

# CEDS

2022 - 2027



## Santee-Lynches Comprehensive Economic Development Strategy

*At the intersection of potential and opportunity*

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The 2022-2027 Santee-Lynches Comprehensive Economic Development Strategy was adopted by the Santee-Lynches Council of Governments Board of Directors on XXX

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# WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

Implemented over a 5-year cycle, the Comprehensive Economic Development Strategy (CEDS) provides an opportunity to assess progress and make appropriate adjustments in order to improve projected returns on previous public investments. In an economic environment with progressively limited public resources for investment, regional willingness to engage in a planning process can empower the community to adapt to dynamic economic conditions through sound planning techniques and new strategies. The CEDS is performance based, and helps the region defend against negative economic impacts such as sector job losses due to global competitive pressures and to identify opportunities. For this CEDS, the planning period extends through 2027.

The CEDS is also used by regional Economic Development Districts (EDD) to leverage both technical and financial economic development assistance from the federal government. Santee-Lynches' designation by the U.S. Department of Commerce's Economic Development Administration (EDA) as an Economic Development District (EDD) qualifies the region's units of local government, institutions of higher education, and other partners for public works grants to implement water, sewer, transportation, and educational facilities projects that support economic development efforts. Developing a successful CEDS incorporates collaboration and coordination of both public and private sector interests. The result is a fact-based guide for local officials and the community at large to consider when planning investment of public resources in projects or programs to improve local or regional economies.

The Santee-Lynches CEDS is comprised of four parts:

**Context and Trends:** economic, social, and natural conditions and trends in the region

**SWOT Analysis:** a regional "Strengths, Weaknesses, Opportunities, and Threats" analysis

**Action Plan:** priority strategies for the region identified through planning, plans, and stakeholder feedback

**Evaluation Framework:** performance indicators association with the Action Plan that will be consistently monitored



# ECONOMIC VISION

The Santee-Lynches Region will be home to a diverse and thriving economy that provides high-quality jobs and a positive environment for business creation. Advanced manufacturing contributes to economic well-being in all areas of production, while agriculture and forestry remain crucial drivers. Tourism and recreation flourish through utilization of key natural and historic attractions and the success of small businesses. Finally, the region's military economic impact is strong and growing, as additional missions draw people to the region.

# REGIONAL INTRODUCTION

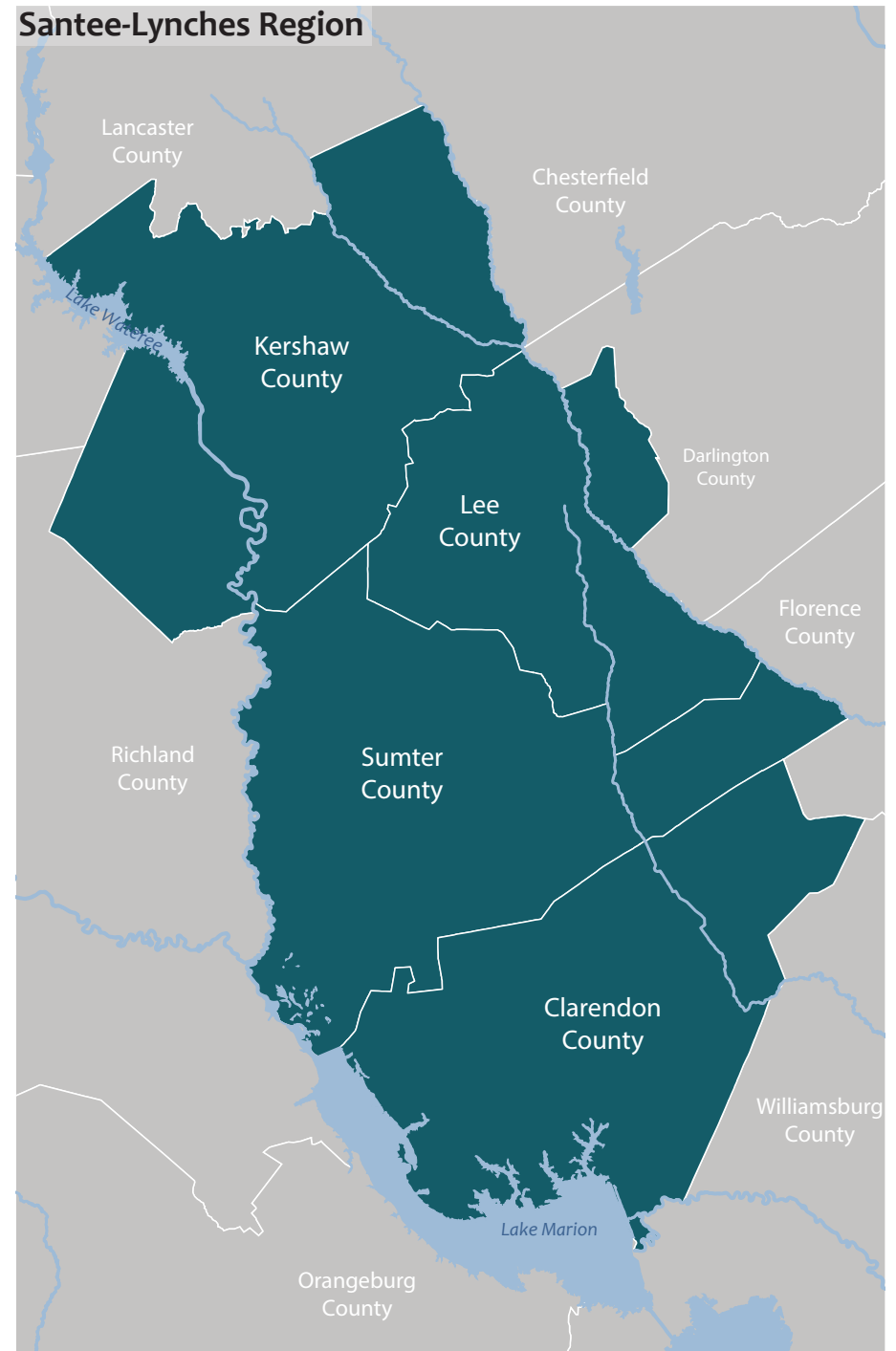
At just over 2,400 square miles, Santee-Lynches is slightly larger than the state of Delaware. The region's four counties (Clarendon, Kershaw, Lee, and Sumter) have long been known for agricultural productivity, with some lands under cultivation since the early 1700s. The region's prime agricultural land was a major factor in initial development and through the late 20th century, the area remained primarily agricultural. While agriculture remains an important segment of the economy, manufacturing and retail have become dominant employment sectors. Much of the anticipated growth in the region is tied to the establishment of manufacturing facilities in each county and to the advancing urbanization from the Columbia metropolitan area.

The principal urbanized centers in the region are the Cities of Sumter, Camden, Bishopville and Manning. The City of Sumter, the region's largest city, serves as a focal point for economic and social activities. Camden serves as a secondary regional center, while Bishopville and Manning serve as trade centers within their respective primarily agriculture-dominated counties.

In previous CEDs cycles, Santee-Lynches emphasized the need to improve workforce skill levels and encourage education providers to continuously improve preparation of those seeking post-secondary training as a critical step to securing employment. These remain top priorities for the region.

The data contained in this strategy highlights the demographic and economic statistics of the region. The largest industry sectors by employment in the region are currently healthcare and social assistance, manufacturing, and retail. To support these industries, and develop a broader foundation in other industry sectors such as construction, logistics, aerospace and automotive manufacturing, and professional services, it is essential that local governments in the region continue to collaborate on essential services to build upon and reinforce the built and natural environments, as well as the human potential of the region's residents.

As a final note of context, the Santee-Lynches region is now emerging from the economic downturn associated with the recent COVID-19 pandemic. Economic activity in the region has rebounded emphatically, especially in the retail and construction sectors. While the pandemic-related downturn and accompanying resurgence are atypical events, it is hoped that regional resilience, efforts, noted herein, have served the community well in its return to a more normal conditions.



# AREA OVERVIEW



**Santee-Lynches Region**  
Clarendon, Kershaw, Lee,  
and Sumter Counties

## Population<sup>1</sup>

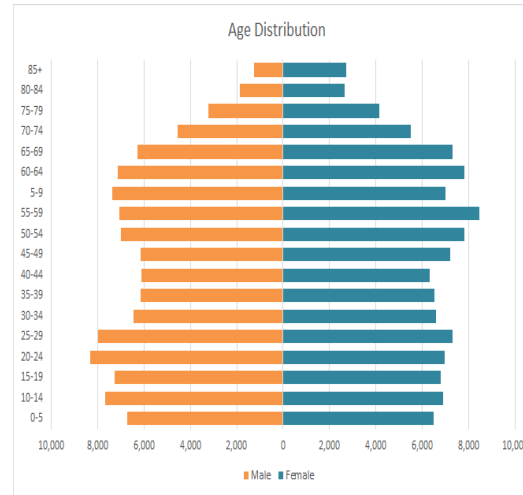
**218,634** 2020 Census

**259,610** 2035 Projection<sup>2</sup>

**41.45** Median Age

**51,177** Under 18

**39,527** Age 65+



## Housing<sup>3</sup>

**\$147,200** Median House Value

**86,227** Occupied Housing Units

**72%** % Owner-Occupied

**8.275%** % of Units with No Vehicle Available

**1,573** # of 2021 Residential Construction Permits<sup>4</sup>



## Economic Context<sup>5</sup>

**\$43,280** Median Household Income

**\$36,105** Median Household Disposable Income

**4,372** Total Businesses

**55.7%** Labor Force Participation Rate

**\$21,226** Per Capita Living Wage<sup>6</sup>

**92.4** Cost of Living Index

**59,930** 2014 Total Primary Jobs<sup>7</sup>

**20.375%** % at or below poverty level



## Education<sup>8</sup>

**41.6** % with some college or more

**83.32** % high school graduate or higher

**26.86** % of adults age 25 and over with an Associate's Degree or higher



## Industry Sectors<sup>9</sup>

### Industry (NAICS Code)

Healthcare & Social Assistance (62)

