



# **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR THE CATAWBA REGION**

## **2013**

Prepared by:



Catawba Regional Council of Governments  
PO Box 450, Rock Hill, SC 29731  
[www.catawbacog.org](http://www.catawbacog.org)

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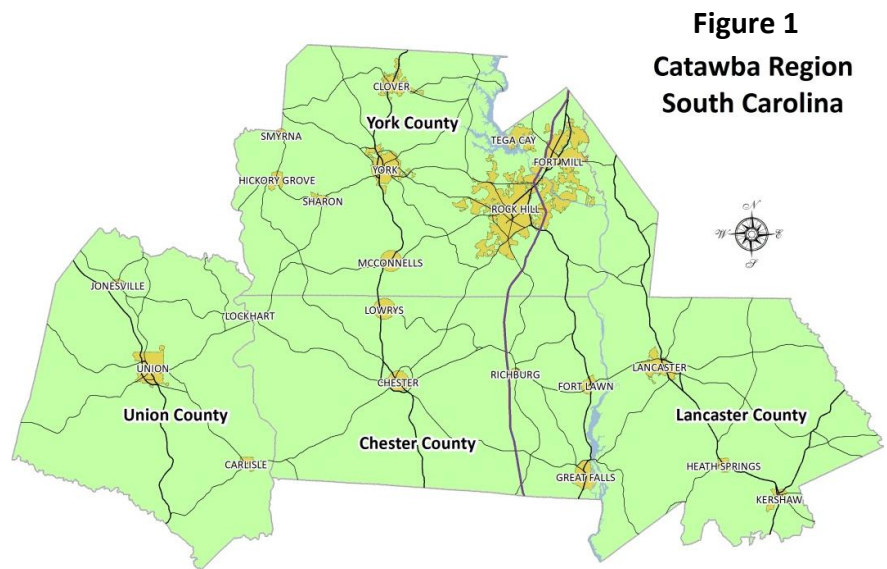
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## INTRODUCTION

This document presents the most recent update to the Catawba Region's Comprehensive Economic Development Strategy (CEDS). The CEDS is a formalized planning process developed by the federal Economic Development Administration (US EDA) to promote an area-wide assessment of economic trends and infrastructure needs within multi-county districts such as the Catawba Region.

The CEDS also reviews the various programs and activities of the Catawba Regional Council of Governments in promoting economic progress within the district. In addition, this document contains a current listing as of September 2013 of needed capital improvement projects within the region.



**Figure 1**  
**Catawba Region**  
**South Carolina**

### **Background**

The Catawba Region is an area that encompasses the four South Carolina counties of Chester, Lancaster, Union, and York (Figure 1). Economic potential in this region is promising, due largely to the fact that location, existing development, labor force, educational institutions, and natural and cultural resources provide a sound foundation for economic growth. In order to take advantage of this potential and alleviate persistent problems with low-income levels and unstable employment patterns, a mutual effort is needed from both public and private sectors. Local governments working together through a coordinated economic district planning program is an important step in this direction.

## DESCRIPTION OF DISTRICT ORGANIZATION

The Catawba Regional Council of Governments (CRCOG) is one of ten regional councils in South Carolina. Established in 1971, the Council serves Chester, Lancaster, Union, and York counties.

Catawba Regional is a Council of Governments since more than half of its thirty-two member governing body consists of local government elected officials primarily from city and county councils. All Board members are appointed by either the respective county councils in accordance with a membership formula or the county legislative delegations. The Council Board oversees a twenty-three person professional staff with varied backgrounds in planning, economic and community development and finance.

The Catawba Regional Council of Governments serves local governments and communities in many ways. Through use of the Council, local governments have an avenue to:

- Pool resources to support an organization with a professionally trained staff, thereby reducing the financial burden of maintaining some permanent local staff or retaining consultants;
- Obtain and administer federal and state grants;
- Have a forum through which to meet and exchange ideas;
- Promote economic development and community plans;
- Influence state and federal program funding decisions.

In 1976, the Catawba Regional Council of Governments was designated an Economic Development District by the federal Economic Development Administration (EDA).

Participation in this program has enabled local governments within the four counties to avail themselves of regional planning assistance for economic development as well as insuring access to EDA's grant assistance programs. These grant funds, in combination with other local

financial resources, have helped this region develop a number of the necessary facilities and infrastructure upon which current growth relies.

**Development Corporation** - In 1983, the Council of Governments established an affiliated regional development corporation to help small businesses and industries access capital sources that are otherwise unavailable through conventional lenders. The Development Corporation utilizes the Small Business



Administration's 504 Loan Program and the United States Department of Agriculture's Intermediary Relending Program to provide gap financing to business throughout the region. Additionally, the SC Department of Health and Environmental Control have contracted with Catawba Regional to be the state-wide fund manager for an EPA funded Brownfield Cleanup Revolving Loan Program.



**Census Information** - The Council of Governments serves as a state designated Affiliate U. S. Census Data Center. In this capacity, it responds to numerous inquiries from agencies and individuals about Census information, especially population and housing forecasts.

#### **Management, Technical Assistance, Information Dissemination, and Project Coordination -**

This service provides management and technical assistance to local governments and agencies for many community needs. The Council also distributes timely information about grant programs through agency newsletters, reports, news articles and website posts. The Council serves as a state recognized clearinghouse to insure that local governments and agencies are informed about planned state or federal projects.



**Workforce Investment Act** - On July 1, 2000, the Council became the program administrator for the Workforce Investment Act (WIA) in Chester, Lancaster



and York counties. To achieve the goals of the Act, the Council has contracted with ResCare, a private corporation, to operate “One Stop – SC Works” service centers which are designed to help applicants find jobs. Additionally this contractor provides more intensive services, such as job training to under-skilled workers seeking employment. Also as a part of its WIA responsibilities, Council staff continues working with Communities in Schools and Adult Education programs to help increase high school matriculation rates.

**Geographic Information System** - The Council of Governments has developed a comprehensive Geographic Information System (GIS) leveraging ESRI’s state of the art software along with a wide array of local, regional, and statewide spatial and demographic data. The GIS greatly enhances the ability of the Council to assist local governments in planning and economic development decision making as well as providing a valuable tool for servicing and recruiting local industry.

**Recreation** - The Council helps communities plan for and identify recreation needs and prepare grant applications.

**Historic Preservation** - The Council has assisted the region’s local governments with the nomination of sites for the National Register of Historic Places for Archives Development grants.

**Transportation** - Council staff continues to work on a variety of transportation related programs for the region including the development of a State Multi-



modal Plan and the development of various transportation studies for local governments. Catawba Regional also supports the expansion and improvement of public transportation in the region through the efforts of its Regional Transit Management Agency (RTMA). Working with the SC Department of Transportation, Catawba Regional RTMA acts as the formal organization within the region to provide a multi-jurisdictional, coordinated approach for the provision of transit services. Catawba Regional RTMA also assists with transit development plans and feasibility studies.

**Regional and Multi-State Cooperative Initiatives** - Catawba Regional has been an active advocate for regional cooperatives that coordinate economic development efforts. Examples of key regional cooperative projects include the coordinated acquisition of regional aerial imagery which resulted in significant cost savings, and the utilization of regional South Carolina Department of Commerce planning grant funds to update GIS water and sewer line databases for every utility within the region on a biennial basis.

In addition to numerous region-wide projects, Catawba Regional is involved in multi-state initiatives such as CONNECT and the Carolina Thread Trail which involve a number of counties in the greater bi-state Charlotte Metropolitan Region. Council staff has served as technical advisors and grant coordinators for The Carolina Thread Trail, a network of greenways and trails that span 15 counties in North and South Carolina.



Catawba Regional is the lead partner for the CONNECT initiative which involves 14 counties in North and South Carolina. CONNECT is funded through a \$4.9 million HUD grant secured by the Centralina Council of Governments in Charlotte to conduct a regional visioning process that will promote sustainable communities in the region.

## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

This year's CEDS document was assembled with the input of a variety of people and organizations who are involved in economic development at either the local, regional or state level. This group identified factors that impede economic development within the region and has developed ongoing strategies for overcoming these obstacles.

The Catawba Region's CEDS Strategy Committee consisted of the following members:

Bruce Barre

***Procter & Gamble-Duracell***

Gary Blevins

***Sherer Dental Lab***

Mark Cable

***Resolute Forest Products, Inc.***

Lance Clark

***Guardian Industries Corp.***

Karen Craig

***Schaeffler Group USA, Inc.***

Monica Craig

***Phillips Staffing***

Teresa Curtice

***York County Economic Dev. Corp.***

Tom Drumwright

***Arvin Meritor, Inc.***

Diana Eastep

***DentalOne Partners***

Dean Faile

***Lancaster Co. Chamber of Commerce***

Kenneth Gaither

***Tri-District Adult Education***

Lonnie Harvey

***Jesclon Group***

Walter Kellogg

***Carolina Community Actions, Inc.***

Kristin Malbasa

***McClean Power Systems***

James Nichols

***Chester County DSS***

Skip Pawul

***PCI***

Michael Rallings

***Resolute Forest Products, Inc.***

John Sageser

***GAF Materials Corporation***

Charles Sowell

***SC Dept. of Employment & Workforce***

Carolyn Stewart, PhD

***York Technical College***

Kathy Tinney

***AARP Senior Employment Services***

Keith Tunnell

***Lancaster County Economic Dev. Corp.***

Barry Waddell

***SC Vocational Rehabilitation***

Phyllis Williams

***SC Indian Development Council, Inc.***

Joanie Winters

***Attorney-at-Law***

Jerry Witherspoon

***Lancaster Housing Authority***

In addition to the Strategy Committee, the regional strategies were reviewed and commented on by a variety of key leaders in the economic development arena. In all, this group included the following members:

- Local Elected Officials
- Municipal and County Government Administrators and Managers
- Department of Social Services Staff
- Public Schools Administrators
- Local Economic Development Recruiting Staff
- Local Business Owners and Managers

The Strategy Committee identified a number of strengths that continue to encourage economic development within the Catawba Region. These include:

- Access to a variety of transportation resources including an international airport, interstate and US Highway routes and rail service;
- Attractive communities that offer a variety of “quality of life” attributes;
- An available labor force with ongoing worker training to provide the necessary skills for today’s job market;
- Available land for development or redevelopment along with adequate infrastructure resources;
- Existing anchor industries in several industrial clusters to serve as catalysts for new economic development; and
- A wide variety of tourist and recreational attractions and amenities including nearby professional sports teams.

To maximize these assets, CRCOG needs to continue addressing certain impediments to economic development. They are:

- The need to continue diversification of the region's manufacturing base to safeguard against a continually changing economic climate and to replace jobs lost, particularly in the textile manufacturing area;
- The need to further upgrade the knowledge, skills, and abilities of displaced workers;
- The need to continue to improve the quality of education in the region's public schools;
- The need to provide a wider range of housing opportunities;
- The need to expand and upgrade public infrastructure and transportation systems;
- The need to provide job opportunities that result in higher wages and per capita income;
- The need to redevelop abandoned former textile mill sites and their surrounding mill villages; and
- The need to economically revitalize local downtowns and center city areas that have languished due to the advent of suburban shopping malls and business parks on the community fringe.

The following strategies are being implemented to overcome these obstacles and to promote economic development:

- Expanding the local infrastructure of the region, including water and sewer services, transportation facilities, telecommunications systems, affordable housing, recreation sites, educational and other public facilities;
- Assisting in the financing of new businesses and the retention and expansion of existing businesses, through such programs as EDA's Revolving Loan Fund and SBA's 504 Loan Program;
- Supporting local planning and economic development programs through technical assistance, such as participating in local strategic planning processes;

- Encouraging public/private sector partnerships in economic development efforts, such as the creation of business incubators and the promotion of the region's industrial clusters as a way of attracting new business;
- Undertaking special economic research and development studies upon requests from local governments or agencies within the region;
- Assisting local governments in economic development and industrial development-related activities (including helping to secure federal assistance, such as EDA grant financing, Rural Development Administration grant/loan funds, HUD Community Development Block Grants (CDBG), and other economic development related initiatives such as the Environmental Protection Agency's Brownfields Program);
- Increasing the awareness and usage of the Catawba Regional Council of Governments and the Catawba Regional Development Corporation in economic development activities;
- Sponsoring job training and retraining programs through the federal Workforce Investment Act (including developing additional labor force data regarding the skills, experience and availability of local workers and increasing training opportunities for adults and nontraditional workers);
- Creating competitive strategies for responding to the impacts of technology and globalization on the local economy, particularly to the loss of manufacturing jobs through increased collaboration and communication between economic development partners;
- Assisting with increasing the quality of life in the region's communities to attract and retain the "creative class" of young workers through investments in higher and continuing education, historic preservation, entertainment/arts/culture, sports/tourism and alternative transportation options; and
- Assisting with the redevelopment of abandoned industrial sites through grant support for environmental, historical and market assessment activities.

## REGIONAL SOCIO-ECONOMIC ANALYSIS

### Data Sources, Partners, and Analysis Strategy

The most significant areas of revision of the Catawba Region's Comprehensive Economic Development Strategy document this year have been the inclusion of a significantly wider range of demographic and socio-economic data paired with detailed analysis of the impact of the data presented; additionally the geographic scope of analysis has been expanded to include counties outside the Catawba Region.

With an understanding that the economy of the Catawba Region's four counties of Chester, Lancaster, Union and York is influenced by surrounding counties' economies, three additional regions and data sets have been added to the scope of analysis:

- Union / Spartanburg - includes employment data for the South Carolina counties of Union, Cherokee, and Spartanburg;
- Catawba Region Commuter Shed - includes a full suite of socio-economic and projected employment data for the Catawba Region and the North Carolina counties of Gaston, Mecklenburg, and Union;
- Greater Charlotte Region - includes a full suite of socio-economic and projected employment data for the Catawba Region plus the South Carolina county of Chesterfield in addition to the twelve North Carolina counties of Alexander, Iredell, Catawba, Rowan, Cleveland, Lincoln, Gaston, Mecklenburg, Cabarrus, Stanly, Union, and Anson.

Catawba Regional also partnered with Avalanche Consulting of Austin, TX, a leading firm of economic strategists who have worked directly with numerous regional entities including the South Carolina Economic Development Association and the Upstate South Carolina Alliance, of which Union County is a member. In addition, Economic Modeling Specialist International (EMSI) was utilized via Avalanche Consulting for the development of growth forecasts and the Regional Cluster Analysis which begins on page 49.



Data sets utilized for regional socio-economic analysis –

- US Bureau of Labor Statistics BLS Covered Employment Series, Local Area Unemployment Statistics (LAUS), and Quarterly Census of Employment and Wages
- US Census Bureau Decennial Census 2010, American Communities Survey 2010, and Small Area Income and Poverty Estimates (SAIPE)
- US Bureau of Economic Analysis Regional Economic Accounts

Catawba Regional’s intimate knowledge of the region’s historical, existing and emerging economic development trends in conjunction with the Council’s diverse areas of expertise provide a unique platform for analysis of the regional socio-economic factors presented.



*Historic downtown Fort Mill in York County.*



## **Population Growth**

The Catawba Region experienced dynamic population growth between 2000 and 2010. The region's population increased from 289,914 in 2000 to 368,460 in 2010. This represented a 27.1% increase for that time period. The United States as a whole grew by 9.7% during that same period. Figure 2 shows the population of the region from 1910 to 2010.

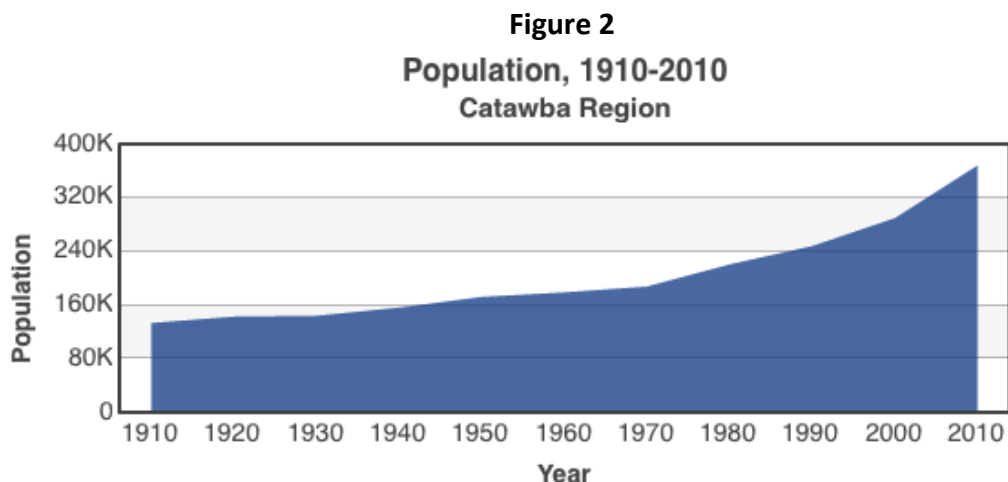


Figure 3 shows the net new population by decade between 1920 and 2010.

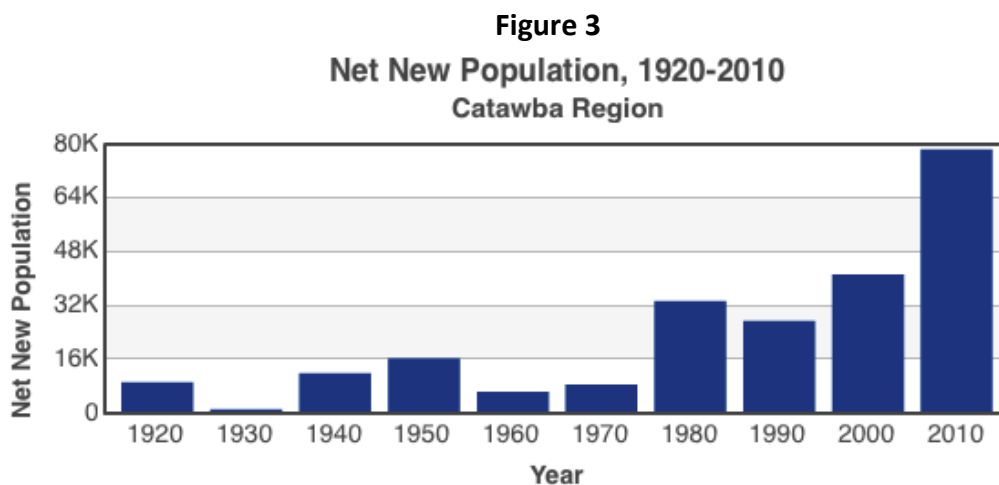


Figure 4 shows that the region has grown at a higher rate than the US for much of the last decade. The period between 2004 thru 2008 saw population increases that were unprecedented. The impact of the nation-wide recession that began in 2007 was fully realized

within the region by 2009 when growth rates in the region returned to historically normal levels and dipped below the US average by 2011.

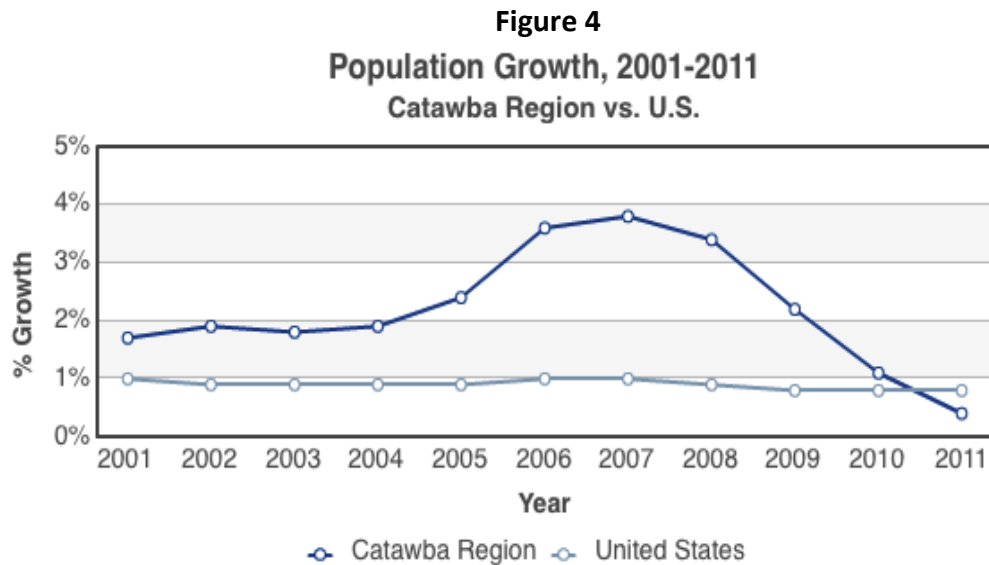
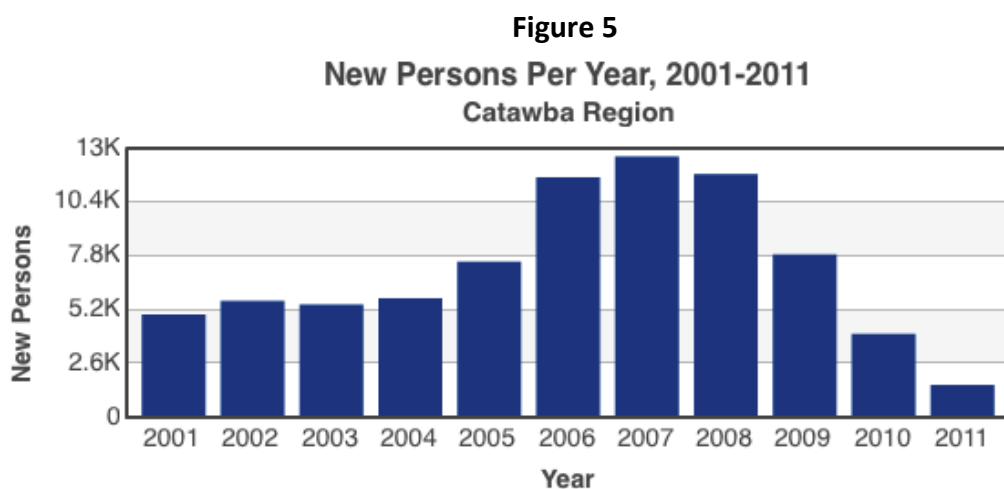


Figure 5 shows that much of this new population growth occurred in the pre-recession years prior to 2008.



Although the Catawba Region has experienced significant population growth between 2000 and 2011, the distribution of that growth has been uneven within the region. York and Lancaster counties grew at an accelerated rate of nearly four and two times the national rate,

respectively, while Chester and Union counties experienced small population declines. For the foreseeable future Lancaster and York counties are expected to continue to grow while Chester and Union counties are predicted to roughly maintain their existing population levels. Figure 6 shows the populations of each county as of 2011.

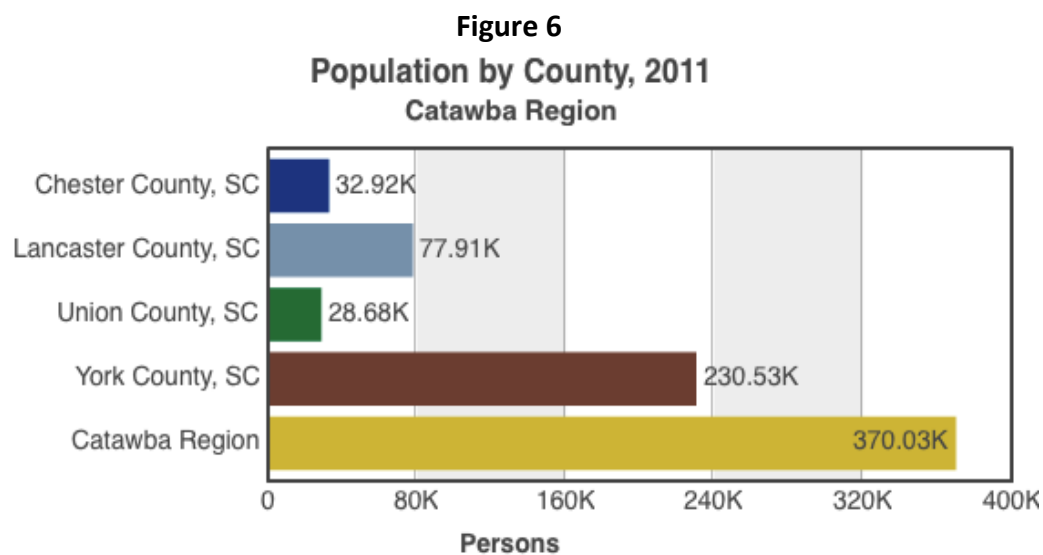
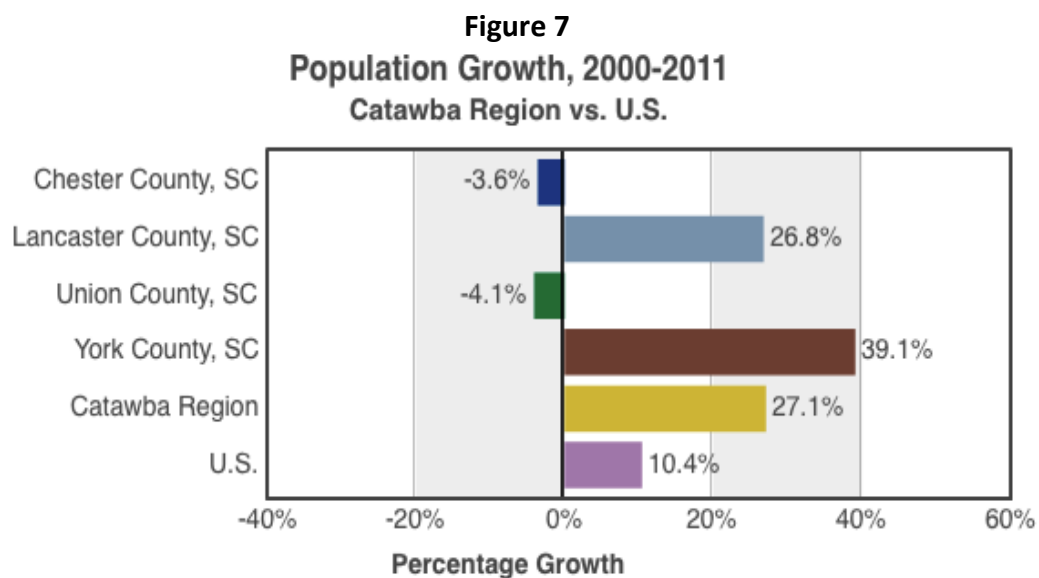


Figure 7 shows individual county growth rates between 2000 and 2011.



As has been highlighted, this unprecedented growth within the Catawba Region has primarily been driven by two of the region's counties, Lancaster and York, which are closest to the greater Charlotte metropolitan area. In addition, a few key areas of these counties have contained a majority of this growth. In York County, the high level growth areas were found in the northeastern portion of the county surrounding Fort Mill, Rock Hill, Tega Cay, and the Lake Wylie area. In Lancaster County, a vast majority of the growth took place in the northern Indian Land "panhandle" area.

The Charlotte urban area was the fastest growing urban area with 1 million or more people in the US between 2000 and 2010, growing at an astonishing 64.6% during that time period to a total population of 1.25 million people. The magnitude of this growth is underscored by the Austin, TX urban area and Las Vegas, NV urban area trailing Charlotte at 51% and 43.5% respectively in the one million people or more categories.

The lower cost of living, enhanced transportation infrastructure, and explosive affordable housing development between 2000 and 2007 within the Fort Mill and Rock Hill areas of York County and the Indian Land area of Lancaster County make these areas attractive alternatives for residences within the Charlotte area.

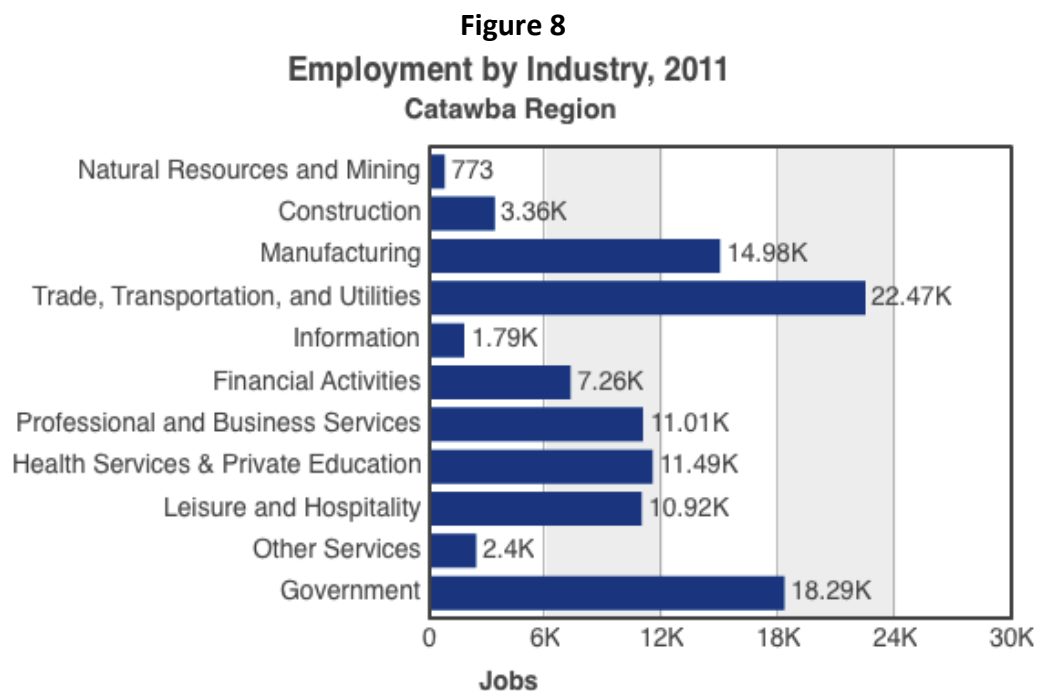


*Sun City community in Lancaster County.*

### **Catawba Region - Employment by Industry**

The data in this section is based on the standard employment categories used by the US Census Bureau. These categories are more concentrated than those used for the cluster analysis to follow on page 49.

