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Executive Summary

Good planning focuses on how to make these choices in an integrated way, with careful consideration of the real costs and a commitment to allocate resources effectively. A good plan is an active, robust, continual conversation among a diverse audience; there is no such thing as a good plan that ends up on a shelf.

The Town of Cameron is on the precipitous of change. Planning is an action word that requires thoughtful decision making, monitoring, and proactive approaches to development. Development does not nor will not happen overnight. Change means reimagined and progressive governance. Commitment is for today not tomorrow.

Reimagining Cameron is a living document designed to bend and morph to meet present concerns and newly discovered opportunities. Below are relevant points from within various chapters.

- Fully engage residents. Building trust is a conscious inclusionary process. Engaging residents and businesses through social media platforms, its web page, and e-blasts to make them aware of meetings and events. It is a way to share their thoughts on topics. This creates an environment for dialogue, support, citizen participation, and communal investments. Engagement means transparency, consistency, and good governance that is not arbitrary/biased.
- Create target specific incentives for Downtown and specific sites.
- Create a marquee event and supplemental events. For starters, create a committee with council oversight to talk with other cities with events to get ideas and potential dates.
- Proactively address housing through rehabilitation.
- Cultivate an environment that fosters residential opportunities to attract residents, especially young couples.
- Promote local businesses and recruit new businesses.
- Partner with housing and economic development nonprofits or develop a Cameron specific housing and economic nonprofit.
- Build a relationship with banks under the Community Reinvestment Act (CRA) to engender support for a housing counseling program, low-interest low pool for business development, and upper-story and apartment conversion housing Downtown.
- Partners with Cameron Community Club to connect recreation facilities with the Downtown parks. There is the potential to expand the former high school building(s) for indoor recreation.
- Aggressively seek grants resources
- Implementation of goals & policies. Create work plans, identify responsibilities, partnerships, and funding, determine the time frames, and monthly to quarterly review the goals and policies.

INTRODUCTION

It is not hard to understand why Cameron is referred to as the prettiest little town. The Town is framed by its friendly, quiet, and small-town feel. There is an enthusiasm second to none. The 3.1 square mile community is located in the southwest portion of Calhoun County. St. Mathews and Orangeburg, closest municipal neighbors, are a 12 and 14-minute drive respectively. The Town is within 48 minutes from Columbia and an hour and 17 minutes from Charleston, SC. United States Highway 176, a major arterial, traverses through the Town connecting Columbia to Charleston and several small and rural communities in between. Cameron geographically has suburb potential to the City of Orangeburg, an attraction for families who love a charming small town.

Assignment

The Town of Cameron contracted with RS3 Planning Collaborative, LLC to develop its first comprehensive plan. It is part of a journey in creating development standards [zoning] to guide growth. We believe the Town is ready to take the next steps in defining and redefining its future without compromising its rural town character.

Because the Town has limited staff and resources, it cannot go it alone nor should it try. Success will rely on Council creating work plans, identifying responsibilities, identifying partnerships and funding, determining the time frames, and reviewing the goals and policies. More importantly, the Town has to be practical in its approach and work at a pace convenient to available funding beyond Town revenues and current/future partners. Collaboration is going to be critical to the town's success. A closed hand does not give or receive anything. Therefore, the Town will have to take some strategic risks. We believe Reimagining Cameron provides an excellent road map to a vibrant future.

WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is a community's compass to charter what it endeavors to be while building on its strengths and assets. It is a living document providing a host of options with the flexibility to adjust for unanticipated changes. In short, it is a community response to its today and future. South Carolina, SC Codes § 6-29-510(E) mandates communities with development or zoning standards to develop and update their comprehensive plans. Updates are every five (5) years and revisions every 10 years. However, a comprehensive plan should be reviewed quarterly to annually to ensure progress. Embedded are general to specific goals and objectives that express short, intermediate, and long-range vision goals. Short-term goals are readily accessible projects, low hanging fruit with immediate outcomes. Long-term goals and objectives take a little more time and energy. However, short-term accomplishments chip away at the more ambitious projects.

As ambitious as some of the goals and policies are, it is not a mandate to accomplish all or half of them with ten years. The best approach is to start with low-hanging fruit, the easier and readily attainable areas. They are confidence builders.

Why is it important?

- A comprehensive plan:
- Serves as a guide to map out a community's path toward its intended goals.
 - Shapes policies and budget decisions.
 - Lays the foundation for zoning and land development standards.
 - Engages a community to participate in the planning process.
 - Demands accountability and transparency.

Chapter Summaries

Comprehensive plans, at a minimum, address nine (9) planning elements - population, land use, community resources, transportation, community facilities, natural resources, housing, economic development, and priority investment. These planning elements are not isolated components rather interwoven threads that connect to and support one another. Each chapter corresponds to the above elements. Chapters assess the current picture, trends, and unearths opportunities, and offer a suite of options to reverse Cameron's declining population and blighted downtown/residential areas.

Who We Are (Population Element)

Chapter one breaks down the current population numbers, projections, and socio-economic demographics. It concludes with the need to boost Cameron's population through strategic development. Cameron's current trajectory will continue a downward population decline.

The Way We Move (Transportation Element)

Chapter two addresses the importance of access management, pedestrian access, and parking.

Our Story & Valued Resources (Cultural Resources Element)

This chapter showcases the Town's history, historic resources, and proposes a conservation district to protect and promote historic preservation and appropriate design.

The Way We Function (Community Facilities Element)

This outlines the Town's municipal services, access to public facilities and medical services, and parks.

Our Interaction with Nature (Natural Resources Element)

Our Interaction with Nature inventories expresses the implications of each on Cameron's natural and manmade landscapes.

Where We Live (Housing Element)

Chapter six highlights housing trends, homeownership-renter portfolio, and the importance of housing rehabilitation, and affordable housing.

Where We Work (Economic Development Element)

This chapter covers employment, poverty, jobs, and transitioning Cameron from a place to a destination.

How We Use Land (Land Use Element)

How We Use Land discusses current and future land uses that continue Cameron's rural feel.

Our Approach (Priority Investment Element)

This final chapter offers ideas and resources as part of the Town's toolkit.

Public Engagement

Public engagement attempts to glean information about a community in a synched fashion. Efforts are to identify a vision and unearth strengths/assets, opportunities, constraints, fears, and build on a community's strengths, opportunities, and assets. A series of platforms -surveys, work sessions, and focus groups- are used to excite and involve the public. Those comments help share the plan, especially the goals, objectives, and strategies. The public's review of and input on the draft polishes out the edges for council adoptions. After the adoption, the real work begins. Council, staff, key stakeholders, and the Cameron Community begin to dissect the plan into implementable phases. The public's role is to ensure accountability and prod its leaders to act.

Reimagine Cameron began with an online survey and visioning session. Both data collection tools assisted us in getting to know the community and gathering relevant facts. Several work sessions with council, the planning commission, and the board of zoning appeal shaped and reshaped the draft. One of the transformative public engagement products is the vision statement. It embodies a community's hopes, personality, strengths, and future aspirations. The vision statement was inspired by the stakeholders' concept of a vision from the interactive session. The list of those concepts is listed in Appendix C.

Vision Statement:

The prettiest little town framed by family living and tradition, faith, unique architecture, and green spaces inviting its visitors and residents, where citizen involvement in government and commerce is encouraged.

Chapter 1 Who We Are

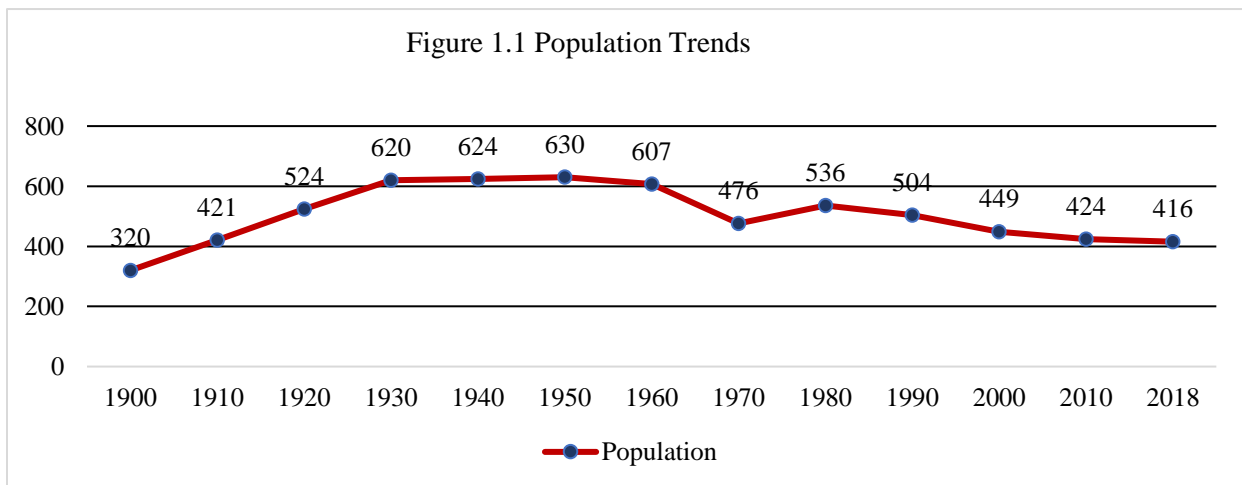
“There is no logic that can be superimposed on the city; people make it, and it is to them, not buildings, that we must fit our plans.” - Jane Jacobs, *The Death and Life of American Cities*

The Who We Are chapter reflects Cameron’s statistical and descriptive analysis. This section of the Comprehensive Plan is not meant to be comprehensive but a snapshot. Subsequent chapters will add to Cameron’s canvas, giving the Town a suite of options. Population trends, race, household, education, income, and future populations are the focus of this chapter. Who We Are offers an analysis of where we were 10 years ago, a relative glimpse of where we are now, and an idea of where we hope to be. There are some comparisons between the Town of Cameron, Calhoun County, and the State. The data lays the basis for developing planning policies to further development patterns in the Town.

Population is more than just numbers. It is demographic data linked to events, policies, and present attitudes. It pinpoints demands for services and asks what departments and/or agencies can best provide services. Population gauges and projects the number and types of jobs, housing, commercial, environmental and infrastructure demands, and recreational amenities. Population data influences how the Town of Cameron with the County plans to approach education (K4-12 and post-secondary training), healthcare, and supportive services.

POPULATION TRENDS

Figure 1.1 expresses population trends from 1900 to 2018. Cameron steadily experienced population growth from 1900 to 1950. Its largest growth rate occurred between 1900 and 1910. The Town’s population grew by 31%. In subsequent years afterward, growth rates decreased despite an increasing population up to 1950. Its population dropped slightly by 3.7% in 1960. Twenty-three persons moved elsewhere. Its biggest decline (21.5%) was in 1970. The Town’s population rebounded in 1980 by 12.6%. Cameron’s population went from 476 to 536 persons. After 1980, Cameron’s population has been on a gradual decline. Unfortunately, the Census Bureau forecasted a 1.9 percent population decline in 2018.



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Figure 1.2. looks at Cameron in comparison to similar-sized municipalities and the Sandy Run Community. The comparisons offer a perspective and gauge where Cameron stands in relationship to its peers. Cameron's population is declining and has been for some time.

Cameron's population between 2000 and 2010 declined by 5.6% and again by 1.9% between 2010-2018. The Sandy Run Community, over 18 years, witnessed a 13.8% population increase followed by a 10.3% decline. Bowman and Elloree's populations experienced 19.2% and 6.7% declines between 2000 and 2010. Santee's population grew by nearly 30%. Eight years later, Bowman and Elloree loss 27.2% and 8% of its population respectively. Santee grew at a smaller rate. Swansea and Gilbert experienced double-digit growth between 2000 and 2010, respectively 55.1% and 13.8%. In 2018, Swansea's population rates fell to single-digit numbers -6.4%. Gilbert's population rate remained in double digits -29.9%.

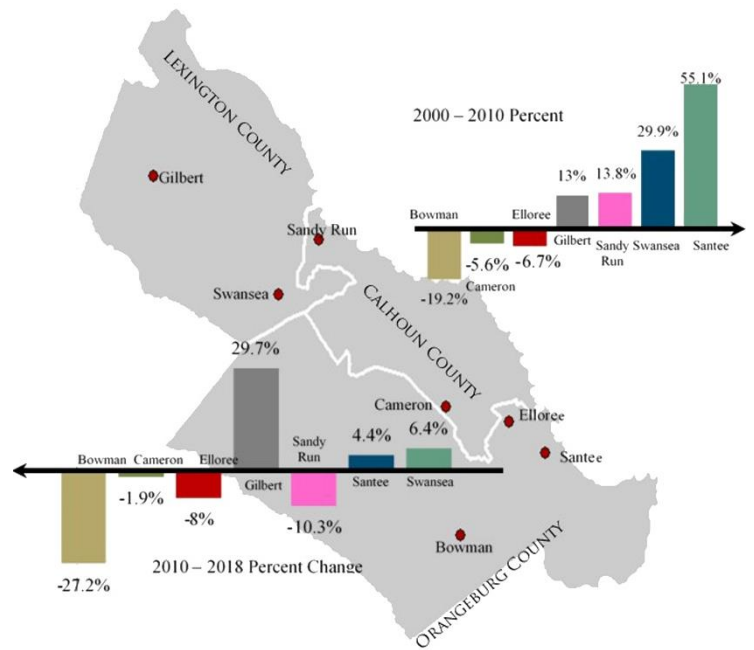
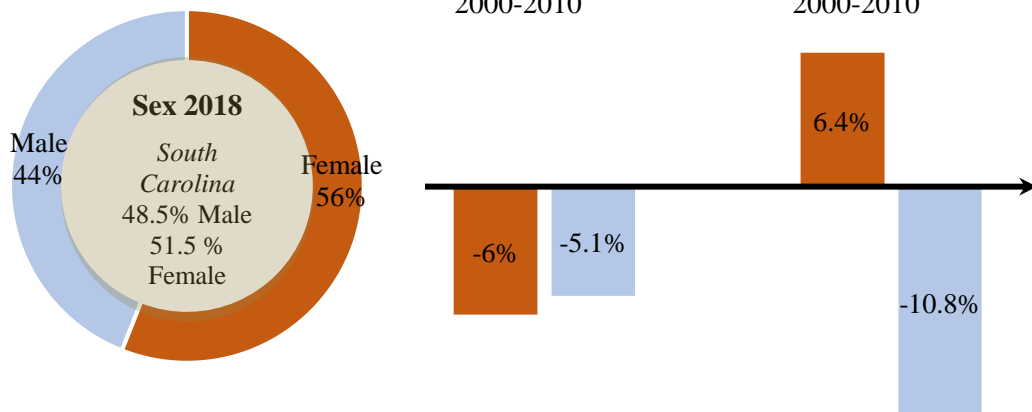


Figure 1.2. Cameron's Population Comparison

Females often represent the largest portions of communities. Cameron is no different. Females, according to 2018's Census, represented 56% of the population. The number of females declined more than males between 2000 and 2010. Males' numbers declined by 5.1%; while females dropped 6%. In 2018, females rebounded by 6.4% despite Cameron's population reduction. Males declined by 10.8%. This double-digit decline is linked to shorter life expectancy.

Figure 1.4. Gender Dynamics



POPULATION UP CLOSE

Below, the population distribution pyramid depicts Cameron's 2018 births and survivorship using an age and gender population pyramid. The pyramid is a visual snapshot of a population by age and gender. Theoretically, females and male populations for age groups should be somewhat symmetrical. That is

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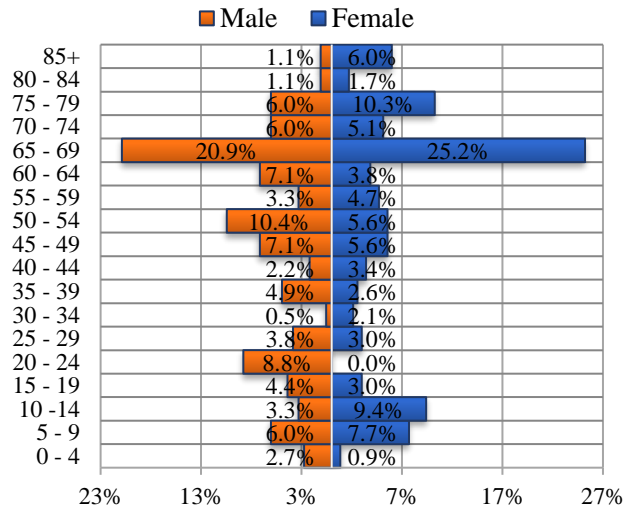
rare. Frequently, one group will be radically larger or smaller than its opposing gender, creating erratic shapes. Those shapes prod us to seek an explanation. Explanations range from immigration/emigration to school enrollment to deaths that favor one gender over another. The 2000 and 2010 Age and Gender Population Pyramids are included to show context and change in Cameron’s population over the years. The 2018 graph shows a low birth rate. The majority were boys. Girls represented less than one percent. Cohorts 5-9 and 10-14-year-olds exploded. The previous year’s 0-4-year-olds were now 8-12 years of age. Surprisingly, there were no teenage girls between 15 and 19 years of age. One plausible explanation is, over eight years, girls survived as 13-17 and 18-22-year-olds. It is possible those girls, in 2010, were closer to 11 resulting in a zero population. The other significant bulge occurred among 45-49 and 55-59 cohort groups. This group represents Cameron’s middle age/transitioning population. These cohort groups make up the Town’s working ages. Ten years from now, they will be the Town’s 55 through 69-year-olds with a smaller population behind them.

Cameron’s “retirees”, 65-69 cohort group, exploded. This speaks to high life expectancy and relatively good health. Seniors ages 70 to 79 continued to grow. Seniors began to shrink from 80 to 85+ ages. Women, according to the National trend, out-live men. This is the case here.

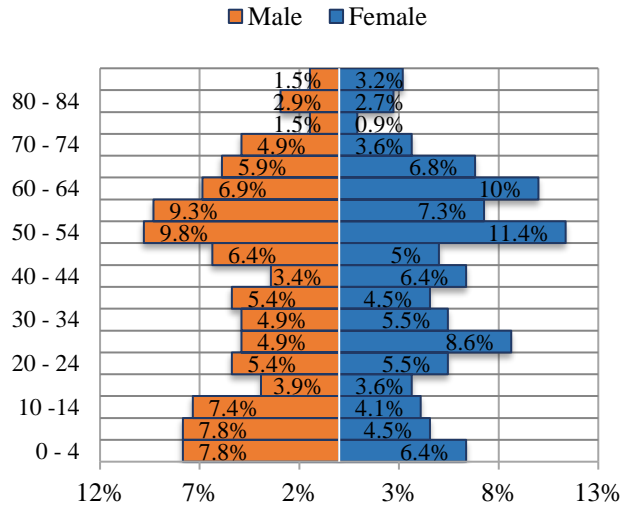
Births are intrinsically tied to fertility for women between the ages of 14 and 44. Again, this age group impacts fertility. The following analysis’ drawback is the absence of 14-year-old girls. It is nearly impossible to extract those girls from their 10-14-year-old cohort group. Nonetheless, 75 women (17.7%) were a part of this sorority. Only, 33 women (7.9%) were in this group in 2018. The numbers and percentages appear to be declining. If this is not an anomaly, Cameron’s future population increase hinges on the immigration of young families.

The number of persons under 18-year-old is shrinking. The group represents Cameron’s future working group, new households and families, and eventual seniors. A reversal is needed to ensure Cameron’s sustainability. Retirees in each enumeration represented the largest demographic group. Cameron’s

2018 Age & Gender Population Pyramid



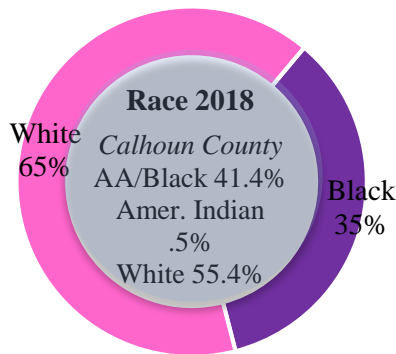
2010 Age & Gender Population Pyramid



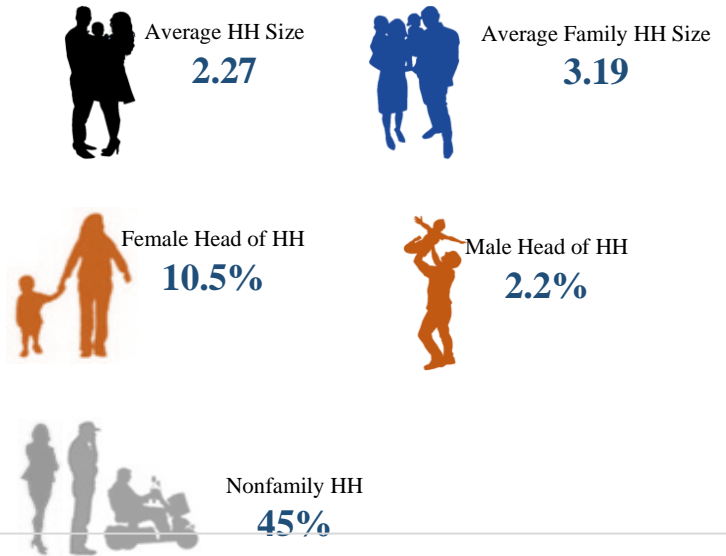
median age is 57.7. Lastly, we turn our attention to the working-age population - 15 to 64 age group. Working-age assumes all persons are fully employed. Sixty-four percent made up this group in 2000 and 2010. This group, in 2018, represented 42% of Cameron’s population. What does this mean? If this becomes a trend, there will not be enough working adults to support the Town’s dependent population. This group influences purchases, types of businesses, and payroll taxes. The latter could mean fewer taxes to finance Social Security and Medicare. An aging population means a higher demand for seniors services aging in place and a reduced tax base.

SOCIOECONOMIC PROFILE

Race

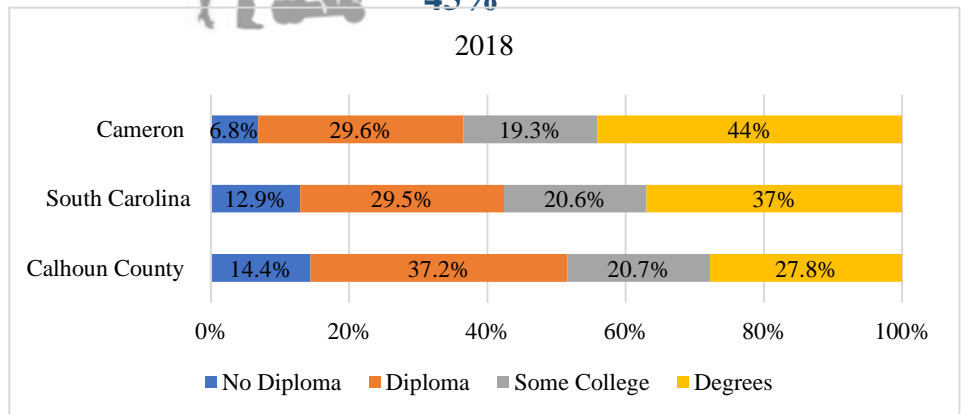


Household Types



Education

The columns most telling are no diploma.” Cameron’s less than high school diploma/GED is marginal. That is great news. 2018 ACS data showed Cameron was better than the County and/or State in persons with college degrees.



Income

Economic indicators, here, are median and per capita income. Both are an economic barometer to gauge a community’s economic profile. However, they are in no way perfect. They provide a snapshot in time.

Table 1.1 expresses an 18-year glimpse of the Town of Cameron, Calhoun County, and State’s economic profile. The first observation is the household, family, and per capita incomes increased each decennial and ACS enumeration with one exception – 2018 household income. The other is the Town in all incomes up to 2018 outpaced the County and State. Why the decline in Cameron’s 2018 household income? That is puzzling, particularly since non-family households rose during the enumeration. The most viable

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explanation is the participants selected for the ACS questionnaire earned less. Keep in mind the 2018 enumeration is a five-year analysis from 2014-2018. It is also important to remember economic recovery from the 2008 Recession started in 2012. Economic recovery trickled down slower to rural and small communities resulting in lower reported wages.

Table 1.1. Median Household/Family & Per Capita Incomes

Locality	2000			2010			2018		
	Household	Family	Per Capita	Household	Family	Per Capita	Household	Family	Per Capita
Cameron	\$37,792	\$50,000	\$22,463	\$48,942	\$60,313	\$23,748	\$40,179	\$63,393	\$26,051
Calhoun County	\$32,736	\$39,823	\$17,446	\$36,790	\$51,975	\$20,845	\$44,534	\$63,917	\$25,953
South Carolina	\$31,082	\$44,227	\$18,795	\$43,939	\$54,223	\$23,443	\$51,015	\$63,437	\$27,986

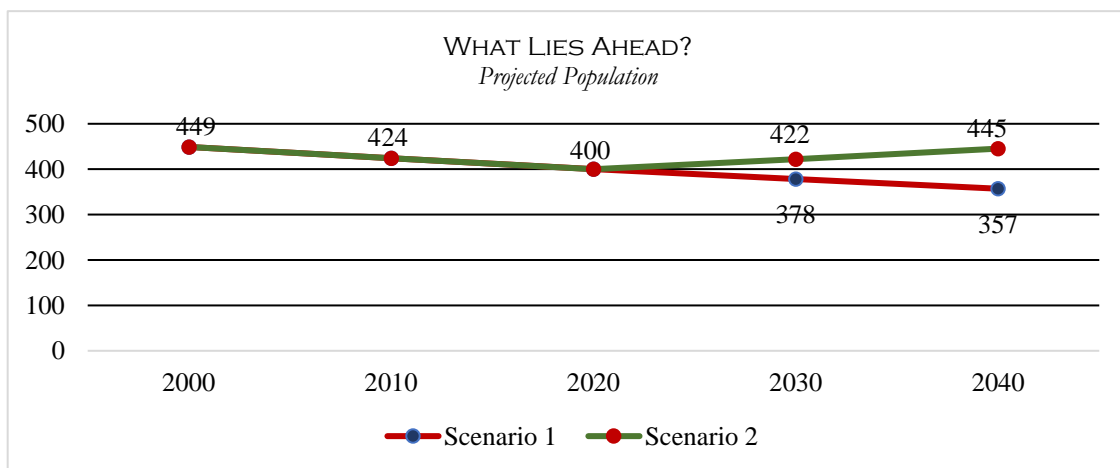
Source: U. S. Census 2000 Decennial Enumeration; 2010 & 2018 ACS 5-Year Estimate

THE FUTURE

What lies ahead? What Lies Ahead Graph articulates population actuals from 2000 and 2010 decennial data. Consequently, the forecast uses the percent change between 2010 and 2018 as a growth indicator producing two plausible scenarios.

Scenario 1 assumes Cameron’s population will shrink 5.6% each decennial (10-year period). The assumption projects a steady decline from 424 to 357 persons by 2040. This downward trend is likely to continue if the Town does nothing. During the kick-off meeting, the voices - largely seniors- that resonated the loudest were those who wanted things to remain the same. Today, Cameron is an aged community with minimal young couples relocating to the Town, a shrinking female fertility population, and not enough new births. Simply, a “keep things as they are” will be detrimental to the Town.

