WORK PLAN
FY 2018 - 2019
LEADERSHIP FOR A WORLD-CLASS, GLOBALLY COMPETITIVE ECONOMY

Charleston Regional Development Alliance (CRDA) has served as a catalyst for long-term, sustainable economic prosperity in Berkeley, Charleston, and Dorchester counties since 1995.

With a strong economy and tremendous momentum, our community benefits from this public-private partnership with the region’s most influential business leaders, three county governments, largest municipalities, and top academic institutions working together toward a shared vision for the future.

The steps we collectively take today will impact our region for generations to come.

CRDA RECOGNITION

2017
Excellence in Economic Development Award
"BEST PROJECT OF THE YEAR"
The Site Selectors Guild

2017
Gold Award of Excellence
MULTI-YEAR ECONOMIC DEVELOPMENT STRATEGY
International Economic Development Council

2017
Silver Award of Excellence
CRDA WEBSITE
International Economic Development Council

2018
Mac Conway Excellence in Economic Development for TOP REGIONAL EDO
Site Selection Magazine
“We must continue to take proactive, aggressive steps to control our own destiny for the three-county Charleston region. This is our responsibility. It is our commitment to lead, not to follow.”

Anita G. Zucker
Chairperson & CEO, The InterTech Group
Since 1995, the Charleston Regional Development Alliance has led five 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
- **2010 - 2015**: Build economic prosperity; leverage assets to compete globally; align economic/community/workforce development efforts
- **2015 - 2020**: Values-based strategy to strengthen global competitiveness; increase prosperity; provide inclusive opportunities; build thriving industry clusters; boost talent attraction/retention
CRDA RESULTS BY THE NUMBERS
2010 – 2018

LOCATION/EXPANSION PROJECTS
61

NEW DIRECT JOBS
7,880

NEW PAYROLL
$392.6 MILLION

“The public-private partnership of the CRDA is one of the three key reasons we chose Charleston.”

Kim Pearson
General Counsel, Thorne Research

FROM 2010 - 2016
FROM 2010 - 2017
FROM 2010 - 2017

TAX BASE GREW
18%
TO
$4.9 BILLION
(8% in rest of SC)
Source: SC Department of Revenue Annual Reports

TOTAL PRIVATE-SECTOR WAGES GREW
55%
TO
$12.5 BILLION
(40% SC and 37% US)
Source: U.S. Bureau of Labor Statistics

GDP GREW ALMOST
50%
TO
$42 BILLION
(compared to 30% for US)
Source: U.S. Bureau of Economic Analysis
How are Charleston area consumers spending $392.6 million in new payroll?


New higher-paying jobs give residents more money to invest back into the local economy.
CHARLESTON REGIONAL ECONOMY IS STRONG

**CHARLESTON MSA POPULATION**

Source: BEA.gov

**POPULATION GROWTH**

SLOW & STEADY

Sources: US Census and Bureau of Labor Statistics

Charleston Metro responsible for **21% OF ALL JOBS CREATED** in South Carolina between 2013-2017

---

**2017 MSA POPULATION**

1. NYC

9. ATLANTA

15. SEATTLE

17. SAN DIEGO

22. CHARLOTTE

31. AUSTIN

36. NASHVILLE

61. GREENVILLE

**2011-2016 MSA JOB GROWTH**

3. AUSTIN

5. NASHVILLE

13. CHARLOTTE

16. CHARLESTON

23. ATLANTA

24. SEATTLE

31. SAN DIEGO

35. GREENVILLE

74. CHARLESTON
Regional economies grow or decline based on their ability to specialize in high-value industries and to provide the right environment where firms want to cluster. Strong industry clusters drive innovation, spur new business formation, and create higher paying jobs for local residents.

As the only regionally-focused economic development organization in our community, CRDA plays a pivotal role in building robust industry clusters through business attraction and facilitating an array of strategic initiatives. Companies within a cluster require foundational assets to thrive, including service firms and suppliers, a skilled workforce, educational institutions, transportation infrastructure, capital, technology, and a supportive business climate.

CRDA has aligned our work with the One Region Global Competitiveness Strategy, which calls for a broader, more inclusive and dynamic approach to economic development.

While our region reaps the benefits of new business investment, it is essential to address the challenges that come with fast-paced job creation and ensure these challenges do not derail future economic momentum. Being globally competitive requires the region to invest in itself, as much as it promotes to the outside world. One Region provides the road map.

