HUB PROJECT PLAN

"The key to the mountain region is Asheville in the lovely valley of the French Broad. It is set in an amphitheater of hills and affords splendid views of Mt. Pisgah and the mountain-rimmed horizon. Just east of Asheville the peaceful Swannanoa unites with the French Broad. The elevation is 2250 feet and the climate is mild and dry. From Asheville, the valley runs 18 miles north and south. It is known as the Asheville Plateau. The North Carolina-Tennessee border, twenty-five miles northwest of Asheville, a high ridge blocks the northern end of the valley. Thirty miles south the Blue Ridge Mountains form an escarpment. The tallest peak near Asheville is Mt. Pisgah. The French Broad influences the wind directions, which are generally from the northwest except in September when they are from the southeast."
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

"Asheville has been discovered many times in its past. The Cherokees came first, followed by explorers, traders, botanists, and settlers from the east who, stumbling across the Blue Ridge, found themselves in a veritable Garden of Eden waiting to be developed and exploited."
Asheville: Land of the Sky, by Milton Ready

"Asheville's future affects the region as a whole. As early as 1885, the city moved to help establish an Appalachian national park. Fifty years later, it became the Great Smoky Mountains National Park. Ashevillians promoted good road movements throughout Western North Carolina, from the turnpikes of the 1820s to the interstates of today. The concept of a parkway running through the Blue Ridge Mountains partially grew out of relief programs in Asheville in 1931, and the city lead the construction of a regional airport on the Buncombe-Henderson County line."
Asheville: Land of the Sky, by Milton Ready

"I have discovered a country so delicious, pleasant, and fruitful, that were it cultivated doubtless it would prove a second paradise"   Henry Woodward, 1673

The multi-cluster Hub Project is a consolidated effort by public, private and nonprofit participants to create sustainable community building options for Asheville and Buncombe County that will strengthen its role as the regional economic engine, or "Hub" of Western North Carolina.

"The key to the mountain region is Asheville in the lovely valley of the French Broad." Succinctly stated by the Noppens in *Western North Carolina Since the Civil War*, geography alone dictated the importance of Asheville. From the Cherokee establishing the earliest passes through gaps in the Appalachian range -- to the drovers and herders establishing trade routes -- to the railroad, Asheville has been the economic, cultural and medical hub for Western North Carolina.

At the beginning of the 21st century, Asheville is now the hub of a metropolitan area that reaches from Waynesville in the west, Black Mountain to the east, north through Mars Hill and south to

Brevard. The metropolitan area today is nearing a $10 billion economy, two-thirds of which comes from Buncombe County.

Unlike a mid-20th Century economy based on agriculture, tourism and manufacturing, today's economy is more diversified. Over the past 30 years, a large employment base has been established in construction, health care, and public sector agencies. This service sector has been the fastest-growing segment of the economy.

There is little doubt that agriculture will continue its consolidation, with fewer farmers producing greater volume, while increasingly they serve as protectors of our open space and view sheds. The growth of manufacturing will always have its limits in the mountains, but the region boasts 20,000+ manufacturing jobs, the majority of which are highly automated and able to compete globally.

Tourism has long been a mainstay of the Western North Carolina economy. The region is home to the nation's most-visited national park, the Great Smokies National Park, as well as the nation's most popular scenic highway, the Blue Ridge Parkway, and the world-renowned Biltmore Estate, bringing millions of tourists to the area each year. Tourist are drawn to its natural beauty, its location within a day's drive from over half the nation's population, and its reputation for quality of life.

HUB Project Plan
Strategic Overview

In the past, most communities followed the traditional path in economic development. This approach focuses on marketing industrial land and buildings to outside investors. In recent years, more and more communities are moving toward a newer model of economic development based on supporting knowledge-intensive businesses. These are businesses that thrive on brainpower and creativity.

Building prosperity in a knowledge economy requires us to think of economic development in a different way. Commercial and industrial real estate continues to play an important part in the economic development equation. Yet, real estate development, standing alone, does not capture the full range of investments that a community or region must make to be competitive.

In a knowledge-based economy, collaboration around business clusters plays the central role in building prosperity. In healthy regions, competitiveness and innovation are concentrated in clusters, or interrelated industries, in which the region specializes. The nation's ability to produce high-value products and services that support high wage jobs depends on the creation and strengthening of these regional hubs of competitiveness and innovation.

Buncombe County has come to realize that for our economy to fully develop, we must carefully strategize an economic future that can create an even higher standard of living by fostering innovation and rising productivity. To do this, we must successfully manage a transition in our thinking about economic development – how do we sustain and grow, to the extent possible, the base for our traditional economy of tourism, manufacturing and service enterprises, while designing and building knowledge-based clusters in technology, rejuvenation and creativity that support the addition of high wage jobs and business creation?

STRATEGIC GOAL I: To establish a Community and Economic Development Authority to leverage Buncombe County's unique assets to attract, create and expand business opportunities while improving the well-being of our citizens.

STRATEGIC GOAL II: To expand our community organizing capability to ensure that both urban and rural communities throughout Buncombe County can play an active role in their future development.

STRATEGIC GOAL III: To implement inter-related strategies, that combine our unique assets and existing initiatives, and bring about synergy for implementation.

STRATEGIC GOAL IV: To foster public, private and nonprofit investment in the development of strategic elements of the HUB Project.

STRATEGIC GOAL V: To work with existing industry in the preservation of productive manufacturing operations and target manufacturing niches that build on our unique assets.

STRATEGIC GOAL VI: To complete the build-out of broadband and high performance computing and storage infrastructure.

STRATEGIC GOAL VII: To utilize the world's largest environmental database to lure federal government and private meteorological agencies and companies to Western North Carolina.

STRATEGIC GOAL VIII: To establish a Digital Media Center as a public, private, nonprofit partnership to spur growth and development of our existing multimedia industry.

STRATEGIC GOAL IX: To build the Western North Carolina Center for Technology Commercialization into a technology hub for research and development.

STRATEGIC GOAL X: To utilize the existing technology infrastructure, and the desirability of our location, to promote economic development options in the public, private and nonprofit sectors for secure data storage and retrieval.

STRATEGIC GOAL XI: To build the "Asheville Brand" as an international identity for our people, culture, products, and services.

STRATEGIC GOAL XII: To further develop the region as a center for rejuvenation of the mind, body and spirit.

STRATEGIC GOAL XIII: To establish Asheville as a national center for integrative medicine which combines conventional therapies with complementary and alternative therapies.

STRATEGIC GOAL XIV: To strengthen cultural development through orchestrated public, private, and nonprofit sector collaborations.

STRATEGIC GOAL XV: To establish design centers that market handmade objects and ensure the capacity for their production in multiples.

STRATEGIC GOAL XVI: To investigate 'customization' as a market trend that could position traditional industries and craftspeople in their marketplaces.

STRATEGIC GOAL XVII: To establish a service provider system to support business development and retention.