Manufacturing (31)

Retail Trade (44)

Accommodation & Food Services (72)

Educational Services (61)

Admin., Waste Mgmt., & Remediation Services (56)

Public Administration (92)

Construction (23)

Other Services (except Public Administration) (81)

Transportation & Warehousing (48)

**2022**

**2016**

**Change in Jobs**

**Average Wages**

10,961

11,153

▼ -1.7%

\$45,280

9,982

10,520

▼ -5.1%

\$56,460

10,594

9,522

▲ 11.2%

\$28,980

6,028

6,363

▼ -5.2%

\$16,563

5,364

6,199

▼ -13.4%

\$37,669

4,808

5,358

▼ -10.2%

\$34,815

4,872

4,819

▲ 1.1%

\$43,636

4,617

3,954

▲ 16.7%

\$41,782

3,921

3,871

▲ 1.2%

\$23,125

2,026

2,022

▲ 0.2%

\$51,842

### Sources

<sup>1</sup> U.S. Census Bureau 2019 ACS Estimates

<sup>2</sup> SC Revenue and Fiscal Affairs Office

<sup>3</sup> U.S. Census Bureau 2020 ACS Estimates

<sup>4</sup> County Governments

<sup>5</sup> Jobs EQ

<sup>6</sup> livingwage.mit.edu

<sup>7</sup> onthemap.ces.census.gov

<sup>8</sup> U.S. Census Bureau 2019 ACS Estimates

<sup>9</sup> Jobs EQ

# CONTEXT & TRENDS

## EXPANDING INFRASTRUCTURE

To thrive economically, the Santee-Lynches region must become a place where talented people and their businesses want to be. Like much of South Carolina, there has been steady growth and urbanization as manufacturing, retail, and service industries have become the dominant employment sectors. Growth is expected to continue, particularly in the Sumter metropolitan area and western Kershaw County. To do this requires a system of infrastructure that provides the critical services necessary for the well-being of residents, the success of businesses, and the safety of communities.

Water and wastewater providers have been working to update and expand their systems throughout the region. The Cities of Camden and Manning have made multi-million dollar investments in new wastewater treatment facilities. In 2014, Camden began operating an award-winning treatment plant that uses several innovative treatment processes that meet stricter environmental standards. Manning is in the process of upgrading and expanding its treatment facility to meet future service needs for the City and Clarendon County. Through the provision of the regional Water Quality Management Plan, Santee-Lynches helps manage wastewater treatment ensuring that water quality remains optimal in the region. Additionally, water providers throughout the region are upgrading and expanding water infrastructure to ensure that systems are operating efficiently and serving area residents.

In addition to water and wastewater infrastructure upgrades, there is ongoing planning and collaboration with the South Carolina Department of Transportation (SCDOT) to improve the transportation network in the region. Long range transportation plans are developed by Santee-Lynches, the Sumter Urban Area Transportation Study (SUATS), and the Columbia Area Transportation Study (COATS) to serve different parts of the region and address the needs of rural and urban areas.

As the region continues to grow, jurisdictions must work together to develop a well-balanced system of infrastructure, economic, and community development that serves residents, supports communities, and attracts new businesses to ensure both economic vitality and environmental resiliency.



For more information, refer to the [Santee-Lynches Water Quality Management Plan](#) and the [Santee-Lynches 2040 Long Range Transportation Plan](#)



## TALENTED WORKFORCE



The region's economy is currently in a state of evolution. What was once a primarily agrarian economy is now expanding to include manufacturing, logistics, and distribution. Traditional textile mills have yielded to advanced technologies that develop plastics, ceramics, and advanced textiles which leads to evolving manufacturing facilities that demand a high-wage, highly skilled workforce.

As the economy in the region grows, so does the demand for individuals with strong skill sets in communications, engineering, and advanced manufacturing processes. The manufacturing industry has changed and is not the industry of generations past. Many systems are highly mechanized, necessitating a workforce with advanced degrees in engineering, coding technologies, and computer sciences. Other systems may not require individuals with an advanced degree, but do need uniquely-skilled workers with specific training, certificates, and apprenticeship.

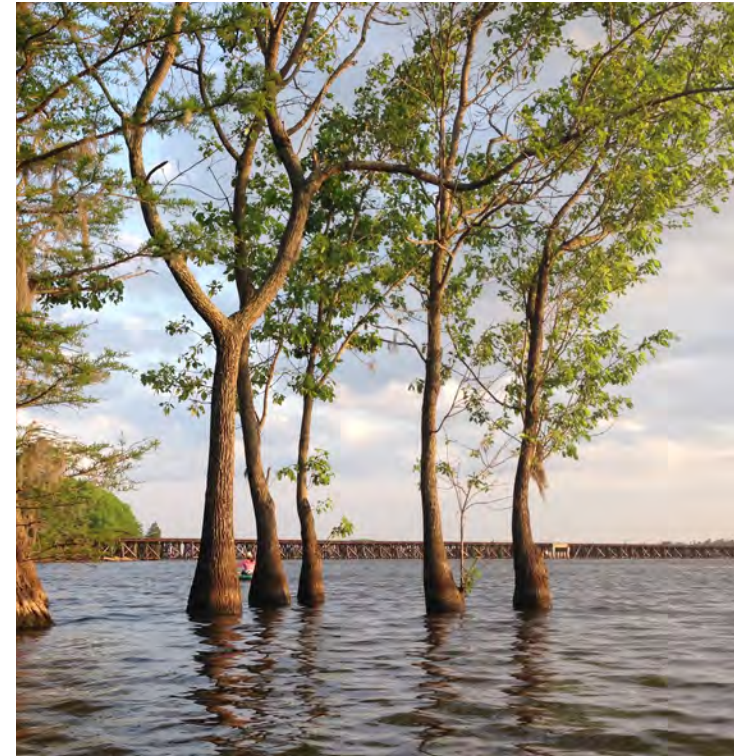
Colleges and school districts have been working with the Santee-Lynches Workforce Development Board (SLWDB) and the private sector to develop targeted training and certificate programs to meet the specific needs of industries in the region. Strong partnerships have formed over past years and led to the creation of career pathways such as registered apprenticeships, the Work Experience (WE) program and WORKFirst. These pathways are one way in which partners are working with all ages to further develop a strong future workforce through curriculum in advanced technologies, Science, Technology, Engineering and Math (STEM), and soft skills. It is critical to continued economic prosperity and resiliency that the region continues to develop a diverse set of industry sectors that provide living wage jobs. Development of a diverse, prepared, robust workforce for all sectors of our regional economy will further solidify the ability to attract and support business of any size and sector.

## DIVERSE NATURAL LANDSCAPES

Santee-Lynches' diverse landscapes include a rich natural landscape of wetlands, forests, farmland, rivers, a complex cultural landscape that includes Native American settlements and historic colonial sites, and a built landscape of small cities and towns. Natural assets include Lakes Wateree and Marion, portions of four major rivers (Wateree, Black, Santee, and Lynches), and numerous state parks, state forests, heritage preserves, and wildlife refuges.

The four counties have a combined 380,070 acres of agricultural land cover, nearly 24% of the region. Over 45% of the region is covered by high quality intact habitat cores. There are nearly 219,000 acres of protected lands in the region, including state parks, wildlife management areas, wildlife preserves, and private lands under conservation easement.

Through strategic use and stewardship of natural resources (e.g. air, soil, water, trees), our communities can ensure that residents live and prosper in a healthy environment. The natural environment is increasingly viewed as 'green infrastructure,' a "natural life support system – an interconnected network of waterways, wetlands, woodlands, wildlife habitats, and other natural areas; greenways, parks, and other conservation lands; working farms, ranches and forests; and wilderness and other open spaces that support native species, maintain natural ecological processes, sustain air and water resources and contribute to the health and quality of life for communities and people." In 2017, Santee-Lynches developed a regional Green Infrastructure Inventory that spatially documents the region's many natural assets. This Inventory can be a valuable tool informing agriculture development, tourism, recreation opportunities, and environmental quality. In 2022, as part of state-wide green infrastructure planning effort, the Santee-Lynches regional inventory was updated with new mapping and additional analyses.



For more information, refer to the [Santee-Lynches Water Quality Management Plan](#) and the [Santee-Lynches Green Infrastructure Inventory](#).

## EXPANDING EDUCATIONAL OPPORTUNITIES

The Santee Lynches Region is home to six school districts with a 2016 enrollment of nearly 35,000 students. Sixty-three schools are spread across these districts, staffed by more than 5,300 faculty and staff helping students develop the world-class skills to become career and college ready. With a focus on student achievement, our schools inspire students to think critically and solve real world problems by ensuring challenging curricula and high expectations,

Academic programs address rigorous standards in language arts, mathematics, science, and social studies. Instruction is built on research-based best practices that focus on problem-solving, critical thinking, creativity, and collaboration. The districts infuse 21st century learning by emphasizing science, math, engineering, and technology (STEM), the use of digital libraries, and the implementation of cutting edge technology. Additionally, students are engaged in blended learning and have access to world languages, fine arts, advanced placement, college level dual enrollment, the International Baccalaureate program, and gifted and talented programs. There are a variety of supplementary learning opportunities in the region including 21st Century Community Learning Centers, After School Programs, and Summer LEAP Programs.



