

2012

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

This document is an update to the Berkeley Charleston Dorchester (BCD) region's 2007 Comprehensive Economic Development Strategy (CEDS).



ADDENDUM ADDED - FALL 2015
DISASTER & ECONOMIC RECOVERY & RESILIENCY STRATEGY

BCDC  **G**
BERKELEY - CHARLESTON- DORCHESTER
COUNCIL OF GOVERNMENTS

TABLE OF CONTENTS

Overview and Background	1
Berkeley Charleston Dorchester Council of Governments.....	2
CEDS Committee.....	3
Community and private sector participation	3
Environment.....	4
Population.....	4
Income.....	8
Workforce Development.....	10
Economy	11
Charleston Regional Development Alliance.....	13
CRDA Target Industry Clusters	13
Charleston Regional Development Alliance’s 2010 and 2011 Regional Economic Scorecards.....	15
The 2010 Regional Economic Scorecard.....	15
The 2011 Regional Economic Scorecard.....	16
SC Works Trident.....	16
Trident Workforce Investment Board	17
TWIB Target Industry Clusters.....	18
State Workforce Investment Strategies	20
Past Economic Development Investments.....	20
Present Economic Development Investments	21
Future Economic Development Investments	22
Goals and objectives to solve the economic development problems	22
Vital projects, programs and activities that address the greatest needs and will best enhance competitiveness.....	27
Business Environment/Workforce Development	27
Regional Resources/Services.....	27
Social/Political	29
Value Capture.....	29
Tax-Increment Financing (TIF).....	29
Local Option Taxes.....	30
Impact Fees	30

Plan of action	31
Conclusion	32

OVERVIEW AND BACKGROUND

This document will serve as the Comprehensive Economic Development Strategy (CEDS) for the Berkeley Charleston Dorchester (BCD) region. The CEDS is a formalized planning process developed by the United States Department of Commerce, Economic Development Administration (EDA) to promote an area-wide assessment of economic trends and infrastructure needs within multi-county districts such as the BCD region. The following strategy details the Region's progress to date on economic development activities and outlines future goals. This strategy provides the BCD region with the opportunity to make adjustments, report on previous year's activities, evaluate effectiveness in meeting goals, and schedule achievable goals over the next five years.

The 2012-2017 CEDS is comprised of several area-wide initiatives as follows for which detailed information from each is contained within:

- Charleston Regional Development Alliance's Opportunity Next
- Charleston Regional Development Alliance's 2010 and 2011 Regional Economic Scorecards
- Trident Workforce Investment Board's Five Year Strategic Plan
- Berkeley Charleston Dorchester Council of Governments' OurRegion OurPlan

The BCD region approaches economic development collaboratively, the marketing for which is piloted by the Charleston Regional Development Alliance (CRDA). The launch of Opportunity Next in 2010 presented a roadmap for the Region to align its economic, workforce, and community development initiatives. The Regional Economic Scorecard, introduced in 2010, is an annual assessment of the Region's economic progress and a tool intended to guide decision-makers on future economic development strategies. The Trident Workforce Investment Board (TWIB) aims to align resources, namely Workforce Investment Act (WIA) funding, in order to resolve the workforce skill gaps of local industries thereby enhancing their competitive advantage and producing additional high skill, high pay, and high demand jobs. Lastly, OurRegion OurPlan, the Region's most recent undertaking facilitated by the BCDCOG, is a regional land use plan which provides a cohesive blueprint for future development in the region including economic development.

2012 CEDS Goals and Implementation Strategies

The economic goals and implementation strategies outlined in OurRegion OurPlan form the basis of the 2012 CEDS.

The economic goals and implementation strategies outlined in OurRegion OurPlan form the basis of the 2012 CEDS and are strongly aligned with regional efforts, reinforcing the goals of Opportunity Next while placing them within the context of a comprehensive regional vision. In this framework, the economic goals for achieving a diverse regional economy (including continuing to promote Charleston as a tourist destination), sustaining the Port of Charleston, and ensuring all residents have equal access to a quality education, help support the vision of a region with a thriving economy, vibrant communities and a high quality of life. In an effort to meet these goals, policies will be aligned with guiding principles that frame the vision of

the BCD Region's future which will be carried out through implementation strategies built upon accepted best practices and measured by regional indicators of success.

BERKELEY CHARLESTON DORCHESTER COUNCIL OF GOVERNMENTS

Local governments in Berkeley and Charleston counties first created a Regional Planning Commission in 1968 to encourage a regional approach to regional issues. Dorchester County government elected to join the group three years later. The organization changed in 1976 to the Berkeley-Charleston-Dorchester Council of Governments (BCDCOG). The BCDCOG has a governing board of 57 members consisting of a mix of elected and appointed members from each of the counties and municipalities within the tri-county region (also commonly referred to as the Charleston Metropolitan Statistical Area or Charleston MSA). This board, led by an Executive Committee, sets policy and provides direction to the programs of the Council of Governments. The BCDCOG assists local governments in planning for common needs, cooperating for mutual benefit, and coordinating for sound regional development. BCDCOG's purpose is to strengthen both the individual and collective power of local governments and to help them recognize regional opportunities, eliminate unnecessary duplication, and make joint decisions.

The BCDCOG Region

-  BCD Counties
-  Surrounding Counties
-  Conservation Areas
-  Cities & Towns
-  Railroads
-  Interstates
-  Highways



As one of South Carolina's 10 Regional Planning Councils, the BCDCOG's primary objectives are to develop regional land use, transportation and water quality plans, and provide local governments with planning and technical support to improve the quality of life in the region. The BCDCOG also administers the Workforce Investment Act (WIA) grant program through employment and career centers located in each of the three counties in the region.

The BCDCOG accomplishes a number of its goals by providing member governments with technical assistance in a variety of fields, including:

- Economic Development
- Community Development
- Comprehensive Planning
- Statistical Information Gathering and Analysis
- Regional Transportation Planning
- Regional Water Quality Management
- Workforce Development

CIDS COMMITTEE

The BCDCOG Executive Board selected the Trident Workforce Investment Board (TWIB) to serve as the CEDS Committee. The TWIB was chosen because the composition of their membership coordinates with the committee requirements established by the EDA. All of these individuals are senior management or executive-level decision makers, and many of them serve the community as leaders on other boards and agencies. The TWIB also recently completed its *Five Year Strategic Plan*, which identified goals and strategies to ensure the regional economy's demands are met and exceeded through a collaboration of business and industry, education, economic development, and other public entities. The TWIB meets as convened or at least quarterly.

COMMUNITY AND PRIVATE SECTOR PARTICIPATION

The CEDS effort for the BCD region is 100 percent a public/private partnership. The Region's leadership is comprised of representatives from the 57 local governments and the 3 counties. The CRDA is governed by a 27-member board composed of business people and executives from through the tri-county region. These two groups working together represent the main economic interests of the BCD region.

DEMOGRAPHICS

The purpose of this portion of the CEDS is to provide information on the current conditions of economic development in the BCD region through a discussion on the geography, environment, population, education, income, transportation, and the economy. It is intended to paint a realistic picture of current conditions and, in the case of population, projections for the region.

GEOGRAPHY

The BCD region, one of the most historic and picturesque regions in the state, is located within the central portion of the South Carolina Lowcountry. The three counties, Berkeley, Charleston, and Dorchester, have a land area of 2,614 square miles and 91 miles of Atlantic Ocean coastline.

The region is traversed from north to south by US Route 17, which provides direct access to Wilmington, North Carolina to the north and Savannah, Georgia, to the south. Interstates 26 and 95 also provide excellent access to all areas west of the region, and, the densely populated Middle Atlantic States.

The region is about half way between New York and Miami. The recreational center of Myrtle Beach, the State Capital at Columbia and the historic city of Savannah are all within a two-hour drive.

ENVIRONMENT

The BCD region is most commonly associated with its coastal and water resources including the Atlantic Ocean, sea islands and beaches that attract millions of visitors every year, Charleston Harbor, and the historic plantations that dot the rivers and tidal lands. In addition to these vast coastal and water resources, the BCD region also possesses significant agricultural and forest resources.



Because of its low elevation, coastal setting and the confluence of the Wando, Ashley and Cooper Rivers with the Atlantic Ocean, the BCD region has a strong cultural and physical connection to water as it possesses tidal lands, estuaries, boggy swamps and wetlands in addition to its network of rivers. In fact, over 17 percent of the region's land area is covered in water and another 27 percent is considered wetland.



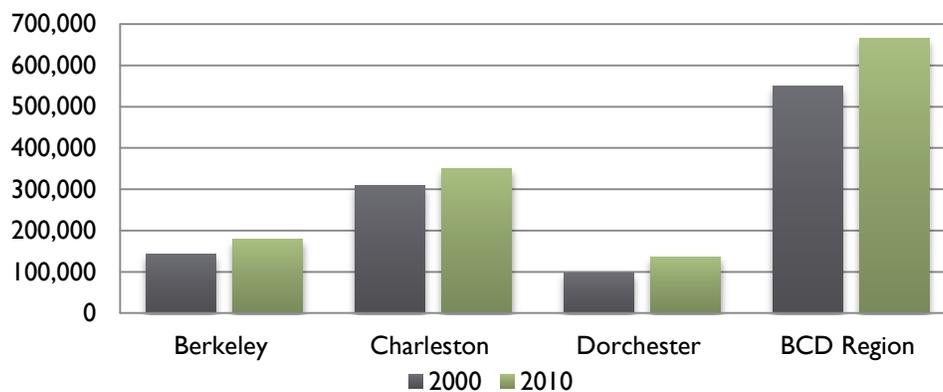
This network of water resources not only supports the numerous recreational and commercial activities the region is known for, including fishing and shipping, but it also sustains a diverse range of wildlife.

As the BCD region plans for its economic future, the preservation and enhancement of the natural environment will be a high priority. In order to meet future goals for the economy the impacts of growth and development will need to be mitigated, environmental hazards that threaten the stability and safety of the economy and communities will be lessened, the unique coastal environment will be preserved, and the biodiversity of the region will be supported.

POPULATION

According to the SC Budget and Control Board, Office of Research & Statistics, by the year 2040, forecasts predict nearly 874,000 people will call the tri-county region home – nearly 325,000 more than the 2000 population of 549,033 and almost 209,000 more than the 2010 population of 664,607 (Figure I).

2000-2010 Regional Population

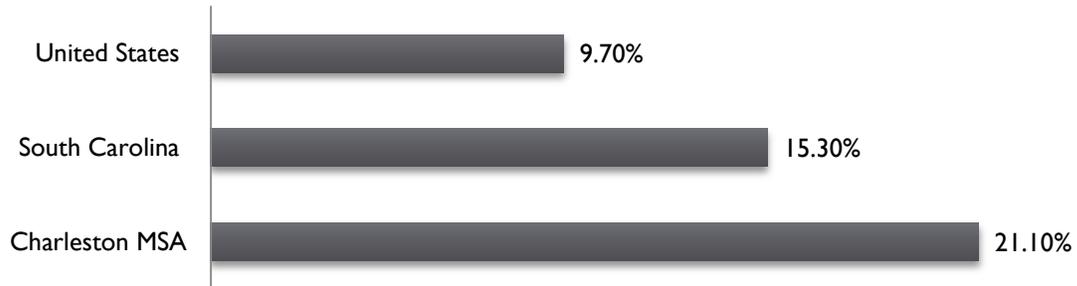


Source: 2009 American Community Survey and 2000 and 2010 Census

Figure I: 2000-2010 Regional Population

Growth in the BCD region is especially robust when compared to the rest of the state and the Nation. During the past decade, the BCD region’s population growth rate (21.1 percent) was significantly more than the South Carolina growth rate of 15.3 percent and more than twice the national rate of 9.7 percent (Figure 2).

