



**TEN**  
*at the top*

**2018**

**Year in  
Review**

**TEN COUNTIES.  
ONE UPSTATE.  
STRONGER TOGETHER.**

Thank you to our  
Year in Review Sponsor:

*Milliken*

# From the Chair

It's been said that the greatest leaders rarely spend much time thinking about the past—that the greatest path to success is the road of infinite possibilities that stretches out before us. And while I believe that a forward-looking approach to strategy is vital to long-term success, I can't help but reflect on the growth of Ten at the Top as an organization.

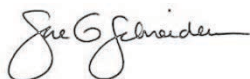
The changes that we've seen and experienced in the past decade are as breathtaking as the continued progress of the Upstate region itself. It has been a great experience serving as chairman of this outstanding organization in 2018 and I am looking forward to an even more impactful year ahead. In many respects, I believe looking back will tell us quite a bit about our future.

Here's a quick look at 2018:

- TATT hosted the first-ever meeting of K-12 Public School Superintendents, College & University Presidents & Provosts and Business Years. The meeting led to the development of the Education Spectrum Initiative that is focusing on working regionally and across sectors to address the K-12 teacher shortage and career pathways.
- The first phase of the Connecting Our Future Mobility Initiative led to the development of the Upstate Mobility Vision and initial strategies for improving the movement of people and goods across the Upstate. The second phase is now underway and is designed to serve as a catalyst to prepare for regional implementation of mobility strategies.
- TATT unveiled the Upstate Arts & Culture Interactive Asset Map during a regional Forum in Spartanburg. The map provides access to more than 1,300 arts and culture organizations and programs from across the Upstate. The Ten at the Top web site now includes six Upstate interactive resource maps for senior services, child well-being programs, outdoor activities, cultural assets, the Upstate Business Ecosystem and education entities.
- The Entrepreneurial Support Providers Network has hosted three workshops to help local organizations who support small businesses and entrepreneurs to grow relationships, share best practices and build their collective capacity. TATT will be hosting Andy Stoll from the Kauffman Foundation in the Upstate for two days in late November. He will be conducting a workshop for entrepreneurial support providers and economic development organizations and also will tour some of the great small business incubators in the Upstate.
- TATT engaged more than 4,800 participants in 102 regional engagements. The 2018 Upstate Regional Summit was a great success with nearly 800 participants focusing on how the Upstate can Win the Future around economic vitality and quality of life.

This success would not be possible without the involvement and support of many individuals and organizations. Thank you for all you have done and are yet to do in support of this essential strategic initiative on behalf of our Communities and our Region.

Best Wishes,



Sue G. Schneider  
2018-2019 TATT Chair



# Why Ten at the Top?

"Issues like economic development, mobility and workforce readiness require teamwork. When we look at all that we have to offer as a collective, without regard to traditional boundaries, it's impressive. And it is attractive to investors when they sense the spirit of cooperation that Ten at the Top inspires. It gives us a competitive advantage and puts the region on a parallel with larger markets."

*Terence Roberts, Mayor, City of Anderson*

"Planning professionals from across the Upstate have benefited from the regional discussions and numerous collaborative initiatives that Ten at the Top has been instrumental in providing. Whether it has been an issue on air quality, transportation, land use or livability, Ten at the Top has provided a helping hand to assist local governments in various ways. Sometimes the most difficult task in collaboration is getting the right people in the room. The Ten at the Top team has been instrumental in achieving this which has resulted in positive outcomes throughout the Upstate."

*Phil Lindler,  
Greenwood City/County  
Planner*

"I commend Ten at the Top for its commitment to Human Potential in the Upstate. Meals on Wheels has been part of the Senior Issues Forum group for the past few years. The Upstate senior population is projected to grow by 24% over the next 10 years and our communities need to be prepared. Ten at the Top has helped to facilitate and create a network of agencies that are building awareness of senior needs and what resources are available."

*Catriona Carlisle, President  
Meals on Wheels, Greenville*

"Ten at the Top plays the leading role in planning for quality of the growth across the Upstate.

Other communities are fortunate to have some growth, but our growth is more and TATT focuses on the best possible growth for everyone.

Hughes Investments is pleased to support TATT because they promote the highest quality growth for all of our communities."

*Phil Hughes, President, Hughes Investments*

"Ten at the Top has been an integral part of BGEN's success by helping us connect within its ecosystem of resources, networks and personal connections within the Upstate that we otherwise wouldn't have access to or even know about."

*Brian Ziegallhefer, Executive Director  
BGEN Business Incubator  
Gaffney, SC*

"With more than 4,500 teachers leaving the teaching profession last year and less than 1,600 coming out of our state teacher colleges and universities, human capital has become a headline topic. Anderson School District 2 believes the best option is growing our own teachers. The networking Ten at the Top provides in this has benefited us in being creative in our approaches to the statewide teacher shortage."

*Richard Rosenberger, Superintendent  
Anderson School District 2*

"We are fortunate to live and work in a truly beautiful place. Having clean air allows us to enjoy the outdoors while improving the prospects for jobs here in the Upstate. Duke Energy is proud to partner with Ten at the Top and its "Clean Air Upstate" initiative, working to ensure the Upstate meets EPA Clean Air Act standards which is critical to public health and the economic viability of the region."

*Mike Ruhe, Director  
Environmental Policy & Affairs, Duke Energy*

"At Michelin, our purpose is not just to make tires, but to give people everywhere a better way forward by leading the way in responsible, sustainable mobility. Developing a regional mobility strategy is essential for the future growth of our community. Michelin is committed to partnering with organizations like Ten at the Top to collaborate with leaders across the Upstate to help us think differently about mobility and what it might look like in the future. The Connecting Our Future Initiative complements Michelin's sustainable growth strategy to be an innovative, high-performance, responsible leader in sustainable mobility and to respect the environment and human rights."

*Leesa Owens, Director of Community Relations  
Michelin North America*

# TATT History

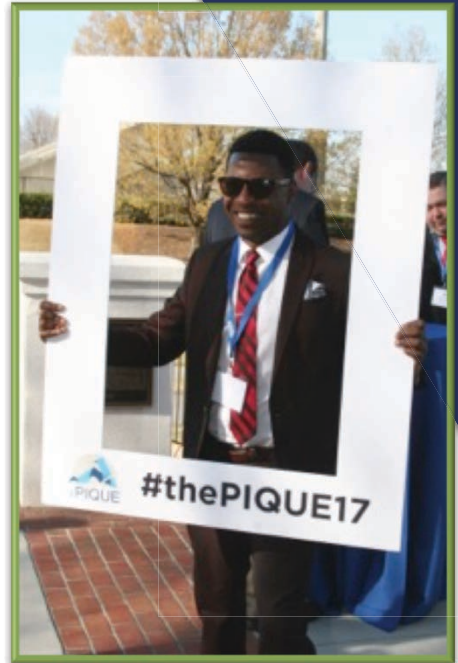
## Ten Counties. One Upstate. Stronger Together.

