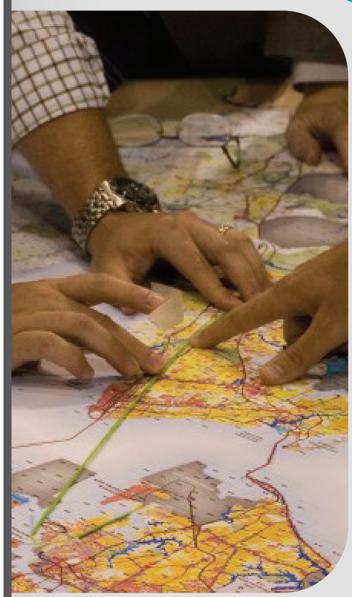
Reality Check 2050

Envisioning our region's growth

JUNE 4, 2013

CHARLOTTE CONVENTION CENTER
CHARLOTTE, NC



CONNECT Our Future

Vibrant Communities–Robust Region

ULI Urban Land Institute
Charlotte

PARTICIPATION GUIDE

RC2050

In Our Guide

Section 1 -- General Information & Introduction

Section 2 -- Setting the Stage: Regional Context

Section 3 -- Playing the Game

Section 4 -- Visualizing Density

Section 5 -- Next Steps

Technical Appendix

Acknowledgements

Welcome to RealityCheck2050

The Urban Land Institute (ULI) Charlotte District Council, *CONNECT Our Future*, Centralina Council of Governments and Catawba Regional Council of Governments welcome you to RealityCheck2050. Today's RealityCheck2050 event is a visioning exercise that will address the reality of growth projected for our area. You will be joined by 400 other stakeholders from the public, private and nonprofit sectors, representing a broad cross section our region.

What you will need to know for the day: The dress is business casual, please do not wear ties, scarves or long necklaces. They can interfere with the gameplay. For your comfort we suggest you dress in layers.

Teams of Reality Check players will gather around large-scale regional maps (the game board) and decide on key principles to guide growth. The participants will then place hundreds of LEGO bricks on the maps. Yellow LEGOs represent jobs, red LEGOs represent households, and yarn outlines new roads, regional transit, and green space. In a few hours participants will create principles to guide growth, understand scenarios for the year 2050 and perhaps more importantly, gain a new understanding of the region's growth issues. After gameplay participants will discuss the findings from the exercise and learn how they can be involved in next steps.

RealityCheck2050 is an important part of a three phase process in the *CONNECT Our Future* program. Phase One engaged the community about their personal needs and values. Phase Two starts with RealityCheck2050 and then hosts 16 community workshops to be held in each of the 14 counties. Phase Three will build 4-5 suggested models or "Alternative Growth Scenarios" for the region's future and engage the community's feedback.

Reality Check participants hail from 14 counties:
Anson, Cabarrus, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly and Union Counties in North Carolina, and Chester, Lancaster, Union and York Counties in South Carolina. Together we will discuss and explore how to accommodate the ongoing growth in our region while sustaining our economy and quality of life.

RealityCheck2050 is a unique collaborative regional visioning process that brings together stakeholders from the *CONNECT Our Future* Region to begin a dialogue about how we want our region to look in the year 2050. The exercise has several goals, including:

- To recognize the legitimate points of view of different stakeholders
- To promote a region-wide awareness of the level of growth that is projected
- To envision how new residents, jobs, green space, and transportation options might be distributed throughout the region
- To lay the foundation for the development of a concrete list of next steps to support regional planning and ensure quality growth for the region over the coming decades

RealityCheck2050 is the 16th ULI Reality Check held in the nation and it will set the bar for other Reality Checks currently being planned for our region and across the country. Thank you for taking this opportunity to build a great future together.

The Day's Agenda

Tuesday, June 4, 2013

7:30 – 8:00	**Registration for Participants / Continental Breakfast**
8:00	**Welcome and Opening Remarks** *(We **Will** Start on Time)* • Tracy Dodson, Chair, ULI Charlotte • Michael Johnson, CCOG Vice-Chair, Mayor Pro-Tem of Statesville • Dwayne Marsh, Senior Advisor, Office of Sustainable Committees, HUD
8:10	**Morning Keynote Speaker** • Ed McMahon, Senior Resident Fellow, Charles E. Fraser Chair for Sustainable Development and Environmental Policy, The Urban Land Institute
8:45	**Postcard from the Future** • Matt Noonkester, AICP, Seven Hills Town Planning Group
9:05	**Break**
9:20	**Rules of the Reality Check Exercise** • Scott Mingonet, AICP, PLA, Chair, RealityCheck2050 Kimley-Horn & Associates
9:30	**Introduction of Table Participants**
9:45	**Develop Guiding Principles**
10:15	**Gameplay**
11:45	**Review. Adjust. Summarize Gameplay**
12:00	**Break**
12:15	**Lunch**
1:00	**Introduction of Keynote Speaker** • Doug Echols, Mayor of Rock Hill, SC
	Keynote Speaker • Robert Grow, President and CEO, Envision Utah
2:00	**"See What You Have Accomplished" Presentation from Morning Gameplay** • Stephen Stansbery, AICP, Kimley-Horn & Associates
2:15	**Audience Polling on Scenario Preferences and Feedback** • Scott Mingonet, AICP, PLA
2:30	**Closing Comments** • Scott Mingonet, AICP, PLA - Review of RealityCheck2050 • Martha Sue Hall, CCOG Chair, Albemarle City Council - What Happens Next? • Tracy Dodson - Closing

Directions

Charlotte Convention Center, 501 S. College St., Charlotte, NC 28202

Directions from I-85

Driving South from points North of Charlotte.

- Take Brookshire Fwy (Hwy 16 South), Exit 36.
- Merge right onto the I-277 loop (John Belk Fwy).
- Take Stonewall St., Exit 1E.
- Turn left on Stonewall St. and proceed 3 blocks.
- The Charlotte Convention Center will be on your right after you cross Brevard St.

Driving North from points South of Charlotte.

- Take Little Rock Rd., Exit 32.
- Turn right at the bottom of the ramp.
- Turn right at the first traffic light.
- Turn left at the 2nd traffic light onto Wilkinson Blvd. (Hwy 74 E).
- Follow Wilkinson Blvd. as it becomes the I-277 loop (John Belk Fwy).
- Take College St., Exit 1E.
- The Charlotte Convention Center will be on your right after you cross Stonewall St.

PLEASE NOTE: There are two entrances to the Charlotte Convention Center: one is located on College Street and a second on East Martin Luther King Jr, Blvd. The NASCAR Hall of Fame parking deck, located on South Brevard Street, is also connected to the Charlotte Convention Center via a convenient over-street walkway.

Directions from I-77

Driving South from points North of Charlotte.

- Take the 1-277 loop (John Belk Fwy), Exit 9.
- Take College St., Exit 1E.
- The Charlotte Convention Center will be on your right after you cross Stonewall St.

Driving North from points South of Charlotte.

- Take the 1-277 loop (John Belk Fwy), Exit 9B.
- Take College St., Exit 1E.
- The Charlotte Convention Center will be on your right after you cross Stonewall St.

PLEASE NOTE: There are two entrances to the Charlotte Convention Center: one is located on College Street and a second on East Martin Luther King Jr, Blvd. The NASCAR Hall of Fame parking deck, located on South Brevard Street, is also connected to the Charlotte Convention Center via a convenient over-street walkway.

Parking

Where is Parking Available? Center City Charlotte offers many places to park!

- Charlotte B Cycle, at $8.00 for 24-hour rental, is a great alternative to parking. Learn more at http://charlotte.bcycle.com.
- The LYNX Blue Line has a stop at 3rd Street Right beside the Convention Center. A round trip is $4.00.
- The NASCAR Hall of Fame parking deck is open and conveniently located on Brevard Street, adjacent to the Charlotte Convention Center. The NASCAR Hall of Fame parking deck is also connected to the Charlotte Convention Center via a convenient over-street walkway. Cost : Maximum charge $15.00
- The Westin Charlotte Hotel also offers more than 1,600 spaces, conveniently located on the corner of Stonewall and College Streets, across the street from the Charlotte Convention Center. Cost : Maximum charge $18.00
- BB&T deck is at 200 S College. Enter on South College or West 4th Street. Cost: They have an early bird special before 8:30am for only $10.00. After 8:30 the maximum charge is $20.00.
- Parking is available at prevailing rates in parking lots and towers surrounding the Charlotte Convention Center.
- For additional information regarding Charlotte Center City Parking, please visit the City of Charlotte's Park It! webpage or Center City Partners website for maps and listings of participating garages.
- To receive a Park! Center City brochure, please call 704.375.3177.

Keynote Speakers

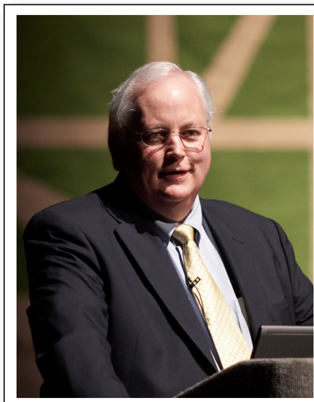
Ed McMahon

Ed McMahon holds the Charles E. Fraser Chair for Sustainable Development at the Urban Land Institute in Washington, D.C. where he is nationally known as an inspiring and thought provoking speaker and leading authority on topics related to sustainable development, land conservation, smart growth, and historic preservation.

As the Senior Fellow for Sustainable Development, McMahon leads ULI's worldwide efforts to conduct research and educational activities related to environmentally sensitive development policies and practices.

Before joining the Urban Land Institute in 2004, McMahon spent 14 years as the Vice President and Director of Land Use Planning for The Conservation Fund in Arlington, Virginia where he helped to protect more than 5 million acres of land of historic or natural significance. He is also the co-founder and former President of Scenic America, a national non-profit organization devoted to protecting America's scenic landscapes. Before that, he taught law and public policy at Georgetown University Law Center for nine years, and served in the U.S. Army, both at home and abroad.

McMahon is the author or co-author of 15 books and over 300 articles. His books include: Conservation Communities: Creating Value with Nature, Open Space and Agriculture; Better Models for Development in Virginia; Developing Sustainable Planned Communities; Green Infrastructure: Connecting Landscape and Communities; Land Conservation Finance, and Balancing Nature and Commerce in Gateway Communities. McMahon also writes regularly for Urban Land Magazine, Citiwire, Planning Commissioners Journal and other periodicals. During the past 25 years, McMahon has helped communities in all 50 states with a wide variety of community planning and economic development issues.



Robert Grow

Robert J. Grow is President and CEO of Envision Utah. With degrees in engineering and law from the University of Utah and Brigham Young University, Grow has enjoyed a successful law practice specializing in land use planning and zoning, real estate development, regional visioning and growth planning, and environmental law. He was legal counsel for Kennecott's Daybreak development, which is widely cited as a demonstration project for quality growth. Daybreak was the National Association of Home Builders 2010 Community of the Year, with a Platinum Award for Suburban Smart Growth.

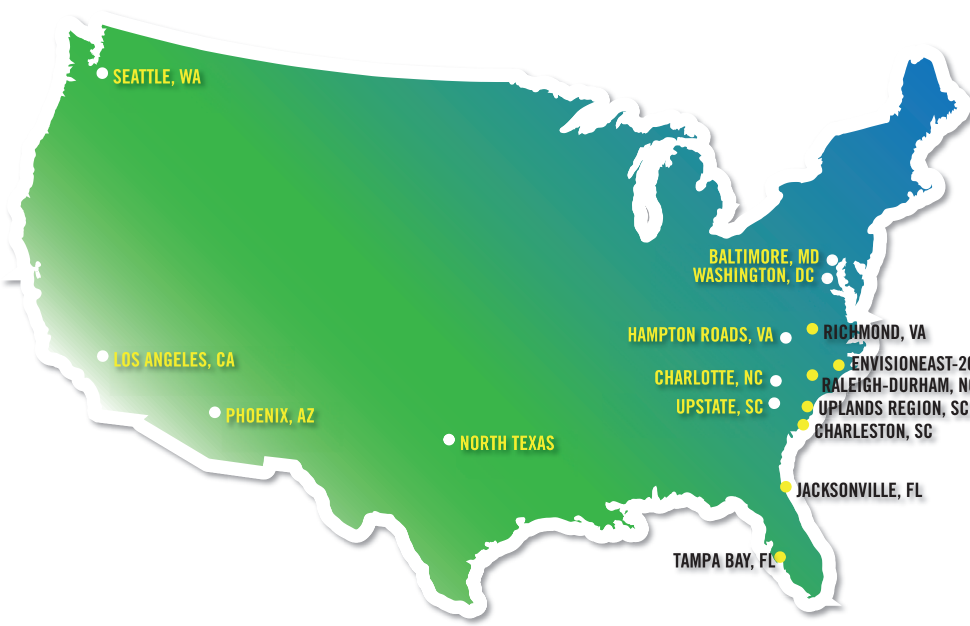
For the past decade, Grow has also been taking the Envision Utah collaborative, voluntary approach to other places throughout the country. He has helped initiate or strengthen regional efforts in more than 75 metropolitan regions, including Boston, Denver, Fort Collins, Austin, Houston, Washington, D.C., Sacramento, Portland, Tucson, Phoenix, Grand Rapids, Orlando, Jacksonville, Tampa Bay, Traverse City, Florida's Treasure Coast, Southwest Utah, Seattle, Las Vegas, and Calgary, Canada. He proposed and helped establish the "Louisiana Speaks" visioning process for Southern Louisiana following Hurricane Katrina and most recently, he has been leading the consultant team for the "Our Greater San Diego Vision" effort, which set a new national record by involving more than 30,000 participants in planning the future of the 3 million residents of the San Diego region.

RealityCheck2050 and ULI

As an organization with a diverse membership, one of ULI's greatest strengths is its ability to tap into the expertise and experience of its members. ULI has identified regional cooperation and coordinated regional planning as a priority. This is a timely issue as the global competition among regions becomes more pronounced. Virtually all growth-related issues, from how to achieve economic diversity to how to integrate land use and transportation planning in order to accommodate growing populations, are regional in scale. Recognizing the importance of regional cooperation to the future economic competitiveness and livability of metropolitan regions, ULI works with District Councils and ULI members on regional efforts that will enact change on the regional and local levels. The primary ways that ULI accomplishes such regional visioning and cooperation is through programs such as Reality Check.

Since 2005, both across the country and internationally, regional visioning has emerged as a dynamic and important tool for building regional consensus on development issues. Regional visioning is increasingly being used to effectively engage local stakeholders in creating a framework for long-term regional planning and infrastructure investment, economic development decisions, and local land use decisions. Large and small regions and even some rural areas have undertaken such public participation process in order to address issues of sustainability, social equity, and quality of life.

Visioning exercises, like RealityCheck2050, seek to build broad-based consensus on where and how growth should be accommodated. They are an opportunity for a diverse group of stakeholders to ask the questions: How shall we preserve, promote, and protect our strengths and assets? How shall we address the challenges and seize the opportunities faced by our region?



Reality Check Areas

1. Los Angeles, CA (2005)
2. Washington, DC (2005)
3. North Texas (2005 & 2007)
4. Baltimore, MD (2006)
5. Tampa Bay, FL (2007)
6. Charleston, SC (2007)
7. Uplands Region of SC (2008)
8. Seattle, WA (2008)
9. Phoenix, AZ (2008)
10. Triangle Area, NC (2009)
11. Jacksonville, FL (2009)
12. Upstate Area, SC (2009)
13. Hampton Roads, VA (2012)
14. EnvisionEAST-2050, NC (2012)
15. Richmond, VA (2013)
16. Charlotte, NC (2013)

The Urban Land Institute (ULI)

Who We Are

Over 30,000 members of the Urban Land Institute are community builders, the people who develop and redevelop neighborhoods, business districts and communities across the U.S. and around the world.

Who belongs to the Urban Land Institute? Leading property owners, investors, advisers, developers, architects, lawyers, lenders, planners, regulators, contractors, engineers, university professors, librarians, students and interns.

Some 2,000 members are the CEOs, leading advisers, and policymakers in the United States. Another 2,000 members are the leading owners, investors, and advisers in Europe, Japan, Australia, Canada, South Africa, South America, and Southeast Asia.

Most ULI members participate through District Councils and more than 20% work in government, academia, and public private partnerships. ULI members control, own or enhance the value of more than 80% of the U.S. commercial property market.

