

"It is PLACE, permanent position in both the social and topographical sense, that gives us our identity."

- J.B. Jackson, "Discovering the Vernacular Landscape"





The Henderson County Partnership for Economic Development is an exceptional organization committed to protecting the manufacturing assets we've been able to secure through the years, while maintaining focused attention on future growth. Henderson County's vibrant manufacturing industry is largely responsible for the success of our LOCAL economy in recent years. Besides the employ-

ment of over 5,250 employees in Henderson County, the manufacturers themselves are also contributing a substantial tax base to our local governments. These combined dollars fund the quality of life, security, and education assets that we all enjoy in Henderson County.

"Made in Henderson County" was officially launched this past year and is quickly becoming a replicable model of how to connect schools and industry. The collaborative effort with our educators and manufacturers opens the eyes and minds of the students as they walk away from the tours with a realization that today's manufacturing careers are highly diverse with competitive wages. The effort has a concrete foundation to work from, with strong buy-in from manufacturers and growing interest among schools with the ultimate goal of meeting our future workforce needs.

The 2013-2014 fiscal year allowed us the opportunity to reflect on our economic development assets, as well as the inherent challenges we face as we seek to attract future businesses to our area (see page 17). The challenges we face today with the need for immediate labor availability and the ongoing need for industrial land for future development are challenges we accept. Henderson County has the foundation and has established a **PLACE** for manufacturers to thrive and citizens to call **HOME**.

Even though we've enjoyed some recent successes, complacency is not an option in this ever increasing, highly competitive environment. Our continued assurance to Partnership members and investors is that we're committed to enhancing our relationship and supporting our existing industry, which we value more than ever, while we ensure Henderson County maintains its competitive **POSITION** for ongoing economic development efforts. Thank you for your continued loyalty and support of our quiet, yet effective organization. The future of **HENDERSON COUNTY** is bright!

Aathan Kennedy

NATHAN KENNEDY HCPED Board Chair, FY 2013–2014 First Citizens Bank

BOARD OF DIRECTORS & STAFF

EXECUTIVE COMMITTEE

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BRITTANY BRADY, Director of Marketing JOSH HALLINGSE, Director of Industry Relations ANDREW TATE, President & CEO

HOME EX



Continental Automotive Systems, Inc. has become a fixture in Henderson County. Located at One Quality Way, Fletcher, the brake caliper manufacturer has consistently added employment numbers through the years. In July of 2013, the company committed to creating 40 new jobs and expanding the existing footprint by 88,000 square feet, bringing total employment numbers to more than 660 with average wages exceeding \$40,000 annually.

The expansion was prompted by the production of the new electronic parking brake system. The system is integrated with the brake caliper and is operated with the touch of a button instead of a parking brake lever. The new technology makes for a safer vehicle, as part of Continental's commitment to 'Safety for Everyone'.



PANSION

In celebration of the expansion, the Partnership hosted an Investors Update Lunch on August 2, 2013. HCPED Patron and Presidential members received a behind-the-scenes tour of the plant and enjoyed an intimate lunch with company leadership. The lunch provided a better understanding of the technology and safety behind the electronic brake.

On March 28, 2014, the company officially opened the expansion with a grand opening celebration. Pat McCrory, Governor of North Carolina, was in attendance as Continental employees and community leaders officially cut the ribbon to celebrate the expansion and employment growth.

"

Henderson County is **HOME** for Continental. This is a good **LOCATION** for us and we are fortunate to have access to a quality workforce. Expanding at the Henderson Plant is exciting not only for Continental as a company, but also for our suppliers. We are excited about this new product and the safety it provides.

"

Vice President, Continental



PROJECT PRECEPT

"

This expansion signifies an optimistic future for our company and is a reflection of the extremely talented workforce **HERE**. Our work gives us tremendous pride.

"

Bob Lennon, Vice President, Supply Chain & General Manager, ASG



ASG (AGI Shorewood), an innovative global packaging manufacturer located in East Flat Rock, announced plans to add 50 new jobs in January of 2014. The expansion was a reflection of the company's focus on staying competitive, and efficiently filling customer demand across product platforms. The company produces packaging products for market segments including entertainment, personal care, health care and pharmaceutical.

The new positions will have average wages exceeding \$40,000 per year, surpassing the county's annual average of \$34,528. ASG will be filling positions in the press room, die-cutting, gluing, digital pre-press, customer service, production planning, and shipping and receiving. The new jobs will be coupled with an \$8.55 million investment, including a potential expansion of their 136,000-square-foot building.

