

# Upstate Together: Grow by Choice or Chance

Upstate Together: Grow by Choice or Chance  
October 20, 2005  
Greenville Marriott  
Greenville, South Carolina

Conference Report

Metropolitan Studies Institute  
University of South Carolina Upstate  
November 15, 2005



UNIVERSITY OF  
**SOUTH CAROLINA.**  
UPSTATE

Office of the Chancellor

November 15, 2005

Dear Upstate Citizen:

On October 20, 2005, at the Marriott Greenville the first in a series of conferences – The Leadership Development Issue Series – was presented as a collaboration of the University of South Carolina Upstate and the Leadership Development Division of the Greater Greenville Chamber of Commerce. This initial conference was entitled *Upstate Together: Grow by Choice or by Chance*.

USC Upstate defines its mission as a “metropolitan” university. Sponsorship of conferences on Upstate leadership issues, including this most important first conference on regional growth, is a natural product of our mission.

We are pleased to provide the follow-up report of this first conference to citizens in ten Upstate counties – Abbeville, Anderson, Cherokee, Greenville, Greenwood, Laurens, Oconee, Pickens, Spartanburg, and Union.

The community issue addressed in the first Leadership Development Series was regionalism, and the conference, *Upstate Together*, resulted from planning by an outstanding group of Upstate leaders. Conference proceedings are captured in this report. Additionally, conference evaluation information is included. The report references a website on regionalism, [Upstatetogether.uscupstate.edu](http://Upstatetogether.uscupstate.edu). The website provides all Upstate citizens with access to this report, to presentations made during the conference, and to other information to advance regional visioning and planning. Ultimately, this website will house visions and strategic plans for Upstate cities and counties.

In the future, the annual Leadership Development Issue Series will address other current significant community issues, provide education on various aspects of those issues, and conclude with opportunities for individual citizen advocacy. The overall goal of the series will be to help prepare citizens for leadership on significant issues facing our communities.

Our hope is that regional champions will emerge as a result of the discussion and information presented at the conference, *Upstate Together: Grow by Choice or Chance*, as a result of this report, and as a result of information stored on the website. Questions or comments about the report should be directed to [Upstatetogether@uscupstate.edu](mailto:Upstatetogether@uscupstate.edu).

Sincerely,

A handwritten signature in black ink, appearing to read "J. Stockwell".

John C. Stockwell  
Chancellor

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## About the Conference

Because we value leadership development, USC Upstate partnered with the Division of Leadership Development Programs of the Greater Greenville Chamber of Commerce to sponsor and develop a Leadership Development Issue Series. This annual event would address a current significant community issue, provide education and awareness on the issue, and conclude with opportunities for citizen advocacy. Issues could be those that impact Greenville or those that encompass the Upstate.

The overall goal of the issue series is to provide leadership development opportunities for the general population. A leadership development program which prepares citizens for leadership on issues facing our communities is an appropriate function for a metropolitan university.

Regionalism was selected as the inaugural issue because of the impact that unplanned growth will have on the quality of life in the Upstate region and because of the importance of bringing Upstate communities together for economic development in the future.

A group of leaders representing 10 counties in the Upstate—Abbeville, Anderson, Cherokee, Greenville, Greenwood, Laurens, Oconee, Pickens, Spartanburg, Union—met to review the concept of an educational forum on regionalism, provide feedback on the concept, and participate in planning the program. Leaders from the Upstate discussed specific outcomes of the conference on regionalism. The consensus was that the entire conference would be focused on education for and promotion of regional planning, with an opportunity for citizens to be engaged in moving forward with regional planning.

Ideas from the group of leaders from 10 Upstate counties were integrated throughout the planning. As a result of this collaboration, it was agreed that a significant part of the conference should be information about regional planning initiatives that were already underway and successful, such as Upstate Alliance, Upstate Forever, and Appalachian Council of Governments.

## Conference Program

The conference participants were provided with a conference program which included the conference agenda, speakers' biographical information and organization descriptions. Table 1 displays the conference agenda. The complete program is available at [http://www.uscupstate.edu/upstatetogether/making\\_connections.pdf](http://www.uscupstate.edu/upstatetogether/making_connections.pdf). In addition, participants were provided with a copy of a letter from Senator Lindsay Graham (see Appendix A) and a reprint of an excerpt from *The World is Flat* by Thomas Friedman (see Appendix B).

Table 1. Conference Agenda

<p>Welcome  <b>John C. Stockwell, Ph.D.</b>, Chancellor, USC Upstate</p>
<p>Program Facilitator  <b>Minor Mickel Shaw</b>, <i>President, Micco Corporation</i></p>
<p>Introduction of Speaker  <b>Charles E. Dalton</b>, <i>President/CEO  Blue Ridge Electric Cooperative, Inc.</i></p>
<p><i>Growth Impact Study for Upstate South Carolina</i>  <b>Barry Nocks, Ph.D.</b>  <i>Associate Dean for Research &amp; Outreach  Professor, City and Regional Planning  College of Architecture, Arts, &amp; Humanities  Clemson University</i></p>
<p>Introduction of Speakers  <b>Rick Danner</b>, <i>Mayor, City of Greer</i></p> <p><i>Making Connections: Regions, Visions, &amp; Stewardship</i>  <b>Gianni Longo and Jamie Greene</b>  Principals, ACP Visioning and Planning</p>
<p>Q&amp;A  Panel Moderator  Mike Forrester, Vice President  South Carolina Operations Piedmont Natural Gas</p>
<p>Panel Members  <b>Steve Pelissier</b>, <i>Assistant Executive Director  Appalachian Council of Governments</i>  <b>Hal Johnson</b>, <i>President/CEO, Upstate Alliance</i>  <b>Eddie Nail</b>, <i>President, Clemson Area Chamber of  Commerce, Upstate Chamber Coalition</i>  <b>Brad Wyche</b>, <i>Executive Director, Upstate Forever</i></p>
<p>Q&amp;A  Interactive Survey  Jane Sosebee, Regional Director, BellSouth</p>
<p>Closing Remarks  Minor Mickel Shaw</p>

## Opening Remarks

The Program Facilitator, Minor Mickel Shaw, President, Micco Corporation, provided the following opening remarks.

Welcome – it's so good to see such a large group here this afternoon and such an interest in the topic of regionalism! As Dr. Stockwell said, this is our first Leadership Issues Forum. We debated the first topic for quite awhile – knowing the need to make this something of high interest and, hopefully, high impact! Many of those who were in the planning group for this event have been and are involved regionally in economic development issues, businesses, boards – and the list goes on! We all felt strongly that regionalism is a critical issue for all of us living in the Upstate today! It certainly will continue to grow as an issue and, if addressed in a strategic way by the Upstate, has the potential to not only keep our communities viable but also to make us one of the most competitive areas in the United States and the world.

There are so many issues that we share as an Upstate and we will address many of those today. We all know that we are dependent on each other on transportation and environmental issues – our air quality and our water! The presentation today by Dr. Barry Nocks from Clemson will illustrate very clearly just how important it is for us to plan our future together in these areas and in others.

Today, we all must realize that we are not competing with each other – we are competing with the world. You will see a copy of Thomas Friedman's article – "It's a Flat World After All" in your seats – reprinted from The New York Times. It is a synopsis of Dr. Friedman's new book – The World is Flat. Friedman makes the point that we are competing every minute with China, India, Thailand and, now, the middle European countries. The challenges in the global economy are huge but we can meet those challenges if we work together.

