A Regional Analysis



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Executive Summary

The Haile Gold Mine, located in Lancaster, South Carolina, has been one of the longest lasting and highest producing gold mines in the eastern United States since its formation in 1827. Although production and operations at the mine ended in 1992, in 2007 Romarco Minerals acquired the mine and started the processes of exploration and permitting so that it could eventually be reopened. In 2015, OceanaGold Corporation purchased the Haile Gold Mine in order to re-establish operations using new state-of-the-art technology and mining techniques. After an eighteen-month construction period, the mine was officially reopened in January 2017. This new operations phase is projected to extend over a sixteen-year period and take place through the year 2032.

During this sixteen-year period, OceanaGold anticipates that the Haile Gold Mine will be able to successfully extract up to 4 million ounces of gold, during which time the mine's operations will support a sizable economic impact with accompanying job and income gains for Lancaster County residents and residents in the surrounding region. The purpose of this study is to estimate the total economic impact of the Haile Gold Mine on Lancaster County, the surrounding four-county region, and the state of South Carolina for the entirety of the anticipated sixteen-year operations phase that is being overseen by OceanaGold. The key findings of this study are as follows:

- The total current annual economic impact of the Haile Gold Mine on the county of Lancaster is estimated to be \$87 million. This figure reflects the dollar value representing all final goods and services produced in Lancaster County that can be attributed (either directly or indirectly) to the mine's operations. This impact corresponds to 367 jobs and \$26 million in labor income that would not exist otherwise.
- When expanding the analysis parameters to include the surrounding four-county region (Lancaster, Kershaw, York, and Richland counties), the economic impact of the Haile Gold Mine increases to \$162 million annually which is associated with 684 jobs and \$48 million in labor income.





- Statewide, the Haile Gold Mine's current total annual economic impact is estimated to be \$191 million. This implies that the mine generates economic activity (directly and indirectly) that brings in about \$6.4 million in tax revenue annually for the state of South Carolina.
- The operations of the Haile Gold Mine are anticipated to extend across a sixteen-year period that will peak in 2020. In that year, the economic impact of the mine on the state of South Carolina will increase to its highest level totaling \$319 million in economic output with an accompanying 1,346 jobs and \$95 million in labor income.
- Although the Great Recession that occurred from 2007 to 2009 caused massive employment losses in Lancaster and Kershaw counties, these counties also experienced zero positive employment gains during the five years leading up to 2007. By contrast, between 2009 and 2016, employment growth in both counties have consistently outpaced the statewide average. These major changes in employment patterns have been due in part to the economic activities associated with all exploration, permitting, and construction that has been taking place in preparation for the mine's reopening.
- The employment and income gains generated by the Haile Gold Mine have led to increases in residential construction activity, especially in Lancaster and Kershaw counties where a majority of Haile employees live and work. The number of residential permits issued has grown by 22 percent annually in this two-county region since 2010, compared to just 10 percent for the state overall.
- This new construction activity, which includes both singleand multi-family permit growth, is also likely to have further positive spillover effects in the form of increased property values among existing housing units.





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Section I – Introduction and Background

Though many associate the origins of gold mining in the United States with California in the year 1849, the gold mining industry in the United States can actually be traced to the Southeast, where in 1799 the first U.S. gold deposits were discovered in North Carolina. This first discovery led to what is now known as the Carolina gold rush, a period during the early 1800s in which workers migrated en masse to North Carolina (and surrounding areas) to unearth these previously untapped resources. During this time period Benjamin Haile, a South Carolina plantation owner who was caught up in gold rush fever, discovered gold deposits in a stream on his land in Lancaster County.

Although at first he mined this gold with picks and shovels, it eventually became evident that his discovery represented a significant gold deposit as he mined larger and larger volumes of gold over time. Haile and his family mined this gold deposit from 1827 until 1858. Following the Civil War, an effort to reopen the mine began in 1867 and a small amount of gold was produced in 1870. Then after sitting idle from 1873 to 1880, the mine was acquired by a New York firm and officially became the Haile Gold Mine.

