

# Our Upstate Vision Forum



## Shaping Our Future



# Welcome



## Hank McCullough Chairman Ten at the Top







# Welcome



## Hank McCullough Chairman Ten at the Top



# Series Premier Sponsor



## Jim Shew Blue Cross Blue Shield of South Carolina



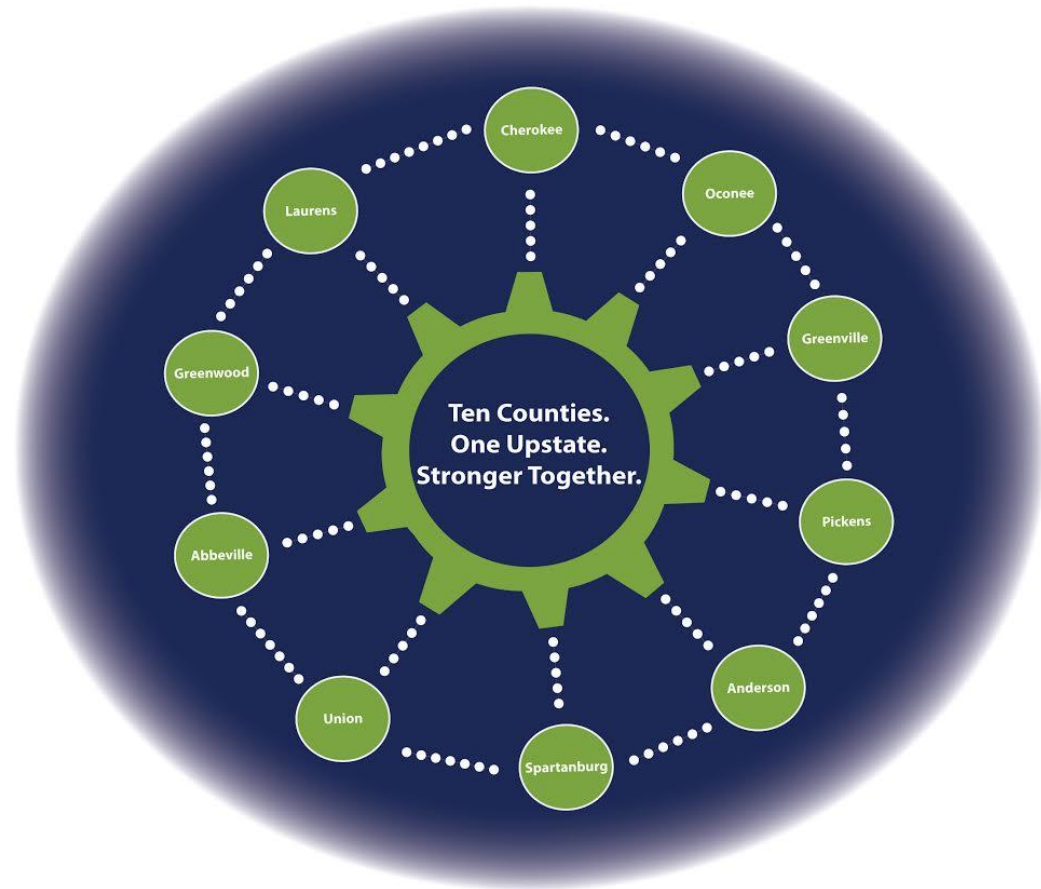
# Introduction of Program



**Dean Hybl**  
**Executive Director**  
**Ten at the Top**



# Serving as the Regional Connector



- **Sharing Ideas**
- **Identifying Gaps**
- **Increasing Efficiency**
- **Creating Regional Networks & Cross-Jurisdictional Solutions**

Community Vibrancy

Economic & Entrepreneurial  
Vitality

Human Potential

Natural Beauty & Resources

Sustainable Growth





# TATT's Role in The Upstate

## Connecting Regional Stakeholders to Build Collective Capacity Around Key Upstate Issues



# Regional Forum Series

- **Started in 2012**
- **April 27, 2017** – Building Global Fluency in the Upstate
- **May 25, 2017** – Shaping Our Future Analysis Unveiling
- **September 28, 2017** – Culture Counts
- **November 16, 2017**– Celebrating Successes: Great Things Happening Across the Upstate (LUNCHEON)

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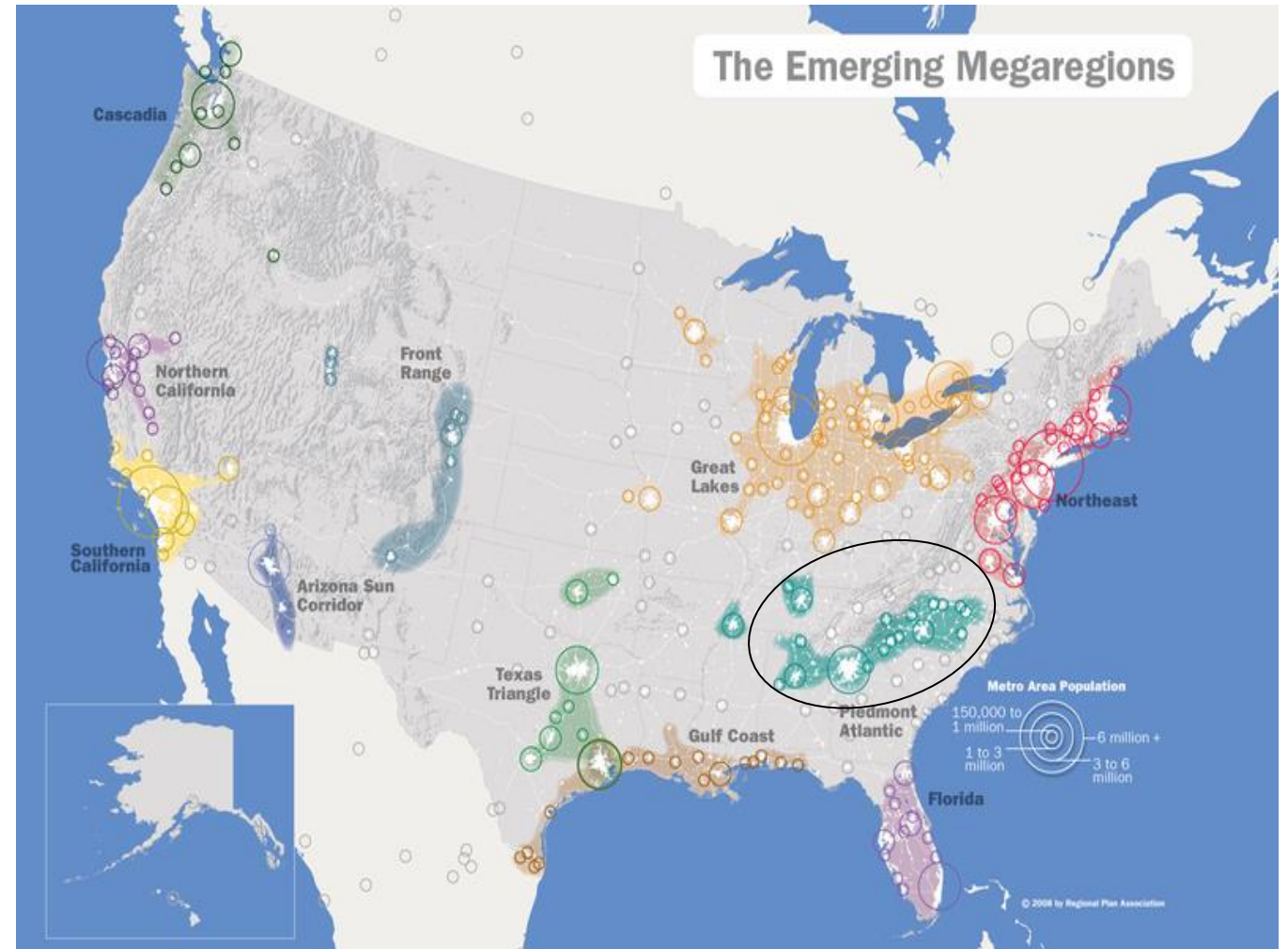


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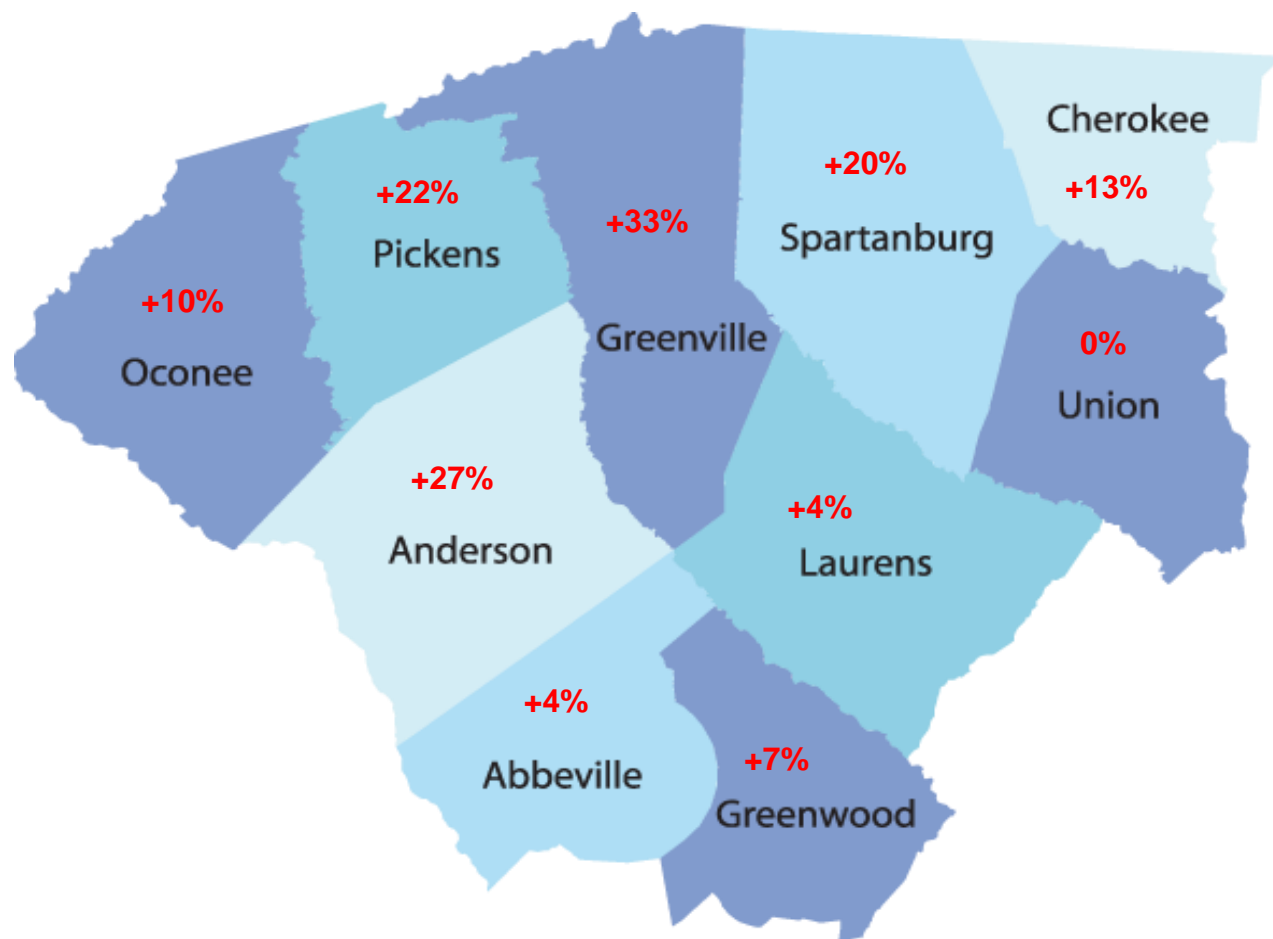
# United States Population Growth

- **U.S. will add 100 million new residents by 2050 with 70% projected for these 10 megaregions**
- **Piedmont Atlantic is third largest megaregion economy in the U.S.**





# 2040 Upstate Growth Projections



## Upstate Population

**2015 Population: 1,420,000**

**2030 Projection: 1,620,000**

**2040 Projection: 1,742,000**

**2010-2015: +64,000**

**2016-2040: + 322,000**



# Key Question:

**Is the Upstate positioned to SHAPE future growth instead of BEING SHAPED by that growth?**



# Studying & Discussing Growth in the Upstate

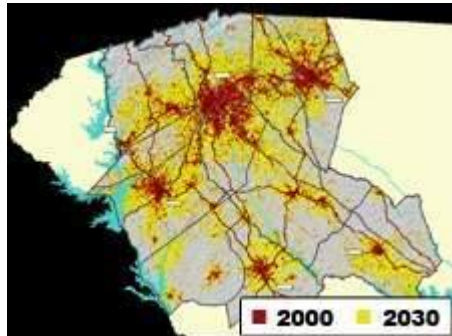
**2008 – Strom Thurmond Land Use Study**

**2009 – Upstate Reality Check**

**2011 – Shared Upstate Growth Vision**

**2014 – Comprehensive Plan Review**

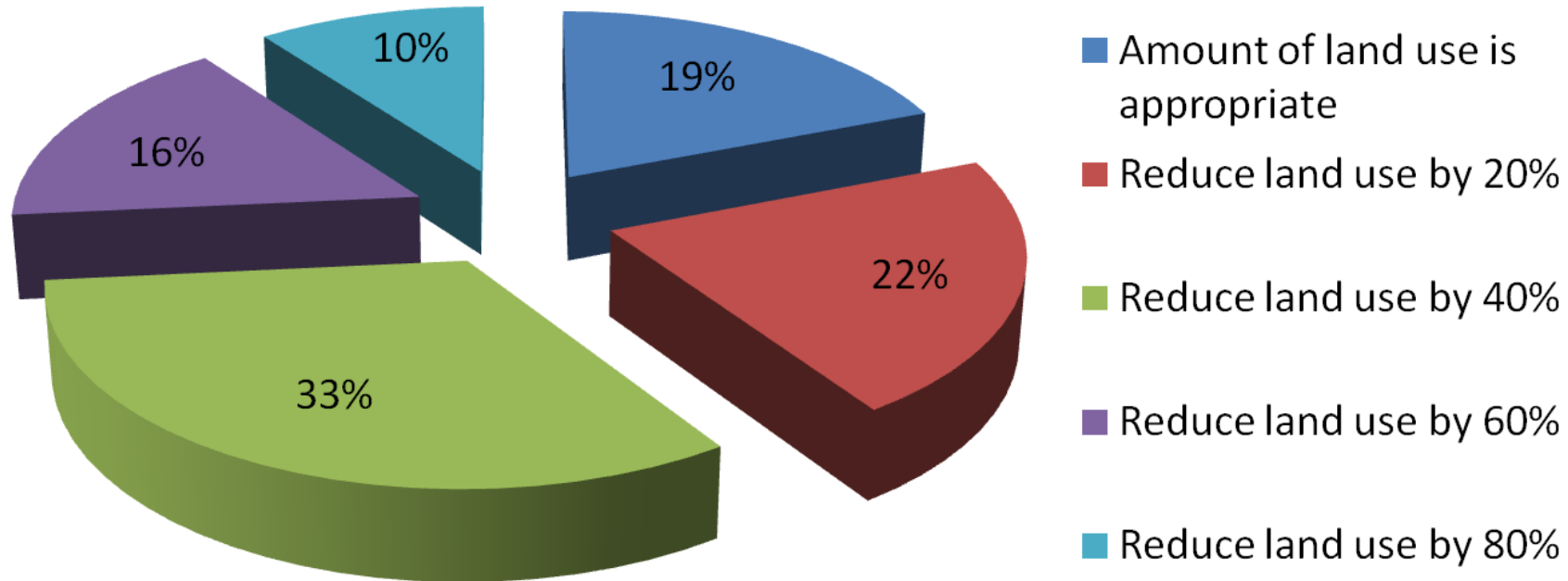
**2015 – Shaping Our Future Speaker Series**





# Concerns About Land Consumption

**In 2000, 643,000 acres in the Upstate had been developed. Projection for 2030 is 1.7 million acres**



**81% of survey participants called for some reduction in land consumption over next 20 years**



# Shaping Our Future Analysis Supporters

## Shaping Our Future Consortium:



## Other Funding Partners & Sponsors:



Hollingsworth Funds



# Speaker Introduction



**Andrea Cooper**  
**Executive Director**  
**Upstate Forever**



# Shaping Our Future Growth Alternatives Analysis

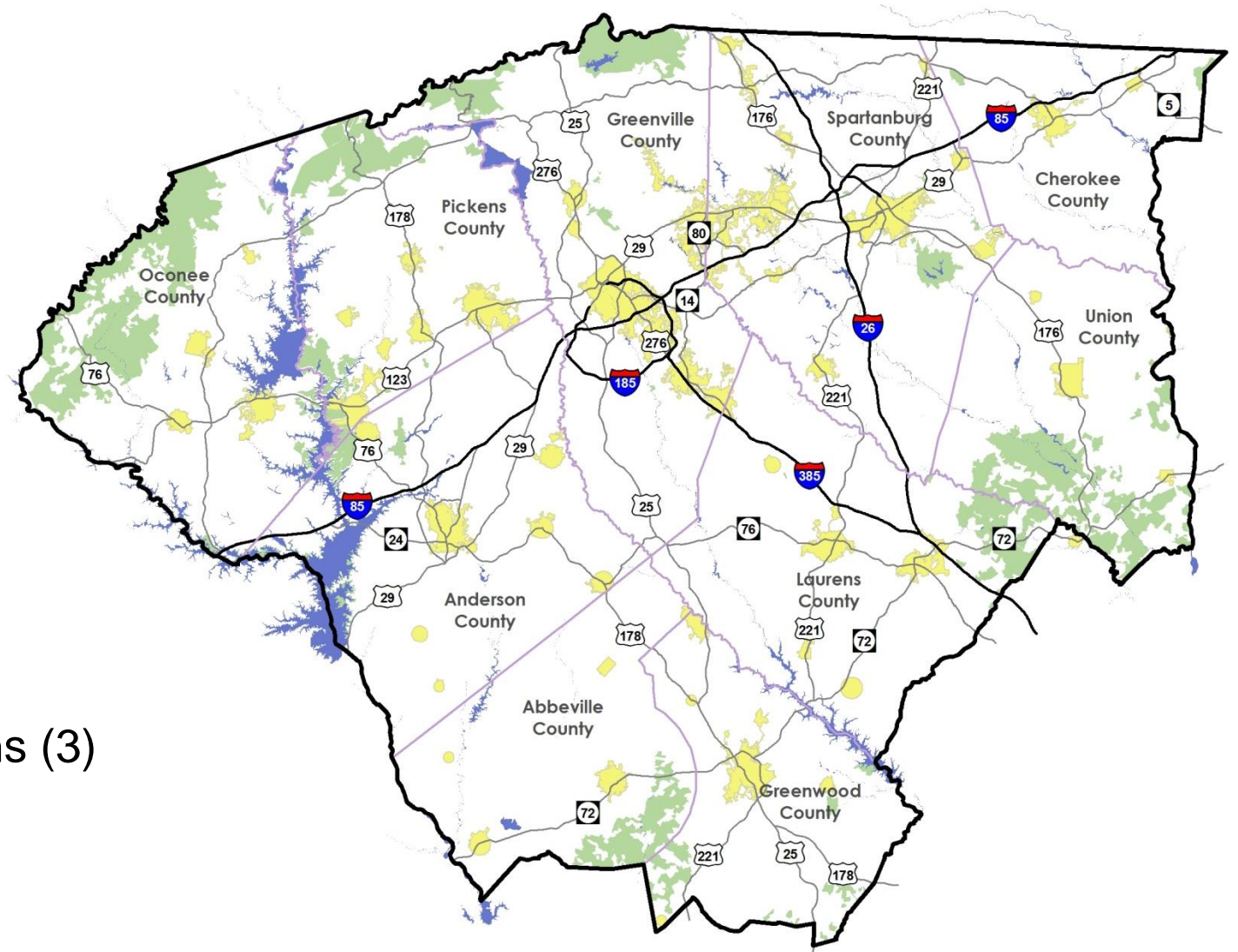


## Shaping Our Future

Upstate South Carolina

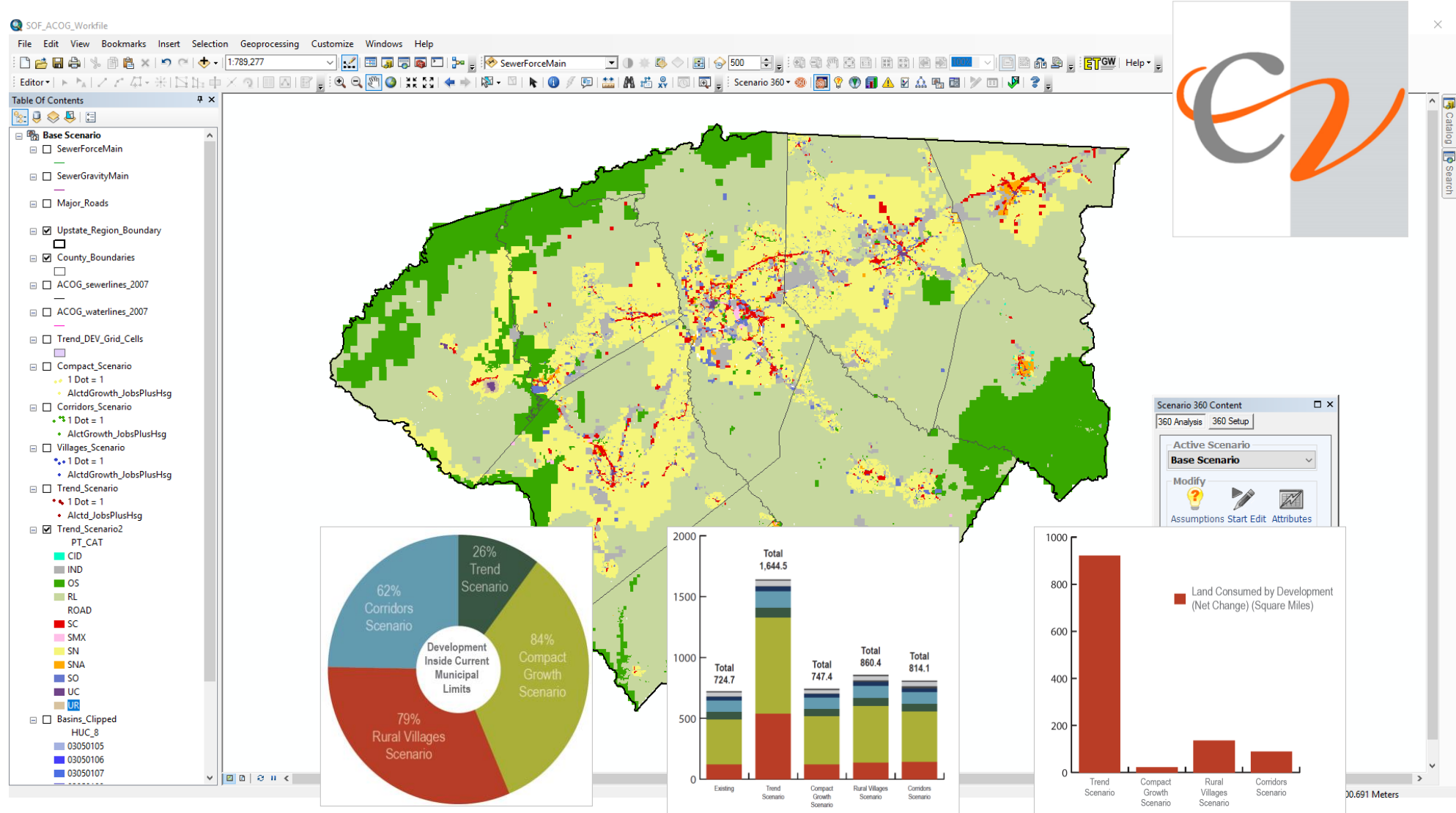
# About the Project: Study Area

- One Region (5,997 sq. mi.)
- Counties (10)
- Cities & Towns (62)
- Council of Governments (3)
- Utility Service Providers
- Colleges & Universities
- Business & Developer Interests
- Regional Advocacy Groups
- Metropolitan Planning Organizations (3)
- Other Special Interests
- 1,421,138 Residents





# About the Project: Growth Alternatives Analysis



# About the Project: Case Studies

- Woodruff Road: What Worked & What Did Not?
- Economic Value of Protected Open Space & Local Water Resources
- Home Preferences for a Changing Demographic & Lifestyle
- Working Farms & Local Food Systems
- Preferred Development Patterns, Who Chooses?
- Transit in Urban & Suburban Landscapes
- Access to Education, the True Cost of School-Siting
- The Intersection of Land Use, Communities & Social Equality

### Growth Choices, Challenges & Opportunities



### Growth Choices, Challenges & Opportunities



### Woodruff Road: What Worked and What Did Not?

Whether you live in Greenville or simply visit the area from other parts of the Upstate, you are most likely familiar with Woodruff Road. With a large amount of retail development, interchanges for both I-85 and I-385 and until recently, no parallel road to divert any of the traffic, it has become to many the poster child for traffic congestion in the Upstate - and how not to grow and evolve.

Woodruff Road began as a two-lane rural state road serving residential traffic. In the 1960s, industrial uses developed, but traffic remained moderate. In 1978, the Greenville Mall opened, bringing additional traffic to the corridor and spurring residential growth. In the early 1980s, the extension of I-385 and I-85 provided additional access to the region, spurring new residential development and bringing

additional traffic. The corridor was quickly transitioning from rural to suburban.

During the transition, most of the area's commercial development was happening along Laurens Road, west of Woodruff Road. Woodruff Road was still considered to be a residential area with a few industrial uses. However, despite the residential zoning, developers were eager to take advantage of the residential growth by providing shops and restaurants to the growing population.

In the late 1990s, Wal-Mart and Sam's Club opened on the former site of General Electric, adjacent to I-385. Additional big box commercial developments followed, abandoning their Laurens Road locations. With the growing commercial presence, the corridor

was widened from two lanes to five, and a suburban thoroughfare was born.

In 2004, a major new retail power center, The Shoppes at Greenridge, was developed between I-85 and I-385. The parcel had excellent regional access, but improvements to local access and circulation proved difficult. The addition of 500,000 square feet of retail exacerbated the traffic congestion along Woodruff.

In 2005, the Greenville Metropolitan Planning Organization (MPO), which later became the Greenville-Pickens Area Transportation Study (GPATS), began putting together recommendations for the City of Greenville, including strategies for Woodruff Road. At that time, City economic development staff and planners were meeting

regularly with developers. Based on the amount of commercial development being planned, MPO staff recognized that the five-lane corridor would be quickly overwhelmed by the additional traffic. In 2004, traffic volumes on Woodruff Road near Hendrix Drive were 33,500. Modeling of traffic volumes predicted annual average daily traffic counts (AADT) would increase to 45,000, which was well above capacity for the corridor.

MPO staff proposed meetings with the City of Greenville planning and economic development staff and the major developers along the corridor. They had identified a feasible route for a parallel road that would access the back sides of the Woodruff Road developments and could bring circulation improvements to the corridor. The new road would also connect a number of dead-end cul-de-sacs and provide options for local traffic to avoid Woodruff. The new road would be two lanes, with turn lanes at intersections. There would also be a two-lane bridge to fly over I-85 to continue

on to Verdae Boulevard, where a large, neotraditional development was planned. The cost estimate for the new two-lane road was projected to be \$12 million. This cost did not include the purchase of right-of-way. Because the region had many other unmet needs, MPO staff felt that it was not in the region's best interest to purchase the right-of-way (at about \$15 per square foot). They believed that the developers should donate the right-of-way instead. The majority of the developers were opposed to the proposed parallel road.

While the "Woodruff Road Parallel Route" ranked first in the region in the 2007 Long Range Transportation Plan, opposition from the developers and a lack of support from the City resulted in the project being listed in the "unmet needs" section of the plan. Traffic along the corridor continued to increase, no longer confined only to rush hour.

In 2007, the Woodruff Road Corridor Study was initiated by the City of Greenville. It

was a collaborative effort, receiving input from a number of stakeholders, including Greenville County, the Greenville-Pickens Area Transportation Study (GPATS), the South Carolina Department of Transportation, and representatives from a number of real estate developments.

The plan addressed the regional context of Woodruff Road, access management strategies, specific interchange modifications, and land use considerations. Finally, because of the goal to develop recommendations that were both functional and implementable, the report concluded with funding strategies. The recommendations in the plan, however, were not binding and many were not followed.

Of the near-term recommendations for I-85/Woodruff Road (considered at the time to be one to three years out), the only one that was immediately addressed was to extend "the monolithic concrete island at the southbound entrance ramp to prohibit through

In 2006 and 2009, the City completed downtown streetscape plans. These projects identified key streetscape improvements needed to create a safer, pedestrian-friendly environment in the downtown area.

The planning never stops for Travelers Rest. They are currently working on a corridor plan for Pomsett Highway, they're nearing completion of a new comprehensive plan, and they're

Trailblazer Park is a performing arts and cultural center that is home to the Travelers Rest Farmers Market, an open-air amphitheater, and numerous festivals. Cyclists and pedestrians

At the time of the 2007 study, there were more than 120 curb cuts and 17 traffic signals between Verdae Boulevard and SC 14 - a span of less than four miles. The congestion on the road had led to safety concerns for both drivers and pedestrians. The stated goals of the plan were:

- Balance access and mobility in the corridor
- Address corridor safety concerns
- Identify potential aesthetic improvements
- Integrate with planned development
- Develop functional and implementable recommendations



40 SHAPING OUR FUTURE

SHAPING OUR FUTURE 41

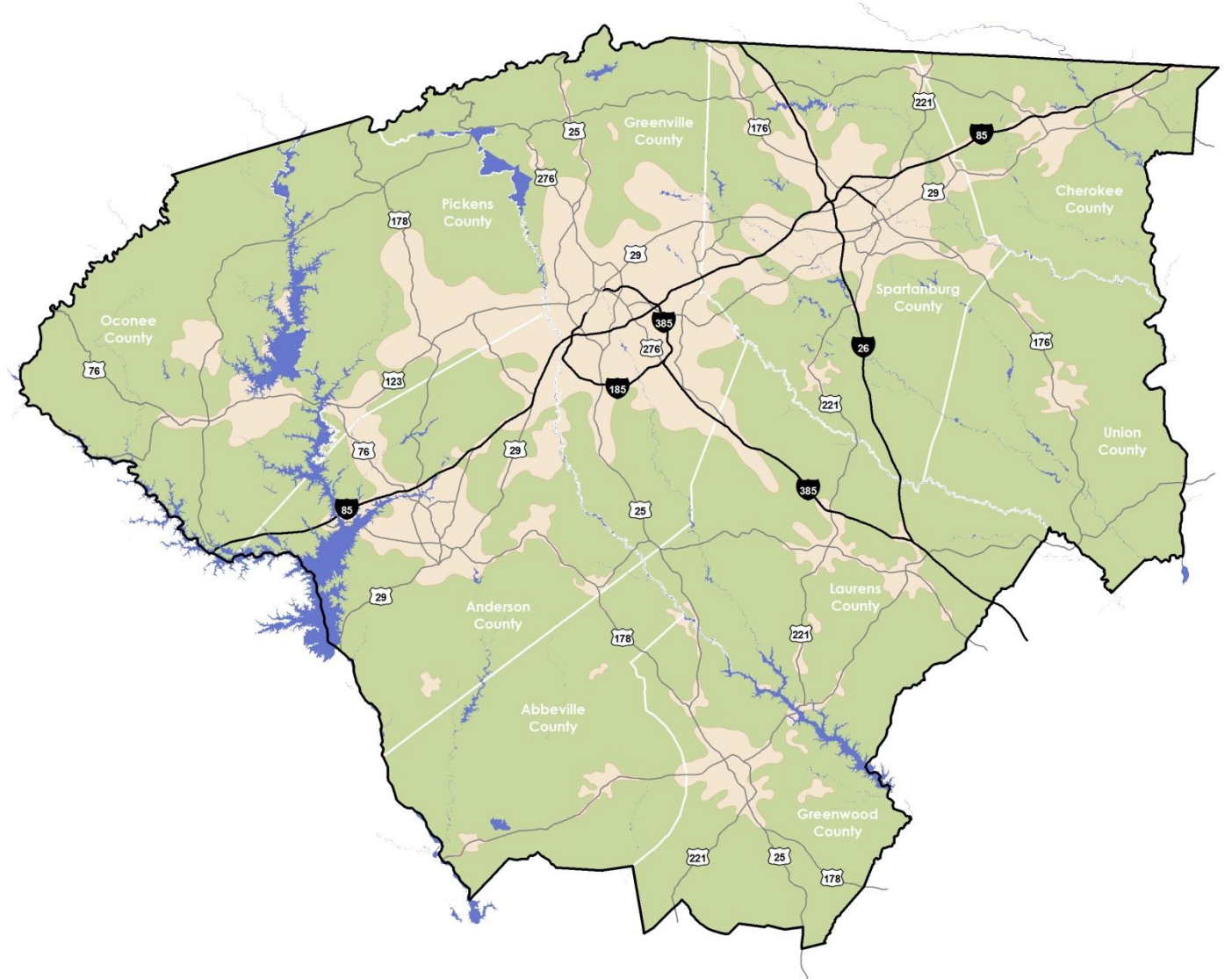
# The Shaping Our Future Initiative Assumes...

- 1 Population in the Upstate will continue to grow.
- 2 Doing nothing to prepare for future growth does not mean that the Upstate will stay the same.
- 3 Decisions made today will have an impact on the Upstate long into the future.
- 4 Understanding, exploring and measuring the trade-offs of different growth options will help our residents and leaders make more informed decisions about the future.



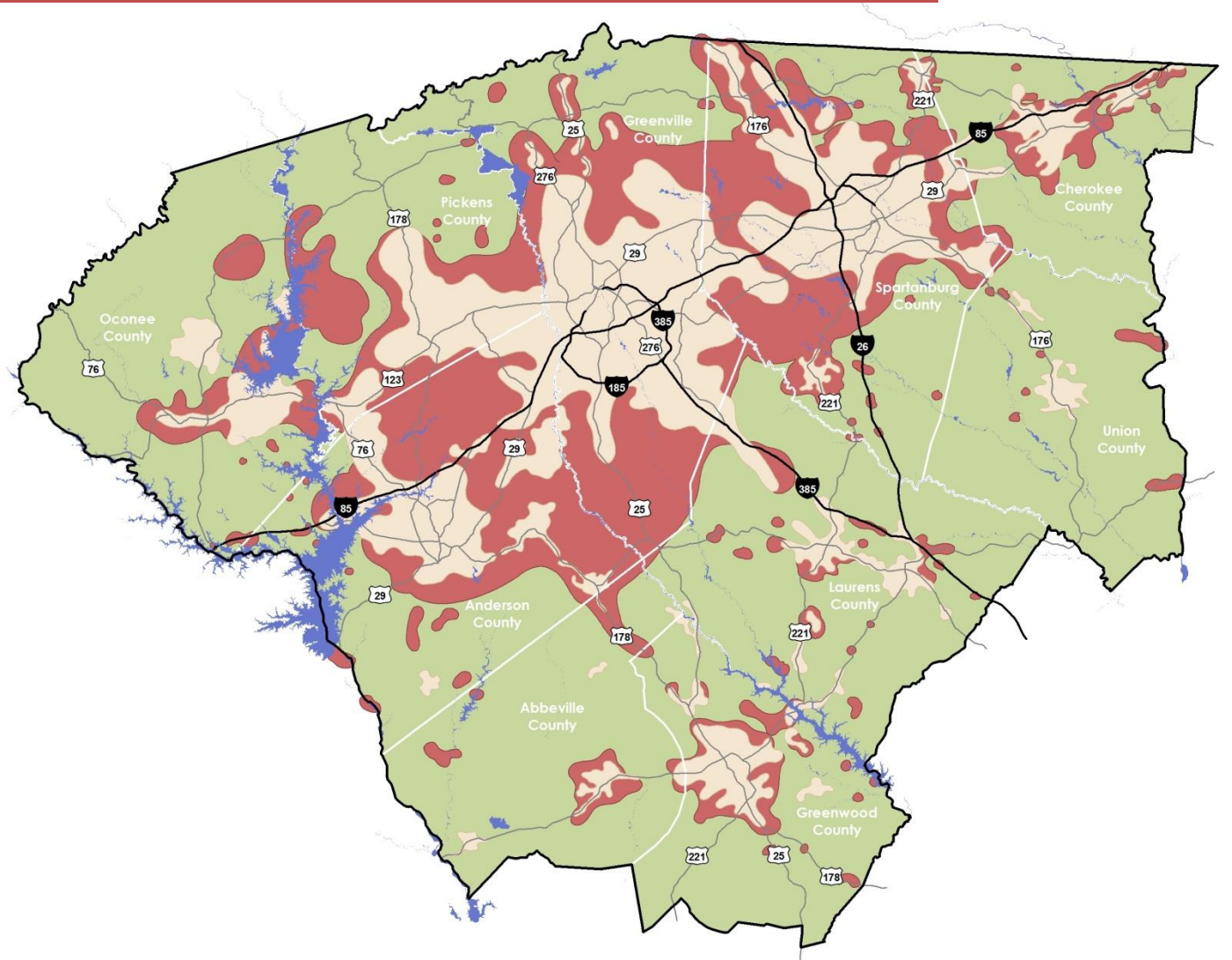
# The Trend Trajectory

- Low-density, single-use development patterns throughout the region
- Outward expansion of infrastructure (roads, water, sewer, schools, parks, etc.) to serve newly developed areas
- Reliance on cars for most trips in the region (very little regional bus service)
- Rapid loss of the rural landscape (including farmland and forested areas) to accommodate new neighborhoods, commercial centers, office complexes and industrial uses



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*The scenarios created for the Growth Alternatives Analysis are hypothetical futures illustrated by conceptual maps created by the consultant for modeling purposes only.*





# The Trend Trajectory

The blueprint for the region's trend development growth pattern is contained in the plans, programs and ordinances of government, local market demands, available investment capital, and developer interests.



## The Region's Call to Action

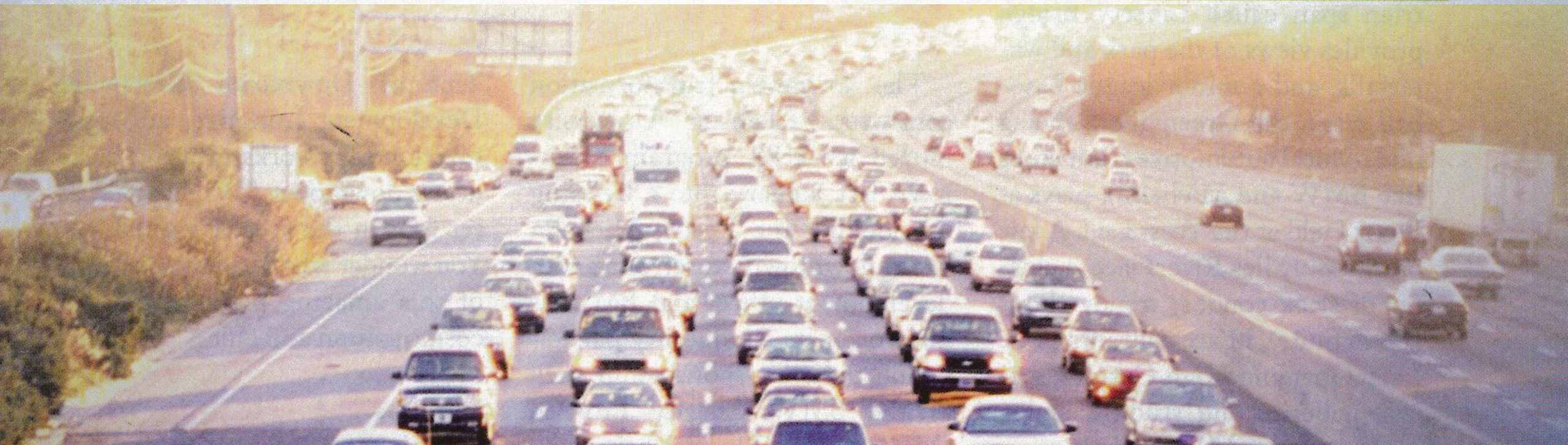
“We do not want to see our region become Greater Charlotte or Greater Atlanta in the future because these places suffer from the ills of rapid, low-density and decentralized growth patterns: rapid loss of rural and agricultural lands, legendary traffic congestion issues, skyrocketing housing costs, schools operating over their intended capacity, poor air quality, and expensive infrastructure projects deemed necessary to reactively manage compounded growth problems.”





What's the difference between  
Greenville and Atlanta?  
We'll give you a couple of hours  
to think about it.