What We Do

ULI initiates research that anticipates emerging land use trends and issues, proposing creative solutions based on that research.

ULI's practice program is interdisciplinary and practical, focusing on trends and the basics of many different parts of the industry:

- Resort and residential
- Retail and destination development
- Office and industrial development
- Transportation and parking
- Real estate finance and capital markets

ULI documents best practice and publishes books to impart cumulative knowledge to help the development community continuously improve its performance.

In local communities, ULI District Councils bring together a variety of stakeholders to find solutions and build consensus around land use and development challenges.

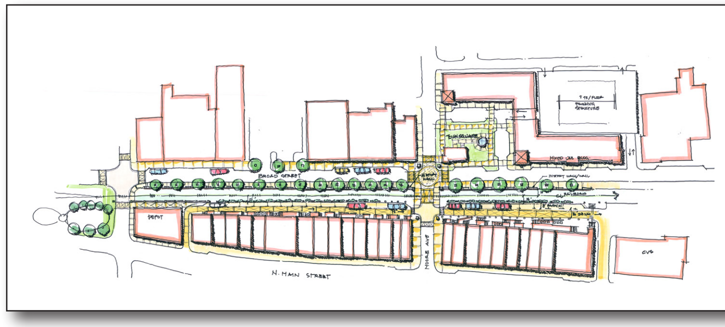
Where We Are

ULI is a trusted idea place where regional, national and international leaders come to grow professionally and personally.

Most members participate in 60 District Councils, active in some 40 U.S. metropolitan areas, in 14 countries in Europe and one in the Middle East. District Councils offer a variety of learning, networking and community outreach opportunities closer to home. ULI is headquartered in Washington, D.C., with offices in Hong Kong, London, Abu Dhabi and Los Angeles.

ULI Charlotte Technical Assistance Program • • • • •

Consider a Technical Assistance Program (TAP)



TAP panelists' recommendations for street modifications and improvements

Since 2002, ULI Charlotte has helped communities and organizations throughout the region answer this and many other questions through its Technical Assistance Program (TAP). Specifically, the program assists non-profit organizations, cities, towns and communities by bringing experts together to provide unbiased, pragmatic advice for addressing complex land use and real estate development issues.

ULI Charlotte hand selects experienced panelists from the public sector, planning, design, engineering, development and financing professions to bring many years of expertise to the table with the goal of providing innovative solutions for each unique program. Each Technical Assistance Program is catered to meet the specific needs, objectives, and budgets of the client.

TAPs typically take place over the course of one day, where three to five expert panelists review the target site, analyze the data, and provide the client with a report of their findings and recommendations. ULI Charlotte strives to deliver a comprehensive solution to each challenge posed, in a strategic and cost effective manner. TAP fees vary depending on the scope of services requested and can often be offset by matching grants.

Let ULI Charlotte show you the way.

Examples of TAP reports include:

- **Downtown/Transit Oriented Development**
  Mill Village Revitalization Study, Mooresville, NC
  Addressing the Mill Village, which surrounds the former Mooresville Mill.

- **Non-Profit**
  Charlotte Regional REALTOR® Association, Charlotte, NC
  Reviewing and providing recommendations for the real estate holdings of the Charlotte Regional REALTOR® Association.

- **Neighborhood Revitalization**
  Holly Avenue Neighborhood, Winston-Salem, NC
  Implementing a foundation for future planning efforts by supplying an initial community assessment of land use strategies and offering recommendations for next steps.

- **Economic Development/Corridor Redevelopment**
  Historic West End, Charlotte, NC
  Revitalizing West Trade Street from Johnson C. Smith University to Gateway Village.

Learn more about ULI Charlotte TAPs at http://charlotte.uli.org

Ready to learn more?

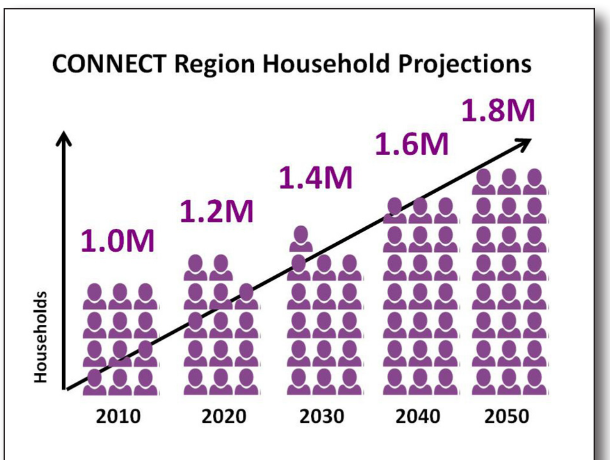
Contact Theresa Salmen at 704.940.7388 or Theresa.Salmen@uli.org. Visit us online at http://charlotte.uli.org.

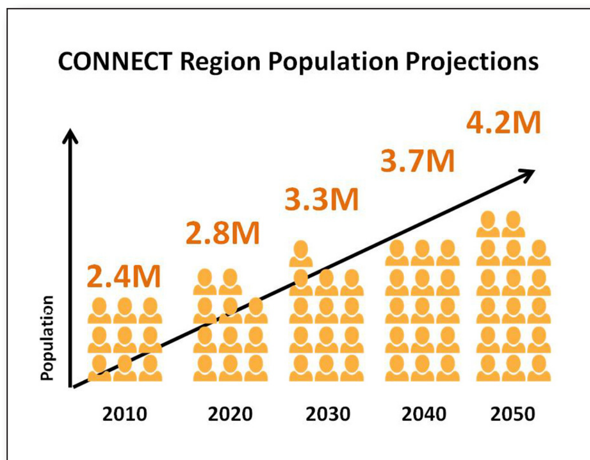
What is *CONNECT Our Future*?

CONNECT Our Future is a three year program that brings together public, private and nonprofit organizations across our 14-county region to build jobs and the economy, improve quality of life and control the cost of government. This program uses extensive community engagement to built on what communities identify as existing conditions and future plans and create potential strategies for the future. It is supported by a $4.9 million HUD Sustainable Communities Grant and $3 million in local in-kind public and private matching resources.

The primary driver for *CONNECT Our Future* is the region's projected growth:

- **Where will those people live?**
- **How will they get from home to work?**
- **Where will people need to go for everyday needs such as food, childcare?**
- **Where will children play?**
- **What will be the impact of growth on the challenges we're already experiencing?**





CONNECT Our Future also helps the region address current challenges as we plan for this growth.

This ambitious program is a three phase process.

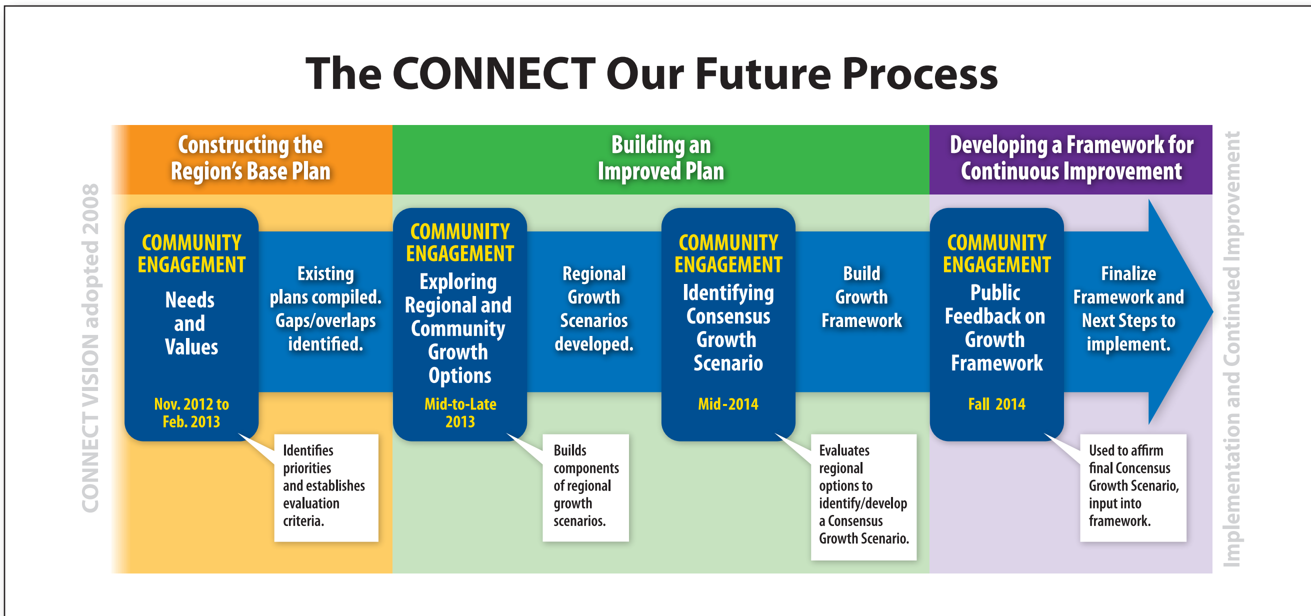
Phase One started in the Fall of 2012 by engaging the community about their personal needs and values through open houses, small group discussions and surveys. Over 2,200 participants from the 14-county region participated. A wealth of valuable information was gathered about what people care about now and believe is important for the future.

Phase Two starts in the Summer of 2013 with an event called RealityCheck2050 where 400 participants will help us to figure out how we fit the projected 1.8 million people and 850,000+ plus jobs to be added to this region by the year 2050, while still preserving the things Phase One participants said were important. After RealityCheck2050 the "themes" for growth that are developed at RealityCheck2050 will be shared regionally at 16 workshops to be held in each of the 14 counties. At these community workshops another 1,600+ residents will have the opportunity to weigh in on how they think those themes might work in their county.

What is *CONNECT Our Future*?

In **Phase Three,** the results of those community workshops, the "themes" from RealityCheck2050, and information from Phase One, will be used to build 4-5 models or "Alternative Growth Scenarios" for the region's future. The public will have a chance to provide feedback for each of those scenarios.

CONNECT Our Future is based on, and builds from, the region's shared vision. In 2005-2008, the 14-county bi-state region came together and developed a vision for the region's future. That vision has been adopted by local governments representing more than 70 percent of the population within the region.



CONNECT Our Future will help communities consider how they want to see the vision's core values play out in their futures, and provide tools needed to help communities implement the parts of the vision that are most important to them. It will help us utilize the limited resources that will be available for the infrastructure and systems necessary for growth. The *CONNECT Our Future* program will give us the opportunity to discuss how we want to address multi-billion dollar infrastructure investments and encourage existing and new business investment in our region. In similar collaborative processes, the Salt Lake City region identified $4.5 billion and the Kansas City region identified $2 billion in infrastructure savings.

It has been said, "This process is really grass-roots democracy."

Which is why your participation in RealityCheck2050 is so important and valued!

Growing By Choice

Everyone wants to be able to have the opportunity to choose how they live their lives. where they live, and where they work. The same is true for communities and regions—they want to be able to grow in the ways that create; positive lifestyles for their residents, good jobs, affordable housing, and amenities that add to their residents' quality of life.

When planning for the future most areas of the country, including our region, historically have ask what residents want, and then work toward providing it. *CONNECT Our Future* is different from past processes by going two steps further.

1. We are looking not only at *individual communities* but at *how communities functions together as a region*. This is important for a couple of reasons: *first, we market ourselves as a region - not just as individual communities, and second, over 50% of the region's workforce lives in one county and works in another*. So looking at growth through a larger lens makes sense—it's how a lot of people in the region actually live.

2. We are using information from our *Phase One's public input to help assess different growth options* as they're developed. Those evaluation criteria, called "indicators," help to make it possible for us to grow by choice and not by chance.

CONNECT Our Future and RealityCheck2050 are using technology and software to grow by choice – *technology that can help us look at long-term results of different growth options*. As growth options are developed, modeling software will evaluate them using indicators based on public input, to see if *they actually produce the outcomes the public wants*. This helps avoid unintended consequences of growth, helps to identify potential glitches before they become big problems, and *gives decision-makers and the public much better information on which to base their decisions*. This takes "growing by choice" to a new level—it becomes "growing by well-informed choices"-- *CONNECT Our Future* and RealityCheck2050 are working together to provide the best informed choice available.

Commute Patterns

Greater Charlotte Region

County	Resident Workforce	Daytime Workforce	Net Change	Net % Change	Workers Commuting In	% of Daytime Workforce	Residents Commuting Out	% of Resident Workforce
Alexander County, NC	14,437	7,978	-6,459	-45%	3,605	45%	10,064	70%
Anson County, NC	9,032	6,023	-3,009	-33%	3,056	51%	6,065	67%
Cabarrus County, NC	67,927	54,961	-12,966	-19%	33,468	61%	46,434	68%
Catawba County, NC	59,765	71,979	12,214	20%	38,452	53%	26,238	44%
Cleveland County, NC	35,687	30,049	-5,638	-16%	14,060	47%	19,698	55%
Gaston County, NC	85,974	62,150	-23,824	-28%	29,389	47%	53,213	62%
Iredell County, NC	60,224	54,980	-5,244	-9%	27,866	51%	33,110	55%
Lincoln County, NC	29,416	17,878	-11,538	-39%	10,409	58%	21,947	75%
Mecklenburg County, NC	344,015	479,400	135,385	39%	244,676	51%	109,291	32%
Rowan County, NC	51,108	41,621	-9,487	-19%	20,694	50%	30,181	59%
Stanly County, NC	23,909	16,161	-7,748	-32%	6,732	42%	14,480	61%
Union County, NC	70,997	48,873	-22,124	-31%	25,839	53%	47,963	68%
Chester County, SC	12,565	7,455	-5,110	-41%	3,933	53%	9,043	72%
Chesterfield County, SC	16,190	13,332	-2,858	-18%	6,405	48%	9,263	57%
Lancaster County, SC	25,356	15,492	-9,864	-39%	7,841	51%	17,705	70%
Union County, SC	11,215	6,646	-4,569	-41%	2,883	43%	7,452	66%
York County, SC	87,194	72,142	-15,052	-17%	32,708	45%	47,760	55%
Greater Charlotte Region	**1,005,011**	**1,007,120**	**2,109**	**0%**	**512,016**	**51%**	**509,907**	**51%**

Source: US Census, LEHD

About Our Region

The CONNECT Region includes 14 counties—10 in North Carolina and 4 in South Carolina. The whole region is a bit larger than the State of Connecticut. Within these 14 counties are 120 units of local government—cities, towns, villages, and counties. That does not include special districts such as fire districts, school districts, soil and water conservation districts, etc., that have focused responsibility.

The region's current population is 2.43 million, and in 2010, the CONNECT region was the fastest-growing larger metro region in the country. That, despite the economic recession. The region is also home to 1.3 million jobs, some in industries that are declining, and some in newer fields as diverse as bioinfomatics and motorsports research. Detailed information on the region and its population is found in the Technical Resource section at the end of this Guide.

Each of the topic areas discussed below — Parks and Open Space, Downtowns/Main Streets, Economic Development/Unemployment/Poverty, Transportation, Water/Sewer (Infrastructure for Growth), and Education — emerged as a "top five reported by the public in Phase One" under one or more of those headings: something highly valued now, something important for the future, and/or a current regional challenge. The additional information below digs deeper into these top concerns, as reported by a geographically- and demographically-diverse, and very robust, number of residents.

Parks and Recreation

Parks and recreation facilities in the CONNECT Region contribute significantly to residents' reported healthy lifestyle and higher quality-of-life.[A] Parks, natural areas and features, and open space appeared both as highly valued by the public now and important for the region's future. An inventory in the Region noted 30,185 acres permanently preserved for active or passive recreation activities; including lakes and ponds, athletic fields or courts, swimming pools, playgrounds, recreation centers, amphitheaters, dog parks, natural areas and greenways.[B] Collectively, this land area represents less than 1% of the entire CONNECT Region.

Sixty-two local governments maintain parks and/or administer recreation programs for youth and adult participants. Countless private organizations provide additional opportunities for fun and fitness throughout the Region (e.g., YMCA, Boys & Girls Club, private sport clubs, etc.). Special events hosted by both public and private organizations celebrate the arts, road races, sporting tournaments and holidays throughout the year.

