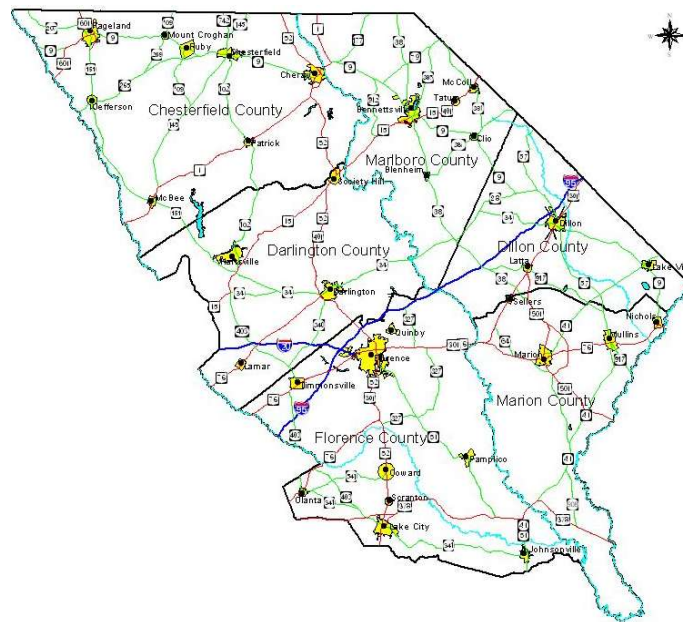


Pee Dee Regional Council of Governments

2023 – 2027

Comprehensive Economic Development Strategies



Introduction

The Pee Dee Regional Council of Governments (PDRCOG) is one of ten regional planning and technical assistance organizations in the South Carolina Councils of Government (SCCOGS) network. It is authorized by state law to serve Chesterfield, Darlington, Dillon, Florence, Marion, and Marlboro Counties.

The PDRCOG is governed by a 24-member Board of Directors appointed by the County Councils of each member county. Board composition includes representatives of local governments, banks, education, institutions, and private industry. The mission of the PDRCOG is to assist local government organizations in a variety of planning, community and economic development, workforce investment, and other technical services that will help meet the human and physical development needs of the region.

It is supported financially by per-capita contributions from member counties, state appropriations, direct service contracts, and federal grant funds. As an Economic Development District, PDRCOG is also supported by the Economic Development Administration, an agency of the US Department of Commerce. As such, PDRCOG is required to maintain and regularly update a Comprehensive Economic development Strategy (CEDS). The CEDS must be rewritten every five years and revised and updated at least annually.

The PDRCOG Executive Committee serves as the CEDS Committee which provides the final approval of each CEDS rewrite and update. PDRCOG staff collaborates with the CEDS Committee, each member county's economic development staff and administrative staff, Florence Darlington Technical College, Northeastern Technical College, the Northeastern Strategic Alliance (NESAs), and other stakeholders to maintain and update the CEDS. It is a guiding document for all economic and community development activities across the region and highlights the trends and major issues likely to have an impact on development. The CEDS provides a unifying strategy to ensure that the different governments and bodies within the region move collaboratively rather than competitively for progress of the entire region.

Pee Dee Regional Council of Governments Executive Committee / CEDS Committee

Rhett Butler	Private Industry, Chesterfield County Council
Leon Johnson	Private Industry, Darlington County
Harold Moody	Education, Dillon County Council
K.G. Rusty Smith, Jr.	Private Industry, Florence County Administration
John Q. Atkinson	Banking, Marion County Council
Dr. Carolyn Prince	Education, Marlboro County

County Snapshots

Chesterfield County - In the northwestern corner of the Pee Dee Region, and with 799 mi², Chesterfield County is tied with Florence County for the most land area in the region. However, with a population of just over 43,000, it also boasts the lowest population density of any county in the region. The county is well within the greater Charlotte economic area, with many of its residents commuting to North Carolina for work and commerce. Among Chesterfield County's most notable features are: a 48,000 acre wildlife preserve, rich mineral deposits and mining operations on the western side of the county, and a thriving cottage and small-shop metal working industry.