**THRIVE**  
DOWNTOWN GREENVILLE SC







Increased Traffic Congestion



Increased Traffic Congestion



Skyrocketing Home Costs

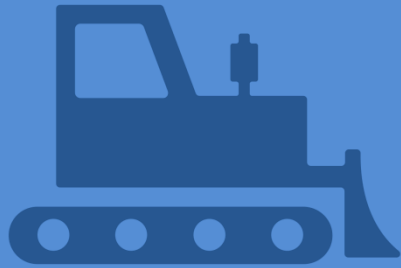


Skyrocketing Home Costs





# Growth Scenarios Comparison



## Trend Growth Scenario



### Corridors Growth Scenario



### Compact Centers Growth Scenario

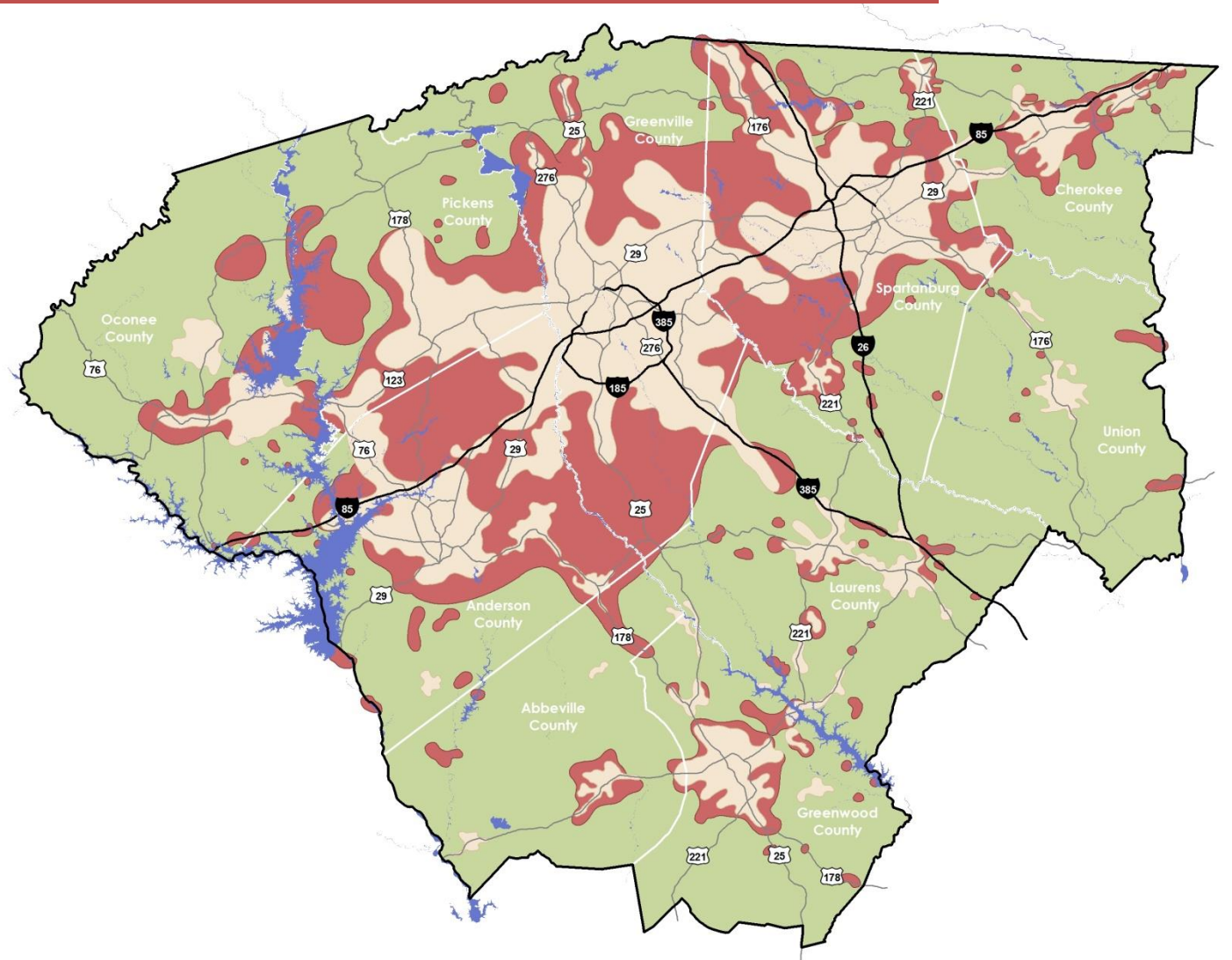


### Rural Village Growth Scenario



# The Trend Development Scenario

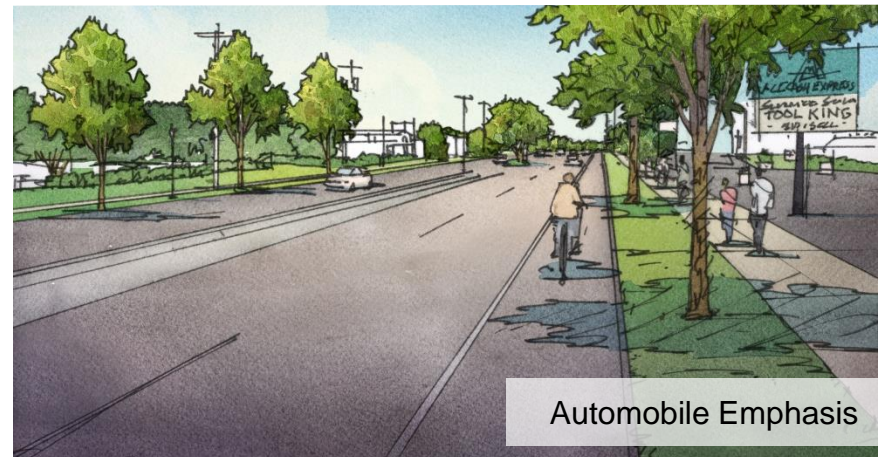
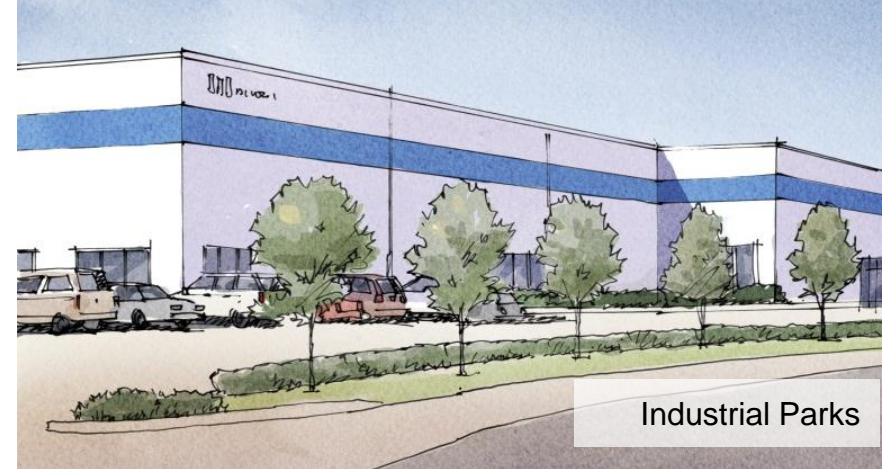
- Low-density, single-use development patterns throughout the region
- Outward expansion of infrastructure (roads, water, sewer, schools, parks, etc.) to serve newly developed areas
- Reliance on cars for most trips in the region (very little regional bus service)
- Rapid loss of the rural landscape (including farmland and forested areas) to accommodate new neighborhoods, commercial centers, office complexes and industrial uses



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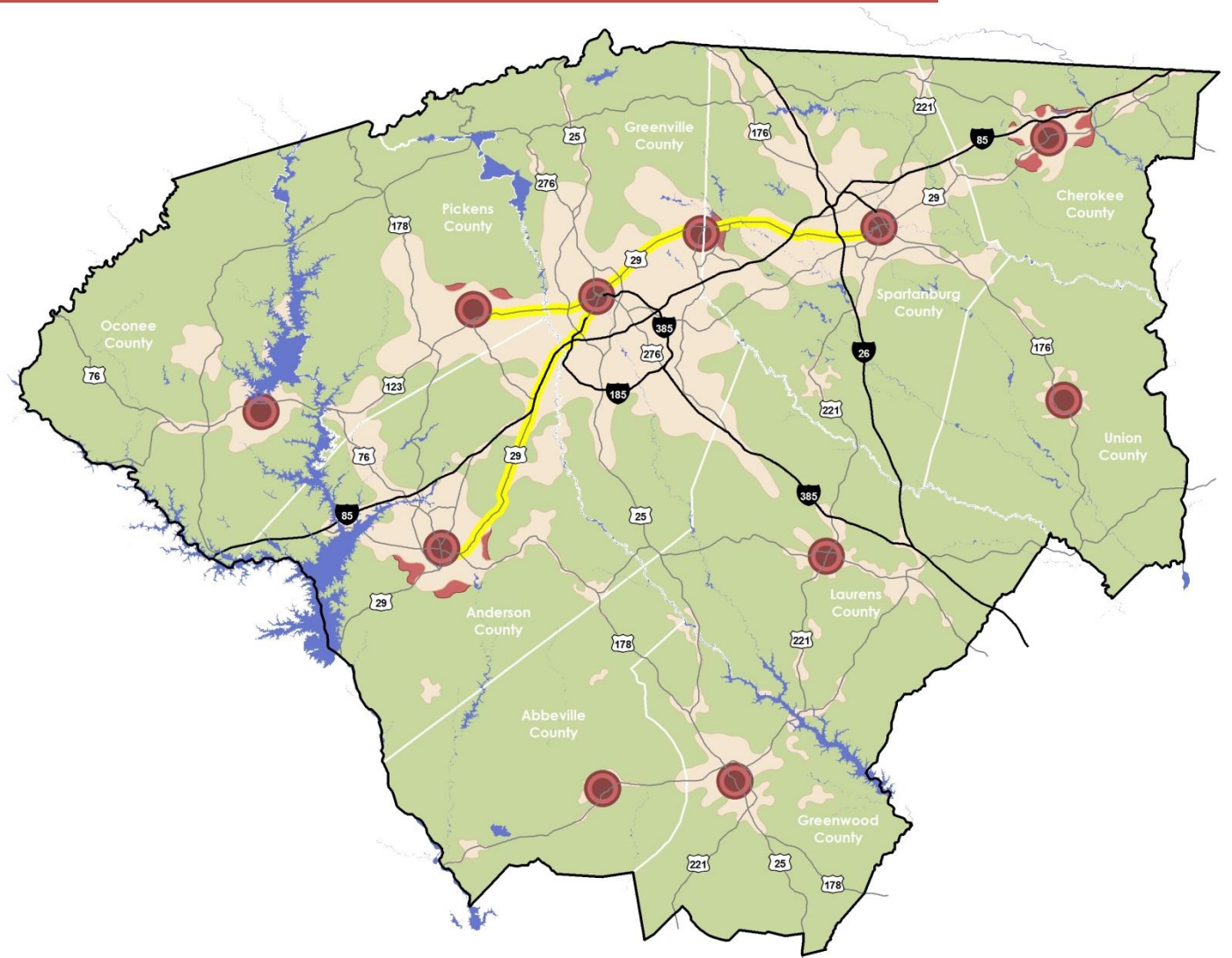
# Trend Development Scenario





# The Compact Centers Scenario

- New growth is focused in compact, walkable growth centers identified throughout the region.
- Daily travel needs are primarily served by walking, biking or transit within, and between, nearby growth centers. Roads are still important to connect centers.
- Mixed-use growth centers provide opportunities to link jobs and housing in close proximity.
- An abundance of open space surrounding the identified centers offsets higher densities and less private open space in the urban environments.



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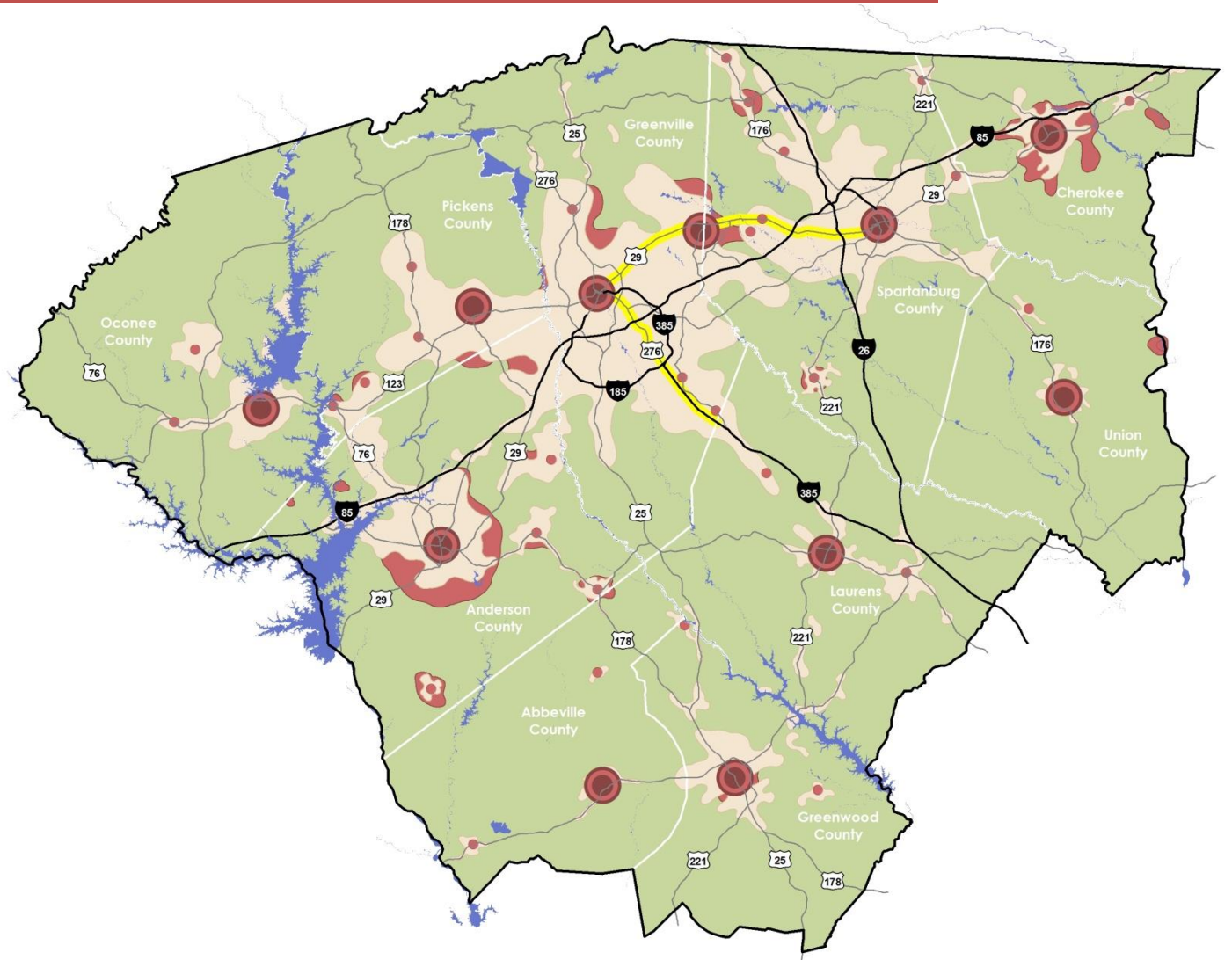
# Compact Centers Scenario





# The Rural Villages Scenario

- New growth is focused in compact, walkable activity centers identified throughout the region.
- Daily travel needs in the activity centers are served by walking, biking, transit and cars. Roads or transit routes connect all three growth center classifications.
- Mixed-use activity centers (especially metropolitan and regional centers) provide opportunities to link jobs and housing in close proximity.
- Green infrastructure inside the centers (parks, greenways, etc.) and an abundance of open space surrounding the centers offset higher densities and less private open space in the urban environment.



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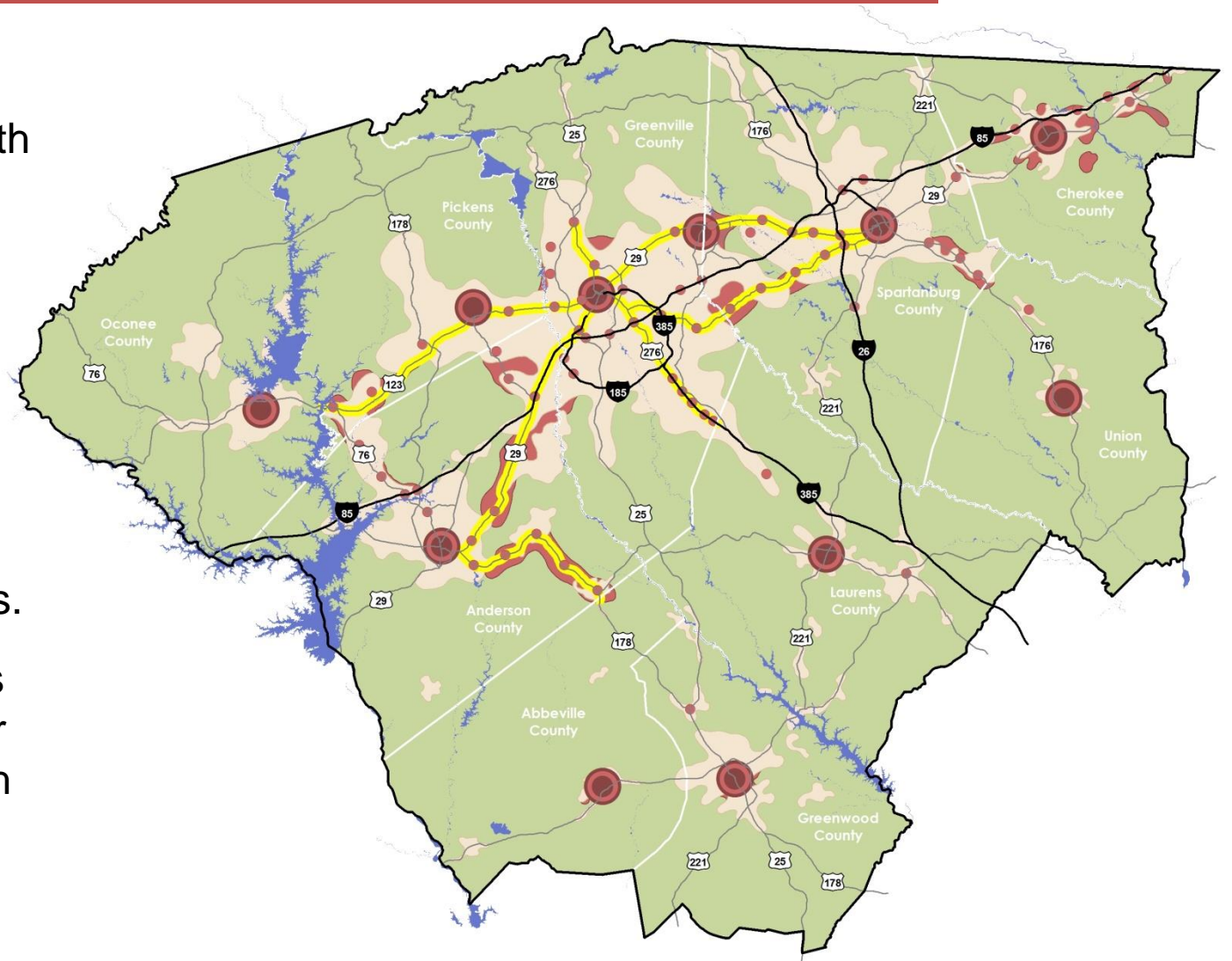
# Rural Villages Scenario





# The Growth Corridors Scenario

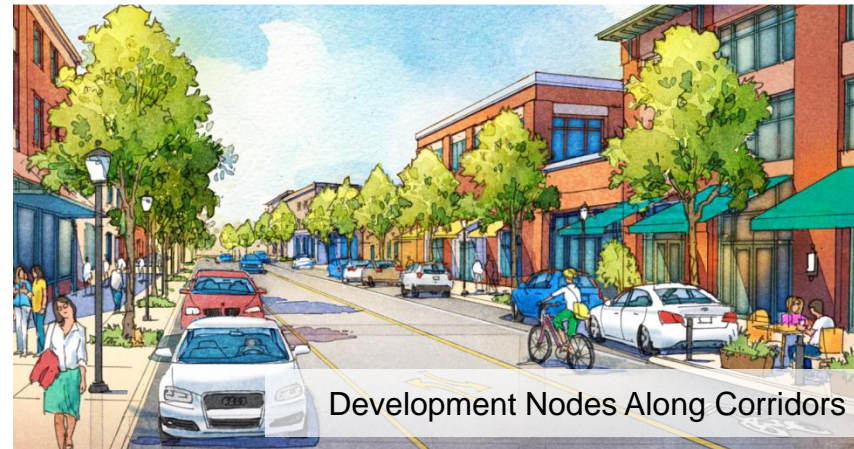
- New growth is focused into compact, walkable activity centers and strategic growth corridors.
- Daily travel needs in the activity centers are served by walking, biking, transit and cars. Roads or transit routes connect all four growth center or node classifications.
- Land outside growth centers or strategic corridors is reserved as open space, farmland, forested areas or rural living areas.
- Targeted investment in premium transit (bus rapid transit) and/or highways (interstates or limited access freeways) connect the growth centers and development nodes.



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# Growth Corridors Scenario





# How Are The Scenarios Different?

**Water  
Service  
Areas**

**Land Use  
Patterns &  
Intensities**

**Road  
Networks**

**Home  
Choices**

**Sewer  
Service  
Areas**

**Transit  
Systems**

**Number &  
Type of  
Activity  
Centers**

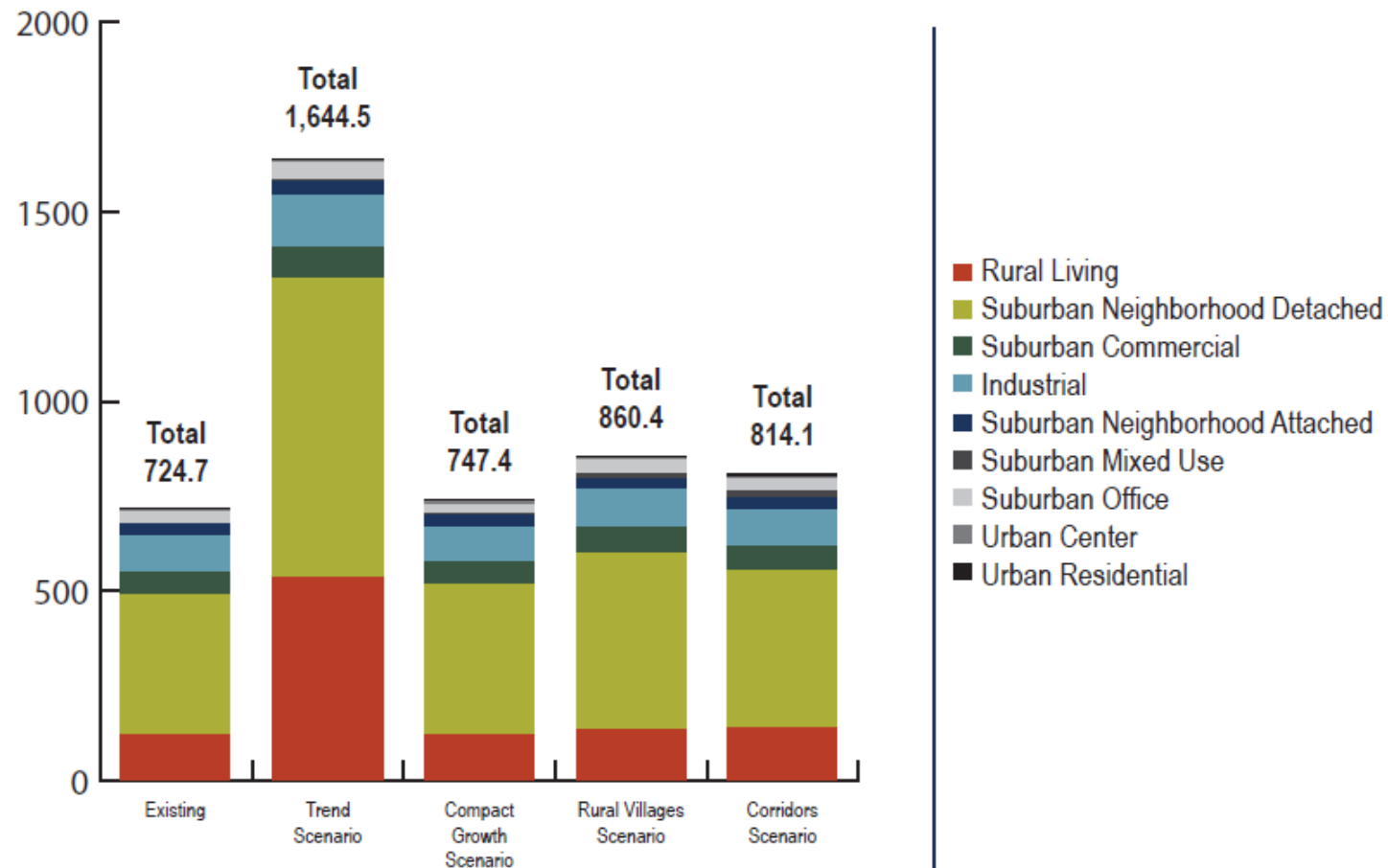
**Development  
Status**



# How Are The Scenarios Different?

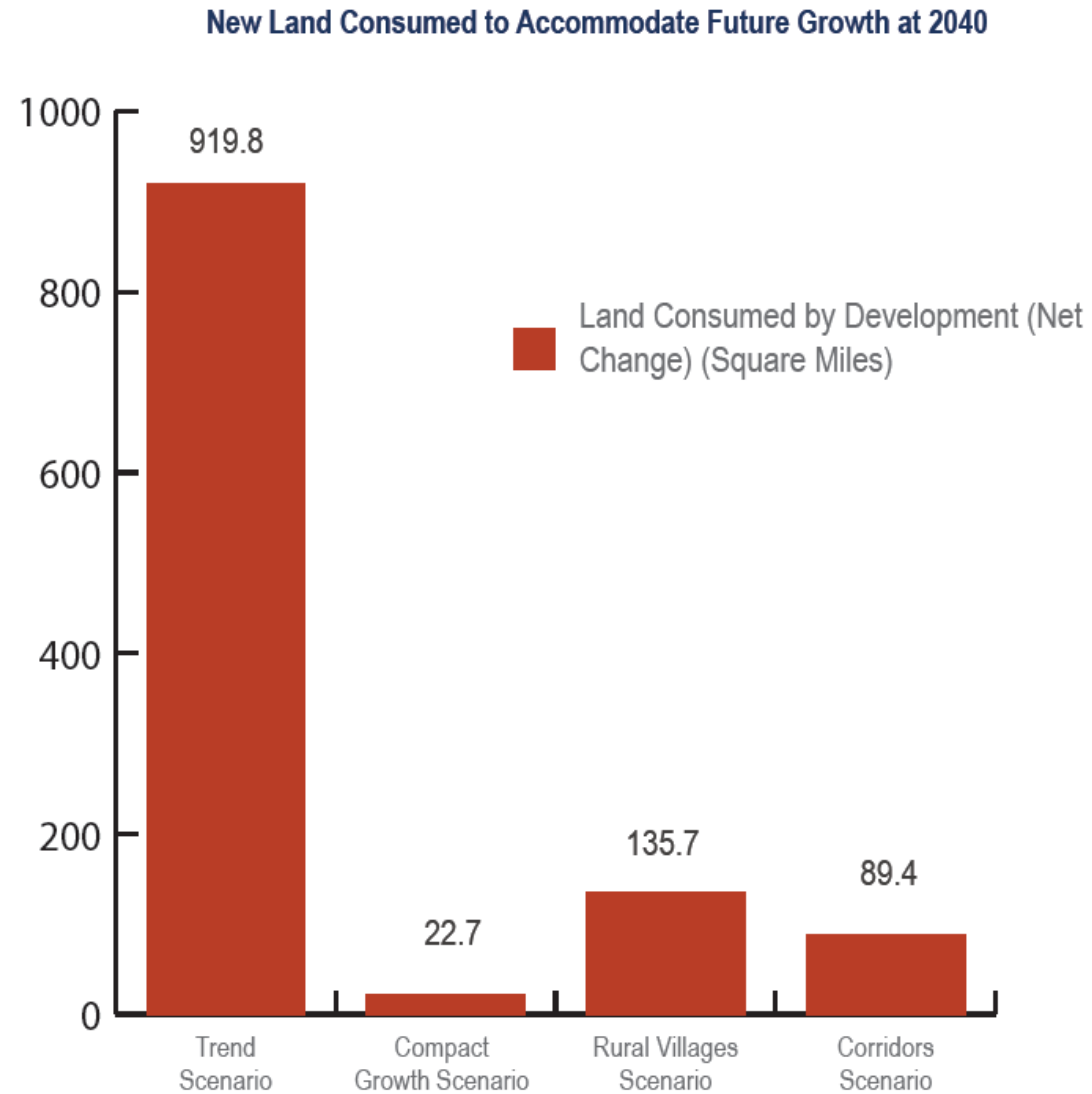
## Land Consumption

Total Land Area Developed in the Upstate by Modeled Land Use Category  
(Statistics Reported in Square Miles)



# How Are The Scenarios Different?

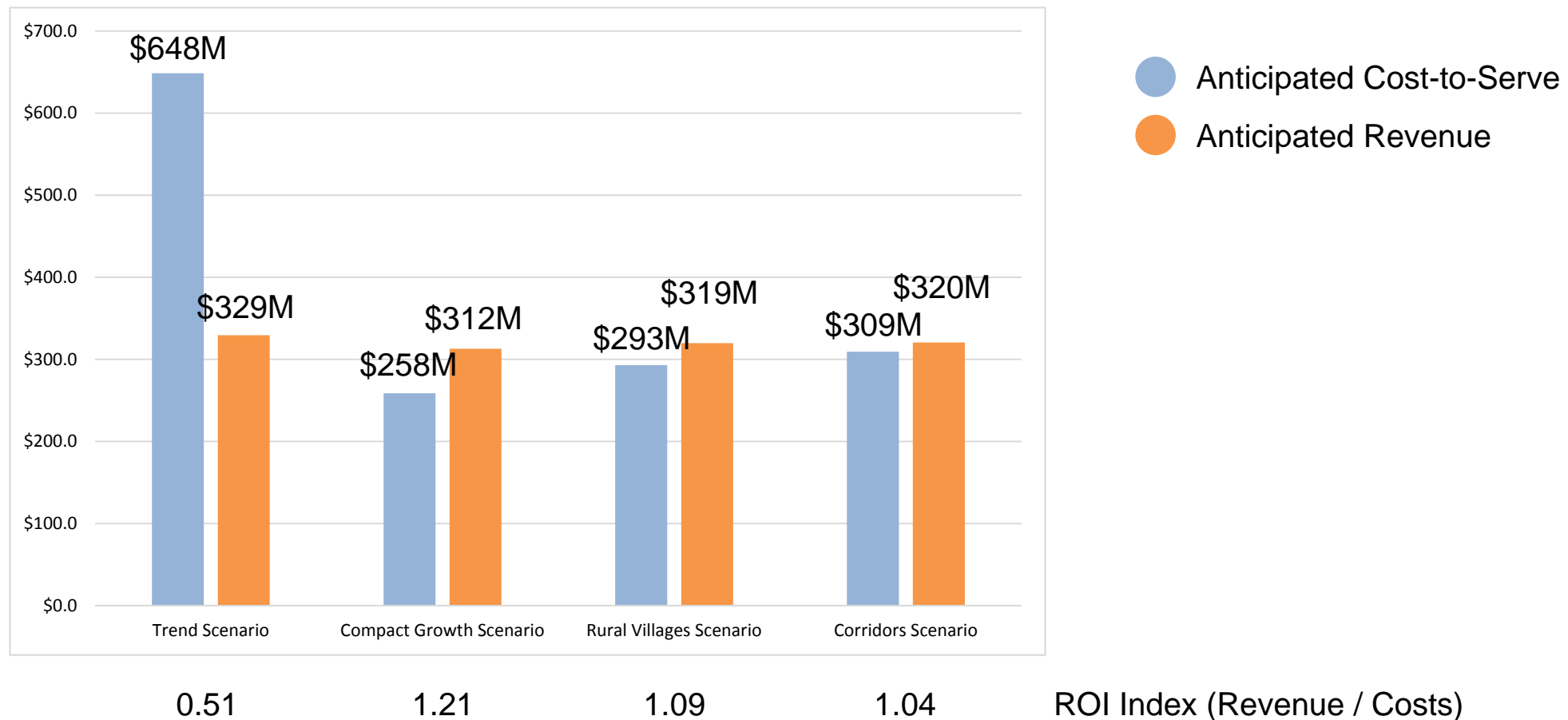
## Land Consumption



# How Are The Scenarios Different?

Return-on-Investment

**Comparison of Costs & Revenues that Generally Impact Federal, State & Local Government Budgets  
(Water, Sewer, Roads, Transit & Safety)**





# **Fiscal Meets Physical Planning:**

## **The Economics of Land Development Patterns**

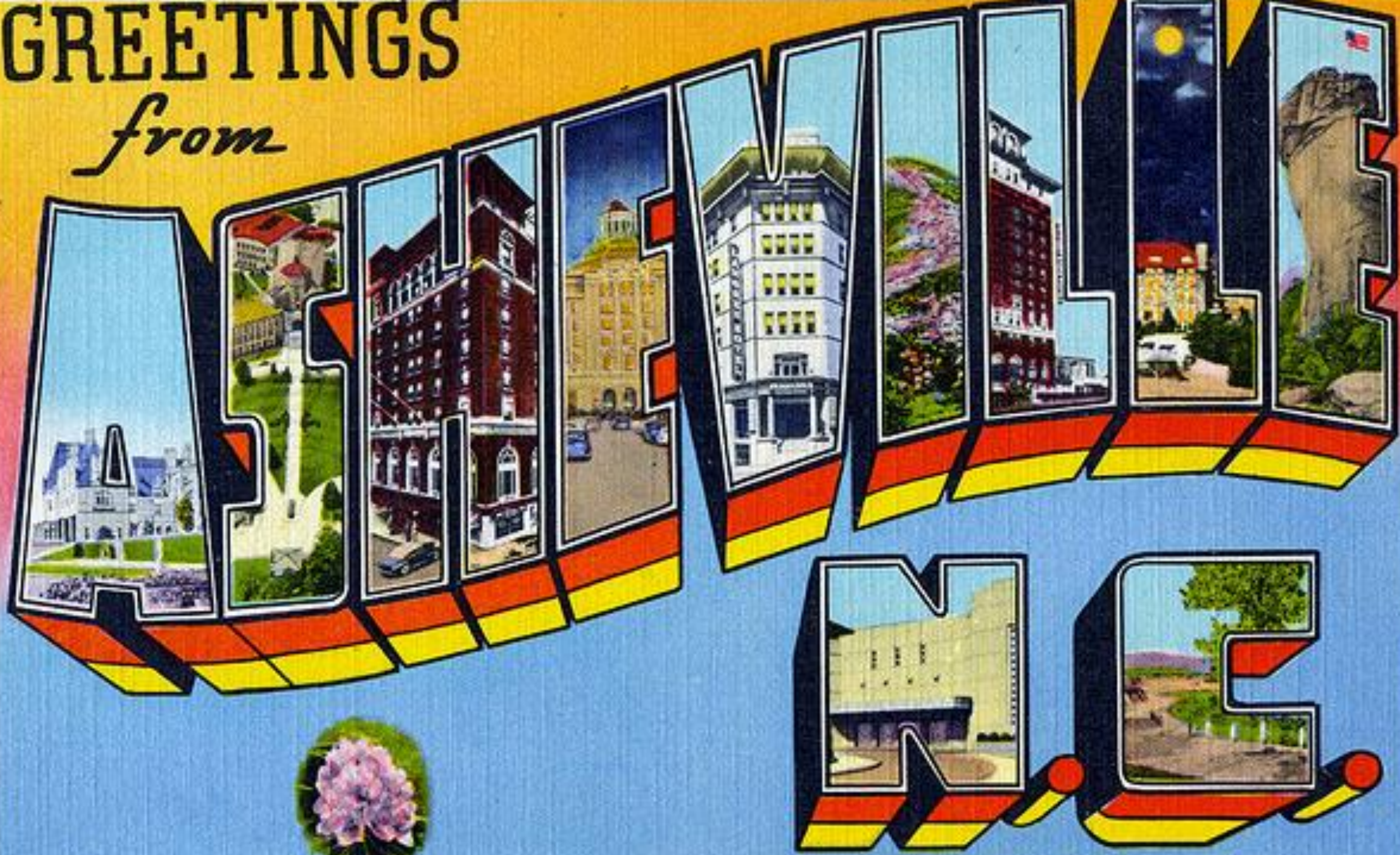






# GREETINGS

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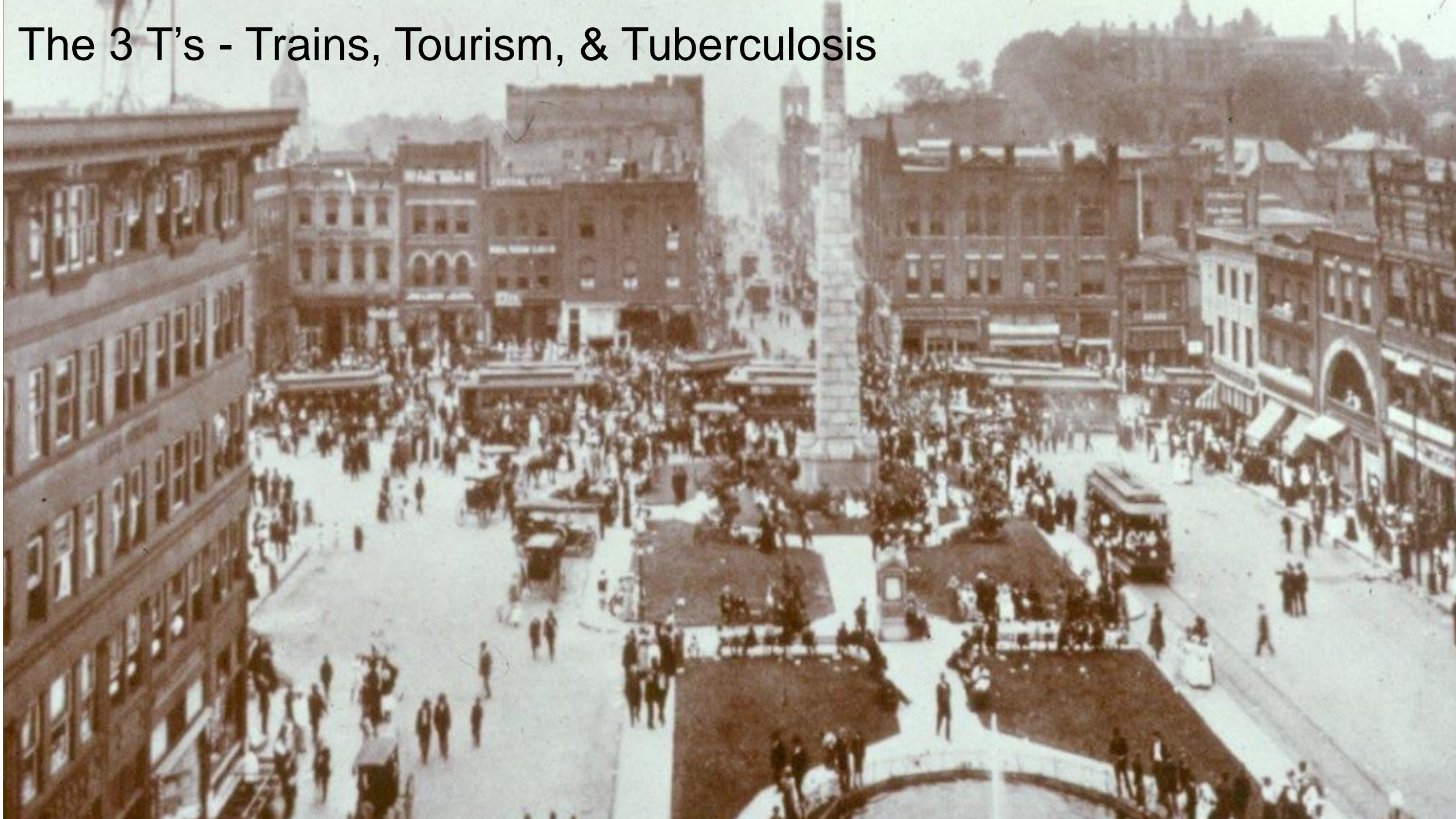


Things Change...





# The 3 T's - Trains, Tourism, & Tuberculosis





Pack Square, looking East, Asheville, N. C.







# During the 1920's

- Asheville grew by 20% population/year
- Second largest city in NC,  
(larger than Charlotte!)
- Achieved the highest debt per capita in the entire US
- City thought it had **\$5M in bank**, but when the audit on the bank happened, it was discovered to only be **\$18,000**
- 3 days after the elected officials were indicted, the Mayor committed suicide



Asheville has squandered fabulous sums.  
They've flung away the earnings of a lifetime.  
They've mortgaged those of a generation to come.  
They have ruined a city,  
and in doing so,  
have ruined themselves, their children, and their children's children.

Thomas Wolfe

Author (1900-1938)  
You Can't Go Home Again



## Fifth Victim Of McDowell County Prison Unit Fire Dies

By BARBARA BLAIR  
Citizen Staff Writer

Wednesday night's fire at the McDowell County prison unit claimed its fifth victim Thursday afternoon with the death of Gary Lowe of Blidderland, who died of massive burns at about 1 p.m. in Memorial Mission Hospital.

Four other inmates who died in the fire Wednesday night were identified as David Rice,

13 and Clyde Brent, 30, both of Asheville; Robert Denton, 18, of Hendersonville; and Lonnie Potter, 18, of Todd.

The fire, which sent 24 prisoners to Asheville hospitals for emergency treatment, apparently began with a protest by inmates over the confiscation of a radio by prison guards.

W. L. Kautsky, assistant director of prisons, said Thursday the incident started about

5:30 p.m. Wednesday when a guard tried to confiscate a radio because the inmates had been playing them without permission the night before.

The guard took one radio, Kautsky said, and the other was smashed by the inmate. The guard threatened disciplinary action.

After dinner, Kautsky said, the 25 inmates in dormitory "B" met and began protesting

At about 8:15 p.m., he said, they started a fire on a picnic table inside the dormitory with paper, then stacked four mattresses on top.

At Mark Wilson, shift officer on duty at the time, said the fire was first noticed when Sgt. Elmer Macgregor went to the dormitory and saw the mattresses smoldering on the table.

Kautsky said Thursday he

understood that three of the mattresses were removed from the fire, but one inmate pushed a mattress into the smoldering fire, then other inmates added their mattresses.

"These mattresses have all the elements of a Molotov Cocktail," Kautsky said. "I don't think the inmates have the seriousness of what they were doing."

The inmates at the McDowell

prison are those with misdemeanors who had previously escaped or who were considered management problems.

The seriousness of the situation, Kautsky said, was partly because of a shortage of personnel (the staff members were on duty Wednesday night) and the volatility of the mattresses.

"We know these types of

mattresses could be a problem if heated sufficiently," he said, adding that requests for new mattresses have been made since 1973.

The mattresses are made of polyethylene, Kautsky said, and once their flame retardants wear out, they are highly flammable.

The second problem, that of understaffing, has also given

heading, Kautsky said. "The requests have gone unheeded, for whatever reason, legitimate or not," he said. "I'm afraid we're paying the price of years of dereliction in our prison system."

Kautsky said the McDowell facility is not overcrowded. The prison can hold 75 inmates but more staff is needed to handle

—Turn To Page Three

## Open Cut Answers Avoided

(Related Story On Page 1)

By JOEY MICHAEL  
Citizen Staff Writer

Asheville City Council decided Thursday to clarify its June 17 resolution opposing the Deacatcher Mountain open cut at the request of a local civic group.

"I think it's clarified as we know it," said Mayor Eugene C. Ochsenreiter Jr. "If the Department of Transportation needs any more interpretations, they can call us."

The clarification was requested by Manly E. Wright, president of the Greater Asheville Council, because he said the DOT may delay highway construction as a result of Council's action.

"There apparently was no final deal of confidence in the resolution on Deacatcher Mountain," Wright said. "We are asking you to clarify the confusion in the minds of the citizens of Asheville."

Councilman Otis Michael, who introduced the resolution, said it represents the opinion of a four-member majority of Council but is not an official Council action.

In Dr. Michael's words, as recorded in Council's official minutes, the resolution states: "that City Council adopt a policy that they are opposed to the open cut and would like to solve with tunnels."

Saying Thursday that "I've been misquoted by the media many times," Dr. Michael said his resolution is the same as previous ones passed by Council in the tunnel-open cut issue except that it stated a tunnel preference.

"I prefer twin tunnels and I object to the open cut," he said. "What I said in City Council was nothing more than what has been stated previously. I still prefer tunnels to an open cut."

He said last week's meeting with DOT administrator Billy Rose would not have been necessary if his resolution had

—Turn To Page Two



## After 40 Years, The Bonds Are Burned

Preminent participants at the Thursday night Bond Burning Ceremony at the Civic Center were (L-R) Jerry Thomas, Under Secretary of State who was speaker, and Julian A. Woodcock, chairman of the Bond Burning and Sinking Fund Commission; R. Car-

tis Ratcliff, chairman of the Buncombe County Commission; Eugene C. Ochsenreiter, mayor of Asheville, and Codi Drake, Miss Asheville. (Staff Photos by Gary Fields)

## \$56 Million Debt Is Officially Paid

By JOEY MICHAEL  
Citizen Staff Writer

"I now declare the refunding bonds are burned and the debt repaid."

So went the proclamation of Julian A. Woodcock Jr., chairman of the Buncombe County Sinking Fund Commission, at Thursday night's bond burning at Thomas Wolfe Auditorium.

The burning of a \$1,000 bond marked the repayment, after 40 years, of a \$56 million debt accumulated in the 1930s and '40s by Buncombe County and the city of Asheville.

"Actually, the burning of the bond was almost as difficult as paying off the debt."

Possibly it was due to the

poor, Depression-era paper but the bond held by Codi Drake, Miss Asheville, went out as soon as Woodcock drew the lighter away.

A second ignition started the paper to smolder, an occasional flame here and there.

But the task was accomplished, and Woodcock didn't wait for the paper to be consumed before he announced that the city and county had paid back what they owed.

Hardly any of the speakers, beginning with the Rev. Billy Graham who appeared on film, could resist the temptation to compare the financial situation of local government here to that of New York City.

Under Secretary of the Treasury Jerry Thomas announced at the ceremony that the federal government entrusted another half billion dollars in aid to New York earlier in the day.

Thomas, who was keynote speaker at the event, criticized the federal deficit spending and the increasing role of government in the national economy.

"The biggest competitor we have in America today is government itself," he told the crowd.

Of Congress, he said: "We don't know what they're doing for us or to us. Thank heavens we don't get all the government we pay for."

The national debt, he said, increased at the rate of \$1 billion a week and the interest on that debt accrues at the rate of \$1 billion every nine days.

## Congress Under Budget

WASHINGTON (AP) — Congress spent \$127.4 billion on the federal budget in the fiscal year that just ended — \$1.4 billion less than it had set as a target.

Leaders in the new congressional budget-making process hailed the record as a quiet revolution that could lead to a balanced federal budget by 1980.

They told reporters Thursday that the congressional budget-making process must be given credit for bringing the nation out of recession.

Midnight Wednesday closed out fiscal 1976, the first year for the new budget procedures aimed at:

—Giving Congress more control over federal spending by requiring lawmakers to look at the budget as a key factor in financing the economy, rather than just a series of unrelated appropriation bills.

## Court Strikes Consent Rule In Abortions

By W. DALE NELSON

WASHINGTON (AP) — The Supreme Court ruled Thursday that neither husband nor parent can be given veto power over a woman's decision to have an abortion.

The court struck down provisions of a Missouri law which require the consent of the husband of a married woman and of at least one parent of a single woman under 18.

The law was 6 to 3 on the issue of requiring the husband's consent, with Chief Justice Warren E. Burger and Justices Byron R. White and William H. Rehnquist dissenting.

Justice John Paul Stevens joined Burger, White and Rehnquist in maintaining that the parental consent requirement should have been upheld.

The decision appeared to leave the way open for states to impose some provisions for parental consent, at least at some ages, as long as they did not amount to "parental veto."

"Our holding does not suggest that every minor, regardless of age or maturity, may give effective consent for termination of her pregnancy," Justice Harry A. Blackmun said for the court.

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It was the court's first major abortion decision since the justices ruled in 1973 that states may not regulate abortion in the first three months of pregnancy.

That decision, which was also written by Blackmun, held that the state could not prohibit abortions until after the stage at which the fetus would be able to live on its own.

The Darling, national director of the Religious Coalition for Abortion Rights, predicted that Thursday's decision would "deescalate the abortion controversy."

The National Abortion Rights Action League said 12 states re-

quire the consent of husbands and it states impose parental consent requirements of some kind.

In a separate decision the court suggested that a parental consent law adopted by Massachusetts might be constitutional.

That law calls for consent of both parents but permits a judge to override their decision.

A three-judge federal court ruled the law unconstitutional. Massachusetts officials appealed, arguing that the law would permit a pregnant teenager to get a court order for an abortion even without consulting her parents.

Coming Sunday

### American Faces For The Fourth

The Community Life section celebrates the Fourth of July with a brotherhood message and a page full of American faces in the Sunday Citizen Times.

