Capital Improvement Plan and Development Impact Fee Study

Prepared for:

Cherokee County, South Carolina

August 5, 2026

DRAFT

Prepared by:

TischlerBise
FISCAL | ECONOMIC | PLANNING

4701 Sangamore Road
Suite S240
Bethesda, Maryland 20816
800.424.4318
www.tischlerbise.com

TischlerBise
4701 Sangamore Road
Suite S240
Bethesda, Maryland 20816
800.424.4318

www.tischlerbise.com

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Cherokee County, South Carolina retained TischlerBise to prepare a Capital Improvement Plan and Development Impact Fee study. Development impact fees are collected from new construction at the time a building permit is issued and are one-time payments for new development's proportionate share of the capital cost of infrastructure. The study addresses the following infrastructure categories:

- Parks and Recreation
- Sheriff

TischlerBise also reviewed the feasibility of implementing Transportation, Emergency Medical Services, and Solid Waste impact fees, and ultimately recommended against pursuing.

Development impact fees do have limitations and should not be regarded as the total solution for infrastructure funding. Rather, they are one component of a comprehensive funding strategy to ensure provision of adequate public facilities. Development impact fees may only be used for capital improvements or debt service for growth-related infrastructure. Under the South Carolina Development Impact Fee Act, fees may not be used for operations, maintenance, replacement of infrastructure, or correcting existing deficiencies.

South Carolina Development Impact Fee Act

The State of South Carolina grants the power for cities and counties to collect development impact fees on new development pursuant to the rules and regulations set forth in the South Carolina Development Impact Fee Act (Code of Laws of South Carolina, Section 6-1-910 et seq.). The process to create a local impact fee system begins with a resolution by the County Council directing the Planning Commission to conduct an impact fee study and recommend a development impact fee ordinance for legislative action.

Generally, a governmental entity must have an adopted comprehensive plan to enact development impact fees; however, certain provisions in State law allow counties, cities, and towns that have not adopted a comprehensive plan to impose development impact fees. Those jurisdictions must prepare a capital improvement plan as well as prepare an impact fee study that substantially complies with Section 6-1-960(B) of the Code of Laws of South Carolina.

All counties, cities, and towns are also required to prepare a report that estimates the effect of development impact fees on the availability of affordable housing before imposing development impact fees on residential dwelling units. Based on the findings of the study, certain developments may be exempt from development impact fees when all or part of the project is determined to create affordable housing, and the exempt development's proportionate share of system improvements is funded through a revenue source other than impact fees. A housing affordability analysis in support of the development impact fee study is published as a separate report.

Eligible costs may include design, acquisition, engineering, and financing attributable to those improvements recommended in the local capital improvements plan that qualify for impact fee funding. Revenues collected by the county, city, or town may not be used for administrative or operating costs associated with imposing the impact fee. All revenues from development impact fees must be maintained in an interest-bearing account prior to expenditure on recommended improvements. Monies must be returned to the owner of record of the property for which the impact fee was collected if they are not spent within three years of the date, they are scheduled to be encumbered in the local capital improvements plan. All refunds to private landowners must include the pro rata portion of interest earned while on deposit in the impact fee account.

Cherokee County is also responsible for preparing and publishing an annual report describing the amount of impact fees collected, appropriated, and spent during the preceding year. These updates must occur at least once every five years. Pursuant to the Act, Cherokee County will not be empowered to recommend additional projects eligible for impact fee funding or charge higher maximum allowable development impact fees until the Development Impact Fee study and capital improvement plan have been updated.

Conceptual Development Impact Fee Calculation

In contrast to project-level improvements, development impact fees fund growth-related infrastructure that will benefit multiple development projects, or the entire jurisdiction (referred to as system improvements). The first step is to determine an appropriate demand indicator for the particular type of infrastructure. The demand indicator measures the number of demand units for each unit of development. For example, an appropriate indicator of the demand for park facilities is population growth, and the increase in population can be estimated from the average number of residents per housing unit. The second step in the development impact fee formula is to determine infrastructure units per demand unit, typically called level-of-service (LOS) standards. In keeping with the parks example, a common LOS standard is park acreage per resident. The third step in the development impact fee formula is the cost of various infrastructure units. To complete the parks example, this part of the formula would establish the cost per acreage for acquiring new park land.

General Methodologies

There are three general methods for calculating development impact fees. The choice of a particular method depends primarily on the timing of infrastructure construction (past, concurrent, or future) and service characteristics of the facility type being addressed. Each method has advantages and disadvantages in a particular situation, and can be used simultaneously for different cost components.

Reduced to its simplest terms, the process of calculating development impact fees involves two main steps: (1) determining the cost of development-related capital improvements and (2) allocating those costs equitably to various types of development. In practice, though, the calculation of development impact fees can become quite complicated because of the many variables involved in defining the relationship between development and the need for facilities within the designated service area. The following paragraphs discuss three basic methods for calculating development impact fees and how those methods can be applied.

Cost Recovery (Past Improvements)

The rationale for recoupment, often called cost recovery, is that new development is paying for its share of the useful life and remaining capacity of facilities already built, or land already purchased, from which new growth will benefit. This methodology is often used for utility systems that must provide adequate capacity before new development can take place.

Incremental Expansion (Concurrent Improvements)

The incremental expansion method documents current level-of-service (LOS) standards for each type of public facility, using both quantitative and qualitative measures. This approach ensures that there are no existing infrastructure deficiencies or surplus capacity in infrastructure. New development is only paying its proportionate share for growth-related infrastructure. Revenue will be used to expand or provide additional facilities, as needed, to accommodate new development. An incremental expansion cost method is best suited for public facilities that will be expanded in regular increment to keep pace with development.

Plan-Based Fee (Future Improvements)

The plan-based method allocates costs for a specified set of improvements to a specified amount of development. Improvements are typically identified in a long-range facility plan and development potential is identified by a land use plan. There are two options for determining the cost per demand unit: (1) total cost of a public facility can be divided by total demand units (average cost), or (2) the growth-share of the public facility cost can be divided by the net increase in demand units over the planning timeframe (marginal cost).

Deficiency Credit

A fundamental principle of impact fees, rooted in both case law and norms of equity, is that impact fees should not charge new development for a higher level of service than is provided to existing development. While the impact fees can be based on a higher level of service than the one existing at the time of the adoption of the fees, another source of funding other than impact fees must be identified and committed to fund the capacity deficiency created by the higher level of service. In addition, the impact fees must generally be reduced to ensure that new development does not pay twice for the same level of service, once through impact fees and again through general taxes that are used to remedy the capacity deficiency for existing development. Such a reduction is referred to as a revenue credit. To avoid these complications, the general practice is to base impact fees on the existing level of service.

Debt Credit

A corollary principle is that new development should not have to pay twice for the same level of service. If impact fees are based on a higher-than-existing level of service, the fees should be reduced by a credit that accounts for the contribution of new development toward remedying the existing deficiencies. A similar situation arises when the existing level of service has not been fully paid for. Outstanding debt on existing facilities that is counted in the existing level of service will be retired, in part, by revenues generated from new development. To avoid requiring new development to pay more than its proportional share, impact fees should be reduced to account for future tax payments that will retire outstanding debt on existing facilities included in determining the existing level of service.

Proposed Fee Methods and Cost Components

Figure 1 summarizes the methods and cost allocation components used for each infrastructure category in Cherokee County's development impact fee study. The development impact fees are based on the actual level of service. The Parks & Recreation component is allocated to only residential development based on population. The Sheriff component is allocated to residential and nonresidential development based on population and nonresidential vehicle trips, respectively.

Figure 1: Proposed Fee Methods and Cost Components

Fee Category	Service Area	Incremental Expansion	Plan-Based	Cost Recovery	Cost Allocation
Parks & Recreation	Countywide	Park Land, Park Improvements	N/A	N/A	Population
Sheriff	Countywide	Sheriff Facilities	N/A	N/A	Population & Vehicle Trips

Proposed Development Impact Fee Schedule

As documented in this report, Cherokee County has complied with the South Carolina Development Impact Fee Act and applicable legal precedents. Development impact fees are proportionate and reasonably related to capital improvement demands of new development. Specific costs have been identified using local data and current dollars. This report documents the formulas and input variables used to calculate the development impact fees. The development impact fee methodologies also identify the extent to which new development is entitled to various types of credits to avoid potential double payment of growth-related capital costs.

For residential development, proposed fees are assessed per housing unit by type of unit. The proposed residential fee categories include single family and multifamily units. Single family units include detached, attached (i.e., "Townhouse"), and mobile home units. Multifamily units include duplexes, condominiums and apartments with two or more units. For nonresidential development, fees are assessed per 1,000 square feet of floor area. The proposed fee schedule for nonresidential development is designed to provide a reasonable development impact fee determination for broad property classes – commercial, office, industrial, and institutional.

Figure 2 summarizes proposed development impact fees for new development in Cherokee County. The amounts shown are "maximum supportable" amounts based on the methodologies, levels of service, and costs for the capital improvements identified herein. The fees represent the highest amount feasible for each type of applicable development, which represent new growth's fair share of the system improvement costs detailed in this report. The County can adopt amounts that are lower than the maximum amounts shown; however, a reduction in fee revenue will necessitate an increase in other revenues, a decrease in planned capital expenditures, and/or a decrease in the County 's level of service.

