

# Homes for any Lifestyle

**CHARLOTTE NEIGHBORHOODS HAVE IT ALL.** Some Charlotte neighborhoods offer the hustle and bustle of urban living, while others provide the slow, peaceful setting of the suburbs. People can be seen jogging, shopping, gardening or chatting on a bench along the sidewalks of the tree-lined streets of the Queen City. Children are often seen playing in the same neighborhood where retired couples gather for a game of cards. Charlotte neighborhoods have a friendly and livable atmosphere. Not surprisingly, Charlotte was the top pick for "Most Livable City" in April of 2004 by the Partners for Livable Communities. The Partners also commended Charlotte on its strong leadership and regional planning. With a strong road network and mass transit options, the average commute time is only 24.8 minutes.

This inviting atmosphere of Charlotte continues to attract newcomers. Charlotte ranked as the third highest immigrating city according to a *Forbes* study in 2009. There are so many benefits of living in Charlotte that are unequalled

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anywhere else. Charlotte has been rated as one of the top places to live in America based on many quality of life factors, the variety of housing options and affordability.

Charlotte's affordability shines when compared with other markets.

## The Affordable Market

Charlotte has been ranked as one of the hottest and most affordable housing markets by U.S. News & World Report. The Carolina Multiple Listing Services, Inc. (CMLS) reports the 2008 median sales price of \$198,600 for a home in the Charlotte region.

As of the end of 2008 CMLS reported that over 11,310 single-family homes in the county were sold, totaling \$2.8 billion in sales volume. Analysts say Charlotte is not a hyper-inflated market, which protects homeowners here from the "real-estate bubble" seen in other areas of the country. Much of this can be attributed to the competitive practices of the construction industry in Charlotte.

A strong school system, impressive city services, and moderate household operating costs are just a few of the benefits of Charlotte neighborhoods. Utility costs are extremely competitive with other parts of the nation:



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Duke Energy has a national reputation for efficient operation and low rates; Piedmont Natural Gas is equally recognized for its competitive rates. And the moderate climate helps by keeping heating and air conditioning costs low.

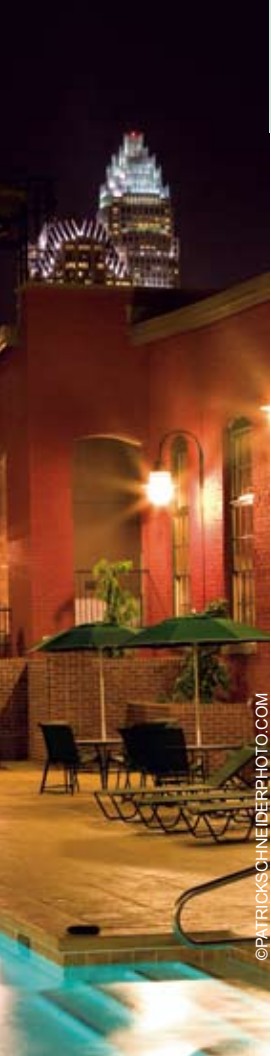
## Urban Sleek to Suburban Chic

The pleasant climate, abundant business opportunities and high quality of life in Charlotte continue to attract newcomers. In response, a large number of new neighborhoods offering modern amenities and ease of living have been developed. The Charlotte area has many new home communities in a variety of styles, price ranges and living environments.

In the center city, residents can choose sleek high-rise condos or historic Victorian homes. Getting around is simple, thanks to highly networked streets and roads, two interstate systems, and mass transit options.

Charlotte provides nearly unlimited choices of housing to suit any lifestyle, budget or other requirement. Whether close to the city or nestled in the suburbs, from historic homes to modern apartments and condominiums, newcomers can find the perfect place to call home.

# Charlotte



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## CHARLOTTE HAS BEEN RANKED AS ONE OF THE MOST AFFORDABLE HOUSING MARKETS.



### Historic and Established

Charlotte encourages the preservation of historic homes and construction of new housing that promotes strong neighborhoods through thoughtful land use and zoning practices. Substandard housing is being reduced in older areas of the city and revitalization efforts are ongoing. New development along the light rail corridors is going full steam, as transit-oriented,

mixed-use developments to provide much sought after live-work environments.

Charlotte's older neighborhoods exhibit a sense of the city's past. Many have been kept in pristine condition, while others have been renovated to fit the needs of the 21st century. Concerted efforts to preserve and protect Charlotte's oldest neighborhoods can be seen close to, inside, or farther out from the center city. Dilworth, a neighborhood of bungalow homes,

### Housing Affordability Index

Rank	City	Average Sales Price	Affordability Index
1	Houston, TX	\$158,412	39
2	Memphis, TN	190,275	47
<b>3</b>	<b>Charlotte, NC</b>	<b>262,959</b>	<b>65</b>
4	Phoenix, AZ	288,000	72
5	Dallas, TX	326,425	81
6	Portland, OR	358,370	89
7	Staten Island, NY	618,000	153
8	Irvine, CA	773,750	192
9	Chicago, IL	863,300	214
10	San Jose, CA	1,012,675	251

**Source:** Coldwell Banker's Home Price Comparison Index, 2008

Cities compared have \$20 billion or more in wholesale sales.

**Note:** Index is average cost of a single-family, 2200 sq. ft. home with 4 bedrooms, 2.5 bathrooms and a two-car garage. An index of 100 = \$402,873 home price.

### Single Family Housing by Area

Area Reported	No. of Homes Listed	Average Price
1	1,588	\$265,305
2	1,126	187,568
3	696	239,760
4	994	479,373
5	1,578	723,651
6	477	330,610
7	531	183,024
8	626	137,282
9	851	217,935
13	1,778	704,253
15	594	613,004
42	217	338,226
99	5	439,639

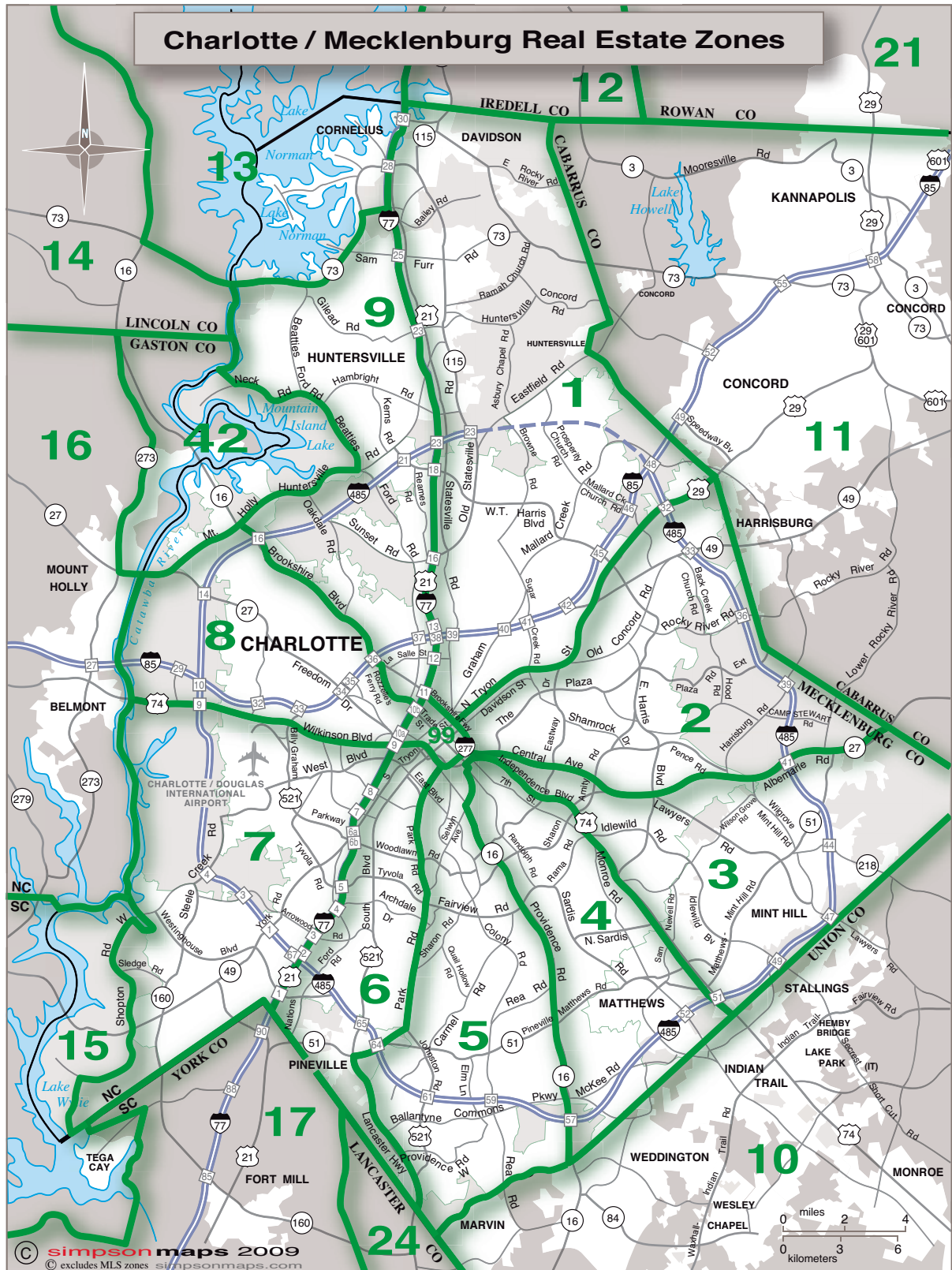
**Source:** Carolina Multiple Listing Services, Inc., Charlotte Regional Realtor® Association, May 2009

tree-shaded streets and churches centered around Latta Park, has been reborn. Residents, working with local government, are renovating and restoring the old stately homes and a piece of Charlotte's history.

## Waterfront Developments

The Catawba River, Lake Norman and Lake Wylie provide exciting housing opportunities where you can get away from

it all in a short commute from the central business district. Boating, fishing, water sports, golf and tennis can become part of your daily routine with Lake Wylie 20 minutes to the south and Lake Norman 30 minutes to the north of the center city. There is even a PGA-sanctioned golf development, Piper Glen. Master-planned residential communities such as The Sanctuary and The Palisades also provide unparalleled amenities in recreational living.







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# A DIVERSITY OF STYLES AND PRICES CAN BE FOUND IN HOMES THROUGHOUT THE COUNTY.

## Other Options

For those who prefer the ease of multi-family locations, there are a number of options. Multi-story and townhouse condos can be found in the center city; near its impressive office buildings, museums and restaurants; in neighborhoods convenient to shopping, schools and entertainment; and in the suburbs near lakes, universities and other amenities. The average closing price was \$191,433 in March 2009.

Apartments offer the same variety of location, price and amenities. Luxury complexes have swimming pools, tennis, clubhouses, social events and other features. The average rental rate is \$738 for over 84,000 multi-family units in Mecklenburg County.

## Townhouse/Condo Listings by Area

Area Reported	Listed Units	Average Price
1	415	\$164,292
2	308	143,590
3	163	156,028
4	291	296,131
5	934	340,542
6	414	221,477
7	154	164,298
8	82	203,593
9	77	139,668
13	257	322,929
15	94	204,517
42	12	110,116
99	334	433,943

Source: Carolina Multiple Listing Services, Inc., Charlotte Regional Realtor® Association, May 2009





## Strategic Location

### *Largest City Within the Nation's Sixth Largest Urban Region*

In order for any business to be successful, it must have quick and convenient access to major markets. Charlotte offers that access. Charlotte is the largest city within the nation's sixth largest urban region. This region had a 2004 population of 12.2 million. Only the urban regions containing New York City, Dallas, Chicago, Los Angeles and San Francisco had greater populations.

The area east of the Mississippi represents only 29% of the contiguous land of the U.S. Yet this area accounts for 59% of the population, 60% of all manufacturing establishments and 65% of all manufacturing employment. Of the nation's new business starts, 53% occurred in this area. Also, 50% of all exports come from the eastern U.S.

Specifically, 35 of the nation's 50 metropolitan markets with over one million in population are within these eastern states. Thirty-one of these markets lie within a 650-mile radius of Charlotte, which can easily be reached by 24-hour truck delivery or two hours jet time. In fact, Charlotte remains the only major distribution center midway between the Northeast, Midwest and Florida markets.

Of the major distribution centers in the Southeast, Charlotte and Atlanta each have over 7 million people living within a 100-mile radius.

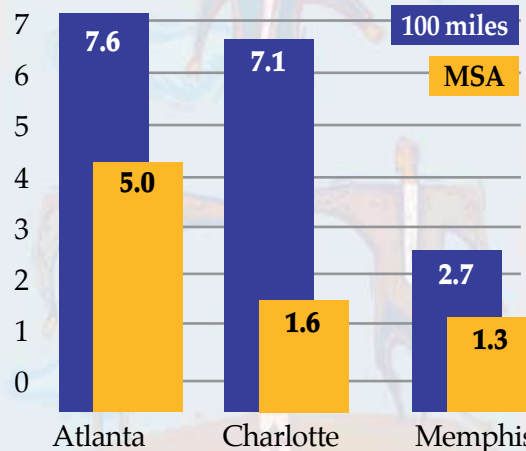
This radius population well exceeds Miami's 5.9 million and the 2.7 million around Memphis. Even when considering a 650-mile radius, Charlotte is the clear leader. (See table on the next page.)

The future for Charlotte continues to shine bright. Recent studies confirm the on-going national trend of population movement to the Sunbelt. In 2005, North Carolina ranked fifth nationally in total net migration of population,

Charlotte business can reach 60% of U.S. population within two hours by air or 24 hours by truck.



### *Population in a 100 Mile Radius*



Source: Sales and Marketing Management, 2005 Survey of Buying Power.

Charlotte's population in a 100-mile radius exceeds that of Birmingham, Jacksonville, Miami, Tampa, Memphis, Nashville, and Norfolk.



and all four of the adjacent states are placed among the top 25.

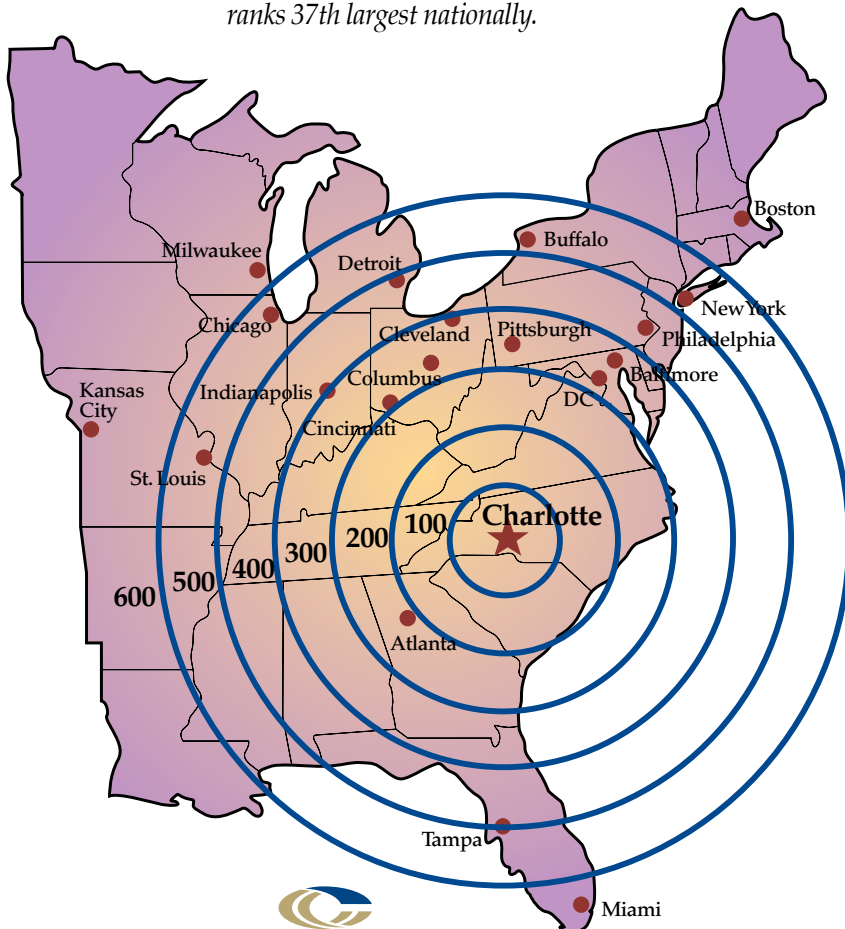
## Center of the Southeast's Largest Major Trading Area

The Charlotte-Greensboro-Greenville-Raleigh Major Trading Area is one of forty-seven defined by Rand McNally. With 12.2 million people, this trading area leads the Southeast and ranks sixth nationally. From 1990 to 2000 Charlotte's major trading area has increased by 2.7 million people or 30%.

Charlotte's immediate market, called the Charlotte-Gastonia-Concord MSA, encompasses a six county area with a population of 1.6 million people.\* The area's prosperity is reflected by an effective buying income total of \$32 billion with retail sales amounting to \$21 billion annually. The core county has a median household effective buying income of \$45,865.

For any additional information, please contact the Charlotte Chamber of Commerce.

\*The Charlotte-Gastonia-Concord MSA consists of Anson, Cabarrus, Gaston, Mecklenburg and Union Counties, NC as well as SC's York County. This MSA ranks 37th largest nationally.



## 2005 Major Trading Areas

Rank/Area	Population 1/1/04 (thousands)	Percent Pop. Gain, 90-00	Rank By % Gain
1 New York	28,857	6.8	12
2 Los Angeles/ San Diego	23,919	16.1	7
3 San Francisco/ Oakland / San Jose	14,535	15.9	8
4 Chicago	13,575	9.5	11
5 Dallas / Fort Worth	12,504	20.6	5
<b>6 Charlotte/ Greensboro/ Greenville/ Raleigh</b>	<b>12,227</b>	<b>19.1</b>	<b>6</b>
7 Detroit	10,844	6.6	13
8 Boston / Providence	10,263	5.9	15
9 Philadelphia	9,753	6.5	14
10 Washington / Baltimore	9,396	13.1	9
11 Atlanta	9,348	25.8	1
12 Tampa / St. Petersburg / Orlando	7,281	22.9	3
13 Minneapolis / St. Paul	6,985	10.6	10
14 Houston	6,821	21.5	4
15 Miami-Ft. Lauderdale	6,799	25.3	2

Note: As defined by Rand McNally, "Major Trading Areas" are drawn on a county line basis and have been "determined after an intensive study of such factors as physiography, population, newspaper circulation, economic activities, highway facilities, railroad service, suburban transportation, and field reports of experienced sales analysts."

Source: 2005 Commercial Atlas & Marketing Guide, Rand McNally & Company.

## Population Comparison 650 Mile Radius

Population	Percentage of U.S.
<b>Charlotte 177,620,800</b>	<b>60%</b>
Atlanta 129,334,700	44%
New York 117,222,800	40%

Total U.S. Population 295,140,100

Source: Sales and Marketing Management, 2005 Survey of Buying Power.



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## Access To The World

Charlotte's well-known pro-business environment is evident in its ability to move people and products efficiently and conveniently throughout the world. The city is one of the nation's major transportation centers and the distribution hub for the fifth largest urban region in the United States.

Service is available by air, rail, land, inland port and direct water access. Factor in geographic location, amenable climate, convenience to major U.S. markets, a Foreign Trade Zone, U.S. Customs and Inland Port status - the result is advantages which can make your business easier to conduct and more profitable.

Charlotte's balanced transportation infrastructure includes one of the nation's major, advanced airport facilities, direct rail and interstate highway access to major southeastern seaports, import/export facilitation and inter-modal shipping.

### Exceptional Air Service

Air service in and out of Charlotte/Douglas International Airport is exceptional. Charlotte/Douglas International Airport is the:

- 18th largest airport in the nation based on passenger totals.
- 31st largest airport worldwide based on passenger totals and
- 12th in the nation for total operations.

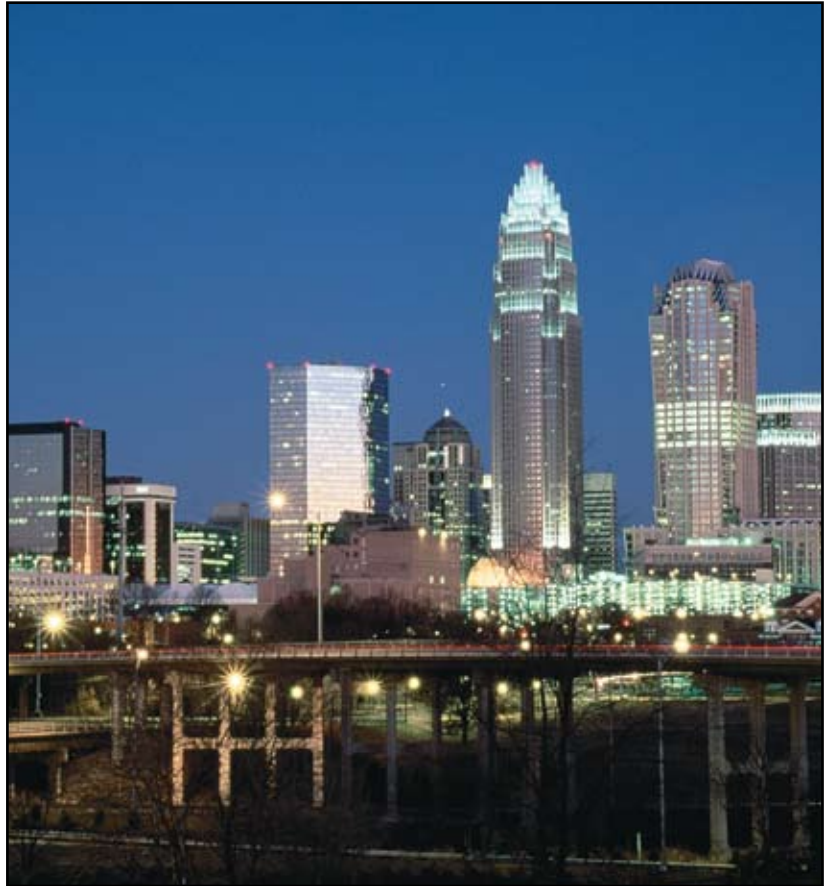
Charlotte/Douglas is considered the "gateway to the world."

- It averages 599 flights daily on ten major airlines and seven commuter carriers
- These flights provide non-stop service to 150 cities.
- Over 28 million passengers boarded planes at Charlotte/Douglas in 2005.

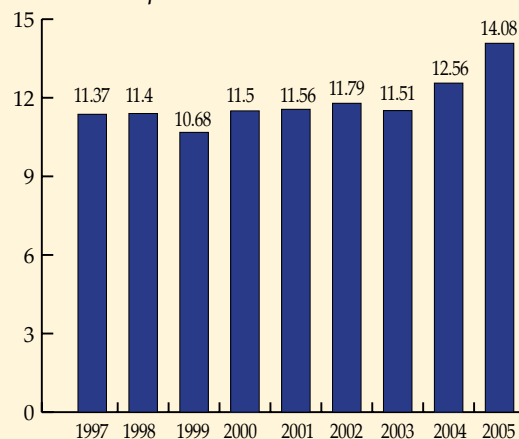
To serve both the business and leisure traveler, Charlotte's airport offers:

- Five concourses with 85 airline gates, with plans to add 24 more gates to Concourse E.
- This includes 46 domestic, 13 international and 26 regional gates.
- 83% of flights leaving Charlotte/Douglas International airport are on-time, compared to 76% nationally.

- The design of the more than 1.7 million square-foot terminal is state-of-the-art with a glass enclosed expansion terminal that possesses the ambiance of a shopping mall and a food court. This is not your typical airport interior.



**Air Passenger Enplanements**  
Enplanements in Thousands



Charlotte is  
served by 600  
daily flights to  
150 different  
cities.



## Daily non-stop or Single Plane Air Service from Charlotte

The map illustrates the extensive flight network from Charlotte, North Carolina, to various cities across the United States and internationally. Red lines represent direct flight routes. Destinations include major hubs like New York, Atlanta, and Chicago, as well as smaller cities like Boise, Reno, and Salt Lake City. International routes are shown to cities in Mexico, Central America, and the Caribbean.

Source: Latest timetables of carriers, May 2006.  
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Charlotte is within 650 miles of most of the major U.S. markets. This location, midway along the East coast, makes air travel to all major cities more cost and time efficient than any other southeastern airport. Charlotte/Douglas boards more passengers annually than any airport in the Carolinas.

- More than 36,000 operations annually keep Charlotte's general aviation facilities active.
- In 2005, there were 521,878 aircraft operations for Charlotte Douglas International Airport.

Charlotte serves its active business community with excellent airfreight service.

- The airport is also a major hub for small package express. Air couriers, commercial passenger carriers and large freight forwarders are available.

## Major Trucking Industry

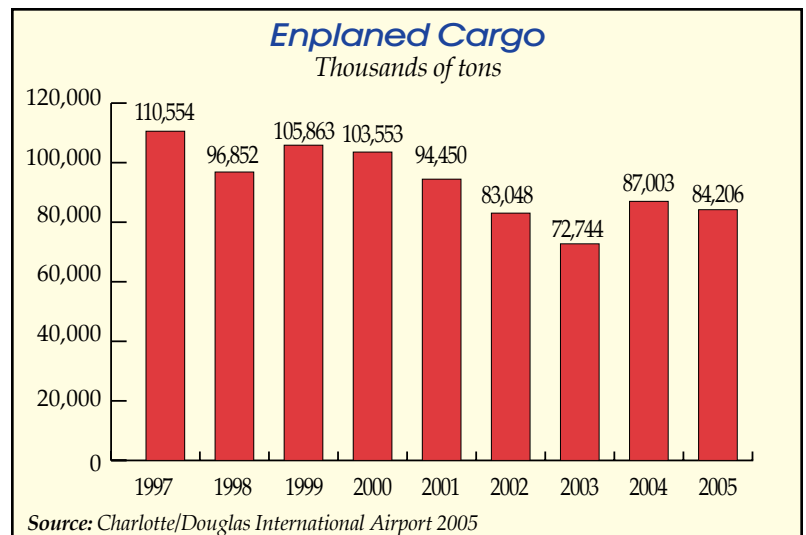
Trucking is one of the Charlotte region's major industries, moving products and materials nationwide. North Carolina is currently the 16th largest trucking center, while Charlotte employs 26% of the state's work force in the industry. Located here are 605 trucking companies and 32,246 transportation employees, including truckers. Charlotte is the sixth largest trading area in the nation.

Service is provided by the best in the field. Over 47% of the nation's top 100 trucking companies are in Charlotte, including all of the top ten firms. These companies provide all known motor transport services: freight, liquid or dry bulk, heavy hauling, furniture moving and container shipping.

