

Greetings from





Positioning Smaller Communities for a Prosperous Future: Framing the Issue.

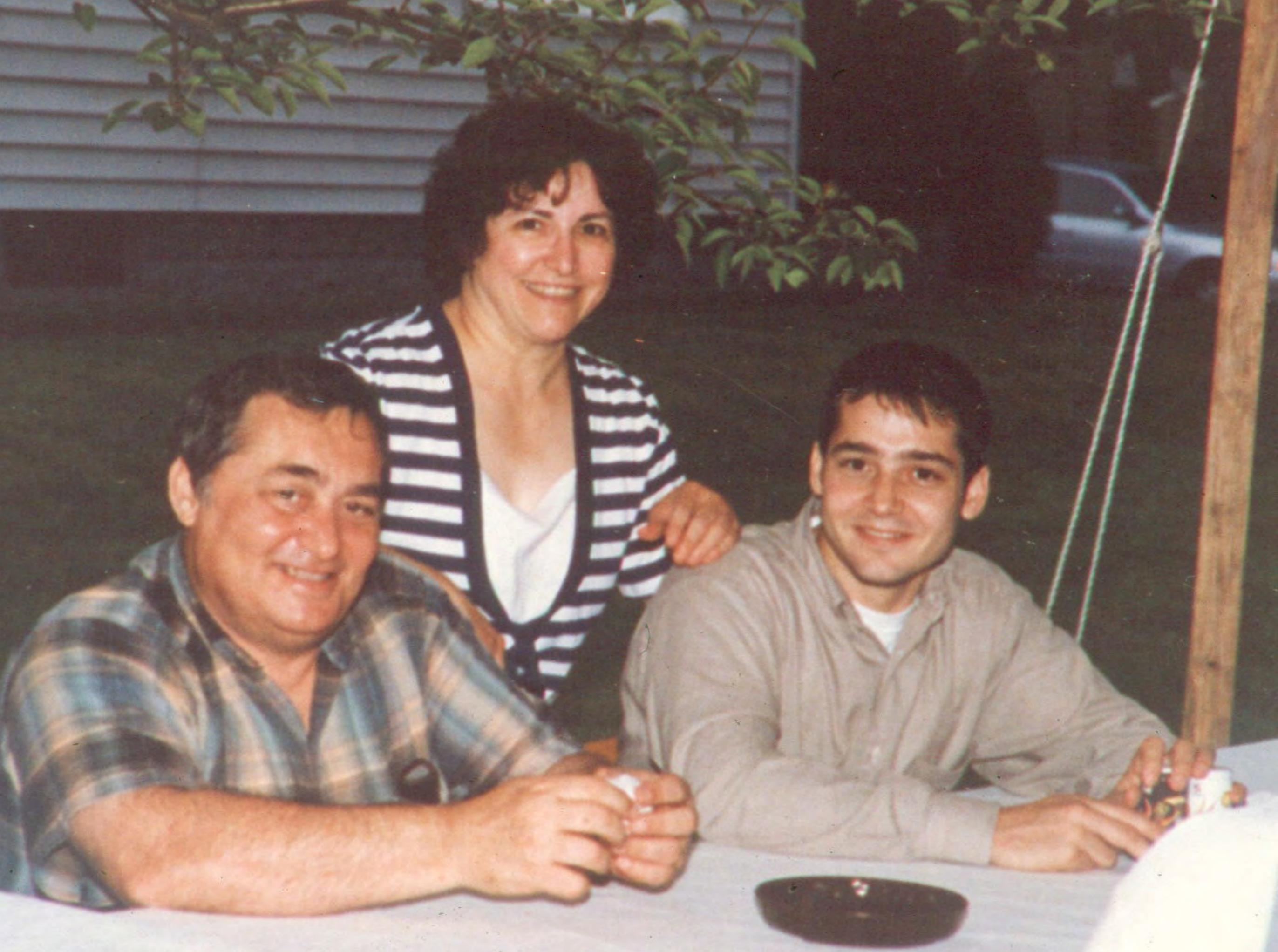
DNA

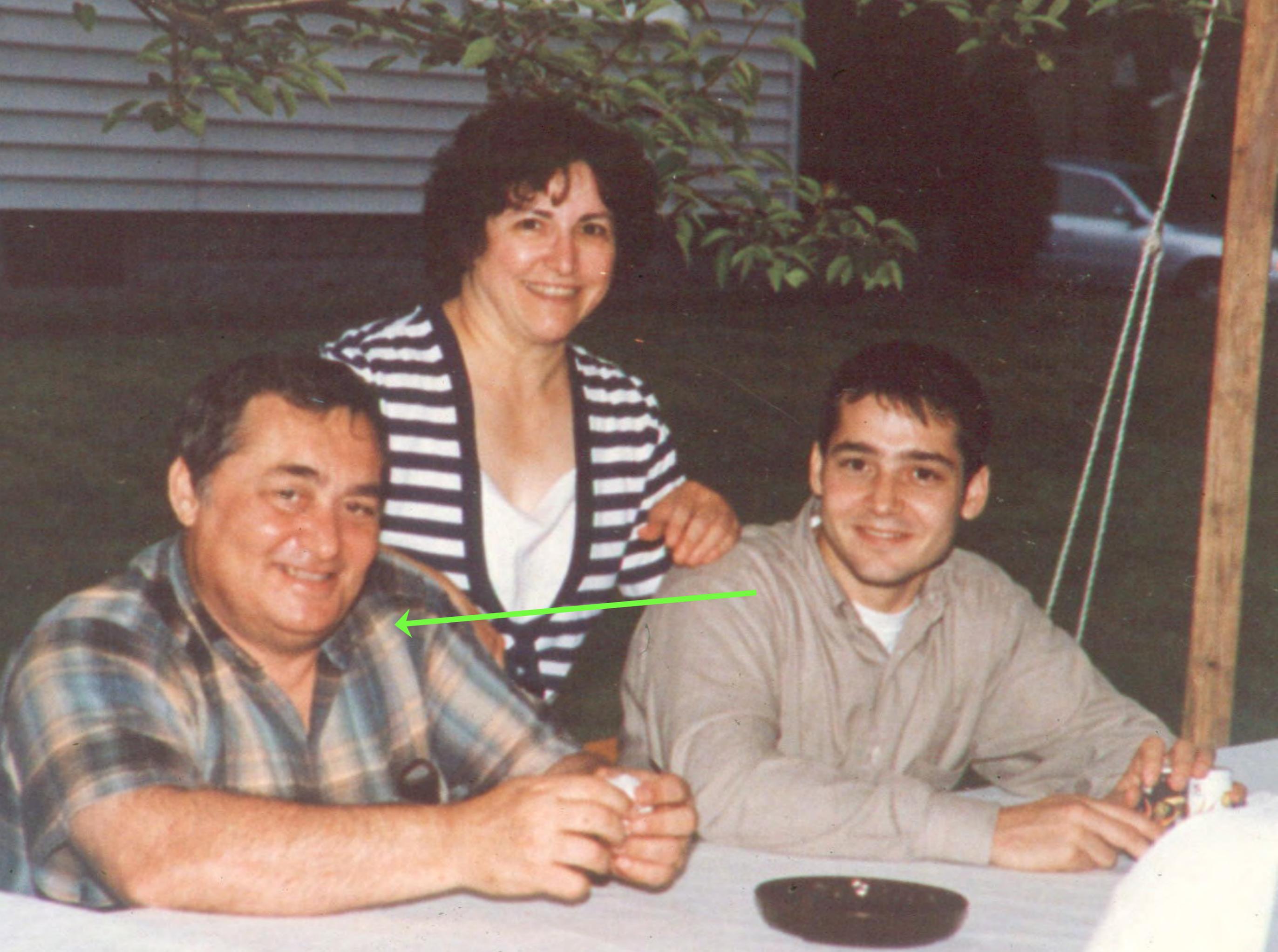


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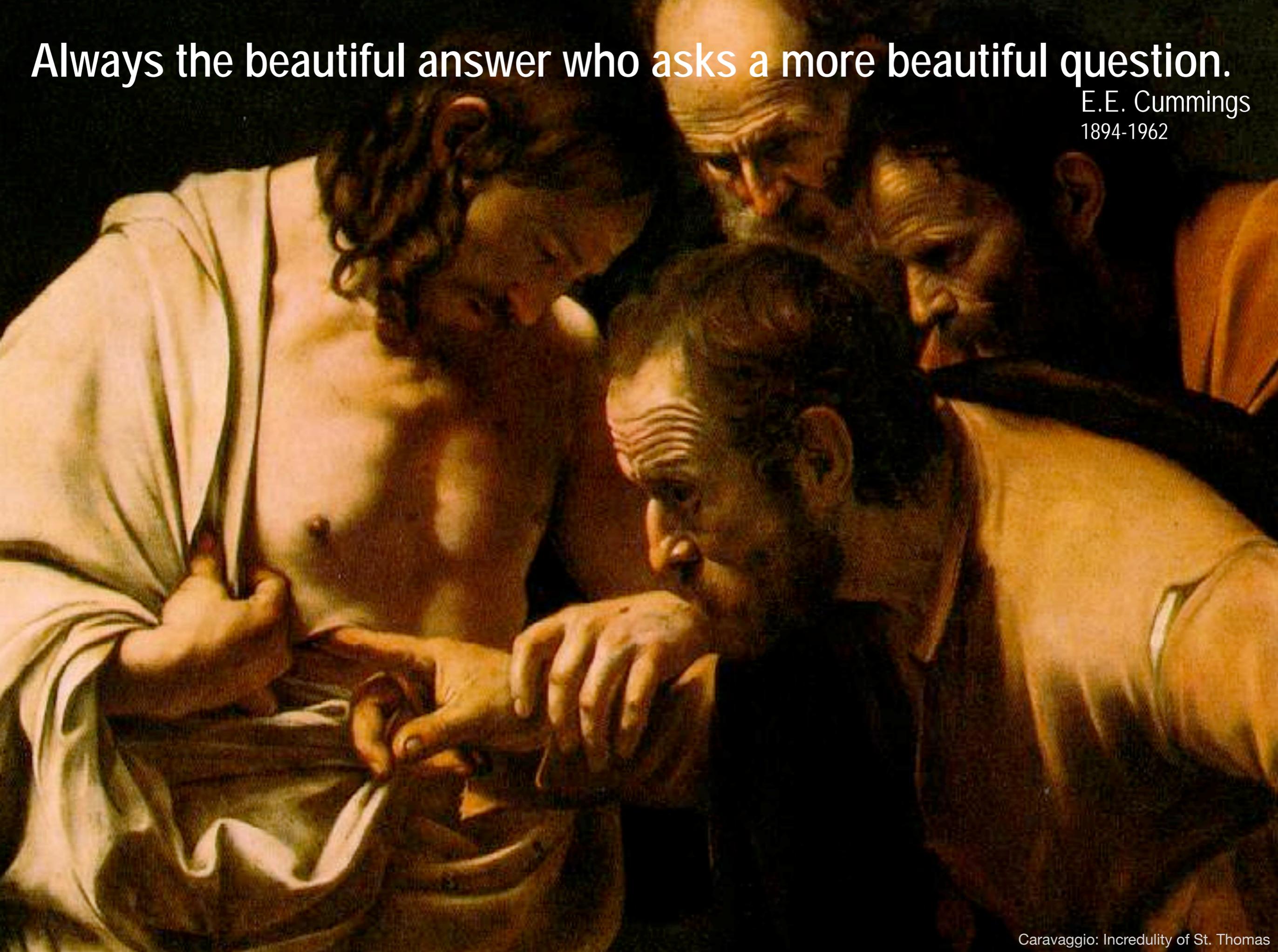


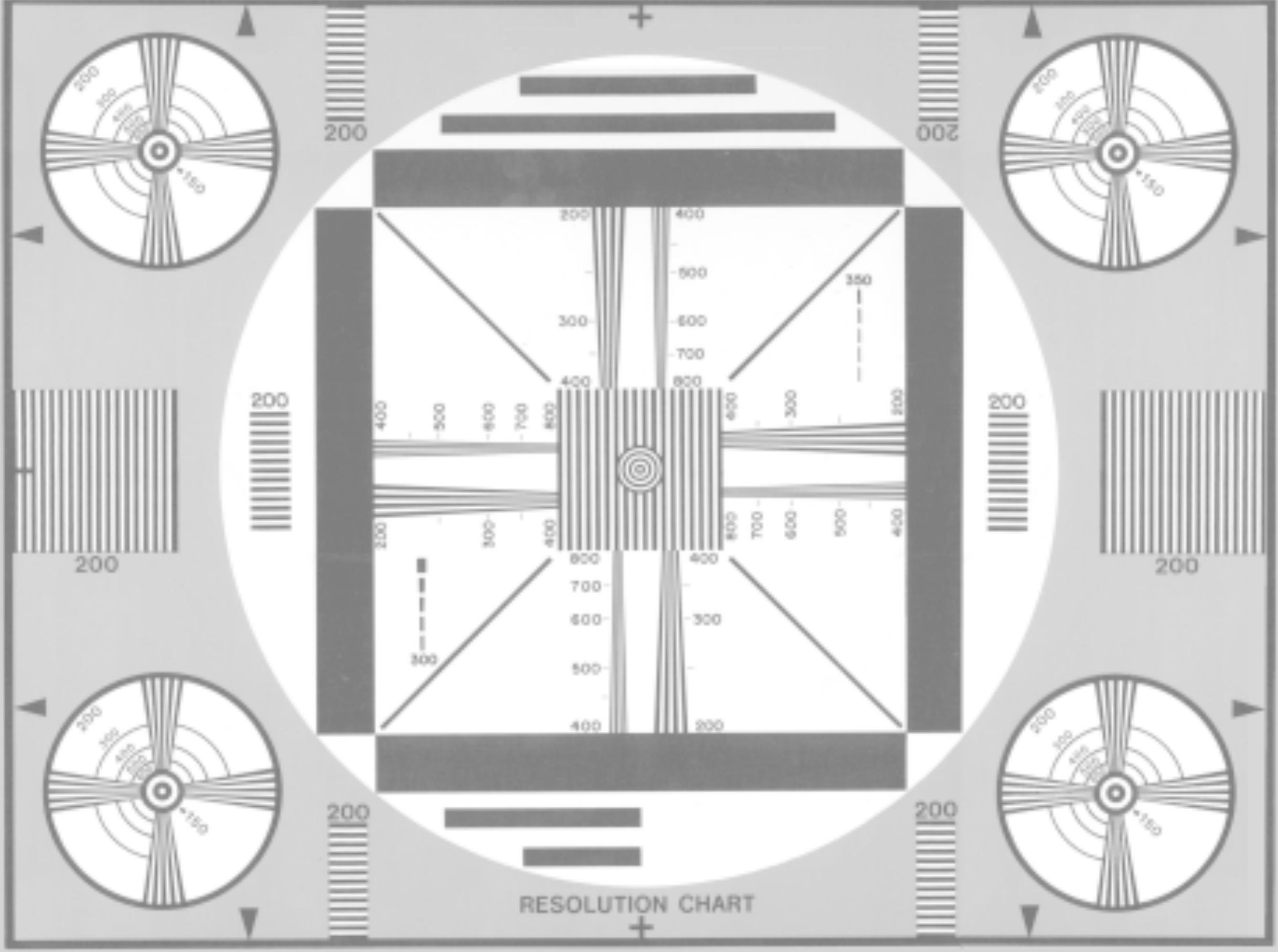




Always the beautiful answer who asks a more beautiful question.

