



# ECONOMIC

The local economy shapes every aspect of community life – from jobs and taxes to environmental quality. A healthy economic climate fosters greater income potential for Camden residents, a supportive environment for business and industry to succeed, and fiscal stability to maintain and expand community services and infrastructure for City residents. A balanced and diversified economy can also help the City, its residents, and employers successfully weather economic downturns.

The Economic Element of the Comprehensive Plan focuses on the components of the economy in the City of Camden, as well as Kershaw County and the surrounding Santee Lynches and Central Carolina regions. These components include labor force characteristics, income and wealth distribution, commuting patterns, educational attainment and workforce development, occupational outlook, existing business and industry, market forces, realized and untapped economic assets, diversity of the economic base, the related economics of public health, and economic recruitment and growth strategies. These factors, along with an assessment of current economic trends, form the basis for recommendations designed to contribute to a healthy economic climate in the City of Camden.



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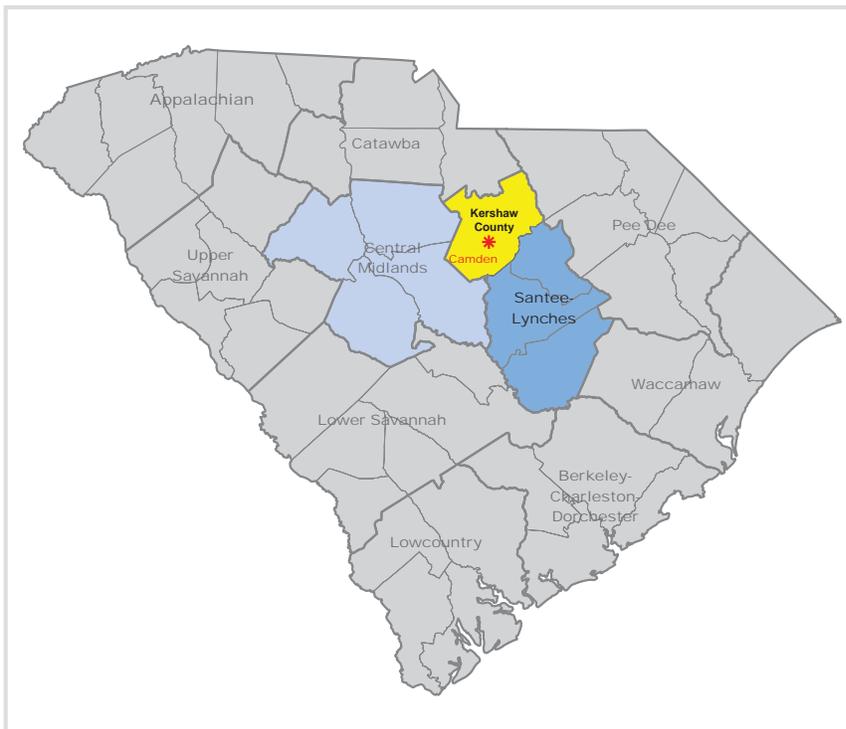


The Element provides a platform for local officials to identify the types of employment desired and the general location where such opportunities should be directed, while ensuring the distribution of economic benefits to residents citywide. The Element also examines the role of the City and Kershaw County within the context of the regional and statewide economies.

Economic diversity is a vital component in achieving community sustainability. The ability of residents to live near their places of work and the provision of goods and services locally are major factors in a successful economy. The intent of this Element is to foster the development of a sound economic base for the City of Camden that offers a wide range of employment opportunities for residents, supports the economic competitiveness of existing and future employers, promotes a highly trained and educated workforce, complements the community’s rich cultural and natural resource base, and strengthens the overall health and quality of life for all residents.

### A. REGIONAL ECONOMIC CONTEXT

The City of Camden is located in the Midlands region of South Carolina, just north of the I-20 corridor that links the Columbia Metro region to Atlanta to the west and Florence and the I-95 corridor to the east. Camden is the Kershaw County seat and the largest of the County’s three municipalities in terms of both land area at nearly 11 square miles and in population, with 6,931 residents in 2014. Kershaw County has a population of 62,342 with an active civilian labor force of more than 29,300 that includes many Camden residents.



MAP 4-1. CAMDEN LOCATION MAP



For purposes of industrial recruitment and economic development activity, Kershaw County is a member of the Central SC Alliance. For workforce development services, Camden is within both the four-county Central Carolina Technical College service area and the Santee Lynches Workforce Investment Area that includes Clarendon, Lee, and Sumter Counties. Kershaw County and its municipalities, including Camden, are also part of the Columbia Metropolitan Statistical Area (MSA) that was expanded in 2003 to include Lexington, Richland, Calhoun, Fairfield, and Saluda Counties.

## **B. INCOME AND WEALTH**

Now the modern-day county seat, Camden is the State's oldest inland city. Early economic activity in the area began in the mid-eighteenth century with the arrival of English traders from the coast to the western fringes of the South Carolina colony. As part of the Fredericksburg Township, Camden was part of a strategic network of early frontier settlements designed to protect the colony's coastal residents from Indian attack. Camden quickly emerged as a significant trading link between the settled coastal areas and the backcountry. This advantageous trading location soon became a strategic military outpost for both the British and the Americans, with numerous Revolutionary War battles fought in the Camden area.

The rise of large-scale plantation agriculture for cotton farming in the early nineteenth century brought new wealth to the area, along with a winter influx of wealthy northerners. Camden thrived as the population, economic and cultural center of the region. The expansion of rail service into the region by the late-nineteenth century stimulated additional growth in Camden and neighboring communities.

Agriculture continued to dominate the State and local economy into the twentieth century. The general economic decline of southern agriculture following the First World War was compounded when the Great Depression swept the nation. However, the end of the Second World War and post-war population growth ushered manufacturing to the forefront of the State's mid-century economy.

The Camden area of Kershaw County is now home to global companies such as Haier America (General Electric), Hengst, INVISTA, Mancor, Medtronic, and TB Kawashima. The continued recruitment of new domestic and international employers – coupled with the expansion of existing industries, tourism, retail businesses, health care services, agribusiness and equine activities – has strengthened the tax base of the City and County, while increasing the number and quality of job opportunities available to local residents. This growth also contributes to revitalization and reinvestment in downtown Camden.

City and County leaders recognize that economic development is more than job creation. A well-designed economic development strategy raises the standard of living and income levels of local residents. In addition to employment rates, companion measures of the City's economic health include the tax base, sales revenue, diversity of employment sectors, banking deposits, capital investments, income levels, educational attainment, affordability, and cost of living.

### **1. PROPERTY TAX BASE**

Property taxes are the leading source of revenue for local governments. Most new population, employment, and housing growth in the County is concentrated within the corridor extending from the City westward through the Town of Elgin along U.S. Highway 1 and Interstate 20 into Richland County. The area along U.S.



Highway 521 near the I-20 interchange has also seen increased development, including the new Central Carolina Technical College campus and hotel. Sustaining adequate and desirable levels of service requires optimizing property values.

There are three elements to South Carolina’s property tax system: (1) the tax rate; (2) the assessment ratio; and (3) the property value. Assessment ratios applied to manufacturing, commercial, and other classes of real property are based on classifications and rates established by the State of South Carolina and are listed in Table 4-1.

For residential uses, the assessment ratio is 4.0% for owner-occupied, principal residences and 6.0% for other non-principal residential uses. Residential owner-occupied properties are also exempt from school property taxes. A tax rate of 6.0% applies to other real estate such as commercial properties and agricultural real property owned by corporations, while private agricultural properties are assessed at 4.0%. Manufacturers pay a tax rate of 10.5% for real and personal property. The assessment ratio for all other businesses is 6.0% for real property and 10.5% for personal property. Although the State sets the assessment rates, only local governments levy property taxes. There are no taxes on inventories, intangibles, or pollution control equipment.

TABLE 4-1. SOUTH CAROLINA REAL PROPERTY ASSESSMENT RATES

PROPERTY TYPE	TAX RATE
Manufacturing and Utility	10.5%
Residential Real Estate (Owner-Occupied)	4.0%
Commercial and Residential (Non-Owner-Occupied)	6.0%
Agricultural Real Property (Corporate)	6.0%
Other Real Estate	6.0%
All Other Personal Property	10.5%

SOURCE: 2017 PROPERTY TAX REPORT, S.C. ASSOCIATION OF COUNTIES

The tax rate is generally reflected in mills or the millage rate. A mill is a unit of monetary value equal to one tenth of a cent, or one thousandth of a dollar and is assessed at the rate per \$1,000 of assessed value. For example, a tax rate of 200 mills translates into a tax of \$200 per \$1,000 of assessed value. In general terms, the appropriate tax or millage rate for a taxing entity is reached by dividing the assessed value of all property to be taxed by the revenues needed to be generated by the property taxes. Therefore, if an area is densely populated or includes major tax contributors, the millage rate is likely to be lower than in an area with sparse development and few industries or major commercial businesses. Because individual property taxes are determined by multiplying the fair market value of the property by the assessment ratio and then by the tax rate (millage), the millage rate is a determining factor in how high taxes will be on properties within the City of Camden and Kershaw County.

The value of the property tax base impacts the ability of the City to provide vital services and facilities and to make the necessary public investments to encourage private investment. Property taxes comprise slightly more than \$1.1 million, or 16%, of the annual revenue support of the City’s general fund. The County’s base millage rate for county operations and debt service was 81.50 mils

TABLE 4-2. TAX MILLAGE RATES FOR CITY OF CAMDEN, KERSHAW COUNTY AND KERSHAW COUNTY SCHOOL DISTRICT

JURISDICTION	2017 MILLAGE RATE
Kershaw County - Base Millage	.08150
City of Camden	.09710
Kershaw County School District	.22710

SOURCE: 2017 PROPERTY TAX REPORT, SC ASSOCIATION OF COUNTIES



with a value of one mil at \$236,519 in 2017. The City has a 2017 millage rate of 97.10. The Kershaw County School District also exacts an additional, overlapping millage of 227.10 countywide. Camden residents are also assessed additional mills for countywide solid waste collection.

In 2007, the South Carolina Legislature limited local government spending by placing a cap on the millage rates set by local governments. The cap is tied to a formula based on the Consumer Price Index and population growth within each city and county jurisdiction. The FY 2018-19 millage rate cap for the City of Camden is 4.17%, a more than 100% increase over the 2017-18 cap of 2.0%.

South Carolina offers a homestead exemption for residents who are age 65 and older, blind, or have a permanent disability. The exemption from local property taxes applies to the first \$50,000 of value on the primary residences of qualified property owners. Beginning in 2007, the State also exempted residential owner-occupied properties from the school property tax. Kershaw County and City residents also benefit from a tax credit subtracted from the tax bill as part of the Local Options Sales Tax.

Both statutory and discretionary tax incentives are available to businesses locating and expanding in the State. An industrial property tax abatement is available to qualified manufacturing businesses that make a minimum capital investment of \$50,000 in Kershaw County, including within the City. However, the abatement of municipal taxes is at the discretion of each municipality. This incentive provides a five-year property tax abatement from county ordinary operating taxes at the rate of .0815 in 2017. Table 4-3 uses an example formula from the South Carolina Department of Commerce to illustrate how the abatement can apply to an industrial property in the City of Camden.

TABLE 4-3. SAMPLE INDUSTRIAL PROPERTY TAX ABATEMENT FORMULA

Fair Market Value of Property	\$50,000,000
State Assessment Ratio for Manufacturing	x 10.5%
Assessed Value	\$5,250,000
Millage Rate (County Base + City Millage + School District Millage) <sup>1</sup>	x .4057
Property Tax	\$2,129,925
County Abatement (\$5,250,000 x .0815)	- \$427,875
Property Tax After Abatement	\$1,702,050

<sup>1</sup>Rate based on 2017 data and does not include other special fees or millage rates that may apply. SOURCES: S.C. DEPARTMENT OF COMMERCE, 2018; 2017 PROPERTY TAX REPORT, S.C. ASSOCIATION OF COUNTIES

County and city governments may impose a business license tax on businesses operating within their jurisdictional limits. The annual business license tax typically takes the form of a gross receipts tax on the revenues of the business located within the limits of the county or city. The base tax rate is dependent upon the local jurisdiction and the nature of the business. While Kershaw County does not have an annual business license requirement, the City of Camden does have a license requirement in place.

## 2. TAXABLE SALES

Other key indicators of community wealth include taxable sales in the form of revenues from retail sales, the local option sales tax, and accommodations and admissions taxes. The State of South Carolina has established a statewide base sales tax of 6%, with an additional 1% added to the accommodations tax rate. The base sales tax is applied to the retail sale, lease, or rental of tangible personal property.

Supplemental taxes can be added by South Carolina local governments based on community needs and voter approval to include the Local Option, School District, Transportation, Capital Projects, Tourism Development, and Education Capital Improvement tax. In 1997, the City adopted an ordinance establishing



a 1% local option sales tax. The ordinance requires all revenue generated from the local tax be used as a credit to property tax. In the tax year 2016, the local option sales tax credit reduced the primary residential property tax by approximately 62%. The City of Camden currently has a 9% sales tax rate that includes the Local Option and an Educational Capital Improvement tax that was added in 2017.

The level of taxable sales generally reflects the overall state of the economy, which can influence purchasing decisions. Net taxable sales include automobiles, food, and merchandise. However, consumer money spent on gasoline, accommodations, and admission fees are not included in net taxable income statistics. Kershaw County had more than \$333 million in net taxable sales in FY 2014. The County had total retail sales of \$586 million in 2012, the most recent Economic Census reporting year. As the commercial hub of the County, the City of Camden had more than \$256 million in annual retail sales, or 44% of the County total. The City's retail sales per capita of \$37,196 was more than triple the statewide retail per capita of \$12,298 and almost four times the County per capita of less than \$10,000.

Travel and tourism revenue represents a growing industry in South Carolina, generating more than \$12.5 billion each year in travel related spending by an estimated 29.8 million visitors annually (SCPRT, 2017). Tourism spending directly impacts retail trade, foodservice, recreation, lodging, and transportation. One of every ten jobs in the State is now supported by tourism, with the greatest workforce impact in the food service and lodging sectors. State data reveals that each dollar spent by tourists generates 18.6 cents in salary and wages and 3.1 cents in local government revenue. Tourism also adds more than \$1.8 billion in State and local tax revenues. This equates to a tax burden transfer from residents to tourists of \$826 per household.

Locally, Kershaw County benefitted from more than \$53 million in expenditures related to travel and tourism in 2016, ranking 21st highest among South Carolina counties in total travel expenditures (SCPRT). Tourism was responsible for more than \$8.4 million in payroll countywide. Traveler generated local tax revenues in the County, including accommodations and admissions taxes, exceeded \$2.4 million. There were an estimated 318,000 visitors to the County in 2017. Although city-level data is not available, much of the tourism activity in Kershaw County is centered in the Camden area.

*BLOOMSBURY INN*





Admissions taxes are collected at a rate of 5% of the paid admission for any amusement venue for which an admission fee is being charged. These venues include night clubs, sporting events, amusement parks, golf courses, movie theaters, bowling alleys, concerts, and health clubs. Admissions taxes collected countywide totaled \$26,618 in FY 2014, the most recent data available. Camden area events such as the Carolina Cup and the South Carolina Equine Park shows are major contributors to admissions tax revenues.

An additional 2% state sales tax is imposed on the gross proceeds from the rental of rooms, lodging, and sleeping accommodations. Accommodations tax collections within Kershaw County totaled \$229,571 in FY 2016-2017, with the City of Camden receiving \$97,442 in accommodations tax allocations. The City's funds were shared among multiple tourism marketing entities including the Kershaw County Chamber of Commerce, the Historic Camden Foundation, the Fine Arts Center, the S.C. Equine Promotion Foundation, the Olde English District, the National Steeplechase Museum, and the Kershaw County Historical Society.

South Carolina local governments may also adopt a hospitality tax of up to 2% on prepared food and beverages sold within their jurisdiction. Use of revenues from the hospitality tax is limited to tourism-related activities including tourism-related buildings and facilities; beach access and nourishment; highways, roads, streets, and bridges providing access to tourist destinations; advertisements and promotions related to tourism development; and water and sewer infrastructure to serve tourism demand. The City of Camden adopted a 2% hospitality tax in 2010. The City's hospitality tax revenue has increased by 32% since FY 2010-2011. Estimated hospitality revenue for FY 2017-2018 is \$825,000. The hospitality tax has provided funding for a number of projects over the years such as the Camden Town Green, renovation of City Arena, and construction of the Tennis Center of Camden and Pickleball Plaza.

### 3. BANK DEPOSITS

The presence of financial institutions and growth in personal bank deposits are key indicators of individual wealth and economic independence. There are eight FDIC-insured commercial banks in the City of Camden, offering nine full service locations. FDIC-insured commercial bank locations serving City residents include branches of Bank of America, First Citizens Bank & Trust, First Community Bank, First Palmetto Bank, Heritage Community Bank, Synovus Bank, TD Bank, and Wells Fargo. Only one of these banks, First Palmetto, is headquartered in the City. The total value of bank deposits in Kershaw County exceeded \$766 million in 2017.

### 4. COMMERCIAL AND INDUSTRIAL LAND USES

The availability of desirable land for industrial and commercial purposes is necessary for economic growth. For planning purposes, industrial land areas are those used to manufacture, assemble, process, or fabricate goods and/or to store (warehouse) or transport goods. Examples include manufacturing plants, industrial parks, truck terminals, and warehouses. Commercial land areas are used to conduct business, trade activities, administrative activities, professional activities or services, or personal services. Examples of commercial uses include, but are not limited to, establishments for retail sale or wholesale of goods and services, restaurants, entertainment facilities, administrative or professional offices, gas stations, grocery stores, hair stylists, dry cleaners, furniture stores, clothing stores, car sales, law offices, doctor offices, CPAs, real estate offices, hotels/motels, lumber sales, private gyms, post offices, and nursery or garden centers.