Area businesses can reap additional benefits from the trucking industry. Charlotte provides "break-bulk" point, which results in cost and timesavings. The city is located within 24 hours of more than 50 percent of the nation's population.

## Convenient Highways

Charlotte is served by a highly efficient highway system. Interstates I-77 and I-85 join urban centers and manufacturing belts in the northeast, southwest and the Midwest. Convenient I-40 offers an important east/west link. In addition,



tion, easy access is available on U.S. routes 74, 29 and 21.

North Carolina is committed to this high-level transportation system. Both state and regional agencies are working to continue to upgrade roadways to meet future needs. There is also excellent bus service in Charlotte. Greyhound and Trailways provide area travelers with the option of traveling by bus with over 350 arrivals and departures weekly.

## Major Rail Systems

The Charlotte region is at the center of the large-

### Approximate Truck Delivery Times From Charlotte



*The average local commute time has increased by only five minutes in the past 15 years.*



*Approximately  
600 trains pass  
through Charlotte  
weekly.*



est consolidated rail system in the country. Two major rail systems, Norfolk Southern Railway and CSX Transportation, link 43,200 track miles of rail to 23 states, DC and Canada. They bring approximately 600 trains through Charlotte weekly. Norfolk Southern's \$50 million computerized yard can classify up to 28,000 cars a day. Rail also provides piggyback facilities working with trucking capabilities in the city, and Amtrak in Charlotte provides passenger lines traveling north and south connections to east/west lines, providing access to most of the United States.

### *The Water Connection*

Charlotte is home to one of two inland intermodal terminals owned and operated by the North Carolina State Ports Authority. Customers realize an inland transportation cost savings by using the intermodal port. Containers moving between the terminal and Wilmington are moved either as part of a "matched load" or through the NC State Ports Authority's "Sprint Truck Service." With either method, the shipper is subject to one-way trip charges only.

The Carolina ports are worldwide gateways for importers and exporters linking the U.S. to distant locations, including northern Europe, the Far East, the Middle East, the Mediterranean, east and west Africa, South Africa, South America and Australia. An added benefit - Port of Entry and Inland Port designa-

tion - provides speedier process of international shipping through U.S. customs.

### *Impressive Support Facilities*

Charlotte's long history as a transportation/distribution hub has helped to develop strong ancillary support services. Services include: brokers, off-line railroad sales office, steamship line reps, custom-house brokers, freight consolidators, public warehouses, freight billing agents and foreign trade zone. The unique feature of Charlotte's Foreign Trade Zone is a choice of storage location in either North or South Carolina.

With exceptional air cargo and trucking facilities, the Inland Port status, U.S. Customs, the Foreign Trade Zone, an impressive highway system, and exceptional rail service, Charlotte provides a top-of-the-line connection for moving products and materials efficiently and conveniently throughout the world.



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## Charlotte: An International City with Small-Town Appeal

Not long ago, Charlotte could fly under the radar of most international city watchers. Not anymore. This city with deep business roots and a rich economic base strengthened by diverse industry is now a magnet that attracts foreign-owned companies and valuable employees.

Charlotte is a multicultural metropolitan area that embraces diverse ideas, opinions, business operations and residents. Foreign-owned firms enrich our business community, cultural amenities and daily lives. In turn, Charlotte offers an environment that helps foreign-owned firms grow and makes foreign-born workers feel at home.

Over 487 foreign-owned firms, representing 41 countries, provide jobs to nearly 26,000 workers in Charlotte-Mecklenburg County. Another 253 foreign-owned firms operate in the 15-county metro region surrounding Mecklenburg County.

### Pro-Business Climate

Charlotte is one of the most business-focused cities in the United States. For three years running, North Carolina claimed the top spot in Site Selection magazine's listing of the best business climates in North America. The magazine ranked Charlotte No. 1 on its list of top 10 U.S. cities for foreign investment. The Queen City has such a pro-business environment that nearly 300 of Fortune's top 500 companies have placed one or more facilities within Mecklenburg County.

### Why International Companies Choose Charlotte

- Excellent U.S. market access from a central Atlantic coast location
- Large airport hub with direct international flights
- Pro-business local government
- Highly productive workforce for manufacturing and services
- State-funded worker training programs
- Extraordinary quality of life
- Below-average cost of living
- Rich international business and cultural communities
- Foreign language schools
- Excellent universities and research programs

For foreign-owned firms in particular, Charlotte offers exceptional air service, foreign trade zones, transparent government and business practices and numerous non-profit organizations that focus on international business, foreign policy and global culture. Charlotte-Mecklenburg is home for the honorary consuls of Austria, Canada, France, Germany, Guatemala, Mexico, Nicaragua, Switzerland, and the United Kingdom.



Foreign Direct Investment Magazine recently ranked Charlotte 5th among the North American Cities of the Future. In addition to being 5th overall, Charlotte also ranked 3rd in Best Economic Potential and Best Development & Investment Promotion and 2nd in Quality of Life.

More than half of the 1,274 manufacturing firms in Mecklenburg County are involved with importing or exporting goods. The Charlotte Foreign Trade Zone, which allows goods to be brought in from overseas duty-free and stored or manufactured into a product, is one of the largest in the state.

The Charlotte chapter of the North Carolina World Trade Association, which promotes international trade, is one of the largest in the nation.

Charlotte is also known for its banking powerhouses, namely Bank of America and Wachovia. These Charlotte-headquartered banks operate in 45 countries, including the financial capitals of Frankfurt, Hong Kong, London, Mexico City, Milan, Paris, Sao Paulo, Seoul, Singapore, Taipei and Tokyo. More banking resources are headquartered in Charlotte than in any other U.S. city except New York.

Charlotte's infrastructure and central Eastern U.S. location continue to attract non-U.S. companies.



Charlotte's foreign firms grew 129% since 1990.

## Foreign Firms Growth

Since 1990, the number of foreign-owned firms operating in metro Charlotte has grown by over 129 percent.

Year	Total
2006	740
2005	628
2000	546
1990	323

## High Quality of Life

Charlotte's high quality of life, below-average cost of living, world-class arts and major league sports, as well as abundant opportunities attract talented individuals from around the globe. Approximately 13 percent of Mecklenburg's population was born outside of the United States.

People like living here, and companies based in Charlotte successfully recruit highly talented individuals from around the world and all regions of the U.S.

## Market Access

Charlotte-Douglas International Airport offers extensive commuter and airfreight services. Home to USAirway's largest hub, the airport offers non-stop service to 159 different cities, including Frankfurt, Munich, London, Toronto and Mexico City as well as to Central America and Caribbean cities. Roughly 623 flights leave Charlotte daily.

Charlotte ranks 28th nationwide in air cargo. More than 169,649 tons of cargo was forwarded to destinations worldwide from Charlotte in 2006. More than 400,000 square feet of warehouse space in the Charlotte Air Cargo Center offers quick proximity to runways, railways and interstate highways.

Charlotte is at the heart of a highway and railroad system that stretches across the Eastern and Southern United States. More than 40 percent of the nation's top 100 trucking companies are located in Charlotte, ranking the city No. 11 in the country with 284 companies. The Charlotte region links to 23 states with two major rail systems, Norfolk Southern and CSX. Some 300 trains pass through Charlotte weekly.

## Emphasis on Education

Charlotte's future strength is in development today in schools across Mecklenburg County. The Charlotte-Mecklenburg School (CMS) system supports and encourages cultural and foreign-language education and operates five language immersion schools for students who study German, French, Japanese, Mandarin Chinese, or Spanish. More than 10,000 CMS students speak a foreign language,

## Foreign Firms Operating in Charlotte Region

The number of foreign-owned firms operating in the Charlotte Region grows every year. Today, 740 foreign-owned firms operate here. The 10 countries with the largest presence are:

Country	Business total 2006
Germany	162
United Kingdom	108
Japan	81
Canada	69
France	44
Italy	42
Switzerland	41
Sweden	28
Netherlands	27
Australia	12

representing a total of 97 different languages and 152 countries of origin.

Eight international schools also help students maintain language skills and cultural identity while they are in Charlotte: a Japanese school, a German school, two Chinese schools, a Korean school, a Greek School, a Swedish school, and a Russian school. Charlotte is also home to one of five British American Schools. The Carolina International School is located just outside of Charlotte in Cabarrus County.

Many of the colleges and universities in the Carolinas are recognized for their excellence both nationally and internationally.

Charlotte is a city of educated individuals. We were recently ranked as America's sixth most literate city based on the percentage of residents having a high school diploma or greater and the percentage of residents with a bachelor's degree.

## A Great Destination

Whether you are considering expanded business operations or a new home for your company's headquarters, Charlotte deserves your consideration. We live for business and make business easy to do.



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## Leading Financial Center

One of Charlotte's many strengths as a leading business center is the concentration of financial institutions and resources which offer a wide diversity of size, expertise and organizations. Businesses have many options in dealing with firms ranging from large bank holding companies offering diverse financial services with operations throughout the world to small, locally operated companies often specializing in one particular financial service.

More banking resources (\$1.8 trillion) are headquartered in Charlotte than in all but one other U.S. city. Four of the nation's top 15 banks operate in Charlotte. Bank of America and Wachovia, are both headquartered in Charlotte. Their combined deposits total nearly 1 trillion dollars and rank first and fourth nationally in total deposits.

### Plain and Fancy Finance

Charlotte banks provide sophisticated cash management services that help move a company's funds into and out of Charlotte. Enhancing Charlotte's position as a financial center is a branch of the Federal Reserve Bank of Richmond and a U.S. Postal Service State Distribution Mail Facility. Nearly 83,000 people are employed locally within the finance and insurance industry.

The expertise of Charlotte banks in services such as concentration accounts, disbursement accounts and lock boxes, assures that a company's available funds are efficiently utilized. Charlotte headquartered banks are the largest factoring banks in the world, and they also operate the nation's largest

bank branch system in addition to nearly 21,000 automated teller machines.

### Interstate Banking

Banking deregulation in the 1980's and 1990's encouraged the development of interstate banking, and Charlotte institutions are in the forefront of developing strong national and regional networks.



Charlotte-based bank holding companies presently operate in 31 states plus the District of Columbia. Such interstate networks allow companies operating in North Carolina and other Southeastern states uniform and simplified financial support.

As one of the top financial centers in the country, Charlotte offers an impressive array of banking services.

More banking resources are headquartered in Charlotte than all but one other U.S. city.

### International Circles

Charlotte is well positioned to handle international banking needs. Many of the banks offer international services. Multiple banks in Charlotte have international departments and offer foreign currency exchange, multi-currency loans, trade financing, letters of credit, money transfers and cash management. In addition to their nearly 10,000 domestic branches, they operate branches and representative offices in 45 countries including these financial capitals: Amsterdam, Antwerp, Beijing, Calcutta, Frankfurt, Hong Kong, Jakarta, London, Madrid, Manila, Melbourne, Mexico City, Milan, New Delhi, Paris, Sao Paulo, Seoul, Shanghai, Sidney, Singapore, Taipei, and Tokyo. Several other Charlotte banks offer international banking through subsidiaries. Foreign deposits total more than \$89 billion.

### Major Banking Centers

Rank	City	Assets (Billions)
1	New York	\$2,834.5
2	<b>Charlotte</b>	<b>1,785.4</b>
3	Chicago	513.0
3	San Francisco	505.2
4	Seattle	359.9
5	Wilmington, DE	246.2
6	Minneapolis	206.9
7	Atlanta	178.4
8	Birmingham	171.9
9	Calabasas, CA	171.3
10	Pittsburgh	133.8

Source: SNL Securities, December 2005



## Competition Improves Service

Charlotte banking is highly competitive with 20 banks having 229 banking offices throughout the city and county. Charlotte enjoys one of the highest ratios of bank branches to population in the nation. No point in the city is more than 2 miles from a branch. In fact, there are usually several convenient alternatives available.

## Money to Lend

Three hundred and fifty four mortgage banking companies operate in Charlotte including fourteen of the nation's 25 largest. Two of the nation's largest mortgage lenders are headquartered in Charlotte. These two alone service over \$235 billion in mortgages.

Charlotte banks also lead the way in commercial and industrial loans. Six of the top 10 banks in this category operate in Charlotte. A volume of approximately \$139 billion in commercial and industrial loans and \$31 billion in construction and land development loans are accounted for by Charlotte headquartered banks.

Factoring and commercial finance services are available from 59 national and regional firms operating in Charlotte. Eighteen credit unions also have facilities here. The nation's second largest is headquartered in the state and has major operations here. Seven of the top 10 lenders to small businesses have offices in Charlotte. Two of those are headquartered here and account for over \$13.4 billion in loans. In addition, Charlotte ranks second in total number of small business loans with over nearly 206,000 outstanding small business loans. With over 13,000 SBA loans, Charlotte has more than any other city. These facts show that Charlotte is the small business loan capital of the country.

*Highly sophisticated banking meets all your banking needs.*

## Venture Capital

Direct access to capital can be provided by firms operating in Charlotte. They range from large

## Type and Number of Charlotte Financial Firms

Type	Operating in Charlotte
Banks .....	20
Commercial Finance & Factoring .....	59
Leasing Companies .....	15
Mortgage Bankers .....	354
Credit Unions .....	18
Venture Capital .....	19

regional brokerage houses accustomed to managing or co-managing millions in corporate offerings to small companies dealing in small amounts of venture capital. Currently there are 19 venture capital firms in Charlotte.

## Industrial Bonds and Other

Under North Carolina law, Mecklenburg County can issue industrial revenue bonds to build manufacturing facilities. Up to 100 percent of the land, building and equipment can be financed in this manner, including pollution abatement equipment. The rewards of such financing are attractive. Manufacturing firms can borrow money at a tax exempt interest rate. Since 1978, Mecklenburg has issued nearly \$215 million in Industrial Revenue Bonds.

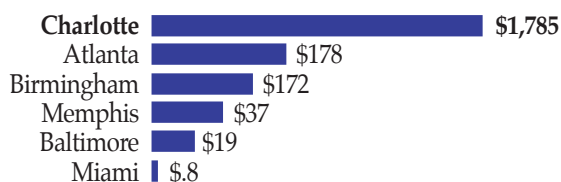
Charlotte's Economic Development Loan Program offers a variety of loan options through the Business Equity Loan Program and the Brownfield Cleanup Revolving Loan Fund.

## Insurance

Charlotte has become a major insurance center for property and casualty, life, and health care insurers. Several of these companies are headquartered here. Others have major regional processing centers which take advantage of very sophisticated telecommunications services and dual power feeds from by Duke Power Company for fail-safe back office operations. There are presently more than fifteen thousand people engaged in this vibrant and growing industry.

## Headquartered Bank Holding Companies

Total Assets Represented (Billions)



Source: SNL Securities, December 2005



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# A Leading Headquarters City

**CHARLOTTE'S MOST SURPRISING** characteristic is that this little Southern city is home to some of the largest corporations in the world.

Six Fortune 500 companies are headquartered in Mecklenburg County, tying us for eighth nationally in a ranking of cities with Fortune 500 headquarters. Another two Fortune 500 companies are headquartered in the Charlotte region: Home improvement giant Lowe's is based out of Mooresville, N.C., and Domtar is headquartered in Fort Mill, S.C. That list doesn't include an additional six Fortune 1000 companies that are headquartered in Charlotte. Nor does it count privately held National Gypsum Company and Hendrick Automotive Group, nor foreign-owned companies Compass Group North America and Ingersoll Rand — all with annual revenues in excess of \$2 billion. In fact, Charlotte is home to 27 companies with more than \$1 billion in annual sales.

**CHARLOTTE'S QUALITY OF LIFE IS A MAJOR FACTOR IN EMPLOYEES' DESIRE TO MOVE HERE.**

With so many companies based or doing business here, some might say that Charlotte's business is business. We have such a pro-business environment that 264 of Fortune's top 500 companies have placed one or more facilities within Mecklenburg County.

Charlotte offers a nurturing climate for regional, national and international companies of all sizes. Our high quality of life, reasonable cost of living, world-class arts, major league sports, and educational and advancement opportunities attract talented individuals from around the globe.

Charlotte is best known for its banking powerhouse, Bank of America, which helped grow this once-sleepy town into the second-largest financial center in the U.S. However, the economy's growth has been apparent in all industries. No industrial sector accounts for more than 12 percent of employment in Mecklenburg County. Businesses here support everything that a company needs to relocate to or operate in Charlotte.

## Pro-business Environment

A steady influx of new residents moving to Charlotte each year keeps the city's business and social structure fresh and vibrant. The Queen City welcomes — and even encourages — new leaders to help shape and build its future. This is an easy city for making fresh starts and leaving a mark on a company or on the community.



Our business community is actively engaged in setting public policy. Many of Charlotte's top leaders, including our current mayor, come directly from the corporate sector.

Charlotte has a long-standing tradition of public-private cooperation. City leaders work closely with the private sector when planning development and carrying out large projects for the good of Charlotte. Working together, public and private leaders in recent years transformed the downtown streetscape from a business-centric center that appeared dead after dusk into a vibrant 24/7 metropolis bustling with residents, restaurants, retail and entertainment. It took public and private efforts to build our downtown basketball arena, Time Warner Cable Arena, and bring back NBA basketball.

We take pride in our city. Our streets are clean, well paved and landscaped. Buildings, particularly office and new industrial parks, reflect high architectural standards. We plan for and incorporate public spaces that enhance quality of life and give harried workers places to pause.

North Carolina is a right-to-work and employment-at-will state. At 2.9 percent, North Carolina's rate of unionization is the lowest in the country.

## Great Air Access and Excellent Roads

Charlotte is a significant transportation and distribution center. At its heart, Charlotte Douglas International Airport (CLT), home to the second-largest hub of newly-merged

# CHARLOTTE







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## DUKE ENERGY IS ONE OF EIGHT FORTUNE 500 COMPANIES HEADQUARTERED IN THE CHARLOTTE AREA.

US Airways and American Airlines, offers nonstop service to 142 different destinations, including Dublin, Frankfurt, London, Munich, Paris, Rio de Janeiro, Rome, Toronto, the Caribbean and several Mexican cities. The airport is less than 25 minutes away from most Charlotte business parks.

Just as the airport draws regional offices of multinational corporations, our interstate system attracts manufacturing and distribution. Interstate 77 passes through Charlotte on its route north and south. Interstate 85 leaves Charlotte toward Atlanta to the south and Washington, D.C., to the north.

### Research and Development Center

Higher education is key to any city's — and company's — future growth and current strength. Within the Charlotte region, 23 public and private institutions offer baccalaureate degrees. Sixteen schools offer graduate degrees, including master's and doctoral programs, in a variety of disciplines and with flexibility

to meet the hectic schedules of today's employees. Charlotte is home to the state's largest community college, Central Piedmont Community College, and the Charlotte campus of the University of North Carolina.

UNC Charlotte is North Carolina's urban research university, serving the region through applied research, knowledge transfer and engaged community service. More than 25,000 students, including approximately 5,000 graduate students, are enrolled in the university's comprehensive doctoral, master's and bachelor's programs.

### Charlotte's Fortune 500 Headquarters

Name	2011 Revenue (Billions)
Bank of America (banking)	\$115.1
Lowe's (retail)	50.2
Nucor (metals)	20.0
Duke Energy (utilities)	14.5
Family Dollar (retail)	8.5
Sonic Automotive (automotive retailing)	7.9
Domtar (paper products)	5.6
SPX (industrial machinery)	5.5

## Trends in Office Space

Charlotte-Mecklenburg

Date	Rentable Million Sq. Ft.
2012	50.1
2011	49.1
2010	49.0
2009	45.7
2008	44.2

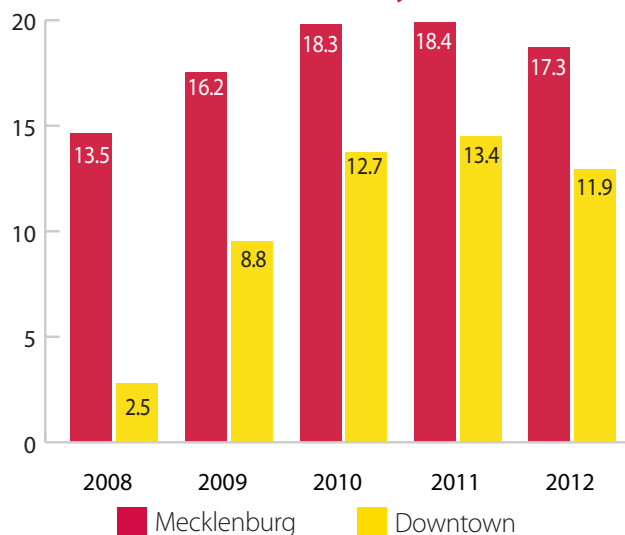
Source: Kames Research Company, 2013

## Charlotte Market Summary

Type:	Rentable Million Sq. Ft.
Multi-tenant	
Class A	38.3
Class B	11.2
Class C	0.6
<b>Total:</b>	<b>50.1</b>

Source: Kames Research Company, 2013

## Charlotte Vacancy Rates



Source: Kames Research Company, 2013

The Charlotte Research Institute (CRI), UNC Charlotte's portal for business-university partnerships, has grown to become one of the top research centers in the region. CRI works with the community and the campus to accelerate technology commercialization and the growth of entrepreneurial ventures. Globally, CRI develops intellectual capital through collaborations with industry, government and academia. New business and research ventures, university partnerships with regional and national enterprises, and CRI spin-off companies draw research and businesses to the region, spurring economic growth.

**CHARLOTTE'S OFFICE MARKET HAS MORE THAN 50 MILLION SQUARE FEET OF OFFICE SPACE TO CHOOSE FROM.**

Science and engineering ventures at CRI are driven by the internationally known results of its research centers in precision metrology, visualization and optoelectronics. CRI's research vision continues to grow with initiatives in bioinformatics, biomedical engineering systems, energy production and infrastructure, information security, motorsports and automotive engineering, sustainability, nanoscale science, and translational research. With facilities on the Charlotte Research Institute campus and at the North Carolina Research Campus in Kannapolis, CRI helps companies initiate new R&D partnerships at UNC Charlotte and offers a variety of opportunities to engage talented faculty and make use of specialized resources available at UNC Charlotte.

## Dynamic International Community

Culturally diverse businesses and social organizations enrich Charlotte. Growing Hispanic and Asian enterprises blend with



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Charlotte's long-time community of African-American businesses.

More than 950 foreign-owned firms, representing 49 countries, operate in the metro area, which includes Charlotte-Mecklenburg and 15 surrounding counties. A large number of major manufacturers and service providers here have overseas operations, joint ventures and/or export sales.

The Charlotte International Cabinet serves as a forum for international issues and interests. The cabinet offers citizens access to local government officials and works with local international organizations to promote public awareness of Charlotte's ethnic diversity and international connections. Five public immersion schools instruct students exclusively in French, German, Japanese, Mandarin Chinese and Spanish. Collectively, area residents speak 600 languages.

## Charlotte's Expanding Office Market

Charlotte's office market has blossomed in recent years in order to accommodate companies looking for a pro-business city located on key transportation routes with cultural amenities, high quality of life, an attractive climate and affordable cost of living.

**FIVE PUBLIC IMMERSION SCHOOLS  
INSTRUCT STUDENTS EXCLUSIVELY  
IN FRENCH, GERMAN, JAPANESE,  
MANDARIN CHINESE AND SPANISH.**

## Quality of Life for Everyone

Whether large or small, homegrown or multinational, Charlotte is a city for every company. People like living in Charlotte, and relocating companies successfully recruit highly talented individuals from all regions of the U.S. and abroad to Charlotte. If you're considering a move, give Charlotte a look. Join the other companies who moved to Charlotte, put down roots and thrived.



## Balanced Economy — Broad Opportunity

Historically, Charlotte has been perceived as a textile center and more recently a banking center. While Charlotte is justifiably proud of the industries with which it has been linked over the years, narrow characterizations sell this city's economy short. Charlotte enjoys a vibrant, balanced economy that encompasses many sectors, as well as companies that range in size from multinational to microbusiness.

That variety helps make Charlotte's economy one of the healthiest and strongest in the nation. Diverse business interests shelter the city from problems that can result from slowdowns in certain sectors, corporate mergers and buyouts, plant closures and other economic challenges. The solid base also facilitates exceptionally strong growth during economic upswings.

While the economy's strength is certainly a plus, companies considering a relocation to Charlotte will find other advantages in this broad-based economy. For example, suppliers and services are abundant and convenient. Employers' costs for wages, benefits and labor overhead, such as worker's compensation, unemployment and health insurance coverage, are significantly lower than in other regions. And Charlotte-Mecklenburg offers an unusually rich quality of life, with ample opportunity for companies and executives who wish to actively participate in making this city an even better place to live and work.

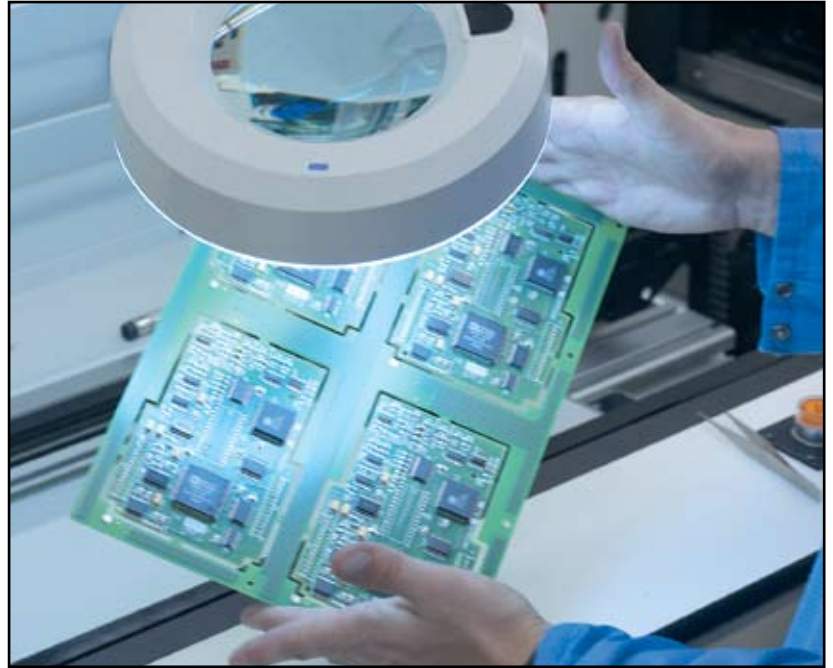
### Well-Distributed Employment

According to 2003 U.S. Department of Commerce figures, employment in Mecklenburg County is well distributed among all major business sectors. Of the 522,978 persons employed in the county, there are 82,676 in finance and insurance, 48,628 in retail trade, 41,887 in wholesale trade, 34,927 in manufacturing and 21,388 in information.