Tonight, we have brought together business, government and institutions which represent 10 counties in Upstate SC to learn more about our region and some of the issues we are facing in the future as a region. We will learn about best practices which have been developed by states to address similar issues and a way we can also respond. We hope this event will stimulate all of us to think about how we can respond to these challenges by working together!

We will also hear from four organizations which are already dealing with our own regional issues. There will be two question and answer sessions. You will see that you have index cards at your places. If you have any questions during the presentations which you would like addressed, please write the questions down on the card during the presentation and hold it up. We will collect the cards and I will ask the speakers the questions. There will also be an opportunity towards the end of the program to participate in an interactive survey with real time responses to the questions to see what our thoughts are about regional issues.

We also ask that you fill out the evaluation cards at your places and leave them on the table. We really want your response and also your email address so we will have an opportunity to follow up with you about this meeting if you would like.

## Speakers

The featured conference speakers were Barry Nocks, Ph.D. of Clemson University and Gianni Longo and Jamie Greene, principals with ACP Visioning and Planning.

### **Growth Impact Study for Upstate South Carolina Barry Nocks, Ph.D.**

Dr. Barry Nocks is the Associate Dean for Research and Outreach for the College of Architecture, Arts, and Humanities, and professor of the City and Regional Planning Program at Clemson University. He also serves as interim director of the Center for Community Growth and Change at Clemson. Nocks directed the Reedy River Master Plan project for the Center. He has been at Clemson University for twenty-four years. Dr. Nocks presented demographic data and projections for the Upstate's growth. The PowerPoint presentation conducted by Dr. Nocks is available at <http://www.uscupstate.edu/upstatetogether/growthimpact.pdf>.

### **Making Connections Gianni Longo and Jamie Greene**

Gianni Longo is a founding Principal of ACP Visioning and Planning. For the past two decades, he has pioneered the development of programs designed to involve citizens in the decision making process. Longo has developed expertise in visioning and strategic planning that has physical and economic development implications. He designed the creative public involvement strategies for Imagine New York: Giving Voice to the People's Visions, an effort to bring together people throughout the New York City region to share their ideas and vision for rebuilding downtown and memorializing the World Trade Center tragedy; Vision 2030, a regional vision plan for the future of the five county Baltimore area; the Vision Plan for Metropolitan Washington, D.C.; the Comprehensive Plan for the City of Myrtle Beach; and, many others.

Jamie Greene is a founding Principal of ACP with over 16 years of diverse planning experience and managing visioning and strategic comprehensive planning projects. He has managed many complex visioning assignments designed to serve as the policy foundation for physical plans, especially multi-jurisdictional efforts. Currently, Mr. Greene is the principal-in-charge of the Vision and Strategic Plan for Aiken County, South Carolina, Community Connections, the seven county regional growth strategy for Central Ohio, and the Allen County/Fort Wayne Indiana Join Comprehensive Plan. Mr. Greene has presented the work of the ACP at many national, regional, and local conferences, including: the American Planning Association (APA), Society of Colleges and University Planners, Managing Change Coalition, and Common Destiny.

Mr. Long and Mr. Greene defined regions, stewardship and visions within their presentation. They also identified challenges and strategies for engaging in regional planning. Examples of the regional planning process from various regions across the United States were also described. Their PowerPoint presentation is available at [http://www.uscupstate.edu/upstatetogether/making\\_connections.pdf](http://www.uscupstate.edu/upstatetogether/making_connections.pdf).

## Panel Discussion

Four panelists discussed their views and activities related to regionalism. In this section, the Upstate organizations the panelists represented are described. Reprints of the panelists' comments are also provided.

**Panelist:** Steve Pelissier, Assistant Executive Director

**Organization:** Appalachian Council of Governments

The Appalachian Council of Governments is a voluntary organization of local governments in Anderson, Cherokee, Greenville, Oconee, Pickens, and Spartanburg Counties in the Upstate of South Carolina. Created in 1971, the Council of Governments has become a valuable resource for area governments in the areas of public administration, planning, information systems and technology, grants, workforce development, and services to the elderly population. While assistance to local governments remains the Council's top priority, the private sector also benefits from services designed to enhance the region's economic environment. These efforts include public/private partnerships in support of economic development, economic research and analysis, and small business leading programs. Encouraged and facilitated through the Council of Governments, this marriage of intergovernmental and private sector cooperation continues as a critical element in the region's economy and quality of life.

**Comments:**

Since 1972, the Appalachian Council of Governments has tackled issues of regional significance and has provided services to local governments in Anderson, Cherokee, Greenville, Oconee, Pickens, and Spartanburg Counties. The promotion of regionalism is obviously central to our mission. Because the concept of regionalism can be abstract and because of the challenge it is to develop an appreciation for the value of regionalism on a comprehensive basis, we have focused our activities and have enjoyed our greatest success in areas for which the benefits of a regional approach are clear.

One area of concentration is water quality planning. Because our region is characterized by relatively small rivers and streams, our assimilative capacity that is the ability to treat wastewater is limited. Also, for the most part, water bodies are shared by several local governments and other service providers, resulting in fierce competition for limited resources. By bringing entities in a basin together for wastewater treatment planning and service provision on a regional basis, we are able to maximize the utilization of the water body and create efficiencies in treatment plant location, size, and utilization resulting in decreased costs and improved service for all. Another area of concentration is economic development. The Appalachian Council of Governments does not do marketing but rather provides resources for those entities that do carry out marketing activities.

Our most noteworthy economic development resource is InfoMentum, a computer system that integrates geographic coverages with demographic, socio-economic, and other data. This system is the primary source of data used by the Upstate Alliance, as well as the lead economic development agencies in all ten of the Upstate Counties, allowing them to produce up-to-date, accurate, and informative reports for prospects in a very short period of time.

We also work with communities throughout the region to analyze their readiness to attract development, set priorities for resource development, and implement recommendations. A major component of this is developing financial strategies and securing grant funds. Since our inception, we have secured over \$273 million in grant funds for local governments, educational institutions, and other service providers throughout our region.

Another regional economic development resource we offer is our Appalachian Development Corporation, which provides low interest gap financing to start-up and small businesses supporting entrepreneurs throughout the region.

In my opinion, the greatest difficulty in promoting regionalism is developing an understanding of the value of regionalism. All of us are busy with our day to day tasks and have little time to look at the big picture. Regional approaches are more complicated, required negotiations with others, and giving up control. Also, for the most part, things are going well. We have prosperity. We don't have the traffic delays that Atlanta and Charlotte do. We can provide water and sewer at reasonable costs. The challenge to my organization and other promoters of regional cooperation is to get the word out that this will not always be the case. To continue seeing prosperity, we need to make some changes – changes that are bigger than what can be done by any local government or individual service provider. Our traffic situation is headed towards that of Atlanta or Charlotte. And, here's my biggest concern, with continued growth and ever restrictive environmental regulations, in 10-15 years, we could very well run out of wastewater treatment capacity – at least at a rate that anyone would view as competitive.

**Panelist:** Hal Johnson, President/CEO

**Organization:** Upstate Alliance

Formed in 2000, the Upstate South Carolina Alliance is a public/private regional economic development organization designed to market the dynamic 10-county Upstate region to the world. The 10 counties of the Alliance represent the commerce-rich northwestern corner of South Carolina. The Upstate Alliance's vision is to "position and market the Upstate SC region to successfully compete for business investment globally." The Alliance's goal is to spearhead an aggressive, innovative and comprehensive global marketing strategy to attract new investment to the Upstate region. By creating a powerful brand and image for the region, increased opportunities will ultimately lead to greater investment, enhancing the prosperity and quality of life for the entire Upstate.

