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The Charleston Regional Development Alliance (CRDA)

Is a public/private, not-for-profit corporation supported and led by the region’s most influential business leaders, three county governments, largest municipalities, and top academic institutions.

The CRDA serves as a catalyst for long-term, sustainable economic growth in the Charleston region which comprises Berkeley, Charleston, and Dorchester counties.

We do this in a number of ways by:

- Marketing the Charleston region as a globally competitive location for business, talent, and entrepreneurs
- 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 region’s top business, academic, and elected leaders in economic development—and keeping economic development a top priority for each of them

CRDA’s current fiscal year runs July 1, 2016 through June 30, 2017
Following a nine-month process and 1000+ hours of research, community engagement, public input and analysis, the CRDA and the Charleston Metro Chamber together unveiled the One Region strategy in May 2016. It calls on the region to take a more holistic, inclusive approach to being a globally competitive place where all people and businesses flourish.

The strategy is a framework for a living, adaptable approach that requires the region to invest in itself as much as it markets to the outside world. It offers guidance on economic, workforce, and community development efforts for the next five years.

Four shared, regional values form the foundation of the strategy. Each is supported by specific goals and actions to sustain economic momentum, positively affect regional dynamics, and generate prosperity for all residents.

**ONE REGION VALUES:**

1. A strong, resilient economy
2. Attainable opportunities for all residents to live, learn and earn
3. Balancing growth with nurturing our unique character
4. Being a connected community
CRDA’s primary focus is to expand and strengthen the high impact clusters identified in the strategy.

These clusters offer a broad array of jobs across different skill sets and wage levels. Their growth will positively affect eight key dynamics of regional competitiveness.

To view all recommendations, visit OneRegionStrategy.com
FY 2015-2016
YEAR in REVIEW
GLOBAL BUSINESS DEVELOPMENT / MARKETING

6 TOTAL COMMITMENTS

1,209 DIRECT NEW JOBS

$77,010,000 NEW CAPITAL INVESTMENT

$383,000,000 ANNUAL ECONOMIC IMPACT
associated with new jobs and payroll

EVENTS PARTICIPATED in

22 MARKETING EVENTS
aligned with target sectors and geographies
(59% International)

13 SITE SECTOR & INDUSTRY TREND EVENTS

10 REGIONAL EVENTS
aligned with target sectors

11 HOSTED EVENTS

- SC International Trade
- SC Aerospace
- SC BIO
- SC Automotive Summit
- GoogleFest
- DIG South

- FKG – SCANDINAVIAN AUTOMOTIVE SUPPLIERS VISIT
- VOLVO CAR OPEN
- 3 VISITS BY SC DEPARTMENT OF COMMERCE GLOBAL DEVELOPMENT TEAM MEMBERS
**MEETINGS with**

- 273 COMPANIES
- 99 SITE SELECTION CONSULTANTS
- 91 HOSTED PROSPECTS interested in the region

**NATIONAL / INTERNATIONAL MEDIA OUTREACH EFFORTS**

- 78 MAJOR MEDIA PLACEMENTS RESULTING IN

**CRDA.ORG**

- LAUNCHED NEW CRDA WEBSITE – DEC. 2015
- 111,290 UNIQUE VISITORS 2015–2016

**THE WALL STREET JOURNAL. FORBES THE HUFFINGTON POST**

**RESULTING IN**

- 210 MILLION IMPRESSIONS
Facilitated **ONE REGION: GLOBAL COMPETITIVENESS STRATEGY**

- Consultant selection task force
- Joint effort with Charleston Metro Chamber to select project consultant
- Received proposals from 10 firms, 3 finalist presentations
- Awarded project to Avalanche Consulting/ McCallum Sweeney Consulting

**Sponsored DIG SOUTH INTERACTIVE FESTIVAL**

4th annual Charleston-based event exploring technology, creative industries, and the digital economy in the Southeast. Hosted Charleston Open Source booth at DIG A JOB career fair, and participated on panel discussion of technology-based economic development.

Launched **CHARLESTON REGIONAL CAREER HEADLIGHT WEBSITE**

in partnership with Charleston Metro Chamber, BCDCOG, and SC Works. Created to help Charleston students and residents make informed career choices that align with our growing and changing economy.

**Executed CHARLESTON OPEN SOURCE SXSW “LUCKY DOG” GUERRILLA CAMPAIGN**

as part of regional talent recruitment initiative. Partnered with DIG SOUTH, Southwest Air, and Hyatt Hotel to give away free trip to Charleston.

**200K+ SOCIAL MEDIA IMPRESSIONS**

**2K NEW ENGAGEMENTS**

**Produced 2015 REGIONAL ECONOMIC SCORECARD**

in partnership with Charleston Metro Chamber. Included new, national set of comparative communities to reflect Charleston metro’s top 20 ranking in Brooking’s Advanced Industries Report.