Scenario 2 projects a 5.6 percent increase every 10 years after 2020. The 2020 Census enumeration is already underway. There is not enough time to implement ambitious policies to catapult population growth. RS3 Planning Collaborative, LLC believes the subsequent years with ambitious policies, governance, partnerships, and a change in attitudes will grow the Town’s population, economy, and quality of life. Cameron’s proximity to Orangeburg’s is attractive to potential residents looking to reside in a quaint, small-town atmosphere. The goals and policies below are strategies going forward.



GOALS & POLICIES

Who We Are Chapter again is a snapshot of the Town of Cameron, giving us a glimpse at areas we can improve and further develop. Planning will be crucial in creating a workable framework to guide anticipated and future growth.

Goal 1. Increase the Town of Cameron's population.

Policy 1.1. Increase housing starts. The Town has ample available land to develop housing at different price points.

Strategy 1.1. Partner with non-profit, developers, and builders to develop housing with diverse styles and price ranges. The target population needs to be 20 and 30 something-year-old looking for affordable housing and a small-town atmosphere.

Strategy 1.2. Reclaim vacant lots and housing in need of rehabilitation. We will discuss this detail in the Where We Live Chapter.

Policy 2.1. Annexation may be needed to acquire unavailable land.

Growth requires giving something short-term to reap long-term benefits. Below are examples.

- amortized tax collection (The first year, potential property owners would only pay 50% of the town's property taxes then gradually 100%. It can be in the form of a rebate. The City of Beaufort has an aggressive annexation policy. It provides annexed property owners two payments equal to one and one-half (1½) times that property's projected city real property taxes based upon the real property's then-current appraised value, use, and city millage rate at the date of execution of the annexation agreement.
- demonstrate efficient emergency services (i.e. police and fire); and
- provide public improvements, tax abatements, business license incentives, façade grants, access to housing rehabilitation grants.

Goal 2. Transition Town of Cameron from a place to a destination. This is reminiscent of Cameron's earlier history in shaping a territory into a Town.

Policy 2.1. Events attract visitors unfamiliar with Cameron, converting visitors into residents.

Goal 3. Connect with the residents and businesses.

Policy 3.1. Invest in a website using Intuit, GoDaddy, or some other web platform. Currently, departments/staff have their own Facebook pages. Social media platforms are compliments to a web presence. A website affords access to detailed information, maps, directions, announcements, Council minutes, and other information. One of the best features is opt-in, allowing to Town another way to connect with residents via e-blasts and reminders.

Chapter 2 The Way We Move

“Trying to solve traffic congestion by widening roads is like trying to cure obesity by loosening your belt.” - ITE Traffic Engineer

The purpose of the transportation element is to ensure transportation facilities and plans in Cameron are aligned with existing and anticipated transportation needs and objectives, economic, quality of life, and others. This chapter considers transportation networks, including road improvements, new road construction, transits, and walkability/access issues. Transportation also plays a significant role in land use ensuring transportation efficiency for existing and planned development.

Commuting patterns are an important transportation indicator. The Census focuses on commutes/trips to work. Commuter characteristics are used to plan road and highway improvements, shape planning services, and understand people’s travel patterns and their means of transportation. Nonetheless, 95.7% of Cameron’s working population relies heavily on cars, trucks, and vans as part of their work commute. Walking was the least used mode of transportation -3.4%.

Cameron’s average commute time is 29 minutes – less than an hour round-trip. Overwhelmingly, people’s work commutes were less than 25 minutes. A little more than eight percent had less than 10-minute commutes. This reflects very limited employment opportunities nearby. Greater than 30-minute commutes are linked to employment outside in other counties.



Average Commute Time
29 Minutes

ROAD NETWORKS

Cameron’s road network is overwhelmingly comprised of local low traffic roads. Their tentacles connect to Cameron Road [SC 33] and Old State Road [US 176]. Both arterials are major collectors. The average daily traffic, according to 2019 SCDOT data, for both roadways is 13,250 trips – Cameron Road (6,850 trips) and Old State Road (6,400 trips). Cameron Road connects Cameron to the City of Orangeburg, and on and off-ramp connections to I-26.

RAIL SYSTEM

CSX Transportation (CSXT) is South Carolina’s largest railroad with 1,269 route miles, connecting 23 states, the District of Columbia, and two Canadian provinces. Two of those rail miles traverses through Cameron, transporting upwards of one to five tons of freight. Economically, the railway offers no benefit to the Town. That number is expected to double in 2040. The closest passenger train service - Amtrak – is accessible in Denmark, SC.

WALKABILITY/ACCESS ISSUES

Sidewalks are available in sections of town. Sidewalks reflect pre-ADA (American with Disabilities Act) standards. They are relatively narrow. In many cases, their design cannot easily accommodate two pedestrians passing one another. It is more of a challenge for persons with mobility challenges. The

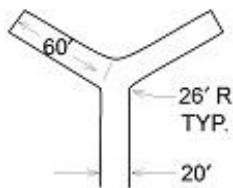
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absence of sidewalks along these streets creates pedestrian/vehicular conflicts particularly on under and unlit streets. Sidewalks within the Conservation District rank high. Briefly, the proposed Conservation District encompasses Cameron's potential historic resources. We believe this area has the potential to jump-start the town's economy and visibility. Walkability is one of the ingredients to a robust and vibrant community, especially downtown. Walking connects people to storefronts and encourages spending. Cameron's downtown has tremendous potential if appropriately marketed for investments. Sidewalks are absent along S. Boyce Lawton Drive from 2nd Street to 4th Street. Medium priority is assigned to sidewalks on Cameron and Old State Road. There is not any urgency to install sidewalks due to the limited development along these corridors. The exception is the sidewalk on the western side of Old State Road, which extends to the town limit toward Sandy Run. However, sidewalks along these corridors will have to be considered in response to development. Local roads are a low priority due to the low traffic volumes. Their low volumes allow pedestrians to transition on a road shoulder to avoid oncoming traffic. Sidewalk installations should not be less than five (5) feet in width. One sidewalk on either side of a roadway with appropriate drainage is acceptable. Singular sidewalks should be no less than six (6) feet in width to accommodate a pedestrian and mobility challenged person to comfortably pass each other.

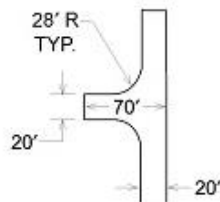
Another pedestrian/vehicle conflict, less fatal, is vehicles obstructing sidewalk access. Observed during our visit are vehicles parked on sidewalks. Each sighting had one common factor – inadequate parking. Inadequate parking lends to this behavior. Retrofitting existing parking, creating new parking facilities, developing parking standards, and police enforcement will alleviate this behavior.

The absence of rail gates at railroad crossings at Old State Road endangers motorists. Inattentive and anxious motorists are more likely to ignore approaching trains. SCDOT's Charting a Course to 2040 noted 17 fatalities, 32 severe injuries, and 27 fatal and severe injury collisions at railroad crossings between 2008 and 2012. Council advocacy for crossing gates to SCDOT and CSXT is a step.

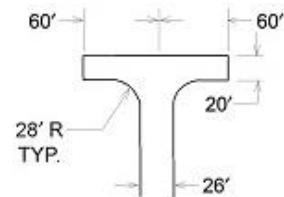
Several roads end without turnarounds or cul-de-sacs. The lack of access makes it difficult for fire trucks to maneuver. Illustrated are examples of turnaround designs that better accommodate limited space. Designs mirror the International Fire Code, Appendix D. Future subdivision need to connect streets, minimizing cul-de-sacs.



60-FOOT "Y"

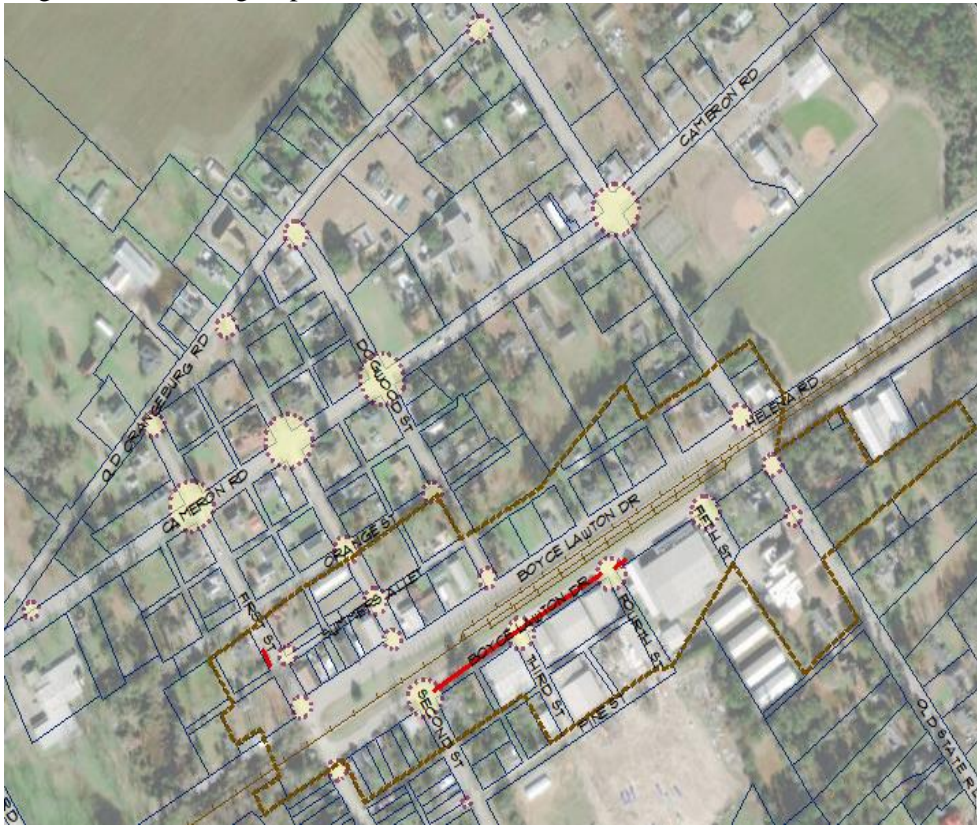


ACCEPTABLE ALTERNATIVE TO 120-FOOT HAMMERHEAD



120-FOOT HAMMERHEAD

Figure 2.3. Walking Impediments.

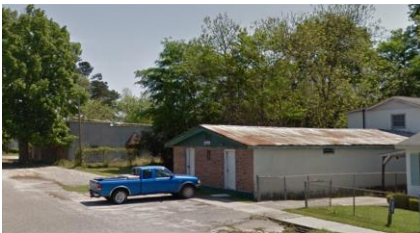


— Downtown Sidewalks
 — Conservation District
 ● Impediments



▲ Example of No ADA Transition Pad (Cameron Rd & 1st Street)

▼ Appropriate Design



Vehicle parked on sidewalk on S. Boyce Lawton Drive



Interrupted sidewalk @ 1st Street & N. Boyce Lawton Drive



◀ Poor wheelchair access (No ramp crossing Old State Road or delineated crosswalk)

▶ Good design - wheelchair access at intersection & crossing at both roadways



Walking Impediments pinpoints intersections with safety concerns. Impediments include faded to no crosswalk striping and few to no ADA transition mats. Briefly, ADA transition mats are one of the accessibility standards for the visually impaired. They provide tactile warnings using a distinctive surface pattern detected by cane or underfoot. This alerts the visually impaired of approaching streets and hazardous surface or grade changes. Circling back to Cameron/Old State Road Intersection. This is an important commercial node. It has the most exposure and seen by visitors. Though major collectors, traffic volumes do not yet warrant a traffic light. Nonetheless, this intersection does not provide adequate wheelchair accessibility. Ramp design does not provide access crossing to wheelchair operators. Crosswalks as a design element add character to a community, especially downtown. Recommended are crosswalks within the Conservation District and the Cameron/Old State Road Intersection.

ROAD ACCESS MANAGEMENT

Access management centers on property ingress and egress. Access management's goal is to minimize vehicular and pedestrian accidents, inappropriate access points, awkward turns, and limiting unnecessary curb cuts. Older commercial corridors have more than needed curb cuts. Motorists have to exit one parking lot onto a roadway less than 20 feet to access another store. The solution is required access between adjacent commercial businesses. This saves time, the hassle of navigating through on-coming traffic to shop next door, and reduces accidents. Street connectivity within subdivisions and adjacent subdivisions eliminates unnecessary driving to visit family, neighbors, and friends. Nineteenth and early 20th Century developments featured connected streets. We are a witness to their functionality and streetscape. Below are examples of inappropriate and appropriate access management.



▲ An example of poor cross access.

▼ Good redevelopment example illustrating cross access minimized access points.



TRANSPORTATION GOALS AND POLICIES

Goal 1: To provide a cohesive and unified approach to transportation planning through intergovernmental coordination.

Policy 1.1. Ensure that the appropriate zoning and future land uses occur within a specified roadway classification to ensure development is consistent with the roadway to promote responsible growth patterns.

Policy 1.2. Utilize best practices access management techniques between neighborhoods, employment centers, schools, service centers, and recreational centers.

Policy 1.3. Develop language in subdivision ordinance to encourage sidewalks and/or trails within residential subdivisions.

Policy 1.4. Identify needed road repairs and collaborate to construct and repair sidewalks. Apply for SCDOT's Transportation Alternative Program (TAP) funding to install sidewalks crosswalk stripping, and ADA transition mats.

Policy 1.5. Work Calhoun CTC to pave unpaved roads.

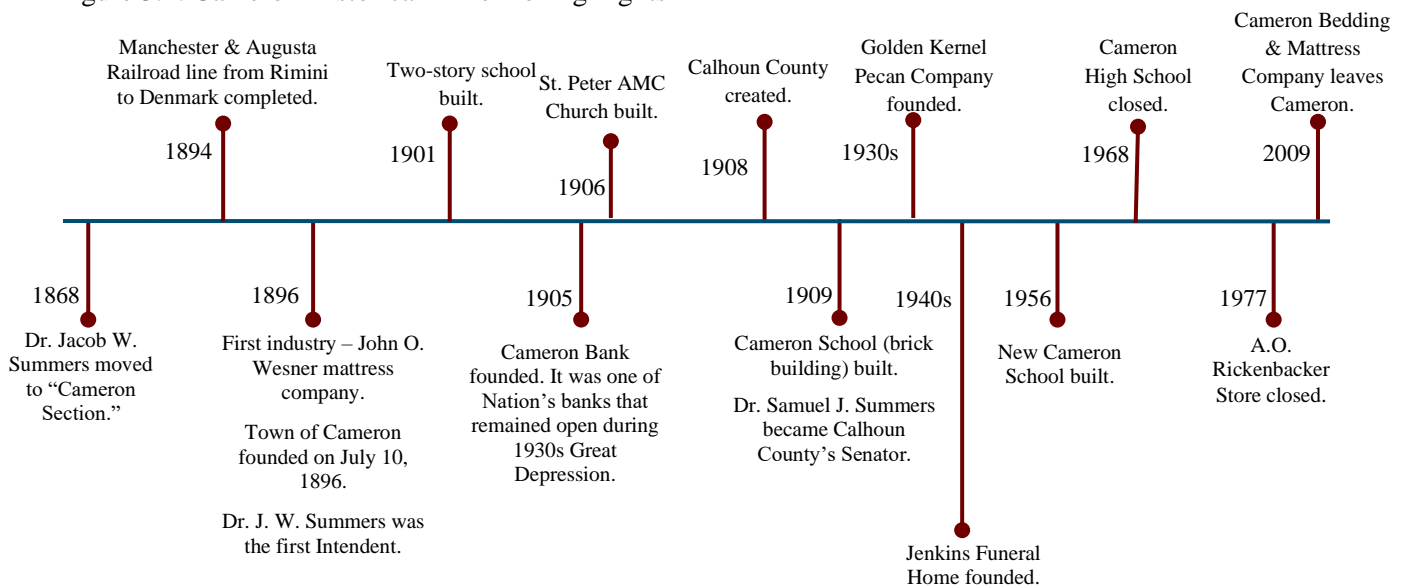
Chapter 3 Our Story & Valued Resources

**“...that pretty little town between Charleston and Columbia on Highway 176.”
- Mrs. Jeanne Wilde Ulmer**

A community’s history, historical resources, scenic landscapes, and institutions make it unique. These forms express identity, traditions, and aspirations. Cameron’s story serves as a mirror asking the community what its legacy will look like decades from now.

This chapter offers a historical portrait that is in no way complete. There are significant gaps that require a thorough unbiased investigation of Cameron’s reflections during the 1930s Great Depression, WW I and WWII, and the Civil Rights Movement to name a few. This undertaking requires a community effort relying on articles and oral interviews. Additionally, this chapter uses Cameron’s story to project historic preservation opportunities to catapult the Town’s present and future.

Figure 3.1. Cameron Historical Timeline Highlights



HISTORY

The Town of Cameron’s historical canvas is painted by reflections and news reports by Mrs. Jeanne Wilde Ulmer, Dr. Samuel Jacob Summers, McDonald Furman, Frank K. Myers, Mary G. Brown, and Roberta G. Bowman with the *Times & Democrat*. Each adds depth to the community’s personalities and events through her or his perspective.

The area, known today as Cameron, was part of the Orangeburg District from 1769 – 1784. Today, that District comprises Calhoun, Allendale, Bamberg, Barnwell, Orangeburg, a portion of Hampton, Richland, Clarendon, Colleton, Dorchester, Aiken, Berkeley, and the majority of Lexington Counties. Before the European arrivals and the establishment of the District, this area was believed to be the home of the Chicora, Santee, Beaver Creek, and Waxhaw Peoples. Europeans gradual expansion of their carbon

footprint minimized the indigenous people. In fact, a little over 100 years after the birth of America, the indigenous peoples east of the Mississippi would be reduced to less than appreciable numbers.

Many Cameron families trace their lineage to their 18th Century German descendants. Immigrants originated from Zurich, Switzerland. After more than two centuries, a remnant of those early arrivals - the Rickenbackers, Zimmermans, Kellers, Rasts, Folges, Ulmers, Whetstones, Dantzlars, Holmans, Kemmerlins, Crooks, Tilleys, and the Kings - live in Cameron. The Town of Cameron was shaped by figures like Dr. Jacob Washington Summers, Dr. Samuel Jacob Summers, Fred I. Culler, Ashby O. Rickenbacker, John O. Wesner, David K. Summers, and others, and the arrival of the Manchester and Augusta Railroad.

One of its prominent residents was Dr. Jacob W. Summers (1837 – 1902). He served in the Confederacy as Assistant Surgeon for a hospital at Salisbury, NC. Three years after the Civil War, he moved with his family from Cattle Creek to the “Cameron Section” later purchasing land lost by George Josh Ulmer in 1871. Dr. Summers was known for being a successful physician and farmer, raising Poland China hogs. Among his list of achievements is his service in the South Carolina General Assembly. For six years, Dr. Summers served as one of Orangeburg County’s House Representatives. The most visionary was transitioning then Haigler from a place to a destination. That transformation coincided with Manchester and Augusta Railroad. It is not apparent how the Manchester and Augusta Railroad introduction was made. It may have been a coincidence or an arranged meeting. Dr. Summers recognized a rail route through Cameron would boost the town’s visibility. Connectivity to Augusta, Georgia was a plus. What is clear is Dr. J. W. Summers donated land for the railroad which was completed in 1894. Now with a railroad and newly platted lots, Cameron was on a path to be a burgeoning town. “Persons desiring to purchase lots at Cameron will find it to their advantage to correspond or call upon me. Signed J.W. Summers” These words appeared in the *Times & Democrat* on January 30, 1895. A savvy move similar to today’s marketing billboard and television promos that read or say “Discover South Carolina. The place just right for world-class golf, beautiful beaches, majestic mountains, and discovering the undiscovered.” Progress is not up to chance; it is cultivated. The last transformative step was legitimizing the town by being incorporated. He and W.W. McMillan, E.L. McGown, J. H. Zimmerman, and J. H. Hailger petitioned the Secretary of State’s Office for incorporation on June 24, 1896. Dr. J.W. Summers was elected Intendant (Administrator) and W.W. McMillan, E.L. McGown, J. H. Zimmerman, and J. H. Hailger were elected Wardens. Less than a month later, the Town of Cameron was founded on July 10, 1896. Dr. Summers served as the Intendent until his passing in 1902.

Early Cameron

Haigler is a little known or obscure fact in Cameron’s story. The United States Postal Service confirmed Haigler was the town’s previous name. A correspondence, provided by the Calhoun County Museum, addressed to Postmaster George C. Summers on May 21, 1965, revealed Cameron’s post office was originally established as Haigler in Orangeburg County on June 27, 1884. On September 27, 1894, the



The Town’s June 24, 1896 Incorporation Petition
Credit: Calhoun County Museum Archives

Town's name changed to Cameron. The reason for the name change is unknown. How did the town come by the name Cameron when it had a name? Two traditions exist. Both have been venerated to historical lore.

The first, more popular version, is the town was named after the train engineer who drove into and through Cameron. There is an alleged plat recorded by Manchester & Augusta Railroad on February 2, 1894 with the "Town of Cameron" affixed to it. We investigated the plat's existence. It is supposed to be housed in the South Carolina Department of Archives and History's microfilm collection. Unfortunately, the plat is unreadable. Without a legible plat, there is no way to confirm the Town of Cameron is on the plat or the recordation date.

The other is linked to two Senator Camerons, father, and son, from Pennsylvania. Simon Cameron, the father, before serving in the Senate constructed several rail lines. He served multiple Senate terms and was ardently opposed to slavery. Senator Simon Cameron also served as the Secretary of War under President Lincoln. James Donald Cameron, the son, followed in his father's steps as president of Northern Central Railroad. That same railroad transported President Lincoln to make his now-famous Gettysburg Address. Cameron served briefly as the Secretary of War under President Grant. His father stepped down as Senator in 1877 to give him a path to the Senate. Senator James Cameron supported the Lodge Bill also known as Federal Election Bill, which failed. The Bill ensured fair elections, allowed federal circuit courts to appoint federal supervisors, and enforced African American voting rights. Naming the town after either Senator Cameron is an odd choice. There is no evidence the Senators ever crossed paths with Dr. Jacob Summers or anyone from Haigler/Cameron. The only connection is their interest in railroads. Regrettably, Northern Central Railroad had no connection with Manchester & Augusta Railroad. Nonetheless, Cameron replaced Haigler.

Manchester & Augusta Railroad

The railroad was the interstate of its day. People traveled further faster. It expedited deliveries and shipments. A town/city on a rail route received an economic boost. Shopping, dining, and lodging establishments were oriented close to train stations. Passengers existing or re-boarding a train had immediate access to meals and/or needed/luxury items. It attracted businesses and customers outside Cameron to ship goods. It was the equivalent of having a FedEx hub.

Manchester & Augusta Railroad (M & A) gave Cameron that kind of visibility. Chartered in 1870, its first operational line was from Sumter to Denmark in 1890. Lines were extended to Aiken, Augusta, and Macon,



Credit: University of South Carolina Digital Collection



Credit: Calhoun County Museum Archives



Credit: SC Department of Archives & History



Cameron's depot today.

Georgia. From 1893 to 1894, M & A established a line from Rimini to Denmark through Cameron. In 1898, M & A merged into the Atlantic Coast Line of South Carolina. On January 30, 1899, the Atlantic Coast Line extended its line to Charleston and Western Carolina.

The depot now sits next to Town Hall. Depots were an intricate part of railroads. They facilitated commerce and social interactions. Pictured above is Cope's Depot, which gives us a visual of how Cameron's depot and platform were designed. Manchester & Augusta Railroad used the same design template for its depots and platform. Before the construction of Cameron's depot, a boxcar was temporarily used. Telegraphs were sent and received on one end and friends and patrons were entertained on the other end of the car.

John O. Wesner & the Cameron Bedding & Mattress Company

Mr. Furman, during his 1902 Cameron visit, reported "There are not half a dozen mattress factories in South Carolina, and one of these is not only at Cameron, but it is the largest business of the sort in the State." The factory measured 80 feet by 200 feet with 20 to 25 employees. In 1902, this was impressive for a town Cameron's size. For 112 years or more, Cameron Bedding & Mattress Manufacturing Company established a stellar reputation and products before leaving Cameron in 2009. Over those years, the business went through several transitions: name changes; organizational structure changes; and temporary closure. John O. Wesner, founder, and the Cameron Bedding & Mattress Manufacturing Company is a story of perseverance.

St. Peters African Methodist Episcopal Church

One hundred and forty years of praising God through song and ministry is the story of St. Peters AME Church. Like so many African American churches, the church is a source of refuge, inspiration, activism, and identity. Five former slaves, in 1880, purchased land for eight dollars from Mr. Thomas Ulmer. Their fervent desire to worship and commune with God superseded the fact they did not have a building. The bush harbor assembly grew. Twenty-six years, later after continual prayers, service, and sacrifice, the first sanctuary was built in 1906. As part of its service was education. The church in 1884 started a school for African American children. The first African American school in Cameron was a source of education for 25 years. St. Peters AME Church is continuing the tradition of service as an integral part of the Cameron Community.



Jenkins Funeral Home & Chapel

Jenkins Funeral Home & Chapel continues to be a visible part of Cameron's downtown. Nearly 80 years, Jenkins has consoled grieving families and friends during their loss. Families have come to appreciate the funeral home's commitment to service. During segregation, the funeral home doubled as an ambulance service for African Americans, transporting the ill and injured for treatment. That service is obsolete.

Dr. Sara Kebe Carter, MD

The first African American doctor from Cameron was Dr. Sara Kebe Carter, MD. She graduated from Howard in 1957. Her research on the biochemical investigation of mental disease was published by the Western Journal of Medicine.

Cameron School

The first recollected school in Cameron was a one-room school on Mr. S. S. Hailger's property. This school opened between 1894 and 1896. Mr. Sheridan was its teacher. Dr. Samuel Summers recalled, "There had been several one-room schools in the community until 1901 with the construction of a large school on lots provided by Dr. J. W. Summers and Pee Dee Land Co. The title was provided as long as for school purposes." In 1901, Cameron had a two-story school. Mr. Furman, in his reflections on Cameron, described, "The appearance of the place makes a pleasant picture to the eye of the traveler as he looks out of the car [train car] window. One of the most attractive features is the large grade school building. This is probably one of the finest school buildings, considering the size of the town, to be found in the State." Increased enrollment outgrew the school's capacity. Consequently, the trustees purchased four acres of land and erected a brick school in 1909. The Summers' family donated the proceeds from the sale of the two-story school and lot to the construction of the new school. Ms. Ulmer recollected, "It was an exciting day. All of the pupils marched from the old school led by the first grade." Four large rooms and an auditorium were added in 1926. The new Cameron School, now owned by the Cameron Community Club, was built in 1956. Cameron School closed in 1968 but not without some controversy. John White's doctoral dissertation, *Managed Compliance: White Resistance and Desegregation in South Carolina, 1950 – 1970* mentioned Calhoun County School District Two and the Town of Cameron, documenting their resistance to desegregation. Calhoun County School District Two was the school district for Cameron Area Schools. Noncompliance with the federal mandate resulted in the loss of federal funding. The County raised the millage to counter the loss of federal funding. It was not enough, causing the school closed. Mr. White cites "Whites either transferred to other districts under rules first established in the mid-1950s as part of the state's massive resistance campaign, or to Wade Hampton Academy in nearby Orangeburg."¹



1901 Cameron School
Credit: Calhoun County Museum



1909 Cameron High School
Credit: Calhoun County Museum



Former Cameron High School (today)

HISTORICAL RESOURCES

Archaeological sites, historic objects, and buildings are our visual libraries connecting us with our past. They tell a story piquing our imagination and curiosity. We discover personalities, design styles, and the

¹ John White, *Managed Compliance: White Resistance and Desegregation in South Carolina, 1950 -1970* (PhD diss., University of Florida, 2006) pp. 382 -383, 395

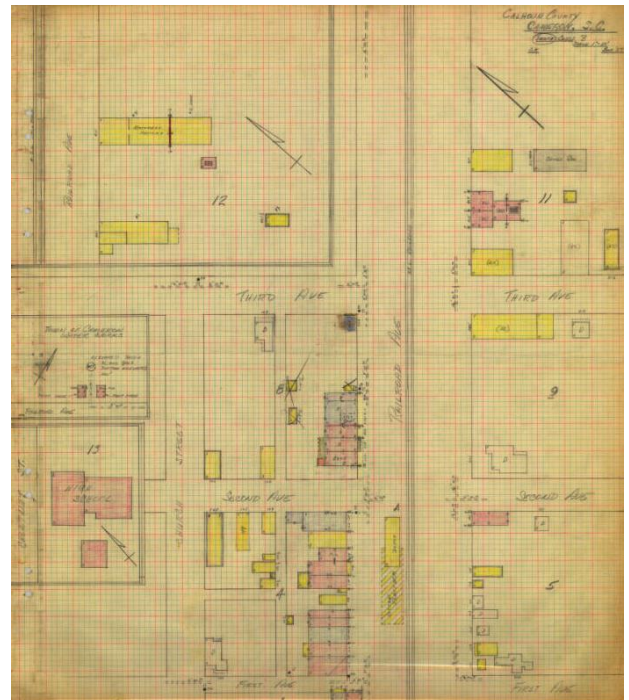
designers behind the edifices, and the attitudes and challenges associated with each site. Cameron has several noteworthy resources.