“One time to shift and broaden the purpose and practice of economic development to generate continuous growth, prosperity and inclusion.”

Brookings Institution, 2016
Remaking Economic Development

OneRegionStrategy.com
What does our region’s future hold?

Charleston regional population

1 MILLION by 2029
(775,000 in 2017)

By 2029 the region will need:

116,000 NEW JOBS CREATED (minimum)

90,000 NEW HOUSING UNITS AT ALL PRICE POINTS (7500 annually)

140 TRANSPORTATION INFRASTRUCTURE PROJECTS = $2.6B COST

Anticipated Federal funding for road improvements over next 23 years will cover less than 15%
Source: BCD Council of Governments, 2040 Draft Long Range Transportation Plan

In 2029, maintain at least:

195 PARKS/GRENSPACE (160+ IN 2018)

13,000 ACRES OPEN SPACE

Source: National Park and Recreation Association 2018 Report (median for large metros)

Charleston’s Future: What’s Next?

Building and sustaining a world-class, globally competitive economy is a marathon, not a sprint. The ongoing journey requires bold vision, a regional perspective on issues, and committed leadership to meet the challenges of the present, with an eye always to the future rather than the rearview. We see opportunities to work together to make our home a better place for all.

Securing our economic future requires fostering continued economic diversification by attracting new high-value (headquarters, R&D, and technology) companies and suppliers to fully support our region’s existing clusters.

“Our community must invest in critical transportation infrastructure, create attainable housing in proximity to job centers, remake how we commute, and nurture our environment, character, and culture – if we are to create and sustain a community where people and businesses thrive for generations.”

Jack Goettee
President SC & GA, South State Bank
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 to sustain Charleston’s economic momentum during the current fiscal year.

FY 2018-19
ANNUAL BUDGET

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 to sustain Charleston’s economic momentum during the current fiscal year.

FY 2018-19
RESOURCE ALLOCATIONS

CRDA’s current fiscal year runs July 1, 2018 through June 30, 2019
PROGRAM PRIORITIES: FY 2018-19

STRENGTHEN THE REGION’S HIGH-IMPACT CLUSTER ECOSYSTEMS

• Continue building global awareness of region’s business and lifestyle assets

• Boost business development initiatives to reach more target companies

• Cultivate direct leads through continued outreach with investors, local industry, cluster ecosystem networks, and site selectors

• Expand engagement with venture capital, M&A, tech transfer, entrepreneurship support, and workforce development programs

• Continue implementing the Charleston Metro FDI Plan, including the Global Fluency Initiative, SC Landing Pad program, and the region’s M&A Council

• Build cluster networks and academic connections through regional roundtables, project engagement, and joint mission opportunities

ENHANCE COMPETITIVE INTELLIGENCE & ENGAGEMENT

• Use CRDA’s business intelligence capabilities to support high-impact cluster development, augment global marketing & business development programs, and enhance the direct sales process

• Lead multifaceted, regional economic development strategy

• Inform and engage local community on key economic development issues

• Measure progress and trends in advancing the regional economy

ATTRACT TECH TALENT

• Build global brand awareness of region as a desired destination for IT companies and talent

• Engage with Charleston Open Source Council (COS) companies to advance the region’s IT cluster, share information and talent, and build relationships

• Broaden participation by local IT businesses and key stakeholders

LEVERAGE RELATIONSHIPS AND INFLUENCE

• Directly engage public- and private-sector leaders in the work of CRDA

• Regularly convene local leaders to consider and discuss issues that directly impact our region’s ability to compete globally

• Facilitate “Reboot the Commute” employer-led, traffic mitigation initiative to reduce congestion through alternative work & commuting strategies (flexible schedules, carpooling, telecommuting, etc.)