There are also three major higher education institutions in the region. Central Carolina Technical College (CCTC), a public, two-year institution that is part of the SC Technical College System, offers over 50 programs of study. CCTC is dedicated to fostering a positive teaching and learning environment for students in Clarendon, Kershaw, Lee and Sumter counties. CCTC offers associate degrees, diplomas and certificates, uses both traditional and online courses, and has cooperative agreements for an easy transfer to other four-year institutions.

The University of South Carolina – Sumter awards Associate in Arts and Associate in Science degrees and provides for the completion of selected Bachelor's degrees through cooperative agreements and delivery structures with other USC System institutions. USC Sumter also provides general education and upper division coursework applicable to baccalaureate degree programs through the Palmetto College.

Morris College is a historically black, coeducational, liberal arts college, operated by the Baptist Educational and Missionary Convention of South Carolina. The College offers the following degrees: Bachelor of Arts, Bachelor of Fine Arts, Bachelor of Science with majors in Biology, Business Administration, Health Science, Mathematics, Organizational Management, Recreation Administration and teacher preparation for certification in Biology and Mathematics in addition to Bachelor of Science in Education with majors in Early Childhood Education and Elementary Education.

## STRONG MILITARY PRESENCE

The military presence in the Santee-Lynches region is one of the largest in South Carolina and has an annual economic impact in excess of \$2.5 billion while also supporting over 17,000 jobs. This military presence includes Shaw Air Force Base, the U.S. Army's Central Command, contractors, military retirees, portions of the South Carolina National Guard, and the U.S. Army Reserve. While not physically in the Santee-Lynches region, the U.S. Army's Fort Jackson also has a significant impact, particularly in Kershaw County, which is located immediately to the northeast of the installation.

Shaw Air Force Base was built in 1941 in Sumter and is one of the oldest regional Unified Combatant Commands in the U.S. Air Force. Approximately 7,000 active duty and reserve personnel are assigned to the base, with the majority of personnel living off-base. More than 1,000 civilians also work on base. Shaw's host unit is the 20th Fighter Wing, the largest F-16 combat wing in the Air Force. Shaw Air Force Base is also home to the Headquarters of Ninth Air Force, U.S. Air Forces Central (AFCENT). Additionally, the headquarters for U.S. Army Central (ARCENT) transferred to Shaw in 2011. Furthermore, Shaw hosts elements of the 372nd Training Squadron; 337th Recruiting Squadron; Air Force Audit Agency; Air Force Office of Special Investigations; and Air Combat Command's F-16 Aerial Demonstration Team.



### Economic Impact of Shaw Air Force Base on SC

	Employment	Labor Income	Economic Output
Direct Effect	8,067	\$828.8 Million	\$1.5 Billion
Multiplier Effect	5,921	\$197.8 Million	\$611.4 Million
Total Effect	13,988	\$1.0 Billion	\$2.1 Billion

Source: 2017 Military Impact Study for South Carolina

Shaw AFB's location and natural assets make it an attractive site for new missions. For example, an MQ-9 Reaper unmanned aerial vehicle group, estimated at 400 personnel, recently announced they would be locating at Shaw. Additional mission elements such as the Air Force's Battlefield Airman program are also considering Shaw AFB as a new site. Such new missions would have a significant economic impact on the region with the addition of hundreds of personnel and students. This potential economic impact will rival, and perhaps even exceed, the significant job creation events in the region's recent history.

For more information, refer to the [2017 Military Impact Study for South Carolina](#).

## BUILDING RESILIENCY

An economy is resilient when it has honed its abilities to prevent, withstand, and quickly recover from major disruptions to its economic base of activities. Often, the shocks/ disruptions to the economic base of a region are manifested in three ways:

Downturns or other significant events in the national or international economy that impact demand for locally produced goods and consumer spending

Downturns in particular industries that constitute a critical component of the region's economic activity, especially its traded economies that bring investment into the region

Other external shocks (a natural or man-made disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.) that bring economic peril and associated uncertainty in their wake.

In the Santee-Lynches region, natural disasters have taken center-stage in impacting the local economy from 2014-2016. In February 2014, Clarendon and Sumter counties experienced a severe winter storm that was declared a major federal disaster. In October 2015, all four counties in the region endured severe flooding which was declared a major federal disaster. In October 2016, the region again faced a major disaster, as Hurricane Matthew created additional damage to infrastructure and property. In 2020, the updated Santee-Lynches Regional Hazard Mitigation plan was approved by the Federal Emergency Management Agency and adopted by the local jurisdictions. Beginning in 2021, local comprehensive plans have begun to incorporate a Resiliency element mandated by amended state planning legislation.

While local jurisdictions have the lead role in disaster preparation and response, the CEDS acts as a conduit for engagement. Business leaders can offer suggestions on how they can support local jurisdictional efforts and also provide input, from a business perspective, on elements of the plan. Santee-Lynches works with local jurisdictions to support resiliency efforts, identify roles appropriate for the business community, and ensure that businesses are informed of their roles and responsibilities.



For more information, refer to the [Santee-Lynches Hazard Mitigation Plan](#).

# PUBLIC ENGAGEMENT

The input from regional stakeholders and community members was a critical component of the CEDS planning process as it ensured that the plan identified relevant, meaningful, and attainable regional goals. Throughout the planning process, staff facilitated stakeholder meetings and focus groups, and conducted individual interviews with community leaders. Additionally, a community attitudes and needs assessment survey was developed to determine the general public's perceptions and perspectives on economic development in the region. The 13-question survey was widely available on the Internet, social media, in SC Works Centers, and in field visits with citizens during the summer of 2022. Responses were collected from residents and stakeholders from all four counties. Nearly all respondents were likely to recommend living in the region, though many are concerned with job opportunities. Respondents identified several areas for improvement in the community, but graded "family friendly options," "social services and resources," "outdoor recreation," and "sense of safety" highly.

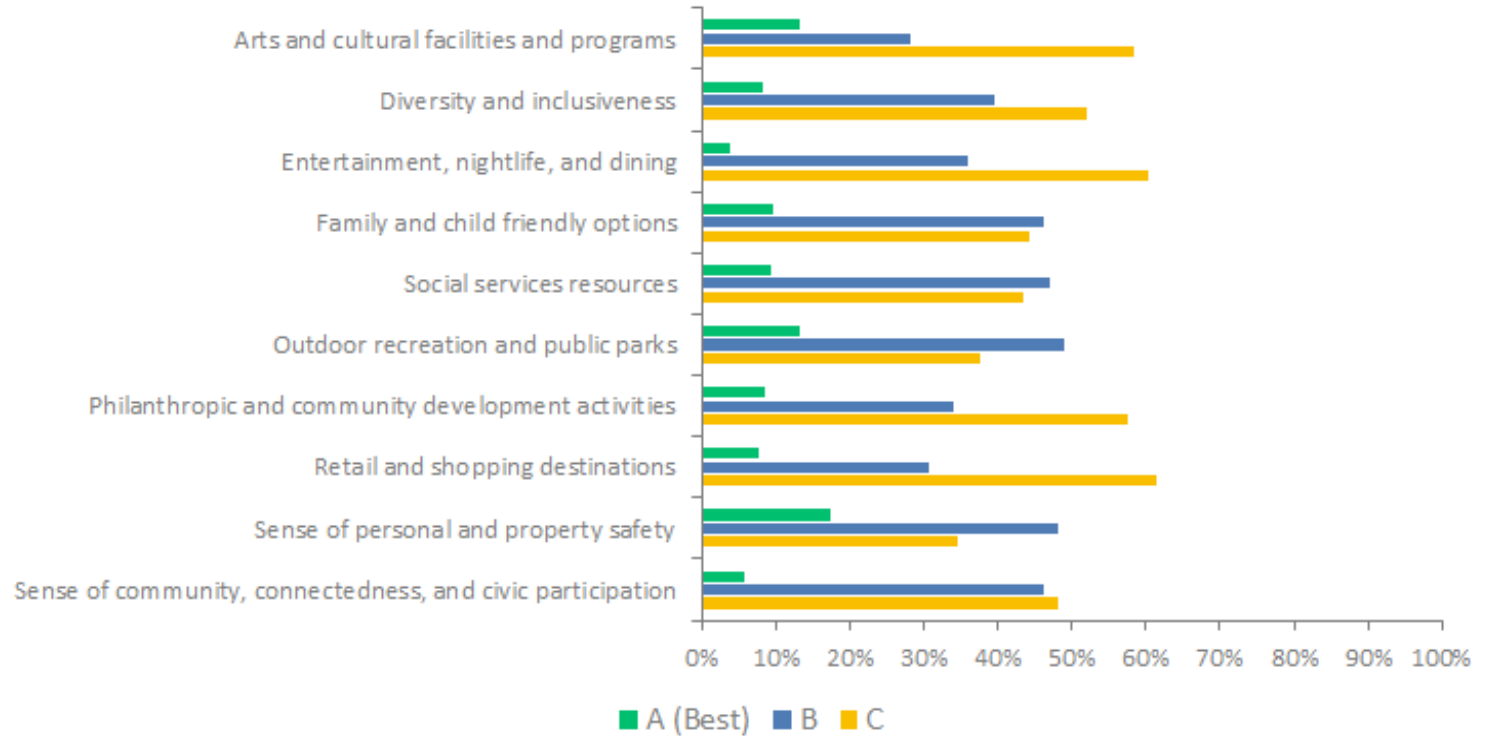
## What issue has the most effect on jobs and job creation in the region?