E.E. Cummings
1894-1962





RESOLUTION CHART



Diamond

Trapezoid

Octagon

Square

Circle

Oval

Triangle

Rectangle

Pentagon

Pictures

"Inside Shapes"

Melissa

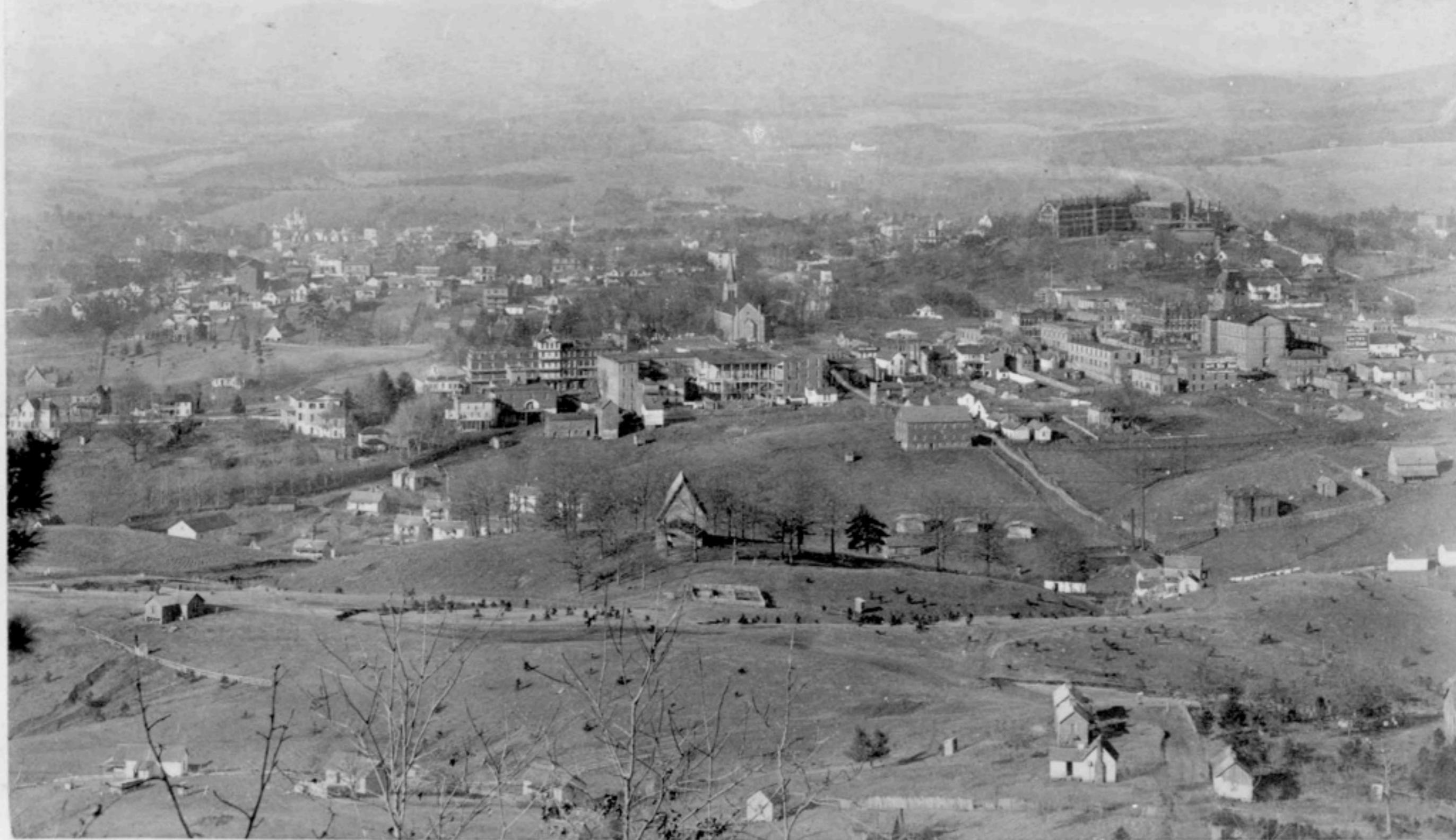
We're blending what we see but we aren't allowing ourselves to be victimized by what we see.

Billy Beane
General Manager
Oakland Athletics





North Carolina Collection, Pack Memorial Public Library, Asheville, NC



ASHEVILLE AND VICINITY.

1-11

Things Change...



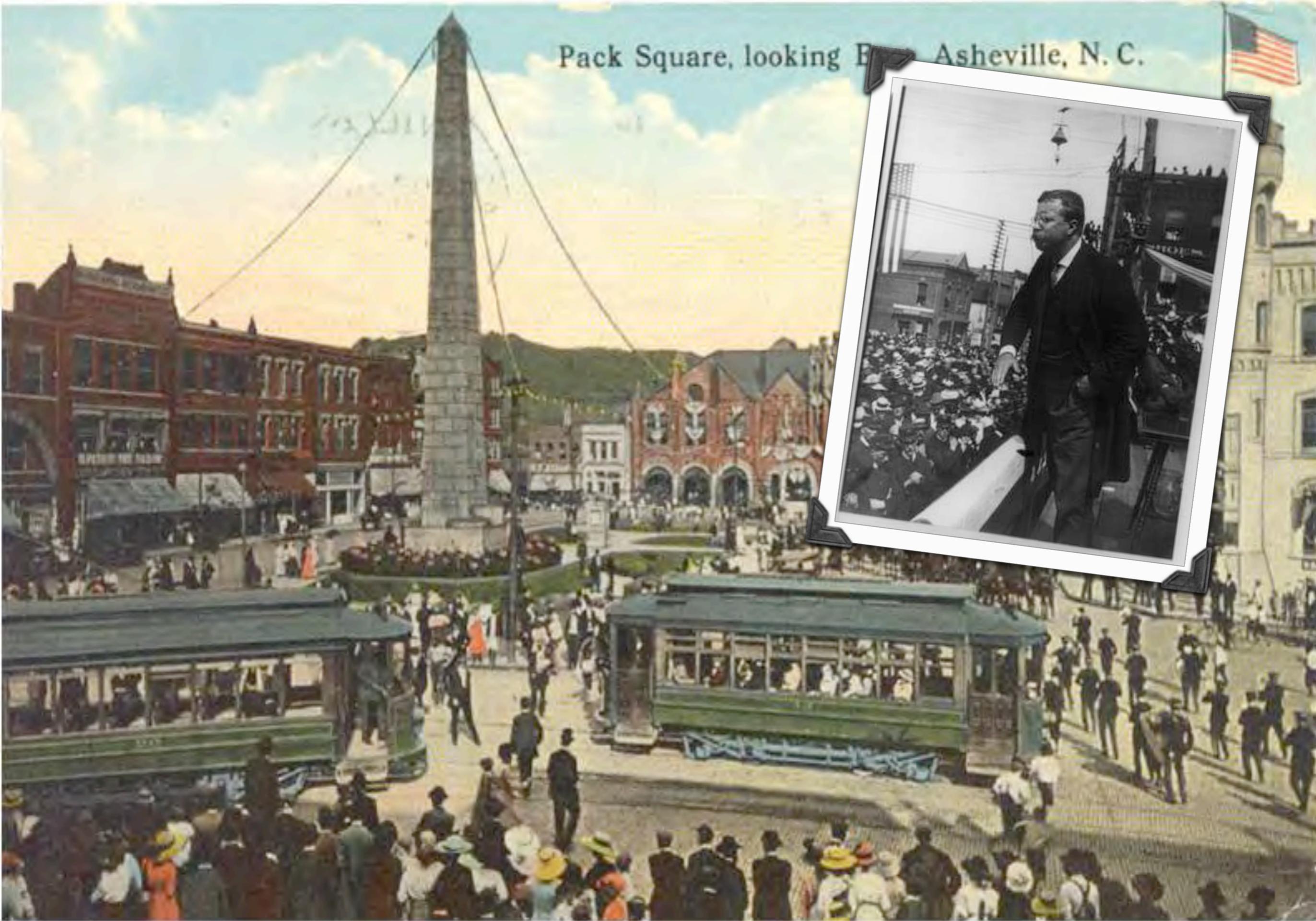


The 3 T's - Trains, Tourism, & Tuberculosis

Pack Square, looking East, Asheville, N. C.



Pack Square, looking E Asheville, N. C.



During the 1920's

- Asheville grew by 20% population/year
- Achieved the highest debt per capita in the entire US
- Second largest city in NC, larger than Charlotte
- City thought it had \$5M in bank, but when the audit on the bank happened, it was discovered to only be \$18,000
- 3 days after the elected officials were indicted, the Mayor committed suicide





Asheville has squandered fabulous sums.
They've flung away the earnings of a lifetime.
They've mortgaged those of a generation to come.
They have ruined a city,
and in doing so,
have ruined themselves, their children, and their children's children.

Thomas Wolfe

Author (1900-1938)
You Can't Go Home Again

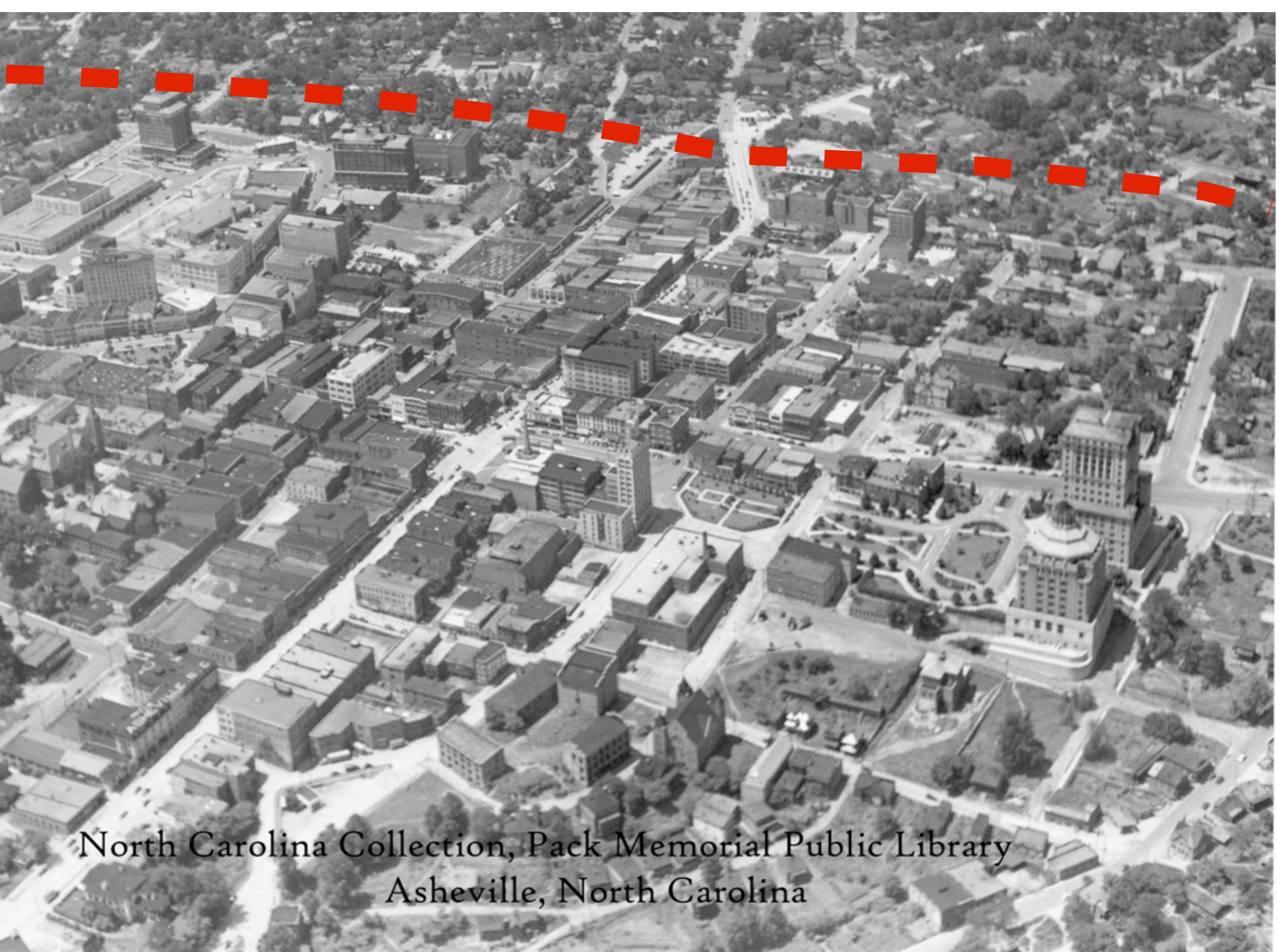
The Decline Began in the 50's & 60's

Development outside of downtown was encouraged by the new expressways.



