



# A MASTER PLAN FOR THE GATEWAY DISTRICT CHESTER COUNTY, SOUTH CAROLINA



*A U.S. Economic Development Administration Grant  
Prepared by Catawba Regional Council of Governments  
Adopted September 18, 2017*

*Cover Photo: Interstate I-77 and Exit 65 View South towards Giti Tire Development*

*Provided by: Giti Tire, 2017*



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# CHAPTER I: PLANNING CONTEXT



## Introduction to the Gateway Planning Area

The Master Plan for the Gateway District is a significant development of the Catawba Region. The district establishes a key destination center with progressive economic development opportunities and mixed-use developments in Chester County along the Interstate 77 corridor.

The Gateway District Master Plan creates a district of major industrial developments and well-planned communities for living, working, shopping, and playing. Figure I, I-77 Exits 65 and 62 Location Map highlights Gateway District planning area assets.

The Gateway District is located around the Interstate 77 Exits 65 and 62 between the Charlotte and Columbia metro regions. The strategic location of the Gateway District includes developed properties with many under and undeveloped areas available for growth. Giti Tire is a major economic asset with a \$560 million investment set to open in 2017 and is driving additional developments in the Gateway District.

The Gateway District Master Plan is funded through a \$20,000 grant from the U.S. Economic Development Administration matched by \$20,000 from Chester County and the Chester Development Association. Catawba Regional Council of Governments worked with Chester County, the Chester Development Association, Chester County Economic Development, state and federal agencies, business leaders, utility providers, land owners, and the general public to provide a plan to ensure the

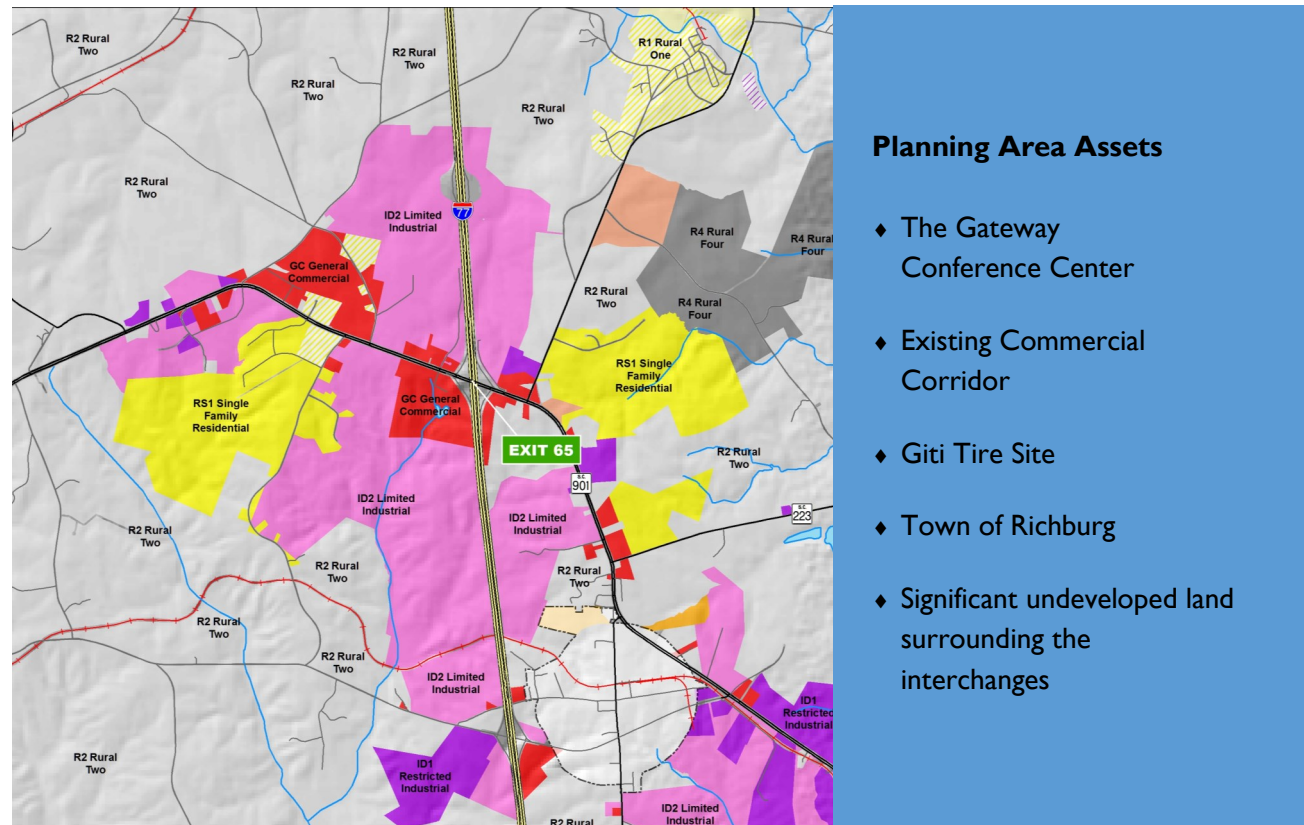
future integrity and economic viability of this vital area.

Catawba Regional serves as the regional data clearinghouse for demographic, economic, and GIS data and has extensive land use modeling capabilities through ESRI's ArcINFO and the Placeway's CommunityViz scenario modeling suite. These capabilities assisted stakeholders and policy makers understand the implications of future growth options.

Key Goals of the Plan:

- Provide a catalyst for Chester County's future through proactive planning.
- Link I-77 east and west of Highway 9 in a cohesive plan.
- Incorporate goals of existing economic development efforts underway through the I-77 Alliance, the Economic Development Strategic Plan, and the Comprehensive Plan.
- Assess water, sewer, and transportation needs.

**Figure I - I-77 Exits 65 and 62 Location Map**



Source: Catawba Regional Council of Governments



## Past Planning Initiatives

Several plans and studies have been developed recently that identify the importance of the Gateway District. The Master Plan for the Gateway District captures the planning principles of the Chester County Economic Strategic Plan, three Chester County School District studies, the Regional Wastewater Planning Study, and the CONNECT Our Future regional plan along with the numerous Gateway community assets.

The vision for the Gateway District is a thriving, key destination center that is diverse with progressive economic opportunities and well-planned communities for living, working, and playing. A Master Plan is the document that reflects local values and is the legal foundation to guide the Planning Commission, the County Council, and the Chester County Development Association in addressing the physical, social, and economic development of the Gateway District.

### Chester County Economic Development Strategic Plan, 2015

Chester County is a proven economic development leader among rural communities in South Carolina. Chester County became a partner in the South Carolina I-77 Alliance in 2014 and began the process of updating the County's Economic Development Plan with Creative Economic Development Consulting.

The Chester County Economic Development Plan was adopted in 2015 and includes the many

accomplishments from the 2011 Strategic Plan, a Strengths Weakness Opportunities Threats (SWOT) Analysis, Economic and Demographic Trends Analysis Summary, Product Assessment Summary, Target Industry Analysis Summary, Economic Development Strategic Plan, and Implementation.

The Economic Development Strategic Plan summary includes the following areas: Transformational Economic Development Projects, Marketing, Product Development, Business Retention and Expansion, Organizational Development, Workforce Development, Small Business Development, Tourism Development, and Downtown Development. Under each category, goals are identified for implementation over a five year period that will "leverage recent successes to create a stellar economic development program that establishes best practices for others to follow."

### Southern Regional Education Board Needs Assessment Report, 2016

The focus of the Needs Assessment Report was to determine how schools can best organize resources to design and implement focused career pathways that expand opportunities for students. The report highlights opportunities for the Chester County School District to achieve high quality career pathways, 1) Connect students' learning to future career goals, 2) Allow students to specialize high school experiences, 3) Improve high school completion rates, and 4) Allow for teachers and district staff members to meaningfully collaborate on school improvements.

The Needs Assessment Report listed industries for consideration in development of career pathways connected to four of the seven Key Industry Target areas in the Economic Development Strategic Plan: 1) Chemicals, 2) Food Products, 3) Advanced Materials, and 4) Transportation Equipment.

Dual enrollment and work-based learning were strategies identified in the Needs Assessment Report. Actions include increased collaboration with the community, post-secondary partners, and regional partners to refine work-based learning, expand opportunities for students, and identify skills and concepts needed for advancement within local industries.

Lastly, the Needs Assessment Report recommended a district advisory board be created to design career pathways.

### Chester County School District Demographic Study, 2016

Public education within the Planning Area for the master plan is provided by Chester County School District. The mission of the Chester County School District is "A great place to grow, committed to excellence for all students." The Demographic Study was developed by McKibben Demographics and identified new housing development as a "dominant factor affecting the amount of population and enrollment change." Coordination with the School District is vital in regard to the impacts of residential development on district facilities.

The two age groups listed as out-migration for Chester County are 18-to-24 year olds who leave for college or for urbanized areas and those age 70 and older who are downsizing their residences. The Demographic Study forecasted very minimal enrollment growth through 2026.

## Chester County School District Facility Needs Assessment and Planning, 2016

AAG Architects completed a Facility Needs Assessment and Planning for Chester County School District in the fall of 2016. The Facility Needs Assessment provides tools to the Chester County School District to support the district's mission. The Facility Needs Assessment goals are 1) Meet the current and future programmatic, instructional, and extracurricular needs in each facility; 2) Develop learning environments that prepare students for 21st century careers; 3) Provide equitable student instructional and activity spaces; 4) Provide safe, secure, and code compliant environments; and 5) Provide buildings and systems that are easily maintained, sustainable, and energy efficient.

While several recommendations from the Facility Needs Assessment cover maintaining, renovating, or funding new construction, one recommendation states, "Consider partnerships with local municipalities, industries, and local post-secondary educational providers for joint-use facilities and/or improvements to the district's academic offerings."

## Regional Wastewater Planning Study, 2016

AECOM, an American international engineering design firm, is working with the Chester Sewer District to complete a Regional Wastewater Planning Study. The planning period is fifty years and the purpose of the study is to identify the long term planning needs for wastewater as a critical component for economic growth and development in Chester County.

## CONNECT Our Future, 2015

The CONNECT Our Future planning process was a three year project covering fourteen counties in North and South Carolina that developed a vision for future growth at the local and regional levels. The project included a \$4.9 million U.S. Housing and Urban Development Sustainable Communities Grant Program and \$3 million in local in-kind public and private matching funds. During 2000 to 2008, the bi-state area was the fastest-growing area in the country, and the population is projected to increase by 74% by 2050 with 1.2 million additional people and 860,000 additional jobs.

Six core values were generated by community input during the project: 1) A strong, diverse economy, 2) Sustainable, well-managed growth, 3) A safe and healthy environment, 4) Increased collaboration, 5) Enhanced social equity, and 6) High quality educational opportunities. The top ten priorities for the CONNECT planning area are: Support Our Communities, Maximize Return on Investment, Support Local Farms, Improve Access to Parks and

**Table I - CONNECT Our Future Chester County Community Growth Workshop**

### Guiding Principles

- Improve/Focus on Education
- More Residential/Commercial Growth
- Improve Infrastructure Including Roads
- Attract Younger Population to Area

Source: CONNECT Chester County Workshop, October, 2013



Open Space, Increase Transportation Choices, Improve Water Quality, Improve Air Quality, Grow Jobs Closer to Home, Increase Housing Choices, and Reduce Commuting Costs.

## Catawba Regional Long-Range Transportation Plan, 2015 - 2040

The Long-Range Transportation Plan provides transportation planning activities within the rural portions of the four-county Catawba Region outside of the Rock Hill-Fort Mill Area Transportation Study (RFATS). The plan includes an overview of the region, road network, rail service, transit services, bicycle and pedestrian facilities, airport facilities, technical assistance, priority projects, regional impact project, and a financial plan.

Several projects noted on the list of priority projects are located within the Gateway District and include I-77 and SC 9 intersection improvements at Commerce Drive and Crenshaw Parkway and system upgrades along South Carolina 901.

## Comprehensive Economic Development Strategies for the Catawba Region, 2014

The Comprehensive Economic Development Strategies (CEDS) is an area-wide assessment of economic trends and infrastructure needs within the Catawba Region.

The CEDS, a program developed by the US Economic Development Association (US EDA) also reviews activities and programs of the Catawba Region Council of Governments in promoting economic progress within the district.

## Catawba Workforce Development Board Training Priorities, 2013

The Catawba Workforce Development Board Training Priorities include targeted demand occupations for Healthcare/Early Childhood, Maintenance/Manufacturing, Transportation/Logistics, Building/Construction, and Office/Computer Technology. Funds can be used for any training that falls under these industry categories and can be completed within one year.

Individuals who lose employment at no fault of their own or individuals who want to join the workforce but have no marketable skills are eligible for training assistance. Funds can also be used to reimburse companies for 1/2 of a salary for on the job training and can be applied toward training expenses for apprenticeships. Hard to serve individuals are eligible for up to \$8,000.00 for training funds. Youth are also eligible to benefit from training programs.

## Chester County Carolina Thread Trail Master Plan, 2009

The Carolina Thread Trail is a 15-county bi-state program to create an interconnected trail system with major regional trails. The Chester County Carolina Thread Trail Master Plan integrates all trails and greenway/trail segments into a comprehensive multi-use network for connecting people, places, and destinations. The plan includes benefits of trails on health, the economy, the environment, culture, and transportation.



Source: Apprenticeship Carolina



Source: Delithopia.wordpress.com

Within the Chester County plan, 20.6 miles of trail were identified within three segments: Southern Segment, Lowrys Segment, and the Northern Segment. In addition to these segments, other connection opportunity trails were identified, including a trail opportunity along the northern border of the Gateway Master Plan near the planned Lando Village mixed-use district.



## Highway 9 and I-77 Corridor Master Plan Report, 2007

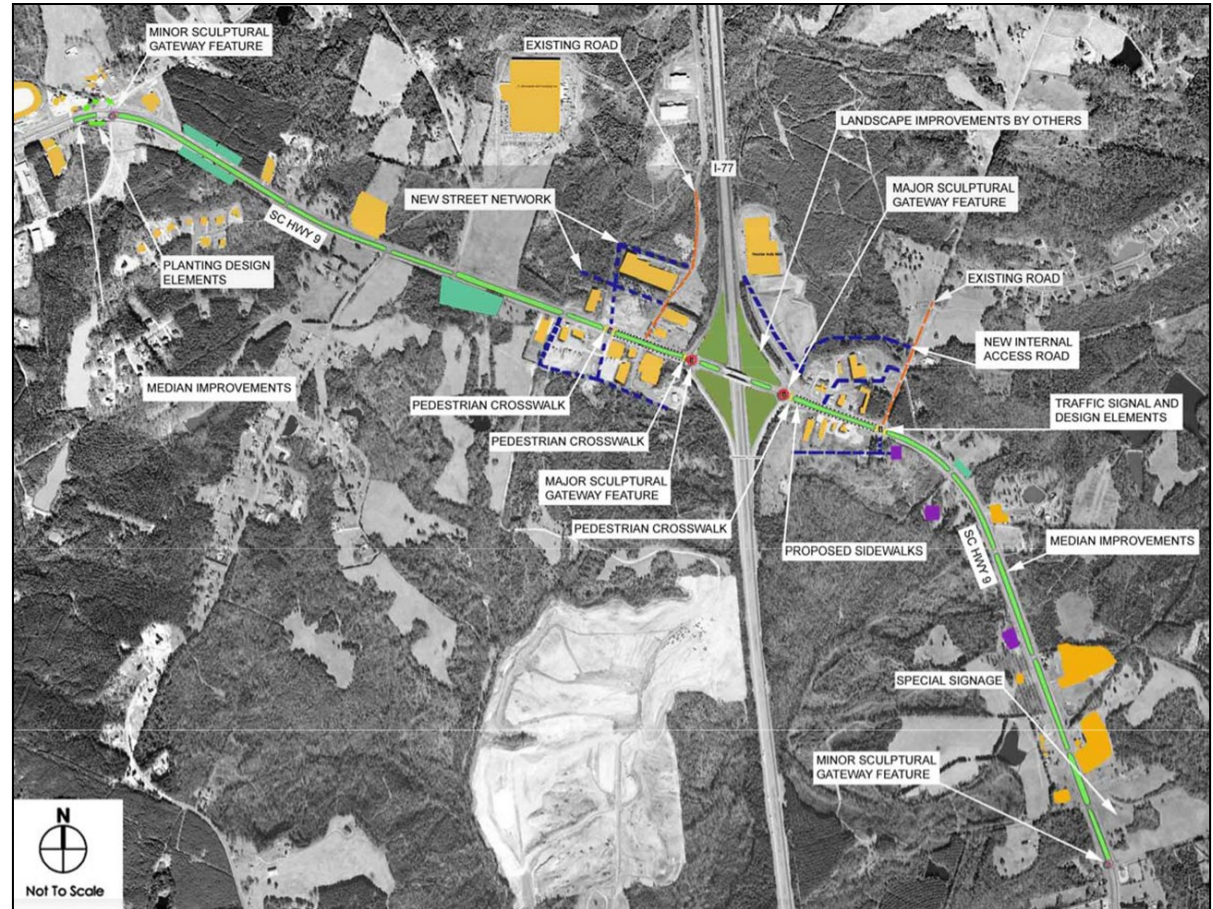
Regenbogen Associates and Kubilins Transportation Group developed the Highway 9 and I-77 Master Plan in 2007. The Master Plan Report recommended activities to improve the safety, attractiveness, economic vitality and marketability of the corridor. The design for the corridor was centered around the following objectives: 1) establish a unique sense of place, 2) increase safety, 3) incorporate green design, 4) preserve open space, 5) balance land use, 6) maximize job growth, and 7) market the corridor.

Recommendations include design guidelines, gateways, communications, green infrastructure, and green infrastructure best practices. The plan notes the importance of improved pedestrian and vehicular safety and “lighting, sidewalks, crosswalks, traffic calming, consolidated median breaks, lowered speed limits, and minimization of sign pollution are elements towards achieving this goal.”

## Chester County Comprehensive Plan 2005 - 2025

Chester County’s Comprehensive Plan identifies the Gateway area in the Land Use element and the significance of Highway 9 and I-77 and existing infrastructure as factors for future growth. “The presence of adequate utilities can be a factor in the attraction of industrial, commercial, and higher quality residential growth.” Also noted is the Gateway District’s proximity to the high growth areas in York County south of Charlotte. The

Figure 2: Highway 9 and I-77 Corridor Master Plan



Source: Regenbogen Associates and Kubilins Transportation Group, 2007

Comprehensive Plan is currently being updated.

## Town of Richburg Comprehensive Plan 1999 - 2019

The Comprehensive Plan for the Town of Richburg notes that the plan should guide growth that protects existing residential areas and promotes new development that adds value to the Town. The Land

Use element includes the Land Use Plan that identifies low density residential is the predominant land use in the Town of Richburg. The Land Use Plan also states that as infrastructure is available at Exit 62 and I-77, development will occur in the southwestern portion of the Town.

## Physical Analysis

The Gateway District has many assets that serve as catalysts for future development and the foundation of a thriving, key destination center that is diverse with progressive economic opportunities. This section covers the existing conditions and the opportunities for development.

## Location / Economy

The Gateway District location is strategically located around I-77 Exits 65 and 62 interchanges. A SC Rest Area is located in the north and southbound lanes of I-77 at mile marker 65.7. There are major industries located in the Gateway District.

### Industries

- Giti Tire
- Sun Fiber
- La-Z-Boy
- Porter Warner
- Outokumpu Stainless Inc.
- ThyssenKrupp
- Eldelco
- Footprints
- Haddon House
- Guardian Industries
- TDY

In addition to these major industries, the Gateway District has numerous traditional retail and commercial businesses and examples include:

### Retail, Personal Services, Financial

- Old English Visitor Center
- First Citizens Bank
- Richburg Daycare
- Carolina Place Animal Hospital
- Dollar General
- Richburg Storage
- ABC Package Store
- IGA Grocery Store
- Hometown Proud Fuels
- BP Gas Station
- Liberty Gas Station
- Citgo Gas Station
- Crenco Gas

### Dining

- Front Porch Country Restaurant
- Country Omelet
- Los Hermano's
- Subway
- Waffle House
- Burger King
- Taco Bell
- Kentucky Fried Chicken
- McDonalds
- Zaxby's

- Bojangles
- China Wok

### Lodging

- Days Inn
- Relax Inn
- Quality Inn
- Super 8 Motel
- Motel 6

## Planning Area

Figure 3, Planning Area Map, includes 11,233 acres and 764 parcels with 566 property owners. The planning area is centered around I-77 Exit 65 and Exit 62 and to the west is bordered by Farm Gaston Road and to the east by the Town of Richburg and Wylies Mill Road. The northern boundary is the Lando Community and the southern boundary is along Old Richburg Road south of I-77 Exit 62. Figure 3, Planning Area Map has 764 parcels with:

- 28% (214) parcels greater than 5 acres
- 10% (79) parcels greater than 25 acres
- 7% (51) parcels are greater than 50 acres
- 4% (32) parcels are greater than 100 acres
- 1% (9) are greater than 200 acres

The remaining 50% (379) are less than 5 acres. Of the 7% (51) of the parcels greater than 50 acres, the property is owned by 37 owners.



Figure 3 - Planning Area Map

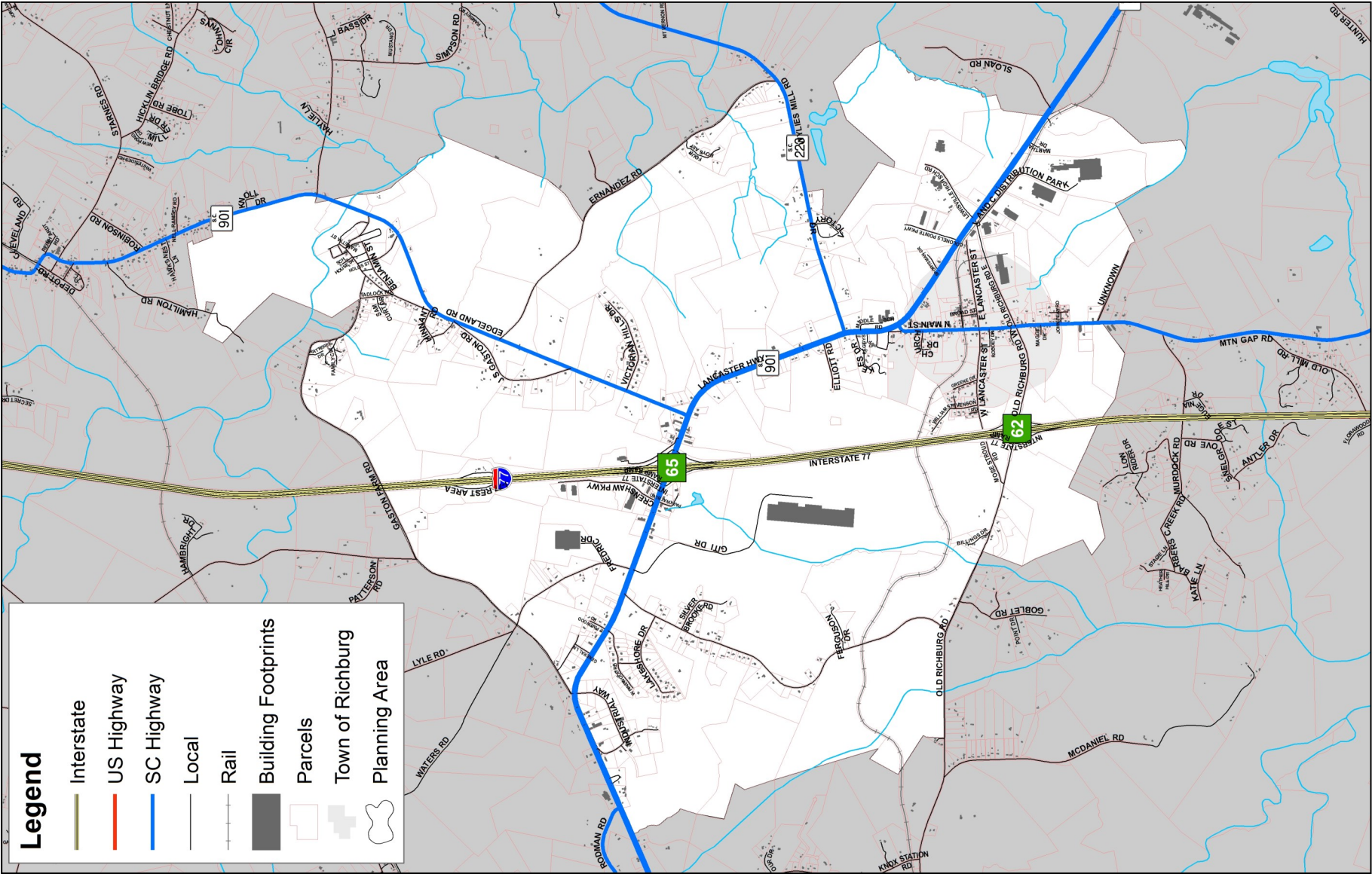




Table 2 - Existing Land Use Distribution

Land Use	Planning Area		
	Acres	Square Miles	Percentage
Rural Living / Undeveloped	9,116.79	14.24	79%
Single Family Residential	431.69	0.67	4%
Commercial	235.65	0.37	2%
Industrial	1,641.56	2.56	14%
Government / Institutional	123.88	0.19	1%
<b>Total</b>	<b>11,549.57</b>	<b>18.05</b>	<b>100%</b>

Source: Catawba Regional Council of Governments

## Existing Land Use

The current land use of the Gateway District is predominately agriculture with 79% of the acres rural living and undeveloped. The majority of the planning area consists of working farms, open space, rural living, and undeveloped areas.

Industrial land use consists of 14% of the acres within the planning area. The remaining land use is 4% single family residential, 2% commercial, and 1% government / institutional. These land uses are primarily located along and adjacent to the Highway 9 Corridor and in the Town of Richburg. Figure 4, Existing Land Use Map reflects the land use distribution noted in Table 2 above. The land coverage that is highly undeveloped is reflected in Figure 5, Aerial Map, 2017.

