

# Chapin Economic Development Strategic Plan

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# Executive Summary

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Chapin is loved by newcomers and long-standing residents alike. They want Chapin to maintain the small-town feel that drew them there, or kept them from ever leaving. Using sustainable development practices, this strategic plan seeks to maintain Chapin's uniqueness and beauty, provide local employment opportunities to reduce commuting, and ensure a revenue stream that will help infrastructure keep pace with growth.

A SWOT (strengths, weaknesses, opportunities, and threats) Analysis was compiled with input from a steering committee, interviews, community survey, business survey, staff, and leadership. In total, over 300 people had input into the strategic plan. The assets that make Chapin a wonderful place to live are attracting families and retirees. That population growth has attracted new services and businesses which residents enjoy. However, the growth has not come without challenges, the main one being traffic congestion. Chapin's future opportunities and challenges are tied to balancing growth with citizens' desire to maintain the features that have made it an attractive small town.

Demographic data show that Chapin is growing more than twice as fast as the county, region, and state. There are more prime working age people, 25-54, and more people, 75+, than the region and state. Chapin also has more school-aged children, drawn by the stellar public school system, which reports SAT scores 105% above the state average. Homes in Chapin are affordable, again a draw for people relocating to the area. People in Chapin commute longer than average to work, indicating an opportunity to create local jobs to attract out-commuters.

The goals and strategies in the strategic plan were formed out of input from the community, research, and best practices in community and economic development. We recommend a full read of the strategic plan to understand the context of each goal and how it relates to making Chapin a place where people want to live, work, and play. The overall goals of the strategic plan are:

- ⊙ Plan for Sustainable Development
- ⊙ Diversify the Economic Base
- ⊙ Fund Strategic Public Investments
- ⊙ Implement a Comprehensive Economic Development Program
- ⊙ Promote Chapin as a Choice Location for Residents, Businesses, and Visitors

The Steering Committee identified the following as **priorities** within overall goals:

## Strategic Plan Priorities:

- ⦿ Regional planning
- ⦿ Marketing Chapin Technology and Business Park
- ⦿ Creating a value proposition that will encourage annexation
- ⦿ Supporting small business development
- ⦿ Enacting a hospitality tax to fund marketing the town
- ⦿ Adding a Marketing and Events staff person

Regional planning includes transportation, comprehensive, and master planning to ensure that Chapin grows in a way that aligns with citizen desires. Marketing the tech park relates to the need for local jobs to reduce out-commuting. Creating a value proposition to make annexation desirable will give more people who consider themselves Chapinites a voice. Supporting small business development will help more locally-owned, independent businesses thrive. The recommendation for a hospitality tax was made to create a funding stream to market and promote Chapin, thereby increasing overall sales revenue for merchants. Finally, the recommendation to add a staff position for marketing and events will allow the Economic Development and Communications Director position to focus on implementation of the strategic plan.

# Chapin Economic Development Strategic Plan

## Summary of Goals and Strategies

Plan for Sustainable Development	Diversify the Economic Base	Fund Strategic Public Investment	Comprehensive Economic Development Program	Promote Chapin as a Choice Location
<ul style="list-style-type: none"><li>•Regional planning</li><li>•Transportation planning</li><li>•Master planning</li><li>•Update comprehensive plan</li><li>•Capital improvement plan</li><li>•Beautification</li><li>•Zoning enforcement</li><li>•Wayfinding</li><li>•Public art program</li></ul>	<ul style="list-style-type: none"><li>•Support small business</li><li>•Entrepreneurial development<ul style="list-style-type: none"><li>•Artist entrepreneurs</li></ul></li><li>•Downtown development</li><li>•Market Chapin Technology and Business Park</li><li>•Business friendly climate</li></ul>	<ul style="list-style-type: none"><li>•Value proposition for annexation</li><li>•Hospitality tax</li><li>•Investment from SCE&amp;G/Santee Cooper</li></ul>	<ul style="list-style-type: none"><li>•Add Marketing &amp; Events position</li><li>•Nonprofit economic development organization</li><li>•Retain and grow existing businesses</li><li>•Institutionalize strategic planning</li></ul>	<ul style="list-style-type: none"><li>•Implement brand</li><li>•Economic development website</li></ul>

# SWOT Analysis

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The SWOT (strengths, weaknesses, opportunities, and threats) Analysis was compiled using information from the steering committee, interviews, community survey, business survey, staff, and leadership input. In total, over 300 people had input into the strategic plan. Please refer to Appendices B and C for full results of the community and business surveys, which were completed by approximately 283 people.

Chapin citizens are passionate about their small town and want it to maintain its character. The assets that make it a wonderful place to live are attracting families and retirees. That population growth has attracted new restaurants and shops and supports special events – which residents are enjoying. However, the growth has not come without challenges, the main one being traffic congestion. Chapin’s future opportunities and challenges are tied to balancing growth with citizens’ desire to maintain the features that have made it an attractive small town.

## Strengths

- Schools
- Quality of life
- Location
- Business & Technology Park
- Residential base
- Attractive to families
- Workforce availability
- Lake Murray

## Weaknesses

- Traffic congestion
- Quality jobs
- Skilled workforce
- Aesthetics of downtown
- Restaurants, shops
- Growth balance
- Space for new and expanding businesses
- Lack of central planning

## Opportunities

- Transportation planning
- Annex contiguous areas
- Local jobs to reduce commuting
- Business & Technology Park
- Hospitality industry
- Historic district designation
- Recreational tourism
- Entrepreneur development

## Threats

- Growth imbalance
- Lack of future planning
- Lack of infrastructure investment
- Loss of natural resources
- Sprawl
- School funding model
- Closing of major employer
- Lack of town center

# STRENGTHS

In strategic planning, strengths are assets that support quality of life, business stability and growth, tourism, and attracting people to visit and live in Chapin. One descriptor from the community survey stood out. The respondent called Chapin “fantastic.” The town does have fantastic schools, community organizations, and people. Many assets reported in interviews and surveys centered on quality of life and business support such as schools, housing, cost of living, and location.

Strengths	
Location, access to Columbia, 1-26, 1-20	Affluent residential base
Available land near Columbia, Newberry, and interstate	Quality of life
Great school system	Jobs in surrounding areas
Attracting new business, such as Publix	Lake Murray
Attractive small-town image	Involved citizens
Affordable housing	Nuclear plant ( <i>noted before the construction stopped</i> )
Community collaboration	Quality public school system that attracts families
Cost of living	Responsible growth plan supporting quality of life
Crooked Creek Park and programs	Growing housing developments, especially lake front property
Current leadership’s support of economic development	Streetscaping
Development of the Chapin Business & Technology Park	"Family-oriented" community
Friendliness	Infrastructure (transportation and utilities)
Medical care nearby, including Palmetto Parkridge	Public safety
Low taxes	Church community
Retail stores and restaurants	Workforce availability
Growing business but need more variety	Growth in homes built outside of the town limits

## WEAKNESSES

Weaknesses are obstacles that hinder business stability or expansion and negatively impact quality of life. Traffic congestion was the most often cited answer to the question about challenges. Other obstacles related to growth are infrastructure, public transportation, balance between commercial and residential growth, and funding for amenities to serve a growing population. Beyond growth issues, citizens want more local jobs to reduce commuting, improved aesthetics, and more amenities and entertainment options.

Weaknesses	
Lack of skilled, dedicated workforce	Lack of traffic flow or a traffic plan, congestion
Aesthetics of the town beyond Beaufort Street	Lack of hotel and more significant restaurants
Lack of a vibrant, walkable town center	Not enough big business in Chapin
Balance between the desire to remain a small town and to grow economically	Over development in Chapin and surrounding areas
Builders creating neighborhoods without any restrictions	Poor identity as independent town (no town square, central park, or downtown city center)
Business regulations and license issues	Population growth centered on middle and upper-middle class individuals, families, and entrepreneurs
Convincing greater Chapin residents to shop in Chapin	Preventing urban sprawl
Mid Carolina electric restrictions	Public access to the lake
Lack of diversity (racial and economic)	Restaurants, lodging, entertainment
Elected officials not working together	Vocal minority resistant to any change
Distance to I-26	Tax rate
Finding businesses to come to Chapin	Not enough culture arts
Infrastructure - roads, water, sewer	Lack of space for new business
Lack of good jobs	Lack of acceptance of development
Keeping residents and traffic from overpopulating the area such that we lose our small-town charm	Lack of centralized planning between the government, education, and business entities
Lack of a store like a Walmart for general items	Lack of public transportation

# OPPORTUNITIES

The citizens of Chapin see opportunities that are emerging and on the horizon – they are optimistic about the future. Growth will continue to spill over from Columbia, and Lake Murray will continue to attract people. Chapin has the opportunity to shape the growth to maintain the community’s character. One survey respondent said: “We have a lot of history, and being near an exit we could attract a lot of passersby if we build on quaintness and historical assets.”

Opportunities	
Four lane Hwy 76	Expanding town limits so unused land can be developed and business developed
Active in-migration, population growth	Completion of Chapin Crossing
Locally owned restaurants and shops	Historical District creation will foster new boutique and specialty shops while enhance tourism traffic
Annex contiguous unincorporated areas	Improve communication with business owners
Zoning laws to protect investment and control growth	Tourism
Attracting new business	Attract industry to increase tax base
Available land, convenient to interstate system	Interstate access
Better roads	Lake Murray and recreational tourism
Better shopping options	Property between Columbia Ave. and I-26
Chapin Business and Technology Park	Recreation
Revitalization and development in downtown area	School system
Condensed area is conducive to developing a town center	Small business development
Create and implement suitable infrastructure to support growth	Small patio homes exclusively for seniors
Create recreational areas that aren't available west of Columbia	Steady state growth and preservation of the Chapin culture
Develop a master plan that improves the traffic layout and eliminates unsightly businesses within the city limits	Encouraging our young entrepreneurial talent to develop and stay here
Development of the hospitality industry around Lake Murray and in the downtown area	Focus on green living and sustainable farms
Educated workforce	

## THREATS

In a strategic plan, threats are identified and mitigation strategies developed. The main threats Chapin faces are the lack of planning for future growth and lack of investing in infrastructure to meet future growth needs. Citizens are also concerned about retaining young people, loss of natural resources, and sprawl. The announcement to halt construction on the nuclear reactors came after the surveys were complete. Closure was identified as a threat but is now a reality.

Threats	
Apathy and resistance to change	Loss of natural resources
Appearance of Main Street, both in and approaching town	Crime
Assuming things will stay the same	Low-income housing
Balance of quaintness and desire for growth	Non-progressive Town Council
Becoming a bedroom community for Columbia	Not staying head of growth
Cheap housing developments	Nuclear plant closing
Lack of communication	Poor planning and research
Constraints caused by traffic patterns as essential business and entertainment facilities try to locate here	Closing of a major employer
Destroying the natural beauty of the area	School funding model in Lexington County
Drugs	Suburban sprawl
Existing infrastructure cannot support current traffic	Community being hostile towards growth
Cost of utilities and infrastructure	The run-down appearance of the area, poor landscaping, lack of sign and banner control
Overdevelopment too fast	Lack of a town center to build around
Lack of highly educated workforce	Unengaged Town Council
Lack of business opportunities	Lack of local property owner support
Lack of centralized planning	Lack of pride in the appearance of the town
Competition from the suburbs of Charleston, Greenville, and other communities that are attracting knowledge workers	Lack of services: restaurants, hotels, shopping
Lack of developable land	

WHAT IS ONE THING THAT CHAPIN DOES BETTER THAN OTHER TOWNS?



# Economic and Demographic Profile

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The consulting team analyzed economic and demographic data to get a snapshot of how Chapin is changing. The full data set can be found in Appendix A. The main take-away from this research is that Chapin has the opportunity to shape how it is growing. The population is educated, housing is affordable, income levels are growing – all positive economic indicators that suggest Chapin will continue to attract employers along with service and retail businesses to serve the growing population.

- ⊙ Chapin is growing more than twice as fast as the county, region, and state. The current population estimate is 1,605. ESRI projects the population to continue to grow at 1.59% a year to 1,885 in 2022.
- ⊙ Racial and ethnic diversity in Chapin is different than in Lexington County and South Carolina. Chapin has more White Alone, Asian, Two or More Races, and Hispanic Origin, and fewer in the Black Alone category. The racial demographics have shifted to more White and Two or More Races and fewer Black Alone.
- ⊙ Chapin has more prime working age people, 25-54, and more people, 75+, than the region and the state. It also has more school aged-children, drawn by the stellar public school system.
- ⊙ Chapin citizens are more educated at the bachelor degree, associate degree, and some college levels. SAT scores are 105% above the state average.
- ⊙ Per capita income levels (\$25,609) are on par with the region and exceed the state average. Median household income (\$52,639) exceeds all but the county average. There are fewer families in poverty in Chapin than in Lexington County, the region, and the state.
- ⊙ Homes in Chapin are affordable, at approximately 93% of the county median home value.
- ⊙ Tax revenue collections in Lexington County have increased, indicating growth in construction.
- ⊙ The county labor force is growing and the unemployment rate (4%) has been declining.
- ⊙ The largest employment sectors are Trade, Transportation, and Utilities (33,587), Leisure and Hospitality (12,374), Professional and Business Services (11,248), Education and Health Services (11,056), and Manufacturing (10,418). The highest paying wage sectors are Manufacturing (\$1,096), Information (\$1,047), Financial Activities (\$1,008), and Construction (\$935). It is important to note that Manufacturing is both a top employer and wage payer.

*Population growth 1.59% per year*

*Citizens more educated than state average*

*Homes are affordable*

- © 81.1% of all business establishments in Lexington County employ less than 10 people. The county has seen more new business establishments in 2010-2015 than the region and state. In fact, there was a decline in new business establishments in the Columbia region over that period.
- © People in Chapin have a longer commute to work on average. More than half commute 30 minutes or more. This indicates an opportunity to create local jobs that will attract people now out-commuting.

*81.1% of  
businesses in  
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people*

# Benchmark Towns

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The consulting team reviewed two towns similar to Chapin – Monks Corner, SC, and Tega Cay, SC – to learn about best practices in development. These towns are similar to Chapin as far as location near a significant recreation area, interstate highway, population size, and proximity to a metro area. The towns are small, though Monks Corner is larger, with a population of approximately 10,000. The towns, including Chapin, are fast growing. All have high incomes, above the state average. Housing is relatively affordable in all but Tega Cay. Monks Corner is the youngest town, with a median age 35.6 years old, followed by Chapin at 39.7.



**Monks Corner** – Monks Corner works with the Berkeley County planning department to meet with developers before the project starts to encourage them to locate within the town. The town uses its hospitality tax to fund a welcome center (former train depot) and recreation complex. The complex is a former brownfield site that the town purchased, cleaned up, and redeveloped as a regional recreation center that now attracts tournaments. The town provides an incentive for residential and commercial development. It is like a TIFF that covers expenses such as sidewalks and infrastructure. The Main Street group is working on public art

and beautification, and the town is considering waiving utility, permit, inspections, and plan review fees.

<http://www.monckscornersc.gov/>



**Tega Cay** – Tega Cay used to be known as a difficult place for developers to work. Now, the town has a streamlined review and approvals process that has changed the unfriendly perception. Tega Cay has used the 100% petition method for annexation. With water and sewer rates being double outside the town, businesses have petitioned to be annexed. The manager plans to introduce a business license grant for new businesses. The grant would be 100% in year 1, reducing to 25% in year four and go away in year five. The purpose is to support new business development within the town. Tega Cay also has a hospitality tax. The funds are spent on a new recreation park, golf course, and special events. The town considers its website to be its best practice. All the information a business

or developer needs to know about doing business and becoming a part of the town is there. <http://www.tegacaysc.org/>

# Economic Development Strategic Plan

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The Chapin community ranked downtown revitalization, existing business support, local job creation, and increased start-up businesses as the top four goals of the economic development program. The announcement of the stoppage of construction at the nuclear power plant came after the community provided input. With thousands of jobs leaving the region, job creation is now a top priority of the community.

The strategies citizens want deployed to achieve these goals are infrastructure and transportation support, retention and expansion of existing businesses, and growth in small businesses and entrepreneurs. Citizens support the town making public investments in things like beautification, transportation, infrastructure, business recruitment, and downtown development. These goals, strategies, and investments align with the community's desire for sustainable growth.

The **goals** of the strategic plan are:

- ⦿ Plan for Sustainable Development
- ⦿ Diversify the Economic Base
- ⦿ Implement a Comprehensive Economic Development Program
- ⦿ Fund Strategic Public Investments
- ⦿ Promote Chapin as a Choice Location for Residents, Businesses, and Visitors



The Steering Committee identified the following as **priorities** in the strategic plan:

- ⦿ Regional planning
- ⦿ Marketing Chapin Technology and Business Park
- ⦿ Creating a value proposition that will encourage annexation
- ⦿ Supporting small business development
- ⦿ Enacting a hospitality tax to fund marketing the town
- ⦿ Adding a Marketing and Events staff person

## Goal: Plan for Sustainable Development

The number one concern of Chapin citizens and people that live in the greater Chapin area is traffic congestion. Growth will continue to come to Chapin. The mere location, thirty minutes from the state capital and on I-26, means that even if Chapin did nothing to encourage growth, it will happen. A good example of metro growth and expansion can be found looking back several years to the Rock Hill and Fort Mill areas in York County. These communities exploded as the Charlotte metro area expanded. The key for Chapin is to manage growth so it is sustainable and does not negatively impact the quality of life.

## Strategy: Regional Planning

### Action Steps:

- ⦿ Update the town's master development plan. The last community master plan was completed by the Clemson Institute for Economic and Community Development in 2006. Much has changed in Chapin since 2006. Master planning can identify ways to connect the various segments of town. One issue in Chapin is the disconnect between downtown, subdivisions, technology park, and commercial districts.