Darlington County - Arguably best known for its historic NASCAR track, Darlington County is also home to several world-class industries including the headquarters for SONOCO Products Company, an internationally traded leader in packaging. With a population of just under 70,000, Darlington County is the second most populous county in the Pee Dee Region and makes up one half of the primary economic center of the region.

Dillon County - One of the region's border counties, Dillon County is poised to become the center of the Pee Dee's burgeoning distribution, transportation, and logistics scene. The county has had a significant distribution cluster for many years, and as the site of the newest South Carolina Ports Authority Inland Port, began operations in 2018 and is drawing significant job creation and outside investment in the community. While Dillon County has long been one of the most economically distressed in the region, it is anticipated that with careful planning and coordination among policy makers, decision makers, and other regional players that the increase in economic activity around the port will have far reaching benefits.

Florence County - Originally centered around a major railroad operation, the economies of Florence County and its county seat the City of Florence, have long relied on transportation, distribution and logistics to spur economic growth and sustainability. The county is crossed by two major interstate systems: I-95 and I-20 and is also home railroad operator CSX's 4-state Regional Headquarters and the state's largest rail yard. The county is also home to two major medical systems that collectively employ more than 9,000 employees, making healthcare a primary industry cluster not only for Florence County but for the entire Pee Dee Region.

Marlboro County - Marlboro County is characterized by sprawling farmland and eclectic small towns with historic architecture and rich downtown charm. Despite its rural charms, however, Marlboro County boasts a strong employment market, with a particularly diverse manufacturing sector. The Pee Dee River Railway, a 15-mile line between McColl and Bennettsville, operates seven days a week serving a paper mill, two medium density fiberboard mills, construction aggregate producer, and a farm equipment supplier.

Marion County is bordered by the Great Pee Dee and Little Pee Dee Rivers. Known throughout

much of its history for its rich farmland, a number of tobacco warehouses, barns, and farms remain to pay tribute to the county's historically agricultural economy. The twentieth century brought manufacturing jobs that served to diversify the county's economy, but recessions and lingering impacts of changes in international trade led to major closures in early 2000's. Today, Marion County is recovering strongly, with large employers in the food processing and packaging, furniture and beverage distribution, healthcare, and many niche manufacturers. Additionally, rich in natural resources and as the Pee Dee's gateway to the Grand Strand, Marion County is well-situated to capitalize on overflow growth from neighboring Horry County.

Summary Background

The Pee Dee Region in northeastern South Carolina and is comprised of six counties, 33 municipalities, and many unincorporated communities. The region lies along the watershed of the Pee Dee River and is characterized by fertile farmland, black-water swamps and creeks, and hardwood and pine forests. While rich in natural resources, major national and international shifts in demand for the region's agricultural and textile products throughout the mid-20th century contributed to the region's inability to gain traction and grow at the same rates as the rest of the state and nation. Four of the six counties in the Pee Dee Region of South Carolina are Persistent Poverty counties. The region's poverty rates are more than double the national rate, average wages are low, and 52% of the population has an educational attainment of high school diploma or less.

Since 1960, poverty rates have fallen from roughly 58% to 21%, high school graduation rates have improved, and the region's economy has been transformed from one dependent on agriculture and textiles and to one diversified by the presence of domestic and international manufacturing, pharmaceutical and chemical production, nuclear power, higher education, healthcare, and major distribution centers.

Due to its geographic location, the Pee Dee has a long history as a hub for transportation and distribution. At the intersection of two major railroad lines, the region's population center of Florence became a thriving railroad town in the 1850s with a railroad network that spread prosperity across the region to nearby communities. In 2018, the South Carolina Ports Authority opened Inland Port Dillon with daily CSX rail service to the Port of Charleston. In addition to an extensive rail network, the region's infrastructure includes two interstate systems, 600 miles of state and federal highways, a regional airport, and several smaller airports.