Figure 4 - Existing Land Use Map

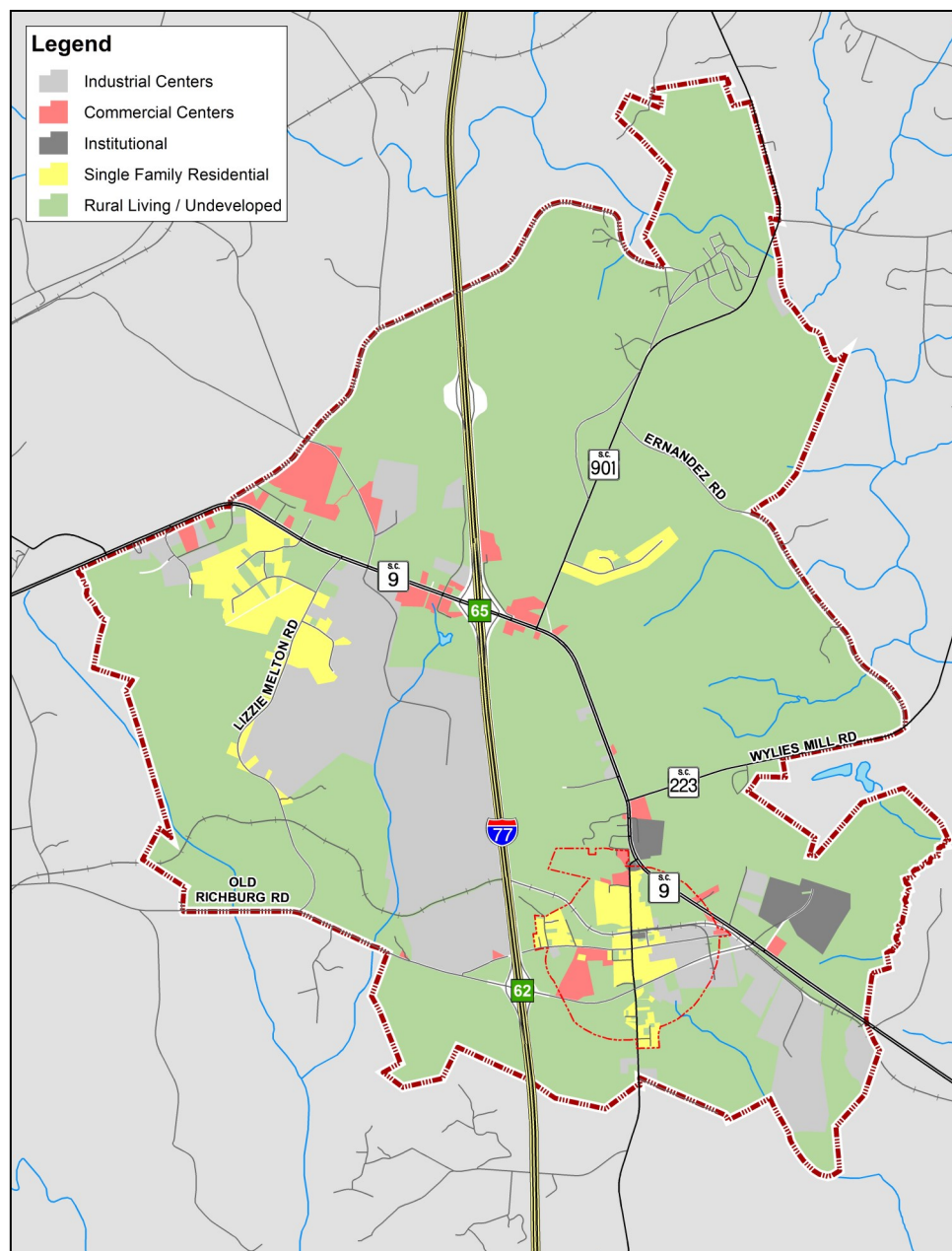


Figure 5 - Aerial Map, 2017

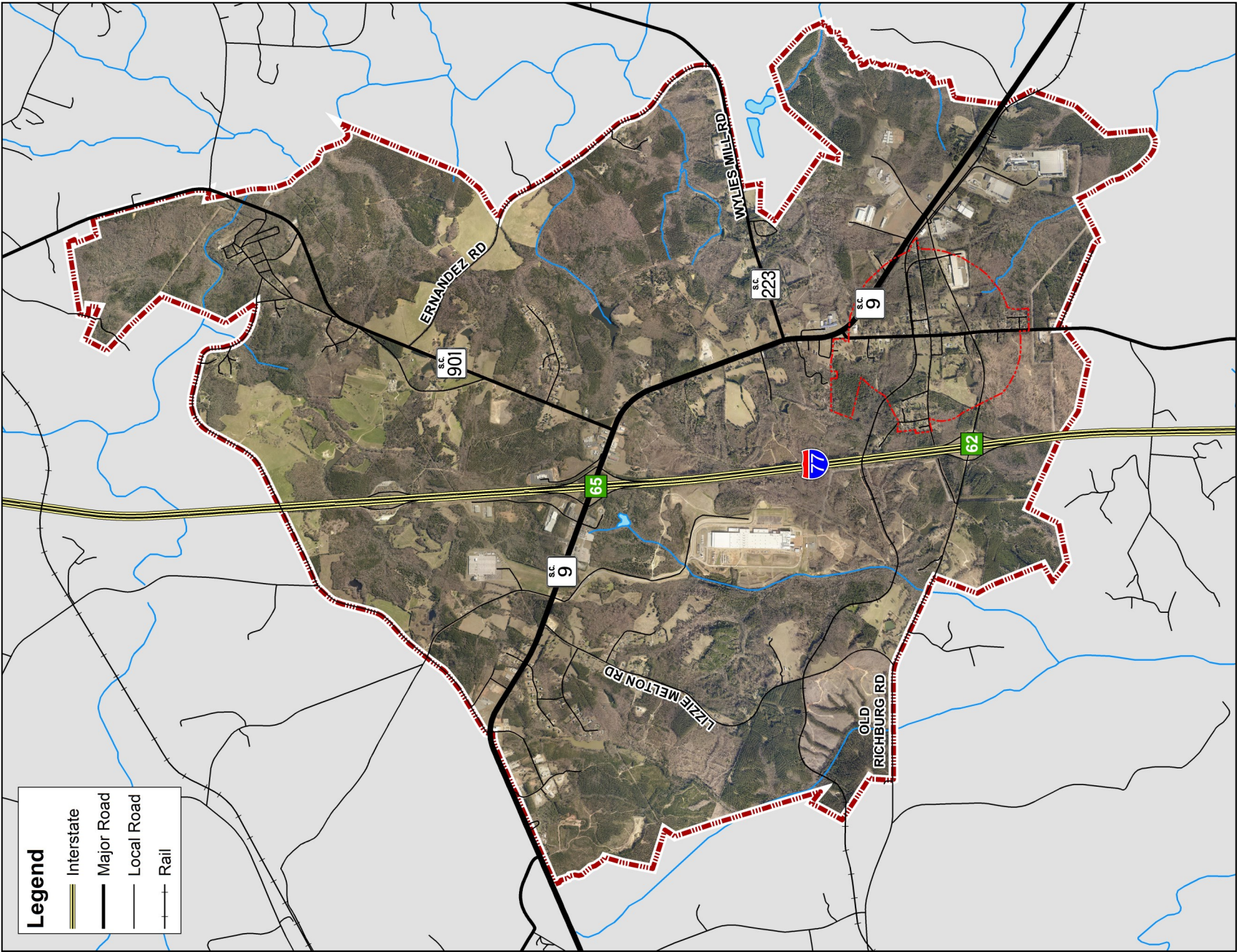




Figure 6 - Housing Map

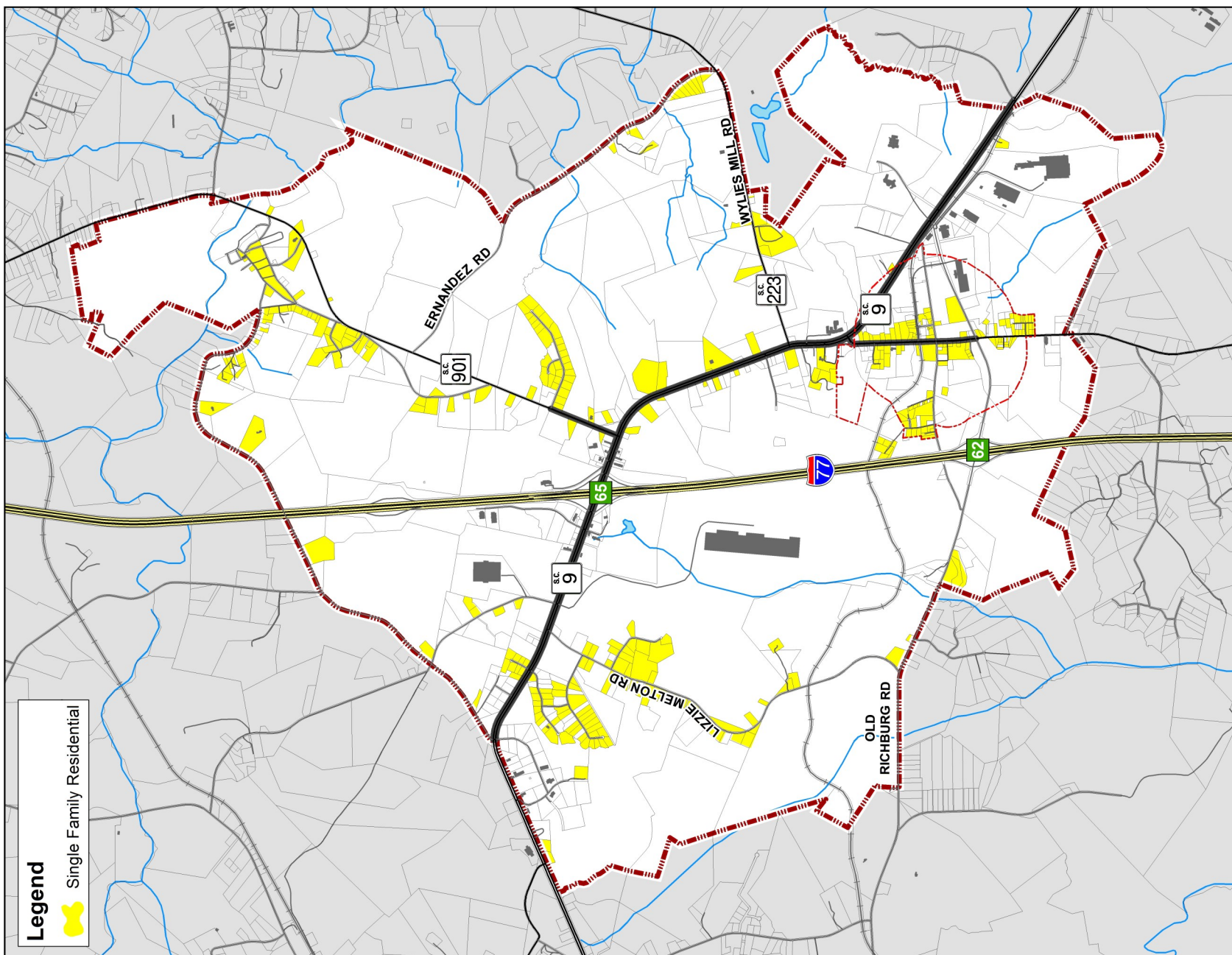
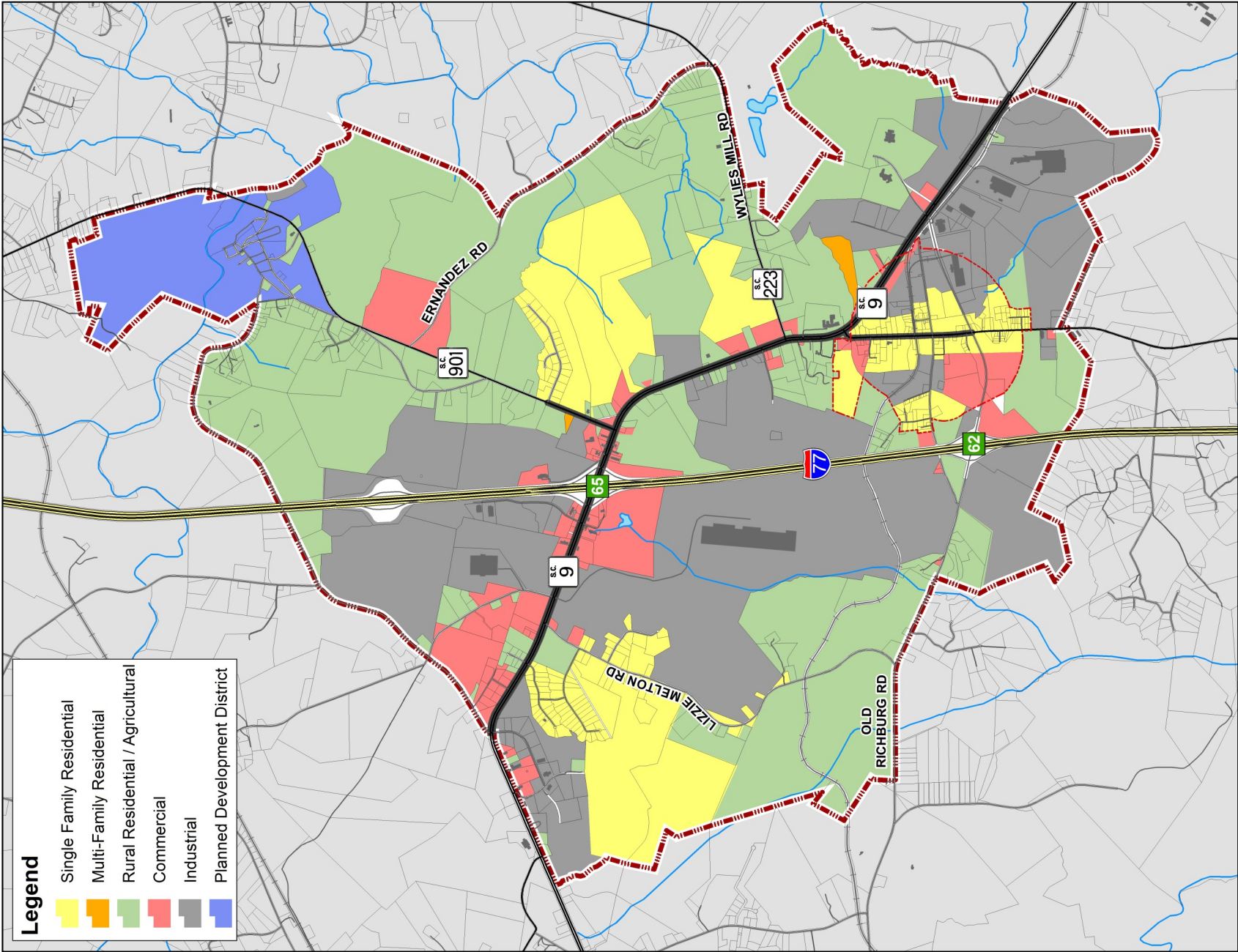




Figure 7 - Existing Zoning Map



## Housing

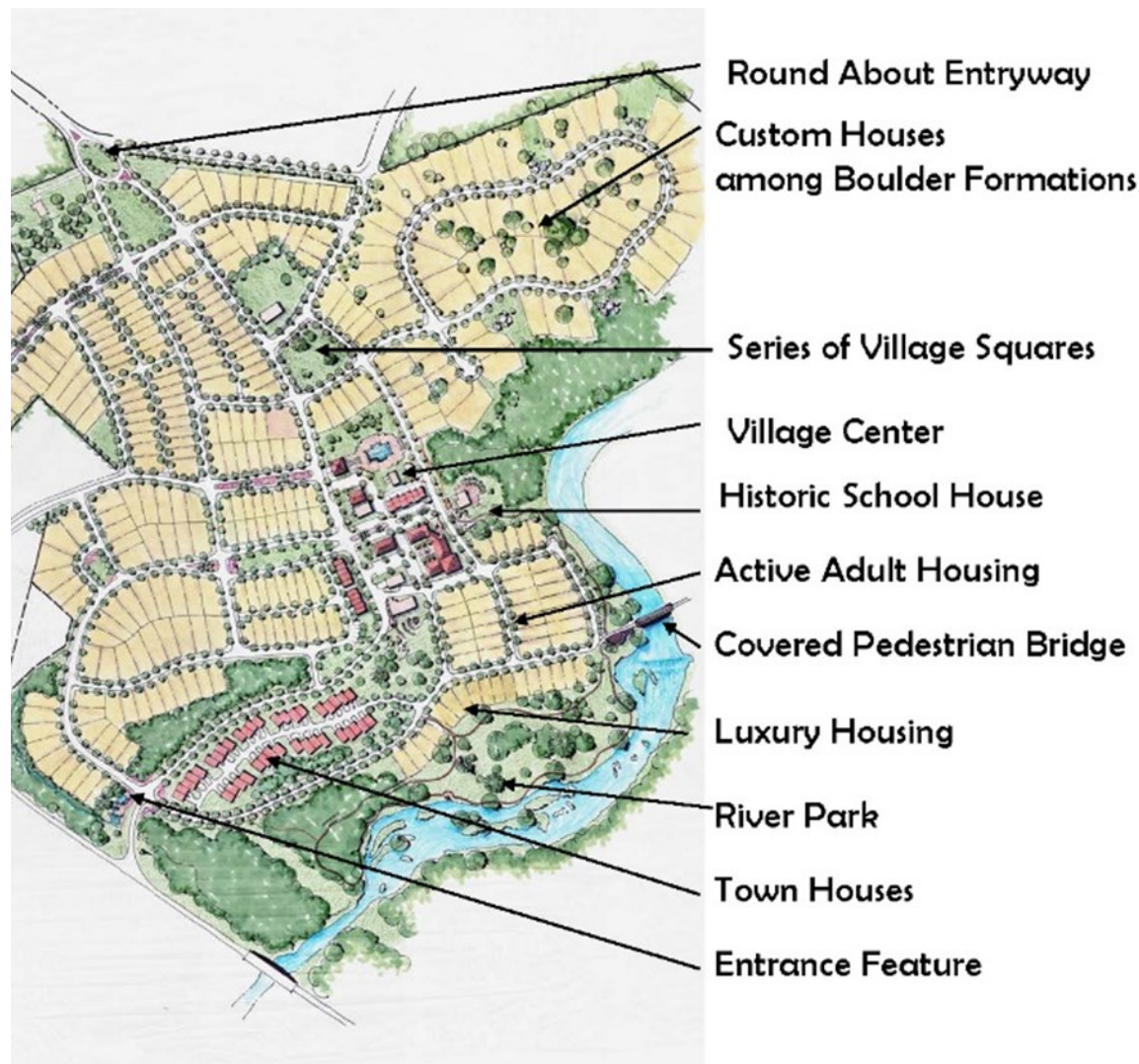
Figure 6, Housing Map displays the location of housing within the Gateway District. Current housing locations are along Lizzy Melton Road, SC Highway 901, SC Highway 9, Wylies Mill Road, Farm Gaston Road, and into the Town of Richburg. Housing developments are low density single family residential.

Cherry Hills Neighborhood near Lizzie Melton Road, south of SC Highway 9, and Victorian Hills Neighborhood, located to the east of S.C. Highway 901 are two well established neighborhoods in the Gateway District. The remaining housing areas are located in rural living areas along the major thoroughfares.

## Existing Zoning Map

The Existing Zoning Map for the Gateway District is shown in Figure 7. The majority of the Gateway District is designated for Industrial zoning and Rural Residential / Agricultural zoning. The zoning districts for Chester County and the Town of Richburg are similar classifications. Figure 7, Existing Zoning Map notes the zoning in general categories of Rural Residential / Agricultural, Single Family Residential, Multi Family Residential, Commercial, Industrial, and Mixed-Use. The only mixed Use zoning is the current Lando Village, Figure 8, a Planned Development District.

**Figure 8 - Lando Village**



Source: Merrifield Patrick Vermillion MVP Properties



## Existing Gateway Mobility

### Principal Arterials

The Gateway District is accessed primarily via SC Highway 9 and Interstate 77. Interstate 77 and SC Highway 9 carry in excess of 52,000 vehicles per day (SC Highway 9 carries 11,000 vehicles and Interstate 77 carries 41,000 vehicles). SC Highways 901 and 229 carry in excess of 3,800 vehicles per day in the Gateway District. Interstate 77 is a high speed, limited access corridor. Highway 9 consists of many businesses on both the north and south sides with frequent curb cuts and higher speed traffic.

### Minor Arterials / Local Streets

The remaining streets within the Gateway District are minor arterials and local streets. These streets provide access to the residential areas, places of worship, and rural living land uses. Figure 9, Transportation Classification Map reflects the corridors and traffic count information.



SC Highway 9 East View



SC Highway 9 West View

## Pedestrian, Bike, and Trail Connections

Pedestrian connections do not exist in the Gateway District as there are no sidewalks or crosswalks. There are no designated bike routes or trails within the Gateway District. The current infrastructure does not allow for pedestrian and bicycling as alternate modes of transportation. The Gaston Road Equestrian Center is located along the western border of the planning area and provides horseback riding, shows, and boarding. Mobility improvements will be necessary to support the Gateway District Concept Plan for mixed-use districts, transportation enhancements, and connections with nature.

### Transit in the Gateway District

The Chester County Connector is operated by Senior Services, Inc. of Chester County and provides demand response service to all Chester County residents with trips originating within the County.

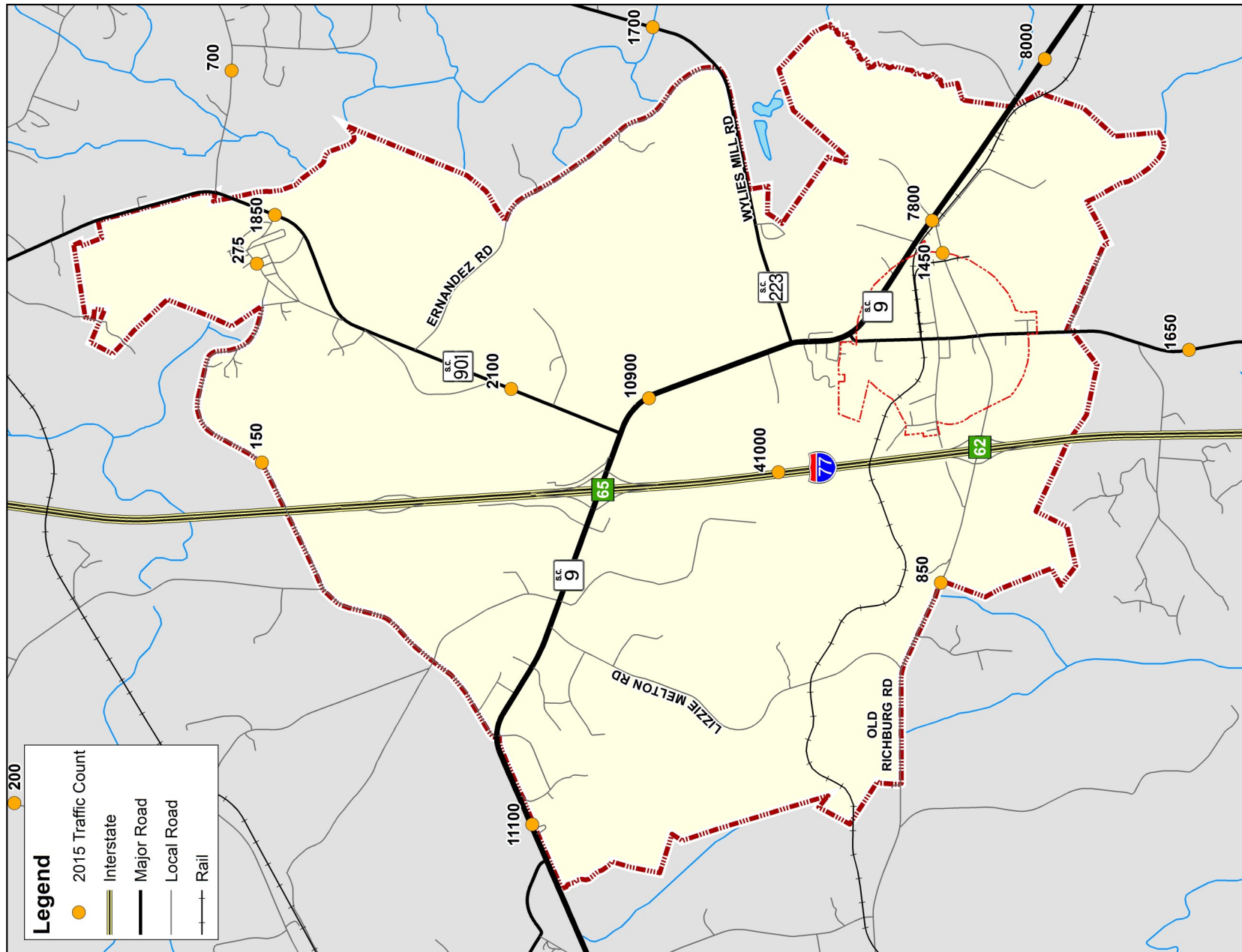
Transit services are recognized as an essential component to economic viability, and the agency supports economic activity and provides opportunities for county residents through public transportation. Recently, the agency has nearly doubled its daily trips into the Richburg area as a result of economic growth in the Gateway District. Residents call to schedule transportation requests.

## Floodplain

Floodplain boundaries within the Gateway District are noted on Figure 10, Development Constraints Map, along with wetlands and buffers. Minimal land within the Gateway District is located within the floodplain, such as Fishing Creek in the Lando Village. The Chester County Floodplain Maps are dated September 16, 2011. The Flood Damage Prevention Ordinance is located in the Chester County Code of Ordinances, Chapter 34, Floods, Article II.



# Figure 9 - Transportation Classification Map



Major Corridors



I-77 Exit 65, Southeast View



North Main Street, Town of Richburg



I-77 Exit 65, Northeast View



SC Highway 9 / SC Highway 901 South View





I-77 Exit 62, Northwest View



SC Highway 901 North, Ernandaz Road



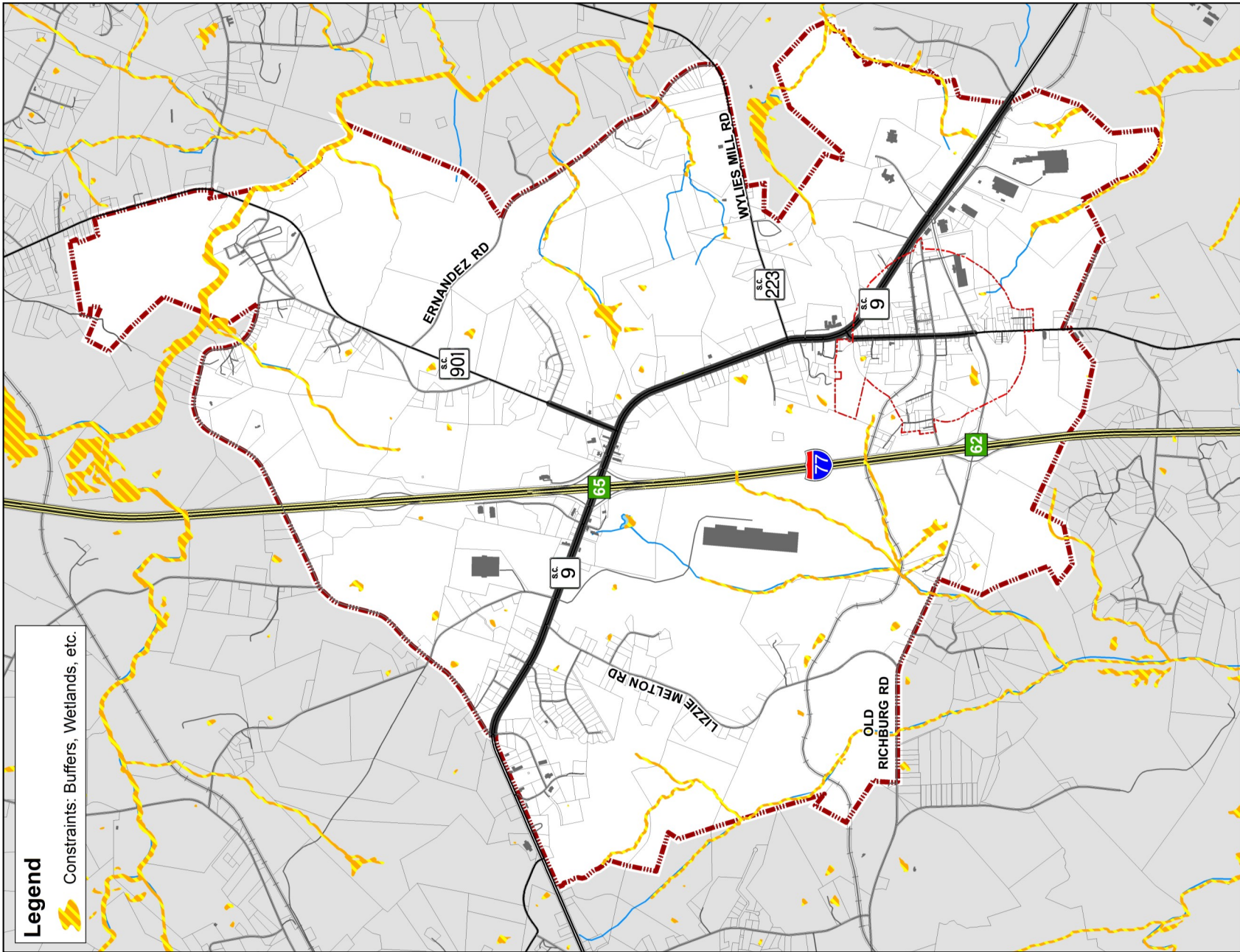
Highway 9, East View, Giti Tire in the background



Lando Road, Lando Community



Figure 10 - Development Constraints Map





## **CHAPTER 2:**

# **MARKET ANALYSIS**



## Chapter 2

### Market Analysis

#### Introduction to Market Analysis

The Gateway District is an area with minimum growth in population since 2000, with only a 2% increase to 1,288. Based on ESRI Market Profile, 2016 for the planning area, the Medium Household Income is projected to increase 19% to \$51,211 in 2020 from the 2015 estimate of \$43,155. Likewise, the Median Home Value is projected to increase 27% to \$159,783 in 2020 from the 2015 estimate of \$126,515.

Based on 2010 Household by Tenure and Mortgage Status, 80.8% of the homes in the Gateway District are owner-occupied with 28.1% of those homes with no mortgage. The remaining 19.1% of households are renter households. Within the Gateway District, those employed are noted by industry on Table 3, Employment by Industry. Manufacturing and Services make up almost 80% of those employed in the planning area, followed by Construction, Transportation / Utilities, and Retail Trade based on the ESRI Market Profile, 2016.

With the 2014 announcement of Giti Tire to build a new manufacturing facility, invest \$560 million, and create 1,700 additional jobs, the market within the Gateway District is experiencing additional investment in industry, commercial, and housing developments. The Southern Business and

Development Magazine for Winter 2017, named Chester County as “The Best of Economic Development in Metro Charlotte.” The Gateway District is a destination market for innovative economic development and advanced manufacturing.

The challenges for the Gateway market are continued enhancements to infrastructure and transportation and the addition of amenities to support existing and new neighborhoods. The availability of additional housing and the quality of existing and future housing are important components of the continued growth and prosperity of the Gateway District. With approximately 30% of the residences within the Gateway District being mortgage free based on the 2010 Households by Tenure and Mortgage Status, those residents have the potential to downsize into other housing options available through new mixed-use developments.

#### Industrial Opportunities

Through the Economic Development Strategic Plan process with the I-77 Alliance, Chester County conducted a Target Industry Analysis. While Chester, Fairfield, Richland, and York counties have individual niches, the I-77 counties have many industries in common and share a regional workforce.

The research and analysis conducted during the development of the Economic Development Strategic Plan identified seven industries as regional targets, including Advanced Materials, Transportation Equipment, Chemicals, Business/Financial Services, Food Products, Life Sciences, and Defense.

These industrial opportunities were also noted in the Southern Regional Education Board Needs Assessment Report which lists four of the seven key industries for consideration for career pathway development through collaboration between the Chester County School District and local partners: 1) Chemicals, 2) Food Products, 3) Advanced Materials, and 4) Transportation Equipment.

The Catawba Workforce Investment Board has similar job training opportunities through the Workforce Innovative Opportunity Act (WIOA) for employees for the following industries: Healthcare/ Early Childhood, Maintenance/Manufacturing, Transportation/Logistics, Building/Construction, and Office/Computer Technology.

#### Immediate Regional Opportunity

**Advanced Materials** - These industries include metals, plastics, composites, glass, textiles, and wood products. These materials support the automotive, aerospace, construction, and medical device industries.

**Transportation Equipment** - Such industries include segments participating in the automotive and aerospace industries and may include other segments such as marine and utility vehicles.

**Chemicals** - This industry may include chemicals that support the pharmaceutical industry, automotive industry, the energy industry, etc.

**Business/Financial Services** - These types of industries include typical financial services, insurance, and administrative services, combining financial and information technology and logistics planning and software.

## Mid-term Regional Opportunity / Chester County Priority

**Food Products** - This industry includes food products and processing for fruits, vegetables, meats, breads, and snacks. Organic foods is a part of the food product industry that is growing and Chester County's history is rich in agricultural industry including beef, poultry, goats, dairy, cotton, and soybeans.

Chester County farms include Fishing Creek Creamery, Cotton Hills Farm, The Powell Farm, Puddle Moon Farm, Thames Farm, Watson Farms, and the Stephenson Dairy. These assets along with the abundance of agriculture and undeveloped properties support the Food Products industry sector as a priority within the Gateway District.

## Long Term Opportunities

**Life Sciences** - Pharmaceuticals, medical devices, biosciences, and medical supplies are a part of these industries. As the population nationwide is aging, these medical products and services are in increasing demand. According to the American Planning Association Aging in Community Policy Guide, 2014,



**Table 3 - Employment by Industry**

Industry	Gateway	
	Estimate	Percent
Civilian employed population 16 years and over	560	100%
Agriculture / Mining	13	2.3%
Construction	40	7.2%
Manufacturing	101	18.1%
Wholesale Trade	7	1.3%
Retail Trade	28	5.0%
Transportation / Utilities	35	6.3%
Information	15	2.7%
Finance / Insurance / Real Estate	25	4.5%
Services	287	51.3%
Public Administration	8	1.4%

Source: ESRI Market Profile, 2016

the fastest growing demographic currently is 85 years of age and older. By 2030, nearly 20% of the U.S. population will be 65 years of age and older.