Demand for new parks and recreation facilities will rise dramatically as the population nearly doubles in the CONNECT Region by 2050.[C] Officials report existing demand outpacing their resources and shrinking budgets hindering their abilities to build new facilities. Most parks and recreation departments are now looking to year-round, multi-purpose fields or facilities to keep up with demand. They are also working with area schools to share the use of their facilities. Under this partnership, parks and recreation departments improve facilities on school property in exchange for access to the site. Land dedicated for parks or recreation activities in new development projects could also significantly lower capital costs for building new facilities in the future.

Also important to the public were lands preserved as open spaces, working agricultural lands, and natural assets such as rivers, lakes and streams. While these typically do not require large public investments for construction, their preservation and viability often are impacted by public policy choices.

References:

A = CONNECT Our Future, Phase 1 Survey Results
B = Trend Growth Scenario, Place Type Assignments, April 18, 2013
C = Charlotte Department of Transportation, Population & Employment Forecasts, 2050

About Our Region

Downtown and Mainstreet

Downtowns and main streets emerged as the single most "appreciated" aspect of their communities and the region now by residents of the region, and came in sixth as "most important for the future" of communities and the region.[A] Downtowns are seen to represent the essence of the community, to be the "home" of its identity. The sidebar gives some indication of the importance of downtowns to residents throughout the region.

What *CONNECT Our Future* has found is that despite the significance of downtowns in the life of each community and in the life of the region as a whole, there is no consistent data on the "life" of downtowns throughout the region for CONNECT's 14-county area.[B] And downtown vibrancy is frequently one of the easiest community assets to lose, when growth comes. For these reasons, CONNECT will invest in gathering solid information about downtowns in the region to help communities track what works for downtowns, what doesn't work, and how we are doing in this region to preserve this most valued asset.

References:
A = CONNECT Our Future, Phase 1 Survey Results
B = UNC Charlotte Urban Institute

Phase One: What did people say about Downtowns?

I feel Downtown is the best illustration of the region. The downtown continues to grow and it is becoming more active as time passes.

Our downtown is unique and I believe is the centerpiece of Rowan Co.

Downtown area - I love the diversity of the city and other resources including the cultural, restaurants, etc.

Downtown Rock Hill - great sense of community and residence participation, friendly atmosphere.

Downtown Lincolnton is unique in its own right.

The downtown area is the best illustration of our community.

Downtown area is what I appreciate the most because of the view and everything in it.

Absolutely our downtown and all downtown[s]. They are actually the only unique development feature or scheme in any area.

Transportation

Transportation was the second-most-often mentioned "community or regional challenge" in *CONNECT Our Future* public engagement to date. People are concerned about traffic congestion, lack of safe places or opportunities to walk or ride bicycles, and lack of connectivity of roads.

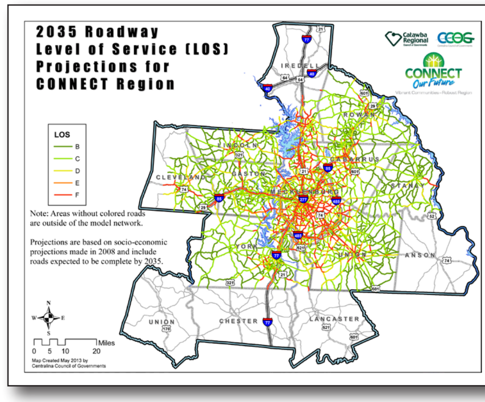
The transportation system in the CONNECT Region includes highway, transit, rail, air, bicycle and pedestrian elements. Streets in the highway network range from two-lane, rural roads to eight-lane interstates; including more than 2,800 miles of interstates and federal / state highways running throughout the fourteen counties.[A] Transit in the region includes the Blue Line in Charlotte (light rail) as well as regional bus service operated by agencies in Charlotte, Gastonia, Concord, Kannapolis and Salisbury. Railroads move freight in the Region to points throughout the country with lines operated by Norfolk Southern and CSX among others. And Charlotte/Douglas International Airport is the second largest hub on the east coast, welcoming more than 39 million travelers in 2011.[B]

Several cities and towns in the region are also leading the way for more bicycle- and pedestrian-friendly communities. Charlotte, Davidson and Rock Hill were designated as national bicycle-friendly community award winners in 2012, and Charlotte and Davidson were designated as national walk-friendly communities in 2012.[C] Other initiatives in the region - such as the Carolina Thread Trail - will link local greenways into a 'super-highway' for bicycling and walking in the region.

The physical distance between complementary land uses (e.g., between home and work, home and school or home and shopping) and over-reliance on automobiles for meeting daily travel needs in the region is leading to several unintended consequences - increased vehicle miles traveled and energy consumption, longer commute times, increased air pollution, and heightened infrastructure and public service costs. Inadequate long-term transportation funding anticipated worsens the problem (i.e., the growing funding gap) as little can be done to keep up with existing and emerging decentralized growth patterns.

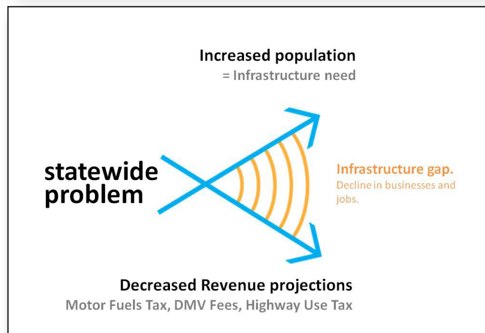
About Our Region

Transportation - *continued*



Local, regional and state transportation officials are working toward a more sustainable transportation system as the population nearly doubles in the CONNECT Region by 2050.[D] Policy statements in adopted plans and projects in adopted work programs favor the concepts of complete streets and context sensitive design solutions, which provide transportation choices (e.g., vehicle, transit, bicycle or pedestrian) in the same corridor consistent with surrounding land uses and densities. Transportation officials are also working very closely with local governments to better link transportation and land use decision-making processes.

Aging infrastructure is also a major concern for transportation officials in the region, and maintenance needs for roads, bridges, etc. will stress already scarce transportation resources for new construction. Big ideas for addressing the situation are now in discussion, including jurisdictional responsibility for streets in the system (i.e., state, county, city or town) and alternative funding sources to the gas tax for keeping up with growing demands. The funding of transportation infrastructure will continue to be a difficult question as buying power declines but needs stay constant or increase. Greater shifts to use of alternate modes may help, but even they involve costs, even if the alternative modes are sidewalks and bike lanes.



References:
A = GIS Database for CONNECT Our Future, Major Roads (May 2, 2012)
B = www.charlotteairport.com (May 2, 2012)
C = www.bikeleague.org & www.walkfriendly.com (May 2, 2012)
D = Charlotte Department of Transportation, Population & Employment Forecasts, 2050

Water Service

Rivers, lakes and streams were identified fourth on the "most important for the region's future" list, by participants in the first phase of public engagement. The quantity and quality of water available in the CONNECT Region plays an integral role in the life of every resident (and future resident). Water-dependent uses provide jobs in the region while lakes, rivers and streams provide wildlife habitat and recreation opportunities. Recent summer droughts and water wars also remind us how important this resource is for moving the region forward.

Surface water is the primary source for sixty-five service providers in the Region.[A] Major water bodies are fed by the Catawba, Yadkin and Broad Rivers. Some small service providers depend on deep wells for their bulk water needs. Water distribution systems in the region rely on gravity and pump station technology, and interconnected systems between utility providers ensure redundancy for reliable service.

Water consumption is anticipated to rise dramatically as population in the *CONNECT* Region nearly doubles by 2050.[B] In response, local service providers are identifying new water sources, expanding treatment plants, and improving distribution systems. However, water supply in the region is a finite source and our leaders understand there is a limit to what we can draw or transfer between basins every day.

Aging infrastructure will also tax future capital improvement plans, which could divert significant amounts of money away from system expansion. The same infrastructure challenges that affect transportation also affect water and sewer infrastructure, while the public recognizes it as a challenge. "Infrastructure to support growth" was the third of the "top five" challenges identified by Phase One participants. Key partnerships in the region will continue to strengthen as service providers link water sources with high-growth areas, and work to reduce overall consumption habits for users in the system.

Resources:
A = Survey of Utility Service Providers in the Region, Seven Hills Town Planning Group, Inc. (May 1, 2012)
B = Charlotte Department of Transportation, Population & Employment Forecasts, 2050

About Our Region

Sewer Service

Nearly 500,000 customers in the CONNECT Region send their wastewater each day to local treatment plants.[A] And sixty-four wastewater treatment providers have a combined treatment capacity of 283.0 million gallons per day to meet present day demand.[B] Both numbers are expected to rise as population nearly doubles by 2050[C]; however, the magnitude and timing of sewer service expansion will depend greatly on preferred development locations, patterns and intensities in the region.

Local service providers are working on long-term plans to expand treatment plants, improve collection systems, and secure necessary state discharge permits. More immediate concerns in some parts of the region relate to excessive inflow (stormwater) and infiltration (groundwater) from outside the collection system. Extra stormwater or groundwater in the collection system increases demand at treatment plants, which could result in unnecessary, costly expansions to some facilities and/or potential negative environmental impacts associated with overflows at pump stations. Once again, the provision of this essential infrastructure for growth was identified as a "top five" regional challenge. At the same time, the potential for the same infrastructure funding gap exists as is found with water and transportation infrastructure.

Similar to water service, key partnerships in the region will continue to strengthen as service providers increase wastewater treatment capacity in high-growth areas and work to reduce wastewater generation habits for users in the system.

References:

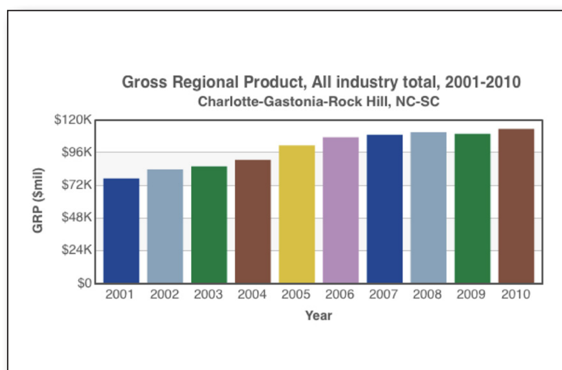
A = North Carolina Local Water Supply Studies for providers in the CONNECT Region & Survey of Utility Service Providers in South Carolina by Seven Hills Town Planning Group, Inc. (May 1, 2012)

B = North Carolina Local Water Supply Studies for providers in the CONNECT Region & Survey of Utility Service Providers in South Carolina by Seven Hills Town Planning Group, Inc. (May 1, 2012)

C = Charlotte Department of Transportation, Population & Employment Forecasts, 2050

Economic Development / Unemployment / Poverty

The economy, jobs (or the lack of them), and poverty was viewed by Phase One participants as the top regional challenge, mentioned 390 times out of 2,022 public responses to this question.[A] Concerns include loss of jobs and business closings, resulting unemployment and a rise in poverty, and challenges in recruiting new businesses.That perception reflects the job trends reported in the "Prosperity for Greater Charlotte Strategic Economic Assessment Overview." The project, a collaboration of *CONNECT Our Future*, Centralina Council of Governments, Catawba Regional Council of Governments, and the Charlotte Regional Partnership, is the source for the information reported.



Key findings and strategies include[B]:

- Strong population and job growth experienced through 2007 sharply declined as a result of the national recession. Job growth turned negative from 2008-2010 with a loss of 88,000 jobs, with the financial services and construction industries taking hard hits, and manufacturing job loss accelerating.
- Job growth resumed in 2011 with the creation of 24,000 jobs. Among growth industries: health care, hospitality, professional services, back office, logistics, tourism, and government. Emerging industries include research services and information technology/software.

- The region's three largest industries ("super sectors") are:
  - Trade, Transportation, and Utilities, with 230,000 jobs, contributing $17.7 to the region's Gross Regional Product (GRP)
  - Professional and Business Services, with 170,000 jobs, contributing $14.1 billion to the GRP
  - Government (including law enforcement, education, etc.), with 165,000 jobs

About Our Region

Economic Development / Unemployment / Poverty - *continued*

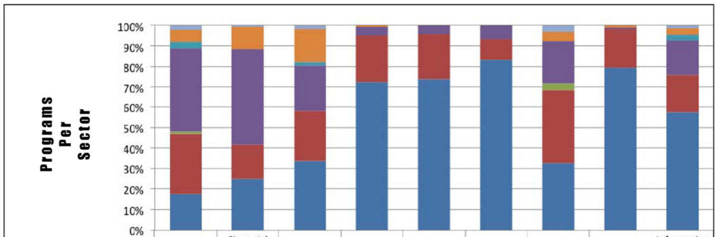
- Gross Regional Product for the MSA that includes Anson, Cabarrus, Gaston, Mecklenburg, York, and Union Counties reached a new peak of $114 billion in 2010. In addition to the contributions noted above, the three remaining largest industry components contributing to that peak were:
  - Financial Activities: $39.6 billion
  - Manufacturing: $13.0 billion
  - Health Services & Private Education: $5.7 billion

- Economic development planning by the Prosperity for Greater Charlotte effort has resulted in very fine-grained analyses of strong, weak, advancing, and declining industries in each of the counties in the CONNECT region over the next five years.

- Similarly, Prosperity for Greater Charlotte has tracked the skills needed and training programs available within the region, at a very fine-grained level. The combination of these industry-cluster analyses and workforce education analyses permit an unprecedented level of strategic planning for workforce preparedness, which is critical for the next five years.

- One aspect of workforce preparedness that is now possible is aligning workforce educational and training programs (both collegiate and vocational) with the needs of growth industries and industry clusters that are growing in, or can be recruited to, the region. Such a strategic approach provides regions who can accomplish it with a competitive edge, and the CONNECT region is well-positioned for this effort. The chart demonstrates the beginnings of this alignment.

- This effort also will address the need to improve median household incomes, which both now and for the next five years are projected to track below North Carolina and national median incomes. The reasons for this may be multiple: loss of jobs in industries that traditionally employed less-educated workers who would have difficulty obtaining other work, and more rapid population growth among some demographic groups that are traditionally lower-income and track lower levels of educational attainment.



	Biomedical	Financial Services	Logistics	Energy	Aerospace	Automotive	Engineering	Adv. Mfg.	Information Tech
Doctorate	3	2	2	0	0	0	3	0	6
Master	8	28	17	2	0	0	4	2	14
Post-Bachelor Certificate	4	0	2	0	0	0	0	0	12
Bachelor	56	123	24	12	1	2	19	2	76
Post-Associate Certificate	1	0	0	0	0	0	3	0	0
Associate	40	45	26	64	5	3	33	40	82
Pre-Associate Certificate	24	65	36	205	17	25	30	170	255

References:
A = CONNECT Our Future, Phase 1 Survey Results
B = Prosperity for Greater Charlotte Report, Centralina Council of Governments, Catawba Regional Council of Governments, Avalanche Consulting, McCallum-Sweeney Consulting, and CAEL.

The Trend

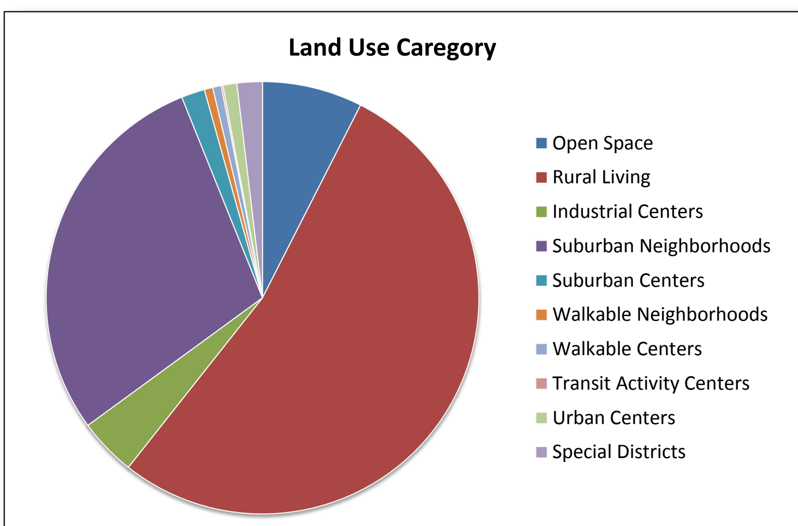
What if We Keep Growing the Way We're Growing Now?

