



DRAFT CEDs 2015-2019

2015 - 2019 Comprehensive Economic Development Strategy

Buncombe, Haywood, Henderson, Madison, and Transylvania Counties

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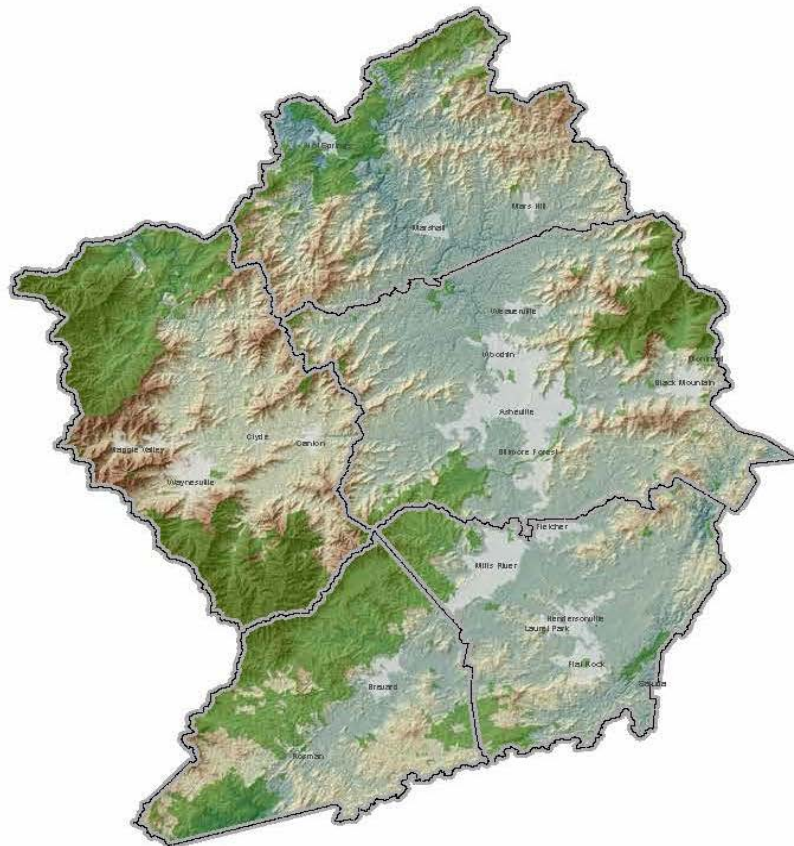
CEDS STRATEGY COMMITTEE

Mark Burrows*	Economic Development	Transylvania County
Terry Collins	Private	GE - Mountain Area Workforce Development Board Representative
John Connet	Local Government	City of Hendersonville
Mark Emory	Private	Mission Hospitals - Mountain Area Workforce Development Board Representative
Patrick Fitzsimmons	Nonprofit	Mountain BizWorks
Forrest Gilliam	Local Government	Madison County
Larry Harris*	Private	Black Mountain Alderman - Burlingham & Harris, CPA
Jane Hatley	Nonprofit	Self-Help Credit Union
Mike Hawkins*	Private	Transylvania County Commissioner
Gary Heisey	Education	Blue Ridge Community College
Tim Lampkin	Economic Development	Asheville/Buncombe Chamber of Commerce
Jamie Laughter	Local Government	Transylvania County
Bill Medlin	Private	Legacy Paddle Sports
Brenda Mills*	Economic Development	City of Asheville
John Mitchell*	Economic Development	Henderson County
Phil Monk	Workforce Development	Mountain Area Workforce Development Board
George Morosani*	Economic Development	George Morosani & Associates
Hillary Sherman	Federal Government	Economic Development Administration
Jill Sparks	Education	AB Tech Small Business Center
Jonathan Szucs	Private	Advanced SuperAbrasives
LeeAnne Tucker	Local Government	Area Agency on Aging
Stephanie Twitty	Nonprofit	Eagle Market Streets Development Corporation

OUR REGION

Our region includes Buncombe, Haywood,** Henderson, Madison and Transylvania counties.

**Haywood county included in the Region due to Asheville Metro Statistical Area (MSA)



2015 CEDS Components

- Summary Background
- SWOT Analysis
- Action Plan
 - Economic Resilience
 - Goals
 - Strategies
 - Tactics
 - Performance Measures
- Evaluation Framework

SWOT ANALYSIS

In March 2015, Land of Sky Regional Council conducted an analysis of the region's strengths, weaknesses, opportunities and threats – also known as a SWOT analysis. The analysis identifies what local government staff, elected officials, community members, and other stakeholders believe to be important in each category. This helps guide the process to identify regional priorities for economic and community development.