2000-2010 Regional Population Growth



Source: 2009 American Community Survey and 2000 and 2010 Census

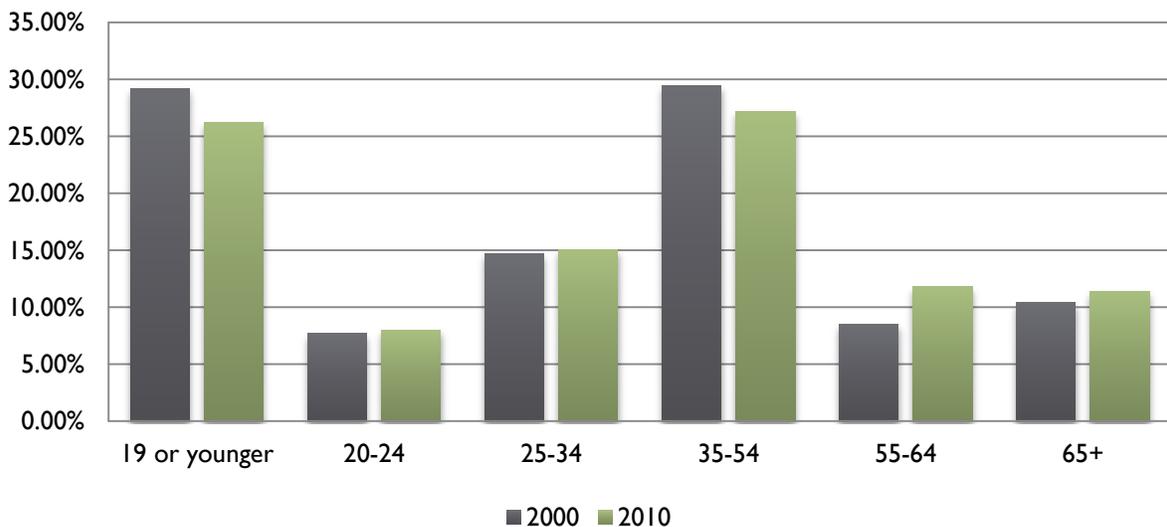
Figure 2: Population Growth

AGE

The BCD region has a distinctive age distribution as indicated by the U.S. Census Bureau. According to the 2000 and 2010 Census, both the 19 or younger age group and the 35-54 age group lead all other age groups, as indicated in Figure 3.

Over the last decade, the largest population increase, however, occurred in the 55-64 year age category (39 percent increase), while the 19 or younger age group and the 35-54 age groups had a negative growth rate (-10.3 percent and -7.8 percent respectively). According to the CRDA, although the region does have a young workforce, the fastest growing age demographic is the older workforce (45-65 years).

Population by Age



Source: 2009 American Community Survey and 2000 and 2010 Census

Figure 3: Regional Population by Age

EDUCATION

Educational attainment in the Region is higher than in the United States overall. In fact, the Region ranks among the top 15 percent of all U.S. metropolitan and micropolitan areas in terms of the proportion of residents holding advanced degrees. Figure 4 below illustrates the educational attainment levels of the BCD region's population age 25 and over.

	Charleston MSA	South Carolina	United States
High school diploma or equivalent or higher	88.00%	84.10%	85.60%
Hold a bachelors degree or higher	31.90%	24.50%	28.20%
Hold an advanced degree	11.40%	8.80%	10.40%

Source: 2009 American Community Survey and 2000 and 2010 Census

Figure 4: Educational Attainment Levels

When comparing rates of high school graduation throughout the state, the BCD region optimistically stands out with a 28.9 percent graduation rate. The region is at or near the top in all five categories (High School, Associates, Bachelors, Masters, and Doctorate) of degrees when compared to the rest of the state.

In 2008, South Carolina was a top-five state in terms of teachers earning National Board certification. Charleston and Berkeley counties were among the state's leading counties for new board certifications.

Charleston area residents enjoy diverse options in K-12 education, including:

- Four public school districts
- A growing number of charter schools
- 65 private schools
- A number of public magnet schools, including Charleston County's Academic Magnet High School, rated among the nation's top ten schools by Newsweek
- South Carolina's Governor's School for the Arts and Humanities or the Governor's School for Science and Mathematics, ranked among the best academic secondary schools in the nation

It is estimated that nearly 90 percent of the fastest-growing and highest-paying jobs require some postsecondary education. The BCD region is home to 26 colleges and universities that provide an array of educational disciplines.

The following five of those higher educational facilities award the greatest number of diplomas in the region (Figure 5):

2009 BCD Region Schools	Graduates
Charleston Southern University	581
Bachelor's Degree	475
Master's Degree	106
Citadel Military College of South Carolina	768
Bachelor's Degree	483
Master's Degree	258
Specialist	27
College of Charleston	2,230
Bachelor's Degree	2,058
Master's Degree	167
Post baccalaureate Certificates	5
Medical University of South Carolina	870
Bachelor's Degree	194
Doctor's Degrees	107
First-Professional Degrees	268
Master's Degree	292
Post-Master's Certificates	7
Post baccalaureate Certificates	2
Trident Technical College	1,900
Associate's Degree	1,075
Certificates (Technical)	715
Diploma	110

Figure 5: Charleston County Schools and Graduates

Degrees awarded for the 2008-2009 school year from the above institutions concentrated in the areas of Business Administration and Management, Liberal Arts and Sciences, Nursing and Emergency Medicine, and Biological Sciences.

INCOME

Figure 6 indicates the BCD region had a significantly higher per capita income than the rest of the state, but slightly lower and, at times, equal to, the Nation's per capita income.

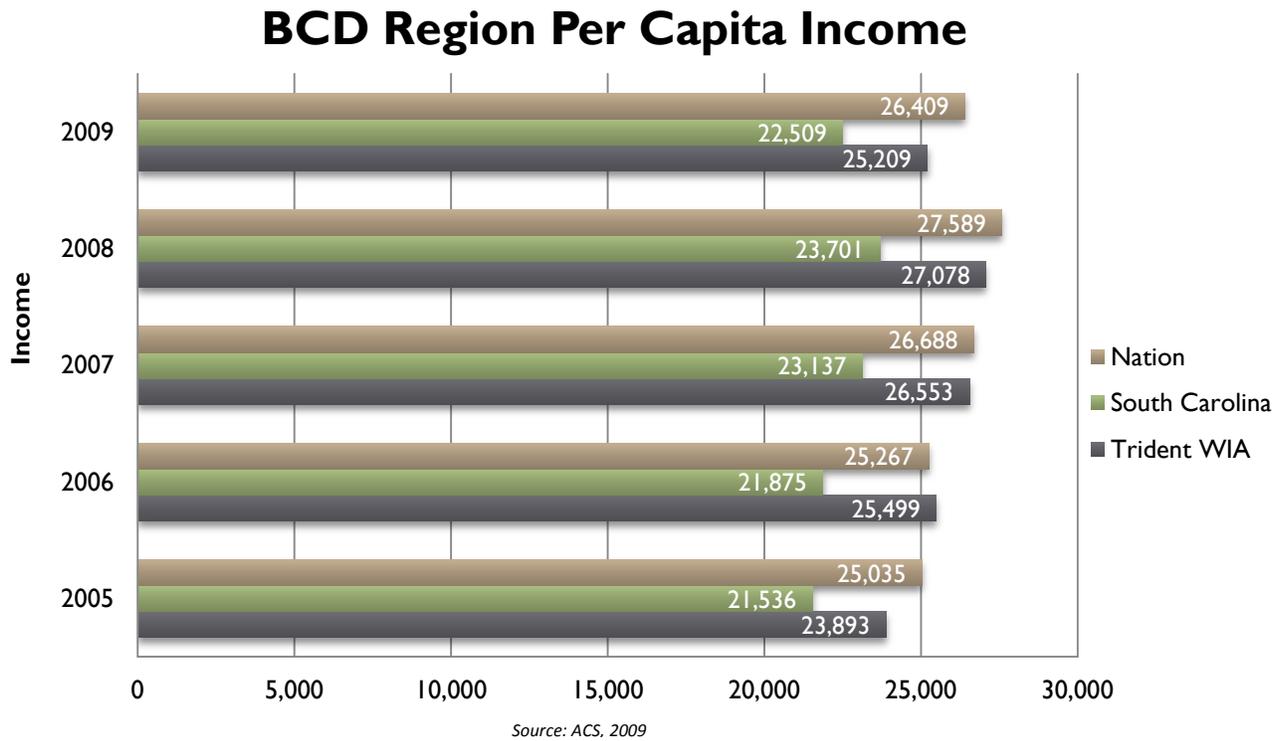


Figure 6: Trident Region Per Capita Income (2009): Compared to State and Nation

The median household income for Berkeley County residents fell between Charleston and Dorchester County residents, as shown below in Figure 7. Dorchester County had a significantly higher median income than the rest of the region and the state.

Jurisdiction	1999	1999 (Adjusted)	2009	Difference	% Change
Berkeley County	\$39,908	\$51,391	\$49,286	-\$2,105	-4.1
Charleston County	\$37,810	\$48,689	\$47,770	-\$919	-1.9
Dorchester County	\$43,316	\$55,780	\$54,139	-\$1,641	-2.9
BCD Region	\$39,491	\$50,854	\$49,312	-\$1,542	-3.0
South Carolina	\$37,082	\$47,752	\$43,572	-\$4,180	-8.8

Sources: 2000-2009 US Censuses

Figure 7: Trident Region Median Income Trends, 1999-2009

Additionally, the average weekly wage for the Trident region’s population, as of the third quarter of 2010, ran approximately \$42 more than the state average, which translates to more than \$2,180 per year for each worker (Figure 8).

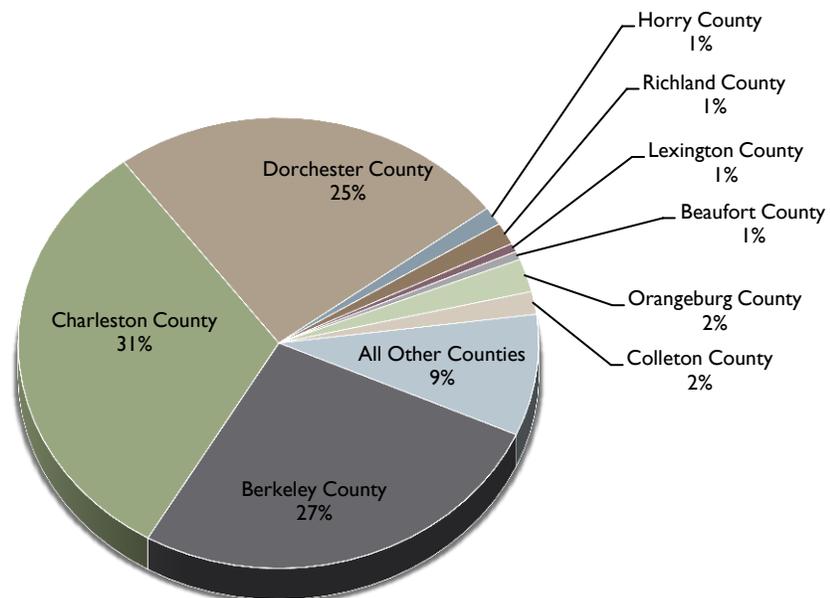
Private and Nongovernment Total: 3rd quarter 2010	
Trident Region Weekly Average Wage	\$755
South Carolina Weekly Average Wage	\$713
Private and Nongovernment Total: 2nd quarter 2010	
Trident Region Weekly Average Wage	\$752
South Carolina Weekly Average Wage	\$710

Figure 8: Trident Region Average Weekly Wages

TRANSPORTATION ACCESS

The majority of the BCD region’s labor force commutes to Charleston County for employment. More specifically, 73.6 percent of Charleston County residents work within their resident county, while 45.2 percent of Berkeley County residents and 43.9 percent of Dorchester County residents commute to Charleston County for employment. As illustrated below in Figure 9, almost 85 percent of the BCD region’s workforce lives within one of the three counties.