PIQUE Events  
Launched

Upstate Info Hub  
Launched

TATT Founded

- 2018**
  - Ten at the Top and Public Education Partners convened the first-ever regional gathering of School Superintendents, College & University Presidents & Provosts and Business Leaders from across the Upstate.
- 2017**
  - Ten at the Top and regional partners began the Connecting Our Future initiative with the first step being to create a regional vision and actionable strategies that help enhance the ability to move people and goods across the Upstate.
- 2016**
  - The first ever PIQUE Young Leaders Elevating the Upstate event attracted nearly 300 young leaders from across the Upstate to discuss how they can become engaged in shaping the future of the Upstate region.
- 2015**
  - Ten at the Top started the Getting to Know Our Neighbors Upstate bus tours to communities across the Upstate.
- 2014**
  - Ten at the Top hosted the first Upstate Regional Summit: "Rechecking Our Reality." More than 800 leaders from across the ten county Upstate region came together to discuss how to continue growing economic vitality and quality of life across the Upstate.
- 2013**
  - In partnership with USC Upstate, TATT identified more than 50 Great Ideas for Community Vibrancy and conducted four workshops across the region that included representatives of some of these great ideas from across the state and country. To help cultivate vibrancy initiatives in the Upstate, the Hughes Investments Elevate Upstate Community Vibrancy Grants were created to provide seed funding for local efforts.
- 2012**
  - Utilizing a grant from the Graham Foundation, the Upstate Information Hub (OurUpstateSC.Info) was created to be a repository of regional resources as well as host of a comprehensive schedule of events and activities happening across the Upstate.
  - Ten at the Top started the Our Upstate Vision Forum Series. Each forum focuses on a different topic that impacts current and future growth and planning in the Upstate.
- 2011**
  - The Our Upstate Vision is unveiled during a Regional Vision Summit. Following the unveiling, five regional task forces were developed to identify actions in the driver areas of the vision: human potential, economic and entrepreneurial vitality, sustainable growth, natural beauty and resources and community vibrancy.
- 2010**
  - Ten at the Top launched the Ten Counties, One Upstate, Your Voice Matters: Creating a Shared Upstate Growth Vision campaign. Over the next year, more than 10,000 Upstate residents provided input and feedback.
  - Ten at the Top partnered with other regional organizations to start the first-ever regular meetings of elected officials from across the Upstate.
- 2009**
  - Upstate Together was incorporated as a non-profit and renamed Ten at the Top (TATT). The first action of Ten at the Top was to build on the input received during the Upstate Reality Check to develop a Shared Upstate Growth Vision.
  - Upstate Together partnered with the Urban Land Institute and received support from many communities, businesses and leaders from across the Upstate to develop and hold a day-long regional planning exercise called the Upstate Reality Check. More than 400 leaders from across the Upstate participated in the Upstate Reality Check, which was held in April.
- 2005**
  - More than 300 leaders from across South Carolina's Upstate attended a conference called "Upstate Together: Growing by Choice or Chance?". From this conference, a steering committee of approximately 40 leaders from across region was created.



CONNECTING  
OUR  
**FUTURE**

 **Shaping  
Our Future**  
Upstate South Carolina





# 2018 Outreach

In 2018, Ten at the Top continued its role as a regional connector and convener of individuals, businesses, organizations and governments around issues that impact economic vitality and quality of life. After spending much of 2017 and the early part of 2018 laying foundations for future collaboration discussions around a number of issues, the majority of 2018 served as the transition to more substantive efforts looking at how we can understand and impact key issues that are facing the Upstate.

The Connecting Our Future Mobility Initiative, which started in 2017, reached an important milestone in 2018 with the unveiling of the Upstate Mobility Vision. That effort is currently in phase two with the goal of launching a regional mobility coalition in 2019.

In February, Ten at the Top and the Public Education Partners hosted the first-ever meeting of Upstate Public School Superintendents, College & University Presidents & Provosts and Business Leaders. A second meeting of this Education Spectrum group was held in September and following that meeting a regional task force was created to look specifically at the K-12 teacher shortage.

The Entrepreneur Support Providers Network met four times in 2018 and continues to work on collectively growing the capacity of those entities that provide support for small businesses and entrepreneurs across the Upstate.



Presentations



Regional Forums & Workshops



Program & Initiative Meetings



TATT Meetings



Regional Surveys

In 2018, TATT hosted 102 regional meetings, forums, bus tours, task force and committee meetings and presentations engaging 4,833 participants. A total of 384 different businesses and organizations from across the Upstate were actively engaged in TATT as a funding partner and/or having representatives on the TATT Board, task force or committee.

## 4,833

Total Engagement  
Participants

## 794

Presentation Attendees

## 2,674

Forum & Workshop Attendees

## 1,205

Meeting Attendees







## 160

Survey Participants

## 384

Active Businesses &  
Organizations

# History of Community Engagement

|       |  |              |  |              |  |              |  |              |  |              |  |              |
|-------|---|--------------|---|--------------|---|--------------|---|--------------|---|--------------|---|--------------|
|       | Presentations   |              | Regional Forums/Workshops   |              | Program or Initiative Meetings  |              | TATT Meetings   |              | Regional Surveys  |              | Total Engagement  |              |
|       | Events  | Participants | Events  | Participants | Events  | Participants | Events  | Participants | Events  | Participants | Events  | Participants |
| 2018  | 16  | 794          | 25  | 2,674        | 45  | 993          | 12  | 212          | 4   | 160          | 102   | 4,833        |
| 2017  | 14  | 591          | 14  | 1,325        | 37  | 539          | 18  | 291          | 8   | 196          | 91  | 2,932        |
| 2016  | 17  | 762          | 13  | 1,931        | 45  | 771          | 16  | 344          | 2   | 207          | 93  | 4,015        |
| 2015  | 17  | 616          | 16  | 1,146        | 52  | 1,025        | 15  | 268          | 2   | 202          | 102   | 3,257        |
| 2014  | 22  | 520          | 7   | 1,251        | 52  | 952          | 10  | 250          | 5   | 1,059        | 96  | 4,032        |
| 2013  | 22  | 927          | 10  | 1,116        | 38  | 693          | 17  | 248          | 10  | 316          | 97  | 3,300        |
| 2012  | 14  | 567          | 7   | 966          | 38  | 805          | 12  | 255          | 3   | 218          | 74  | 2,811        |
| 2011  | 38  | 1,431        | 4   | 755          | 31  | 743          | 11  | 263          | 1   | 128          | 85  | 3,320        |
| 2010  | 34  | 1,343        | 14  | 1,250        | 5   | 180          | 11  | 195          | 2   | 6,646        | 66  | 9,614        |
| Total | 194   | 7,551        | 110   | 12,414       | 343   | 6,691        | 122   | 2,326        | 37  | 9,132        | 806   | 38,114       |



38,114

Total Engagement  
Participants  
Since 2010



2019

Celebrating a Decade of  
Connecting the Upstate

# Pique

Upstate Young Professionals are not only making a splash in the workplace today, they are our region's future leaders. As our region continues to grow, this group becomes more vital to our economic success. The decisions they make today will impact our region tomorrow. It is important that we include them in the conversation of thinking and acting regionally.