The Pee Dee has historically had significantly higher unemployment rates than state and national averages. Throughout the first decades of the twenty-first century, this trend continued, with some areas suffering persistent high unemployment numbers even while other parts of the region and the economy at large were experiencing a recovery. The Pee Dee

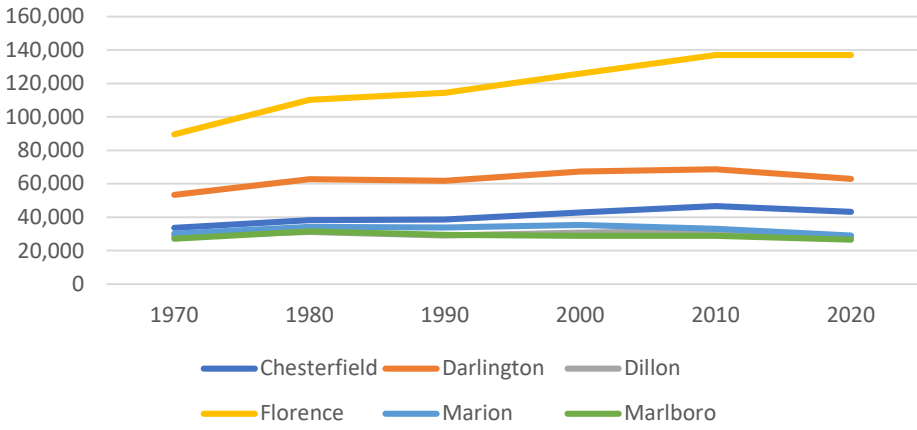
consistently averages higher unemployment than the state and nation, generally at a rate of two to three percent higher. However, since the COVID-19 pandemic, this trend has reversed with the region's unemployment rates actually dipping close to or lower than state and national averages. Whether this proves to be a trend or a momentary data point remains to be seen and will be updated in the 2023 CEDS Annual Update.

Personal income and poverty levels chart the overall economic health of the area and gauge relative human distress in portions of the region. As with other indicators of prosperity, Pee Dee counties have lagged behind state averages for Median Household Income. After experiencing significant increases in Median Household Income between 1980 and 1990, increases dropped significantly for the periods 1990 – 2000 and decreased even further from 2000 – 2010 with no Pee Dee county experiencing more than 10.73% growth in the first decade of the twenty-first century. However, the most recently available data from the South Carolina Revenue and Fiscal Affairs Office shows that this trend appears to be reversing among Pee Dee counties, with an average of 31% growth from 2011 to 2022.

Despite the tremendous progress that has been made by the Pee Dee, the greatest challenge facing the Pee Dee Region over the next five years will be reversing a trend of population loss. Long-term demographic trends in the region have included inconsistent growth across counties, migration from incorporated to unincorporated, more suburban areas, and an overall aging of the population. These trends are not unique to the Pee Dee, but have followed state and national trends. However, the region's population growth rate has moved in direct contrast to state and national trends.

The region's population has decreased by almost 5% since the 2017 – 2022 CEDS was released. As shown in the chart below, with the exception of modest growth in Florence County, the overall population of the region was relatively stable over the fifty-year period from 1970 to 2020. However, each county in the region experienced a decrease in population between 2010 and 2020.

Pee Dee Region County Populations 1970 - 2020



Source: US Census Bureau

The table to the right shows the change in population for each Pee Dee region locality from 2010 to 2020.