As shown in Figure 8, currently the three industrial sectors with the largest employment in the Catawba Region are Trade, Transportation, and Utilities, Government, and Manufacturing.



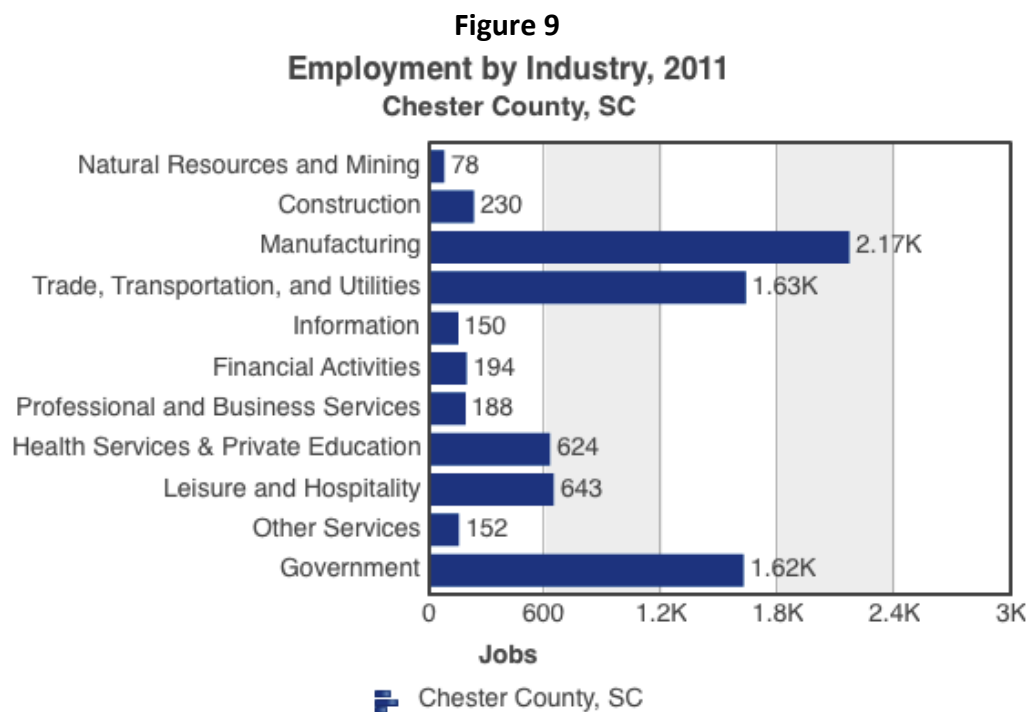
According to the Bureau of Labor and Statistics, the category of Trade, Transportation and Utilities includes wholesale and retail trade, transportation and warehousing, and utilities.

While the Bureau of Labor and Statistics does not delineate it as such, it is important to note that there has been a transition within the region away from the manual labor intensive manufacturing of the textile era to a more technical and skilled manufacturing process requiring a more technically proficient workforce.

It also should be noted that the Government category includes all levels of federal, state, and local government inclusive of law enforcement, social and housing services, emergency services, public education, emergency response, as well as federal, state, and local governmental support.

Just as population trends varied county by county within the region, likewise employment sectors vary as well. This is primarily due to the same factors that impacted population trends within the region coupled with the more rural nature of Union and Chester counties.

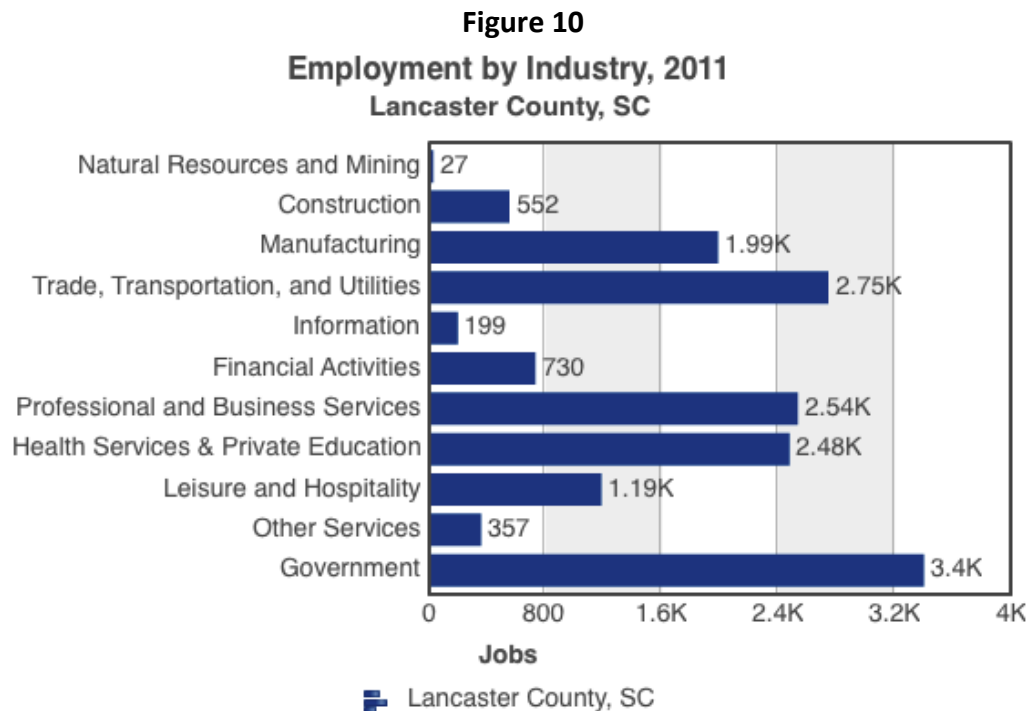
### Chester County – Employment by Industry



Approximately 7.3% of the region's non-farm workforce is in Chester County. As seen in Figure 9, the county's largest employment sector is Manufacturing, followed by Trade, Transportation, and Utilities, and Government.

While not contiguous with Charlotte, Chester is well connected by virtue of Interstate 77 which bisects the county heading north toward Charlotte and south toward Columbia and the coast.

### Lancaster County – Employment by Industry

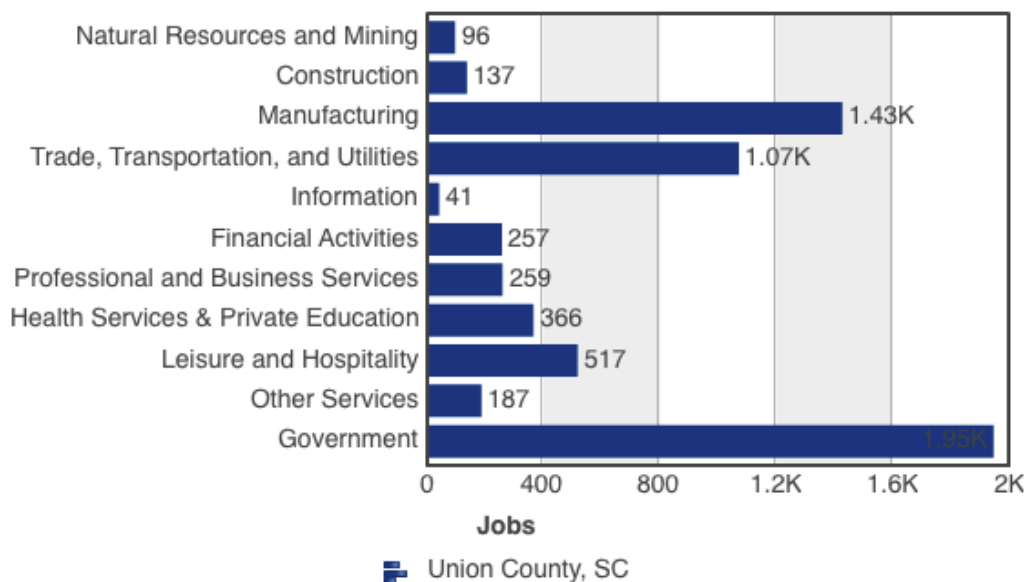


With 15.5% of the region’s non-farm workforce, Lancaster County’s largest employment sector is Government, followed by Trade, Transportation, and Utilities, and Professional and Business Services as shown in Figure 10.

As detailed in the Population Growth section, the Indian Land area of Lancaster County experienced dramatic growth between 2000 and 2010. Indian Land is bordered by Charlotte’s Mecklenburg County to the north and the Fort Mill / Interstate 77 area of York County to the west as well as Union County, NC to the east, which also experienced a high level of growth during this same time frame. In addition, the major transportation corridors of US Highway 521 and South Carolina Highways 5, 9, and 161 greatly enhance this connectivity.

## Union County – Employment by Industry

**Figure 11**  
**Employment by Industry, 2011**  
**Union County, SC**



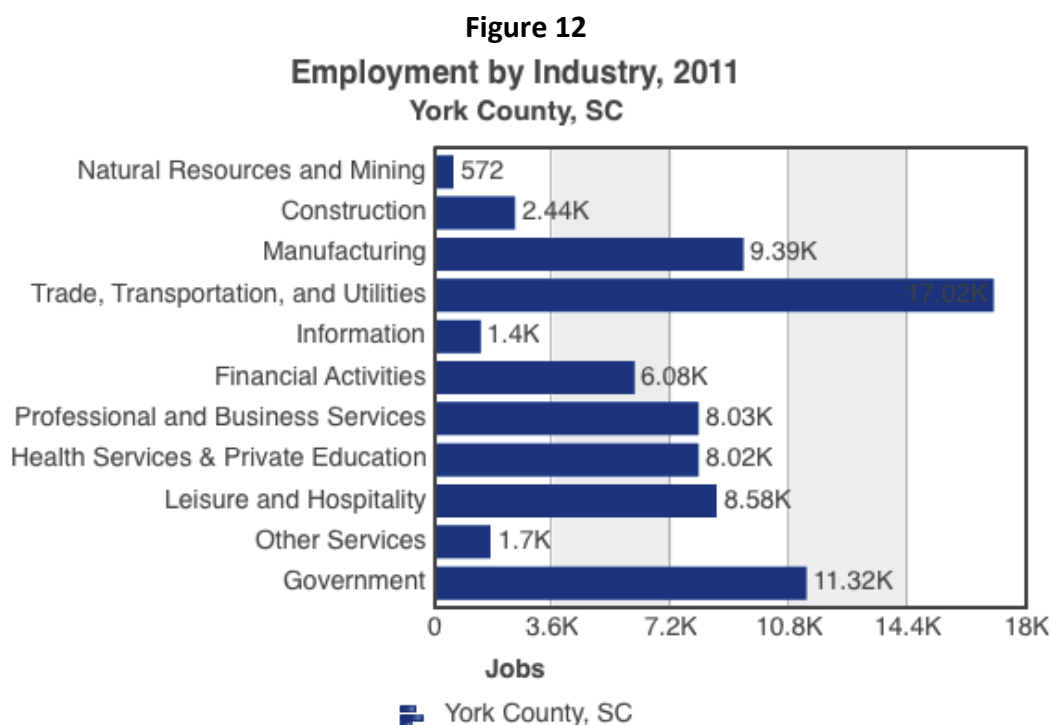
With 6% of the region's non-farm workforce, Union County's largest employment sector is Government, followed by Manufacturing, and Trade, Transportation, and Utilities, as shown in Figure 11.

Union County's closest major economic center is Spartanburg, SC which experienced 12% growth between 2000 and 2010. Union is connected to Spartanburg via US Highway 176 which also connects Union to the Interstate 85 corridor that serves as a major artery between Charlotte, NC and Atlanta, GA. A majority of existing and expanding industrial opportunities within Union County can be found along the US Highway 176 corridor in the northwestern portion of the county. This concentration also is enhanced due to approximately 40% of the county in the southeastern area residing within the protected boundaries of the Sumter National Forest.



Union County is an active participant in the Upstate South Carolina Alliance, a public/private partnership of ten counties focused on economic development. The Alliance counties' existing high tech industries include advanced materials, biosciences, automotive, energy, and aerospace.

### York County – Employment by Industry

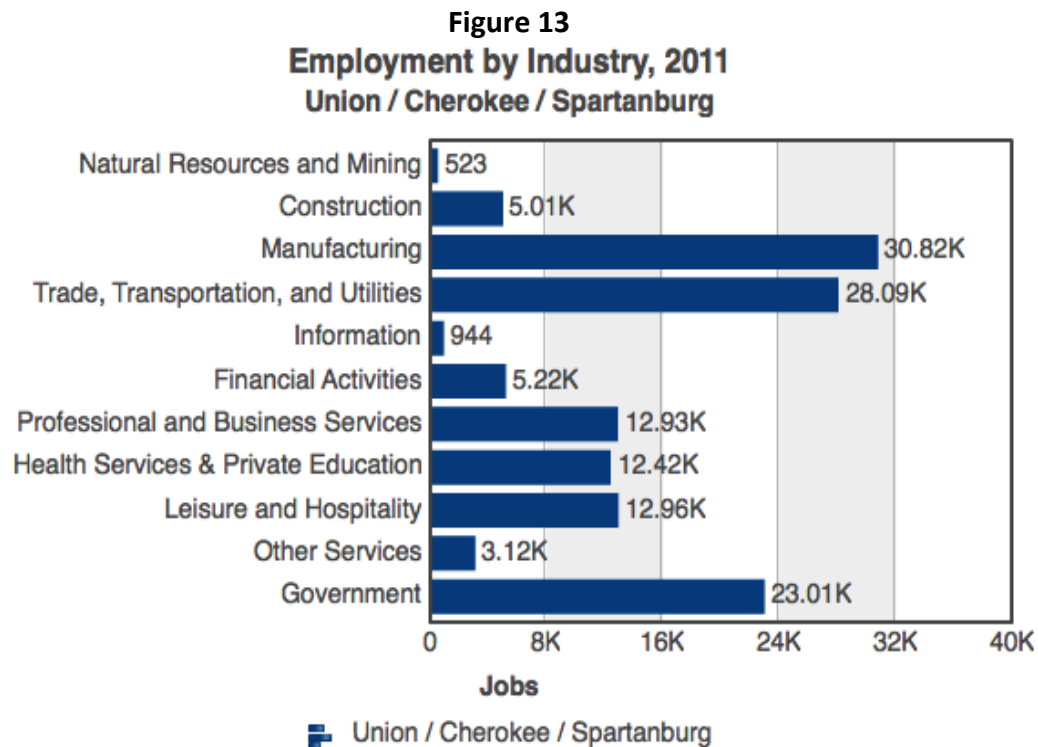


As shown in Figure 12, 71.2% of the region's non-farm workforce is found in York County with the county's largest employment sectors being Trade, Transportation, and Utilities, followed by Government, and Manufacturing.

York County is bordered to the north by Mecklenburg County and is directly connected to Charlotte via Interstate 77. As detailed in the population section, the area in close proximity to Charlotte saw explosive growth between 2000 and 2010 which greatly enhanced the available workforce during this period. The relative ease of access to major transportation hubs such as

the Charlotte International Airport and close proximity to the Interstate 85 corridor running between Charlotte and Atlanta have each contributed to the dynamic growth of the county.

#### Union/Spartanburg Commuter Shed – Employment by Industry



As Union County is in close proximity to the Spartanburg Metropolitan Statistical Area (MSA), analysis of employment within that areas commuter shed is useful.

With an employment base of 135,039 jobs in the sectors shown, the Union/Spartanburg Commuter Shed offers a variety of diverse opportunities. The area's largest employment sector is Manufacturing, followed by Trade, Transportation, and Utilities, and Government as shown in Figure 13.

The influence of Spartanburg County on employment in this three county area can be seen in comparing employment numbers within these top three sectors to Union County.

Manufacturing, for example, provided 1,430 jobs in Union County alone.

The area is intersected by both the Interstate 85 corridor that serves as a major artery between Charlotte, NC and Atlanta, GA, and the Interstate 26 corridor that connects Asheville, NC and Charleston, SC. Spartanburg County is also home to the BMW Manufacturing facility along with a large number of automotive feeder industries.



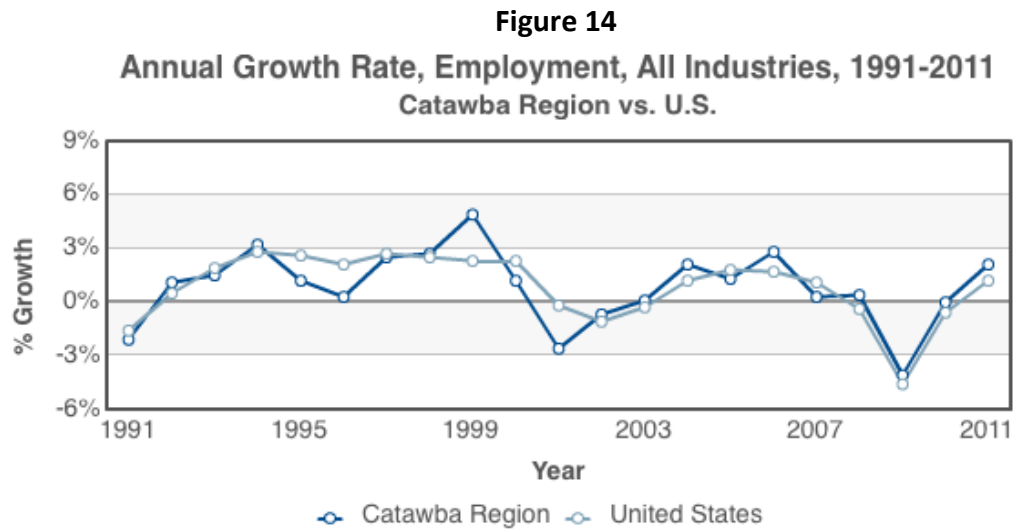
*BMW Manufacturing Facility in Spartanburg County, SC.*



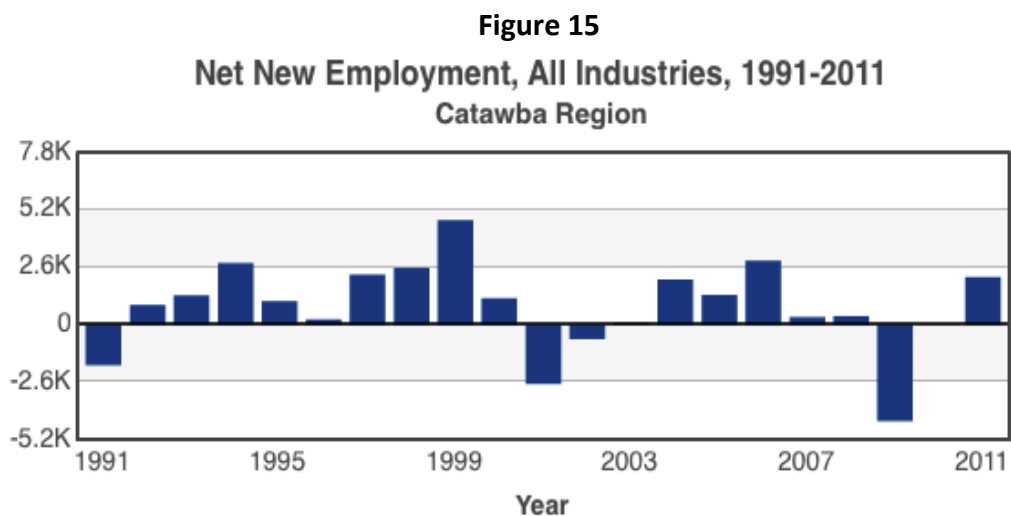
*Historic Downtown Union, SC.*

### **Catawba Region - Employment Growth and New Job Creation**

Following job losses and stagnation from 2008 to 2010, Figure 14 shows that in 2011 the Catawba Region experienced job growth in excess of the US rate.



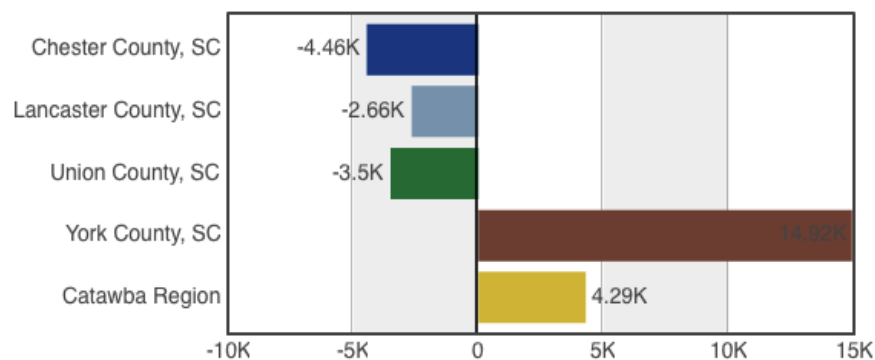
This recovery was more rapid than the US and resulted in the net creation of 2,200 jobs. However, as can be seen in Figure 15, it did not offset the 4,400 jobs lost in 2009.



Between 2001 and 2011, Figure 16 shows that York was the only county in the region to experience positive net new employment. While Chester, Lancaster and Union counties also

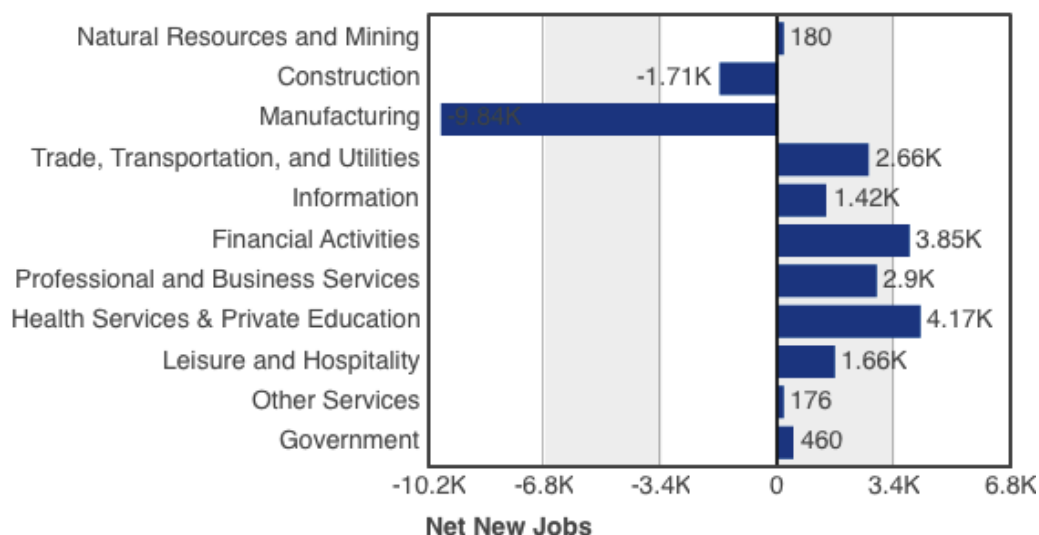
saw jobs created during this period, the net increase was not enough to offset the number of jobs lost during the recession in the latter part of the decade.

**Figure 16**  
**Net New Employment, All Industries, 2001-2011**  
**Catawba Region**



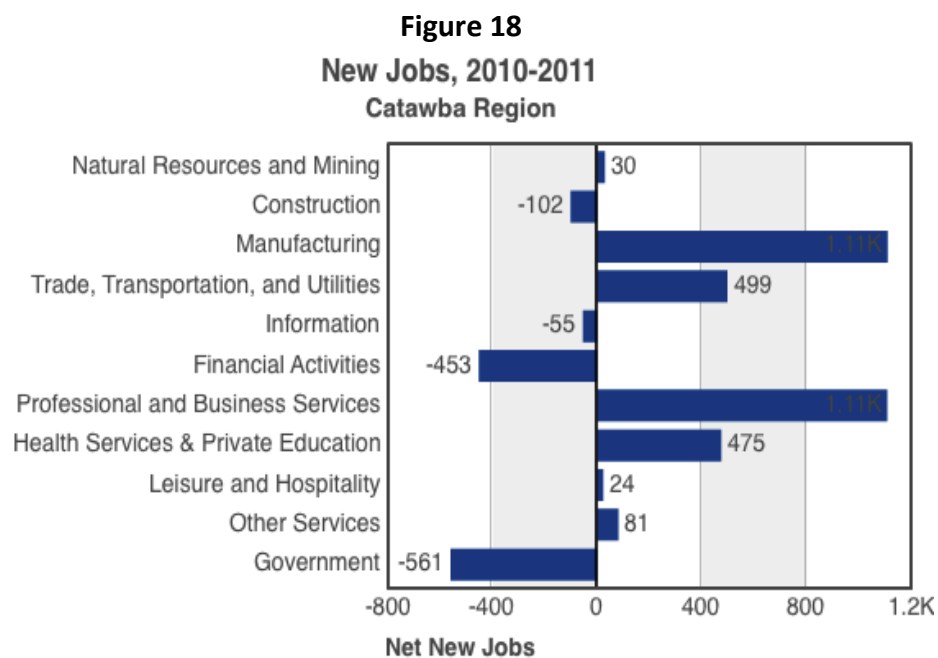
As illustrated in Figure 17, the leading sectors creating new jobs within the last decade were Health Services, Financial Activities, and Trade, Transportation and Utilities. Most of the job loss within the region occurred in the Manufacturing sector which can be greatly attributed to the continued decline of the textile industry. The Catawba Region's entire Manufacturing sector experienced a net loss of 9,841 jobs region-wide between 2001 and 2011.

**Figure 17**  
**New Jobs, 2001-2011**  
**Catawba Region**



## Recent Trends - Employment Growth and New Job Creation

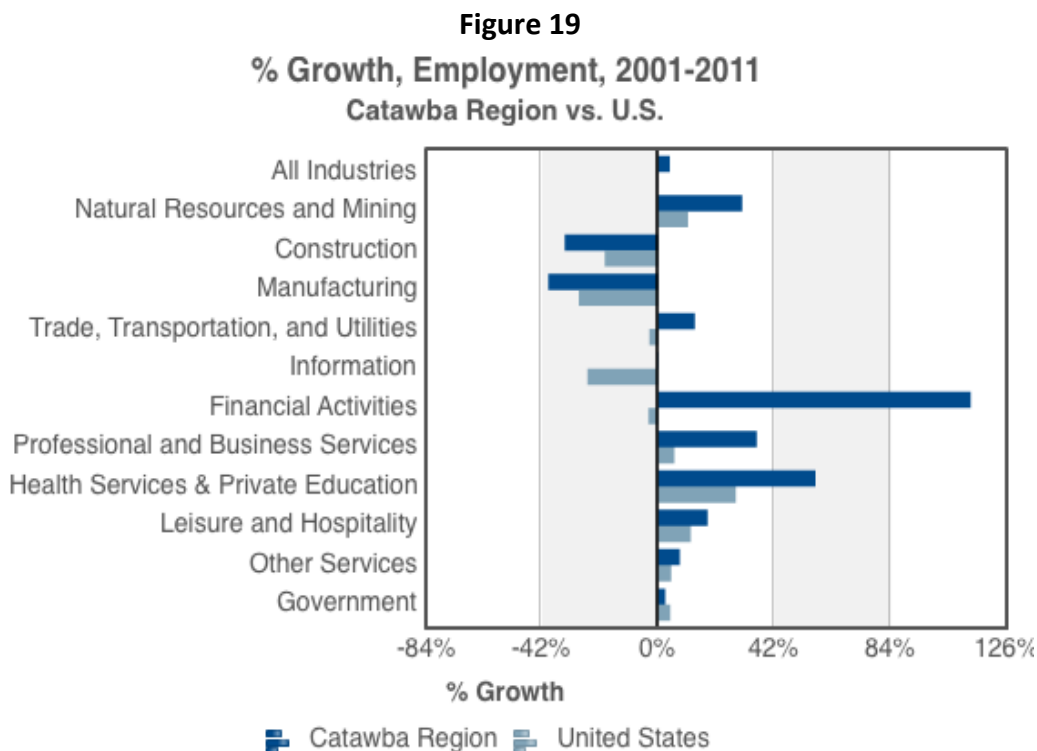
While the region experienced substantial job losses in the manufacturing sector between 2001 and 2011, manufacturing accounted for the greatest number of new jobs created region-wide between 2010 and 2011 as can be seen in Figure 18. All four counties within the region experienced positive net new job creation in the Manufacturing sector with Chester being responsible for 7% of the growth region-wide, Lancaster 12%, Union 46%, and York 35%.



Other leading creators of new jobs in the Catawba Region over the past two years were Professional and Business Services, and Trade, Transportation, and Utilities. New job creation within Professional and Business Services was exclusively within Lancaster and York counties while Trade, Transportation, and Utilities occurred primarily in York with 84% of the region's new jobs within that sector being created within York County.