In March 2018, Ten at the Top hosted the 3rd annual PIQUE with nearly 300 young professionals in attendance. The PIQUE brought together members of young professional groups from across the region to network and make connections. The event included workshops focused around personal and professional development, an opportunity to meet and connect with executives one on one and a networking reception featuring local sourced food and local beer. To help support local young professionals, \$5 of each ticket sold went to the attendee's young professional group.





# 2018 Upstate Bus Tours

One element of “thinking and acting regionally” is knowing more about the assets and challenges of our regional neighbors. Since 2015, Ten at the Top has coordinated bus tours where participants have been able to visit all 10 Upstate Counties to see what makes each county in the Upstate unique and vital to our collective success.

The 2018 tours provided a second opportunity to see areas within the three largest counties in the Upstate: Spartanburg, Anderson and Greenville. Each had been the host for a previous tour, but a second trip to each county provided a great opportunity to see different jewels within each county.



# Upstate Regional Summit

Ten at the Top's signature biennial event, the Upstate Regional Summit presented by BlueCross BlueShield of South Carolina, took place on Tuesday, September 25. Business, community and civic leaders convened at the Greenville Convention Center to engage around issues that impact the economic vitality and quality of life of the ten-county Upstate region. This year's theme, "Winning the Future," was centered around how to ensure the Upstate is well-positioned for future success.

Featuring an agenda to spark conversation and connections, the 2018 Upstate Regional Summit began with a Morning Session that focused around how the Upstate is positioned in the areas of economic development and job creation.



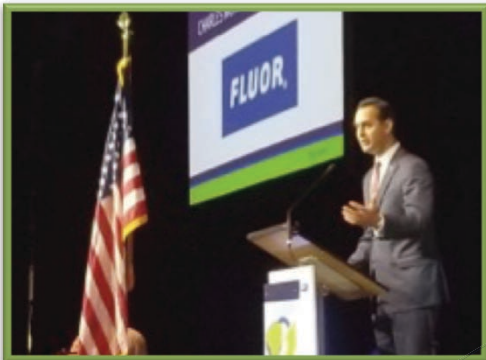


# Winning the Future

Breakout sessions looked at how the Upstate is positioned to "Win the Future" around four topics: Creating Vibrant Communities, Innovation & Technology, Education & Workforce Development and Mobility & Connectivity. Attendees also had an opportunity to participate in smaller group conversations around a variety of topics in the new Connections Corner.

The event culminated with a keynote address where nationally recognized author and speaker Polly LaBarre talked about innovation and how companies can create an atmosphere that encourages it rather than stifles it, as happens all too often. Modern organizations, she said, were not designed for innovation—and she added that very little has changed in the 100 years since Henry Ford's factory model, which aimed to regulate, control, and standardize human behavior.

**Ten at the Top** would like to especially thank the 80 companies and organizations that served as Summit event and table sponsors.



# Celebrating Successes

Ten at the Top concluded another successful year with the annual "Celebrating Successes: Great Things Happening Across the Upstate" event at the Greenville Marriott.

Created as an annual opportunity to recognize and celebrate individuals and organizations from across the Upstate that are doing great things, the more than 230 attendees enjoyed a festive program celebrating the Upstate.

The event included a special toast from Rick Danner, Mayor of the City of Greer, recognizing the more than 100 businesses and organizations in the Upstate celebrating milestone anniversaries of 20 years or more in 2018.

The Carol Burdette Leadership Award is presented annually to a female leader who has demonstrated "service over self" throughout her career. In the absence of Burdette, TATT Chair Sue Schneider presented the 2018 award to South Carolina House of Representatives member Chandra Dillard.



# Welling Award & Elevate Upstate Grants

Since 2012, TATT has annually presented the Welling Award for Regional Collaboration in honor of Irv Welling, the first Chairman of Ten at the Top. The 2018 Welling Award was given to two Upstate Mayors who both have been champions for partnering across jurisdictional boundaries, Terence Roberts, the Mayor of the City of Anderson, and Rick Danner, the Mayor of the City of Greer.

For the sixth straight year, the event culminated with the selection of the Hughes Investments Elevate Upstate Community Vibrancy Grant Recipients. Since 2013, Phil Hughes has provided more than \$70,000 in grant funding to support 24 vibrancy initiatives across the Upstate.

After hearing presentations from the five finalists, the 2018 grants were awarded to the Ninety Six Mill Village Association for their Movie Night in the Park Project and to Spontaneous Productions to hold the 1st Annual Charles Townes Art & Technology Experiment. In addition, the Piedmont Physic Garden received a matching grant of \$3,000 for their Environmental Art Festival in Union County.





# Connecting Our Future

In 2017, Ten at the Top and partners from across the Upstate started the Connecting Our Future initiative to create a regional vision and actionable strategies for transportation, mobility and connectivity in the ten-county Upstate. The first phase included the development of a Shared Mobility Vision for the Upstate as well as identification of potential strategies.

Through the first half of 2018, Ten at the Top worked with the Connecting Our Future Advisory and Technical team members and a consultant to review the Upstate's current mobility and transportation options and begin developing a regional vision.

In August of 2018, Ten at the Top hosted a Public Rollout Event with over 300 in attendance. At this event the vision was revealed and key themes and strategies were provided as a roadmap for moving forward.



## *The Vision:*

*The Upstate will be a vibrant and connected region, where transportation policy and investments promote innovation, sustainable development, and economic prosperity for all residents and businesses*



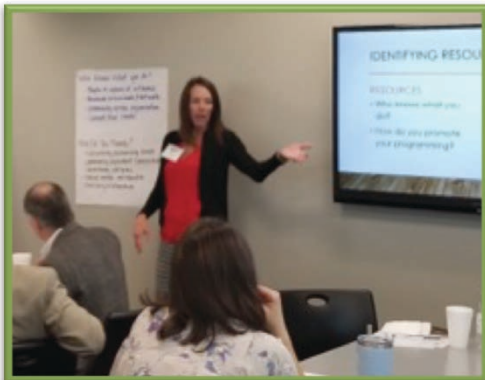
Phase two is currently underway and includes refining these strategies and the development of a Regional Mobility Coalition. Leesa Owens from Michelin North America and Keith Scott from Electric City Transit are serving as co-chairs of the Advisory Committee, which includes more than 50 representatives from public, private and community organizations from across the Upstate.



# Entrepreneurial Support

Roughly 89% of all workers in the United States are employed by small businesses with 20 or fewer employees. Since the five driver areas for Ten at the Top were identified through the Our Upstate Vision in 2011, exploring collaborative opportunities to support entrepreneurs and small business owners, as well as the entities that support such businesses has been a key focus.

In recent years, Ten at the Top has worked to help provide an awareness of resources and opportunity for collective capacity building through the Upstate Entrepreneur Support Providers Network as well as the Alternative Capital Providers Network.





