

**COMPREHENSIVE PLAN
FOR
KERSHAW COUNTY
SOUTH CAROLINA
2006 - 2016**

**PART II
ECONOMIC ELEMENT**

The Kershaw County Economic Development Strategic Plan as commissioned by Kershaw County Council on January 13, 2004 has been approved by the Planning Commission and County Council for incorporation in its entirety into the Comprehensive Plan update as the Economic Element.

Kershaw County Economic Development Strategic Plan

Presented to

***Kershaw County Economic
Development***



PREPARED BY:



June 18, 2004

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ECONOMIC DEVELOPMENT VISION 2020

By 2020, Kershaw County will be a place where local residents will still recognize and enjoy elements of small town life, but the county will have changed. Kershaw County will be a vibrant, growing community and will be nationally recognized as one of America's most livable communities. Kershaw County will have successfully attracted major office projects, equine-related associations, advanced manufacturing facilities, and significantly increased the community's per capita income. With support of a first class secondary and technical college system, Kershaw County will be the location of choice in central South Carolina and will consistently compete and win new high tech business announcements. As a location of choice, Kershaw County's economic development efforts will strive to support and enhance the necessary resources crucial to providing first-class educational, cultural, and public amenities.

BACKGROUND

Kershaw County is located in the central midlands of South Carolina along I-20 between Columbia, South Carolina, to the west and Florence, South Carolina, to the east. The county seat and the principal city in Kershaw County is Camden. The City of Camden, widely known for its history and the equine industry, is located approximately 30 miles from Columbia. Bordering Richland County and the Columbia Metropolitan Statistical Area (MSA), Kershaw County has a current population of approximately 53,000 and 445,000 within a 30-mile radius.

Kershaw County has enjoyed success in recruiting new and expanding industry to the area averaging over \$90M in annual capital investment since 1998. Kershaw County had the single largest ***new employment announcement*** (Target Corporation, 2001) in the Central SC Alliance Region over the past ten years. As most South Carolina communities, Kershaw County's economy has been dependent on textile operations and several large manufacturing companies such as Invista (formerly Dupont) and BBA Nonwoven.

The top five highest paying manufacturing companies in Kershaw County have experienced significant layoffs in the last two years. Due to recent manufacturing layoffs and significant population growth, specifically in the western portion of the county, Kershaw County's per capita income has dipped below the state and national averages over the past ten years. Even with recent new announcements such as Target Corporation, Haier America, Kawashima, and South Carolina Yutaka, Kershaw County continues to lag behind the state in per capita income.

As the 7th fastest growing South Carolina County in terms of percentage growth and with the west Wateree area population growing 48% between 1990 and 2000, Kershaw County has become a bedroom community of neighboring Columbia and Richland County. Residential Building Permits have increased 53% since 1995. As Kershaw County's population growth continues, education, transportation, and government infrastructure may become overburdened without comparable new business growth.

Kershaw County and the Kershaw County Economic Development Office (KCEDO) recognize the need to increase the per capita income of the citizenry through economic diversification of higher wage job opportunities.

REPORT SCOPE

Toward this end, KCEDO engaged the C Group, LLC, a site selection and economic development consulting firm based in Greenville, South Carolina, to develop an economic development strategic plan to identify and recommend key strategic initiatives to guide Kershaw County's economic development focus for the next ten to fifteen years. Recommendations also include high quality and high-growth business and industry targets which could be attracted and supported in Kershaw County, as well as local actions needed to make the county a more competitive location for this type of development.

The C Group conducted one-on-one personal interviews, telephone interviews, and two focus group meetings with more than 70 local business, government, and community leaders to obtain information and views on a wide variety of issues, including business and political climate, transportation and utilities, education and labor, and visions for the future. In addition, the C Group team traveled throughout the County to inspect and identify areas and sites with existing economic development activity or having potential for development. This local background, coupled with regional and national market perspective, provide the basis for the recommendations made in this report.

The report is structured in five sections. Initiatives and recommendations are summarized in this Executive Summary (Section I). Section II, Competitive Assessment and SWOT Analysis, addresses the strengths and weaknesses of Kershaw County as a place for business and industry. A target industry cluster analysis, including local industry trends is presented in Section III. Strategic Plan Initiatives, including budget estimates, responsibilities, and timeline, as well as business and industry targets are presented in Section IV. Detailed data and information supporting foregoing sections are presented in Section V, Appendices.

COMPETITIVE ASSESSMENT

The C Group conducted a competitive assessment and community level SWOT analysis (Strengths, Weaknesses, Opportunities & Threats) for Kershaw County. Competitive "strengths" and "weaknesses" of an area determine its potential for success in economic development and recruitment of new companies to an area. Strengths are positive factors to market and build upon. Weaknesses are negative factors to mitigate or otherwise improve upon. Kershaw County's "opportunities" and "threats" are included in Section II. Our assessment is based upon individual interviews and two vision meetings with local business, government, and community leaders in the Kershaw County Region and our desktop analysis.

Strengths

The many assets which make Kershaw County a competitive location for new and expanding business and industry include:

- **Transportation.** Proximity to I-20, rail service, Port of Charleston & Columbia International Airport.
- **Strong local economic development program.** The KCEDO is considered to have quality leadership at the staff and volunteer level.
- **Stable and progressive local government.** A forward thinking County government.
- **Proximity to Columbia, Florence, Charlotte, NC and the coast.** Kershaw County is adjacent to Columbia and within a short drive from Charlotte, NC, Florence, SC and the SC coast.
- **Public school system.** The county's three high schools score above the national average on the SAT and are 4th highest out of 85 South Carolina school districts.
- **Heritage and history.** The presence of the City of Camden, oldest inland city in South Carolina, gives Kershaw County a unique character within the midlands area and the southeast.
- **Cultural amenities.** With a vibrant local Fine Arts Center and close proximity to Columbia and the University of South Carolina, Kershaw County offers an array of cultural amenities for a community of its size.
- **Quality of life.** A relaxed lifestyle is accompanied by all the recreational and entertainment activities associated with a larger metropolitan area.
- **Lake Wateree.** From a recreational and surface water availability standpoint, Kershaw County offers this excellent natural resource.
- **Available product.** With four quality industrial parks along three I-20 interchanges and several available industrial buildings, the county is positioned to accommodate a variety of prospective industrial companies.
- **Healthcare system.** Kershaw County Medical Center and three regional hospitals located in Columbia serve the county.
- **Downtown revitalization.** A vibrant downtown (City of Camden) with an array of dining establishments for a community of its size.

- **Equine industry.** Part of the county's ambience is centered on the presence of the equine industry and the hosting of two major equestrian events annually, Carolina Cup International Steeplechase and The Colonial Cup.

