

INTRODUCTION	5
PART I. POPULATION ELEMENT.....	7
DEMOGRAPHIC TRENDS AND PROJECTIONS	7
Historical Perspective	7
Recent Trends and Projections.....	8
DEMOGRAPHIC COMPOSITION	10
Racial Composition.....	10
Age Composition	11
Gender Composition.....	15
SOCIAL CHARACTERISTICS	16
Educational Profile.....	17
Income Profile.....	18
CONCLUSIONS.....	19
POPULATION GOALS (PG) AND POLICIES.....	20
PART II. HOUSING ELEMENT	24
HOUSING TRENDS.....	24
HOUSING COMPOSITION	25
HOUSING AFFORDABILITY AND ASSISTANCE NEEDS.....	27
HOUSEHOLD COMPOSITION	30
OCCUPANCY CHARACTERISTICS.....	32
HOUSING CONDITIONS	32
HOUSING PROJECTIONS	35
HOUSING FORECAST	36
CONCLUSIONS.....	36
HOUSING GOALS (HG) AND POLICIES.....	37

PART III. NATURAL RESOURCES ELEMENT.....	47
GEOGRAPHIC PROFILE.....	47
CLIMATE	48
TOPOGRAPHY.....	48
MINERALS.....	49
FLOOD PLAINS	49
WETLANDS	50
CANOPY TREES	53
SOILS	54
CONCLUSIONS.....	57
NATURAL RESOURCE GOALS (NR) AND POLICIES.....	57
PART IV. CULTURAL RESOURCES ELEMENT	62
HISTORY	62
HISTORIC AND ARCHEOLOGICAL SITES.....	64
ARTS AND ARCHIVES.....	67
LIBRARY.....	70
UNIVERSITY OF SOUTH CAROLINA	71
RIVERBANK ZOO AND GARDENS.....	72
CONCLUSIONS.....	73
CULTURAL RESOURCE GOALS (CR)	73
PART V. COMMUNITY FACILITIES ELEMENT.....	76
COMMUNITY FACILITIES DEFINED.....	76
UTILITIES	77
Water System	77
Sanitary Sewer System.....	78
PUBLIC SAFETY	79

Police Protection.....	80
Fire Protection and Emergency Medical Services.....	81
RECREATION.....	83
Recreational Preferences	84
Existing Recreation Facilities and Program Opportunities.....	86
Assessment	88
SANITATION.....	90
STORM WATER DRAINAGE.....	90
MEDICAL FACILITIES AND SERVICES.....	92
EDUCATIONAL FACILITIES.....	93
CONCLUSIONS.....	94
COMMUNITY FACILITIES GOALS (CF) AND POLICIES	95

PART VI. TRANSPORTATION ELEMENT	100
AUTOMOBILE TRANSIT	100
PEDESTERIAN AND BICYCLE TRANSIT	103
MASS AND PARA-TRANSIT	106
RAIL TRANSIT.....	108
AIR TRANSIT.....	108
CONCLUSIONS.....	109
TRANSPORTATION GOALS (TG) AND POLICIES	110

PART VII. ECONOMIC ELEMENT.....	115
EMPLOYMENT AND LABOR FORCE	114
EMPLOYMENT CHARACTERISTICS.....	116
Manufacturing Sector.....	117
Non-manufacturing Sector	119
WORKER COMMUTING PATTERNS.....	121
EMPLOYMENT OPPORTUNITIES/PROJECTIONS.....	122

CONCLUSIONS.....	125
ECONOMIC GOALS (EG)AND POLICIES.....	125
PART VIII. LAND USE ELEMENT	132
EXISTING LAND USE COMPONENT.....	132
ISSUES COMPONENT.....	137
GOALS (LU) AND POLICIES COMPONENT	143
PLAN MAP COMPONENT	153
COMPLIANCE INDEX COMPONENT.....	159
PART IX. PRIORITY INVESTMENT ELEMENT	163
PROCESS	164
PRIORITIZING CAPITAL IMPROVEMENTS.....	165
FUNDING SOURCES.....	168
PRIORITY INVESTMENT POLICY.....	171
RECOMMENDED ACTIONS, PLANS, PROGRAMS AND STUDIES.....	173
ANNUAL AUDIT.....	178

INTRODUCTION

This document updates and supersedes all previous planning efforts by the City of Cayce, including the 2007 Plan update. It has been prepared in accord with the requirements of the Comprehensive Planning Act of 1994, as amended through 2007 and is intended to promote within the community public health, safety, morals, convenience, prosperity, general welfare, efficiency, and economy. As such, this Plan is to be used as a guide to the orderly physical, social, and economic growth and future development of Cayce.

As per the requirements of the Planning Enabling Act of 1994, Sections 6-29-310 through 6-29-960, this Plan represents not only a blueprint for future development, but the continuation of a process to guide the orderly development of the community. It is a product of the Cayce Planning Commission, with assistance from a 36 member Ad Hoc Committee, appointed by City Council. It is based, in part, on citizen input derived from an on-line questionnaire regarding community issues, problems, services, assets, opportunities, existing social, economic and environmental conditions, and future planning objectives and goals.

Comprehensive planning started in Cayce in 1961, with the development of Cayce's first Land Use Plan. It focused on the auto-oriented, suburban development trend beginning with the opening of Blossom Street Bridge in 1955. The principal recommendation of that plan was to develop zoning and subdivision regulations, which were developed and subsequently adopted soon thereafter. The plan was updated in 1975, with emphasis this time on annexation, the creation of a distinctive downtown, and more public park land acquisition. The 1975 Plan was actually titled City of Cayce Comprehensive Plan. The next update, in 1980, recommended that the City protect and enhance the Congaree River area and prepare for growth to the south. A subsequent update in 1988 projected most future growth to come through annexation, aided by the opening of the 12th Street Extension exit off the Southeastern Interstate Beltway.

The City again updated its Comprehensive Plan in 1994. This effort focused on creating a unique character and sense of place. The planning process that preceded the 1994 Land Use Plan Update was influenced by the work of a Blue Ribbon Land Use Planning Committee -- a group of individuals appointed by City Council -- to provide a cross section of input into the planning process. This group's work paralleled the efforts of a group of citizens and professionals charged with creating a Strategic Plan for the community entitled Affirm Cayce's Tomorrow (ACT). These two documents served as the basis for the 1999 Plan, which provided the most detailed analysis of the community to date, covering the then required seven elements comprising a comprehensive plan: the economy, population, housing, natural resources, community facilities, cultural resources and land use. The Land Use Plan element of the Comprehensive Plan was reviewed, expanded and readopted in 2007, in the wake of newly proposed annexations.

This, the 2009 Plan, consist of nine elements, as required by the 1994 State Act, amended through 2007.

- (1) Population**
- (2) Housing**
- (3) Economic Development**
- (4) Natural Resources**
- (5) Cultural Resources**
- (6) Community Facilities**
- (7) Land Use**
- (8) Transportation**
- (9) Priority Investment**

Each of the above elements is addressed in detail as a separate part (chapter) in this document.

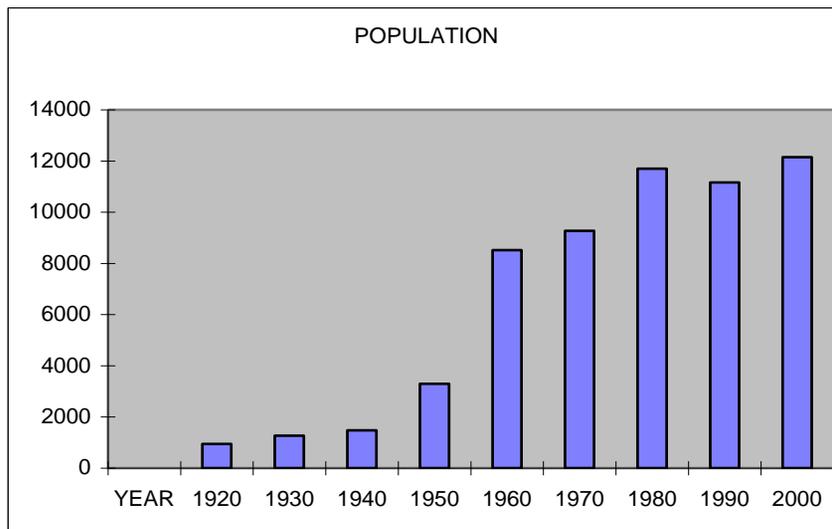
PART I. POPULATION ELEMENT

This initial element of the Comprehensive Plan profiles the City's population. Here, population trends are established and forecast to the year 2020. Age, race and gender data are compiled and analyzed to determine characteristics unique to Cayce. And income distribution and educational attainment levels are studied from a land use planning perspective. Social characteristics are assessed to determine lifestyle and conditions responsible for the way of life in the City of Cayce.

DEMOGRAPHIC TRENDS AND PROJECTIONS

Planning is for people. It follows therefore that an understanding of the population is essential to the planning process. How many people are we planning for? What are the characteristics of the population and how should they be addressed? What might we expect in the way of future population and its characteristics?

Historical Perspective



Historically, Cayce experienced a steady increase in population and land area in all but one of the last decades since incorporation in 1914. Relatively slow growth occurred between 1920 and 1950. But with completion of the bridge over the Congaree River joining Columbia and Cayce in 1955 growth accelerated. The population more than doubled between 1950 and 1960, increasing nearly ten times that of the three previous decades.

Between 1980 and 1990, the City's population declined by 4.8%. This decline turned out to be temporary, as the 2000 census recorded the City's population at an all time high of 12,150 - an eight percent increase over 1990.

Recent Trends and Projections

Recent population gains by the City resulted in 2005 in a revised population estimate by the South Carolina Department of Budget and Control of 12,414. While representing a gain of 264 persons, it fails to account for the residential building boom during the period from 2000 through 2005, and the city's aggressive position on annexation, bringing in new development and developing areas.

TABLE 1 POPULATION PROFILE, PROJECTIONS							
	1980	1990	2000	2005	2010	2015	2020
City of Cayce	11,701	11,163	12,150				
Low Estimate				12,414	12,680	12,950	13,200
High Estimate				12,740	14,780	19,000	19,360
West Columbia	10,409	10,588	13,064	13,446	NP	NP	NP
Lexington Co.	140,353	167,611	216,014	235,221	254,920	274,610	294,300
Cayce % Co.	.083	.067	.056				

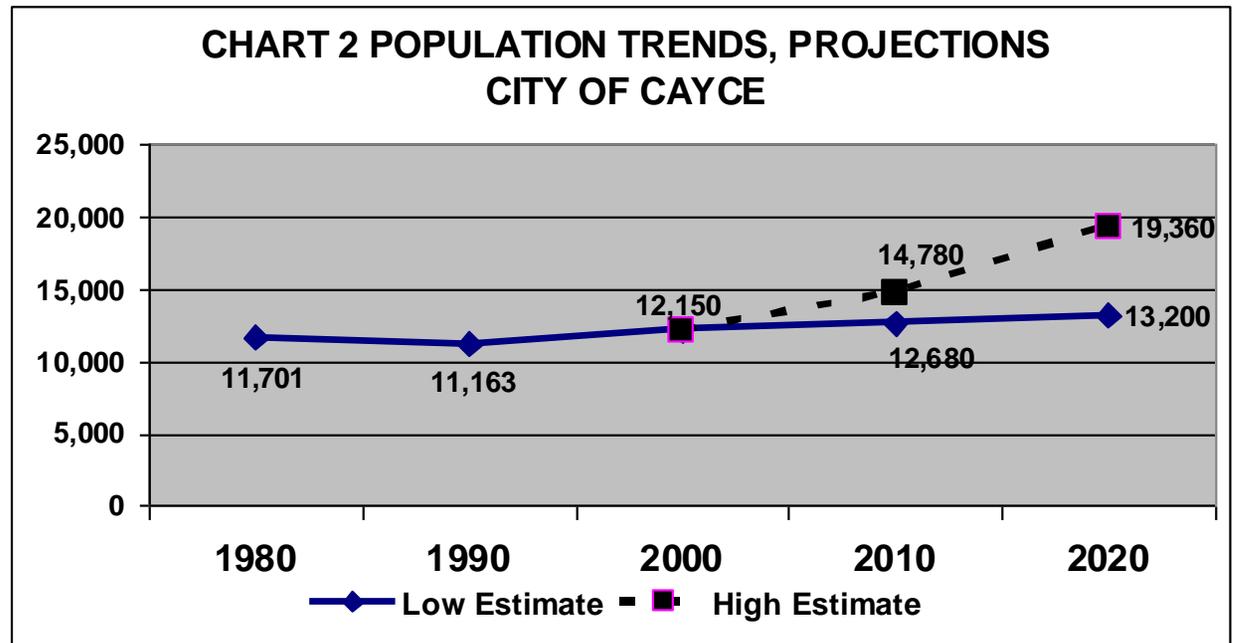
Source: US Census, selected years. Low 2005 estimate represent US Census Estimates, 2006; County projections by SC Budget and Control. High projection by Vismor & Associates, based on building permits (See Table 9).

The city issued 3,436 building permits between 2000 and 2008, of which 3,331 or 97 percent were residential permits. These residential permits included 337 new dwelling units or approximately 10 percent. The remaining residential permits were for either renovations or additions to existing dwellings. During this period it lost 39 housing units from the existing inventory, according to demolition permits. These data confirm the addition of over 298 dwelling units, or an average of about 33 per year. This increase upped the City's housing stock by 5.5 percent in 2008, bringing the total to 5733 units. Based

on the number of residential building permits issued, water tap activity, and annexations since 2000, the state’s 2005 population estimate appears to be valid. The state estimate represents 0.4 percent annual average increase between 2000 and 2005 -- projected forward at the same low rate. But local building permit data belie this estimate, indicating a higher rate of growth (See Table 9, New Building Permits).

If we assume 93 percent for all housing in the City is occupied, and assign 2.36 persons per occupied household (average household size computed by 2000 Census) - projected downward by 1.1 percent per annum by the U.S. Census - to the increased housing supply, we estimate the 2005 population to be 12,454, and the 2010 population to be 14,780, a 2.6 percent annual average increase between 2000 and 2010.

This gives us two estimates: a low estimate by the State of less than one percent per annum and a high of nearly three percent per annum, based on local indicators. In reality, the future population will likely range between the two, trending toward the higher estimate and projection. And for purposes of this report and for planning the future of Cayce, the higher projection will be used.



The underlying growth assumption is based on (1) internal “infill” growth and (2) “outside” development demands for city water and sewer service, the supply of which is contingent on annexation.

DEMOGRAPHIC COMPOSITION

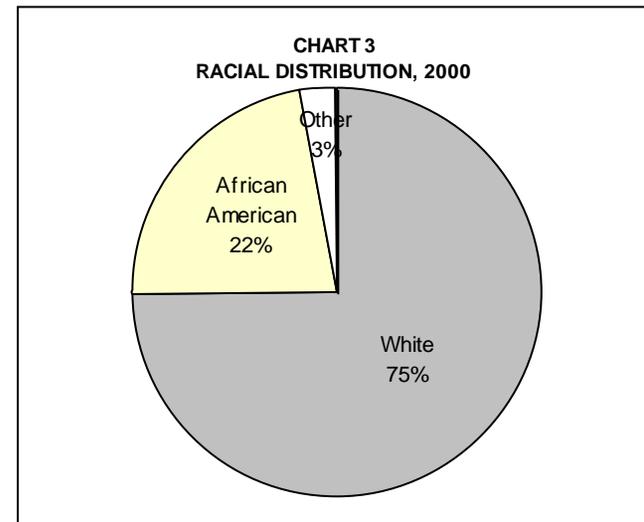
In addition to numbers, it is essential to know the make-up of the population from a planning perspective. The principal components are race, age and gender. A discussion of each follows.

Racial Composition

There has been a gradual change in the racial composition of the City over the last 20 years. From just over 15 percent of the population in 1980, the minority population increased to over 25 percent by 2000.

TABLE 2 RACIAL CHARACTERISTICS/TRENDS				
	1980	1990	2000	Change 1980- 2000
# Whites	8,890	8,838	9,058	168
% Whites	84.7	79.2	74.6	1.7
# African American	1,725	2,170	2,734	1,009
% African American	14.7	19.4	22.5	58.5
# All Other Races	76	155	358	282
% Other Races	.6	1.4	2.9	371.1

Source: U. S. Census, Selected years.



The African American population increased by nearly 60 percent. Other minorities, led by Hispanics and Asians, increased at an even higher rate (371 percent). The number of whites also increased during this period, albeit a much slower rate of less than two percent. Changing population characteristics have

resulted in Whites making up less than 75 percent of the total in 2000, compared with nearly 85 percent 20 years earlier.

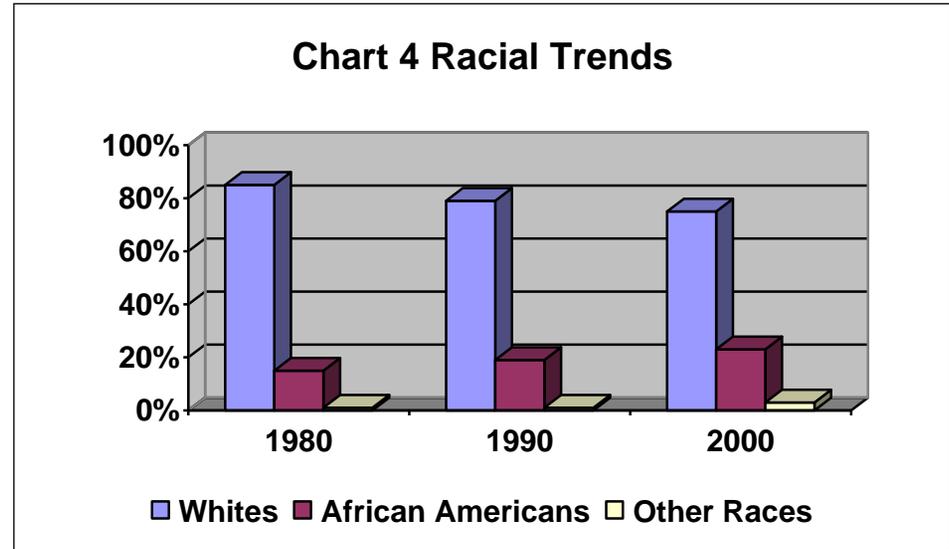
While Whites still compose the majority population, trends point to a more diversified population in the future. Significantly, however, all races have increased numerically over time.

From a general planning perspective these changes should have little impact on the future of the City. It is important however to maintain a racially balanced population as the City ponders future annexations so as not to invite interference or invalidation by the U.S. Justice Department.

Age Composition

The most noteworthy trends taking place in the age of City residents are (1) a decline in the number of young people under the age of 18, and (2) an increase in the number of elderly, 65 and older.

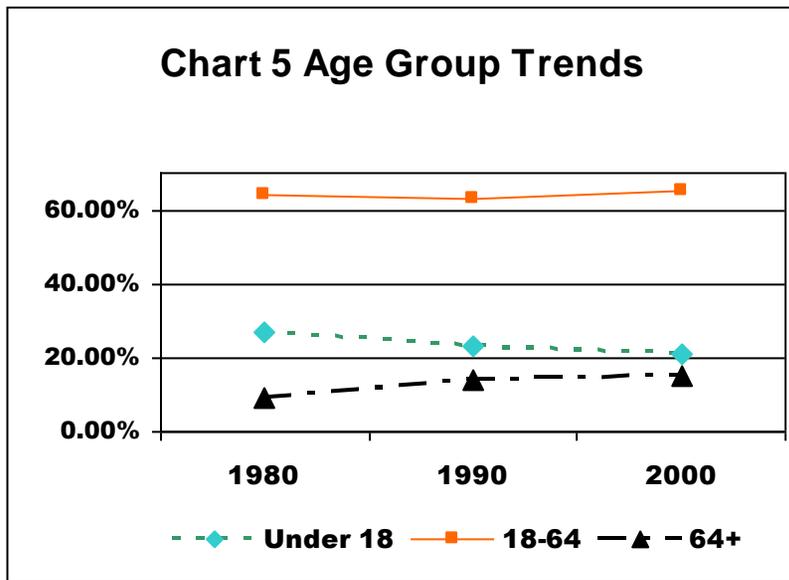
From 3,182 persons or nearly 26 percent of the total population in 1980, the under 18 age group dropped to 2,516 or 20.7 percent of the total by 2000. This contrast to an 80 percent increase in the elderly population (65 and older) and a total population increase for the period of eight percent.



	1980	1990	2000	Change 1980-2000
# Under 18	3,182	2,503	2,516	-666
% Under 18	26.9	23.0%	20.7	-21.0%
# 18-64	7,524	7,097	7,843	319
% 18-64	64.3%	63.0%	64.6	04.25
# 65 & over	995	1,564	1,791	796
% 65 & over	8.8%	14.0%	14.7%	80.0%
Median Age	29.8	34.2	36.1	21%
Source. U.S. Census, Selected Years				

The elderly population grew from 8.8 percent to 14.7 percent of the total. The more productive and procreative age group, between 18 and 64 increased slightly, by 4.25 percent, comprising the bulk of the population at about 65 percent – nearly identical to the 1980 composition. However, it is the shift from young to old that is of concern because of the obvious planning ramifications.

The decline in the less than 18 age group may be attributed in large part by changes in child-bearing patterns. In 1957 the number of births per woman was 3.7. It fell to 1.8 by the mid-1970s, and with minor fluctuations has hovered around two per woman over the last 20 years, according to the U.S Census. This rate is slightly below the long-term replacement level. If not reversed, the decline of the young surely will show up in future population counts, if not off-set by annexation and/or in-migration.



That the City’s elderly population is increasing is not surprising. This is a national and state-wide trend. People are living longer and many are apparently staying in place as opposed to out-migrating to retirement and resort communities.

The Country’s elderly population grew rapidly for most of the 20th century, from 3.1 million in 1900 to 35.0 million in 2000. Except for the 1990s, growth of the elderly has outpaced that of the total population. Moreover, the older population is on the threshold of a boom. According to U.S. Census projections in 2003, a substantial increase in the number of older people will occur during the 2010 to 2030 period, after the first Baby Boomers turn 65 in 2011. The elderly population

is projected in 2030 to be twice as large as in 2000, growing from 35 million to 72 million, and representing nearly 20 percent of the total U.S. population. In the next 22 years, the State’s elderly population will grow 200 percent faster than the total population, according to Census projections.

The U.S. population continues to age. The median age (which divides the population into two groups, half younger and half older) rose from 22.9 in 1900 to 35.3 in 2000, and is projected to increase to 39.0 by 2030. The median age in Cayce was 43.2 years in 2000. The oldest-old population (those 85 and older) was 34 times as large as in 1900, compared with the population aged 65 to 84 that was only 10 times as large. The oldest-old population is projected to grow rapidly after 2030, when the Baby Boomers begin to move into this age group. There is every reason to believe Cayce's elderly population will mirror or exceed national trends and projections, based on 2000 Census data.

Contrary to the notion that most elderly retired people migrate to places like Florida and the coast, 85 percent of elder Americans prefer to stay in their homes and never move, according to a survey by AARP. **Aging in place** is a trend that is here to stay says AARP. Only 13 percent of older people wish to move and the reason generally is to be closer to family as opposed to preference for a resort retirement community.

With most older people electing to age in place, Cayce may expect its older population to stay home as well, which apparently has been the case. But staying home does not mean business as usual.

A lifestyle change accompanies growing older. And the City should be responsive to the changing needs of its aging population.

Two of the principal concerns of the elderly are (1) the environment and (2) housing. In response to these concerns the City should consider and this plan should address the following issues as they relate to the City's enlarging elderly population.

Environmental Issues

- 3 **Transportation** - Make getting places easier. Focus on alternatives to private vehicular transportation, i.e. sidewalks, bikeways, and public transit. Require installation of easy to read directional signs, ramps and hand rails in all public buildings.
- 3 **Social** - Increase the variety, accessibility and attractiveness of places where people meet, whether by accident or appointment, including passive parks.
- 3 **Safety** - Focus on different ways to increase safety and crime prevention.

Housing Issues

Few issues are more fundamental to the quality of life than where and how people live. Housing, one's most immediate physical environment, should be responsive to one's changing social, economic, and physiological characteristics. Housing can and should be made to do this by offering a broad range of options to address the full spectrum of shelter and service needs and the preferences of people throughout their lives.

Unfortunately, most residential areas are devoted exclusively to single-family detached housing on fairly large lots. Alternatives to this lifestyle are needed to more fully address the changing needs and preferences of an aging population. Such alternatives should include the following, among others:

- Continuing Care Retirement Communities (CCRCs)
- Accessory Apartments
- Shared Housing
- Assisted Housing
- Congregate Housing
- Retirement Housing Projects, Subdivisions
- Smaller Housing Units

Also critical to the planning of environments and housing more suitable to the elderly population is proximity of housing alternatives to health care facilities and commercial services.

Gender Composition

As a general rule, the female population is larger than its male counterpart. In 2000, the female population in South Carolina accounted for 51.4 percent of the total. The City of Cayce by comparison had an even higher ratio of females. The City's female population increased gradually from 52.6 percent in 1980 to 53.7 percent of the total by 2000.

Nationally, the sexes are about evenly distributed in the pre-teen and teenage years, but with age the ratio generally becomes imbalanced on the female side. While the process is gradual, females at age 65 and over are in a definite majority position. This pattern is prevalent in the City of Cayce where in 2000, females 65 and over comprised 62 percent or nearly two-thirds of the elderly population.

This trend has few physical planning implications, except for housing. More people, particularly elderly, of any one sex generally produce more one-person households, favoring smaller units and/or aggregate housing and care facilities. There are obvious social and financial ramifications however with gender imbalance, particularly for females.

AARP conducted in 2008 a study entitled Poverty & Aging in America. The study concludes that:

1. "Six in Ten" older persons in poverty are women.
2. Forty-three percent of persons age 50+ living in poverty live alone.
3. Older women are less likely to be in the work force than men of the same age.
4. Total median financial assets of women over 50 in all income groups is approximately half that of men."

These conditions generally are mirrored in housing conditions and living standards, but also show up in health conditions, as persons in poverty or subsisting on low incomes are more likely to have poor health because of inadequate doctor care due to cost.

SOCIAL CHARACTERISTICS

Suffice to say, there is a positive correlation between land use and the quality of housing, income and education. Higher educated people generally command higher incomes and subsequently reside in higher quality homes and neighborhoods. And these neighborhoods generally reflect positively on the use of land.

In South Carolina, as elsewhere, higher education equates to increased earnings with each level of attainment, as illustrated in

TABLE 4 MEDIAN ANNUAL EARNINGS IN SOUTH CAROLINA BY EDUCATIONAL ATTAINMENT, 2005		
Education Attainment Level	Income	% Increase By Education Level
< High School Graduate	\$17,510	--
High School Graduate	23,315	33
Some College/Associates Degree	28,527	22
Bachelor's Degree	39,635	39
Graduate or professional degree	49,581	25

Source: U. S. Census, 2005 American Community Survey.

Table 4. Persons with a high school diploma earn on average 33 percent more than those who do not finish high school. Going to college will increase average incomes by 22 percent over those who do not attend. And each step above some college also will result in higher incomes, on average.

Recent studies also establish a correlation between education, income and health. The government report, Health, United States, 1998, found that each increase in income and education has a perceptible impact on health.

The near poor are, on average, healthier than those living in poverty; middle-income people are healthier than the near poor; and people with high incomes tend to be the healthiest. People with less education and less money are more likely to have jobs that do not offer health insurance, and that means less access to health care.

Education lengthens life and enhances health. Less-educated adults have higher death rates for all major causes of death, including chronic diseases, infectious diseases and injuries. Education also governs smoking habits. The least educated are twice as likely to smoke as those with more education.

Educational Profile

Clearly educational attainment levels in Cayce have improved over time. But are they where they should

be in this global economy, dependant on an educated and skilled labor market?

TABLE 5 CITY OF CAYCE EDUCATIONAL ATTAINMENT LEVELS (Persons 25 Years and Older)						
	1990		2000		Numerical Change	Percent Change
	No.	%	No.	%		
>Less than 9 th grade	775	10%	393	05%	-382	-49%
9 th – 12 th , No Diploma	1,215	16%	1,169	15%	-46	-04
H.S. diploma, Some college	3,758	50%	4,240	54%	207	13%
Associate degree	515	07%	455	06%	-60	-12%
Bachelor/Graduate degree(s)	1,238	17%	1,592	20%	354	29%
Source: U.S. Census Bureau, Census Tape STF3A, Selected Years.						

Educational attainment levels (highest school level completed) of City residents 25 years and older improved greatly between 1990 and 2000. From one in four persons without a high school diploma in 1990, the number dropped to one in five by 2000. Noteworthy gains also were recorded in the number of persons having attained at least a

high school diploma, and the number of persons with bachelor and graduate degrees.

Not all the news is good however, as 20 percent of the 25 plus group have not finished high school and five percent have less than a ninth grade education.

Much of the credit for improved education attainment is due to ready access to educational facilities. In addition to containing two high schools – Brookland-Cayce and Airport – the City is situated geographically between Midlands Technical College and the University of South Carolina. Unfortunately, not everyone has taken advantage of the wealth of educational facilities in the community.

With the improvement of educational attainment we may conclude from Table 4, incomes have risen accordingly. All of this translates into higher standards of living and improved quality environs.

Income Profile

As indicated previously, higher education generally produces higher incomes. And while both have improved since 1990, incomes in Cayce have fallen behind averages for the State. Median household, family and per capita incomes all lagged behind those for the State in 2000, but exceeded state averages in 1990.

A closer look at incomes in Cayce reveals that over one-third of all households and one fourth of all families had in 2000 incomes less than \$25,000 a year. Another third had incomes less than \$50,000 a year.

TABLE 6 INCOME COMPARISONS, 2000			
	Cayce	South Carolina	% State
Median Household	\$35,850	\$37,082	97%
Median Family	\$43,500	\$44,227	98%
Per Capita	\$17,745	\$18,795	94%
Source. <u>Ibid</u>			

TABLE 7 CITY OF CAYCE HOUSEHOLD AND FAMILY INCOME, 2000				
Annual Income	# Households	% Households	# Families	% Families
< \$25,000	1,758	35%	777	25%
\$25,000 – 49,999	1,661	33%	953	32%
\$50,000-99,999	1,372	27%	1,115	36%
\$100,000 plus	260	05%	234	07%

Source. U. S. Census Bureau, Census 2000, SF3, Table P52.

Of the lower income families, 10 percent were determined to have incomes below poverty status. This represents one-tenth of all families in Cayce. The poverty rate for individuals is even higher, at 17 percent.

These data tell us a lot about living conditions in Cayce. While incomes have improved over time, due in part to increased educational attainment levels, they have not kept pace with the State, and much of the population remains burdened by poverty.

CONCLUSIONS

From the preceding, we may conclude:

1. that the City, with the exception of the 1980s, has enjoyed sustained population growth since incorporation in 1914;
2. that all indications and forecast foretell continued and accelerated population growth in the future,
3. that the racial composition of the community is becoming more diversified, with greater African-American, Asian, Hispanic and other minorities comprising an ever enlarging segment of the population;

Table 8 CITY OF CAYCE POVERTY INCOME STATUS, 2000		
Families	308	10%
With Children under 18	226	15%
With Female Householder, no Husband	181	26%
Individuals	2,032	17%
Elderly (65 & older)	143	08%
Related children under 18	484	20%

Source. Ibid.

4. that age composition is changing, with a rapidly growing elderly population and a declining number of young people;
5. that the gender composition is changing, with an enlarging female population, particularly elderly;
6. that educational attainment levels have improved over time, but further improvements are needed, as one in five adults 25 or older still has not finished high school;
7. that median family, household and per capita incomes in the community have slipped below State averages, albeit increased over time; and
8. that improved income and education attainment aside, poverty still exist for one in 10 families in Cayce.

To address these conditions, the following goals and strategies are established.

