South Carolina Lowcountry Promise Zone Strategic Action Framework

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INTRODUCTION

In spring 2015 the South Carolina Lowcountry was designated a Promise Zone by the U.S. Federal Government. This designation provides additional opportunities for agencies within the Promise Zone to apply for, and receive, grants with the overall aim to reduce poverty across the region. In order to increase the likelihood of success, the Federal Government encouraged units within the Promise Zone to develop a strategic action framework that would help focus efforts and foster collaboration among all affected parties.

To develop a strategic action framework, numerous sessions occurred in July 2015 with multiple groups of individuals (over 650 people) representing several different areas. These include listening sessions with individual citizens across each of the six affected counties, an official 'launch' of the Promise Zone in September, 2015, and eight strategic planning sessions focused on specific issue areas. The results of all of these sessions are represented in this document.

The strategic action framework contains four primary sections. The first section focuses on areas of overlap where multiple issue areas identified a common interest and/or goal. These should become the primary goals for developing the SC Promise Zone. The second section details action plans for each issue area: community development; crime and law enforcement; economic development; education; healthcare; housing; private capital; and workforce development. The third section contains appendices of all the discussion points and ideas raised during the strategic planning sessions, and the final section contains priorities listed by the specific counties. These should be considered the 'raw notes' from which the strategic action framework is developed.

During the listening sessions, individuals from across the six counties identified several strengths and weaknesses of the SC Promise Zone. Some of the more commonly identified aspects are:

Strengths
- Warm and friendly residents
- Abundance of natural resources and land
- Workforce willing and able to be trained for specific jobs

Weaknesses
- Poor image of people and region brought upon primarily due to poverty
- Lack of sustainable resources (both public funding and private investment)
- Lack of cooperation across region

SECTION ONE: AREAS OF OVERLAP

Vision Statement

To reduce poverty within the next ten (10) years among residents of the South Carolina Lowcountry Promise Zone through a collaborative and coordinated effort across all individuals, units and entities in the region by focusing on needs and goals related to community development; crime and law enforcement; economic development; education; healthcare; housing; private capital; and workforce development.

'Big Ticket Items'

The following items were identified by at least two different groups as significantly moving the Promise Zone toward the vision of reducing poverty. All individuals agreed that achieving these goals would substantially improve the lives of individuals within the region. Items are ranked according to the number of issue areas that identified the same goal.

1. Broadband Internet Access
   a. Needed to provide affordable access to information for individuals within the region.
   b. Goal should be to lay foundation/infrastructure within one (1) year and provide affordable access within two (2) years.

2. Multipurpose Facility
   a. Needed to provide suitable accommodations for multiple uses. While individuals preferred to have dedicated facilities for their specific issue there was agreement that such a strategy was not sustainable. Therefore, a multipurpose facility serves several needs simultaneously.
   b. Services provided include:
      i. Job training and education
      ii. Forensics Lab/Training Center
      iii. Childcare
      iv. Health clinics
      v. Recreational activities (on land surrounding facility)

3. Marketing and/or Public Relations
   a. Needed to develop a plan to market the benefits and success stories of the Promise Zone.
   b. Help develop a new image or brand for the region.
   c. Conduct research and inventory current/existing capabilities and resources.

4. Redesign K-12 Educational Programs
    a. Needed to provide more focused education and training related to employability.
    b. New programs created in partnership with schools, colleges/universities, and business/industry.
    c. Incorporate learning soft skills (e.g. leadership, communication, etc).

5. Remove Blight and/or Redevelop Vacant Buildings and Homes
    a. Needed to transform the communities into more desirable neighborhoods and locations.
    b. Useful in identifying structures that may be repurposed and/or modified for new uses.
    c. Initial focus should be on downtown areas or community cores.

6. Develop Plan for Cost and Revenue Sharing
    a. Needed to incentivize collaboration and cooperation across the region.
    b. Helpful in changing the existing mindset into one that fosters broader participation beyond county lines.

7. Develop or Expand a Revolving Loan Fund
    a. Needed to provide better access to financial resources.
    b. Useful in encouraging private investment and/or mortgages for housing.
    c. Possible idea of creating a 'SC Promise Zone Regional Bank'.

8. Identify Business/Technology Hub(s)
    a. Needed to attract private investment and/or relocation of business/industry to region.
    b. Create distribution centers for existing industry.
    c. Establish a business incubator to encourage entrepreneurial development.
    d. Encourage relocation of telecom industry (e.g. call centers).
    e. Incorporate agricultural heritage of region (i.e. food hub) to develop new agribusinesses and/or farmers' markets.

9. Improve Transportation
    a. Needed for mobility of individuals to places of employment or educational/training facilities.
    b. Possible partnerships with local churches and community organizations.
    c. Possible creation of a 'Rural Uber' program

10. Regional Tourist Attraction
    a. Needed to provide a destination 'hotspot' or anchor for the Promise Zone.
    b. Possible location along I-95
    c. Suggested ideas include
        i. Fishing/Hunting/Archery Resort
        ii. Casino/Hotel

      iii.   Arts/Cultural Attraction (i.e. Disney World)

11. Develop Competitive Industrial Sites
    a.   Needed to attract new businesses to the Promise Zone.
    b.   Numerous 'spec-ready' commercial sites available for business.

SECTION TWO: ISSUE AREA ACTION PLANS

COMMUNITY DEVELOPMENT (See Appendix A for notes)

Ten-Year Vision

> To reduce poverty within the SC Promise Zone by focusing on the development of towns and communities; the improvement and beautification of neighborhoods and homes; and the expansion of shopping, entertainment, and recreational opportunities.

'Big Ticket' Goals

1. Eco-Tourism Development
   a. Identify areas suitable for eco-tourism (i.e. Edisto River).
   b. Develop bike trails and/or pedestrian walkways across region.
   c. Connect tourist areas to downtown communities.
   d. Incorporate the historical and/or cultural heritage of communities into tourist attractions.

2. Develop Agricultural Food Hub
   a. Expand upon existing agricultural heritage to develop or create new agribusinesses competitive within a 21st century marketplace
   b. Incorporate variety of artisanal foods connected to region.
   c. Provide financial incentives for agricultural investment.

3. Remove Blight and/or Redevelop Vacant Buildings
   a. Initial start within downtown areas and community core locations.
   b. Repurpose existing structures when possible (remove otherwise)
   c. Provide microloans and/or tax credits for redevelopment and retrofitting of existing buildings.
   d. Revise existing zoning codes and ordinances to attract investment.

4. Improve Public Infrastructure
   a. Identify and assess existing infrastructure needs.
   b. Focus on existing water/sewer/waste/technology/communications.
   c. Meet with government officials to plan for improvements.

5. Construct/Improve Recreational Centers
   a. Develop sites to allow for multiple recreational uses.

6. Develop Community Centers
   a. Expand use of existing facilities (if possible) for community use.

    b. Construct new facilities if necessary and share across areas for maximum use.

7. Upgrade Public Services
    a. Provide new equipment and staff along with adequate training.
    b. Focus on collaboration across region for joint purchases.

8. Renovate/Repurpose Public Facilities
    a. Focus on improving existing facilities (e.g. courthouses and other government buildings).

Three to Five (3-5) Year Goals

1. Develop a 'Lowcountry App'
   a. Provide information on local attractions and community activities.
   b. Conduct assessment on current facilities, resources and opportunities.

2. Develop a Comprehensive Land Use Plan
   a. Focus on locations for agricultural centers and farmers' markets (example: Hampton).
   b. Include plan for redevelopment, revitalization, or removal of blight within downtown areas or community core locations.

3. Lowcountry Arts/Cultural Heritage Series
   a. Expand upon existing events (e.g. Salkehatchie Stew).
   b. Establish welcome centers with information on events.

4. Develop a Live/Work Pilot Program
   a. Establish neighborhood communities for professionals.
   b. Provide incentives for relocation and housing.

One to Two (1-2) Year Goals

1. Host Additional Meetings Across Region
    a. Identify and invite all interested/relevant stakeholders (including potential donors or investors).
    b. Create plan(s) for redevelopment of existing vacant structures and homes or removal of blight.
    c. Identify best practices among other communities.
    d. Begin plan for infrastructure improvements.