**Defense** - This industry supports the Transportation Equipment industry in the aerospace and aviation sectors and includes areas as software development, security, and instrumentation.



Development Status Map, reflects developed, underdeveloped, and undeveloped parcels . This map also notes development constraints from floodplains, wetlands, and buffers.

Redevelopment Parcels include all underdeveloped and undeveloped parcels within the Gateway District. Figure 17, Redevelopment Areas Within 500' of Sewer, reflects the most significant opportunity for development and redevelopment regarding proximity to infrastructure. Fifty-four percent of the undeveloped and underdeveloped

The strategic location of the Gateway District provides many opportunities for development and redevelopment. Being located along Interstate 77 and within the Charlotte-Gastonia-Concord, NC and SC Metro, the Gateway District is accessible by the Charlotte Douglas International Airport, the 7th busiest airport in the world by 37.5 miles.

The L & C Railway provides economic development opportunities in the Gateway District by being a shortline railroad that connects both Norfolk Southern and CSX. These options are incentives for industrial development with competitive freight rates yielding 20-30% saving on rail freight costs.

The Port of Charleston is within three hours of the Gateway District and offers the fastest time to open sea on the East Coast. Ninety percent of container cargo can clear the Port of Charleston within two hours and 85% of break bulk cargo can clear within 24 hours. The Port of Charleston is located 168 miles from Exit 65 and I-77, Interstate access to Charleston. The Port will be deepened to 52' by 2019 to give 24 hour access to neo-Panamax ships.

### Figure 11 - Gateway District Strengths



Source: Steering Committee., SWOT Analysis, 2015



Source: L and C Railroad

Figure 12 - Development Status Map

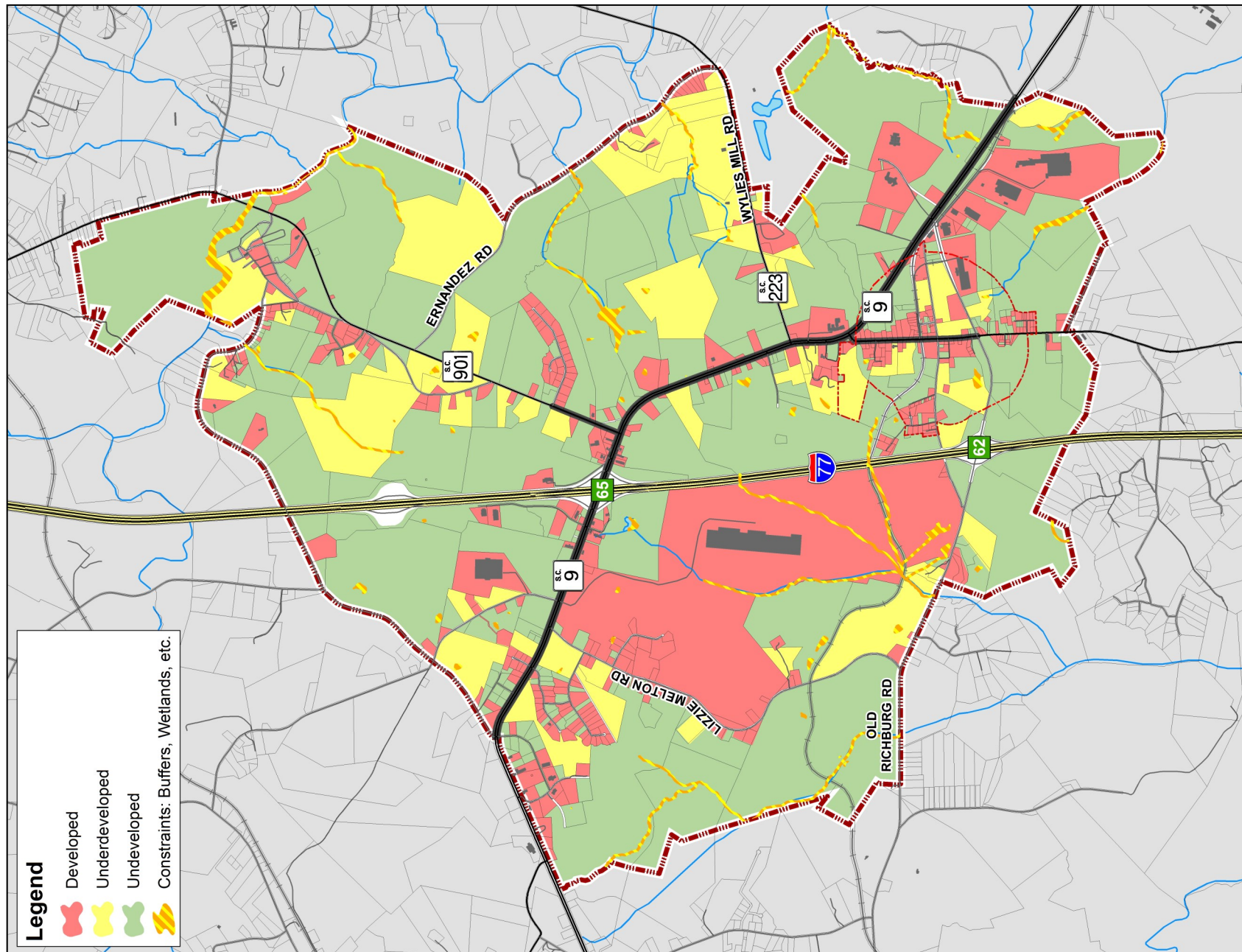
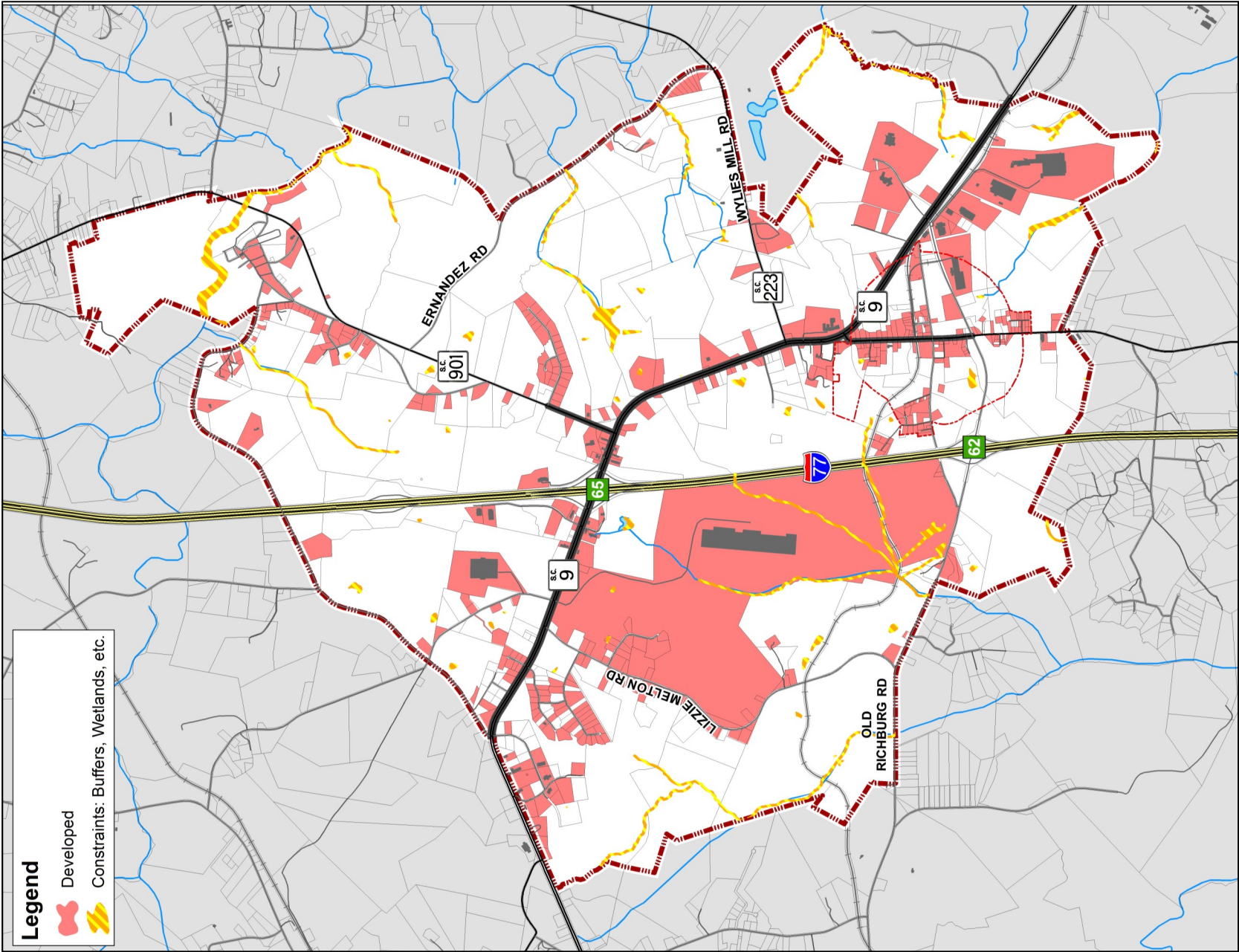




Figure 13 - Developed Parcels Map



**Figure 14 - Underdeveloped Parcels Map**

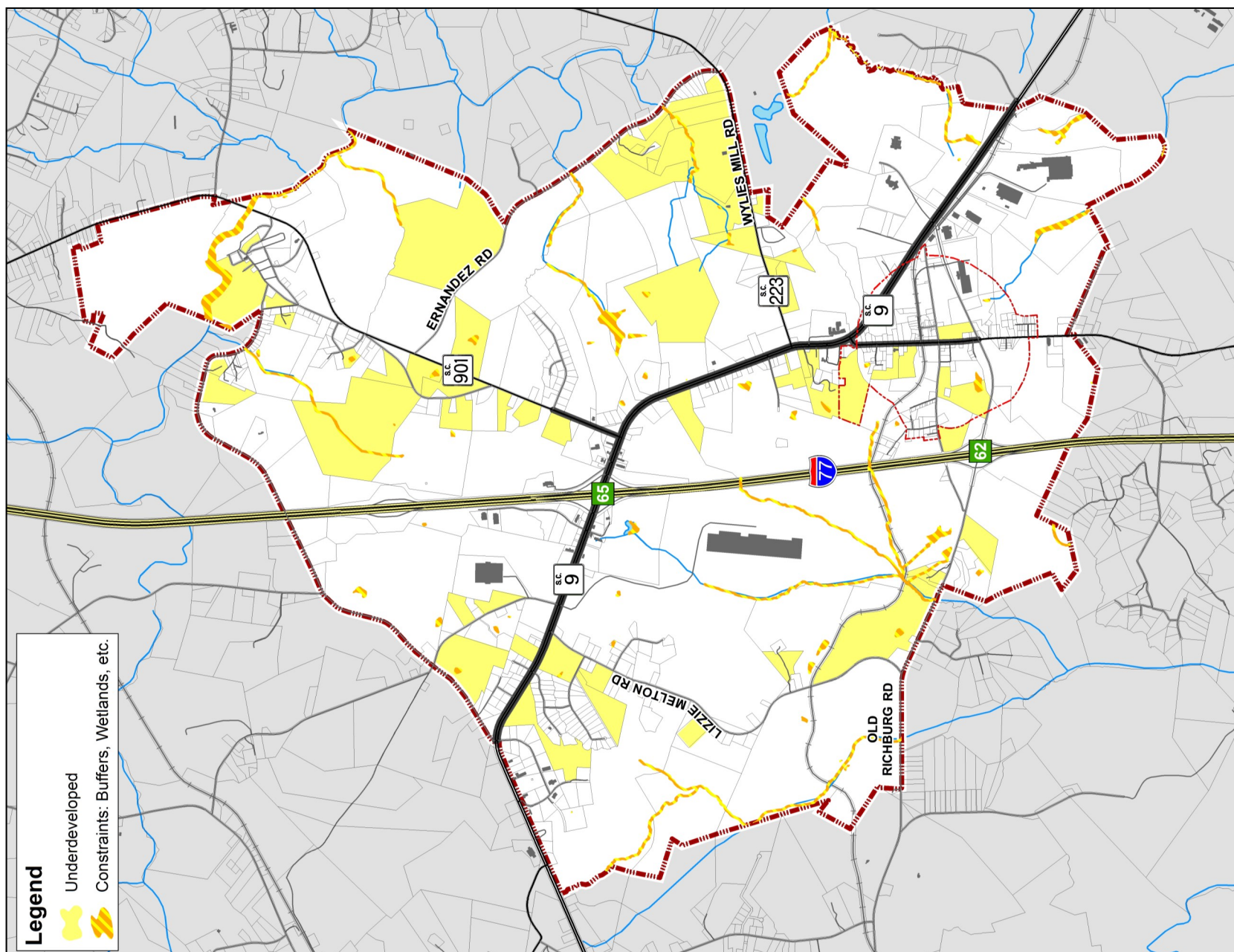
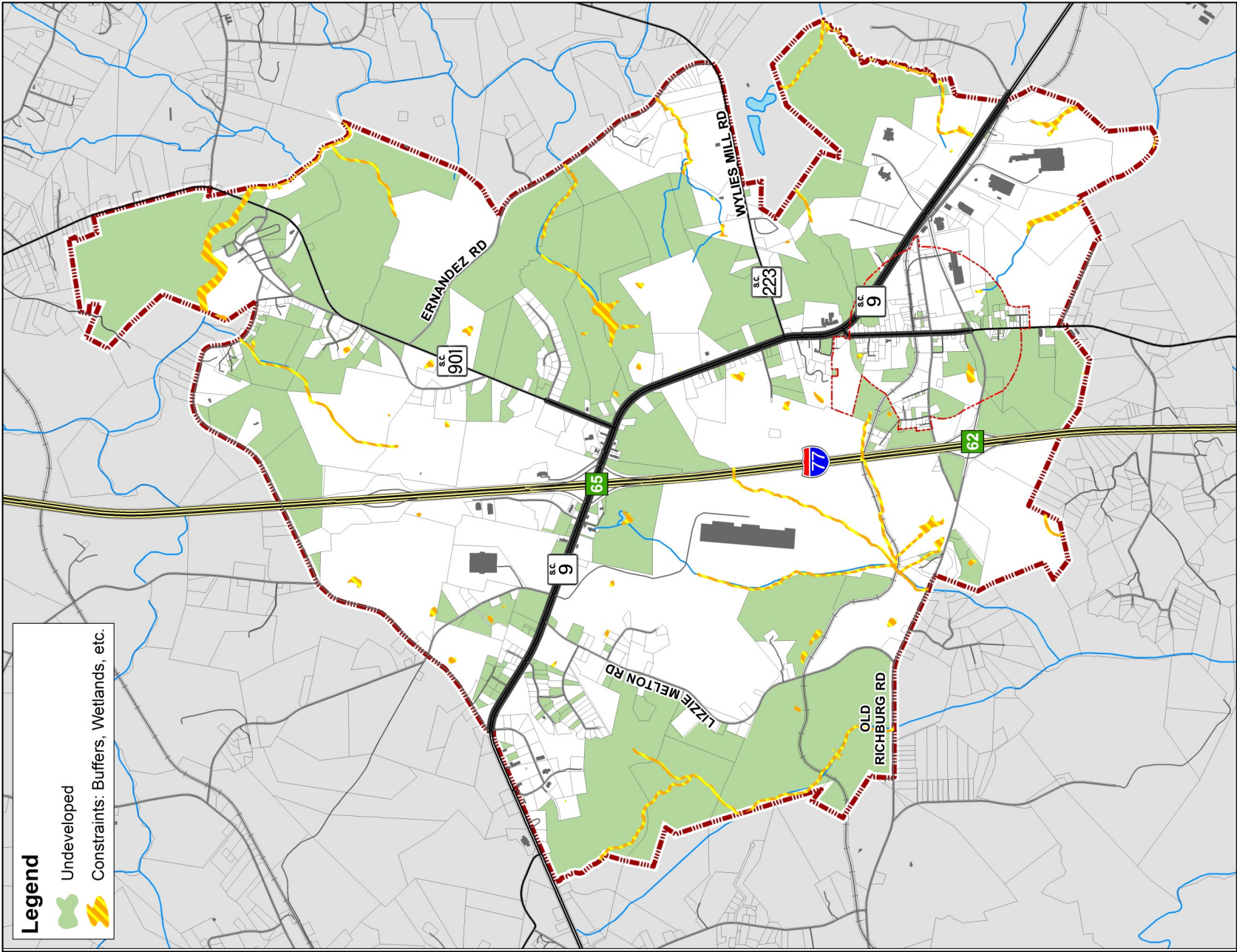




Figure 15 - Undeveloped Parcels Map



# Figure 16 - Redevelopment Parcels Map

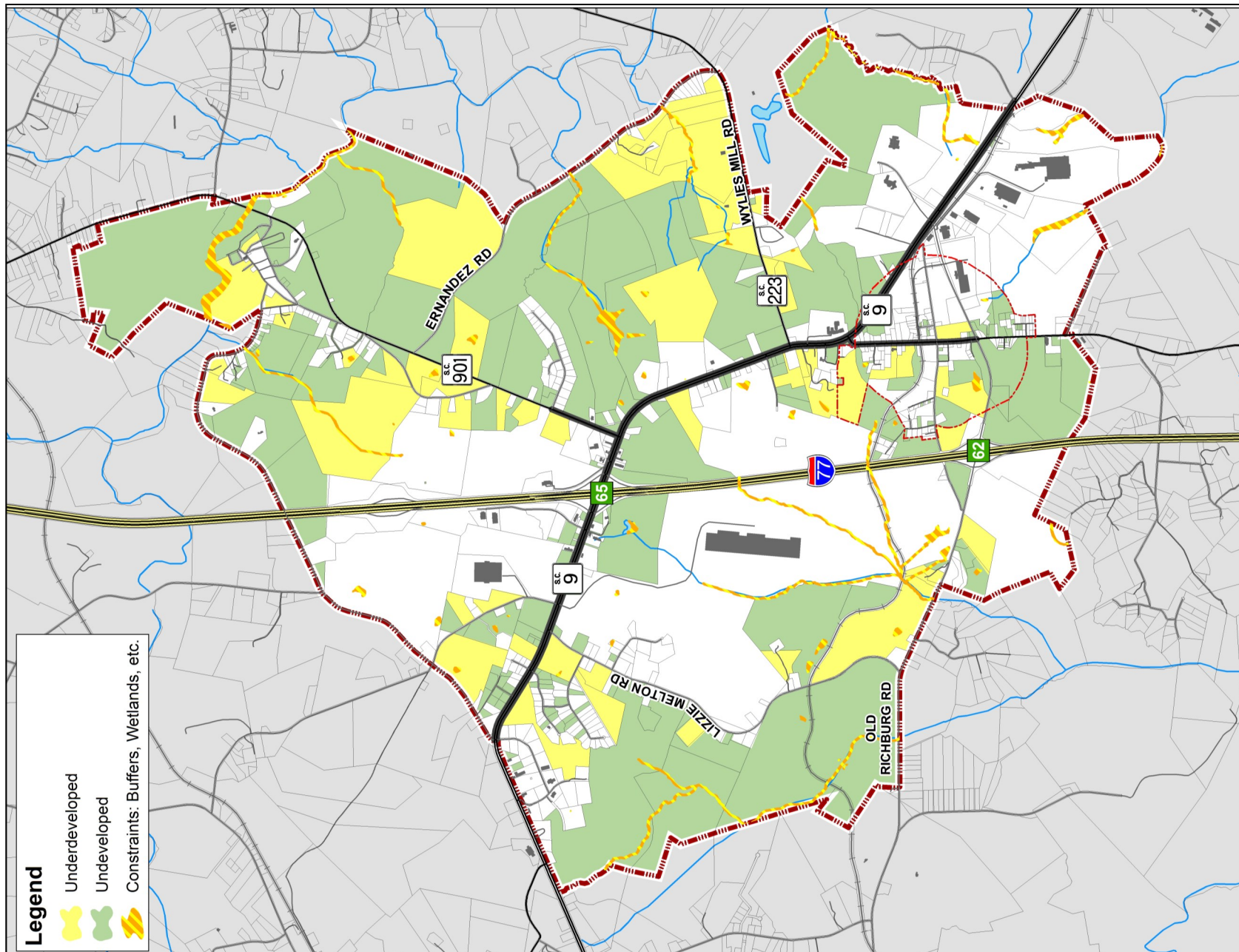
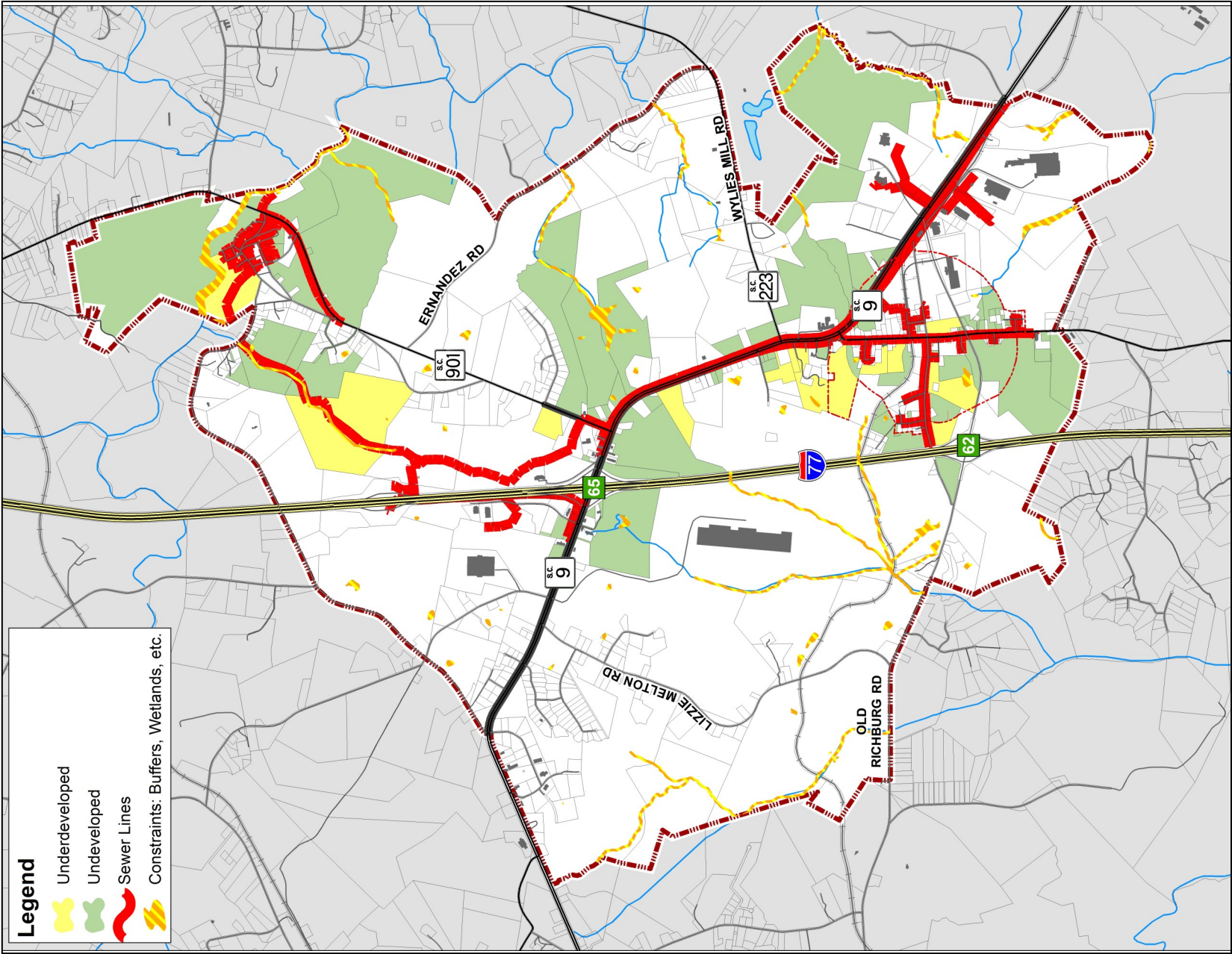




Figure 17 - Redevelopment Areas Within 500' of Sewer



## Market Potential

### Market Potential Index

The Market Potential Index (MPI) measures the relative likelihood of adults to exhibit certain consumer behavior or purchasing patterns compared to the U.S. The ESRI Market Potential shows potential new markets within the planning area.

Within the Gateway District, the MPI was favorable for national chain family restaurants such as Cracker Barrel, Ruby Tuesday, etc. Additional retail opportunities that were positive within the planning area includes Grocery, Convenience Stores, Pets, Automotive, Aftermarket, and Sporting Goods.

An MPI indicator is that buying American made products is important to residents within the Gateway District. Also, price is usually an important purchasing factor within the planning area.

### CommunityViz Modeling Tool

CommunityViz is a modeling tool used to determine the impact of the implementation of the Gateway District Concept Plan, Figure 33. The modeling process estimates the impacts of implementation of the Gateway District Concept Plan on the 367 underdeveloped and undeveloped parcels. The CommunityViz tool projects the future land use categories on the underdeveloped and undeveloped parcels assuming 15% of each parcel is undevelopable and also removing portions that contain constraints to development such as floodplains and wetlands reflected in Figure 10, Development Constraints Map.

The modeling tool projects additional population, employment, development, infrastructure impacts, community facility impacts, and property tax revenues. These items are noted in Table 4, Modeling Projection Figures. Figures 18 - 32 show these projections based on the various land use categories (rural living, single-family residential, residential mixed-use, mixed-use, commercial, industrial mixed-use, industrial, and town center) that are projected to generate the additional population, employment, development and impacts on infrastructure, community facilities, and property tax revenues.

Figures 18 - 32 note the total carrying capacity and reflect 50% of the carrying capacity. These figures demonstrate how types of land uses are projected to impact the Gateway District planning area at 50% carrying capacity. Carrying capacity represents build out at maximum density. Estimates were calculated at 50% of build out to more realistically reflect the near term market potential for the Gateway District. Carrying capacity reflects the total build out possible within the planning area. Cost to Serve estimates are reflected in Chapter 4, Plan Implementation. The methodology used in the modeling process is located in Appendix A, Modeling Methodology.

The Gateway District reflects high growth possibilities through the CommunityViz modeling tool for new housing and economic development opportunities to address estimated increases in population and employment. The Gateway District provides opportunities for growth in new markets to address the Vision and Concept Plan reflected in Chapter 3, Planning Themes.

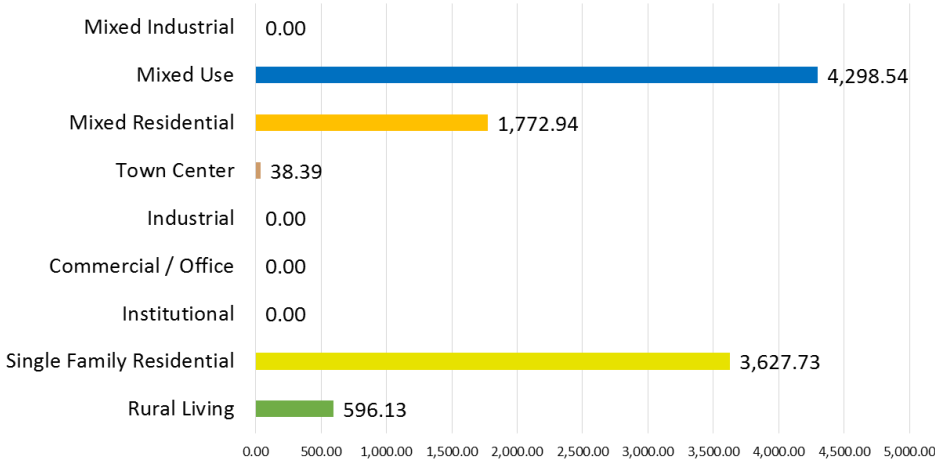
**Table 4 – Modeling Projection Figures**

Figure	Modeling Projections
18	Additional Population
19	Additional Employment
20	Additional Single-Family Residential Dwelling Units
21	Additional Multi-Family Residential Dwelling Units
22	Additional Commercial / Office Space Square Feet
23	Additional Industrial Square Feet
24	Additional Elementary School Students
25	Additional Middle School Students
26	Additional High School Students
27	Additional Flows - Water Gallons Per Day
28	Additional Flows - Wastewater Gallons Per Day
29	Additional Needs - Sheriff / Police
30	Additional Needs - Firefighters
31	Additional Vehicles Miles Traveled
32	Additional Annual Property Tax Revenues

Source: CommunityViz, Catawba Regional Council of Governments, 2017

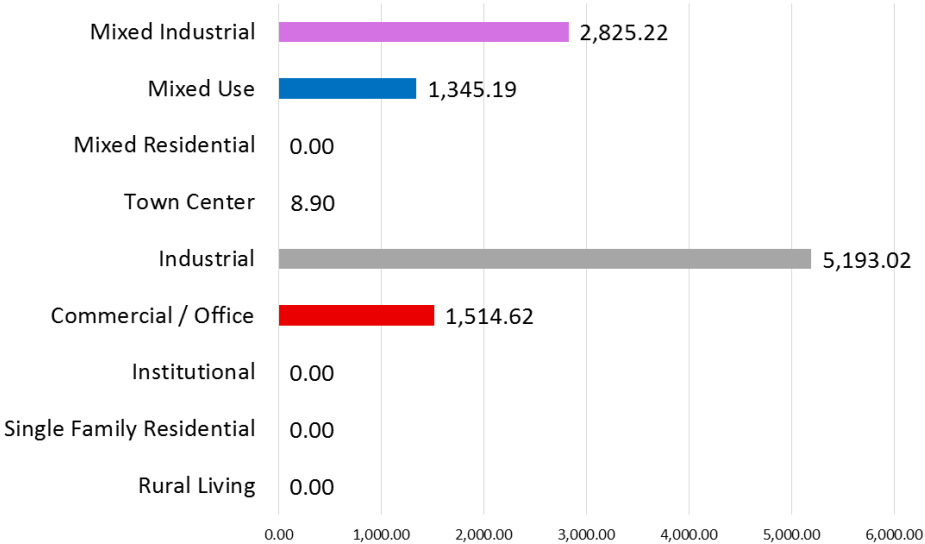


Figure 18 - Projected Additional Population



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 20,667.