The Ulmer-Summers House is the only historic resource listed on the National Registry of Historic Places (NRHP). Listed in 1973, the house's significance reflects late 18th Century domestic, folk architecture. The Ulmer-Summers House is noted on South Carolina's ArchSite. The online database notes South Carolina's historic properties, archaeological sites, historic districts, and eligible sites and structures for NRHP consideration.

Cameron may have an opportunity to nominate several buildings for the National Registry and/or establish its local historic properties and/or district. We discovered a 1957 unpublished Sanborn Map among the University of South Carolina Digital Collection. Sanborn Map, short for Sanborn Fire Insurance Map, was developed by D. A. Sanborn for fire insurance purposes. The maps are no longer used for fire insurance. Today, they are valuable historical tools to learn about the history, growth, and development of American cities, towns, and neighborhoods. Planners, sociologists, architects, geographers, genealogists, historians, environmentalists, and others find them to be useful tools. Maps include information such as the outline of each building, the size, shape, and construction materials, heights, and function of structures, location of windows and doors. Noted are street names, street and sidewalk widths, property boundaries, building use, addresses, and block numbers.

Cameron's Sanborn Map, figure 3.2, focuses on today's Boyce Lawton Drive and includes Cameron High School. Many of these structures are extant. Several structures have seen better days. These extant structures are well over 50 years old, which is the minimum requirement for National Registry and historic consideration. Several structures express architectural character for their period. Others have associative significance. Having historic resources is one thing, preservation is another. Unfortunately, local, State, and National historic treasures are threatened by abandonment, deterioration, and inappropriate additions and alterations. Inappropriate additions and alterations are not exclusive to residences. There is increasing pressure to remove older buildings to make way for newer buildings or alter the façade to appear modern. Caution is needed. Feature changes can drastically alter historic architecture unique to a period. Each change chips away at structures' unique characteristics. If gone too far, it will render the historic resources non-extant.



Consequently, we proposed the establishment of a Conservation District. Figure 3.3 includes properties identified in the Sanborn Map and others. RS3 believes the proposed area is the nucleus of Cameron's historic resources. Such a District allows the Town to maintain and promote designs reflective of the Town's value. The Town can monitor, regulate, and guide proposed alterations, improvements, signage, design, new construction, additions, and material

GOALS AND POLICIES

Goal 1. Promote Historic Preservation. Historic preservation has a three-pronged approach – rehabilitation/incentive policy, tourism, and education.

Rehabilitation/Incentive Policy

Policy 1.1. Establish the Conservation District to guide appropriate design and preservation.

Policy 1.2. Apply for SCDAH grant to fund the Town’s historic resources survey and pattern book.

Policy 1.3. Conduct the Town’s historic resources survey and develop a design pattern book. Several communities use a pattern book to guide appropriate additions, new construction, alterations, signage, materials, and design in the District. This ensures local deliberations are consistent.

Policy 1.4. Nominate worthy properties for NRHP designation.

Policy 1.5. Enforcement – Code violations must be taken seriously. That means fining inappropriate and unauthorized construction projects before architectural review approval.

Policy 1.6. Develop the Town’s Bailey Bill ordinance to incentivize historic revitalization efforts after completing the historic resources survey.

Tourism

Policy 1.7. Develop a brochure and share with Calhoun County and South Carolina tourism offices. The brochure would highlight stops to several or all the Town’s listed properties with photographs.

Education

The community may not fully understand the Conservation District and/or the importance of historic preservation. Once the District is established, engage the community.

Policy 1.8. Work with African American Community to chronicle their experiences and history as well as fill gaps in Cameron’s history.

Policy 1.9. Work with South Carolina Historic Marker Program to commemorate noteworthy sites.

Policy 1.10. Promote historic preservation through Historic Preservation Month or Week in concert with Downtown merchants offering specials and/or discounts.

Chapter 4 The Way We Function

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.” - Jane Jacobs, *The Death and Life of American Cities*

The Way We Function guides appropriate community infrastructure decisions and builds partnerships. It also inventories community assets as resources that shape and impact day-to-day lives. Many of the resources are not owned and managed by the Town of Cameron. More importantly, this Chapter helps us to see the value of those resources and the importance of cultivating and shepherding public investment.

The Town of Cameron operates as a subdivision of Calhoun County governed by state laws and also its charter. The charter provides for a mayor-council form of government. The terms of office are four years for council and two years for the mayor. The mayor and council enact ordinances and resolutions relating to town services, tax levies, appropriation and borrowing, licensing/regulating of businesses and trades, and other municipal purposes.

TOWN HALL

Town Hall is located at 204 Boyce Lawton Drive. The building houses the clerk/treasurer and police offices, and town council chambers/municipal court. The Town has one full-time and part-time staff.



MUNICIPAL COURT

Driving under the influence, seat belt violations, moving violations, insurance and registration violations, criminal domestic violence, trespassing, public disorderly conduct, and open container offenses are all issues heard in Municipal Court. Municipal Court hears and adjudicates offenses within town limits. Penalties include no more than thirty days in jail and/or a \$500 fine plus court costs.

PUBLIC UTILITIES

Water/Wastewater Facilities

Water and wastewater services, second to a community's people, frame a community's development aspirations and potential. Communities have used both to leverage development investments and attract new residents. Water is provided by the City of Orangeburg, located at 1016 Russell Street; Orangeburg, South Carolina. Orangeburg Public Utilities (OPU) has 325 water customers -286 residential and 39 commercial customers. Usage is calculated by cubic feet/month. Residential and commercial usage is 609 and 1919 cubic feet/month respectfully. Service rates equate to \$3.07/100 cubic feet. Water is collected from the Edisto River. Plant production capacity averages 30 MGD [million gallons per day]. However, the average use is between 7 to 8 MGD. Cameron's elevated storage tank has a storage capacity of 75,000 gallons of potable water at any given time. Portable water is water safe for drinking and cooking. This water supply is stored in above-ground tanks for emergency use.

Cameron does not offer, nor does it have access to wastewater services. The closest connection is approximately 10 to 15 miles away in Orangeburg County.

Sanitation

Public Works handles waste management. Only household garbage is collected. No recycling or yard waste collection services are provided. Calhoun County provides for the disposal. Refuse is taken to the Orangeburg County landfill located at 310 Endicott Court. Recyclables and yard waste is taken by households and business to Calhoun County's drop off center at 671 Church Camp Road. The department projects updated vehicles and methods for collection in the next 10 to 25 years. That is hinged on future growth.

PUBLIC SAFETY

Fire Protection

The official date of Cameron's Fire Department is unknown. However, there was a volunteer fire department and one fire truck between 1959 and 1960. There is uncertainty whether the volunteers were part of a formalize fire department. Nonetheless, CFD provides fire protection, rescue, fire inspection and investigation, hazmat, and fire prevention services. Coverage includes the Town of Cameron and the surrounding unincorporated areas via mutual aid from its fire station – 5120 Cameron Rd. Mutual aid is provided to Fort Motte, Midway, and St. Matthews Fire Stations as well as Orangeburg County. In addition to its residents, as part of its critical infrastructure, the station protects several municipal facilities, industries, recreational facilities, churches, potential historic resources, and several commercial. The department relies heavily on 20 volunteer firefighters. One of the challenges of a volunteer fire department is recruitment and retention. CFD routinely advertises and promotes volunteerism. They can create fire intervention plans, conduct vehicle extraction, coordinate multiple emergency response teams, and combat wildfires. The



Department prides itself on fire safety and preparedness, which means training. The Department has an ISO (Insurance Service Office) Class 5 rating. The ISO rating outside the five (5) road mile area is plus 5. The lower the classification equates to lower insurance premiums for homeowners and businesses.

Equally important to fire response is fire prevention. Cameron's Fire Prevention Program aims to reduce the number of fires and provides appropriate responsiveness to a fire. Continually, the Department engages the most vulnerable residents – children and seniors. CFD provides fire prevention presentations at schools and churches.

The department's goals are to:

- certify more firefighter IIs;
- upgrade equipment;
- improve on pre-planning efforts;
- expand station; and,
- aggressively seek grant opportunities.

Law Enforcement

The Cameron Police Department protects and serves the Town's residents and businesses. The Police Headquarters also is located at 204 Boyce Lawton Drive. One and ½ officers are on staff. Both are certified with access to two patrol vehicles. A police vehicle can be seen at any given time. Police presence is an indirect prevention strategy that also provides a level of deterrent and psychological safety. Calhoun County's Sherriff Department is readily available to provide assistance to complement Cameron's law enforcement efforts. Cameron PD also has a relationship with Orangeburg County's Sherriff Department. Detainees are transported to Orangeburg County Detention Center. Increased personnel means two more patrol vehicles, equipment, and a larger training budget. South Carolina Department of Justice offers grants to fund additional police personnel and equipment.

RECREATIONAL FACILITIES

Quality of life is measured by personal preferences. Recreational facilities are one of those measures. Residents and visitors are drawn to amenities like quality and accessible parks and recreational facilities. Quality, safety, and accessibility are preferences that impact use. Residents have access to two recreational complexes and potentially another by the end of the year.

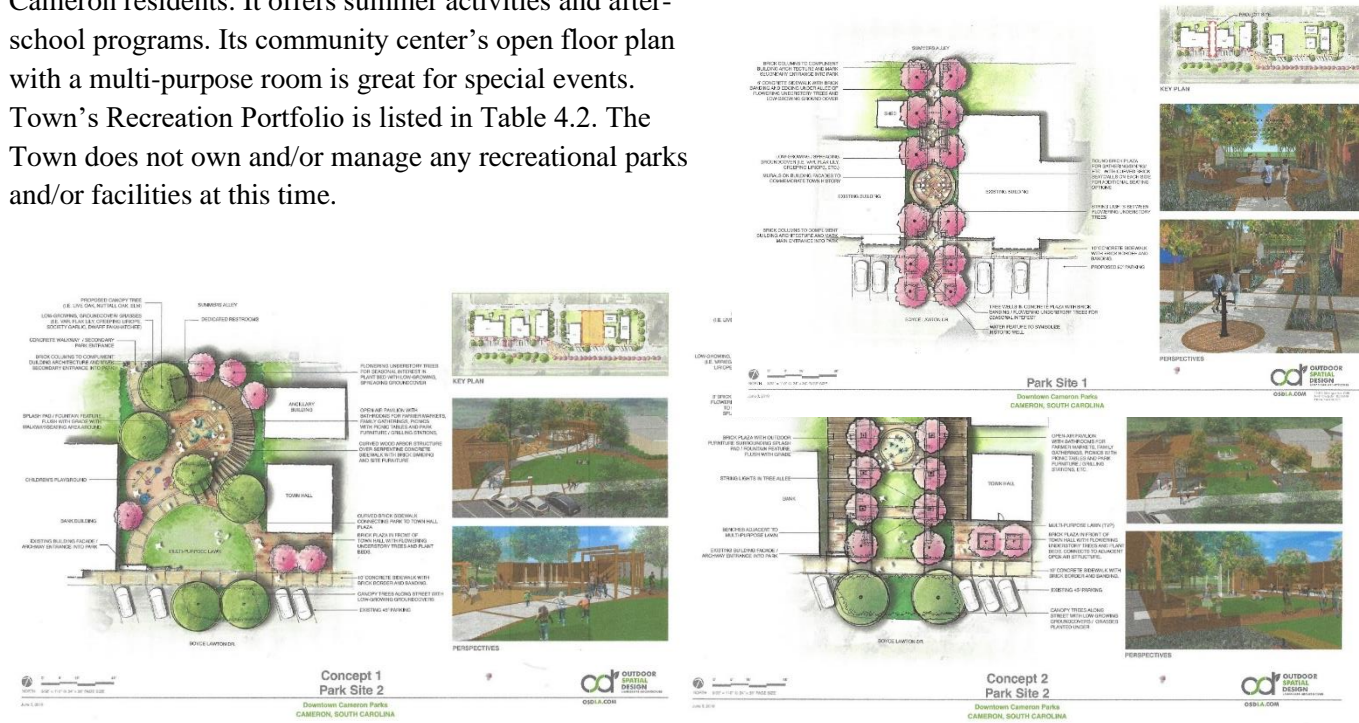
The former Cameron High School, owned by the Cameron Community Club, has available baseball fields and tennis courts. The existing school buildings and the cafeteria is present. SC Department of Park, Recreation, and Tourism (SCPRT) is a funding source for outdoor recreation improvements.

Downtown open spaces/parks are being planned. The first step toward revitalizing downtown. The Town plans to develop and maintain two park spaces. Outdoor Spatial Design proposed three conceptual designs, one alternate option for space next to Town Hall. Featured is a tree-lined walkway connecting to Summers Alley with a brick plaza for gathering and dining. Between the town hall and Farmer's Bank are two options. Both repurpose a portion of the building's existing brick facade as an entrance in the park. One showcases a serpentine walkway connecting to Summers Alley. Arbor structures culminate in a pavilion with bathrooms. The pavilion's design accommodates family gatherings and/or farmer's market, featuring a playground, park furniture, and a grilling station. RS3 recommends playground design and

Reimagining Cameron Comprehensive Plan 27

equipment that accommodates children with mobility challenges. It also features a splat pad/fountain. The second option connects to Summers Alley featuring two opposing open-air pavilions for gatherings and/or farmer’s market, and a splash pad/fountain. Bathrooms are included. It is accented with symmetrical tree plantings, brick walk connections, park furniture, and green spaces. We will circle back and drill down on the parks’ economic and social impact in Where We Work & Our Economic Trajectory Chapter.

St. John Recreation Complex, not within town limits, is about a three-minute drive and a 34-minute walk from the downtown. It was the site of St. John High School – former African American High School. The school was listed among South Carolina Archives and History’s historic resources before being razed. Needless to say, owned and managed by the county, this recreational complex is quite accessible to Cameron residents. It offers summer activities and after-school programs. Its community center’s open floor plan with a multi-purpose room is great for special events. Town’s Recreation Portfolio is listed in Table 4.2. The Town does not own and/or manage any recreational parks and/or facilities at this time.



The National Park and Recreation Association (NPRA) is the leading non-profit organization dedicated to the advancement of public parks, recreation, and conservation. Each year, it conducts a myriad of assessments and studies concerning the economic impact of parks, park usage, and others. NPRA’s 2019 NPRA Agency Performance Review: Park and Recreation Agency Performance Benchmarks confirms Cameron has more than enough access to parks and recreational space.

EDUCATIONAL FACILITIES

Table 4.2. Cameron Parks & Recreational Facilities

Park Name	Facilities	Acreage
Former Cameron High School	2 baseball field, 2 tennis courts, gazebo, and indoor facilities	7.1
Proposed Downtown Park	Passive park, splash pad/fountain, or playground	.33
Town Total		7.43
Additional Recreational Offerings		
St. John Recreation Complex	2 full basketball courts, 2 baseball field, soccer fields, playground, and community center	

Calhoun County Public Library

Calhoun County Public Library, the main library, is located at 900 F.R. Huff Drive, St. Matthews. The library offers various outreach activities and programs, including storytime, summer readings for all ages, early childhood, and adult literacy programs homebound services, and the bookmobile. Patrons have access to databases, high-speed Internet, word processing, computers, newspapers, magazines, e-books, audiobooks, movies, and music for children and adults, large print books, and games. Cameron does not have a library; however, the bookmobile stops at The Station every fourth Thursday from 5 – 7 p.m.



Calhoun County Museum and Cultural Center

The Calhoun County Museum and Cultural Center is a repository of Calhoun County’s genealogical and archived resources. It offers cultural programming, exhibits, and learning opportunities. Hours of operation are Tuesday through Friday from 9 am to 4 pm.



MEDICAL FACILITIES

There are no medical facilities within the Town of Cameron. Residents are 20 minutes or less away from medical and clinical resources - Regional Medical Center - Orangeburg, Doctors Care – Orangeburg, Orangeburg VA Clinic, and RMC Primary Care - St. Matthews.

Regional Medical Center – Orangeburg

Regional Medical Center (RMC) – Orangeburg (3000 St. Matthews Road) is full 286 beds medical facility with 23 primary and specialty practices. It is clinically affiliated with MUSC. RMC is home to 100 physicians and over 1,200 employees and 150 volunteers. Among services provided are 24-hour Emergency Center, cancer treatment, maternity care, and rehabilitation services.



RMC Primary Care – St. Matthews

RMC Primary Care – St. Matthews, 725 Harry C. Raysor Drive, offers primary care services for adult patients of all ages. Medicare, Medicaid, BCBS, and most private insurances are accepted. Financial assistance is available for qualifying patients. Hours of service are Monday through Thursday from 8:00 a.m. to 5:00 p.m. and Friday from 8:00 a.m. to 12 noon.



Doctors Care - Orangeburg

Personalize care and urgent care services are the hallmark of Doctors Care – Orangeburg, 1748 St Matthews Rd NE. Walk-ins are welcome. It offers family care, hearing services, vaccinations, minor surgical procedures, x-rays, on-site prescriptions, allergy testing, and other services. Services are available Monday through Friday from 8:00 a.m. to 8:00 p.m., and Saturday and Sunday from 9:00 a.m. to 5:00 p.m.



Orangeburg VA Clinic

Veterans in Calhoun County can access medical treatment and services through Orangeburg VA Clinic. The clinic, 1767 Village Park Drive, is an extension of the Columbia VA Health Systems. Monday through Friday from 8 a.m. to 4:30 p.m. are the hours of services. Dental, mental health counseling and services, medical treatment, and pharmacy are provided.



GOALS AND POLICIES

Solid Waste

Goal 1. To reduce the amount of solid waste sent to the landfill.

Policy 1.1. Work with the county to develop and promote a recycling program.

Policy 1.2. Recycle and encourage the reuse of building materials when possible.

Public Safety

Goal 2. To provide Public Safety services to meet the needs of today and prepare for tomorrow ensuring response times are efficient and reliable.

Policy 2.1. Replace dated equipment.

Policy 2.2. Incorporate new technologies.

Policy 2.3. Aggressively pursue grants to update equipment, expand facilities, and promote training.

Recreation

Goal 3. Develop a robust park and recreational system.

Policy 3.1. Pursue SCPRT and recreational facilities grants to address and recreational facilities.

Policy 3.2. Work with the Cameron Community Club to utilize facility spaces and develop recreational programming.

General Government

Goal 4. Develop and implement a comprehensive Capital Improvements Program to ensure all Town assets are well maintained and provide adequate environments to all employees and citizens.

Policy 4.1. Perform routine maintenance of Town assets to ensure their long-term stability.

Policy 4.2. Routinely review spending and available debt services concerning the Town's Capital Improvements Program.

Chapter 5 Our Interaction with Nature

“The World is not ours to keep. We hold it in trust for future generations.” - Kofi Annan

The planet is unique, awe-inspiring, sensitive, and mysterious. Nature’s sensitivity and gifts give us pause as land is developed. Therefore, our goal is not to adversely affect the natural environment as we expand our development footprint. We are compelled to find balance. Highlighted are air quality, flood hazard areas, wetlands, soils, topography, and watershed.

WETLANDS & FLOOD HAZARD AREAS

Wetlands

The principal criteria for determining wetlands are hydrology, soils, and vegetation. Wetlands are among the most productive ecosystems in the world, comparable to rain forests and coral reefs. The Corps of Engineers take the lead role in wetlands protection, reviewing proposed projects, and making wetland determinations. When wetland conditions are found, the Corps evaluates the public benefit of the project relative to the potential damage to the wetland resources. Not all developments in wetland areas require a permit; however, an assessment of conditions is required.

Wetlands are an important part of our ecosystem. Its loss, especially through filling, increases runoff, removes nature’s flood control mechanism, impedes groundwater recharge, and reduces water quality improvement.

Figure 5.1 maps existing wetlands and flood hazard areas. The illustration reflects the Army Corp of Engineers’ wetland and the Federal Emergency Management Agency’s (FEMA) FIRM inventory. Freshwater forested/shrub wetland predominates the Town’s natural landscape. Cameron’s wetlands are located around along Four Hole Swamp’s tributaries, touching several properties and engulfing others. Again, development consideration for these properties requires consultation with the Army Corps of Engineers.

Flood Hazard Areas

The devastation from flooding overshadows floodplains’ importance. Floodplains perform vital natural functions such as temporary storage of floodwaters. It moderates peak flood flows, enhance water quality, and recharge groundwater. Erosion control in addition to cultivating diverse natural wildlife populations and aesthetic quality is among its functionality. Whenever possible, the natural characteristics of floodplains and their associated wetlands, and water bodies should be preserved and enhanced. Decisions to alter floodplains, especially floodways and stream channels, require careful consideration and studies.

The Federal Emergency Management Agency (FEMA) identifies and evaluates flood areas. It recommends communities to participate in the National Flood Insurance Program. Non-participating jurisdictions are not able to purchase federally backed flood insurance and federal grants and/or loans. To participate, communities must have an adopted flood ordinance that complies with FEMA’s standards. The Federal Flood Insurance Program uses a standard of the 100-year floodplain, or 1% flood to locate

restricted areas for development. The threat of rising seas levels and flood frequencies may influence FEMA to modify its flood maps [FIRM].

The unhighlighted areas are Zone X. Zone X are areas outside the flood hazard area with a 0.2 percent-annual-chance flood. High-risk areas, commonly known as floodplains and floodways, are designated areas A and AE. Zone A represents areas with a 1% annual chance of flood and a 26% chance of flooding over the life of a 30-year mortgage.

Developments can be situated in a floodplain. Standards require structures to be elevated at or above base flood elevation (BFE). Communities' ordinances establish freeboard elevation – the area above BFE to ensure safety. Elevation requires engineered foundations, innovative wiring, and septic design.

Cameron's floodplains meander along Four Hole Swamp's tributaries and properties. Sixty-three properties intersect either whole or in part with the floodplain. Of these, 15 properties are impacted. Impacted Properties highlight structures in the floodplain. Intense rains can be problematic for structures within this sensitive area. Structural damage is one. The other is downstream accumulation. By the way, none of these structures are elevated. Why is elevation important? Elevating in a floodplain removes a large impervious obstruction like a house from significantly interrupting a floodplain's functionality. That is a water adsorption and detention mechanism. Not elevating maximizes flooding and structural damage.

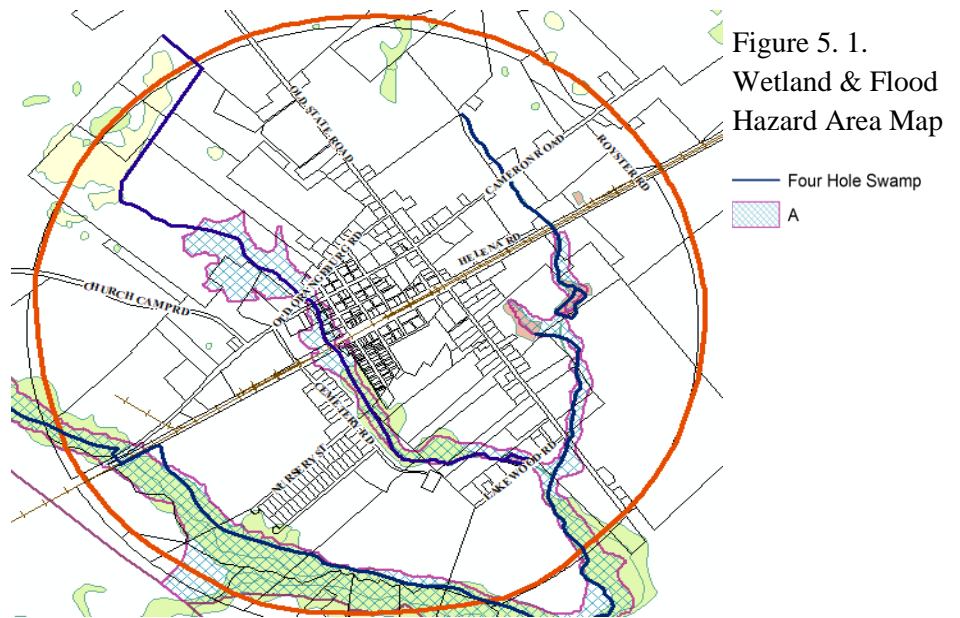


Figure 5. 1. Wetland & Flood Hazard Area Map



Figure 5.2. Impacted Properties

Soils

Soil, in layman’s terms, is dirt. To millions, it is just that – dirt. Often, we overlook its value in the production of food and/or the development of our cherished places. Soils like each person have distinct characteristics that make them unique. They have a purpose.

The largest soil types by acreage are Rains (loamy sand), Goldsboro (loamy sand), and Dothan (loamy sand). A comprehensive list of Cameron’s soil types is at the end of this chapter. Each includes areas outside of town limits. Using the eyeball test, Rains (Ra) soils make up the largest geographical area followed by Dothan (DoA) and Orangeburg (OrC).

Many of us when we gaze onto a field, forest, or open space, we imagine a house or business. The more ambitious dreamers envision a subdivision, commercial corridor, and/or mixed-use developments. No matter the dream, soil conditions have to support development. The following map illustrates the locations for appropriate development. Challenging soils increase the building cost to make projects achievable. The maps reflect soils’ impact on dwellings without basements and small commercial buildings.

Dwellings without Basements and Small Commercial Buildings

Dwellings are single-family houses of three stories or less. Similarly, small commercial buildings have the same height restrictions. Both share similar foundation criteria. Footings consist of reinforced concrete built on undisturbed soil at a depth of 2 feet or depth of maximum frost penetration, whichever deeper. Soil properties dictate the capacity to support a load without movement. Load-supporting capacity considers and evaluates depth to a water table and bedrock, ponding, flooding, subsidence, linear extensibility (shrink-swell potential), slopes, and compressibility.

