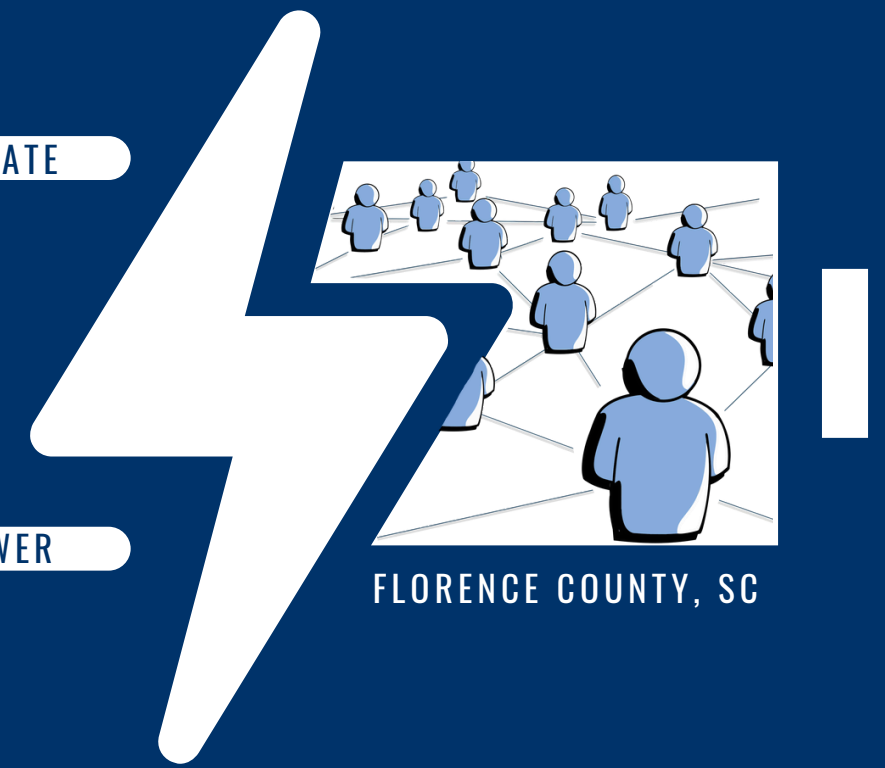


Florence County Economic Development Strategic Plan 2024-2034

- INNOVATE
- INVEST
- EMPOWER



FLORENCE COUNTY
ECONOMIC DEVELOPMENT PARTNERSHIP
Global reach with a southern touch.