Where Workers in the BCD Region Live



SC Department of Commerce, 2008

Figure 9: Commuting Patterns

More recent statistics from the 2010 American Community Survey indicate that, in 2009, 45.4 percent of Berkeley County residents worked in their county of residence; 73.6 percent of Charleston County residents worked in their county of residence; and 37.5 percent of Dorchester County residents worked in their county of residence.

This pattern is also reflected in the mean one-way travel time to work. For Charleston County residents, this number is 22.0 minutes; for Berkeley County residents, it is 25.9 minutes; and for Dorchester County the mean travel time to work is 27.4 minutes.

WORKFORCE DEVELOPMENT

Employers seeking the best and brightest find a growing pool of skilled talent in the BCD region. This market experienced double-digit growth in the past ten years in total occupations while the United States saw less growth during the same time period. A burgeoning technology sector is building a strong base of technically skilled workers, especially in the areas of engineering and information technology. According to the US Bureau of Labor Statistics, between 2000 and 2010, the BCD region experienced a 68.3 percent increase in Architectural and Engineering Occupations as compared to a 1.3 percent increase in South Carolina and a 10.5 percent decrease in the United States overall. Over the same ten year period, 2000-2010, the BCD region experienced a 62.3 percent increase in Information Technology and Mathematics Occupations while South Carolina and the United States realized a 29.3 percent increase and a 12 percent increase respectively.

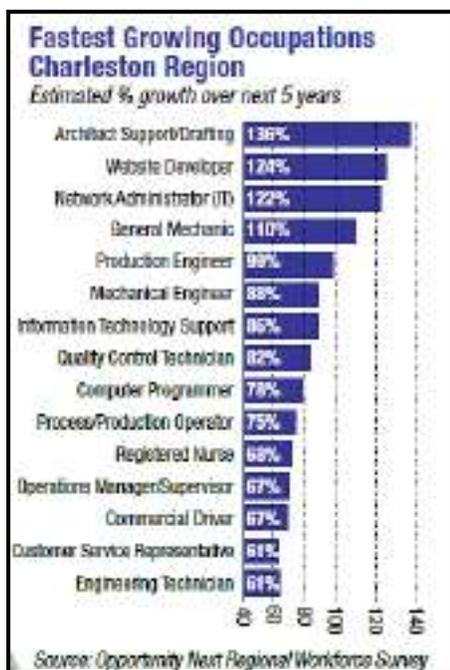


Figure 10: Fastest Growing Occupations

Regional businesses draw upon a diverse and ever-deepening pool of talent comprised of:

New skilled labor - Steady streams of new workers are relocating to the region.

Local college graduates - Nearly 7,000 degrees are awarded locally each year.

Commuters - Nearly 11,000 residents from surrounding counties commute into the Charleston region to work.

The military - More than 18,000 military retirees live in the area, with most continuing their careers in the private sector.

According to a Workforce Survey conducted as part of Opportunity Next and as shown in Figure 10, the fastest growing occupations poised for growth over the next five years are those in the highly skilled areas of architecture, engineering, and information technology.

Figure 11 shows employers with the highest number of job openings advertised online in June 2012. The Medical University of

South Carolina (MUSC) consistently holds the top spot for the number of job openings with BI-LO area stores following behind. The Boeing Company has been steadily hiring since operations officially began in 2011 at the North Charleston facility. MUSC, Roper St. Francis Healthcare and East Cooper Medical Center all ranking in the top 10 further illustrate the continued presence and growth of a biomedical/medical industry cluster in the BCD region. Since the last decade the S.C. Bioengineering Center at MUSC which corrals experts in biomedical engineering, a field that could develop such futuristic treatments as growing replacement organs or regenerating neural tissue, has been completed, Roper St. Francis Healthcare has undergone a major

renovation and expansion, and East Cooper Medical Center constructed a new facility east of the Cooper River.

Rank	Employer Name	Job Openings
1	Medical University of South Carolina	409
2	BI-LO, LLC.	292
3	Trident Technical College	120
4	Harris Teeter Inc.	118
5	UEC Electronics, LLC	117
6	The Boeing Company	100
7	Scientific Research Corporation	95
8	Family Dollar Stores, Inc.	92
9	Roper St. Francis Healthcare	81
10	East Cooper Medical Center	80

SC Department of Commerce Labor Market Information

Figure 11: Employers with the Highest Number of Job Openings

ECONOMY

The BCD region has made significant progress in growing the regional economy and expanding its business and industrial base. More recently, two significant accomplishments have been additions to the region’s research and manufacturing industries: in 2010 Clemson University broke ground on a \$98 million Wind Turbine Drive Train Testing Facility, the world’s largest facility of its kind; and in 2011, Boeing opened a manufacturing plant in North Charleston, with the first South Carolina produced 787 Dreamliners completed in 2012. These achievements are the result of a coordinated regional effort to



target, attract, and develop growing industries that contribute to long term, sustained economic growth and prosperity.

According to the CRDA’s 2011 Economic Profile for the BCD region, the following are considered the economic drivers:



- Port of Charleston: Has the deepest harbor and shipping channels in the South Atlantic and regularly hosts Post-Panamax (ships that do not fall within the Panamax-sizes) vessels. The most efficient port in the U.S, it offers global connections to 150 countries around the world.
- Military: Local presence by nearly every agency in the U.S. Departments of Defense and Homeland Security. Employs 22,000+ in

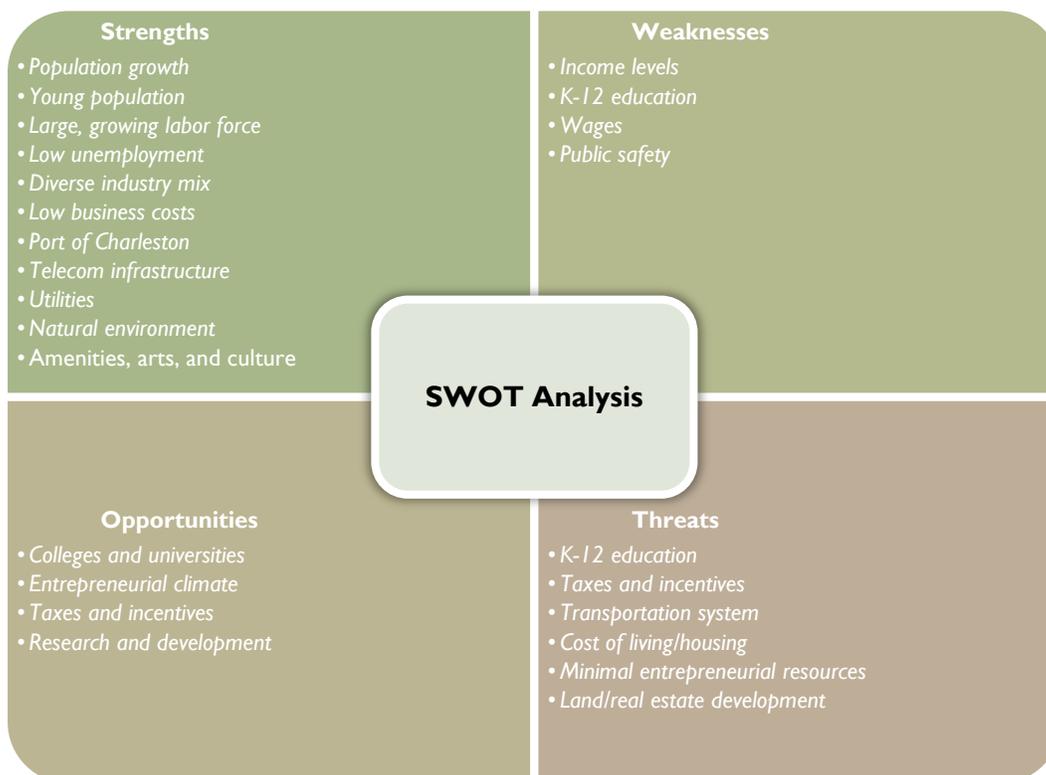
the region (active & civilian) and adds \$3 billion annually to the local economy.

- **Healthcare & Medical Technology:** Four nationally recognized hospital systems, including the Medical University of South Carolina (MUSC). This growing research center and teaching hospital awards 800+ degrees each year, employs more than 11,000, and annually contributes over \$2.3 billion to the local economy.
- **Visitor Industry:** More than 4 million annual visitors provide a yearly economic impact of \$3 billion. Charleston is named #1 U.S. travel destination by readers of Conde Nast Traveler and #3 on the publication’s “World’s Best Cities” list.

The BCD region is fortunate to have such diverse and powerful economic drivers creating a strong economic base that provides opportunities for synergies with complementary industries and businesses. In securing the Clemson University Wind Turbine Drive Train Testing Facility and attracting Boeing, the region demonstrated its ability to leverage regional assets to spur new industries and endeavors that will further contribute to economic success.

ANALYSIS OF ECONOMIC AND COMMUNITY DEVELOPMENT ISSUES AND OPPORTUNITIES

In 2005, the BCD region embraced a cluster-based economic development strategy designed to improve wages and fuel job growth in an economy increasingly defined by knowledge, innovation, and global competition. This strategy entitled Forward Charleston began with an in-depth economic analysis of workforce and education, business climate, sites and infrastructure, and quality of life in the BCD region. The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis revealed the following about the BCD region:



Although we have made significant progress in addressing the weaknesses/threats identified in this analysis, many of those weaknesses still exist. In 2010, the CRDA initiated the aforementioned Regional Economic Scorecard, which gauges the region's economic progress regarding, in part, this SWOT analysis.

OTHER GOVERNMENT-SPONSORED OR SUPPORTED PLANS

CHARLESTON REGIONAL DEVELOPMENT ALLIANCE

The BCDCOG coordinates closely with public and private partners in the region including the Charleston Regional Development Alliance (CRDA). The CRDA serves as a catalyst for long-term, sustainable economic growth in the tri-county region. Supported and led by the region's most influential business, elected, and academic leaders, the CRDA convenes and collaborates closely with other entities throughout the BCD region to ensure a globally competitive regional economy.



In July 2010, the CRDA facilitated the creation of Opportunity Next, the tri-county Charleston region's comprehensive, cluster-based economic development strategy. The BCDCOG Executive Director served on the 48-member Advisory Board comprised of leaders from a diverse range of public sector, private sector, non-profit and educational institutions. In addition, over 1,400 individuals participated in the project through focus groups, online surveys, and one-on-one interviews.

The objective of Opportunity Next is to supercharge the region's economy, strengthen employment, and to establish Charleston as an international hub for business and talent. Opportunity Next recommends a balanced and synergistic approach to economic development, blending business recruitment and marketing, business retention / expansion, and entrepreneurship programs coordinated across a wide variety of regional organizations.

CRDA TARGET INDUSTRY CLUSTERS

In Opportunity Next the CRDA identified four “target clusters” and five “target competencies,” or supporting industries, which are thought to offer the greatest potential economic benefit and act as an impetus for future economic growth throughout the tri-county region.

The four target industries are as follows:

1. AEROSPACE

In light of making the BCD region home to a second 787 Dreamliner assembly plant (the first being located in Everett, Washington), Boeing is one of a dozen other international aerospace companies already in the Charleston region, including Eaton Corporation, Parker Hannifin, and SKF Aero Bearing. According to the CRDA, the Charleston MSA was the fastest-growing MSA for aircraft manufacturing in 2009, experiencing 80 percent job growth.

2. ADVANCED SECURITY AND IT

This target industry includes various government agencies and defense and security firms that engage complex information systems to respond to current military needs and build the next generation of weapons, security systems, and monitoring. The BCD region is home to nearly every U.S. Department of Defense and Department of Homeland Security agency, including Space & Naval Warfare Systems Center (SPAWAR Atlantic), Charleston Air Force Base, the U.S. Coast Guard, National Oceanic and Atmospheric Administration (NOAA), Department of Justice (DOJ), and Department of Energy (DOE).