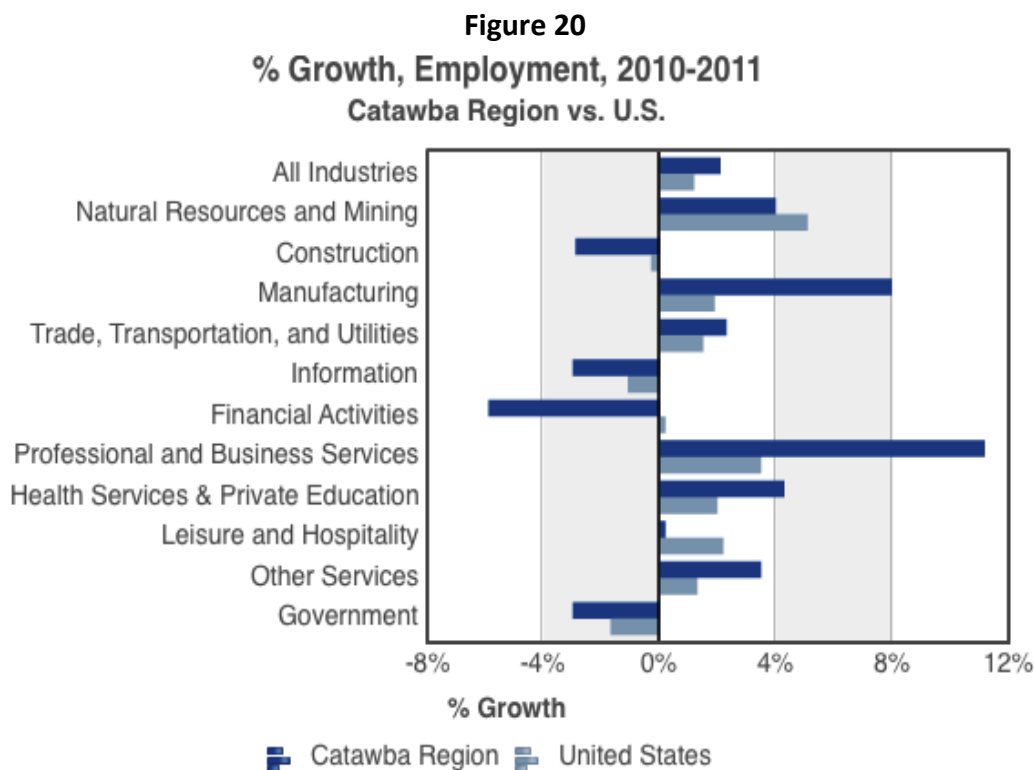
### **Catawba Region – Comparative Analysis of Employment Growth versus US**

Between 2001 and 2011 the fastest growing employment sectors in the Catawba Region were Financial Activities, Health Services & Private Education, and Professional and Business Services. These employment sectors all gained substantial employment within the region. Comparative losses, however, were experienced in the Construction and Manufacturing sectors.



It is important to note that the region-wide growth in the Financial Activities sector can be attributed to a reported 4,289 new jobs created in York County between 2001 and 2011. During that same period, Chester, Lancaster, and Union all lost jobs in the Financial Activities sector resulting in a combined loss of 438 jobs. New jobs created in the Professional and Business Services sector were confined to Lancaster and York counties with 1,412 and 2,316 new jobs created, respectively. Chester and Union both lost jobs in that sector for a combined loss of 832 jobs. As previously mentioned, it also should be noted that the loss of manufacturing jobs during this period can be greatly attributed to the continued decline of the textile industry in the region.

## Recent Trends– Comparative Analysis of Employment Growth versus U.S



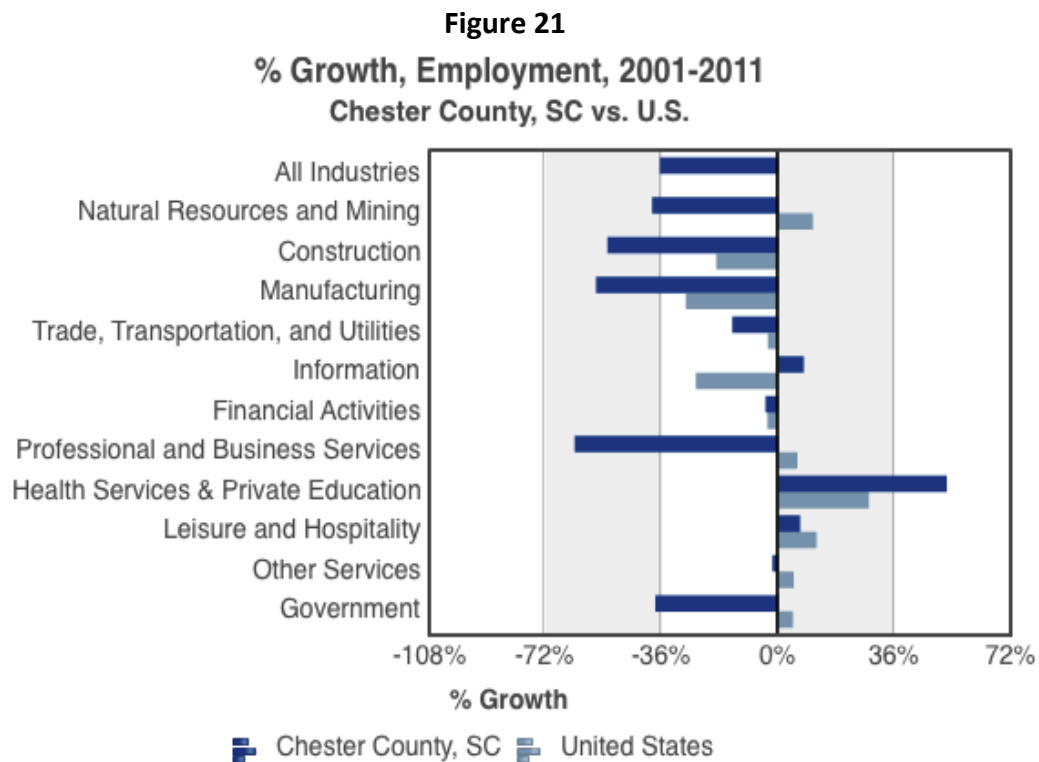
Between 2010 and 2011, Professional & Business Services was the fastest growing sector in the Catawba Region, creating 1,110 jobs and growing 11.2%. Positive job growth in this industry only occurred in Lancaster and York counties, with job losses in this sector in Chester and Union counties.

Manufacturing, the second fastest growing regional sector, created 1,111 jobs and grew at a rate of 8% region-wide. Each county saw positive employment growth in Manufacturing, but Union accounted for 505 (46%) of these new jobs. Health Services & Private Education employment growth occurred in Lancaster, Union and York counties at a rate of 4.3% for a gain of 475 new jobs.

Financial Activities and Government employment experienced decline in all four counties during this period, declining at a rate of 5.9% and 3%, respectively.



## Chester County – Comparative Analysis of Employment Growth versus US

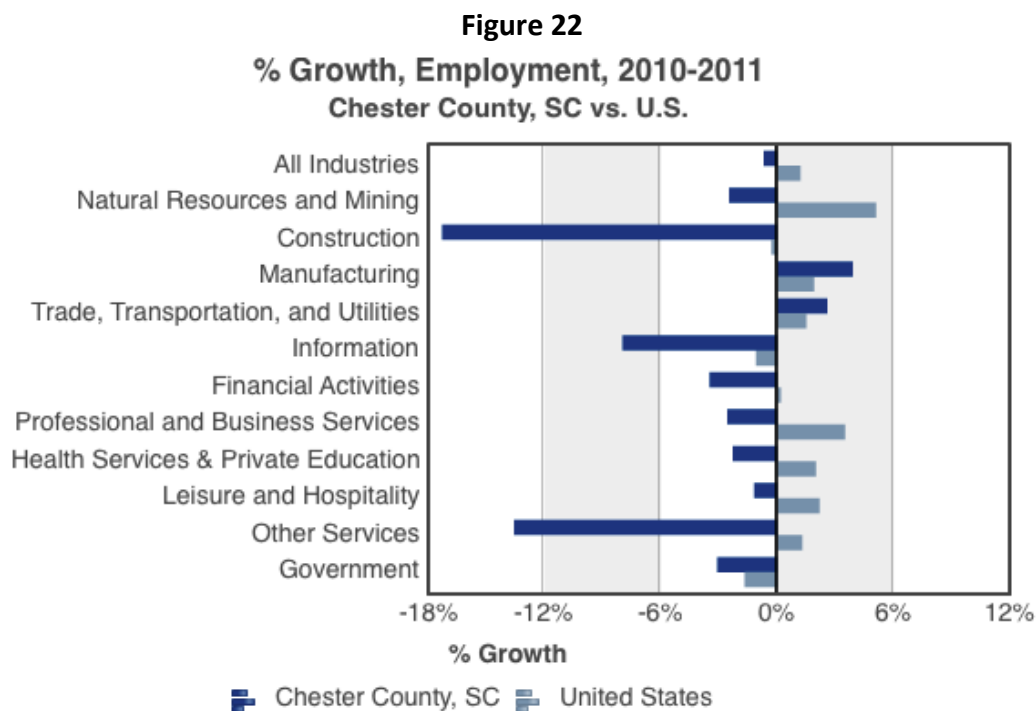


Between 2001 and 2011, Chester County experienced a 36.7% decline in employment resulting in a net loss of 4,452 jobs. This net job loss is the most severe in the region with a majority of the jobs lost being in the Manufacturing sector. The impact of the decline of the textile industry in Chester County during this period was a major contributor to the resulting loss of 2,810 jobs in the Manufacturing sector for the county.

Other significant areas of decline between 2001 and 2011 included Government, down 38.1%, resulting in a loss of 997 jobs and a loss of 900 jobs in Construction, Professional and Business Services, Natural Resources and Mining, and Trade, Transportation, and Utilities, combined.

Areas of employment growth between 2001 and 2011 included Health Services & Private Education, Information, and Leisure and Hospitality and resulted in a total of 266 new jobs.

Health Services & Private Education accounted for a majority of the growth sector with a growth rate of 59.1% resulting in 214 new jobs.



### Recent Trends – Chester County

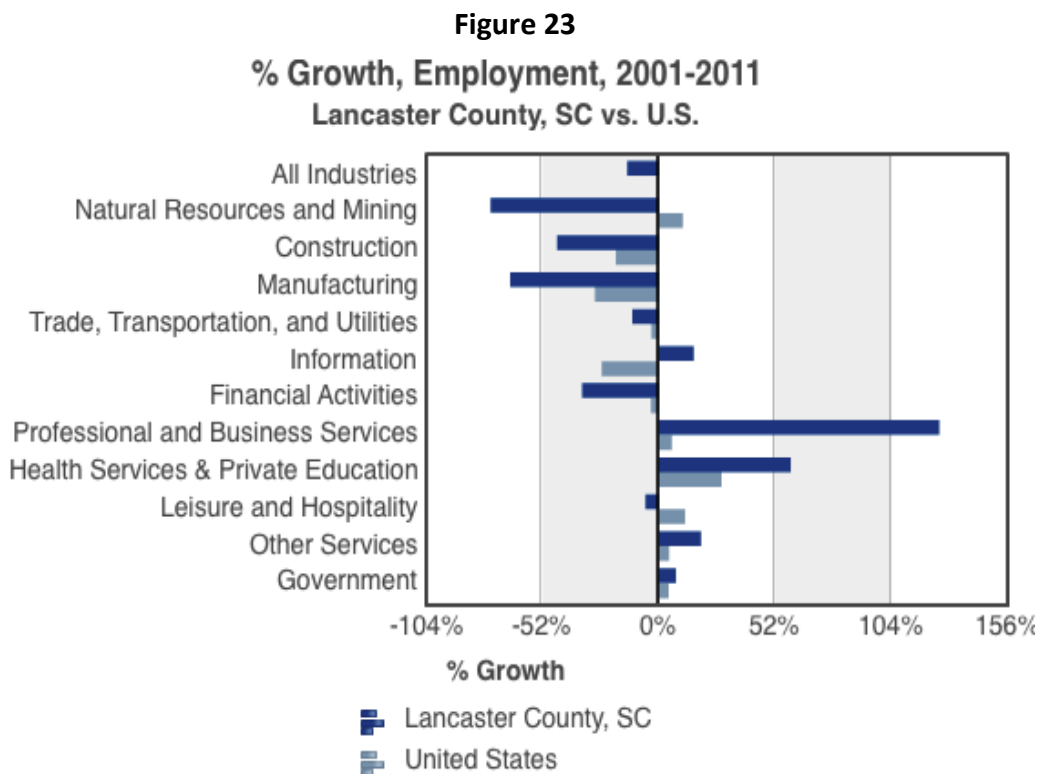
Chester County was the only regional county to lose jobs between 2010 and 2011 with a 0.7% net loss accounting for a net reduction of 51 jobs county-wide. The most significant contributor to job losses in Chester County was the Construction industry, which declined 17% resulting in a loss of 48 jobs. The growth sectors within the county during this time period were Manufacturing and Trade, Transportation, and Utilities which accounted for 123 combined new jobs in those sectors.

Recent industrial developments in Chester County include the opening of the Institute for Business and Home Safety (IBHS) Research Center in October 2010 which drew nationwide coverage for Chester County and the region.

New industries announced in the recent years include Jones-Hamilton Chemicals, Rolled Alloys and JN Fibers. In addition, several industries in Chester have expanded capabilities or

announced expansions within the last year including Ring Container Technologies, Boral Stone Products, Chester Wood Products, and Guardian Industries. These expansions and new industries underscore the growth that is taking place in current technical manufacturing.

## Lancaster County – Comparative Analysis of Employment Growth versus US



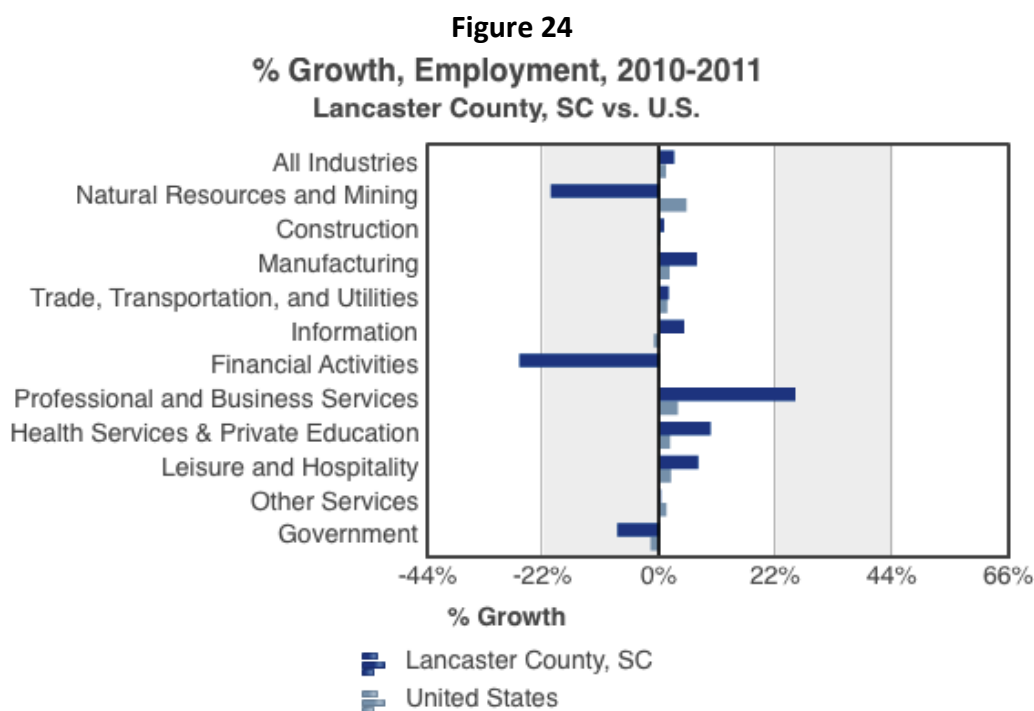
Lancaster County experienced a 14.1% decline in employment between 2001 and 2011 resulting in a net loss of 2,644 jobs. Of all the counties in the Catawba Region, Lancaster was hit the hardest by the decline of the textile industry contributing to a net loss of 3,936 jobs in the Manufacturing sector for the county between 2001 and 2011, more than any other county in the region.

Other significant areas of decline between 2001 and 2011 included Construction, down 45.5%, resulting in a loss of 461 jobs. This loss can be attributed to the sharp decline in housing development beginning with the recession in 2007 on the heels of unprecedented growth in

the Indian Land area of the county between 2000 and 2006. Trade, Transportation, and Utilities saw an 11.9% reduction which resulted in a loss of 370 jobs. Other notable areas of decline were Financial Activities at -34.3% resulting in a loss of 381 jobs and Natural Resources and Mining at -75.2% for a loss of 82 jobs.

The most significant sector of employment growth in Lancaster between 2001 and 2011 was Professional and Business Services at 125.6% resulting in a net gain of 1,412 jobs. This gain may be partially attributed to Red Ventures, a high tech direct marketing company, moving its headquarters to the Indian Land area of the county. Health Services & Private Education also saw significant job growth during this period at 59.1%, resulting in the net addition of 921 jobs.

### Recent Trends – Lancaster County



Between 2010 and 2011 Lancaster County experienced a 2.8% growth in employment accounting for a net increase of 442 jobs county-wide. The most significant contributor to job growth in Lancaster County was the Professional and Business Services sector, which increased

26% and brought 518 new jobs to the county. Other significant growth sectors within the county during this time period were Health Services & Private Education, and Manufacturing which accounted for 351 new jobs in those sectors.

Areas showing significant decline included Financial Activities, down 26.6%, for a loss of 264 jobs, and Government, down 8%, with a loss of 298 jobs. Natural Resources and Mining also suffered a decline of 20.6% but resulted in a nominal loss of 7 jobs.

As identified above, Red Ventures, a direct marketing technology company, opened its Lancaster operation in December 2009, enhancing the Professional and Business Services sector within the county. Red Ventures announced in August 2012 that it would be expanding its facility to roughly double its number of employees over the next 5 years. In 2013, Fancy Pokket, a specialty bakery company, broke ground on a new facility that will employ 35 persons initially.

In addition, Lancaster industries that have either announced expansions or expanded capabilities within the last year include Continental Tire and Honeywell.

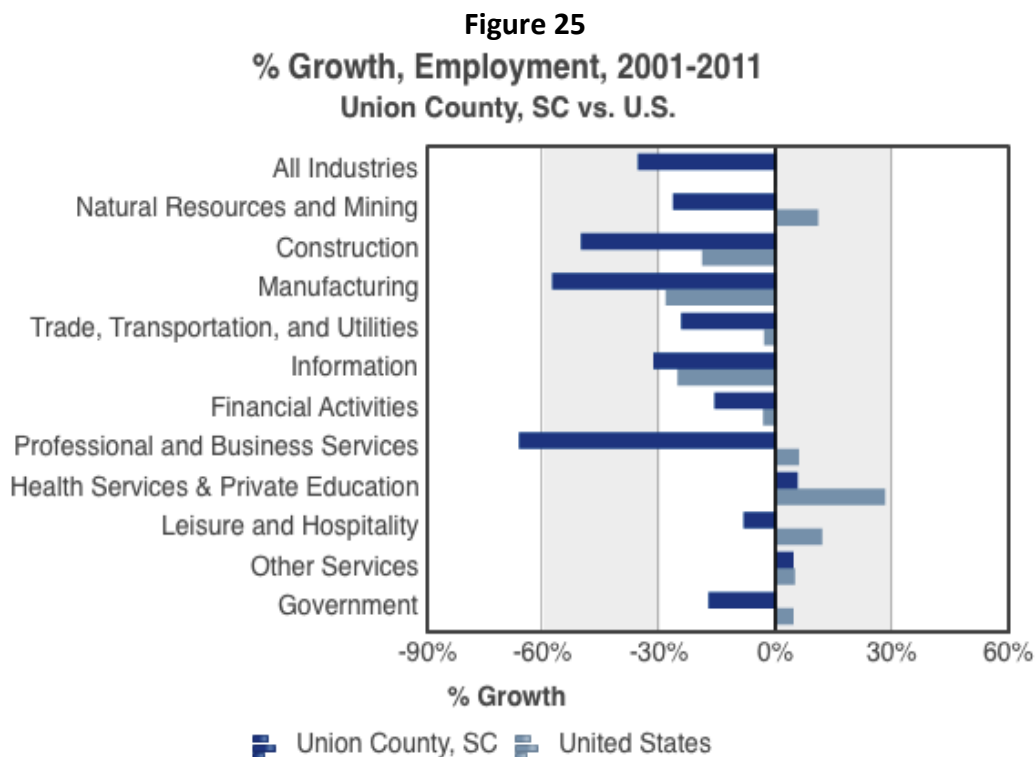
### **Union County – Comparative Analysis of Employment Growth versus US**

Union County was second only to Chester in jobs lost between 2001 and 2011, experiencing a decline of 35.7% in employment resulting in a net loss of 3,502 jobs. As with all the counties in the Catawba Region, the decline of the textile industry in Union during this period contributed to a net loss of 1,966 jobs in the Manufacturing sector.

While almost every sector experienced decline in Union County during this period, significant areas of job loss included Professional and Business Services, down 66.4%, with a net loss of 511 jobs. Trade, Transportation, and Utilities, down 24.6%, also experienced a net loss of 349 jobs. The Government sector, down 17.5%, resulted in a net loss of 412 jobs. Natural

Resources and Mining and Financial Activities also experienced declines resulting in the cumulative net loss of 84 jobs.

The only notable areas of employment growth in Union between 2001 and 2011 were Health Services & Private Education and Other Services, which grew 5.5%.

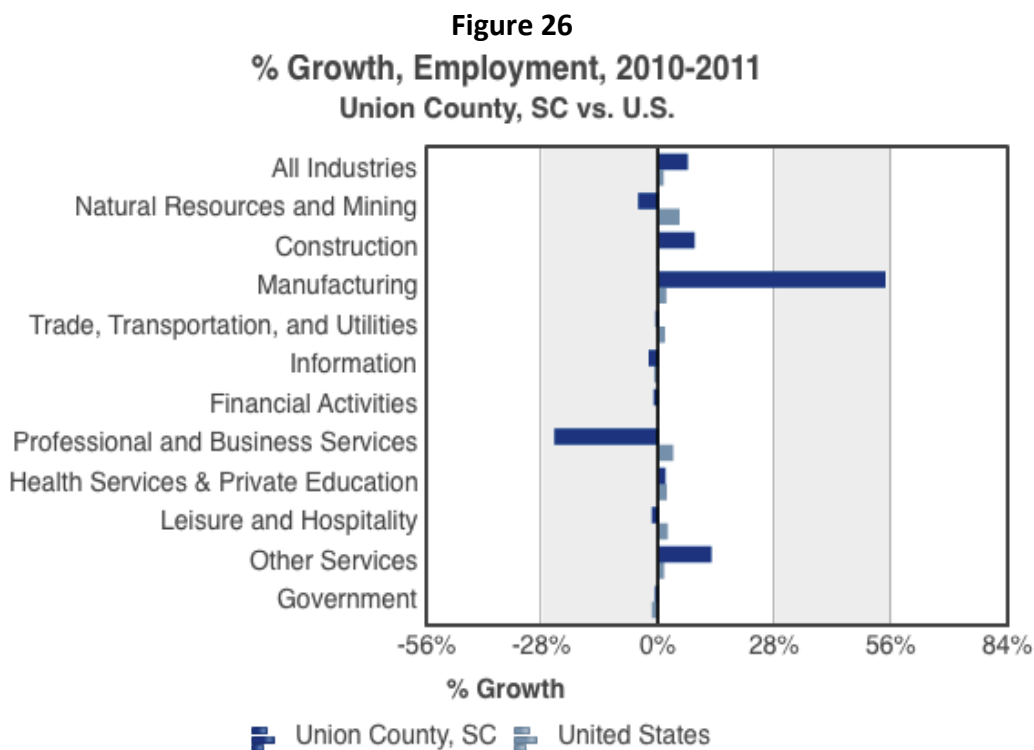


### Recent Trends – Union County

Between 2010 and 2011, Union County experienced 7% growth in employment, accounting for a net increase of 411 jobs county-wide. The most significant contributor to job growth in Union County was the Manufacturing sector, which increased 55% and created 505 new jobs. While the sectors of Construction and Other Services also experienced growth, it is important to note that growth in these sectors accounted for a total of only 32 new jobs in those sectors.

The Professional and Business Services sector was the only area showing significant decline, down 25.1%, for a net loss of 87 jobs. While Natural Resources and Mining also suffered a 5% decline, the reduction resulted in a loss of only 5 net jobs.

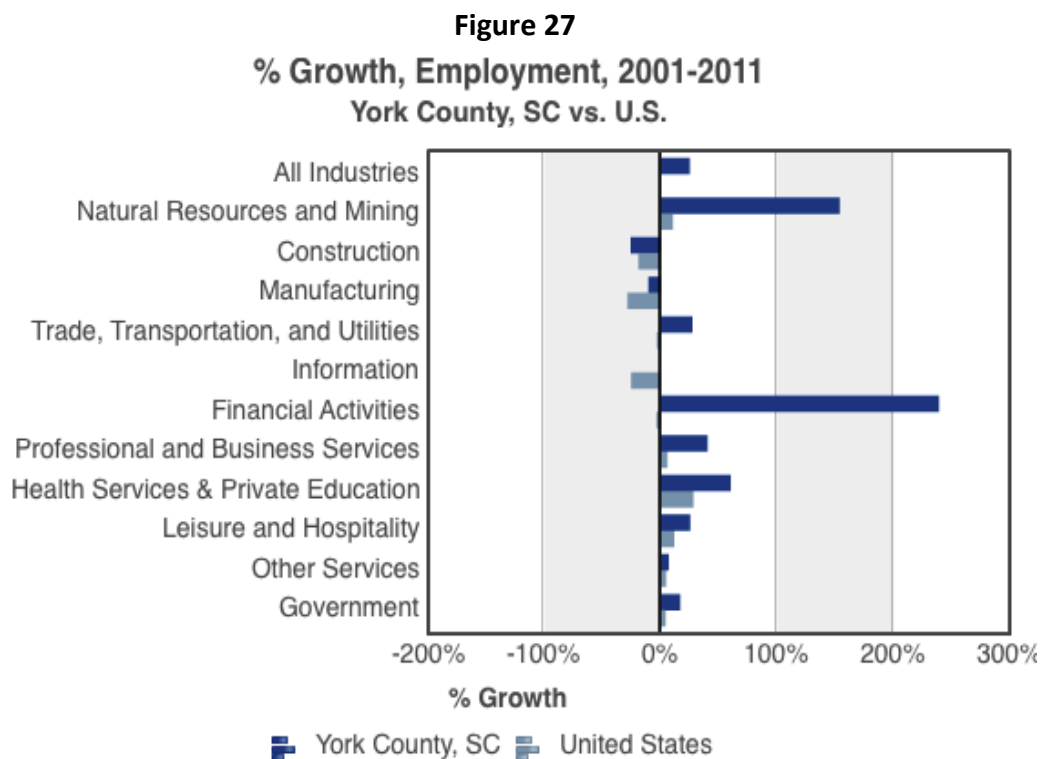
Recent industrial developments in Union County include the opening of Belk, Inc.'s e-commerce and fulfillment distribution center in June 2012 and ESAB Welding and Cutting Products in July 2012. In addition, other new industries in Union County include Allied Industries International, Textile Trends, and Gonvarri Steel Services. Union industries that have either announced expansions or expanded capabilities within the last year include Gestamp South Carolina and Dollar General Distribution. In 2013, Standard Textile Company announced it was expanding its operation in the County.



#### York County – Comparative Analysis of Employment Growth versus US

York County was the only county in the Catawba Region to see positive employment growth between 2001 and 2011, experiencing 25% growth in employment resulting in a net gain of 16,522 jobs. Financial Activities saw 239.6% growth during this period netting 4,289 new jobs in that sector. Primary contributors to this growth were Citi Financial and Wells Fargo Home Mortgage, two of the largest private sector employers in the county.

Other significant growth sectors were Health Services & Private Education, with 60.3% growth netting 3,017 new jobs, and Trade, Transportation, and Utilities, growing 27.3% and netting 3,645 new jobs. Natural Resources and Mining experienced 154.2% growth with a net of 347 new jobs.

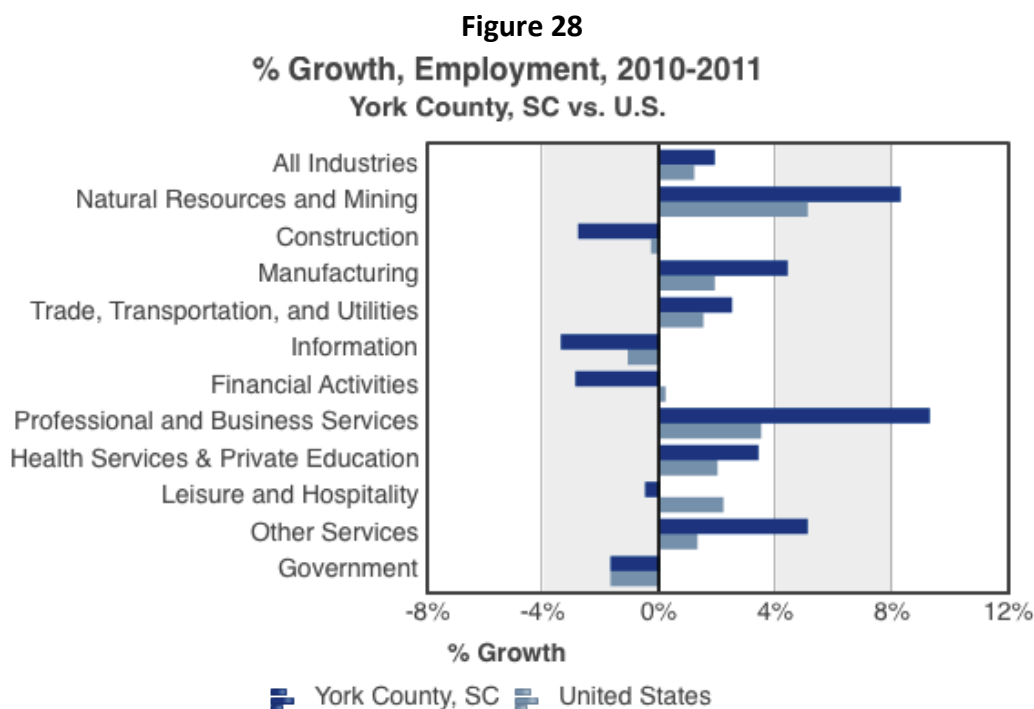


York County was not immune to the impact of the decline in the textile industry during this period with Manufacturing showing a decline of 10.7%, resulting in a net loss of 1,128 jobs. Construction, however, experienced a decline of 25.8% resulting in a net loss of 847 jobs in that sector. Like Lancaster, the area saw explosive housing development prior to 2007 which sharply declined throughout the recession.