ASG employs nearly 3,000 people worldwide at 18 plants in North America, Europe, Asia and Latin America, and 8 service centers in the United States, United Kingdom, France, China and Australia. The packaging operation has been an employer in Henderson County since 1962.

"We are proud ASG (AGI Shorewood) has chosen to grow the East Flat Rock facility. Existing businesses are the backbone of our local economy and are the reason we remain focused on protecting and improving our local business environment," remarked Chairman Charlie Messer of the Henderson County Board of Commissioners.

Bob Lennon, Vice President, Supply Chain & General Manager, said, "This expansion signifies an optimistic future for our company and is a reflection of the extremely talented workforce here. Our work gives us tremendous pride."





In 2006, Henderson County welcomed German-based manufacturer, Elkamet. The company located to the East Flat Rock community on nine acres of the former Fairgrounds, off Mills Street. Once they were open for business, they began manufacturing plastic-related products to support the automotive industry. By 2013, the company had doubled the footprint of their building, diversified the markets and customers they served, and in effect doubled their workforce.

GROWING FOR THE FUTURE

"

As a Hendersonville native, I want students to know that Henderson County is a great **PLACE** to build a career, family and lifestyle.

> Mickey Maxwell Elkamet employee

right resources for a successful development. This most recent investment is introducing one of our key manufacturing lines to the East Flat Rock location and another important step towards the full integration of the whole value added process."

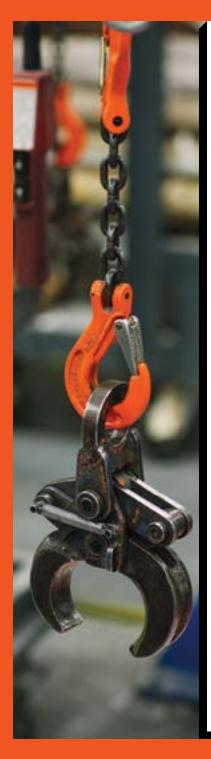
In addition to serving the community through jobs and investment, Elkamet has been a pillar in the "Made in Henderson County" campaign. The company hosted several student tours, showcasing manufacturing careers that made a connection between manufacturing

In March of 2014, the com-

pany announced plans for expansion, once again. The announcement would add 15-20 employees to the employee base of 54. The expansion allowed the company to invest \$2,350,000 in machinery and equipment and serve a new customer base including Ford, Volkswagen, Caterpillar and more. Elkamet Plant Manager Artur Bitner said, "Since the beginning of our engagement here in Henderson County, we found the support and the and a finished product. Students could see firsthand where hydraulic oil tanks and windshield profiles were made and then recognize where their finished product is used. "Growing up in Henderson County, it was fun to tour students around Elkamet and showcase our facility and careers," said Elkamet employee Mickey Maxwell. "I want students to know that Henderson County is a great place to build a career, family and lifestyle."

THE 2014 INDUSTRIAL EXECUTIVES FORUM

The 2014 Industrial Executives Forum took place on April 29th at Blue Ridge Community College, providing industry leaders the opportunity to explore new business opportunities, learn best practices from their peers and hear an existing industry update. The agenda for the event was created by the Existing Industry Committee. The event was hosted free for members and manufacturers thanks to the generous support of Patron Members.



INDUSTRIAL EXECUTIVES FORUM

Tuesday, April 29, 2014

Blue Ridge Community College Technology, Education & Development Center

SCHEDOLE	
8:00 am - 8:45 am	Networking
8:45 am - 9:00 am	Welcome
	"Made in Henderson County" Video & Update
9:00 am - 10:00 am	NC Department of Commerce International Trade
	Introduction by Representative Chuck McGrady
	 John Loyack & Liz Isley of NC Commerce International Trade
9:50 am - 10:50 am	Best Practices Panel
	Sissy Rogers, SELEE (Heath/Wellness Plan)
	 Scott Little, Earth Fare (Market Development)
	 Chris McCulloch, Wilsonart (Zero Waste)
11:00 am - 12:00 pm	Dan Ellzey, Labor Attorney
	Unionization Update/National Labor Relations Board
	 United Automobile Workers Strategies & How Companies Can be Proactive with Workforce
	Industry Best Practices
	Volkswagen Vote: What Does This Mean for Your Business?
	 Industry-Specific Working Lunch & Employer Assessment
12:15 pm - 1:00 pm	Unionization Assessment/ Working Lunch for Manufacturers

A SENSE OF PLACE

On a snowy day in January, more than forty Presidential and Patron members made the trek to the Historic Rugby Grange in Fletcher, NC. The winter Investors Update Lunch happened to fall on the day of one of the largest snowfalls of the year, yet guests were still eager to see the home, hear the history and learn more about the Golden LEAF organization. Golden LEAF financially supports a variety of economic development projects in Henderson County and across the State of North Carolina.

