on their property in order to maintain a canopy on Broad Street.
		External: SC Forestry Commission Grant [Grant can be up to \$20,000] Palmetto Pride Grant [Grant can be up to \$10,000]	External: SCDOT limitations on ROW planting may restrict what and where we can plant along streets, although this situation has been overcome in many other rural towns

Priority No. 1: To enhance the quality of life, property values, air quality, water/energy conservation, local climate, and aesthetic character of Clinton through the addition and maintenance of trees and landscaping.

Strategy No. 2: Seek “Tree City USA” status.

Goal: To be recognized as a “Tree City USA” by the National Arbor Day Foundation by 2010 by meeting the four standards provided by The National Arbor Day Foundation.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
1. Establish a Tree Board or Department 2. Pass a Community Tree Ordinance 3. Establish a Community Forestry Program 4. Begin an Arbor Day Observance	Arborday.org USDA Forest Service Clemson Extension Interested Citizens Joe Adair Outdoor Center	Internal: * Past observance of Arbor Day * County Extension Office	Internal: Lack of education regarding the value of trees to the overall quality of life in a city. \$2 per capita budget requirement for Community Forestry Program
		External: * SC Forestry Commission Grant * Palmetto Pride Grant	External:

Priority No. 1: To enhance the quality of life, property values, air quality, water/energy conservation, local climate, and aesthetic character of Clinton through the addition and maintenance of trees and landscaping.

Strategy No. 3: Develop and landscape the area on the west side of Downtown.

Goal: To work in cooperation with CSX and SCDOT to improve the look of the downtown area

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
<p>Reopen discussions with local representative of CSX regarding possible landscape options which will meet their encroachment specifications.</p> <p>Seek to have a mural painted on the RR side of warehouses (possibly a depiction of historical personalities of Revolutionary War)</p> <p>Plant more trees, evergreen shrubs, and perennials.</p>	<ul style="list-style-type: none"> * City manager * Director of Public Works * CSX * SC Design Arts Partnership (Clemson University) * Advice from other communities that have successfully negotiated with RR personnel (Simpsonville) * SC Dept of Parks, Recreation, & Tourism * Upstate Forever 	<p>Internal: Citizen Interest</p> <p>Champs & PC's Sigma Nu Fraternity have offered to supply the labor to plant trees</p> <p>External: SCPRT has an interest in promoting SC's Revolutionary War heritage</p>	<p>Internal: Private ownership of property by multiple entities</p> <p>External: Past experience with CSX has been negative.</p> <p>Right of way along this area is owned by three entities: the City, CSX, and SCDOT</p>

Priority No. 1: To enhance the quality of life, property values, air quality, water/energy conservation, local climate, and aesthetic character of Clinton through the addition and maintenance of trees and landscaping.

Strategy No. 4: Make the entrances to the City more attractive.

Goal: To improve first impressions of Clinton from visitors entering City limits from Interstate routes.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
Plant a “green screen” along the Highway 308 entrance to hide trailer parks Litter control on main entrance routes	Palmetto Pride US Forest Service	Internal: Volunteer labor for matching grants: Citizens Master Gardeners CHAMPS PC Fraternities	Internal:
		External:	External:

Priority No. 2: To make Clinton a city known for its outdoor recreational trails, bike routes, walking paths, and “safe community” perspective.

Strategy No. 1: Implement the Greenway Master plan developed after Clinton Challenge 007.

Goal: Create a connected, recreational environment throughout Clinton for multimodal transportation and use.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
<p>1. Coordinate a team of citizens and city staff who will research solutions to some of the identified limitations and specifically manage the process to implement the Greenway Master Plan.</p> <p>2. Pursue offer by Sterilite to donate land to the City.</p>	<p>Palmetto Conservation Foundation – Ken Driggers</p> <p>SC Design Arts Partnership</p> <p>Sterilite Property</p> <p>Bell Street Wetlands Classroom</p> <p>SCPRT</p> <p>Joe Adair Outdoor Center</p> <p>SCDHEC – Health Education</p> <p>Whitten Center</p>	<p>Internal: Existing Greenway Master Plan</p>	<p>Internal: * Expansion may cross private property * Funding * Correlation between Open Space and Regulation * Greenway Management * Operating a Program</p>
		<p>External: Expansions of existing greenways are more easily funded than starting from scratch.</p>	<p>External: Previous SCPRT grant proposal was refused.</p>

Priority No. 2: To make Clinton a city known for its outdoor recreational trails, bike routes, walking paths, and “safe community” perspective.

Strategy No. 2: Add bike lanes, improve crosswalk safety/ease, and connect Greenway Trails to city-street routes.

Goal: Create a connected, recreational environment throughout Clinton for multimodal transportation and use.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
1. Road traffic assessment. 2. Crosswalk safety assessment and improvement of existing crosswalks where needed. 3. Add bike lanes to identified city streets that would increase safety and accessibility of bike travel, as well as connect Greenway Trails. 4. Extend walking trails and identified routes in conjunction with Greenway Trail plan. 5. Educate the public about the Palmetto Trail (market the Laurens County segment). 6. Educate the public safety department and citizens about bicycle safety and laws regarding bicycle use. 7. Install secure bike racks at major destinations.	Palmetto Conservation Foundation – Ken Driggers SCPRT SCDOT (Tom Dodds) Upstate Forever SCDHEC – Health Education	Internal: “Flight of the Dove” Bicycling Club	Internal: Funding
		External:	External: SCDOT restrictions/criteria for bike lanes - unknown

Priority No. 3: Establish a City Ordinance regarding the aesthetics of new economic development.

Strategy No. 1: Develop an ordinance requiring trees and landscaping to prevent the “big box and parking lot look” in new development.

Goal: To have something in place before new development starts on the new frontage road.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
<p>1. Review zoning regulations for city – access current guidelines.</p> <p>2. Determine whether guidelines need to be updated or improved to preserve a “small town: appearance and aesthetic appeal in new development.</p>	<p>Upstate Forever</p> <p>SC Design Arts Partnership</p>	<p>Internal:</p>	<p>Internal:</p>
		<p>External:</p>	<p>External:</p>

Priority No. 4: To Establish Community Gardens.

Strategy No. 1: Locate available accessible land for the establishment of Community Gardens.

Goal: To involve citizens (especially our children) in growing their own vegetables and establish healthy eating habits through eating what they have helped to grow.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
1. Identify available land 2. Apply for the SC Eat Smart, Move More Grant 3. Process for establishing and maintaining a Community Garden	Eat Smart, Move More * \$3,000 - \$5,000 grants available Plant a Row for the Hungry Hubcityfm.org Master Gardeners Blue Thumbs Gardening Club (PC)	Internal: Martha Dendy School Vacant land near Ingles	Internal:
		External:	External:

Priority No. 5: To continue to improve our parks.

Strategy No. 1: Establish local community focus groups for each park.

Goal: To involve neighborhood community members in taking ownership of improvement, beautification, and maintenance of their park, beginning immediately.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
<ul style="list-style-type: none"> * Publicize local community forums * Identify leadership in each community through forum involvement * Mobilize citizens in focused litter cleanup days 	<ul style="list-style-type: none"> Clinton Chronicle Local Churches 	<p>Internal: Park improvements made in the last five years</p>	<p>Internal:</p>
		<p>External:</p>	<p>External:</p>

Priority No. 5: To continue to improve our parks.

Strategy No. 2: Complete existing plans left from Clinton Challenge 007.

Goal: To build on what has already been started.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
<p>* Complete ball fields at Lydia Park</p> <p>* Improve Clinton Mill Park - Landscape</p> <p>* Obtain Clinton Challenge 007 recommendations and see what has not been completed.</p>	<p>Clinton YMCA</p> <p>Existing recommendations from Clinton Challenge 007</p>	<p>Internal: Stated desire by YMCA to create additional ball fields in Clinton</p>	<p>Internal: Stated desire by Recreation subcommittee to create numerous ball fields in a consolidated recreational facility</p>
		<p>External:</p>	<p>External:</p>

Priority No. 5: To continue to improve our parks.

Strategy No. 3: Add equipment to Calvert Avenue Park.

Goal: To broaden the appeal of the park.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
Add equipment to supplement the existing swings.		Internal:	Internal:
		External:	External:

Priority No. 5: To continue to improve our parks.

Strategy No. 4: Beautify the parks with additional, low-maintenance landscaping.

Goal: To make our parks more inviting, not only for children to play, but also for adults to sit relax and enjoy the outdoors.

<u>Action Steps</u>	<u>Resources</u>	<u>Assets</u>	<u>Limitations</u>
* Plan and plant * Add picnic tables	Master Gardener Association Whitten Center greenhouses Local nurseries and landscapers Local focus groups	Internal: Community service groups Carpentry classes at CHS	Internal:
		External:	External:

b. Library

Importance of the library to the community

- Offers support to public schools
- Provides opportunities for early childhood reading
- Recreational reading for all residents of Laurens County
- Provides support for higher education students/online classes
- Internet access for job seekers

What do we need in a new library?

- A more attractive, welcoming space
- Meeting room for cultural events, public meetings, concerts, art exhibits, children's story times
- Tutoring space for small groups, one-on-one teaching
- Additional space for public computers
- Updated wiring for modern technology
- Staff office space
- Nicer bathrooms
- Additional space for books, magazines, books on CD & cassette, DVDs & VHS tapes

How to proceed toward the goal of a new library?