**Comments:**

The Upstate Alliance is a Marketing and Branding Organization that was created by a dynamic group of leaders that have the vision and the forethought of Marketing beyond geographic boundaries. This unique team was formed in 2000 and included all ten counties and their economic development teams to include county councils and other public leaders as well as the business community. The vision was driven by the business leaders who encouraged the public sector to work together as one group to carry a single vision for the Upstate – they said "let's create a marketing team that markets this region collectively." Five years later we have success! Our ten counties are communicating better now than ever before and we are truly working together as one region both in the private and public sectors. We are leveraging

relationships and learning from the mistakes of others – isn't that what an Alliance is truly all about? I think so!!

**Panelist:** Eddie Nail, President

**Organizations:** Clemson Area Chamber of Commerce,  
Upstate Chamber Coalition (Member/Representative)

The Upstate Chamber Coalition fosters cooperation and coordination of efforts of the chamber issues impacted the Upstate of South Carolina business climate, including but not limited to, legislative issues and economic development issues. The Coalition fosters communication and information exchange for the benefit of the executive staff and business leadership of each of the chambers, and investigates, promotes and/or participates (where permissible) in benefit programs which are advantageous to the chambers and their respective memberships.

**Comments:**

There are sixteen Chambers in the Upstate Chamber Coalition.

The largest chamber, Greenville, usually sets the agenda along with other larger chambers in Spartanburg and Anderson. At meetings, the Chambers discuss anything from public policy affecting business to best practices in operations. Together they can represent several thousand member organizations in the Upstate.

Within this group, other partnerships are formed. The three larger chambers in Greenville, Spartanburg, and Anderson have partnered on numerous initiatives including diversity, air quality and others.

Other Chambers within the group work together on specific initiatives. Anderson began a Lake Hartwell Chamber Coalition including some Georgia chambers. Anderson also facilitates the Tri-County Federal Issues Committee that includes a trip to Washington each spring. All seven small chambers in Oconee and Pickens Counties have combined efforts on legislative affairs to form the Oconee Pickens Chamber Coalition which is facilitated by Clemson.

**Panelist:** Brad Wyche, Executive Director

**Organization:** Upstate Forever

Upstate Forever is a non-profit membership-based organization that promotes sensible growth and protects special places in the Upstate region of South Carolina. Founded in 1998, Upstate Forever has over 1,500 members, a staff of 13, and offices in Greenville and Spartanburg. To date it has received 22 conservation easements protecting more than 4,500 acres of significant land and resources in the Upstate. Upstate Forever supports and advocates for effective planning for future growth; better coordination of services; stronger state and local policies relating to the development and environmental protection; and significant funding for parks and natural areas.

**Comments:**

The Upstate is one of the fastest growing and most rapidly changing areas in the United States. Our ten county region's population now exceeds one million and continues to increase at the rate of 44 people per day. Land is being developed at the rate of over 40 acres per day---that is the equivalent of a brand new Haywood Mall being built every two days.

According to the findings of a growth impact study for the Upstate performed by the Clemson University Center for Community Growth and Change, there will be 340,000 more people living in the Upstate in the next 20 years. These residents will require 132,000 more houses, drive 260,000 more cars, need 7 million more square feet of retail space, add 60,000 students to our schools, and each day discharge 30 million more gallons of wastewater.

[Please read the above paragraph again and think about the enormous impact of such growth on our region. It is truly hard to comprehend.]

Certainly we need growth to keep the economy strong and to provide good jobs and new opportunities for our citizens. The issue is not whether the Upstate is going to continue to grow—that is inevitable. Rather, the issue is how and where this growth will be accommodated. It is, indeed, one of the most important issues our region will ever face.

Will we become a polluted, traffic-choked area like Atlanta or Dallas or will we maintain the quality of life that makes us one of the best and most attractive places in the country?

Some rapidly growing regions across the United States are tackling this issue head on. One of the best is "Envision Utah," the widely acclaimed, award-winning program for the Salt Lake City region.

Although 1,700 miles away, the Salt Lake region is remarkably similar to the Upstate. Both regions are politically conservative, topographically blessed with spectacular mountains and rich farmlands, have the same number of counties (ten), and are governed by a complex structure of hundreds of local councils and special purpose districts. Both regions, too, face the immense challenges associated with rapid population growth.

Envision Utah does not employ a heavy-handed, regulatory approach. To the contrary, the program is entirely voluntary and educational, providing information, resources and support to local communities and service providers throughout the region on growth and development issues.

One of Envision Utah's first steps was to host "How to Grow" and "Where to Grow" workshops for the public. Citizens sat at tables covered by a large map of the region and were asked to solve this basic dilemma: During the next 20 years, the region's population will increase by 1 million—where are they going to live?

The Envision Utah hosts carefully considered the seating assignments. They wanted a broad cross section of views represented at each table so the developer sat next to the environmentalist and the Republican was next to the Democrat. It worked well because the

participants did not have an issue to fight over, they had a common problem to solve—what are we going to do with the next one million people?

Based on the input from these workshops, the next step was to publish four “Scenario Maps” for the future of the Salt Lake region. Two of the maps (called A and B) basically showed what the region would become if current development patterns remained unchanged, while the other two (C and D) showed the result if development was made more compact and walkable.

They compared the costs of the four scenarios and found a staggering \$15 billion difference in the cost of public infrastructure (roads, water, sewer, utilities, etc.) between scenario A (\$38 billion) and scenario D (\$23 billion). Utah Governor Mike Leavitt’s comment, “We can’t afford this!” earned front page headlines.

The study also showed a breathtaking difference in the amount of new land consumed by development: 409 square miles for scenario A, and only 85 square miles for scenario D. Yet there was only a one-tenth of an acre difference in the average residential lot size between the two scenarios (one third of an acre for scenario A and one-fourth of an acre for scenario D).

The maps were widely publicized throughout the region, and the public was asked to weigh in. There was overwhelming support for a future that is less sprawling, less land consumptive, more fiscally responsible, and more pedestrian friendly. In fact, less than 10 per cent supported scenarios A and B.

The good news for us is that their approach is not unique to Salt Lake—it can work in any region. Envision Utah provides a wonderful model by which our region can come to grips with the formidable challenges posed by rapid growth and change.

It’s time to “Envision the Upstate.”

## Questions and Answers

At the conclusion of each segment of the conference, the audience was provided the opportunity to generate question for speakers. The questions were posed in writing on index cards and the moderator read these to the speakers. Due to time constraints, not all the questions could be answered. Following the conference, speakers were asked to respond to these questions in writing. The questions and responses from select speakers are presented in this section.

**Question:** Where has the Transfer of Development Rights been used to manage growth?

**Respondent:** Brad Wyche, Upstate Forever

**Answer:** Over 160 communities throughout the United States are using TDR to preserve important lands, manage growth and reduce infrastructure and service costs. Montgomery County, Maryland has one of the most successful programs in the country. Since 1980, approximately 3,000 TDR transactions have been accomplished, protecting nearly 40,000 acres of important rural lands. Boulder County, Colorado and King County, Washington also

have effective programs. An outstanding book on TDR is [Saved by Development: Preserving Environmental Areas, Farmland and Historic Sites with Transfer of Development Rights](#) by Rick Pruetz.