The Haile Gold Mine was operated intermittently throughout the 20th century until 1999, making the Haile Gold Mine one of the longest lasting and highest producing gold mines in the eastern United States. It is estimated that more than 350,000 ounces of gold were produced from the Haile Gold Mine between 1827 and 1999.

In 2007, the Haile Gold Mine was acquired by Romarco Minerals and the processes of exploration and permitting were begun to reopen the mine once again. Romarco Minerals was later purchased by OceanaGold Corporation in July 2015. This was announced in July; however the official execution was October 2015. Exploration efforts on the part of both Romarco and OceanaGold over the past decade have indicated that substantial gold ore deposits currently exist that can be mined using new state-of-the-art technology and modern mining techniques.





As a significant multinational gold and copper producer with more than 25 years of experience, OceanaGold spent approximately eighteen months after purchasing the mine constructing a new Haile operation that incorporates these new technologies into the mining process. These construction activities were recently completed and as of January 2017 the Haile Gold Mine has been scaling up towards full-time production. OceanaGold anticipates that the mine will be able to successfully extract up to 4 million ounces of gold over the next 15 years.

The Haile Gold Mine is located in Lancaster County, South Carolina, approximately 17 miles southeast of the city of Lancaster and 30 miles south of Charlotte, North Carolina. The Haile property is comprised of over 10,000 acres, which includes the approximately 4,600-acre mine site. The processes of exploration, permitting, and operations of the Haile Gold Mine outlined above have provided a significant economic boost to the local region over the last decade and have helped to stimulate not only Lancaster County's economy, but also the surrounding areas (Kershaw, York, and Richland counties). As South Carolina has continued to experience slow and steady economic growth throughout the current economic expansion that is now in its ninth year, this four-county region of the state – and most notably Lancaster and Kershaw counties – has grown at a significantly faster pace by comparison, currently averaging an annual employment growth rate of 3.3 percent since 2010 (compared to just 2.1% for South Carolina as a whole).

The new operations of the Haile Gold Mine that began in January 2017 will extend over a 15-year period and take place through the year 2032, based on the current mine plan. Over these 15 years, the Haile Gold Mine is estimated – at its peak level operations – to generate an economic impact of over \$165 million annually in Lancaster County alone. In addition, nearly 700 jobs in Lancaster County will be created that can be attributed, either directly or through economic multiplier effects, to the Haile Gold Mine. These jobs are also associated with approximately \$49 million in annual household income.





And while the majority of Haile's economic impact is in Lancaster County, it's operations also have a direct impact through hiring and purchase activity in Kershaw, York, and Richland counties. This economic activity then creates further ripple effects throughout South Carolina through inter-industry supply networks and household spending that results in a total of over \$231 million in average annual economic output, nearly 1,000 jobs, and \$69 million in labor income.

The purpose of this report is to estimate the total economic impact of the Haile Gold Mine, on Lancaster, York, Kershaw, and Richland counties – as well as South Carolina as a whole. The report begins with a discussion of the economic impact methodology used, including a discussion of direct, indirect, and induced impacts. Section III presents the main findings of this report by describing the annual county and statewide estimates for each year of Haile operations. Section IV provides a brief economic overview of Lancaster, York, Kershaw, and Richland counties and illustrates the positive impact that the Haile Gold Mine is having on economic growth in these smaller metropolitan regions. Finally, Section V concludes with a brief summary of these results.

Section II - Economic Impact Methodology

An economic impact analysis seeks to determine the impact, or contribution, of an organization to its local economy. This impact is measured by estimating how the expenditures (or purchases) of an organization increase the demand for goods and services in the local economy. For example, if an existing mining company were to make a large purchase of new plant equipment, one might estimate the change in total employment or gross state product that would result from this increase in demand. There are four standard categories that are generally estimated that summarize the major contributions of an organization to its local economy: economic output, value added, employment, and labor income. Each of these categories, in turn, can be broken down into direct, indirect, and induced effects.