Before you think about going somewhere else, it's important to know where you're headed. The "Trend" Scenario is a best estimate of where the region is headed in 2050 — with those extra 1.8 million people and 860,000 jobs — if we "keep on keeping on" using our current plans, policies and practices. It is based on extensive analysis of current adopted local land use plans, projections of utility service areas, watershed regulations, etc. It also factors in the tendency to rezone typically less densely than plans may call for, if requested, and then to reflect that change in a revised plan.

When complete, this Trend Scenario will contain the same "evaluation criteria" or measures that will be used in RealityCheck2050, such as jobs/housing by county, percent of development occurring within town boundaries, percent of development occurring in agricultural areas, number of acres served by transit, miles of new transit/roadways, acres of new parks, and percent of development inside or outside of water and sewer service areas. An example of one of the evaluation criteria is included with this trend—job distribution by county. This is important in this region, because currently over 50% of the region's population travels outside their home county to go to work.

Facts about the Trend in 2050:

- Population: 4,241,000
- Households: 1,788,800
- Employment: 2,177,355

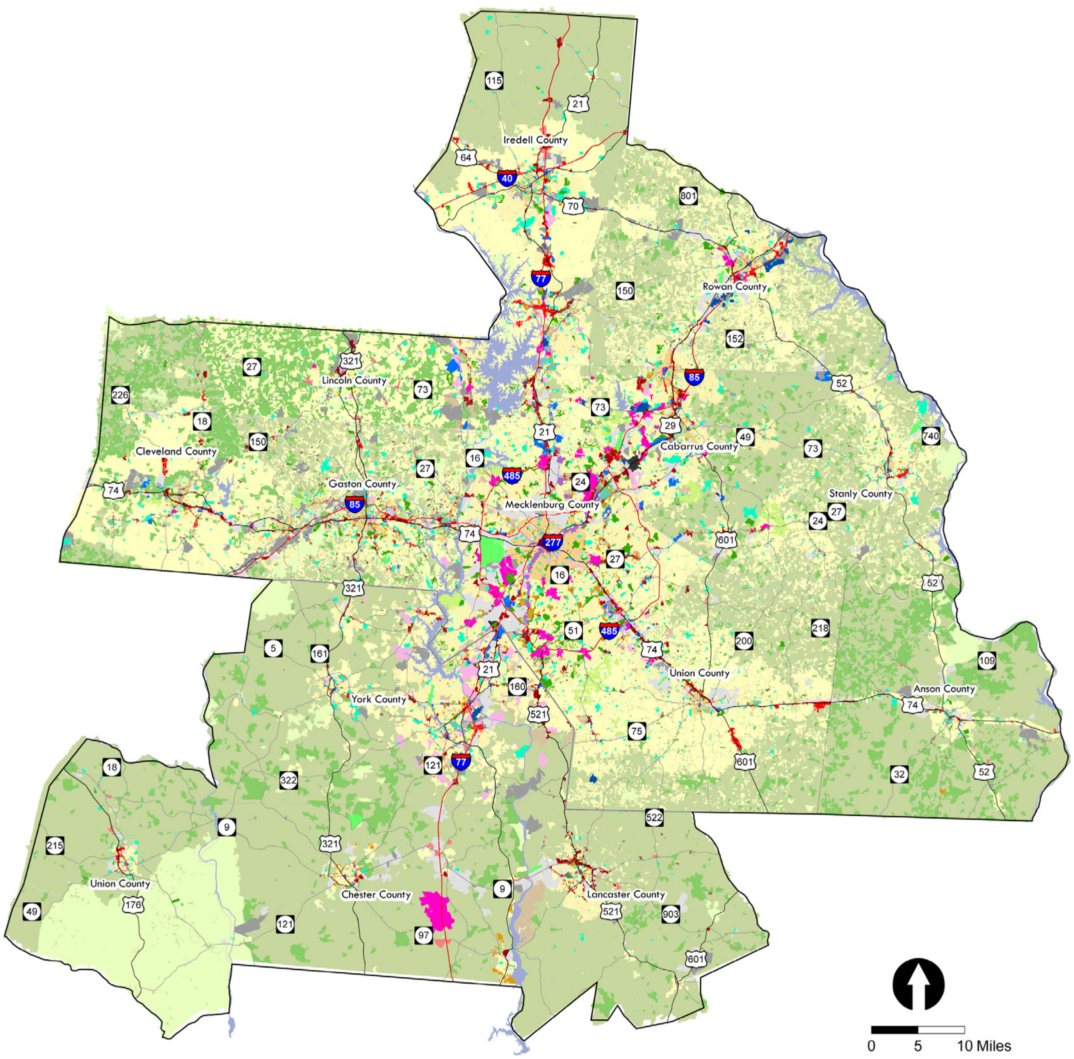


Population Projections by County	
County	Percent Change 2010 - 2050
Anson	23.79%
Cabarrus	132.30%
Cleveland	40.06%
Gaston	43.18%
Iredell	73.59%
Lincoln	76.76%
Mecklenburg	83.45%
Rowan	33.31%
Stanly	45.54%
Union, NC	90.96%
Chester	26.59%
Lancaster	56.19%
Union, SC	7.24%
York	81.20%
CONNECT Region	74.41%

This table is a representation of the % Growth by County.

The Trend

What our region will look like by 2050 if we keep growing at the current trend



Preserved Open Space	Small-Lot Residential	Light Industrial Center	Town Center
Recreational Open Space	Town Home / Small Condo	Heavy Industrial Center	Metropolitan Center
Rural Living	Mixed Density Residential	Mixed-Use Neighborhood	Airport
Working Farm	Multifamily Residential	Mixed-Use Activity Center	Civic / Inistitutional District
Conservation-Based Subdivision	Neighborhood Commercial Center	TOD - Bus Rapid Transit	Health Care Campus
Rural Crossroads	Suburban Commercial Center	TOD - Light Rail Transit	University / College Campus
Mobile Home Community	Highway Commercial	TOD - Commuter Rail Transit	Regional Employment Center
Large-Lot Residential	Suburban Office Center	Urban Neighborhood	Special District

Phase One: Public Engagement Results • • • • • • • •

CONNECT Our Future

CONNECT Our Future is a coordinated, interactive, research-based, regional approach to setting ourselves on a path for successful growth as a 14-county region. The population of our region is expected to grow by 1.8 million by 2050 and we need to be prepared when it comes to jobs, housing, transportation, education and more.

The first phase of *CONNECT Our Future* has been an ambitious outreach effort to engage a broad base of residents across our region in order to learn about what people care about most when it comes to the future of our region. This provides the foundation for the development of a growth framework for our region that will genuinely reflect the viewpoints and needs of the people who live here.

Phase One of *CONNECT Our Future* has brought together more than 2,200 people from our 14-county, bi-state region through a series of open houses, small group conversations and on-line opportunities -- more than 100 different venues in total! Extra efforts were made to hear from a range of residents that represents the demographics of the region in terms of age, gender, race/ethnicity, population distribution by county and more. Opportunities to participate were made available across the region by reaching out to intact groups to help organize small group conversations and collaborating with local officials to encourage residents to participate in open houses and on-line.

All participants in Phase One responded to the same 13 questions. The questions were carefully crafted to be ones that anyone can answer and that effectively surface what people care about most about the future of our region. Here is a snapshot of what we learned.

Is there a place that illustrates the best of your community or our region that you appreciate most?

TOP 5 THEMES

What are words or phrases you would use to describe this area to visitors?

- Natural Assets
- Friendly
- Quality of Place
- Fun
- Beautiful

What is the one thing that is most important to you about our region?

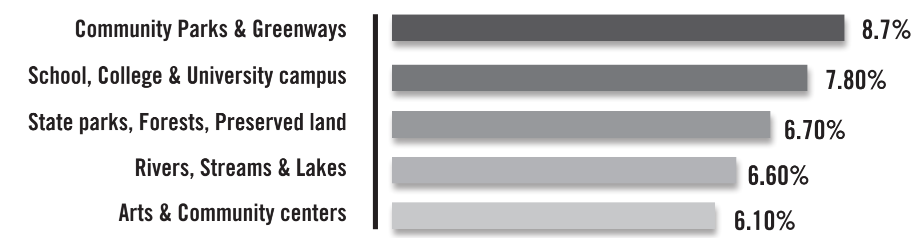
- Natural Assets
- Safety
- Family
- Open Space / Green Space
- Education

All data prepared by the Lee Institute

Phase One Public Engagement Results

What top 5 features do you feel are most important for the future of your community and our region?

TOP 5 FEATURES



When you think about the future transportation needs of your community, which features listed are the most important to you?

TOP 5 FEATURES

What is the biggest challenge for the future of our region and why?

TOP 5 FEATURES

Fast forward ten years

What would be the headline in your local newspaper if we successfully met the challenges mentioned?

"High school graduation at 95 percent in Chester County"

"Community secures new company to offer highly skilled tech jobs"

"Suburban Renaissance: How one small town manages suburban growth without the sprawl"

"Today - Get anywhere in the region without a car!"

"County finishes 1st phase of road improvement, residents approve next round of funding"

"Rapid growth in region over past ten years highlighted by smart growth"

All data prepared by the Lee Institute

Playing the Game

RealityCheck2050 is a one-day visioning exercise designed to discuss, analyze and develop alternative growth options for our fourteen-county region in North Carolina and South Carolina region through 2050. RealityCheck2050 is a part of the *CONNECT Our Future* project which engages the 14-county region in a process to develop a regional growth framework to help leaders and residents to grow jobs and the economy, improve quality of life and control the cost of government. Through cooperation with the Centralina Council of Government, the Catawba Regional Council of Government and ULI Charlotte District Council, RealityCheck2050 follows the format of the ULI's successful Reality Check program.

"Exactly what is meant by "Reality Check?" In general, it refers to a defining moment, a tipping point, when a region's residents become aware that they have choices to make about growth, air quality, traffic, housing affordability, and other important issues. Neither a traditional conference nor a theoretical exercise, Reality Check is a planning tool rooted in analysis of real-world economic, demographic, and geographic data and trends. It allows participants to throw out their preconceived notions of how land is zoned today and forget what type of growth they believe is coming tomorrow. The exercise is their chance to act as master planners for how they would like the region to look in the future."

Reality Check: A Guide for ULI District Councils, January 2007

The RealityCheck2050 Exercise

You will be assigned to a table with a diverse group of ten participants from throughout the 14-county region. We will create a balance by selecting participants from the public, private and nonprofit sectors. Your goal will be to plot where possible future growth should go – transportation corridors, jobs and housing – by 2050. Your tools will include a 6' x 6' map of the region, LEGO bricks with which to allocate residential densities and job intensities, and yarn to identify new transportation corridors, transit corridors and green space.

Since we are working with large amounts of stacked LEGO bricks we ask that you not wear ties or long necklaces because they will interfere with playing the game. To make sure you are comfortable, please dress in layers.

Facilitator and Scribe Roles

Each table will be assigned a facilitator and a scribe. Your facilitator will explain the exercise, engage you in a collaborative discussion process, answer questions, clarify the group's decisions and, finally, summarize the group's progress and accomplishments. The scribe will record your comments throughout the exercise as well as your final observations and recommendations.

Exercise Rules

Our goal today is to allocate the projected growth of 1.8 million new residents and 863,000 new jobs. These projections are not negotiable. While these numbers could be debated, experts in the region agree that they are reasonable projections for the region's growth.

- All of the projected growth represented in LEGOs must be placed on the map before the end of the exercise.
- All growth allocations are additive; that is, the growth that you are allocating must be considered as an addition to what already exists.

Continued on the next page

Playing the Game

The RealityCheck2050 Exercise - *continued*

Process Rules

- **Everyone Has An Equal Voice**. This is an exercise in collective decision making. Every participant has a valid perspective from which you can learn. No one should dominate the discussion. Everyone should respect each other's opinion/perspective and engage in discussion tor reach a consensus on where to allocate the LEGO bricks.
- **Think Big**. Remember - this is a regional exercise with a tight timeline. Visioning is to be broad. Avoid getting bogged down in too much specificity at a local level.
- **Keep an Open Mind**. Don't discount any ideas without discussing and evaluating them. Build upon each other's ideas in a positive way.
- **Be Bold and Creative**. Work together to find solutions.
- **Respect** other participants at the table.
- **Remember the People**. Think about what matters to people about where and how they live—this is about more than houses, offices and factories.

You will have about two hours to complete this exercise. Each table should address the issues below, in the following order:

1. **Guiding Principles** (30 minutes) Each table will develop ideas and guidelines to inform where they place future growth on the regional base map. Your facilitator will move this discussion forward and use the flip charts to capture the group's thoughts. A few examples are presented below, but feel free to develop your own guiding principles.
    - Support enhanced regional transportation connections within the region and other parts of the state; such may include roadways, transit, rail and air service.
    - Protect and enhance the region's economic drivers.
    - Encourage development with a more compact pattern of development that will reduce suburban/rural sprawl.
    - Encourage development in areas where the necessary infrastructure – roads, water, sewer, and schools - is available, planned or can be cost effectively provided.
    - Preserve suburban lifestyles through large-lot subdivisions to provide housing for families.
    - Support commercial nodes and discourage strip commercialization along highways.
    - Position as much growth as possible in ways that support transit.
    - Support reuse of existing/abandoned commercial and industrial sites.
    - Opportunity sites for new business and industrial enterprises should be identified and protected from incompatible development.
    - Preserve large tracts of prime agricultural land from premature development to ensure that farming remains a viable part of the region's economy.
    - Preserve water resources and quality.
    - Create a balance between jobs and housing.

2. **LEGO Bricks and Yarn** (90 minutes) Using your group's guiding principles, determine where growth should be directed by placing your LEGO bricks and yarn carefully on the map.

3. **Review. Adjust. Summarize** (15 minutes) Review and finalize your development scenario. Discuss how your guiding principles affected your decision making. How well did you "stick" to your group's three to five guiding principles? How did your table address housing distribution (red LEGO bricks)? Job distribution (yellow LEGO bricks)? Transportation? New transit corridors? What makes your scenario different from the status quo? What are your bold and creative ideas or solutions?

Continued on the next page

Playing the Game

The RealityCheck2050 Exercise - *continued*

LEGO Placement

LEGO bricks will be placed on the RealityCheck2050 map within the map's grid cells, each of which is approximately two miles square. Remember that the density you place on the map with the LEGO bricks is in addition to the level of development existing in the region today. As presented in Section 4, there may be areas within the 14-county region that you expect will experience future growth but not as dense or intense enough level to qualify for a LEGO brick.

Residents – Red LEGO Bricks

One red brick represents about 1,700 households. Each LEGO brick occupies one square on the map grid; therefore each red brick denotes approximately one household per two acres. Remember that development is not usually uniform within a square mile, the size of a single grid cell: you're placing averages. For more information on, and examples of, Residential Density, please refer to Section 4 - Visualizing Density.

Employment – Yellow LEGO Bricks

One yellow LEGO brick represents 1,500 jobs. Each brick occupies one square on the map grid; therefore each yellow brick denotes approximately 1,500 jobs per two square miles, or on an average one job per two acres. If you want higher job densities you must stack the LEGO bricks. For more information on, and examples of, Employment Density, please refer to Section 4 - Visualizing Density.

Yarn Placement

- **Purple Yarn = New Regional Roadways**
  Use the purple yarn to locate new, or improved regional roadway corridors (not local roads).

- **Orange Yarn = New Transit Service Areas or Transit Corridors**
  Use the orange yarn to locate new regional transit corridors and/or service areas. Looking out to the year 2050, regional transit service could include not only improved bus service, but fixed-route services including bus rapid transit, light rail, and commuter rail.

- **Green Yarn = Green Space** (open space or greenways)
  Use the green yarn to create new, or connect existing greenways, wildlife corridors, conservation areas, regional parkland, preservation, or other green space.