## Recent Trends – York County

York County's employment growth between 2010 and 2011 netted 1,357 new jobs resulting in a growth rate of 1.9% for that period. The most significant contributor to job growth in York County was the Professional and Business Services sector, which increased 9.3% and created 684 new jobs. Manufacturing also grew at a rate of 4.4% resulting in 393 net new jobs.



While the sectors of Natural Resources and Mining and Other Services also experienced growth, these sectors accounted for 127 new jobs combined while the slower growing sectors of Health Services & Private Education, and Trade, Transportation, and Utilities netted 265 and 420 new jobs, respectively.

The declining sectors of Information, Financial Activities, and Construction sectors combined for a loss of 299 jobs while Government, down 1.7%, experienced a loss of 193 jobs county-wide.

Recent industrial developments in York County include Ross Stores announcing a 1.2 million square foot distribution center in Rock Hill, which is expected to generate 550 new jobs. York

County also retained Bluestar Silicones that had outgrown its existing facility and announced an expansion in York County by combining production and research facilities.

Other new industries in York County include the groundbreaking for Permashrink, Inc., Britix Child Safety, Keller USA Inc., Centrex Plastics, Coroplast and Silcotech. Shutterfly also announced expansion plans with the anticipated purchase of a facility in Fort Mill.

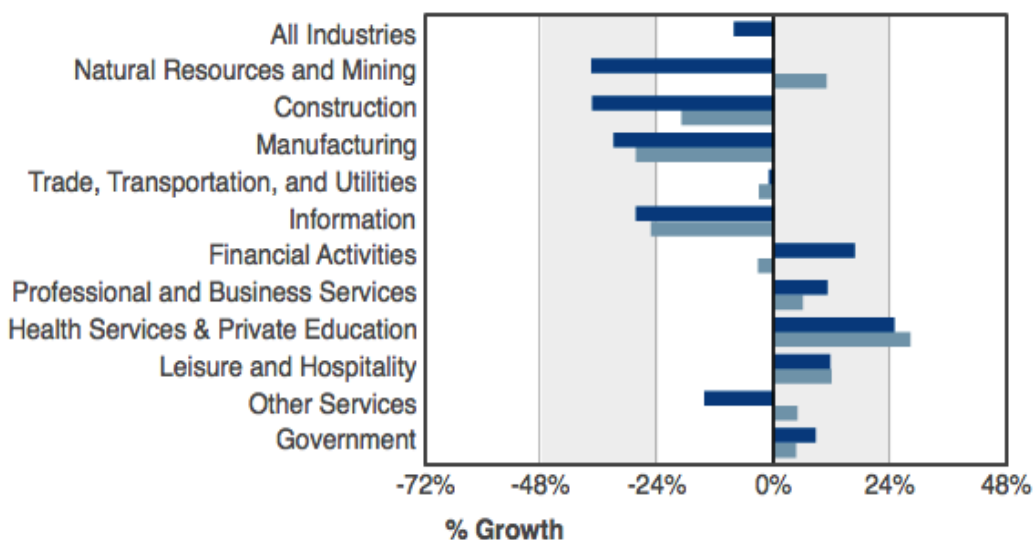
Other York County industries that have either announced expansions or expanded capabilities within the last year include AJAX Rolled Ring & Machine, Nation Ford Chemical, and Oerlikon Balzers.

### **Union/Spartanburg Commuter Shed - Comparative Analysis of Employment Growth versus US**

The Union / Spartanburg area experienced a decline of 8.4% in employment between 2001 and 2011 resulting in 12,200 job losses. Union County saw jobs decline 35.7% during this same time period.

While many sectors experienced job losses in the area during this period, sectors experiencing significant decline included Construction, down 37.6%, with a net loss of 3,011 jobs, and Manufacturing, down 33.2%, with a net loss of 15,348 jobs. Natural Resources and Mining and Information also experienced declines resulting in the net loss of 696 jobs.

**Figure 29**  
**% Growth, Employment, 2001-2011**  
**Union / Cherokee / Spartanburg vs. U.S.**



Notable areas of employment growth in the Union/Spartanburg Commuter Shed between 2001 and 2011 were Health Services & Private Education which grew 24.8% and added 2,466 jobs, and Leisure and Hospitality which grew 11.6% and added 1,348 jobs.

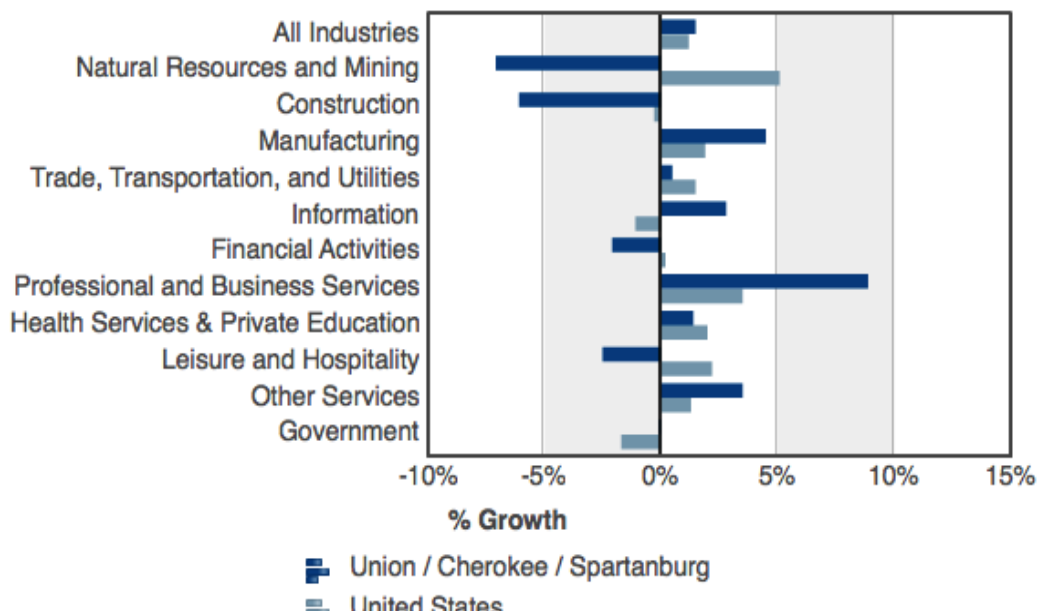
### Recent Trends – Union / Spartanburg Commuter Shed

Between 2010 and 2011, the Union / Spartanburg area experienced 1.5% growth in employment, accounting for a net increase of 1,974 jobs region-wide. The most significant contributor to job growth in the region was the Manufacturing sector, which increased 4.5% and created 1,318 new jobs, 505 (38%) of which were created in Union County. Professional and Business Services was also a significant contributor growing 8.9% and adding 1,055 jobs.

The Construction sector continued to decline at a rate of 6.1% with a loss of 325 jobs, and Leisure and Hospitality declined 2.5%, losing 332 jobs. While Natural Resources and Mining experienced a 7.1% decline, the reduction resulted in a loss of only 40 net jobs.

Figure 30

#### % Growth, Employment, 2010-2011 Union / Cherokee / Spartanburg vs. U.S.





*Insurance Institute for Business and Home Safety research facility in Chester County.*

### **Catawba Region - Comparative Analysis of Salaries versus US**

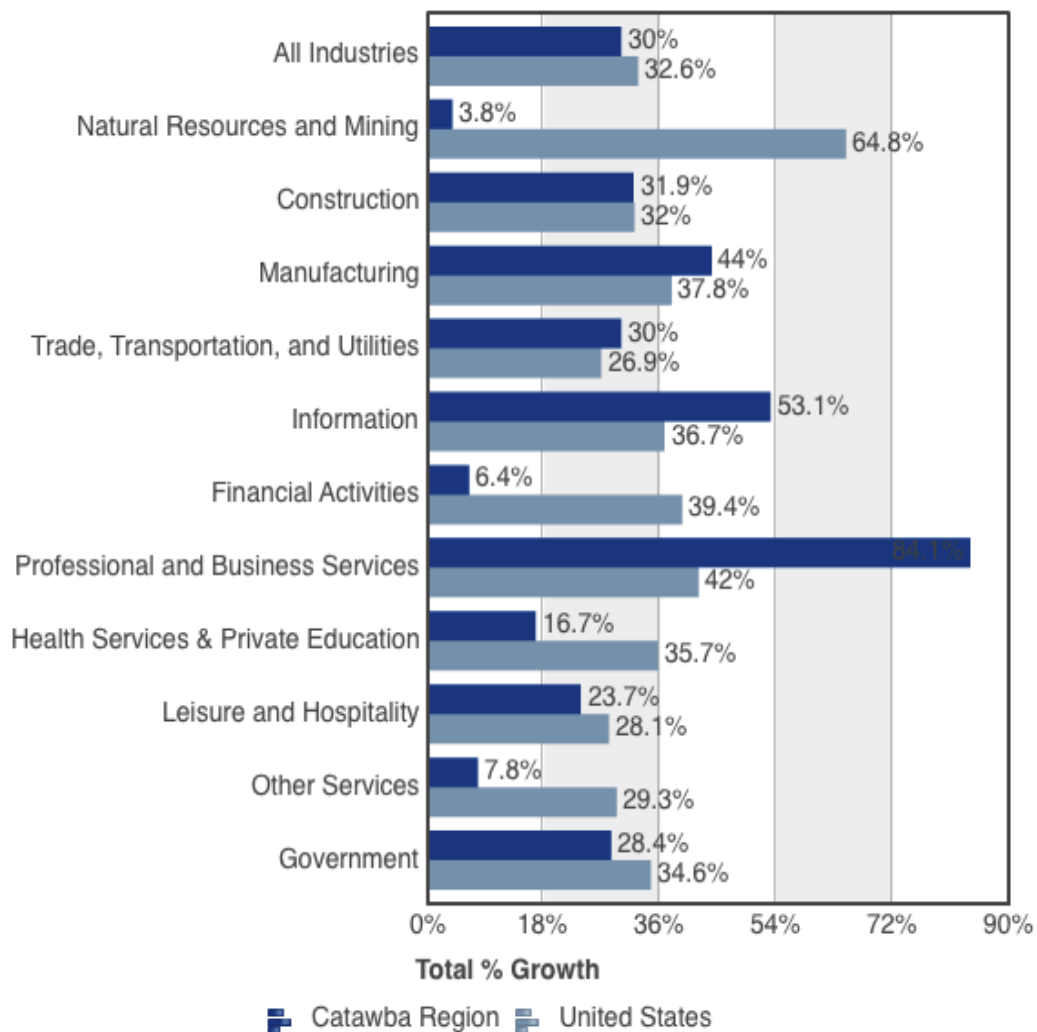
The data in this section is based on the Department of Labor and Statistics Census of Employment and Wages (CEW). The CEW is conducted quarterly and covers 98% of jobs in the US. Major exclusions from the CEW include self-employed workers, most agricultural workers on small farms, all members of the Armed Forces, elected officials in most states, most employees of railroads, some domestic workers, most student workers at schools, and employees of certain small nonprofit organizations.

CEW data is collected from employers within a county, not employees living in that respective county. Average compensation therefore may not be reflective of mean/average earnings within that county due to employees who may be commuting in or out of the county to work.

It is important to note that the term “salary” in this section refers to all employees subject to state and federal Unemployment Insurance laws and includes all earnings inclusive of hourly and part-time wages.

Overall salaries in the region grew slightly slower than the US from 2001 to 2011. The only industries that saw salary growth exceed the US were: Professional & Business Services (84% growth); Information (53%); Manufacturing (44%); and Trade, Transportation, & Utilities (30%). Figure 31 shows the salary growth by industry for the Catawba Region and the US.

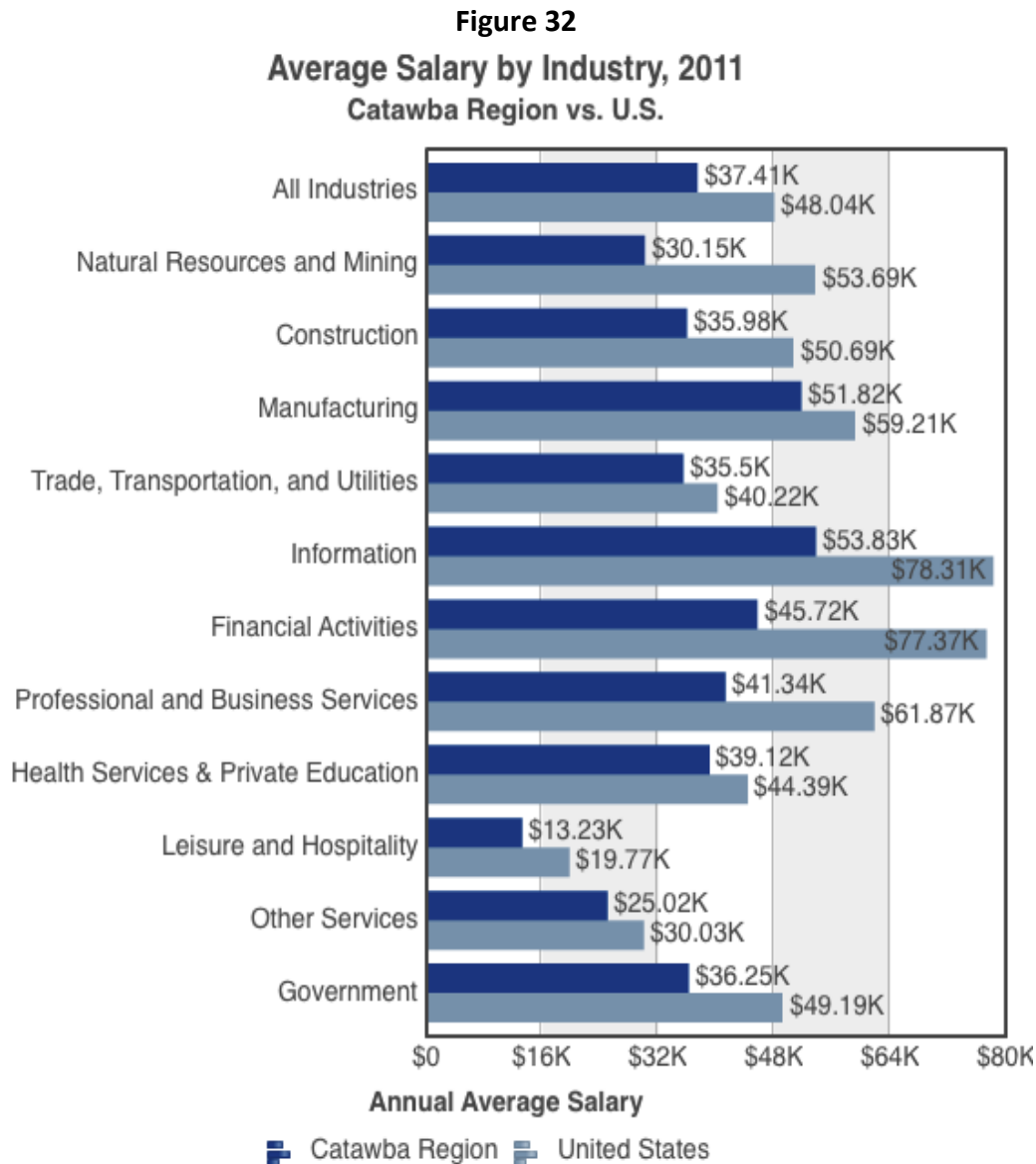
**Figure 31**  
**Salary Growth by Industry, 2001-2011**  
**Catawba Region vs. U.S.**



### Recent Trends - Comparative Analysis of Salaries versus US

In 2011, the average salary for all industries in the Catawba Region was \$37,412, approximately 78% of the US average salary of \$48,040. The highest paying industries in the region were

Information (average salary of \$53,829), Manufacturing (\$51,820), and Financial Activities (\$45,721). Figure 32 shows 2011 Average Salaries by Industry for the region versus the US.



The industries with the highest salaries relative to the US average were Manufacturing, Health Services & Private Education, and Trade, Transportation & Utilities, all of which were 88% of US salary level. A consideration when comparing salaries in the region to the US is that the Kiplinger 2012 Cost of Living Index for the Charlotte Metro area was 93% of the US Average.

### Recent Trends - Comparative Analysis of Salaries in the Catawba Region

At the county level, York County had the highest average salary within the Catawba Region at \$38,379. Chester and Lancaster counties were slightly below the regional average with salaries at \$35,760 and \$36,105, respectively. At \$31,357, Union County had the lowest average in the region.

**Table 1**  
**Average Salary by County for the Catawba Region**

	2011 Average Salary			
	Chester County	Lancaster County	Union County	York County
All Industries	\$35,760	\$36,105	\$31,357	\$38,379
Natural Resources and Mining	\$40,497	\$37,534	\$35,316	\$27,527
Construction	\$38,887	\$30,204	\$25,495	\$37,600
Manufacturing	\$50,295	\$50,548	\$43,970	\$53,634
Trade, Transportation, and Utilities	\$27,915	\$27,672	\$22,702	\$38,300
Information	\$52,120	\$49,555	\$28,868	\$55,350
Financial Activities	\$36,226	\$40,982	\$35,732	\$47,015
Professional and Business Services	\$32,726	\$40,310	\$21,643	\$42,506
Health Services & Private Education	\$31,477	\$44,966	\$35,735	\$38,056
Leisure and Hospitality	\$13,956	\$12,740	\$12,558	\$13,286
Other Services	\$19,176	\$21,026	\$16,123	\$27,356
Government	\$34,201	\$33,719	\$33,469	\$37,782



Interestingly, the industry sector with the highest average salary in the region is Manufacturing. As previously cited, Manufacturing was the sector with the sharpest decline in employment between 2001 and 2011, yet during the 2010-11 year it was shown to rebound mainly due to sector growth in Union County as the second fastest growing sector that year. These data would seem to be a clear indicator of the radical change that sector has had in the region over the last decade.

In all but York County, Manufacturing was the sector with the highest average salary. In York County, the Information sector surpassed Manufacturing by a marginal amount. The sector with the lowest average salary in all four counties was Leisure and Hospitality.

In most sectors, individual sector salaries follow the average for all industries in regard to county by county comparisons with York typically having the highest average salary followed by Lancaster, Chester, and Union, respectively. Notable exceptions to this are Construction, Leisure and Hospitality, and Natural Resources and Mining in which Chester County offers the highest average salary. In all but Natural Resources and Mining, and Health Services and Education, Union County had the lowest average salary region-wide.



*Gestamp Automocion in Union County.*

### **Catawba Region - Comparative Analysis of Per Capita Income and Mean Earnings**

The Catawba Region consistently lags behind the US national average for per capita income.

Table 2 shows the Per Capita Income levels for the region and the US between 2000 and 2010.

**Table 2**  
**Per Capita Income**  
**Catawba Region and the US**  
**2000 – 2010**

<b>Year</b>	<b>Catawba Region</b>	<b>United States</b>
2000	\$24,137	\$30,319
2001	\$24,696	\$31,157
2002	\$25,321	\$31,481
2003	\$25,794	\$32,295
2004	\$26,872	\$33,909
2005	\$28,184	\$35,452
2006	\$29,634	\$37,725
2007	\$30,464	\$39,506
2008	\$30,962	\$40,947
2009	\$29,517	\$38,846
2010	\$30,223	\$39,937

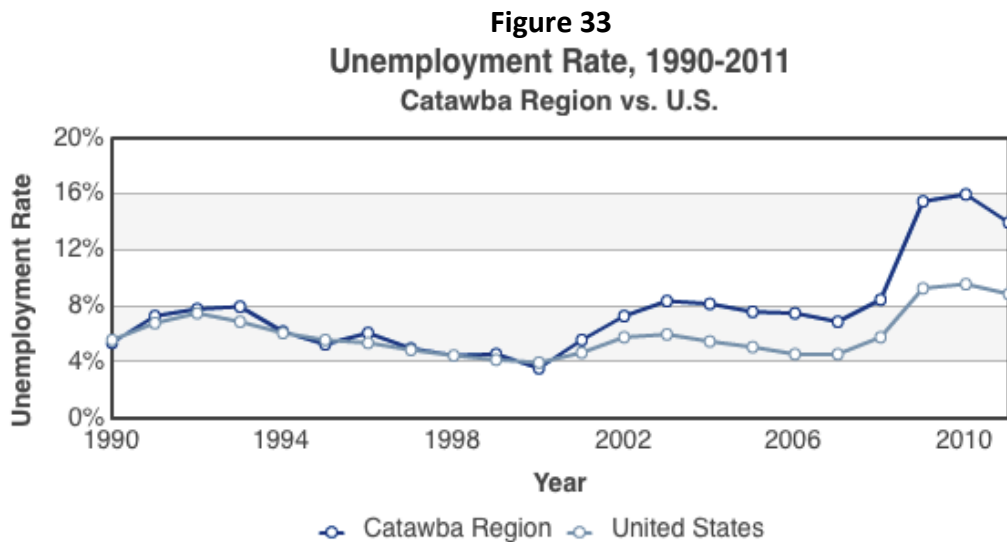
This trend is mirrored at the county level where three (Chester, Lancaster and Union) of the region's four counties trail the US and state Median Household Income. Table 3 shows the 2010 Median Household Income and Mean Individual earnings for counties in the Catawba Region as well as the US and South Carolina.

**Table 3**  
**Median Household Income / Mean Annual Earnings & Pay**  
**Chester, Lancaster, Union and York Counties**  
**South Carolina and the US 2010**

	Median Household Income	Mean Individual Earnings
Chester County	\$32,307	\$39,221
Lancaster County	\$38,905	\$40,987
Union County	\$31,223	\$37,141
York County	\$51,217	\$51,045
South Carolina	\$43,208	\$46,506
United States	\$51,222	\$55,061

#### **Catawba Region - Comparative Analysis of Unemployment**

Figure 33 shows that the Catawba Region had unemployment rates similar to the US national rate from 1990 to 2000.

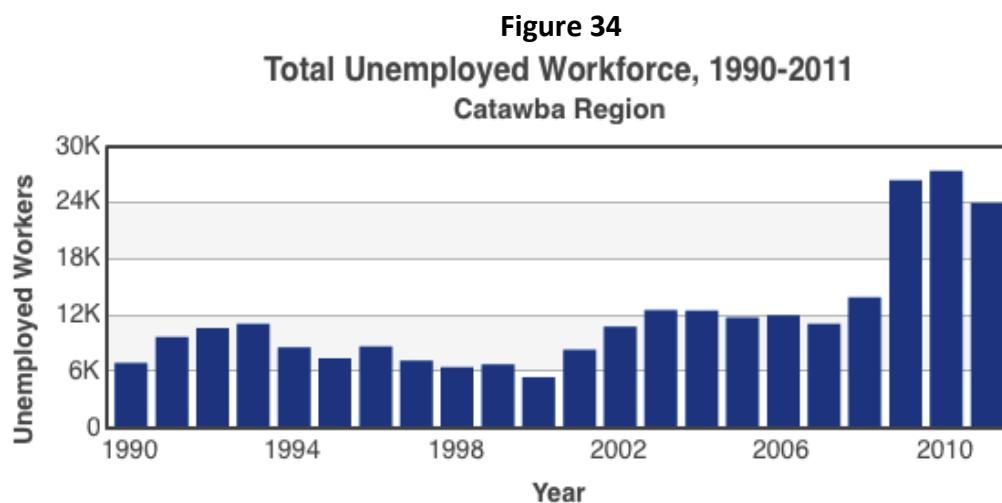


Beginning in 2001, however, as the remainder of the major textile industry locations within the region began to shut down, the gap began to widen with unemployment rates remaining approximately double that of the US between 2003 and 2008. With the added impact of the recession being fully realized in the area by 2008 and the collapse in population and housing

growth in the region, unemployment rates rose in line with the US between 2009 and 2011, but the gap between the regional rate and the US rate widened greatly to average a 64% greater regional unemployment rate than that of the nation.

Between 2009 and 2011, the regional unemployment rate averaged 15.2% which represented a 122% increase in the average unemployment rate of the prior decade.

The total unemployed workforce, as seen in Figure 34, also reflects this marked increase beginning in 2009.



#### Catawba Region - Comparative Analysis of Poverty

Figure 35 shows that the percentage of people in poverty in the Catawba Region closely matches the rate for the US as a whole between 2000 and 2010.

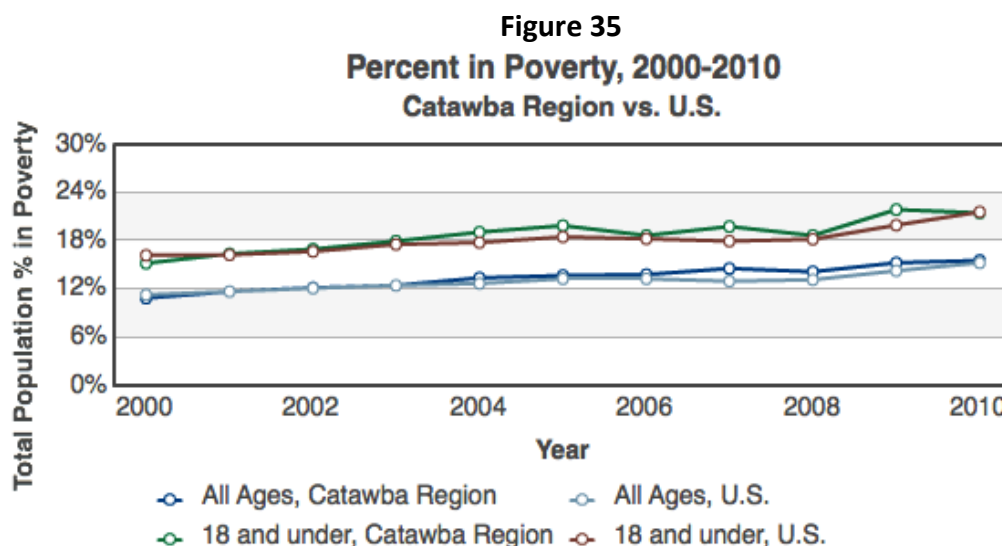
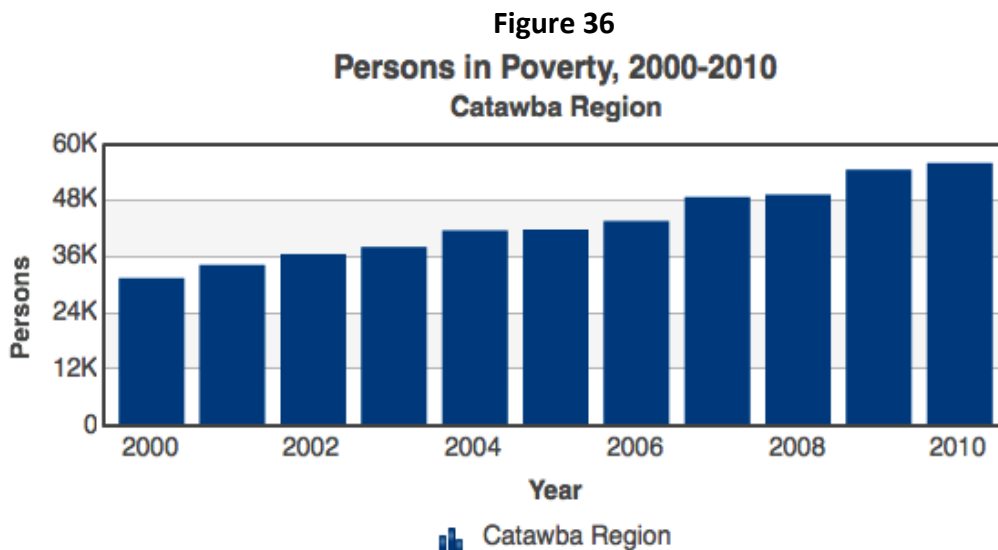
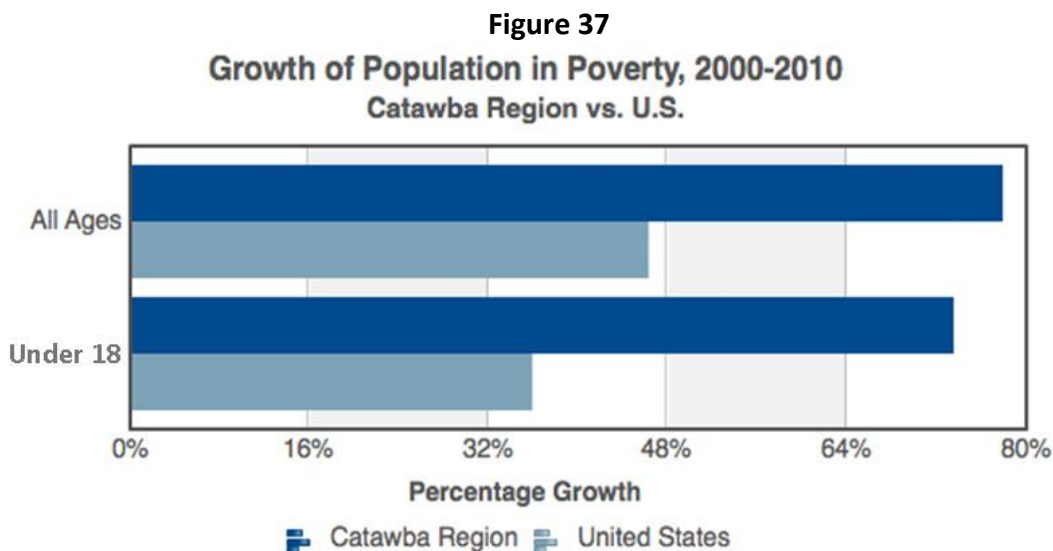


Figure 36 shows that the number of people in the Catawba Region below the poverty level increased steadily between 2000 and 2010. Not surprisingly, the largest increase in people below the poverty level occurred after 2006 as the latest recession began.