Weaknesses

At the same time, Kershaw County is not without certain shortcomings, which hinder economic development and must be remedied. These include:

- **Limited wastewater capacity and funding. Limited wastewater capacity throughout the county is a fatal flaw.** The wastewater service providers must address this capacity and funding issue before a significant economic development project is lost.
- **Out-migration of workers.** Although not unusual considering the county's proximity to Columbia, net commuter out-migration has increased 56% since 1990.
- **Skilled workforce.** There is a shortage of highly skilled technical people in the area.
- **Unattractive entranceways into the county.** Quality gateways or entranceways into the county are lacking particularly in high traffic corridor areas.
- **Perception of uneven educational opportunities in county.** Opinion is divided, but there is a perception of educational achievement gaps, particularly in the lower grade levels.
- **Manufactured home growth.** Although manufactured home growth has slowed in the county, some concern still exists about future rapid growth.
- **Vision and plan for the future.** Concerns about lack of community vision and community plan from government leaders.
- **Highway by-pass around Camden.** A by-pass around Camden would assist downtown Camden in becoming more business and pedestrian friendly.

ECONOMIC DEVELOPMENT STRATEGIES

Based on the C Group's findings and community SWOT, we recommend the following economic development strategic initiatives for Kershaw County. In Section IV, each initiative has a projected completion schedule and a budget estimate. The economic development strategy has three components.

- **Target Sectors:** Types of business and industry (targets) for which the county is well suited and can become more competitive.

- **Product Development:** Developing product and their locations in the county, which have potential for development of various types of business and industry.
- **Community Development:** Public and private actions required to improve and promote the county as a competitive location for development.

Recommended Target Sectors

Recommended target sectors include six manufacturing sectors, two service sectors, a distribution/logistics sector, and two nontraditional sectors (Equine-related Industry Associations and Film Industry). Eleven target sectors are recommended for Kershaw County, including five primary and six secondary sectors, as follows:

Primary Sectors

- Computer Systems Design/Related Services
- Motor Vehicles & Equipment
- Electronic Components and Accessories
- Miscellaneous Fabricated Metal Products
- Business Services

Secondary Sectors

- Communications Equipment
- Fabricated Structural Metal Products
- Distribution/Logistic Services
- Miscellaneous Plastic Products
- Equine Industry Associations & Related Functions
- Film Industry Location (Promote Kershaw County as a location for feature films, still photo shoots, and TV commercials)

Targets

Specific types of industries to target in these dynamic sectors are:

<p>Computer Systems Design/Related Services</p> <ul style="list-style-type: none"> 7371 Computer Programming Services 7372 Prepackaged Software 7373 Computer Integrated System Design 7374 Data Processing Services 7375 Information Retrieval Services (Inc internet) <p>308 Misc. Plastics Products, Nec.</p> <ul style="list-style-type: none"> 3081 Unsupported plastics film and sheet 3082 Unsupported plastics profile shapes 3083 Laminated plastics plate and sheet 3084 Plastics pipe 3085 Plastics bottles 3086 Plastics foam products 3087 Custom compound purchased resins 3088 Plastics plumbing fixtures 3089 Plastics products, nec <p>344 Fabricated Structural Metal Products</p> <ul style="list-style-type: none"> 3441 Fabricated structural metal 3442 Metal doors, sash, and trim 3443 Fabricated plate work (boiler shops) 3444 Sheet metal work <ul style="list-style-type: none"> 3446 Architectural metal work 3448 Prefabricated metal buildings 3449 Misc. metal work <p>349 Misc. Fabricated Metal Products</p> <ul style="list-style-type: none"> 3491 Industrial Valves 3492 Fluid power valves & hose fittings <ul style="list-style-type: none"> 3493 Steel springs, except wire 3494 Valves & pipe fittings, nec 3495 Wire springs 3496 Misc. fabricated wire products 3497 Metal foil & leaf 3498 Fabricated pipe & fittings 3499 Fabricated metal products, nec 	<p>366 Communications Equipment</p> <ul style="list-style-type: none"> 3661 Telephone and telegraph apparatus 3663 Radio & TV communications equipment 3669 Communications equipment, nec <p>367 Electronic Components & Accessories</p> <ul style="list-style-type: none"> 3671 Electron tubes 3672 Printed circuit boards 3674 Semiconductors & related services 3675 Electronic capacitors 3676 Electronic resistors 3677 Electronic coils and transformers 3678 Electronic connectors 3679 Electronic components, nec <p>371 Motor Vehicles & Equipment</p> <ul style="list-style-type: none"> 3711 Motor vehicles and car bodies 3713 Truck and bus bodies 3714 Motor vehicle parts and accessories 3715 Truck trailers 3716 Motor homes <p>738 Business Services</p> <ul style="list-style-type: none"> 7389 Business services, nec (Inc. telemarketing & reservation services) <p>509 Distribution/Logistic Services</p> <ul style="list-style-type: none"> Durable & nondurable operations <p>Equine-related Industry Associations</p> <ul style="list-style-type: none"> Association headquarters <p>Motion Picture/Feature Film Location</p> <ul style="list-style-type: none"> Location for feature films, still photo shoots & TV commercials
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Recommended Product Development Initiatives

Although Kershaw County has done a tremendous job of developing quality industrial parks for prospective industries, lack of a Class “A” business park and office facilities near Columbia prevents the county from competing for large high end office users interested in the area. The Central SC Alliance region is also currently underserved with Class “A” business parks. Therefore, two product development initiatives are recommended for Kershaw County:

➤ **New Business Park**

Develop a state-of-the-art “telecom/office” park for the **MIDLANDS**. Provide the most competitive telecommunications infrastructure possible. Reliability, interconnectivity, and sufficient bandwidth to provide high-speed voice, data, and video transmission are basic criteria for this infrastructure. Negotiate acquisition and development of a master planned “shovel-ready” park with utility providers and property owners, which own land at or near the Exit 87 interchange on I-20.

Kershaw County must market and position this new business park as a Columbia/Midlands Regional business park. Include provisions for mixed-use amenities within the master plan such as hotels, restaurants and retail. Also include other amenities such as walking/jogging trails, on-site day care facility, natural areas, etc.

➤ **Speculative Office Building**

Develop a Speculative Office Facility for the new business park. Consider a partnership agreement with developers to build either multi-tenant or single use office facility. Plan for future expansion possibilities. Interview companies having recently located a new office facility in the midlands to determine what they want in a new facility.

Recommended Community Development Initiatives

The consultant team recommends that KCEDO take or cause the following actions:

➤ **Develop a Unified County Water & Wastewater Plan**

Continue Kershaw County's I-20 Corridor Infrastructure Project. Develop a unified water and wastewater service plan for the entire county, particularly in the high growth west Wateree area. All service providers must collaborate to develop a comprehensive water/wastewater service plan for the county.

➤ **Develop New State Park on Lake Wateree**

Establish a partnership with Crescent Resources and South Carolina Parks, Recreation and Tourism (PRT) to develop a new state park on Lake Wateree. Establish a local task force to determine the best location for such a park.