There are only 13 properties within the City in industrial use, comprising less than one percent (9.5 acres) of the City’s total land area (Table 4-4). Properties in industrial use are located in the central area of the City, on or near U.S. Highways 1 and 521. Current industrially classified land within the City accommodates diverse uses that range from automotive services and dry cleaning to landscaping and printing operations. Six percent of land in the City (390.6 acres) is in commercial use. Commercial uses are primarily concentrated in downtown Camden, along U.S. Highways 1 and 521, and along the I-20 corridor that runs westward to Richland County.

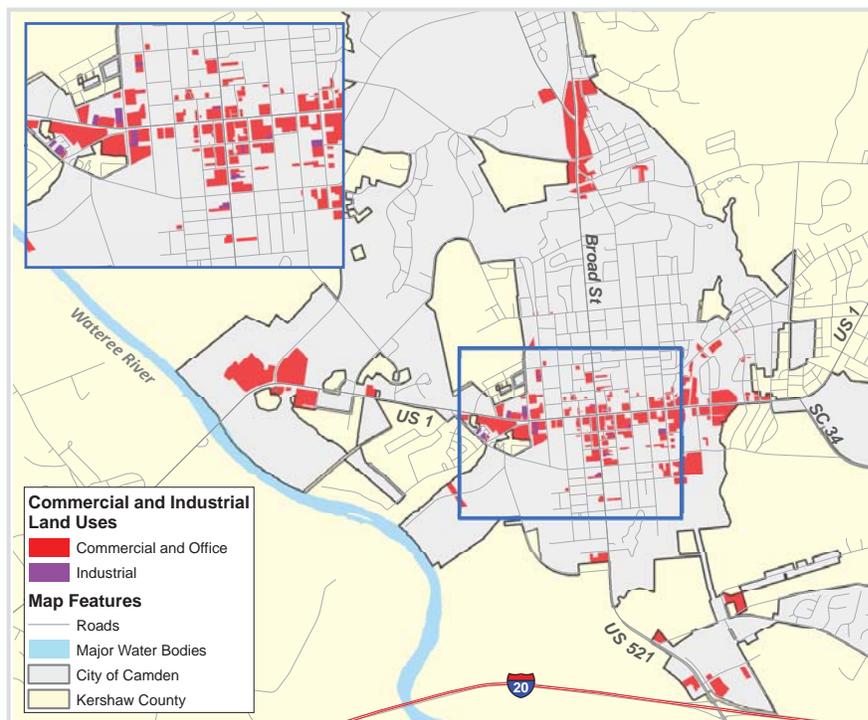
TABLE 4-4. EXISTING INDUSTRIAL AND COMMERCIAL LAND USE BY AREA

EXISTING LAND USE	CITY OF CAMDEN		KERSHAW COUNTY	
	ACRES*	% OF AREA	ACRES*	% OF AREA
Vacant Land	2,089.5	32.8%	15,843.5	3.6%
Commercial	390.6	6.1%	2,691.6	0.6%
Agriculture/Forestry	162.4	2.6%	375,991.0	82.3%
Industrial	9.5	0.1%	3,575.5	0.8%
Total of all Uses	2,652	41.6%	398,101.6	87.3%

\* Acreage does not include road and rail rights-of-way, Lake Wateree, and the Hermitage Mill Pond

SOURCES: CITY OF CAMDEN, SEPTEMBER 2017; KERSHAW COUNTY INFORMATION SERVICES DEPARTMENT, JULY 2016

The zoning of vacant properties is generally an indicator of future land use options. As detailed in the *Land Use Element*, nearly 33% of the land area in the City is vacant. More than 41% of the vacant land in Camden (869 acres) is currently zoned to allow commercial uses, while only 6.1% of vacant land (128 acres) is zoned for industrial uses (Map 4-2).



MAP 4-2. EXISTING INDUSTRIAL AND COMMERCIAL LAND USE IN THE CITY OF CAMDEN

SOURCES: CITY OF CAMDEN, 2017; KERSHAW COUNTY INFORMATION SERVICES DEPARTMENT, 2016



### 5. CAPITAL INVESTMENT

Industrial capital investment is an important contributor to the local economy, yielding more tax revenue per investment dollar to schools and local governments than residential and commercial development. The economic multiplier for manufacturing industries is typically much higher than for retail, health services, and personal business services. These capital investments include equipment, buildings, and land. Efforts to recruit new employers to the area have targeted industries in life science and medical, agribusiness and food processing, advanced materials, advanced manufacturing, automotive, and distribution. Kershaw County has also experienced diversified industrial growth through international investment in facilities and job creation. The County is now home to facilities of companies based in Canada, Germany, China, Japan, Finland, and Ireland. From 2009 to 2017, new and expanded manufacturing capital investment in Kershaw County surpassed \$320 million and yielded 1,010 new jobs. The largest number of jobs was created by Haier America (General Electric) at its Camden site in 2015 with 410, while the County’s highest annual capital investment also occurred in 2015 with \$80 million by INVISTA.

### 6. LEADING EMPLOYERS

The top employers in the City of Camden represent health care, K-12 education, manufacturing, retail, construction, and local government (Table 4-5). The list of major employers in the City of Camden is topped by KershawHealth with 760 employees, followed by Kershaw County government with 509 full and part-time staff. This list includes two manufacturers located adjacent to the City, producers of automotive components and consumer appliances. The Camden location of Hengst also serves as its North American headquarters.

TABLE 4-5. MAJOR EMPLOYERS IN AND ADJACENT TO THE CITY OF CAMDEN

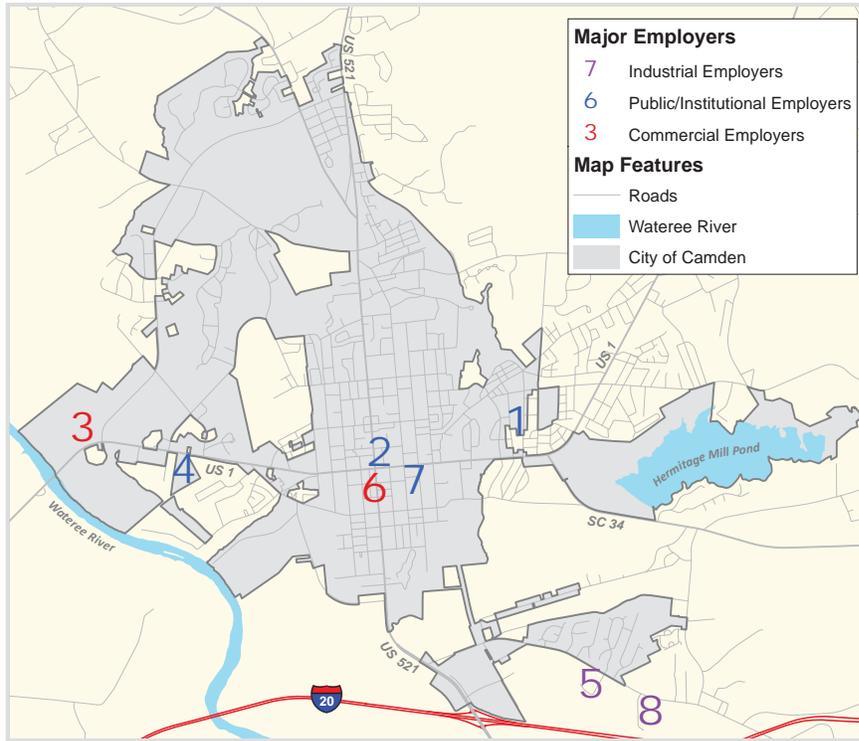
RANK	EMPLOYER	EMPLOYED	SECTOR/PRODUCT
1	KershawHealth	760	Health Care
2	Kershaw County Government	509	Local Government
3	Walmart	350	Retail
4	Kershaw County School District	341	PK-12 Education
5	Hengst of North America*	245	Manufacturing (Vehicle Filters)
6	Cantey Foundation Specialists	200	Construction
7	City of Camden	165	Local Government
8	Haier America (General Electric)*	150	Manufacturing (Refrigerators, Freezers)

\*Indicates employer adjacent to incorporated area

SOURCE: KERSHAW COUNTY ECONOMIC DEVELOPMENT OFFICE, 2017; CITY OF CAMDEN, 2018



Map 4-3 depicts the location of the City’s major manufacturing and non-manufacturing employers by numbered rank as listed in Table 4-5.



MAP 4-3. MAJOR EMPLOYERS IN THE CITY OF CAMDEN

SOURCES: KERSHAW COUNTY ECONOMIC DEVELOPMENT OFFICE, 2017; CITY OF CAMDEN, 2018

### 7. INCOME

Income can be assessed through a variety of indicators that include per capita income, total personal income, poverty levels, living wage indicators, and earnings. These indicators provide insight into the purchasing power of residents, as well as their economic well-being. Per capita income is an income average computed for each individual in the population. Per capita income for Camden residents exceeds that of Kershaw County, South Carolina and the nation (Table 4-6). The 2014 per capita income for City residents was \$31,352, considerably higher than the County (\$22,851) and the State (\$24,222), while also above the national per capita of \$28,555. Income growth for City residents was also higher from 1999 to 2014, with a per capita personal income increase of 36%. This rate is significantly higher than the County, State and national growth rates.

TABLE 4-6. PER CAPITA INCOMES FOR CAMDEN AND KERSHAW COUNTY

LOCATION	2000 CENSUS	2014 ACS	\$ INCREASE	% INCREASE
City of Camden	\$ 23,037	\$ 31,352	\$ 8,315	36.1%
Kershaw County	\$ 18,360	\$ 21,851	\$ 3,491	19.0%
South Carolina	\$ 18,795	\$ 24,222	\$ 5,427	28.9%
United States	\$ 21,587	\$ 28,555	\$ 6,968	32.3%

SOURCES: U.S. CENSUS BUREAU, 2000 CENSUS AND 2010-2014 AMERICAN COMMUNITY SURVEY



*Total personal income (TPI)* includes three distinct income sources: net earnings by place of employment; interest, dividends and rent; and government transfer receipts. Government benefits include retirement and Social Security disability insurance benefits, medical benefits from Medicare and Medicaid, unemployment insurance compensation, veterans' benefits, and federal education and training assistance. South Carolina had a total personal income of \$195.8 million in 2016. Kershaw County had a total personal income of \$2.2 million. Kershaw County had a *per capita personal income (PCPI)* of \$38,417 in 2016. The countywide PCPI ranked 12th highest among the 46 counties at 97% of the State average of \$39,465 and 78% of the national average of \$49,571. PCPI data is not available at the city level.

KERSHAWHEALTH



*Poverty level* data is based on thresholds established by the Federal government that are linked to changes in the cost of living and the Consumer Price Index (CPI). An individual is described as living in poverty when he/she has insufficient resources to meet basic living expenses including the costs of food, shelter, clothing, transportation, and health care. The percentage of Camden residents living in poverty is 16%, slightly below the percentages of County and State residents in poverty at 17.7% and 18.3%, respectively, but higher than the national poverty rate of 15.6%.

*Low and moderate income (LMI) households* are those households with incomes below 80% of median family income. As detailed in the Housing and Population Elements, 41% of Kershaw County residents are considered to be in LMI households, compared to 39% of South Carolinians. The City of Camden has the highest percentage of LMI residents among the County's municipalities at nearly 42%. Income distribution within the City is presented in detail in the *Population Element*.

The *Basic Family Budget Calculator* developed by the Economic Policy Institute estimates the minimum income needed to cover basic living expenses to provide a secure, yet modest standard of living. Under the EPI model, a family of four living in Kershaw County, including Camden families, would need an annual income of \$71,218 – or a monthly income of \$5,935 – to adequately provide for basic housing, food, transportation, child care, taxes, and health care costs.

*Living wage indicators* have been developed by MIT researchers to determine the cost of living within communities in each state. The underlying living wage values are based on 2017 dollars using the CPI. The living wage estimate for families living and working within Kershaw County provides the full-time hourly rate that a resident must earn to support a family for typical expenses such as food, child care, transportation,



medical, and housing costs (Table 4-7). The model assumes that an individual is employed full-time at 2,080 hours annually. Based on this formula, the head of household for a typical family of four in the City would have to make approximately \$23.61 an hour to support the family’s basic needs for housing, medical, child care, transportation, and food.

TABLE 4-7. LIVING WAGE ESTIMATES FOR KERSHAW COUNTY 2018 (INCLUDES CAMDEN)

ANNUAL EXPENSE	HOUSEHOLD SIZE					
	1 ADULT	1 ADULT 1 CHILD	1 ADULT 2 CHILDREN	2 ADULTS	2 ADULTS 1 CHILD	2 ADULTS 2 CHILDREN
Food	\$ 2,986	\$ 4,394	\$ 6,613	\$ 5,474	\$ 6,807	\$ 8,786
Child Care	0	4,593	6,619	0	0	0
Medical	2,371	7,010	6,729	5,112	6,729	6,787
Housing	6,804	8,232	8,232	6,960	8,232	8,232
Transportation	4,236	8,754	9,189	8,754	9,189	11,032
Other	2,656	4,294	4,736	4,294	4,736	6,059
<b>ANNUAL INCOME</b>						
Required After-Tax Income	\$19,053	\$ 37,277	\$ 42,119	\$ 30,593	\$ 35,694	\$ 40,895
Annual Taxes	3,535	7,458	8,475	6,024	7,120	8,214
Before Tax Income Required	22,588	44,735	50,594	36,617	42,814	49,109
<b>LIVING WAGE (HOURLY)</b>	<b>\$ 10.86</b>	<b>\$ 21.51</b>	<b>\$ 24.32</b>	<b>\$ 17.60</b>	<b>\$ 20.58</b>	<b>\$ 23.61</b>
Poverty Wage	5.00	7.00	9.00	7.00	9.00	11.00
Minimum Wage	7.25	7.25	7.25	7.25	7.25	7.25

Note: All models assume one working adult  
SOURCE: LIVING WAGE CALCULATOR, MIT, 2018

The *Distressed Communities Index (DCI)* combines seven indicators into a single holistic measure of community economic well-being. Metrics range from the percent of adults with a high school diploma to housing vacancy and poverty rates as measured on a score scale of 0 to 100. DCI data indicates that more than half of Kershaw County residents live in a distressed zip code. Among the 22,000 residents living within the broader 29020 Camden zip code, the median income is less than 85% of the national median. The zip code area has a distress score of 82.4, indicating a higher level of economic distress than peer zip codes across the nation.

The Bureau of Economic Analysis also maintains a county-level database of economic distress criteria using unemployment and per capita personal income. This information is used for some federal funding opportunities to measure community economic need and eligibility. The local two-year unemployment rate ran slightly higher than State and national averages, while both the five-year per capita money income (PCMI) and 2016 per capita personal income (PCPI) for County residents were only 78% of the national per capita (Table 4-8).

TABLE 4-8. ECONOMIC DISTRESS CRITERIA FOR KERSHAW COUNTY

AREA	24 MONTH UNEMPLOYMENT	BEA PCPI	ACS 5-YEAR PCMI
Kershaw County	4.68	\$ 38,417	\$ 23,149
United States	4.46	\$ 49,246	\$ 29,829

SOURCES: 2012-2016 AMERICAN COMMUNITY SURVEY; STATSAMERICA, 2018



Another important indicator of income is the number of taxpayers in the community receiving the federal Earned Income Tax Credit (EITC). Participation in the EITC is linked to the degree of residents in lower wage jobs in a community and is intended to benefit low-income taxpayers as a wage supplement. EITC-eligible workers are most likely to work in the retail trade, health care, accommodation and food services, manufacturing, and construction sectors.

In South Carolina, more than half of residents applying for the credit have no more than a high school diploma and over a third also receive food stamps or SNAP benefits. The State’s average EITC filer has an Adjusted Gross Income of under \$15,000. Many of the State’s filers work in the retail and accommodations and food services sectors. In South Carolina for tax year 2015, nearly half a million residents qualified for the EITC, receiving nearly \$1.3 billion in credit receipts. More than 840 City of Camden residents qualified and received over \$2.1 million in EITC credits. The average EITC credit per filer in the City was \$2,544 (Table 4-9). The South Carolina General Assembly created a State Earned Income Tax Credit as part of the 2017 *South Carolina Infrastructure and Economic Development Reform Act* to provide additional support for working families. The credit is used to reduce a low-wage worker’s tax liability.

TABLE 4-9. FEDERAL EARNED INCOME TAX CREDIT FILINGS AND RECEIPTS

TAX DATA	# OF TAX RETURNS RECEIVING EITC	TOTAL EITC RECEIVED	AVERAGE EITC CREDIT PER FILER
City of Camden	844	\$ 2,147,255	\$ 2,544
Kershaw County	6,040	\$ 15,435,769	\$ 2,556
South Carolina	491,378	\$ 1,250,706,730	\$ 2,545

SOURCE: EITC INTERACTIVE, BROOKINGS INSTITUTE, 2018

Earnings data for full-time, year-round employed residents reveal that the City has a significantly higher portion of workers earning annual wages below \$25,000 than both the County and the State (Table 4-10). While a substantially lower percentage of City residents earn between \$25,000 and \$50,000 than countywide and statewide, a much higher segment of the full-time Camden workforce earns \$50,000 and above.