2. Build Relationships with Key Partners
    a. Palmetto Pride
    b. Keep America Beautiful
    c. 4-H
    d. Local churches and garden clubs
    e. Neighborhood associations

3. Conduct Survey of Residents
    a. Hire survey firm to assess the needs and interests of local residents.

4. Start 'Dedicated Days' Program
    a. For residents to collaborate in beautification efforts across region.

5. Host Events
    a. Funders trade show
    b. Public art initiative
    c. Music/Cultural festival
    d. Regional farmers' market (bazaar)

6. Provide/Promote Leadership Training
    a. Include government and community leaders.

CRIME AND LAW ENFORCEMENT (See Appendix B for notes)

Ten-Year Vision

> To reduce poverty within the SC Promise Zone by focusing on the reduction of crime; developing a holistic approach to crime prevention; and increasing expectations for public safety among all individuals.

'Big Ticket' Goals

1. Multipurpose Facility/Lab
    a. Needed to analyze evidence from crime scenes, collect and distribute data, and conduct research.
    b. Possible location in Walterboro and partnership with SLED.
    c. State of the art equipment and adequate staff to conduct analyses and research.

2. Crime Scene Team with Mobile Equipment
    a. Needed to collect evidence at crime scenes, conduct initial analyses, and transport to regional lab for further examination.

3. Student Debt Forgiveness
    a. Needed to incentivize individuals for careers in law enforcement and/or prosecution.
    b. Program should be based on years of service within the Promise Zone.

4. Intelligence Gathering and Crime Mapping Program/Software
    a. Needed to determine criminal 'hotspots' within the region based on evidence.
    b. Useful for conducting research on crime prevention.

5. Prosecutor and Law Enforcement Training Programs
    a. Needed to better prepare individuals for careers in rural law enforcement.
    b. Provide opportunities for leadership and diversity training.
    c. Host programs within the Promise Zone rather than send individuals to other locations.

6. Improve/Construct Detention Facilities
    a. Explore regional facilities for cost effectiveness.
    b. Install/Improve technology to help reduce costs.

7. Advocate for Residential Prosecutor
    a. Needed to help prosecute cases in local courts.

Three to Five (3-5) Year Goals

1. Identify and Develop Certified Individuals
    a. Partner with local institutions for training and education.
    b. Offer nationally recognized credential/certificate for completion of training and educational programs.

2. Expand Community Outreach Programs
    a. COPS/DARE
    b. OJP grants
    c. Ride along programs
    d. VAW grants for victims' services
    e. School programs (i.e. DARE or Explorer)
    f. Internships

3. Infrastructure Grants
    a. New technology and equipment.
    b. New software.

One to Two (1-2) Year Goals

1. Host Additional Meetings Across Region
   a. Identify and invite all interested/relevant stakeholders (including individuals outside the Promise Zone).
   b. Partner with existing organizations in South Carolina

2. Identify Research Team
   a. Collect data and statistics.
   b. Develop assessment and report research.

3. School Outreach
   a. Get police officers into local schools.
   b. Talk with teachers, administrators, and students.
   c. Develop internship opportunities.
   d. Partner with colleges/universities.

4. Host Technology Exposition
   a. Demonstrations of products.
   b. Training programs.

ECONOMIC DEVELOPMENT (See Appendix C for notes)

Ten-Year Vision

> To reduce poverty within the SC Promise Zone by focusing on decreasing
> unemployment; developing business and industry; providing education and
> training for competitive jobs; and attracting additional investment (public and
> private).

'Big Ticket' Goals

1. Business/Industry Incentives
   a. Needed to attract business/industry (including small business).
   b. Include tax credits for investment and community development.
   c. Statutory means through which to funnel capital.
   d. Incentives to hire and retain talented workers and provide on the job training.
   e. Develop an incubator to encourage new businesses.

2. Develop Central Hub for New Businesses
   a. Create a central location for business/industry.
   b. Examples include communications/technology center, distribution hub and/or international data/telecom center.
   c. Additional goal to develop an alternative energy research facility.

3. Develop a Regional Airport
   a. Expand runways at current airports to accommodate jet planes.
   b. Connect to existing rail lines for additional transportation infrastructure.
   c. Include related industrial sites with appropriate infrastructure support.

4. Improve Existing Roads/Water/Sewer/Rail Infrastructure
   a. Identify and assess existing infrastructure needs.
   b. Meet with government officials to plan for improvements.
   c. Insure that full infrastructure improvements reach all industrial/commercial locations.

5. Establish the Jasper Port
   a. Develop the Ocean Terminal into vibrant facility.
   b. Develop distribution and warehouse facilities around the Jasper Port to transport and store additional freight.

6. Regional Broadband Expansion
   a. State of the art internet services for entire Promise Zone.
   b. Needed for industrial and commercial recruitment.

      c.   Also used to expand tele-medicine services in healthcare and distance learning in education.

7. Create Regional Wetlands Bank
      a.   Needed to provide access to capitol and financial support services to wetlands.

Three to Five (3-5) Year Goals

1. Develop Business Incubator
    a. Identify a focus/niche.
    b. Identify location(s) across the region.
    c. Recruit/Hire personnel.

2. Create a Food/Beverage Facility
    a. Possible location near I-95.
    b. Connect to agricultural heritage across the region.

3. Expand Transportation Corridors
    a. Examples: I-95 and Hwy 301.
    b. Develop retail outlet stores along the routes.
    c. Increase in-county transportation services.

4. Sports, Recreation, and Tourism
    a. Identify sites for sports/recreation tourism.
    b. Begin hosting regional events and tournaments.
    c. Possibly attract investor and/or corporate sponsor for sporting events.

5. Develop Competitive Industrial Sites
    a. Use for product development locations.
    b. Identify potential spec buildings.
    c. Develop mega site (potentially focused on automotive, aerospace, and/or tire manufacturing).
    d. Possible redevelopment of existing structures (i.e. retrofit/renovate vacant buildings).
    e. Use as emergency shelters if/when necessary.

6. Develop Food Hub and Markets
    a. Example: Rutherfordton, NC or John's Island 'Dirtworks'
    b. Possible expansion to a farming incubator.
    c. Attract agribusiness through potential partnership with Clemson.

One to Two (1-2) Year Goals

1. Host Additional Meetings Across Region
    a. Identify and invite all interested/relevant stakeholders (including potential donors or investors).
    b. Identify best practices among other communities.
    c. Commission studies and plan for infrastructure improvements.

2. Develop Existing Parks and Common Areas
    a. Potential expansion for new sports/recreational/music facility.

3. Create 'Talking Points' for the Promise Zone
    a. Use to attract investors and business/industry.
    b. Use to recruit and retain talented individuals.

4. Identify site for incubator
    a. Possibly in Colleton
    b. Begin plans for development of incubator.
    c. Create farming incubator along 1890 extension.

5. Host Events
    a. Sports tournaments
    b. Music/Cultural festival
    c. Regional farmers' market (bazaar)

EDUCATION (See Appendix D for notes)

Ten-Year Vision

> To reduce poverty within the SC Promise Zone by focusing on a holistic approach to education at all levels that prepares individuals for 21st century careers and engagement with the community.

'Big Ticket' Goals

1. Residential School
   a. Needed to foster an environment more conducive to education and learning for students.
   b. Offer educational and training programs throughout the entire calendar year (possibly on 8-10 week rotations).
   c. Include tutoring and mentoring programs that are connected to business/industry and/or colleges and universities.

2. Establish a 'Teacher Village'
   a. Needed to provide teachers with affordable housing located in a neighborhood with other professional teachers.
   b. Possibly include school as a neighborhood anchor.

3. Develop Comprehensive Centers in High Schools
   a. Offer educational and training opportunities directly connected to business and industry.
   b. Offer programs that teach 'soft skills' (e.g. leadership, business etiquette, public speaking, etc.).
   c. Possibly offer summer enrichment programs and/or camps.
   d. Possibly offer afterschool training programs throughout the year.

4. Establish a 'Rural Educators Institute'
   a. Needed to identify the needs of rural educators and provide training for their success.
   b. Possibly offer paid teacher externships with local business/industry.
   c. Provide renewal and recertification programs for teachers.

5. Renovate/Construct State of the Art School Facilities
   a. Multiple locations needed throughout the Promise Zone.
   b. Employ school facilities as community centers.
   c. Potential consolidation and/or facility sharing across school districts.