The direct effect reflects all of the expenditures that the Haile Gold Mine makes directly within a particular region. This includes, for example, employee wages and benefits, mining development, equipment, vendors, and other overhead and administrative costs. These expenditures represent the initial change to the local economy.

The indirect effect reflects all of the additional economic impacts resulting from inter-industry linkages between local firms within a particular region. For example, if the Haile Gold Mine were to make a large purchase of machinery in Lancaster County, the machinery vendor would then have to purchase additional inputs from its suppliers and hire additional workers to handle this new order volume. The suppliers of the machinery vendor would then also experience an increase in demand and have to purchase additional staff and other inputs as well. These indirect effects ripple throughout the economic region and affect many industrial sectors. The total size of the indirect effect is a function of the size of the local supplier network and the size of the initial direct effects.

The induced effect reflects all of the additional economic impacts that result from increases in household spending due to changes in wages. For example, assume again that the Haile Gold Mine were to make a large machinery purchase in Lancaster County. The machinery vendor would purchase additional inputs and hire additional labor. These new workers, in turn, would spend some of their new income on goods and services in a variety of industries within the county – including housing, food, and entertainment. The housing, food, and entertainment industries in Lancaster County would then see an increase in demand, leading to the hiring of additional workers in these industries, leading to further increases in household spending, and so on.

These successive rounds of indirect and induced effects do not go on forever, which is why we can estimate a value for each of them. In each round of spending, money is "leaked out" of the county for a variety of reasons. For example, workers will save





some of their additional income and part of the income they do spend will be spent outside of the county. Firms, too, will necessarily purchase some input materials from outside of the county.

An economic multiplier can be used to determine the total economic impact (direct, indirect, and induced) that results from an initial change in economic activity (the direct effect). For example, if the Haile Gold Mine spent \$10 million on machine equipment and this led to a total increase in economic output of \$15 million across all industries in the economy, the economic output multiplier would be 1.5. Multiplier effects vary across industries and, as mentioned above, depend largely on the size of the supplier network. They also depend on the size of the economic region being analyzed. For example, a \$10 million purchase would have a larger impact in South Carolina than on Lancaster County alone. In addition to economic output, multiplier effects are also calculated for employment and labor income.

In this study, the economic impact of the Haile Gold Mine was estimated for six separate regions of South Carolina: Lancaster County, York County, Kershaw County, Richland County, the four-county region, and the state of South Carolina as a whole. The first step in this estimation process was to compile expenditure data within each region. OceanaGold provided annual data on regional expenses, employment, and salaries for the current (and projected) operations of the Haile Gold Mine from 2017 to 2032. All impact estimates were calculated using detailed structural models (known as input-output models) of the South Carolina economy containing specific information on economic linkages between different industries throughout the state and within the specific counties examined. This study also utilized the input-output modeling software *IMPLAN* in calculating estimates.

¹ Because the industry sector for gold ore mining (NAICS code 212221) does not exist in the South Carolina *IMPLAN* model, the analysis-by-parts (ABP) methodology was used in conjunction with expenditure data provided by the Haile Gold Mine in order to ensure that all industry spending patterns were accurately measured.





Impact estimates were calculated for each of the three categories – defined below – that summarize the impact of the Haile Gold Mine on the six South Carolina regions, with each category's estimates broken down into direct, indirect, and induced effects:

- Total Economic Impact (or Output): the dollar value representing the total contribution to overall economic activity
- Employment: the total number of full-time equivalent jobs that are needed to deliver the demand for the goods and services as measured by total economic output
- Labor Income: the total contribution to wages and salaries affiliated with total employment

Section III – The Economic Impact of the Haile Gold Mine

Current Economic Activity of the Haile Gold Mine

Although the economic impact of the Haile Gold Mine extends across the state of South Carolina, the majority this impact is contained within the regions in and around Lancaster, S.C. – namely the four-county region of Lancaster, Kershaw, York, and Richland counties. This is due to the fact that the in-state expenditures that are made by the mine are primarily directed towards these local regions. In other words, the majority of the dollars paid to employees of the mine and to in-state vendors that provide the mine with various supplies (e.g., equipment, computer software, etc.) are spent within this four-county region. For example, nearly 90 percent of all employees of the Haile Gold Mine live within this four-county region.