- Use visual connectors like landscaping and physical connectors like walking paths.
- Wayfinding signage is another way to connect parts of town.
- ⊙ Update the town's comprehensive plan. The last comprehensive plan was completed in 2011. With traffic and congestion being citizens' number one complaint, an updated comprehensive plan is needed to show SC DOT where Chapin will need more resources.
  - The town should target areas that have no or little traffic and infrastructure problems as potential development areas in the comprehensive plan.
- ⊙ Update the town's capital improvement plan. Roads are not the responsibility of the town. Water and sewer, which are needed to serve existing residents as well as new residents and businesses, are the town's responsibility. Small towns like Chapin struggle to maintain existing lines and capacity. An updated long range capital improvement plan is needed to apply for grants and fiscal planning. It should also support the comprehensive plan.
  - The "Preparing for our Future" plan recommends connection to the new City of Columbia water line and expanding capacity at the wastewater treatment plan.
- ⊙ Even though roads are not a responsibility of the town, Chapin has been and should continue to be a strong advocate of transportation improvements. The Columbia Avenue Corridor Expansion and Martin Chapin Parkway are two priorities.
- ⊙ Remain active partners in regional planning for roads, infrastructure, education, and land planning.

### Strategy: Enhance Chapin's Appearance through Beautification Programs

#### Action Steps:

- ⊙ One way to ensure Chapin's unique character survives the expansion from Columbia is to visually set the town apart from the rest of the metro area. Develop a public art program whereby the town provides space and maintenance to works of art. Local artists, students, and guilds can donate and loan art work to the town for display. Sculptures and murals are two mediums that can be displayed in downtown. Lexington, NC, known for barbeque, has painted pigs displayed around town. Greenville, NC, has metal sculptures by a local artist. Asheville, NC, has a walking trail in downtown of art and architecture. Laurinburg, NC, has a partnership with UNC Pembroke whereby students provide art that rotates in a small park in downtown. Chapin could be recognized as a town with painted sails, representing the town's logo and location near Lake Murray.

- ⊙ Use maximum zoning enforcement to address dilapidated properties and enforce property upkeep and sign compliance. Many towns use ordinances to force owners to fix broken windows, leaky roofs, overgrown lots, and prime commercial real estate from being used as storage.
- ⊙ Review zoning and ordinances to ensure they align with the comprehensive plan and this strategic plan.
- ⊙ Review the architectural and design standards of the town.
- ⊙ Partner with area civic clubs to adopt areas of town for beautification. The partnerships could include landscaping, green area maintenance, or simple trash clean up. The town's contribution may be providing plants/shrubs that the club installs and maintains.
- ⊙ Wayfinding signage is another way to beautify the town.
- ⊙ Installing kiosks with historic information and providing a walking tour map is another way to improve the appearance of the town and encourage people to visit downtown. Sometimes grants can be obtained for these projects.

## Goal: Diversify the Economic Base

Citizens want quality local jobs to entice young people to stay, provide employment options to citizens, and provide an alternative to out-commuters. Chapin has almost double the percentage of citizens that commute 30-35 minutes than the county, region, and state. Additionally, Chapin has only a few significant employers. A downturn in any one company could be devastating – as is being experienced with the stoppage of construction at Summer Nuclear Generating Station.

### Strategy: Support Small Businesses

Small businesses are the foundation of every economy, and Chapin is no different. More than 80% of all businesses in Lexington County have less than 10 employees.

**SAIL INTO CHAPIN...**  
For Business... For Pleasure... For Life!

Chapin is home to a wide array of businesses, award winning public schools, and quaint restaurants and shops. Beautiful Lake Murray is just minutes away, providing a wealth of recreational opportunities. And our annual Labor Day Festival and Parade is Chapin's signature end-of-summer event!

**Come see what Chapin has to offer!**  
Visit [www.ChapinSC.com](http://www.ChapinSC.com) or contact 803-575-8039 for more information.

**Chapin**  
SOUTH CAROLINA

### Action Steps:

- ⦿ Raise awareness of the Small Business Development Center. The Center has a wide range of programs: SCORE, HUB Zones, Veterans Business Program, Exporting, lending programs, disaster assistance, seminars and classes, etc.
  - Put a link to SBDC on the How to Start a Business in Chapin, described below.
  - Encourage retired and semi-retired lake residents to be mentors in the SBDC's SCORE program.
- ⦿ A dedicated SBDC presence could further support small business creation and growth in Chapin. The State SBDC program is open to a Chapin location if the town would provide a financial match. SBDC could locate someone in Chapin dedicated to serving local businesses. Previously, the town had reached an agreement with the Chamber of Commerce to locate a SBDC person in their office. We recommend this partnership between the Chamber, town, and SBDC be revisited.
- ⦿ Seek grant funding to seed a revolving loan fund for small businesses. Other communities have used USDA Rural Development grants as seed money. Some revolving loan funds provide loans for as little as a few thousand dollars, others provide larger loans.
  - Seek a partner to administer the loan program.
- ⦿ Recently, new business development has been in the medical and health care industries. Given the population growth in the area, and overall aging demographics of the U.S., the health care industry will remain a growth industry.
  - Include health care facilities in the business retention and expansion program to identify growth opportunities.



### Strategy: Encourage Entrepreneurial Development

The so-called freelance economy is booming in the U.S. Estimates range from 50%-70% of all workers will be freelance by 2025. Chapin has an opportunity in the freelance economy because people can telecommute to jobs in Columbia, Atlanta, or other cities, and semi-retired people are ideal candidates to freelance. Starting a business is often an alternative to unemployment. Workers affected by the stoppage of the nuclear construction may be candidates to start new businesses in Chapin.

### Action Steps:

- ⦿ Artists as Entrepreneurs

- Explore a small business and arts incubator/co-work space in the former school building. Co-work space is popular now because of the freelance economy. Incubators have surged again in popularity because of the renewed focus on entrepreneurship. There are good examples of arts incubators in Abingdon, VA, manufacturing incubator in Abbeville, SC, and general small business incubator in Danville, VA.
  - Abbeville County obtained an Economic Development Administration Grant to cover part of the funding for the incubator. Other funding came from utility tax credits.
- Host a small business development seminar for artists to help them take their passion for creating and turn it into a thriving business.
- Find space for an artist in residence and seek grant funding. The artist could partner with schools for special programming, collaborate on the development of an arts incubator, and host seminars for other artists on how to start an arts business.
- ◎ Present starting a business as an alternative to dislocated workers at the Summer Nuclear Facility. Work with the SBDC to provide start-up classes targeted to this audience.
- ◎ Add a “How to Start a Business” page to the town’s website. Include how-to kits for various retail and service businesses. The kits are a list of steps like business plan, financing, licenses, permits, real estate, hiring, etc. This is an expanded, more in depth version of “Doing Business in Chapin,” which is currently on the website. Be sure to include a connection to the SBDC.
- ◎ Consider becoming a Certified Entrepreneurial Community®. It is a program that certifies a community as entrepreneur-ready. The community develops and implements an action plan for entrepreneurship.

## Strategy: Downtown Development

Downtown revitalization was the number one goal identified by citizens in the survey. The challenge is that Chapin does not have a traditional main street footprint to redevelop. Towns like Chapin often struggle with creating a town hub or center.

### Action Steps:

- ⦿ Expand the footprint of the current downtown to create a central business district. For example, buildings such as the one housing the American Legion and the former town hall can be redeveloped into businesses or tourist destinations.
  - When the town updates the master plan, identify what can become the future downtown. This geographic area could become a municipal service district with tax revenues going to support capital improvements.
  - Tax Increment Financing could be used to partner with a developer. The town's participation could be in parking or other public amenity. See the best practice described in Monks Corner.
- ⦿ Identify vacant and under-utilized lots and buildings. Determine the ones that are available for sale. Market these properties to existing businesses for expansion and new businesses. The inventory can be promoted on the town's economic development website by adding it to the existing listing already on the website.
- ⦿ Identify businesses in nearby towns that could succeed in Chapin. For example, a restaurant or gift boutique that is successful in Irmo may be willing to expand to a second location in Chapin. Recruit these companies to downtown buildings.
- ⦿ Create incentives that encourage development in the downtown area. Façade grants, vacant building revitalization grants (see City of Columbia's grant program), and beautification grants all encourage downtown development. Designate these programs in a defined geographic area.
  - Most grants are self-sustaining through increased taxable investment in downtown properties.
- ⦿ Seek historic designation for downtown. The designation can bring tax credits for those interested in redevelopment and encourage more tourism. It will also help maintain Chapin's small-town charm and unique characteristics. Historic



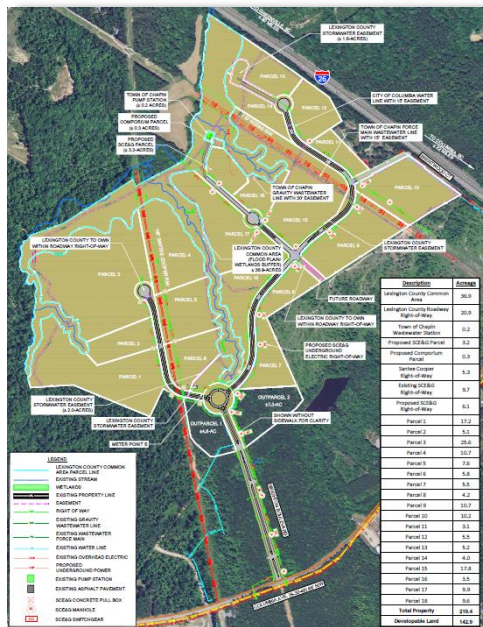
downtowns attract a range of entrepreneurs from millennials looking for an unique environment to lifestyle entrepreneurs seeking the same.

### Strategy: Actively Market the Chapin Business and Technology Park

The Chapin Business and Technology Park is an ideal location for small technology and light industrial companies. The Park supports Chapin’s goal of smart growth because it concentrates business in an area with infrastructure and transportation access.

#### Action Steps:

- ⊙ Break out the business site map from the overall development plan and make it more prominent to showcase sites available.



- ⊙ Include contact information for the town’s economic development office. Even though Lexington County Economic Development is the lead recruiting agency, the town can be a strong, supportive partner in recruitment.

### Strategy: Business Friendly Climate

One of the key strategies in Chapin’s “Preparing for our Future: Managing Growth, Strengthening our Community” document is creating a business friendly environment.

#### Action Steps:

- ⊙ Conduct customer service training with all town staff. The training can be conducted by the community college and/or Small Business Development Center. We did not hear negative comments about the regulatory process in interviews; however, we recommend maintaining a customer-first focus.
- ⊙ Communicate to all town staff that the Communications and Economic Development

Director is the single point of contact for business. Providing a liaison or “concierge” service often improves the customer service experience.

- If a satellite office of SBDC is located, that person could become the point person for small businesses.
- ⊙ Every two years, conduct a business climate survey to see if the town’s climate is getting more or less business friendly. The survey can be just a few questions:

- Does Chapin meet, exceed, or fall short of expectations as a business location?
- Rate the business climate on a scale of one to five.
- It is easier to do business in Chapin today than two years ago, Y/N?
- Rate the ease or difficulty of the local regulatory process.

## Goal: Fund Strategic Public Investments

If there was no growth in Chapin, eventually resources available to fund basic public services would diminish. By strategically growing the tax base with business and residential investment, Chapin can ensure funds will be available to maintain basic public services and make strategic investments for the future. For example, citizens want recreation options. Without available funding, investment in parks and recreation cannot be made.

### Strategy: Create a Value Proposition for Annexation

There are residential and business areas around Chapin that use the town's resources, such as roads and infrastructure, and contribute to the retail economy. If they were to become part of the town's tax base, more revenue would be available to invest in water, sewer, sidewalks, and many other amenities citizens enjoy. Chapin should create a value proposition that makes annexation attractive.

#### Action Steps:

- ◎ Reach out to the University of South Carolina, Central Midlands Council of Governments, and other potential partners to explore a study that will analyze the benefits of annexation. Benefits can include lower insurance premiums, faster public safety response times, crime prevention programs, voting, water and sewer service and better rates, telecommunications options, consistent property values because of zoning, trash/recycling collection, lower fees for recreation, etc.
- ◎ Seek out partners in communities that would have a desire to be annexed. With the partners, communicate the Chapin Value Proposition.
- ◎ Identify South Carolina towns that have successfully annexed and learn from their best practices.
  - We learned from Monks Corner that they work with developers before the project starts. The county refers developers to the town because Berkeley County would rather that the town serve the development. Form a similar relationship with Lexington County.
- ◎ Follow the example of Tega Cay and charge double outside water/sewer rates. This has encouraged outside businesses to petition for annexation.

### Strategy: Enact a Hospitality Tax

A portion of hospitality taxes are paid by nonresidents. Travelers use Chapin roads and infrastructure and can contribute to the economy through a hospitality tax. There are over 70 municipalities in South Carolina that use this revenue source to fund tourism development.

#### **Action Step:**

- ⦿ Seek the enactment of a hospitality tax. Use of the funds is restricted to tourism and related activities and improvements. Investments can be made in tourism improvements that benefit all residents, along with tourists.

### Strategy: Seek Investment from Santee Cooper and SCE&G

#### **Action Step:**

- ⦿ Request a grant to invest in economic development from Santee Cooper and/or SCE&G. Sometimes when a company closes a facility, they will provide a donation to the community to help offset the economic loss of the closure. Donations of a closed building, land, or cash grant are typical. Ask for an economic stimulus grant targeted to help re-employ dislocated workers.

## Goal: Implement a Comprehensive Economic Development Program

In order to ensure that the town grows sustainably, the economic development program must be multifaceted – business development, downtown revitalization, small business support, entrepreneurship, tourism, recreation, etc. If focus is placed in only one area, there is a threat of haphazard growth in another area. With a staff of one, and an overall small town staff, it is important to clearly outline the economic development program.

## Strategy: Staffing Model that will Support Implementation of Strategic Plan

Currently, the Chapin Communications and Economic Development Director is the only staff person assigned to economic development, and her time is split with non-economic development duties. To implement this strategic plan, more people power is needed, along with financial resources.

### Action Steps:

- ⦿ Add a town position for Marketing and Events. Much of the Communications and Economic Development Director's time is spent on communications and event planning. In order to allocate the time necessary to implement this strategic plan, communications and event planning should be assigned to another staff position. To implement quality, well-thought out, sustainable development, economic and community development should be a full-time job in Chapin.
  - As an interim solution before the position is created, contract with an individual or firm for marketing and communications services.



## Strategy: Create a Public-Private Partnership

Economic development is a team sport. Partners are critical to success. One way to engage private partners is through a public-private nonprofit partnership.

### Action Steps:

- ⦿ Most economic development departments have a private nonprofit organization that provides additional funding. 501c3 organizations can raise private dollars to supplement marketing, professional services (such as engineering studies), and existing business services. The Chester Development Association is one good model in South Carolina, and there are many others, including the one in Lexington County.
  - We recommend Chapin's Communications and Economic Development Director serve as staff to the 501c3.

- The board of directors (approximately 7-10 people) should include business, economic development allies, and one appointee from town council. Nonvoting seats can be designated for the county economic development director and chamber of commerce.
- Private sector funds can be raised. Public funds should not be reduced, as private funds are typically targeted to implement specific projects in the strategic plan.

### Strategy: Retain and Grow Existing Businesses

Approximately 70% of all new investment and job creation come from existing businesses. All comprehensive economic development programs have Business Retention and Expansion (BRE) as part of the program of work.

#### Action Steps:

- ⊙ Meet with top employers annually to assess expansion potential, risk of contraction, and needs. Track information from BRE visits to identify trends in clusters growing or declining.
  - If Chapin is successful in locating a satellite office of SBDC, that person could conduct BRE visits.
- ⊙ Use the business climate survey described above to gauge overall business friendliness,
- ⊙ Create an "At-Risk" profile to identify companies that are at-risk for downzoning/closure. Criteria include landlocked facility, reduced utility usage, reduced employment, aging owner with no succession plan, expiring lease, and other factors.

### Strategy: Institutionalize Strategic Planning

A best practice of all businesses, nonprofits, and governments is to institutionalize strategic planning. "A great strategy meeting is a meeting of minds," according to Max McKeown.

#### Action Steps:

- ⊙ Present an annual economic development report to Town Council outlining accomplishments and progress on the strategic plan.
- ⊙ Review and update the Economic Development Strategic Plan every year. Utilize the Steering Committee for this planning process to participate in the review and update.
- ⊙ Complete a comprehensive update of the strategic plan every three to four years that includes citizen engagement.

## Goal: Promote Chapin as a Choice Location for Residents, Businesses, and Visitors

One of the hardest parts of marketing a community is to find the one thing that makes it unique. Even though many unique qualities stand out to Chapin residents (history, quaintness), to the outside it is the gateway to Lake Murray. Many people choose to live in/near Chapin to have access to the lake. History, quaintness, small town charm, and the arts are all part of the Chapin identity; however, those assets are shared by many small towns across South Carolina. The proximity to the lake is a distinguishing asset. Combining the association with the lake with the other assets creates a competitive position for Chapin.

### Strategy: Implement the Chapin Brand Identity: Capital of Lake Murray

Chapin developed this logo and theme in 2006 as part of the Clemson University planning charrette. It is portrayed with the Capital of Lake Murray brand on the website and in marketing materials. The logo reinforces the town as a lake community.



### Action Steps:

- ⦿ Since the logo is more than 10 years old, we recommend engaging a branding firm to refresh the logo. We believe the concept, theme, and message are valid, but the artwork could be modernized.
- ⦿ Encourage partners, such as the Chamber of Commerce and the Farmers Market, to use the Chapin brand. Branding is most successful when used consistently over a period of time.
- ⦿ Use the brand on banners, wayfinding signs, and all marketing and promotions.
- ⦿ Encourage businesses to put the town's logo in their email signature, indicating they are "Located in the Capital of Lake Murray."
- ⦿ It is suggested earlier in the report to incorporate sculptures of sails in the public art program.

