



CHARLOTTE IN DETAIL

POPULATION

A clear picture of a community can be painted by its numbers — population, growth, businesses, jobs, job growth, diversity, taxes, ages and availability of free time. All of these factors together form the quality of life in the community. Without a doubt, Charlotte is a quality community, and the numbers that follow prove just that.

Year	Charlotte	Mecklenburg County	Charlotte MSA
2011	750,124	938,020	1,812,317
2010	731,424	919,628	1,758,038
2009	716,874	935,304	1,725,759
2008	695,995	902,803	1,676,495
2007	664,342	871,432	1,626,694
2006	648,139	850,178	1,594,799
2005	632,760	820,635	1,545,348
2004	614,330	790,809	1,500,338
2003	594,176	770,299	1,453,816
2002	579,684	746,427	1,411,472
2001	551,645	720,490	1,370,361
2000	540,828	695,454	1,330,448
1990	395,934	511,433	1,024,096
1980	315,473	404,270	855,538
1970	241,420	354,656	741,118
1960	201,564	272,111	426,549

U.S. (population) rank, City of Charlotte 17
 U.S. (population) rank, MSA 34

Source: U.S. Census 2010

Median Age

Males: 34.3
 Females: 36.1

Land Area

City (Reflects 2011 Annexation) 303
 County 546

Square Miles

Cover photograph ©PatrickSchneiderPhoto.com

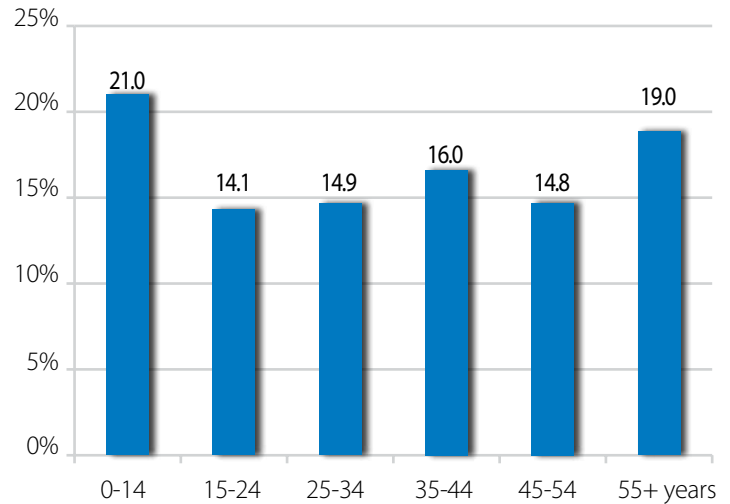
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2M 12/11

Percent of Population by Age Group

Mecklenburg County 2010



Source: ESRI Population Estimates

Household Income

Mecklenburg County 2011

Households	381,422
Average Household Effective Buying Income	\$60,588
Median Household Effective Buying Income	\$45,089

Mecklenburg County Population Projections

(Growth rate is projected at 2.0% per year)

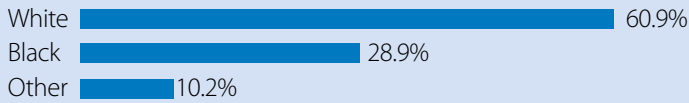
Year	Population
2011	938,020
2021	1.4 Million



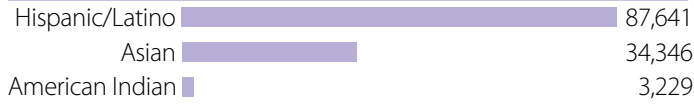
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Racial Composition

Mecklenburg County 2009



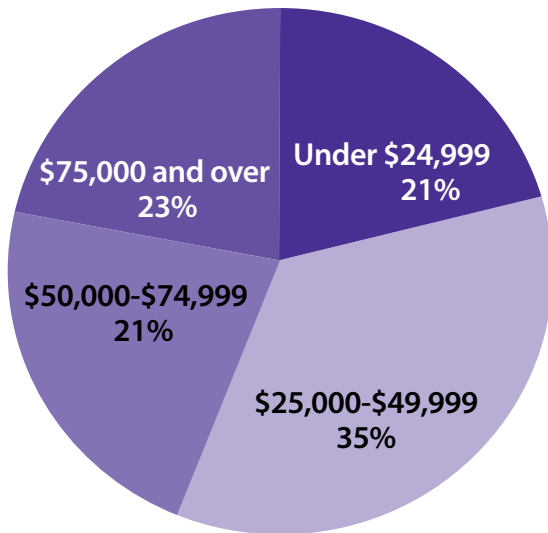
Ethnic Population



Source: U.S. Census, American Community Survey 2005-2009

Households by Effective Buying Income Group

Mecklenburg County 2011 Source: Claritas, Market Reports 2011



Migration To and From Mecklenburg County 2000-2009

	Migration In	Migration Out	Net Gain
2009	50,165	45,141	5,024
2008	57,744	48,503	9,241
2007	59,030	46,416	12,614
2006	56,692	42,319	14,373
2005	50,133	40,161	9,972
2004	48,829	38,952	9,877
2003	42,554	38,130	4,424
2002	42,817	40,070	2,747
2001	44,750	39,379	5,371
2000	45,155	39,926	5,229
Ten-year total	497,869	418,997	78,872

