



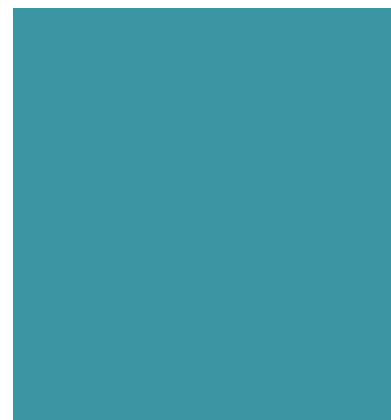
visionkershaw

2030

KERSHAW COUNTY SOUTH CAROLINA

THE GREAT PLACE

March 2016



Located in the Midlands of South Carolina, Kershaw County was named for Joseph Kershaw (1727-1791), an early settler. Originally part of Camden District, Kershaw County was formed in 1791 from parts of Claremont, Lancaster, Fairfield, and Richland counties. The County seat is Camden, the oldest inland city in South Carolina, settled around 1732 by English traders and farmers who moved inland from Charleston. Two important battles of the Revolutionary War's Southern Campaign were fought in and around Camden, and the County has always cherished its history and heritage.



F O R E W O R D

This is the report of a County-wide “Vision Kershaw 2030” visioning project. The effort began at the Kershaw County Council’s annual retreat in February 2015, during which County leaders identified a need to set long-range priorities and objectives needed to achieve the County’s ideal future. Vision Kershaw 2030 is derived from the direction and approval of the Kershaw County Council and the collaboration and support of the County’s Administration, School District, elected officials, municipalities, special purpose districts, Chamber of Commerce, numerous civic associations, and robust input from private citizens during the Summer and Fall of 2015.

Why a Vision?

Visioning is the ideal precursor to the more detailed and technical planning efforts that include Comprehensive Plans, transportation planning, environmental planning, neighborhood-level planning, and many other types of planning activities. With the County’s next Comprehensive Plan due in 2016, there is not a better way to build this community vision.

The Vision combines local governance with community participation and long-range planning. This type of ongoing community engagement and foresight are critical for any community that aims to impact its future proactively.

The year-long process engaged hundreds of citizens of all ages in describing the community in which they’d like to live, work, and raise families. This document articulates a common vision for the entire County that captures the major elements of these vision meetings.

The end product, the report you hold in your hands, is a set of long-term goals and plans for Kershaw County that the vast majority of citizens will recognize as their own and support wholeheartedly through the next generation.

What’s Ahead for Vision Kershaw 2030?

This Vision is meant to be realized over a fifteen (15) year period. Not all the suggested strategies can be accomplished in the first years of the Vision. Given resource availability, leaders will need to review and prioritize activities as resources become available in the coming years.

In the Winter of 2016, Vision Kershaw 2030 organizers briefed Kershaw County Council on a set of implementation strategies aimed at ensuring that the Common Vision, Big Ideas and Action Steps (as Objectives, Strategies and Partners) become a reality by 2030.

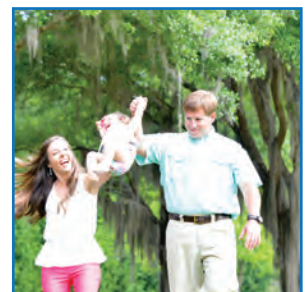
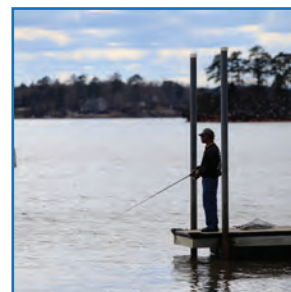
The Kershaw County Planning and Zoning Commission is the keeper of Vision Kershaw 2030, and will periodically update the document to ensure consistency with the County’s 10-Year Comprehensive Plan. The County and its partners will review the Vision regularly as they set budgets and plan for investments and action. Although the plan is designed to inform the annual budget process, inclusion of an item in this plan does not guarantee funding. Constraints resulting from mandated services, existing funding levels, and other fiscal requirements will limit the ability to fund everything in this vision in any given year.

Occupying a total of 727 square miles, the County's lands are primarily rural, wooded countryside. Steep slopes and valleys dominate the terrain of the shoreline of Lake Wateree in the northwest, leaving the remainder of the County's topography flat with occasional gentle slopes, perfect for recreation, development, and agriculture. Abundant rail, highway, and air links serve as gateways to a range of commercial, cultural, industrial and recreational opportunities.



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2 0 3 0 V I S I O N

Kershaw County's doors are open as the great place to live, work, worship, play, and raise families. Our growing, vibrant, and historic communities celebrate their culture and vitality. We will enjoy plentiful natural and human resources, remember our heritage, and commit to shaping a prosperous future. The County will be home to varied businesses and pursuits, charming communities, unique sports and recreational venues and traditions, top notch education, and unmatched quality of life for all.



HOW WILL THE VISION BE REALIZED?

I am a:



**Advocate/
Interested Citizen**

How Can I Use This Vision?



- To communicate a County vision and show a desired direction for the next 15 years.
- To reflect a broad understanding of community members' inputs, including ideas and suggestions for things that are important or that need further improvement.
- As a baseline to allow us to measure progress towards the goals articulated in the Vision.
- To identify ways in which to participate in the implementation of the Vision and build partnerships to achieve the best results.

**Public Official
or Employee**

- To align services and programs with high-level goals.
- To inform policy, operational, and budget decisions.
- To encourage a Countywide planning framework to guide subsequent plans and ensure that localized plans are included in the larger picture.

**Business or
Community
Organization**

- To capture a commitment to work together to achieve community goals.
- To grow current businesses, attract new businesses, and ensure sustained jobs and profitability.
- To sell our County to prospective residents and businesses.

2030 VALUES

PEOPLE FIRST

We are proud of our heritage and prouder still of what we will become by 2030.

- In 2030, Kershaw County will be home to a mix of attractive, diverse, safe and vibrant communities and neighborhoods, each with its own unique identity, yet connected by common purposes, high standards, and a high quality of life for all. Young, old, and all in between are attracted to the opportunities offered here.
- In the best of times or in times of need or crisis, our citizens stand ready to help their neighbors with their time, talent, and treasure. This generous spirit of giving and cooperation is evident in the many public and private partnerships and the philanthropic and charitable spirit that makes this a great place to live, work, worship, and play.



CONNECTEDNESS IN PURPOSE AND SPIRIT

We are a place of diverse cultures and aspirations. Yet, we are connected in vital ways that make us one welcoming, hospitable, dynamic whole. In Kershaw County, we strive to make the community work for everyone. As residents, we deepen our appreciation of and concern for all pursuits in life, from major industry to small business, for all races and ethnic groups, and for people of all ages.

- In 2030, Kershaw County is made up of a diverse and dynamic team of towns and townships with a healthy economy and environment where all people and businesses have the opportunity to thrive. Our leaders have created numerous innovative partnerships in making these things a reality – partnerships among businesses, communities, and governments; between State leaders and local leaders; between governments, non-profits and businesses; throughout the faith communities; and among colleges and schools.
- We are united in the common view of healthy and diverse offerings in community life, recreation, services, and programs. The school system has become a regional model for its ability to provide for a lifetime of personal development and growth for all ages, for a ready and vibrant work force, and for immigrant and disadvantaged children. And we pride ourselves on our diversity of leadership and cultural offerings.



Photo Credit: Johnny Deal

SUSTAINABLE OPPORTUNITIES

Our residents can look to a lifetime of meaningful education, work, recreation, and healthcare for themselves, their children, and their childrens' children.

- In 2030, our residents have opportunities to receive the advanced education they desire and get high paying jobs in or near Kershaw County. Post-secondary institutions offering adult-learning programs are considered the most effective in the State, with the result that educational levels and workforce skills are constantly being upgraded in the County.
- Organizations and partnerships such as LiveWell Kershaw and Eat Smart Move More Kershaw County, working with healthcare institutions, teach residents how to live healthy lifestyles as well as provide high quality, affordable healthcare.



Photo Credit: Johnny Deal

EXCELLENCE IN ENDEAVORS

We strive for excellence in the things that we do as a total County, and for each other.

- In 2030, we will reap the rewards of succeeding in our chosen initiatives and objectives. Our efforts do not stop short of the finish line, and we come together to encourage a culture of excellence in achieving the goals identified in our Vision for the future.
- Public and private sector agencies are regularly recognized as well-run and effective organizations at the local, regional, and national level. We do not settle for less than the best in what we do.



