ADVANTAGEWEST
Economic Development Group
NORTH CAROLINA'S MOUNTAINS

# WESTERN NORTH CAROLINA REGIONAL ECONOMIC DEVELOPMENT COMMISSION ANNUAL REPORT

Citation of Law or Resolution: §15.25
Due Date: August 28, 2014
Submission Date: August 28, 2014

The enclosed report details the WNC Regional EDC response to the *§15.25 Annual Reporting Requirement.* Please contact me directly should you have any questions or comments.

Sincerely,

Scott T. Hamilton
President & CEO

**RECEIVING ENTITIES:**

**North Carolina Department of Commerce**
*Electronic copy of report sent to Ms. Monique Johnson (Monique.Johnson@nccommerce.com) and Ms. Shannon Hobby (Shannon.Hobby@nccommerce.com).*

**North Carolina General Assembly, Fiscal Research Division**
*Electronic copy of report sent to Director of Fiscal Research, Mr. Mark Trogdon (Mark.Trogdon @ncleg.net), Ms. Cathy Martin(Cathy.Martin@ncleg.net) and reportsmanagement@ncleg.net.*

***The Joint Legislative Commission on Governmental Operations***
*Electronic copy of report sent to ncgagovops@ncleg.net*

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# REGIONAL ECONOMIC DEVELOPMENT COMMISSION REPORTS

**§15.25. Commerce NonProfits/Reporting Requirements.** By September 1 of each year, and more frequently as requested, report to the Joint Legislative Commission on Governmental Operations and the Fiscal Research Division on prior State fiscal year program activities, objectives, and accomplishments and prior State fiscal year itemized expenditures and fund sources.

**(1) The summary of the preceding year's program activities, objectives, and accomplishments.**

Tab 1

i) Quarterly reports from programmatic areas:
- Blue Ridge Advanced Manufacturing Initiative
- Blue Ridge Entrepreneurial Council, Blue Ridge Angel Investors Network & AdvantageWest Opportunity Fund
- AdvantageGreen
- Blue Ridge Food Ventures
- Western North Carolina Film Commission

ii) Earned Media Summary Report

**(2) The preceding fiscal year's itemized expenditures and fund sources**

Tab 2 — Cash basis financial statements by fund source and expenditure

**(3) Demonstration of how the commission's or partnership's regional economic development and marketing strategy aligns with the State's overall economic development and marketing strategies**

Tab 3 — "NC Economic Development Strategy" Report and North Carolina's Regional Economic Development Partnership's pamphlet

**(4) A demonstration of how the commission's or partnership's involvement in promotion activities has generated leads**

Tab 4 — Annual activity report for Advanced Manufacturing (EDAC), client activity for the Blue Ridge Entrepreneurial Council, client activity for AdvantageGreen, client activity of Blue Ridge Food Ventures and a Reel Scout package report for the WNC Film Commission.

**(5) A demonstration of the commission's efforts to obtain funds from local, private, federal sources**

Tab 5 — Updated "Revenue Source" for 10 year period thru 9/01/14 and schedule of Grants Received or Pursued in FY 13/14

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# Blue Ridge Advanced Manufacturing Initiative

## Goals and Objectives for 2013/2014

**Efforts of Advanced Manufacturing can be placed in four broad areas:**

1. Staying in regular contact with and providing professional assistance to local economic developers
2. Market the region to Site Location Consultants and Companies and other entities that assist with the location of projects to the region.
3. Maintain Certified Economic Developer status, CEcD.

**Measurable efforts to work with local economic developers include:**

1. Make at least fifty (50) visits throughout year to county economic development offices or functions such as industrial appreciation events, ribbon cuttings or private meetings. During FY 2013/14 there were 76 visits.
2. Conduct four (4) significant EDAC events, including one multi-day trip to Raleigh with EDAC participants. There have been three EDAC meetings held since June, 2013.
3. Provide special assistance as requested by the local economic developer or community or where opportunities are seen. Such items as help with structuring a local incentive package, creation of a Foreign Trade Zone and multi-county industrial park are examples. While difficult to predict, four (4) such requests or opportunities are anticipated. Special assistance has been provided to several of the counties during the year including Project Gary in McDowell and Rutherford, in Mitchell with their new site, in Jackson with marketing a county owned building and in McDowell with XO Steel. Special assistance has been provided to Graham County in marketing the Stanley Building.
4. Coordinate two (2) small population county best practices sessions throughout year. A trip to Atlanta to visit consultants who focus on data and call centers was arranged and led during the year. Three small population counties participated.

**Marketing Efforts**

1. Conduct at least four (3) out of state marketing trips during year. Markets to be determined but in the past have included Atlanta, Chicago, New York and Dallas. Trips have been made to visit consultants in Atlanta, Dallas and Chicago. Also a trip to the Canadian Consulate was made.

2. Conduct at least six (6) in state marketing trips to include NCEDA functions, Charlotte Site Consultants and Department of Commerce in Raleigh. Trips to NCEDA (3), several trips to Commerce built around Site Certification meetings in Raleigh, the Annual Carolina West trip to Charlotte and hosting the National Duke Energy Economic Development Team occurred during the year.
3. Coordinate Site Location Consultants week-end in region. Six (6) to ten (10) site location consultants from across the US will attend a Thursday through Sunday familiarization tour. This event was scheduled and several hours spent in preparation when budget issues caused cancellation.
4. The above will result in at least seventy-five (75) direct contacts with site location consultants. Ninety consultant contacts with 47 firms were made.
5. Send Featured Site and/building e-blast to national site location consultants. This was accomplished on a monthly basis, the second Tuesday of each month.
6. Attend a minimum of four (4) SEDC, IEDC and other functions with networking opportunities. Meeting and other functions attended include the Annual meeting of the IEDC in Philadelphia, the SEDC "Meet the Consultants" event in Dallas, the IAMC spring meeting in Pinehurst and the SEUS Canadian Province annual event held in Raleigh. This is in addition to the 3 NCEDA events held in North Carolina.

**CEcD designation**

1. Attend and participate in IEDC functions necessary to maintain certification status. Since 1998 I have been a Certified Economic Developer and I am on track to meet the requirements necessary to be eligible for recertification.

**Other Notable Accomplishments**

- During the FY, there were 53 projects and 23 visits.

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**Blue Ridge Advanced Manufacturing Initiative**

Quarterly Programmatic Reports – FY 13/14

## 3rd Quarter 2013

- Technical Assistance was provided for a private company considering a location in McDowell County which included assisting in preparing a One NC application. Also provided technical assistance to the economic developers in two mountain counties as discussions began about a joint industrial park and continued working with the six far western counties to promote the idea of bringing technology businesses into their area.
- A marketing trip to visit consultants focusing on technology businesses was organized and coordinated with three county developers. A draft of a marketing brochure was prepared and submitted to the counties. Also met with Western Carolina University and BalsamWest representatives to discuss this effort.
- Assisted with the AdvantageWest portion of the GroWNC project to help identify sites located in the five project counties. Visited each county and discussed opportunities.
- Continued project work for Project Stallion as their team visited the region and continued working with Project Floor as they visited the region and viewed particular buildings in two counties.
- Attended and participated in the CarolinaWest luncheon with Charlotte area site location consultants and attended the bi-monthly meeting of the Site Certification Committee in Raleigh.
- During the quarter there were 31 visits to counties within the AdvantageWest region.

## 4th Quarter 2013

- Conducted a Site Consultant visit to Chicago and met with 5 firms over two days.
- Technical Assistance continued for a private company considering a location in McDowell County. Assistance was provided in preparing a One NC application and several other incentive programs were discussed and evaluated with various agencies.
- Technical Assistance has continued to the economic developers in Mitchell and Yancey Counties as discussions continue about a joint industrial park.
- Assisted with the AdvantageWest portion of the GroWNC project. Sites located in the five project counties have been evaluated and the AdvantageWest portion of project was completed on schedule.
- Met with the Product Development Committee in Transylvania County as they are working to get more sites/buildings in their county and are exploring several possibilities.
- Attended the annual International Economic Developers Council annual meeting in Philadelphia and the NC Foreign Trade Promotion Conference held in Wilmington, NC.
- Attended two bi-monthly meetings (October and December) of the Site Certification Committee in Raleigh.
- Over the quarter, there were 17 significant contacts with Economic Development Consultants and 11 firms and there were 17 visits to counties within the AW region.

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## 1st Quarter 2014

- Coordinated 1st Quarter EDAC meeting at Western Carolina University with 30 local developers and allies in attendance.
- Attended the NCEDA mid-winter conference with about 250 participants.
- Attended Site Certification meeting in Raleigh.
- Significant time was spent working with new projects by developing and requesting RFIs from various counties, reviewing and sometimes strengthening information received and then sending and discussing the information with consultant/company.
- Worked with fellow staff on how the Outdoor Gear Builders Group can be more proactive in developing leads and projects through this group.
- Had significant involvement with the XO Steel Project which was announced in McDowell County in March with 30 new jobs to be created.
- There were 14 county visits during the first quarter of 2014.

## 2nd Quarter 2014

- Discussed and presented "The Economic Development Process" to a group in Yancey County including Commissioners, Burnsville Town Council, and EDC Board members.
- Attended and participated in the Southern Economic Development Council's annual Site Consultant Event. During this function in Dallas, Texas, there were 7 significant contacts from 7 companies.
- Attended the bimonthly Site Certification meeting in Raleigh.
- Attended the International Asset Management Council's meeting. This organization is made up of corporate officials responsible for their companies' real estate and other assets. During this event, there were 24 significant contacts representing 19 companies.
- Had significant work on Project Awesome including a day long function in Raleigh meeting with various state officials from different granting agencies.
- Attended the Annual NCEDA meeting.
- Visited Western Carolina Center with Project Gary.
- Attended the Southeast United States Canadian Province (SEUS/CP) annual meeting in Raleigh.
- During the quarter there were 14 projects and 1 visit. Including companies from several states, projects were from Canada, France and Germany.

BLUE RIDGE ENTREPRENEURIAL COUNCIL

# Entrepreneurship Program Goals & Objectives FY 2013-14

## Access to Capital Goals: *Improving access to capital for WNC entrepreneurs*

- Continue to strengthen the Advantage Opportunity Fund program including:
  - Making at least 4 new loans to WNC startups
  - Assist existing AOF funded companies reach key milestones and secure funding
  - Begin developing opportunities to expand to AOF capital pool
- Launch a new online platform under the Blue Ridge Angel Investor Network brand to connect WNC angel investors and growth oriented startups
- Provide one-on-one "getting ready for capital" assistance and mentoring to WNC startups
- Continue to develop partnerships with other small business and entrepreneur funding entities

## Critical Connection Goals: *Connecting entrepreneurs with the critical resources they need to succeed*

- Provide "0-60 consultation" and other critical connection services to at least 100 WNC entrepreneurs
- Improve the accessibility of WNC small business and entrepreneur support resources through launching a new online resource directory, eLaunch, as part of the new AW website
- Partner with Tech20/20 to offer a third annual BREC Breakthrough Business Challenge
- Participate in the Spark Tank regional network of support service providers

## Entrepreneur-Ready Communities: *Through the Certified Entrepreneurial Community™ Program*

- Host a 2-day intensive CEC Leadership Academy training for existing and prospective CEC communities
- Complete an economic impact analysis of the CEC program to inform future program commercialization efforts
- Develop a community "benchmarking" model to include a common set of metrics and organized means for sharing best practices
- Support at least 2 new communities through the CEC certification process

BREC
Blue Ridge Entrepreneurial Council
AdvantageWest Economic Development Group

BRAIN
Blue Ridge Angel Investor Network
Founded by AdvantageWest Economic Development Group

Blue Ridge Entrepreneurial Council & Blue Ridge Angel Investors Network
AdvantageWest Opportunity Fund
Quarterly Programmatic Reports – FY 13/14

## 3rd Quarter 2013

- Completed a review of the Advantage Opportunity Fund startup loan program. From inception in 2007 through June 2013, the program has resulted in $1,258,500 in loans to high-growth entrepreneurs, 26 new businesses formed and 119 new jobs created in Western North Carolina.
- Developed and launched a website for the newly formed Outdoor Gear Builders of Western North Carolina industry group, www.outdoorgearbuilders.com, and assisted with the creation of the Prestige Adventure Center in Asheville, a new showroom for regionally made outdoor products.
- Served as a marketing liaison for promoting the new Innovation Fund NC seed-stage grant and loan program across Western North Carolina.
- Hosted the CEO of Pangea Organics, the largest organic personal care products company in the US, for an entrepreneurial networking event.
- Accelerating Appalachia, the US's first nature-based business accelerator has officially launched with support from AdvantageWest. A first cohort of 14 businesses has been selected and will begin the accelerator program in October.