Figure 1 highlights the degree to which the Haile Gold Mine supports the fourcounty region through both labor and non-labor expenditures. Note that approximately 52 percent of all in-state dollars spent by the Haile Gold Mine in





service of its operations are spent within Lancaster County. This value increases to 84.9 percent across the four-county region.

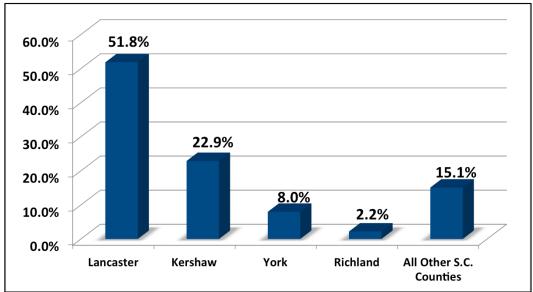


Figure 1 – Percentage of In-State Haile Gold Mine Expenditures by County

Economic Impact: Lancaster County

The Haile Gold Mine is currently estimated to employ approximately 362 employees with an accompanying \$104.1 million in annual non-labor expenditures in South Carolina. These direct economic impacts also lead to indirect and induced impacts through increases in demand for goods and services in other related industries and through increases in household spending activity – all of which are estimated using economic multipliers. Each impact is reported in Table 1, along with the accompanying totals. These totals represent the overall impact of the Haile Gold Mine on Lancaster County.

Table 1 – Economic Impact of the Haile Gold Mine on Lancaster County: 2017

	Employment	Labor Income	Economic Output
Direct Impact	165	\$11,096,650	\$61,104,000
Indirect Impact	91	\$9,994,816	\$15,963,964
Induced Impact	111	\$4,891,688	\$9,880,198
Total Impact	367	\$25,983,154	\$86,948,162





The 165 employees that live and work in Lancaster County (along with all associated non-labor expenditures) generate approximately \$61.1 million in annual economic output. This level of direct economic activity leads to indirect effects totaling approximately \$16.0 million in economic output and 91 jobs. These estimates reflect the increased demand for goods and services of local suppliers resulting from county-level expenditures on the part of the mine. The direct economic activity also leads to induced effects totaling \$10.0 million in economic output and 111 jobs. This is a reflection of economic activity in Lancaster County generated across all industries that is the result of increased household spending. The combination of the direct, indirect, and induced effects leads to a total economic impact of approximately \$86.9 million, which is associated with 367 jobs across Lancaster County. The employment multiplier associated with the Haile Gold Mine's economic activities is approximately 2.2. *This implies that for every 10 jobs that are supported directly by the Haile Gold Mine, an additional 12 jobs are created elsewhere in Lancaster County.*

Economic Impact: The Four-County Region and South Carolina

Even with its sizable impact inside Lancaster County, the Haile Gold Mine's economic presence is felt beyond the county border. Tables 2 and 3 summarize the mine's total economic impact on the four-county surrounding region and on South Carolina as a whole.

Table 2 – Economic Impact of the Haile Gold Mine on the Four-County Region: 2017

	Employment	Labor Income	Economic Output
Direct Impact	307	\$20,660,210	\$113,766,000
Indirect Impact	170	\$18,608,769	\$29,722,380
Induced Impact	207	\$9,107,551	\$18,395,369
Total Impact	684	\$48,376,530	\$161,883,749

Table 3 – Economic Impact of the Haile Gold Mine on South Carolina: 2017

	Employment	Labor Income	Economic Output
Direct Impact	362	\$24,334,759	\$134,000,000
Indirect Impact	200	\$21,918,456	\$35,008,693
Induced Impact	243	\$10,727,386	\$21,667,101
Total Impact	805	\$56,980,601	\$190,675,794