• Execute a successful private-sector leadership and funding campaign

• Work closely with County and Municipal partners to leverage private-sector investments
CRDA BOARD OF DIRECTORS*
EXECUTIVE COMMITTEE

Robert Pratt
COMMERICAL BROKER
PRATT & CO. AT REMAX
PRO REALTY

John Hagerty
PARTNER
NELSON MULLINS RILEY & SCARBOROUGH, LLP

Will Helmly
PRESIDENT & CEO
HOME TELECOM

Tim Grow
OFFICE MANAGING SHAREHOLDER
ELLIOTT DAVIS, LLC

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DIVISION PRESIDENT - COASTAL 5C
SOUTH STATE BANK

L. Elizabeth Gibbes
PARTNER
PARKER POE

Jay Byars
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DORCHESTER COUNTY

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BERKELEY COUNTY SUPERVISOR / COUNTY COUNCIL CHAIRMAN
BERKELEY COUNTY

Mary Garcia
SVP / AREA EXECUTIVE
PINNACLE FINANCIAL PARTNERS

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COUNTY COUNCIL DISTRICT 6
DORCHESTER COUNTY

Wiley Johnson
MAYOR TOWN OF SUMMERVILLE

Brantley Moody
COUNTY COUNCIL DISTRICT 7
CHARLESTON COUNTY

A. Victor Rawl
COUNTY COUNCIL DISTRICT 6
CHARLESTON COUNTY

Stuart Whiteside
PRESIDENT SEAMONWHITESIDE

Joshua S. Whitley
COUNTY COUNCIL DISTRICT 2
BERKELEY COUNTY
CRDA BOARD OF DIRECTORS*

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PNC BANK

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GREATER SUMMERVILLE / DORCHESTER COUNTY CHAMBER OF COMMERCE

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EXECUTIVE DIRECTOR & CEO
CHARLESTON COUNTY AVIATION AUTHORITY

Mike Carter
CEO
eGROUP

Tammy Coghill
MANAGER, ECONOMIC DEVELOPMENT & LOCAL GOVERNMENT
DOMINION ENERGY D/B/A SCANA CORPORATION

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MANAGING PARTNER
K&L GATES, LLP

Jeremy Cook
PARTNER
HAYNSWORTH Sinkler BOYD, PA

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CHARLESTON SOUTHERN UNIVERSITY

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REGIONAL MANAGING PARTNER OF THE LOWCOUNTRY
WEBSTEROGERS, LLP

Bryan Derreberry
PRESIDENT & CEO
CHARLESTON METRO CHAMBER OF COMMERCE

Col. John Dorrian
VP FOR COMMUNICATIONS & MARKETING
THE CITADEL

Deepal Eliatamby
PRESIDENT
ALLIANCE CONSULTING ENGINEERS, INC.

Scott Fennell
COO / PRESIDENT
FENNELL HOLDINGS, INC.

John Fortson
EXECUTIVE VP & CFO
INGEVITY CORPORATION

Chris Fraser
PRINCIPAL, MANAGING DIRECTOR – SC
AVISON YOUNG

* AS OF FEB 15, 2019
CRDA BOARD OF DIRECTORS*

BOARD MEMBERS

Mark Gaddy
VP, ECONOMIC DEVELOPMENT & GOVERNMENT AFFAIRS
BERKELEY ELECTRIC COOPERATIVE

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PRESIDENT & CEO
TRIDENT HEALTH

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CHARLESTON OFFICE LEADER / MECHANICAL ENGINEER
BRPH

Gregory Habib
MAYOR
CITY OF GOOSE CREEK

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D.L. THOMPSON CONSTRUCTION COMPANY

William Haynie
MAYOR
TOWN OF MOUNT PLEASANT

Lilyn Hester
HEAD OF SOUTHEAST PUBLIC AFFAIRS
GOOGLE

Kin Hill
CHIEF EXECUTIVE OFFICER
CHARLESTON WATER SYSTEM

Mike Horton
CHIEF ENGINEERING OFFICER
DAVIS & FLOYD

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CHARLESTON REGIONAL BUSINESS JOURNAL

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SHOWA DENKO CARBON, INC.

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SUNTRUST BANK

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CHARLESTON TRIDENT ASSOCIATION OF REALTORS®

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SENIOR DIRECTOR OF GOVERNMENT OPERATIONS
BOEING SOUTH CAROLINA

Sam McCachern
PRESIDENT & CEO
THOMAS & HUTTON

Duncan McGoogan
SENIOR VICE PRESIDENT
BB&T
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CITY OF NORTH CHARLESTON

John Tecklenburg
MAYOR
CITY OF CHARLESTON

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EXECUTIVE VICE PRESIDENT: BUSINESS
LS3P

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PARTNER
DIXON HUGHES GOODMAN, LLP

R. Milton Thomas III
MANAGING PRINCIPAL
LEE & ASSOCIATES

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SENIOR VP & PRINCIPAL
HUSSEY GAY BELL

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VP, CONTINUING EDUCATION & ECONOMIC DEVELOPMENT
TRIDENT TECHNICAL COLLEGE

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PRESIDENT
HLA, INC.