- Explore sources of funding – private donors, grants, federal funding?
- Look at libraries recently built that are in towns of similar population – gather information on costs, size of building, features
- Get input from S.C. State Library
- Talk to city officials
- Richard will be working on a power point presentation that could be used to promote the building of a new library

c. Performing Arts

The committee focused on a general discussion concerning a performing arts center for Clinton.

- It would be a private/public effort possibly supported through tax accommodation monies as well as donations and grants.
- It was agreed that the downtown area (possibly behind the Municipal Center) would be the most advantageous. Parking is already available and it would be close to shops and restaurants.

The group discussed the size and functions of a center.

- Everyone was in agreement that a theatre space with the possibility of sectioning off an upper portion to eliminate seating for small events would be the ideal layout.
- A comparison was made to the Gunter Theatre in Greenville and the Blumenthal in Charlotte.
- Adequate wing space, fly space, carpentry room, and storage would be desirable.

In addition to the theatre:

- A reception area with two wings on either side of the theatre for music, art, and dance studios would be needed.

- It would be necessary to employ a business manager/ marketing person to assure the proper use of such a facility.
- A performing arts center would be marketed with downtown shops and restaurants as well as festivals and other events.

A performing arts center could host community theatre, chorale performances, and other local groups with the possibility of bringing in other performing groups and speakers. It would be a tool for attracting new industry and tourists to the area.

d. Recreation

SWOT Analysis

Strengths	Weaknesses
Baseball YMCA Youth Sports City's Desire to Help Adult Tennis PC (Track/Campus) Professional management of Sports Programs Proximity to Interstate Safe Perception	Skating Rink Inadequate facilities for youth sports - little or no parking & no bathrooms at ball fields Overcrowding Multiple locations No City-owned large complex
Opportunities	Threats
Water Park Palmetto Trail Large Multi-field Complex Funding Skateboarding	Limited Vision Lack of Funding The notion of being "Too Late"

Priorities

After inventorying our assets, discussing our needs, assessing our location the Recreation Subcommittee decided to prioritize what it believes are the top three priorities we believe should be addressed in the next Strategic Plan. They are (in order of priority)

1. Clinton needs a multi-use sports complex sufficient to meet the needs of current and foreseeable future needs (current needs for youth ball fields is nine). This priority was the unanimous choice of the subcommittee. We believe this facility should be built to serve the needs of citizens of all ages with ball fields, open spaces, trees, extended walking/biking track, a skate-park, outdoor basketball courts, etc.
 - This complex would need at least 80-100 acres of land to be fully sufficient

2. The City of Clinton should explore the possibility of constructing and maintaining a water park (e.g., Simpsonville, SC) for use by citizens of all ages.
 - This water park could also provide a public swimming pool for the citizens of Clinton
3. The City of Clinton should implement the Clinton Greenways Plan recommended by the Palmetto Conservation Foundation. That plan called for no less than four “greenways” which would provide pedestrian/ bicycle access to the city in ways not currently available. These trails should be linked to each other via bike lanes on paved roads AND should be linked with the Palmetto Trail via bike lanes. This plan would provide informal recreational options for individuals and families in the area as well as connect Clinton with the rest of SC via the Palmetto Trail.

e. Jubilees & Festivals

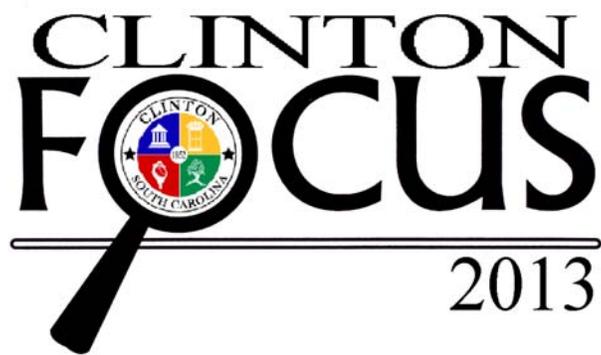
Ideas:

- “Healthy Choice Weekend”- weekend that could possibly coincide with Flight of the Dove (a 30-60 bike race that has already become an annual event). This weekend could also have a foot race, health fair with blood pressure/diabetes checks, specials for bike riders (discounts @ local stores and restaurants), etc.
- American Idol type event where local singing talent could gather from neighboring towns and sing, engage in a contest, talk with record companies, etc.
- Gospel Festival-could bring in local or better known speakers, provide workshops, etc.
- Baseball, Tennis, Basketball Tournaments-could coincide with new sports complex----could bring outside teams in on the weekend and hold tournaments
- Push origins of Clinton like Newberry has showcased their German origins...find a focal point of Clinton!
- Arts Festival-different categories for the festival: drawing, painting, clay, ceramics, sewing, dancers, musicians, etc...Could have workshops during the day
- So You Think You Can Dance type event
- Splish, Splash, Sun, & Fun Jubilee- a day of water fun!

7. How can our community make use of the recreational opportunities created by Palmetto Trail, the Enoree River, and other natural resources?

RECREATIONAL OPPORTUNITY	CLINTON CAN MAKE USE BY
Palmetto Trail	<ol style="list-style-type: none"> 1. Publicize it! 2. Connect Clinton with it (via roads/trails) 3. Need “safe” connecting points 4. Need Parking 5. Need access 6. Restrooms 7. Signage
Enoree River	<ol style="list-style-type: none"> 1. Publicize 2. Partner with Musgrove Mill State Park 3. Signage to existing ramp 4. Waterfront recreation area
Clinton’s Greenways Master Plan	<ol style="list-style-type: none"> 1. Implement the plan! 2. Signage is key 3. Publicize to community and area
Other Natural Resources: Sumter National Forest	<ol style="list-style-type: none"> 1. Publicize
Other Natural Resources: Duncan Creek WMA	<ol style="list-style-type: none"> 1. Publicize
Other Natural Resources: Lake Greenwood	<ol style="list-style-type: none"> 1. Publicize 2. Clinton dock access

TECHNOLOGY



I. INTRODUCTION

From February through June 2008 the Technology subcommittee, through numerous formal meetings plus smaller workgroups, studied computer connectivity technologies for the City of Clinton in order to respond to seven charges of the Clinton Focus 2013 steering committee regarding how these technologies could be used. The following people attended at least one meeting:

Wayne Brazell (Laurens school district 56)
Dee Davis (Avery-Dennison)
Bob Hooks (Aaron Industries)
Rob Howiler (PC)
Walter Hughes (Sadler-Hughes Pharmacy) – liaison to the Steering Committee
Lance Taylor (Laurens school district 56)
Wayne Smith (PC) – co-chair
Frank Wyman (M/A/R/C Research) – co-chair

Initially, several helpful brainstorming sessions were held. Several resources were identified, one being Clemson’s David Lamie, who specializes in helping groups in our area after certain specifics are in place. One major process recommendation from Lamie was to nail down goals in other areas such as Economic Development and Housing in order to focus the Technology subcommittee as a servant to these other ends. That helpful directive as well as several task assignments got the Technology subcommittee off to a good start.

For several months, the arduous work of uncovering many stones and documenting facts and figures took place. Eventually the subcommittee synthesized this information as comprehensive answers to each of the 7 steering committee charges, which form this report. We had hoped to produce a deeper and broader summary of the current status, but we couldn’t muster the resources to do this in time. There are a lot of stones to uncover in the arena of “technology” and part of our duty eventually became a triage of sorts to let some information pathways go so that resources and time could be devoted too those most pertinent to the overall good of Clinton. Therefore, there is still more work that could be done. Nonetheless, we do feel the answers to the original charges herein are as comprehensive as possible given the resources and time for this project. The best summary of final recommendations is found in the answer to Charge#7.

We are excited about the future of Clinton and believe technology can play a great enabling role in that future. We are also thankful for the opportunity to serve our community by participating on this subcommittee.

II. ANSWERS TO THE CHARGES

Charge #1

Evaluate the current status of Clinton's Web presence. What recommendations can you make for improving it? See link to Clinton at Upstate Alliance's Web site (<http://www.upstatealliance.com/>) and various Web sites including www.cityofclinton.net, <http://clintonsouthcarolina.homestead.com>, www.clintonpark.info, <http://www.laurenscounty.org/>, <http://www.laurenscounty.org/ed/index.html>, and others. Note the link to the Marketing Committee here.

Answer: The city of Clinton enjoys a wide and varied presence on the internet. From the several official sites that top a standard Google-search list to Wikipedia's nice page covering Clinton, a broad array of information regarding Clinton is readily available to visitors and prospective businesses as well as current residents and businesses.

Currently, the three most prominent websites regarding Clinton are:

- <http://clintonsouthcarolina.homestead.com>, the official website for City of Clinton
- <http://www.cityofclinton.net>, Clinton Downtown Association's website
- <http://clintonpark.info>, Clinton Park Corporate Center's website

At the official City of Clinton website, <http://clintonsouthcarolina.homestead.com>, there is a host of useful information for all types of individuals and businesses, local and prospects. Codes, regulations, guidelines, and standards enforced by the many divisions of city government are directly accessible from the website. Also available are many schedules, hours of operation, phone numbers and addresses, and forms. The usability of the website is straightforward and easy to navigate.