➤ **Develop Strict Zoning Guidelines**

Develop and enforce strict zoning regulations throughout the county, particularly in major traffic corridors. **Kershaw County should strive to be a model of quality development in South Carolina.**

➤ **Internal Economic Development Communications Plan**

Develop an internal economic development communications plan for Kershaw County. Although KCEDO currently has ongoing communication with Kershaw County citizens, we recommend formalizing the process with a written plan. Our recommended target audiences for internal communications are:

- Economic development advisory committee.
- Economic development prospects (information to be communicated: economic development announcements, positive hard or soft data, infrastructure improvements, etc.).

- City councils.
- County councils.
- Existing industries-CEOs.
- Existing industries-General Managers.
- Existing industries-HR managers/HR association.
- Realtors, industrial, office, retail and residential.
- Developers.
- Chamber board.
- Chamber members.
- Chamber executive committee.
- Local media (radio and local & regional newspapers)
- Target companies.

Economic development prospects are listed as an internal target audience even though they are also your external audience. These prospects need to review internal data to help make decisions on locating or remaining in the county for business.

➤ **Establish New Central Carolina Technical College campus**

Identify a future campus site for Central Carolina Technical College. Appoint a task force in conjunction with Central Carolina to identify and secure a site for a new Central Carolina Kershaw County campus.

➤ **Conduct a Feasibility Study on Combining Applied Technology (ATEC) and Central Carolina Technical College**

In conjunction with a new campus, pursue the feasibility of combining ATEC and Central Carolina Technical College. Conduct an in depth feasibility study of combining the resources of these institutions.

➤ **Develop Entranceway Plan**

Develop a “brand” for all entranceways into Kershaw County. Possible brands could build upon the equine industry, history of the area, arts, and Lake Wateree. Concentrate on high traffic corridors initially including I-20/Highway 521 and Highway 1.

➤ **Transportation Taskforce**

Establish a transportation task force to promote the widening of Highway 1 and the development of a bypass around Camden. The consultant team recommends prioritizing Highway 1 as the primary focus because of the continued growth corridor from Columbia.

➤ **Establish a Small Business Center and Downtown Revitalization Program**

Develop a small business support center to assist small businesses to grow and expand in Kershaw County. Establish a small business endowment partnership with the University of South Carolina, local municipalities, and the private sector to fund a graduate level student to manage this effort.

➤ **Local Incentive Development**

Establish local incentive programs for both existing industry and industry targets. Incentives already exist for manufacturing but these should include incentives for office and other projects that meet the county's annual wage requirements. Consider appropriating a portion of all FILOTs into a local infrastructure/incentive program.

➤ **Expand Economic Advisory Committee**

Expand the Economic Advisory Committee to include the municipalities of Camden, Elgin, and Bethune.

BACKGROUND

Kershaw County, located in the central midlands region of South Carolina along Interstate 20, is the 7th fastest growing SC County in terms of percentage growth. Population growth exceeded 20% between 1990 and 2000.

Kershaw County includes three municipalities: City of Camden, Town of Elgin, Town of Bethune and the unincorporated area of Lugoff. Kershaw County is most notably recognized by the City of Camden, county seat and nationally recognized equine center. Kershaw County hosts two nationally recognized steeplechase races each year: The Colonial Cup and The Carolina Cup. Kershaw County is also known for its historic homes and Lake Wateree.

The west Wateree area of Kershaw County experienced population growth of 48% between 1990 and 2000. Kershaw County experienced record housing starts in 2003, with the majority of the residential construction concentrated in the west Wateree area. As of this writing, residential building permits were up 18% from the previous 2003 quarter.

Kershaw County's success over the past several years recruiting new companies has resulted in the announcement of Haier America, Target Corporation, Kawashima, and South Carolina Yutaka Technologies. Couple the recent manufacturing layoffs with significant population growth, the county's per capita income has dipped below state and national levels in the last ten years.

The Kershaw County Economic Development Office has recognized the need to develop a strategic economic development plan to establish a blueprint for the future to raise the per capita income levels of its citizenry. This Economic Development Strategic Plan focuses on implementation strategies to improve the well being of Kershaw County's citizens.

Individual, community visioning meetings, and telephone interviews were conducted with approximately 70 local business, government, and community leaders throughout the community to assist in identifying Kershaw County's Strengths, Weaknesses, Opportunities, and Threats.

COMPETITIVE ASSESSMENT

Competitive "strengths" and "weaknesses" of an area determine its potential for success in economic development and recruitment of new companies to an area. Strengths are positive factors to market and build upon. Weaknesses are negative factors to mitigate or otherwise improve upon. Our assessment is based upon the above-mentioned individual interviews and vision meetings in the Kershaw County Region and our desktop analysis.

Strengths

The many assets which make Kershaw County a competitive location for new and expanding business and industry include:

- ***Transportation.*** Proximity to I-20, rail service, Port of Charleston & Columbia International Airport.
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- ***Stable and progressive local government.*** A forward thinking County government.
- ***Proximity to Columbia, Florence, Charlotte, NC and the coast.*** Kershaw County is adjacent to Columbia and within a short drive from Charlotte, NC, Florence, SC and the SC coast.
- ***Public school system.*** The county's three high schools score above the national average on the SAT and are 4th highest out of 85 South Carolina school districts.
- ***Heritage and history.*** The presence of the City of Camden, oldest inland city in South Carolina, gives Kershaw County a unique character within the midlands area.
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- ***Quality of life.*** A relaxed lifestyle is accompanied by all the recreational and entertainment activities associated with a larger metropolitan area.
- ***Lake Wateree.*** From a recreational and surface water availability standpoint, Kershaw County offers this excellent natural resource.
- ***Available product.*** With four quality industrial parks along three I-20 interchanges and several available industrial buildings, the county is positioned to accommodate a variety of prospective companies.
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Weaknesses

At the same time, Kershaw County is not without certain shortcomings, which hinder economic development and must be remedied. These include:

- ***Limited wastewater capacity and funding.*** Limited wastewater capacity throughout the county is a fatal flaw. **The wastewater service providers must address this capacity and funding issue before a significant economic development project is lost.**
- ***Out-migration of workers.*** Although not unusual considering the county's proximity to Columbia, net commuter out-migration has increased 56% since 1990.
- ***Skilled workforce.*** There is a shortage of highly skilled technical people in the area.
- ***Unattractive entranceways into the county.*** Quality gateways or entranceways into the county are lacking particularly high traffic corridor areas.
- ***Perception of uneven educational opportunities in county.*** Opinion is divided, but there is a perception of educational achievement gaps, particularly in the lower grade levels.
- ***Manufactured home growth.*** Although manufactured home growth has slowed in the county, some concern still exists about future rapid growth.
- ***Vision and plan for the future.*** Concerns about lack of community vision and community plan from government leaders.
- ***Highway by-pass around Camden.*** A by-pass around Camden would assist downtown Camden in becoming more business and pedestrian friendly.