Note that the total economic impact of the Haile Gold Mine increases from \$86.9 million in Lancaster County to over \$161 million in the surrounding four-county region. This nearly 87 percent increase reflects the additional economic activity generated through expenditures made by the Haile Gold Mine in the surrounding counties as well as by spending activity that occurs among households outside of Lancaster County. For example, approximately 32 percent of all Haile employees live in Kershaw County. These employees, on average, will spend *more* of their total income in Kershaw County than they will in Lancaster County. Similarly, among the 22 percent of Haile's workforce that lives in neither Lancaster nor Kershaw County, a majority of these employee wages are spent elsewhere in South Carolina. Figure 2 provides a visual representation of the distribution of Haile-supported employment across South Carolina. Note that these employment figures represent both direct employment of the Haile Gold Mine and employment arising from economic multiplier effects.

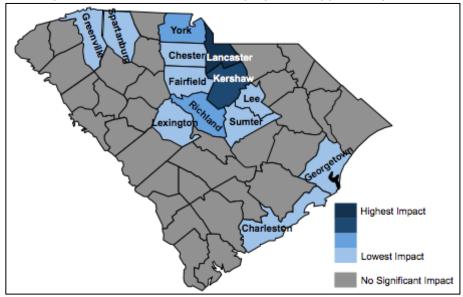


Figure 2 – County-Level Distribution of Total Employment Supported by the Haile Gold Mine

Table 3 provides estimates detailing the economic impact of the Haile Gold Mine on the state of South Carolina as a whole. When examining these state level estimates, one can observe that total economic output rises by 17.8 percent when compared to the four-county region. This illustrates that while the total economic impact of the





Haile Gold Mine permeates the state of South Carolina and totals nearly \$191 million across the state, its influence is primarily concentrated within Lancaster, S.C. and the surrounding four-county region.

Economic Impact: Contributions to State Tax Revenue

Another major impact of the Haile Gold Mine arises from the increase in state tax revenue that results from the economic activity it supports. As summarized in Table 3, the total economic impact of the Haile Gold Mine for the state of South Carolina is approximately \$191 million.

Historically, every additional dollar that is generated in economic activity (i.e., nominal gross state product) within South Carolina also generates 5.1 cents in new state tax revenue.² By applying this figure to the economic activity generated by the Haile Gold Mine, the tax revenue from this total volume of activity can be estimated.³ Table 4 displays these results, which show that the annual total estimated tax revenue that arises from the Haile Gold Mine is approximately \$6.4 million.

Table 4 – Estimated Annual State Tax Revenue Derived from the Haile Gold Mine in 2017

Category	Dollar Value
Estimated Economic Output for South Carolina	\$190,675,794
Estimated Tax Revenue Generated for South Carolina	\$6,351,195

Economic Impact: Projections Across the Life of the Mine – 2017-2032

All economic impact estimates documented in this report thus far reflect current annual economic activity. However, with the Haile Gold Mine anticipated to be operating continuously until 2032, estimates can also be projected for each of the next 15 years. Data were collected from OceanaGold on the anticipated increases in sales revenue that are likely to occur from 2018 to 2032 above and beyond what has

³ Economic output represents the value of industry production and is therefore not synonymous with gross state product. As such, the dollar value of all intermediate inputs was subtracted from economic output before the 5.1-cent estimate was applied to estimate total tax revenue.





² The historical relationship between South Carolina nominal gross state product and the South Carolina General Fund revenue (as measured and tracked by the South Carolina Board of Economic Advisors) was estimated by the Division of Research using industry-standard time-series regression techniques.

occurred in 2017; the number of employees at the mine were then assumed to scale up proportionally along with any increase in sales volume.⁴ Using these projections, the total economic impact of the Haile Gold Mine for each year through 2032 was estimated and the results are shown in Table 5.