Mecklenburg County has more than 63 percent of total employment in the Charlotte region. The Charlotte MSA claims 789,928 jobs, with more than 63,015 of those created since 1998.

Charlotte-Mecklenburg's largest employers represent many sectors, including health care; government services; education; banking

and finance; transportation; retail; telecommunications; and manufacturing. The city boasts many corporate headquarters, including Bank of America, Wachovia, Duke Energy, Sonic



Automotive, SPX, Nucor and Goodrich Corp. Lowe's and Family Dollar are also headquartered locally. Charlotte ranks 6th nationally in number of *Fortune* 500 headquartered companies. It also is home to operations for 322 companies listed in the *Fortune* 500.

In addition, 947 companies in Mecklenburg County are included in the 2006 Dun & Bradstreet Million Dollar Listing, with sales over \$10 million including 26 companies which exceed \$1 billion in sales. Of these 947 companies, 438 are headquartered here. The firms represent a broad range of industry sectors, the largest being wholesale trade, manufacturing, finance, insurance and real estate.

Small and medium-size companies are equally important to Charlotte's economy. The city has been cited by *Entrepreneur* magazine as one of the nation's best large cities for entrepreneurs to start and run a small business. Of the 24,953 companies with operations in Charlotte, 23,196 employ fewer than 50 workers and 1,708 employ between 50 and 500 workers. Only 111 firms employ more than 500 workers.

*In recent decades  
Charlotte has  
transitioned to a  
center of applied  
technology.*



## Manufacturing

To outside observers, Charlotte's strength as a manufacturing center may come as a surprise. In fact, this city has long been a leader in manufacturing. Mecklenburg County is home to nearly 1,000 manufacturing firms - more than any other county in the Carolinas. Charlotte ranks second only to Dallas in the number of new factories opened during the 1990s and is among the nation's top five cities in expansions of existing facilities.

Manufacturing has long been a key element of Charlotte's economy. Textiles led the way early this century when the cotton industry moved south from New England to establish Charlotte as a textile center. Today, Charlotte manufacturers work in many different fields, including nonelectrical and electrical machinery, metalworking and chemicals. Manufacturers in Charlotte-Mecklenburg represent every major NAICS category. The city's manufacturers include Lance, Okuma America as well as new industries like Digital Optics.



*Manufacturing is still a major segment of the Charlotte economy.*

As we move through the 21st century, the region is placing even greater emphasis on high-tech, bio-tech and other knowledge based industries. Charlotte has several research organizations that support this changing emphasis. The Electric Power Research Institute and the Polymers Center of Excellence are headquartered here. The Charlotte Research Institute at UNC Charlotte partners with local firms to help develop innovative new products and technologies.

Manufacturing firms who locate operations in Charlotte-Mecklenburg will find a low-cost labor environment. According to the U.S. Department

of Labor, the MSA's average earnings of production workers in January 2006 was \$14.83 per hour — lower than the national average.

Helping keep labor costs low is North Carolina's status as a right-to-work state. The state has the lowest unionization rate in the nation; less than 4 percent of Charlotte's work force is unionized. North Carolina also has one of the nation's lowest unemployment insurance tax rates, as well as worker's compensation rates that rank among the lowest in the nation.

Worker productivity, however, is exceptionally high. Studies show that N.C. workers produce more output per wage dollar than their counterparts do nationally.

## Distribution And Transportation

Thanks to its prime location at the intersection of I-77 and I-85, as well as its manufacturing strength, Charlotte-Mecklenburg is one of the nation's leading distribution centers. According to *Site Selection* magazine, Charlotte ranks No. 5 in the nation for new and expanded distribution operations, with 192 facilities since 1990. The city is home to distribution operations for such diverse companies as Family Dollar, Black & Decker, General Motors, Lucent Technologies and TJ Maxx.

The city's extensive transportation network facilitates distribution. Charlotte/Douglas International Airport is the nation's 14th largest in total operations and 38th busiest in the world in terms of total passengers. The airport, the largest hub for US Airways, averages nearly 575 flights



daily to more than 155 cities nationwide and around the world.

The airport's cargo service is equally busy, handling over 180,000 tons of domestic and international cargo in 2005. The Charlotte Air Cargo Center, which includes 600,000 square feet of facilities and 50 acres of aircraft ramp space, is served by 20 cargo airlines and 70 freight forwarders.

Not surprisingly, the airport also is a major employment center. The employers who maintain staffs on site have nearly 18,000 workers. The majority - more than 5,000 - are employed by US Airways, with nearly 13,000 additional workers employed by other airlines, tenants, other businesses and the City of Charlotte's Aviation Division.

A well-established network of ground transportation and other services complements Charlotte's air service. The Charlotte region is the center of the country's largest consolidated rail system. Norfolk Southern Railway and CSX Transportation link 44,800 miles of rail between Charlotte and 23 Eastern states. Charlotte also is the nation's 12th largest trucking center, with more than 284 firms operating here and employing 9,255 workers.

## International Business

Charlotte-Mecklenburg has seen steady and impressive growth in international business. The presence of foreign-owned firms in Mecklenburg County dates back to 1925, when Sandoz Corp. moved to Charlotte. By 1970, 60 foreign firms were located here.

In 2005, that number had grown to 431 - an increase of 618 percent over the 35-year period. Charlotte also ranks No. 1 on *Site Selection* magazine's list of top 10 U.S. cities for foreign investment.

Foreign-owned companies with operations in Charlotte-Mecklenburg in 2005 represent 37 nations. Germany leads the list with 111, followed by Great Britain, 49; Japan, 48; Italy, 34; Switzerland, 32; and Canada, 25.

The companies also represent a wide variety of business specialties according to NAICS codes. The 431 foreign-owned businesses in 2005 represent 16 of the 19 major two-digit NAICS codes. Categories with major representation include wholesale trade of durable or nondurable goods, chemicals and allied products, rubber and miscellaneous plastic products, industrial and commercial machinery and computer equipment, transportation services and business services.

## Financial Services

Because of its position as the nation's 2nd largest banking center, financial services may be the most widely recognized sector of Charlotte's economy. Of the 82,676 employees in finance and insurance, 46,361 are employed in commercial banking and 17,377 are employed by insurance carriers.

The insurance industry is well represented in Charlotte. The city is home to over 30 companies with more than 50 employees. Three employ 1,000 or more. Transamerica and the Equitable have national operations centers in the city.

In recent years, the city has expanded its move into the investment industry, attracting national customer service and operations centers for Vanguard Group and TIAA-CREF.

The abundance of financial resources in Charlotte is certainly an advantage for companies who seek a ready source of capital, money management and investment advice services. The city ranks second nationwide in terms of banking assets headquartered here (\$1.8 trillion, behind only New York) and hosts headquarters for Bank of America and Wachovia, two of the nation's largest bank holding companies. *Forbes* ranks each of these banks within their top 35 most powerful world-wide companies.

In addition, four of the nation's top 15 banks have operations in Charlotte, as do more than 354 mortgage bankers, more than 59 commercial finance and factoring firms, and 15 leasing com-

*Charlotte leads the nation in foreign investments.*

*Charlotte is the second largest financial center in the nation.*







*Charlotte is positioned as a "global knowledge" center.*

panies. The city is also home to a branch of the Federal Reserve.

## Long-Term Growth

Perhaps most importantly, Charlotte's robust economy is not a new phenomenon. This city has enjoyed extraordinary growth for the past decade in terms of new-business development.

From 1996 to 2005, according to Chamber statistics, 8,076 new businesses created more than 74,898 jobs and absorbed 103.8 million square feet of floor area, representing a total investment of \$9.9 billion.

Investments ranged from downtown office towers to regional retail centers, manufacturing facilities to NFL and NBA expansion teams.

According to new and expanded business indicators, Charlotte saw \$1.3 billion in business investment during 2005. More than 13,418 new jobs were created by the 964 firms making the investment.

## Shaping The Future

Charlotte's balanced economy didn't just "happen." For decades, this city's business and civic leaders have actively sought to lay the foundation to encourage this economic success.

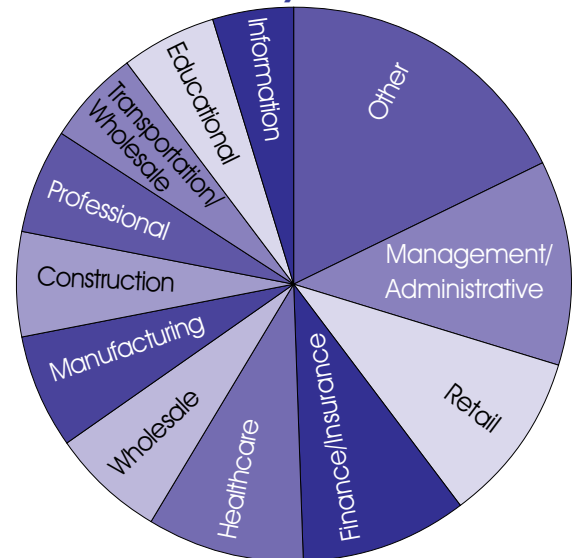
Today, Charlotte's leaders are in the process of shaping the city's future again. This time, they are studying where the city needs to head in order to be successful well into the 21st century.

The Charlotte Chamber has taken a leading role in this effort with a strategic planning process designed to maintain and expand the balanced economy this city enjoys now. The goal of the process is to develop initiatives that will support existing businesses as they expand and mature, as well as attract new businesses.

The process has shown that Charlotte-

Mecklenburg would be ideally positioned as a "global knowledge center," in which highly skilled workers apply the latest in technology to create products and services for a diversified global market. Specifically, the city is particularly well suited to host operations for a number of "focus industries," including precision metrology/optoelectronics, bio-sciences, security technology as well as traditional industries related to information, financial services, transportation and manufacturing.

## Employment Mecklenburg County, 2005



Clearly, Charlotte-Mecklenburg enjoys a strong economy with a breadth and depth that is virtually unparalleled in any other U.S. market. Charlotte's business and civic leaders are committed to maintaining that advantage. As the 21st century moves forward, Charlotte is poised to create and nurture an economic "sustainable advantage" as powerful as the one it currently has. That will help ensure that companies working in and relocating to Charlotte-Mecklenburg will continue to enjoy all the benefits of this city's healthy, well-balanced economy.



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Charlotte's foreign firms grew 129% since 1990.

## Foreign Firms Growth

Since 1990, the number of foreign-owned firms operating in metro Charlotte has grown by over 129 percent.

Year	Total
2006	740
2005	628
2000	546
1990	323

## High Quality of Life

Charlotte's high quality of life, below-average cost of living, world-class arts and major league sports, as well as abundant opportunities attract talented individuals from around the globe. Approximately 13 percent of Mecklenburg's population was born outside of the United States.

People like living here, and companies based in Charlotte successfully recruit highly talented individuals from around the world and all regions of the U.S.

## Market Access

Charlotte-Douglas International Airport offers extensive commuter and airfreight services. Home to USAirway's largest hub, the airport offers non-stop service to 159 different cities, including Frankfurt, Munich, London, Toronto and Mexico City as well as to Central America and Caribbean cities. Roughly 623 flights leave Charlotte daily.

Charlotte ranks 28th nationwide in air cargo. More than 169,649 tons of cargo was forwarded to destinations worldwide from Charlotte in 2006. More than 400,000 square feet of warehouse space in the Charlotte Air Cargo Center offers quick proximity to runways, railways and interstate highways.

Charlotte is at the heart of a highway and railroad system that stretches across the Eastern and Southern United States. More than 40 percent of the nation's top 100 trucking companies are located in Charlotte, ranking the city No. 11 in the country with 284 companies. The Charlotte region links to 23 states with two major rail systems, Norfolk Southern and CSX. Some 300 trains pass through Charlotte weekly.

## Emphasis on Education

Charlotte's future strength is in development today in schools across Mecklenburg County. The Charlotte-Mecklenburg School (CMS) system supports and encourages cultural and foreign-language education and operates five language immersion schools for students who study German, French, Japanese, Mandarin Chinese, or Spanish. More than 10,000 CMS students speak a foreign language,

## Foreign Firms Operating in Charlotte Region

The number of foreign-owned firms operating in the Charlotte Region grows every year. Today, 740 foreign-owned firms operate here. The 10 countries with the largest presence are:

Country	Business total 2006
Germany	162
United Kingdom	108
Japan	81
Canada	69
France	44
Italy	42
Switzerland	41
Sweden	28
Netherlands	27
Australia	12

representing a total of 97 different languages and 152 countries of origin.

Eight international schools also help students maintain language skills and cultural identity while they are in Charlotte: a Japanese school, a German school, two Chinese schools, a Korean school, a Greek School, a Swedish school, and a Russian school. Charlotte is also home to one of five British American Schools. The Carolina International School is located just outside of Charlotte in Cabarrus County.

Many of the colleges and universities in the Carolinas are recognized for their excellence both nationally and internationally.

Charlotte is a city of educated individuals. We were recently ranked as America's sixth most literate city based on the percentage of residents having a high school diploma or greater and the percentage of residents with a bachelor's degree.

## A Great Destination

Whether you are considering expanded business operations or a new home for your company's headquarters, Charlotte deserves your consideration. We live for business and make business easy to do.



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# charlotte

## Charlotte: Center of the nation's 4th largest manufacturing region

Though much has been said in recent years about the decline of American manufacturing, the industry is alive and strong — and even growing — in and around Mecklenburg County. The numbers are impressive.

The Carolinas Piedmont Crescent, which arches across North Carolina and into part of South Carolina, is the nation's fourth largest manufacturing region. The 9,609 firms here employ more than 618,000 workers, who produce more than \$68.7 billion in goods. Only three other regions in the United States — the Great Lakes, New England and California — produce more goods than the Carolinas Piedmont Crescent.

Within the Piedmont crescent, the Charlotte region is North Carolina's largest manufacturing region. Firms here produce \$32.1 billion in goods, compared to Greensboro's \$30.7 billion and Raleigh's \$24.8 billion.

The Charlotte MSA has 2,316 manufacturing firms, which employed over 115,000 workers and paid \$4.1 billion in payroll in 2003. These firms shipped \$32 billion in products in 1997, according to the latest census of manufacturers.

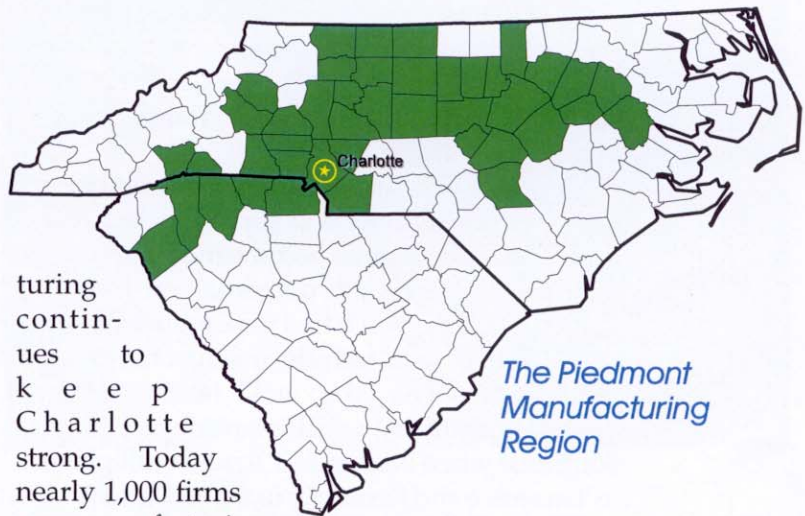
The 2003 Employment Security Commission counted nearly 39,000 manufacturing workers in Mecklenburg County producing \$8.8 billion in manufactured goods. At least half of the value of those goods was value added. This industry is part of the lifeblood that keeps Mecklenburg County — and the Southeast — operating.

### *Charlotte captured manufacturing early*

North Carolina has long been a strong manufacturing state. As far back as the 1820s and '30s, manufacturing helped this state prosper. In the early 19th century Charlotte was a bustling village rich with successful commercial and manufacturing operations. Through the decades, Charlotteans have worked looms, built Model T cars and Titan missiles, molded metals, bound books, produced snack foods and so much more. Even in recent years, as

much as 11 percent of the North Carolina population worked in a factory, making the state one of the most industrialized states in the nation.

While many of the Mecklenburg County textile mills that once dominated manufacturing here are now jazzy lofts and open-air offices, the new age of Mecklenburg manufac-



turing continues to keep Charlotte strong. Today nearly 1,000 firms are manufacturing in Mecklenburg County. They range from Fortune 500 companies to entrepreneurial start-up operations with considerable potential for long-term success.

### *Welcoming a new age of manufacturing*

Manufacturing in Mecklenburg County has grown and diversified through the decades. Once considered a leader in textiles, today the Charlotte area has countless firms specializing in sophisticated intelligent manufacturing, with precision metrology, optoelectronic and biomedical technology developing alongside such traditional manufacturing as primary and fabricated metals, machinery, chemicals, plastics, electronics, transportation equipment, food and beverages.

In fact, this county has every major type of manufacturing segment except leather and petroleum product manufacturing.

Mecklenburg County has 984 manufacturing firms which employ 38,891 workers and have a payroll of over \$1.5 billion annually.

Charlotte MSA is by far the largest manufacturing MSA within the state producing \$32.1 billion in goods.



The University of North Carolina Charlotte is positioned to be a top-tier research university. The university created the Charlotte Research Institute, which focuses on applied research in intelligent manufacturing and precision metrology, eBusiness technology, optoelectronics and optical communications, biosciences and biotechnology.

Manufacturers come to Charlotte to tap our skilled and productive work force. Charlotte is home to Central Piedmont Community College, the state's largest community college, and UNC Charlotte, the fourth largest University in the 16-campus UNC system. Both offer worker-training programs, including programs, which can be customized to meet employers' needs. CPCC has multiple campus locations around Mecklenburg and also offers companies on-site training programs.

Manufacturing is changing. Technology increases productivity and sophistication. And each year, the Carolinas become more attractive to manufacturers, both domestic and foreign. Look closely and you'll find the Carolinas' landscape dotted with vehicle manufacturers, an industry that has taken hold here in recent years. The industry, which planted roots in the Southeast when Nissan and Toyota built plants in Tennessee and Kentucky in the 1980s, took off in the Carolinas when BMW built its Greer, S.C. assembly plant in the 1990s. Today, the two states are home to hundreds of plants that supply the factories making trucks, cars, buses and all-terrain vehicles. The Carolinas are also home to numerous defense contractors.

## Manufacturing remains strong today

North Carolina is the nation's 7th largest manufacturing state. There's little question why. One recent University of North Carolina study calculated that North Carolina is the second most productive of the nation's top 20 industrialized states. For every dollar of labor cost, North Carolina workers add \$4.25 in value.

Beyond our productivity records and strong work ethic, North Carolina law permits individual workers to choose whether or not they wish to join a labor union. As a result, North Carolina, which has the nation's highest percentage of

### 2003 Average Hourly Earnings of Production Workers

#### MSA

Charlotte	\$14.54
Memphis	14.77
Atlanta	15.14
Philadelphia	16.02
Richmond	16.55
U.S.	16.80
Cleveland	17.36
Norfolk	18.27
Detroit	24.28

Source: Employment & Earnings, U.S. Department of Labor, May 2004

### Southeast Leading Manufacturing Centers

Metro Area	# of Firms	Employees	Payroll (billion)	Value Added (billion)	Value Shipment (billion)
Atlanta	4,373	189,343	\$6.3	\$22.7	\$49.6
<b>Charlotte</b>	<b>2,413</b>	<b>133,090</b>	<b>4.0</b>	<b>17.6</b>	<b>32.0</b>
Nashville	1,537	84,185	2.8	8.3	21.4
Tampa	2,577	76,607	2.3	6.4	12.7
Norfolk	1,034	62,869	2.1	7.6	16.5
Memphis	1,149	57,634	1.1	6.2	14.7
Richmond	1,001	54,519	2.1	12.5	19.7
Orlando	1,588	46,511	1.6	4.6	8.3

Source: U.S. Census Bureau — 1997 Census of Manufacturing



manufacturing employment, also has the nation's lowest union membership, currently just 3.1 percent (verses the 13.5 percent national average). Average manufacturing production wages in the Charlotte MSA are \$14.54 per hour, well below the national average of \$16.80.

We are a growing community that attracts quality workers from across the country and around the globe. Individuals and families seek out Charlotte's high quality of life, reasonable cost of living, outstanding arts, major league sports and abundant educational and advancement opportunities. Since 1993, the Charlotte workforce has grown 33 percent. For the same period employment is up 25 percent compared to a national growth average of 14 percent.

## *Charlotte makes doing business easier*

Businesses come for Charlotte's long-standing tradition of public-private cooperation. City leaders work closely with the private sector when planning development and carrying out large projects for the good of Charlotte. They enjoy favorable tax rates, pro-business governments, strong worker training programs and much more.

Manufacturing firms in particular are attracted by the city's huge transportation and distribution facilities. Charlotte/Douglas International Airport, located less than 25 minutes from most Charlotte business parks, is home to US Airways' largest hub and offers direct or non-stop service to over 150 different cities, including Frankfurt, Munich, London and Mexico City. The airport ranks 33rd nationwide in air cargo. Charlotte Air Cargo Center's 400,000 square feet of warehouse space gives manufacturers and other companies quick access to runways, railways and interstate highways.

Our interstate system is a magnet to firms looking to ship goods quickly and easily. Interstate 77 passes through Charlotte connecting Miami to Cleveland and Interstate 85 heads south to Atlanta and north to Washington, DC. Just minutes beyond Mecklenburg's north border, Interstate 40 links the Eastern United States to the West.

Charlotte is a powerhouse in trucking transportation. More than 600 transportation and warehousing companies and 282 trucking com-



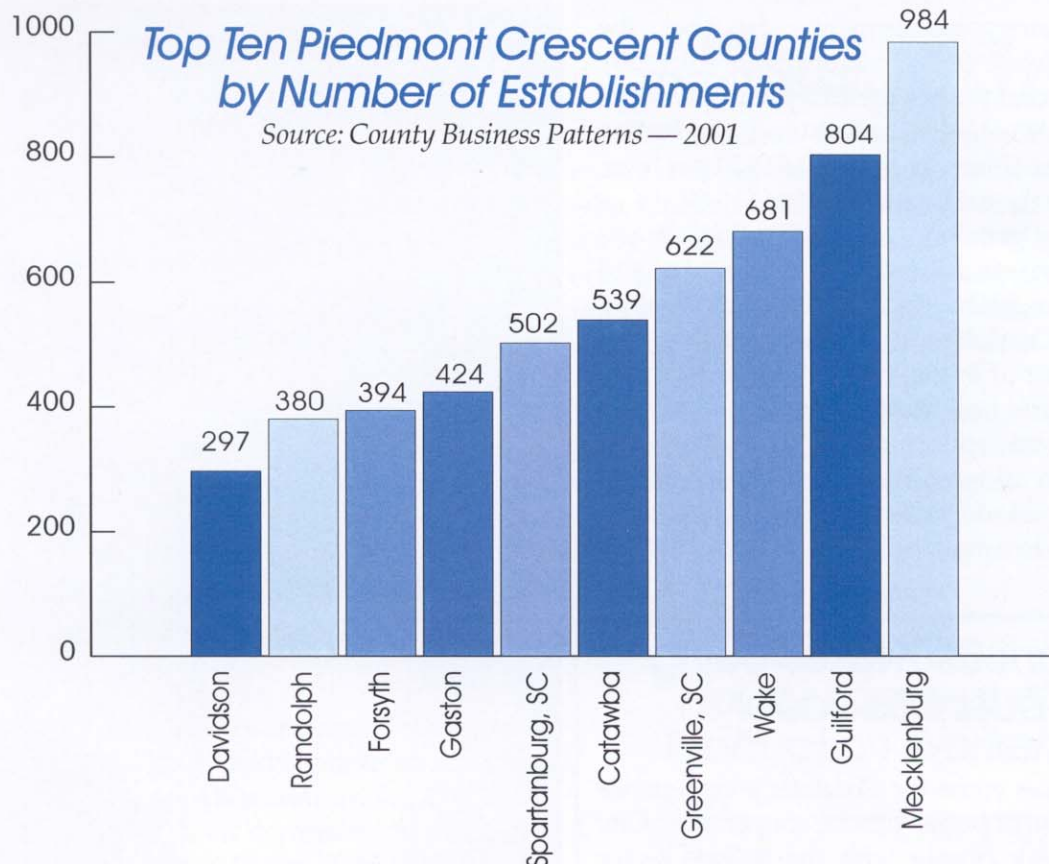
panies call Mecklenburg County home. Manufacturers favor our wide-ranging options for warehouse facilities. Charlotte has more than 125 million square feet of industrial space. Some 12.5 million square feet is available for immediate lease or purchase.

We have resources to help manufacturers excel, including the Chamber's Manufacturing Business Alliance, which keeps manufacturers informed about local, state and federal initiatives that impact manufacturing operations and voices manufacturers' needs and concerns. This powerful network works to improve the business environment and increase manufacturers' competitiveness. It also helps resolve common issues and provides practical guidance on ways manufacturers can improve.

The Charlotte Foreign-Trade Zone, which allows goods to be brought in from overseas duty-free and manufactured into a product, is one of the largest in the state. The Charlotte Chapter of the North Carolina World Trade Association, which promotes international trade, is one of the largest in the nation. The Manufacturing Extension Partnership, a nation-

*The Charlotte MSA has 2,316 manufacturing firms employing 115,122 workers, \$4 billion payroll and shipments valued at \$32 billion.*





### Diverse Manufacturing Charlotte-Gastonia-Rock Hill MSA

NAICS	No. Firms	No. Employees
311 Food	84	7,711
312 Beverage	20	3,615
313 Textile Mill	154	11,458
314 Textile Products	65	1,675
315 Apparel	56	1,975
321 Wood	78	2,848
322 Paper	65	3,705
323 Printing	273	3,966
325 Chemical	129	6,069
326 Plastics & Rubber	122	7,643
327 Nonmetallic Mineral	100	3,294
331 Primary Metal	30	2,683
332 Fabricated Metal	390	9,674
333 Machinery	282	7,760
334 Computer & Electronic	77	5,282
335 Electrical Equipment	45	1,485
336 Transportation	89	9,060
337 Furniture	138	3,540
339 Miscellaneous	148	3,165
<b>Total</b>	<b>2,353</b>	<b>96,890</b>

Source: 2003 Employment Security Commission

wide network that helps smaller manufacturers compete globally, is active in Charlotte and throughout North Carolina. And the US Export Assistance Center helps many local firms navigate world trade issues.

Every day, products designed and manufactured in Charlotte are shipped to markets nationwide and around the world.

With such a strong workforce, operating and distribution infrastructure, pro-business climate and more, it's no wonder that increasingly more manufacturers choose to call Charlotte home.