**Supported NUMEROUS REGIONAL INITIATIVES**

- Charleston Creative Parliament / Pecha Kucha Night Charleston
- Charleston Metro Chamber Economic Outlook Board
- College of Charleston School of Professional Studies Advisory Board
- DIG South Advisory Board
- SC Community Loan Fund Housing Matters Summit / Urban3 Tax Valuation Analysis
- Tri-County Cradle to Career
- Trident Technical College Foundation Board
Leveraged RELATIONSHIPS AND INFLUENCE

- Board and committee meeting participation, one-on-one meetings, and 28 Investor Roundtables

- CRDA leadership served as members of the One Region Strategy Steering Committee, participated in meetings with 250+ local stakeholders, and shared their perspectives on the region and future opportunities

- Participated in peer-to-peer project visits with company prospects and in hosting journalists

Hosted THOUGHT LEADERSHIP EVENTS

- **SC Ports Authority Impact Briefing**
  Barbara Melvin, SVP- Operations and Terminals (CRDA Board Meeting)

- **SC Infrastructure Funding Update**
  SCDOT Commissioner Robby Robbins and SC Trucking Association President/CEO Rick Todd (CRDA Board Meeting)

- **The New Talent Landscape: Can the Charleston Region Sustain This Pace?**
  Panel discussion featuring local IT and Manufacturing sector executives, ReadySC, and Center for Business Research (Quarterly Investor Briefing)

- **Catalysts for Regional Prosperity: A Global Business Perspective**
  Featuring Anita Zucker, Katarina Fjording, Beverly Wyse, and Carolyn Hunter (Annual Luncheon)

- **One Region: A Global Competitiveness Strategy rollout**
  Featuring Avalanche Consulting and McCallum Sweeney Consulting (Quarterly Investor Briefing)
The One Region strategic plan guides the CRDA’s organizational program of work including Global Business Development / Marketing, Regional Competitiveness, and Engaged Leadership.

These charts provide a snapshot of projected revenues and planned expenses to support our activities during the current fiscal year.

**FY 2016-2017 ANNUAL BUDGET**

CRDA’s current fiscal year runs July 1, 2016 through June 30, 2017
The CRDA drives a global marketing and business development program to attract the world’s best companies, entrepreneurs, and professional talent. As we begin to implement the new five-year strategy, One Region, we are focused on continuing to develop the high impact clusters.

**Priorities include:**

**TARGETED MARKETING MISSIONS**

- Continue to build momentum in the aerospace cluster by matching supplier capabilities with the needs of Boeing’s 787 program and connect suppliers with the full range of local / state resources
- Engage with Bosch, Mercedes-Benz Vans, and Volvo to identify key suppliers and facilitate their introduction into our market
- Elevate our level of activities within the Information Technology and Life Science communities to support and grow these sectors
- Gain a better understanding of the advanced logistics cluster and engage with stakeholders to help successfully position the region to capitalize on the recent Panama Canal expansion and Port of Charleston investments
- Activate the recommendations of the regional Foreign Direct Investment (FDI) strategy
- Develop the Landing Pad initiative, focused on targeting international companies looking to establish a small-scale footprint in the East Coast U.S. market

**GLOBALLY FOCUSED MARKETING**

- Expand content and performance of region’s economic development website, including enhanced data displays and new testimonial / sector videos
- Heighten aggressiveness and frequency of national / international media relations placements and marketing efforts in order to accelerate brand awareness of Charleston for business
- Closer alignment with global business development efforts to create touchpoints for prospects along the sales cycle
- Support region’s global fluency by developing digital relocation guide; a valuable community resource to ease the transition of international companies and talent locating here

**TALENT ATTRACTION CAMPAIGN**

- Raise national awareness of Charleston Open Source campaign in targeted markets with expanded content, digital marketing, ambassador program, coordinated social media campaign, and potential “road show” events
- Broaden participation by local IT businesses and key stakeholders
For the Charleston region to compete globally, the CRDA invests in research & analysis to guide and inform our efforts.

Key priorities include:

2016 REGIONAL ECONOMIC SCORECARD

- Produce seventh annual Regional Economic Scorecard for the community in partnership with the Charleston Metro Chamber
- Align metrics with recommendations from One Region strategy

ONE REGION: A GLOBAL COMPETIVENESS STRATEGY

- Operationalize CRDA-specific recommendations
- In partnership with the Charleston Metro Chamber and other leaders, support & facilitate regional activation recommendations

BUSINESS INTELLIGENCE

- Expand CRDA's business intelligence capabilities to enhance the direct sales process and increase the region’s competitive edge
The CRDA convenes the region’s top business, academic, community and governmental leaders to shape and lead a comprehensive economic development strategy.