POPULATION GOALS (PG) AND POLICIES

PG-1: Grow the City through annexation, with the objective of forming a more logical and efficient service area.

The future demographic and geographic size of the City will depend on economic development and annexation, as in the past. That the City has enacted a growth ordinance requiring annexation in exchange for sewer and water service clearly has aided in the expansion of its boundaries and its population. This is a critical policy, as annexed properties help build the city's tax base.

Policy: In reshaping the future boundaries of the City, a policy concentrating on annexing areas currently receiving water and/or sewer service, and areas in proximity to existing water and sewer lines, is recommended. This will greatly reduce infrastructure cost, one of the major constraints to annexation

and the cost to serve annexed areas, while producing a greatly expanded, efficient and logical municipal service area. Also, the City should move to annex the many isolated and surrounded unincorporated properties to enhance efficiency and better define its service area. Service is what cities are all about.

Action: Develop an annexation marketing and/or incentive program to encourage annexation of unincorporated islands and/or inward unincorporated areas.

Action: Examine opportunities for annexing large scale developments using the State's 75 Percent Petition and Ordinance Method of Annexation.

Action: Update and enforce existing annexation agreements between the City of Cayce and unincorporated property owners.

PG-2: Grow the population through job development.

Action: Accelerate economic development activity to expand job opportunities within the community (Refer to Part VII, Economic Development).

PG-3: Grow the population through quality of life enhancements and resident recruitment.

Studies have shown that, in addition to jobs, quality of life issues loom large in the decision making process of prospective new residents, e.g. good schools, good and affordable housing, safe neighborhoods, green communities, cultural and recreational opportunities, etc. These and other quality of life issues are assessed in various parts of this Plan. Their enhancement and promotion are essential to the growth of the community.

Action: Move comprehensively to address and enhance quality of life issues, as recommended throughout this Plan and summarized in the Priority Investment Element.

Action: Develop a resident recruitment program, targeting younger families, college graduates and business entrepreneurs.

Action: Expand the City's Web site to include a strong resident recruitment element profiling the advantages of living in Cayce and quality of life inducements.

PG-4: Create an "Age Sensitive" Community to meet and accommodate changes in age and gender composition of City residents.

The focus here is on developing more facilities and programs, and providing more housing alternatives and opportunities for an enlarging elderly population. With the vast majority of the elderly staying put as opposed to migrating to retirement communities, retrofitting the community to better address the needs of the elderly is critical.

Policy: In light of this situation, the following action is recommended to make the City more age sensitive. Implementation of such programs is recommended as an on-going activity, designed to:

Action: Provide a diversity of housing alternatives. This should include apartments, townhouses, small and large single-family residences, modular homes, accessory apartments and condominiums, all available at a range of costs. Ideally, diversity should be found throughout the City, and in most neighborhoods. The ready availability of affordable housing alternatives in one's own neighborhood will enable older people to make adjustments without leaving their community and foregoing all the relationships they have established over time.

Action: Provide pedestrian and/or public transportation linkages. The environment within which a person operates needs to be viewed as a series of links from one place to another. If this environment is only partially accessible, then it is essentially inaccessible to someone who is age impaired. In the absence of adequate sidewalks,

a resident in a well designed assisted care housing project or neighborhood may be unable to reach a nearby park or other social or commercial outlet without a car. The ability of older persons to maintain their independence is dependent on linkages, as recommended by the Sidewalk Plan in the Transportation element of this report.

Action: **Adapt the environment to meet changing needs of the elderly.** Universal design is a significant innovation within the housing sector; the same approach should be applied to the community at large in building design, site planning, and land uses. A long-term perspective should take into account the reuse and adaptability of schools to serve the needs of the elderly as senior centers or senior housing and converted back as necessary. Also, parks should be redesigned to emphasize passive recreation opportunities, more attuned to the needs of the elderly.

PG-5 Raise the Educational Attainment of All Adults to or above that of a high school education.

Dedication to improving education and subsequently improving earning power and the environment in which one resides is not the sole responsibility of the school district. It will take the combined efforts and support of the community, both financially and politically. Toward this end, the following action is recommended.

Action: Initiate a campaign to emphasize the importance of education and parental involvement in the process, and

Action: Work with Midlands TECH and Lexington School District #2 to increase participation in adult education programs leading to GED diplomas. Provide incentives to encourage greater participation in adult education programs.

PART II. HOUSING ELEMENT

The housing element is one of the principal components of a Comprehensive Plan. It is a measure of lifestyle, and an indicator of land use and environmental conditions. The City's housing stock is its habitat. It is therefore essential to study and plan for housing improvements, protection, and expansion to meet future demands as part of the comprehensive planning process.

HOUSING TRENDS

The U. S. Census reported 5,435 housing units in the City of Cayce in 2000. In 1990, the reported number of housing units was 4,654, an increase of 781 units or an annual average increase of about 78 per year.

**TABLE 9
BUILDING PERMITS, 2000-2008**

Year Issued	Single-Family	Multi-family	Mobile Home	Commercial	Total
2000	541 (6)	15	1	14	571
2001	399 (8)	2	2	24	427
2002	276 (15)	1	1	16	294
2003	314 (14)	1	1	12	328
2004	305 (40)	3	3	14	325
2005	369 (46)	2	2	10	383
2006	344 (52)	1	1	12	358
2007	360 (96)	2	2	2	366
2008	379 (60)	2	2	1	384
Total	3,287	29	15	105	3,436

Source: City of Cayce, Planning and Building Department, 12-2008.

Since 2000, construction of new housing has increased substantially. The City issued 3,331 permits for residential dwellings between 2000 and 2008, averaging 370 units a year. It also issued 39 demolition permits during this period, reducing the average annual increase to 365. This substantially higher rate of growth in

new housing was the primary basis upon which a higher population forecast is based.

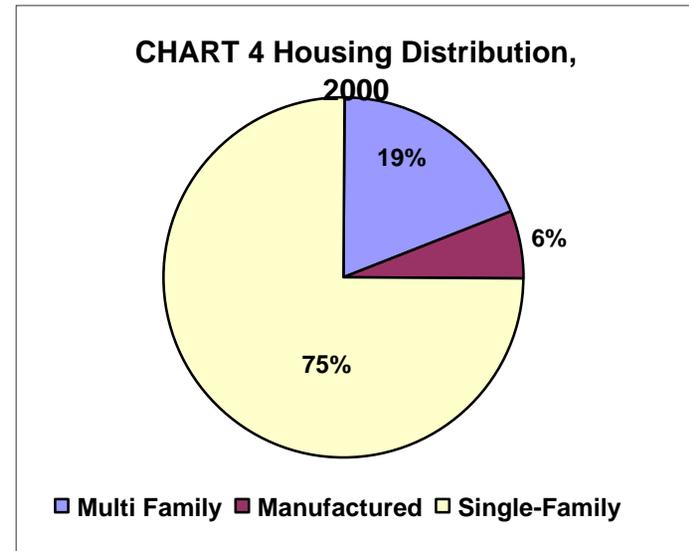
HOUSING COMPOSITION

Single-family detached homes account for a majority of the housing in Cayce. In 1990 and again in 2000, they comprised 75 percent of the housing stock. The stability of the single-family market in Cayce is somewhat surprising because higher density alternatives such as apartments, townhouses, manufactured houses and condominiums have made significant inroads into the national housing market over the last 10 to 30 years. Yet, such housing accounts for only one quarter of the housing in Cayce, and less than two percent of the residential building permits issued since the 2000 Census -- between 2000 and 2008.

This is not to say multi-family and manufactured housing have not increased. The U.S. Census recorded a 23 percent increase in such housing between 1990 and 2000, with the addition of 245 units in 2000, the issuance of 44 multi-family and manufactured housing permits since 2000, and the annexation in 2008 of 195 multi-family units in "The Retreat".

Most alternatives to single-family detached dwellings are driven by economics and changing lifestyles. Cayce's future housing stock probably will reflect these changes in time, and the City will be challenged to provide alternatives to its predominately single-family housing stock. Future housing proposals are likely to be mixed use with varying densities and housing types, including small-lot cluster development, townhouses, patio homes, etc., particularly with the increasing demand for university housing and the push of the University toward and beyond the Congaree River to Cayce.

Change rarely occurs without problems, however, particularly from a land use perspective. Juxtaposition of alternative housing in a single-family housing environment has not always produced



favorable results. Alternative housing often is considered incompatible to single-family environs because of density, design and attendant traffic, particularly lower income housing.

That these issues be addressed and resolved is essential to an orderly development process, environmental compatibility, and quality of life. While housing composition and lifestyles are changing, change need not be disruptive to those who have invested in a single-family lifestyle. If properly harnessed and planned, change in the housing market may be accommodated without compromising prevailing environmental conditions - single-family residential, historical or scenic natural areas.

In addressing change, the city must remain cognizant of its impact on the “built environment”. It is critical to the future of the City that the impact is tempered to the extent possible to provide growth and affordable housing opportunities, often associated with such housing, while preserving the history and ambience of the community and its neighborhoods.

Table 10 TRENDS IN HOUSING UNITS				
Units in Structure	1990		2000	
	Number	%	Number	%
1, Detached	3,547	75%	4,049	75%
1, Attached	49	1%	83	1%
Multi-Family				
2 - 4	597	13%	474	9%
5 - 9	178	4%	80	1%
10 +	13	1%	439	8%
Manufactured homes	270	6%	310	6%
Total	4,654	100%	5,435	100%

Clearly, "compatibility" is the key. Careful land use planning is needed to ensure that these inherent differences between housing types do not have a negative impact, perceived or in reality, on the built environment, if alternative housing projects are to play a more significant role in meeting future housing needs and preferences in Cayce.

HOUSING AFFORDABILITY AND ASSISTANCE NEEDS

The goal of the National Affordable Housing Act of 1990 is that "every American family be able to afford a decent home in a suitable environment". But what constitutes affordability?

According to the 2000 Census, housing values or the cost of housing in Cayce is modest by comparison with the County as a whole, but generally on par with the State average (Table 11). Seventy-four percent of owner-occupied housing in Cayce was valued in 2000, at less than \$100,000 compared with 45 percent in the county. The City also had over twice the rate of homes valued at less than \$50,000 than the county.

Only two percent of the City's owner-occupied dwellings were valued above \$200,000, compared with 13 percent in the county and statewide. The median value of housing in the City is 76 percent of that of the County and 85 percent of that of the State. On the surface, this would appear to put most of the housing in Cayce in the affordable category.

Table 11				
Housing Costs and Values, City of Cayce, 2000				
Owner-Occupied Units				
	Cayce		South Carolina	Lexington County
Unit Value	# Units	Ratio	Ratio	Ratio
Less than \$50,000	365	12	13	05
\$50,000 - 99,999	1,839	62	41	40
100,000 - 149,999	565	20	22	29
150,000 - 199,999	131	04	11	13
200,000 plus	58	02	13	13
Median value city of Cayce; \$81,000				
Median Value Lexington County: \$106,3000				
Median Value State of South Carolina: \$94,900				
Source. U.S. Department of Commerce, Bureau of Census, 2000.				

Rental housing rates in Cayce, like owner-occupied housing values, generally are lower than those in the county and state by about five percent, but are they affordable rates?

Calculating Affordability

Affordability is perhaps the most important factor driving the housing market. The market must be in tune with the marketplace if it is to meet the demand for housing in Cayce. This means matching housing costs with household incomes of existing and perspective householders.

As a general rule, affordability is calculated by lending institutions on the basis of the "two and a half" rule. That is, affordability is based generally on housing costs not exceeding two and a half times gross household income. Using this measure, Table 12 establishes housing cost and rental ranges for households based on income ranges, generally at two and a half to one.

The HUD formula or definition of affordability is similar to the above rule. *“Affordable housing, defined in Section 6-29-1110 of the S. C. Code of Laws, as amended, means in the case of dwelling units for sale, housing in which mortgage amortization, taxes, insurance, and condominium or association fees, if any, constitute no more than twenty-eight percent of the annual household income for a household earning no more than eighty percent of the area median income, by household size, for the metropolitan statistical area as published from time to time by the U. S.*

Table 12 Housing Affordability Matrix		
Household Income Range	Affordable Purchase Price Range	Affordable Rental Range (Monthly)
Less than \$10,000	Less than \$25,000	Less than \$167
\$10,000-19,000	\$25,000-49,999	\$167-349
20,000-29,999	50,000-74,999	350-499
30,000-39,999	75,000-99,999	500-649
40,000-49,999	100,000-124,999	650-834
50,000-59,999	125,000-149,999	835-1,164
60,000-74,999	150,000-199,999	1,165-1,499
75,000-99,999	200,000-249,999	1,500 or more
100,000-124,999	250,000-299,999	
125,000	300,000	

Department of Housing and Community Development (HUD) and, in the case of dwelling units for rent, housing for which the rent and utilities constitute no more than thirty percent of the annual household income for a household earning no more than eighty percent of the area median income, by household size for the metropolitan statistical area as published from time to time by HUD.”

As with most rules, there are exceptions. Some householders pay more than the rule, while some pay less. But the vast majority generally fall in line with the affordability ranges shown on the Housing Affordability Matrix, Table 12.

Using the HUD formula for calculating housing affordability, 18 to 20 percent of the householders of owner occupied dwellings in Cayce pay in excess of 28 percent of household income for housing, and 34 percent of all renters pay in excess of 30 percent. However, not all of these households pay in excess of what they can afford.

Eighty percent of median household income in the Columbia Metropolitan Statistical Area was \$33,500 in 2000, compared with \$35,850 in median household income in Cayce. Thus, nearly one-half of all households met the 80 percent income threshold, discounting household size. This being the case, it is estimated that 14 to 20 percent of all Cayce households qualify for housing assistance, based on

TABLE 13 HOUSING AFFORDABILITY, 2000				
Gross Rent/ Owner Costs As Percentage of Household Income	# Rental Households	% Rental Households	# Owner Households	% Owner Households
Less than 15%	366	21%	1,255	42%
15 to 19%	218	13%	580	19%
20 to 24%	246	14%	338	11%
25 to 29%	192	11%	274	09%
30 to 34%	134	08%	173	06%
35% or more	435	26%	349	12%
Source. U. S. Bureau of Census, 2000; DP-4 Profile of Selected Characteristics.				

the HUD definition of what constitutes housing affordability. The Cayce Housing Authority had on file in 2009 an active waiting list of 290 applications for assisted housing.

HOUSEHOLD COMPOSITION

Nationally, over the last several decades the number of households has increased at a higher rate than the population. The reason for this has been a sustained reduction in the size of households. In 2008, the U.S. Census reported the lowest ever average number of persons per household at 2.67 nationally.

From 1970 to 2000, the average size of households in Cayce declined by 29 percent. The result is almost one fewer person per household in 2000 than 1970. Reduction in the average size of families was not as sharp, at 14 percent.

Households include all persons who occupy a housing unit, but not all households are composed of families. A family by definition consists of a householder and one or more other persons living in the same household who are related to the householder by birth, marriage or adoption. A household can also contain only one person.

TABLE 14 HOUSEHOLD CHARACTERISTICS, CITY OF CAYCE 1970-2000				
	1970	1980	1990	2000
Persons Per Family	3.34	3.17	2.98	2.89
Persons Per Household	3.30	2.74	2.49	2.36
	1970-1980	1980-1990	1990-2000	
Persons Per Household % Change	-18%	-09%	-05%	

In the City of Cayce, 3,081 of 5,133 total households or 60 percent of all households are family households. The remaining 40 percent are non-family households, of which 29 percent are one-person households and 10.8 percent are comprised of householders 65 years and older, according to the 2000 Census.

Shrinking household size would normally equate to a preference for smaller housing units. This seems not to be the case in Cayce. Fifty percent

of all housing in the City has six or more rooms. This may change to smaller units in time however.

Future households, as well as families, are projected to further decline in size, but at a slower rate, about 1.1 percent annually based on national trends and projections by the U.C. Census. This will produce in 2010, 2.31 persons per household; in 2015, 2.26 persons per household; and in 2020, 2.2 persons per household.

Household downsizing is the result of a combination of things, including declining birth rates, an aging population and more one person households, increased divorces and separations, and delayed marriages.

Future household composition is projected nationally to increase among four basic groups, as follows:

	<u>Percent</u>
Elderly family households	25%
Non-family households	30
Husband-wife family households	25
Single-parent family households	20

If we assume that national household projections offer reasonable estimates of probable trends in the City of Cayce, changes in the number of households by type may be extrapolated in the form of "internally generated" households i.e. households formed from the existing population base via marriage, divorce, separation, children leaving home, etc. Also, household growth will result from net immigration i.e. households moving into the area. The composition of those moving into the City should differ significantly from internally generated households, as indicated by the following distribution pattern.

	<u>Percent</u>
Elderly family households	05%
Non-family households	23

Husband-wife family households	69
Single-parent family households	03

In summary, the Plan should take into account the projected growth of households and projected household composition to more accurately predict future housing needs in the community.

OCCUPANCY CHARACTERISTICS

The majority of housing in Cayce is owner-occupied, and on the rise. Home ownership increased by 13 percent between 1990 and 2000. Home mortgage issues in 2008 and 2009 aside, home ownership remains high in Cayce. During the 1990's, the number of rental occupied units also increased due to overall growth of the housing supply. The vacancy rate increased as well, from five to seven percent.

The fact that owner occupancy is relatively high and stable is a good sign, as it represents community vesting, which translates generally into better maintained homes and neighborhoods.

Table 15 Occupancy Trends						
Housing	1990		2000		Change	
	Number	Percent	Number	Percent	Number	Percent
Owner-Occupied	2,991	64	3,364	61	373	13
Renter-Occupied	1,444	31	1,769	32	325	23
Vacant	286	05	384	07	98	34

Source. U.S. Department of Commerce, Bureau of Census, General Housing Characteristics, Selected Years.

HOUSING CONDITIONS

Housing conditions fall generally into four categories: (1) standard (requiring no major modifications or improvements, (2) needing minor repair, (3) substandard (needing major repair), and (4) dilapidated.

A substandard house is one with structural deficiencies and/or one without complete plumbing and/or kitchen facilities. Something as basic as plumbing and complete kitchen facilities are viewed in this day and time as standard components in all homes. Unfortunately, there is not an adequate measure for

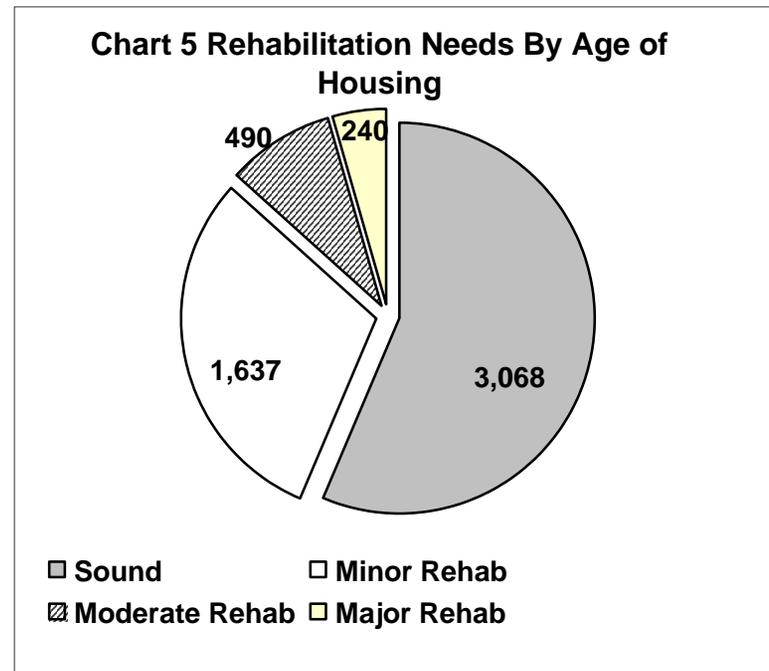
determining the extent to which these conditions exist in Cayce in 2009. The 2000 Census reported 38 homes without complete kitchen facilities and 17 dwellings without complete plumbing facilities. The U.S Census does not evaluate or statistically record the extent of substandard structures.

In the absence of Census data and individual housing inspections, it is not possible to assess with a high degree of accuracy structural conditions of the City’s housing stock. However, there are some indices, in addition to the absence of plumbing, complete kitchen facilities, housing values, and visual inspection which may be used to evaluate and quantify housing conditions in the community.

The U. S. Department of Housing and Urban Development (HUD) conducted a study and produced a publication May 2001, entitled: Barriers to the Rehabilitation of Affordable Housing, Volume I. This publication investigates and estimates the extent of substandard housing conditions nationally. The publication profiles and estimates the need for rehabilitation intervention by race of occupants, tenure, and age of housing.

By applying the findings of this study to the City of Cayce, using 2000 Census data, we are able to estimate the number of substandard housing units in the City at that time, the severity of housing conditions and the need for rehabilitation, e.g.. Minor, Moderate, or Major. While definitions of what constitutes needed repairs may vary, minor repairs include such things as painting, repairing shutters, replacing screens, etc.; moderate repairs may include replacing roof shingles, repairing or installing complete kitchen and/or bathroom facilities, etc.; and major improvements extend to structural improvements.

One of the key indicators used for determining housing conditions was “age of housing”. Older homes are more



likely to pose fire hazards, have dangerous code violations, have lead paint, or be structurally deficient in some way.

Table 16 Estimated Rehabilitation Need, Occupied Housing, By Property Profile, 2000								
Property Profile	Minor Rehab.		Moderate Rehab.		Major Rehab.		Total Rehab.	
	%	No.	%	No.	%	No.	%	No.
Tenure								
Renter Occupied	30.4	538	12.3	218	5.6	99	48.3	855
Owner Occupied	30.6	1,029	8.7	293	4.3	145	43.6	1,467
Race								
White	30.5	2,763	8.7	788	4.1	371	43.3	3,922
Black & Other	30.0	899	19.1	572	7.9	237	57.0	1,708
Age of Unit								
1980-2000	29.0	418	5.4	78	2.6	46	36.9	542
1970-1979	30.6	255	7.6	63	3.9	32	42.0	350
1940-1969	30.4	902	10.8	320	5.0	148	46.2	1,370
Before 1940	32.0	62	14.8	29	7.3	14	54.0	105
All	30.0	1,637	9.0	490	4.4	240	43.6	2,367

Source: HUD, Barriers to The Rehabilitation Of Affordable Housing, Volume I, Exhibit 2.2, May, 2001. Cayce Census data, 2000. Calculations by Vismor and Assoc.

Four percent of Cayce's housing stock, or 195 units were built prior to 1940. While this is not a condemnation of all older homes, it is an indicator of possible substandard conditions based on age. Where such housing exists, the potential for becoming substandard and the cost of maintenance generally are greater.

Of the 5,435 housing units reported for Cayce by the 2000 Census, we estimate 240 or 4.4 percent require major rehabilitation; 490 housing units or 9.0 percent need moderate rehabilitation; and 1,637 or about 30 percent can make do

with only minor rehabilitation, based on age of housing (Table 16).

Somewhat greater need for rehabilitation or degree of substandard conditions exist in rental housing, as opposed to owner occupied housing, 48.3 percent compared to 43.6 percent. Substandard housing conditions are among the highest for units occupied by African-Americans and other minorities than for units occupied by Whites.

An estimated 54 percent of all housing built before 1940 (105 units) require some type of rehabilitation, about 10 percent more than the figure cited for all housing. Over seven percent of the pre-1940 housing stock is in need of major repair, compared with only 2.6 percent of all housing built after 1980.

Additionally, most existing housing and buildings in the community were constructed without regard to “green building design” – incorporating efficiency and conservation of energy and water in the design, construction and operation of buildings. As such, they too, may be considered substandard by today’s standards. Green building design is intended to reduce environmental impact through energy-efficient materials, solar systems, and water conservation technique, including storm water management techniques. With emphasis on green building design, the city is challenged to assist in retrofitting its housing stock and ensuring green building design in new homes and subdivisions.

In summary, housing conditions have improved over the last several Census surveys, based on plumbing and kitchen facility indicators, but there is still work to be done. The City has yet to meet the goal of the "National Affordable Housing Act of 1990", that every American family be able to afford a decent home in a suitable environment.

HOUSING PROJECTIONS

What does the housing industry hold in store for Cayce? Based on the population forecast (Table 1, High Estimate) and further projected declines in the size of households, the future looks positive.

HOUSING FORECAST

Forecasts through the year 2020 show an increase of nearly 1,600 new housing units. This forecast is based on population growth projections primarily through annexation, development of tract property, and in-fill development.

TABLE 17 HOUSING FORECAST CITY OF CAYCE				
	2010	2015	2020	Total
Additional Population	1,020	2,000	2,000	5,020
Household Size	2.31	2.26	2.20	
Additional Housing Units	442	885	910	
10% Vacancy	<u>+42</u>	<u>+88</u>	<u>+91</u>	
Total New Units	484	973	1,001	1,578
Source: Vismor & Associates, Inc.				

The increase should continue to outdistance population growth, based not only on decreasing household size, but construction of replacement housing lost from inventory over time (between ½ and one percent per decade).

CONCLUSIONS

From the preceding we may conclude that:

- (1) the housing market is changing and the City is challenged to adjust to these changes while protecting both its built and natural environment;
- (2) the size of households is shrinking, giving rise to potential changes in the size of housing, and accelerating the need for housing;
- (3) owner-occupancy is constant -- an indication of neighborhood stability;

- (4) housing values and conditions in the City generally are comparable to state averages but lower than County averages;
- (5) nearly one in five households is below poverty income level;
- (6) the net increase in housing has been greater since 2000, than in the previous two decades;
- (7) housing affordability is a problem for 14 to 20 percent of all householders in Cayce; and
- (8) technically 40 percent of all housing in Cayce requires some degree of repair, 4.4 percent of which requires major rehabilitation. However approximately 55 percent of all existing housing since 2000 has undergone some type of repair, therefore 20 percent may be a more realistic estimate.

HOUSING GOALS (HG) AND POLICIES

HG-1: Protect the “built environment” while accommodating a changing housing market.

A changing housing market and annexation of developed residential areas will bring into the City a greater mix of housing. This, in turn, will heighten the need for more comprehensive development regulations and a full complement of development options (tools) to meet ever changing housing market forces.

Action: Amend Zoning Ordinance to include provisions for “development agreements”.

Currently the City relies on zoning and land development regulations to assure orderly development. Its most effective tool for large scale residential projects is the Planned Development District (PDD) in the zoning ordinance. The PDD permits flexibility of development and ensures land use compatibility by requiring plan review and approval by the Planning Commission and City Council and rezoning, following a public hearing.

An additional development tool, and one recommended for inclusion in the Zoning Ordinance, is a “Development Agreement”. This type of agreement, if required as a condition to development of large scale projects (greater than 25 acres) could be used to exact conditions acceptable to the City (Council) while providing greater flexibility and assurances to the developer. In addition, the process could be concluded without rezoning in some instances.

Action: Amend the Zoning Ordinance to allow use of the PDD on large undeveloped tracts prior to a development proposal.

This would institute complete land use flexibility for the developer/owner, but would subject all project proposals within the designated district to public hearings, and review and approval by the Planning Commission. Projects greater than 25 acres could be required, as a condition for approval, to enter into a contractual agreement with the City Council.

Action: Amend the Zoning Ordinance to allow for “Cluster Development”

Cluster developments are permitted within the PDD and would be permitted in a Contractual Agreement between the City and the Developer. It still may be helpful, however, to specifically detail in the Zoning Ordinance the standards and conditions for cluster development within the City.

HG-2: Increase the Supply of Affordable, Structurally Sound Low to Moderate Income Housing.

Household poverty and substandard conditions in certain parts of the community indicate that financial assistance will be needed to meet the goal of the National Affordable Housing Act of 1990, that "every American family be able to afford a decent home in a suitable environment".

Without getting into the need for and economic aspects of generating additional higher paying jobs and improving job skills and educational levels, the objectives of this goal are:

- (1) To increase the supply of new affordable housing, including public housing and
- (2) To renovate and make affordable existing housing in need of repair, including public housing.

Policy: There are several strategies for expanding the supply and quality of affordable housing that can be applied within the City of Cayce. Given the scope of affordable housing needs, it is recommended to apply a combination of strategies for maximum effectiveness. In addition to pursuing multiple tools to encourage affordable housing, it is also important to work with adjacent local governments and regional entities in order to address housing needs on a regional scale. This regional approach helps to avoid concentrating low-income housing in a single community or neighborhood.

Action: Initiate Voluntary Inclusionary Zoning

“Inclusionary zoning” involves regulations that seek to encourage the development and maintenance of affordable housing within a given community. While mandatory set asides of affordable housing are not permitted under South Carolina law, incentives for affordable housing within new developments may be a valuable tool for increasing the stock of low-cost housing. The term inclusionary stands in contrast to exclusionary zoning regulations, which are some time enacted by communities seeking to exclude low-income housing.

Another successful strategy for implementing inclusionary zoning is to provide options for developers to donate money to build affordable housing units or build affordable housing off site from their development. The most common alternatives to onsite construction are “in-lieu of fees” and land dedications. Also, developers are sometimes permitted to build affordable housing off-site or receive credit for excess affordable units built in previous projects.

Retention of affordable housing stock is one of the most important elements of an inclusionary zoning program. Monitoring and compliance mechanisms are necessary in order to track affordable units within

mixed-income developments. Requirements for long-term maintenance as affordable units can prevent owners and landlords from reselling or re-renting units at market rate. Most inclusionary zoning systems do allow for affordable units to be eventually converted to market-rates.

Action: Provide Developer Incentives

Developer Incentives provide a market-based mechanism for encouraging the construction of affordable housing. Many of these incentives may be included within an inclusionary zoning ordinance. Density bonuses are the most common form of compensation for affordable housing requirements. These bonuses allow developers to build at higher density than residential zones typically permit in exchange for the inclusion of affordable units within the development. Alternately, the developer may be permitted to purchase density credits by paying into a local housing trust fund.

Design flexibility is another method of encouraging developers to offer affordable housing. It is important for affordable housing units to fit within the context of their surrounding neighborhoods. Mixed-income developments should strive to have assisted housing units be indistinguishable from market-rate units. One such regulatory tool is to require identical or similar exteriors while allowing variations in internal features in order to facilitate financial feasibility for developers. Also, it is important that design guidelines within a zoning ordinance do not add excessive costs to construction and maintenance of housing.

Another developer incentive is the provision of fee waivers, which reduce or waive the fees levied on new development projects where affordable housing is included. Regulations may be set up to reimburse permit fees to a builder upon certification that the dwelling unit is affordable. Tap-on fees for public utilities such as water and sewer may also be reduced for affordable housing developments. Fast track permitting provides another possible incentive for developers to include affordable housing. This system can expedite affordable housing developments to help reduce costs and time delays in the construction permitting process.

Action: Cooperate With and Assist Affordable Housing Providers

There are a number of agencies and programs operating within the community designed to assist low-to-moderate income families in obtaining decent housing, including rental assistance agencies and programs.

Community Development Block Grant Program

The Federal Community Development Block Grant (CDBG) program was established in 1974 when a series of categorical assisted housing programs were effectively folded into a block grant directly to larger urban areas and to states for distribution to smaller places. The grants are restricted to benefiting lower income persons. Grants are not restricted to housing, but the fact that the source of initial funding superseded housing programs established a political claim in favor of housing uses.

HOME Investment Partnerships Program (HOME)

The HUD HOME program provides formula grants to States and localities that communities use—often in partnership with local nonprofit groups—to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

HOME is the largest Federal block grant to State and local governments designed exclusively to create affordable housing for low-income households. HOME funds are awarded annually as formula grants to participating jurisdictions. HUD establishes HOME Investment Trust Funds for each grantee, providing a line of credit that the jurisdiction may draw upon as needed. The program's flexibility allows States and local governments to use HOME funds for grants, direct loans, loan guarantees or other forms of credit enhancement or rental assistance or security deposits.