It is important to note, however, that while the overall poverty rate within the region has remained in line with the US rate, the regional growth in population in poverty between 2000 and 2010 was dramatically greater within the region in comparison to the US.

Figure 37 reflects this showing the regional population in poverty growing by 78% within the region during this period in contrast to a US rate of 46%. Additionally, the growth in children under 18 in poverty grew by 74% between 2000 and 2010 while the US grew at 36%. This is largely due to the regional population growth rate when compared to the US as a whole.



### **Catawba Region - Comparative Analysis of Educational Attainment**

The Catawba Region has made advancements since 2000 with regard to the percentage of residents who have graduated from high school or obtained a college degree. As Table 4 illustrates, however, the percentage of people with less than a high school degree remains notably high in every county but York. The region as a whole is remarkably consistent with the state levels in every category, yet still lags behind the US in regard to people who have earned a high school degree or higher as well as those holding a Bachelor's Degree or higher.

When analyzing the percentages in Table 4, it is important to note that the US Census Bureau only counts an individual who is over 25 years of age in one category and counts them according to their highest education attained. If a person holds a Bachelor's Degree, for example, they are only represented in the "Bachelor's Degree" category even though they also would hold a high school degree or equivalent. The "high school or higher" category represents all individuals who hold a high school degree or higher and the "bachelor's or higher" category combines the "bachelor's degree" and "master's/professional degree or higher" categories.

As can be noted, there is county by county variation showing Chester, Lancaster, and Union counties generally having higher rates of high school graduates but a significantly lower rate of college graduates with a Bachelor's degree or higher when compared with the state and nation. York County exceeds both the state and national averages for persons with a Bachelor's degree which contributes to the county's lower percentage in the "high school degree or equivalent" category due to the aforementioned method by which an individual is categorized.

**Table 4**  
**Educational Attainment of**  
**Percentage of Persons 25 and Older - 2010**

	<b>Chester County</b>	<b>Lancaster County</b>	<b>Union County</b>	<b>York County</b>	<b>Catawba Region</b>	<b>South Carolina</b>	<b>United States</b>
Less than high school degree	23.3	20.0	23.7	13.5	16.7	16.3	14.7
High school degree or equivalent	39.5	34.5	34.6	28.5	31.3	30.5	28.4
Some college, no degree	18.3	21.2	20.6	21.5	21.1	20.5	21.3
Associate's degree	8.4	8.3	9.2	8.9	8.7	8.5	7.6
Bachelor's degree	8.4	10.8	8.4	18.7	15.2	15.6	17.6
Master's/Professional degree or higher	2.1	5.1	3.4	8.9	7.0	8.6	10.4
High school or higher	76.7	79.9	76.4	86.5	83.3	83.7	85.3
Bachelor's or higher	10.5	15.9	11.8	27.6	22.2	24.2	28.0

Source: US Census Bureau, ACS 2010.

# Regional Economic Cluster Analysis

## Analysis Variables

Economic analysis aims to describe the trends and relative condition of variables related to an industry or occupation cluster. Avalanche Consulting's industry cluster analysis examines 29 broad industry clusters composed of related industry subsectors (compiled at the 4-digit NAICS level).

The primary variables examined for each industry and occupation cluster include size, concentration, and growth and are described as:

- **Size** simply means the total number of employees in an industry or occupation cluster;
- **Concentration** in this study is measured through Location Quotients (LQs). LQs compare the per capita concentration of a cluster in a local economy with the average concentration seen at the national level.
  - LQ of 1.5 indicates that the local economy has 50% more jobs per capita in that cluster than witnessed at the national level;
  - LQ of 1.0 indicates comparable number of jobs per capita versus the national level;
  - LQ below 1 indicates a below-average number of jobs per capita versus the national level.
- **Growth** measures the change in employment in a cluster. This study examines local trends from 2007 to 2012 in conjunction with projected growth for specific clusters from 2012 through 2017.

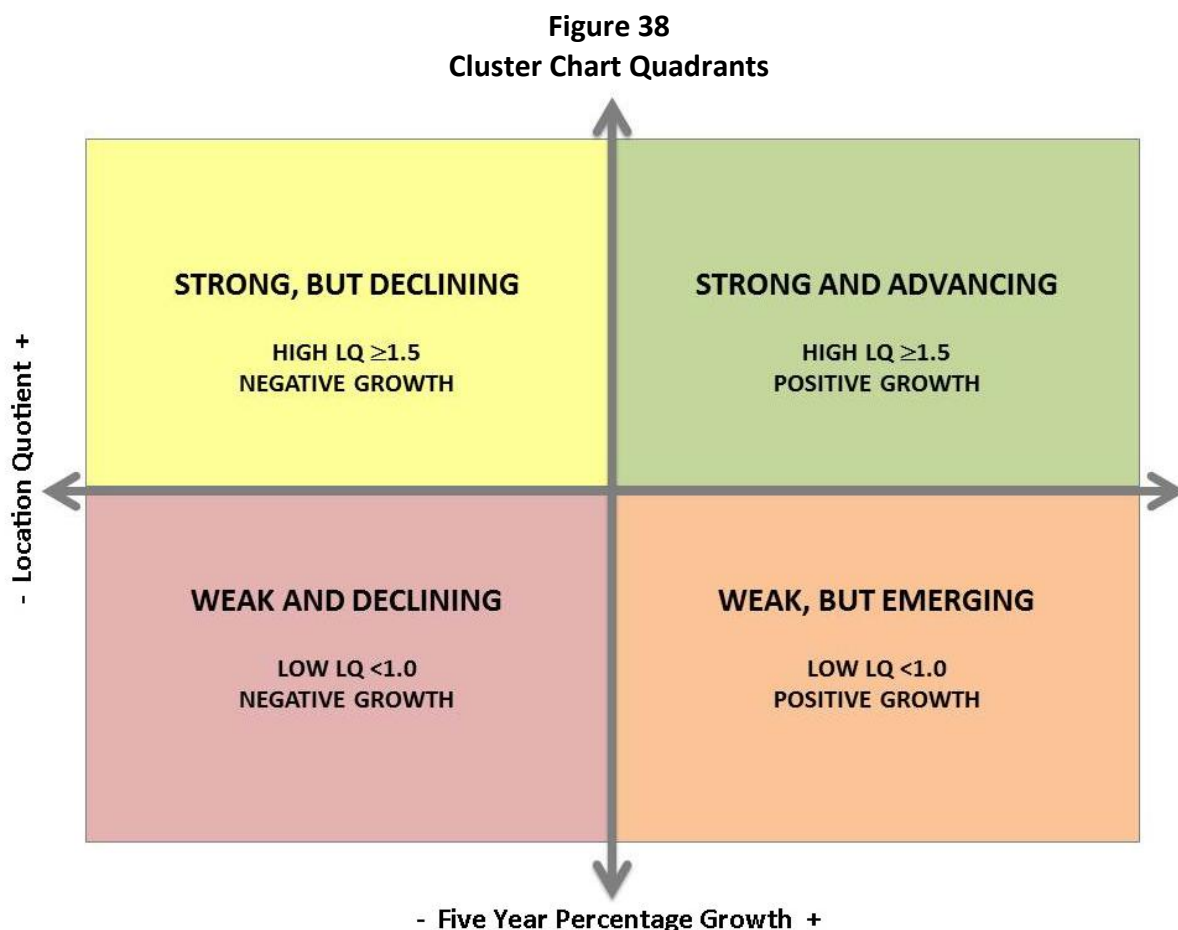
Location quotients provide a quick snapshot of which industries are concentrated in the region, with strong clusters generally having LQ's above 1.2.



### Cluster Charts and Quadrants

The Cluster Charts to follow give a picture of industry trends and a general forecast of potential job growth / reduction over the next five years (2012-2017). The foundations for the development of the Cluster Charts are the three aforementioned variables of size, growth, and concentration (LQ). The size and concentration (LQ) are indicative of 2012 numbers while the growth percentage is a five year forecast for 2012 to 2017.

The five-year growth forecast is modeled on data from EMSI (Economic Modeling Specialist, International). EMSI is widely regarded as a lead data source for the Economic Development Industry. EMSI supplements data not represented in the Department of Labor and Statistics Census of Employment and Wages (CEW), and add a ten-year annual forecast for industry growth. This forecast is modeled on local trends in conjunction with national and regional industry sector growth forecasts.



The Cluster Charts show the 2012 concentration LQ of each major industry/occupation cluster on the vertical axis, the five-year (2012-2017) projected percentage growth for the cluster on the horizontal axis, and the 2012 relative employment of the cluster in the size of the bubble. Each chart included shows the top 25 industrial clusters based on year 2012 employment and therefore the clusters represented may vary somewhat from chart to chart due to changes in the top 25 clusters in each respective geographic region analyzed.

Each Cluster Chart is broken down into quadrants. The quadrants clarify the relative vitality of each industry cluster. The quadrants are detailed below:

### **Strong, but Declining Quadrant – High LQ and Negative Growth**

The upper left quadrant contains industries that are more concentrated in the region than average, but whose concentration is declining due to below average or negative growth rates. If a mid-size or large industry or cluster is in this quadrant, this is an important warning that the region is losing a major part of its export base and should form planning and investment priorities accordingly, or even consider providing assistance (provided there is a reasonable expectation of long-term success). If the region does not bolster these industries or replace them with other export industries, then it will likely suffer significant job losses. A large industry in this quadrant usually indicates that layoffs are occurring and worker transitioning programs will be needed.

### **Strong and Advancing Quadrant – High LQ and Positive Growth**

A sector in the upper right quadrant is more concentrated in the region than average and also is becoming more concentrated over time due to above-average growth rates. These industries are standouts that distinguish the regional economy and are typically doing better every year. They represent immediate opportunities for economic development (a “build on your strengths” strategy). They are especially important if they also are large in terms of sheer numbers of jobs. Large industries in this quadrant are both important and high performing, which means they will have increasing workforce demand. Small industries in this quadrant

are emerging and may have high-potential regional export capabilities and should be developed further.

#### **Weak and Declining Quadrant – Low LQ and Negative Growth**

The lower left quadrant contains industries that are less important regionally than nationally and also are declining in employment. Industries here may represent warning signs that the region needs to attract more businesses in those industries in order to maintain an economy that is sufficiently balanced and diversified in comparison to the national economy. In general, industries in this quadrant indicate a lack of competitiveness and should not be targeted.

#### **Weak, but Emerging Quadrant – Low LQ and Positive Growth**

Finally, the lower right quadrant contains industries that are not yet as concentrated in the region as they are at the national level, but they are becoming more concentrated over time. If they continue this trend, they will eventually move across the horizontal axis into the upper right-hand quadrant (imagine a counter-clockwise swirl as emerging sectors become strong and then lose their strength as the economy shifts into another stage of the business cycle for the industry). Industries in the lower-right quadrant also can be called “emerging” industries, having the potential to contribute more to the region’s economic base in the mid-term and long-term. They can be new sectors of the economy or support sectors that are historically under-represented in the region. These sectors require special attention from economic developers, such as entrepreneurial assistance and new workforce training programs.

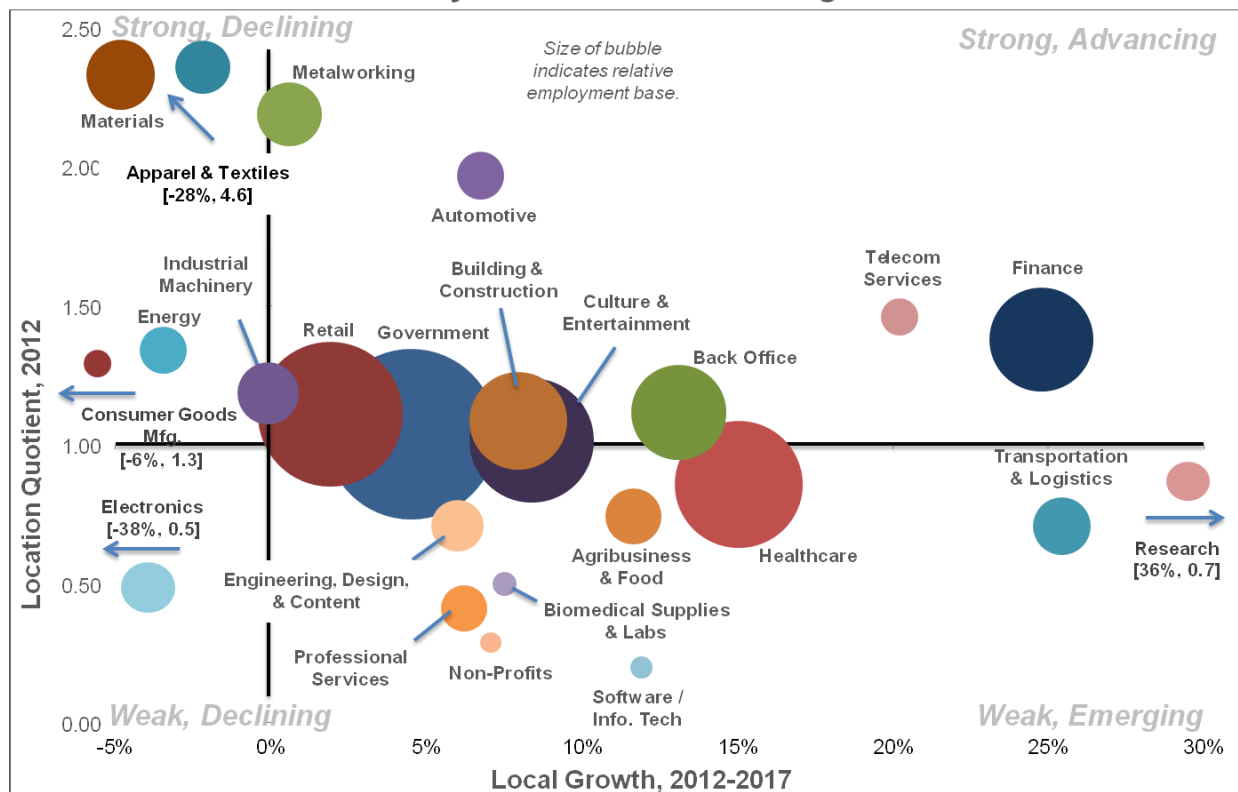
#### **Catawba Region - Cluster Analysis**

The four-county Catawba Region of South Carolina has several high potential economic clusters. These clusters include a variety of allied industries involved in the manufacture or distribution of various types of auto parts, transportation and logistics companies, telecom, finance, and research related companies. The region’s original economic cluster, the textile industry, has

been in rapid decline though still has a concentration LQ well above the national average. Region-wide, the Apparel & Textile Industry continued to employ 1,879 people in 2012.

It is extremely important to note that the Avalanche Consulting defined Research Cluster includes industries assigned a NAICS Code of 5416, “Management Scientific and Technical Consulting Services”. Red Ventures, a technology based marketing company headquartered in the Indian Land area of Lancaster County, is categorized under NAICS 5416.

**Figure 39**  
**Industry Clusters: Catawba Region**



### Cluster Size – Catawba Region

As can be seen in Figure 39 and evidenced via the size of each cluster’s respective bubble, currently the largest employment clusters in the Catawba Region are Government, which includes workers at the federal, state, regional and local levels (20,815 jobs), Retail (15,042

jobs), Healthcare (11,625 jobs), and Culture & Entertainment (11,142 jobs). The Culture & Entertainment cluster includes industries such as Amusement Parks, Bars and Taverns, Museums, and full-service Restaurants among others.

### **Cluster Concentration (Location Quotient) – Catawba Region**

The Location Quotient represents the local concentration of employment within a cluster relative to the average per capita concentration of jobs within the respective cluster nationally. Clusters with an LQ higher than 1.2 (120% of the national average concentration) are generally considered regionally important industry clusters due to their high concentration of jobs within that cluster versus the US. The most concentrated clusters in the Catawba Region are Apparel & Textiles (LQ of 4.59), Materials (LQ of 2.33), Metalworking (LQ of 2.18), Automotive (LQ of 1.97), Telecom Services (LQ of 1.46), and Finance (LQ of 1.38).

### **Cluster Growth – Catawba Region**

Emerging and advancing clusters are clusters that are expected to experience a relative high level of growth over the next five years (2012-2017). Emerging and advancing clusters of note in the region include Research (projected 36% growth, LQ of 0.74) and Transportation and Logistics (projected growth of 25%, LQ of 0.71). Transportation and Logistics includes Rail, Freight, Warehousing and Storage, and Express Delivery Services, among others and is projected to add 607 jobs. The Research cluster includes Management, Scientific, and Technical Consulting as well as Scientific Research and Development Industries and is projected to bring an additional 394 jobs to the region between 2012 and 2017.

Other emerging and advancing clusters include Finance (projected growth of 25%, LQ of 1.38) which is projected to add 1,896 jobs, and Telecom Services (projected growth of 20%, LQ of 1.46) adding 199 jobs. The Automotive cluster, while not projected to grow as quickly as many other clusters, should be noted due to its high Location Quotient (LQ of 1.97) coupled with a projected growth of 7% resulting in a projected 108 additional jobs between 2012 and 2017.

As evidenced in Figures 39 and 40, there are numerous other clusters that are projected to grow at rates in excess of 10% over the next five years though not as quickly as the clusters cited above. The most significant of these clusters is Healthcare due to its large employment base of 11,625 employees in 2012. At a projected growth rate of 15%, the Healthcare cluster is expected to grow by 1,748 jobs between 2012 and 2017.

**Figure 40**

Cluster	2012 Employment	2012 LQ	Forecast, '12-'17 Growth	
			New Jobs	Local %
Aerospace	5	0.01	0	0.0%
Agribusiness & Food	2,212	0.74	258	11.7%
Apparel & Textiles	1,879	4.59	(530)	-28.2%
Automotive	1,598	1.97	108	6.8%
Back Office	6,425	1.11	844	13.1%
Biomedical Supplies & Labs	412	0.50	31	7.5%
Building & Construction	6,826	1.08	544	8.0%
Consumer Goods Mftg	661	1.29	(41)	-6.2%
Culture & Entertainment	11,142	1.01	935	8.4%
Education	303	0.14	28	9.2%
Electronics	1,740	0.88	(231)	-13.3%
Energy	1,589	1.34	(55)	-3.5%
Engineering, Design, & Content	1,951	0.71	117	6.0%
Finance	7,649	1.38	1,896	24.8%
Furniture	194	0.57	36	18.6%
Government	20,815	1.04	940	4.5%
Healthcare	11,625	0.86	1,748	15.0%
Industrial Machinery	2,743	1.18	3	0.1%
Logging & Metal/Mineral Mining	259	1.69	(39)	-15.1%
Materials	3,160	2.33	(154)	-4.9%
Metalworking	2,953	2.18	22	0.7%
Non-Profits	311	0.29	22	7.1%
Professional Services	1,513	0.41	94	6.2%
Research	1,086	0.74	394	36.3%
Retail	15,042	1.10	305	2.0%
Shipbuilding	11	0.11	(6)	-54.5%
Software / Info. Tech.	361	0.20	43	11.9%
Telecom Services	984	1.46	199	20.2%
Transportation & Logistics	2,386	0.71	607	25.4%
<b>Total</b>	<b>107,788</b>	<b>1.00</b>	<b>8,101</b>	<b>7.5%</b>

Source: Avalanche Consulting using data from EMSI

Two of the clusters with the highest LQ concentrations are projected to lose employment over the next five years. Apparel & Textiles (LQ of 4.59) is projected to lose 28% employment

resulting in a loss of 530 jobs, and Materials (LQ of 2.33) is expected to lose 5% resulting in the loss of 154 jobs. The Materials cluster includes pulp and paper mills, chemical manufacturing, plastics, as well as other related industries. Electronics, Consumer Goods Manufacturing, and Energy also are projected to lose significant employment in the next five years.

Figure 40 shows all of the clusters for the Catawba Region along with each respective 2012 employment base, 2012 LQ, and projected 2012 – 2017 growth. Dark green indicates a higher potential growth rate.

#### **Catawba Region Commuter Shed - Cluster Analysis**

As has been previously mentioned, the economy of the Catawba Region is highly influenced by the region's proximity to the Charlotte / Mecklenburg area of North Carolina. According to the US Census Bureau's American Community Survey (ACS) 3-year Estimates of workers over the age of 16, the following commuter patterns exist in the region's counties:

**Table 5**  
**Commuting Patterns for the Catawba Region Counties**

	<b>Chester</b>	<b>Lancaster</b>	<b>Union</b>	<b>York</b>
16+ Working Population	12,392	29,348	10,645*	105,973
Work in County of Residence	44.7%	52.0%	58.4%	62.4%
Work In State and Outside County	42.3%	20.6%	40.4%	4.1%
Work Outside State	13.0%	27.5%	1.3%	33.6%

\*This number may be slightly understated as it does not include workers in Union who work out of the home.

Chester County has the lowest percentage of residents remaining in the county for employment. An assumption can be made that most of those workers leaving the county but

remaining in state are working in the more industry dense York County or may be commuting to Columbia, SC which is approximately 50 miles south of Chester and easily accessible via Interstate 77. This is substantiated by the Census Bureau ACS estimate that 23.7% of commuters in Chester travel more than 45 minutes to work.

Lancaster and Union retain slightly more than 50% of their respective residents for employment with Lancaster's residents fairly evenly splitting working in state and outside the county and working out of state. It could be assumed that most of those working out of state are commuting to adjacent Mecklenburg and Union, NC counties. Likewise, a majority of those working in state and outside of the county in Union, SC could be assumed to be commuting to Spartanburg and Cherokee counties in SC.

York County has the largest percentage of residents remaining in the county to work and has the largest percentage of workers leaving the state for employment, presumably commuting to Gaston and Mecklenburg Counties.

In consideration of the number of residents in the region commuting outside the state for employment, additional cluster analysis has been done for the Catawba Region Commuter Shed, which includes all four counties in the Catawba Region plus Gaston, Mecklenburg, and Union counties in North Carolina.

Data was not available via EMSI for Spartanburg and Cherokee counties which prohibited detailed industry cluster analysis and growth projections for the aforementioned Union/Spartanburg Commuter Shed. The Union/Spartanburg area is detailed in the *Union/Spartanburg Commuter Shed - Employment by Industry* (page 21) and *Union/Spartanburg Commuter Shed - Comparative Analysis of Employment Growth versus US* (page 37) sections of this document. The 2010-2011 employment data for the Union/Spartanburg Region does, however, indicate substantial growth in the Manufacturing



(1,320 net new jobs) and Professional and Business Services (1,060 net new jobs) sectors. These could be potential emerging and advancing sectors for the Union/Spartanburg area.

The Catawba Region Commuter Shed's economic clusters show several notable differences and similarities when compared to the previously presented clusters for the Catawba Region. Of particular note are the Research, Finance, and Apparel & Textile clusters, all of which present in a similar manner at the Commuter Shed as they did for the Catawba Region.

#### **Cluster Size – Catawba Region versus the Catawba Region Commuter Shed**

As can be seen in Figure 41 and evidenced via the size of each clusters' respective bubble, currently the largest employment clusters in the Catawba Region Commuter Shed are similar to those found at the Catawba Region level with the top four clusters mirroring one another. These four largest clusters are Government, which includes workers at the federal, state, regional and local levels (113,205 jobs), Retail (94,298 jobs), Culture & Entertainment (84,025 jobs), and Healthcare (70,755 jobs).

#### **Cluster Concentration – Catawba Region versus the Catawba Region Commuter Shed**

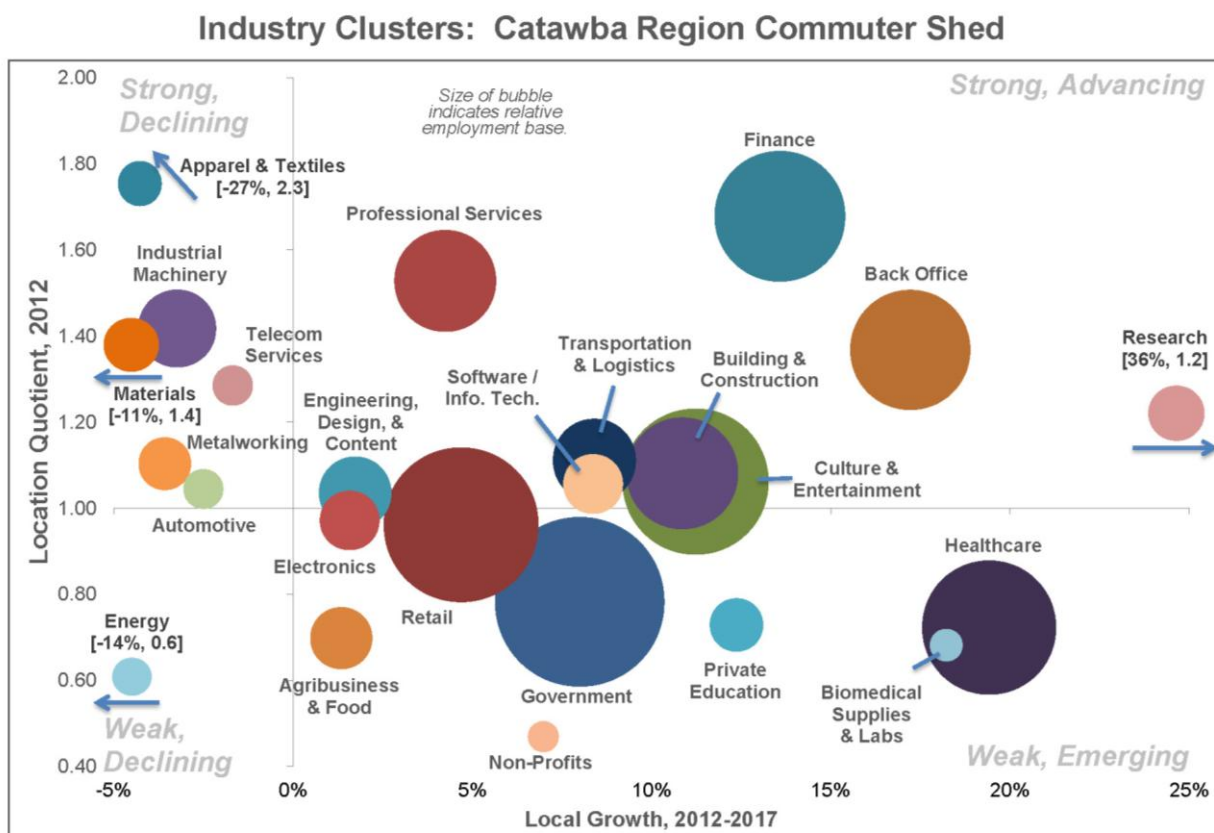
The Location Quotient (LQ) represents the concentration of employment within a cluster relative to the average per capita concentration of jobs within the respective cluster nationally. The highest LQ clusters in the Catawba Region Commuter Shed are Apparel & Textiles (LQ of 2.32), Finance (LQ of 1.68), Professional Services (LQ of 1.53), Industrial Machinery (LQ of 1.42), Materials (LQ of 1.37), and Back Office (LQ of 1.37).

Back Office includes office administrative and facilities support services, business support and employment services, among other related industries. Professional Services includes legal, accounting, and corporate management services.

The influence of the Mecklenburg / Charlotte area can be seen within the Commuter Shed via shifts in concentration toward Finance, Professional Services, and Back Office in comparison

with the four-county Catawba Region. This is supported by the significant presence of financial institutions and financial corporate headquarters within Charlotte.

**Figure 41**



### Cluster Growth – Catawba Region versus the Catawba Region Commuter Shed

Emerging and advancing clusters are clusters that are expected to experience a relative high level of growth over the next five years (2012-2017). Emerging and advancing clusters of note in the Catawba Region Commuter Shed include Research (projected 36% growth, LQ of 1.22), Healthcare (projected growth of 19.4%, LQ of .72) and Biomedical Supplies & Labs (projected growth of 18.2%, LQ of .68).

Research was the most significant projected growth cluster at both the four-county Catawba Region and seven-county multi-state Catawba Region Commuter Shed level. While at the

regional level the Research cluster was estimated to add 394 jobs, within the Commuter Shed the cluster is projected to create 4,605 new jobs between 2012 and 2017. The intertwined Healthcare and Biomedical Supplies and Labs clusters are projected to create a combined 14,482 jobs within the commuter shed over the next five years compared to 1,779 within the four-county Catawba Region.