Three to Five (3-5) Year Goals

1. Develop Specific Credential Programs for Students and Parents
   a. Offer skills training (including financial literacy).
   b. Incorporate industry visits.
   c. Offer visits to colleges/universities and meetings with admissions personnel.
   d. Provide Adult Education and/or GED.
   e. Expand technical training programs (including robotics).
   f. Add/Upgrade training equipment that is shared throughout Promise Zone.

2. Host a Rural Educators Conference
   a. Bring educational leaders from around the country to the Promise Zone.
   b. Showcase best practices in rural education.

3. Identify Relevant Externships for Teachers
   a. Partner with industry and/or chambers of commerce.
   b. Integrate experiences within the classroom.
   c. Include guidance counselors and career specialists.
   d. Provide SC Flexibility waiver.

4. Implement or Expand New Programs
   a. Example: The 'Leader in Me' program.
   b. Incorporate across all school levels.

One to Two (1-2) Year Goals

1. Host Additional Meetings Across Region
    a. Identify and invite all interested/relevant stakeholders (including potential donors or investors).
    b. Include school administrators and boards of education, and parent groups (e.g. PTA, PTO, SIC).
    c. Use opportunities to develop teacher externships and secure funding to provide stipends.

2. Expand Existing Programs
    a. 'Leader in Me'
    b. 'First Steps'
    c. Home visitations
    d. PAT/NFP
    e. STEM and new technology

3. Offer Youth Forums and/or Jamborees
    a. Focus on specific training for business/industry.
    b. Provide additional education for college preparedness.
    c. Teach 'soft skills'.

HEALTHCARE (See Appendix E for notes)

Ten-Year Vision

> To reduce poverty within the SC Promise Zone by focusing ensuring that all individuals have access to affordable healthcare with a full range of services; promoting healthy living and health literacy; and reducing chronic health problems (such as diabetes and obesity).

'Big Ticket' Goals

1. Establish a Regional Hospital
   a. Needed to provide a more complete range of services to individuals across the Promise Zone.
   b. Include a satellite cancer treatment center and state of the art equipment.
   c. Provide tele-health services.
   d. Offer in-patient psychiatric services.
   e. Include substance abuse treatment facilities.

2. Establish Regional Mobile Health Units
   a. Needed to reach people where they live and offer services and education.
   b. Provide information on healthcare and healthy living.

3. Expand Health Clinics
   a. Needed to offer additional opportunities for access to healthcare.
   b. Partner with local schools and churches to offer clinics within their facilities.
   c. Hire additional doctors, nurses and staff.
   d. Provide additional information on healthcare and healthy living.

4. Establish a Regional Control Center
   a. Needed to collect data and conduct research on rural health.
   b. Possibly include marketing department to develop materials and information for distribution across the Promise Zone.

5. Construct or Renovate Facilities
   a. Needed to ensure healthcare service delivery throughout Promise Zone.

Three to Five (3-5) Year Goals

1. Implementation of Health Literacy and Healthy Living Programs
   a. Example: 'Eat Smart / Move More'
   b. Distribute information across all six counties.
   c. Partner with local schools for new curriculum focused on health (including mental and oral health).

2. Begin Tele-Health Services
   a. Identify location for facility.
   b. Purchase equipment.
   c. Possible partnerships with Palmetto Care Connections, Palmetto State Providers Network and/or Spirit Telecom.

3. Offer Rural Health Professional Opportunities
   a. Family practice residency programs.
   b. Nurse practitioner programs.
   c. Possible partnerships with colleges and universities.

One to Two (1-2) Year Goals

1. Develop Informational Database
   a. Provide information on healthcare opportunities across entire range of services and providers.
   b. Obtain United Way 211 grants.
   c. FQHCs
   d. Develop a website and/or social media presence.

2. Develop a Regional Health Network
   a. Identify/Hire a lead person and staff (including a grant writer).
   b. Meet with relevant stakeholders.
   c. Provide equipment and office space.
   d. Establish regional physician recruitment program.

3. Hire Additional Community Health Workers
   a. Including interpreters.
   b. Provide mobile health units for community work.

4. Develop School Based Health Clinics
   a. Meet with school officials.
   b. Develop tele-health infrastructure.

HOUSING (See Appendix F for notes)

Ten-Year Vision

> To reduce poverty within the SC Promise Zone by providing affordable housing in well-maintained neighborhoods; renovating existing homes to reduce or remove blight; and fostering a sense of pride and togetherness among communities.

'Big Ticket' Goals

1. Regional Trust Fund
    a. Needed to provide financial support for homebuyers and encourage private investment.
    b. Possible development of tax credit for investment.
    c. Help provide incentives to banks.

2. Revitalization Program
    a. Designed to renovate existing homes/structures and remove blighted areas.
    b. Possible program to redevelop existing land into workforce centered housing for professionals (e.g. teachers, police, etc.).
    c. Additional program to provide energy efficient homes (e.g. solar panels, appliances, etc) in revitalized neighborhoods.
    d. Possible program to encourage 'sweat equity'

3. Develop a Facility and/or Home Co-Op for Home Construction
    a. Needed to take advantage of local materials for construction.
    b. Possible focus on swapping new homes with older mobile units (i.e. replace those built prior to 1978).

4. Provide Transitional Housing
    a. Needed to assist and support relevant individuals and their housing needs.
    b. Focus on specific groups (i.e. homeless, veterans, elderly, post-convicts, etc.)
    c. Program to help individuals move into different homes as they age.

Three to Five (3-5) Year Goals

1. Develop a 'Lowcountry App'
    a. Provide information on local attractions and community activities.
    b. Conduct assessment on current facilities, resources and opportunities.

2. Develop a Comprehensive Land Use Plan
    a. Focus on locations for agricultural centers and farmers' markets (example: Hampton).
    b. Include plan for redevelopment, revitalization, or removal of blight within downtown areas or community core locations.
    c. Develop plan for increased middle class housing options.

3. Lowcountry Arts/Cultural Heritage Series
    a. Expand upon existing events (e.g. Salkehatchie Stew).
    b. Establish welcome centers with information on events.

4. Develop a Live/Work Pilot Program
    a. Establish neighborhood communities for professionals.
    b. Provide incentives for relocation and housing.

One to Two (1-2) Year Goals

1. Host Additional Meetings Across Region
   a. Identify and invite all interested/relevant stakeholders (including potential donors or investors).
   b. Create plan(s) for redevelopment of existing vacant structures and homes or removal of blight.
   c. Identify best practices among other communities.
   d. Begin plan for infrastructure improvements.

2. Build Relationships with Key Partners
   a. Palmetto Pride
   b. Keep America Beautiful
   c. 4-H
   d. Local churches and garden clubs
   e. Neighborhood associations

3. Conduct Survey of Residents
   a. Hire survey firm to assess the needs and interests of local residents.

4. Start 'Dedicated Days' Program
   a. For residents to collaborate in beautification efforts across region.

5. Host Events
   a. Funders trade show
   b. Public art initiative
   c. Music/Cultural festival
   d. Regional farmers' market (bazaar)

Ten-Year Vision

> To reduce poverty within the SC Promise Zone by attracting private investments that generate sustainable capital: providing solid drivers for a vibrant economy; and encouraging local engagement and ownership.

'Big Ticket' Goals

> The following items were identified by at least two different individuals as significantly moving the Promise Zone toward the vision of reducing poverty. Items are listed in no particular order.

1. Establish and Promise Zone Investment Fund or 'Enterprise Bank'
    a. Needed to encourage and support private investment.
    b. Offer access to capital for local investments in business/industry.
    c. Help attract 'impact investors' and/or 'social entrepreneurs' to region.

2. Develop a Major Regional Attraction
    a. Needed to transform region into a vibrant destination spot.
    b. Possible location along I-95.
    c. Examples include: museum of textiles, theme park, casino, tourist resort, and/or sports headquarters (archery, fishing, hunting, etc.).

3. Attract International Investments and/or Corporations
    a. Examples include: training for welders, communications center, and/or technology hub.
    b. Requires training programs for workforce development.
    c. Also need to identify spec-ready facilities.

4. Establish a Local Food Showcase
    a. Similar to Napa Valley.
    b. Develop regional farmers' markets.
    c. Distribute information and marketing materials.

