

CHARLESTON REGIONAL DEVELOPMENT ALLIANCE

OPPORTUNITY *next* 

*Leadership for a Globally Competitive Economy*

## LEADERSHIP FOR A GLOBALLY COMPETITIVE ECONOMY ➤

Nearly 15 years ago, our three-county region faced an unprecedented economic challenge with the closing of the Charleston Naval Base and Shipyard and the projected loss of more than 20,000 jobs. The **Charleston Regional Development Alliance** was born out of that crisis and has since served as a catalyst for developing a stronger, more diverse regional economy.

Today's current economic downturn has the potential to be far more damaging than the closing of the Naval Base, due to its widespread nature and impact on all businesses and community functions. The competitive landscape is also changing, with communities around the world vying for a finite pool of high-impact business investment. We face a complex set of new challenges and **opportunities** that will require a much more strategic approach to economic development.

At this pivotal time in our economic history, we are excited to introduce a **new regional economic development initiative** and ask for your support to make it successful.

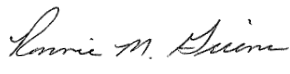
**OPPORTUNITY NEXT** is a multi-year program designed to provide significant opportunities for **leadership, engagement and collaboration**. This program will allow us to more quickly identify strategic opportunities so we can aggressively pursue them. It will also help us to uncover competitiveness challenges so we can develop creative solutions.

We are prepared to write a bold new chapter in the success story of our region. We have committed significant resources with the expectation of a strong return on our investment and are asking you to do the same. Together we can ensure the short- and long-term **economic prosperity** of this region, providing new opportunities and a higher quality of life for generations to come.

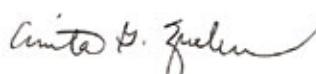
Please join us in supporting this exciting, important and timely initiative.



**Lonnie N. Carter**  
Co-Chair



**Ronnie M. Givens**  
Co-Chair



**Anita G. Zucker**  
Co-Chair

## CAMPAIGN CABINET

### *Honorary Co-Chairs*

**Robert A. (Bob) Faith**

SC Secretary of Commerce, '03-'06

**Robert V. (Bob) Royall, Jr.**

SC Secretary of Commerce, '95-'99

**Charles S. (Charlie) Way, Jr.**

SC Secretary of Commerce, '99-'03

### *Co-Chairs*

**Lonnie N. Carter**

Santee Cooper

**Ronnie M. Givens**

Dixon Hughes PLLC

**Anita G. Zucker**

The InterTech Group

### *Steering Committee*

**Ronald H. (Ron) Anderson**

First National Bank of South Carolina

**Sean M. Bennett**

Asset Integration Consultants

**P. George Benson**

College of Charleston

**J. Mitchell Bohannon**

Thomas & Hutton Engineering

**James C. (Jim) Bryan**

SCANA Corporation

**J. Frank Bullard, III**

BB&T

**Richard D. (Dick) Elliott**

Maverick Southern Kitchens

**G. Scott Fennell**

Fennell Holdings

**William A. (Bill) Finn**

AstenJohnson

**Christopher B. (Chris) Fraser**

Grubb & Ellis | Barkley Fraser

**Raymond S. (Ray) Greenberg, MD, PhD**

Medical University of South Carolina

**R. Michael (Mike) Holcombe**

Farmers & Merchants Bank of South Carolina

**A. Thomas (Tom) Hood**

First Federal of Charleston

**Leonard L. (Len) Hutchison, III**

Wachovia Bank, N.A.

**Robert L. Pratt**

Pratt & Co. at RE/MAX Professional Realty

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

The Citadel

**Mary Thornley, EdD**

Trident Technical College

## OUR PERFORMANCE

Since 1995, the **Charleston Regional Development Alliance** has served as the leading regional economic development organization for Berkeley, Charleston and Dorchester counties. Our three-county region has since emerged as a top contender for **high-value business investments**.