3. BIOMEDICAL/MEDICAL:

The biomedical industry includes drug and device manufacturers, computer research scientists, biological technicians, Health IT, health care workers, and laboratory technologists. This industry is primarily driven by research and development, with the BCD region home to over 40 bioscience companies including the Medical University of South Carolina (MUSC), the Hollings Marine Laboratory, and SCRA (South Carolina Research Authority).

4. WIND ENERGY:

The Clemson University Research Institute's (CURI) drive train facility has the potential to establish the BCD region as an international hub for offshore wind energy, as well as a leader in research and development and manufacturing. In terms of transportation infrastructure, including port access, dual-served rail, and interstate access, the BCD region is a prime location for this type of facility.

A competency is a specific, identifiable skill or characteristic that is essential for performance of an activity within a specific business or industry framework. "Target Competencies" refer to those industries that support and affect other target industries. They are often the basis of new and emerging growth in a region by helping to create new ideas, products, or entirely new industries.

The five (5) competencies are as follows:

1. DRIVE TRAIN AND POWER SYSTEMS:

A provider to power generation industries, this industry is directly related to the new Clemson University Research Institute (CURI) facility, although it is an asset to the aerospace industry as well as agricultural, construction and transportation industries. As home to one of only three drive train and power systems testing facilities in the world, the BCD region has the potential to become an international hub of drive train and power systems facilities.

2. CREATIVE DESIGN:

The BCD region is known to have a thriving creative population, including creative design businesses and freelancers. A recent report shows a creative workforce of 27,315, or nearly 7 percent of the BCD region's total workforce. Gross sales generated by creative professionals in 2009 exceeded \$1.4 billion. People in this industry will continue to contribute to the four identified target industries in addition to other current economic drivers in the region, such as tourism and innovative entrepreneurship.

3. SOFTWARE:

This industry is a vital foundation for virtually all other industries, not just the four target industries. Software professionals, engineers and developers will continue to be in demand in the BCD region for the target industries and others that heavily depend on the availability high-speed information infrastructure.

4. LOGISTICS:

Facilitating the flow of goods and services, this industry encompasses the region's port, railways, airports and highway transportation infrastructures. The BCD region is in a unique position, particularly with the

ports, and will therefore continue to support port infrastructure and expansion. In addition, highway congestion and management will be addressed in order to successfully build a world-class logistics level of service, resulting in the region having an even more competitive economic advantage.

5. ADVANCED MATERIALS:

The BCD region has a diverse advanced materials cluster that includes chemicals, fibers, timber, plastics, rubber, and textiles. In addition, it includes carbon fiber and fiber-reinforced polymers, carbon-fiber reinforced plastics, engineered woods, ceramics, and bone. While targeting the aerospace, energy and biomedical industries, there is opportunity to market the region to advanced materials manufacturers, as well as companies that manufacture base materials.



CHARLESTON REGIONAL DEVELOPMENT ALLIANCE'S 2010 AND 2011 REGIONAL ECONOMIC SCORECARDS

THE 2010 REGIONAL ECONOMIC SCORECARD

In 2010, the CRDA initiated the Regional Economic Scorecard for the BCD region. The proposed annual assessment of the BCD region’s economic progress was meant to help guide discussions by local business, government, community and workforce leaders regarding strategies for shaping the BCD region’s economic future.



In the 2010 Scorecard, indicators aligned with four basic “inputs” of economic competitiveness: Human Capital, Innovative Activity, Entrepreneurial Environment, and Quality of Place. Other relevant indicators of economic progress will be considered with each yearly Scorecard update.

The Scorecard provides a snapshot of how the region is performing compared to six similar southeastern metro areas and two of the nation’s leading economies. In addition, the idea to create a ‘scorecard’ originated to gauge the progress made in addressing the outcomes of the SWOT analysis especially in regard to the listed weaknesses and threats.



THE 2011 REGIONAL ECONOMIC SCORECARD

The 2011 Regional Economic Scorecard is the second annual assessment of the tri-county region's economic progress.

This Scorecard examined the foundational elements for economic development (the competitive inputs as mentioned above), as well as the supporting environment for economic development, which includes industrial composition; physical infrastructure; and social, cultural and institutional environment. Progress in each of these areas can ultimately lead to economic prosperity.

While this Scorecard measures economic indicators against data from comparative metros in the Southeast, the reality is the Charleston region must be globally competitive to succeed in an economy increasingly defined by innovation, knowledge and international competition.

All regional organizations play a role in moving the economy forward. Education and workforce development, for example, are essential building blocks of a successful economy. The number one issue for businesses looking to expand or select a new location is an educated, highly-skilled workforce. Private sector involvement in the classroom and creating a pipeline of skilled talent are critical components for supercharging the economy and boosting the Region from good to great.

- Key takeaways from the 2011 Regional Scorecard include:
- Charleston region's Gross Regional Product (GRP) grew faster than in all comparative metros between 2000-2009
- Innovative activity continues to lag behind comparative metros although there are many initiatives underway to improve this indicator
- Charleston region ranked above all comparative metros in the entrepreneurial environment index

Since this is the most recent Scorecard, it has been attached to serve a gauge for the progress that has been made in addressing the result of the SWOT analysis completed in 2005 and for which many strides have been made in addressing the weaknesses and threats.



SC WORKS TRIDENT

The Berkeley Charleston Dorchester Council of Governments assumed responsibilities of SC Works Trident on July 2011. BCDCOG staff provides day-to-day

management and oversight of centers. In addition, in an effort to better integrate services, increase coordination, and minimize duplication of services, the BCDCOG staff has on-site access to the South Carolina Department of Employment and Workforce (DEW) - Unemployment Insurance (UI) staff.

The SC Works Trident is comprised of one-stop centers in Berkeley, Charleston and Dorchester counties. The SC Works staff offers a variety of services to help employers, large and small, and job seekers fill their workforce development needs. Because SC Works staff collaborates with regional partners, it can eliminate or reduce the costs associated with recruiting new employees, screening, placement activities, training new and existing employees and testing.

TRIDENT WORKFORCE INVESTMENT BOARD

The Trident Workforce Investment Board (TWIB) is tasked with delivering federally funded programs under the Workforce Investment Act (WIA) of 1998 and overseeing the programs and services of SC Works Trident. The TWIB's objectives include:

- Developing a five-year strategic plan
- Coordinating workforce investment with economic development strategies
- Promoting private sector involvement in the local workforce investment system

The TWIB establishes and implements policies and provides fiscal oversight for the workforce development system in the tri-county region. The TWIB is an integrative force, bringing together business and industry, education, economic development and other public entities striving to ensure adequate investment in today's workforce; and preparing tomorrow's workforce to ensure they have the skills to meet the demand of the region's growth sectors.

The Trident Workforce Investment Board Five Year Strategic Plan was completed in 2011 by the BCDCOG and identifies the following principal goals:

Trident Workforce Investment Board Five Year Strategic Plan Goals

- *To strengthen the collaboration between the Workforce Board and the region's economic development organizations;*
- *To develop SC Works Centers which are uniformly market-driven, skills-based, and functionally managed and integrated. Our goal is to have a seamless delivery of services in each Trident location, with certified SC Works in Berkeley, Charleston and Dorchester Counties;*
- *To preserve and create jobs while building and maintaining a skilled workforce;*
- *To meet the skill-needs of existing and emerging regional employers, high growth occupations, and under-skilled participants;*
- *To continue to develop and refine innovative service delivery strategies for the region; and*
- *To advance participants through progressive levels of education and training as efficiently as possible, gaining education and workforce skills of measurable value at each level, and ensuring all levels of education and training are closely aligned with jobs and industry customers that are a part of the regional economy.*
- *To continue to provide priority of services, including receipt of employment, training, and placement services in any job training program to veterans and spouses of certain veterans who meet the program's eligibility requirements.*

Progress on achieving these goals through established objectives and strategies will be detailed annually to the TWIB, partners, and the State of South Carolina.

TWIB TARGET INDUSTRY CLUSTERS

The Trident Workforce Investment Board (TWIB) diligently considered the aforementioned industry clusters the CRDA intends to pursue according to their strategic plan, Opportunity Next. Based upon these clusters, the TWIB identified five (5) target industry clusters to concentrate Workforce Investment Act (WIA) funding in an effort to prepare, build, and maintain a skilled workforce to adequately meet the needs of those CRDA targeted industries. The TWIB target industry clusters are very much aligned with the CRDA's target competencies in that they both serve as the "infrastructure" to broader CRDA target industry clusters. By allocating WIA funding for training in the TWIB industry clusters, the skills acquired will not only serve the CRDA industry clusters, but will also prepare workers for employment opportunities associated with the aforementioned CRDA target competencies (Drive Train and Power Systems, Creative Design, Software, Logistics, and Advanced Materials).



Fostering and encouraging training in these clusters will allow for the WIA program to support the efforts of the CRDA and other economic development partners in the pursuit of the targeted industries. The TWIB will focus the allocation of WIA funding for the creation of and in support of programs that offer opportunities for training provided by Eligible Training Providers (ETP). These programs will prepare WIA participants for careers in the following industry clusters: manufacturing, transportation and logistics, biomedical/medical, IT services, and specialty trade contracting.

TWIB targeted clusters are listed below, along with a description of why this cluster was chosen and how it will help to meet the workforce demands of the target industry clusters identified in the CRDA's Strategic Plan. The TWIB clusters are as follows:

1. MANUFACTURING:

Despite a general decline nationally in the manufacturing sector (28 percent from 2000 – 2009), certain areas, including the BCD region, actually grew (more than 5 percent) their manufacturing sector during the same time period. The BCD region is expected to continue seeing increases, particularly in the manufacturing sector (aircraft), as well as automotive and industrial machinery. As of 2009, Charleston was the fastest-growing mid-size metro for aircraft manufacturing in the U.S. (80 job growth).

One of the most critical challenges facing the manufacturing industry is the need for both highly skilled and semi-skilled workers for aircraft parts manufacturing. This includes not only engineers and drafters requiring a four-year degree, but production workers, mechanics and aircraft technicians with degrees from a technical college or through vocational training.

Supporting the development and ongoing maintenance of curriculum by educational institutions and businesses in training the manufacturing workforce will be critical in building and sustaining the Region's globally competitive position.

2. TRANSPORTATION AND LOGISTICS:

In varying degrees, each of the CRDA's industry clusters relies on the presence of a strong and efficient Transportation and Logistics system.

Every business firm, regardless of what it produces or distributes, requires the movement of goods from one point to another and, therefore, is involved in transportation. In addition, logistics touches every

aspect of a company's daily operations. Growing into a business specialty of its own, logistics is essential for a region's competitive strategy and survival.

In addition to having the most productive port in North America, the BCD region has an integrated rail and highway system and a growing international airport, all which provide highly efficient access to the global marketplace. Given that, in this region alone, the port impacts nearly 50,700 jobs and serves more than 150 countries worldwide, it is no wonder that transportation and logistics is vital to the economy and should be the focus of workforce resources and training.

3. BIOMEDICAL/MEDICAL:

Biomedical/Medical captures a range of areas, including human health / medical, agricultural and industrial. Applications, devices, and therapeutics are supplied to these industries through a range of functions including manufacturing, testing services, and research and development. This industry has experienced tremendous growth over the past ten years. Employment in the cluster has expanded by nearly 130,000 jobs from 1993- 2003, with growth in this cluster projected to continue.

Research and development (R&D) funding at MUSC has grown by 200 percent since 1996, making the institution the largest recipient of R&D funds in the state of South Carolina. In addition to MUSC, Charleston is home to many federal R&D labs including the Hollings Marine Lab, the U.S. Vegetable Laboratory, and NOAA's Coastal Services Center. R&D assets can provide an economic development boost to a region through commercialization opportunities, or by attracting emerging technology companies and skilled workers.

4. IT SERVICES:

Much like the manufacturing and transportation and logistics, software and IT Services provide support to most all other industries, particularly Advanced Security and Biomedical.