Opportunities

Significant opportunities confronting Kershaw County include:

- ***Development of new office/commercial business park.***
- ***Columbia's eastern growth trend.***
- ***Unified zoning and planning.***
- ***Recruitment of small and mid-sized companies.***
- ***Widening of Highway 1.***

- *Countywide infrastructure plan.*
- *Partnership with USC/Central Carolina.*
- *Equine industry.*

Threats

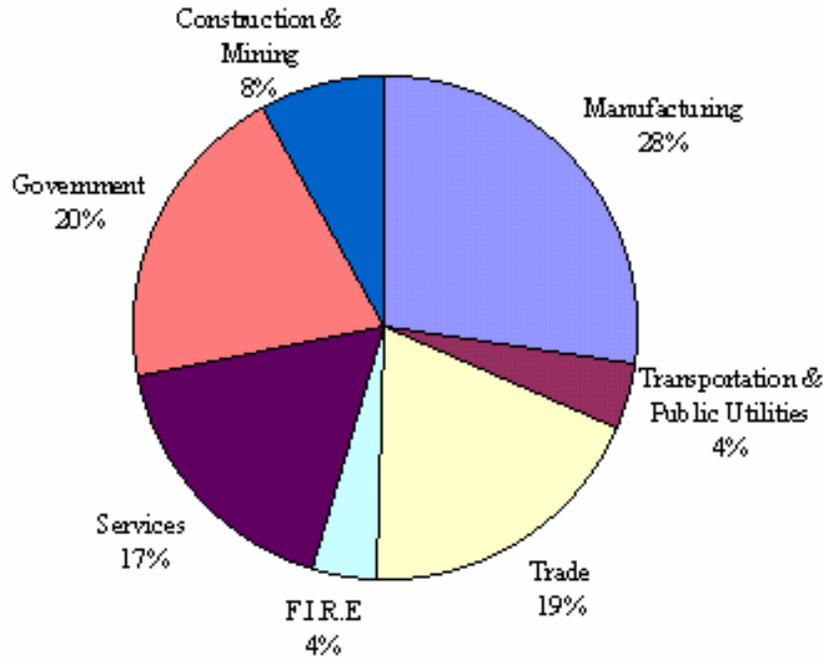
Significant threats facing Kershaw County include:

- *Poor land use planning.*
- *Funding for water/sewer infrastructure.*
- *Urban sprawl.*
- *Bedroom community.*
- *Loss of manufacturing jobs.*
- *Competitive state and local incentives.*

Competitive Assessment & SWOT Analysis

As illustrated by the following chart, the manufacturing sector represents 28% of Kershaw County's total employment. Services, government and trade sectors are relatively equal in terms of employment. The County's unemployment rate typically coincides closely with statewide unemployment numbers.

Kershaw County Employment by Industry Sector



Major Private Sector Employers in Kershaw County

Company	Employment	Rank
INVISTA	800	1
Target Corporation	700	2
Standard Corporation	500	3
BBA Fiberweb	350	4
Blue Cross Blue Shield	300	5
Tyco Helthcare/Kendall	250	5
Haier America Refrigerators	225	6
Clariant LSM America, Inc.	214	7
New South Industries	190	8
DeRoyal Industries, Inc.	190	9
SC Yutaka Technologies	188	10
HBD Thermoid Industries	185	11
Mancor Carolina, Inc.	175	12
Cogsdill Tool Products	158	13
Jubilee Embroidery Company, Inc.	129	14
C. Ray Miles Construction Co.	120	15

Competitive Assessment:

Percentage of manufacturing employment is higher than the state average. Kershaw County has a relatively diverse economy when compared to other similar size communities.

Competitive Assessment & SWOT Analysis

**Kershaw County Region: Education Attainment, 2000,
Population 25 Years & Older**

	Calhoun	Fairfiled	Lee	Lexington	Newberry	Orangeburg	Richland	Sumter	Kershaw	SC
Percent High School Graduate or Higher	72.8	67.0	61.4	83	69.1	71.5	85.2	74.3	75.4	76.3
Percent Bachelor's Degree or Higher	14.2	11.7	9.2	24.6	14.8	16.3	32.5	15.8	16.3	20.4

Competitive Assessment:

Kershaw County's high school educational attainment ranks 3rd in the Central SC Alliance region.

Kershaw County ranks 3rd in the Central SC Alliance region with percentage of college graduates.

Kershaw County Commuting Patterns

Commuting Out of Kershaw County – 2000

County	Total Number	% of Total Out Commuters
Fairfield	532	4.8
Lexington	899	8.1
Richland	6,582	59.4
Chesterfield	405	3.7
Lancaster	896	8.0
Lee	153	1.4
Sumter	197	1.8
Other Counties	1,425	12.9
Total	11,089	100.0

Source: Bureau of Labor and Statistics

Commuting Into Kershaw County - 2000

County	Total Number	% of Total Out Commuters
Fairfield	124	2.8
Lexington	258	5.8
Richland	911	20.5
Chesterfield	130	2.9
Lancaster	540	12.1
Lee	1,178	26.5
Sumter	844	19.0
Other Counties	461	10.4
Total	4,446	100.0

Source: Bureau of Labor and Statistics

Although net out-migration increased 54% from 1990 to 2000, Kershaw County has a large seven county regional labor draw area.

Competitive Assessment:

Most people prefer working close to home, so the fact that over 11,000 people out commute daily to work is a selling point for Kershaw County.

PRODUCT ASSESSMENT

Industrial Parks

Compared to similar size communities and based upon the C Group’s experience with other locales, Kershaw County is a model for industrial park/product development. The county has aggressively developed three business/industrial parks within the last eight years. All industrial park development involves a strategic public-private partnership between Kershaw County and local economic development partners (Black River Electric Cooperative, Fairfield Electric Cooperative, and Progress Energy, SCE&G). An industrial park exists at three of the four I-20 interchanges within Kershaw County. Companies such as Target Corporation, SC Yutaka Technologies, and Haier America Refrigerators are located in these industrial parks.

- Heritage Pointe Industrial Park – 300 acres
- Steeplechase Industrial Park – 458 acres
- Exit 101/I-20 Park (Name of park TBD) – 210 acres

Several stand-alone Greenfield sites are also available throughout the county, most notably a 1,500-acre site with rail access located just off Highway 601 east of Lugoff.

Competitive Assessment:

Kershaw County is well prepared with four-quality master planned industrial parks to accommodate a variety of industry.

Competitive Assessment & SWOT Analysis

As illustrated in the table below, 7,400 available acres exist in the Central SC Region in industrial/business park settings. Of the available 7,400 acres in the region, only 650 acres is marketed as Class “A” parks. However, based on our site selection experience and compared to other metro areas, the consultant team would categorize less than 200 acres as Class “A” type business parks.