Since our founding, we have led three distinct regional economic development strategies:

- 1995-2000** Recruit jobs; diversify the economy
- 2000-2005** Recruit higher wage jobs; add technology sector
- 2005-2010** Grow wages through cluster-based strategy; increase competitiveness

## BY THE NUMBERS (1995-2009)

Location & expansion projects	<b>207</b>
New direct jobs	<b>19,600</b>
Capital investment	<b>\$5.21 billion</b>

## RETURN ON INVESTMENT (1995-2009)

**303/1**

Every \$1 invested in the CRDA produced \$303 in new capital investment



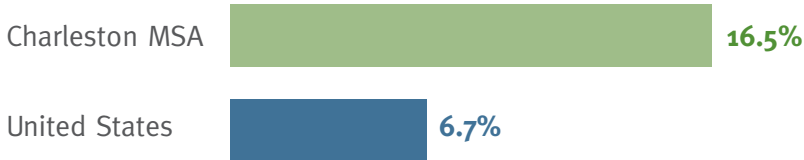
*“The business community is an integral part of any community’s economic development strategy. Public/private partnerships are essential. I look forward to continuing our partnership with the Charleston Regional Development Alliance in the future.”*

— Lonnie N. Carter, President & CEO, Santee Cooper

## OUR IMPACT >

Developing and sustaining a resilient economy is a long-term proposition. Since overcoming the impact of the Navy Base closure in the late 1990s, our region's **commitment to economic development** has been paying dividends in terms of positive economic growth.

### Job Growth 2000-2007



Source: U.S. Bureau of Labor Statistics

### GDP Growth 2001-2006



Source: Bureau of Economic Analysis

### Bank Deposits Growth 2000-2007



Source: Federal Deposit Insurance Corp.



## EXISTING & EMERGING CLUSTERS

With a number of internationally significant economic assets, the Charleston region is in a unique position to build best-in-the-world expertise in several industry sectors:

### Advanced Security & Homeland Defense

Automotive

Aviation / Aerospace

Creative Industries

Healthcare Technologies / Life Sciences

Transportation & Logistics

Renewable Energy

## CLUSTER-BASED RESULTS

Wages associated with jobs announced in our target industry clusters average

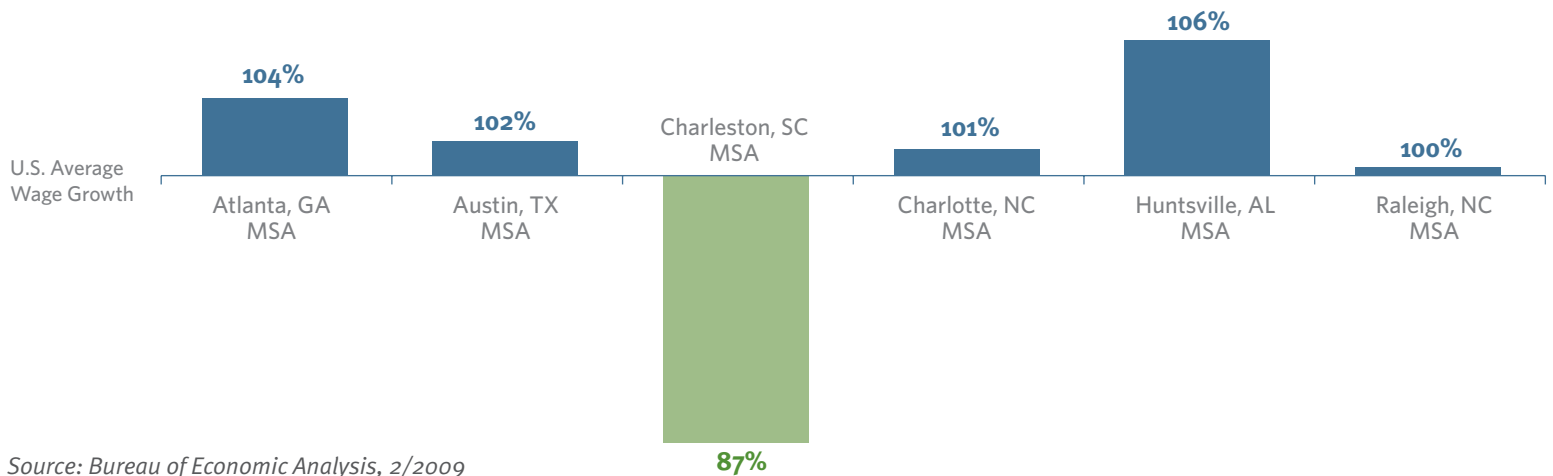
**26.6%**  
above

the prevailing regional wage

## OUR CHALLENGE: HIGH-WAGE JOBS >

For the past several years, our region has added jobs at a very healthy pace. We have also made progress in raising wages, with regional average wages growing twice as fast as the national average (2000-2007). But compared to communities aggressively focused on their technology and professional sectors, **our wages still lag significantly.**

OPPORTUNITY NEXT will target existing and emerging high-value industry clusters to help drive regional wage growth.