Public Housing Program

The City of Cayce established in the early 1980s a 5-member Public housing Authority. The Authority works in concert with the Columbia Housing Authority, which provides full-time staff assistance to the Cayce Housing Authority. Currently, the Authority operates and maintains 40 units of public housing on scattered sites throughout the community.

The Authority maintains a two percent vacancy rate at its 40 units and a waiting list of 290 applicants. This places a premium on affordable housing. In response the Agency is dedicated to exploring all opportunities to increase the supply of affordable housing through acquisition of Section 8 vouchers, construction or renovation, as well as different options. Unfortunately all of this is dependent on the availability of federal funds.

Assisted Ownership Programs

The State Housing Authority offers up to \$4,000 to assist eligible borrowers with down payments and closing cost. Habitat for Humanity builds new homes for low-to-moderate income persons with an investment of “sweat equity”. There are many other resources as well, all of which should be investigated and made available to low-to-moderate income families in Cayce.

Housing Trust Fund

Housing Trust Funds are distinct funds established by legislation, ordinance, or resolution that dedicate sources of public revenue to support affordable housing. Housing Trust Fund programs are designed locally to address specific housing needs within the community. The Trust Fund program is administered in South Carolina by the State Housing Finance, and Development Authority.

HUD Section 202 and 811 Programs

These programs are designed to assist low income seniors and persons with disabilities. They offer interest-free capital advances to nonprofit organizations that will produce accessible housing, subsidize

rents, and provide supportive services, which, in turn, will enable qualifying participants to live independently.

These funds, including 650 million available in 2009, are available for funding construction, acquisition, and rehabilitation of multifamily developments. The program subsidizes the rents of senior citizens in a way that limits residents' housing costs to 30 percent of their incomes. The funds will be invested primarily in smaller, newly constructed residences, typically group homes or condominium units.

Policy: Scattered Site Policy for Affordable housing

The Cayce Housing Authority recognized that the location of affordable assisted housing can create problems of community acceptance when built in project settings. It opted instead for locating its 40 units of public housing on scattered sites. A scattered site policy is further recommended for any additional or future assisted housing to make it more acceptable to the community and compatible with its surroundings, to wit:

- (1) Such housing should be located on "scattered sites", as opposed to concentrations or "project settings".
- (2) Such housing should be designed for compatibility to blend with its proposed surroundings.
- (3) Such housing should be geographically dispersed to provide for "location preference".

Action: Rehabilitate Existing Substandard Housing

The City has been actively involved over several years in the renovation and rehabilitation of structurally deficient homes, with assistance from the Community Development Block Grant Program as well as the

HOME program. Continued participation in these programs is strongly recommended as a means of salvaging existing housing stock and improving housing conditions. Also, CLG (Certified Local Government) grants and Historic Rehabilitation Grants could prove helpful.

Action: Initiate systematic code enforcement program, targeting substandard rental units.

Deteriorating and neglected rental housing was one of the major land use issues cited in the Citizen Survey conducted for the Comprehensive Plan.

HG-3: Protect and Maintain Existing Supply of Quality Housing.

Most of the City's housing is structurally sound, secured in stable residential environs, and protected by zoning regulations. The goal here is to ensure the long-term maintenance of such conditions and environs.

Action: Identify through the planning process all stable neighborhoods and apply and maintain appropriate protective residential zoning. Condition any change to such zoning on compliance with or amendment of the Comprehensive Plan. This strategy establishes a definitive link between the plan and applicable zoning regulations.

HG-4: Increase Development of Infill Housing and Make More Infill Sites Available By Razing Dilapidated Structures.

Most vacant lots are located in fully facilitated neighborhoods, e.g. sidewalks, parks, street lighting, proximity to cultural resources, etc.. These sites are also in receipt of all City services and infrastructure, and are primed for development.

Additionally, most of Cayce’s seriously deteriorated and dilapidated dwellings are located in the same general areas, providing redevelopment and infill opportunities once they are removed. Currently, the City is issuing demolition permits for about five substandard dwellings a year, on average. This translates into a like number of additional infill sites per annum, which could be increased with stepped-up or more intensified inspections.

Action: Waive or prorate water and sewer connection or tap fees on in-fill lots.

Action: Accelerate inspection and removal of dilapidated dwellings and structures to rid the City of unwanted blight and create more infill sites for new housing.

HG-5: “Green” the community’s housing stock, by retrofitting existing housing and ensuring in the development of future housing, energy and conservation design techniques.

Action: Provide assistance for installation of “green” techniques, by making property owners and developers aware of the following incentive programs.

Corporate Tax Credit

Biomass Energy Tax Credit

Solar Energy Tax Credit (Corporate)

Personal Tax Credit

Energy Efficient Manufactured Homes Incentive Tax Credit

Solar Energy Tax Credit (Personal)

Production Incentive

Biomass Energy Production Incentive

Palmetto Clean Energy (PaCE) Program

Sales Tax Exemption

Sales Tax Cap on Energy Efficient Manufactured Homes

Sales Tax Exemption for Hydrogen Fuel Cells

State Loan Program

Conser Fund Loan Program

State Rebate Program

Residential Solar Initiative for Earth Craft Homes Rebate

Action: Amend the Zoning ordinance to include conservation and green building design provisions.

Action: Apply for grant from the 2009 Stimulus Fund to retrofit and make more energy efficient the city's supply of public housing.

PART III. NATURAL RESOURCES ELEMENT

This element of the Comprehensive Plan consists of an inventory and assessment of the community's natural resources and consideration of their role in relation to the general welfare and future development of the community.

Principal among the City's natural resources are wetlands, floodways, canopy trees, topography, soil composition, and climatic conditions. An assessment of each follows.

GEOGRAPHIC PROFILE

One of Cayce's principal resources is its location. The city of Cayce is located in the eastern portion of Lexington County along the Congaree River. It is flanked on the north by the cities of West Columbia and Springdale, on the west by the towns of South Congaree and Pineridge and on the east by the Congaree River and City of Columbia. To the south lies a large expanse of unincorporated and relatively undeveloped land.

The Congaree River was the primary reason for early settlement of the area. It provided a means of transportation, later enhanced by the construction of the Cayce Canal. This, in turn, led to the construction of a rail yard and rail transportation to move goods to and from the low-country via the canal to the upstate. The canal and rail yard aided in the exploitation of underlying granite deposits which led to the development of the Cayce quarry in 1896. The quarry remains active today.

In addition to its earlier contribution to transportation, the river serves today as the water source for the City and recreation source for its citizens and visitors to the area. As such, the River is one of the driving forces of development.

CLIMATE

Cayce has a temperate climate, characterized by ample rainfall in all seasons, short and usually mild winters and long warm summers. The total annual precipitation is about 47 inches and is fairly evenly distributed among the seasons. Snowfall is rare. In 60 percent of the winters, there is no measurable snowfall.

The average relative humidity in mid-afternoon is about 50 percent. Humidity is higher at night and the average at dawn is about 90 percent. The prevailing wind is from the southwest. Average wind-speed is highest, eight miles per hour in spring. The average winter temperature is 48 degrees and the average summer temperature is 80 degrees.

Climatic conditions are largely responsible for the physical, chemical and biological relationships of the soils, and their present state. They have also contributed to population and industrial movement from less hospitable temperatures in the northeast (Frost-belt region) to the more hospitable Sunbelt region. And managing climate changes, as well as reduction of dependency on fossil fuels, are among the foremost challenges to creating sustainable cities.

TOPOGRAPHY

The topography of the Cayce area consists of rolling sandhills drained by two major streams - Six Mile Creek and Congaree Creek - and the Congaree River. Certain areas are subject to periodic flooding

from surface runoff and rising water levels. Topographic elevations range from 130 to 260 feet above sea level.

MINERALS

The first mineral resource to be mined in the Cayce area was clay. First mined by prehistoric man to create pottery, the extensive deposits of high quality kaolinite clay were later mined by the Guignard family for the manufacture of bricks. The original buildings in Columbia were made of Guignard Bricks. After the city was burned in 1865, during the Civil War, it was raised from the ashes using Guignard bricks created from the clays of the Congaree. The brickworks continued to operate on the banks of the Congaree until they were moved in 1975.

Granite from the area was first used to form stone tools. Commercial use of the granite started in 1896, when Captain John Ross began mining at what is now the Cayce Quarry. The quarry has been in continuous use since, and is now owned and operated by Martin Marietta Materials. Southeastern Concrete Products, dependent upon a source of high strength aggregate, located in Cayce in 1949, and is still in operation.

FLOOD PLAINS

Flood prone areas and floodways generally are avoided by developers, but encroachment over time and subsequent damage and disaster have led to the promulgation of federal and local legislation regulating development of such areas.

A significant portion of the city and its urban fringe area are subject to flooding, according to Flood Insurance Rate Maps (See Appendix) prepared by FEMA (Federal Emergency Management Agency). The areas are roughly described as paralleling the Congaree River, Congaree Creek, Six Mile Creek and their tributaries.

To date, these areas by-in-large have remained sparsely populated and developed, but could become more intensely utilized if more costly flood prevention practices are incorporated into the construction of new development. That these areas remain undeveloped in order to function naturally to drain the community of flood water and minimize damage or destruction of property and loss of life is critical to the future of the community. And their continued reservation is strongly recommended. Such a recommendation is reinforced by the utility of these areas in replenishing ground water supply, helping protect water quality and their contribution as wildlife habitats and open space in parts of the city. Additionally, the intent of these regulations, as stated in model FEMA Codes, is to *“protect human life and health, minimize property damage, encourage appropriate construction practices, and minimize public and private losses due to flood conditions by requiring that uses vulnerable to floods, including facilities which serve such uses, be protected against flood damage at the time of initial construction. They are further intended to minimize damage to public facilities and utilities such as water and gas mains, electric, telephone, and sewer lines, streets and bridges located in the floodplain, and prolonged business interruptions; and to minimize expenditure of public money for costly flood control projects and rescue and relief efforts associated with flooding”*.

To this end, the City should:

- (1) Expand its review of proposed development in flood prone areas to ensure that buildings are located on flood-free sites and that other structures do not encroach into the flood plain.
- (2) Develop a flood plain management program to include incentives and conservation agreements to preserve or limit the use of such areas to natural greenways, agricultural or outdoor recreation.

WETLANDS

The term wetlands means those areas that are inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a

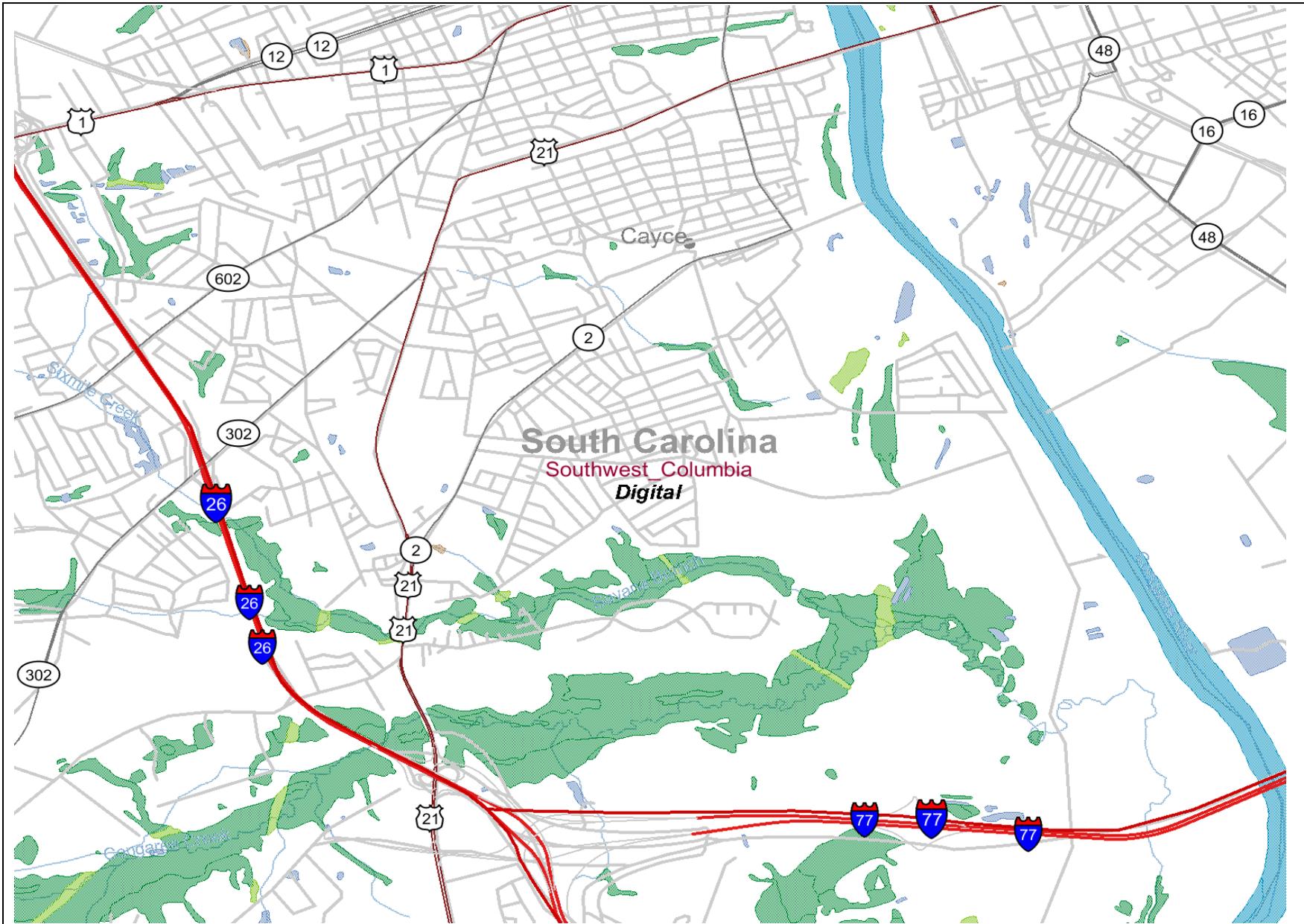
prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas. The principal criteria for determining wetlands are (1) hydrology, (2) soils, and (3) vegetation.

Wetlands are considered by the state and federal governments to be important to the public welfare and interest. As such, they are protected by state and federal laws. Prerequisite to the development of such lands is a "jurisdictional determination" by the U.S. Corps of Engineers.

The Corps has developed a wetlands map for general reference, included herein. But for specific sites, a determination of wetlands by the Corps should be secured. Based on their determination, a permit from the Corps may or may not be required to develop the property.

Wetlands requiring a permit from the Corps are characterized as follows:

- (1) Wetlands which serve significant natural biological functions, including food chain production, general habitat and nesting, spawning, rearing and resting sites for aquatic or land species;
- (2) Wetlands set aside for study of the aquatic environment or as sanctuaries or refuges;
- (3) Wetlands the destruction or alteration of which would affect detrimentally natural drainage characteristics, sedimentation patterns, salinity distribution, flushing characteristics, current patterns, or other environmental characteristics.
- (4) Wetlands which are significant in shielding other areas from erosion or storm damage.
- (5) Wetlands which serve as valuable storage areas for storm and flood waters;
- (6) Wetlands which are ground water discharge areas that maintain minimum base flows important to aquatic resources and those which are prime natural recharge areas;



(7) Wetlands which serve significant water purification functions; and

(8) Wetlands which are unique in nature or scarce in quantity to the region or local area.

Where such conditions are found to exist, the Corps will evaluate each request for development on the basis of projected benefits to be derived from the proposed development in relation to the damage to the wetlands resource.

Suffice it to say, wetlands restrictions by the federal government make development of wetlands tenuous at best. Where, in the past, development has been constrained principally by the simple presence of wetlands. It is further constrained by the need to plan around or mitigate the use and circumstances of development proposed for such areas. Clearly, the presence of wetlands should alert the City and the developer to the need for a "wetlands determination" before proceeding. Failure to secure a wetlands determination and permit, if required, could result in work stoppage, restoration of the project site to its original state, fines, or other compensatory action. As a factor responsible for influencing development, wetlands, perceived as a natural resource, pose a greater deterrent to development than ever before.

CANOPY TREES

One of the more important natural resources in any community is its large canopy trees. Areas void of a canopy are generally avoided by developers, particularly residential.

Trees in the urban environment serve to protect and enhance property values, control erosion, moderate climate extremes, provide screens and buffers, promote traffic safety and contribute to community ambience and beautification. Promoting the planting of street trees, and regulating and monitoring the care and cutting of trees on public rights-of-way as well as private property are recommended as means of protecting and enhancing the environment.

Unfortunately, the City of Cayce does very little to advance tree preservation and planting. It does protect in proposed new developments canopy trees measuring 24” in diameter, referred to as “Significant Trees”, but exempts from protection trees on public streets and utility rights-of-way, trees on existing lots of record occupied by single-family or duplex dwellings, and pine trees. These regulations, while helpful, stop short of restricting or prohibiting the cutting of mature canopy trees once a subdivision is developed, or regulating the felling or pruning of trees in public rights-of-way, or promoting urban forestation, and the retention of urban wildlife habitats. Consequently, a more comprehensive approach to tree planting and protection is needed.



SOILS

There are two major soil associations in the Cayce area: the Congaree-Toccoa-Brogdon Association and the Lakeland-Blaney Association. The former is primarily a sedimentary soil associated with floodplains of major rivers and streams. They are found principally along the drainage channels of the Congaree River, Six Mile Creek, and Congaree Creek. These soils have limited development potential due to wetness.

There are four basic hydrologic soil groups in the area, identified by the Natural Resource Conservation Service and shown on the following Map as Group A, B, C and D.

Group A soils consist of sand or sandy loam types, with low run-off potential and high infiltration rates when thoroughly wetted with a high rate of water transmission. They are found principally in the 12th Street area, as illustrated on the Cayce Area Soil Map.

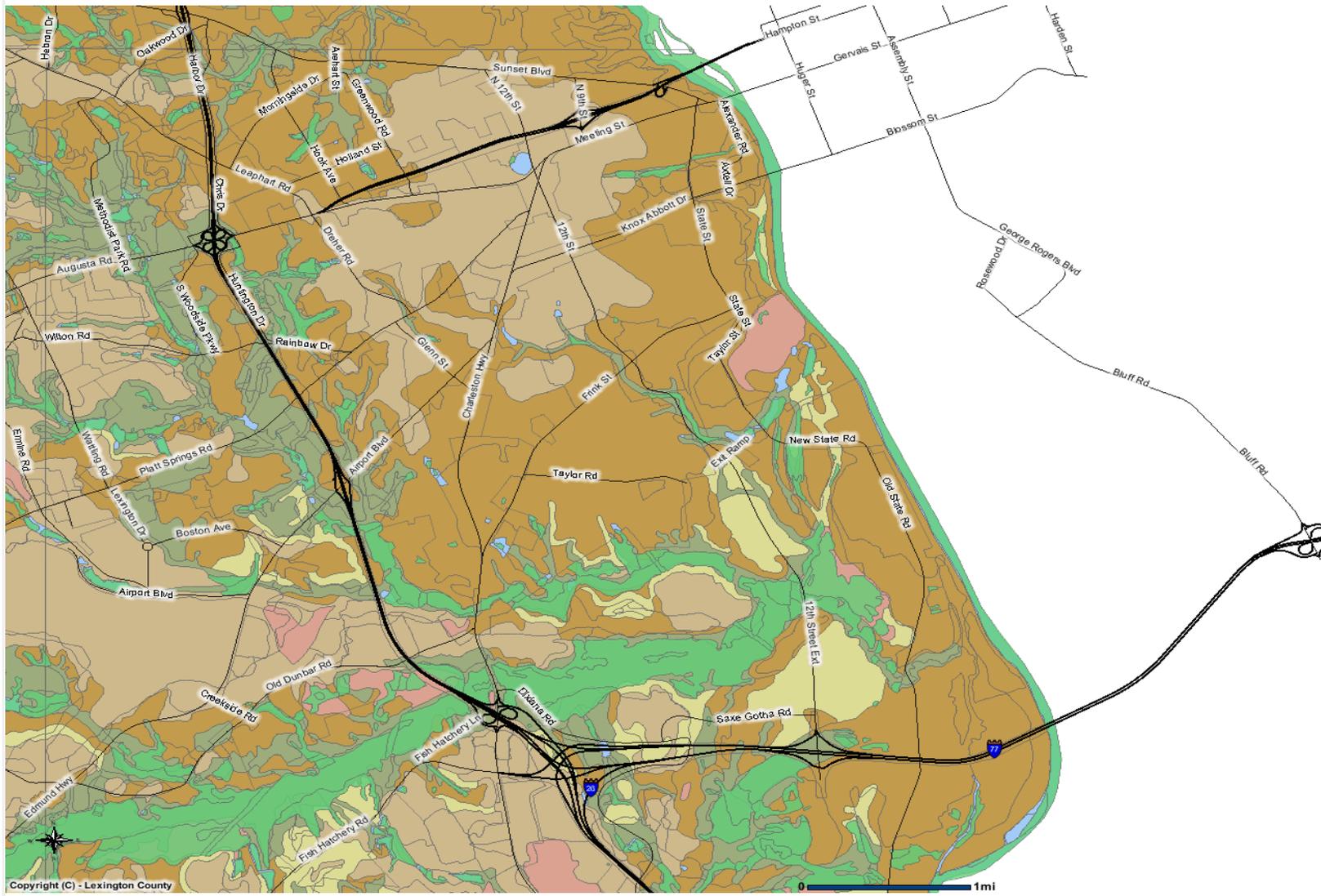
Group B soils constitute the prominent soils in the Cayce area. They support the bulk of development. These soils consist of loam or silt loam, with a moderate infiltration rate when thoroughly wetted. They are moderately well to well drained.

Group C soils are found in relatively small pockets along 12th Street, south toward the interstate. They consist of sandy clay loam with low infiltration rates. Group D soils have high runoff potential. They are located principally in flood prone areas paralleling creeks and drainage ways.

Ignoring soil limitations can be costly not only monetarily, but in lives as well. As a result, greater use of soils information is recommended prior to development, including:

- (1) Considering soil survey information as one of the criteria for making land use plans and decisions.
- (2) Consulting a soil survey before commencing any earth-moving or construction activities.
- (3) Requiring the use of soil surveys in any large scale land development or management project.

Lexington County GIS Soil Map, Cayce Area



Legend

- Collector Roads
- Arterial Roads
- Interstates
- NWI Wetlands**
- Wetland
- Upland
- NRCS Soils**
- Classified by Hydrologic Soil Group**
- A
- B
- C
- D
- OTHER
- WATER

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CONCLUSIONS

A summary review of the City's natural resources reveals that:

- (1) Climatic conditions have and will continue to influence development of the community.
- (2) Wetlands pose both a deterrent to the movement and development of areas south of the City, and as an asset, providing natural linear greenways along the Congaree River, Congaree Creek and Six Mile Creek, and significant amounts of large natural open space, much of it in the Congaree Creek Heritage Preserve .
- (3) Flood hazard conditions exist along major waterways in and out of City, constraining the movement of development, but providing much needed drainage channels.
- (4) Canopy trees constitute one of the City's most important resources, but not enough is being done to populate the streets or preserve their presence in the community.
- (5) Soils within the City generally are unsuited to septic tank usage because of wetness and, in some cases, building and street foundations. However, the City has overcome the wetness problem with a combination of regulations and improvements: it has a city-wide sewerage system, flood and wetlands regulations.

NATURAL RESOURCE GOALS (NR) AND POLICIES

NR - 1: Maintain and enhance natural wildlife areas in the city.

Policy: Protect native plant and animal species in Cayce.

Action: Pursue the designation of the City as a “Bird Sanctuary” to include protection of small mammals.

Action: Amend the City’s Land Development Ordinance to include provisions requiring assessment of plant and wildlife presence prior to development.

NR-2: “Green” the Community.

Action: Participate in the “Tree City” program.

The Tree Town USA program is sponsored by The National Arbor Day Foundation in cooperation with the USDA Forest Service and National Association of State Foresters. To achieve the national recognition of being named a Tree Town USA, the Town must meet four standards:

- (1) Establish a Tree Board or Department;
- (2) Amend the Tree Protection Provision of the Zoning Ordinance to more comprehensively protect trees;
- (3) Establish an Annual Community Forestry Program; and
- (4) Schedule an Arbor Day Observance and Proclamation.

NR-3: Protect Water Quality

Inasmuch as the community depends on its water supply from the Congaree River and its tributaries, It behooves the City to take all necessary measures to ensure that the development of land and water resources proceeds in a manner consistent with Best Management Practices (BMPs), and permitting requirements designed to control run-off and protect water quality.

The community’s water sources represent complex interactive systems providing not only water supply but multiple-use resources. As such, special consideration should be given to the planning and development of the riparian zone (area where land and water interface) of water-way corridors, including a requirement for buffer strips to retain adjacent land in an undisturbed or minimal use state.

Policy: Improve drainage and reduce storm water runoff.

Action: Encourage residents to use rain gardens on their property to help reduce runoff.

Action: Add maximum impervious surface requirements to the zoning ordinance.

Policy: Coordinate with other local jurisdictions to ensure consistent water quality throughout the region.

NR-4: Capitalize on the City's natural resources.

Cayce's central position in the larger Metro area and its abundance of natural resources in the midst of an urban environment make it an attractive place in which to live, work and visit. But not everyone knows that. The City needs to do a better job of promoting and marketing these unique attributes. Emphasize in promotional materials the natural aspects of the City as a means of capitalizing on its potential and enhancing growth and development opportunities.

Two of the community's most high profile natural assets -- the Riverfront walkway and the Congaree Creek Heritage Preserve -- are difficult to find and use by virtue of their location, compounded by inadequate directional signage. Signage is not only limited but uninteresting and route directions are poorly marked. The only indication one has arrived at the Preserve is a gated parking lot, with an obscure sign marking the site. This is not the way to capitalize on the city's natural resources.

Action: Improve signage directing visitors to the Riverfront walkway and the Congaree Creek Heritage Preserve.

Action: Improve linkage of Riverfront walkway with the City's sidewalk network (see Transportation Element and Sidewalk plan).

Action: Establish “cultural information center” in high visibility location such as vicinity of State Street and Knox Abbott Drive or the intersection of 12th Street Extension and I-77 to promote the Riverwalk Park, Congaree Creek Heritage Preserve and other historic and culturally significant sites and facilities in the community.

Action: Prepare and distribute at public information outlets brochures for self guided tours of the city’s historical, cultural and recreational assets.

NR-5: Maintain Proper Functioning of Wetlands and Flood Plains

This may be accompanied by prudent enforcement of the City’s Flood Hazard Ordinance, and careful review and mitigation of all projects impacting wetlands and floodways.

Policy: Prevent the fill and development of wetlands and floodplain areas where possible.

Policy: Disallow development and impervious surfaces within 50 feet of creeks, rivers and wetlands.

Action: Amend the Zoning Ordinance to require riparian buffer setbacks to protect all rivers, creeks and wetlands.

Action: The SC Department of Parks, Recreation and Tourism in a study of South Carolina Wetlands recommend the following action.

1. Public education efforts focusing on wetland values, potential losses due to various types of development, and how wetlands protection relates to overall water and land use goals.
2. Encouragement and support for private protection efforts by individual landowners or conservation groups.

3. Adoption of local wetland protection plans and policies which guide land use development and management including implementation of Best Management Practices.
4. Adoption of environmental impact statement (EIS) requirements for both public and private projects.
5. Close monitoring and enforcement of existing federal, state and local land and water regulations which directly or indirectly affect the use of wetlands.
6. Acquisition of specific wetlands.
7. Rehabilitation or restoration of damaged wetlands.

PART IV. CULTURAL RESOURCES ELEMENT

This element of the Comprehensive Plan focuses on cultural resources, which abound within and in proximity to the City of Cayce. But what constitutes cultural resources and why are they considered an integral part of the Comprehensive planning process?

Webster's Dictionary defines culture as "*the act of developing the intellectual and moral facilities esp. education; acquaintance with and taste in fine arts, humanities and aspects of science; the customary beliefs, social forms, and material traits of a racial, religious or social group.*" In sum, this element is all about the local social order, and why it is what it is. And it starts with the history of the area.

HISTORY

It may be said that our culture is the product of our history. The City of Cayce was incorporated in 1914, but the larger area in which it is a part has been occupied for over twelve thousand years. As a result it contains many significant archeological sites.

The first European exploration of the area occurred in 1540, when Hernando Desoto visited a large Indian village located on the banks of Congaree Creek. In 1718, the first inland fort in South Carolina was constructed at a site just north of the mouth of Congaree Creek on Old State Road. By 1725, this fort was converted into an Indian trading post. The trading post was frequently referred to in contemporary reports as the "Town of the Congarees." It was established on the old Cherokee Trail, which was later improved to serve as a wagon trail between the Piedmont and the Coast. U.S. Highway 21 now follows the route of that ancient footpath.

In 1730, the Congaree District was laid out as one of 11 districts in the central portion of the state to provide protection for Charles Towne against hostile Indians. The Congaree District, subsequently renamed Saxe Gotha in 1733, served as the principal inland buffer to raids from the vast Cherokee

population to the northwest, and from other marauding bands from as far away as New York State. The district was renamed Saxe Gotha in an attempt to lure hardy German immigrants for the frontier settlement.

Saxe Gotha District was roughly 34 miles wide and contained 625,000 acres. The original town of Saxe Gotha lay along the west bank of the Congaree River in the area where Taylor Road intersects Old State Road. The Saxe Gotha Township was seven miles square, covering a territory currently occupied by the City of Cayce, West Columbia, Springdale, the Columbia Metropolitan Airport and south to Dixiana.

In 1748, a new Congaree Fort was constructed on the north bank of Congaree Creek. In 1751, Friday's Ferry was opened across the Congaree River at a point near the new fort, helping the settlement grow into one of the most important trading centers east of the Mississippi River, second only to Camden. In 1774, the town of Granby was formed on the banks of the Congaree River at a point just south of the existing railroad trestle. The name Granby came into use presumably to honor the marquis of Granby, then Commander-in-Chief of the British Army.

This settlement was fortified during the American Revolution and was the site of several skirmishes. After the war, Granby became the seat of Lexington County with a courthouse and jail. Indigo and later cotton constituted the main products of the area. The Santee Canal Company was responsible for much of the riverboat trade.

Granby's existence was important but short. As late as 1807, Granby had nearly 200 more houses than the new capital city of Columbia across the river, but by 1837 the town was practically deserted. The development of Columbia and problems with mosquitoes were among the reasons for the town's decline. As the population decreased, the county seat was relocated to the Town of Lexington in 1818. Existing structures were sold and their structural parts used to construct new buildings in Columbia. Today a cemetery and historical marker are the only reminders of the town of Granby.

The current name of Cayce is in honor of an old family of the area. The old Cayce house in which the family lived was built in 1765, about one-half mile from the Granby Ferry. W.J. Cayce operated the first store at this site known as “Cayce's Crossing.”

HISTORIC AND ARCHEOLOGICAL SITES

Over fifty archeologically significant sites have been identified in the area. Some of these sites are protected; most are not. Some of the more significant ones include the following.

Congaree River and Preserve



The State of South Carolina, with technical assistance from the National Park Service, in the late 1980s completed the first comprehensive assessment of the state's rivers. The study entitled: South Carolina Rivers Assessment, assessed all rivers based on their resources and utility. The Study assigned one or more of fourteen different classifications to rivers, based on their attributes. The classifications included everything from Agricultural to Wildlife Habitats.