### Strategy: Use the Website as a Marketing Tool

Websites are the first place companies, visitors, and potential new residents go for information. Economic development websites should be sales tools along with providing information. The Chapin economic development site is buried within the town site and does not market the community.

### Action Steps:

- ⦿ Create a separate website for economic development or a site within the town website. There is no direct pathway from the home page to economic development. It is buried under administration. The main economic development page is not connected to information under the “Business” menu button.
- ⦿ Missing information from the website includes:
  - business advantages
  - incentives (state and county)
  - support offered by the town to businesses
  - testimonials of existing businesses and list of major employers
  - accolades about the school system
  - direct contact for the Director
  - economic and demographic data (it is buried in the profile PDF)
  - links to partner agencies

# Implementation Guide

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The Steering Committee prioritized strategies in the strategic plan. Tied for the number one priority was regional planning and marketing Chapin Technology and Business Park. The focus on regional planning reflects citizen concerns about traffic and infrastructure. The focus on the technology park reflects the desire for local jobs to reduce commute time and keep dollars closer to town. After those two top priorities were items that will increase town revenues, support small business, and increase capacity in the economic development program.

1. Regional planning
1. Marketing Chapin Technology and Business Park
2. Creating a value proposition that will encourage annexation
3. Supporting small business development
3. Enacting a hospitality tax to fund marketing the town
3. Adding a Marketing and Events staff person

Some of the action steps recommended in this strategic plan can be implemented quickly, with no additional resources. We placed those items in Year 1 of the implementation timeline below. Other actions are long-term, and some will take grants and new sources of funding. Strategic planning should be an integral part of any organization. Monthly, town staff should refer to the strategic plan for their program of work. We recommend Chapin revisit the strategic plan once a year to update and adjust. It should be a dynamic document. Every three to five years, a new strategic plan should be completed.

## Dashboard

To track progress of the strategic plan, Chapin should report a few economic indicators that relate to the strategic plan:

- ⊙ Inquiries, prospects, locations in Chapin Technology and Business Park (*supplied by Lexington County Economic Development*)
- ⊙ Number of businesses that contact the town, visited in the BRE program, and generally receive information, support, and assistance
- ⊙ Business-friendliness as measured by the business climate survey
- ⊙ Economic development website, e-communications analytics
- ⊙ Business locations, expansions, and closures

0-1

Transportation planning  
Market Tech Park  
Zoning enforcement  
Awareness of SBDC & SCORE Chapter  
How-to kits on website  
Wayfinding plan  
Downtown incentives  
Name small business liaison  
Business climate survey  
Add Marketing and Events position  
Study annexation value  
Seek investment from SCE&G/Santee  
Cooper  
Implement brand

2-3

Comprehensive plan update  
Capital improvement planning  
BRE program  
Arts entrepreneurship  
Expand downtown footprint  
Hospitality tax  
Economic Development website  
Historic designation  
Town customer service training  
Nonprofit for economic development

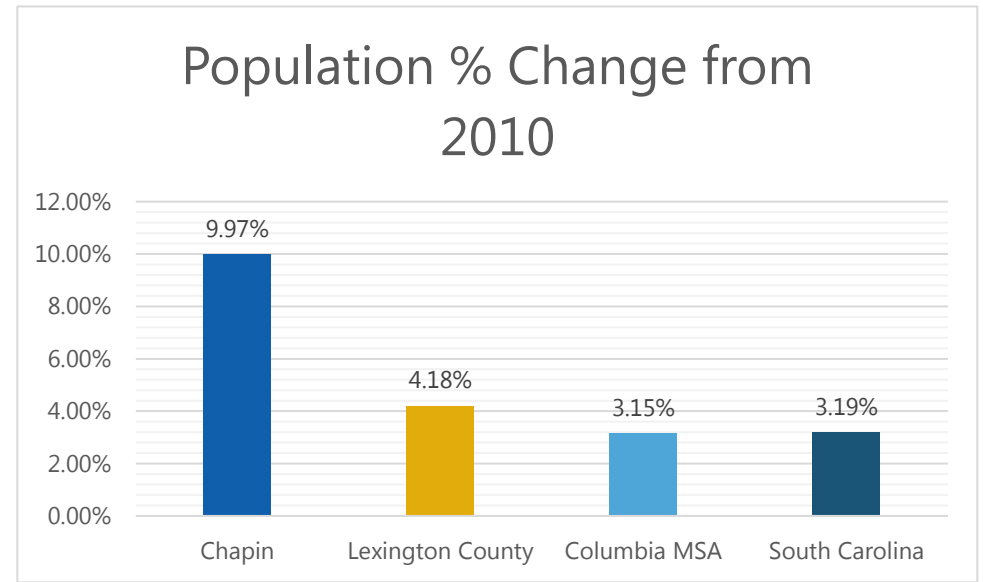
3-4

Master plan  
Public art program  
Revolving Loan Program  
Implement wayfinding  
Incubator  
Strategic plan update



# Appendix A: Economic and Demographic Profile

Population	2010	2015	% Change 2010-2015
<b>Chapin</b>	1,445	1,605	9.97%
<b>Lexington County</b>	262,391	273,843	4.18%
<b>Columbia MSA</b>	767,598	792,530	3.15%
<b>South Carolina</b>	4,625,364	4,777,576	3.19%



Source: [www.census.gov](http://www.census.gov) (American Fact Finder 2010 and 2015 & American Community Survey Data)

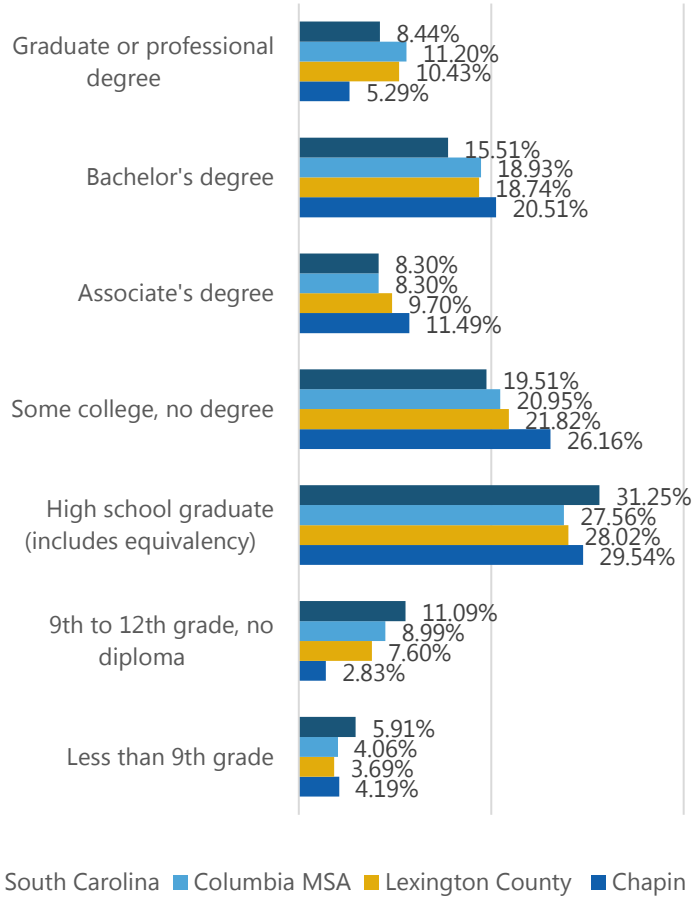
Race Distribution	Chapin		Lexington County		Columbia MSA	South Carolina
	2010	2015	2010	2015	2015	2015
<b>White Alone</b>	80.07%	82.06%	76.96%	75.98%	58.35%	64.05%
<b>Black Alone</b>	11.42%	4.42%	14.10%	14.41%	32.87%	27.67%
<b>American Indian Alone</b>	0.28%	0.25%	0.36%	0.26%	0.29%	0.36%
<b>Asian Alone</b>	1.31%	2.24%	1.41%	1.57%	1.63%	1.26%
<b>Pacific Islander Alone</b>	0.00%	0.44%	0.04%	0.05%	0.07%	0.05%
<b>Some Other Race Alone</b>	0.07%	0.00%	0.13%	0.16%	0.13%	0.12%
<b>Two or More Races</b>	1.66%	4.55%	1.46%	1.88%	1.55%	1.39%
<b>Hispanic Origin</b>	5.19%	6.04%	5.54%	5.69%	5.10%	5.10%

Source: [www.census.gov](http://www.census.gov) (American Fact Finder 2010 and 2015 & American Community Survey Data)

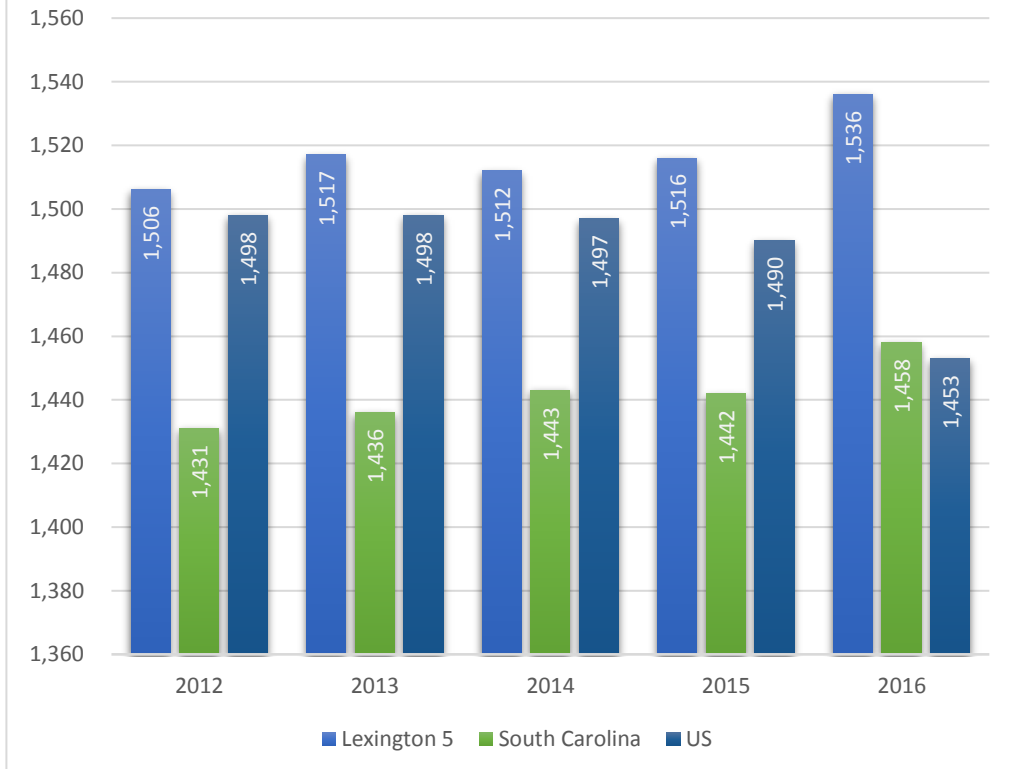
Age Distribution	Chapin		Lexington County		Columbia MSA	South Carolina
	2010	2015	2010	2015	2015	2015
<b>Total population</b>	1,445	1,605	262,391	273,843	767,598	4,625,364
<b>Under 5 years</b>	7.96%	5.05%	6.66%	6.22%	6.48%	6.54%
<b>5 to 9 years</b>	7.82%	7.98%	6.74%	6.71%	6.43%	6.40%
<b>10 to 14 years</b>	6.71%	8.29%	6.86%	6.77%	6.47%	6.43%
<b>15 to 19 years</b>	4.84%	6.36%	6.70%	6.27%	7.69%	7.11%
<b>20 to 24 years</b>	4.64%	3.99%	6.22%	6.24%	8.31%	7.19%
<b>25 to 34 years</b>	9.34%	13.83%	13.08%	13.17%	13.78%	12.80%
<b>35 to 44 years</b>	14.33%	15.39%	13.93%	13.43%	13.24%	13.00%
<b>45 to 54 years</b>	11.90%	15.39%	15.19%	14.52%	14.33%	14.26%
<b>55 to 59 years</b>	4.36%	3.36%	6.56%	6.78%	6.35%	6.56%
<b>60 to 64 years</b>	4.36%	4.42%	5.83%	6.21%	5.49%	6.07%
<b>65 to 74 years</b>	6.57%	6.23%	7.18%	8.27%	6.57%	7.98%
<b>75 to 84 years</b>	6.37%	7.48%	3.64%	3.86%	3.50%	8.41%
<b>85 years and over</b>	3.88%	2.24%	1.42%	1.56%	1.35%	4.15%
<b>Median Age</b>	36.4	38.2	37.9	38.5	35.7	37.9

Source: [www.census.gov](http://www.census.gov) (American Fact Finder 2010 and 2015 & American Community Survey Data)

### Educational Attainment 25 Years & Older

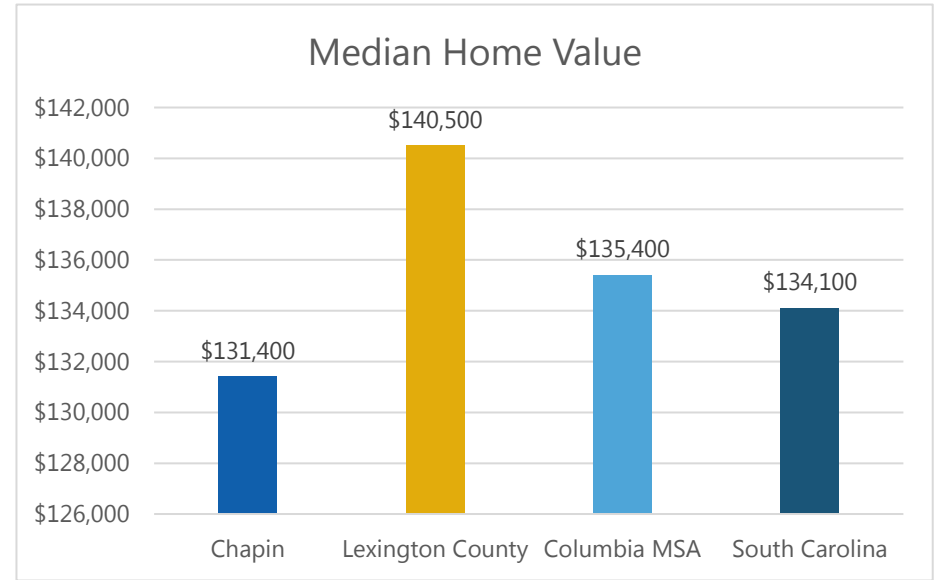
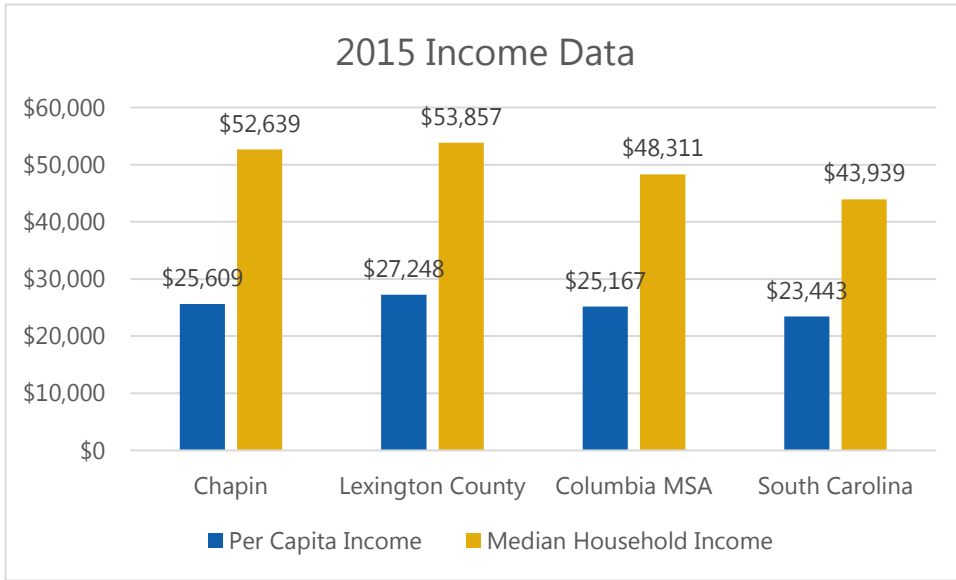


### SAT Scores

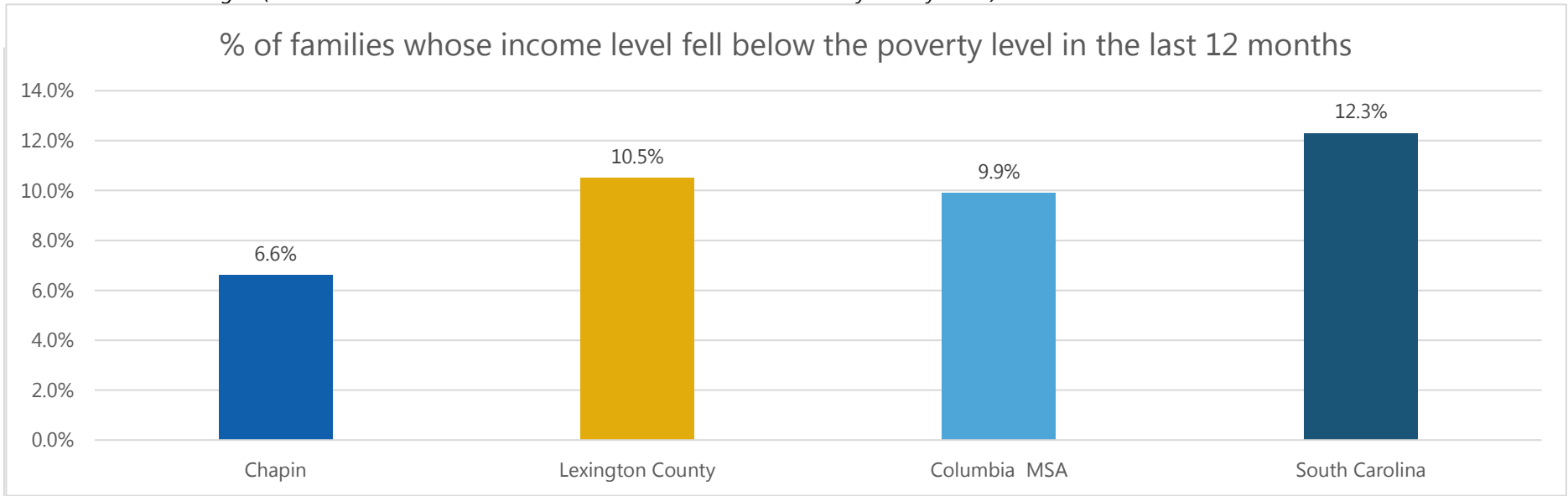


Source: South Carolina Department of Education ([www.ed.sc.gov](http://www.ed.sc.gov))