*“To compete in the global economy, our region must become more creative, forward-thinking and aggressive. It’s up to us to lead the way, and now’s the time to take bold action.”*

— Raymond S. Greenberg, MD, PhD, President, Medical University of South Carolina

## OUR SOLUTION: NEW PROGRAM >

### STRATEGIC PRIORITIES

- 1. Engage Top Leaders**  
Engage top-tier business leadership to drive the CRDA’s agenda for a more prosperous, forward-thinking, globally competitive region.
- 2. Market Region Globally**  
Globally position the region to attract high-value / high-tech jobs and talent, entrepreneurs and capital investment.
- 3. Accelerate New Investment**  
Accelerate inbound investment and help to facilitate local business expansions, especially among companies in the region’s existing and emerging high-value industry clusters.
- 4. Drive Sustainable Strategy**  
Aggressively leverage our region’s physical and intellectual assets to drive a sustainable, regional economic development strategy.

## OUR SOLUTION: NEW LEADERSHIP >

Taking our regional economic development program to the next level depends on our ability to leverage our most valuable asset — **our leaders**. Recognizing the need to create an organizational structure capable of uniting our business, government and civic leaders on a sustained basis, the CRDA modernized our governance model by:

**Eliminating** the current board appointment process

**Implementing** value-based investor levels

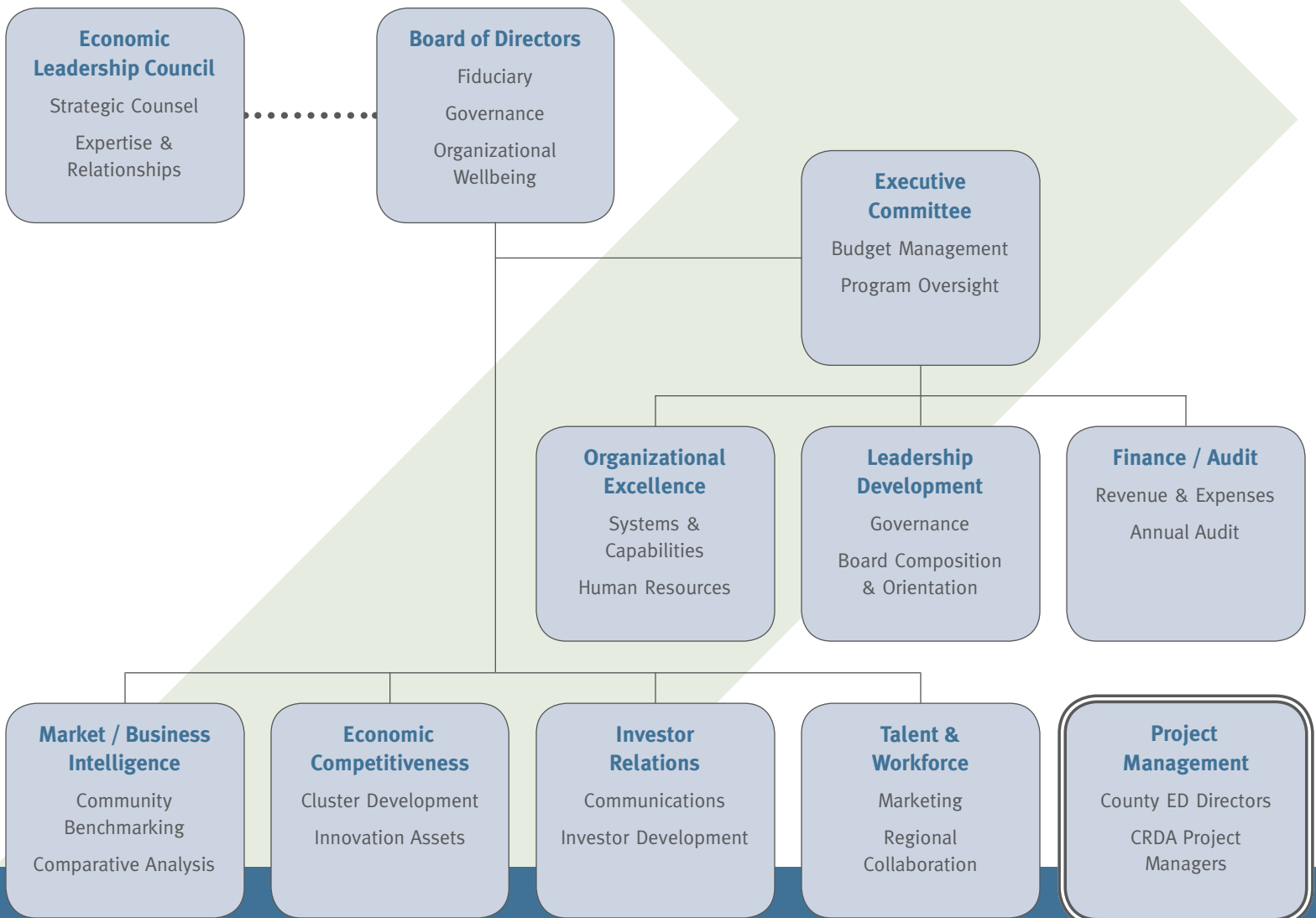
**Creating** new opportunities for engagement, leadership and collaboration