As guests arrived, they were greeted by a warm fireplace in the historic home. Networking and wandering about the house took place and soon after lunch Bill Moss, Editor of the Hendersonville Lightning and author of "The Westfeldts of Rugby Grange," shared a history of the home and the connection the family had to the area. "The Historic Rugby Grange is a testament to the importance of place," stated Moss. "The Westfeldts established a home and a large farm that helped grow the community and expand opportunity. Some 150 years after George Westfeldt first put down roots in Fletcher, we saw the family connection play out in another important contribution to our economy. Westfeldt descendants (the Fitzpatricks) sold the land to the Sierra Nevada Brewing Co." Vaughan Fitzpatrick stated, "Sierra Nevada has a highly developed sense of place. That's why they're here, where the beautiful French Broad bends north to Buck Shoals."

Dan Gerlach of Golden LEAF then shared how Golden LEAF program funds are distributed across the State for economic development projects. Gerlach made mention of several grants that Henderson County had received through the program, including Sierra Nevada Brewing Company, and how he anticipates the relationship to grow.

"

The Historic Rugby Grange is a testament to the importance of **PLACE**. The Westfeldts established a home and a large farm that helped grow the community and expand opportunity. Some 150 years after George Westfeldt first put down roots in Fletcher, we saw the family connection play out in another important contribution to our economy. Westfeldt descendants (the Fitzpatricks) sold the land to the Sierra Nevada Brewing Co.

"

Bill Moss, Author of "The Westfeldts of Rugby Grange"





"

The first Made in Henderson County event I attended was at Meritor. When I arrived at the facility, I was greeted by Jeremiah Ponder. Jeremiah's dad used to work for me. It reminded me why we do what we do at the Partnership. I was able to see our work come full circle, recruiting a company 30 years ago that now employs a Henderson County native. This effort is not just about showing kids careers, it is about creating a place for them to come **HOME** to.

Made in_____ NERSON COUNTY

"

Chip Gould, HCPED Board Member

SCHOOLBUS

For two years, the Henderson County Partnership for Economic Development cultivated a relationship and a plan with the Henderson County Public Schools. After echoing cries from industry about workforce woes, a realization that schools and industry needed to connect became apparent. The campaign began by meeting with educators and counselors to share what opportunities were available in Henderson County and learn the best way to showcase manufacturing as a career to students. More manufacturers became aware of how they could partner with the school system and soon began opening their doors with the first official student tours taking place on October 4, 2013, National Manufacturing Day.

By the spring semester, the Partnership had launched a web page, MadeinHendersonCounty.com and developed a marketing plan for the rest of the year. By partnering with Rugby Middle School's 8th Grade Career classes, HCPED staff were able to develop a video to promote jobs in Henderson County as well as design Made in Henderson County t-shirts, provided to students for the April 9th tours.

METRICS

- **22** Planned interactions with K-12
- 8 Industry luncheons with teachers and guidance counselors
- **14** Student tour opportunities
- **590** Students reached during tours
 - **10** Schools impacted*
 - 14 Manufacturing employers involved
- 1,000 Made in Henderson County video views**
 - 75 Total number of K-12 staff involved***
 - * 100% of middle, high schools, also includes Balfour and early college
 - * Since April 8,2014
 - *** 100% of CTE teachers & guidance counselors





ANNUAL Eventis

"Made In Henderson County" came to life late in the year 2012. As the campaign with the Henderson County School System became a reality, the idea began to take shape and more people were associating manufacturing with education

Made in.

in Henderson County. To reinforce the Partnership's efforts to increase the visibility of manufacturing, the annual dinner event was hosted at the Oriole Mill. The venue allowed guests to see a manufacturing facility in production, to see the finished products, and ultimately it brought the "Made in Henderson County" concept to life.

On October 17, 2013, the Oriole Mill opened its doors to host "Made in Henderson County," the 2013 HCPED annual event. The mill, located on Oriole Drive in Hendersonville, creates luxury, quality Jacquard and Dobby woven textiles. As guests arrived, they were toured around the facility by Oriole Mill employees. The tour showcased the different parts of production as well as distribution and where consumers can buy products locally. After a tour, guests were able to network and dine.