The Map

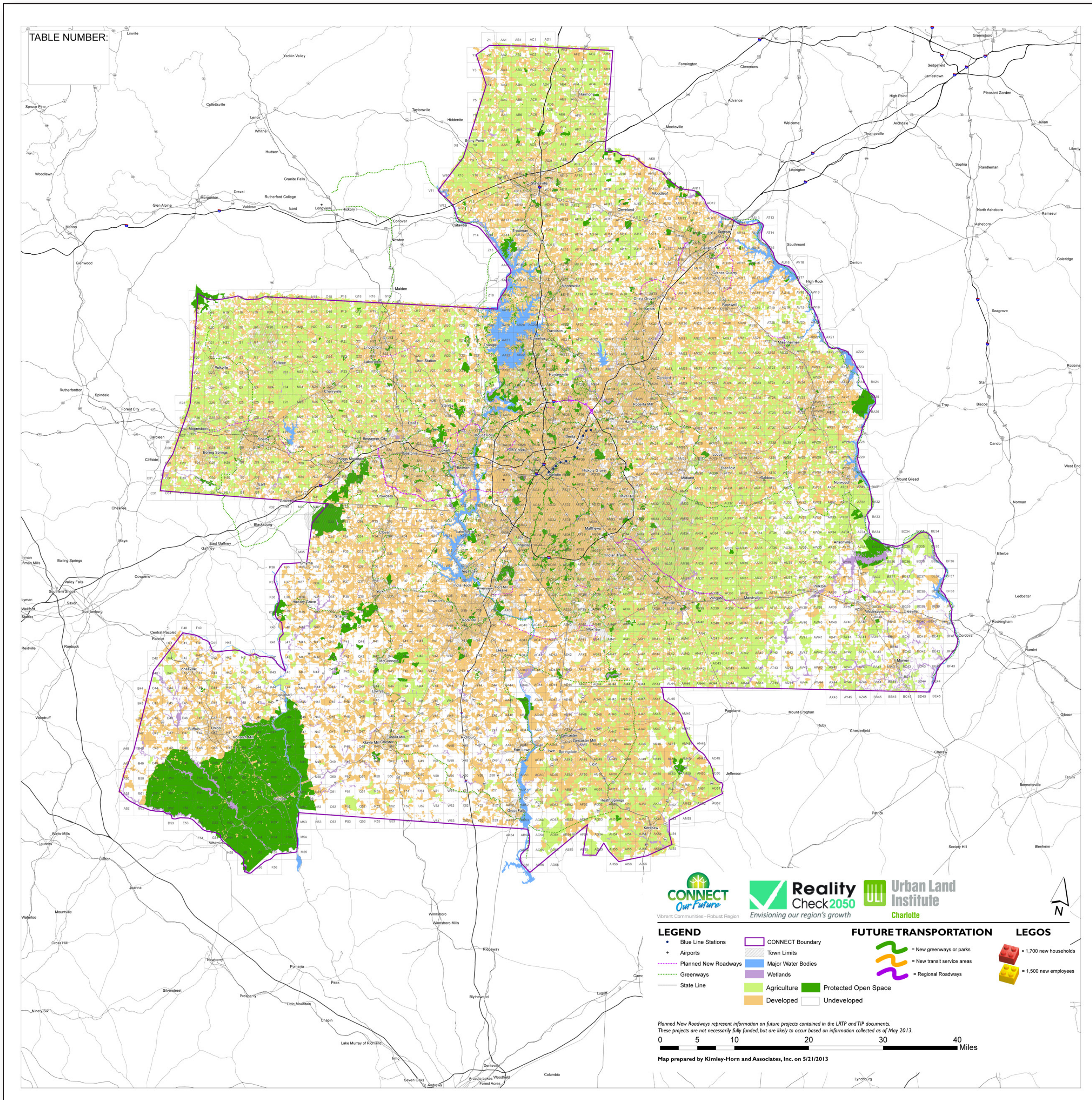


TABLE NUMBER:
CONNECT Our Future
Vibrant Communities – Robust Region
Reality Check 2050
Envisioning our region's growth
ULI Urban Land Institute
Charlotte
N
LEGEND
Blue Line Stations
Airports
Planned New Roadways
Greenways
State Line
CONNECT Boundary
Town Limits
Major Water Bodies
Wetlands
Agriculture
Protected Open Space
Developed
Undeveloped
FUTURE TRANSPORTATION
= New greenways or parks
= New transit service areas
= Regional Roadways
LEGOS
= 1,700 new households
= 1,500 new employees
Planned New Roadways represent information on future projects contained in the LRTP and TIP documents.
These projects are not necessarily fully funded, but are likely to occur based on information collected as of May 2013.
0 5 10 20 30 40 Miles
Map prepared by Kimley-Horn and Associates, Inc. on 5/21/2013

Visualizing Density

Examples of existing development forms in this section help illustrate the impact of land use decisions and levels of density. These are only ideas for discussion.

Residential Density

One red LEGO brick represents 1,700 new households (<1 unit per acre). The photos below represent types of structures and representative development patterns at various density levels.

No. of LEGOs	Household (HH) Density	Aprox. HH / Acre
1	Low	.6
4	Low / Medium	2.6
6	Medium	4
24	Medium / High	16
48	High	32

Agricultural Lands, Very Rural

No LEGO

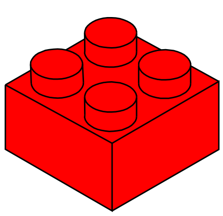
<1,700 households per grid or 2,560 acres

Wesley Chapel, NC

Rural Living

1 LEGO

1,700 households per 2,560 acres or 1 house on 2 acre lot

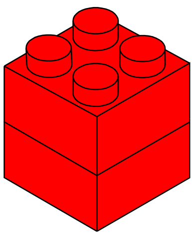


Belmont, NC

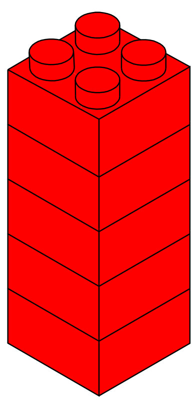
Belmont, NC

Visualizing Density

Large Lot Residential
2 LEGOs
3,400 households per 2,560 acres or 1 house on 1.3 acres



Suburban Neighborhood
3 LEGO – 5 LEGOs
5,100 – 8,500 households per 2,560 acres, or 2 -3 households per acre



Baxter Village, Fort Mill, SC

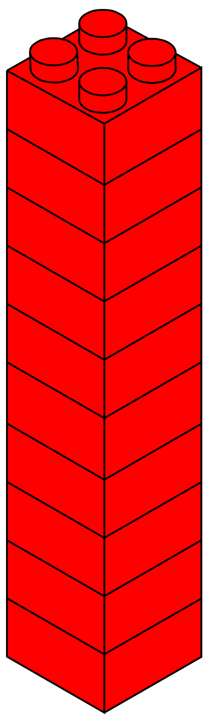
Gastonia, NC

Visualizing Density

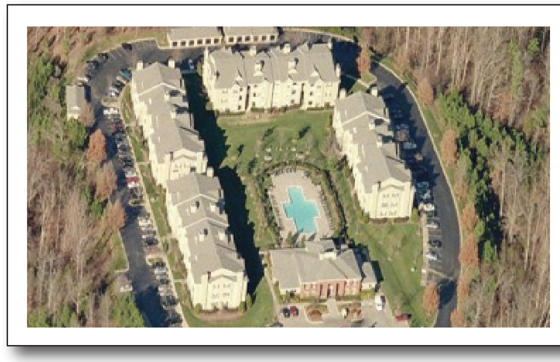
Multi-Family Residential
Mixed Residential
Town Homes & Small Condos
Walkable Neighborhoods
6 LEGOs – 15 LEGOs

10,200 – 25,500 households per 2,560 acres, or 4 -10 households per acre

Photos B, C and D are of Dilworth, Charlotte, NC



A



B

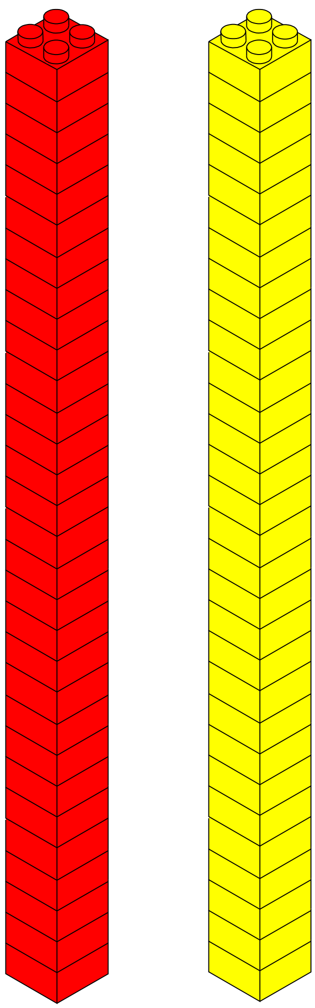
C

D

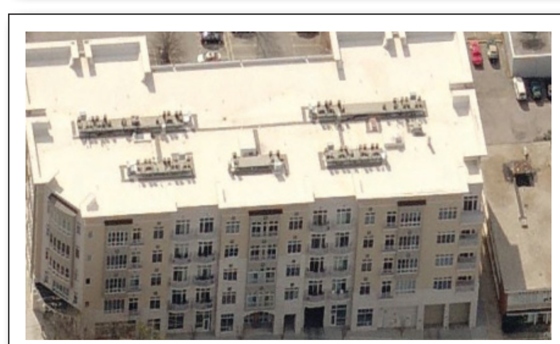
Visualizing Density

Mixed-Use Neighborhood
Transit Activity Center
Urban Neighborhood
16 LEGOS – 30 LEGOs

27,200 – 51,000 households per 2,560 acres, or 10 -20 households per acre

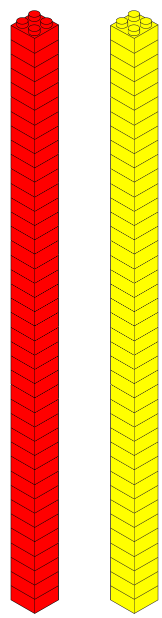


First Ward, Charlotte, NC

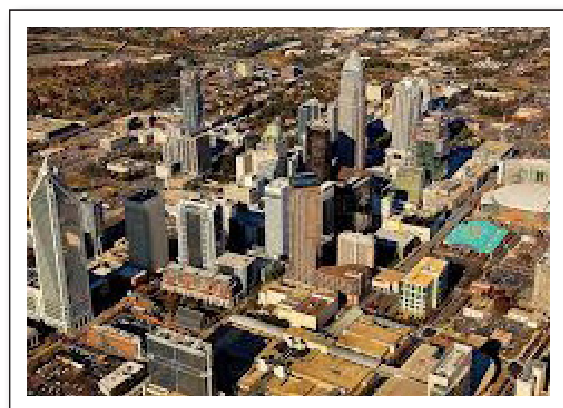


Visualizing Density

Metropolitan Center
30 LEGOs +
51,000 households on 2,560 acres
or 20 plus households per acre



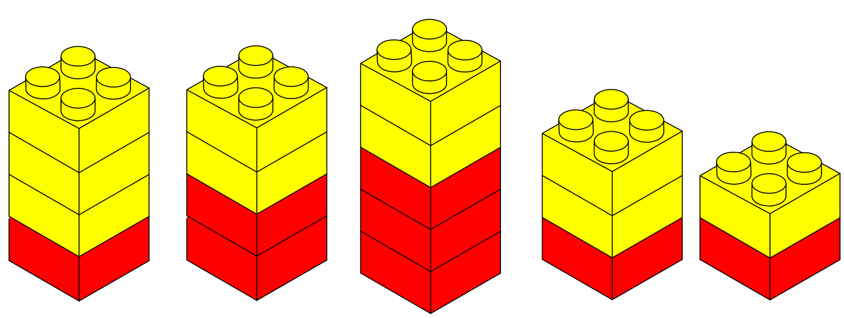
Uptown Charlotte, NC



Uptown Charlotte, NC

Mixed Uses

To indicate new mixed-use development (residential and employment) stack the LEGO bricks as shown above. Please stack the yellow LEGO bricks on top of the red LEGO bricks for consistency and ease of counting.



Visualizing Density

Non-Residential Density

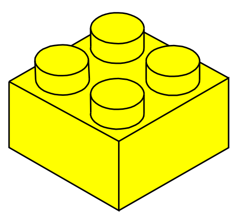
One yellow LEGO brick represents 1,500 new employees (<1 employee per acre) The photos below represent types of structures and representative development patterns at various density levels.

No. of LEGOs	Job Density	Jobs / Acre
1	Low	.5
4	Low / Medium	2.3
6	Medium	3.5
24	Medium / High	14
48	High	28

Rural Employment

No LEGOs – 1 LEGO

<1,500 employees per grid or 2,560 acres



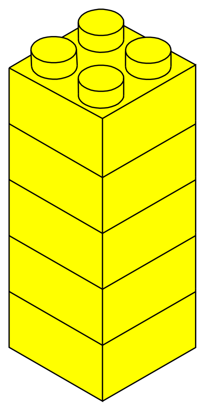
Wesley Chapel, NC

Clover, SC

Visualizing Density

Suburban Employment
2 – 10 LEGOs

3,000 – 15,000 employees per 2,560 acres or 1 employee per acre – 6 employees per acre

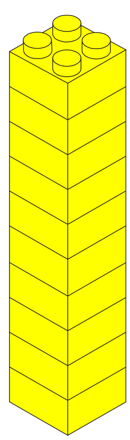


Birkdale Village, Huntersville, NC

Weddington, NC

Urban Employment
8 - 20 LEGOs

12,000 – 30,000 employees per 2,560 acres or 5- 12 employees per acre

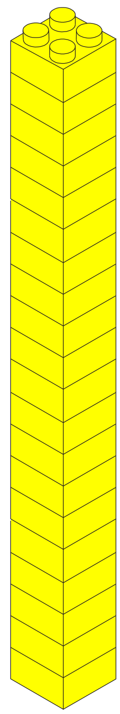


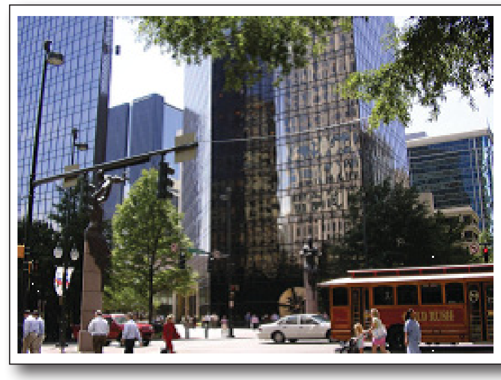
First Ward, Charlotte, NC

Visualizing Density

Metropolitan Center
20 LEGOs and above

30,000 employees per 2,560 acres
or 12 employees per acre or more



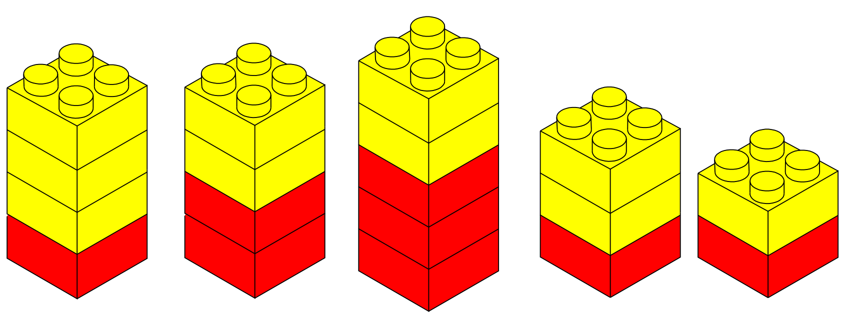


Uptown, Charlotte, NC

Uptown, Charlotte, NC

Mixed Uses

To indicate new mixed use development (residential and employment) stack the LEGO bricks as shown above. Please stack the yellow LEGO bricks on top of the red LEGO bricks for consistency and ease of count



Visualizing Density

Yarn for Transportation and Greenspace

In addition to the Legos, each table will be given supplies that will allow participants to express their preferred types and locations for regional parks as well as their desired transportation strategy. To accomplish this each table will receive three colors of yarn (Green, Purple, and Orange). These will represent Parks, Regional Roadways, and Transit.

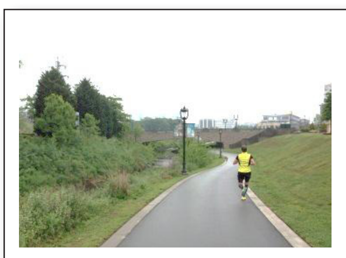
Parks - GREEN

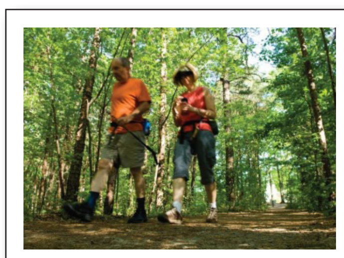
The green color of yarn should be used to express regional recreation and parks facilities. These can be expressed by cutting the yarn and placing them on the map in two different configurations:

a) **Linear Parks and Greenways** – can be identified by cutting the yarn to a desired length and placing them on the map. The exact alignment isn't critical.