The BCD region has a growing cluster in software and IT services strengthened by the presence of a handful of successful homegrown technology companies like Benefitfocus and Blackbaud. In addition, Advanced Security, one of the CRDA's target industries, is essentially a large information technology cluster that serves multiple federal agencies' security and IT needs.

From 1998-2003, Charleston's employment in Software & IT grew by 60 percent to nearly 2,500 current employees. When the CRDA strategic plan examined occupations with the highest percentage growth in the next five years, they found that IT administrators topped the list with 122 percent anticipated growth.

5. SPECIALTY TRADE CONTRACTORS:

This industry sector encompasses establishments whose primary activity is performing specific activities (e.g., pouring concrete, site preparation, plumbing, painting, and electrical work) involved in building construction or other activities that are similar for all types of construction but that are not responsible for the entire project. Approximately 13,000 people are employed as skilled maintenance technicians in the BCD region which is an indication of the strength of this industry cluster. Those trained specifically in maintenance and repair work approach 4,000. This is a very significant sector for companies like Nacelle Assembly for commissioning, troubleshooting, and repair/ operations of offshore wind farms.

TWIB Target Industry Clusters ↓	Advanced Security / IT	Aerospace	Biomedical/ Medical	Wind Energy
Manufacturing	✓	✓	✓	✓
Transportation & Logistics	✓	✓	✓	✓
Biomedical/Medical	✓		✓	
IT Services	✓	✓	✓	✓
Specialty Trade Contractors	✓	✓	✓	✓

STATE WORKFORCE INVESTMENT STRATEGIES

The regional approach to economic development as detailed in both Opportunity Next and the Trident Workforce Investment Board Five Year Strategic Plan aligns with that of the State of South Carolina’s focus on cluster-based economic development. The concept of cluster-based economic development originated in 2004 with New Carolina, the South Carolina Council on Competiveness. New Carolina was created to activate and upgrade industry clusters, increase support for startups and local firms, and invest more in workforce investment and education. New Carolina is comprised of multiple business organizations and government entities throughout the state. Its mission is to implement a long-term economic strategy focused on industry clusters, and on raising South Carolina’s per capita income. Over 50 leaders from across the state are on the Council board.

PAST ECONOMIC DEVELOPMENT INVESTMENTS

Past economic development investment information was gathered from the Charleston Regional Development Alliance’s Annual Report for years 2006 through 2011 as follows:

2006-2007

\$955 million – New Capital Investment

Not available – Economic Impact from New Payroll

711- New Direct Jobs

2007-2008

\$543.5 million – New Capital Investment

\$124.4 million – Economic Impact from New Payroll

355 - New Direct Jobs

2008-2009

\$104 million – New Capital Investment

\$502 million – Economic Impact from New Payroll

816 - New Direct Jobs with Wages Averaging 3.4 percent above Regional Average

2009-2010

\$895 million – New Capital Investment

\$1.66 billion – Economic Impact from New Payroll

4,615 - New Direct Jobs with Wages Averaging 4 percent above Regional Average

2010-2011

\$471 million – New Capital Investment

\$479 million – Economic Impact from New Payroll

874 - New Direct Jobs with Wages Averaging 15 percent above Regional Average

PRESENT ECONOMIC DEVELOPMENT INVESTMENTS

The CRDA coordinates economic development announcements with various regional entities. Oftentimes, economic development investment information is not released until that time the announcement is made. The following projects have been recently announced and are considered “Present” announcements.

Nexans

Locate its new high voltage power cable manufacturing operation at the Bushy Park Industrial Complex in Berkeley County

CAP. INVESTMENT: \$85 million

NEW JOBS: 200

Cummins Turbo Technologies

Expansion of operations in Charleston County

CAP. INVESTMENT: \$19.5 million NEW JOBS: 76

PyroTec Inc.

Establish a new domestic and global headquarters in Charleston County

CAP. INVESTMENT: \$10 million

NEW JOBS: 75

FUTURE ECONOMIC DEVELOPMENT INVESTMENTS

Procuring “Future” economic development investment information is also difficult given the secrecy associated with procuring these investments. The following investment has been made public in the region and the announcement is sure to spark future economic development.



S.C. State Ports Authority

\$1.3 billion in capital investments during the next 10 years in order to meet expected demands as follows:

- A new terminal operating system
- Improvements to existing facilities
- A new container terminal on the former Navy Base (at build-out, will increase container capacity by 50 percent)
- New cruise terminal at Union Pier
- More than \$12 million in statewide environmental and community projects (aligned with its Pledge for Growth program)

GOALS AND OBJECTIVES TO SOLVE THE ECONOMIC DEVELOPMENT PROBLEMS

OurRegion OurPlan is a regional growth plan led by the BCD COG for the tri-county region. It provides a “blueprint” for sustainable growth and development, lays the foundation to manage proposed large-scale and fast-paced growth, and develops a uniform platform integrating all planning initiatives in the region.

This document lays out the major concepts that will guide growth in the BCD region through 2040 and beyond. These build on the goals that were developed through a public planning process and connect them to the issues the three counties face today. As a means of addressing these issues and achieving the goals, potential policies, objectives and strategies are identified. Indicators for each goal will help benchmark the region’s progress towards the goals.



OurRegion OurPlan details economic goals and implementation strategies, discussed below, which form the basis for the 2012 CEDS.

The following Economic goals will ensure the collective vision of the BCD region is realized:

1. Promote a diverse regional economy that will support varied employment opportunities.
2. Sustain and strive to improve the Port of Charleston’s position as the 6th largest port in container volume in the nation.
3. Ensure that all residents have equal access to a quality education.

These goals are broad-based and long-range in focus, and describe a desired end state toward which planning efforts should be directed. Each of the previously listed goals is supported by a series of objectives, policies and strategies that describe actions to be undertaken in order to accomplish the goals.

GOAL 1: Promote a diverse regional economy that will support varied employment opportunities.

Objective 1: Grow the region’s economy around sectors that provide long-term sustainable growth.

Policy: Businesses in the aerospace, advanced security and IT, biomedical and wind energy sectors will be supported through economic development efforts and synergies with the Region’s assets.

Strategy 1: Support the CRDA’s efforts to develop and recruit businesses in the four targeted sectors of aerospace, advanced security and IT, biomedical, and wind energy.

Strategy 2: In an effort to promote entrepreneurship, continue to support small business incubators and technical assistance programs, in conjunction with area colleges and universities.

Strategy 3: Consider establishing targeted loan funds or other finance mechanisms to provide additional funding for businesses in the target sectors.

Objective 2: Continue to develop and maintain high quality public infrastructure to support existing and future business and residential uses in the region’s employment centers and encourage new investment and reinvestment using value capture mechanisms (to be discussed under “Implementation”).

Policy: Public infrastructure investments will be used to guide and facilitate development in the Region.

Strategy 1: Support ongoing planning for public transit to support commercial and residential development in or near employment centers.

Strategy 2: Develop a working group to identify value capture opportunities (to be discussed under “Implementation”) that are aligned with infrastructure needs.

Strategy 3: Facilitate updates to local plans and ordinances to address current and future telecommunications needs and to better facilitate technology upgrades.

Objective 3: Provide a supportive environment that fosters business growth and innovation at all levels, especially for small and local businesses.

Policy: The region will foster a “business-friendly” atmosphere that supports new businesses and entrepreneurs.

Strategy 1: Continue to support partnerships that assist communities in planning jointly for economic development in the local and global marketplace.

Strategy 2: Encourage coordination between local chambers of commerce, the Charleston Metro Chamber of Commerce and the CRDA to promote strategic regional economic development and tourism activities that draw on the distinctiveness of the Region’s communities.

Strategy 3: Engage in coalitions and partnerships with local civic organizations and business associations to promote and support small and locally-owned businesses.

- Strategy 4:** Promote initiatives that improve and broaden higher education programs and facilities (see also Goal 3).
- Strategy 5:** Promote workforce development, training, and job placement activities (see also Goal 3).
- Strategy 6:** Continue to encourage and support creative activities and industries that contribute to the ingenuity and quality of life in the region

INDICATORS OF SUCCESS

1. Increase in the number of industries headquartered in the region.
2. Increase in the relocation of Fortune 500 companies to the region.
3. Increase in the number of target sector businesses within the region.
4. Increase in the number of businesses in the creative industries.
5. Increase of new businesses registered in the region.
6. Changes in the location quotient of the target sectors.
7. Changes in the gross regional product.
8. Increase in the number of employees in the target sectors.
9. Reduction in the unemployment rate.
10. Employment growth for the region.
11. Increase in the average wages for the region.
12. Increase in the regional per capita income and regional cost of living.
13. Adoption and implementation of CRDA's Opportunity Next recommendations.
14. Changes in survey ratings of the region's infrastructure.

GOAL 2: *Sustain and strive to improve the Port of Charleston's position as the 4th busiest port in the nation.*

Objective 1: Maintain or enhance Port efficiency and productivity through the improvement and expansion of a well-connected, intermodal transportation network.

Policy: Develop a robust, efficient transportation network that supports the Region's industries.

Strategy 1: Coordinate Port improvements and expansion with development of the Long Range Transportation Plan as well as with surrounding neighborhoods.

Strategy 2: Conduct a comprehensive Regional Mobility Study to identify strategic issues and opportunities for intermodal and multimodal transportation.

Strategy 3: Build a more efficient regional transportation network that serves both the Port and nearby redevelopment opportunities.

Objective 2: Mitigate negative environmental impacts caused by Port-related activities.

Policy: Provide a higher quality of life for the Region by developing industries while mitigating the impacts and unintended consequences of their development.

Strategy 1: Engage the public in Port expansion planning efforts and decision-making, especially as they relate to environmental justice issues.

**Note: The South Carolina State Ports Authority (SCSPA) along with City of North Charleston and Lowcountry Alliance for Model Communities (LAMC) developed the Community Mitigation Plan (CMP) in 2009. This plan addressed issues faced by a group of seven neighborhoods due to the expansion of the port on the former Naval Complex in North Charleston.*

Strategy 2: Continue to work with the surrounding communities to provide better access to port-related traffic and mitigation of the associated traffic impacts to the Region.

Strategy 3: Support the Port in its efforts to cut diesel related emissions and use cleaner fuels like ultralow sulfur diesel.

Strategy 4: Support the partnership between South Carolina’s Department of Health and Environmental Control (DHEC) and the S.C. State Ports Authority (SCSPA) to monitor air quality surrounding the port and mitigate the environmental impacts of port-related operations.

Objective 3: Encourage the development of port-related industries.

Policy: Capitalize on market synergies to develop additional port-related businesses that can support or benefit from the Port and its users.

Strategy 1: Continue efforts to foster awareness and recognition of the Port and its benefits to the Region.

Strategy 2: Create partnerships with the Port Authority to market the Port to global and regional businesses.

Strategy 3: Support efforts to secure and enhance economic advantages for Port related businesses, e.g. federal tax advantages, enhanced benefits and incentives for Foreign Trade Zone businesses.

INDICATORS OF SUCCESS

1. Improvements in Port efficiency (e.g. time in Port, time to load/unload, number of containers and vessels served etc.) in relation to other national and international ports.
2. Monitor truck traffic volume to and from the Port.
3. Reduction in port-related traffic accidents.
4. Increase in the number of intermodal facilities within the tri-county region.
5. Change in regional traffic patterns and congestion before and after Port cargo modal decisions (i.e. increased rail shipments, cargo truck traffic on and off-peak travel times, etc.).
6. Increase in the tonnage that passes through the Port.
7. Reduction in levels of air and water pollutants around the Port, including the number and types of sea life found around the Port.
8. The number or share of community members who participate in Port and related LRTP planning efforts.

9. Increase in the presence of Port-related industries.
10. Changes in the economic impact of Port activities and businesses.

