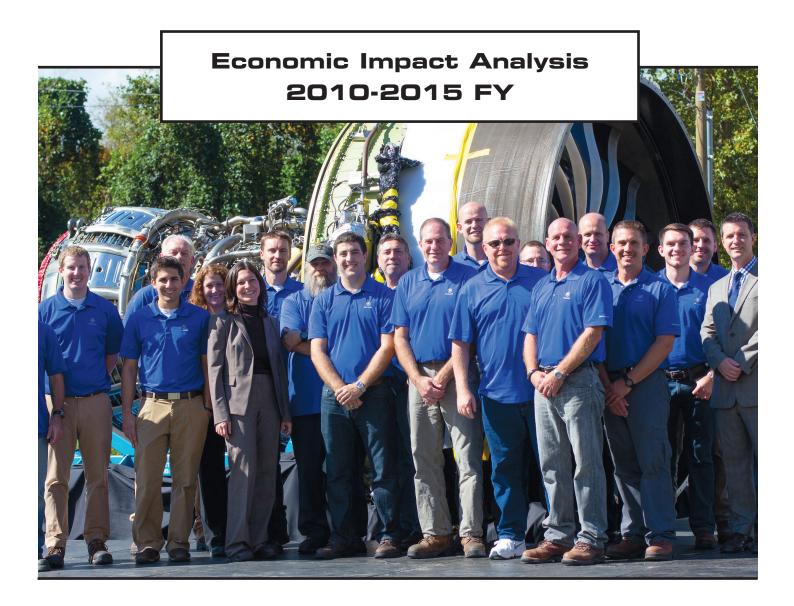


A Five-Year Plan for Job Creation





Building Community Through Business

36 Montford Avenue, Asheville, NC 28801 Phone: 828.258.6130 • Fax: 828.251.0926



Thank You!

Adding 6,202 jobs and nearly \$1 billion in investment to our community, the AVL 5x5 campaign has been an overwhelming success! Your generous support and investment is creating better paying jobs here. It took the collective support of more than 70 investors, community partners and a determined focus by the EDC team to achieve these results.

Five years ago, our business leaders saw the need to attract and retain jobs to improve career opportunities, expand our key industries and boost our economy. You each believed in and invested in a new strategy to accomplish something big and bold—and together we made it a reality.

As we build on this strategy over the next five years, our community relies on your continued support and leadership to keep the momentum alive. Join us again in making Buncombe County a better place to work, grow a business and raise a family.

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Kit Cramer Bujan P. Figure



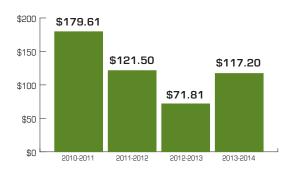
Overview & Target Clusters

Launched in 2010, the Asheville 5x5 Campaign is a 5-year initiative designed to create **5,000** new jobs and **\$500 million** in capital investment within five target clusters in Asheville and Buncombe County.

It is a proven and successful initiative and a public-private partnership that includes the Asheville Area Chamber of Commerce, Buncombe County, City of Asheville, Town of Weaverville, and 70+ local organizations and investors.

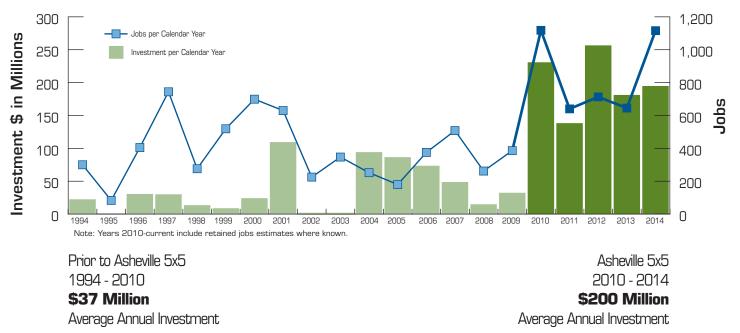
Formerly known as Advantage Asheville, AVL 5x5 elevated economic development goals and took the community to the next level. The Plan's development efforts have generated considerable impact in the local economy and have led to the creation of thousands of new jobs that pay higher than average earnings.





To date, for every dollar invested in the AVL 5x5 Strategic Plan **\$120.32** was returned.

Since July 1, 2010 thirty-five companies announced nearly \$1 Billion in capital investment as they selected Buncombe County for a new business location or expanded their business here. Capital investments have increased considerably since the new strategy began, averaging \$200 Million per year, compared to \$37 Million per year prior to the plan. AVL 5x5 Strategy investors have realized a high return on investment and have created jobs and capital investments in Buncombe County.



