

The Return on Investment from Brownfields Initiatives In Greenville, SC



Brownfield Investments in the Western Quadrant of Greenville

Since 2000, the City of Greenville, SC, has received \$1 million in grant awards from the U.S. Environmental Protection Agency's (EPA) Office of Brownfields Cleanup and Redevelopment. In addition, the City has partnered with the South Carolina Department of Health and Environmental Control (DHEC) on an EPA grant to assess and cleanup petroleum contamination from underground storage tanks (USTs). The grant programs, which are listed below, have all focused on supporting the City's plans to revitalize the city's Western Quadrant, including the Reedy River Corridor.

● A \$200,000 Brownfields Assessment Demonstration Pilot Project (2000-2004) – A 20-member Task Force, comprised of representatives from the neighborhoods, businesses, environmental groups, government agencies and the development community, was created to direct project implementation. In addition, more than 500 people provided input in the preparation and development of a number of redevelopment plans for areas along the Reedy River. As a result of this project, the City identified more than 50 brownfield sites that could provide potential redevelopment opportunities. In addition, eight environmental site assessments were conducted with grant funding, and seven more were completed by property owners.

● A \$100,000 USTfield Pilot Project (2002-2006) awarded to DHEC – In the first phase, assessments were conducted on six abandoned gas stations near an intersection nicknamed "Greasy Corner." In the second phase, six additional UST site assessments were completed.

● A \$200,000 Brownfields Assessment Project (2006-2009) – The City prioritized brownfield sites, assessed contamination, conducted health monitoring, and/or created cleanup and redevelopment plans at 50 sites that have high redevelopment potential.

● A \$200,000 Cleanup Grant (2009-2010) – This cleanup project resulted in a \$30 million investment to redevelop a 20-acre site in the heart of the Western Quadrant.

● A \$400,000 Brownfields Assessment Project (2009-2012) – This ongoing project is focusing on properties affected by both hazardous and petroleum-only constituents.

This report will highlight economic benefits generated from five of the properties that have already been redeveloped as a direct result of the EPA's brownfields investments in the Western Quadrant. This is a continuing story. As the economy continues to strengthen, at least 20 properties associated with Greenville's past and current EPA grants are strong candidates for future redevelopment activities.

Cover photo:
This is the view from downtown Greenville toward the west. The Western Quadrant lies on the other side of the Reedy River just past the downtown area.

Photo from Greenville CVB/
Firewater Photography



Introduction

The Western Quadrant, which flanks the Reedy River across from downtown Greenville, has suffered from economic distress since the 1950s. Vacant and dilapidated industrial, commercial, and residential properties – many with known or suspected environmental problems – are vestiges from the area’s industrial growth that peaked from the 1880s until the late 1920s.

The City of Greenville has made the revitalization of the Western Quadrant, which is the most poverty-stricken area of the city, a major priority. Because environmental concerns have long been a significant deterrent to redevelopment in this area, the City has partnered with the EPA brownfields program to assess and clean up properties that have high development potential.

This report will highlight five of the Western Quadrant properties that received EPA brownfields funding since 2000. As the summary in the box on the right indicates, these projects have already generated a substantial return on investment (ROI). Summaries of each of the five projects are provided in the remainder of this report.

These projects are the first pieces of the puzzle in revitalizing the area. They will help to build a new socioeconomic infrastructure that can change the area’s growth dynamics. Only one for-profit business has located on a brownfield property where EPA brownfield funding was used to stimulate redevelopment investment funding. All of the projects highlighted in this ROI are helping to make this area more attractive for on-going development efforts. The projects include the following:

- A large-scale recreation/education community center – funded through a major contribution from a national foundation and community donations;
- The only elementary school in South Carolina with an engineering-based curriculum;
- A residential complex for mentally disabled individuals who were chronically homeless;
- A neighborhood market and gas station in an area where most supermarkets have been closed for many years; and
- A network of trails and parks that connects the Western Quadrant to an extensive park system in the remainder of the city.

Since 2000, the Greenville brownfields program also provided technical assistance – although no financial assistance for assessment and/or cleanup – for a number of other developments that have occurred on former industrial properties in the Western Quadrant. These include the following:

- The Lofts at Mills Mill, an up-scale 105-unit condominium complex built within a textile mill that was originally constructed in 1897 and closed in 1979;
- The Shops at Mills Mill, a new 13,000-square foot multi-store retail building built on a parcel that was once part of the mill village for Mills Mill;
- Fluor Field, an award-winning baseball park built on the site of an old lumber yard, and
- The Field House at the West End and the Field House Condos, which are mixed-use developments that include office, retail, restaurant, and residential space.

ROI from the Five EPA Brownfield-funded Redevelopment Projects Highlighted in the Report

Capital investment to date:

\$60.0 million

Number of full time jobs on these sites, 2012:

176

EPA brownfields investment:

\$320,445



The City of Greenville and the Greenville Drive baseball franchise partnered to develop the Fluor Field complex, which opened in 2006. On the other side of the left field wall, you can see the two new office/retail/residential buildings that were built on an adjoining property.



Photo courtesy of the Greenville Drive

These new developments resulted with support from brownfields funding or technical assistance from the City's brownfield project team and represent the primary new anchors for continued development in the Western Quadrant. They are the types of investments that will help attract future residential, commercial, and retail assets to the area.

Over the next decade, the City anticipates that other brownfields success stories in the Western Quadrant will emerge for the following reasons:

- The City's brownfields strategy has been integrated into the most important priorities in the City's master plan – the redevelopment of the Reedy River corridor and the revitalization of the gateways to the city, such as the old Warehouse District in the Western Quadrant;
- The Western Quadrant, which has many redevelopment opportunities, offers one of the remaining sources of relatively inexpensive real estate that can be regenerated into close-to-downtown residential, commercial, and retail developments;
- Completed brownfields assessments have identified at least 20 properties that have substantial redevelopment potential, and
- The Western Quadrant has the highest poverty rate within the city, and city leaders have indicated that creating jobs, attracting businesses, and providing expanded housing opportunities in this area are major economic development objectives.