STRATEGIC GOAL I: **To establish a Community and Economic Development Authority to leverage Buncombe County's unique assets to attract, create and expand business opportunities while improving the well-being of our citizens.**

Specific Strategies

- Establish a Community and Economic Development Authority to manage and monitor the implementation of the HUB Project plan.
- Convert the existing Community Collaboration Working Group and the Economic Development Coalition of Asheville-Buncombe County into the Community and Economic Development Authority.
- Empower the Asheville Metro Business Research Center to monitor the economy, the performance targets, and manage prospect research.
- Design a means to measure progress against established targets for each goal.
- Design contractual work programs for lead agencies charged with goals and implementation.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

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Community Development
Strategic Overview

In the years following World War II the leadership of Western North Carolina faced an enormous challenge: how could they bring a region the size of New Jersey together to address the future in cooperation? Historically, this had not been the "mountain approach". The lack of adequate highway systems isolated one community from another. County boundaries became a source of pride and prejudice. Independence and self-sufficiency became a hallmark of the region made up of a diverse ethnic heritage, Scotch-Irish, German, and western European cultures. These groups remained largely segregated from the African-American and Cherokee Indian cultures of the region. This fierce independence of these mountain people, while giving rise to its unique music, dance and storytelling, served in many ways to separate one valley from another.

Every valley and its coves formed tight knit communities. These communities were to become the building blocks of an emerging regional concept. It was within organized communities that challenges were addressed, from obtaining rural mail service to the building of Interstate 40, from organizing volunteer fire departments to bringing rural electrification into remote communities, from preserving craft traditions to building a network of community colleges.

Individual communities are heavily impacted by these challenges, yet they are not equipped to face them alone. Sustainable, community-up solutions are needed, but driven by county-wide strategies that span these communities.

Western North Carolina is organized to a greater extent than any other part of the expansive Appalachian Mountains region, and this network serves as a catalyst in revitalizing its rural communities' structure as they face these challenges.

By taking the best of the lessons learned by the region, Buncombe County and its partners have the ability to create sustainable economic development opportunities that are unique for each community, town, and village while collectively developing strategies, which are of mutual benefit.

Orchestrated community development and regional collaboration works well. Western North Carolina is a unique region with challenges that require innovative solutions. Utilizing an established network of organized communities, rural and urban, to test strategies and build consensus, solutions will be demonstrated community to community.

STRATEGIC GOAL II:	**To expand our community organizing capability to ensure that both urban and rural communities throughout Buncombe County can play an active role in their future development.**

Specific Strategies

- Charge the NC Cooperative Extension with the further development and maintenance of a county-wide network of organized communities and neighborhoods active in building community-based economic opportunities.

- Provide an urban and rural network that reaches Buncombe County residents with a myriad of educational options from a wide range of county, state and federal agencies.
- Collaborate with WNC Communities and other organizations whose focus, mission, and programs are consistent with these strategies.
- Work with the agricultural sector to maintain a strong land-based economy that diversifies options around specialty crops and livestock production.
- Work with the agricultural and environmental sectors to ensure the economic and environmental vitality of farms, representing 18,000 acres of land, so vital to our quality of life and natural beauty.
- Work with communities and neighborhoods throughout Buncombe County to engage them in discussions of land and resources within their boundaries.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

Geographic and Business Clusters
Strategic Overview

The HUB strategies are designed to meld the old with the new to create a distinctive new economy built on unique assets that can position the region within business clusters that have national and international marketplaces.

These clusters represent comprehensive and inter-related strategies that sharpen our focus around existing, traditional economic engines:

Manufacturing, emphasizes a future in progressive manufacturing techniques, processes and technologies such as advanced and lean manufacturing as well as niche manufacturing to take advantage of our unique assets.

Enterprise, acknowledges the traditional role of entrepreneurship and small business in building the strong foundation of our economy.

Marketing, recognizes the need to brand Asheville to multi-market audiences including residents, tourists, retirees, and the wider world.

At the same time, build on a collection of unique assets that can position us in clusters of innovation:

Technology, acknowledges our unique assets in broadband, high performance computing, and location of the world's largest environmental database as the foundation for growth.

Rejuvenation, builds on more then a century old tradition of renewal of mind, body and spirit.

Creativity, emphasizes the power of this place to unleash within its people and its visitors an ability to create on a scale that is unique.

Further, the multi-cluster Hub Project Plan seeks to foster strong public, private and nonprofit partnerships around strategies to stimulate a sustainable, diversified and vibrant economy throughout the metropolitan area, while preserving inherent community values. These elements, individually and collectively, seek to foster public, private, nonprofit business development leading to an increased tax base and continued improvement in the quality life for residents. Within this plan are inter-related strategies with goals that will serve as a catalyst for our community, leveraging momentum around business clusters and within geographical boundaries.

STRATEGIC GOAL III: **To implement inter-related strategies, that combine our unique assets and existing initiatives, and bring about synergy for implementation.**

Specific Strategies

A. It is important that the Hub Project build critical mass within geographic boundaries, at its core – downtown Asheville, and outward toward the towns and communities that comprise the metropolitan region.

- Build critical mass by locating strategic initiatives within, e.g.:
    - Downtown
    - Riverfront
    - Broadway Corridor
    - Biltmore Corridor/Medical Center
- Coordinate HUB strategies with initiatives underway in Buncombe County including:
    - Biltmore Village
    - West Asheville
    - Enka/Candler
    - Weaverville/Woodfin
    - Black Mountain/Montreat
    - Fletcher/Skyland
- Encourage coordination with towns and communities that constitute the Asheville metropolitan area:
    - Waynesville
    - Canton
    - Mars Hill
    - Hendersonville
    - Brevard

B. There are many initiatives, either proposed or underway, aimed at spurring the economy while protecting quality of life in the region, these initiatives if coordinated and targeted could provide the foundation for a distinctive economy in and around Asheville. Rather than compete for scarce public and private resources, a coordinated strategy to secure resources and target them strategically is at the heart of the Hub Project.

- Work with existing initiatives to build critical mass within targeted geographic areas:
  - Downtown
    - Grove Arcade (Technology, Creativity)
    - Civic Center (Creativity, Technology)
    - Handmade in America Design Center (Creativity, Enterprise)
    - Digital Media Center (Technology, Creativity)
    - Asheville Art Museum (Creativity)
    - Pack Square Renaissance (Creativity, Rejuvenation)
    - YMI (Creativity, Technology)
    - Wolfe Memorial (Creativity)
  - Riverfront
    - UNC Asheville (Technology, Rejuvenation, Creativity)
    - A-B Technical Community College (Technology, Rejuvenation, Manufacturing, Enterprise, Creativity)
    - Greenway (Rejuvenation)
    - West End/Clingman (Rejuvenation, Creativity)
    - Outdoor Sports Venue (Rejuvenation)
    - Production Craft Studios (Creativity, Enterprise)
    - NC Arboretum (Technology, Rejuvenation, Creativity)
  - Broadway Corridor
    - UNC Asheville (Technology, Rejuvenation, Creativity)
    - Health Adventure (Rejuvenation, Creativity, Technology)
    - UNC Asheville Health & Wellness (Rejuvenation)
    - Center for Creative Retirement (Rejuvenation)
    - Workforce Housing (Rejuvenation, Creativity)
    - Bed & Breakfast District (Creativity, Rejuvenation)
    - Greenway (Rejuvenation)
  - Biltmore Corridor/Medical Center
    - A-B Technical Community College (Technology, Creativity, Manufacturing, Enterprise, Rejuvenation)
    - Mission Hospitals (Rejuvenation, Technology)
    - Dogwood Project (Rejuvenation, Technology)
    - MAHEC North Carolina Center for Health & Aging (Rejuvenation)
- Work with initiatives yet to be located to anchor development along Eagle/Market Streets, Downtown, Riverfront, and the Biltmore/Broadway Corridors.
    - Weather Attraction (Technology)
    - Design Centers (Creativity, Enterprise)