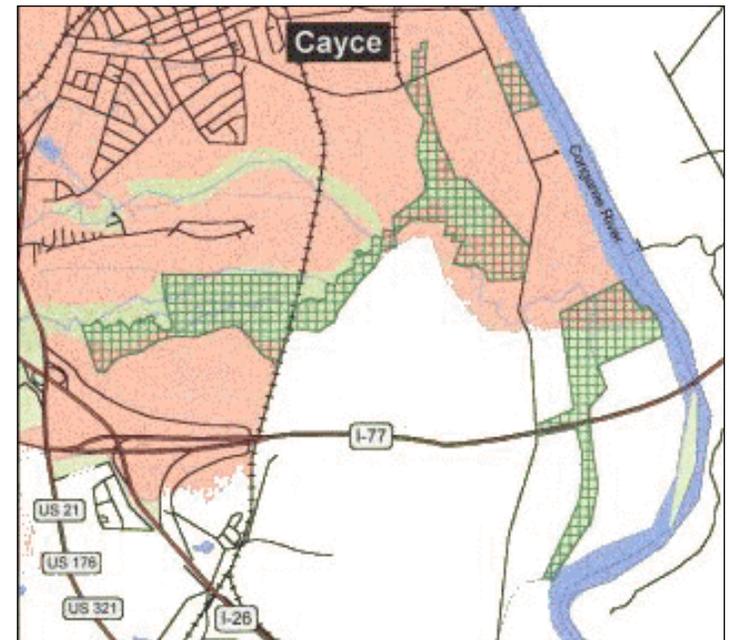
The Congaree was classified as having 12 of the fourteen attributes, not all of which are present along the stretch of the river paralleling Cayce. Each attribute is classified based on degree of significance, from one to five with one being the highest. The stretch of the river contiguous to

and paralleling Cayce is rated one in terms of historical and cultural value, and one in recreational fishing. Its value as an urban river was assessed in the 1980s report as three, but the rating was based on the lack of river-related recreation and/or commercial development and support for riverfront revitalization. Since then things have changed, including the development of walking trails and other waterfront development, and the acquisition in 1997 of 627 acres of archeologically and historically significant land bordering the river.

This acreage forms the Congaree Creek Heritage Preserve. It contains 12,000 years of history and pre-history imbedded in a pristine setting, documented by archaeological findings. The first Anglo-Saxon settlement at Fort Congaree was established in 1718 on the Congaree River. Later the Saxe Gotha Township was founded in 1731. Fort Granby was established during the Revolutionary War.

Beginning in the early 1900s, clay was dug from pits for Guignard Brick Works; The pits now form several ponds, providing refuge to all kinds of wildlife. The site is facilitated for hikers with a 2.5 mile loop trail. The trail has been designated by the White House as a Community Millennium Trail, as it like dozens of others so designated reflects community history through natural settings.

The Preserve includes and protects four archeological sites and a stand of Atlantic White Cedar trees. Part of the old Saxe Gotha and Manning Site locations are included in the preserve. The sites of Fort Congaree and the Confederate Earthworks are currently protected by deed restriction.



Guignard Brick Works

In 1803, when Thomas Jefferson was President, the Guignard Brick Works was founded at a site on the river just north of present-day Knox Abbott Drive. Guignard Brick Works was the first brick manufacturing plant in the New World, manufacturing brick for almost every substantial building in the early history of Columbia. After Sherman's Army sacked and burned Columbia, it was rebuilt with Guignard brick. The Liberty Life building, Columbia College, the interior of the State House, the YMCA and the old Confederate Printing Plant are examples of structures that were built using Guignard bricks. An exhibit in the Cayce Historical Museum commemorates the history of the Guignard Brick Works.



The Guignard Brick Works was added to the National Register in 1995.

Charles Pinckney House

In 1790, Charles Pinckney, one of the signers of the Declaration of Independence, built his home, "Tacitus" at a site just south of the original Congaree Fort. This site lies just outside of the Cayce city limits.

Other Historically Significant Buildings

There are a number of other apparently historically significant structures remaining today, particularly in "Old Cayce", though not designated at this time. Some of these buildings include Brookland-Cayce High

School, the old Cayce City Hall, the Women's Club building, and several residences such as those at 517 Holland Street and 668 Frink Street.

ARTS AND ARCHIVES

The location of Cayce within the larger Columbia metropolitan area puts at the fingertips of its citizens the greatly expanded collection of fine arts and higher education facilities within the area. Among them are the following.

Cayce Historical Museum

The City of Cayce established in 1991 a small Historical Museum on the City Hall Campus. It consists of a main museum building and several other buildings within the museum complex including an outside kitchen that was brought to the site from the Buff Plantation. It was built by a group of local citizens and donated to the City. The Cayce Historical Museum presents the legacy and history of the Old Saxe Gotha, Granby, and Cayce areas. The focal point of the museum is a reconstruction of the Trading Post established by James Chestnut and Joseph Kershaw at Granby Village in 1765. Granby was an important river trading market (established 50 years before Columbia in 1733) on the Congaree River. With the eventual growth of Columbia as the capital, Granby gradually declined as a community.

The museum interprets the agricultural, social and cultural heritage of Old Saxe Gotha (1733), Granby, Cayce and West Columbia. Exhibits emphasize



periods of Colonial trade, agricultural development and transportation from the 18th century to the present. Native American artifacts displayed date back thousands of years to when Native Americans inhabited the land near the Broad, Saluda and Congaree Rivers. Six exhibit areas include a Trading Post Room, Saxe Gotha/Granby Room, Emily Geiger Room, Victorian Room, Cayce Room and Visitors Center -- emphasize periods of Indians, Colonial activity and trade, agricultural development and transportation in the area.



The museum tells the story of Cayce's past and the important role this area played in the development of the Midlands of South Carolina. From a trading post to a Revolutionary Fort to a prominent suburb of the state capitol, Cayce's history is indeed long and colorful and fills an important niche in the story of South Carolina's history.

Since opening, the Cayce Museum has entertained and enlightened almost 25,000 visitors. In addition to local and statewide visitors, there have been visitors from 49 of the 50 states and from more than 25 international countries. This excellent cultural and educational facility is a source of pride for Cayce citizens who often bring

out-of-state friends and relatives in to show off their local museum.

The Visitors' Center at the museum is used by historical groups in the Greater Columbia area and even statewide. The museum director gives lectures on the Revolutionary and the Civil Wars to visiting schools and historical groups complete with his own artifacts from those time periods. The visitor's center occupies a portion of the museum and can hold up to 50 people.

South Carolina State Museum

In addition to the Cayce Museum, the South Carolina State Museum is located just across the river in Columbia. It also includes a “hands-on” museum for children. The Museum has four large floors devoted to the disciplines of art, history, natural history and science/technology. It houses both long-term exhibits and five changing exhibit galleries.

The Museum opened October, 1988, bringing to the citizens of the State the newest, and one of the finest, state museums in America. The State Museum has more than 70,000 artifacts in its collection, and it is still a very young institution. It is housed in its largest artifact, the former Columbia Mill. This former textile mill also is a world-first. When it opened in 1894, manufacturing cotton duck cloth (a canvas-like material), it was the first totally-electric textile mill in the world. It was also the first major industrial installation for the General Electric Corporation. It is listed on the National Register of Historic Places.

The State Museum was voted one of the three top museums by Southeastern readers of Southern Living magazine, along with the High Museum in Atlanta and the Smithsonian Institution.

Columbia Museum of Art

The Columbia Museum, located across the River, is an adaptive re-use facility with over 20,000 square feet of gallery space. The Museum is designed to bring a wide range of traveling exhibitions to South Carolina, as well as to provide the necessary space for the proper presentation of its collection, which numbers over 7,000 objects. The building has well-designed workspaces, storage for collections, art studios, 150-seat public auditorium, art library, Museum shop and public reception spaces.

The Columbia Museum of Art has exhibition galleries worthy of any of this country's great museums. Temporary exhibitions are presented in a flexible space that contains a minimum of 4,000-sq. ft. with the capability of expanding to nearly 7,000 sq. ft. When a smaller space is required, the balance is installed

with contemporary art from the Museum's collection. The Museum has 14 galleries offering to its visitors not only the display of its collection, but art related programs. From Art School classes for teens and adults, to programs specially designed for preschool children, people of all ages can find classes and workshops that inspire and enrich.

The Museum supports almost 160 jobs in the Columbia area and generates local hospitality and tourism tax revenues of at least \$80,000 per year. More than 6,250 people visit the Museum each month. These visitors spend almost \$1.7 million on lodging and \$1.6 million on food and beverages.

LIBRARY

The Cayce-West Columbia Branch Library, a 20,000 square foot building, was uniquely renovated from a multilevel department store by an award winning architect, Danny Shelley. The R.H. Smith Meeting Room is named in honor of a longtime benefactor of the Lexington County Library System. The 1,000 square foot room is frequently used for special events.

The youth services department provides a variety of programs including: preschool story-time, daycare visits, a book discussion group "The Young Critics Club," toddler-time, and creative dramatics "The CWC Players."

The branch is maintained by Lexington County and the operation funds are derived from local and state taxes. Local fund-raising also contributes funding, including support from the Friends of Library.

The Lexington County Public Library System is responsible for and committed to providing timely, accurate, courteous, and useful information to the citizens, businesses and organizations of Lexington County and surrounding areas. The Library System is dedicated to encouraging children to develop a life-long interest in reading and learning; to offering current, high-demand materials for all ages; and to assisting patrons in meeting educational objectives. The library supports these commitments by providing materials, services, and a well trained and knowledgeable staff.

The importance of library services and facilities to local residents may be found in the following facts, extracted from the Annual Statistical Summary of S.C. Public Libraries, produced by the State Library, 2006. Of the 42 library systems in South Carolina, Lexington County Library ranks:

- (1) 5th in population served, but
- (2) 5th in collections,
- (3) 5th in number full-time staff,
- (4) 4th in circulation per capita,
- (5) 5th in number of visits, and
- (6) 9th in internet web stations.

UNIVERSITY OF SOUTH CAROLINA

Located across the Congaree is the State's largest and most diversified University. The Columbia Campus of the University of South Carolina is home to more than 200 years of history and tradition, rising from a single building in 1805 on what would become the heart of the campus, the Horseshoe. The 11 buildings that now make up the Horseshoe frame a lush lawn that is an irresistible gathering place.

The Columbia campus has more than 350 degree programs through its 14 degree-granting colleges and schools. Students have been awarded more than \$11.4 million for national scholarships and fellowships since 1994; and faculty generated \$206 million in funding for research, outreach, and training programs in fiscal year 2008.

The University is in the process of expanding the Columbia Campus westward toward the Congaree River and the City of Cayce in support of its research initiatives in nanotechnology, health sciences, Future Fuels, the environment, and information and knowledge technologies. Three separate sites, each specializing in its own research area, will comprise this new innovation district, called Innovista. It will initially cover 500,000 square feet spread over about six city blocks but is projected to grow to five

million square feet, mixing University and private research buildings, parking garages, and commercial and residential units around a public plaza called Foundation Square. By creating space for residences, retail, restaurants, and recreation that will complement the research, Innovista will be a place to live, learn, and work.

The westward move toward Congaree also includes the new baseball park, the “Greek Village” and student housing, and growth and development opportunities for the Cayce Community.

RIVERBANK ZOO AND GARDENS

Located about two miles west of the City on the Congaree is South Carolina's largest gated attraction – Riverbanks Zoo and Gardens. This cultural attraction, situated on 170 acres, averages 850,000 visitors each year. It is also a four-time winner of the Southeastern Tourism Society's Shining Example Award as the southeast's top tourist attraction and a two-time winner of the SC Parks Recreation and Tourism Governor's Cup Award as South Carolina's Leading Attraction. Riverbanks is an accredited member of the Association of Zoos and Aquariums (AZA).

The Zoo is home to over 3,000 animals, with extensive collections of mammals, birds, reptiles and fish. Recent additions to the Zoo include exhibits for African elephants, gorillas and koalas. The Birdhouse at Riverbanks (opened 2002) was given a Significant Achievement Award by the AZA as one of the best new zoo exhibits in the United States and features an incredible display of king, rockhopper and gentoo penguins.

Riverbank also has a large botanical garden (70 acres) with more than 4,200 species of native and exotic plants. A trail system is available to visitors which allow them to explore several kilometers of bottomland and upland mixed hardwood forests and a myriad of native wildlife that call the Zoo and Garden home.

CONCLUSIONS

We may conclude from the preceding that the City of Cayce is well endowed with historical resources due to its rich history, and equally endowed with cultural resources due to its location. We may also conclude that without proper stewardship, marketing and continuous exploration and preservation efforts, many of the community's cultural resources will be compromised over time, under developed or underutilized, remain dormant, or lost altogether.

CULTURAL RESOURCE GOALS (CR)

It is paramount for the City to determine how to optimize the use of these resources as a development tool without compromising their value to the health and general welfare of the community and future generations. Toward a course of optimal use and development of these resources, the following goals are established.

CR-1: Fully integrate the community's heritage into the economic development process.

Promote the history of one of the state's oldest inland communities and the attributes that contributed to this settlement. Stress them as part of the economic development process.

Action: Provide up-to-date cultural data to economic development agencies for inclusion in their community resource information packets.

Action: Pursue the use of grants to improve tourist attractions.

CR-2: Enhance and protect the community's historical resources.

It is not enough to research, identify and restore historical artifacts, buildings, places and structures, or even protect them in place through acquisition, trust, ownership commitment or regulation (zoning)

although these actions are recommended. Surrounding areas also should be enhanced and regulated to the extent necessary to ensure compatibility and a proper setting for such uses.

Action: Monitor all rezoning and development proposals to ensure compatibility with existing historical sites and structures, utilizing plan review and the public hearing process.

CR-3: Continue to survey, list and record the community's archaeological and historical assets.

Much has been done and much more must be done to preserve and study these sites, including Guignard Park, Cayce City Hall, Cayce Women's Club, Old Cayce jail on Railroad Avenue. Efforts to increase the awareness of the archeological and historical significance of the area need to be examined, if the city of Cayce is to reap the potential economic benefits of the tourism industry in South Carolina.

Action: Pursue grants and volunteers to continue research and identification of archeological and historic sites.

CR-4: Transform local archaeological sites and artifacts into a "12,000 Year History Park"

The seeds of a 12,000 year history or archeological park are in the minds of many forward thinking people in the community and are being nurtured by the River Alliance. To this end the Alliance has requested the National Park Service to create a Cultural Resource Study of the River region's Congaree Creek.

Action: Support and assist in the pursuit and future development of such a park with commitments of city staff and financial resources.

CR-5: Become a "Certified Local Government".

Becoming a certified local government (CLG) or participating in the CLG program will qualify the community for additional funding for local preservation. This federally funded program is administered by the S.C. State Historic Preservation Office (SHPO). It is designed to integrate federal, state and local preservation efforts in partnership.

Participating local governments are eligible for federal grant funds amounting to 10 percent of the state's federal allocation for preservation. Certified local governments also receive technical help and training for their design review committees, participate in statewide preservation planning programs, and can comment on National Register nominations from their community before the nominations are considered by the State.

Action: Apply to become a “certified local government”.

CR-6: Build a Community center/auditorium.

Action: Initiate feasibility study of building a community center/auditorium of sufficient size to meet multiple community functions.

PART V. COMMUNITY FACILITIES ELEMENT

The purpose of this element of the Comprehensive Plan is to inventory and evaluate the presence of community facilities and the level of public services rendered in relation to current and projected needs of the City.

COMMUNITY FACILITIES DEFINED

Community facilities relate generally to infrastructure, which is defined as facilities that are necessary to support development and redevelopment, are publicly owned and/or serve the public health, safety and welfare. Infrastructure systems include transportation, energy, telecommunications, water supply, wastewater disposal, storm water management, open space and recreation, solid waste management, public health care, public education, higher education, arts, historic resources, public safety, justice, public administration, and public housing.

For purposes of this study, community facilities are divided into the following categories and sub-categories.

- Utilities
- Public Safety
- Recreation
- Sanitation
- Storm Water Drainage
- Health Care
- Education

From the above list it is obvious that not all community facilities are provided by or under direct control of the City governing authority (City Council). As a result, inter-agency cooperation and coordination are

essential to the orderly extension and development of such facilities. The status and plans of each follows.

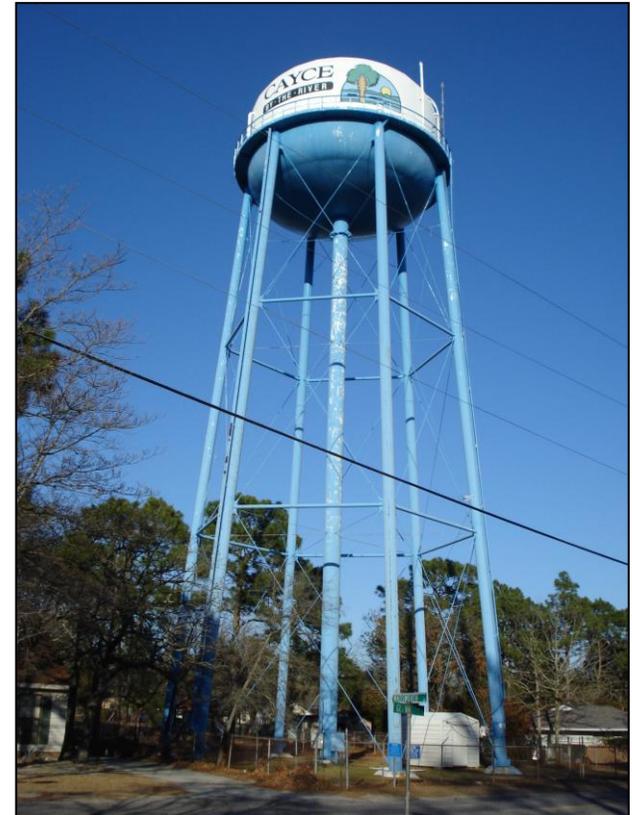
UTILITIES

The City of Cayce owns and operates water and sewer facilities and systems within and beyond the City limits. These systems and services are operated under the direct supervision of the Utilities Department.

Water System

The City's water system extends throughout the City and into much of the unincorporated urban area. The City has over 7,100 customers, and average daily consumption of approximately 3.4 MGD (Million Gallons per Day). The water plant has the capacity to produce 9.6 MGD, allowing sufficient reserve (approximately 65 percent of plant processing capacity) to serve future growth and population projections. Additionally the City has completed a 10 year Water and Sewer Infrastructure Plan to meet future growth demands. The City's water supply comes from the Congaree River.

Water rates are based on service location, business or residence, meter size and volume consumed. Rates outside the City are twice the amount of in-side rates. The imbalance helps off-set the loss of property taxes from outside customers receiving municipal water, and the added cost to operate and maintain municipal service beyond the corporate limits.



The City has adopted a standing policy requiring annexation as a prerequisite to receiving municipal water. However, property owners not contiguous to the City and therefore not in a position to be annexed are not automatically excluded from receiving water service. They may execute an agreement to annex at such time as their property becomes contiguous, thus accommodating an immediate need for service and a commitment to annex at a future date. For various reasons this policy has been less than fully implemented and therefore less than fully effective.

Sanitary Sewer System

Cayce’s sewer system is actually more extensive and serves more customers than its water system. This is highly unusual, as the cost to extend sewer lines and process sewage generally exceed the cost

to deliver water. The reason lies in the fact that West Columbia and other water providers outside Cayce have water lines in several fringe areas, most notably the Kitty Wake Road area (previously the Anco Service area), Lake Francis, Laurel Hill, Indian River, Laurel Hill and Congaree Downs Subdivisions, and the Ramblin Road area.

Table 18 Wastewater Treatment Facilities		
	2009	Planned: On line 2013
Treatment Plant Discharge Capacity: MGD (Million Gallons per Day)	9.5	25.0
Annual Average Volume Wastewater Treated: MGD from all sources (1)	5.5	
Approximate usage by Cayce: MGD	3.3	3.5
Reserve Capacity for all sources (1)	4.0	
Approximate Reserve capacity for Cayce		5.5
Approximate MGD treatment to Town of Lexington and Joint-Municipal Water and Sewer Commission		16.0
(1) Includes City of Cayce, Town of Lexington, and Joint-Municipal Water and Sewer Commission		
Source: City of Cayce, Utilities Department, 2009.		

The City’s wastewater treatment plant is currently (January 2009) operating at about 60 percent capacity on dry days. On wet days infiltration causes the system to be less efficient. Still, the existing plant appears to have sufficient capacity to accommodate existing and future

development. This is not the case however, and plans are well underway to construct and have on line

by 2013, a new plant capable of processing 25 MGD (million gallons per day). Such capacity would seem excessive in light of the City's current usage, but the new plant is not being designed for exclusive use by the City of Cayce. It also will receive and process, as does the existing plant, wastewater from the Town of Lexington and the Joint-Municipal Water and Sewer Commission. Agreements to process wastewater from these entities will entitle them to up to 16 MGD once the new plant comes on line in 2013. The remaining capacity will be reserved for the City of Cayce. Plans and construction schedules for the new plant, to be located next to the existing plant on Old State Road, adequately position the City to meet projected growth and development demands.

Sewer rates, like water rates, are based on service location, business or residence, meter size and volume consumed. Rates outside the City are twice the amount of in-side rates. The imbalance helps offset the loss of property taxes from outside customers receiving municipal sewer service, and the added cost to operate and maintain municipal service beyond the corporate limits.

The City has adopted the same standing policy for sewer service as for water service, requiring annexation as a condition to the receipt of such service.

PUBLIC SAFETY

The City of Cayce has a Public Safety Department, including both police and fire fighters, cross-trained to maximize the use of departmental manpower and resources. The efficiencies of this system are readily apparent: one Chief instead of two, one department instead of two, one person trained to perform two jobs.

The Public Safety Department also is responsible for the operation of the city jail and Animal Services, which includes housing animals from the City of West Columbia.

The Department is located in a building on the City Hall Complex. The building was designed initially for the Fire Department, but was expanded in 1983 to accommodate both fire and police when the two

departments were joined, forming the Public Safety Department. It has since been rearranged and expanded internally to accommodate an enlarging staff, necessitated by an enlarging and expanded population and City limits.

Four storage rooms have been converted to offices and multiple personnel have been crowded into space initially designed to accommodate far fewer officers and auxiliary personnel. In a word, conditions at the Public Safety Department are crowded, with no place else to expand within the existing building. This also includes the municipal court room, which is much too small to accommodate the over-flow crowds in attendance on “court days”. Future growth of the Department, brought on by future annexation, population growth and development unquestionably will stretch the Department and trigger the need for building expansion or replacement.



Police Protection

Currently, the Public Safety Department has a staff of 67; 49 of whom are crossed trained and certified fire and police officers; two of whom are police certified only; five are fire certified only; and 11 are civilian personnel. This equates to 4.2 sworn police officers per 1,000 population. By way of comparison to cities of comparable size with Public Safety Departments, the number of sworn police officers to population is a little above average.

Current officer-to-population ratios notwithstanding, stretching the community through annexation has created a need for six patrol zones. Each zone is assigned a patrol officer working 12 hour shifts. With annexations east of the Congaree, in Richland County, and west of the Columbia Airport, routine patrols have become less efficient and more costly due to the added distance and time to patrol these areas. Continued annexations in these more remote outlying areas will trigger the need for additional personnel and equipment to maintain the current patrol schedule.

Table 18 Law Enforcement Profile City of Cayce	
Public Safety officers	48
Population residing within area of jurisdiction	12,680
Area of jurisdiction (square miles)	16.5
Number sworn police officers per 1,000 population,	4.2
Average number public safety officers for cities of comparable size (10,000-24,999)	55
Average number public safety officers per 1,000 population for cities of comparable size (10,000-24,999)	3.45
Law enforcement officers per square mile	2.9
Source: City of Cayce; U.S. Department of Commerce, Bureau of Census; and Municipal Year Book, 2004.	

Fire Protection and Emergency Medical Services

The Public Safety Department has 5 Fire Fighters assisted by 49 Police Officers cross trained as Fire Fighters. They also handle EMS/First Responder Calls and Hazardous material responses.

The availability and level of fire protection has a direct bearing on the security of life and property. It is also a matter of considerable importance in choosing a location for new development. In addition to saving lives and property, fire protection, or the level (class) of protection has a direct bearing on insurance premiums. Both fire and homeowner's insurance premiums are predicated on the fire defenses and subsequent classification of a community by the South Carolina Insurance Service Office

(ISO). To understand what this means in dollars and cents, we first need to explain the somewhat complicated and ever changing relationship between fire defenses and insurance premiums.

The Insurance Service Office (ISO) inspects, grades, and ranks fire departments and defense areas from 1 to 10 on the basis of protection offered. One represents the best possible, with 10 signaling the absence of any protection. Insurance rates are then established to reflect the prevailing classification: the lower the classification, the lower the rates, theoretically. But there is a vast difference between theory and practice in today's insurance market. Premium differences once observed between classes no longer exist. The differences now generally are between groups of classes, grouped along the following lines:

<u>Major Class</u>	<u>Groupings Characteristics</u>
Class 10	No recognized fire department or defense
Class 9	Recognized fire department, but no recognized community water system
Classes 4-8	Recognized fire department and community water system
Classes 1-3	More complete and sophisticated systems, based on individual grading of suppression

The City's fire defenses were last inspected and rated by the ISO over 20 years ago. The Department received a Class 5 rating, which it has retained since that time. The objective of the Department, like most other public safety or fire departments, has been and continues to be: to improve its Class rating and subsequently lower insurance premiums and improve fire protection. But with annexations across the River, on Bluff Road (The Retreat), and west of the Airport (Hunters Mill), the City may have actually jeopardized its current Class rating and derailed any chance to improve its rating. Fire departments are required by ISO to be within 5 miles of homes and three miles of commercial and/or industrial buildings.

These two annexations are beyond ISO approved limits from the existing station in the Municipal complex off State Street.

To address this concern, the Public Safety Department has entered into an Automatic Aid Agreement with Lexington County to respond to fire calls in Hunters Mill and a verbal Aid Agreement with the City of Columbia to respond to fire calls in The Retreat, located in Richland County. It also has Mutual Aid Agreements with Columbia, West Columbia, Lexington County, and the Irmo Fire District. How satisfactory these agreements are in meeting the 5-mile radius requirement of ISO may only be speculated. But continuation of annexation in these more distant locations will in time generate a need for new sub-stations and additional fire trucks to serve these areas, preserve the Department's current Class 5 rate, and/or improve its rate. In light of this situation, it is recommended that an ISO inspection be requested and status of the City's fire defenses clarified. An ISO inspection will detail what needs to be done to retain or improve the current Class rating.

In addition to the above Aid Agreements, the Department has "paired-up" with the City of Surfside Beach to respond in the event of a catastrophe on the coast. In fact, all coastal communities have pairing arrangements with in-land Departments in the event of catastrophes.

RECREATION

The term recreation includes both active and passive activity. In Cayce, most passive recreational opportunities are available in parks owned and maintained by the City. The City does not conduct or staff active recreational programs. Most active recreational opportunities are available in parks and facilities owned or leased, operated and maintained by the Lexington County Recreation and Aging Commission. An inventory of City and County parks and facilities in the community are shown on Table 20.

Cayce's parks are under the direction of the City's Sanitation and Parks Department, which not only maintains the parks, but maintains all public grounds and buildings as well. Additionally, the Department is responsible for sanitation service, which includes garbage and trash collection.

Recreational Preferences

There have been significant changes in recreation patterns and trends over the last several years due principally to societal changes, i.e. increased average income, more women in the work force, increased commuting time, increased average age, early retirement, greater health consciousness, more indoor recreation opportunities, higher education levels, delayed marriages and child bearing, change from industrial to high technology service and communications society, etc.

Active recreation is more popular than passive recreation. Among the national trends of local interest are preferences for walking, swimming, visiting historic sites, and jogging. By 2040 the most popular activities nationally are expected to be sightseeing, walking, pleasure driving, picnicking, hiking, family gatherings, bicycling, photography, wildlife observation, visiting historic sites, and camping.

A survey conducted in 1990 and updated through 2005 by the South Carolina Department of Parks, Recreation and Tourism establishes the following trends in preferred outdoor activities. South Carolinians' participation in recreational activities has been relatively stable over the past 15 years. During this period, there have been only minor variations in the percentage of population 12 and older who participate in various recreational activities.

Walking for pleasure or exercise remains the activity in which the largest percentages of people participate. Following walking, recreational activities participated in by the largest number of people include attending outdoor sporting events, swimming or sunbathing, driving for pleasure (though not so much in the current economy), working out with weights, picnicking and visiting historical sites. Cayce's Riverwalk Park and the 2.5 mile walking trail in the Congaree Preserve, both relatively new additions to

the inventory of recreation outlets in the community, enable the community help meet the number one preferred recreational activity in South Carolina – walking.

Table 19
Top 20 Preferred Outdoor Activities
Age 12 and older, South Carolina, 2005

	<u>% Participating</u>
1. Walking for pleasure or exercise	83.2
2. Attending outdoor sporting events	63.4
3. Beach swimming/sunbathing	62.5
4. Driving for pleasure	58.2
5. Weights or exercise machines	57.1
6. Picnicking	53.4
7. Pool swimming	53.2
8. Visiting historical sites	52.1
9. Bicycling	42.8
10. Visiting a museum	38.4
11. Fresh water fishing	37.2
12. Visiting unusual natural feature	34.7
13. Playing basketball	34.5
14. Visiting a Zoo	34.1
15. Motor boating	34.1
16. Jogging/running	33.9
17. Watching wildlife	33.4
18. Lake/river swimming	28.0
19. Playing football/soccer	26.1
20. Playing baseball or softball	23.4

Source: S.C. Department of Parks, Recreation and Tourism, State Comprehensive Recreation Plan, 2005.

While the general pattern of recreational participation has been relatively stable, several activities have either increased or decreased in popularity. Respondents working out with weights increased from 43.2 percent in 1990 to 57.1 percent in 2005. Historical visitors climbed from 47 percent in 1990 to 52 in 2005. The largest decline was in volleyball, followed by baseball, softball, tennis, waterskiing, and picnicking.

Existing Recreation Facilities and Program Opportunities

In combination, the City of Cayce and the Lexington County Recreation and Aging Commission offer a wide variety of recreation programs and facilities for all ages, as shown on Table 20. Many of the preferred recreational outlets and activities identified on Table 19, including walking trails, ball fields, picnicking opportunities, visiting museums, visiting zoos, and attending outdoor sporting events are available within the community and/or the immediate vicinity.

In addition to the parks and facilities listed on Table 20, recreational opportunities and facilities essentially surround the community. Three major County facilities just outside Cayce, but intended primarily for use by all tri-city residents, including Cayce residents, are the Tri-City Leisure Center, Howard Sports Complex, and B Avenue Ball Park, in West Columbia.

The Leisure Center offers a variety of classes, programs and activities, including everything from pre-school to senior citizen programs. Amenities include a gymnasium, wellness center, senior center, multi-purpose rooms, racquetball courts and a walking area. The Howard Sports Complex includes ball fields for organized sports, picnic shelters and a walking trail. The B Avenue Ball Park also has ball fields and support facilities.

The inventory of public recreational facilities and opportunities is complemented by numerous nearby private and commercial recreation resources, both within and in the immediate proximity of the community.

**Table 20
Park and Recreation Facility Inventory, 2009
Cayce Community**

Name	Size (Acreage)	Major Facilities present at Park	Assessment/Planned Improvements
City Parks			
Guignard	8.25	Passive park: walking trail, park furniture	Excellent condition
Glenwood	1.0	Picnic shelter, open-air basketball court, playground equipment	Planned replacement of Basketball Ct., 3 picnic tables, adding 3 BBQ grills and water fountain, and replacing swing
Andrew J Burnette (Lee St.)	0.5	Playground equipment	Planned improvements to add picnic shelter and 2 picnic tables
Newman Boat landing	3.75	Boat ramp	Planned addition benches and picnic tables
Granby Gardens	12.65	Pavilion, playground equipment, landscaped area	Planned improvements: new gazebo, replace playground equipment, add 2 BBQ grills and 8 ceiling fans for pavilion
River walk	51.0	Restroom facilities, park furniture	Excellent condition
Churchill Gardens (planned)	3.5	Undeveloped site	Planned for benches, picnic tables, grills and playground equipment
Total Acreage	80.65		
County Parks			
Cayce Memorial Park (M Avenue)	5.0	Lighted tennis courts (2), baseball fields (2), playground equipment, canteen and restrooms	In need of major renovation; no longer used for organized sports – practice fields
Henry C Moore Park (Dunbar Road)	8.0	Rec. building, gym, meeting rooms; baseball fields (3), soccer fields, tennis courts.	Ball fields used mostly for practice. Tennis Courts to be removed. Consideration by County to clear and rebuild park
Sunnyside	2.0	Playground equipment	Excellent condition
RECO Ball Field	3.0	Softball fields (2), canteen & restrooms	Average condition; located on lease property
Cayce Tennis Complex	18.0	23 Adult and 7 Quick Start Tennis Courts	Planned opening: Spring 2011
Total	36.0		
Grand total	116.65		

Source. City of Cayce, Sanitation and Parks Dept; Lexington County Recreation Commission, 2009.