Western Quadrant History

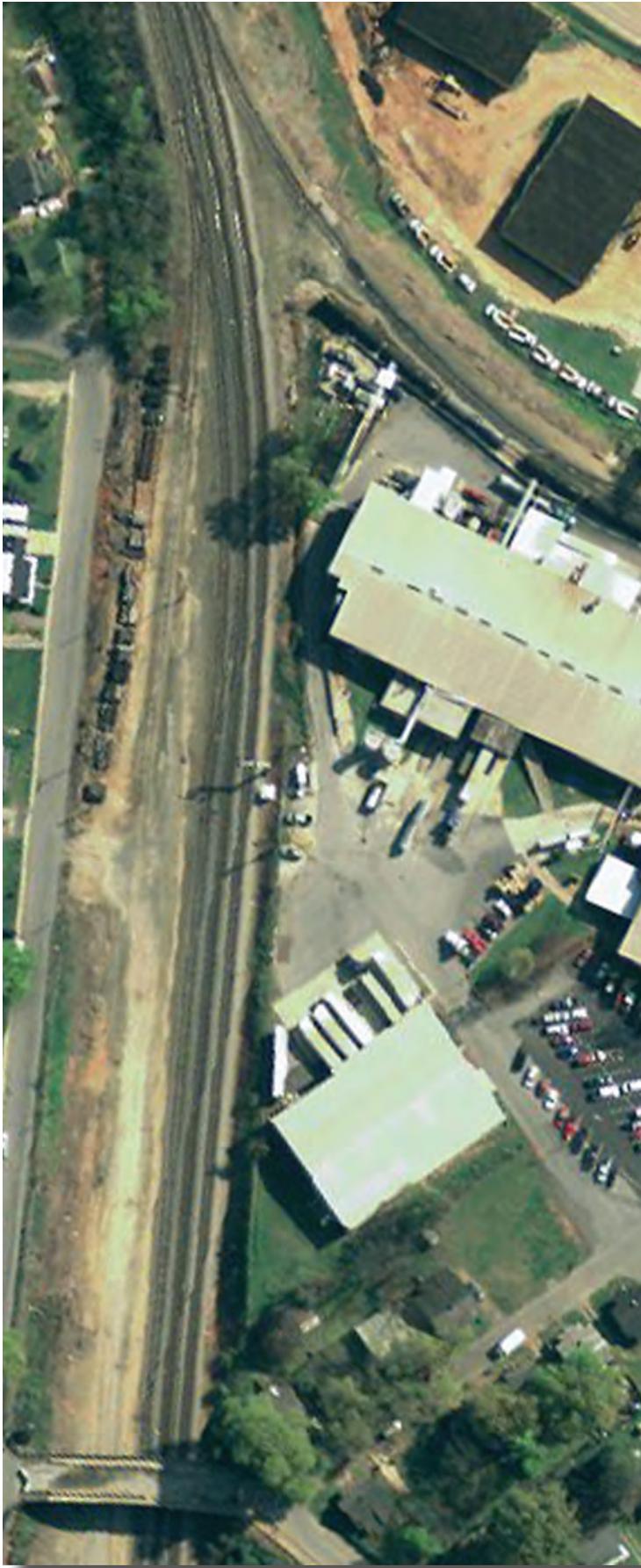
Large-scale commercial development in the Western Quadrant began in the 1850s with the arrival of the Columbia and Greenville Railroad depot. Growth increased dramatically after the Civil War, when phosphate and guano fertilizers made it profitable for upcountry farmers to grow cotton. The area around the depot became the center for Greenville's cotton storage and distribution businesses during the 1880s. By the late 1890s, Greenville began progressing into one of the nation's leading textile manufacturing centers. The largest concentration of Greenville-area mills was located in the "Textile Crescent" on the western side of Greenville County.

At the time they were built, 10 large mills were located just outside of the city along the tributaries of the Reedy River and the expanding railroad spurs. Two of the remaining old mill sites are located in what is now known as the Western Quadrant within the current city limits.