TABLE 4-10. EARNINGS FOR FULL-TIME WORKFORCE BY LOCATION

INCOME RANGE	PERCENT OF WORKFORCE AT INCOME LEVEL		
	CITY OF CAMDEN	KERSHAW COUNTY	SOUTH CAROLINA
\$0 - \$24,999	31.2%	24.0%	23.6%
\$25,000 - \$49,000	26.5%	44.3%	41.3%
\$50,000 - \$74,999	24.9%	20.6%	19.6%
\$75,000 - \$99,999	8.4%	6.4%	7.3%
\$100,000 and over	8.9%	4.8%	8.3%

SOURCE: 2012-2016 AMERICAN COMMUNITY SURVEY



Wage data by economic sector also provides additional insight into the income potential of local residents. South Carolina had 1.98 million wage and salary occupational employees in 2016 with a median annual wage of \$32,159 and hourly wage of \$19.97. The highest average hourly wages statewide were found in Management occupations at \$46.68 per hour, Architecture and Engineering occupations at \$36.25 per hour, and Legal occupations at \$36.17 per hour. Food Preparation and Serving Related occupations had the lowest average wage at \$10.06 per hour (2017 S.C. Economic Analysis Report).

The median annual wage for local workers was \$30,275 in Kershaw County and \$31,492 for City residents in the workforce. As detailed in Table 4-11, the highest average annual wages in Kershaw County are generated in the Management of Companies, Manufacturing, Utilities, and Information industries. The County’s wage exceeds both regional and state annual wages for Management of Companies, Agriculture and Forestry, and Arts and Entertainment. Construction wages in the County are below regional and State averages, as are Finance, Public Administration, and Professional and Scientific Services. The County also lags behind the regional and state averages for Real Estate and Leasing, Utilities, and Wholesale Trade. The Accommodation and Food Services industry yielded the lowest average annual wages countywide at only \$14,196. Although wage data is not available at the city level, these averages include the City of Camden workforce in the County totals.

TABLE 4-11. COMPARISON OF AVERAGE ANNUAL WAGE BY SELECTED INDUSTRIES

INDUSTRY	KERSHAW COUNTY	SANTEE-LYNCHES	MIDLANDS WIA	SOUTH CAROLINA
Accommodation and Food Services	\$ 14,196	\$ 13,780	\$ 16,068	\$ 17,992
Administrative & Waste Management	\$ 34,736	\$ 29,484	\$ 30,992	\$ 33,956
Agriculture, Forestry, Fishing and Hunting	\$ 39,312	\$ 33,644	\$ 36,972	\$ 35,828
Arts, Entertainment, and Recreation	\$ 22,412	\$ 17,940	\$ 18,512	\$ 19,552
Construction	\$ 38,532	\$ 44,876	\$ 55,744	\$ 51,636
Finance and Insurance	\$ 45,552	\$ 46,696	\$ 62,764	\$ 62,036
Health Care and Social Assistance	\$ 41,288	\$ 39,728	\$ 51,636	\$ 48,516
Information	\$ 47,216	\$ 40,820	\$ 59,524	\$ 56,836
Management of Companies and Enterprises	\$ 107,432	\$ 69,368	\$ 59,748	\$ 73,788
Manufacturing	\$ 56,628	N/A	N/A	\$ 59,748
Other Services (except Public Admin)	\$ 23,920	\$ 25,844	\$ 34,736	\$ 32,448
Professional, Scientific & Technical Services	\$ 46,488	\$ 51,168	\$ 66,612	\$ 66,820
Public Administration	\$ 32,760	\$ 41,444	\$ 47,060	\$ 45,292
Real Estate and Rental and Leasing	\$ 28,028	\$ 28,496	\$ 41,392	\$ 41,808
Utilities	\$ 47,632	\$ 51,064	\$ 83,096	\$ 76,804
Wholesale Trade	\$ 39,936	\$ 51,740	\$ 63,596	\$ 64,428

SOURCE: S.C. DEPT. OF EMPLOYMENT AND WORKFORCE, QUARTERLY CENSUS OF EMPLOYMENT AND WAGES, 2017

A comparison of local weekly wages with state and national averages in leading sectors is shown in Table 4-12. The average Manufacturing job in Kershaw County offers an average weekly wage of \$1,089, nearly four times the local average Leisure and Hospitality job wage of \$281 and almost double the Retail Trade wage of \$558. The weekly wage of nearly each industry sector runs lower than State and national averages. However, local wages in the Management of Companies, Administrative and Waste Management, Retail Trade, and Arts and Entertainment exceed the State averages.



TABLE 4-12. COMPARISON OF AVERAGE WEEKLY WAGES FOR SELECTED INDUSTRIES

INDUSTRY	KERSHAW COUNTY	SOUTH CAROLINA	UNITED STATES
Management of Companies and Enterprises	\$ 1,828	\$ 1,481	\$ 2,278
Manufacturing	\$ 1,089	\$ 1,149	\$ 1,331
Utilities	\$ 1,046	\$ 1,715	\$ 1,952
Professional and Technical Services	\$ 1,039	\$ 1,488	\$ 1,988
Information	\$ 964	\$ 1,221	\$ 2,035
Finance and Insurance	\$ 935	\$ 1,257	\$ 2,064
Real Estate Rental and Leasing	\$ 838	\$ 930	\$ 1,181
Wholesale Trade	\$ 819	\$ 1,338	\$ 1,538
Health Care and Social Services	\$ 817	\$ 959	\$ 999
Construction	\$ 805	\$ 1,101	\$ 1,282
Administrative and Waste Services	\$ 713	\$ 676	\$ 794
Transportation and Warehousing	\$ 660	\$ 856	\$ 1,000
Retail Trade	\$ 558	\$ 536	\$ 619
Educational Services	\$ 536	\$ 714	\$ 971
Arts, Entertainment and Recreation	\$ 507	\$ 405	\$ 920
Leisure and Hospitality	\$ 281	\$ 349	\$ 481
Accommodation and Food Services	\$ 253	\$ 342	\$ 409

SOURCE: QUARTERLY CENSUS OF EMPLOYMENT AND WAGES, Q4, 2017

The local wage data by sector is particularly relevant when considering the minimum living wage estimates previously provided in Table 4-7. Community economic development strategies should consider the need to provide a balanced sector mix to ensure adequate earnings and advancement opportunities for City and County residents. Although the services sector represents a growing segment of the national and local economy, these jobs often offer lower pay and fewer benefits than many other sector employment opportunities. A reliance on lower paying jobs has an impact on consumer activity, homeownership rates, tax base, and the demand for public services within a community.

### C. WORKFORCE

The labor force is the number of residents employed and those seeking employment and available for work. This number represents the combined pool of workers potentially available to employers. Employers require access to a qualified workforce to survive and grow, making the composition and size of a community’s labor force one of the most critical factors in building and maintaining a successful and strong economy.

Information on the population base and labor force characteristics can provide insight into the ability of the City of Camden and Kershaw County as a whole to attract and retain sound employers, as well as adapt to changing global economic trends. An understanding of the community’s workforce requires an examination of the number of underemployed and unemployed, education and skill levels, youth approaching employment age, residents who are able but are not participating in the labor force, population growth, and commuting patterns.



A healthy economy requires a stable and growing population. Local population growth is fueled by many factors including the economic climate for jobs creation and capital investment, the residential market, fuel prices, and population demographics. The Kershaw County population grew from 52,647 residents in 2000 to 61,697 in 2010, a growth rate of 17.2% that was more than 2.5 times greater than the Santee-Lynches region. State projections indicate that the Kershaw County population will exceed 74,800 by 2030. The City of Camden experienced a 2.3% growth in population from 2000 to 2010, adding 156 residents. Estimates indicate that the population of the City of Camden is projected to increase by 3.8% to 7,262 residents by 2026. This increase will account for nearly 9% of the total projected growth for Kershaw County in the coming decade.

HENGST AUTOMOTIVE - STEEPLECHASE INDUSTRIAL PARK



Approximately 59% of the County’s population and 56% of City residents aged 16 and older are participating in the labor force, compared to 60% statewide. Of Kershaw County residents currently in the workforce, 80% are private wage and salary workers, 15.6% work in federal, state and local government, and 4.7% are self-employed. Of City residents currently in the workforce, 74% are private wage and salary workers, 22% work in government, and 4.2% are self-employed (*American Community Survey, 2012-2016*).

An expanding job market will require employers to compete in a larger labor region. The four-county Santee-Lynches Workforce Investment Area (WIA) is home to a population of more than 223,400 and a combined labor force of 93,260. With an active workforce that exceeds 29,500 residents, Kershaw County comprises nearly a third (32%) of the Santee-Lynches regional civilian labor force. The neighboring Central Midlands region to the west is home to a population of nearly 725,000 and a workforce of more than 370,700. The larger nine-county Central SC Alliance economic development region that includes all of Kershaw County has a combined population of more than 975,000 that is projected to surpass one million by 2021, with a workforce of 469,000.

### 1. UNEMPLOYMENT AND UNDEREMPLOYMENT

The unemployment rate reflects the number of individuals who are without work and are actively seeking work. Unemployment rates for Kershaw County have generally averaged at or below statewide and regional unemployment rates. Figure 4-1 compares local ten-year unemployment trends with regional, State, and national rates. The Great Recession of the previous decade prompted a sharp rise in the County’s unemployment to a record rate of 10.6% in 2009 that was followed by a gradual recovery to 6.0% by 2015. Conditions have continued to improve, with County unemployment dropping to 4.5% in 2017. This pattern mirrors regional, state, and national unemployment trends over the same period.

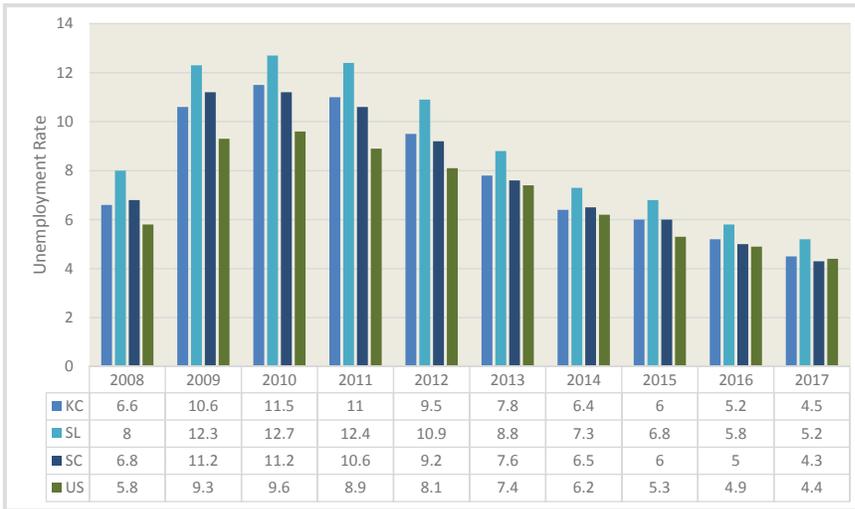


FIGURE 4-1. COMPARISON OF TEN-YEAR UNEMPLOYMENT TRENDS

SOURCE: S.C. DEPARTMENT OF EMPLOYMENT AND WORKFORCE, 2018

The most recent data published by the S.C. Department of Employment and Workforce (SCDEW) reveals that among State workers filing unemployment claims in 2018, almost half of these jobless residents were between 25 and 40 years old, while nearly one-third were between the ages of 41 and 55 years. Well over half of unemployment claimants were minorities and women.

Another key workforce concern not measured in unemployment data is *underemployment*. A declining manufacturing sector and a growing dependence on retail and service sector employment can translate into lower wage job opportunities that rely on fluctuating demand and are susceptible to economic downturns. Many of these jobs are part-time or temporary and lack key benefits such as health insurance. An increasingly service driven economy makes underemployment more likely. Other segments of the workforce include *discouraged workers* and *involuntary part-time workers*. Discouraged workers are defined by the Department of Labor as individuals not in the labor force, but who want and are available for work. These residents are excluded from the official unemployment rate if they have not searched for work in the preceding four weeks. Involuntary part-time workers are employed less than 35 hours per week, but want to work full time and are available to do so. In most cases, their work hours have been reduced or they work in a part-time job. When these two groups are factored in, the State’s official unemployment rate in 2015 would have increased to nearly 10%.

On a positive note, unemployment and underemployment are two contributing factors to the potential pool of qualified labor for new businesses looking to locate in a community. Underemployed workers are often the first to respond to new job opportunities with new and expanding businesses and industries, and often have more skills than their jobs require. However, declining unemployment rates will make it more challenging for current and potential employers in the City and County to find and retain a qualified workforce. The State’s recovery from the economic recession over the last few years has been led by growth in the Trade, Transportation, and Utilities sector, followed by Leisure and Hospitality and Education and Health Services. Government employment has also become the largest sector in terms of jobs. The improving economy is projected to lower the statewide jobless rate to 3.6% in 2018 (*37th Annual S.C. Economic Outlook Conference*). This shift will redirect the development focus to the education and skill levels of the workforce, with skilled residents positioned to benefit from enhanced employer incentives such as higher pay and benefits.



### 2. EDUCATION AND SKILLS

Educational attainment is a key indicator of current and future earnings potential. U.S. Department of Labor data indicates that the median lifetime earnings for a college graduate with a bachelor’s degree is nearly \$1 million greater, or 84% more, than that of a person with only a high school diploma. In a typical working lifetime, a high school graduate will earn \$1.3 million for a lifetime of work; a college graduate with an associate degree will earn \$1.7 million and \$2.3 million with a bachelor’s degree; a graduate degree holder will earn \$2.5 million; and an individual with an advanced professional degree, such as a doctor or lawyer, can earn an average of \$4.4 million.

As illustrated in Figure 4-2, the national median weekly earnings in 2017 were \$520 for a person without a high school diploma, compared to \$712 for a worker with a high school diploma and \$836 for an associate degree holder. Individuals with a bachelor’s degree had weekly median earnings of \$1,173. Unemployment is also generally lower for individuals with higher educational attainment. At the national level, residents with no high school diploma experienced a 2017 unemployment rate of 6.5% that is almost triple the rate for adults with a bachelor’s degree at only 2.5%. Individuals with a high school diploma, but no college, had an unemployment rate of 4.6%.

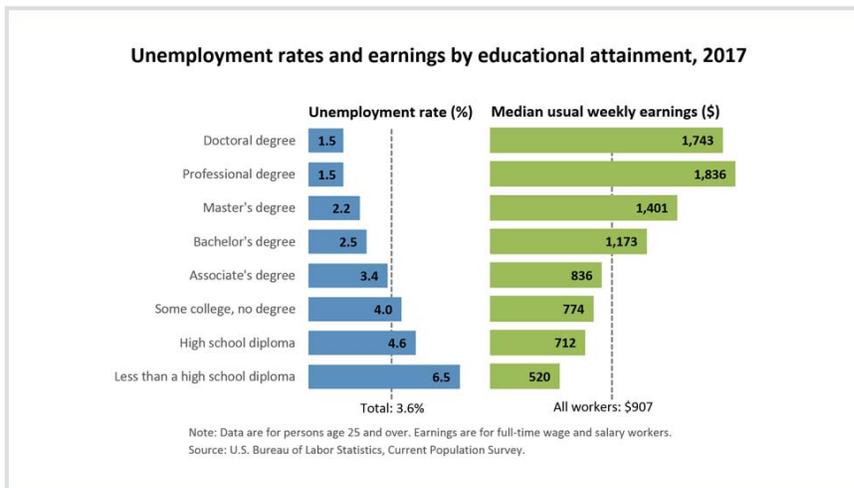


FIGURE 4-2. EARNINGS AND UNEMPLOYMENT RATES BY EDUCATIONAL ATTAINMENT, 2017

In South Carolina, a worker with less than a high school diploma makes an average annual wage of \$19,090, compared to a high school graduate or GED holder who earns \$26,069 – a difference of nearly \$7,000 per year. In Kershaw County, the annual earnings gap between a high school dropout (\$23,272) and a high school graduate (\$27,609) averages \$4,337. While income data for high school dropouts is not available for the City, a high school graduate in Camden earns an annual average of \$22,228. A South Carolinian with some college or an associate degree earns an average of \$31,474, while income with a bachelor’s degree averages \$44,895. Kershaw County residents with an associate degree or some college earn an annual average of \$33,638 while those with a four-year degree average \$47,030. City residents with some college earn \$26,708 and those with a bachelor’s degree earn considerably more at \$50,272. A State resident with a graduate or professional degree has an annual average income of \$54,025. County residents with post-graduate degrees average \$46,360, while City residents holding the highest degrees average slightly higher at \$46,712 (*American Community Survey, 2012-2016*).



An educated and skilled workforce is integral to building a strong local economy. A study by the Georgetown University *Center for Education and the Workforce* estimated that two-thirds of all new job openings now require some form of postsecondary education or training. State studies also reflect this need for advanced education, revealing that two-thirds of the incumbent workforce in South Carolina now needs a minimum of 14 years of education to be successful in an increasingly technology-driven economy, with nearly 80% of all jobs requiring skill levels beyond high school.

Local educational attainment levels relative to State and national levels provide an important indicator of the long-term economic competitiveness of Kershaw County and the City of Camden. Efforts to retain and attract employers to the community will continue to be impacted in part by the educational attainment levels of area residents.