Source: Missouri Census Data Center 2011, from data provided by IRS tax returns

Leading Out of State Counties Providing New Residents to Mecklenburg County — 2009

	In Migration	Out Migration
York, SC	1,651	2,909
Miami-Dade, FL	555	216
Boward, FL	549	222
Richland, SC	482	361
Suffolk, NY	443	192
Cook, IL	435	273
Los Angeles, CA	426	297
Kings, NY	394	229
Queens, NY	392	157
Charleston, SC	442	210

Source: Missouri Census Data Center 2010, from data provided by IRS tax returns

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GOVERNMENT & TAXES

Form of City Government	Council-Mayor and Manager
Form of County Government	Commissioners and Manager
Charlotte-Mecklenburg Police Personnel	2,241
Fire Stations, City of Charlotte	41
Fire Personnel (full-time, city)	1,164
Volunteer Fire Stations, Mecklenburg County	18
Fire Personnel (volunteer, county)	672
Public Libraries	20
Total Volumes Held (Public Libraries)	1.1 million
Total Circulation	5.6 million

2011-2012 City Budget in Brief

	Millions	Percent
Total Budget	\$1,670.0	100
Aviation	354.4	21
Public Safety	323.9	19
Water & Sewer	319.7	19
Public Works	281.6	17
Public Transit (CATS)	197.4	12
Economic Development	65.7	4
Storm Water	64.8	4
General Government	62.7	4

2011-2012 County Budget in Brief

	Millions	Percent
Total Budget	\$1,385.0	100%
CMS Operating	328.3	23
Effective & Efficient Government	290.3	20
CMS Debt Service	172.1	12
Social, Education, & Economic	164.1	12
Sustainable Community	131.3	10
General Debt Service	126.3	10
Pay as You Go	90.5	7
CPCC Operating	32.3	2
CPCC Debt Service	18.8	1
CMS Capital Replacement	5.0	1

Sources of City Revenue

	Millions	Percent
Total Revenue	\$1,670.0	100
Property & Other Taxes	549.3	32
Aviation	354.4	21
Water & Sewer	319.7	20
Public Transit	197.4	12
User Fees & Other	93.4	6
Bonds	91.0	5
Storm Water	64.8	4

Sources of County Revenue

	Millions	Percent
Total Revenue	\$1,385.0	100%
Property Taxes	898.2	64
Sales Tax	183.7	13
Federal & State	166.2	12
Fees & Charges	84.7	6
Licenses & Permits	13.6	1
Law Enforcement Service District Tax	11.5	1
Local ABC Profits	2.7	1
Investment Income	2.8	1
Other Revenue	21.5	1

*Numbers may not total due to rounding

Source: Mecklenburg County, Office of the Tax Collector



Charlotte-Mecklenburg Property Tax

	Rate Per \$100 Valuation	Assessed Valuation (Billions)	Tax Levy (Millions)
2010	1.297	\$100.3	\$842.1
2009	1.297	99.4	834.0
2008	1.297	97.3	816.0
2007	1.297	93.6	727.0
2006	1.278	90.5	682.8
2005	1.257	84.3	638.2
2004	1.177	83.5	618.2
2003	1.156	69.5	584.2
2002	1.307	67.8	567.9
2001	1.307	64.2	469.5
2000	1.197	60.4	440.7

Mecklenburg County June 2011

Total Labor Force	461,393
Employed	410,213
Unemployed	51,180
Unemployment Rate.	11.1%
Registered Active Job Applicants within a 25 mile radius	56,029