Lack of job opportunities	39.62%
Lack of childcare	3.77%
Government regulation	1.89%
Lack of affordable housing	13.21%
Lack of arts and leisure	1.89%
Minimum wage	16.98%
Location	5.66%
Educational attainment/workforce development	13.21%
Other	3.77%

## How likely are you to recommend living in your city/county to someone else?

Very likely	33.96%
Somewhat likely	58.49%
Not likely	3.77%
Neutral	3.77%

## What grade would you give the following aspects of your community's quality of life?



# SWOT ANALYSIS

During 2021, as a part of its larger regional Industry Gaps study funded by an EDA CARES Act grant, SLCOG conducted a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis, in partnership with Clemson University. The SWOT analysis focused on both assets and impediments in the region that were determined to be influential for future economic development. The results of this analysis are presented here. The SWOT indicates the Santee-Lynches region' human and physical resources afford it considerable advantages in terms of economic development. Diversifying the industry mix and retaining talent are among the most important challenges for the future.

## STRENGTHS

- Manufacturing know-how
- Regional interstate access for passengers and freight(I-20, I-95)
- Lakes, natural amenities, favorable climate, recreation opportunities
- Abundance of Associate's Degree holders
- Healthcare workforce
- Proximity to major metro areas (Columbia, Charlotte, Charleston)
- Available land for development (inc. SC Mega-site)
- Robust agricultural sector
- Favorable relations between cities and counties
- Available water supply

## OPPORTUNITIES

- Higher education institutions (inc. a 4-year college, technical college, and 2-year university)
- Expanding broadband infrastructure
- IT, aerospace, and defense sectors in neighboring regions
- Growing healthcare sector
- Expand local industry and develop identified industrial sites
- Improving local roads and infrastructure
- Cultural assets, tourism, downtowns and main streets
- Quality of life

## WEAKNESSES

- Aging population
- Absence of 4-year/research university
- Some gaps in IT and manufacturing degree programs
- Skills gaps
- Out-migration of commuters
- Limited availability of public transit
- Existing gaps in industry mix
- Low level of civic engagement
- Resistance to change and new ideas

## THREATS

- Out-migration of skilled/ talented workers
- Evolving manufacturing sector
- Uncertainty in the national/ global economy
- Natural disasters
- Competition with other local jurisdictions/regions
- State politics
- Out-migration of younger generation

# ACTION PLAN

The Santee-Lynches CEDS Action Plan is the synthesis of goals and objectives that were identified during a review of local plans and visioning efforts, topic-specific regional plans, past CEDS, and the SWOT Analysis results. Under each of the goals is a series of interrelated objectives and action-oriented strategies that address the priorities identified throughout the planning process. These goals, objectives, and strategies are intended to address regional priorities and needs thereby building a stronger, more economically resilient region.



**GOAL 1**  
**GROW OUR SKILLED WORKFORCE AND  
EXPAND EDUCATIONAL ATTAINMENT**



**GOAL 2**  
**DEVELOP CRITICAL  
INFRASTRUCTURE TO ENHANCE  
ECONOMIC DEVELOPMENT**



**GOAL 3**  
**FOSTER INNOVATION AND SECTOR  
DIVERSITY IN THE REGION'S ECONOMY**



**GOAL 4**  
**ENHANCE LIVABILITY AND  
QUALITY OF LIFE**





# Grow our Skilled Workforce and Expand Educational Attainment

Economic globalization and technological innovations are redefining the knowledge and skill expectations for today's workplace. With significant skills gaps for manufacturing employees (Figure 1) and plentiful job opportunities, both present and future (Figures 2 and 3), it is imperative that we respond by emphasizing the advanced education or skills training needed to compete in today's labor market.

**Figure 1: Deficient Skills for Manufacturing Employees**



technology & computer skills



problem solving skills



basic technical training

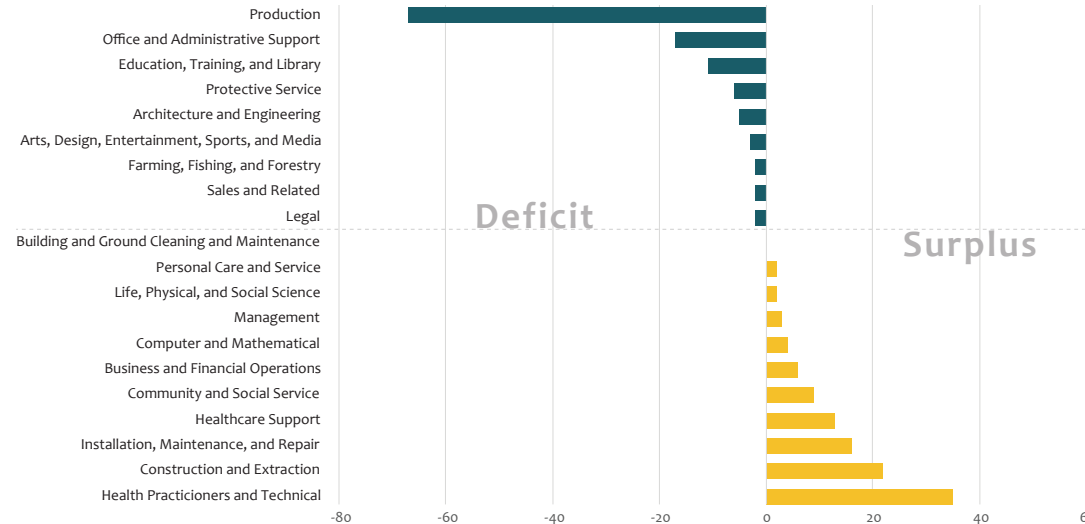


math skills

**Figure 2: Job Openings by Occupation, Santee-Lynches, 8/2021-8/2022**

Occupation	Active Job Ads
Registered Nurses	1,618
Heavy and Tractor-Trailer Truck Drivers	1,448
Retail Salespersons	1,145
First-Line Supervisors of Retail Sales Workers	1,038
Stockers and Order Fillers	674
Customer Service Representatives	523
Fast Food and Counter Workers	430
Maintenance and Repair Workers, General	425
Laborers and Freight, Stock, and Material Movers, Hand	375
First-Line Supervisors of Food Preparation and Serving Workers	373

**Figure 3: Potential Occupation Gaps - Santee-Lynches, 2017-2027**



## BEYOND STEM

For twenty years, education policy and workforce development has been driven by STEM: science, technology, engineering, and mathematics. The Santee-Lynches is reaching beyond STEM to embrace **STEAM**: science, technology, engineering, art, and mathematics. In 2022, the eSTEAM festival has returned to Sumter this fall. The free festival highlights science, tech, engineering, art, and math, showcasing these areas and their future career potential. Businesses, schools, and nonprofits are exhibitors, with a student artwork competition to cap off the event.

## FOCUS ON MANUFACTURING

Perhaps with a mind to reverse the attitudes noted in the box below, county manufacturing expositions are underway in the Santee-Lynches region in the fall of 2022. The Kershaw Manufacturing Expo and the Clarendon Manufacturing Expo are being held in November for 8th grade students. These events excite young students about education and careers in the advancing world of manufacturing.

### NATIONAL ATTITUDES ABOUT SKILLED TRADES

1:2

of 18-24 year olds have little to no interest in a manufacturing career

61%

of 18-24 year olds would rather pursue a "professional" career

1/3

of parents would encourage their kids to work in a trade

Source: "America's Most Wanted: Skilled Workers" from Fabricators & Manufacturers Association, International

Source: "The skills gap in U.S. manufacturing 2015 and beyond" from Deloitte and the Manufacturing Institute

## OBJECTIVES

### OBJECTIVE 1.A – ENABLE EMPLOYERS TO FIND QUALIFIED PROSPECTIVE EMPLOYEES BY:

- Conducting both current and future labor and skills needs assessments for interested industries
- Conducting “hire-me” events for industries seeking large numbers of new employees
- Developing employment expos to connect candidates to employers in specific fields
- Marketing employment opportunities to family members of personnel currently assigned to region military installations
- Attracting talented individuals to the region by expanding marketing and recruitment activities to neighboring regions and statewide colleges

### OBJECTIVE 1.B – ENABLE JOB-SEEKERS TO MAXIMIZE THEIR EMPLOYABILITY BY:

- Developing employment expos to connect candidates to employers in specific fields
- Expanding internship and apprenticeship opportunities using initiatives such as the Workforce Experience (WE) Internship Program and the WORKFirst initiative
- Expanding On-The-Job (OJT) training through the Workforce Innovation Opportunity Act (WIOA) and supplemental sources encouraging employers to hire candidates and train them for positions.