Other emerging and advancing clusters in the Commuter Shed include Finance (projected growth of 13.6%, LQ of 1.68) adding 9,124 jobs and Back Office (projected growth of 17.2%, LQ of 1.37) adding 9,784 jobs over the five year period. Professional Services should be noted even though its projected growth is only 4.2%, bringing 1,727 new jobs in that cluster due to its relatively high concentration (LQ of 1.53) within the Commuter Shed.

As evidenced in Figures 41 and 42, there are numerous other clusters that are projected to grow at rates in excess of 10% over the next five years though not as quickly as the clusters cited above. The most significant of these clusters is Culture and Entertainment due to its large employment base of 84,025 employees in 2012. At a projected growth rate of 11.2%, the Culture & Entertainment cluster is expected to grow by 9,435 jobs between 2012 and 2017.

Two of the clusters with the highest LQ concentrations are projected to lose employment over the next five years. Similar to the Catawba Region, Apparel & Textiles (LQ of 2.39) is projected to lose 26.7% employment resulting in a loss of 1,822 jobs and Materials (LQ of 1.37) is projected to decline by 11.4% for a loss of 1,530 jobs within the Commuter Shed.

The percentage of Apparel & Textile jobs projected to be lost within the Commuter Shed is similar to the percentage at the Catawba Region level (28.2%). The impact to the Catawba Region, however, could be significantly more meaningful due to the higher concentration of jobs within the sector at the Catawba Region (LQ of 4.59) versus the Commuter Shed (LQ of 2.32).

Figure 42 shows all of the clusters for the Catawba Region Commuter Shed along with each respective 2012 employment base, 2012 LQ, and projected 2012 – 2017 growth. Dark green indicates a higher potential growth rate.

**Figure 42**

Cluster	2012 Employment	2012 LQ	Forecast, 2012-2017	
			Growth	New Jobs
Aerospace	282	0.10	6.7%	19
Agribusiness & Food	15,004	0.70	1.3%	202
Apparel & Textiles	6,836	2.32	-26.7%	(1,822)
Automotive	6,116	1.04	-2.5%	(153)
Back Office	56,819	1.37	17.2%	9,784
Biomedical Supplies & Labs	4,072	0.68	18.2%	742
Building & Construction	48,983	1.08	10.9%	5,319
Consumer Goods Mftg	3,354	0.91	2.4%	81
Culture & Entertainment	84,025	1.06	11.2%	9,435
Private Education	11,100	0.73	12.4%	1,373
Electronics	13,797	0.97	1.6%	218
Energy	5,164	0.60	-14.3%	(739)
Engineering, Design, & Content	20,577	1.04	1.7%	357
Finance	67,185	1.68	13.6%	9,124
Furniture	2,607	1.05	6.1%	159
Government	113,205	0.78	8.0%	9,054
Healthcare	70,755	0.72	19.4%	13,740
Industrial Machinery	23,703	1.42	-3.2%	(766)
Logging & Metal/Mineral Mining	549	0.50	-3.8%	(21)
Materials	13,371	1.37	-11.4%	(1,530)
Metalworking	10,770	1.10	-3.6%	(385)
Non-Profits	3,652	0.47	7.0%	255
Professional Services	40,665	1.53	4.2%	1,727
Research	12,819	1.22	35.9%	4,605
Retail	94,298	0.96	4.7%	4,424
Software / Info. Tech.	13,890	1.06	8.4%	1,163
Telecom Services	6,250	1.28	-1.7%	(105)
Transportation & Logistics	27,015	1.11	8.4%	2,271
Total	776,370	1.00	8.8%	68,377

Source: Avalanche Consulting, EMSI Covered

### **Greater Charlotte Region - Cluster Analysis**

The Greater Charlotte Region is comprised of 17 counties in North and South Carolina. The South Carolina counties include the four counties that are the Catawba Region (Chester, Lancaster, Union, and York, SC) plus Chesterfield County, SC. The 13 North Carolina counties in

the region are Alexander, Iredell, Catawba, Rowan, Cleveland, Lincoln, Gaston, Mecklenburg, Cabarus, Stanly, Union, and Anson. The region's population is approximately 2.7 million people.

The Greater Charlotte Region as defined for this study is coincidental to the region served by the Charlotte Regional Partnership (CRP) with the exception and addition of Union, SC.

According to the Charlotte Regional Partnership the projected population of the CRP area will top 3 million people by 2015. In 2010, the CRP area had a labor force of 1.28 million people with a Median Household Income of \$56,501.

The Charlotte Regional Partnership cites the top five major nongovernmental/retail employers of the area as Carolina's Health Care System, Wells Fargo / Wachovia Corp., Bank of America, Novant Healthcare, and Delhaize America Inc. / Food Lion. Table 6 provides additional details for the top five employers.

**Table 6**  
**Major Nongovernmental/Non-retail Employers**  
**Carolina Regional Partnership**

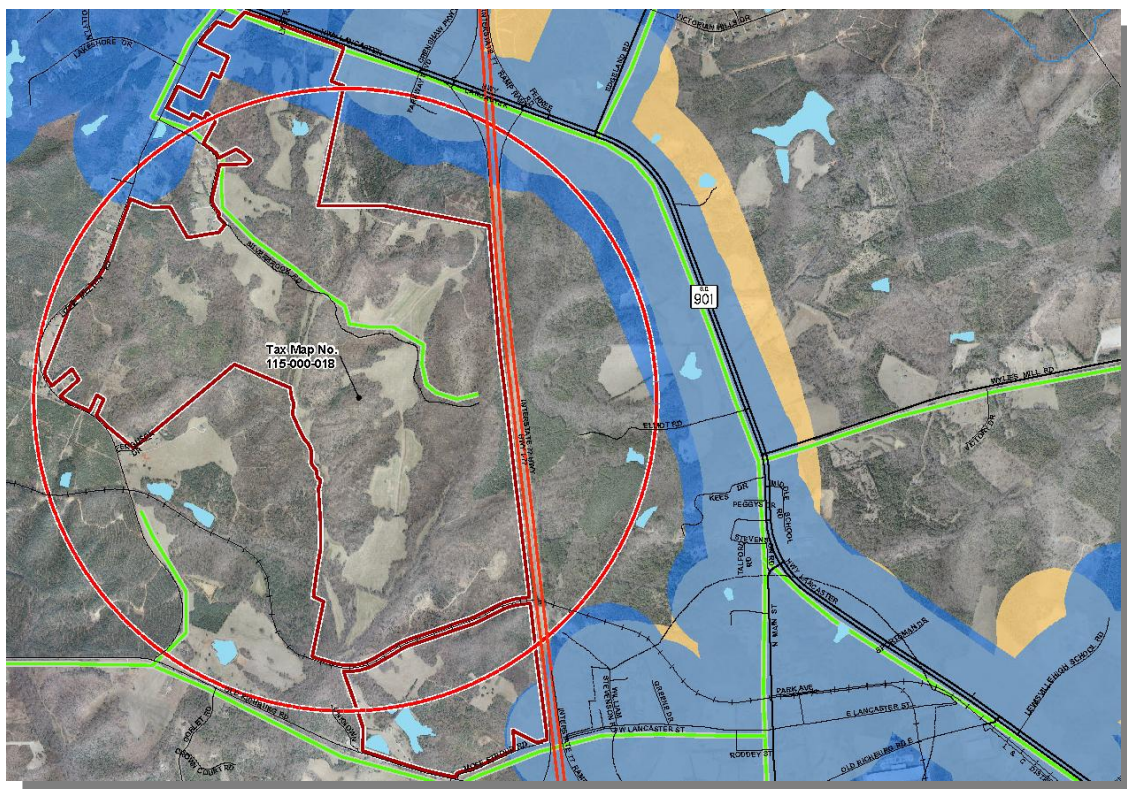
	<b>Major Product</b>	<b>Employees</b>
Carolinas Health Care	Health Care Provider	27,432
Wells Fargo/Wachovia	Financial Services	25,000
Bank of America	Financial Services	15,000
Novant Healthcare	Health Care Provider	9,000
Delhaize America/Food Lion	Grocery Sales/Distribution	8,700

In comparing the data sourced from the Carolina Regional Partnership and the Industry Cluster data cited in this study sourced from EMSI and Avalanche Consulting, it is apparent the profound impact a few major employers can have on the Greater Charlotte, and Catawba Region, areas.



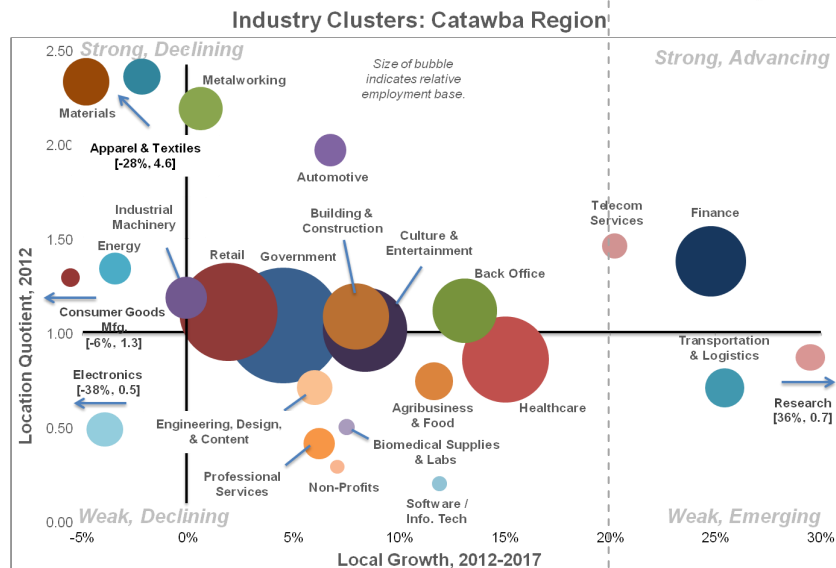
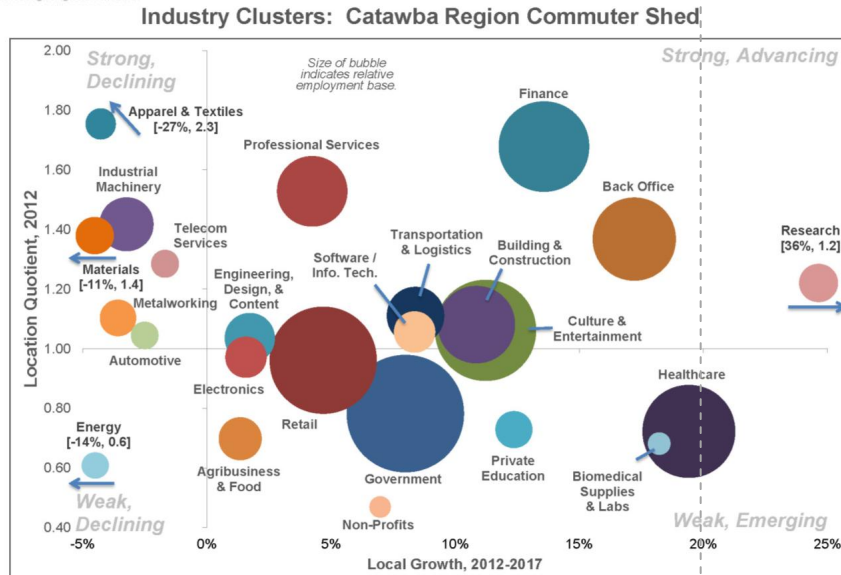
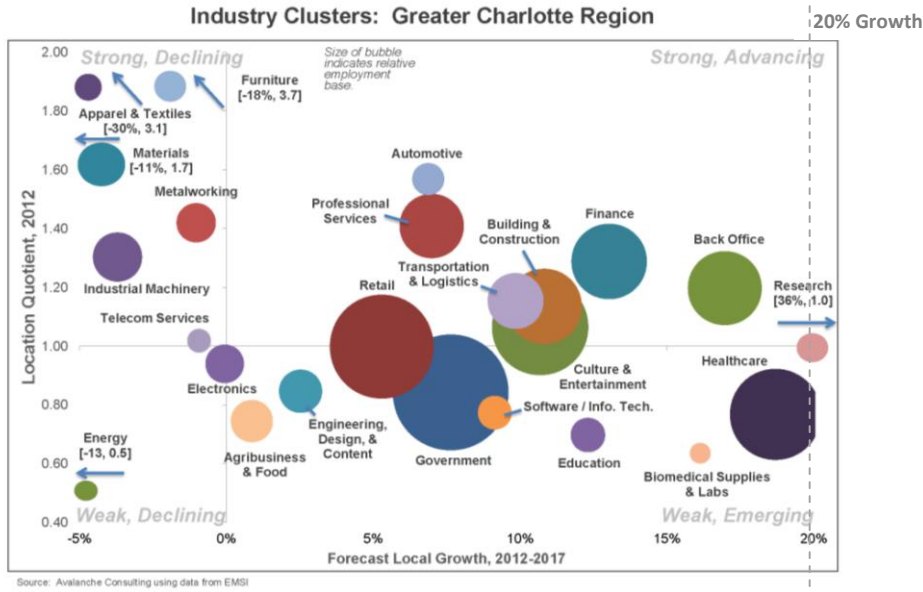
The top five largest employment clusters in 2012 for the Greater Charlotte Region are Government (176,400 jobs), Retail (141,718 jobs), Culture & Entertainment (121,988 jobs), Healthcare (108,750 jobs), and Finance (74,617 jobs). As Table 6 and the cluster employment numbers illustrate, nearly 34% of the people employed in the Healthcare cluster and 54% of the people employed in the Finance cluster within the Greater Charlotte Region are employed by the two major employers in each of the respective clusters cited.

Figure 43 shows the 17-county Greater Charlotte Region in comparison with the 7-county Catawba Region Commuter Shed and the 4-county Catawba Region. The individual charts are staggered and aligned at 20% growth in order to accommodate for the variance in scale along the horizontal Forecasted Local Growth 2012-2017 axis. This variance is expected due to the fact that as the geographic scope of the region is increased, the impact of a single industrial location within its respective cluster becomes less significant.



*1,151 acre Carolinas I-77 Industrial Megasite in Chester County, SC*

Figure 43



### **Cluster Size – Greater Charlotte Region**

As has been stated, currently the largest employment clusters in the Greater Charlotte Region are Government, which includes workers at the federal, state, regional and local levels (176,400 jobs), Retail (141,718 jobs), Culture & Entertainment (121,988 jobs), Healthcare (108,750 jobs), and Finance (74,617 jobs). These are similar clusters to those cited as the largest at the Catawba Region and Catawba Region Commuter Shed levels.

### **Cluster Concentration – Greater Charlotte Region**

The Location Quotient represents the per capita concentration of employment within a cluster relative to the average per capita concentration of jobs within the respective cluster nationally. The most concentrated clusters in the Greater Charlotte Region differ slightly when compared to the Commuter Shed and Catawba Region with Furniture (LQ of 3.68) exhibiting the highest concentration, followed by Apparel & Textiles (LQ of 3.09), Materials (LQ of 1.65), Automotive (LQ of 1.57), and Metalworking (LQ of 1.42).

High concentrations of employment in the Furniture cluster could be inferred to be due to the furniture manufacturing industry that has historically existed in the counties north of Mecklenburg/Charlotte. The high concentration within the Automotive Cluster likewise could be assumed to be due to the vibrant presence of NASCAR and its automotive oriented feeder industries within the same area in combination with the automotive industries found in the western Catawba Region, especially Union County, SC, which support the BMW Manufacturing complex in Spartanburg, SC.

### **Cluster Growth – Greater Charlotte Region versus Commuter Shed and Catawba Region**

In comparing the three cluster geographies, two industries whose growth trends appear to be in parity across all three regions are Research and Apparel & Textiles. Apparel & Textiles are projected to lose 27-30% in every region and within the Greater Charlotte Region the projected job losses total 3,928 between 2012 and 2017 with 530 projected jobs lost in the Catawba Region.



Likewise, research is projected to grow consistently by 36% in every region resulting in the addition of 5,421 new jobs in the Greater Charlotte Region over the same five years, with 394 projected new jobs in the Catawba Region.

The Telecom cluster is projected as a strong advancing growth cluster within the Catawba Region but is projected as declining at the Commuter Shed and Greater Charlotte level. Comporium Communications, headquartered in York County, SC has provided telecom services in the York and Lancaster County area for decades. In recent years they have expanded their scope of services and geographic presence in other areas of North and South Carolina.

The importance of the Finance cluster in every region is evidenced by its relatively high concentration of jobs coupled with its large employment size. In the Greater Charlotte Region, the cluster exhibits a Location Quotient of 1.29 with an expected growth rate of 13% resulting in the addition of 9,725 jobs. The projected growth rate, however, within the Catawba Region is significantly higher, at 25%, than the projected growth rate within the Commuter Shed and the Greater Charlotte Region which are both in the 13% range. This variance could be inferred to be the result of the higher LQ and number of jobs in Mecklenburg County which makes additions to the employment base less statistically significant in Mecklenburg than similar additions at the Catawba Region level.



## **FUTURE GROWTH POTENTIAL**

The economic landscape in the Catawba Region continues a transformation that began three decades ago with the beginning of the decline of the textile industry. While manufacturing continues to be a major employer in the region, the impact of a global economy is reshaping economic expansion in the future. The days of low-skilled, labor intensive manufacturing are largely over as that type of industry has moved offshore. What remains is a growing manufacturing base that is greatly automated and requires a technically trained, highly skilled workforce. While large scale manufacturing operations continue to locate nationally, much of the new manufacturing is anticipated to be smaller entrepreneurial firms that will require a computer literate, technically trained workforce, along with access to capital. Other sectors that will drive where future economic expansion takes place include major distribution facilities, information-based support technologies and marketing services, and research and development facilities.

The Catawba Region has many of the necessary pieces to encourage and accommodate future economic growth but will need to pay particular attention to certain factors such as making sure that worker retraining programs are targeting skills relevant to current and future employer needs, maintaining necessary public infrastructure to support growth, increasing the quality of the local educational system, preserving the natural environment and expanding cultural opportunities. To follow is a more detailed assessment of each of the region's four counties.

It is noteworthy that EDA grants funded key capital improvement projects in all four of the region's counties and have helped to offset the continuing loss of textile related manufacturing jobs to the region's economy. The Council of Governments has effectively layered multiple funding sources, including EDA and CDBG, to facilitate economic development and infrastructure improvements throughout the region.

## **Chester County**

In Chester County, the manufacturing sector, particularly in the Richburg area near the economically vital Interstate 77/ S.C. Highway 9 interchange, has helped the county begin to recover some of the thousands of jobs it has lost in the textile industry in recent years. The County has several excellent transportation routes including I-77 and US Highways 21 and 321. Rail service is provided by the Lancaster and Chester, CSX, and Norfolk Southern railroads. Air transport is provided by the Chester County Airport.

The County currently has the largest industrial site in the Carolinas – the Carolina I-77 Mega Site near Richburg. This site contains 1,438 acres with interstate frontage and has available water, sewer, natural gas and rail service. In addition to the Mega Site, the County also has a number of available industrial sites served by public infrastructure. Additionally, the Chester County labor force now has enhanced access to technical training programs through the EDA and CDBG funded branch of York Technical College which is located outside the City of Chester. The City of Chester’s downtown historic district and Landsford Canal State Park, which has an annual blooming of the endangered Spider Lily, are two of the main tourist attractions in the County. Recreational opportunities include paddling the Catawba River from Landsford Canal State Park and hiking Dearborn Island near Great Falls.

The Chester Sewer District is set to begin construction on an EDA Public Works grant to upgrade a force main and pump station serving the Lando Wastewater Treatment Plant in the Richburg area. The new project will serve Guardian Industries as the company adds a new line of glass manufacturing. The company intends to hire 45 new workers and is investing \$45 million in the plant expansion.

## **Lancaster County**

Lancaster County is bordered by York and Chester counties to the west and Charlotte Mecklenburg and Union County, NC to the north and east, and has experienced rapid growth in

two primary areas – Indian Land in the north and the City of Lancaster and its periphery. The county’s proximity to Charlotte and the availability of water and sewer along the U. S. Highway 521 corridor are two likely reasons for growth in Indian Land. High tech service companies, such as Red Ventures, are becoming important to the northern Lancaster economy by employing large numbers of highly skilled workers. The county has available industrial sites and public infrastructure in Indian Land along with potential sites for corporate headquarters, information based service and telemarketing companies, and research facilities.

The County has excellent highway transportation routes. SC Highway 9, which connects Lancaster to Chester and intersects with Interstate 77, provides access to the Charlotte (NC) and Columbia (SC) metro areas. US Highway 521 connects Lancaster with Charlotte. A major corridor study was completed in 2010 for the US Highway 521 and SC Highway 9 corridors. The study will be used as a guide for future development and infrastructure needs along both transportation routes. The county is served by the Lancaster and Chester short-line railroad, CSX and Norfolk Southern Railroads, and a regional airport, McWhirter Field.

In southwest Lancaster County, the Lancaster County Water and Sewer District has extended water and sewer infrastructure into the Catawba Ridge development along the shores of the Fishing Creek Reservoir. Catawba Ridge is a mixed-use development that could accommodate hundreds of new residential units, a business park, and industrial sites. Despite the current economic climate, some residential development is underway.

The District is currently applying to EDA for funding to provide infrastructure and road improvements to Keer Inc., a Chinese textile company that intends to build a \$55 million manufacturing plant in Indian Land and hire several hundred new workers.

The City of Lancaster has a two-year branch of the University of South Carolina to provide post secondary educational opportunities to local residents. York Technical College operates a satellite training facility in the Town of Kershaw.

Andrew Jackson State Park provides a variety of recreational opportunities, and the Forty Acre Rock Historic Preserve and the City of Lancaster's downtown historic district are two of the main tourist attractions in the county.

The possibility for continued economic growth in and around Lancaster County and the City of Lancaster looks promising. The county entered joint industrial park development agreements with both Chesterfield County in 2008 and Chester County in 2006. In 2011, Lancaster County established the *Council Committee for the Development of the Lancaster County Airport Business Park* which has competitively selected a Project Manager and engineer for the project. Development has now started on this project. The Lancaster Business Park, developed through a city/county partnership, has attracted several industries with additional lots available for development. The City continues to expand its existing industrial base as evidenced by the recent expansions at Metso Power and Duracell which led to a now completed EDA project funding the upgrade of the City's wastewater treatment plant effluent pump station. The project will result in the creation of 34 new jobs and a capital investment of \$16 million at the plants.

### **Union County**

Union County has the continued potential to benefit economically from its direct linkage to Spartanburg, South Carolina, via US Highway 176 which is a four-lane divided highway. Proposed improvements in infrastructure and roads in the County are making it more attractive to industrial clients. The County has expanded the Union Commerce Industrial Park adjacent to the US Highway 176 corridor and has entered into joint industrial park agreements with neighboring counties to increase the tax credits the County can offer. Gestamp Automotive, a major auto parts supplier for the BMW facility, is one of the latest employers to locate in the Union Commerce Industrial Park. The company is continuing to expand its employment by

recently announcing that it would hire 100 additional workers and invest \$51 million at the plant.

The EDA and CDBG funded QuickJobs facility which is staffed by Spartanburg Community College is now providing the high tech robotics training needed by Gestamp workers along with other industrial and academic curricula. Another recent project involves re-use of the former Walt Disney distribution center in Jonesville which closed in 2011. Charlotte-based department store chain Belk recently opened its new \$4.5 million eCommerce and fulfillment distribution facility and expects to bring 124 jobs to the site over the next five years. In 2012 Gonvauto Inc. located in the County on a 24 acre site north of the City of Union on SC Highway 18. The company intends to build a \$35 million facility and initially employ 40 new workers.

In addition to the QuickJobs facility (a satellite of Spartanburg Community College), the City of Union has a campus of the University of South Carolina offering two year associate's degrees.

The County has a variety of recreational opportunities to offer at the John D. Long Lake and the Sumter National Forest along with team sports venues at the Timken Sports Complex. Major tourist attractions include the City of Union's downtown district and the Rose Hill Plantation Historic Site.

## **York County**

As expected, York County continues to experience the largest increase in population. As of 2010, the County is the second largest population center in the Greater Charlotte region trailing only Mecklenburg County. Its proximity and connection via Interstate 77 and US Highways 21 and 321 to the rapidly growing Charlotte metropolitan area ensures continued future growth. In addition to these transportation routes, the County has rail service provided by CSX and Norfolk Southern and a regional airport, Bryant Field. The County also has a variety of post secondary educational opportunities to offer at Winthrop University and Clinton Junior College

and a wide range of technical education and training at York Technical College. Infrastructure expansions, particularly in the Fort Mill Township and around the City of Rock Hill, have created additional opportunities for York County to benefit from the residential and economic development spillover from Charlotte/Mecklenburg. One area of concern in the county is that new commercial and industrial growth is not keeping pace with residential growth, thus creating a disparity in the local tax base. This imbalance is most obvious in the Fort Mill Township and the northern area of the county around Lake Wylie. This may be offset in the future, however, as the Healthcare Services sector in the county will expand as a major new hospital has been approved by SC DHEC to locate in the Fort Mill Township.

York County has a variety of options to consider as recruiters target companies for future expansion. There are adequate sites and public infrastructure to support a wide range of manufacturing operations. Because of its proximity to Charlotte, the county can offer an attractive alternative to corporations looking to relocate headquarters, telemarketing and information services and research facilities. The relocation of Shutterfly Inc., from Mecklenburg County (NC) to a vacant warehouse building north of Fort Mill is an example of that type of recruitment. The company intends to create several hundred new jobs.

Tourist attractions include Historic Brattonsville and the historic downtown districts. These recreational and tourist opportunities complement similar amenities offered in Charlotte. The county offers some unique recreational opportunities such as the Giordana Velodrome along with team sports facilities such as Manchester Meadows Soccer Complex and Cherry Park in Rock Hill. It should be noted that the cluster analysis does not directly include sports tourism which has been a focus of the City of Rock Hill over the past two decades. The city has made significant infrastructure investments for sports facilities, contributing to growth in the retail and service sectors, particularly related to hospitality.

Following are examples of recent York County economic development projects in which the Council of Governments has participated:



The City of York has completed an EDA project to make needed improvements to its wastewater treatment plant that will result in increased capacity to serve American Eagle Wheel, the Filtration Group and MacLean Power. The project will result in the creation of up to 500 new jobs. The Council is now working with the City on an EPA project to connect its water system to Rock Hill's.

The City of Rock Hill has now completed an EDA Planning Grant to conduct an economic development study of the potential of its downtown area. Rock Hill also was awarded an EDA Public Works grant to fund the road realignment of Paddock Parkway to serve a major new distribution facility for Ross Stores. Ross is planning to create 550 new jobs and invest \$150 million in the facility.



*Rocky Shoals Spider Lilies – Chester County*



*Forty Acre Rock – Lancaster County*



*Timken Sports Complex – Union County*







## **PUBLIC/PRIVATE PARTNERSHIPS**

Public/private partnerships abound throughout the region. Examples of these include the Carolinas Regional Partnership (CRP), the Carolina Thread Trail, the CONNECT Regional Initiative, and others.

CRP is a public/private non-profit economic development organization that provides site location assistance for new industry and commerce, business leads to local economic development professionals and selective research for prospects considering the area for location.

The Carolina Thread Trail Initiative is working to network a series of public trails throughout 15 counties in the greater Charlotte region. The Timken Sports Complex in the City of Union is a partnership between private industry and local government. The City of Rock Hill continues to work with private partners to help redevelop the “Textile Corridor,” a series of abandoned textile mill properties along West White Street near downtown. The “Cotton Factory,” a \$12 million remodeled office complex project, anchors the eastern end of the Textile Corridor and is an excellent example of a textile facility conversion. The City of Rock Hill also is partnering with Comporium Communications to redevelop the east end of Main Street. The “Downtown East” project would redevelop several blocks of downtown Rock Hill into a 1.8 acre park, along with new retail/office space, condominiums and a full service hotel. In July of this year the City of Rock Hill and Comporium broke ground on Fountain Park Place a “green” 48,000 square foot building that would house office and retail space and could be adaptable to other uses.

The City of Rock Hill has also partnered with Clemson University and a local technology firm, Stark Lean Marketing Communications, to create a technology incubator within the Citizens Building on Main Street. The incubator will provide business “know how” and other resources to local technology startups.

In Chester County, the Chester County School District and Microsoft signed a three year agreement that will give the District's teachers and students access to Microsoft technology and online classes and certifications.

The outlook for these types of partnerships remains positive as budget-conscious local governments look for private sector participation in a variety of planning efforts and projects. Catawba Regional Council of Governments is the lead partner with Centralina COG (Charlotte) for a \$4.9 million grant for the CONNECT Regional Initiative which will collaboratively develop planning tools for a region-wide development framework.

## CEDS GOALS AND OBJECTIVES FOR THE CATAWBA REGION

As indicated by the strategies cited earlier in this report, Council of Governments staff is employed in a wide range of activities that help promote economic development in the Catawba Region. To follow are the goals and objectives staff, working in concert with other local economic development professionals, expect to achieve over the next five years.

