

CHARLESTON REGIONAL DEVELOPMENT ALLIANCE

Berkeley, Charleston & Dorchester Counties

CRDA
Work Plan

FY 2011 – 2012



Key Program Priorities

During Fiscal 2010-11, the CRDA facilitated the creation of Opportunity Next, the three-county region's most comprehensive economic development strategic plan to date. Its objective is to build a globally competitive economy for the Charleston region and provide significant opportunities for leadership, engagement and collaboration.

The nine-month planning process included an in-depth competitive assessment of the region's strengths and challenges, identification of target audiences for the region's future economic and workforce development efforts, detailed action plans for growing target companies in the region, and an organizational program of work aligning the efforts of key regional stakeholders.

The CRDA's Work Plan for the current fiscal year (July 1, 2011 through June 30, 2012) aligns with the Opportunity Next strategy recommendations.



Who is the CRDA?

The Charleston Regional Development Alliance (CRDA), formed in 1995, serves as a catalyst for long-term, sustainable economic growth in the three-county Charleston region which comprises Berkeley, Charleston and Dorchester counties. The CRDA does this in a number of ways by:

- Marketing the Charleston region as a globally competitive location for business and talent
- Facilitating the site selection process for companies considering our market for competitive expansion or location investments
- Convening regional leaders around key economic competitiveness issues
- Engaging the top regional business, academic and elected leaders in economic development – and keeping economic development a top priority for each of them

Inside

Key Program Priorities

Regional Competitiveness
Business Development
Engaged Leadership

Board of Directors

Economic Leadership Council

Staff

Public- and Private-Sector Investors

Levels of Investment

1 Regional Competitiveness

The Charleston region is a Top 100 metropolitan area, putting us in direct competition with communities across the United States and around the world. For the region to compete effectively, the CRDA will invest in research and analysis to guide and inform our efforts while serving as a regional resource, convener and collaborator to address economic competitiveness issues. Key projects include:

- **Opportunity Next Implementation**

The CRDA will facilitate an "Implementation Alignment Board" to ensure a seamless transition between planning and action. Representatives from organizations charged with executing the Opportunity Next strategy will be asked to participate. We will also begin to convene industry-led task forces focused on each of our four target industry clusters and five core competencies.

- **2012 Regional Economic Scorecard**

Following a successful launch of the second annual *Scorecard*, the CRDA will incorporate additional metrics as recommended by Opportunity Next in the third annual *Regional Economic Scorecard*.

- **Partnership with Clemson University Restoration Institute**

The CRDA will support CURI's strategic planning efforts toward growing an R&D campus and will continue to highlight this global asset in all national and international marketing activities.

2 Business Development

The CRDA drives a global marketing and business development program to attract and retain the world's best companies, entrepreneurs and professional talent. We also serve as consultants and facilitators for companies considering a competitive investment in the region.

Key projects include:

- **Targeted Marketing Missions & Trade Shows**

The CRDA will expand our international footprint with trips to Israel (advanced security / biomedical), Singapore (aerospace / wind energy / advanced materials), and western Europe (aerospace / wind energy). Domestic trips and key industry trade shows will target aerospace, wind energy, advanced materials, medical technology and advanced security.

- **Relationships with Top-Tier Site Selection Consultants**

We will attend site selection consultant forums, including one focused on renewable energy, and provide regular briefings on the Charleston region. The CRDA will host site selection consultants and targeted company executives for key local events including Charleston Wine & Food Festival and the Family Circle Cup tennis tournament. We will also promote a significant presence at the 2012 PGA Championship on Kiawah Island.

- **Online Economic Development Tools**

As the face of the Charleston region, the CRDA website will be refreshed with the addition of new target industry / competency pages and user-friendly navigation. The GIS-driven real estate search and will be upgraded to a next-generation platform for enhanced capabilities. We will implement Search Engine Optimization (SEO) and Search Engine Marketing (SEM) strategies to drive awareness and global inquiries to the CRDA website.

- **Third-Party Endorsements / Media Outreach**

With support from our New York-based PR firm, we will boost our aggressive national / international public relations and social media outreach programs as targeted and cost-effective alternatives to advertising. The CRDA will also continue to cultivate relationships with international media outlets by hosting familiarization tours for top journalists from key international markets.