- Complementary and Alternative Health Center (Rejuvenation, Enterprise)
- Sports Arena (Rejuvenation)
- Performing Arts Center (Creativity)
- Workforce Housing (Rejuvenation, Creativity)

- Design strategies around adaptive re-use of existing structures to increase urbanity and density.
- Design a unique "millennial campus" based on the existing partnership between UNC Asheville and A-B Technical Community College.
- Investigate the extension of a University of North Carolina Asheville Graduate Center into downtown Asheville.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements	Targets

STRATEGIC GOAL IV: **To foster public, private and nonprofit investment in the development of strategic elements of the HUB Project.**

Investment
Strategic Overview

Asheville has long garnered private investment from outside the region. From Philadelphia, PA-Tench Coxe; Beaufort, SC- John Gray Blount; St. Louis, MO- Edwin W. Grove; New York City, NY- George Washington Vanderbilt; Cleveland, OH- George Willis Pack, all successful with significant investments made to build Asheville.

The advent of a distinctive new economy will require no less visionary investment from private sources inside and outside the region. Such private and nonprofit investment, when coupled with strategic public sector investment from federal, state and local sources, will ensure that each investment made leverages additional investment.

Specific Strategies

- Facilitate the development of cluster strategies around public financing options that will spur private investment.
- Encourage the design of HUB Project elements that are appropriate for investment from the State of North Carolina.
- Encourage the design of HUB Project elements that can secure the support of Federal resources.
- Assist in the design of business plans for distinct elements of the HUB Project appropriate for both private and non-profit investment.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

MANUFACTURING CLUSTER

"Mr. Average Citizen in Haywood finds products of his native county on every hand. As he awakes in the morning, flips on the light – that….is made in one of the largest hydro-electric plants in the East; lifts his head from a foam rubber pillow; shifts his weight to the edge of a companion product, foam mattress; slips his feet into a pair of Haywood slippers; pulls back the drapes made in Haywood. His pajamas were no doubt made on looms with vital hard rubber parts made in Haywood. He finishes dressing, getting garments from drawers of furniture made in his native county. In the dining room he sits down at a breakfast suite made not too far up the street from his home. He makes a few hurried notes in his memo pad – paper Haywood made – and obliges the wife by writing another note for the milkman to leave more milk in plastic coated cartons, all made in Haywood. Now into his $25 shoes- soles made in Haywood, he is on his way to work… Between the house and garage his chest swells as he surveys the thick carpet of grass on his lawn- result of Haywood made fertilizer. The car hums, the fan belt turns the water pump circulating water through the radiator hose- both items Haywood made… He is greeted at the office by his auditor who hands him an encouraging profit and loss sheet for study. Needless to say the finer paper is also Haywood made. The burley in his cigarette could have come from one of the 1800 farms producing burley in the county.

At lunch, a hot roast beef sandwich followed by apple pie with ice cream reminds him that these products are perhaps part of the $7 million farm income for the county. As Mr. Average Citizen retires for the night, he gets to thinking of how Haywood-made products played important roles in his life throughout the day. Drifting off into a deep, natural, restful sleep, he is heard to mumble: 'Haywood- the State's Best Balanced County. Yes, sir, and about the most self-contained.'"
Asheville Citizen, 1963

From 1900 to 1930 there was a new type of growth for the textile industry in South, a great migration of Northern industries because of Southern encouragement, low production costs, nearby raw materials, and non-union cheap labor. The South greatly benefited from this influx but the workers were often exploited.
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

Notable in the economy of Western North Carolina is the furniture industry. Furniture factories were established in the foothill towns because of their nearness to the supply of forest products and because of the labor supply.
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

Enka ranks (1966) 324th in sales among the 500 largest United States corporations, 259th in invested capital, and 327th in net profits. In 1965 there were 9000 employees on the payrolls of the entire corporation. Then a $90,000,000 plant expansion created more than a thousand new jobs."
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

Strategic Overview

Manufacturing in Western North Carolina was built on twin tenants – the availability of raw materials, wood, minerals, water and the availability of less expensive labor in the South. Those days are gone.

Today, our manufacturing base is comprised of advanced manufacturing in automotives, plastics and non-woven fabrics, and niche manufacturing to meet the need of "just-in-time" assembly. The key is a more flexible and agile manufacturing that can compete in a global environment. With the pressures for more rapid response and shorter cycle times brought about by e-commerce and e-manufacturing, "lean" manufacturing provides opportunities to compete against cheap foreign labor and the added cost of transportation in the global economy.

Western North Carolina's location alone, adjacent to the South's automotive corridor, and within easy access of the east coast and Midwest regions provide our greatest advantage in maintaining a healthy base of manufacturing jobs. While the economic development "buffalo hunt" is dead, targeted strategies that build on our unique assets and essentially positions the region around a new paradigm in manufacturing providing a wider niche for development.

STRATEGIC GOAL V:	**To work with existing industry in the preservation of productive manufacturing operations and target manufacturing niches that build on our unique assets.**

Specific Strategies

- Convene a Manufacturing Cluster Working Group to design strategies to retain existing manufacturing companies and to target complimentary manufacturers for Buncombe County.
- Design strategies to assist existing manufacturers in addressing their changing needs by promoting collaboration and cooperation in the exchange of technologies and best practices in an effort to achieve a competitive advantage.
- Design strategies to target advanced manufacturers in automotives, plastics, and non-woven materials for relocation.
- Design a strategy to position Buncombe County as a location for niche manufacturers.
- Response to all leads and prospective manufacturers interested in Buncombe County.
- Develop a co-operative system with other Western North Carolina economic development agencies to avoid duplication of efforts and resources.

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements

Targets

<div style="background-color:black; color:white; text-align:center; font-weight:bold;">TECHNOLOGY CLUSTER</div>

"The first paths through the mountains were narrow, but well-traveled Indian trails. Widened to crude roads by the first settlers, they became thoroughfares for traders and stock drovers from the north and west of Asheville. As early as 1795, cattle, horses, mules, turkeys, and hogs produced in Kentucky and Tennessee were driven through the French Broad valley of Western North Carolina. By 1800 droving began in earnest with the construction of a new road from Greenville, Tennessee, to Greenville, South Carolina. Only the Buncombe portion of the turnpike needed completion.