<b>Goal 1:            To promote job creation and lower unemployment in the region.</b>
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### Strategies

- Assist local governments in economic development and industrial development-related activities. This includes helping to secure federal assistance, such as EDA grant financing, Rural Development Administration grant/loan funds, or HUD Community Development Block Grants (CDBG), and through other economic development related initiatives such as the Environmental Protection Agency's Brownfields Program;
- Assist in the financing of new businesses and the retention and expansion of existing businesses, through such programs as EDA's Revolving Loan Fund and SBA's 504 Loan Program; and
- Sponsor job training and retraining programs through the federal Workforce Investment Act and develop additional labor force data regarding the skills, experience and availability of workers.

### Objectives

- To fund one new EDA Public Works projects annually resulting in the creation of 300 or more new jobs;
- To fund 10 new loans resulting in the creation of 100 new jobs; and
- To retrain 500 displaced workers with relevant job skills allowing them to re-enter the workforce in concert with the local Workforce Investment Board's five targeted demand occupations:

- Business/Legal/Office Administration
- Computer & Mathematical Science
- Healthcare
- Construction/Maintenance/Manufacturing
- Education Occupations

**Goal 2:        To assist local governments in their industrial recruitment efforts by maintaining and supplying needed social/economic data and conducting relevant economic studies as requested.**

### Strategies

- Increase the awareness and usage of the Catawba Regional Council of Governments and the Catawba Regional Development Corporation in economic development activities;
- Encourage public/private sector partnerships in economic development efforts; and
- Undertake special economic research and development studies upon requests from local governments or agencies within the region.

### Objectives

- To continue publishing building permit reports region-wide on a quarterly basis showing permit statistics by type and value while identifying growth areas within each of our counties using GIS technology; and
- To maintain and disseminate new or existing census information to local economic development professionals or prospects interested in the region.

**Goal 3: To assist state and local governments with environmentally related studies and plans to preserve air and water quality as the region continues to grow and urbanize.**

Strategy

- Assist local planning and economic development programs through technical assistance such as participating in local strategic planning processes and environmentally related or growth management studies.

Objectives

- To work with the basin wide Water Management Group to develop a water supply conservation strategy for the Catawba Basin.
- To participate with other local government organizations in working with the Catawba-Wateree Basin Advisory Commission;
- To continue to work with the SC Energy Office and local governments to implement practices to lower energy consumption; and
- To continue to work with the “CONNECT” initiative to promote sustainable growth.

## VITAL PROJECTS, PROGRAMS AND ACTIVITIES

*Project:* Continue environmental assessment and redevelopment of abandoned textile sites into viable commercial/industrial uses or mixed use developments featuring retail space, residences and recreation facilities.

*Job Creation:* Up to 300 new jobs projected region wide over five years.

### *Lead Organizations*

The cities of Rock Hill, Fort Mill, York, Lancaster, Chester and Union, the towns of Great Falls, Clover and Jonesville, the Catawba Regional Council of Governments, the SC Department of Commerce, the Catawba Regional Development Corporation, and SC Department of Health and Environmental Control, US Environmental Protection Agency.



*Former Rock Hill Printing and Finishing Facility site remediation partially funded by the Brownfields Revolving Loan Fund which is managed by Catawba Regional Council of Governments.*

*Project:* Continue the expansion and enhancement of area water and wastewater treatment facilities to meet growth demands and to preserve the environment.

*Job Creation:* Up to 1,000 new jobs projected over five years at new and existing businesses.

*Lead Organizations*

Local water and wastewater treatment providers, the Catawba Regional Council of Governments, the SC Department of Commerce, and federal agencies such as EDA.





*Project:* Expand the availability of mass transit within the region's larger cities and enhance access to the City of Charlotte.

*Job Creation* Up to 100 new jobs projected over five years.

*Lead Organizations*

The SC and NC Departments of Transportation, local public transit agencies, and the Catawba Regional Council of Governments.



*Project:* Promote the expansion of technical training opportunities in the region's four counties particularly at the Chester Technology Center (York Technical College) in Chester County, the QuickJobs Center (Spartanburg Community College) in Union County and York Technical College in York County.

*Job Creation:* Up to 1,000 new jobs projected over five years.

#### *Lead Organizations*

Chester, Union and York counties, York Technical College, Spartanburg Community College, Catawba Regional Council of Governments, and the SC Department of Commerce.



*Union County QuickJobs Center*



These efforts along with efforts of other economic development partners in the region are needed to address the economic challenges the region faces including:

- Growing infrastructure needs (particularly water/sewer and roads) due to population growth;
- Declining municipal and county revenues in part due to state and federal distribution policies and to legislative mandates;
- Shrinking commercial and industrial tax bases in portions of the region coupled with growing service delivery needs for residential areas; and
- Declining state and federal grant funds to supplement local funds for a variety of economic related projects and initiatives.

Local governments have responded to these challenges by retraining displaced workers, upgrading and expanding critical infrastructure when possible and by initiating their own efforts to promote economic development. The cumulative results of these efforts, however, have not fully met the significant needs identified, and much of the region continues to have high unemployment with too few net new jobs created to offset chronic problems.

## **CEDS PLAN OF ACTION**

The Council of Governments will continue to implement the goals and objectives of the CEDS by providing needed technical assistance to citizens and governments throughout the Catawba Region in a variety of ways. These include:

- Securing state and federal grant funds for major infrastructure projects;
- Providing socio-economic demographic data and GIS mapping as required by local planning and economic development staff; and
- Working with environmentally related organizations such as
  - Catawba-Wateree Water Management Group
  - Catawba-Wateree Basin Advisory Commission
  - SC Energy Office
  - SC Department of Health and Environmental Control

Another important function of the Council of Governments is the implementation of the Workforce Investment Act Program. Working with local industrial partners, COG staff is able to identify needed job skills necessary to secure employment with local industry and commerce. Through contractual relationships with the SC Department of Employment and Workforce (SCDEW) and ResCare, CRCOG is able to provide displaced workers with critical job skills through WIA retraining programs.

Finally, the Catawba Regional Development Corporation continues to provide gap financing to small businesses and local governments from a variety of sources, helping to create new jobs and capital investment in the region.

Catawba Regional will continue to work with state and local economic development professionals to recruit additional high wage, high technology jobs for the region. New higher wage jobs, expansion of private investment and retraining of displaced workers are all priorities of the state and regional economic development programs.

## REGIONAL PERFORMANCE EVALUATION

The goals and objectives for this year's CEDS remain the same as the previous year. Reducing unemployment and creating new jobs through the recruitment of new industry and the expansion of existing industry remain the highest priorities. The Council of Governments partially met its FY 12/13 goals.

<b>Goal 1:            To promote job creation and lower unemployment in the region.</b>
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- One new public works project was submitted to EDA for Lancaster County and the City of Lancaster. The funding would be used to bring water and sewer infrastructure to Fancy Pokket a specialty bakery company. The company intends to create 35 new jobs and invest \$8 million at the plant. The project was not funded by EDA;
- A second public works application has been approved by EDA for the City of Rock Hill. The EDA funding requested will be used to realign Paddock Parkway to serve a new Ross Stores distribution facility. Ross Stores plans to create 550 new jobs and invest \$150 million at this facility;
- The Council and Development Corporation had 7 new loans resulting in the creation of 77 new jobs. These companies will create over \$6.7 million in new capital investment;
- Over the course of the last two years, Catawba Regional also assumed the EDA Revolving Loan Portfolios of Lower Savannah, Santee-Lynches and Lowcountry COGs, increasing the total RLF capitalization to over \$6 million; and
- Retraining programs have served 915 persons by preparing them to learn skills that will allow them to enter the work force.

The net result of these activities, along with the efforts of the region's other economic development partners, is that new opportunities for employment are being created during

this difficult economic time. Through these efforts, each of the region's four counties experienced decreases in their unemployment rates during the past year.

**Goal 2: To assist local governments in their industrial recruitment efforts by maintaining and supplying needed social/economic data and conducting relevant economic studies as requested.**

- The Council of Governments assisted local governments and the private sector in industrial recruitment by supplying socio-economic data and by providing quarterly building permit reports showing permit totals countywide, by municipality and census tract; and
- On a monthly basis the Council of Governments received numerous requests for socio-economic data. To make this data more easily accessible, the Council of Governments provides this data via its website at [www.catawbacog.org](http://www.catawbacog.org).

**Goal 3: To assist state and local governments with environmentally related studies and plans to preserve air and water quality as the region continues to grow and urbanize.**

- Council staff continued to meet with various organizations promoting clean air and water and sustainable growth. Included among these organizations were local and state governments involved in the "CONNECT" project, the SC Energy Office, SC DOT, the Catawba Water Management Group, and SC DHEC. Council staff met with most of these organizations on a quarterly basis.

## **REVIEW OF COUNCIL OF GOVERNMENTS ACCOMPLISHMENTS AND ACTIVITIES**

This section summarizes significant Council of Governments' activities through September 2013.

### **Economic Development**

In Chester County, an EDA approved project is now beginning construction to upgrade a pump station and install a new force main serving the economically important Lando Wastewater Treatment Plant near the Town of Richburg. The project will allow for the creation of over 45 new jobs at Guardian Industries. Guardian plans to invest \$45,000,000 to install a new glass manufacturing process at the Richburg plant.

In York County, a project to upgrade the City of York's wastewater treatment plant is now complete. The project is a major upgrade of the City's wastewater treatment plant capacity. The project will allow for the creation of up to 500 new jobs at five industries. The COG is also working with the City on a \$1.9 million project to connect York's water system to the City of Rock Hill's system.

The City of Rock Hill is now working on the design of an EDA Public Works project to serve a new Ross Stores distribution facility which will result in the creation of 550 new jobs and a \$150,000,000 investment by the company by realigning Paddock Parkway.

Construction is now complete on a City of Lancaster wastewater treatment plant pump station upgrade to serve Metso Power and Duracell. This project will result in the creation of 34 new jobs and over \$16 million in new capital investment in these existing industries. Council of Governments staff submitted a Public Works application for Lancaster County and the City of Lancaster to provide water and sewer infrastructure to Fancy Pokkets a specialty bakery company earlier this year. The application was not funded by EDA. Staff is now working on an application for the Lancaster County Water and Sewer District to provide water, sewer and road



improvements for Keer Inc., a Chinese textile company that intends to build a \$55 million manufacturing plant in Indian Land and hire several hundred new workers.

Finally, Council staff also submitted an EDA IMCP grant application to assess job training programs compared to the employment needs of industries in rising clusters. The application was not funded by EDA.

### **Community Development**

The Council of Governments is actively involved in the SC Community Development Block Grant (CD) program as administered by the Governor's Office. The Council of Governments helps local governments identify project needs, prepares CDBG applications and administers awarded grants.

The Council staff is currently administering 11 Community Development Block Grants for projects valued at over \$11.2 million. Staff also secured a USDA Rural Development grant in the amount of \$42,575 for projects in the Town of Carlisle. Finally, Council staff also is administering the remainder of \$2.7 million in Neighborhood Stabilization Program (NSP) funding in York and Lancaster counties. This funding has generated \$1.3 million in program income from the sale of rehabilitated housing.

In May of 2012, the Council was certified as an intake agency for the SC Mortgage HELP Program, a foreclosure prevention program. To date, over 500 applications have been taken to assist struggling homeowners in the region and over 120 persons have been approved for assistance.

### **Loan Programs**

The Council began its EDA Revolving Loan Fund (RLF) in August 1986 and by June 1988 had fully committed its initial capitalization of \$700,000. Later that year, a recapitalization of \$450,000 was added. In 1993, the Council of Governments was awarded an additional recapitalization of



\$300,000. Both recapitalizations have now been lent and new loans are being made with funds that are being repaid. To date, the Council has loaned over \$11.3 million through the EDA RLF program resulting in the creation of over 1,012 new jobs. These loans have leveraged private investments of over \$56.6million.

In 2012, Catawba Regional also assumed the EDA RLF portfolios of Lower Savannah, Santee Lynches and Lowcountry COGs. Total RLF Loan capitalization now exceeds \$6 million.

The COG serves as the statewide administrator for the SC DHEC's Brownfields Cleanup Revolving Loan Fund (BCRLF). To date 14 loans and sub grants have been made totaling over \$5.8 million. These loans have leveraged an additional \$7 million in private investments.

The Council's Development Corporation operates an SBA 504 Fixed Asset Loan Program serving the entire state of South Carolina. The Development Corporation is one of the most active SBA 504 lenders in the State with over \$32.5 million of SBA 504 loans originated since inception. Nine hundred eighty four new jobs have been created, leveraging over \$54.8 million in private investment. The Rural Development Intermediary Relending Program (IRP), in which the Development Corporation also is participating, has resulted in loans totaling \$3.1 million and the creation of 124 jobs. Finally, the Council's Community Development Financial Institution (CDFI) program has made loans of \$523,403 leveraging \$473,000 in private investment. Ten new jobs were created through this program.

### **Information Technology and Geographic Information System**

The Council of Governments continues to expand the growing use of its in-house GIS system which uses ArcInfo software. Current projects include developing traffic count maps for the region, providing transportation maps for mass transit and long-range transportation plans, and an economic development service (ARC server). Staff continues to update a water/sewer infrastructure database for the SC Department of Commerce. Other GIS projects include updating of base maps for Chester and Union counties' E-911 programs and various maps for

the SC Department of Commerce. The database which has been developed for these projects will greatly enhance the Council's ability to assist in future planning and economic development projects.

Staff also is working onsite with various local government GIS departments to further develop their GIS capacities. The COG website, built in 2011, continues to be enhanced and expanded with new utility and information. This enhances information dissemination throughout the region.

Finally, the Council of Governments continues to update the zoning maps for the cities of Chester and York and Chester County. These maps contain information on roads, parcel boundaries and zoning districts. Zoning maps for Lancaster County, the Town of Great Falls and the City of Union also have been created containing similar information.

### **Other Technical Assistance**

The Council of Governments provides a variety of technical assistance services to its member and local governments.

Council staff continues to serve as supplemental planning staff for the City of York and the City of Union.

The Council of Governments continues to work with the Catawba- Wateree Water Management Group and the Bi-state Catawba Wateree Basin Advisory Commission in studying ways to preserve the Catawba River.

### **Census**

Catawba Regional is continuing to serve as a regional data center for demographic and economic statistics. Data has been researched and provided, on request, to local governments,

chambers of commerce, social service agencies, the business community and the general public.

The Council of Governments continues to disseminate data upon request from the 2010 census. Council staff is assisting the SC DOT in delineating Transportation Analysis Zones (TAZs) based on 2010 population criteria. SC DOT uses the TAZs to model transportation impacts.

### **Workforce Investment Act**

Beginning July 1, 2000, the Council became the program administrator for the Workforce Investment Act in Chester, Lancaster and York counties. This program replaces the previous JTPA (Job Training Partnership Act) program the Council administered. In the last year 915 persons received intensive job retraining services. The Council also serves as the operator of the three SC Works / Re-employment Centers in the region.

### **Transportation and Energy**

The Council of Governments is continuing to work with the SC Energy Office to promote greater energy efficiency within local governments and the private sector. CRCOG, in partnership with the South Carolina Energy Office, has completed several ARRA funded Energy Efficiency, and Conservation Block Grants totaling \$467,000.

Staff also is working as a liaison between local governments and SCDOT to identify local road construction projects within the region. Recent projects include several Elderly and Disabled Transportation projects for York County, valued at \$187,500. Staff continues to support and coordinate mass transit Demand-Response service in Chester, Lancaster and York Counties.

# PROPOSED CAPITAL IMPROVEMENT PROJECTS



## **Chester County – Priority Capital Improvements**

### **Product Development**

From the 2008 strategic plan:

- Raise development standards in some parks through restrictive covenants;
- Gain firmer control over land through public ownership or public-private partnerships;
- Continue to certify sites;
- Create stronger advantage through shell or virtual shell buildings; and
- Follow through with developing the airport as an economic development asset, implement Airport Overlay and pursue Foreign Trade Zone status.

### **Workforce Development**

The role of CCED in workforce development is to be an idea generator, convener of allies and motivational partner. Examples:

- Expansion of WorkKeys as an assessment tool;
- Expand scholarship program at York Technical College;
- Development of more apprenticeship programs; and
- Support for the Dream Do it initiative.

### **Regional Alliance**

- Revive PPEDA (Palmetto Piedmont Economic Development Association);
- House regional alliance at The Gateway; and
- Develop a regional (PPEDA) marketing plan.

### **Beautification**

- Support stronger County ordinance and code enforcement to improve appearance.

## **Special Studies**

- Conduct a cost of services study.

## **Support Initiatives of the Chester Development Association**

- Gaston Farm Road Interchange;
- Old Home Deposit; and
- Railroad Switching Location.

## **Support Economic Development Strategies Outside CCED Scope**

- Agri-Business, a new focus of the SC DOC, through local programs like Acres of Opportunity;
- Small Business Development:
  - Feasibility of a small business incubator co-located with the new campus;
  - Business plan competitions.
- Tourism Development – In order to fully develop tourism assets, a countywide tourism development agency is needed;
- Downtown Development, a way for towns to become more involved in economic development; and
- Youth Entrepreneurship.

## **Develop Industrial Parks near Interstate 77 and SC Highway 9**

Increase capacity of sewage treatment plants and expand their collection systems, particularly the Lando and Rocky Creek Waste Water Treatment Plants to accommodate economic and population growth and extend sewer lines from the Richburg area to the Great Falls Waste Water Treatment Plant to provide increased treatment capacity.

- Upgrade water systems throughout the county including an upgrade of the Chester Metropolitan District's water plant;
- Investigate the possibility of a water treatment plant on the Broad River;
- Improve water and sewer lines to all industrial sites (Chester, Great Falls, Richburg);

- Install sewer between Chester and Fort Lawn;
- Connect the sewer systems between Fort Lawn and Great Falls;
- Improve and replace aging water and sewer lines in Chester, Great Falls and Lando;
- Extend water and sewer along the Interstate 77 corridor including the SC Highway 97 interchange;
- Develop interchange on Interstate 77 at the York County-Chester County line to promote a site for a potential multi-county industrial park; and
- Construct a “gateway” on SC Highway 9 at Interstate 77.

### **Special Projects**

- Continue development of the Chester County Recreation Complex in the Richburg area and upgrade existing recreational facilities;
- Renovate the historic Chester County Courthouse; and
- Continue countywide clean-up of abandoned mill sites as well as other types of Brownfields.

## **City of Chester – Priority Capital Improvements**

### **Workforce Development**

- Promote skills training for the workforce; and
- Promote Education Improvement projects including the construction of a Chester campus of York Technical College.

### **Economic Development**

- Pursue comprehensive economic development throughout the City.

### **Beautification**

- Implement Green City concept for streets, streetscapes, parks, housing, commercial development, and waste disposal;

- Develop seven attractive in-bound gateways and entry portals into the City:
  - Lancaster Street/SC Highway 9 east;
  - West End Street/Cochran Bypass/SC Highway 72 south;
  - Pinckney Street/SC Highway 9 north;
  - Columbia Street;
  - Saluda Street and Road/SC Highway 72 east;
  - York Street and Road;
  - Center Street/SC Highway 97 north.
- Continue Central and Second Loop Business District revitalization efforts and overall enhancement of the community's appearance;
- Continue improvements at the various cemeteries in the City, and the development of the current and new sections of Evergreen Cemetery; and
- Construct landscaped parking areas behind stores in downtown Chester.

#### **Basic Public Services**

- Pursue accreditation of Police Department;
- Promote expansion of size and capability of Law Enforcement Center on Dawson Drive;
- Develop a plan for Police Services and Municipal Administration relocation and expansion;
- Provide better Police, Fire, Recreation and Public Works services;
- Annex properties to provide better level of current services and for future development;
- Construct road improvements and sidewalks where needed;
- Develop plan for Public Transportation in and around the City and throughout the region;
- Continue improvements to City Hall building and develop new concept for City Hall;
- Promote City as a live-able, walk-able, residential community for workers in the Rock Hill, Charlotte, and Columbia metropolitan areas; and
- Expand Curbside Recycling Program and develop alternatives for yard and other debris disposal.

### **Community Development**

- Provide affordable housing (low income and median income houses and apartments);
- Continue community development and revitalization;
- Develop and implement a plan for dead-end street improvements;
- Upgrade the water and sewer and other utility systems throughout the City; and
- Develop condo and apartment complex potentials in the City.

### **Special Projects**

- Promote historical, cultural, and recreational development projects;
- Develop tourism visitation sites inside and outside the City;
- Enhance development of the Market Square/Farmers Market/Back Lot area;
- Develop and implement a plan to improve communication and coordination between service delivery agencies;
- Promote better healthcare opportunities; and
- Promote quality of life and senior services to retirees from North and Northeast US.

### **Town of Great Falls – Priority Capital Improvements**

- Continue neighborhood revitalization in Great Falls;
- Continue Home Town Nature Based Tourism Initiative;
- Locate new industry in the William States Lee Industrial Park;
- Upgrade the water and sewer systems throughout the Town;
- Extend water and sewer service from Great Falls to Interstate 77 and up SC Highway 99 to SC Highway 9;
- Upgrade the Town's wastewater treatment plant; and
- Continue community appearance improvements in Great Falls.



### **Town of Richburg – Priority Capital Improvements**

- Provide additional water and sewer infrastructure to the Interstate 77 interchange and surrounding area and upgrade the water and sewer systems within the Town;
- Continue appropriate planning to accommodate growth; and
- Extend water lines to fringe areas along town limits.

### **Town of Fort Lawn – Priority Capital Improvements**

- Expand and upgrade the Town's water and sewer systems.



## **Lancaster County – Priority Capital Improvements**

### **Economic Development**

- Continue development of Corporate/Business/Industrial Parks to attract new industry and assist with expansion opportunities for current tenants, including:
  - Heath Springs Industrial Park, including speculative buildings suitable to meet the needs of prospective builders/businesses;
  - Kershaw Industrial Park, including speculative buildings suitable to meet the needs of prospective builders/businesses;
  - Lancaster Air-Rail Park including speculative buildings suitable to meet the needs of prospective builders/businesses;
  - Property along the SB line rail corridor;
  - Catawba Ridge property along the Catawba River;
  - Hinson property along the CSX Railway;
  - Boral Brick property along the CSX Railway;
  - LGI and Foster Crossroads properties along Riverside Road;
  - Continue water and sewer service expansion throughout Lancaster County with attention to the following areas:
    - Seek grant funding to upgrade water/sewer utility lines in low to moderate income areas;
    - Increase the capacity of the Catawba River Water Plant (Lancaster County Water and Sewer District);
    - Expand sewer service in Indian Land including increasing Wastewater Treatment Plant capacity.
- Complete extension of water and sewer system throughout the Indian Land area and up to the North Carolina line;
- Expand sewer service along the SC Highway 9 corridor; and
- Make needed improvements to the creek crossing on Gills Creek Drive.

- Redevelop the City of Lancaster downtown area utilizing TIF Bond Districts and New Market Tax credits, with projects of new commercial-retail business and office-call center projects.

### **Community Development**

- Coordinate water municipal utility systems and the Water and Sewer District's effort to seek grant funds to rehabilitate/upgrade utility lines in low to moderate income areas;
- Expand water and sewer services along US Highway 521 corridor to the Van Wyck community.

### **Transportation Improvements**

- Upgrade US 521/Riverside Road rail corridor;
- Construct the improvements cited in the US Highway 521 North/SC Highway 9 Corridor Study;
- Widen roads outlined in the Regional Roads Plan including SC Highway 160 from Fort Mill to US Highway 521 and Old Bailes Road;
- Extend the following roads:
  - SC Highway 903 from Community Lane to SC Highway 151 in Chesterfield County;
  - US Highway 521 from Twilight Road to I-20 in Kershaw County;
  - SC Highway 5 from US Highway 521 to US Highway 21 in York County;
  - SC Highway 9 from US Highway 521 to US Highway 601 in Chesterfield County;
  - SC Highway 122 from current terminus to US Highway 521;
  - SC Highway 160 from US Highway 521 to Town of Fort Mill.
- Resurface, widen, and/or expand non-primary roads by:
  - Utilization of innovative paving methods, such as cement stabilization, triple treatment, and full-depth reclamation as needed;
  - Enhance school zone safety by improving the entrances and exits to school facilities within Lancaster County, in particular by adding turn lanes on US

Highway 521 for the Andrew Jackson Schools and on SC Highway 522 for the Buford Schools.

- Widen and remove grade on Six Mile Creek Road between Indian Land Fire Department and US Highway 521.
- Enhance the County road maintenance program, including upgraded entrances and exits to area school buildings.

### **Special Projects**

- Construct new facilities or renovate and expand existing facilities as need dictates in Lancaster County for:
  - Elementary and secondary educational facilities;
  - Post-secondary workforce educational facilities;
  - Higher education (college) facilities;
  - Public safety facilities such as but not limited to emergency medical stations, fire stations, and law enforcement/correctional facilities;
  - Public service facilities such as but not limited to social service facilities, community centers, and general governmental facilities.
- Complete airport improvements in conjunction with the FAA and develop property around the airport in conjunction with the Economic Development Corporation.

### **Community Development**

- Continue housing rehabilitation and demolition of dilapidated housing in blighted areas of the county, such as the Kershaw Mills.

## **City of Lancaster – Priority Capital Improvements**

### **Economic Development**

- Upgrade and extend the City of Lancaster’s water distribution and sewer collection system for improved industrial, commercial, and residential development. Study meeting this need through potential cooperative agreements with the Lancaster County Water and Sewer District;
- Continue upgrade of the wastewater treatment plant to meet its NPDES limits as well as any and all other state and federal requirements;
- Continue development of a Air-Rail Business park on US Highway 521 and SC Highway 9 or other sites in or near the City;
- Upgrade water and sewer infrastructure at the Lancaster County airport site or other sites in or near the County as part of the development of an industrial/business park;
- Allow for increased water distribution, wastewater collection and wastewater treatment system rehabilitation projects within the City’s service area to replace systems that are aging and failing in accordance with state and federal requirements and mandates;
- Develop access for a second source of water from Chester County;
- Encourage the revitalization of Lancaster’s retail and commercial districts to include infrastructure (water , sewer and streetscape) enhancements and marketing recommendations of the Lancaster Charrette; and
- Study abandoned Brownfields to determine the feasibility of redevelopment.

### **Community Development**

- Upgrade municipal transportation infrastructure through:
  - Enhancement of streetscapes in Lancaster’s retail and commercial districts and corridors;
  - Enhancement of pedestrian improvements including the City’s sidewalk and road system for walking and biking city wide as well as between the USC-L main campus and USC-L facilities located in downtown;
  - Planning for a systematic resurfacing of municipal roads;
  - Enhanced signage and street lighting.

- Continue housing improvements and neighborhood revitalization efforts including coordinating efforts with non-profit groups such as Habitat for Humanity. Develop affordable senior citizens housing in the vicinity of Lancaster’s central business district and both affordable housing and affordable senior citizens housing city-wide.

### **Basic Public Services**

- Upgrade criminal justice system programs:
  - Upgrade vehicular communications equipment and capability for police, fire, and emergency utility radio and data communications;
  - Enhance court security measures.
- Study potential locations and purchase land for a new fire station to enhance coverage for the southwestern portion of the City of Lancaster;
- Develop and implement a storm water utility that will meet needs under NPDES requirements; and
- Make road and pedestrian safety improvements throughout the City’s retail, commercial and residential areas to include repaving along Hubbard Drive and University Drive near the USC-Lancaster campus.
- Continue development of a recycling program.

### **Town of Heath Springs – Priority Capital Improvements**

#### **Economic Development**

- Expand the capacity of the Town's wastewater treatment plant;
- Continue extension of sewer system within Heath Springs;
- Undertake efforts to revitalize Heath Springs' Main Street area;
- Extend water and sewer service to industrial areas within and near Heath Springs, as needed;
- Improve the storm drainage system in Heath Springs;
- Market vacant industrial properties in Heath Springs; and
- Complete a land use planning program to guide growth.

### **Special Projects**

- Develop recreational facilities in the Mineral Springs area;
- Add or repair sidewalks as needed.

## **Town of Kershaw – Priority Capital Improvements**

### **Economic Development**

- Construct a new industrial park;
- Rehabilitate the East Marion Street commercial area in the Town of Kershaw;
- Revitalize the Main Street business area;
- Improve drinking water quality to meet or exceed present and future EPA and DHEC standards;
- Survey wastewater collection system to determine areas in need of rehabilitation and to make upgrades;
- Replace or rehabilitate the Town’s wastewater collection system in the mill village area and other areas of infiltration or inflow;
- Replace aging or defective water lines throughout the Town; and
- Expand the Town’s wastewater treatment plant capacity and rehabilitate/replace aging sewer lines throughout the Town.

### **Community Development**

- Provide additional affordable housing;
- Add sidewalks in residential areas where none exist and repair existing sidewalks as needed.

### **Basic Public Services**

- Improve fire service to lower ISO ratings;
- Increase fire hydrant flow and pressure to meet SC DHEC standards;
- Construct new Fire/EMS station;
- Expand and upgrade recreational facilities in the Town; and
- Develop recycling program.



## **Union County – Priority Capital Improvements**

### **Economic Development**

- Provide site improvements to City/County industrial parks and expand the QuickJobs Center facility to serve industry;
- Continue to make improvements to Union County Airport;
- Construct a sewage collection and wastewater treatment system to serve the length of US Highway 176 corridor;
- Continue development of the industrial parks on US Highway 176;
- Extend sewer system between Buffalo and Union to include Lukesville;
- Beautify and improve the entrance corridor into Union County on US Highway 176; and
- Upgrade County roads with goal of entire asphalt road system.

### **Community Development**

- Install a 200,000 gallon water tank for Santuck Hebron water system;
- Make sidewalk repairs throughout the County;
- Upgrade the county ambulance service and nursing home; and
- Expand County water systems, as needed.