Assessment

The adequacy of parks and recreation facilities generally is determined by how abundant and accessible they are and how much they are used.

As part of this Plan update, the adequacy of the current inventory of parks and recreation will be revisited using one of the most effective and accepted methods of assessment: that of relating park space to population, and comparing the results to "universal standards of adequacy". Unfortunately however, universal standards do not always reflect local situations alike, and must be modified accordingly. They may however be used as a general gauge for evaluating a system.

The South Carolina Comprehensive Outdoor Recreation Plan (SCORP) includes "universal" space requirements for all types of parks. Of the four basic types generally provided at the local level, the aggregate area per 1,000 population is 13 acres (13:1). Application of this standard ratio to the Cayce community will produce a need for 273 park acres. This includes not only the City of Cayce (population 12,000), but the larger urban area of the Census County Division in which it is located (population 21,000).

Based on the current inventory of parks and facilities (Table 20,pg.87), the Cayce community has a deficit of 40 acres, based on the amount recommended by the National Recreation and Park Association (Table 21,pg.89). But this deficit is misleading when nearby recreation facilities provided by the County for residents of the tri-city area are computed in the equation. Additionally, the number of parks and recreation opportunities available just across the river in Columbia combine to make Cayce one of the few communities in the state to meet or exceed National Recreation and Park Association standards, when accounting for all recreation outlets in the immediate vicinity.

Table 21
Application of National Park Standards To
Cayce Park Inventory

NATIONAL PARK STANDARDS: 13 acres* per 1,000 population

Application of National Standards to Cayce: 12 (pop. 000)

X 13.0 (acres)

Acreage Recommended for Cayce Area = 156

EXISTING PARK ACREAGE CAYCE AREA 116

EXISTING PARK ACREAGE DEFICIT 40

* Note: Includes acreage for all community parks, i.e. Neighborhood 3 to 1, Playfields 3 to 1, Community 2 to 1, and Major Community 5 to 1.

Source: National Recreation and Park Association, Recreation Park and Open Space Standards; Cayce Sanitation and Parks Department; Lexington County Recreation and Aging Commission, 2009.

The City should not rest on its laurels however. When surveying more closely the distribution of Neighborhood parks and Playfields, there appears to be an inequity in the distribution and a need for neighborhood parks in Broad Acres, The Avenues and Edenwood.

Additionally, there is the matter of “condition.” Not all parks are up to standard. Burnette Park, Churchill Park and Newman Boat Landing are scheduled for improvements, pending approval of grants from SC State Parks and Recreation. Also, Lexington County has tentative plans to improve conditions at Henry C. Moore Recreation Complex, starting with the removal of tennis courts in disrepair.

Finally, in the Citizen Survey regarding recreation, a majority of respondents indicated a need for more programs and classes, indicating that current offerings are both insufficient in number and variety.

SANITATION

The Sanitation division of the Sanitation and Parks Department is responsible for garbage, trash and recyclable collection and transfer. To accomplish this task, the Department has a staff complement of 17 sanitation workers, and rolling stock consisting of two garbage trucks, one side loader, two yard trash trucks, two recycling trucks, three front-end loaders, one roll-off truck, five roll-off containers, one leaf truck and one limb grabber. Residents are provided with “roll carts” and recycling bins can be purchased for \$10. Collections are scheduled once a week, twice a week during the summer months. Recycling is encouraged and promoted through the City’s website, E-letters, the Sunrise quarterly news letter and our newcomer packet.

The Department’s vehicles and equipment, as well as vehicles used by other departments, are repaired and maintained by the City’s Garage. Replacement vehicles are purchased as needed, based on serviceability, not a replacement scheduled based on projected vehicle life. This enables the City to maximize investment in its vehicles and equipment by often extending the expected serviceable life, but can create financial planning and budgeting problems, which could jeopardize the procurement of needed replacements.

STORM WATER DRAINAGE

The responsibility for maintaining most storm water drainage channels within the city, existing or to be constructed for the purpose of providing release of excess waters from storm runoff, rests primarily with individual property owners, according to City Ordinance 6-7-82, Section 4, to wit:

“Any person owning or leasing a lot or parcel of land within the corporate limits of the city, which has an existing drainage channel lying within or contiguous to such parcel of land, shall be responsible for carrying out basic maintenance as prescribed and set forth in this article. If more than one abutting property owner is involved, the responsibility shall be held jointly between the owners, or as determined by the administrative official.

For incidental drainage channels, the property owner shall maintain the channel in an attractive manner, including the cutting and removal of grasses, weeds and other brush along the border and otherwise removing excessive debris, sediment and other foreign objects, so as to maintain the proper function of the channel or swale.

It shall be unlawful to place leaves, rocks, sticks, or other extraneous materials in a drainage channel which would in any way obstruct or alter the normal flow of water in that channel.”

Storm water drainage was not carefully designed or well regulated during the development of Cayce’s older neighborhoods and many of the drainage channels have since been obstructed with unlawful materials, creating severe flooding conditions in several areas and neighborhoods. So much so, in fact, storm drainage was identified in the citizen survey as a major issue.

To address this problem the City entered into an intergovernmental agreement with Lexington County 10-23-07, authorizing the County to administer its Storm Water Management Ordinance within the corporate limits of Cayce. This ordinance is intended to control storm water runoff and post-construction storm water management in new development and redevelopment. Prior to this action and ongoing is the City’s participation in the National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Program. This program is designed to address water quality issues in smaller municipalities in South Carolina. The City completed as part of this program in 2004 an Illicit Discharge Detection and Elimination inventory and map, in which all outfalls were identified by location and owner or responsible entity. Approximately one-half were identified as being owned by the SC Department of Transportation and the other half by the City of Cayce.

Unfortunately none of the action to date has resulted in relief from periodic storm water flooding. Part of the problem is in the assignment of responsibility. The City, SC Department of Public Transportation (DOT), and private property owners are all responsible for repair and maintenance of the system, such as it is. There is no single responsible authority, making system improvements difficult at best. Then there is the problem of financing long overdue improvements. Already the City is committed financially to further study and implementation of its NPDES Phase II Storm Water Permit. But until a drainage flow

plan and coordinated approach to system improvements under the leadership of the City are initiated, there will be little relief from periodic storm water flooding in the community's older neighborhoods.

MEDICAL FACILITIES AND SERVICES

The City of Cayce is provided medical service principally from nearby Lexington Medical Center. Proximity to the City of Columbia and its three principal hospitals offer city residents expanded care opportunities and access to a full range of medical services.

Lexington Medical Center is a 384-bed medical complex that anchors a comprehensive, county-wide health care network. That network includes six community medical centers at strategic locations throughout Lexington County, the largest extended care facility in the state, an occupational health center and affiliated physician practices.

The stated mission of the Center is *to provide quality health services that meet the needs of the community, growing as the community grows to serve it in the best way possible*. The Center has a staff of over 4,000 members. The staff includes nurses, physicians from diverse medical and professional disciplines, technicians, therapists, education specialists, and hundreds of dedicated volunteers.

Lexington Medical Center has long been associated with high-quality patient care, featuring high-tech diagnostic and therapeutic tools. It has 21 state-of-the-art, fully equipped operating rooms, plus additional rooms for endoscopy and cystoscopy which allow surgeons to examine the most delicate tissues. In addition, the Center has the most powerful Magnetic Resonance Imaging (MRI) scanner available today, which uses intense magnetic fields to clearly image virtually any part of the body, and Special Procedures Suites to accommodate intricate vascular procedures.

The Center is also the first area hospital to feature midwives and doulas to assist parents during delivery. In addition to a large nursery, it has a Special Care nursery to nurture the most delicate newborns. To ensure continuity in women's care, the Center provides education on a variety of topics

such as menopause and breast cancer. It also offers a complete cardiac rehabilitation program, advanced laboratory services and one of S.C.'s largest emergency departments.

For more than 25 years, Lexington Medical Center has been a leader in health education. Throughout the region, the Center sponsors health fairs, on-site health programs for companies, and trade shows - all emphasizing the importance of early detection when combating illness. Through its Health Directions Program, the Center provides a complete array of health and wellness classes including aerobics, weight management, and healthy cooking, plus ongoing seminars from smoking cessation to menopause. Educational programs such as these are intended to promote healthy lifestyles leading to longer lives.

EDUCATIONAL FACILITIES

Lexington School District 2 serves the City of Cayce and the larger tri-city area. The District has 16 schools, seven of which are located in Cayce, including the District's two high schools: Airport and Brookland Cayce.

Enrollment (135 day membership) at these schools has been relatively stable, declining only slightly between school year 2001-02 and 2007-08. Enrollment at the two high schools has been particularly stable. However, Taylor Elementary, on Anne Street, registered a loss of nearly one-quarter (22 percent) of its students during this period, which may be attributed to the aging neighborhood it primarily serves. The City's other elementary school – Davis – is a technology magnet school for the entire District. The magnet school program is designed to improve student achievement through the integration of technology in the classroom. The school includes a technology lab which provides wireless capabilities and a digital/audio and computerized publicity center. Being a magnet school may account for the stability of its membership, as it, like the two high schools, draws from throughout the District.

Cyril B. Busbee Creative Arts Academy was one of ten schools in the state of South Carolina to be named as an award-winning Exemplary Writing School. However, the overall rating of the middle school was "poor" for the 2008 school year, according to the South Carolina Annual School Report Card. Both of the City's high schools were rated in 2008 by the State as "average", as was Taylor Elementary. Davis

Elementary, on the other hand, was rated “poor”. Overall, these ratings translate into the need for improvements in the community’s educational system.

To address this in part, the School District initiated in 2001 the Freshman Academy Program at Airport and Brookland-Cayce High Schools. The program targets students who have experienced limited academic success. It is designed to address the high failure rate of students in the ninth grade to improve their academic performance so they may be promoted to the 10th grade at the end of the term.

TABLE 21 Cayce School Profiles, Trends				
School	Grades	2001-02 Enrollment	2007-08 Enrollment	Change
Airport High	9-12	1,361	1,366	+5
Brookland-Cayce High	9-12	1,238	1,235	-3
Cyril Busbee Creative Arts Academy - Middle	6-8	377	399	+22
Davis Elementary	K-5	385	392	+7
Taylor Elementary	K-5	431	336	-95
Fulmer Middle	6-8	724	667	-57
Granby Alternative Center	1-12 Adult Ed	137	144	+7
Total	K-12	4,653	4539	-114
Source. SC Department of Education, and School District 2; 2009.				

CONCLUSIONS

From the preceding, it is obvious that the City is not the only community facility provider. It is just as obvious that the City has little if any control over the level or quality of many local services and facilities. It is also obvious that the City is not in a position to plan comprehensively for community facilities and

services. Cooperation and coordination of and among the various facility providers are essential to an effective planning and orderly development process. Project concurrency also is an essential ingredient to an effective planning and development process.

COMMUNITY FACILITIES GOALS (CF) AND POLICIES

Community Facility Goals

CF-1: Coordinate the provision of community facilities to coincide with the projected needs of development.

Policy: Toward this end a policy of concurrency is recommended. Also, impact statements should be required for large scale projects.

CF-2: Facilitate infrastructure needs for new development in a fair and economical manner in relation to existing development and taxpayers.

Action: Study feasibility of initiating “impact fees” to cover the cost of needed infrastructure in support of planned new development.

Utility Goals

CF-3: Maintain Quality Utility Services at Lowest Possible Rates.

Action: Continue to monitor rates and cost of service for efficiency.

Action: Monitor serviceability of utility lines.

CF-4: Meet the Growing Utility Needs of the Community.

Action: Plan for the expansion of utilities based on projected growth and development of the Community.

CF-5: Eliminate Storm Water Flooding.

Action: Commit the City to responsibility for coordinating all storm drainage improvements and maintenance projects, including responsibility for coordinating improvements along DOT streets and highways and illicit discharge points, and inspecting private drainage channels and requiring and assisting property owners to clean and maintain these channels in accord with Section 4 of City Code 6-7-82.

Action: Continue scheduled phase development and implementation of NPDES Storm Water Permit (study). This 3 year program is being developed by MACTEC in conjunction with Lexington County and member cities of a consortium, including the City of Cayce.

Action: Initiate study to document, prioritize and address storm water problems – engage residents in the process.

Action: Expand and equip staff to assume additional responsibility for storm drainage improvements and maintenance once NPDES Storm Water study is complete.

CF-6: Annex outside utility customers into the City.

Policy: Enforcement of the City's policy to require annexation/annexation agreement as a condition to receiving city water and/or sewer service.

Action: Pursue annexation of currently facilitated water and sewer service customers located in unincorporated "donut areas" and outside areas strategically located to form a more logical service delivery area.

Public Safety Goals

CF-7: Maintain Optimum Response to Public Safety Calls.

According to a majority of respondents to the Citizen questionnaire in support of this plan, the public safety Department is doing an excellent job in responding to emergency situations.

Action: Maintain full complement of qualified, crossed trained staff, and vehicle and equipment readiness to continue practice of optimum response.

Action: Improve working conditions at the department by increasing storage, operational work space, and judicial (court) space. The feasibility of completely replacing the Public Safety building should be studied.

CF-8: Ensure citizen readiness to respond to emergency situations.

Action: Educate public on proper response to distress situations and assist in securing individual homes and apartments with fire extinguishers, smoke detectors, carbon monoxide detectors and ready access to emergency assistance.

CF-9: Make Cayce a Safer Community---in the Minds of the People, in the Streets, in the Neighborhoods, During the Day and During the Night.

Action: Reduce the crime rate and fear of crime with increased presence of police in high crime areas.

Action: Maintain a highly visible law enforcement presence on school grounds. This will help secure a safe environment conducive to an educational atmosphere and serve as a means of preventing criminal activity.

CF-10: Improve the City’s ISO rating to Class 3, if economically feasible.

Action: Call for an ISO inspection to determine what needs to be done to improve the City’s fire defenses to Class 3. Estimate cost of improvements based on results of the inspection; evaluate cost and benefits to determine proper course of action.

Parks and Recreation Goals

CF-11 Maintain and Further Develop Quality Recreational Facilities and Promote their use.

Action: Continue to pursue governmental grants for recreational programs and facilities.

Action: Retain and nurture partnerships with non-profit organizations and other governmental entities.

Action: Continually monitor and improve existing facilities as needed, including the addition of shade trees for park playgrounds, where needed.

Action: Add to the community's park inventory by encouraging or requiring land development practices that reserve park space within or close to newly developed sites.

This will ensure that park development keeps pace with residential development. The basis for requiring park and recreation space set asides is found in the following provision of Section 6-29-1120 of the South Carolina Code: "development regulations may provide for the dedication or reservation of land for recreation areas and other public services and facilities".

Action: Extend Riverwalk Park to Congaree Creek Heritage Preserve.

Action: Promote through better signage use of the City's parks.

Action: Work closely with County Recreation Department to better meet the needs of Cayce's residents.

Health Services and Educational Goals

CF-12: Provide Comprehensive Quality Healthcare Services which meet Community and Individual Needs and Expectations.

CF-13: Empower all students to be problem solvers, users of technology, effective communicators, and life long learners in a rapidly changing global community, by providing challenging experiences in a safe, caring, supportive and cooperative environment.

CF-14: Prepare students to contribute as productive and responsible citizens in a global society by ensuring innovative and challenging learning experiences.

CF-15: Provide affordable, quality development child care to ensure that every child is ready to enter the first grade.

CF-16: Provide a state-of-the-art safe and well maintained public school system, and ensure quality and equity in instructional programs.

CF-17: Provide alternative training programs and opportunities for under-skilled persons outside the school system---to provide them with skills to participate in the work force.

CF-18: Assist school district by providing volunteer municipal programs.

PART VI. TRANSPORTATION ELEMENT

Urban development in general and economic development in particular are influenced perhaps more by transportation facilities than any other single element.

The primary mode of transportation in Cayce, like all other communities in South Carolina, is the automobile. Public transportation is available on two fixed-route transit (bus) lines operated by Central Midlands Regional Transit Authority (CMRTA); and cab service is available from several companies operating out of Columbia.

Travel service to places outside the community is available by air from the Columbia Metropolitan Airport, sharing a boundary with Cayce, and by Greyhound Bus lines and Am Track trains across the river in Columbia.

AUTOMOBILE TRANSIT

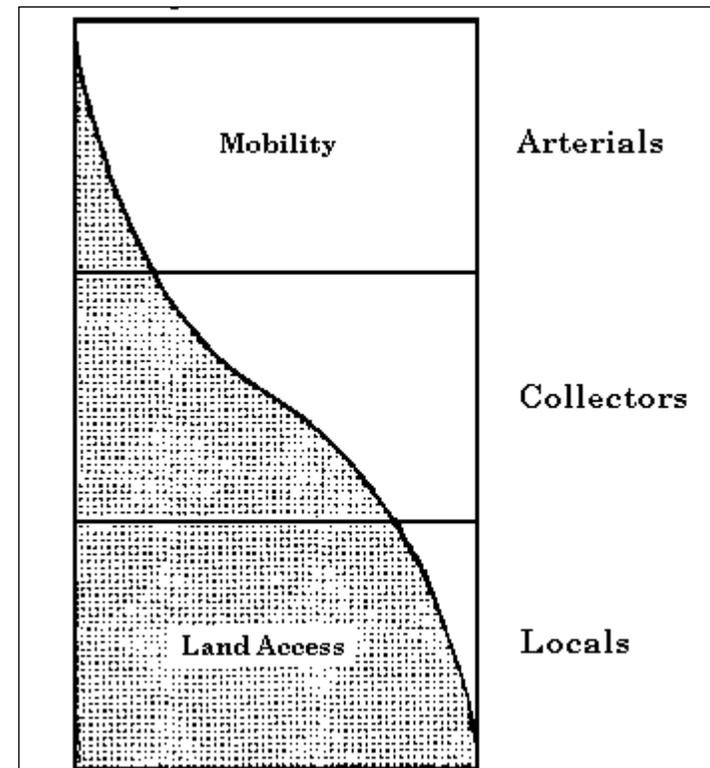
Transportation by automobile is sustained by the local street system. Responsibility for street maintenance is divided among the City, County and the State. Most major streets are on the state system and most subdivision and minor streets are the

Table 26					
Class "C" Average Daily Traffic Volume Limits					
Street Classification	Number Lanes				
	Two	Three	Four	Five	Six
Principal Arterial					
Divided	16,800	19,300	33,600	38,600	50,400
Undivided	14,600	16,800	29,200	33,600	43,800
Minor Arterial					
Divided	12,400	14,300	24,800	28,600	37,200
Undivided	10,800	12,400	21,600	24,800	32,400
Collector					
Divided	9,800	11,300	19,600	22,600	29,400
Undivided	8,600	9,800	17,200	19,600	25,800
For Level "D" Service multiply "C" level limits by 1.15					
For Level "F" Service multiply "C" level limits by 1.35.					
Source. SCDOT, 2006. 100					

responsibility of the City or County. Throughout the State, 65 percent of all streets and roads are on the State system for maintenance. The development and opening of new streets are regulated by the City.

Streets are categorized by SCDOT and the Federal Department of Transportation into a hierarchy of “functional classification.” This system allows for evaluation and analysis of specific street segments within the overall functioning of the street network. Functional classification systems organize roadways based on accessibility and mobility. There is an inverse relationship between accessibility and mobility in transportation planning. At the top of the spectrum, Arterials provide the highest level of mobility due to their high travel speeds. However, these high travel speeds necessitate a restricted system of access points. At the other end of the spectrum, local streets provide the highest level of access to land, with numerous curb cuts and driveways. However, local streets must necessarily limit speed and mobility as a result of increased access.

The capacity of City streets to serve existing and projected development is critical to the planning process. In evaluating that capacity, the South Carolina Department of Transportation (SCDOT) categorizes all roadways on the basis of level of service (LOS). This defines streets and roads in terms of their service characteristics, ranging in levels from A to F. An “A” level of service roadway has free flow conditions with relatively low volumes and little or no delays. The other end of the spectrum is an “F” LOS with stop and go operation and average signal delays greater than one minute.



All streets and roads in the Cayce urban area are designed to provide not less than a “C” level of service. Where traffic volumes exceed this designed service level, improvements are generally scheduled by the State. Typically, streets with an LOS of D, E or F are given top priority for improvements.

Table 27 Traffic Volume Counts, Selected Streets City of Cayce, 2008	
Street	Average Daily Traffic
Knox Abbott Drive	21,700
State Street	8,400
12 th Street	
Knox Abbott to Naples	11,000
Naples to Interstate	9,500
Frink Street	
12 th St. to Charleston Highway	6,300
12 th St. to State St.	5,400
Airport Blvd: Charleston Hwy to I-26	13,700
Charleston Highway	
Knox Abbott to Williams St.	26,800
Williams St. to I-26	13,300
Source. SC Department of Transportation, 2008.	

Among the City’s major streets listed on Table 27, four meet the description of “four-lane undivided major arterial”: Knox Abbott, Charleston Highway, 12th Street, and Airport Boulevard. None of these streets exceeds the Class “C” average daily traffic volume limits established by SCDOT.

As additional development occurs and the use of land intensifies, continuous monitoring will be required to remain alert to the need for street improvements. But much of the need may be anticipated through the local land use planning process, which is an integral part of any street planning exercise.

The Columbia Area Transportation Improvement Program (TIP) includes three projects for the Cayce community in its FY-2006-2012 Study. One project

includes improvements of the Airport Boulevard – I-26 Intersection. The second includes an Airport Connector, directly linking Airport Boulevard with I-26, south of the existing interchange. The third project is for enhancing a small strip of State Street, between Frink Street and Lexington Avenue. It has been completed. No other street improvement or enhancement projects are planned at this time. This does not foreclose the need for improvements, including the need to provide cul-de-sacs for streets in the Broad Acres neighborhood that end without any turning or maneuvering space.

PEDESTRIAN AND BICYCLE TRANSIT

The emphasis on transportation within the community is gradually shifting from sole reliance on the automobile to a more balanced combination of travel modes, including greater use in the future of mass transit, bicycles, and pedestrian walkways. Respondents to the Survey Questionnaire strongly suggested that greater emphasis be placed on pedestrian transit (adding sidewalks) and mass transit (improving the local bus system). Also smaller, more energy efficient automobiles are projected for the future.

Moreover, the Columbia Area Transportation Study (COATS) recommends: (1) emphasizing pedestrian and bicycle features internal to land use developments; (2) raising public awareness campaigns to educate pedestrians and drivers about pedestrian and cyclist rights and responsibilities; and (3) incorporating bicycle/pedestrian needs into the design of future construction and expansion projects.

Biking and walking, as complements to the local vehicular transportation system, provides numerous personal and social benefits, both in terms of a necessary means of travel, and for recreational opportunities. The personal benefits include healthy exercise and savings in transportation costs. Increased walking and biking also reduces vehicle miles traveled for personal automobiles, which reduces traffic congestion and the need for widening roads; this additionally creates less pollution. Pedestrian and bike activity also help support pedestrian oriented mixed-use districts and neighborhood commercial establishments, leading to a more vibrant community and increased quality of life. For some residents, biking or walking is a primary means of transportation, whether out of desire or necessity. And for others, having facilities present for walking, biking, or both adds a quality of life factor that may determine where a person chooses to live and work. The presence of a network of accessible and well-maintained sidewalks and biking facilities has shown to help communities attract new residents. The public input process for this comprehensive plan update showed a citywide desire for more sidewalks and bicycle or multi-use trails, especially for routes that connect to parks, schools, open space, and other cultural amenities.

Safety for pedestrians and cyclists represents a key challenge, given the high volume of traffic passing through the city's street network. If facilities in the form of sidewalks, trails or bike lanes are not provided, then pedestrians and cyclists are forced to try and share busy roads with automobile traffic, which can often be dangerous. It is particularly important to ensure that safe routes to schools and parks are provided with sidewalks, crosswalks, and bicycle lanes.

Renewed interest in pedestrian and bicycle transit stresses the need for transportation enhancements as a means to improve, expand and enhance such facilities in the City. Transportation Enhancements (TEs) are innovative, community-based projects that provide opportunities to expand transportation choices beyond traditional street and highway programs. Such projects enhance one's travel experience by walking, bicycling, taking transit, or simply riding in a car. TE funds are available from SCDOT for retrofitting local streets and roads to accommodate bicycles and pedestrians, protect scenic vistas and the environment. These funds have been used in Cayce to improve sidewalks and streetscape part of State Street, and to expand the Riverwalk Trail. Greater use of these funds is needed to transition most neighborhood collector streets into enhanced multi-modal passageways. Currently, sidewalks are limited principally to arterial streets, and not all of them. Also, there are a few sidewalks extending from local schools, and a few interior streets have sidewalks leading to nowhere and linking nothing, as gaps exist throughout the system.

Future Sidewalk Planning

As part of this plan, a survey of existing sidewalks was conducted. It was determined from the survey that there are many gaps in the city's sidewalk network, and some sidewalks go nowhere. While it is not necessary that there be sidewalks on every street – there are several areas (including industrial areas) where pedestrians simply are unlikely to want to walk. There are numerous areas of the city where there is heavy foot traffic and sidewalks are either non-existent or incomplete. Other areas that lack adequate pedestrian facilities may see an increase in foot traffic if they were provided. Also missing is adequate linkage to schools, parks, Riverwalk trail, and commercial areas. In short, the city has sidewalks, but not a system or network. Connectivity is missing.

To address these inadequacies and provide for a connected network, the following criteria for improving existing or constructing new sidewalks is recommended.

1. Identification of quantifiable need as determined by:

Obvious dirt foot paths,
Existing sidewalk not compliant with Americans with Disabilities Act, and
Evidence of pedestrian fatalities or injuries.

2. Near Schools. Not every school-aged child rides a bus to school. For kids that live near their school and walk to school, they must have a safe place to travel. Areas within $\frac{1}{4}$ mile of schools should be the highest priority for sidewalk improvements – $\frac{1}{4}$ mile is generally estimate as a 5-minute walk, a distance that people will usually choose to walk.

3. Bus Stops. For those who do not own cars or choose to use public transportation, sidewalks leading to bus stops are necessary for safe pedestrian travel.

4. Near Parks. People are likely to walk to parks if they are located within a short walking distance (5-minute walk from a park).

5. Commercial Corridors. Those who do not own cars will walk to commercial areas for their service needs, as well as some who enjoy walking from their home to retail or restaurants, if sidewalks are available. Areas with a lot of foot traffic and inadequate pedestrian walkways should be a high priority for sidewalks.

6. Along Residential Collector Streets. Movement through or to and from most residential neighborhoods is by way of collector streets. These streets carry enough traffic to warrant sidewalks for convenience and safety, and to link the various neighborhoods with the above locations and form an unbroken network of sidewalks throughout the community.

Using the above criteria, a plan for extending existing sidewalks to create a connected sidewalk network linking most educational, social, recreational and commercial generators, and subsequently enhancing pedestrian safety and movement within the City is recommended and shown on the Sidewalk Plan Map. A word of caution, however. Sidewalk construction should be preceded by an impact analysis on the storm drainage system in those parts of the city subject to periodic flooding, so as not to exacerbate flooding.

MASS AND PARA-TRANSIT

Mass transit is provided in Cayce and the Columbia Metropolitan Area by the Columbia Midlands Regional Transit Authority (CMRTA). The CMRTA was formed in 2002. It replaced SCANA as the responsible entity for providing mass transit service to the area.

CMRTA provides fixed-route bus and para-transit services throughout the metropolitan Columbia area. Daily operations are contracted to a private company. The network includes 30 fixed routes, operating in a hub-and-spoke system centered on downtown Columbia. There are two routes in Cayce, one extends through the community to the airport. The other takes a more circuitous route through neighborhoods west of 12th Street.



All routes operate on weekdays, 24 operate on Saturdays, and 14 operate on Sundays. Service is provided 365 days per year, excluding holidays. Both routes terminate in downtown Columbia, at Laurel and Sumter, where transfers are available.

In addition to mass transit, CMRTA provides para-transit service. Dial-A-Ride Transit (DART) is CMRTA's para-transit (demand response transportation) service that is provided to individuals with disabilities who cannot use the fixed-route network. This service is provided to meet the requirements of the Americans with Disabilities Act (ADA). DART provides curb-to-curb, advance reservation, shared ride transportation service. A DART serves customer located within $\frac{3}{4}$ mile of a fixed route, and is available during the same operating hours as fixed-route service. There are no restrictions on the purpose or frequency of trips for DART customers.

CMRTA envisions the role of mass transit to be the travel mode of choice for a broader constituency by the year 2030. In its vision statement CMRTA maintains the system *“will provide a high degree of mobility for a diverse group of travelers. Excellent services will be available to traditional transit user groups, including those too young or old to drive, low income citizens, the disabled and those without access to an automobile. As a result of improvements in the quality, extent and efficiency of transit services, mass transit will also become the travel mode of choice for a broader constituency, including college students, suburban commuters, and families or individuals who choose a less automobile dependent lifestyle...”*

More intensive use of mass transit is conditioned on careful coordination of bus services and land use policies designed to reduce vehicular traffic. Public transit is most feasible in areas of dense development that create enough ridership demand. Strategic land use planning will create a pattern of high density residential, commercial and mixed-use nodes along major transportation corridors that will support transit services. Cayce should pursue Transit Oriented Development regulations for areas in which it wishes to increase density with the purpose of supporting mass transit. This would allow a mix of land use and higher density within walking distances of existing or future transit stops. It would also set requirements for developing pedestrian facilities, such as bus shelters, pedestrian signalization at

intersections, and adequate sidewalks. As currently configured, the existing route alignment is not convenient for many riders, and this likely impacts ridership.

RAIL TRANSIT

Rail service in the Metropolitan Area includes both passenger and freight. Amtrak has a station just across the river from Cayce in downtown Columbia, with daily stops between New York and Florida. CSX Corporation and Norfolk Southern own and operate an extensive rail network through and within the Region, with approximately 308 route miles of railroad lines in the four counties. The lines are predominately single track, with no extended sections of double track. This limits rail line capacity, since trains must wait on sidings to pass each other. The capacity of single track depends on a number of factors including the number of sidings, the mix of trains using a segment, the track grade, curvature, speed limits in effect, and the method of dispatch control.

AIR TRANSIT

The Columbia Metropolitan Airport (CAE) shares boundaries with the City of Cayce. It occupies a 2,600 acre site and contains more than 50 agencies and businesses. Air passenger and cargo service are provided by scheduled airlines, jet freight carriers, two fixed base operators, and various charter flights. Air operations are conducted on an 8,600' x 150' runway and an 8,000' x 150' runway. Annually, the airport serves more than 1.2 million passengers and processes more than 168,000 tons of air cargo. A major terminal renovation was completed in 1997.

The airport was reestablished in 1962 as the Richland-Lexington Airport District. As such, it is a political sub-division of the state of South Carolina. The governing body of the Airport District is the Richland-Lexington Airport Commission, which consists of twelve members. Five members are representative of Richland County and are nominated by the Richland County Legislative Delegation. Five members are representative of Lexington County and are nominated by the Lexington County Legislative Delegation. Two members are representative of the City of Columbia and are nominated by the Columbia City Council. Commission members are appointed for four year terms.