Figure 2: Maximum Supportable Development Impact Fees

Residential Fees per Development Unit				
Development Type	Development Unit	Park	Sheriff	Proposed Fees
Single Family	Housing Unit	$613	$1,688	$2,301
Multi-Family	Housing Unit	$459	$1,264	$1,723

Nonresidential Fees per Development Unit				
Development Type	Development Unit	Park	Sheriff	Proposed Fees
Industrial	1,000 Sq Ft	$0	$802	$802
Commercial	1,000 Sq Ft	$0	$5,349	$5,349
Office / Other Services	1,000 Sq Ft	$0	$1,746	$1,746
Institutional	1,000 Sq Ft	$0	$1,572	$1,572

Furthermore, this report includes Cherokee County's Capital Improvement Plan. In accordance with South Carolina Development Fee Act a municipality must have an adopted Capital Improvement Plan in order to collect impact fees.

A note on rounding: Calculations throughout this report are based on an analysis conducted using Excel software. Most results are discussed in the report using one-, two-, and three-digit places, which represent rounded figures. However, the analysis itself uses figures carried to their ultimate decimal places; therefore, the sums and products generated in the analysis may not equal the sum or product if the reader replicates the calculation with the factors shown in the report (due to the rounding of figures shown, not in the analysis).

Projected Demand

Section 6-1-960 (B6) of the South Carolina Development Impact Fee Act requires:

> *"the total number of service units necessitated by and attributable to new development within the service area, based on the land use assumptions and calculated in accordance with generally accepted engineering or planning criteria."*

Based on the land use assumptions discussed in Appendix A, both residential and nonresidential development is expected to continue in Cherokee County over the next ten years. Figure 3 shows projected population, housing units, employment and nonresidential floor area over the next ten years.

Cherokee County expects that in the next 10 years there will be an increase of 2,382 housing units. This is an annual increase of 238 housing units per year. In total, Cherokee County is projected to increase by 5,287 residents of the next ten years.

Employment growth is based on South Carolina Department of Employment & Workforce employment projections. Nonresidential floor area growth is projected based on the employment growth and employee density factors from the Institute of Transportation Engineers. Over the next ten years, the County is projected to grow by 2,108 jobs. The Industrial sector is projected to have the highest employment growth. This translates into a projected increase in approximately 1,371,000 square feet of nonresidential floor area.

Figure 3: Cherokee County Residential and Nonresidential Projections

Cherokee County, SC	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	10-Year
	Base Year	1	2	3	4	5	6	7	8	9	10	Increase
Population	**58,636**	**59,165**	**59,694**	**60,222**	**60,751**	**61,280**	**61,808**	**62,337**	**62,866**	**63,394**	**63,923**	**5,287**
Housing Units												
Single Family	23,454	23,668	23,881	24,094	24,307	24,520	24,733	24,947	25,160	25,373	25,586	2,132
Multifamily	3,078	3,103	3,128	3,153	3,178	3,203	3,228	3,253	3,278	3,303	3,328	250
Total	**26,532**	**26,771**	**27,009**	**27,247**	**27,485**	**27,723**	**27,961**	**28,200**	**28,438**	**28,676**	**28,914**	**2,382**
Employment												
Industrial	6,133	6,202	6,272	6,342	6,413	6,485	6,558	6,632	6,706	6,782	6,858	725
Commercial	4,343	4,382	4,422	4,462	4,502	4,543	4,584	4,625	4,667	4,709	4,752	409
Office / Other Services	2,901	2,937	2,974	3,011	3,049	3,087	3,126	3,165	3,205	3,245	3,286	385
Institutional	4,881	4,937	4,994	5,051	5,109	5,168	5,227	5,287	5,348	5,409	5,471	590
Total	**18,258**	**18,459**	**18,662**	**18,867**	**19,074**	**19,283**	**19,495**	**19,710**	**19,926**	**20,145**	**20,367**	**2,108**
Nonres. Floor Area (x1,000)												
Industrial	2,694	2,771	2,849	2,928	3,007	3,088	3,169	3,252	3,335	3,419	3,504	809
Commercial	1,769	1,788	1,807	1,826	1,845	1,865	1,884	1,904	1,924	1,944	1,965	196
Office / Other Services	789	805	821	838	854	871	888	905	923	940	958	169
Institutional	492	511	530	549	569	588	608	628	648	669	689	197
Total	**5,745**	**5,875**	**6,007**	**6,140**	**6,275**	**6,412**	**6,549**	**6,689**	**6,830**	**6,972**	**7,116**	**1,371**

PARKS & RECREATION DEVELOPMENT IMPACT FEE CALCULATIONS

Methodology

Section 6-1-920(18h) of the South Carolina Development Impact Fee Act states that a development impact fee may be imposed on public facilities including:

> *"…parks, libraries, and recreational facilities."*

Section 6-1-960(B)(1) of the South Carolina Development Impact Fee Act requires:

> *"a general description of all existing facilities and their existing deficiencies, within the service area or areas of the governmental entity, a reasonable estimate of all costs, and a plan to develop the funding resources, including existing sources of revenues, related to curing existing deficiencies including, but not limited to, the upgrading, updating, improving, expanding, or replacing of these facilities to meet existing needs and usage."*

Section 6-1-960(B)(2) of the South Carolina Development Impact Fee Act requires:

> *"an analysis of total capacity, the level of current usage, and commitments for usage of capacity of existing public facilities, which must be prepared by qualified a professional using generally accepted principles and professional standards."*

Parks and Recreation facilities are run by the Cherokee Recreation District, but the County funds the purchase of park land and the development of park facilities. It is assumed that only residential growth creates additional demand on Parks & Recreation facilities. Residential development impact fees are calculated on a per capita basis, then converted to an appropriate amount for each type of housing unit based on persons per housing unit factors.

Benefit Areas & Assessment Areas

Benefit districts are geographic areas in which the impact fees collected are earmarked to be spent. They are intended to ensure a reasonable benefit from the impact fee expenditures to the development that pays the fees by precluding, for example, a situation in which the fees collected from a development would be spent on facilities in the opposite end of the community that would be unlikely to benefit or be used by the fee-paying development. However, communities the size of Cherokee County are often treated as a single benefit district for the purpose of Parks and Recreation impact fees, as park and recreational opportunities are provided on a Countywide basis. A single benefit district would continue to provide the County with the maximum flexibility in the expenditure of impact fee funds, and to ensure that sufficient funds can be accumulated to fund significant improvements.

Parks and Recreation Funding Sources

The County has studied various ways of providing the funding Parks and Recreation facilities. The sources of revenue for Parks and Recreation are General Fund revenues, grants or impact fees. In comparing an equitable allocation to the costs borne in the past and to be borne in the future, in comparison to the benefits already received and yet to be received, the County has determined that impact fees are the most equitable way of financing the growth-related Parks and Recreation facilities.

Service Units for Park & Recreation Analysis

Section 6-1-960(B)(4) of the South Carolina Development Impact Fee Act requires:

> *"a definitive table establishing the specific service unit for each category of system improvements and an equivalency or conversion table establishing the ratio of a service unit to various types of land uses, including residential, commercial, agricultural, and industrial, as appropriate."*

The "service unit" used for residential development is persons per housing unit (PPHU). This is a measure of, on average, the number of persons residing in each housing unit. As shown in Figure PR1, there are 2.27 persons per single family unit and 1.70 persons per multifamily unit. Factors have been calculate based on data provided by the U.S. Census Bureau's 2024 ACS 5-year estimates (further discussed in Appendix A).

Figure PR1: Residential Service Units

Residential Development		
Development Type	Development Unit	Persons per Unit[1]
Single Family	Housing Unit	2.27
Multi-Family	Housing Unit	1.70

1. U.S. Census Bureau, 2020-2024 American Community Survey 5-Year Estimates.

Parks & Recreation Level of Service and Cost Analysis

Park Land – Incremental Expansion

As a result of anticipated development, Cherokee County plans to expand its existing inventory of park land. The County and the Recreation Special District currently own and operate 115.6 acres of park land. Based on CoStar listings of land for sale in Cherokee County, this analysis uses a cost per acre of $45,000.

As shown in Figure PR2, the level of service for residential development is 0.00197 acres per person. This is determined by multiplying the total acreage by the residential proportionate share factor (100%) and then dividing the total by the current demand units (58,636 persons). As discussed previously, the estimated cost to acquire additional park land is $45,000 per acre. The level of service is multiplied by the cost per acre ($45,000) to determine the cost per demand unit of $88.75 per person.

Figure PR2: Park Land Level of Service and Cost Allocation

Description	Total Acres
Babe Ruth Field	4.6
Ford Road Area	77.2
Love Field	6.5
Midway Complex	27.3
Total	115.6

Cost Factors	
Cost per Acre	$45,000

Level-of-Service (LOS) Standards	
Existing Acres	115.6
Residential	
Residential Share	100%
2026 Population	58,636
Developed Acres per Person	0.00197
Cost per Person	$88.75

Source: Cherokee County

Park Improvements – Incremental Expansion

Figure PR3 shows the current inventory of park improvements. As a result of anticipated development, Cherokee County and the Recreation District plans to expand the existing inventory of Park improvements. There is a current inventory of 17 improvements with an estimated replacement cost of $10,630,000. This results in a weighted average cost of $625,294 per improvement.

As shown in Figure PR3, the level of service for residential development is 0.0003 improvements per person. This is determined by multiplying the total improvements by the residential proportionate share factor (100%) and then dividing the total by the current demand units (58,636 persons). As discussed previously, the County estimates the replacement cost for these facilities at $625,294 per improvement. The level of service is multiplied by the cost per improvement ($625,294) to determine the cost per demand unit of $181.29 per person.