## Entrepreneur Support Providers Network

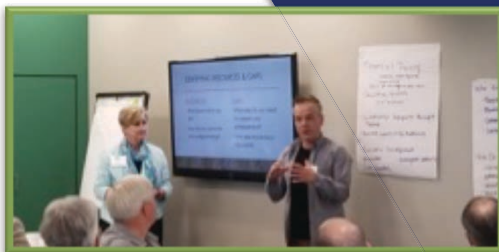
Developing the region's Entrepreneurial Ecosystem was the primary focus of the Entrepreneur Support Providers Network in 2018, which engaged nearly 100 professionals and entrepreneurs throughout quarterly gatherings.

The 2018 workshop series served largely to "Build the Network" of entrepreneurial ecosystem partners, seeking to enhance the means of connectivity between themselves and diminish barriers for their entrepreneurs. Led by Erin Ouzts with VentureSouth in Spartanburg, the ESP's received instruction on various aspects of ecosystem building, including marketing and networking.

The year's initiatives culminated with the first-ever regional promoting of Global Entrepreneurship Week (GEW), which is held internationally each November with "thousands of events and competitions in 170 countries that inspire missions to engage in entrepreneurial activity while connecting them to potential collaborators, mentors and even investors.

As GEW is powered by the Kauffman Foundation, it was only fitting that TATT, in partnership with the Spartanburg Area Chamber of Commerce, brought in Andy Stoll to speak on entrepreneurial ecosystem building following the November initiative. Stoll leads the ecosystem development strategy for the Kauffman Foundation, based out of Kansas City, MO, and spoke to the network on how to best cultivate connections in order to build a culture that unlocks entrepreneurial talent.

The ecosystem building work will continue in 2019 through quarterly workshops.

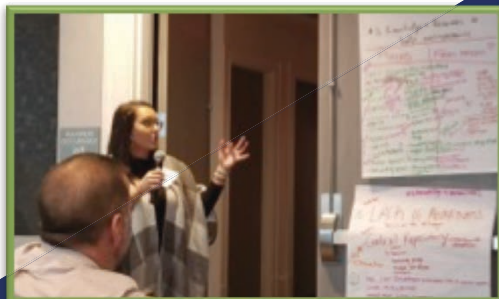


## Alternative Capital Providers Network

2018 provided two opportunities for the Alternative Capital Providers Network to gather for a spring and fall meeting.

On April 24th the group was privileged to hear from Mark Cooter of Cherry Bekaert. Workshop attendees learned about the new legislation, the Tax Cuts and Jobs Act, and how it relates to access to capital for small businesses and entrepreneurs. Upon asking Mr. Cooter what we should be focusing on in the coming year, much of the discussion turned towards the new Opportunity Zones, a community development program established by Congress in the TCJA.

The Opportunity Zones legislation provided TATT the chance to partner with the Greenville Partnership for Philanthropy (GPP) in bringing in Will Lambe with Enterprise Community Investments, who presented an overview of Opportunity Zones. This gathering was attended by roughly 125 professionals from GPP, TATT, the Greenville Nonprofit Alliance, and representatives from local and state government.



# Education Spectrum

Building regional collaboration around issues related to education has been a focus of Ten at the Top's Human Potential driver area for several years. Since 2015, TATT has annually coordinated at least one meeting of K-12 education and business leaders to discuss how they could work collaboratively to support education and workforce opportunities.

Entering 2018, there was recognition that there had never been a formal opportunity for the Superintendents from the 23 K-12 Public School Districts in the Upstate and the more than 20 College & University Presidents & Provosts to engage in discussions around the Upstate's entire Education Spectrum.

On February 28th, Ten at the Top and the Public Education Partners hosted a meeting at the Tri-County Technical College Easley Campus that included more than 40 leaders from K-12 Public Schools, Colleges, Universities and the business community. Facilitated by Dr. Ansel Sanders from Public Education Partners, the session served as an opening chance for dialogue around issues where there might be opportunity for alignment and collaboration.

Dialogue during the meeting, as well as a follow-up survey, identified four key areas where the group saw potential value and opportunity. Two of the areas, reduction of fragmentation and increase of communication and awareness, were seen as outcomes that could be generated if collaborative work was done around the other two areas. Those two areas of potential emphasis were the K-12 teacher shortage and career pathways.





A second Education Spectrum session was held on September 20th at GSP International Airport with nearly 60 education and business leaders in attendance. During that session the group identified and targeted the region's teacher shortage as a key issue to work on collaboratively. For the 2017-2018 school year, an alarming 4,900 teachers in SC left the profession while education programs at SC colleges and universities produced less than 1,700 new teachers, resulting in a deficit of more than 3,200 teachers across the state (CERRA, 2018).

The group is currently forming committees to address various facets of the teacher shortage, and plan to present findings and recommendations to the Education Spectrum at the Spring Forum in 2019. The committees will work on strategies for Profession Elevation, Teacher Recruitment & Retention, and Understanding the Challenges. Nearly 40 organizations currently have volunteers serving on a committee.



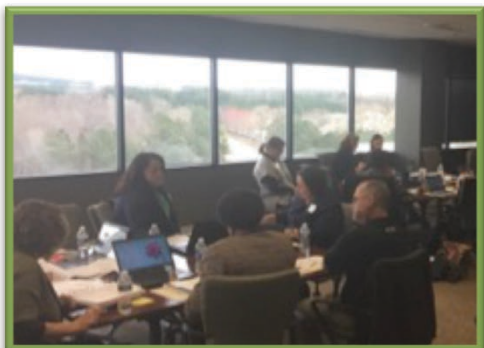
# Employability Credential

Though unemployment in the Upstate has dropped from more than 10 percent in 2010 to less than four percent today, there are pockets of potential employees still needing greater opportunity to reach their full potential.

In 2018, TATT convened representatives from the 23 school districts in the Upstate to develop consistent regional curriculum for the new Employability Credential passed by the S.C. Legislature for students who complete 12 years of school, but are not able to meet the academic requirements for high school diploma.

This group met eight times during the year and ultimately have developed curriculum that will help ensure consistency across the Upstate related to the new credential, which will first be awarded to students who started the 9th grade during the 2018-2019 school year.

Because a key component of the curriculum is related to having opportunities for mentoring and internships, Ten at the Top is working to help the school districts to connect with interested businesses and workforce organizations. A regional workshop around how businesses and organizations can get engaged in this program is being planned for the Spring of 2019.