Increased Average Annual Investment

Investment & Vision Supported a Successful Plan that:

- United business leaders, government, and community around a common goal and a focused strategy to create and retain existing jobs within targeted industry clusters paying higher than the area's average wage.
- Works with community partners to connect Arts and the economy.
- Attracted and retained world-class companies that establish the Asheville area as a leader in advanced manufacturing.
- Launched Venture Asheville in support of high growth entrepreneurs and created an Asheville Angels investor network.

Goals Exceeded



In Buncombe County:

- 35 companies announced 2,770 direct jobs.
- Labor income associated with new jobs creates a ripple effect adding an additional 2,041 indirect jobs and 1,391 induced jobs for a total of 6,202 new jobs.
- For every 1 job created an additional 1.24 jobs are supported.
- \$278 Million additional Labor Income is generated.
- For every \$1 of Labor Income earned, an additional \$1.05 is generated.

- Overall average earnings per job: \$44,849.
- \$185 Million State & Local and Federal Tax Revenues are generated.
- Value Added (Gross Regional Product) totals \$648 Million.
- Total Economic Output: **\$1.9 Billion**.

EDC Announcements: July 1, 2010 - June 30, 2015

Date Announced	Company Name	Announced Jobs	Announced Investment
09-Jan-15	White Labs	65	\$8,100,000
12-Dec-14	Hi-Wire Brewing	15	\$1,620,000
31-Oct-14	Linamar Corporation	150	\$115,000,000
26-Sep-14	Highland Brewing Co.	15	\$5,000,000
04-Aug-14	Wicked Weed Brewing	82	\$5,000,000
09-Jun-14	Transportation Safety Apparel (TSA)	25	\$0
07-May-14	BorgWarner Turbo Systems	154	\$55,800,000
04-Mar-14	Kearfott Corporation	75	\$11,870,000
18-Dec-13	f(x) Immune Co.	6	\$0
04-0ct-13	Jacob Holm	66	\$45,900,000
23-Jul-13	Sport Hansa LLC	3	\$100,000
24-Jun-13	Tutco-Farnam	90	\$2,500,000
17-Jun-13	GE Aviation	52	\$126,000,000
23-May-13	STF Precision	25	\$4,500,000
06-May-13	TE Connectivity	40	\$1,680,000
06-Feb-13	NewSong Music Group	3	\$0
21-Jun-12	Linamar Corporation	250	\$75,000,000
17-May-12	Plasticard-Locketech International (PLI)	42	\$4,600,000
05-Apr-12	New Belgium Brewing	154	\$175,000,000
13-Jan-12	American Recycling of Western North Carolina, LLC	30	\$1,500,000
06-Jan-12	Cakuun Website Management Services	5	\$0
21-Nov-11	Nypro	26	\$7,200,000
09-Sep-11	Thermo Fisher Scientific	110	\$0
30-Jun-11	Linamar Corporation	400	\$125,000,000
15-Jun-11	Locus Technologies	3	\$0
02-Jun-11	Advanced Manufacturing Solutions	36	\$1,100,000
12-May-11	W.P. Hickman Company	20	\$3,000,000
09-Mar-11	Auralites	5	\$1,500,000
21-Dec-10	Mills Manufacturing Corporation	30	\$0
20-Dec-10	Arvato Digital Services	408	\$1,800,000
07-Dec-10	Ingles Markets	160	\$99,700,000
29-Oct-10	Old Wood Company	5	\$450,000
19-0ct-10	Reich GmbH	56	\$28,000,000
04-0ct-10	Nypro Inc	156	\$83,000,000
26-Aug-10	Curious Sense	8	\$0
Total	35 Companies	2,770 Jobs	\$989,920,000 Invested

	Direct Impact	Indirect Impact	Induced Impact	Total Impact
Jobs	2,770	2,041	1,391	6,202
Earnings (Labor Income)	\$135,801,574	\$90,900,051	\$51,457,269	\$278,158,893
Output	\$1,535,640,100	\$283,128,646	\$157,455,851	\$1,976,224,597

Economic Impact Summary



For every **1** job created, an additional **1.24** jobs was supported in Buncombe County.

For every **\$1 of Labor Income** earned, an **additional \$1.05** is generated.

Tax Revenues Generated					
State & Local Tax Revenues	\$104,306,526				
Federal Tax Revenues	\$80,564,129				
Total	\$184,870,655				

New Labor Income is projected to stimulate additional banking deposit and other income/expenditure activity in the local economy.