Three to Five (3-5) Year Goals

1. Identify Location for Farmers' Market/Bazaar
   a. Utilize a 'farm to family' focus.
   b. Develop regional food hub.
   c. Possible partnership with USDA.

2. Develop a Business Incubator
   a. Example: Bluffton.
   b. Utilize connections through Southern Carolina Alliance.
   c. Provide facilities and equipment.

3. Establish a Fishing and/or Hunting Camp
   a. Partner with existing hotel for lodging or develop new resort attraction.
   b. Identify available land for outdoor recreational use.
   c. Attract investment through outdoor sporting authority/corporation.

One to Two (1-2) Year Goals

1. Host Additional Meetings Across Region
   a. Identify and invite all interested/relevant stakeholders (including potential donors or investors).
   b. Create plan for sporting events and/or outdoor recreation opportunities.
   c. Identify best practices in other rural locations.

2. Host a Bidding Conference
   a. Invite investors and showcase opportunities across the region.
   b. Offer one-stop shop financing for potential projects.

3. Lobbying/Advocacy/Marketing
   a. Hire firm to assess the needs and interests of local residents.
   b. Utilize firm to lobby state and local government.
   c. Create tax credit for Promise Zone investments.

WORKFORCE DEVELOPMENT (See Appendix H for notes)

Ten-Year Vision

To reduce poverty within the SC Promise Zone by providing sustainable employment with competitive wages; educating and training individuals to meet industry needs; and increasing the collaborative opportunities between business and education.

'Big Ticket' Goals

The following items were identified by at least two different individuals as significantly moving the Promise Zone toward the vision of reducing poverty. Items are listed in no particular order.

1. Establish a 'One-Stop Shop' Facility
    a. Needed to provide education and training.
    b. Offer additional support services (e.g. childcare and transportation).
    c. Include programs that develop 'soft skills' (e.g. leadership, communication, etc.).
    d. Link vocational training in high schools and post-secondary training through shared facilities and programs.

2. Develop a Holistic Employability Program
    a. Youth apprenticeships.
    b. On the job training.
    c. Drug prevention programs with bonuses for passing tests.
    d. Skills summer camp with appropriate credentials for completion.

3. Prison Rehabilitation and Training
    a. Provide incentives to businesses for hiring and training individuals.
    b. Examples include: second chance programs and wage reimbursement.

Three to Five (3-5) Year Goals

1. Establish an Advisory Committee
   a. Incorporate field experts from business/industry.
   b. Partner with local schools and colleges/universities.
   c. Use committee to identify best practices and/or conduct research.

2. Develop Short-Term Training Programs
   a. Focus on 3-4 month programs.
   b. Provide support services (such as dinner) to encourage participation.
   c. Offer nationally recognized credentials/certifications for completion.

3. Begin Employer Mentoring Program
   a. Partner with existing businesses and schools/colleges.
   b. Identify promising students and provide on the job training and mentoring.

One to Two (1-2) Year Goals

1. Host Additional Meetings Across Region
    a. Identify and invite all interested/relevant stakeholders (including potential donors or investors).
    b. Create plan(s) for educational/training partnerships, internships, and apprenticeships.

2. Establish Mobile Technology Buses
    a. Equip with computers and trained personnel.
    b. Offer job training to interested individuals within their communities and neighborhoods.
    c. Conduct surveys about additional needs.

3. Develop Communication and Awareness Plan
    a. Incorporate multiple media (e.g. listserv, website, social media, etc.) to distribute information.
    b. Develop marketing and informational materials.

4. Start a GED Bootcamp
    a. Provide vouchers for tech colleges upon completion.
    b. Offer housing assistance.
    c. Incorporate customized education and training.

Appendix A: Community Development Group Notes from Strategic Sessions

<u>Vision in 10 Years</u>
- Fully develop our existing assets, such as eco-tourism
- Thriving small town businesses
- Lifestyles that attract population growth
- No tangible vacancy in town infrastructure
- Realized conceptual identities for small towns and communities
- Development of town/community brands
- Young and vibrant population rather than elderly base
- Policies that require use/alteration of existing infrastructure rather than new construction
- Public/Private cooperation
- Local grown/made celebrated
- Embrace agricultural heritage (like Napa Valley)
- Vibrant downtowns and communities
- Visible citizens/families active in the evenings
- Neighborhood schools and teacher retention
- Equality in school funding
- Buy in from the community
- Local brand/identity
- Transform the region into a destination (not a throughway to other locations)
- Qualified workforce
- Recreational programs and facilities
- Shopping, restaurants, and hotels in region
- Childcare
- Mixed housing
- No blight or vacancies
- Cooperation across all counties
- Increased access to capital from multiple sources

'Big Ticket' Items

- USDA rural development programs
- Agricultural education commonplace in schools
- Incentives for new/young farm-based businesses
- Tech education in partnership with food production businesses
- Microloans and encourage local business establishment coupled with tax incentives to use existing structures
- Zoning code revision regarding onerous regulation that discourage town core development (i.e. make it easy for business to relocate)
- Arts and cultural development to encourage local talent and brand cultural identity
- Expand training/education to be applicable to specific job opportunities
- Working cooperatively within region to leapfrog each others' projects for development and industry recruitment
- Transform the Promise Zone into the 'Promised Land'
- Develop bike and pedestrian trails
- Eco-tourism
- Regional water and sewer infrastructure
- Regional downtown development group
- Food aggregator (i.e. commercial kitchens) with marketing and public relations
- Connector between road and rail
- Mixed use housing – rezoning
- Business incubator hub
- Artisanal food
- Regional broadband internet
- New housing (patio homes, entry level and rentals)
- Community planning with live/work spaces
- Community network of resources
- Arts/Cultural identity with historical focus (marketing, PR, signage, etc)
- Multipurpose facility
- Technology hub
- Revitalize main streets
- Identify/Remove/Refurbish blighted areas
- Small business incentives focused on town core

<u>3-5 Year Focus</u>
- Infrastructure meetings with county/region cooperation
- Regional plan for downtowns (revitalize, refurbish, remove blight)
- Multipurpose facility
    - Meet with stakeholders
    - Identify model and/or best practices
- Conduct a needs assessment or road map (obtain existing studies)
- Live/Work pilot program
- Community gateway plan
- Develop a lowcountry app complete with notable destinations/activities
- Food aggregator
    - Meet with stakeholders
    - Identify locations (example: Hampton)
- Comprehensive land use plan
- Connect to existing bike plan
- Broadband
- Revitalize schools and expand afterschool programs
- Lowcountry arts/cultural heritage series
    - Salk Stew
    - Welcome centers
    - Marketing materials

<u>1-2 Year Focus</u>
- Inventory assessment
- Meetings with all stakeholders
- Identify potential donors
- Identify/Create a community development alliance (example: SCA)
- Pilot an incubator, possibly in Hampton
- Develop or obtain charity tracker software
- Partner with Palmetto Pride, Keep America Beautfil, 4-H, churches, and garden clubs across region
- Conduct a survey among residents
- Marketing and public relations
    - Radio spots (example: The Big Dog)
    - Billboards
- Identify leaders among grassroots communities
- Expand blight revitalization programs
- Start 'Dedicated Days' for volunteers to help cleanup region
- Develop neighborhood associations
- Host a funders trade show
- Travel to other locations and identify best practices
- Public art initiative
- Housing rehabilitation program

Appendix B: Crime and Law Enforcement Group Notes from Strategic Sessions

<u>Vision in 10 Years</u>
- Eliminate career criminals
- Decrease reputation as criminal safe haven
- Regional approach to prosecution
- High expectations for public safety
- Increased research on criminal justice in region
- Make law enforcement jobs more attractive
- Stronger relations with communities and solicitors
- Retention programs and incentives
- Holistic approach to crime prevention
- Change laws to focus on deterrence not just punishment
- Public support among media and youth
- Better tracking of criminals

<u>'Big Ticket' Items</u>
- Intelligence gathering program and crime mapping
- Drug court program
- Crime scene team
- Crime study team to conduct research
- Prosecutor and law enforcement training programs
- Child advocacy program
- Better program for sexual assault nurses (SAN)
- Student debt forgiveness for law enforcement/prosecution based on years of service
- Crime lab with analysts and state of the art equipment
- Regional data server system
- Research/Oversight group
- Educational programs (example: DARE)
- Host training program
- Community center
- Update COPS program