The <http://www.upstatealliance.com> website is the official website for the Upstate South Carolina Alliance, a regional public/private economic development organization formed in 2000 to market the upstate region to businesses. On its homepage it has a prominent menu with direct links to 15 locations within the Upstate Alliance region (10 counties and 5 cities), City of Clinton being included on the list. The Clinton link provides a nice one-page overview of Clinton, from which currently are four subsequent links:

- Clinton Downtown Association's website <http://www.cityofclinton.net>
- Clinton Park Corporate Center's website <http://www.clintonpark.info>
- Presbyterian College's website <http://www.presby.edu>
- the official City of Clinton website <http://clintonsouthcarolina.homestead.com>, which was discussed above.

Upstate Alliance was kind enough to supply the following table of data regarding website visitation rates. The average number of monthly pageviews for the City of Clinton link from the Upstate Alliance website is 43.

Month	City of Clinton Pageviews	Laurens County Pageviews	Upstate Alliance		
			Visits	Pageviews	Countries
November	77	85	1,609.00	7,190.00	24
December	28	51	1,433.00	6,116.00	20
January	27	115	2,136.00	10,832.00	19
February	n/a	81	2,248.00	10,293.00	22
March	36	77	2,124.00	10,107.00	27
April	47	43	2,234.00	9,958.00	24
6 month average	43.00	75.33	1,964.00	9,082.67	22.67

The Clinton Downtown Association’s website <http://www.cityofclinton.net> provides an excellent colorful and lively coverage of the history, current events and schedules (e.g. for Town Rhythms of Clinton), area businesses including restaurants, and other things of interest regarding downtown Clinton. The city manager’s office has Dianne Wyatt’s contact information prominently displayed on the homepage for those seeking more information on downtown Clinton. The site also contains a lot of other information besides that pertaining to downtown such as general information on the broader area’s healthcare system, churches, sporting and recreation activities available, education, the CHAMPS program, and general information about living in Clinton. While a link to this Clinton Downtown Association is provided on the homepage of the official City of Clinton website (<http://clintonsouthcarolina.homestead.com>), a reciprocal link from <http://www.cityofclinton.net> to the official City of Clinton website could not be located; it seems the addition of such a link would be beneficial to all concerned.

Clinton Park Corporate Center’s website <http://www.clintonpark.info> is a thoroughly informative website aimed at attracting businesses to the Clinton Park Corporate Center. All pertinent information is available to businesses that are researching Clinton Park as a potential new home for their business. On one page is a thorough list of links to over 20 helpful websites, including some of the websites discussed above. One odd thing seen was that the link to the Clinton Downtown Association’s website was labeled as “Main Street Clinton” rather than “Clinton Downtown Association”; for clarity and continuity such mis-specifications should be fixed it would seem.

The main Laurens County website, <http://www.laurenscounty.org>, is essentially bifurcated into two separate areas:

- Laurens County Economic Development
- Laurens County Chamber of Commerce

The Economic Development side of the website provides useful data on locating a business in Clinton, including extensive information on Clinton Park Corporate Center (though a direct link to the official Clinton Park Corporate Center website could not be found). All six Industrial Parks of the county are covered. The Laurens County Chamber of Commerce side of the <http://www.laurenscounty.org> website has a very colorful and expansive coverage of doing business in the county, including a limited amount of information specifically on Clinton itself.

Of some interest, an April 2008 “Google” search (search at www.google.com) of the following terms listed the sites below.

Term Google searched:	Websites listed:
Clinton SC	Top spot: http://clintonsouthcarolina.homestead.com/index.html , the official website for City of Clinton 2 nd spot: http://www.sciway.net/city/clinton.html , a website for all of South Carolina wherein Clinton is one of more than 350 SC places listed 3 rd spot: http://www.cityofclinton.net/ , Clinton Downtown Association's website
Clinton SC business	Top spot: http://www.sciway.net/city/clinton.html 2 nd spot: http://www.discoverourtown.com/SC/Clinton/Business-168.html 3 rd spot: http://www.city-data.com/profiles/78 , a website for A-1 Power Wash, a Clinton company
Relocating to Clinton SC	Top spot: http://www.city-data.com/city/Clinton-South-Carolina.html 2 nd spot: http://www.discoverourtown.com/SC/Clinton/Relocation-168.html 3 rd spot: http://clintonpark.info/workforce.htm , Clinton Park Corporate Center's website
Living in Clinton SC	Top spot: http://www.city-data.com/city/Clinton-South-Carolina.html 2 nd spot: http://www.seniorsforliving.com/community/Langston-House , the official website for Langston House 3 rd spot: http://clinton.southcarolina.bestredyp.com/ClassPage/USA/South+Carolina/Clinton/c-Assisted+Living+and+Elder+Care+Services/mcid-162/page-1/yellowsearch.html

The committee contacted several other towns (targeting college towns of the same approximate size as Clinton) and inquired as to the general operations of websites related to the city (e.g. who hosts the website(s), who maintains the website(s), how are costs funded, etc).

The response from Davidson, NC indicated that the town of Davidson has its own server, which hosts their website. The site is maintained by a staff position titled Communications Director, who devotes approximately 10-20% of his/her time to the website. The response indicated that that allotment of time is expected to increase. They did not provide financial information.

The response from the Town of Boone NC chamber of commerce indicated that they were different from the actual Town of Boone website (the Town of Boone itself did not respond). The chamber's site is hosted and maintained by a local provider at a cost of \$75 per month. The chamber itself makes changes to their site from their own office, updating the membership list on an ongoing basis, etc. The chamber has a major charge of supporting the large tourism industry of Boone (60% of a 3% hotel occupancy tax generates approximately \$300,000 per year for tourism promotion). The website is a major part of that initiative. The convention and visitors bureau there has a staff of 3 full time personnel. The PR manager is charged with updating the website information. Minor changes are made constantly, they said. Additional money is paid (\$1200/year) for 2 specialty sites to aid in the promotion of tourism: www.highcountrybackroads.com and www.chooseandcutfestival.com. For major site redesigns, done approximately every 2-3 years, the cost is about \$6000.

Greenville, NC replied that they host their public website locally at their main office location. The Greenville, NC website is maintained jointly by their IT Web System Analyst and other users in each city department; for the most part, all creation, modification, and deletion of content is done by city staff. The IT Web System Analyst is tasked with other responsibilities such as modifying images for the website, maintaining user accounts, and navigation administration. Essentially no personnel outside of city staff are hired to maintain the city's website. In total Greenville, NC estimates they spend approximately \$1000 per month on web hosting and maintenance, including pro-rated salaries and direct costs.

Some possible improvements to Clinton's web presence include:

- List a wider array of area attractions (e.g. more prominent coverage of Clinton's proximity to Sumter National Forest, Lake Greenwood, etc.)
- Provide a more comprehensive list of area businesses, including a more user friendly way to search/review them.
- Assuming WIFI is set up and offered free to the public, include a large banner statement on the three main Clinton websites (City of Clinton, Downtown Clinton Association, and Clinton Park Corporate Center) and any other websites likely to be found by interstate highway drivers that downtown and/or Clinton Park offer free WIFI.
- Greater non-online advertising and broadcasting – to residents and non-residents – all that is available online at the various sites. A prominent billboard located in the city and clearly stating the type of information available online might drive more users to City of Clinton's website to get information they seek, thereby reducing costs of serving them "in person."
- Task some staff member with ensuring all information is updated (e.g. planning commission page at City of Clinton's official website is out of date by several years) on a regular basis and is accurate and consistent across major websites providing information on Clinton.
- Reciprocal crosslinking of websites. City of Clinton links to Clinton Downtown Association but not the reverse.
- Occasional changes of pictures and links to keep websites fresh and perceived as continuing to be the places to go for accurate and timely information by frequent users.
- As festivals and other events occur and have their own promotional websites, make sure the major Clinton websites link to those websites and that those websites link to the existing Clinton websites.

Charge #2

How should Clinton use the “dark fiber” network that is in place around the perimeter of the city?

Answer: The current fiber network was apparently put in place with the school district in mind as almost all the endpoints are schools. See Exhibit B in the Appendix for a map. The reference to “dark fiber” indicates that the cables are in place, but there are no endpoints in place to make use of the fiber. Therefore there is no light in the cable. When the day comes to use these cables, the city will incur the expense of establishing endpoints (e.g. routers and switches) and a third-party is likely to get involved as the carrier (e.g. BellSouth). The point being that there are costs associated with making this fiber network useful.

Lance Taylor indicated that the school district can conserve resources by centralizing some IT services. The fiber network enables a school to efficiently use a service remotely and avoid duplicating equipment and personnel. Wayne Brazell and Lance Taylor are working on a more detailed plan for how this network will be used by the school district.

Apparently Avery-Dennison was interested in using/enhancing this fiber network to use between a pair of facilities, but the second facility was never built.

The remaining issue (and perhaps the real point of the question) is how the city could use the remaining bandwidth. The answer is very much tied to charge#4 (running fiber to households). The real issues are: 1) should Clinton own the main network? and 2) what services could/should Clinton provide via this network? Refer to charge#4 for the next steps in pursuing these matters.

Charge #3

How can our community become a partner in the SC Light Rail project (National Lambda Rail) that runs between Charlotte and Atlanta and is capable of carrying large volumes of data at extremely high speed? What strategies does this imply for economic development (e.g., data centers)? How can other local entities such as LCHCS and Presbyterian College and businesses benefit? Identify possible partners with whom the city could work. Contact: Consultant Stephen Mayo.