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## The Components of Success

Both companies and individuals are attracted to the thriving Charlotte region. Booming with economic and commercial activity, Charlotte has all the advantages of one of the most rapidly growing metropolitan areas in the nation. Yet the people are warm and friendly and many areas still retain their small town flavor.

Located in the Piedmont region of the Carolinas, Charlotte is two hours east of the Appalachian Mountains and three hours west of the Atlantic Ocean. New York City is 631 miles to the northeast and Atlanta is 256 miles to the southwest.

### Rich In History

Although settled by the Scotch-Irish in the 1740s, the Charlotte area also felt the strong influence of German colonists who came south about the same time. In fact, the city owes its name to German born Queen Charlotte, wife of England's King George III, and the county to her birthplace of Mecklenburg. That's also why Charlotte is referred to as the "Queen City" and why the Bank of America building has a crown architecturally incorporated into its design.

From its modest beginnings as a small village, Charlotte abruptly attained city status with America's first discovery of gold in 1799. It was also the first small step in establishing the city as a financial center. Charlotte was the gold mining capital of the country until the California Gold Rush fifty years later.

It was about that time that the cotton industry moved south from New England. By 1903, the Charlotte area was clearly defined as a textile leader.

But the real driving force propelling business activities was the arrival of the railroad. Today, Charlotte is a major distribution hub and is at the center of the largest consolidated rail system in the United States.

### Exceptional Market Access

Charlotte is the center of the nation's fifth largest urban region. This fact is startling considering that Charlotte, a mid-sized city with a population of 664,342, is the largest city within the region. Of the major distribution centers in the Southeast, Charlotte has 7.1 million and Atlanta has 7.6 million people living within a 100-mile radius. This radius population well exceeds Miami's 5.9 million and the 2.7 million around Memphis.

As a result, Charlotte has emerged as a financial, distribution and transportation center for the entire urban region. In addition, Charlotte has developed into a major wholesale center with the highest per capita sales in the United States, ranking 6th nationally in total wholesale sales.

### Quality Business Environment

Charlotte serves as headquarters for many major national and international companies. During the past ten years, 8,662 new firms have invested \$12.8 billion in new Charlotte facilities. Abundant modern office space is conveniently located throughout the city, with 5.4 million square feet available for lease.

Dun & Bradstreet lists 931 companies in their Million Dollar DataBase with facilities in Charlotte-Mecklenburg. In addition, 311 of the Fortune 500 companies have



Photo by Carl Thomason

facilities here, nine of which are headquartered in the Charlotte area, ranking Charlotte 5th nationally in the number of headquartered firms.

### Financial Powerhouse

Charlotte is renowned for its vibrant banking sector. With more than \$2 trillion in assets, it is the second largest financial center in the nation, behind only New York. By comparison, Atlanta has assets of only \$183 billion and Miami \$0.8 billion. Two of the nation's largest banks, Bank of America and Wachovia, are headquartered here. In total, 20 banks with more than 229 local branches, as well as a Federal Reserve Branch, are located in Charlotte. Our banks provide a wealth of services to commercial and individual customers and are leaders in the financial services industry.

### Manufacturing Center of the Carolinas

Charlotte is also a major manufacturing force. Mecklenburg County has 1,027 producers generating an annual payroll of nearly \$2 billion. The region has 1,868

Booming with economic and commercial activity, Charlotte has all the advantages of one of the most rapidly growing metropolitan areas in the nation.

Both companies and individuals are attracted to the thriving Charlotte region.

manufacturers that employ 72,918 workers. Every major manufacturing sector is represented including industrial machinery and metal working industries along with computer and electronic products and bio-medical facilities.

## *Growing Number of International Companies*

The growing number of international companies is of increasing importance to the Charlotte area. Over 487 foreign-owned companies have Charlotte facilities, representing nearly half of all foreign companies in North Carolina.

Serving the international needs of the business community, Charlotte is a port of entry with fully staffed U.S. Customs and Citizenship and Immigration offices. The Charlotte Foreign Trade Zone (FTZ #57) and an inland port facility are located here.

## *Sound Fiscal Management*

Two elected bodies serve the Charlotte area: the mayor and eleven members of the city council, plus the nine members of the county commission. Both use a manager form of government, with a full-time manager for each.

Under its state constitution, North Carolina must operate all levels of state and local governments with balanced operating budgets (i.e., annual expenditures cannot exceed revenues). This sound fiscal management by government officials assures a high level of public services at a reasonable tax rate. The per capita state and local taxes for Charlotte residents are the 20th lowest in the United States. The best municipal bond credit ratings possible are consistently awarded to city, county and state by both rating services. Only one other community in the nation can make this statement.

## *Economical Utilities*

Utilities are economical in Charlotte when compared to most U.S. locations. Duke Energy Corporation, a national leader in the utilities industry, generates power to the area from an efficient combination of nuclear, coal-fired and hydroelectric facilities with rates 15% below the national average. A plentiful supply of natural gas is available from Piedmont Natural Gas. Telephone and telecommunications services are provided locally by over 30 companies. Long distance service is provided by a wide variety of telecommunications firms.

A jewel in the city crown is its generous and high quality water supply from a mountain stream into the Catawba River. The countywide water system provides service to more than 750,000 customers. The system has a maximum daily treatment capacity of 242 million gallons with an average daily usage of 111 million gallons. Wastewater treatment daily capacity is 118 million gallons with average usage of 80 million gallons per day. Water and sewer rates are among the lowest in the nation.

## *Transportation Hub*

Charlotte is served by an excellent state and federal highway network, including major north-south and east-west interstate arteries, and a modern, expanded international airport terminal. In addition, eight major airlines offer direct and nonstop daily flights to 159 cities. International travelers appreciate the nonstop flights to Frankfurt, Munich, London, Toronto, Mexico and the Caribbean. Each year nearly 15 million passengers board planes at Charlotte Douglas International Airport, ranking it the 12th most active air transportation center in the nation.

The Charlotte region is also the center of the country's largest consolidated rail system. Two major rail systems, Norfolk Southern Railway and CSX Transportation, link 27,000 miles of rail between Charlotte and 22 eastern states. Each offers piggyback facilities combining with 484 trucking firms located here. Direct connections are provided to the Ports of Wilmington, Morehead City and Charleston.

## *Superior Education*

Serving over 129,011 students, the Charlotte-Mecklenburg school system is the largest in the Carolinas and is the 23rd largest in the nation. Student achievement test results are consistently above the national average at all grade levels. The district's Family Choice Plan allows parents to choose which school their child will attend. Offerings range from traditional school settings to magnet schools with specialized curriculum. To learn more about the schools visit [www.cms.k12.nc.us](http://www.cms.k12.nc.us).

In addition, the Charlotte area has an outstanding system of higher education. We are fortunate to have 28 colleges and universities that serve over 115,000 students. The University of North Carolina at Charlotte is considered to be one of the best education values available. Central Piedmont Community College is one of the top five two-year institutions in the country. Other colleges and universities include The Art Institute of Charlotte, Brookstone College, Carolinas College of Health Sciences, Davidson College, DeVry University, ECPI College of Technology, Gardner-Webb University, Johnson & Wales University, Johnson C. Smith University, King's College, Lee University, Montreat College, Pfeiffer University, Queens University, Strayer University, Wake Forest University, Wingate University and University of Phoenix.



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## A Working Work Force

**CHARLOTTE-MECKLENBURG OFFERS A HIGHLY** productive work force for companies concerned about the quality of their products or services. Studies show that North Carolina workers are more productive than their counterparts nationally. Studies of companies relocating rank the availability of a competent work force high in importance and Charlotte addresses this need.

The draw of this quality work force is evident in the number of firms locating to Charlotte in the last ten years. During this period 7,309 firms have selected Charlotte-Mecklenburg for new or relocated operations. These firms represent almost \$12 billion in investments.

During 2008 alone, new and expanded firms in Charlotte-Mecklenburg created 12,165 additional jobs and invested more than \$2.3 billion in facilities.

**CHARLOTTE OFFERS A DIVERSE,  
COMPETENT AND TALENTED  
WORK FORCE TO FULFILL YOUR  
COMPANY'S NEEDS.**



### Good Corporate Citizens

Quality business and industry continue to locate in Charlotte. Seven of the nation's 500 largest corporations, listed by *Fortune* magazine, have headquarters in the Charlotte area. Nine hundred fifty seven firms with annual revenues exceeding \$1 million and 31 companies with revenues exceeding \$1 billion have operations in Mecklenburg County. Of the companies with over \$1 million in revenue, 525 are headquartered here. A quality work force attracts quality corporate citizens.

### A Growing Work Force

Charlotte's work force continues to grow steadily. Since 2000, Mecklenburg County has experienced more than a 16 percent increase in its labor force, compared to only eight percent in the U.S. During this same period, employment has grown by six percent compared to the U.S. growth of only three percent. The growing population of the area ensures a constant and predictable flow of workers into the job market.

Mecklenburg County's population has grown by 34 percent since 2000, well above the national growth of eight percent.

Much of Charlotte's growth is through the in-migration of people from outside the region seeking the superior quality of life offered here. Locally, Charlotte-Mecklenburg schools graduated approximately 6,731 students in 2007-2008. In 2008, 14 CMS high schools

were ranked among America's top 1,300 out of more than 27,000 high schools surveyed by *Newsweek* Magazine. Nearly 1,000 of the graduates move directly into the job market, and many have training for technical and clerical positions.

Charlotte has a number of underemployed workers that can be tapped for new job creations. A survey conducted by the University of North Carolina at Charlotte indicated that 61 percent of the employed respondents are willing to change careers for better wages and benefits.

### A Labor Magnet

The total labor force in the Charlotte-Gastonia-Concord CSA (Combined Statistical Area) numbers more than 1,170,295. Each day more than 130,468 workers commute to Mecklenburg from outlying counties.

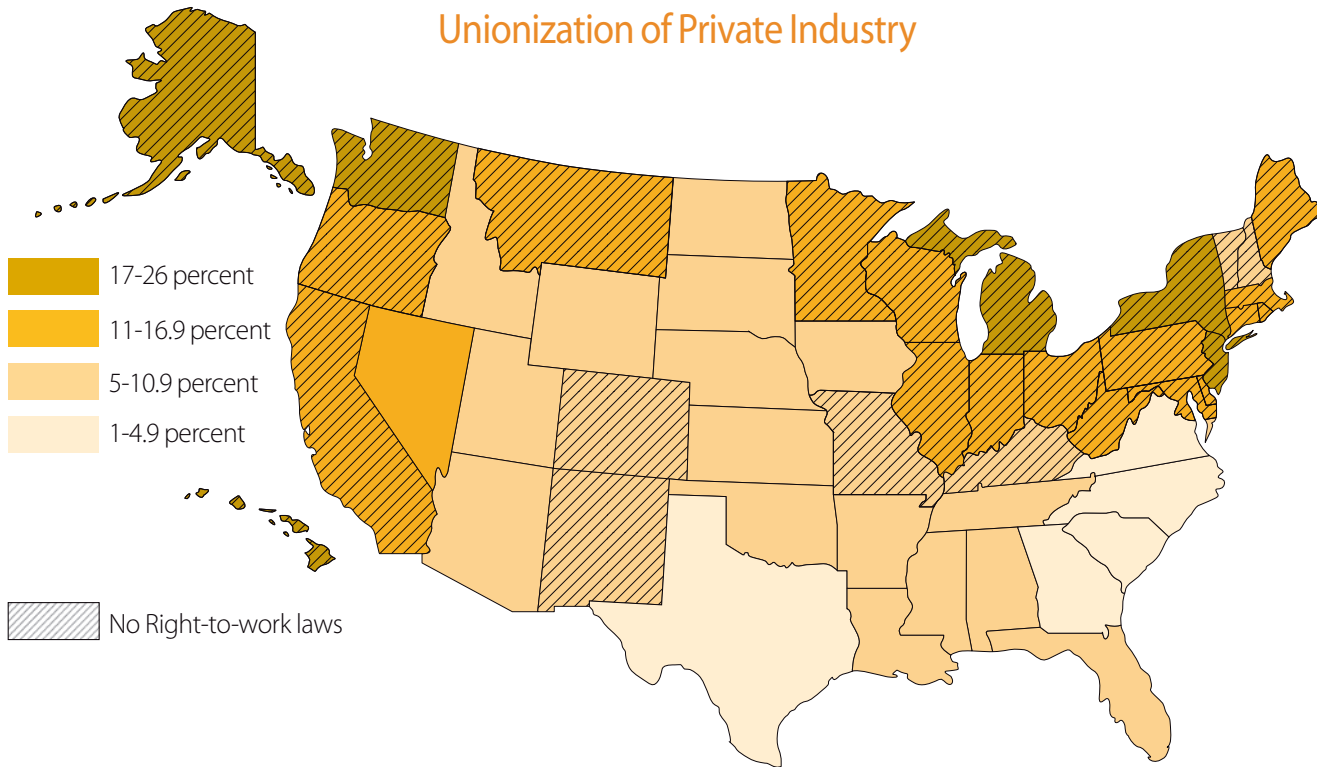
This commuting labor force has increased significantly over recent years. As traditional industries have reduced their labor needs, new industries have been able to tap this supply of labor. With this area's growth, additional labor remains to be tapped.

More than 1.3 million people reside within a 25-mile radius of Charlotte. Within this 30-minute commute, more than 60,000 workers are registered with the Employment Security Commission seeking a new job.

As Charlotte continues to grow as a metropolitan community, it draws a larger portion of the regional work force to fill available jobs. This provides an even greater labor pool to tap.



## Unionization of Private Industry



Source: Labor Union Membership by State 2006 – U.S. Census Bureau – Statistical Abstract of the United States, 2008

## SIXTY-ONE PERCENT OF CHARLOTTE'S WORK FORCE FEEL THEY ARE UNDEREMPLOYED.

### Training Workers Made Easy

Central Piedmont Community College (CPCC), as one of the top five community colleges in the country, offers the Charlotte business community a wide variety of training opportunities. CPCC is the largest community college in North Carolina with six campuses and it serves 70,689 students in Mecklenburg County.

CPCC also has a digital campus that was ranked second among urban digital community colleges. In 2002, CPCC was named National Community College of the Year by the National Alliance of Business, which looked at the college's responsiveness to the need for a supply chain of workers. The same year, CPCC was selected by the U.S. Government Accounting Office as one of the top two workforce development colleges in the nation.

CPCC is a comprehensive training resource offering credit programs leading to associate degrees, diplomas or certificates. It also offers Continuing Education non-credit programs leading to professional designation, continuing education units or certification. Often training is customized to meet specific needs and is offered onsite or at a nearby CPCC campus.

In addition to job training, the Charlotte region's 34 colleges and universities, educating 175,952 students, offer degrees in 150 different subjects, with over 60 different graduate programs that include

### Median Hourly Wage

All occupations, selected Southern MSAs

Raleigh	\$15.64
<b>Charlotte</b>	<b>15.67</b>
Atlanta	16.17
Richmond	16.36
Durham	18.11
<b>U.S. Average</b>	<b>15.57</b>

Source: Bureau of Labor Statistics, May 2008

Ph.D. degrees in mechanical, electrical, and optical engineering; information technology; and mathematics. There are over 1,680 graduate students in the Charlotte region pursuing their MBA or a similar type of graduate degree in the field of business.

### A Productive Work Force

North Carolina ranks as the nation's sixth highest manufacturing state with over \$100 million in value added. This status is a reflection of its high level of productivity. North Carolina is the fourth most productive of the nation's top 20 industrialized states. For each dollar of labor cost, \$5.56 of value added is produced by N.C. workers (Value added divided by annual payroll). Lost work time due to accidents and labor disputes is minimal.

### A Right-to-Work Work Force

North Carolina law permits individual workers to choose whether or not they wish to join a labor union. North Carolina, which has one of the nation's highest percent of manufacturing



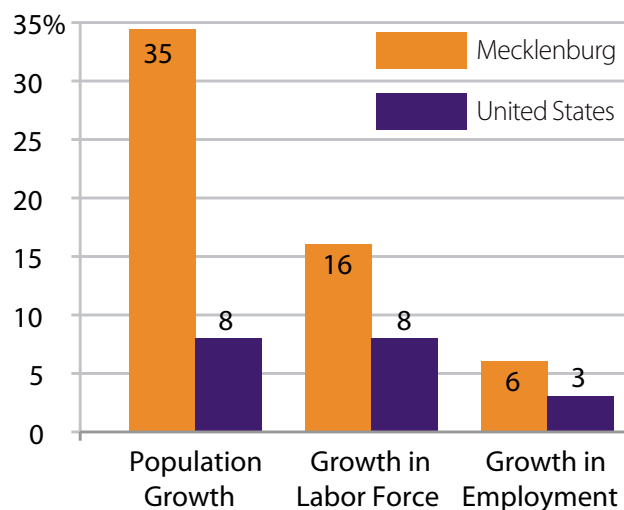


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## THIRTY-FOUR COLLEGES AND UNIVERSITIES PROVIDE AN EXCELLENT RESERVOIR OF WELL-EDUCATED AND TALENTED WORKERS.

### Growth Rates

Mecklenburg County and United States since 2000



employment, has one of the nation's lowest union membership. The state's three percent is well below the national average of 12 percent. (See Unionization Map)

### Government and Special Agencies

**Employment Security Commission of North Carolina**  
5601 Executive Center Drive, Charlotte, N.C. 28212  
704-566-2870

**North Carolina Department of Labor**  
901 Blairhill Road, Ste. 200, Charlotte, N.C. 28217  
704-665-4341

**Workforce Development Board of Charlotte-Mecklenburg**  
700 Parkwood Avenue, Charlotte, N.C. 28205  
704-336-6270

**Equal Employment Opportunity Commission**  
129 W. Trade Street, Ste. 400, Charlotte, N.C. 28202  
704-344-6682

**U.S. Department of Labor (Wage and Hour Division)**  
3800 Arco Corporate Drive, Ste. 460, Charlotte, N.C. 28273  
704-749-3360

## Productivity Index

Top 20 Industrial States

Rank	State	Index
1	Louisiana	923
2	Wyoming	700
3	New Mexico	674
<b>4</b>	<b>North Carolina</b>	<b>556</b>
5	Delaware	532
6	Texas	510
7	Oregon	508
8	Montana	477
9	Iowa	441
10	Virginia	435
11	North Dakota	431
12	Oklahoma	420
13	Arkansas	414
14	Nebraska	411
15	Hawaii	407
16	Tennessee	405
17	Kentucky	404
18	West Virginia	403
19	Alaska	397
20	South Dakota	387
	<b>U.S. Average</b>	<b>386</b>

Index is derived by dividing per capita value added (Value Added/Mfg Employees) by payroll per employee (Annual Payroll/Mfg Employees) and multiplying by 100.

**Note:** Figures taken from Annual Survey of Manufacturers (Statistics for All Manufacturing by States, 2006), U.S. Census Bureau 2009



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## Workers Compensation

Comparative Costs\*

Rank	State	Index
1	Utah	0.474
2	Indiana	0.528
3	Virginia	0.533
4	Arizona	0.556
5	Arkansas	0.579
6	Massachusetts	0.582
7	Oregon	0.633
8	Colorado	0.728
9	South Dakota	0.746
10	Maryland	0.790
11	Idaho	0.797
12	Michigan	0.821
<b>13</b>	<b>North Carolina</b>	<b>0.831</b>
14	Wisconsin	0.833
15	Iowa	0.841
16	Rhode Island	0.872
17	Nebraska	0.918
18	Kansas	0.923
19	Mississippi	0.926
20	South Carolina	0.951

\*An average cost based upon a uniform payroll distribution among the twenty lowest states. Source: Actuarial & Technical Solutions, Inc. Workers Compensation State Rankings 2008

### The Employers Association

3020 W. Arrowood Drive, Charlotte, N.C. 28273  
704-522-8011

### Social Security Administration

5800 Executive Center Drive, Ste. 300, Charlotte, N.C. 28212  
800-772-1213

### North Carolina Department of Commerce

8430 University Executive Park Drive, Ste. 645,  
Charlotte, N.C. 28262, 704-547-5750



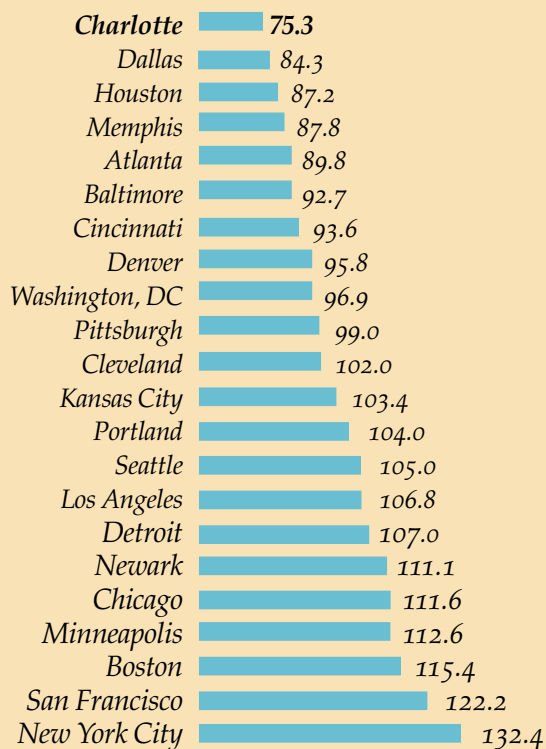


## Low Costs: High Quality Construction

New towers will reshape the Charlotte center city skyline by the end of 2006. But the entire county also continues to witness new construction or expanding facilities. This can be attributed in part to Charlotte's competitive construction costs, skilled construction workers, and convenient transportation of raw materials. For these and other reasons, companies continue to relocate new or expand current facilities in Charlotte. Favorable weather conditions year round simply boost the benefits of locating in a city that can boast construction costs well below the national average.

The R.S. Means Company City Cost Index reflects the total cost, excluding cost of land and other peripheral expenses (e.g., architectural fees), of residential, commercial and industrial construction. Many cities have seen higher costs recently, but Charlotte has experienced a construction boom. Developers announced over 13 million square feet of new office, industrial and other commercial facilities in 2004 alone. The following construction cost index table indicates Charlotte's competitive construction cost advantage.

### Construction Cost Index



Source: R.S. Means Company, Inc., 2005. Means Building Construction Cost Data

Charlotte also shines in the Marshall & Swift Valuation Service rankings. Charlotte's construction costs rank as one of the lowest of the major U.S. Distribution Centers and cities of comparable size. The average cost of construction has consistently been lower than other major markets such as Atlanta, Nashville and Tampa.

The attraction of the area is apparent in the numbers. In 2004, Charlotte awarded 19,243 building permits representing over \$3 billion in

Nearly \$3 billion in new construction takes place each year.



new construction. The following factors exemplify reasons for Charlotte's consistently low construction costs.

### A Construction Center

The growth of Charlotte is a magnet for construction companies. Low costs, high construction activity levels, and convenient access to both materials and skilled labor provide the reasons that over 4,700 construction firms employ 48,273 qualified workers in the metro area. These companies come in a wide variety of sizes, from a number of small, more personal operations to at least 65 firms each employing more than 100 people.

In the past 10 years nearly \$10 Billion in new commercial construction was built.

## Quality Services

In addition to the quality and choices you will find with Charlotte's construction companies, you will also find a wealth of additional services to design new or reconfigure the perfect quarters for your business. Charlotte has 254 engineering firms with 6,828 employees. In addition, there are more than 145 architectural firms in the city with a total of 1,895 employees. Over half of these architectural firms

*North Carolina's Right-To-Work Law ensures stable wages.*



are members of the American Institute of Architects, an organization dedicated to the highest standards of professionalism, integrity and competence.

*The low cost of construction — 25% less than the national average — is one of many reasons that new and relocating firms are drawn to the Charlotte region.*

## Stable Wages and Talented Workers

The North Carolina Right-to-Work law ensures stable wages and dedicated workers. Community colleges and apprenticeship programs offer comprehensive courses that train construction workers to be the best in their field.

## Charlotte-Mecklenburg's 5-Year Construction Summary

Year	Permits	Permit Value (millions)		Total
		Residential	Non-Residential	
2004	19,243	\$1,730.8	\$1,326.0	\$3,056.8
2003	18,984	\$1,600.8	\$905.7	\$2,506.5
2002	19,770	\$1,564.1	\$814.4	\$2,378.5
2001	19,174	\$1,640.2	\$1,117.5	\$2,757.7
2000	18,937	\$1,641.0	\$1,670.6	\$3,311.6

## New Residential Construction By Type

Year	Single Family	Multi- Family	Total Units
2004	8,730	3,884	12,689
2003	8,935	3,593	12,602
2002	9,638	3,851	13,489
2001	9,766	4,718	14,484
2000	9,398	5,370	14,768





## Average Commercial Building Cost of the Largest Distribution Cities in US\*

(\$ per square foot)

City	Distribution Warehouse Class C	Industrial Light Manufacturing Class C	Industrial Flex Building Class C	Discount Retail Class C	Store Class C
Dallas	29.73	30.39	30.36	49.40	39.68
Houston	29.73	30.39	30.36	49.40	39.68
Charlotte	30.37	31.04	31.00	50.45	40.52
Nashville	30.39	31.07	31.03	50.49	40.56
Memphis	30.39	31.07	31.03	50.49	40.56
Jacksonville	30.70	31.38	31.34	51.00	40.97
Tampa	31.70	32.40	32.37	52.67	42.30
Atlanta	32.04	32.75	32.71	53.22	42.75
Phoenix	32.38	33.09	33.05	53.79	43.20
Denver	34.01	34.76	34.72	56.50	45.38
Portland	35.97	36.77	36.73	59.76	48.00
San Diego	36.95	37.77	37.73	61.39	49.31
Los Angeles	37.28	38.11	38.06	61.94	49.75
Seattle	37.61	38.44	38.40	62.48	50.19
Chicago	39.64	40.52	40.48	65.86	52.90
Santa Clara	41.53	42.45	42.40	69.00	55.42
Stamford	42.05	42.98	42.93	69.85	56.11
San Jose	44.15	45.13	45.07	73.35	58.91
New York	46.52	47.55	47.49	77.28	62.07

Marshall and Swift, December 2004 \*Based off of total wholesale sales accounted in 1997 economic census

### Favorable Weather Conditions

The Charlotte region enjoys the best qualities of each of the four seasons. One benefit is the ability to build throughout the year and with considerably less insulation costs than Charlotte's competitor cities. Crews are also able to work with fewer interruptions, making the whole construction process more efficient and cost-effective.

### A Wealth of Raw Construction Materials

North Carolina is one of the leading produc-

ers of brick, lumber and laminates. This assures convenient selection and minimum transportation costs.