Consequently, soils are rated on their suitability for development.

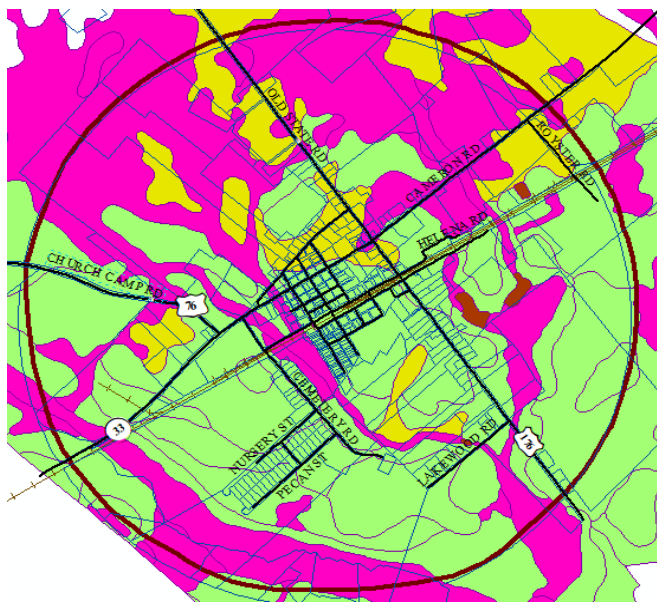


Figure 5.3. Dwellings w/o Basements Soil Suitability

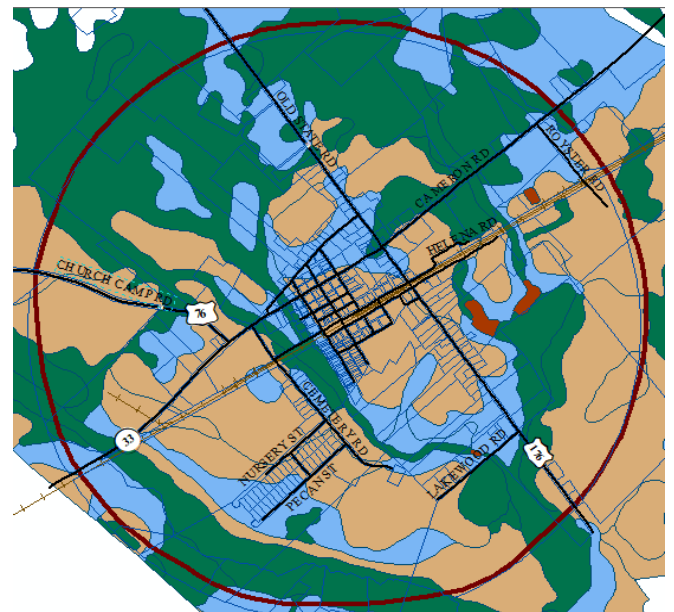


Figure 5.4. Small Commercial Bldings Soil Suitability

Ratings are:

- *Not limited* indicates that the soil has features that are very favorable for the specified use. Good performance and very low maintenance can be expected.
- *Somewhat limited* indicates that the soil has features that are moderately favorable for the specified use. The limitations can be overcome or minimized by special planning, design, or installation. Fair performance and moderate maintenance can be expected.
- *Very limited* indicates that the soil has one or more features that are unfavorable for the specified use. The limitations generally cannot be overcome without major soil reclamation, special design, or expensive installation procedures. Poor performance and high maintenance can be expected.

Septic Systems

Homeowners, renters, and merchants rely on individualized septic systems to manage, treat, and dispose of wastewater. Septic Absorption Field Suitability paints a vivid picture of Cameron’s soils’ ability to support septic systems. Cameron’s absorption choices are somewhat limited and very limited. Briefly, a septic absorption field is an area where effluent from the septic tank is distributed into the soil through subsurface tiles or perforated pipes. Soil with a gravel/stone base serves as a filter in further treating and cleaning wastewater before entering groundwater. Absorption field fitness considers a soil’s effluent absorption capacity; excessive slopes; depth to bedrock and water table; flooding and ponding; and, other factors that interfere with proper installation and maintenance.

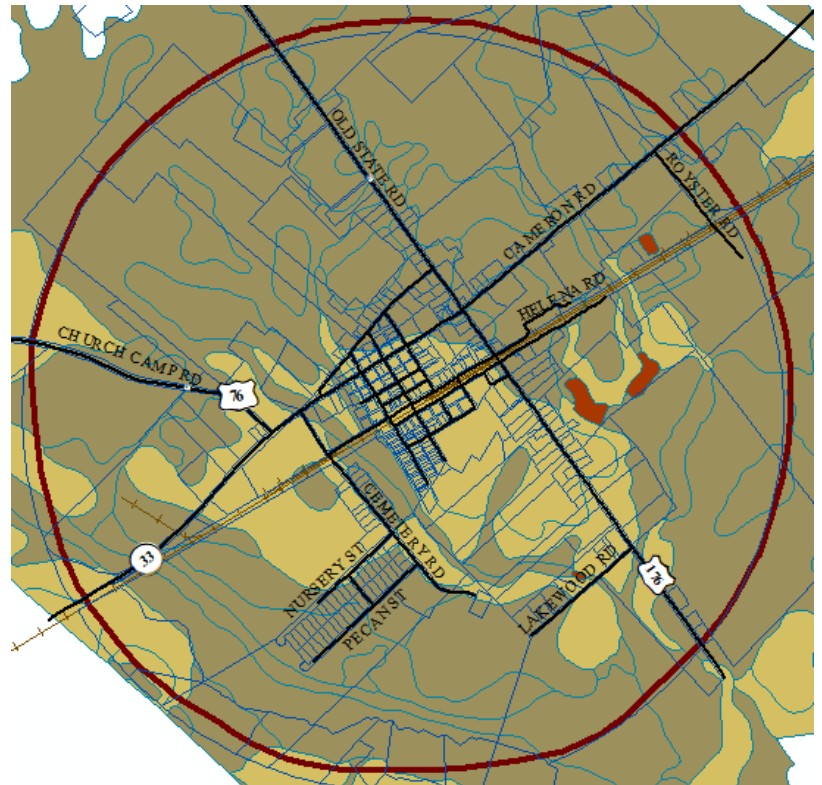


Figure 5.5. Septic Absorption Field Suitability

Somewhat limited soils are concentrated in the Town’s densely developed and populated areas. Soils are modestly favorable. They tend to be characterized by slow water movement or depth to saturation. Slow water movement, in this case - effluent, means wastewater slow infiltrates into the soil.

Very limited soils require major soil reclamation, special design, or expensive installation procedures. Soils feature both depth to saturation and seepage, bottom layer. Johnston (fine sandy loam) soil in addition to the aforementioned conditions tends to flood and pond. Seepage, here, describes wastewater accumulation between the unsaturated layer and impermeable soil layer/rock. The accumulated and continued effluent discharge forces untreated sewage to the surface. Surface sewage can spread via sheet flow from gravity and/or rain events, contaminating surface water.

What does this mean? These conditions can be a barrier or an opportunity to be innovative. We work to explore the latter. Note both soil ratings require special designs. Our optimism focused on innovative approaches.

Innovative Approaches

Several alternative sewer systems — pressure, small-diameter gravity (SDG), and vacuum sewers — are available to collect and transport wastewater.

Cluster Septic System

A cluster system is a centralized wastewater septic collection and treatment system for multiple homes and/or businesses. Individual tanks, typically, are connected by a transport line to an absorption field. We mention this because there is an opportunity to better serve the homes on 1st and 2nd Street and businesses on North and South Boyce Lawton Drive. Plus, soils here are more favorable for absorption fields, making gravity transport possible. This area, pictured in figure 5.6, is most densely developed with lots less than ¼ acre. Many are under 7,000 square feet. Others less than 4,000 square feet.

Service Area A and B are largely residential with a few commercial buildings on S. Boyce Lawton Drive. The Town may discover restrictive lot sizes may make it impractical for each home or business to have appropriately sized tanks. Platted streets, though not used, are throughout older sections of Town. These platted streets could serve as access easements for effluent transport connections to the noted absorption field. Grant funds and/or donations for tax purposes will be needed to obtain the absorption field for Service Areas A and B. The Town owns them. Currently, the Town’s existing drainage system utilizes a platted street between 1st and 2nd Street. The platted easement runs behind the businesses and residences facing S. Boyce Lawton Drive.

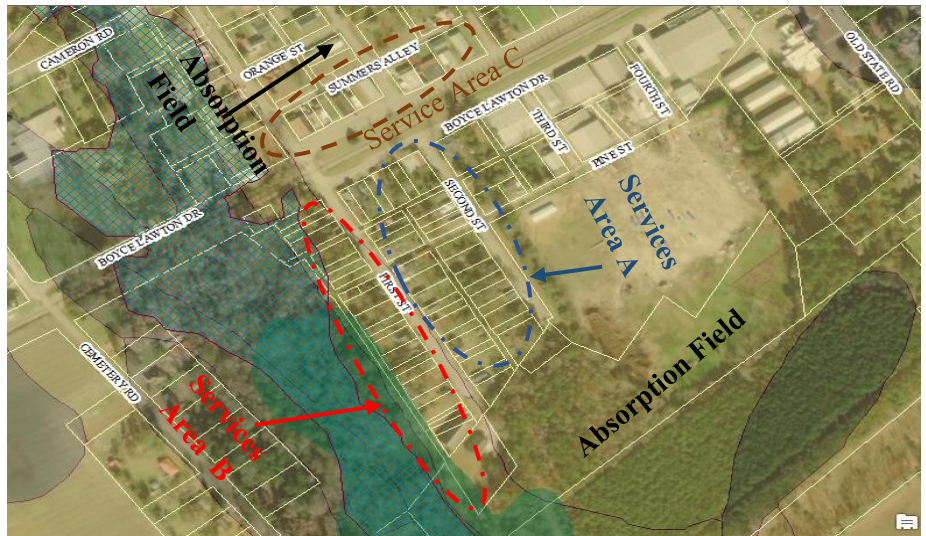


Figure 5.6. Cluster Septic System in Practice

The Town owns them. Currently, the Town’s existing drainage system utilizes a platted street between 1st and 2nd Street. The platted easement runs behind the businesses and residences facing S. Boyce Lawton Drive.

Service Area B is a little complicated. This potential easement intersects the floodplain in one section and an overlapping wetland/floodplain. Consequently, consultation with DHEC, SC Department of Natural Resources, and the Army Corps is critical.

Before dismissing or closing the door on this option, RS3 suggests phone consultations and on-site visits to Pegram, TN, Blacksburg, VA, or Albermarle Environmental Health Department in Elizabeth City, NC.

Innovative approaches are complemented by design standards. The simplest is, through subdivision regulation, to establish minimum 1 and 2 acre residential and commercial lots sizes respectively where

septic absorption is very limited. Lot sizes allow property owners to relocate their absorption fields. Establish a wastewater overlay district. This gives the Town regulatory oversight to ensure public health. Provisions would mandate one of the above systems or an acceptable septic alternative in very limited absorption areas. Pre-treatment facilities would be required for absorption fields within 24 feet of a water body, wetland, and/or floodplain. This guard against horizontal infiltration into sensitive areas. Prohibited are septic tanks and/or absorption fields in a wetland or floodplain. Only watertight transport connections may intersect these sensitive areas provided the property owner has DHEC, SC Department of Natural Resources, and Army Corps of Engineers' review and approval before installation.

DRAINAGE

Topography and hydrology are hand and glove partners in drainage. Hydrology is more static. Compaction and adding inappropriate soils compromise soils' hydrologic functionality. Topography, on the other hand, is subject to change with cut and fill and land improvements. The Town of Cameron is part of the Edisto River Basin, which includes the Four Hole Swamp Watershed.

Cameron Drainage Study

We are fortunate to have access to Cameron's 2013 drainage study by Florence & Hutcheson (F&H). The study focused on five areas identified by the Town. Florence & Hutcheson, to better diagnose drainage issues, divided the study area into two watersheds – watershed 1 and watershed 2. Both drain south through heavily wooded floodplain and wetlands to a detention pond along Lakewood Road before converging with Four Hole Swamp's other tributaries to Cow Castle Creek. F&H noted the drainage system is impaired by pipes filled with sediment, debris, and root obstructions as well as inadequate pipe slopes. Sediment and debris accumulation create backups forcing runoff onto the streets and properties. The Tow has completed construction efforts to correct previous drainage deficiencies.

Impervious Surfaces

Significant impervious surfaces add to an area's flooding and ponding. The highest concentrations are downtown, between 1st and Dogwood Street along N. Boyce Lawton Drive, and several large commercial/industrial sites. Stormwater attenuation measures are little to non-existent. Consequently, stormwater management is integral to minimizing adverse conditions from rain events. Figure 5.7 is sampled stormwater and low impact techniques to manage stormwater. Biological techniques incorporate aesthetic landscaping design. Any additions, expanded parking areas, new construction/improvements will require DHEC's Water Bureau consultation. DHEC reviews and issues stormwater permits. Over the years, it has changed its stormwater permitting thresholds from 5 acres or more now to 1 acre or more of land disturbance and/or impervious surfaces. Farming, forestry operation without grubbing, and residential not part of a larger common plan are among the exemptions. Less than One Acre NOIs are required for commercial/industrial activity less than an acre.

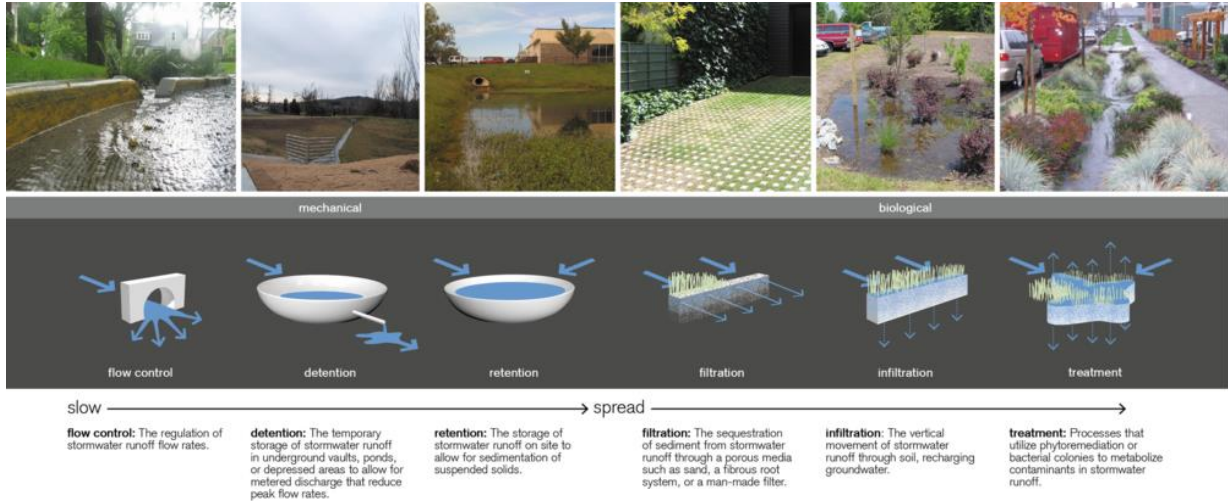


Figure 5.7. Stormwater Management Techniques

Ditch Conveyance

Figure 5.14 showcases major impervious surfaces, identified storm drains, and ditch conditions. The focus is not only on the condition of existing ditches but the absence of ditches. Briefly, ditches serve as a stormwater conveyance system to manage runoff similar to a piped storm drain system. They too have to be routinely cleaned and refreshed. Sediment, over time, fills ditches gradually transforming them into swales then non-existent. SCDOT is responsible for Cameron’s ditch system. It is their right-of-ways. However, it is rare they engage in ditch installation and maintenance without it being a part of a major road project. The Town needs to continue to advocate for routine catch basin cleaning and ditch maintenance. The same must be said for County-owned roads.

GOALS & POLICIES

Goal 1. Protect natural resources.

Policy 1.1. Make the protection of Cameron’s natural resources a priority in shaping the future development of the Town. New development proposals should be reviewed for their potential impacts on natural resources.

Policy 1.2. Evaluate development projects in wetlands and flood hazard areas. Army Corps of Engineers must be consulted when projects are proposed in a wetland area. SC Department of Natural Resources must be consulted for floodplain projects. Structure elevation is important.

Goal 2. Minimize the impact of stormwater runoff onto properties.

Policy 2.1. Incorporate low impact development techniques, and landscaping and buffering standards in its proposed subdivision and zoning ordinances.

Policy 2.2. As part of the Town’s plan review for commercial/industrial and subdivisions, ensure stormwater permitting. All permits should be a part of the development packet and submitted before construction.

Policy 2.3. Work with Calhoun County’s CTC to encourage SCDOT cooperation to install and maintain ditches.

Policy 2.4. Work with SCDOT on routinely cleaning storm drains/catch basins.

Goal 3. Promote innovative approaches to wastewater.

Policy 3.1. Consider septic cluster systems to better manage septic systems on 1st and 2nd Street and N. Boyce Lawton Drive.

Policy 3.2. Create a wastewater overlay or fold provision as part of zoning standards for very limited absorption field soils. Provisions include no septic tanks and/or absorption fields in floodplain or wetland; required pre-treatment facilities within 24 feet of a water body, wetland, and/or floodplain; and, only watertight transport lines, with DHEC, Army Corp, and/or SCDNR’s review and approval, can be placed in a wetland and/or floodplain.

Policy 3.3. Promote septic awareness to guard against malfunctioning systems.

Chapter 6 Where We Live

“Architecture should be working on improving the environment of people in their homes, in their places of work, and their places of recreation. It should be functional and pleasant, not just in the image of the architect's ego.” - Norma Merrick Sklarek

One of the most basic necessities after water and food is housing. Housing is quintessential to one’s quality of life. Cameron is predominately a single-family community with a sparse variety of housing types and sizes. Where We Live is a response to demographic changes and conversations about housing preservation/rehabilitation, creative partnerships, new construction opportunities, and affordable housing. Keep in mind, housing is also an economic generator. Designed well, it creates a cascade effect from employed construction workers and contractors who frequent local restaurants and shops to new homeowners and renters utilizing Town services and engaging in the dining and shopping experience.

HOUSING CHARACTERISTICS



1-UNIT
DETACHED

94.6%



1-UNIT
ATTACHED

2.3%



MOBILE HOMES

3.2%

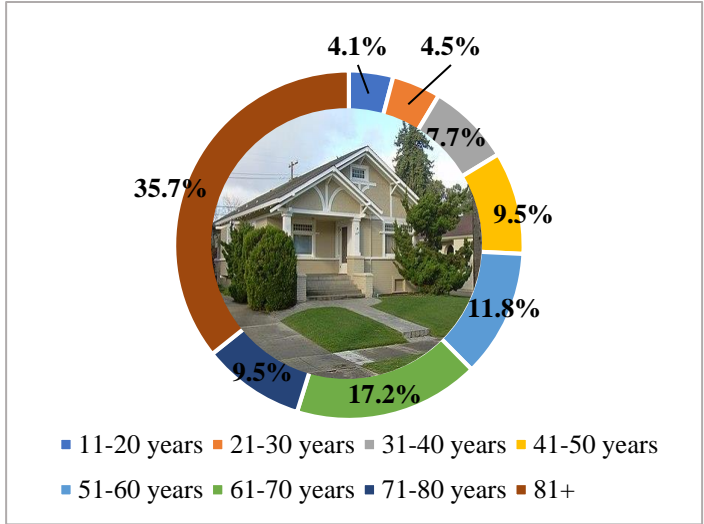
Source: 2018 ACS 5-Year Estimate



Housing Profile	2010	2018
Median Housing Value	\$138,000	\$128,600
Gross Median Rent	\$513	\$768
Owner-Occupied	77.2%	88.4
Renter-Occupied	22.8%	11.6%
Vacant	19.9%	18.1%

Source: 2010 Decennial & 2018 ACS 5-Year Estimate

- Ninety-five percent (94.6%) of Cameron’s housing stock was single-family homes. Mobile homes were second followed by 1-unit, attached structures.
- Cameron’s housing values between 2010-2018 declined by 6.8% in 2018. Comparing homeowner values between 2010 and 2018, several items, the number of homes less than \$100,000 doubled. In 2010, there were no units less than \$50,000 and only 25 were valued between \$50,000 and \$99,999. In an eight-year span, four were less than \$50,000 and 46 between \$50,000 and \$99,999. Also, the number of homes valued between \$100,000 and \$299,999 declined. The upside is units valued from \$300,000 to \$1,000,000 plus increased.
- Gross Median rents increase 49.7% over an eight-year span, outpacing its regional competitors - Elloree, Orangeburg, St. Matthews, and Santee- by \$4 to \$480.
- Homeownership signals stability. The Town continues to have a higher homeowner to renter portfolio. Homeowners represent 88% of Cameron’s housing portfolio, slightly higher than the county -81%. Homeownership rose by 5.6% between 2010 and 2018.
- Vacancies more than doubled in 2010, remaining in double digits in 2018. Vacancies are attributed to homes for sale, for rent, seasonal use, migrant homes, and other vacant. According to year-built, 25 units came online between 2000 and 2010. The majority of 2010 vacancies were attributed to units for-sale only following other vacancies. These 18 for-sale homes were residuals of the 25 constructed units. 2018’s vacancy status was attributed to other vacancies.



Source: 2018 ACS 5-Year Estimate



Senior Homeownership				
65 & Older	2000	2010	2018	
	17.3%	41.1%	68.1%	
64 & Younger	82.7%	58.9%	31.9%	
Senior Homeownership & Homestead Exemption				
Valued Property	County Millagee	School Millage	Cameron Millage	Total Millage
\$150,000	.116	.15992	.0623	.33822
$\$150,000 \times .40 = \$6,000$				
$\$6,000 \times .33822 = \$2,029.32$				
Homestead Exemption				
$\$100,000 \times .04 = \$4,000$				
$\$4,000 \times .33822 = \$1,358.88$				
Difference: \$676.44				

Source: 2000 Decennial; 2010 & 2018 ACS 5-Year Estimates

- Eighty-four percent of Cameron’s housing stock is 41 years old or older. Its largest number of built units (35.7%) are 81 years plus in age. No new structures were constructed after 2009, which signals a stagnant housing market. Housing rehabilitation is a preventive measure for homes needing some cosmetic attention if not addressing potential code violations. It is worth the investment before structures become unsalvageable. Vacant lots where houses once stood reduces tax revenues and potential public-private investments.
- Homeownership, in Cameron, is punctuated by seniors, especially 65-year-olds and older. This groups’ homeownership profile shows steady growth. This group is the pulse of the community. The problem with a heavy senior homeownership composition is that pulse is going to fade over time. A significant senior homeownership portfolio equals smaller tax revenues. Senior homeowners, 65 plus, are eligible for Homestead Exemption. What does this mean? A \$150,000 house, for example, means:
 - ✓ \$232 less for county roads;
 - ✓ \$319.84 diverted from teacher salaries and new technology; and,
 - ✓ \$124.60 reduction in police and administration salaries and services.

A steady growing senior homeownership portfolio also speaks to aging in place. Aging in place is a concept where seniors are opting to stay in their homes and neighborhoods instead of moving in with relatives or into a senior living/retirement communities. What does aging in place look like? It includes home modifications and a need for supportive services like housekeeping, home and lawn maintenance, trips to the doctor and dentist, grocery store, and others.

BLIGHTED HOUSING

The First-Pine-Second Street Neighborhood present the Town with an opportunity to engage in a housing rehabilitation program and affirmatively further affordable rental and homeownership. The

neighborhood's design layout is distinctive from the rest of Cameron's residential areas. Lots are small with constrictive side and front setbacks. With the right ornamentation and infill housing, the First-Pine-Second Street Neighborhood can be a unique and inviting neighborhood. A cluster sewer system is tantamount to any infill housing and revitalization. Visual cues describe levels of neglect. This is articulated by peeling paint, boarded windows and doors, roof damage, foundation cracks, missing and damaged exterior siding, broken windows, damaged doors, overgrown vegetation that eclipses structures. The level of rehab potential ranges from minimal to extensive. Severe neglect requires demolition. Ninety-two percent of the units are rentals. Of these, 56% of the property owners live in and as close to Cameron. Several are as far as Lubbock, TX, San Francisco, CA, Bronx, NY, and Elkridge, MD. Absentee property ownership is problematic nationwide. However, absenteeism is not the blame here. The noted cosmetic attention is internal. Residents and stakeholders, during the kick-off session, overwhelmingly supported the Town engaging in housing rehabilitation efforts. Fifty-six percent indicated housing rehab was greatly needed. Housing rehab dwarfed the others. In fact, the average dollar allocation was \$45.26, which is \$30.26 more than the second-placed priority – new construction.

Rehabilitation strategies include but are not limited to the following:

- USDA Rural Development through its Housing Preservation Grant (HPG);
- USDA's 504 Home Repair Program - low-income senior homeowners (62 and over),
- SC Housing Finance & Development Authority (Housing rehabilitation and new construction programs focus on nonprofit partnerships with certified housing CHDO (Community Housing Development Organizations);
- The Bailey Bill offers provisions for affordable housing renovations;
- Property donations and/or a combination of donations and purchases are acquisition tools to demolish and construct new housing and/or rehab existing units. The ultimate tool is eminent domain. This should not be an option without a declared revitalization strategy by the Town. If the Town engages in acquiring these and others, it should partner with a CHDO or housing non-profit.

AFFORDABILITY

When developers discover towns like Cameron – less than a 15-minute drive from an urban center with highway access and ample available land – housing becomes exclusive. Forest Acres, Carolina Forest, Fort Mill, Lexington, Mt. Pleasant, Sandy Run, and others are examples where this has and is happening. Housing costs, nationally, have outpaced incomes. Consequently, our focus will be on affordable housing.

Affordability is a reoccurring topic and concern, especially for seniors, low to moderate-income households, and millennials. Millennials are at the center of the conversation because of their income potential and being the future leaders of tomorrow. This group is opting to live with their parents and rent in lieu of buying a house. Their skepticism about the housing market is compounded by student loan debt and high housing costs. Affordability is driving the tiny house phenomenon, now recognized by the International Building Codes. Nonetheless, affordable housing is a real concern for Americans. What is affordable housing? How is it measured?

Affordability is measured by households expending no more than 30 percent of household income on housing. South Carolina defines affordable as mortgage holders should not be expending more than 28% of household income on housing and 30% for renters.

Our analysis uses the Federal 30% monthly housing allocation as our affordability gauge. Thirty percent or less is ideal. However, others are paying more than 30% of their monthly income for housing excluding utilities. Households paying more than 30 percent are considered cost-burdened. Severely cost-burdened housing refers to housing that exhausts 50 percent or more of a household’s monthly income. Severely cost-burdened housing is not specifically articulated. Those who experienced cost-burdened and severe housing burdened are couched in the 30% or more category.

Cost-burdened	2000	2010	2018
Mortgage Holders	9.6%	38%	15.6%
Households w/o a mortgage	8.4%	17.9%	21.4%
Renters	11.1%	18.2%	68.4%

Source: 2000 Decennial; 2010 & 2018 ACS 5-Year Estimates

The number of cost-burdened households spiked during the 2008 Recession. However, only mortgage holders became less cost-burdened in 2018. Homeowners without a mortgage and renters continued to climb. Unfortunately, cost-burden renters grew exponentially. Upclose, all cost-burden renter households earned less than \$35,000. Fifty-two percent earned less than \$20,000 a year, which translates to \$9.62/hour. Nineteen percent of homeowners experienced cost-burdened housing. Seven percent (10 householders) earned less than \$20,000. Fourteen householders (10%) earned between \$20,000 and \$49,999.