Other Highlights

How do the original Americans — the American Indians — feel about Independence Day and the Bicentennial? John Crowe, chief of the Eastern Band of Cherokee Indians, answers these questions in an exclusive interview with Bob Terrell, the first formal interview Crowe has granted a reporter since the 1950s.

Plus: Walter Scott's Personality Parade, color comics, jumbo crossword puzzle, Letter From the Farm and dozens of other regular features.

## Today's Chuckle

Summer is the time of year when you should study the travel folders to find a place you can't afford to go.



## More Pretty Weather Due

The beautiful weather which

mostly sunny and warm, with

expected to be only slightly less

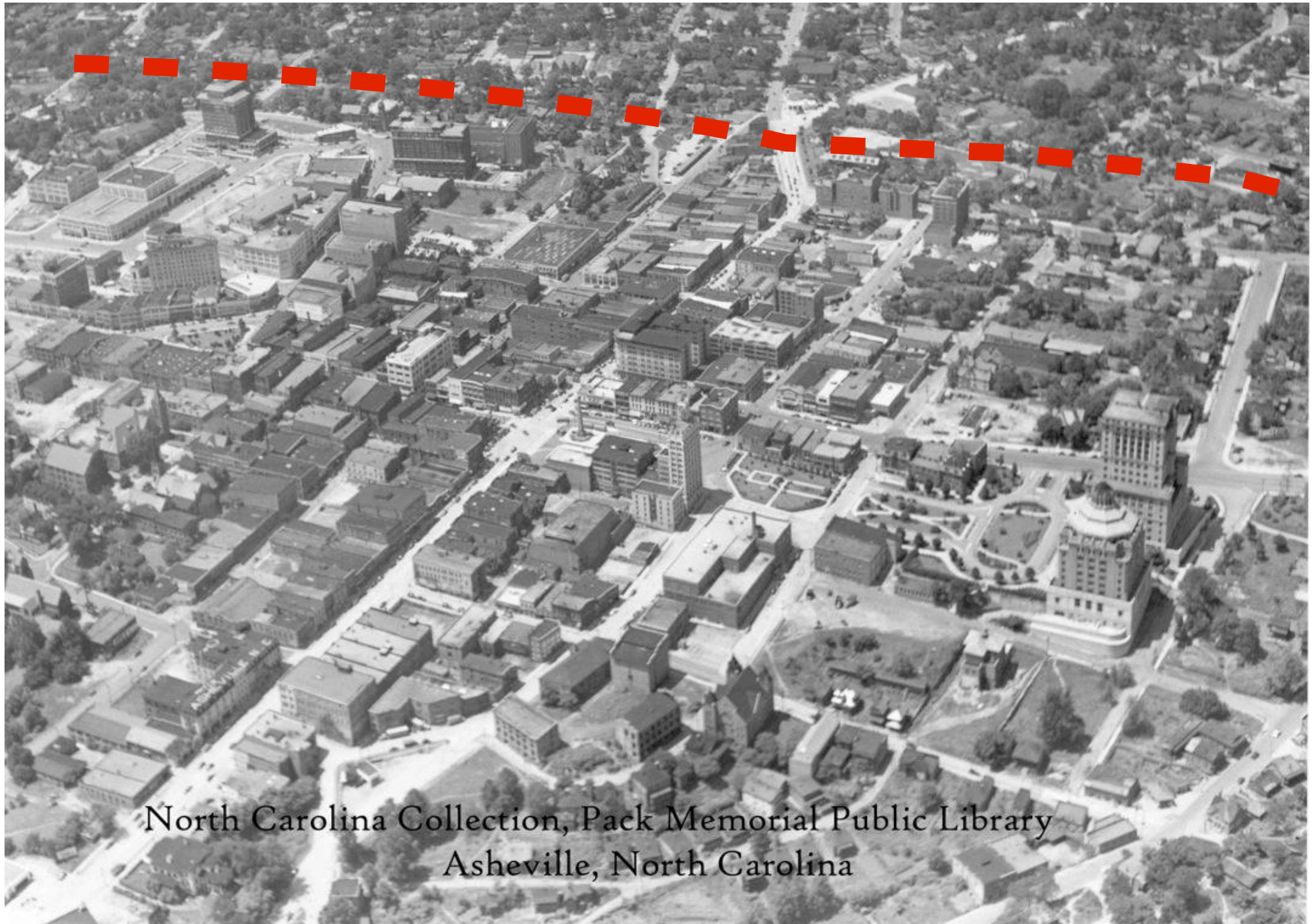


The Decline Began in the 50's & 60's

Development outside of downtown was encouraged by the new expressways.



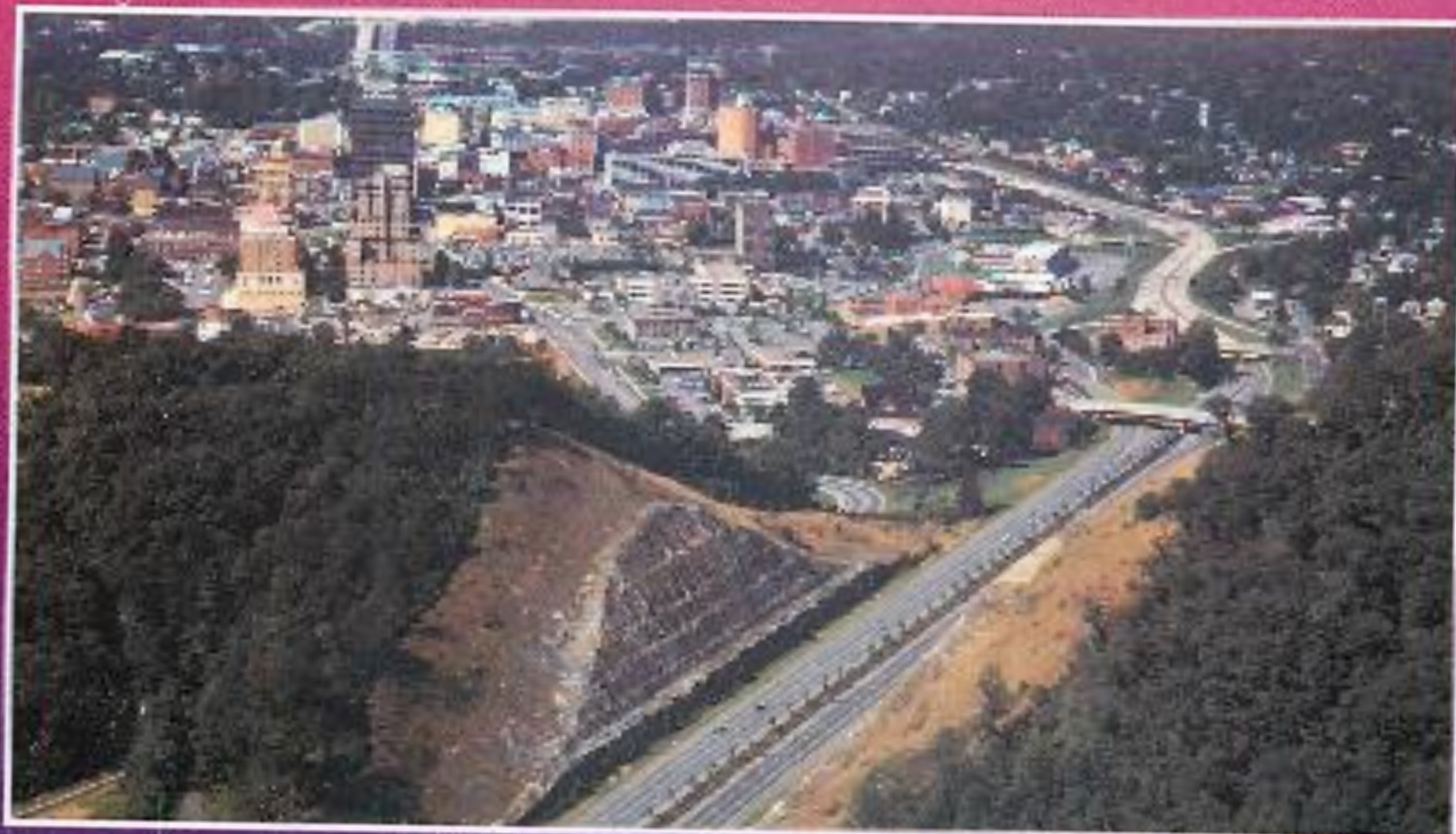




North Carolina Collection, Pack Memorial Public Library  
Asheville, North Carolina







*Asheville, N.C.*

*Land of the Sky*



The  
73  
acre  
Asheville  
Mall





In the 70's and 80's our downtown died











In the 70's and 80's our  
downtown died.



Asheville's de facto motto was:

**“That will never work here - don't even try.”**





Julian Price

1941 - 11/19/2001



**the Alternative Reading Room**

**The Mountain Xpress**

**Salsa's & Zambras**

**City Seeds**

# Public Interest Projects



**the Dogwood Fund**



**51 Biltmore**



**Urban<sup>3</sup>**



**Downtown benches**



**The Orange Peel**

**YWCA**

**The Public Service Building**



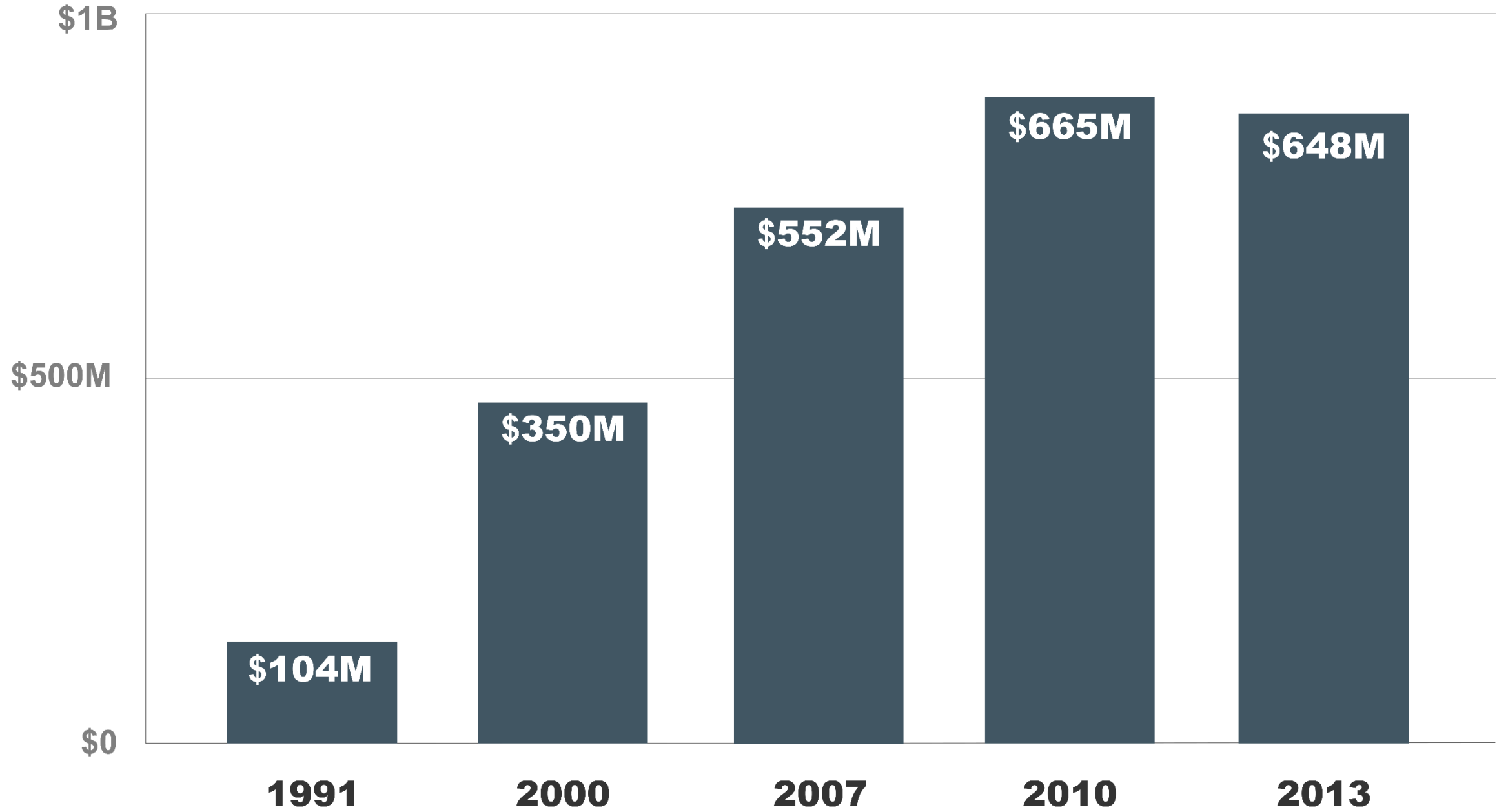
**The Laughing Seed**



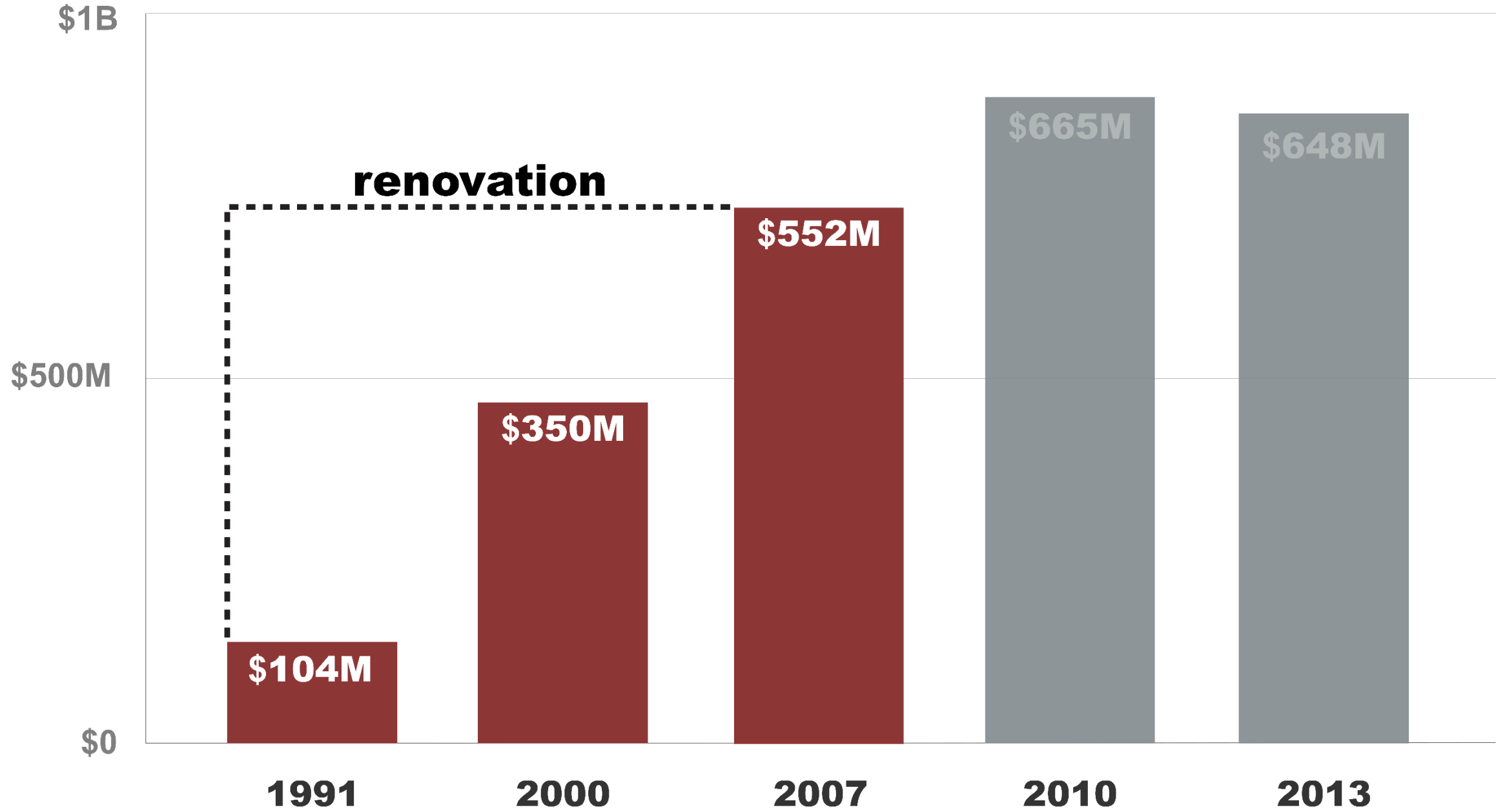




# Asheville CBD Taxable Value

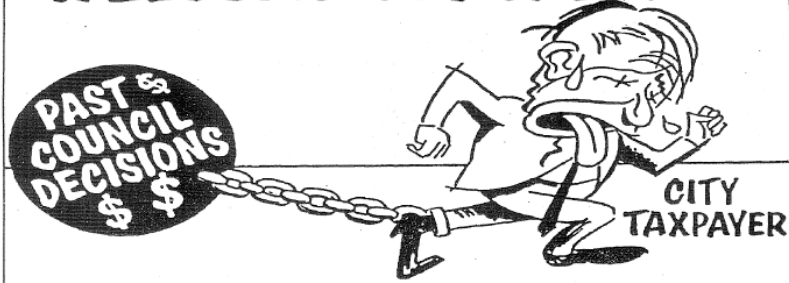


# Asheville CBD Taxable Value





# WELCOME TO ASHEVILLE



## THE BURDENS OF POOR DECISIONS ARE BECOMING UNBEARABLE!

- **Parking Garages** 4.5 Million & Climbing
- **Pack Square Projects** 10.0 Million & Climbing
- **Wall Street Project** 1.8 Million & Standing Empty
- **New Garage for Garbage Trucks** 5 Million Plus
- **City Hall Beautification Project** 4.8 Million
- 26.1 Million & Climbing

In 1990 Asheville City taxes were raised

## 2 Million Dollars

to help pay for these projects for  
*Downtown Dignitaries.*

These are just a few of the failed policy decisions supported by the Old Council. The taxpayers can no longer afford the policies of the 80's.

Here are your choices on November 5TH  
*You May Vote For Six*

- |                                    |                                    |
|------------------------------------|------------------------------------|
| ■ Gene Ellison - 2 year Incumbent  | ■ Bill Moore - 2 year Incumbent    |
| ■ Chris Peterson - Fresh New Ideas | ■ Carr Swicegood - Fresh New Ideas |
| ■ Charles Worley - Fresh New Ideas | ■ Barbara Field - Fresh New Ideas  |
| Norma Price - 14 years Incumbent   |                                    |

SHOW YOUR SUPPORT FOR A NEW CITY COUNCIL.  
DISPLAY THIS POSTER IN YOUR CAR, YOUR WINDOW, OR YOUR YARD.

PAID FOR BY: CITIZENS FOR A NEW CITY GOVERNMENT, DOROTHY F. WORLEY, TREASURER

# BLUEPRINT OF CITY HALL

## THE INCUMBENTS: WHY SHOULD WE VOTE AGAINST THEM?

The decade of the 80's was controlled by the incumbents  
Bratton, Frank, Price, and Michalove.

During their tenure, we have witnessed the following:

1. Personal income has decreased.
2. Property taxes are at an all time high. In 1990 these four council members voted for a 16% increase in personal property taxes.
3. In 1981 water was at the top of their list of priorities. In 1991 water remains at the top of their list.
4. Increased crime rate. Inadequate police protection due to massive annexation during the past 10 years.
5. **Downtown development for bureaucrats instead of water, sewer, and streets for our citizens.**
6. Fewer jobs for our residents. We have lost good sound industries such as Burlington, Sayles, Kellwood, Girmes and Stencil, not to mention 3000 jobs at Enka.
7. Enormous waste of city tax dollar and manpower within the fire department (i.e.: fire trucks being routed to fender benders, etc.).
8. **Downtown parking fiasco. Millions of dollars wasted on unused parking decks.**
9. Turmoil in the City School System. The only voice city residents have is through our vote for Asheville City Council.
10. Community favoritism. Certain communities have been ignored far too long while others have been given the royal treatment. This cannot be tolerated. All city areas are entitled to all city services.



VOTE OUT THE POLICY MAKERS OF THE 80'S.

THEY'VE BEEN IN CHARGE TOO LONG!

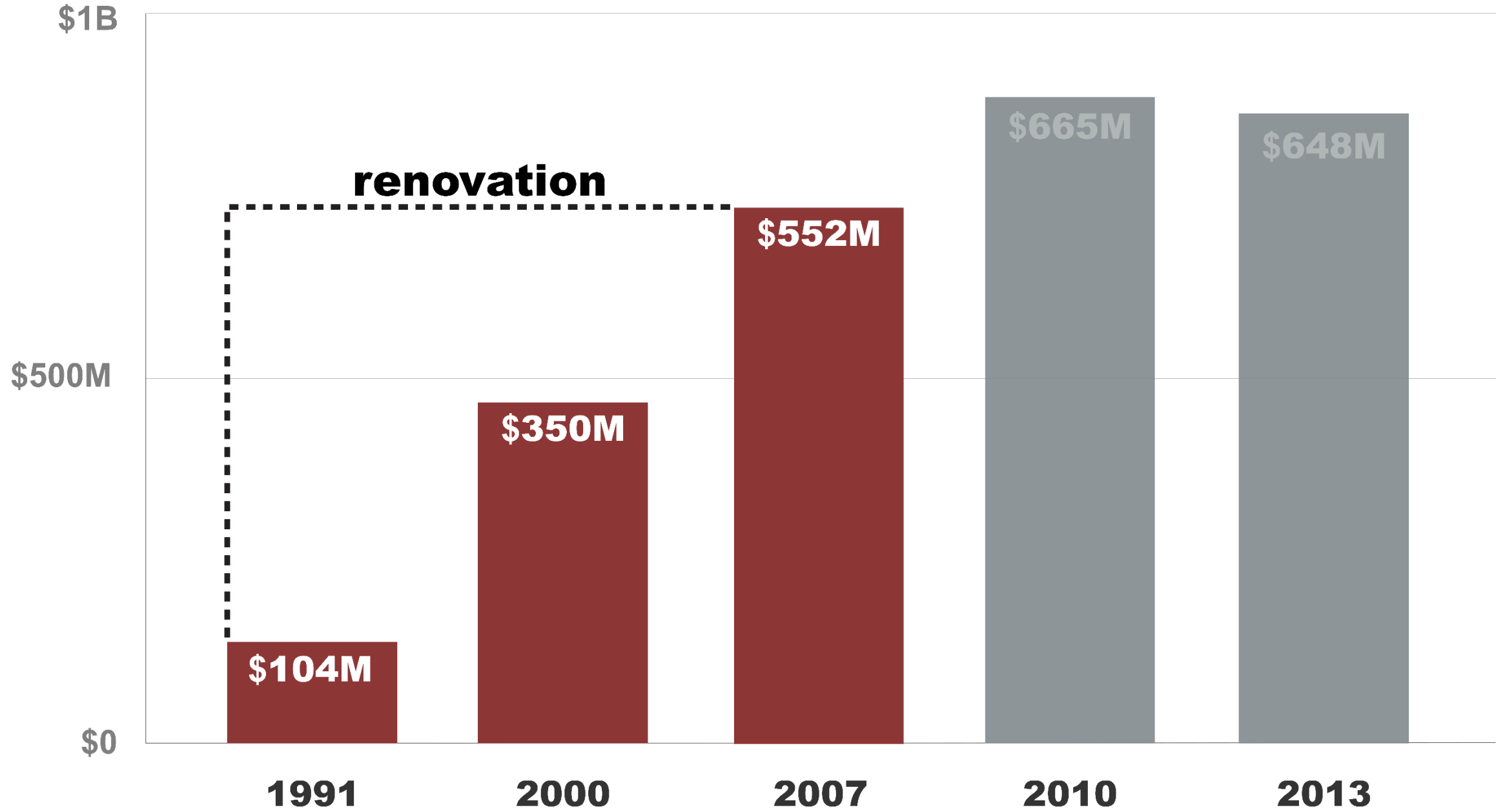


PAID FOR BY THE CITIZENS TO ELECT A NEW CITY GOVERNMENT

Asheville's de facto motto was:

**“That will never work here - don't even try.”**

# Asheville CBD Taxable Value





**If you can't measure it,  
you can't  
manage it.**

Mayor Michael Bloomberg







**Incorporate** (in 'kôrpə ,rāt)

VERB

Constitute (a company, city, or other organization) as a legal corporation.

Source: Oxford Dictionary

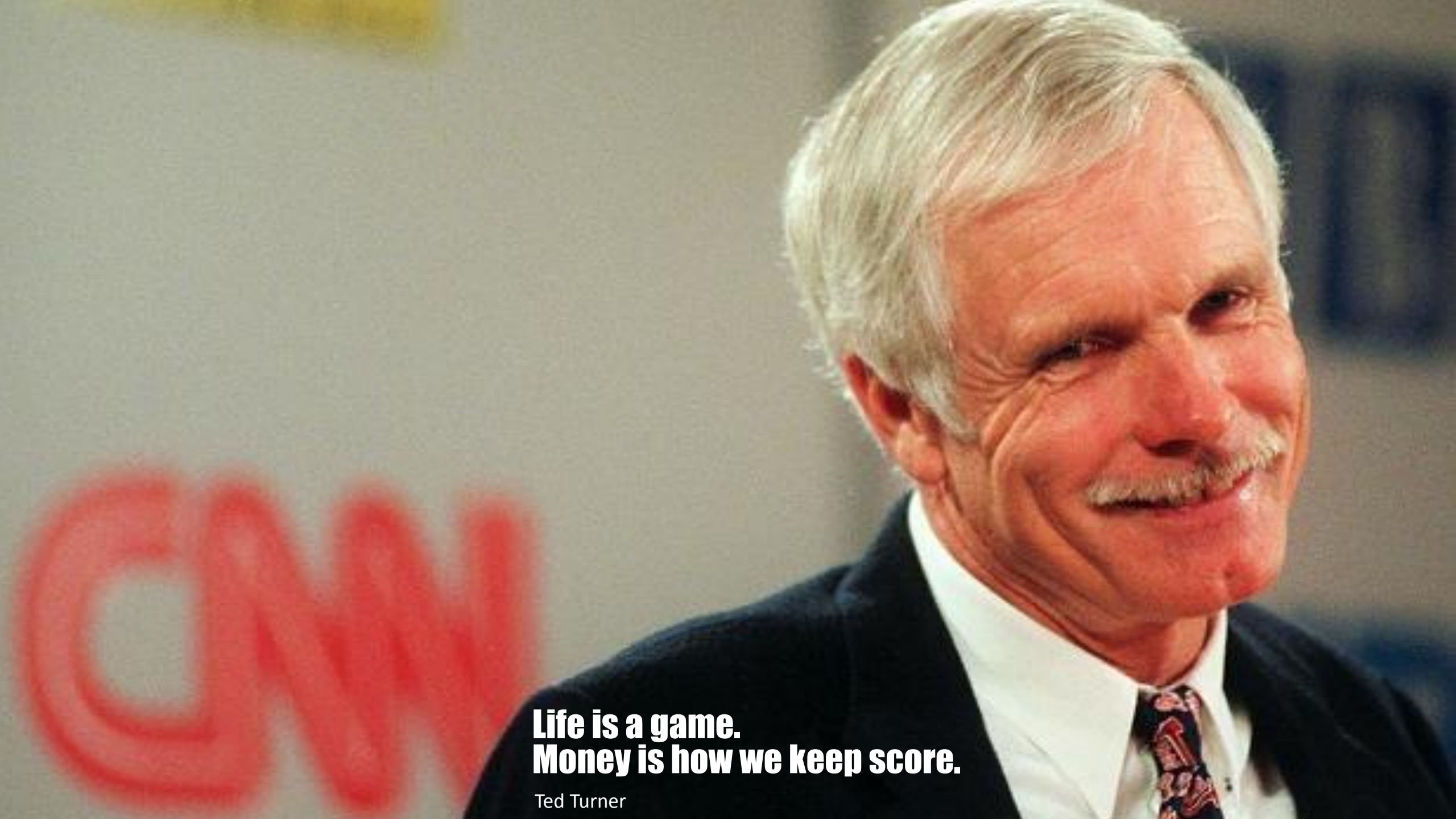


A photograph of Joe Biden sitting on a talk show set, likely the Late Show with Stephen Colbert. Biden is on the left, wearing a dark suit and a blue striped tie, looking towards the right. Stephen Colbert is on the right, wearing a dark suit and glasses, looking towards Biden. They are seated at a wooden desk. In the background, there is a large screen showing a cityscape at night. A blue mug with the show's logo is on the desk.

**“The United States  
is the largest  
corporation  
in the world.”**

**Joe Biden**

United States Vice President  
Late Show: 12/6/2016



**Life is a game.  
Money is how we keep score.**

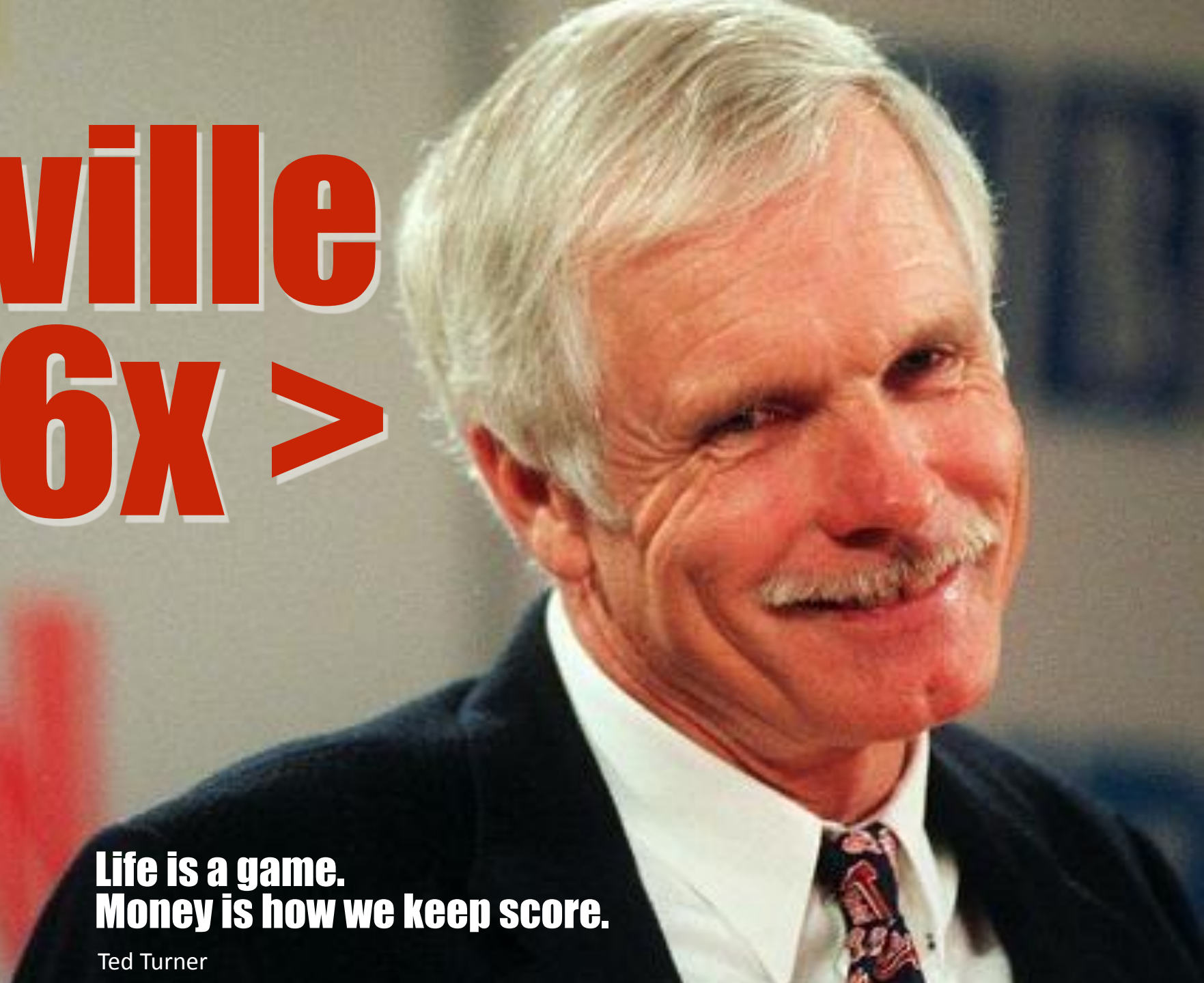
Ted Turner



**Asheville**  
**is 6X >**

**Life is a game.  
Money is how we keep score.**

Ted Turner

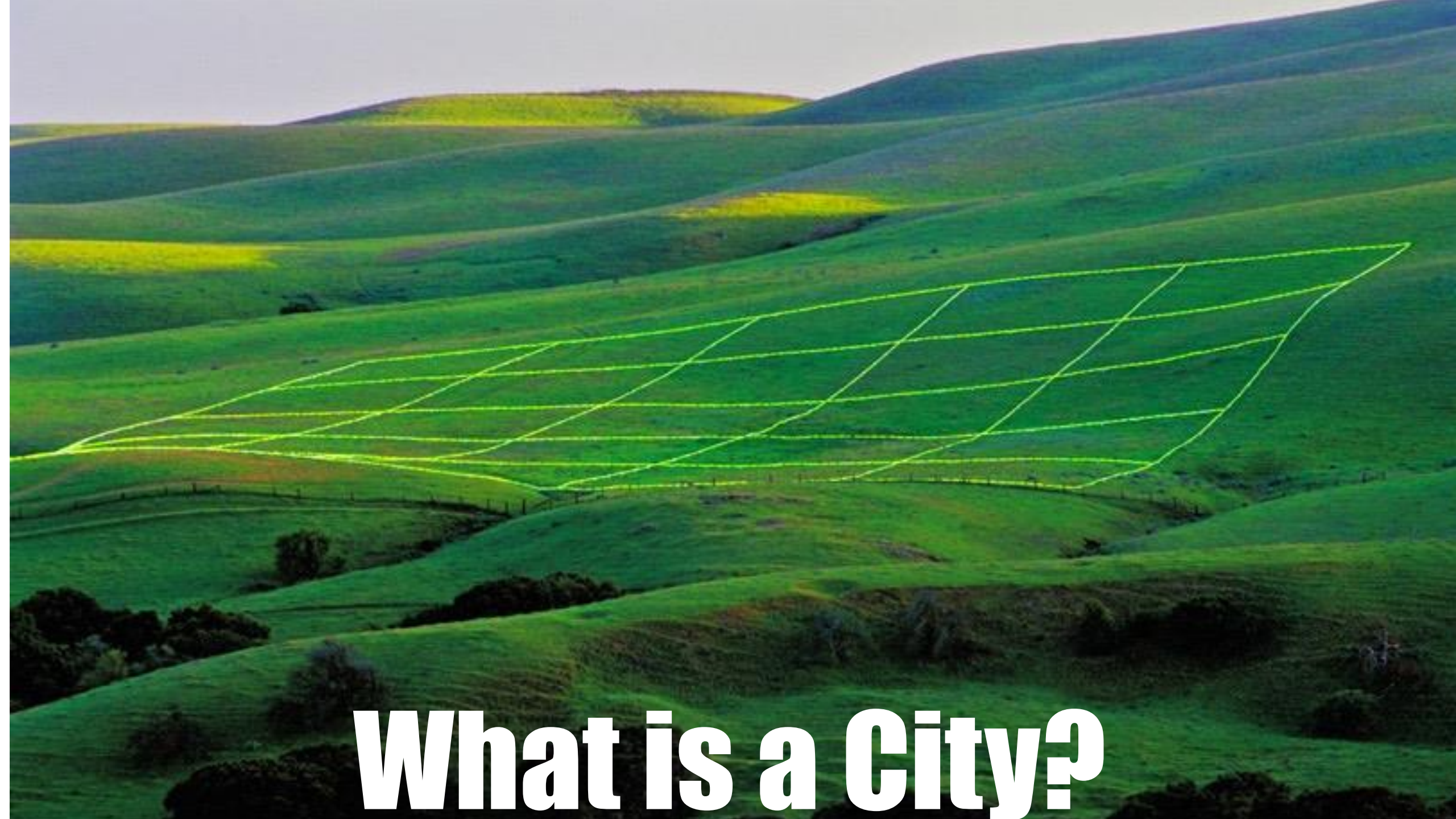






# What is a City?





**What is a City?**



# Land Production







For 40 years this building remained vacant..... its tax value in 1991 was just over **\$300,000**



Today the building is valued at over **\$11,000,000** an increase of over **3,500%** in **15 years**

The lot is less than **1/5 acre**



# Walmart



**34.0 Acres**  
**220,000 sf Building**  
**\$20,000,000 Tax Value**

# Downtown



**0.19 Acres**  
**54,000 sf. Bld**  
**\$11,000,000 Tax Value**

# My House



**0.13 Acres**  
**1 unit (2 people + 2 dogs)**  
**\$232,000 Tax Value**



# Walmart



**34.0 Acres**

**220,000 sf Building**

**\$20,000,000 Tax Value**

# Downtown



**0.19 Acres**

**54,000 sf. Bld**

**\$11,000,000 Tax Value**

# My House



**0.13 Acres**

**1 unit (2 people + 2 dogs)**

**\$232,000 Tax Value**



# Walmart



**34.0 Acres**

**220,000 sf Building**

**\$20,000,000 Tax Value**

# Downtown



**0.19 Acres**

**54,000 sf. Bld**

**\$11,000,000 Tax Value**

# My House



**0.13 Acres**

**1 unit (2 people + 2 dogs)**

**\$232,000 Tax Value**

Property Taxes/Acre

**\$19,542**



# Walmart



**34.0 Acres**

**220,000 sf Building**

**\$20,000,000 Tax Value**

Property Taxes/Acre

**\$6,500**

# Downtown



**0.19 Acres**

**54,000 sf. Bld**

**\$11,000,000 Tax Value**

# My House



**0.13 Acres**

**1 unit (2 people + 2 dogs)**

**\$232,000 Tax Value**

Property Taxes/Acre

**\$19,542**



# Walmart



**34.0 Acres**

**220,000 sf Building**

**\$20,000,000 Tax Value**

Property Taxes/Acre

**\$6,500**

# Downtown



**0.19 Acres**

**54,000 sf. Bld**

**\$11,000,000 Tax Value**

Property Taxes/Acre

**\$634,000**

# My House



**0.13 Acres**

**1 unit (2 people + 2 dogs)**

**\$232,000 Tax Value**

Property Taxes/Acre

**\$19,542**



## Wheat



**34.0 Acres**  
**220,000 sf Building**  
**\$20,000,000 Tax Value**

Property Taxes/Acre

**\$6,500**

## Cannabis



**0.19 Acres**  
**54,000 sf. Bld**  
**\$11,000,000 Tax Value**

Property Taxes/Acre

**\$634,000**

## Soybeans



**0.13 Acres**  
**1 unit (2 people + 2 dogs)**  
**\$232,000 Tax Value**

Property Taxes/Acre

**\$19,542**

# Property + Retail Sales Taxes

**Retail Sales (average)**

**\$77,000,000**



**\$6,500** Total Property Taxes/Acre  
**\$3,300** to the City

# Downtown



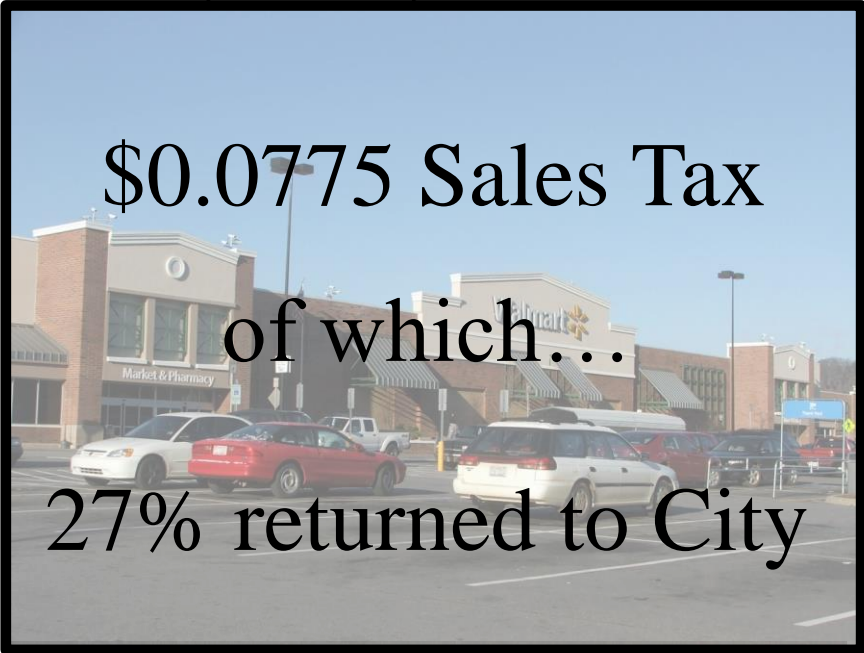
**\$634,000** Total Property Taxes/Acre  
**\$330,000** to the City



# Property + Retail Sales Taxes

**Retail Sales (average)**

**\$77,000,000**



**\$6,500** Total Property Taxes/Acre  
**\$3,300** to the City



**\$634,000** Total Property Taxes/Acre  
**\$330,000** to the City

# Property + Retail Sales Taxes

**Retail Sales (average)**

**\$77,000,000**



**\$47,500 Sales Tax  
City return**

**\$6,500** Total Property Taxes/Acre  
**\$3,300** to the City

## Downtown



**\$634,000** Total Property Taxes/Acre  
**\$330,000** to the City



# Property + Retail Sales Taxes



**Total Taxes/Acre to the City**

**\$50,800**



**Property Taxes/Acre to the City**

**\$330,000**

# Property + Retail Sales Taxes



**Total Taxes/Acre to the City**

**\$50,800**



**Total Taxes/Acre to the City**

**\$414,000**



# Jobs per Acre



**200 jobs on 34.0 acres**

5.9



**14 jobs on 0.19 Acres**

73.7

# Urban<sup>3</sup>

## Asheville Walmart



## Downtown



<b>Land Consumed (Acres):</b>	<b>34.0</b>	<b>00.2</b>
<b>Total Property Taxes/Acre:</b>	<b>\$ 6,500</b>	<b>\$634,000</b>
<b>City Retail Taxes/Acre:</b>	<b>\$ 47,500</b>	<b>\$ 83,600</b>
<b>Residents per Acre:</b>	<b>0.0</b>	<b>90.0</b>
<b>Jobs per Acre:</b>	<b>5.9</b>	<b>73.7</b>