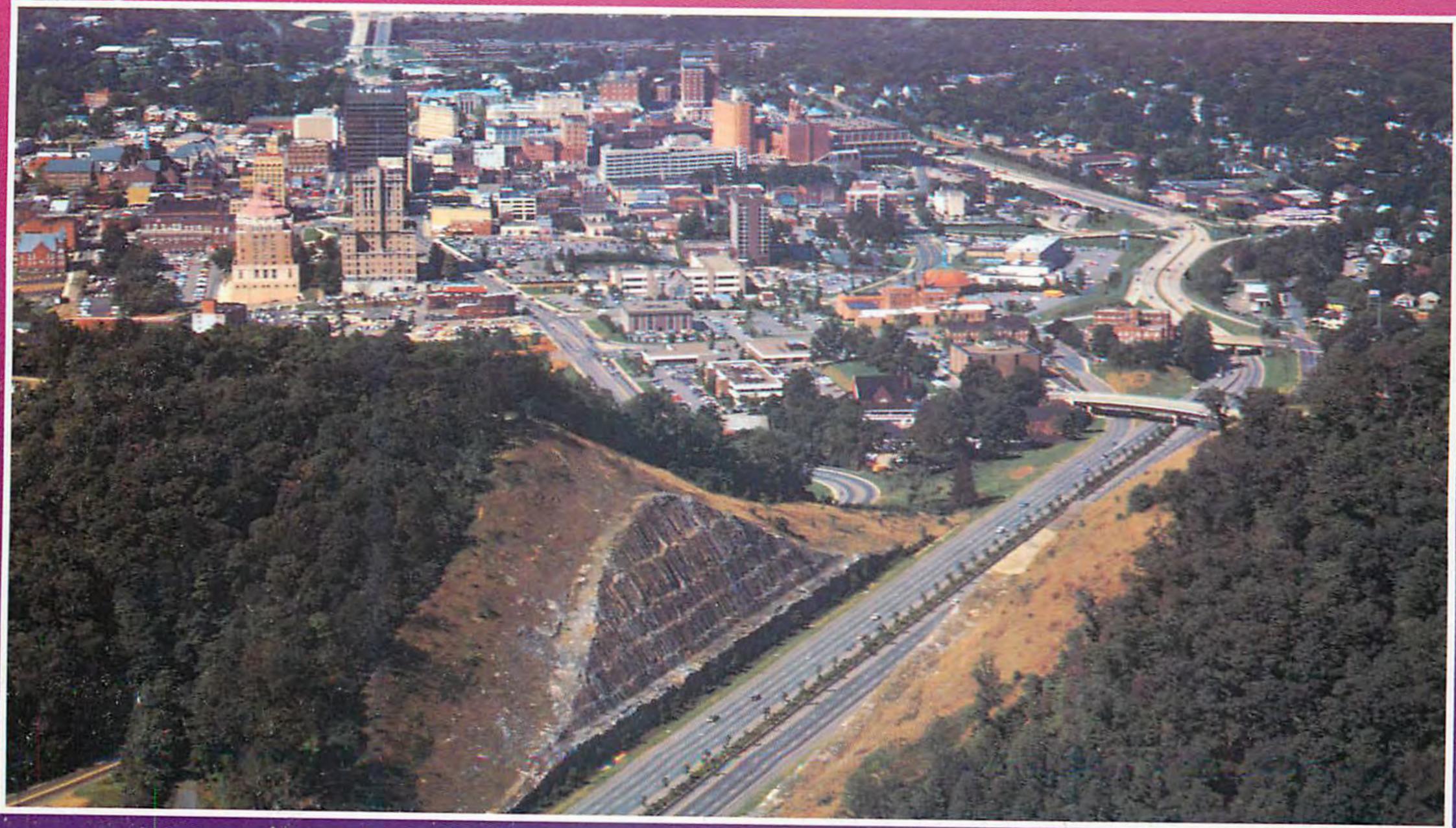


North Carolina Collection, Pack Memorial Public Library
Asheville, North Carolina



North Carolina Collection, Pack Memorial Public Library
Asheville, North Carolina





Asheville, N.C.

Land of the Sky

The
73
acre
Asheville
Mall



plus

In the 70's and 80's our downtown died





Coca-Cola

Money Saver...
Buy Coke in 16 oz.
returnable
resealable
bottles



HAVE A HAPPY DAY

FRANLSTEIN'S
LARD OFFICE

ADULT BOOK STORE

SQUARE CAFE

PICK SQUARE CIGAR STORE

PICK SQUARE CIGAR STORE

PEPPER

CLUB









**OUR
ANSWER
WAS...**



....ALUMINUM



RYDER

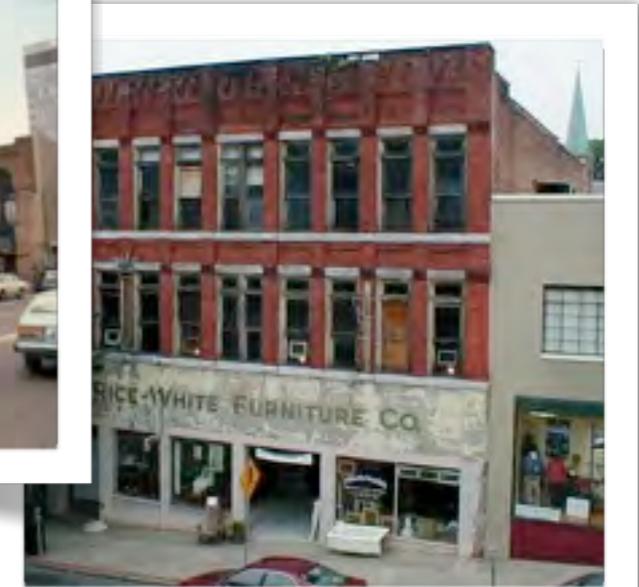
NOTE: IS EQUIPPED WITH
RYDER



R

CRAFT

In the 70's and 80's our
downtown died.



Asheville's de facto motto was:

“That will never work here - don't even try.”

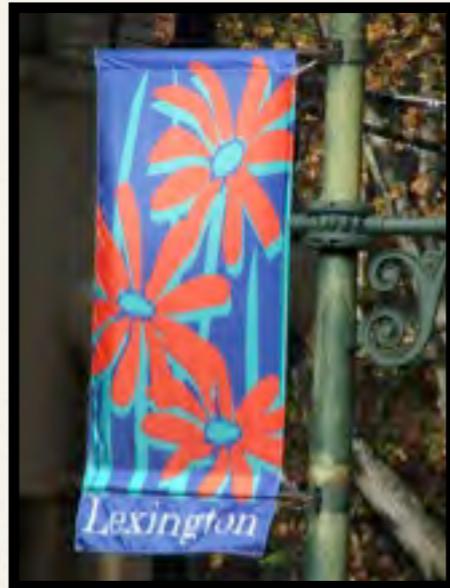
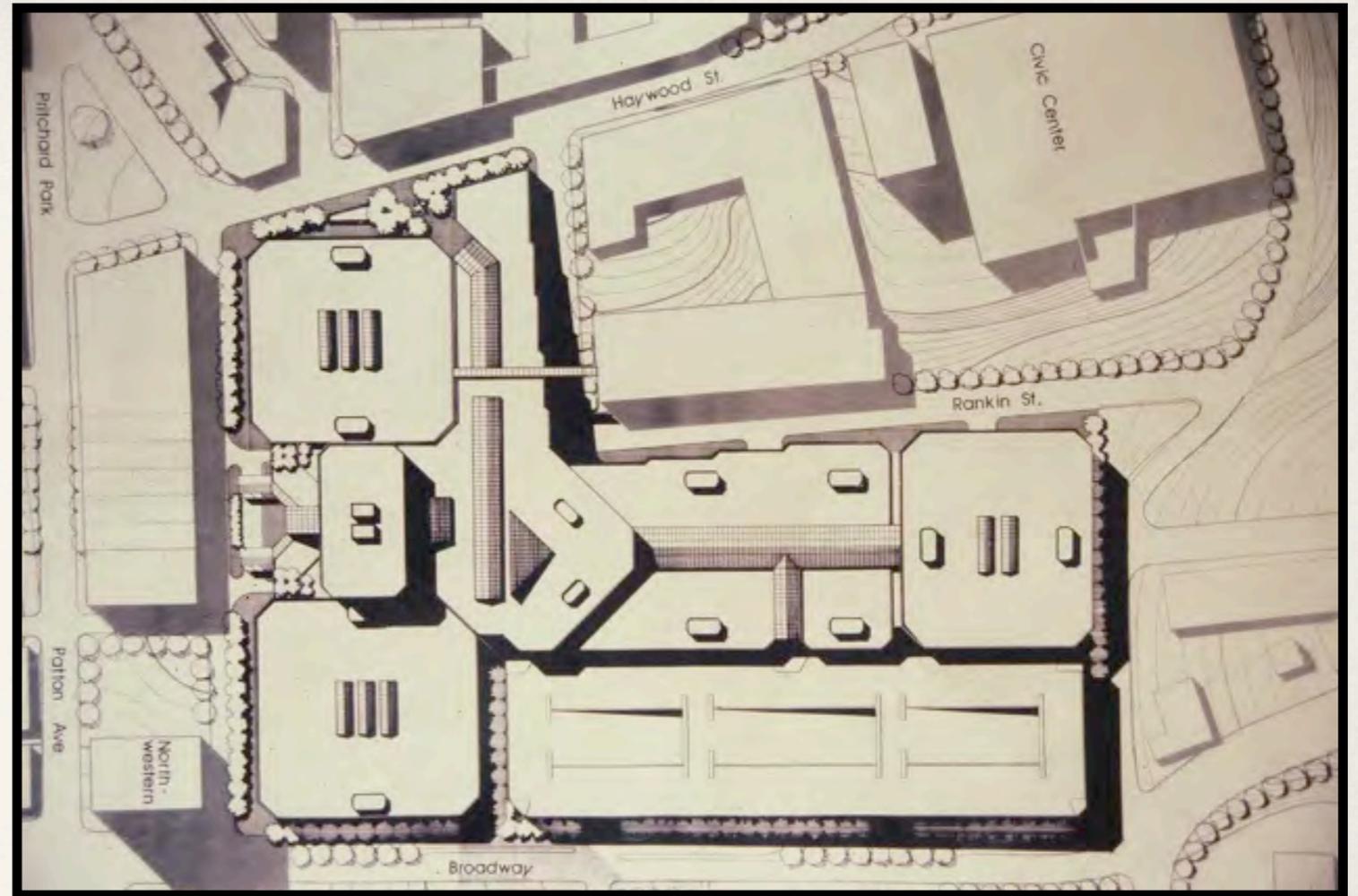