Often these types of facilities are located along rivers and streams but can also follow utility corridors as well as other linear features including roads and rail lines. There are numerous examples including portions of the Carolina Thread Trail, Sugar Creek Greenway in Mecklenburg County, Anne Springs Close Greenway in York County as well as many others throughout the region. While smaller community parks are an important part of all communities, most aren't regional in scale and will be difficult to identify on the maps.

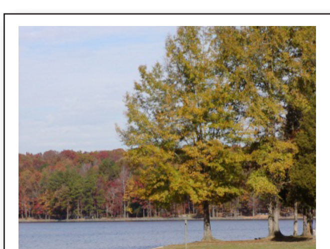
b) **Regional Parks** – can be expressed by cutting yarn to a desired length, placing on the map and looping to make a circle around the desired location for the park.


Linear Parks


Trails


Greenways

These large scale parks are often places where organized events, athletic leagues and cultural and natural resources can be found. There is a wealth of diversity between parks. Locating and establishing parks is often motivated by the desire to protect and preserve natural and cultural resources as well as offer residents reasonable proximity and access to active and passive recreation areas. Examples of regional parks within the area include: Cane Creek Park in Union County; Kings Mountain State Park in York County, SC; and Lake Norman State Park, in Mecklenburg County.


Cane Creek Park

Kings Mountain


Lake Norman

Visualizing Density

Yarn for Transportation and Greenspace - *continued*

Transportation – PURPLE/ORANGE

Each table should express a desired transportation strategy that supports their vision for growth. The existing transportation network is understood to play a continuing role in promoting community mobility. Therefore, each table should focus on the identification of new regional transportation facilities and services. Tables may use a combination of Regional Roadways and Regional Transit to express their preferred strategy to accommodate future growth.

c) **Regional Roadways**: the purple yarn will be used to express the location of any new regional roads. These can be identified by cutting the yarn to a desired length and placing them on the map in the desired location.

These types of roadways are often anticipated to provide increased accessibility to locations where new growth will occur, play a critical role in connecting people with places and accommodate projected traffic. Participants are asked to think about how new regional roadways integrate with the existing transportation network.

Characteristics: these roads are often multi-lanes and include facilities like boulevards, parkways, arterials, freeways, and expressways. Examples of regional roadways in the area include: Interstate Highways, US Hwy 521 in Lancaster County, US Hwy 321 in Lincoln County, and NC Hwy 73 in Mecklenburg County. Construction cost for these types of roads is often $18-$25 million per mile.

Freeways


Parkways


Boulevards

d) **Transit** - The orange yarn will be used to identify the boundaries of future transit service and new regional transit corridors. These can be expressed by cutting the yarn and placing them on the map in two different configurations:

New Regional Transit Corridors: cut the orange yarn to sufficient length and place on the map to represent connections where new regional transit investments should be made. These future transit corridors may include investments like, express bus, commuter rail, light rail and similar technologies.

Characteristics: investments in these types of regional transit service are traditionally aligned with development intensities that are supportive of targeted ridership goals. Therefore, consideration should be given to connecting existing and future places with densities that correspond with Mixed-Use Neighborhoods, Transit Activity Centers and denser Urban Neighbor-hoods. For the purposes of this exercise, new supportive land use intensities are places where there is a density of at least 16 residential Legos. The cost for these types of premium transit will vary (light rail may cost $80-$120 million per mile while Bus Rapid Transit (BRT) may cost between $15-25 million / mile).

Visualizing Density

Yarn for Transportation and Greenspace - *continued*

Transit Service Areas: cut the orange yarn to a sufficient length to surround the places and limits of desired future transit service. A single service area or multiple service limits can be expressed. The service area(s) should represent a generalized projected area where access to transit is a desired part of the table's agreed upon growth strategy. Please note that access to transit could mean reasonable access to bus or rail forms of public transportation.

Passenger Rail

Bus Rapid Transit

Street Car

Bus / Express Bus

Next Steps

In Phase One, we heard your voice. So…we came together today.
We played with LEGOs and yarn.
We heard inspirational speakers.
We had a great lunch.

WHAT'S NEXT?

What happens on June 4th in RealityCheck2050 will be used almost immediately by *CONNECT Our Future*.

The "Growth Themes" you produced, the scorecards that go with them, and the results from your polling, will be shared with the entire region through a series of 16 days of Community Character Workshops. These will take place in the 14 counties beginning September 5 and running through October 17 (more detailed information can be found on the ULI Charlotte website in August). Your fellow residents all over the region will see and react to what you have done, and will take that information to figure out how your ideas may work, or not, in their own counties. You can stay involved with *CONNECT Our Future* by helping to recruit people for those workshops, by participating in them yourself, and by sharing the fun and excitement you had today, and the knowledge you gained, with your peers at home.

Their work, and your work today, will go toward creating final "Alternative Growth Scenarios" that will be shared in early 2014 with the entire region. Again, you will have the opportunity to be an ambassador for *CONNECT Our Future* in sharing these results, should you want to do that, and to weigh in yourself on what you believe is the approach that produces the long-term outcomes you want to see, for the region and your community.

The end result of your work, and that of so many others, will be a Regional Growth Framework that includes the overall "selected growth option" that you have helped to develop (a first for this region!), that produces the outcomes the public agrees are important for the future. The final Regional Growth Framework will also include toolboxes and recommendations for voluntary adoption by communities to help make those selected outcomes a reality. These are scheduled to be available by the end of 2014.

If you would like to STAY INVOLVED, bring a business card with you to Game Day.

We'll collect them and get you on our mailing list so you can stay connected! (And you might want to bring a stack of business cards — this is a great networking opportunity.)

Thank you for your participation in RealityCheck2050 today—an integral part of *CONNECT Our Future,* working for vibrant communities in a robust region.

At RealityCheck2050, we helped the region develop its first-ever framework for growth for the next 37 years.

Not bad for a day's work.

Technical Appendix

The CONNECT Region is the fastest-growing large metropolitan region in the country.

The pages which follow contain reference material that may be helpful to you, particularly if you'd like to "dig deeper" in terms of regional information or background. All maps and charts included in this section represent the best available data, considering that data must be consistent for the entire 14-county CONNECT region. We hope you find this information helpful and enjoy Game Day on June 4th!

Data are Organized as Follows:

1. Population and Households
2. Employment and Economic Development
3. Transportation
4. Environment and Natural Assets
5. Quality of Life Indicators
6. Reference Documents Available On-Line

CONNECT Region Current and Projected Population by County

The table shows the population projections by COUNTY for each decade between 2010 and 2050. These are the current official population projections for transportation planning.

Population Projections

County	2010	2020	2030	2040	2050
Anson	26,900	27,000	27,200	29,900	33,300
Cabarrus	178,000	222,800	290,000	357,500	413,500
Cleveland	98,100	99,703	109,071	122,022	137,400
Gaston	206,100	223,213	239,359	257,220	295,100
Iredell	159,400	180,000	208,277	238,444	276,700
Lincoln	78,300	92,848	107,404	122,614	138,400
Mecklenburg	919,600	1,112,300	1,300,900	1,492,100	1,687,000
Rowan	138,400	141,800	155,100	172,600	184,500
Stanly	60,600	63,400	70,000	78,600	88,200
Union, NC	201,300	251,600	295,900	339,800	384,400
Chester	33,100	33,300	34,000	37,600	41,900
Lancaster	76,700	84,000	94,300	106,500	119,800
Union, SC	29,000	28,800	28,800	28,700	31,100
York	226,100	273,000	316,800	364,600	409,700
CONNECT Region	**2,431,600**	**2,833,764**	**3,277,111**	**3,748,200**	**4,241,000**

2010 Census Estimate
2020, 2030, and 2040 Endorsed by MPO / RPO for use in LRTP work
2050 Straight line extrapolation using 2020, 2030, and 2040 endorsed projections or
Metrolina Regional Demographic and Economic Data and Data Forecasts, 12/12/12 draft,
Stephen J. Appold, PhD and Paul R. Voss, PhD, University of North Carolina at Chapel Hill

This table shows the same data, but by total percentage growth for the period 2010-2050.

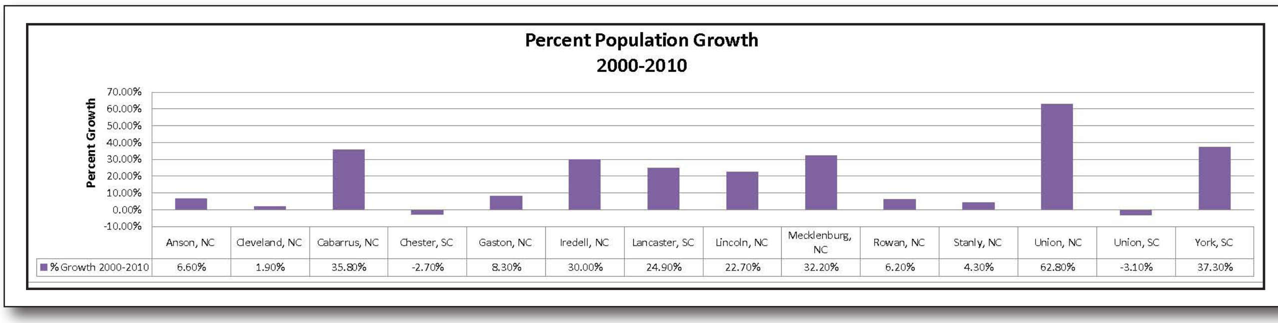
Population Projections by County

County	Percent Change 2010 - 2050
Anson	23.79%
Cabarrus	132.30%
Cleveland	40.06%
Gaston	43.18%
Iredell	73.59%
Lincoln	76.76%
Mecklenburg	83.45%
Rowan	33.31%
Stanly	45.54%
Union, NC	90.96%
Chester	26.59%
Lancaster	56.19%
Union, SC	7.24%
York	81.20%
CONNECT Region	74.41%

Technical Appendix

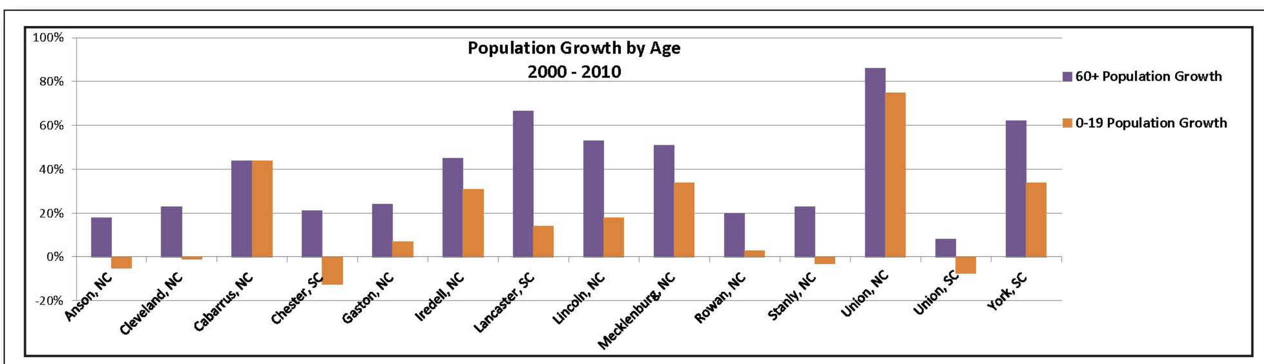
Population Growth - *continued*

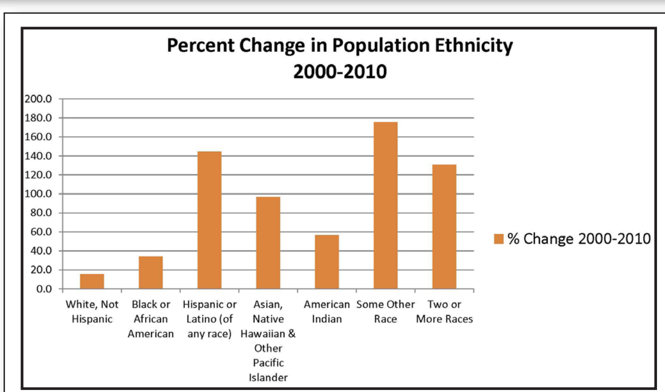
The chart below shows actual percentage growth for the decade 2000-2010. It is interesting to note that the overall percentage of change projected for each county by 2050 represents a different distribution of growth than the distribution of growth for 2000-2010.



Population Change by Ethnicity and Age

The two charts below reflect trends in population growth that are important for planning. The increasing DIVERSITY of the region, reflected in the proportionally-higher population growth among Hispanic/Latinos, Asians, Native Americans, or persons of some other race or of multiple racial background, may produce a desire for different housing choices. Similarly, the AGING of the population during the last decade, may produce a need for additional tools for "aging in place" or for additional housing and transportation options.





Technical Appendix

Household Growth

The chart reflects the population distributed among HOUSEHOLDS—the "housing units" needed to provide housing for those 1.8 million additional people. The type of housing needed and wanted is related to household size, age, cultural background, income, etc.

Household Projections

County		2010*	2020**	2030**	2040**	2050**
Anson		11,700	11,700	11,800	13,000	14,500
Cabarrus		71,900	90,000	117,100	144,400	167,000
Cleveland		43,400	44,100	48,300	54,000	60,800
Gaston		88,700	96,100	103,000	110,700	127,000
Iredell		69,000	77,900	90,200	103,200	119,800
Lincoln		33,600	39,800	46,100	52,600	59,400
Mecklenburg		398,500	482,000	563,700	646,600	731,000
Rowan		60,200	61,700	67,500	75,100	80,200
Stanly		23600	24,700	27,300	30,600	34,300
Union, NC		72,900	91,100	107,200	123,100	139,200
Chester		14,700	14,800	15,100	16,700	18,600
Lancaster		32,700	35,800	40,200	45,400	51,100
Union, SC		14,200	14,100	14,100	14,100	15,200
York		94,200	113,700	132,000	151,900	170,700
CONNECT Region		**1,029,300**	**1,197,500**	**1,383,600**	**1,581,400**	**1,788,800**

* Census Estimate

** Projected Population x 2010 persons per household

Your job on Game Day is to figure out where all these HOUSEHOLDS can be located.

You aren't bound to follow the projections.

You can CHANGE the distribution if your group wants to.

Technical Appendix

Employment and Economic Development

Although job growth slipped in the period 2008-2010, it began to rebound. The region added 24,000 jobs in 2011. The trend of continued healthy job growth is reflected in the employment projections shown in the table.

These projections were developed by the same team that developed population projections to be used in transportation modeling, and these projections also have been approved for that use.

Employment Projections

County		2010*	2020	2030	2040	2050
Anson		10,100	10,100	10,200	10,300	11,200
Cabarrus		69,595	93,000	116,500	134,000	157,453
Cleveland		42,000	38,280	40,817	43,754	48,300
Gaston		92,700	91,192	100,504	108,805	117,780
Iredell		79,700	93,516	103,396	115,976	129,700
Lincoln		25,200	28,447	31,166	34,580	38,600
Mecklenburg		692,900	843,500	951,600	1,080,500	1,213,300
Rowan		53,500	55,500	58,500	64,500	67,013
Stanly		25,500	27,209	31,709	37,709	42,709
Union, NC		74,100	91,800	103,400	116,700	130,800
Chester		12,000	12,000	11,900	11,900	11,800
Lancaster		26,300	26,700	27,000	29,300	32,400
Union, SC		9,200	9,100	9,000	9,000	8,900
York		101,200	120,000	133,200	149,600	167,400
CONNECT Region		**1,313,995**	**1,540,344**	**1,728,892**	**1,946,624**	**2,177,355**

2010 Bureau of Economic Analysis Estimates

2020, 2030, and 2040 Endorsed by MPO / RPO for use in LRTP work

2050 Straight line extrapolation using 2020, 2030, and 2040 endorsed projections or
Metrolina Regional Demographic and Economic Data and Data Forecasts, 12/12/12 draft,
Stephen J. Appold, PhD and Paul R. Voss, PhD, University of North Carolina at Chapel Hill

Your job on Game Day is to figure out where all these new JOBS can be located.