Answer: The Light Rail project is targeted toward organizations on the cutting edge of connectivity. The network itself uses state-of-the-art fiber lines that make use of multiple wave lengths (think multiple colors) to achieve world-class transfer rates. The primary users are those experimenting with new protocols and new services that are not quite ready for the real internet. Even major data centers would need a reason other than simply a “large pipe” to justify a connection. We are not aware of anyone (including PC) that has research projects in this area. There do not appear to be any viable prospects for starting a Light Rail experiment in our immediate area.

Nevertheless there may be possible partners (e.g. Clemson) that would like to have an organization join their Light Rail project. Our subcommittee attempted to contact Stephen Mayo via email and phone regarding this line of investigation, but received no response. One possible reason for this is that there are no participants from SC listed at the national website (according to nlr.net as of May 15, 2008). Another equally likely scenario is that Mayo no longer works in this field. One possible avenue to pursue would be for PC to pursue a partnership with a school from another state. Also the Greenwood Genetics Center is rumored to be investigating connecting. The current map indicates major hubs in Raleigh and Atlanta and the line between them passes very close to Clinton (crossing I-385 just northwest of Laurens and therefore closer to Clinton than Greenwood).

Charge #4

What are the benefits and the costs of running fiber to all households in the city? Are grants available for projects such as this?

Answer: It is evident that almost every household will demand more bandwidth as time moves on. A fiber connection provides a dramatic increase in transfer rates in and out of a home as compared to the typical phone line, DSL or cable TV connection. However it comes with a dramatic cost increase as well. The cost of the equipment keeps dropping rapidly, but the real cost will be in labor to replace existing infrastructure.

Verizon is rolling out their FiOS service (verizon.com/fios) in their 17-state service area by replacing copper lines with fiber. Meanwhile AT&T and Qwest are only laying fiber in new areas and have no public plans to refit existing service areas. Some analysts estimate that a quarter of the country will have fiber to their house within the next five years. An organization that monitors fiber to the home (or FTTH) is the FTTH Council (ftthcouncil.org).

Josh Kay (City Manager of Clinton) is in dialog with representatives from Newberry who recently received grant money to run fiber lines to households. Also representatives from our electric co-op attended a conference in Danville, VA, to discuss a municipal fiber infrastructure that allows vendors to use it for a franchise fee. A recent PC World article indicated that Seattle is considering pursuing this model and Tacoma already has it.

Charge #5

What are the benefits and the costs of making wireless Internet access available in the downtown business district or other parts of the community? Are grants available for projects such as this? Benchmark: Rock Hill.

Answer: Many cities are providing free WiFi access. Residents and visitors benefit by using the internet as they shop, eat and hang out. The city benefits by enhancing a destination for residents and visitors. Local businesses benefit by providing another medium for marketing.

The costs of establishing a WiFi presence can be very low. In recent history, James Copeland experimented with providing access for a portion of the downtown area. He created and maintained this without cost to the city. More recently, Laurens entered into an agreement with Wildfire Connections to provide WiFi in a couple of areas - including the square. Wildfire has experience setting up WiFi for many communities in the Carolinas. Each area costs \$15,000 to establish and this is often funded by local businesses. The WiFi signal typically works outdoors, but often erodes indoors. So Wildfire will boost the signal inside a building for an additional \$75. The on-going maintenance costs for the entire network come from advertising revenue from local businesses which pay \$49/month to have ads on the initial page when connecting to the WiFi network.

Laurens' network is about 8-10 months old and sports about 500 registered users (registration required to use the network) some of whom are one-time users. General feedback has been positive. The network gets a spike in usage whenever major events occur such as the Squealin' on the Square event.

Over the last several years WiFi has experienced peaks and troughs in the municipal arena according to MuniWireless.com, a site dedicated to tracking municipal wireless. EarthLink began a huge national push some years back to introduce free WiFi in many large urban centers. Their flagship experiment began in 2005 in Philadelphia. On May 13th of this year, EarthLink announced they will shut the network down in June. This comes after many other similar large-scale experiments failed. A nonprofit organization announced June 17th that they would continue Philadelphia's WiFi network. Despite Philadelphia's rollercoaster ride, the future is still growth according to those that track this field. The growth, however, is coming from small to mid-sized cities. Companies like Wildfire are using the same model that EarthLink used (on-going funding via local business marketing) and some believe this model will work on a smaller scale than a large urban center. Wildfire specifically targets what they call "small-area" applications of WiFi.

Josh Kay and other Clinton representatives have already discussed options with Wildfire and have considered establishing WiFi for downtown and, eventually, for the frontage road area near Hampton Inn.

Other considerations are establishing WiFi coverage to allow wireless meter reading for water and electricity. Strategically, Clinton may need to look beyond just providing WiFi to the services that are enabled by it. Esme Vos, the owner of MuniWireless.com provides some advice: "Looking back over the last couple of years, the main lesson I learned is that when a city sets up a citywide Wi-Fi network, they have to look at it as an infrastructure that carries a variety of services and applications. They can't look at wireless itself as a service." San Antonio uses it to facilitate communication between medical monitors in ambulances and the hospital. Other cities are investigating how it can help in disaster response scenarios.

Charge #6

Other technology related issues that the subcommittee sees as important.

Answer: The subcommittee pursued some other areas beyond those listed in the charges. First, we began to summarize all the options for connectivity. This effort needs to continue and perhaps be on-going. Our initial attempt to create a summary is in the Appendix (see Exhibit C) as a table that lists current and potential ways for households and businesses to participate in a network. Along the way we discovered a few alternatives that could be viable options in the future. There are precedents for adding communications lines alongside power lines. This is an especially convenient option when the power lines are underground. Above ground lines are more susceptible to service interruption. Another up and coming option is AT&T/BellSouth's DSL LightSpeed 3000 project intended to provide transfer rates along phone lines (or its equivalent in the last mile) sufficient to stream video. This project will quadruple the best DSL speeds available today. AT&T/BellSouth is piloting this program in some communities now and, according to Jim Thomas (a BellSouth representative for Clinton – has periodic contact with the city manager's office), Clinton may be eligible in a year or so.

Second, the subcommittee began investigating the area of E-Government and, more specifically, Geographic Information Systems (GIS). E-Government is the catchy word/phrase describing how more and more government services are going digital and, in particular, web-based. For example, let's say you need to apply for a permit. Instead of physically going to a particular building during particular hours, standing in line, and filling out a sometimes hard-to-find paper form, what if you could fill out a form on the web, submit it and get what you need wherever you are? The saying is: "get on-line not in line" and it is a growing trend at all levels of government.

This trend promises many benefits, but it also comes with some liabilities. Consider how some processes can go paperless and become more efficient. Information is much more accessible, e.g. consider a website that allows you to list who the key decision-makers are in the city government or financial information regarding the city's budget. Some see this as a great way to bring accountability to those that govern along with more participation from the citizens. Others are concerned that e-government could go too far and provide information too easily and raise security issues or violate some individuals' privacy. ESRI (the Microsoft of GIS software) claims that a government can gain money and time by increasing efficiency, accuracy, productivity, communication, and collaboration by incorporating a central, digital, accessible collection of services and data ([Measuring Up presentation by ESRI](#)).

As to the current status of Clinton's on-line services, some forms are available on-line, but must be printed out to fill in and therefore do not allow on-line submission.

A related trend is the growing use of tools to organize digital information geographically (i.e. according to maps). A large portion of the government's public information and services can be organized geographically. A visual mechanism for finding or refining information can be very user-friendly. GIS tools have hit the mainstream and governments are taking advantage of them. A local example of this is [Greenwood's GIS site](#). ESRI, mentioned above, has a [site dedicated](#) to local government.

The City of Clinton has one person in the public utilities group that is trained and motivated to take advantage of GIS. Last checked, he is working part-time on a ten-year plan to get the utility data set up

using ESRI's GIS software. This work involves annotating layers of information on top of a gridded (GPS-coordinate) map of the city. Examples of layers include the water and sewer systems, the electrical system, and low-level aerial photographs of the area. Laurens is preparing parcel data for the county as a layer. Laurens is expanding their GIS work to include server (though it is unclear whether this is for internal use only or will be accessible by the public). There is also a (dark) fiber line between Laurens and Clinton that could be used to link our GIS installation with theirs to ease sharing of data.

Charge #7

Complete the Strategic Planning Process worksheets for Technology.

Current State:

The subcommittee began summarizing options for using and creating various kinds of networks (Exhibit C of the Appendix). There are also some maps available to provide an overview of the fiber cables and cell towers in Clinton (Exhibits A and B of the Appendix). This is the normal place to begin when formulating a technology plan. The table needs more work, but it serves as a starting point. The other side of the picture is services. Currently, Clinton has a small service footprint on the web which consists of some downloadable forms and a small amount of information on-line.

Vision for the Future:

The dream begins with high-speed connectivity everywhere: outside and indoors, around business districts, and in homes. This is the foundation for connecting people with what they need whether that is other people or businesses or government services.