GOAL 3: *Ensure that all residents have equal access to a quality education*

- Objective 1:** Support efforts to improve access to and opportunities for education and training for all age groups.
- Policy:** Provide access to education and training that will prepare residents of the BCD region for the workplace.
- Strategy 1:** Assist in expanding educational opportunities throughout the region, from pre-K-12 through post-secondary and continuing education.
- Strategy 2:** Identify areas and demographics in particular need of additional educational and workforce development opportunities.
- Objective 2:** Promote equal access to advanced learning and business technologies in all educational facilities.
- Policy:** Comparable, high quality, advanced learning and business technologies will be available in educational facilities across the region.
- Strategy 1:** Establish partnerships between schools and technology providers.
- Strategy 2:** Work with local and regional businesses to develop technology funds and programs that provide educational facilities with advanced technologies used in area industries and target sectors.
- Objective 3:** Increase the number of “knowledge workers” in the region.
- Policy:** Promote the development of skills needed to support emerging businesses and sectors.
- Strategy 1:** Continue to build strong workforce development initiatives to support a high growth economy by focusing on skills needed in the four sectors targeted in Opportunity Next and the TWIB Five Year Strategic Plan and matching employee skills with employer needs.
- Strategy 2:** Continue to support efforts to establish Career Academies throughout the BCD region.
- Strategy 3:** Support the continued development of public-private partnerships to provide students throughout the BCD region with career exploration and skill development opportunities.
- Objective 4:** Improve school district performance levels on the state report card to achieve a ranking of “good”.
- Policy:** Support school districts in preparing students for productive lives and careers.
- Strategy 1:** Provide incentives to attract highly qualified teachers.
- Strategy 2:** Incentivize teacher pay based on school district and student performance.
- Strategy 3:** Support efforts to provide targeted assistance to school districts that do not achieve a ranking of “good” on the state report card.

INDICATORS OF SUCCESS

1. Reduce dropout rate for public schools K-12.
2. Increase of school districts receiving a “good” ranking level on the state report card.
3. Increase in the number of higher education institutions present in the region.
4. Increase in the number of higher education degrees issued per semester.
5. Increase of college graduates in the region.
6. Increase of people with advanced degrees in the region.
7. Increase in the number of computers each primary school offers per student.
8. Increase in high school enrollment in non-degree seeking programs.
9. Increase of knowledge workers in the region.

VITAL PROJECTS, PROGRAMS AND ACTIVITIES THAT ADDRESS THE GREATEST NEEDS AND WILL BEST ENHANCE COMPETITIVENESS

Projects, programs and activities that address the greatest needs and will best enhance competitiveness are discussed individually in each of the initiatives covered in this CEDS. In addition, other activities are facilitated by the BCDCOG that support economic development efforts and the overall goal of diversifying and growing the local economy as follows:

BUSINESS ENVIRONMENT/WORKFORCE DEVELOPMENT

- The BCDCOG continues to market its Revolving Loan Fund. The BCDCOGs’ Revolving Loan Fund (RLF) makes loans available to companies for the following: acquisition and improvement of real estate; the purchase of machinery; equipment or inventory; and permanent working capital. Terms and conditions will vary with each loan application and are based on a review of the collateral, finances, and market risk associated with each request. The RLF has loaned out a total of \$7.8 million to 58 businesses throughout the BCD region.
- The BCDCOG as the administrative entity for SC Works Trident and the Workforce Investment Act will work to achieve the goals established by the TWIB in the Five Year Strategic Plan.

REGIONAL RESOURCES/SERVICES

- The BCDCOG will work to promote the goals, objectives, and strategies for each of the plan elements outlined in OurRegion OurPlan.
- The BCDCOG continues to lead regional discussions about commuting patterns and the potential for new public transportation alternatives to improve transportation access throughout the BCD region as follows:

CHARLESTON AREA TRANSPORTATION STUDY (CHATS) METROPOLITAN PLANNING ORGANIZATION (MPO)

CHATS is governed by a 47-member board representing governmental and transportation-related organizations from throughout its coverage area. CHATS currently serves 800 square miles comprised of the tri-county region's most urbanized areas. Generally, the study area contains of all the land expected to be

urbanized within the next 20 years. It now consists of portions of all three counties in the BCD Region as follows:

- Summerville & surrounding areas
- Goose Creek
- Hanahan
- Daniel Island
- North Charleston
- Charleston
- All land between Mt. Pleasant & Wadmalaw Island

The South Carolina Department of Transportation oversees all road improvements for the remainder of the region.

RURAL TRANSPORTATION MANAGEMENT AUTHORITY (RTMA)

The RTMA offers a forum for cooperative transportation planning and education serving the rural (non-urban, as defined by US Census Bureau) portion of the region. This rural program is coordinated with the Charleston Area Transportation Study (CHATS) to ensure continuity between urban and rural transportation programs.

Rural transportation policy decisions are designated to the BCDCOG Board of Directors. The Board of Directors is governed by its own bylaws. Staff to the rural transportation planning process consists of BCD Council of Governments staff and SCDOT's Planning Section. The Board of Directors has an advisory committee, whose function is to review, evaluate and recommend ranking of proposed projects and policies to the Board of Directors.

- The BCDCOG completed a major overhaul to its existing Web-based mapping application. This application assists economic development efforts to market existing properties, as well as aid in the identification of future industrial parks. The mapping application is customized to meet the unique needs of both the BCDCOG and the CRDA.
- The BCDCOG, in partnership with Charleston Regional Development Alliance and the Charleston Metro Chamber of Commerce, is in the process of developing a web-based Regional Data Center to be housed and maintained at the BCDCOG's office.
- BCDCOG staff will continue to seek grant funding opportunities to benefit or advance economic development. More than \$12 million in CDBG funds have been administered by the BCDCOG since 2000 to improve the region's water and sewer infrastructure.
- In the BCD region, the area-wide wastewater treatment planning process, pursuant to Section 208 of the Federal Clean Water Act, is a responsibility of the BCDCOG. The BCDCOG maintains and periodically updates the 208 Areawide Water Quality Management Plan (208 Plan) to preserve and enhance state water quality and to meet the goals of the Federal Clean Water Act and the SC Pollution Control Act.
- In 2008, the Environmental Protection Agency (EPA) announced lower ozone standards which would have a drastic impact on the State. In an effort to be proactive, the BCDCOG initiated the Air Quality Coalition (AQC), consisting of interested citizens, agency partners and other stakeholders. The AQC meets quarterly and sponsors speakers to discuss how the various stakeholders can collaborate to

improve air quality in the Region and remain in attainment status. Being in “non-attainment” status with the National Ambient Air Quality Standards (NAAQS) would have significant impacts for both public and private sector stakeholders, such as limitations on federal funding for major road improvement projects and restrictions on new or expanding industries. In addition to these economic impacts, increased air pollution can contribute to significant public health issues such as respiratory problems, heart disease, lung cancer, and premature death.

- The BCDCOG will remain proactive in the promotion of technology in economic development. Access to a reliable, state-of-the-art broadband network is essential for business and is increasingly a quality of life issue, supporting services ranging from telemedicine to the virtual classroom. While no unbiased data yet exist for measuring broadband access across metro areas, Federal sources provide metro-level comparisons of data uploading speeds for medium and large businesses. At 15.7 megabits per second, Charleston ranked number one for this indicator on the 2011 Regional Economic Scorecard.

SOCIAL/POLITICAL

- The BCDCOG continues to lead a regional planning effort that addresses the goals of promoting cooperation, supporting effective leadership, linking communities, and creating a strong regional image.
- The BCDCOG continues to provide technical assistance and information used in the development of Comprehensive Land Use Plans developed by each county and municipality. The plans identify strengths and weaknesses for each area in order to determine additional diversification needs.

SOURCES OF FUNDING FOR POTENTIAL FUTURE INVESTMENTS

OurRegion OurPlan provides an overview of various financial initiatives to be explored as part of its implementation. In times such as the present when funding from public sector sources is more limited than in the past, the alternative funding sources can assist the BCD region, as it maneuvers to make necessary capital improvement projects to attract and/or maintain economic investment. Alternatives sources of funding are briefly discussed below.

VALUE CAPTURE

Value capture offers a framework for coordinating decisions about infrastructure such that the preponderance of growth occurs within centers and nodes identified in OurRegion OurPlan as well as along the BCD region’s key and emerging transit corridors. These public investments can also be leveraged to yield additional benefits, including higher quality development, interconnected transportation systems, and a sustainable tax base.

More specifically, value capture is a tool for funding infrastructure improvements by capitalizing on the value added to an area as a result of improvements made to its infrastructure. It recognizes that with each infrastructure investment—typically transportation—some marginal improvement or marginal decline occurs in the value of the surrounding land and development. This shift in value can be due to a change in access, noise, aesthetics, safety, reliability or other transportation impact. When the impact is a positive one and there is a resulting (or anticipated) increase in the value of land in the area surrounding the improvement, the added value can be harnessed or “captured” to provide financial support for the improvement itself or for other improvements that need to be made to the area.

TAX-INCREMENT FINANCING (TIF)

Tax-Increment Financing (TIF) is a well-recognized tool for encouraging revitalization. A TIF District is established through a Redevelopment Plan that explains why an area or parcels require redevelopment, the

type of infrastructure that will be funded by the TIF funds and the expected outcomes. As a result of the investments, additional taxes are generated by the increased value of the assessed property within the district. Instead of flowing into the general fund of a local taxing jurisdiction, the additional tax revenues are “captured” by the TIF district for a period of years. After the temporal expiration of the TIF district, all future tax revenues from the increased value of the property flow back into the general fund of each participating taxing jurisdiction. The South Carolina legislature empowered cities to create Tax Increment Financing (TIF) districts in 1984; counties were given TIF authority in 1999. Several TIF districts have already been created in the BCD region including the King Street Gateway TIF District in the City of Charleston.

Eligible tax revenue sources that can be captured in a TIF include:

- Property tax
- Payments in lieu of taxes (PILOTs)
- Utility revenues
- Assessments
- Redevelopment project revenues

Generally, TIFs allow a jurisdiction to negotiate with developers for desirable project additions such as greater public amenities, etc. in speculative or “hot” development areas. As a value capture mechanism, TIFs provide local jurisdictions the ability to enter into partnerships with developers to attain development that better fits the vision of the community and the types of projects needed to create the place-made centers in the plan.

LOCAL OPTION TAXES

Local option taxes are used as a means of raising funds for local and countywide infrastructure projects. In the BCD region, each county has utilized this type of financing tool to pay for much needed infrastructure projects.

In August 2008, Berkeley County Council approved a resolution to levy and impose a one-cent sales tax, subject to a voter referendum, with the proceeds to be used for transportation projects throughout the county. In November 2008, the voters of Berkeley County approved this referendum, and the new tax became effective May 1, 2009. The tax includes a seven year sunset clause, at which time voters will again be given an opportunity to keep or revoke the tax. Currently, the sales tax is being used to repay a 2010 \$27.7 million General Obligation Refunding Bond, which provides resources for various transportation projects and was issued to retire a 2009 General Obligation Bond Anticipation Note.

Collection of a half percent sales tax approved by voter referendum began in Charleston County in May 2005. The referendum authorized funding for transportation related projects, mass transit, and greenbelts.

In November 2004, Dorchester County voters approved a one-cent sales tax referendum. The Dorchester County Sales Tax Transportation Authority is continuing to complete the 22 projects approved with the referendum. In order to partially fund these projects, the county issued \$125 Million in bonds, which will be repaid by sales tax collections. Many of the projects have been completed and several more are under construction.

IMPACT FEES

Impact Fees refer to a one-time fee based on a proportionate share of the cost associated with providing capital improvements to new development. These fees can imposed by local government entities with comprehensive plans for transportation, police, fire, EMS, parks, potable water, wastewater, solid waste, and

storm water facilities. The impact fee is assessed when the property is developed, typically on a per unit basis for increased utility and transportation demand. Impact fees could be used to encourage growth that is compatible with OurRegion OurPlan.