You aren't bound to follow the projections.

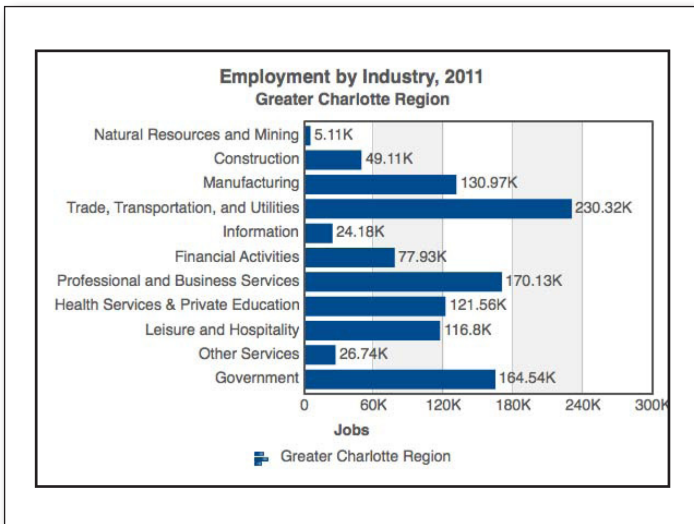
You can CHANGE the distribution if your group wants to.

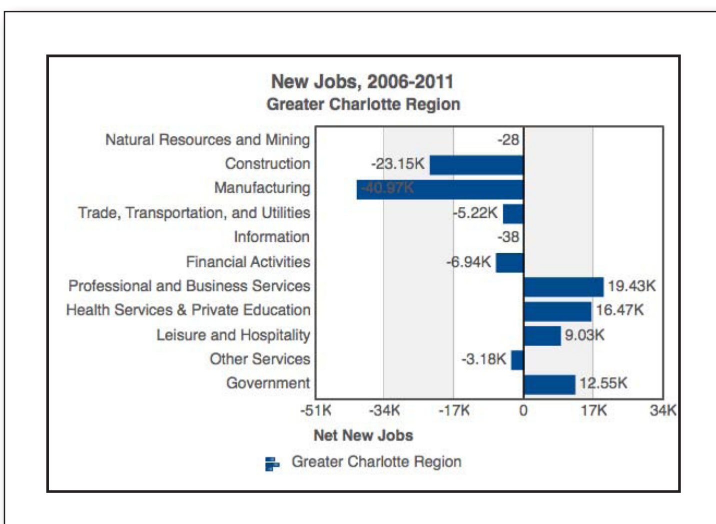
Technical Appendix

Economic Growth Trends by Industry

The Prosperity for Greater Charlotte report reflects current and projected industry growth trends for the preceding and next five years. The information included in this section of the Technical Resources is provided courtesy of the Centralina Economic Development Commission, the Catawba Regional COG, and the Charlotte Regional Partnership.

The two charts reflect the preceding five years' employment by industry, and job growth by industry over that same period. As the charts show, during the recession, job growth happened in only two of the three largest industry sectors. The manufacturing sector lost more employees than all other sectors combined. Trade, Transportation and Utilities is one of the largest and growing "supersectors" of employment in the CONNECT region.





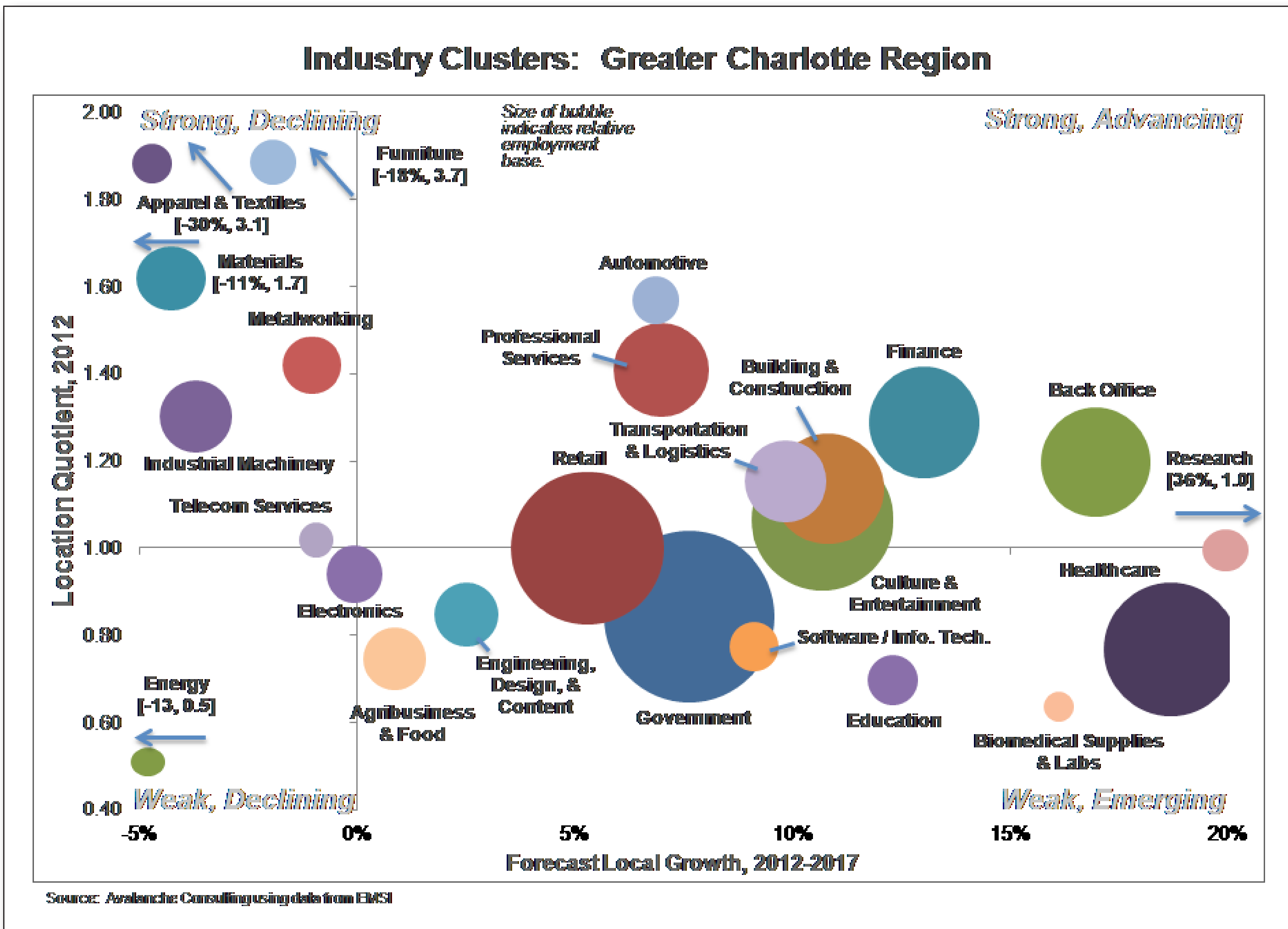
Technical Appendix

On to the Future

The bubble chart shows the current and projected status of industry clusters in the CONNECT region.

Industries are grouped as "strong and advancing," "strong and declining," "weak and emerging" and "weak and declining." These groupings are based on how "present" the industry is in the region, how it compares with other regions, etc. Some of the groupings may appear counter-intuitive (such as "energy").

Because the classifications are based on standard industrial coding systems, energy "production" gets a weak score, and much of the research and development in the energy sector is found in professional services, engineering, building and construction, research, etc.



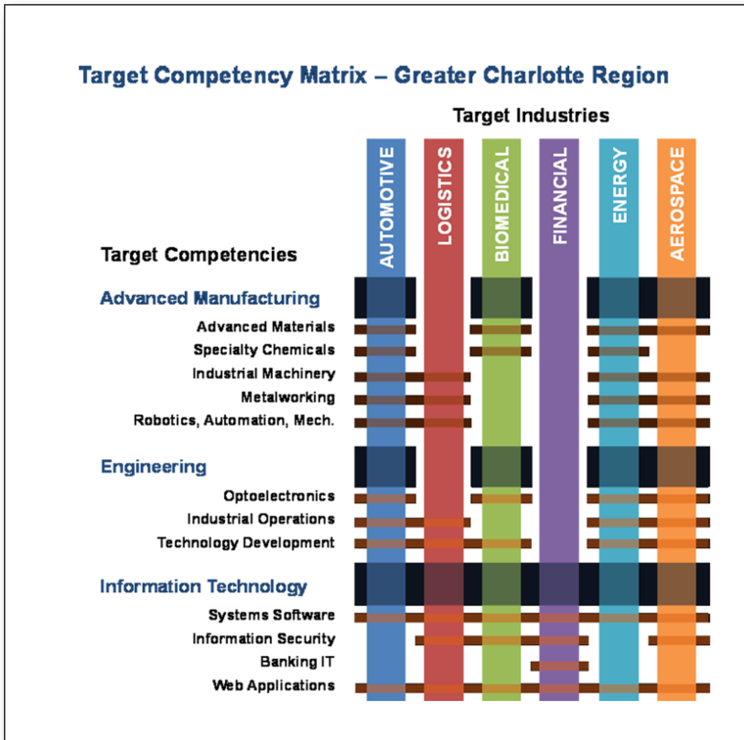
Technical Appendix

Economic Development and Workforce Alignment

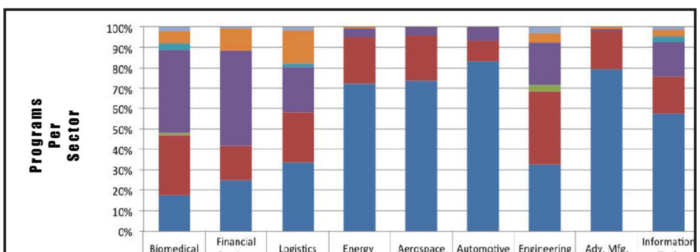
Why does this matter? One of CONNECT's contributions to economic development planning is a robust level of data and analysis that allows the targeting of industries on a more local level, and the corresponding analysis of training and education available to the workforce at the more local level.

The alignment of targeted industries with workforce availability and nearby training is a gap-closer for business development and recruitment.

The first chart to the right identifies the primary industry clusters existing in our region and the cross-cutting regional training and education competencies that support and align with these targeted industries. This defines and illustrates our economic competitive advantage in these sectors and the foundations to our future growth.



This chart presents a similar analysis for degree programs based on the target industry clusters for this region.



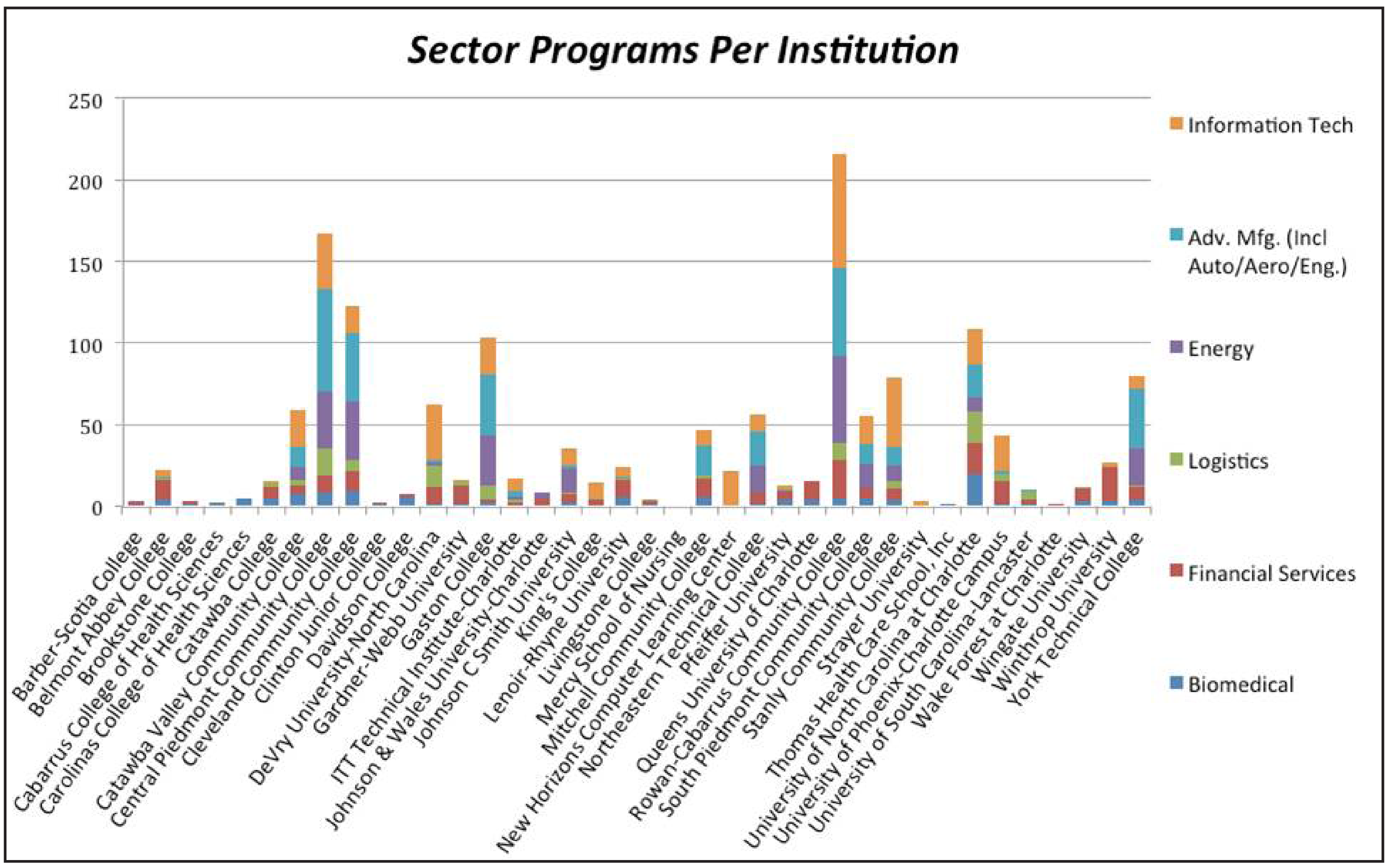
	Biomedical	Financial Services	Logistics	Energy	Aerospace	Automotive	Engineering	Adv. Mfg.	Information Tech
Doctorate	3	2	2	0	0	0	3	0	6
Master	8	28	17	2	0	0	4	2	14
Post-Bachelor Certificate	4	0	2	0	0	0	0	0	12
Bachelor	56	123	24	12	1	2	19	2	76
Post-Associate Certificate	1	0	0	0	0	0	3	0	0
Associate	40	45	26	64	5	3	33	40	82
Pre-Associate Certificate	24	65	36	205	17	25	30	170	255

Technical Appendix

Economic Development and Workforce Alignment - *continued*

This chart presents a geographically specific analysis of where in the CONNECT region one can receive training that will serve specific target industry sectors.

The end goal is alignment of economic development, job training, and geographic resources within the CONNECT region, so that all counties benefit.