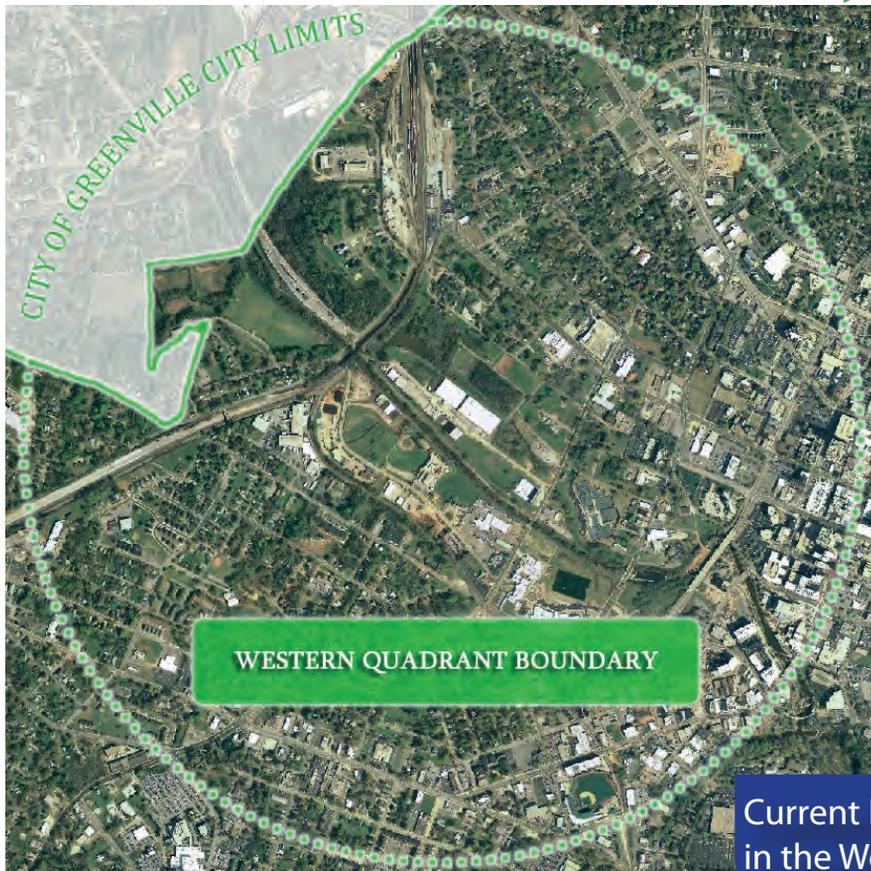
As the textile industry expanded from 1900 through the 1920s, a number of thriving neighborhoods were established to serve the growing number of people employed in commercial, retail, and financial enterprises in the area. However, after World War II, the area began to languish. The decline accelerated in the 1960s and 1970s, as trucks captured an increasing share of freight service, reducing the importance of the area's rail depots. Rail spurs in the area fell into disuse and many were abandoned.

The Poinsett textile mill closed in 1981, and has been converted into an office and industrial facility. The aerial photo, which was taken in 2011, shows one of the area's remaining railroad lines. The Western Quadrant's initial economic growth was tied directly to the expansion of rail service in the area.

Aerial photography provided by the City of Greenville



Western Quadrant History



The Western Quadrant suffered another major economic blow in 1972 when Greenville General Hospital relocated to a medical campus located in the southern portion of the city. A steady outmigration of medical staff workers from nearby doctor's offices and other health services providers followed the hospital's initial move.

However, the textile plant closings that occurred from the late 1970s through the early 1990s had the most devastating economic impact on a wide range of Western Quadrant businesses. As the textile mills closed and workers found themselves unemployed, secondary support businesses such as gas stations and automobile repair shops, retail markets and dry cleaners also found themselves struggling and eventually closing.

Current Economic Conditions in the Western Quadrant

All 10 of the original textile plants in the Textile Crescent, along with numerous small businesses that once thrived here, are now closed. Since 2000, business activity has stabilized. Between 2000 and 2010, \$114.5 million in new commercial building permits were issued to Western Quadrant businesses. Gross business sales increased from \$243.8 million in 2000 to \$401.2 million in 2008.

Although sales dropped dramatically once the recession started, year-to-date sales levels in 2012 are running well ahead of the 2008 totals. Unfortunately, as the summary in the box on the right indicates, this increased level of business activity has not yet translated into significant economic benefits for the area's population. However, the City received a \$1.8 million Community Challenge grant in October 2010. Jointly funded by the U.S. Departments of Housing and Urban Development and Transportation, the grant is supporting a three-year planning effort to make connections between affordable housing, transportation options, and economic development options with a focus on the west side of Greenville.

Per Capita Income, 2010:

\$12,381 - 47% below statewide average

Poverty Rate, 2010:

47% vs. 18% statewide average

Percentage of vacant houses:

29% vs. 16% statewide average

Percent change in population, 2000-2010:

(-13%) vs. 15% statewide increase

Percent change in residential housing units, 2000-2010:

(-14%) vs. 3% statewide increase

Average value of Western Quadrant residential home sales, 2011:

Between \$25,000 - \$50,000

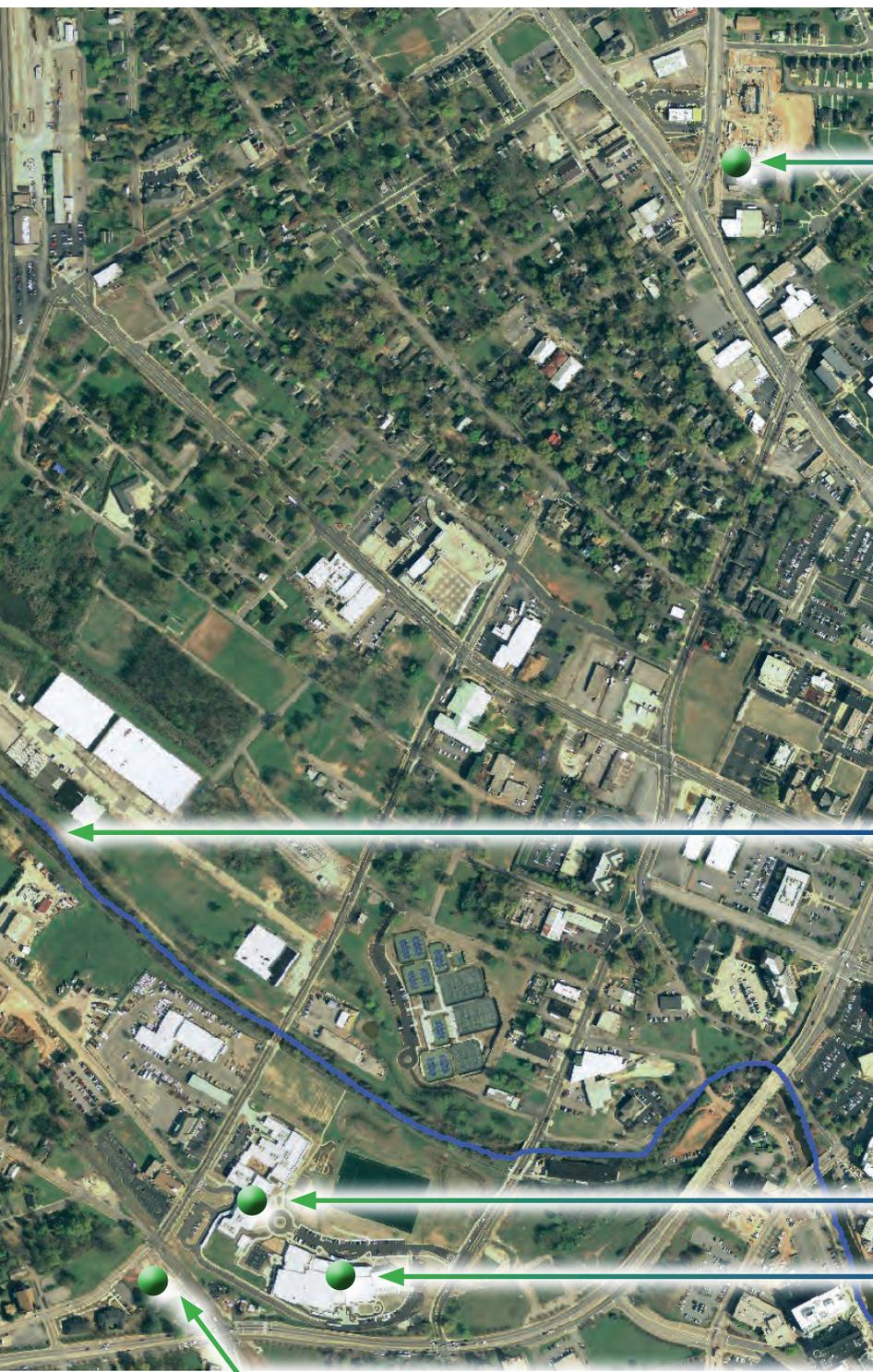
Median value of South Carolina residential home sales, 2011:

\$141,000

SOURCES: U.S. Bureau of the Census, Greenville Multiple Listing Service, and South Carolina Realtors Association



Locations of the Brownfield Projects Highlighted in this Report



QuikTrip

Swamp Rabbit Trail
(highlighted in blue)

A.J. Whittenberg
Elementary School
Salvation Army Kroc
Center

Reedy Place

Map produced from a geographic information system maintained by Greenville County (2011 base map)



Salvation Army Kroc Center

A cotton warehouse built in the 1920s, a lumber yard, a concrete pipe fabricator, small businesses, a church, and a number of homes once populated this 20-acre plot in the heart of the Western Quadrant. By 2000, all but the church and a handful of dilapidated industrial buildings remained. The rail line that hugged the northern property line on the banks of the Reedy River was abandoned. Trash and piles of soil runoff littered much of the land that was nearest to the river.

Although there were known environmental concerns and flood plain issues on portions of the site, it remained a very important piece of real estate. It was one of the largest available tracts in the Western Quadrant and had the highest development potential.

This property became a critical asset when the Salvation Army applied for funding through the Joan B. Kroc Foundation, which is named after the wife of the founder of the McDonald's restaurant chain. The Foundation was providing funding (a \$1.6 billion gift) for the Salvation Army to develop state-of-the-art community centers throughout the country and was committed to locating these centers in areas that could serve all segments of the community.

In 2005, the Salvation Army announced that Greenville was awarded a matching grant to construct and operate the nation's 16th Ray and Joan Kroc Corps Community Center. Greenville received \$59 million from the Salvation Army and an additional \$11 million from community contributions. From these funds, \$40 million was set aside in an endowment to fund ongoing operations.

ROI – Salvation Army Kroc Center

Capital investment to date:

\$30.2 million

Additional endowment for operations:

\$40 million

Number of full-time jobs at the site:

90

Annual payroll at the site:

Nearly \$865,000

EPA brownfields investment:

\$247,900

Prior to development, the Salvation Army Kroc Center Complex was idle and underutilized.

Post-development, this 22-acre parcel is now a state-of-the-art complex for learning and recreation.

*1995 Aerial Photograph
Courtesy of Greenville County GIS Department*

*2011 Aerial Photograph
Courtesy of Greenville County GIS Department*

The Greenville County School District's commitment to locate its new A.J. Whittenberg Elementary School on a portion of the property significantly strengthened Greenville's proposal for the Kroc funding, in part, because of the opportunities to develop collaborative programs and share facilities.

Since it opened in October 2011, the Kroc Center has developed a strong partnership with the Whittenberg school and has become a major resource for the community. The 76,000-square-foot Kroc Center offers:

- meeting space for the Boy's and Girls Club, which is used by approximately 150 youth per day;
- a conference center with a maximum capacity of 400 visitors;
- a 300-seat chapel that can also be used for performances;
- a 7,500-square-foot gymnasium;
- a 2,600-square-foot fitness room;
- a 6-lane, 25-meter pool;
- a child care area that can accommodate up to 50 children;
- a café with a kitchen;
- a large center hallway that highlights large murals produced by a local artist, and
- the Kroc Center's administrative offices.

About the Kroc Center

"In keeping with the mission of The Salvation Army, The Ray and Joan Kroc Corps Community Center provides facilities, programs and services that encourage positive life-changing experiences for children and adults, strengthen families, and enrich the lives of seniors."

~ Kroc Community Center Mission Statement

In addition to the main building, a large, lighted athletic field with high-tech, synthetic turf is used primarily for youth sports and Whittenberg school activities. In addition, the Salvation Army purchased additional property on the other side of the Reedy River to build a 16-court tennis complex.