In diagnosing cost-burden housing, we discovered a homeownership opportunity We expanded our analysis outside Cameron to include Orangeburg, St. Matthews, Elloree, Santee, and unincorporated areas in Calhoun County. The hidden gems are renters earning \$50,000 and more. This group expended less than 30% of their income on housing. Collectively, there are potentially 573 homeowners who can afford homes ranging from \$124,000 to \$260,000+. Sixty percent reside in the City of Orangeburg. As an Orangeburg suburb, capturing 12% of Orangeburg’s renter population would yield 30 new homes in Cameron.

Housing like anything else must be cultivated. How can housing be cultivated? Approaches to cultivating housing are building relationships with landowners and financial community, housing counseling, and rental to homeownership transition.

The first and most important is to connect with landowners to be a partner in housing and other development. This includes outreach to absentee property owners to use donations and donation-purchases to acquire blighted properties and overgrown lots. Build partnerships with the banking institutions to consider first-term homeowner products, low-interest loans for rentals rehabs, and participating in the housing counseling program.

Secondly, housing counseling is an effective tool for cultivating future homeowners. The program works best in collaboration with local and regional banks. USDA’s Rural Community Development Initiative Grant has a homebuyer education component. Nonetheless, it creates a pipeline of qualified homeowners through homebuyer readiness.

Thirdly, the goal of homeownership may need to be a transitional one. Nonprofits and for-profits developers have created rental to homeownership models. Families and households enter into a rent to

own contract where a portion of the rent goes toward down payment and/or closing cost for the home. Renters are encouraged to participate in housing counseling. Within five years, renters become homeowners. Tantamount is the infusion of younger homeowners to keep Cameron’s pulse from fading.

Affordable rentals are a tantamount part of the housing affordability equation. Homeownership for wage earners is a mirage. The data supports renters are not only disproportionately likely to be cost-burdened but severely cost-burdened.

The diagram below illustrates what affordable rents and mortgages look like for real people—our family, friends, and neighbors. For clarity, Calhoun County according to HUD is part of the Columbia Metropolitan Area. Hence, the Columbia Metropolitan’s area median income (AMI) may be considered an exaggeration for the county. Nonetheless, this is the endorsed AMI used to determine low to moderate-income households and housing program eligibility.

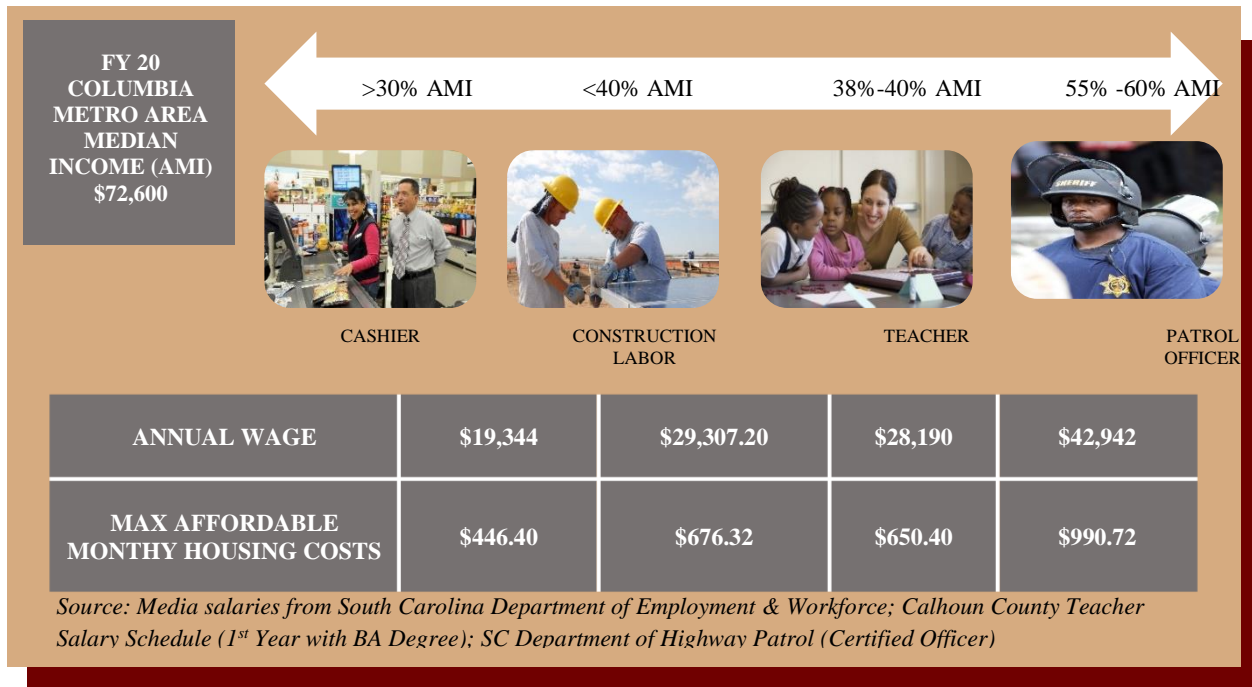


Figure 6.5. Affordability to Real People

Real people like a sales cashier at Walmart or construction laborer on a construction site faces housing unaffordability. A sales cashier earns \$9.30/hour or \$1,488 a month. A construction laborer earns \$14.09/hour equating to \$2,254.40 a month.

According to HUD, Calhoun County’s 2020 Fair Market Rent (FMR) for a two-bedroom apartment is \$931. Affordability at 30% of one’s monthly income means a household must earn \$3,103 monthly or \$40,331.20 annually. This translates into \$19.39/hour assuming one works a 40-hour workweek, 52 weeks. Using \$931 rent, the sales cashier would have to allocate nearly 64% of your monthly income to afford the two-bedroom apartment. Approximately, 41% of the laborer’s monthly wages are needed to afford the same two-bedroom unit. Both, according to this scenario, would be cost-burdened. The former

are severely cost-burdened. Each would need to work additional hours, obtain a second job, or find a roommate to avoid being cost-burdened. Cost burdened

HOUSING VULNERABILITY

Homelessness can be camouflaged in doubling up with friends and family. Homelessness should be in the back of our minds considering multiple renters and homeowners are or on the verge of being cost-burdened.

Ambivalence to homelessness is the result of misinformation. There is the notion people choose to be homeless. This is furthest from the truth. No one endeavors to be homeless. The truth is the majority of Americans are one paycheck, crisis, investment, or life choice away from being homeless. Persons experiencing homelessness suffer from some crisis that disrupts their ability to remain housed. A crisis could be fleeing from domestic violence or an unsafe environment, a medical emergency, job loss, and/or foreclosure. The crux of homelessness is people cannot find housing they can afford. Homelessness is symptomatic of a larger socio-economic, political reality.

As new housing development dot Cameron's future landscape, the Town needs to advocate and support housing for the Town's cashiers, teachers, emergency responders, and other everyday people.

HOUSING ELEMENT GOALS AND POLICIES

Goal 1. To ensure the longevity of the existing housing stock as well as maintaining the charm and history that is the Town of Cameron. Protect the assets that currently exist and provide opportunities for current and new homeowners.

Policy 1.1. Develop a codes officer position independently or in conjunction with the County to improve housing conditions through code enforcement.

Goal 2. Encourage new infill single-family residential development and subdivision development opportunities.

Policy 2.1. Forge relationships with property owners with large tracts and individual vacant lots to partner with developers.

Policy 2.2. Connect with banks to encourage first-time homebuyers lending products and being a partner.

Policy 2.3. To address gross dilapidation and absenteeism offer donation options to property owners. This is a great tax incentive and carrot for them to donate their properties to the Town to be repurposed.

Goal 3. Encourage new housing in the Conversation District area which appeals to millennials and others. This creates a built-in population of consumers supporting downtown businesses.

Policy 3.1. Work with banks using CRA (Community Reinvestment Act) to encourage investment. They can create a loan pool with low-interest rates to encourage second-story housing.

Goal 4. Engage in a robust rehabilitation program.

Policy 4.1. Work with a non-profit housing organization to obtain Housing Funds dollars for rehabs.

Policy 4.2. Carefully evaluate demolitions to see if housing is salvageable or the cost of rehab does not exceed 50% of the housing value.

Policy 4.4. Consider amortizing building permit fees based on the amount of investment to encourage housing rehabilitation.

Goal 5. An alternative to forming a CHDO, work with a CDC.

Community Assistance Provider	Jamie L. Devine 2800 N Main Street Columbia, SC 29201 803.771.0050 http://www.communityassistanceprovider.com/
Santee-Lynches CDC	Luis Rodriguez 255 Broad Street Sumter, SC 29150 803.436.0020 http://slcdc.net/slcdc2015/
Homes of Hope	Don Oglesby 3 Dunean Street Greenville, SC 29611 864.546.4637 https://www.homesofhope.org/

Chapter 7 Where We Work

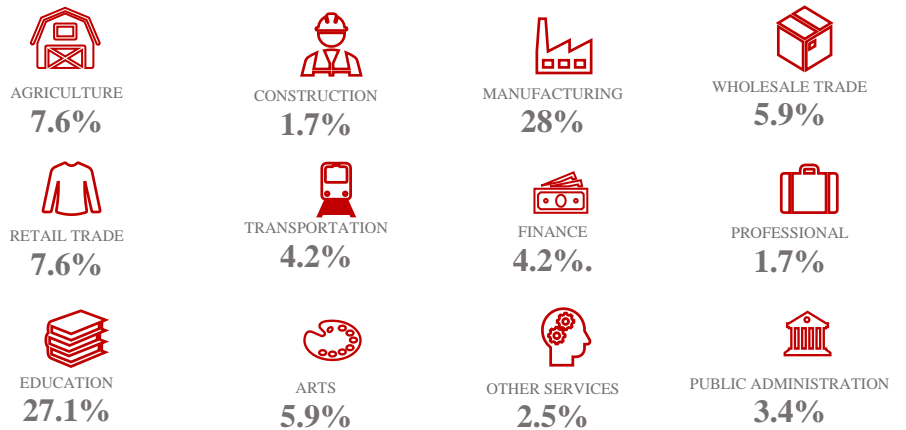
“Growth is evitable and desirable, but destructive of community and character is not. The question is whether your part of the world is going to change, but how.”

-Edward T. McMahon

Jobs are often the number one topic when the economy is mentioned. That is our associative trigger. Somewhere during the conversation words like economic development, redevelopment, national policy, or some other phrases emerge. Where We Work & Our Economic Trajectory looks at the Town of Cameron from broad to specific perspectives. This chapter provides an economic profile and begins the conversation of Cameron’s economic future. That conversation focuses on

Cameron’s transitioning from a place to a destination. The details are to be fleshed out with Council, staff, and its consortium of partners to set priorities and implementation plans for growth. In other words, this chapter asks where Cameron wants to be in the next 10 years and beyond?

Figure 7.1. Cameron’s Workforce by Industry

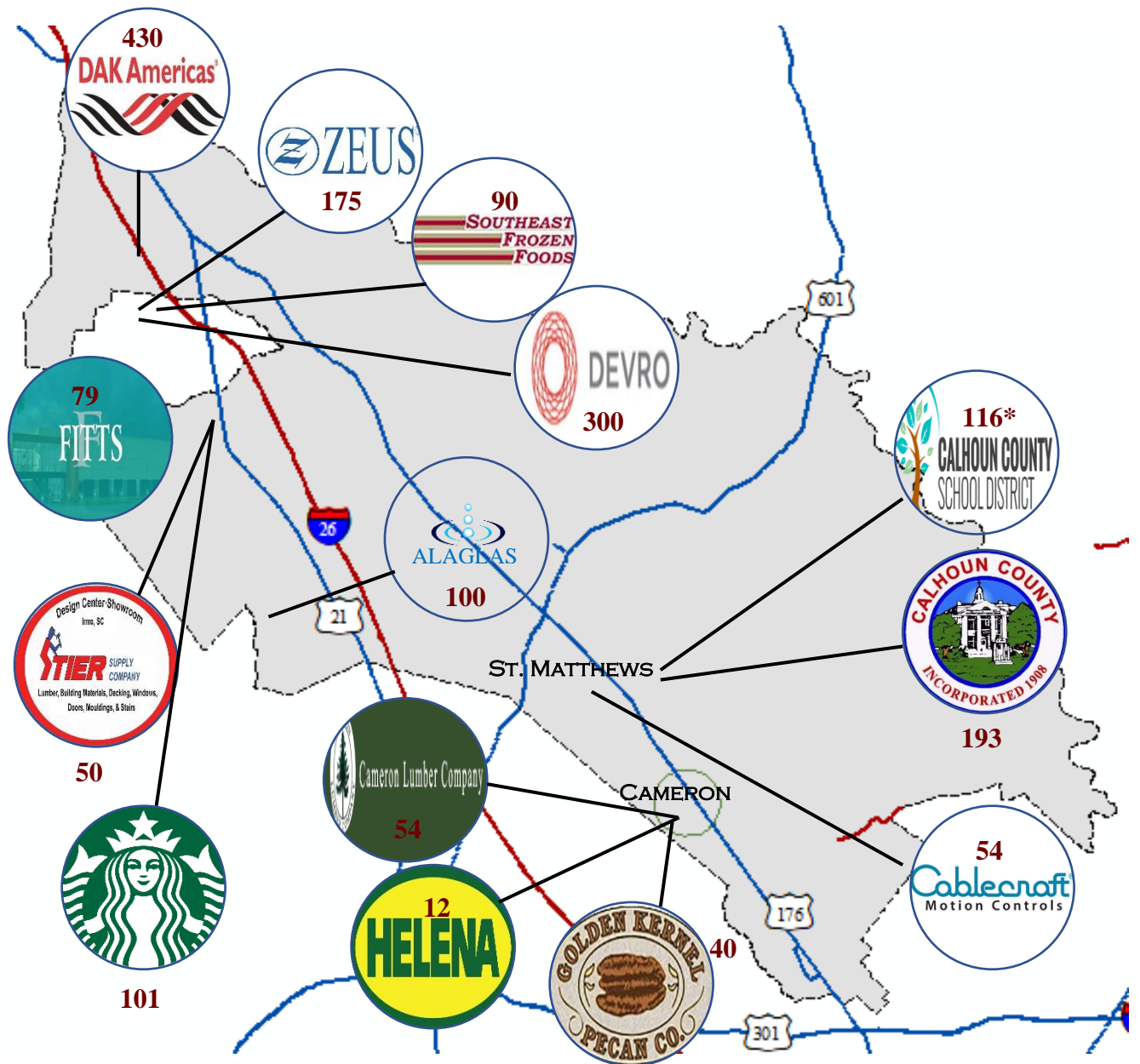


ECONOMIC PROFILE

Cameron’s workforce is somewhat diverse. Twenty-eight percent work in Manufacturing. A close second worked in Education followed by distance third in Retail Trade and Agriculture. Figure 7.1 highlights the Town’s workforce by industry. Agriculture, though third, related jobs are not surprising. Cameron reflects an agrarian community. Employment in the other sectors is sustained outside of the Town in the county and other neighboring counties. There are no schools, marginal retail and service employers, and no manufacturing facilities within the Town.

Placed worked/live and work environment is linked to commuting times. The average commute is 29 minutes. A 29-minute commute is within the distance of Orangeburg, Ellore, Santee, St. Matthews, and areas in between. Not surprising is the number of Cameronites who work outside the Town. The majority work in the county and neighboring counties. Although a significant number of Cameronites work outside the county, 28.4% are taking advantage of companies within the county. Several are positioned in Cameron. Calhoun County’s leading employers, including a few in Cameron, are listed below. This is not an inclusive list. However, it paints a picture of Calhoun County’s employment diversity in addition to where employers are located. Collectively, they employ 1,794 or more employees. The bulk is congregated off Interstate 26 in the north portion of the county. Naturally, the attraction is interstate and sewer access.

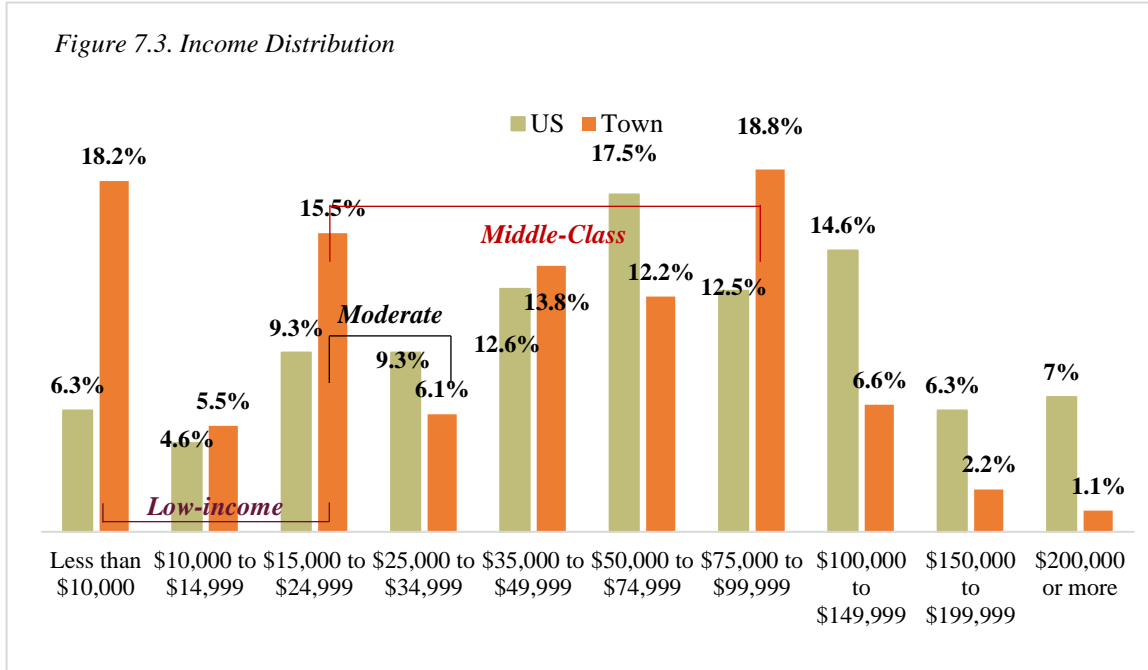
Figure 7.2. Calhoun County Employers



Source: Central SC Alliance, SC Association of Counties' 2018 SCAC Profile, & Cameron County School District (* Certified Teachers)

Income

Income is fluid, meaning its interpretation is impacted by household and family size, gross versus net income, and adjusted for inflation or not. Figure 7.3. illustrates income ranges adjusted for inflation. Cameron's households earning less than \$10,000 more than doubled the national average. These households earned \$4.80 or less an hour. Poverty appears to be more prevalent here than the Nation. Another is the Town exceeds the Nation in households earning between \$75,000 and \$99,999 annually. These observations do not pinpoint income equality. Defining middle-class and low to moderate-income are relevant to determining income inequality.







Less than 39.2% of households were low-income. The remaining 9.9% would be classified as upper-income. Conversely, moderate-income households range from \$20,089.50 to \$32,1143.20. It is worth noting low- and very low-income households’ range between \$12,053.70 - \$19,687.71 and \$11,651.91 or less respectfully. This model reveals large income inequality. Moderate income households are less than 21.6%. Notice the middle-class and moderate-income have some overlap. Fifty-four percent are considered upper income. Low-income remains the same. Approximately, 20% or more of low-income households are very low-income. Regardless of the model, low-income households are vulnerable to poverty.

Poverty

Poverty, according to the Institute for Research on Poverty, is measured in the United States by comparing a person’s or family’s income to a set poverty threshold or minimum amount of income needed to cover basic needs. People whose income falls under the threshold are considered poor. *Poverty is about cash and not character.* An adage coined by Rutger Brigman, author of *Utopia for Realists*. Unfortunately, many unaware people share the belief poverty is a personality defect.

Poverty for the Town of Cameron was 25.5%. Cameron’s poverty state outpaced the county, state, and the Nation. The most vulnerable impacted by poverty are children under 18 years old and seniors – 65 years old and older. Children living in poverty is indicative of parents with children, especially mother rearing children alone. Both face limited food choices, little to no health care, and limited access to medication. Children living in poverty are impacted most. Improper nutrition makes learning a challenge. Impoverished children tend to have lower self-esteem. Persons living in poverty express poverty trends for both groups. Leaping out is poverty for seniors. Less than a decade, poverty for seniors almost quadrupled from six to 35.8%. The percent of children living in poverty hovers in the 20s.

Table 7.4. Persons Living Below Poverty

Under 18 years old		
2010		22%
2018		25.5%
65-year old & older		
2010		6%
2018		35.8%

Source: Census 2010 & 2018 American Community Survey

Employment

Unemployment has been in single digits. Employment between 2000 and 2010 was over 50%. In 2018, employment dropped to 33.9%. Typically,

Employment Status	2000	2010	2018
Armed Services	0%	0%	0%
Employed	55.4%	51.9%	33.9%
Unemployed	2.2%	6.1%	4.3%
Participation Rate	57.6%	58.1%	38.2%
Not in Labor Force 65 & Older	42.4%	41.9%	61.8%
Population 16 years & older	368	360	348

Source: 2000 Census Decennial; ACS 2010 & 2018 5-Year Estimates

this type of decline signals high unemployment. Not the case here. The culprit is labor participation. Nearly sixty-two percent of Cameronites dropped out of the labor market. At a glance, this is troubling. Up close, a large portion of those not in the labor force were seniors. This echoes the importance of attracting younger residents and young professionals to the Town. It is important to fill the purchasing power being vacated by seniors on fixed incomes.

The South Carolina Department & Workforce projected 1,813 jobs countywide between 2016 and 2026. Table 7.7 reports job gains/losses for most industries. Unfortunately, no data was available for Manufacturing, Public Administration, Transportation and warehousing, and Retail Trade. Agriculture is expected to decline. Between 2016 and 2026, the County is projected to lose 915 jobs. Let us focus our attention on the sectors with the largest forecasted employment gains. Construction, Finance and Insurance, Professional, and Educational Services have the greatest employment gains. Equally significant are those industries with the highest annual growth. Educational Services, Insurance, and Wholesale Trade account for 80% (1,460) of new jobs. If these projections hold, the Town will need to encourage a local workforce supportive of the new job producers.

Table 7.5. Labor Market Projections

Industry	2016 Estimated Employment	2026 Projected Employment	Job Loss/Gains	Percent Change	Annual Percent
Agriculture, Forestry, Fishing and Hunting	6,362	5,447	(915)	N/A	(14.4%)
Arts, Entertainment, and Recreation	1,252	1,284	32	N/A	2.6%
Construction	4,222	4,836	614	14.5%	1.4%
Educational Services	10,619	11,579	960	N/A	9.0%
Finance and Insurance	2,959	3,269	310	N/A	10.5%
Information	727	763	36	N/A	5.0%
Other Services (except Public Administration)	5,575	5,700	125	N/A	2.2%
Professional, Scientific, and Technical Services	3,746	4,243	497	13.3%	1.3%
Wholesale Trade	2,247	2,401	154	N/A	6.9%
Total	37,709	39,522	1,815	4.8	--

Source: S.C. Department of Employment & Workforce - Industry Projections for the Lower Savannah Region

WHAT'S NEXT?

We asked Cameron stakeholders in the online survey to imagine Cameron ten years from now through several scenarios. Scenario descriptors either very appealing, appealing, and unappealing. The majority of respondents described:

- The addition of new offices and businesses that serve the daytime population as appealing. 47%
- A meeting place and the center of community activities as very appealing and appealing. 42%
- A niche place where thrift stores, used merchandise, and neighborhood convenience retail stores are within walking distance as appealing. 47%
- A vibrant downtown with a mix of coffee shops, a pub, retail, cultural and recreation spaces, and housing as very appealing, 42%
- Special events that attract thousands of visitors as unappealing. 45%

Transiting From A Place To A Destination

We are offering a suite of options to transition Cameron from a place to a destination. Options very much evoke Dr. Samuel W. Summers and the Town’s first wardens’ spirit in transitioning Haigler/Cameron Section into a destination. Remember, it was Summers’ land donation that incentivized rail through Cameron creating a rippling effect in housing and commerce. Within six years of its incorporation, Cameron had over 300 residents and several stores and industries. Our goal is to honor their fervor for Cameron by igniting new aspirations for a better Cameron.

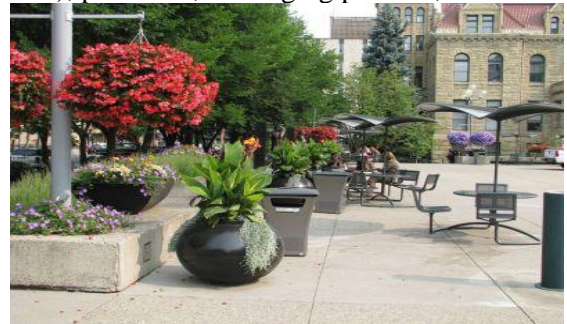
RS3 believes the hub for growth is the Downtown with tentacles meandering along Highway 176 and into other areas. Downtown, from our perspective, is the commercial area along North and South Boyce Lawton Drive between Dogwood and First Street and Second and First Street. This subsection is part of the proposed Conservation District which has the potential for other commercial activity.

Cameron’s transformation hinges on a vibrant Downtown. It has a great deal of potential and charm. During our visioning session, two engagement indicators were clear – the need to promote events and the need for retail and entertainment. Visitors patronize the local economy. When asked what stakeholders

liked least, 20% pinpointed “needed stores to shop.” Retail activity may be at its lowest in Cameron. Many of the storefronts are empty, boarded up, and/or require extraordinary repair. The bustling activity acquainted with downtowns is very absent. Activity is driven by visitors to Town Hall, the post office and bank, occasion shops at the antique store. Buildings have seen better days. Cracked sections of sidewalks make Downtown less walkable. The absence of retail is an anchor on the Town’s local economic – loss tax revenues and local employment. Retail’s absence has created leakages. Simply, the Town’s purchasing power is supporting other communities, not Cameron. Respondents participating in the online survey indicated 98% of their shopping experience is conducted outside of Cameron. Orangeburg was the most traveled destination for goods and services. Thirty-six and 38% profess to eat out for lunch and dinner one to four times a week. Conservatively, if a couple is expending \$38 once a week at restaurants that equates to \$152/month, \$1,824/year. Imagine 10 couples and their impact on Cameron’s local economy.

Online respondents also indicated they would patronize a family restaurant(s), coffee shop, deli, and bar & grill if either or all came to Cameron. There is a need the community is ready to support. The following is a roadmap.

Public Investment. There is no street furniture (benches, bike racks), public art, or hanging planters, or planted pots. These make the public space more inviting. People want to be a part of cool places. They feel connected to them. Public investment signals to private investors a commitment the Town is all in. Cool places incorporate housing into its downtowns. There are a couple of buildings with second-story spaces. They offer second-story loft apartments. Downtown housing promotes a live, work, and recreate vibe. More importantly, downtown residents have proven to support local businesses and nightlife. Those second-story spaces can also be used for offices. Cool places include green spaces and parks. The Town is preparing to develop two park spaces Downtown. This public investment is the first step in reimagining Downtown and the rest of Cameron.