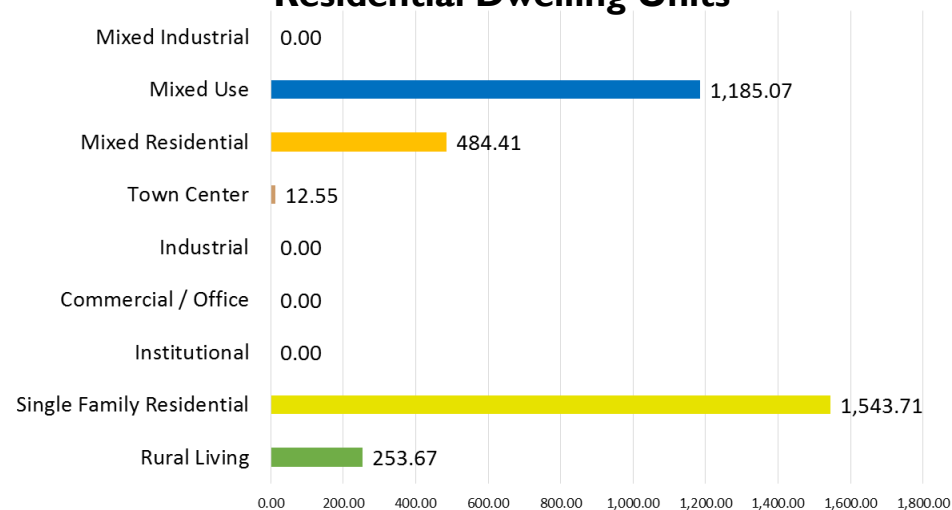
Figure 19 - Projected Additional Employment



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 21,774.

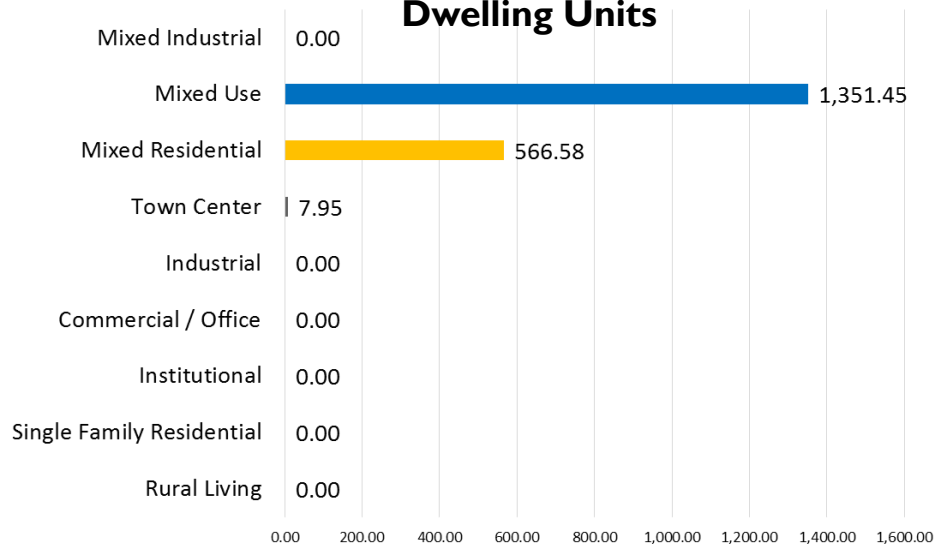


**Figure 20 - Projected Additional Single-Family Residential Dwelling Units**



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 6,959 dwelling units.

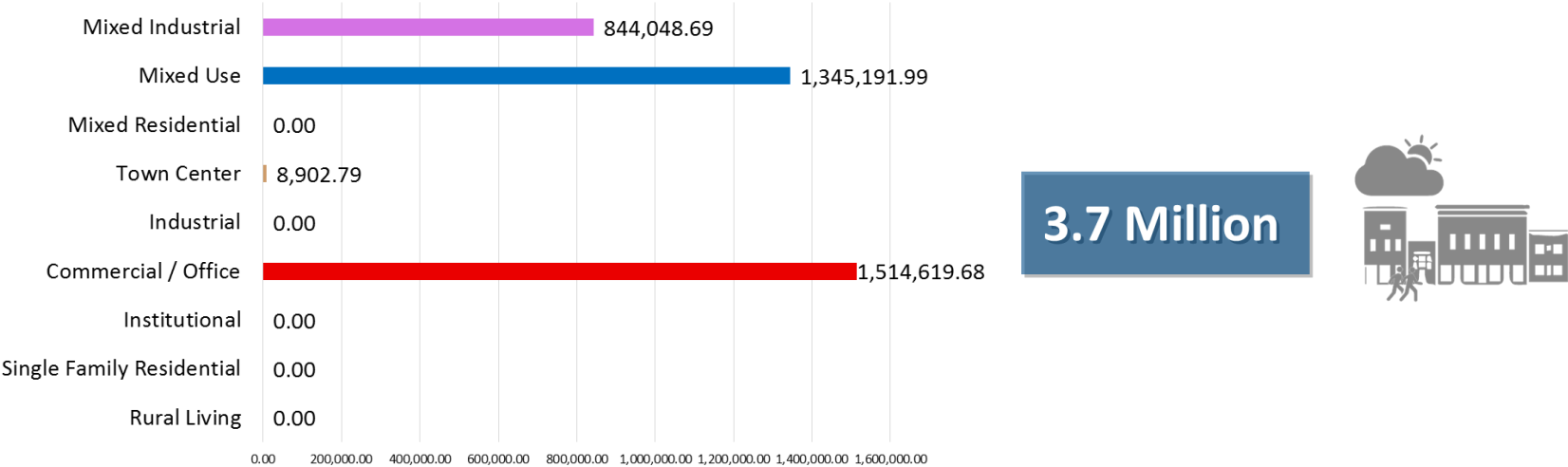
**Figure 21 - Projected Additional Multi-Family Residential Dwelling Units**



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 3,852 dwelling units.

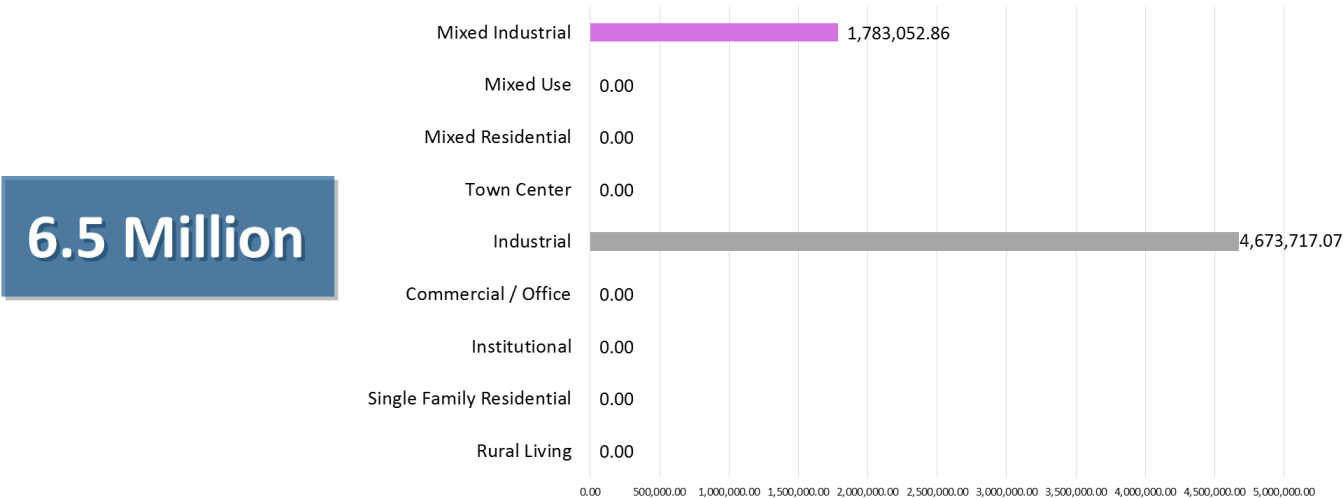


Figure 22- Projected Additional Commercial / Office SF



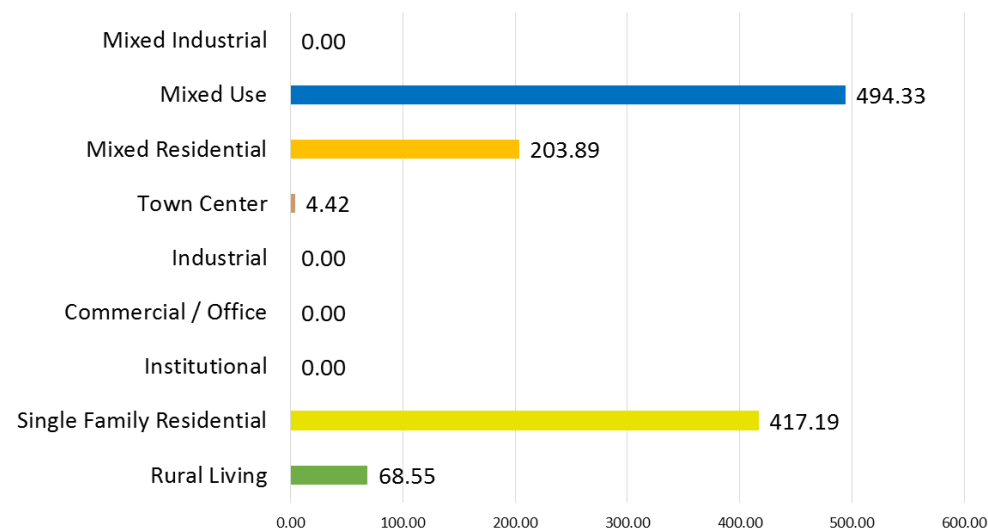
Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 7.4 million SF.

Figure 23 - Projected Additional Industrial SF



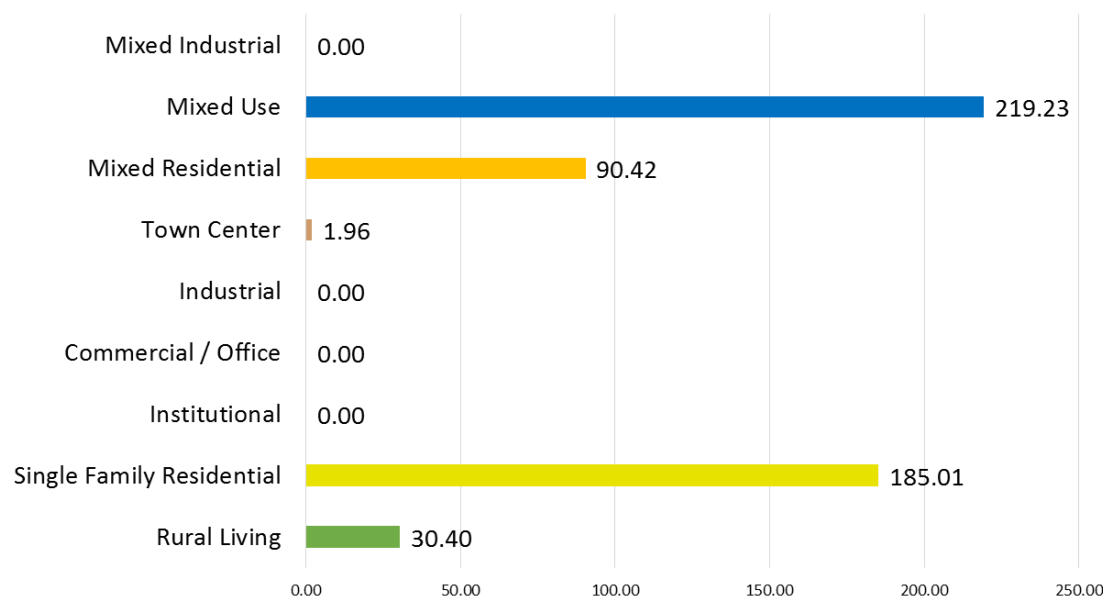
Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 13 million SF.

**Figure 24 - Projected Additional Elementary School Students**



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 2,377.

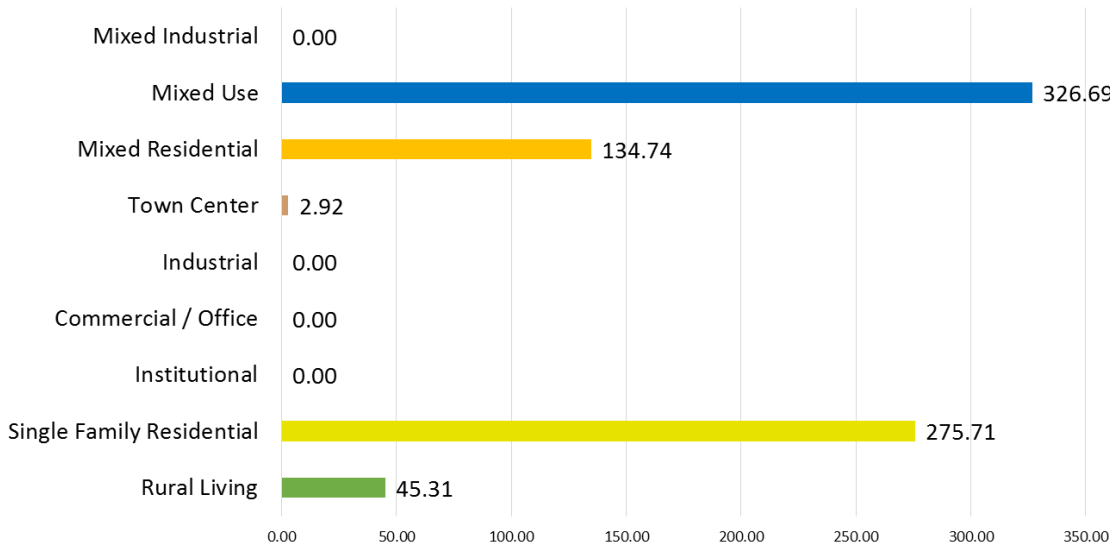
**Figure 25 - Projected Additional Middle School Students**



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 1,054.



Figure 26 - Projected Additional High School Students



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 1,571.

**1,188 Elementary School Students**

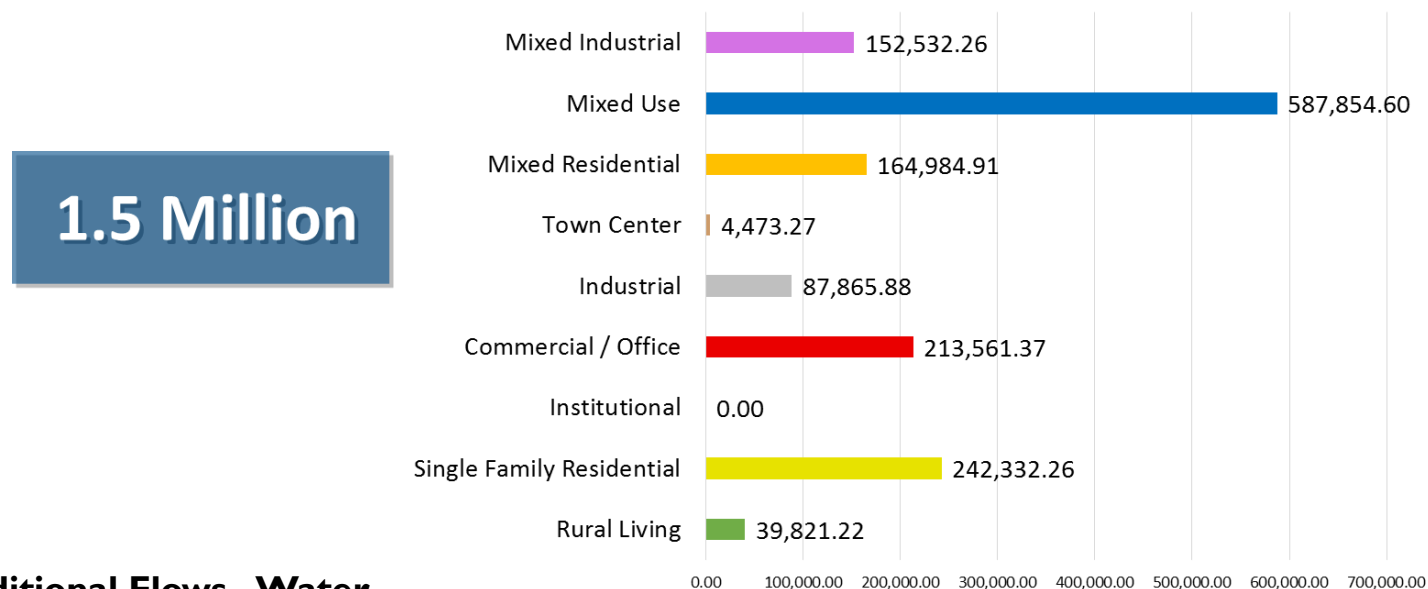
**527 Middle School Students**

**785 High School Students**

**2,500 Total Students**

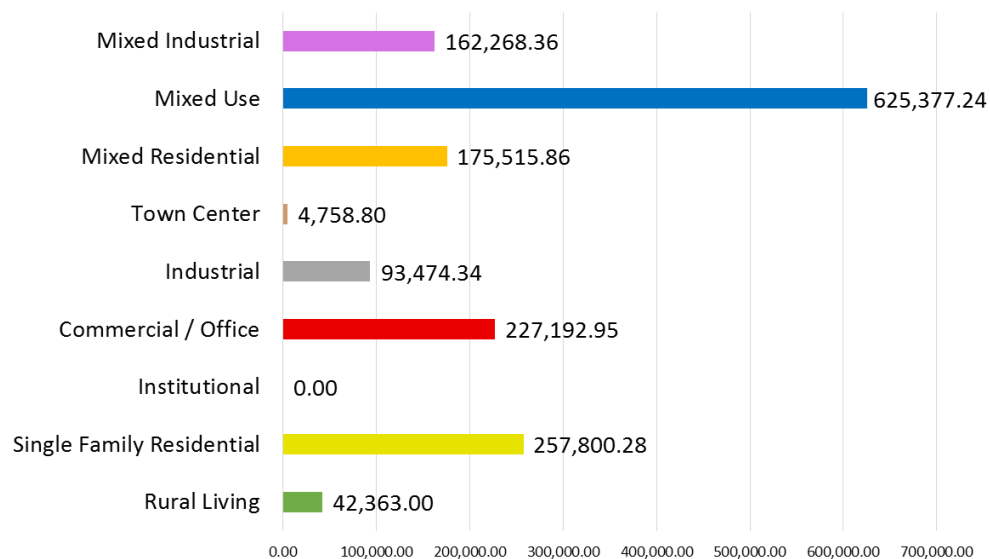
Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 5,000.

**Figure 27 - Projected Additional Flows - Wastewater GPD**



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 3 million GPD.

**Figure 28 - Projected Additional Flows - Water GPD**



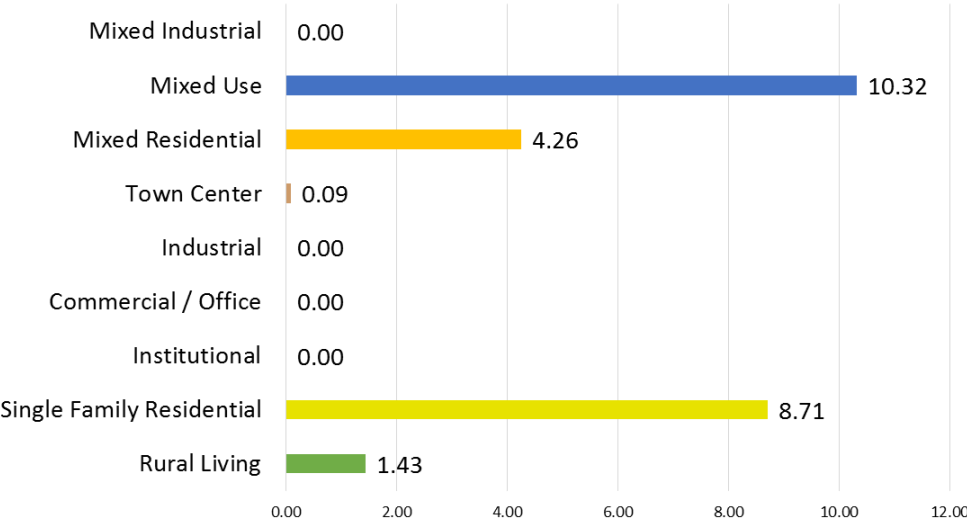
**1.6 Million**



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 3.2 million GPD.



Figure 29 - Projected Additional Needs - Sheriff / Police

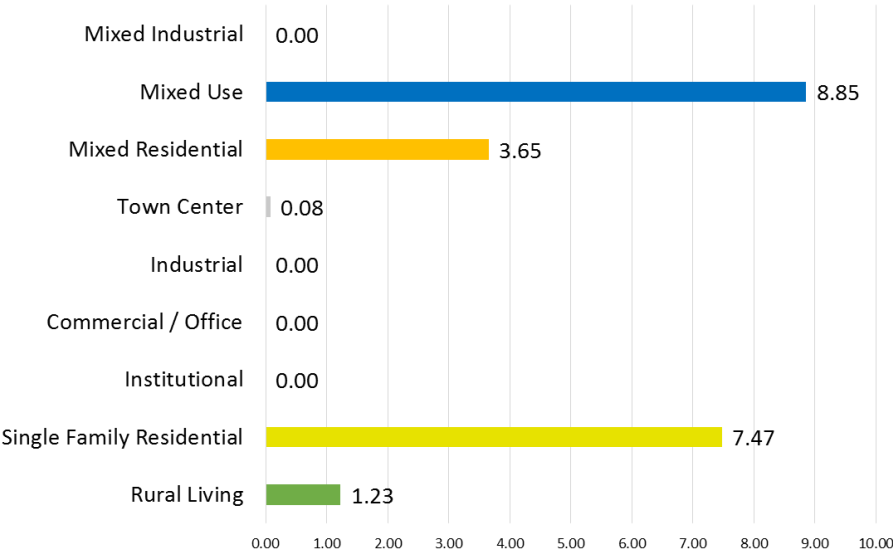


25 New Positions

Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 50.

21 New Positions

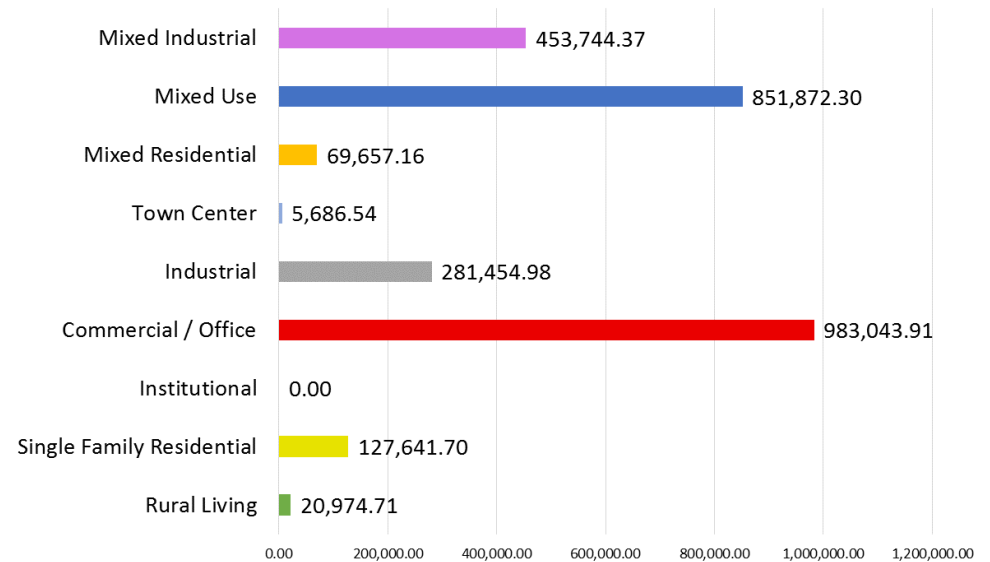
Figure 30 - Projected Additional Needs - Firefighters



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 43.

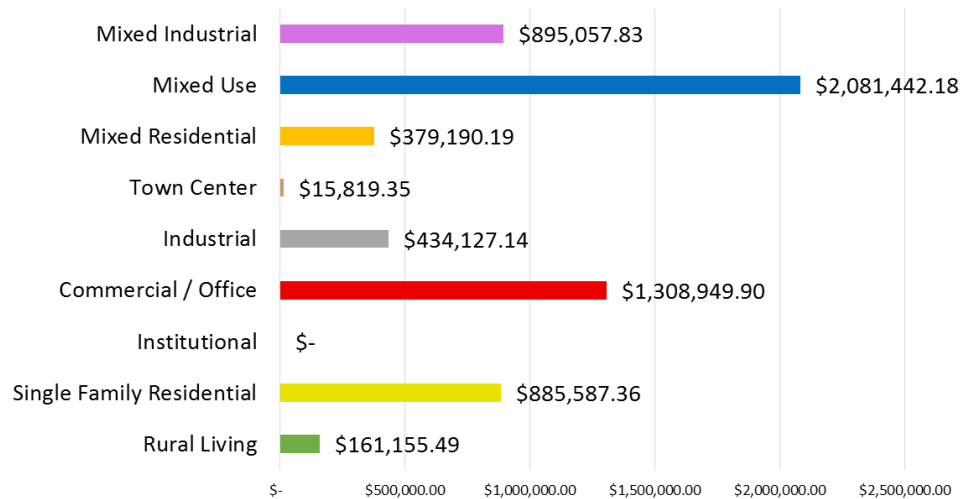


**Figure 31 - Projected Additional Vehicle Miles Traveled**



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 5.6 million.

**Figure 32 - Projected Additional Annual Property Tax Revenues**



Note: Numbers are based on undeveloped and underdeveloped parcels and 50% of total carrying capacity of 12.3 million.

6.2 Million



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VILLAGE CENTER

NOT TO SCALE

## CHAPTER 3: PLANNING THEMES



Introduction to Gateway  
Concept Plan

The Gateway District Master Plan is centered around four themes that are the components for achieving the vision for the Gateway District of a key destination center that is diverse with progressive economic opportunities and well-planned communities for living, working, and playing. Those four plan themes are: Cultivating Industry, Creating Destination, Connecting Nature, and Advancing Infrastructure.

The plan themes are the elements that create a sense of place for the Gateway District. The themes collectively achieve an active and vibrant district in a thriving, economic setting.

Protecting existing industries and promoting new industries is an important piece to the success of the Gateway District. This area is a hub for industrial development and building on the established industrial development foundation will ensure continued job opportunities and resilient economic developments.

Creating destination is a collection of fostering opportunities for a mixture of uses while providing greater housing choices with types of housing that market the Gateway District to all age groups.

The Gateway District has unlimited opportunities for connecting nature throughout the planning area. Key sites such as the Landsford Canal State Park and the Catawba River are significant natural areas that are amenities that can be connected to through the



Gateway District in a series of trails and wayfinding signage.

Lastly, advancing infrastructure is an important piece for progressive economic opportunities and well-planned communities. All organizations involved in providing infrastructure for the Gateway District are currently undergoing planning efforts and implementation of projects enhancing facilities.

Preliminary Vision Concepts

The Gateway District Master Plan themes are organized around feedback heard from the community throughout the process. The Steering Committee provided input at their first meeting on what one word they would use to describe their future vision of the Gateway District. Their responses to “The Gateway District is....” are noted on Table 5, Preliminary Vision Concepts. Those ideas were used to develop the Vision Statement for the Gateway District Master Plan:

The Gateway District is a  
thriving, key destination center  
that is diverse with progressive  
economic opportunities and well  
-planned communities for living,  
working, and playing.

Table 5 - Preliminary Vision Concepts:  
The Gateway District is....

- Wealthy
- Destination
- Center
- Change
- Planned
- Inviting
- Diverse
- Progressive
- Prosperous
- Gateway
- Wow
- Hub
- Develop
- Rock Hill
- Baxter
- Thriving
- Mix
- Unbelievable
- New

Source: Steering Committee Meeting, December, 2015

## Gateway Themes

The vision for the Gateway District Master Plan is the Concept Plan that maintains the vitality of the industrial districts and establishes mixed-use districts.

Figure 33, The Gateway District Concept Plan reflects one third of the plan for Industrial uses and another third represents Mixed-Use, Residential Mixed-Use, and Industrial Mixed-Use. Mixed-Use includes a combination of retail, residential, and office. Residential Mixed-Use includes a wide variety of housing types such as condos, townhomes, apartments, single-family, etc. The Industrial Mixed-Use includes limited Commercial and Institutional uses, Light Industrial uses, and some Residential.

The Mixed-Use areas include increased mobility through shared parking and pedestrian walkways. The combination of uses allows for higher building square footage potential.

The remaining portions of the Concept Plan consist of almost 20% as Rural Living, 13% as Single-Family Residential, and 5% as Commercial. The plan has Institutional in the Gateway District and some limited Town Center in the Town of Richburg.

The Concept Plan includes corridor improvements along Highway 9 to include intersection improvements for increased safety, mobility, and access. Recreational areas are reflected on the Concept Plan around Fishing Creek in the mixed-use planning community of Lando Village. Recreation opportunities are also noted in the Town of Richburg.