In 1824 the North Carolina legislature supported construction of an improved road through Buncombe County. Completed in 1828, the Buncombe Turnpike forever changed Western North Carolina history."
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

"March 11, 1879, James W. Wilson, the engineer in charge wired the Governor: 'Daylight has entered Buncombe County today: grade and center met exactly.' The last shovelful

of earth had been lifted, the rails were laid through he Swannanoa tunnel, and trains from Old Fort and the west met."
Asheville: Land of the Sky, by Milton Ready

"Asheville had its first telephone exchange in 1883 and a brand new national bank the same year."
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

"Asheville was also discovered in the 1920s by Floridians, by boomers and sooners, by speculators and second-home developers who hoped to make the city a 'Miami north.' Since the completion of the interstate highway system through the mountains in 1966, an ever increasing number of people have returned to cool, green Asheville."
Asheville: Land of the Sky, by Milton Ready

Infrastructure
Strategic Overview

From trader and drover trails to "daylight entering Buncombe County" access has been central to the development of Asheville as the hub of the region. In the information age, a high-speed fiber optic digital communication infrastructure is essential to economic development. The regional high-capacity, fiber-optic network has been completed and is operational in Buncombe County providing a fully resilient, geographically diverse, fully protected and redundant N x OC-48 SONET optical backbone in Upstate South Carolina and Western North Carolina with two rings in Asheville, a connection in Washington D.C. (MAE East), and gateways in Charlotte, Raleigh/Durham, and soon to be Atlanta. This high-speed/high-capacity connection puts Western North Carolina on the map as a Tier 2 Internet access region, joining the ranks of Research Triangle Park and Charlotte.

Potential capacity in Western North Carolina via this network (OC-192 connection) has the capability to download and transmit the entire digital content of "Gone with the Wind" (3hrs 42min) in under 6 seconds. OC-192 is 200,000 times faster then a dialup modem connection.

With the advent of high performance national networks (Internet, Internet2, National LambdaRail), the ability to transfer large amounts of data across distant, secure channels has become much more efficient and is no longer cost prohibitive. Major computer hardware manufacturers such as IBM, HP and Sun Microsystems have begun to offer on demand, or utility computing capabilities. These services allow businesses to use the computing and data storage services that these vendors provide without the need for capital investment in computing equipment. In essence a business with a fluctuating need for computing and storage can simply use a vendor's computing equipment as a utility much like they purchase more power or water when demand goes up or down. This type of service has not been readily available in the past because network costs, or bandwidth limitations, have prevented it.

Multi-processor Silicon Graphics computers installed in the Federal Building in Asheville are powerful enough to produce a full 5-day weather forecast for the entire United States in under 3 hours. This forecast is currently 4 times per day and fed to over 200 television stations through out the U.S. under contract to Baron Services, a private weather company. Today there are 8 Terabytes of utility computer storage with the capability to grow much larger.

The technology focus for the future is to couple computing and storage resources with extraordinary broadband speed and align them to the industry paradigm of utility computing and storage. The services being offered will be targeted towards companies and federal agencies with a need for high performance computing and storage but do not have the ability or desire to continually reinvest in the latest computing technology. Selling computing cycles by the hour will enable the region to capitalize on the investment in high performance computing and broadband while also meeting the needs of multiple customers.

STRATEGIC GOAL VI: To complete the build-out of broadband and high performance computing and storage infrastructure.

Specific Strategies

- Expand of the broadband network westward to the Enka Campus of A-B Technical Community College.
- Expand of the broadband network eastward to include colleges, universities and major employers along the I-40 corridor.
- Ensure network access points and complete the loop in northern and southern Buncombe County.
- Cultivate synergies between public and private sector participants in the build-out of the broadband network.
- Work with the ERC to insure the network can be self-sustaining, while building jobs and creating wealth.
- Expand the broadband network to become part of the National LambdaRail.
- Expand the data storage capability of the high performance computer.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

Environmental Database
Strategic Overview

The National Climatic Data Center (NCDC) is the world's largest active archive of weather/climate/environmental data. NCDC's mission is to manage the nation's resource of global climatological in situ and remotely sensed data and information to promote global

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environmental stewardship; to describe, monitor and assess the climate; and to support efforts to predict changes in the earth's environment. These efforts require the acquisition, quality control, processing, summarization, dissemination, and preservation of a vast array of climatological data generated by the national and international meteorological services. NCDC's mission is global in nature, and provides the U.S. climate representatives to the World Meteorological Organization, the World Data Center System, and other international scientific programs. NCDC also operates the World Data Center for Meteorology from its headquarters in Asheville.

The National Archives and Records Administration has designated NCDC as the Commerce Department's only Agency Records Center. NCDC archives weather data obtained by the National Weather Service, Military Services, Federal Aviation Administration, Coast Guard, as well as data from voluntary cooperative observers. NCDC has increased data acquisition capabilities to ingest new data streams such as NEXRAD and ASOS radar.

Evidence is mounting that the global climate/environment is changing. It is essential that a baseline of long-term climate data be compiled; therefore global data must be acquired, quality controlled, archived in a way that educates. Working with international institutions such as the International Council of Scientific Unions, the World Data Centers, and the World Meteorological Organization, NCDC develops standards by which data can be exchanged and made accessible.

NCDC provides the historical perspective on climate/environment. Through the use of more than one hundred years of weather observations, reference data bases are generated. From this knowledge the clients of NCDC can learn from the past to prepare for a better tomorrow. Wise use of our most valuable natural resource - climate - is the goal of climate researchers, state and regional climate centers, business, and commerce. NCDC's data and information are available to everyone including the general public, the legal profession, engineering, industry, agriculture, and government policy makers.

STRATEGIC GOAL VII:	**To utilize the world's largest environmental database to lure federal government and private meteorological agencies and companies to Western North Carolina.**

Specific Strategies

- Expand the Universities' role, through the National Environmental Modeling and Analysis Center (NEMAC), in building the research, technology, and academic base for the environmental enterprise.
- Expand partnerships with government agencies including National Oceanic and Atmospheric Administration's National Climatic Data Center and National Weather Service, Department of Energy and Department of Defense.
- Become an international leader in the use of supercomputing technology for climatic and environmental data in the civilian and military services by recruiting federal meteorological and environmental agencies to the region, while expanding the existing NCDC and DOD activities.
- Establish a national clearinghouse where weather and climatic data from a wide variety of systems (National Weather Service, Military, Federal Aviation Administration, television stations, EPA) are collected, synthesized with other data, distributed and stored.

- Become the leader in creating weather and environmental-related products and decision support tools for a wide variety of application areas and end users.
- Recruit a variety of private sector companies involved in environmental enterprise to relocate all, or some operations, to Asheville.
- Establish a 'National Weather and Environment Attraction' to entertain and educate the public on weather/climate/environment.
- Work to incorporate digital media professionals as a means of positioning the region in visualization of scientific data around weather, climate and the environment.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements	Targets

Digital Media
Strategic Overview

Asheville has always attracted authors and artists, most recently those who work in digital media. This rich artistic heritage spans the evolution of visual arts from silent moving pictures ("The Conquest of Canaan," one of the earliest American films) to avant-garde installation art (John Cage's "Happenings" at Black Mountain College).