Educational attainment measurably improved in the City of Camden between 2000 and 2014, with the percentage of residents earning an associate degree more than tripling from 3.5% to 11.4%. Although 13.6% of Camden residents age 25 and over did not graduate from high school, this is well below the 15% of South Carolinians who are not high school graduates (Table 4-13). The percentage of adult City residents who failed to complete high school decreased by 7% between 2000 and 2014. The City of Camden exceeds the State in the percentage of residents with postsecondary degrees, with 11.4% of City residents holding an associate degree, 22.2% a baccalaureate degree, and 12.5% a graduate or professional degree. Less than 9% of South Carolinians have earned an associate degree, 16.2% a baccalaureate, and 9.2% a graduate or professional degree.

TABLE 4-13. EDUCATIONAL ATTAINMENT

EDUCATIONAL ATTAINMENT	CITY OF CAMDEN		KERSHAW COUNTY		SOUTH CAROLINA	
	#	%	#	%	#	%
Population 25 Years and Over	5,134	100.0%	42,648	100.0%	3,163,095	100.0%
Less Than 9th Grade	208	4.1%	2,169	5.1%	164,938	5.2%
9th to 12th Grade, No Diploma	487	9.5%	4,563	10.7%	308,689	9.8%
High School Graduate/GED	1,003	19.5%	14,543	34.2%	948,245	30.0%
Some College, No Degree	1,069	20.8%	9,076	21.4%	663,550	21.0%
Associate Degree	583	11.4%	3,628	8.5%	276,035	8.7%
Bachelor's Degree	1,140	22.2%	5,595	13.2%	511,586	16.2%
Graduate/Professional Degree	644	12.5%	2,894	6.8%	290,052	9.2%

SOURCE: U.S. CENSUS, 2010-2014 AMERICAN COMMUNITY SURVEY

College readiness and postsecondary enrollment and completion among City and County residents are increasingly critical in local economic development efforts. Residents who lack advanced postsecondary training will be increasingly limited to lower-wage, lower-tech employment that offers limited security, benefits, and advancement opportunities. In addition to lower earnings for the individual without a high school diploma, low educational attainment can have an adverse financial impact on the community in the form of higher criminal justice and public safety costs, increased social support payments, higher health care costs, decreased tax revenues, and weakened community engagement.



Recent reports, including the *2012 State of the Workforce Report* and the *2017 Economic Analysis for South Carolina*, note a significant demand shift during the last few decades from a low-skilled to a higher-skilled workforce. Statewide studies also reflect the need for advanced education, revealing that two-thirds of the South Carolina's incumbent workforce now needs a minimum of 14 years of education to be successful in an increasingly technology-driven economy, with nearly 80% of all jobs requiring skill levels beyond high school. Most of the State's top 100 jobs require middle-level skills and three-quarters (74%) of all top jobs are out of reach for low-skilled workers. Middle skill jobs are those that require more than a high school diploma and less than a four-year degree. Examples of middle skill occupations include registered nurses, dental hygienists, electrical technicians, auto mechanics, and legal secretaries. In addition to formal training, employers are placing a greater emphasis on general soft skills and knowledge including active listening, reading comprehension, and customer service.

Educational achievement and skill proficiency levels among the local workforce strongly influence employer interest in locating to the area, as well as productivity and satisfaction with the workforce for existing employers. The path to educational achievement and job readiness starts in the K-12 school system. Public schools are a vital community resource in attracting new employers and in preparing residents for a knowledge-based, global economy. City of Camden residents are served by a single, countywide school district that operates a total of 19 schools with a combined enrollment of more than 10,800 students. In addition to eleven elementary schools, four middle schools and three high schools, the Kershaw County School District hosts the Applied Technology Education Center (ATEC), as well as alternative and adult education. The Applied Technology Education Center enables students in grades 10 through 12 to achieve industry-recognized certifications in more than a dozen occupational programs including agriculture, auto collision technology, automotive technology, carpentry, computer repair and service, cosmetology, culinary arts, digital art and design, graphic communications, early childhood education, health science, honors biomedical, mechatronics, protective services, and welding. The District also offers Adult Education in the form of High School Equivalency (GED) classes and Career Readiness instruction and testing.

The School District is making significant facility upgrades in response to aging facilities, changing educational requirements and needs, and recent and projected enrollment growth. Over the last ten years, the District implemented a \$102.2 million school construction program with the construction of two new middle schools, wellness facilities at all three high schools, a new elementary school, and two elementary school renovation projects. Phase II of the facilities upgrade plan includes a new Applied Technology Education Campus on the Central Carolina Technical College site, three new elementary schools, and additions and renovations to all County high schools, three middle schools and four elementary schools including Camden Elementary. Recognizing the need for quality instructional facilities, Kershaw County voters approved a penny sales tax in 2016 to fund a \$130 million bond referendum to implement Phase II.

One elementary school, one middle school, and one high school are located within the City of Camden, with a combined enrollment of nearly 2,340 students in all three schools. A demographic profile of the Camden public schools is presented in Table 4-14.



TABLE 4-14. KERSHAW COUNTY SCHOOL DISTRICT STUDENT PROFILE

SCHOOL DISTRICT	TOTAL ENROLLMENT	PER PUPIL SPENDING	% FREE/ REDUCED LUNCH	% GIFTED TALENTED	% STUDENTS W/ DISABILITIES
Camden Elementary	549	N/A	53.9%	12.3%	7.9%
Camden Middle	809	N/A	60.3%	25.0%	11.4%
Camden High	979	N/A	57.8%	27.5%	11.5%
Kershaw County	10,808	\$ 9,398	58.2%	16.1%	12.3%
South Carolina	760,500	--	--	N/A	N/A

SOURCE: KERSHAW COUNTY SCHOOL DISTRICT REPORT CARD, S.C. DEPARTMENT OF EDUCATION, 2017

Considerable focus has been placed on raising high school graduation rates over the last decade. While a focus on raising graduation rates is warranted, it is no longer sufficient as the end goal of public education. Strengthening the college and career readiness of high school graduates is a priority in raising state and local economic competitiveness. Graduation must be accompanied by concurrent efforts to raise college readiness as demonstrated by additional measures of student achievement such as SAT and ACT scores, Advanced Placement (AP) or dual enrollment course participation and pass rates, and postsecondary enrollment rates.

In response, the Kershaw County school system offers advanced and extended learning opportunities that include high school Advanced Placement and dual enrollment courses, career and technology education, virtual classes, and work-based learning. One third (38%) of all Kershaw County high school students and 23% of Camden High school students participate in AP courses that offer college-level instruction. The local District also partners with Central Carolina Technical College (CCTC) to offer dual enrollment opportunities for high school students to gain both high school and college credit before graduation. Currently, 22 courses are available to Camden High School students for dual credit. Students must meet minimum SAT and ACT score requirements and have parental and guidance office approval to participate in these courses. Dual enrollment courses transfer to any state technical college or public university in South Carolina and can be taken at no cost to the student if minimum credit hours are met per semester. These extended learning programs give many local students a head start on postsecondary attainment and help reduce the total costs associated with college.

Table 4-15 details selected college and career performance data for Camden High School and the Kershaw County School District relative to high school SAT/ACT exam scores, state-mandated *End of Course Test (EOCT)* pass rates, graduation rates, and percentage of high school seniors eligible for the *Legislative Incentive for Future Excellence* or LIFE scholarships. The LIFE scholarship is a merit-based program established to assist South Carolina students in attending postsecondary institutions within the State. Although the 2017 on-time graduation rate for Camden County high school students was above the State average, LIFE eligibility for Camden graduates is 10% lower than the State average, while the local postsecondary enrollment rate trails by more than 6%. Although Camden and Kershaw County public high school students had a lower composite score averages on the SAT in 2017, the local ACT scores exceeded the State average.



TABLE 4-15. COMPARISON OF SELECTED HIGH SCHOOL PERFORMANCE MEASURES

SCHOOL DISTRICT	SAT <sup>1</sup>	ACT <sup>1</sup>	EOCT PASS RATE <sup>2</sup>	4-YEAR GRAD RATE	% LIFE ELIGIBLE	POSTSECONDARY ENROLL RATE <sup>3</sup>
Camden High School	1044	18.2	66.0%	88.5%	25.6%	64.4%
Kershaw School District	1043	18.1	76.0%	84.6%	30.6%	58.5%
South Carolina	1058	17.8	73.6%	84.6%	36.0%	70.8%

<sup>1</sup>Composite score for public school students; <sup>2</sup>All four subjects; <sup>3</sup>Enrolled in a 4 or 2-yr college by fall after graduation  
SOURCE: 2017 SCHOOL REPORT CARDS, S.C. DEPARTMENT OF EDUCATION

Figure 4-3 compares the college readiness of Camden seniors with State and national graduates using the College Readiness benchmarks of the ACT. The benchmarks represent the minimum scores on the four ACT subject area tests that indicate the likelihood for students to have a 50% chance of obtaining a grade of B or higher or about a 75% chance of obtaining a grade of C or higher in corresponding freshman college courses in each subject. The benchmarks are an indicator of individual student potential for college success.

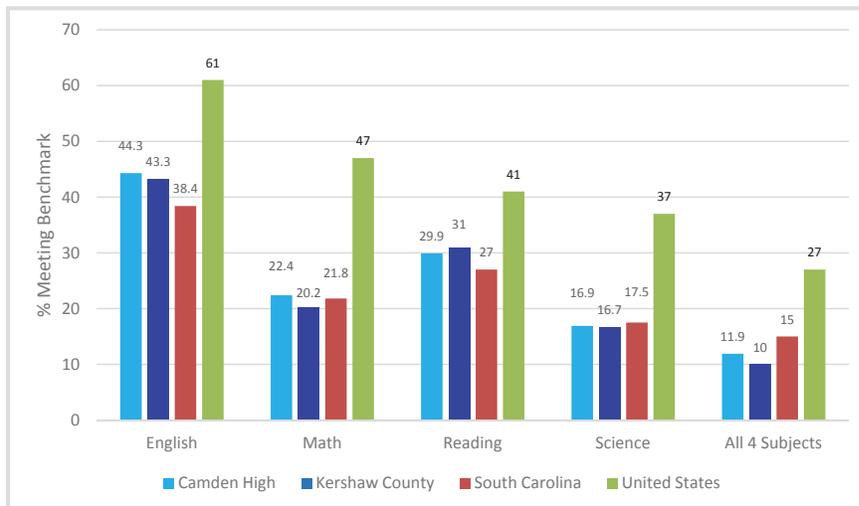


FIGURE 4-3. STUDENTS MEETING ACT COLLEGE READINESS BENCHMARKS BY SUBJECT

SOURCES: S.C. DEPARTMENT OF EDUCATION, 2017 SCHOOL REPORT CARDS; 2017 ACT SCORE REPORTS

As one of sixteen public, two-year colleges serving South Carolina, Central Carolina Technical College serves the four-county Santee-Lynches region through multiple campus locations, including a new Kershaw County campus in the Steeplechase Industrial Park. CCTC operates under an open-door admissions mandate, providing a key entry point into higher education for many low-income, first generation, disabled, and other non-traditional student populations. Kershaw County residents comprise 19% of the total CCTC student enrollment of approximately 3,700 students.

CCTC offers postsecondary programs leading to fifteen degrees, four diplomas, and 32 certificates designed for direct job placement, as well as degree programs designed for transfer to four-year colleges and universities under the Statewide Articulation Agreement. The College also delivers short-term continuing education courses, professional and career advancement programs, and customized training for business, industry, health care, and government agencies, as well as noncredit courses for personal enrichment. CCTC partners with several four-year institutions for transfer programs, including Columbia



College, Francis Marion University, Morris College, St. Leo University, and Webster University, and the Bridge program of the University of South Carolina.

3. EXISTING AND PROJECTED EMPLOYMENT BY SECTOR

The occupation of employed residents provides an overview of the local and regional economic base and insight into individual earnings potential. State data on current employment by industry group reveals that Educational Services and Health Care is the leading employment sector in the City at 38% of total jobs (Table 4-16). Retail Trade ranks second largest at 12% of the current workforce, followed closely by Finance, Insurance and Real Estate at 11.6%. Manufacturing comprises only 3.3% of City employment. As expected with its position as the county seat, the City has a significantly higher percentage of employment in the Public Administration sector at 9.4% than the County or State. The lowest sector employment is found in Agriculture and in the Transportation and Information related sectors – all under 2%.

In contrast, Kershaw County more closely mirrors statewide sector employment with less than one-quarter of all jobs found in the Educational Services and Health Care sector. Manufacturing is the second largest employment sector in both the County and the State with 13% and 14% of employment, respectively. Retail trade comprises the third largest sector for both at slightly over 12% of total employment. The Information and Agriculture sectors have the lowest employment in Kershaw County and statewide at less than 2%.

TABLE 4-16. CURRENT EMPLOYMENT BY SECTOR

ECONOMIC INDUSTRY SECTOR	PERCENT OF TOTAL EMPLOYMENT		
	CITY OF CAMDEN	KERSHAW COUNTY	SOUTH CAROLINA
Agriculture, Forestry, Fishing, Hunting, and Mining	0.0%	1.5%	1.0%
Construction	5.5%	7.9%	6.3%
Manufacturing	3.3%	12.9%	13.8%
Wholesale Trade	3.9%	2.3%	2.7%
Retail Trade	12.0%	12.3%	12.2%
Transportation, Warehousing and Utilities	1.3%	3.9%	4.7%
Information	1.7%	1.1%	1.8%
Finance and Insurance, Real Estate and Rental and Leasing	11.6%	8.9%	5.8%
Professional, Scientific and Technical Services	5.7%	7.3%	9.8%
Educational Services, Health Care and Social Assistance	38.1%	23.0%	21.6%
Arts, Entertainment & Recreation, Accommodations & Food Services	5.4%	6.8%	10.5%
Other Services except Public Administration	2.1%	5.9%	5.1%
Public Administration	9.4%	6.1%	4.7%

SOURCE: AMERICAN COMMUNITY SURVEY, 2012-2016

The latest available statewide industry employment projections cover the ten-year period from 2014 to 2024. Collectively, all sectors are projected to grow by 8.99 percent, or 175,200 jobs, statewide. Employment in the Health Care and Social Assistance sector, along with Administrative and Support and Waste Management, Educational Service, and Accommodation and Food Services will all increase by more than 20,000 jobs through 2024. The Health Care and Social Assistance sector is also projected to replace Retail Trade at the top in industry employment. Retail Trade will drop to second largest, followed by



Manufacturing and Accommodation and Food Services in third and fourth place, respectively. Government and Agriculture, Forestry, Fishing and Hunting are projected to decline slightly.

The City of Camden and Kershaw County are located at the crossroads of two workforce regions, Santee-Lynches and Midlands, that both influence the local economy. The overall ten-year job growth rate within the four-county Santee-Lynches Workforce Investment Area (WIA) is projected to approach 10%, nearly two percentage points lower than the neighboring Midlands region at 12%. The Midlands is also forecast to lead the State in the number of annual new jobs through 2024 at more than 12,680 openings, while the neighboring Santee-Lynches region is projected to have the lowest number of yearly job openings at less than 2,500.

The regional increase in job openings for the Santee-Lynches region is projected to be strongest within the Professional, Scientific and Technical Services sector at nearly 26%, followed closely by the Administrative and Support (26%), Health Care and Social Assistance (22%), and Construction (21%) sectors. This closely mirrors the labor outlook in the neighboring Midlands region. Job growth rates for both regions are lowest in the Utilities, Manufacturing, and Mining sectors at less than 4%. Table 4-17 compares the projected growth rates by industry in the Santee-Lynches and Midlands workforce regions through 2024.

TABLE 4-17. COMPARISON OF LABOR MARKET OUTLOOK BY INDUSTRY TO 2024

INDUSTRY	PERCENT CHANGE 2014-2024		
	SANTEE-LYNCHES	MIDLANDS	SOUTH CAROLINA
Health Care and Social Assistance	22.16	20.72	20.29
Construction	21.39	20.53	13.91
Educational Services	15.44	15.43	15.00
Administrative and Support and Waste Management	25.58	25.87	17.48
Retail Trade	6.22	5.89	4.92
Accommodations and Food Services	10.59	10.64	10.02
Manufacturing	1.97	3.26	3.56
Professional, Scientific and Technical Services	25.64	25.66	12.52
Other Services (Except Government)	5.90	5.64	4.77
Government	N/A	N/A	-0.21
Finance and Insurance	8.50	10.48	4.76
Wholesale Trade	17.45	18.52	5.12
Transportation and Warehousing	14.81	N/A	11.25
Arts, Entertainment and Recreation	7.93	8.04	7.46
Real Estate and Rental and Leasing	9.52	9.74	6.82
Management of Companies and Enterprises	8.37	8.34	4.42
Information	6.61	9.92	2.07
Utilities	0.61	N/A	0.20
Mining	N/A	3.54	7.67
Agriculture, Forestry, Fishing and Hunting	N/A	26.88	-16.31
<b>All Jobs</b>	<b>10.10</b>	<b>12.03</b>	<b>8.99</b>

SOURCE: S.C. DEPT. OF EMPLOYMENT AND WORKFORCE, INDUSTRY PROJECTIONS, 2018



As detailed in Table 4-18, State labor market projections for the Santee-Lynches workforce investment region that includes the City of Camden show continued growth in health care occupations such as home health aides, nurse practitioners, occupational therapists, and physician assistants. Regional occupational forecasts are also strong for STEM occupations in electronics engineering, computer networking, user support, and database administration. Education and social services are also represented among the top twenty with preschool teachers, child care workers, and counselors. Average annual earnings potential for these high growth professions range from a low of \$17,881 for child care workers to a high of \$105,195 for electronics engineers.