COMMUNITY INPUT

At the heart of this visioning process is a robust community input process, conducted to collect ideas and attitudes from County residents, and business owners. The public engagement process was widely advertised, through methods including a dedicated website, press releases, direct mailings, flyers, newspaper articles and word of mouth.

The process, conducted from July to December 2015, included over 32 outreach events, including workshops briefings, and listening sessions conducted by the Santee-Lynches Regional Council of Governments and County planning staff. These events included presentations and idea-generating exercises and discussions.

The workshop discussions that inform this Vision were organized around the S.W.O.T. analysis tool (Strengths, Weaknesses, Opportunities, and Threats). In each workshop conducted through the County, residents voted on their priorities within the S.W.O.T. The chart below depicts the ten S.W.O.T elements that received the most preference votes.

**PUBLIC INVOLVEMENT
BY THE NUMBERS**

174 Meeting Attendees

655 Survey Respondents

32+ Public Outreach Efforts

Stakeholder Outreach, (p. 38-41)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Natural Resources Quality of Education Lake Wateree Sense of Community “Small-Town” Feel Low Taxes Quality Healthcare 	<ul style="list-style-type: none"> Curb Appeal (blighted areas) Lack of Jobs Poor Roads “Brain Drain” Resistance to new ideas Lack of Fiscal Base for Resources
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> More Recreational Facilities Expanded and Equitable Education Improve School Facilities Downtown Revitalization Attract Young Families Expansion for Rural Healthcare and EMS Services 	<ul style="list-style-type: none"> Expansion of Water Infrastructure Expansion of Industrial Parks and Jobs Establish Full-Time County Fire Department Better Utilization of Interstate 20
<ul style="list-style-type: none"> Number of Commuters Leaving County for Work Environmental Threats Sprawl/Unregulated Development Unwillingness to balance history and growth 	<ul style="list-style-type: none"> Dilapidated Properties Lack of follow-through on plans Wateree River Divide “Bedroom Community” Effect Lack of Civic Engagement Development in Areas without Services Crime Encroachment “Status Quo” Old Economy Businesses Competition from Neighboring Communities

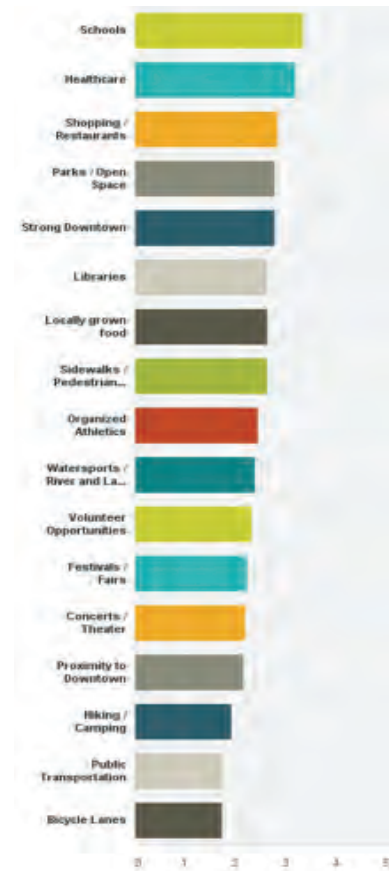
Community Survey Attitudes and Needs Survey

In addition to the interviews conducted throughout the County, the community input process included a survey, which was distributed at events and other venues throughout the County as well as made available via a dedicated website (www.visionkershaw2030.org). The survey provided opportunity for residents and business owners to record their views on the Strengths, Weaknesses, Opportunities and Threats facing Kershaw County, as well as

Community Members’ Perception of Specific Kershaw County Services and Assets (weighted average)



Relative Importance of Selected Factors on Community Members’ Quality of Life



GOALS




Linking the Goals and Strategies

Goal Icon:
Each of the goals in this document have an icon associated with them

Objectives: Specific results to be achieved through the vision


Strategies: Specific actions or activities that might be undertaken to support the vision




ECONOMIC DEVELOPMENT

Goal: Maintain an Environment that Encourages Current and Future Businesses to Thrive


Objective 1: Invest in Infrastructure to ensure that current businesses can succeed

Strategies	<ul style="list-style-type: none"> a. Invest in existing industrial and business recruitment assets, both personnel and physical space b. Identify new industrial site opportunities in each County subdivision c. Identify and prioritize industrial road and utility (water, wastewater, and electricity) infrastructure maintenance needs 	
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Objective 2: Develop and maintain a trained workforce to meet industrial needs

Strategies	<ul style="list-style-type: none"> a. Convene and market demand-driven workforce initiatives b. Expand Central Carolina Technical College (CCTC) campus facilities in Kershaw County c. Construct Applied Technology Education Campus (ATEC) co-located at CCTC Campus d. Establish defined career pathways for job sectors with existing and projected opportunities 	
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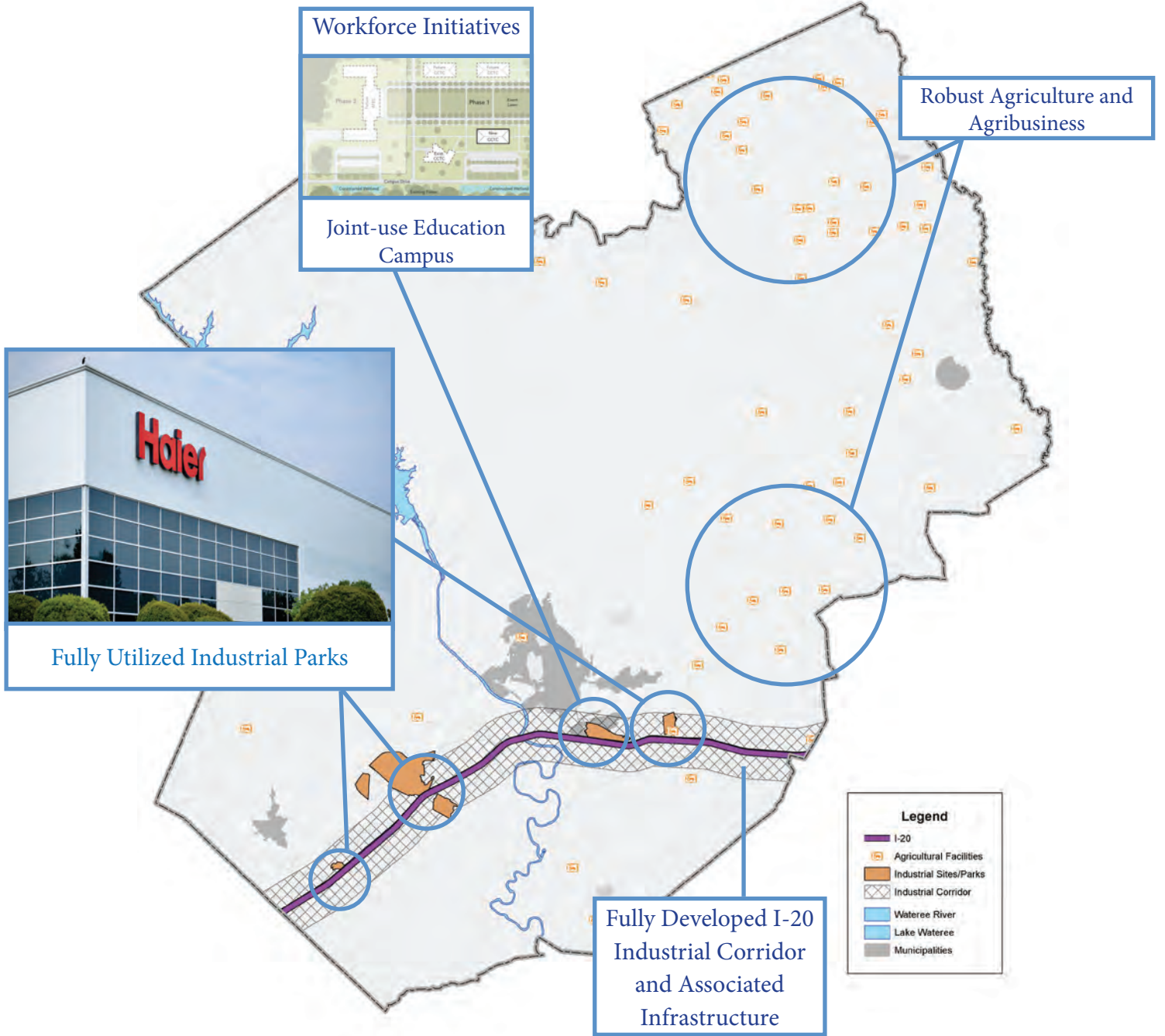
Objective 3: Attract new businesses and industries