**Figure 33 - The Gateway District Concept Plan**

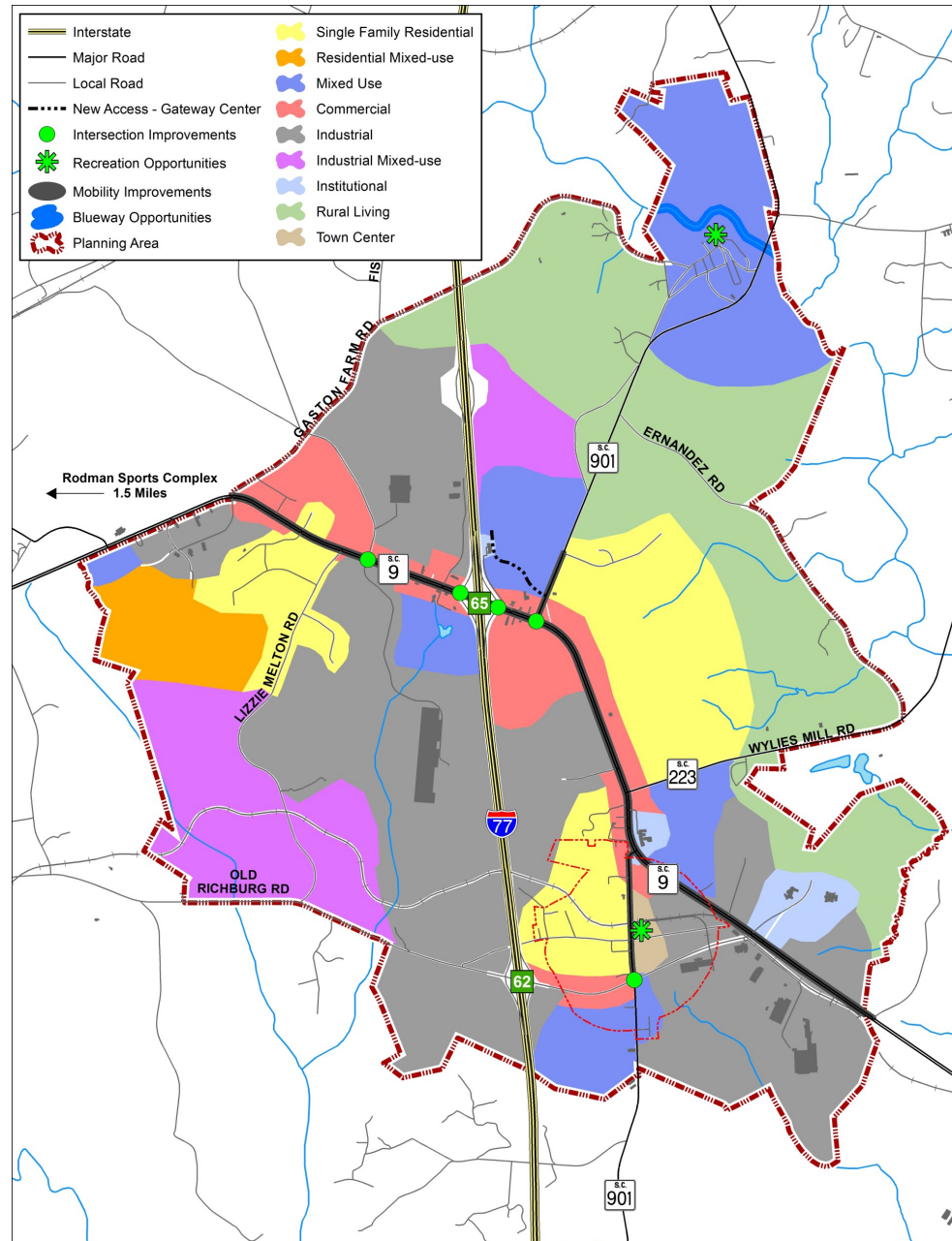
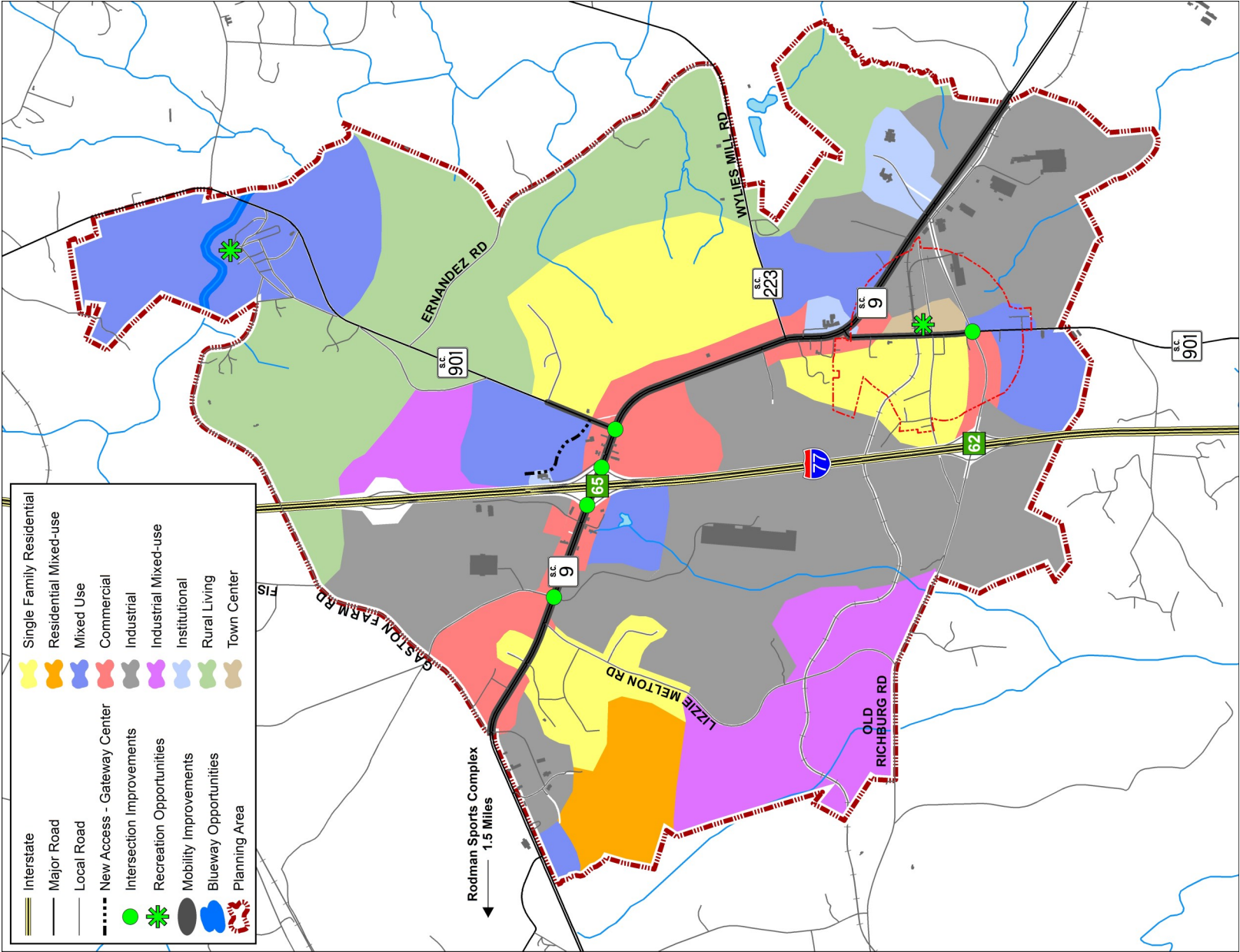


Figure 34 - Gateway District Concept Plan Map





## Gateway District Concept Plan Map

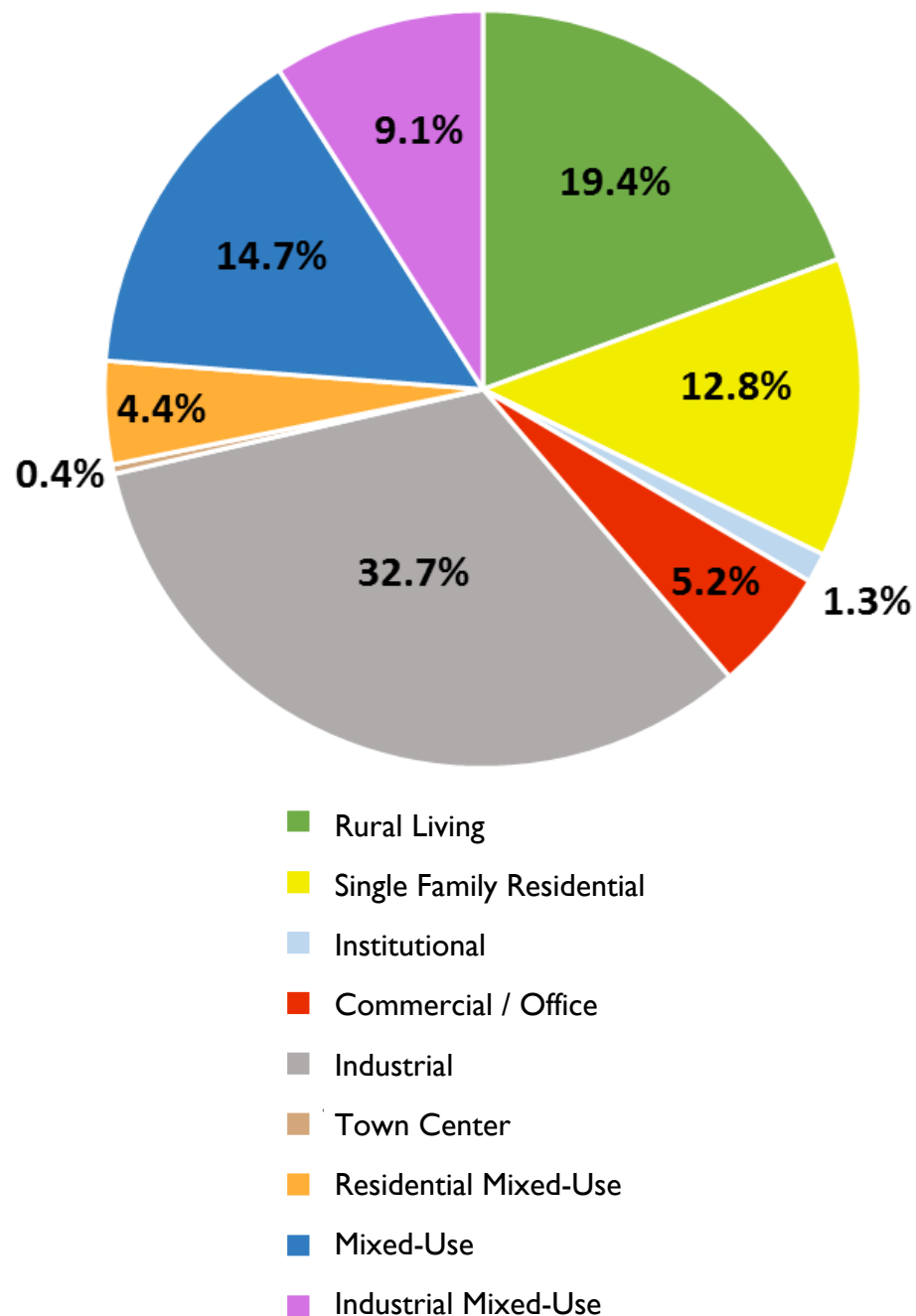
The Gateway District Concept Plan Map reflects the goals, planning objectives, and action strategies to support the vision of the Gateway District. Table 6 - Future Land Use Distribution reflects the land use classifications that are reflected on Figure 34, Gateway District Concept Plan Map. The land use distribution by percentage is reflected on Figure 35, Future Land Use Distribution by Percentage.

**Table 6 - Future Land Use Distribution**

Planning Area		
Land Use	Acres	Square Miles
Rural Living	2,140.85	3.35
Single Family Residential	1,409.51	2.20
Institutional	139.71	0.22
Commercial / Office	578.86	0.90
Industrial	3,606.08	5.63
Town Center	43.79	0.07
Residential Mixed-Use	485.50	0.76
Mixed-Use	1,625.11	2.54
Industrial Mixed-Use	998.61	1.56
Total	11,028.02	17.23

Source: Catawba Regional Council of Governments

**Figure 35 - Future Land Use Distribution by Percentage**



## Gateway District Identity

The Gateway Conference Center derived the name Gateway because the Interstate 77 Exit 65 was identified as the “gateway to education, architecture, recreation, and the City of Chester” and Blackstock, Edgemoor, Great Falls, Fort Lawn, Lando, Leeds, Lowrys, and Wilksburg. The term Gateway was referenced extensively throughout the Highway 9 and I-77 Corridor Master Plan report by Regenbogen Associates and Kubilins Transportation Group.

The Gateway District was identified by the Steering Committee during a March, 2016 meeting as the name to use for the master plan process. A key shaped logo was developed for the Gateway District Master Plan with a “G” as the key ring.

The concept of the key and the ring are symbolic of pointing directions and opening doors. The Gateway District Master Plan is a key to opportunities within the planning area. The concept of the “G” keyring could be also be a “C” keyring and include keys for all of the municipalities and communities in Chester County. Each municipality could develop an unique key design for their identity within Chester County. The municipalities and Chester County can work collectively to support the many assets throughout Chester County.

The Gateway District Master Plan tells the “story” for the Gateway planning area and the key logo can be used in wayfinding signage during plan implementation. The key theme can be carried out in future plans and during the implementation of Figure 34, Gateway District Concept Plan Map.



## Plan Themes

- **CULTIVATING Industry**
- **CREATING Destination**
- **CONNECTING Nature**
- **ADVANCING Infrastructure**



Karlisa Parker Dean holds keys and ring. Source: Brian Garner, Chester County News and Reporter, 2016

## Cultivating Industry

### Protect Existing Industrial Developments

Industrial sites have sufficient land for resilient developments, transportation, open space, and buffers between other uses.

The Gateway District has many industrial properties that are vital for the continued economic development success. Also, the Giti Tire manufacturing facility is an industrial development cornerstone in the Gateway District. Figure 36, Sustainable Development Strategy on Tire Production

emissions, water consumption, scrap and indirect material and through reusing and recycling materials. These industrial facilities will be protected and contribute to industrial development growth in Industrial Centers and Industrial Mixed-Use Districts in the Gateway District Concept Plan.

As growth occurs within the Gateway District, these existing industrial developments will be secure from encroachment from surrounding developments. This will provide adequate open space, buffers, transportation access, and resiliency to these key industries that are vital to the future of the Gateway District.



**Figure 36 - Sustainable Development Strategy on Tire Production**



Source: Giti Tire, 2017

*"We are the nation's tire capital, and Giti's decision to come to (Chester County) is another great sign that our economic development efforts are paying off for the hardworking people of South Carolina. We celebrate Giti Tire's \$560 million investment that will create 1,700 new jobs in our growing tire industry."*

*- Former Governor Nikki Haley*



## Promote New Industries

Additional industries support existing industrial uses and provide new job opportunities for the surrounding region.

Chester County and the Chester Development Association have established many available industrial properties for new economic development opportunities. One third of the Gateway District Concept Plan includes industrial land uses. Through the implementation of the Gateway District Master Plan and the Chester County Economic Development Strategic Plan, new industries will be promoted that support existing industry developments and provide the region with expanded job opportunities.

The resources within the Gateway District Master Plan include Interstate 77, four-lane corridors, water, sewer, gas, electricity, fiber, and rail and access to the surrounding Charlotte Douglas International Airport and the Port of Charleston. These amenities make the Gateway District the area for new industries, job training education, and employment centers.

The American Planning Association, a national education and research non-profit of approximately 35,000 planning professionals, completed a national sample survey in April, 2014 regarding the economy and how communities of value are themselves economic drivers.

Two-thirds of all respondents and 74% of millennials indicated a belief that investing in schools, transportation choices, and walkable areas are “better ways to grow the economy than traditional approaches of recruiting companies.”

Cultivating industry actions can include:

- Secure more local economic opportunities to reverse the commuting pattern and provide jobs closer to home.
- Recruit targeted employment generators.
- Grow the economy through good planning for schools and greater transportation choices.

The identity of the Gateway District is closely associated with both industrial and commercial opportunities designed to attract continued economic development.



Source: The Simple Dollar

## Transform Underutilized Properties

Industrial campuses are characterized by underdeveloped sites and undeveloped parcels offering opportunities for additional industrial development.

Industrial properties often are identified as underdeveloped because the industry is only using a small portion of the entire site. The portion of the parcel that is underdeveloped provides an opportunity to be developed into additional industrial uses. These underutilized properties can be transformed and cultivate more industry and greater economic development growth in the Gateway District.

Figures 14 and 15 reflect Underdeveloped Parcels and Undeveloped Parcels within the Gateway District. Figure 16, Redevelopment Parcels Map identifies all parcels that are available for redevelopment. Fifty-four percent of all parcels noted for redevelopment are located within 500 feet of sewer. These parcels are reflected on Figure 17, Redevelopment Areas Within 500' of Sewer.

# Creating Destination

## Foster a Variety of Uses

An active community contains a mix of uses and is busy throughout the weekdays, weekends, and evenings. There are always places for gatherings and events to attend.

The Gateway Master Plan District provides an opportunity to create a sense of destination. This unique identity for the Gateway District will encourage economic development through industrial, commercial, and residential uses.

The Gateway District Concept Plan includes many types of uses: Mixed-Use Districts, Residential Mixed-Use Districts, and Industrial Mixed-Use Districts.

By providing more choices for housing, jobs, and entertainment, the Gateway District can be developed into an attractive center of activity. The Gateway District will offer many types of uses for living, working, and playing that are well-designed and appealing to residents, visitors, and potential investors and developers.

The strategic location and the cultural and natural assets contribute to the strength of the Gateway District. The mix of uses in the Gateway District will develop a sense of arrival that encourages engagement and welcomes gatherings and community events.



Source: CONNECT Our Future



Source: Midtown Hattiesburg



Source: Midtown Hattiesburg



Source: American Planning Association, Joe Szurszewski



## Promote Additional Housing Opportunities

Neighborhoods contain a variety of housing choices and have representation of people of all ages and incomes.

The Gateway District Master Plan provides residential opportunities for executive homes, work force housing, young professionals in education, government and service sectors, and seniors who are retired, empty nesters, and those requiring assisted living. Mixed-Use Districts provide housing

choices that do not exist currently in the Gateway District such as condos, apartment buildings, town homes, and residential dwellings above businesses. For areas that include higher densities in housing, an important design element is gradual step downs for transitions to lower densities in existing neighborhoods found in Cherry Hills, Victoria Hills, and in the Town of Richburg.

One housing type is Cottage Court Homes that are a Single Family Residential option that provides a traditional detached dwelling (1,200 – 1,800 square feet) located on separate lots that are smaller (4,000 square feet on average) surrounding a common courtyard. These traditional single-family dwellings provide residents with smaller homes with shared

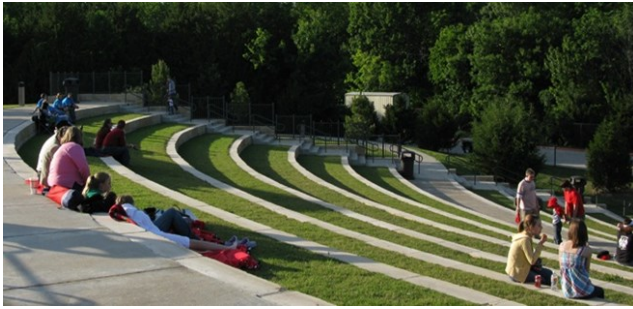
green space and fewer bedrooms. Cottage Court homes are an option for aging residents and young professionals who do not want the upkeep of a larger lot but do desire a single family detached home.



Source: Midtown Hattiesburg







Source: Midtown Hattiesburg



Source: CONNECT Our Future



Source: Live at Five, Hattiesburg

## Create Spaces of Value

Vibrant, walkable areas are characterized by buildings adjacent to the street, enlivening public spaces. Vacant properties offer opportunities for new types of development.



Source: Midtown Hattiesburg

The Gateway District Concept Plan includes Mixed-Use Districts that include spaces of value. It is important that Mixed-Use Districts are developed into vibrant and walkable areas with open spaces for community engagement, trails, open air markets, and amphitheaters. These spaces of value are necessary for a Mixed-Use District to be successful.

Spaces for public engagement are key for Mixed-Use Districts. Through the development of district public spaces, the Gateway District will become a destination for living, working, shopping, and playing. Unique district amenities can be incorporated throughout the Gateway District to add value and create great places for the community.



Source: CONNECT Our Future



## Unique District Amenities

- Gathering Places
- Bike and Pedestrian Friendly Streets
- Housing Choices
- Open Spaces
- Wayfinding Signs
- Landscaping
- Lighting
- Inviting and Welcoming



Source: Forms Surfaces



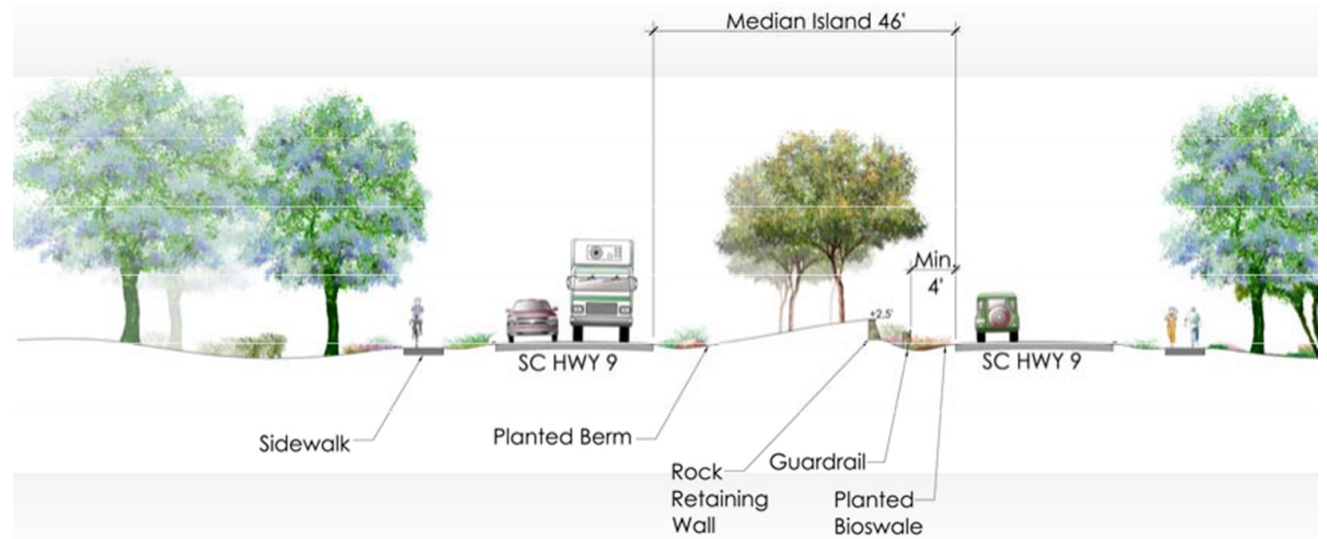
Source: CONNECT Our Future



Source: Creative Design Resolutions



Source: Bizzell Design



Source: Master Plan Report, Highway 9 and I-77, 2007 Regenbogen Associates



## Unique District Amenities

### Reinventing SC Highway 9 into Gateway Boulevard

Unique amenities for the Gateway District include decorative wayfinding signs, lighting and landscaping features, and streetscape enhancements. Other amenities may include art, seating areas, and a mix of buildings. The streetscapes along SC Highway 9 in the Gateway District are without such amenities and lack a sense of value. The corridor has extensive surface parking fronting SC Highway 9.

SC Highway 9 is also listed as Lancaster Highway. This corridor can be reinvented into the Gateway Boulevard by designating the portion of SC Highway 9 within the Gateway District as Gateway Boulevard or a similar unique roadway name that creates a sense of place. By incorporating unique and attractive amenities along this corridor and renaming the roadway, Gateway Boulevard will be an inviting and welcoming space that is safe and encourages economic development.

The Gateway District can be reinvented and redeveloped into an asset for future growth and for the implementation of the vision of the Gateway District as a key destination center.





## Connecting Nature

### Enhance Trails and Open Spaces

Trails and open spaces are amenities that create gathering places, establish connections with rural living, and contribute to the economic vitality of the Gateway District.

Trails and open spaces provide opportunities for recreation, active living, and economic development. Rural living and wonderful natural amenities are available in the Gateway District. Incorporating trails and open spaces into development within the Gateway District are a key component for providing connections to nature and healthy communities. Investments in trails and open spaces foster community events such as races and runs and impact local economic development through walking, biking, and hiking.

Landsfords Canal State Park is home to the Rocky Shoals Spider Lilly which is the largest known stand of such flower in the Southeast. Located outside of the Gateway District to the east, this incredible natural amenity is reached via the I-77 Exit 65. Additional trails and bike routes can be developed that connect the Gateway District with Landsford Canal. The Chester County Carolina Thread Trail Master Plan can support trail connections within and outside of the Gateway District.

Lando Village Plan includes greenways, blueways, and an amphitheater for enhancement of open spaces and

nature. Rodman Sports Complex is reflected in Figure 37. Located to the west of the Gateway District planning area, the Rodman Sports Complex existing and proposed facilities are an asset. A link between the Gateway District and the Rodman Sports complex should be developed to provide walkable and biking connections.

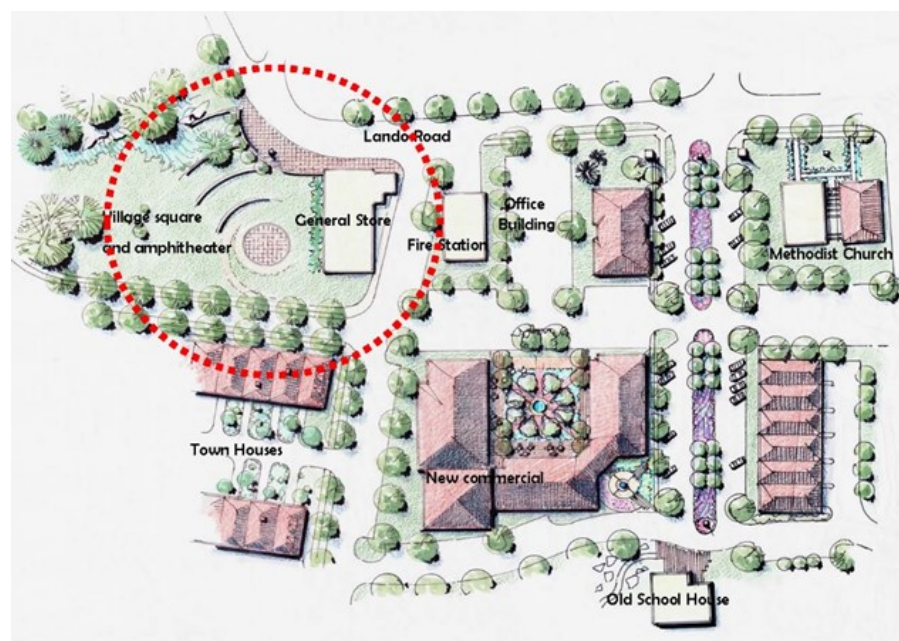
Greenville, SC Swamp Rabbit Trail opened in 2010 and is a 21-mile multi-use trail along the Reedy River. According to the Smart Growth America's "Amazing Place, Six Cities Using the New Recipe for Economic Success," the Greenville County Council purchased the old rail bed to "improve recreation, active transportation, and quality of life in Greenville County." Residents and tourists bike and walk along the trail. According to a 2014 study, the trail has had an economic benefit of \$6.7 million in tourism revenue and has increased revenue of bicycling businesses and other businesses along the trail.



Source: Smart Growth America, Greenville, SC



# Lando Blueway and Amphitheater



Source: Merrifield Patrick Vermillion MVP Properties





Source: CONNECT Our Future



Source: CONNECT Our Future and A. G. Jason



Source: CONNECT Our Future



# Figure 37 - Rodman Sports Complex



## Existing Facilities

- Two baseball fields
- Two soccer fields
- Warm up area
- Located off Rodman Road along SC Highway 9, west of the Gateway District

## Proposed Facilities

- Seven baseball fields
- Two batting cages
- Two soccer fields
- One multi-purpose field
- Two future field expansions
- Three concession and restroom facilities
- Pond
- Amphitheater
- Storage and Maintenance Building
- Trail linking Gateway District to Rodman Sports Complex



## Create Tree Shade

Streetscapes and parking areas provide an opportunity to plant a tree canopy that provides relief from the heat generated by large expanses of pavement.

Green infrastructure is a key element for the Gateway District Concept Plan for shade, air quality, water quality, health, and economic benefits. In addition to enhancing air and water quality and contributing to low impact development, tree canopies also provide social and economic benefits.

Businesses and property owners benefit from tree lined corridors having a 6 percent increase in land values over similar corridors without trees. The American Planning Association report “Planning the Urban Forest: Ecology, Economy and Community Development” further states that individuals will shop longer and spend 12 percent more on purchases along well maintained tree lined corridors.

The Gateway District can create more tree shade through the following items:

- Identify all trees of significant diameters during site planning and attempt to retain during development.
- Design parking areas with shade trees to prevent unshaded parking spaces.
- Incorporate tree protection best practices during construction to prevent damage.

- During below-grade conduit work in proximity to trees, use directional boring at a minimum depth of 24 inches instead of trenching by tree roots.
- Use native tree species along public streets and encourage native tree species within private properties.

- Include engineered or structural soil in landscaped areas in parking areas for long-term health of trees.
- Incorporate tree canopies into streetscape enhancement projects to plan for tree-lined corridors and shade for pedestrian walkways.



Source: American Planning Association, Sylvia Lewis, 2008





## Promote the Use of Green Building Techniques

The Gateway District has the opportunity to develop using green building techniques and reduced energy consumption.

Green building techniques can include LEED-certified building by the U.S. Green Building Council. This program can verify commercial buildings, homes, and neighborhoods as LEED (Leadership in Energy and Environmental Design). Although LEED buildings can cost more initially, the long term savings in operating and maintenance costs outweigh the construction costs for LEED-certified buildings.

The Gateway District has the opportunity to develop using green building techniques and reduced energy consumption. Green building techniques can incorporate lower energy consumption through the following concepts:

- Locate buildings that increase shading of windows.
- Include solar as a part of the building's energy program.
- Use roofing materials and paving materials with high Solar Reflectance Index (SRI).
- Choose substantial window glazing for high thermal performance.
- Incorporate recycled content into a percentage of the construction materials.



Source: Midtown Hattiesburg

- Design lights for shielded exterior light to prevent glare and light on adjacent properties.

Green design techniques can include the following basic principles:

- Runoff from parking lots and sidewalks is captured in a bioswale that is both a source of irrigation and provides stormwater management.
- Solar panels are placed over parking spaces to generate electricity while providing shade to vehicles during summer months.
- Parking lots include electrical charging stations for electrical vehicles.
- Unused vacant properties are used for community gardens.
- Water efficient plants are used for at least half of the landscaping materials.