Simply put, multimedia, media art, or digital media is content developed with aesthetic function using digital tools. Often the content combines several disciplines of practice: video, animation, stop-motion, audio, and interactivity. Essentially, any application of technology to convey concepts, knowledge, or stories fits under the large umbrella of media arts.
Multimedia companies combine more than one form of medium - video, audio, text, etc. - to create content that is delivered via television, the world-wide-web, gaming engines, DVDs, CD-ROMs or stand alone installations, such as kiosks or immersive domes. The market for these products includes business, education and entertainment applications and is global.

Asheville and Buncombe County's multimedia sector is largely based around very small entrepreneurial businesses. The vast majority of multimedia professionals develop content as self-employed contractors on a project-by-project or retainer basis. Our region should envision a vibrant entrepreneurial economy built around well-trained artists and facilitated by an industry-appropriate business development and marketing support system. These creative professionals

will be capable of making internationally competitive content that offers a significant cultural contribution and substantial economic return on investment to the community.

However, lessons learned from other cities have demonstrated that without a research and development facility with academic participation to anchor and catalyze regional multimedia activities, the industry will be hard pressed to grow. Such a center should be the vehicle to encourage cutting edge research and experimentation through cross-pollination of local commercial firms and academic institutions, working professionals and students, business and artistic interests. Scientific visualization and digital dome content creation are only two of the many industry sectors with nascent potential for our area.

STRATEGIC GOAL VIII: **To establish a Digital Media Center as a public, private, nonprofit partnership to spur growth and development of our existing multimedia industry.**

Specific Strategies

- Establish a Digital Media Center that incubates public, private and nonprofit assets as an anchor for creating wealth through jobs and entrepreneurism in multimedia.
- Build a strong partnership between UNC Asheville and A-B Technical Community College, along with other higher education assets, as the academic participants in workforce development and business/entrepreneurial support for the digital media industry.
- Host conferences and forums around tools and techniques in digital content creation, including scientific visualization approaches, immersive displays and independent film and video which are examples of our existing industry assets.
- Recruit, and cultivate to retain, digital media companies and related industries that combine technology and creativity (e.g. hardware development) to become part of the growth of multimedia in the region.
- Focus recruitment efforts on multimedia, software and related technology-oriented companies that have connections with other existing industries having a strong presence and targeted for growth in the region (such as health care, film production, weather/climate, hospitality, advanced manufacturing and telecommunications).
- Utilize the IT Council and Media Arts Project Board as a cluster working group to review and recommend strategies for targeting this marketplace.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

Technology Commercialization
Strategic Overview

Located a little over two hours west of Asheville, Oak Ridge National Laboratory (ORNL) employs 1,500 scientists and engineers and is the Department of Energy's largest multipurpose science and energy lab. A partnership between ORNL and Western North Carolina was formed in 2004 with the creation of the Western North Carolina Center for Technology Commercialization (WNCCTC).

The WNC Center for Technology Commercialization seeks to be a sustainable model for regional technology commercialization that links research from Oak Ridge National Laboratory, along with other research labs, colleges, universities, manufacturers and entrepreneurs.

WNCCTC will help create jobs in the Western North Carolina region by connecting intellectual property and ideas with people and organizations that can commercialize those resources. It serves businesses, inventors, entrepreneurs and universities across the region.

In order to significantly impact the economic base of the region for generations to come, Western North Carolina will benefit from a regional technology commercialization capability that can serve as a catalyst for connecting ideas and Intellectual Property (IP) with people who can commercialize those resources and create jobs. Additionally, K-12 and higher education institutions in the region need to integrate entrepreneurship more effectively into their curriculum in order to begin a cultural transformation of graduates who are open and excited about starting new enterprises locally, instead of migrating to urban areas with more economic opportunities.

The aim of this initiative is to create jobs in Western North Carolina by focusing on translating technologies, including those developed by national laboratories, through cooperative research and technology transfer activities with colleges, universities, and other partners into marketable products that have significant potential.

STRATEGIC GOAL IX:	**To build the Western North Carolina Center for Technology Commercialization into a technology hub for research and development.**

Specific Strategies

- Establish a sustainable Western North Carolina Center for Technology Commercialization in the 100,000 square-foot facility on the Enka campus of A-B Technical Community College.
- Establish applied research labs at the WNCCTC in biological science, environmental science, and computational science to support the WNCCTC, Oak Ridge National Laboratory, and other participating national labs.
- Utilize the remainder of the WNCCTC facility to create entrepreneurial enterprises (i.e. bio-tech, commercial kitchen, etc.)
- Establish the Center for Entrepreneurial Growth and the Tech 2020 support system for Western North Carolina based on the successful East Tennessee model.

- Design strategies that could lead to the conversion of the 167 acre BASF facility to support business growth flowing from the WNCCTC research facility at A-B Technical Community College.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: Asheville-Buncombe Technical Community College

Measurements   Targets

Secure Data Storage and Retrieval
Strategic Overview

Access to information has always been crucial to government operations, whether for domestic functions, law enforcement or defense. Today, with new and growing threats to homeland security, the need for rapid access to information has dramatically increased. For government operations, fast access to information is a key strategic necessity, enabling a rapid and effective response to any challenge. Given the huge variety and complexity of information that the government collects and uses, an easy-to-use, flexible, and scalable storage infrastructure is vital to its operation.

Our society continues to invest heavily in electronic information systems. Government computers are increasingly generating electronic records in various forms. The reality at the beginning of the 21st century is that most records are created electronically and may be maintained in a variety of formats. Included are thousands of major federal agency databases that must be maintained electronically to preserve their usefulness. Also included are vast scientific archives of information accumulated by Federal agencies that track weather and explore outer space. Included is the US Census, which is critical for determining entitlements to Federal payments, and other databases for tracking the effect of new laws such as welfare reform.

The government is investing heavily in controlling the creation, transmission, and maintenance of electronic records to guard against tampering and ensure a full and accurate representation of the transactions, activities, or facts to which they attest.

New federal regulations are also changing the way corporations regard data storage. Whereas remote, secure data storage was previously a matter merely of sound corporate governance, now it is increasingly the law. In order to comply with these new regulations, users may be required to upgrade their infrastructure, with careful attention to the particular security and retrieval requirements. For example:

- President Bush envisions a nationwide digital medical record infrastructure that ensures appropriate information is available at the time and place of care, resulting in improved health care quality, fewer medical errors and reduced health care costs. This new infrastructure will help connect physicians, hospitals and consumers in every location of the US. This would give consumers and clinicians secure and controlled access to all the important information they need to make informed decisions about their health care, while ensuring individually identifiable information is confidential and protected.

- The Gramm-Leach-Bliley Act regulates the way financial institutions handle the personal data of their clients and customers. Institutions are required only to "develop, implement, and maintain a comprehensive written information security program that contains administrative, technical, and physical safeguards." With recent security breaches, the issue of secure retrieval is paramount to financial institutions.