Source: N.C. Employment Security Commission 8/11

Mecklenburg County Employment Trends

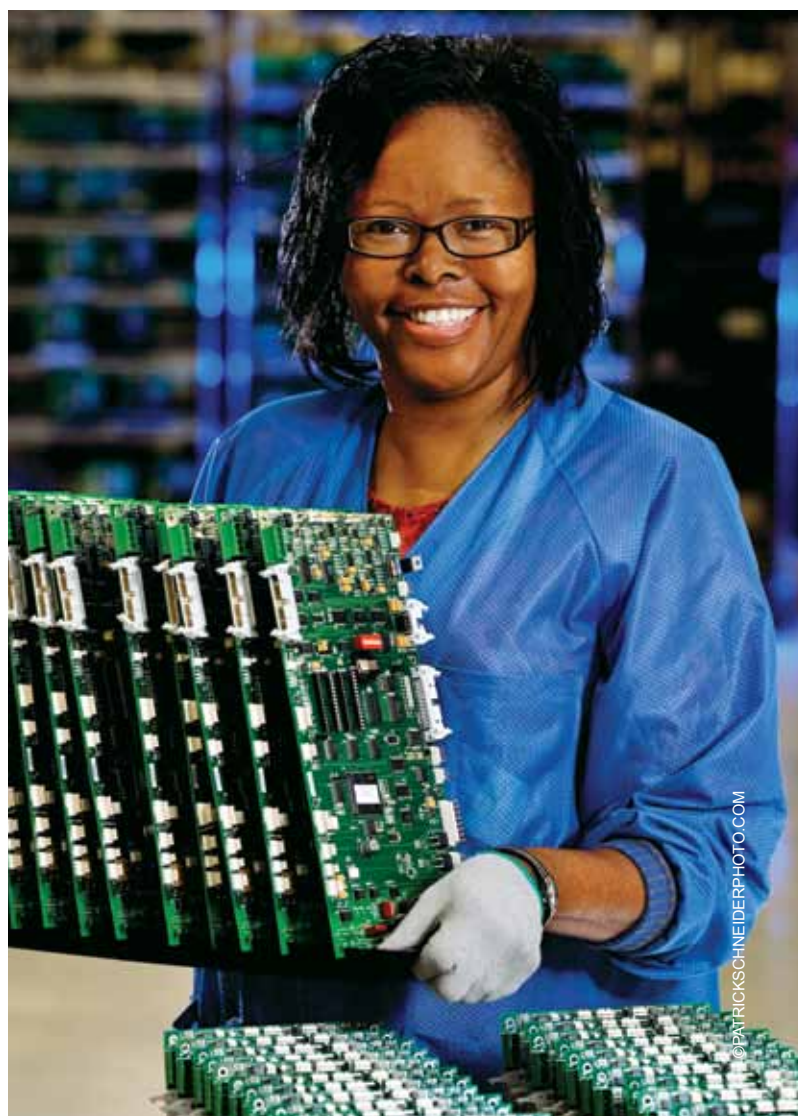
Year	Employment		Unemployment	
	Number of Jobs*	Employed Residents**	Total	Percent
2010	534,686	411,376	50,503	10.9
2009	538,020	414,804	49,202	10.8
2008	566,904	437,231	28,573	6.1
2007	565,116	436,031	20,616	4.5
2006	538,199	427,125	20,019	4.5
2005	518,986	412,114	21,280	4.9
2004	508,536	403,664	21,285	5.0
2003	502,600	396,952	22,109	5.3
2002	510,626	387,822	24,448	5.9
2001	518,913	390,579	16,266	4.0

Source: NC Employment Security Commission 2010 annual average

New Job Growth vs. Unemployment

Year	Jobs Created	Unemployment (%)
2010	10,781	10.9
2009	15,542	10.8
2008	12,165	6.1
2007	14,648	4.5
2006	12,087	4.5
2005	13,418	4.9
2004	11,761	5.0
2003	16,171	5.8
2002	12,025	6.0
2001	9,548	4.0

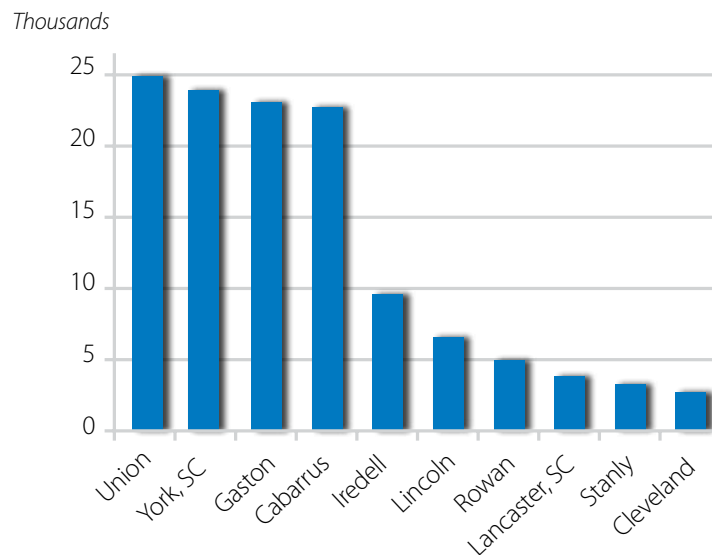
Source: NC Employment Security Commission and Charlotte Chamber of Commerce



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Top 10 In-Commuting Counties, 2000

Total In-Commuters: 146,211



**2010 Census Data not yet available



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CORPORATE NEIGHBORS

Charlotte Manufacturing Firms

Industrial Category	# of Firms	Employment
Food Manufacturing (311)	64	3,935
Beverage & Tobacco (312)	9	662
Textile Mills (313)	24	722
Textile Products (314)	28	186
Wood Products (321)	21	532
Paper (322)	43	1,626
Printing (323)	137	1,934
Chemical (325)	81	1,910
Plastics & Rubber (326)	38	2,792
Non-Metallic Mineral (327)	47	699
Primary Metal (331)	17	851
Fabricated Metal (332)	122	2,600
Machinery (333)	121	5,087
Computer & Electronic Products (334)	53	2,969
Electrical Equipment (335)	n/a	n/a
Transportation Equipment (336)	29	478
Furniture (337)	44	668
Miscellaneous (339)	93	1,345
Total	971	28,996

Source: North Carolina Employment Security Commission 2010

Cities with Seven or More Fortune 500 Companies

Rank	City	# Headquartered
1	New York	45
2	Houston	22
3	Dallas	10
3	Atlanta	10
3	Minneapolis	9
6	Chicago	8
6	St. Louis	8
6	San Francisco	8
9	Charlotte	7