## 4th Quarter 2013

- Launched the Seed Challenge (this year's BREC Breakthrough Challenge), a mentoring program and pitch competition for new WNC startups, with partners including Tech 20/20 and Accelerating Appalachia. Sixteen businesses are participating and the pro-gram includes 2 classroom sessions, 1 on 1 mentoring and a pitch competition with $3,000 for the top pitches along with introductions to investors and funders.
- Approved 4 new Advantage Opportunity Fund seed-stage loans for WNC entrepreneurs and an additional loan tranche for an existing portfolio company:
    - A Buncombe-based hard cider company
    - An Ashe County local meats processing and marketing company
    - A Transylvania County outdoor gear manufacturer
    - A Buncombe music technology startup
    - A Buncombe media company
- Worked closely with Accelerating Appalachia to produce and promote the final pitch event held December 9th at Highland Brewing Company in Asheville and ensured that this event sold out (over 150 attendees) and was a success.

## 1st Quarter 2014

- Hosted a week of media events as part of National Entrepreneurship Week spotlighting entrepreneurial opportunities across WNC. This year we used an outdoor industry theme in partnership with the new Outdoor Gear Builders of WNC group. Events included:
  - Radio interviews on 880AM every day featuring Sylvan Sport, Astral, Suspension Experts, Lightheart Gear and Outrider USA
  - Live TV interviews on WLOS featuring ENO, Legacy Paddlesports, Outrider USA and the Prestige Subaru Adventure Center
- Along with Tech2020 and A-B Tech, held the final pitch session of the SEED Challenge business plan and innovation competition. The three prize winning pitches were:
  - First Place: Bellyak (http://bellyak.com/), inventors of a new kind of kayak
  - Second Place: LoLo (http://join.loloeffect.com/), a loyalty program for local and independent businesses
  - Third Place: Dolci Di Maria (http://www.dolcidimaria.com/), a manufacturer and distributor of high-quality gluten free desserts

## 2nd Quarter 2014

- AdvantageWest led regional marketing activities in conjunction with the Mother Earth News Fair event which drew over 15,000 attendees and featured over 80 WNC small businesses; AdvantageWest also received a $2,000 grant from Ford Motor Company for our sustainability efforts in connection with this event
- Launched 2 major tools on the new AdvantageWest.com website to advance WNC entrepreneurship
  - *BREC eLaunch* is an interactive tool to help entrepreneurs and small business owners find and connect with the resources they need to grow their business.
  - *BRAIN-Online* is a new web-based platform connecting high-potential startups in WNC with area individual angel investors.
- Participated on a panel discussion at the *State of the NC Natural Products Industry* event that was held May 16 at the NC Arboretum and hosted by Bent Creek Institute and the United Natural Products Alliance (a national trade association).
- Created a new email newsletter service for WNC entrepreneurs focused on entrepreneurial events and resource news. To-date, 3,200 entrepreneurs are subscribed.
- Approved one new Advantage Opportunity Fund for Mitchell County building products company.

Certified Entrepreneurial COMMUNITY

A PROGRAM OF ADVANTAGE WEST

**Certified Entrepreneurial Community Program**
Quarterly Programmatic Reports – FY 13/14

## 3rd Quarter 2013

- Received award for an Economic Development Administration (EDA) Planning & Local Technical Assistance Grant valued at $100,000 to fund the launch of the CEC Expansion program. Began implementation.
- Hosted the CEC Leadership Training Academy & Banquet on September 9-11 in Cherokee.
- Selected consulting company to conduct the CEC Impact Analysis and Bench-marking model under the NC Rural Center Research & Demonstration Grant.
- Worked with the following communities around CEC: Cherokee County, Clay County, Macon County, Black Mountain, Jackson County, Polk County, Watauga County, and Wilkes County.
- Attended the Brushy Fork Institute in Kentucky & Creative Economies Summit in Virginia, representing the CEC Program & expansion efforts.
- Continued working on developing a strategy for CEC Corporate engagement.

## 4th Quarter 2013

- Completed an Economic Impact Analysis report of the Certified Entrepreneurial Community® Program.
- Conduct CEC strategy meetings with Transylvania County, Macon County, Eastern Band of Cherokee Indians, Watauga County, Polk County, Haywood County, Ashe County, Mitchell County, Jackson County, Clay County, Burke County and Madison County.
- Began work on a new CEC Expansion Pilot Program with 4 communities across NC. This project is supported in part by a grant from the US Economic Development Administration.
- Continued to received interest in the CEC program from communities across the US and internationally.

Certified Entrepreneurial COMMUNITY

A PROGRAM OF ADVANTAGE WEST

**Certified Entrepreneurial Community Program**

**1st Quarter 2014**

- No new communities were certified in the 1st or 2nd Quarter of 2014

AdvantageGreen

AdvantageWest Economic Development Group

# AdvantageGreen Program Goals & Objectives FY 2013-14

## WNC AgriVentures Project Goals

- Hold 4 quarterly Innovation Council meetings
- Award and execute 6 or more pilot projects and/or feasibility studies to address key agribusiness supply chain opportunities
- Help launch and support Accelerating Appalachia, a new accelerator for nature-based businesses, and serve no fewer than 10 WNC companies with strong growth potential
- Continue to support the newly-formed Outdoor Gear Builders of WNC group including leading strategic planning, organizing networking events, and recruiting at least 5 new members
- Successfully conduct project administration including keeping the project on time and on budget, submitting required reports, and ensuring partner coordination
- Complete an Industrial Land Analysis report in conjunction with the GroWNC Project

## Planting the Seeds for a Robust WNC Biofuels Economy Project Goals

- Transition project contracts and administration from the Biofuels Center of North Carolina to the North Carolina Department of Agriculture & Consumer Services
- Support each of the core project investments including the Brewers Grain Alliance, Organicel, Biofuels Laboratory at A-B Tech, and canola field trials

## Field-to-Fryer-to-Fuel (F3) Project Goals

- Work with partners to plant, harvest and track production and economic data for a second year of canola test plots
- Support the launch of a new regional oils distribution business including marketing through an oil tasting event

## Realizing the WNC Natural Products Industry Project Goals

- Successfully complete and close out this Golden LEAF-funded three year initiative to expand the region's natural products industry
- Support each of the core project investments including the Natural Products Manufacturing Facility at Blue Ridge Food Ventures, Blue Ridge Naturally brand, and Natural Products Laboratory at A-B Tech

AdvantageGreen

AdvantageWest Economic Development Group

**AdvantageGreen**

Quarterly Programmatic Reports – FY13/14

## 3rd Quarter 2013

- Hosted a retreat of the WNC AgriVentures Innovation Council, a regional advisory group focused on identifying and advancing economic development projects within emerging agriculture and natural resource based industries.
- Made substantial progress on a regional biofuels industry development project including:
  - Harvested over 50 acres of test fields of different canola varieties
  - Expanded oil seed crushing and refining capability at a pilot plant in Catawba County
  - Supported the launch of a new local vegetable oil distribution company
  - Completed a biofuels market analysis and survey of fleet managers
  - Purchased oil crops research equipment for NC Cooperative Extension and con-ducted related feed trials
  - Purchased and began setup of a new biofuels testing laboratory at A-B Tech Com-munity College
- Along with regional partners, produced a natural products industry conference connecting WNC natural products growers with buyers and value-added processors

## 4th Quarter 2013

- Hosted the second meeting of the WNC AgriVentures Innovation Council in Sylva, NC. Nineteen pilot project proposals that address key gaps and opportunities in WNC's natural-resource-based business supply chains were presented. Six projects were selected for award:
  - Developing Innovative Drying Solutions for Value-added Medicinal Herb Crops Study (Appalachian Botanical Alliance)
  - Increasing WNC's Red Meat Processing Capacity Study (Southwestern Commission)
  - Scaling Up Organicel Study (Bent Creek Institute)
  - Growers Cooperative Production Manager Pilot Project (New River Organic Growers)
  - Agriculture Innovation Center Feasibility Study (Rutherford County)
  - Developing a Co-Packing Operation at Blue Ridge Food Ventures (Blue Ridge Food Ventures)
- Completed an Industrial Lands Analysis project resulting in the identification of over 500 potential industrial sites in 5 counties, 8 site feasibility studies and 4 Phase I studies.
- Was awarded a $341,323 grant from the NC Department of Agriculture to further regional biofuels production and crop development efforts.

AdvantageGreen

AdvantageWest Economic Development Group

## 1st Quarter 2014

- Held a WNC AgriVentures Innovation Council retreat in Forest City, Rutherford County, where the agenda included a progressive review of the seven pilot projects underway and a discussion on priorities for the next round of projects.

- Convened 20 regional and statewide partners for two WNC Food Hubs meetings that established an ongoing learning and coordination network around local foods hubs & distribution providers.
- Facilitated a strategic planning retreat for Outdoor Gear Builders of WNC, a recently formed alliance of outdoor equipment manufacturers.

- Successfully concluded a 3 year initiative to expand WNC's natural products industry. This effort, sponsored by the Golden LEAF Foundation, resulted in 48.5 new FTE jobs created, 15 new clients in production at the Blue Ridge Food Ventures Natural Products Manufacturing Facility, and more than $500,000 invested in high-growth natural products startups among other impacts.

- Completed and published an Industrial Lands Analysis for the Land-of-Sky Region as part of the GroWNC regional community development plan.

## 2nd Quarter 2014

- Hosted a visit from the Appalachian Regional Commission Federal Co-Chair and several other federal and state officials including a briefing on the WNC AgriVentures project.

- Facilitated a WNC AgriVentures Innovation Council retreat which selected three high-priority economic development projects for funding, and identified nine other important projects to be moved forward through alternative financing options and direct assistance. Grant opportunities have already been identified for at least three un-funded projects since the retreat concluded.

- Sponsored and participated in a 2 ½ day strategic planning charrette in Forest City for a new Agriculture Innovation Center and re-use of a historic mill building.

- Worked closely with Natural Products Alliance partners to submit a $745,000 grant that would make WNC a national center for natural products training.

- Participated in a conference of regional cluster and innovation initiatives from across the US hosted by the NIST in Washington D.C.

Blue Ridge Food Ventures
A program of Advantage West.

# Goals and Objectives

## Shared-use Kitchen

- Work with Blue Ridge Food Ventures clients to produce over 1.3 million of goods at the facility over the next fiscal year.
- Provide assistance to 90 businesses
- Host the Blue Ridge Food Ventures holiday market to provide regional food and natural products businesses an outlet to sell their products to holiday shoppers
- Support BRFV clients through operations of the facility to provide an average of 50 jobs monthly through production activities at the facility.
- Attract 10 additional clients that will utilize the facility

## Winter Sun Farms

- Increase the number of subscribers by 10% to nearly 330 members
- Work with 3 new farms from the WNC region
- Produce a new product from a crop grown regionally
- Add an additional distribution location outside the WNC region in a major market like Charlotte, NC or Greenville, SC

## Co-packing Program

- Develop the co-packing program through crew training programs, equipment purchases and capacity improvements to produce products on behalf of clients.
- Attract 10 co-packing inquires through an enhanced marketing efforts and website development
- Begin co-packing for 2 clients

Blue Ridge Food Ventures
A Program of AdvantageWest

**Blue Ridge Food Ventures**
Quarterly Programmatic Reports – FY 13/14

## 3rd Quarter 2013

- In July, Blue Ridge Food Venture clients exceeded the $8 million of goods produced in the facility since opening in July 2005.
- Participated in the WNC AgriVentures Innovation Council and in the Certified Entrepreneurial Committee Leadership Training Academy as part of the regional resource panel retreat to discuss opportunities and needs for local and regional value-added product producers in order to create high-quality food and natural products.
- Blue Ridge Food Ventures co-sponsored the 2013 BaconFest with Highland Brewing and 105.9 the Mountain radio station. Over 800 people attended the event. BRFV was the beneficiary of the proceeds from the event.
- Implemented an intensive media push in the upstate of South Carolina to attract members to a new Winter Sun Farms distribution location in Greenville, SC.
- Blue Ridge Food Ventures and its clients were featured seven times in the media in September at an Advertising Value Equivalence (AVE) of $28,500 and a Public Relations value of $142,600 (5 times AVE).
- In the 3rd quarter, 30 potential client contacts were made, 195 client productions were held in the BRFV facility, and there were 12 new facility users.