An example of how benches, street furniture, and plantings creating cool space.

Cool Events. Events help people to discover towns and convert visitors into residents. Places like Hartsville, Florence, Cheraw, Gilbert, and Lake City have marquee annual events that attract thousands from various cities, states, and counties. Hartsville has done an excellent job of doing this. The Bluegrass Festival is one of its marquee events. Respondents from the public engagement were also eager to see more events whether musical or family-oriented. Among the suggestions was a themed festival/event around the pecan, peanut, and cotton. The majority favored a Pecan Festival.

Cameron Means Business. Cultivating and retaining businesses is important. Cameron does not have to operate within a vacuum. Partnerships are crucial. Bulleted are significant points.

- Build an economic conduit. Cameron needs a non-profit partner to facilitate economic development projects.
- Business incubator. Partner with a nonprofit to manage and operate a business incubator. During our interaction, stakeholders were very responsive to incubators being an economic development tool.

Incubators are an excellent way to cultivate new businesses. They are tailored to support start-ups over a two to five-year period. Typically, the municipality or nonprofit leases an available space to house the businesses. It is important to note the Town owns a couple of non-municipal use buildings, including the depot. Additionally, it allows businesses to build a clientele and save money before transitioning into their storefronts. The cornerstone of the program is programming, which is required. Programming includes business planning, marketing, tax, and accounting education, and business mentoring. Here is where Orangeburg-Calhoun Technical College can have a larger technical footprint in Cameron and Calhoun County.

- **Business Broker.** Again, the Town owns a couple of commercial oriented buildings. Several communities in an effort to jump-start business activity have leased buildings or spaces to target specific businesses.
- **Business Recruitment.** Before any attempts to recruit businesses, the Town Council needs to have its business incentives in place. Recruitment will rely on getting the word out to regional banks, chambers, advertising target specific publications, trade associations, and face to face meetings with businesses looking for a second location.
- **Increase business visibility.** Add a Doing Business menu on the Town's homepage. Again, this hints to the importance of a web presence. This provides readily available forms, business resources, steps to obtaining a business license, getting zoning approval, and other valuable information.
- **Business incentives.** Incentives are included in Appendix B. Those incentives need to be visible on the Town webpage and cited again within the Doing Business page.
- **Business Improvement Districts (BIDs).** The City of Columbia's Downtown resurgence and Vista Project and Rock Hill's Riverwalk are examples where BIDs work. BIDs are typically funded by an additional tax assessment for the designated district. The additional tax revenue goes toward area improvements.
- **Tax Increment Financing.** Tax Increment Financing (TIF) is widely used for both publicly promote economic development and municipal projects. TIFs have provided the means for cities to redevelop properties that have become or are in danger of becoming blighted.

ECONOMIC GOALS & POLICIES

Goal 1. Allow and accommodate home occupations.

Goal 2. Reshape business activity in Downtown.

Goal 3. Recruiting new businesses.

Policy 3.1. Develop incentives by ordinance

Goal 4. Develop and promote a marquee event with supplemental special events

Goal 5. Develop a web site with a visible link that navigates to doing business in Cameron, available properties, and volunteerism.

Goal 6. Procure a Hometown Economic Development Grant. The Municipal Association of South Carolina allows municipalities to compete for up to \$25,000 for economic development projects.

Goal 7. Actively pursue other grants and products. USDA offers several products:

- Rural Business Development Grant;
- Rural Cooperative Development Grant Program; and,
- Business & Industry Loan Guarantees.

Chapter 8 How We Use Land

“As with nearly all proposed development standards, the goal is to encourage efficient land use, flexibility and a wide variety of housing types while reducing the potential for negative impacts.” – Bill Vaughan

How We Use Land is intended to guide development, urban form, and land usage in a way that strengthens the Town’s identity, quality of life, and economic prosperity. This chapter identifies current and future land uses. It also speaks of compatibility. More importantly, it lays the foundation for zoning.

Field observations and Google surveillance identified current land use activity, structures, and character on individual parcels within the Town. Cameron’s existing land usage can be classified into eight (8) land use types. The land uses included, single-family, commercial, industrial, recreation, churches, agricultural, public/semi-public, and vacant. Residential and commercial were compartmentalized into specific subcategories.

Land use decisions are impacted by transportation and water and wastewater access. Simply, road design, traffic volumes, road access, and the presence or absence of public utilities influence land use density and intensity, and patterns. Here, growth is predicated on septic capacity. Most of Cameron’s soil types pose a challenge to septic absorption. However, as discussed earlier, those challenges are overcome with newer, innovative septic systems. Nonetheless, individual onsite septic systems require larger tracts, particularly non-residential uses. Decisions in crafting zoning hinges on this reality. There are properties with primary uses associated with a separate vacant parcel or with the same or different use under the same name. This stems from the owner placing the two parcels under one tax map number for tax collection purposes. One such example is a house on North Boyce Lawton Drive, next to the water tower, and First Street. Both are affiliated with the same owner. The predominant land use is Agricultural.

Residential land uses articulate various housing combinations on one parcel as well as single uses. Single-family housing is the predominant residential

	LAND USES	SITES	ACREAGE	PERCENT
	Accessory Building	8	49.8	1.19
	Agricultural	29	2633.9	62.72
	Agricultural/Vacant	3	185.6	4.42
	Industrial	11	136.7	3.25
	Institutional	3	3.4	0.08
	Public Utility	3	0.6	0.01
	Recreation	2	7.1	0.17
	Semi-Public	4	8.1	0.19
	Vacant	92	639	15.22
	Solar Farm	3	195.6	4.66
	Church	7	10.7	0.25
	Church/Single-Family	1	2.7	0.06
Commercial Land Use	Auto Retail Commercial	1	0.19	0.00
	Auto Service Commercial	1	0.56	0.01
	Service Commercial	2	0.21	0.01
	Retail Commercial	3	8.3	0.20
	Commercial	9	2.5	0.06
	Commercial/Single-Family	2	0.6	0.01
	Office Professional	1	0.29	0.01
	Financial Institution	1	0.23	0.01
	Single-Family Multi-family	1	1.4	0.03
	Multiple Single-Family Lots	1	1.4	0.03
Residential Land Uses	Single-Family	188	204.8	4.87
	Single-Family/Agricultural	2	95.7	2.28
	Single-Family/Apartments	1	0.48	0.01
	Single-Family/Mobile Home	1	0.59	0.01
	Duplex	1	0.55	0.01
	Mobile Home	7	8.46	0.20
	Multi-Family	1	0.29	0.01
Total		389	4199.79	100.00

Source: Calhoun County Assessor’s Office & ArcMap GIS
 Note: Acreage total includes associated properties outside town limits.

land use, comprising 204.8 acres. Under commercial, we highlighted retail and service commercial specifically to show the concentration of these uses. The distinguishing difference is retail refers to sell of finished goods while service hinges on a personal touch. Barbershops, salons, restaurants, and daycares are service commercial examples. There are nine (9) empty/abandoned or ambiguous buildings. Although they are commercial in design, there is not a specific identifiable use. Consequently, those properties are labeled commercial. Table 8.1 details current land uses. Figures 8.1 and 8.2 illustrate land use patterns. Figure 8.1, for example, concentrates on residential and agricultural land uses. Fifteen percent of the Town’s landmass is vacant, excluding its creeks and properties used for farming. The Town has significant room to grow within its corporate limits without annexing. There is a substantial amount of raw land for future development in addition to multiple vacant tracts for infill development.

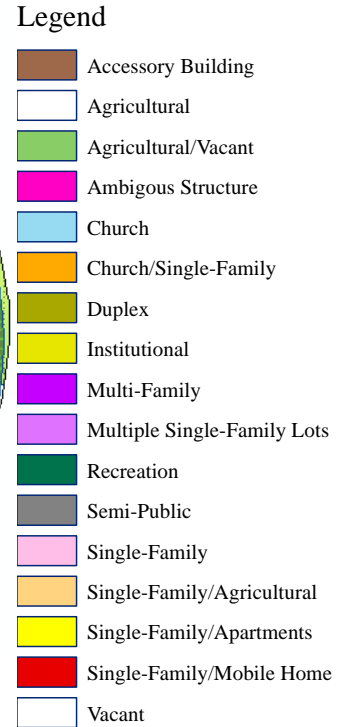
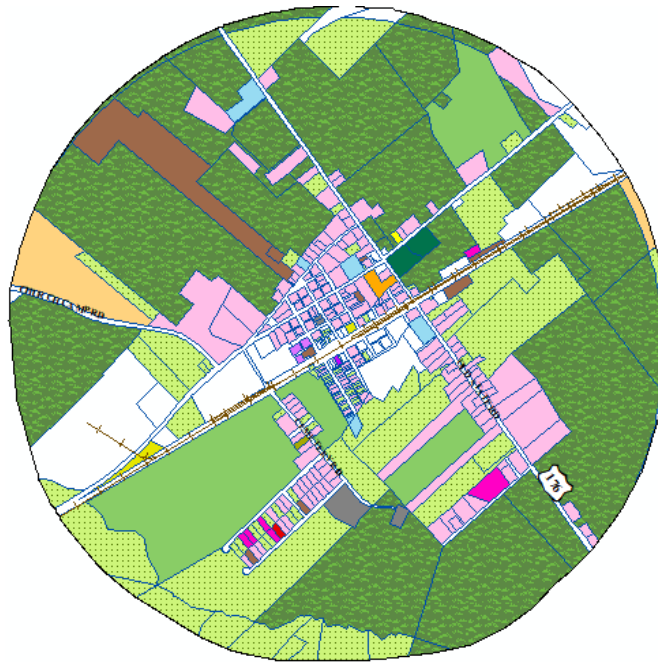


Figure. 8.1. Residential Concentrated Land Uses

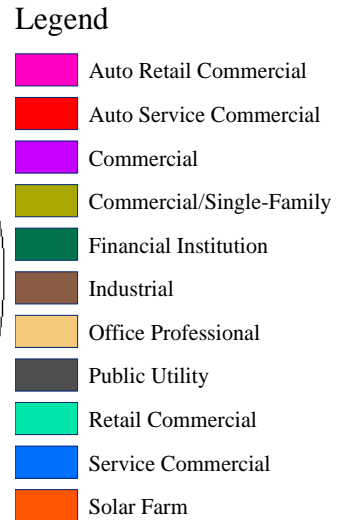
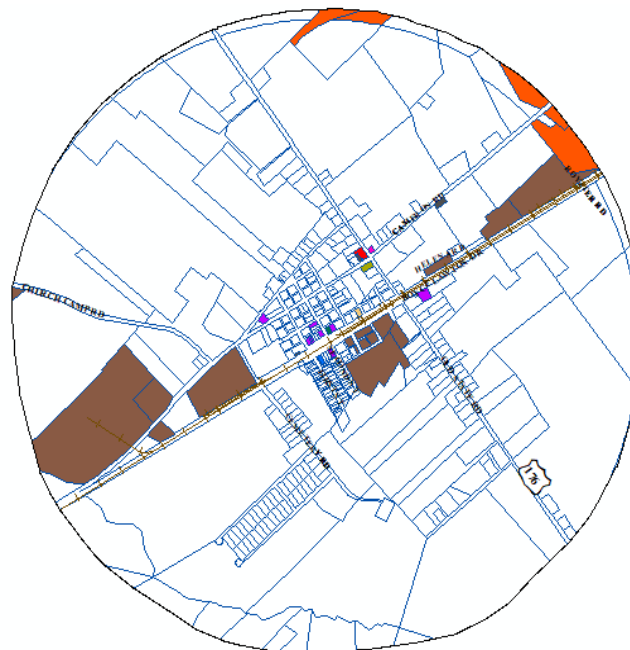


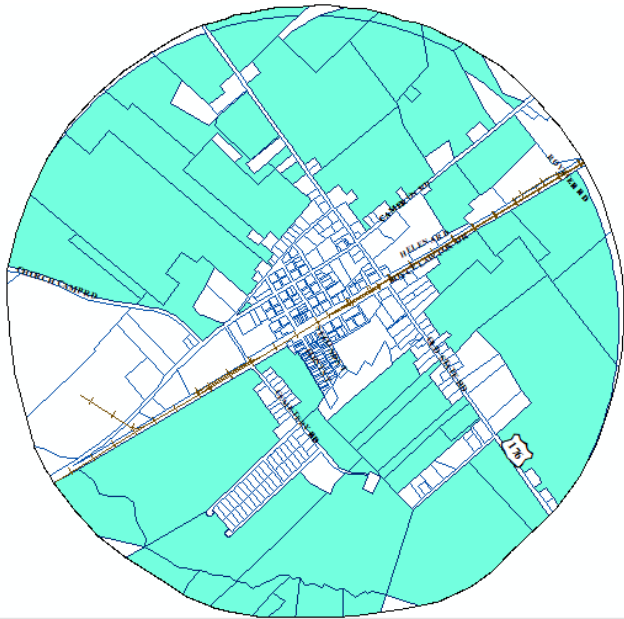
Figure. 8.2. Commercial Concentrated Land Uses

Of the 92 vacant parcels, 57% are owned by property owners that do not reside in Cameron but have addresses in and outside South Carolina. Absentee owners account for approximately 557 acres of developable land. This is significant because the Town has an opportunity to assemble these tracts as a package for a developer(s) Cities/towns across the country have done this to reimagine areas and catapult their population, economic, and housing portfolio. Acquisition by donation or partial donation/purchase offers a real opportunity to develop in-fill housing.

We would be remised not to rehash development limitations within a floodplain and/or wetland. Fifty-seven tracts intersect or are within whole or part of a flood hazard area and/or wetland.

Future Land Use

The proposed future land uses are a response to the comments from the earlier engagement session and surveys. These land use proposals serve as a launching point as we work our way to crafting the Town’s zoning ordinance. The respective shared areas correspond to the applicable land use characteristics. Not illustrated are existing residential developments, which will continue as residential. Except for the homes in the First-Second-Pine Street Neighborhood, Cameron’s residential character is suburban. Lots are largely from half to three-quarter acre with modest setbacks. Comparatively, few are one or more acres with deep setbacks. The First-Second-Pine Street Neighborhood is urban in character signaled by its small lots and less than generous setbacks.

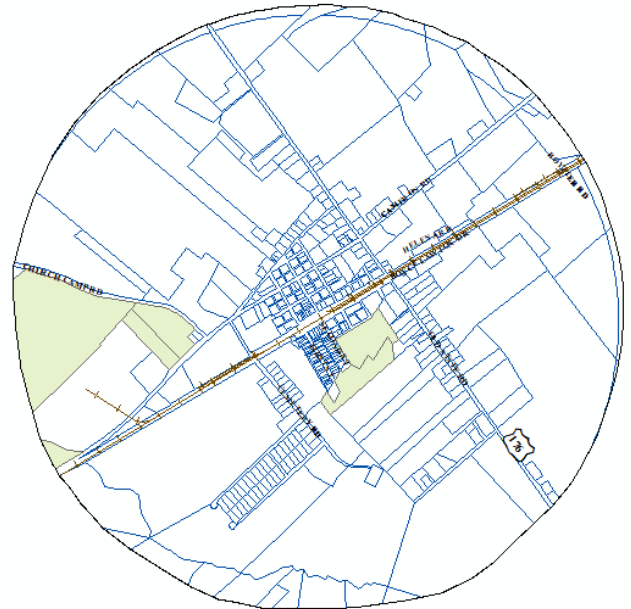


RURAL/FARMLAND CONSERVATION

The rural and agricultural character is interwoven into Cameron characters. Rural neighborhood is defined by low density developments and the preservation of farmlands.

CHARACTER

- Single-family (1acre min. lot sizes)
- Conservation subdivisions
- Low impact development principles
- Greenways and trails
- Agriculture and agricultural activity



EMPLOYMENT DEVELOPMENT

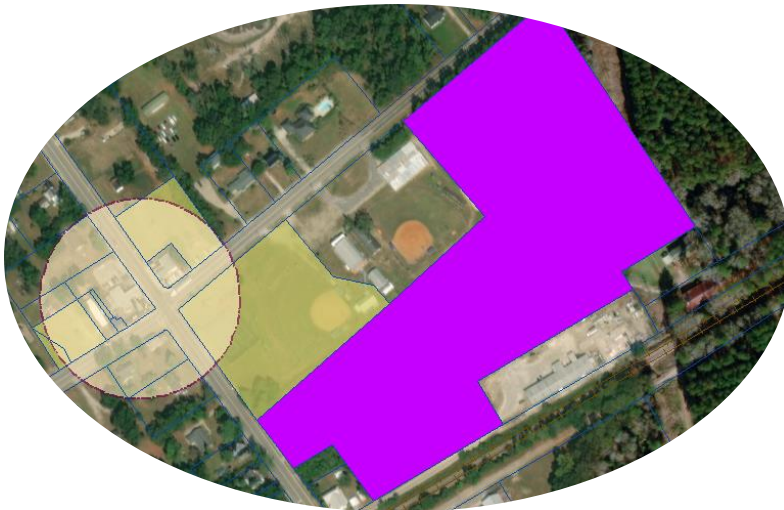
Employment development is defined by low traffic volumes and surrounding light industrial land uses, particularly along SC 33 [Cameron Road].

CHARACTER

- Allocation of land for light industrial, office, and commercial.
- Open space and greenways
- Median to higher density

Cameron’s commercial activity is relegated to downtown and at the intersection of Cameron Road and Old State Road. The latter is an important intersection. Downtown has some unique buildings that need a little attention and could be tailored to niche businesses.

Mixed-use provides an opportunity to maximize the aforementioned intersection. Consequently, land uses must be not only compatible but have design quality. Design refers to materials, parking layout, landscaping, structures/buildings’ orientation to the road. The Cameron-Old State Road commercial node is the most visible part of the Town. The intersection looks cluttered and underdeveloped.



COMMERCIAL/MIXED USE

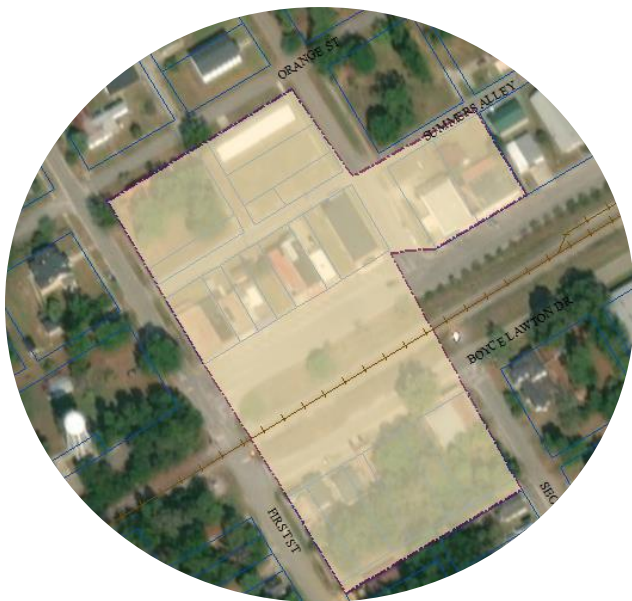
Commercial /mixed-use is defined by neighbourhood retail, residential, employment, and recreation.

CHARACTER

- Open space and parks
- Neighborhood retail (Incorporating retail/commercial with the park at the corner of Cameron Road and Old State Road.

CHARACTER

- Residential master plan that allows single-family and multifamily housing, incorporating open space with residential trails, and a landscaped berm or aesthetic masonry wall and landscaping adjacent Helena.



DOWNTOWN DESIGN

Downtown design capitalizes on Downtown’s character and spaces to make it more functional and attractive.

CHARACTER

- Mixed-use housing & commercial
- Restaurant (no drive-thru)
- Boutique hotel/ roof-top bars
- Second-story/loft apartments
- Office (i.e. dentist, lawyer office, consultant, realtor)
- Restaurant (no drive-thru)
- Institutional facilities
- Retail
- Multi-family, office, and Bed & Breakfast conversion
- Financial Institutions

LAND USE ELEMENT GOALS AND POLICES

Goal 1. Maintain the integrity and quality of life, in existing residential areas and neighborhoods through decision making that promotes traditional neighborhoods, family-orientation, and small-town character. Future land use will be implemented/protected through zoning designations and land development regulations.

Policies 1.1. Ensure that residential areas are located and designed to protect life and property from natural and manmade hazards such as flooding, excessive traffic, subsidence, noxious odors, and noise.

Policy 1.2. Encourage a balanced land use mix providing for a variety of housing styles, densities, and open space.

Policy 1.3. Promote sidewalk connectivity within and external to the neighborhood.

Policy 1.4. Discourage the development or redevelopment flood hazard areas, especially where dwelling units are not raised and supported above flood elevation.

Goal 2. Design commercial development that is compatible with community character. Encourage the repurpose and revitalization of existing buildings.

Policies 2.1. Minimize incompatibility with buffering and landscaping. Both help shape and define neighborhood character, parking, loading, and storage facilities, and other unique characteristics.

Policy 2.2. Promote commercial development that serves to maintain or enhance the economic and physical health of the Town

Policy 2.3. Commercial land uses shall be in a manner that ensures the compatibility with the type and scale of surrounding land uses and where existing or programmed public facilities shall not be overburdened.

Goal 3. Promote higher density and intensity uses.

Policies 3.1. Industrial land uses shall be restricted to those areas that have adequate transportation linkage and accommodate high traffic volumes.

Policy 3.2. Support complementary industries and ancillary commercial services should be in proximity to each other to accomplish a linkage between industries and services.

Goal 4. Ensure the Historic District maintains its vitality, charm, and historic nature whereas promoting a diversity of uses to prevent the dilapidation of the district.

Policy 4.1. Promote a bed & breakfast and/or boutique hotel to further Downtown lodging and retail that promotes an attractive and vibrant Downtown.

Chapter 9 Our Approach

“Make no little plans; they have no magic to stir men's blood and probably will themselves not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will not die.” - Daniel Burnham

Our Approach leans on the state’s priority investment description. Priority investment focuses likely available federal, state, and local funds for public infrastructure and facilities over the next ten years. It recommends those projects for public expenditure must be done through coordination.

OVERVIEW

Reimagining Cameron hinges on collaboration with the county, newfound nonprofits (i.e. CDSs and CHDOs), and shared accountability between council, staff, residents, and other stakeholders. Again, we strongly encourage Cameron to collaborate to implement manageable portions of this plan. It should not do it alone. More importantly, the Town must be practical in its approach and working at a pace convenient to available funding beyond Town revenues and current/future partners. Remember, this is a living document. The Town has the flexibility to make changes to meet unanticipated events and/or seized opportunities.

Each of the goals and policies is in response to the community engagement process. As ambitious as some of the goals and policies are, it is not a mandate to accomplish all or half of them with ten years. Success relies on creating work plans, identifying responsibilities, partnerships and funding, determining the time frames, and reviewing the goals and policies. RS3 recommends dividing each work plan by chapters among council members including the mayor. Each council member would develop her/his team with each council member providing quarterly or annual updates to the public on their progress. The best approach is to start with *low-hanging fruit*, the easier and readily attainable goals/policies. The most important is for the Town to develop a capital improvement program (CIP).

CAPITAL IMPROVEMENTS PROGRAM

The CIP is a managed approach to avoid “*robbing Peter to pay Paul*” reactive way to manage funds. It is developed through the identification of needs over five years. Costs are determined for the project(s) as well as the overall timeline for completion and payment for the project(s). The capital planning process identifies needs, implementation strategies, and funding sources over a multi-year schedule. Projects are ranked and prioritized according to public needs. The CIP is updated each year during the annual budget cycle. Advanced planning allows the Town to efficiently use public monies strategically. By placing funds on a time frame, cost savings are maximized. The five categories below should be used to determine capital projects:

- Acquisition of land for a public purpose;
- Construction of a new facility or an addition to a facility;
- Nonrecurring rehabilitation or major repair to a building(s);
- Purchase of major equipment (i.e. vehicles); and,
- Planning, feasibility, engineering, or design study.

Identifying additional sources of revenue is critical to funding gaps between anticipated revenues and needs.

Funding Mechanisms

Once projects are determined, the next step in the process is to determine the best way to fund the purchase or construction of the capital item. There are various ways to fund capital improvement projects:

- *Current Revenue (Pay-As-You-Go)*. Financing from current revenues.
- *Revenue Funds*. Monies collected in advance for specific projects from surplus/earmarked funds, funds in depreciation reserves, and/or the sale of capital assets.
- *General Obligation Bonds*.
- *Revenue Bonds*.
- *State and Federal Grants*.
- *Business Improvement Districts (BIDs)*. (Downtown Revitalization) See SC Code Title 5 Chapter 37.
- *Tax Increment Financing*.
- *User Fees*.
- *Public 63-20 and Nonprofit 501c3 Bonds*.
- *Hospitality Tax*. Tax on dining and beverages that helps fund special projects and general operations.
- *SCDOT's Transportation Alternative Program*.
- *C-Funds*. State gas tax funds allocated to counties for transportation improvements.
- *South Carolina Infrastructure Bank*.
- *Penny or Fourth (1/4) Cent Sales Tax*. An additional sales tax which can be used to fund special projects for infrastructure and capital projects.

INTERGOVERNMENTAL COOPERATION

The Town of Cameron has an intergovernmental relationship with the county for police and fire assistance. To a limited degree with Orangeburg's Sherriff Offices for the detention of arrestees. The county currently reviews and approves/denies any development activity in the Town. That may continue once it approves its zoning ordinance. Nonetheless, the Town will need to coordinate major capital improvements with the county, state, and federal agencies. Coordination may include techniques such as joint funding of capital improvements, shared-use agreements shared grant requests, or shared maintenance or operations agreements.

GOALS & POLICIES

Community investment in services is a necessary government function. Growth and revitalization hinge on project identification and prioritization, and funding. Investment should be directed to critical areas first.

Goal 1. Develop and implement a capital improvement plan (CIP).

Policy 2.1. Annually determine the needs based on adequate services to the public. The Town should identify and develop priorities to complete capital projects and achieve and maintain desired levels of service.

Goal 2. Identify funding sources.

Policy 2.1. Identify funding amounts and sources for capital projects implementation. Toward this end, the Town needs to identify and pursue state and federal grants, and other funding for capital improvements. The costs associated with maintenance and operation in all projects, as well as the costs associated with deferred maintenance, should be considered. Alternative funding sources for project categories should be identified.

Goal 3. Conduct a needs assessment.

Policy 3.1. The Town should establish a process for regularly conducting community appraisals of existing resources and assets and identify gaps, barriers, and future needs. It should use surveys, community meetings, and other methods to seek input from residents, as well as public and private entities to identify desired community services, facilities, and programs.

Appendix A

Implementation Report Card

The best way to eat an elephant is one bite at a time. Everyone is familiar with this metaphor. The Implementation Report Card emphasizes selected goals and policies from various chapters. It serves as a gauge to monitor the Town’s progress over the next 10 years. Additionally, it fosters accountability and builds trust. **Again, adoption of the comprehensive plan is not a mandate to accomplish all or half of them with ten years. However, it does require effort.**

Success relies on creating work plans, identifying responsibilities, partnerships and funding, determining the time frames, and reviewing the goals and policies. RS3 recommends dividing each work plan by chapters among council members including the mayor. Each council member would develop her/his team with each council member providing quarterly or annual updates to the public on their progress. The best approach is to start with *low-hanging fruit*, the easier and readily attainable goals/policies.