STRATEGIC GOAL X: **To utilize the existing technology infrastructure, and the desirability of our location, to promote economic development options in the public, private and nonprofit sectors for secure data storage and retrieval.**

Specific Strategies

- Locate the southeast region repository of the National Archives and Records Administration in Western North Carolina.
- Work with Mission Hospitals, Veterans Administration Hospital, Western North Carolina Health Network and the Bureau of Indian Health to become a federal test site for digital medical records.
- Research private sector companies in the field of secure data storage and retrieval for relocation.
- Research existing federal databases and their plans for secure data storage and retrieval.
- Expand Western North Carolina's role as a test site for digitization of criminal records in cooperation with the Department of Homeland Security.
- Convene a Cluster Working Group to review research and recommend strategies for
- targeting this marketplace.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: EDC

Measurements   Targets

"We need to tell the rest of the world about all this area offers, and we need to tell our own people (like the motel staffers, service station attendants, waitresses). We need more popular entertainment. We must convince wives they should accompany their husbands on business trips here, and we must persuade them – and all visitors – to stay longer…The fact remains that…recreational open space is fast becoming the most precious commodity in America. All that remains is some determination of how best to use this land for the good of all of us."
Winston Salem *Journal*

"Asheville was also discovered in the 1920s by Floridians, by boomers and sooners, by speculators and second-home developers who hoped to make the city a 'Miami north.' Since the completion of the interstate highway system through the mountains in 1966, an ever increasing number of people have returned to cool, green Asheville."
Asheville: Land of the Sky, by Milton Ready

"The coming of the railroad to Asheville and Western North Carolina forever changed the   region. Lured by promotions touting Asheville as an untouched village in the 'land of the sky,' outsiders flocked to the mountains. Tourists from the east and southeast, invalids from the sultry piedmont of the South, capitalists, speculators, adventurers, and summer people from all over came to the new 'Saratoga of the South' to resort, to recreate themselves, and above all, to make money."
Asheville: Land of the Sky, by Milton Ready

Strategic Overview

The American Marketing Association defines a *brand* as a "name, term, sign, symbol, or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of the competition." It follows that just as a brand name may be the only common element linking otherwise unrelated products together, a geographic place name is a symbol that joins together a broader range of products and services.

A region's *image* is the mental picture of that place, the sum of beliefs and impressions people hold. Every region has an image which can vary across time and across place to a greater or lesser extent, and this image colors both consumer's perceptions of a region's products and services and investor's perceptions of the region as a place in which to do business.

The image of a region is influenced by the perception of its people, culture, level of economic development, quality of its products, products in which it has a comparative advantage, etc. Our image of regions and places are formed since early childhood from education, the media, travel, product purchases, but most of them are in fact stereotypes and niches that do not conform to the contemporary reality of the place.

A region's identity is what it believes it is. A brand should be rooted in reality and connect with people, both within and outside the region. Ultimately, it should strive to strike a balance between its image and its identity.

In the development of brand identity, too often Western North Carolina has lost its most powerful brands to its neighbors – The Blue Ridge to Virginia, The Great Smokies to Tennessee, the Cherokee to products from cars to water. Only Asheville remains as a unique brand capable of national and global significance.

STRATEGIC GOAL XI: **To build the "Asheville Brand" as an international identity for our people, culture, products, and services.**

Specific Strategies:

- Design an image and identity campaign around metropolitan Asheville as a symbol for all of Western North Carolina.
- Build that image around quality of life, natural beauty, sophistication through technology and creativity, and rejuvenation of mind, body and spirit.
- Build one identity for the region capable of targeting multiple audiences: tourists, natives, retirees and potential investors.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

REJUVENATION CLUSTER

"Between 1800 and 1920 Warm Springs, or Hot Springs as it is now known, was nationally known as a health and tourist center."
This is Madison County, by Jinsie Underwood

"To the medical historian, and to the student of tuberculosis in particular, the transformation of Asheville from an obscure mountain village to a world-renowned and major medical treatment center is a fascinating story. For 50 years, beginning around 1885, Asheville served as a stage for the dramatic triumph of medicine over the foremost killer of the time. The stage setting and the actors in this drama will hold the attention of any audience with an interest in that singular epoch in the history of medicine."
Asheville: The Tuberculosis Era, by Irby Stephens, M.D.

" Western North Carolina is now being called "the South's Summer Religious Capital." In the Asheville area in1951 there were ten assembly grounds, and in the entire region twenty-two religious conference grounds. The investments in the grounds and buildings amount to millions of dollars, and it was estimated that in 1951 that each year the conferees spend almost $5,000,000."
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

"To the vacationist it has meant relaxation in invigorating air and sunshine, often restored health and vitality, and always the beauty and inspiration of cloud-tipped mountains against a blue sky and of broad, green-clad valleys rimmed by the hills. To the artist it has been a land of cascading waterfalls, of 'balds' crowned with the exotic blooms of rhododendron, of range after range fading into a distant blue that defies any brush to capture. And to those who live here by right of pioneer ancestry and to those who have chosen it for their abiding place it is Home, with all of the sacredness that the word implies."
Western North Carolina Its Mountains Its People, by Ora Blackman

Extravagant praise for Asheville is to be found in the advertising brochures which have been broadcast since 1880. Hinton A. Helper wrote one titled "Nature's Trundle Bed of Recuperation for Tourist and Health Seeker," in which he claimed: "The climate is not excelled by any in the world. The soil is rich and the lands productive…The timber lands are the best in the South. The mineral wealth is inexhaustible. The manufacturing facilities are unsurpassed."
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

Among the items traded by the people to the merchants, none were more important than crude botanicals used for drugs. The catalogue of G. W. F. Harper of Caldwell County for 1876 offered for sale the botanicals that he had taken in trade, which he described as "crude medicinal herbs, roots, barks, seeds, flowers, etc. Goods neatly and compactly pressed in bales of 200 to 500 pounds each, and forwarded in prime order…."
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

Strategic Overview

The historic foundation of Western North Carolina's tourism industry is rejuvenation. From the first resort built in North Carolina at Hot Springs to the tonics and herbal remedies of Edwin W. Grove, rejuvenation of mind, body, and spirit have been at its heart.

The Cherokee had one word for mind, body, and spirit, for they saw them as one together, inextricably linked. Within this natural setting in the mountains, we have for generations been sought out for the recuperative powers of this place.

A young New York City executive is renewed by climbing Mt. Mitchell on his bike in record time. A mother finds some relief from herbal remedies while receiving cancer treatments, a grandfather shares the beauty of the Blue Ridge Parkway with his grandchildren. A group of 40-somethings practice Tai Chi on a beautiful green along the French Broad River, a class from elder-hostel learning to cook with organic vegetables, girls from Pine Cabin at Camp Swannanoa pledge their lifelong friendship, a revival of the soul on a twilight walk around Lake Junaluska – all everyday scenes throughout the region.

Today rejuvenation is a multi-faceted, multi-billion dollar industry built on a common desire to live more richly and fully. Western and Eastern traditions in medicine are coming together. People of all ages are seeking out unique places that provide experiences that connect them with the natural environment. A search for life's meaning has reinvigorated traditional denominations and urged others to seek out their own paths. In any and all of these, Western North Carolina has been and continues to be, a place for rejuvenation.