TABLE 4-18. HIGH GROWTH OCCUPATIONS IN THE SANTEE-LYNCHES WIA REGION

OCCUPATION	% GROWTH 2014-2024	AVERAGE SALARY
Electrical power-line installers and repairers	46%	\$ 47,252
Home health aides	44%	\$ 18,800
Ambulance drivers and attendants	37%	\$ 22,415
Personal care aides	37%	\$ 20,494
Nurse practitioners	35%	\$ 94,791
Occupational therapists	31%	\$ 53,933
Taxi drivers and chauffeurs	30%	\$ 18,796
Physician assistants	30%	\$ 98,330
Preschool teachers, except special education	28%	\$ 32,821
Electronics engineers, except computer	27%	\$105,195
Substance abuse and behavioral counselors	27%	\$ 35,527
Rehabilitation counselors	27%	\$ 27,929
Computer network architects	27%	\$ 78,874
Helpers-Electrician	26%	\$ 22,836
Sales representatives	25%	\$ 52,719
Compensation, benefits, and job analysis specialists	25%	\$ 49,157
Cooks, restaurant	25%	\$ 19,794
Computer user support specialists	25%	\$ 44,201
Child care workers	24%	\$ 17,881
Database administrators	23%	\$ 57,795

SOURCE: S.C. DEPARTMENT OF EMPLOYMENT AND WORKFORCE, OCCUPATIONAL PROJECTIONS, 2017

#### 4. COMMUTING PATTERNS

A much higher percentage of Camden residents both live and work in their place of residence than those of the County, State and nation. Nearly 42% of Camden residents aged 16 and older are employed in the City of Camden and more than two-thirds of City residents are employed within Kershaw County. While almost 36% of City residents work in another county, less than one half of one percent travel outside the State for employment. By comparison, only 8.2% of workers in Kershaw County, 16.2% of workers statewide, and 31.4% of workers across the nation both live and work in the same city or town. Slightly more than half (53.3%) of County workers, 71% of workers statewide and 72.4% of workers nationwide are employed in their county of residence (Table 8-4).



The *employment-residence (E-R)* ratio is a measure of the total number of workers working in an area relative to the total number of workers living in a place. An E-R ratio of greater than 1.00 occurs when there are more persons working in an area than living there. The employment-residence ratio for Kershaw County is 0.76 with a daytime population loss of nearly 10%, or more than 6,000 persons, indicating that the County is a net exporter of labor to other counties (Table 4-19). The City of Camden’s overall E-R ratio of 2.42 indicates that there are more persons working in the City than living there, making the City a net importer of workers. The daytime population of the City increases by 60%, or 4,160 persons, due to an influx of workers from neighboring communities. While the City’s E-R ratio reflects the role of the City of Camden as the economic center for the County, the County’s overall ratio reveals the employment pull of the neighboring Midlands region.

**TABLE 4-19. DAYTIME POPULATION AND EMPLOYMENT RESIDENCE RATIOS, CITY OF CAMDEN, KERSHAW COUNTY, AND SOUTH CAROLINA, 2014**

EMPLOYMENT-RESIDENCE RATIO FACTOR	CITY OF CAMDEN	KERSHAW COUNTY	SOUTH CAROLINA
Total resident population	6,931	62,342	4,727,273
Total workers working in area	7,087	19,372	1,986,242
Total workers living in area	2,927	25,474	2,022,019
Estimated daytime population	11,091	56,240	4,691,496
Daytime population change due to commuting	4,160	-6,102	-35,777
% Daytime population change due to commuting	60.0%	-9.8%	-0.8%
Workers who lived and worked in same area	4,103	13,575	1,438,243
% Workers who lived and worked in same area	140.2%	53.3%	71.1%
Employment Residence (E-R) Ratio	2.42	0.76	0.98

SOURCE: U.S. CENSUS BUREAU, 2010-2014 AMERICAN COMMUNITY SURVEY

The Census Bureau defines the mean travel time to work as the average travel time to work for workers who do not work at home. Given that the commute time to and from work can affect the worker’s productivity and quality of life, communities with shorter travel time to work could be more attractive to potential new residents. Mean travel time to work is shorter for City of Camden residents at 24.6 minutes than for Kershaw County workers at 28.2 minutes. The commute of City residents is also shorter than that of workers nationally at 25.7 minutes, but slightly longer than the mean travel time to work for South Carolinians at 23.8 minutes. Less than 13% of City residents travel an hour or more to work each day. The segment of City workers with longer commutes is larger than the percentage both countywide and nationwide at 8.3% and more than double the statewide percentage of 5.5%. Conversely, well over one-third of City residents (38.8%) have a commute of 14 minutes or less to their place of employment. Nearly 6% of City residents in the workforce work at home, which is high compared to county, state, and national percentages of 2.9%, 3.6% and 4.4%, respectively. More detailed data on worker travel times, mode of travel, and commuter data are provided in the *Transportation Element*.



## D. ECONOMIC DEVELOPMENT

Bolstered by a growing population, an emphasis on workforce development, direct Interstate access, expanded access to higher education, and strong tourism assets, the City of Camden and Kershaw County are well-positioned for continued economic growth. The community offers a comparably low cost of doing business including factors such as low taxes and utility rates, as well as a generally lower cost of living within proximity to the State capital.

State and local jurisdictions can go even further in creating a positive business climate through the offer of tax incentives that help employers hold down operating costs and realize a return-on-investment, the provision of infrastructure, the promotion of higher educational attainment among residents, and the availability of low to no-cost specialized workforce development and training programs. Local governments can also streamline development review and permitting processes to facilitate clear communication of expectations and regulations; ensure the consistent enforcement of codes, ordinances, and regulations; and promote the protection of existing and future business operations through sound planning for infrastructure and compatible land use.

### 1. INCENTIVES

Public investments and incentives, when part of a well-planned development strategy, can provide an attractive business climate and increase private investment. In addition to a low corporate income tax rate, multiple tax incentives to businesses are available from the State of South Carolina, Kershaw County, and the City of Camden to encourage economic growth. Because the State does not tax real or personal property, property tax incentives are implemented at the county level. There is no State or local tax on inventories or intangibles. Among the strongest incentives available to State and local economic developers are the jobs tax credit, the fee-in-lieu of property taxes, and job development and retraining credits.

The State's 46 counties are ranked by the S.C. Department of Revenue each year in one of four tiers, with Tier I including the highest ranked counties and Tier IV including the lowest. Rankings are based on employment rates and per capita income. Kershaw County is currently ranked among twelve counties in the second tier. This ranking is used by the State to determine the amount of jobs tax credits allocated to eligible employers in each county, with the larger credit amounts going to counties with the greatest need. The 2018 jobs tax credit amount for Kershaw County is \$2,750 for each full-time job created.

The ability to offer many of the incentives listed in Table 4-20 depends on the formal approval of the S.C. Department of Revenue and local city and county councils. In addition to the incentives listed in the table, the wide range of tax credits available to employers includes credits for hiring displaced workers, conservation and habitat management, child care, textile mill and abandoned retail sites revitalization, minority businesses, recycling facilities, and energy conservation and renewable energy improvements.

Access to capital is another requisite for economic development. Although most business lending is leveraged through the private sector banking system, government can provide gap financing programs and loan guarantee programs, as well as facilitate angel and venture capital networks that pair private investors with employers. Together with incentives, these tools can help communities take a proactive role in fostering economic investment, job creation, and desirable growth.



While most State and County incentives are focused on industrial prospects, the City of Camden has created a comprehensive incentive package for business retention and development with a focus on retail establishments. The City established an Economic Development office that is responsible for business recruitment and incentives within the designated incentives district. To facilitate downtown economic activity and investment, the City has become an affiliate program of the National Main Street Center, providing support and resources for new and existing businesses.

As described in the *Cultural Resources Element*, eligible building owners in downtown Camden currently have access to Federal and State Historic Preservation Income Tax Credits as a result of the downtown National Register District designation. The combined value of the credits can range from 30 to 45 percent of eligible building rehabilitation expenses, which can be a tremendous incentive to assist costly projects. The *Bailey Bill* also allows cities and counties in South Carolina to provide property tax incentives for improvements to historic structures. The Camden City Council approved an ordinance in 2015 to authorize special tax assessments within the City that allow property owners to lock in the value of a structure for a period of 15 years for approved improvements that meet historic preservation standards. Property owners must invest at least 20% of the fair market value of the structure to qualify.

## 2. WORKFORCE DEVELOPMENT

Local officials in communities throughout the State consistently cite workforce development as the leading challenge in development efforts. The availability

TABLE 4-20. STATE AND LOCAL BUSINESS INCENTIVES

AVAILABLE INCENTIVES BY TYPE	AUTHORITY	
	STATE	LOCAL
<b>STATUTORY INCENTIVES</b>		
Job Tax Credit	✓	
Economic Impact Zone Credit	✓	
Corporate Headquarters Credit	✓	
Research & Development Tax Credit	✓	
Sales Tax Exemption	✓	
Corporate Income Tax Credit	✓	
Investment Tax Credit	✓	
5-Year Property Tax Abatement		✓
Property Tax Exemptions	✓	
<b>DISCRETIONARY INCENTIVES</b>		
Job Development Credit	✓	
Job Retraining Credit	✓	
Economic Development Set-aside Program	✓	
Rural Infrastructure Fund	✓	
Port Volume Increase Fund	✓	
Tourism Infrastructure Development Grants	✓	
Municipal Economic Development		✓
<b>DISCRETIONARY PROPERTY TAX INCENTIVES</b>		
Fee-In-Lieu of Taxes (FILOT)		✓
Super Fee-In-Lieu of Taxes (FILOT)		✓
Special Source Revenue Credit		✓
Manufacturers Warehouse Property Tax		✓
<b>OTHER DISCRETIONARY INCENTIVES</b>		
Small Business Jobs Tax Credit	✓	
Expedited Permitting		✓
Multi-County Industrial Park	✓	✓
Infrastructure Development		✓
Certified Industrial Sites	✓	✓
Historic Preservation Income Tax Credits	✓	✓
Special Assessment for Historic Properties (Bailey)		✓
Abandoned Building Tax Credit	✓	✓
Textile Revitalization Tax Credit	✓	✓
Retail Facilities Tax Credit	✓	✓
<b>WORKFORCE DEVELOPMENT AND TRAINING</b>		
Regional Workforce Advisors	✓	
readySC™	✓	
Apprenticeship Carolina	✓	
Certified Work Ready Community	✓	✓

SOURCE: 2017 S.C. BUSINESS INCENTIVES GUIDE, S.C. DEPT. OF COMMERCE

*CENTRAL CAROLINA TECHNICAL COLLEGE - KERSHAW COUNTY CAMPUS*

of a trained and highly skilled workforce is a major consideration in business location decisions for most employers. The emphasis of State, regional, and local economic recruitment efforts to attract higher-wage, higher-tech employers also requires a better-educated and more technologically proficient workforce. This shift makes advanced education and training a requisite to achieving higher incomes and an improved quality of life. For residents who are trying to pull out of the cycle of dependence, finding a job with adequate earnings to support a family is a daunting challenge. Without advanced training, residents with minimal education will increasingly be restricted to less secure, minimum wage jobs with little opportunity for advancement.

The quality of the workforce is the long-term key to attracting and retaining employers and raising income levels of local residents. However, a combination of real and perceived lack of skills among residents can hamper recruitment of new employers as well as the expansion of existing ones. The economic future of the City and County hinges in large part on the ability of the community to meet changing workforce development requirements by improving access to training and raising resident proficiency in the core skill areas of mathematics, technology, communication, and writing.

Employment and training resources are offered by State and local providers in Kershaw County through the K-12 school system, the technical college system, adult education, and specialized workforce training and job placement programs. Expanded access to training resources has and will continue to contribute to higher educational attainment and employability of Kershaw County residents. Current resources are summarized in Table 4-21.



TABLE 4-21. CITY AND COUNTY WORKFORCE TRAINING RESOURCES

PROVIDER	WORKFORCE RESOURCE(S)
Kershaw County School District (KCSD)	<ul style="list-style-type: none"> <li>• K-12 school system offering career and college readiness programs</li> <li>• Middle and high school career information and opportunities</li> <li>• Apprenticeship and job shadowing experiences</li> <li>• College Advanced Placement and dual enrollment courses</li> <li>• Operates the Applied Technology Education Campus (ATEC) for students from all three high schools to access 16 career and technology education (CATE) tracks including health sciences, human services, manufacturing, and information technology</li> <li>• Coordinates work-based learning through job shadowing and internships</li> </ul>
Kershaw County Adult Education (KCAE)	<ul style="list-style-type: none"> <li>• Prepares students for the High School Equivalency Diploma (GED)</li> <li>• Alternative high school diploma track through <i>VirtualSC</i></li> <li>• <i>WorkKeys</i> career readiness instruction and certification</li> </ul>
Central Carolina Technical College (CCTC)	<ul style="list-style-type: none"> <li>• Serves a four-county service area as one of 16 public, two-year colleges that comprise the S.C. Technical Education System</li> <li>• Offers 50 programs of study ranging from Environmental Engineering Technology and Computer Technology to Criminal Justice and Nursing</li> <li>• New \$10 million, 40,000 ft<sup>2</sup> campus in Steeplechase Industrial Park at I-20 and U.S. Highway 521 provides research resources, meeting and conference facilities, advanced training and continuing education classes, and training and incubation space for start-up businesses</li> <li>• Offers Camden residents access to complete Associate of Arts and Associate of Science degree programs on-site</li> </ul>
Central Carolina Scholars	<ul style="list-style-type: none"> <li>• Public-private partnership providing free tuition for eligible public and private high school graduates from Santee-Lynches Region for up to two years enrollment in any CCTC program of study</li> <li>• Partners include employers, the Clarendon, Kershaw, Lee, and Sumter County School Districts, private high schools, the Cities of Camden and Sumter, and Clarendon, Kershaw, Lee, and Sumter County Councils</li> <li>• Supports economic growth with a skilled and educated workforce</li> </ul>
Apprenticeship Carolina™	<ul style="list-style-type: none"> <li>• Joint program of the S.C. Tech System and S.C. Department of Commerce to promote registered occupational apprenticeships using supervised on-the-job training and related technical instruction</li> <li>• Leverages regional workforce investment funds and lottery tuition assistance to cover instruction and wages</li> </ul>
readySC™	<ul style="list-style-type: none"> <li>• Statewide program offering employee recruitment, screening, and short-term training programs specifically tailored to the workforce needs of business and industry</li> <li>• Available to new and expanding companies in South Carolina at little or no cost</li> <li>• Trained more than 2,600 workers for Kershaw County employers</li> <li>• Locally accessed through Central Carolina Technical College</li> </ul>

South Carolina is also divided into twelve *Workforce Investment Areas (WIA)* to meet the workforce development needs of employers and residents. Kershaw County is part of the four-county Santee-Lynches WIA region for workforce development planning and programs. The WIA region is anchored by comprehensive *SC Works Centers* that offer an array of human services and employment related programs. Services include internet access, labor market information, resume writing assistance, job search workshops and placement services, adult education and literacy programs, senior employment assistance, veteran employment and training programs, community-based agency assistance, unemployment insurance, and skills assessment. These one-stop centers serve residents in need of employment, job training, and career advancement services and also post job openings for local employers seeking potential job candidates. All Kershaw County residents and employers are served through the one-stop location in downtown Camden.

Kershaw County was certified as a *South Carolina Work Ready Community (SCWRC)* in 2015. *WorkReady SC* is an employee credentialing program based on the ACT *WorkKeys* assessment tool that focuses on core job skills such as communication, interpersonal skills, and problem-solving. The assessment is used in creating job profiles, measuring skills levels of job applicants, and identifying skill gaps of the existing and potential workforce. Participants must take and pass tests in applied math, reading or information comprehension, and locating information in order to earn the *WorkReady SC Career Readiness Certificate*.



South Carolina became the first fully certified state in the nation, with all 46 counties achieving certification. The SCWRC is a voluntary collaboration between economic development and business leaders, chambers of commerce, the education community, and the S.C. Workforce Development Board. Certified counties such as Kershaw demonstrate to potential businesses that they can provide a skilled workforce.

### 3. UTILITIES AND TRANSPORTATION

Public investment in physical infrastructure and essential services – roads, water and sewer, stormwater drainage, utilities, recreation, education, and public safety – comprises a substantial share of public expenditures. Infrastructure, community facilities, and support services are in large part provided by local governments and funded through taxes, fees, and State support. Such investments significantly influence and assist economic development efforts, with the location, timing, and pace of new infrastructure impacting the ability of the City and County to service new and existing employers and businesses. To maximize the economic benefit of costly infrastructure investments, the City of Camden must develop and maintain a consistent and coordinated process for planning and prioritization of capital facilities and infrastructure needs. The City's infrastructure resources are described in greater detail in the *Community Facilities, Transportation, and Priority Investment Elements*.

Commercial transportation is critical for business and industrial development in today's global economy. Demand responsive transportation services are increasingly important to gaining a competitive advantage in manufacturing and service-based industries. Although size and space needs for new businesses and industries can vary widely among employer types and sectors, an accessible transportation infrastructure that provides easy access to materials, supplies, customers, and markets is a common requirement. Depending on the specific needs of the employer, this infrastructure network can include major facilities such as interstates and highways, aviation facilities, rail service, and ports that provide convenient connectivity to areas nationwide and overseas for the County's large manufacturers, or it can include more localized needs such as parking and pedestrian access to smaller businesses in downtown Camden. Given their location in the center of the State, Camden and greater Kershaw County have an attractive intermodal freight network for employers that provides easy access to U.S. markets and suppliers, the Port of Charleston, and international air service. This network is largely defined by an extensive system of interstates and arterials. Kershaw County and the City of Camden benefit from direct interstate frontage, as well as state and local road networks that provide easy access to neighboring cities and the region. Key elements in the transportation infrastructure to support the County's production sectors of manufacturing and agribusiness are listed in Table 4-22. Additional detail on the transportation resources of the City and County is presented in the *Transportation and Priority Investment Elements*.