County	Total Available Acreage
Kershaw	616
Richland	1,840
Sumter	2,101
Lexington	1,370
Orangeburg	600
Lee	281
Calhoun	52
Fairfield	36
Newberry	517
Total	7,413

**Available Class A
Regional Business/Industrial Parks**

- Kershaw County – 220 acres
\$15,000-\$25,000 per acre
- Orangeburg County (2 Parks)
430 acres \$10,000-\$30,000
per acre
- Lexington County – 25 acres
\$35,000 per acre
- Richland County – 25 acres
\$35,000 per acre

Competitive Assessment:

Central SC Alliance Region is underserved with Class “A” business parks.

Available Buildings

Several industrial buildings are currently available for sale in Kershaw County, most notably two 78,000 square foot industrial buildings located in the Steeplechase Industrial Park. Howden Fan vacated one facility and a private company developed the second facility as a speculative building four years ago.

Presently, no significant office space is available within Kershaw County.

Competitive Assessment:

- Quality available industrial buildings for large users.
- Lack of office space may limit Kershaw County’s opportunities for large office-related projects.
- Many small companies may not consider Kershaw County because lack of small industrial buildings less than 40K SF.

INFRASTRUCTURE ASSESSMENT

Electricity

Five electric power providers serve Kershaw County:

- Progress Energy
- Fairfield Electric Cooperative
- Black River Electric Cooperative
- City of Camden
- Lynches River Electric Cooperative

All provide electric power to different areas of the county and currently provide services to residential, commercial, and industrial customers. Progress Energy, Fairfield and Black River Cooperatives have formed partnerships to develop Kershaw County industrial parks.

Natural Gas

South Carolina Electric & Gas Company (SCE&G) provides all natural gas service in Kershaw County. SCE&G has also partnered with the county in the development of county industrial parks.

Telecommunications

Bellsouth is the major telecommunications provider in Kershaw County. Digital switching and fiber optics are available.

Water

Four water service providers serve Kershaw County:

- City of Camden
- Lugoff-Elgin Water Authority
- Cassett Water Company
- Bethune Rural

City of Camden has an excess capacity of approximately 4 million gallons per day (MGD). Lugoff Water Authority is currently expanding capacity to 6 MGD.

Wastewater

Two wastewater providers serve Kershaw County:

- City of Camden
- Kershaw County

Less than 1MGD capacity exists on City of Camden’s and Kershaw County’s systems. Major concerns exist about limited wastewater capacity and infrastructure to the western portion of the county.

Competitive Assessment – Fatal Flaw:

Kershaw County and the City of Camden must address wastewater capacity concerns before future developments and projects are lost.

Manufacturing Firms in South Carolina

Employment Range	# Manufacturing Firms	% of Total
N/A	25	-
100 or less	2,883	77%
101 - 250	478	12.8%
251 - 500	244	6.5%
501 - 750	69	1.9%
751 - 1000	23	0.6%
1001 & greater	43	1.2%
Total Industries	3,772	100.0%

Manufacturing Firms in Kershaw County Region

Employment Range	# Manufacturing Companies	% of Total
100 or less	534	84.6%
101 to 250	60	9.5%
251 to 500	24	3.8%
501 to 750	7	1.1%
751 to 1000	0	-
1001 & greater	5	0.8%
Total Industries	631	100.00%

Source: South Carolina Dept. of Commerce

77% of Existing Manufacturers in SC have less than 100 employees.

Over 84% of Existing Manufacturers in the Region have less than 100 employees.

New Company Announcements in Kershaw County Region, 1992-2003

Employment Range	# of Companies	% of Total
100 or less	57	72.2%
101 to 250	15	19.0%
251 to 500	6	7.6%
501 to 750	-	-
751 to 1000	-	-
1001 & greater	1	1.3%
Total Industries	79	100%

Source: South Carolina Dept. of Commerce, Central SC Alliance

Over 72% of New Locations in Kershaw County Region had less than 100 employees.

18% of New Locations were non-manufacturing operations.

Of these non-manufacturing companies, 36% were call centers and 36% were Distribution/Logistic Operations.

Kershaw County had the single largest new employment announcement over the past 10 years – Target Corporation.

**New & Expanding Company Announcements in
Kershaw County Region, 1992-2003**

Employment Range	# of Companies	% of Total
100 or less	633	89.0%
101 to 250	48	6.8%
251 to 500	25	3.5%
501 to 750	1	0.14%
751 to 1000	2	0.28%
1001 & greater	2	0.28%
Total Industries	711	100.00%

Source: South Carolina Dept. of Commerce

Over 89% of New & Expanding Locations in Kershaw County Region had less than 100 employees.

The four largest announcements were Non-Manufacturing Operations.

- Blue Cross Blue Shield (2)
- Target Corporation
- Computer Sciences Corporation (CSC)

9% of New & Expanding Locations were Business Services related (Office) and primarily concentrated in Lexington & Richland Counties.

Top 10 Projected Fastest Growing Industries in US by Employment

Industry	NAICS	2002 Employment	2012 Employment	Change 2002-12	Avg. Annual % Change 2002- 12
Software Pub.	5112	256.0		173.7	5.3%
Mgmt, Scientific, & Tech. Consulting Serv.	5416	731.8	1,137.4	405.6	4.5%
Community Care Facilities Elderly & Residential Care	6233, 6239	695.3	1,077.6	382.3	4.5%
Computer systems design & related services	5415	1,162.7	1,797.7	635	4.5%
Employment Services	5613	3,248.8	5,012.3	1,763.5	4.4%
Individual, family, comm., & vocational rehab services	6241-3	1,269.3	1,866.6	597.3	3.9%
Ambulatory health care Services except offices of health care practitioners	6214-6 6219	1,443.6	2,113.4	669.8	3.9%
Water, sewage, & other systems	2213	48.5	71.0	22.5	3.9%
Internet services, data processing, & other info. services	516, 518, 519	528.8	773.1	244.3	3.9%
Child day care services	6244	734.2	1,050.3	316.1	3.6%

Source: Bureau of Labor Statistics

**South Carolina, New Locations
3-Digit SIC, 1992 – 2003**

SIC	SIC Description	# Announcements
308	Miscellaneous Plastics Products, Nec	49
371	Motor Vehicles & Equipment	48
331	Blast Furnace & Basic Steel Products	22
873	Research & Testing Services	17
344	Fabricated Structural Metal Products	16
356	General Industrial Machinery	15
349	Misc. Fabricated Metal Products	14
239	Misc. Fabricated Textile Products	13
346	Metal Forgings & Stampings	12
243	Millwork, Plywood & Structural Members	12
509	Distribution	91*
738	Miscellaneous Business Services	86*

Source: South Carolina Department of Commerce
 Note: These are publicly announced projects only.