Total number of Fortune 500 firms represented in Mecklenburg County: 273

Source: Fortune, 2011



Headquartered Fortune 500 Companies

Fortune Rank	Company Name	Revenues (Billions)
9	Bank of America	\$134.2
50	Lowe's*	48.8
157	Nucor	15.8
173	Duke Energy	14.3
302	Family Dollar	7.9
337	Goodrich Corp.	7.0
339	Sonic Automotive	6.9
427	Domtar**	5.9
460	SPX	4.9
498	Ruddick	4.4

*Located in Mooresville just north of Charlotte. ** Located in York County. Source: Fortune, 2011



Industry Structure

Category	# of Units	Employment
Total All Industries	32,103	534,686
Mining	13	174
Construction	2,504	23,539
Manufacturing	997	29,580
Wholesale and Retail Trade	6,598	87,007
Information	643	18,262
Utilities, Transportation and Warehousing	749	27,359
Real Estate, Rental and Leasing	1,634	9,176
Finance and Insurance	2,314	48,595
Professional and Technical Services	4,717	38,821
Education, Healthcare and Social Services	3,008	93,497
Administrative and Waste Services	3,008	44,291
Accommodations and Food Services	2,416	46,359
Arts, Entertainment and Recreation	440	11,915
Other Services (Ex. Public Admin.)	2,407	12,711
Public Administration	75	16,683
Unclassified	1,112	311

Source: ESC/LMI Division, Employment and Wages Unit, Annual 2009 Mecklenburg County

Charlotte Region's Largest Employers, 2011

Rank	Employer	Employment
1	Carolinas HealthCare System*	27,432
2	Wells Fargo/Wachovia Corporation	20,500
3	Charlotte-Mecklenburg Schools*	18,202
4	Bank of America*	15,000
5	Wal-Mart Stores, Inc.	14,000
6	Presbyterian Regional Healthcare	9,000
7	Food Lion, Inc.*	8,700
8	Lowe's *	8,700
9	Duke Energy Corporation*	7,300
11	US Airways	6,637
12	State of North Carolina	6,500
13	City of Charlotte*	6,000
14	U.S. Postal Service	5,612
15	Adecco	5,000
16	Daimler Trucks North America LLC	5,000
17	US Government	4,800
18	Ruddick/Harris Teeter*	4,700
19	Union County Public Schools*	4,658
20	Compass Group	4,482
21	Mecklenburg County*	4,070
22	Alex Lee, Inc.	4,000
23	Gaston County Schools*	3,956
24	South Carolina State Government	3,739
25	Rowan-Salisbury Schools*	3,500
26	Iredell-Statesville Schools*	3,450
27	AT&T North Carolina	3,290
28	TIAA-CREF	3,000
29	UNC Charlotte	3,000
30	McDonald's Corp	2,600
31	Time Warner Cable	2,600
32	Bi-Lo	2,500
33	Cleveland County Schools	2,500
34	FedEx Freight Corp	2,500
35	IBM Corp	2,500
36	Labor Ready Inc	2,500
37	Marriott International	2,500
38	Target Stores	2,500
39	United Parcel Service Inc	2,500
40	Belk Inc	2,455

*Headquarters Charlotte Region. Source: Charlotte Chamber of Commerce



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Finance Companies

Banks and Holding Companies	27
Total Headquartered Bank Assets	\$2.1 Trillion
Venture Capital Firms	15

Retail Sales

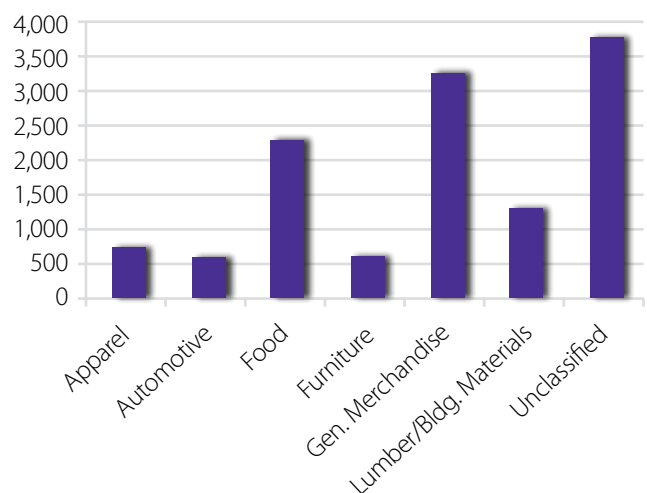
Mecklenburg County by Fiscal Year

Year	Total Sales
2009-2010	\$12,728,891,543
2008-2009	12,476,582,833
2007-2008	14,178,740,492
2006-2007	14,078,512,749
2005-2006	13,357,308,426
2004-2005	18,884,313,359
2003-2004	16,757,122,950
2002-2003	15,568,249,903
2001-2002	15,372,032,577
2000-2001	16,483,706,324