TABLE 4-22. TRANSPORTATION INFRASTRUCTURE SUPPORTING ECONOMIC DEVELOPMENT

INFRASTRUCTURE TYPE	DESCRIPTION
<b>HIGHWAYS AND INTERSTATES</b>	
Interstate 20	<ul style="list-style-type: none"> <li>• County has 22 miles of direct frontage on Interstate 20 with four interchanges</li> <li>• City of Camden has one interchange at U.S. Highway 521 (Sumter Highway)</li> <li>• Access to I-95 is 50 miles to the east in Florence, while I-77 and I-26 are located approximately 25 and 45 miles westward in Columbia</li> <li>• Provides strong interstate connections for access to markets such as Columbia, Greenville, Charlotte, and Raleigh, and to the ports of Charleston, Wilmington, and Savannah</li> </ul>
U.S. Highways 1, 601, and 521	<ul style="list-style-type: none"> <li>• Three four-lane, U.S. highways traverse the County, opening employment and shopping opportunities to residents and worker access to employers</li> <li>• U.S. Highway 1 links Camden with Bethune to the east and the Lugoff-Elgin corridor to the west</li> <li>• U.S. Highways 601 and 521 corridors provide north-south access</li> </ul>
<b>RAIL</b>	
CSX Transportation	<ul style="list-style-type: none"> <li>• Operates active freight line that traverses the County west to east between the Richland and Chesterfield County lines, paralleling U.S. Highway 1 through Elgin, Lugoff, Camden, and Bethune</li> <li>• Part of the larger Florence service lane, a strategic southern freight market corridor that connects to Columbia with manufacturing connections to Florence, Raleigh, and the three major port facilities of Wilmington, Charleston, and Savannah</li> <li>• Cost-effective option for manufacturers that require shipments of bulk raw materials and finished products</li> </ul>
<b>AIRPORTS</b>	
Kershaw County Airport at Woodward Field (CDN)	<ul style="list-style-type: none"> <li>• General aviation airport northeast of Camden that covers nearly 400 acres, with a 5,000 foot lighted runway and a 2,998 foot crosswind runway</li> <li>• Support services include the Camden Jet Center and Aircraft Maintenance Services to accommodate recreational aircraft and larger turboprops and business jets</li> <li>• Supports business related activities and a number of corporate flight departments</li> <li>• No scheduled commercial airline service</li> </ul>
Columbia Metropolitan Airport (CAE)	<ul style="list-style-type: none"> <li>• Located 33 miles southeast of Camden in Lexington County</li> <li>• Serves more than one million passengers and 1.3 million tons of cargo annually</li> <li>• Offers 30 non-stop flights to nine major airports daily and is a UPS southeast regional air cargo hub</li> </ul>
Charlotte Douglas International Airport (CLT)	<ul style="list-style-type: none"> <li>• One of the nation’s top ten busiest airports located 85 miles north of Camden</li> <li>• Provides international and domestic flights for more than 44 million annual passengers and significant air freight capacity with large shipping distribution facilities</li> </ul>
<b>PORTS</b>	
Port of Charleston	<ul style="list-style-type: none"> <li>• Located 127 miles southeast of Kershaw County</li> <li>• Among the top ten busiest container ports on the East coast and the primary port service for S.C. businesses</li> <li>• Handles 1.12 million containers annually and moves one million tons of non-containerized cargo</li> </ul>
South Carolina Inland Ports – Greer and Dillon	<ul style="list-style-type: none"> <li>• Inland ports extend the Port of Charleston’s reach to provide shippers with access to more than 95 million consumers within a one-day drive</li> <li>• Boosts intermodal efficiency for international freight movements between the Port of Charleston and companies located across the Southeast</li> <li>• Greer Port is a partnership between the S.C. Ports Authority and Norfolk Southern</li> <li>• Dillon Port is a partnership between the S.C. Ports Authority and CSX</li> <li>• Inland Port Greer is two hours west of Camden and Inland Port Dillon is only one hour east near I-95</li> </ul>

Industrial and commercial development is largely dependent on available water and sewer service. Industrial recruitment efforts generally center on sites and communities where water and sewer are either already available or can be extended with reasonable expense. Conversely, areas without water and sewer service are not as attractive to new industrial and commercial development. Along with ready access to major transportation routes, the availability of water and sewer is a major catalyst for economic development.



Many businesses and industries require the reliability and access to water that only a public utility can provide. The City of Camden is one of five water and one of three public wastewater management providers in the County. The City provides water treatment to more than 6,900 customers within the City and in areas outside of the City northward along S.C. Highway 97 and eastward between U.S. Highways 1 and 521, including the Steeplechase Industrial Park at I-20. Lake Wateree is the surface water source for the City Water Treatment Plant on John G. Richards Road. The Plant has a capacity of six million gallons per day (MGD), with an average daily flow of 2.5 MGD. Water is distributed through more than 166 miles of water mains and transmission lines and is stored in four elevated storage tanks that have a total capacity of 1.1 million gallons.

The City also provides wastewater treatment to more than 3,950 customers within the water service area. Wastewater is collected through 84 miles of gravity lines and 10.94 miles of sewer force main and lift stations for treatment at the City's Wastewater Treatment Plant (WWTP) on Bramblewood Plantation Road before being discharged into the Wateree River. The City's Plant is classified as a major municipal facility, with a permitted capacity of 4.0 MGD and a permitted flow of 2.6 MGD. Several of the Plant's processes are designed for future expansion to 8 MGD. Details on service areas, design, and capacity for water and wastewater management facilities are provided in the *Community Facilities Element*. Water quality issues are further detailed in the *Natural Resources Element*.

Access to large capacity electric service, natural gas, and other utilities is essential for most new and expanding industrial, commercial, and institutional employers. The City of Camden provides power to approximately 11,000 customers in portions of Kershaw, Lee, and Sumter counties. The City's service area includes all properties within the City, as well as several adjacent unincorporated areas. Camden's system includes approximately 650 miles of overhead and underground electric lines and three electric substations that are connected by fiber optic cable. The City offers comparatively low rates among Kershaw County providers. Monthly electric bill payments are primarily used to purchase wholesale power and to maintain and expand the City's electric infrastructure.

South Carolina Electric and Gas (SCE&G) is the sole provider of natural gas in the City of Camden and Kershaw County. SCE&G delivers natural gas to approximately 349,000 customers in 35 of the State's 46 counties through 9,064 miles of pipeline. The company purchases natural gas for delivery from the Dominion Company, Transco Pipeline, and Southern Natural Pipeline. SCE&G operates two liquefied natural gas (LNG) facilities that have the capacity to hold 23 million gallons of LNG and can supply up to an additional 105 million cubic feet of natural gas per day through its local distribution systems (S.C. Energy Office, 2016). Local utilities and service areas are presented in detail in the *Community Facilities Element*.

#### 4. ECONOMIC DEVELOPMENT SITES

Adequate land area and suitable sites are necessary to provide space to accommodate new and expanding business and industry. The identification and inclusion of commercial and industrial land in land use planning and zoning becomes more pressing as residential, institutional, and commercial growth escalates. Land targeted for commercial and industrial development should be served with the necessary infrastructure in advance to attract new employers.



Industrial development in the Camden area is generally concentrated along the Interstate 20 corridor between Camden and Richland County. Economic development strategies in the *Vision Kershaw 2030* Plan emphasize the importance of a fully developed industrial corridor with complementing infrastructure to serve fully utilized industrial parks. The County currently has four industrial parks and five industrial sites available for new and expanding industries. Two of these industrial parks, the 210-acre Governor's Hill Park and 221-acre Steeplechase Park, are located west and south of Camden, respectively. These two parks have also achieved certified site status from the S.C. Department of Commerce. Completed reports for each park include a boundary survey, Cultural Resources Reconnaissance Survey, Geotechnical Exploration, Protected Species Assessment, Phase I Environmental Assessment, and Wetlands Delineation and Determination. Bolstered by the County's close partnership with Central Carolina Technical College, the Steeplechase Industrial Park on U.S. Highway 521 is now home to the new CCTC Kershaw County Campus and the Kershaw County Economic Development Office. Current park employers include international companies Haier America (General Electric) and Hengst North America. The park also became the first in the State to receive the AT&T *Fiber Ready* designation and designation as a *Duke Energy Food & Beverage Certified Site*.

Commercial growth, particularly retail, is an economic development priority for the City. Sensible growth initiatives encourage the development of land closer to existing development, provide incentives for infill and the redevelopment of previously developed areas, and avoid encroachment of new development into areas that lack the necessary public facilities, services, and infrastructure. The revitalization of existing built properties and the infill of new development on vacant lands within developed areas can produce substantial economic benefits and maximize existing infrastructure investments. Vacant structures can range from former strip commercial centers to big box retail and abandoned mills. Often referred to as *greyfields*, these properties generally consist of a large structure with significant land area. These sites represent infill opportunities that do not require the expansion of new infrastructure and are convenient to existing transportation networks and housing markets.

The opportunity for infill is especially relevant in the Dusty Bend and East Camden commercial districts of the City. The Dusty Bend location includes multiple available parcels along a busy section of Broad Street within the Horse Country district north of Downtown. These parcels currently include a former Walmart building that was converted into multiple strip shopping centers, an old brick school, and self-storage complexes. Close proximity to emerging residential neighborhoods, the Springdale Racecourse, and Lake Wateree present an excellent opportunity for infill and redevelopment in this area.

Greyfield sites are also located in East Camden and along Hermitage Pond Road. These parcels are accessed via East DeKalb Street, U.S. Highway 1, and S.C. Highway 34. Sites in this area include strip shopping centers and individual retail store fronts. The area also includes several cotton mill storage buildings and a commercial site planned for retail uses to accommodate future residential development around Hermitage Mill Pond.

The commercial reuse of historic structures in the heart of the City can strengthen the appeal of the downtown district and boost economic activity. Areas that offer infill and reuse opportunities include downtown Camden, multiple vacant strip malls, and the nearby Interstate 20 interchange. There are



currently four target properties in the City of Camden Economic Development Office site inventory. Two are shopping centers, one is a mix of commercial parcels at I-20, and one is a mix of parcels in the retail corridor (Table 4-23).

TABLE 4-23. AVAILABLE COMMERCIAL SITES IN THE CITY OF CAMDEN

SITE	LOCATION	SIZE	DESCRIPTION
Interstate 20 Site	U.S. Highway 521 (Sumter Highway) at I-20 interchange	2-11 acres	<ul style="list-style-type: none"> <li>Multiple parcels along Sumter Highway, a major thoroughfare to downtown Camden with close proximity to multiple hotels, apartments, and the new Central Carolina Technical College campus</li> </ul>
Old Bi-Lo Shopping Center Site	Old River Road	75,000 ft <sup>2</sup>	<ul style="list-style-type: none"> <li>Former grocery-anchored shopping center centrally located at a signalized intersection along highly trafficked West DeKalb Street</li> <li>Close proximity to downtown Camden, Camden High School, and residential neighborhoods</li> </ul>
West Dekalb Parcels	West Dekalb Street	Various sizes	<ul style="list-style-type: none"> <li>Multiple parcels available along highly trafficked West DeKalb Street in the main retail district near downtown Camden</li> <li>Close proximity to emerging residential neighborhoods as well as the Springdale Racecourse</li> </ul>
Springdale Plaza	1640 Springdale Drive	Various sizes	<ul style="list-style-type: none"> <li>Power center minutes away from downtown Camden anchored by retail clothing, furniture, and discount stores</li> <li>Close to other big box retail and hardware and fast food chains</li> <li>Close proximity to emerging residential neighborhoods and the Springdale Racecourse</li> </ul>
Dusty Bend site	Broad Street	Various sizes	<ul style="list-style-type: none"> <li>Multiple parcels available along highly trafficked Broad Street in “Horse Country” district north of downtown, including an Walmart converted to multiple strip centers; old brick school, and self-storage complexes</li> <li>Primary grocery district for residents of Lake Wateree on S.C. Highway 97, within close proximity to emerging residential neighborhoods, the Springdale Racecourse, and Lake Wateree</li> </ul>

SOURCE: CITY OF CAMDEN ECONOMIC DEVELOPMENT OFFICE, 2018

Brownfield sites can also provide promising potential for redevelopment. *Brownfields* are abandoned, idle or under-utilized industrial or commercial facilities and sites with environmental contamination that can present barriers to revitalization. Risks associated with liability, cleanup costs, and additional regulatory hurdles can discourage private investment and turn potential developers away from such properties. Examples of brownfields include abandoned manufacturing plants, auto salvage yards, dry cleaning plants, and gas stations. Despite the sometimes complicated process of reclaiming a brownfield site, the U.S. Environmental Protection Agency (EPA) notes that cleaning up and reinvesting in brownfields “increases local tax bases, facilitates job growth, utilizes existing infrastructure, takes development pressures off of undeveloped, open land, and both improves and protects the environment.” The EPA provides direct funding to states, communities, tribes, and nonprofits for brownfields assessment, cleanup, and revolving loans for site-specific and community-wide proposals through its *Brownfields Grant Program*.

### 5. ECONOMIC DEVELOPMENT STRATEGIES AND FOCUS AREAS

Kershaw County recently completed a comprehensive, countywide visioning process called *Vision Kershaw 2030*. The plan, developed with City involvement, provides a consensus framework for countywide investment with a focus on economic growth and development that builds upon county assets in manufacturing, agriculture, and tourism. A key concern identified in Kershaw County’s *VisionKershaw 2030* process, and supported by employment and journey to work data, is the lack of well-paying jobs within the community. This has fueled the movement of residents outside the City and County for job opportunities.



More than half of Camden workers commute outside of the City and over one-third commute outside of the County to work each day. City and County economic development efforts that target higher paying, higher skilled jobs, along with workforce training initiatives through Central Carolina Technical College and the Kershaw County School District, are aimed at increasing local job opportunities and earnings potential by attracting employers in high-growth sectors.

At the regional level, the CentralSC Alliance has identified ten targeted sectors for the region that includes Kershaw County. These industries range from advanced manufacturing and automotive to food processing and transportation and distribution. The City and the County are poised to benefit from the successful targeting of these industry segments by State, regional, and local economic developers. At the County level, the Kershaw County Economic Development Office seeks to build a vibrant economy by focusing on related industry targets. The County's *2012 Economic Development Strategic Plan* noted the strength of existing manufacturing sectors including Wood Products, Transportation Equipment, Plastics and Rubber Products, and Food Processing. Potential growth sectors identified in the planning process included Insurance Carriers and Computer Systems Design and Related Services. As described earlier under industry wage data, these industries offer weekly earnings that exceed most other sectors.

The long term success of local companies in existing and targeted industries can fuel additional job creation and aid the recruitment of new employers. Up to 80% of new jobs and investment in a community is created by existing businesses. A comprehensive existing business program is vital in facilitating retention and expansion of existing companies throughout Kershaw County. In addition to the targeted industrial sectors, the recent *VisionKershaw 2030* study identified the need to support small business development, tourism, and the equine industry, as well as downtown development efforts in Camden. Each of these strategies and their economic potential for the City is outlined in the sections that follow.

#### *a. REVITALIZATION OF DOWNTOWN CAMDEN*

The City of Camden is challenged with planning for future growth and development that honors the history of the area and preserves and protects rich historic, cultural, and natural resources, while encouraging complimentary residential, commercial, and industrial growth. Over the last decade, the City has proactively developed a variety of programs and services to enhance the economic vitality of the City with a current focus on *Strategic Tourism Development and Promotion* and *Retail and Entertainment Recruitment*. These efforts hinge on the continued revitalization of downtown Camden to make the City a vibrant arts and cultural destination that carefully weaves together business, residential, cultural, and governmental uses.

As South Carolina's oldest inland city and the Kershaw County seat, Camden has long served as the center for commerce, employment, education, and cultural opportunities for the County and the region. The 2009 *Vision Camden* report recommended the City "embrace the small town character that makes it unique, while growing in a smart sustainable pattern." The strategies associated with this goal centered on traffic control and façade improvements that would increase the appeal of the historic downtown.

Traffic calming efforts have been launched by the City to achieve the goal of becoming a pedestrian-oriented community. The first phase of the multi-phase initiative is the completion of the *Camden Truck Route*, designed to redirect commercial tractor trailer traffic away from the central downtown and slated for completion in 2019.



*Vision Camden* also focused on the need to replace and repair downtown building façades in keeping with the character of their original construction. Although some have retained their original features, others have undergone extensive renovations that “bear no resemblance to their original designs.” The plan notes that in order for Broad Street to “become a downtown retail attraction, it must have an historic Main Street.” Replacement and repair of downtown façades and the rehabilitation of buildings in need of repair or upgrade will restore the historic character of the City and will create a more inviting pedestrian experience, making the downtown more attractive for visitors, residents, and potential businesses.