**Question:** What has made it possible for each of you to work on a regional basis? What has contributed to your success? (This question was posed to all four panel members.)

**Respondent:** Brad Wyche, Upstate Forever

**Answer:** The bad news is that there are only a few conservation organizations in the Upstate, but the good news is that all of us work well together. The Nature Conservancy recently opened an office in Greenville and is leading a broad based partnership of nonprofits and state and federal agencies in preserving additional lands in the Blue Ridge Mountains. Upstate Forever, Upper Savannah Land Trust, Friends of Reedy River, Pacolet Area Conservancy, Spartanburg Area Conservancy and Naturland Trust coordinate their efforts and programs in protecting important lands and resources in the rest of the region.

**Respondent:** Steve Pelissier, Appalachian Council of Governments

**Answer:** Several factors are critical to successful regional collaboration. In any regional initiative, stakeholders have a legitimate concern to ensure that their interests (or the interests of the people they represent) will be promoted. Therefore it is important to demonstrate that the structure of the forum is balanced. A key factor for the Appalachian Council of Governments is that our Board of Directors consists of elected officials from legislative delegations, county councils, and municipal councils from across the region. Because each local area has representation on the Board, they have a level of authority and control. In addition, prior to initiating work on the substance of a regional initiative, it is important to establish buy-in on the purpose, objectives, and process. Participants are much more willing to discuss issues after establishing a comfort level with the forum itself.

Another key factor in the success of regional initiatives undertaken by the Appalachian Council of Governments is that our initiatives address identified challenges. Also, for many of our projects, it is clear that the scope of the challenge is too extensive to be addressed by an individual entity. An example is the rationalization of wastewater treatment facilities. Over the past ten to twelve years, every wastewater treatment provider in the region has been hit with extremely high costs of upgrading and expanding treatment facilities. With growth and development, the cost of meeting ever tightening environmental regulations increases very quickly. Our program to regionalize treatment is successful because it is more cost effective for all providers to invest in strategically sized and located regional treatment plants than it is to continue to try to expand and upgrade small local facilities. Another factor that makes wastewater treatment a regional issue is that the water bodies that are critical to treatment are shared. It is typical for a river to pass through several local jurisdictions, as well as to form county boundaries. As a result, the utilization of a river must be considered on a regional basis.

There are other basic principles that must be kept in mind for any regional effort. Project facilitators must be objective and unbiased. More importantly, they must take care to ensure that they avoid any action that would cause them to be seen as favoring a particular stakeholder. Facilitators must establish a rapport with project participants and must demonstrate that they understand the goals, needs, and concerns of each. The timely presentation of information is also critical to maintain a sense of project integrity, and all participants must receive the same information at the same time.

**Respondent:** Eddie Nail, Clemson Area Chamber of Commerce,  
Upstate Chamber Coalition

**Answer:**

- a. Working with people who are willing to either (1) lead or (2) be led.
- b. Not waiting until an opportunity to work together presents itself – rather finding good people and seeking common ground to work together.
- c. Avoiding public confrontation that burns bridges – rather working things out behind the scenes
- d. Compromise

**Respondent:** Hal Johnson, Upstate Alliance

**Answer:** Our success is attributed to the great leadership of our investors and the leadership that drove the concept of the Upstate Alliance. More specifically because our leadership has demanded we remain completely focused on our Vision and our Mission.

Vision

Position and market the Upstate SC region to successfully compete for business investment globally.

Mission

1. Market the Upstate SC region to attract business investment.
2. Support economic development efforts of the Alliance investors.
3. Build cohesive relationships among the region's private & public sectors.

Also, I believe that we have been successful because we have all realized collectively we are much bigger target and that the assets we all bring to the table build upon each other rather than take away from each other. Also, it is because of attitude – we have always believed that we are doing the right thing and no one has been able to successfully demonstrate why we should not work together as a team to market this great region – “ten counties one vision!”

**Question:** What are the keys to success for communities that have artificially limited sprawl and fostered density?

**Respondent:** Barry Nocks, Ph.D., Clemson University

**Answer:** Crisis and natural barriers or constraints seem to be the most common elements in leading communities to intentionally (not "artificially") limiting sprawl and encouraging density.

When people realize that some choices are too expensive, they will seek better options. For example, the limited availability of water in many areas of the Western US has led communities to refuse to run water lines long distances, meaning that land is generally developed contiguously from the water supply. Land values close to water are sufficiently high that sprawling development is not encouraged. In areas where regional visioning and concern with growth has led to some limits on growth, local residents have sought to prevent a very likely reduction in their quality of life. For example, in the Salt Lake Region, Envision Utah succeeded because residents of the valley were seeing land for new housing becoming too expensive for their children to move back and the natural beauty of the region deteriorating. When given information on what options existed for them, they chose to act in their own interests and use available local government powers for each locality to preserve important areas, encourage housing options of various sizes, densities and costs, and seek ways to encourage alternative transit modes (including a regional light rail system).

**Question:** Do we have per capita cost for services today vs. per capita cost in 2025 with 340,000 new residents?

**Respondent:** Barry Nocks, Ph.D. Clemson University

**Answer:** The costs projected for 2025 are essentially current average costs updated to 2025, essentially using the time value of money over 20 years.

**Question:** Were gas prices to remain at or near current levels would we expect increased density and less investment required in roads?

**Respondent:** Barry Nocks, Ph.D., Clemson University

**Answer:** That would certainly be one scenario for the future. The question becomes one of determining when gas costs become so expensive that our travel behavior shifts from individuals driving alone in cars to car-pooling and more dense development that would enable mass transit (buses or trains). We have shown a strong desire to use our individual cars (with miles driven, number of vehicles registered, etc increasing more than ever). Without significantly more density of development, mass transit will require unsustainable subsidies to exist.

**Question:** Does the projected tax base from this growth cover the additional costs requirements for infrastructure?

**Respondent:** Barry Nocks, Ph.D., Clemson University

**Answer:** We have not investigated this question. My personal view is that while the tax base

will grow, it is unlikely to keep up with the additional costs of providing the desired level of services with continued expansion of developed area while land development continues at a rate several times greater than population growth.

**Question:** What are some creative development options for buildings that are vacant? Suggestions that will transform blight spots into bright spots for the region.

**Respondent:** Steve Pelissier, Appalachian Council of Governments

**Answer:** For the re-use of abandoned mill sites, the two most important factors are contamination and location. At the time many of these facilities were constructed, a wide variety of material was utilized that we have now found to be unsafe. In addition, residual by-products of the manufacturing process, or – as is sometimes the case – the actual product manufactured, have subsequently been found to pose health or environmental danger. Federal law places liability for clean-up, as well as for any negative impacts resulting from a contaminated site on each successive property owner. Therefore, it is impossible to attract investment in an abandoned mill site until it is certified to not contain environmental contaminants.

As a result of liability issues, many abandoned industrial sites around the country have been left unused and deteriorating over a period of decades. In response, the US Environmental Protection Agency has instituted a Brownfield Remediation grant program to help with the costs of clean-up and re-development. There are many examples across the nation in which abandoned industrial facilities have been turned into thriving residential or mixed use developments.