Community Event Supporter

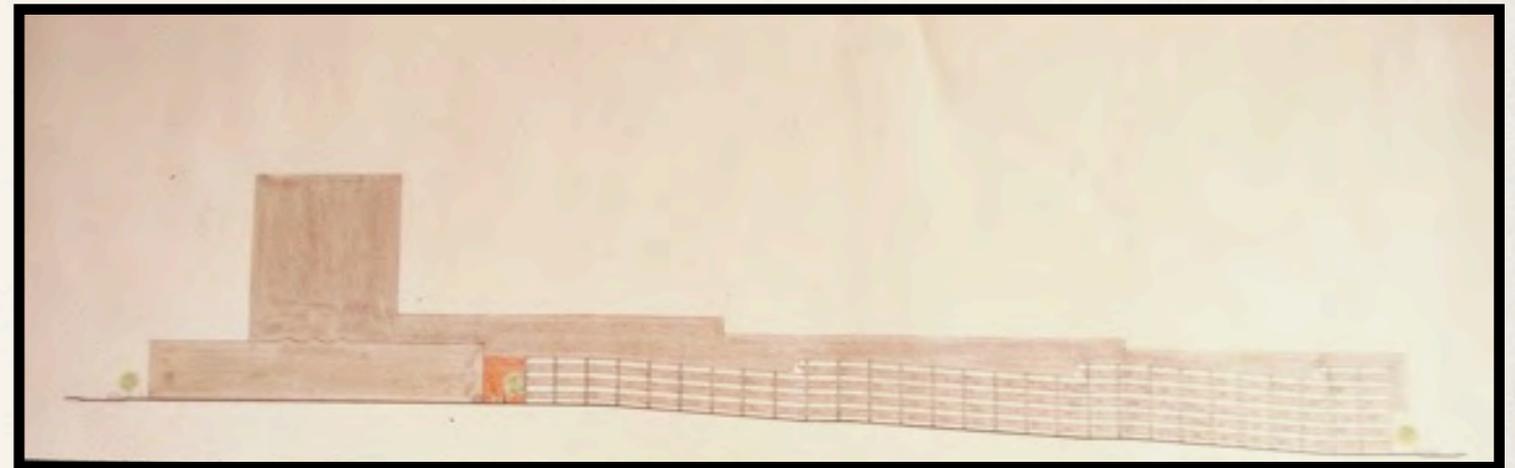
Mixed-use
investments



Lexington Streetscape



Lexington Park Banners



Helped with effort to fight downtown mall proposal

John Lantzius

Community Leaders With An Urban Vision



Mayor Lou Bisette



Norma Price



Ken Michalove

Wilma Bratton

Russ Martin



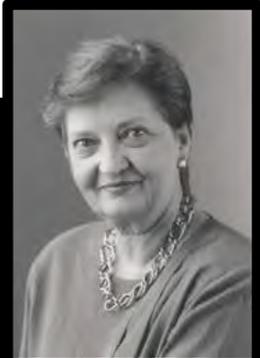
Bob Carr



James Geter



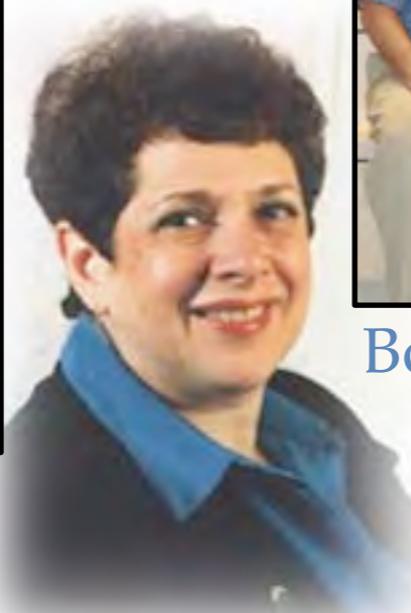
Doug Bean, City Manager



Robin Daniel



Dr. John Grant



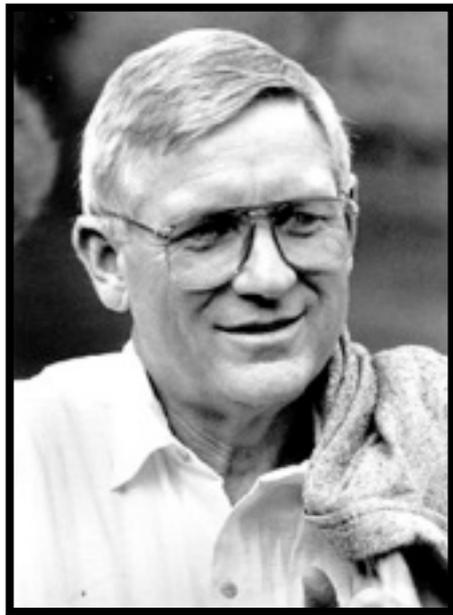
Barbra Field



Rick Ramsey



Leslie Anderson



1928 - 11/19/1994



AB Vision Project



Downtown Streetscape Plan



1st Market Rate Housing in 50 Years

The Urban Trail



WCQS



Urban Design Vision Plan



Pack Place Museum

Roger McGuire

Community Leaders With An Urban Vision

the Dogwood Fund

The Orange Peel



Julian Price

1941 - 11/19/2001

Salsa's
& Zambras



Urban3

51 Biltmore

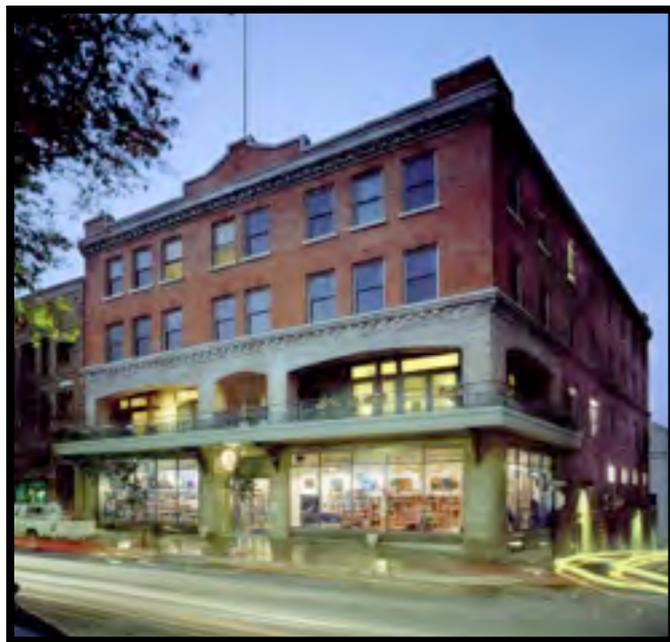
Public Interest Projects



The Public Service Building



City Watch



The Mountain Xpress



the Alternative Reading Room



The Laughing Seed



Community appearance and tourism: What's the link?

by Edward T. McMahon

The colorful brochures American cities and towns use to promote their charms are always filled with attractive scenes: sunsets, azaleas in bloom, historic house museums beautifully photographed. The reality is often not so lovely. Back away from the great columned house and you'll find, as likely as not, a fast food restaurant with screaming red roof to one side, and to the other a parking lot that is barren except for a flashing portable sign and a towering billboard. The brochure is handsome; the city is not.

There is an immense but too often ignored relationship between community appearance and tourism. As Mark Twain once said, "We take stock of a city like we take stock of a man. The clothes or appearance are the externals by which we judge." Unfortunately many tourism officials are far more concerned with marketing and promotion—creating fancy brochures and compelling ads—than they are with protecting and enhancing the product they are trying to sell.

Tourism involves much more than marketing. It also involves making destinations more appealing. This

means conserving and enhancing a destination's natural tourism assets. It is, after all, the heritage, culture and natural beauty of a community or region that attracts tourists. But today a person dropped along a road outside of most American cities (whether tourist destination or not) wouldn't know where he was because it all looks the same. Is it Albany or Pittsburgh? Clarksdale or Cowpens? Providence or Pitts-

The truth is, the more a community does to enhance its unique set of assets, whether natural, architectural, or cultural, the more tourists it will attract. On the other hand, the more a community comes to resemble Anyplace, U.S.A., the less reason there will be to visit. Make a destination more appealing and people will stay longer and spend more.

The special places didn't get that way by accident

Clearly, certain places have more appeal than others. But no place will retain its special appeal by accident. Without exception those places that have successfully protected their uniqueness—whether natural or man-made—are those places that have used vision, management and control to protect the features that make them special. Without planning and management, tourism can destroy the very attributes—both natural and man-made—that people come to see. As a result, local policies that shape growth and development are critical to the success of tourism development efforts.

Many cities have gotten used to ugliness, accepting it as inevitable to progress. But there are others across America who have begun an active push for a more appealing environment. The tools to make a community memorable and beautiful



The poignant contrast: The new look for Patton Avenue has rows of trees, all wiring underground and old-fashioned street lights, but still retains the intrusive billboards. "Wherever possible install underground wires and screen unsightly intrusions; prohibit billboards and strictly limit the size, height and number of other outdoor signs," suggests the author.

CityWatch/Fall 1993/Page 7

Among cities with no particular recreational appeal, those that have preserved their past continue to enjoy tourism. Those that haven't receive almost no tourism at all. Tourism simply doesn't go to a city that has lost its soul.



Top Travel Destinations of 2007

Asheville: #5 of the top 12

Frommer's

Located in the Smoky Mountains, Asheville is a small college town with a thriving arts, culture, and gay & lesbian scene. It is home to the Biltmore Estate, the Thomas Wolfe Memorial, and Carl Sandburg's birthplace in nearby Flat Rock. Recently, Asheville has been drawing literati and celebrities who had gravitated to New Orleans as a hub of culture. With the Blue Ridge Parkway nearby, the area is also great for driving tours and shopping trips to numerous crafts and pottery shops (we suggest picking up a hand-made broom).



21 Places We're Going in 2011

#1 Asheville: Sample Arty Appalachian Culture



Get a taste of Asheville while it still feels local and before it goes global. On the edge of the alluring Smoky Mountains, the food and drink scene of the recently dubbed "Beer City USA" is the perfect compliment to the scenery. You'll find over 30 galleries and 20 music venues devoted to everything from folk pieces to modern mash-ups.

JACK SCHULMAN

53

BUYER'S MARKET

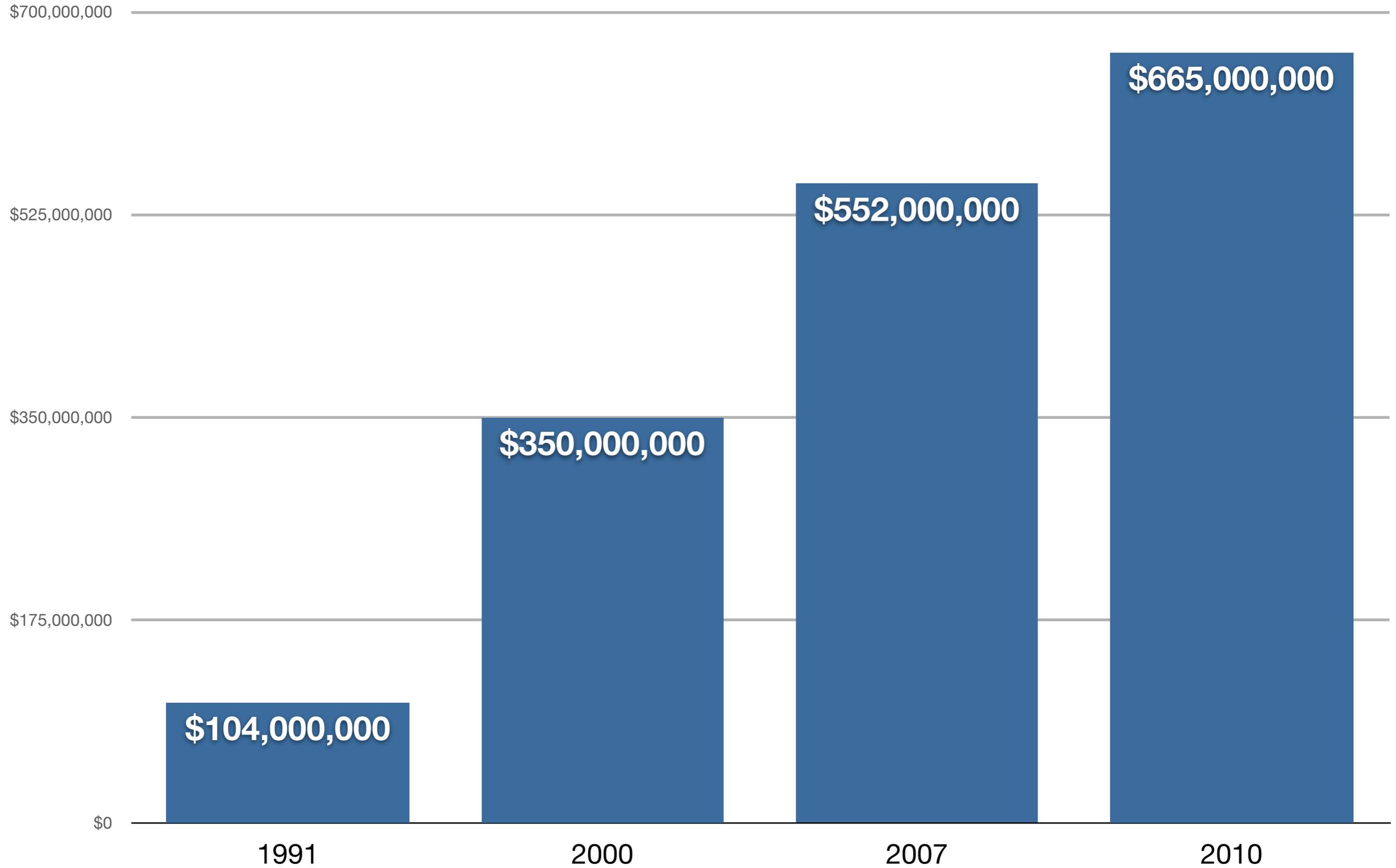




How do we talk about the numbers?



Asheville CBD Taxable Value





For 40 years this building remained vacant..... its tax value in 1991 was just over **\$300,000.**

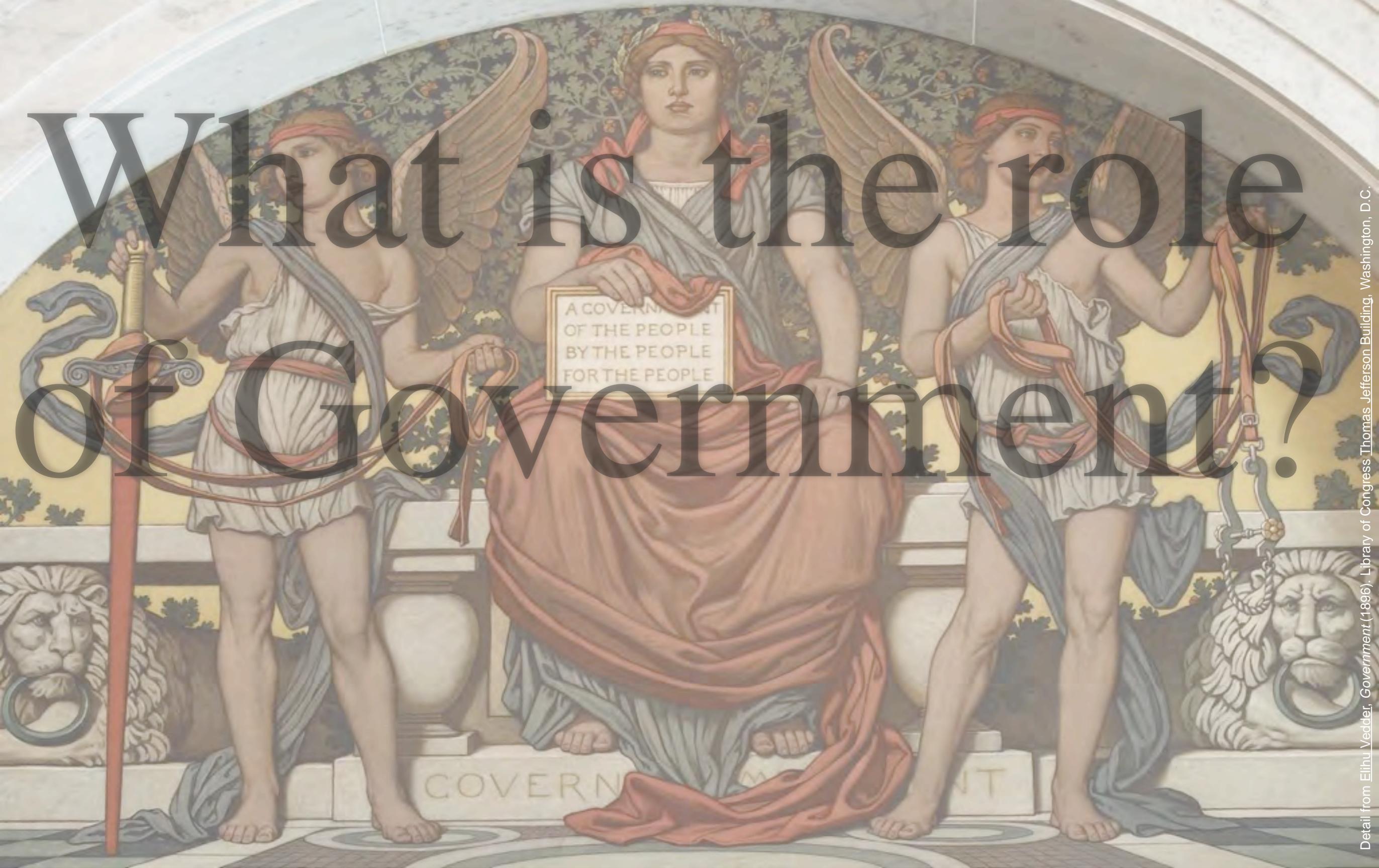


Old Penneys

Today the building is valued at over **\$11,000,000** an increase of over **3500%** in **15 years**

The lot is less than **1/5 acre**





Detail from Elihu Vedder, *Government* (1896). Library of Congress Thomas Jefferson Building, Washington, D.C.

What is the role of Government?

A **corporation** is a formal business association with a publicly registered charter recognizing it as a separate legal entity having its own privileges, and liabilities distinct from those of its members. There are many different forms of corporations, most of which are used to conduct business.

Incorporation is the forming of a new corporation. The corporation may be a business, a non-profit organization, sports club, or a **government** of a new **city** or **town**.