Most Mfg. Industry Locations in SC 1992-2003

- Misc. Plastics Products
- Motor Vehicles & Equipment
- Blast Furnace @ Basic Steel Products
- Fab. Structural Metal Products
- General Industrial Machinery
- Misc. Fabricated Metal Products

**Top 20 Projected Fastest Growing Industries in US by
Employment**

- Misc. Plastics Products
- Motor Vehicles & Equipment
- Fab. Structural Metal Products
- Millwork, Plywood & Structural Members
- Misc. Fabricated Metal Products
- Business Services

*Business Services includes telemarketing, reservation services, and corporate headquarters. Distribution includes all logistics services.

**Kershaw County Region, New Locations
3-Digit SIC, 1992 - 2003**

SIC	SIC Description	# Announcements
371	Motor Vehicles and Equipment	11
356	General Industry Machinery	6
308	Miscellaneous Plastics Products, Nec	5
344	Fabricated Structural Metal Products	5
331	Steel Works Blast Furnaces & Rolling	4
349	Misc. Fabricated Metal Products	4
346	Metal Forgings and Stampings	3
355	Special Industrial Machinery	2
353	Construction & Related Machinery	2
281	Industrial Inorganic Chemicals	2
222	Broadwoven Fabric Mills, Manmade	2
738	Business Services*	12
509	Distribution*	12

Source: South Carolina Dept. of Commerce

Top Mfg. Locations in Region 1992 – 2003

- Motor Vehicles & Equipment
- General Industry Machinery
- Misc. Plastics Products
- Fabricated Structural Metal Products
- Steel Works Blast Furnaces & Rolling

**Top 20 Projected Fastest Growing Industries in US by
Employment**

- Misc. Plastics Products
- Motor Vehicles & Equipment
- Fabricated Structural Products
- Business Services

*Business Services include telemarketing and reservation services. New Business Services Locations were concentrated in three counties: Richland, Lexington, and Orangeburg. Distribution Locations were concentrated in four counties: Richland, Lexington, Orangeburg, & Kershaw.

Location Quotients

A Location Quotient (LQ) is a mathematical ratio used to measure the concentration of an industry in one location relative to its concentration in another location, in this case, the United States. LQs are useful for assessing the size and presence of an industry cluster in a given area. LQs greater than 1.00 indicate a region has a well-developed industry sector (I.e. the higher the LQ, the stronger the industry). However, one should keep in mind that the higher the LQ, the greater an area's dependence on that particular industry. A very high LQ in an industry with limited growth potential, national and internationally, is not necessarily an asset.

**Kershaw County Region Top 12 Location Quotients
(3-Digit NAICS)**

NAICS	Industry Sector	Employment	LQ	Rank
313	Textile Mills	8,155	6.607	1
314	Textile Prod. Mills	3,945	5.029	2
335	*Electrical equip, appliance & component mfg.	5,235	2.442	3
325	Chemical mfg.	5,678	1.762	4
327	Nonmetallic mineral prod. Mfg.	3,291	1.728	5
421	Wholesale trade durable	9,101	1.210	6
332	*Fabricated metal prod. Mfg.	9,399	1.443	7
541	*Computer systems design/related serv.	3,963	1.295	8
326	*Plastics & rubber prod. Mfg.	3,942	1.020	9
322	Paper mfg.	1,978	0.982	10
311	Food mfg.	5,235	0.980	11
315	Apparel mfg.	1,708	0.920	12

*** Projected US High Growth Industry Sectors**

**Kershaw County Top 8 Location Quotients
(3-Digit NAICS)**

NAICS	Industry Sector	Employment	LQ	Rank
313	Textile Mills	955	9.765	1
325	Chemical Mfg.	1,750	6.856	2
326	Plastics & rubber prod. Mfg.	750	2.464	3
314	Textile prod. Mills	117	1.883	4
421	Wholesale trade durable	750	1.648	5
315	Apparel mfg.	175	1.190	6
336	Transportation equipment mfg.	564	1.045	7
335	Electrical equip, appliance & component mfg.	175	1.030	8

Target Industry Recommendation Matrix

SIC Definition	21 Top US High Growth Industries	SC Projected Growth '98-'08 (>300 employees)	Kershaw County Region LQ >= 1.0	Kershaw County Region LQ 1.0<=0.5	Priority Targets
Meat Products	201		X		
Millwork, Plywood & Structural Members	243				
Wood Buildings & Mobile Homes	245				
Office Furniture	252				
Computer Systems Design/Related Serv.	737	X	X		1
Periodicals	272				
Drugs	283	X			
Misc. Plastics Products, Nec	308	X	X		1
Fabricated Structural Metal Products	344		X		2
Screw Machine Products, Bolts, Etc.	345				
Metal Services, Nec	347	X			
Misc. Fabricated Metal Products	349	X	X		2
Construction & Related Machinery	353	X			
Refrigeration & Service Machinery	358	X			
Industrial Machinery, Nec	359	X			
Communications Equipment	366			X	2
Electronic Components & Accessories	367	X	X		1
Motor Vehicles & Equipment	371	X		X	1
Business Services	738	X		X	1
Misc. Transportation Equipment	379	X			
Medical Instruments & Supplies	384				

Note: 21 Top US High Growth industries is the combination of past and projected employment & output data with a double weighting on employment. This table does not reflect industries in order of growth potential. All industries are projected to be high growth.

Past US High-Growth Industry Sectors: 1990 - 2000

Rank	SIC	Industry	1990-00
1	371	Motor vehicles and equipment	201,000
2	308	Miscellaneous plastics products, nec	118,000
3	367	Electronic components and accessories	100,000
4	201	Meat products	82,000
5	283	Drugs	78,000
6	243	Millwork, plywood, and structural members	74,000
7	344	Fabricated structural metal products	72,000
8	359	Industrial machinery, nec	53,000
9	384	Medical equipment, instruments, and supplies	42,000
10	327	Concrete, gypsum, & plaster products	42,000
11	349	Miscellaneous fabricated metal products	40,000
12	252,253,259	Office and misc furniture and fixtures	36,000
13	358	Refrigeration and service industry machinery	35,000
14	245	Wood buildings and mobile homes	31,000
15	346	Metal forgings and stampings	30,000
16	347	Metal coating, engraving, and allied services	27,000
17	375,379	Miscellaneous transportation equipment	24,000
18	393,395,396,399	Manufactured products, nec	22,000
19	272	Periodicals	20,000
20	366	Communications equipment	13,000