The airport contains a 108-acre foreign-trade zone (FTZ 127), which is an attractive economic development stimulus. A foreign-trade zone is a duty-free, quota-free, secure area in a Customs Port of Entry considered to be outside the U.S. Customs territory. Both domestic and foreign goods can be brought to an FTZ for assembly, manufacture, display, storage or processing without formal Customs entry. Duty payments are not required until the merchandise leaves the zone for domestic consumption. If re-exported, no duty payments are made.

CONCLUSIONS

From the preceding we may conclude:

1. That the city's street network is functioning properly, with no major trouble spots or recorded traffic volumes in excess of what the network is designed to handle;
2. That a network of sidewalks and bicycle paths is sorely lacking, Riverwalk Park notwithstanding. There are far too many gaps in the existing system of sidewalks to form a functioning network – one that links residential areas to educational, recreational, commercial and social generators;
3. That mass (bus) transit, with but two routes, is inconvenient for many if not most riders;
4. That the city's street network needs enhancing and retrofitting to better meet the need for alternatives to gasoline powered automobiles; and
5. That traffic circulation in the Broad Acres neighborhood is restricted by the absence of cul-de-sacs or other means of turning around at the end of many streets.

TRANSPORTATION GOALS (TG) AND POLICIES

New Development

TG-1: Coordinate transportation and land use planning in new developments.

Action: Monitor new development for its impact on the level of service (LOS) of existing streets.

Action: Require Traffic Impact Analysis (TIA) reports for new developments exceeding 175,000 sq. ft. (commercial) or 125 units (residential).

Action: Provide for flexible, negotiated traffic mitigation measures for large new developments that facilitate pedestrian, bicycle and mass transit access.

Action: Support context-sensitive roadway design in order to ensure that transportation facilities are compatible with surrounding neighborhoods and activity centers.

Action: Encourage street connectivity to enhance traffic flow.

Action: Encourage the use of “neo-traditional” design standards, featuring grid-like street patterns and sidewalks. Discourage use of one-way-in and one-way-out cul-de-sac development, except where dictated by geographic conditions or safety concerns.

Action: Discourage cul-de-sac and dead-end streets in new developments where natural features do not prevent street connectivity.

Action: Require large new residential subdivisions to provide multiple entrances and exit points.

Action: Limit the number of curb cuts and driveways allowed for development along major roadways.

Existing Streets

TG-2: Improve circulation, condition and safety of existing street system.

Action: Continually monitor street system to ensure that it is functioning properly.

Action: Take corrective action to maintain and/or improve the existing street system. To this end, the City may have to assume greater involvement in the maintenance of local streets, not in the state highway maintenance program.

Action: Provide cul-de-sacs or other appropriate turning configurations on all existing dead-end streets.

Walking and Bicycling

The Central Midlands Regional Vision Statement and Goals contained in the Columbia Area Transportation Study are herein restated and included as part of this Plan, as follows.

Vision Statement. *The Central Midlands region (Cayce) will be a place where people choose to make walking and/or bicycling a part of their everyday lives. Residents and visitors will walk and ride with confidence, safety, and security, as bicycling and walking become a routine part of our transportation system.*

TG-3: Goals of the plan include the following.

1. To provide a safe, efficient, and accessible transportation system to all residents and visitors, which allows them to walk and bicycle alongside other modes with independence and comfort.

- 2. To foster bicycle and pedestrian access and mobility in all transportation and development projects at local, regional, and state levels of government and in all project phases, including planning, design, construction, and maintenance.**
- 3. To support and encourage the integration of transportation and land use decisions that result in the promotion of development patterns that allow bicycling and walking to be viable, everyday modes of travel.**
- 4. To support and enhance healthy lifestyles and good stewardship of the environment by providing safe and convenient opportunities for bicycle and pedestrian travel, thereby increasing active living, while reducing auto emissions and fuel usage.**
- 5. To identify opportunities, funding sources, and responsible public and private agencies/entities at the local, regional, and state levels so that bicycle and pedestrian projects and programs can be implemented.**

Policy. Expand the city's system of sidewalks and bike lanes.

Action: Link Riverwalk Park with sidewalk network in the City and eventually extend network to include the trail at the Congaree Creek Heritage Preserve.

Action: Provide annual budgeting to go towards sidewalk and trail development and local matches for regional, state and federal trail grants.

Action: Implement sidewalk plan along the following streets using the following construction priority list recommended by the Planning Commission and Ad Hoc Committee:

1. **Naples St.**, from State St. to Lorick St. (approved for funding by SCDOT)
2. **Frink St.**, from Haynes Lane to Taylor St. (approved for funding by SCDOT)

3. **Axtel St.**, full distance
4. **12th St.**, Knox Abbott to Evergreen
5. **Lafayette Avenue**, from Charleston Highway to State St.
6. **Julius Felder St.**, from Charlotte Avenue to Taylor Road
7. **Taylor Road**, from Frink St. to Julius Felder St.
8. **Frink St.**, remainder of street without sidewalks (see Map)
9. **North Eden Drive**, from existing sidewalk to Charleston Highway
10. **Dunbar Road**, from Wilkinson St. to Reco Ball Field
11. **Holland Avenue**, between 10th and 11th Streets
12. **9th St.**, from Lafayette Ave. to Knox Abbott Drive
13. **Wilkinson St.**, from Dunbar to Poplar St.

Action. Reconstruct and/or improve existing sidewalks in disrepair and/or not compliant with the Americans Disabilities Act along the following streets, using the following priority schedule.

1. **Dunbar Road**, from Morlaine St. to Wilkinson St.
2. **Knox Abbott**, prioritize selected sections
3. **Other Streets** – maintain, monitor and prioritize for improvements, as needed.

PART VII. ECONOMIC ELEMENT

This element of the Plan focuses on internal as well as external forces and conditions that shape the City's economy, and are responsible for the standard of living of its inhabitants.

The local economy is not confined to the City limits. It is shaped to a large extent by what is happening in the County, the region, the State, and internationally. Therefore, this element looks beyond the City when assessing economic conditions, constraints and capabilities.

EMPLOYMENT AND LABOR FORCE

Lexington County's civilian labor force, which includes the City of Cayce (not seasonally adjusted), grew from 117,950 in 2000 to 133,280 by 2008. Unfortunately, this 13 percent increase did not translate into 13 percent more jobs, as the labor market was unable to fully absorb the increase. Unemployment grew during this period by 85 percent, from 2.7 to 5 percent.

Table 28 Annual Labor Force Trends Lexington County			
Year	Labor Force	Employment	Unemployment Rate
2008	133,280	126,655	5.0
2006	131,161	125,113	4.6
2004	124,748	118,660	4.9
2002	117,720	113,090	3.9
2000	117,950	114,810	2.7
Source. SC Employment Security Commission. Not seasonally adjusted.			

The larger Columbia metro labor market, of which Cayce is also a part, increased to 374,454 in December 2008. This increase was accompanied by an increase in the unemployment rate to 7.6 percent (seasonally adjusted) compared with 6.5 percent in Lexington County.

Failure of the local economy to absorb growth of the labor market coupled with job losses, and the subsequent increase in unemployment has led in part to the enactment of the American Recovery and Reinvestment Act of 2009 (Stimulus Plan), which is designed among other things to create more jobs and lower the unemployment rate.

Major employment sectors in the Cayce labor market include Manufacturing, Retail Trade, Finance and Insurance, Services and Professional. The contribution of each of these sectors, as well as others, to the local job market and economy is illustrated on Table 29. The table shows the impact of the Service industry on the local economy, which has been dubbed the major growth industry in the State and appears to be no less significant in Cayce.

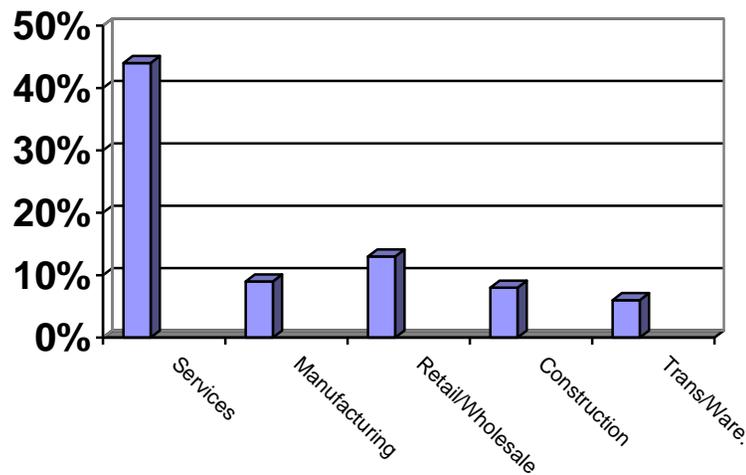
Table 29 Employment By Industry Sector City of Cayce, 2000					
NAICS Code	Industry Description	Number # Employed	Percent		
			Total	Male	Female
23	Construction	444	7.7	85.0	15.0
31-33	Manufacturing	519	9.0	78.0	22.0
42	Wholesale Trade	231	4.0	75.0	25.0
44-45	Retail Trade	731	12.7	45.0	55.0
48-49	Transportation/warehousing	320	5.5	67.0	33.0
51	Information	167	2.9	65.0	35.0
52	Finance/Insurance	478	8.3	45.0	55.0
54	Professional/Scientific etc.	533	9.2	49.0	51.0
61	Education/Health/Social Service	1,106	19.2	18.0	82.0
71-72	Art/Entertainment/Accommodation/Food Service/Recreation	541	9.4	49.0	51.0
81	Other Services	266	4.6	53.0	47.0
92	Public Administration	431	7.5	49.0	51.0
Source. U.S. Census Bureau, American Fact Finder, 2000.					

The Service industry is broad in scope and by far the largest employer in the community. It includes education, health and social services, which make up the largest sub-segment at 19.2 percent, followed by Art/Entertainment (9.4 percent), professional and scientific (9.2 percent), finance/insurance (8.3 percent), public administration (7.5 percent), information (2.9 percent) and other miscellaneous and lesser represented services (4.6 percent).

Manufacturing continues to be a major economic force in Cayce, ranked sixth (9 percent) among the 12 major sectors and accounts for nearly one in every 10 jobs. Retail and Wholesale trade jobs also

contribute substantially to the local economy, accounting for 16.7 percent of all jobs. Construction accounts for 7.7 percent and Transportation/warehousing accounts for 5.5 percent of the work force.

**CHART 6
MAJOR EMPLOYMENT SECTORS, CITY OF CAYCE,
2000**



jobs. Males, on the other hand, are more commonly employed in farming, production, maintenance and construction occupations.

EMPLOYMENT CHARACTERISTICS

Statistically, and for analytical purposes, economic data are divided into two sectors: manufacturing and non-manufacturing. A discussion of each follows.

Females comprise 49 percent of persons 16 and over in the City's labor force. Over one half of all women (56 percent) are actually in the labor force.

A closer look at the make-up of the City's labor force (16 years and older) shows females dominating employment in the fields of education, health and social services, and comprising the majority of jobs in retail trade, finance, insurance, real estate, professional and scientific, arts, entertainment and food service, and public administration. Females also account for a majority of the labor force in management, professional and related occupations, service, sales and office

Manufacturing Sector

Since the industrialization of the South, manufacturing has driven the local economy, previously in the form of textiles. Neither textiles in particular nor manufacturing in general dominate the local economy as they once did. However, manufacturing remains important to the economic well being of the community. To illustrate the importance, studies have shown that the creation of 100 new manufacturing jobs can have the following impact on the local economy.

- Create 68 new non-manufacturing jobs,
- add one (1) retail establishment,
- add to bank deposits,
- add to retail sales, and
- add to personal income.

Additionally, 100 new manufacturing jobs will produce about 67 new families and add approximately 350 people and 80 school children.

Manufacturing jobs have declined statewide despite intensive recruitment efforts by the state. From 27 percent of all non-farm jobs in 1986, manufacturing jobs dropped to just 12 percent across the State in 2008. For the same period, manufacturing jobs made up 8.4 of all non-farm jobs in the Columbia MSA labor market and 8.9 percent of the Cayce labor market.

There have been no new industrial plants to locate in the Cayce community since 2000, but SCANA is in the process of relocating its primary operations from Columbia to the 12th Extension and I-77 interchange. This will add substantially to the development of 12th Street Extension as an “Industrial Corridor”.

Table 30
Profile Cayce Industrial Plants

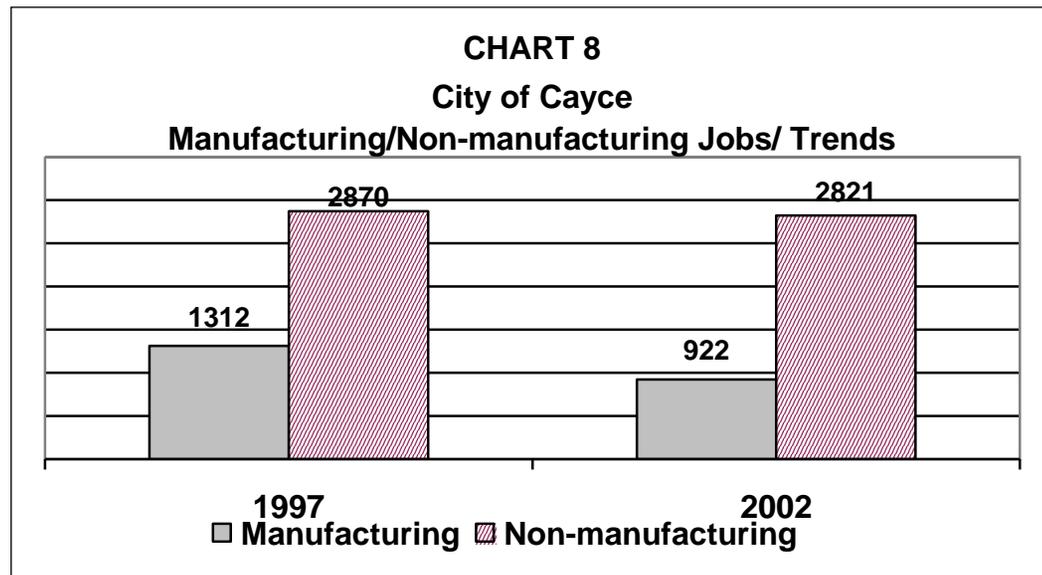
Name	NAICS	Established	Employees	Location
American Investors, LLC	3241	1999	100	1839 Dunbar Rd.
Aqua Seal Manufacturing	3241	1992	48	1144 Walter Price St.
CMS Business Forms	3231	1984	7	918 Holland Ave.
Carolina Lantern Inc.	3351	1992	30	903 Poplar St.
Carolina Letterpress Inc.	3231	1990	6	1817 Middle St.
Carolina Recycling Group	3313	1968	15	2330 Foreman St.
Cayce Welding & Ornamental	8113	1957	2	938 Holland Ave.
Dawson Specialty LLC	3323	1981	6	10 Millen St.
Interstate Brands Corp.	3118	NA	13	1923 Edmund Rd.
Javelyn Manufacturing	3152	1984	5	903 Poplar St.
Krispy Kreme Donut Corp.	3118	1992	42	1200 Knox Abbott Drive
Magnum Publications LLC	5111	1986	25	530 Knox Abbott Drive
Martin Marietta Materials	2123	1894	42	2125 State St.
Mobile Mini Inc.	3372	NA	10	1139 Walter Price St.
Commercial Metal Corporation	3241	1962	400	310 New State Road
Ronnie Brazell	3221	1985	2	202 Moss Creek Drive
Rose's Quality Paints	3255	1973	20	901 Frink St.
Signs By Tomorrow	3399	1988	2	1900 State St.
Sloan Construction	3241	1968	3	600 Taylor St.
RECO	3323	1935	NA	1839 Old Dunbar Rd.
Tube City LLC	2123	NA	43	310 New State Rd.
WC Manufacturing	3362	1954	55	2028 Charleston Hwy.
Wilbert Columbia Vault Co.	3279	1941	30	1741 Airport Blvd.
Source. 2007 Harris South Carolina Manufacturers Directory, SC Chamber of Commerce.				

While new industrial development has been relatively dormant since the turn of the Century, the community has been successful in retaining most of its more entrenched industries, some dating to establishment as early as 1941. The community's largest industries, in terms of employment, include Owens Electric Steel, SMI Joist Company and American Investors. The list of major industrial employers will soon be joined by SCANA.

Although not all of the industries listed on Table 30 are located in the City of Cayce, the contribution of these manufacturers and others to the City's economy is considerable. Local industries contribute directly through municipal utility revenues and indirectly with jobs and incomes.

Non-manufacturing Sector

Evolution of the national, state and local economies has been dominated by growth in the non-manufacturing sector. Growth in this sector has accounted for most new jobs at the State and National levels. In Cayce, there were job loses in both sections from 1997 to 2002. But non-manufacturing jobs still increased in relation to manufacturing jobs, climbing from 75 to 79 percent of all jobs locally. Manufacturing jobs declined by 42 percent, while non-manufacturing jobs went from 2,870 to 2,821, declining by only two percent.



Other noteworthy changes in the local economy include small increases in the number of professional, technical, administrative, health care, art, entertainment, food service and other service establishments. Unfortunately the growth of these establishments was not enough to offset the loss of manufacturing, wholesale, and retail establishments.

**Table 31
Economic Sector Trends
City of Cayce, 1997-2002**

NAICS Code	Industry Description	1997			2002		
		Number Establishments	Number Employees	Annual Payroll (\$1,000)	Number Establishments	Number Employees	Annual Payroll (\$1,000)
31-33	Manufacturing	26	1,312	35,867	15	922	34,909
42	Wholesale Trade	21	589	18,915	19	219	9,298
44-45	Retail Trade	62	847	14,223	47	614	14,975
51	Information	NA	NA	NA	9	154	4,914
53	Real Estate/leasing	14	40	814	13	35	912
54	Professional/Technical	18	161	4,402	27	169	7,407
56	Admin./Remediation	11	358	3,584	13	324	5,040
62	Health Care/Social Ser.	16	138	2,821	19	201	4,782
71	Arts/Ent./ Recreation	3	33	479	5	NA	NA
72	Accommodation/Food Ser.	38	855	6,274	42	882	8,442
81	Other Services	24	266	3,537	28	212	6,127
	Total	233	4,599	90,916	237	3,743	96,806

Source. U.S. Census Bureau, American Fact Finder, Selected years.

That the County's job market is becoming increasingly service oriented is not surprising. The service industry has become the driving force of South Carolina's economy. In fact, the service industry is projected by the S.C. Employment Security Commission to provide one of every two new jobs in the state. This projection likely will apply to Lexington County and Cayce as well, based on local development trends. The service sector is involved in one way or another in all aspects of business,

including legal services, lodging, childcare services, education, health care and most business services in support of other industries in one way or another.

Thirty-one of the “Big 50” (largest employers in the State) are non-manufacturing, including five located in the Columbia labor market: Palmetto Health, BlueCross-Blue Shield, Lexington County Health Services, BB&T, and First Citizens Bank Corporation.

WORKER COMMUTING PATTERNS

Lexington County exports more labor than it imports. Approximately 44 percent of the County’s workforce commutes outside the County for employment, the vast majority (88 percent), as expected, to Richland County. The county is also the recipient of a large influx of workers from Richland County. In fact, 65 percent of labor in-commuting to the County is from Richland County. The worker exchange with all other nearby counties is heavily weighted toward Lexington.

The imbalance with Richland County is due primarily to Columbia’s historical position as the State Capitol, and growth emanating there from. Also, the presence of the University of South Carolina and Fort Jackson, and jobs at four of the five “Big 50” non-manufacturing industries located in Richland County help create the imbalance of worker exchanges.

TABLE 32 WORKER COMMUTING PATTERNS, LEXINGTON COUNTY			
County of Residence	In-commuting From	Out-commuting To	Net Exchange
Richland	18,860	44,237	-25,377
Saluda	1,591	218	+1,373
Aiken	1,428	613	+815
Newberry	1,386	606	+780
Orangeburg	1,110	520	+590
Calhoun	1,001	233	+768
All Other Places	3,443	3,834	-391
Total	28,819	50,261	-21,442

Source. Worker Commuting Patterns, SC Employment Security Commission, 2008.

Worker exchanges with other nearby counties are indicative of the County's growing industrial position in the region. Its position has been aided over time by its central location and enhanced access via interstates 26 and 77, and bridge construction better linking it to Columbia and Richland County. Worker exchange through commuting produces a net in-migration of 4,106 workers from all other places.

Commuting patterns reveal a shift in the county's position from a former "Bedroom County" in the larger Columbia Metropolitan Area to an integral and equal partner in the economic complex that is the Columbia Metropolitan Area.

EMPLOYMENT OPPORTUNITIES/PROJECTIONS

According to the Employment Security Commission, future job creation will come principally from the service sector, followed by the wholesale and retail sectors, as shown on Table 33. Government jobs, construction, transportation and public utilities also are projected to add to the job market.

The County also may benefit from job creation in the agricultural services sector, which is projected to add nearly 5,000 jobs statewide by 2010. No additional jobs are projected for the manufacturing sector. Instead, projections show further reductions in this sector.

The County is projected by the South Carolina Department of Commerce to create a higher percentage of jobs in the future than the state as a whole in all but a handful of occupations, as shown by Table 34. This is an encouraging economic development forecast, not only for the County, but the City of Cayce as well.

Table 33
Projected job Growth, By Industry

Industry Title	2000		2010		Change	
	Base Employment	Percent Employed	Projected Employment	Percent Employed	Employment	Percent
Total, All Industries	1,968,330	100.00	2,267,870	100.00	299,540	15.2
Agricultural Services	12,590	0.64	17,460	0.77	4,870	38.7
Mining	1,830	0.09	1,820	0.08	(10)	-0.5
Construction	113,060	5.74	126,940	5.60	13,880	12.3
Manufacturing	345,140	17.53	336,520	14.84	(8,620)	(2.5)
Transportation and Public Utilities	101,870	5.18	119,840	5.28	17,970	17.6
Wholesale and Retail Trade	440,480	22.38	496,630	21.90	56,150	12.7
Finance, Insurance and Real Estate	79,450	4.04	87,680	3.87	8,230	10.4
Services	731,580	37.17	910,240	40.14	178,660	24.4
Government	131,130	6.66	141,790	6.25	10,660	8.1
Source. SC Employment Security Commission.						

Table 34
Projected Job Growth, By Occupation, 2007-2016

Occupation	Lexington County (%)	South Carolina (%)
Management occupations	21	17
Business and financial operations occupations	22	22
Computer and mathematical science occupations	29	23
Architecture and engineering occupations	16	15
Life, physical and social science occupations	21	15
Community and social services occupations	23	15
Legal occupations	28	21
Education, training and library occupations	21	16
Arts, design, entertainment, sports and media occupations	22	17
Healthcare practitioners and technical occupations	30	24
Healthcare support occupations	35	25
Protective service occupations	14	18
Food preparation and serving related occupations	15	13
Building and grounds cleaning and maintenance occupations	26	23
Personal care and service occupations	15	7
Sales and related occupations	26	19
Office and administrative support occupations	15	13
Farming, fishing and forestry occupations	14	16
Construction and extraction occupations	18	19
Installation, maintenance and repair occupations	16	17
Production occupations	5	10
Transportation and material moving occupations	10	11
Source. SC Department of Commerce, <u>Labor Market Analysis Lexington County, 2009</u>		

CONCLUSIONS

From the preceding, we know that:

- (1) The local economic base is changing, with manufacturing jobs declining, and service jobs generally on the increase;
- (2) Job creation since 2000 has not kept pace with growth of the local labor market, resulting in higher unemployment and job losses, accelerated by the economic downturn of 2008-09;
- (3) The number of retail and wholesale jobs and establishments declined between 2000 and 2002, and likely will continue to decline until the National economic crisis of 2008-09 is remedied and;
- (4) The future job market is heavily oriented toward service and retail occupations, the current economic downturn notwithstanding.

ECONOMIC GOALS (EG) AND POLICIES

EG-1: Develop and maintain a balanced economy of sufficient size and strength to ensure a sustainable quality of life.

Realization of this goal starts with retaining the communities existing industries and businesses.

Policy: Provide technical and financial assistance to existing industries and businesses, where needed, to help survive present economic conditions and adapt to a changing world economy.

Policy: Encourage the provision of quality child care service for low-to-moderate income workers. Promote provision of on-site child care by employers to aid employers.

EG-2: Attract new business and industry to Cayce, with emphasis on manufacturing jobs.

The significance of manufacturing jobs is in the multiplier effect on non-manufacturing jobs, retail sales and establishments, bank deposits, and higher wages.

It is undeniable that like uses (manufacturing) attract like uses (manufacturing). The City's existing manufacturing base centered on 12th Street Extension and its position at the intersection of I-26 and I-77 should aid in attracting additional manufacturing companies, provided the proper emphasis is placed on recruiting and accommodating such development.

Policy: Coordinate economic development activities with infrastructure and service providers, and community plans.

Policy: Foster an entrepreneurial environment that encourages economic development.

- Action:**
1. Create new marketing tools, including CD presentations, showing the movement of better paying jobs and higher quality life conditions within the community.
 2. Provide business incentives to attract desired industries.
 3. Craft and maintain zoning regulations designed to sustain and enhance existing business and industrial uses and identify and protect areas suitable for new and expanded business and industry from encroachment by interim land uses which would detract from, would be incompatible with, or would preclude their future industrial or business utility.
 4. Recycle Race Track for major outdoor shows and exhibits.

Policy: Promote the development of planned industrial parks.

Action: Continue to support and cooperate with the Greater Columbia Chamber of Commerce, West Metro Chamber of Commerce, the South Carolina Chamber of Commerce, the South Carolina Department of Commerce, Lexington County Economic Development Office and other regional business organizations engaged in economic development and recruitment.

Action: Assist Economic Development Agencies by Prioritizing Community Industrial Recruitment Objectives.

Setting priorities locally is critical to succeeding in the recruitment of preferred and compatible industry. The South Carolina Department of Commerce is the lead state agency for industrial recruitment, development and maintenance. The Central South Carolina Alliance is the regional conduit and the Lexington County Industrial Development Office is the local point agency for these duties.

In their combined approach to economic development in general and the above goal in particular, it is recommended that their focus be on recruitment of industries for the Cayce Community that are (1) environmentally sound, and (2) pay high wages.

Industry meeting these criteria would be a welcome addition to almost any community. Higher paying industries equate to higher standards of living. Environmentally sound industry generally is compatible with its surroundings and therefore unopposed by environmental groups. But what kinds of industries meet these criteria?

High Paying Industries

Technology industries, emphasizing research and development (R&D), generally meet this criterion. In fact, the South Carolina Department of Commerce has assembled a list of technology industries based

on their growth potential and above average wage scales. Included in this list are the following:

SIC	INDUSTRIAL CLASSIFICATION
281	Industrial Inorganic Chemicals
282	Plastics materials and synthetic resins, synthetic rubber, cellulosic and other manmade fibers, except glass
283	Drugs
284	Soap, Detergents and Cleaning Preparations, Perfumes, Cosmetics and other Toilet Preparations
285	Paints, Varnishes, Lacquers, Enamels and Allied Products
286	Industrial Organic Chemicals
287	Agricultural Chemicals
289	Miscellaneous Chemical Products
348	Ordinance and Accessories except Vehicles and Guided Missiles
351	Engines and Turbines
353	Construction, Mining and Materials Handling Machinery
355	Special Industry Machinery, except Metalworking Machinery
356	General Industrial Machinery and Equipment
357	Computer and Office Equipment
359	Miscellaneous Industrial and Commercial Machinery & Equipment
361	Electric Transmission and Distribution Equipment
362	Electrical Industrial Apparatus
365	Household Audio and Video Equipment and Audio Recordings
366	Communication Equipment
367	Electronic Components and Accessories
369	Miscellaneous Electrical Machinery, Equipment & Supplies
371	Motor Vehicles and Motor Vehicle Equipment

372	Aircraft and Parts
376	Guided Missiles and Space Vehicles and Parts
379	Miscellaneous Transportation Equipment
381	Search, Detection, Navigation, Guidance, Aeronautical and Nautical Systems
382	Laboratory Apparatus and Analytical, Optical, Measuring and Controlling Instruments
384	Surgical, Medical and Dental Instruments and Supplies
385	Ophthalmic Goods
386	Photographic Equipment and Supplies
387	Watches, Clocks, Clockwork Operated Devices and Parts
737	Computer Programming and Related
739	Commercial research and laboratories
891	Engineering services

That these industries are relatively high paying, job security and income are rarely employment issues. As a result, union membership is low to nonexistent in most workplaces.

Environmentally Sound Industries

This is an area in which the community must be very careful. Air quality standards enacted in 1999 limit ozone, an ingredient of smog, to 0.08 parts per million compared with the current standard of 0.12 parts per million. States and counties that do not meet the standards will have to implement rules to improve air quality or face losing federal funds.

In addition to being mindful of industries impacting the state's guidelines for air emissions, industrial recruiters should closely scrutinize chemical industries-SIC 28-and primary metal industries-SIC 33. While it is unfair to categorically define industries on the basis of their environmental relationships, the inherent production process of many of these industries is such that the potential exist for environmental conflict. However, the real gauge here should not be industrial classification, but the track record and history of a given industry, particularly small chemical mixing plants and industries impacting air quality.

Action: Assist with Development of Local Marketing Plans and Strategies.

Following is a two point program designed to aid in the recruitment and/or expansion of industry and business in the Cayce Community.

Product Development: Direct economic efforts to improving the City's weaknesses and maintaining its strengths.

Marketing Materials: Create or modify specific marketing collateral pieces such as proposal presentations, brochures, CDs, multi-media presentations, advertising copy, etc.

EG-3: Strengthen the Business Climate and Enhance Aesthetics of Knox Abbott Drive.

There have been a number of recommendations and efforts in the past to enhance the economic viability and aesthetics of Knox Abbott Drive. And conditions generally have improved, particularly of late with the application and enforcement of rigid sign regulations. But much remains to be done to improve the aesthetics, increase the drawing power, and intensify the development of the City's prime "commercial corridor" and primary entrance.

Action: Prepare Streetscaping Plan, to include placing utility lines underground, tree planting, highlighted crosswalks, decorative signage and more. Refer to City's Master Plan Charrette for details

Action: Prepare a marketing strategy, based on market survey results contained in the city's Master Plan Charrette (May, 2009), to help attract new businesses. It will take more than physical improvements to fully realize the potential economic contribution of Knox Abbott Drive.

EG-4: Create New Economic Markets to Cash in on South Carolina's Emerging Recreation-Retirement Image.

Action: Expand local economic development efforts to include tourist and retiree markets. The state has placed great emphasis on promoting South Carolina as a tourist destination and retirement place. With so much free advertising by the state, it should be relatively economical for the City to cash in on these initiatives and enjoy the benefits of an even broader based economy.

Action: Develop a more aggressive tourism and retirement promotion program, together with educational programs for individuals involved in tourism, and the integration of infrastructure development in support of tourism including historic lodging facilities, specialty restaurants, etc.

PART VIII. LAND USE ELEMENT

In many respects, the Land Use Element of the Comprehensive Plan is the cumulative product of the preceding seven elements, as it is based in part on information developed in each. For organizational purposes this Element is divided into five components:

**An Existing Land Use Component,
An Issues Component,
A Goals and Policies Component,
A Plan Map Component, and
A Compliance Index Component.**

The **Existing Land Use Component** provides the background and physical base upon which the Plan is predicated. After all, we are not starting from scratch. We are starting with a “built environment”. It is critical to the planning process to survey, inventory and evaluate the existing use of land as a starting point. From the survey and analysis of existing land use, the land use **Issues Component** is developed. It identifies problems and issues which should be addressed by the Plan. The **Goals and Policies Component** provides direction and articulates a guide to future development. The **Plan Map Component** establishes and illustrates geographic goals and objectives designed to accomplish a planned physical order of the community. And the **Compliance Index Component** provides instructions on the use of the Plan as it relates to zoning, proposed zoning amendments and development proposals. It is designed to ensure plan compliance as a condition to proposed zoning and development changes.