Strategies	<ul style="list-style-type: none"> a. Develop and promote positive economic and business stories for local, regional, and national media outlets b. Devise incentives to attract additional lodging and conference center facilities c. Establish and maintain local business incubation capabilities d. Inventory, consolidate, and expand business-oriented marketing to the public e. Invest in public safety services (fire protection, police) to protect new economic investments 	
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Theme: The broad categories that group together related objectives

Goal: Description of the observable and measurable end result


Goal Linkages: Goal icons in this column illustrate a connection between the strategy listed and other goals




ECONOMIC GROWTH

Goal: Maintain an Environment that Encourages Current and Future Businesses to Thrive


Objective 1: Invest in infrastructure to ensure that current businesses can succeed

Strategies	a.	Invest in existing industrial and business recruitment assets, both personnel and physical space	
	b.	Identify new industrial site opportunities in each County subdivision	
	c.	Identify and prioritize industrial road and utility (water, wastewater, and electricity) infrastructure maintenance needs	
	d.	Expand airport facilities, runways, and communications technology to allow for increased air travel and commerce	
	e.	Inventory and extend broadband availability and access	
	f.	Invest in fire protection services to meet increased demand	
	g.	Include both public and private partners in recruitment and retention of businesses in all areas of the County	


Objective 2: Develop and maintain a trained workforce to meet industry needs

Strategies	a.	Convene and market demand-driven workforce initiatives	
	b.	Expand Central Carolina Technical College (CCTC) campus facilities in Kershaw County	
	c.	Construct new Applied Technology Education Campus (ATEC) co-located at CCTC Campus	
	d.	Establish defined career pathways for job sectors with existing and projected opportunities (e.g. advanced manufacturing, healthcare, public safety, entrepreneurship, retail business, and hospitality)	
	e.	Organize and align job training and readiness programs to fill current and future positions	
	f.	Provide robust apprentice and internship opportunities in a wide variety of county businesses and industries	
	g.	Establish regular mechanism for County employers to build hiring summary for region by industry sector	


Objective 3: Attract new businesses and industries

Strategies	a.	Develop and promote positive economic and business stories for local, regional, and national media outlets	
	b.	Devise incentives to attract additional lodging and conference center facilities	
	c.	Establish and maintain local business incubation capabilities	
	d.	Inventory, consolidate, and expand business-oriented marketing to the public	
	e.	Invest in public safety services (fire protection, police) to protect new economic investments	
	f.	Ensure focus on small business as well as on large employers	


Objective 4: Leverage tourism as an economic development engine

Strategies	<ul style="list-style-type: none"> a. Develop strategy for Countywide promotion of recreation, leisure, historical, sports, and equine tourism opportunities b. Expand youth sports tournaments and local festivals c. Develop specific marketing strategies for Lake Wateree, the Wateree River, Historic Camden, and Goodale State Park 	
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Objective 5: Leverage the equine industry as an economic development engine

Strategies	<ul style="list-style-type: none"> a. Recruit support services (including tack and supplies, Veterinary Care, barns, and training facilities) and promote SC Equine Park (SCEP) and rodeos b. Promote the full range of equine activities: breeding, training, racing, jumping, hunting, rodeo, dressage, and shows 	
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Objective 6: Retain the County’s place as one of the most profitable agricultural counties in the state

Strategies	<ul style="list-style-type: none"> a. Ensure access to future farmer recruitment and training programs, (e.g. 4-H, FFA, SCHS Rodeo) b. Facilitate protection of key agricultural districts and lands c. Promote equitable land management decision making in future development projects through planning d. Invest in quality setting and venue for Kershaw County Farmers Market and add permanent vendor stalls 	
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Hengst Automotive, Camden

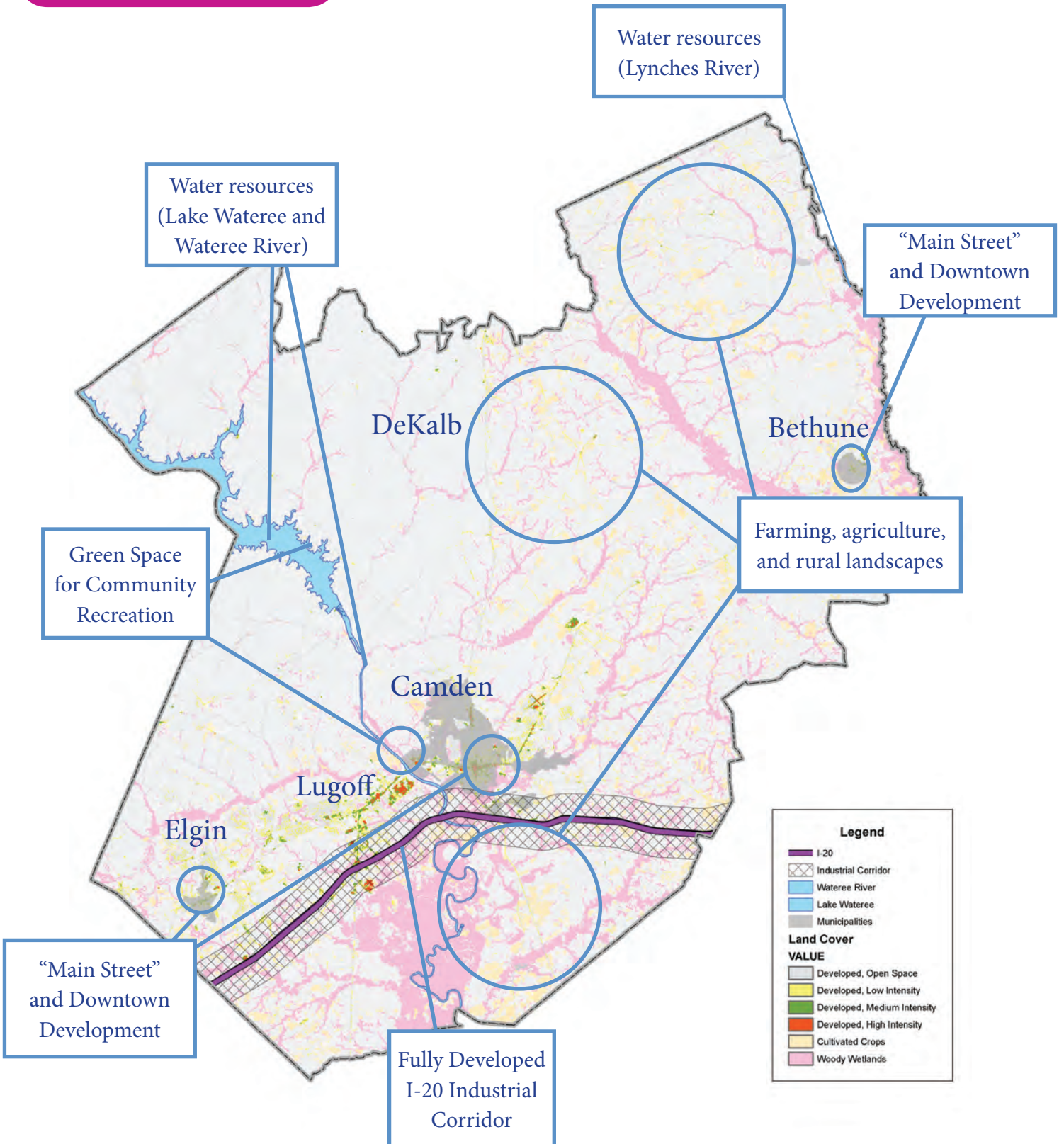


Suominen Nonwovens, Bethune



Steeplechase Industrial Park, Camden







LAND USE

Goal: Shape a Built and Natural Environment That Allows the County's Communities to Flourish



Objective 1: Preserve and enhance unique aspects of communities

Strategies	a.	Ensure value and appeal of spaces through remediation and redevelopment of blighted structures, signs, and properties	  
	b.	Establish organizational partnerships to beautify and maintain key County entry points, including highways, airports, and railroad entries	
	c.	Encourage appealing County wayfinding signage that facilitates identification and access to neighborhoods and businesses	
	d.	Promote policies that preserve and promote the unique nature of downtowns, key buildings, streets and public spaces	
	e.	Support rural economic development that leverages the assets and strengths of rural areas	
	f.	Establish a variety of financing mechanisms for public investments associated with new residential, commercial, and industrial developments	