Key priorities include:

**LEVERAGING RELATIONSHIPS AND INFLUENCE**
- Directly engage public- and private-sector leaders in the work of CRDA
- Tap into Economic Leadership Council and CRDA Board members’ broad networks on issues related to our region’s global competitiveness
- Utilize top executives to enhance the direct sales process through peer-to-peer conversations and interactions

**FOSTERING THOUGHT LEADERSHIP**
- Regularly convene local leaders to consider and discuss issues that directly impact our region’s ability to compete globally
- Feature thought-provoking keynote speaker at CRDA Annual Luncheon
- Provide regular updates on regional economic news, trends, rankings, accolades, and other relevant information

**CONTINUING RESOURCE DEVELOPMENT**
- Work with CRDA leadership to identify and secure additional resources to remain competitive, to maximize the execution of the CRDA mission, and to implement the One Region strategy
CRDA BOARD of DIRECTORS*

BOARD MEMBERS

Mark Gaddy
VICE PRESIDENT, ECONOMIC DEVELOPMENT & GOVERNMENT AFFAIRS
Berkeley Electric Cooperative

Joseph L. Garcia, Colonel, SCM
VICE PRESIDENT FOR FINANCE & BUSINESS
The Citadel

L. Elizabeth Gibbes
PARTNER
Parker Poe

Tim Grow
SHAREHOLDER
Elliott Davis Decosimo, LLC

John Hagerty
PARTNER
Nelson Mullins Riley & Scarborough

Will Helmly
PRESIDENT & COO
Home Telecom

Lilyn Hester
SOUTHEAST PUBLIC AFFAIRS MANAGER
Google

Kin Hill
CHIEF EXECUTIVE OFFICER
Charleston Water System

Jairy Hunter, PhD
PRESIDENT
Charleston Southern University

Alvin T. Johnson
PRESIDENT & CEO
ATJ Engineering

Wiley Johnson
MAYOR
Town of Summerville

Carl Kolts
PRESIDENT & CEO
Showa Denko Carbon Inc.

Mark Lattanzio
CHARLESTON REGION PRESIDENT
SunTrust Bank

Larry Lautenschlager
SENIOR VICE PRESIDENT, MANUFACTURING
Robert Bosch, LLC

Duncan McGoogan
SENIOR VICE PRESIDENT
BB&T

Bill Medich
SENIOR VICE PRESIDENT
South State Bank
ECONOMIC LEADERSHIP COUNCIL®

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

Kenneth T. Seeger
PRESIDENT
WestRock Land and Development

O.L. Thompson
CHAIRMAN
O.L. Thompson Construction Company

Mary Thornley, EdD
PRESIDENT
Trident Technical College

Jordan Phillips
PARTNER
South Street / Kiawah Partners

Wil Riley
CHIEF EXECUTIVE OFFICER
Charleston Trident Association of Realtors®

* As of August 18, 2016

Farnborough Airshow
CRDA PROFESSIONAL STAFF

David T. Ginn, CECd
PRESIDENT & CEO

Michael J. Graney
VICE PRESIDENT,
GLOBAL BUSINESS
DEVELOPMENT

Karen Kuchenbecker
VICE PRESIDENT,
OPERATIONS

Stephen C. Warner
VICE PRESIDENT,
GLOBAL COMPETITIVENESS

Jenna Edwards
DIRECTOR,
GLOBAL BUSINESS
DEVELOPMENT

Becky Ford
DIRECTOR,
GLOBAL BUSINESS
DEVELOPMENT

Claire A. Gibbons
DIRECTOR,
GLOBAL MARKETING +
COMMUNICATIONS

Brent Jonas
DIRECTOR,
STAKEHOLDER RELATIONS

Jamie DeMent
MARKETING SERVICES
MANAGER

Chanel Garland
FRONT OFFICE MANAGER /
ASST. TO THE CEO

Katie Holba
BUSINESS DEVELOPMENT
COORDINATOR

Wendy S. Moore
OPERATIONS MANAGER

Jacki Renegar
RESEARCH ANALYST

COUNTY PARTNERS

Barry Jurs
DIRECTOR OF ECONOMIC
DEVELOPMENT
Berkeley County

Steve Dykes, SCCEd, AICP
DIRECTOR OF ECONOMIC
DEVELOPMENT
Charleston County

John M. Truluck, SCCEd
DIRECTOR OF ECONOMIC
DEVELOPMENT
Dorchester County
The CRDA is a true alliance of business, government, and higher education 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 PARTNERS**
- Berkeley County
- Charleston County
- Dorchester County