# International Association of Assessing Officers

80th International Conference

Sacramento, CA

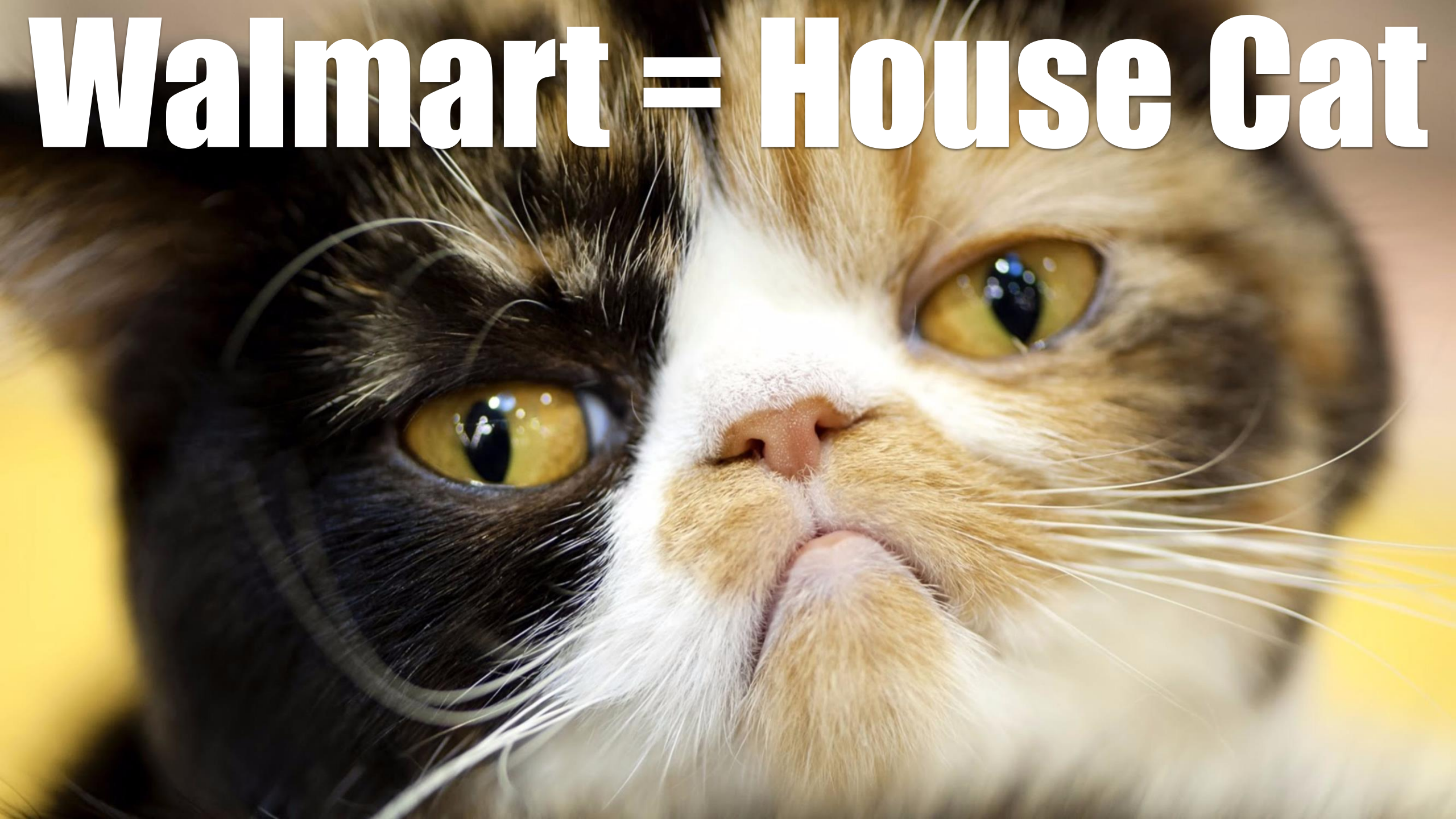
August 26, 2014



**Charles Terrell, CMI**  
**Walmart**  
Director of Property Tax

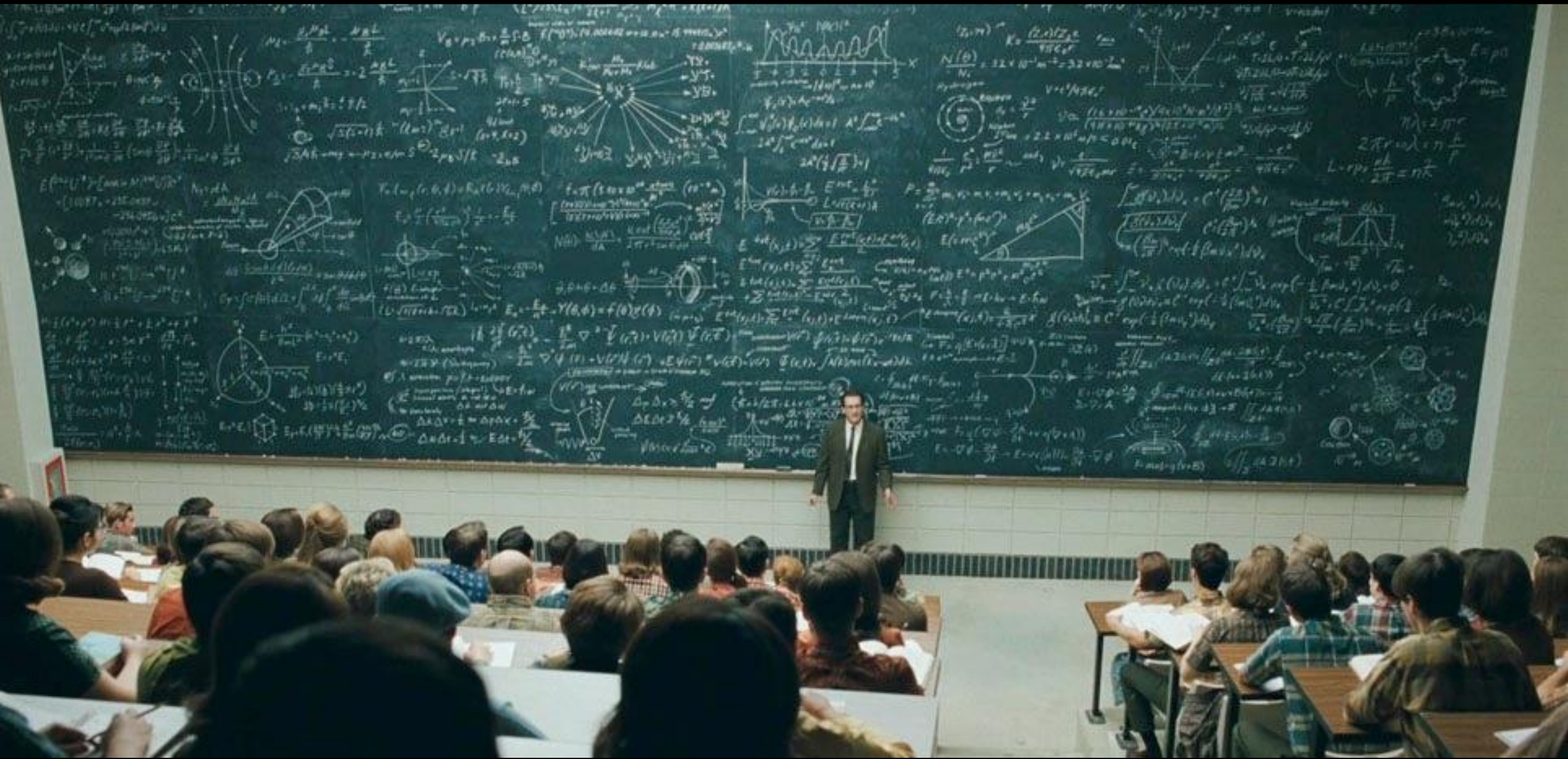






**Walmart = House Cat**





# Scary Math



# How do you compare cars?



**Ford F150 Lariat LTD**  
**648 miles per tank**



**Toyota Prius**  
**571 miles per tank**



**1955 BMW Isetta**  
**245 miles per tank**



**Rolls-Royce Phantom Drophead**  
**380 miles per tank**



**Bugatti Veyron SS**  
**390 miles per tank**



# How do you compare cars?



Ford F150 Lariat LTD  
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Rolls-Royce Phantom Drophead  
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Bugatti Veyron SS  
390 miles per tank

# How do you compare cars?



**Ford F150 Lariat LTD**  
**13/18 mpg**



**1955 BMW Isetta**  
**50/70 mpg**



**Toyota Prius**  
**51/48 mpg**



**Rolls-Royce Phantom Drophead**  
**11/18 mpg**



**Bugatti Veyron SS**  
**8/14 mpg**



# How do you compare cars?



Ford F150 Lariat LTD  
13/18 mpg



Toyota Prius  
51/48 mpg



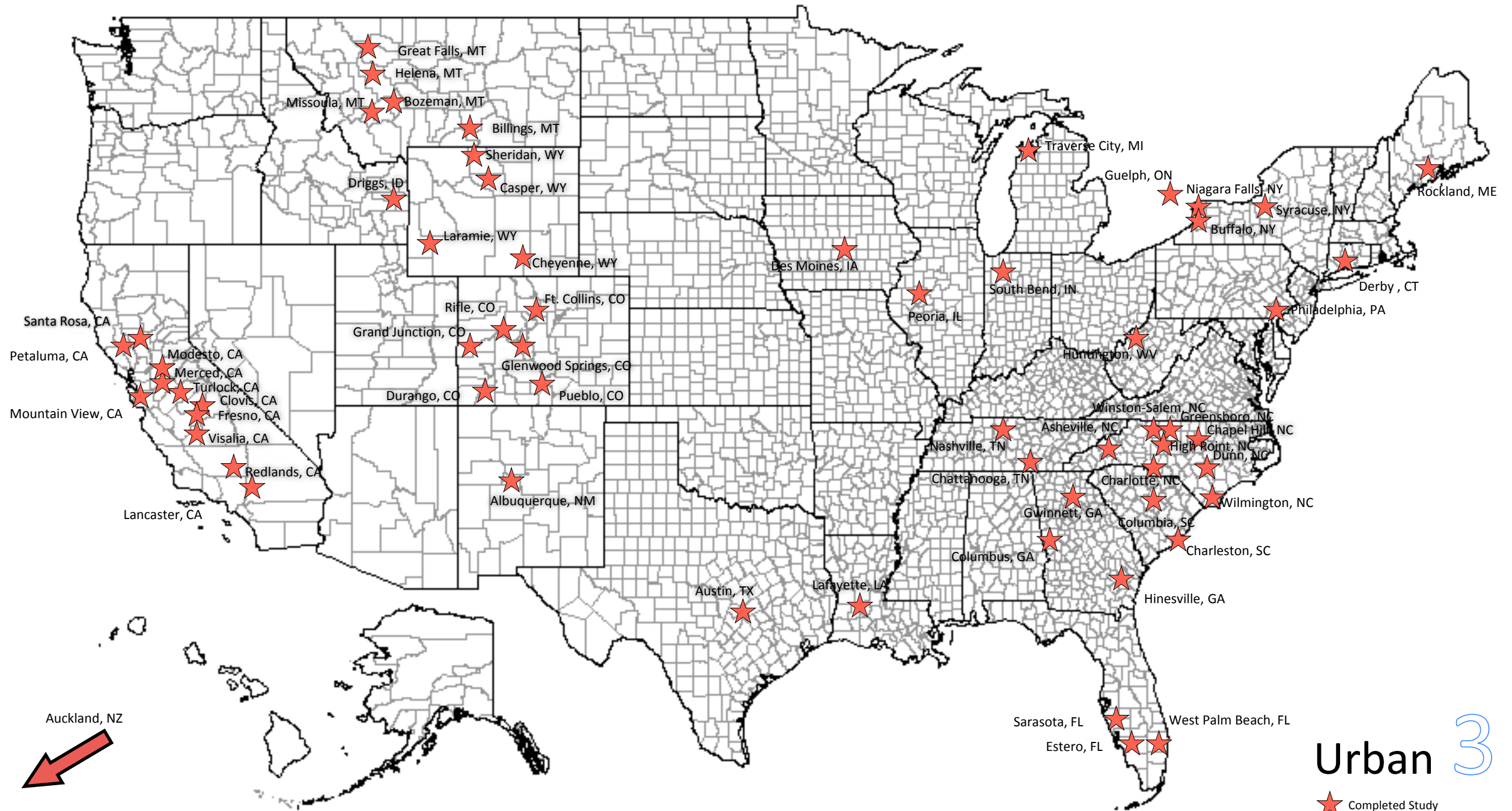
1955 BMW Isetta  
50/70 mpg



Rolls-Royce Phantom Drophead  
11/18 mpg



Bugatti Veyron SS  
8/14 mpg





# County Property Taxes/Acre

Ratio Difference of 60 City Sample Set, in 21 States (+ a Province)

- Residential
- Commercial
- Mixed-Use



**In God we trust;  
everyone else,  
bring data.**

Mayor Michael Bloomberg

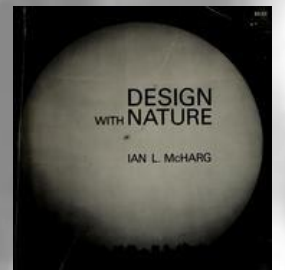




**We have but one explicit  
model of the world and that  
is built upon economics.**

The present face of the land of the free is its  
clearest testimony, even as the Gross Domestic  
Product is the proof of its success.

**Money is our measure,**  
convenience is its cohort, the short term is its span, and the  
devil may take the hindmost is the morality.

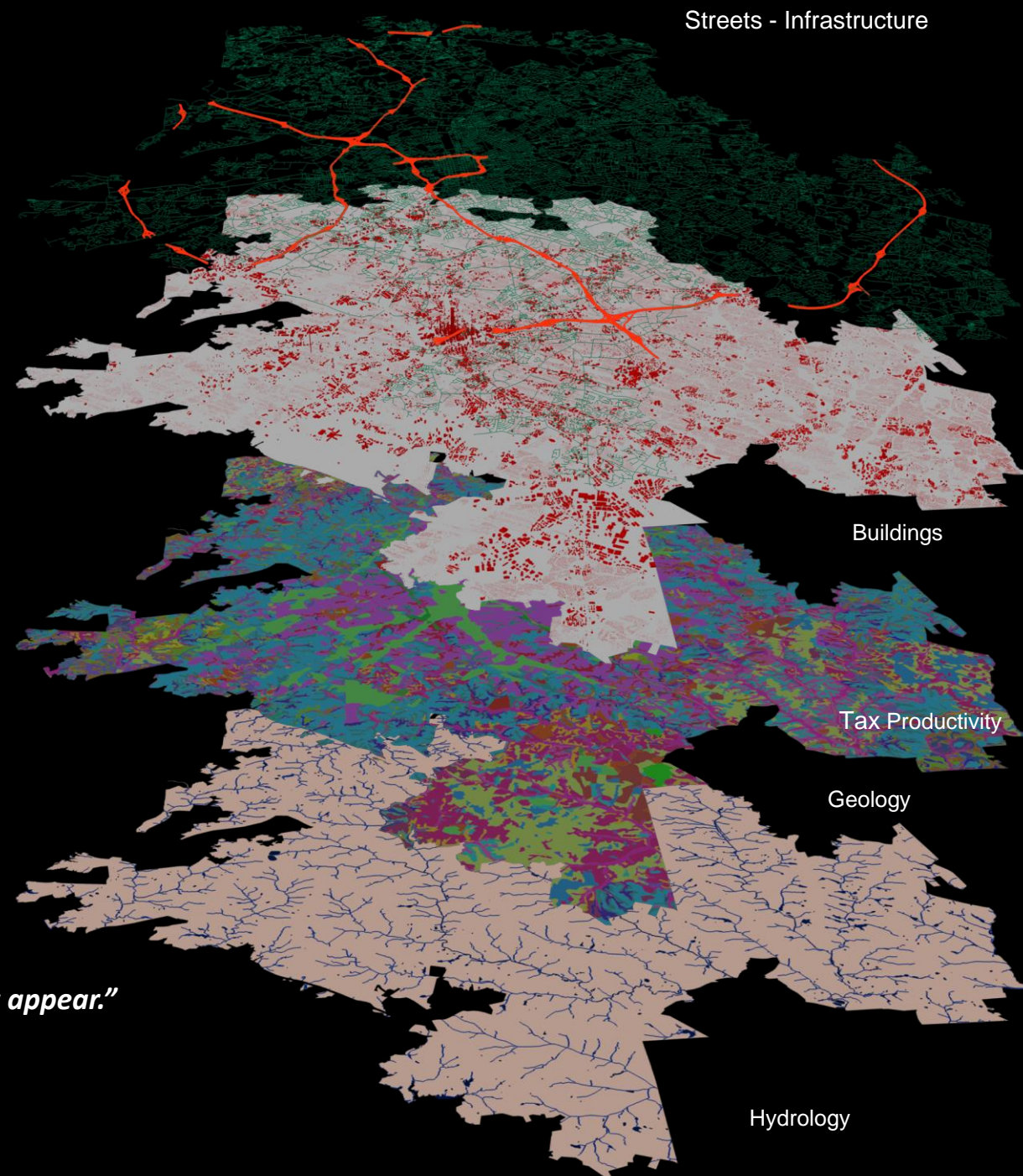


**Ian McHarg**  
Design With Nature  
1969









*"...when you least expect it, you see a crack open and a different city appear."*

Italo Calvino  
Invisible City



What are the numbers for Buncombe County?

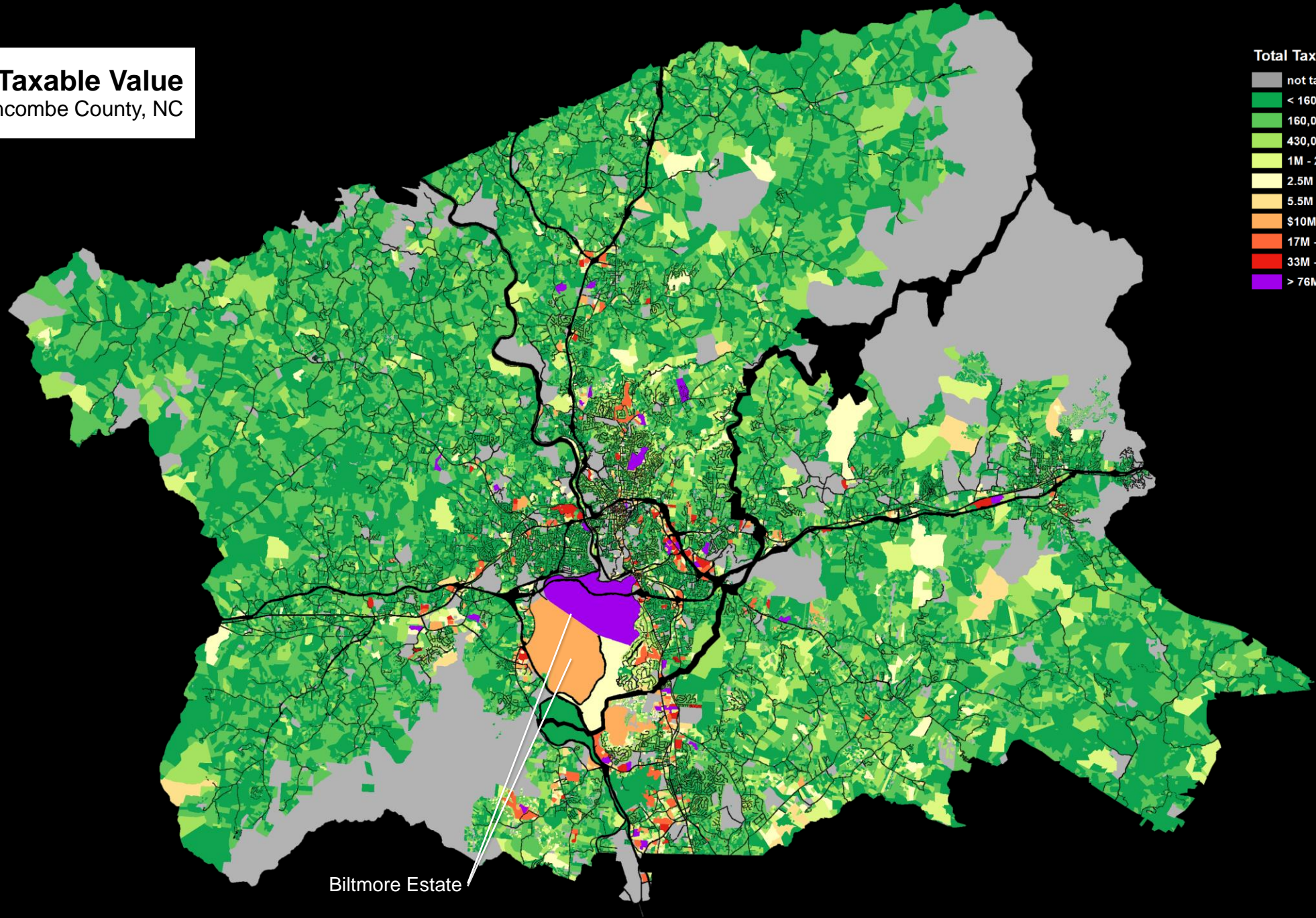
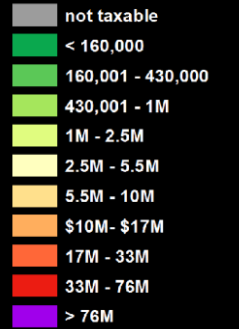




# Total Taxable Value

Buncombe County, NC

## Total Tax Value (\$)



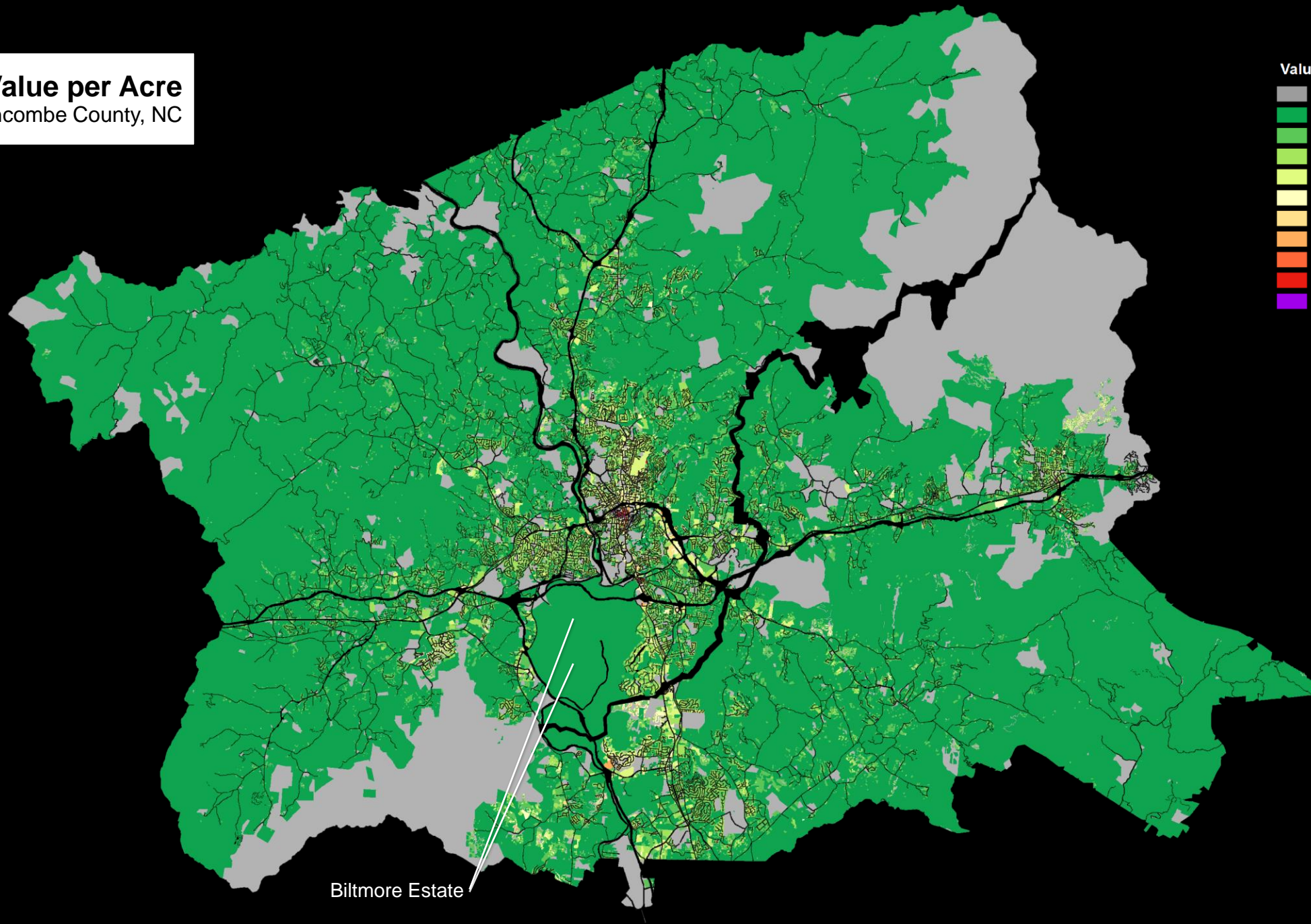
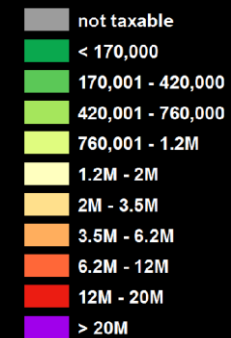
Biltmore Estate



# Taxable Value per Acre

Buncombe County, NC

## Value per Acre (\$)



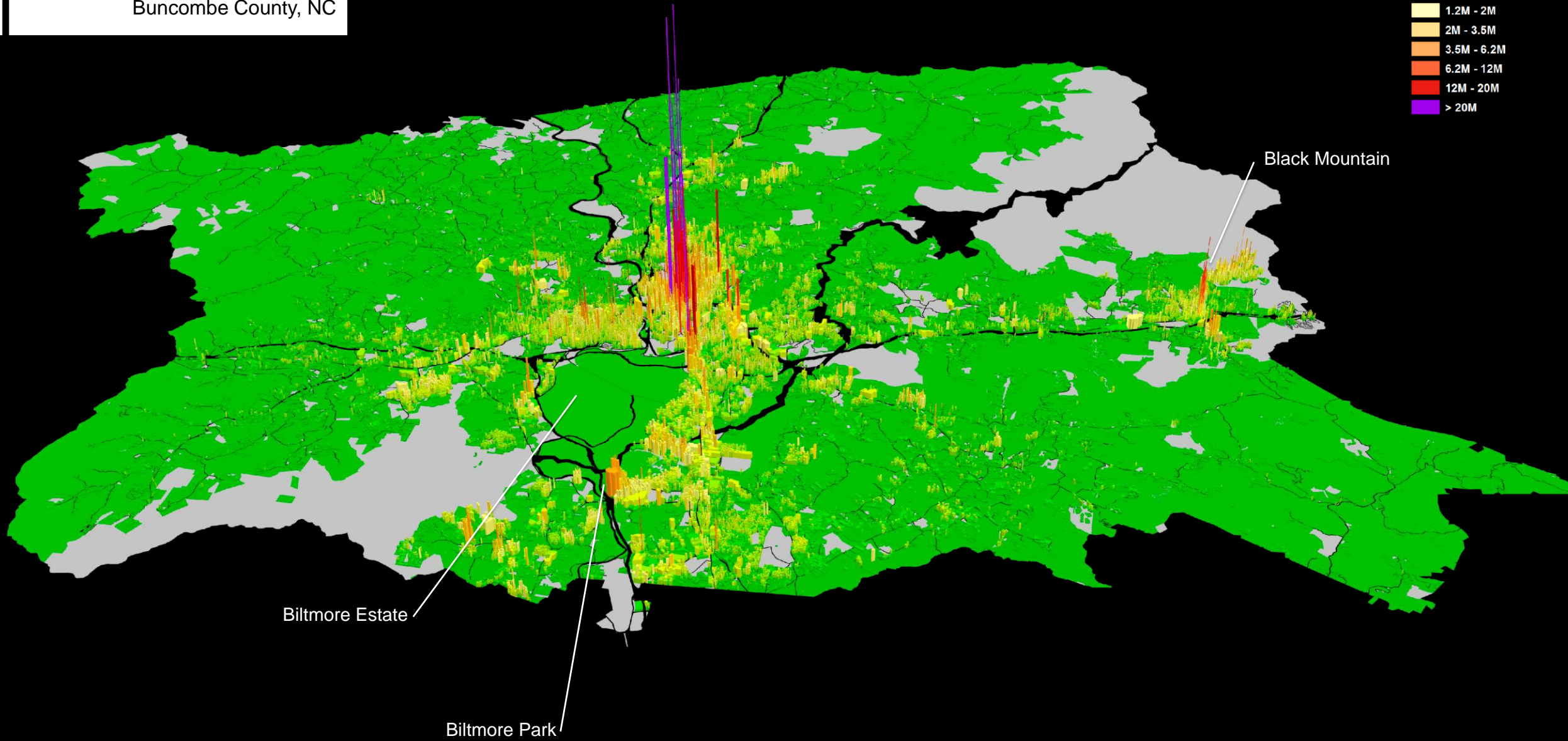
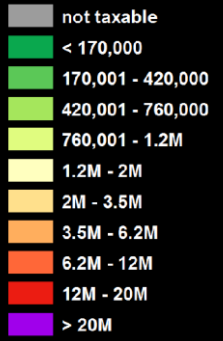
Biltmore Estate



# Taxable Value per Acre

Buncombe County, NC

Value per Acre (\$)





What are the numbers for the Upstate?

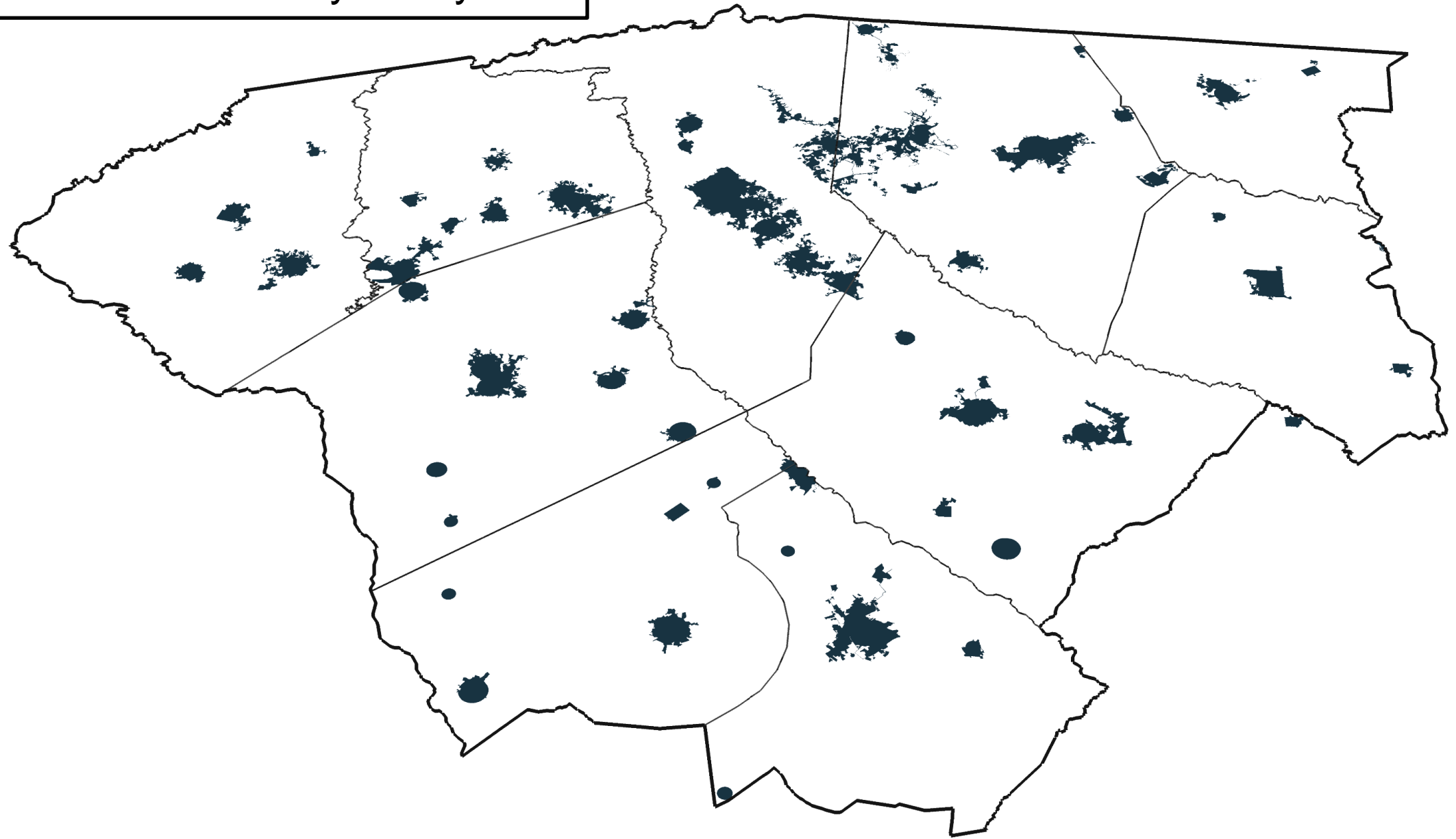
G-56

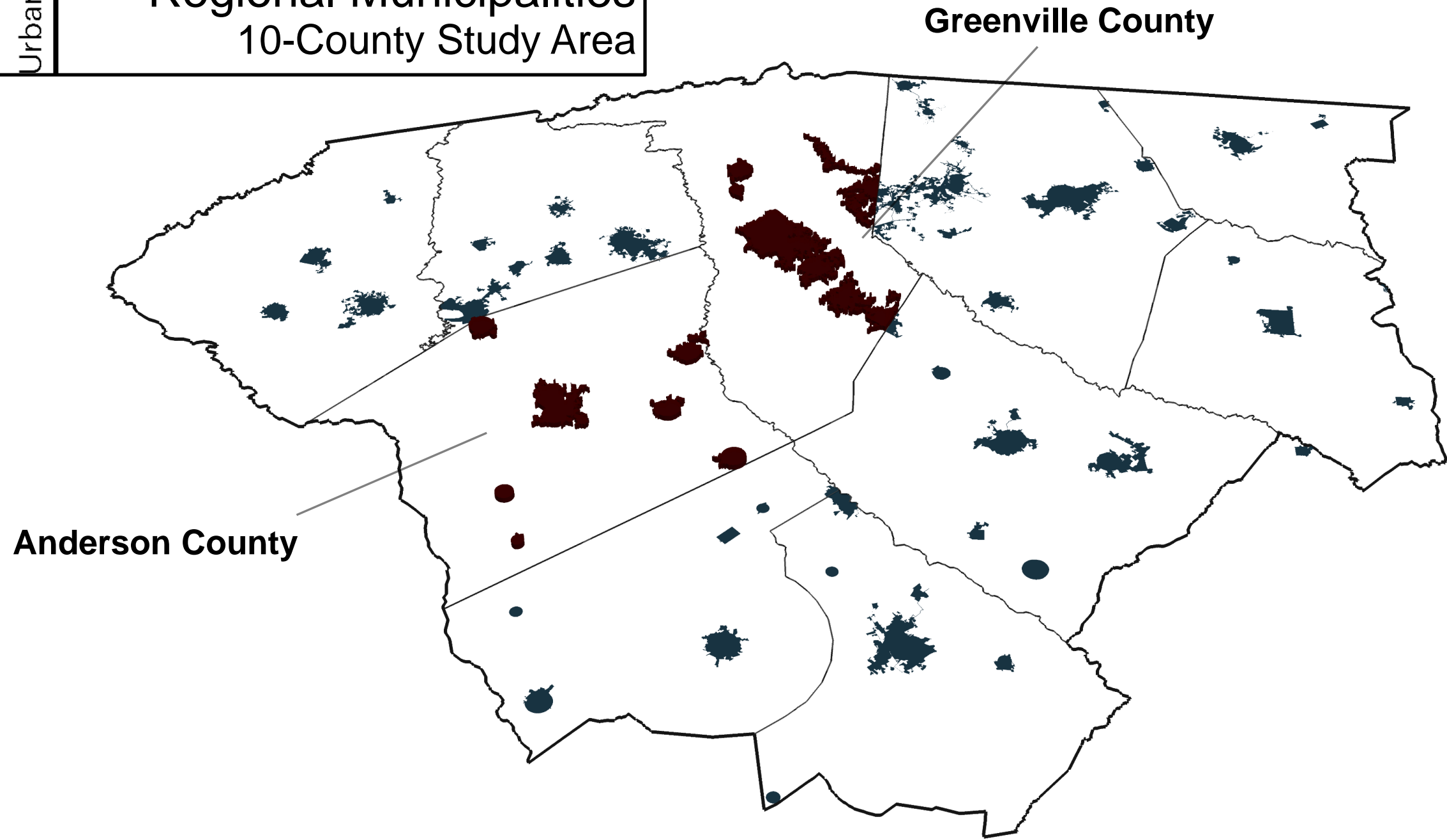
*Greetings from*



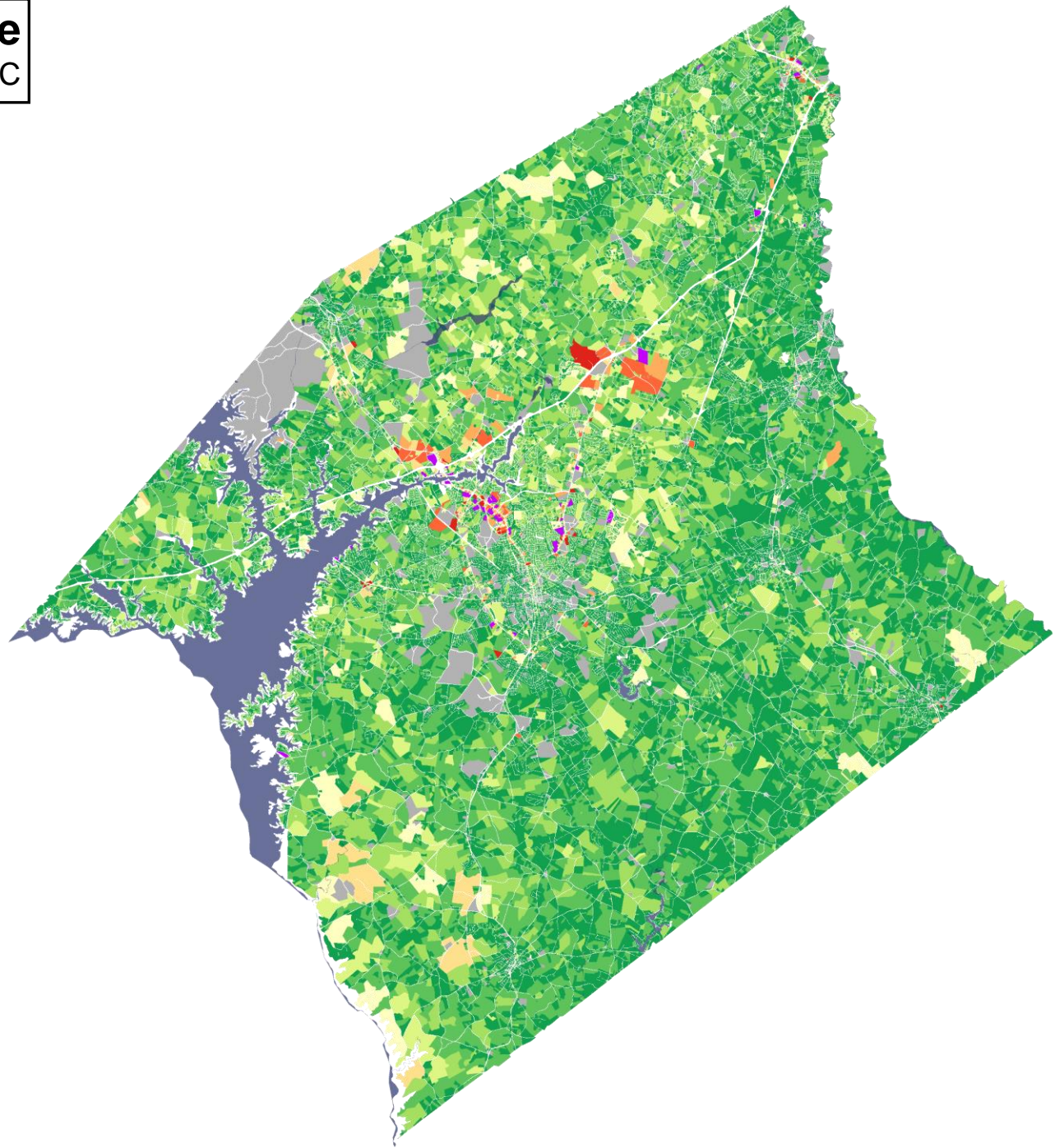
E-6265









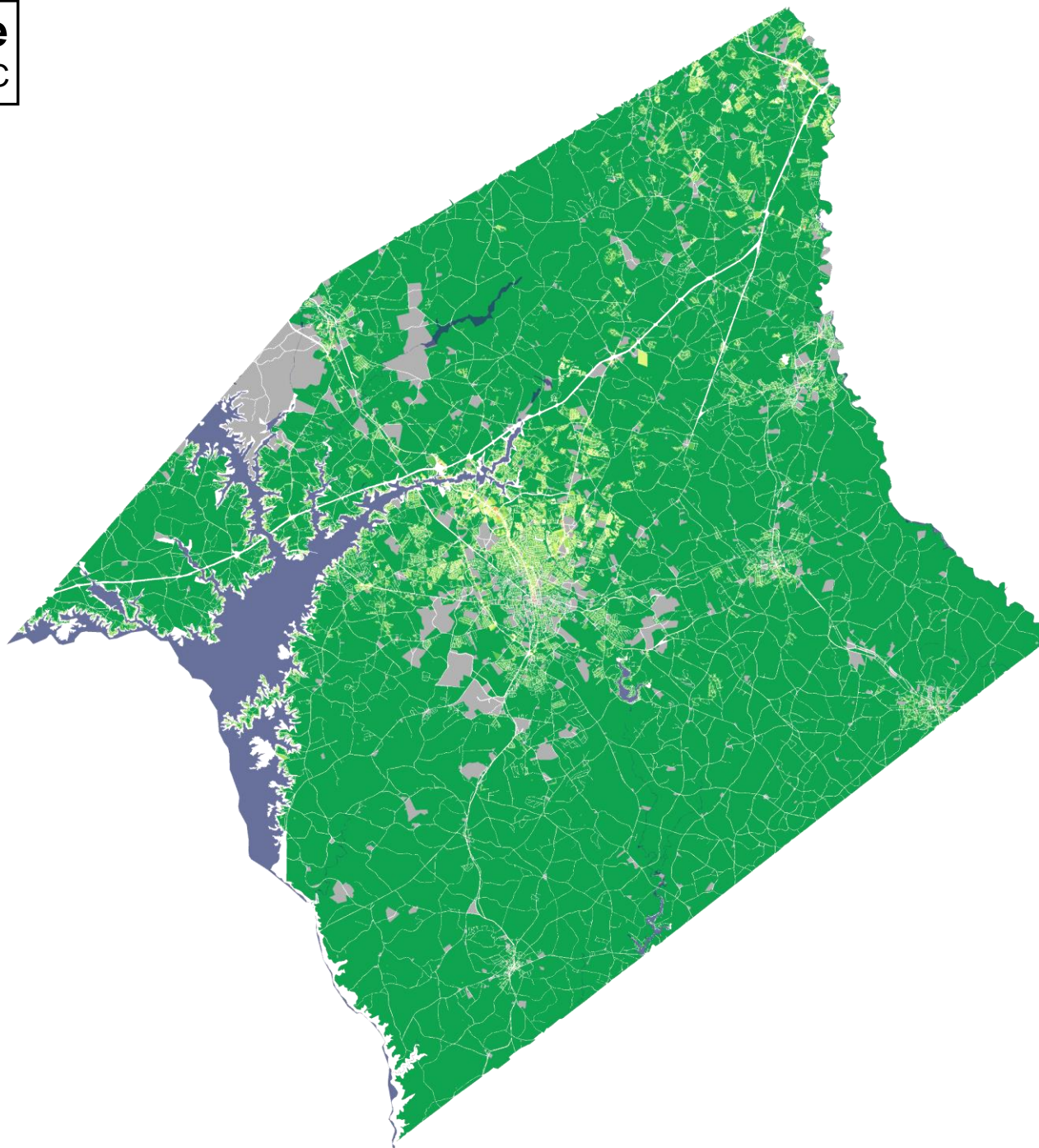


Total Tax Value (\$)

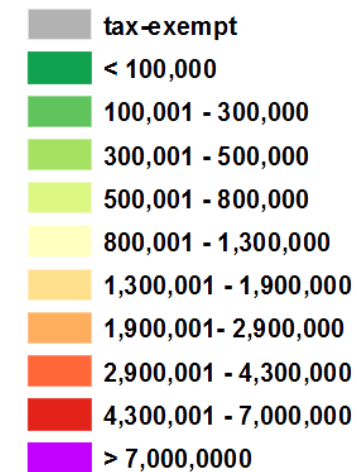
- tax-exempt
- < 100,000
- 100,001 - 300,000
- 300,001 - 500,000
- 500,001 - 800,000
- 800,001 - 1,300,000
- 1,300,001 - 1,900,000
- 1,900,001- 2,900,000
- 2,900,001 - 4,300,000
- 4,300,001 - 7,000,000
- > 7,000,0000

# Tax Value per Acre

Anderson County, SC



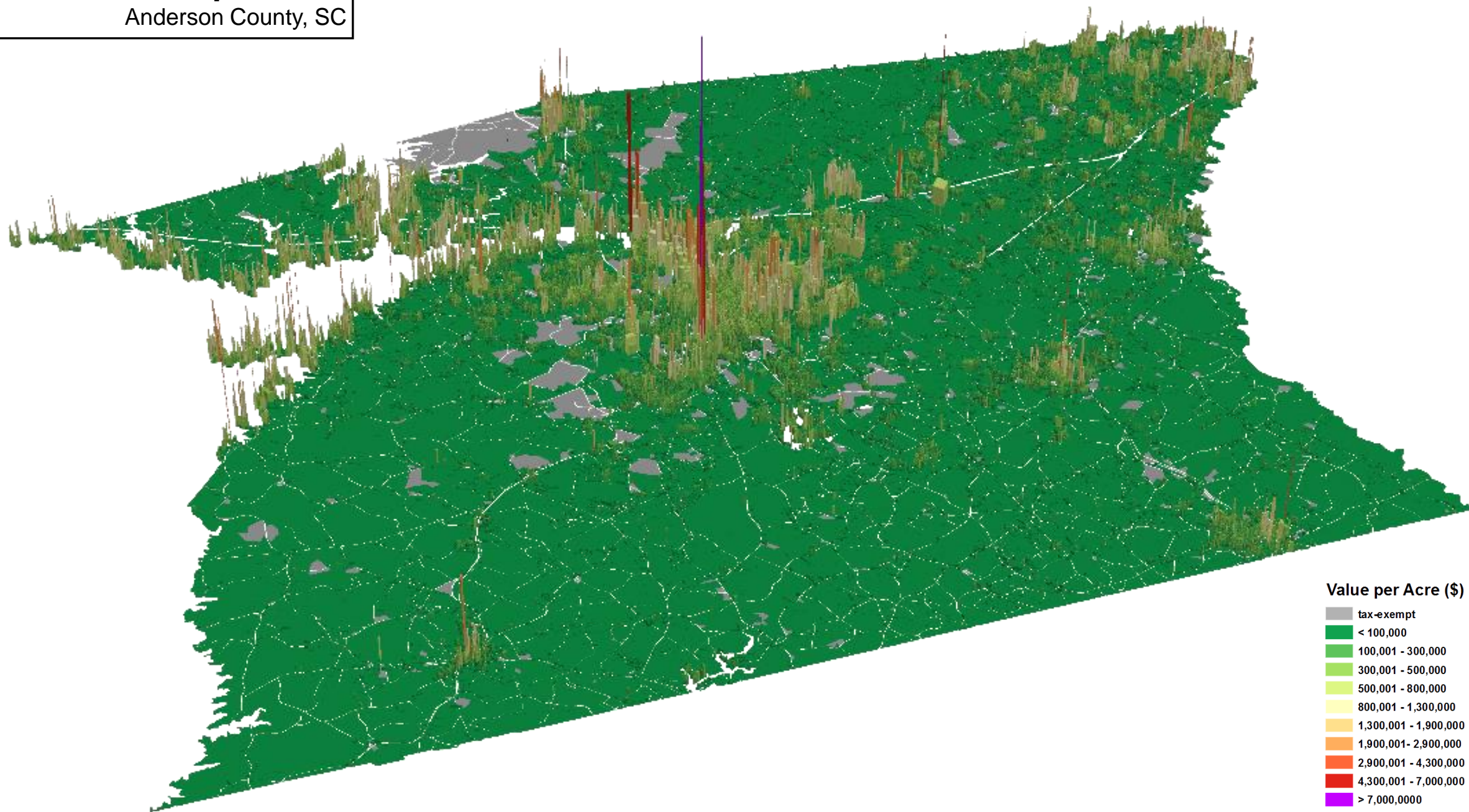
## Value per Acre (\$)