Our new governance model will serve as the foundation for increased engagement, leadership and collaborative opportunities through:

**Economic Leadership Council** will serve as key advisor and a major resource for the CRDA Board

**Board of Directors** will govern the CRDA and provide the necessary level of program and fiduciary oversight

**Program Committees** will focus on programmatic deliverables and execution strategies



*“Our goal is to unite the region’s centers of influence to strengthen our economic future. We need to pull together to address tough issues with creative solutions.”*

— P. George Benson, President, College of Charleston

## OUR SOLUTION: NEW FUNDING

The CRDA's budget must grow to accomplish our goals and better align with the budgets of peer economic development organizations throughout the country.

### KEY FOCUS AREAS FOR ADDITIONAL RESOURCES

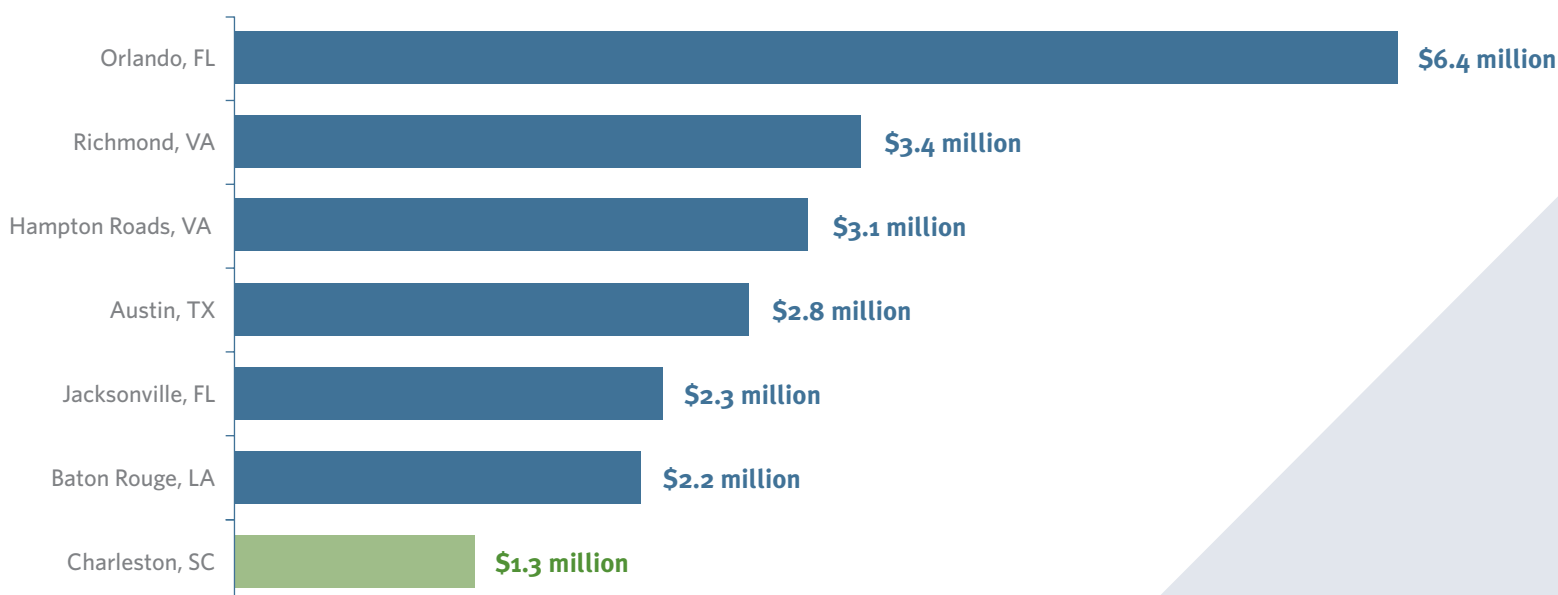
1. Establish sustained global business development and marketing outreach effort
2. Create robust business intelligence capability
3. Lead regional effort to address key economic competitiveness issues