## 4th Quarter 2013

- Worked with numerous other community organizations and industry partners to offer input on pilot projects and feasibility studies to the WNC AgriVentures Innovation Council retreat attendees at the Sylva branch of the Jackson County Library.
- Participated in a meeting with Chris McGraw of North Carolina State University Manufacturing Extension Program to discuss Appalachian Regional Commission Grant equipment purchases to improve the overall capabilities and capacity of production at BRFV.
- Blue Ridge Food Ventures hosted the 2013 BRFV Holiday Market and Winter Sun Farms distribution. BRFV had over 30 vendors in attendance and an estimated 575 plus attendees. A number of BRFV clients reported that they had record breaking sales at the market.
- Wounded Warrior, a well know lotion maker from Boone, NC began using the facility in December producing nearly 1,000 units in their first production and already scheduled an additional production in February.
- During the past three months, $347,000 of product was produced by clients of the facility, 30 potential client contacts were made, and on average, 77 client jobs (38 client employees and 39 business owners) were supported by business activity at the facility. Winter Sun Farms reached a new high with 335 subscribers.

## 1st Quarter 2014

- Worked with staff and key stakeholders to offer BRFV technical assistance to the Ashe County Kitchen operations, development of income streams and sustainability plan.
- Awarded a grant by Community Foundation of Western North Carolina to help sup-port the Client Services Manager position as BRFV develops a co-packing program.
- Completed the 2013 -2014 season of the Winter Sun Farms program with a record number of shares with 346 subscribers of the program.
- Completed the Rural Center Grant to 'Expand the Natural Products industry in WNC at the end of the 1st quarter. The grant program allowed BRFV to purchase some much needed equipment to increase the overall efficiency and product capabilities of the facility and implement a marketing plan to draw businesses to the region.
- BRFV has been granted insurance to co-pack client products from its existing insurer. Currently, 9 clients are in the pipeline and moving through the process.
- During the 1st quarter, $378,000 of product was produced by clients of the facility, 168 productions occurred at the facility, 37 (9 seeking co-packing services) potential client contacts were made, and on average, 50 client jobs (27 client employees and 23

## 2nd Quarter 2014

- Continued work to offer BRFV technical assistance to the Ashe County Kitchen operations, development of income streams and sustainability plan. A Technical Assistance proposal was submitted to Heifer International via the Ashe County kitchen director which included funds for BRFV to assist in the kitchen's sustainability plan.
- Worked on a design charrette for the Florence Mill Ag Innovation Center in Forest City, NC during which the design team discussed strategies for best use of the site.
- Work with the Reed Center, Green Opportunities organization and its Kitchen Ready program to help guide them through the development and implementation of their kitchen structure & Food Safety and Good Manufacturing Practices program. A Technical Assistance Proposal is being developed and will be submitted to continue the work that BRFV is performing for the kitchen.
- Preparations were well underway for Stir Crazy, the Blue Ridge Food Ventures fundraiser, being held in July at the Boat House on Asheville.
- 27 co-packing clients are in the pipeline and are moving through the process since the new website was launched in mid-March. Businesses from Michigan, South Carolina and a Eastern North Carolina are seeking the services of the co-packing program
- During the past three months, $381,908 of product was produced by clients of the facility, 219 productions occurred at the facility, 45 (18 seeking co-packing services) potential client contacts were made, and on average, 60 client jobs (36 client employees and 24 business owners) were supported by business activity at the facility over the past three months.

WESTERN NORTH CAROLINA
FILM COMMISSION
A PROGRAM OF APPALACHIAN

# Goals & Objectives FY 13-14

## PROGRAM ACTIVITY GOALS

- Continue to provide quick and informative assistance to any and all projects interested in filming in WNC or wanting to learn more about WNC.
  - Assist at least 200 Reel-Scout Projects and other film-related inquiries with goal of having 30 completed projects by end of fiscal year.
  - Conduct or assist with at least 15 film scouts to WNC region.
  - Continue to update the Reel-Scout locations library with locations across WNC from recent scouting trips or requests to add locations.
  - Continue to update the Reel-Crew directory with crew and support from across WNC with vested interest in film community as well as qualifications to work on industry related projects.

## MARKETING, PUBLICITY & OUTREACH GOALS

- Commit to sponsoring the following local events that call attention to our region's interest and dedication to the film industry:
  - 48 Hour Film Project
  - Asheville Cinema Festival
  - Other opportunities that might arise during the year focusing on film
- Continue to develop and strengthen the Locations Assistance Request List (LARL) to broaden reach for assistance on film projects and requests as needed.
- Continue work with regional film commissions in NC to promote our state as a film-friendly environment with a smart 25% tax incentive and overall great state for film production.
  - Sponsor and participation in 2014 Association of Film Commissioners International (AFCI) Locations Tradeshow in Los Angeles, CA

## SOCIAL MEDIA GOALS

- Continue to use the Western North Carolina Film Commission Facebook page as a platform to share regional and state film news to community of followers as needed.
  - Goal to post a film industry related item at least once a week if not more to continually engage followers.
- Launch the new AdvantageWest website that will house the WNC Film Commission website.
  - Use this new website as a tool to better promote the region to filmmakers, streamline permitting inquiries, promote locations in Reel-Scout, promote local crew/support services in Reel-Crew, and distribute relevant film information, such as casting calls, crew calls and film events, as needed.

**WNC Film Commission**
Quarterly Programmatic Reports – FY13/14

## 3rd Quarter 2013

- Provided assistance for/helped oversee the following completed projects: Travel Channel's pilot episode of *Grilled!,* a grilling competition; still photo shoot for Hanes clothing brand; print ad campaign for local production company; casting and crew needs for two local production companies' public service announcements (PSA); logistics for two music video projects; an independent feature filming outside of region but using the name of Lake Lure as its featured town; one short film by youth filmmaker; promotional efforts for Carolina Mountain Literary Festival kick-off film event titled "Take Me There—The Literature of Music Videos."
- Continued to provide assistance to micro-budget feature in Wilkes County area, geocaching pilot project and pilot show focused on honoring veterans and helping them transition back into society.
- The fall catalogs for *Eddie Bauer* and *L.L. Bean* which shot in the WNC region in April and May are now in circulation. These catalogs shot at High Hampton Inn, Lonesome Valley, DuPont State Forest and Chimney Rock.
- Assisted with and/or facilitated 5 film scouts in the region for potential projects in the 3rd and 4th quarter.
- Added 8 new locations to the Reel-Scout database from recent scouting trips and requests for photos. Added 13 new crew/support service listings to the WNC Reel-Crew Resource Directory.

## 4th Quarter 2013

- Provided assistance for/helped oversee the following completed projects: 2 low budget independent features—Well Wishes and Blue; a micro-budget independent feature—Harvest; Craftsy Photography educational video shoot; Belk Photo Shoot; 2 Discovery Channel projects; documentary project by NY company featuring Tryon guitarist; episode of Kimberly's Simply Southern.
- Was contacted by MovieMaker magazine during their initial search process to identify Top Towns for Filmmaking as Asheville made their shortlist to compete among 60 towns as a top town for filmmakers to live and work. Compiled and submitted information as requested and was informed that Asheville has been selected as a Top Town and will be featured in the upcoming January 2014 issue.
- Committed to participate in the Association of Film Commissioners International (AFCI) Locations Tradeshow that will be held in California in late March 2014. All regional film commissions in North Carolina will be attending to promote our state and respective regions to film industry executives and professionals.
- Assisted with and/or facilitated 2 film scouts in the region for potential projects in the 4th quarter.
- Added 9 new locations to the Reel-Scout database from recent scouting trips and requests for photos. Added 2 new crew/support service listings to the Reel-Crew Directory.

WESTERN NORTH CAROLINA
FILM COMMISSION

## 1st Quarter 2014

- Provided assistance for/helped oversee the following completed projects: 2 commercials for Blossman Propane by local production company; an episode of History Channel's *America Unearthed*
- *MovieMaker Magazine* announced Asheville as the No. 1 Town in the US in their "Best Places to Live and Work as a Moviemaker in 2014."
- Collaborated with local company, Asheville Pizza & Brewing, to host an Oscars Party and to celebrate Asheville's announcement by *MovieMaker Magazine*.
- *Our State* magazine's March movie issue featured five iconic WNC locations in its "Making a Scene" article, including the Biltmore Estate, Cheoah Dam, Chimney Rock, DuPont State Forest and Lake Lure.
- Sponsored and participated in the Association of Film Commissioners International (AFCI) Locations Tradeshow held in California in late March. All regional film commissions in North Carolina were in attendance to promote our state's tax incentive and respective regions to film industry executives and professionals.
- Assisted with and/or facilitated 1 film scout in the region for a major studio feature.
- Added 10 new locations to the Reel-Scout database from recent scouting trips and requests for photos. Added 9 new crew/support service listings to the Reel-Crew Directory.

## 2nd Quarter 2014

- Ongoing work April through June to secure a large studio feature to the Asheville area this summer.
- Served as a judge at the 7th annual Music Video Asheville event in April which celebrates the creativity and collaboration between local musicians and filmmakers.
- Hanes clothing brand completed a catalog shoot in the WNC region in May.
- Provided assistance to low budget independent feature, *Chasing Grace*, which shot in the Waynesville area in late May and early June.
- The MGM studio feature, *Max*, conducted a six-day shoot in early June at DuPont State Forest.
- Sponsorship, promotion and attendance at the 2014 Asheville 48 Hour Film Project in June.
- Assisted History Channel's *Top Gear* (USA version) find locations for an Appalachian Trail episode that was shot at the end of June. The episode is slated to air in August.
- Ford shot a three-day national ad campaign at the end of June/early July.
- Assisted Discovery Channel with locations and regional contacts for a new travel expedition series, *Tethered*.
- Assisted with and/or facilitated 14 film scouts in the region and added 16 new locations to the Reel-Scout database from recent scouting trips and requests for photos.

# Summary of Earned Media for AdvantageWest in 2013

*Prepared by Kathi Petersen, Senior VP Corporate & Public Relations*

**Ad Value Equivalency (AVE)** is the normal cost of the newspaper or print media space, or broadcast media time, using standard advertising rates.

**AVE IS A VERY RUDIMENTARY MEASUREMENT that allows us to estimate how much coverage might have cost, and is used for the purpose of quantifying media relations activities.**

*It does not take into account preferred placement or the addition of color, both of which usually cost more.
*It also does not consider special rates that could be negotiated, which could bring the cost down.
*Calculations are based on the rate cards available to AW at this time.
*It is very difficult to calculate values for online media, so those estimations are not included here.
*Values for print/broadcast media, if we do not have the complete information to make the calculation, are not reflected here.
*Values assigned to social media are not reflected here, either.
*Some of the items included are a reflection of AW's work overall, not necessarily our direct contact with media.

**PR Value (PRV)** is a standard calculation in the PR industry to determine the intrinsic value of the media coverage.
It is believed that a "news story" versus an "advertisement" has 5-times the credibility; thus, PRV is calculated by multiplying the AVE by 5.
In the case of an actual ad, we do not use the 5x multiplier.