Source: North Carolina Department of Revenue

2009-10 Retail Sales by Category

Mecklenburg County



Source: North Carolina Department of Revenue

CORPORATE NEIGHBORS

Wholesale Sales 2007 — Top 25 Counties

Rank	County	Wholesale Sales (Bill.)	Per Capita
1	Houston City, TX	190.0	\$86,105.65
2	New York City, NY	147.2	17,716.51
3	Stamford City, CT	64.9	551,076.77
4	Los Angeles City, CA	49.8	13,184.54
5	Irvine City, CA	33.7	170,653.83
6	San Jose City, CA	30.2	32,390.45
7	Chicago City, IL	28.5	10,145.48
8	Memphis City, TN	25.5	\$37,511.68
9	Phoenix City, AZ	23.7	\$15,311.32
10	San Diego City, CA	21.9	\$16,898.38
11	Portland City, OR	20.6	\$37,617.52
12	Dallas City, TX	19.2	15,137.23
13	Alpharetta City, GA	18.7	378,722.56
14	Doral City, FL	17.3	613,198.04
15	Jacksonville City, FL	17.1	\$21,238.57
16	Charlotte City, NC	15.6	\$23,044.85
17	Kansas City, MO	15.5	\$32,658.90
18	Denver City, CO	14.9	\$25,779.58
19	Industry City, CA	13.9	15,620,821.55
20	Irving City, TX	13.5	68,289.66
21	Ontario City, CA	13.3	78,204.88
22	Torrance City, CA	13.2	94,537.20
23	Santa Fe Springs City, CA	12.8	763,018.14
24	Austin City, TX	12.7	16,993.92
25	Richardson City, TX	12.5	126,182.90

Source: U.S. Census



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New & Expanded Business Activity

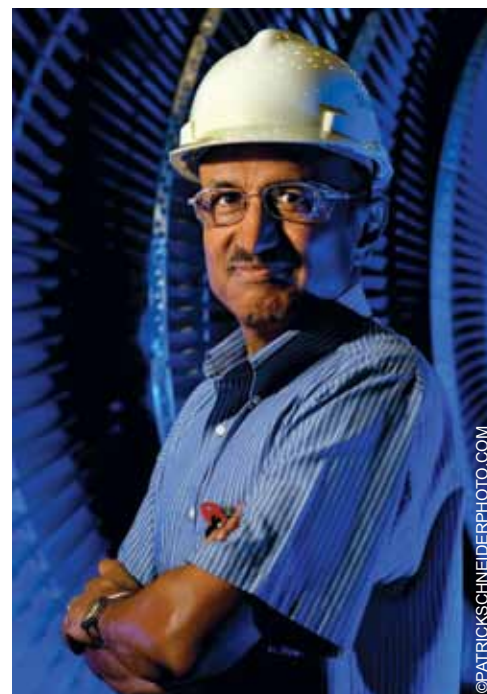
Year	# Firms	Employment	Square Feet (Millions)	Investment (Millions)
2010	912	10,781	6.4	\$1,063.7
2009	1,029	15,542	11.3	1,461.7
2008	1,337	12,165	27.6	2,324.9
2007	1,326	14,648	25.1	2,274.8
2006	809	12,087	18.2	4,085.5
2005	964	13,418	13.6	1,338.2
2004	998	11,761	19.8	1,114.1
2003	1,211	16,171	12.1	1,570.7
2002	983	12,025	15.1	2,061.6
2001	897	9,548	15.6	1,262.1
2000	1,126	17,571	16.8	1,819.1

Source: Charlotte Chamber of Commerce

Foreign Firms Represented in Charlotte

Country	2011	2010	2005	2000	1990	1980	1970
Germany	129	130	116	100	68	41	22
United Kingdom	83	66	52	57	35	20	9
Canada	62	48	28	24	16	11	4
Japan	53	59	48	55	29	19	3
France	42	37	22	16	14	11	4
Switzerland	41	38	34	37	31	20	8
The Netherlands	32	28	16	11	11	9	6
Italy	30	30	33	23	19	2	0
Sweden	20	17	15	10	8	3	2
Australia	14	10	4	3	1	1	0
India	10	11	4	1	0	0	0
Ireland	11	6	2	1	1	0	0
Denmark	9	10	8	3	3	3	0
Belgium	9	7	7	5	6	2	1
Austria	7	5	2	1	0	0	0
China	8	4	6	4	0	0	0
Mexico	6	7	5	2	0	0	0
Taiwan	6	6	5	5	0	3	1
Bermuda	5	3	5	1	0	0	0
South Africa	4	8	4	3	1	0	0
Finland	4	4	5	4	2	0	0
South Korea	4	3	4	1	0	0	0
Luxembourg	4	1	1	0	0	0	0
Czech Republic	3	1	2	1	0	0	0
Netherlands Antilles	2	4	3	2	0	0	0
New Zealand	2	3	1	0	0	0	0
Brazil	2	2	2	2	0	0	0
Singapore	2	2	0	0	0	0	0
United Arab Emirates	2	2	0	0	0	0	0
Spain	2	1	2	0	2	0	0
Liechtenstein	2	1	1	1	0	0	0
Saudi Arabia	2	1	0	0	0	0	0
Israel	1	2	1	1	1	1	0
Malaysia	1	2	1	1	0	0	0
Lebanon	1	1	0	0	0	0	0
Portugal	1	1	0	0	0	0	0
Monaco	1	1	0	0	0	0	0
Venezuela	1	1	0	0	0	0	0
Other	7	2	5	4	2	1	0
Total	625	565	446	380	250	147	60