Table 5 - Projected Economic Impact of the Haile Gold Mine on South Carolina: 2017-2032

Year	# of Haile Employees	Total S.C. Employment	Total Labor	Total Economic
	Employees	Employment	Income	Impact
2017	362	805	\$56,980,908	\$190,675,300
2018	475	1,057	\$74,840,596	\$250,439,200
2019	529	1,178	\$83,345,209	\$278,898,200
2020	605	1,346	\$95,251,668	\$318,740,800
2021	442	984	\$69,630,492	\$233,004,622
2022	447	995	\$70,389,668	\$235,545,053
2023	388	864	\$61,125,003	\$204,542,689
2024	374	831	\$58,806,870	\$196,785,518
2025	344	765	\$54,138,073	\$181,162,316
2026	499	1,110	\$78,557,073	\$262,875,654
2027	416	925	\$65,453,529	\$219,027,243
2028	416	925	\$65,453,529	\$219,027,243
2029	566	1,258	\$89,023,369	\$297,899,034
2030	388	863	\$61,079,510	\$204,390,458
2031	316	702	\$49,668,350	\$166,205,277
2032	465	1,034	\$73,184,338	\$244,896,861

The largest total economic impact between 2017 and 2032 is projected to occur in 2020 when the Haile Gold Mine's contribution to total economic output in South Carolina will exceed \$318 million. This impact will be associated with approximately 1,346 jobs and over \$95 million in additional labor income statewide for South Carolinians.

Figures 3-5 show the total economic output, employment, and labor income broken down for Lancaster County and for the four-county region. As with the statewide estimates, these results also show that the largest annual impact occurs in the year

⁴ For example, if the sales revenue of the Haile Gold Mine were projected to double in 2018 due to increases in sales volume, then the number of Haile employees in 2018 would be assumed to be twice the number reported by Haile for 2017.





2020. In Lancaster County, this translates into a total of \$165 million of economic output, which is associated with 698 jobs and approximately \$49 million in labor income. In the four-county region, this translates to approximately \$271 million in economic output, 1,143 jobs, and \$81 million in labor income.

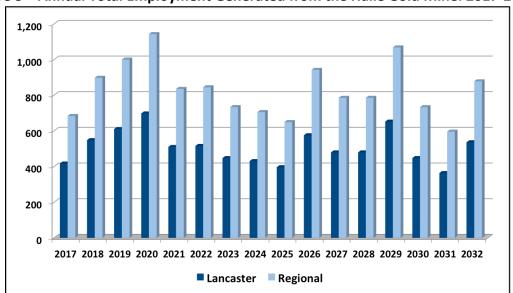
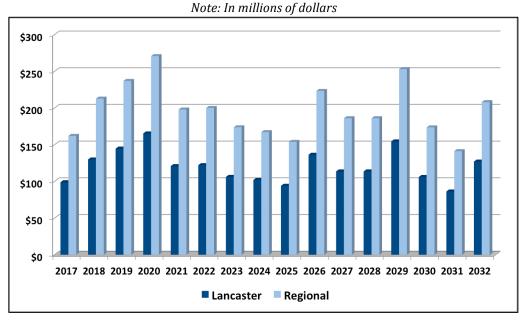


Figure 3 – Annual Total Employment Generated from the Haile Gold Mine: 2017-2032









\$90 \$80 \$70 \$60 \$50 \$40 \$30 \$20 \$201 2012 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 Lancaster Regional

Figure 5 – Annual Labor Income Generated from the Haile Gold Mine: 2017-2032

Section IV – Contributions to Regional Economic Development

Contributions to Employment Growth

Though Section III highlighted the positive impacts that the Haile Gold Mine will have over the next 15 years on (1) Lancaster County, (2) its surrounding four-county region, and (3) the state overall, the specific impacts to Lancaster and Kershaw counties cannot be overstated. While the Great Recession that occurred from 2007 to 2009 caused massive losses in employment in both counties, it is also the case that neither of these counties were experiencing any significant positive employment growth in the years leading up to 2007. For example, in the five years prior to the Great Recession, employment growth in Lancaster County declined by 2.5 percent annually and Kershaw County averaged zero growth. Figure 6 displays these trends along with the effects of the Great Recession and subsequent growth through the year 2016.