Figure PR3: Park Improvements Level of Service and Cost Allocation

Description	Units	Unit Cost	Total Cost
Baseball/Softball Field	9	$738,000	$6,642,000
Bathroom	2	$300,000	$600,000
Concessions	2	$600,000	$1,200,000
Football/Soccer Field	1	$738,000	$738,000
Playgorund	2	$450,000	$900,000
Splashpad	1	$550,000	$550,000
Total	17	$625,294	$10,630,000

Cost Factors	
Average Cost per Unit	$625,294

Level-of-Service (LOS) Standards	
Existing Units	17
Residential	
Residential Share	100%
2026 Population	58,636
Units per Person	0.0003
Cost per Person	$181.29

Source: Cherokee County

Projection of Parks & Recreation Growth-Related Facility Needs

Section 6-1-960(B)(5) of the South Carolina Development Impact Fee Act requires:

> *"a description of all system improvements and their costs necessitated by and attributable to new development in the service area, based on the approved land use assumptions, to provide a level of service not to exceed the level of service currently existing in the community or service area, unless a different or higher level of service is required by law, court order, or safety consideration."*

Section 6-1-960(B)(7) of the South Carolina Development Impact Fee Act requires:

> *"the projected demand for system improvements required by new service units projected over a reasonable period of time not to exceed twenty years."*

Park Land – Incremental Expansion

As shown in Figure PR4, the Land Use Assumptions projects an additional 5,287 persons over the next ten years. When applied to the existing LOS, future development is projected to generate demand for an additional 10.4 acres of Park land. Based on the average cost of $45,000 per acre, the growth-related expenditure on Park land is projected to be approximately $469,180.

Figure PR4: Projected Demand for Park Land

Type of Infrastructure	Level of Service		Demand Unit	Cost per Acre
Park Land	0.00197	Developed	per Person	$45,000
	0.00000	Developed	per Job	

Demand for Developed Park Land					
Year	Population	Jobs	Park Acres		
			Residential	Nonresidential	Total
2026	58,636	18,258	115.6	0.0	115.6
2027	59,165	18,459	116.7	0.0	116.7
2028	59,694	18,662	117.7	0.0	117.7
2029	60,222	18,867	118.8	0.0	118.8
2030	60,751	19,074	119.8	0.0	119.8
2031	61,280	19,283	120.9	0.0	120.9
2032	61,808	19,495	121.9	0.0	121.9
2033	62,337	19,710	122.9	0.0	122.9
2034	62,866	19,926	124.0	0.0	124.0
2035	63,394	20,145	125.0	0.0	125.0
2036	63,923	20,367	126.1	0.0	126.1
10-Yr Increase	5,287	2,108	10.4	0.0	10.4
Growth-Related Expenditures			$469,180	$0	$469,180

Park Improvements – Incremental Expansion

As shown in Figure PR5, the Land Use Assumptions projects an additional 5,287 persons over the next ten years. When applied to the existing LOS, future development is projected to generate demand for an approximately 1.5 additional Park improvements. Based on the average cost of $625,294 per improvement, the growth-related expenditure on Park improvements is projected to be approximately $958,412.

Figure PR5: Projected Demand for Park Improvements

Type of Infrastructure	Level of Service	Demand Unit	Cost per Unit
Park Improvements	0.0003 Units	per Person	$625,294
	0.0000 Units	per Job	

Demand for Park Improvements					
Year	Population	Jobs	Units		
			Residential	Nonresidential	Total
2026	58,636	18,258	17.0	0.0	17.0
2027	59,165	18,459	17.2	0.0	17.2
2028	59,694	18,662	17.3	0.0	17.3
2029	60,222	18,867	17.5	0.0	17.5
2030	60,751	19,074	17.6	0.0	17.6
2031	61,280	19,283	17.8	0.0	17.8
2032	61,808	19,495	17.9	0.0	17.9
2033	62,337	19,710	18.1	0.0	18.1
2034	62,866	19,926	18.2	0.0	18.2
2035	63,394	20,145	18.4	0.0	18.4
2036	63,923	20,367	18.5	0.0	18.5
10-Yr Increase	5,287	2,108	1.5	0.0	1.5
Growth-Related Expenditures			$958,412	$0	$958,412

Credits

As described in the Executive Summary, revenue credits are clearly required in two cases: (1) when the fees are based on a higher level of service than the one currently being provided to existing development, and (2) when there is outstanding debt on existing facilities serving existing development. New development should not be required to pay for new Parks & Recreation facilities through impact fees, while also having to pay for existing Parks & Recreation facilities through property tax payments used to retire outstanding debt.

None of these circumstances apply to the Parks & Recreation impact fees. The fees are based on the existing level of service and the County does not have any outstanding debt on existing facilities or equipment. Therefore, no revenue credit is warranted.

Maximum Supportable Parks & Recreation Development Impact Fee

The following figure lists the maximum supportable Parks & Recreation Development Impact Fee for Cherokee County. Development impact fees for Parks & Recreation are only assessed on residential development and based on persons per housing unit. For residential development, the total cost per person is multiplied by the housing unit size to calculate the proposed fee. For example, there is a total cost per person of $270.04. There is an average of 2.27 persons per single family housing unit, resulting in a fee of $613 per unit ($270.04 cost per person x 2.27 persons per housing unit = $613 per unit).

The fees represent the highest amount supportable for each type of development, which represents new growth's fair share of the cost for capital facilities. The County may adopt fees that are less than the amounts shown. However, a reduction in development impact fee revenue will necessitate an increase in other revenues, a decrease in planned capital expenditures, and/or a decrease in levels of service.

Figure PR6: Maximum Supportable Parks & Recreation Development Impact Fee

Fee Component	Cost per Person
Park Land	$88.75
Park Improvements	$181.29
Total	$270.04

Residential Fees per Development Unit			
Development Type	Development Unit	Persons per Unit[1]	Proposed Fees
Single Family	Housing Unit	2.27	$613
Multi-Family	Housing Unit	1.70	$459

1. See Land Use Assumptions

Projected Revenue from Parks & Recreation Development Impact Fee

Revenue from the Parks & Recreation Development Impact Fee is estimated in Figure PR7 by applying the maximum supportable fees to the projected growth. These projections assume that the county only collects impact fees in the unincorporated areas of Cherokee County. As a result, the development impact fee revenue over the next ten years is projected at $1.2 million. Additionally, there is a total of approximately $1.4 million in estimated capital costs to accommodate projected growth.

Figure PR7: Projected Revenue from the Parks & Recreation Development Impact Fee

Fee Component	Growth Share	Existing Share	Total
Park Land	$469,180	$0	$469,180
Park Amenities	$958,412	$0	$958,412
Total	$1,427,592	$0	$1,427,592

		Single Family $613 per unit	Multi-Family $459 per unit	Industrial $0 per unit	Commercial $0 per unit	Office / Other $0 per unit	Institutional $0 per unit
Year		Hsg Unit	Hsg Unit	KSF	KSF	KSF	KSF
Base	2026	18,610	994	2,509	469	237	321
Year 1	2027	18,806	1,001	2,580	474	242	334
Year 2	2028	19,002	1,008	2,653	479	246	346
Year 3	2029	19,198	1,015	2,726	484	251	358
Year 4	2030	19,394	1,022	2,800	489	256	371
Year 5	2031	19,590	1,029	2,875	494	261	384
Year 6	2032	19,785	1,036	2,951	500	266	397
Year 7	2033	19,981	1,043	3,027	505	272	410
Year 8	2034	20,177	1,050	3,105	510	277	423
Year 9	2035	20,373	1,057	3,183	516	282	436
Year 10	2036	20,569	1,064	3,262	521	287	450
10-Year Increase		1,958	70	754	52	51	129
Projected Revenue		$1,200,254	$32,130	$0	$0	$0	$0

Projected Fee Revenue	$1,232,384
Total Expenditures	$1,427,592

SHERIFF IMPACT FEE CALCULATIONS

Methodology

Section 6-1-920(18f) of the South Carolina Development Impact Fee Act states that a development impact fee may be imposed on public facilities including:

> *"…public safety facilities, including law enforcement, fire, emergency medical and rescue, and street lighting facilities."*

The Sheriff development impact fee includes the following component:

- Sheriff facilities

An incremental expansion methodology is applied to the Sheriff building space analysis. Costs are allocated to both residential and nonresidential development using different demand indicators for each type of development.

Section 6-1-960(B)(1) of the South Carolina Development Impact Fee Act requires:

> *"a general description of all existing facilities and their existing deficiencies, within the service area or areas of the governmental entity, a reasonable estimate of all costs, and a plan to develop the funding resources, including existing sources of revenues, related to curing existing deficiencies including, but not limited to, the upgrading, updating, improving, expanding, or replacing of these facilities to meet existing needs and usage."*

Section 6-1-960(B)(2) of the South Carolina Development Impact Fee Act requires:

> *"an analysis of total capacity, the level of current usage, and commitments for usage of capacity of existing public facilities, which must be prepared by qualified a professional using generally accepted principles and professional standards."*

Benefit Areas & Assessment Areas

Benefit districts are geographic areas in which the impact fees collected are earmarked to be spent. They are intended to ensure a reasonable benefit from the impact fee expenditures to the development that pays the fees by precluding, for example, a situation in which the fees collected from a development would be spent on facilities in the opposite end of the community that would be unlikely to benefit or be used by the fee-paying development. However, communities the size of Cherokee County are often treated as a single benefit district for the purpose of Sheriff impact fees, as Sheriff protection is provided on a Countywide basis. A single benefit district would continue to provide the County with the maximum flexibility in the expenditure of impact fee funds, and to ensure that sufficient funds can be accumulated to fund significant improvements.