Objective 2: Protect water quality and ecosystems

Strategies	a.	Establish and utilize regional service agreements among the County's water and wastewater providers and regional partners	 
	b.	Coordinate private and public development of infrastructure in growth areas to ensure adequate capacity	
	c.	Monitor and maintain the quality of the County's watersheds, lakes, rivers, and aquifers	
	d.	Utilize private and public incentives, technical assistance, and regulations to promote sustainable environmental practices by individuals and businesses	
	e.	Support development of regional "Green Infrastructure" inventory of assets and planning	


Objective 3: Establish and maintain green spaces for public use

Strategies	a.	Utilize findings and recommendations of <i>2013 Kershaw County Bicycle, Pedestrian, and Greenways Plan</i> to develop a network of greenways across Kershaw County	 
	b.	Encourage stewardship of rural landscapes and forests, using private and public tools, including conservation easements	
	c.	Encourage residential and industrial developers to incorporate connected green spaces into new developments throughout the County	
	d.	Expand and market a comprehensive county parks system	
	e.	Maintain current public green spaces to a uniform standard of excellence	


Objective 4: Provide an environment for affordable, attractive, and safe housing options

Strategies	<ul style="list-style-type: none"> a. Facilitate development of attractive and accessible retirement and rehabilitation options b. Identify opportunities to expand environment for affordable housing options for communities and persons in need c. Encourage development of new housing and incentivize use of best practices and local character in design 	
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Objective 5: Utilize Lake Wateree and Wateree River as focal resource zones

Strategies	<ul style="list-style-type: none"> a. Incentivize development of a riverfront recreation, entertainment, and commercial district on the Wateree River between Lugoff and the City of Camden b. Develop riverfront public use space (walking paths, conferencing and event center) at US Highway 1 between Lugoff and Camden c. Acquire green space along the Wateree River and tributary basins to improve access to the <i>Wateree River Blue Trail</i> d. Establish mixed-use town centers adjacent to Lake Wateree (including restaurants, commercial, retail, and residential space) to encourage sustainable growth and accessible services to residents 	
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Objective 6: Encourage sustainable agriculture and forestry

Strategies	<ul style="list-style-type: none"> a. Provide incentives, technical assistance, and streamlined permitting to support sustainable farm and forestry practices, as well as hunting and fishing b. Optimize land use to ensure compatibility of rural agriculture and forestry with other development land uses 	
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The Wateree River serves as a dramatic natural landmark through the western portion of the County, and scenic Lake Wateree fills the County's northwest corner, occupying 14 square miles in Kershaw County.





22 Volunteer Fire Stations (no paid firefighters except in Camden and Lugoff)



Police and Sheriff



Public Works

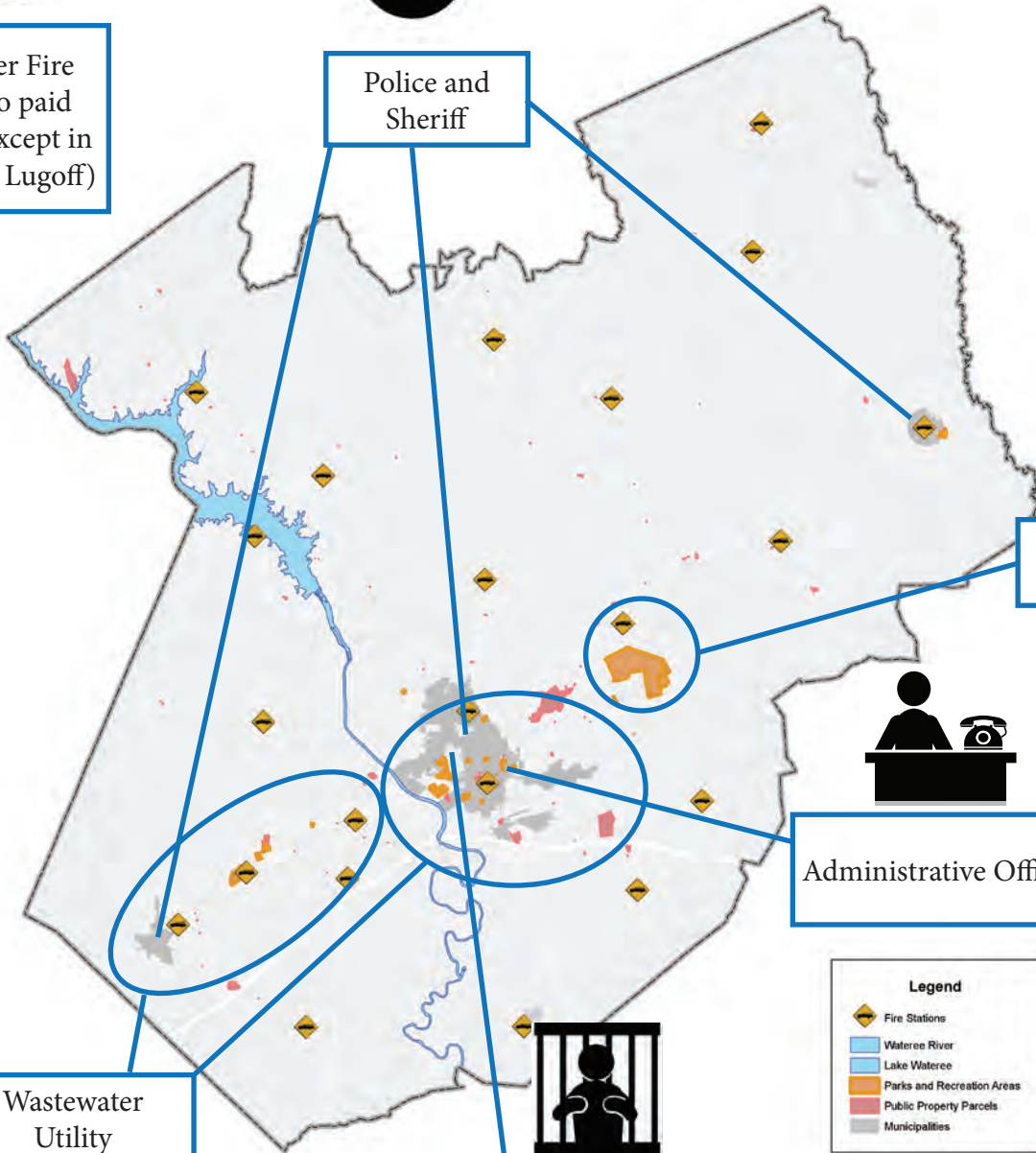


Administrative Offices

Wastewater Utility




Detention Center





COUNTY SERVICE EXCELLENCE

Goal: Deliver Public Services That Are Responsive to Community Needs




Objective 1: Ensure customers' satisfaction with public services

Strategies	<ul style="list-style-type: none"> a. Reinforce customer service as a priority focus for all public sector employees b. Increase access to public services and information via web, news media, and other outreach mechanisms c. Eliminate physical and procedural barriers to access without sacrificing quality or integrity d. Leverage technology to anticipate service needs and adapt to meet them 	
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Objective 2: Build long-term fiscal strength

Strategies	<ul style="list-style-type: none"> a. Improve audit, collection, and tax sale functions b. Identify opportunities to provide services more efficiently, (e.g. shared procurement) c. Diversify revenue streams and implement financial policies that account for variability in revenue growth d. Pursue technologies that improve services while reducing the cost of delivery e. Encourage entrepreneurship and leveraging of private sector talent and resources f. Pursue “best practices” and provide annual benchmark reports to the community g. Retain and strengthen public sector bond ratings h. Promote individual fiscal authority and accountability among boards and councils in the County 	 
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Objective 3: Foster a “One County” ethic of working together

Strategies	<ul style="list-style-type: none"> a. Actively participate in and strengthen regional organizations and policy bodies b. Leverage State and Federal resources towards highest priority needs c. Establish channels for open communication among all public services agencies in all economic development projects d. Incentivize and retain a quality public sector workforce e. Link and optimize judicial, social, health, and counseling services seamlessly to care for the entire community 	  
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Objective 4: Increase Access to Services, Personnel, and Information

Strategies	a.	Provide information and services that are culturally and linguistically appropriate	
	b.	Maintain consistent organizational points of contact for residents, clients, and other partners	
	c.	Assure fairness and opportunity for all in policy, budget, and service decisions	
	d.	Fully staff and effectively equip fire and EMS agencies	
	e.	Develop replacement/renovation plan for key government services facilities (County Administration Building, Central and Branch Libraries, and Courthouse)	
	f.	Develop interagency website links to guide customers to specific public service agencies	
	g.	Expand use of County Recycling Centers as community information, outreach and gathering venues	