STRATEGIC GOAL XII: **To further develop the region as a center for rejuvenation of the mind, body and spirit.**

Specific Strategies

- Implement strategies to four target markets: resident, tourist, retirees and practitioners.
- Establish a Cluster Working Group to review research and design strategies that build on supporting elements: spas, eco-sports, wellness, retreat centers, etc.
- Work with the University of North Carolina Asheville to utilize the Center for Health and Wellness Promotion as the academic base for rejuvenation.
- Work with Mountain Area Health Education Center (MAHEC), Western Carolina University (WCU), the University of North Carolina at Asheville, A-B Technical Community College, and the Center for Creative Retirement to incorporate HUB strategies in the development of the North Carolina Center for Health and Aging.
- Coordinate planning efforts with related assets from throughout the region.
- Host conferences and forums around rejuvenation of mind, body and spirit.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

Integrative Medicine
Strategic Overview

Complementary and alternative medicine (CAM) is a group of diverse medical and health care systems, practices, and products that are not presently considered to be part of conventional medicine. In CAM, complementary medicine is used together with conventional medicine, and alternative medicine is used in place of conventional medicine. The list of what is considered to

be CAM changes continually, as those therapies that are proven to be safe and effective become adopted into conventional health care and as new approaches to health care emerge.

The National Institute of Health's National Center for Complementary and Alternative Medicine (NCCAM) classifies CAM into five categories:

- Alternative Medical Systems: Alternative medical systems are built upon complete systems of theory and practice. Often, these systems have evolved apart from, and earlier than, the conventional medical approach used in the US. Examples of alternative medical systems that have developed in the Western cultures include homeopathic medicine and naturopathic medicine.
- Mind-Body Interventions: Mind-body medicine uses a variety of techniques designed to enhance the mind's capacity to affect bodily function and symptoms. Some techniques that were considered CAM in the past have become mainstream (i.e., patient support groups and cognitive-behavioral therapy). Other mind-body techniques are still considered CAM, including meditation, prayer, mental healing and therapies that use creative outlets such as art, music, or dance.
- Biologically-Based Therapies: Biologically based therapies in CAM use substances found in nature, such as herbs, foods, and vitamins. Some examples include dietary supplements, herbal products, and the use of other so-called natural, but as yet scientifically unproven, therapies.
- Manipulative and Body-Based Methods: Manipulative and body-based methods in CAM are based on manipulation and/or movement of one or more parts of the body. Some examples include chiropractic or osteopathic manipulation and massage.
- Energy Therapies: Energy therapies involve the use of two types of energy fields:
    1) Biofield therapies are intended to affect energy fields that purportedly surround and penetrate the human body. The existence of such fields has not yet been scientifically proven. Some forms of energy therapy manipulate biofields by applying pressure and/or manipulating the body by placing the hands in, or through, these fields. Examples include Qi gong, Reiki, and Therapeutic Touch.
    2) Bioelectromagnetic-based therapies involve the unconventional use of electromagnetic fields, such as pulsed fields, magnetic fields, or alternating current or direct current fields.

STRATEGIC GOAL XIII: To establish Asheville as a national center for integrative medicine which combines conventional therapies with complementary and alternative therapies.

Specific Strategies

A. The Asheville region is a natural setting for the development of synergies between *conventional* and *complementary* medicine.

- Develop a national model in conjunction with Mission Hospitals that leads to the integration of conventional and complementary medicine.
- Design strategies where possible in conjunction with the National Institute of Health's National Center for Complementary and Alternative Medicine.
- Design strategies that meet the needs of residents, tourists, retirees and practitioners.

- Convene a CAM Working Group to review research and design strategies to expand our options in conventional, complementary and alternative medicines.
- Host conferences and forums around integration of conventional and complementary medicine.

B. The Asheville region is a natural setting for the development of synergy between *complementary* and *alternative* medicine.
- Assist the practitioners in complementary and alternative medicine in the creation of a vital network.
- Recruit practitioners and educators within CAM to Asheville.
- Design and implement a bio-technology strategy for Western North Carolina around natural products and herbal medicine.
- Convene a CAM Working Group to review research and design strategies to expand our options in conventional, complementary and alternative medicines.
- Host conferences and forums around integration of complementary and alternative medicine.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

CREATIVITY CLUSTER

"If a city were ever haunted, surely Asheville is. There must be some magnetic force here besides the beauty of all those circling blue mountains that over-guard the town. Something that drives people to creation, and creation on a scale that partakes of the gigantic, humane landscape."
Alan Gurganus, noted in *New York Times Magazine*

"An experimental school that does not fit into any pattern was Black Mountain College, founded in 1933 by a small group of faculty and administrators from Rollins College at Winter Park, Florida.   They hoped to develop students who were able to "creatively meet the demands of our century."   Major emphasis was placed on music, drama, creative writing, and the visual arts, painting, drawing, graphics, and architecture.   Josef Albers, a

former Bauhaus teacher, and his wife Anni were hired as the Visual Arts Department, and a place was won by their students of Black Mountain College that was significant in the world of modern art.
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

"Men are of all trades and women are the like within their spheres. Men are generally carpenters, joiners, wheelwrights, coopers, butchers, tanners, shoemakers, tallow-chandlers, watermen and whatnot; women, soap-makers, starch-makers, dyers, etc. He or she who cannot do all these things will have but a bad time of it."
From the diary of an early Western North Carolina colonist

Strategic Overview

The Asheville metropolitan area has unique advantages in the further development of its creativity economy. With historic assets that link the region to important figures in 20th century visual and literary arts who attended or taught at Black Mountain College, its nation-wide reputation for handmade objects in contemporary crafts, production crafts, and folk art, and the growing reputation of Asheville as an arts destination provide a vital backdrop for future development.

Economic impact studies have demonstrated that the handmade marketplace in Western North Carolina exceeds $200 million. Today, handmade objects are but one facet of our creative marketplace. While there are no studies as to the total impact of the creative economy, a recent study indicates that the nonprofit arts alone are a $61 million industry in the City of Asheville -- one that supports 2,100 full-time jobs and generates $5.6 million in local and state government revenue. Nonprofit arts organizations in Asheville, which spend $14.7 million annually, leverage a remarkable $46.3 million in additional spending by arts audiences- spending that pumps vital revenue into local restaurants, hotels, retail stores, parking garages, and other businesses.

There is no doubt that cultural development can enhance a region's individual character and by emphasizing local culture a region can create their own distinct character. At the same time cosmopolitan and culturally interesting place can attract a creative workforce that can spawn economic development.

For Asheville character, authenticity, and distinctiveness have become key ingredients for our new economy. The city can pride itself on providing amenities found in larger metropolises, balanced with better and more affordable quality-of-life benefits.

The future rests in the aggregation of qualities that distinguish it from a dozen other cities of similar size. This is not simply an aggregate of performing arts, sports, and community faculties, but also of buildings, walks and trails, festivals, and products tied to the real roots and history of this place. Creating and enhancing this essential "character" of a city is becoming the new facet of economic development.

Just as the economy of late 20th century Western North Carolina was built on a "three-leg stool" of tourism, manufacturing and agriculture, the new and distinctive 21st century will be built on the three-leg stool of community development, economic development, and cultural development. While community and economic development are well-defined, cultural development is less so.