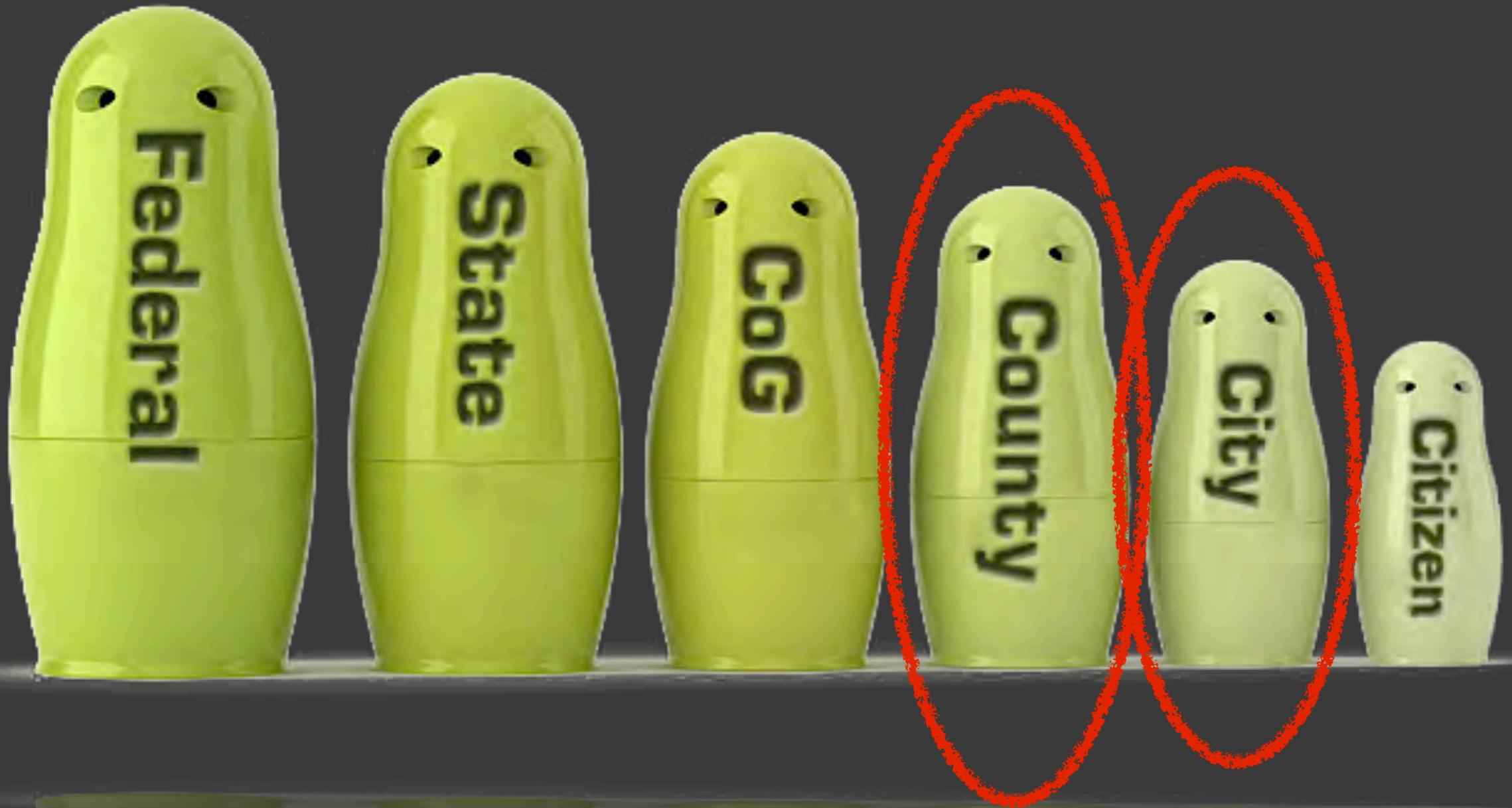
The corporation agreement

Government
Services

Property Owner
Taxation







Corporation(s)

Land Production



Walmart



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value
\$590,000 Value/Acre

Downtown



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value
\$58,900,000 Value/Acre

My House



0.13 Acres
1 unit (2 people + 2 dogs)
\$232,000 Tax Value
\$1,800,000 Value/Acre

Walmart



34.0 Acres

220,000 sf Building

\$20,000,000 Tax Value

\$590,000 Value/Acre

Downtown



0.19 Acres

54,000 sf. Bld

\$11,000,000 Tax Value

\$58,900,000 Value/Acre

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Walmart



34.0 Acres

220,000 sf Building

\$20,000,000 Tax Value

\$590,000 Value/Acre

\$6,500 Property Taxes/Acre

Downtown



0.19 Acres

54,000 sf. Bld

\$11,000,000 Tax Value

\$58,900,000 Value/Acre

\$634,000 Property Taxes/Acre

My House



0.13 Acres

1 unit (2 people + 2 dogs)

\$232,000 Tax Value

\$1,800,000 Value/Acre

\$19,542 Property Taxes/Acre

Property Taxes as a Crop

Wheat



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value
\$590,000 Value/Acre

\$6,500 Taxes/Acre

Cannabis



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value
\$58,900,000 Value/Acre

\$634,000 Taxes/Acre

Soybeans



0.13 Acres
1 unit (2 people + 2 dogs)
\$232,000 Tax Value
\$1,800,000 Value/Acre

\$19,542 Taxes/Acre

Property + Retail Sales Taxes

\$77,000,000
Retail Sales



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value
\$590,000 Value/Acre

\$6,500 Taxes/Acre
\$3,300 to City



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value
\$58,900,000 Value/Acre

\$634,000 Taxes/Acre
\$330,000 to City

Property + Retail Sales Taxes

\$77,000,000
Retail Sales



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value
\$590,000 Value/Acre

\$6,500 Taxes/Acre
\$3,300 to City



0.19 Acres
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\$58,900,000 Value/Acre

\$640,000 Taxes/Acre
\$330,000 to City

Property + Retail Sales Taxes

\$77,000,000
Retail Sales



34.0 Acres
220,000 sf Building
\$20,000,000 Tax Value
\$590,000 Value/Acre

\$6,500 Taxes/Acre
\$3,300 to City



0.19 Acres
54,000 sf. Bld
\$11,000,000 Tax Value
\$58,900,000 Value/Acre

\$640,000 Taxes/Acre
\$330,000 to City

Asheville Wal-Mart



\$ 50,800

Total Taxes/Acre to City

Downtown



\$ 330,000

Property Taxes/Acre to City

Asheville Wal-Mart



\$ 50,800

Total Taxes/Acre to City

Downtown



\$414,000

Total Taxes/Acre to City

Jobs per Acre

Asheville
WalMart



200 jobs @ 34.0 Acres

5.9

Downtown

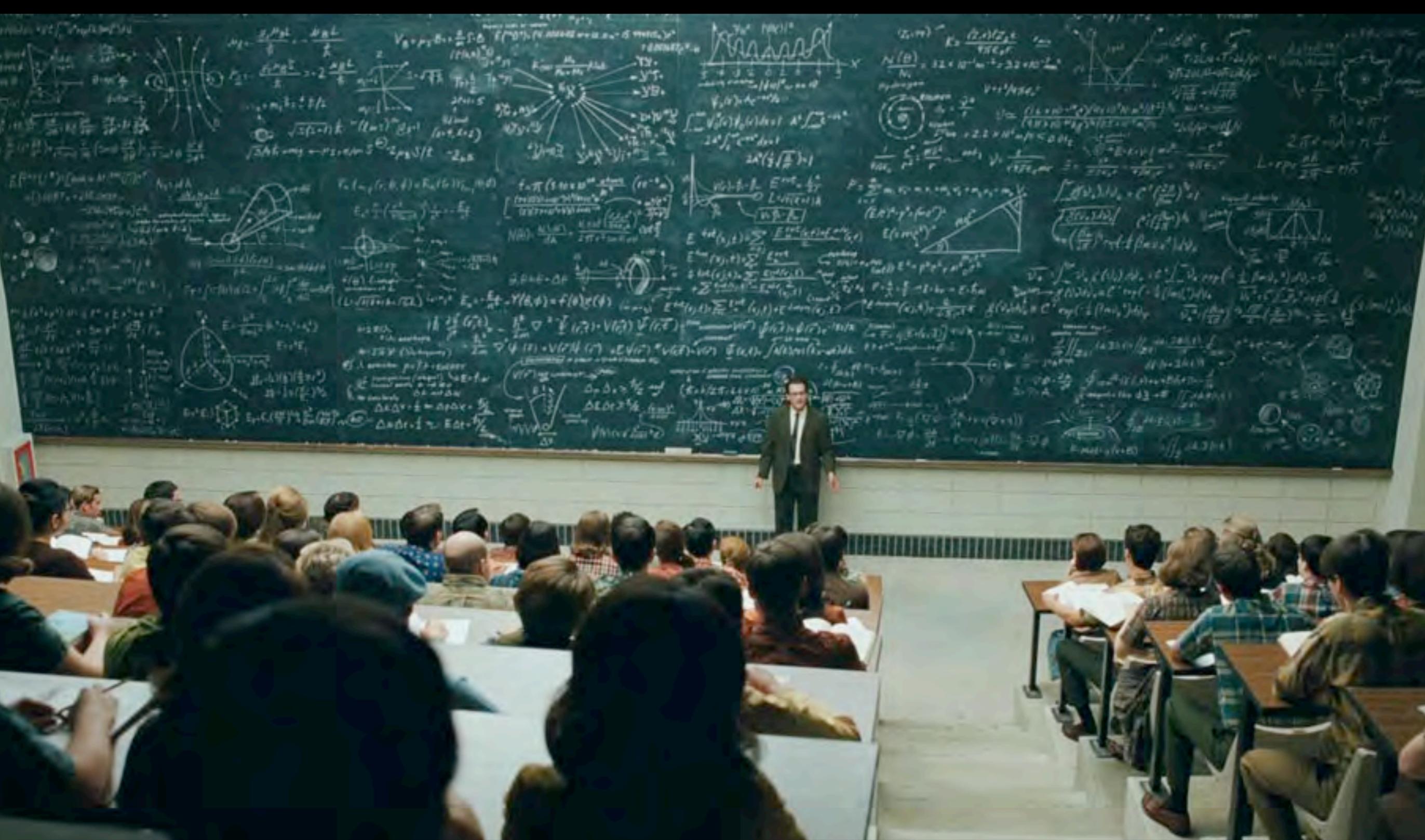


14 jobs @ 0.19 Acres

73.7



Land Consumed (Acres):	34.0	00.2
Total Property Taxes/Acre:	\$ 6,500	\$634,000
City Retail Taxes/Acre:	\$ 47,500	\$ 83,600
Residents per Acre:	0.0	90.0
Jobs per Acre:	5.9	73.7