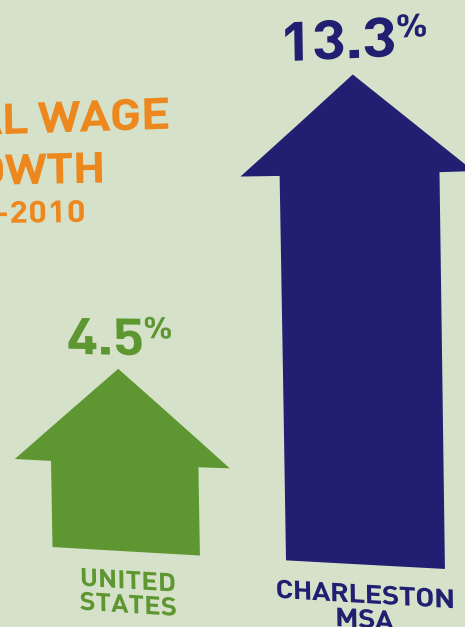
CLOSING THE WAGE GAP

Since 2000 the CRDA has been focused on driving higher wages to close the gap between what people earn and what it costs to live in the Charleston region.

Local average wages surpassed South Carolina's in 2003, and are now 85% of the U.S. average (versus 78% back in 2000).

While we still have work to do, these are positive signs our economic development efforts are working.

REAL WAGE GROWTH 2000-2010



SOURCE: BUREAU OF LABOR STATISTICS

3 Engaged Leadership

To realize long-term economic prosperity, we must unite and align the efforts of entities throughout the region. To that end, the CRDA convenes the region's top business, academic, community and governmental leaders to shape and lead a comprehensive economic development strategy. Our key projects include:

- **Leadership Best Practices Tour**

The CRDA will continue to connect our leaders with their counterparts in other highly successful, prosperous communities. These fact-finding missions and high-level discussions are critical components of moving our regional economy forward.

- **Thought Leadership Events**

Investors will have numerous opportunities to hear from subject matter experts on timely issues at quarterly investor briefings, as well as during the CRDA Annual Luncheon from a nationally-renowned keynote speaker.

- **Convening Influential Top Leaders**

Utilizing the collective strength of the Economic Leadership Council, we will further address priority recommendations outlined in Opportunity Next (leadership, education, infrastructure, innovation and marketing).

CHARLESTON AIRFARE DECREASES & PASSENGER VOLUME SOARS

The CRDA partnered in a regional effort led by the Charleston Area CVB to attract Southwest Airlines to the Charleston region.

Since Southwest initiated service in March 2011, passenger volume at CHS is up more than 30% and average ticket prices have dropped. The economic impact of a low-cost carrier to the Charleston market is estimated to be \$139 million annually.

SOURCE: SEABURY APG AVIATION PLANNING & TECHNOLOGY



CRDA Board of Directors*

With the vision, expertise and engagement of high-level business, academic and elected leaders, the CRDA is well positioned to drive a globally competitive economy and build sustainable prosperity throughout the region. These committed individuals are actively focused on the critical and complex issues related to regional economic development.

EXECUTIVE COMMITTEE



CHAIRMAN

R.M. Singletary
Senior Vice President of
Corporate Services
Santee Cooper



CHAIRMAN-ELECT

R. Wayne Hall
President & CEO
First Federal



IMMEDIATE PAST CHAIRMAN

Sean M. Bennett
President & CEO
Asset Integration Consultants



SECRETARY / TREASURER

Tricia Wilson
Managing Member
Dixon Hughes Goodman LLP



Elaine Fowler
Attorney at Law
Turner, Padgett,
Graham & Laney, PA



J. David Hand
President
O.L. Thompson
Construction Company



James H. (Jim) Hill
Vice President
MWW Community
Development and Land Mgmt.



M. Brice Sweatt
Executive Vice President & CFO
The InterTech Group

CRDA Board Members*



G. Reid Banks
President
Banks Construction



Rita C. Berry
President & CEO
Greater Summerville /
Dorchester County Chamber of
Commerce



James C. (Jim) Bryan
Manager of Lowcountry
Government Affairs &
Economic Development
SCANA Corporation



Todd Gallati
President & CEO
Trident Health System



Paul S. Gawrych
Council Member
Town of Mount Pleasant



**Raymond S. (Ray)
Greenberg, MD, PhD**
President
Medical University
of South Carolina



Mitchell Bohannon
Chief Executive Officer
Thomas & Hutton



Robert Clement
President
CC&T Real Estate Services



William (Bill) Collins
Mayor
Town of Summerville



John Hagerty
Partner
Nelson Mullins Riley &
Scarborough LLP



Larry Hargett
County Council Chairman
Dorchester County



Michael Heitzler
Mayor
City of Goose Creek



Bobby R. Creech
Partner
WebsterRogers LLP



Daniel W. (Dan) Davis
County Council Chairman /
County Supervisor
Berkeley County



David L. Dunlap, FACHE
President & CEO
Roper St. Francis
Healthcare



William S. (Will) Helmy
President & COO
Home Telecom



Kin Hill, P.E.
Chief Executive Officer
Charleston Water System



Victor K. Kliossis, CPA
Shareholder
Elliott Davis



Scott Fennell
Chief Operating Officer
Fennell Holdings, Inc.