Source: [www.census.gov](http://www.census.gov) (American Fact Finder 2010 and 2015 & American Community Survey Data)

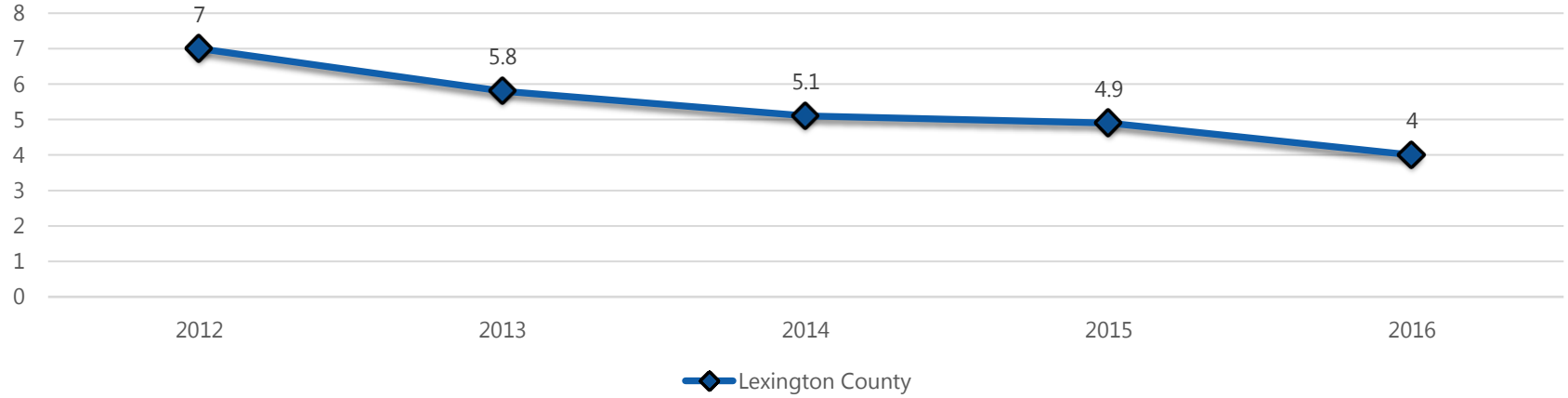


Source: [www.census.gov](http://www.census.gov) (American Fact Finder 2010 and 2015 & American Community Survey Data)

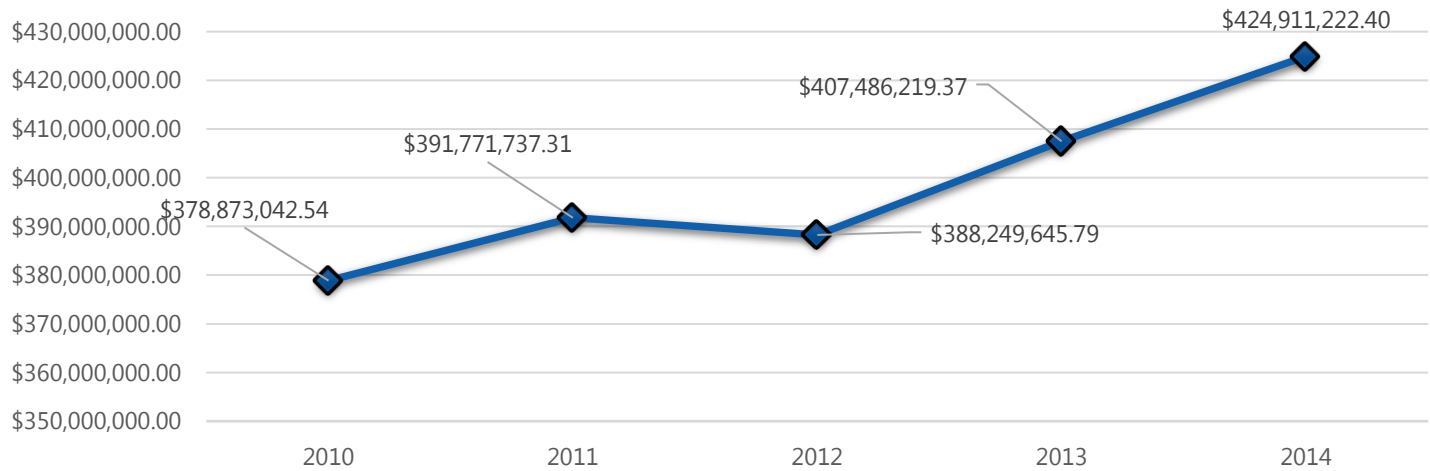


Source: Bureau of Labor Statistics ([www.bls.gov](http://www.bls.gov))

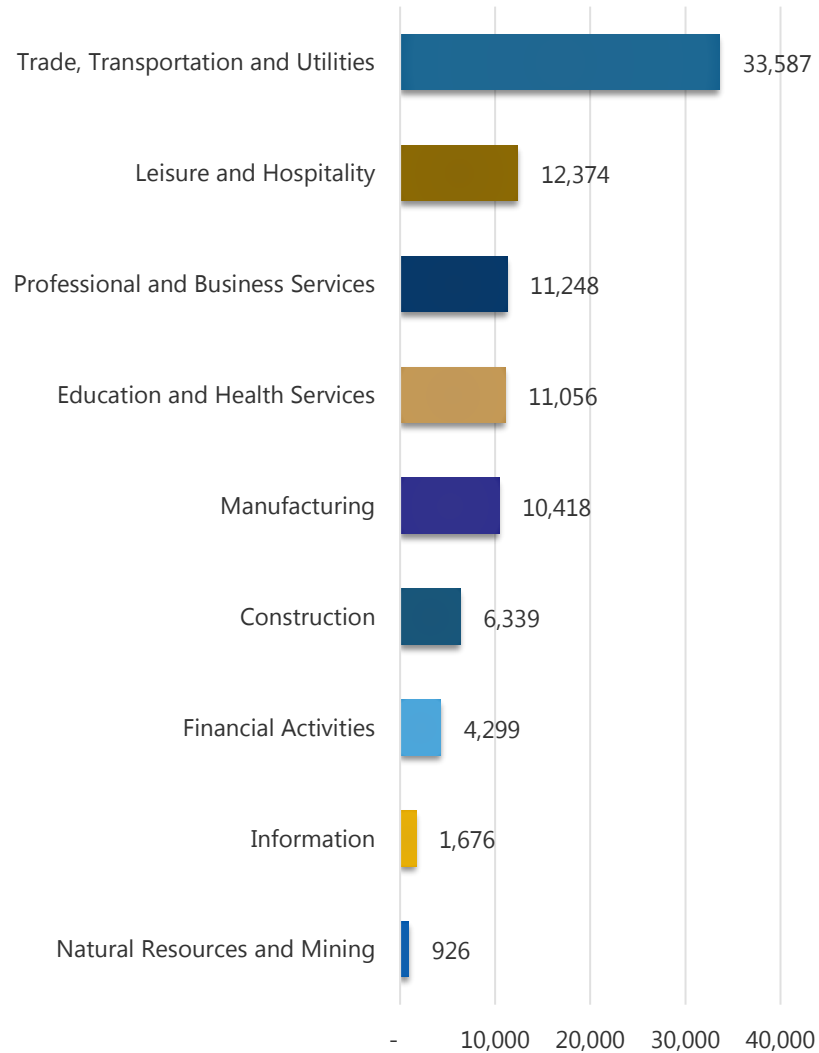
### Unemployment Rate



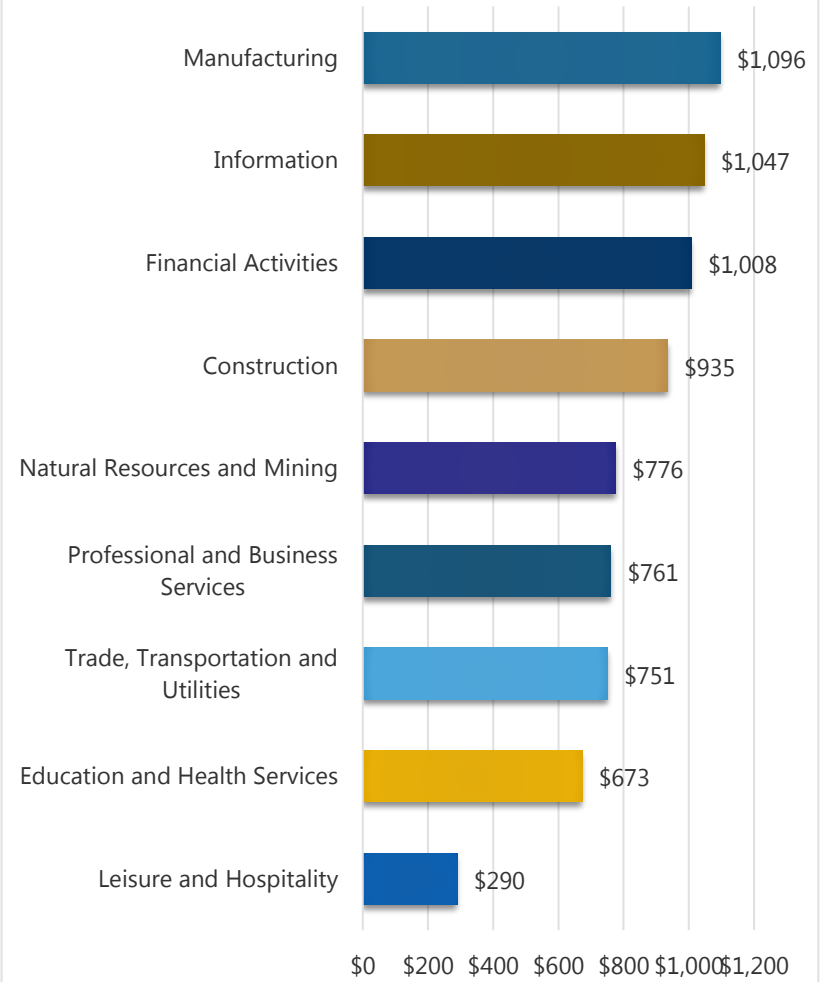
### Lexington County Tax Revenue



## Employment by Industry



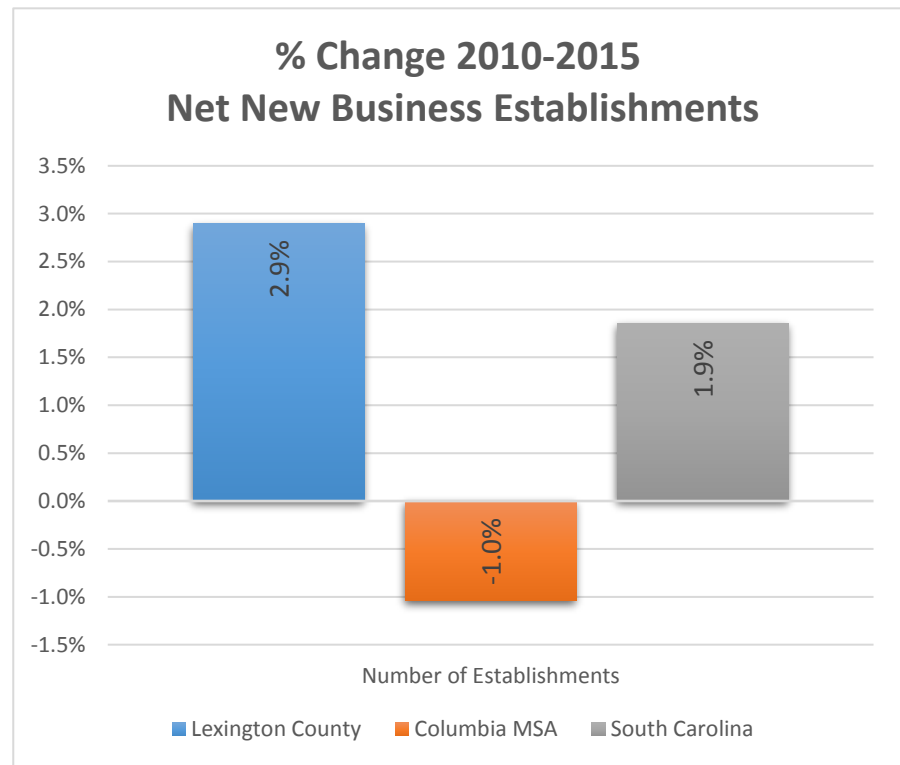
## Average Weekly Wage by Industry



Source: Bureau of Labor Statistics ([www.bls.gov](http://www.bls.gov))

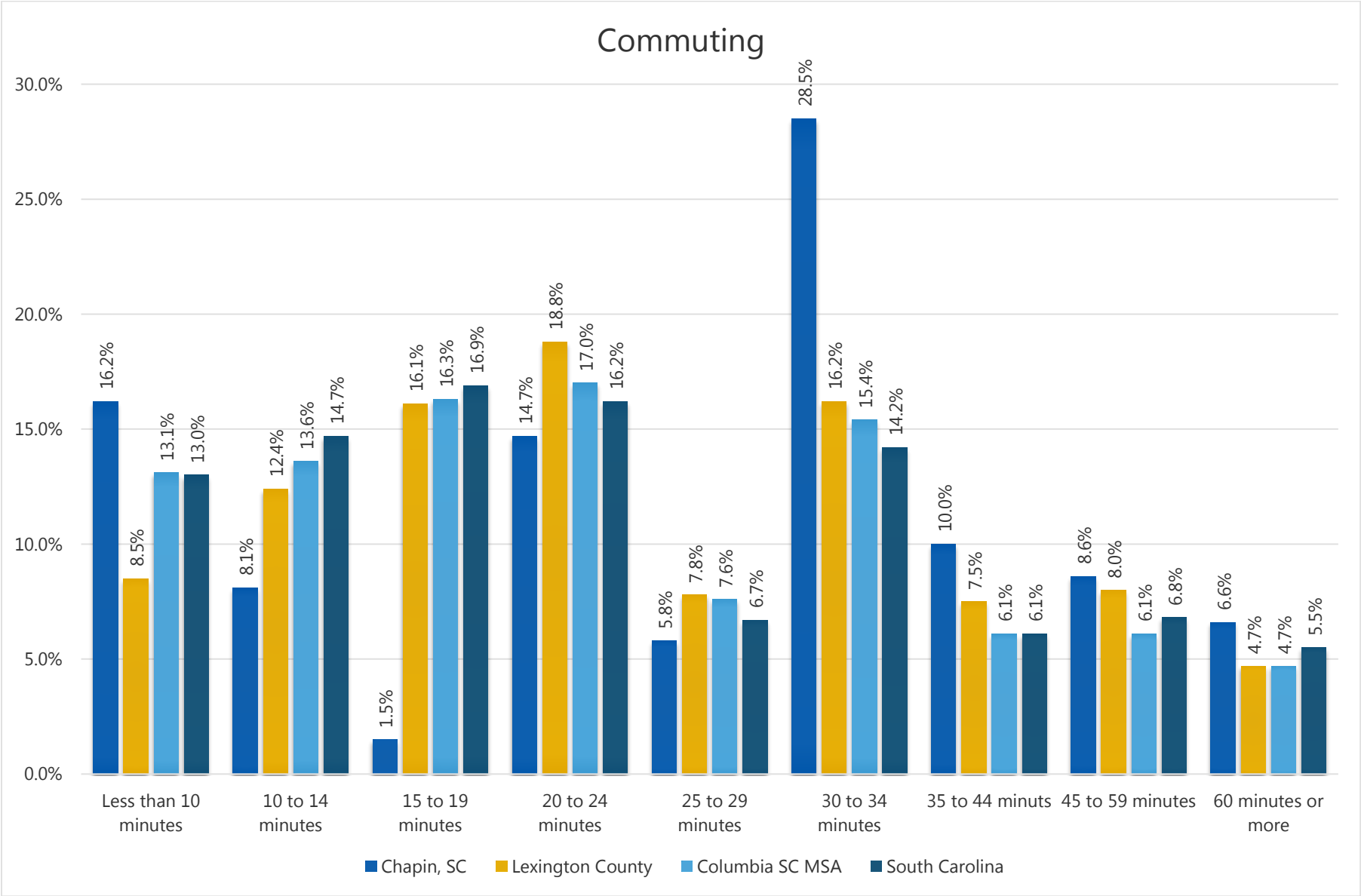
Lexington County Top Employers
Akebono Corporation North America I
Amazon.Com DEDC LLC
Babcock Center Inc
House of Raeford Farms, Inc.
Lexington County
Lexington County Health Services Dis
Lexington County School District 1
Lexington County School District 2
Lexington County School District 5
Michelin North America Inc.
Publix Super Markets Inc
Richland County Commission for Tech
RNDC South Carolina LLC
SCANA Services Inc
South Carolina Electric and Gas Co
Southeastern Freight Lines Inc
Teleperformance USA Inc
Time Warner Entertainment Advance N
United Parcel Service
Wal-Mart Associates Inc