EXISTING LAND USE COMPONENT

In order to plan for the future, we need to understand the past and the existing use of land produced by it. This will help determine future expectations and the degree of departure, if any, from established patterns of growth and intensity which may be applied in planning future development.

1999 Assessment of Existing Land Use

The 1999 Comprehensive Plan described the status of Existing Land Use at that time as follows.

“The existing land use indicates a pattern of typical auto-oriented suburban development. Major traffic arteries, particularly Knox Abbott Drive and Airport Blvd. /Edmund Road, are lined with individual stores, restaurants, and typical grocery store anchored shopping centers. Residential uses, while adequately protected from major traffic intrusions, are still subject to the negative effects of nearby commercial and industrial uses. Manufactured homes, while generally concentrated in the two existing manufactured home parks, can also be found intermingled with single family structures in certain parts of the City. Mobile homes are no longer permitted in areas other than manufactured home parks. Industrial uses, which are basically concentrated along the rail lines in the central portion of the City and near the Southeastern Beltway interchange south of the City, can be found scattered in residential areas, particularly in older portions of the City.

Overall, the City suffers from all too frequent incompatible placements of uses and too heavy a pattern of strip commercial development. There is also the absence of a central-city area or downtown to be defined as the “heart” of the City. Meanwhile, land is available for new development and redevelopment, with major highway improvements and the river serving as stimuli for future land use”.

2009 Survey and Assessment of Existing Land Use

What has changed, if anything, since the 1999 land use assessment? To answer this question, the community was resurveyed and existing land use and land use patterns and conditions reassessed as part of the 2009 Comprehensive Plan Update.

From the survey, it is apparent that much of the City's developable land west of the Congaree is essentially built-out, with few developable vacant tracts and lots remaining. Through annexation in recent years the City has added large undeveloped acreage, but because of the potential to flood and the presence of wetlands, many of these tracts have only limited development potential.

Overall, land use patterns have remained essentially unchanged since 1999. However, there have been changes to the boundaries of the City and in some areas of the City. Mixed use development is evident in a few areas of the community, but is not widespread. Most mixed use areas were developed prior to zoning.

Existing Commercial Land Use

Strip commercial development still lines Knox Abbott, Airport Boulevard and the Charleston Highway. It is also scattered along parts of Frink Street, and clustered at the end of State Street, site of a streetscaping project to improve the aesthetics and drawing power of the area. It achieved the first objective – improving aesthetics – but has yet to stimulate new commercial activity. Still, the unique historical ambience of the area may in time result in renewed commercial vitality. More recently, commercial development of the old Guignard Brickworks site, at the entrance to the City from Columbia, is taking shape. It could spur redevelopment of the property across Knox Abbott and in combination produce the making of a “city center” with major drawing power.

New commercial development -Three Fountains – is also located in the far reaches of the City, at the intersection of Platt Springs Road and Emanuel Church Road, and contiguous to the Airport on Lexington Drive.

For the most part, the City's commercial establishments are stripped along its major arterial streets. As a result they have little if any cumulative drawing power. Even its shopping centers fail in this regard, as none contains combinations of stores that together increase the drawing power of the whole. The closest

thing the city has to a cumulative drawing combination is Knox Abbott Drive with its multiple eating establishments.

Commercial development has remained relatively contained in established and zoned commercial areas, showing no signs of commercial encroachment into established residential areas over what had occurred earlier, prior the 1999 Plan.

Existing Residential Land Use

Residential development is contained in pockets throughout the City – some large, some small, some old, some new. Most single-family neighborhoods, while bordering on commercial or industrial uses or zones, are sufficiently insulated from the adverse impact of such uses. Each is associated with an element of tranquility, removed from the noisy, high volume peripheral street system. But internal pedestrian movement to schools, parks and outside commercial uses is hampered by the absence of sidewalks, or a sidewalk network in most neighborhoods. A noted exception is the newly developed Hunters Mill subdivision on Emanuel Church road, with extensive sidewalks throughout. Also street conditions are in disrepair in some neighborhoods where responsibility for maintenance is unclear.

Housing conditions vary throughout the city, but the vast majority (56%, Table 16) is structurally sound and without need of rehabilitation. However, 13.4 percent of the city's housing stock is in need of moderate to major rehabilitation. The majority of this housing may be found in the area behind City Hall complex on Poplar, Hart, Hopkins, Middle, Park and Pond Streets, and in a corner of the Broad Acres neighborhood, on Tree and Peach Streets.

Storm drainage is a problem in several residential areas, based on water ponding and the absence of storm drainage systems, as indicated earlier, and echoed by Members of the Ad Hoc committee.

Multi-family projects generally are located on the periphery of established single-family neighborhoods. Also most areas zoned for multi-family use are found on the edge of single-family neighborhoods. Most of these zoned areas do not contain multi-family uses however, but are occupied instead by small lot

single-family homes previously judged to be acceptable areas for future high density multi-family development. The problem with this future development scenario is in property assemblage, making these locations, with few exceptions, unattainable for multi-family development. Two noted exceptions are: (1) a large undeveloped tract next to Moss Creek subdivision, and (2) a smaller tract on Taylor Street next to the railroad.

Mobile homes are restricted to mobile home parks in the City. There are two. Mobile home parks are permitted only in the RG-2 Zone, subject to approval as Special Exceptions by the Zoning Board of Appeals. The potential for future mobile home parks is limited not only by the above constraints to multi-family development in currently zoned RG-2 Districts, but also by perceived incompatibility. It is highly doubtful that, if proposed, such development would be acceptable to or considered compatible by neighboring single-family residents. And as Special Exceptions they would be exposed to public critique prior to judgment by the ZBA. Unfortunately, the history of mobile home maintenance and perceived land use incompatibility as a result thereof, has led to the enactment of location and development regulations that essentially preclude their future use in the City of Cayce.

Existing Industrial Land Use

The community's industrial and support uses are located generally along and parallel with its major arterials and railroad lines. Older, "heavier" and often unenclosed industries are located closer in, along Frink Street and Old State Road. Newer, primarily enclosed, and "lighter" industries and businesses are found in peripheral and developing areas, on 12th Extension, and service roads paralleling the interstates. They are also found in park settings such as Overlook Business Park on Dixiana Road.

Most new industrial and business uses have been classified and zoned M-1, Light Industrial. These districts include not only industrial uses, but warehousing, distribution, processing, office and some commercial uses, as permitted by the ordinance. As such they resemble a mixed use district but for the absence of residential development. The older industries are zoned M-2, Heavy Industrial. They permit

industrial operations not generally considered compatible with residential or most other types of development.

Most undeveloped property zoned for future industrial development is zoned M-1. It is found in areas generally paralleling the interstate. Except for a small parcel at the intersection of Frink Street and 12th Street Extension. No vacant tracts are zoned for “heavy” industry. This is not to rule out such development in the future however, as most undeveloped property in the city is zoned “Development”, meaning it is in a holding pattern pending rezoning to a more productive use.

Summary Statement Existing Land Use

In summary, Existing land use patterns and densities have changed relatively little since the last land use survey was conducted in 1999, but the community has greatly expanded in size and peripheral development, and structural conditions and residential environments generally have improved.

ISSUES COMPONENT

Many of the land use issues identified in earlier plans are still with us in 2009. Reassessed for continued applicability and expanded to reflect prevailing conditions and concerns, land use issues confronting the community in 2009 include the following:

- Land Use Compatibility
- Visual (physical) Image
- Future size and shape of the City
- Future housing composition
- Orderly arrangement (plan) of development
- Substandard housing conditions
- Future composition and Economic Draw of Knox Abbott Drive

Issue: Land Use Compatibility

Most new development within the City will be in the form of redevelopment, in-fill development, or recycling of buildings, except for vacant, recently annexed tracts that offer new development opportunities on the periphery of the built environment. Expansion of existing development in the City, particularly commercial, and high-density residential, in all probability, will raise the issue of land use compatibility. There are few places to go that are not already developed, except outward. Thus, there is potential for conflict whenever a property is redeveloped or recycled to a more economically advantageous use, or expanded in the direction of a different established use, and a zoning change is required.

The strength and support for planning and zoning are based generally on the concept of land use compatibility. Home owners, land owners, environmentalists and the general public alike are concerned when development creates an incompatible situation, i.e. lowers property values, heightens traffic congestion, emits pollutants, alters accepted environmental conditions, scars the landscape, or lacks visual appeal.

How this Plan responds to the juxtaposition of potentially incompatible land uses will determine the future landscape of the community. Not all land use is complementary to or compatible with its surroundings, existing or proposed. And any infringement by uses adversely impacting the prevailing environment generally is met by resistance from affected property owners.

Land use incompatibility is a universal issue. It is no less an issue in the City of Cayce, surfacing every time a new use or project impacts an existing residential area or environmental resource. Where quality subdivisions, natural and cultural resources are threatened by "incompatible development" a policy to ensure stability should be adopted by the City. It is not enough that property be zoned residential or other appropriate protective zone designation. Zoning can break down over time and often does. But an adopted policy to guide the rezoning process in such matters will go a long way toward ensuring sustainability, particularly if it is part of the City's Comprehensive Plan. It would have the added clout of

the state planning enabling act, which mandates that "regulations shall be in accordance with the (comprehensive) land use plan". Any action to the contrary would require reevaluation of the Plan itself, and its call for land use stability.

While such a policy may seem rigid, and it is, it should nonetheless be applied to those neighborhoods, subdivisions, and resources where stability and sustainability are of principal concern.

Issue: Visual (Physical) Image

There is a saying, "you don't get a second chance to make a first impression". This is true for cities as well. How the City is perceived to prospective residents, industries, businesses, and visitors is critical to its future well being. The 'built environment' projects a visual image of the community and plays a major role in future development by attracting "like uses". Quality development generally attracts quality development and blight begets blight. This is not always true of course, but rarely does quality development take place in a blighted environment, unless major resources have been committed to renewal.

The image of a community is tempered by a number of elements, both negative and positive. Based on survey observations in advance of this report and a sense of "self analysis" provided by respondents of the Citizen Survey in support of this Plan, they include in Cayce, to varying degrees, the following:

Positive Elements	Negative Elements
River Walk Park	Quality of business and service establishments
Sense of Community	Limited shopping and employment opportunities
Abundant green space, including Congaree Creek Heritage Preserve	Rundown and dilapidated buildings and dwellings
Nice stable neighborhoods	Inadequately maintained vacant lots
Location next to Congaree River	Junk and abandoned vehicles
Abundance of public parks and playgrounds	Poor street conditions, storm drainage and street lighting

The city's most pressing negative elements may be addressed with a combination of stronger code enforcement, street improvements and enhancements, storm drainage improvements and targeted business recruitment and development. The positive elements need to be used and viewed as building blocks to further enhance the local environment.

Issue: Future Size and Shape of the City

It is important for the City to size and shape its boundaries to fully include its logical urban area. Failure to do so may result in population stagnation or worse, loss of population, weakened tax base, loss of state shared funds, and higher service costs and taxes to City residents. The City is also prevented from controlling development on its borders and ensuring land use compatibility of border properties and environs.

The state's restrictive annexation laws notwithstanding, the City is challenged to selectively expand its corporate limits in order to keep pace with or ahead of the spiraling cost of governmental administration and services. The operative word here is "selectively". Careful consideration should be given to the potential impact of annexation on the city's resources and services. Will the annexed property produce enough revenue to pay for City services? Will the City be required to build new police or fire substations, or build new parks in support of new annexations? Will the additional costs of servicing the annexed property be passed on to those already residing in the City or will the annexed area produce sufficient revenue to pay for services received? Will the annexations produce an illogical and/or inefficient City service area? What will be the net effect of annexation? These questions need to be framed and answered before annexations take place. Annexations should be driven by design to form a more logical, efficient community service area.

Issue: Future Housing Composition

That local housing landscapes and preferences are changing is documented by this study. But such changes are not always viewed in a positive light, as the community strives to protect its existing

inventory of single-family homes and project an image of "nice homes" (single-family) and neighborhoods.

Housing preferences generally driven by costs include manufacture and multi-family. But these housing alternatives generally are considered incompatible with single-family environs and, therefore, restricted from most residential areas. Manufactured homes are restricted to manufactured home parks in Cayce, where there are two. The parks are restricted to a single zone district (RG-2) as special exceptions, subject to review and approval by the Cayce Zoning Board of Appeals. Multi-family housing is permitted in the RG-2 District as well, and also permitted in the RG-1 District.

The restrictions placed on these housing alternatives indicate the difficulty in carving out space for such housing in a predominately "built single-family residential environment", growing preferences for lower cost housing notwithstanding.

Clearly, changes in the housing market, most of which have been precipitated by the need for lower cost housing and life-style changes, including household downsizing, emphasize the need to better reconcile differences in housing types in order to preserve the "single-family way of life" in the community while accommodating changes in the housing market.

Issue: Orderly Arrangement (Plan) of Development

This is the essence of land use planning---defining a framework for future development. As Cayce is not a new City and the planning process is not starting anew, the framework already exists. Future concerns have to do with expanding, refining and massaging existing development patterns in a manner that will perpetuate an orderly land use arrangement and promote land use compatibility. Also, as Cayce looks to the future and beyond its current city boundaries, it will need to focus on planning its unincorporated fringe areas. Development of these areas is controlled by Lexington County. The vast majority of these lands are zoned Intensive Development or Restrictive Development. A few established subdivisions are zoned by streets, either Residential or Local. The affect of the Intensive and Restrictive

Development Districts is to permit any and all land uses, subject to development standards contained in the Zoning Ordinance. This open ended approach to development leaves the Cayce community vulnerable to a variety of development that may be completely inappropriate and incompatible with neighboring development in Cayce and inconsistent with the community's plans for the future.

The difficulty for Cayce is that these areas are beyond its control. It must prevail on the County to do the "right thing", as there is little assurance from the County Zoning Ordinance that Cayce's interests are protected. What is needed and recommended for the City Plan is a less inclusive but flexible approach – one that will allow development proposals to meet changing market preferences, but ensure land use compatibility and an orderly land use arrangement.

Issue: Substandard Housing Conditions

Housing conditions have improved appreciably over time, but there is still ample evidence of poor and substandard housing in certain parts of the City, as noted earlier. The impact of these conditions is two-fold. They provide less than adequate housing, and they project negatively on the community.

Continued participation in low income housing rehab programs and demolition of dilapidated houses and buildings are necessary to address this issue. Also continued help from private organizations such as Habitat for Humanity and local churches contribute greatly to the improvement of housing.

Issue: Future Composition and Economic Draw of Knox Abbott Drive

Knox Abbott Drive is the face of Cayce. How it looks and the composition of its business makeup largely defines how it and the community are perceived, either positively or negatively.

GOALS (LU) AND POLICIES COMPONENT

This component establishes general goals, policies and actions directed by the Plan. Specific goals for various areas of the community are established in the Plan Map Component. General goals consist of the following:

- Make Cayce a preferred location to live and visit in the Midlands.
- Foster “Smart Growth”.
- Promote the development, rehabilitation and maintenance of residential areas to meet the needs of a diversified population.
- Sustain “livable” environment.
- Foster Quality Development/Enhance the Physical Image.
- Optimize development opportunities and use of the City's natural, cultural, and historical resources.
- Strengthen the economic vitality and enhance the appearance, appeal and position of the City's commercial areas to compete successfully in a regional economy.
- Provide a framework for land utilization and development, to ensure an orderly, efficient, equitable and compatible arrangement and distribution of the City's physical resources.

Recommended policies and actions in support of the above goals are listed under each, restated as follows:

LU-1: Make Cayce a Preferred Place to live and visit in the Midlands.

As the Central midlands region of South Carolina continues to grow, and the City of Columbia and the University of South Carolina, with continuing investments in the Vista, move closer to the Congaree River and Cayce, the City is taking on renewed appeal for new development and redevelopment. It has in many of its fine neighborhoods, natural resources and geographic location all the ingredients to more fully capitalize on the region's growth potential. To this end, the following goals and strategies are designed to further strengthen the City's position in the region and establish it as the "preferred place to live and visit in the Midlands"

LU-2: Foster "Smart Growth".

Conventional Suburban Development may be an established product type but communities everywhere have determined that it is not sustainable. The cost to serve sprawling development is greater than the total amount of taxes and fees paid by developers and residents. Additional costs to the suburbanite include driving long distances from sprawling developments to find basic goods and services and the still not-fully-understood social costs of living a more isolated, car-dependent lifestyle.

Action: Establish an urban growth boundary. The intent of a growth boundary is to limit the premature conversion of outlying natural areas into residential developments and other uses. The boundary is intended to be a growth management tool that provides an outer limit for the extension of water and sewer utility infrastructure and annexations to the City of Cayce. This will help the City achieve a more efficient land use pattern and contribute towards creating a more vibrant community.

Anticipated benefits of a growth boundary include redirecting new development to vacant and/or underutilized properties in the City of Cayce or more inward unincorporated areas. Existing community facilities (i.e. roads, water, sewer, etc.) are located in or near these areas and other public services such as police and fire protection, and solid waste collection also can be more efficiently provided. An urban

growth boundary, combined with appropriate management and implementation tools, will help the City more actively guide future growth and development in its unincorporated fringe areas.

To this end, an intergovernmental agreement between the City of Cayce and Lexington County is recommended. Such an agreement would serve as a package for several individual tools to address key issues. The City and County Council's can define the range of issues contemplated by the agreement to be as broad or narrow as needed. Issues in the unincorporated area that could be contemplated in the agreement may include the following:

1. Establishment of consistent land development and infrastructure standards;
2. Establishment of consistent land use classifications and/or zoning districts;
3. Establishment of joint City/County review and/or comment process for major land development applications and re-zonings.
4. Establishment of a process to consider future urban growth boundary modifications;
5. Establishment of criteria for interpreting the specific growth boundary location; and
6. Establishment of a joint City/County Planning Committee to address urban growth boundary issues.

Action: Establish standards and regulations designed to achieve “smart growth”.

Recommended for inclusion in such standards and regulations are the following:

1. Provisions requiring mixed use development for large scale subdivisions;

2. Provisions requiring new subdivisions to show existing neighborhood public space and public uses, (e.g. school sites) or where such space is planned or reserved.
3. Provisions to encourage commercial development within walking distance of new subdivisions;
4. Amendments to the Zoning Ordinance to allow housing in all commercial areas;
5. Provisions directing the location of higher density and senior housing near neighborhood centers, community facilities and transit lines;
6. Provisions for density bonuses for development closer to the City's urban corridors; and
7. Provisions designed to reduce dependency on private cars.

LU-3: Promote the Development, Rehabilitation and Maintenance of Residential Areas to Meet the Needs of a Diversified Population.

Policy: Protect quality residential neighborhoods from incompatible development, and restrict rezoning activity that could disrupt the stability of such areas.

Action: Require all rezoning proposals to be consistent with the Comprehensive Plan.

Action: Buffer existing residential areas from dissimilar uses.

Action: Ensure through the review of development regulations that the level and type of proposed residential development will be compatible with the physical limitations of the land and established land uses in an area. Also, ensure that the transition in housing size and characteristics from one residential area to another is compatible, or sufficiently buffered to ensure compatibility.

Policy: Encourage flexibility in the design and density of housing to better meet evolving market demands.

Action: Plan and zone for housing diversification, cognizant of the need to promote land use compatibility.

Policy: Purge neighborhoods and areas of deteriorating and substandard buildings and housing.

Action: Require through code enforcement all housing in the City to meet minimum health, safety and sanitary standards.

Action: Continue to participate in housing assistance programs to improve housing conditions, and the availability of affordable housing.

Action: Continue to raze and remove dilapidated buildings and housing, including mobile homes, declared unfit for habitation and posing a blight on surrounding development.

LU-4: Sustain “Livable” Environment

As the City is pressed to accommodate change and keep pace with or ahead of the development or redevelopment process, care should be taken not to lose sight of what sets Cayce apart. It is a nice place to live, recreate and visit. Development or redevelopment should not be allowed to compromise or destroy the environmental conditions that set Cayce apart.

In planning for the future, an eye on the past and what is unique about Cayce should weigh heavily. Policies and actions designed to meet this goal include the following.

Policy: Protect for future generations properties of special value, including historical, natural resource, and existing residential areas.

Action: Require buffer strips around such uses so as to avoid or lessen the impact of development that may negatively impact the longevity of such uses.

Action: Disallow projects and uses which would negatively impact properties of special value.

Policy: Build green.

Action: Encourage retrofitting existing buildings to use alternative energy sources, and to make them more energy efficient.

Action: Encourage or require developers to incorporate energy efficient building techniques into the design and construction of new buildings.

LU-5: Foster Quality Development/ Enhance the Physical Image of the City

In this context, quality development is defined as having a positive impact on the community by way of design, adding amenities, siting and/or geographic positioning. Development should not (1) infringe upon the property rights of others, (2) devalue neighboring property, (3) damage or compromise natural environmental assets, (4) create traffic or health hazards, and/or (5) impair the visual ambience of the community.

The City has acted to reduce the negative aspects of growth, foster quality development, and enhance the physical image of the community in the past through zoning and development regulations.

Policy: Enhance Commercial Areas.

Action: Require redesign of existing nonconforming parking lots to include planter islands and landscaped areas in accord with Section 10.3-5 of the Zoning Ordinance within a reasonable time frame (5-years). Currently, landscaping of existing building sites is required where

renovation or remodeling exceeding 50 percent of the building's value is involved.

Action: Encourage the use of decorative paving and pervious materials such as crushed stones to meet in part the off-street parking requirements of the Zoning ordinance. Taking this step not only would help break up the expanse of large, often underused, and nearly always unattractive asphalt parking lots, but would also reduce off-site storm water runoff.

Action: Adopt design recommendations for signage recommended by the City's Charrette Master Plan.

Action: Initiate street tree planting program and investigate possibility of relocating overhead utility lines underground.

Policy: Continually monitor and amend, as necessary, zoning and other development regulations to ensure that development will have a positive impact and enhance the physical image of the community.

LU-6: Optimize development opportunities and use of the City's natural, cultural, and historical resources.

Policy: Further identify and protect the Community's historical homes, buildings, sites and cultural resources and promote tourism opportunities for these resources.

Policy: Encourage land development practices that reserve open space and natural resources within or close to developed sites. Such open space should preserve the land's natural features and provide opportunities for the development of recreational facilities.

Action: Protect wetlands and flood hazard areas through maintenance and monitoring of flood hazard regulations, and maintenance of flood insurance eligibility for City residents and homeowners.

Action: Identify precisely the location, nature, and extent of all existing and potential resources to be conserved, so that developers and property owners can mitigate or adjust development plans to avoid or incorporate such resources into the planning and development process, providing for responsible utilization as a means of conserving them for present and future generations to enjoy.

Action: Monitor development regulations requiring the use of Best Management Practices (BMP's) in dealing with the development of resource areas.

Policy: Encourage the incorporation of natural and historic resources into development projects to uniquely signature such projects and conserve resources in the process.

Action: Amend Land Development (subdivision) regulations to require open space and resource conservation as a requirement for plat approval and site development.

Policy: Promote cluster subdivisions with design features such as open space, greenways, wildlife corridors, wetland preserves, farmlands, etc. as a means of enhancing development, conserving resources, and maintaining a balanced environment.

LU-7: Strengthen the economic vitality and enhance the appearance, appeal and position of the City's commercial areas to compete successfully in a regional economy.

Policy: Help create and promote the development of Commercial Focal Points.

Cayce is a city without a center. The business community extends along Knox Abbott Drive, Charleston Highway and Airport Boulevard. But there is no center, no draw, no social, business, or commercial focal point.

Action: Identify on the Land use Plan Map preferred locations for focal points, and develop incentives

for the proper mix and density of such areas. As shown on the map, these points would serve as anchor tenants, with cumulative drawing power similar to that of a shopping center - drawing business activity from one to the other. Also, refer to City's Charrette Master Plan.

Action: Develop a marketing strategy for the city's commercial areas to include tourists, diners, history buffs, and culture seekers, in addition to shoppers and people engaged in business.

Action: Provide for mixed-use housing opportunities in the city's commercial corridors.

Action: Target and actively recruit business opportunities identified from a marketing leakage study contained in the City's Charrette Master Plan. They include clothing stores, electronic and appliance stores, sporting goods, grocery stores, general merchandising and specialty shops. Continued growth and recruitment of the restaurant sector on Knox Abbott Drive also is recommended.

LU-8: Provide a Framework for Land Utilization and Development to Ensure an Orderly, Efficient, Equitable and Compatible Arrangement and Distribution of the City's Physical Resources.

This goal is directed at the heart of planning -- deciding what land will be developed and the intensity of that development. It is a matter of directing growth and development in such a manner as to sustain the built environment and community resources, and create a land use pattern characterized by:

- 1 Stable, attractive, and diverse neighborhoods,
- 2 Quality employment venues, properly integrated and disbursed within the urban area,
- 3 Convenient, accessible, diverse, and attractive retail areas, accentuated by historical, dining and visitation attractions,
- 4 Quality public services and facilities which provide an infrastructure support system for new development, and

- 5 An arrangement of land uses which optimize investments in existing infrastructure, and minimize investments in new and expanded infrastructure.

Policy: Reference to the Land Use Plan Map to ensure compatibility all rezoning and land development proposals. Such a move will remove much of the unknown regarding future development options, based on the Plan. However, adherence to the Plan does not rule out planned developments (PDDs) that may be compatible with surrounding land use, and goals and objectives of this Plan.

Action: Amend the Planned Development District (PDD) to require projects to qualify for this zoning by including development characteristics based on specified goals of the Plan. Planned Developments are intended as a means of allowing creative projects that would be difficult or impossible to build under conventional zoning. In order for these types of projects to be considered, however, they should clearly meet specific community goals.

Within this framework, there are several specific criteria which must be met in order to establish the PDD district as originally conceived and designed (to accommodate large scale mixed use development).

Action: Enact and/or amend land use and development regulations and policies as necessary to accomplish Plan Map compliance.

Policy: Coordinate land use planning with the provision of adequate transportation and infrastructure systems to support desired patterns of development.

Action: Adopt a policy requiring “concurrency”.

Policy: Work with the County to coordinate land use planning and development decisions in areas surrounding and impacting the City.

Action: Establish a courtesy referral procedure with neighboring jurisdictions (Planning Commissions), including Lexington and Richland Counties, and the Cities of Columbia, West Columbia, Springdale, South Congaree and Pine Ridge involving all rezoning and development proposals surrounding the City, giving the Cayce Planning Commission an opportunity to comment on such proposals.

PLAN MAP COMPONENT

The Plan Map Component is an expression of geographic objectives. It illustrates the development objectives for various areas within the community.

Land Use Map Symbol	Generalized Land Use Classification
RC	Residential Conservation and Infill Areas
RD	Residential “Density-Flex” Areas
TA	Transition Areas
CBR	Commercial – Business/Retail Areas
CBI	Commercial – Business/Industrial Areas
PMU	Planned Mixed Use Areas
RA	Resource Areas

Inherent in Plan Map objectives are policies dealing more specifically with the treatment of development. These policies represent legislative intent on the part of City officials to meet development objectives for the various geographic areas comprising the City.

Land use and development objectives for the various areas are color-coded and identified by the use of symbols on the accompanying Plan Map. They are based in part on factors influencing development, i.e. growth projections, existing land use, land use issues and goals.

RCA, Residential Conservation and In-fill Areas

Objective

The objective of this designation is to conserve and protect the character and present use of existing single-family neighborhoods and subdivisions and to prohibit any use or development which would compromise or infringe on the prevailing character of such areas. Also, residential in-fill and redevelopment activity of like-kind are encouraged within these areas.

Policy

Where the symbol RCA and corresponding color code are applied on the Plan Map, it shall be the policy of the Planning Commission and City Council to deny zoning changes or ordinance amendments which would in any way compromise or alter the present use of property. In neighborhoods so designated, an ordinance change which would permit dissimilar uses would be denied as a matter of policy, pending further study by the Commission and subsequent amendment to the Plan Map.

This policy effectively "locks out" development and zoning changes in conflict with prevailing single-family uses. It is a policy of "no change" until such time as the plan objectives are reevaluated and restated by plan amendment. This designation is applied principally to existing stable, single-family residential areas.

RDA, Residential "Density-Flex" Areas

Objective

Housing is taking on a variety of forms in the City of Cayce as demonstrated by the land use survey. Single-family site built homes, while still the majority, comprise a smaller share of the total market than ever before. In response to a changing housing market, developers need flexibility to meet future housing demands and preferences.

The objective of the RDA designation therefore, is to identify areas suitable to and with short and long-range market potential for a wide range of residential options: to permit density flexibility in the form of multi-family, townhouse, patio, cluster, duplex and other higher density housing types. The designation is applied principally to undeveloped areas with residential potential and existing residential areas of "mixed" housing styles and densities. Various types of units at higher densities are encouraged in these areas, thus allowing design flexibility and market response to housing demands.

Policy

The policy regarding areas designated RDA on the Plan Map is to accommodate where appropriate, adjustments and amendments to the zoning map so long as such amendments are for residential, institutional and/or office use -- uses generally compatible with residential development. Specific rezoning proposals are to be considered on their merits.

Transition Areas

Objective

This designation is applied to areas in transition and/or suitable to a variety of uses, where development is mixed and the real estate market is changing. Here, the objective is to monitor and guide development in an orderly manner by channeling change in such a way as to enhance and strengthen the outcome---to make mixed use possible and change a positive response to the future.

Policy

The Plan Map policies for "TA" areas are:

- (1) To monitor and regulate the transitional process so as to enhance environmental conditions and improve property values.

(2) To further evaluate such areas to determine the cause of change. Some areas so designated may be deteriorating and changing for the worse, while others may be under economic pressure for higher use and intensity development.

(3) To carefully evaluate all proposed zoning changes in such areas to determine the impact of the transitional process, and to grant change only where substantial improvement or strengthening of the area would result---to guide the transitional process in the best interest of the community.

(4) To apply transitional zoning (C-1) where appropriate to control the transitional process and ameliorate differences between residential and non-residential uses.

CBR, Commercial – Business/Retail Areas

Areas so designated contain principally business, commercial, and service uses and are projected to accommodate the bulk of such development in the future. They are located principally along the community's arterial corridors.

Objective

This is an inclusive business-retail designation. The objective is to accommodate general and area-wide economic activity in areas best suited for such purposes, and to minimize the impact on neighboring properties, the local transportation network, and environmental resources. Further, the objective is to encourage and promote the economic vitality of the City by concentrating business-retail activity in easily accessible, strategically located areas and strengthening its pull through "cumulative attraction".

Policy

The policy is to promote and accommodate a market driven economy. Most areas so designated on the Plan Map contain business and commercial establishments at this time and are zoned accordingly.

Outside of these areas such development is discouraged because it would dilute the cumulative effect of concentrated commerce, and possibly intrude into residential or resource areas.

CBR, Commercial – Business/Industrial Areas

Objective

The objectives of this classification are to safeguard existing industry from encroachment by incompatible development and to identify and protect for future use sites with industrial potential.

One of the Community's greatest assets is its industry. Too often, however, existing industry is "boxed in" and prevented from expansion, and potential undeveloped sites are preempted by other uses.

Policy

To carry out the objective of this designation, it shall be the policy of the City to accommodate and protect existing industry and potential industrial sites to the extent practical and feasible. Also, it shall be the policy of the City to promote the development of Business-Industrial Parks in landscaped settings as opposed to strip development.

PMU, Planned Mixed Use Areas

Areas designated PMU on the Plan Map generally are undeveloped and environmentally fragile, due to flooding potential and high water table (wetlands). As a result careful planning to account for these conditions should precede any and all development proposals. With careful planning and community oversight as a prerequisite, the type of development is not set by this land use classification. Instead, the focus is on planning as a tool to overcome the development constraints posed by these areas, while retaining their functional characteristics to serve as natural drainage and storage areas for flood waters,

general habitat and sanctuaries for aquatic and land species, and as open areas with natural qualities unique to the community and region.