A second factor in the re-development of abandoned industrial sites is location. People have nostalgic feelings toward old mills. In a larger community or in a location with good highway access, it can be financially viable to convert mill buildings into condominiums, shopping centers, or mixed use centers. There are several examples of this in Greenville. The conversion of the Drayton Mill into the Spartanburg NASCAR Museum is an excellent example of a public-private partnership to transform an abandoned mill site in that city.

A local expert on Brownfield redevelopment is Jason Van Driesche, with Upstate Forever. He can be contacted by phone at (864) 250-0500 or by e-mail at [jasonvand@upstateforever.org](mailto:jasonvand@upstateforever.org).

**Respondent:** Eddie Nail, Clemson Area Chamber of Commerce,  
Upstate Chamber Coalition

**Answer:** There has been some legislation offering tax incentives to developers who will renovate abandoned textile mills. There is also discussion and maybe even pending legislation on incentives to renovate large abandoned retail buildings. Beyond that, to avoid “reinventing the wheel”, intercommunity visits should be valuable. Visiting some communities in the old rust belt in the east and Midwest who have placed upscale condos in old steel mills etc, would be valuable

**Question:** What makes us think we can hold on to the automotive jobs we have attracted? Is it not the “textile” cycle all over again?

**Respondent:** Hal Johnson, Upstate Alliance

**Answer:** Great question but the answer is no. – The reason I believe this to be true is because of the commitment to long term research in the automotive market being made so early in the lifecycle of this industry sector. Face it – the textile companies that have made a commitment to research are still here and extremely successful.

**Question:** Given the current attitudes in the upstate regarding “big government” or even additional government in general-will we ever see a “Metro” Greenville, Greer, Spartanburg, oversight group with governing powers?

**Respondent:** Hal Johnson, Upstate Alliance

**Answer:** Do we need one? Seriously, the concept of a singular governmental entity has its own issues. Can it be done? Yes, however the ideal of real change would need to be created and fostered by all before change of this magnitude could happen. On the other hand wouldn't it be nice if we could eliminate old geographic boundaries and historic events that have prevented our area from growing to our greatest potential – with the efficiencies of a streamlined governmental process that kept customer service job number one with continual process improvement for the benefit of citizens and our community.

### Interactive Survey

Jane Sosebee, Regional Director, BellSouth led the conference audience through an interactive (Real Time) survey presented on two screens. Questions for the interactive survey were generated by committee members following extensive discussion of published surveys from communities engaged in regional planning. A combination of Likert Scale, forced-choice, and multiple-choice item response formats were included in the survey. In addition, nine questions afforded audience members the opportunity to provide priority rankings for three items.

The audience answered survey questions using hand held audience response units provided by BellSouth. Audience responses were automatically calculated and instantly displayed on the screens. The questions and responses are presented in Table 2. The results displayed to the audience are available at [http://www.uscupstate.edu/upstatetogether/survey\\_results.pdf](http://www.uscupstate.edu/upstatetogether/survey_results.pdf).

Table 2. Interactive Survey Questions

Questions	Response Options	Percentage of Respondents (Rank) [Number of Responses]
What is the number (one, two or three) barrier to regional thinking/cooperation?	Fragmented public and private sectors Turfism/parochialism/status quo "Gorilla paranoia" Individual property rights Time and distance Lack of Understanding-resources we share Lack of Understanding-benefits Lack of Understanding-competition	20% (2) 29% (1) 11% (4) 13% (3) 4% (7) 7% (6) 10% (5) 6% (8) [N=192]
What is the number (one, two, or three) regional strength which binds us together/enables us to excel?	International Strong work ethic I-85 Corridor GSP Airport Colleges/Universities "Can do" attitude/spirit Public/private partnerships Business/industrial sector "Southeastern Innovation Corridor"	7% (5) 5% (7) 25% (1) 4% (8) 6% (6) 15% (3) 17% (2) 11% (4) 11% (4) [N=190]
What is the number (one, two or three) priority to tackle from a regional planning and coordination standpoint?	Economic Development Transportation Environment Land use and growth Education/work force Health and Human Services Coordinated legislative agenda	13% (3) 13% (3) 9% (4) 30% (1) 22% (2) 4% (5) 9% (4) [N=194]
How concerned are you that the Upstate region may become "the next Atlanta"?	Very Concerned Moderately Concerned Slightly concerned Not concerned	57% 28% 9% 5% [N=194]
Which of the following approaches to regional planning and cooperation will give us the greatest opportunity for successful implementation?	Strong Governmental approach An educational, voluntary approach Collaboration using public/private partnerships Other-(indicate on response card)	5% 7% 87% 1% [N=196]
Do we need an umbrella organization?	Yes No	93% 7% [N=195]
Have you read the book entitled the <u>The World is Flat</u> by Thomas Friedman?	Yes-and I encourage others to do so Yes No-I am not interested No-but I plan to I never heard of it.	18% 4% 8% 70% 0% [N=161]

## Conference Evaluation Results

An Evaluation & Response Card was completed by 187 of the conference participants. Via the card, the attendees were asked to indicate their level of interest in follow-up activities related to the conference; responses are provided in Table 3.

Table 3. Level of Interest.

Level of Interest ("I am interested in . . .")	Yes	No	Maybe	No Response
Receiving a summary report of this conference.	96%	2%	0%	2%
An umbrella organization to help guide the process.	60%	6%	24%	17%
Attending other public meetings to share my ideas.	73%	2%	15%	10%

An evaluation of the conference was also included on the card. In response to "The time spent on the conference was valuable," 84% responded yes, 2% responded maybe, and 15% did not respond. Respondents were also asked to provide written comments regarding how the conference could be improved and topics that should be covered in future conferences of the Leadership Development Issues Series. An opportunity was also given for sharing additional comments. The specific comments generated are included in Appendix C, D, and E.

## Next Steps

The primary desired outcome of the conference was that participants would emerge motivated to continue discussion and action on regionalism. The hope that there would be a sufficient number interested in continuing to explore regional planning was fulfilled. There was a power and energy emerging from the presentations and interactive survey, and as a result, new stakeholders for regional visioning and planning were identified. A number of regional champions emerged and volunteered to continue to work toward regional planning.

The committee wanted to keep the momentum generated at the conference alive. Several newspaper articles on the conference have already been published, and a series of Op-Eds on regionalism would soon be published. The committee also recommended that community members be made aware of *The Regional City* by Peter Calthorpe and William Fulton. This book is described in Appendix C of this report.

The consensus was that a group of regional champions representing the 10 Upstate counties included in the *Upstate Together* conference should meet to determine appropriate follow-up to the conference. The planning committee discussed leadership for a transitional Upstate Visioning and Planning Group. The committee agreed that it is critical that the chair selected to lead should be someone who will work in an objective and unbiased way with representatives from the 10-county Upstate area.

Specific charges to the group will include responding to the following questions:

1. Should an existing organization or a new organization serve as the "umbrella" group that

- will carry out regional visioning and planning for the Upstate?
2. Should a consultant be employed to assist in developing the regional planning initiative?
  3. If a decision is made to employ a consultant, how will the funds be raised for the consultant?
  4. How can the citizens who responded to the interactive survey that wanted to participate in an “umbrella organization” be involved as quickly as possible in a regional planning initiative?

Dr. Doris Páez, Director of the Metropolitan Institute at USC Upstate, will serve as the administrator for continued efforts on behalf of regionalism, including maintenance of a website for *Upstate Together*, and a database of Upstate citizens interested in supporting regional visioning and planning. Dr. Judith Prince, Vice Chancellor of USC Upstate in Greenville and chair of the planning committee for the conference, will assist Dr. Páez with these tasks.