### OBJECTIVE 1.C – ENHANCE PREPARATION OF STUDENTS FOR TODAY’S AND TOMORROW’S WORKPLACE BY:

- Establishing Manufacturing and Technology Expos targeted at middle and high school students in each county
- Reinforcing working partnerships between educational providers and businesses to emphasize the skills necessary for the workplace
- Providing soft skills training, career exploration field studies, and job shadow opportunities for students at middle and high school levels
- Reviewing curriculum alignment between K-12 and post-secondary offerings
- Supporting Science, Technology, Engineering, and Mathematics (STEM) clubs, camps, and extracurricular activities designed to increase the excitement of young people in STEM fields
- Marketing skilled trade education and professions as attractive career opportunities

### OBJECTIVE 1.D – PROVIDE OPPORTUNITIES FOR THE REGION’S HIGH-SCHOOL GRADUATES TO PURSUE HIGHER EDUCATION BY:

- Continuing the Central Carolina Scholars Program for graduates of Santee-Lynches area high schools
- Identifying resources to improve and/or expand facilities at the region’s public institutions of higher education
- Fostering partnerships with private sector institutions to enable employees to pursue additional education while employed

## “HIRE ME!”

In 2016, a commercial provider of linen and laundry processing for the healthcare sector was in the final planning stages to open a facility in Bishopville, South Carolina. The company planned to make a capital investment of over \$12 million and create 150 jobs. Before any of this could happen, the company wanted to know that the region had enough willing, able, and available workers to staff the facility and justify the capital investment.

“Hire Me!” events were developed and held in the cities of Bishopville and Sumter, with a goal of attracting at least 600 job seekers. Nearly 700 attended, and the company decided to move forward with its investment and job creation plans.



Central Carolina Technical College introduced the Central Carolina Scholars scholarship initiative. Central Carolina Scholars affords students an opportunity to complete their first two years of college tuition-free. It is a valuable economic development tool for existing and new industries and will afford expanded higher education opportunities to students in the Santee-Lynches Region

The Program is available to high school students in the graduating classes of 2016, 2017, 2018 and 2019.



# Develop Critical Infrastructure to Enhance Economic Development

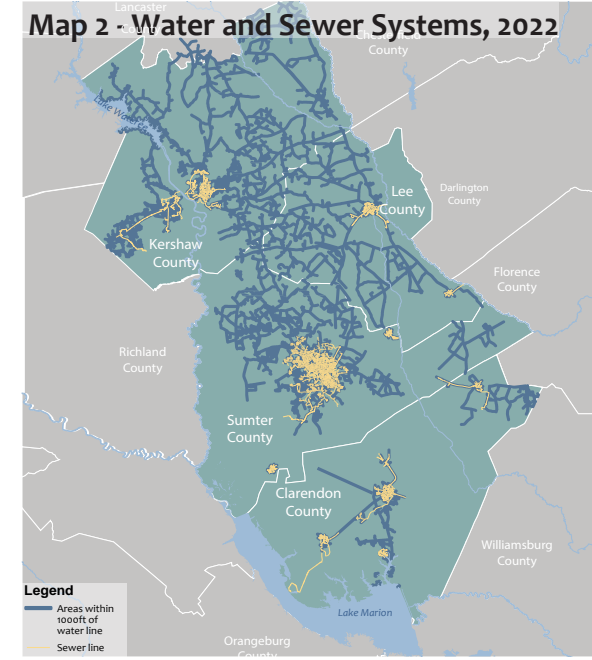
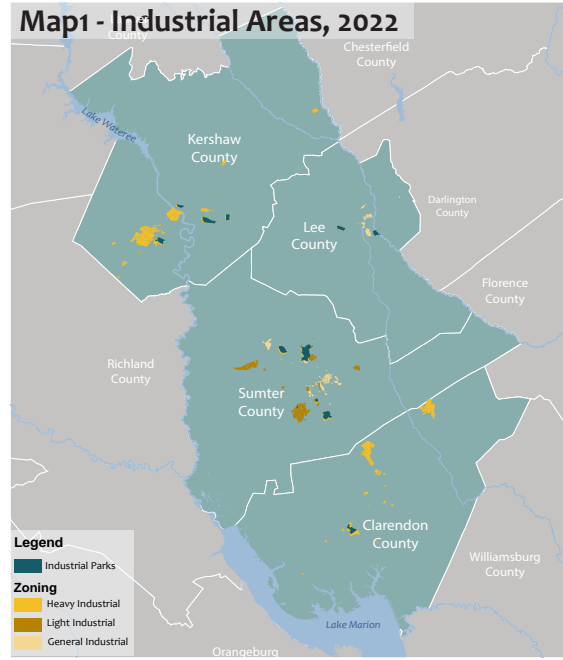
## INTRODUCTION

Roads, rail, water and wastewater infrastructure, buildable land, and high-speed broadband are fundamental to commerce. Availability of these assets dictates where business will form and flourish. Because much of our infrastructure is publicly owned and maintained, a constant focus on evaluating needs and seizing opportunities is required.

Providers are continuing to improve access to and quality of infrastructure throughout the region. There are nearly 660 acres of certified industrial land available for development throughout the region as shown in Map 1. Improvements and expansions of these sites is ongoing.

There is also a significant amount of work being done throughout the region on wastewater and water utilities. Currently, 4.3% of the region is within 1000 feet of wastewater utility services and 21.9% of the region is within 1000 feet of water utility services as shown in Map 2. There has been significant investment throughout the region to upgrade and expand wastewater and water infrastructure, a policy that is encouraged by the updated Santee-Lynches Regional Water Quality Management Plan. For more information about infrastructure improvements, refer to the Priority Projects.

Additionally, governments in the region have recognized the need to address diverse community needs through alternative funding mechanisms. Using voter-approved one-cent capital projects sales taxes, counties have invested in projects including construction of community centers, schools, road improvements, and public facilities.



## PENNIES FOR PROGRESS



*Communities that are willing to invest in themselves are more attractive as places for others to invest in. With this in mind, Santee-Lynches member governments continue to make significant capital investments, supported by voter-driven sales tax increases to improve quality of life and encourage further economic development.*

### Sumter

Sumter County voters approved a one-cent sales tax for infrastructure investments including youth sports facilities, road improvements, community centers, property acquisition, and industrial infrastructure in 2008 and 2016.

**\$70 Million** (2008)  
**\$75 Million** (2016)

### Kershaw

Kershaw County voters approved a bond referendum supported by a one-cent sales tax in 2016. Funds are supporting construction of a new technical high school and construction or renovation of schools across the county.

**\$130 Million**

### Lee

Lee County voters approved a one-cent sales tax to purchase new public safety vehicles and upgrade public facilities and infrastructure.

**\$3.6 Million**

## OBJECTIVES

### OBJECTIVE 2.A – MAINTAIN A TRANSPORTATION NETWORK THAT SUPPORTS BUSINESS AND INDUSTRY BY:

- Implementing Long Range Transportation Plans for the Santee-Lynches region, Sumter Urban Area Transportation Study, and Columbia Urban Area Transportation Study (Western Kershaw County)
- Connecting County-initiated transportation priorities and regional network improvement and maintenance priorities
- Conducting key transportation corridor studies and “first mile” assessments of access to designated industrial sites and parks in the region

### OBJECTIVE 2.B – EXPAND AND IMPROVE WASTEWATER COLLECTION AND TREATMENT SYSTEMS TO SUPPORT THE REGION’S NEEDS BY:

- Encouraging regionalization of wastewater treatment facilities
- Identifying zones for wastewater service expansion that are consistent with land use plans
- Conducting an evaluation of current treatment systems and developing long-range growth forecasts

### OBJECTIVE 2.C – EXPAND INVENTORY OF BUSINESS DEVELOPMENT SITES AND BUILDINGS TO ATTRACT NEW BUSINESS BY:

- Ensuring that all industrial parks in region are site-certified, and track schedule for regular re-certification
- Investing in site development programs to ensure availability of land and buildings for new industry recruitment strategy, “Make it Marketable”
- Identifying candidate sites for brownfield redevelopment

### OBJECTIVE 2.D – EVALUATE REGIONAL NEEDS FOR BROADBAND INTERNET AVAILABILITY AND CAPACITY BY:

- Determining availability and speed of broadband services region-wide
- Identifying specific IT capacity requirements by industry at region industrial parks

### OBJECTIVE 2.E – ENHANCE INFRASTRUCTURE RESILIENCY TO NATURAL HAZARDS BY:

- Collaborating with local governments and emergency management personnel on regional hazard mitigation planning
- Addressing infrastructure risks identified in the Santee-Lynches Hazard Mitigation Plan
- Evaluating interconnectivity of water and wastewater service systems to ensure continuity of service in the event natural hazards

### OBJECTIVE 2.F – INCREASE COMMUNICATION ON INFRASTRUCTURE PROJECT DEVELOPMENT BY:

- Establishing a stakeholder information and meeting mechanism as standard practice
- Offering a formal letter of support for infrastructure enhancement projects, particularly those seeking to leverage state and federal funding

#### CENTRAL CAROLINA TECHNICAL COLLEGE HEALTH SCIENCES CENTER

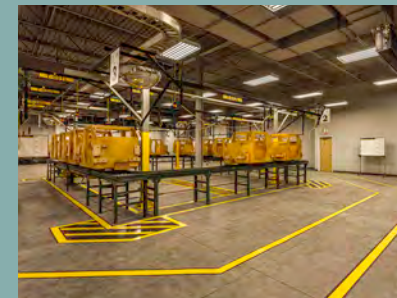


The Central Carolina Technical College Health Sciences Center is a substantial addition to the region’s health care education assets. The project adapted a 40-year-old abandoned building into a vibrant, modern learning facility that serves four counties and three major hospitals. Once

serving as a Western Auto and then a grocery store, the space now includes classrooms and seminar rooms, as well as simulation labs and mock operating rooms with state-of-the-art robotics and patient-simulation equipment.