<u>3-5 Year Focus</u>
- Certified trained people
  - Partnerships with institutions
  - Local training for teachers
  - Solicitors
- Identify research team and issues
  - Input data
  - Develop system infrastructure
  - Survey communities
- Community outreach programs
  - COPS/DARE grants
  - OJP grants
  - Ride along programs
  - VAW grants for victims services
- Prosecutor grants
- Reentry programs for released criminals
- Focus on schools and youth
  - DARE/Explorer
  - Law and justice curriculum
  - Teacher training
  - Internships
- Incentives for law enforcement (benefits and lower retirement age)
- Infrastructure grants for new equipment/software/technology
- Regional forensic lab
  - Community crime vehicles
  - Automated equipment

<u>1-2 Year Focus</u>
- Meetings
    - Identify relevant stakeholders (including outside region)
    - Partner within SC organizations
- Identify research team to begin collecting data
- Share training opportunities
- Technology expo with product demonstrations and training
- Regional Lab
    - Location (example: Walterboro)
    - Partner with SLED
- Identify (potentially hire) grant writer
- Get officers into schools to talk with teachers, administrators, and students
    - Develop internships
    - Connect with colleges
    - Identify loan/debt forgiveness programs
- Crimesolutions.gov for information

Appendix C: Economic Development Group Notes from Strategic Sessions

Vision in 10 Years
- Lower unemployment rates
- New industry to ease tax base
- Be like Charleston
- Small business incubator
- Focused effort on infrastructure and education
- Downtown 'Summerville' focused on assets
- Greenville Model – Industry/Residential/Commerical
- Identify more land
- Six-lane I-95
- Jasper Port
- Internet based businesses
- Higher paying jobs
- Business incubator focused on small business development
- 'Mega Site' at the Jasper terminal
- More technical job training
- Better prepared students (that are retained)
- Better access to training programs
- Focused leadership development programs
- Retirement community that also attracts millenials
- Tech school
- Redevelop land to remove blight
- Engage with Department of Energy
- Minority opportunities for jobs
- Expand local university (USC Salkehatchie) to 4 years
- Improved air quality
- Access to capital
- Strong youth recreational programs
- Connect current clusters with existing industry
- Vibrant downtowns with culture / retail / attractions and clear identity
- Focus on local agriculture
- Improved transportation and infrastructure
- Lower crime
- Tech based businesses
- New residential developments
- Improved healthcare
- Create a world trade center
- Help veterans transition
- Community arts programs
- Focus on alternative energy
- New industrial sites

'Big Ticket' Items
- State revolving loan fund
- Infrastructure projects roads/water/sewer
- Broadband access
- Incentives for small business
- Statutory means to funnel capital through
- Small/Micro business
- Community development tax credits
- Clemson agribusiness synergy (agribusiness incubator)
- USC partnerships
- Technical college
- Jasper port
- Funding incentives to hire and provide on the job training
- Broadband internet access
- Regional revolving loan program
- Expand tech colleges
- Regional microbusiness development program
- Expand airports for jet access
- E-commerce training (focus on international exposure)
- Regional food hub (develop expertise)
- Integrate students with industry (internships and mentoring programs)
- Retool agricultural workers/farmers to be competitive in 21st century
- Develop a research triangle
- Central mass communication and/or media outlet
- Distribution hub for industry
- Identify available sites for development
- Consolidate region in a single county (more leverage at state level)
- Create a 'Hollywood' attraction
- Commuter light rail across region
- Targeted marketing that highlights cultural heritage
- Privately funded space travel
- Regional airport (example: Charleston)
- New agricultural and mechanical college
- Sports center
- Decrease 'brain drain'
  - More jobs
  - Research and development facilities
  - Satellite office of SCRA
  - Expand USC Salkehatchie
- Recruit and hire talented individuals
- Loan forgiveness program
- Community development tax credits
- Medical center
- Create a tourist destination spot (example: Disney)
- University focused on veterinary medicine

- Energy research center
- Streamlined banking
- Develop regional master plan
- Redevelopment programs (example: Walterboro 'ditch')
- Partner with the Savannah River Site
- Identify 'big pocket' donors
- Retention programs for seniors
- Marketing / Public Relations campaign
- Music Park
- Automotive industry test track (possibly for electric cars)
- Education/Training for youth
- Traditional arts focused tied to local communities
- Community centers
- Industry data center (possibly telecommunications focused)

<u>3-5 Year Focus</u>
- Upfit vacant buildings
- Infrastructure improvement (develop a regional plan)
- Begin environmental reviews for development
- Certified food/beverage site near I-95
- Mega-site development
- Jasper port – ocean terminal with distribution and warehouse facilities
- New land for airports
- 'Main St. USA' with downtown areas
- Workforce development plan with on the job training
- Cultural/Arts identity
- Business incubator
    - Identify focus/niche
    - Identify location(s)
    - Recruit personnel
- SRS National Lab partnered with universities/colleges
- Edisto research lab
- Small business (5 people or less) development
- Fortune 500 business alliance with local focus
- World Trade Center – partner with Greenville and Charleston
- 40-mile rail spur (redevelop nearby land)
- Hire firm to market benefits of the area
- Regional medical center
- Identify key cities for regional broadband
- Redevelop community seats/cores
- Business support programs
- Alternative energy research
- Reconfigure zoning ordinances
- Regional leadership program and/or institute
- International marketing to attract industry
- Identify shovel ready sites and their infrastructure needs
- Widen I-95 and Hwy 301
- Agribusiness – partner with Clemson
- New marketing study with inventory of assets
- Identify sites for sports/tourism opportunities
- Regional inventory
- New student housing
- Food hub and markets
    - Example: Rutherfordton, NC
    - Farming incubator
    - John's Island Dirtworks
- Student loan forgiveness programs
- Economic impact studies (tourism, USC Salkehatchie, and retail linkages)
- Tech center for research
- Build music park and host events

- Identify new spec buildings for product development
- Incentives to attract retirees
- Small business incentives
- New branding / identity strategy
- Regional sports tournaments
- Transportation system
- New ordinances for development (example: Hardeeville Wastewater Plant)
- Venture park in Colleton County
- Outlet stores anchored on Hwy 301
- Land swap programs for redevelopment

1-2 Year Focus
- Waste water party at regional facility
- Spec buildings near Jasper port
- Develop talking points for the Promise Zone
- Plans and Meetings
    - Identify all stakeholders
    - Commission studies/research for plans
- Upfit infrastructure along main veins across region
- Develop existing parks and common areas
- Student housing grants
- Redevelop Walterboro 'Ditch-fest'
- Identify site for incubator (possibly in Colleton)
- Expand leadership and workforce training
    - Meet with high schools about training programs
- Student loan forgiveness
- Farming incubator along 1890 extension
- Arts capacity and leadership training
- Private investment
- Expand revolving loans (through COGS or utility co-ops)
- Bring in broadband carriers
- Energy for America
- Meet with water / sewer providers
- Sports site (identify corporate sponsors)
- Rural infrastructure fund (possibly through Department of Commerce)
- Obtain Our Town grant from National Endowment for the Arts
- Our Place America
- Develop marketing plan
- Identify site for outlet mall
- Downtown revitalization
- USDA community facilities grant
- On the job training from non-Department of Labor source
- Identify funding sources for matching funds requirements

Appendix D: Education Group Notes from Strategic Sessions

<u>Vision in 10 Years</u>
- Improved early childhood development opportunities
- Access for all children to preschool
- 100% kindergarten ready
- Parental education
- Career training for students
- Develop more trust between education and parents
- Intergenerational programs
- Pride in local schools (celebrate successes and accomplishments)
- Talk about racial and gender issues
- Variety of options and opportunities for education
- Greater accountability with parents and teachers
- Holistic approach with community involvement
- Increased graduation rates
- Easier to recruit and retain talented individuals
- Teachers who live in community
- Students competitive for jobs
- Better identification of special needs
- Integrated leadership
- Focus on capacity building
- 21st century career centers and curriculum
- Graduate individuals who are college/career ready
- Focus on soft skills
- Community based schools
- Connection with arts