After dinner, owners Stephan Michelson and Bethanne Knudson formally welcomed the group and shared their background and how the Oriole Mill came to be located in Henderson County in 2006. "This whole area—you might say, this side of the tracks was redeveloped decades ago. Ray Avenue became Oriole Drive across the track. We "

This whole area—you might say, this side of the tracks—was redeveloped decades ago. Ray Avenue became Oriole Drive across the track. We took that name, letting outsiders think the city had named the street after the mill. First came the **PLACE**, then came the name.



Stephan Michelson Oriole Mill

took that name, letting outsiders think the city had named the street after the mill. First came the place, then came the name," stated Stephan Michelson. Tony Almeida, former adviser for jobs and the economy under Governor Pat McCrory, then provided an economic outlook for the State of North Carolina. The Partnership recognized the North Carolina Department of Transportation, Division 14 as Partner of the Year for their support and service to quality job creation and economic development. Pete Szelwach of Clement Pappas was honored with the Chairman's Award for his leadership in exploring the skills gap challenge, and working to better connect manufacturing and the school system.



BACK TO THE BASICS

Returning to its roots, the Partnership initiated a more robust and targeted marketing program, focused on being less reliant on traditional partners for lead generation and project activity. As the State of North Carolina commenced efforts to privatize the sales and marketing functions of the Department of Commerce, and AdvantageWest continued its transition, marketing and project management emphasis returned to the local level.

JULY Presented to Duke Energy Business & Economic Development Team

AUGUST • Outdoor Retailer Summer Market call mission • CarolinaWest Charlotte presentation • Detroit call mission to automotive companies.

SEPTEMBER • Atlanta call mission. • Each year, the Partnership attends the Outdoor Rendezvous event as an opportunity to get in front of outdoor company stakeholders. One of the events at the Rendezvous is focused on team building, bringing leaders from different organizations together for an afternoon of competitive games. At the event, Brittany Brady provided her team with Outdoor Destination shirts, allowing for the entire team to market Henderson County in San Diego, CA.



OCTOBER South TEC Trade Show in Greenville, SC

NOVEMBER CarolinaWest call mission to Dallas, TX

DECEMBER Hosted Upstate South Carolina consultants lunch in Greenville, SC

JANUARY Outdoor Retailer • Winter Market

FEBRUARY Site Selectors Guild

MARCH Atlanta call mission

APRIL On April 7, Partnership Staff and Artur Bitner of Elkamet attended the German American Chamber of Commerce SME show in Greenville, SC. Bitner provided welcoming remarks at the event. He shared with fellow German companies how doing business in Henderson County has proven successful for his company and manufacturing operation. The testimonial of personal experience complemented great networking opportunities.



MAY • OESA Suppliers Meeting. • Cane Creek Cycling Components approached the Partnership in the Spring about helping with a product launch. Cane Creek would be hosting more than 20 journalists from around the globe in an effort to showcase their new shock and tout the area biking trails. HCPED seized the opportunity to gain exposure for Henderson County and hosted a dinner for the journalists on May 15th in conjunction with the first Rhythm and Brews of the season.



JUNE Chicago call mission

HOME SWEET HOME

In 1987, entrepreneur and inventor Peter Thom started Mona Lisa Foods, a manufacturer of unique chocolate decoration products, in Salinas, California. Following a period of steady growth, the company was relocated in 1993 to its current location in Edneyville, North Carolina. In 2012, Mona Lisa Foods was acquired by Barry Callebaut, the world's leading manufacturer of highquality cocoa and chocolate products, setting the stage for continued growth.