### ESTIMATED ANNUAL BUDGET ALLOCATIONS ( FISCAL YEAR JULY 1 - JUNE 30 )

	Current	2010	2011	2012	2013	2014
<b>Revenue</b>						
Private Sector	\$450,000	\$1,000,000	\$1,140,000	\$1,280,000	\$1,400,000	\$1,450,000
County Funding*	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000
Other	\$10,000	\$100,000	\$110,000	\$120,000	\$150,000	\$150,000
<b>Total</b>	<b>\$1,360,000</b>	<b>\$2,000,000</b>	<b>\$2,150,000</b>	<b>\$2,300,000</b>	<b>\$2,450,000</b>	<b>\$2,500,000</b>
<b>Expenses</b>						
Business Development	\$1,120,000	\$1,350,000	\$1,390,000	\$1,500,000	\$1,630,000	\$1,650,000
Regional Competitiveness	\$0	\$270,000	\$330,000	\$350,000	\$365,000	\$370,000
Engaged Leadership	\$0	\$100,000	\$110,000	\$110,000	\$115,000	\$120,000
Facility/Operations	\$240,000	\$280,000	\$320,000	\$340,000	\$340,000	\$360,000
<b>Total</b>	<b>\$1,360,000</b>	<b>\$2,000,000</b>	<b>\$2,150,000</b>	<b>\$2,300,000</b>	<b>\$2,450,000</b>	<b>\$2,500,000</b>

\*Based on current funding (Berkeley, Charleston, & Dorchester counties)  
Note: Budget projections subject to annual change

### COMPETITIVE ANNUAL BUDGETS



## OUR FORMULA FOR SUCCESS >

LEADERSHIP + ECONOMIC COMPETITIVENESS + ECONOMIC GROWTH = ECONOMIC DEVELOPMENT

Economic Leadership Council  
Board of Directors  
Program Committees

Market Intelligence  
Competitive Assets  
Talent & Workforce

Business Development  
Established Clusters  
Emerging Clusters

High-Value Jobs  
Capital Investment  
Sustainable Prosperity



*“We must take proactive, aggressive steps to control our own destiny for Charleston and the three-county region. This is our responsibility. It is our commitment to lead, not to follow.”*

— Anita G. Zucker  
Chairperson & CEO, The InterTech Group

## YOUR POWER TO LEAD >

To leverage the **know-how, energy and power** of the business community, the CRDA is evolving our governance structure to include a new level of leadership — the Economic Leadership Council.

Comprised of the region’s most senior executives, this Council will provide a powerful voice on critical matters where their influence and experience can help the CRDA achieve important outcomes. The Council will also help to identify strategic business competitiveness issues and develop an appropriate business-led response. Now more than ever, the business community must define and lead the solutions to our economic development challenges.

*“This is our region and our future. As a board member, I have witnessed the energy, leadership and commitment that have brought us to this point. It’s now time to take our efforts to the next level.”*

— Sean M. Bennett, President & CEO, Asset Integration Consultants

## LEVELS OF ENGAGEMENT >

### *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, Recognition and 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\*
- Special recognition at CRDA Annual Event\*
- Inclusion in special invitation-only events\*
- Inclusion in printed Regional Resource Guide
- 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, Recognition and 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\*
- Inclusion in printed Regional Resource Guide
- Logo, description and link — CRDA online Investor Directory

\*Denotes benefits specific to this investment level or above

### *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, Recognition and Benefits

- Opportunity to serve on CRDA Board of Directors (CEO or most senior executive)\*
- Inclusion in printed Regional Resource Guide\*
- Eligibility to serve on a 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, Recognition and 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, Recognition and 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\*

*“This initiative  
is built on a  
strong foundation of  
business and community  
leaders who are dedicated  
to advancing our region. I am  
proud to contribute to this effort.”*

— Ronnie M. Givens, Director, Dixon Hughes PLLC



*“By aggressively marketing our many strengths, we will improve our economy and further enhance this region’s outstanding quality of life. This initiative gives our community leaders the framework for achieving these vital goals.”*

— Terry Hyde Ketchem, CEO, Charleston Trident Association of Realtors®



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