## 2013 ESTIMATES OF COVERAGE

| Month | AVE | PRV | |
|---|---|---|---|
| January | $81,298 | $406,490 | |
| February | $82,409 | $412,045 | |
| March | $176,634 | $883,170 | |
| **Q1** | **$340,341** | **$1,701,705** | Updated 4/15/13 |
| April | $201,325 | $1,006,625 | |
| May | $699,981 | $3,499,905 | |
| June | $147,850 | $739,250 | Update 10/14/13 |
| **Q2** | **$1,049,156** | **$5,245,780** | |
| **plus Q1** | $340,341 | $1,701,705 | |
| **TOTAL YTD** | **$1,389,497** | **$6,947,485** | |
| July | $128,953 | $644,765 | |
| August | $54,324 | $270,860 | Updated 9/25/13 |
| September | $74,102 | $369,742 | Updated 12/1/13 |
| **Q3** | **$257,379** | **$1,285,367** | Updated 12/1/13 |
| **Plus Q1&2** | $1,389,497 | $6,947,485 | |
| **TOTAL YTD** | **$1,646,876** | **$8,232,852** | Updated 12/1/13 |
| October | $77,448 | $383,460 | |
| November | $40,412 | $202,060 | |
| December | $92,857 | $464,284 | |
| **Q4** | **$210,717** | **$1,049,804** | |
| **Plus Q1-2-3** | $1,646,876 | $8,232,852 | |
| **TOTAL** | **$1,857,593** | **$9,282,656** | |

## YEAR TO YEAR COMPARISONS

| Year | AVE | PRV |
|---|---|---|
| 2013 | $1,857,593 | $9,282,656 |
| 2012 | $28,473,817 | $142,357,976 |
| 2011 | $1,930,836 | $9,592,638 |
| 2010 | $389,031 | $1,898,835 |

**NOTE TO CONSIDER FOR 2013**

Though there were factors that made a significant impact on the coverage achieved in 2013, including SB127 and The Big Tasty, in general the figures for 2013 were far lower than 2012, primarily due to The Hunger Games coverage.

**NOTE FOR 2014**

**Figures are not available for 2014.**

*Although we continue to file news clippings and whenever possible post coverage on the AdvantageWest website, personnel and resources are no longer available for the significant time required to document, measure, and calculate the advertising equivalency and PR value of news coverage.*

| | | | |
|---|---|---|---|
| **Western North Carolina Regional Economic Development Commission** | | | |
| **d/b/a Advantage West** | | | |
| **NORTH CAROLINA STATE GENERAL ASSEMBLY** | | | |
| **CASH BASIS Financials** | | | |
| **For the Fiscal Year July 1, 2013 thru June 30, 2014** | | | |
| | | | |
| | | | |
| | | | |
| **REVENUES:** | | | |
| Regional Economic Development - Grant-In-Aid | | $ 337,141 | |
| | | | |
| **TOTAL REVENUES** | | | $ 337,141 |
| | | | |
| **EXPENDITURES:** | | | |
| | | | |
| **PERSONAL SERVICES** | | | |
| Salaries & Wages | $ 437,372 | | |
| Social Security & Other Benefits | 130,382 | | |
| **Sub-Total Personal Services** | | 567,754 | |
| | | | |
| **PURCHASED SERVICES** | | | |
| Travel | 25,169 | | |
| Communications/Data Processing | 19,425 | | |
| Postage/Freight/Deliveries | 2,491 | | |
| Printing/Advertising | 531 | | |
| Repairs/Maintenance/Utilities | 8,584 | | |
| Contracted Services | 130,276 | | |
| Other Services | 5,235 | | |
| **Sub-Total Purchased Services** | | 191,711 | |
| | | | |
| **SUPPLIES & MATERIALS** | | | |
| General Administrative Supplies | 8,204 | | |
| Other Administrative Expenses | 6,232 | | |
| **Sub-Total Supplies & Materials** | | 14,436 | |
| | | | |
| **FIXED CHARGES & EXPENSES** | | | |
| Rent/Leases | 90,904 | | |
| Insurance/Bonding | 15,377 | | |
| **Sub-Total Fixed Charges & Expenses** | | 106,281 | |
| | | | |
| **CAPITAL OUTLAY** | | | |
| Other Capital Outlay (< $5,000) | 2,599 | | |
| Other Capital Outlay (Intangibles-Website) | 26,798 | | |
| **Sub-Total Capital Outlay** | | 29,397 | |
| | | | |
| **OTHER EXPENDITURES** | | | |
| Prospect Dev & Sponsorships | 23,534 | | |
| Event Costs | 1,146 | | |
| **Sub-Total Other Expenditures** | | 24,680 | |
| | | | |
| **TOTAL EXPENDITURES** | | | 934,259 |
| | | | |
| **EXCESS REVENUES OVER EXPENDITURES** | | | $ (597,118) |

| | | | |
|---|---|---|---|
| **Western North Carolina Regional Economic Development Commission** | | | |
| **d/b/a Advantage West** | | | |
| **FUNDS - ADVANTAGEWEST - OTHER** | | | |
| **CASH BASIS Financials** | | | |
| **For the Fiscal Year July 1, 2013 thru June 30, 2014** | | | |
| | | | |
| | | | |
| **REVENUES:** | | | |
| | | | |
| | Bio-Fuels "Planting the Seeds" NCDA & CS Project | $ 280,280 | |
| | Golden LEAF - Natural Products - Phase I & II Project | 196,501 | |
| | EDA WNC AgriVentures Project | 98,483 | |
| | Bio-Fuels Center "F3" Project | 71,471 | |
| | Land-Of-Sky "GroWNC" Project | 58,958 | |
| | ARC WNC AgriVentures Project | 39,453 | |
| | Land-Of-Sky - Certified Entrepreneurial Community Program (CEEP II) | 29,750 | |
| | Rural Center - CEC Impact Study Project | 24,500 | |
| | EDA Bio-Fuels Project | 18,434 | |
| | Sub-Lease Income | 17,700 | |
| | BREC Forum - Certified Entrepreneurial Community Program (CEEP II) | 4,000 | |
| | Other Income | 3,983 | |
| | Unsolicited Grant Income | 3,000 | |
| | Investment Income | 1,019 | |
| | | | |
| | **TOTAL REVENUES** | | $ 847,532 |
| | | | |
| **EXPENDITURES:** | | | |
| | | | |
| | Bio-Fuels "Planting the Seeds" NCDA & CS Project Expenses | 300,671 | |
| | EDA WNC AgriVentures Project Expenses | 145,038 | |
| | Salaries | 110,446 | |
| | Golden LEAF - Natural Products - Phase I & II Project Expenses | 101,951 | |
| | Bio-Fuels Center "F3" Project Expenses | 46,425 | |
| | ARC WNC AgriVentures Project Expenses | 33,000 | |
| | Rural Center - CEC Impact Study Project Expenses | 27,008 | |
| | Land-Of-Sky "GroWNC" Project Expenses | 25,031 | |
| | Social Security & Other Benefits | 16,622 | |
| | Bio-Fuels Center "F3" Project Expenses | 10,236 | |
| | Sponsorships | 7,500 | |
| | | | |
| | **TOTAL EXPENDITURES** | | 823,928 |
| | | | |
| **EXCESS EXPENDITURES OVER REVENUES** | | | $ 23,604 |
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|---|---|---|---|
| **Western North Carolina Regional Economic Development Commission** | | | |
| **d/b/a Advantage West** | | | |
| **FUNDS - PRIVATE** | | | |
| **CASH BASIS Financials** | | | |
| **For the Fiscal Year July 1, 2013 thru June 30, 2014** | | | |
| | | | |
| | | | |
| | | | |
| **REVENUES:** | | | |
| | | | |
| | Corporate Contributions | $ 16,500 | |
| | Other Income | 5,121 | |
| | Income - Genesis Furniture Project | 2,000 | |
| | Investment Income | 265 | |
| | | | |
| | **TOTAL REVENUES** | | $ 23,886 |
| | | | |
| **EXPENDITURES** | | | |
| | | | |
| | Prospect Development | 104,817 | |
| | Travel | 7,457 | |
| | Private Fund Other Expenses | 5,777 | |
| | Contracted Services | 1,224 | |
| | Golden LEAF Expense - Genesis | 1,000 | |
| | | | |
| | **TOTAL EXPENDITURES** | | 120,275 |
| | | | |
| **EXCESS REVENUES OVER EXPENDITURES** | | | $ (96,389) |

| | | | |
|---|---|---|---|
| **Western North Carolina Regional Economic Development Commission** | | | |
| **d/b/a Advantage West** | | | |
| **FUNDS - BLUE RIDGE FOOD VENTURES** | | | |
| **CASH BASIS Financials** | | | |
| **For the Fiscal Year July 1, 2013 thru June 30, 2014** | | | |
| | | | |
| | | | |
| | | | |
| **REVENUES:** | | | |
| | | | |
| | Kitchen Rentals | $ 102,810 | |
| | Rural Center - Natural Products Grant | 63,051 | |
| | Winter CSA Subscription Income | 47,699 | |
| | ARC Equipment Grant | 46,303 | |
| | Community Foundation Grant - Asheville Merchants Fd | 25,000 | |
| | Community Foundation Grant - CoPacking Grant | 20,000 | |
| | Tobacco Trust Fund - Building Food Businesses | 5,822 | |
| | Golden LEAF - Natural Products Grant | 5,821 | |
| | Event Income | 4,456 | |
| | Miscellaneous Other Revenues | 1,458 | |
| | Red Box Sales | 1,108 | |
| | | | |
| | **TOTAL REVENUES** | | $ 323,528 |
| | | | |
| **EXPENDITURES:** | | | |
| | | | |
| | Salaries | 119,207 | |
| | ARC Equipment Grant Expenses | 51,524 | |
| | Winter CSA Subscription Expenses | 44,216 | |
| | Building Rents | 43,597 | |
| | Rural Center - Natural Products Grant Expenses | 33,488 | |
| | Social Security & Other Benefits | 30,460 | |
| | Contracted Services | 15,266 | |
| | Repairs and Maintenance | 9,556 | |
| | Supply Costs | 4,382 | |
| | Communication Expenses | 3,373 | |
| | Tobacco Trust Fund Expenses | 3,234 | |
| | Equipment Costs | 2,669 | |
| | Insurance | 2,362 | |
| | Other Administrative Expenses | 2,012 | |
| | Travel | 624 | |
| | Red Box Expenses | 564 | |
| | Event Expenses | 494 | |
| | Golden LEAF - Natural Products Grant Expenses | 25 | |
| | | | |
| | **TOTAL EXPENDITURES** | | 367,053 |
| | | | |
| **EXCESS EXPENDITURES OVER REVENUES** | | | $ (43,525) |

| | | | |
|---|---|---|---|
| **Western North Carolina Regional Economic Development Commission** | | | |
| **d/b/a Advantage West** | | | |
| **FUNDS - ADVANTAGE OPPORTUNITY FUND** | | | |
| **CASH BASIS Financials** | | | |
| **For the Fiscal Year July 1, 2013 thru June 30, 2014** | | | |
| | | | |
| **REVENUES:** | | | |
| | | | |
| | Interest Income | $ 31,659 | |
| | NC Rural Center Grant | 5,000 | |
| | | | |
| | **TOTAL REVENUES** | | $ 36,659 |
| | | | |
| **EXPENDITURES:** | | | |
| | | | |
| | Legal Fees | 3,989 | |
| | Service Charges | 1,184 | |
| | | | |
| | **TOTAL EXPENDITURES** | | 5,173 |
| | | | |
| **EXCESS REVENUES OVER EXPENDITURES** | | | $ 31,486 |

ADVANTAGEWEST
Economic Development Group
NORTH CAROLINA'S MOUNTAINS

# Strategy Alignment

The Western North Carolina Regional Economic Development Commission (AdvantageWest Economic Development Group) works to align our regional marketing efforts with the state of North Carolina and the six other commissions or partnerships across the state in several ways.