Sheriff Funding Sources

The County has studied various ways of providing the funding for Sheriff facilities. The sources of revenue for Sheriff are General Fund revenues, grants or impact fees. In comparing an equitable allocation to the costs borne in the past and to be borne in the future, in comparison to the benefits already received and yet to be received, the County has determined that impact fees are the most equitable way of financing the growth-related Sheriff facilities.

Service Units for Sheriff

Section 6-1-960(B)(4) of the South Carolina Development Impact Fee Act requires:

> *"a definitive table establishing the specific service unit for each category of system improvements and an equivalency or conversion table establishing the ratio of a service unit to various types of land uses, including residential, commercial, agricultural, and industrial, as appropriate."*

The "service unit" used for residential development is persons per housing unit. This is a measure of, on average, the number of persons residing in each housing unit. As shown in Figure S1, there are 2.27 persons per single family unit and 1.70 persons per multifamily unit. Factors have been calculate based on data provided by the U.S. Census Bureau's 2024 ACS 5-year estimates (further discussed in Appendix A).

TischlerBise recommends using nonresidential vehicle trips as the nonresidential "service unit" for Sheriff infrastructure. Average weekday vehicle trip ends for nonresidential development are from the 12th edition of the reference book, Trip Generation, published in 2025 by the Institute of Transportation Engineers. A "trip end" represents a vehicle either entering or exiting a development (as if a traffic counter were placed across a driveway). Trip ends for nonresidential development are calculated per thousand square feet.

Trip generation rates are used for nonresidential development because vehicle trips are highest for retail/commercial developments, such as shopping centers, and lowest for industrial development. Office and institutional trip rates fall between the other two categories. This ranking of trip rates is consistent with the relative demand for law enforcement services and facilities from nonresidential development. Other possible nonresidential demand indicators, such as employment or floor area, will not accurately reflect the demand for service. For example, if employees per thousand square feet were used as the demand indicator, Sheriff development fees would be disproportionately high for office and institutional development because offices typically have more employees per 1,000 square feet than retail uses. If floor area were used as the demand indicator, Fire development fees would be disproportionately high for industrial development.

For nonresidential land uses, the standard 50 percent adjustment is applied to office and industry. A lower vehicle trip adjustment factor is used for commercial and institutional because this type of development attracts vehicles as they pass-by on arterial and collector roads. For example, when someone stops at a convenience store on their way home from work, the convenience store is not their primary destination. Further detail on vehicle trip factors can be found in Appendix A.

Figure S1: Service Units

Residential Development		
Development Type	Development Unit	Persons per Unit[1]
Single Family	Housing Unit	2.27
Multi-Family	Housing Unit	1.70

Nonresidential Development				
Development Type	Development Unit	Avg Weekday Veh Trip Ends[2]	Trip Rate Adjustment[2]	Avg Weekday Vehicle Trips
Industrial	1,000 Sq Ft	3.60	50%	1.80
Commercial	1,000 Sq Ft	36.39	33%	12.01
Office / Other Services	1,000 Sq Ft	7.83	50%	3.92
Institutional	1,000 Sq Ft	10.70	33%	3.53

1. U.S. Census Bureau, 2020-2024 American Community Survey 5-Year Estimates.
2. Trip Generation, Institute of Transportation Engineers, 12th Edition (2025).

Sheriff Proportionate Share Factors

Both residential and nonresidential developments increase the demand on Sheriff infrastructure. To calculate the proportional share between residential and nonresidential demand on Sheriff and infrastructure, a functional population approach is used. Functional population is similar to what the U.S. Census Bureau calls "daytime population," by accounting for people living and working in a jurisdiction, but also considers commuting patterns and time spent at home and at nonresidential locations. The functional population approach allocates the cost of the facilities to residential and nonresidential development based on the activity of residents and workers in the County through the 24 hours in a day.

Residents that do not work are assigned 20 hours per day to residential development and 4 hours per day to nonresidential development (annualized averages). Residents that work in Cherokee County are assigned 14 hours to residential development and 10 hours to nonresidential development. Residents that work outside the County are assigned 14 hours to residential development, the remaining 10 hours in the day are assumed to be spent outside of the County working. Inflow commuters are assigned 10 hours to nonresidential development. Based on 2023 functional population data, residential development accounts for 76 percent of the functional population, while nonresidential development accounts for 24 percent.

Figure S2: Proportionate Share Factors

Demand Units in 2023					
Residential				Demand Hours/Day	Person Hours
Population	55,211				
Residents Not Working		27,700		20	554,000
Employed Residents		27,511			
Employed in Cherokee County			9,285	14	129,990
Employed outside Cherokee County			18,226	14	255,164
				Residential Subtotal	939,154
				Residential Share	**76%**
Nonresidential					
Non-working Residents		27,700		4	110,800
Jobs Located in Cherokee County		18,680			
Residents Employed in Cherokee County			9,285	10	92,850
Non-Resident Workers (inflow commuters)			9,395	10	93,950
				Nonresidential Subtotal	297,600
				Nonresidential Share	**24%**
				Total	1,236,754

Source: U.S. Census Bureau; OnTheMap Application and LEHD Origin-Destination Employment Statistics, Version 6.25.1 (employment).

Sheriff Facilities Level of Service and Cost Analysis

Sheriff Facilities – Incremental Expansion

As a result of anticipated development, Cherokee County plans to expand its current inventory of Sheriff facilities to serve future development. The current inventory includes 67,988 square feet at an estimated replacement cost of $844 per square foot. The replacement cost is based on plans to expand the existing detention center provided by Cherokee County Sheriff Department.

This analysis uses functional population to allocate the proportionate share of demand to residential and nonresidential development. The existing level of service for residential development is 0.8812 square feet per person (67,988 square feet X 76 percent residential share / 58,636 persons). The existing nonresidential level of service is 0.5277 square feet per nonresidential vehicle trip (67,988 square feet X 24 percent nonresidential share / 30,919 trips). Using the average cost of $844 per square foot, the Sheriff space cost is $743.76 per person (0.8812 square feet per person X of $844 per square foot) and $445.42 per nonresidential vehicle trip (0.5277 square feet per trip X of $844 per square foot).

Figure S3: Existing Level of Service

Description	Square Feet
Law Enforcement Center	22,500
Detention Center	45,488
Total	67,988

Cost Factors	
Cost per Square Foot	$844

Level-of-Service (LOS) Standards	
Existing Square Feet	67,988
Residential	
Residential Share	76%
2026 Population	58,636
Square Feet per Person	0.8812
Cost per Person	$743.76
Nonresidential	
Nonresidential Share	24%
2026 Vehicle Trips	30,919
Square Feet per Vehicle Trip	0.5277
Cost per Vehicle Trip	$445.42

Source: Cherokee County Sheriff Department

Projection of Sheriff Growth-Related Facility Needs

Section 6-1-960(B)(5) of the South Carolina Development Impact Fee Act requires:

> *"a description of all system improvements and their costs necessitated by and attributable to new development in the service area, based on the approved land use assumptions, to provide a level of service not to exceed the level of service currently existing in the community or service area, unless a different or higher level of service is required by law, court order, or safety consideration."*

Section 6-1-960(B)(7) of the South Carolina Development Impact Fee Act requires:

> *"the projected demand for system improvements required by new service units projected over a reasonable period of time not to exceed twenty years."*

Sheriff Facilities – Incremental Expansion

Based on a projected population increase of 5,287 persons over the next 10 years, future residential development demands an additional 4,659 square feet (5,287 additional persons X 0.8812 square feet per person). With a projected 5,167 increase in nonresidential vehicle trip ends over the next 10 years, future nonresidential development demands an additional 2,727 square feet (5,167 additional trips X 0.5277 square feet per trip). In total, future development demands an additional 7,386 square feet of Sheriff space at a cost of $6,233,572 million (7,385.6 square feet X $844 per square foot).

Figure S4: Projected Demand for Sheriff Facilities

Type of Infrastructure	Level of Service	Demand Unit	Cost per Sq Ft
Sheriff Facilities	0.8812 Square Feet	per Person	$844
	0.5277 Square Feet	per Vehicle	

Demand for Sheriff Facilities					
Year	Population	Vehicle Trips	Square Feet		
			Residential	Nonresidential	Total
2026	58,636	30,919	51,670.9	16,317.1	67,988.0
2027	59,165	31,412	52,136.8	16,577.3	68,714.0
2028	59,694	31,910	52,602.6	16,840.1	69,442.7
2029	60,222	32,414	53,068.5	17,105.7	70,174.2
2030	60,751	32,922	53,534.4	17,374.0	70,908.4
2031	61,280	33,436	54,000.2	17,645.2	71,645.4
2032	61,808	33,955	54,466.1	17,919.2	72,385.3
2033	62,337	34,480	54,932.0	18,196.0	73,128.0
2034	62,866	35,010	55,397.8	18,475.8	73,873.6
2035	63,394	35,545	55,863.7	18,758.4	74,622.1
2036	63,923	36,086	56,329.6	19,044.0	75,373.6
10-Yr Increase	5,287	5,167	4,658.7	2,726.9	7,385.6
Growth-Related Expenditures			$3,932,023	$2,301,548	$6,233,572

Credits

As described in the Executive Summary, revenue credits are clearly required in two cases: (1) when the fees are based on a higher level of service than the one currently being provided to existing development, and (2) when there is outstanding debt on existing facilities serving existing development. New development should not be required to pay for new Sheriff facilities through impact fees, while also having to pay for existing Sheriff facilities through property tax payments used to retire outstanding debt.