We did not pre-determine timeframes, partners, or funding resources because it is more appropriate for the Town of Cameron’s leadership and residents to determine each and the pace needed to accomplish select goals. The highlight goals and policies are just guideposts. The Town is free to revise and set goals and policies to meet unanticipated circumstances and/or address those not noted. Reimagining Cameron is the Town’s plan.

Goals/Polices	Partners	Funding Sources	Timeline	Status
<p>Increase the Town of Cameron’s population.</p> <ul style="list-style-type: none"> ▪ Encourage large tract and other property owners to invest in the community by selling lots or spaces for development ▪ Partner with a CDC or CHDO to develop housing with diverse styles and price ranges. The target population needs to be 20 and 30 something-year-old couples. 				

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Goals/Polices	Partners	Funding Sources	Timeline	Status
Develop a web site with a visible link that navigates to doing business in Cameron, available properties, and volunteerism. Use opt-in on the Town's webpage to better connect with residents and businesses.				

Goals/Polices	Partners	Funding Sources	Timeline	Status
Apply for SCDOT's Transportation Alternative Program (TAP) funding to install/repair sidewalks crosswalk stripping, and ADA transition mats.				

Goals/Polices	Partners	Funding Sources	Timeline	Status
Apply to SCDAH to conduct the Town's historic resources survey and develop a design pattern book.				

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Goals/Policies	Partners	Funding Sources	Timeline	Status
<p>Work with the County to coordinate the adoption of the county and Town’s Bailey Bill ordinance to incentivize historic revitalization efforts after completing the historic resources survey.</p>				

Goals/Policies	Partners	Funding Sources	Timeline	Status
<p>Develop a robust park and recreational system.</p> <ul style="list-style-type: none"> ▪ Apply to SCPRT for Park and Recreation Development Fund & Land and Water Conservation Fund 				

Goals/Policies	Partners	Funding Sources	Timeline	Status
<p>Develop and implement a Capital Improvements Program.</p>				

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Goals/Polices	Partners	Funding Sources	Timeline	Status
<p>Foster a relationship with local and regional banks using CRA (Community Reinvestment Act) to encourage investment to engage a loan pool with low-interest rates for second-story housing and business development.</p>				

Goals/Polices	Partners	Funding Sources	Timeline	Status
<p>Engage in a robust rehabilitation program.</p> <p>Develop incentives by ordinance. Craft an economic development policy linking incentives to employment and target specific businesses and locations.</p>				

Goals/Polices	Partners	Funding Sources	Timeline	Status
<p>Develop and promote a marquee event with supplemental special events.</p>				

Appendix B Incentives & Resources

The below incentives serve as a template for the Town to mix and match and be creative.

Incentives

Downtown Brush New Business Incentive Program. City of Brush | Colorado

The Downtown Brush Rentals Incentive Program encourages the establishment of new business within Downtown Brush. The Downtown Brush Rentals Incentive Program provides the option of one of the following:

- Rent subsidies of up to one-third of the business's monthly rent, not exceeding \$500 per month, for the first three months of a minimum 1-year lease.
- City utility costs, not exceeding \$125 per month, are covered for the first year.
- A forgivable loan in which the City of Brush gives up to \$1500 to the business as additional startup capital, which the business will repay at \$125 per month, interest-free. If the business remains in operation after two years, the amount initially loaned is given to the business.
- Advertising costs for the newspaper and radio up to \$1500.

There is an option to combine different incentives, but the total must not be greater than \$1500 (i.e. \$500 of advertising costs and a \$1000 forgivable loan. To qualify for the Downtown Brush Rentals Incentive Program, you must meet the following criteria:

1. A new business in downtown Brush.
2. New' being qualified as any business relocating from another city, opening an additional location of an existing business, or starting a new business.
3. Targeted businesses for Downtown Brush: New retail not currently provided downtown (i.e. new clothing & accessory store (not used clothes), pet shop, household/office furnishings, tackle & bait shop, restaurant, pharmacy, and specialty retail).
4. The City of Brush limits the number of recipients of the Downtown Rental Incentive Program to four (4) per calendar year.

Redevelopment of Existing Vacant Commercial Buildings 25,000 square feet or Greater Incentive Program. City of Conway | South Carolina

This incentive applied to any person, firm, or corporation redeveloping and fully occupying an existing vacant commercial building or storefront 25,000 sq. ft. and greater in the city limits of Conway. To be eligible for the program, the building and lot must meet all applicable zoning ordinances and is subject to review and approval by City Council. Incentives include:

- Applicable water and sewer capital recovery fees up to ½ of the total required fee paid.
- Required building permit fee paid,
- Business license fee collected by the City of Conway for as many as 5 years.
- Hospitality fees collected by the City of Conway for as many as 5 years.
- Property taxes collected by the city for as many as 5 years City Council shall set a reimbursement cap for any reimbursements on a case-by-case basis.

All reimbursements for any calendar year shall be applied for in writing between January 1 and January 31 of the following year. The business in the subject building or storefront must be actively operating to receive reimbursement under this article.

Incentive Voucher for Demolition and Construction. City of Myrtle Beach | South Carolina

New construction projects of the following types and minimum investment amounts:

- Transient accommodations \$5,000,000.00
- Multi-family residential \$1,000,000.00
- Other redevelopment project \$100,000.00

The voucher amount shall be a percentage of redevelopment costs not to exceed two percent of the total cost, up to a maximum of \$2,000,000.00 for any project.

General eligibility criteria.

1. Must be consistent with an adopted City of Myrtle Beach Master Plan and/or submitted and approved redevelopment plan;
2. Must be located within a specifically identified and designated area as determined by the city council;
3. The threshold investments identified may consist of a single real property investment, property assemblage, or a cumulative investment.
4. Must be for one or more of the following:
 - a. Removal of blight and dilapidation, conversion to green space.
 - b. Retail uses.
 - c. Tourism-related business or activity.
 - d. Cultural arts activities and associated businesses.
 - e. Corporate headquarters.
 - f. Research and development.
 - g. High technology growth business.
 - h. Other uses may be determined by the city council which meets the intent of the ordinance and as are identified more specifically according to the adopted master plans and/or redevelopment plans.

Business License Abatement. City of Greenville | South Carolina

Businesses which meet the requirements of "new business qualifying for incentives" shall have their business license taxes abated in the following manner:

1. 100 percent for the first taxable year of operation or any portion thereof;
2. 66 percent for the second taxable year of operation; or,
3. 33 percent for the third taxable year of operation.

Any business which meets the requirements of an issued business license permit for less than a six-month period in its first taxable year of operation may elect to extend its 100 percent abatement to the second taxable year provided it pays 50 percent of the tax otherwise due in the third taxable year.

Redevelopment Incentive (Empty Building). City of Aiken | South Carolina

For qualifying buildings, the owner shall be entitled to an incentive payment to be determined by applying the following formula:

1. The total assessed value of the subject property (building and land) as determined by Aiken County prior to construction is subtracted from the total assessed value for the property after construction is complete. This is the difference in the improvements to the subject property (increase in value).
2. The increase in value is then multiplied by .04 for residential uses and .06 for commercial uses. This sum is then multiplied by the city's then-current millage rate (presently .071, as of

the 2004-05 fiscal year). That sum is then multiplied by the applicable multiplier based on the number of years the building has been vacant. This is the total incentive payment. The city will then issue a check to the owner for the full amount of the incentive payment.

Example: Redevelopment of a property currently assessed by Aiken County at \$6,000.00 results in a new assessed value of \$100,000.00. The building has been empty for more than four years. The calculation looks like this:

- a. \$94,000.00 increase in value × 4 percent (6 percent if commercial property; 10.5 percent if industrial property)
- b. \$3,760.00 × .071 (city millage rate at the time of calculation)
- c. \$267.00 × 3 = \$800.88 (total incentive payment)

The owner must be current on all real estate tax payments for the property in order to apply for the incentive program. The city shall have up to 60 days to confirm the owner's entitlement to the incentive being requested. The amount of the incentive is based on the number of years the building has been continuously vacant.

Example: If your building qualifies and has been vacant for more than four years, your multiplier is three.

INCENTIVE SCALE	
Continuous Vacancy (months)	Incentive Multiplier
0 - 24	No Incentive
24 - 36	1 year
36 - 48	2 years
48 +	3 years

Requirements to qualify for the incentive payment:

1. The building must have been used last for commercial purposes and it must be redeveloped for a commercial purpose or new residential purpose. The building must be a minimum size of 30,000 heated square feet.
2. The building must be located within the city.
3. The building must be empty and/or vacant continuously for at least 24 months.
4. A building can qualify only one time for the reimbursement incentive. The incentive will only be paid to the person or entity that redeveloped the empty building.
5. The entire empty building must be fully occupied before the owner will qualify for the incentive. For purposes of this section, 75 percent or more of the heated square footage of the building must be utilized by the owner or tenant before qualifying for the incentive.
6. The incentive cannot be taken in conjunction with the Downtown Aiken Facade Incentive Program.
7. The owner shall apply for qualification for this incentive prior to the issuance of a building permit or demolition of the subject structure.
8. The owner/developer must not have received any incentive payments or loans from the Aiken Corporation for use on the subject property.

Resources

Federal Historic Rehabilitation Tax Credits. The Federal Historic Preservation Tax Incentives program encourages private sector rehabilitation of income-producing historic buildings. The program allows a 20% tax credit for certified rehabilitation of certified historic structures. Taxpayers who qualify

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for the 20% federal income tax credit may also qualify for a state income tax credit of 10% or 25% (not to exceed \$1 million for each certified historic structure) of their rehabilitation costs.

Contact: Mr. Brad Sauls | SC Department of Archives & History | 803.896.6196

<https://scdah.sc.gov/historic-preservation/programs/tax-incentives>

SBA 7(a) Loan Program. Administered by a Community Development Corporation, the Small Loan Advantage and Community Advantage 7(a) Loan Initiatives are aimed at expanding access to capital for small businesses and entrepreneurs in underserved communities to help drive economic growth and job creation.

Contact: South Carolina District Office | 1835 Assembly Street Suite 1425 | Columbia, SC | 803.765.5377

SBA 504 Loan Program. Administered by a Certified Development Company (CDC), the Small Business Administration 504 Loan Program is a long-term financing tool for eligible small businesses to use for major fixed assets, such as land and buildings.

Contact: South Carolina District Office | 1835 Assembly Street Suite 1425 | Columbia, SC | 803.765.5377

USDA Rural Development - Rural Business Opportunity Grant (RBOG). The primary objective of the RBOG program is to promote sustainable economic development in rural communities with exceptional needs.

Contact: USDA Rural Development | Orangeburg Office | 803.928.8934

<https://www.rd.usda.gov/programs-services/rural-business-development-grants>

USDA Rural Development - Rural Business Enterprise Grant (RBEG). The RBEG program provides grants for rural projects that finance and facilitate the development of small and emerging rural businesses help fund distance learning networks and help fund employment-related adult education programs.

Contact: USDA Rural Development | Orangeburg Office | 803.928.8934

<https://www.rd.usda.gov/recovery/rural.html>

South Carolina Community Loan Fund provides loans and technical assistance to entrepreneurs, businesses, and organizations that seek to strengthen the social and economic fabric of local communities.

Contact: Midlands Office | 4300 North Main Street | Columbia, SC 29203 | 803.403.5524

<https://sccommunityloanfund.org/about-us/mission/>

SC CDFIs	
Agency	Contact
Midland Housing Fund	Jeff Larimore 4300 North Main Street Columbia, SC 29203 803.764.3976 https://midlandshousing.org/
Community Works	Latorrie Geer & Jennifer 100 W Antrim Drive Greenville, SC 29607 864.235.6331 https://communityworkscarolina.org/
Business Development Corporation	Peter Shand 111 Executive Center Drive Suite 225 Columbia, SC 29210 803.744.0305 https://www.businessdevelopment.org/index.html
SC Community Loan Fund	Anna Hamilton Lewin & Dawn Deck 1051 Gardner Road Suite A Charleston, SC 2940 843973-7285 https://sccommunityloanfund.org/

Appendix C Public Engagement

INTRODUCTION

The Town of Cameron contracted with RS3 Planning Collaborative, LLC to develop its comprehensive plan and zoning ordinance. The public participation process is the linchpin for any successful plan. It ensures community values are articulated and creates healthy dialogue. More importantly, early community inclusion builds public trust and community support in the implementation phase. In an effort to engage the public, postcards were mailed, flyers and signs posted, and notifications posted on Facebook. Press releases and public service announcements (PSAs) were released to the Times and Democrat, WOLD, WALH, WLTX, WIS10 News Stations, SC Public Radio, The BigDM 101 FM, and other media outlets.

Participants filled Town Hall. The vision session gauged their ideas and suggestions by analyzing perceived strengths, issues/weaknesses, and opportunities. It attempted to engage the three learning approaches – auditory, visual, kinesthetic. There is a tendency for overlap. The visual incorporated surveys. Kinesthetic [hands-on] approach used a map activity. Groups were provided with a map and colored pencils. The instructions were to note strengths in blues, issues/weakness in red, orange, or purple, and opportunities in green.

ONLINE SURVEY RESULTS

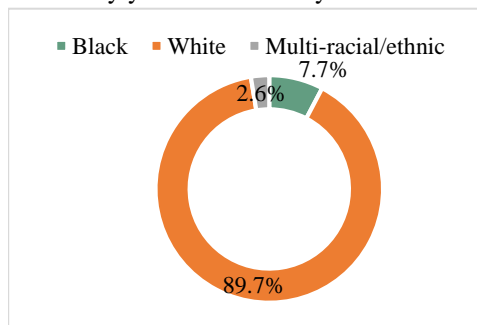
Demographic Analysis

Demographic questions focused on tenure (rent or own), age, race, monthly income, monthly rent, employment status, gender, presence of children, and others. Our socio-economic profile revealed:

1. What is your home zip code:

Ninety-five percent of respondents lived in Cameron or somewhere in the county. Five percent lived in the Elloree zipcode..

3. Identify your race/ethnicity:



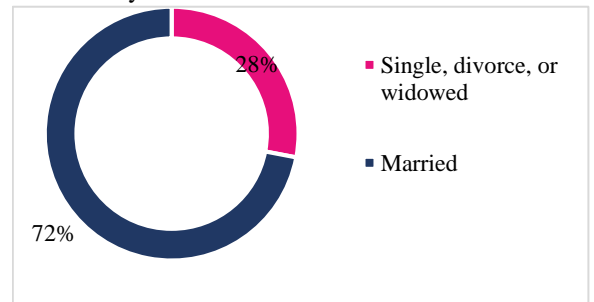
5. Indicate your age.

Cohort Group	Percent	Number
Under 25	5%	2
25-34	13%	5
35-44	21%	8
45-54	23%	9
55-64	23%	9
65-74	8%	3
75 and older	8%	3

2. Indicate your gender:

Female 64% Male 36%

4. What is your marital status



6. Number of persons living in your household including yourself.

Household Size	Percent	Number
1	15%	6
2	36%	14
3	10%	4
4	18%	7
5	18%	7
6	3%	1

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7. Number of children under 18 living at home.

Children	Percent	Number
0	67%	26
1	5%	2
2	15%	6
3	10%	4
4	3%	1

9. What of the following describes your current employment status?

Employment	Percent	Number
Self-employed, full-time	8%	3
Self-employed, part-time	3%	1
Employed, full-time	51%	20
Employed, part-time	10%	4
Unemployed	10%	4
Retired	18%	7

11. Where do you work?

Employment Location	Percent	Number
Town of Cameron	25.6%	10
Town of St. Mathews	2.6%	1
City of Orangeburg	12.8%	5
Town of Santee	2.6%	1
Calhoun County	7.7%	3
Orangeburg County	17.9%	7
Elsewhere	23.1%	9
Nowhere	7.7%	3

13. What type of home do you currently reside?

Structures	Percent/Number
Mobile home	5% (2)
Single-family	92% (36)
Sailboat	3% (1)

15. How long have you lived in the Town of Cameron?

Years in Cameron	Percent	Number
Do not live in Cameron	8%	3
Less than 1 year	3%	1
1 - 5 years	18%	7
6 - 10 years	8%	3
11 - 20 years	15%	6
Over 20 years	49%	19

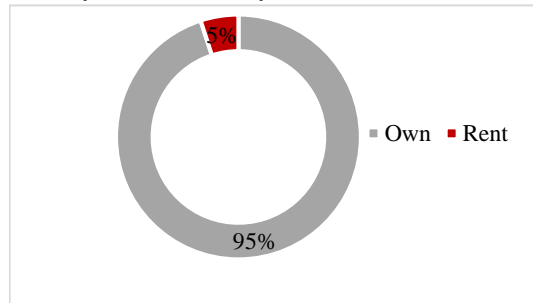
8. Highest level of education:

Education	Percent	Number
HS Diploma	23%	5
Some College	8%	3
Associate Degree	15%	6
College Degree	46%	18
Graduate or Professional Degree	15%	6
Some Graduate Study	3%	1

10. What is your monthly household income, including alimony, child support, social security, and/or other?

Annual Income	Percent	Number
\$15,000-\$24,999	3%	1
\$25,000-\$34,999	8%	3
\$35,000-\$49,000	8%	3
\$50,000-\$74,999	11%	4
\$75,000-\$84,999	11%	4
\$85,000-\$99,999	13%	5
\$100,000-\$149,999	34%	13
\$150,000-\$199,999	8%	3
\$200,000 or more	5%	2

12 Do you own or rent your house?



14. What is your monthly mortgage or rent

Housing Costs	Percent	Number
No Mortgage or Rent	46.2%	18
Under \$500	17.9%	7
\$500-\$649	10.3%	4
\$650-\$749	2.6%	1
\$750-\$849	2.6%	1
\$850-949	2.6%	1
\$950 and up	17.9%	7

- Question 16 gauges community values referencing perceptions about the Town. Indicators ranged from strongly agree to disagree. There was a marginal number of no responses. Here, is where we interpret responses according to percentage and Likert Interval Scale. Again, the Likert Interval Scale interprets responses as averages giving us another interpretation of opinions and attitudes. The first indicator asked, “Is Cameron a vibrant growing community.” Fifty-five percent were neutral about vibrancy. Only five percent in varying degrees felt Cameron was vibrant. The neutral response spoke the loudest. Why the hesitancy to offer an opinion?

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Ninety-five percent strongly agreed or agreed Cameron is a friendly, neighborly place to live. When asked about Downtown 71.8% thought downtown is not so great. Slightly over 28% of responses ranged from neutral with (25.6%) to agree (2.6%).

Opinions on special events and retail support the aforementioned. Eighty-two percent expressed a “Need to promote more events.” Events are an engaging way for visitors to discover a community and an avenue to engage residents. More importantly, patronize the local economy. Sixty-six believed retail and entertainment are very much needed. In fact, of those 33% strongly agreed this is a needed boost to the community.

The following are more of perception prompts. Perception is a reality for many people. Safety, visual appeal, and walkability are admirable characteristics that reflect comfort. They place people at ease and gives them a sense of security. Respondents felt safe. Seventy-five percent believed Cameron is clean and attractive. Eighty-four percent opined was walkable. The other 16% may reside in areas where there are no or sporadic sidewalks.

Using Likert intervals, respondents strongly agreed Cameron was a friendly, neighborly place to live and gave them the feeling of being safe. They agreed on:

- the need to promote special events, retail and entertainment, parks/recreation facilities; and
- clean and attractive, and walkable’

Respondents were neutral on the Town’s vibrancy and the need for a library/public facilities. The latter is somewhat concerning when ideas for depot includes a public use. Perhaps, respondents were not plugged into that option or do not associate a community center/hall or venue for weddings as a public facility. Somewhat disagreed was reserved for Downtown being vibrant. Indicate the extent to which you agree or disagree with each of the following statements about the Town of Cameron.

	Strongly Agree	Agree	Neutral	Somewhat Disagree	Disagree	Stvd	Average	No Response
A vibrant growing community	3%	2%	55%	11%	11%	.92	3.05	3%
A friendly, neighborly place to live	62%	33%	5%	-	-	.59	1.44	-
Vibrant Downtown	-	2.6%	25.6%	35.9%	35.9%	.85	4.05	-
Need to promote special events	38%	44%	10%	5%	3%	.96	1.90	-
Need retail and entertainment	33%	33%	15%	5%	13%	1.32	2.31	-
Feel safe	41%	49%	10%	-	-	.65	1.69	-
Clean and attractive	26%	49%	18%	8%	-	.87	2.02	-
Walkable	38%	46%	8%	8%	-	.86	1.85	-
Need parks/recreation facilities	28%	36%	26%	3%	8%	1.13	2.26	-
Need library/public facilities	15%	26%	41%	8%	10%	1.17	2.69	-

INTERVAL SCALE: Strongly Agree:1 – 1.80 Agree:1.81 - 2.60 Neutral:2.61 - 3.40
Somewhat Disagree:3.41 - 4.20 Disagree: 4.21 - 5

17. How satisfied are you with living in the Town of Cameron?

Very Satisfied **51%** Satisfied **38%** Dissatisfied **3%** No Opinion **8%**

18. What do you like **most** about living in the Town of Cameron?

Small-town atmosphere	Cost of living	Family-oriented	Quiet town
23% (30)	8% (10)	17% (20)	18% (21)
Churches/faith institutions	Caring community	Safe place to live	
10% (12)	7% (8)	15% (18)	N=119

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19. What do you like **least** about living in the Town of Cameron?

High tax increases	Quality of leadership	Wasteful spending	Little population growth
1% (1)	2% (2)	2% (2)	8% (7)
No activities for youth/adults	Complacency	Poor streets/roads	Declining population
19% (16)	7% (6)	6% (5)	7% (6)
More places to eat	Decreased economic activity	Appearance of Town	Need stores to shop
1% (1)	7% (6)	6% (5)	20% (17)
N=86			

20. Would you recommend the Town of Cameron to your family or friends as a good place to live?
 Yes **94%** No **5%** No Response **1%**

Spending Preferences

- Prompts 21 - 23 and 25 focus on consumer spending preferences and where respondents are most likely to shop and how often. Why is this important? Empirically, Cameron has marginal retail goods and services offerings. Consequently, 98% of purchases are made outside of Cameron. The exodus of spending power is referred to as leakage. Simply, investments are supporting other communities sustaining, and creating jobs. Rather than focusing on every item, we will touch on necessity items – food, clothing, medical, and dental. Fifty-nine percent of groceries are purchased in Orangeburg followed by a St. Mathews. Clothing purchases follow the same spending locations. Medical and dental services alternatively are handled Elsewhere.
- Other than banking, work, and post office visits, respondents did not frequent the Town of Cameron excluding time at home. On overwhelming majority saw Cameron as a place en route to another destination, not a destination. The goal is the change that. Noticed is the majority, 51%, dined in Orangeburg. Most ate out two to four times a week. Imagine the right restaurant and those local dollars in Cameron.
- Asked was to list five potential businesses they would patronize. This gives us and the Town’s leadership an indication of what residents will support as part of their business recruitment and cultivation efforts. Not surprising is family-restaurants was number one. Coffee shops, bakery, deli, and bar and grill rounded out the list.

21. item and services

	Cameron	Orangeburg	St. Mathews	Santee	Elsewhere	Total Responses	No Response
Most of my purchases	2% (1)	52% (32)	23% (14)	2% (1)	23% (14)	N=62	-
Groceries	-	59% (34)	28% (16)	5% (3)	9% (5)	N=58	-
Pharmacy	-	59% (27)	22% (22)	2% (1)	17% (8)	N=46	-
Clothing	-	53% (27)	2% (1)	2% (1)	43% (22)	N=51	-
Hardware	-	48% (25)	8% (4)	6% (3)	38% (20)	N=52	-
Appliances	-	60% (31)	6% (3)	-	35% (18)	N=52	-
Furniture	-	35% (17)	18% (9)	-	47% (23)	N=49	-
Automobile	2% (1)	50% (25)	2% (1)	-	46% (23)	N=50	-
Meals Away	-	51% (33)	6% (4)	14% (9)	29% (19)	N=65	-
Banking	26% (16)	35% (22)	10% (6)	-	29% (18)	N=62	3% (1)
Dry Cleaning	-	63% (29)	20% (9)	2% (1)	15% (7)	N=46	2.6% (1)
Insurance	-	31% (13)	24% (10)	5% (2)	40% (17)	N=42	-
Medical	-	38% (18)	8% (4)	6% (3)	48% (23)	N=48	-
Dental	13% (7)	35% (18)	8% (4)	-	44% (23)	N=52	3% (1)
Electronics	-	63% (20)	-	-	38% (12)	N=32	-
Antiques	7% (3)	22% (9)	-	-	71% (29)	N=41	-
Movie Theater	-	7% (2)	-	-	93% (28)	N=30	-

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22. How often do you come to Cameron?

	One or More Times/Week	One to Two Times/Month	Occasionally or Rarely	Never	N/A	Stdv	Average	No Response
Work	49%	3%	6%	29%	14%	1.63	2.57	10%
Grocery Shopping	3%	-	9%	66%	23%	.75	4.06	10%
Shopping, Non-Grocery	3%	6%	18%	59%	15%	.89	3.76	13%
Restaurants	3%	9%	23%	51%	14%	.92	3.66	10%
Taverns	-	3%	3%	71%	23%	.05	4.06	10%
Post Office/Library/Gov't	23%	29%	31%	14%	3%	1.08	2.46	10%
Banking	28%	11%	8%	50%	3%	1.35	2.89	8%
Health Services	-	3%	9%	62%	26%	.68	4.12	13%
Services	3%	11%	11%	57%	17%	.97	3.74	10%
Automobile dealers	-	-	11%	64%	25%	.58	4.14	3%
Passing Through	57%	9%	-	3%	31%	1.82	2.43	10%

INTERVAL SCALE: One or More Times/week: 1 - 1.80 One to Two Times/Month: 1.81 - 2.60 Occasionally or Rarely: 2.61- 3.40 Never: 3.41- 4.20 N/A: 4.21 - 5

23. How often do you eat out?

	4 or more times a week	2-4 times a week	Once a week	Once a month	Rarely	Never	Stdv	Average
for breakfast?	5%	15%	13%	8%	44%	15%	1.49	4.15
for lunch?	15%	36%	23%	8%	15%	3%	1.36	2.79
for dinner/supper?	3%	38%	33%	8%	18%	-	1.13	3

- What is important to Cameron's future growth? That is the million dollar question. Rehashed are earlier prompts. In terms of varying degrees of importance, retail, restaurants, grocery store, entertainment, and moderately priced homes are important. Likert portrays a different set of values. Of those, restaurants and a grocery store ranked important. The others were neutral. The remainder were less valued - least important or unimportant.