In areas where development and utilities already exist, a lower fee could be assessed, whereas areas that are less accessible, have fewer utilities and are more costly to serve could be assessed a higher fee. Assessing fees in this fashion could encourage/direct growth to more desirable locations and keep it away from areas that are less desirable for growth.

PLAN OF ACTION

The plan of action for the 2012-2017 CEDS will be as follows:

- The BCDCOG will vigorously work to achieve the economic goals, objectives, and strategies outlined in the CEDS. The goals and objectives are broad-based and regionally applicable yet the strategies are succinct, well-defined and measurable. Annual updates to the 2012-2017 CEDS will include a detailed overview of the progress made for each goal as measured by the “Indicators of Success”.
In order to accomplish the economic goals outlined in the 2012-2017 CEDS, implementation will be viewed as a shared opportunity across all public sector jurisdictions and among the private sector interests which provide the investment capacity that sustains the BCD region. As outlined in the OurRegion OurPlan, the BCDCOG’s traditional role as a metropolitan planning organization that acts as a regional coordinating body in allocating federal and state funds and providing “as needed” support for local governments will change to a more comprehensive regional planning institution responsible for providing a sustainable framework for regional governance.
- The BCDCOG will continue to provide “as needed” support and technical assistance to citizens and governments throughout the BCD region in a variety of capacities. These include securing federal and state funds for major infrastructure projects while also working to leverage financial resources through new and innovative financial mechanisms briefly discussed in the CEDS, providing socio-economic demographic data and GIS mapping as required by the local economic development and education department staffs, and working with environmentally-related organizations such as the Charleston County Soil and Water Conservation District, The Nature Conservancy, the Office of Ocean and Coastal Resource Management, SC Department of Health and Environmental Control and the SC Parks and Recreation Department, to name a few, to insure environmental stewardship.
- The BCDCOG will continue implementing the Trident Workforce Investment Board Five Year Strategic Plan. In addition, the BCDCOG will continue to administer SC Works Trident and execution of the Workforce Investment Act Program. Working with regional employers, SC Works staff will continue to identify the job skills necessary to fulfill the employment needs of the BCD region’s employers. The BCDCOG will continue to work with state and local economic development professionals to recruit additional high wage, high technology jobs in the area-wide embraced industry clusters for the region.
Finally, the BCDCOG will continue promoting and implementing the Revolving Loan Fund (RLF). The RLF’s primary goal is job creation and protection. It is a federally initiated, state-backed program designed to assist businesses whose projects should improve the regional economy.
- The BCDCOG will continue to actively collaborate with the CRDA on economic development initiatives including the preparation and promotion of future Regional Economic Scorecards. The scorecard, updated annually, is a great indicator of how the BCD region is progressing since the scorecard’s inception and over the course of the past year. The scorecard compares the region to six (6) comparative metros

in the Southeast and two (2) leading economies. As part of the CEDS annual update, a Regional Economic Scorecard will be included to show how the region has progressed.

CONCLUSION

The BCD region is fortunate to have a relatively healthy economy at a time when many regions across the nation are battling severe economic woes. *Area Development* magazine, considered the leading executive magazine covering corporate site selection and relocation, conducted an analysis of “Leading Locations” based on two dozen different economic and workforce indicators from the Bureau of Labor Statistics, the Bureau of Economic Analysis, and the U.S. Census American Community Survey. The magazine ranked the nation’s 365 Metropolitan Statistical Areas (MSAs), including an overall ranking that crunches 23 indicators, plus separate rankings of “Recession-Busting”, “Prime Workforce Growth,” and “Economic Strength”. The BCD region (Charleston-North Charleston-Summerville MSA) ranked 2nd on the list of the “Top South-Atlantic Cities” earning its place on the strength of a 2nd place showing in "Recession-Busting" indicators, 5th place ranking in "Prime Workforce Growth," and 9th place ranking in "Economic Strength" factors among the Top 25 Big Cities. Furthermore, the BCD region ranked 21st among the 100 “Leading Locations” for its employment growth net 3-year change. *Forbes* magazine placed the BCD region 5th among midsize metro areas on its "Best Cities for Jobs" listing in May 2012; in 2011, *The Wall Street Journal* named it top in the nation for growth in college degrees, and last year CNN listed it 3rd among the "World's Best Cities."

The region’s economic efforts can be attributed to the collective, collaborative insight of both the public and private sectors which are responsible for such initiatives as Opportunity Next, the Regional Economic Scorecards, the Trident Workforce Investment Board Five Year Strategic Plan, and OurRegion Our Plan. These stratagems when regionally understood and embraced are complementary to one another and have all been designed to integrate approaches to economic development. The BCDCOG is ideally positioned to promote the ideals contained within these economic development resources.

Over the next five years the BCDCOG will further the economic strength of the region by focusing on the goals contained herein while promoting the efforts of all who play a part in furthering economic development in the BCD region.

BERKELEY CHARLESTON DORCHESTER
COUNCIL OF GOVERNMENTS

DISASTER & ECONOMIC RECOVERY & RESILIENCY STRATEGY

Added as an Addendum to the 2012 Comprehensive Economic Development
Strategy (CEDs) – October 2015

BERKELEY CHARLESTON DORCHESTER COUNCIL OF GOVERNMENTS DISASTER & ECONOMIC RECOVERY & RESILIENCY STRATEGY

INTRODUCTION

No person or place is immune from disasters or disaster-related losses. Infectious disease outbreaks, acts of terrorism, social unrest, or financial disasters in addition to natural hazards can all lead to large-scale consequences for the nation and its communities. Communities and the nation thus face difficult fiscal, social, cultural, and environmental choices about the best ways to ensure basic security and quality of life against hazards, deliberate attacks, and disasters..." Source: Disaster Resilience Document, The National Academies.

A **disaster** can be defined as any natural, nuclear, man-made, war-related, or other catastrophe producing phenomena in any part of the state which, in the determination of the Governor, causes damage of sufficient severity and magnitude to warrant all state assistance that is reasonably available, above and beyond emergency resource commitments."

Resilience is the ability of individuals, communities and systems to prepare for absorb, recover from or more successfully adapt to actual or potential adverse catastrophic events and chronic stress. *Source: Disaster Resilience Summary, The National Academies.*

BCDCOG ROLE IN DISASTER AND RESILIENCE

In the event of a disaster, the BCDCOG plays a support role to other regional partners in the planning and recovery efforts as outlined in the following strategic planning section. This brief summary of the BCDCOG's participation in recovery and resiliency is not intended to replace existing federal, state, or local disaster plans, but simply establishes the BCDCOG's role in both pre and post-disaster planning and recovery. Pre-disaster strategies are based on an awareness and support of already existing partnerships and emergency plans. Post-disaster strategies rely on a decision-making process consistent with local hazard mitigation plans.

In the event of a disaster, the BCDCOG is committed to the following:

- Providing local officials, business leaders, and other community partners with access to regional demographic, economic, transportation and hazard vulnerability data.
- Providing technical support to local entities.
- Establishing collaborative relationships with local government officials and non-government organizations that may provide data, funding, technical

expertise, and other resources essential to intermediate and long-term economic recovery following a disaster event.

- Offering grant writing expertise and technical assistance to regional and local entities, both for pre-disaster resiliency initiatives as well as post-disaster recovery efforts.
- Establishing familiarity with traditional economic and community recovery funding sources, including resources for business development assistance programs, such as EDA's Revolving Loan Fund (RLF) programs as well as private and nonprofit resources.
- Encouraging concepts and principles of economic resiliency strategies into the existing planning and development plans and activities within the region.
- Offering a neutral forum to convene diverse stakeholders and facilitate discussion and planning initiatives around the issues of economic resiliency preparedness and recovery.

Phase I: Pre-disaster Preparedness

This phase asks communities to plan and prepare for the unexpected and build disaster-resiliency practices. The BCDCOG encourages the existing coordination between regional organizations and provides regular updates to area disaster plans through the following programs and practices:

- Engagement in pre-disaster recovery and mitigation planning.
- Knowing the community's risks and vulnerabilities.
- Inventory and organization of the community's recovery resources (people, businesses, public services... etc.)
- Engagement in business continuity planning.
- Ensuring that there are resources available for the elderly and those with special needs.
- Identification of shelters, and recovery partners (federal, state, local, and private sector), type of assistance and resources they can provide.
- Development of an interagency action plan.
- Identification of what recovery activities will take place immediately, short-term, intermediate, and long term.
- Development and dissemination of a community evacuation plan.
- Engagement with the community.

Knowing where to prioritize spending requires basic knowledge of what is covered under insurance policies, which projects will be eligible for federal reimbursement through the FEMA Public Assistance Program, which projects can be funded through grant programs, and what financial reserves can be targeted for grant matching funds or local investment.

When a community begins to address its critical infrastructure issues as part of the initial planning process or as a pre-disaster implementation action, it can launch an

assessment of county or municipal insurance policies to determine which facilities are covered and for what extent of damage. They can then use this assessment to make decisions about increasing coverage or financing repairs to uninsured structures and determine whether mitigation enhancements would be covered under current policies and FEMA Public Assistance or whether additional funding would be needed.

Engagement in disaster preparedness and mitigation planning.

There are a number of different levels of strategic disaster planning in the BCD region that address these guidelines. Strategic disaster planning takes place from the local level up to the statewide level. Each county in the region has adopted a Hazard Mitigation Plan (disaster plan) that municipalities and other local entities adopt as participating entities. The BCDCOG has worked with member counties in the development of these plans and their continued updates. The State of South Carolina also develops and adopts a Statewide Hazard Mitigation Plan, which can be reviewed at <http://www.scemd.org/planandprepare/plans/mitigation-plan>. In addition, the SC Ports Authority, Medical University of South Carolina and other businesses and government organizations have their own pre and post disaster and resiliency plans.

Additional plans that are available at the local level include the following:

Emergency Operations Plans - Each South Carolina County is required to develop an emergency management plan in accordance with the statewide emergency management plan and appoint an emergency manager who shall have direct responsibility for the development and implementation of emergency and disaster plans, organization, administration, and operation of the local organization for emergency management. Emergency operations plans are designed to direct and coordinate resources in a unified response to emergencies or disasters. The BCDCOG is available to assist with the update or preparation of these plans. These plans may be viewed as follows:

Berkeley County EOP: <https://www.berkeleycountysc.gov/drupal/>

Charleston County EOP: <http://www.charlestoncounty.org/departments/emergency-management/files/EOP.pdf>

Dorchester County EOP: <http://www.dorchestercounty.net/modules/showdocument.aspx?documentid=6703>

National Flood Insurance Program - County or municipal governments can prepare for flooding disasters through participation in the National Flood Insurance Program NFIP, which allows both residential and commercial properties and contents to be insured against future flood losses. In order for a local government to participate in NFIP it must submit an application to FEMA including an adopted resolution of intent stating the unit of government will act in good faith to adopt floodplain regulations approved by FEMA. NFIP participating jurisdictions agree to implement and enforce measures to reduce the risk from flooding in flood hazard areas.

Assessment of Regional Risks and Vulnerabilities

Updated vulnerability analysis and risk assessments can be found in each approved Hazard Mitigation Plan on both the county and statewide levels. Most common risks and vulnerabilities listed in the Hazard Mitigation Plans in the BCDCOG region are at risk of various potential natural perils including, but not limited to: hurricanes, flooding, tornadoes, high winds, drought and extreme heat, and wildfires, and flooding.

The BCDCOG region is at risk of various potential man-made perils including but not limited to floods, hurricanes, earthquakes, brownouts/blackouts, civil unrest, terrorism, chemical/biological/nuclear attack, dam failure, hazardous material spills, train derailments, fires or explosions of landfills and natural gas pipelines disruption.

Inventory and organize local community recovery resources

Disaster recovery and mitigation resources can be found in the respective county Hazard Mitigation Plans. In addition, the South Carolina Voluntary Organizations Active in Disasters or SCVOAD (<https://scvoad.communityos.org/cms/home>), Trident United Way (<http://www.tuw.org/>) and American Red Cross of the Palmetto SC Region (<http://www.redcross.org/sc>) are additional available resource to work with local communities to identify community resources prior to a disaster and to assist in response and recovery after one.