The 2015 SWOT Analysis had 87 respondents among the four counties of Buncombe, Henderson, Madison and Transylvania. The results of the SWOT are shown below. The respondents also ranked regional service priorities (figure on page 5) and the top three are: Infrastructure Improvements; Workforce Development/Job Training; and Affordable Housing Availability.

BEST QUALITIES / STRENGTHS

- Good Schools
- Cultural Activities
- Vibrant Town Centers
- Safe
- Recreation Opportunities
- Community
- Natural Beauty
- Quality of Life
- Health Care
- Innovative Businesses
- Entrepreneurial Support
- Workforce Training System
- Supportive
- Job Growth
- Tourism
- Partnerships - Public & Private
- Infrastructure

SERIOUS WEAKNESSES

- Affordable Housing
- Public Transportation
- Aging Infrastructure
- Water Supply
- Rural Transportation
- Broadband / Telecommunications
- School Structure Decline
- Youth Recreation
- Professional Jobs
- Rural Business Attraction
- Rural Jobs
- Youth Retention
- Well-Paying Jobs
- Local Funding

BEST OPPORTUNITIES

- Workforce Development
- Entrepreneurial Support
- Capital for Businesses
- Small Business Expansion
- Tourism
- Agricultural Land and Support
- Infrastructure
- "Local" Economy
- Natural Amenities
- Marketing Lifestyles
- Culture
- Aging

POSSIBLE THREATS

- Youth Flight
- Housing Options
- Water Supply
- No / Low Paying Jobs
- Meeting Aging Population Needs
- Tourism - Sole Economy
- Falling Infrastructure
- Poor Long-Term Planning
- Impacts to Natural Amenities
- Growing Too Fast
- Childcare

REGIONAL FACT SHEET

Includes Buncombe, Haywood, Henderson, Madison and Transylvania counties



POPULATION ²

2010 Census ¹
457,864

2012 Estimate
465,510

2020 / 2030 Projection ³
503,754 / 547,838

Female
52%

Male
48%

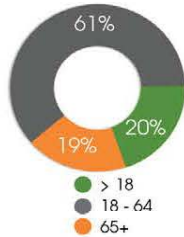
Minority
10.8%

Median Age
44.9

Age 65+
87,631

Under 18
92,041

Total Population %



HOUSING ²

Median Home Value
\$172,600

Homeowner Vacancy Rate
2.1%

Rental Vacancy Rate
7.2%

Occupied Housing Units
196,157

% of Units with No Vehicle Available
5.8%

HIGHER EDUCATION

- Montreat College
- Mars Hill University
- WCU Biltmore Park
- Lenior-Rhyne University
- AB Technical Community College
- Blue Ridge Community College
- Wingate University
- UNC Asheville
- Warren Wilson
- South College
- Brevard College
- Hendersonville Community College
- Hendersonville Community College
- Haywood Community College

LARGEST PRIVATE SECTOR EMPLOYERS ⁵

- Memorial Mission Hospital, Inc.
- Ingles Market, Inc.
- Wal-Mart Associates, Inc.
- Eaton Corporation
- The Biltmore Company
- Blue Ridge Paper Products
- Park Ridge Health
- Margaret R Pardee Memorial Hospital

ECONOMIC ²

Median Household Income
\$44,460

Per Capita Income
\$24,175

Per Capita Living Wage ⁹
\$20,584

County Property Tax ⁷
N/A

% of Families Below Poverty Level
11%

Food Insecurity Rate ⁶



LARGEST INDUSTRIES ⁴

Job Comparison	2010 / 2014		Change in Jobs	2014 Earnings Per Worker ^{with Benefits}
Government	30,367	28,947	-5%	\$55,075
Health Care and Social Assistance	29,825	32,531	9%	\$56,114
Retail Trade	24,928	26,517	6%	\$28,892
Accommodation and Food Services	20,551	23,890	16%	\$19,298
Manufacturing	18,920	19,865	5%	\$61,255
Construction	13,272	11,941	-10%	\$36,019
Other Services (except Public Administration)	10,920	11,782	8%	\$22,882
Admin, Waste Mgmt, & Remediation Services	10,438	11,633	11%	\$29,317
Professional, Scientific, & Technical Services	7,419	8,549	15%	\$50,690
Wholesale Trade	5,224	5,142	2%	\$29,444

Sources
 1. US Census Bureau, 2010 Census
 2. US Census Bureau, American Community Survey, 5 Year Data, 08-12
 3. North Carolina Office of Budget and Management
 4. Economic Modeling Specialists, Intl.
 5. NC Commerce, Labor and Economic Analysis Division (April 2014)
 6. www.feedingamerica.org
 7. NC Economic Development Guide
 8. www2.fdic.gov
 9. www.livingwage.mit.edu