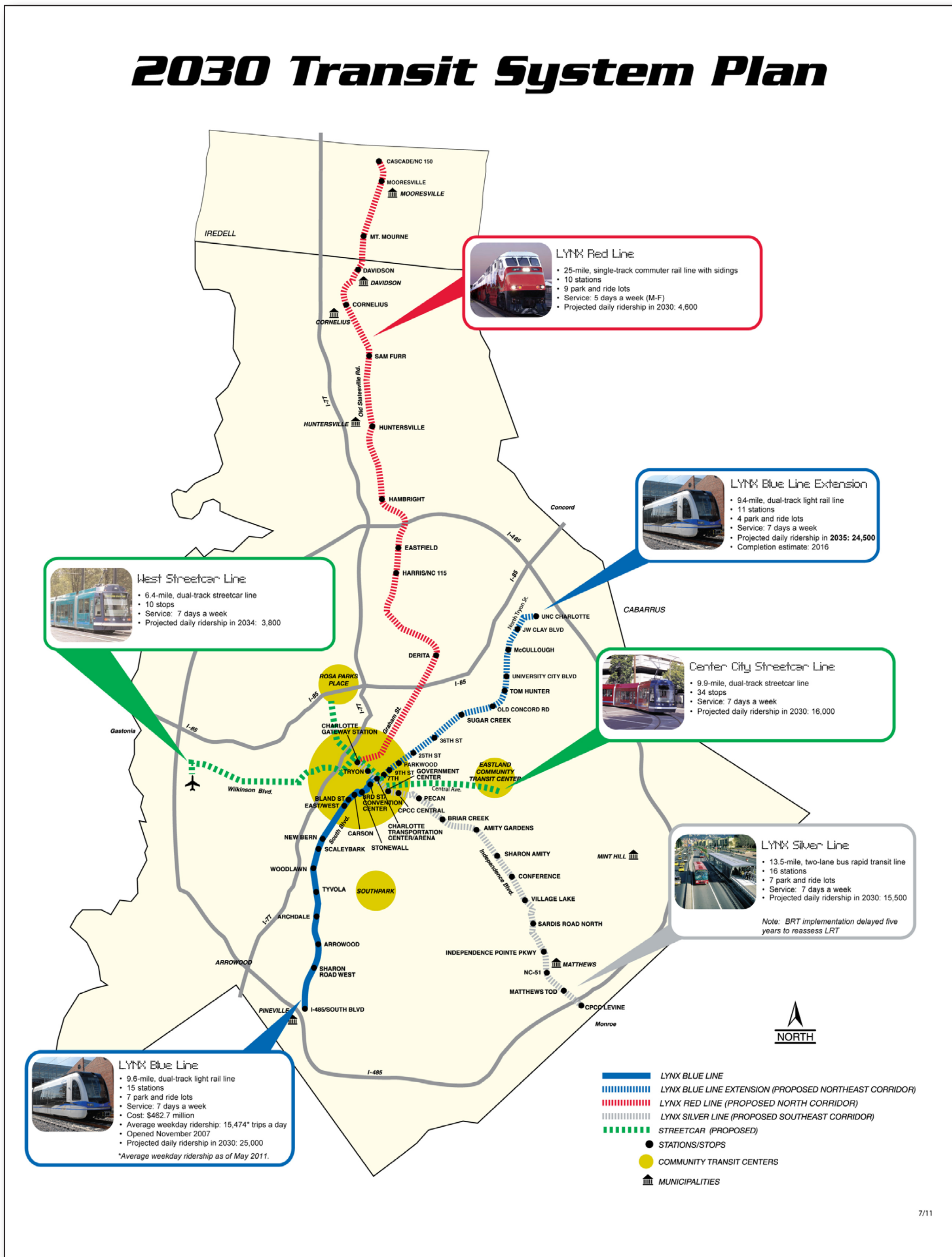


Technical Appendix

Transportation

Transit in the CONNECT region includes bus "fixed route" transit (meaning a bus runs a regular route), "demand response" transit (the vans or buses that come pick you up when you call), rideshare programs, streetcars,and light rail (the Lynx Blue Line). The map to the right depicts CATS's transit plan for rail.

The region's residents top requests for transportation improvements were for improved roads and more walkable / bikeable areas.



Technical Appendix

Transportation - *continued*

The very detailed table below comes from the Prosperity for Greater Charlotte report. It details the commuting patterns in the Charlotte region.

What's important to note about these commuting patterns is that while many of them are in and out of Mecklenburg County, many are also among other counties. People drive from Cabarrus County to York County to work. People drive from Anson County to Gaston County to work.

Are these commuting patterns by choice, because jobs aren't available locally, or for some other reason? They are probably the result of a combination of factors.

Where Residents Work
Greater Charlotte Region

Place of Residence →	Place of Employment ↓ Alexander County	Anson County	Cabarrus County	Catawba County	Cleveland County	Gaston County	Iredell County	Lincoln County	Mecklenburg County	Rowan County	Stanly County	Union County	Chester County	Chesterfield County	Lancaster County	Union County, SC	York County	**Greater Charlotte**
Alexander County	4,373	9	59	4,012	77	105	1,518	106	520	88	20	64	-	-	-	-	12	**10,963**
Anson County	1	2,967	183	24	20	34	49	18	995	127	252	1,557	1	133	6	-	11	**6,378**
Cabarrus County	22	93	21,493	517	261	762	1,378	181	26,453	3,013	847	1,358	13	14	43	3	195	**56,646**
Catawba County	1,049	14	506	33,527	316	818	2,598	1,895	4,703	485	77	271	5	5	3	5	65	**46,342**
Cleveland County	40	12	222	979	15,989	4,507	228	632	2,482	225	63	273	7	2	7	18	263	**25,949**
Gaston County	59	68	1,215	1,750	2,878	32,761	991	2,045	25,757	776	142	748	14	27	86	3	2,077	**71,397**
Iredell County	545	28	1,808	2,357	206	588	27,114	494	11,111	1,864	84	374	2	3	15	3	100	**46,696**
Lincoln County	17	27	419	3,355	638	2,736	754	7,469	8,455	262	39	218	2	9	12	1	227	**24,640**
Mecklenburg County	58	288	9,767	2,024	1,264	6,542	4,887	1,394	234,724	2,142	693	8,011	105	134	1,385	18	7,781	**281,217**
Rowan County	32	35	5,662	459	229	574	2,693	209	6,856	20,927	638	358	2	8	11	1	58	**38,752**
Stanly County	4	315	1,994	67	45	76	116	51	3,921	871	9,429	1,027	2	43	22	-	35	**18,018**
Union County	11	531	1,418	377	252	621	502	130	31,013	364	357	23,034	39	347	516	1	1,011	**60,524**
Chester County	-	5	22	20	49	133	13	19	1,230	14	1	53	3,522	29	609	127	2,935	**8,781**
Chesterfield County	-	225	42	12	4	48	30	7	741	7	16	1,168	49	6,927	309	14	461	**10,060**
Lancaster County	1	55	65	18	14	48	36	7	5,000	19	26	1,146	743	463	7,651	19	3,281	**18,592**
Union County, SC	-	5	17	14	49	85	16	17	337	7	4	30	125	26	79	3,763	291	**4,865**
York County	6	30	406	258	450	2,497	250	113	24,490	124	17	900	1,222	168	1,911	138	39,434	**72,414**
Greater Charlotte	**6,218**	**4,707**	**45,298**	**49,770**	**22,741**	**52,935**	**43,173**	**14,787**	**388,788**	**31,315**	**12,705**	**40,590**	**5,853**	**8,338**	**12,665**	**4,114**	**58,237**	**802,234**

Source: US Census, LEHD

Technical Appendix

Environmental and Natural Assets

The region's residents ranked parks, open space, greenways, natural assets, forests, and the like as very high on their list of "appreciate now" and "important for the future of the region and community."

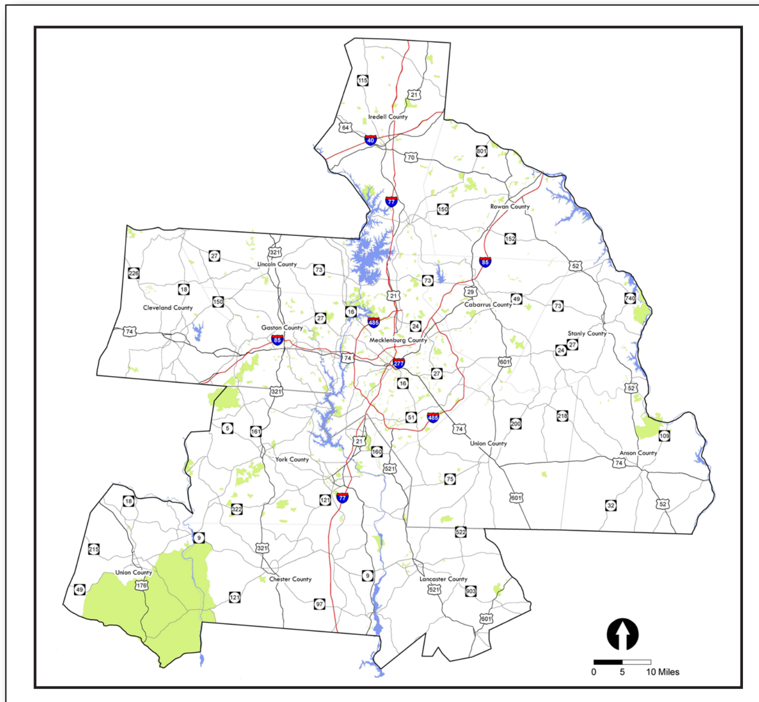
The map A shows the best available data on lands currently in conservation, or targeted for potential conservation because of their ecological interest. There are likely additional lands being held privately under conservation easement that are not reflected on this map. It also is not at a scale to capture city or town parks.

Open space, parks, farmland, and the like are at risk at times of rapid growth. During the 10 year period from the early 90's to early 2000, the region lost more open space, farm and forest land than the equivalent of the land area of Mecklenburg County to developed uses.

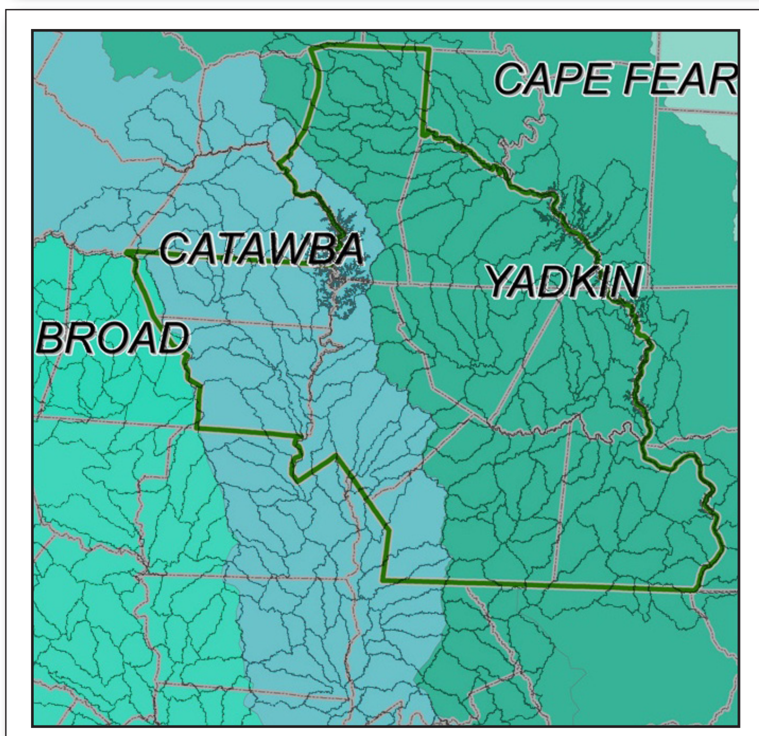
Residents also valued rivers, lakes and streams. Mountain Island Lake, pictured right, is mostly surrounded by shoreline in conservation, protecting water quality. Most other lakes and rivers are not.

Map B shows the three major river basins and the sub-basins that serve the CONNECT region. Note that several counties fall into two basins: Iredell, Mecklenburg, Union, York, Lancaster, and Chester. The balancing of intake and discharge between basins, and of water use, remains a critical regional issue as growth occurs.

A



B



Technical Appendix

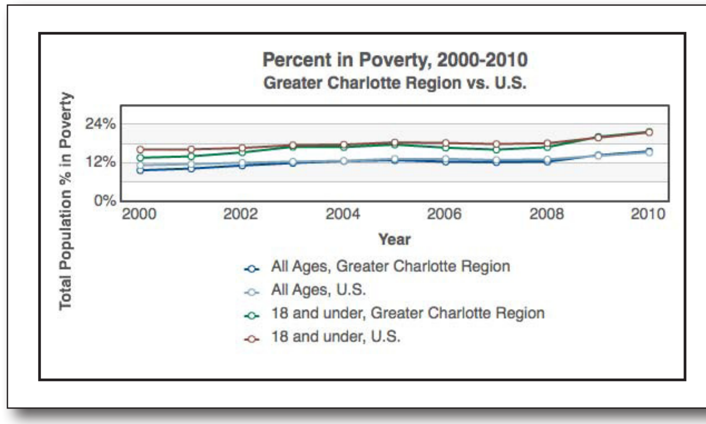
Quality of Life Data

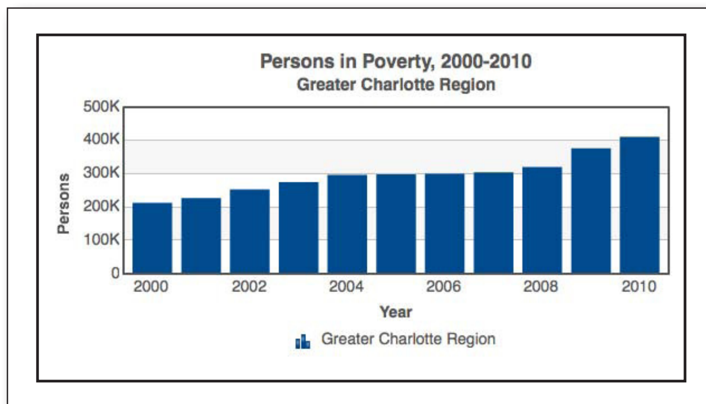
"Quality of Life" means different things to different people. These charts show markers for the CONNECT region for indicators traditionally associated with Quality of Life: poverty, median household income, student-teacher ratios, and availability of physicians.

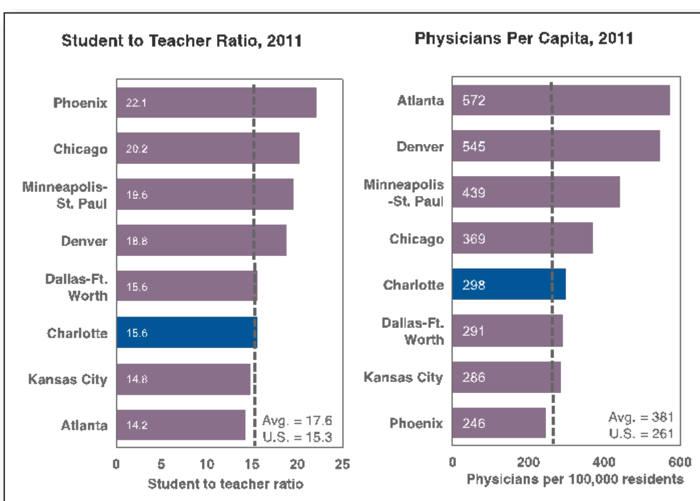
In the period 2000-2010, the CONNECT region tracked with the nation in terms of poverty, both for all ages and for those 18 and under. Persons in poverty have increased in both the nation and the region, and, according to the Prosperity for Greater Charlotte report, childhood poverty is now at 22% for both the region and the nation.

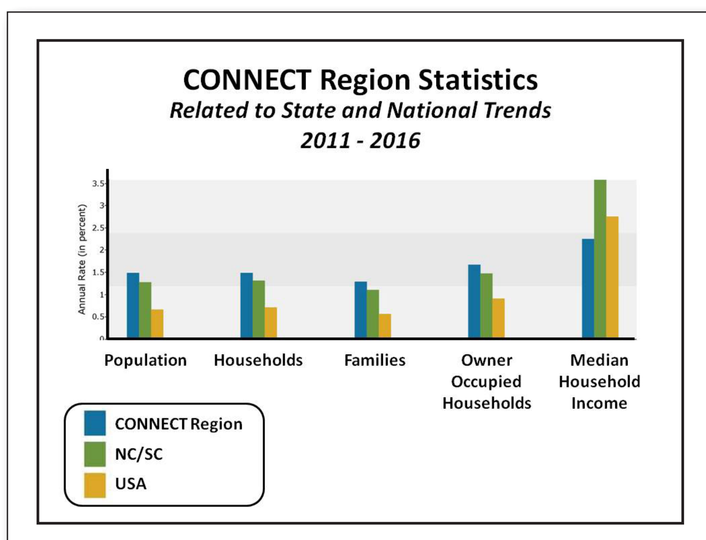
The region tracks ahead of both the state and the nation in many indicators, but as the chart at the right shows, is behind the state and nation in median household income. This affects families' ability to participate in enriching activities. It is also significant that in this region, over 60% of households pay more than 45% of their income for the combined cost of housing and transportation.

Other common "Quality of Life" measures include student-teacher ratios, and access to physicians. The two charts below show how the CONNECT region ranks on these measures against regions we're typically benchmarked against.









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