### The Bottom Line

By building your new quarters in Charlotte, you will benefit from the area's strong economic growth, high quality of life, and centralized location. You'll also have the area's experienced construction services organizations (who practice the newest and most efficient techniques), easy access to raw materials, and a large number of workable days at your disposal. The bottom line for you is quality construction at a comparably low cost.

## Average Office Building Cost of Mid-Sized Cities\*

(\$ per square foot)

City	Class A	Class B	Class C	Class D
Houston	92.21	88.84	64.26	60.01
Dallas	92.21	88.84	64.26	61.37
Memphis	94.26	90.81	65.69	63.42
<b>Charlotte</b>	<b>96.15</b>	<b>90.62</b>	<b>65.63</b>	<b>64.70</b>
Jacksonville	96.15	93.64	66.35	64.70
Richmond	100.33	96.66	69.24	67.48
Lexington	100.41	95.75	68.54	66.15
Atlanta	101.37	97.66	69.24	67.48
Cincinnati	103.48	98.71	71.40	68.87
Denver	104.48	101.63	73.50	71.60
Washington, DC	109.73	105.72	75.00	70.96
Portland	110.56	106.52	77.75	75.01
Baltimore	111.82	106.73	75.73	72.35
Pittsburgh	111.82	106.73	75.73	73.74
Kansas City	112.71	107.59	77.82	75.01
Cleveland	112.71	107.59	77.82	74.33
St. Louis	114.76	110.56	79.97	76.37
Los Angeles	116.65	111.40	80.57	79.10
Seattle	116.65	112.38	81.28	77.74
Detroit	117.83	112.53	82.11	79.10
Minneapolis	119.88	115.49	82.82	79.10
Chicago	125.00	120.43	85.68	81.83
Philadelphia	129.59	122.83	88.71	84.87
Boston	129.59	123.84	90.15	88.35
Newark	132.17	126.35	92.10	88.65
San Francisco	138.97	133.88	96.83	91.38
New York	147.78	140.35	100.54	99.62

Marshall and Swift, December 2004

\*Population between 400,000 and 1,000,000



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704.378.1300 phone; 704.374.1903 fax  
[www.charlottechamber.com](http://www.charlottechamber.com)

6/05 2M



# Alive With Arts and Culture

**CHARLOTTE-MECKLENBURG'S CULTURAL** community is alive and thriving with arts, science and history. The greater Charlotte community understands diverse cultural offerings are key to providing a rich and stimulating quality of life, complementing our children's overall education and contributing to our reputation as an outstanding city.

The Arts & Science Council of Charlotte-Mecklenburg (ASC) is committed to building appreciation, participation and support for arts and culture. The non-profit organization serves and supports our cultural community through grant-making, planning, programs and services to ensure a vibrant community enriched with arts, science and history.

Through its grant programs, more than \$14 million is awarded annually to cultural organizations, neighborhood cultural projects, arts education and creative individuals.

## Something for Everyone

The Charlotte cultural community produces 65,000 events annually, generating \$158 million for the local economy and

**CHARLOTTE'S THRIVING  
ARTS COMMUNITY PROVIDES  
A RICH AND STIMULATING  
QUALITY OF LIFE.**

supporting more than 4,700 jobs. Area cultural organizations offer volunteer and social opportunities for adults, children and young professionals. Among the performing arts, audiences can enjoy the Charlotte Symphony, Charlotte Philharmonic, Charlotte Civic Orchestra, North Carolina Dance Theatre, Carolina Concert Association, Carolina Voices, Opera Carolina, Theatre Charlotte, Actor's Theatre of Charlotte, and the North Carolina Blumenthal Performing Arts Center Broadway Lights Series.

Children have an array of cultural avenues in which to participate, including Community School of the Arts, Charlotte Children's Choir, Children's Theatre of Charlotte, Carolina Raptor Center and Discovery Place.

Residents, visitors and students can explore Charlotte's rich history and heritage through the Afro-American Cultural Center, Charlotte Museum of History, Charlotte Trolley Inc., Latta Plantation, Historic Rosedale Plantation, Wing Haven Gardens and Bird Sanctuary and The Levine Museum of the New South. Visit [www.CharlotteCultureGuide.com](http://www.CharlotteCultureGuide.com) to search hundreds of local cultural events.

## Outstanding Community Support

ASC's Annual Fund Drive raises more than \$11.5 million with the support of 40,000 donors, 600 corporations, and 1,300 volunteers.



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Additional funding is received from the City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg Schools and the North Carolina Arts Council. As a result of the community's support, ASC's total grant allocation in 2007 totaled more than \$14 million.

## Public Art Enhances Communities

ASC's public art program enhances the quality of life in Charlotte-Mecklenburg. Public art plays a role in helping to personalize community history and identity, while enriching neighborhoods and community experiences.

Artwork includes an interactive sound installation at Bank of America's Seventh Street Station, a walkway trolley corridor in the Charlotte Convention Center, artwork for the Time Warner Cable Arena and a nationally recognized plaza at ImaginOn.

In 2003, the City of Charlotte and Mecklenburg County approved ordinances that appropriate one percent of Capital Improvement Project funds for public art. The ordinances ensure that artwork enhances and defines public spaces and will be an integral part of urban and economic development efforts.

With dynamic leadership and vision in place, ASC is poised to continue as one of the most vital United Arts Fund and local arts agency in the United States.

For more information about ASC, visit [www.artsand-science.org](http://www.artsand-science.org) or call 704-333-2ASC.

# CHARLOTTE



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## Cultural Organizations

### Actor's Theatre of Charlotte

Actor's Theatre of Charlotte is a contemporary, professional theatre company dedicated to producing works by new and thought-provoking playwrights. It presents a diverse and challenging array of comedy and drama. 704-342-2251.

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

### Afro-American Cultural Center

The Afro-American Cultural Center is dedicated to the preservation, promotion and presentation of African-American art, history and cultural traditions. The Center showcases the life experiences, struggles and talents of the African and African-American experience through visual art exhibits, musical presentations and education programs. 704-374-1565. [www.aacc-charlotte.org](http://www.aacc-charlotte.org)

### ArtsTeach

ArtsTeach works in partnership with Charlotte-Mecklenburg Schools and ASC to maximize academic learning through infusion, practice and exposure to the arts. ArtsTeach offers funding support through our grants program to schools and to teaching artists and arts organizations that work with schools. ArtsTeach-funded programs are currently offered to 100 percent of Charlotte-Mecklenburg elementary, middle and high schools. 704-333-1059.

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

### Carolina Raptor Center

Carolina Raptor Center is dedicated to environmental education and the conservation of birds of prey through public education, the rehabilitation of injured and orphaned raptors and research. More than 20 species of raptors (eagles, hawks, owls, vultures and falcons) can be found along several nature trails. 704-875-6521.

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

### Carolina Voices

Carolina Voices is an umbrella organization supporting four distinct choral groups: MainStage Choir, IMPROMPTU!, Festival Singers, and Note-Ability. These vocal groups range from a 10-part vocal jazz ensemble to 80 voice-mixed adult choir. 704-374-1564.

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

### Charlotte Children's Choir

The Charlotte Children's Choir is a broad-based community organization dedicated to choral excellence and providing unique educational and performance opportunities to boys and girls with a goal of attaining the highest level of artistic excellence in choral music performance. 704-372-1892. [www.charlottechildrenschoir.org](http://www.charlottechildrenschoir.org)

### Charlotte Civic Orchestra

The Charlotte Civic Orchestra provides opportunities for accomplished volunteer musicians and a diverse listening public to share artistic cultural experiences through live performances. 704-344-0098. [www.charlottecivicorchestra.org](http://www.charlottecivicorchestra.org)

### Charlotte Museum of History

The Charlotte Museum of History consists of 36,000 square feet of exhibition space in four galleries. It is home to the American



Freedom Bell and the Hezekiah Alexander Homesite, Charlotte's oldest home, dating to 1774. 704-568-1774.

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

### Charlotte Philharmonic Orchestra

The Charlotte Philharmonic Orchestra is a 75-member professional orchestra, producing a mix of symphonic, popular music, dance and operatic repertoire for the general public. 704-543-5551. [www.charlottephilharmonic.org](http://www.charlottephilharmonic.org)

### Charlotte Symphony

The Charlotte Symphony is the region's full-time professional symphony orchestra, performing 100 concerts annually, including Classical, Pops, Mostly Mozart, Lollipops and free Summer Pops concerts in Charlotte and the outlying communities. 704-972.2000.

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





### Charlotte Trolley, Inc.

With a view to the past and a hint of the future, Charlotte Trolley, Inc. is a volunteer organization dedicated to returning vintage streetcars to Charlotte. 704-375-0850. [www.charlottetrolley.org](http://www.charlottetrolley.org)

### Children's Theatre of Charlotte

The Children's Theatre of Charlotte, located in ImaginOn, specializes in professional adult theatre for youth and educational programming reaching ages 3-18. Productions include classics, innovative new works and issue-oriented productions. 704-973-2828. [www.ctcharlotte.org](http://www.ctcharlotte.org)

### Community School of the Arts

Community School of the Arts (CSA) provides quality arts education to all children, youth and adults, while cultivating appreciation and enjoyment of the arts. 704-377-4187. [www.csarts.org](http://www.csarts.org)

### Discovery Place

One of the top hands-on science museums in the nation, Discovery Place provides ever-changing, entertaining exhibits that foster

it promotes the heritage of the southern Piedmont through the preservation, exhibition and interpretation of the decorative arts and lifestyle of the 19th century Catawba River Valley region. 704-335-0325. [www.historicrosedale.org](http://www.historicrosedale.org)

### Levine Museum of the New South

The Levine Museum of the New South houses the nation's most comprehensive interpretation of post-Civil War Southern history. Interactive, multi-sensory exhibits engage visitors of all ages. With vibrant, inviting spaces, the museum presents history that inspires and challenges, educates and amuses. 704-333-1887. [www.museumofthenewsouth.org](http://www.museumofthenewsouth.org)

### The Light Factory Contemporary Museum of Photography and Film

The Light Factory specializes in light-generated art media (photography, video, film, the Internet) and regularly presents changing solo and group exhibitions by local, regional, national and international artists. 704-333-9755. [www.lightfactory.org](http://www.lightfactory.org)

### McColl Center for Visual Art

McColl Center for Visual Art advances artists to the vanguard of contemporary art by providing a state-of-the-art facility, a challenging and dynamic environment, collaboration among artists and the community; bold exhibitions and strong affiliation with arts organizations worldwide. 704-332-5535. [www.mccollcenter.org](http://www.mccollcenter.org)

### The Mint Museum of Art The Mint Museum of Craft + Design

The Mint Museum of Art houses important holdings of American paintings, furniture and decorative arts; African, Pre-Columbian and Spanish Colonial art; an internationally acclaimed collection of porcelain and pottery; regional crafts and historic costumes.

The Mint Museum of Craft + Design is hailed as a leader in the field. Studio craft in ceramics, glass, wood, fiber and metals from leading artists throughout the world are featured, in addition to historic crafts from the early 19th century to the modern era. 704-337-2000. [www.mintmuseums.org](http://www.mintmuseums.org)

### N.C. Blumenthal Performing Arts Center

The North Carolina Blumenthal Performing Arts Center is a multi-purpose arts and entertainment venue with three theaters (150, 430, 2,100 seats) with a mission to educate and vitalize the regional community in and through the performing arts. Presenting the world's foremost Broadway shows, family attractions, celebrated headliners and international artists, the Center is also home to ten resident arts organizations, including the Charlotte Symphony, North Carolina Dance Theatre, Opera Carolina and more. The Center manages and programs Spirit Square (345 N. College Street), a venue for the performing and visual arts with two theaters (180 and 720 seats), three art galleries and a host of classroom and studio spaces. 704-372-1000. [www.blumenthalcenter.org](http://www.blumenthalcenter.org)

### North Carolina Dance Theatre

North Carolina Dance Theatre is a professional dance company performing in Charlotte and across the country with a versatile repertoire ranging from full-length classical ballets to contemporary



experiences in areas that range from life science to space exploration. More than a half-million people from all over the United States visit Discovery Place, its IMAX Dome Theatre and its planetarium each year. 704-372-6261. [www.discoveryplace.org](http://www.discoveryplace.org).

### Latta Place, Inc. and The National Registrar of Historic Places

Built about 1800, Latta Plantation is the last remaining Catawba River Plantation open to the public. This 52-acre farm of James Latta, a Scotch-Irish merchant, consists of the original home and smokehouse, and is enhanced by many outbuildings as well as fields, farm animals, a garden, visitors center and interpreters in period clothing. 704-875-2312. [www.lattaplantation.org](http://www.lattaplantation.org)

### Historic Rosedale Plantation

Historic Rosedale Plantation is one of the finest examples of Federal period architecture in North Carolina. Constructed about 1815,

works. DancePlace, the official school of NCDT, offers classes to dance enthusiasts of all ages. 704-372-0101.

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

### Opera Carolina

Opera Carolina is North Carolina's largest professional opera company, presenting mainstage productions of traditional grand operas, operettas and contemporary opera starring international guest artists alongside the finest regional artists. 704-332-7177. [www.operacarolina.org](http://www.operacarolina.org)

### Theatre Charlotte

Theatre Charlotte is North Carolina's oldest community theatre with a tradition that dates back to 1927. It is volunteer-driven, and each season stages five mainstage plays, several innovative theatre productions and conducts in-school classes in conjunction with the Charlotte-Mecklenburg Schools, required reading program. 704-376-3777. [www.theatrecharlotte.org](http://www.theatrecharlotte.org)

### Wing Haven Gardens & Bird Sanctuary

Wing Haven is a sanctuary for wild birds and for the enjoyment and education of the general public. The gardens, circa 1927, are enclosed on all sides by brick walls and encompass more than three acres in the heart of Charlotte. 704-331-0664. [www.winghavengardens.com](http://www.winghavengardens.com)

### Additional Facilities

#### Ovens Auditorium

This 2,600 seat facility was built as part of a Coliseum-Auditorium complex in the mid-1950s and still serves the community well. A wide variety of performances are held including the ballet, the opera, the Philharmonic Orchestra and touring Broadway shows. 704-372-3600. [www.ovensauditorium.com](http://www.ovensauditorium.com)

#### Spirit Square

This historic facility is a focal point for innovative theater productions, probing exhibits, exciting performances and wonderfully diverse educational opportunities for all ages. Three interconnected buildings house two performance theaters, three galleries, studios and various classroom spaces. The 720-seat McGlohon Theatre continues to be the pride of Spirit Square. 704-372-1000. [www.blumenthalcenter.org](http://www.blumenthalcenter.org)

### Education and Training in the Arts

Colleges, universities and schools located in the Charlotte area enrich the community's arts environment. They provide diverse educational opportunities as well as outstanding performances in music, theater and dance.

#### The Art Institute of Charlotte

704-357-8020 [www.aich.aii.edu](http://www.aich.aii.edu)



#### Central Piedmont Community College

704-330-2722 [www.cpsc.edu](http://www.cpsc.edu)

#### Davidson College

704-894-2000 [www.davidson.edu](http://www.davidson.edu)

#### Johnson & Wales University

1-800-Dial-JWU [www.jwu.edu](http://www.jwu.edu)

#### Johnson C. Smith University

704-378-1000 [www.jcsu.edu](http://www.jcsu.edu)

#### Queens University of Charlotte

704-337-2200 [www.queens.edu](http://www.queens.edu)

#### The University of North Carolina at Charlotte

704-687-2000 [www.uncc.edu](http://www.uncc.edu)





## Innovation and Excellence in Education

**REACH FURTHER. GLOBAL COMPETITIVENESS** starts here. The Charlotte community is proud of what Charlotte-Mecklenburg Schools offer, and the district's slogan matches their vision. CMS provides a strong foundation in the basics — reading, writing and mathematics — and much, much more — all to prepare students to be globally competitive.

Nationally recognized for combining academic rigor with rich opportunities in the arts and humanities, CMS has the resources and the expertise to focus on the unique needs of each student. CMS offers a world of choices, from classical studies to culinary arts, information technology, and the highly acclaimed International Baccalaureate and Advanced Placement Diploma programs.

THE **CHARLOTTE** COMMUNITY'S DEEP AND **CONTINUING** COMMITMENT TO **SUPERIOR EDUCATION** IS **EXEMPLIFIED** IN THE **QUALITY** OF THE CHARLOTTE-MECKLENBURG SCHOOL SYSTEM.



### Quality and Growth

The Charlotte-Mecklenburg community treats education as one of its most precious resources and the Board of Education is dedicated to ensuring that "CMS provides all students the best education available anywhere, preparing every child to lead a rich and productive life."

CMS is recognized nationally for academic excellence. Recently, CMS was a finalist for the Broad Prize, which is presented annually to four school districts in the country for elevating their achievement levels. As a finalist, the district received \$125,000 in scholarships. CMS was also ranked by *Forbes* as seventh in the country for the "Best Education in the Biggest Cities."

CMS serves 134,060 students in Pre-K through 12th grade. As the 23rd largest district in the country, CMS has 172 schools and more than 19,000 employees. CMS is big, but its national reputation comes from the outstanding education provided to each student in the district. CMS realizes that what works for one student may not work for another.

CMS class size conforms to state requirements. The Equity Plus program in CMS lowers class size in schools with higher percentages of students who live in poverty.

### Top Quality Employees

CMS employs more than 9,300 full-time teachers, 8,945 student support staff and approximately 1,177

administrative staff. More than 3,100 of the district's certified teachers have advanced degrees.

North Carolina is first in the country in terms of the number of National Board Certified (NBC) teachers and second in number of newly certified teachers. CMS ranks in the top five school districts nationally for number of NBC teachers. In November 2007, more than 160 CMS teachers achieved National Board Certification for a total of 1,208. Equivalent to the CPA exam for accountants or the bar exam for lawyers, the National Board Certification documents a teacher's skills.

### Superior Student Achievement

CMS sets high expectations for students and challenges them to reach their fullest potential. Thus, academic rigor and access to challenging courses are top priorities in CMS. In 2008, 14 CMS high schools were ranked among America's top 1,300 out of more than 27,000 high schools surveyed by *Newsweek* Magazine. Myers Park High School ranked 38th, the highest in the state. A report released in October 2008 shows that students in CMS out perform students from most other nations in mathematics. This report was conducted by the American Institute for Research.

Enrollment in AP courses increased in 2008-2009, when 5,539 CMS students took AP exams. That's up from 5,106 in 2006-07. As a result of the district's commitment to academic excellence, CMS was selected as one of 28 school





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systems across the country to award the first AP diplomas. In 2007-2008, 12,231 AP exams were taken, compared to 7,918 in 2000-01 and 2,220 in 1994-95. Fifty percent of CMS graduating seniors successfully completed at least one AP or IB course. Of the 206 IB Diploma candidates, 122 students earned the IB Diploma.

### Above Average SAT Scores

In CMS, nearly 70 percent of graduating seniors took the Scholastic Aptitude Test (SAT). The top 10 percent of CMS graduates outperform their public and private school peers nationwide, scoring an average of 1765 compared to 1722 for the top 10 percent in North Carolina.

National, state, and Mecklenburg SAT scores are a composite of both public and non-public schools. Mecklenburg's results compare favorably with both state and national scores.

In 2007-2008, 6,731 students graduated from the 33 Charlotte-Mecklenburg high schools. Last school year, CMS graduates earned more than \$70 million in academic and athletic scholarships.

#### Scholastic Aptitude Test (SAT)

	Writing	Math	Critical Reading	Total
Mecklenburg	509	527	513	1,549
N.C.	482	511	496	1,489
National	494	515	502	1,511

## MORE THAN 6,700 STUDENTS GRADUATED FROM CHARLOTTE-MECKLENBURG SCHOOLS IN 2008.

### Exceptional Magnet Programs

Magnet schools offer students an opportunity to focus on a particular theme or curriculum while receiving the North Carolina Standard Course of Study. Today, 40 schools offer specialized magnet programs ranging from visual and performing arts to math, science and technology, Montessori, and language immersion. CMS' nationally recognized magnet schools serve more than 20,000 students in 11 different programs.

### Classrooms on the Cutting Edge

As a result of business and community support, technology is a strong focus in all CMS schools. An example of this dedication to technology includes the Computer Access to Neighborhood Program located within the community at various school sites.

Phillip O. Berry and Garinger New Technology are the district's magnet technology high schools, offering students an array of upper level technology courses necessary for certification exams. Officials at schools collaborate with business professionals and higher education institutions to ensure they concentrate on current and future high demand IT career areas.

### A Model Pre-K Program

Bright Beginnings, a program for four-year-olds, is recognized nationally and serves as a model for similar programs throughout





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**37 CMS SCHOOLS** WERE NAMED  
SCHOOLS OF **EXCELLENCE** OR  
**DISTINCTION** BY THE STATE OF  
**NORTH CAROLINA.**

the state and country. Developed in 1996, this literacy-based program helps students enter kindergarten ready and eager to learn. Currently, 3,120 four-year-olds are enrolled in this program.

## Committed to Meeting Special Needs

The goal of CMS is to provide educational opportunities that encourage, challenge and motivate all students. Through programs for the Exceptional Children, students with disabilities are encouraged to develop and flourish through individualized instruction in the least restrictive environment. Programs are available throughout Mecklenburg County and are determined by addressing each student's needs through individual education programs.

## A Multitude of Programs and Services

CMS offers a broad range of services and programs to enhance the district's educational opportunities. The English as a Second Language (ESL) program offers assistance to students whose native language is not English. More than 12,000 CMS students have been identified as limited English proficient; 140 native languages are spoken, and more than 160 countries are represented.

The After-School Enrichment Program (ASEP) provides a caring and nurturing environment for students beyond the regular classroom day at every CMS elementary and at select middle schools. The program focuses on exciting activities such as sports, arts, computer exploration, music, dance, drama, clubs and much more. The program is supported by the weekly fees paid by parents, and operates on school holidays as well as during winter and spring break. Before-school care is available in many of these schools.



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## Effective Business Partnerships

CMS is fortunate to have many business and community partners that provide resources and volunteer support to our schools. Tens of thousands of volunteers have contributed more than a million hours. More than 1,000 business partners provide assistance to the schools through more than \$17 million in school-business partnerships.

## Superior Transportation

North Carolina law requires all school systems to offer free transportation to any student who lives 1.5 miles or more from his or her assigned school. Special needs students are also guaranteed free transportation. Currently, 1,267 buses serve CMS students and provide more than 36,000 stops daily. The CMS buses travel more than 139,000 miles each day and more than 117,000 students use these services.

## Efficient Education Dollars

The Charlotte-Mecklenburg community shows consistent dedication to quality education. The community passed a \$516 million bond referendum in 2007 to renovate older facilities and build six new schools. These new facilities will help address the growing population in Charlotte-Mecklenburg, as well as equity. The 2008-09 total operating budget for CMS is \$1.19 billion with funding support from County, State and Federal sources. Per pupil expenditure is \$8,794.

## New Facilities with Higher "IAQ"

With bulldozers rolling and construction crews hard at work, CMS is currently undergoing the largest building, construction and renovation program in the district's history. The district will open six newly constructed schools by 2009. Additional new facilities and renovation projects are scheduled over the next decade to address the facility needs that arise from rapid growth and aging buildings.

According to the U.S. Environmental Protection Agency



(EPA), CMS builds healthy, high-performance schools by following the guidelines of EPA's IAQ Design Tools for Schools program. The district was recognized and awarded the EPA's 2007 Indoor Air Quality Tools for Schools National Model of Sustained Excellence Award.

In CMS, one thing is certain: every child deserves and can expect to receive the best education possible. To find out more about Charlotte-Mecklenburg Schools and the opportunities available to every child, log on to [www.cms.k12.nc.us](http://www.cms.k12.nc.us), check out CMS TV 3 or contact the Public Information Office at (980) 343-7450.

## Other School Alternatives

Nearly 23,000 students are enrolled in 58 independent, non-public and charter schools. Among them is a growing Catholic school system of elementary, middle and high schools, in addition to a variety of denominational church schools and non-church related institutions. A complete list of these schools is available from the Chamber.

For Public School Information Contact:  
Charlotte-Mecklenburg Schools  
701 Martin Luther King, Jr. Blvd.  
Charlotte, NC 28202  
(980) 343-7450  
[www.cms.k12.nc.us](http://www.cms.k12.nc.us)





## A Partnership in Higher Education

**THE FIRST INSTITUTION OF HIGHER LEARNING** south of Virginia was established in Charlotte in 1771.

Today, higher education is as important in the affairs of the Charlotte Metro Region as business and government. This is especially apparent in the partnership between the city's colleges and universities and the rest of the community.

The Charlotte Area Educational Consortium, formed in 1969, provides a means for students to pursue courses at any of the member institutions for full credit. It lists 23 regular member colleges and universities.

More than 175,000 students are enrolled in degree or college-transfer programs at the 34 colleges, universities, community colleges and technical institutes located within the 13 county Charlotte-Gastonia-Salisbury CSA.

### National and International Distinction

Many of the colleges and universities in the Carolinas and the region have been recognized for their excellence both nationally and internationally.

## CHARLOTTE OFFERS A NATIONALLY ACCLAIMED LEVEL OF HIGHER EDUCATION.

*U.S. News & World Report's "Survey of America's Best Colleges"* continually cites numerous North Carolina schools in their rankings.

### Unmatched Diversity and Excellence

Within the region:

- ▶ Eighteen public and private secondary institutions offer a wide range of baccalaureate degrees.
- ▶ Twelve schools offer graduate opportunities — master or doctoral programs — in a variety of disciplines.
- ▶ Fifteen junior colleges, community colleges and technical institutes confer two-year associate degrees.
- ▶ In the North Carolina portion of the Charlotte Metro Region, there are seven community colleges that are part of the state system of community colleges.

Excellence abounds among the institutions offering students a variety of learning environments from large, diverse campuses to small, denominational settings. Tuition for four-year degree programs ranges from \$4,250 annually for a North Carolina resident living off campus at a public school to \$38,784 for a private college student living on campus.

### Respected Colleges and Universities Central Piedmont Community College:

CPCC is the largest of the 58 colleges in the North Carolina Community College System and serves approximately 70,000



students each year. The college's vision is to "become the national leader in workforce development." Its six area campuses and online Virtual Campus make the college very accessible to students and employers.

Central Piedmont Community College was selected as Community College of the Year by the National Alliance of Business, and also honored by the MetLife Foundation as a best-practice college for exemplary performance in student retention.

The college offers two-year associate's degrees and short-term diploma and certificate programs in over 100 technical specialties. Corporate and Continuing Education customized training programs serve over 46,000 individuals and over 550 existing, expanding and new companies each year.

An articulation agreement with the institutions of the University of North Carolina facilitates transfer of credit for CPCC students seeking bachelor's degrees. Pre-college programs such as adult basic education, adult high school, general education development, compensatory education, and limited English proficiency serve the education and training needs of all adult students.