As part of its ongoing effort to create a welcoming, pedestrian-centered environment for visitors and residents, the City adopted *Design Guidelines* in 2014 to preserve the historic character of its residential and commercial built environment. The guidelines are administered by the Camden *Historic Landmarks Commission* to encourage a general harmony of style, form, proportion, and material between buildings of historic and of contemporary design, while promoting key elements of community sustainability. The majority of the buildings in the central business district date from the late nineteenth and early twentieth centuries, forming a compact and cohesive commercial district along Broad Street. The guidelines apply to the design of new structures, as well as for property owners planning exterior alterations, additions, or rehabilitation of existing buildings. The Camden City Council followed the Design guidelines with a 2015 ordinance, known as the *Bailey Bill*, that authorized local tax incentives for designated historic properties within the City. Property owners can lock in the tax value of the structure for a period of 15 years for approved improvements that meet historic preservation standards. Property owners must invest at least 20% of the fair market value of the structure to qualify.

In 2017, the City advanced its efforts by joining the *Main Street America* Program via the Main Street SC Program that is administered by the Municipal Association of South Carolina. Member communities adhere to the Main Street approach that is anchored on a genuine public-private partnership in planning and action, a concerted effort to change attitudes and turn negative opinions around, and a commitment of time and resources to focus on comprehensive revitalization efforts that are oriented to quality businesses in the downtown and neighborhood commercial districts. The Program is intended to empower residents, business owners, and local officials with the knowledge, skills, tools, and organization structure needed to revitalize the downtown commercial district. The City of Camden Economic Development Department provides oversight for the City’s Main Street SC program – *Downtown Camden*, and communicates information about the various city resources available to businesses locating in the City. These resources include plans, zoning reviews, and financial incentives for qualifying businesses, physical site improvements, advertising, signage, and marketing.

In its *Baseline Assessment Report* for Camden, Main Street SC noted the impact of the appearance of the downtown as the first visual impression for visitors and emphasized the need to enhance the positive aspects of Downtown Camden. The City has since undertaken a number of initiatives based on the recommendations and findings from the baseline assessment. Many property owners were unaware of the available incentives the City had already established including the *Façade Grant Program* and the special tax assessment for the renovation of historic properties. To improve knowledge and understanding of these incentives and encourage their use, the Downtown Camden program and the City Planning Department developed a handout that provides brief descriptions of the local, state, and federal incentives available to property owners of historic downtown commercial buildings. Incentive programs that encourage the preservation and rehabilitation of historic buildings are listed in Table 6-5 of the *Cultural Resources Element*.



In an effort to attract new tenants or owners to vacant historic buildings, the Downtown Camden Main Street program is currently spearheading temporary treatments of vacant storefronts. Storefront window treatments include enlarged historic photos of Downtown Camden, pop up art galleries, and other three-dimensional displays, as well as signage that offers possibilities for future uses of currently vacant spaces.

The City is also considering the Baseline report recommendations to increase available housing in the downtown district. In addition to increasing the resident population, creating housing in the downtown district will diversify the customer base, create new energy, and extend the hours of commercial activity later into the evening. The Downtown Camden Main Street Program has identified potential sites for new housing developments, while also seeking incentives to motivate downtown property owners to renovate upper floors for housing. This supports the original *Vision Camden* recommendation that “the addition of permanent housing in and adjacent to downtown Camden will provide a daily supply of customers within walking distance of the core group of stores.”

City efforts have also focused on addressing issues with public safety and underutilized spaces. As detailed in *Cultural Element*, the City and partner organizations host more than two dozen festivals and special events throughout the year for the enjoyment of residents and visitors. These events range from art shows and scavenger hunts to an equine themed international film festival, providing a significant draw to the downtown area. In 2011, a blighted parking lot was transformed into the *Camden Town Green*, introducing an attractive new greenspace and gathering place in the core of downtown. The park is surrounded by pervious concrete parking areas and features an event space. Positioned in the core of downtown, the Town Green and the connecting alley are large enough to accommodate events of all sizes with access points to Broad and Market Streets. The Main Street program also acquired matching grant funds to enhance the safety and improve the pedestrian experience of the alley that connects Broad Street to the Town Green parking area. The project included placement of benches along the alley, installation of shade sails and LED string lights, and the organization of a community art project that was later installed in the alley. The resulting space provides an attractive path from the downtown stores to parking and green space that is also a place to gather and relax as well as a public art venue.

#### *b. RETAIL RECRUITMENT*

As the Kershaw County seat, Camden provides a focal point for a vibrant arts and cultural destination where business, residential, cultural, and governmental uses intersect. Camden has a daytime population that approaches 12,000, approximately 4,000 more people than the City’s resident population. The retail economy is anchored in Camden’s downtown. Downtown Camden is the specialty retail and dining center of Kershaw County. This historic center of activity has the potential to evolve into an even more dynamic district with continued public and private investment, as detailed in the preceding section.

The City completed a *Tourism, Market Assessment and Branding Plan* in 2014 to enhance the status of Camden “as a place to shop, invest, and visit.” The study acknowledged the pull of newer development west of Camden toward the metro Columbia region. In order for the City to retain its retail relevance, Camden must remain relevant to the fast-growing communities of the Lugoff and Elgin corridor that tend to identify as part of the metropolitan Columbia area rather than part of a “greater Camden.” The retail marketing analysis conducted as part of the Plan identified a primary retail market area that encompassed



the entirety of the City of Camden and extended northward toward Lake Wateree. A secondary retail trade area extended outward to include Lugoff, Cassatt, and Bethune.

Following the 2014 study, the City embarked on a strategic tourism, branding, and marketing initiative to reinforce its existing retail market. Current downtown City recruitment efforts for new and replacement businesses are largely focused on small businesses, retail development, restaurants, and entertainment. Local government support can include financial incentives for qualifying businesses, physical site improvements, advertising, signage, and other marketing needs. To facilitate downtown economic activity, the City provides services and resources to assist new and existing businesses with building permits and business license purchases and renewals. The *Downtown Camden Main Street* program is focusing its recruitment efforts on the attraction of niche retailers, restaurants, and office tenants.

CITY OF CAMDEN ENTRANCE SIGN



With frontage on the Wateree River to the west, nationally recognized equestrian facilities, and the Interstate 20 interchange to the south, additional areas beyond the downtown offer retail growth potential. A key component of the City's Economic Vitality Program is strategic retail recruitment citywide. In 2017, the City partnered with *The Retail Coach*, the nation's leading retail recruitment and development firm, to help expand retail development and redevelopment. The firm has assisted City Economic Development staff in identifying the City's retail trade area, the defined boundary from which Camden draws up to 85% of its primary consumers. Armed with market needs and site data, the City and its consultant have created retail profile reports and marketing tools to represent Camden regionally and nationally to retailers, restaurants, and developers as a promising location for retail growth.

Outside the downtown area, two primary areas have been targeted for increased commercial development activity in the near future. A list of properties is being marketed to promote reuse of vacant retail sites and shopping centers and promote infill along existing commercial corridors (Table 4-23). The westernmost area of the City surrounding Walmart on DeKalb Street includes more than 370 acres of undeveloped land that is currently zoned to allow a range of uses including commercial and residential development. The area continues to attract new commercial development.

Similarly, the area along Sumter Highway (U.S. Highway 521) north of the I-20 interchange has also experienced increased development, including the new Central Carolina Technical College campus, the ATEC campus, the Steeplechase Industrial Park, and a new Hampton Inn. More than 118 acres of undeveloped land zoned for a range of uses including commercial and residential development, proximity to a major highway, and access to a major interstate make this area very attractive for development. The 2017 *Black River Road Corridor Study* assessed the growth potential and associated impacts of development, particularly traffic, in this area over the next twenty years. Several traffic control measures were recommended to accommodate future growth at this interchange.



Both areas are zoned to accommodate an appropriate range of uses and have access to water, sewer, and electric services. The City adopted an ordinance in 2015 that allows economic development incentives in certain areas of Camden based on capital investment thresholds, job creation, and other similar criteria. Construction of the Hampton Inn at the I-20 interchange was the first project to benefit from these incentives. These measures ensure that the economic development potential for these areas will continue to be maximized in the future.

#### *c. WATEREE RIVER ACCESS*

The Camden area is blessed with abundant natural resources. There are multiple corridors that showcase the unique history, culture, and geography of the area. In addition to scenic views, these routes feature historically and archaeologically significant sites and a glimpse into the unspoiled, diverse natural character of the community. One of the most prominent and integral resources is the Wateree River that runs along the western boundary of the City as it flows south from Lake Wateree. The *Wateree River Blue Trail* offers a scenic corridor highlighting both the natural and historic resources of the western portion of Kershaw County. The trail extends the length of the river, beginning above Camden and winding southward 75 miles to its convergence with the Congaree River Blue Trail at Congaree National Park. One of the trail highlights is the upper section that runs along the southwestern edge of the City and includes numerous historic and archaeological sites, including Native American burial mounds. The trail segment downstream from Camden features miles of undisturbed wilderness, making the City an ideal starting point for water activities.

While nearby Lake Wateree is accessible to the public, access to the Wateree River remains limited. The recommendations of the *Vision Camden* plan included the development of a public greenway adjacent to the Wateree River. The recent *Vision Kershaw 2030* plan builds upon this earlier concept, including a number of recommendations aimed at increasing public access to the River with new opportunities for recreation and entertainment. The City should continue to work closely with Kershaw County and other public and private partners to explore opportunities to provide public access to the Wateree River, including ways to encourage, incentivize, or require river access in new developments along the river.

#### *d. EQUINE INDUSTRY*

The equine industry contributes \$2.9 billion in annual revenue for South Carolina, with more than \$29 million in Kershaw County. The County now leads the State in horse ownership. In recent years, the City and the County have linked this strong equestrian industry with a thriving arts and culture sector. The 2014 *Tourism, Market Assessment and Branding Plan* identified the need for the City to further leverage its public and private assets to promote the community as a destination, noting the potential growth for equestrian attractions. With an active equestrian history that reaches back more than century, the community has developed a unique identity within the equine industry. This identity is closely tied to facilities, traditions, and annual events that draw tens of thousands to the area with a growing impact on tourism and retail activity.

The economic impact of these equestrian-themed venues is realized through direct and indirect spending that flows through the County, impacting restaurants, hotels, bed and breakfasts, and merchants. Equine enthusiasts are recognized as “high value” tourists. These venues also attract additional year-round activities including horse breeding, training, racing, jumping, hunting, rodeo, dressage, and shows. This activity fuels the need for equestrian support services such as tack and supplies, veterinary care, barns,



and training facilities. As a result, the community has developed a higher concentration of skilled workers to meet the specialized needs of the horse industry. The community’s major equestrian facilities, detailed in the *Cultural Resources Element*, are listed in Table 4-24.

TABLE 4-24. EQUESTRIAN FACILITIES AND EVENTS SUPPORTING EQUINE INDUSTRY GROWTH

FACILITY	DESCRIPTION/IMPACT
South Carolina Equine Park (Cleveland School Road near I- 20)	<ul style="list-style-type: none"> <li>• State-of-the-art facility opened in 2009 to accommodate a full range of equine activities, breeds, and users</li> <li>• Operated by the <i>South Carolina Equine Promotion Foundation</i></li> <li>• 60-acre site offers show rings, covered arenas, schooling areas, barns with stables, RV sites, concessions, and restrooms</li> <li>• Annual direct and indirect impact of the facility exceeds \$22 million with horse shows generating \$1.3 million in local spending on food, lodging, fuel, and other needs</li> </ul>
Camden Polo Field	<ul style="list-style-type: none"> <li>• Nation’s second oldest polo field, built in 1898 and designated as a National Landmark</li> <li>• Reflects the development of Camden as a winter resort, with polo as the chief attraction</li> <li>• Site is held in perpetual trust by the Palmetto Conservation Foundation</li> <li>• <i>Camden Cup Polo Weekend</i> continues the rich tradition of the historic sporting event each spring</li> </ul>
Springdale Race Course (Knights Hill Road)	<ul style="list-style-type: none"> <li>• 600-acre European style, Thoroughbred racehorse training center owned by the State</li> <li>• Course provides seasonal training and race facilities with grandstand, expanded rail and infield parking, and a corporate terrace</li> <li>• Home to the <i>National Steeplechase Museum</i> that chronicles the history of the sport and features a library, interactive exhibits, and trophy displays</li> <li>• Home to the <i>Carolina Cup</i>, a renowned steeplechase horseracing event held each spring and attended by more than 70,000 fans, one of the State’s largest sporting events</li> </ul>
EQUUS Film Festival	<ul style="list-style-type: none"> <li>• New York-based festival featuring equestrian-themed films, documentaries, videos, commercials, and shorts from around the world, along with equestrian art and literature</li> <li>• Camden is one of only nine worldwide tour stops, joining much larger cities such as Chicago, Santa Fe, and Vienna, Austria</li> </ul>

e. TOURISM DEVELOPMENT

In addition to increasing state and local Accommodation Tax revenues and local Hospitality Tax revenues, tourism is closely tied to the City’s development efforts to revitalize the historic downtown, boost retail activity, support small businesses, and grow its rich natural and cultural resources base and the equine industry as tourism assets. The recreation and tourism sector plays an important role as a provider of jobs and income in many South Carolina communities, both large and small, including Camden.

Tourism has grown to a \$20.2 billion industry in South Carolina, accounting for nearly three percent of the State GDP (*U.S. Travel Association, 2017*). State tourism estimates for 2017 show that the Palmetto State draws 29.8 million visitors each year. Domestic travelers to the State spent more than \$12.5 billion on transportation, lodging, food, entertainment, recreation, and incidentals (Figure 4-4). While hotels depend heavily on tourism, nearly a third of food and beverage business is attributed to tourism spending. Sector spending also generates \$1.8 billion in State and local tax revenues, reducing the tax burden on residents.

State data reveals that Kershaw County has an annual visitor count of 318,000, the 24th highest among the State’s 46 counties. Although city-level data is unavailable, the impact of tourism on the Camden economy is evidenced in County data. Kershaw County had an annual visitor count of 318,000 in 2017. The County benefitted from more than \$53 million in travel and tourism related expenditures, with traveler generated local tax revenues, including accommodations and admissions taxes, of more than \$2.4 million. Tourism generated nearly \$8.4 million in local payroll countywide, resulting in Kershaw County ranking in the top half of S.C. counties in total travel expenditures in 2017.

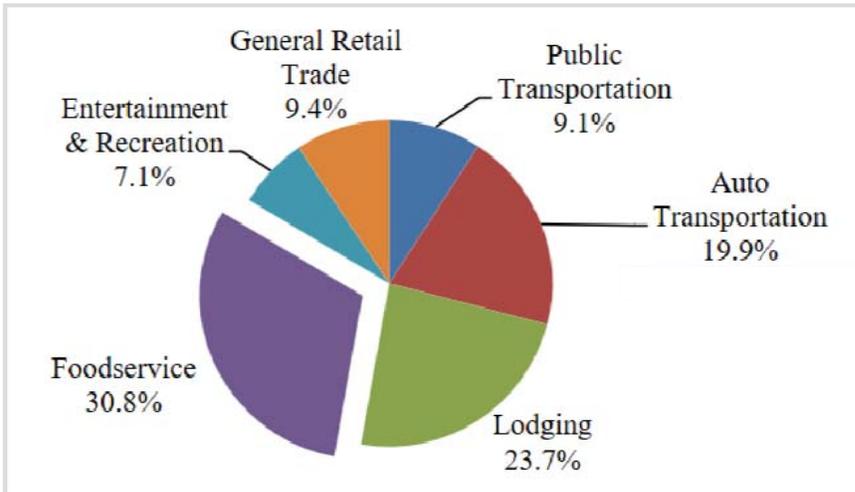


FIGURE 4-4. DOMESTIC TRAVEL EXPENDITURES IN SOUTH CAROLINA BY CATEGORY

SOURCE: ECONOMIC IMPACT ON TRAVEL ON SOUTH CAROLINA COUNTIES, SCPRT, 2016

Local employment supporting tourism includes numerous sectors such as public and auto transportation, lodging, food service, entertainment and recreation, and general retail. Tourism-related jobs offer opportunities for residents with diverse skills and educational backgrounds, ranging from first-time job seekers to senior citizens and from part-time work to alternative work schedules. In addition to creating jobs, tourism provides new small business opportunities that enable the City of Camden to capitalize on its natural, recreational, and historic assets and grow these resources into key contributors to the local economy.

The resources, activities, and opportunities associated with the area’s history, arts, agriculture, and equine sports are prominent and essential elements of community life, contributing to the vibrancy, place, and identity of the City of Camden and the quality of life and well-being of its residents. Local cultural tourism development efforts seek to capture a greater share of retail and tourist dollars by supporting existing and new tourist venues related to these identities that not only increase the number of visitors, but that also raise spending per visitor. This can best be accomplished by leveraging local, regional, and state tourism assets that raise per capita tourism expenditures, improve the visitor mix, and attract, launch, and retain businesses. The ongoing cooperation of public and private interests in marketing, preservation and revitalization, and programming will position the City to continue building upon local tourism assets that include historic sites of state and national significance, cultural attractions, festivals, equine events, and diverse culinary and retail offerings. This concerted effort to make Camden a more complete visitor destination will continue to advance the appeal of the City as a desirable place to work and live and as a tourism and retirement destination.

f. SMALL BUSINESS DEVELOPMENT

There are approximately 400,000 active small businesses in South Carolina that employ 727,000 residents (S.C. Chamber of Commerce, 2018). Although most of the State’s small businesses have fewer than 20 employees, they comprise 97% of all employers and employ nearly half (49%) of the State’s private sector workforce. Small businesses also tend to be more diverse with higher levels of minority, veteran, and female ownership. It is noteworthy that the largest number of small businesses with fewer than 20 employees are engaged in retail trade, professional and technical services, accommodation and food services, construction, and other services. The potential impact of small business development as part of a local



economic strategy can be considerable, especially when considering that small businesses with less than 100 employees continue to employ the majority of workers in South Carolina.