Strategic Issues:

- Major issues to be addressed:
 - 1) Determine whether or not Clinton should own its own network infrastructure.
 - 2) Determine which areas/constituencies of Clinton should have priority in network access.
 - 3) Determine which on-line services the City of Clinton should pursue.
- Major strengths and weaknesses:
 - Strengths:
 - Existing web presence for Clinton is good
 - Good coverage of high-speed internet (nearly 100% within city limits)
 - Fiber infrastructure is already in place
 - Clinton is close to the Light Rail backbone
 - WIFI vendor available to implement WIFI network(s) quickly
 - Current City of Clinton staff member has GIS expertise
 - Cooperative relationships with other organizations/websites exist (e.g. Upstate Alliance, Piedmont Municipal Power Agency, etc.)
 - Weaknesses
 - Strategic planning with regards to networking online services for and among institutions, businesses, and residents of Clinton to date has seemed insufficient
 - City is generally understaffed with respect to IT personnel
- Major opportunities and threats:
 - Opportunities
 - Clinton has the ability to quickly take advantage of several already-in-place infrastructures (Light Rail backbone and City-owned and county-owned fiber networks (currently dark))
 - PC's Pharmacy School locating in Clinton may provide a rationale for connecting to the Light Rail project
 - The time is ripe for strategic planning regarding technology; resources and momentum are available to carry the "technology" initiative forward
 - Threats

- Failing to advance technology sufficiently in the future will likely undermine Clinton's ability to attract new businesses and residents
- A weak local economy will further undermine Clinton's ability to advance technology
- Rising costs of fuel may change the growth of Clinton as a commuting target

Goals:

- Formulate strategic plan for future network connectivity infrastructure
- Formulate strategic plan for on-line government and community services and identify collaborative partners for business development

Measures of Success:

- A new committee is meeting and hammering out strategic plans.
- A timeline is created to implement the strategy.

Strategies:

- Complete the assessment of the current state of technology.
- Narrow the technology goals to serve the goals of the other sub-committees.
- Survey other cities for possible government and community on-line services.
- Create a list of best-fit on-line services for current and near-term constituencies.

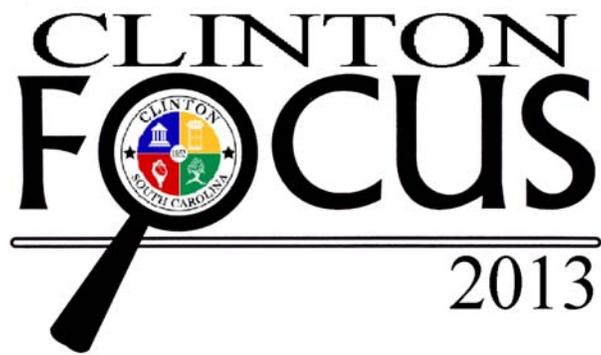
Action Steps:

- Create another committee to pick up where this subcommittee left off.
- Charge this new committee with the goals above: creating the strategic plans.

Resources:

- The following people should be approached to participate on this new committee: Frank Stovall (Assistant City Manager), Phil Hasty from Clinton Public Works, David Atchley from PC, Wayne Brazell from school district, Raymond Ruff from PC, someone from the Hospital.
- R. David (Dave) Lamie, Ph.D., Associate Professor and Extension Specialist, Clemson University (803-788-5700), specializes in helping communities advance technology and strategically plan for the future with regards to technology.
- Caron St Johns, Clemson University, Director of the Spiro Center (entrepreneurial outreach)
- <http://www.connectingcommunities.info> is a helpful website dedicated to helping communities

MARKETING



Current State

- Multiple brochures, websites attempting to market Clinton area with no consistent identity, message or theme.
- A great amount of assets in the area to market to visitors, interstate traffic, retiree's and surrounding area residents. (Appendix A)
- Location, Location, Location-Clinton has it. 2 major interstates in our backyard with 3 major cities within 50 miles.
- Education system has many high points; i.e. Science Olympiad, Champs Program, and Presbyterian College, and Piedmont Tech.
- A tight knit community of caring people dedicated to family and service.
- A great place for retirement. Close to beach and mountains, charming downtown, arts and athletics of Presbyterian College, and great areas to walk and enjoy the outdoors.

Vision Statement for 2013

- Clinton is a thriving community.
- The downtown is a buzz with activity.
- Industry is providing a competitive job market for local citizens.
- Schools are full and offering a unique learning environment sought after by dedicated families.
- Drivers are pulling off the interstate to enjoy Clinton's charming shops, delicious restaurants and exploring our historical community and Musgrove State Park.
- A community of retiree folks is growing and enjoying the experience of Clinton's small town lifestyle.
- The charm and quietness of Clinton remains in tact.

Strategic Issues

Strengths of Clinton

- Inexpensive living compared to area markets
- Interstate access, I-385 and I-26
- Relaxed lifestyle
- Attractive downtown
- Presbyterian College arts and athletics
- Close proximity to Greenville, Spartanburg and Columbia, SC
- New Clinton High School to be complete 2010
- Interested Citizens willing to work to obtain our goals.
- Many 'assets' in the greater Clinton area. (Appendix A)

Weaknesses of Clinton

- Negative perception of Clinton to overcome
- Few funding dollars for advertising efforts
- Marketing staff in City office non-existent.

Opportunities regarding Marketing Efforts

- Clinton is ideal for various markets; i.e. Families, retirees
- There is a theme of outdoor activities. Hunting, Golf, Hiking,
- Many assets to advertise (Appendix A)
- Overall, beautiful area.
- Ideal location with interstates in backyard.

Threats to Marketing Efforts

- Poor economic conditions
- Funding for Marketing Plans
- With so many opportunities the threat is taking on too much and not focusing on steps and timelines identified in all the plans

Committee Contributors:

Susan Tallman-Co-Chair

Jamie Adair, Co-Chair

Larry Franklin-Steering Member

Dixie Prickett-Steering Member

Joel Rexford

Sharon Rexford

Laura Blind

Anne Childs

Terry Shifferly

Norman Scarborough-Steering Member

Linda Jameison

Cory Reese-PC Student

Preston Simpson-PC Student

Michael Green-PC Student

Melissa Patton

Felicia Hardin Stovall

Points of Differentiation

Many small towns emphasize the quality of life that small town living offers, including a quaint downtown district with charming shops that offer everything from antiques and children's toys to jewelry and classic clothing. Clinton, of course, has all of those "Mayberry-esque" attributes; however, those traits alone are not enough to distinguish Clinton from other small towns that are competing for industries, small businesses, retirees, and others. What sets our community apart? Clinton has much to offer:

- The ability for residents to enjoy all of the benefits of small town life and to enjoy visits to larger cities and the amenities they offer by making a short drive of 35 to 50 minutes.
 - Clinton residents who want to shop at large malls have three from which to choose, the farthest being just 50 minutes away. (Taking into account the congested traffic in the large cities where these malls are located, drive times for Clinton residents are no longer than they are for residents of those cities when driving to the same malls.)
 - Residents who want a larger variety of upscale restaurants or a movie theater can find them within the same 35 to 50 minute drive times.
 - Those who are looking for Broadway shows performed by national touring companies can find them within a 50 minute drive at Greenville's Peace Center or at Spartanburg's Chapman Cultural Center.
- Residents in Clinton have the ability to be at one of the beaches on the South Carolina coast or in the mountains of North Carolina in just two-and-a-half hours. Our community is ideally situated at the virtual midpoint for both the beaches and the mountains.
- Clinton is home to Presbyterian College, which offers residents a wealth of cultural, sports, and educational opportunities. PC offers exciting Division I athletic events in a variety of sports, including football, basketball, soccer, softball, volleyball, and others. The college also brings in a broad range of nationally-recognized speakers, performers, artists, and others to the campus. These cultural enrichment programs are open to members of the community. Recent guests have included author/actor/writer Ben Stein, the Chinese Golden Dragon Acrobats, the Firecracker Jazz Band, the Buddy O'Reilly Group (Irish folk music), Lloyd Arneach (a Cherokee story teller), and many others. In addition, talented PC students often display their artwork, perform plays, concerts, and music recitals, and sponsor other events. Clinton residents also have the opportunity to continue their education by taking classes at PC, which offers courses in 29 areas of major study. In short, PC adds a unique cultural flavor to Clinton, something that many small towns do not have the ability to do. PC also is the first liberal arts college in the United States to be named a Confucius Institute, which gives residents the opportunity to learn about and even visit China.
- Clinton also offers people who enjoy the outdoors the opportunity to engage in their favorite pastime, whether it is water skiing or fishing on nearby Lake Greenwood, playing golf on one of the local courses, including Musgrove Mill (which is consistently ranked by *Golfweek* as one of the "100 Best Modern Courses in America"), shooting sporting clays at one of two shooting preserves, touring the 360-acre Musgrove Mill State Historic Site, hiking or biking along the Palmetto Trail (a 425-mile recreational trail that takes hikers across the state of South Carolina, literally from the mountains to the sea), and many others.

- For businesses, Clinton’s ready access to a complete transportation network is what sets our community apart. Clinton sits at the intersection of two Interstate highways (I-26 and I-385), and is within a short drive of I-77 and I-20. The Greenville-Spartanburg Airport is a short 40-minute drive away, and the Columbia Airport is just one hour away. A railroad track runs through the middle of town, and the seaport of Charleston is just two-and-a-half hours away. Companies that are seeking easy low-cost locations that offer access to transportation hubs will find Clinton the ideal location.
- In short, an ideal, convenient location and high quality of small-town life with easy access to the amenities of city life are some of Clinton’s greatest strengths.