- North Carolina Partnership for Economic Development (NCPED) – Leadership from the North Carolina Partnership for Economic Development brings cohesion and efficiency to the state's regional economic development framework. All seven regional partnerships participate equally in NCPED with the North Carolina Department of Commerce serving as a collaborative partner. NCPED formed in 1997 as a private non-profit, facilitates information sharing, marketing strategy development and sharing of best practices from the regional partnerships and the North Carolina Department of Commerce. NCPED meets quarterly to formulate strategic objectives.

- The presidents of the seven regional partnerships joined by officials from the NC Department of Commerce meet on a monthly basis to share information and identify opportunities for tactical collaboration.

- The marketing managers from the seven regional partnerships and from the NC Department of Commerce meet at least quarterly under the auspices of the North Carolina Marketing Council to bring operational synthesis to North Carolina's marketing activities and to develop collaborative marketing initiatives to leverage each of the entities' marketing dollars.

134 Wright Brothers Way, Fletcher, NC 28732 • Phone (828) 687-7234 • Fax (828) 687-7552 • www.advantagewest.com

# NORTH CAROLINA'S
## REGIONAL ECONOMIC DEVELOPMENT PARTNERSHIPS

# FORGING STATEWIDE COMPETITIVENESS THROUGH REGIONAL COLLABORATION

In a modern business world without boundaries, there are few barriers to the flow of products and people, ideas and innovation. With economic competition now taking place in a global arena, civic lines drawn centuries ago are no longer the ideal basis for economic development strategies—or for the organizations that implement them. Counties and cities risk getting lost in the fine print of the rules of today's commerce.

North Carolina's success in recent years as a New Economy leader—with annual accolades from top publications such as *Site Selection, Forbes* and others—has come as a result of a unique economic development delivery system that complements state and local organizations with seven regional development partnerships.

Since 1994, all seven of the state's regional partnerships and commissions have received annual appropriations from the General Assembly—financial resources that are augmented by local and federal government funds, foundation grants, corporate contributions, in-kind technical expertise and leadership support.

As the 21st Century unfolds, the quest for sustainable jobs requires a diverse arsenal of tools and talent, and a team approach to meeting opportunities head-on. Positioning communities for prosperity in today's economy calls for aggressive strategies designed and implemented by regional entities that are in a strong position to leverage a constantly evolving array of public, private, philanthropic and academic resources.

Today, with 15 years of leadership in regional economic development innovation, North Carolina remains a model that other states follow.

I've found my interactions with North Carolina's regional partnerships to be of the highest caliber. They cut through red tape, zero in on the ideal sites and communities, and handle all interactions professionally and confidentially. I consider them a vital link between our company and its continued success.

*JIM CHESNUTT, President and CEO*
*National Spinning Company, Washington, N.C.*

From a national perspective, North Carolina's legislatively mandated regional approach to economic development is very unique. As a result of the success of having a regional focus, other states have begun to take a closer look.

*JEFF FINKLE, President and CEO*
*International Economic Development Council, Washington, D.C.*

# The Regional Approach: A Value Proposition

## North Carolina's Regional Partnerships Believe:

- That North Carolina's ongoing accolades from publications such as *Forbes, Site Selection* and *Industry Week* are the result of a statewide economic development framework that is the nation's best;
- that effective regional economic development organizations working in tandem with a strong central lead agency, the N.C. Department of Commerce, form the basis for the state's enviable track record for business development and job creation success;
- that well-crafted regional solutions in economic development are increasingly vital to communities and states as they compete in the 21st Century global economy;
- that regional economic development organizations, working in coordination with state and local authorities and private allies (i.e., utilities, banks, etc.), offer the flexibility needed to effectively address regional branding, marketing and promotional needs;
- that consistent, meaningful funding from the North Carolina General Assembly, along with appropriate monitoring and oversight, has proven itself as the basis for a sound, cultural regional economic development policy benefiting the entire state;
- that public/private regional development partnerships are the ideal way to augment government support and guidance with private and philanthropic funding, leadership and technical expertise;
- that privately organized regional partnerships offer fleet, flexible and results-oriented management of economic development solutions at the regional level;
- that North Carolina's public and private universities and community colleges are key resources for regional job growth and business development strategies in the Knowledge Age;
- that economic progress should be measured not just by job creation headcounts, but through increased wage levels and community wealth formation (i.e. tax base);
- that regionally-based marketing to, and recruitment of, out-of-state businesses remain the most effective means for introducing new investment and quality jobs into the state;
- that tourism promotion, film marketing, entrepreneurial development, retiree recruitment and cities tools are promising avenues toward job growth and economic stability for many communities and regions.

The regional development partnerships were created during my third term as Governor, and I enthusiastically supported ongoing state funding of their activities. Together with our Department of Commerce and local developers, the partnerships play an essential role in continually reinventing the state's economy and ensuring that North Carolina is positioned to win the competition for 21st Century jobs.

*HON. JAMES B. HUNT, JR., Former Governor of North Carolina*
*Partner, Womble Carlyle Sandridge & Rice, PLLC, Raleigh, N.C.*

By creating awareness of industrial opportunities, vigorously recruiting businesses that bring quality jobs, and attracting new investment dollars to the state, North Carolina's regional economic development strategies have contributed to economic growth, development and diversification statewide.

*BRENDA DANIELS, Manager of Economic Development*
*ElectriCities of NC, Inc., Raleigh, N.C*

# OUR REGIONAL PARTNERSHIPS: STATEWIDE CONSISTENCY WITH REC

ADVANTAGEWEST ECONOMIC DEVELOPMENT GROUP coordinates job creation in 23 western countries stretching from Virginia to Georgia. In addition to an aggressive advanced manufacturing program, AdvantageWest is actively engaged in the promotion of film and tourism in the region. It vigorously supports small business growth in the region through its Blue Ridge Entrepreneurial Council, Blue Ridge Food Ventures and first-in-the-nation Certified Entrepreneurial Community™ program.

**ADVANTAGEWEST ECONOMIC DEVELOPMENT GROUP**
134 Wright Brothers Way
Fletcher, NC 28732
Tel: 828-687-7234
www.advantagewest.com

CHARLOTTE REGIONAL PARTNERSHIP (CRP), founded in 1991, markets twelve North Carolina counties comprising and surrounding the state's largest metropolitan area. In 2007, the organization received an Honorable Mention in *Site Selection* magazine's annual listing of Top U.S. Economic Development Agencies. Its accolades that year also included recognition from CoreNet, the worldwide association of corporate real estate professionals, which named the CRP's Regional Film Commission a finalist for its Strategies and Innovations Award.

**CHARLOTTE REGIONAL PARTNERSHIP**
1001 Morehead Square Drive, Suite 200
Charlotte, NC 28203
Tel: 800-554-4373
www.charlotteusa.com

PIEDMONT TRIAD PARTNERSHIP unites a dynamic 12-county region surrounding Greensboro, Winston-Salem and High Point. In 2006, the organization became one of 13 U.S. Department of Labor Workforce Innovation in Regional Economic Development (WIRED) grantees – a four-year, $15 million initiative that is developing an integrated regional economic and workforce development strategy for the Piedmont Triad. In 2007, *Site Selection* named the Piedmont Triad Partnership one of the Top 10 North American Economic Development Organizations for the second consecutive year.

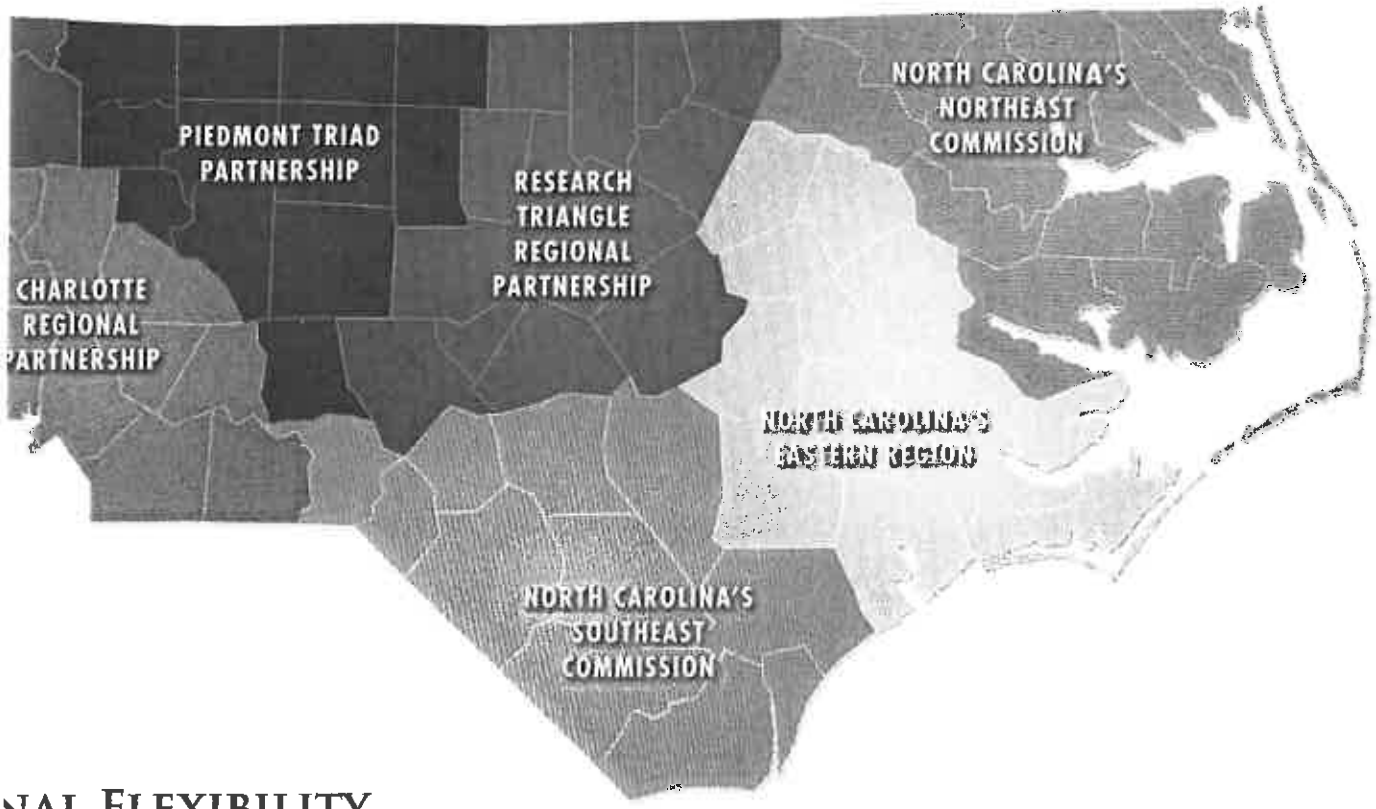
**PIEDMONT TRIAD PARTNERSHIP**
7025 Albert Pick Rd., Suite 303
Greensboro, NC 27409
Tel: 336-668-4556
www.piedmonttriadnc.com

NORTH CAROLINA'S SOUTHEAST COMMISSION is the lead regional marketing organization for 11 counties stretching from the Cape Fear Coast to the Sandhills. Its aggressive promotional efforts include active participation at industry trade shows, direct outreach to industrial real estate professionals and site selection consultants, and an information-rich Internet presence. The Southeast Commission facilitates the success of local economic development programs through the application of private and philanthropic funds raised by its two private non-profit adjunct organizations.

**NORTH CAROLINA'S SOUTHEAST COMMISSION**
P.O. Box 2556
Elizabethtown, NC 28337
Tel: 910-862-8511
www.ncse.org

If the Brothers Grimm had been micro-economists, they would have written the story of Goldilocks and the three site selectors, and explained how, for economic development strategies, states are too big, cities are too small, and regions are just right.

*RANDALL KEMPNER, Vice President for Regional Innovation*
*Council on Competitiveness, Washington, D.C.*




# NAL FLEXIBILITY

### ESEARCH TRIANGLE EGIONAL PARTNERSHIP

RTRP), which manages economic development the 13-county Research Triangle Region, completing a five-year, $5 million regional npetitiveness strategy, "Staying on Top: Winning the ) Wars of the Future" implemented in collaboration h more than 90 partner institutions. Among its tinctions, RTRP received the U.S. Department of mmerce's National Award for Excellence in Economic velopment Regional Competitiveness Strategic nning.