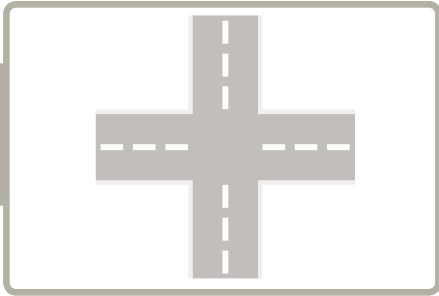
Objective 5: Keep people safe in their communities

Strategies	a.	Maintain proactive law enforcement presence in communities and expand law enforcement partnerships between County and municipalities	
	b.	Enforce building, property maintenance, and land-use and fire codes throughout the county	
	c.	Provide robust victim service programs	
	d.	Operate secure, humane, and efficient detention facilities proportional to population	
	e.	Expand emergency management training programs (e.g. Fire Service Technology) for volunteer and career certifications	
	f.	Expand fire protection service professionals in growth areas to meet present and anticipated demand, and reward volunteers	
	g.	Ensure excellence in animal control	

Objective 6: Ensure fair and accessible Justice systems

Strategies	a.	Eliminate physical and procedural barriers to court access	
	b.	Ensure that facilities, including courts, jails, and police stations are adequately resourced	
	c.	Reduce processing times for court cases by streamlining processes and increasing judicial personnel	
	d.	Expand rehabilitation programs for released detainees and prisoners in the community	
	e.	Offer effective drug and alcohol counseling to those in need	





Water Service

(Cassatt Water Company, Bethune Rural Water, Town of Bethune, City of Camden, Lugoff-Elgin Water Authority)

Airport

Wastewater Service

(City of Camden, Kershaw County)

Improve / Widen Interstate

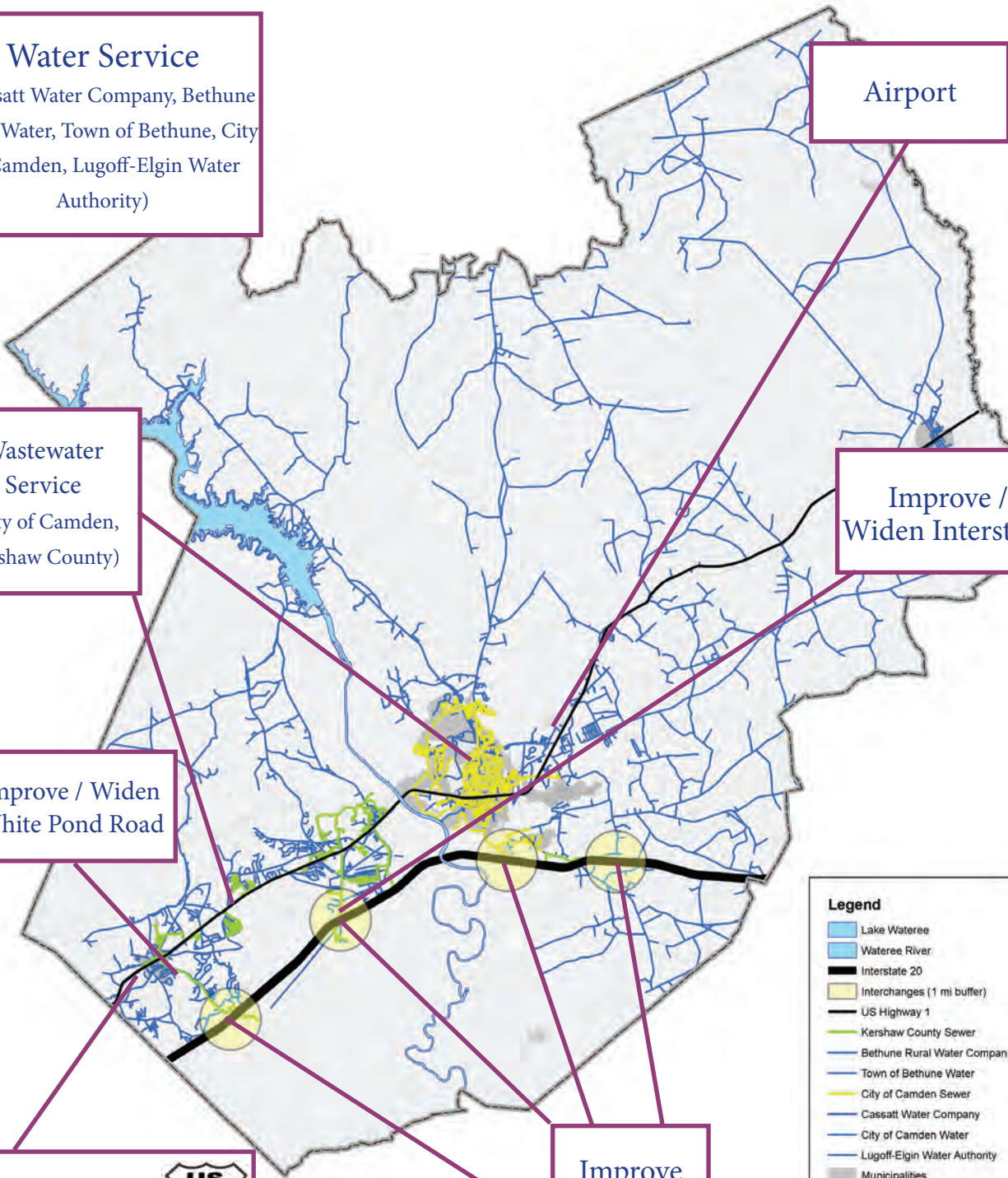


Improve / Widen White Pond Road

Improve / Widen US Highway 1



Improve Interstate Access and Services







Legend

- Lake Wateree
- Wateree River
- Interstate 20
- Interchanges (1 mi buffer)
- US Highway 1
- Kershaw County Sewer
- Bethune Rural Water Company
- Town of Bethune Water
- City of Camden Sewer
- Cassatt Water Company
- City of Camden Water
- Lugoff-Elgin Water Authority
- Municipalities





INFRASTRUCTURE AND TRANSPORTATION

Goal: Invest in Quality Transportation and Utility Infrastructure


Objective 1: Meet current and future need for quality transportation throughout the County

Strategies	a.	Utilize all available funding sources to build and maintain quality roads and safe bridges for all modes of transport	
	b.	Evaluate and improve infrastructure around each of the County's four interstate road interchanges to ensure efficient travel	
	c.	Improve County "gateways" and expand key roadways (US-1, SC-601, I-20) to meet current and future capacity needs	
	d.	Focus transportation resources to support adequate density and growth and proactively improve roads where volume is increasing	
	e.	Plan effective commuter transportation system that connects County population centers with adjoining metropolitan areas	
	f.	Expand regular transit service routes to jobs, services, and healthcare for residents	
	g.	Enhance bicycle and pedestrian infrastructure (bicycle lanes, racks)	
	h.	To the greatest extent feasible, design and build "Complete Streets" accessible to pedestrians, bicyclists, motorists, and transit users	

Objective 2: Leverage existing and planned utility infrastructure to support growth