New Earnings are Projected to Generate:					
Deposit Potential for Area Financial Institutions	\$12,489,334				
Disposable Personal Income	\$233,458,759				

Estimated Consumer Deposits in Local Banks

Bank Name	Local Offices	Deposits (\$000) for June 30, 2014	Market Share	Estimated Impact on Deposits
Asheville Savings Bank	8	\$429,173	10.2%	\$1,270,081
Bank of America	9	\$350,239	8.3%	\$1,036,486
Bank of North Carolina	1	\$19,524	0.5%	\$57,779
Black Mountain Savings Bank, SSBM	1	\$31,204	0.7%	\$92,344
Branch Banking and Trust Company	5	\$266,697	6.3%	\$789,255
Capital Bank, National Association	4	\$119,750	2.8%	\$354,384
Carolina Alliance Bank	1	\$92,552	2.2%	\$273,895
Fifth Third Bank	1	\$24,884	0.6%	\$73,641
First Bank	4	\$81,807	1.9%	\$242,097
First-Citizens Bank & Trust Company	12	\$766,153	18.2%	\$2,267,329
HomeTrust Bank	5	\$315,413	7.5%	\$933,423
PNC Bank	6	\$135,195	3.2%	\$400,092
SunTrust Bank	9	\$350,054	8.3%	\$1,035,939
TD Bank	5	\$281,150	6.7%	\$832,026
Wells Fargo Bank	12	\$953,936	22.6%	\$2,823,048
Woodforest National Bank	2	\$2,539	0.1%	\$7,514
Totals	85	\$4,220,270	100%	\$12,489,334

AVL 5x5 estimates **\$12,489,334** in additional deposit potential as a result of new labor income generated from economic impacts. Deposit potential is allocated in accordance with each bank's share of total deposits in Buncombe County.

Source: FDIC as of June 30, 2014 Buncombe County bank deposits and market share.

Business to Business Transactions

The Top 20 industries that benefited the most are as follows:

Wholesale trade	\$43,137,682							
Management of companies and enterprises	\$27,029,933							
Retail - Motor vehicle and parts dealers	\$18,488,461							
Truck transportation	\$17,130,923							
Real estate	\$11,742,210							
Monetary authorities, depository credit intermediation	\$8,000,769							
Maintenance and repair construction of nonresidential structures	\$7,705,085							
Petroleum refineries	\$6,460,623							
Lessors of nonfinancial intangible assets	\$6,403,884							
Management consulting services	\$4,855,005							
Architectural, engineering, and related services	\$4,736,875							
Advertising, public relations, and related services	\$4,614,777							
Employment services	\$4,553,150							
Natural gas distribution	\$4,494,728							
Warehousing and storage	\$4,448,245							
Legal services	\$4,286,584							
Waste management and remediation services	\$4,197,425							
Rail transportation	\$4,014,738							
Postal service	\$3,959,112							
Accounting, tax preparation, bookkeeping, and payroll services	\$3,619,644							
		\$0	\$10M	\$ 20M	20M \$30M	20M \$30M \$40M	20M \$30M \$40M \$5	20M \$30M \$40M \$50N

Household Spending

The Top 20 Industries impacted the most by increased household income are as follows:

Owner-occupied dwellings	\$20,312,376						
Real estate	\$13,616,958						
Hospitals	\$12,198,124						
Offices of physicians	\$5,850,547						
Monetary authorities and depository credit intermediation	\$5,118,233						
Limited-service restaurants	\$3,768,330						
Full-service restaurants	\$3,676,024						
Wholesale trade	\$3,573,425						
Petroleum refineries	\$2,829,854						
Retail - General merchandise stores	\$2,653,593						
Retail - Food and beverage stores	\$2,637,195						
All other food and drinking places	\$2,542,602						
Wired telecommunications carriers	\$2,412,678						
Nursing and community care facilities	\$2,397,489						
Legal services	\$2,221,424						
Automotive repair and maintenance, except car washes	\$2,174,192						
Retail - Motor vehicle and parts dealers	\$2,087,884						
Outpatient care centers	\$1,990,100						
Offices of dentists	\$1,953,342		1	1	I.	1	I
Other financial investment activities	\$1,871,892	\$0	\$5M	\$10M	\$15M	\$20M	\$25M

Construction Impact Estimates

Projects included approximately \$96,470,000 in construction activity as part of capital investments

- Construction activity supports an additional 1,384 jobs and \$52,717,531 labor income
- Construction impacts are one-time impacts (for the life of the construction project)