Forrest W. Foshee
Vice President / Charleston
Branch Manager
S&ME Engineering



Mark Gaddy
Vice President - Economic
Development & Government Affairs
Berkeley Electric Cooperative



Mark Lattanzio
Market President /
Commercial Manager
SunTrust Bank



Larry Lautenschlager
Senior Vice President
Manufacturing
Robert Bosch LLC



Paul G. McClintock
Senior Vice President & CCO
South Carolina State
Ports Authority

CRDA Board Members*



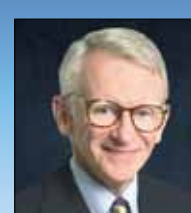
**Michael N. (Mike)
McGinty, CEBS**
Director, Key Accounts Marketing
BlueCross BlueShield
South Carolina



Duncan McGoogan, Jr.
Senior Vice President
Corporate Banking
BB&T



Dave McNamara
Executive Vice President
SC Launch
Executive Director
SCRA



Joseph P. Riley, Jr.
Mayor
City of Charleston



Neil Robinson
Member
Nexsen Pruet, LLC



Robert Ryan
Executive Director
Charleston Naval Complex
Redevelopment Authority



Julie O. Medich
Shareholder
Haynsworth Sinkler Boyd, P.A.



Eric Meyer
Partner
Meyer Kapp & Associates



Jack Mitchell
Regional Director
AT&T



Matthew R. (Matt) Sloan
President
The Daniel Island Company



Jeffrey S. (Jeff) Spicer
Senior Vice President
Wells Fargo



Bernard Steinberg
President
Charleston Steel & Metal Co.



Elaine M. Morgan
CEO
Berkeley County
Chamber of Commerce



Stephen (Steve) Osborne
Executive Vice President of
Business Affairs / CFO
College of Charleston



**Robert W. (Bobby)
Pearce, Jr.**
Partner
Smith Moore Leatherwood LLP



R. Keith Summey
Mayor
City of North Charleston



Craig Turner
General Sales Manager
Knight's Companies



Jeremy Willits
Immediate Past President
Charleston Trident
Association of Realtors®



**Thompson E. (Thom)
Penney, FAIA, LEED AP**
President & CEO
LS3P ASSOCIATES LTD.



Tony Pope
Agent
State Farm Insurance



Teddie E. Pryor, Sr.
County Council Chairman
Charleston County

* as of October 14, 2011

CRDA Economic Leadership Council*



Lonnie N. Carter
President & CEO
Santee Cooper



P. George Benson, PhD
President
College of Charleston



James C. (Jim) Bryan
Manager of Lowcountry
Government Affairs &
Economic Development
SCANA Corporation



J. Frank Bullard, III
Regional President,
Coastal Region
BB&T



Ronnie M. Givens
Board of Directors
Charleston Naval Complex
Redevelopment Authority



**Raymond S. (Ray)
Greenberg, MD, PhD**
President
Medical University of South Carolina



R. Wayne Hall
President & CEO
First Federal



Terry Hyde Ketchem
CEO
Charleston Trident
Association of Realtors®



James I. (Jim) Newsome, III
President & CEO
South Carolina State
Ports Authority



Rick Redden
Regional President, SC
Wells Fargo



**Lt Gen John W. Rosa,
USAF (Ret.)**
President
The Citadel



Kenneth T. (Ken) Seeger
President
MWW Community
Development and Land Mgmt.