A report of the conference, *Upstate Together: Grow by Choice or Chance*, will be e-mailed to all participants on Tuesday, November 15, 2005. Following that, a group of Upstate regional champions representing all 10 counties will meet and determine how or whether an “umbrella” organization will be formed and how Upstate citizens will be engaged in the visioning and planning process.

## Appendix A

LINDSEY O. GRAHAM  
SOUTH CAROLINA (202)224-5972

Washington, DC  
October 20, 2005

Dear Attendees:

I appreciate the opportunity to share some of my thoughts on the theme of civic cooperation being put forth at this event. I also want to thank the Leadership Development Issues Series sponsors, the Greater Greenville Chamber of Commerce and the University of South Carolina Upstate, for hosting.

If South Carolinians expect to achieve prosperity, attract new business, and compete successfully in the new global economy, we must take a regional, cooperative approach to development. It is necessary that we utilize all of our available resources, build on our strengths, and include smaller-populated communities as we move forward. There are already several existing outlets that private and public enterprises may use to cultivate relationships and share information in the name of progress.

The ten regional Councils of Governments (COG) in the state play an integral role in fostering cooperation among different parts of South Carolina. COGs help address the issues that impact growth in the particular regions they represent, and they create alliances to not only assess the needs within the region but also help identify their respective priorities. In the Upstate, the Appalachian Council of Governments helps forge public/private partnerships in support of economic development, economic research and analysis, and small business lending programs.

Regional Economic Development Organizations also exist to position and market the different regions of the state to successfully compete for business investment globally. These alliances operate as forums through which the different communities and enterprises of a region can join together to strategize and collaborate on ideas for development. Just last month, the Upstate Alliance, which comprises all ten counties in the SC Upstate, hosted the inaugural Upstate Palmetto Showcase. This event attracted site consultants from thirteen firms across the United States introducing them to the benefits of doing business in the Upstate.

On the federal level, the Economic Development Administration (EDA) within the U.S. Department of Commerce offers a number of resources for local entities to pursue for economic aid. Our state is fortunate to have a dedicated EDA representative, whose work is focused solely on South Carolina. Rural Development, a branch of the U.S. Department of Agriculture, also provides additional avenues for advancing rural infrastructure. The state director and his staff work diligently throughout the state in assessing and helping fund our greatest needs.

In conclusion, as we look to advance industry and promote the resources in our state, it is imperative that we work in unison and recognize that cooperation will yield greater results for more communities. I applaud those entities working to make that happen.

Sincerely,



Lindsey O. Graham

United States Senator

## Appendix B

### The World Is Flat (Description)

(Retrieved November 14, 2005 from, <http://www.thomasfriedman.com/worldisflat.htm>)

#### **The World Is Flat**

*A Brief History of the Twenty-First Century*

*New York Times*

History of the world twenty years from now, and they come to the chapter "Y2K to March 2004," what will they say was the most crucial development? The attacks on the World Trade Center on 9/11 and the Iraq war? Or the convergence of technology and events that allowed India, China, and so many other countries to become part of the global supply chain for services and manufacturing, creating an explosion of wealth in the middle classes of the world's two biggest nations, giving them a huge new stake in the success of globalization? And with this "flattening" of the globe, which requires us to run faster in order to stay in place, has the world gotten too small and too fast for human beings and their political systems to adjust in a stable manner?

In this brilliant new book, the award-winning New York Times columnist Thomas Friedman demystifies the brave new world for readers, allowing them to make sense of the often bewildering global scene unfolding before their eyes. With his inimitable ability to translate complex foreign policy and economic issues, Friedman explains how the flattening of the world happened at the dawn of the twenty-first century; what it means to countries, companies, communities, and individuals; and how governments and societies can, and must, adapt. *The World Is Flat* is the timely and essential update on globalization, its successes and discontents, powerfully illuminated by one of our most respected journalists.

#### **Reviews**

"Before 9/11, New York Times columnist Friedman was best known as the author of *The Lexus and the Olive Tree*, one of the major popular accounts of globalization and its discontents. Having devoted most of the last four years of his column to the latter as embodied by the Middle East, Friedman picks up where he left off, saving al-Qaeda et al. for the close. For Friedman, cheap, ubiquitous telecommunications have finally obliterated all impediments to international competition, and the dawning 'flat world' is a jungle pitting 'lions' and 'gazelles,' where 'economic stability is not going to be a feature' and 'the weak will fall farther behind.' Rugged, adaptable entrepreneurs, by contrast, will be empowered. The service sector (telemarketing, accounting, computer programming, engineering and scientific research, etc.), will be further outsourced to the English-spoken abroad; manufacturing, meanwhile, will continue to be off-shored to China. As anyone who reads his column knows, Friedman agrees with the transnational business executives who are his main sources that these developments are desirable and unstoppable, and that American workers should be preparing to 'create value through leadership' and 'sell personality.' This is all familiar stuff by now, but the last 100 pages on the economic and political roots of global Islamism are filled with the kind of close reporting and intimate yet accessible analysis that have been hard to come by. Add in Friedman's winning first-person interjections and masterful use of strategic wonksterisms, and this book should end up on the front seats of quite a few Lexuses and SUVs of all stripes." --*Publishers Weekly* (starred review)

## APPENDIX C

### The Regional City (Description)

(Retrieved November 12, 2005, from <http://www.magplane.com/html/pdf/mar12.PDF> )

#### The Regional City

by Peter Calthorpe and William Fulton

1. Whether national or local, these "economies" might be important to the politicians who preside over them, but it has become increasingly clear that they don't really exist. Economic activity does not come to a halt when it reaches a jurisdictional line, whether the jurisdiction is a local, state, or national government. Political boundaries are artificial—and they don't reflect the way the global economy operates.
2. The global economy operates best at the regional scale for two reasons. First, much to everyone's surprise, despite our advances in telecommunications technology, *proximity* still matters a great deal. And, second, because of the decentralized nature of the economy, *networking* among a large number of highly specialized people and businesses matters more than ever. The fact that proximity still matters has been something of a surprise in the past decade. At the dawn of the modern age in the 1980s, economists and urban planners predicted a great untethering of "work" from "workplace."
3. Although a few executives do work on mountaintops, most choose instead to operate within the physical confines of a metropolitan economy. Take Silicon Valley in California—probably the hottest economy in the world. In the past decade, Silicon Valley has become both extremely crowded and extremely expensive, and many of the people who work there have become extremely rich. Yet most still choose to remain there. Why?
4. The reason is simple: technological advances, globalization, and the changing nature of work have transformed the form of our economy into what might be called a **"network economy."** Economic activity is volatile and unpredictable. It's impossible to predict what an entrepreneur, or a business, or even an employee might need from one day to the next in order to thrive.
5. Therefore, the single most important component of economic success, either for a business or for a worker, is access to networks of all kinds: job networks, money networks, idea networks, and networks of vendors and services. And the only sure way to operate successfully in the network economy is to be physically located in what might be called a **"network metropolis"**—a region where all these networks are located in close enough proximity that they can remain lively and active without a heavy investment in travel or long-distance telecommunications.
6. "What actually attracts business is the entire geographically based infrastructure of skills, markets, and expertise," the California economist Manuel Pastor and his colleagues recently wrote in their new book *Regions That Work: How Cities and Suburbs Can Grow Together*. **"These are the assets that make it worthwhile for businesses to accept higher labor standards in return for access to an educated and enthusiastic pool of workers, as well as the 'intangibles' of sound public policy and supportive business suppliers. And, increasingly, these assets are constituted at the regional level."**
7. The reasons that the network metropolis must operate at a regional level are obvious: the global scale of the economy and the vast range of specialization required to compete globally demand a large and varied pool of labor skills and other expertise.
8. Instead, economic development now revolves around analyzing and understanding business and industrial "clusters"—geographically based groups of companies, entrepreneurial networks, and labor skills that permit any region to find and keep its place in the global economy year after year. The cluster approach recognizes that it is the network that matters, not any individual business.
9. **"Spatial suicide"** is an apt term for the manner in which many American metropolitan areas choose to tear themselves apart rather than adapt to the idea of an economic region. As we will discuss below, the mismatch between regional economic reality and local political fragmentation often leads to such severe social and economic inequality across a region that it cannot function well either as an economic unit or as a social unit.
10. **Indeed, even as business leaders recognize the emergence of regions as the basic unit of the global economy, they are becoming increasingly concerned that the very regions on which they depend will lose many of the qualities required to stay competitive. In particular, many American metropolitan areas are seeing both their quality of life and their ability to provide affordable housing erode.**