Locality	2010	2020	% change
Chesterfield County	46,734	43,273	-7.41%
Cheraw	5,841	5,040	-13.71%
Chesterfield	1,472	1,357	-7.81%
Jefferson	753	772	2.52%
McBee	867	758	-12.57%
Mt Croghan	195	135	-30.77%
Pageland	2,760	2,456	-11.01%
Patrick	351	266	-24.22%
Ruby	360	307	-14.72%
Total Population, Incorporated	12,599	11,091	-11.97%
Total Population, Unincorporated	34,135	32,182	-5.72%
Darlington County	68,681	62,905	-8.41%
Darlington	6,289	6,149	-2.23%
Hartsville	7,664	7,446	-2.84%
Lamar	989	862	-12.84%
Society Hill	563	438	-22.20%
Total Population, Incorporated	15,505	14,895	-3.93%
Total Population, Unincorporated	53,176	48,010	-9.71%
Dillon County	32,062	28,292	-11.76%
Dillon	6,788	6,384	-5.95%
Lake View	807	764	-5.33%
Latta	1,379	1,296	-6.02%
Total Population, Incorporated	8,974	8,444	-5.91%
Total Population, Unincorporated	23,088	19,848	-14.03%
Florence County	136,885	137,059	0.13%
Coward	752	748	-0.53%
Florence	37,056	39,899	7.67%
Johnsonville	1,480	1,378	-6.89%
Lake City	6,675	5,903	-11.57%
Olanta	563	550	-2.31%
Pamplico	1,226	1,061	-13.46%
Quinby	932	915	-1.82%
Scranton	932	648	-30.47%
Timmonsville	2,320	2,099	-9.53%
Total Population, Incorporated	51,936	53,201	2.44%
Total Population, Unincorporated	84,949	83,858	-1.28%
Marion County	33,062	29,183	-11.73%
Marion	6,939	6,448	-7.08%
Mullins	4,663	4,026	-13.66%
Nichols	368	234	-36.41%
Sellers	219	147	-32.88%
Total Population, Incorporated	12,189	10,855	-10.94%
Total Population, Unincorporated	20,873	18,328	-12.19%
Marlboro County	28,933	26,667	-7.83%
Bennettsville	9,069	7,020	-22.59%
Blenheim	154	115	-25.32%
Clio	726	608	-16.25%
McColl	2,174	2,070	-4.78%
Tatum	75	76	1.33%
Total Population Incorporated	12,198	9,889	-18.93%
Total Population Unincorporated	16,735	16,778	0.26%

Resilience

Resiliency for the Pee Dee region and its member communities cannot be limited to conversations about environmental concerns and hazard mitigation plans or only about economic diversity and building an adaptable workforce. Every county in the region has been impacted in one way or another by a major disruption:

- The only major employer in a town of fewer than 1,000 shuts its doors.
- Historic rains cause dams to fail several counties away and the flooded river nearly wipes a small town completely off the map.
- Manufacturing jobs leave while the economics of agriculture changes, leaving an entire county to suffer through decades of high unemployment, poverty and lack of direction.
- Flooding destroys housing, leaving families living in hotels for months after the waters subside. Children are bussed to unfamiliar schools while their parents struggle to find transportation to their jobs that are now likely much more difficult to reach.

Resiliency has been built into the operations of the PDRCOG's Workforce and Economic and Community Development Departments. The Workforce Development Department ensures that workers are trained and prepared for the jobs that exist, but also that they are able to re-train quickly to recover from plant closures and remain employable in the face of changing employment environments. The PDRCOG's Economic and Community Development divisions work closely with local economic developers and industry leaders to secure funding for infrastructure and other improvements that improve the region's business landscape and make the region attractive to an array of industries. The region's diversifying economy helps to insulate it against shocks in specific industries.

With the onset of the COVID-19 Pandemic, creating resilient communities become a more urgent concern. Through aid provided by the CARES Act, the PDRCOG's Planning Department was able to take intentional steps to begin the process of building resilient communities by assessing their planning capabilities and by providing hazard mitigation and other environmental planning tools to local governments. The resiliency work begun with the CARES Act funds has been incorporated into the 2023 – 2027 CEDS and will significantly increase the resiliency of our community in the coming years.

SWOT Analysis

This SWOT analysis is the product of ongoing formal and informal conversations and interactions with stakeholders across the Pee Dee. For example, the PDRCOG's Community Development Department conducts annual Needs Assessment Hearings in all member counties as well as many of the region's municipalities, the findings of which are all incorporated into the overall SWOT. And monthly meetings with County Administrators allow the Economic Development Director to remain updated on the challenges facing each area. The items listed below are a summary and not a full representation of all strengths, weaknesses, opportunities, and threats discussed and identified during the CEDS process.