Source: Charlotte Chamber of Commerce

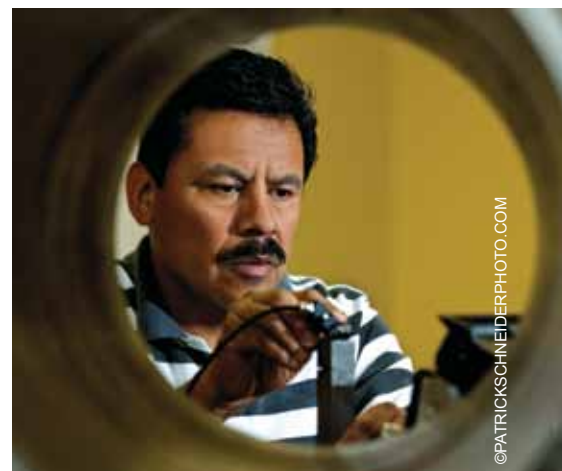


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Mecklenburg's Largest Foreign-Born Population

Mexico	24,412
India	12,684
El Salvador	6,986
Vietnam	3,557
Korea	3,317
Canada	2,962
China	2,808
United Kingdom	2,559
Columbia	2,265
Philippines	1,784
Jamaica	1,582
Germany	1,431
Russia	1,194
Cuba	743

American Community Survey 2009



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Higher Learning in the Charlotte MSA, 2010-2011

Name of Institution	Location	Zip Code	Students	Type
Art Institute of Charlotte	Charlotte	28209	1,118	V
Belmont Abbey College	Belmont	28012	1,734	C
Brookstone College of Business	Charlotte	28262	228	V
Cabarrus College of Health Sciences	Concord	28025	434	C
Carolinas College of Health Sciences	Charlotte	28203	436	V
Central Piedmont Community College	Charlotte	28204	61,545	CC
Charlotte School of Law	Charlotte	28204	812	P
Davidson College	Davidson	28036	1,742	U
DeVry University/Keller Grad of Mgmt	Charlotte	28211	1,271	U
ECPI College of Technology	Charlotte	28217	1,050	T
Gardner-Webb University	Charlotte	28208	175	U
Gaston College	Dallas	28034	22,661	C
Johnson & Wales University	Charlotte	28202	2,587	U
Johnson C. Smith University	Charlotte	28216	1,331	U
King's College	Charlotte	28204	659	C
Lee University	Charlotte	28214	143	U
Montreat College	Charlotte	28217	464	C
Pfeiffer University at Charlotte	Charlotte	28209	800	U
Queens University	Charlotte	28274	2,524	U
Rowan Cabarrus Community College	Concord	28025	22,590	CC
Southern Piedmont Community College	Polkton	28135	11,797	CC
Strayer University	Charlotte	28273 & 28262	900	U
UNC at Charlotte	Charlotte	28223	25,063	U
University of Phoenix at Charlotte	Charlotte	28273	1,270	U
Wake Forest University	Charlotte	28211	200	U
Wingate University	Wingate	28174	2,373	U
Winthrop University	Rock Hill, SC	29733	5,995	U
York Technical College	Rock Hill, SC	29730	6,000	T

Type Code: U- University C- Four-Year college CC- Community College P- Graduate/Professional School T- Technical Institute V- Vocational School N/A- Not Available

Sources: National Center for Education Statistics; North Carolina Community College System; Individual colleges and universities 2011



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CHARLOTTE MECKLENBURG SCHOOL SYSTEM 2010-2011

Number of Schools

Total number of Schools	178
Elementary Schools	100
Middle Schools	36
High Schools	33
Special Programs	4

Enrollment

Total Number of Students	135,638
Grades K-5	67,286
Grades 6-8	30,228
Grades 9-12	38,124
Pre-K	3,169

Fast Facts: Charlotte Mecklenburg Schools August 2011

Class Size

Elementary School	20 Student average
Middle School	21 Student average
High School	20 Student average
Average Daily Attendance	95%

Source: NC School Report Cards, 2009-2010 School Year

High School Students

2010 graduates	7,681
Graduates continuing their education	88%

Source: North Carolina Department of Public Instruction, August 2011, and "Fast Facts," Charlotte Mecklenburg Schools, August 2011

Private (Non-Public) Schools

Independent Schools	90
Total Number of Students	Nearly 25,000

2010 Average SAT Scores

Mecklenburg County	1497
North Carolina	1485
United States	1509

Source: The North Carolina SAT Report, North Carolina Department of Public Instruction, September 2010

Educational Attainment

	Meck.%	U.S.%
Percent high school or higher	89.1	84.6
Percent Bachelor's degree or higher	40.5	27.5

Source: U.S. Census, American Community Survey 2005-2009

QUALITY OF LIFE

Communications

Major Daily Newspapers	1
Television Stations	8
Local Radio Stations	23
Telephone Companies	28
Weekly Newspapers	20
Cable Television Services	1
Satellite Television Services	7