None of these circumstances apply to the Sheriff impact fees. The fees are based on the existing level of service and the County does not have any outstanding debt on existing facilities or equipment. Therefore, no revenue credit is warranted.

Maximum Supportable Sheriff Development Impact Fee

Figure S5 shows the maximum supportable Sheriff Development Impact Fee for Cherokee County. Development impact fees for Sheriff facilities are assessed on residential and nonresidential development. Sheriff development impact fees are based on persons per housing unit for residential development and vehicle trips per 1,000 square feet for nonresidential development. For residential development, the total cost per person is multiplied by the housing unit size to calculate the proposed fee. For nonresidential development, the total cost per vehicle trip is multiplied by the trips per 1,000 square feet to calculate the proposed fee.

The fees represent the highest amount supportable for each type of development, which represents new growth's fair share of the cost for capital facilities. The County may adopt fees that are less than the amounts shown. However, a reduction in development impact fee revenue will necessitate an increase in other revenues, a decrease in planned capital expenditures, and/or a decrease in levels of service.

Figure S5: Maximum Supportable Sheriff Development Impact Fee

Fee Component	Cost per Person	Cost per Trip
Sheriff Facilities	$743.76	$445.42
Total	$743.76	$445.42

Residential Fees per Development Unit			
Development Type	Development Unit	Persons per Unit[1]	Proposed Fees
Single Family	Housing Unit	2.27	$1,688
Multi-Family	Housing Unit	1.70	$1,264

Nonresidential Fees per Development Unit			
Development Type	Development Unit	Vehicle Trips per Unit[1]	Proposed Fees
Industrial	1,000 Sq Ft	1.80	$802
Commercial	1,000 Sq Ft	12.01	$5,349
Office / Other Services	1,000 Sq Ft	3.92	$1,746
Institutional	1,000 Sq Ft	3.53	$1,572

1. See Land Use Assumptions

Projected Revenue from Sheriff Development Impact Fee

Revenue from the Sheriff Development Impact Fee is estimated in Figure S6 if the fee were implemented at the maximum supportable level and growth occurs as projected. These projections assume that the county only collects impact fees in the unincorporated areas of Cherokee County. Based on the growth projections and at the maximum development impact fee, the impact fee is projected to generate approximately $4.57 million in revenue. Additionally, there is a total of approximately $6.23 million in estimated capital costs to accommodate projected growth.

Figure S6: Projected Revenue from the Sheriff Development Impact Fee

Fee Component	Growth Share	Existing Share	Total
Sheriff Facilities	$6,233,572	$0	$6,233,572
Total	$6,233,572	$0	$6,233,572

		Single Family $1,688 per unit	Multi-Family $1,264 per unit	Industrial $802 per unit	Commercial $5,349 per unit	Office / Other $1,746 per unit	Institutional $1,572 per unit
Year		Hsg Unit	Hsg Unit	KSF	KSF	KSF	KSF
Base	2026	18,610	994	2,509	469	237	321
Year 1	2027	18,806	1,001	2,580	474	242	334
Year 2	2028	19,002	1,008	2,653	479	246	346
Year 3	2029	19,198	1,015	2,726	484	251	358
Year 4	2030	19,394	1,022	2,800	489	256	371
Year 5	2031	19,590	1,029	2,875	494	261	384
Year 6	2032	19,785	1,036	2,951	500	266	397
Year 7	2033	19,981	1,043	3,027	505	272	410
Year 8	2034	20,177	1,050	3,105	510	277	423
Year 9	2035	20,373	1,057	3,183	516	282	436
Year 10	2036	20,569	1,064	3,262	521	287	450
10-Year Increase		1,958	70	754	52	51	129
Projected Revenue		$3,305,104	$88,480	$604,708	$278,148	$89,046	$202,788

Projected Fee Revenue	$4,568,274
Total Expenditures	$6,233,572

CAPITAL IMPROVEMENT PLAN

Section 6-1-930(A) of the South Carolina Development Impact Fee Act requires:

> *"If a governmental entity has not adopted a comprehensive plan, but has adopted a capital improvements plan which substantially complies with the requirements of Section 6-1-960(B), then it may impose a development impact fee."*

Section 6-1-960(B5) of the South Carolina Development Impact Fee Act requires:

> *"a description of all system improvements and their costs necessitated by and attributable to new development in the service area, based on the approved land use assumptions, to provide a level of service not to exceed the level of service currently existing in the community or service area, unless a different or higher level of service is required by law, court order, or safety consideration."*

Along with the impact fee analysis, this report represents Cherokee County's Capital Improvement Plan. The Plan includes a list of 10-year capital facility needs for Parks & Recreation facilities and Sheriff facilities. The 10-year facility needs list represents the additional capital improvements necessary to accommodate the projected growth at the levels of service established in the impact fee analysis. Further details about the levels of service and calculations can be found in their respective chapters.

To respond to demand for Parks and Recreation facilities, Cherokee County plans to incrementally construct new park land and improvements. As shown in Figure CIP1, the estimated cost is $1.4 million. The analysis indicates that $195,208 of these costs will need to be funded through non-Impact Fee sources.

Figure CIP1: Parks & Recreation Capital Improvement Plan

Type of Infrastructure	Units	10-Year Need	Cost
Parks & Recreation Department			
Park Land	Acres	10	$469,180
Park Improvements	Units	2	$958,412
		Total Parks & Recreation Cost	$1,427,592
		Projected Impact Fee Revenue	$1,232,384
		Non-Impact Fee Funding	$195,208

To respond to demand for Sheriff facilities, Cherokee County plans to incrementally construct new Sheriff facilities. As shown in Figure CIP2, the estimated cost is $6,223,572. The analysis indicates that $1,665,298 of these costs will need to be funded through non-Impact Fee sources.

Figure CIP2: Sheriff Capital Improvement Plan

Type of Infrastructure	Units	10-Year Need	City Cost
Sheriff Department			
Sheriff Facilities	Sq. Ft.	7,386	$6,233,572
		Total Police Cost	$6,233,572
		Projected Impact Fee Revenue	$4,568,274
		Non-Impact Fee Funding	$1,665,298

IMPLEMENTATION AND ADMINISTRATION

Development impact fees should be periodically evaluated and updated to reflect recent data. TischlerBise recommends that Cherokee County adjust for inflation. If cost estimates or demand indicators change significantly, the County should redo the fee calculations.

Credits and Reimbursements

A general requirement that is common to development impact fee methodologies is the evaluation of credits. A revenue credit may be necessary to avoid potential double payment situations arising from one-time development impact fees plus on-going payment of other revenues that may also fund growth-related capital improvements. The determination of revenue credits is dependent upon the development impact fee methodology used in the cost analysis and local government policies.

Policies and procedures related to site-specific credits should be addressed in the resolution or ordinance that establishes the development impact fees. Project-level improvements, required as part of the development approval process, are not eligible for credits against development impact fees. If a developer constructs a system improvement included in the fee calculations, it will be necessary to either reimburse the developer or provide a credit against the fees due from that particular development. The latter option is more difficult to administer because it creates unique fees for specific geographic areas.

Service Area

A development impact fee service area is a region in which a defined set of improvements provide benefit to an identifiable amount of new development. Within a service area, all new development of a type (single family, retail, etc.) is assessed at the same development impact fee rate. Land use assumptions and development impact fees are each defined in terms of this geography, so that capital facility demand, projects needed to meet that demand, and capital facility cost are all quantified in the same terms. Development impact fee revenue collected within a service area is required to be spent within that service area.

Implementation of a large number of small service areas is problematic. Administration is complicated and, because funds collected within the service area must be spent within that area multiple service areas may make it impossible to accumulate sufficient revenue to fund any projects within the time allowed.

As part of our analysis, the Parks & Recreation, and Sheriff Development Impact Fees were determined to have one Countywide service area.

HOUSING AFFORDABILITY ANALYSIS

Section 6-1-930(2) of the South Carolina Development Impact Fee Act requires:

> *"Before imposing a development impact fee on residential units, a governmental entity shall prepare a report which estimates the effect of recovering capital costs through impact fees on the availability of affordable housing within the political jurisdiction of the governmental entity."*

In accordance with South Carolina Development Impact Fee Act, this chapter estimates the effects of imposing the maximum supportable development impact fees on the affordability of housing in Cherokee County. The analysis will examine the effect that the proposed development impact fees will have on housing affordability.

Maximum Supportable Development Impact Fee

The development impact fees found in Figure HA1 represent the highest amount supportable for housing units by housing type, which represents new growth's fair share of the cost for capital facilities. The County may adopt fees that are less than the amounts shown. However, a reduction in development impact fee revenue will necessitate an increase in other revenues, a decrease in planned capital expenditures, and/or a decrease in levels of service. The housing affordability analysis will assume a conservative condition for assessing the effect of the development impact fee on monthly mortgages in Cherokee County (i.e., the maximum supportable development impact fee amount). If the County were to choose a lower development impact fee amount, the results presented in this section of the report would improve.

Figure HA1. Maximum Supportable Development Impact Fee

Residential Fees per Development Unit				
Development Type	Development Unit	Park	Sheriff	Proposed Fees
Single Family	Housing Unit	$613	$1,688	$2,301
Multi-Family	Housing Unit	$459	$1,264	$1,723

Impact on Monthly Mortgage

The South Carolina Development Impact Fee Act requires preparation of a report that estimates the effect of imposing development impact fees on housing affordability in the jurisdiction. As shown in Figure HA2, TischlerBise calculated the effect of the maximum allowable development impact fee on a monthly mortgage at different interest rates. For example, the proposed single-family development impact fee of $2,301 increases a mortgage with an interest rate of 2.5 percent by $9.09 per month. For a mortgage with an interest rate of 8.0 percent, the cost is $16.88 per month.