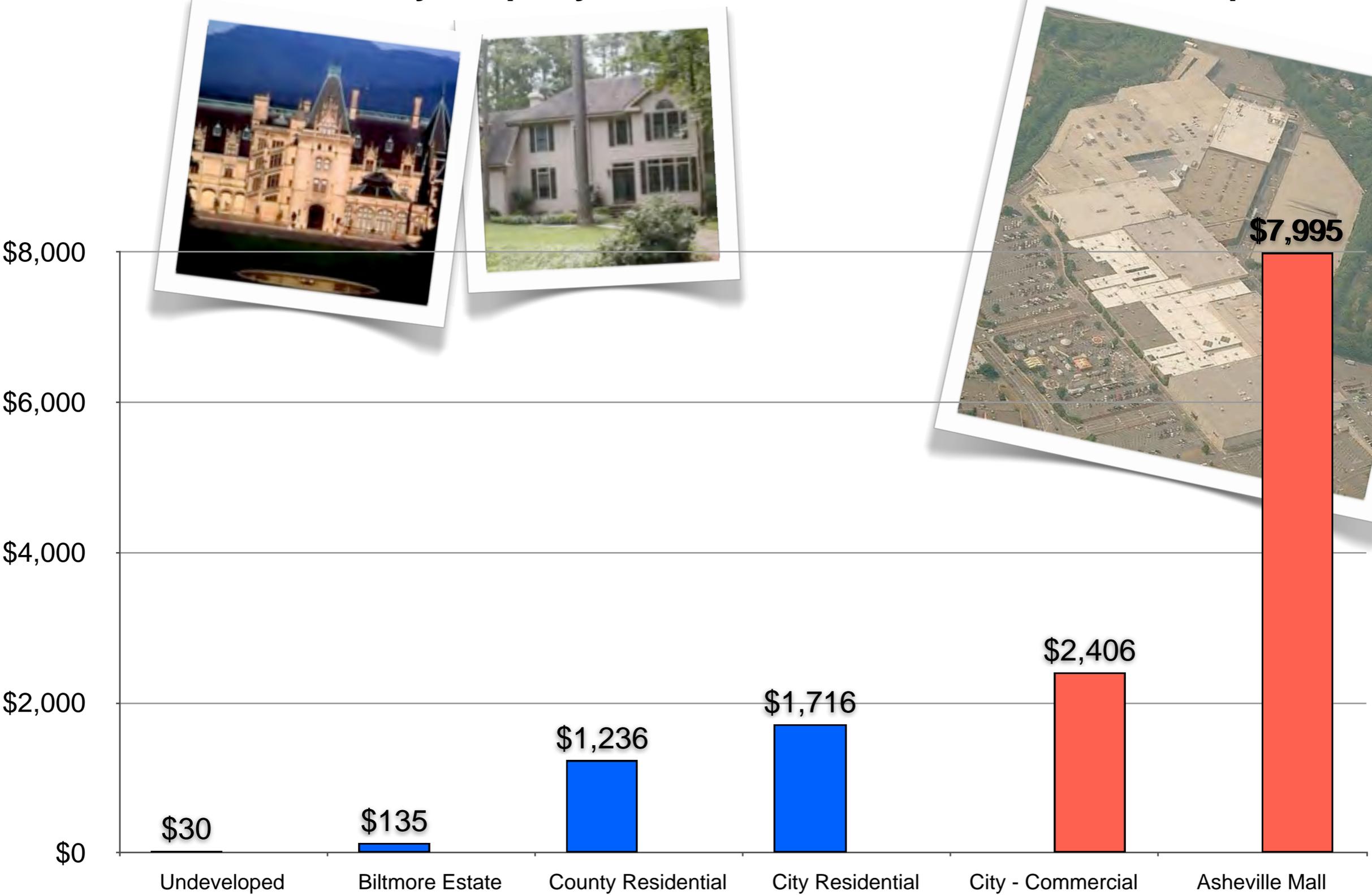
Scary Math

Buncombe County Property Tax Revenue Profile: 2007 Tax Yield per Acre



Residential

Buncombe County Property Tax Revenue Profile: 2007 Tax Yield per Acre



■ Residential
■ Commercial

Buncombe County Property Tax Revenue Profile: 2007 Tax Yield per Acre

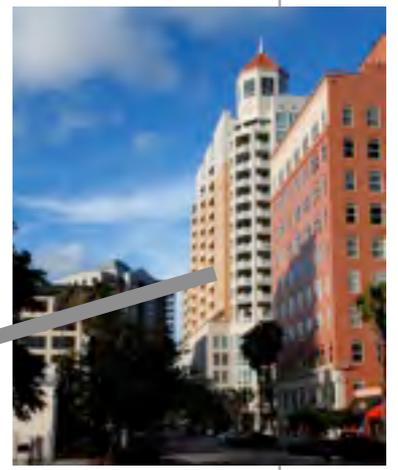
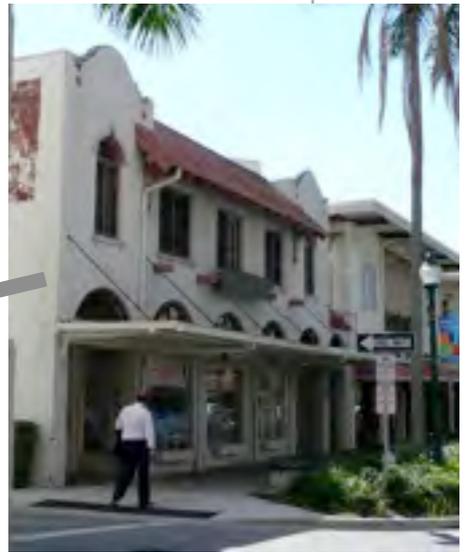
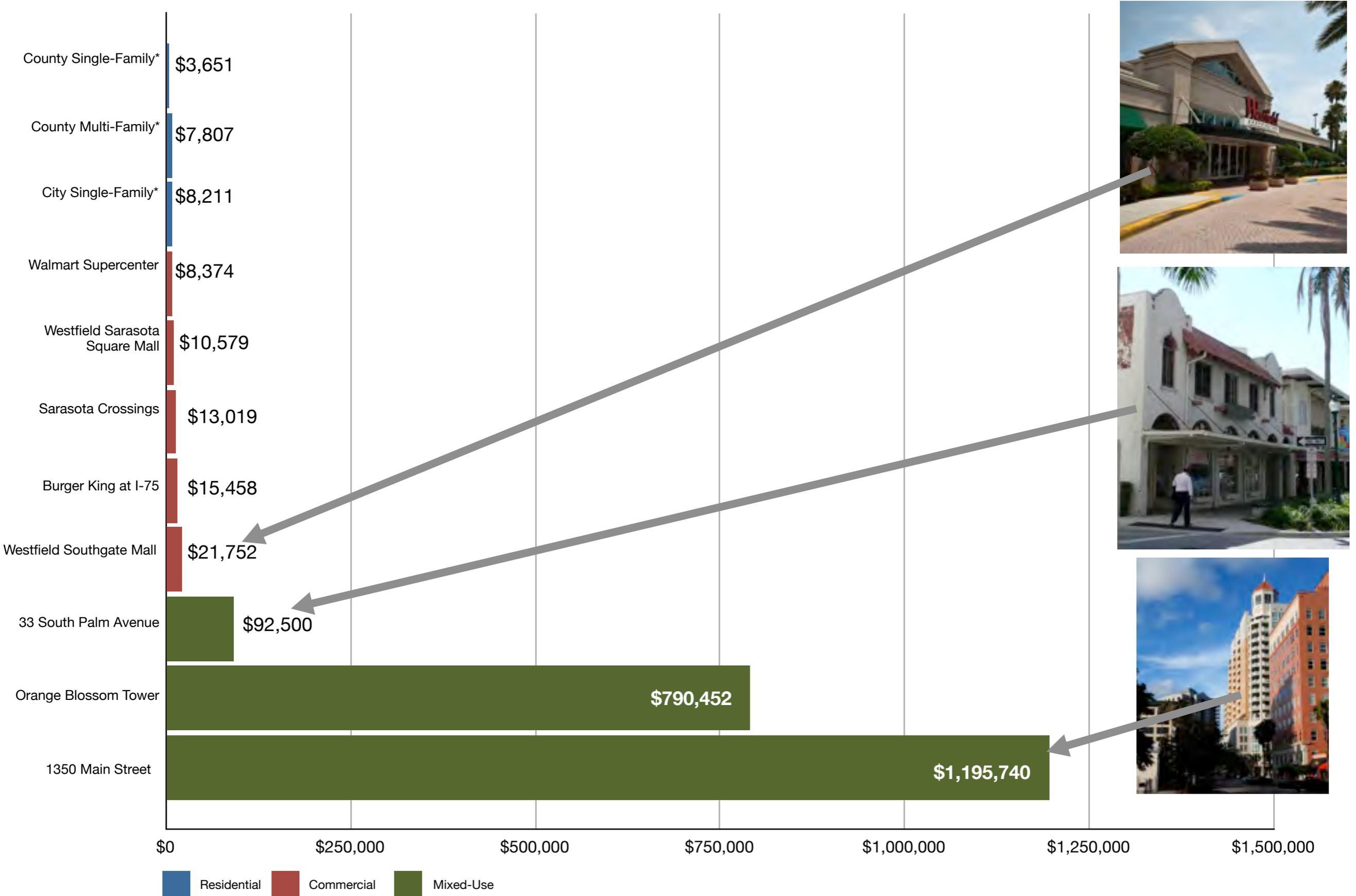




The Sarasota, FL

Case Study

Sarasota County Property Tax Revenue Profile: 2008 Tax Yield per Acre



■ Residential
 ■ Commercial
 ■ Mixed-Use

*Average values per Board of Realtors



\$3,700 pa/y

\$92,500 pa/y

ONE WAY

NO TRUCKS
UNDER 10 FT
HEIGHT

NO STOPPING
OR STANDING
ANY TIME

Do we balance out the cost?

Balance Sheet

As at 31 December 2005



	2005 £'000	2004 £'000
Fixed assets		
Intangible assets		
Goodwill		
Identifiable intangible assets		
Intangible assets		
Property, plant and equipment		
Property		
Plant and equipment		
Current assets		
Stocks		
Debtors		
Prepayments		
Cash and bank balances		
Current assets		
Current liabilities		
Trade creditors		
Other creditors		
Current liabilities		
Net assets		
Equity and reserves		
Share capital		
Reserves		
Equity and reserves		
Liabilities		
Long-term liabilities		
Long-term liabilities		
Liabilities		
Total		

THE SEARCH FOR EFFICIENT URBAN GROWTH PATTERNS:



How can communities direct their growth
into more efficient patterns of development?
What recipe of incentives and regulations can we follow?
These are the questions I put to you.
Governor Bob Martinez, May 22, 1988

The physical form in which new development is created in the
urban fringe of our metropolitan areas has a significant impact
on the local amount of resources (both environmental and
economic) needed to accommodate urban growth. Local gov-
ernments should explore development patterns that, in fact, ease
impact among alternative development patterns do, in fact, ease
cost burdens and adverse environmental effects.
The Costs of Sprawl, 1978

A Study of the Fiscal Impacts of Development in Florida

TOTAL EXTERNAL CAPITAL PUBLIC FACILITY COSTS

(Per Single Family Dwelling Unit)

Rank	DSA	Urban Form	Unit Cost
1	Downtown	Compact	\$9,251
2	Southpoint	Contiguous	\$9,767
3	Countryside	Contiguous	\$12,693
4	Cantonment	Scattered	\$15,316
5	Tampa Palms	Satellite	\$15,447
6	University	Linear	\$16,260
7	Kendall	Linear	\$16,514
8	Wellington	Scattered	\$23,960
AVERAGE			\$14,901

TOTAL EXTERNAL CAPITAL PUBLIC FACILITY COSTS

(Per Single Family Dwelling Unit)

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8	Wellington	Scattered	\$23,960
AVERAGE			\$14,901

Downtown

1350 Main
5 Points
Orange Blossom

197 Units
108,200 sf
\$193.35 M
1.9 acres

357 Units
569,928 sf
\$18.9 M
30.6 acres

NW Corner of Fruitville & I-75



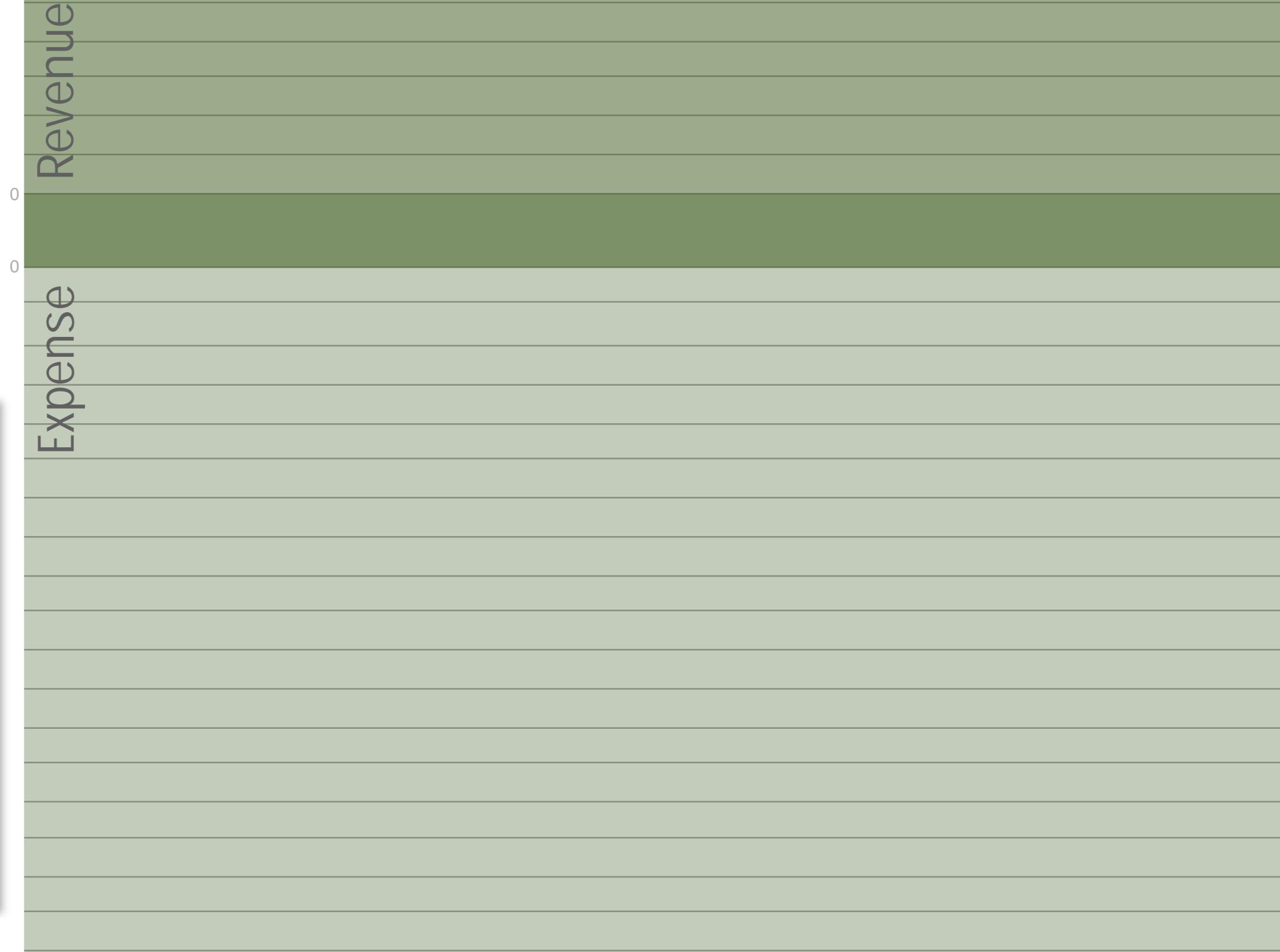
Evaluating 357 multi-family units in Sarasota County



Downtown Sarasota



100 Marlin Lakes Circle



Evaluating 357 multi-family units in Sarasota County



Downtown Sarasota



100 Marlin Lakes Circle



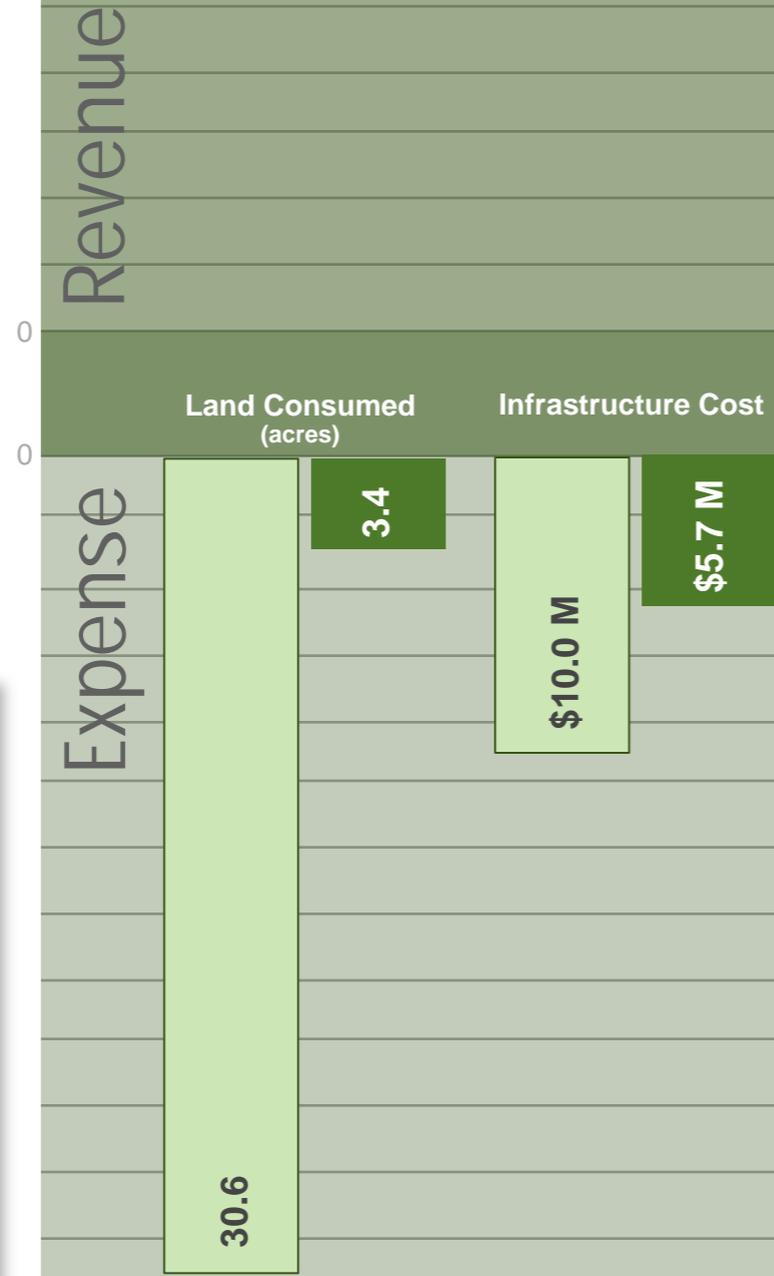
Evaluating 357 multi-family units in Sarasota County