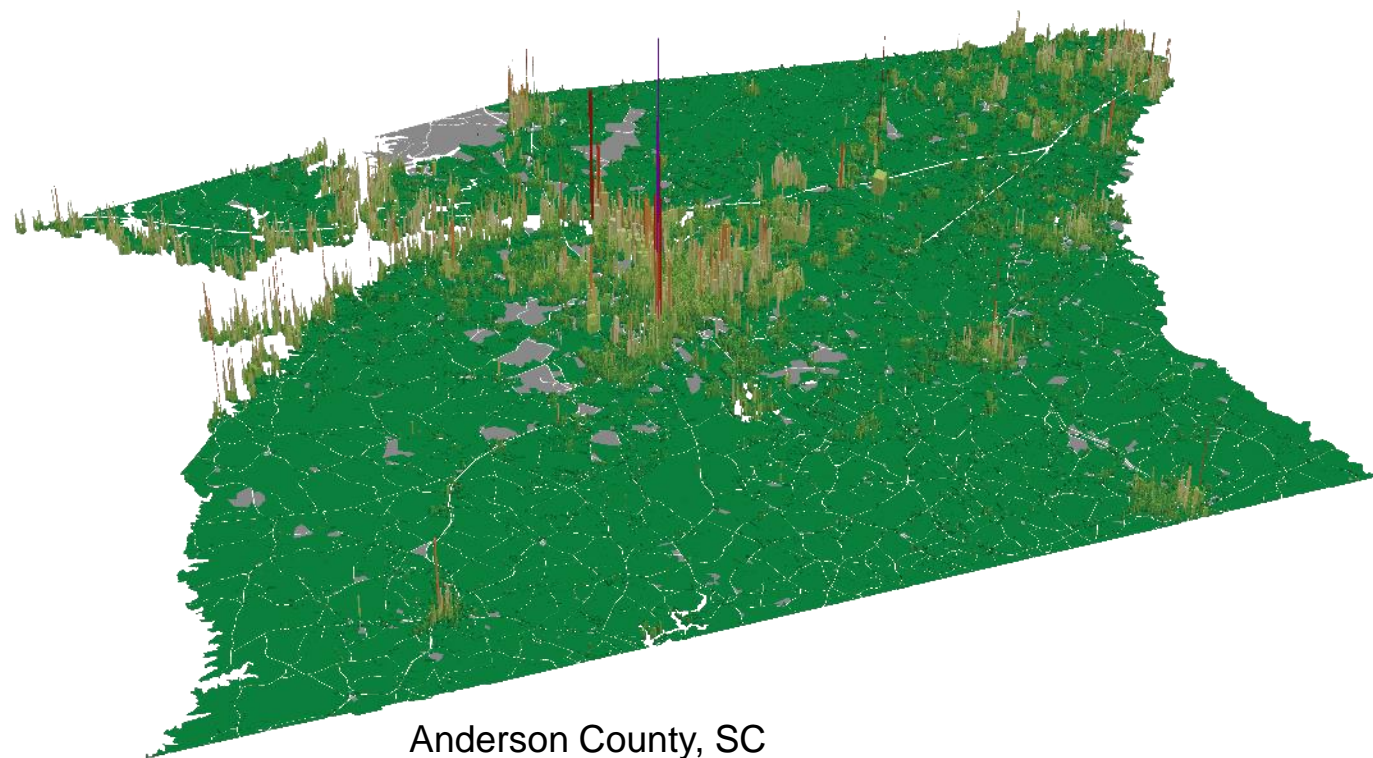
# Tax Value per Acre

Anderson County, SC

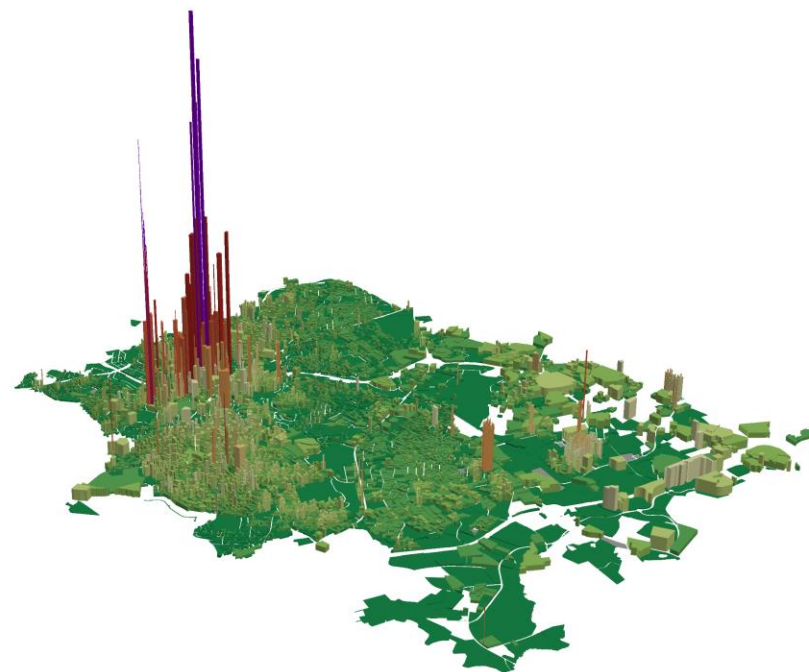


# Tax Value per Acre

Upstate Typologies

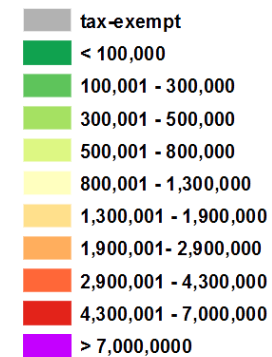


Anderson County, SC



City of Greenville, SC

## Value per Acre (\$)





# Tax Value per Acre

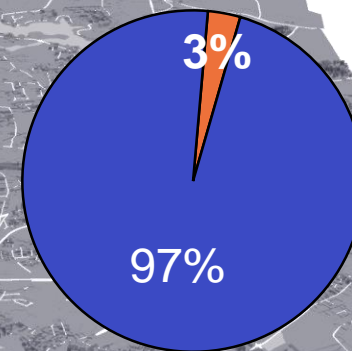
Greenville, SC

County: 479,900 acres

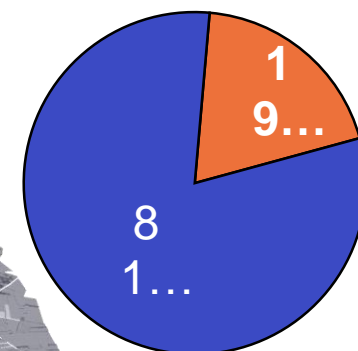
City: 15,400 acres

City County

Downtown: 159.3 acres



County Area



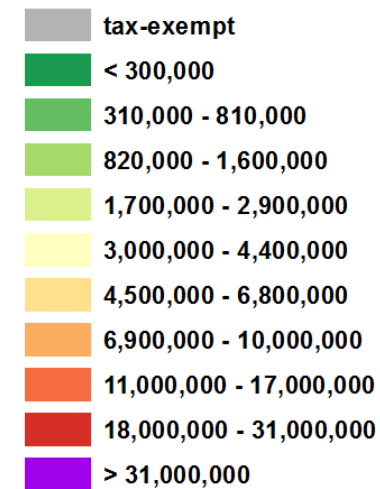
County Value

County: \$38.2B

City: \$7.4B

Downtown: \$638M

## Value per Acre (\$)



1:6



# Tax Value per Acre

Downtown Greenville, SC

County: 479,900 acres

City: 15,400 acres

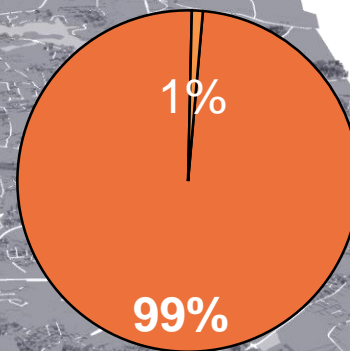
City Downtown

Downtown: 159.3 acres

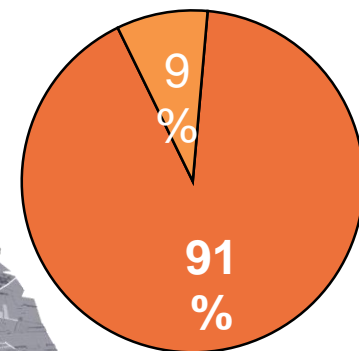
County: \$38.2B

City: \$7.4B

Downtown: \$638M

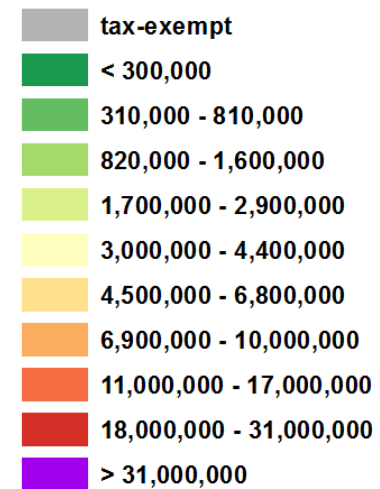


County Area



County Value

## Value per Acre (\$)



# 1:9



# Tax Value per Acre

Downtown Greenville, SC

County: 479,900 acres

City: 15,400 acres

■ Downtown

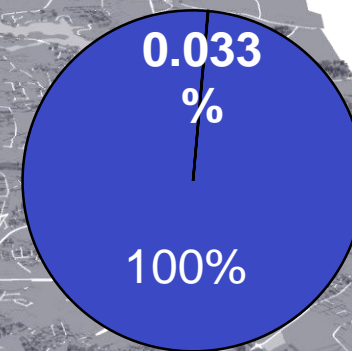
■ County

Downtown: 159.3 acres

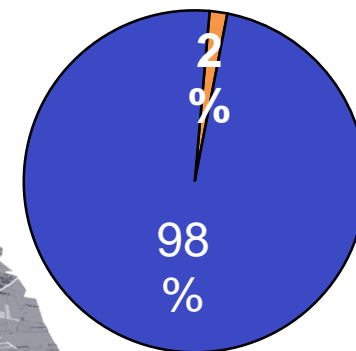
County: \$38.2B

City: \$7.4B

Downtown: \$638M

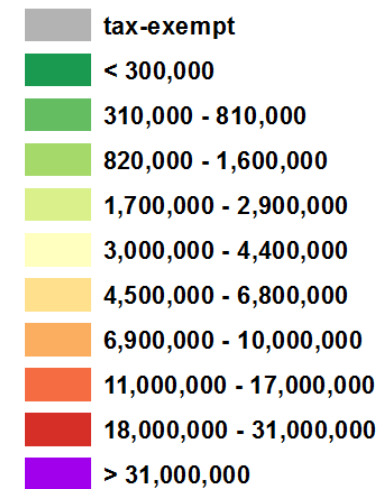


**County Area**



**County Value**

## Value per Acre (\$)

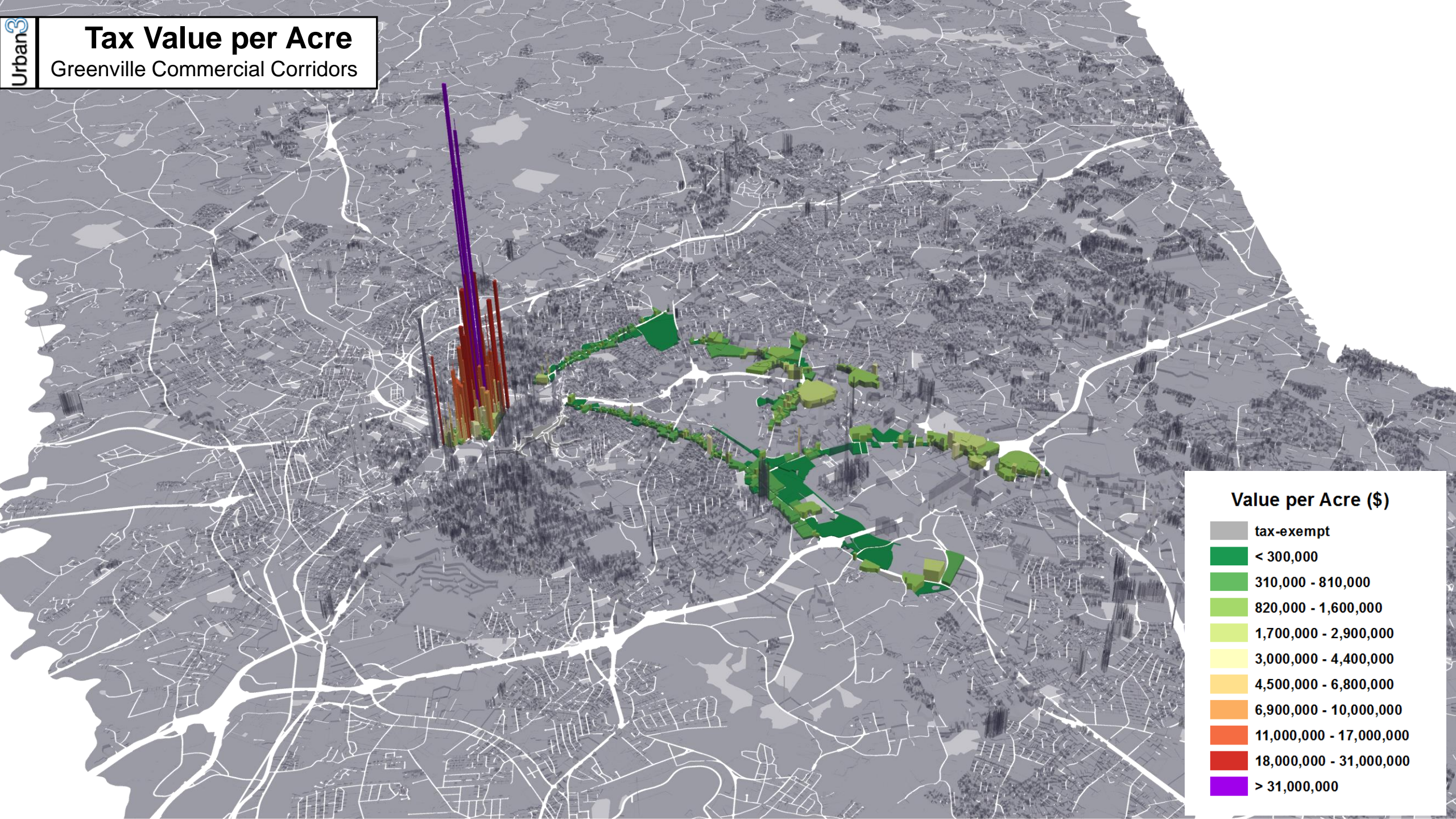


# 1:61



# Tax Value per Acre

## Greenville Commercial Corridors





## County Property Tax/Acre

Downtown Greenville

**\$20,127/acre**

Woodruff Rd

**\$3,495/acre**

Haywood Rd

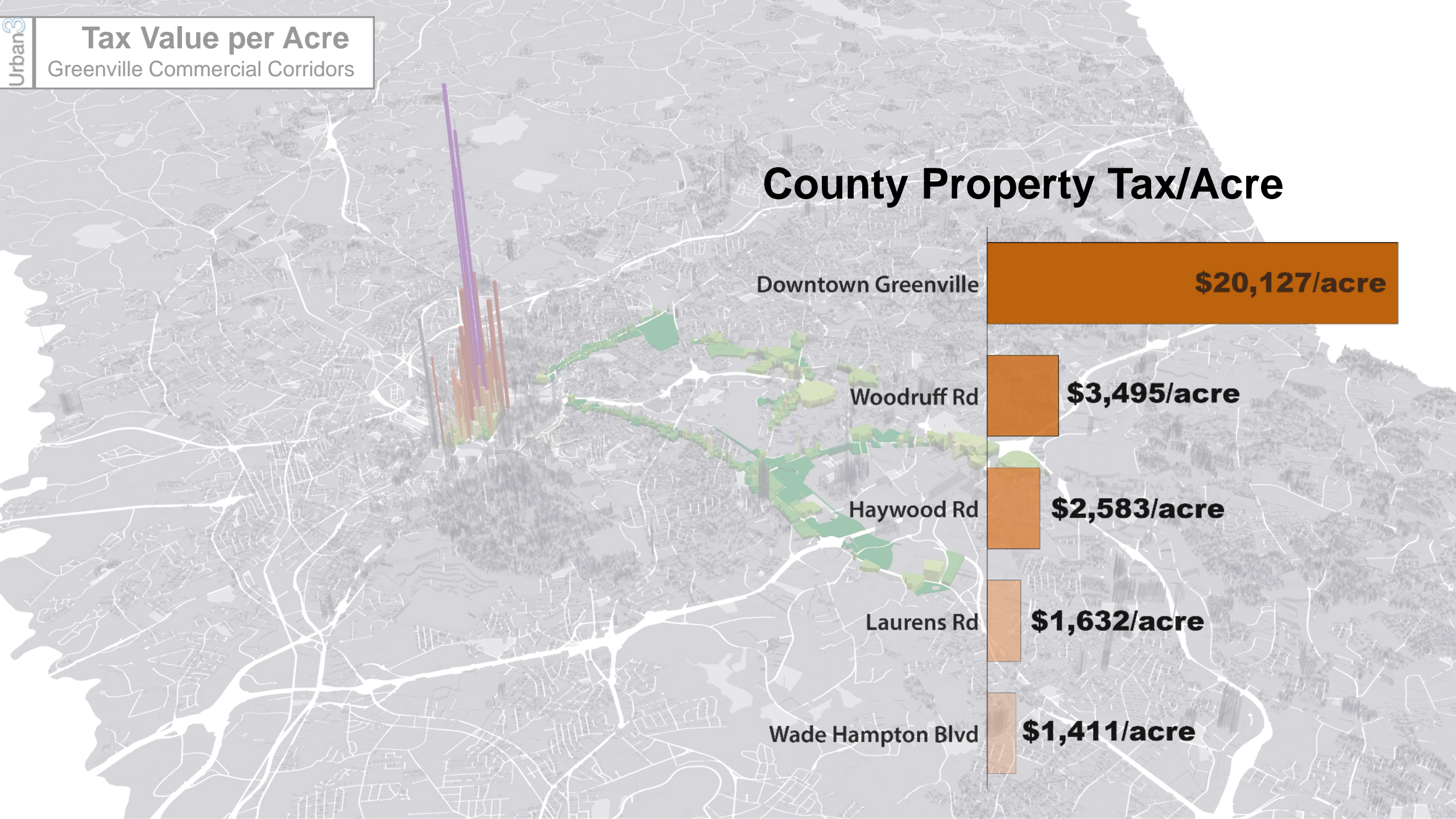
**\$2,583/acre**

Laurens Rd

**\$1,632/acre**

Wade Hampton Blvd

**\$1,411/acre**







**Cherrydale Point**  
**\$891,638/acre**

**Walmart Woodruff Rd**  
**\$773,156/acre**







**Shops at Greenridge**  
**\$947,138/acre**

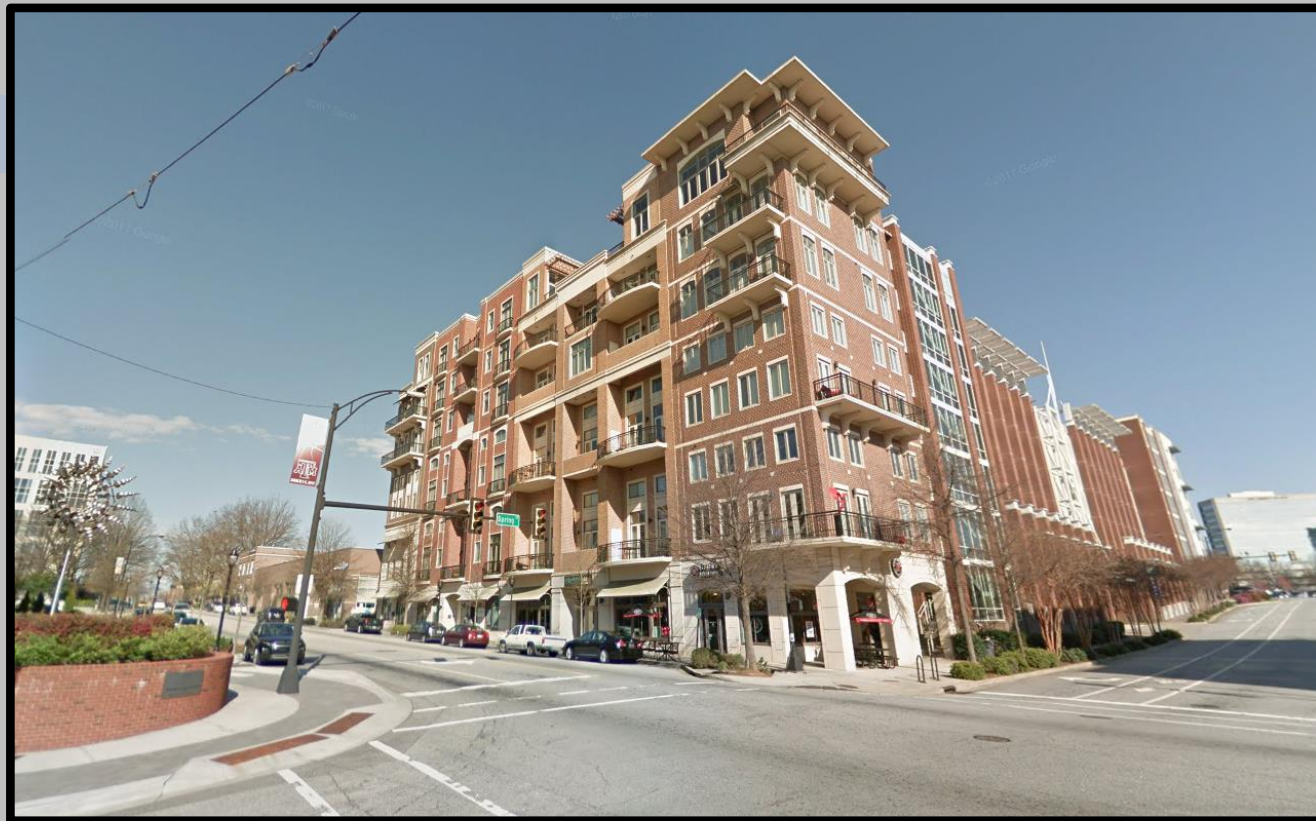
**Regal Cinemas**  
**\$2,089,550/acre**





**18 S Main St**  
**\$30,180,617/acre**

**111 E McBee Ave**  
**\$57,575,934/acre**





18 S Main St  
\$30,180,617/acre

2.3 acres of 18 S Main would  
equal property tax production of  
entire **73-acre** Greenridge  
Cluster

Greenridge Cluster  
\$947,138/acre





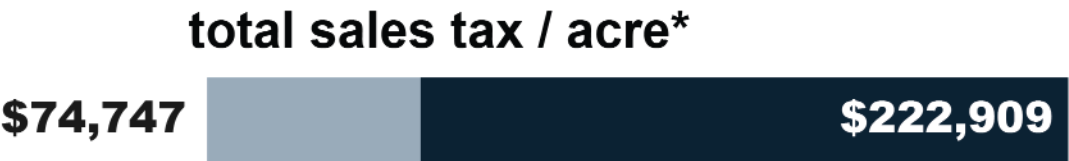


land consumed (acres)













Woodruff Road Corridor

Downtown Greenville

land consumed (acres)



county property taxes / acre



total sales tax / acre\*

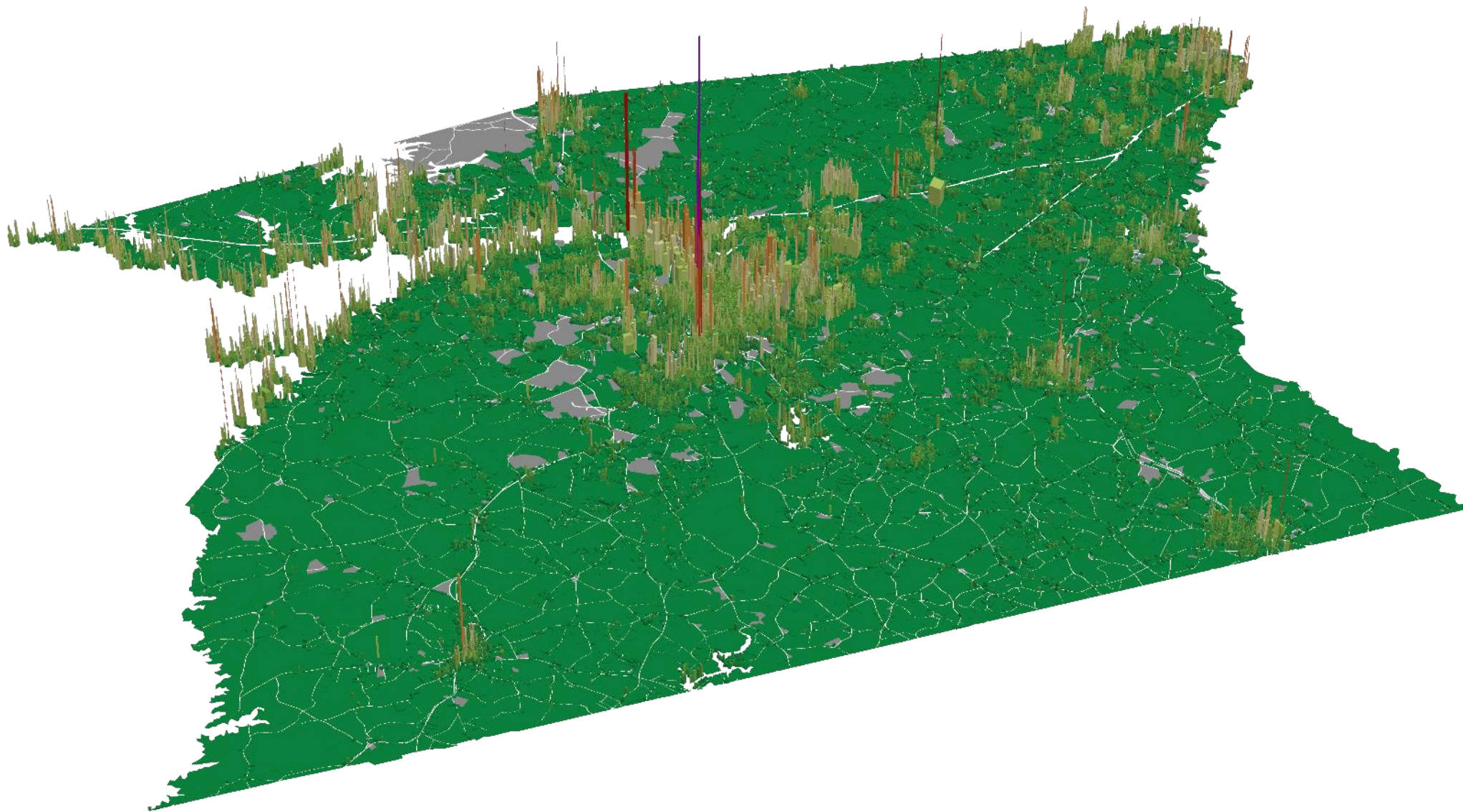


jobs / acre

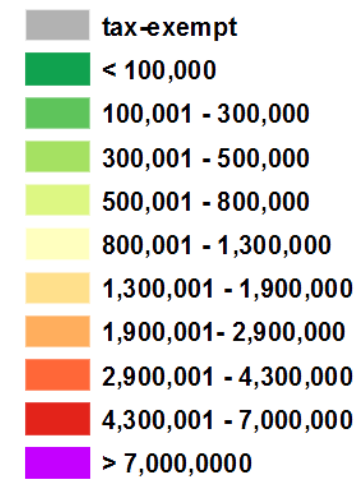


# Tax Value per Acre

Anderson County, SC



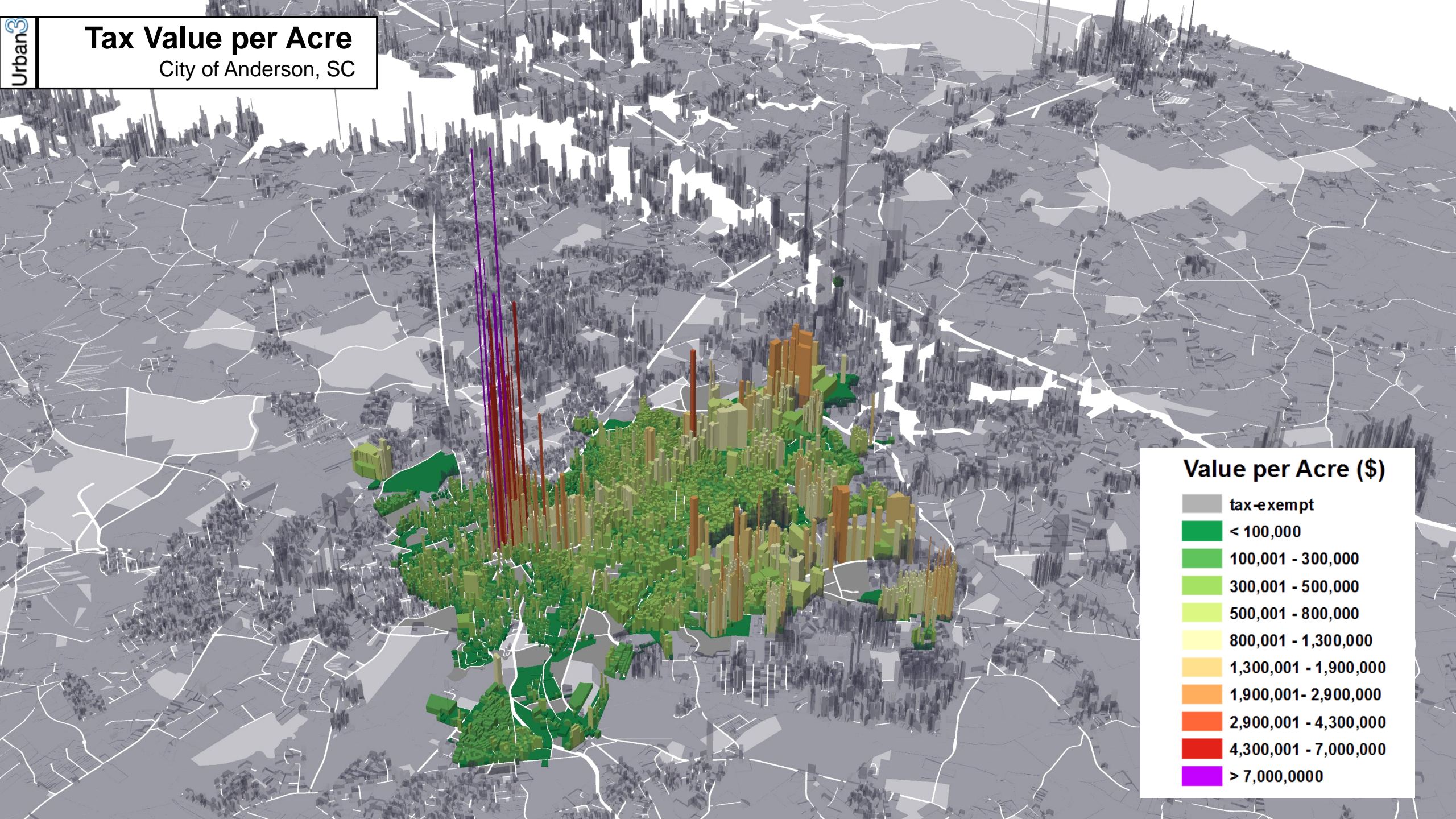
## Value per Acre (\$)





# Tax Value per Acre

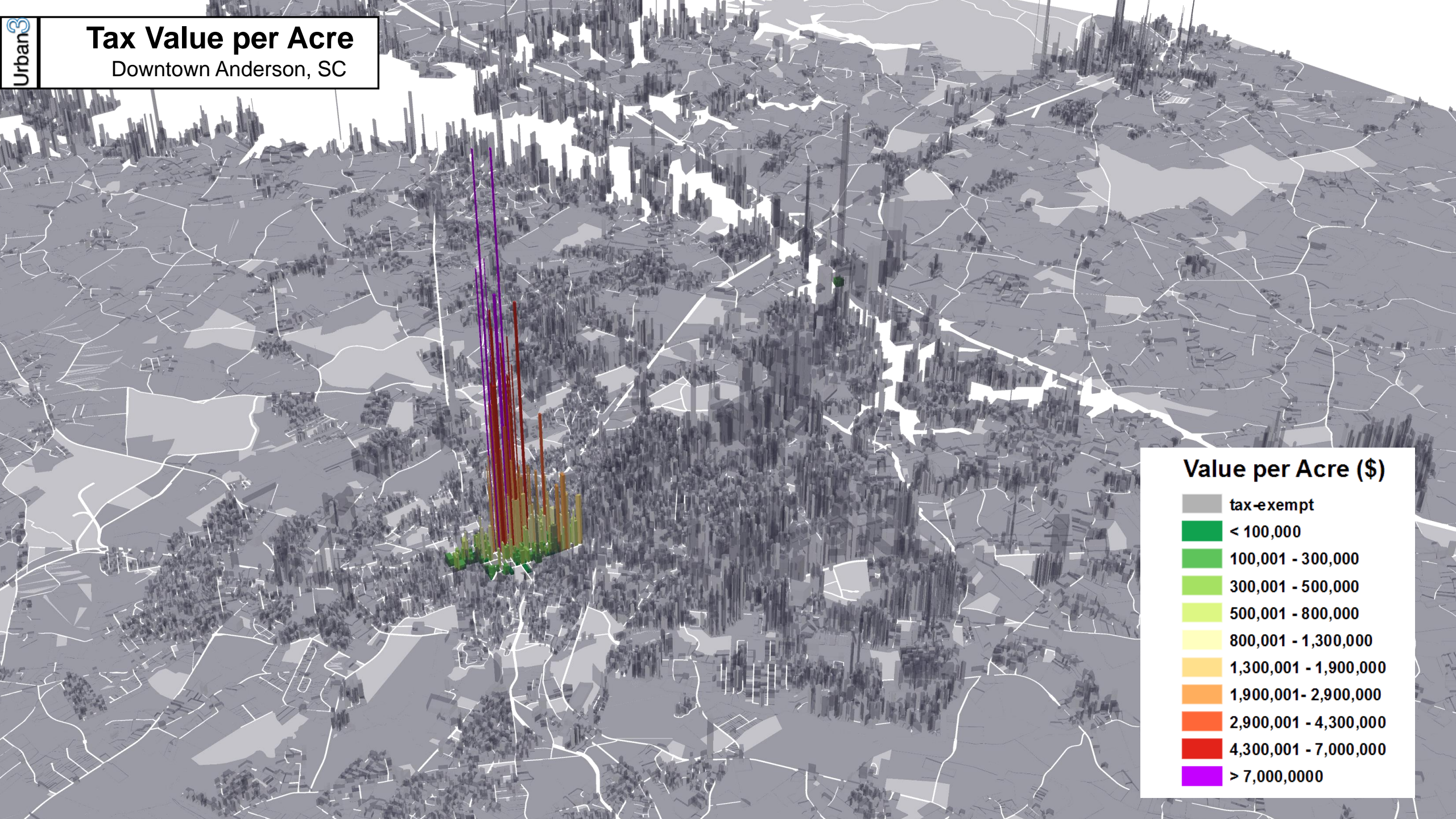
City of Anderson, SC





# Tax Value per Acre

Downtown Anderson, SC





## Tax Value per Acre

City of Anderson, SC

Channel 7 News Building

\$8,252,984/acre

Downtown Pool Hall & Cigars

\$10,976,013/acre





# Tax Value per Acre

City of Anderson, SC



**Miracle Mile**  
**\$369,383/acre**

**Target / Michaels**  
**\$842,116/acre**





## Tax Value per Acre

City of Anderson, SC

**2.3 acres of Mellow Mushroom**  
would equal property tax  
production of **30-acre Target /**  
**Michael's Cluster**



**Mellow Mushroom**  
**\$10,832,943/acre**

**Target / Michaels**  
**\$842,116/acre**





**Lafayette, LA**





# PARISH GOVERNMENT

BUDGET  
DOCUMENT  
1994



# PARISH GOVERNMENT

## Budget 1995



State of Louisiana	
Invoice for Services	
Billed to Laf. Par. Gov't.	
Services Rendered:	
Not expected, wanted,	
requested, or necessary	
City Judge Election	\$65,000
Recall Litigation	\$100,000
Total	\$165,000

Floods, hurricanes.  
Just when we thought  
we were safe . . .



Lafayette Parish  
Taxpayer



# PARISH GOVERNMENT

## Budget Document for 1996



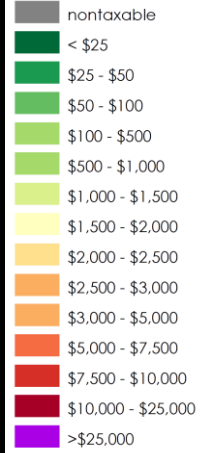
Coming together to form  
a consolidated government for  
the benefit of our citizens

"It's déjà vu all over again"

- Yogi Berra

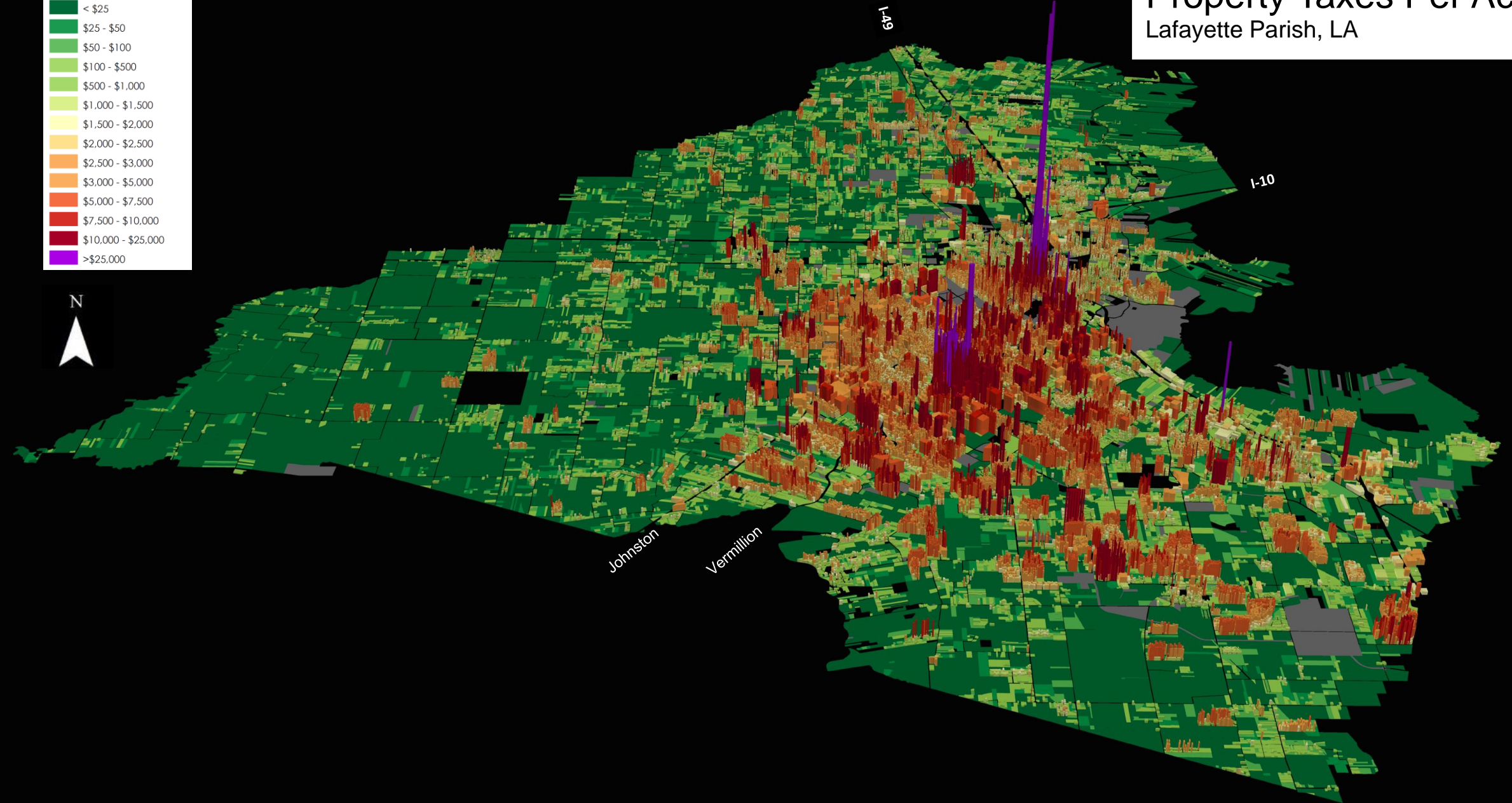


property tax per acre



# Property Taxes Per Acre

Lafayette Parish, LA







**Pavement**





This is the relative necessity of all trips in the network.