**SEARCH TRIANGLE REGIONAL PARTNERSHIP**
. Box 80756
U International Airport, NC 27623
919-840-7372
w.researchtriangle.org

### North Carolina's Eastern Region

, unique among the seven regions, was established as a municipal corporation. Its diverse 13 counties span the central coastal plains from the Atlantic Ocean to the outer suburbs of Raleigh. The Eastern Region facilitates job and wealth creation via support for new infrastructure and industry-ready real estate, workforce improvement, industrial recruitment, regional tourism promotion and more. Its engaging marketing materials have won numerous honors from the Southern Economic Development Council.

**NORTH CAROLINA'S EASTERN REGION**
3802 Highway 58 North
Kinston, NC 28504
Tel: 252-522-2400
www.nceast.org

### North Carolina's Northeast Commission

directs regional development for 16 counties stretching from the Outer Banks to Lake Gaston. The organization promotes heritage, environmental and family tourism, as well as the global recruitment of advanced manufacturers and modern agro-industries. It maintains a sharp focus on improving basic infrastructure and workforce resources across its quiet, remote region. *Site Selection* magazine named the Northeast Commission to its 1999 list of the nation's Top 10 Economic Development Organizations.

**NORTH CAROLINA'S NORTHEAST COMMISSION**
119 West Water Street
Edenton, NC 27932
Tel: 888-872-8562
www.ncnortheast.com

I have long been a major supporter of regional economic development, especially for business recruitment. In my view, there is no other option for ensuring success in generating jobs.

*DENNIS J. DONOVAN, Principal*
*WDG Consulting, LLC, Bridgewater, N.J.*

As with many aspects of economic development, North Carolina was a leader in recognizing that a regional approach increases the competitiveness of the entire state. Regional economic development aligns with the client's perspective: site selectors focus primarily on regions and typically do not consider political boundaries when evaluating locations.

*JEANNETTE GOLDSMITH, Principal*
*McCallum Sweeney Consulting, Greenville, S.C.*

NC PARTNERSHIP FOR ECONOMIC DEVELOPMENT

www.ncped.com

**Working Together:** Leadership from the North Carolina Partnership for Economic Development (NCPED) brings cohesion and efficiency to the state's regional economic development framework. All seven regional partnerships participate equally in NCPED, with the N.C. Department of Commerce (DOC) serving as a collaborative partner. NCPED, a private, non-profit organization founded in 1997, facilitates information sharing among partnerships and DOC, the sharing of regional development "best practices," and the encouragement of private sector leadership in North Carolina's economic development programs.

NCPED's board of directors, comprised of the chairmen of each regional partnership, meets quarterly to formulate strategic objectives. Regional partnership presidents join DOC officials in monthly meetings to share information and identify opportunities for tactical collaboration. In addition, marketing managers from the seven partnerships and DOC meet quarterly under the auspices of the North Carolina Marketing Council to bring operational synthesis to North Carolina's economic development marketing activities. For more information, visit www.ncped.com.

*No state funds were expended in the production of this document.*

Regional partnerships provide clients and consultants with what they need in the early stage of the site selection process, primarily transparency, as well as the factors they desire in the later stages of the process: multiple resources, options, consistency—and results.

*CLARK SUTTON GILLESPY, Director of Economic Development*
*Duke Energy Carolinas, Charlotte, N.C.*

Complementing the work of the N.C. Department of Commerce, the partnerships provide globally oriented research, industry outreach and other programs tailored to fit the specific needs of each region. Our economic development team highly values the collaboration, leadership, expertise and professionalism that the partnerships contribute.

*KATHERINE THOMAS, Director of Economic Development*
*Progress Energy, Raleigh, N.C.*

ADVANTAGEWEST
Economic Development Group
NORTH CAROLINA'S MOUNTAINS

# Advanced Manufacturing Activity Report

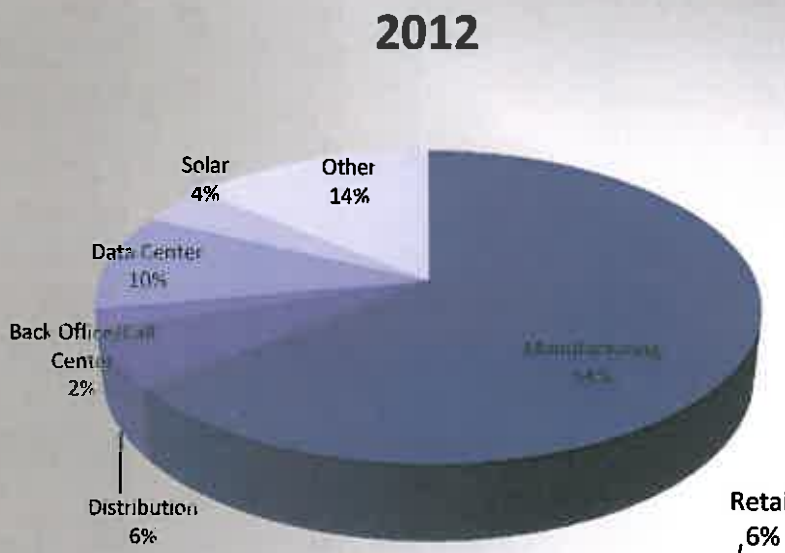
*Comparison of 2012, 2013 &*

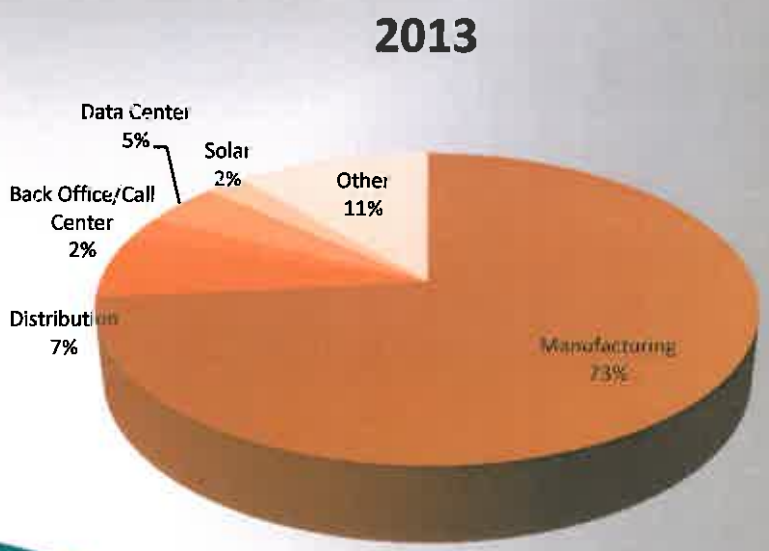
*January through June 2014*

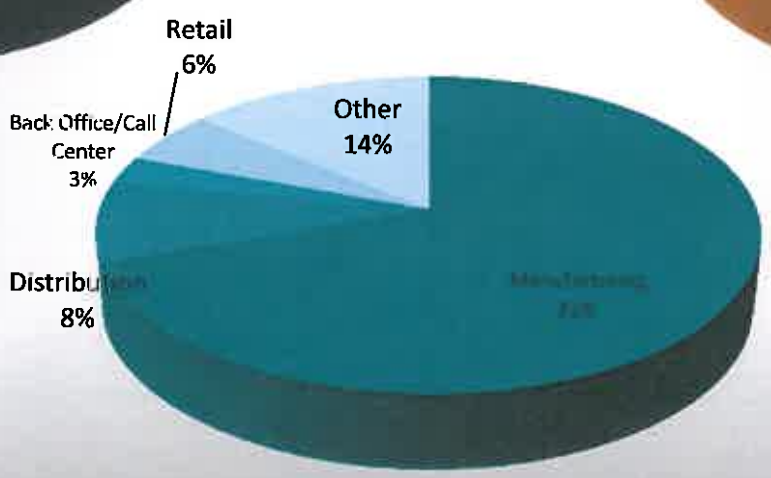
# Advanced Manufacturing
## *Leads/Opportunities*

| 2012 | 2013 | 2014 |
|---|---|---|
| Q1 – 17 | Q1 – 12 | Q1 – 21 |
| Q2 – 20 | Q2 – 14 | Q2 – 15 |
| Q3 – 13 | Q3 – 9 | Q3 – n/a |
| Q4 – 10 | Q4 – 10 | Q4 – n/a |
| *2012 Total: 60* | *2013 Total: 45* | *2014 Total: 36* |
| *Project Visits: 23* | *Project Visits: 19* | *Project Visits: 15* |

# Project Type



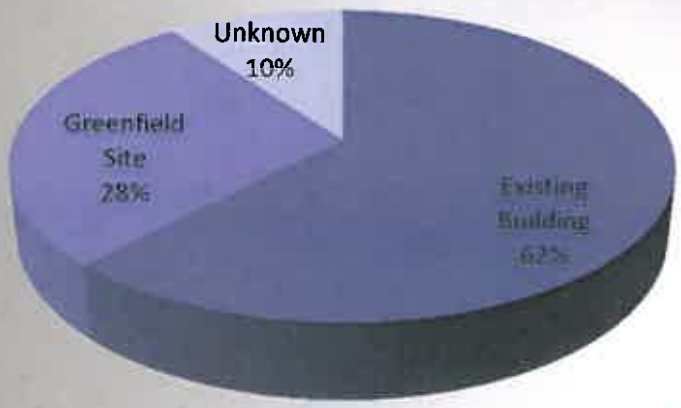



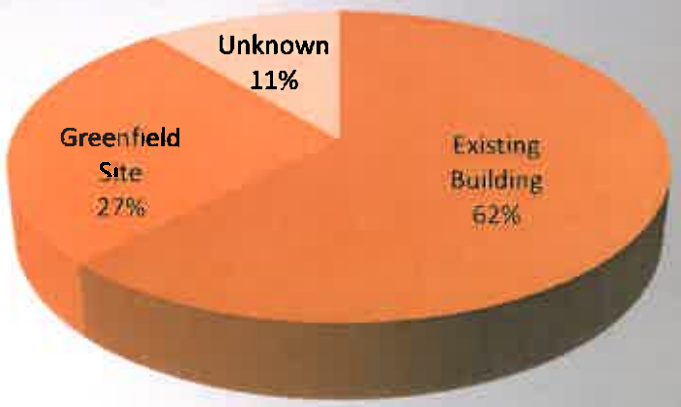

The project types of 2012 and 2013 remained about the same with the highest concentration in the manufacturing sector. So far in 2014, manufacturing has the highest percentage.