High school students can get a head start on a college education through the College Experience Program with courses that fulfill both high school and college requirements.

Students can participate in Cooperative Education Programs to integrate practical learning into their academic





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## OVER 100 DIFFERENT TECHNICAL PROGRAMS ARE OFFERED AT CPCC.

programs. The college also operates several apprenticeship programs in cooperation with private industry and the Department of Labor. In all, CPCC has nearly 450 collaborative partnerships with business, industry, government and sister educational institutions. [www.cpcc.edu](http://www.cpcc.edu)

### Davidson College

Davidson College exemplifies the dynamic nature of the liberal arts, educating leaders and training creative minds to think critically. Founded in 1837 by ministers of the Concord Presbytery, Davidson now meets the challenges of a technology-driven, interdependent global community.

Davidson's 1,667 students come to the historic, picturesque campus from almost every state in the nation and many foreign countries. The highly selective admissions process means that students are already proven scholars and leaders when they arrive on campus.

About 90 percent rank in the top 10 percent of their high school classes, and most have an outstanding record of extracurricular leadership and community service.

At Davidson, they find the opportunity to work in close collaboration with professors with a student-faculty ratio of 10:1.

Davidson offers a sound liberal arts education in: industry, banking, management, politics, government service, social science and the arts.

Davidson is particularly strong in laying an educational base for further study in the professions of medicine, law, international affairs, teaching, business and the ministry.

An active honor code sets the tone for the academic and social life of this campus, where self-scheduled examinations, unproctored tests and open library stacks are the norm. [www.davidson.edu](http://www.davidson.edu)

### Johnson and Wales University

Johnson & Wales University Charlotte Campus offers three colleges: the College of Business, College of Culinary Arts and the Hospitality College.

Johnson & Wales is growing rapidly with over 2,600 full-time students enrolled for the 2007-2008 academic year, an increase of approximately 600 students enrolled for the 2005-2006 academic year.

Ninety-eight percent of J&W University graduates from the U.S. are employed within 60 days of graduation. Associate and bachelor degrees are offered. Students work ten hours of community service before they graduate.

Johnson & Wales also offers Charlotte residents a unique opportunity to learn culinary skills and artistry from some of the best chefs in the industry. Chef's Choice® is an innovative program featuring a hands-on culinary experience that provides a great introduction to the culinary arts. The classes appeal to all culinary skill levels and take a creative approach in which participants actually prepare and sample the foods as they learn. [www.jwu.edu](http://www.jwu.edu)

### Johnson C. Smith University

Johnson C. Smith University is a private, four-year liberal arts institution located on a 100-acre campus within blocks of Uptown Charlotte.

The University offers approximately 1,500 students academically progressive programs in more than 30 fields of study, which lead to



a Bachelor of Science, Bachelor of Arts or a Bachelor of Social Work degree. A student to faculty ratio of 13:1 assures students receive individual attention.

JCSU is known as one of the oldest and strongest African-American institutions in the country and is noted for its nationally acclaimed technology initiative where every student receives an IBM laptop computer and has complete access to the campus-wide network and Internet services. [www.jcsu.edu](http://www.jcsu.edu)

### Pfeiffer University

Pfeiffer University's main campus is located in Misenheimer, N.C., and is home to the institution's Undergraduate College (a residential program with about 900 students located 40 minutes northeast of Charlotte).

Pfeiffer's Charlotte campus offers both undergraduate and graduate degrees and consists of three academic divisions: the Undergraduate University, the Graduate School and the School of Adult Studies.

Pfeiffer's total enrollment is 2,116 and is steadily increasing. Their online program continues to grow and constitutes approximately 15 percent of all courses.

The largest majors are in business administration, education and criminal justice, but programs are offered for all traditional areas of study. [www.pfeiffer.edu](http://www.pfeiffer.edu)

### Queens University of Charlotte

Founded in 1857, Queens University of Charlotte is a private liberal arts university, with close ties to the Presbyterian Church. The University is located near uptown Charlotte in Myers Park, a beautiful, historic residential area. Queens has approximately 2,300 students enrolled in its College of Arts & Sciences, Pauline Lewis Hayworth College and The McColl Graduate School of Business.

Degree-seeking students in the College of Arts and Sciences are exposed to an interdisciplinary curriculum:

- ▶ The CORE program in the liberal arts, after winning praise from the National Endowment for the Humanities, serves as a model for other colleges and universities nationwide.
- ▶ More than 90 percent of full-time undergraduate students take advantage of the opportunity to travel and study abroad as part of their tuition through the John Belk International Program.
- ▶ 100 percent fulfill an internship.
- ▶ The College of Arts and Sciences also offers a Master's of Fine Arts in Creative Writing.

The Pauline Lewis Hayworth College includes programs for graduate and undergraduate students. The undergraduate program is designed for working students who wish to pursue an undergraduate degree in one of a variety of majors by attending evening classes. For students seeking advanced degrees, Hayworth College also offers master's degree programs in nursing, teaching and organizational communication.

The McColl Graduate School of Business offers a professional MBA and an executive MBA as well as non-degree executive leadership training programs. [www.queens.edu](http://www.queens.edu)

### The University of North Carolina at Charlotte

With more than 22,300 students, UNC Charlotte is the fourth largest of the 16 member institutions of The University of North Carolina.

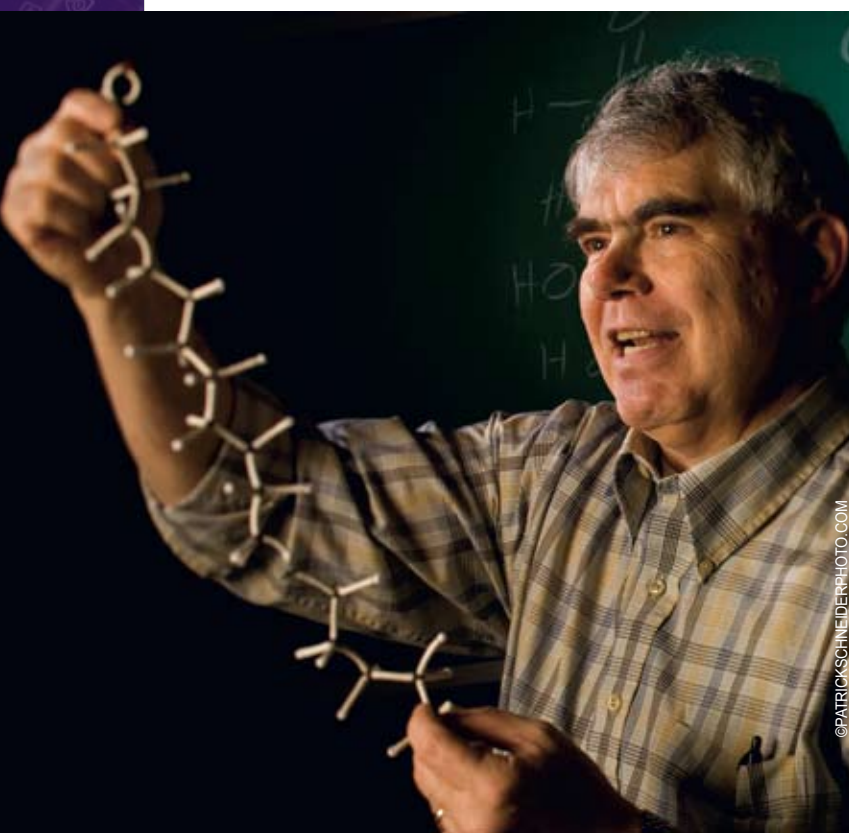
The university offers a broad array of 90 programs leading to bachelor's degrees, 62 leading to master's degrees and 18 leading to doctoral degrees.

A research university, UNC Charlotte comprises seven colleges — Architecture, Arts and Sciences, Business, Engineering, Education, Information Technology, Health and Human Services — and a School of Nursing. A university-wide graduate school serves 4,975 students.

For its largely residential undergraduate student body, freshman learning communities and freshman seminars integrate students into college life. The institution also offers an Honors College for approximately 250 undergraduates, as well as disciplinary honors programs in most majors to engage students in research and service with the faculty. Over 70 percent of the undergraduates participate in internships through the Career Center. The Office of Adult Students and Evening Services meets the needs of nontraditional students.

UNC Charlotte focuses on teaching with a strong emphasis on applied research and public service. The university serves the community, state and nation through:

- ▶ The Ben Craig Center, a business incubator.
- ▶ The Charlotte Research Institute's centers for optics, e-business technology, precision metrology and bioinformatics.
- ▶ The Urban Institute's community research and planning, the Global Institute for Energy and Environmental Systems, the N.C. Motorsports and Automotive Engineering Research Center, the Center for Bioengineering Systems, the Center for Real Estate, the Institute for Social Capital's research on education and social services the Charlotte Community Design Studio and other centers and institutes.
- ▶ In response to Charlotte's global business outlook, programs are offered in International Studies, Latin American Studies



and International Business. The Office of International Programs facilitates study abroad and student and faculty exchange programs. UNC Charlotte enrolls students from about 80 foreign nations and has working relationships with colleges and universities throughout the world.

The university serves a diverse student body, with 22.5 percent of that population represented by minority students. Each year, UNC Charlotte grants about 4,500 degrees and now has more than 75,000 alumni. [www.uncc.edu](http://www.uncc.edu)

## NUMEROUS LIFE-LONG LEARNING OPPORTUNITIES ARE AVAILABLE LOCALLY.

### Wingate University

Wingate University ranks among the top Southern liberal arts institutions, and *U.S. News and World Report* has consistently listed it as one of the nation's best small colleges.

Wingate University has a student to faculty ratio of 13:1, a co-ed student body of 1,809 — 90 percent of the faculty holding doctorate degrees.

Wingate University offers 40 majors on the undergraduate level including pre-professional programs and graduate programs in business (MBA) and education (MAT, MAEd). Adults may complete their bachelor's degrees at Wingate's University's convenient Metro College location in Matthews.

The Wingate University School of Pharmacy, one of three schools of pharmacy in North Carolina, takes an innovative approach to learning by incorporating advanced technology as well as classes in medical Spanish, geriatrics, pediatrics and herbal solutions. [www.wingate.edu](http://www.wingate.edu)

### Winthrop University

Founded in 1886, Winthrop is a national-caliber, comprehensive learning university with a distinctive mission to offer challenging academic programs to a high achieving, culturally diverse and socially responsible student body.

37 undergraduate and 24 graduate degree programs and options are available in the colleges of Arts and Sciences, Business Administration, Education, and Visual and Performing Arts — all of which are supported by Winthrop's newest academic division, University College.

Winthrop's 100-acre central campus, complemented by its east campus' 325-acre athletics and recreational area, provides a setting of exceptional beauty in Rock Hill, S.C. [www.winthrop.edu](http://www.winthrop.edu)

### Additional Area Institutions

Art Institute of Charlotte, Charlotte  
[www.artinstitutes.edu/charlotte](http://www.artinstitutes.edu/charlotte)

Barber Scotia College, Concord [www.b-sc.edu](http://www.b-sc.edu)

Belmont Abbey College, Belmont  
[www.belmontabbeycollege.edu](http://www.belmontabbeycollege.edu)

Brookstone College of Business, Charlotte  
[www.brookstone.edu](http://www.brookstone.edu)

Caldwell Community College & Technical Institute,  
Hudson [www.caldwell.cc.nc.us](http://www.caldwell.cc.nc.us)

Carolinas College of Health Sciences, Charlotte  
[www.carolinascollege.edu](http://www.carolinascollege.edu)

Catawba College, Salisbury [www.catawba.edu](http://www.catawba.edu)

Catawba Valley Community College, Hickory  
[www.cvcc.edu](http://www.cvcc.edu)

Charlotte School of Law, Charlotte, [www.charlottelaw.org](http://www.charlottelaw.org)

Cleveland Community College, Shelby  
[www.cleveland.cc.nc.us](http://www.cleveland.cc.nc.us)

DeVry University/Keller Graduate School of  
Management, Charlotte [www.devry.edu](http://www.devry.edu)

ECPI College of Technology, Charlotte [www.ecpi.edu](http://www.ecpi.edu)

Gardner-Webb University, Boiling Springs  
[www.gardner-webb.edu](http://www.gardner-webb.edu)

Gaston College, Dallas [www.gaston.edu](http://www.gaston.edu)

King's College, Charlotte [www.kingscollegecharlotte.edu](http://www.kingscollegecharlotte.edu)

Lee University, Charlotte  
[www.leeuniversity.edu/charlotte-center](http://www.leeuniversity.edu/charlotte-center)

Lenoir-Rhyne University, Hickory [www.lrc.edu](http://www.lrc.edu)

Livingstone College, Salisbury [www.livingstone.edu](http://www.livingstone.edu)

Mitchell Community College, Statesville  
[www.mitchellcc.edu](http://www.mitchellcc.edu)

Montreat College, Charlotte [www.montreat.edu](http://www.montreat.edu)

NASCAR Technical Institute, Mooresville, [www.uti.edu](http://www.uti.edu)

N.C. Center for Applied Textile Technology, Belmont  
<http://textilecenter.gaston.edu>

Rowan-Cabarrus Community College, Salisbury  
& Concord [www.rowancabbarus.edu](http://www.rowancabbarus.edu)

Stanly Community College, Albemarle  
[www.stanly.edu](http://www.stanly.edu)

Strayer University, Charlotte & Huntersville  
[www.strayer.edu](http://www.strayer.edu)

South Piedmont Community College, Polkton  
[www.spcc.edu](http://www.spcc.edu)

University of Phoenix at Charlotte, Charlotte  
[www.phoenix.edu](http://www.phoenix.edu)

University of South Carolina at Lancaster, S.C.  
<http://usclancaster.sc.edu>

Wake Forest University-Babcock Graduate School of  
Management, Charlotte [www.mba.wfu.edu](http://www.mba.wfu.edu)

York Technical College, Rock Hill, S.C. [www.yorktech.com](http://www.yorktech.com)





## A Nationally Renowned Health Care Center

**CHARLOTTE'S QUALITY HEALTH CARE FACILITIES** and health professionals serve more than one million patients a year. These patients come not only from Mecklenburg County, but also from nearly every other North Carolina county, other U.S. states, and a number of foreign countries, seeking the sophisticated treatment and state-of-the-art medical technology Charlotte-Mecklenburg hospitals provide.

Prominent national and international specialists come to Charlotte to teach, practice and conduct research in such specialties as laser surgery, heart disease, organ transplantation, and orthopedics and spinal cord injuries. Charlotte-Mecklenburg provides cutting edge technology, but still delivers quality health care with a personal touch at competitive costs.

**CHARLOTTE-MECKLENBURG IS FIRMLY ESTABLISHED AS ONE OF THE NATION'S MOST RECOGNIZED AND RESPECTED REGIONAL HEALTH CARE CENTERS.**



CAROLINAS HEALTHCARE

### Two Hospital Systems Serving the Region

There are nine major hospitals located in the Charlotte-Mecklenburg area representing two health care systems — Carolinas HealthCare System and Presbyterian Healthcare.

#### Carolinas HealthCare System

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

Carolinas HealthCare is the most prominent healthcare system in the Carolinas. 2008 revenues totaled \$4.17 billion. Carolinas HealthCare operates 25 hospitals in the Carolinas; four acute care hospitals, an inpatient behavioral health hospital and a rehabilitation hospital in Mecklenburg County with more than 1,300 beds. They also operate a regional network of more than 1,100 employed primary and specialty care physicians. Carolinas Medical Center is designated as the official Poison Control Center for North Carolina, offering 24-hour support.

#### Carolinas Medical Center

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

1000 Blythe Blvd., Charlotte, N.C. 28203. 704-355-2000

Carolinas Medical Center (CMC) is the flagship facility of Carolinas HealthCare System. The facility is ranked by U.S. News & World Report among the Nation's Best Hospitals in urology and is also recognized as "Charlotte's Most Preferred Hospital" by the National Research Corporation. For the 11th year consumers have chosen CMC as having the highest quality and image. An Academic Medical Center Teaching Hospital, it also

includes a research center, the Level I Trauma Center as well as Sanger Heart and Vascular Institute, a nationally known center for cardiovascular care with the region's first nationally accredited chest pain center. The Neuroscience and Spine Institute, including ALS and Stroke Centers, and the Blumenthal Cancer Center are also located here. Carolinas Medical Center has the area's only heart, liver, kidney and pancreas transplant programs. CMC offers a Women's Institute with regional perinatal center and High Risk Obstetrical Unit among other services.

#### Levine Children's Hospital

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

1000 Blythe Blvd., Charlotte, N.C. 28203 704-381-2000

Levine Children's Hospital has been ranked 14th in the nation for kidney treatment, based on the U.S. News Media Group's 2009 edition of "America's Best Children's Hospitals." With 234 beds (185 licensed intensive care, progressive care and acute care beds; 13 licensed pediatric rehabilitation beds; 16 observation beds; 20 day hospital beds), Levine is one of the three largest children's hospitals in the Southeast and the largest facility between Washington, D.C. and Atlanta, GA. Specialized services unique to the Charlotte region include a 24-hour Children's Emergency Department. Pediatric Cardiac Care includes a catheterization lab and heart transplant program. The hospital offers pediatric surgery, pediatric kidney and liver transplant program, state-of-the-art pediatric intensive care unit and a children's diagnostic center (including basic imaging services, cardiac and neurodiagnostics). There is also a day hospital including an infusion center and infusion therapy



PRESBYTERIAN HEALTHCARE



## CHARLOTTE'S HEALTH CARE COST RANKS 11TH LOWEST AMONG MID-SIZED CITIES.

procedure room for cancer patients and a children's rehabilitation pavilion. Also available are pediatric hematology and oncology services and adolescent medicine including eating disorders.

### Carolinas Medical Center — NorthEast

[www.cmc-northeast.org](http://www.cmc-northeast.org)

920 Church St. North, Concord, N.C. 28025. 704-403-1275

A 457-bed medical center that is home to such Centers of Excellence as Batte Cancer Center, Cannon Heart Center, Diagnostics and Imaging Center, Emergency Care Center, Hayes Family Center and Surgery Center as well as Jeff Gordon Children's Hospital. CMC-NorthEast has a reputation for excellence built on advanced technology, medical staff talent, quality, and compassionate care.

### Carolinas Medical Center — Mercy

2001 Vail Ave., Charlotte, N.C. 28207. 704-304-5000

A respected specialty hospital featuring several advanced services: The Heart Center, The Lung Center, Southeast Pain Care, The Bariatric Center, and The Foot and Ankle Center.

### Carolinas Medical Center — Pineville

10628 Park Road, Charlotte, N.C. 28210. 704-667-1000

A growing full-service hospital serving southern Mecklenburg and York Counties with a popular birthing center, emergency services and soon cardiac care.

### Carolinas Medical Center — University

8800 N. Tryon St., Charlotte, N.C. 28262. 704-548-6000

J.D. Power and Associates cited CMC-University and its

Maternity Center as recipients of the Distinguished Hospital Program Award for service excellence in 2007 and 2008. It includes a Level III Special Care Nursery. The Emergency Department is the second busiest in Mecklenburg County with more than 70,000 annual patient visits.

### Carolinas Medical Center — Randolph

501 Billingsley Rd., Charlotte, N.C. 28211. 704-358-2700

Inpatient and outpatient care for psychiatric, substance abuse and behavioral illness.

### Carolinas Rehabilitation

1100 Blythe Blvd. Charlotte, N.C. 28203. 704-355-4300

Carolinas Rehabilitation returns patients with stroke, spinal cord or brain injuries to as normal a lifestyle as possible.

## Educational Opportunities

CMC Residency programs are provided in 15 medical and dental specialties. CMC is one of five N.C. designated Academic Medical Center Teaching Hospitals. CMC-Northeast provides a residency program in Family Medicine. Carolinas College of Health Sciences trains nurses, nurse anesthetists, medical, surgical and radiological technologists. CMC-Mercy School of Nursing offers a diploma in nursing.

## Presbyterian Healthcare

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

Presbyterian Healthcare is a not-for-profit healthcare provider serving the Southern Piedmont Region of North Carolina. Presbyterian and its parent organization, Novant Health, are nationally recognized for superior patient care. The Joint Commission has named Novant Health and Presbyterian Healthcare a national winner of the 2008 Ernest A. Codman Award. The health system was honored for its successful efforts to improve hand hygiene compliance and reducing the spread of methicillin-resistant



## Health Care Cost Index for Mid-Sized Cities

Rank	City	Cost Index
1	Fort Worth, TX	88.4
2	El Paso, TX	95.3
3	Nashville, TN	96.4
4	Tucson, AZ	97.4
5	Oklahoma City, OK	98.6
6	Memphis, TN	99.7
7	Baltimore, MD	99.9
8	Cleveland, OH	100.7
9	Jacksonville, FL	101.5
10	Atlanta, GA	101.8
<b>11</b>	<b>Charlotte, NC</b>	<b>103.0</b>
12	Washington, D.C.	104.4
13	Denver, CO	104.8
14	Albuquerque, NM	104.9
15	New Orleans, LA	106.4
16	Fresno, CA	108.0
17	Portland, OR	108.9
18	Richmond, VA	110.0
19	San Jose, CA	114.5
20	San Francisco, CA	115.4

*Source: ACCRA Cost of Living Index, Health Care, First Quarter 2009*

staphylococcus aureus (MRSA) infections. In 2008, all of Presbyterian Healthcare's Charlotte hospitals were named Magnet Health Care facilities by the American Nurses Credentialing Center. This status has been awarded to only five percent of the nation's hospitals who provide the highest level of nursing care.

Presbyterian Healthcare consists of five hospital facilities and a network of primary care and specialty physicians providing integrated healthcare. With over 7,500 employees and 2,956 active physicians on medical staff, Presbyterian Healthcare operates three acute care hospitals, two specialty hospitals, outpatient and same-day surgery centers, four urgent care locations and other ancillary services. All of Presbyterian's hospitals are designated primary stroke centers. Presbyterian Hospital and Presbyterian Hospital Matthews have received the national designation of Cycle II Accredited Chest Pain Centers from the Society of Chest Pain Centers.

## Presbyterian Hospitals

### Presbyterian Hospital

200 Hawthorne Lane, Charlotte, N.C. 28204. 704-384-4000

Presbyterian Hospital is a 531-bed acute care hospital offering comprehensive cardiovascular, cancer, neurological, women's and orthopedic care.

### Presbyterian Hospital Huntersville

10030 Gilead Road, Huntersville, N.C. 28078. 704-316-4000

The Huntersville facility is a 50-bed community hospital that offers a full range of medical services. The newest hospital in the region offering many special amenities, such as Dining-on-Call, Internet access in patient rooms and open visiting hours.

### Presbyterian Hospital Matthews

1500 Matthews Township Parkway, Matthews, N.C. 28105

704-384-6500

The Matthews location is a 102-bed community hospital that offers a full range of medical services and the area's first health library open to the public.

### Presbyterian Orthopedic Hospital

1901 Randolph Road, Charlotte, N.C. 28207. 704-316-2000

Presbyterian Orthopedic Hospital is a 156-bed hospital that offers comprehensive orthopedic care for diseases and injuries of the bones and joints using advanced diagnostic treatment and rehabilitative procedures.

### Presbyterian Hemby Children's Hospital

200 Hawthorne Lane, Charlotte, N.C. 28204. 704-384-4800

Presbyterian Hemby Children's Hospital is dedicated to providing patients and their families with compassionate care in a family-centered environment.

## Comprehensive Care

**Presbyterian Cardiovascular Institute** is nationally recognized as a leader in heart and vascular care and offers a full range of preventive, diagnostic and interventional services.

**Presbyterian Cancer Center** offers the latest in diagnostic, treatment and rehabilitation services for patients facing lung, breast, prostate, colorectal, bladder, gynecological and skin cancer.

**Presbyterian Women's Center** is a special place dedicated solely to the medical needs of women and newborns. The center offers luxuriously furnished patient rooms, special amenities and a comprehensive range of medical services.

**Presbyterian Neuroscience Institute** provides comprehensive care for the diagnosis and treatment of neurological and nerve disorders and features the region's first Certified Primary Stroke Center.

## Educational Opportunities

Presbyterian School of Nursing at Queens University offers students the following degree options: Associate of Science in Nursing (ASN), Bachelor of Science in Nursing (BSN), Master of Science in Nursing (MSN), as well as RN-to-BSN and RN-to-MSN programs.

Presbyterian School of Radiologic Technology offers certification in radiologic technology and prepares graduates to enter into an imaging science career.

## Medical Plazas

### Presbyterian Medical Plaza Ballantyne

14215 Ballantyne Corporate Place, Charlotte, N.C. 28277. 704-384-4000.

Presbyterian Medical Plaza Ballantyne offers a wide range of outpatient health services including diagnostic imaging, surgery and

sleep medicine, as well as primary and specialty physician care.

### Presbyterian Medical Plaza Steelescroft

13557 Steelescroft Pkwy. Charlotte, N.C. 28278. 704-384-4000

Presbyterian Medical Plaza Steelescroft offers residents of the Steele Creek and Southwest Mecklenburg communities access to radiology services, rehabilitation services and primary care from pediatricians, obstetricians and family physicians.

### Presbyterian Medical Plaza Monroe

2000 Wellness Blvd. Monroe, N.C. 28110. 704-384-4000

Presbyterian Medical Plaza Monroe offers Union County residents outpatient health services including diagnostic radiology, surgery and primary and specialty physician care.

## Competitive Health Care Costs

With nearly 1,400 physicians listed in the Mecklenburg County Medical Society directory, it is a simple task to find the right doctor. Based on the first quarter 2009 ACCRA Cost of Living Survey, the following describes routine visit costs; general doctor's office visit \$97.50, routine dentist office visit \$84.50, eye exam for prescription \$89.67.

## Directory of Other Health Care Needs Health Services

**Mecklenburg County Medical Society** 704-376-0847

**Charlotte Dental Society** 704-376-6555

**Coordinated Health Care Management** (704)334-7656

**Mecklenburg County Health Department**, operated by Carolinas HealthCare System 704-336-6400

**Mecklenburg County Emergency Medical (MEDIC)**  
704-943-6000

**Mecklenburg Mental Health Services** 704-358-2700

## Specialty Hospitals

**Behavioral Health Center at CMC Randolph** — Inpatient and outpatient care for psychiatric, substance abuse and behavioral illness. 704-358-2700

**Carolinas Rehabilitation** — Returns patients with stroke, spinal cord or brain injuries to as normal a lifestyle as possible. 704-355-4300

**Carolinas Medical Center, Mercy Horizons** — Inpatient/outpatient detoxification and substance abuse treatment. 704-379-5000

**Presbyterian Orthopedic Hospital** — Offers specialized orthopedic care including surgery for joint operations, such as hip and knee replacements. 704-316-2000

## Long Term Care and Senior Health Huntersville Oaks 704-875-7400

Huntersville Oaks is a CMC facility for short- and long-term care with 24-hour professional nursing supervision



PRESBYTERIAN HEALTHCARE

and physician coverage. Physical, speech and occupational therapy among other services offered. Huntersville Oaks is a newly built facility with 168 beds that are divided into four neighborhoods, with each neighborhood having two households of 21 residents.