Source: [www.dew.sc.gov](http://www.dew.sc.gov)



2011-2015 Employment Stages				
ESTABLISHMENTS	2011	% of TOTAL	2015	% of TOTAL
<b>ALL</b>	10,658	100	12,068	100
<b>Self-Employed (1)</b>	1,498	14.1	1,394	11.6
<b>Stage 1 (2-9)</b>	6,945	65.2	8,391	69.5
<b>Stage 2 (10-99)</b>	2,074	19.5	2,129	17.6
<b>Stage 3 (100-499)</b>	134	1.3	144	1.2
<b>Stage 4 (500+)</b>	7	0.1	10	0.1

Source: [YourEconomy.Org](http://YourEconomy.Org)



Source: U.S. Census ([www.census.gov](http://www.census.gov) American Fact Finder/American Community Survey)

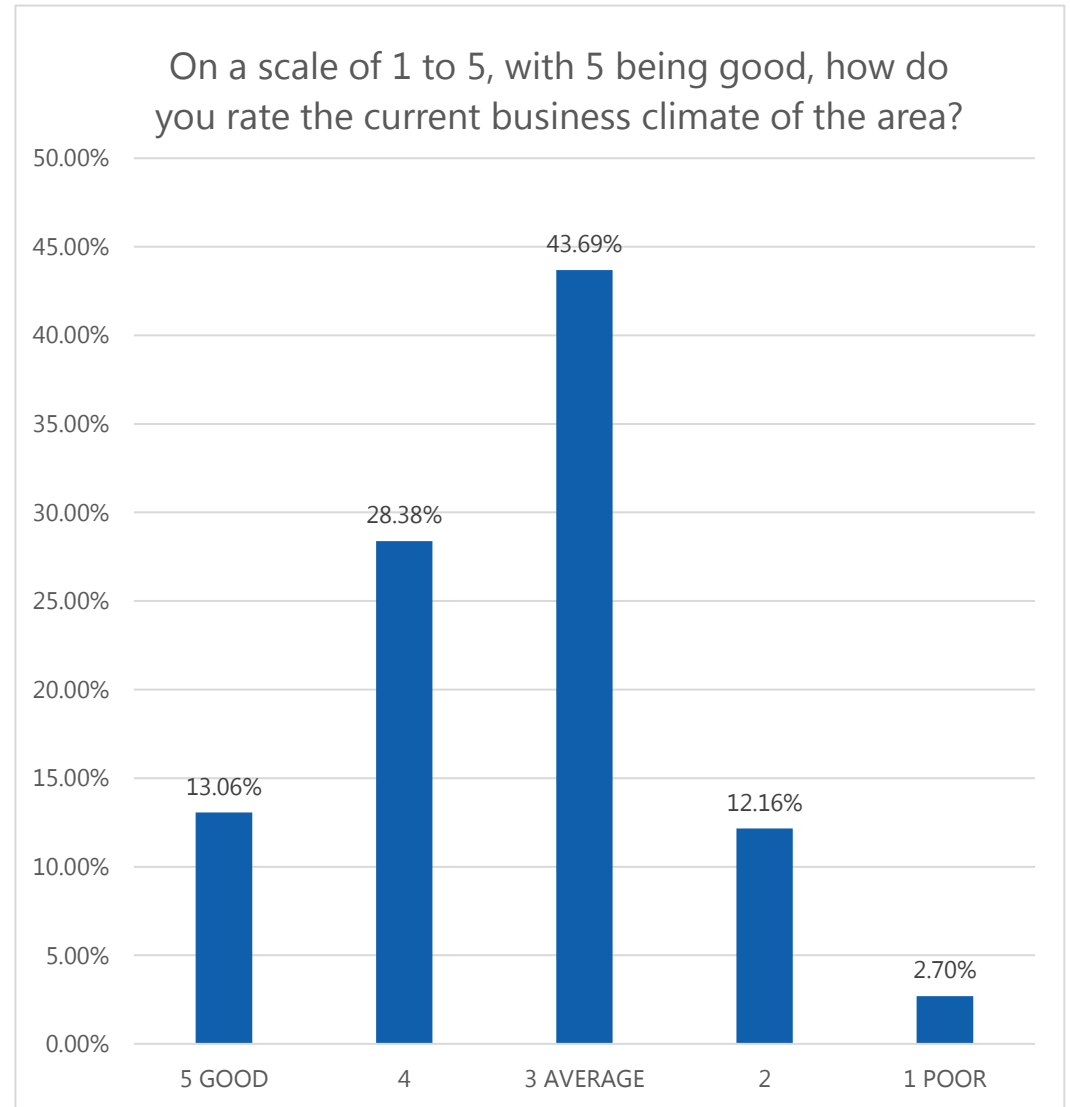
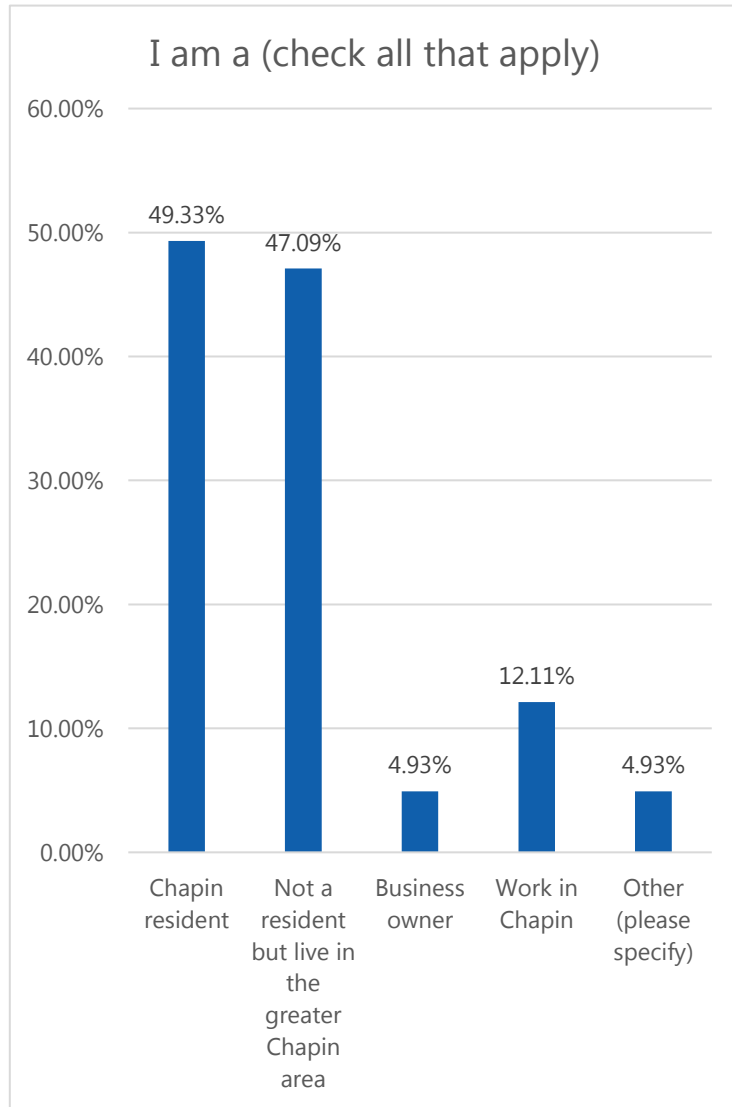
## Retail Marketplace Profile Report: Town of Chapin, SC

<b>Summary Demographics</b>						
2017 Population						1,742
2017 Households						727
2017 Median Disposable Income						\$46,699
2017 Per Capita Income						\$26,785
<b>NAICS Industry Summary</b>		<b>Demand</b> (Retail Potential)	<b>Supply</b> (Retail Sales)	<b>Retail Gap</b>	<b>Leakage/Surplus Factor</b>	<b>Number of Businesses</b>
Total Retail Trade and Food & Drink	44-45,722	\$24,469,152	\$90,542,678	-\$66,073,526	-57.4	60
Total Retail Trade	44-45	\$22,132,271	\$80,529,797	-\$58,397,526	-56.9	37
Total Food & Drink	722	\$2,336,881	\$10,012,881	-\$7,676,000	-62.2	23
<b>NAICS Industry Group</b>		<b>Demand</b> (Retail Potential)	<b>Supply</b> (Retail Sales)	<b>Retail Gap</b>	<b>Leakage/Surplus Factor</b>	<b>Number of Businesses</b>
Motor Vehicle & Parts Dealers	441	\$4,859,029	\$1,449,753	\$3,409,276	54.0	1
Automobile Dealers	4411	\$3,925,589	\$0	\$3,925,589	100.0	0
Other Motor Vehicle Dealers	4412	\$448,132	\$0	\$448,132	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$485,308	\$1,449,753	-\$964,445	-49.8	1
Furniture & Home Furnishings Stores	442	\$778,990	\$1,293,929	-\$514,939	-24.8	1
Furniture Stores	4421	\$495,824	\$1,293,929	-\$798,105	-44.6	1
Home Furnishings Stores	4422	\$283,166	\$0	\$283,166	100.0	0
Electronics & Appliance Stores	443	\$618,724	\$0	\$618,724	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,622,662	\$4,495,696	-\$2,873,034	-47.0	3
Bldg Material & Supplies Dealers	4441	\$1,542,406	\$3,801,472	-\$2,259,066	-42.3	1
Lawn & Garden Equip & Supply Stores	4442	\$80,256	\$694,224	-\$613,968	-79.3	2
Food & Beverage Stores	445	\$3,847,101	\$35,223,014	-\$31,375,913	-80.3	6
Grocery Stores	4451	\$3,518,611	\$33,675,299	-\$30,156,688	-81.1	4
Specialty Food Stores	4452	\$134,569	\$0	\$134,569	100.0	0
Beer, Wine & Liquor Stores	4453	\$193,921	\$1,547,715	-\$1,353,794	-77.7	2
Health & Personal Care Stores	446,4461	\$1,420,901	\$24,351,701	-\$22,930,800	-89.0	8
Gasoline Stations	447,4471	\$2,579,556	\$10,470,654	-\$7,891,098	-60.5	6
Clothing & Clothing Accessories Stores	448	\$957,445	\$987,980	-\$30,535	-1.6	2
Clothing Stores	4481	\$626,746	\$327,405	\$299,341	31.4	1
Shoe Stores	4482	\$152,526	\$0	\$152,526	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$178,173	\$660,575	-\$482,402	-57.5	1
Sporting Goods, Hobby, Book & Music Stores	451	\$614,369	\$204,561	\$409,808	50.0	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$524,982	\$204,561	\$320,421	43.9	1
Book, Periodical & Music Stores	4512	\$89,387	\$0	\$89,387	100.0	0
General Merchandise Stores	452	\$3,641,919	\$829,723	\$2,812,196	62.9	2
Department Stores Excluding Leased Depts.	4521	\$2,686,490	\$216,525	\$2,469,965	85.1	1
Other General Merchandise Stores	4529	\$955,429	\$613,198	\$342,231	21.8	1
Miscellaneous Store Retailers	453	\$843,500	\$1,222,786	-\$379,286	-18.4	7
Florists	4531	\$30,964	\$169,005	-\$138,041	-69.0	2
Office Supplies, Stationery & Gift Stores	4532	\$181,356	\$150,156	\$31,200	9.4	1
Used Merchandise Stores	4533	\$102,336	\$673,728	-\$571,392	-73.6	2
Other Miscellaneous Store Retailers	4539	\$528,844	\$229,897	\$298,947	39.4	2
Nonstore Retailers	454	\$348,075	\$0	\$348,075	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$242,934	\$0	\$242,934	100.0	0

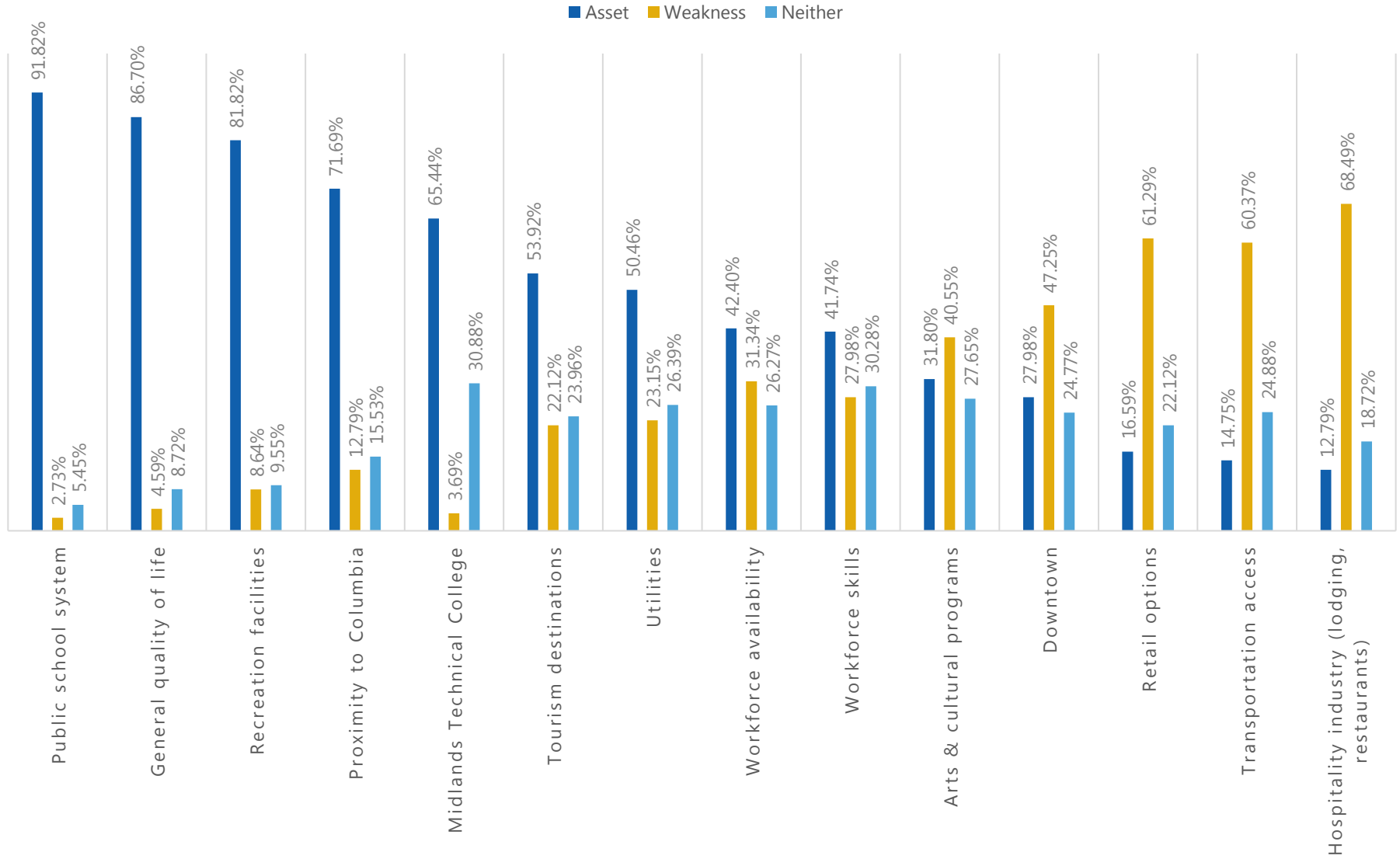
Vending Machine Operators	4542	\$13,589	\$0	\$13,589	100.0	0
Direct Selling Establishments	4543	\$91,552	\$0	\$91,552	100.0	0
Food Services & Drinking Places	722	\$2,336,881	\$10,012,881	-\$7,676,000	-62.2	23
Special Food Services	7223	\$34,393	\$251,597	-\$217,204	-75.9	1
Drinking Places - Alcoholic Beverages	7224	\$153,708	\$162,672	-\$8,964	-2.8	1
Restaurants/Other Eating Places	7225	\$2,148,780	\$9,598,612	-\$7,449,832	-63.4	21