Source: US Government Bureau of Labor Statistics, 2003

Projected US High-Growth Industry Sectors: 2000 – 2010

Rank	SIC	Industry	2000-10
1	308	Miscellaneous plastics products, nec	156,000
2	367	Electronic components and accessories	118,000
3	372,376	Aerospace	104,000
4	371	Motor vehicles and equipment	87,000
5	283	Drugs	75,000
6	252,253,259	Office and misc. furniture and fixtures	57,000
7	349	Miscellaneous fabricated metal products	51,000
8	384	Medical equipment, instruments, and supplies	50,000
9	347	Metal coating, engraving, and allied services	45,000
10	353	Construction and related machinery	44,000
11	344	Fabricated structural metal products	42,000
12	201	Meat products	38,000
13	359	Industrial machinery, nec	37,000
14	245	Wood buildings and mobile homes	36,000
15	358	Refrigeration and service industry machinery	30,000
16	243	Millwork, plywood, and structural members	25,000
17	254	Partitions and fixtures	25,000
18	375,379	Miscellaneous transportation equipment	16,000
19	272	Periodicals	16,000
20	345	Screw machine products, bolts, rivets, etc	16,000

Source: US Government Bureau of Labor Statistics, 2003

SC Projected High-Growth Industry Sectors: 1998 - 2008

Rank	SIC	Industry Title	Employment
1	371	Motor Vehicles & Motor Vehicle Equipment	7,230
2	356	Gen. Industrial Machinery & Equipment	3,020
3	239	Misc. Fabricated Textile Products	2,360
4	359	Misc. Industrial & Commercial Mach. & Equipment	2,300
5	281	Industrial Inorganic Chemicals	1,820
6	349	Misc. Fabricated Metal Products	1,720
7	367	Electronic Components & Accessories	1,610
8	354	Metalworking Machinery & Equipment	1,560
9	351	Engines & Turbines	1,440
10	358	Refrigeration & Service Industry Mach.	1,070
11	308	Misc. Plastics Products	990
12	233	Women's & Misses' Outerwear	980
13	283	Drugs	950
14	361	Electric Transmission & Distribution Equipment	910
15	346	Metal Forgings & Stampings	890
16	226	Textile Finishing, Except Wool	860
17	363	Household Appliances	800
18	362	Electrical Industrial Apparatus	780
19	289	Misc. Chemical Products	740
20	353	Construction & Related Machinery	720
21	265	Paperboard Containers & Boxes	620
22	249	Misc. Wood Products	590
23	262	Paper Mills	590
24	305	Gaskets & Packing Devices, Hose & Belt.	500
25	336	Nonferrous Foundries (Castings)	490
26	347	Coating, Engraving, & Allied Services	460
27	279	Printing Trade Service Industries	460
28	335	Rolling/Drawing, & Extruded Nonferrous Metals	430
29	224	Narrow Fabric & Other Small wears Mills	400
30	379	Misc. Transportation Equipment	360

SC Projected High-Growth Industry Sectors: 1998 – 2008 (Continued)

Rank	SIC	Industry Title	Employment
31	286	Industrial Organic Chemicals	350
32	252	Office Furniture	300
33	263	Paperboard Mills	300
34	331	Steel Works/Blast Furnace & Roll. /Finishing Mills	280
35	245	Wood Buildings and Mobile Homes	270
36	343	Plumbing & Heating, except Electric	270
37	365	Household Audio & Video Equip.	260
38	244	Wood Containers	250
39	206	Sugar & Confectionery Products	200
40	267	Converted Paper & Paperboard Products	200
41	374	Railroad Equipment	180
42	364	Electric Lighting & Wiring Equipment	170
43	396	Costume Jewelry/Novelties/Buttons	160
44	272	Periodicals Publishing and Printing	150
45	328	Cut Stone & Stone Products	140
46	275	Commercial Printing	140
47	254	Partitions/Shelving/Lockers/Office & Store Fixtures	130
48	344	Fabricated Structural Metal Products	130
49	339	Miscellaneous Primary Metal Products	120
50	381	Search, Detect., Navigation Instruments	100
51	395	Pens, Pencils, & Other Artists' Materials	100
52	253	Public Building & Related Furniture	80
53	326	Pottery and Related Products	80
54	202	Dairy Products	70
55	274	Miscellaneous Publishing	70
56	332	Iron and Steel Foundries	60
57	209	Misc. Food Preparations & Kindred's Prod.	60
58	241	Logging	50
59	205	Bakery Products	50
60	273	Books	50
61	251	Household Furniture, Ex. Upholstered	40
62	333	Primary Smelting & Refining Nonferrous Metals	40
63	348	Ordnance & Access., ex. Vehicles & Guided Missiles	40
64	276	Manifold Business Forms	20
65	384	Surgical, Medical & Dental Instruments & Supplies	10
66	299	Misc. Products of Petroleum and Coal	10

Source: SC Employment Security Commission

ECONOMIC DEVELOPMENT STRATEGIES

Based on the C Group's findings and community SWOT, we recommend the following economic development strategic initiatives for Kershaw County. The economic development strategy has three components.

- **Target Industries:** Types of business and industry (targets) for which the county is well suited and can become more competitive.
- **Product Development:** Developing product and their locations in the county, which have potential for development of various types of business and industry.
- **Community Development:** Public and private actions required to improve and promote the county as a competitive location for development.

Recommended Target Industry Initiatives

➤ **Target Industry Sectors**

Actively market to target industries through press releases, targeted mailings, invitations to events and marketing missions. Coordinate efforts with the Central SC Alliance. Recommended target sectors include six manufacturing sectors, two service sectors, a distribution/logistics sector, and two nontraditional sectors (Equine-related Industry Associations and Film Industry). Eleven target sectors are recommended for Kershaw County, including five primary and six secondary sectors, as follows:

Primary Sectors

- Computer Systems Design/Related Services
- Electronic Components and Accessories
- Fabricated Structural Metal Products
- Motor Vehicles & Equipment
- Business Services

Secondary Sectors

- Communications Equipment
- Miscellaneous Fabricated Metal Products
- Distribution/Logistic Services
- Miscellaneous Plastic Products
- Equine Industry Associations & Related Functions
- Film Industry Location (Promote Kershaw County as a location for feature films, still photo shoots, and TV commercials)

Specific types of industries to target in these dynamic sectors are:

737 Computer Systems Design/Related Services

- 7371 Computer Programming Services
- 7372 Prepackaged Software
- 7373 Computer Integrated System Design
- 7374 Data Processing Services
- 7375 Information Retrieval Services (Inc internet)

308 Misc. Plastics Products, Nec.

- 3081 Unsupported plastics film and sheet
- 3082 Unsupported plastics profile shapes
- 3083 Laminated plastics plate and sheet
- 3084 Plastics pipe
- 3085 Plastics bottles
- 3086 Plastics foam products
- 3087 Custom compound purchased resins
- 3088 Plastics plumbing fixtures
- 3089 Plastics products, nec

344 Fabricated Structural Metal Products

- 3441 Fabricated structural metal
- 3442 Metal doors, sash, and trim
- 3443 Fabricated plate work (boiler shops)
- 3444 Sheet metal work

- 3446 Architectural metal work
- 3448 Prefabricated metal buildings
- 3449 Misc. metal work