# Project Need

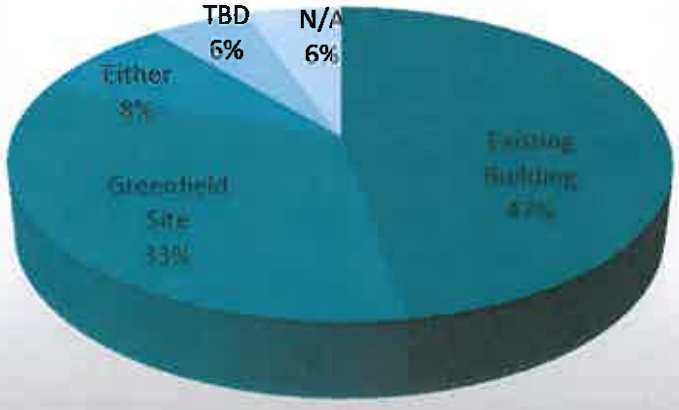
2012




2013

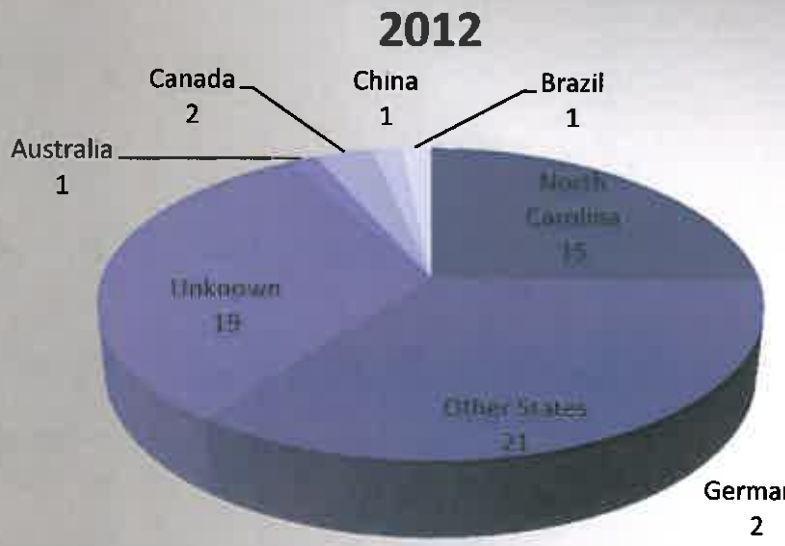


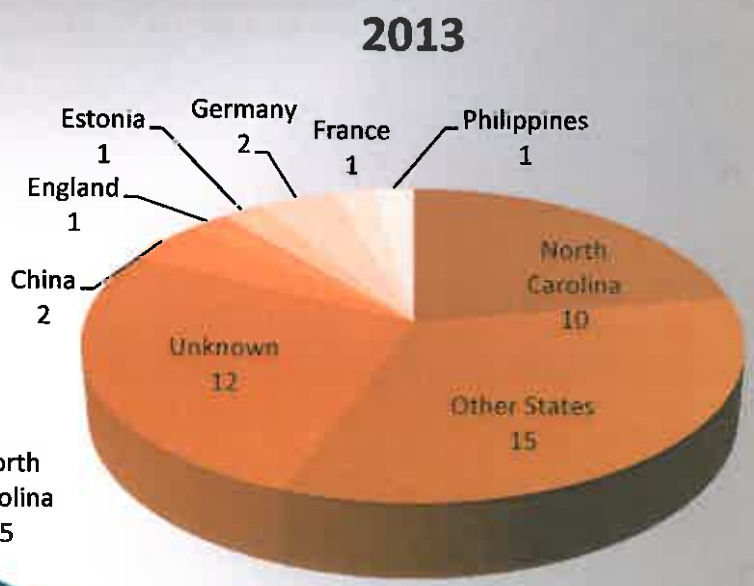

2014

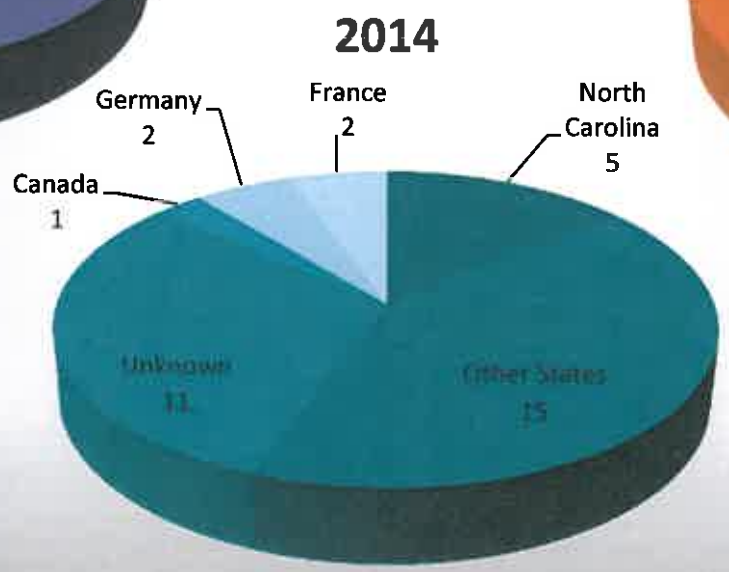



The percentage of companies preferring an existing building as compared to a site was 62% in both 2012 and 2013. So far in 2014, existing buildings are slightly preferred over greenfield sites.

# Project Origin



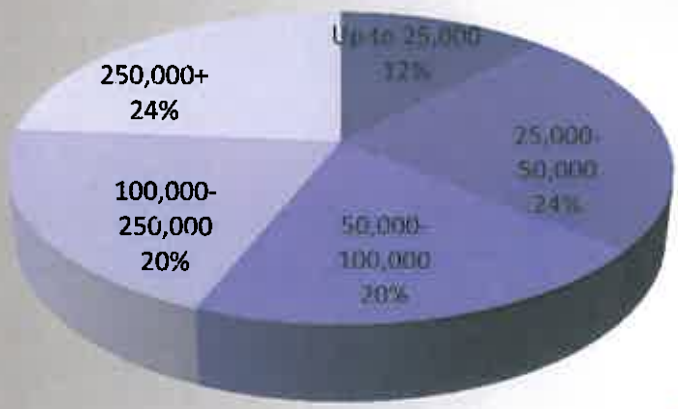



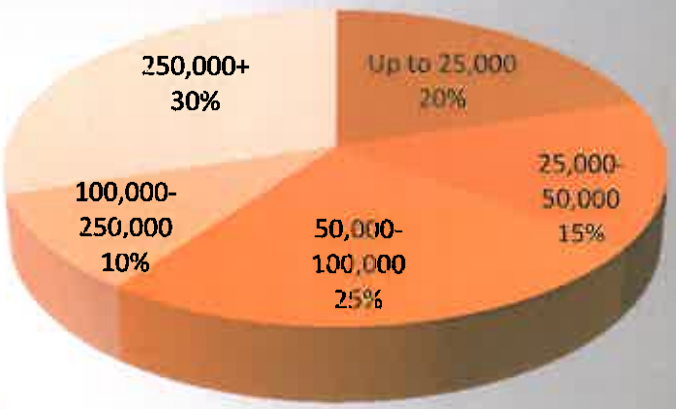

Both 2012 and 2013 had many unique foreign project origins including Australia, Canada, China, Brazil, England, Estonia, France and the Philippines. Unique foreign project origins so far for 2014 include Canada, France and Germany.

# Existing Building Requirements

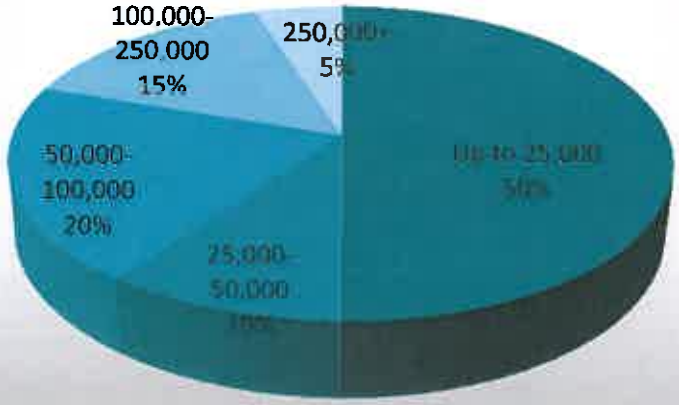
**2012**




**2013**



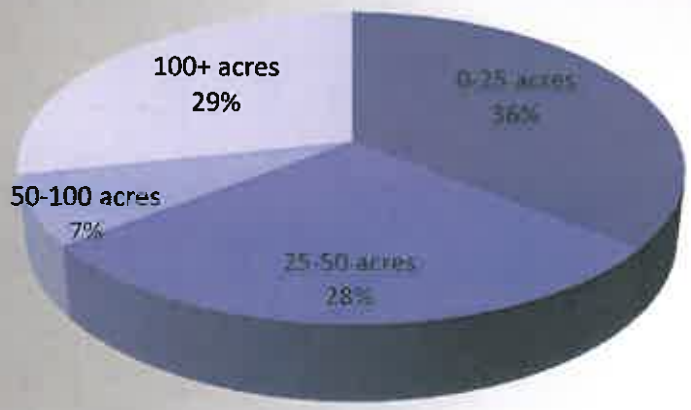

**2014**



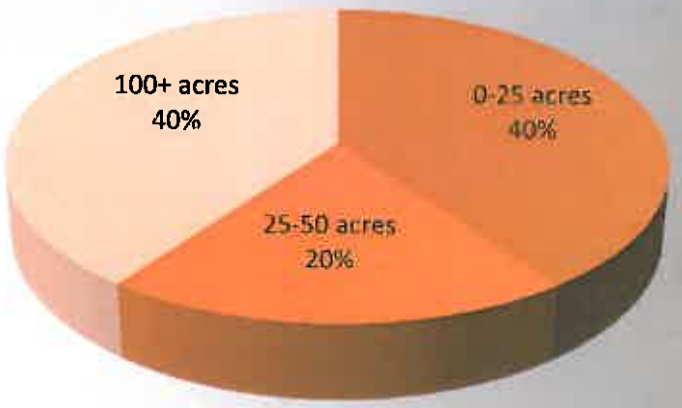

For those inquiries requesting existing buildings, in 2012, 44% requested 100,000 or greater, and in 2013, there were eight requests for 100,000 or greater. So far in 2014, four requests have been for 100,000 or greater.

# Greenfield Site Requirements

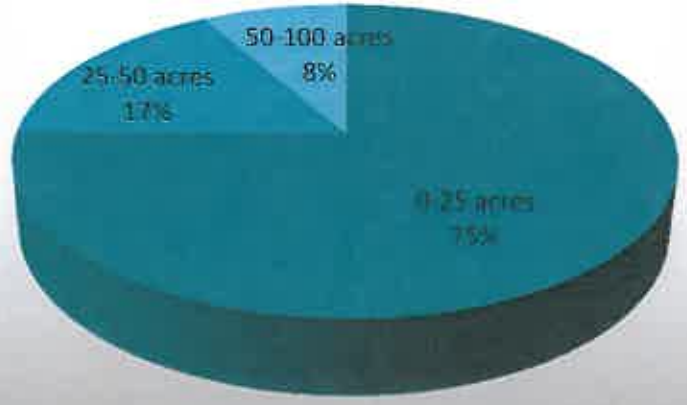
**2012**




**2013**




**2014**

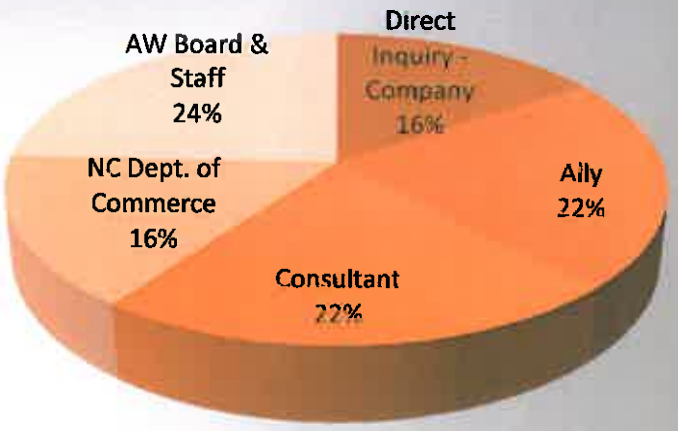



Regarding greenfield sites, there appears to be no consistent pattern in size requested.

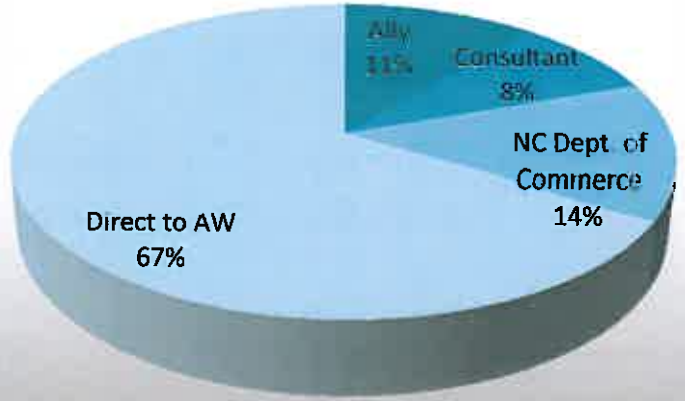
# Inquiry Source

## 2012

## 2013




## 2014




So far in 2014, direct inquiries to AW Board and Staff have been the greatest source of leads.