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VP & SENIOR BUSINESS DEVELOPER
S&ME, INC.

Pamela Williams
SENIOR VICE PRESIDENT, CORPORATE SERVICES
SANTEE COOPER

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SENIOR VICE PRESIDENT OF MANUFACTURING
ROBERT BOSCH, LLC

Stephanie Yarbrough
PARTNER
WOMBLE BOND DICKINSON (US) LLP

Anita G. Zucker
CHAIRPERSON & CEO
THE INTERTECH GROUP
ECONOMIC LEADERSHIP COUNCIL*

Anita G. Zucker
CHAIRPERSON & CEO
THE INTERTECH GROUP

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INTERIM PRESIDENT & CEO
SANTEE COOPER

Dwayne Cartwright
PRESIDENT & CEO
BERKELEY ELECTRIC COOPERATIVE

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PRESIDENT
CLEMSON UNIVERSITY

David Cole, MD
PRESIDENT
MEDICAL UNIVERSITY OF SOUTH CAROLINA

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PRESIDENT
CHARLESTON SOUTHERN UNIVERSITY

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CHARLESTON NAVAL COMPLEX REDEVELOPMENT AUTHORITY

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SOUTH STATE BANK

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BENEFITFOCUS

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REGION BANK PRESIDENT, EASTERN SC
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BOEING SOUTH CAROLINA

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COLLEGE OF CHARLESTON

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PRESIDENT
UNIVERSITY OF SOUTH CAROLINA

Jordan Phillips
PARTNER
SOUTH STREET PARTNERS / KIAWAH PARTNERS

Wil Riley
CHIEF EXECUTIVE OFFICER
CHARLESTON TRIDENT ASSOCIATION OF REALTORS®

* AS OF FEB 15, 2019
ECONOMIC LEADERSHIP COUNCIL*

O.L. Thompson  
CHIEF EXECUTIVE OFFICER  
O.L. THOMPSON CONSTRUCTION COMPANY

Mary Thornley, EdD  
PRESIDENT  
TRIDENT TECHNICAL COLLEGE

Gen. Glenn Walters  
PRESIDENT  
THE CITADEL

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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

* AS OF FEB 15, 2019
2018-2019 INVESTORS

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.

**ECONOMIC LEADERSHIP COUNCIL**

$50,000+ ANNUAL INVESTMENT

- Benefitfocus
- Berkeley Electric Cooperative
- Boeing South Carolina
- Charleston Naval Complex
- Redevelopment Authority (RDA)
- Charleston Southern University
- Charleston Trident Association of Realtors®
- The Citadel
- Clemson University
- College of Charleston
- The InterTech Group
- Medical University of South Carolina
- O.L. Thompson Construction Co.
- Roper St. Francis Healthcare
- Santee Cooper
- SCANA Corporation
- South State Bank
- South Street / Kiawah Partners
- Terracon
- Trident Technical College
- University of South Carolina
- Wells Fargo

**CHAIRMAN’S CIRCLE**

$25,000+ ANNUAL INVESTMENT

- BlueCross BlueShield of SC
- Dixon Hughes Goodman LLP

**PRESIDENT’S CIRCLE**

$10,000+ ANNUAL INVESTMENT

- Alliance Consulting Engineers, Inc.
- AT&T
- Avison Young
- BB&T
- Blackbaud
- Bridge Commercial
- BRPH
- Burr Forman McNair Law Firm, PA
- Carolina One Real Estate
- CC&T Real Estate
- Charleston County Aviation Authority
- Charleston Regional Business Journal
- Charleston Steel & Metal Company
- Charleston Water System
- The Daniel Island Company
- Darby Development
- Davis & Floyd, Inc.
- eGroup
- Elliott Davis, LLC
- Fennell Holdings, Inc.
- Google
- Haynsworth Sinkler Boyd, PA
- HLA, Inc.
- Home Telecom
- Hussey Gay Bell
- Ingevity
- K&L Gates, LLP
- Lee & Associates - Charleston
- LS3P
- Nelson Mullins Riley & Scarborough, LLP
- Nexsen Pruet, LLC
- Parker Poe
- Pinnacle Financial Partners
- PNC Bank
- Pratt & Co. at RE/MAX Pro Realty
- Robert Bosch, LLC
S&ME, Inc.
SeamonWhiteside
Showa Denko Carbon, Inc.
SCRA - South Carolina Research Authority
SunTrust Bank
Synovus Financial Corp.
TD Bank
Thomas & Hutton
Trident Health
Volvo Cars USA
WebsterRogers, LLP
Womble Bond Dickinson (US) LLP