STRATEGIC TARGET SECTORS

TOURISM

- Arts, culture and entertainment
- Accommodation and food service
- Attractions and amenities

ADVANCED MANUFACTURING

- Outdoor gear
- Craft beverage
- Aviation and automotive equipment parts
- Biotech and natural products

EDUCATIONAL SERVICES

- Workforce Development
- Job Training

HEALTHCARE AND SOCIAL ASSISTANCE

- Senior care and wellness
- Hospital and medical services
- Childcare services

PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES

- Sound engineering and technology
- Programming and software development
- Home-based businesses
- Utilities and alternative energy

AGRICULTURAL TECHNOLOGIES

- Value-added products
- Medicinal herbs and supplements
- Farmers markets and foodhubs





GOAL 2: PERFORMANCE MEASURES

FUTURE MILESTONES:

- Complete water demand and wastewater treatment forecasts
- Establish Transportation Demand Management Program
- Establish Broadband Task Force
- Identify housing priority zones
- Inventory available commercial space in downtown areas
- Inventory of vacant buildings in downtown areas

METRICS:

- Volume of water and sewer capacity
- Number of linked water and sewer systems*
- Reduction in the number of systems with Special Order of Consent being Issued*
- Volume of freight movement in the region*
- Miles of roads in adequate condition*
- Number of businesses participating in TDM Program
- Number of new alternative fuel stations
- Vacancy rates of office/residential/retail space in downtown areas*

CASE STUDY: I-26 CORRIDOR

Infrastructure:

The I-26 Corridor bisects the region, providing connections west to Tennessee and east to South Carolina. I-26 and I-40 intersect in Asheville, forming a hub of transportation opportunities and challenges for the region. Existing infrastructure, businesses, industrial parks, and housing developments parallel much of the I-26 corridor. Sensitive natural areas, such as rivers, gorges, and mountain passes, also bound the corridor. Large facilities, such as the Asheville Regional Airport and Duke Energy's Skyland Power Plant, are adjacent.

While challenges are present along I-26, great opportunities abound as this is an area identified as an area of growth through the GroWNC planning process (preferred Scenario). There is an opportunity to responsibly develop affordable housing proximate to job centers, service facilities, and transit lines. Greenway development is focused along much of the corridor parallel to the French Broad River that will connect Sierra Nevada Brewing and Biltmore Park with Asheville, Fletcher, and beyond.

The recent opening of the Greer Inland Port in October 2012 and growth of the Spartanburg/Greenville, SC area has focused attention on this corridor as an emerging priority for economic development. There has been an upsurge in freight traffic from the region as local exports have increased, and through the region as long-haul shipping takes advantage of the new port facility. The Asheville/Buncombe Chamber of Commerce has been working closely with the South Carolina Upstate to foster collaborative approaches to future development opportunities.

EVALUATION FRAMEWORK

The Evaluation Framework is the implementation schedule for the CEDS. The performance measures for each goal are referenced with responsible entities and within an estimated timeframe for completion.

Goal	Performance Measures	Responsible Entity	Timeframe Short (1-3 years) Mid (3-5 years) Long (5+ years)
Goal 1			
	Establish Foreign Trade Zone	LOSRC, Chambers, EDCs	Mid
	Complete Target Sector Reports	LOSRC, Chambers, EDCs	Short
	Complete Export Analysis for Region	LOSRC, Chambers, EDCs	Short
	Organize regional entrepreneurial networking sessions	WCU, Chambers, SBTDC, Mtn BizWorks, Self-Help, TSC	Short
Goal 2			
	Complete water demand and wastewater treatment forecasts	LOSRC, Municipalities, DENR	Long
	Establish TDM (Transportation Demand Management) Program	LOSRC, NC DOT, Chambers	Short
	Establish Broadband Task Force	LOSRC, Municipalities	Mid
	Housing priority zones identified	Municipalities, LOSRC, Regional Housing Consortium	Mid
	Inventory available commercial space in downtown areas	LOSRC, Municipalities, EDCs	Short
	Inventory of vacant buildings in downtown areas	LOSRC, Municipalities, EDCs	Mid

Public Comment



http://www.landofsky.org/pdf/LGS/CEDS_2015.pdf

- Send comments to Erica@landofsky.org
- Number each comment or question
- Reference the page number and paragraph number
- Submit comments by noon on September 18, 2015

Next Steps:

- Revisions
- Request Adoption at September 23 Council Meeting