Objective

The objective of this plan map classification is to ensure the proper development of these areas: to let the market drive the type and intensity of future development, preferably mixed-use, tempered by required planning measures to mitigate any constraints posed by such areas, and integrate, to the extent possible all identified wetlands and unique natural areas into the design of proposed development.

Policy

The policy in support of this objective is to require all development proposals to be processed as Planned Development Districts (PDDs). Currently all areas in the city meeting the description of this Plan Map classification are zoned D-1 (Development District). This is essentially a rural holding zone, contingent on rezoning if higher density or mixed use development is to occur. To eliminate all future development, pending rezoning to a PDD as recommended by this policy, will require adoption and application of a new zoning district to these areas: an Existing Use Zone. Such a zone would freeze development to its existing use making it necessary to submit to the PDD requirements for any and all proposed new development. Under the current zoning, low density residential development may occur, but implementation of the above policy would require PDD zoning as the alternative to existing use.

RC, Resource Conservation Areas

Objective

The City of Cayce is rich in natural, historical, educational and cultural resources, among them:

Historical Sites

Public parks and recreation facilities
Water resources and wetlands
Educational programs and facilities

The contribution of these resources to the "quality of life" is such that care should be taken to ensure their presence for future generations, enhanced rather than compromised by the development process. Such is the objective of this designation.

Policy

Where these resources are indicated on the Plan Map, it shall be the policy of the City to ensure the life of such resources by enacting appropriate safeguards and taking appropriate action to prevent their misuse, as well as the misuse of adjacent areas, which may adversely impact the use and enjoyment of such resources.

COMPLIANCE INDEX COMPONENT

Nowhere is a Plan more essential than in decisions involving zoning or rezoning. In fact, Section 6-29-720 of the South Carolina Code of Laws, 1976 (Comprehensive Planning Enabling Act of 1994) states that "regulations (zoning) must be made in accordance with the comprehensive plan..." But unless the Plan is clear regarding what constitutes conformance, it may not succeed as a guide to the development and regulatory process.

To clarify the intent of this Plan and what constitutes "accordance" therewith, the use of a Compliance Index is recommended. The Index, presented on Table 35 establishes criteria and parameters for determining compliance. It lists the symbols shown by the Plan Map, summarizes goals and objectives, and identifies principal uses intended for each mapped area. It also shows compatible zoning districts as well as acceptable alternatives to Plan Map goals, as all are critical to the compliance issue. The map symbols and accompanying description on the Index establish the intent of an area and the type of

development which fulfills the intent. The compatible use and compatible zoning columns establish criteria for determining plan compliance. The alternative district column provides for plan flexibility.

The compatible zoning district column provides a range of acceptable districts, from few to many, depending on the land use and development objectives of an area. Areas designated RCA, for example, show very few alternatives. This means that any rezoning request not listed by the Index should be denied on the basis of non-compliance with the Plan Map. This limited rezoning response makes a strong statement for stability and conservation of existing residential neighborhoods classified RCA on the Plan Map. It must be understood, however, that compliance with the Plan does not entitle an applicant to a rezoning request. It merely states compliance with the Plan. A host of other factors such as the potential impact on traffic, natural resources, historical places, equine facilities, etc., could come into play and should be considered by the Commission and Council in their deliberations on the matter. Moreover, in cases involving properties less than two acres that would enhance or complement existing zoning, development and or redevelopment, the Planning Commission may recommend rezoning without revising the Comprehensive Plan. This action shall only be permitted with consent and approval of City Council at first reading of the ordinance. If not approved, the Council may deny or refer the case back to the Planning Commission for further review and revision of the Comprehensive Plan as required.

The list of "zoning district alternatives" is designed to give the Commission and Council needed flexibility to meet changing market conditions within the general framework of the Plan. However, the changes permitted by alternative districting or rezoning are inherently limited by the Plan goals and objectives for the various areas.

Where the Plan's goals are brought into question, the matter shall be reassessed by the Planning Commission to determine if they are still representative of the area in question. If they are, any rezoning change at variance should be denied on the grounds of "non-compliance". If, however, there is a deficiency in the Plan or conditions or objectives have changed, the Plan itself should be amended. In this way, the Commission together with the Council will continually evaluate the Plan for applicability.

The entire process---evaluating development and rezoning proposals on the basis of the Compliance Index---is designed to better infuse the Plan and the planning process into the development and zoning decision-making process.

**TABLE 35
Plan Compliance Index
City of Cayce**

Land Use Symbol	Land Use Classification	Summary Objectives	Principal Permitted Uses	Compatible Zoning Districts	Alternative Zoning Districts
RC	Residential Conservation/ Infill	To protect existing residential areas for single-family use, and promote "infill" of single-family housing.	Single-family, detached site-built dwellings	RS-1, RS-2, RS-3, and RS-4	PDD (Residential)
RD	Residential Density Flex	To meet the varied housing needs of changing residential market.	Single-family, townhouses, patio homes, multi-family and manufactured homes	RS-1, RS-2, RS-3, RS-4, RG-1 and RG-2, PDD (Residential)	C-1 and C-2
TA	Transition	To monitor and guide the transition of existing mixed use areas to ensure highest and best use of property in compatible surroundings.	Residential, commercial, business, and light industrial uses	RG-1, RG-2, C-1, C-2, C-4, and PDD	C-3 and M-1
CBR	Commercial-Business/Retail	To concentrate business and retail establishments for cumulative draw in areas central and accessible to the community at large.	Office, Retail and Service establishments	C-1.C-2.C-3.C-4, and PDD (Business Park)	RG-2 and M-1
CBI	Commercial-Business/Industrial	To promote the development of Business and Industrial Parks and protect existing industry and areas with industrial potential for future industrial development.	Office, Wholesale, Service, Manufacturing, and Warehousing uses.	C-3, M-1, M-2, and PDD (Business Park)	RG-2 and D-1
PMU	Planned Mixed Use	To ensure the proper planning and development of large undeveloped tracts.	Market driven uses in planned settings	PDD	D-1
RA	Resource Areas	To protect such designated areas & ensure compatibility of exterior areas.	Open area recreational uses and natural resources	Existing zoning, D-1	To be reviewed for compatibility

PART IX. PRIORITY INVESTMENT ELEMENT

The purpose of the Priority Investment Element is to tie the capital improvement needs identified in other elements to forecasted revenues for the next five years. It is, in essence, a five-year Capital Improvements Plan that is meant to guide the annual budgeting processes.

In June 2007, the governor signed into law the South Carolina Priority Investment Act (PIA). The PIA consists of amendments to the 1994 Local Government Comprehensive Planning Enabling Act. One of the amendments adds the Priority Investment Element to the list of required elements for local comprehensive plans. The PIA states the following regarding this new element:

“A priority investment element [is required] that analyzes the likely federal, state, and local funds available for public infrastructure and facilities during the next ten years, and recommends the projects for expenditure of those funds during the next ten years for needed public infrastructure and facilities such as water, sewer, roads, and schools. The recommendation of those projects for public expenditure must be done through coordination with adjacent and relevant jurisdictions and agencies. For the purposes of this item, 'adjacent and relevant jurisdictions and agencies' means those counties, municipalities, public service districts, school districts, public and private utilities, transportation agencies, and other public entities that are affected by or have planning authority over the public project. For the purposes of this item, 'coordination' means written notification by the local planning commission or its staff to adjacent and relevant jurisdictions and agencies of the proposed projects and the opportunity for adjacent and relevant jurisdictions and agencies to provide comment to the planning commission or its staff concerning the proposed projects. Failure of the planning commission or its staff to identify or notify an adjacent or relevant jurisdiction or agency does not invalidate the local comprehensive plan and does not give rise to a civil cause of action.”

The city's priority investment element includes a compilation of all recommended capital projects and facilities identified in the Comprehensive Plan, as well as those identified by Department Heads as necessary to sustain the present level of governmental operations.

PROCESS

To prepare the list of future capital improvement projects, the City Manager and Planning Director, with input from the various Department heads, were contacted and asked to provide a prioritized list of capital improvements based on goals and needs identified in the Comprehensive Plan as well as those facilities needed to maintain existing service levels and repair/replace obsolete or worn out facilities.

The result of this process is a Short Range (5-year) and a Long Range Plan. The projects listed represent the best efforts of local officials to identify and prioritize community needs to address existing deficiencies and recommended capital improvement projects (CIP) contained in the Comprehensive Plan. For long-range projects, further analysis, prioritization, and review will need to occur, as the availability of outside financial assistance.

PRIORITIZING CAPITAL IMPROVEMENTS

Community needs almost always outweigh the resources to meet such needs. As a result, there is continuing pressure on local officials to fund more projects than they have resources to support. In response to this situation the City needs to establish an objective, defensible criteria or priority schedule for weighing one proposed project against another. The elements of such a schedule are outlined in the following recommended priority listing, which is subject to available funding and Council priorities.

Priority 1 – New public facilities and improvements to existing facilities that eliminate public hazards.

Priority 2 – The repair, renovation or replacement of obsolete or worn out facilities that are necessary to achieve or maintain existing levels of service.

Priority 3 – New and expanded facilities that reduce or eliminate deficiencies in levels of service.

Priority 4 – New and expanded facilities necessary to serve new development and redevelopment projected during the next five years.

Also, the priority schedule should take into account both capital costs and the cost to operate and maintain proposed improvements in order to achieve the best use of funds and cost efficiency.

**Table 36
PRIORITY INVESTMENT SCHEDULE (CIP)**

Project Description	Revenue Sources	Estimated Cost & Implementation Schedule					
		2010	2011	2012	2013	2014	Long Range
HOUSING ELEMENT							
Site improvements at public housing projects	Cayce Housing Authority – Stimulus funds	Start – \$88,200	Complete				
NATURAL RESOURCES ELEMENT							
Establish cultural information center	City– Hospitality/ Accommodations Tax	Develop plans and cost	Pursue funding				
CULTURAL RESOURCES ELEMENT							
Historical Museum – capital improvement plan	City General Fund	\$11,500	\$11,000	\$3,500	To be adjusted	To be adjusted	To be adjusted
COMMUNITY FACILITIES							
UTILITIES (WATER AND SEWER) DEPARTMENT							
Utilities Department – operational capital Improvement plan	City- O& MI Fund	\$258,000	\$250,000	\$250,000	\$250,000	\$250,000	To be adjusted
Planned expansion/improvement of city wastewater plant	City – Revenue bonds	Underway 52 Million		Complete			

Water & Sewer Infrastructure Plan	Combination of sources to include Revenue Bonds, Operating Fund, Reserve Fund, State Aid, Federal Aid and other sources	Total project cost:34 Million First year: \$6,800	\$6,800	\$6,800	\$6,800	\$6,800	\$6,800	0
PUBLIC SAFETY DEPARTMENT								
Public Safety Department – operational capital improvement plan	City – General Fund	1.5Million	\$65,200	\$200,000	\$179,000	\$621,000		To be adjusted
PARKS AND GROUNDS DEPARTMENT								
Parks Department – capital improvements plan	City – General Fund	\$78,000	\$83,000	\$35,000	\$35,000	\$32,000		To be adjusted
City Park Maintenance	City – General Fund	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000		To be adjusted
Extend Riverwalk Park to Congaree Preserve – Phase 3	City- grants				1 Million			Phases 4 and 5
STORM DRAINAGE								
Storm Drainage improvements – Continue development of NPDES storm water permit Phase 3	City - grants			1 Million unfunded				
STREETS AND SANITATION DEPARTMENT, AND CITY GARAGE								
Department - capital improvement plan	City- General Fund	\$559,000	\$341,000	\$400,000	\$221,000	\$207,000		To be adjusted
TRANSPORTATION								
Construct cul-de-sacs on all existing Dead-end streets	City-General Fund – DOT							Start

Build Sidewalk and bikeway network							
Priority #1: Naples St. – State St. to Lorick St.	DOT – funded	Start	Complete				
Priority #2 Frink St. – Haynes to Taylor St.	DOT - funded	Start	Complete				
Priority #3: Axtel St. – full distance -3,000' @ \$100'	DOT – grants		\$300,000	Complete			
Priority # 4 12 th St – Knox Abbott to Evergreen – 750' @ \$100'	DOT – grants			\$75,000	Complete		
Priority # 5 Lafayette – Charleston Hwy to State – 6,000' @ \$100'	DOT – grants				\$600,000	Complete	
Priority # 6 Julius Felder – Charlotte to Taylor – 1,900' @ \$100'	DOT - grants					\$190,000	Complete
All other sidewalk projects – reschedule and prioritize long term							Start

Except for scheduled capital cost to maintain department operations, most of the projects listed on Table 36 will require outside assistance and cooperation by the identified agencies. As a result, the implementation schedule is subject to change, depending upon the availability of funds at the time.

FUNDING SOURCES

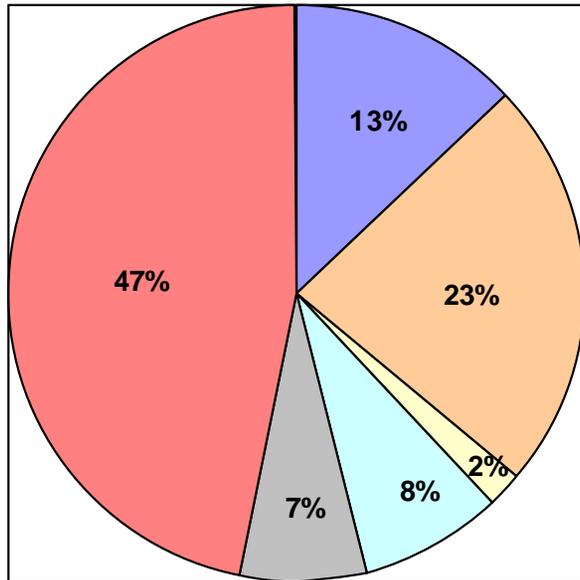
The primary source of revenue for capital projects are General Obligation Bonds (G.O. Bonds). G.O. Bonds are secured by the City's projected future property tax revenue stream. The State of South Carolina limits the amount that local governments can borrow through G.O Bonds to 8% of the assessed

value of taxable property. To issue bonds in excess of the 8 percent limitation would require the City to hold a referendum.

Grants also are a major source of capital improvement project funding. In fact many, if not most, local projects have been aided by matching grant assistance.

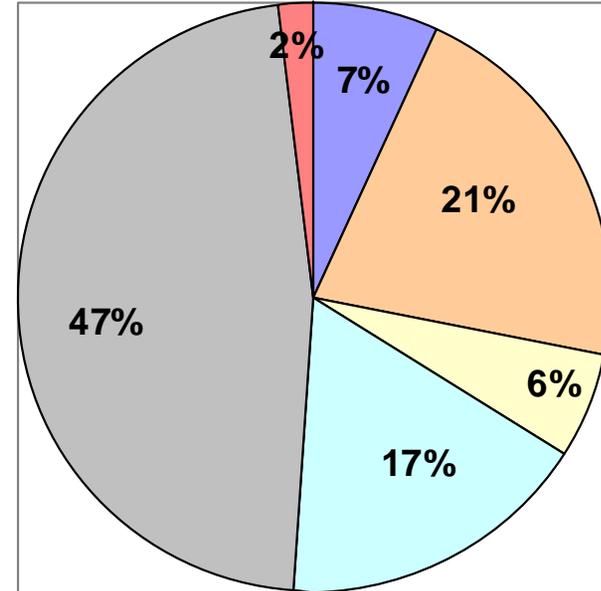
The City's 08-09 Budget reveals that the primary source of income for the City is its water and sewer operations, accounting for 47 percent of total revenues, followed by licenses and permits, 23 percent, and property taxes at 13 percent. Fines and forfeitures make up two percent of the budget, and miscellaneous sources account for eight percent, including grant funds. The remaining seven percent also comes from an assortment of resources.

REVENUES



- Property Tax
- License/Penalties
- Fines
- Miscellaneous
- Other
- Water/Sewer

EXPENDITURES



- Administration
- Public Safety
- Streets/Sanit
- Other
- Water/Sewer
- Parks/Grounds

The City's

budget also shows that the primary expenditure for the city is the operation of its water and sewer utilities, followed by the operation of the Public Safety Department, which includes fire, police, animal control, and the city jail. Operation of the Street and Sanitation Department accounts for the third largest single department expense.

A review of the City's budget reveals that budgeted revenues are essentially maxed out by budgeted expenditures, which do not include the many projects and recommendations contained in this Plan. The situation is exacerbated by the current economic downturn. As a result, Plan and project implementation may depend on pursuing alternative revenue sources, including, but not limited to the following.

1. G.O. Bonds: Seek Additional funding from G.O. bonds by holding a referendum to exceed the State cap of 8% bonding capacity;
2. Impact Fees: Revise existing transportation, park, and library impact fees;
3. Capital Projects Sales Tax: Hold a referendum to establish a 1% capital projects sales tax once the current tax expires; and
4. Grants: Seek additional funding through private, state and federal grants.
5. User Fees: Consider user fees for city services where appropriate or feasible.
6. Accommodations & Hospitality Taxes: These may become available to the City to fund tourism projects such as the proposed Cultural Resources Center.
7. American Recovery and Reinvestment Act: The American Recovery and Reinvestment Act contains a number of competitive grants to State and local governments that could help fund Town projects. For example, the purchase of wetlands or conservation easements to protect the Mount Pleasant watershed could be funded by the Watershed Infrastructure grant administered by the

National Resources Conservation Service; and a variety of grants are available to local governments to promote energy efficiency and reduce fossil fuel emissions, such as the Energy Efficiency and Conservation Block Grant.

Historically, sidewalks have been funded primarily with local sales tax revenue. More recently however communities have been able to use Transportation Enhancement funds available through SAFETEA-LU, and administered by SCDOT. These funds are targeted for bicycle/pedestrian network enhancements.

Additional funding sources include:

- Local Government Initiatives
- Capital Programs (bond issues and sales tax)
- Federal and State Enhancement and Recreational Trail Programs
- National and Local Foundations
- Public/Private Partnerships

CMRTA utilizes a variety of funding sources to meet its operating, administrative, and capital needs. Major funding sources include the SCANA Trust Fund, Federal and State grants, and passenger fares.

PRIORITY INVESTMENT POLICY

Coordination of Capital Improvements

The City's policy is to coordinate major capital improvements with nearby governmental jurisdictions, principally where possible. Coordination may include techniques such as joint funding of capital improvements, shared use agreements, or shared maintenance or operation agreements. Opportunities for co-location of facilities and/or land swaps between governmental entities also will be explored.

All relevant governmental agencies and public service providers will be consulted in the planning stages as the City implements specific capital improvements, and the City will assist other local governmental

agencies in the implementation of their Capital Improvements Programs so long as they are consistent with the City's Comprehensive Plan.

Seek Service Efficiencies and Coordination

The City will seek to coordinate the provision of public services with other local government jurisdictions where such coordination will provide cost savings and/or quality improvements. The City will also seek to coordinate the provision of public services and operations amongst its various departments.

Economic development is one area where the City can benefit from increased coordination with the County and regional agencies. Businesses look primarily at the regional and County levels in selecting desired business locations, and so the City stands to benefit from the success of regional and county marketing and business development efforts. While the City will continue to develop its own identity and competitive advantages, the City will also coordinate its economic development efforts with regional and county efforts on target industries.

In other cases, such as emergency response, coordination of local government with state agencies is essential to effective action. The City will continue to work with state, county, and local partners to enhance emergency preparedness and maximize resiliency in response to all types of disasters, natural, and manmade.

Operation/Maintenance of Capital Expenditures

Essential to scheduling of capital improvements is understanding the potential impact and ramifications of the continued operation and maintenance of such improvements. Expansion of capital improvements is often associated with increased annual operation and maintenance costs. In addition, some public facilities need to be staffed on a part-time or full-time basis. The City intends to engage in forward-looking planning efforts to understand the long-term budgetary impacts of all planned capital improvements.

RECOMMENDED ACTIONS, PLANS, PROGRAMS, & STUDIES

The focus of the Priority Investment Element is capital improvements. However, the preponderance of the Comprehensive Plan is found in the many actions, programs, and studies recommended in each of the previous eight plan elements. The importance of these planning initiatives is such that they are recounted in the following summary. Many of the recommendations are forerunners of related larger, capital improvement projects. In February of each year, City Management shall identify high priority items. A list of these items shall be presented to City Council for their information. (No Action Required)

Population Element

- Develop an annexation marketing and/or incentive program to encourage annexation of unincorporated islands and/or inward unincorporated areas.
- Examine opportunities for annexing large scale developments using the State's 75 Percent Petition and Ordinance Method of Annexation.
- Update and enforce existing annexation agreements between the City of Cayce and unincorporated property owners.
- Move comprehensively to address and enhance quality of life issues.
- Develop a resident recruitment program, targeting younger families, college graduates and business entrepreneurs,
- Expand the City's Web site to include a strong resident recruitment element profiling the advantages of living in Cayce and quality of life inducements.
- Provide a diversity of housing alternatives.
- Provide pedestrian and/or public transportation linkages.
- Adapt the environment to meet changing needs of the elderly.
- Initiate a campaign to emphasize the importance of education and parental involvement in the process.
- Work with Midlands TEC and Lexington School district #2 to increase participation in adult education programs leading to GED diplomas. Provide incentives to encourage greater participation in adult education programs.

Housing Element

- Amend Zoning Ordinance to allow use of the PDD on large undeveloped tracts prior to a development proposal.

- Amend the Zoning Ordinance to allow for “Cluster Development”
- Amend Zoning Ordinance to include Development Agreements.
- Initiate Voluntary Inclusionary Zoning incentives.
- Rezone all property designated PMU on the Land Use Plan Map PDD
- Provide Developer Incentives to build low-moderate income housing.
- Cooperate With and Assist Affordable Housing Providers.
- Initiate Systematic Code Enforcement program targeting renovation or removal of substandard rental units.
- Study feasibility of providing developer incentives for in-fill housing.
- Encourage retrofitting existing homes to more energy efficient “green” homes.
- Amend Land Development and Zoning Ordinance to include conservation and green building design provisions.
- Rehabilitate Existing Substandard Housing.
- Initiate systematic code enforcement program, targeting substandard rental units.
- Protect and Maintain Existing Supply of Quality Housing.
- Increase Development of Infill Housing and Make More Infill Sites Available By Razing Dilapidated Structures.

Natural Resources Element

- Establish city as “Bird Sanctuary.”
- Amend Land Development Ordinance to require assessment of plant & wildlife presence prior to development.
- Become a “Tree City”, refer pg. 58 for requirements.
- Improve signage to Riverwalk Park and Heritage Preserve.
- Prepare self guided historical and cultural brochures and map.
- Amend Zoning ordinance to require riparian buffer setbacks along all water resources.
- Encourage residents to use rain gardens on their property to help reduce runoff
- Add maximum impervious surface requirements to the zoning ordinance.
- Referenced action by SC Department of Parks, Recreation and Tourism in a study of South Carolina Wetlands includes following:
 1. Public education efforts focusing on wetland values, potential losses due to various types of development, and how wetlands protection relates to overall water and land use goals.
 2. Encouragement and support for private protection efforts by individual landowners or conservation groups.

3. Adoption of local wetland protection plans and policies which guide land use development and management including implementation of Best Management Practices.
4. Adoption of environmental impact statement (EIS) requirements for both public and private projects.
5. Close monitoring and enforcement of existing federal, state and local land and water regulations which directly or indirectly affect the use of wetlands.
6. Acquisition of specific wetlands.
7. Rehabilitation or restoration of damaged wetlands.

Cultural Resources Element

- Continue to survey and record city's archaeological and historical resources.
- Become "Certified Local Government."
- Study feasibility of new multi-use, community center/auditorium.
- Support and assist in pursuit and future development of 12,000 Year History Park.
- Provide up-to-date cultural data to economic development agencies for inclusion in their community resource information packets.
- Pursue the use of grants to improve tourist attractions.
- Monitor all rezoning and development proposals to ensure compatibility with existing historical sites and structures, utilizing plan review and the public hearing process.
- Pursue grants and volunteers to continue research and identification of archeological and historic sites.

Community Facilities Element

- Study feasibility of initiating "impact fees" to cover the cost of needed infrastructure in support of planned new development.

Utilities and Storm Water

- Continue to monitor rates and cost of service for efficiency.
- Monitor serviceability of utility lines.
- Initiate study to document, prioritize and address storm water problems – engage residents in the process.
- Commit the City to greater responsibility towards coordinating all storm drainage improvements and maintenance.
- Enforce City's policy to require annexation as a condition to receiving city water and/or sewer service.

- Actively pursue annexation of currently facilitated unincorporated water and sewer service customers.

Public Safety Goals

- Maintain full complement of qualified, crossed trained staff, and vehicle and equipment readiness
- Study feasibility of completely replacing the Public Safety building.
- Educate public on proper response to distress situations and assist in securing individual homes and apartments with fire extinguishers, smoke and carbon monoxide detectors and ready access to emergency assistance.
- Improve the City's ISO rating to Class 3, if economically feasible.

Parks and Recreation Goals

- Continue to pursue governmental grants for recreational programs and facilities.
- Retain and nurture partnerships with non-profit organizations and other governmental entities.
- Continually monitor and improve existing facilities as needed, including the addition of shade trees for park playgrounds, where needed.
- Add to the community's park inventory by encouraging or requiring land development practices that reserve park space within or close to newly developed sites.
- Work closely with County Recreation Department to better meet the needs of Cayce's residents.

Health Services and Educational Goals

- Assist school district by providing volunteer municipal programs to aid in the education process.

Transportation Element

New Development: Coordinate transportation and land use planning in new developments.

- Monitor new development for its impact on the level of service (LOS) of existing streets.
- Require Traffic Impact Analysis (TIA) reports for new developments exceeding 175,000 sq.ft. (Commercial) or 125 units (residential).
- Provide for flexible, negotiated traffic mitigation measures for large new developments that facilitate pedestrian, bicycle and mass transit access.
- Support context-sensitive roadway design in order to ensure that transportation facilities are compatible with surrounding neighborhoods and activity centers.
- Encourage street connectivity to enhance traffic flow.
- Encourage the use of "neo-traditional" design standards, featuring grid-like street patterns and sidewalks.
- Discourage cul-de-sac and dead-end streets in new developments where natural features do not prevent street connectivity.

- Require large new residential subdivisions to provide multiple entrances and exit points.
- Limit the number of curb cuts and driveways allowed for development along major roadways.

Existing Streets; Improve circulation, condition and safety of existing street system.

- Continually monitor street system to ensure that it is functioning properly.
- Take corrective action to maintain and/or improve the existing street system. To this end, the City may have to assume greater involvement in the maintenance of local streets, not in the state highway maintenance program.

Sidewalks and Bike Lanes

- Provide annual budgeting to go towards sidewalk and trail development and local matches for regional, state and federal trail grants.

Economic Element

- Create new marketing tools.
- Provide business incentives to attract desired industries.
- Craft and maintain zoning regulations designed to sustain and enhance existing business and industrial uses and identify and protect areas suitable for new and expanded.
- Recycle Race Track for major outdoor shows and exhibits.
- Continue to support and cooperate with the Greater Columbia Chamber of Commerce, West Metro Chamber of Commerce, the South Carolina Chamber of Commerce, the South Carolina Department of Commerce, Lexington County Economic Development Office and other regional business organizations engaged in economic development and recruitment.
- Assist Economic Development Agencies by Prioritizing Community Industrial Recruitment Objectives.
- Prepare Landscaping Plan, to include streetscaping, placing utility lines underground, tree planting, highlighted crosswalks, decorative signage and more.
- Prepare a marketing strategy, based on market survey results contained in the city's Master Plan Charrette (May, 2009), to help attract new businesses.
- Expand local economic development efforts to include tourist and retiree markets.
- Develop a more aggressive tourism and retirement promotion program, together with educational programs for individuals involved in tourism, and the integration of infrastructure development in support of tourism including historic lodging facilities, specialty restaurants, etc.

Land Use Element

- Establish an urban growth boundary.
- Establish standards and regulations designed to achieve “smart growth”, to include:
 1. Provisions requiring mixed use development for large scale subdivisions;
 2. Provisions requiring new subdivisions to show existing neighborhood public space and public uses, (e.g. school sites) or where such space is planned or reserved.
 3. Provisions to encourage commercial development within walking distance of new subdivisions;
 4. Amendments to the Zoning Ordinance to allow housing in all commercial areas;
 5. Provisions directing the location of higher density and senior housing near neighborhood centers, community facilities and transit lines;
 6. Provisions for density bonuses for development closer to the City’s urban corridors; and
 7. Provisions designed to reduce dependency on private cars.
- Require all rezoning proposals to be consistent with the Comprehensive Plan.
- Plan and zone for housing diversification, cognizant of the need to promote land use compatibility.
- Require through code enforcement all housing in the City to meet minimum health, safety and sanitary standards.
- Continue to participate in housing assistance programs.
- Continue to raze and remove dilapidated buildings and housing, including mobile homes, declared unfit for habitation and posing a blight on surrounding development.
- Encourage retrofitting existing buildings to use alternative energy sources, and to make them more energy efficient.
- Encourage or require developers to incorporate energy efficient building techniques into the design and construction of new buildings.
- Require redesign of existing nonconforming parking lots to include planter islands and landscaped areas in accord with Section 10.3-5 of the Zoning Ordinance within a reasonable time frame (5-years).
- Adopt design recommendations for signage recommended by the City’s Charrette Master Plan.
- Encourage land development practices that reserve open space and natural resources.
- Protect wetlands and flood hazard areas through maintenance and monitoring of flood hazard regulations, and maintenance of flood insurance.
- Monitor development regulations requiring the use of Best Management Practices (BMP’s) in dealing with the development of resource areas.

- Amend Land Development (subdivision) regulations to require open space and resource conservation as a requirement for plat approval and site development.
- Develop a marketing strategy for the city's commercial areas to include tourists, diners, history buffs, and culture seekers, in addition to shoppers and people engaged in business.
- Provide for mixed-use housing opportunities in the city's commercial corridors.
- Target and actively recruit business opportunities identified from a marketing leakage study contained in the City's Charrette Master Plan
- Amend the Planned Development District (PDD) to require projects to qualify for this zoning by including development characteristics based on specified goals of the Plan.
- Adopt a policy requiring "concurrency".
- Establish a courtesy referral procedure with neighboring jurisdictions (Planning Commissions), including Lexington and Richland Counties, and the Cities of Columbia, West Columbia, Springdale, South Congaree and Pine Ridge. involving all rezoning and development proposals surrounding the City, giving the Cayce Planning Commission an opportunity to comment on such proposals.

ANNUAL AUDIT

To ensure implementation of and adherence to the Plan, an annual audit and review are recommended to be performed in January of each year and presented to City Council the following February. A mid-year overview shall be presented to City Council each year. The annual audit should consist of an item-by-item assessment by the Planning Commission of the scheduled projects on Table 36. The status of each project should be measured in terms of progress: completion or incompleteness. All incomplete projects should be either rescheduled or dropped from the schedule, if interest and community objectives have shifted elsewhere. An annual audit will result in keeping the proposed Plan schedule on the Planning Commission's agenda.

In addition to an annual audit, the plan should be reviewed annually to ensure that all goals, policies, and recommended actions remain relevant, on target, and updated to include any new data that may influence the direction of the plan, such as 2010 Census data, available in 2012. The South Carolina Comprehensive Planning Enabling Act of 1994, requires that Comprehensive Plans be reviewed for

accountability at not less than 5-year intervals, and updated at not less than 10-year intervals, from the date of adoption. In reality, this is not enough for vibrant, ever-changing communities such as Cayce.

An annual review from the date of adoption will better infuse comprehensive planning and the Plan into the day-to-day decisions affecting development and redevelopment of the City. It will remain an effective and current blueprint for the future. It is not meant to be a static or rigid document, but an elastic guide to development, accommodating change within its broader confines.

If audited and reviewed annually, as recommended, the Plan should produce for the city an orderly development process, and an enhanced, planned environment. It will happen when local residents and officials get behind the Plan and push for implementing legislation, policies and budgets to move the Plan to the forefront of the decision-making and development process.