Figure HA2. Monthly Payment Sensitivity Analysis for a Single Family Unit

Monthly Payment Calculation							
Single-Family Unit	**Scenario 1**	**Scenario 2**	**Scenario 3**	**Scenario 4**	**Scenario 5**	**Scenario 6**	**Scenario 7**
Maximum Allowable Fee	$2,301	$2,301	$2,301	$2,301	$2,301	$2,301	$2,301
Loan Term (Years)	30	30	30	30	30	30	30
Interest Rate (Annual)	2.50%	3.00%	4.00%	5.00%	6.00%	7.00%	8.00%
Monthly Cost	**$9.09**	**$9.70**	**$10.99**	**$12.35**	**$13.80**	**$15.31**	**$16.88**

Determining the effect of the impact fee amounts on multifamily rental rates is a little more difficult to determine. According to CoStar data, the average rent in Cherokee County is $924. Assuming 100% of the multifamily impact fee is passed on to the renter, the rent would increase by approximately 0.52%.

Therefore, TischlerBise concludes the proposed impact fee amounts contained in the study will have a negligible effect on the availability of affordable housing in Cherokee County.

APPENDIX A: LAND USE ASSUMPTIONS

Section 6-1-960(B)(3) of the South Carolina Development Impact Fee Act requires:

> *"a description of the land use assumptions."*

Cherokee County, South Carolina, retained TischlerBise to analyze the impacts of development on its capital facilities and to calculate impact fees based on that analysis. TischlerBise prepared current demographic estimates and future development projections for both residential and nonresidential development that will be used in the calculation of the impact fees. Current demographic data estimates for 2026 are used in calculating levels of service (LOS) provided to existing development in Cherokee County. The estimates and projections of residential and nonresidential development in this *Land Use Assumptions* document are for areas within the boundaries of the Cherokee County, SC.

Summary of Growth Indicators

Key land use assumptions for the Cherokee County Impact Fee Study include population, housing units, employment, and nonresidential floor area. Based on discussions with staff, TischlerBise estimates housing units using building permit data provided by County Staff. For population, TischlerBise applies person per housing unit factors derived from 2020-2024 American Community Survey 5-Year Estimates to housing unit projections. For nonresidential development, TischlerBise uses South Carolina Department of Employment & Workforce employment projections, and projects nonresidential square footage using average square feet per job multipliers published by the Institute of Transportation Engineers (ITE). The projections provide the foundation for the impact fee study. These metrics are the service units and demand indicators used in the impact fee study.

Development projections are summarized in Figure A10 and Figure A11. These projections will be used to estimate impact fee revenue and to indicate the anticipated need for growth-related infrastructure. However, impact fee methodologies are designed to reduce sensitivity to development projections in the determination of the proportionate share fee amounts. If actual development is slower than projected, fee revenue will decline, but so will the need for growth-related infrastructure. In contrast, if development is faster than anticipated, fee revenue will increase, but Cherokee County will need to accelerate infrastructure improvements to keep pace with the actual rate of development. During the next 10 years, projected countywide development includes an average increase of approximately 238 housing units per year and approximately 137,000 square feet of nonresidential floor area per year.

Residential Development

Current estimates and future projections of residential development are detailed in this section including population and housing units by type.

Occupancy Factors

According to the U.S. Census Bureau, a household is a housing unit occupied by year-round residents. Impact fees often use per capita standards and persons per housing unit (PPHU) or persons per household (PPH) to derive proportionate share fee amounts. When PPHU is used in the fee calculations, infrastructure standards are derived using year-round population. When PPH is used in the fee calculations, the impact fee methodology assumes a higher percentage of housing units will be occupied, thus requiring seasonal or peak population to be used when deriving infrastructure standards. TischlerBise recommends that Cherokee County impose impact fees for residential development according to the number of persons per housing unit.

Occupancy calculations require data on population and the types of units by structure. The 2010 census did not obtain detailed information using a "long-form" questionnaire. Instead, the U.S. Census Bureau switched to a continuous monthly mailing of surveys, known as the American Community Survey (ACS), which has limitations due to sample-size constraints. For example, data on detached housing units are now combined with attached single units (commonly known as townhouses, which share a common sidewall, but are constructed on an individual parcel of land). For impact fees in Cherokee County, "Single-Family" includes detached stick-built units, attached units, and mobile homes. "Multi-Family" includes duplexes, all other structures with two or more units on an individual parcel of land, RVs, and all other units.

Figure A1 below shows the occupancy estimates for Cherokee County. Countywide, single-family units average 2.27 persons per housing unit and multi-family units average 1.70 persons per housing unit. In the unincorporated county, single-family units average 2.28 persons per housing unit and multi-family units average 1.41 persons per housing unit.

Figure A1: Persons per Housing Unit

Cherokee County, South Carolina							
Housing Type	Persons	Households	Persons per Household	Housing Units	Persons per Housing Unit	Housing Mix	Vacancy Rate
Single Family[1]	50,596	19,491	2.60	22,253	2.27	88.5%	12.41%
Multifamily[2]	4,917	2,572	1.91	2,897	1.70	11.5%	11.22%
Total	55,513	22,063	2.52	25,150	2.21	100.0%	12.27%

Unincorporated Cherokee County, South Carolina							
Housing Type	Persons	Households	Persons per Household	Housing Units	Persons per Housing Unit	Housing Mix	Vacancy Rate
Single Family[1]	40,490	15,766	2.57	17,769	2.28	94.5%	11.27%
Multifamily[2]	1,459	877	1.66	1,032	1.41	5.5%	15.02%
Total	41,949	16,643	2.52	18,801	2.23	100.0%	11.48%

Source: U.S. Census Bureau, 2020-2024 American Community Survey 5-Year Estimates

1. Includes detached, attached (townhouse), and mobile homes.
2. Includes dwellings in structures with two or more units, RVs, and all other units.

Residential Estimates

TischlerBise uses South Carolina Revenue and Fiscal Affairs Office population data and building permit data to derive 2026 base year population estimates. According to the South Carolina Revenue and Fiscal Affairs Office Cherokee County's total population in 2023 was 56,714 persons. This is converted to housing units using the PPHU factors shown in Figure A1. Population for unincorporated Cherokee County is estimated using South Carolina Revenue and Fiscal Affairs Office population data and subtracting the 2023 estimated population for the incorporated areas from the county total. Housing unit totals for unincorporated Cherokee County are estimated using ACS data shown in Figure A1. The 2026 base year housing unit estimate for unincorporated Cherokee County was developed using housing permit data provided by Cherokee County staff. The growth in single and multifamily units is added to the 2023 estimate to get the 2026 base year housing unit estimate. The increase in housing units is converted to population using the PPHU factors shown in Figure A1 and added to the 2023 population estimate to get the 2026 base year population estimate. This results in a 2026 base year population estimate of 43,831 persons and 19,604 housing units in unincorporated Cherokee County. To estimate countywide population and housing units in 2026 this analysis adds the increase in population and housing units in the incorporated areas of the county to the increase in the unincorporated areas to get the total increase. To calculate the increase in population and housing units in the incorporated areas of Cherokee County building permit data provided by Blacksburg and Gaffney was used, along with the same process that was used for unincorporated Cherokee County. The countywide 2026 base year population estimate is 58,636 persons and 26,331 housing units.

Figure A2: Residential Estimates

Cherokee County, SC	2023	2026
		Base Year
Population	**56,714**	**58,636**
Housing Units		
Single Family	22,706	23,454
Multifamily	2,956	3,078
Total	**25,662**	**26,331**

Unincorporated Cherokee County, SC	2023	2026
		Base Year
Population	**42,318**	**43,831**
Housing Units		
Single Family	17,955	18,610
Multifamily	980	994
Total	**18,935**	**19,604**

Residential Projections

Based on building permit data provided by Cherokee County staff, unincorporated Cherokee County's total housing units will increase to 21,633 over the next 10 years. TischlerBise converts projected housing units to projected population using the same steps outlined in the previous section. This results in a population projection of 48,395 persons in 2036. To project countywide population and housing units this analysis uses building permit data from Blacksburg and Gaffney and converts projected housing units to projected population using the same steps outlined in the previous section, and adds this increase in population and housing units in the incorporated areas of the county to the increase in the unincorporated areas to get the total increase. Countywide projections for 2036 include 63,923 persons and 28,914 housing units.

Population and housing unit projections are used to illustrate the possible future pace of service demands, revenues, and expenditures. To the extent these factors change, the projected need for infrastructure will also change. If development occurs at a more rapid rate than projected, the demand for infrastructure will increase at a corresponding rate. If development occurs at a slower rate than is projected, the demand for infrastructure will also decrease.