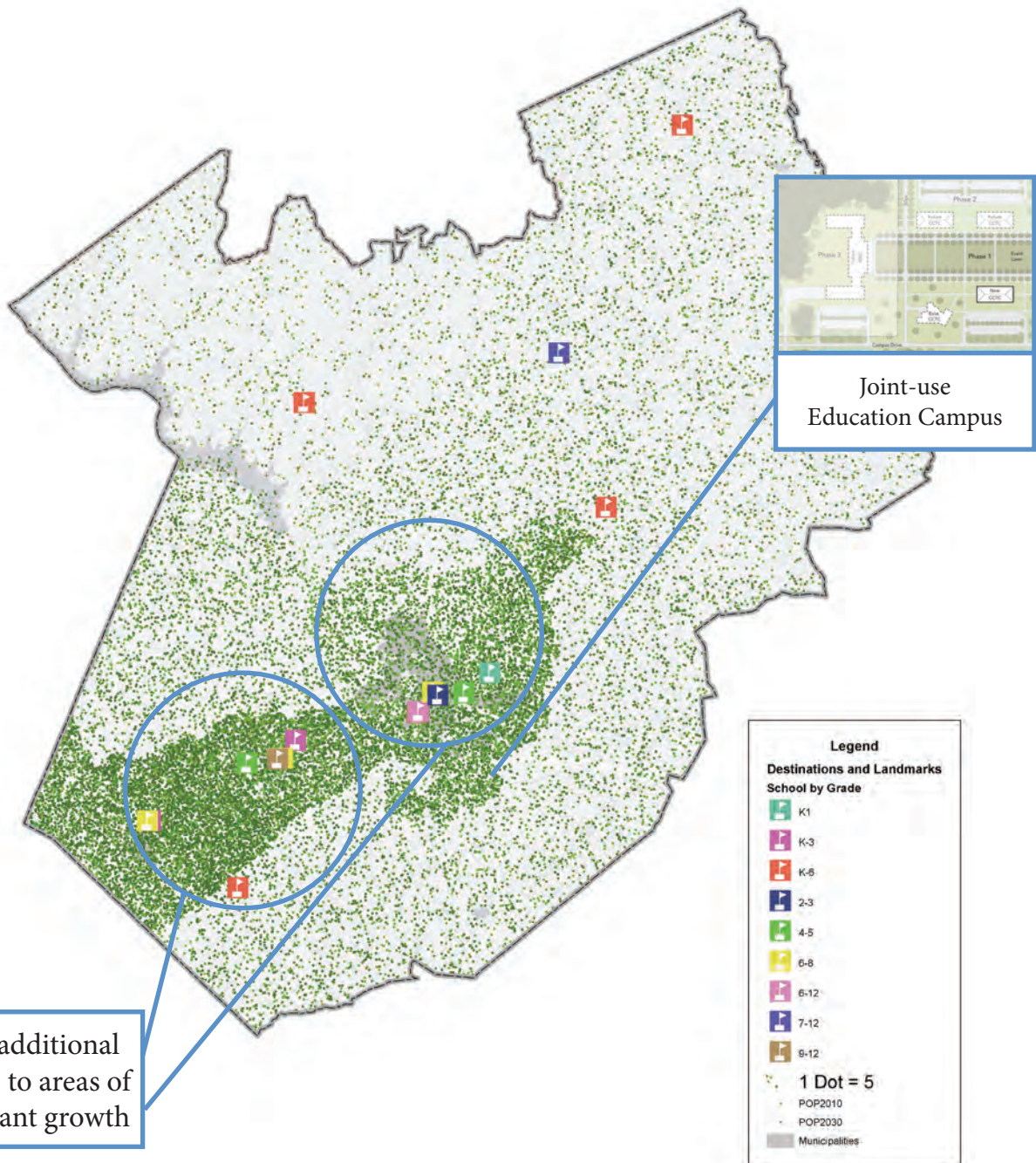
Strategies	a.	Establish an informal infrastructure advisory group to encourage mutually reinforcing capital infrastructure projects developed by individual agencies	
	b.	Expand and upgrade utility infrastructure (including water, sewer, electricity, rail, and broadband)	
	c.	Layer utility investments to incentivize business, industrial, and residential growth in places where growth can be sustained by infrastructure	
	d.	Establish and resource, through private and public sector partnerships, water and wastewater service strategies that address County-wide needs	
	e.	Support upgrades and expansion of fire departments based on growth, call volume, and services provided	

Objective 3: Develop County airport as a Gateway Industrial Park

Strategies	a.	Identify Federal or State funds for investment in airport enhancement projects, and plan for future demand from new aviation technology	
	b.	Extend runway and upgrade hangars	
	c.	Market airport facilities to attract corporate headquarters operations	
	d.	Seek private/public partnerships for airport operations and expansions	
	e.	Maintain strength of the County's equine industry by identifying compatible land use opportunities and account for noise factors	






EDUCATION







Goal: Provide Opportunities for all Individuals to Realize Their Full Educational Potential



Objective 1: Support the growth and development of children and youth

Strategies	a.	Build partnerships among local and regional education systems to enhance respective program offerings, including foreign languages and public safety certification	  
	b.	Develop and maintain consistent problem-based learning structures	
	c.	Align curricula among preschool, K-12 and higher education institutions	
	d.	Support active prevention and early intervention programs for children and youth	
	e.	Expand library services and availability, including programs for work skills and literacy	
	f.	Utilize state and federal accountability measures to rank as a top performer for education achievement	



Objective 2: Offer world-class educational facilities and education providers

Strategies	a.	Identify resources to attract and retain teachers and administrators	   
	b.	Fund long-term building maintenance plans	
	c.	Plan for new and renovated school facilities aligned to development and population growth trends	
	d.	Develop a children's exploration and discovery center that includes programs to reach communities everywhere in the County	
	e.	Offer opportunities to access internet resources throughout the County	



Objective 3: Support a culture that values learning and the economic impact it promotes

Strategies	a.	Develop ongoing process for communication and collaboration among groups interested in education	 
	b.	Establish company and corporate investment in educational programs geared towards placement in jobs, and retention of employees	
	c.	Position physical, virtual, and mobile library platforms in places where consumers can access them	
	d.	Tailor school curriculum offerings and counseling to both college and career readiness with developmentally appropriate industry tools and partnerships with local companies	

Objective 4: Cultivate a culture of lifelong learning

Strategies	a.	Establish recurring leadership forum for members of the community to use their wisdom and talents in creative ways through action and advocacy	 
	b.	Develop post-secondary education programs available in multiple formats	
	c.	Partner with regional colleges as well as with South Carolina's three research universities to provide distance learning programs	
	d.	Form community task force to study existing creative learning initiatives and engagement of business professionals in educational programs	

Objective 5: Infuse further science, technology, engineering, arts, and mathematics as transformational educational opportunities

Strategies	a.	Conduct semi-annual meetings among representative community groups, including those from the educational, arts, and business sector	 
	b.	Enlist community and civic partners to participate in science, technology, engineering, arts, and math initiatives	
	c.	Develop learning and arts campus cluster at Interstate 20 Exit 98 that includes technical college	




HEALTH




Goal: Transform the Way Kershaw County Citizens Think and Act to Improve Healthy Outcomes


Objective 1: Provide an environment that promotes a healthy life

Strategies	<ul style="list-style-type: none"> a. Empower individuals to improve their own health through responsible choices b. Develop partnerships between education and healthcare providers to deliver health, exercise, and nutrition education programs c. Develop partnerships with businesses, public servants, Veteran’s Affairs, and others to deliver health and nutrition education programs d. Provide a safe physical environment in which children thrive e. Expand access to locally grown food sources and local dining options f. Eliminate food swamps and food deserts (places where access to healthy food options is limited or non-existent) g. Support creation of accessible indoor and outdoor spaces for physical activity 	
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Objective 2: Sustain a network of integrated and effective health and human services across the County

Strategies	<ul style="list-style-type: none"> a. Deliver emergency services quickly and efficiently throughout the County b. Collaborate with state and federal entities to address causes of poor health, premature death, and injury, and apply directed responses c. Engage employers and businesses to improve workforce health and wellbeing d. Build the healthcare workforce by engaging students and youth as leaders of change e. Ensure access to primary healthcare for all 	
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Objective 3: Connect underserved and vulnerable communities to the resources that support their health and well-being

Strategies	<ul style="list-style-type: none"> a. Eliminate administrative barriers to healthcare without jeopardizing integrity or quality b. Ensure collaboration between social service providers active in the community c. Address mental and behavioral health alongside physical health across the continuum of care d. Promote reliable, safe, and cost effective transportation to meet the needs of vulnerable and underserved populations 	
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CULTURE

CAMDEN

CLASSICALLY CAROLINA



Battle of Camden
(American Revolution)



Boykin

Legend

- National Register of Historic Places Sites
- County and Municipal Roads
- State Highways
- I-20**
- I-20
- Wateree River
- Lake Wateree
- Historic Zones
- Municipalities

Goal: Celebrate and Share Who We Are as a County Through Expansion and Promotion of Opportunities for Cultural Enrichment





Objective 1: Recognizing that each person has a story to tell, encourage residents to connect with one another and their communities

Strategies	a.	Support fully functional and active nonprofit, municipal, and county cultural boards and commissions, staffed with knowledgeable volunteers	
	b.	Promote opportunities for volunteerism in and sponsorships of tourism, cultural, and recreation offerings	
	c.	Publish county-wide community calendar of entertainment and recreational activities	
	d.	Encourage local support for the arts in education programs to expose students to a lifetime of visual and performing arts, music, and creative writing	
	e.	Encourage public and private leaders to promote culture and arts to reflect and celebrate the spirit and soul of their communities using festivals, classes, lectures, parades, concerts, performances, art appreciation, heritage and history, storytelling, and other forms in family-friendly, affordable settings	