Hotels and Motels

Mecklenburg County 7/11

Total Number of Hotels and Motels	190
Total Number of Rooms	23,422

Source: Smith Travel Research

Climatological Summary

Annual Average Temperature	62° F
Lowest Monthly Average (January)	32° F
Highest Monthly Average (July)	90° F

Records

Highest Temperature	104° F
Lowest Temperature	-5° F

Precipitation

Annual Average	43 inches
Annual Snow Accumulation Average	<6 inches
Average Number of Days with Sunshine	214

Relative Humidity

February	68%
August	84%



COMMUNITY FACILITIES

Places of Worship

Protestant	500+
Catholic	15
Jewish	7
Other	43

Source: <http://www.charlottediocese.org>;

Source: <http://www.jewishtourofthecarolinas.org/worship.html>

Medical

Acute Care Hospitals	7
Specialty Care Hospitals	5
Assisted Living Facilities	54
Total Hospital Beds	*2,408
Nursing Schools	6
Doctors	2,541
Dentists	596

*Total Hospital Bed Number includes CMC and Presbyterian. Sources: Individual Hospitals, NC Health Professions 2010 Data Book, NC Department of Health and Human Services Division of Health Service Regulation, NC Employment Security Commission.



Recreational

District, Neighborhood & Community Parks	210
Miles of Greenway Parks	35
Total Park Acres	16,500
Nature Preserves	6
Public and Semi-Private Golf Courses	36
Private Golf Courses	21
Country Clubs	20
Parks w/Public Boat Launches/Docks	3
Disc Golf Courses	7
Dog Parks	6
Equestrian Center	1
BMX Track	1
Skate parks	2

Source: Mecklenburg County Park and Recreation

Cultural

Affiliate/Associate Groups with Arts & Science Council	62
2009 Arts & Science Council Budget	\$14.8 million
2009 Fund Drive	\$7.0 million

www.artsandscience.org

New Residential Permits

Year	Single Family	Multi-Family	Total Units
2010	2,958	1,565	4,523
2009	2,224	2,302	4,526
2008	3,758	6,747	10,505
2007	7,494	6,306	13,800
2006	10,215	7,874	18,069
2005	9,775	3,827	13,602
2004	8,730	3,960	12,690
2003	8,935	3,677	12,612
2002	9,638	3,851	13,489
2001	9,766	4,718	14,484

Charlotte Area Residential Unit Sales*

Year	Total Sold	Average Price	Total Volume
2010	22,139	201,145	4,453,149,155
2009	22,998	201,036	4,623,425,928
2008	27,710	220,670	6,114,765,700
2007	39,983	231,170	9,242,870,110
2006	43,748	220,510	9,646,871,480
2005	38,818	209,901	8,147,937,018
2004	33,114	198,918	6,586,970,652
2003	25,426	192,042	4,882,859,892
2002	23,795	185,251	4,408,047,545
2001	22,171	177,959	4,049,425,239

*Carolina Multiple Listing Services, Inc., CMLS Service Area

Construction

Year	Permits	Value (Millions)		
		Residential	Non-Residential	Total
2010	8,343	\$311.6	\$449.6	\$1,248.7
2009	11,549	669.8	715.8	1,385.6
2008	10,834	1,486.3	2,236.9	3,723.2
2007	21,462	2,223.7	1,823.4	4,047.1
2006	24,250	2,700.0	1,600.0	4,300.0
2005	22,037	2,063.2	1,297.6	3,051.0
2004	19,243	1,730.8	1,326.1	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

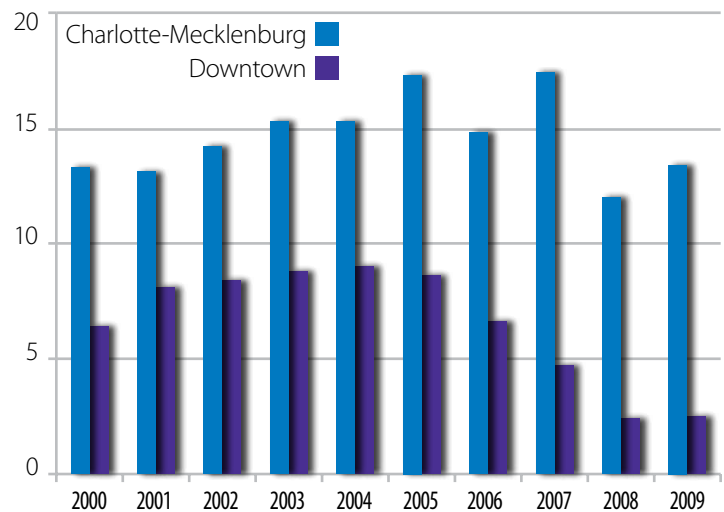


Charlotte-Mecklenburg Historical Trends in Office Space

Date	Rentable SF (Millions)	Available SF (Millions)
6/11	42.9	8.9
6/10	42.4	9.0
6/09	40.0	6.0
6/08	38.6	4.6
6/07	37.7	4.6
6/06	37.0	5.4
6/05	35.9	6.3
6/04	35.4	6.3
6/03	35.1	6.4
6/02	34.4	5.5