Strengths - Strengths immediately and consistently identified across all sectors and groups of stakeholders include the region's natural resources; strategic location and access to markets; rail and interstate infrastructure; low cost of living and low cost of land for industrial development; moderate climate; availability of reliable electricity and water; small, well-established communities; a strong higher education presence; a strong cottage/specialty manufacturing sector; and strong network of communication and cooperation across city and county boundaries. The "Regional Assets" document that follows this section was compiled by several members of the CEDS Committee, Economic Development Directors, and County Administrators as part of a region-wide EDA Build Back Better Challenge submission. It further details the region's strengths.

Weaknesses - Many of the weaknesses identified throughout the SWOT process are related to a decreasing tax base that leads to decreased ability of local governments to maintain the staff required to meet their communities' needs. Specific weaknesses at the local government level include specialized training for employees and succession planning and loss of institutional knowledge due to increased retirements. Economic Development Directors across the region report challenges due to lack of consistent transportation for workers, low workforce participation rates, little access to natural gas, aging infrastructure that cannot support industrial growth, and lack of available industrial inventory. A weakness identified regularly in Community Development needs assessments is general social distress. Poverty rates remain high and income levels low throughout the region, and despite the region's relatively lower cost of living when compared with the Upstate and Low Country, social distress remains a concern. Finally, an inescapable weakness but one that can be mediated is the major constraint of the wide floodplains of the rivers in the Pee Dee and the associated wetlands. Under current environmental regulations, these wetlands must be considered major constraints to development. Additionally, an increase in the number and severity of rain events in the past several years has led to changes in the floodplain landscape, further highlighting the vulnerability of many communities and the need for thorough hazard mitigation planning.

Opportunities - Opportunities for the region include Inland Port Dillon and the continued growth of the distribution sector in the Pee Dee. Advanced manufacturing continues to grow,

and with an already strong advanced manufacturing sector, the Pee Dee is well-placed to benefit from this growth. The percent of jobs in manufacturing sectors in the Pee Dee Region has historically been higher than that in the rest of the state, allowing the region's workforce to be prepared for and take advantage of expected growth in the sector. With major employers such as BMW, Volvo and Boeing already located in densely populated areas of the state, the Pee Dee's available industrial space along I-95 and I-20 married with the presence of Inland Port Dillon make it a prime prospect for expansion.

Threats - Many of the threats identified during the SWOT process are simply the "flip side" of opportunities. For example, the recent increase in "work from home" and other non-manufacturing sectors may make it difficult for the workforce of the Pee Dee, which has been historically strong in a manufacturing setting, less able to meet the workforce needs of such companies. Identified as both a weakness and a threat is the abundance of aging infrastructure across the region. Market fluctuations have also been identified as a threat. Having positioned itself to attract advanced manufacturing industries, South Carolina's labor market tends to be somewhat vulnerable to downturns in the economy. The products produced are heavily reliant on consumer confidence. While most of these major employers (BMW, Volvo, Boeing) are outside the Pee Dee Region, any major disruptions to them would have ripple effects in the Pee Dee. Additionally, as the Pee Dee seeks to emulate these successes by attracting similar employers and training a workforce ready to meet these needs, the growth and benefits of such activity would need to be balanced by a healthy respect for such market fluctuations. An additional and related threat would be volatility in supply and increases in costs for making improvements to infrastructure. Lack of available water or sewer capacity has repeatedly been listed as the determining factor in numerous local efforts to recruit industries. Sudden and lasting increases in materials prices would only exacerbate this.

Regional Assets

Roadway System and Geographic Location – The Pee Dee region's extensive infrastructure includes two interstates (I-95 and I-20) with a new interstate (I-73) on the horizon as well as 600 miles of state and federal highways. It is located halfway between Miami and New York along I-95 and is the eastern origin of I-20. The region is easily accessible from markets such as Charlotte, Charleston, and Atlanta.

Development Space – Unlike many regions in the Southeast that have seen an overwhelming influx of development, crowding, and dramatic increase in land prices in recent decades, the Pee Dee region has more than 15,000 acres of industrial space currently available for development at rates that are significantly lower than in neighboring regions and states. The region's low population density makes it ideal to be the next growth center in the Southeastern US.