Engagement in local government & business continuity planning

Local emergency operations plans address government continuity. If requested, BCDCOG will assist member cities, counties, transportation agencies and others in updating emergency operations plans. Continuity of government insures that government can and will continue to function throughout a period of disaster response and in the aftermath of a disaster. Continued service might depend on records preservation, digitizing records, backing up records off site, designating an alternate seat of government, coordinating with the state agencies, developing mutual aid arrangements with other units of government, planning for interim succession to office, or identifying alternative funding sources for disaster response and recovery.

- **Project Impact in Charleston County** (<http://www.charlestoncounty.org/departments/building-inspection-services/project-impact.php>) Project Impact is an initiative originally sponsored by FEMA to assist local communities in becoming more disaster resistant by promoting projects which help make the community better able to resist damages due to hazard events.
- **The Charleston Resilience Network (CRN)** is a volunteer-based effort composed of public and private sector stakeholder organizations within the Charleston metropolitan area that have a collective interest in the resilience of communities, critical infrastructure and socio-economic continuity to episodic natural disasters and chronic coastal environmental hazards.

Ensure resources are available for the elderly and those with special needs.

Elder resources are listed by county on the SC Department of Social Services website. Department of Social Services – Division of Adult Services and Aging (ASA) is the lead State agency for providing services to elderly and disabled adults. ASA partners with SC

Office of Emergency Management to ensure services continue to be provided to elderly and disabled adults before, after, and during an emergency.

Identify shelters

Each County Emergency Manager maintains a listing of potential emergency shelters and they are also listed in the County Hazard Mitigation plans.

Identify recovery partners and the type of assistance and resources they can provide

County Emergency Managers have information on local resources and organizations that can be of assistance. South Carolina maintains a listing of available resources and services online at <http://www.scemd.org/resources>.

The BCDCOG is able to be a valuable resource in providing staff resources in tracking down information and assisting in convening meetings with necessary organizations. BCDCOG also has extensive experience in state and federal paperwork and can assist local units of government in acquiring the State and Federal funding and assistance necessary to recover and improve resiliency on the local level.

Identify what recovery activities will take place immediately, short-term, intermediate, and long-term

Disaster recovery activities are placed in four separate emergency management phases listed in each County Emergency Operations Plan:

Preparedness Activities - All actions taken in advance of an emergency/disaster to plan, train, and equipment and those tasked with responding to an emergency/disaster in an effort to reduce the impact of any such occurrence. Examples of preparedness activities include, but are not limited to the following:

- First responder training to include interagency cross training;
- Disaster exercises of both the emergency operations plan and all agencies;
- Policy revision and review based upon exercising and actual events;
- Promote the Community Emergency Response Team (CERT) Program which educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.
- Emergency public information; and
- Mutual aid agreements.

Response Activities - Actions taken during or after an emergency/disaster to save lives, minimize damages, and enhance recovery operations. During the response phase priority is given to the protection of lives, property and the environment. Detailed information on response activities is available in the County Emergency Operations Plan. These measures vary by disaster type but might include the following:

- Search and rescue;
- Activation of Emergency Operations Center;
- Mass medical triage;
- Quarantine; and

- Evacuation.

Recovery Activities - Actions taken over the short or long-term to return to vital life support systems to minimum standards or to return life to normal or improved level, including but not limited to the following examples:

- Replacement of housing;
- Rebuilding of roads and other damaged infrastructure;
- Supplemental assistance;
- Damage assessment; and
- Mitigation of damages sustained.

Mitigation Activities - Actions that can be taken to eliminate or reduce the degree of long term risk including but not limited to the following examples:

- Enforcing or adopting building codes;
- Enforcing or adopting zoning ordinances;
- Hazard vulnerability analysis; and
- Replacing or improving bridges and culverts.

Develop and disseminate a community evacuation plan

County Emergency Managers maintain and disseminate local evacuation plans and engage the community by taking advantage of opportunities to communicate the process and protocols to follow in the event of a disaster and what recovery efforts will be undertaken. Public meetings are a required and necessary component of each County Hazard Mitigation Plan as they are being developed. During the development of the plans many organizations, units of local government and public citizens are engaged to provide information. SCVOAD has also assisted local governments in setting up and identifying processes and protocols that can be put in place immediately following a disaster event. County Emergency Managers are directly responsible for the development, organization, administration, and operation of the local organization for emergency management and distribution of the Emergency Operations Plan. Disaster recovery information is made available on the state level website, <http://www.scemd.org/>.

Establish a communication chain

Each county governing body appoints an emergency manager, with direct responsibility for the development and implementation of emergency and disaster plans, organization, administration and operation of the local organization for emergency management, subject to the direction and control of the executive officer or governing body. The emergency management communication chain begins with the county emergency manager requesting assistance from SC Office of Emergency Management OEM either through the appropriate regional coordinator or through the State Office.

Phase II: Post Disaster Planning and Implementation

This phase will include disaster assessment, the development of a recovery timeline, and the implementation of a long-term recovery plan.

The assessment phase will involve partners at the local, state and possibly federal level. Local officials have the authority to take responsible and appropriate actions in the direction and control of disaster recovery activities. The role of affected state and local governments in defining and addressing risk reduction and long term recovery priorities are recognized. If an effective recovery is beyond a local jurisdiction's capability, State assistance may be required. If the situation is beyond State and local capability, the Governor may ask for Federal assistance by requesting a Presidential Declaration of an "emergency" or "major disaster". The declaration triggers the implementation of Federal disaster assistance programs, which are coordinated by the Federal Emergency Management Agency, in cooperation with the Office of Emergency Management. Response and recovery operations in both State and Federally declared disasters will be conducted in accordance with the standards set forth by the National Incident Management System and the National Response Framework.

These authorities should provide oversight for the following assessments:

- Assess the nature and magnitude of the disaster.
- Assess the impact on the economy
- Assess the impact on transportation and public infrastructure.
- Assess the impact on housing, schools, and health care facilities.

Once these assessments have been made, regional partners will develop and implement a recovery timeline:

- List and prioritize recovery activities to be performed.
- Identify resources (Federal, state, local, private sector) needed for each activity.
- Determine the level and type of assistance needed.
- Identify roles and responsibilities.
- Determine the timeframe for each recovery activity.
- Establish recovery benchmarks.

Long-term recovery and mitigation efforts will be based on a variety of factors and priorities, including public safety, economic development, environmental protection, and preservation of social, cultural and historical resources:

- Identify business, economic and entrepreneurial rebuild initiatives.
- Identify workforce initiatives to employ workers and rebuild economy.
- Describe the Federal, state and local funding programs and management plans to ensure the most effective use of Federal, state, local, and private sector funds.

BCDCOG's Role in Economic Recovery

As a regional organization, the BCDCOG is particularly concerned with post-disaster economic recovery. Long-term recovery efforts focus on redeveloping communities and restoring the economic viability of disaster areas, including the following:

- Restoring the economic base of disaster-impacted communities, including lost jobs and employment opportunities.
- Identifying hazard mitigation opportunities and implementing long-term hazard mitigation plans, projects and measures (e.g., land use plans and hazard-zone restrictions).
- Assisting local governments in accessing state and federal funds to replace/repair infrastructure and community facilities

Post-disaster Relationships

There are many agencies, jurisdictions, and stakeholders involved in providing infrastructure, public facilities, and utility services. Both before and after a disaster, these private and public entities need to establish communication and coordination procedures to ensure that long-term recovery and redevelopment occurs in an efficient and organized manner. Each agency or company should have its own recovery plan; however, if any opportunities for directing redevelopment are to be pursued then coordination and communication are critical.

Limited time, funds, and materials are going to make simultaneous redevelopment of all damaged areas difficult. In some circumstances, opportunities may arise after a disaster to move forward with planned physical economic development projects or to create new projects that take advantage of post-disaster funding, available land, or public will.

Communities may want to encourage redevelopment in areas that correspond to their vision for the future and those less vulnerable to disasters by providing incentives for development in these areas. For instance, local comprehensive plans include many policies that determine where and to what extent redevelopment can, or ideally should, occur. As a starting place, affected communities can use their locally developed Comprehensive Plans, including this CEDS document, to identify specific land use codes and regulations. The BCDCOG can work with local governments to develop Community Investments Plans to identify priority projects, partnerships and action steps that will aid in the recovery process.

Natural disasters may offer opportunities to complete improvements to infrastructure by providing disaster funding as well as a positive public will towards projects. In addition to these enhancements, communities may place priorities on energy efficiency improvements as well as building code standards in order to promote long-term disaster recovery. BCDCOG will promote and provide technical assistance to communities who want to leverage funding that would be available through disaster programs from several federal agencies, including the Community Development Block Grant, Hazard Mitigation Grant program and Economic Development Administration disaster assistance program.

Existing small business retention should be placed as the highest priority after a disaster. Small businesses comprise the majority of businesses in the region. Small businesses are more likely than large businesses to either never reopen after a major disaster or fail shortly after reopening. Several factors may be involved in these failures, including the extent of damage to a community, timing of reopening, and lack of financial reserves.

Post-disaster redevelopment however may also present opportunities for businesses to assess long term applicability to the local market as well as take advantages to demographic shifts or business incentives that may occur due to the disaster impacts. Unavoidably, some businesses that see significant damage and/or losses may fail or choose to relocate after a major disaster. These events can affect unemployment rates of the effected region, which can make long-term recovery even more difficult to attain.

Ideally, a community has a broad, diverse business atmosphere that can minimize the disaster's effects on the workforce if one industry gets damaged significantly. Inopportunately, parts of the BCDCOG region contain a lack of economic diversity, meaning the event of a disaster resulting in the loss of one business could also lead to the loss of all local benefits provided by that employer/industry.

During the recovery process, the BCDCOG will supply information to small businesses as to other providers that can provide available resources and assistance to facilitate economic recovery or economic opportunities to small businesses such as the Governor's Office of Economic Development. The BCDCOG can also assist in providing financing options available to small businesses. While retaining businesses is significant to long-term recovery, retaining the workforce to support those organizations remains just as critical. Ensuring the timeliness of reopening schools, adequate availability of child care, as well as allowing temporary on-site housing for employees, are areas that can assist a community bounce back from a natural disaster.

Post-disaster, certain businesses may see losses or be eliminated due to financial constraints placed both on the business as well as the consumer. Natural disasters, however, may provide employment opportunities in other industries such as construction. In order to take advantage of this financial opportunity, it is critical that local workforce training programs are/have been able to provide residents with appropriate skills to fill appropriate workforce demands during post disaster recovery efforts.

Promoting locals with first preference for temporary recovery work is crucial to retaining work force within the region as well as assisting the local economy recover. When a community starts to make decisions about which structures to relocate after a disaster or which mitigation projects it should invest in pre-disaster, they should consider funding availability. The BCDCOG will assist State and Federal agencies through its Trident SC Works programs and will utilize other applicable funding sources and technical assistance partners to provide the needed technical assistance to local officials to identify and apply for state and federal grants that may be available.

It is essential that cultural resources be considered during recovery efforts. Engaging state and local historic preservation organizations in the planning and implementation

process can ensure that the unique considerations involved with preserving and restoring historic structures and archeological sites are included in a community's recovery plan. Loss of historic resources due to a disaster can have a major impact on the community. Some losses may be unavoidable, but others could occur accidentally during recovery operations if procedures are not in place to watch for these concerns.

Historic structures are particularly vulnerable to damage due to their age, and repair of these structures must meet certain requirements to maintain their character and historic designation. There may also be funding opportunities before or after a disaster for implementing mitigation measures to prevent further damage to historic resources

In conclusion, this brief strategy is in no way intended to undermine or replace existing federal, state, or local disaster plans. This document simply establishes BCDCOG's role in both pre and post disaster planning and recovery.