'Big Ticket' Items
- Comprehensive Centers on high school campuses
- Improved transportation
- Development trade schools
- Expand 'Leader in Me' program
- Tutoring and mentoring programs
- Fully funded First Steps program
- Teacher externships
- Establish a 'teacher village'
- Teacher renewal program
- Rural educators institute
- Residential schools
- STE(A)M focused education connected to entrepreneurs
- Pre-K Center of Excellence
- Middle school ROTC
- Summer enrichment programs/camps
- Integrate career centers with technical colleges
- Safety net programs (example: WIO)
- Afterschool learning centers
- 'Parent University'

<u>3-5 Year Focus</u>
- Identify (expand or create) county centers of excellence
- Parent programming with credentials
  - College visits and meetings with admissions
  - Industry visits
  - Expand parents as teachers
  - Skills training (including financial literacy)
  - Adult Ed / GED
  - Education presentations
- Youth learning institute (example: Gear Up)
- Rural educators conference
- Vocational training program focused on local economic development
- Externships
  - Partner with industry and/or chambers of commerce
  - Classroom integration
  - Guidance counselors and career specialists
  - SC Flexibility waiver
- Assess teacher needs
- Implement 'Leader in Me'

1-2 Year Focus
- First Steps program
  o Expand home visitations
  o PAT/NFP
- Communicate Promise Zone opportunity
  o Present to schools and boards of education
  o Include PTA, PTO and SIC
- STEM teams in schools with competitions among students
- International/Global focus
- Identify credentialing partners and examine processes
- Artist in residence in schools
- Apply to Vista for visitations
- Host meetings
  o Identify relevant stakeholders (including industry and school principals)
  o Develop teacher externships
  o Create apprenticeships/internships
  o Secure funding to provide stipends
  o Offer general information on training and educational opportunities
- Host poverty simulation within community
- Youth forums/jamborees
- Partner with United Way, YMCA, etc

Appendix E: Healthcare Group Notes from Strategic Sessions

<u>Vision in 10 Years</u>
- Everyone has primary care provider that they use
- Reduction in diabetes and obesity
- Healthy choices among food (better options in stores)
- Everyone has local access to healthcare across entire range of services (including mental, oral, and substance abuse)
- More people exercising with a desire to be healthy
- Culture shift regarding perception of healthcare
- Health literacy
- Reduction in teenage pregnancies
- Address issues of mental health
- Reduction of sexually transmitted diseases
- Accessible and affordable options (including medications)
- Decrease in ER usage
- Healthy kids
- Supportive culture (with total buy-in from residents)
- Collaboration and coordination across agencies
- Transportation to healthcare facilities
- Patient-centric system (meet people where they live)
- School based clinics and programs
- More coordination in the workforce
- Financial education (collaboration with 4-H and Community Gardens)
- Health marketing campaign from government
- Decrease in violence and trauma
- Healthy seniors
- Reduction in disability
- Increase in self-management
- No food deserts (farmers' markets and better choices in schools)
- Health education that is age specific
- Crisis services with focus on the family
- Transitional services
- Family support services (such as childcare)
- Regional mobile health units

'Big Ticket' Items
- CDC Diabetes Prevention Program of the Lowcountry
- Headstart funding
- Health ministries in churches
- Adult education in schools to promote health
- Eat smart and move more program
- Mental health outreach
- Eliminate food deserts (i.e. expand food programs)
- Community health workers
- Programs on reducing teen pregnancies
- Care of elderly
- School-centric services (more nurses, focus on mental health as well)
- National diabetes prevention program
- Universal healthcare
- Mobile farmers' markets
- Regional control center for health data, research, and marketing
- Take healthcare to scale
- Effective and sustainable transportation services
- Satellite cancer treatment center
- Regional hospital
- Coordinated tele-health services
- State of the art equipment
- Increase in 'Eat Smart / Move More' program
- Mental health outreach
- Substance abuse facilities and programs
- In-patient psychiatric units
- Access to local primary care with incentives for workers and providers
- Rural residencies
- Clearinghouse of current resources (database)
- Coordination of healthcare providers and markets
- Comprehensive sex education programs
- Midwife program and/or birthing center
- Mentoring programs
- Recreation centers
- Regional mobile health units
- Evidence based care (transition to value)
- Lifting equipment
- Engagement with public agencies
- Enhanced philanthropy and corporate giving
- Reduce high school dropout rates
- Clinics and providers with students (inter-professional focus)
- Revamp education programs to focus on healthcare
- Expanded insurance coverage
- Disability programs

<u>3-5 Year Focus</u>
- Six county implementation of 'Eat Smart / Move More' program
- Control center platform with resource database
- School-based clinics with open use policies
- Increased childcare options
- After school programs
- Regional transportation system
- Tele-health (identify location, equipment, partner with Palmetto Care Connections, Palmetto State Providers Network and/or Spirit Telecom)
- State of the art equipment in hospitals
- More providers in the field
- Health literacy programs
- RVs for mobile health units
- Collaboration with fitness clubs (provide scholarships and afterschool programs)
- Family practice residency program
- In-patient detox and/or substance abuse capability
- Rural nurse practitioner program
- More training sites
- Coordinate among local government for grant writers
- Mandate/Incentive from the state legislature to agencies
- Assisted living and/or nursing home
- Expand regional healthcare network
- Aquatic facility
- School curriculum focused on health (including mental and oral)
- Increased technology infrastructure
- County health rankings
- Pharmaceutical supplies
- Media marketing program
- Handicap accessible
- Oral health capacity

<u>1-2 Year Focus</u>
- Database
    - Send information on resources
    - United Way 211 grants
    - FQHCs
    - Website/social media/app strategy
- Regional health network
    - Identify/Hire lead person or staff
    - Meeting with stakeholders
    - Provide equipment and office space
    - Obtain grant writer
- SC Scale Down program
- 'Eat Smart / Move More'
- Community health workers (including interpreters)
- Residency training programs
- School based clinics/programs
    - Meet with school officials
    - Develop tele-health infrastructure
- Infrastructure assessment
- Identify stakeholders
    - Meeting at USC Salkehatchie
- Mental health / substance abuse
    - Meet with stakeholders
- Violence prevention programs
    - Anger management training
- Free clinics
- Develop health literacy materials
- Marketing campaign
- Organize community events

Appendix F: Housing Group Notes from Strategic Sessions

Vision in 10 Years
- Mixed income neighborhoods
- Neighborhoods where kids can walk to school (sidewalks, access to local resources, etc)
- Affordable housing increases
- Residential on top of business
- Eliminate blight (either remove or retrofit vacant homes)
- Responsible home buyers along with partnerships with banks
- Reduction of foreclosures
- Taking advantage of self-help
- High quality, sustainable, healthy and affordable homes
- High-end affordable rentals
- 'New Urbanism'
- Mobile homes strengthening codes and zoning
- True transitional housing with supportive services
- Variety of housing options from first-time buyers (young) to elderly
- Sustainable housing
- Transitional housing programs
- Workforce housing
- Retrofit existing residential/commercial communities
- Affordable financing for homes
- People take pride in their homes
- Different styles and designs for houses that reflect community interests/identity
- Decreased homelessness
- No substandard homes
- Community land trust
- 'Tiny House' movement
- Walkable community neighborhoods (with parks and safety boxes)
- Increased water/sewer/drainage infrastructure
- Identifiable anchors for communities
- Better transportation
- Support services
- Housing progresses with age (transitional)
- Accessible homes
- Training programs for home owners
- Movement away from mobile homes

'Big Ticket' Items
- Tax credit fund
- Regional public/private housing trust fund
- Self-help research and development
- Regional development cooperative
- Revitalization programs
- New Americorps Group – training to retrofit housing
- Youthbuild workforce development
- Local and county budgets to support transitional and homeless shelters
- Continuum of care facilities
- New ordinances that are more housing friendly
- Training for home buyers and owners (counseling)
- Regional housing development co-op or authority
- Revitalization program
- Inclusive developments and/or neighborhoods
- Programs to transition from rental to ownership
- Workforce housing – large land areas (example: teachers, police, etc)
- Housing resource catalog (one-stop shop)
- Homeless shelter for families combined with transitional programs
- Housing for post-convicts or people with health issues
- Increased jobs
- Facility for seniors
- Energy efficient homes (example: solar power panels)
- Better use of non-traditional structures as homes
- Develop a land trust
- Incentives for banks to invest in the Promise Zone
- Group homes combined with support services
- Better recycling programs
- Tax credits
- Regional home building program (i.e. sweat equity)
- Home swapping with mobile units (replace those built prior to 1978)
- Heirs property
- Regional transportation
- Use local materials for construction
- Facility and/or home co-op for construction of homes
- Rural condo communities