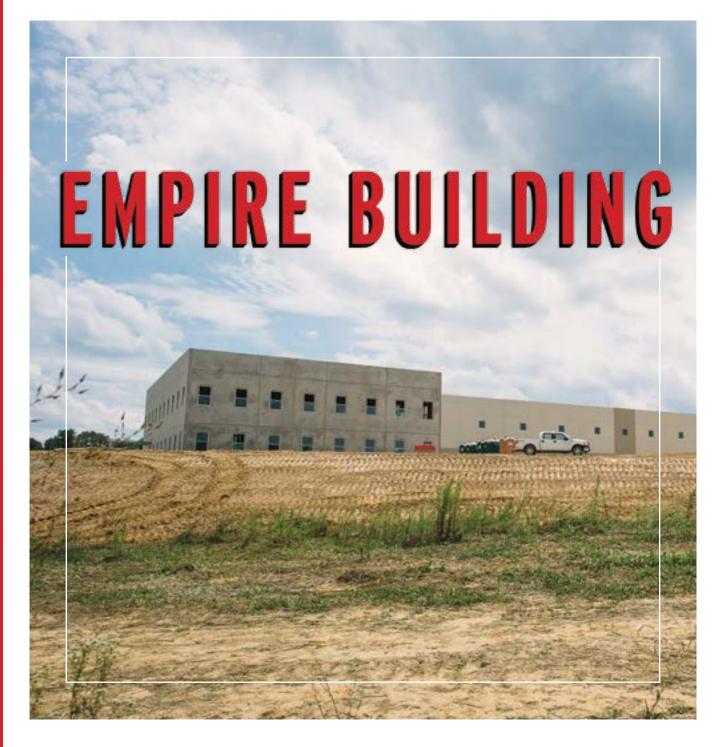


be responsible for the development of innovative chocolate cups and decorations as well as rolled fondant.

According to Operations Manager Marc Garrett, "the growth of Mona Lisa confirms Barry Callebaut's intention to further accelerate the growth of its gourmet and specialties products business, and add capabilities to the company's current product offerings, most commonly used by professional chocolatiers, pastry chefs, and bakers."

In Spring of 2014, the company broke ground to begin working on a 25,000-square-foot expansion to the existing Henderson County facility (as seen pictured). This \$6.1 million investment in real and business personal property will lead to the addition of between 12 and 29 new positions to the 52 incumbent employees through 2016. The expansion will enable installation of several new production lines that will Mona Lisa chocolate cups and decorations bring a world of color, texture, and rich flavor to any dessert. The product line is comprised of a variety of unique and inspired chocolate products which are distributed worldwide within many segments of the food industry including in-store bakeries, hotels, restaurants and industrial commissary bakeries.





Broadpointe Industrial Park and the Town of Mills River welcomed Empire Distributors of North Carolina, Inc., in late 2013 with the purchase of 25 acres. Empire became the park's newest tenant, and the first land purchase for new construction since the FedEx Ground facility in late 2006. Empire is a wholly-owned subsidiary of McLane Company, providing alcoholic beverage distribution in the southeastern U.S., employing more than 800 persons.

The company has initiated plans to construct a 165,000-square-foot facility and hire 15 new full-time employees in addition to their existing 92 employees in the region. Positions at the new facility will include drivers, transportation support, warehouse, maintenance, inventory control, customer service, sales and management. The average annual wage for jobs created will be \$40,000 plus health, dental, optical, vacation and 401K benefits. Empire will invest approximately \$14 million in their new Henderson County location, most of which will be reflected through real property investment.

OUR PLACE





THE COMPETITIVE ASSESSMENT COMPARISON



In 2002, a Competitive Assessment was performed by Lockwood Greene to benchmark Henderson County's strengths, neutrals and weaknesses against selected peer communities (Morgan, AL; Spartanburg, SC; Blount, TN; Chesterfield, VA, etc.) The assessment measured 24 economic development factors from the perspective of business investment: How an outside business investor might view the area and its communities as a potential location for a new facility or as a location for an expansion of an existing facility.

To start the 13-14 fiscal year, HCPED Board members were surveyed on the same 24 factors. The results, shown below, demonstrate improvement in many categories and reinforce the Partnership's continued commitment to addressing our primary weaknesses, industrial land costs and availability, immediate labor availability and potential available workers.

2002

Potential available workers Labor productivity, work ethic & labor management relations Blue Ridge Community College & technical training K-12 education Quality of life Health care Proximity to a metro area with national visibility Favorable economic geography & highway access Ground transportation

2013 STRENGTHS

State & local taxes Labor productivity, work ethic & labor management relations Blue Ridge Community College & technical training K-12 education Quality of life Health care Proximity to a metro area with national visibility Favorable economic geography & highway access Ground transportation Telecommunications Electricity & natural gas Perceived business climate Unified support & vision for economic development Resources devoted to economic development Air transportation

NEUTRAL

Labor cost Immediate labor availabilitly Air transportation State & local taxes State & local incentives Water & sewer Telecommunications services Electricity & natural gas State & local incentives Water & sewer Cooperation among regional governments Labor cost Health insurance costs Cost of living

WEAKNESS

Industrial land cost & availability Perceived business climate Unified support & vision for economic development Cooperation among regional governments Resources devoted to economic development Cost of living Health insurance costs Industrial land cost & availability Immediate labor availability Potential available workers



PRESIDENTAL MEMBERS

Asheville Regional Airport

Bank of North Carolina 🗗

Carolina Specialties

Cason Companies, Inc.