**Source:** Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

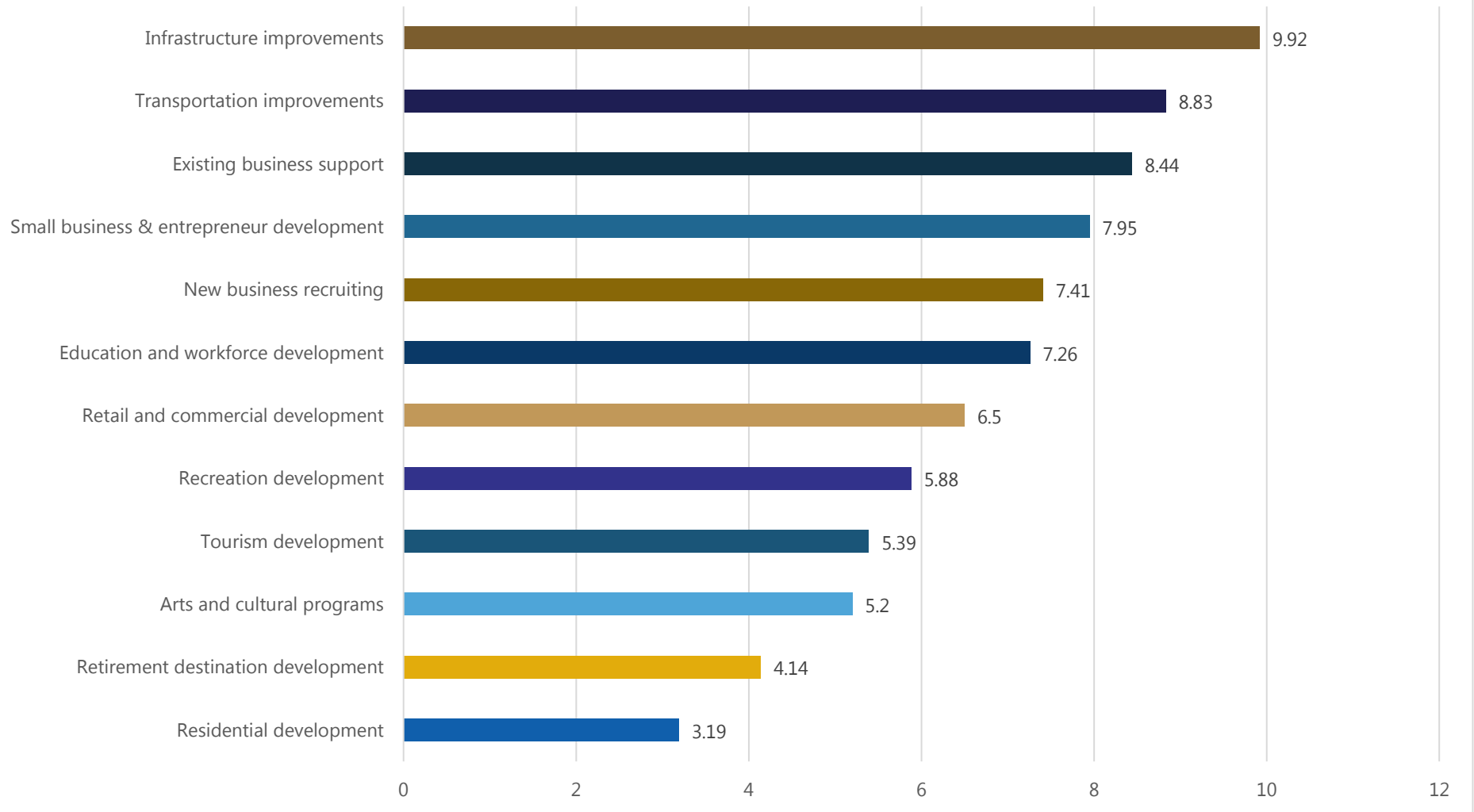
# Appendix B: Community Survey Results



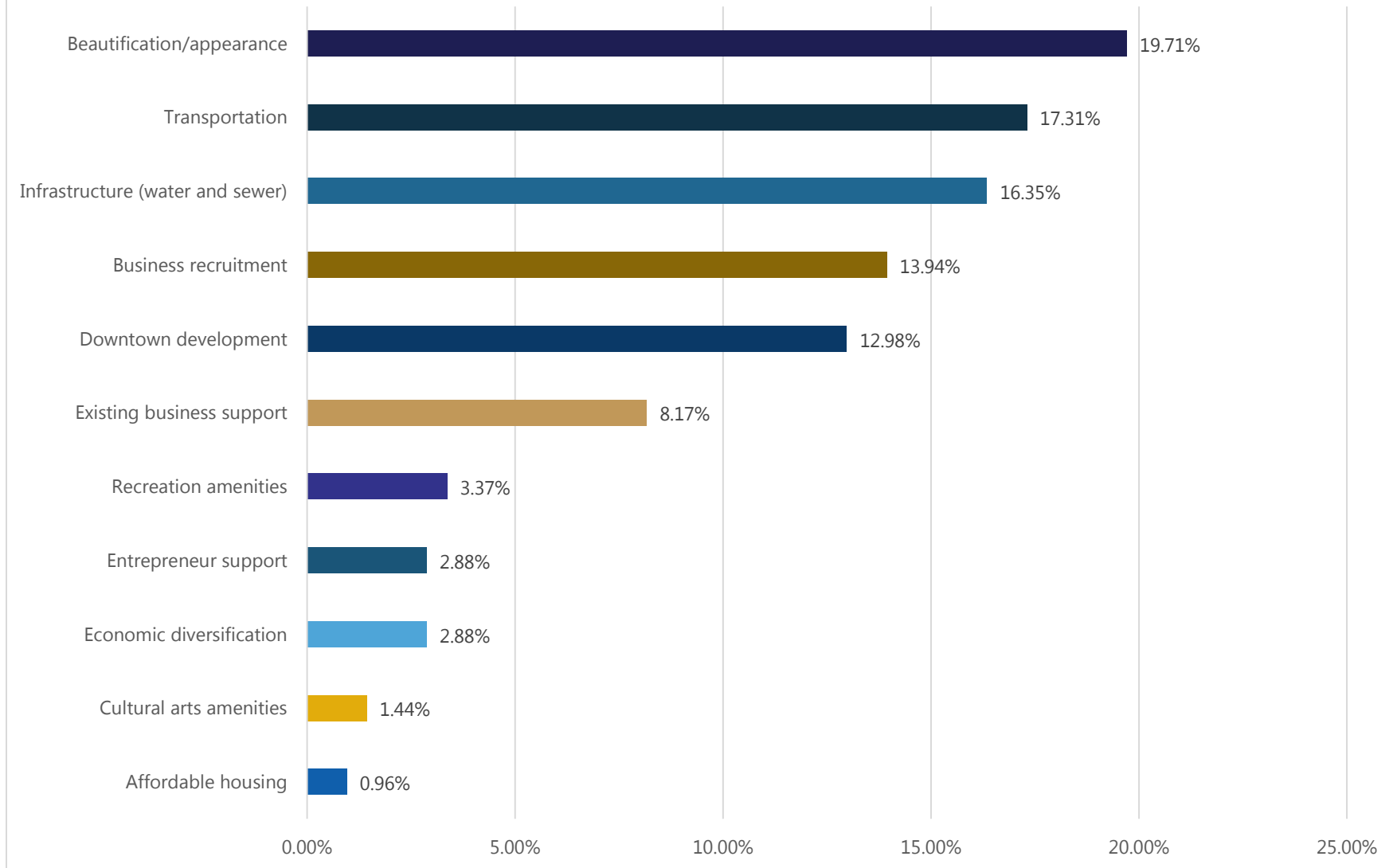
Rate the following as an asset supporting economic development or a weakness hindering economic growth or neither.



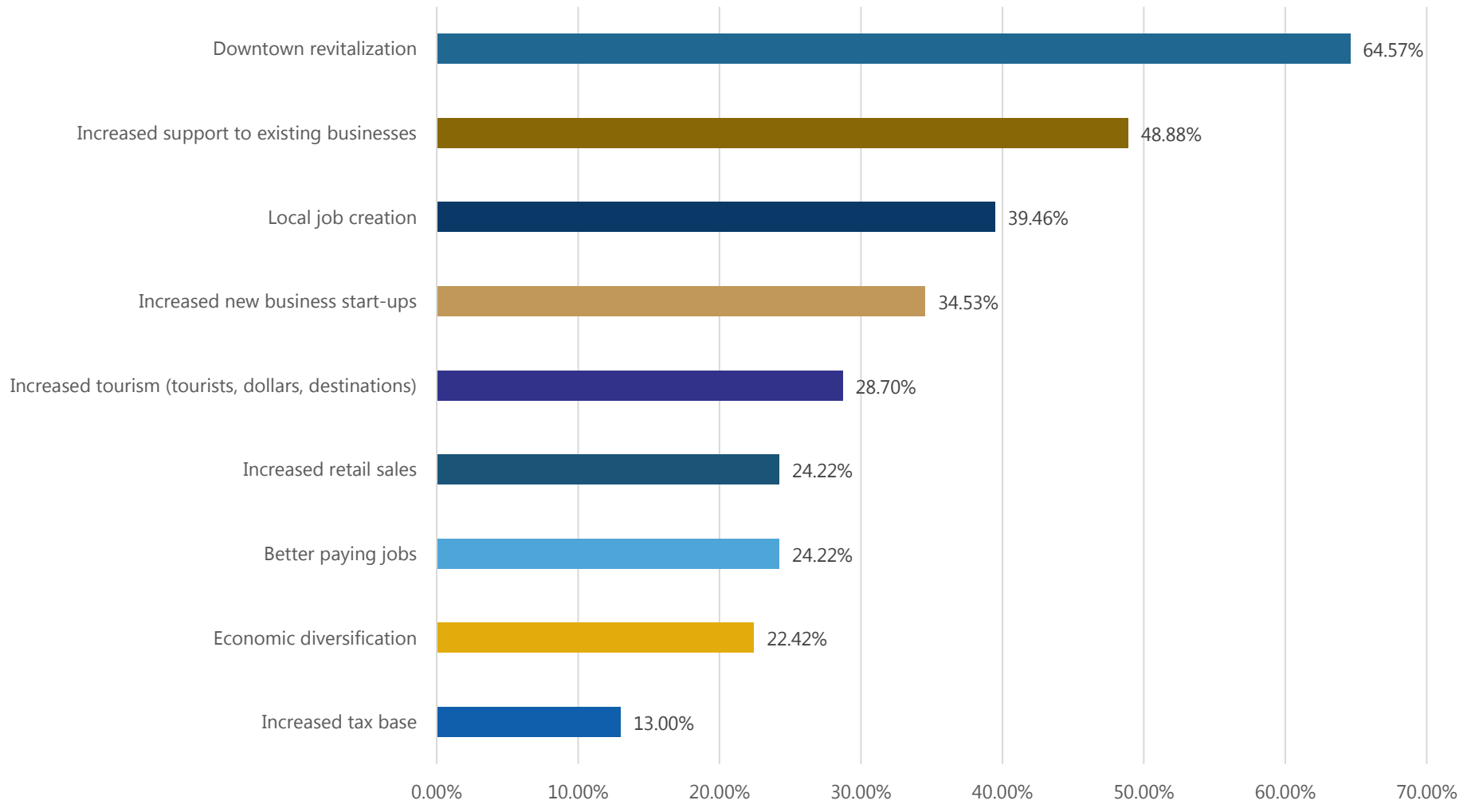
Rank order the following economic development strategies in order of importance with 1 being the most important.



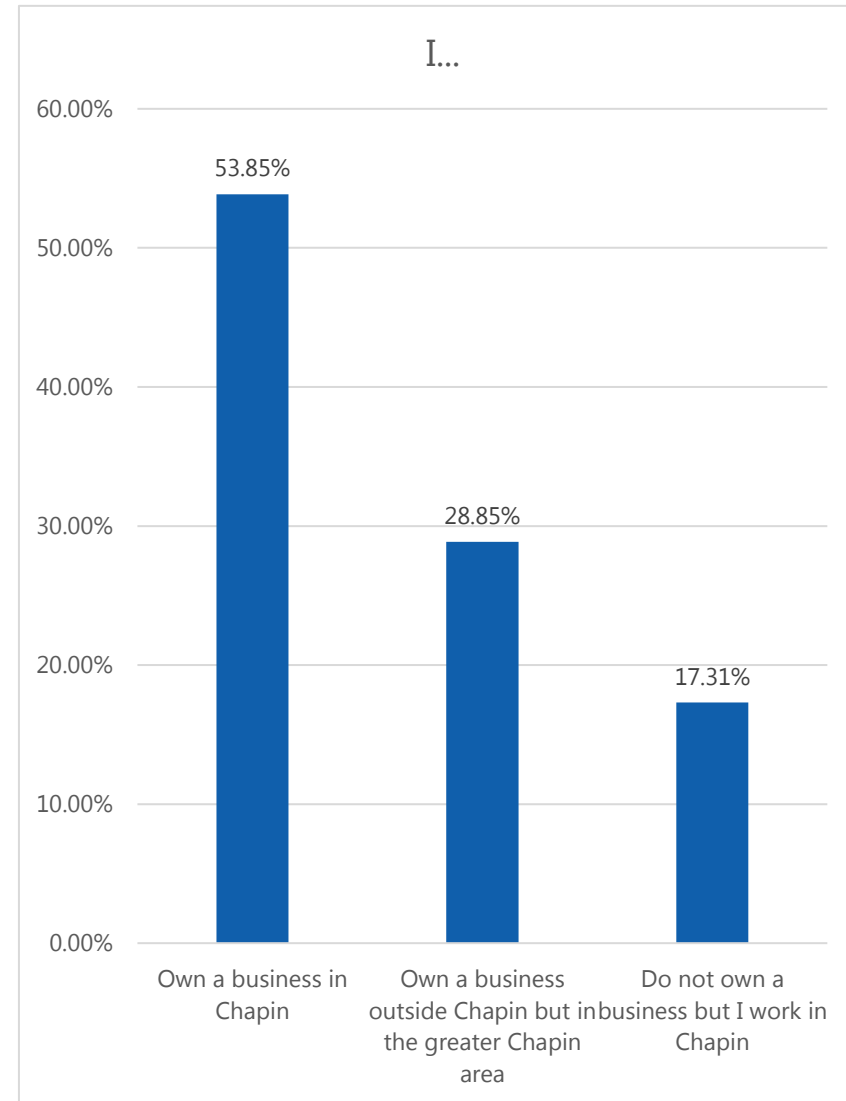
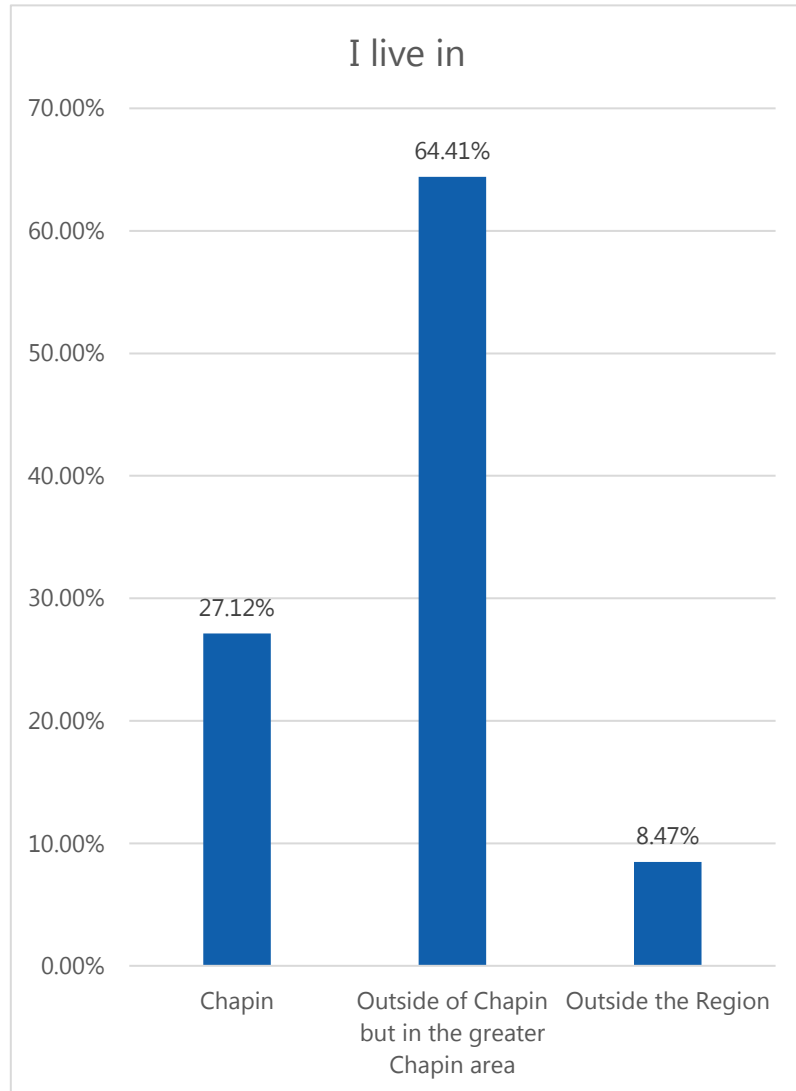
What is the most important investment the town could make to ensure long-term, sustainable economic growth? CHOOSE ONLY ONE.