Job Retention Impact Estimates

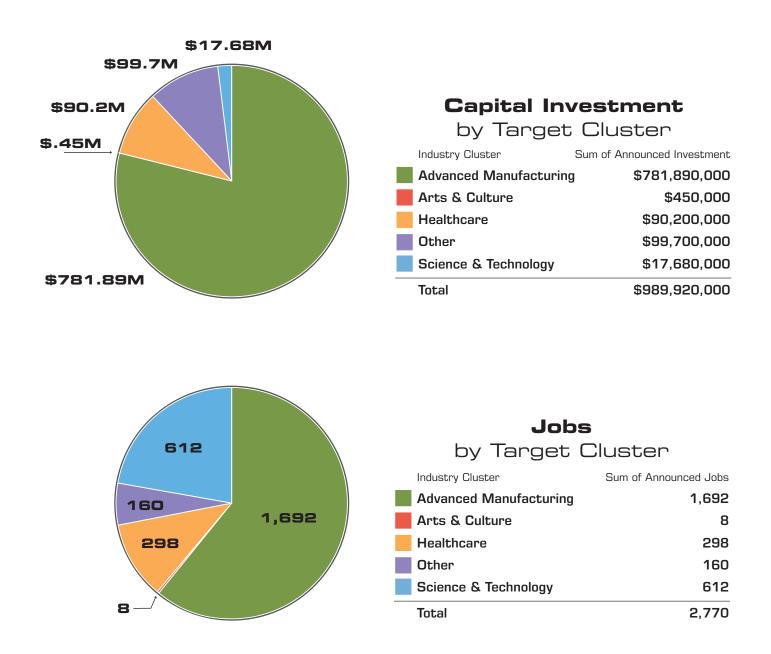
Companies retained approximately 1,332 jobs

- Keeping these jobs in Buncombe County sustains the local economy and supports an additional 1,681 jobs annually
- Total payroll estimated with retained jobs is \$150,092,140 annually



Target Cluster Summary

The five target clusters were identified as high-growth opportunities and chosen because of the region's competitive advantages in these industries. Many projects announced cross over into multiple clusters. New Belgium Brewing is in advanced manufacturing and artisan brewing is a part of the region's craft culture. Nypro is in healthcare and manufactures medical devices. Moog Music represents arts and culture, as well as advanced manufacturing and science & technology. Entrepreneurs building startups may fit one of these or multiple industries.



Definitions & Methods

Direct Effects report initial change. In this economic impact summary, the initial change is new jobs. Jobs may include full time, part time, and temporary positions.

Indirect Effects result from stimulated purchases of goods and services that support the initial change or direct effect.

Induced Effects represent the spending of additional household labor income generated by direct and indirect activity.

Labor Income includes employee compensation, or wages and benefits paid to wage and salary employees, as well as proprietor income or profits earned by self-employed individuals.

Value Added is the combination of labor income, other property type income, and indirect business taxes. Value Added represents GRP, or a region's gross regional product.

Output is the value of production and is equal to value added plus monies spent purchasing goods and services to create an industry's production.

Return on Investment is calculated as new and retained labor income generated divided by total investment.

Deposit Potential for Area Financial Institutions is calculated by utilizing savings rate and multiplying labor income generated.

Disposable Personal Income is calculated by utilizing a disposable income factor and multiplying labor income generated.

To produce estimated economic impact analyses, the Economic Development Coalition utilizes Implan software and the most current data available specific to Buncombe County. All data reflects known quantities at a specific point in time. Margins of error may apply. This report is as of April 2015.



Asheville 5x5 Investors



1900 Inn on Montford A-B Tech Community College Asheville Citizen-Times Publishing Co. Asheville Merchants Corporation Asheville Savings Bank, SSB Avista Business Development Co. AVL Technologies, Inc. BB&T **Bankers** Insurance Beverly-Hanks & Associates Biltmore Farms, LLC Blue Cross Blue Shield of NC Blue Ridge Bone & Joint Blue Ridge X-Ray Company Boys, Arnold & Company Buncombe County **CarePartners Health Services** Carolina Alliance Bank Carolina Tractor Cintas City of Asheville Coldwell Banker King McKinney Constangy, Brooks and Smith, LLP David Gantt Law Office Dixon Hughes Goodman, LLP **Duke Energy Progress**

ECS Carolinas, LLP Ferguson FIRC Group, Inc. First Bank First Citizens Bank FLS Energy Friday Staffing Services Greater Asheville Regional Airport Authority Grove Stone & Sand Hampton Inns of Asheville Highland Brewing Company Hilliard Lyons HomeTrust Bank Hotel Indiao Insurance Service of Asheville, Inc. Integritive, Inc. io design & illustration, inc. Dr. Edward and Jane Isbey, III Janirve Foundation Johnson, Price, & Sprinkle, PA MB Haynes Corp. McGuire, Wood & Bissette, PA McKibbon Hotel Management, Inc. Mission Health System Moog Music, Inc.

Image courtesy New Belgium Brewing

New Belgium Brewing Company Omni Grove Park Inn Parsec Financial Pearsall Operating Company Pepsi-Cola Bottling Company Plasticard-Locktech International LLP **PSNC** Energy **Republic Services** Roberts & Stevens, PA Silver-Line Plastics Co. Skyland Distributing Company Strategic Workplace Solutions SunTrust Bank TD Bank Tennoca Construction Company Thermo Fisher Scientific Tops for Shoes Town of Weaverville The Buyer's Agent The Van Winkle Law Firm UNC Asheville Wells Fargo Webb Investment Services Wal-Mart Stores, Inc. Webb Insurance Wicked Weed Brewing



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