Source: Lincoln Harris, August 2011

Percentage of Rentable Office Space Available



SOURCE: Carolinas Real Data

Office Space Survey by Area (Aug. 2011)

Area	Reported Rentable SF	Reported Available SF	Percent Available	Average Rates/SF
Uptown	17,430,947	3,038,117	17.4%	\$24.88
Suburban	24,173,031	5,633,895	23.3%	\$17.91
Total	42,882,565	8,866,618	20.7%	\$19.98

Source: Lincoln Harris, August 2011

Cost of Living Index Top 38 Metro Markets — Third Quarter 2011

Rank	City	All Items Index
1	Nashville, TN	89.8
2	Houston, TX	90.7
3	St. Louis, MO	91.1
4	Columbus, OH	91.2
5	Tampa, FL	91.3
6	Charlotte, NC	92.6
7	San Antonio, TX	92.7
8	Cincinnati, OH	93.2
9	Austin, TX	93.3
10	Phoenix, AZ	94.5
11	Jacksonville, FL	94.9
12	Pittsburgh, PA	95.1
13	Detroit, MI	95.4
14	Dallas, TX	96.4
15	Orlando, FL	97.2
16	Las Vegas, NV	98.3
17	Atlanta, GA	98.8
18	Cleveland, OH	99.4
19	Kansas City, MO	99.6



Rank	City	All Items Index
20	Milwaukee, WI	99.7
21	Virginia Beach, VA	104.8
22	Denver, CO	105.3
23	Miami, FL	108.3
24	Minneapolis, MN	111.8
24	Riverside, CA	111.8
26	Chicago, IL	114.4
27	Seattle, WA	115.2
28	Portland, OR	117.1
29	Baltimore, MD	118.0
30	Philadelphia, PA	123.8
31	Providence, RI	125.3
32	San Diego, CA	130.8
33	Los Angeles, CA	131.1
34	Boston, MA	137.2
35	Washington, DC	147.5
36	San Jose, CA	152.4
37	San Francisco, CA	161.3
38	New York, NY (Manhattan)	223.9

SOURCES: U.S. Department of Commerce - Bureau of Census, 2000; ACCRA - Cost of Living Index, 2011



TRANSPORTATION

Charlotte Douglas International (CLT International Airport) Rankings 2010

Seventh worldwide in total operations
11th nationwide in total passengers
34th nationwide in cargo (freight, mail)

Source: CLT International Airport

Major Airlines	7
Regional Carriers	4
Number of Flights Daily (April 2010)	701
Direct/Nonstop Flight	138 Destinations

Air Cargo 2010

63,917 tons enplaned
70,425 tons deplaned

Air Passenger Enplanements

2010	19,096,963
2009	17,246,594
2008	17,357,993
2007	16,568,589
2006	14,829,903
2005	14,043,554
2004	12,417,506
2003	11,511,465
2002	11,792,511
2001	11,557,058

Top 15 Airports Served by CLT International Airport (First Quarter 2011)

Rank	Destination	Passengers Daily
1	New York - LaGuardia	1,492
2	Boston	1,180
3	Chicago - O'Hare	964
4	Baltimore/Washington	872
5	Dallas/Fort Worth	738
6	Orlando	730
7	New York - Newark	716
8	New York - Kennedy	682
9	Los Angeles	606
10	Las Vegas	594
11	Philadelphia	544
12	San Francisco	518
13	Fort Lauderdale	486
14	Atlanta	458
15	Minneapolis/St. Paul	436

Highways Serving Area

U.S. Primary	21, 29, 52, 74, 521, 601
State Primary	16, 24, 27, 49, 51, 73, 160
Interstates	I-85 (I-485), I-77 (I-277)

Trucking/Warehousing & Storage Firms

Trucking Firms	309
Warehousing & Storage Firms	91

Source: U.S. Census County Business Patterns 2009

Rail Service

On-Line Railroads	Norfolk Southern & CSX Transportation
Off-Line Railroads	Amtrak
Trains through Charlotte Weekly	600+



Bus Service

Provided by Greyhound/Trailways

In-City Service	Yes
Charter Services	28

Port Facilities

Inland Port opened in 1984

Currently handling more than 32,000 containers annually

Charlotte also offers a Foreign Trade Zone

Easy accessibility to N.C. and S.C. ports

Port of Wilmington: 204 miles away

Port of Charleston: 207 miles away

U.S. Customs — Charlotte

The Charlotte branch of U.S. Customs and Border Protection offers a service port with a full range of cargo processing functions, including inspections, entry, collections and verifications.

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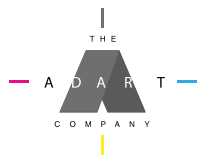
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Carolinan Medical Center





Destination CLT?



Relocation ATC.

- ▶ Relocation policy development
- ▶ Personal transferee counseling
- ▶ Personalized newcomer packets
- ▶ Home-finding and rental assistance
- ▶ Home-selling assistance
- ▶ Group move services
- ▶ Candidate services



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