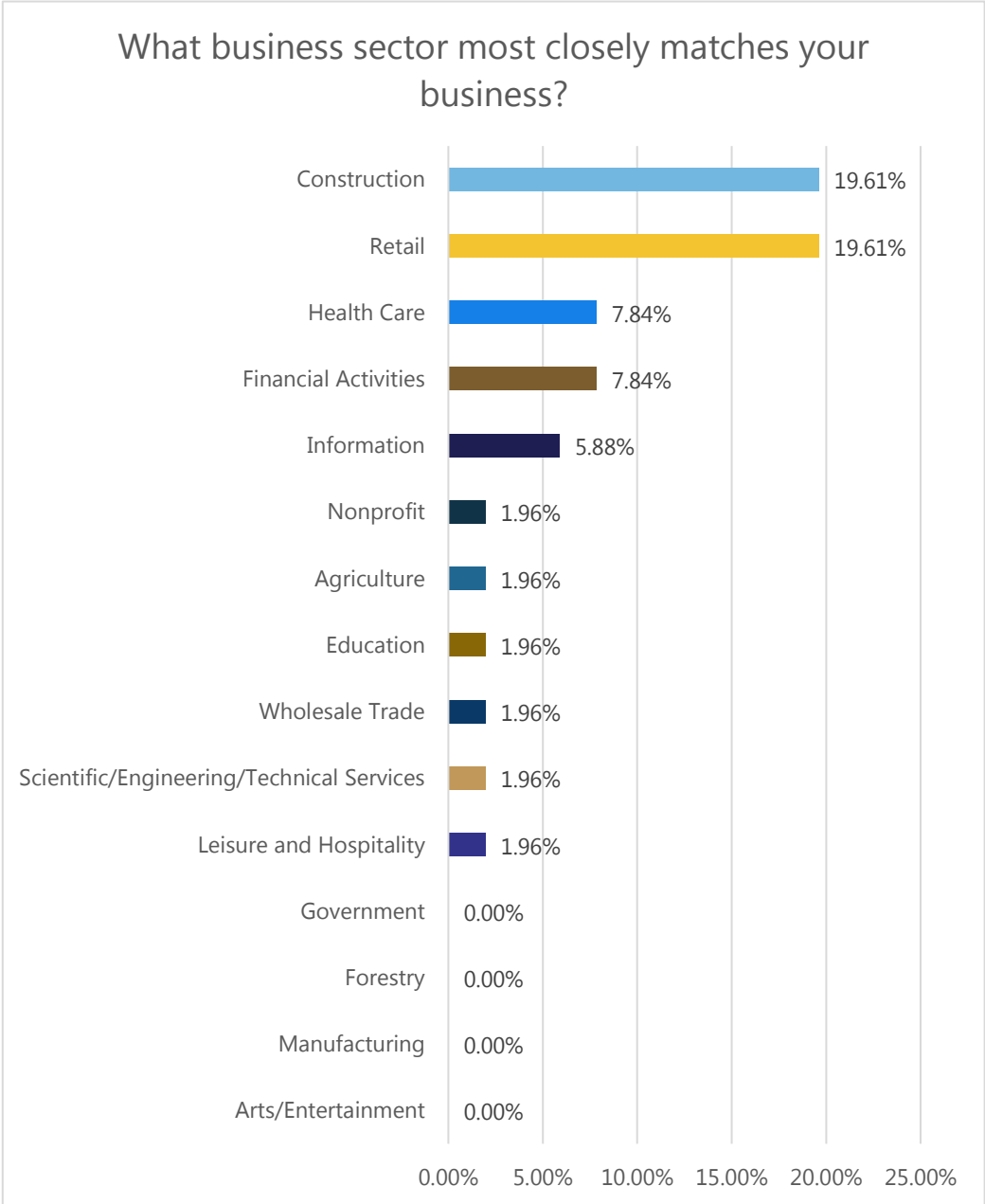
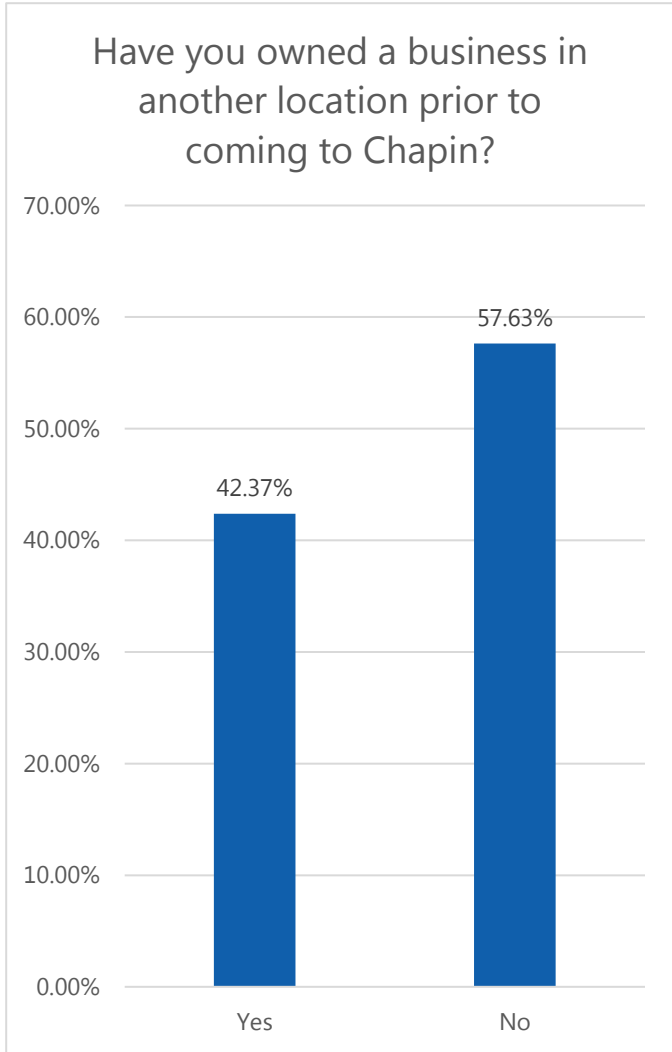


What should be the top three goals of the town's economic development strategic plan?  
CHOOSE THREE.

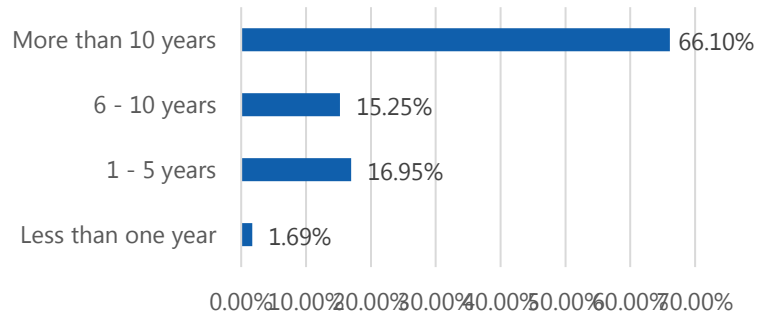


# Appendix C: Business Survey Results

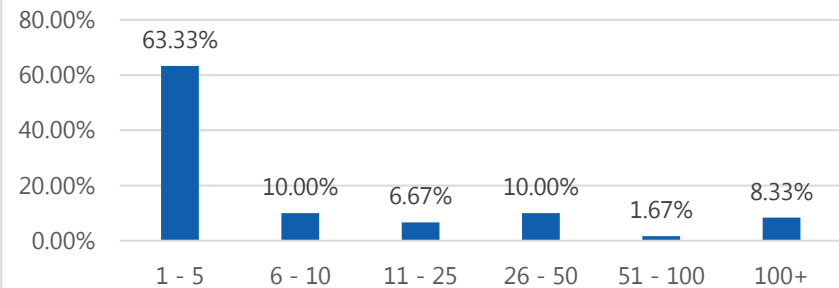




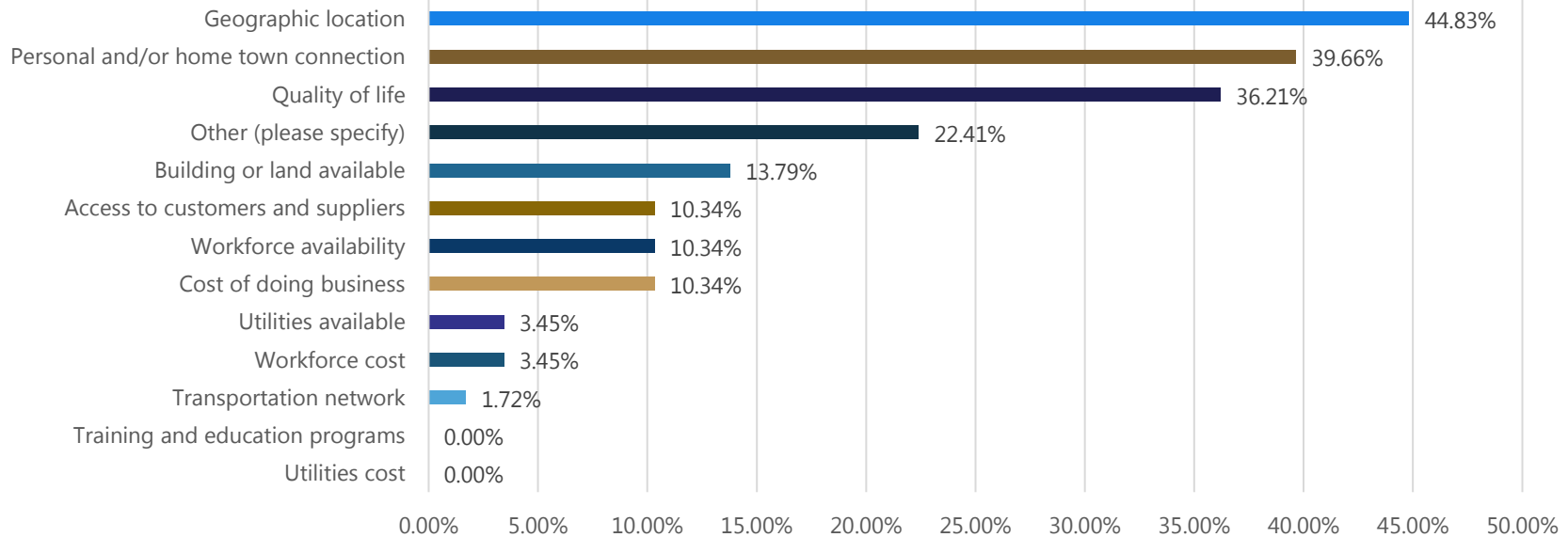
### How many years have you been in business?



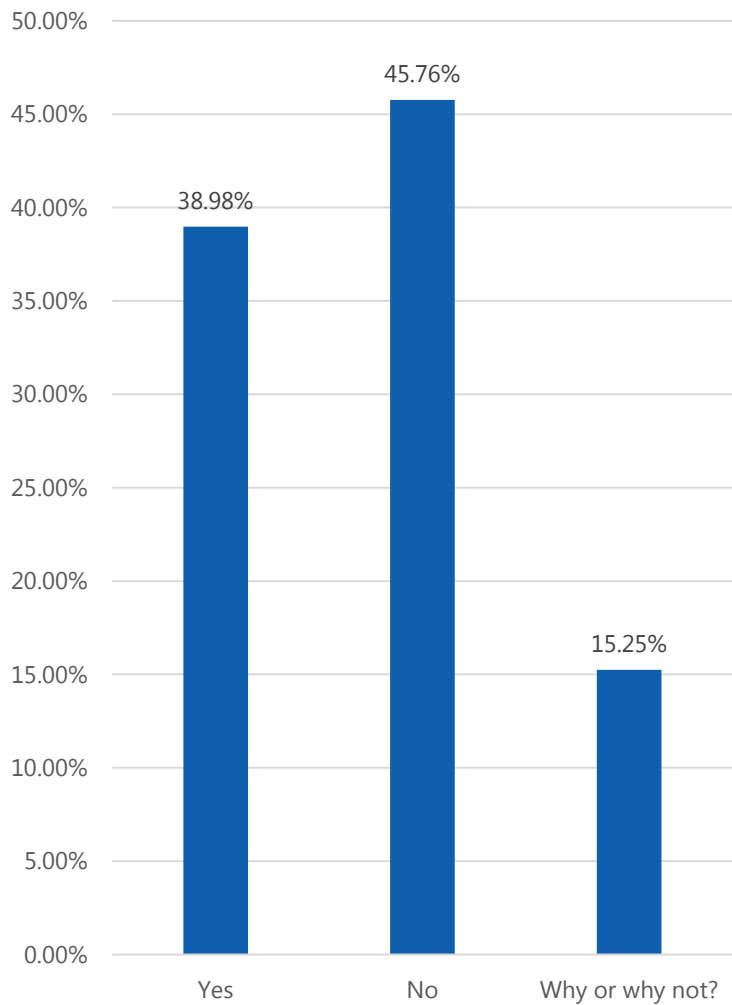
### How many employees, full-time equivalents, are employed in your business?



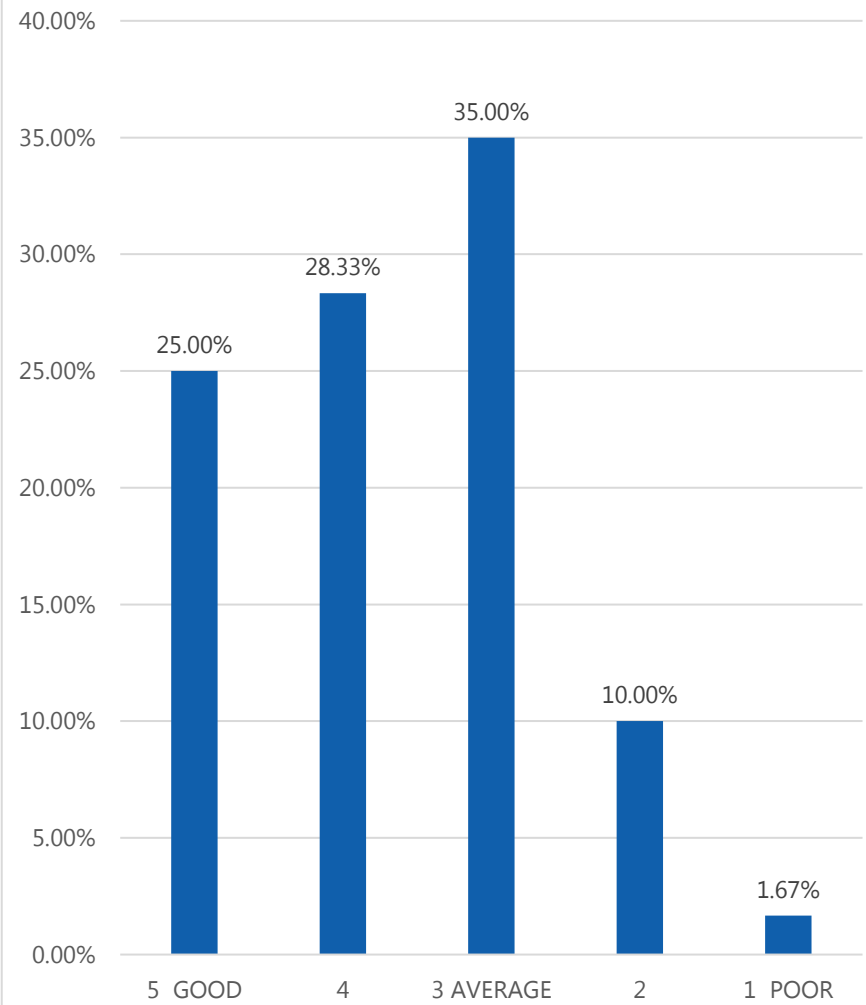
### Why did your company locate in Chapin? Choose all that apply.



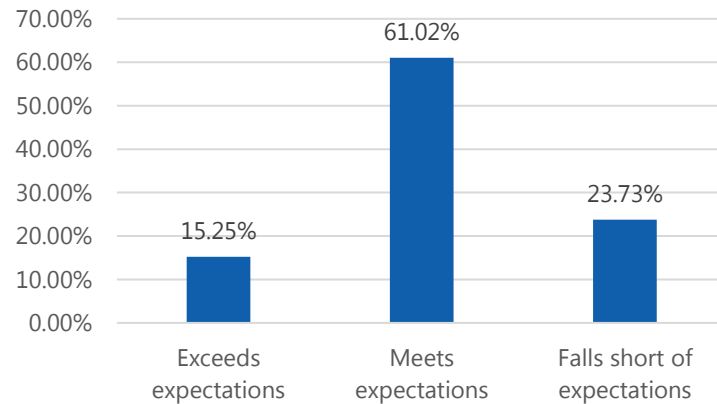
Was a downtown Chapin location considered for your business either when it started or later?



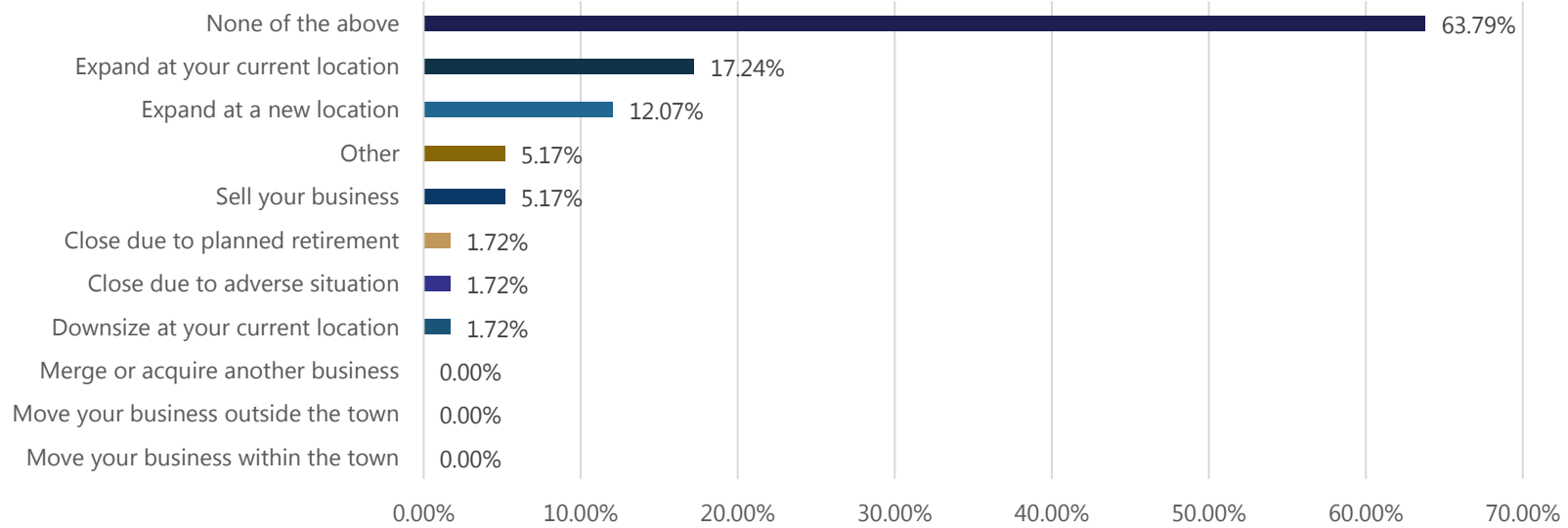
Rate the current business climate in Chapin on a scale of 1 to 5, where 5 is good.



