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When Cleveland County faced extinction and our people received written letters threatening to kill and burn our world, in the Revolutionary War, we responded. Despite being broke then, with no formal training, equipage or troops – we faced down the most acclaimed King and army on earth who held vast sums of money, equipment, uniforms, food and power. Don't you think the spirit of 1780 calls upon us to make it happen for our people now? Although the circumstances have changed, wouldn't you agree that our people can rise to the occasion...again?

**Challenge:** Cleveland County in North Carolina has not yet had the opportunity to celebrate its successful history of saving the United States and turning the tide of the American Revolutionary War – with the world. At the same time, the county has suffered some of the highest unemployment rates in the state, continuously, for decades. Historic tourism and Agri-tourism present exciting challenges that we seek to economically cluster together.

**Solution:** Develop and build a non-profit 150-acre, 12 million historic center that showcases living history demonstrations, horse riding, a Colonel Cleaveland museum, John Adams Restaurant dining, an organic 1776 farm and winery and the heritage of our people in America. Add in for-profit elements of colonial shops and a successful B & B Inn to complete the overall showing and sharing for the world of bus tours and global

visitors. Interlink and cluster that with small business incubation to staff and open a village like Jamestown or Williamsburg which will include shops for small business owners to sell out of like a bakery, blacksmith, dress maker, tinsmith, printer, etc... Additionally, the hundreds of thousands of international visitors per year to the county would economically, positively lift the tourism industry.

**Summary:** *Preparing for the year 2030: The 250th anniversary of the Battle of Kings Mountain* affords us the perfect opportunity now to incubate and economically lift ourselves up in Cleveland County. With clustering of industry and promotion of our historic tourism as well as the beauty of agri-tourism, we have the opportunity to increase and escalate visitors. A rising tide lifts all boats!

**-Cleveland County Land Use Plan. Centralina Council of Governments, Charlotte, 2005**

**This land use plan plays out overall strategies for development and controlled growth with a special emphasis on..."making sure that the rural character of Cleveland County and the expanse of open space are maintained for future generations. Identifying ways in which jobs can be created without sacrificing rural character is one of the Plan's primary objectives." Greenways, SEQL and other facets of our project planning for conservation and preservation also show up in this document.**

-Crane, Debbie. March 2009. Land for Tomorrow. Greenbook. 2009.

Land for tomorrow and this green book share the progress made in NC with conservation and preservation of land, water and wildlife as well as the impending dangers has our population doubles by the year 2030. The danger being complete loss of land and greenways without prudent and controlled growth.

**-Byrd, E.T., Bosley, H.E., Dronberger, M.G. Comparisons of stakeholder perceptions of tourism impacts in rural eastern North Carolina. *Tourism Management*, Volume 30, Number 5, pages 693-703, 2009.**

**This study is important prior to any planning since it takes into account four significant stakeholders and compares how they feel about tourism. The results are surprisingly not always the same. Government officials readily understand how much money pours into a county, like Cleveland County, from tourism. But not everybody else does. Return on investment must be emphasized and that's what this study shows.**

-Byrd, Erick, Cardenas, David. *Elements of Stakeholder Support for Tourism in Rural Communities: The Case of Eastern North Carolina*. The University of North Carolina at Greensboro, Department of Recreation, Parks and Tourism.

This paper offers intense, analytical metrics for researchers and also reiterates and discusses establishing the needs and concerns of all stakeholders.

**-Chhabra, Deepak, Sills, Erin, Cabbage, Frederick. "The Significance of Festivals to Rural Economies: Estimating the Economic Impacts of Scottish Highland Games in North Carolina," *Journal of Travel Research*, 2003.**

**This paper talks about the importance of festivals in rural economies like Cleveland County. It specifically looks at the size and scope of a large festival and the tremendous amount of money that it brings in to the region.**

-Frechtling. "An Assessment of Visitor Expenditure Methods and Models." *Journal of Travel Research*. 2006; 45: 26-35.

This assessment provides advice and examination for researchers to want to quantify mathematical value in tourism. Specifically, it shows case examples for researchers to follow when analyzing money coming in from tourism.

**-Land for Tomorrow. April 2009. Results of Research Poll.**

**[http://www.theinnofthepatriots.com/land\\_for\\_tomorrow\\_poll\\_news\\_release\\_4\\_29\\_09.pdf](http://www.theinnofthepatriots.com/land_for_tomorrow_poll_news_release_4_29_09.pdf)**

**This poll shows research study results about encroachment on NC land from an ever increasing population that is going to double by the year 2030. Significant endorsement is given by NC residents to protect our land and water.**

-Porter, Michael. *The Microeconomic Foundations of Competitiveness and the Role of Clusters*, Mississippi: Harvard Business School, 2000.

This report is put together extremely well and uses a large number of full color graphics. It shows the role of clustering in society and numerous successful clustering areas in the United States. It is critical to understand clustering as Cleveland County moves forward so that I can become a model of success like other epi-centers have. Random and sporadic growth in all types of sectors and disciplines fragments a society and detracts from clustering.

**-Rosenfeld, Stuart. *Crafting a New Rural Development Strategy*, Conference on Knowledge Clusters and Entrepreneurship, Minnesota: 2004.**

**This strategy talks about clustering and blends it into epi-centers that have a strong rural flavor. It has direct applications to Cleveland County that can be garnered and studied.**

-Tooman, L.A. "Applications of the life-cycle model in tourism." *Annals of Tourism Research*, 1997, Volume 24, Number 1, pages 214-234.

This research paper offers practical knowledge of the normal ups and downs in tourism and allows for introspection of planning to greater avoid pitfalls.

**-The American Revolutionary War Living History Center. 2009.**

**<http://www.theinnofthepatriots.com/TheAmericanRevolutionaryWarLivingHistoryExperience3.htm>**

**This link showcases the proposed economic project from a group of disabled veterans centered on historic tourism, a sustainable 1776 organic farm and conservation with preservation platform.**

-The Charlotte Observer. July 2008. A heaping helping of history. 2009.  
<http://www.theinnothepatriots.com/CharlotteObserverSundaynewspaper.pdf>

This link showcases a disabled veteran's project which has become extremely successful in the lodging segment. This hospitality tourism project recently received an international award and now seeks to expand.

**-The Gaston Gazette. Oct 2008. Gateway Festival. 2009.**  
<http://www.theinnothepatriots.com/ARWLHCtheGatewaystival-GastonGazette.pdf>

**This link showcases a disabled veteran's project which has become extremely successful in the historic tourism segment. It showcases the revolutionary war battles that are being hosted, directed and produced with as many as 35,000 spectators.**