Figure A3: Residential Projections

Cherokee County, SC	2026	2027	2028	2029	2030	2031	2036	10-Year
	Base Year	1	2	3	4	5	10	Increase
Population	**58,636**	**59,165**	**59,694**	**60,222**	**60,751**	**61,280**	**63,923**	**5,287**
Housing Units								
Single Family	23,454	23,668	23,881	24,094	24,307	24,520	25,586	2,132
Multifamily	3,078	3,103	3,128	3,153	3,178	3,203	3,328	250
Total	**26,331**	**26,771**	**27,009**	**27,247**	**27,485**	**27,723**	**28,914**	**2,583**

Unincorporated	2026	2027	2028	2029	2030	2031	2036	10-Year
Cherokee County, SC	Base Year	1	2	3	4	5	10	Increase
Population	**43,831**	**44,288**	**44,744**	**45,200**	**45,657**	**46,113**	**48,395**	**4,564**
Housing Units								
Single Family	18,610	18,806	19,002	19,198	19,394	19,590	20,569	1,958
Multifamily	994	1,001	1,008	1,015	1,022	1,029	1,064	70
Total	**19,604**	**19,807**	**20,010**	**20,213**	**20,416**	**20,619**	**21,633**	**2,028**

Nonresidential Development

Current estimates and future projections of nonresidential development are detailed in this section. TischlerBise uses the term jobs to refer to employment by place of work. In Figure A4, gray shading indicates the nonresidential development prototypes used by TischlerBise to derive employment densities and average weekday vehicle trip ends. For nonresidential development, TischlerBise uses data published in Trip Generation, Institute of Transportation Engineers, 12th Edition (2025).

The prototype for industrial development is Light Industrial (ITE 110) which generates 3.60 average weekday vehicle trip ends per 1,000 square feet of floor area and has 1,117 square feet of floor area per employee. For office / other services development, the proxy is General Office (ITE 710); it generates 7.83 average weekday vehicle trip ends per 1,000 square feet of floor area and has 439 square feet of floor area per employee. Institutional development uses Hospital (ITE 610) and generates 10.70 average weekday vehicle trip ends per 1,000 square feet of floor area and has 334 square feet of floor area per employee. The prototype for commercial development is Shopping Center (ITE 820) which generates 36.39 average weekday vehicle trips per 1,000 square feet of floor area and has 479 square feet of floor area per employee.

Figure A4: Nonresidential Demand Units

ITE Code	Land Use / Size	Demand Unit	Wkdy Trip Ends Per Dmd Unit[1]	Wkdy Trip Ends Per Employee[1]	Emp Per Dmd Unit	Square Feet Per Emp
110	Light Industrial	1,000 Sq Ft	3.60	4.02	0.90	1,117
130	Industrial Park	1,000 Sq Ft	2.68	3.93	0.68	1,466
140	Manufacturing	1,000 Sq Ft	4.27	2.67	1.60	625
150	Warehousing	1,000 Sq Ft	1.38	5.05	0.27	3,659
254	Assisted Living	bed	4.14	4.24	0.98	N/A
254	Assisted Living	1,000 Sq Ft	4.19	4.24	0.99	1,012
310	Hotel	room	5.84	14.34	0.41	N/A
320	Motel	room	3.35	25.17	0.13	N/A
520	Elementary School	student	2.27	22.50	0.10	N/A
525	High School	student	1.94	21.95	0.09	N/A
540	Community College	student	1.15	14.61	0.08	N/A
550	University/College	student	1.46	8.89	0.16	N/A
565	Day Care	student	3.79	19.30	0.20	N/A
610	Hospital	1,000 Sq Ft	10.70	3.57	3.00	334
620	Nursing Home	bed	3.06	3.31	0.92	N/A
710	General Office (avg size)	1,000 Sq Ft	7.83	3.44	2.28	439
720	Medical-Dental Office	1,000 Sq Ft	34.03	11.78	2.89	346
730	Government Office	1,000 Sq Ft	22.59	7.45	3.03	330
770	Business Park	1,000 Sq Ft	9.97	5.42	1.84	544
820	Shopping Center (avg size)	1,000 Sq Ft	36.39	17.42	2.09	479

1. Trip Generation, Institute of Transportation Engineers, 12th Edition (2025).

Employment Estimates

Based on estimates obtained from Esri Business Analyst, in 2025 there were 18,060 jobs in Cherokee County, and 9,802 jobs in unincorporated Cherokee County. According to public record data from CoStar in 2025 there was 5.6 million square feet of nonresidential floor area in Cherokee County and 3.4 million square feet of nonresidential floor area in unincorporated Cherokee County.

To project employment for the 2026 base year, this analysis uses South Carolina Department of Employment & Workforce employment projections. Employment was then converted to nonresidential floor area using square feet per employment factors from ITE. To project nonresidential floor area in unincorporated Cherokee County for 2026 it is assumed that the share of nonresidential floor area in the unincorporated County will remain constant. The 2026 base year estimate for Cherokee County is 18,258 jobs and 5.7 million square feet of nonresidential floor area. The 2026 base year estimate for unincorporated Cherokee County is 9,923 jobs and 3.5 million square feet of nonresidential floor area.

Figure A5: Nonresidential Estimates

Cherokee County, SC	2025	2026 Base Year
Employment		
Industrial	6,065	6,133
Commercial	4,304	4,343
Office / Other Services	2,865	2,901
Institutional	4,826	4,881
Total	**18,060**	**18,258**
Nonres. Floor Area		
Industrial	2,618,383	2,694,468
Commercial	1,750,163	1,768,805
Office / Other Services	773,308	789,080
Institutional	473,984	492,470
Total	**5,615,838**	**5,744,823**

Unincorporated Cherokee County, SC	2025	2026 Base Year
Employment		
Industrial	4,867	4,930
Commercial	1,243	1,253
Office / Other Services	1,634	1,645
Institutional	2,058	2,094
Total	**9,802**	**9,923**
Nonres. Floor Area		
Industrial	2,437,814	2,508,652
Commercial	464,079	469,022
Office / Other Services	232,045	236,778
Institutional	309,330	321,394
Total	**3,443,268**	**3,535,846**

Nonresidential Projections

To project employment this analysis uses South Carolina Department of Employment & Workforce employment projections. Employment was then converted to nonresidential floor area using square feet per employment factors from ITE. This results in a total projection of 20,367 jobs in 2036 and a nonresidential floor area projection of approximately 7.1 million square feet in 2036. In order to project nonresidential floor area in unincorporated Cherokee County it is assumed that the share of nonresidential floor area in the unincorporated County will remain constant. In unincorporated Cherokee County, 2036 development includes 11,206 jobs and 4.5 million square feet of floor area.

Employment and nonresidential floor area projections are used to illustrate the possible future pace of service demands, revenues, and expenditures. To the extent these factors change, the projected need for infrastructure will also change. If development occurs at a more rapid rate than projected, the demand for infrastructure will increase at a corresponding rate. If development occurs at a slower rate than is projected, the demand for infrastructure will also decrease.

Figure A6: Nonresidential Projections

Cherokee County, SC	2026	2027	2028	2029	2030	2031	2036	10-Year
	Base Year	1	2	3	4	5	10	Increase
Employment								
Industrial	6,133	6,202	6,272	6,342	6,413	6,485	6,858	725
Commercial	4,343	4,382	4,422	4,462	4,502	4,543	4,752	409
Office / Other Services	2,901	2,937	2,974	3,011	3,049	3,087	3,286	385
Institutional	4,881	4,937	4,994	5,051	5,109	5,168	5,471	590
Total	**18,258**	**18,459**	**18,662**	**18,867**	**19,074**	**19,283**	**20,367**	**2,108**
Nonres. Floor Area								
Industrial	2,694,468	2,771,408	2,849,211	2,927,889	3,007,450	3,087,904	3,503,936	809,468
Commercial	1,768,805	1,787,616	1,806,597	1,825,750	1,845,075	1,864,576	1,964,755	195,950
Office / Other Services	789,080	805,049	821,219	837,591	854,169	870,955	958,094	169,014
Institutional	492,470	511,167	530,079	549,208	568,557	588,127	689,397	196,927
Total	**5,744,823**	**5,875,240**	**6,007,106**	**6,140,438**	**6,275,251**	**6,411,562**	**7,116,182**	**1,371,359**

Unincorporated Cherokee County, SC	2026	2027	2028	2029	2030	2031	2036	10-Year
	Base Year	1	2	3	4	5	10	Increase
Employment								
Industrial	4,930	4,995	5,059	5,125	5,191	5,258	5,605	675
Commercial	1,253	1,264	1,274	1,285	1,296	1,306	1,362	108
Office / Other Services	1,645	1,656	1,667	1,678	1,689	1,701	1,760	116
Institutional	2,094	2,131	2,168	2,205	2,243	2,281	2,479	385
Total	**9,923**	**10,045**	**10,168**	**10,293**	**10,419**	**10,546**	**11,206**	**1,283**
Nonres. Floor Area								
Industrial	2,508,652	2,580,286	2,652,724	2,725,976	2,800,050	2,874,956	3,262,297	753,645
Commercial	469,022	474,010	479,043	484,122	489,246	494,417	520,981	51,959
Office / Other Services	236,778	241,569	246,422	251,334	256,309	261,346	287,493	50,716
Institutional	321,394	333,596	345,939	358,423	371,050	383,822	449,912	128,518
Total	**3,535,846**	**3,629,462**	**3,724,127**	**3,819,854**	**3,916,655**	**4,014,541**	**4,520,684**	**984,838**

Average Weekday Vehicle Trips

Cherokee County will use average nonresidential weekday vehicle trips in the calculation of sheriff facilities impact fees. This section calculates average weekday vehicle trips using average weekday vehicle trip generation rates published by the Institute of Transportation Engineers (ITE) and adjustments for commuting patterns and pass-by trips.