**System Weighted**

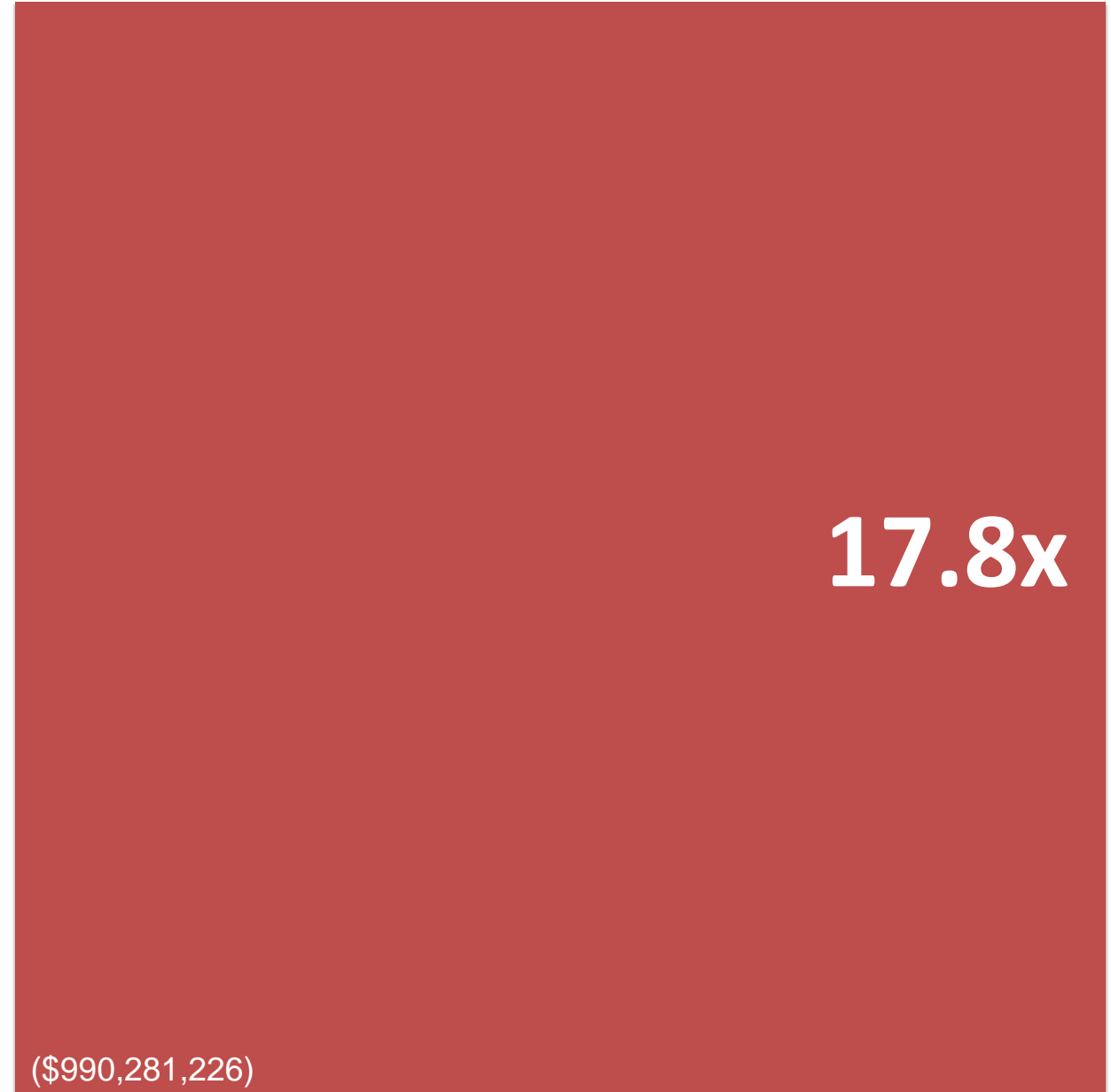


# Accumulated 50 Year Total

(2015) Lafayette, LA



Capital Revenue



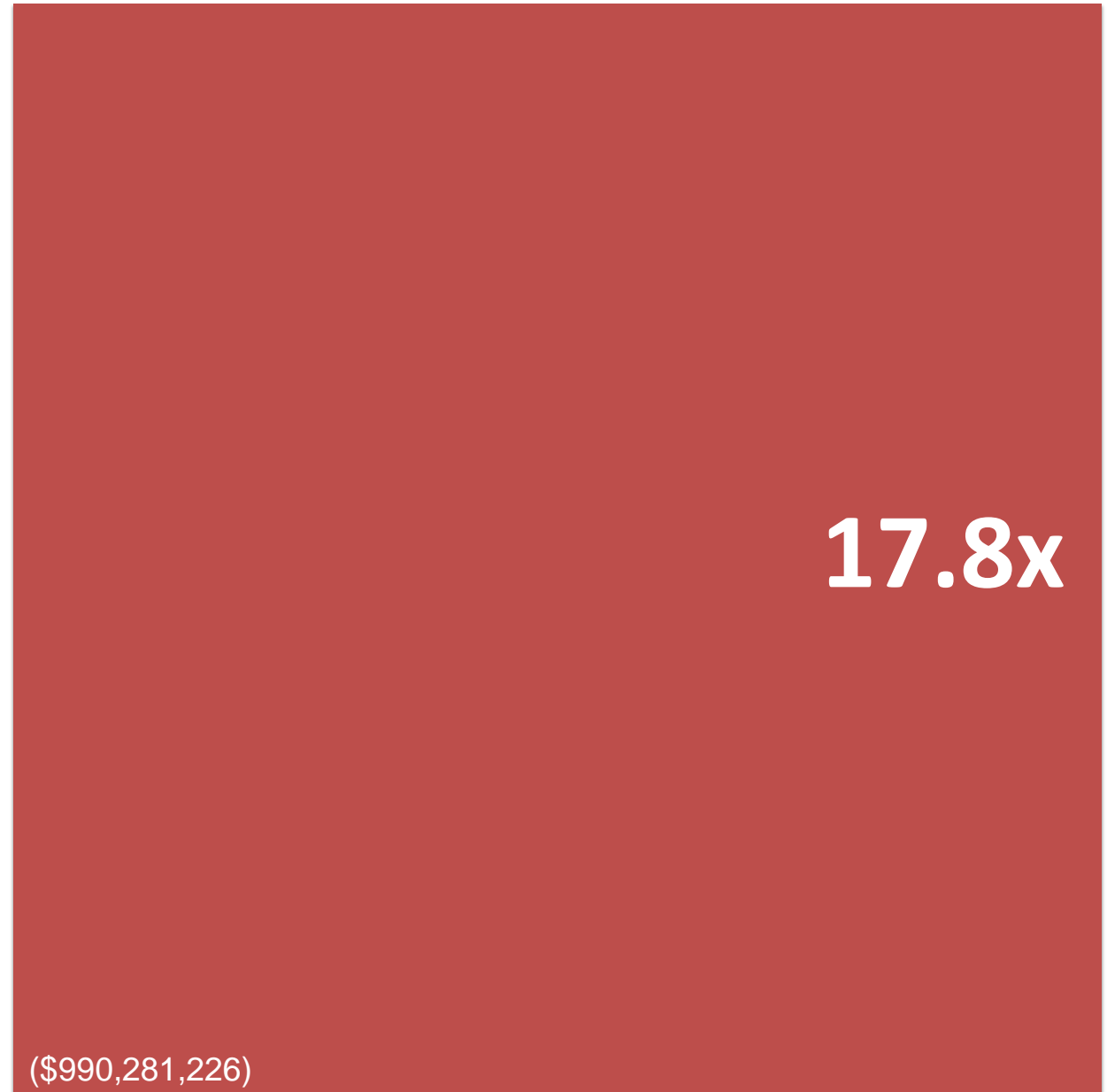
Road Cost

# Accumulated 50 Year Total

(2015) Lafayette, LA



Capital Revenue



Road Cost





**“It’s not where you live;  
it’s what you believe.”**

Jared Bellerd  
Lafayette Coucilman



**“It’s not where you live;  
it’s what you believe.”**

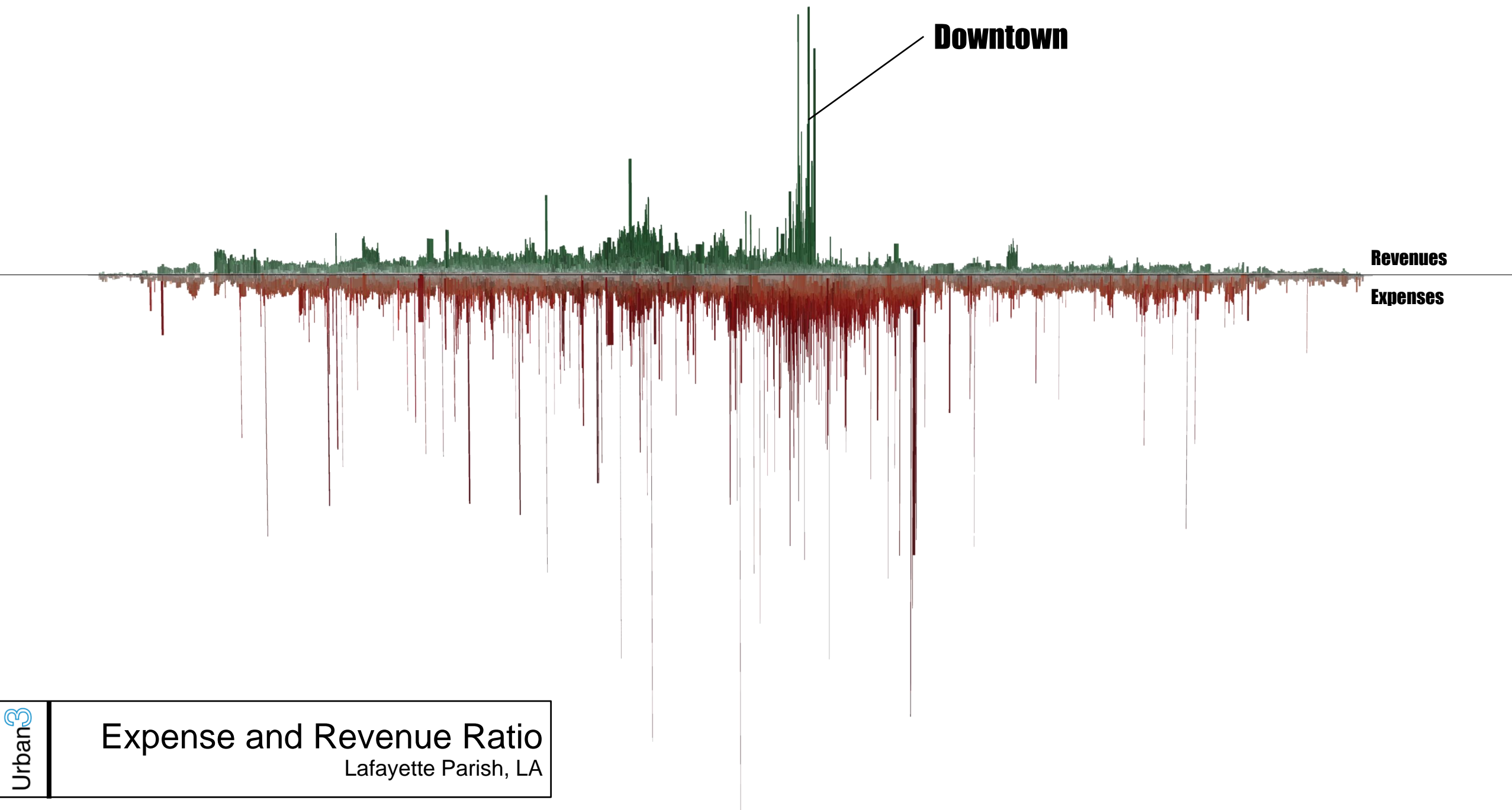
Jared Bellerd  
Lafayette Councilman

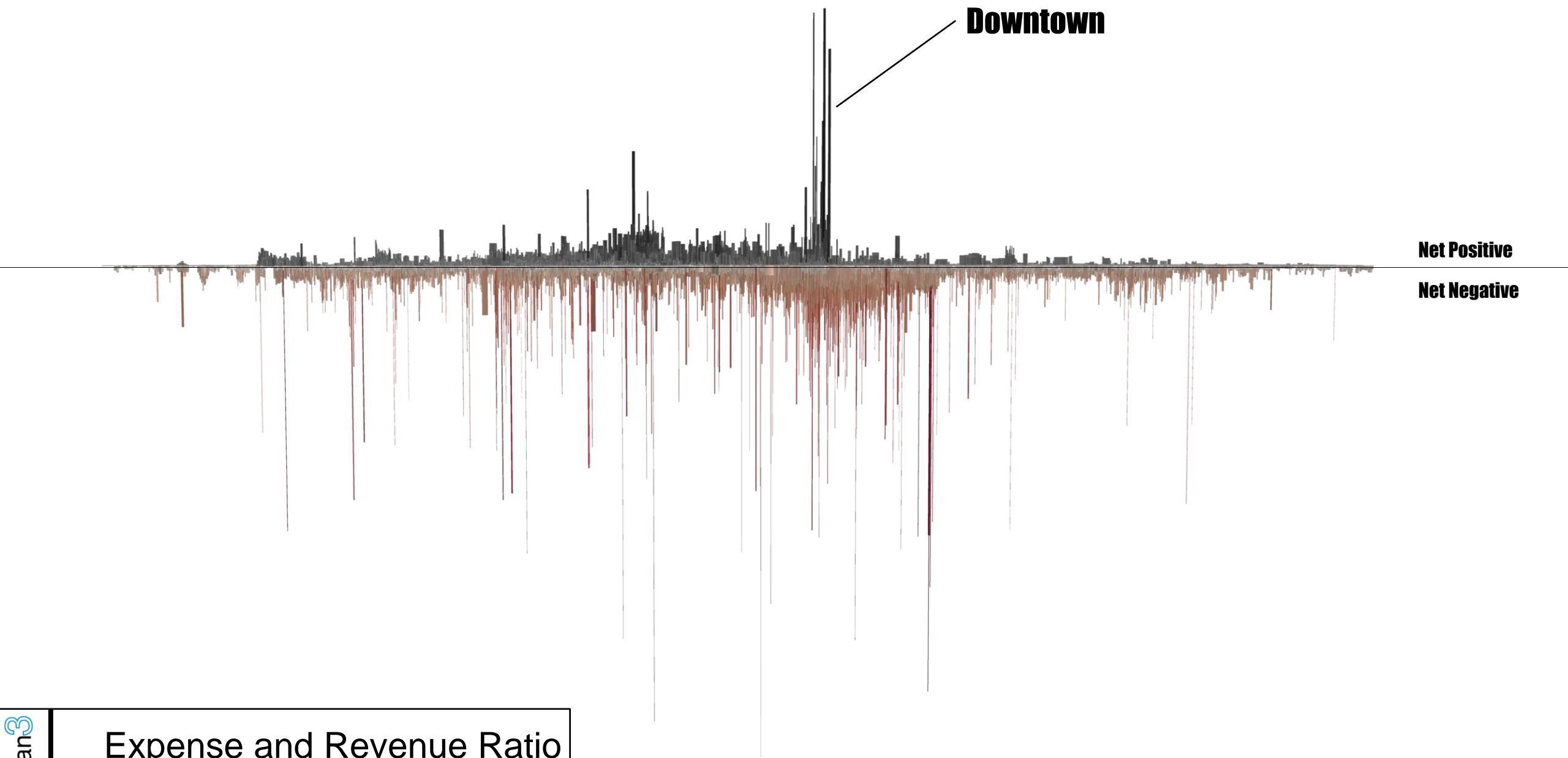


**There is no such thing as an infrastructure fairy.**

Kevin Blanchard  
World's Greatest Public Works Director







**Downtown**

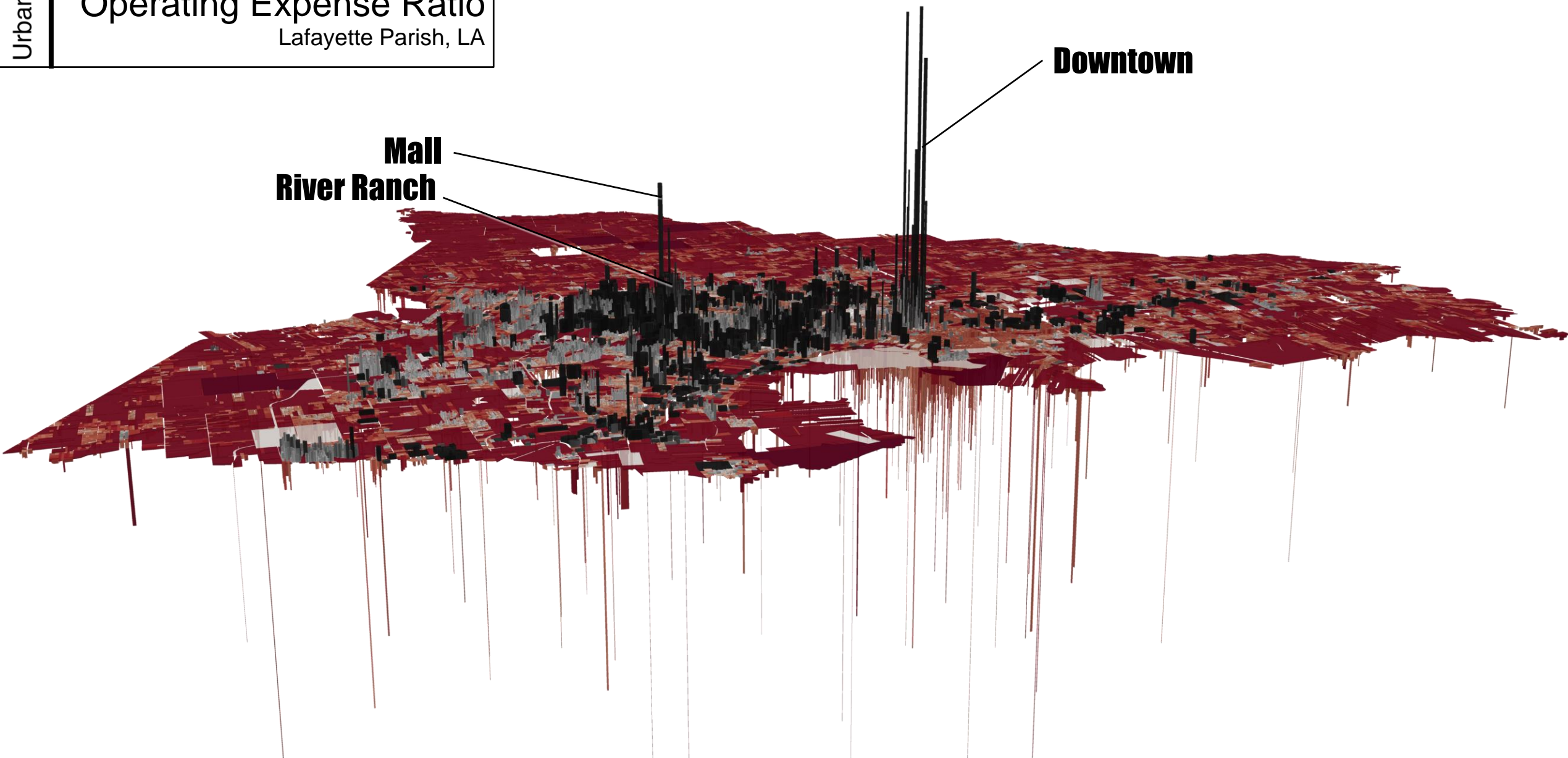
**Net Positive**

**Net Negative**



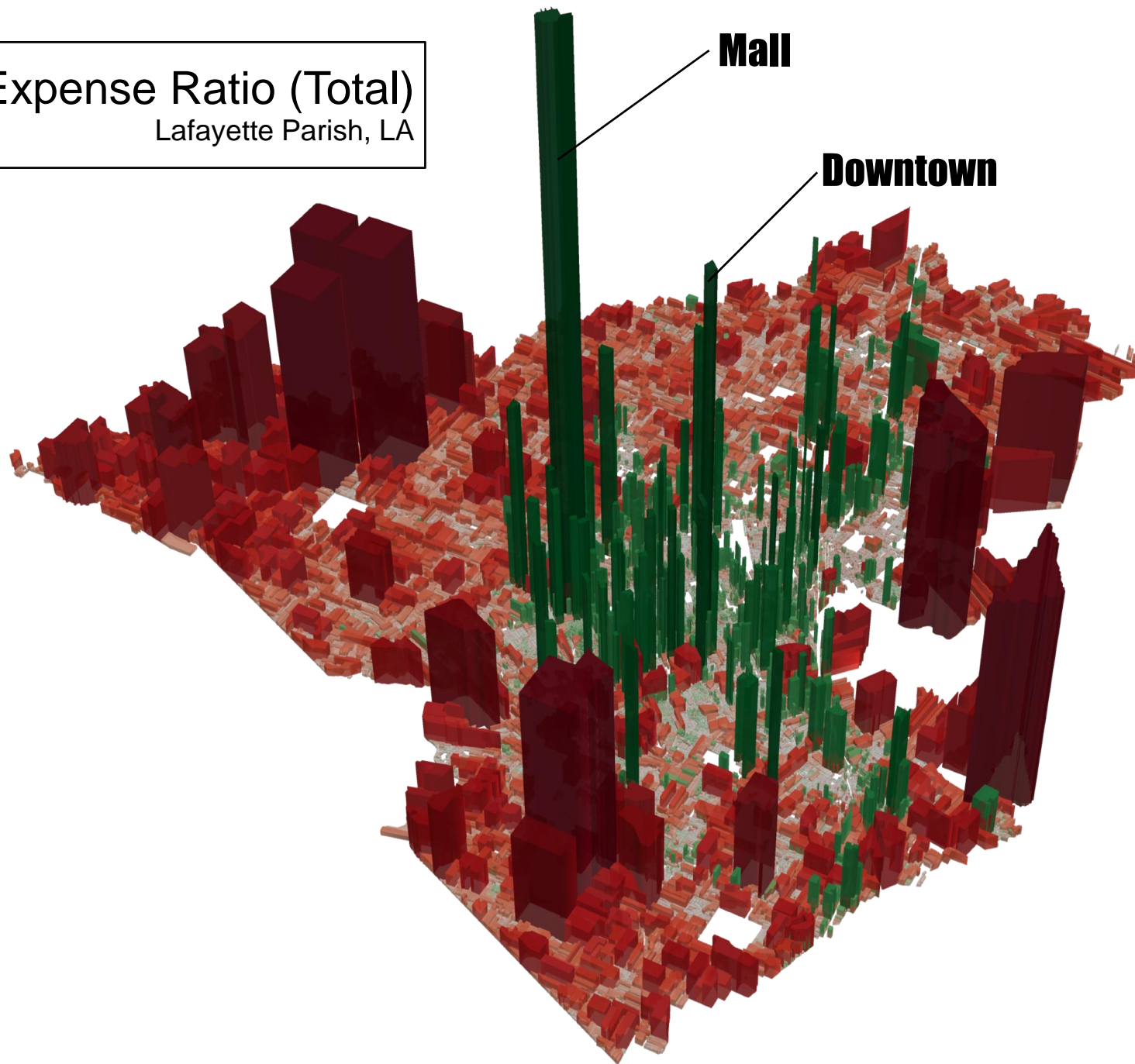
# Operating Expense Ratio

Lafayette Parish, LA



# Operating Expense Ratio (Total)

Lafayette Parish, LA







**MARKET FORCES**



Population



Feet of pipe/person



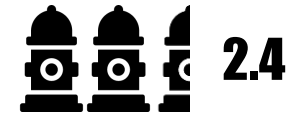
Fire Hydrants/1,000 people

1949

33,500



5

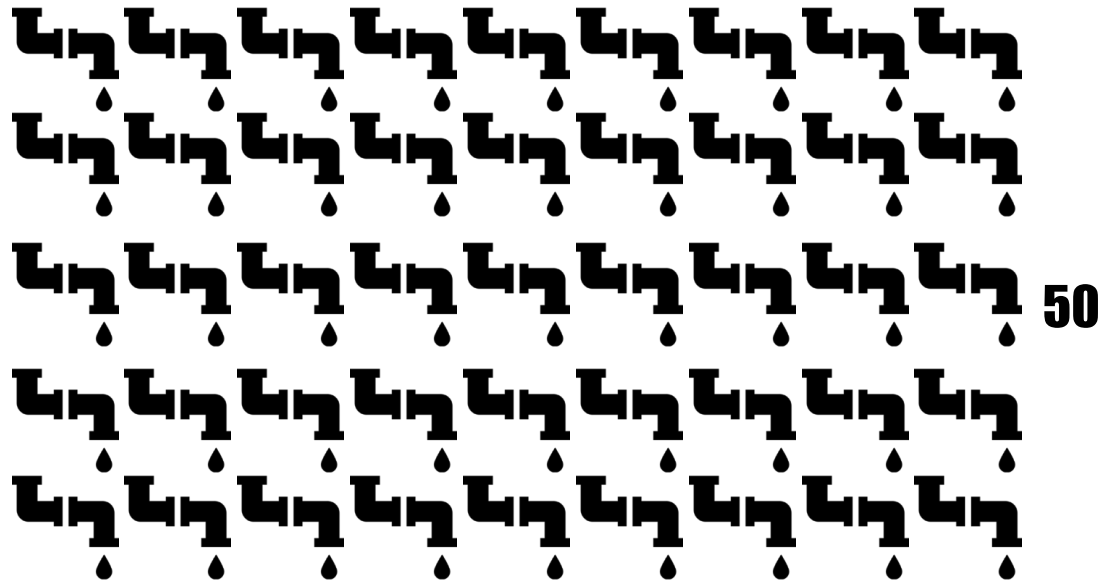


2.4

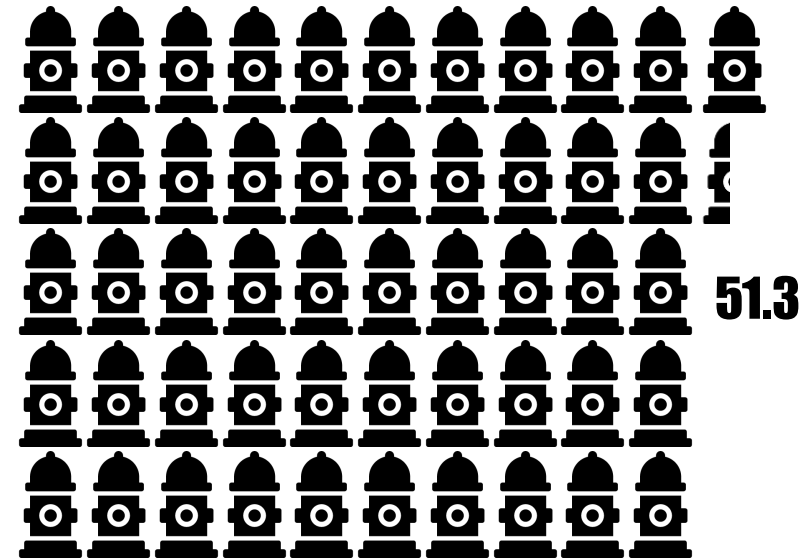
Source: Sanborn Maps and LCG Records

2015

121,000



50



51.3

350%

1,000%

2,140%



Population



350%

Feet of pipe/person



1,000%

Fire Hydrants/1,000 people



2,140%

# Your Median Household income



1950

\$27,700



2015

\$45,000

160%



**BUY NOW**  
**PAY LATER**

A photograph of a vast, arid desert landscape under a blue sky with wispy clouds. The ground is reddish-brown and covered with sparse, low-lying desert shrubs. In the foreground, a rectangular sign with a yellow background and a red border is supported by two wooden posts. The sign features the text "BUY NOW" in blue capital letters and "PAY LATER" in red capital letters. The sign is positioned in the lower center of the frame, casting a shadow on the ground to its right. The horizon is flat, with a few distant hills visible under the expansive sky.



What are the numbers for St. Joseph's County?





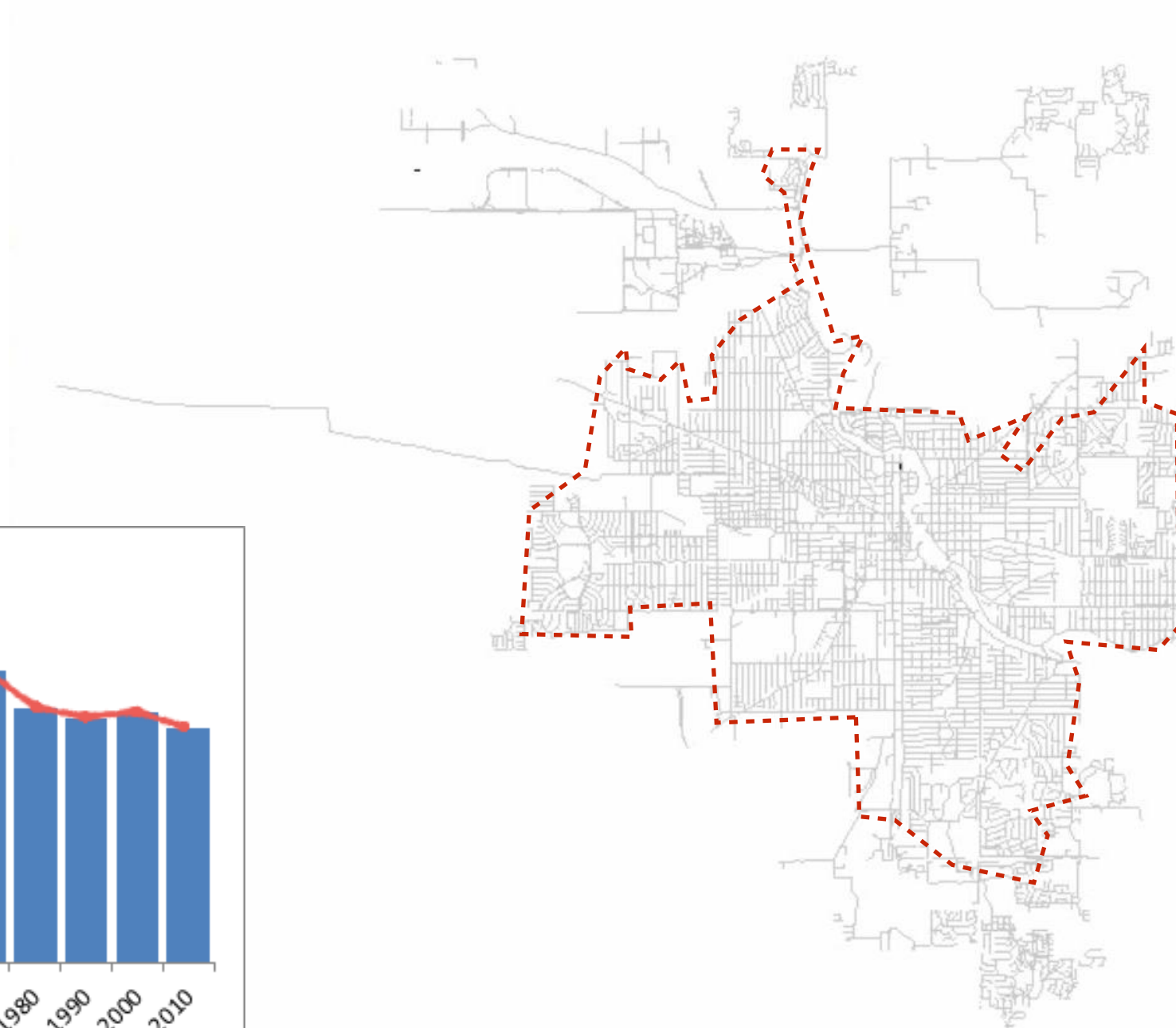


**What is in the Ground**

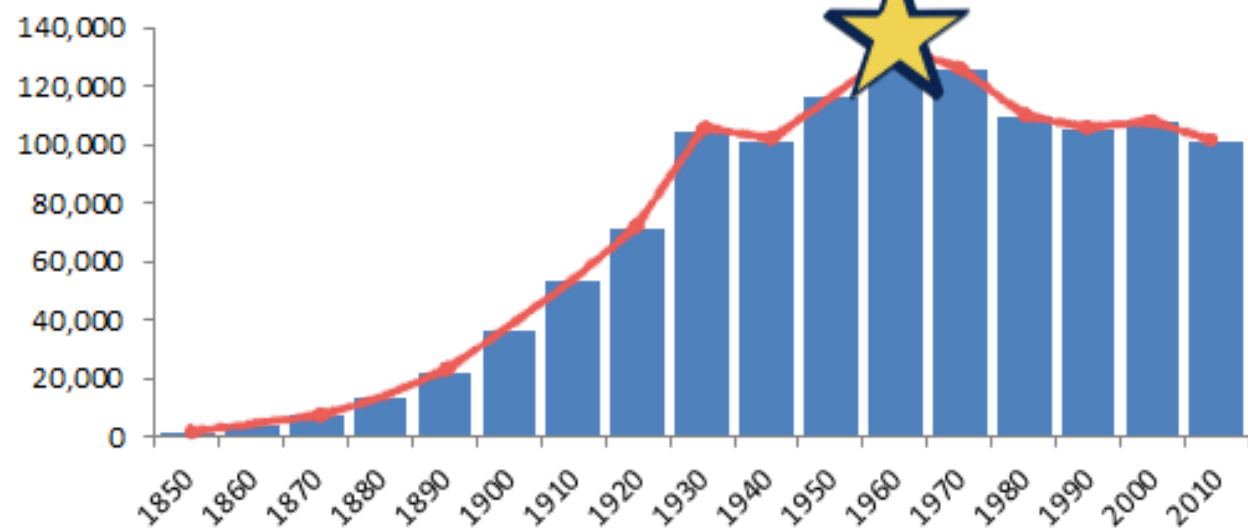




**South Bend 1890**

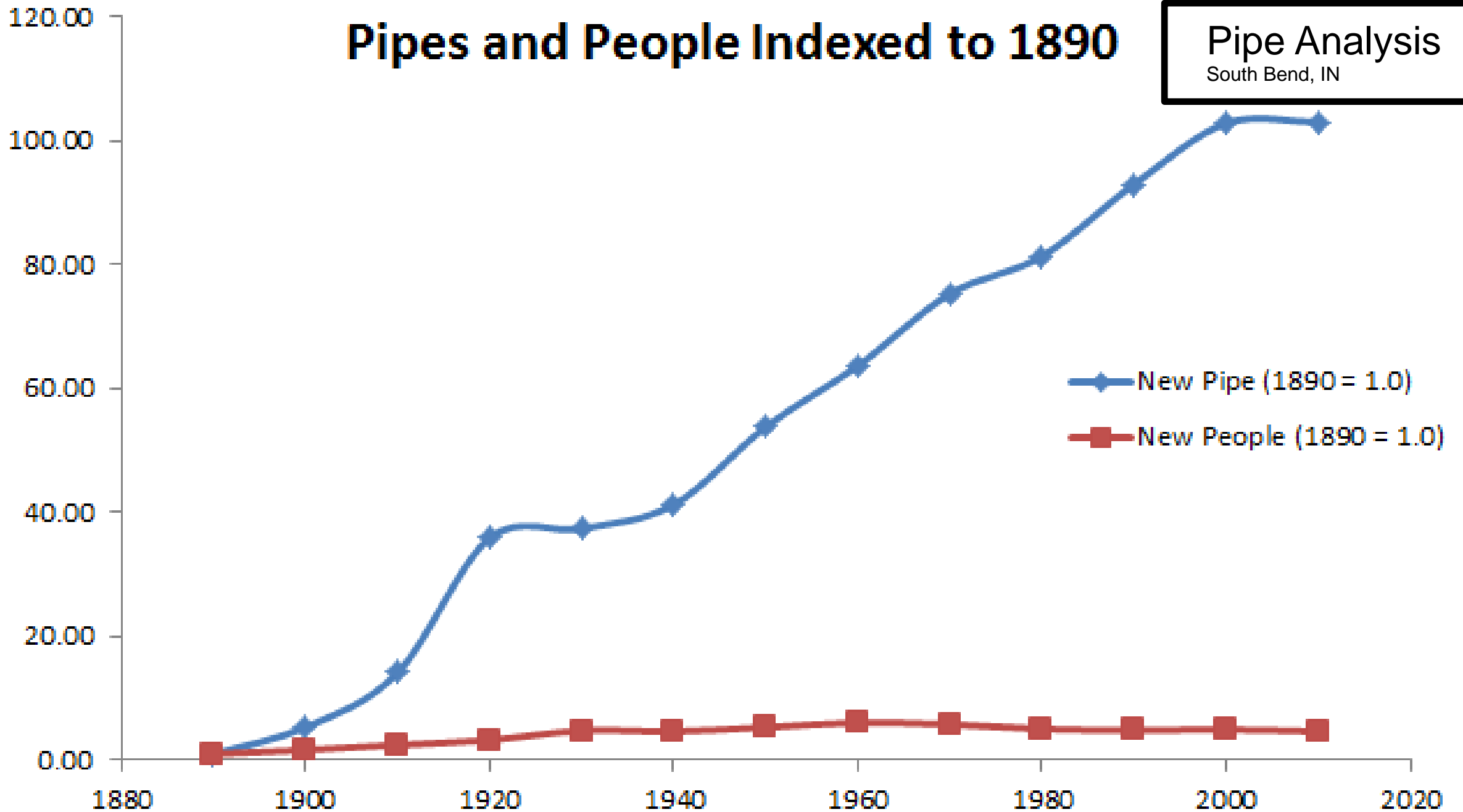


**South Bend Population**

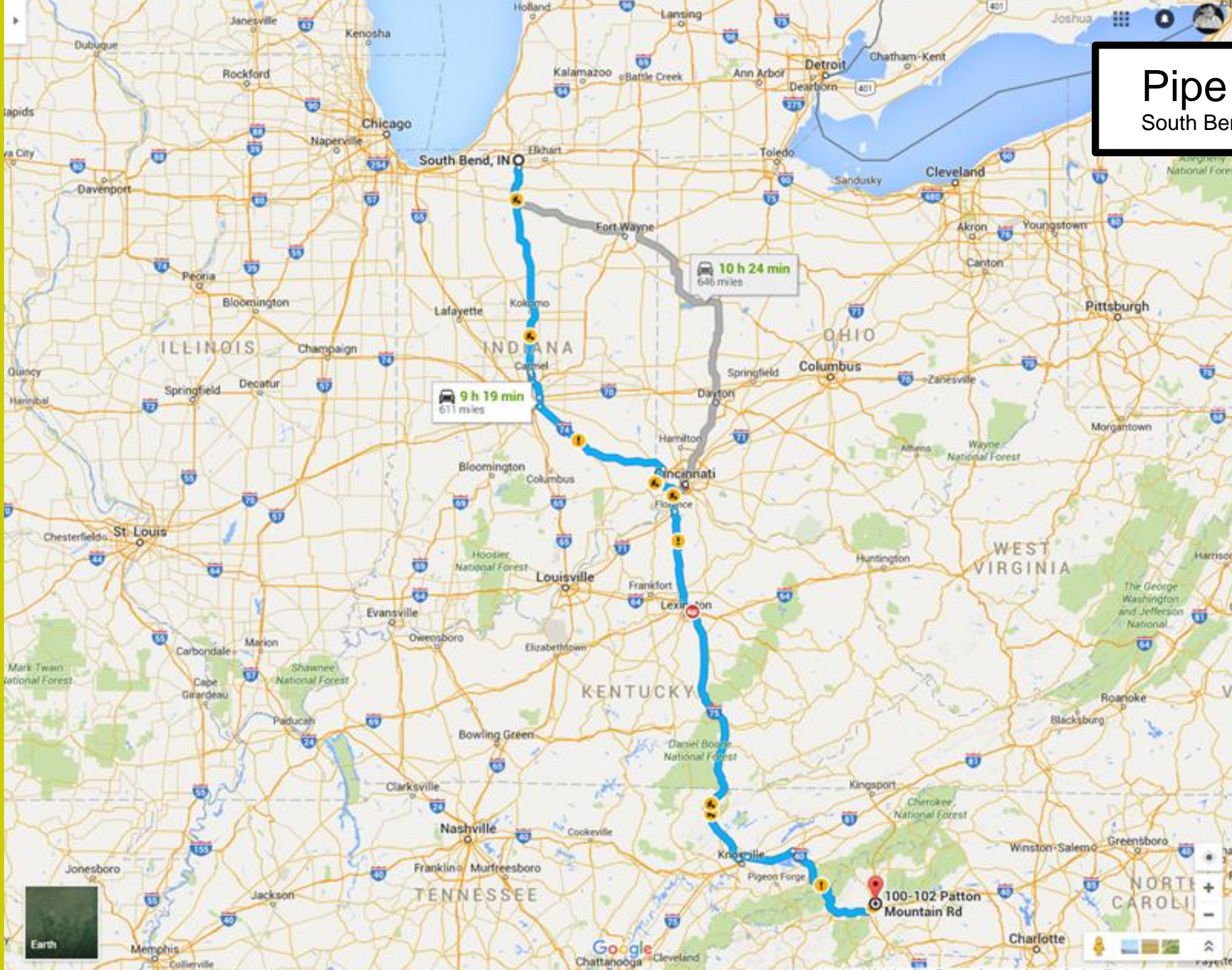


# Pipes and People Indexed to 1890

Pipe Analysis  
South Bend, IN







# Pipe Analysis

South Bend, IN

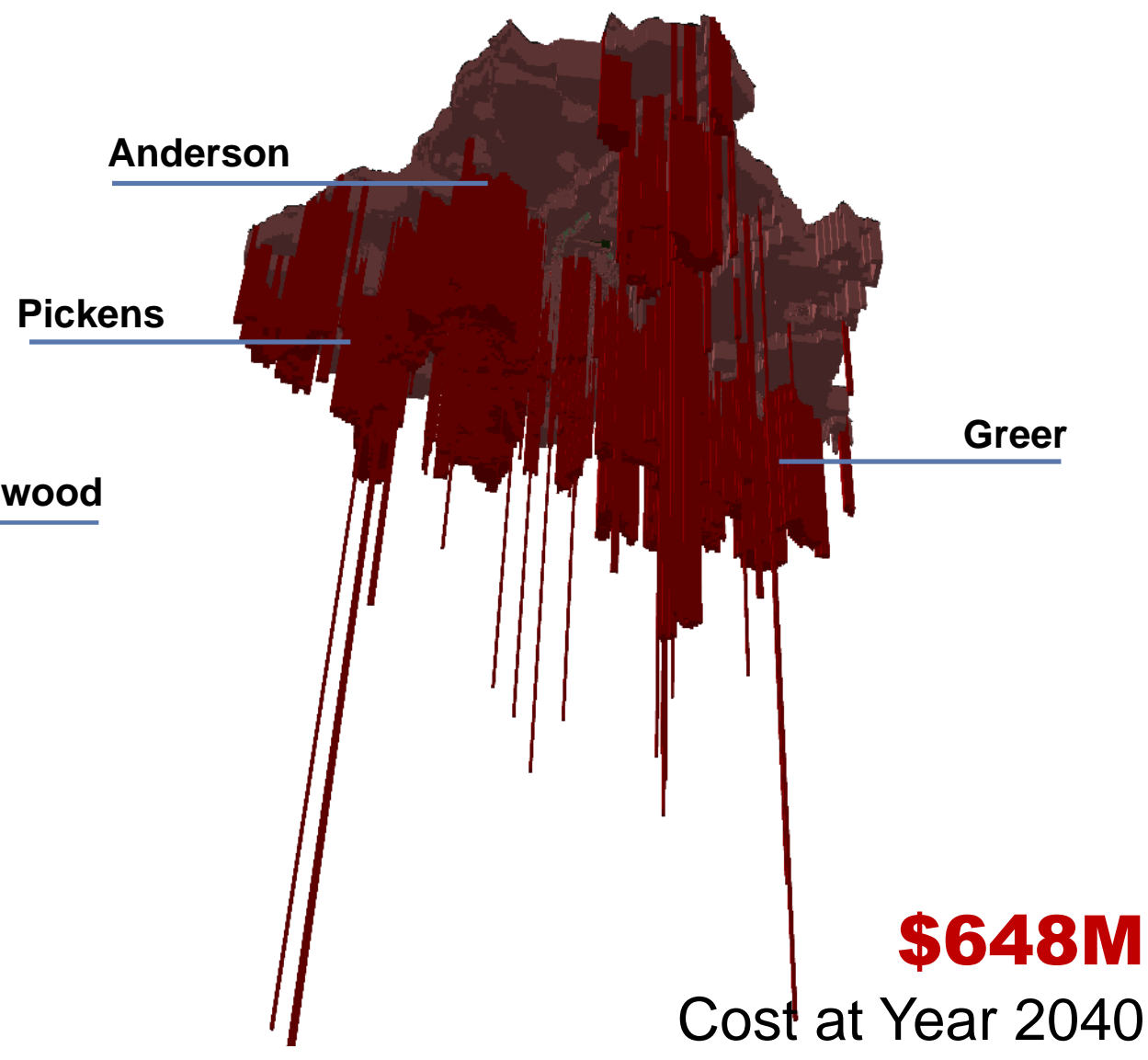
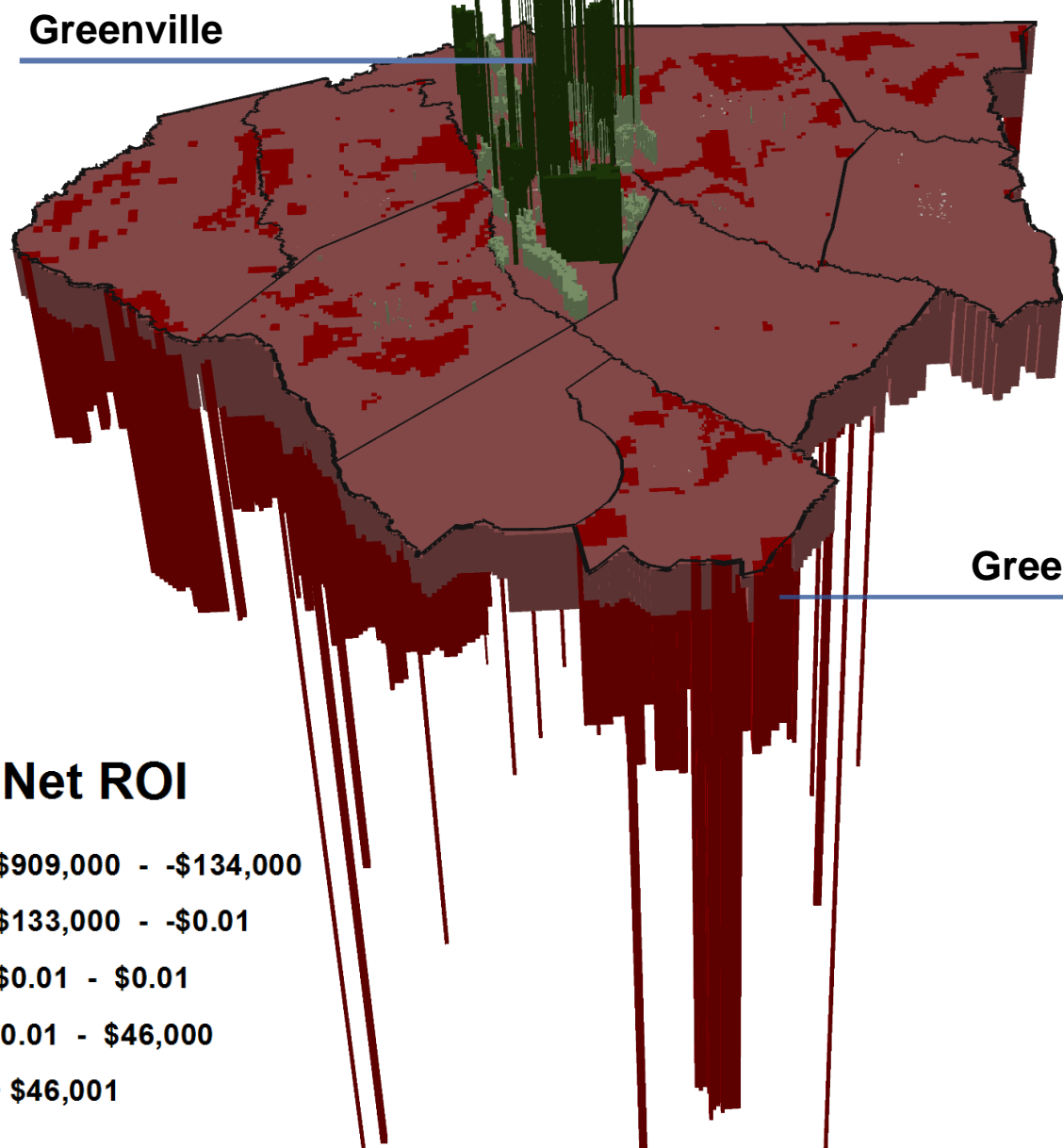