## Appendix D

### Conference Improvement Comments

Answering all questions
More time, more in depth discussion, 'Where the rubber meets the road'-the next step, i.e. how do we begin/implement regional planning/quality growth
Better spacing between seats; more time for featured speaker
Longer time span for additional educational speakers (more in depth coverage of case studies in Birmingham, Knoxville, Montgomery, Utah)
More localized; more often; maybe longer
More seat room 6"/chair!
Well done
Too much info in too short a time; need more time and look forward to subsequent session
Specific issues related to the Upstate
Getting city and county leaders to attend
Make this ½ day; allowing in-depth presentation and dialogue
Lengthen time
More (time) for Q & A
Smaller, more intimate groups that each have a focus in the overall plan
Longer than 30 mins.; more time for "Solutions" not just the "Problems"
Narrowing the focus
More time
More time
1/2 day needed?
More time for panel
Great overview to start-perhaps future sessions could deal with different sub-topics. Education, transportation, land use, infrastructure, etc.
Allowing longer time frames
More participants; more elected officials and community leaders
GSA Business involvement the only regional newspaper in the Upstate covering business interests
Fantastic-loved the working together attitude; loved the idea of making the Upstate a "place"
Do the audience survey BEFORE (and after?) the presentations
More publicity to involve a greater group of people
Allowing more time and allowing breaks with food
More time for the panelists to answer questions/elaborate
Good program; more time for speakers
Panel has too many "theory" people, need more "nuts and bolts" experts; i.e. home builders, sewer and water people that deal with real problems; I feel more participation by audience would occur.
More diversity; opinions; people
More time for Q & A
Providing copy of power point with note space
More time
Smaller groups; more one-on-one
Incorporate smaller group brainstorming sessions to seek solutions to the problems that were presented. More diverse speakers/panel members.
Presentations far too rushed! Start on time and skip the lengthy introductions. Really wanted details of the process
Great organization; so much info, so little time!
More time for questions
Action: things achieved or things to be achieved; enough talk. See ULI state report (Provide examples of) more locally demonstrated programs.

Better seating; get copies of ppt
Well-planned and executed; no suggestions
Speaker variety; panel was great; would like to have heard more from them
Hearing from elected officials; need their buy in!
Less air conditioning
Thought that Gianni Longo needed more time; overall, very well done
Having smaller groups. This would allow for more interaction with the participants; rotate speakers from group to group
More seating room; holding again in other areas
Extending the time
More space; warmer room
Including developers on panel
Giving presenters more time or reducing the # of presenters to give enough time
More time for panel
Perhaps more local gov't involvement; county planning districts/staff
More casual; more room; more time
Strong examples (visual) of what could happen to the Upstate if we do not have a plan for future growth
Provide agenda and some presentation facts (such as Prof. Nock's Numbers) would help attendees be prepared to listen and leave with a better understanding of issues.
More time for Longo and Greene
I thought it worked well
More time for presenters
Better communication as the objective of the conference
More room or smaller group
Address specific problems; Why is our school system so poor, why are our wages so low, our health so bad-at future conferences
The conference was splendid
Longer day; break-out sessions
More info concerning: education; healthcare
It all depends on what we do from here...this was a good start
3/4 hour longer (time)
Adding diversity-I would like to hear from people who are concerned with regionalism and their reasons for being concerned
More time for keynote speakers.
See comments below; Can we receive the power point presentations sent to us via e-mail; would like it
Forgetting the connections slant and picking up on the "global collaboration" process; global issues and examples
Appoint more diverse perspectives and members to the panels
Moving fast was good!
Where are the minorities? Not many black, brown, or yellow faces.
More time for the panel
Providing more time to the speakers; everyone seemed somewhat rushed
Location with more parking and more comfortable seating; ability to physically move; give questions
More seats ( a great problem to have)
Distributing copies of the presentation with notes
Probably tried to cram too much in a 2 hour program-but a great start
Having a little more time
Wait and See; Think about it.

## Appendix E

### Additional Comments

Very informative.
Great mix of speakers; excellent panel
Excellent conference!
Terrific contribution to the debate we must enter; thank you!
I am working to complete a master's degree in landscape architecture (thesis incomplete) and am very interested in planning and development issues in the Upstate.
Other response: identifying with regions with 10 county area (i.e.) Northern Greenville County in a band across Upstate
Would like to have copy of presentation
Please sent me a copy of all power point presentation given (web address provided)
I am interested in helping with forming this organization; I am in Greenville; former head of world wide; cool assets for in-group/Rand corp.; located over 40 manufacturing plants and headquarters worldwide
Surprised by all of survey responses; think many attending need to come together to vision and implement plan
Great conference!
Exceptionally well executed program! Thanks
Thank you for giving us the opportunity to get involved; be a part of what is happening in the Upstate, and hear from those involved with planning in other areas.
Informative
Prepare the region to compete (use same 10 counties as focus)
This is a great initiative-please keep publicizing your efforts as you progress
Great idea to provide a follow-up report, complete with Q& A!
Love the interactive survey; very useful too!
Enjoy interactive segment
Please email me Dr. Nock's PowerPoint
Very informative and startling
How will you educate? What is the best media channel mix? Get those voices involved at the beginning to translate your message to the greater public
Longo's passion is contagious
Enjoyed Longo and Greene's bigger perspective
Great Job! The EOL is going to be implementing cluster concept at regional level
Thanks for keeping a tight control in the timing of each speaker
Excited about this event; applaud this effort to bring region together. It's nice that there is a possibility to work as a region!
Thank you!
A thought: Maybe some people would not mind being like Atlanta, this conference assumes not—just food for thought! Choice seems to be only one way; anything but Charlotte, Atlanta, etc. Also, like the clicker-keeps involvement
Nice job!
Please send a copy of power point; we must start our own regional visioning process
Seemed like the consultant were trying to sell their services; Greenville has a land use plan- do other Upstate counties?
Very informative meeting and great 1 <sup>st</sup> step. I look forward to being involved in this process
Look forward to seeing what happens
Incentives work-not just new zoning; government must lead by example not force; i.e. underground utilities, beautiful road r/ws, mixed use zoning, etc. It's government that causes sprawl, so lead the fox.
Did the gov't (see) the need of developing the need for planning and action?
Also consider the varying roles each county and municipality will be asked to play in development. Will development countries subsidize underdeveloped counties to maintain green space?