Target Markets

- Local
The local market is defined as those that live and/or work in Clinton. They also consists of PC students which accounts for roughly 1200 people.
- Destination Visitors
Destination visitors are those who have planned to visit the area. These people could be doing business in Clinton, visiting family friends, attending area events, etc. These visitors have usually planned their trip before leaving home. They have researched their destination. A website is the key when speaking to these visitors. These visitors are looking for that point of differentiation that says, “Wow!”
- Passerby Visitors
Passerby visitors are folks that are on their way to another area. They may come right through Clinton or be traveling on the interstate. They will not have much information about the area and will just happen to find Clinton.

Recommended Market-Retirees

The primary target market in Clinton has mainly been the Local Market. The local market will always need an emphasis. In addition to this, the Retiree Market needs some definite attention.

Why Retirees?

Between 2010 and 2030, the number of people in the United States who are between the ages of 20 and 44 will increase by 10.3 million; however, the number of people who are 64 and older will increase by 31.2 million (See Figure 1).ⁱ

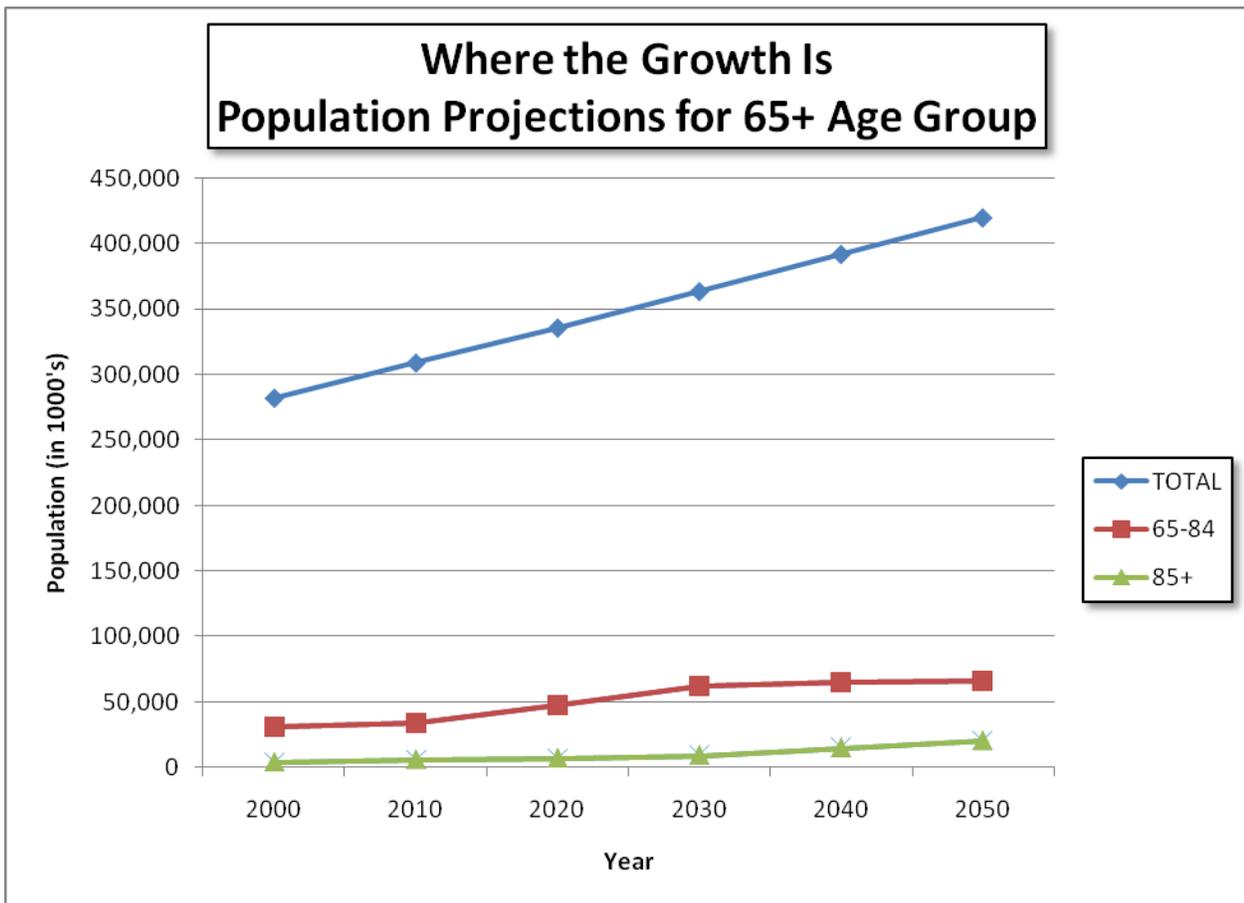


Figure 1

In South Carolina, the growth rate for people in the 64-plus category is expected to exceed the national average. Between 2000 and 2030, the growth rate in this age group is expected to be an impressive 133.8 percent, which is far above the growth rate for any other age group in the state (see Figure 2).ⁱⁱ

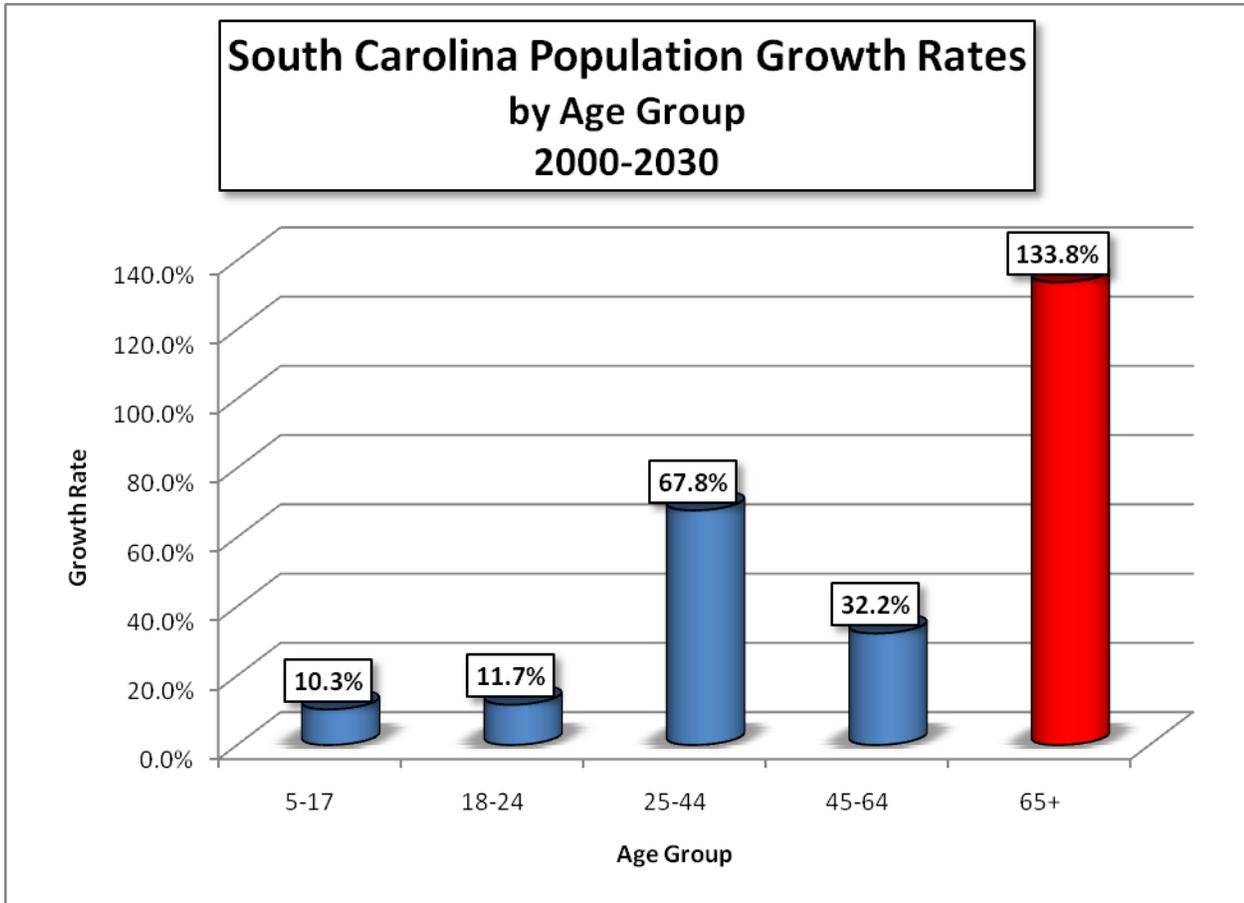


Figure 2

The population of Baby Boomers, those born between 1946 and 1964, numbers 77 million people and comprises more than 25 percent of the total population in the United States. Every day, some 12,000 Baby Boomers turn 50, and the result is a large number of soon-to-be retirees with large amounts of purchasing power. Baby Boomers control the majority of the wealth in the United States. For instance, those in the 50-plus age group own 78 percent of the nation’s financial assets, 80 percent of all savings account deposits, and own 50 percent of all corporate stocks. Members of the 50-plus group have a total disposable income of \$2.3 trillion! They purchase 41 percent of new cars, 25 percent of toys, 80 percent of luxury travel, and 60 percent of healthcare.ⁱⁱⁱ

Over the next 17 years, approximately 4 million people will retire each year and either continue to live where they currently live or build or purchase a retirement home elsewhere. Demographers predict that at least 400,000 Baby Boomers will choose to move to a new location when they retire.^{iv} Migrating Retirees, the segment of the Baby Boom generation that is looking to relocate in their retirement, tend to be among the healthiest and the wealthiest of their generation. More than 50 percent of these Migrating Retirees earn more than \$60,000 annually, and 25 percent of them earn more than \$100,000 annually.^v Baby Boomers also have a high level of interest in entrepreneurship.