Objective 2: Make Kershaw County a destination for cultural enrichment, leisure, entertainment, and the arts

Strategies	a.	Dedicate funds for promotion of the County as a destination for visitors seeking cultural, fine arts, sporting, and other activities associated with tourism.	
	b.	Support the City of Camden's tourism strategy and expand initiatives as appropriate, leveraging the <i>Classically Carolina</i> brand and resources in the equine, fishing and hunting, fine arts, and historical domains.	
	c.	Conduct county-wide study of arts and cultural attractions	
	d.	Build on existing assets for equine, fine arts, historic, and outdoor sporting activities to attract visitors	
	e.	Continue investment in City Arena and other venues as exhibition halls to host local and regional events and shows with broad appeal	
	f.	Identify and recruit recurring organized events and activities (cultural, educational, sporting, military, historical, and others) across the County	
	g.	Incentivize additional lodging and restaurant providers to accommodate greater visitation	

Objective 3: Preserve, Enhance, and Market Kershaw County's Unique Character

Strategies	a.	Preserve the culture and identity tied to agriculture and the land of the many rural communities throughout the County	
	b.	Establish mutually reinforcing County-wide wayfinding signage and systems that are both attractive and reflective of the County's communities	
	c.	Ensure that planning and zoning requirements, fire safety codes, and noise ordinances enhance protection for key historic, recreation and tourism sites	
	d.	Engage neighborhoods, schools, and community groups in local landscape and beautification projects.	



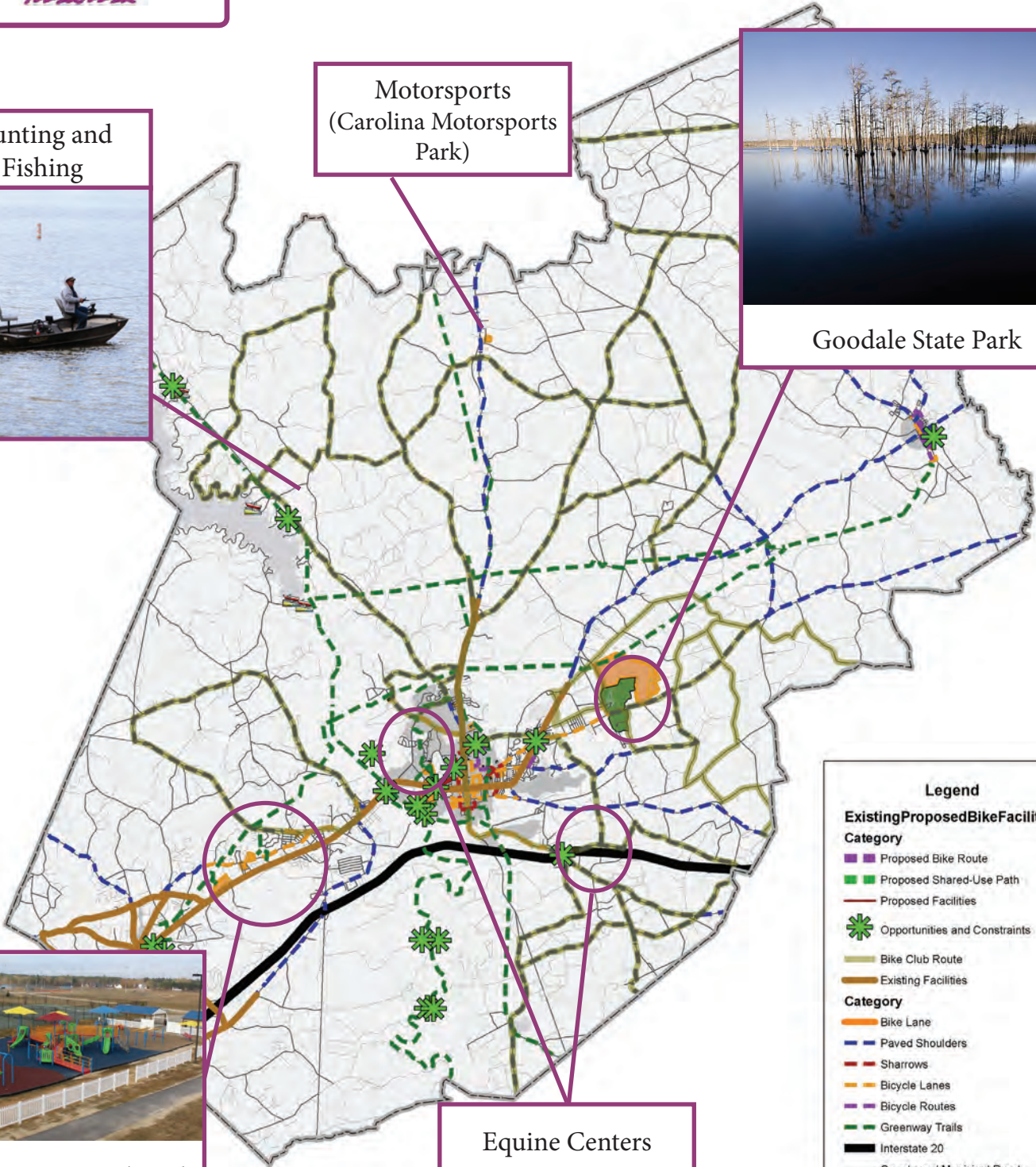
RECREATION



Motorsports
(Carolina Motorsports Park)



Goodale State Park



West Wateree Park and Playground


Equine Centers

Legend


ExistingProposedBikeFacilities	
Category	
	Proposed Bike Route
	Proposed Shared-Use Path
	Proposed Facilities
	Opportunities and Constraints
	Bike Club Route
	Existing Facilities
Category	
	Bike Lane
	Paved Shoulders
	Sharrows
	Bicycle Lanes
	Bicycle Routes
	Greenway Trails
	Interstate 20
	County and Municipal Roads
	State Highways
	SCBoatRamps201208
	Goodale State Park
	Parks and Recreation Areas
	Municipalities

Goal: Expand and Promote Opportunities for Recreation

Objective 1: Provide opportunities for residents and visitors to enjoy recreation

Strategies	<ul style="list-style-type: none"> a. Use master planning process to identify and develop park and recreational spaces to ensure a variety of recreation options for residents b. Establish maintenance agreements with school districts and municipalities to eliminate inefficiencies and redundancies c. Develop joint-use sports complexes capable of hosting day tournaments for teams and leagues by either upgrading existing or constructing new facilities d. Engage with South Carolina State Parks to identify a strategic plan for expanding use at Goodale State Park e. Expand organized recreation opportunities to serve the needs of a broad range of age groups f. Identify and provide public access to a sufficiently sized (10,000+ acres) site or combination of sites where members of the public can horseback ride, mountain bike, and hike g. Facilitate a public-private partnership to construct and maintain indoor aquatic centers 	
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Objective 2: Develop comprehensive network of recreational trails, greenways, and paths

Strategies	<ul style="list-style-type: none"> a. Identify additional access points and needs for facilities improvements along the Wateree River in Kershaw County b. Work with public and private sector entities to identify and develop day use access points at Lake Wateree, including facilities for camping, fishing, picnicking, boat access, and recreation c. Research and develop the abandoned Norfolk Southern rail corridor through the City of Camden as a greenway d. Implement the policy prescriptions of the 2013 <i>Kershaw County Bicycle, Pedestrian, and Greenways Plan</i> 	
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Objective 3: Market recreational opportunities


Strategies	<ul style="list-style-type: none"> a. Market Lake Wateree and the Wateree River as family-friendly tourism and recreation destinations b. Market “Kershaw Horse Country” and “Classically Carolina” brands as unique public recreation opportunities c. Measure and promote economic impact of horse industry in Kershaw County 	
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Photo Credit: Johnny Deal

NEXT STEPS/ IMMEDIATE PRIORITIES

While the goals and objectives in this Vision are intended to have an immediate and lasting impact on Kershaw County’s policy-making and budgeting, some objectives are more urgent and immediate than others. Their achievement in the short-term will have a significant impact on our ability to reach our vision by 2030. Thus, the following are the immediate steps that we, as a County, will take to implement our Vision.

1. Obtain support from all key partner public institutions (e.g. cities, towns, Special Purpose Districts)

Kershaw County Council is responsible for a number of programs and projects which will serve to address the objectives of this plan. However, there are many other public sector institutions which fill critical policy making and service delivery roles, including municipalities (Town of Bethune, City of Camden, and Town of Elgin) and special purpose districts (Lugoff-Elgin Water Authority, Cassatt Water Company, and Lugoff Fire District). These and other partners must all work together toward the same goals for this Vision to be realized.