**MUNICIPAL PARTNERS**
- City of Charleston
- City of Goose Creek
- City of North Charleston
- Town of Mount Pleasant
- Town of Summerville

**CHAMBER PARTNERS**
- Berkeley Chamber of Commerce
- Charleston Metro Chamber of Commerce
- Greater Summerville / Dorchester County Chamber of Commerce

**ECONOMIC LEADERSHIP COUNCIL**
- Benefitfocus
- Berkeley Electric Cooperative
- Charleston Naval Complex Redevelopment Authority (RDA)
- Charleston Southern University
- Charleston Trident Association of Realtors®
- The Citadel
- Clemson University
- College of Charleston
- Evening Post Industries
- The InterTech Group
- Medical University of South Carolina (MUSC)
- O.L. Thompson Construction Company
- Roper St. Francis Healthcare
- Santee Cooper
- SCANA Corporation
- South State Bank
- Terracon
- Trident Technical College
- University of South Carolina (USC)
- Wells Fargo
- WestRock Land and Development

**CHAIRMAN’S CIRCLE**
- AT&T
- BB&T
- BlueCross BlueShield of South Carolina
- Dixon Hughes Goodman, LLP
- Ingevity
- K&L Gates, LLP

* As of August 18, 2016
PRESIDENT’S CIRCLE
Alliance Consulting Engineers, Inc.
Carolina One Real Estate
CC&T Real Estate
Charleston County Aviation Authority
Charleston Steel & Metal Company
Charleston Water System
The Daniel Island Company
Darby Development
Davis & Floyd, Inc.
DuPont Protection Technologies – Cooper River Plant - Kevlar® Operations
Elliott Davis Decosimo
Fennell Holdings, Inc.
Google
Haynsworth Sinkler Boyd, PA
HLA, Inc.
Home Telecom
LS3P
Nelson Mullins Riley & Scarborough, LLP
Parker Poe
PNC Bank
Robert Bosch, LLC
S&ME Engineering
SeamonWhiteside
Showa Denko Carbon, Inc.
South Carolina Research Authority (SCRA)
South Street / Kiawah Partners
SunTrust Bank
TD Bank
Thomas & Hutton
Trident Health
Turner, Padgett, Graham & Laney, PA
WebsterRogers, LLP
Womble Carlyle Sandridge & Rice, LLP

DIRECTOR’S CIRCLE
Aon South Carolina
AstenJohnson, Inc.
Bank of America
The Beach Company
C.H. Robinson Worldwide
Charleston Branch Pilots Association
Colliers International
CresCom Bank
McNair Law Firm, PA
Pratt & Co. at RE/MAX Pro Realty
South Carolina State Ports Authority
South Carolina Power Team
Trident Construction

SUPPORTERS
Apartment & Corporate Relocation Services (ACRS)
CBRE
Cooper River Partners, LLC
Dominion Carolina Gas Transmission
Francis Marion Hotel
Hill Construction
Hood Construction Company, Inc.
Landmark Construction
Lowcountry Graduate Center
McMillan Pazdan Smith Architecture
Michael G. White
Miller-Valentine Group
Park Sterling Bank
Stantec
State Farm Insurance - Tony Pope

CHARLESTON OPEN SOURCE INVESTORS
A tech talent attraction campaign designed to build national awareness of Charleston’s thriving tech economy and attract mid- to senior-level tech professionals to the region

Benefitfocus
Blackbaud
Blue Acorn
BoomTown!
Echovate, Inc.
eGroup
Geocent, LLC
Maga Design Group
Parsons
PeopleMatter
Phishlabs
Qonceptual
SPARC
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 / RECOGNITIONS / BENEFITS**
- Opportunity to serve on Economic Leadership Council*
- Opportunity to participate in outbound Business Development Sales & Marketing mission*
- 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*
- Opportunity to present at a weekly CRDA / County Partners’ meeting
- Opportunity to receive targeted CRDA / regional overview and Business Development activity trends updates, per investor request
- 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*
- Opportunity to present at a weekly CRDA / County Partners’ meeting
- Opportunity to receive targeted CRDA / regional overview and Business Development activity trends updates, per investor request
- Prominent opportunities for recognition at CRDA events and sponsorships of CRDA business development initiatives*
- Logo, description, and link – CRDA online Investor Directory
**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)*
- Opportunity to present at a weekly CRDA / County Partners’ meeting
- Opportunity to receive targeted CRDA / regional overview and Business Development activity trends updates, per investor request
- 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

* Denotes benefits specific to this engagement level or above.

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**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**
- Opportunity to receive targeted CRDA / regional overview and Business Development activity trends updates, per investor request
- 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

* Denotes benefits specific to this engagement level or above.
GETTING INVOLVED

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