## Advancing Infrastructure

### Encourage Efficient Development Patterns

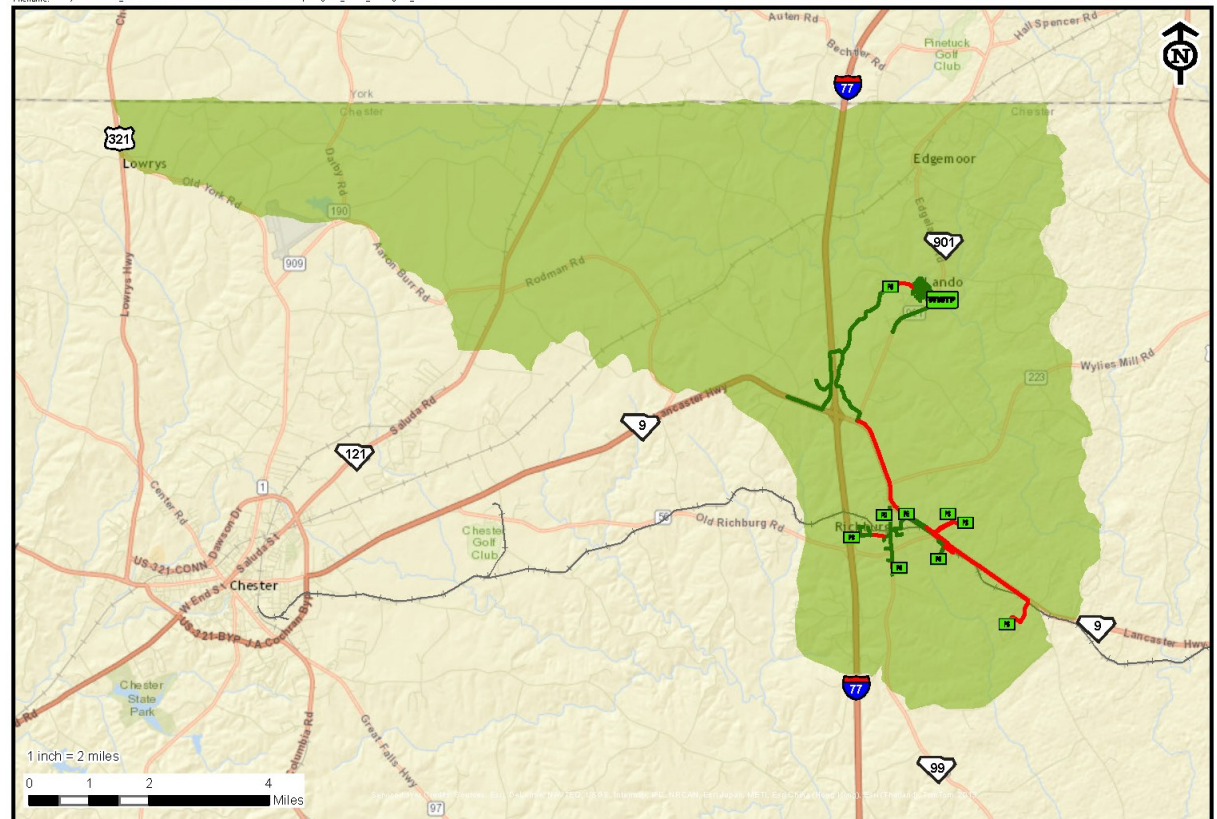
New infrastructure should be located in areas planned for growth and served by adequate transportation.

The goal of the Regional Wastewater Planning Study for Chester County Wastewater Recovery is to ensure that wastewater infrastructure is planned to handle the future growth in the planning area for a fifty year planning period. Four regions were evaluated in the Wastewater Master Plan and include the regions for Lando Manetta, Great Falls, Fort Lawn, and CWR East. The Lando Manetta watershed noted in Figure 38, Lando-Manetta WWTP Treatment Region covers the majority of the Gateway District planning area. Flow projections determined by AECOM, the master plan consultant, compares favorably with modeling projections done with the Gateway District Concept Plan.

All infrastructure providers in the Gateway District support growth and future development patterns. These providers include the Chester Metropolitan District (water), Duke Energy (electricity), Chester County Natural Gas Authority (natural gas), and TruVista (telephone, cable TV, internet).

Figure 39, Water and Sewer Infrastructure Map reflects the water and sewer infrastructure within the Gateway District.

Figure 38 - Lando-Manetta WWTP Treatment Region



Source: Wastewater Regional Master Plan, AECOM

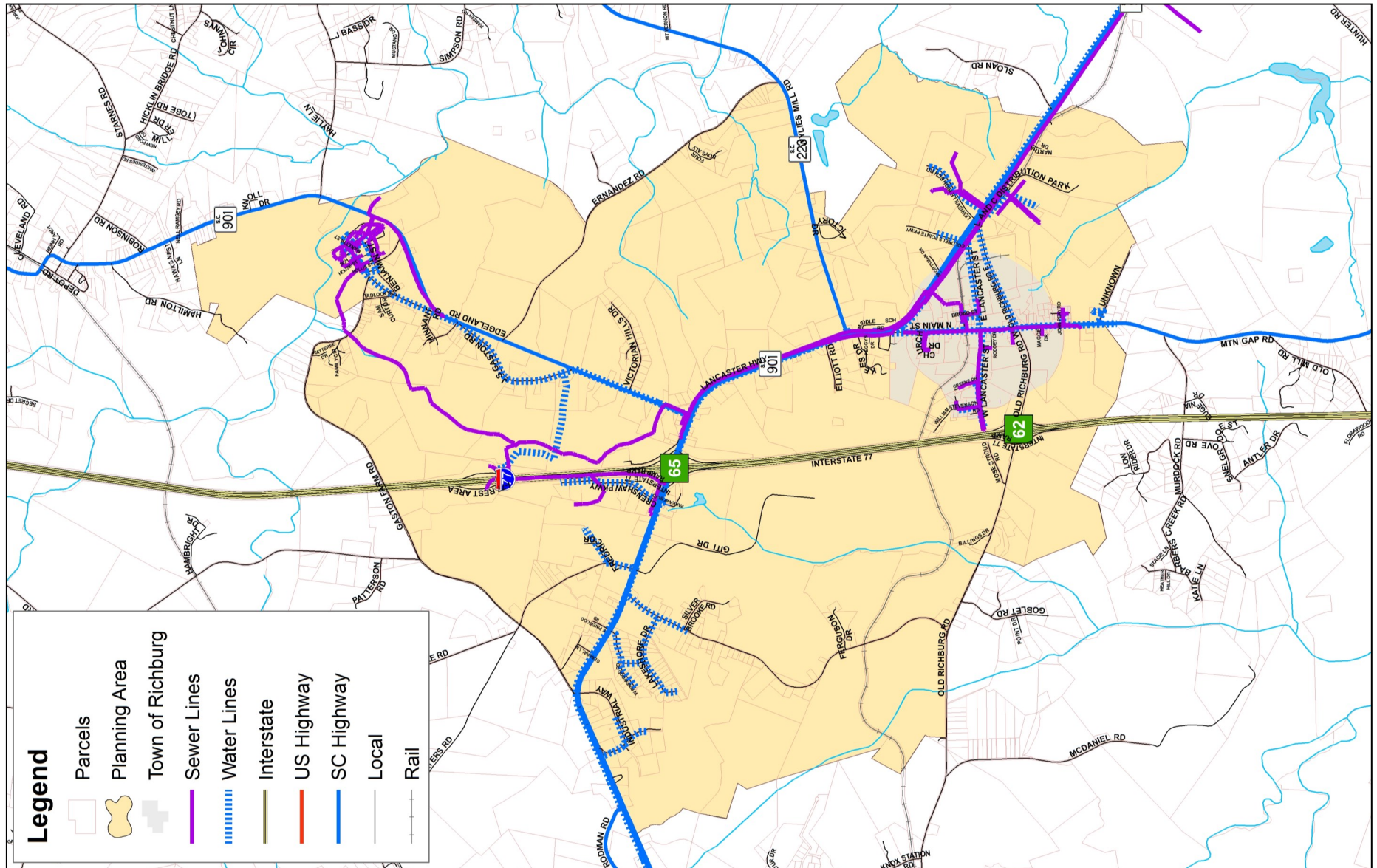
### Promote Infill Development

Existing infrastructure should be improved, rehabilitated, and maintained to foster infill development.

Within the Gateway District, infill development will occur on underutilized properties that are noted as undeveloped and underdeveloped. Infrastructure for these locations will be key to infill development as existing infrastructure will incentive redevelopment.

The continued improvement, rehabilitation, and maintenance of established infrastructure will promote infill development to occur and implement the Gateway District Concept Plan.

Figure 39 - Water and Sewer Infrastructure Map





## Improve Vehicular Circulation

Connectivity is a measure of how well the roadway network connects to places. Good street connectivity means providing choices.

Complete Streets are streets designed for all users of all ages and abilities, including children, people with disabilities, and aging adults that are pedestrians, bicyclists, motorists, and transit riders. Complete Street programs make streets safer to cross and more convenient for walking and biking.

Communities that adopt a Complete Streets policy have transportation planners and engineers design for all modes of transportation for every transportation project. According to Smart Growth

America, complete streets may include “sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, narrower travel lanes, roundabouts, and more.”

Complete Streets provide better connectivity while improving equity, safety, and health, and reducing transportation costs and concerns. As the Gateway District develops, the transportation infrastructure should enhance circulation and provide connections between people and places. Mixed-use districts will provide more opportunities to expand transportation choices in the Gateway District.



Source: Midtown Hattiesburg

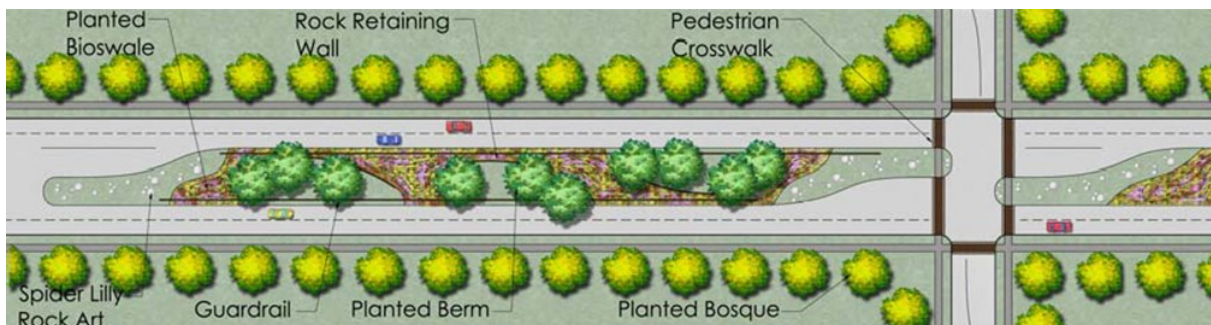
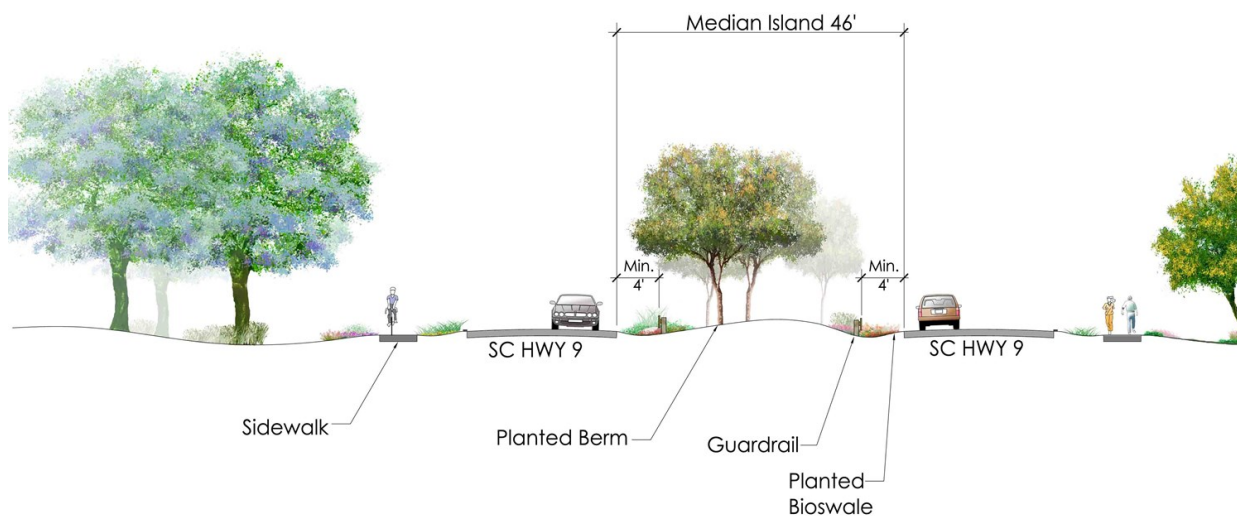


Source: Richard Draul



Source: US DOE





Source: Master Plan Report, Highway 9 and I-77, 2007 Regenbogen Associates



## Enhance Stormwater Management

Stormwater should serve as an amenity within the Gateway District, providing ecosystem functions including filtering and slowing runoff.

Landscaped medians and green islands are excellent and effective stormwater management options that prevent runoff in streets, storm inlets, and drainage corridors. These filtering and slowing techniques mitigate pollutants that are often in runoff, such as sediments, nutrients, metals, hydrocarbons, and bacteria. In addition to reducing containments, this ecosystem design can also reduce the potential for flooding due to heavy rainfall.

Stormwater design in the Gateway District should incorporate appropriately designed medians and islands through a layer of gravel. This process allows runoff to be slowly absorbed and provides infiltration and storage areas similar to predevelopment.

The Master Plan Report for the Highway 9 and I-77 2007 Study by Regenbogen Associates included the importance of landscaped areas and planted bioswale for stormwater management and sustainable water techniques. These design principles are reflected in the conceptual median design and conceptual median section rendering.

## Enhance the Transportation Network

Streets must be designed to be seamless and safe among all users. The transportation network should enable safe, attractive, and comfortable access and travel for all users, including pedestrians, bicyclists, motorists, and public transit users of all ages and abilities.

Figure 40, Transportation Plan Map shows mobility improvement locations along SC Highway 9, S. Main Street to Old Richburg Road, and SC 901 to Victoria Hills Neighborhood. Five intersections are noted for improvements including SC Highway 9 and Lyle Road/Giti Drive, SC Highway 9 and SC Highway 901, Main Street and Old Richburg Road, and the northbound and southbound I-77 ramps and SC Highway 9. A new access road is also noted at the Gateway Conference Center from SC 901.

Funding for three projects are identified within the Catawba Regional Council of Governments, Transportation Improvement Program for Guideshare Projects in the Gateway District. These three projects are described with estimated funding in Table 7, Guideshare Projects. While these projects are noted in the Transportation Improvement Program, project descriptions and estimated funding may be adjusted as needed.

**Table 7 - Guideshare Projects**

Project	Description	Estimated Funding
I-77 and SC Highway 9 Intersection	Intersection Improvements—SC Highway 9 West and Crenshaw Parkway	\$628,000.00 Construction
I-77 and SC Highway 9 Intersection	Intersection Improvements at SC Highway 9 East and Commerce Drive	\$150,000.00 Committed
SC Highway 901 (Edgeland Road)	System upgrade for SC Highway 901 (Edgeland Road) from SC Highway 9 to approximately Victoria Hills	\$1,101,000 (\$275,000.00 Preliminary Engineering, \$110,000.00 Right-of-Way, and \$716,000.00 Construction)

Source: Catawba Regional Council of Governments, Transportation Improvement Program

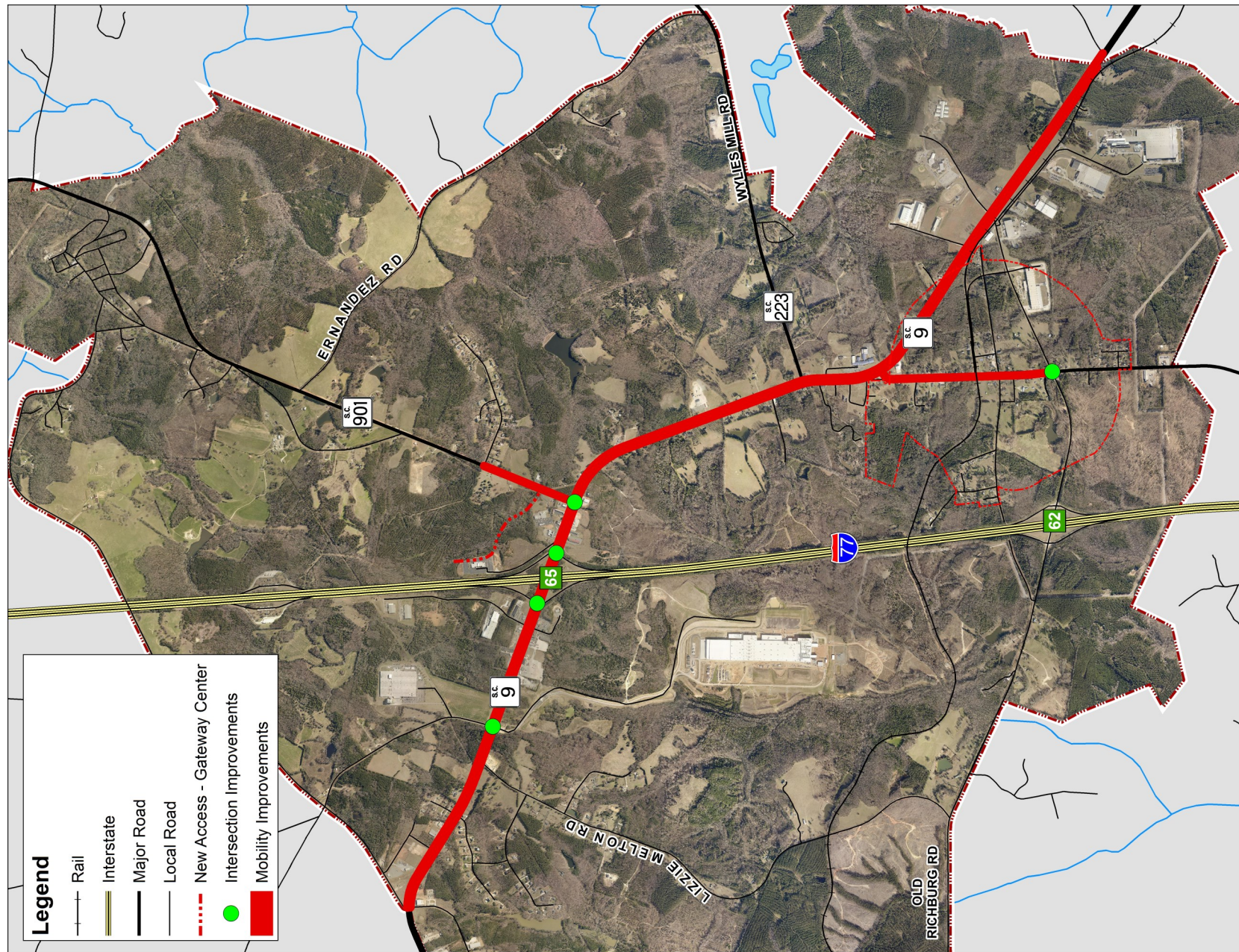


Source: Middtown Hattiesburg





Figure 40 - Transportation Plan Map





# Concept Plan Districts

The purpose of the following Districts are to promote innovative design and support the vision of the Gateway District Concept Plan. Districts noted in Table 8, Concept Plan District Maps include Industrial Centers, Commercial Centers, Town Centers, Mixed-Use Districts, Residential Mixed-Use, and Industrial Mixed-Use.

Mixed-Use Districts do not currently exist in the Gateway District. These districts improve efficiency of land use and transportation systems by providing flexibility to develop interrelated uses in compact and walkable developments.

The unique developments create a sense of place and community support. Mixed-Use Districts are planned to integrate places of employment with

residential diversity, commercial services, and retail goods in buildings that are convenient to and compatible with surrounding neighborhoods. Design standards for innovative projects are flexible but incorporate high standards for landscaping, open space, public space, community design, transportation patterns, and public amenities.



Source: Tega Cay Comprehensive Plan



Source: Tega Cay Comprehensive Plan

Table 8 – Concept Plan District Maps

Figure	Concept Plan District
41	Giti Tire Industrial Center
42	Sun Fiber Industrial Center
43	L & C Tract I Industrial Center
44	Town of Richburg and Exit 62 Area
45	Mixed-Use District at Gateway Conference Center
46	Mixed-Use District at Lando Village
47	Mixed-Use District and Commercial Centers
48	Mixed-Use District and Residential Mixed-Use District
49	Industrial Mixed-Use District

Source: Catawba Regional Council of Governments, 2017



Source: Code Studio, Midtown Hattiesburg Master Plan



# Figure 4I - Giti Tire Industrial Center



## District Concept

### Existing Facilities

- \$560 million manufacturing facility with over 1 million square feet
- Expected to produce 10 million units of passenger and light truck tires annually
- Estimated to generate 1,700 new jobs and be online in 2017
- Property located to the west of I-77 and south of SC Highway 9
- Has access at Exit 65 and Exit 62, with Exit 65 being the primary access
- Natural areas preserved for wildlife
- Railroad access

### Proposed Facilities

- An additional Giti facility
- Intersection improvements along SC Highway 9, including a signaled intersection

**Figure 42 - Sun Fiber Industrial Center**



## District Concept

### Existing Facilities

- Sun Fiber includes a \$45 million investment, generating over 300 jobs
- Industry recycles soda and water bottles into polyester stable fibers used for home textiles, furniture, upholstery, and automotive industries
- Other industries include La-Z-Boy and Rolled Alloys
- Mostly undeveloped property
- Located to the west of I-77 and north of SC Highway 9

### Proposed Facilities

- Additional Industrial Developments
- Intersection improvements along SC Highway 9, including a signaled intersection



**Figure 43 - L & C Tract I Industrial Centers**

## District Concept

### Existing Facilities

- Located between I-77 and SC Highway 9, north of the Town of Richburg
- Transportation access from SC Highway 9
- Partially cleared
- Railroad access
- Approximately 278 acres with utilities

### Proposed Facilities

- Industrial Developments

# Figure 44 - Town of Richburg and Exit 62 Area



## District Concept

### Existing Institutional Facilities

- Lewisville Elementary School
- Lewisville Middle School
- Lewisville High School
- Town of Richburg
- Richburg Fire Department
- Richburg Park

### Existing Industrial Facilities

- Eldelko
- Porter Warner Industries
- L and C Railway Distribution Park

### Proposed Facilities

- Mixed-Use Developments
- Industrial Developments
- Town of Richburg / Town Center





# Figure 45 - Mixed-Use District at Gateway Conference Center



## District Concept

### Existing Facilities

- Gateway Conference Center with approximately 11,000 square feet of event venues and location of Chester County Economic Development and I-77 Alliance
- Gathering spaces for outdoor events

### Proposed New / Enhanced Facilities

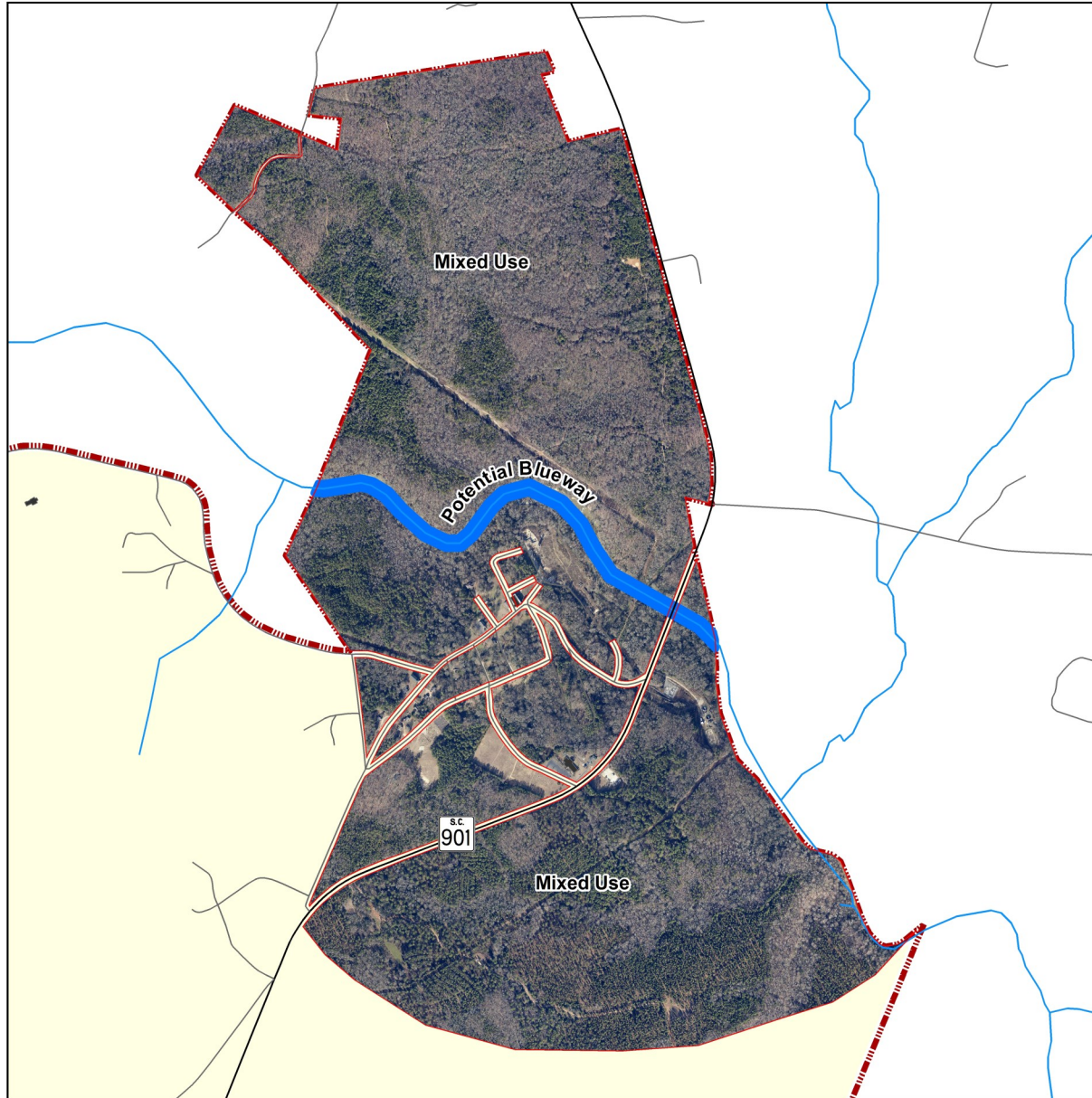
- Holiday Inn Express and Suites adjacent to the Gateway Conference Center fronting I-77 with approximately 100 rooms / suites including a conference room, business center, lounge, breakfast kitchen, fitness center, etc.
- Multi-family residential development fronting SC Highway 901
- Mixed-Use Developments
- New access road from SC Highway 901



at Gateway Richburg, SC



## Figure 46 - Mixed-Use District at Lando Village



### District Concept

#### Existing Facilities

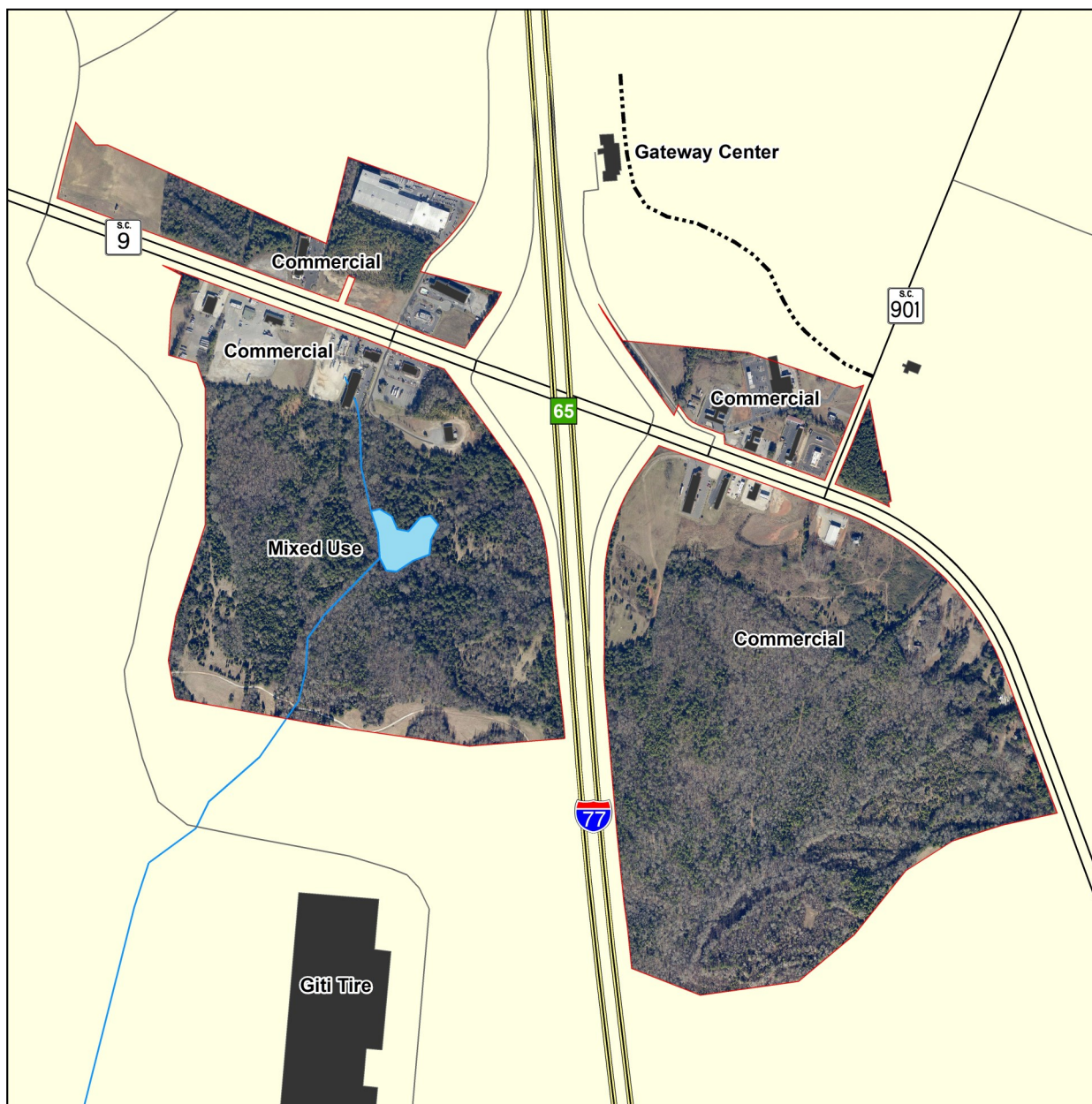
- Former Lando Community
- Compact layout with some former structures, remaining homes, and Lando Beach area
- Museum and Historic Sites
- Fishing Creek
- Undeveloped areas
- Lando-Manetta Wastewater Treatment Plant