3-5 Year Focus
- Housing resource database
- Land trust
    - County meetings with stakeholders
    - Create/Identify housing non-profit organization
    - Plan for redevelopment
    - Build homes
- Housing facility
    - Identify location/building
    - Provide workforce training
    - Develop a marketing plan/study
- Conduct research on revitalization plan
- Transitional housing facility
    - Workforce training
    - Counseling
    - Other support services
- Model community for progression according to age
- Begin pilot program on use of non-traditional structures for homes
- Local materials
    - Plant new trees
    - Develop a material 'food bank' in region
    - Attract new businesses for construction
- Heir property
    - Develop network of local attorneys
    - Create new legislation or ordinances dealing with heir property
- Rural condos (get commitment from developer and identify land)
- Regional housing authority
    - New co-op
    - Public/private partnership
- Inclusive community pilot program
    - Identify existing community anchor
    - Provide variety of housing options
- Mobile home recycling facility
- Provide incentives for developers to offer workforce homes
- Private financing (for affordable housing)
    - Community credit agencies
    - Mortgage insurance providers
    - Home owners

1-2 Year Focus
- New ordinances
  - Meet with government officials
  - Draft proposals for new ordinances
  - Discuss current code and its enforcement
- Identify shovel ready projects
  - Environmental review and/or feasibility studies
  - Obtain permits and licensing
- Identify relevant stakeholders and partners
  - Create a committee
  - Identify needs for communities
  - Meet with public and interested individuals
- Housing resource database (gather information)
- Develop pilot programs in each county
- Identify demolition/removal areas
- Retrofit (rehab/repair) existing homes (energy efficient)
- Cleanup/Beautification projects
- Start process for mobile home recycling facility (identify location)
- Involve local artists in community revitalization
- Create housing newsletter
  - Distribute through communities and municipalities
  - Involve churches
- Counseling/Training programs (offer in schools and churches)
- Acquire property (repair/rent/resale)
- Credit repair classes
- Programs on insurance/loans/taxes with information on alternatives
- Programs to subsidize utilities, security deposits, and/or maintenance
- Volunteer network for repairs
- Reduced application fees for apartments
- Exchange program for appliances (i.e. more energy efficient)

Appendix G: Private Capitol Group Notes from Strategic Sessions

Vision in 10 Years
- Core group of investors
- Investments that generate sustainable capital
- Major corporation relocates to area
- Vibrant economy with solid drivers
- Increased infrastructure
- New image generates news investments
- Recognize linkages across business and community
- Balance business with environment
- Attract and retain people
- Higher wages
- Technology
- Rehabilitate vacant buildings
- Incentives for investment
- Address current stereotypes and image
- Marketing and/or public relations campaign to rebrand area
- Remove the Promise Zone label (i.e. reduce/eliminate poverty)
- Beautification efforts in communities
- Attract financial institutions with ability to deploy
- Partner with an institution to develop better image
- Create a new Hollywood / Las Vegas / Wall Street
- Establish a call center hub in region
- Build upon current strengths
- Improve financial education and literacy among residents
- Regional transportation hub
- Develop agriculture / tourism / food package
- Arts
- Local engagement and ownership
- Make the region a destination spot

‘Big Ticket’ Items
- Financial set-aside (special fund for Promise Zone investment)
- Expand/Develop revolving loan fund
- Local capital access
- Micro-enterprise
- Identify spec-ready buildings
- Marketing and/or public relations campaign for region (private firm)
- Revitalize communities
- Develop the ‘Promise Zone School of Business’ (focus on entrepreneur and incubator models)
- Identify/Develop a progression for business growth
- Revamp local education
- Identify/Attract ‘Impact Investors’ and/or ‘Social Entrepreneurs’ to region
- Inventory current capabilities/capacities
- International investments and/or corporations (example: training for welders)
- Develop ‘Disney’ park
- Identify core of region and build
- Focus on I-95 locations to attract visitors
- Revenue sharing agreements across the region
- Create the ‘Promise Zone Enterprise Bank’
- Establish a museum of textiles
- Regional arts initiatives
- Theme Park / Casino / Tourist Resort
- Expand the Jasper Port
- Sports Headquarters (archery, fishing, hunting, etc)
- Develop a scenic highway along 301 or 78 (with bike trail)
- Regional sports complex
- Local food showcase (example: Napa Valley)
- Regional farmers’ market with associated marketing campaign
- Toppers site in Allendale

<u>3-5 Year Focus</u>
- Hire a lobbyist for region
- Develop business incubator (example: Bluffton) through Southern Carolina Alliance and provide facility/equipment
- Identify and develop spec-buildings (can be used a temporary emergency shelters); potentially partner with utility co-ops
- Strategic relations with government funding agencies and private finance sources
- Identify a sport authority
- Fishing/Hunting camp
- Utilize the 'Lowcountry Lifestyle' brand
- Identify location for regional farmers' market/bazaar
  - Farm to family focus
  - Partner with USDA
  - Develop food hub
- Increase infrastructure   through Department of Commerce or CEBG and with focus on innovative projects
- Obtain an 'Our Town' grant from the National Endowment for the Arts
- Partner with the Ford Foundation
- Identify/Create a funding entity or intermediary for region
- Leadership development program
- Community capacity development
- STEM education with investment in school facilities
- Community reinvestment program (minimize risk) for national banks
- Attract a major home (possible mobile or modular) manufacturer
- Increase social and cultural infrastructure
- Reduce predatory lending

1-2 Year Focus
- Sports commission
    - Identify stakeholders
    - Focus on amateur sports
    - Identify best practices
- Meetings
    - With relevant stakeholders
    - January meeting for group
- Asset inventory
    - Entrepreneurial opportunities
- Host a 'bidding' conference
    - Invite investors
    - One-stop shop for financing
- Identify site locations for projects
- Small business development center
- Marketing plan and/or feasibility study
    - Hire firm
    - Conduct research
- Lobbyist / Advocacy
    - Federal and state focus
    - Create tax credit for Promise Zone investments
- Spec Buildings and shelters
- Identify best practices from other Promise Zone areas
- Arts capacity leadership program

Appendix H: Workforce Development Group Notes from Strategic Sessions

<u>Vision in 10 Years</u>
- Lower unemployment rates
- Improved quality of life
- Vocational programs throughout region
- K-12, tech colleges and universities aligned to meet industry needs
- Learn skills not just concepts in schools
- Industry involvement and engagement in community
- System-wide workforce collaborative
- Youth apprenticeships and jobs after graduation
- Expanded vocational studies (e.g. construction, culinary, electric, etc)
- Education attainment credentials/stamps
- Opportunities to earn degrees faster than 4 years
- Job shadowing and work experience programs
- Transportation system
- High speed internet (giganet)
- Preferred location for high tech / high skill jobs
- Address the language barrier
- Develop a culture of entrepreneurship
- Competitive schools with quality teachers and parents
- Increase graduation rates
- Skills focused training and education
- Integrated pathways toward employment
- Collaboration between business and schools
- State of the art facility for training
- Healthcare facilities
- No cell phone dead spots
- Competitive wages and benefits
- Career clusters
- Identify 'Ambassadors of Success' and develop media stories
- Non-traditional training schedules
- Infuse art and culture into training/education
- Improved infrastructure
- Regional communication system