City of Hendersonville

Dixon Hughes Goodman, LLP

Johnson Price Sprinkle PA 🗗

Kimberly-Clark Corporation

Morrow Insurance Agency,

Kiln Drying Systems &

Components, Inc. B

Legacy Paddlesports

Margaret R. Pardee

Memorial Hospital

SELEE Corporation

Tennoca Construction

Inc.

SunTrust

TD Bank

Company 🗗

Town of Fletcher

Town of Mills River

UPM Raflatac, Inc.

Western Carolina University

Construction

Clement Pappas

Henderson County

HomeTrust Bank

IMOCO. Inc.

Elkamet 🖶

Ferncliff

EXECUTIVE MEMBERS

AT&T

All-States Medical Supply, Inc. BB&T Bazzle, Carr & Parce, P.A. BorgWarner Thermal ECS Carolinas, LLP **Energy United Propane** Flavor 1st Growers & Packers Fletcher Business Park HD Investors, LLC Haynes Wire Company Henderson Oil Company Hendersonville Lightning Hoyle Office Solutions, Inc. Inn on Church **Investors Realty Group** MB Kahn Construction Co. 🖻 Macon Bank Moss & Associates **PNC Bank** Ray Denny (Coldwell Banker King) 🖻 Reaben Oil Company Thos. Shepherd & Son Sierra Nevada Brewing Company Southern Alarm & Security Town of Laurel Park

Van Wingerden International

WGLA Engineering

Wells Fargo 🖶

GENERAL MEMBERS

ASG (AGI Shorewood)

Accurate Technology, Inc. 🖻

Advanced Business Equipment

Advanced Data & Network Solutions ₽

Advanced Technical Welding, Inc.

Altamont Environmental, Inc. 🔁

The Alternative Board \mathbb{P}

Atlas Bolt & Screw, Inc.

Beverly-Hanks & Associates

Blue Ridge Metals Corporation

Boyd Automotive

Brown & Bigelow

Byers Precision Fabricators

Carl E. Shaw, CPA, PLLC

Carolina Alliance Bank

Carolina Information Technology Resource Corp.

Carolina Smile Makers, Dr. Pete Richards, DDS

ClearWater Environmental, Inc.

Community Foundation of Henderson County 🔁

CoveStar Investment Realty Advisors

Dave Steel Co., Inc.

Dunlap Construction 🏱

Egolf Motors

Excel Consulting Group, LLC

Exit Realty Vistas 🏱

Farmhouse Graphics

▷ New Members♣ Increasing Members

KEY



Fletcher Warehousing Company

Hajoca Corporation 🖻

Henderson County **Education Foundation**

Henderson County Public Schools

Henderson County Tourism **Development Authority**

Hendersonville Country Club, Inc.

Hendersonville Printing Company

Holiday Inn Express

Horizon Heating & Air Conditioning

i2 Marketing, Inc. 🖻

IPM Corporation

Industrial Chemical Company

Kenmure Enterprises, Inc.

Kenneth R. Youngblood

Manual Woodworkers & Weavers, Inc.

Mars Hill University

Mast General Store

Mattern & Craig, Inc.

McDonald's - Edwards Group

McGill Associates 🖻

Meritor

Miller Brothers

Miller's Fine Dry Cleaning

Morosani & Associates

Mountain Credit Union

Mountain Inn & Suites

National Technical Honor Society

Norm's Minit Marts

NC Department of Commerce Division of Workforce Solutions

The Obsidian Collective

Park Ridge Health

Pepsi-Cola Bottling Company

Platt Architecture, P.A.

Prince Manufacturing S&ME

Southeastern Sureties Group Southern Concrete Materials Standard Tytape Company **Stuller Power Solutions** Summit Marketing Group Sycamore Cycles The Times-News Turf Mountain Sod United Community Bank United Way of Henderson County Village of Flat Rock Vocational Solutions of Henderson County Ward and Smith, P.A. Waverly Inn Wells Fargo Advisors

Whitney Commercial Real Estate Services

<u>Wilsonart</u> International

Wingate University

THANK YOU PATRON MEMBERS

ASHEVILLE SAVINGS BANK

Continental 🟵





PSNC ENERGY

Natural Gas. Making Everyday Life Bette





Blue Ridge

COOPER







Henderson County Partnership for Economic Development