This project was developed with the support of a \$1.5 million EDA investment.

#### CENTRAL CAROLINA TECHNICAL COLLEGE ADVANCED MANUFACTURING TECHNOLOGY TRAINING CENTER



The Central Carolina Technical College Advanced Manufacturing Technology Training Center is a major resource for the region’s

manufacturing and technology training needs. Once an abandoned Wal-Mart, the Center is now a catalyst for industry and economic growth. Following an adaptive reuse transformation, the facility houses mechatronics labs, robotics, computer sciences training programs, and an entire suite for commercial partners to train prospective employees in advanced manufacturing processes.

This project was developed with the support of a \$2.5 million EDA investment



# Foster Innovation and Sector Diversity in the Region's Economy

## INTRODUCTION

A diverse economic base is increasingly critical to having a strong and sustainable local economy. Communities can no longer depend on a single cornerstone industry; rather, they need to diversify their economy and support innovation to combat the effects of shifts in the fortunes of particular economic sectors. To do this requires proactive thinking - aligning appropriate resources, services, and support to enable new business formation and recruiting industry and commerce that expand opportunity for our citizens, all of which build our regional economy's resilience.

In 2022, the top three largest employment sectors in the Santee-Lynches region continue to be Healthcare and Social Assistance, Manufacturing, and Retail Trade. These three sectors account for 44% of employment in the region. Accommodations and food service, education, administration, construction, and other service-related sectors are also seeing increased employment in the region. This trend indicates a diversification of the region's economy to one increasingly based in services. Indeed, employment forecasts indicate that a number of manufacturing sectors in the region could lose jobs over the next ten years. Diversification among manufacturing industries has therefore become an important economic development strategy at the local level, as counties in the region are now targeting advanced manufacturing, aerospace, medical, and other sectors to complement more traditional manufacturing clusters (Figure 4).

Medical and healthcare is indeed an expanding sector in the region with an expectation of 1% job growth annually for the next five years (Figure 5). For the period 2010-2020, the healthcare sector was the 2nd largest contributor to the region's GDP (\$721M). And in 2022, the healthcare and social services sector now stands as the largest employer in the region, with 10,961 workers, or 15% of the regional workforce. There is potential for innovation within the healthcare sector, as complementary sectors are already present in the region, including medical devices, bio-pharmaceuticals, and local health services. Further, a number of healthcare related degrees of study are available at regional higher education institutions (Figure 6). An aging population and recent changes in federal legislation point to continued expansion of this sector in the Santee-Lynches region.

Figure 4: Industry Sectors Targeted for Recruitment by County Economic Development Departments

<b>Advanced Manufacturing</b>
<b>Aviation/Aerospace/Military</b>
<b>Agribusiness and Food Processing</b>
<b>Medical and Pharmaceutical</b>
<b>Automotive</b>
<b>Heavy Equipment</b>

Figure 5: Employment Forecast for Healthcare Sector

Industry Group	Average Annual Employment Forecast Rate(%) 2022-2027
Healthcare and Social Assistance	1.0

Figure 6: Healthcare Degrees Available at Regional Higher Education Institutions

<b>Registered Nurse</b>
<b>Pharmaceuticals Technician</b>
<b>Health/Information Records</b>
<b>Surgical Technician</b>
<b>Medical Administration</b>
<b>Nursing Assistant</b>
<b>Medical Assistant</b>



## AGRICULTURE

The Santee-Lynches region is one of the most agriculturally prosperous regions in the state with the individual counties ranking 3rd, 4th, 7th, and 12th in the state for value of agricultural products sold. With over \$500 million in market value of products sold and over 1,800 farms totaling 575,000 acres of farmland, the agricultural sector is a steady and growing part of the regional economy.

County	Farms	Acreage in Farms	Average Acreage of Farms	Market Value of Products Sold	State Rank (Market Value of Products Sold)
Clarendon	422	173,865	412	\$139 Million	4 of 46
Kershaw	483	82,877	172	\$147 Million	3 of 46
Lee	386	142,449	369	\$118 Million	12 of 46
Sumter	515	176,002	342	\$130 Million	7 of 46
<b>Total</b>	<b>1,806</b>	<b>575,193</b>	<b>324</b>	<b>\$535 Million</b>	

Source: 2012 USDA Census of Agriculture

## REGIONAL INNOVATION



Based on the Innovation Index 2.0, the Santee-Lynches Economic Development District (EDD) has a low relative capacity for innovation, ranking of 315 out of 384 EDDs. However, there are efforts in the region to promote innovation and entrepreneurship.

During the active period of the Santee-Lynches Ecosystem for Enterprise Development in 2015 and 2016,

- 72 individuals participated in regular small business networking sessions,
- 21 participated in a Startup Weekend,
- 22 attended an Entrepreneurship Expo resource fair,
- 32 graduated from a 12-week entrepreneur training program called NxLevel, and
- Santee-Lynches COG established an entrepreneur resource website for the region called “the Greenhouse”

## OBJECTIVES

### OBJECTIVE 3.A – TARGET BUSINESS RECRUITMENT EFFORTS TO FILL GAPS IN SUPPLY CHAIN FOR EXISTING BUSINESS CLUSTERS BY:

- Conducting industry cluster analysis for each cluster present in the region
- Identifying growth industries and evaluating competitiveness factors for the region

### OBJECTIVE 3.B – ACCESS VENTURE CAPITAL NETWORKS TO SUPPORT EARLY STAGE BUSINESS FORMATION BY:

- Increasing marketing of loan programs available through partnership with Catawba Regional Development Corporation for area business startups and expansions
- Developing small-scale regional angel investor platforms
- Establishing a network of business mentors accessible to new start-ups via partnerships with area Chambers of Commerce
- Leveraging the University of South Carolina’s Office of Economic Engagement to support entrepreneur needs

### OBJECTIVE 3.C – PROVIDE BUSINESS SERVICES THAT MAKE SANTEE-LYNCHES A DESTINATION FOR NEW BUSINESSES BY:

- Sustaining an entrepreneurial ecosystem that encourages growth of new industries and new businesses
- Streamlining business licensing and certification requirements at local level
- Establishing incentive programs to assist new business startups find affordable office, manufacturing, or retail space

### OBJECTIVE 3.D – SUPPORT THE LONG TERM ECONOMIC DURABILITY OF THE REGION BY:

- Attracting and developing businesses that are part of the creative economy
- Building on current agricultural and agribusiness sector advantages utilizing the Stronger Economies Together Platform
- Supporting growth industry sector needs that will diversify the region’s economy (logistics, aerospace, public administration, and automotive)



# Enhance Livability and Quality of Life

## INTRODUCTION

Livability and quality of life are integral to a community’s success. In addition to growing a local economy and supporting businesses that attract new residents, communities are increasingly considering quality of life as part of the formula for developing strong and sustainable places to live. While there is no “silver bullet” to making a place livable and the inputs to quality of life are myriad, public entities and private sector partners can come together to lay the foundation for livable and attractive places to live, work, and play through intentional planning and application of resources and political capital.

One of those quality of life inputs are “third places.” Increasingly, “third places” - any place in our lives outside of work or home where we spend time - are recognized as being essential to cultivating vibrant communities. “Third places” cover a variety of amenities including parks and trails, fitness facilities, community anchors like libraries, restaurants, coffee shops, or entertainment venues.

Communities throughout the region have worked to enhance third places through revitalization of downtowns, construction of sports facilities, promotion of festivals, and more. In addition to improving the attractiveness of Santee-Lynches communities, investing in these types of efforts helps ensure that residents are spending their money in the region rather than leaving the region to find the amenities and activities that match their interests. Figure 7 provides an overview of spending by Santee-Lynches residents, spending which could be better captured in our region through strategic investment.

Communities are also investing in recreation amenities to benefit residents and capture some of the sports tourism market. These facilities have benefited the region significantly by not only providing residents with state-of-the-art sports facilities and but also drawing visitors to the region. It is estimated that these sports facilities have a multi-million dollar impact annually on the local economy.