#### Proposed New / Enhanced Facilities

- Lando Village Plan - Mixed-Use
- Housing to include Single Family Residential, Townhomes, Condos, etc.
- Villages Squares and Village Center with Historic Lando Structures
- Parks, Trails, and Covered Pedestrian Bridge
- Lando Blueway and Carolina Thread Trail Opportunity
- Potential School Site Location



# Figure 47 - Mixed-Use District and Commercial Centers



## District Concept

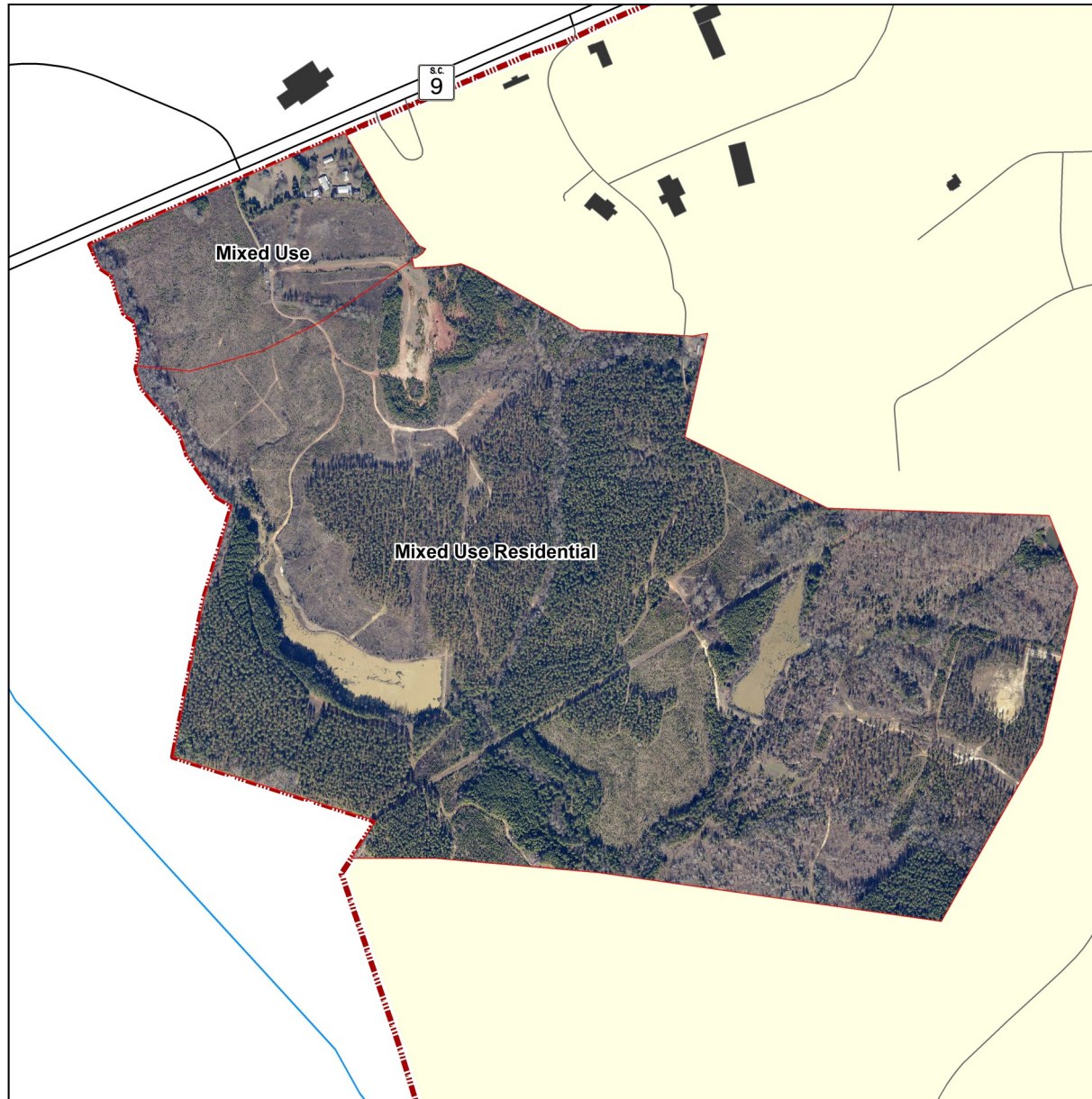
### Existing Facilities

- Commercial establishments such as restaurants, gas stations, hotels, etc.

### Proposed Facilities

- New Commercial Developments
- Mixed-Use Developments with pedestrian-scaled commercial, office, residential, civic, etc.
- Reinventing SC Highway 9 (Gateway Blvd.), intersection improvements, slower traffic speeds, and a complete streets approach
- Destination amenities as the major entrance into the Gateway District to include enhanced lighting, more landscaping, and wayfinding signage
- Design guidelines and/or standards for a cohesive plan for both east and west of SC Highway 9 at Exit 65

**Figure 48 - Mixed-Use District and Residential Mixed-Use District**



## District Concept

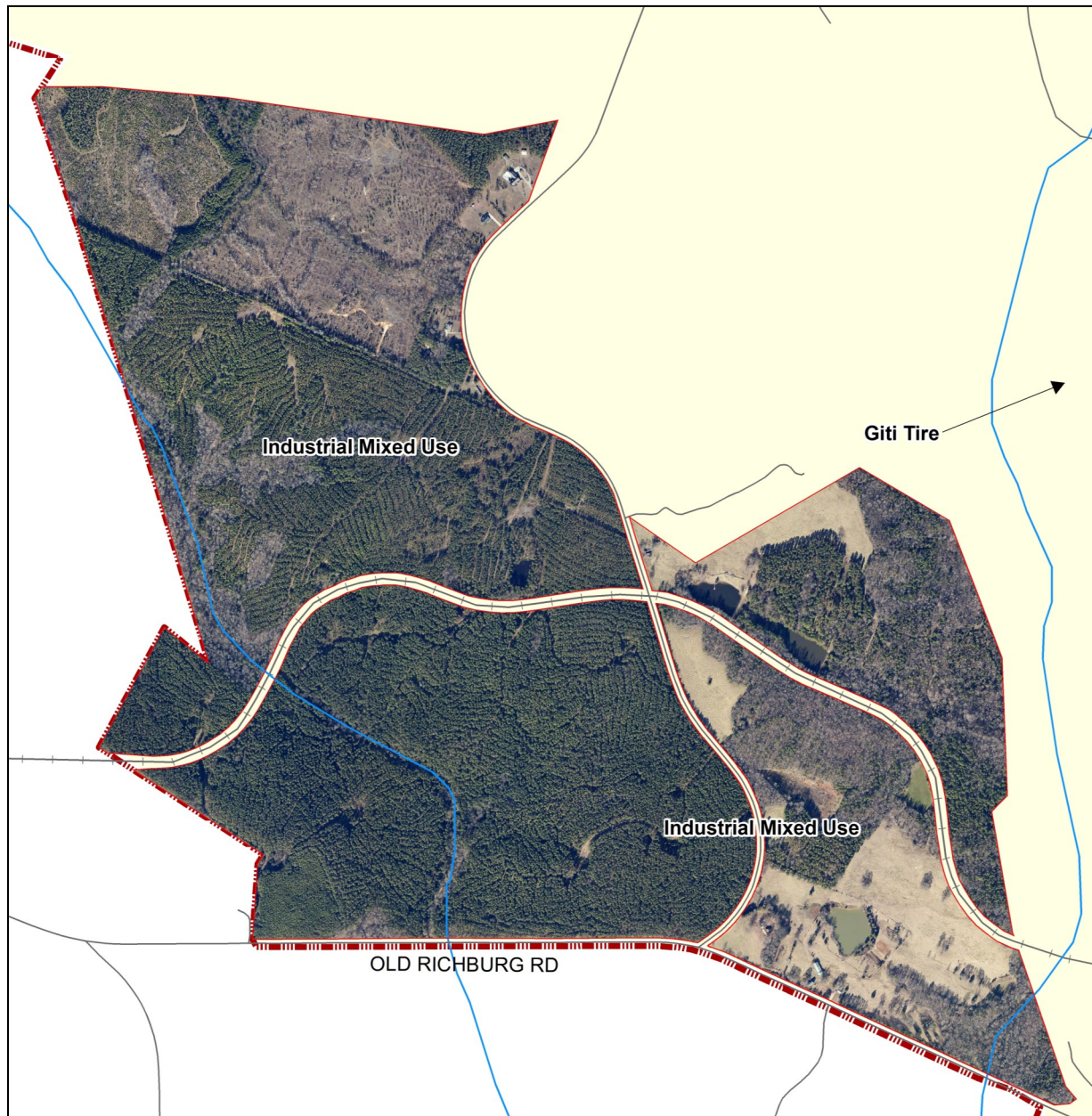
### Existing Facilities

- Mostly undeveloped
- Located south of SC Highway 9, adjacent to Cherry Hill Subdivision

### Proposed Facilities

- Mixed-Use Development with pedestrian-scaled commercial, office, residential, civic, etc.
- Mixed-Use Residential including a variety of housing types such as single-family residential, townhomes, condos, etc. in a walkable, pedestrian friendly neighborhood. Adjacent to Mixed-Use developments



**Figure 49 - Industrial Mixed-Use District**

## District Concept

### Existing Facilities

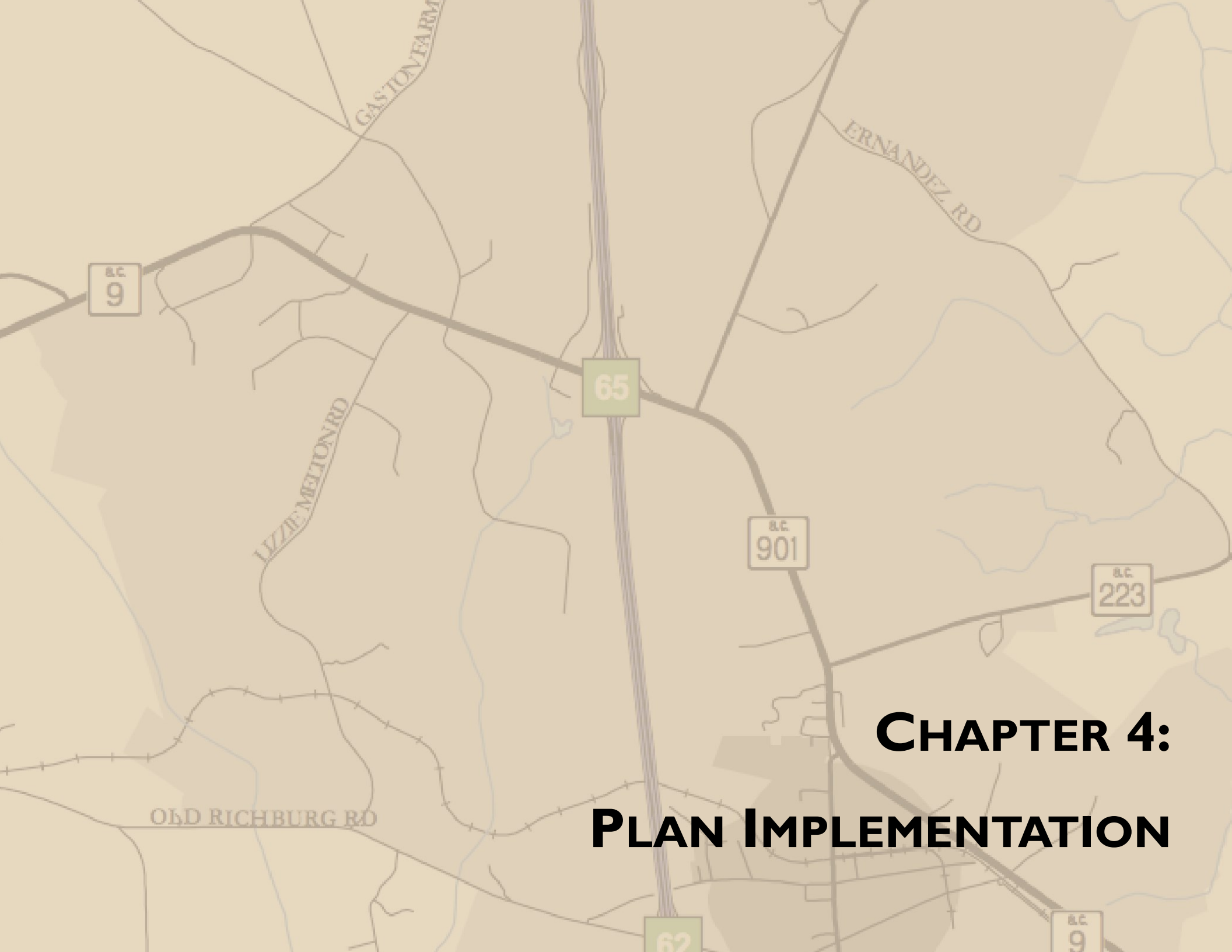
- Located north of Old Richburg Road and south of the Giti Tire Industrial Center
- Mostly undeveloped
- Railroad access

### Proposed Facilities

- Industrial Mixed-Use Developments that include limited commercial and institutional uses, light industrial uses, and a variety of residential uses for a pedestrian scaled district.

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# **CHAPTER 4: PLAN IMPLEMENTATION**

## Guiding Themes

The guiding goal of the Gateway Master Plan is a thriving, key destination center that is diverse with progressive economic opportunities and well-planned communities for living, working, and playing. This vision consists of the protection of existing developments of industrial, commercial, residential neighborhoods, and rural living while allowing some areas for higher development densities, greater housing choices, enhanced mobility, with more amenities and design.

The Gateway Master Plan's guiding themes are:

- **Focused** - The Gateway District will grow and develop in a way that is most beneficial to Chester County and its residents.
- **Predictable** - Growth will occur where envisioned by the community and in accordance with the long-range concept map, allowing for predictable investment for the long term economic growth for the Gateway District.
- **Industry Friendly** - Economic development, specifically industrial development, is a core component to the success of the Gateway District with innovation, skilled workforce, and opportunities for future generations.
- **Connected** - Infrastructure, including roads, rail, water, sewer, electricity, natural gas, and fiber, is the backbone of the Gateway District and should be advanced collectively with the resiliency and capacity to support all planned development.

- **Inviting** - Repurposed transportation corridors that enhance mobility with wayfinding signs, lighting, landscaping, sidewalks, bike lanes, trails, and parks are key amenities and elements that will support additional housing, retail, commercial, and industrial developments and provide spaces for community events.
- **Diversified** - In addition to the strong industrial economy, diversifying developments to meet greater retail and residential needs will be key to expanding the uses and meeting the future opportunities for growth.
- **Livable** - New housing should include choices for types of homes for incomes ranging from workforce housing, middle-income, to executive homes. The protection and sustainability of the current neighborhoods of Cherry Hills and Victorian Hills were included in the long range development plan.
- **Nature Valued** - The natural environment should be preserved and incorporated into the built environment through a design that is environmentally sensitive and becomes an asset for developments and the community.



Source: Poly America



Source: Creative Design Resolutions



Source: Midtown Hattiesburg



## Steering Committee

A diverse Steering Committee chaired by the County Council Supervisor and the Chester Development Association Chair served as the advisory committee. The Steering Committee provided feedback and direction at meetings and community events throughout the process of the development of the Gateway Master Plan. The Steering Committee consists of individuals representing both public and private agencies and organizations that are stakeholders and residents in the Gateway District.

For the plan to be implemented effectively, the Steering Committee should continue to serve as an advisory body and guide the initiatives necessary to achieve the vision of the Gateway District. In addition to the current members of the Steering Committee, additional stakeholders interested in the development of the Gateway District should be invited to participate. The members can establish a governing structure for routine Steering Committee meetings and an approach to implementing the plan initiatives as one overall group or in smaller work teams.



## Financing Improvements

Many initiatives identified in the Gateway Master Plan require financing for implementation. There are numerous funding options to be considered for capital improvements within the Gateway District that may include:

### Tax Increment Financing

A Tax Increment Financing (TIF) District is an option for financing public improvements in the Gateway District. Establishing a TIF district for the Gateway District can be used to provide front-end funds pledged toward bonds for funding public improvements within the Gateway area.

A Tax Increment Financing Redevelopment Plan is established prior to the creation of a TIF District. The TIF Redevelopment Plan must include:

- A statement of the redevelopment objectives, need for redevelopment, and the proposed use of the proceeds;
- Cost estimates of needed public improvements and projected source of revenues;
- A list of all real property to be included in the TIF District;
- Time period the TIF would be in place;
- Estimated impact of the TIF on all revenues and, if residential development is included, impact on school enrollment.

For the Gateway District, a TIF can be created for the entire planning area or can be created in portions of the planning area. Taxing districts within the TIF District are involved in the support and formation of the TIF.

Residential development within the TIF District is not credited towards the TIF Redevelopment Plan but towards the Chester County School District.

### Capital Improvements Sales Tax

The Capital Improvements Sales Tax is a penny sales tax that is added as an additional sales tax. The Capital Improvements Sales Tax can be used to fund special projects for infrastructure and capital projects.

### South Carolina Infrastructure Bank

The South Carolina Infrastructure Bank provides assistance through loans and financing for major infrastructure facilities. The threshold for Infrastructure Bank projects is \$25 million total project cost, not including financing costs or loan costs. Proposed projects are evaluated on public benefit, financial plan, and project approach. The project must demonstrate a public benefit in one or more of the following areas:

- Enhancement of mobility and safety,
- Promotion of economic development,
- Increase in the quality of life and general welfare of the public.

## Transportation Improvement Program Guideshare

Transportation Improvement Program Guideshare is a federal program by which SC Department of Transportation allocates a portion of federal funds for transportation infrastructure improvements to Metropolitan Planning Organizations (MPOs) and Councils of Governments (COGs). Therefore, all transportation infrastructure projects within the Catawba Region are to be fiscally based on the allocated "Guideshare" Program funds as well as any local funds that can be designated for transportation infrastructure improvements.

### Transportation Investment Generating Economic Recovery (TIGER)

Transportation Investment Generating Economic Recovery (TIGER) Department of Transportation funds are highly competitive but provide a unique opportunity to fund improvements to road, rail, transit, and port projects. Awards projects under TIGER must provide a national, regional, or metropolitan area impact. TIGER projects are evaluated on innovation, partnerships, project readiness, benefit cost analysis, and cost share. Successful applicants detail the project benefits on the following:

- Safety
- Economic Competitiveness
- State of Good Repair
- Quality of Life
- Environmental Sustainability.



## Cost to Serve

CommunityViz is a modeling tool used to determine the impact of the implementation of the Gateway Concept Plan. The modeling process estimates the impacts of the Gateway Concept Plan on the 367 underdeveloped and undeveloped parcels. The CommunityViz tool projects the future land use categories on the underdeveloped and undeveloped parcels assuming 15% of each parcel is undevelopable and also removing portions that contain constraints to development such as floodplains and wetlands.

By projecting additional population, employment, and development, the modeling outcomes can forecast the cost to serve new developments. This modeling tool estimates the cost to provide services to new developments as well as projected tax revenues by various land use categories such as rural living, single-family residential, residential mixed-use, mixed-use, commercial, industrial mixed-use, and industrial. With these two data points, an estimated ratio of cost to serve versus revenue may be established.

The outcomes of the modeling of the Gateway Master Plan Concept Map are reflected in Table 9, Modeling Outcomes for the Gateway Concept Plan. Table 10, Cost to Serve Forecast for the Gateway Concept Plan reflects anticipated cost to serve new developments with the Gateway Master Plan District. The methodology used in the modeling process is located in Appendix A, Modeling Methodology.

The planning area of the Gateway District is unique in that over 40% of its planned use under the concept map is designated for commercial and

**Table 9 - Modeling Outcomes**

Item	50% of Carrying Capacity	Total Carrying Capacity
Additional Population	10,344	20,677
Additional Employment	10,877	21,774
Additional Single Family Residential Dwelling Units	3,479	6,959
Additional Multi Family Residential Dwelling Units	1,926	3,852
Additional Commercial / Office Square Feet	3.7 Million	7.4 Million
Additional Industrial Square Feet	6.5 Million	13 Million
New Students	2,500	5,000
Additional Wastewater Gallons Per Day	1.5 Million	3 Million
Additional Water Gallons Per Day	1.6 Million	3.2 Million
New Sheriff / Police Positions	25	50
New Firefighter Positions	21	43
Additional Vehicles Miles Traveled	2.8 Million	5.6 Million
Additional Annual Property Tax Revenues	6.2 Million	12.3 Million
Cost to Serve	5.7 Million	11.4 Million

Source: Catawba Regional Council of Governments

industrial development. These uses are projected to generate over \$2,600,000 in tax revenue at 50% buildout while demanding approximately \$2,000,000 in services. The alignment of the planning area as a

commercial and industrial hub assists in balancing out the overall cost to serve relative to the projected tax revenue due to its advantageous revenue / cost to serve ratio. These projected outcomes are reflected

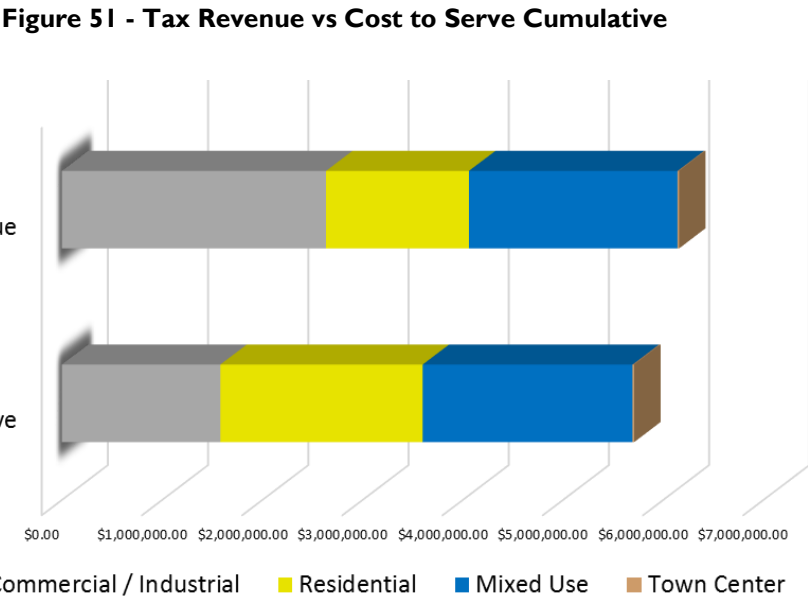
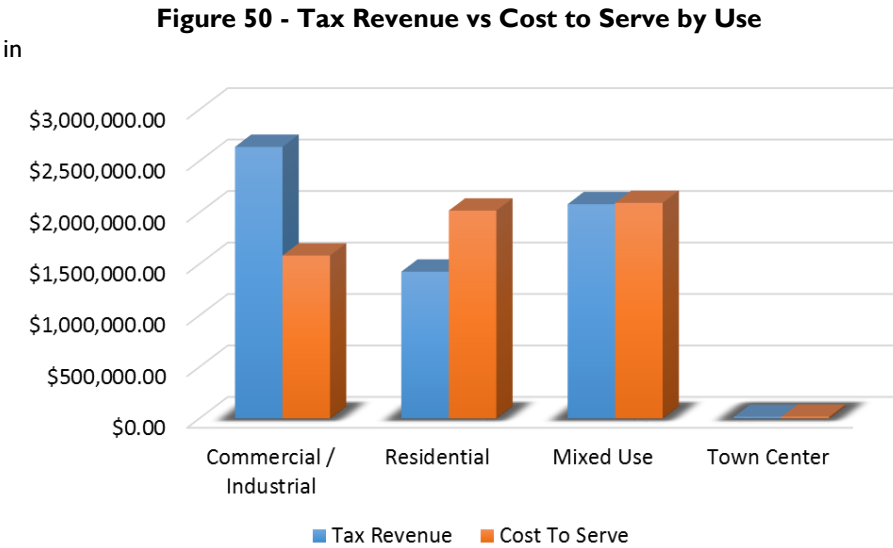


Figure 50, Tax Revenue vs Cost to Serve by Use and Figure 51, Tax Revenue vs Cost to Serve Cumulative.

Within the planning area, residential uses are projected to cost \$1.42 to serve for every \$1.00 generated in revenue, whereas commercial / industrial uses are projected to only cost \$0.60 to serve for every \$1.00 generated. The net result of the concept maps alignment with commercial / industrial uses is an overall planning area cost to serve ratio of \$0.93 for every \$1.00 of tax revenue with an overall services cost of approximately \$5,700,000 against a projected revenue of approximately \$6,200,000.

Table 10 - Cost to Serve Forecast

Use	Tax Revenue	Cost to Serve	Cost / \$1 Collected
Commercial / Industrial	\$2,638,135	\$1,582,881	\$ .60
Residential	\$1,425,933	\$2,019,155	\$1.42
Mixed-Use	\$2,081,442	\$2,094,268	\$1.01
Town Center	\$15,819	\$16,974	\$1.07
Planning Area Total	\$6,161,329	\$5,713,277	\$ .93

Source: Catawba Regional Council of Governments



## Plan Prioritization

The Gateway Master Plan has support from community stakeholders and can be implemented with various initiatives accomplished in different stages due to the scope and breathe of the improvements and programs. The implementation strategies must be prioritized as to the activities that can be achieved immediately and those that will require additional time for short- to mid-range initiatives.

The collaboration of Chester County and the Chester Development Association through the support of the Steering Committee can continue providing the leadership to successfully prioritize and implement projects and programs. Plan prioritization should remain flexible to accommodate for private development activities and funding opportunities.

### Overarching Initiatives:

- Envision a thriving, active Gateway District - a center of living, working, shopping, and playing.
- Protect existing industrial developments while promoting new industries and progressive economic development opportunities.
- Foster a variety of uses and create spaces of value that establish the Gateway District as a destination.
- Promote additional housing opportunities that include both rental and owner-occupied units that appeal to young professionals, employees, empty nesters, and seniors.



- Promote the Gateway District where industries, retail, office, entertainment, dining, and residents can easily coexist.
- Secure funding to reinvent streetscapes and to undertake key corridor improvements within the Gateway District.
- Encourage efficient development patterns through infrastructure enhancements near areas planned for growth and served by adequate transportation.
- Provide trails and open spaces as amenities that establish connections to assets and contribute to the economic vitality of the Gateway District.
- Promote opportunities for shaded streetscapes and parking areas to provide pedestrian shade and enhance economic development.



Source: Chester Woods Trail Race, Chester County, PA

### Immediate Initiatives:

- Adopt the Gateway Master Plan.
- Continue the work of the Gateway Steering Committee and others from Chester County and the Chester Development Association to implement the vision of the Gateway Master Plan.
- Complete the Chester County Comprehensive Plan update and incorporate the Gateway Master Plan into the long-range plan.
- Market the Gateway District to new industries through the construction of a spec building and to potential developers/investors for new housing and mixed-use developments.
- Proceed with infrastructure improvements for utility upgrades to increase capacity and support future developments.
- Participate with SCDOT, CRCOG, and Chester County in upcoming transportation projects along the Highway 9 corridor and I-77 that include intersection and corridor improvements.

- Work with local partners on design guidelines for amenities and uniform enhancements along Highway 9, east and west of I-77.
- Undertake workforce development through innovative steps with education, industry, and the Workforce Development Board.

### Short- to Mid-Range Initiatives:

- Develop a Capital Improvements Program based on the Chester County Comprehensive Plan.
- Proceed with funding options for Capital Improvements within the Gateway District that may include Tax Increment Financing, a Special Purpose District, the South Carolina Infrastructure Bank, Capital Improvements Sales Tax, and grants and other incentive programs.
- Analyze current regulatory tools based on the Comprehensive Plan for possible updates to the zoning ordinance, the land development ordinance, and the zoning map.
- Design and begin construction of district improvements for wayfinding signage, lighting, landscaping, sidewalks, and other related improvements for Highway 9 and Highway 901.
- Develop, construct, and market trail connections within the Gateway District to the Lansford Canal, Rodman Recreation Complex, and Fishing Creek in Lando Village with the assistance of Carolina Thread Trail grants.
- Continue industrial marketing efforts for the Gateway District for advanced materials, transportation equipment, chemicals, business / financial services, food products, life sciences, and defense.
- Undertake community sponsored events like “Gateway Live” with music / food trucks during spring and fall on Fridays; quarterly Gateway Art Walk; or The Lansford Run, a 5K / 10K annual event.



Source: Midtown Hattiesburg



Source: Tega Cay Comprehensive Plan



Source: CONNECT Our Future





## **CHAPTER 5:**

# **PUBLIC PARTICIPATION**

# Visioning Week Schedule

## Public Outreach

### Public Participation

The Gateway District Master Plan involves the participation and feedback of stakeholders throughout the development of the plan. Public engagement is an essential piece of a common vision for the Gateway District. Staff of the Catawba Regional Council of Governments met with local residents and property owners to gather input into the future of the Gateway District. Visioning Week was held October 17 – 20, 2016 and included a hands-on workshop, property owner and stakeholder interviews, drop-in visits, and a community presentation. The detailed schedule for Visioning Week is shown in Figure 52, Visioning Week Schedule / October 17 - 20, 2016.

### Steering Committee

The committee is comprised of representatives from Chester County, Chester Development Association, Progressive Association of Chester County, Chester County School District, Chester Metropolitan District, Chester Sewer District, Chester Natural Gas Authority, L & C Railway, SCDOT, Giti Tire, First Citizens Bank, Spratt Savings and Loan, Founders Federal Credit Union, Dipak Family Limited Partnership, L & C Landholders, Lazy Boy, Crenshaw Oil, Town of Richburg, Richburg Fire Department, Winters Law Firm, Guardian Industries Corporation, and MCON Construction.

The Steering Committee met with Catawba Regional Council of Governments staff throughout the process of developing the master plan to provide input and direction as noted in Table 11, Master Plan Meeting Schedule. Steering Committee members also attended community events and reviewed draft materials.