Rail System – The Pee Dee counties are primarily served by CSX with two smaller companies, South Carolina Central and the Pee Dee River Railway, providing more localized service in Darlington and Marlboro Counties. CSX is a leading supplier of rail-based freight transportation in North America with 350 miles of rail in the Pee Dee region including LEED certified building, dispatch center, and division headquarters in Florence. The railyard at the division headquarters is the largest in the state. Most of the industrial parks throughout the Pee Dee are either currently served by rail or have close access to rail service. CSX provides rail service at Inland Port Dillon with direct daily service to and from the Port of Charleston.

Inland Port Dillon - Located within a prime 3,400-acre industrial site at I-95, Inland Port Dillon gives importers and exporters in the eastern Carolinas a powerful option for connecting supply and demand. Using CSX rail to/from the Dillon market gives cargo owners the ability to control costs with maximum flexibility and minimal inland truck miles. This is especially attractive to exporters in the region as it provides a low-cost platform from which empty containers can be sourced and returned loaded for export in the fastest possible turn time. The Phase 1 Terminal consists of 10,080 feet of working tracks with a loaded import/export capacity of 4,380 TEUs, 2 inbound and 2 outbound portals and kiosks, 2 RTG cranes stacking on 2 tracks, 4 wide 5 high + truck lane, and 2 Kalmar empty handlers stacking up to 8 high. Inland Port Dillon is owned and operated by the SC Ports Authority. The economic impact of the SC Ports Authority's presence in the Pee Dee region is: \$7.1 billion, 25,275 jobs, and \$1.4 billion labor income.

Technical Colleges – Florence Darlington Technical College serves Florence, Darlington, and Marion counties and Northeastern Technical College serves Chesterfield, Marlboro, and Dillon counties. Both schools have satellite campuses strategically located across the region to ensure access by all residents, and both schools work closely with industry partners to provide training programs, certifications, and degrees that lead to a high job placement rate. The colleges have an annual combined enrollment of more than 8,000 students and coordinate with state, federal, and private partners to offer financial aid that broadens access to education across the region. Both FDTC and NETC have strong workforce training and certification programs designed to meet the workforce needs of the TDL and Advanced Manufacturing sectors; the job placement rate of the programs is typically well over 90%.

Southeastern Institute of Manufacturing and Technology (SiMT) - a 189,000 square foot advanced manufacturing center that provides the support needed by current and future industries, advancing the region's ability to provide a highly trained workforce. Located on the campus of Florence-Darlington Technical College, SiMT exists to partner with businesses and provide training and manufacturing technology solutions.

Francis Marion University – Founded in 1970, Francis Marion University is located in Florence, SC. The university has an annual enrollment of approximately 4,200 students and offers 75 majors. The composition of the student body is aligned with the overall region's composition with a student body that is 52% white, 37% Black, and 11% other. The university is deeply committed to the community and economic development of the Pee Dee region. Its Kelley Center for Economic Development located in Downtown Florence is dedicated to the economic growth of the region through business incubation, small business outreach, and various regional economic initiatives. The Continuum, one of the university's newest initiatives, is located in the southern portion of the Pee Dee and is a regional center for education and workforce development, focused on advancing knowledge and mastery of innovative and technical skills.

Northeastern Strategic Alliance (NESA) - NESA is a regional, non-profit, economic development organization that serves nine counties in the northeastern corner of South Carolina. NESA's primary objective is to create jobs for the residents of the region by working within the existing industry base and recruiting new companies. NESA assists these companies by providing research assistance, infrastructure support, workforce training opportunities, regional site selection assistance and we work with our county partners and the state to help coordinate incentive packages.

Florence Regional Airport – The region's only commercial airport, the Florence Regional Airport offers daily departures to Charlotte-Douglas International Airport.

Healthcare – The Pee Dee Region is home to two major hospitals, McLeod Regional Medical Center (the region's largest employer) and Medical University of South Carolina – Florence. Both medical providers have hospitals, urgent care facilities, and primary care offices throughout the region to ensure access by all residents.