During its first seven months of operation, the Kroc Center has attracted an average of 1,500 people per month for weddings, conferences, meetings, and indoor sporting events. The outdoor athletic fields and tennis courts are used by about 400 people per month. In addition, as part of its core mission, the center's staff offers traditional Salvation Army worship, fellowship, and character-building activities.





Brownfields investments played an important role in preparing this property for redevelopment. In 2007, the City of Greenville – with funding from the Federal Emergency Management Agency – purchased the portion of the property that presented the most significant environmental challenges. This parcel included the portion of the site where a cotton warehouse was originally built. More recently it was used by a textile weaving operation and automotive textile distributing business.

*Environmental Cleanup at the current site of the Kroc Center Athletic Field
Photo courtesy of the City of Greenville*

The City used 2006 EPA brownfield assessment grant funding to complete a Phase II Environmental Site Assessment at the property, which revealed the presence of metals (specifically lead) and polycyclic aromatic hydrocarbons in a fill material located across the property at concentrations that were above allowable risk-based levels for residential and industrial development. To address this issue, the City secured a \$200,000 EPA brownfield cleanup grant. The funding was used to remove and dispose of contaminated fill material, install a demarcation barrier at the base of the excavation, and install an engineered (soil) cap. In all, the City used \$247,900 in EPA brownfields funds to assess and remediate the site, plus an additional investment of \$146,700 in City funds.

A.J. Whittenberg Elementary School

The Greenville County School District chose to locate the A.J. Whittenberg School on the corner of South Hudson and Birnie streets in order to leverage the facilities and staff support at the Kroc Center and to enrich the educational opportunities offered at the school. The elementary school, which opened in 2010, partners with the Kroc Center to provide students with a range of physical fitness opportunities, including soccer, swimming, and tennis. As a part of the partnership, the Kroc Center staff offers adult learning programs in the school’s media center.

The Salvation Army carved a five-acre lot out of its campus so the 88,232-square-foot school could be located next door. Due to the proximity, Whittenberg students are also more likely to participate in after-school programs offered by the Boys and Girls Club at the Kroc Center.

The A.J. Whittenberg School, which is named after one of Greenville’s post-World War II civil rights leaders, is the first new school built within the city limits within the past 50 years. In addition, it is the state’s only public elementary school that offers a school-wide engineering curriculum. This curriculum and the extensive technology resources at the school have helped to attract students from throughout the city and county.

ROI – A.J. Whittenberg Elementary School

- Capital investment to date: **\$16.5 million**
- Number of full-time jobs, faculty, staff, and administrators: **60**
- EPA brownfields investment: **\$5,795**



Only kindergarten, first and second-grade classes were offered when the school opened in 2010 and one grade level has been added each subsequent year. All five grades will be offered by 2012-2013. During the 2011-2012 school year, 388 students enrolled. It is anticipated that the school will eventually serve 650 elementary students.

In 2010, the school received the Greater Greenville Association of Realtors Revitalization Award. As the revitalization of the area continues, the school is expected to help attract new residential development to the surrounding neighborhoods.

The school was designed using criteria to obtain a Silver Leadership in Energy and Environmental Design (LEED) for Schools rating. The environmentally friendly building contains a partial green roof and photovoltaic panels that allow primary students to experience 'green features' within their engineering curriculum.

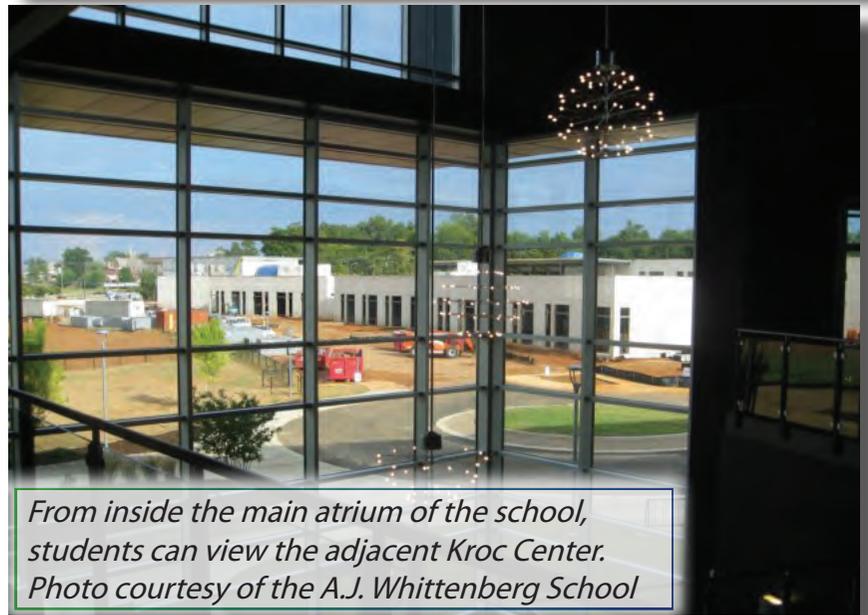
However, it is important to note that environmental concerns in the area around the school once stood as significant impediments to the development of the property. The intersection where the school is currently located was once known locally as the "Greasy Corner." Six gas stations, one dating back to 1913, had once resided at this intersection.

At one corner, that would later be included in the footprint of the school, two underground storage tanks were removed in the late 1980s and the gas station building demolished in 2003. The property owner also removed contaminated soils prior to a DHEC petroleum assessment that occurred in 2004 through funding from the EPA brownfield USTField Pilot Program.

The school district subsequently completed a Phase I Environmental Site Assessment prior to taking title to the property, which ultimately cleared the way for school construction to begin in 2008.