### Promotional Materials / Initiatives

The Gateway District Master Plan included many types of public outreach to promote public involvement during the process:

- 5 x 7 color postcards, Figure 53, Postcard Invitation; were mailed to all property owners within the planning area inviting the public to participate in all events;
- Letters were sent to 37 property owners with property acreage totaling 50 acres and more inviting them to attend events and to participate in an interview process;
- Visioning Week activities were advertised in the Chester News and Reporter on October 7, 2016 and October 14, 2016;
- Postcards were available to the public at the Gateway Conference Center, Chester County Administrative Building, and at various local businesses in the planning area; and
- Press releases were distributed to the local media on October 6, 2016; information was placed on websites for Choose Chester, Chester County, and Catawba Regional COG; and on the Gateway Conference Center sign.





**Figure 52 - Visioning Week Schedule / October 17 - 20, 2016**

Time	Monday, October 17th Day 1		Tuesday, October 18th Day 2		Wednesday, October 19th Day 3		Thursday, October 20th Day 4		
8:00 AM	Team Arrives / Studio Setup		Hands-on Visioning Workshop 8:30 am - 12:00 pm in the Grand Ballroom		Open Planning Studio	Stakeholder Interviews	Closed Planning Studio		
9:00 AM									
10:00 AM									
11:00 AM	Steering Committee 11:00 am to 12:00 pm								Steering Committee 11:00 am to 12:00 pm
12:00 PM	Setup Complete / Lunch		Workshop Recap / Lunch		Lunch		Lunch		
1:00 PM									
2:00 PM	Open Planning Studio	Major Landowners	Open Planning Studio	Major Landowners	Open Planning Studio	Stakeholder Interviews	Closed Planning Studio		
3:00 PM									
4:00 PM							Closed Planning Studio		Closing Presentation 6:00 pm - 7:30 pm in the Grand Ballroom
5:00 PM					Presentation Preparation				
6:00 PM									
7:00 PM									

## Visioning Week

### Hands-On Workshop

The Hands-On Workshop was held on the morning of Tuesday, October 18, 2016 from 8:30 am to 12:00 pm and provided industry and business owners, property owners, and residents an opportunity to brainstorm about the future of the Gateway District.

Karlisa P. Dean, Chester County Economic Development Director, welcomed the twenty participants to the beginning of Visioning Week and thanked them for contributing their ideas for the Gateway District Master Plan.

Cole McKinney, Catawba Regional Council of Governments, presented an overview of the project objectives. Mr. McKinney described the importance to ensure the future integrity and economic vitality and to develop place-making strategies through proactive planning. He also covered the existing market analysis within the Gateway District.

Kara W. Drane, AICP, Catawba Regional Council of Governments shared examples of place-making techniques, highlighted the Visioning Week schedule, and introduced the breakout session portion of the Hands-On Workshop. Participants broke into three groups and developed a vision documented on maps and descriptions of a Gateway District future. The feedback provided by the groups were incorporated into the Gateway Master Plan Concept Map. The big ideas that the groups reported included:

- New Housing Opportunities
- Transportation Corridors and Intersection Improvements
- Appropriately Zoned Land
- Upscale Retail, Hotel, and Restaurants
- Lighting
- Sidewalks and Landscaping
- Mixed-Use including Retail and Housing
- Wayfinding Signs
- Parks and Green Space
- Recreation Areas with Walking / Biking Trails and Kayak Landings
- Farmland Preservation
- Additional Medical and Pharmacy Uses
- Historic Areas
- Additional Sewer Infrastructure

Figure 53 - Postcard Invitation



**HANDS-ON WORKSHOP**  
Brainstorm with industry and business owners and residents about the future of the Gateway District!

**TUESDAY, OCTOBER 18, 2016**  
**8:30 AM - 12:00 PM**

**CLOSING PRESENTATION**  
Join us for a presentation of the results of the Hands-on Workshop and the plans for the Gateway District!

**THURSDAY, OCTOBER 20, 2016**  
**6:00 PM - 7:30 PM**

Drop by The Gateway Conference Center to discuss your ideas with planners.

**OCT 17: 2:00 PM - 7:00 PM**  
**OCT 18: 2:00 PM - 7:00 PM**  
**OCT 19: 8:00 AM - 6:00 PM**

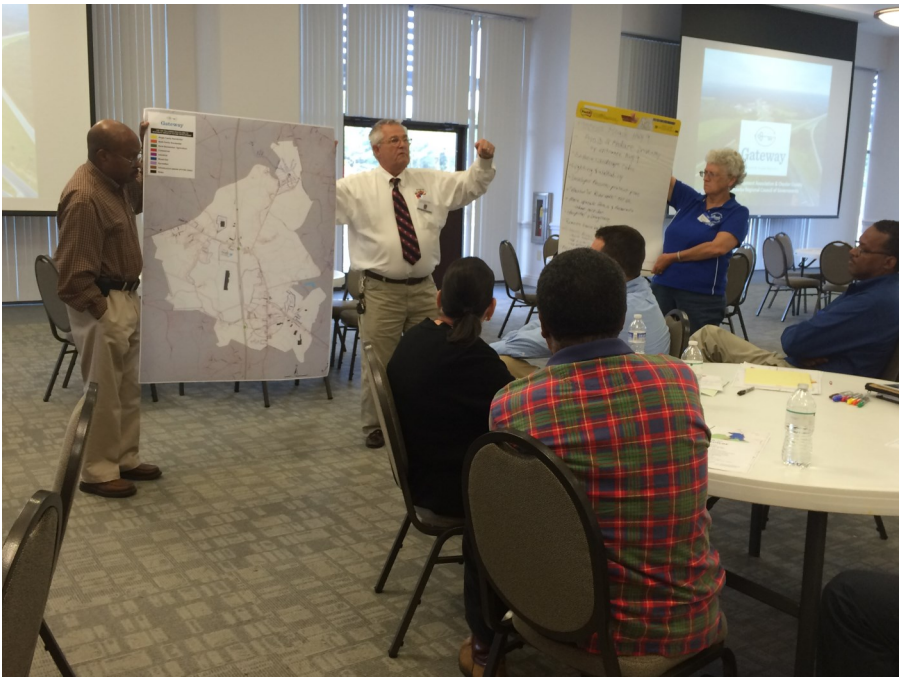




Source: Brian Garner, Chester County News and Reporter, 2016









## Stakeholder Interviews

Catawba Regional Council of Governments staff conducted stakeholder interviews with major property owners, business owners, public agency representatives, and community leaders during Visioning Week. The feedback provided by the stakeholders provided input into the opportunities and potential future for the Gateway District.

The interviews allowed planners to gather information from many stakeholders and hear different perspectives and needs from stakeholders across the Gateway District planning area. Local and non-local property owners participated in the interview process for the Gateway Master Plan project.

## Drop-In Visits

The public was invited to meet with the Catawba Regional Council of Governments staff during Visioning Week to share ideas and ask questions about the Gateway Master Plan Project. The drop-in visits allowed residents the opportunity to come by the Gateway Conference Center at their convenience to engage in the process and development of the plan. Times were available both during the day and early evening to provide flexibility to the public.



## Closing Presentation

The Closing Presentation was held on the evening of Thursday, October 20, 2016 beginning at 6:30 pm. Karlisa P. Dean, Chester County Economic Development Director, welcomed everyone to the evening presentation.

Cole McKinney and Kara W. Drane, AICP, Catawba Regional Council of Governments shared the Work-In Progress Presentation that included the input and feedback received from the community during the events over the four day Visioning Week. Mr. McKinney and Ms. Drane shared the Gateway

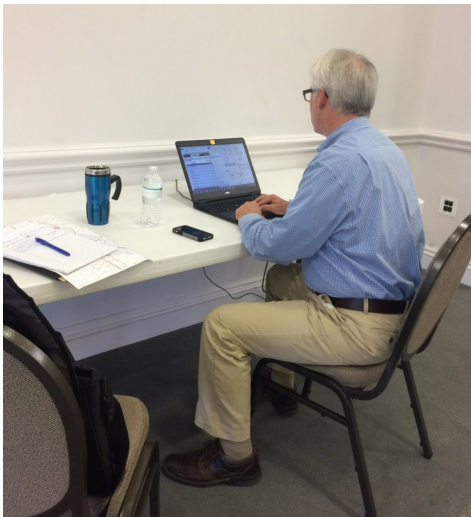
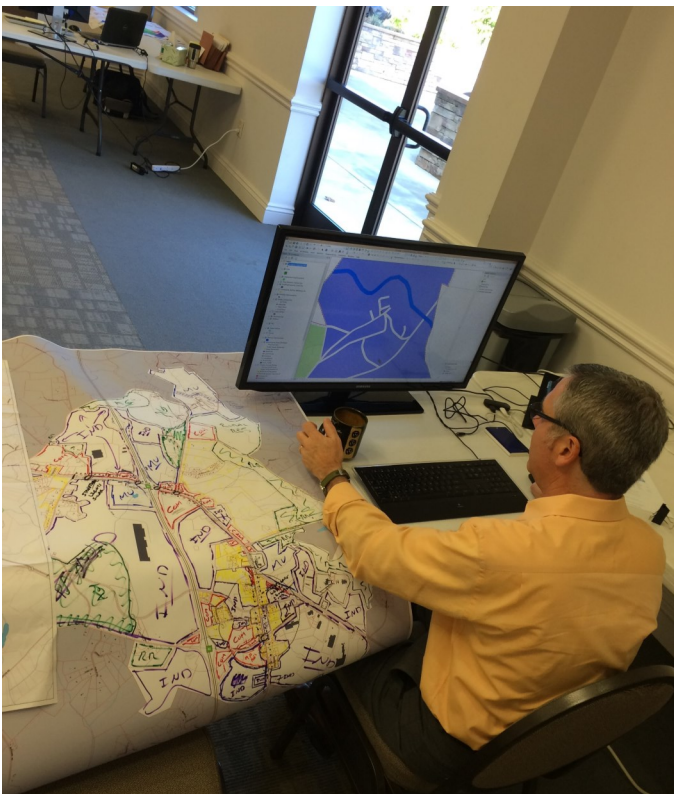
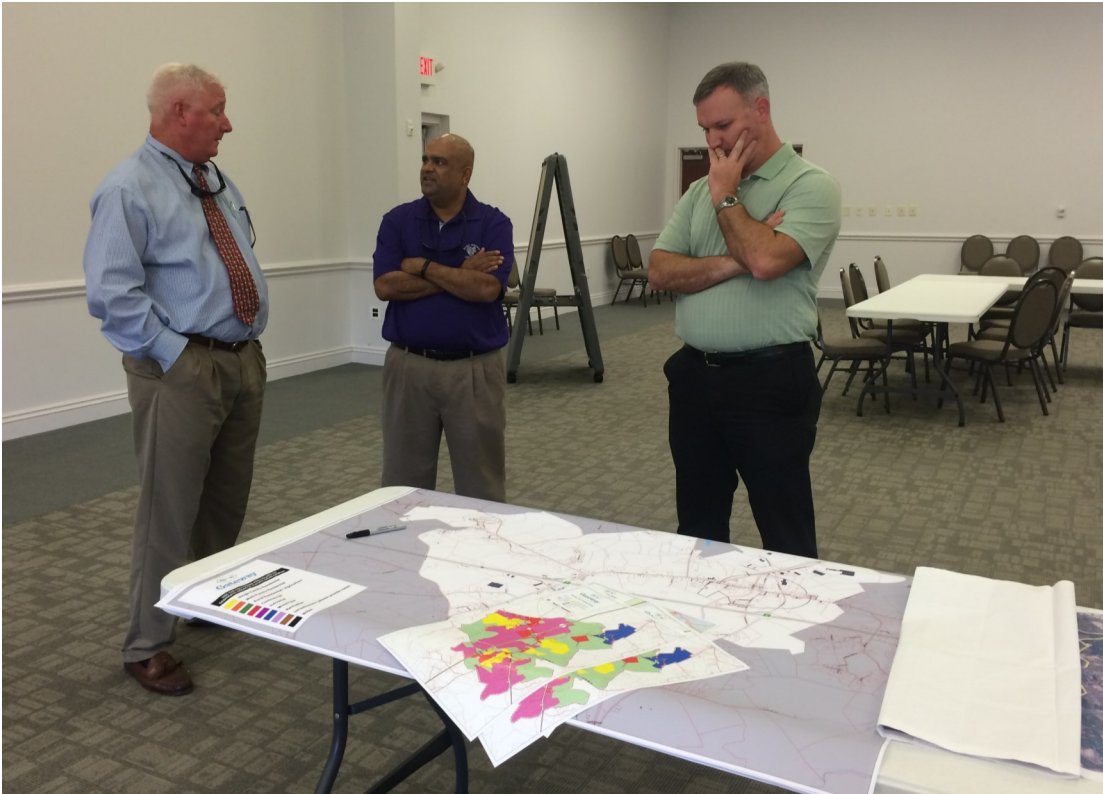
District Concept Plan Map and the preliminary vision based on the community input.

At the close of the presentation, Ms. Dean shared the background on the Gateway District Master Plan logo with the audience. She thanked them for participating in the Visioning Week events and for attending the presentation. Approximately sixty people attended the Closing Presentation. At the end of the Closing Presentation, the public was invited to view the maps and discuss the Gateway District Concept Plan Map.

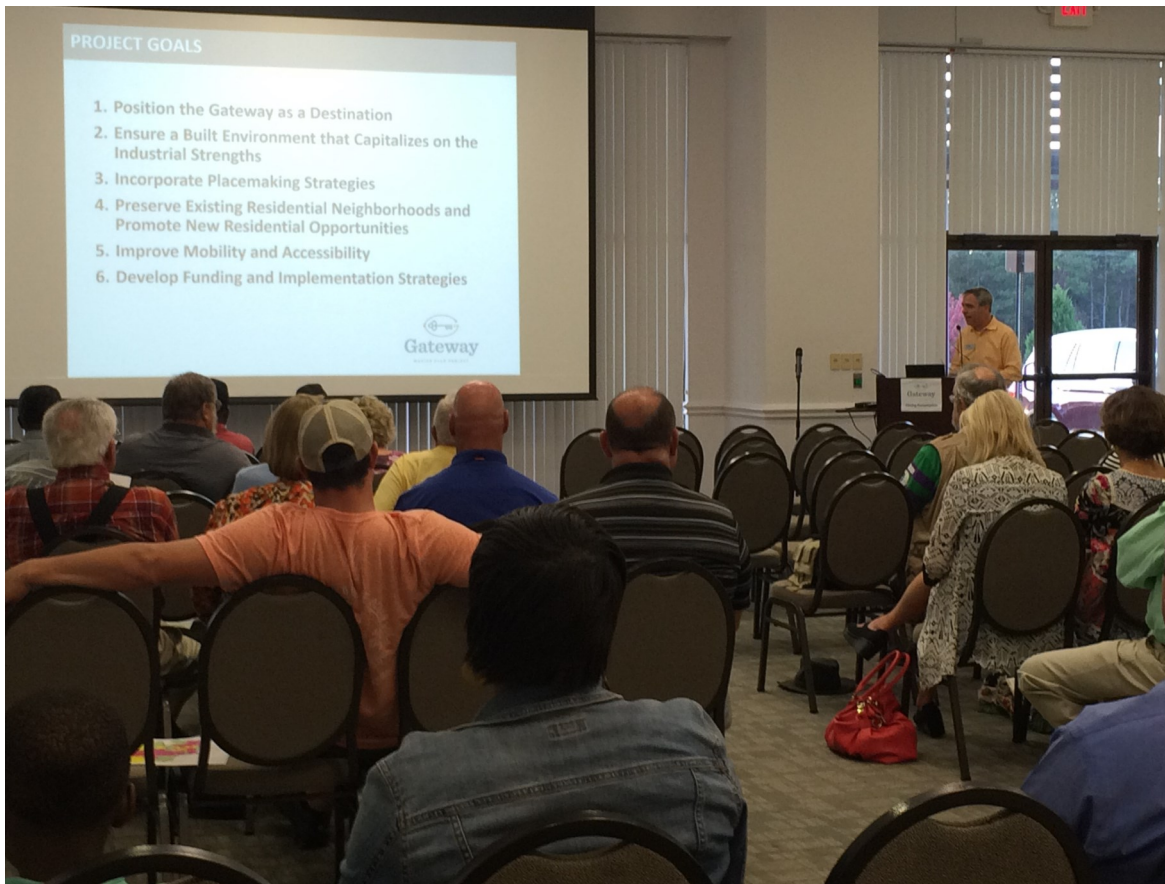
**Table 11 - Master Plan Meeting Schedule**

Dates	Organization	Purpose of Meeting
December 18, 2015	Steering Committee	Proposed Planning Area / SWOT Analysis
March 9, 2016	Steering Committee	Existing Conditions Review and Input
May 26, 2016	Steering Committee	District Name / Project Timeframe
September 15, 2016	Steering Committee	Project Branding / Identity / Vision Statement / Visioning Week Planning
October 17, 2016	Steering Committee	Hands-On Workshop / Visioning Week Events Review
October 20, 2016	Steering Committee	Visioning Week Outcomes / Closing Presentation Review
December 14, 2016	Steering Committee	Gateway Master Plan Framework
February 28, 2017	Steering Committee	Planning Principles / Recommendations / Implementation Schedule Review
March 15, 2017	Steering Committee *	A Plan for The Gateway District Presentation

\* Joint Meeting with the Chester Development Association, Chester County Council, and Chester County Planning Commission.







## Acknowledgements

A special thank you to Chester County officials and staff, the Chester Development Association, Chester County Planning Commission, Steering Committee, and residents for participating in the development of the Master Plan for the Gateway District.

### County Council

K. Shane Stuart, County Supervisor, Chairman

Joe Branham, District 3, Vice-Chairman

Archie Lucas, District 2

Brad Jordan, District 1

Pete Wilson, District 4

Mary A. Guy, District 5

Alex Oliphant, District 6

### Chester Development Association Officers

Mike Enoch, Chairman

Tony Pope, Vice Chairman

Brian Singleton, Past Chairman

Hal Stone, Secretary

Jim Bennett, Treasurer / Membership

### Chester County Planning Commission

Nathan Smith

Michael Tate

Robert W. Raines, Jr.

Marvin Grant

Carolyn Williams

Azzie Lee Hill

Jack Cabrey

### Steering Committee

Bhavin Patel, MPCO

Brian Singleton, Truvista

Dehler Hart, L & C Landholdings

Dilip Patel, Dipak Family Limited Partnership

Ed Sharpe, Town of Richburg

Fred Castles, Chester Metropolitan District

Gina Winkler, La-Z-Boy

Hal Crenshaw, Crenshaw Oil

James Harris, Mayor, Town of Richburg

James Knox, Lewisville High School

Jim Bennett, Spratt Savings & Loan

John Agee, Richburg Fire Dept.

John McCarter, PE, SCDOT Regional Engineer

Joanie Winters, Winters Law Firm

Julianto Djajadi, Giti Tire

Lance Clarke, Guardian Industries Corp.

Mahandra Patel, MPCO

Matthew Gedney, L & C Railway

Mike Enoch, Chester Natural Gas Authority

Natu Patel, Property Owner

Niki Nash, Founders FCU

Philip Thompson-King, Chester Sewer District

K. Shane Stuart, Chester County Supervisor

Steve Gedney, L & C Railway

Sylvia Jennings, PACCC

Tony Pope, First Citizens Bank

Vic Edwards, PE, SCDOT District Permit Engineer

Walt Whitman, MCON Construction

### Chester County Staff

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Lawana Thompson, Administrative Assistant

Kimberly D. Starnes, Events Coordinator

Justin Ford, Planning and Building Director

### Catawba Regional Council of Governments

Randy Imler, Executive Director

Kara W. Drane, AICP, Senior Planner

Cole McKinney, Regional Planning Initiatives Director

Rob Jackson, GIS Analyst

Robby Moody, AICP, Senior Planner

Jason Vance, Economic Development Planner





# APPENDICES



# Appendix A

## Modeling Methodology

### CommunityViz Projections

The following assumptions were used within the CommunityViz model for the Gateway Concept Plan.

#### Housing Units Per Acre

- Rural Living – 0.3
- Single Family House – 3.07
- Multi-Family Complex – 11.67

#### Population per Dwelling Unit

- Single Family House – 2.35
- Unit within a Multi-Family Housing Complex – 1.12

#### Percentage of Total Projected Population by Grade Level

- Elementary School – 11.5%
- Middle School – 5.1%
- High School – 7.6%

#### Floor Area Ratio per Acre

- Commercial – 0.20
- Industrial – 0.13

#### Employees per Square Foot

- Commercial / Office – 1 employee per 1,000 square feet
- Industrial – 1 employee per 900 square feet

#### Water Use

- Residential per Unit – 167 gallons per day
- Commercial / Office – .15 gallons per square foot
- Industrial – .02 gallons per square foot

#### Wastewater Use

- 94% of calculated Water Use

#### Public Safety per Capita

- Police Officers per 1,000 persons – 2.4
- Firefighters per 1,000 persons – 2.06

#### Vehicle Trip Rate Generation at 8.64 miles per Trip

- Single Family – 9.57 trips per unit
- Multi-Family – 5.81 trips per unit
- Mixed Use Commercial / Office – 55.25 trips per 1,000 square feet
- Commercial / Office – 75.12 trips per 1,000 square feet
- Industrial – 6.97 trips per 1,000 square feet

### CommunityViz Formulas

The following formulas were used within the CommunityViz model for the Gateway Concept Plan to calculate output results by land use categories.

#### Rural Living – Single Family Housing Units

- 15% Contingency
- 85% Rural Living Single Family Units [(Rural Living Acreage X .85) X .30]

#### Single Family – Single Family Housing Units

- 15% Contingency
- 85% Single Family Units [(Single Family Acreage X .85) X 3.07]

#### Residential Mixed-Use – Housing Units

- 15% Contingency
- 20% Multi-Family Units [(Residential Mixed-Use Acreage X .20) X 11.67]
- 65% Single Family Units [(Residential Mixed-Use Acreage X .65) X 3.07]

#### Mixed-Use – Housing Units and Commercial / Office Square Footage\*

- 15% Contingency
- 50% Single Family Units [(Mixed-Use Acreage X .5) X 3.07]
- 15% Multi-Family Units [(Mixed-Use Acreage X .15) X 11.67]
- 20% Commercial / Office Square Footage {[(Mixed-Use Acreage X .2) X 43,560] X .2}

#### Industrial Mixed-Use – Industrial and Commercial / Office Square Footage\*

- 15% Contingency
- 65% Industrial Square Footage {[(Industrial Mixed-Use Acreage X .65) X 43,560] X .13}
- 20% Commercial / Office Square Footage {[(Industrial Mixed-Use Acreage X .2) X 43,560] X .2}



### **Commercial / Office – Square Footage\***

- 15% Contingency
- 85% Commercial Square Footage  $\{[(\text{Commercial Acreage} \times .85) \times 43,560] \times .13\}$

### **Industrial – Square Footage\***

- 15% Contingency
- 85% Industrial Square Footage  $\{[(\text{Industrial Acreage} \times .85) \times 43,560] \times .13\}$

### **Town Center – Housing Units and Commercial / Office Square Footage\***

- 15% Contingency
- 60% Single Family Units  $[(\text{Single Family Acreage} \times .6) \times 3.07]$
- 10% Multi-Family Units  $[(\text{Multi-Family Acreage} \times .1) \times 11.67]$
- 15% Commercial / Office Square Footage  $\{[(\text{Commercial Acreage} \times .15) \times 43,560] \times .2\}$

\*The multiple of 43,560 is necessary to convert acreage to square footage for Commercial / Office and Industrial uses.

### **Cost to Serve**

The following assumptions and methodology were used to determine cost to serve and return on investment.

### **Revenue per Acre**

- Commercial / Office – \$7,529
- Industrial – \$526

- Residential Mixed-Use – 20% Multi-Family at \$2,945 + 65% Single Family at \$1,497
- Mixed-Use – 50% Single Family at \$1,497 + 15% Multi-Family at \$2,945 + 20% Commercial at \$7,529
- Industrial Mixed-Use – 65% Industrial at \$526 + 20% Commercial at \$7,529
- Rural Living – \$162
- Single Family – \$1,497
- Town Center – 60% Single Family at \$1,497 + 10% Multi-Family at \$2,945 + 15% Commercial at \$7,529

### **Services Usage Rates by Land Use (per Farmland Information Center National COCS Study)**

- Residential – 65%
- Commercial / Industrial – 15%
- Rural Living / Institutional – 20%

## Appendix B

### Definitions

**Complete Streets:** A transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. Complete Streets allow for safe travel by those walking, bicycling, driving automobiles, riding public transportation, or delivering goods.

**Cultural Resources:** The beliefs, art, and institutions that help shape and define the character of an area's population. Historic buildings and structures, unique commercial and residential areas, natural and scenic resources, archeological sites, as well as educational, religious, and entertainment areas shape the community and its people.

**Density:** The number of families, individuals, dwelling units, households, or housing structures per unit of land. Typically, density is expressed as dwelling units per acre (DUA).\*

**Development:** Any man-made change to improved or unimproved real estate, including, but not limited to, buildings or other structures; any change in use in land or increase in the number of dwelling units.

**Fresh Farm Market:** An establishment engaged in the retail sale of fresh fruits and vegetables.

**Gateway:** A major entrance or point of access into a neighborhood, district, community, or region.\*

**Greenway:** (1) A linear open space established along either a natural corridor, such as a riverfront, stream valley, or ridgeline, or over land along a railroad right-of-way converted to recreational use, a canal, a scenic road, or other route; (2) any natural or landscaped course for pedestrian or bicycle passage; (3) an open space connector linking parks, natural reserves, cultural features, or historic sites with each other and with populated areas; (4) locally, certain strip or linear parks designated as parkway or greenbelt.\*

**Green Building:** A structure that is designed to utilize LEED (Leadership in Energy & Environmental Design) certification standards to improve sustainability and performance throughout the life cycle of the building.

**Growth:** The rate, amount, location, timing, and type of development.

**Infrastructure:** The basic physical and organizational structure needed for the operation of a society or enterprise or the services and facilities necessary for an economy to function. It can be generally defined as the set of interconnected structural elements that provide a framework supporting an entire structure or development.

**Infill:** The rededication of land in an environment, usually on vacant parcels that have no existing activity, to new construction and land uses.

**Land Use:** A description of how land is occupied or used.

**Professional Office:** An establishment used for the conducting of the affairs of a profession or industry.

**Redevelopment:** The rehabilitation of County areas by renovating or replacing dilapidated buildings with new housing, public buildings, parks, roadways, industrial areas, etc., often in accordance with comprehensive plans and master plans.

**Stakeholders:** Individuals or groups having a stake in the process or changes that are the result of the implementation of the Master Plan.

**Sustainability:** A state of organization that ensures, without discontinuity, an opportunity for evolution.

**Sustainable Development:** Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This requires the reconciliation of the “three pillars” - environmental, social and economic demands.



**Transportation:** A system of moving people, goods, and services throughout an area.

Road Network: The overall framework for transportation mobility as it specifically relates to roads and their hierarchy or principal arterial, minor arterial, collector streets, and local streets. The road network provides access and allows for the movement of people, goods, and services through an area. It also includes opportunities for alternative modes of transportation such as bicycle lanes and pedestrian pathways.

Principal Arterial: A system of streets and highways designed to carry the major portion of trips entering and leaving an urban area, or intra-area travel between the central business district and outlying residential areas.

Minor Arterial: A street system that interconnects with and augments the principal arterial system and is designed to carry trips of a moderate length.

Collector Street: A street system that provides land access service and traffic circulation within residential neighborhoods, commercial, and industrial areas. It serves to collect traffic from local streets and channel it into the arterial system.

Local Street: A street system that serves to provide direct access to abutting land and access to the higher order road systems. It is the lowest level of mobility.

Transit: An alternative mode of transportation other than vehicular, bicycle, and pedestrian that has the ability to move people along a fixed route and at fixed times. Modes of transit include bus, light rail, commuter rail, streetcars, trolleys and shuttle services.

**Walkability:** A measure of how friendly an area is to walking. Walkability has many health, environmental, and economic benefits. Factors influencing walkability include the presence or absence and quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, building accessibility, and safety, among others.

**Vegetated Swales:** Grassed swales are shallow grass-covered hydraulic conveyance channels that help to slow runoff and facilitate infiltration. The suitability of grassed swales depends on land use, soil type, slope, imperviousness of the contributing watershed, and dimensions and slope of the grassed swale system. In general, grassed swales can be used to manage runoff from drainage areas that are less than 4 hectares (10 acres) in size, with slopes no greater than 5%. Use of natural, low-lying areas is encouraged and natural drainage courses should be preserved and utilized.

\* Denotes definitions taken from: Moskowitz, Harvey S. and Carl G. Lindbloom, The Latest Illustrated Book of Development Definitions, The Center for Urban Policy Research, Edward J. Bloustein School of Planning and Public Policy at Rutgers, the State University of New Jersey, 2004.

## Appendix C Resources

Chester County [www.chestercounty.org](http://www.chestercounty.org)

Chester County Economic Development [www.choosechester.com](http://www.choosechester.com)

Catawba Regional Council of Governments [www.catawbacog.org](http://www.catawbacog.org)

Environmental Protection Agency [www.epa.gov](http://www.epa.gov)

Building Blocks for Sustainable Communities

Smart Growth Guidelines for Sustainable Design and Development

Climate Showcase Communities Program

Federal Highway Administration [www.ftwa.dot.gov](http://www.ftwa.dot.gov)

FHWA Resources

FHWA Fostering Livable Communities

American Planning Association [www.planning.org](http://www.planning.org)

Congress for New Urbanism [www.cnu.org](http://www.cnu.org)

American Society of Landscape Architects [www.asla.org](http://www.asla.org)

American Institute of Architects Center for Communities by Design [www.aia.org](http://www.aia.org)

U.S. Green Building Council [www.usgbc.org](http://www.usgbc.org)

Leadership in Energy and Environmental Design [www.new.usgbc.org/leed](http://www.new.usgbc.org/leed)

Smart Growth America [www.smartgrowthamerica.org](http://www.smartgrowthamerica.org)

National Complete Streets Coalition [www.smartgrowthamerica.org/program/national-complete-streets-coalition](http://www.smartgrowthamerica.org/program/national-complete-streets-coalition)

STAR Community Rating System [www.starcommunities.org](http://www.starcommunities.org)

The Nonprofit Centers Network [www.nonprofitcenters.org](http://www.nonprofitcenters.org)



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