The continued local emphasis on promoting the growth of the retail, tourism, and equine sectors creates an attractive environment for developing small businesses to serve these markets. A distinct advantage of smaller firms is that they are locally-owned and typically employ residents within the local community, do business with other community-based firms, and reinvest profits within the community. Small business development can also provide alternative employment for residents impacted by downsizings and plant closures. Such firms also tend to locate in existing facilities and utilize existing infrastructure, resulting in less capital investment on behalf of the local government to accommodate new businesses. Smaller, locally-based firms are typically well-positioned to serve larger corporations recruited to the region. New industries can open new opportunities for small business start-ups to serve as corporate suppliers and subcontractors.

Small business development strategies will complement the growth of Camden's retail, tourism, and downtown redevelopment plans. The 2014 *Tourism, Market Assessment and Branding Plan* emphasized the importance of the City maintaining "its aggressive role in recruiting businesses as appropriate for downtown." The City can leverage its efforts to date to assist small businesses through tax incentives, site selection, small grants for building rehabilitation, market data, marketing and promotions, streamlined permitting, and referrals to small business planning and financing resources. While the Kershaw County Economic Development Office focuses on recruitment and retention of larger industries, small business and entrepreneurial development needs are supported jointly by multiple organizations including the City of Camden Economic Development Department and the Kershaw County Chamber of Commerce. The efforts of these groups, which range from networking and training to marketing assistance, are detailed in the *Organizations and Partnerships* section of this element.

## 6. ORGANIZATIONS AND PARTNERSHIPS

The involvement of public and private organizations as economic development allies in the development process supports a sound economic growth strategy that addresses community needs and advances the City's economic vision. Economic allies include public and private, state, regional, and Kershaw County organizations involved in planning, finance, education and training, construction, and utilities. A continued partnership approach to economic development will fuel the creation of a diverse economic base that provides a quality living environment for City and County residents.

Downtown revitalization and redevelopment is the focus of the *City of Camden Economic Development Department*. The Department runs the City's Main Street program, as well as a one-stop resource for businesses looking to locate in the City. Recruitment efforts are largely focused on the recruitment of niche retailers, restaurants, and office tenants. Support includes financial incentives for qualifying businesses, physical site improvements, advertising, signage, and other marketing needs.

The *Camden & Kershaw County Development Partnership* promotes Camden and Kershaw County's cultural heritage and equine sporting lifestyle, drawing visitors from around the state, country, and world. In partnership with the County, the City uses Classically Carolina® as the designated marketing vehicle for promoting the City of Camden and Kershaw County as a tourist destination.



The *Kershaw County Chamber of Commerce* is a private, non-profit organization that fosters a thriving business and professional community by organizing special events, promoting job retention and growth, providing educational and networking opportunities, and collaborating across the community to enhance the quality of life of area residents. With more than 450 members, the Chamber is the largest business organization in the area, representing a wide range of businesses. The Kershaw County Visitors Center is operated by the Chamber as the designated welcome center for Kershaw County. Housed in the renovated historic Robert Mills courthouse, the Center promotes the County as a tourism destination and assists visitors with referrals to local attractions and events, accommodations, dining, and shopping.

The *Kershaw County Economic Development Office (KCEDO)* is responsible for recruiting new industry, retaining and growing existing companies, and promoting and marketing Kershaw County globally. The KCEDO staff provides industrial site, demographic and community information, hosts site and community tours, creates financial and tax incentive packages, and provides relocation support when needed. The office is also responsible for strategic initiatives focused on industrial product development (industrial parks, sites, and buildings), workforce development, training, and infrastructure improvements. Working closely with its Economic Development Office, Kershaw County provides key financial incentives such as property tax abatements, fee-in-lieu agreements, and other commercial development reductions, infrastructure, and utility incentives. The efforts of the KCEDO are supported by the *Kershaw County Committee of 100*. Established in 1986, the Committee is a 501(c)(6) non-profit organization providing private sector resources to encourage and enhance economic development through the attraction of new industry and expansion of existing companies. Governed by a nine member Board of Directors, the Committee provides marketing and special event funding for print and online materials, website and brand development, company announcements and groundbreakings, Industry Appreciation events, and annual meetings.

The *Kershaw County Industrial Association* is a forum for the on-going exchange of ideas and information among the County's industrial community. The Association sponsors monthly open-format lunch meetings that allow company representatives the opportunity to share concerns and issues about a wide range of topics.

The City and County also benefit from a strong regional economic development partnership with seven neighboring counties and the City of Columbia through the *Central South Carolina Alliance*. These jurisdictions jointly fund the Central SC Alliance in a team approach to regional economic growth that promotes capital investment and job creation to benefit both urban and rural areas of the central region of South Carolina. The Alliance plays a coordinating role in the growth in domestic and international investment through market research, economic impact analysis, labor analysis, project administration, site identification, product development, community profiles, domestic and international marketing missions, incentive facilitation, new and existing industry assistance, corporate relocation assistance, and event coordination. Additional funding for the Alliance is provided by donations from private sector business partners.

Current and potential small business owners and entrepreneurs in the City can find assistance through several State-led initiatives. The *South Carolina Small Business Development Center (SBDC)* maintains a network of 21 SBDC offices across the State under a cooperative agreement with the U.S. Small Business Administration. The Center provides managerial and technical assistance to business start-ups to build, sustain, and grow small businesses; promote small business development; and enhance local economies by



creating businesses and jobs. The Centers also offer specialized programs for Veterans, Women, and Young Entrepreneurs, as well as Export Assistance, Manufacturing Ventures Technology Commercialization, and Government Contracting. SBDC programs are supported with federal and state funds and are available to present or prospective small business owners for little to no cost. While there is no SBDC center in Kershaw County, there are centers in neighboring Richland, Sumter, and Chesterfield Counties. The City's Main Street Program and the Kershaw County Chamber of Commerce also work regularly with the Small Business Administration's South Carolina District Office to provide educational seminars and events for local small business owners. While Camden no longer has a local chapter of the *Service Corps of Retired Executives (SCORE)* that provides volunteer counseling and mentoring for business owners, the City is working with the SCORE Midlands Chapter to identify highly experienced current or former business owners and executives who have demonstrated professional success and would be willing to provide mentorship to other business professionals in the community.

The *South Carolina Division of Small and Minority Business Contracting and Certification* links minority and women-owned small businesses to State contracting and procurement opportunities. As part of its mission to promote the growth and development of small and minority-owned businesses as part of the free enterprise system, program services include one-on-one consultations, seminar training, potential vendor lists, participation reports, and dispute resolution. The *South Carolina Innovation Hub* is an online tool that provides individual entrepreneurs and businesses within the technology sector a platform to access resources and connect with one another. Start-ups can also turn to the *South Carolina Research Authority* for early-stage funding. The Authority's high-tech economic development arm, the *South Carolina Launch* program, can bridge that gap with acceleration assistance for fledgling companies.



## E. GOALS, OBJECTIVES AND STRATEGIES FOR IMPLEMENTATION

GOALS/OBJECTIVE/STRATEGIES	ACCOUNTABLE AGENCY	TIME FRAME
<b>GOAL 4.1. INCREASE THE CITY'S TAX BASE THROUGH A THRIVING AND DIVERSIFIED ECONOMY.</b>		
<b>OBJECTIVE 4.1.1. REINFORCE AND EXPAND THE CITY'S RETAIL MARKET.</b>		
<i>STRATEGY 4.1.1.1.</i>		
Continue to strengthen the downtown as a retail attraction through implementation of plans developed by the Downtown Camden Program.	City of Camden Downtown Camden Program Chamber of Commerce Business Owners	On-going
<i>STRATEGY 4.1.1.2.</i>		
Reduce retail leakage and continue efforts to attract new and underrepresented businesses through retail recruitment efforts per the <i>Tourism, Market Assessment and Branding Plan</i> .	Camden Economic Development Downtown Camden Program	On-going
<i>STRATEGY 4.1.1.3.</i>		
Develop a strong year round local shopping campaign that encourages residents to shop in the City, particularly downtown, and highlights the opportunities, choices, and value of shopping locally.	Camden Economic Development Downtown Camden Program Chamber of Commerce Business Owners	On-going
<i>STRATEGY 4.1.1.4.</i>		
Accelerate redevelopment activity through performance-based incentives.	Camden Economic Development Downtown Camden Program	On-going
<b>OBJECTIVE 4.1.2. ENHANCE THE TOURISM OFFERING OF THE CITY.</b>		
<i>STRATEGY 4.1.2.1.</i>		
Foster growth in the City's tourism market by promoting tourism assets that raise per capita tourism expenditures, improve the visitor mix, and broaden the tourism product.	Camden/Kershaw Tourism Development Partnership (DP) Camden Economic Development	On-going
<i>STRATEGY 4.1.2.2.</i>		
Support expansion and diversification of tourism opportunities and strategies as appropriate, leveraging the <i>Classically Carolina</i> brand and emphasizing the equine, outdoor recreation, fine arts, and historical domains.	Camden/Kershaw Tourism DP Camden Economic Development Business Owners Olde English Tourism District	On-going
<i>STRATEGY 4.1.2.3.</i>		
Identify additional opportunities and potential partnerships for special events, public activities, and festivals.	City of Camden Downtown Camden Program Arts and Cultural Groups Camden/Kershaw Tourism DP Chamber of Commerce Business Owners	On-going
<i>STRATEGY 4.1.2.4.</i>		
Incentivize additional lodging, restaurant, and retail providers to accommodate greater visitation.	Camden Economic Development Camden Planning Downtown Camden Program	On-going
<b>OBJECTIVE 4.1.3. LEVERAGE THE CITY'S RICH HISTORIC, CULTURAL, AND RECREATIONAL RESOURCES AS ECONOMIC DEVELOPMENT ASSETS.</b>		
<i>STRATEGY 4.1.3.1.</i>		
Pursue planning efforts that integrate the Wateree River as an accessible greenway and blueway corridor for City residents and visitors.	City of Camden Planning Kershaw County Planning Property Owners	On-going



GOALS/OBJECTIVE/STRATEGIES	ACCOUNTABLE AGENCY	TIME FRAME
<b>STRATEGY 4.1.3.2.</b>		
Explore the development of a riverfront district on the Wateree to include recreation, entertainment, and retail.	City of Camden Planning Camden/Kershaw Tourism DP Camden Economic Development Kershaw County Planning Property Owners	On-going
<b>STRATEGY 4.1.3.3.</b>		
Continue to grow the economic impact and significance of the equine industry and its unique imprint on the community through coordinated marketing and more events.	Camden/Kershaw Tourism DP Equine Facilities Equine Businesses Arts and Cultural Groups	On-going
<b>STRATEGY 4.1.3.4.</b>		
Protect the equine industry from intrusion of incompatible uses to preserve their longevity and contribution to the community.	City of Camden Planning Kershaw County Planning	On-going
<b>STRATEGY 4.1.3.5.</b>		
Identify and recruit recurring organized cultural, educational, sporting, military, historical, equine, and other events and activities.	Camden/Kershaw Tourism DP Downtown Camden Program	On-going
<b>GOAL 4.2. INCREASE COMMERCIAL ACTIVITY IN TARGETED AREAS OF THE CITY.</b>		
<b>OBJECTIVE 4.2.1. STRENGTHEN THE DOWNTOWN COMMERCIAL DISTRICT.</b>		
<b>STRATEGY 4.2.1.1.</b>		
Promote the development of downtown retail and commercial niche markets for the City of Camden.	City of Camden Camden Economic Development Downtown Camden Program Chamber of Commerce	On-going
<b>STRATEGY 4.2.1.2.</b>		
Promote policies that preserve and promote the unique nature of the key buildings, streets, and public spaces of downtown.	City of Camden Camden Economic Development Downtown Camden Program Camden Historic Landmarks Commission Chamber of Commerce	On-going
<b>STRATEGY 4.2.1.3.</b>		
Continue to encourage replacement and repair of downtown facades and the rehabilitation of buildings to enhance the historic character of the City, create a more inviting pedestrian experience, and make the downtown more attractive for visitors, residents, and potential businesses.	City of Camden Camden Economic Development Downtown Camden Program Property Owners	On-going
<b>STRATEGY 4.2.1.5.</b>		
Award local incentives for businesses and housing location in existing downtown properties and the use of infill properties to include tax or fee reductions and zoning incentives.	Camden Economic Development Camden Planning Downtown Camden Program	On-going
<b>STRATEGY 4.2.1.6.</b>		
Develop an accessible building database for the District that indicates the eligibility of each building for incentives.	City of Camden Camden Economic Development Downtown Camden Program	2019
<b>STRATEGY 4.2.1.7.</b>		
Recruit developers who have successfully completed historic building renovations in other South Carolina communities and encourage them to consider downtown Camden.	City of Camden Camden Economic Development Downtown Camden Program Historic Property Developers	On-going
<b>STRATEGY 4.2.1.8.</b>		
Limit access points along the new Camden Truck bypass route to minimize adverse impact on commercial revitalization efforts for downtown Camden.	Camden Economic Development Camden Planning Kershaw County Planning SCDOT	2024



GOALS/OBJECTIVE/STRATEGIES	ACCOUNTABLE AGENCY	TIME FRAME
<b>STRATEGY 4.2.1.9.</b>		
Require that all downtown façade improvements achieve design standards that honor Camden’s architectural heritage.	Camden Planning Downtown Camden Program	2020
<b>STRATEGY 4.2.1.10.</b>		
Develop downtown housing through second story housing development to extend business hours and increase business activity.	Camden Planning Downtown Camden Program Camden Economic Development	2025
<b>STRATEGY 4.2.1.11.</b>		
Emphasize historical architectural assets that distinguish Camden from other communities and improve the appearance and function of complementary downtown visual elements to include building storefronts, windows, sidewalks, lighting, landscape, signs, and streets.	Camden Planning Downtown Camden Program Camden Economic Development	On-going
<b>STRATEGY 4.2.1.12.</b>		
Promote the Camden Main Street program as a clearinghouse for downtown information and activities.	Downtown Camden Program	On-going
<b>STRATEGY 4.2.1.13.</b>		
Work with the local media outlets to generate expanded coverage of downtown activities.	Camden Economic Development Camden/Kershaw Tourism DP Downtown Camden Program	On-going
<b>OBJECTIVE 4.2.2. PROMOTE COMMERCIAL INFILL AND REUSE ALONG EXISTING COMMERCIAL CORRIDORS AND GUIDE THE DEVELOPMENT OF MAJOR GATEWAYS TO THE CITY.</b>		
<b>STRATEGY 4.2.2.1.</b>		
Implement the recommendations of the <i>Black River Road Corridor Study</i> to proactively address traffic and infrastructure needs to accommodate new development at the Sumter Highway/Interstate 20 interchange.	Camden Planning Camden Economic Development Kershaw County Planning SCDOT	2028
<b>STRATEGY 4.2.2.2.</b>		
Encourage business expansion and location along the commercial DeKalb Street corridor in the western area of the City.	Camden Planning Camden Economic Development	On-going
<b>STRATEGY 4.2.2.3.</b>		
Identify and inventory commercial infill and vacant retail sites throughout the City, prioritizing and marketing these sites and buildings for reuse and redevelopment.	Downtown Camden Program Camden Economic Development Camden Planning	2019
<b>STRATEGY 4.2.2.4.</b>		
Identify brownfield sites, seek funding for assessment and cleanup, and facilitate appropriate redevelopment of sites.	Camden Economic Development Camden Planning SCDHEC	2020
<b>STRATEGY 4.2.2.5.</b>		
Ensure incentives are well publicized, understood and effectively used to promote redevelopment and investment in targeted areas.	Camden Economic Development Downtown Camden Program Camden Planning	On-going
<b>GOAL 4.3. RAISE INCOME LEVELS AND EARNINGS POTENTIAL OF CITY RESIDENTS.</b>		
<b>OBJECTIVE 4.3.1. SUPPORT EFFORTS TO ATTRACT NEW AND REWARDING JOB OPPORTUNITIES FOR RESIDENTS WITHIN THE COMMUNITY.</b>		
<b>STRATEGY 4.3.1.1.</b>		
Continue to increase the educational levels of residents and encourage postsecondary training and skill development.	Kershaw County School District Central Carolina Tech	On-going
<b>STRATEGY 4.3.1.2.</b>		
Increase access to local employment opportunities that can reduce overall commuting distance and costs for residents.	Camden Economic Development KCEDO	On-going



GOALS/OBJECTIVE/STRATEGIES	ACCOUNTABLE AGENCY	TIME FRAME
<b>STRATEGY 4.3.1.3.</b>		
Conduct targeted soft skills and community ambassador training for hospitality employers and the workforce to enhance the resident and visitor experience and strengthen local spending.	Camden Economic Development Downtown Camden Program Chamber of Commerce Kershaw County School District Central Carolina Tech	2020
<b>OBJECTIVE 4.4.2. FOSTER A CLIMATE OF ENTREPRENEURIAL ACTIVITY AND SMALL BUSINESS SUCCESS.</b>		
<b>STRATEGY 4.4.2.1.</b>		
Maintain communication with existing businesses to assess input on the local business climate, public services, workforce needs, and potential areas for improvement.	Camden Economic Development Downtown Camden Program Chamber of Commerce Business Owners	On-going
<b>STRATEGY 4.4.2.2.</b>		
Provide increased job opportunities for area residents through the creation of locally-owned, small businesses that address unmet existing and emerging markets.	Camden Economic Development Downtown Camden Program Chamber of Commerce SCORE	On-going



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