## DOWNTOWN REVITALIZATION

The cities of the Santee-Lynches region are all involved in significant efforts to promote the historic and economic redevelopment of their traditional business districts as centers of community and economic activity. The following are some of the initiatives the cities have taken to improve the downtown experience:

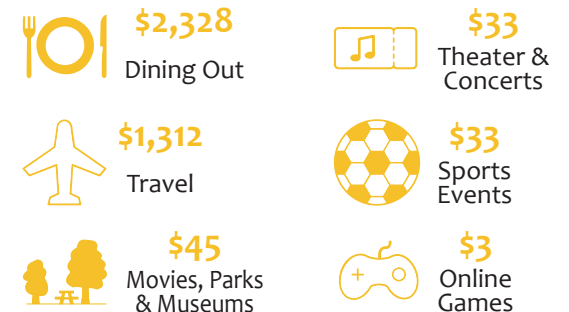
- retail recruitment strategies
- rehabilitated commercial spaces
- wayfinding programs
- pedestrian access improvements
- city-sponsored events
- marketing and promotions

### Benefits of Downtown Revitalization

- Strengthened tax base
- Increased sales with revenues returning to the community
- Positive community identity and image
- Visually appealing and economically viable buildings
- New businesses and jobs
- Increased investment in the downtown



Figure 7: Selected Spending Patterns in the Santee-Lynches Region, 2017



## OBJECTIVES

### OBJECTIVE 4.A – PROMOTE QUALITY-OF-LIFE ENHANCING EVENTS TO CURRENT RESIDENTS AS WELL AS POTENTIAL EMPLOYERS AND EMPLOYEES BY:

- Increasing public awareness of the quality of area health care facilities
- Developing a web presence for tourism and recreation activities in the region
- Strategically coordinating festivals and events via a regional calendar
- Coordinating marketing efforts and placement of materials to maximize visitor time in the area
- Creating an inventory of all recreational destinations and activities across the region
- Developing and distributing marketing materials highlighting multi-county activities in the Santee-Lynches Region

### OBJECTIVE 4.B – ENGAGE IN DOWNTOWN REVITALIZATION EFFORTS TO FURTHER COMMUNITY-SCALE ECONOMIC DEVELOPMENT PRIORITIES BY:

- Supporting retail sector initiatives in downtown districts
- Supporting infrastructure and design improvements in downtown districts
- Developing and sharing market trends and dynamics for retail and commercial sector, including leakage of consumer spending outside the region

### OBJECTIVE 4.C – IMPROVE LIVABILITY FOR THE REGION’S COMMUNITIES BY:

- Evaluating residents’ proximity to parks and green spaces
- Developing opportunities for expansion of library services
- Working to develop alternative transportation systems (bike, pedestrian, transit)
- Encouraging private/public partnerships to incentivize healthy behaviors and practices, particularly for industrial wellness
- Expanding availability and diversity of affordable and attractive housing options in all areas

## ECONOMIC DRIVERS: ATHLETIC FACILITIES AND SPORTS TOURISM



**Palmetto  
Tennis Center**

Attracts 30,000 visitors annually, contributing more than \$15 million to the local economy

Ranked among the top 11 facilities of its type in the country



**Patriot Park  
Athletic Complex**

Features soccer, baseball, softball facilities and a walking path around the park

Hosts numerous youth sports tournaments throughout the year



**South Carolina  
Equine Park**

Hosts a full range of activities and breeds such as quarter horses, paint horses, dressage, and breed shows

Has an average of 30 weekends booked annually resulting in a \$4 million annual economic impact



**Carolina  
Motorsports Park**

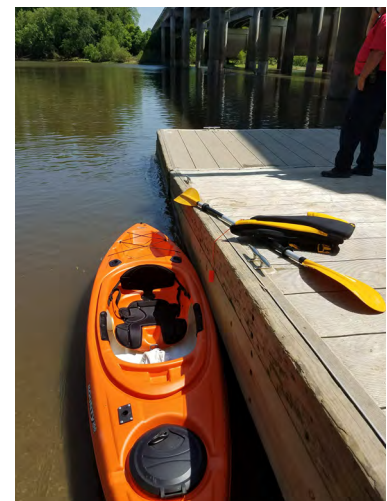
280-acre facility featuring a road racing course and Kart track

Hosts year round racing events and is used for car manufacturer testing, filming, and law enforcement training



**Springdale  
Racecourse**

Draws thousands of visitors annually with the Carolina Cup Steeplechase and the National Steeplechase Museum, the only museum in the US dedicated solely to steeplechase





# EVALUATION FRAMEWORK

## Goal 1: Workforce and Education Development

Progress Indicator	Baseline	2027 Objective	Baseline Data Source
Local Workforce Investment Area Industry Employment Projections	71,510	72,585	JobsEQ by Chmura Analytics (2022)
Per Capita Income	\$24,477	\$28,147	JobsEQ by Chmura Analytics (2022)
Number of registered apprenticeship opportunities provided	141	150	Apprenticeship Carolina
Number of employers using registered apprenticeship programs	46	50	Apprenticeship Carolina
Poverty Level	18.3%	17.5%	JobsEQ by Chmura Analytics (2022)
Number of degrees awarded by region colleges	856	900	Data USA (2020)
Number of people employed in high-tech jobs	5,077	5,327	JobsEQ by Chmura Analytics (2022)
Percentage of population with associates degree or higher	30.8%	32.3%	JobsEQ by Chmura Analytics (2022)
Labor Force Participation Rate	55.1%	56.6%	JobsEQ by Chmura Analytics (2022)
Percent of public high school graduating seniors eligible for LIFE/Palmetto Fellows Scholarships	Clarendon 1: NA Clarendon 2: 26.7% Clarendon 3: 27.6% Lee: 28.1% Kershaw: 34.6% Sumter: 8.3%	Clarendon 1: 42.6% Clarendon 2: 39.2% Clarendon 3: 29.2% Lee: 47.9% Kershaw: 35.0% Sumter: 10.0%	SC Department of Education District Report Cards (2022)
Percent of public high school students from prior year graduating class enrolled in 2 or 4-year college pursuing diploma or certificate	Clarendon 1: 44.7% Clarendon 2: 47.4% Clarendon 3: 56.1% Lee: 37.3% Kershaw: 61.2% Sumter: 53.5%	Clarendon 1: 49.7% Clarendon 2: 51.4% Clarendon 3: 61.1% Lee: 42.3% Kershaw: 66.2% Sumter: 58.5%	SC Department of Education District Report Cards (2022)
Median Household Income	\$47,318	\$54,418	JobsEQ by Chmura Analytics (2022)



## Goal 2: Infrastructure to Enhance Economic Development

Progress Indicator	Baseline	2027 Objective	Baseline Data Source
Number of linear feet of water distribution infrastructure	11,925,883.0	12,000,000.0	Santee-Lynches Regional Council of Governments (2022)
Number of linear feet of wastewater collection infrastructure	3,496,680.0	3,500,000.0	Santee-Lynches Regional Council of Governments (2022)
Number of fair and poor pavement quality road miles	2,497.25	1797.25	SCDOT
Number of structurally deficient or load-restricted bridges	116	100	SCDOT
Acres of land available for industrial development	8,160.89	6528.71	LocateSC
Percent of region land within 1,000 feet of water utility services	21.9%	25.0%	Santee-Lynches Regional Council of Governments
Percent of region land within 1,000 feet of wastewater utility services	4.3%	5.0%	Santee-Lynches Regional Council of Governments
Level of ICT Access for certified industrial parks	100%	100%	LocateSC
Percent of households with greater than 6 Mbps download/1.5 Mbps upload broadband	93.0%	95.0%	<a href="http://www.broadbandmap.gov">www.broadbandmap.gov</a>



### Goal 3: Economic Diversification

Progress Indicator	Baseline	2027 Objective	Data Source
Region GDP	\$7.05 billion	\$6.810 billion	JobsEQ by Chmura Analytics (2022)
Business activity - number of new start-ups(2019Q2-2020Q1)	180	200	SC Department of Employment and Workforce
Business density - number of establishments per 1,000 employees	63.05	70	SC Department of Employment and Workforce
Business services - Share of population employed in professional and technical services occupations	0.8%	1.0%	JobsEQ by Chmura Analytics (2022)
High Impact Density - share of regional employment in traded clusters	36%	40%	US Cluster Mapping Project
Employment Diversity - Concentration of employment in top five occupations	49.0%	50.0%	JobsEQ by Chmura Analytics (2022)
Employment per square mile	28.28	30	SC Department of Employment and Workforce
Occupation wages	Mean - \$43,100 Entry - \$21,200 Experienced - \$54,100	Mean - \$45,000 Entry - \$27,500 Experienced - \$55,000	JobsEQ by Chmura Analytics (2022)



### Goal 4: Quality of Life and Livability

Progress Indicator	Baseline	2027 Objective	Data Source
Growth rate of employment in the arts, entertainment, and recreation	4.5%	2.9%	JobsEQ by Chmura Analytics (2022)
Growth rate of employment in health care support occupations	0.4%	1.5%	JobsEQ by Chmura Analytics (2022)
Vitality - percentage of population 18-44 years old	33.1%	35%	JobsEQ by Chmura Analytics (2022)
Median age of region residents	39.7	38	JobsEQ by Chmura Analytics (2022)
Region Cost of Living Index	93.4	90.0	JobsEQ by Chmura Analytics (2022)
Region's Location Quotient for Arts, Entertainment, and Recreation Sector (NAICS 71)	0.50	0.57	JobsEQ by Chmura Analytics (2022)
Region's Location Quotient for Accommodation and Food Service Sector (NAICS 72)	1.02	1.07	JobsEQ by Chmura Analytics (2022)
Population Growth Rate	Clarendon: -0.4% Kershaw: 0.9% Lee: -1.4% Sumter: -0.1%	Clarendon: 0.3% Kershaw: 1.5% Lee: 0.8% Sumter: 0.1%	JobsEQ by Chmura Analytics (2022)