24. Which of the following of the developments you believe is important or unimportant to Cameron's future growth.

	Highly Important	Important	Neutral	Least Important	Unimportant	Stdv	Average	No Response
Office Building	3%	8%	47%	8%	34%	1.11	3.63	3%
Retail	13%	45%	21%	8%	13%	1.20	2.63	3%
Mixed-use Development	5%	29%	47%	3%	16%	1.09	2.95	3%
Restaurants	18%	47%	21%	3%	11%	1.19	2.46	3%
Grocery Store	18%	37%	29%	3%	13%	1.21	2.55	3%
Industry	13%	26%	34%	11%	16%	1.23	2.89	3%
Entertainments	11%	34%	24%	13%	18%	1.28	2.95	3%
Townhouses/Condos	-	3%	21%	18%	52%	.89	4.23	3%
Starter Homes (\$75K - \$150K)	3%	32%	21%	11%	34%	1.31	3.42	3%
Moderate Homes (\$150K - \$300K)	3%	39%	24%	8%	26%	1.27	3.16	3%
Senior Independent Living/Assisted Living Housing	16%	18%	32%	8%	26%	1.39	3.11	3%
Mobile Homes	-	5%	18%	8%	68%	0.96	4.39	3%
Art Gallery/Performance Center	5%	18%	18%	8%	50%	1.36	3.79	3%
Recreation	-	3%	-	-	-	-	-	-

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INTERVAL SCALE: Highly Important:1 - 1.80 Important:1.81 - 2.60 Neutral:2.61- 3.40 Least Important:3.41- 4.20
Unimportant: 4.21 - 5

25. Identify 5 types of businesses you would patronize or like to see and come to Cameron.

Bakery	Coffee Shop	Family Restaurant	Banquet Hall/Room
11% (20)	12% (21)	20% (35)	5% (8)
Bar Grille	Clothing Shop	Delicatessen	Declining population
9% (18)	7% (12)	10% (18)	7% (6)
Offices	Book Store	Sporting Good	Spirits/Wine
2% (4)	3% (6)	6% (10)	1% (2)
Pharmacy	Art Gallery	Hardware	Grocery
3% (6)	1% (.06)	1% (2)	1% (.06)
Dollar General	Nothing	Unsure	Cameron does not need businesses
1% (.06)	1% (.06)	1% (.06)	1% (.06)
N=175			

Cameron’s Reflection On Its Future

- Scenarios were used to spark participants’ imaginations of Cameron a decade later. Respondents choose descriptors – very appealing, appealing, and unappealing- that appealed to their vision of Cameron. Singular responses, as a percentage, revealed the following scenarios were appealing:
 - The addition of new offices and businesses that serve the daytime population.
 - A niche place where thrift stores, used merchandise and neighborhood convenience retail stores are within walking distance.

A very appealing Cameron included an aesthetic blend of green space, natural elements, pedestrian-level amenities with a historic flavor, and a vibrant downtown with a mix of coffee shops, a pub, retail, cultural and recreation spaces, and housing. A meeting place and the center of community activities were both appealing and very appealing. Likert agreed. Two things stand out. The first is their support for a meeting place and the center of community activities. This confirms our suspicions that they did not associate a meeting place with public facilities. Their attention was focused on the word library, which may explain their neutral response.

26. Imagine Cameron in ten years.

	Very Appealing	Appealing	Unappealing	Stdv	Average	No Response
The addition of new offices and businesses that serve the daytime population.	24%	47%	29%	0.72	2.05	3%
An attractive place to call home with new single-family, apartments/condos and townhouses that appeal to a wide variety of residents from young adults to retirees.	13%	37%	50%	0.71	2.37	3%
An aesthetic blend of green space, natural elements, pedestrian-level amenities with a historic flavor.	47%	45%	8%	0.63	1.61	3%
A meeting place and the center of community activities.	42%	42%	16%	0.71	1.74	3%
A niche place where thrift stores, used merchandise, and neighborhood convenience retail stores are within walking distance.	24%	47%	29%	0.65	2	3%
A vibrant downtown with a mix of coffee shops, a pub, retail, cultural and recreation spaces, and housing.	42%	32%	26%	0.81	1.84	3%
Special events that attract thousands of visitors.	16%	39%	45%	0.72	2.29	3%

INTERVAL SCALE: Very Appealing:1 - 1.66 Appealing:1.67 - 2.33 Unappealing:2.34 - 3

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27. Alternative scenarios

No alternative scenarios were presented.

28. Identified community similar to Cameron or admirable community felt to be vibrant and attractive downtown.

Elloree	Greenville	Gilbert	Saluda, NC	Denmark	St. Matthews	Santee
33% (9)	7% (2)	4% (1)	4% (1)	4% (1)	4% (1)	4% (1)
Hendersonville, NC	Chapin	Landrum	Manning	Holly Hill	Camden	Mt. Holly, NC
4% (1)	4% (1)	4% (1)	4% (1)	4% (1)	4% (1)	4% (1)
Traveler's Rest	No Response 64%(25)			N=27		
4% (1)						

- Here, the following scenarios center around zoning. After all, part of the assignment and the end goal is the Town adopting a zoning ordinance to regulate development. We wanted to gauge the residents' willingness to embrace zoning. It is our experience no matter the size of the community, folks want regulations when aimed at someone else but are defiant when it applies to them. Statistically, percentages and Likert analysis, Cameron's stakeholders are open to establishing development standards – zoning. Respondents were strongly in favor of promoting historic preservation.

29. Please indicate the extent to which you agree or disagree with the following ways the town could manage the way it grows and develops in the future.

	Strongly Agree	Agree	Neutral	Somewhat Disagree	Disagree	Stdv	Average	No Response
Regulate the color and appearance of commercial signs	34%	29%	24%	5%	8%	1.20	2.24	3%
Require landscaping in new commercial and residential developments	37%	32%	18%	8%	5%	1.15	2.13	3%
Promote historic preservation	53%	37%	8%	-	3%	0.84	1.63	3%
Require sidewalks and lighting in new developments	39%	45%	11%	-	5%	0.98	1.87	3%
Require interconnected streets that prevent cut-through traffic	32%	37%	24%	-	8%	1.11	2.16	3%
Regulate development to allow harmonious design that blends into the existing area character	39%	39%	16%	-	5%	1.01	1.92	3%

INTERVAL SCALE: Strongly Agree:1 – 1.80 Agree:1.81 - 2.60 Neutral:2.61 - 3.40
Somewhat Disagree:3.41 - 4.20 Disagree: 4.21 - 5

30. If you had a chance to change something about the Town of Cameron, what would you change?

- A whole new facelift to all the old dilapidated buildings. Make it much more prettier tow, which it is pretty already, but just not enough.
- Demolish unused houses.
- Want Cameron to basically stay the same.
- Downtown areas.

31. What form of communication do you prefer to be notified of public meetings?

Mail	Newspaper	E-mail	Facebook	Signs/Flyers	Text
19% (16)	9% (8)	29% (25)	26% (22)	16% (14)	1% (1)
N=86					

NEEDS ASSESSMENTS

Surveys were presented as Needs Assessments. It also gauged preference and priority. Needs were evaluated by Housing, Economic Development, and Living Environment categories. These categories have a direct impact on the comprehensive plan’s Housing, Economic, and Public Facilities Elements. There is an interrelationship between the other elements.

The attendees were asked to rate their need preferences (Strongly Agree to Disagree) and prioritize their needs by allocating a dollar amount. Here, the participants were allocated a theoretical \$100 to decide what to fund and at what levels. Totals could not exceed \$100. This placed them in the decision-makers’ shoes. The decision to distinguish which needs are more important is difficult. Decision-makers are tasked with this daily. We decided to articulate priorities in average dollar allocation. Average dollar allocation is the total allocated dollar amounts for each need divided by the number of respondents.

Vision

Before delving into the Needs Assessments, we wanted the attendees to establish the plan’s vision. Vision is the overarching aspiration that moves the abstract to existence. It is a critical component of any plan. The vision statement is more impactful when the community defines its vision. Below are their vision statements.

<i>The need to improve the efficiency of our town for creativity.</i>	<i>To take the town to open up to ideas, development, and to find the areas that this could take place.</i>
<i>A quiet residential town-feel with a small limited retail “main street” with park green spaces.</i>	<i>The vision I want for the Town Cameron is to see it grow economically. We are in need of some entertainment for individuals of all ages.</i>
<i>To promote an excellent living and working community, along with providing necessary amenities.</i>	<i>To enhance the family-friendly town that we have and create amenity spaces that attract families and residential growth.</i>
<i>To recreate jobs and homes for senior living.</i>	<i>Rebuilding Cameron Community where people can live, work, and grow that town like it use be such as stores drug store and business food store etc.</i>
<i>The vision from my point of view is to maintain the close-knit community without big box stores while improving the beauty of the downtown and other green spaces.</i>	<i>I envision the town maintaining its small-town charm, keeping big box stores from coming, and improving the infrastructure of the downtown - green spaces and small businesses.</i>
<i>Clean up the entire town including vacant houses, properties, and vacant land. Be active in county management. When a topic is brought up at City Council meeting don’t keep tabling it, resolve it within 3 months, this way town improvement will happen, not just talk.</i>	<i>A vibrant small community that encourages small-town living, investment, and new generations to live here.</i>
<i>Beautify town in general – expand park area, retail growth within town limits, restrict particularly discount chains.</i>	<i>To maintain our “pretty little town” restrict retail business in town limits.</i>
<i>A community that maintains its uniqueness but also encourages citizen involvement in government and commerce.</i>	<i>Clean or remove abandoned homes and lots.</i>
<i>To have a safe place to raise my child in a good wholesome atmosphere.</i>	<i>A community that creates all environment that upholds traditional family values, safety, and local government that agrees with those values.</i>
<i>A community governed by efficient mayor and council which is safe enough for children down to aging to dwell together peacefully.</i>	<i>A safe and attractive community for families to share with each other. A government that is transparent and efficient.</i>
<i>Quiet community to sleep, somewhere to walk to very limited retail space for local needs local restaurant, bakery etc similar to Aiken downtown at a much-reduced scale.</i>	<i>I like Cameron the way it is. However, I would like to see it spruced up certain areas of overgrowth to be cleaned so that people coming into town could feel Cameron’s beauty and uniqueness.</i>

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<i>It is a nice town now. Need more town people to help in-town business.</i>	<i>Cafes, gift shop downtown. Commercial enterprises such as Dollar General at the edge of town. Workouts or/and senior center. The goal is not growth!</i>
<i>Lives up to the slogan “pretty little town” a nice quiet, safe place to live, raise children, and be proud of. Also, inclusiveness (baseball for example).</i>	<i>Maintain size of the community. Repair sidewalks, tennis court, and build downtown area.</i>
<i>A town that is vibrant, growing, and a warm welcome from the hustle of the big cities.</i>	<i>Use of local contractors when building and planning. It’s a beautiful town don’t change the “pretty little town” look/make use of old buildings if possible.</i>
<i>Use of local contractors when building and planning. It’s a beautiful town don’t change the “pretty little town” look/make use of old buildings if possible.</i>	<i>To enhance facelifts where our town is as beautiful as cities. Where people can walk safely and have evening strolls. A place for light shopping.</i>
<i>Keep our pretty town safe and pretty. Improve the way it looks and keep it safe. Keep historic old look.</i>	<i>To see more growth... something that would attract people from other smaller towns (i.e. stores) activities.</i>
<i>Clean up what is already here, then decide what is needed.</i>	<i>A community space for gathering and relaxing closer community.</i>

Housing Needs

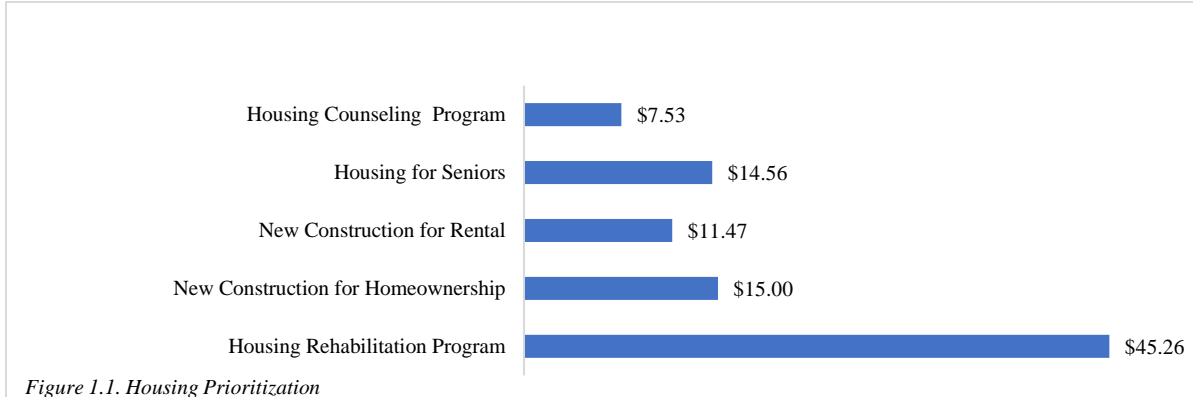
In measuring the respondents’ housing choice, the respondents ranked housing rehabilitation, housing for seniors, new construction for homeownership/rental, and housing counseling respectfully. Housing rehabilitation received the highest percentage of greatly needed rating at 56.3%. New construction for rentals received a significant number of not needed respondents (36.7%). Using the Likert Interval Scale, a housing rehabilitation program is greatly needed. New construction for homeownership and senior housing is needed. Respondents felt new construction for rental housing was not needed. They were unsure about a housing counseling program. New construction served a dual purpose. It gauged the housing type and bedroom size preferences. Single-family (33.8%) housing was the most preferred housing choice followed by apartments (7.7%), townhomes (6.2%), duplexes (3.1%) and condos (1.5%). Three bedroom sizes were preferred. Two-bedroom sizes were second. One, four, and more than 4-bedroom sizes were tied for third with 3.1%. Several non-housing write-in responses were noted. For reporting, we placed them under economic development.

Spending prioritization did not mirror housing preferences. Housing for seniors, when prioritized, switched places with new construction for homeownership. Respondents allocated \$45.26 for a housing rehabilitation program. Fifteen dollars were allocated for new construction of homeownership followed by \$14.56 for senior housing. Housing counseling brought the rear.

Table 1.1. Housing Needs

	Greatly Needed	Needed	Not Needed	Not Sure	No Response	Standard Deviation	Average
Housing Rehabilitation Program	56.3%	34.4%	6.3%	3.1%	5.9%	0.75	1.56
New Construction for Homeownership	10.3%	44.8%	31.0%	13.8%	14.7%	0.86	2.48
New Construction for Rental	16.7%	26.7%	36.7%	20%	11.8%	0.96	2.57
Housing for Seniors	21.9%	34.4%	25%	18.8%	5.9%	1.03	2.41
Housing Counseling Program	7.1%	25%	32.1%	35.7%	17.1%	0.94	3.32

INTERVAL SCALE: Greatly Needed:1 - 1.75 Needed:1.76 - 2.51 Not Needed: 2.52 - 3.27 Not Sure: 3.28 - 4



Upper-story housing has been enshrined in early American design and architecture since the formation of towns and cities. Often, merchants lived above their businesses. Would you be interested in living Downtown or seeing upper-story apartments Downtown? This was an inquiry into Cameron’s appetite for housing in its Downtown. The answer is yes – 55%. The latest attempts to revitalize downtowns have included second-story housing, townhomes, and more commercial spaces with second and third-story housing. This is encouraging. It is worth noting that 14.7% did not respond.

Economic Development

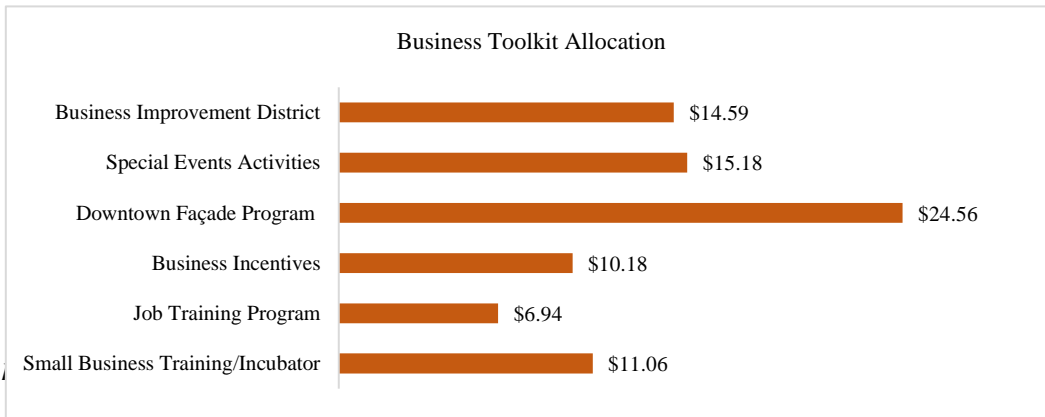
During our visit, we noticed Downtown was underutilized. Downtown’s revitalization hinges on a stocked toolkit. We listed several economic development tools inviting a vibrant Downtown. Respondents evaluated their preferences along the strongly agree to disagree. A Downtown façade program ranked highest (90%) among categories. Slightly over 46% strongly agreed a façade program was needed. The ranking may be influenced by their constant reminder of buildings less than desirable cosmetic appearance. Special events ranked second (80%). This was a familiar concern in our community perception probe. Overwhelmingly, respondents felt Downtown needs more events. Special events as an economic development tool attract visitors and encourage consumer spending. Business incentives ranked third. Incentives included business license rebate or property abatement for specific businesses, business loans, grants, tax credits, and other programs. Small business training/incubator was fourth. Incubators are tailored to assist start-ups for 3 to 5 years. Typically, the municipality or county own or partner with a nonprofit who owns a storefront. The storefront is repurposed to house specific businesses. Programming is included that provides business planning, marketing, tax and accounting education, business mentoring. In also allows the businesses to build a clientele before transitioning into their storefront or location within the municipality or county. Small business training focuses on programmatic services for emerging and existing businesses. A little over 65% favored business improvement districts. BIDs have been utilized to revitalize blighted and struggling areas. Property owners agree to a property assessment to fund revitalization efforts. Job training brought up the rear. Collectively, fifty percent supported a job training program. Averages indicated the aforementioned were greatly needed and needed except for a job training program. Likert scale determined job training was not needed.

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Table 2.1. Economic Tools

	Strongly Agree	Agree	Disagree	Not Sure	No Response	Standard Deviation	Average
Small Business Training/Incubator	13.8%	51.7%	13.8%	20.7%	14.7%	0.97	2.41
Job Training Program	7.1%	42.9%	25%	25%	17.6%	0.93	2.68
Business Incentives	11.5%	57.7%	19.2%	11.5%	23.5%	0.82	2.31
Downtown Façade Program	46.7%	43.3%	6.7%	3.3%	11.8%	0.75	1.67
Special Events Activities	20%	60%	13.3%	6.7%	11.8%	0.77	2.07
Business Improvement District	30.8%	34.6%	15.4%	19.2%	23.5%	1.09	2.23
Growth Is Not a Goal	2.9%	-	-	-	-	-	-
Grocery	2.9%	-	-	-	-	-	-
Doctor Office	2.9%	-	-	-	-	-	-
Low Rate Loan for Historic Property/Renovation	-	2.9%	-	-	-	-	-
Parks	-	2.9%	-	-	-	-	-
Retail	2.9%	-	-	-	-	-	-
Fire Service	2.9%	-	-	-	-	-	-

INTERVAL SCALE: Greatly Needed: 1 - 1.75 Needed: 1.76 - 2.51 Not Needed: 2.52 - 3.27 Not Sure: 3.28 - 4



Circling back to special events, we asked attendees to specify three special events/festivals they wanted to see in Cameron. Pecan themed event was the favorite followed by peanut and cotton.

Table 2.1. Suggests for Themed Events

Pecan	14	20.9%	Gnat	1	1.5%
Carnival	2	3%	Food & Beverage on Main Street	4	6%
Peanut	8	11.9%	Something Celebrating Farming	1	1.5%
Cotton	7	10.4%	Town Clean Up/Picnic	1	1.5%
Baseball	1	1.5%	Tow Oyster Roast/BBQ	1	1.5%
July 4th	4	6%	Farmer's Market	1	1.5%
Fall/Harvest	2	3%	Summer or Fall Thing	1	1.5%
Vintage	1	1.5%	Gnat	1	1.5%
Cultural	3	4.5%	Food & Beverage on Main Street	4	6%
None that attract persons outside Calhoun/Orangeburg Counties	1	1.5%	Craft	1	1.5%
Music on Main Street	3	4.5%	Restaurant Cookoff	1	1.5%
No Response	7	20.6%	Celtic/HIghland/Renn	1	1.5%
Number of Responses	67	100%	Spring Fling	2	1.5%

Living Environment

Living Environment Needs is the last needs but not least category in this discussion. Again, this is a quality of life barometer. Of the needs, sidewalks/curbing was the only indicator ranked greatly needed. Community police patrol/crime prevention, lighting, stormwater management, water/sewer issues, resurfacing/paving, traffic calming, environmental issues, medical/health services, passive parks, walking trails, and preservation of natural open spaces

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were rated needed. Bike lanes/trails, childcare facilities, adult day care centers, and enhanced fire services were noted not needed. From a percentage perspective, needed community policing/prevention was rating highest. In terms of prioritization, sidewalks/curbing and environmental issues were ranked first. Policing ranked second. Ranked third and fourth are resurfacing/paving and passive parks.

Table 3.1. Quality of Life Indicators

	Greatly Needed	Needed	Not Needed	Not Sure	No Response	Standard Deviation	Average
Community Police Patrol/Crime Prevention	17.2%	75.9%	0%	6.9%	14.7%	0.67	1.97
Sidewalks/curbing	40%	50%	10%	0%	11.8%	0.64	1.70
Lighting	20.6%	44.8%	17.2%	13.8%	14.7%	0.96	2.21
Storm Water Management	24.1%	31%	27.6%	17.2%	14.3%	1.05	2.39
Water/Sewer issues	21.4%	25%	39.3%	14.3%	17.1%	0.98	2.46
Resurfacing/paving	29.0%	41.9%	17.6%	9.7%	8.8%	0.93	2.10
Traffic Calming	31.8%	36.4%	18.2%	13.6%	35.3%	1.01	2.14
Environmental Issues	36.4%	36.4%	18.2%	9.1%	35.3%	0.95	2
Child Care Facilities	10.7%	25%	42.9%	21.4%	17.6%	0.91	2.75
Adult Daycare Center(s)	6.9%	24.1%	31%	37.9%	14.7%	0.95	3
Medical/Health Care Services	21.4%	39.3%	10.7%	28.6%	17.6%	1.12	2.46
Passive Parks (Sitting Areas)	13.3%	56.7%	16.7%	13.3%	11.8%	0.86	2.3
Bike Lanes/Trails	23.3%	20%	36.7%	20%	11.8%	1.06	2.53
Walking Trails	20%	33.3%	30%	16.7%	11.8%	0.99	2.43
Preservation of Natural Open Spaces	24.1%	41.4%	17.4%	17.2%	14.7%	1.01	2.28
Enhanced Fire Services	20.7%	27.6%	20.7%	31.0%	14.7%	1.13	2.62
Stray Animals	2.9%	-	-	-	-	-	-
RR Crossing - Excess Noise	2.9%	-	-	-	-	-	-
RR Replace Junction/RR ties rotten	2.9%	-	-	-	-	-	-
Natural Gas to Homes	2.9%	-	-	-	-	-	-

INTERVAL SCALE: Greatly Needed:1 - 1.75 Needed:1.76 - 2.51 Not Needed: 2.52 - 3.27 Not Sure: 3.28 - 4

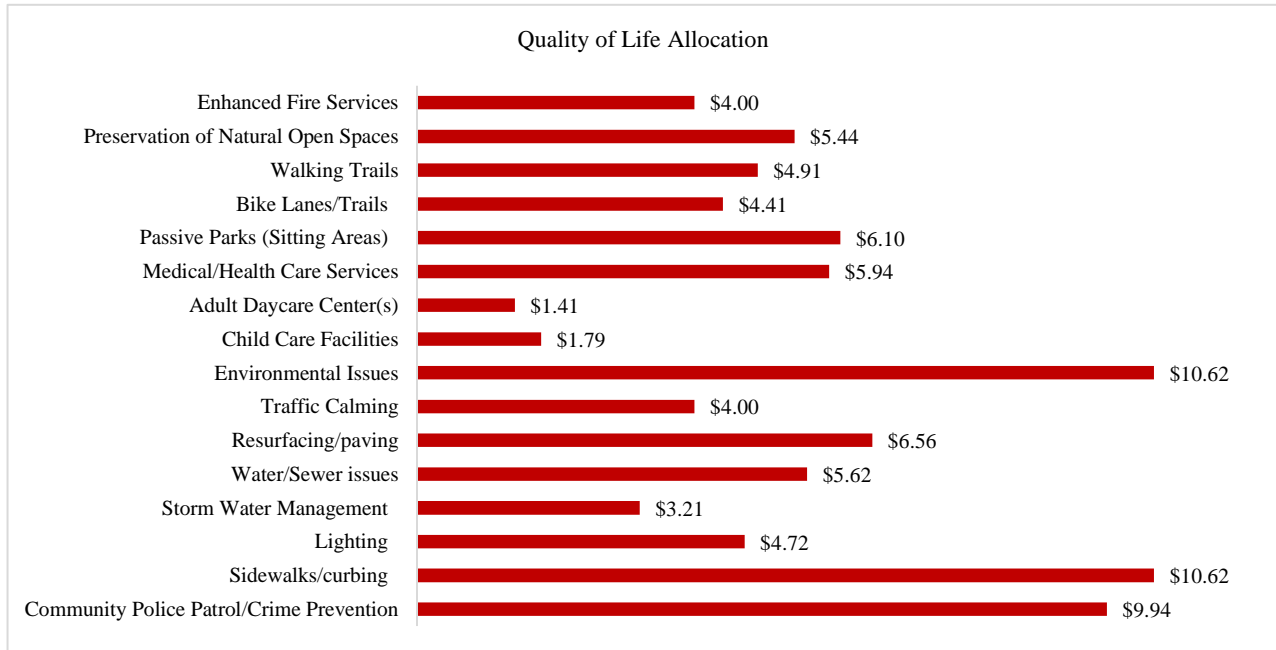


Figure 3.1. Quality of Life Prioritization

Mapping Activity

We transitioned from the survey component to the interactive portion of the visioning workshop. This was quite energetic. The participants were involved and engaged. The group dynamic elaborated on views and context. Strengths, issues/weaknesses, and opportunities were linked to geographical areas. Not only did respondents make critical evaluations but suggested appropriate land uses.

The Visioning Workshop Map illustrates the groups' input. There are areas believed to be both a strength and opportunity or weakness and opportunity. Duality references pointed to properties seen as strengths but are under-utilization and unexploited potential were opportunities at present or weakness with opportunity potential. Stakeholders' strengths centered around churches and several employers. Downtown, the areas along Boyce Lawton between Dogwood and First Street and Second and First Streets were a mixed bag. Several Downtown properties were identified as all three. These properties with rare exceptions are cosmetically challenged. Buildings are either boarded up, deteriorating awnings, in need of paint, overgrown, and/or in critical need of repair. Yet, they are essential in reimagining Downtown becoming a strength to Downtown's overall appearance and local economy. The others were strengths and opportunities for the above – economic viability. Turning Downtown around requires property owner investments sparked by incentives. In rare cases, with uncooperative property owners, eminent domain is needed. There are others in its Downtown. Cameron Cotton Seed and the former high school are listed among identified strengths and opportunities. Let us focus on the opportunities starting with the former high school. The high school site has untapped potential. We are not sure what the Town's relationship with the current owners. However, the existing buildings and fields are grossly underutilized. There is the opportunity to create indoor recreation as well as improve the ballfields and tennis courts. Modifications can be made on-site for off-street parking. The potential for National Registry designation makes it eligible for grant funds for exterior improvements. SC Department of Parks, Recreation, & Tourism allocates funding for park improvements. If approached correctly, the former school site can be a regional attraction.