# #UpstateVibe365

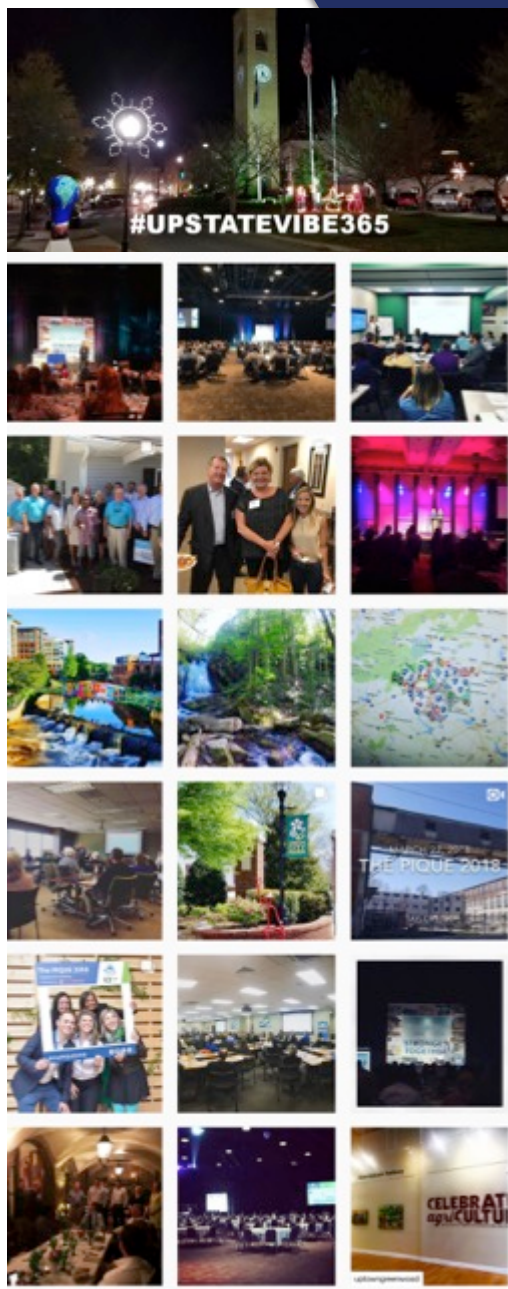
#UpstateVibe365 is a community vibrancy social media campaign which highlights the many activities available across the Upstate region of South Carolina 365 days a year. This campaign spun out of previous work done by Ten at the Top's Community Vibrancy Task Force.

In 2018, TATT launched the Arts & Culture Interactive Asset Map, which highlights more than 1,300 arts & culture organizations, venues and programs across the region. The Asset Map was unveiled during a regional forum held at the Chapman Cultural Center in Spartanburg in January.

While the #UpstateVibe365 campaign was created specifically to showcase the Upstate as a destination for arts & culture, the idea of #UpstateVibe 365 is to encourage people to share any of their fun Upstate experiences via social media.

There are currently over 1,300 posts using the tag on Instagram. We are expecting this number to increase even more as we continue to raise awareness for this campaign in 2019.

*Whether it be related to arts  
& culture, outdoor recreation  
or community events, there  
is something fun and  
exciting to do in the Upstate  
365 days a year.*



*Share your adventure by using #UpstateVibe365  
and let us experience the Upstate with you!*



# A Cleaner Future

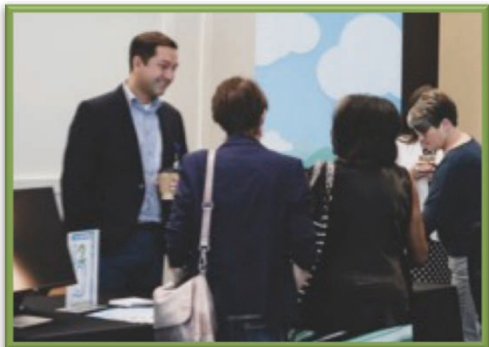
Ten at the Top continued its role as convener of the Upstate Air Quality Advisory Committee in 2018, hosting two meetings focused on educating the region's stakeholders on the importance of clean air.

As a region, the Upstate remained within healthy attainment levels during 2018, an issue that is as important to economic development as it is to public health.

To help business leaders and Upstate citizens stay abreast on this issue, TATT organized and hosted an event in August called A Cleaner Future, which looked at air quality and energy innovations in the Upstate.

Focusing around innovations related to clean air and sustainability in the areas of home, business and transportation, the first-time event had 83 attendees and served as an excellent opportunity to learn about how businesses and organizations are addressing these key issues.

Ten at the Top will continue to serve as the convener of the Upstate Air Quality Advisory Committee in 2019, but a determination has not yet been made as to whether another workshop will be held in 2019 or perhaps delayed to 2020 to make such a regional gathering a bi-annual event.



# Sustainable Growth Continuing Education Workshops

During 2018, Upstate Forever, Ten at the Top and the Appalachian Council of Governments hosted four training sessions for professional planners, planning commissions and elected officials focused around specific topics that were highlighted in the Shaping Our Future study that was released in 2017. More than 100 individuals from communities all over the Upstate participated in at least one workshop.

The quarterly evening workshops provided an opportunity for planners, planning commissioners and elected officials to earn needed Continuing Education credits while also increasing their awareness and knowledge around key issues related to growth and land use in the Upstate. The workshop topics for 2018 focused on:

- Preferred Development Patterns - Who Chooses?
- The Intersection of Land Use, Communities & Social Equity
- Exploring Transit Oriented Development
- Exploring the "Missing Middle" Housing Shortage



The workshop series will continue in 2019 with additional opportunities for planning professionals, planning commissioners and elected officials to receive continuing education credits while growing their knowledge around key relevant issues.





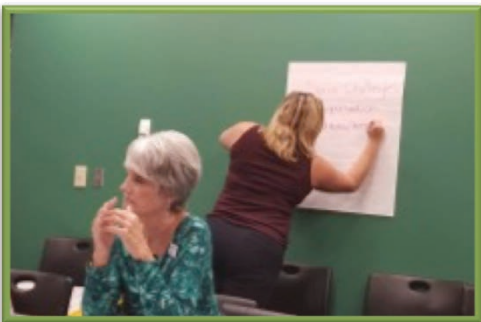
# Senior Issues Committee

Ten at the Top's Senior Issues Committee brings together senior service providers to identify opportunities for collaboration around the needs of seniors in the Upstate. In September of 2018, a group of 15 leaders convened to discuss goals for 2019. It was determined that moving forward this group must be more purposeful and intentional with their approach to addressing senior needs collectively. After much conversation, the group decided to move forward with topic focused meetings that address the top senior needs in our region.

Tim Womack, with Appalachian Council of Governments Center for Aging, proposed that the group utilize data from their 2018 Senior Needs Assessment which was conducted in early fall. It was agreed that these topic focused workshops seek to address the most pressing senior needs that were identified in this assessment. The programs will address topics such as senior transportation needs, food access and healthcare.



There will be four workshops hosted over the course of 2019. The purpose is to educate and raise awareness to a variety of community stakeholders. This will create an opportunity to begin a much larger discussion of senior issues at a regional level.



## 2019 Workshop Topics

*Lifelong Learning  
Opportunities in the Upstate*

*Senior Transportation Needs*

*Food Access for Seniors*

*Senior Household Needs*

# TATT in the Community



## TATT Selected as 2018 Outstanding Planning Advocate

TATT was honored by the South Carolina Chapter of the American Planning Association (SCAPA) as the South Carolina Outstanding Planning Advocate for 2018 during their 2018 convention. Since 2012, TATT has coordinated the Upstate Professional Planners Group while also coordinating an Upstate Comprehensive Plans Review and other initiatives designed to support the work of planning professionals in the region. Pictured are TATT Board Member Barry Nocks, Executive Director Dean Hybl, SCAPA Chairperson Andrea Pietras, Former Upstate Planners Group Co-Chair Stephanie Tillerson and current Planners Group co-chairs Michael Forman and Phil Lindler.