<u>'Big Ticket' Items</u>

- Customized training opportunities and on-the-job training
- Promotion of resources like skillscommons.org and Clemson Center for Workforce Development
- SCDU Rapid Response
- Consortia and Institutions working toward collective goals
- On-site tours of business and industry rather than business leaders visiting schools
- Workshops facilitated by economic development organizations
- Youth apprenticeship program
- High speed internet for job-training online
- 'One-stop shop' facility
  - Training and support services
  - Childcare
  - Transportation
- Better public transportation
- Expand K-12 career centers
- Strong communication system (internet, cell phone, etc)
- Integrate K-12 with technical colleges and industry
- Business incubator/facilitator
- Focus on developing skills (technical, soft, discipline, etc)
- Expand 'Leader in Me' program
- Classes combining employees with managers and entrepreneurs
- Incentives for small businesses to hire high school students
- Holistic solution to employability
  - Drug prevention
  - Bonuses for passing tests
- Revamp benefits programs
- On the job training
- Create a 'Skills Summer Camp'
- Prison rehabilitation and job training (second chances, and wage reimbursement to employers)
- Programs to pay for industry training (apprenticeships and internships)
- Keep military in the region
- Regional marketing and communications office to develop brand and PR
- Light rail / buses / transportation
- Rural 'Uber'
- Credential programs – 'Learn to Earn'
- Americorps type programs for rural development

<u>3-5 Year Focus</u>
- Expand 'Leader in Me' across elementary and middle schools
  - Connect to Junior ROTC programs in high schools
  - Partner with private developer
- Identify communications dead spots
- Establish an advisory committee with field experts
- Youth apprenticeship programs
- Strengthening Families program
- First Steps program
- Host parental breakfasts
- Child is Job One program
- Expand community afterschool programs
- Keep schools open until 5:00 pm
- Employee flexibility incentives
- Summer youth programs with parental inclusion
- YMCA / Boys and Girls Clubs / 21st Century
- Year-round school
- Employer mentoring programs
- Short-term training programs with credentials
  - 3-4 months
  - National certifications
  - Support services included (such as dinner)
- Career coaching
- Door to door survey of needs
- Salkehatchie Stew
- Training facility for nursing, trucking, welders, and auto mechanics
- Workforce innovation program to help change existing system
- Universal life skills program

<u>1-2 Year Focus</u>
- Meetings
    - Identify relevant stakeholders (including government)
    - Establish a committee to drive the process
    - Develop workforce boards
    - Agency / industry / parents
- Identify other areas and their best practices
- Planning grants for needs assessment to develop regional facility
- Communication and awareness plan
    - Listserv
    - Website
    - Distribute current resources
- Map region for dead spots
- Mobile technology buses
    - Computers
    - Job training
    - Conduct surveys
- Structured pathways (schools, tech colleges, military, etc)
- Follow up with individuals after graduation
- Community/County workforce professionals
- GED bootcamp
    - Voucher to tech colleges
    - Housing
- Customized education and training (personal pathways)
- Transportation assessment
    - Churches
    - Rural Uber

Bamberg
1. Emergency room/urgent care
2. Recreation
3. Community center
4. Telemedicine
5. School building replacement
6. Broadband capability
7. Road repair
8. Economic development

Barnwell
1. New school facilities that also serve as community hubs
2. New sewer lines in City of Barnwell-62 miles
3. Upgraded Career Center that also serves as Tech school for adults
4. Demolish old elementary school in Blackville & rebuild new 1 stop community facility
5. Courthouse renovations
6. Fire & police station in City of Barnwell
7. New railroad spur into Barnwell
8. Technology to cut operating costs, i.e. video conferencing for arraignments at jail
9. Purchase empty buildings in City of Barnwell downtown & convert to Science & Tech hub for R&D
10. Recreation
11. County wide water system
12. Broad band connectivity
13. Regional agricultural facility for R&D and marketing

Allendale

1. Upgrade well system – need to add back up well, new valves & other upgrades to existing wells - County
2. Law enforcement center for sheriff, magistrate - County
3. Jail – add wing for females, don't house now & is expensive to take to neighboring counties or Cola - County
4. State of the art facility – middle through high schools - School
5. Career Center – part of above or separate – open to regional center – especially with Estill – maybe offer also core classes as comprehensive center – partner with DMTC for dual enrollment - School
6. New hospital facility or major upgrades to existing like hvac, plumbing, electrical, generator, boilers, chillers, patient rooms – Hospital
7. Physician recruitment & retention – Hospital
8. Telemedicine – Hospital (Allendale has equipment in place to receive & some partnerships now with Roper Cardiology, etc) – Hospital & schools want to do programs together
9. Infrastructure for water/sewer – lines upgraded throughout Town of Allendale

10. Equipment for all departments, police, water, sewer
11. Renovations of Town owned store fronts – Historical owns rest but will give to Town. Have a downtown master plan that would guide renovations & use. Want retail and other commercial businesses. Town of Allendale
12. Upgrade town of Allendale administrative facilities

Jasper
1. Regional Juvenile Detention Center for all 6 counties to share
2. Regional Career Center/Tech School for all to use – maybe use ACE facility – offering skill training & tied to schools & technical college
3. In County transportation system – through LRTA increased services
4. Provide local space for Volunteers in Medicine currently offered in Bluffton. Great services & staff but people can't get there. Need local facility to house them & increase the services they offer.
5. Spec building/hangar space at new Jasper airport targeted toward aviation projects. They have additional land to commit.
6. New Exit 3 interchange
7. Widening Hwy 17 from Talmadge Bridge to Jasper.
8. Indoor Recreation complex in Hardeeville/Jasper County. YMCA. Pool, basketball, etc.
9. Trail system from Hardeeville to Ridgeland for eco-tourism activities & economic development
10. Honey Hill Battlefield – create historical tourism destination & facilities to protect resource but provide economic development via tourism
11. Water & sewer service at Exit 22 & Exit 18 to open up new industrial & commercial sites for development. Exit 22 needs $700k and offers 688 acre industrial site (Nimmer). Exit 18 about ½ mile away from current services & more appropriate for commercial sites.
12. Develop/rehab old school in Ridgeland into a community center offering civic meeting space, skills training, Volunteers in Medicine site, etc.
13. Full utilities including natural gas, water/sewer/telecom throughout with emphasis on interchanges & industrial sites for economic growth.
14. Broadband & cell coverage throughout county
15. Jasper Port – wants PZ to contact Joint Project Office to coordinate & also help develop development agreement with region for revenue share, etc.
16. Rail served industrial sites
17. Removal/rehab of blighted structures

Colleton
1. 2 Ambulances, equipment & staff to serve rural areas currently not or under served
2. Infrastructure for ED projects
3. Increase WWTF capacity from 2.74 mgd (1mgd available) to 4.5 mgd - $9-10mm
4. Install sewer lines to residential customers in North Walterboro. Would open up new residential properties for development.
5. City & County both need 1 firetruck each.
6. City wide wi-fi availability
7. Discovery Center for Great Swamp Wildlife Sanctuary. City has building purchased but needs rehab. Would include community room & amphitheater.
8. I95 loop – 6 miles road connecting Exit 53 & Exit 57 through City of Walterboro. Have plans that include street scape, hardscape, etc. Total cost estimate $18-20mm.

Sales tax committed to paying $6.6mm + CDBG committing $500k + SCDOT $100k + CCTC $100k. Applied for TIGER grant through SCDOT.
9. Continue & expand New Tec program at the High School. Current grant running out soon. Would like to expand to all classes. $100k year
10. STEM program at High School. Current grant expiring. Need $50k year to continue.
11. Add Robotics training – all elements
12. Expand offerings at Thunderbolt Career & Tech Center based on ED forecasts. Need more room.
13. Public Works equipment to upgrade and expand services. Costs & requirements rising daily.
14. Add T Hangers at the Airport
15. Run water & sewer to Venture Industrial Park & build 50-80k sf spec building.
16. Run water & sewer to Lowcountry Airport Park to open new sites
17. Median & Right of Way clearing at Commerce Park, $1mm. Fill & site work for new spec building $1m + new spec building $2.5m for 100k sf.
18. Develop Stokes Property on H&B rail. 140 acres – Purchase site, site work, install 2.5 miles water & sewer lines.
19. Industrial site development at Exit 42 & Exit 68. Purchase site, water & sewer $14m
20. Create a wetlands mitigation bank.
21. Upgrade & add training equipment & software at Colleton Skills Center

Note: They unanimously agreed that upgrading WWTF capacity for priority for everything.

Hampton
1. Wi-fi county wide broadband
2. Technology center – free wifi
3. Community center for big meetings, crisis center, etc
4. Adequate middle class housing
5. Consolidation of high schools
6. Residential prosecutor
7. Law enforcement diversity training
8. Leadership training for future leaders
9. Career center/technical school joint center