MRB | group

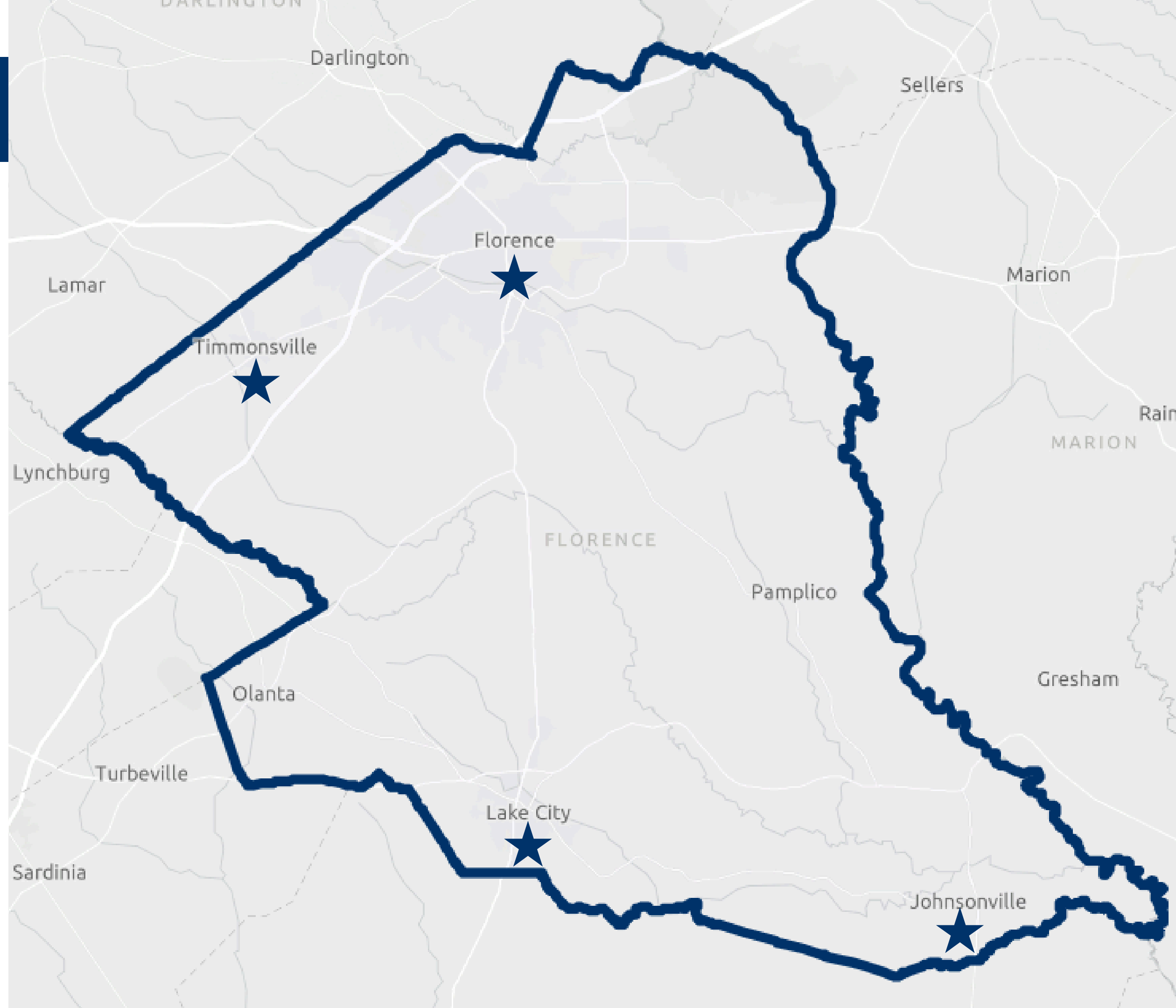
STRATEGIC PLAN STEERING COMMITTEE

William Johnson (Committee Chair), Economic Development Attorney, Haynsworth Sinkler Boyd
Joe W. “Rocky” Pearce, Jr. (Partnership Chair), President, Pearce Investments
Jill Lewis (Progress Chair), Chief Development Officer, Signature Wealth Strategies
Jeanette Altman, Executive Director, The Continuum
Ronald D. Carter, Manager, Econ. Dev. and Gov. Relations, Santee Electric Cooperative
Dennis Dorman, Florence County Council District Appointee
Willard Dorriety, Jr., Florence County Councilman
Ken Jackson, Partner, PLC Commercial
Arthur E. Justice, Jr. (Partnership Exec. Committee), Attorney, Turner Padgett Graham and Laney
J. Lawrence “Chippa” Smith, II, Florence City Councilman
Kevin Yokim, Florence County Administrator

Funding support from the **South Carolina Power Team**
and Santee Electric Cooperative

PROJECT APPROACH

- Project kickoff
- Basic data and prior plans review
- Organizational plan (with staff interviews, org. benchmarking, steering committee meetings, and stakeholder survey)
- Public input sessions (4)
- 30+ stakeholder interviews
- Strategy development to guide FCDEP from 2024-2034



PARTNERSHIP MISSION

To facilitate new and existing business and industry creation, retention, and expansion in an effort to grow Florence County's economic base through increased capital investment and value job creation.



PARTNERSHIP VISION

FCEDP is a model public-private partnership recognized across the Southeast for its successes in strengthening the economic vitality of Florence County.