Specific Strategies
- Convene a Cultural Development Collaborative to bring together public, private and nonprofit participants.
- Work with organizations within the visual arts to design strategies that emphasize our uniqueness.
- Work with organizations in the performing arts to design comprehensive strategies for future development.
- Establish a state-of-the-art Performing Arts Center as a part of revitalized Civic Center.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements	Targets

Design
Strategic Overview

At the dawn of the 20th century, the Arts and Crafts Movement expanded from its European base to influence American furniture and household object design as well as architecture. Through its origination in Germany in 1919, Bauhaus was to have far-reaching importance worldwide. Bauhaus was both a creative center and an educational training ground for craftspersons and artists. Founder Walter Gropius aimed to break down the traditional barriers between artists and technically expert craftsmen by training students to be effective in both areas. In its statement of purpose in 1919 he wrote:

> "Architects, sculptors, painters we must all turn to the crafts! Art is not profession. There is no essential difference between the artist and the craftsman. The artist is an exalted craftsman. In rare movements of inspiration, movements beyond the control of his will, the grace of heaven may cause his work to bloom into art. But proficiency of his craft is essential to every artist. Therein lies a source of creative imagination. Let us create a new guild of craftsman, without the class distinctions which raise an arrogant barrier between craftsman and artist."

With the rise of Hitler, the Bauhaus was dismantled and its traditions followed its faculty around the world – most notably to Chicago, with its great architectural traditions, to the Cranbrook

Institute in Michigan, and to Black Mountain College, where a 'new experiment in education took root through the early 1950s.'

Meanwhile, others took note of the role of crafts tradition in this part of Appalachia. Lucy Morgan of the Penland School brought the exceptional crafts of this region to national attention at the Chicago World's Fair in 1933. From that beginning, organizations and co-operatives were formed, the first being the Southern Highland Handicrafts Guild. Settlement schools were established to educate and train. Among the earliest in North Carolina, were the John C. Campbell Folk School and the Penland School.

The early 1990's development of a comprehensive strategy around handmade objects proved the value of building on our unique strengths. There is no doubt that the handmade industry now exists in major numbers in every "nook and cranny" of the mountains. These entrepreneurial enterprises appeal to the independence of the mountain spirit, and lure others with the same independent spirit into these mountains. The long and glorious cultural traditions of the mountains, with their reverence for craftsmanship and nature's materials, lends such enterprises almost spiritual qualities.

For the handmade industry to take the next steps in its development, it is critical that the region devise strategies that assist the object-making entrepreneur in dealing with their two greatest challenges: (1) the capability to meet production demands for these objects so that they may be sold in multiples, and (2) the capability of marketing their objects to a wider audience.

STRATEGIC GOAL XV: **To establish design centers that market handmade objects and ensure the capacity for their production in multiples.**

Specific Strategies
- Establish a regional system to support the production of multiples based on the Energy-Exchange model.
- Build a workforce sufficient to support craft production studios throughout the region.
- Secure public and private investment to establish design centers as destination marketplaces for handmade objects.
- Build on the region's reputation around design and production of handmade objects.
- Establish a Cluster Working Group to design strategies for the development of a market place for handmade objects.
- Host conferences and forums on the production and marketing of handmade objects.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

Customization
Strategic Overview

An important new trend emerging for the affluent market is "customization." Customization is the ultimate in consumer intimacy and individualism. A significant number of consumers reported they would be willing to pay more for custom-made merchandise. Predictions from industry insiders point out that customization, or uniqueness, is a future trend to watch, especially if offered conveniently.

Products that would be available through a destination marketplace to the trade and to the public in a customized market, would cover three main categories: home, garden and personal accessories. For the home, selection is nearly all-inclusive: products include furniture, kitchenware, tableware, bedding, bath accessories, lamps and lighting, architectural (tiles, fixtures, molding), textiles (floor coverings, upholstery), baskets, vases, boxes, trunks, candles, wall hangings, decorative objects, and hardware.

For the garden, offerings are also comprehensive and include ironwork, slate and earthenware tiles, pots, planters, ornaments, compost containers, tools, and sculptures. Personal accessories are limited, but significant sources of revenue include jewelry, likely followed by toys. Other items include apparel, leatherwork, office accessories, stationery, personal care and aromatherapy.

Together these products represent an interesting marriage of traditional industries and production craftspeople.

STRATEGIC GOAL XVI: **To investigate 'customization' as a market trend that could position traditional industries and craftspeople in an international marketplace.**

Specific Strategies

- Establish a 'Customization' Cluster Working Group to review the research and determine strategies for proceeding.
- Encourage the relocation of design, architectural, and construction-related firms, who specialize in customization for home environments.
- Establish an incubator for creative businesses in downtown Asheville.
- Work with traditional industries, i.e. textiles, furniture, paper, timber, etc. to determine if customization would improve their market positioning.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets

"Men are of all trades and women are the like within their spheres. Men are generally carpenters, joiners, wheelwrights, coopers, butchers, tanners, shoemakers, tallow-chandlers, watermen and whatnot; women, soap-makers, starch-makers, dyers, etc. He or she who cannot do all these things will have but a bad time of it."
From the diary of an early Western North Carolina colonist

"The history of economic enterprise in Western North Carolina falls into four categories: individual enterprise, investment of outside capital in the area, large-scale locally-owned businesses, and consolidation of locally-owned industries by outside companies which are often holding companies and operate in a number of states."
Western North Carolina Since the Civil War, by Ina W. Noppen and John J. Van Noppen

Strategic Overview

More than three quarters of all new jobs in the nation are created by small business according to the Small Business Administration – the valley of the French Broad is no different.

Over the past decades businesses in a wide variety of service areas has been a strong engine for our economy.

While technology or knowledge-based entrepreneurship has gotten most of the national press, it is entrepreneurship within day-to-day businesses that see a need within our population and seek to fill the void. Those businesses today employ a large segment of our workforce.

How can the public be supportive of individuals or families as they contemplate the development of a new business? Experts tell us to design a tiered system that supplies (1) Business support services, (2) Peer support networks, (3) Information and Business Planning, amd (4) Aceess to financing at all levels.

A recent study of the area around Entrepreneurial League System Project identified a minimum of eight agencies that supply these services to entrepreneurs. But that same study found that the current service provider system is fragmented and difficult for a user to navigate.

The development of a tiered service provider network that is user friendly could do much to spur the entrepreneurial spirit that has always penetrated these mountains.

STRATEGIC GOAL XVII: To establish a service provider tiered system to support business development and retention.

Specific Strategies

- Convene all public and nonprofit service providers and together design a tiered-system to serve Buncombe County entrepreneurs.

- Design a tiered system aimed at:
  - New start-up ventures
  - Maintaining and strengthen existing small business
  - Fostering diversity in the small business base
- Design a tiered system that provides:
  - Business support services
  - Peer support network
  - Information and business planning
  - Access to financing at all levels
- Expand the tiered service provider system to include private organizations and providers
- Design a service provider system capable of supporting small and mid-size firms to upgrade productivity, technology, utilization, performance, and broaden business development opportunities.
- Recognize the importance of social entrepreneurship that provides for the well-being of our citizens.

Key Performance Targets and Measures

We will measure our success by using the following performance measurements to track our progress towards the accompanying performance targets:

Lead Agency: TBD

Measurements   Targets