2. Build a culture of collaboration

We must invigorate public sector and public-private sector partnerships in order to achieve results in the goal areas we have identified. This will include:

- Multi-agency meetings on economic development and regional issues
- Meetings with rural area community leaders to strengthen service delivery
- Working collaboratively to leverage resources at the state and regional levels
- Working with non-governmental partners to find innovative ways to meet our needs

3. Identify Goal Area Lead Agencies/ Individuals and Convene Regular Partnership with Working Groups

Each goal of the Vision involves a multitude of agencies and organizations, which all have unique and valuable expertise and resources to bring to the challenges we face as a county. That said, we must identify a lead agency or individual leaders to spearhead the tackling of each goal and objective, and convene regular working groups in order to maintain forward momentum and build upon our anticipated successes.

4. Identify Resources

Adequate resources are critical to achieving many of the aims of our vision. It is imperative that the County, municipalities, special purpose districts, businesses, non-governmental organizations, and regional organizations come together to identify the potential investments. There are many sources for these but in order to reach higher as a county, a new resource paradigm must be developed by our policy-makers.

LOCAL PARTNERS

<p><i>* Organizations listed in this matrix are not exclusive to those that may be involved in implementing this vision. This list is provided for reference only.</i></p>	Economic Growth	Land Use	County Services	Infrastructure and Transportation	Education	Recreation	Culture	Health
4-H	X				X		X	
Bethune Rural Water Company	X	X	X	X				X
Blaney-Elgin Museum					X		X	
Buckley School of Public Speaking					X		X	
Camden Antiques and Arts District						X	X	
Camden Archives and Museum					X		X	
Camden Business Alliance	X			X				
Camden Country Club		X				X	X	
Camden Historic District					X	X	X	
Camden Military Academy					X			
Camden/Kershaw County Tourism Office	X					X	X	
Carolina Cup Racing Association	X	X				X	X	
Carolina Motorsports Park	X	X				X	X	
Catawba Riverkeeper Foundation		X						
Central Carolina Technical College	X				X			X
Central Midlands Council of Governments (CMCOG)	X	X		X				
City of Camden	X	X	X	X	X	X	X	X
Clemson Extension Service		X			X	X		
Communities- Antioch, Boykin, Buffalo, Cassatt, Charlotte Thompson, Doby's Mill, Gates Ford, Liberty Hill, Mt. Pisgah, Rabon's Crossroads, Salt Pond, Westville	X	X	X	X	X	X	X	X
Community Medical Clinic			X		X			X
South Carolina Department of Corrections			X					
Courts			X					
Current Industrial, Manufacturing, and Agribusiness Partners	X	X		X	X			
Eat Smart Move More Kershaw County		X			X	X	X	
Emergency Medical Services			X					X
Engenuity SC	X				X			
Equine Industry	X	X				X	X	
Farm and Forestry Associations	X	X		X	X			
Farmers Market	X	X			X		X	
Federal Aviation Agency (FAA)	X	X		X				
Festival Organizers and Patrons					X	X	X	
Fine Arts Center of Kershaw County	X				X	X	X	
Forestry Association	X	X						

	Economic Growth	Land Use	County Services	Infrastructure and Transportation	Education	Recreation	Culture	Health
Future Farmers of America (FFA)	X	X			X			
Garden Clubs		X					X	
Hermitage Farm Shooting Sports		X				X	X	
Historic Camden	X	X			X	X	X	
Homeowners Associations	X	X		X		X	X	
Junior Leadership Program of Kershaw County Chamber of Commerce					X		X	
Kershaw County Airport at Woodward Field	X	X		X				
Kershaw County and Lee County Regional Water Authority (Cassatt Water)	X	X		X				
Kershaw County Auditor	X	X	X					
Kershaw County Board of Realtors	X	X						
Kershaw County Chamber of Commerce and Visitors Center	X				X	X	X	
Kershaw County Committee of 100	X	X	X	X				
Kershaw County Coroner's Office			X					X
Kershaw County Council	X	X	X	X	X	X	X	X
Kershaw County Courts System			X					
Kershaw County Detention Center			X					
Kershaw County Economic Development	X	X	X	X	X			
Kershaw County Farmers Market					X	X	X	
Kershaw County Historical Society					X		X	
Kershaw County Humane Society			X					X
Kershaw County Library System		X	X		X		X	
Kershaw County Planning and Zoning Commission	X	X	X	X	X	X	X	X
Kershaw County Probate Court			X					X
Kershaw County Recreation Department	X	X	X			X		
Kershaw County School District	X	X	X	X	X	X	X	X
Kershaw County School District Board of Trustees	X	X	X	X	X	X	X	X
Kershaw County Treasurer	X		X					
Kershaw Health					X			X
Lake Wateree Association	X	X		X		X	X	
LiveWellKershaw		X				X		X
Local Artisans and Galleries					X		X	
Local Farm Programs (W.L. Moore, McCaskill Farms, others)	X	X			X		X	
Local Media Outlets	X							
Lodging Establishments	X					X	X	
Long-term Care and Assisted Living Facilities		X						X
Lugoff Fire Department	X		X		X			X

	Economic Growth	Land Use	County Services	Infrastructure and Transportation	Education	Recreation	Culture	Health
Lugoff-Elgin Water Authority	X	X	X	X				X
Lynches Fork Historical Society					X		X	
Medical University of South Carolina					X			X
NAACP of Kershaw County	X				X	X	X	X
National Park Service	X	X				X	X	
National Steeplechase Museum	X				X		X	
Over 200 Churches, Synagogues and other Faith-Based Organizations	X	X			X		X	
Parent-Teacher Organizations (PTOs)					X			
Price House Commission					X		X	
Private Health Providers								X
Private Schools					X		X	
Quaker, Beth El, Cedar and Scottish Cemeteries		X					X	
Santee-Lynches Council of Governments (SLCOG)	X	X	X	X	X	X	X	X
Santee-Wateree Mental Health Department			X		X			X
Santee-Wateree Regional Transportation Authority (SWRTA)				X				
Sheriff and Public Safety Departments			X					X
Small Business Association	X							
South Carolina 5th Judicial Circuit			X					X
South Carolina Department of Agriculture	X	X	X					
South Carolina Department of Commerce	X		X					X
South Carolina Department of Education	X		X					X
South Carolina Department of Employment and Workforce (SCDEW)	X		X					X
South Carolina Department of Health and Environmental Control		X	X	X	X			X
South Carolina Department of Motor Vehicles (SCDMV)			X					
South Carolina Department of Natural Resources (SCDNR)		X	X		X	X		X
South Carolina Department of Social Services (DSS)			X		X			X
South Carolina Department of Transportation (SCDOT)	X	X	X	X				
South Carolina Equine Park	X	X				X	X	
South Carolina Farm Bureau	X	X						
South Carolina Parks, Recreation, and Tourism Department (SCPRT)	X	X				X	X	
The ALPHA Behavioral Health Center			X		X			X
The Health Foundation of Kershaw County								X
The Health Services District of Kershaw County								X

	Economic Growth	Land Use	County Services	Infrastructure and Transportation	Education	Recreation	Culture	Health
The Montessori School of Camden	X				X			
Town of Bethune	X	X	X	X	X	X	X	X
Town of Elgin	X	X	X	X	X	X	X	X
U.S. Department of Housing and Urban Development	X	X		X				X
U.S. Environmental Protection Agency (EPA)		X		X				X
U.S. Food and Drug Administration (FDA)					X			X
United Way of Kershaw County	X	X			X	X	X	X
University of South Carolina-Columbia	X				X			X
University of South Carolina- Columbia Technology Incubator	X				X			
Veteran's Affairs			X					X
Volunteer Fire Departments			X					X
Waccamaw Riverkeeper	X	X	X			X		X



ACKNOWLEDGEMENTS

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*Town of Bethune
City of Camden
Town of Elgin
Lugoff Fire Department
Lugoff-Elgin Water Authority
Kershaw County and Lee County Water Authority (Cassatt Water)
Kershaw County Rotary, Optimist, Kiwanis, and Lions Clubs
Buffalo-Mt. Pisgah Volunteer Fire Department*

*Kershaw County Chamber of Commerce
Junior Leadership of Kershaw County
Kershaw County Economic Development
Kershaw County Committee of 100
United Way of Kershaw County
NAACP of Kershaw County
Camden Business Alliance
Wateree Business Alliance
Kershaw County School Board*