Downtown Sarasota



100 Marlin Lakes Circle



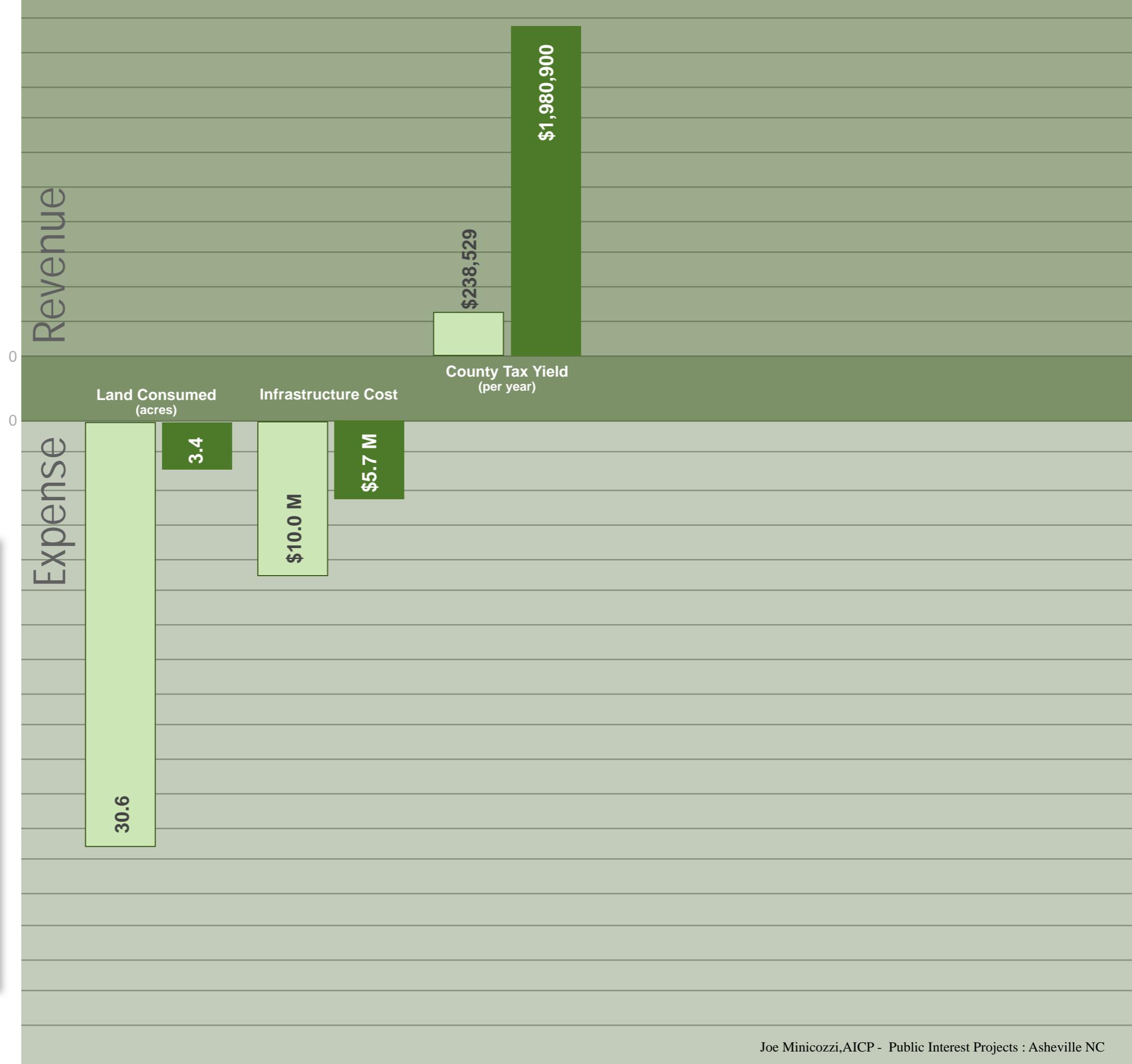
Evaluating 357 multi-family units in Sarasota County



Downtown Sarasota



100 Marlin Lakes Circle



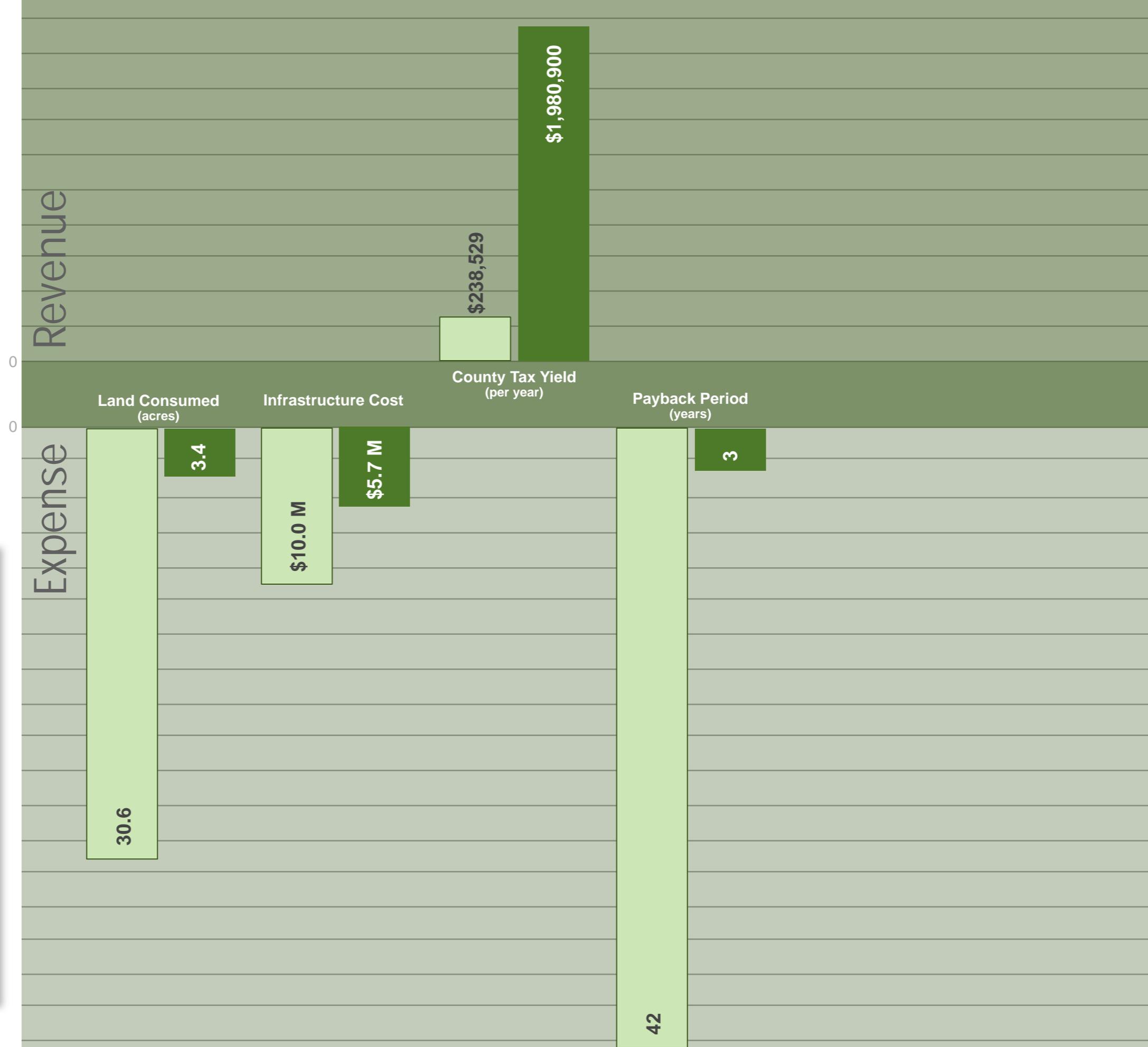
Evaluating 357 multi-family units in Sarasota County



Downtown Sarasota



100 Marlin Lakes Circle



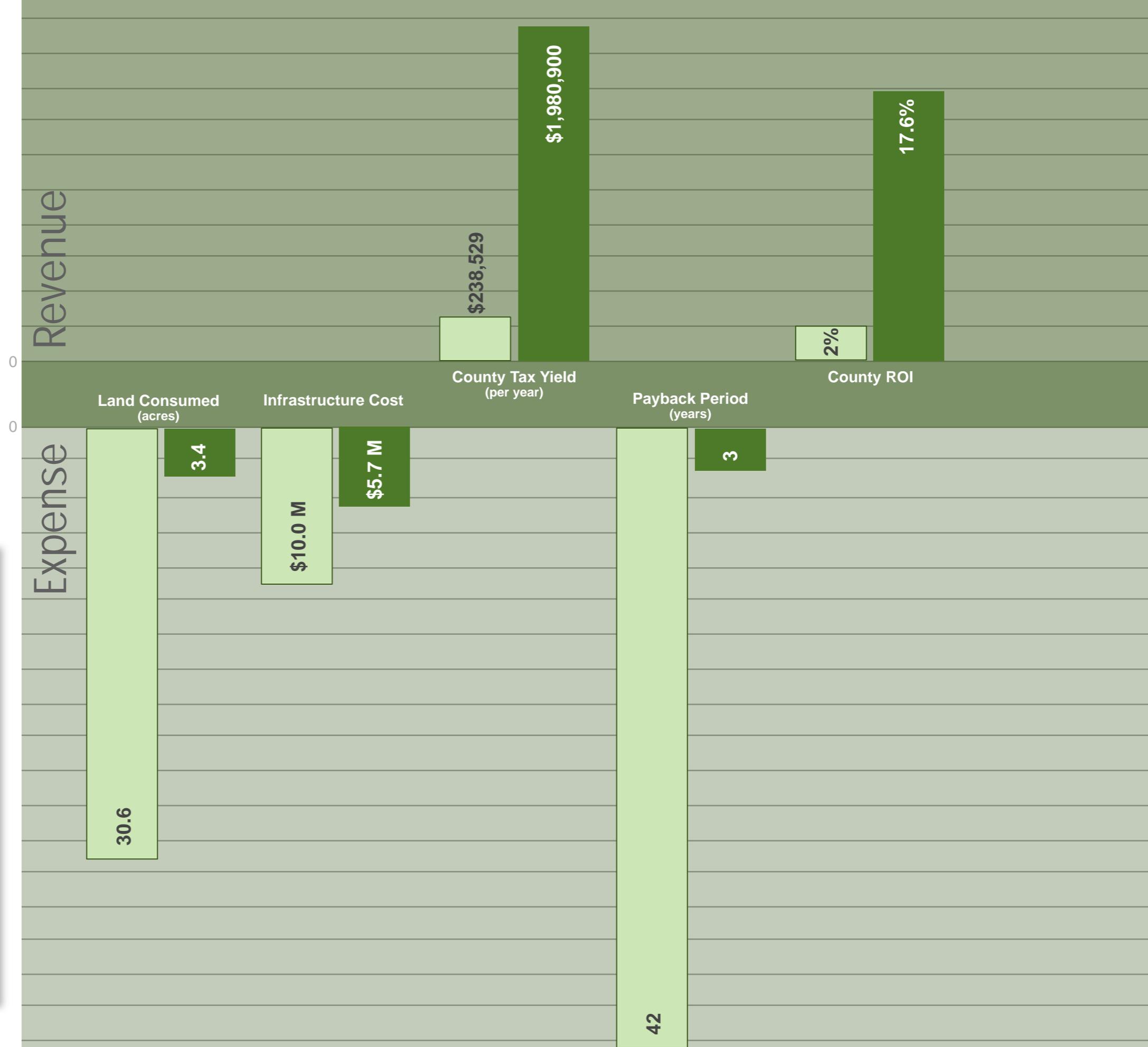
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Downtown Sarasota