Doug Woodward, an economist at the University of South Carolina who has conducted a study of the impact of retirees on local economies, says, “Recruiting retirees and recruiting industry should be compared the same way. The road to economic development is now turning away from industrial

development.”^{vi} Although many state and local entities focus on “chasing smoke stacks,” others are starting to realize the benefits of focusing on recruiting retirees. After the textile mills in Seneca, South Carolina, closed, creating an economic tsunami throughout the city and surrounding areas, city officials turned their attention to attracting retirees. They realized that after providing companies with tax breaks and other incentives, the community would receive \$1 in benefits for every \$1 invested. However, officials in Seneca estimate that the city earns about \$3 for every \$1 it invests in recruiting retirees. Gene Warren, a consultant who specializes in helping communities attract retirees, says:

Attracting retirees to a community has the same effect as attracting businesses. The spending of newly arrived retirees provides a multiplier effect similar to that of added employment. However, the comparative benefits of attracting retirees and businesses may be greater for retirees for a couple of reasons. First, it is usually more expensive, in terms of the necessary inducements, to attract businesses than to attract retirees. Second, retirees, especially “resourceful” ones, generally have higher incomes than do individuals who are newly employed in commercial or industrial businesses. Thus, they generate more tax revenues and induce more amenities.^{vii}

In addition to the homes they buy or build, the money they spend on local goods and services, and the contributions they make to the tax base, retirees also give back to their communities through volunteerism. Their skills, knowledge, and work and life experience are valuable resources that community leaders can tap. Retirees also require very little in community services; for instance, they do not fill up schools with their children, occupy jail cells, nor tear up highways with heavy trucks.

As leaders in more states are discovering the treasure trove of benefits that retiring Baby Boomers bring to the communities in which they live, the battle for recruiting them is growing more intense. South Carolina has several advantages in this arena. First, many retirees already are moving here! Rather than flock to Florida and Arizona, as previous generations of retirees have, retiring Baby Boomers are retiring to a larger number of states, most of them still in the southern and western regions of the nation. Earlier generations of retirees were “sun migrants;” modern retirees tend to be “amenity migrants,” going where the quality of life is highest. The most popular states for retirees in the South are Florida, Georgia, North Carolina, South Carolina, and Tennessee. In the West, the states that attract the greatest number of retirees include Arizona, Idaho, New Mexico, and Utah. In 2000, South Carolina ranked 32nd in the nation in the percentage of residents who were 65+ years old. By 2030, South Carolina will rank 15th in the nation with 22.0 percent of its residents age 65 and older (See Figure 3).

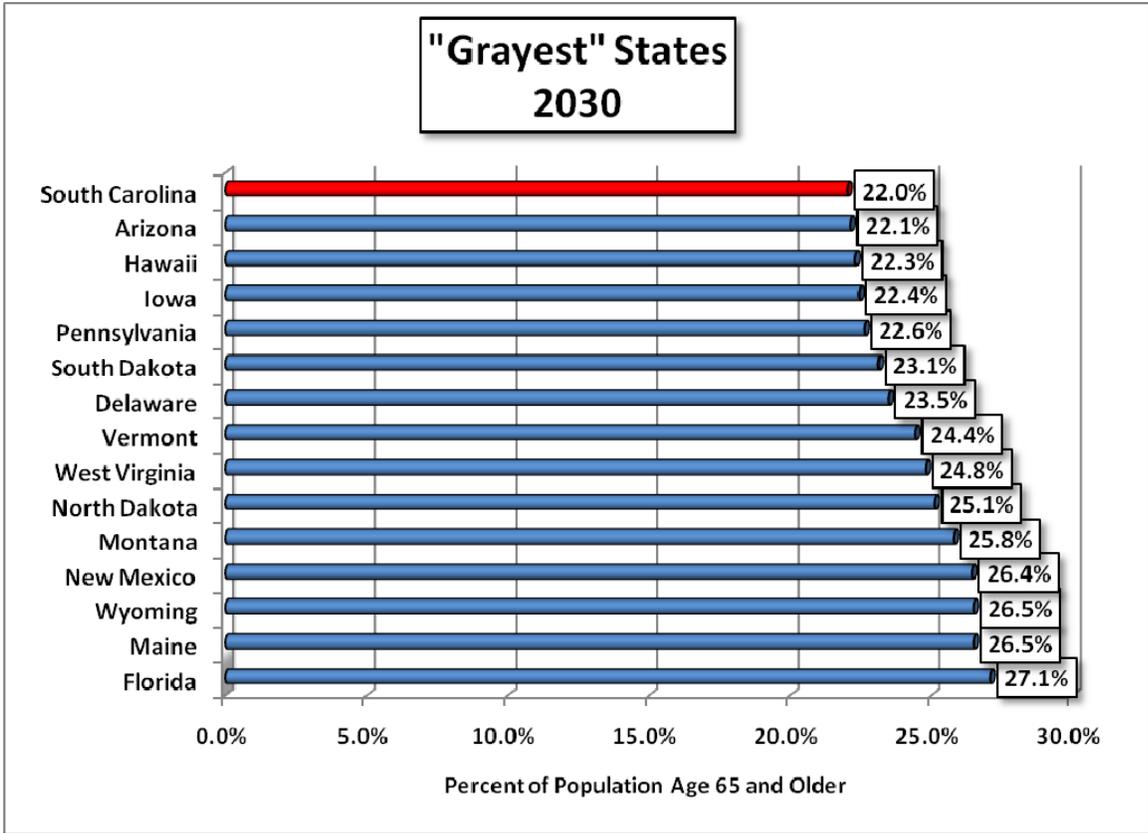


Figure 3

Second, South Carolina also offers benefits that retirees find attractive, including the SC Reverse Mortgage Act, no tax on retirement income, and free tuition at state universities. A few other states, including Alabama, Mississippi, Texas, and Louisiana, have gone even farther to recruit retirees, creating a set of criteria that communities must meet to be certified “retiree-friendly.” They also have created coordinated marketing campaigns aimed at retirees that promote the benefits of retiring there.

Third, South Carolina cities and towns offer many of the features and amenities that retiring Baby Boomers seek in a community.

What Do Retirees Look for in a Community?

Research suggests that small town life suits the desired lifestyles of many retirees. In particular, small towns that are close to larger metropolitan areas have a distinct advantage when it comes to recruiting retirees. Other factors that retirees look for include:

- A small town with cultural and educational opportunities
- A mild, four-season climate
- Good highways
- A place that has the image of being “a nice place to visit and a nice place to retire”
- Publicity that names a community as a retirement “Eden”
- Communities with rural character
- Low cost of living
- Quality housing at an affordable price
- Good healthcare services close by
- Outdoor recreational attractions
- Adequate transportation services
- Quality cultural attractions

Where Are They Now?

Where should the city of Clinton focus its retiree marketing efforts? Two areas of the country are the sources of most Migrating Retirees: the Great Plain states, from the states stretching along the Canadian border to northwestern Texas, and a crescent of states in the Northeast that spans into Minnesota, northern West Virginia and Kentucky. These are the areas in which the city should focus its marketing efforts.

Local Market

- Create an identity for Clinton that tells the local community what Clinton is and why they are fortunate to be living in Clinton.
- Special section of website for local community-“Profiles” of citizens, families, testimonies...
- Community calendar on website.

Destination Visitors

As destination visitors plan their visits to an area it is important that Clinton deliver marketing initiatives that provide information, builds awareness, and positions Clinton as a must see on their trip to the area.

- Website is the key marketing tool to reach destination visitors.
 - new site, with new look, and new identity
 - website printed on every piece of material
 - a “Visiting the Area” page with up to date events, maps, downloadable “Visitors Guide”, a place to submit email address for updates through email blasts.
- Create an annual event.
 - Example given-‘Largest Family Reunion’-appeal to all those who have grown up in Clinton.
 - Create an Annual Event committee to pursue theme suggestions.
- Community calendar on website
- Positive Publicity
 - write press releases to submit to magazines and newspapers
 - place press releases on the website under news

Passing Traffic

- Billboard campaign for interstate.
- Rest area Visitor’s Guide for Clinton.
- Exit beautification.
- Flyers, Brochures
 - highlight hidden secrets, shopping, events, PC athletics, and arts.
 - place at various businesses, Chamber of Commerce

Retirees Market

- Establish a subcommittee of the Tourism and Marketing Team to focus on recruiting retirees.
- Work with other communities in the region to form strategic alliances for the purpose of recruiting retirees.
- Develop a community profile of Clinton that includes demographics but focuses on the many amenities its residents enjoy.
- Identify potential target markets and research them. For instance, potential targets may include people who grew up in a small town but spent their careers living in larger cities, people who graduated from PC but whose careers took them to other places, retirees from the military, and others.
- Create a polished brochure about Clinton and Laurens County aimed specifically at retirees. This brochure should feature all of the amenities that Clinton has to offer Baby Boomers who are looking

- Identify “guerrilla” marketing tactics, low-cost, creative marketing techniques that Clinton can employ to attract the attention of the Baby Boomer retirement audience.
- Create a “bus tour” of the area for retirees that shows them *firsthand* the amenities that the area has to offer.
- Develop a series of “package tours” that include interesting places to visit. These could be built around various time frames (e.g., two hours, a half-day, one day, two days, etc.) or around interests (antiques, history, golf, outdoor activities such as sporting clays, and others).
- Identify and adopt “Sister Cities” on other continents to open the door for international retirees or for local citizens who want to engage in business, travel, and educational experiences.
- Court journalists who write articles or prepare television and radio segments on “great places to retire.” Generating this kind of publicity is priceless! One article in a magazine such as *Southern Living*, *AARP*, *Where to Retire*, and others can put Clinton in the spotlight.
- Work with the legislative delegation to explore the possibility of creating a “retiree-friendly” certification program for communities that meet specific criteria and would qualify for assistance with recruiting retirees.
- Join the American Association of Retirement Communities (www.the-aarc.org)
- Assemble a database of information on attracting retirees, including benchmarking other communities that have been successful at attracting retirees. Alabama offers two publications, “Marketing Your Community to Attract Retirees” and “Retirement Development: A How-To Guidebook,” that will be helpful.