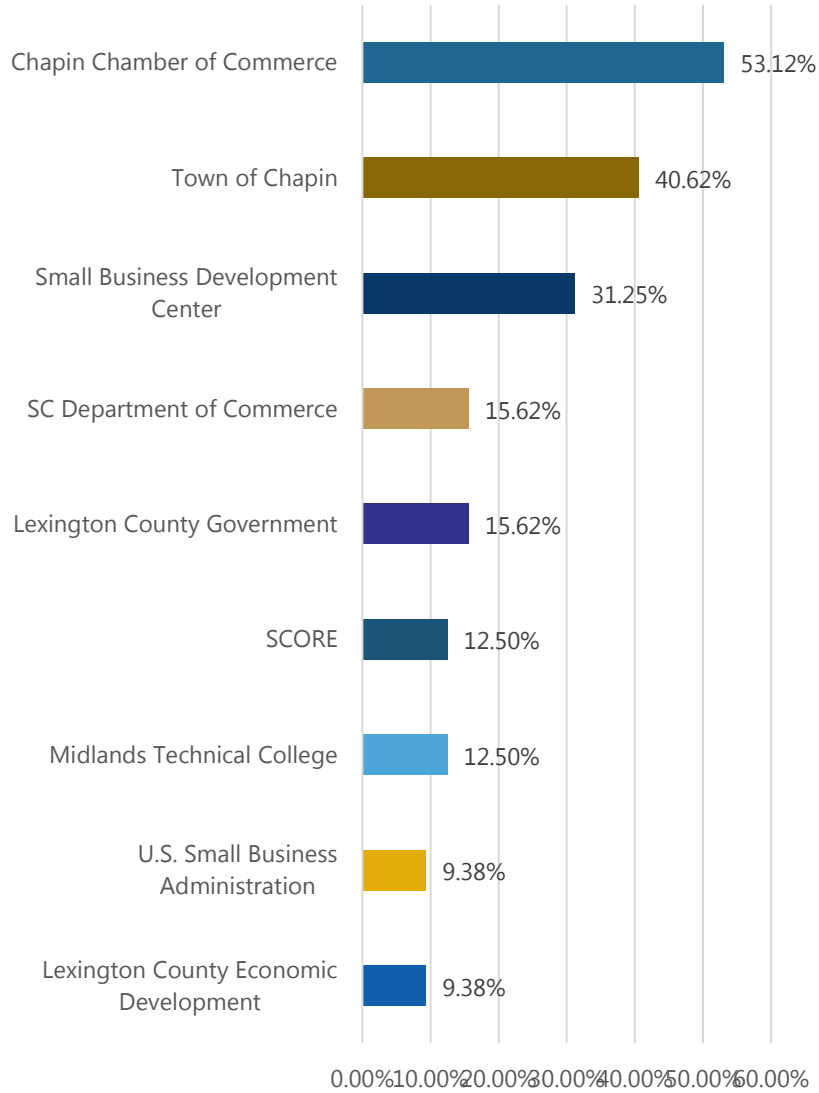
### Does Chapin meet or exceed your expectations as a pro-business location?



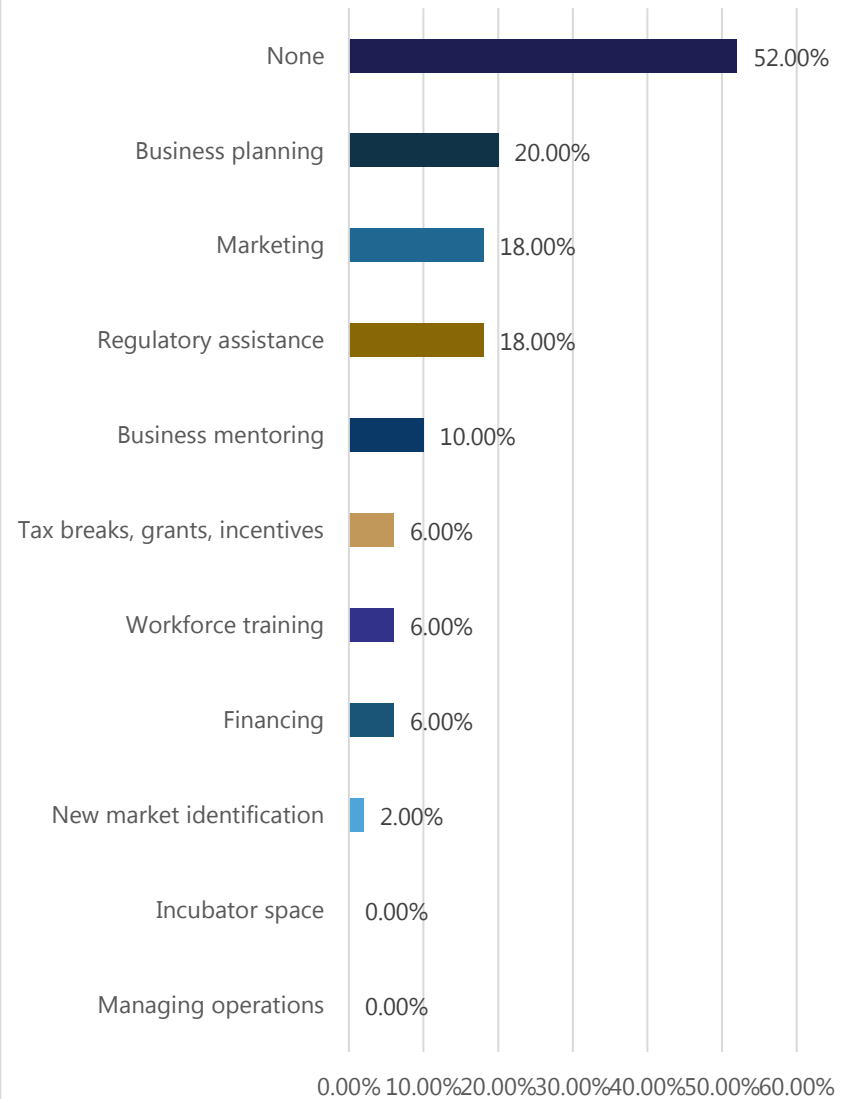
### Are you currently planning to



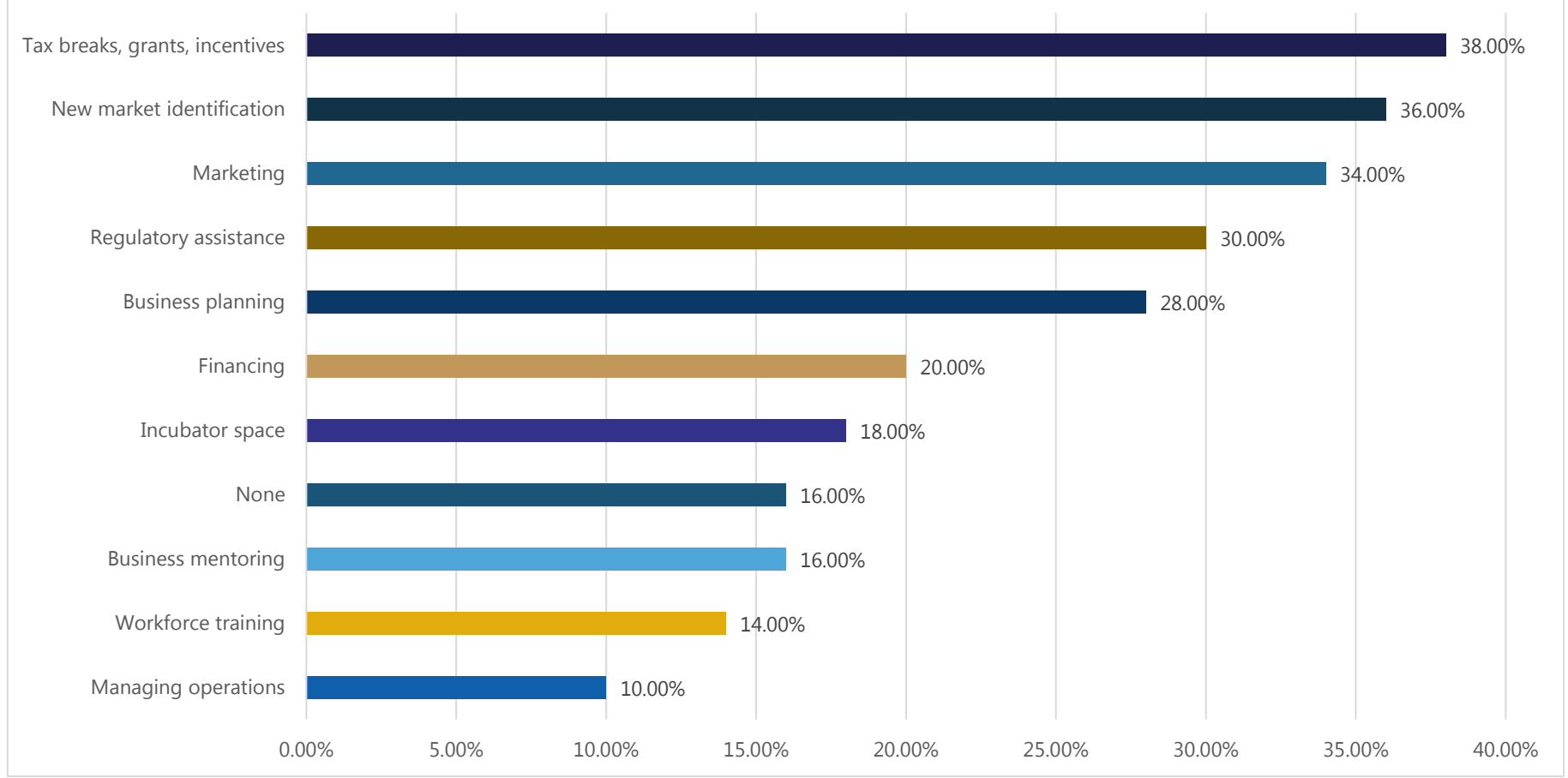
### Have you received assistance from any of the following business support agencies?



### What assistance, if any, did you receive when you started your business or when you were growing and expanding?

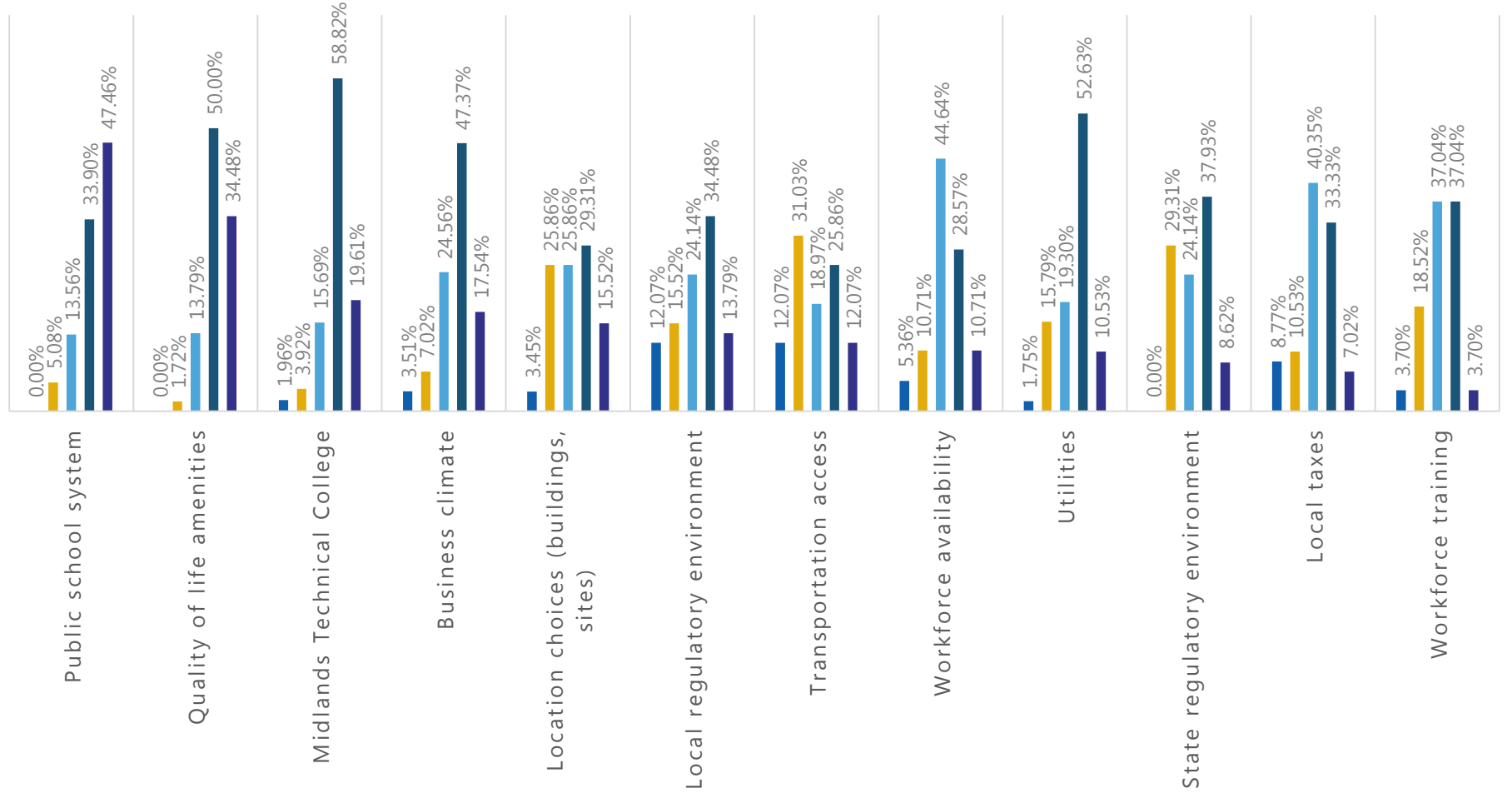


### What business assistance would have been helpful when you started/expanded your business and would be helpful to a new business starting in Chapin today?

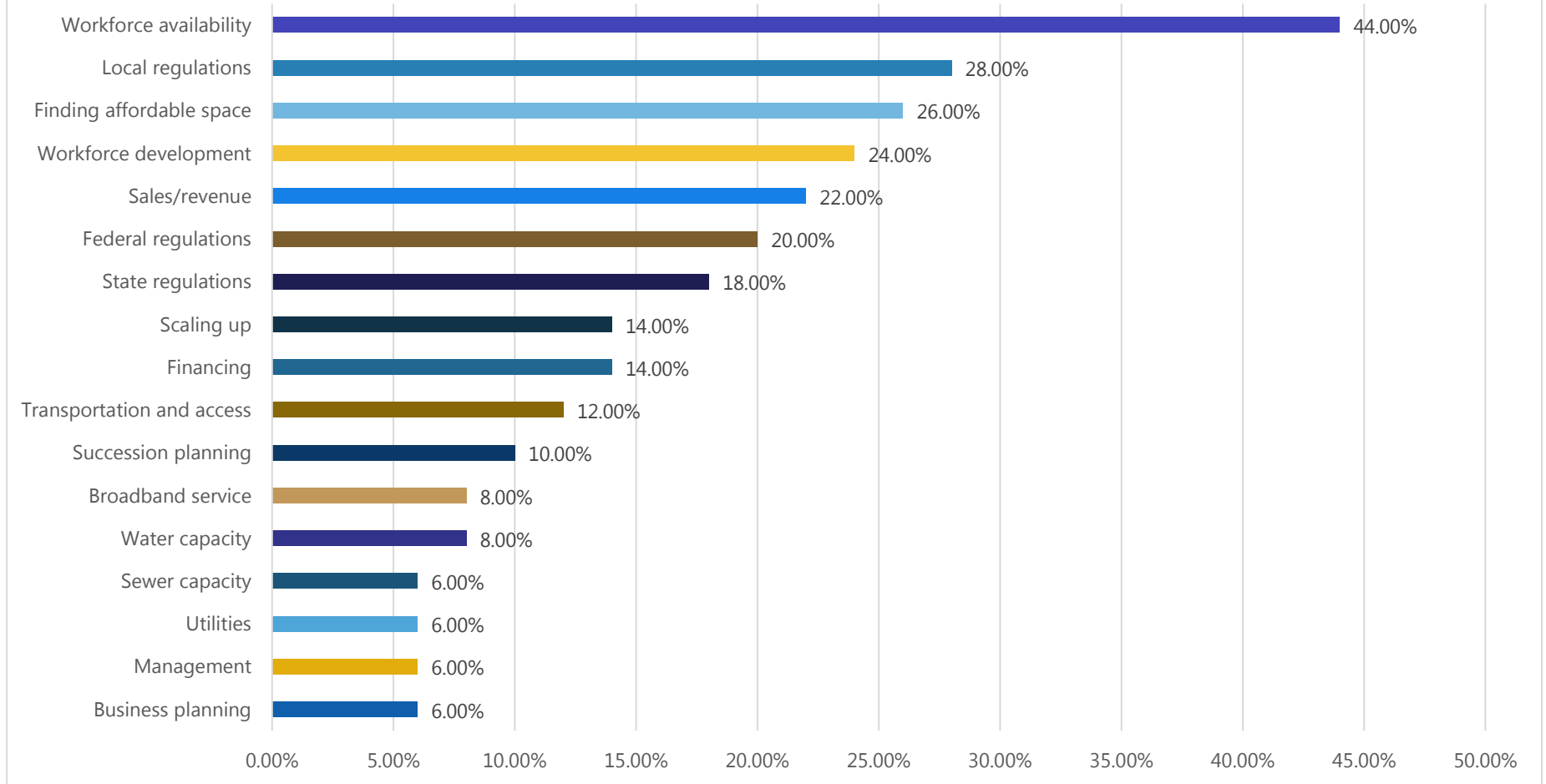


## Overall, how satisfied are you with the following in Chapin?

■ Very unsatisfied ■ Unsatisfied ■ Somewhat satisfied ■ Satisfied ■ Very satisfied



### What are your main challenges to sustaining and growing your business?



### How would you like to be contacted with information that can help you grow your business in Chapin?