349 Misc. Fabricated Metal Products

- 3491 Industrial Valves
- 3492 Fluid power valves & hose fittings

- 3493 Steel springs, except wire
- 3494 Valves & pipe fittings, nec
- 3495 Wire springs
- 3496 Misc. fabricated wire products
- 3497 Metal foil & leaf
- 3498 Fabricated pipe & fittings
- 3499 Fabricated metal products, nec

366 Communications Equipment

- 3661 Telephone and telegraph apparatus
- 3663 Radio & TV communications equipment
- 3669 Communications equipment, nec

367 Electronic Components & Accessories

- 3671 Electron tubes
- 3672 Printed circuit boards
- 3674 Semiconductors & related services
- 3675 Electronic capacitors
- 3676 Electronic resistors
- 3677 Electronic coils and transformers
- 3678 Electronic connectors
- 3679 Electronic components, nec

371 Motor Vehicles & Equipment

- 3711 Motor vehicles and car bodies
- 3713 Truck and bus bodies
- 3714 Motor vehicle parts and accessories
- 3715 Truck trailers
- 3716 Motor homes

738 Business Services

- 7389 Business services, nec (Inc. telemarketing & reservation services)

509 Distribution/Logistic Services

- Durable & nondurable operations

Equine-related Industry Associations

- Association headquarters

Motion Picture/Feature Film Location

- Location for feature films, still photo shoots & TV commercials

❑ **Target Equine Industry Associations and Related Functions**

Target headquarters facilities for Equine-related associations to locate in Kershaw County. Aggressively market to a targeted list of Equine-related associations such as American Equestrian Alliance, American Trail Horse Association, Equestrian Land Conservation Resource, Southeastern Distance Riding Association, and the United States Trotting Association.

❑ **Develop Unified County “Brand” and Film Industry Recruitment**

Develop and aggressively promote a unified County “brand” around horses, history, industry, arts, and Lake Wateree. Coordinate the “brand” with the entranceway initiative. Advertise the brand with billboards on I-20. Actively market to Film/Motion Picture Industry by establishing a quarterly call program for the SC Film Office and Southeast based production companies. Actively promote Kershaw County as a location for Feature Films, Still Photo Shoots, and TV commercials.

Recommended Product Development Initiatives

Although Kershaw County has done a tremendous job of developing quality industrial parks for prospective industries, lack of a Class “A” business park and office facilities near Columbia prevents the county from competing for large high end office users interested in the area. The Central SC Alliance region is also currently underserved with Class “A” business parks. Therefore, two product development initiatives are recommended for Kershaw County:

➤ **New Business Park**

Develop a state-of-the-art “telecom/office” park for the **MIDLANDS**. Provide the most competitive telecommunications infrastructure possible. Reliability, interconnectivity, and sufficient bandwidth to provide high-speed voice, data, and video transmission are basic criteria for this infrastructure. Negotiate acquisition and development of a master planned “shovel-ready” park with utility providers and property owners, which own land at or near the Exit 87 interchange on I-20. Kershaw County must market and position this new business park as a Columbia/Midlands Regional business park. Include provisions for mixed-use amenities within the master plan such as hotels, restaurants and retail. Also include other amenities such as walking/jogging trails, on-site day care facility, natural areas, etc.

➤ **Speculative Office Building**

Develop a Speculative Office Facility for the new business park. Consider a partnership agreement with developers to build either multi-tenant or single use office facility. Plan for future expansion possibilities. Interview companies having recently located a new office facility in the midlands to determine what they want in a new office facility.

Recommended Community Development Initiatives

The consultant team recommends that KCEDO take or cause the following actions:

➤ **Develop a unified county water & wastewater plan**

Continue Kershaw County’s I-20 Corridor Infrastructure Project. Develop a unified water and wastewater service plan for the entire county, particularly in the high growth west Wateree area. All service providers must collaborate to develop a comprehensive water/wastewater service plan for the county.

➤ **Develop New State Park on Lake Wateree**

Establish a partnership with Crescent Resources and South Carolina Parks, Recreation and Tourism (PRT) to develop a new state park on Lake Wateree. Establish a local task force to determine the best location for such a park.

➤ **Develop Strict Zoning Guidelines**

Develop and enforce strict zoning regulations throughout the county, particularly in major traffic corridors. **Kershaw County should strive to be a model of quality development in South Carolina.**

➤ **Internal Economic Development Communications Plan**

Develop an internal economic development communications plan for Kershaw County. Although KCEDO currently has ongoing communication with Kershaw County citizens, we recommend formalizing the process with a written plan. Our recommended target audiences for internal communications are:

- Economic development advisory committee.
- Economic development prospects (information to be communicated: economic development announcements, positive hard or soft data, infrastructure improvements, etc.).
- City councils.
- County councils.
- Existing industries-CEOs.
- Existing industries-General Managers.
- Existing industries-HR managers/HR association.
- Realtors, industrial, office, retail and residential.
- Developers.
- Chamber board.
- Chamber members.
- Chamber executive committee.
- Local media (radio and local & regional newspapers)
- Target companies.

Economic development prospects are listed as an internal target audience even though they are also your external audience. These prospects need to review internal data to help make decisions on locating or remaining in the county for business.

➤ **Establish New Central Carolina Technical College Campus**

Identify a future campus site for Central Carolina Technical College. Appoint a task force in conjunction with Central Carolina to identify and secure a site for a new Central Carolina Kershaw County campus.

➤ **Conduct a Feasibility Study on Combining ATEC & Central Carolina Technical College**

In conjunction with a new campus, pursue the feasibility of combining ATEC and Central Carolina Technical College. Conduct an in depth feasibility study of combining the resources of these institutions.

➤ **Develop Entranceway Plan**

Develop a “brand” for all entranceways into Kershaw County. Possible brands could build upon the equine industry, history of the area, arts, and Lake Wateree. Concentrate on high traffic corridors initially including I-20/Highway 521 and Highway 1.

➤ **Transportation Taskforce**

Establish a transportation task force to promote the widening of Highway 1 and the development of a bypass around Camden. The consultant team recommends prioritizing Highway 1 as the primary focus because of the continued growth corridor from Columbia.

➤ **Establish a Small Business Center and Downtown Revitalization Program**

Develop a small business support center to assist small businesses to grow and expand in Kershaw County. Establish a small business endowment partnership with the University of South Carolina, local municipalities, and the private sector to fund a graduate level student to manage this effort.

➤ **Local Incentive Development**

Establish local incentive programs for both existing industry and industry targets. Incentives already exist for manufacturing but these should include incentives for office and other projects that meet the county’s annual wage requirements. Consider appropriating a portion of all FILOTs into a local infrastructure/incentive program.

➤ **Expand Economic Advisory Committee**

Expand the Economic Advisory Committee to include the municipalities of Camden, Elgin, and Bethune.