### Sardis Oaks 704-365-4202

Sardis Oaks is a facility for long-term care and rehabilitation nursing home beds. It also serves as a clinical site for medical and nursing students from CMC. Physical, speech and occupational therapy are among other services offered.

### Presbyterian Senior Healthcare 704-316-6565

Presbyterian Senior Healthcare provides compassionate, high quality, primary medical care exclusively for older adults who have even the most complex cases — Alzheimer's to Parkinson's to wound care management. The facility offers comprehensive, "one stop" healthcare services dedicated to helping seniors maintain functional independence. Physicians also make homecare, rehabilitation and assisted living referrals as needed.

## Special Emergency Services

CMC-Steele Creek, a 24/7 emergency department staffed by physicians board certified in emergency medicine, opens in October, 2009 at South Tryon St. (Hwy. 49) and Steele Creek Rd. (Hwy. 160) in southwest Mecklenburg County. The healthcare pavilion also includes primary care physician offices.





## Sensational Sports and Recreation

**WITH THE NBA'S CHARLOTTE BOBCATS** and NFL's Carolina Panthers both calling Charlotte home, this city is the pinnacle for professional sports — as well as recreation and tourism. Whether it's a mountain bike ride along a trail or trailing Tiger Woods at the Quail Hollow Championship, 50 laps in the pool or 600 laps at Lowe's Motor Speedway, there is something for everyone. Charlotte spectators can cheer the home team in just about any sport as well as enjoy the city's many beautiful parks, specialized facilities, annual festivals and other community events.

The city's mild climate makes it perfect for outdoor activities and competitive events most of the year. Charlotte hosts many foot races (5K and 10K) annually, and a marathon has been run every year in Charlotte since 1977. For those who need variety in their competitive workout, Mecklenburg County is home to three major triathlons, which each year attract a total of 1,750 participants.

**OVER 71,000 FANS  
REGULARLY ATTEND  
PANTHERS HOME GAMES.**



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The Catawba River and its system of manmade lakes provide many activities for water lovers. The river is home to the new U.S. National Whitewater Center, which will be the training grounds for Olympic athletes. Located just 30 minutes north of the city, Lake Norman has 520 miles of shoreline and is the state's largest man-made lake. Sailing, wind surfing, power boating and fishing are just a few of the activities to be enjoyed on this 34 mile long lake.

### Spectacular Spectator Sports

Charlotte is a national sports hub, home to NFL, NBA, NASCAR, AIFA, AAA Baseball and an NHL/AHL affiliate.

#### NFL — The Carolina Panthers [www.panthers.com](http://www.panthers.com)

Bank of America Stadium, in downtown Charlotte, has 73,778 seats with a typical total annual attendance of more than 670,000 fans. The \$187 million state-of-the-art facility, designed specifically with football in mind, gives every spectator a clear view of the playing field.

This team began when NFL owners unanimously selected Carolina as the 29th NFL franchise on October 26, 1993. Just ten years later, in 2003, the Panthers won the NFC Championship Game against the Philadelphia Eagles and proceeded to play in Super Bowl XXXVIII against the New England Patriots. In 2005, the Panthers finished 13-6

and made their third trip to the NFC championship in just 11 seasons as a franchise. Their successes continue, the 2008 average attendance was 72,319 which was one of the highest in the NFL for that season.

#### NASCAR — stock car racing [www.lowesmotorspeedway.com](http://www.lowesmotorspeedway.com) [www.nascarhall.com](http://www.nascarhall.com)

Charlotte is the "pit stop" for all things NASCAR and was chosen as the home of the new NASCAR Hall of Fame and Museum in 2006. The \$195 million dollar facility will open in 2010, and will be located in the heart of downtown Charlotte.

Lowe's Motor Speedway is the largest sports facility in the Southeast and recognized as one of the finest NASCAR facilities in the U.S. It is also used for race team testing and automobile manufacturing research. The Speedway has 165,000 permanent seats and capacity for nearly 40,000 more spectators in the infield of the 1.5-mile super speedway. As one of the busiest sports facilities in the country, Lowe's Motor Speedway hosts three series of racing:

**Sprint Cup Series:** NASCAR Sprint All-Star Race, Coca-Cola 600, and Bank of America 500; **Nationwide Series:** Wendy's 300 and Dollar General 300 and the **Craftsman Truck Series:** North Carolina Education Lottery 200.

The Coca-Cola 600 has the second-largest attendance of all sporting events in the nation.



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©PATRICKSCHNEIDERPHOTO.COM

reach the NHL. It is this type of talent that propelled the team to the 1995-'96 ECHL's Riley Cup championship. The Checkers play their 36 home games in the Time Warner Cable Arena for an average of more than 6,800 fans.

### Golf — The Quail Hollow Championship [www.wachoviachampionship.com](http://www.wachoviachampionship.com)

Golf lovers are fortunate to have the PGA's Quail Hollow Championship played in Charlotte each year during the first week in May.

The Quail Hollow Championship is one of the top events on the PGA TOUR, where such prestigious players as Tiger Woods, Phil Mickelson, Jim Furyk and Vijay Singh compete at Charlotte's Quail Hollow Country Club. Over its five years, the Championship has raised over \$9.4 million for charity.

In addition, the Augusta National is not too far away for Masters' enthusiasts. Nor is the Verizon Heritage at Harbour Town Links in Hilton Head.

WITH ITS **NBA, NFL, AND  
NASCAR TEAMS, CHARLOTTE IS  
RECOGNIZED AS A NATIONAL  
SPORTS HUB.**

### NBA — The Charlotte Bobcats [www.nba.com/bobcats](http://www.nba.com/bobcats)

The Charlotte Bobcats were established in 2004 as an NBA expansion team.

The NBA granted Charlotte an expansion team to begin play in 2004; it made history being owned by Robert Johnson, the founder of Black Entertainment Television, and the first Majority Black owner in Major Professional sports. In June 2006, NBA legend and North Carolina native, Michael Jordan became part-owner and Managing Member of Basketball Operations of the Bobcats. The Bobcats' home is the \$260 million Time Warner Cable Arena built in the center city, it supports not only the Bobcats, but also the Charlotte Checkers (NHL). The arena is also used as a concert venue with large shows such as the Rolling Stones and U2.

### Baseball — The Charlotte Knights [www.charlotteknights.com](http://www.charlotteknights.com)

The Charlotte Knights are the Chicago White Sox's AAA affiliate, so watching a game in Charlotte is just one step below major league. Games are held at Knights Stadium, a \$15 million, 10,000-seat facility opened in 1990. Plans are, however, underway to build a new stadium in downtown Charlotte.

### Hockey — The Charlotte Checkers [www.gocheckers.com](http://www.gocheckers.com)

The ECHL affiliate of the National Hockey League's New York Rangers and the American Hockey League's Hartford Wolf Pack, recently celebrated their 15th anniversary in the Queen City.

During this time, 25 Checkers players rose through the ranks to



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### Soccer — Charlotte Eagles and Lady Eagles [www.charlotteegles.com](http://www.charlotteegles.com)

The Charlotte Eagles are a men's soccer team that plays in the Second Division of the United Soccer League (USL). It is the second toughest division and the foundation of professional soccer in the United States.

The Charlotte Lady Eagles play in the W-League of the USL where in their first year of play (2001), they were the W-2 National champions. Both Eagles' games can be attended at various soccer fields in the Charlotte area.

### Arena Football — The Carolina Speed [www.carolinaspeed.com](http://www.carolinaspeed.com)

The Carolina Speed, a minor-league arena football team, began their third season in March 2009. The Speed is one of 17 teams in the American Indoor Football Association (AIFA) and plays in the Eastern Conference — East Division.

The Speed play their home games in Bojangles' Coliseum located in downtown Charlotte.

### Competitive Class Act: Collegiate Sports College Football — The Meineke Car Care Bowl [www.meinekecarcarebowl.com](http://www.meinekecarcarebowl.com)

The Meineke Car Care Bowl game pits an ACC team against a Big East team. The first game hosted in Charlotte (Virginia vs. West Virginia) set a record for the largest crowd at 75,535 attendees, making it the second highest attended inaugural bowl game in NCAA history. The Bowl has averaged over 62,000 attendees per year over its seven-year history.

### College Basketball — The CIAA Tournament [www.ciaatournament.org](http://www.ciaatournament.org)

The 63rd Central Intercollegiate Athletic Association (CIAA) tournament was hosted in downtown Charlotte in 2008, and returned in 2009 and is scheduled to remain in Charlotte over the next few years. More than 180,000 fans attended the 2009 CIAA Tournament.

The tournament is made up of 10 historically Black colleges situated on the East Coast. The CIAA, and the tournament's goal is to raise money for CIAA scholarship funds. The CIAA is more than a basketball tournament, it also features various entertainment and well-known celebrities.

### First-Class Tourism Facilities US National Whitewater Center [www.usnwc.org](http://www.usnwc.org)

The U.S. National Whitewater Center (USNWC) is an outdoor adventure center along the Catawba River, that provides the world's most unique outdoor recreation and environmental learning experience. The USNWC is just 10 minutes from downtown Charlotte. Since its opening, Olympic-caliber athletes, weekend warriors and casual observers are able to experience this world class sports and training center.

### Carowinds Amusement Park [www.carowinds.com](http://www.carowinds.com)

Located on the North and South Carolina border, this 112



**AT CAROWINDS, THE  
NIGHTHAWK IS THE CAROLINAS'  
FIRST FLYING COASTER; IT  
SOARS RIDERS THROUGH EIGHT  
INVERSIONS, MOST WHILE  
FLYING FACEDOWN.**

acre theme park offers more than 100 breathtaking rides, such as Nighthawk, the park's tallest rollercoaster, as well as water parks. Carowinds has a variety of shows and attractions at the recently renovated Palladium; kids can enjoy Nickelodeon™ Central, a theme area based on characters and shows from the popular children's brand.

Another amphitheater, Verizon Amphitheatre, opened in 1991. This 19,000-seat facility hosts a variety of entertainment including rock concerts, Broadway shows and classical programs.

### Robust Recreational Options

Charlotte also has a wealth of opportunities for those who want to participate rather than watch. A great place to start is at the area's parks:

### Mecklenburg County Park and Recreation Department (704) 336-3854 or (704) 336-7600

Mecklenburg County has more than 200 parks with tennis courts, swimming pools, golf courses, community centers, bowling alleys, picnic areas, ball fields, fitness trails, mountain biking,

fishing, soccer fields, disc golf courses, playground equipment, skate parks, a dirt bike track and an indoor water park which opened in 2002. Specialized facilities include the Latta Plantation Park with its equestrian center, raptor center and canoeing. Numerous organized sports programs are available to residents of all ages. For information concerning the Charlotte-Mecklenburg Park and Recreation Programs, call (704) 336-3854 or visit [www.parkandrec.com](http://www.parkandrec.com). Parks Locator Map can be found at: <http://maps.co.mecklenburg.nc.us/website/parklocator>

Swimming and Gyms at the Aquatic Center are operated by the Mecklenburg County Park & Recreation Department. Featuring a 50-meter pool and a 25-yard pool with handicap accessibility, this outstanding facility offers an incredibly wide variety of programs for all ages and abilities. Charlotte also offers other public and private facilities for swimming. Visit the "Park and Rec" department at [www.charmeck.org](http://www.charmeck.org) for further information. The YMCA of Greater Charlotte is one of the largest YMCA programs in the country with 19 facilities and over 150,000 members ([www.ymcacharlotte.org](http://www.ymcacharlotte.org)). The metro area is also home to a variety of private gyms, indoor rock walls, in-line and ice hockey rinks and many other facilities to stay active all year long.

### Queen City Croquet Club

New to Charlotte, the Queen City Croquet Club offers lessons, equipment and tournaments at various country clubs and golf courses in the Charlotte area. The organization is non-profit and works with local communities and businesses.

### Golf

An avid golfer does not have to drive far to find quality golfing in the Charlotte area. Two of Golf Digest top courses in North Carolina are in Charlotte at the Charlotte Country Club and Quail Hollow. Charlotte has 21 private and 69 public and semi-private golf courses.

### Disc "Frisbee" Golf

The Charlotte area has become a haven for disc golf and has 22 disc golf courses for the public to enjoy. The Charlotte region hosts at least two major tournaments a year and currently has the most and finest quality courses of any city in the U.S.

### Mountains or Beach: Only Two Hours Away

There are an unlimited number of attractions within hours of Charlotte. For those who love to stroll amidst natural splendor and view spectacular mountain scenery, a drive along the Blue Ridge Parkway is less than two hours away. The North Carolina Mountains are also home to several ski



and snowboarding areas that offer fun and challenging slopes. Adventure in the mountains continues throughout the year with whitewater rafting hitting its peak season in the spring and rock climbing, backpacking, camping and mountain biking trips possible almost year round.

In addition, the golf capital of the world is but a short two hour trip to the Pinehurst-Southern Pines area. Steeped in tradition, the eight courses of Pinehurst proper are renowned for their quality and subtleties. Their premier course, Pinehurst No. 2, is rated as one of the finest greens in the world.

### Cuisine and Culture is Always on the Calendar

Charlotteans love to socialize and celebrate; as a result, the community calendar is full of events ([www.charlottes-gotalot.com](http://www.charlottes-gotalot.com)). These include Speed Street, a huge outdoor festival held downtown in conjunction with NASCAR's Coca-Cola 600 race. The Carolina Renaissance Festival and the Loch Norman Highland Games are hosted in nearby Huntersville. If one likes fall colors, the Festival in the Park features arts, crafts, music and entertainment in a setting of full fall colors. Cultural celebrations occur at different times throughout the year, including Greek, Italian, Indian, Native-American, Latino and Asian festivals. Taste of Charlotte Festival each year celebrates local cuisine and attracts top celebrity chefs to the area, and the Charlotte Shout Festival also offers a celebration of the arts and culinary exploration.

To receive a free brochure about North Carolina's many exciting and diverse attractions, call 1-800-VISIT NC.





## Prudent & Equitable Taxes

Tax payments in Charlotte and Mecklenburg County provide a good rate of return on investment. Excellent fiscal management by local government assures a high level of public services at a reasonable tax rate. The best municipal bond credit ratings obtainable are consistently maintained, and cash flow accumulations are managed for optimum interest earnings, thereby avoiding additional taxes. These measures save Charlotte-Mecklenburg taxpayers millions of dollars yearly.

In addition, Charlotte and Mecklenburg County offer a comparatively uncomplicated system of taxation. Because the city and county jointly operate one tax department, taxpayers are only subject to a single payment. Charlotte has the 16th lowest residential property tax rates compared to the largest city in each state.

Equal treatment is a valuable benefit to business taxpayers. Because the corporate tax burden in North Carolina is low overall, all firms are taxed equally which creates an even tax rate for everyone. Generally, under North Carolina law, special exemptions are not allowed. Even when comparing Charlotte-Mecklenburg with areas that have exemptions, the tax situation remains favorable.

Reasonable rates, as well as equitable assessment, occur at a statewide level. Figures from

the Tax Foundation show the state and local per capita tax burden in North Carolina to be \$3,009 for fiscal year 2004. This is the 21st lowest in the nation. This compares with highs of \$6,418 in the District of Columbia, and \$4,230 in New York and a U.S. average of \$3,498.



## Equitable Corporate Taxes

### Income Tax

North Carolina corporations and other companies doing business in the state are subject to state income tax. The income tax rate is 6.9% of taxable net income. North Carolina's definition of income basically follows federal statutes.

*Charlotte has the 16th lowest residential property tax compared to the largest city in each state.*

### Property Tax (Real)

Real property is assessed at 100% of the 2003 fair market value. Real property is assessed every four to eight years. Rental property is taxed at its full assessment. The tax rate per \$100 for past years is as follows:

### Rate per \$100 Valuation

Year	City	County	Combined
2005	\$.420	\$.8368	\$1.2568
2004	.420	.7567	1.1767
2003	.420	.7364	1.1564
2002	.467	.8397	1.3067
2001	.467	.8397	1.3067
2000	.467	.7300	1.1970

Property located within the corporate limits of the City of Charlotte is taxed by both city and county. There is no State of North Carolina tangible property tax. An additional tax ranging from

## Residential Property Tax Rates in Selected Cities, 2000

City Effective Tax Rate Per \$100

Washington, DC	0.96
Virginia Beach, VA	1.11
<b>Charlotte, NC</b>	<b>1.22</b>
Minneapolis, MN	1.27
Columbia, SC	1.45
Indianapolis, IN	1.50
Phoenix, AZ	1.82
Atlanta, GA	1.83
Jacksonville, FL	1.96
Houston, TX	2.62
Newark, NJ	2.95
Bridgeport, CT	3.86

*Effective tax rate adjust for assessment year and rate.*

*Source: Statistical Abstract of United States, 2004-05*

.0174 to .0668 cents per \$100 is levied on property within the five Municipal Service Districts. These districts are created to promote economic development through services, programs and advocacy. The revenues generated by the Municipal Service District assessment will be spent on enhancement programs within the district itself. Three of the five districts are in the center city area; the other two are located in the SouthEnd corridor and University City area.

Approved pollution abatement and recycling equipment are exempt from taxation under the property tax laws.

### Property Tax (Personal)

Personal property is taxed at the same rate as real property. All tangible properties which include vehicles and equipment, but exclude inventories, are listed by the owner and assessed annually.

Furniture, fixtures, machinery, equipment, computers and off-the-shelf computer software are initially listed in detail at full cost installed. Custom software is not taxed. After the initial listing, the taxpayer lists as of January 1 each year only the additions to or deletions from this property each calendar year. Depreciation is applied from county schedules. Minimum value of useful property is 20% of the original cost.

Motor vehicles, trailers, and airplanes are listed as of January 1 each year. Appraisals are made from National Used Car & Truck Valuation guides and local market data.

Airplane appraisals are made from publications on used aircraft.

A special tax is also levied on personal property located in the five Municipal Service Districts.

### Franchise Tax

(Business Corporation Tax)

All corporations operating in the state are levied a franchise tax at the rate of \$1.50 per \$1,000 of the largest of three alternative bases:

1. The amount of the capital stock, surplus and undivided profits apportionable to the state; or
2. Fifty-five percent of appraised value of property in the state subject to local taxation; or
3. The book value of real and tangible personal property in the state less any debt outstanding which was created to acquire or improve real property in the state. Book value may be computed by use of the same depreciation methods as are permitted for federal income tax purposes.

Franchise tax and income tax are reported on the same return.

### Business License Tax

Occupational license taxes are levied by the county and city government on a variety of busi-

## Estimated State and Local Tax Paid by a Family of Four in Selected Cities 2002

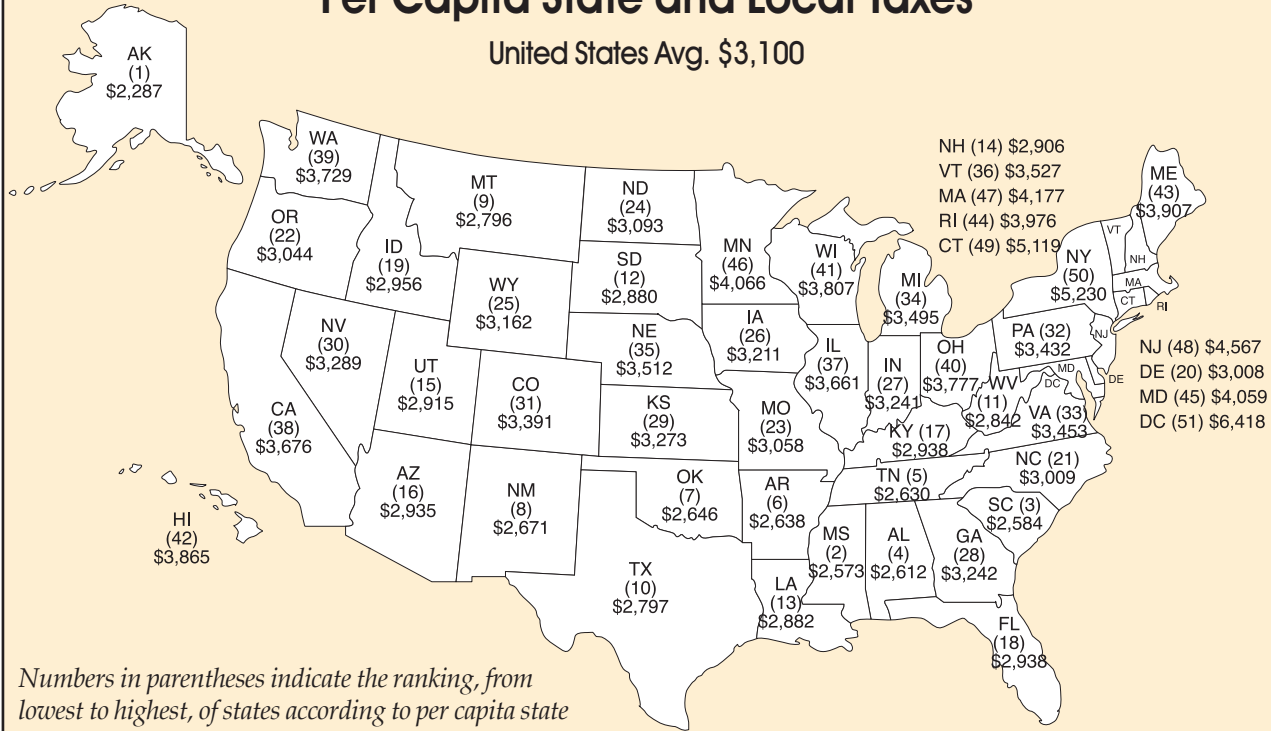
City	\$25,000 Income	\$50,000 Income	\$75,000 Income	\$100,000 Income
Philadelphia, PA	\$2,760	\$6,581	\$9,763	\$12,629
New York City, NY	1,408	5,400	9,546	13,398
Atlanta, GA	2,035	5,137	8,514	11,550
Los Angeles, CA	2,154	4,354	7,705	11,246
Washington, DC	1,632	4,631	7,797	10,702
<b>Charlotte, NC</b>	<b>1,836</b>	<b>4,457</b>	<b>7,413</b>	<b>10,279</b>
Minneapolis, MN	1,412	4,249	6,767	9,756
Average U.S.	1,787	4,153	6,774	9,188
Denver, CO	1,309	3,347	5,656	7,534

Source: Statistical Abstract of United States, 2004-05



## Per Capita State and Local Taxes

United States Avg. \$3,100



*Numbers in parentheses indicate the ranking, from lowest to highest, of states according to per capita state and local taxes for general revenue purposes. Dollars equal per capita tax in fiscal year, 2000.*

*Source: Dept. of Commerce, Bureau of the Census, 2003*

nesses. These fees vary with the type of business and volume of sales. All are quite reasonable. A schedule of fees may be obtained from the City-County Collector of Revenue.

## Unemployment Insurance

Though not a tax, most states require an insurance fee be paid on a portion of taxable wages. This fee varies with each business based on its history of unemployment claims. North Carolina requires a fee of 1.2% of the first \$17,300 in wages paid per employee for new firms operating within the state. Existing firms are charged a rate from 0% to 5.7% of the first \$17,300 in taxable wages; the average rate is 1.2%.

## Sales and Use Tax

A 4.25% state tax plus a 3.0% local tax makes up the 7.25% Mecklenburg County sales tax. An additional tax of 1% on prepared food purchases and 6% on hotel rooms occupancy rates are collected locally. The sales tax on boats, planes and railway cars is 3% with a \$1,500 maximum tax on each item. Motor vehicle sales are covered under the highway use tax. North Carolina levies a tax on the privilege of using the highway at the rate of 3% of the retail value of a motor vehicle. The tax is at least \$40, but cannot exceed \$1,000 for

class A and B vehicles or \$1,500 for all other class vehicles.

A 7.25% use tax is charged on purchases made out of state; however, mill machinery, parts, accessories and certain fuels used in the manufacturing process are charged only 1%. The maximum tax on a single article of manufacturing machinery or equipment is \$80. Raw materials, containers, labels, packaging and shipping materials are exempt from taxation.

## Reasonable Individual Taxes

## Income Tax

All residents of the State of North Carolina and some non-residents are subject to personal income taxes. North Carolina's individual income tax is based on the taxpayer's taxable income as determined under the Internal Revenue Code. The tax rates on taxable income follows:

- A. Married filing a joint return and surviving spouses: 6% up to \$21,250; 7% from \$21,251 to \$100,000; 7.75% \$100,001-\$200,000; 8% above \$200,000.
- B. Head of household: 6% up to \$17,000; 7% from \$17,001 to \$80,000; 7.75% \$80,001-\$160,000; 8% above \$160,000.

- C. Unmarried individual: 6% up to \$12,750; 7% from \$12,751 to \$60,000; 7.75% \$60,001-\$120,000; 8% above \$120,000.
- D. Married individual not filing joint return: 6% up to \$10,625, 7% from \$10,626 to \$50,000; 7.75% \$50,001-\$100,000; 8% above \$100,000.

North Carolina taxable income is first determined from taxable income for federal income tax purposes. Additions to this taxable income include:

- A. Interest from obligations of states other than North Carolina.
- B. State, local and foreign income tax deducted on the federal return.
- C. The standard deduction and personal exemption inflation adjustment.
- D. Any amount allowed as a deduction from federal gross income that is taxed by a separate tax.

Deductions from taxable income include:

- A. Interest from obligations of the U.S., NC, or non-profit educational institutions located in NC.
- B. Interest gains on obligations to the extent exempt from NC law.
- C. Social Security benefits.
- D. Up to \$4,000 in benefits from Government Retirement Plans.
- E. Up to \$2,000 in retirement benefits from private retirement plans.

In 1995 North Carolina General Assembly enacted a prospective phase-in adjustment regarding the standard deduction and personal exemption adjustment currently required to federal income to determine state taxable income. This adjustment will eliminate the difference between the state and federal treatment of these two issues.

## Property Tax (Real)

Tax rate is the same as for corporations. (See Corporate Taxes.)

Property located within the corporate limits of the City of Charlotte is taxed by both city and county. There is no State of North Carolina tangible property tax.

The special Municipal Service Districts tax applies to residents who live in the five districts and have real property.

## Property Tax (Personal)

Motor vehicles, boats, trailers and airplanes are listed as of January 1 each year. Appraisals are made from National Used Car & Truck Valuation guides and local market data. Airplane appraisals are made from publications on used aircraft. These personal properties are assessed at 100% of their retail value.