**DIRECTOR’S CIRCLE**

$5,000+ ANNUAL INVESTMENT

Aerotek
AON South Carolina
AstenJohnson, Inc.
Bank of America
The Beach Company
Charleston Branch Pilots Association
Colliers International
CresCom Bank
Gillam & Associates
Heritage Trust Federal Credit Union
Human Technologies, Inc. (HTI)
JPMorgan Chase & Co.
NAI Charleston
Shumaker, Loop & Kendrick, LLP
South Carolina Ports Authority
South Carolina Power Team
SunCap Property Group

**SUPPORTERS** *(no longer available)*

UP TO $5,000 ANNUAL INVESTMENT

CBRE
Charleston Industrial
C.H. Robinson Worldwide
CIMC at Bushy Park
Dominion Carolina Gas Transmission
Francis Marion Hotel
Gillam & Associates, Inc.
Hill Construction
Hood Construction Company, Inc.

Landmark Construction
Lowcountry Graduate Center
McMillan Pazdan Smith Architecture
Miller-Valentine Group
Stantec
State Farm Insurance - Tony Pope

**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**

Charleston Metro Chamber of Commerce
Greater Summerville / Dorchester
County Chamber of Commerce

**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

AVOXI
Benefitfocus
Blackbaud
BoomTown
Booz Allen Hamilton
ECS Federal, LLC
eGroup
Geocent, LLC

Lowcountry Graduate Center
Micfo
Omatic Software
Phishlabs
SENTIO
Snag

* AS OF OCT 1, 2018
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<th>ENGAGEMENT OPPORTUNITIES</th>
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<th>$25k</th>
<th>$15k</th>
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<td>Minimum of 1 “one-on-one” visit with a member of key CRDA staff annually</td>
<td>✓</td>
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<td>Opportunity to participate in 1 or 2 business or talent attraction events, mission trips or tradeshows annually at the invitation of CRDA</td>
<td>2</td>
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<td>Inclusion in special invitation-only events</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>Opportunities to serve as co-host for international visits and/or site selectors*</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Minimum 1 visit with CRDA President &amp; CEO per year</td>
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<tr>
<td>Top local executive invited to attend one ELC meeting annually as guest of CRDA President &amp; CEO</td>
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<th>BOARD &amp; COMMITTEE PARTICIPATION</th>
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<td>Eligibility to serve on a CRDA Taskforce and/or Special Initiatives Committee</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>Opportunity to serve on CRDA Board of Directors (CEO or most senior executive)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Eligibility for election to CRDA Executive Committee</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Opportunity to serve on Economic Leadership Council</td>
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<td>Opportunities for recognition at CRDA events and sponsorship of special CRDA initiatives</td>
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<td>✓</td>
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<tr>
<td>Recognition as investor on CRDA website, social media, and in marketing materials</td>
<td>✓</td>
<td>✓</td>
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<td>Special recognition at CRDA Annual Luncheon</td>
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<th>CRDA EVENTS &amp; NETWORKING OPPORTUNITIES</th>
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<td>Invitation to Regional Summits</td>
<td>✓</td>
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<tr>
<td>Invitation(s) to exclusive Investor-only events</td>
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<tr>
<td>Invitation to present as subject matter expert at CRDA events*</td>
<td>✓</td>
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<tr>
<td>Ticket(s) to Annual Luncheon+</td>
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<tr>
<td>Investment Announcements</td>
<td>✓</td>
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<tr>
<td>Opportunity to participate in an Investor Roundtable with CRDA staff</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
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<tr>
<td>Access to customized market research services*</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Access to custom industry or topical workshops created by CRDA staff</td>
<td>✓</td>
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</tbody>
</table>

* Subject to availability  + Number of events or tickets

LEVELS OF ENGAGEMENT
NEW FOR 2019

22
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.

“The Charleston Regional Development Alliance is one of our committed partners in supporting the long-term success of BoomTown. CRDA is dedicated and focused on strengthening the region’s IT sector.”

Grier Allen
Co-Founder & CEO
BoomTown