15.0% Great Recession (2007-2009)10.0% Haile Gold Mine exploration and permitting efforts initiated in 2007 in order to begin process of reopening the mine 5.0% 0.0% -5.0% -10.0% 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 Kershaw —Lancaster

Figure 6 – County-Level Employment Growth: 2002-2016

Source: U.S. Bureau of Labor Statistics

Note that after a seven-year period of either stagnant or negative growth, both counties began to experience significant employment gains beginning in 2009. Specifically, the annual rate of employment growth in Lancaster County averaged 6.6 percent from 2009 to 2016, while Kershaw County employment growth has averaged 2.1 percent over this same period. These major changes in employment patterns are partially the result of the new economic activity that is taking place at the Haile Gold Mine. These employment gains – particularly in Lancaster County where the mine is located – also represent growth that is significantly higher than for South Carolina as a whole. The Palmetto State experienced 1.8 percent employment growth from 2009 to 2016 compared to the aforementioned 6.6 percent and 2.1 in Lancaster and Kershaw counties, respectively.





Contributions to Local Housing Markets

Approximately 75 percent of all economic activity associated with the Haile Gold Mine in South Carolina is concentrated within Lancaster and Kershaw counties. Much of this impact results from the fact that a majority of Haile employees live and work within these two counties – meaning that both Lancaster and Kershaw counties have benefitted from an injection of consumer spending into the local region as a result of employees at the mine (and employees at the mine's local vendors) spending their incomes and raising local demand for various goods and services.

A significant component of this consumer spending activity comes in the form of new housing activity. The disproportionately high rates of employment growth that Lancaster and Kershaw counties have experienced throughout the current economic expansion has led to additional demand in housing markets, which can be observed through an examination of growth rates in residential building permits, as Figure 7 denotes.

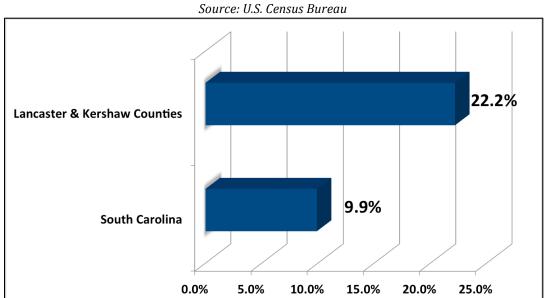


Figure 7 – Avg. Annual Residential Building Permit Growth in South Carolina: 2010-2016





From 2010 to 2016, residential permits have increased at an annual rate of approximately 9.9 percent statewide. By contrast, residential permits have increased by 22.2 percent within Lancaster and Kershaw counties. One contributing factor to this increase is the economic activity at the Haile Gold Mine that is generating jobs and incomes both for existing local residents and for new residents that have relocated to the region in response to this uptick in demand. This new construction activity, which includes both single- and multi-family permits, may also have further positive spillover effects in the form of increased property values among existing housing units.

Section V – Conclusion

The recent opening of the Haile Gold Mine represents welcome news for Lancaster County and its surrounding region, as it is poised to provide significant positive contributions to overall economic activity in the coming years. The Haile Gold Mine is specifically on track to be fully operational from 2017 until 2032, and at its peak (either directly or through economic multiplier effects) it will create approximately 698 jobs in Lancaster County alone. This is associated with \$49 million in annual household income for residents in Lancaster County along with annual economic output of \$165 million.

The bulk of Haile Gold Mine's hiring and purchase activities also extend to York, Kershaw, and Richland counties, and the total economic output from each of these four counties ripple through the rest of South Carolina through various supply networks and household spending. Thus, even though the majority of the economic impact of the Haile Gold Mine occurs within Lancaster County, it also has a sizable effect elsewhere in South Carolina, with a total economic impact statewide at its peak of approximately \$319 million annually. This is associated with 1,346 jobs and \$95 million in labor income for South Carolinians.





Going forward, South Carolina – and especially the rural areas of the state – will require ongoing economic development efforts in order to continue to grow. The Haile Gold Mine serves as a prime example of a major contributor to economic activity that fuels the local region and provides jobs and income for South Carolinians both at the local level and statewide.