Thank you for holding this forum
UTI Organization is a national organization dedicated to better community change. It includes developers, gov't, non-profits and so on. UTI along with Darla Moore School SC Estate Ct. sponsored the SC quality growth initiative statewide stakeholder. Group met over 2 year, operatively under 10 principles of quality growth, and the group further developed 5 Broad Recommendations and hundreds of specific strategies to implement government. Legislators were enthusiastic but now UTI-SC, Strom Thurmond's Institute at CU and SC Real Estate Center at the Darla Moore School at USC have partnered to become the outreach education arm of the SC Quality Growth Initiative. The SC Quality Growth Institute was chaired by Mayor Riley of Cha. And Jim Chaffin, UTI President Emeritus, and President of Chaffin Light Associates, and development group. Jim Chaffin is chairing the recently organized outreach committee. One of the outcomes of the Quality Growth Initiative was the formation of the UTI-SC District Council. While targeting the entire state's growth issues given differences in the different state regions, meeting are held in the Upstate, Midland and low country and focusing on their unique issues, contact me for info.
Thanks for all of the collaboration!
I believe Dr. Nock's shared the same information at an event at Palmetto Court Center quite a while ago. It is time to move to action! Let's get a plan moving!
Very interesting and informative
I know we could only be a "surface" level in such a short time;...but I am pleased it was short because attendance is probably much greater-thus exposing a larger number of people to these critical issues
A job well done
Good workshop-informed speakers, timely topic; worried about growth trends
Very informative! Thank you for organizing and conducting this forum!
I appreciate the opportunity to participate and commend those responsible for putting this program together
You had an experienced panel, but they didn't have enough time to speak, also everything seemed rushed; you might do a half day conference next time
Great initiative! Good luck!
I share the same passion for the Upstate that all the speakers have and would like to help in anyway I can
Can I get a copy (hard copy and/or electronic) of Professor Barry Nock's power point presentation?
So much more to come to this
Appreciative of the Planning Committee
Brad's comments helped define the conferences' goals, but it came at the end
Great survey system!
Good time of day; great presentation; nice and broad, where we need to begin
Thank you for providing a foundation step in this important process. Much work to follow form all communities
Our goal should not be to develop a manufacturing culture; we should seek an economy/region based on a very high percentage of college degrees not tech school certificates for hourly workers
Will never get anywhere without an organization's support by counties to lead the process
I would like to know if and who attended from Pendleton and/or Anderson County
Although I live in Charlotte, I very much want to be involved in the visioning and formulation of an umbrella organization. I have a master's in City Planning and I'm a former planning consultant
Clemson University is ready, willing and able to help facilitate and guide the process
The survey was great
Feel that the Umbrella Org needs to have some sort of governance authority. That works best with governmental grant of authority. Public-Private involvement in implementation a must.
This is an excellent initiative. But we need to ensure that we follow up on this and not allow it to move off the radar.
We've got some very bright mayors in cities small and large; I'd like to see a conversation among a panel of mayors

Can we receive the power point presentation sent to us via e-mail? Would like it
We need to do this
Include like diversity of attendees and set up info links of possible and job extraction involvement (difficult to read!)
Great focus and tools for regional thought
How can I access the participant lists?
Great interactive survey
This was a very well put together event (except for insufficient parking). I look forward to supporting this important process going forward
I think this is a great idea for the Upstate to choose how we grow. We should begin the process as soon as possible to ensure that Greenville remains a great place to live.
Want to be involved going forward!
Well done-thanks
I hope that media gives adequate coverage and encouragement so that the general public is aware of the potential this conference has presented.
Very good. Most important issue for immediate future
Good luck! This is a necessary program of work to get moving
Hope this continues; dialogue is important
Great topic; let's hope it doesn't stop here
I loved the interactive process. It can be a great tool in the process.

## Appendix F

### Future Topics Comments

Transportation
Uncontrolled land use due to our lack of regulations; big box (empty building)
Getting retail land wastage/abuse under control
Education
Diversity (cultural) in this state
Bioregion; biodiversity
How do we manage change? Have to get governments to join services
Presentation from Envision Utah group to help derive best practices-How to do it!
Refer back to the questions of Jane Sosebee and her survey
Education and workforce training
Transportation Infrastructure
MFG & JOB; education
The Future of Transportation; International Competition
Education issues
Mass transit and upgrading housing for the poor; mixed communities
Poverty/Social Services
Why and how to overcome resistance to tax increase necessary to support growth, particularly to fund education improvements
Sewer and water connectivity-shaping our growth pattern for the future
Solutions; strategies to begin now
Transportation, land use, political clout, econ dev., air quality, water quality, education
More on how we can work together to improve transportation-connectivity; protect natural areas
Education; transportation diversity
Fragmented governments
The Umbrella Organization
Health and Human Services Integrated Delivery Systems; The Economics of Health (presentation)
More detail on another city's experience and lessons learned
Economic development, transportation issues, environmental issues
Education
How can help be brought to the smaller counties with low employment?
What do regular citizens think should be done to limit growth? How does it differ from the agent of organizations involved? What is the role of government? Planning commissions? Industry?
Diversity; affordable housing
Spotlight certain issues: land use, water quality, etc.
Transportation, education/workplace development, land use
See Chamber's Task Force Report on Smart Growth
Land use planning and market approach to implementation
Comparisons with other regions both similar and considered competitive with the Upstate
Environmental concerns in the Upstate
Relationship between economic development and environmental land use issues
May want to check out ULI Reality Check for visioning efforts
Environment; air and water pollution; preserving green space
Creating the new umbrella organization that Brad Wyche advocates (Envision Utah last year)
Educating the undereducated to become a viable part of society and the work force
Education, healthcare, transportation
Smaller resources for local towns...how to take advantage of other cities info
More involvement from private citizens
Strategies for inclusion
Planning/coordinating waste water collection treatment; advancing education and percent person with BA/BS or higher; funding the Arts for the region

Improve the quality of education; regional transportation
Land management comparison of Upstate counties. Is there a "best" model to follow?
Transportation; consolidation of government
Strategies for overcoming inherent resistance to planning. For example, the Greenville County Council meeting on Oct 18, 2005 over simply planning trees!
Public speaking and effective communication in business
More discussion on the creation, structure and function of the type of umbrella organization necessary
Land use issues in more detail
Where do we begin?
Continue to learn from previous regional areas who have gone through the process
How can this area's education level be raised in quality and quantity so economic development can fuel a regional economy?
Bolstering undeserved communities
What organization leads and implements the regional planning process
Education/work force
Diversity; education
Economic linkages and spatial organization
Education; leadership development
Vision 2025 and how it applies to the entire region
Smart growth, Green Growth
Transportation; environment
A global economic and institution overview
Academic achievement gap and economic equity
Education and assimilation diversity of Hispanic influx and poor black and rural folks
Improved education
What the group identification is critical in the interaction portion
Transportation
Balancing growth, economic development and preserving quality of life (land planning)
How to get elected official from various (turfs) together
education; health care
Continuation of the progress/journey of regionalism
Continue to discuss managing growth and undoing damage already done such as increasing density, etc.
Wait and See
Workforce development and education