STRATEGY FRAMEWORK



**Core Economic
Development
Functions**
(Directly Manage)

Housing
(Support)

**Land Use,
Regulatory, &
Transportation**
(Support)

**Workforce
Development**
(Support)

**Enhance
County-Wide
Collaboration**
(Coordinate)

Quality of Life
(Support)

CORE ECONOMIC DEVELOPMENT FUNCTIONS

Partnership Role: Directly Manage



Strategy	Partners
Product development: Develop a phased capital plan to bring existing parks and purchased land to shovel-ready.	County, utilities, DOTs, SCDOC, developers, CSX, Ports Authority
Industry attraction: Focus on diversification. Exercise selectivity in view of infrastructure constraints and traffic. Steer investments based on workforce needs/availability and community preference.	NESAs, SCDOC, municipalities, utilities
Establish formal business retention & expansion program, leveraging a CRM.	Progress investors, Chamber, workforce partners, SCDOC
Establish a Florence County brand & marketing plan to energize community pride and business and talent attraction.	County, municipalities, Chamber, NESAs, media
Coordinate the Florence County Progress membership, FCEDP Board of Directors, and Progress Board of Directors.	Progress

Metrics: Additions of shovel-ready acreage and spec space; job creation and capital investment from incented attractions/expansions; overall growth in County jobs, wages, businesses, GRP, labor force, real per capita income; decrease in unemployment.

HOUSING

Partnership Role: Support



Strategy	Partners
Encourage and support a local housing summit .	County & municipal planning departments, utilities, Homebuilders Association, Housing Authority of Florence, SC REALTORS
Encourage partners to undertake a county-wide housing assessment , with eye to attracting workforce.	County, municipalities, Progress, local foundations
Work with partners to identify site(s) for significant housing development . Help advance partners' work to undertake site engineering, extend needed infrastructure, and explore any needed/beneficial annexation.	Municipalities, County, Santee Electric Cooperative, Dominion Energy, Duke Progress, Marlboro Pee Dee Electric

Metrics: Completion of housing study; acreage of sites identified and prepared for housing development; increase in volume and typology diversity of housing stock; decrease in housing cost burdens.



Strategy	Partners
Advocate for regulatory and land use policies that encourage development consistent with a high quality of life, attractive corridors, and manageable traffic.	COG, County, municipalities, DOTs
Support transit system expansion to mitigate workforce challenges.	PDRTA, County
Promote the airport by coordinating a professionalized Fly Flo campaign and supporting pursuit of FAA grants.	Pee Dee Regional Airport Authority, Chamber, Progress investors

Metrics: PDRTA ridership; airport utilization; congestion and commute times.



Strategy	Partners
<p>Coordinate establishment of a “Florence County Promise” scholarship program (in-county higher ed, last-dollar, non-need-based, prioritizing high-demand pathways, including non-academic certificate programs).</p>	<p>School districts, FDTC, SiMT, FMU, The Continuum, ReadySC, SC Works, SCDEW, Apprenticeship Carolina, Boys & Girls Club, after school programs, Pee Dee SHRM, School Foundation, Progress investors, Chamber</p>
<p>Coordinate establishment of a “Regional Showcase” program: Exposes K-12 students to area industry, incorporates internships, and provides sustained dialogues/awareness among students + parents + counselors regarding workforce pipeline opportunities.</p>	
<p>Support the development of training and certificate programs tailored to the needs of key industry clusters. (FCEDP to serve as a workforce intermediary between employers and training organizations, informed by the work of FCEDP’s Workforce Standing Committee.)</p>	
<p>Encourage adequate capital planning by school districts.</p>	<p>School districts</p>

Metrics: Increases in educational attainment; HS graduation rates; enrollment in technical education programs; participation in apprenticeships, ReadySC training, and other upskilling programs; and labor force participation rate.