## Hybl Recognized by Upstate Forever

In February 2018, Ten at the Top Executive Director Dean Hybl was honored as the Upstate Forever 2017 Land Planning and Policy Champion. Hybl was recognized for his involvement in the Shaping Our Future Growth Scenario Analysis, which looked at current growth patterns and potential future growth scenarios in the Upstate.



## TATT Staff Participate in Habitat for Humanity Build

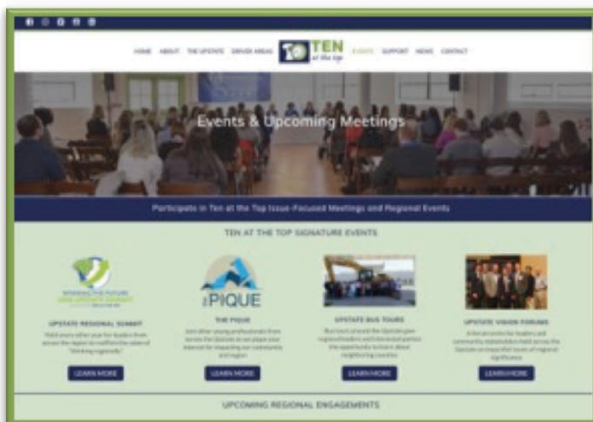
We would like to thank Monroe Free and Habitat for Humanity Greenville for allowing the TATT staff to participate in the 2018 CEO Build. Dean, Adelyn and Dewey spent a day working on the home that was completed in June for the Powers Family.

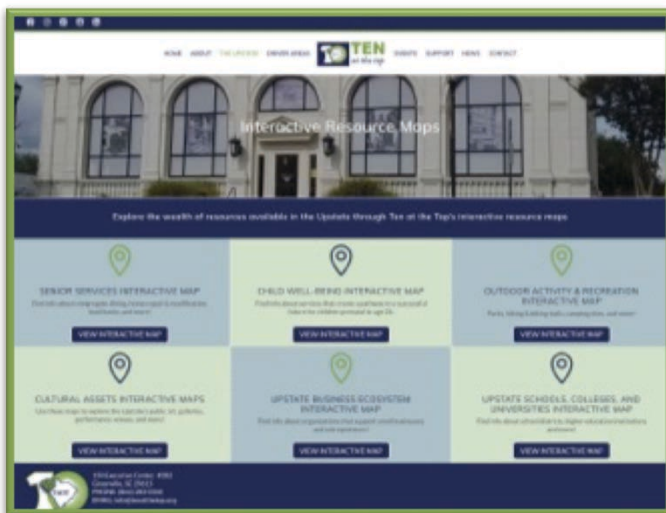
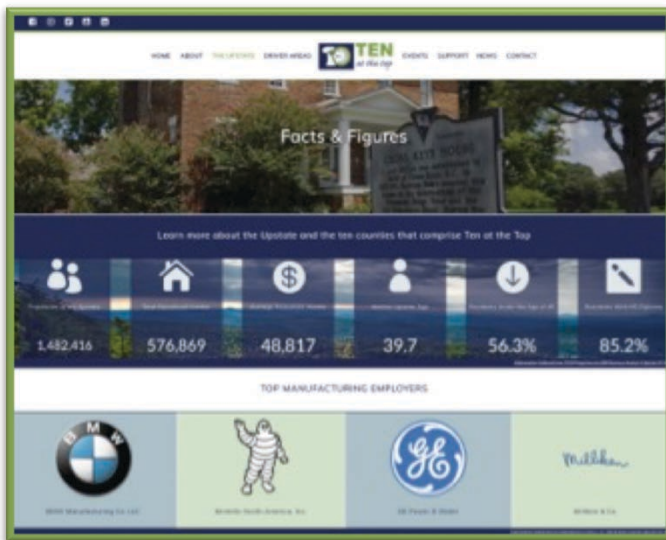


# Online Resources

2018 included a refresh of the Ten at the Top web site with a new, fresher look that will make it easier for Upstate stakeholders to connect to information and learn about the programs, initiatives and events being coordinated by Ten at the Top. Connecting Upstate businesses, organizations, governments and residents to local and regional resources is a role that ten at the Top has been playing in one way or another since 2012.

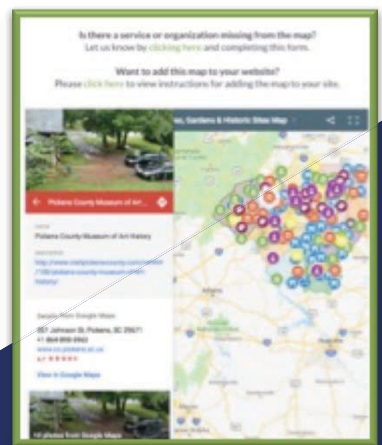
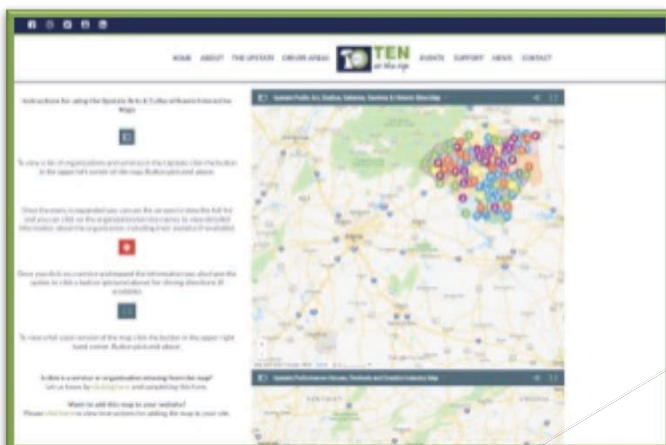
TATT currently is coordinating six interactive regional asset maps that provide an inventory of information about assets from across the Upstate. Each map is hosted through a Google platform, so it includes updated information, addresses and other resource material needed by stakeholders.