Marketing Recommendations Table

Objective	Goals to Reach Objective	Actions
<p>1. Effective Web Presence</p>	<p>A. Consolidate the existing sites and create a ‘gateway’ to Clinton on the internet.</p> <p>B. Maintain the site daily.</p>	<ol style="list-style-type: none"> 1. Register a new domain name: www.visitclintonsc.com (Appendix B) 2. Hire a web designer to design a site that is attractive, inviting and easy to navigate. 3. Develop the site in a way that can grow and be used as much as possible as a communication tool. 4. Link all exciting sites to this new www.visitclintonsc.com in the appropriate spots. 5. Hire an intern to maintain and update the site on a daily basis. 6. Promote our great school district with suggested writing. (Appendix A)
<p>2. An online community calendar.</p>	<p>A. Improve attendance at area events.</p> <p>B. Give visitors access to the activities in the area.</p> <p>C. Accurately portray all that Clinton has to offer.</p>	<ol style="list-style-type: none"> 1. On www.visitclintonsc.com develop an online submission form for anyone hosting an event. 2. Designate an employee or intern to receive these submissions. 3. Review the submissions and determine they are worthy of advertisement to visitors and the community. 4. Designate someone to post the event submission to the online calendar. 5. Designate someone to coordinate effective communication with local businesses to produce the most comprehensive list of events. i.e. PC, Thornwell, LCHS, school districts. Etc. 6. Daily review the calendar and pull off anything that has past. 7. Effectively advertise this community calendar

		through email to the chamber and area businesses.
3. To create a Clinton identity.	<p>A. Establish a brand that identifies Clinton.</p> <p>B. Conduct an annual event that is unique to Clinton and its brand.</p> <p>C. Develop a system to ensure that all ads, print material, web material, is consistent with the Clinton brand.</p> <p>D. Develop a slogan for Clinton. i.e.</p> <p><i>“When you want to go HOME, think Clinton.”</i></p> <p><i>“Clinton, A college town for all ages.”</i></p>	<p>1. Create a committee of community volunteers charged with creating this branding and identity. (Possible members of current Focus 2013 marketing committee.)</p> <p>2. Publicize a slogan contest to generate support for the new slogan and brand.</p> <p>3. Create a website to communicate the identity of Clinton. www.visitclintonsc.com (Appendix B)</p> <p>2. Hire someone to create a media packet that would effectively communicate this new identity to Clinton citizens, interstate traffic, and the retirement community, surrounding area residents and PC students and families.</p> <p>3. Plan an event that would showcase the new identity to citizens of Clinton. This event would celebrate the historical past and portray and advantageous future through a media DVD.</p> <p>4. Post the DVD media on the website for visitors to enjoy.</p> <p>5. Create and market the new Clinton brand on various types of merchandise.</p>
4. To capitalize on the opportunity of the interstate traffic.	<p>A. Advertise on the interstate billboards.</p> <p>B. Place Clinton visitors guides at all surrounding interstate rest areas.</p>	<p>1. Hire someone to design a set of billboards to be placed on the interstate. Targeting specific markets. i.e. students, families, retirees.</p> <p>2. Hire someone to design a visitor’s guide. Print and place at rest areas. (<i>Melissa Patton has done this and is ready to go.</i>)</p>
5. To target the retiree market.	<p>A. Increase the Clinton population with citizens that will spend on local goods and make a contribution to the tax base.</p>	<p>1. Establish a subcommittee of the Tourism and Marketing Team to focus on recruiting retirees.</p> <p>2. Work with other communities in the region to</p>

		<p>form strategic alliances for the purpose of recruiting retirees.</p> <p>3. Develop a community profile of Clinton that includes demographics but focuses on the many amenities its residents enjoy.</p> <p>4. Identify potential target markets and research them. For instance, potential targets may include people who grew up in a small town but spent their careers living in larger cities, people who graduated from PC but whose careers took them to other places, retirees from the military, and others.</p> <p>5. Create a polished brochure about Clinton and Laurens County aimed specifically at retirees. This brochure should feature all of the amenities that Clinton has to offer Baby Boomers who are looking for a great place to retire. Examples: small town atmosphere, excellent transportation network, proximity to mountains and beaches, college events and programs, access to outdoor activities, and many others.</p> <p>6. Identify “guerrilla” marketing tactics, low-cost, creative marketing techniques that Clinton can employ to attract the attention of the Baby Boomer retirement audience.</p> <p>7. Create a “bus tour” of the area for retirees that show them <i>firsthand</i> the amenities that the area has to offer.</p> <p>8. Develop a series of “package tours” that include interesting places to visit. These could be built around various time frames (e.g., two hours, a half-day, one day, two days, etc.) or around interests (antiques, history, golf, outdoor activities such as sporting clays, and others).</p> <p>9. Identify and adopt “Sister Cities” on other continents to open the door for international retirees or for local citizens who want to engage in business, travel, and educational experiences.</p> <p>10. Court journalists who write articles or prepare</p>
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		<p>television and radio segments on “great places to retire.” Generating this kind of publicity is priceless! One article in a magazine such as <i>Southern Living</i>, <i>AARP</i>, <i>Where to Retire</i>, and others can put Clinton in the spotlight.</p> <p>11. Work with the legislative delegation to explore the possibility of creating a “retiree-friendly” certification program for communities that meet specific criteria and would qualify for assistance with recruiting retirees.</p> <p>12. Join the American Association of Retirement Communities (www.the-aarc.org)</p> <p>13. Assemble a database of information on attracting retirees, including benchmarking other communities that have been successful at attracting retirees. Alabama offers two publications, “Marketing Your Community to Attract Retirees” and “Retirement Development: A How-To Guidebook,” that will be helpful.</p>
<p>6. To accurately portray the education in District 56. (Appendix D)</p>	<p>A. Encourage current residents to stay in Clinton.</p> <p>B. Support businesses and industry with an educated work force.</p> <p>C. Support the marketing efforts of recruiting new Clinton residents.</p>	<p>1. Designate a person to interact with the Laurens 56 District office and the City. This could possibly be a volunteer.</p> <p>2. Highlight any positives on the www.visitclintonsc.com.</p> <p>3. Write press releases to highlight education efforts and submit to local newspapers.</p> <p>4. Post all press releases on website.</p> <p>5. Effectively advertise support for students involved in Champs and Science Olympiad.</p> <p>6. Facilitate a positive and seamless connection between PC and District 56.</p>

Funding Issues

The amount of money available to effectively market the city of Clinton is of concern. To truly be effective, it would be beneficial to have a full time staff member that is dedicated to only promotion and marketing of Clinton. Having up to date information on the website alone is a time consuming job. It would be in the best interest of Clinton to have a young, vibrant individual out promoting Clinton.

Way to help fund a new position and marketing materials:

- Grants
- Private funds.
- Advertising

ⁱ "National Population Projections," U.S. Bureau of the Census,
<http://www.census.gov/population/www/projections/summarytables.html>.

ⁱⁱ "National Population Projections," U.S. Bureau of the Census,
<http://www.census.gov/population/www/projections/summarytables.html>.

ⁱⁱⁱ "50-Plus Fact Sheet," Immersion Active,
http://www.immersionactive.com/lower.cfm?section=resources&page=facts_fiction.

^{iv} Christine Vestal, "Retirees Boost States' Rural Economies," *Senior Journal*, June 3, 2007,
<http://seniorjournal.com/NEWS/Boomers/6-03-07-EyingBoomerBonanza.htm>.

^v Erik R. Pages, "Attracting Retirees: What Do We Know? What Should We Know?" Entworks Consulting, Georgia Tech Retirement Community Workshop, May 11, 2004.

^{vi} Jeffrey Collins, "S.C. Town Trying to Attract Retirees," *Deseret News*, October 19, 2003,
<http://archive.deseretnews.com/daily-index/2003/10/19/>.

^{vii} E.H. Warren, Jr., "Attracting Retirees as Economic Development," Thomas Warren and Associates,
<http://www.twaconsulting.com/docs/Attracting%20Retirees%20as%20ED.pdf>.