*The School of Engineering is the first of its kind in South Carolina.
Photo courtesy of the A.J. Whittenberg School*



*From inside the main atrium of the school, students can view the adjacent Kroc Center.
Photo courtesy of the A.J. Whittenberg School*



The green roof is one of the elements incorporated into the school's Silver LEED design.



Reedy Place

An abandoned gas station has become the site of a residential apartment complex for those with mental illnesses who had been chronically homeless. The apartment complex was developed and is operated by the Upstate Homeless Coalition of South Carolina (UHCSC), a 14-year-old non-profit organization that has developed more than 500 affordable housing units for the homeless in the Upstate of South Carolina.

The North Calhoun Street site was chosen primarily because it is located within walking distance of supportive services such as the South Carolina Department of Employment and Workforce.

Intensive case management is provided to Reedy Place residents through the Greenville Mental Health Center, and UHCSC works collaboratively with a wide range of social service agencies to help residents become self sufficient. Residents must agree to follow strict regulations and must receive case management services in order to remain at Reedy Place.

ROI – Reedy Place

Capital investment to date:

\$1.8 million

Number of full-time jobs at the site:

Six

EPA brownfields investment:

\$350

UHCSC built the initial 15-unit Reedy Place complex in 2006. Eight more units within a second building were added in 2009. The two buildings provide more than 14,800 square feet of residential living space. Much of the funding for Reedy Place was generated through grants from community foundations, the City of Greenville, state housing programs, and U.S. Department of Housing and Urban Development.

Prior to building the first units, SC DHEC conducted a ground-penetrating radar assessment of the site to determine whether there were any environmental concerns associated with an underground petroleum storage tank that had been removed from the site in the late 1980s. In addition, the current property owner completed a Phase II Environmental Site Assessment. These assessments indicated that no further clean up was required, which removed possible environmental-related obstacles that could have delayed or halted the project.

The Reedy Place complex, which provides a sanctuary for previously homeless individuals who are mentally disabled, was built on the site of an abandoned gas station.

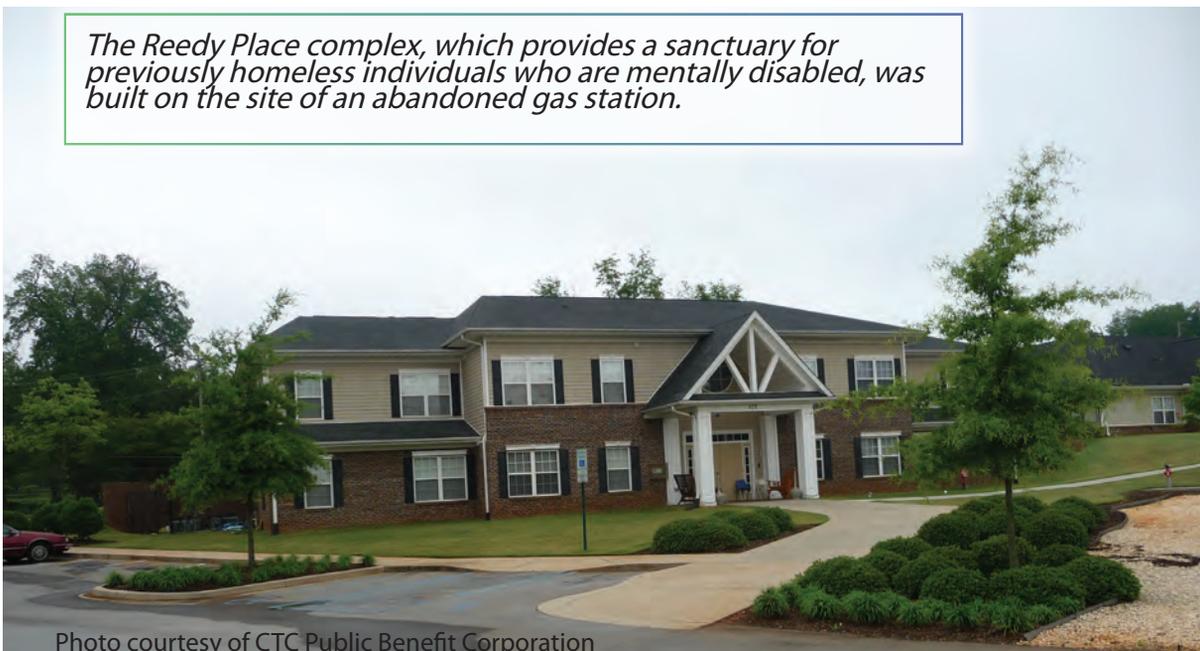


Photo courtesy of CTC Public Benefit Corporation



QuikTrip

Almost all of the gasoline service stations and supermarkets that once resided in the Western Quadrant have been closed for many years. However, QuikTrip, a Tulsa-based food and gasoline retailer, is currently building the first new food and gas store in the area since the region's revitalization efforts began in 2000.

QuikTrip locations contain more retail space than the typical convenience store and more gas pumps than the average filling station. The store on Rutherford Street, which is scheduled to open in July 2012, will include 5,700 square feet of retail space. The store will provide a needed neighborhood market for basic groceries (including fresh fruits and vegetables) and household items, which is an important asset for developing nearby residential communities.

The store will be located on a 3.1-acre lot that includes two adjacent parcels. An automobile body repair shop (former City Collision), which closed in 2007, resided on one of the parcels, and a former automobile repair facility (former Jeter Auto) that closed in 2006 on the other.