The focus areas for the six interactive maps are:

- Outdoor Activity & Recreation
- Arts & Culture
- Education Resources
- Upstate Business Ecosystem
- Child Well-Being
- Senior Services





# TATT Action Plan

*In 2019, Ten at the Top (TATT) will celebrate 10 years of fostering trust and collaboration through partnerships and regional efforts that impact economic vitality and quality of life across Upstate South Carolina. TATT will continue coordinating initiatives and collaborative partnerships that can create long-term measurable impacts for economic vitality and quality of life in the 10-county Upstate region.*

## Current Initiatives: Understanding the Data

- **Mobility:** 94% of Upstate employees use a personal vehicle to travel to work (85% drive by themselves and 9% carpool).
- **Entrepreneurial Ecosystem:** 89% of all employees in the United States work for small businesses with fewer than 20 employees.
- **Senior Needs:** By 2030, 25% of Upstate residents will be over the age of 65 and 40% will be 55+.
- **K-12 Teacher Shortage:** For the 2017-2018 school year in South Carolina, 3,200 more teachers left the profession than new teachers were produced by education programs at South Carolina colleges and universities.
- **Clean Air:** Ensuring that our region remains within EPA attainment for air emissions is critical to both our physical health and economic vitality.
- **Sustainable Growth:** Recent studies have projected that if the Upstate continues at the current trend rate of land use, our built environment will use more land between 2015 and 2040 (roughly 920 square miles) than was used from the beginning of time to 2015 (725 square miles).
- **Community Vibrancy:** More than 30% of all Upstate residents live within one of the 60 municipalities in the region.



## 2019 Primary Action Areas

- **Transportation, Mobility & Connectivity:** After developing the Upstate Mobility Vision in 2018, in 2019 the Connecting Our Future effort will focus on positioning an Upstate Mobility Coalition for success in analyzing and supporting implementation of efforts that make it easier to move people and goods across the Upstate.
- **Education Spectrum:** Addressing the K-12 Teacher Shortage: The Upstate Education Spectrum Initiative includes representatives from the 23 K-12 school districts in the Upstate, Colleges & Universities as well as business & economic development. Coordinated by TATT and Public Education Partners, this group is working on collaborative opportunities to impact the growing K-12 teacher shortage.
- **Sustainability & Natural Resources:** By coordinating the Upstate Air Quality Advisory Committee and the Upstate Professional Planners Group, TATT is convening key stakeholders to ensure the Upstate is continuing to address issues related to how we are growing and impacting our natural resources.
- **Entrepreneurial & Small Business Support Network:** Recognizing the important role entrepreneurs and small businesses play in growing the Upstate economy, in 2019 TATT will continue to convene a network of incubators and other organizations that provide support for entrepreneurs and small businesses as they work to continue growing the collective entrepreneurial ecosystem in the region.
- **Senior Needs:** In 2019, TATT's Senior Needs Committee will host four Senior Issue Workshops to educate and raise awareness of the most pressing issues facing seniors in our region including transportation, food access and home needs.
- **Community Vibrancy:** Since 2013, the Elevate Upstate Grants Initiative has provided more than \$75,000 to develop more than 25 vibrancy initiatives across the region. In 2019, TATT will also continue the #UpstateVibe365 campaign to showcase the Upstate as a vibrant place with activities happening 365 days a year.

**Celebrating 10 Years of Fostering  
Collaboration in the Upstate**



## 2019 Major Regional Programs and Events

- **10th Anniversary County Workshops:** As part of TATT's 10th Anniversary year, in 2019 TATT will be hosting a series of workshops with each county hosting at least one workshop on an issue of importance within that part of the region. The workshops will include sharing of best practices from other parts of the Upstate with the goal of helping position the county for future success around the specific topic area.
- **Pique: Young Leaders Elevating the Upstate:** March 25, 2019 – The 4th Annual Pique: Young Leaders Elevating the Upstate event will be held in March. Bringing together more than 250 young professionals from across the Upstate, Pique provides an annual opportunity to look at key regional issues from the vantage point of how young professionals can be impactful within the community.
- **Connecting Our Future Mobility Workshop:** As part of the ongoing Connecting Our Future initiative, we anticipate holding an update workshop in 2019 and will likely also begin committee or stakeholder group work around specific mobility strategies.
- **Education Spectrum Forums:** Building on the initial sessions held in 2018 and the work being done by the K-12 Teacher Shortage Task Force, there are currently plans for a pair of meetings in 2019 of the Upstate K-12 Superintendents, College & University Presidents & Provosts and Business & Economic Development leaders.
- **A Cleaner Future - Sustainability & Air Quality Workshop:** Spring 2019 – Building on the initial A Cleaner Future Workshop held in 2018, the 2019 workshop will focus on elements of enhancing air quality and environmental sustainability in the Upstate.
- **Ten at the Top 10th Anniversary Celebration:** November 2019 – To recognize a Decade of Connecting the Upstate, TATT's annual Celebrating Successes Brunch will serve as an opportunity to showcase individuals, organizations and businesses that are working collaboratively to make the Upstate a leading place to live, learn, do business and raise a family.

### *Why Regional Collaboration Matters – A Call to Action:*

*With the population in the Upstate continuing to grow annually and projected to reach 1.75 million by 2040, we are at a critical juncture as a region. While most Upstate residents articulate a desire for a future where growth is handled differently than in our neighboring areas of Charlotte and Atlanta, our current policies and investments do not promote a different growth outcome. Issues such as traffic congestion, access to transportation, pollution and maintaining our natural resources are critical to our current and future growth. The Upstate is also at a key place in relation to maintaining and growing our workforce. The K-12 teacher shortage and growing shortage of skilled workers to support our manufacturing sector have the potential to negatively impact the current and future growth of the Upstate's economy. In addition, meeting the needs of our growing senior population and supporting our entrepreneurial ecosystem are also vital to the future of the Upstate.*

## 2019 Projected Outcomes

- Establishment of a mobility coalition and tactical groups to increase the ability to collectively support initiatives that advance the movement of people and goods across the Upstate.
- Unveiling of a regional talent recruitment initiative in partnership with other Upstate organizations.
- Creation of an initial set of regional indicators that can help evaluate how the Upstate is impacting some of the key issues facing the region.
- Continued development and promotion of Interactive Upstate Asset Maps.
- Development of regional strategies to address teacher shortage in the Upstate.
- Continued efforts to enhance the Entrepreneurial Ecosystem in the Upstate.
- More than 3,500 participants in TATT events, workshops, committees and programs.
- Engagement of representatives from more than 350 organizations, businesses and local governments in TATT programs, events and committees.

# Funding Partner Networking

Ten at the Top is very appreciative of the more than 100 business, organizations and individuals who provide annual funding support.

In 2018 Ten at the Top opened the year by thanking and recognizing funding partners during the annual TATT Kickoff Reception, which was held at the new AC Hotel in Spartanburg. This event also served as the opportunity to announce that Polly LaBarre would serve as the keynote speaker for the 2018 Upstate Regional Summit.

Another quarterly opportunity for Ten at the Top Board Members and Funding Partners to engage with others who have invested in supporting regional collaboration is the quarterly Pizza & Beer Redefined Networking events. Started in 2017, these events continued to grow in 2018 as Parker Poe came aboard as the Series Sponsor.

Each of the four sessions was held in an interesting location and included a guest speaker who is doing something interesting within the Upstate.

The first Pizza & Beer Redefined for 2018 was held at the USC School of Medicine Greenville Campus. The speaker for the evening was Dr. Jerry R. Youkey, M.D., Dean of the University of South Carolina School of Medicine in Greenville and an Associate Provost for Health Sciences.