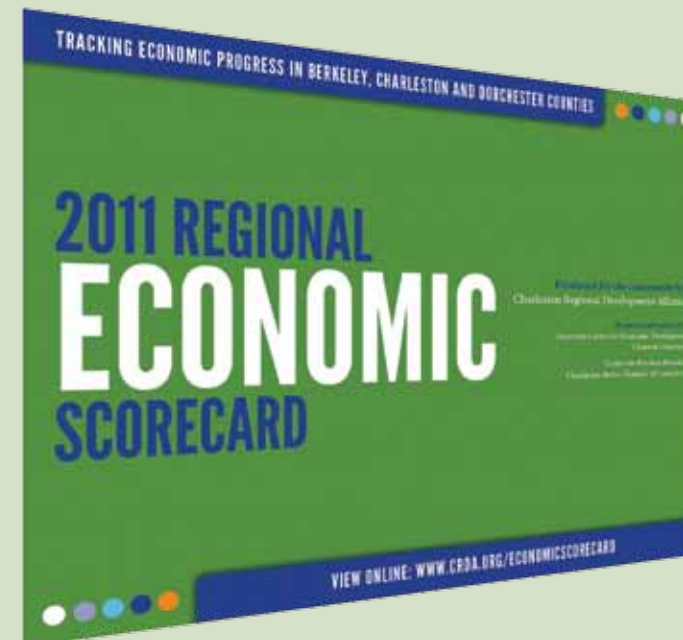


Mary Thornley, EdD
President
Trident Technical College



Anita G. Zucker
Chairperson & CEO
The InterTech Group

* as of October 14, 2011



REGIONAL ECONOMIC SCORECARD

Gauging Our Region's Economic Progress

This second annual assessment of our three-county region's economic progress compares Charleston to similar metro areas in the Southeast.

The *Scorecard* is intended to guide discussions by local business, government, community and workforce leaders regarding strategies for building a globally competitive economy now and into the future.

www.crd.org/economicsscorecard

CRDA Professional Staff



David T. Ginn, CEcD
President & CEO

Stephen C. Warner
Vice President Global Marketing / Regional Competitiveness

Karen Kuchenbecker
Vice President Operations

Henry L. Taylor, Brig. General, USAF (Ret.)
Vice President Global Business Development

Merle Johnson
Manager Global Business Development

Becky Ford
Manager Global Business Development

Tara N. Spicer
Director of Investor & Community Relations

Claire A. Gibbons
Director of Marketing Communications

Virginia Perry
Marketing Services Manager

Anne T. Whittemore
Executive Assistant / Office Manager

Angelyn Thomas
Receptionist / Administrative Services

Public- and Private-Sector Investors*

The CRDA is a true alliance of business and government working together to drive a sustainable, competitive economy for the Charleston region. Below is a recognition of entities who have stepped forward to help lead and fund this collaborative effort.

County Investors

Berkeley County
Charleston County
Dorchester County

Municipal Investors

City of Charleston
City of Goose Creek
City of North Charleston
Town of Mount Pleasant
Town of Summerville

Chamber Investors

Berkeley County Chamber of Commerce
Greater Summerville / Dorchester County Chamber of Commerce

Economic Leadership Council

BB&T
Charleston Naval Complex Redevelopment Authority
Charleston Trident Association of Realtors®
The Citadel
College of Charleston
First Federal
The InterTech Group
Medical University of South Carolina
MWV Community Development and Land Management
Santee Cooper
SCANA Corporation
South Carolina State Ports Authority
Trident Technical College
Wells Fargo

Chairman's Circle

AT&T
Berkeley Electric Cooperative
BlueCross BlueShield of South Carolina
Dixon Hughes Goodman LLP
O.L. Thompson Construction Company
Roper St. Francis Healthcare

President's Circle

Banks Construction
Benefitfocus
Carolina One Real Estate
CC&T Real Estate Services
Charleston Steel & Metal Company
Charleston Water System
The Daniel Island Company
Elliott Davis
Fennell Holdings, Inc.
Haynsworth Sinkler Boyd, PA
HLA, Inc.
Home Telecom
LS3P ASSOCIATES LTD.
Nelson Mullins Riley & Scarborough, LLP
Nexsen Pruet Law Firm
Robert Bosch Corporation
S&ME Engineering
SCRA
SunTrust Bank
Thomas & Hutton
Trident Health System
Turner, Padgett, Graham & Laney, PA
Webster Rogers LLP
Womble Carlyle Sandridge & Rice, PLLC

* as of October 14, 2011

continued ...