The special Municipal Service Districts tax applies to personal property in the three Center City districts, the SouthEnd district and the University City district.

## Motor Vehicle Registration

The state's annual registration license fee is \$28 per private passenger vehicle and \$28 per truck less than 4,000 lbs.

## Sales Tax

A tax of 7.25% is levied on the purchase of rental or tangible commodities, except items such as prescription drugs, eyeglasses, medical devices and certain utility services. Also taxed are such items as cleaning, laundering and uniform rentals. The tax rate on the purchase or rental of boats, planes and railway cars is 3% subject to a \$1,500 maximum. A highway use tax of 3% is charged on the retail sale of each motor vehicle. The tax is at least \$40, but cannot exceed \$1,000 for each vehicle. An additional 1% is collected on prepared food purchases and an additional 6% is collected on hotel rooms. All telecommunications services are taxed at a rate of 6%. A 5% state sales tax is imposed on direct-to-home satellite service.

For more information:

Office of the Tax Collector  
Bob Walton Plaza  
700 East Stonewall Street  
Charlotte, NC 28202  
Telephone (704) 336-4600



330 South Tryon Street  
P.O. Box 32785  
Charlotte, North Carolina 28232 U.S.A.  
704.378.1300 phone 704.374.1903 fax  
www.charlottechamber.com



# charlotte

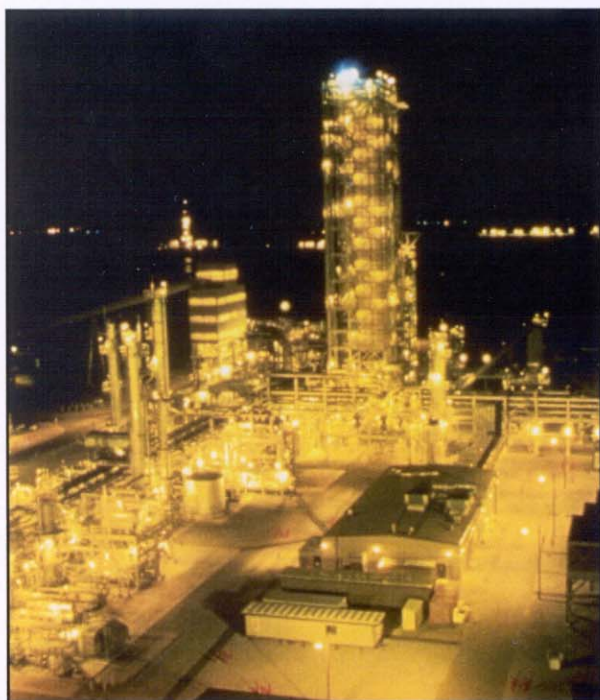
## Reliable and Efficient Utilities

The assurance of reliable, efficient and reasonably priced utility services to the customers of a region is a hallmark of well-planned economic growth and development. Utility providers to the Charlotte area have earned national reputations for superior management, sophistication of delivery services and long-range planning. Responsiveness to customer needs is a priority in the delivery of electricity, natural gas, water and wastewater treatment.

Utility service regulation in North Carolina is managed by two principal agencies. The State Utilities Commission regulates electric, natural gas, water and waste water treatment rates, as well as telephone rates and service. The North Carolina Division of Environmental Management, in cooperation with the Federal Environmental Protection Agency Region IV, is responsible for the regulation of water and wastewater treatment services.

### Electricity

Duke Power is the electric utility business unit of Charlotte-based Duke Energy, a diversified multinational energy company. Duke Energy manages a dynamic portfolio of natural gas and electric supply, delivery and trading business, meeting the needs of customers throughout North America and in key markets around the world.



Duke Power celebrated its 100th anniversary in 2004. Not only has it been around for a century, but it has grown into one of the nation's largest electric utilities. Currently, Duke Power provides safe, reliable, competitively priced electricity to approximately two million residential, commercial and industrial customers in both Carolinas. Much of the business and industry located in the Carolinas has been attracted to

Charlotte-Mecklenburg utility companies are committed to providing high quality, reliable services at a reasonable cost.



this region because of Duke Power's earned reputation as a dependable source of efficiently priced power.

Duke Power's generating system is a diverse mix of fossil, hydro and nuclear-fueled plants. Duke's coal-fired power plants, which produce about half of the utility's electricity, consistently rank among the most efficient in the nation, and its nuclear plants consistently set records for efficiency and reliability.

With more than 92,000 miles of distribution lines (overhead and underground), Duke Power works



hard to ensure dependable power. Because of this, Duke Power can claim a service availability of 99.97%. According to the Southeastern Electric Exchange's (SEE) Distribution Reliability Report, Duke Power's System Average Interruption Frequency Index (SAIFI) ranks high among other utility companies in low frequency of outages.

### Utilities Cost Index

City	Utilities Index
<b>Charlotte, NC</b>	<b>80.5</b>
Atlanta, GA	86.9
Nashville, TN	89.1
Huntsville, AL	90.1
Austin, TX	91.4
Colorado Springs, CO	92.2
Tampa, FL	92.8
Miami, FL	94.6
Dallas, TX	97.2
Richmond, VA	99.3
Raleigh, NC	105.1
Chicago, IL	107.2
Baltimore, MD	119.7

Source: ACCRA Cost of Living Index for Residential Utilities.



### Average Electric Bills

Typical Commercial and Industrial Bills Based on kW Demand and kWh Per Month

Location	Commercial Service		Industrial Service (\$/month)	
	40 kW/ 14,000 kWh	500kW/ 180,000 kWh	75kW/ 30,000 kWh	1,000 kW/ 400,000 kWh
Charlotte, NC	\$886	\$10,739	\$1,765	\$21,817
Richmond, VA	\$932	\$10,533	\$1,842	\$21,834
Colorado Springs, CO	\$858	\$10,409	\$1,819	\$21,863
Huntsville, AL	\$938	\$10,841	\$1,780	\$23,016
Baltimore, MD	\$1,024	\$11,775	\$1,941	\$24,218
Atlanta, GA	\$963	\$10,745	\$1,814	\$24,585
Nashville, TN	\$1,050	\$12,261	\$2,012	\$25,927
Raleigh, NC	\$903	\$11,217	\$2,241	\$26,474
Chicago, IL	\$1,082	\$13,115	\$2,182	\$27,586
Miami, FL	\$1,024	\$13,209	\$2,163	\$28,386
Austin, TX	\$1,149	\$14,598	\$2,328	\$31,034
Tampa, FL	\$1,268	\$14,356	\$2,367	\$31,103
Dallas, TX	\$1,230	\$14,422	\$2,389	N/A

Source: Edison Electric Institute, Typical Bills and Average Rates Report, Winter 2004





According to the Edison Electric Institute's Typical Bills and Average Rates Report for Summer, 2004, Duke Power's price for electricity remains stable at 18 percent below the national average. Duke Power's average industrial price is 4.1 cents a kilowatt-hour, compared to the national average of 5 cents/kWh. The average residential price is 7.3 cents/kWh compared to the national average of about 8.8 cents/kWh.

As an economic development incentive, Duke Power offers two billing credits:

1) The Economic Development rider offers a billing credit to certain users that meet specific criteria. The first year credit is 20 percent declining by 5 percent each year for the next four years. To qualify for this credit the customer must sign a new 10-year contract with Duke Power and add 1,000 kW of new load at a single delivery point on the Duke Power system accompanied by either:

- 75 new full time employees per 1,000 kW of load, or
- \$400,000 in capital investments per 1,000 kW of new load, and a

net increase in full time employees.

2) The Economic Redevelopment rider offers a 50-percent billing credit for one year to qualifying customers who become tenants of currently vacant commercial and industrial buildings. To qualify for this credit the customer must sign a 5-year contract with Duke Power and add a minimum of 500 kW of new load on the Duke Power system accompanied by either:

- 35 new full time employees per 500 kW of load, or
- \$200,000 in capital investments per 500 kW of new load, and a net increase in full time employees.

## Telecommunications

Over 30 companies offer telecommunications services in Charlotte, including major national and regional providers. Charlotte telecommunications offerings are diverse and up-to-date with the newest technology trends. There are hundreds of thousands

of miles of maintained fiber optic cable, a wealth of wireless providers, and other emerging telecommunications technologies in the Charlotte area. The Charlotte Area Transit System, for example, is testing a service that would provide wireless internet access to its riders.

A full array of broadband data solutions to large, medium and small businesses is available. The residential market has access to several varieties of high-speed internet access, advanced voice features and other innovative data services.

## Key Emerging Technologies

### VoIP and Internet Over Wire

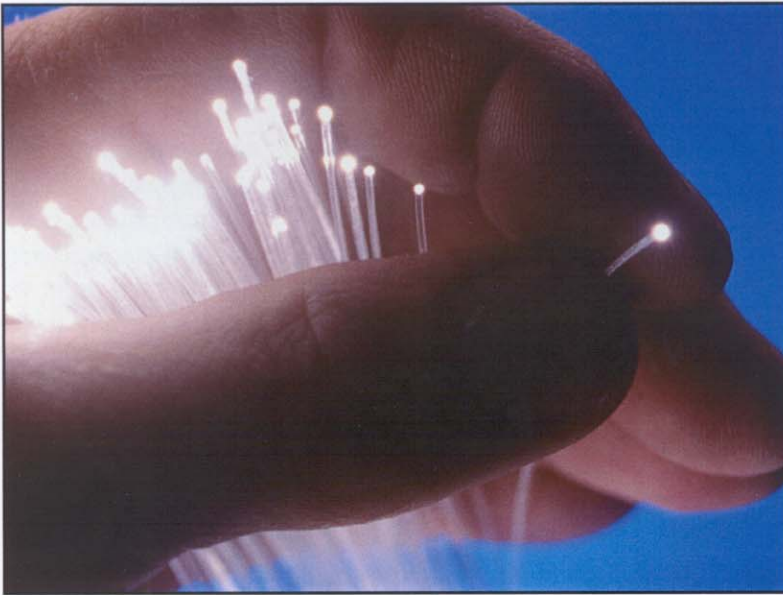
Voice-Over-Internet-Protocol (VoIP), the telecommunications technology that provides the transmission of telephone calls over an Internet connection, is beginning to penetrate local telecommunications markets nationally and in Mecklenburg County. VoIP technology currently requires a computer and a broadband connection. For customers who already have this infrastructure in place, the incremental costs of VoIP service are relatively low. Nationally, the major VoIP providers at the present time are Vonage, AT&T, and certain cable companies — Time Warner Cable Information Services (TWCIS) is certified by the Commission as a CLP and is providing VoIP service in Charlotte.

Within the next few years, plugging into a wall socket may be all that is required to get an internet connection. That is the hope of the HomePlug Power Line Alliance, of which Charlotte's Duke Power is a member. While many cities and their utilities are monitoring the technology and waiting for it to mature, it appears to be a very plausible solution for rural areas or those who are not served by cable or DSL. Duke Power is currently spearheading the testing of high speed broadband internet over power lines (BPL) in Charlotte.



## Water and Waste Treatment

Charlotte's water supply originates in the Southern Appalachian Mountains. Clear, cold mountain water feeds through streams and tributaries into the Catawba River where a series of dams, built to generate hydroelectric power, created a series of lakes. Among these impoundments is Mountain Island Lake, the primary source of Charlotte's water supply. Even on days of highest demand, Charlotte will draw less than 3 percent of the lake's content, which is replenished from upstream. Charlotte has an ample supply of high-quality source water for the foreseeable future.



*Charlotte has over 75,000 miles of fiber optic cable in place.*

Charlotte-Mecklenburg Utilities provides water and wastewater treatment service to Mecklenburg County and its incorporated cities. The utility presently maintains approximately 200,000 commercial and residential water connections.

The water and sewer system is growing at an annual rate of three to five percent and currently includes three water treatment plants, 3,200 miles of water mains, 3,100 miles of wastewater collection mains and five wastewater treatment plants. System operation is paid for by user charges, which includes debt service. Expansion is financed by the sale of revenue bonds.

Charlotte-Mecklenburg Utilities has an aggressive five-year capital program to ensure future water and wastewater treatment capacity. Despite rapid growth in this region, the utility's water and sewer rates continue to be very competitive in the Southeast and nationwide.



## Natural Gas

Piedmont Natural Gas is an energy and services company primarily engaged in the transportation, distribution and sale of natural gas to over 920,000 residential, commercial and industrial customers in North Carolina, South Carolina and Tennessee. The Charlotte-based company is the second-largest natural gas utility in the Southeast. An unregulated subsidiary of the Company is an equity participant in a venture that markets natural gas to an additional 570,000 customers in Georgia, the first state in the venture's eight-state region to deregulate retail natural gas service. Another unregulated subsidiary is an equity participant in Heritage Propane Partners, L.P., the nation's fourth-largest propane distributor serving more than 600,000 customers in 32 states.

## Additional Utility Services

Additional utility suppliers in the Charlotte area include investor-owned water and wastewater companies, telecommunications and teleconferencing companies. Over 30 cellular and mobile telephone companies provide state-of-the-art service to their customers and anyone looking for a specific television channel is sure to find it on one of Charlotte's six cable and satellite television service providers. Internet service is growing exponentially; 82 companies in Charlotte offer a wide variety of services and expertise.

## Utility Contacts

### Duke Power Company —

526 South Church Street, Charlotte, NC 28202  
(704) 594-6200

### Piedmont Natural Gas Company —

4339 South Tryon Street, Charlotte, NC 28217  
(704) 525-5585

### Charlotte-Mecklenburg Utilities —

5100 Brookshire Boulevard, Charlotte, NC 28216  
(704) 336-2211



330 South Tryon Street; P.O. Box 32785  
Charlotte, North Carolina 28232 U.S.A.  
704.378.1300 phone; 704.374.1903 fax  
[www.charlottechamber.com](http://www.charlottechamber.com)

3/05 2M



# Forecast: Fair and Fabulous

**JUST AS CHARLOTTE'S LOCATION** offers residents the benefits of both the mountains and the ocean, it also offers the best of all worlds in weather. This makes the city's weather one of its strongest assets, attracting visitors and new residents alike. The year is filled with days which invite you outside to enjoy the clear blue sky and bright sun, the perfect backdrop to Charlotte's beautifully landscaped neighborhoods, commercial areas, parks and lakes.

The area's climate can best be described as moderate, pleasant and sunny. Forget about the winter blues of our northern neighbors or the stifling summer heat of our southern friends. In Charlotte, the weather entices you outside all year.

## Friendly Winters

Charlotte's winter offers you a taste of the old man without all the shoveling, swerving and salt. Only half of the winter days fall below freezing and sub-zero (-18°C) temperatures have only occurred five times since 1878.

**THROUGHOUT THE YEAR,  
CHARLOTTEANS ARE  
ENTICED OUTSIDE  
BY BEAUTIFUL WEATHER.**

Snow is infrequent, with an average annual accumulation of less than six inches, but Charlotte is only two hours away from excellent snow skiing in the North Carolina mountains. Residents can enjoy the snow, without having to endure it.

## Favorable Summers

The summer months lure Charlotteans outside. The bright sun and clear skies, dappled with pure white clouds, fill the summer days. Unlike cities to the south though, very hot weather conditions (90°F, 32°F) occur only 40 days in Charlotte compared to 81 days in Jacksonville, Florida and 83 days in Houston, Texas. On the average, temperatures reach 100°F (38°C) only twice a year. With an average summer temperature of 76°F (24°C) and an average daily range of 20 degrees, these inviting days are punctuated by cool nights under starry skies.

## Fantastic Springs and Autumns

The transformations of the seasons in Charlotte are the most breathtaking times of the year. The slow emergence of spring, from mid-March through May, provides residents with a visual extravaganza. The Carolina blue skies accentuate the pinks, reds, yellows, purples and soft whites of the spring blooms which fill the city. Those same skies, crisp and clear, provide the setting for the brilliant



array of colors which paint the trees during a fall which extends well into November.

Both seasons are appreciably long, providing a slow, enjoyable gateway into summer or winter. The average frost free season lasts 216 days from mid-March to mid-November. October and November welcome the cool temperatures which invite people outside to enjoy those brilliant fall colors which rival those of New England but are unknown in the deep south.

## Balanced Rainfall

Once again the Charlotte climate offers the best of both worlds. The necessary rainfall is evenly distributed throughout the year with an average annual precipitation of 43 inches (107.5 cm). By comparison, Miami has 60 inches (150 cm) and Denver 13 inches (32.5 cm). The summer months host the heaviest rainfall; March is the wettest month, with 4.4 inches (11.2 cm); and November is the driest month, with 3.0 inches (7.7 cm) of precipitation.

These refreshing rains are well balanced. Only occasionally will Charlotte have dry spells, which last one to three weeks. Droughts are rare and Charlotte has never had a major flood. Though occasional lowland flooding occurs, local stream and river basins are sufficient to carry most rainfalls effectively.

# Charlotte



## Relative Humidity

Relatively speaking, Charlotte is not the sultry South many think it to be. The city's normal summer humidity is 74 percent, compared to 80 percent in the central interior of the United States, 77 percent in Jacksonville, Florida, and 76 percent in Houston. Yearly morning humidity averages 83 percent, noon humidity 54 percent and evening humidity 61 percent.

## Absence of Severe Weather

Severe weather, such as hurricanes and tornadoes, is a rarity in Charlotte. The city is located outside principal tornado zones and the typical path of hurricanes along the east coast is such that storm centers are usually at sea by the time storms reach this latitude. The few storms that pass close to the North Carolina coast have little adverse effect on Charlotte.



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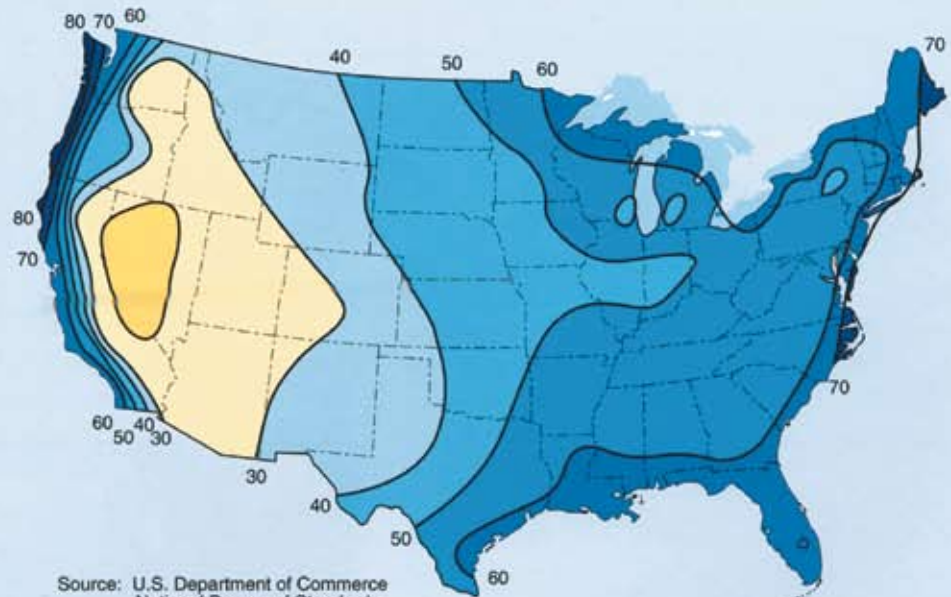
## Normal Temperatures, Highs, Lows, and Precipitation

City*	January		June		Annual Precip. Inches
	Max F°	Min F°	Max F°	Min F°	
Atlanta	51	33	88	69	48.6
Baltimore	41	24	87	67	41.8
Boston	36	23	82	65	43.8
<b>Charlotte</b>	<b>51</b>	<b>32</b>	<b>87</b>	<b>67</b>	<b>43.5</b>
Chicago	29	14	83	63	33.3
Cincinnati	37	20	86	65	40.1
Cleveland	33	19	82	61	35.4
Denver	43	16	88	59	15.3
Detroit	31	16	83	61	30.9
Houston	62	41	94	73	44.8
Indianapolis	34	18	85	65	39.1
Kansas City	40	19	93	70	28.6
Los Angeles	67	48	84	64	14.8
Memphis	46	28	90	69	48.5
Miami	75	59	89	76	57.5
Milwaukee	26	11	80	61	30.9
Minneapolis	20	2	83	63	26.3
New Orleans	62	43	91	74	59.7
New York	37	26	84	69	42.8
Philadelphia	39	24	86	67	41.4
Phoenix	65	39	105	80	7.1
Portland	44	34	80	56	37.4
St. Louis	38	20	89	69	33.9
San Francisco	55	42	71	53	19.7
Seattle	44	34	75	54	38.6
Washington, DC	43	28	88	70	39.0

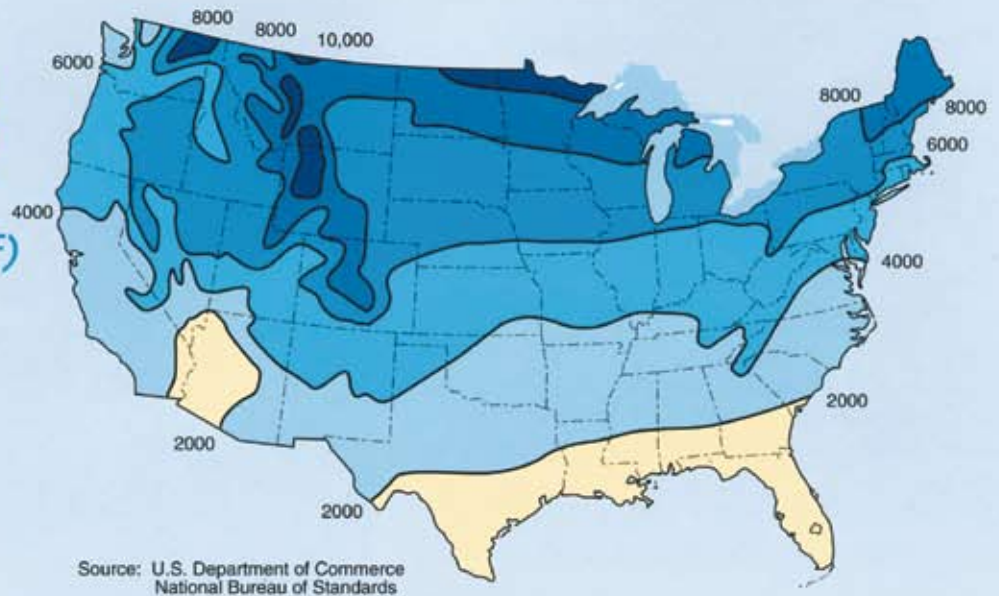
Source: National Climate Data Center — U.S. Dept. of Commerce — 30 year averages. \*Largest city within MSAs with over \$15 billion in wholesale sales — data unavailable for three cities.



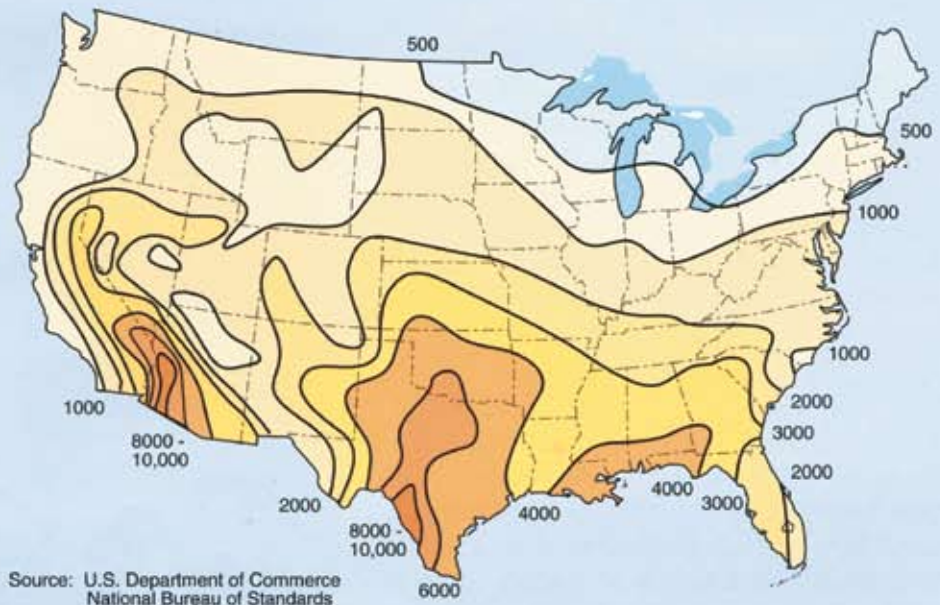
# Average Mid-Day Relative Humidity



# Annual Heating Degree Days (Base 65°F)



# Annual Cooling Degree Hours (Base 85°F)



## Charlotte Climate Summary (monthly average)

Month	Daily Max. Temp. F°	Daily Min. Temp. F°	Average Mo. Temp.	Relative Humidity	Precip.	Avg. No. of Sunny Days
January	51.3	32.1	41.3	72	4.00	15
February	55.9	34.4	44.2	68	3.55	15
March	64.1	41.6	51.4	68	4.39	17
April	72.8	49.1	60.4	68	2.95	18
May	79.7	58.2	68.4	78	3.66	18
June	86.6	66.5	75.7	80	3.42	18
July	90.1	70.6	79.1	82	3.79	19
August	88.4	69.3	78.1	84	3.72	20
September	82.3	63.0	71.9	83	3.83	19
October	72.6	50.9	61.1	80	3.66	21
November	62.8	41.8	51.3	76	3.36	18
December	54.0	34.9	43.3	73	3.18	16
<b>Year</b>	<b>71.7</b>	<b>51.0</b>	<b>60.5</b>	<b>76</b>	<b>43.51</b>	<b>212</b>

Source: National Oceanic & Atmospheric Administration; National Weather Service, 30 year averages.

THE CITY'S MODERATE  
TEMPERATURES AND LOW  
NUMBER OF HEATING AND  
COOLING DEGREE DAYS BENEFIT  
RESIDENTS BY REDUCING  
ENERGY AND CONSTRUCTION  
COSTS.

### Up to the Minute Forecasts

Accurate weather information for Charlotte is only a phone call away. The Charlotte office of the National Weather Service has a number of ways to keep you informed:

**Forecasts:** For recorded forecasts for the local area, beaches and mountains, dial (704) 570-1000.

**Other Weather Information:** The National Weather Service, at [www.srh.noaa.gov](http://www.srh.noaa.gov), provides all types of weather-related information for the Charlotte area and other areas in the Southern region.

**NOAA Weather Radio:** The continuous broadcast at 162.475 Mhz (VHF-FM) will keep you posted on forecasts, weather watches and warnings, weather map features, educational information and will provide safety tips during severe weather.



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