Trehel Corporation served as the host for the second session in their space on Main Street in Greenville, overlooking Flour Field, the home of the Greenville Drive. It was a perfect venue to have Craig Brown, the owner of the Greenville Drive share about his career path and the role the Drive play in growing vibrancy in the Upstate.



Thank you to our Series Sponsor:



# Kickoff Reception and Pizza & Beer Redefined

Another professional sports team in the Upstate was the focus of the third Pizza & Beer Redefined event as the Greenville Swamp Rabbits hockey team hosted the session just days before their opening game. The networking reception was held overlooking the ice and team owner Steve Donner shared about his career path to Greenville with the group in the Swamp Rabbits locker room.

The final Pizza & Beer event of the year was held in the renovated office space of FUEL Marketing & Branding in downtown Greenville. Dr. Jeff Edenfield, Medical Director of the Institute for Translational Oncology Research, served as the speaker and gave the group an inside look at some of the amazing cancer research being done in the Upstate.



Ten at the Top is excited to be celebrating our 10th Anniversary in 2019 and will be holding our annual Kickoff reception in February. We are also pleased that Parker Poe will again be the series sponsor for the Pizza & Beer Redefined events and are looking forward to having more opportunities for connections and collaboration in 2019.

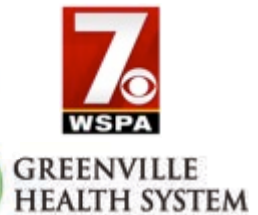




# Funding Partners

*Thank you to our  
2018 Funding  
Partners!*

## Elevation Partners



## Regional Visionaries



## Regional Benefactors





## Regional Advocates

A.T. Locke  
Barnet Development Corporation  
Bonitz  
Broad River Electric Cooperative  
City of Anderson  
City of Easley  
City of Greer  
Craig Brown  
Denny's  
Edward Via College of Osteopathic Medicine  
Greenville Technical College  
Greenwood County  
GSA Business Report  
GSP International Airport  
Limestone College MBA Program  
Little River Electric Cooperative  
Sarona Holdings  
Sealevel Systems  
Spectrum Reach  
TD Bank  
Upstate Business Journal  
Upstate SC Alliance  
Welling Strategic

## Friends of TATT

ADC Engineering  
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AmerisBank  
Angie Gossett  
Ann & Ingo Angermeier  
Atchison Transportation  
AT&T  
Carol Burdette  
Chandra Dillard  
Charles Dalton  
Countybank  
David Feild  
Don Gordon  
Entegra Financial  
Ever Green Environmental  
FUEL  
Greenwood SC Chamber of Commerce  
Goodwill Industries of Upstate/Midlands SC  
Goodwyn Mills Cawood  
Haynsworth Sinkler Boyd  
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Lisa McWherter  
Mary Black Foundation  
MB Kahn  
Micco Corporation  
Nate Lipscomb  
Neal Collins  
Neal Workman  
Paul Corbeil  
Propel HR

Rick Danner  
SC School Board  
Insurance Trust  
SC Technology &  
Aviation Center  
Shannon Hansen  
Shriners Hospital of Greenville  
Sue Schneider  
Susanne Hite  
Terence Roberts  
The Heirloom Company  
The Spartanburg County Foundation  
Union County  
Union County Development Board  
United Capital  
W.K. Dickson & Co.  
Wofford College

## Regional Patrons

AFL  
Anderson Area Chamber of Commerce  
Anderson Area Joint Water District  
Anderson University  
Brad Wyche  
Cardno  
Carolina Center for Behavioral Health  
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Civil & Environmental Consultants  
Clayton Construction  
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Dominion Energy  
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ECPI University  
Furman University  
Johnson Development Group  
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Moore School's Professional MBA Program  
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SC Hispanic Chamber of Commerce  
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Spartanburg Community College  
Synterra  
Tri-County Entrepreneurial Development Corp.  
Tri-County Technical College  
Upstate Forever  
Upstate Workforce Board  
West Carolina Tel

## Connecting Our Future

ANATS/Electric City Transit  
Anderson County Planning  
Carolinas Alliance 4 Innovation  
Catbus  
Duke Energy  
Global Autonomous  
Vehicle Partnership  
GPATS  
GSP International Airport

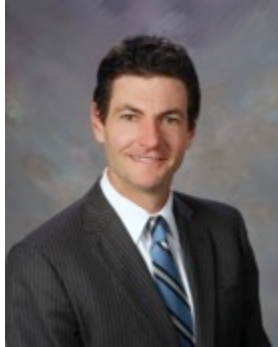
Hollingsworth Funds  
Jolley Foundation  
Mavin Construction  
Michelin North America  
Piedmont Health Foundation  
ReWa  
SC Technology & Aviation Center  
SPATS  
Transportation Association  
of South Carolina  
Upstate Forever

# TATT Officers & Staff

Sue Schneider  
Chair  
Spartanburg Water



Hank McCullough  
Immediate Past Chair  
Piedmont Natural Gas



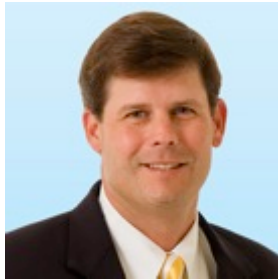
Terence Roberts  
Vice Chair  
City of Anderson



Pamela Christopher  
Secretary-Treasurer  
Anderson Area Chamber of Commerce



David Feild  
Development Co-Chair  
Colliers International



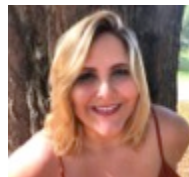
John Verreault  
Development Co-Chair  
TD Bank



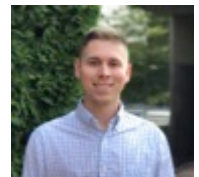
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# 2018 TATT Board of Directors

Ann Angermeier  
Upstate Workforce Investment Board

Ingo Angermeier  
SmartPulse

Charlita Atchison  
Atchison Transportation

James Bennett  
Upstate Home Health

James Brown  
Fluor Corporation

Jeff Brown  
Greenville Drive

Steven Brown  
Greenwood County Council

Carol Burdette  
United Way of Anderson County

Neal Collins  
SC House of Representatives

Roy Costner  
Pickens County Council

Michael Cunningham  
AnMed System

Charles Dalton  
Blue Ridge Electric Cooperative

D.J. Doherty  
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Jim Donahoo  
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R. Thornwell Dunlap, III  
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Dave Eldridge  
Tri County Entrepreneurial  
Development Corporation

Terrance Ford  
AT&T

Michael Forrester  
Spartanburg Community College

Teri Gilstrap  
Anderson County Economic Development

Don Gordon  
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Union County

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Steve Nail  
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Jeanne Ward  
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Irv Welling, III  
Welling Strategic

Roslyn Weston  
RA Weston Communications

Neal Workman  
Trehel Corporation



**TEN**  
*at the top*

Ten at the Top envisions an  
Upstate region where collaboration,  
coordination and cooperation across communities and  
business sectors make us stronger together.

[www.TenAtTheTop.org](http://www.TenAtTheTop.org)

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**2018**

**Year in  
Review**