Director's Circle

AstenJohnson, Inc.
 Bank of America
 The Beach Company
 C.H. Robinson Worldwide
 Charleston Branch Pilots Association
 Community FirstBank
 Darby Development
 McNair Law Firm, PA
 Piggly Wiggly Carolina Company
 Pratt & Co. at REMAX Professional Realty
 Regions Bank
 South Carolina Federal Credit Union
 South Carolina Power Team
 Trident Construction

The Climatic Development Co.
 Cooper River Partners LLC
 Davis & Floyd, Inc.
 Fuss & O'Neill, Inc.
 The GEL Group
 Hill Construction
 Knight's Companies
 Lowcountry Graduate Center
 Michael G. White
 Moody CPAs & Advisors LLC
 Showa Denko Carbon, Inc.
 State Farm Insurance - Tony Pope
 THS Constructors
 Walbridge
 WPC Engineering

Ambassador's Circle

Apartment & Corporate Relocation
 Services (ACRS)
 Asset Integration Consultants
 Atlantic Coast Life Insurance
 BP Barber & Associates
 Carlisle Associates

Investors

ATS Logistics, Inc.
 Farmers & Merchants Bank
 First National Bank of South Carolina
 Francis Marion Hotel
 Robert D. Robbins, Attorney at Law, LLC
 Taylor Consulting, Inc.

** as of October 14, 2011*

levels of engagement

leadership opportunities with the CRDA

Economic Leadership Council

\$50,000+ annual investment

Core Responsibilities

- High-level advisory group dedicated to enhancing the global competitiveness of the three-county region
- Assist in establishing regional economic development goals and priorities, and facilitating positive actions that drive regional economic competitiveness
- Provide strategic guidance and counsel to the CRDA Board of Directors

Opportunities / Recognitions / Benefits

- Opportunity to serve on Economic Leadership Council*
- Opportunity to serve on CRDA Board of Directors (CEO or other senior executive)
- Fully integrated marketing, including recognition at events, acknowledgement in publications, and opportunities with CRDA business development and other special initiatives*
- Inclusion in special invitation-only events*
- Logo, description and link – CRDA online Investor Directory

Chairman's Circle

\$25,000+ annual investment

Core Responsibilities

- Review, analyze and provide counsel for CRDA performance and deliverables
- Provide strategic guidance for CRDA's organizational development and market influence
- Provide governance and fiduciary oversight of CRDA

Opportunities / Recognitions / Benefits

- Opportunity to serve on CRDA Board of Directors (CEO or most senior executive)
- Eligibility for election to CRDA Executive Committee*
- Eligibility for special invitation-only events*
- Prominent opportunities for recognition at CRDA events and sponsorships of CRDA business development initiatives*
- Logo, description and link – CRDA online Investor Directory

continued ...

CHARLESTON'S REGIONAL ECONOMY FUELED BY WIND ENERGY R&D

An Opportunity Next Priority

Clemson University Restoration Institute's (CURI) \$92 million wind turbine drivetrain test facility, currently under construction at the former Navy Base, has the potential to become the region's top economic development driver, when combined with a planned neighborhood of training, higher education, R&D and private industry.

SOURCE:
Avalanche Consulting
& McCallum Sweeney
Consulting



President's Circle

\$10,000+ annual investment

Core Responsibilities

- Assist in developing organizational goals, metrics and performance benchmarks
- Implement and execute specific CRDA programs and initiatives
- Provide governance and fiduciary oversight of CRDA

Opportunities / Recognitions / Benefits

- Opportunity to serve on CRDA Board of Directors (CEO or most senior executive)*
- Eligibility to serve on CRDA program committee
- Opportunities for recognition at CRDA events and sponsorships of special CRDA initiatives
- Logo, description and link – CRDA online Investor Directory

Director's Circle

\$5,000+ annual investment

Core Responsibilities

- Assist in implementing and executing specific CRDA programs and initiatives
- Serve as ambassador for regional economic development and CRDA goals and initiatives

Opportunities / Recognitions / Benefits

- Opportunities for recognition at CRDA events and sponsorships of special CRDA initiatives*
- Eligibility for election to CRDA Board of Directors via at-large seat
- Eligibility to serve on a CRDA program committee
- Logo, description and link – CRDA online Investor Directory

Ambassador's Circle

\$2,500+ annual investment

Opportunities / Recognitions / Benefits

- Eligibility for election to CRDA Board of Directors via at-large seat*
- Eligibility to serve on a CRDA program committee*
- Logo, description and link – CRDA online Investor Directory*

* Denotes benefits specific to this engagement level or above.



Regional Strategic Plan

Building a Globally Competitive Economy for the Charleston Region

Opportunity Next is the Charleston region's comprehensive economic development strategy, which focuses on four target industries and five core competencies. A 48-member advisory board of regional leaders and stakeholders guided its development and more than 1,400 residents of the three-county region provided input.

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.

www.opportunity-next.com

Getting Involved

If you share a long-term commitment to building a prosperous and sustainable regional economy, please contact us about leadership opportunities with the CRDA.



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