# AW Counties *Opportunities to Respond to Project Inquiries*

| 2012 | |
|---|---|
| Alleghany | 19 |
| Ashe | 21 |
| Avery | 19 |
| Buncombe | 29 |
| Caldwell | 23 |
| Cherokee | 25 |
| Clay | 21 |
| Graham | 22 |
| Haywood | 24 |
| Henderson | 32 |
| Jackson | 20 |
| Macon | 22 |
| Madison | 22 |
| McDowell | 30 |
| Mitchell | 21 |
| Polk | 24 |
| Rutherford | 35 |
| Swain | 22 |
| Transylvania | 27 |
| Watauga | 20 |
| Wilkes | 25 |
| Yancey | 20 |

| 2013 | |
|---|---|
| Alleghany | 13 |
| Ashe | 13 |
| Avery | 13 |
| Buncombe | 19 |
| Caldwell | 17 |
| Cherokee | 16 |
| Clay | 14 |
| Graham | 13 |
| Haywood | 17 |
| Henderson | 21 |
| Jackson | 18 |
| Macon | 15 |
| Madison | 15 |
| McDowell | 17 |
| Mitchell | 14 |
| Polk | 17 |
| Rutherford | 21 |
| Swain | 13 |
| Transylvania | 19 |
| Watauga | 13 |
| Wilkes | 14 |
| Yancey | 16 |

| 2014 | |
|---|---|
| Alleghany | 7 |
| Ashe | 7 |
| Avery | 7 |
| Buncombe | 13 |
| Caldwell | 9 |
| Cherokee | 10 |
| Clay | 8 |
| Graham | 8 |
| Haywood | 11 |
| Henderson | 12 |
| Jackson | 9 |
| Macon | 7 |
| Madison | 9 |
| McDowell | 12 |
| Mitchell | 7 |
| Polk | 9 |
| Rutherford | 13 |
| Swain | 7 |
| Transylvania | 9 |
| Watauga | 7 |
| Wilkes | 8 |
| Yancey | 7 |

BREC
Blue Ridge Entrepreneurial Council
AdvantageWest Economic Development Group

BRAIN
Blue Ridge Angel Investor Network
Founded by AdvantageWest Economic Development Group

**Blue Ridge Entrepreneurial Council & Blue Ridge Angel Investors Network**
**AdvantageWest Opportunity Fund**
Client Activity Report – FY 13/14

| | BREC-BRAIN-AOF Clients Served |
|---|---|
| 2013 Q3 | 48 |
| 2013 Q4 | 63 |
| 2014 Q1 | 87 |
| 2014 Q2 | 152 |
| **Total FY13/14** | **350** |

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Certified Entrepreneurial COMMUNITY

A PROGRAM OF ADVANTAGEWEST

**Certified Entrepreneurial Community Program**
Client Activity Report – FY 13/14

| | CEC Communities Certified |
|---|---|
| 2013 Q3 | 0 |
| 2013 Q4 | 0 |
| 2014 Q1 | 0 |
| 2014 Q2 | 0 |
| **Total FY13/14** | **0** |

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AdvantageGreen

AdvantageWest Economic Development Group

**AdvantageGreen**

Client Activity Report – FY13/14

| | New Clients |
|---|---|
| 2013 Q3 | 44 |
| 2013 Q4 | 57 |
| 2014 Q1 | 65 |
| 2014 Q2 | 118 |
| **Total FY13/14** | **284** |

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Blue Ridge Food Ventures
A Program of AdvantageWest

**Blue Ridge Food Ventures**

Client Activity Report – FY 13/14

| | New Facility Clients |
|---|---|
| 2013 Q3 | 12 |
| 2013 Q4 | 10 |
| 2014 Q1 | 3 |
| 2014 Q2 | 8 |
| **Total FY13/14** | **33** |

WESTERN NORTH CAROLINA
FILM COMMISSION
A PROGRAM OF ADVANTAGEWEST

# Reel-Scout Project Activity/Leads for FY 2013-2014

| PROJECT | SOURCE | TYPE | OPEN DATE | LOCATIONS |
|---|---|---|---|---|
| Matt Papa Music Video | email | Music Video | 7/3/2013 | 24 |
| Heartbook | NCFO | Feature (Independent) | 7/10/2013 | 0 |
| Prodigal Summer | NCFO | Feature (Independent) | 7/11/2013 | 81 |
| Bird Box | NCFO | Feature (Independent) | 7/29/2013 | 18 |
| Evie's Apple | NCFO | Feature (Independent) | 8/1/2013 | 33 |
| Adventure Combat Development Series | NCFO | TV Reality | 8/7/2013 | 19 |
| Naked & Afraid – Season 2 | NCFO | TV Reality | 8/7/2013 | 2 |
| Blossman Gas Print Ad Campaign | phone call | Still Photo Shoot | 8/16/2013 | 6 |
| Smithfield Commercial | phone call | Commercial | 8/22/2013 | 26 |
| Arise | NCFO | Feature (Independent) | 8/23/2013 | 42 |
| Columbine | NCFO | TV Movie / MOW | 8/23/2013 | 0 |
| Well Wishes | phone call | Feature (Independent) | 8/29/2013 | 49 |
| Currency | NCFO | Feature (Studio) | 9/3/2013 | 17 |
| The Professor | phone call | Feature (Independent) | 9/6/2013 | 11 |
| American Ninja Warrior | NCFO | TV Reality | 9/11/2013 | 0 |
| Black Mountain Winter | phone call | Short | 9/12/2013 | 29 |
| Wrangler Jeans | phone call | Still Photo Shoot | 9/18/2013 | 25 |
| Hanes T-shirt | phone call | Still Photo Shoot | 9/19/2013 | 10 |
| Untitled Fountain Feature | NCFO | TV Movie / MOW | 9/23/2013 | 11 |
| Untitled Dreamworks Race Movie | NCFO | Feature (Studio) | 9/27/2013 | 15 |
| 2013 Avon Shoot | NCFO | Still Photo Shoot | 10/1/2013 | 21 |
| Elevation Church Video | email | Other | 10/3/2013 | 11 |
| Blue | phone call | Feature (Independent) | 10/8/2013 | 15 |
| Craftsy Photography Class | phone call | Other | 10/8/2013 | 25 |
| Homeland Episode 12, Season 3 | phone call | TV Episode | 10/9/2013 | 20 |
| Seven Days Till Midnight | phone call | Feature (Independent) | 10/17/2013 | 4 |
| Seashore – Mockingjay Part 1 | NCFO | Feature (Studio) | 10/21/2013 | 9 |
| Fat Guy in the Woods | phone call | TV Episode | 10/30/2013 | 11 |
| Chevy Photo Shoot | NCFO | Still Photo Shoot | 11/4/2013 | 25 |
| Monumental (AKA As True as they Come) | NCFO | Feature (Independent) | 11/7/2013 | 18 |
| Boy Choir | NCFO | Feature (Independent) | 11/15/2013 | 21 |

| | | | | |
|---|---|---|---|---|
| The Fifth Sacred Thing | NCFO | Feature (Independent) | 11/25/2013 | 65 |
| Belk Photo Shoot – Steep Canyon Rangers | phone call | Still Photo Shoot | 11/26/2013 | 34 |
| Max | NCFO | Feature (Studio) | 11/26/2013 | 52 |
| Measure of a Man | NCFO | Feature (Independent) | 12/5/2013 | 14 |
| Our State Magazine Photo Shoot | NCFO | Still Photo Shoot | 12/11/2013 | 38 |
| Blossman Propane Commercial Shoot | phone call | Commercial | 12/16/2013 | 17 |
| Table 19 | NCFO | Feature (Studio) | 12/17/2013 | 39 |
| Hallmark Hall of Fame Big Sky | phone call | TV Movie / MOW | 1/10/2014 | 7 |
| Bridge Project (Duke Progress) | email | Still Photo Shoot | 1/21/2014 | 6 |
| Undaunted Courage | NCFO | TV Miniseries | 1/21/2014 | 42 |
| Tears of God | phone call | Feature (Independent) | 1/31/2014 | 16 |
| Fate | phone call | Feature (Studio) | 2/12/2014 | 14 |
| The Longest Ride | NCFO | Feature (Studio) | 2/13/2014 | 48 |
| Blood and Thunder | email | Student Project | 2/17/2014 | 7 |
| Sea of Trees | NCFO | Feature (Independent) | 2/25/2014 | 38 |
| The Bretharians | phone call | Short | 2/26/2014 | 15 |
| Cabin Fever | phone call | TV Pilot | 3/5/2014 | 19 |
| COF Untitled River Project | NCFO | Feature (Independent) | 3/14/2014 | 33 |
| Little House on the Prairie | NCFO | Feature (Studio) | 3/14/2014 | 33 |
| Kiel Photo Campaign 2014 | NCFO | Still Photo Shoot | 3/18/2014 | 16 |
| AOM Unique Location | NCFO | Feature (Studio) | 3/20/2014 | 8 |
| Tomato Red | NCFO | Feature (Independent) | 3/26/2014 | 41 |
| Detours NC | NCFO | Feature (Independent) | 4/8/2014 | 70 |
| Transient Pictures News Segment | phone call | TV News | 4/10/2014 | 8 |
| Lot 310 | tradeshow | Feature (Independent) | 4/11/2014 | 31 |
| Chasing Grace | phone call | Feature (Independent) | 4/17/2014 | 15 |
| Terminator TV Series | NCFO | TV Series | 4/23/2014 | 22 |
| Untitled Armored Car Project | phone call | Feature (Studio) | 4/25/2014 | 52 |
| Cornbread Mafia | NCFO | Feature (Independent) | 5/2/2014 | 15 |
| The Harrow | NCFO | Feature (Independent) | 5/6/2014 | 15 |
| Japanese TV Camera Commercial | email | Commercial | 5/9/2014 | 10 |
| Untitled HBO High School Series | NCFO | TV Series | 5/12/2014 | 8 |
| Legacy of a Whitetail Deer Hunter | NCFO | Feature (Independent) | 5/16/2014 | 34 |
| Untitled Horror Movie | email | Feature (Independent) | 5/22/2014 | 43 |
| Coming Through the Rye | NCFO | Feature (Independent) | 5/27/2014 | 48 |
| I Saw the Light | NCFO | Feature (Independent) | 5/27/2014 | 40 |
| Stonybrook | NCFO | Feature (Independent) | 5/27/2014 | 33 |
| Untitled ABC Civil War Pilot | NCFO | TV Pilot | 5/29/2014 | 39 |
| Gerald's Game | phone call | Feature (Independent) | 6/4/2014 | 23 |
| CMT Reality Lake Show | NCFO | TV Reality | 6/10/2014 | 1 |
| Top Gear – Appalachian Trail Episode | phone call | TV Episode | 6/12/2014 | 10 |
| Discovery Channel Series - Tethered | email | TV Series | 6/24/2014 | 15 |

**Total Customized Reel-Scout Packages Created for FY 2013-2014: 73**

**Western North Carolina Regional Economic Development Commission**
**(AdvantageWest Economic Development Group)**

## GRANTS AWARDED OR PURSUED IN FY 13/14

### Grants Awarded:

| | |
|---|---|
| NC Department of Agriculture – Plant the Seeds for a Robust WNC BioFuels Sector | $ 341,323 |
| US Economic Development Administration – Certified Entrepreneurial Communities Program Expansion Pilot Project | 100,000 |
| Community Foundation of WNC – Asheville Merchants Fund | 25,000 |
| Community Foundation of WNC – Blue Ridge Food Ventures Co-Packing Grant | 20,000 |
| North Carolina Community Foundation, Inc. | 3,000 |
| **Total Grants Awarded in FY 13/14** | **$ 489,323** |

### Grants Pursued not yet Awarded:

| | |
|---|---|
| Appalachian Regional Commission – Advantage Opportunity Fund | $ 100,000 |
| North Carolina Tobacco Trust Fund – Opening Doors for Growers And Businesses Project | 90,000 |
| **Total Grants Pursued not yet Awarded in FY 13/14** | **$ 190,000** |