Diversity of Existing Industry – the diversity of industries already operating in the Pee Dee region makes it an attractive location for additional growth. The Pee Dee is home to the world headquarters of Sonoco Products Company, the largest American production facility for Taiwan-based Nan Ya Plastics, a variety of manufacturers including Schaeffler, Nucor, Honda of SC Mfg., Domtar, Highland Industries, and ThermoFisher Scientific. The Pee Dee's existing Distribution and Logistics sector includes Harbor Freight Tools, Walmart Grocery, QVC, Clarios (Johnson Controls). Food and Beverage operations include Perdue Farms, Ruiz Foods, Nestle Waters North America, and Niagra Waters.

Action Plans

As an outgrowth of the data gathered and SWOT analysis performed for the Pee Dee Region, four areas have been identified as strategic emphasis areas for the 2023—2027 CEDS. These areas are Local Government Development and Support, Regional Collaboration, Workforce Development, and Infrastructure Support. The emphasis areas are described in greater detail below.

Local Government Development - Widespread success in the Pee Dee Region rests on the well-being of small communities and local governments. One of the primary ways the PDRCOG fulfills its mission is by providing technical assistance in areas such as planning, zoning, budgeting, and grant administration.

Goal: Increase the capacity, expertise, and internal capabilities of local government staff and elected officials.

Action: Host monthly workshops on topics directly relevant to local governments.

Action: Develop a “small grants” resource library to assist local governments in accessing more modest grants such as recreation, façade, etc.

Goal: Increase planning capacity at the local government level.

Action: Provide planning and zoning training periodically throughout the year for all planning commission and related personnel.

Action: Promote multi-jurisdictional planning to all localities.

Action: Provide planning services as needed to all localities.

Regional Collaboration - As part of a regional organization, the PDRCOG staff has the unique opportunity to network with and become familiar with a wide range of resources. With relatively small individual town and county populations and low population densities, it is in the region’s best interests to pool resources and collaborate across jurisdictional lines. By relying on the PDRCOG to be the hub for resources, information and networking, individual governments leverage the wealth of the entire region efficiently and benefit from collective experiences and expertise. It is in this role especially that the PDRCOG brings economic development to smaller, underserved and rural portions of the population. Regional Collaboration reduces waste from duplication of time, services and personnel, and builds a stronger sense of community and belonging across county lines.

Goal: Provide resources and information that add value to local governments and enable them to leverage funds more effectively in making capital investments.

Action: Increase PDRCOG formal staff participation with groups such as Rural Water Association, SCDHEC’s Rural Water Office, SERCAP and RCAP, etc. Actions include but not limited to hosting meetings with these groups at PDRCOG.

Action: Host grant workshops for local governments to ensure full participation in

available grant opportunities.

Action: Engage with long-term planning and resiliency efforts such as the Pee Dee River Basin Council, SC Drought Commission, and SC Office of Resiliency

Workforce Development - The Workforce Development Division is the largest division within the PDRCOG. As such, the division maintains a Pee Dee Local Plan that is reviewed regularly and re-written every four years. The current plan is in effect for the period July 2016 – June 2020, and its goals and objectives will be used as the goals and objectives for workforce development in the CEDS as well. Included in the following section is an overview of the plan’s strategic vision and goals. The plan in its entirety can be found at:

https://www.scworkspeedee.org/workforce_board/rfps_and_plans.php.

Infrastructure Support - The PDRCOG supports a wide range of regional infrastructure projects including paving and drainage design projects, water and sewer improvements to support economic development, and infrastructure improvements to low-to-moderate income communities. Collectively, these projects represent millions of dollars of investment annually and leverage private investment to promote economic prosperity and build a landscape that is attractive to large scale economic and industrial development.

Goal: Improve water, sewer, stormwater, and related infrastructure across the Pee Dee region.

Action: Provide grant management, planning, and technical assistance to localities for CDBG, EDA, USDA, RIA, and other grant opportunities.

Action: Host grant workshops for local governments to ensure full participation in available grant opportunities.

Action: Provide grant management services to localities.

Goal: Improve transportation infrastructure across the Pee Dee region.

Action: Increase participation in USDOT and SCDOT grant programs.

Action: Increase regional collaboration among transportation planning entities by facilitating conversations and networking opportunities for state and local DOT representatives, CTCs, MPOs and the PDRCOG Transportation Advisory Committee.