Between 2001 and 2008, EPA brownfields funds were used to conduct environmental site assessments on both parcels. The Phase I assessment on the auto body repair shop property identified a number of concerns. A subsequent Phase II assessment documented the presence of pesticides, volatile and semi-volatile organic compounds, and metals in both shallow soils and groundwater at levels exceeding regulatory thresholds for unrestricted use. Using a combination of institutional and engineering controls (deed restrictions prohibiting residential use and concrete caps to limit exposure) and several years of groundwater monitoring to document that concentrations decreased to below applicable maximum contaminant levels, the property was able to be redeveloped.

The parcel containing the vacant auto repair facility had similar problems. A Phase II assessment on this parcel documented the presence of polychlorinated biphenyls (PCBs), lead, pesticide compounds, polynuclear aromatic hydrocarbons (PAHs) and petroleum hydrocarbon compounds in both shallow soil and groundwater. The same method of institutional and engineering controls and groundwater monitoring ensured the property would be safe for the future intended re-use. On both parcels, the cost of the Phase II assessments was equally shared between the brownfields program and a private developer.

ROI – Quik Trip

Capital investment to date:

\$4.0 million

Number of full time jobs at the site:

Twenty

EPA brownfields investment:

\$58,400

Vacant buildings at this site were demolished in order to prepare this property for redevelopment.

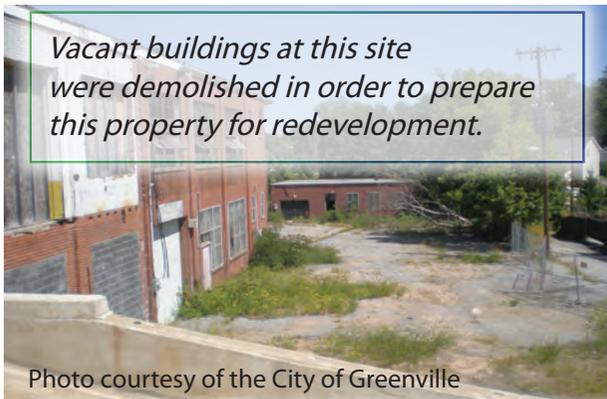


Photo courtesy of the City of Greenville

The QuikTrip store is slated to open in July 2012.



Photo courtesy of CTC Public Benefit Corporation



Swamp Rabbit Trail

The first mile of the Swamp Rabbit Trail, which opened in 2006, followed a railroad line along the Reedy River that had been abandoned in 1993. This section of a short-line railway was initially built in the 1890s, and it was originally nicknamed the Swamp Rabbit line. Since 2006, the City of Greenville has added 3.5 miles to the Swamp Rabbit Trail within the city, and Greenville County has added an additional 9 miles. The Swamp Rabbit Trail is now the backbone of an extensive pedestrian and bicycling trail system within the city and county. City and county greenway master plans envision an interconnected trail system that could eventually cover more than 100 miles. On average, approximately 2,000 walkers and bikers utilize the trail each day, and peak-use periods during the spring and summer attract more than 4,000 users. The trail has opened access to the Reedy River, which has lured recreational users. In addition, the trail has attracted increasing numbers of commuters traveling to and from work and school.

ROI – Swamp Rabbit Trail

Capital investment to date:

\$7.4 million

New investment in FY 2012-13:

\$2.3 million

EPA brownfields investment:

\$8,000

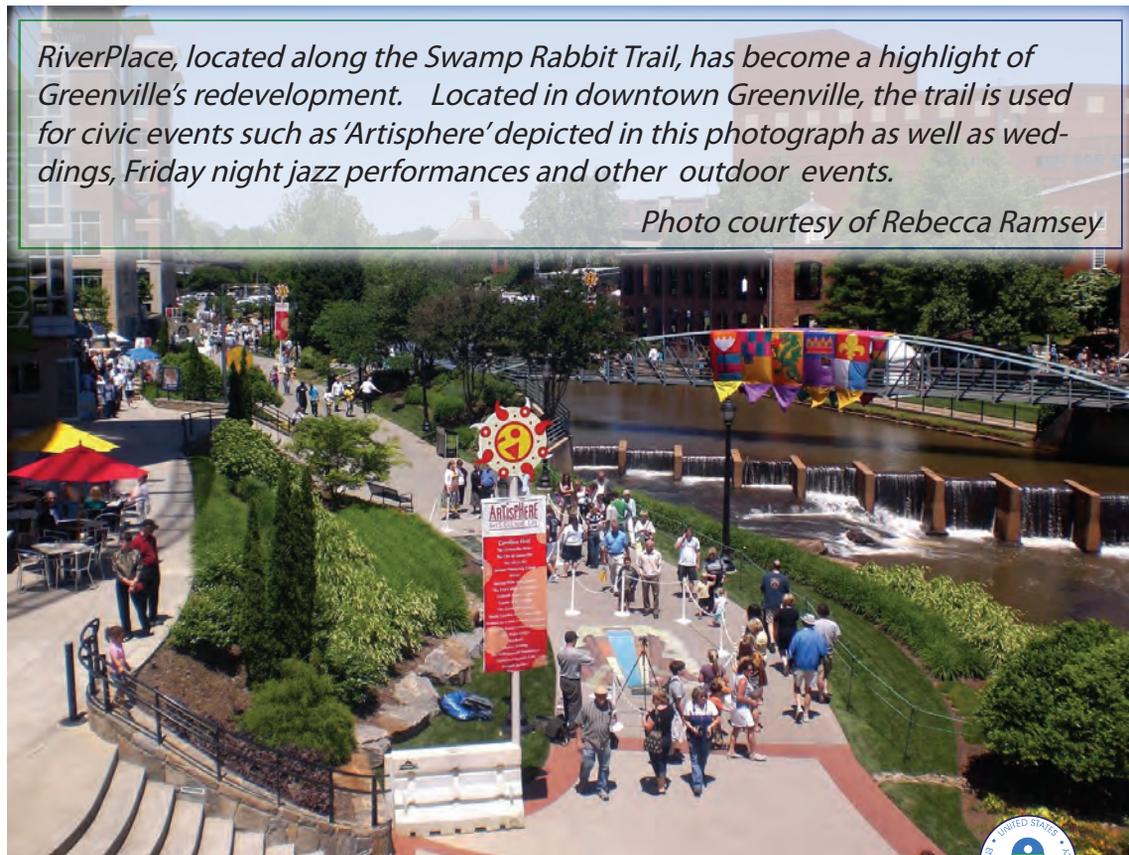
Especially because the Swamp Rabbit trail and adjacent parks flow through numerous floodplains and floodways, the Swamp Rabbit project represents the best economic use of the lands adjacent to the Reedy River. In fact, the West End of Greenville was honored in 2008 with an award from the South Carolina Parks, Recreation, and Tourism Department for developing parks and trail systems that contributed to the rebirth of an important section of Greenville. The Swamp Rabbit trail and greenway is also a strategically important asset in attracting residential and mixed-use developments along the river. For example, the trail winds past the new RiverPlace development, which began in 2005. The City of Greenville and private developers have invested more than \$65 million in RiverPlace properties to construct nine commercial/residential buildings and a 100-room hotel.