# Geoaccounting

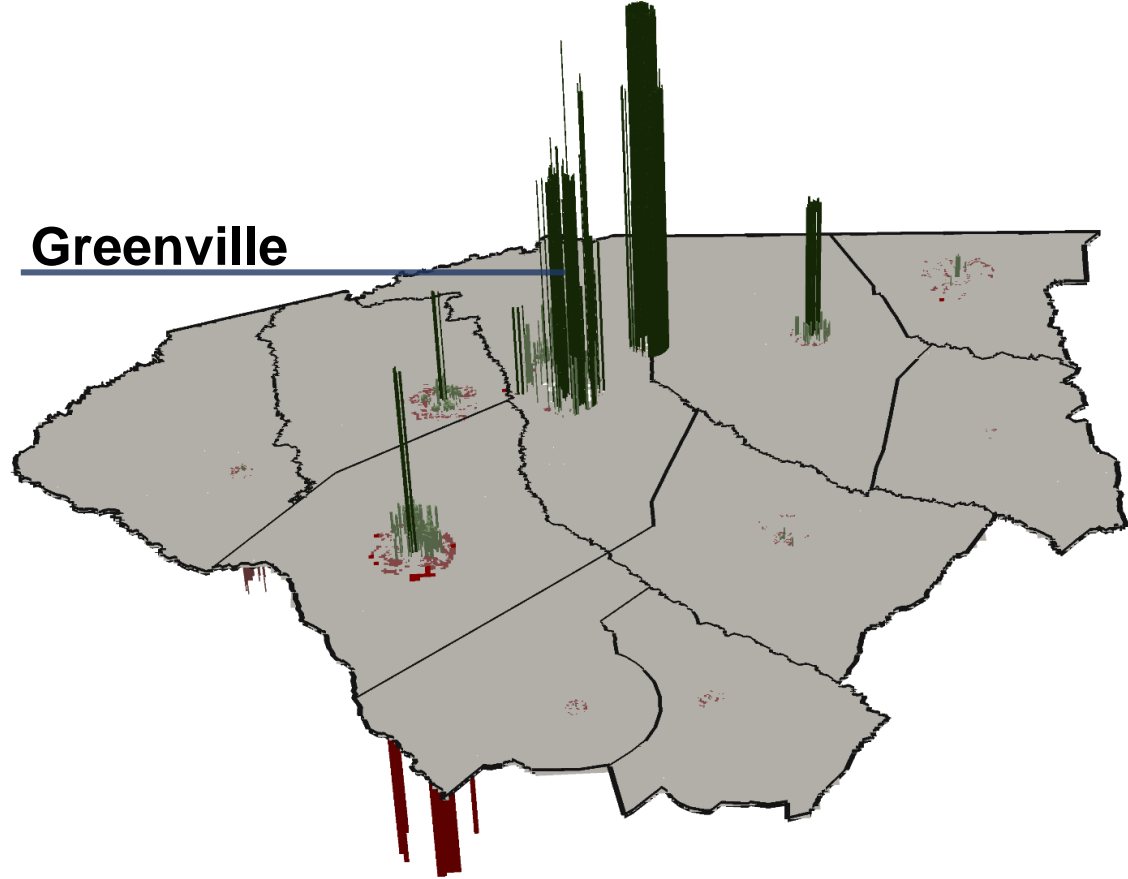


# Net Return-on-Investment Trend Scenario

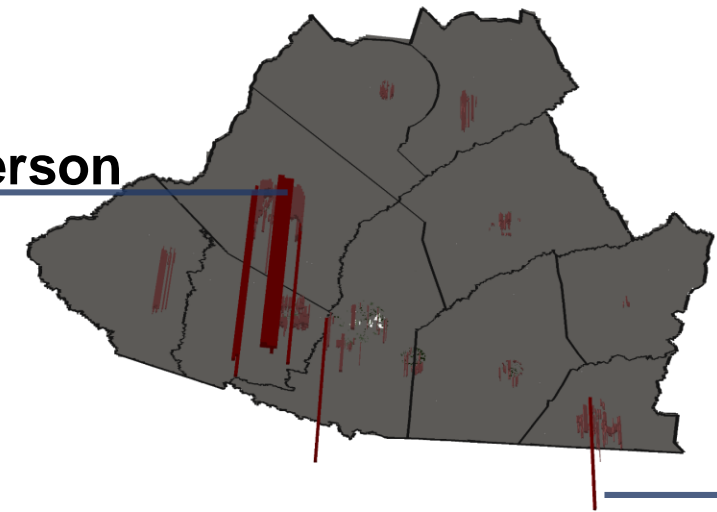
Urban  
3



Greenville

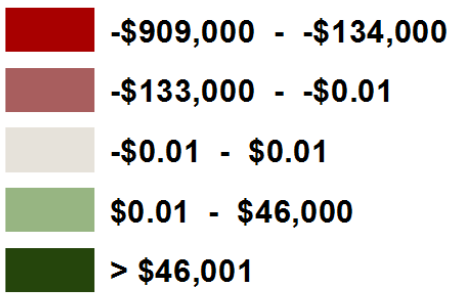


Anderson



Greer

### Net ROI

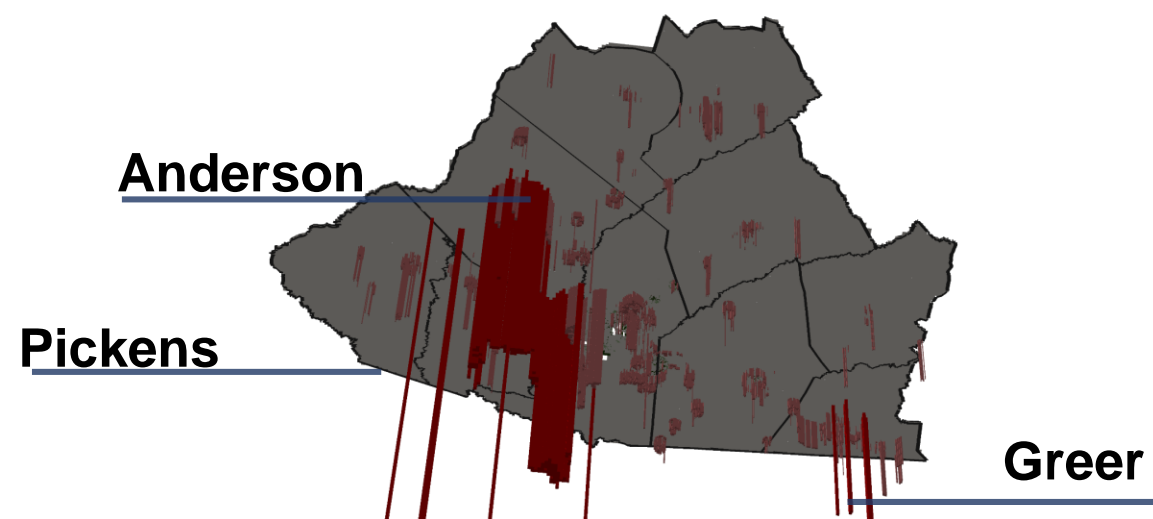
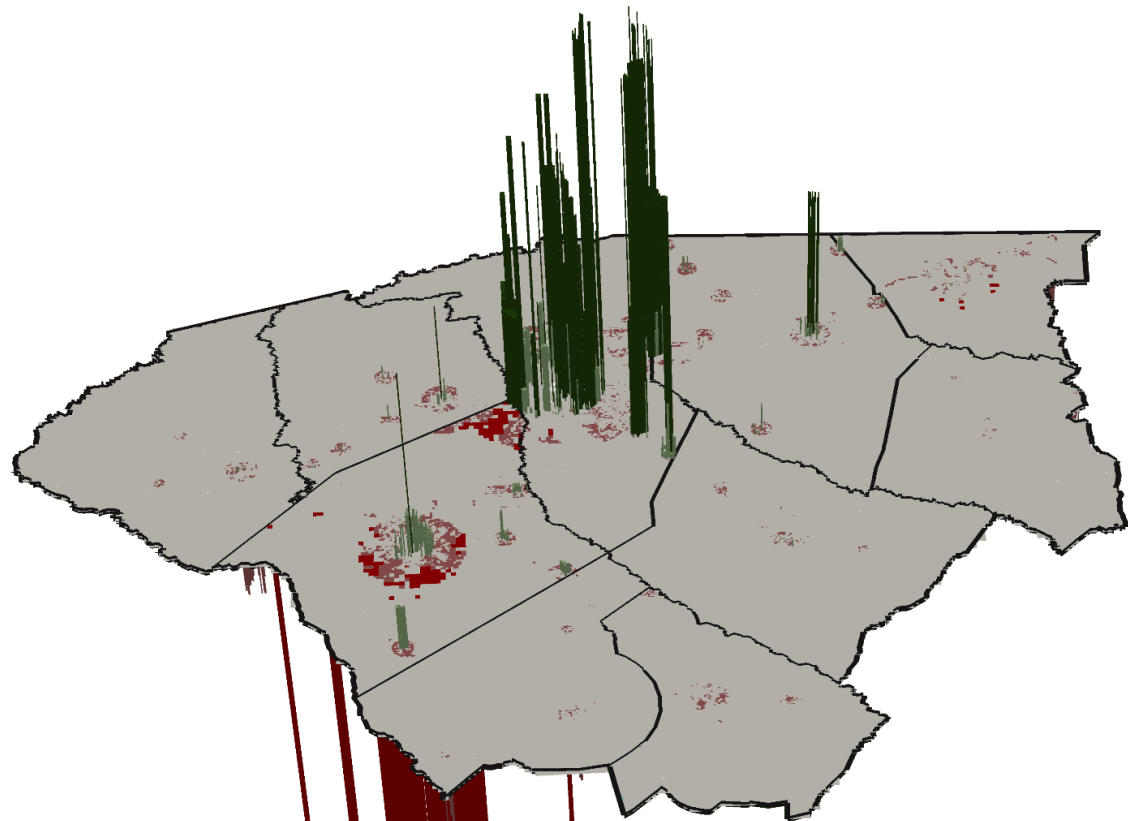


**\$259M**

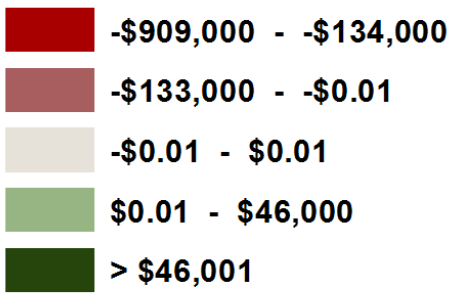
Cost at Year 2040



# Net Return-on-Investment Rural Villages Scenario

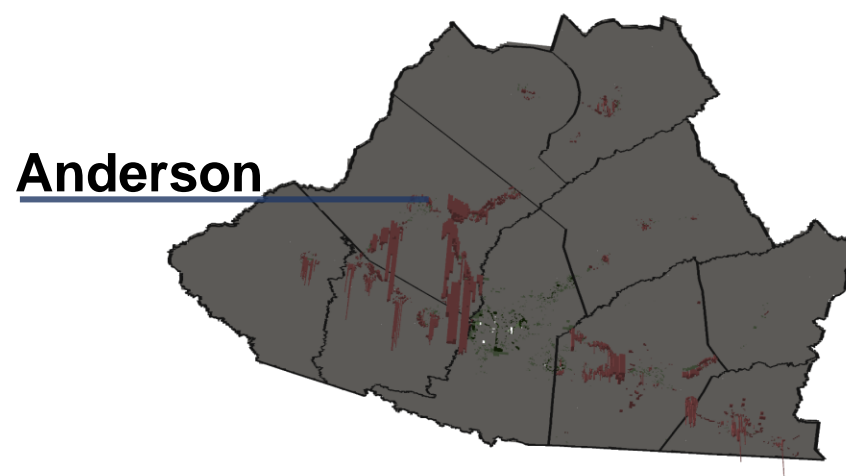
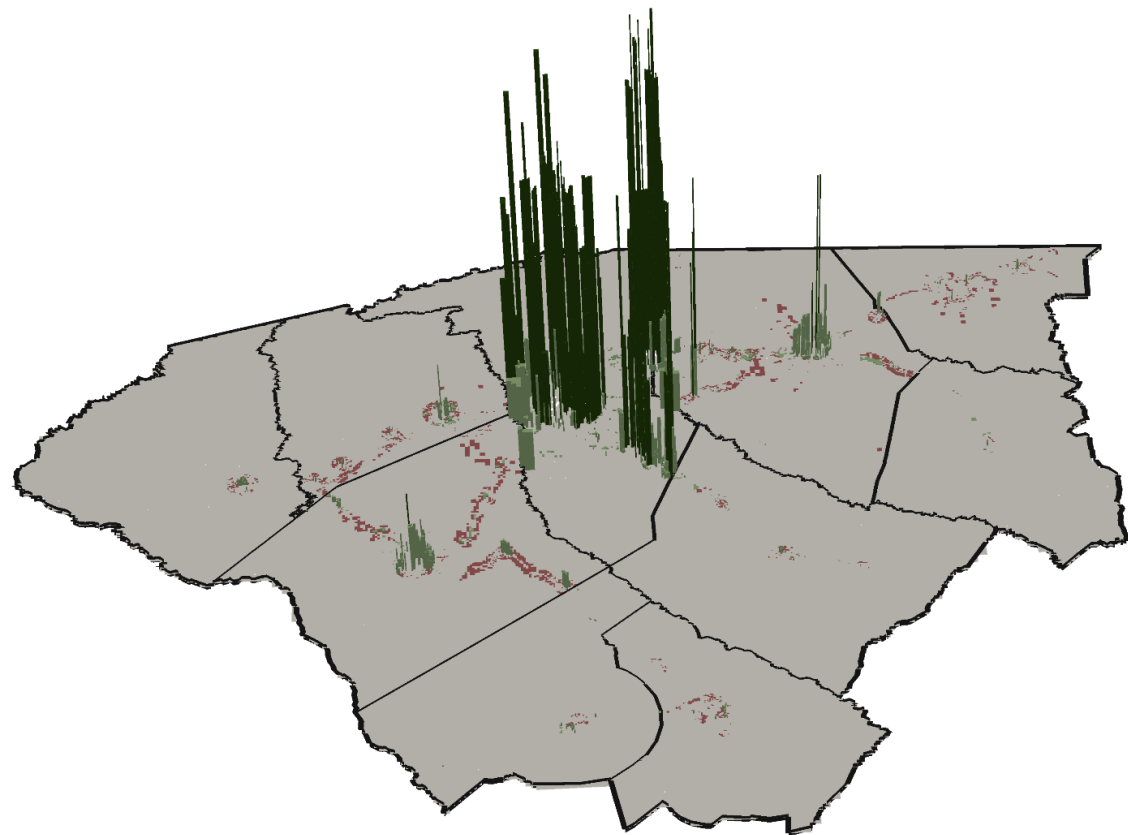


## Net ROI



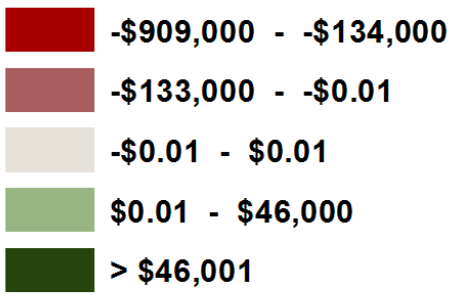
**\$293M**

Cost at Year 2040



Anderson

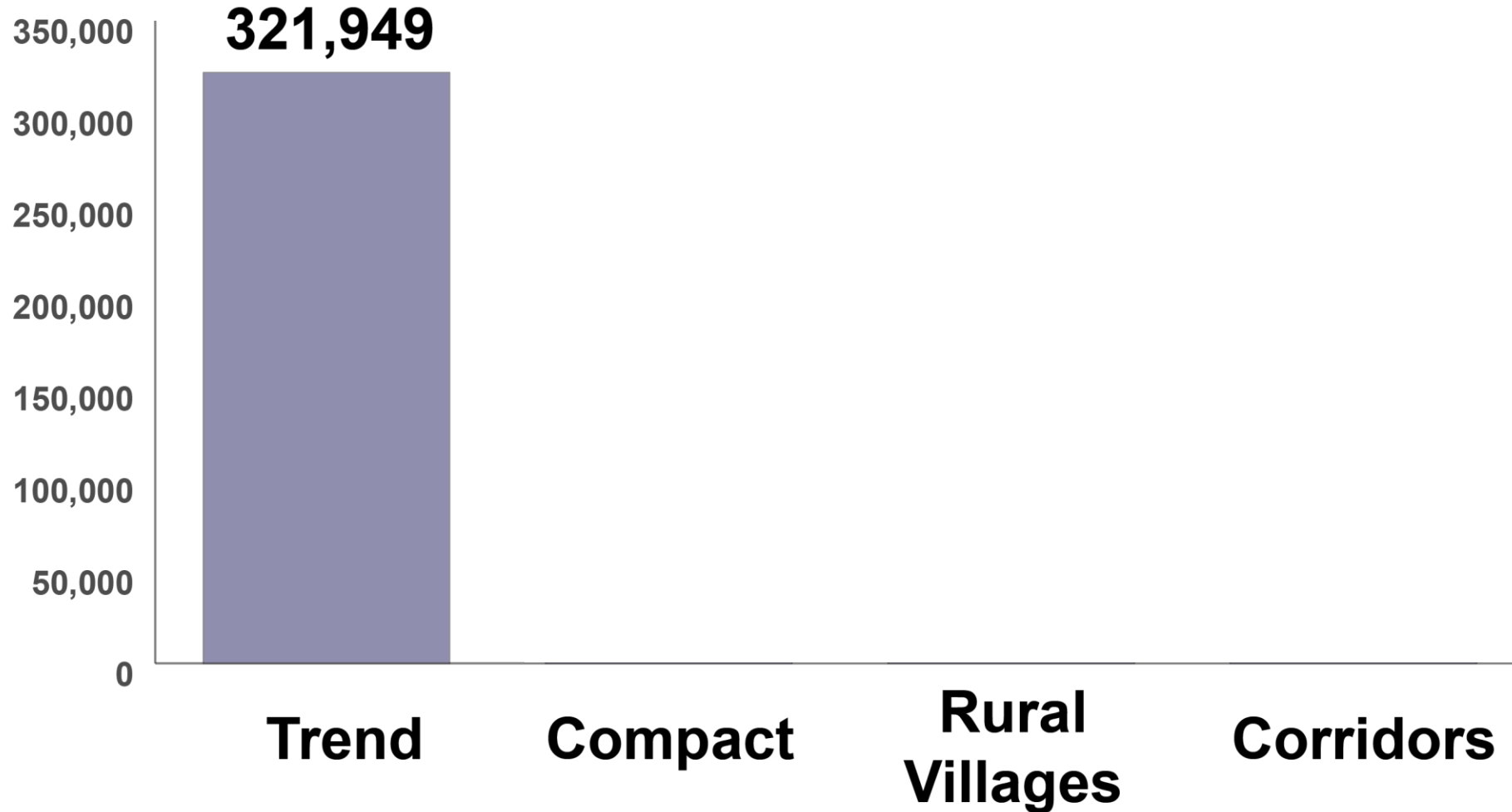
## Net ROI



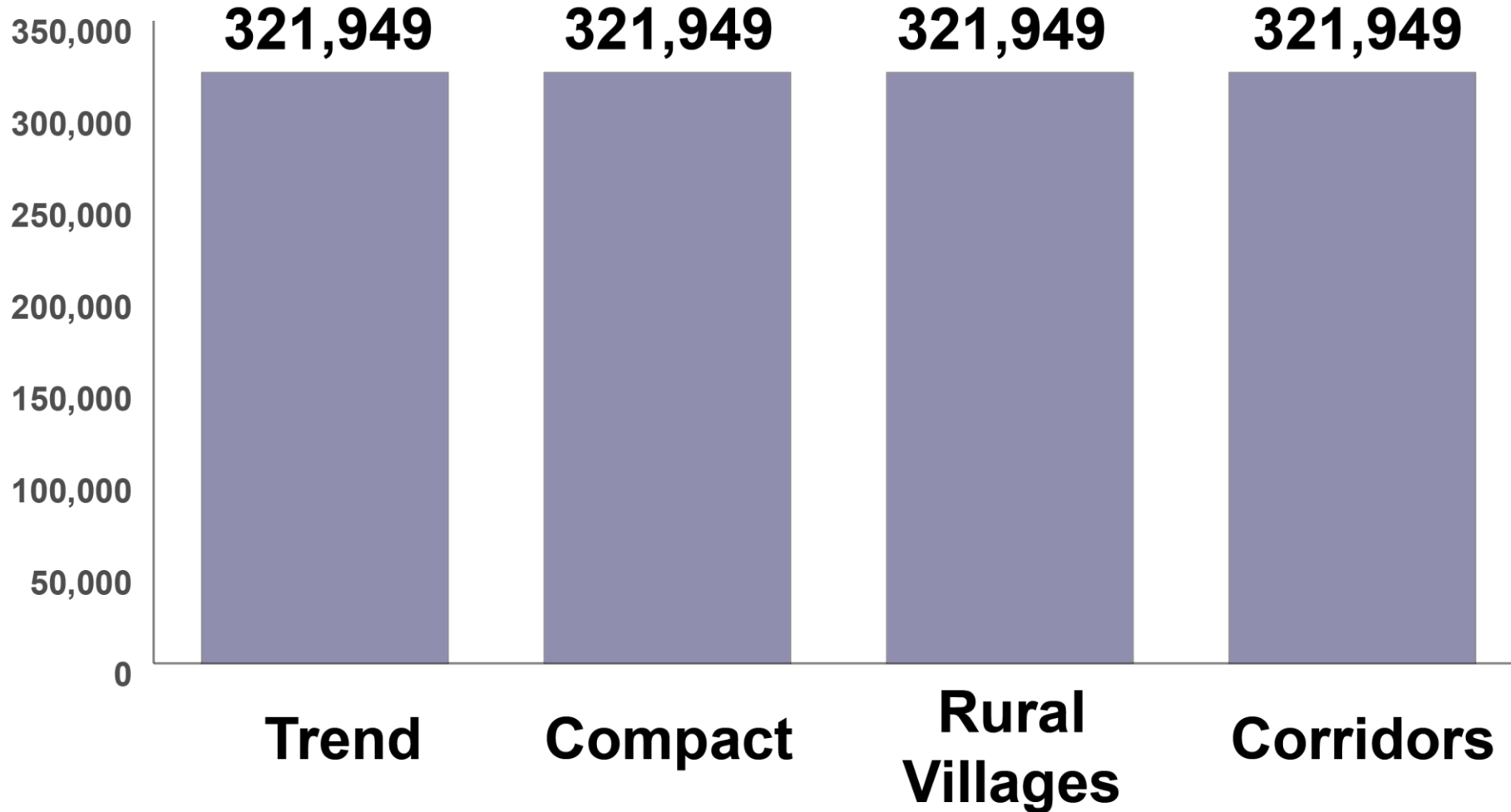
**\$309M**  
Cost at Year 2040



# Projected Population Growth 2040, by Scenario

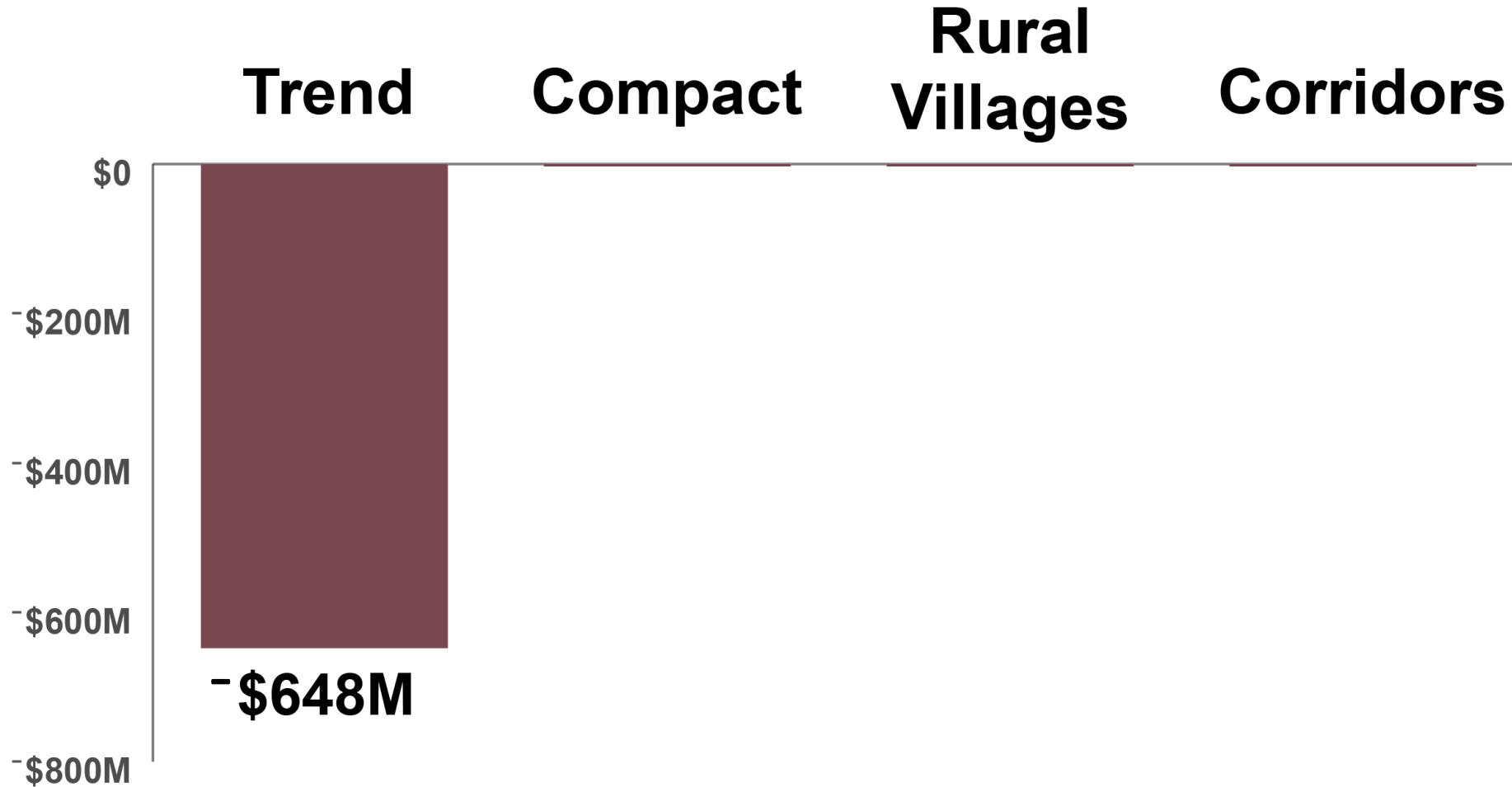


# Projected Population Growth 2040, by Scenario





# Annualized Cost to Serve 2040, by Scenario



# Local Government Costs and Revenues

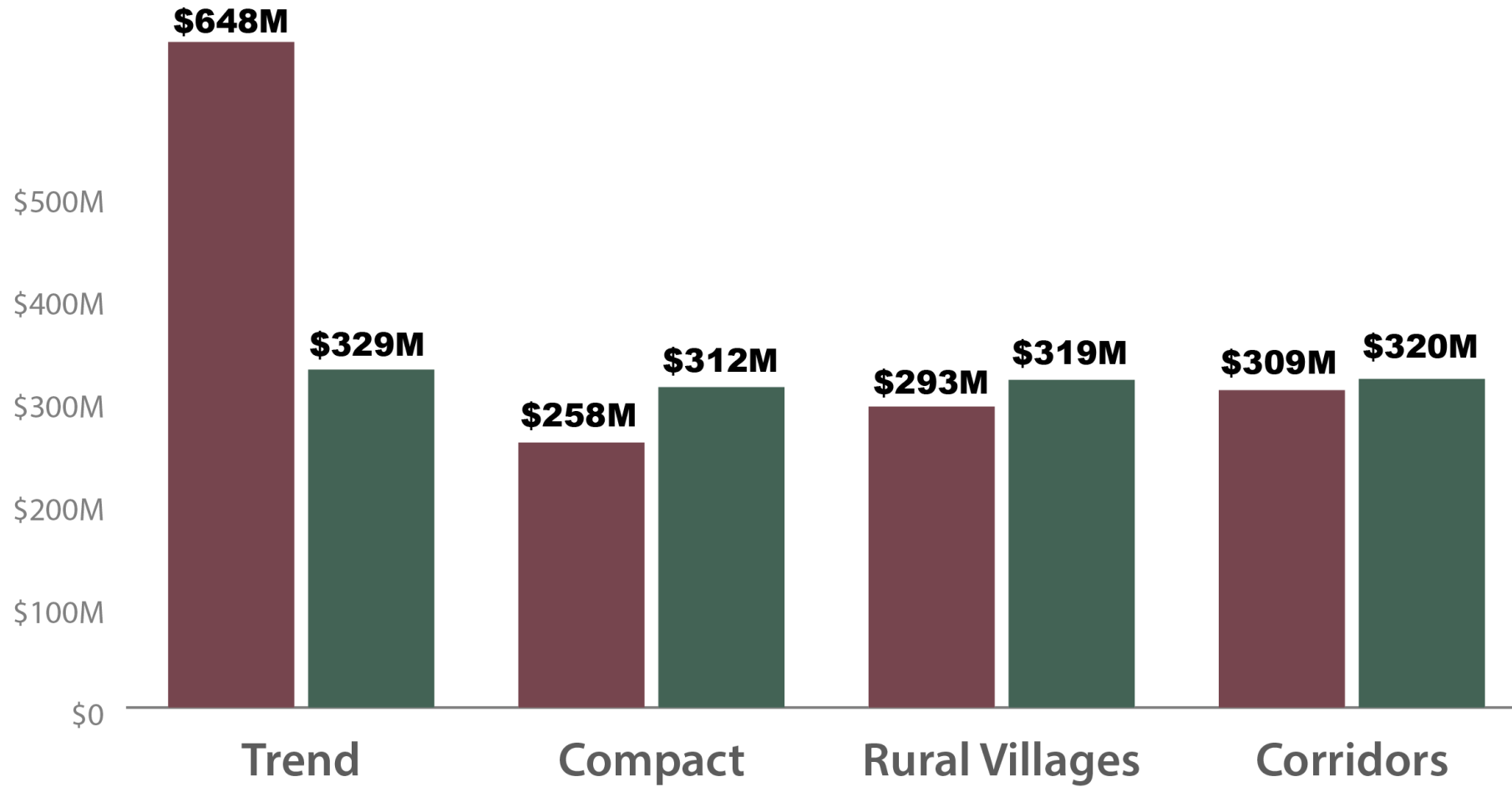
Greenville Metro





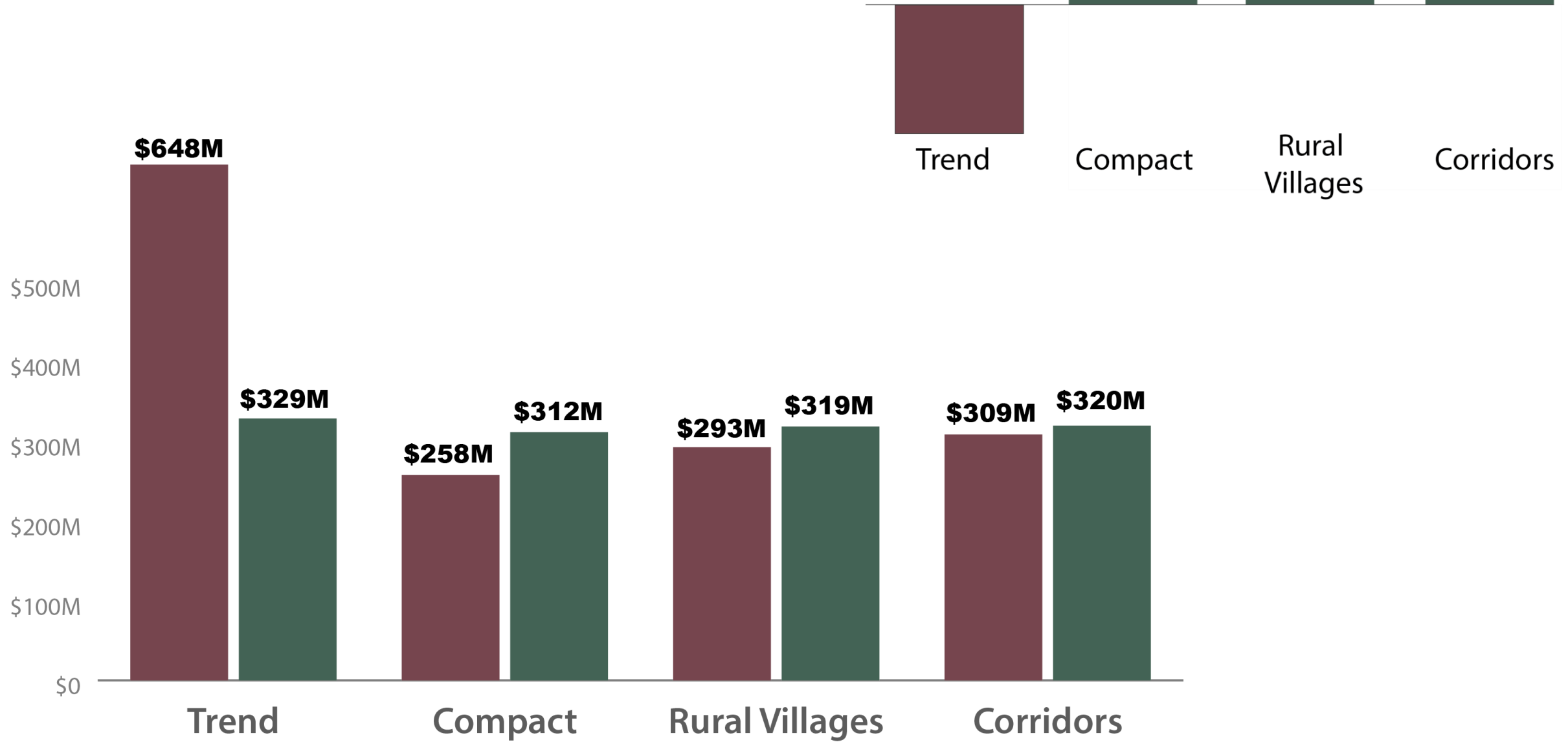
# Total Government Costs and Revenues

Greenville Metro (Fed. State, & Local)



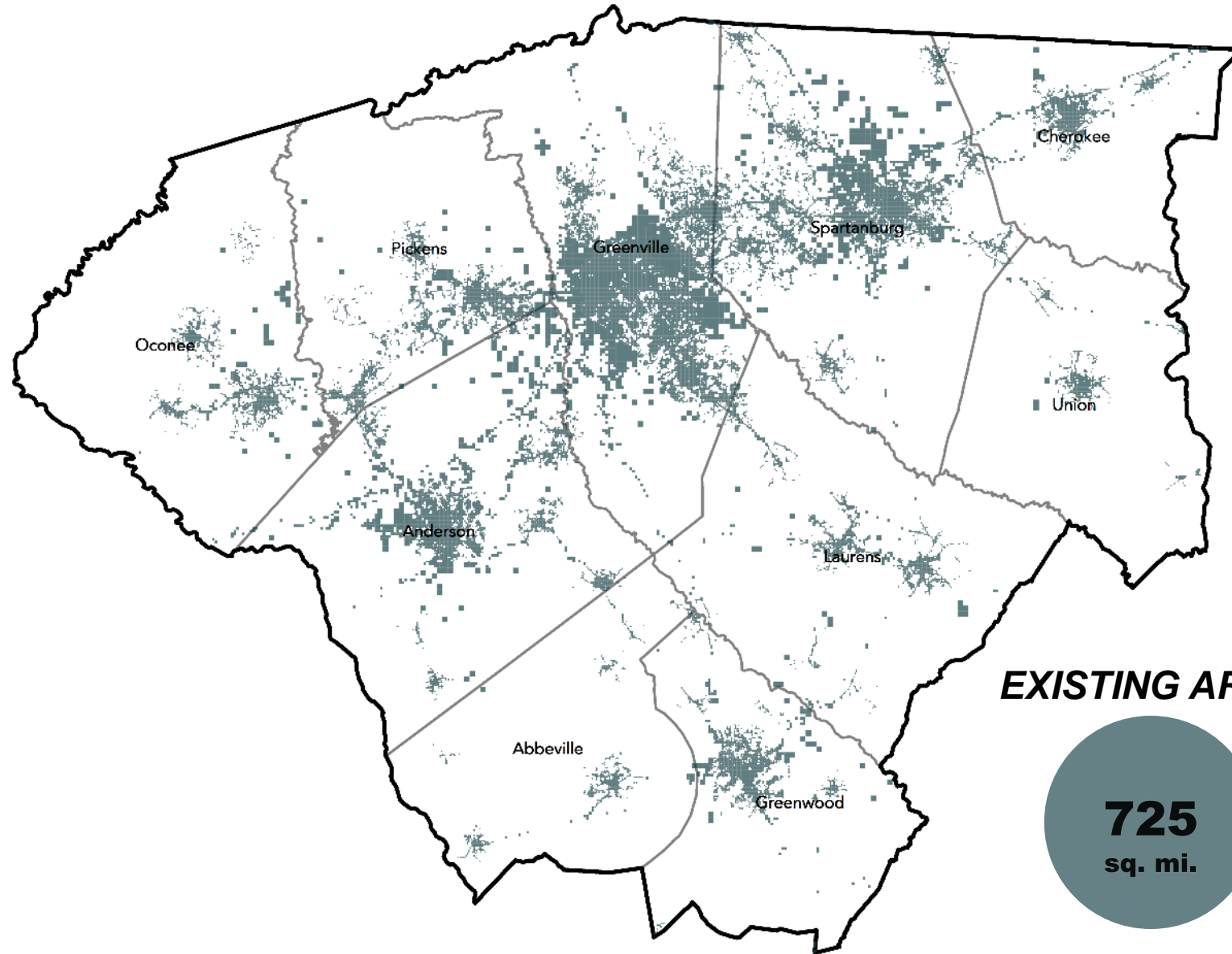
# Total Government Costs and Revenues

Greenville Metro (Fed. State, & Local)



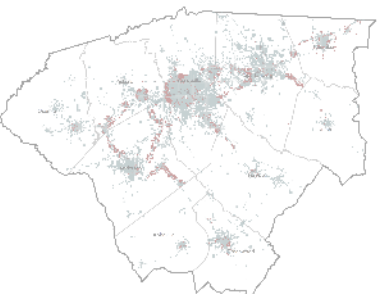
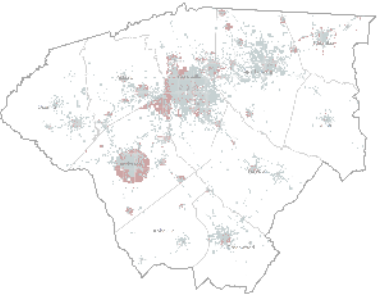
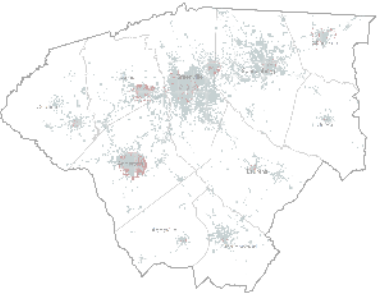
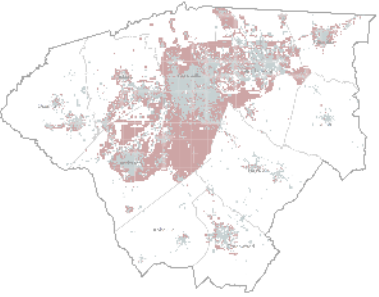


# Net New Land Consumed Existing Conditions



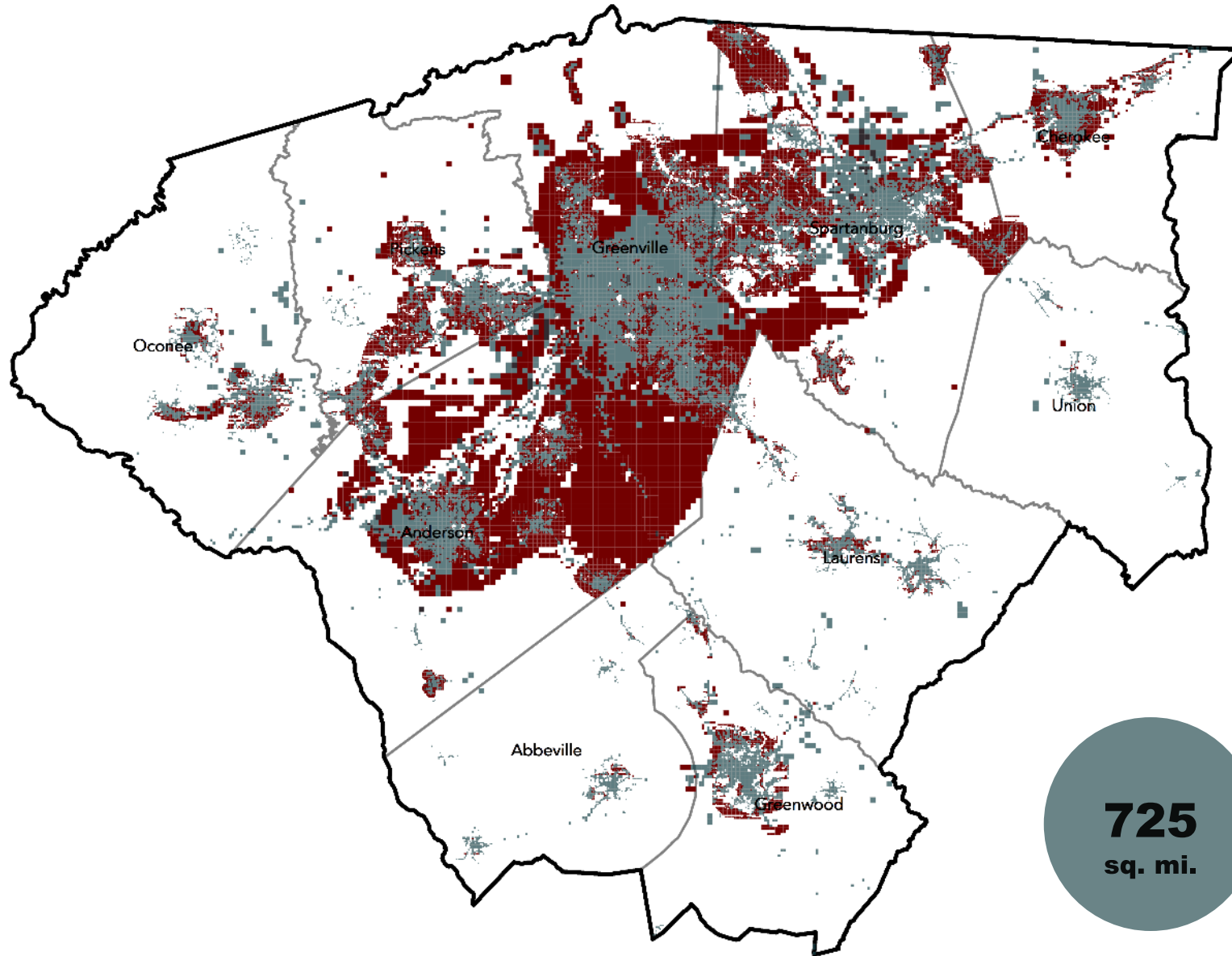
**EXISTING AREA**

**725**  
sq. mi.



# Net New Land Consumed Trend Scenario

Urban  
3



**920 sq. mi.**

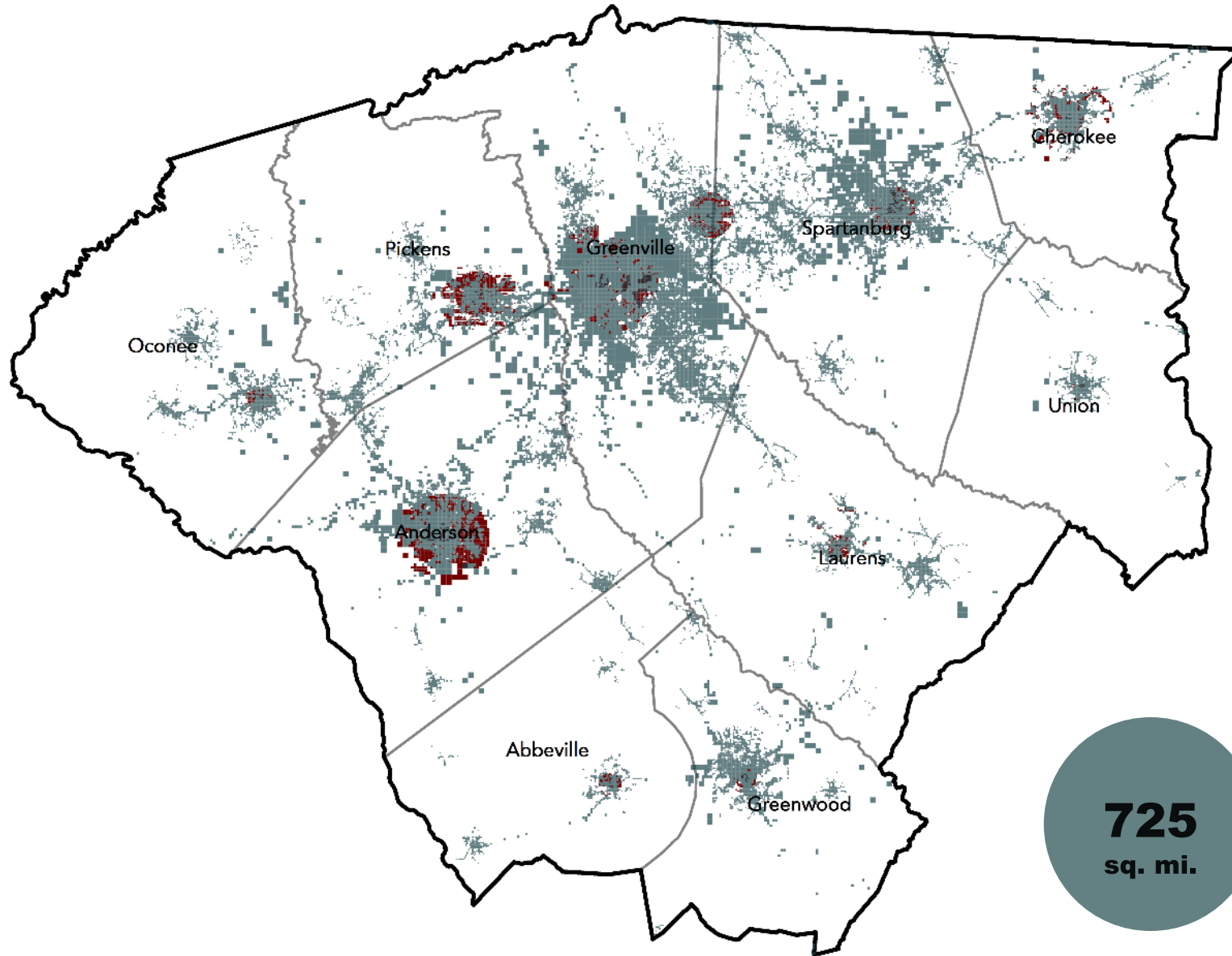
**725**  
sq. mi.