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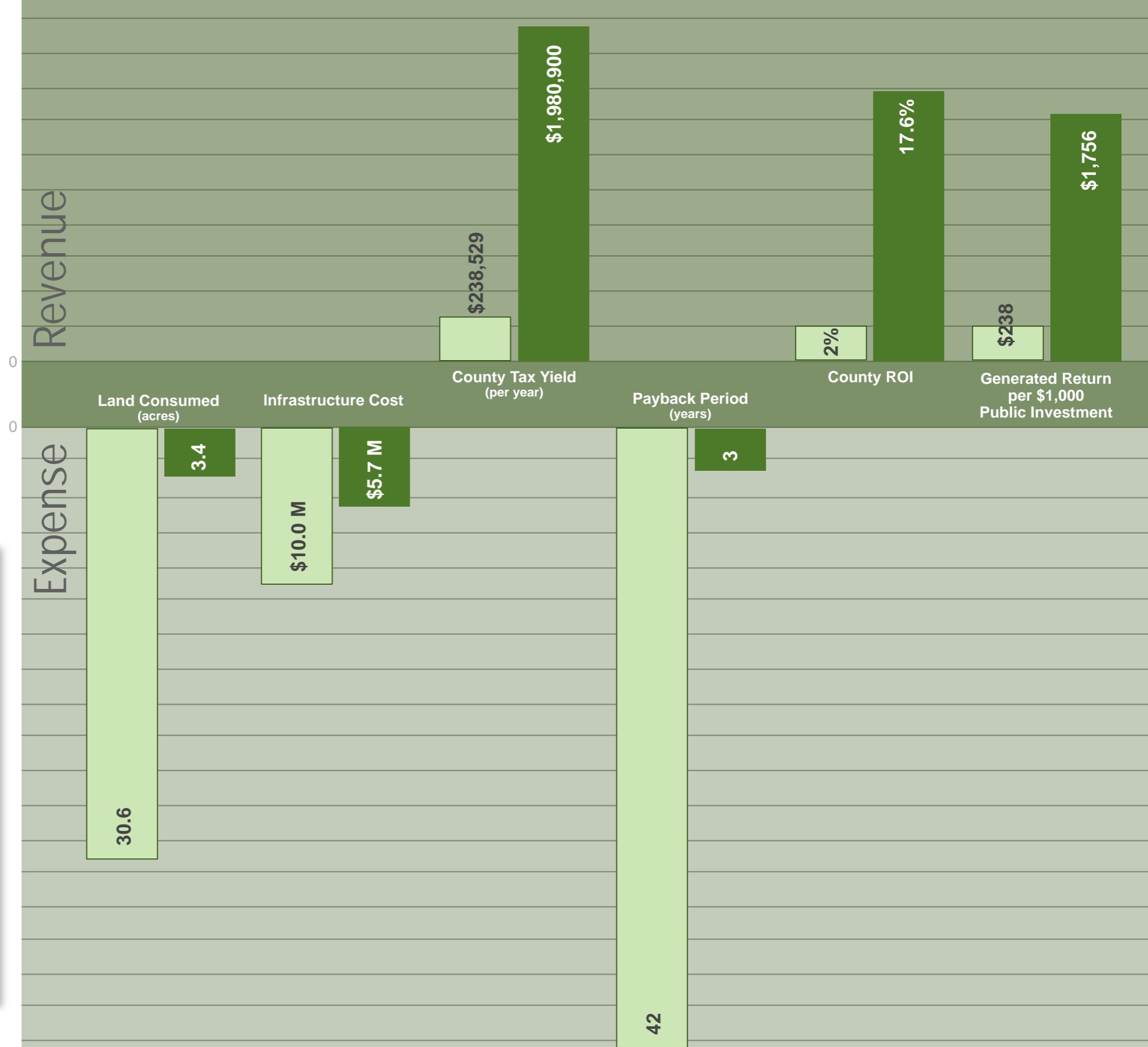
Evaluating 357 multi-family units in Sarasota County



Downtown Sarasota



100 Marlin Lakes Circle



Evaluating 357 multi-family units in Sarasota County



Downtown Sarasota



100 Marlin Lakes Circle

Cumulative - at year 20



Developer Costs

- ★ Land Cost
- ★ Permitting
- ★ Drawings
- ★ Marketing
- ★ Profit

Hard Costs

- ★ Buildings
- ★ Road & Sidewalks
- ★ Sewer
- ★ Water

Government Service Cost

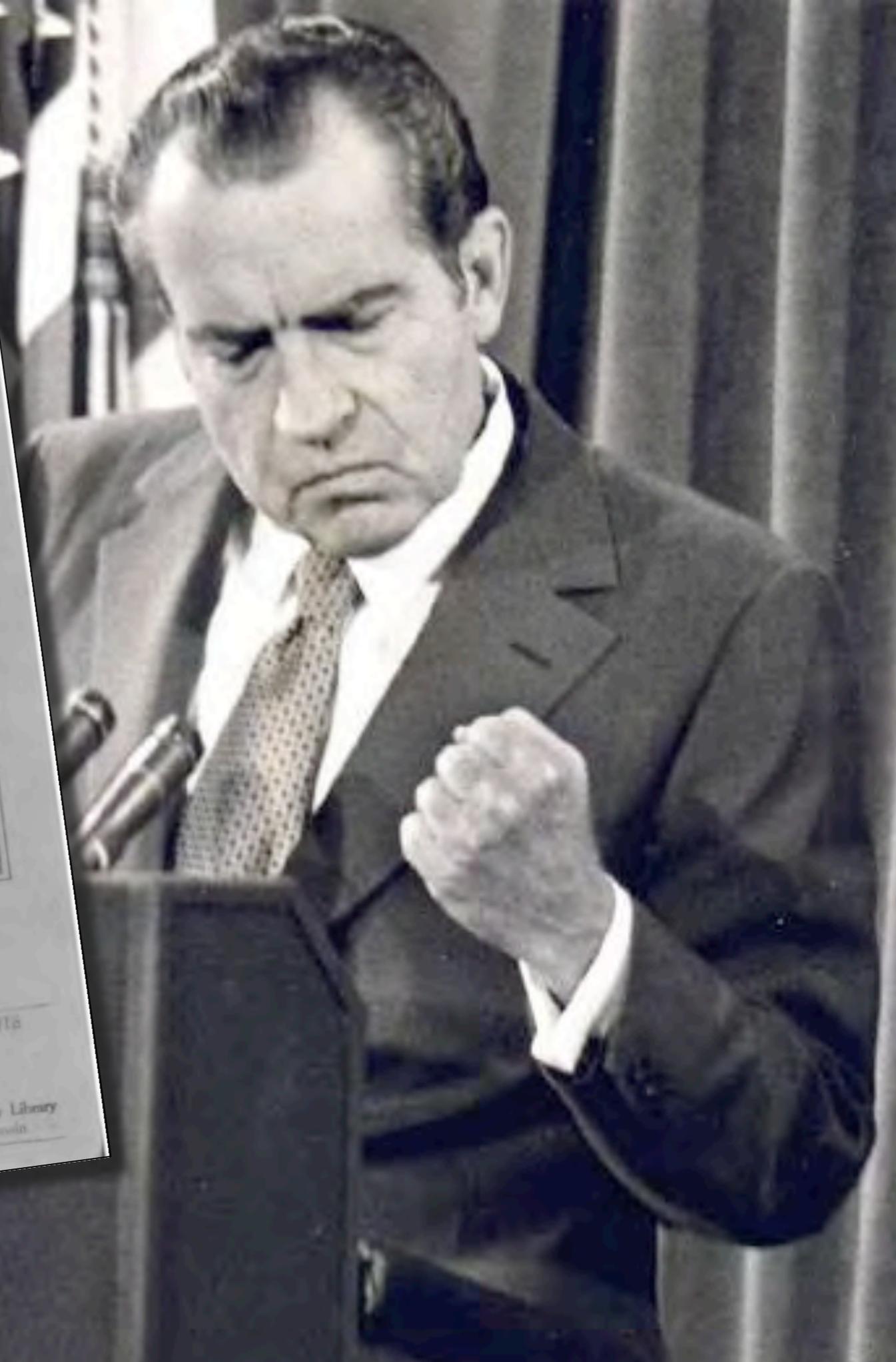
- ★ Police
- ★ Fire
- ★ Government
- ★ Schools
- ★ Economic balance

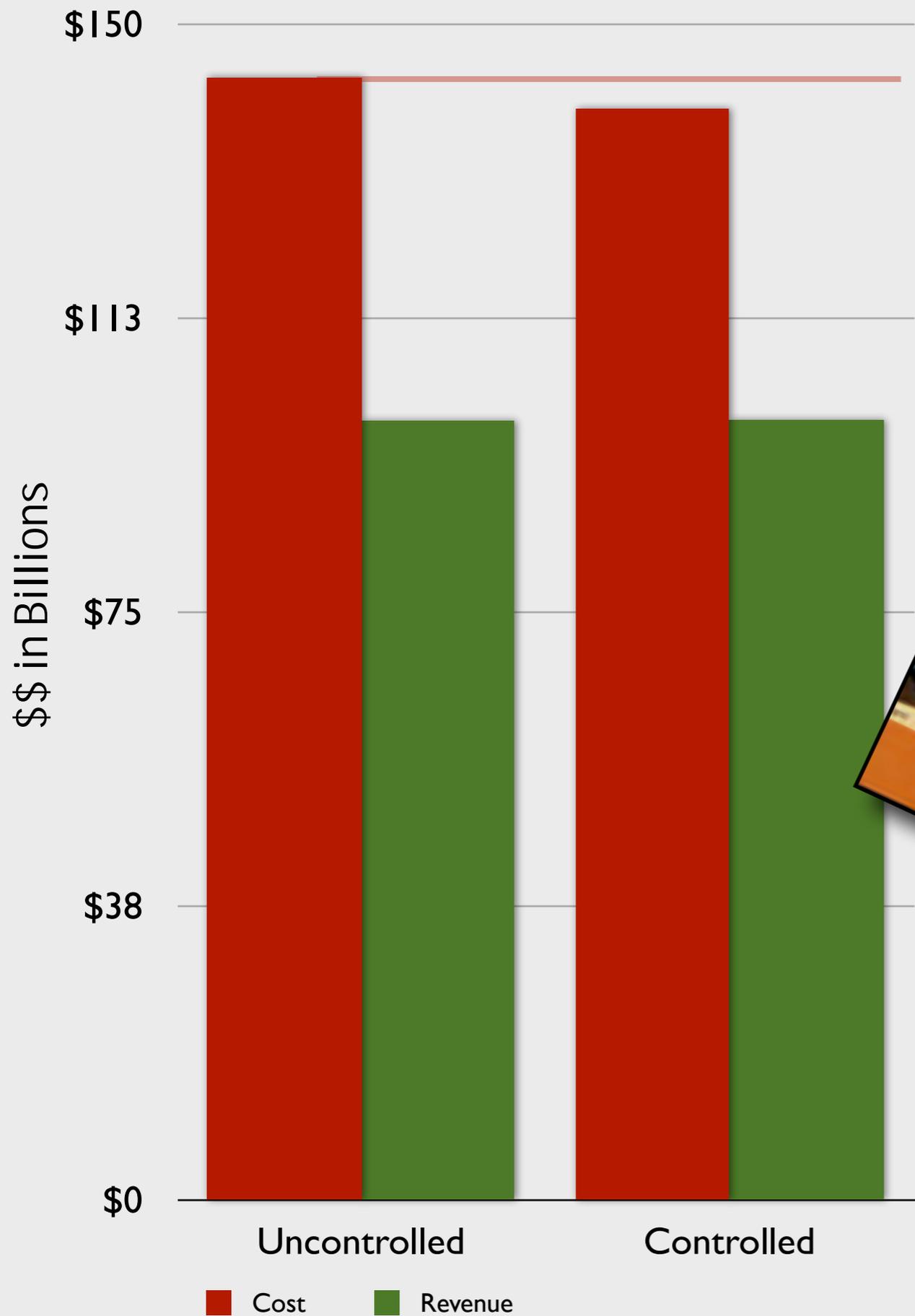
Hard Costs

- ★ Roads to here
- ★ Public buildings
- ★ Parks
- ★ Sewer
- ★ Water

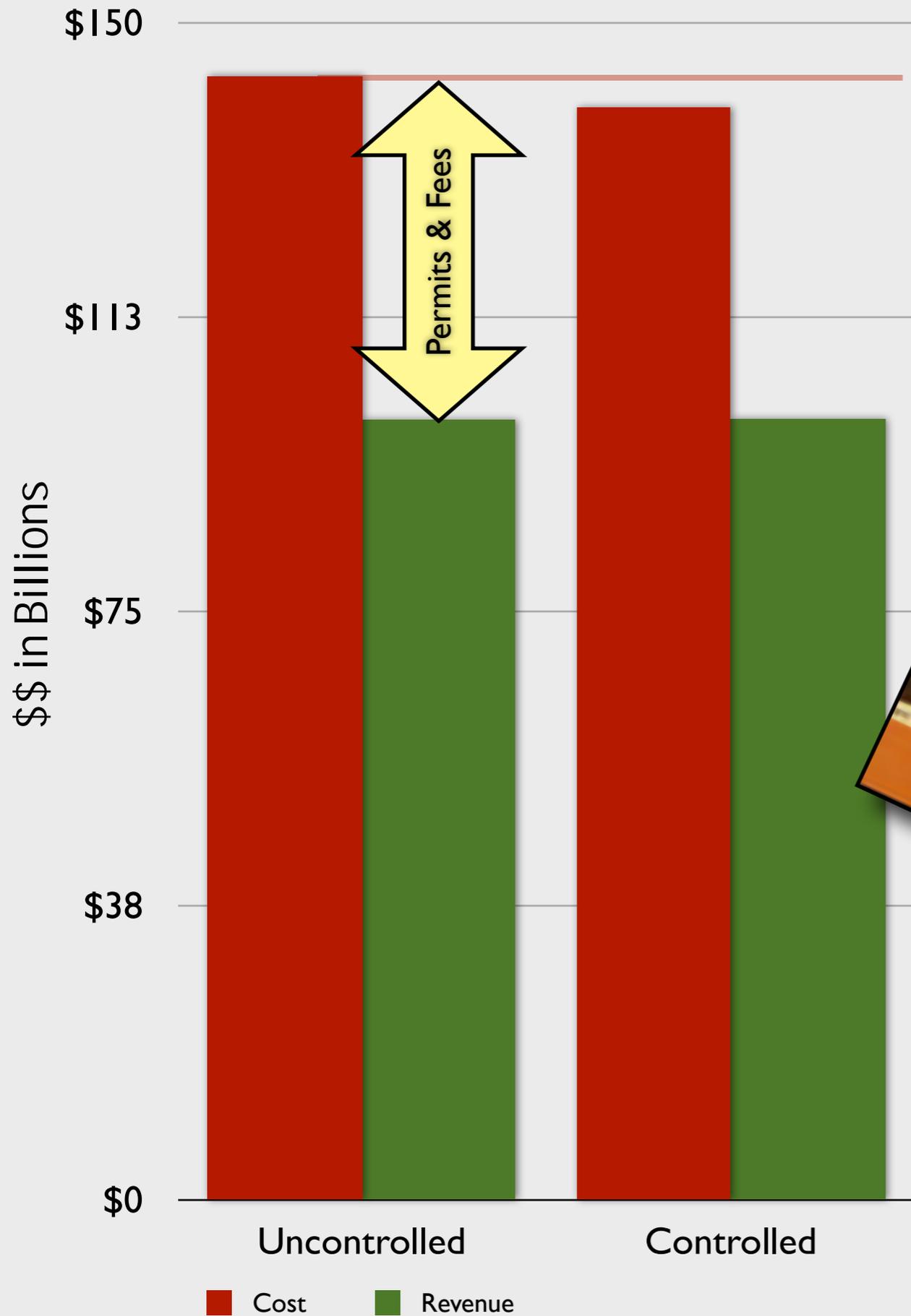








Growth numbers for 2000-2025
 23,454,000 Million Households



Growth numbers for 2000-2025
23,454,000 Million Households





AP Wire Logo

BROKEN
BUDGETS