To develop the sections of the Swamp Rabbit trail and greenway that are located within the city, Greenville has invested \$7.4 million, including \$1.6 million in federal and state grant funds. Some of these costs have been recovered by the sale of steel rails and railroad ties from the abandoned line. An additional \$2.3 million in City funding has been appropriated for the expansion and improvement of the Swamp Rabbit Trail during fiscal year 2012-13.

Beginning in 2002, EPA brownfield investments were used to conduct Phase I Environmental Site Assessments (ESAs) on several sections of the Swamp Rabbit Trail. The ESAs found potential contamination from creosote-treated railroad ties. The ties and a limited amount of soil were subsequently removed, and major sections of the trail were paved. The ESAs also identified potential environmental contaminants on adjacent properties that were once home to facilities that processed chemicals, stored coal, and handled waste. Closed gasoline stations were also located along the route. Clean-up projects have been completed or are underway on a number of these properties.

RiverPlace, located along the Swamp Rabbit Trail, has become a highlight of Greenville's redevelopment. Located in downtown Greenville, the trail is used for civic events such as 'Artisphere' depicted in this photograph as well as weddings, Friday night jazz performances and other outdoor events.

Photo courtesy of Rebecca Ramsey



Conclusion

The plan for the redevelopment of the Western Quadrant is very similar to the highly successful approach used to transform the city's downtown area. In fact, the City's most recent master plan is focused on expanding the gains from downtown redevelopment into the adjacent areas that have been designated as the "gateways" to the city. Within the master plan, the revitalization of the Warehouse District and the remainder of the Western Quadrant is one of City's highest priorities.

Like the Western Quadrant, Greenville's downtown area was declining in the early 1970s. The large retailers and service firms were fleeing to the suburbs, leaving numerous vacant and poorly maintained buildings. The city was losing population, and employment and income indicators had turned negative.

Today, you can see the dramatic change. Hotels, restaurants, a performing arts center, and residential mixed-use developments line Main Street and the feeder streets immediately surrounding downtown. Greenville now has a very pedestrian friendly downtown area, which is a magnet for residential, retail and business activity.

For example, from 2000 to 2010, the city experienced its first intercensus growth in population since the 1960s. Moreover, the area that includes the downtown and much of the Western Quadrant registered a 0.9 percent employment gain, while state employment levels were tumbling by 3.7 percent. Payrolls in the area also grew at an above average rate.

As a result of these gains, Greenville is recognized as one of the nation's leaders in downtown redevelopment.

The effort to achieve this transformation started in the late 1970s. Greenville's city leaders began implementing strategies that focused on developing innovative public/private partnerships that would attract private investment in the downtown area. City investments in streetscaping, parking, infrastructure, and parks were targeted to areas with the highest redevelopment potential. The City also worked collaboratively with developers and major new commercial tenants. Most importantly, the City obtained extensive community input in developing a series of master plans. These are the same strategies and tactics that are now being employed in the Western Quadrant.

Two of the important lessons learned from Greenville's downtown revival effort are that progress comes in stages, and major economic advancements require a long-term commitment.

The development of the Western Quadrant is just beginning. The riverfront trails, the Kroc Center, the A.J. Whittenberg school, Fluor Field, mixed-development adjacent to Fluor Field, and the Lofts and Shops at Mills Mill are providing a foundation for future growth. The City's master plan envisions these assets helping to attract entrepreneurial businesses and new homeowners wishing to locate near downtown.

This report highlights five brownfield redevelopment projects that have generated \$60 million in new capital investments in the Western Quadrant during the past decade. Approximately \$320,500 in EPA brownfields funds were allocated to assessment and cleanup on these five sites. While already a very respectable initial ROI, this is just the beginning of a long-term effort to revitalize the area of the city facing the greatest economic and environmental challenges.

Mills Mill, depicted in the photo beneath, was one of the last two operating textile mills within the Western Quadrant. Closed in 1978, the building has now been converted into a high-end condominium complex.

Photo courtesy of the City of Greenville

This report was prepared for:



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About CTC Public Benefit Corporation

CTC Public Benefit Corporation (PBC) is a national 501(c)(3) organization that specializes in building teams to develop innovative economic and community development solutions. Currently, PBC's largest programs have focused on helping communities secure and implement U.S. Environmental Protection Agency (EPA) Brownfields Grants. PBC has assisted local governments in securing more than \$28 million in brownfields funding. PBC has managed brownfields projects in 28 communities, including all four of the City of Greenville's brownfields projects.