Nonresidential Trip Generation Rates

For nonresidential development, TischlerBise uses trip generation rates published in Trip Generation, Institute of Transportation Engineers, 12th Edition (2025). The prototype for industrial development is Light Industrial (ITE 110) which generates 3.60 average weekday vehicle trip ends per 1,000 square feet of floor area. Institutional development uses Hospital (ITE 610) and generates 10.70 average weekday vehicle trip ends per 1,000 square feet of floor area. The prototype for office / other services development is General Office (ITE 710), and it generates 7.83 average weekday vehicle trip ends per 1,000 square feet of floor area. The prototype for commercial development is Shopping Center (ITE 820) which generates 36.39 average weekday vehicle trip ends per 1,000 square feet of floor area.

Figure A7: Average Weekday Vehicle Trip Ends by Land Use

ITE Code	Land Use / Size	Demand Unit	Wkdy Trip Ends Per Dmd Unit[1]	Wkdy Trip Ends Per Employee[1]	Emp Per Dmd Unit	Square Feet Per Emp
110	Light Industrial	1,000 Sq Ft	3.60	4.02	0.90	1,117
610	Hospital	1,000 Sq Ft	10.70	3.57	3.00	334
710	General Office (avg size)	1,000 Sq Ft	7.83	3.44	2.28	439
820	Shopping Center (avg size)	1,000 Sq Ft	36.39	17.42	2.09	479

1. Trip Generation, Institute of Transportation Engineers, 12th Edition (2025).

Trip Rate Adjustments

Average weekday vehicle trip ends are used as a measure of demand by land use. Vehicle trips are estimated using average weekday vehicle trip ends published in Trip Generation, Institute of Transportation Engineers, 12th Edition (2025). A vehicle trip end represents a vehicle entering or exiting a development (as if a traffic counter were placed across a driveway). To calculate impact fees, trip generation rates are adjusted to avoid double counting each trip at both the origin and destination points. The basic trip adjustment factor is 50 percent. As discussed further below, the impact fee methodology includes additional adjustments to make the fees proportionate to the infrastructure demand for particular types of development.

Adjustment for Pass-By Trips

For commercial and institutional development, the trip adjustment factor is less than 50 percent because these types of development attract vehicles as they pass by on arterial and collector roads. For example, when someone stops at a convenience store on the way home from work, the convenience store is not the primary destination. For the average shopping center, ITE data indicate 34 percent of the vehicles that enter are passing by on their way to some other primary destination. The remaining 66 percent of attraction trips have the commercial site as their primary destination. Because attraction trips are half of all trips, the trip adjustment factor is 66 percent multiplied by 50 percent, or approximately 33 percent of the trip ends.

Development Projections

Provided below are summaries of development projections used in the Impact Fee Study. Development projections are used to illustrate a possible future pace of demand for service units and cash flows resulting from revenues and expenditures associated with those demands.

Figure A8: Countywide Development Projections Summary

Cherokee County, SC	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	10-Year
	Base Year	1	2	3	4	5	6	7	8	9	10	Increase
Population	**58,636**	**59,165**	**59,694**	**60,222**	**60,751**	**61,280**	**61,808**	**62,337**	**62,866**	**63,394**	**63,923**	**5,287**
Housing Units												
Single Family	23,454	23,668	23,881	24,094	24,307	24,520	24,733	24,947	25,160	25,373	25,586	2,132
Multifamily	3,078	3,103	3,128	3,153	3,178	3,203	3,228	3,253	3,278	3,303	3,328	250
Total	**26,532**	**26,771**	**27,009**	**27,247**	**27,485**	**27,723**	**27,961**	**28,200**	**28,438**	**28,676**	**28,914**	**2,382**
Employment												
Industrial	6,133	6,202	6,272	6,342	6,413	6,485	6,558	6,632	6,706	6,782	6,858	725
Commercial	4,343	4,382	4,422	4,462	4,502	4,543	4,584	4,625	4,667	4,709	4,752	409
Office / Other Services	2,901	2,937	2,974	3,011	3,049	3,087	3,126	3,165	3,205	3,245	3,286	385
Institutional	4,881	4,937	4,994	5,051	5,109	5,168	5,227	5,287	5,348	5,409	5,471	590
Total	**18,258**	**18,459**	**18,662**	**18,867**	**19,074**	**19,283**	**19,495**	**19,710**	**19,926**	**20,145**	**20,367**	**2,108**
Nonres. Floor Area (x1,000)												
Industrial	2,694	2,771	2,849	2,928	3,007	3,088	3,169	3,252	3,335	3,419	3,504	809
Commercial	1,769	1,788	1,807	1,826	1,845	1,865	1,884	1,904	1,924	1,944	1,965	196
Office / Other Services	789	805	821	838	854	871	888	905	923	940	958	169
Institutional	492	511	530	549	569	588	608	628	648	669	689	197
Total	**5,745**	**5,875**	**6,007**	**6,140**	**6,275**	**6,412**	**6,549**	**6,689**	**6,830**	**6,972**	**7,116**	**1,371**

Figure A9: Unincorporated Development Projections Summary

Unincorporated	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	10-Year
Cherokee County, SC	Base Year	1	2	3	4	5	6	7	8	9	10	Increase
Population	**43,831**	**44,288**	**44,744**	**45,200**	**45,657**	**46,113**	**46,569**	**47,026**	**47,482**	**47,938**	**48,395**	**4,564**
Housing Units												
Single Family	18,610	18,806	19,002	19,198	19,394	19,590	19,785	19,981	20,177	20,373	20,569	1,958
Multifamily	994	1,001	1,008	1,015	1,022	1,029	1,036	1,043	1,050	1,057	1,064	70
Total	**19,604**	**19,807**	**20,010**	**20,213**	**20,416**	**20,619**	**20,821**	**21,024**	**21,227**	**21,430**	**21,633**	**2,028**
Employment												
Industrial	4,930	4,995	5,059	5,125	5,191	5,258	5,326	5,395	5,464	5,534	5,605	675
Commercial	1,253	1,264	1,274	1,285	1,296	1,306	1,317	1,328	1,339	1,351	1,362	108
Office / Other Services	1,645	1,656	1,667	1,678	1,689	1,701	1,712	1,724	1,736	1,748	1,760	116
Institutional	2,094	2,131	2,168	2,205	2,243	2,281	2,320	2,359	2,398	2,438	2,479	385
Total	**9,923**	**10,045**	**10,168**	**10,293**	**10,419**	**10,546**	**10,675**	**10,806**	**10,938**	**11,071**	**11,206**	**1,283**
Nonres. Floor Area (x1,000)												
Industrial	2,509	2,580	2,653	2,726	2,800	2,875	2,951	3,027	3,105	3,183	3,262	754
Commercial	469	474	479	484	489	494	500	505	510	516	521	52
Office / Other Services	237	242	246	251	256	261	266	272	277	282	287	51
Institutional	321	334	346	358	371	384	397	410	423	436	450	129
Total	**3,536**	**3,629**	**3,724**	**3,820**	**3,917**	**4,015**	**4,114**	**4,214**	**4,315**	**4,417**	**4,521**	**985**

APPENDIX B: LAND USE DEFINITIONS

Residential Development

As discussed below, residential development categories are based on data from the U.S. Census Bureau, American Community Survey. Cherokee County will collect development fees from all new residential units. One-time development fees are determined by site capacity (i.e., number of residential units).

Single Family:

1. Single family detached is a one-unit structure detached from any other house, that is, with open space on all four sides. Such structures are considered detached even if they have an adjoining shed or garage. A one-family house that contains a business is considered detached as long as the building has open space on all four sides.
2. Single family attached (townhouse) is a one-unit structure that has one or more walls extending from ground to roof separating it from adjoining structures. In row houses (sometimes called townhouses), double houses, or houses attached to nonresidential structures, each house is a separate, attached structure if the dividing or common wall goes from ground to roof.
3. Mobile home includes both occupied and vacant mobile homes, to which no permanent rooms have been added, are counted in this category. Mobile homes used only for business purposes or for extra sleeping space and mobile homes for sale on a dealer's lot, at the factory, or in storage are not counted in the housing inventory.

Multifamily:

1. 2+ units (duplexes and apartments) are units in structures containing two or more housing units, further categorized as units in structures with “2, 3 or 4, 5 to 9, 10 to 19, 20 to 49, and 50 or more apartments.”

2. Boat, RV, Van, Etc. includes any living quarters occupied as a housing unit that does not fit the other categories (e.g., houseboats, railroad cars, campers, and vans). Recreational vehicles, boats, vans, railroad cars, and the like are included only if they are occupied as a current place of residence.

Nonresidential Development

The proposed general nonresidential development categories (defined below) can be used for all new construction within Cherokee County. Nonresidential development categories represent general groups of land uses that share similar average weekday vehicle trip generation rates and employment densities (i.e., jobs per thousand square feet of floor area).

Commercial: Establishments primarily selling merchandise, eating/drinking places, and entertainment uses. By way of example, *Retail* includes shopping centers, supermarkets, pharmacies, restaurants, bars, nightclubs, automobile dealerships, and movie theaters, hotels, and motels.

Office/Other Services: Establishments providing management, administrative, professional, or business services; By way of example, *Office/Service* includes banks, business offices, headquarter buildings, business parks, and research and development centers.

Industrial: Establishments primarily engaged in the production, transportation, or storage of goods. By way of example, *Industrial* includes manufacturing plants, distribution warehouses, trucking companies, utility substations, power generation facilities, and telecommunications buildings.

Institutional: Establishments providing management, administrative, professional, or business services; By way of example, *Institutional* includes assisted living facilities, nursing homes, hospitals, medical offices, veterinarian clinics, schools, universities, churches, daycare facilities, government buildings, and prisons.