**NEW LAND  
DEVELOPED**



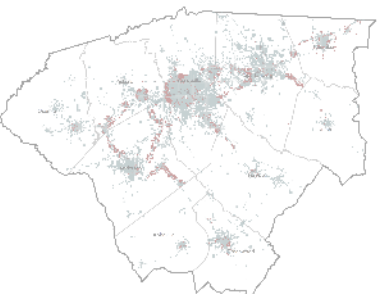
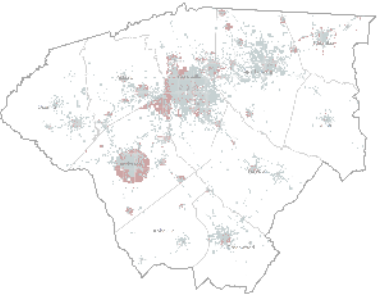
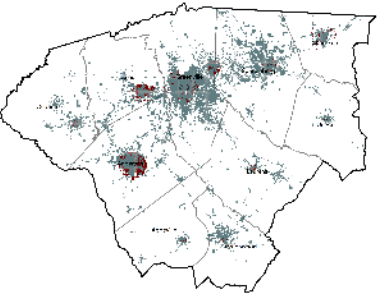
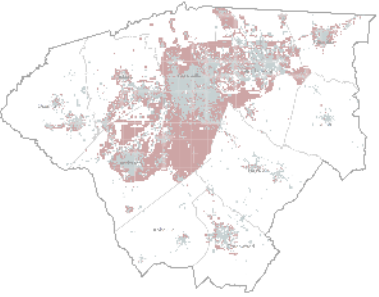
# Net New Land Consumed Compact Growth Scenario

Urban  
3

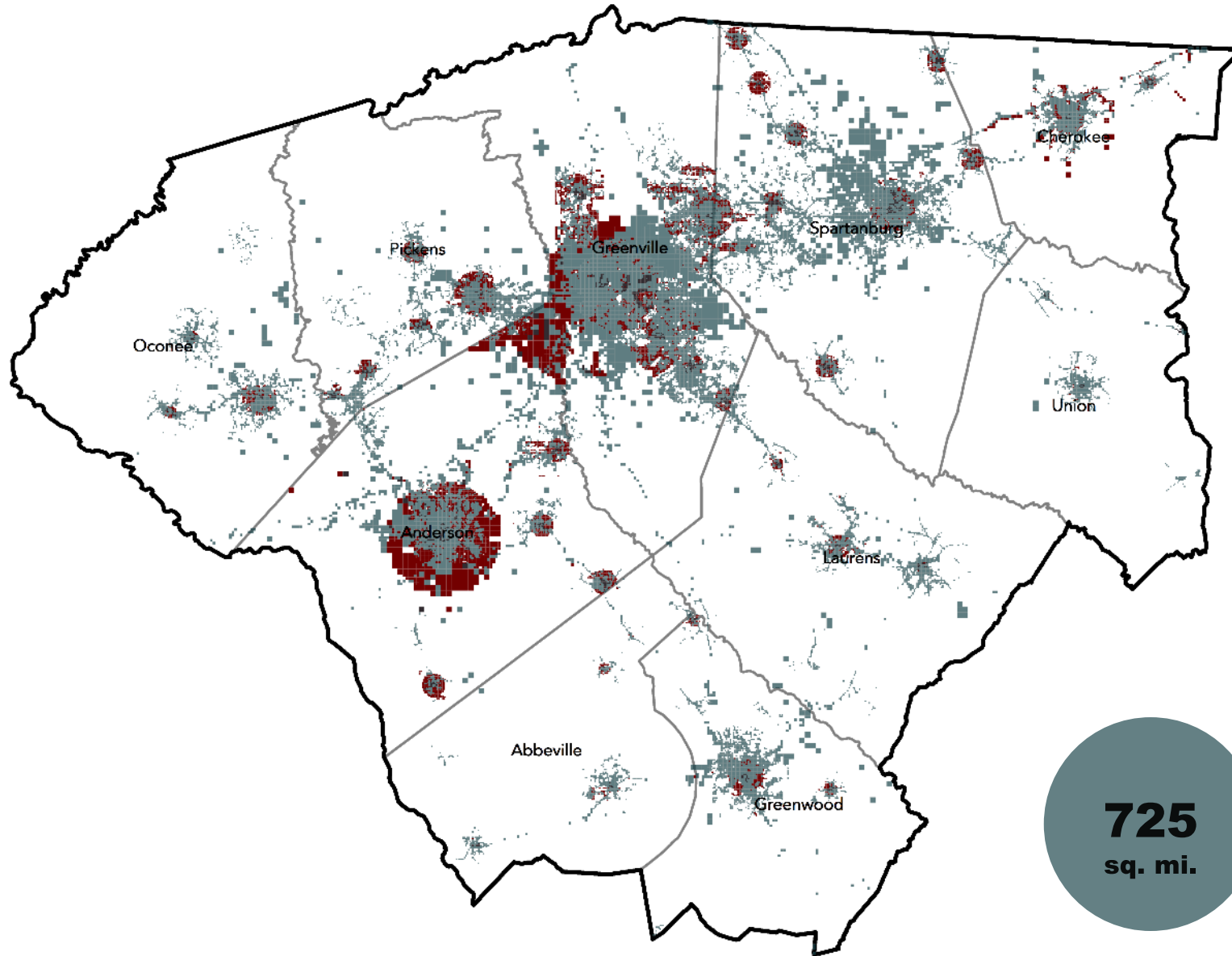


**725**  
sq. mi.

• **14.5**  
sq. mi.

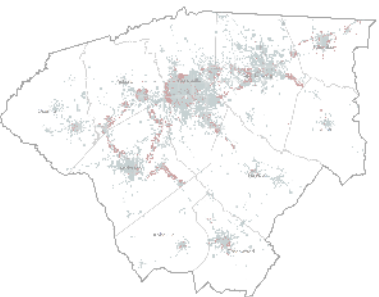
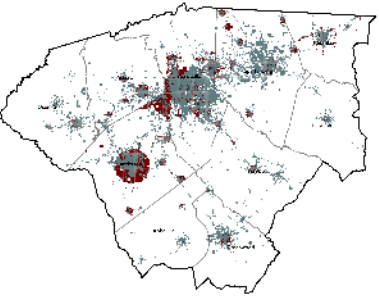
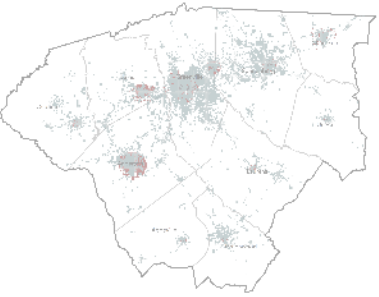
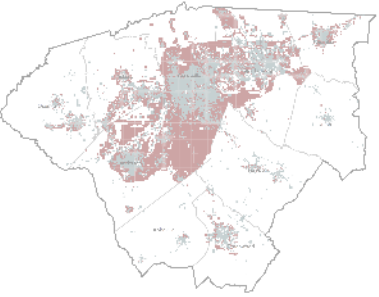


# Net New Land Consumed Rural Villages Scenario



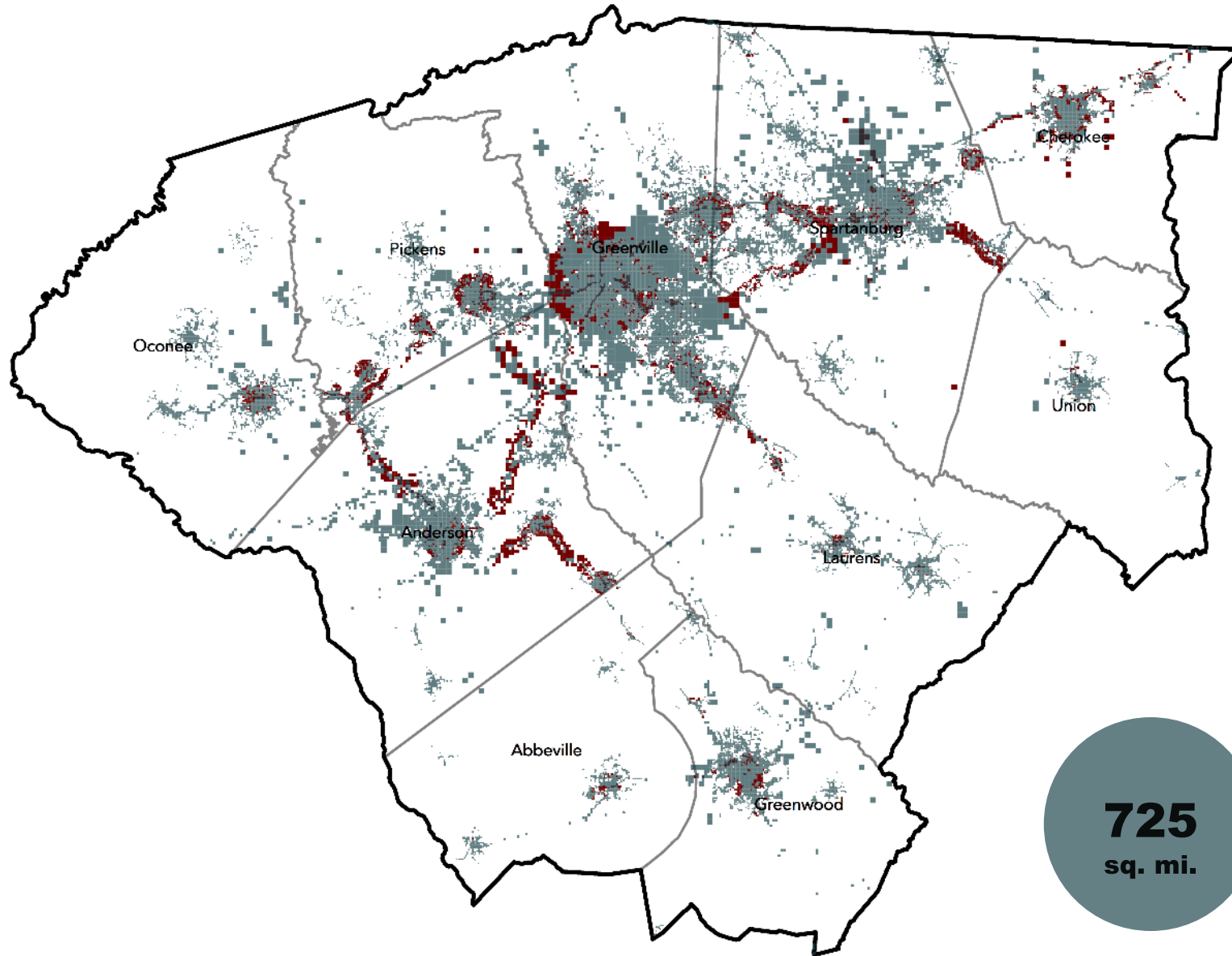
**725**  
sq. mi.

**135**  
sq. mi.



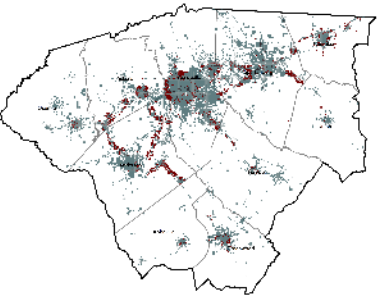
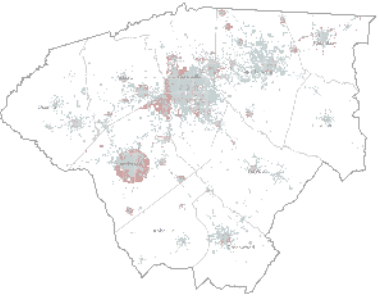
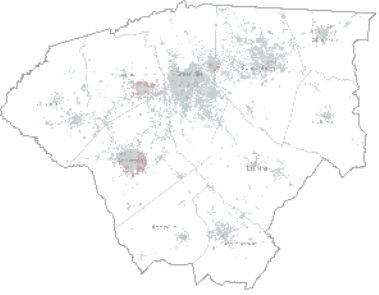
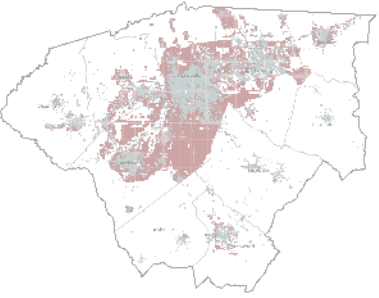


# Net New Land Consumed Corridors Scenario



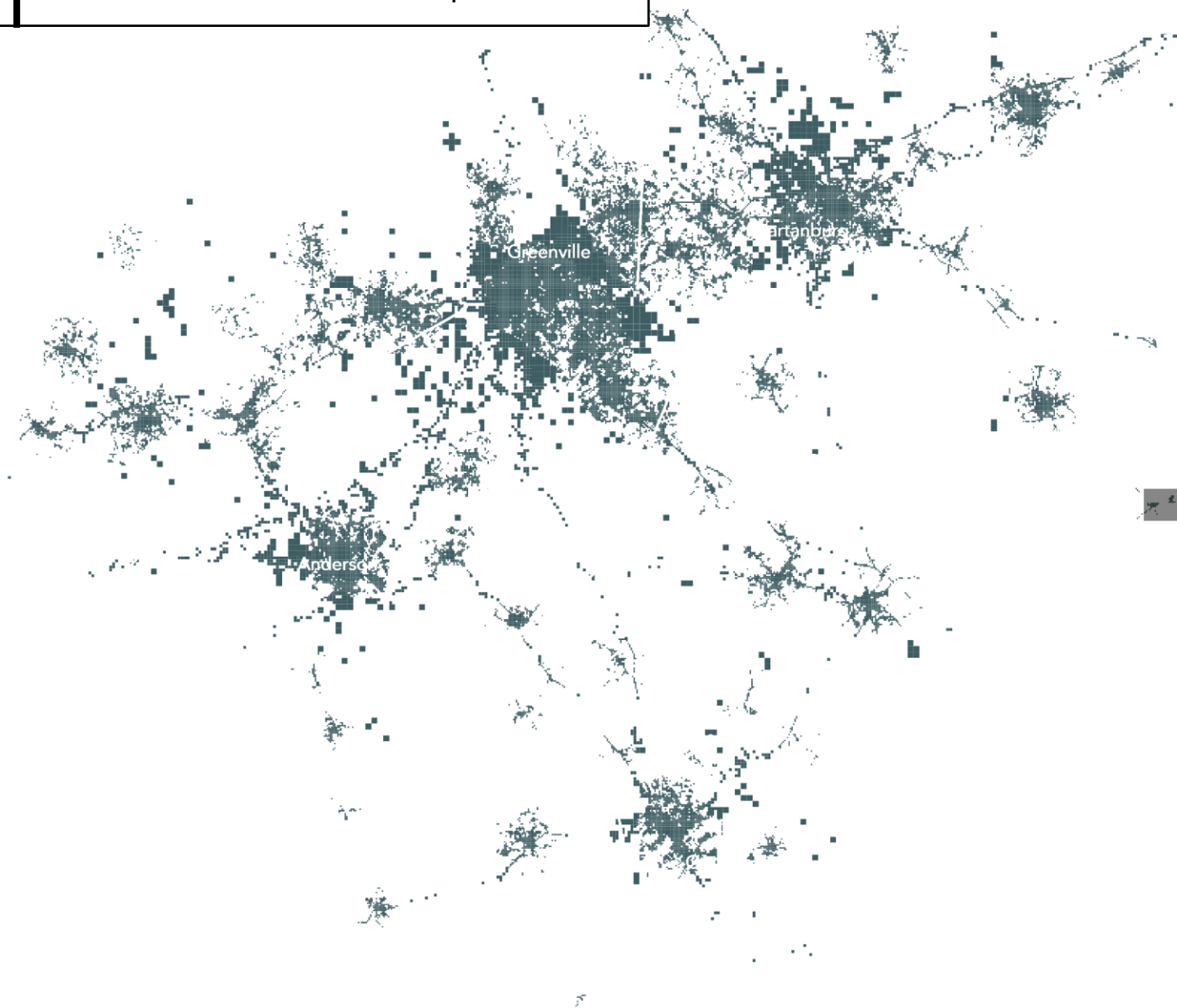
**725**  
sq. mi.

**57**  
sq. mi.



# Regional Land Coverage

Upstate 2017



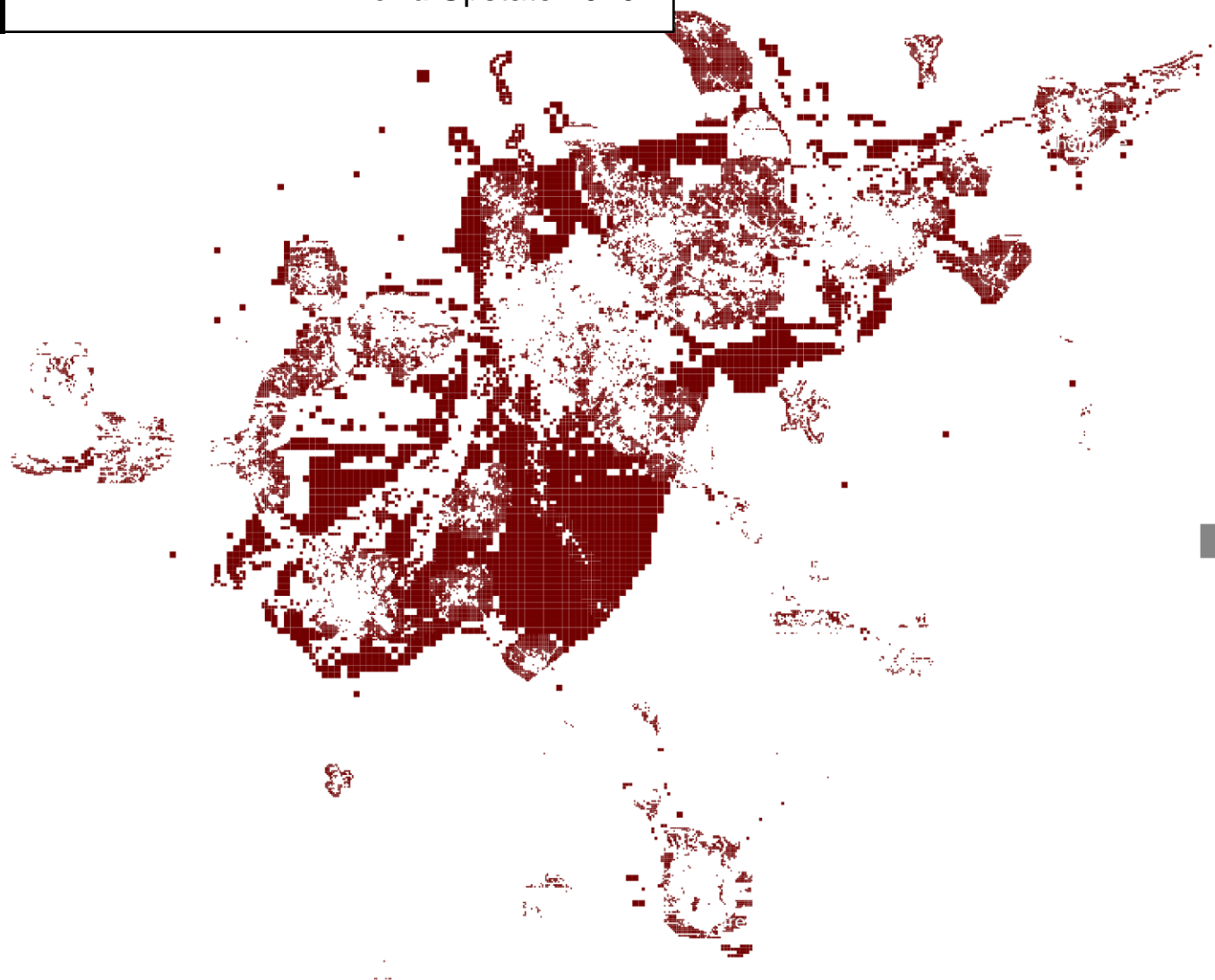
**725 sq. mi.**





# Regional Land Coverage

Trend Upstate 2040



**920 sq. mi.**



Current Pop. 1,421,138

New Pop. 321,849 (122% growth)



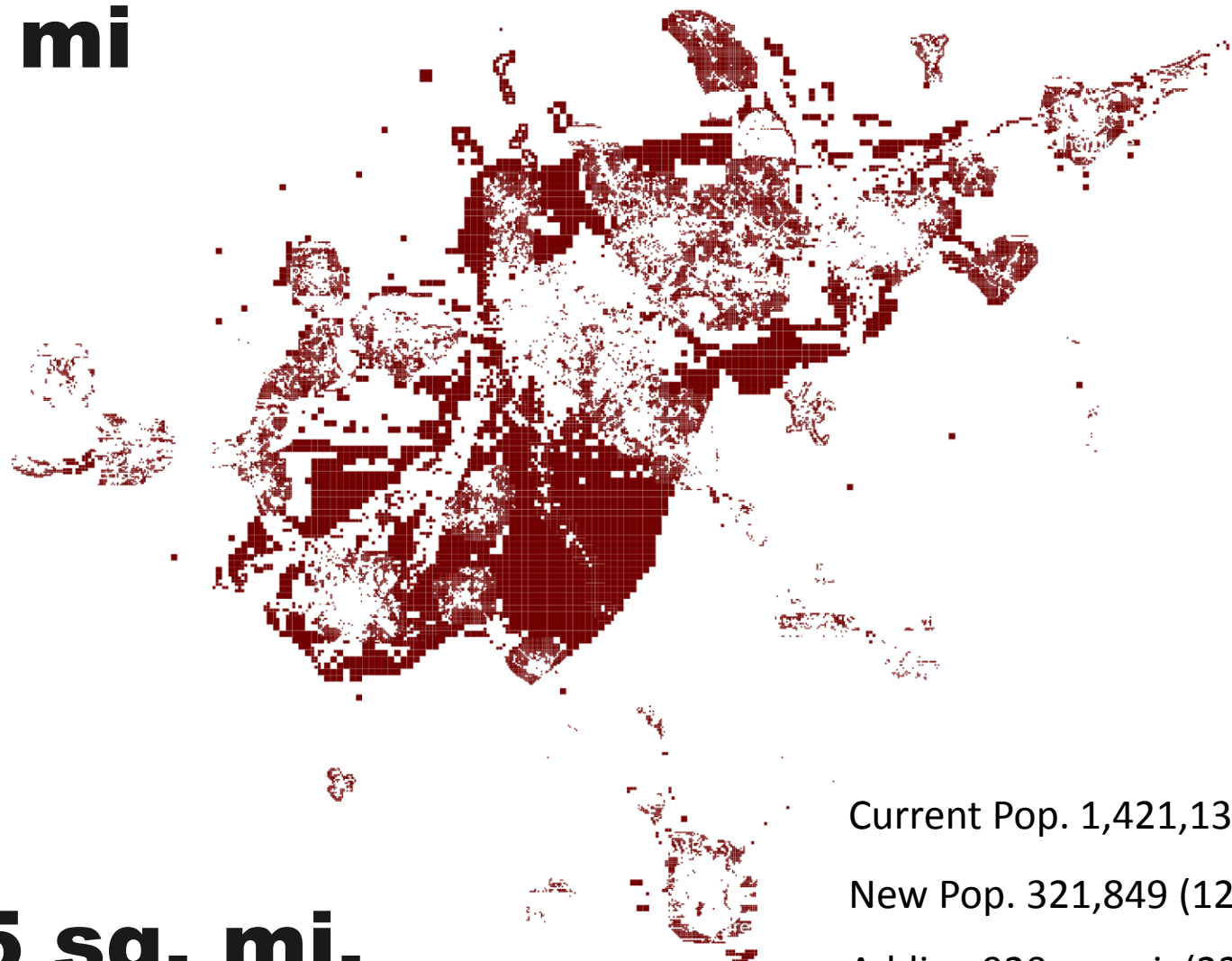
EXISTING

**725 sq. mi**



TREND

**1,645 sq. mi.**



Current Pop. 1,421,138

New Pop. 321,849 (122% growth)

Adding 920 sq. mi. (227% growth)



# Asheville



= 45.25 sq. mi.




**TREND**

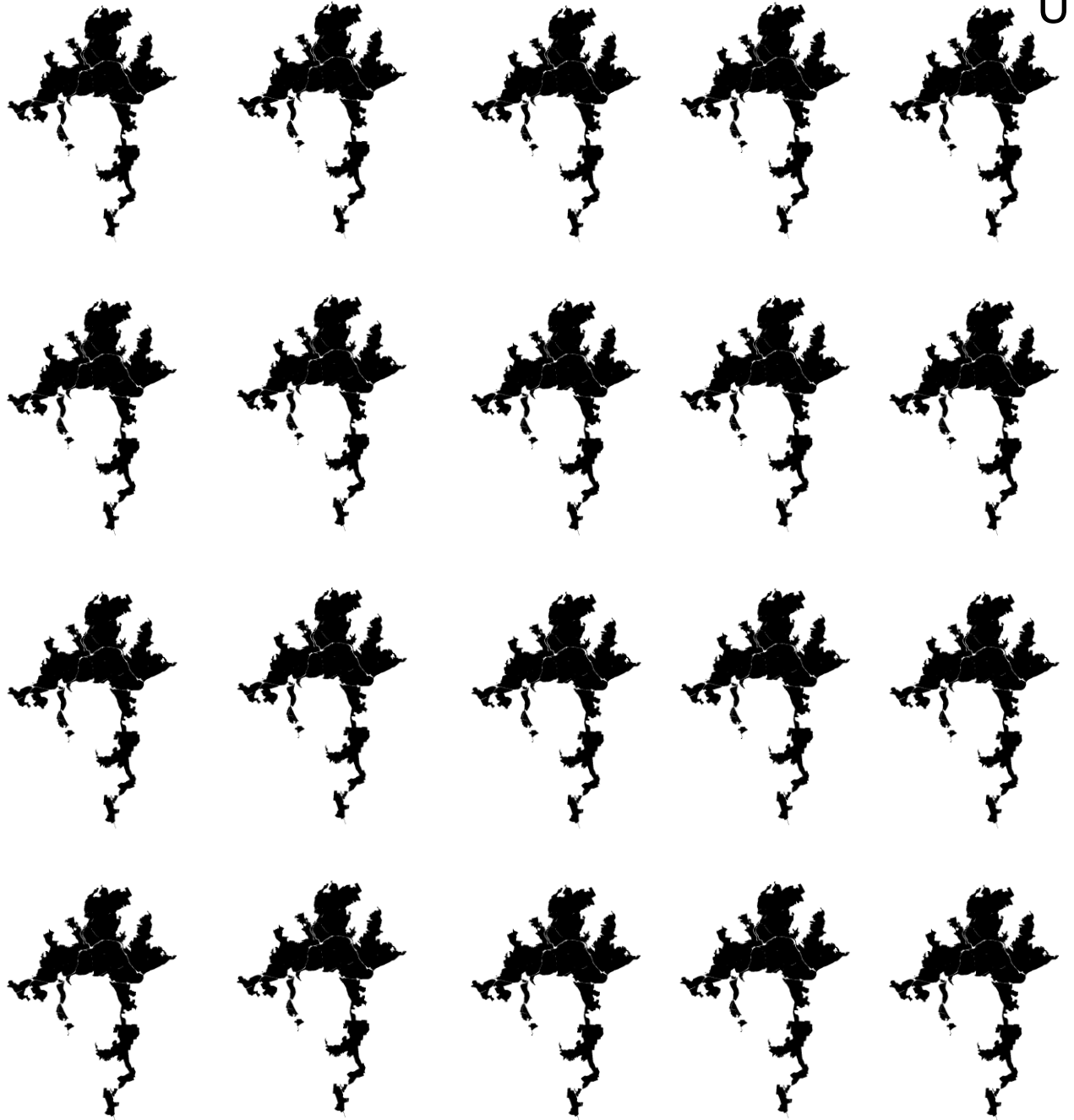
**920 sq. mi.**

# Asheville x20

Urban <sup>3</sup>



$= 45.25^2 \text{mi}$



**TREND**

**$920^2 \text{mi}$**



# Charlotte



= 297<sup>2</sup> mi



TREND

920<sup>2</sup>mi

# Charlotte x 3



= 297.7 sq. mi.



**TREND**

**920 sq. mi.**



# $\frac{3}{4}$ of Rhode Island





# Geoaccounting



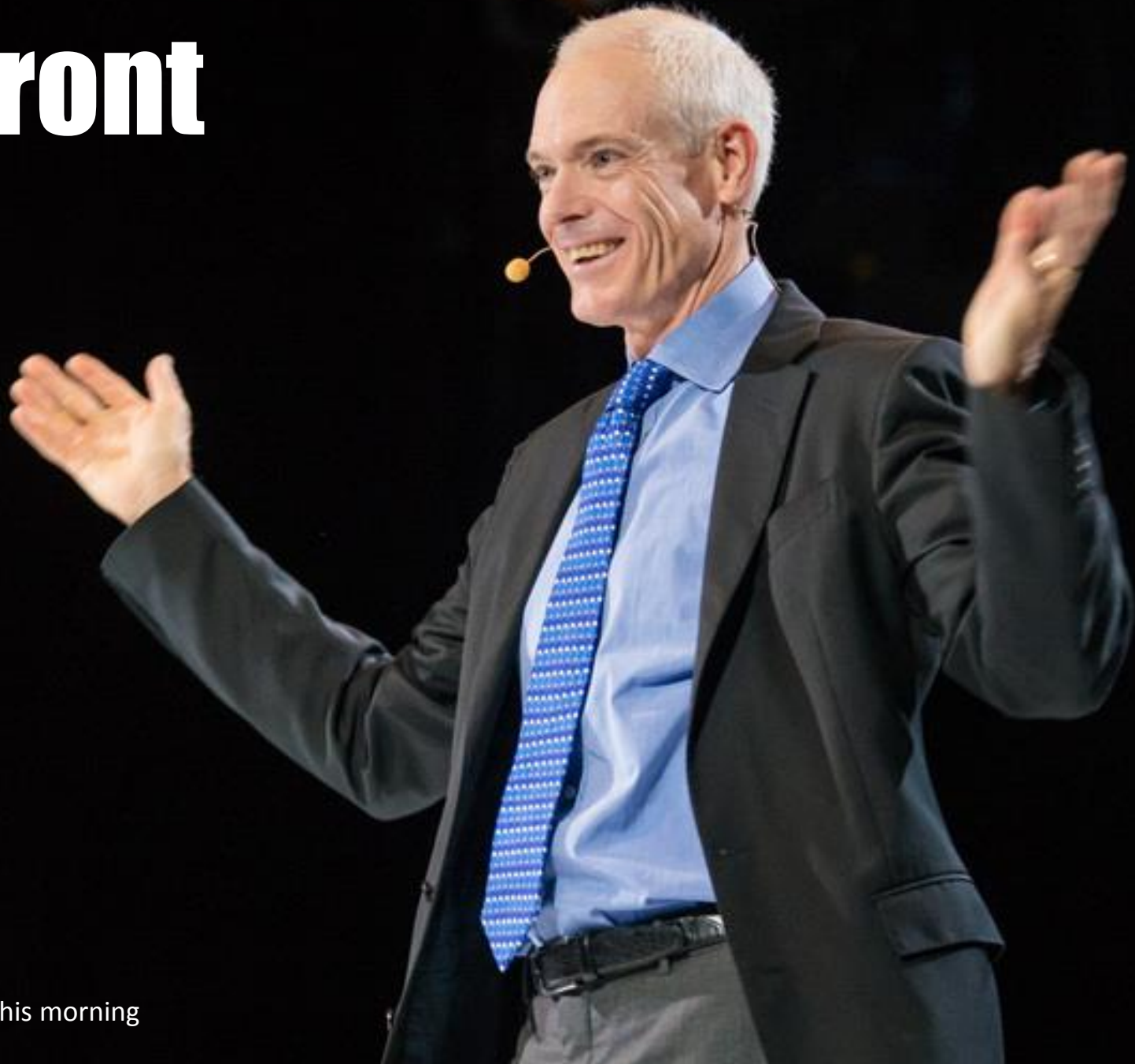
# I bought a boat



**If you don't confront  
the brutal facts,  
they're going to  
confront you!**

**Facts Matter.**

Jim Collins  
Keynote address this morning





# BMW Corporate

## Design thinking for value.



# BMW Clubs. Design guidelines for appearance.



BMW Clubs

Munich  
September 2008



Sheer  
Driving Pleasure



# BMW Corporate

## Design thinking for value.

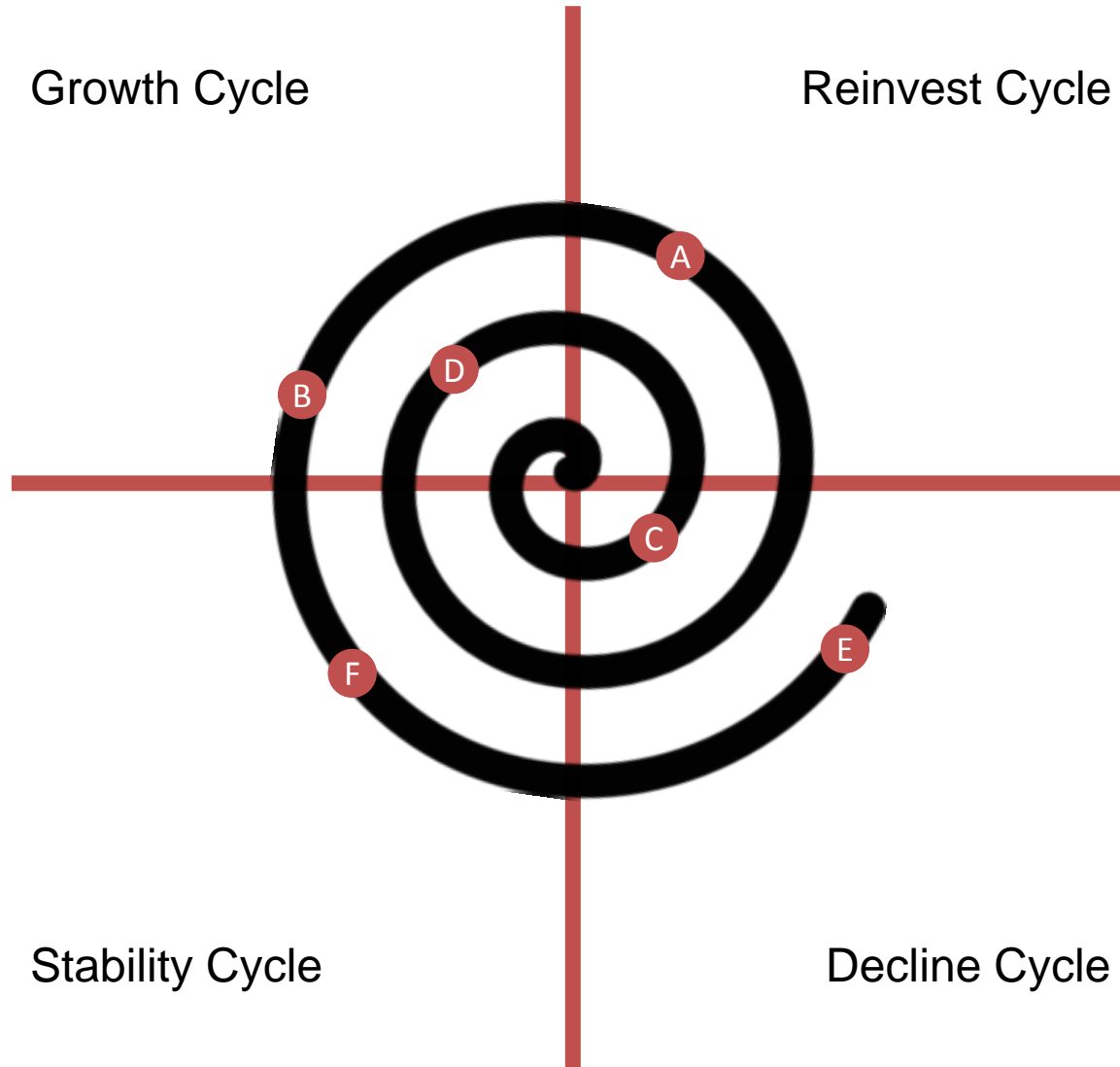
BMW Corporate

**\$60.1B**

Market Cap



# Different Phases of a Region's Growth Cycle



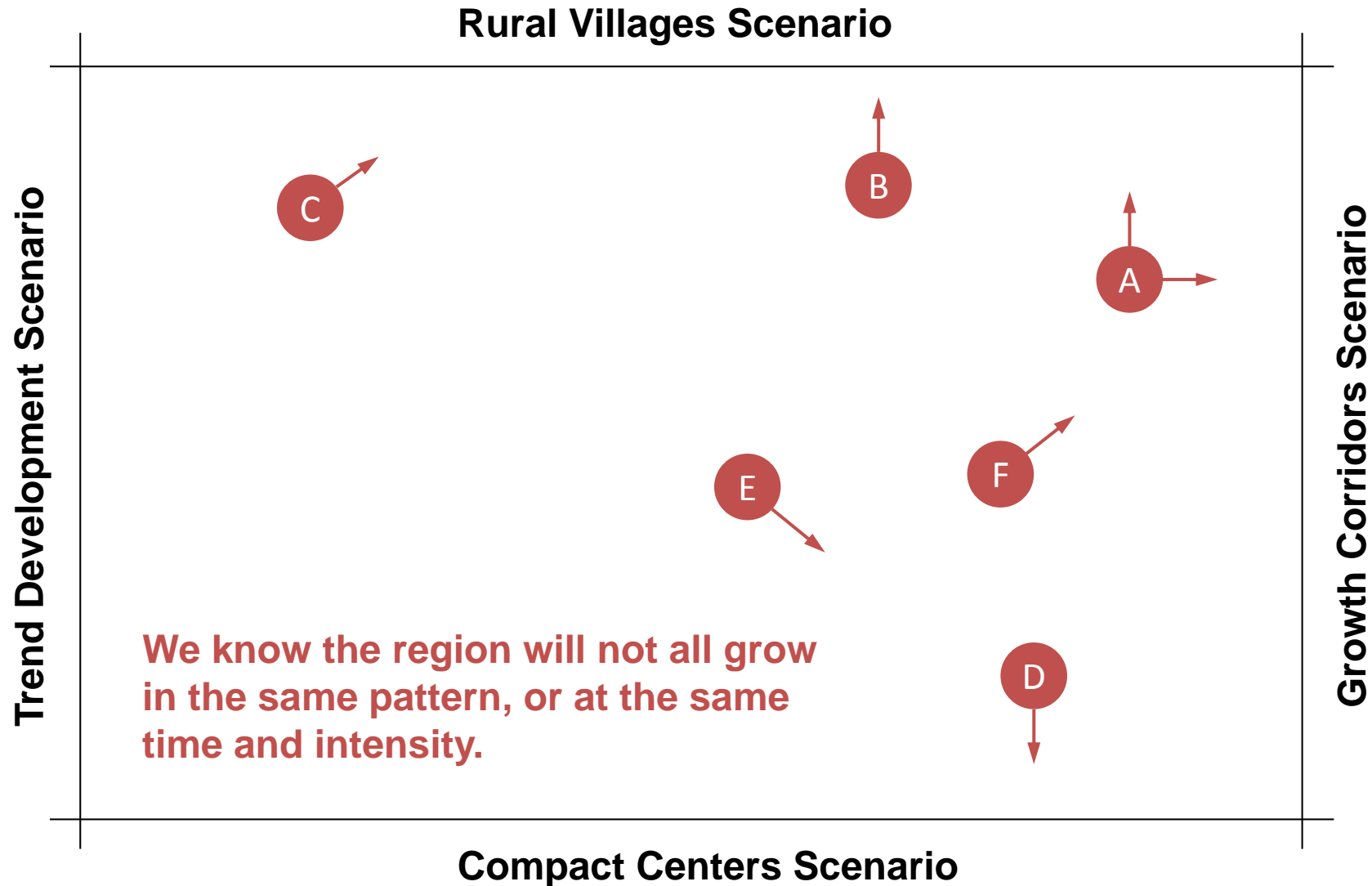
Where is your community in the life cycle?

What can you learn from communities ahead of you?

How do we appreciate the position of others?



# Different Phases of a Region's Growth Cycle



# Growth & Changes in Behavior



Increase in Density & Intensity

Increase in the Mix of Land Uses

Increase in Infrastructure Investments & Coordination



# Growth & Changes in Behavior



Infrastructure Sizing & Technology



Quality-of-Life Criteria



Attitudes Toward Land Consumption



Home Types, Densities & Price Points

# What Does This Mean for Local Decision-Makers?



You have the information & support needed to influence change for how the region grows & develops

- Take pride in the Upstate and protect the narrative that makes it so great
- Get what you want out of your plans, policies & ordinances (or change them)
- Stick with your vision & goals in the face of adversity
- Think efficiencies – at all levels – when building communities



## What Does This Mean for Local Decision-Makers?



### Capitalize on Strong Relationships (and build new ones too)

- Be an active member of the community-based regionalism movement in the Upstate
- Find common ground & agree to disagree on certain issues
- Recognize your role in the region & get help where needed
- Prioritize land (developed or undeveloped) as one of local government's greatest assets

## What Does This Mean for Local Decision-Makers?



### Coordinate on Regional High-Priority Infrastructure

- Recognize land use as the 'demand side' of infrastructure planning
- Protect the investments once they are made
- A 'hot spot' for current & future development, remain efficient & protect quality-of-life
- Speak with one voice in the region when advocating for new infrastructure





# Shaping Our Future

Upstate South Carolina

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

# Panel Discussion



**Moderator:**

**Barry Nocks, Clemson University**

**Panelists:**

**Mark Farris, Greenville Area Development Corporation**

**Phil Lindler, Greenwood City/County Planning**

**Terence Roberts, Mayor, City of Anderson**

**Sue Schneider, Spartanburg Water**





# Closing Remarks



**Hank McCullough**  
**Chairman**  
**Ten at the Top**