### **Basic Public Services**

- Upgrade County school buildings.

### **Special Projects**

- Secure funding to renovate Dawkins House on USC-Union Campus;
- Continue improvements to campus and facilities of USC Union;
- Attract additional specialized medical staff in Union;
- Secure funding to study effects of aging population of Union; and
- Make improvements to the Pinckneyville Historical site;



- Construct a recreational lake at the confluence of Fairforest Creek and the Tyger River to promote additional recreation and housing opportunities and an alternative drinking water source.

## **City of Union – Priority Capital Improvements**

### **Economic Development**

- Upgrade water and sewer systems where appropriate;
- Continue Union's downtown revitalization efforts;
- Expand and upgrade City of Union's electric and natural gas distribution systems;
- Upgrade office and retail space in the Union downtown area;
- Promote job training initiatives including the expansion of the Union QuickJobs Center; and improve regional transportation system.

### **Community Development**

- Continue improvements in the Union Mill Village, Standpipe and McBeth Street Neighborhood (drainage, street work, and housing rehabilitation);
- Plan improvements for future revitalization of neighborhoods within the City of Union;
- Make sidewalk repairs throughout the City;
- Provide affordable housing; address sub-standard and elderly housing; and
- Continue street paving improvements to City roads.

### **Special Projects**

- Construct an Arts and Cultural Center;
- Improve the farmer's market area;
- Acquire the old train station property;
- Clean-up the old Norfolk Southern boneyard; and
- Improve and expand recreational and health care facilities.

### **Town of Carlisle – Priority Capital Improvements**

- Upgrade the Carlisle water and sewer system;
- Expand the Carlisle ball park into a comprehensive recreational facility;
- Develop a medical practice facility in Carlisle;
- Rehabilitate housing as needed;
- Hire a policeman and sanitation worker; and
- Work with Cone Mills to insure waste treatment options for the Town.

### **Town of Jonesville – Priority Capital Improvements**

- Provide water and wastewater improvements in Jonesville; and
- Undertake improvements to the sewer plant or construct a new plant.

### **Town of Lockhart – Priority Capital Improvements**

- Expand and improve the water, sewer, and storm drainage systems in Lockhart.

## **York County – Priority Capital Improvements**

### **Economic Development**

- Extend water and sewer service within the Interstate 77 corridor, the Fort Mill Township, and Lake Wylie, and connect existing water systems in Clover, York, Rock Hill and the County, increase storage capacity, expand the illicit discharge activities and elimination system and provide adequate water and wastewater treatment to promote reliable water sources, effective wastewater disposal and reduce pollution as the County prepares for economic and population growth.

### **Basic Public Services**

- Improve and expand alternative transportation options for the public to include mass transit, pedestrian services and bicycle infrastructure;
- Continue to expand and upgrade the County's transportation system;
- Expand the maintenance program of existing County roads.

### **Special Projects**

- Improve accessibility for the disabled to the York County Courthouse and other public buildings;
- Expand York County Museum, renovate the McCelvey Center, and expand and improve the facilities at Historic Brattonsville; and
- Continue efforts to evaluate the space needs of the County and develop options for addressing those needs.

## **Town of Clover – Priority Capital Improvements**

### **Economic Development**

- Continue revitalization and appearance improvements to Clover's Main Street; and
- Continue development of industrial sites and parks to include all needed utilities.

### **Basic Public Services**

- Upgrade and expand the water and sewer system;
- Construct an elevated water tank in the eastern side of Town;
- Replace sidewalks in older areas of Clover;
- Extend water and sewer along Ridge Road and the Bethel School Road area;
- Construct and outfit a new fire department substation;
- Continue to make road improvements throughout the Town; and
- Continue citywide storm drainage improvements.

### **Special Projects**

- Continue developing a centralized recreational complex in Clover to include ball fields, picnic areas, and trails along with neighborhood parks in various areas;
- Construct citywide hiking and biking trails to increase recreational amenities; and
- Construct neighborhood parks where needed.

## **Town of Fort Mill – Priority Capital Improvements**

### **Economic Development**

- Promote Main Street redevelopment and make improvements recommended in the Downtown Historic District; and
- Upgrade and expand the road network.

### **Basic Public Services**

- Continue expansion of wastewater treatment plant and its collection system;
- Expand and upgrade the water distribution system;
- Construct new public works offices and work area;
- Construct new fire and police substations;

- Make street repairs throughout the Town;
- Improve traffic flow in downtown;
- Set up a storm water utility; and
- Make storm drainage and sidewalk improvements where needed.

### **Special Projects**

- Develop recreational areas throughout Fort Mill;
- Construct new recreation facilities;
- Make beautification improvements to main entrances and roads throughout the Town;
- Incorporate bike lanes into road network; and
- Develop safe routes to schools.

## **City of Rock Hill – Priority Capital Improvements**

### **Economic Development**

- Continue to recruit prospects for the Southway Industrial Park, in the southeast section of the City;
- Provide for development of existing and potential industrial sites in the City;
- Complete roadway construction improvements outlined in Rock Hill-Fort Mill Area Transportation Study (RFATS);
- Expand and upgrade water, sewer and electrical systems throughout areas served by the City including expanding the capacity of the water and wastewater treatment plants;
- Complete airport improvements as stated in the Airport Master Plan for Rock Hill;
- Consider opportunities to support speculative building program on industrial sites;
- Increase Rock Hill's success as a premiere sports tourism destination;
- Continue the implementation of the Downtown Master Plan;
- Implement the redevelopment plan for the Textile Corridor;

- Complete improvements to the Dave Lyle Boulevard – Interstate 77 interchange and adjacent commercial areas to improve appearance, increase traffic capacity, provide for pedestrian safety, and support new development;
- Continue support for small business development in downtown, including business incubators;
- Seek support and funding for construction of an extension of Dave Lyle Boulevard to connect with US 521 in Lancaster County;
- Develop plans and seek funding for infrastructure improvements to serve development on the east side of Interstate 77, including improvements to Celriver and Eden Terrace;
- Develop and implement strategies for attracting jobs, businesses, investment and residents to the Old Town area of Rock Hill;
- Complete public improvements (utilities, streets and intersections, landscaping, etc.) serving the Red River Redevelopment Area; and
- Extend water lines along SC Highway 901 to the Chester County line.

### **Community Development**

- Continue to extend the affordable housing program and improvements to the existing housing stock, focusing on Old Town;
- Continue to implement recommendations of the Saluda Street Master Plan;
- Promote redevelopment of the Hagins-Fewell and Arcade neighborhoods;
- Implement recommendations from the College Town Action Plan linking downtown to Winthrop University and surrounding neighborhoods; and
- Replace obsolete utility systems and upgrade other infrastructure serving older neighborhoods of the City.

## **Basic Public Services**

- Continue comprehensive sidewalk, street, curb, and gutter improvements in Rock Hill.
- Make street/sidewalk/parking improvements in downtown Rock Hill and provide linking to historic neighborhoods;
- Plan and construct adequate facilities to provide water/sewer to eastern York County;
- Implement recommendations from the comprehensive Stormwater Master Plan;
- Implement Interstate 77 Corridor Traffic Study recommendations;
- Implement Vision 2020 Comprehensive Plan recommendations;
- Continue to expand City's WiFi infrastructure to meet service demands;
- Support public transportation in the City, County and region, including streetcar, fixed route, and commuter bus services;
- Construct a 10,700 square foot addition to the Rock Hill Law Enforcement Center; and
- Prepare a 2030 Long Range Transportation Plan.

## **Special Projects**

- Develop public beautification projects that enhance the City's image;
- Link major recreation areas, open spaces and schools in the City with pedestrian trails;
- Continue to implement a greenway system in the City as reflected in the Master Plan;
- Support and promote RiverWalk as a mixed use community, including industrial, commercial, residential, sports tourism, and community recreation uses;
- Complete improvements to the parks and recreation system as identified by the Parks, Recreation, and Tourism Master Plan; and
- Continue to implement Glencairn Gardens Master Plan.

## **City of Tega Cay – Priority Capital Improvements**

### **Economic Development**

- Complete Hubert Graham Parkway in conjunction with the Pennies for Progress Program in order to provide alternative routes to the commercial areas of the City and reduce congestion on SC Highway 160; and
- Provide incentives to encourage mixed use developments in appropriate areas to include opportunities for commercial retail, class A office space, and a diversity of housing options.

### **Basic Public Services**

- Implement the Capital Improvement Program as approved by Council;
- Continue to work with major developers to achieve build out of planned developments.
- Complete build out of Stonecrest Planned Development District, Lake Ridge, Serenity Pointe, and Lakeshore Beach Club Town Home;
- Provide improvements to existing public facilities that are necessary to achieve or maintain existing levels of service;
- Continue development and expansion of a professional fire department within the City's Operating Budget;
- Provide new and expanded facilities that reduce or eliminate existing deficiencies in levels of service:
  - Continue work to complete Catawba Park;
  - Construct/Develop a second Public Safety facility for Fire and EMS;
  - Construct/Develop secondary Public Works/Operations facility to serve Stonecrest, Lake Ridge and Serenity Point areas;
  - Complete trail projects that will connect existing trail systems with trail systems in planned developments and tie them into the Carolina Thread Trail.
- Identify areas adjacent to Tega Cay for possible annexation where doing so falls in line with the Comprehensive Plan;



- Continue to work with regional partners to develop a joint Regional Land Use Plan for targeted study areas; and
- Work to develop a growth management strategy including annexation boundaries that protect our quality of life and implement the strategies contained in the City's Comprehensive Plan.

### **Special Projects**

- Work towards creating/converting City Facilities using LEED standards for energy efficiency and new technologies for reusable energy sources;
- Continue to work with surrounding municipalities and the County for mass transit opportunities; and
- Seek to create forums and venues whereby area planning officials and elected officials can interface and discuss items of collective benefit.

## **City of York – Priority Capital Improvements**

### **Economic Development**

- Improve and revitalize the downtown area per Master Plan through rehabilitation of historic structures, lighting, parking, street, and sidewalk improvements;
- Continue to upgrade water and sewer lines as needed throughout the City;
- Develop incentive programs for the redevelopment of downtown; and
- Continue to upgrade the wastewater treatment facility.

### **Community Development**

- Develop and implement a housing plan to improve the quality of housing and to raise the rate of homeownership in the City.

### **Basic Public Services**

- Continue expansion to the joint recycling program between Clover and York;

- Continue to expand and upgrade infrastructure to effectively serve the areas outlined in water and wastewater agreements with York County as well as annexed areas;
- Update and continue implementation of the City's Comprehensive Plan;
- Implement the improvements to Fire Suppression Services per the Classification Details Statement provided by the Insurance Services Organization, Inc.;
- Develop programs to create better/closer relations between citizens and the Police Department;
- Determine a long-term water source for the City and western York County; and
- Continually revise the zoning ordinance to meet the evolving needs of the City.

### **Special Projects**

- Prepare a prioritized plan for improving sidewalks, storm drainage, and unpaved roads;
- Participate actively in improving health care services in western York County;
- Create a series of bicycle/recreation trails to connect key points of interest throughout the City, including the downtown, McCelvey Center, parks, schools, and the historic district;
- Continue to expand the recreational programs offered at York Recreation Department;
- Develop programs to address the problems of illicit drugs within the City;
- Enhance the major entrances or gateways into the City of York with landscaping, signage, etc.;
- Implement requirements of the gateway corridor overlay district establishing design standards for signage, landscaping, curb cuts, building facades, etc.;
- Pursue the addition of public tennis courts per Recreation Master Plan; and
- Acquire land for additional recreation fields per the Capital Improvement Plan and the Comprehensive Plan.

**LETTERS  
OF  
CONCURRENCE**



*Chester County, South Carolina*

Post Office Drawer 580  
Chester, South Carolina 29706

October 1, 2013

H. Phillip Paradise, Regional Director  
Economic Development Administration  
401 West Peachtree Street, NW, Suite 1820  
Atlanta, GA 30308-3510

Dear Mr. Paradise:

This letter is to indicate Chester County's endorsement of the Comprehensive Economic Development Strategy (2013) as prepared by the Catawba Economic Development District.

Chester County continues to deal with high levels of unemployment. Past assistance from EDA has helped us plan and implement needed public works and economic development projects. EDA's Revolving Loan Fund also has been a very useful resource. These efforts have led to important new investments in the County's economy and new employment opportunities. The Chester Sewer District is now beginning construction on an EDA project to construct a new pump station and force main to serve Guardian Industries who plan to expand their production. The continued assistance of EDA will enable us to broaden and promote additional economic development in Chester County.

Thank you again for your concern for the future of Chester County and the Catawba Economic Development District.

Sincerely,

  
R. C. Wade Roddey  
County Manager



**Lancaster  
County**

P.O. Box 1809  
101 N. Main St.  
Lancaster, SC 29721

Telephone:  
803-285-1565

lanastercountysc.net

October 1, 2012

H. Phillip Paradise, Regional Director  
Economic Development Administration  
401 West Peachtree Street, NW, Suite 1820  
Atlanta, GA 30308-3510

Dear Mr. Paradise:

This letter is to indicate Lancaster County's endorsement of the Comprehensive Economic Development Strategy (2013) as prepared by the Catawba Economic Development District.

In Lancaster County, we are continuing to experience low per capita income and unemployment rates higher than the state and national averages. In addressing these issues, we are taking steps to diversify our industrial base. We are currently experiencing rapid residential growth in the northern panhandle area of our county. As this growth continues, we may ask for EDA's help in providing infrastructure to the industrial and commercial developments to be created and to upgrade the capacity of wastewater plants in Lancaster and the Indian Land area. Last year the City of Lancaster completed a new effluent pump station at its wastewater treatment plant which was funded by EDA. This project allowed two of our industries, Duncell and Metso Power, to create new jobs and expand production.

We thank you again for your commitment to Lancaster County and the Catawba Economic Development District.

Sincerely,

A handwritten signature in blue ink, reading "Larry McCullough".  
Larry McCullough  
Chair, Lancaster County Council



Union County Supervisor's Office  
210 West Main Street  
Union, SC 29379  
(864) 429-1600  
Fax (864) 429-1603

October 1, 2013

H. Phillip Paradise, Regional Director  
Economic Development Administration  
401 West Peachtree Street, NW, Suite 1820  
Atlanta, GA 30208-3510

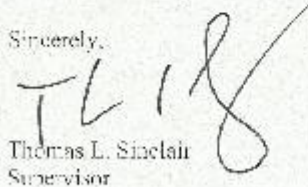
Dear Mr. Paradise:

This letter is to indicate Union County's endorsement of the Comprehensive Economic Development Strategy (2013) as prepared by the Catawba Economic Development District.

Union County appreciates EDA's financial and planning assistance over the past years. Although our local economy continues to remain weak, some diversification has occurred and we are committed to improving the economic prospects for the citizens of our County. The help of agencies such as EDA still remains critical in order to make needed progress. A new completed EDA project to build a QuickJobs Center is providing the necessary robotics training for Gestamp Automotive workers. The company is continuing to expand its production and create additional new jobs. The QuickJobs Center will be of critical importance to future economic expansion of the County.

Again, thank you for your assistance to Union County and your support of the Catawba Economic Development District.

Sincerely,



Thomas L. Sinclair  
Supervisor





## **YORK COUNTY COUNCIL**

**Dr. Britt Blackwell, Chairman**  
District 6

**Joseph M. Cox, Vice-Chairman**  
District 3

**Michael Johnson**  
District 1

**Bruce Henderson**  
District 2

**William "Bump" Roddey**  
District 4

**Curwood Chappell**  
District 5

**Chad Williams**  
District 7

September 11, 2013

H. Phillip Paradise, Regional Director  
Economic Development Administration  
401 West Peachtree Street, NW, Suite 1820  
Atlanta, GA 30308-3510


Dear Mr. Paradise:

This letter is to indicate York County's endorsement of the Comprehensive Economic Development Strategy (2013) as prepared by the Catawba Regional Planning District.

York County's goal is to have orderly and progressive growth throughout all areas of the County. We are also continuing to diversify our economic base. The programs of EDA have been very helpful to us in the past and can serve us as we attempt to further strengthen our economy. Recent EDA projects such as the upgrade of York's wastewater treatment plant and the current award of the City of Rock Hill to build a new entrance road for the Ross Stores distribution facility are of vital economic importance to York County.

Thanks again for your commitment to York County and the Catawba Regional Planning District.

Sincerely,

  
J. Britt Blackwell  
Chairman, York County Council

6 South Congress Street, Post Office Box 66, York, South Carolina 29745-0066  
Telephone: (803) 684-8511 Fax: (803) 684-8550 Web: [www.yorkcountysc.gov](http://www.yorkcountysc.gov)

## APPENDIX A

### Total Employment, 1990-2011

*Catawba Region*

Year	Employment	% Growth	
		Catawba	US
1990	87,869		
1991	86,025	-2.1%	-1.6%
1992	86,932	1.1%	0.5%
1993	88,256	1.5%	1.9%
1994	91,041	3.2%	2.8%
1995	92,103	1.2%	2.6%
1996	92,355	0.3%	2.1%
1997	94,618	2.5%	2.7%
1998	97,204	2.7%	2.5%
1999	101,941	4.9%	2.3%
2000	103,138	1.2%	2.3%
2001	100,462	-2.6%	-0.2%
2002	99,798	-0.7%	-1.1%
2003	99,903	0.1%	-0.3%
2004	101,958	2.1%	1.2%
2005	103,317	1.3%	1.8%
2006	106,214	2.8%	1.7%
2007	106,557	0.3%	1.1%
2008	106,950	0.4%	-0.4%
2009	102,578	-4.1%	-4.6%
2010	102,593	0.0%	-0.6%
2011	104,750	2.1%	1.2%

*Source: Bureau of Labor Statistics (CEW)*



## Employment by County

*Catawba Region*

Geography	2011 Employment	1-Year ('10-'11)		10-Year ('01-'11)	
		Net New	% Growth	Net New	% Growth
Chester County, SC	7,682	-51	-0.7%	-4,462	-36.7%
Lancaster County, SC	16,207	442	2.8%	-2,660	-14.1%
Union County, SC	6,308	410	7.0%	-3,505	-35.7%
York County, SC	74,553	1,356	1.9%	14,915	25.0%
<b>Catawba Region</b>	<b>104,750</b>	<b>2,157</b>	<b>2.1%</b>	<b>4,288</b>	<b>4.3%</b>

Source: Bureau of Labor Statistics (CEW)

## Employment by Industry

*Catawba Region*

Industry	2011 Employment	1-Year ('10-'11) New Jobs	1-Year ('10-'11), % Growth	
			Catawba	US
Natural Resources and Mining	773	30	4.0%	5.1%
Construction	3,359	-102	-2.9%	-0.3%
Manufacturing	14,978	1,111	8.0%	1.9%
Trade, Transportation, and Utilities	22,472	499	2.3%	1.5%
Information	1,790	-55	-3.0%	-1.1%
Financial Activities	7,260	-453	-5.9%	0.2%
Professional and Business Services	11,014	1,110	11.2%	3.5%
Health Services & Private Education	11,493	475	4.3%	2.0%
Leisure and Hospitality	10,924	24	0.2%	2.2%
Other Services	2,397	81	3.5%	1.3%
Government	18,292	-561	-3.0%	-1.7%
<b>All Industries</b>	<b>104,752</b>	<b>2,159</b>	<b>2.1%</b>	<b>1.2%</b>

Source: Bureau of Labor Statistics (CEW)

## Employment by Industry (cont.)

*Catawba Region*

Industry	10-Year (‘10-‘11) New Jobs	10-Year (‘01-‘11), % Growth	
		Catawba	US
Natural Resources and Mining	180	30.4%	10.8%
Construction	-1,706	-33.7%	-19.2%
Manufacturing	-9,841	-39.7%	-28.6%
Trade, Transportation, and Utilities	2,655	13.4%	-3.2%
Information	-5	-0.3%	-25.5%
Financial Activities	3,851	113.0%	-3.4%
Professional and Business Services	2,896	35.7%	5.9%
Health Services & Private Education	4,171	57.0%	28.1%
Leisure and Hospitality	1,663	18.0%	11.9%
Other Services	176	7.9%	4.8%
Government	460	2.6%	4.5%
<b>All Industries</b>	<b>4,500</b>	<b>4.3%</b>	<b>-0.2%</b>

Source: Bureau of Labor Statistics (CEW)

## Salary by Industry

Catawba Region

Industry	2011 Average Salary		10-Year ('01-'11), % Growth	
	Catawba	US	Catawba	US
Natural Resources and Mining	\$30,152	\$53,688	3.8%	64.8%
Construction	\$35,979	\$50,692	31.9%	32.0%
Manufacturing	\$51,820	\$59,207	44.0%	37.8%
Trade, Transportation, and Utilities	\$35,502	\$40,224	30.0%	26.9%
Information	\$53,829	\$78,306	53.1%	36.7%
Financial Activities	\$45,721	\$77,366	6.4%	39.4%
Professional and Business Services	\$41,343	\$61,873	84.1%	42.0%
Health Services & Private Education	\$39,116	\$44,388	16.7%	35.7%
Leisure and Hospitality	\$13,232	\$19,765	23.7%	28.1%
Other Services	\$25,018	\$30,025	7.8%	29.3%
Government	\$36,249	\$49,187	28.4%	34.6%
<b>All Industries</b>	<b>\$37,412</b>	<b>\$48,040</b>	<b>30.0%</b>	<b>32.6%</b>

Source: Bureau of Labor Statistics (CEW)

## Population Trend

Catawba Region

Year	Population	10-Year, % Growth	
		Catawba	US
1910	133,704		
1920	142,925	6.9%	15.0%
1930	144,121	0.8%	16.2%
1940	156,144	8.3%	7.3%
1950	172,598	10.5%	14.5%
1960	179,015	3.7%	18.5%
1970	187,585	4.8%	13.3%
1980	220,980	17.8%	11.5%
1990	248,520	12.5%	9.8%
2000	289,914	16.7%	13.2%
2010	368,460	27.1%	9.7%

Source: US Census Bureau

## Population Trend (cont.)

*Catawba Region*

Year	Population	1-Year, % Growth	
		Catawba	US
2001	296,194	1.7%	1.0%
2002	301,823	1.9%	0.9%
2003	307,277	1.8%	0.9%
2004	313,043	1.9%	0.9%
2005	320,570	2.4%	0.9%
2006	332,172	3.6%	1.0%
2007	344,790	3.8%	1.0%
2008	356,555	3.4%	0.9%
2009	364,424	2.2%	0.8%
2010	368,460	1.1%	0.8%
2011	370,031	0.4%	0.8%

*Source: US Census Bureau*

## Population by County

*Catawba Region*

Geography	2011 Population	10-Year ('01-'11)		1-Year ('10-'11)	
		Net New	% Growth	Net New	% Growth
Chester County, SC	32,916	-1,213	-3.6%	617	1.9%
Lancaster County, SC	77,908	16,481	26.8%	-674	-0.9%
Union County, SC	28,679	-1,239	-4.1%	1,595	5.9%
York County, SC	230,528	64,780	39.1%	33	0.0%
<b>Catawba Region</b>	<b>370,031</b>	<b>78,809</b>	<b>27.1%</b>	<b>1,571</b>	<b>0.4%</b>

*Source: US Census Bureau*

## Age Distribution - 2010

*Catawba Region*

Age Group	Population	% of Population	
		Catawba	US
0-4	24,593	6.7%	6.5%
5-9	24,930	6.8%	6.6%
10-14	25,259	6.9%	6.7%
15-19	25,244	6.9%	7.1%
20-24	21,859	6.0%	7.0%
25-29	21,194	5.8%	6.8%
30-34	22,614	6.2%	6.5%
35-39	25,929	7.1%	6.5%
40-44	26,665	7.3%	6.8%
45-49	27,928	7.7%	7.4%
50-54	26,323	7.2%	7.2%
55-59	23,639	6.5%	6.4%
60-64	21,682	5.9%	5.4%
65-69	16,289	4.5%	4.0%
70-74	11,613	3.2%	3.0%
75-79	8,336	2.3%	2.4%
80-84	5,654	1.5%	1.9%
85+	5,075	1.4%	1.8%

*Source: US Census Bureau*

## Racial Distribution - 2010

*Catawba Region*

Race	Population	% of Population		
		Catawba	SC	US
White	256,597	70.3%	64.1%	63.7%
Black	82,141	22.5%	27.7%	12.2%
Hispanic	14,220	3.9%	5.1%	16.3%
Asian	4,069	1.1%	1.3%	4.7%
Other	7,799	2.1%	1.9%	3.0%

*Source: US Census Bureau*

## Educational Attainment - 2010

*Catawba Region*

Highest Educational Attainment, Population Aged 25+	Population	% Highest Achievement		
		Catawba	SC	US
Less than high school degree	39,799	16.7%	16.3%	14.7%
High school degree or equivalent	74,900	31.3%	30.5%	28.4%
Some college, no degree	50,368	21.1%	20.5%	21.3%
Associate's degree	20,887	8.7%	8.5%	7.6%
Bachelor's degree	36,269	15.2%	15.6%	17.6%
Master's/Professional degree or higher	16,801	7.0%	8.6%	10.4%
<b>Bachelor's or Higher</b>	<b>53,070</b>	<b>22.2%</b>	<b>24.2%</b>	<b>28.0%</b>

*Source: US Census Bureau*

## Unemployment Trends

*Catawba Region*

Year	Unemployed Population	Unemployment Rate Catawba	US
1990	6,963	5.4%	5.6%
1991	9,709	7.3%	6.8%
1992	10,663	7.8%	7.5%
1993	11,132	8.0%	6.9%
1994	8,634	6.2%	6.1%
1995	7,477	5.3%	5.6%
1996	8,723	6.1%	5.4%
1997	7,224	5.0%	4.9%
1998	6,514	4.5%	4.5%
1999	6,808	4.6%	4.2%
2000	5,418	3.6%	4.0%
2001	8,366	5.6%	4.7%
2002	10,803	7.3%	5.8%
2003	12,603	8.4%	6.0%
2004	12,517	8.2%	5.5%
2005	11,763	7.6%	5.1%
2006	12,015	7.5%	4.6%
2007	11,124	6.9%	4.6%
2008	13,972	8.5%	5.8%
2009	26,421	15.5%	9.3%
2010	27,431	16.0%	9.6%
2011	24,004	14.0%	8.9%

*Source: Bureau of Labor Statistics (LAUS)*

## Unemployment Trends (cont.)

*Catawba Region*

Month	Unemployed Population	Unemployment Rate Catawba	US
10 - Jan	28,403	16.8%	10.6%
10 - Feb	26,446	16.4%	10.4%
10 - Mar	26,390	16.7%	10.2%
10 - Apr	23,788	16.6%	9.5%
10 - May	28,142	15.9%	9.3%
10 - Jun	28,570	16.2%	9.6%
10 - Jul	27,013	15.9%	9.7%
10 - Aug	28,024	16.5%	9.5%
10 - Sep	27,488	16.3%	9.2%
10 - Oct	28,786	14.0%	9.0%
10 - Nov	28,524	15.4%	9.3%
10 - Dec	27,604	15.4%	9.1%
11 - Jan	24,328	16.7%	9.8%
11 - Feb	24,222	15.6%	9.5%
11 - Mar	22,713	14.6%	9.2%
11 - Apr	21,092	14.0%	8.7%
11 - May	21,297	13.7%	8.7%
11 - Jun	22,344	13.4%	9.3%
11 - Jul	22,958	13.2%	9.3%
11 - Aug	29,207	14.1%	9.1%
11 - Sep	26,940	14.1%	8.8%
11 - Oct	25,270	13.3%	8.5%
11 - Nov	24,124	12.5%	8.2%
11 - Dec	23,554	12.6%	8.3%
12 - Jan	21,892	13.1%	8.8%
12 - Feb	20,648	12.2%	8.7%
12 - Mar	18,837	11.2%	8.4%
12 - Apr	18,895	11.2%	7.7%
12 - May	18,076	10.8%	7.9%

*Source: Bureau of Labor Statistics (LAUS)*



## Per Capita Income

*Catawba Region*

Year	Per Capita Income		% Growth	
	Catawba	US	Catawba	US
2000	24,137	30,319		
2001	24,696	31,157	2.3%	2.8%
2002	25,321	31,481	2.5%	1.0%
2003	25,794	32,295	1.9%	2.6%
2004	26,872	33,909	4.2%	5.0%
2005	28,184	35,452	4.9%	4.6%
2006	29,634	37,725	5.1%	6.4%
2007	30,464	39,506	2.8%	4.7%
2008	30,962	40,947	1.6%	3.6%
2009	29,517	38,846	-4.7%	-5.1%
2010	30,223	39,937	2.4%	2.8%

Source: US Bureau of Labor Statistics

## Poverty Rates

*Catawba Region*

Year	% in Poverty (18 and Under)		% in Poverty (All Ages)	
	Catawba Region	United States	Catawba Region	United States
2000	10.9%	11.3%	15.2%	16.2%
2001	11.7%	11.7%	16.4%	16.3%
2002	12.2%	12.1%	17.0%	16.7%
2003	12.5%	12.5%	18.0%	17.6%
2004	13.4%	12.7%	19.1%	17.8%
2005	13.7%	13.3%	19.9%	18.5%
2006	13.8%	13.3%	18.7%	18.3%
2007	14.6%	13.0%	19.8%	18.0%
2008	14.2%	13.2%	18.7%	18.2%
2009	15.3%	14.3%	21.9%	20.0%
2010	15.6%	15.3%	21.5%	21.6%

Source: US Census Bureau (SAIPE)