ENHANCE COUNTY-WIDE COLLABORATION

Partnership Role: Coordinate



Strategy	Partners
Synergize the development efforts of the County and the cities through sustained inter-municipal dialogue and information sharing about economic opportunities.	Municipalities, County
Utilize the Developing Community Commission to provide specific resource support to smaller communities and be responsive to their economic priorities.	DCC municipalities (County Council-appointed members)
Provide coordination and support for community marketing efforts, grants, and other tools for community development .	Municipalities, COG

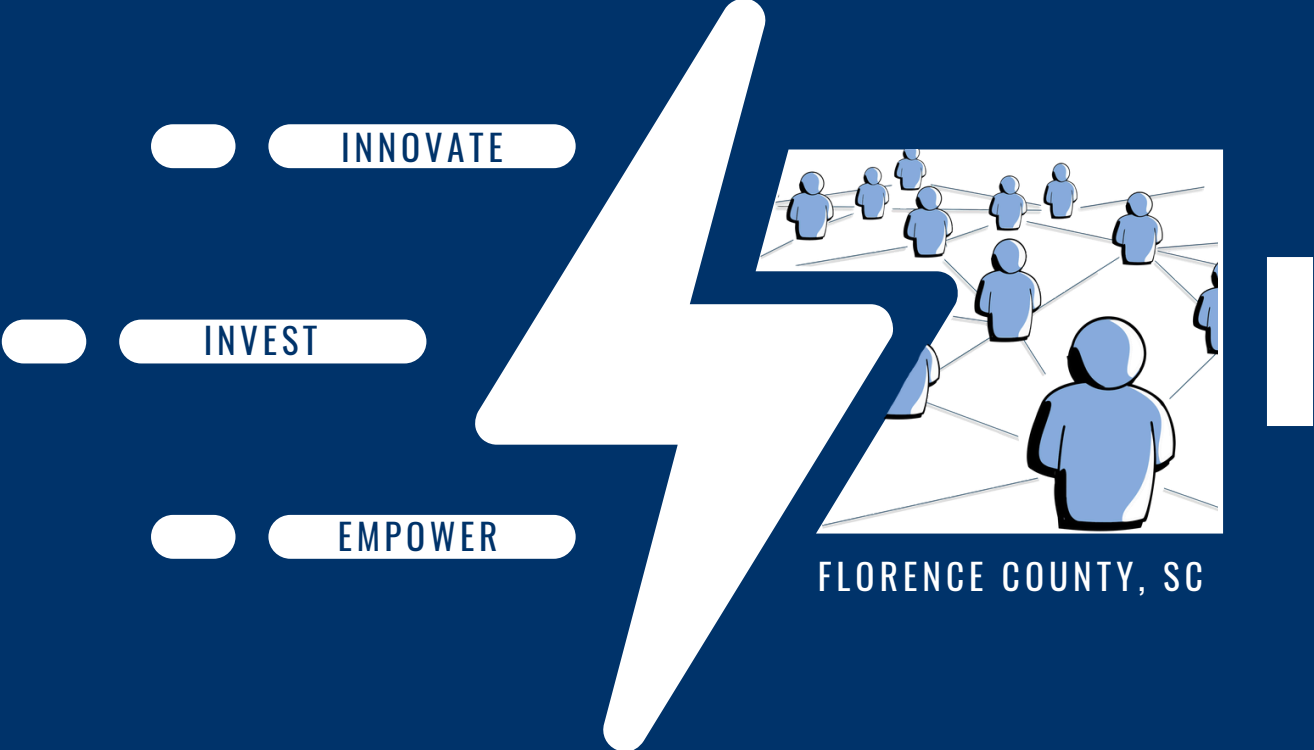
Metrics: TBD as DCC is further established and priorities determined by participants.



Strategy	Partners
<p><i>Support partners in improving/adding community amenities and addressing crime and blight:</i></p>	
<p>Help identify resources for grant research and writing as needed to support studies, planning, ROWs, and implementation (e.g. for downtown revitalization activities, trail development, river development, retail attraction, etc.).</p>	<p>Municipalities, County, CVB, COG, neighboring counties, CSX</p>
<p>Encourage dedication of resources to violent crime prevention, including community-based policing initiatives.</p>	<p>Law enforcement</p>
<p>Promote community awareness of Florence County’s relative safety. Create a “blue ribbon hospitality committee” to arrange peer family meetings during recruitment.</p>	<p>Major employers, County, municipalities</p>
<p><i>Metrics: Amenity additions, reductions in retail leakage, downtown real estate occupancy, crime reduction.</i></p>	

Thank you. Questions?

**Florence County Economic
Development Strategic Plan
2024-2034**



FULLY CHARGED & READY TO GROW