Project Name	Description	County	Estimated Cost	Goal	Funding Source
Technical High School (Kershaw County)	New facility for the Kershaw County Applied Technology Education Center (ATEC) to be located on the Central Carolina Technical College/Kershaw County Economic Development Campus located at Exit 98 of I-20	Kershaw	\$30,718,911	Education	Kershaw County Schools Referendum
Central Carolina Technical College Kershaw County Campus Expansion	New building for the current Central Carolina Technical College Campus located at Exit 98 of I-20	Kershaw	\$10,000,000	Education	Kershaw County, State of South Carolina, CCTC
Edgefield Wastewater Pump Station and Force Main	Upgrades and rehabilitation of Bishopville wastewater system serving I-20 Industrial Park	Lee	\$1,500,000	Infrastructure	City of Bishopville, EDA
Sumter Public Safety Complex	Public Safety Complex Construction and associated facilities	Sumter	\$15,700,000	Infrastructure	Sumter Penny for Progress
Mayesville Water Plant Well	New well for Mayesville water treatment plant operations	Sumter	\$215,000	Infrastructure	City of Sumter
Shot Pouch Greenway	Paved walking/bicycling path from Dillon Park to Swan Lake-Iris Gardens in the City of Sumter	Sumter	\$4,000,000	Livability	Sumter Penny for Progress
Mayesville Wastewater Pump Station and Force Main to City of Sumter	Project to shift flow of wastewater from the Town of Mayesville's WWTF to the City of Sumter's WWTF	Sumter	\$1,500,000	Infrastructure	CDBG, City of Sumter
Wastewater System Improvements		Kershaw	\$500,000	Infrastructure	Rural Infrastructure Authority, Kershaw County
Water System Improvements		Kershaw	\$500,000	Infrastructure	Rural Infrastructure Authority
Water Supply Infrastructure	Water line improvements along SC Highway 261 through Manning's downtown corridor	Clarendon	\$500,000	Infrastructure	Rural Infrastructure Authority, City of Manning
Palmetto Park Lighting	New lighting system to improve safety for youth athletes and increase sports tourism event potential	Sumter	\$500,000	Livability	Sumter Penny for Progress



# Short Term Priority Projects

Project Name	Description	County	Estimated Cost	Goal	Funding Source
Pinewood/McCray's Mill Intersection Improvements	Improvements to the intersection of Pinewood and McCray's Mill Roads located in the Sumter Urban Area Transportation Study	Sumter	\$1,000,000	Infrastructure	SCDOT, SUATS Guideshare Program
Renovation of CCTC Industrial Engineering Building	Renovation of M-400 Industrial Engineering Building to allow expansion of current programs and provide enhanced training opportunities	Sumter	\$1,000,000	Education	Sumter Penny for Progress
Head Start / Early Head Start	Early child development programs (ages 0-4)	All	\$9,229,090	Education	US HHS, Wateree Community Actions
Bishopville Wastewater Trunk Line Rehabilitation, Phase I	Rehabilitation of segment 1 of Bishopville Wastewater system trunk line that connects Bishopville WWTF to collection system	Lee	\$820,000	Infrastructure	CDBG, City of Bishopville
Camden Water System Improvements	Improvements to existing water lines in the City of Camden	Kershaw	\$1,000,000	Infrastructure	State Drinking Water Revolving Fund (DWSRF)
Wyboo Wastewater Combination with Manning	Construction of pump station and force main to divert wastewater flows from Wyboo WWTF to City of Manning WWTF	Clarendon	\$756,248	Infrastructure	State Clean Water Revolving Fund (CWSRF)
Bethune Well Generators	Installation of generators at the Town of Bethune's four wells	Kershaw	\$200,000	Infrastructure	State Drinking Water Revolving Fund (DWSRF)
Town of Summerton Water System Improvements and Interconnection	Installation of water system improvements to connect Summerton's water system to the Town of Manning's water system and provide water service to additional residents	Clarendon	\$600,000	Infrastructure	State Drinking Water Revolving Fund (DWSRF)
Mayesville Bland Stable Housing and Commercial Development	Construction of four new housing units and rehabilitation of an existing historic building for use as commercial space	Sumter	\$1,375,000	Livability	HUD HOPE VI Main Street Grant, Sumter Penny for Progress
St. Charles District Water Tower	Construction of a new elevated water storage tank for the St. Charles census tract in Lee County	Lee	\$1,152,200	Infrastructure	CDBG, Kershaw County and Lee County Regional Water Authority



# Short Term Priority Projects

Project Name	Description	County	Estimated Cost	Goal	Funding Source
Downtown Sumter Infrastructure and Streetscaping	Improvements to downtown Sumter intersections and infrastructure, including pedestrian crosswalks, utility improvements, lighting, and landscaping	Sumter	\$3,000,000	Livability	Sumter Penny for Progress
Dillon Park Improvements	Renovations to Sumter's Dillon Park to include a new football complex, parking, and walking track improvements	Sumter	\$2,750,000	Livability	Sumter Penny for Progress
Patriot Hall Improvements	Renovations and addition of a new gymnasium to improve the recreation department facility at Patriot Hall	Sumter	\$6,000,000	Livability	Sumter Penny for Progress
Sumter Industrial Park Improvements	Infrastructure upgrades, including roads, water, and wastewater facilities to attract new industries	Sumter	\$2,000,000	Infrastructure	Sumter Penny for Progress
Central Carolina Connect (C3) Project	Distance learning infrastructure using video endpoints and network equipment at campus locations for CCTC	Region	\$365,000	Education	USDA Rural Utility Service, CCTC
Sumter Airport and Runway Lighting and Signage Rehabilitation	Construction of airfield lighting, windcone, and taxiway signage rehabilitation for Sumter Airport (SMS)	Sumter	\$1,269,423	Infrastructure	FAA, Sumter County, State of South Carolina
Lee County tennis courts	Relocate tennis courts	Lee	\$200,000	Livability	ARPA
Lee County basketball courts	Upgrades to basketball courts (Green Acres and Springhill)	Lee	\$50,000	Livability	Capital projects sales tax
Lee County EMS	Upgrades to EMS Headquarters/facility	Lee	\$600,000	Infrastructure	ARPA
Manning Avenue/North Main Street Corridor Improvements	Transportation connectivity improvements and streetscaping for Manning Avenue/North Main Street Corridor from US-15 to US-378 in Sumter	Sumter	\$16,400,000	Livability	Federal Appropriation, Sumter Penny for Progress



Project Name	Description	County	Estimated Cost	Goal	Funding Source
Bishopville Wastewater Trunk Line Rehabilitation, Phase II	Rehabilitation of segment 2 of Bishopville Wastewater system trunk line that connects Bishopville WWTF to collection system	Lee	\$810,000	Infrastructure	City of Bishopville, TBD
Camden Truck Route	Improvements to three segments of the designated truck route in the City of Camden	Kershaw	\$25,000,000	Infrastructure	SCDOT, Santee-Lynches Guideshare Program
Manning Avenue	Replacement of Bridge connecting South Sumter with Downtown Sumter on Manning Avenue	Sumter	\$8,200,000	Infrastructure	SCDOT
Technical High School (Sumter County)	New technical high school for Sumter School District	Sumter	TBD	Education	TBD
Pinewood Water System Expansion	Expansion of Town of Pinewood water supply to Rimini and Panola areas	Sumter	\$18,000,000	Infrastructure	USDA Grant/Loan, Town of Pinewood
Steeplechase Industrial Park Improvements	Road extension within industrial park, signage, a 75,000 sq ft spec building, and clearing and grading of 11-acre tract	Kershaw	\$17,000,000	Infrastructure	Kershaw County Bond
Governor's Hill Industrial Park Improvements	Signage, development of pad-ready site, 75,000 sq ft spec building, and interior road improvements				
Heritage Pointe Industrial Park Improvements	Clearing and grading of parcels and 50,000 sq ft spec building				
Accessible playground and park improvements	City and county playgrounds, Bobby Rich Park, Patriot's Park	Sumter	\$9,200,000	Livability	1% Sales Tax Referendum
Gymnasium construction/reconstruction	Rural gymnatoriums and South Sumter Gym	Sumter	\$7,000,000	Livability	1% Sales Tax Referendum
City/county sidewalks and activity paths	Safe walking connections to neighborhoods, schools, parks	Sumter	\$3,500,000	Livability	1% Sales Tax Referendum
Fire station reconstruction	Stadium Road Fire Station reconstruction	Sumter	\$3,000,000	Infrastructure	1% Sales Tax Referendum
Museum improvements	Sumter Museum Complex improvements	Sumter	\$1,000,000	Livability	1% Sales Tax Referendum





# Long Term Priority Projects

Project Name	Description	County	Estimated Cost	Goal	Funding Source
Bishopville Wastewater Industrial Interceptor	Proposed wastewater collection and transfer infrastructure to move wastewater directly from industrial parks on I-20 to the Bishopville WWTF	Lee	\$4,500,000	Infrastructure	TBD
Bishopville Wastewater Trunk Line Rehabilitation, Phase III	Rehabilitation of segment 3 of Bishopville Wastewater system trunk line that connects Bishopville WWTF to collection system	Lee	\$2,500,000	Infrastructure	City of Bishopville, TBD
Bishopville Truck Route	Proposed truck route for US-15 through City of Bishopville, currently in Environmental Impact Statement (EIS) study process	Lee	\$33,604,125	Infrastructure	SCDOT, Santee-Lynches Guideshare Program, Federal Appropriation
I-95 Megasite Rail Spur	Dedicated rail spur to connect the I-95 industrial megasite to the existing rail network	Clarendon, Lee, Sumter	\$20,000,000	Innovation	TBD

## Priority Projects Investment Summary

Priority Projects Term	Estimated Cost	# of Infrastructure Projects	# of Livability Projects	# of Education Projects	# of Innovation Projects
Short-Term	\$115,400,872	17	9	5	0
Medium-Term	\$92,710,000	6	4	1	0
Long-Term	\$60,604,125	3	0	0	1
<b>Total</b>	<b>\$268,714,997</b>	<b>26</b>	<b>13</b>	<b>6</b>	<b>1</b>



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