

CALL TO ORDER

PLEDGE OF ALLEGIANCE

INVOCATION – Chaplain Joe Creek

ROLL CALL

PRESENT PROCLAMATIONS

1. Benny Skinner
2. Dwayne Etterling

ELECTION OF CHAIRPERSON OF LEGISLATIVE BODY – Ed Baggett, Chairman, Nominating Committee **(Chairperson Pro Tempore Ed Baggett to preside)**

ELECTION OF CHAIRPERSON PRO TEMPORE OF LEGISLATIVE BODY
Ed Baggett, Chairperson, Nominating Committee **(Chairperson to preside)**

APPROVAL OF AUGUST 9, 2010 MINUTES

VOTE ON ZONING RESOLUTIONS

AB-1-2010: Resolution Approving the Vacation of any and all Portions of Woodlawn Park Road no Longer Needed Due to the Realignment of Woodlawn Park Road

VOTE ON OTHER RESOLUTIONS

- 10-9-1:** Resolution to Transfer Funds from the County Clerk's Office to the Montgomery County Sheriff's Office for Contract Security at Montgomery County Veterans Plaza
- 10-9-2:** Resolution to Adopt the Strategic Economic Development Plan
- 10-9-3:** Resolution to Affirm Compliance with Federal Title VI Regulations

- 10-9-4:** Resolution to Accept Tennessee Department of Agriculture, Division of Forestry Volunteer Fire Assistance Grant Program
- 10-9-5:** Resolution to Appropriate Funds for Construction of the Clarksville-Montgomery County Airport Business Center at Outlaw Field
- 10-9-6:** Resolution Declaring the Intent of Montgomery County, Tennessee to Reimburse Itself for Certain Expenditures Relating to Airport Terminal Projects with the Proceeds of Bonds or Other Debt Obligations to be Issued by Montgomery County, Tennessee and to Authorize the Budget Amendments for the General Capital Project Fund

UNFINISHED BUSINESS

REPORTS

1. County Clerk's Report – **(requires approval by Commission)**

REPORTS FILED

1. Minutes from August 9, 2010
2. Sheriff's Office – Annual Financial Report
3. General Sessions Court/Circuit Court – Annual Financial Report
4. Highway Department's Inventory List – (July 1, 2009 thru June 30, 2010)
5. August 2010 Permit Revenue and Adequate Facilities Tax Reports
6. FY 2011 Tax Anticipation Note Approval Letter
7. **Accounts & Budgets Year-to-Date Report**
8. **Projects and Facilities Report**
9. **CMCSS Quarterly Financial Report for June 30, 2010**
10. **Trustee's Report**

NOMINATING COMMITTEE NOMINATIONS – Ed Baggett, Chairperson

COUNTY MAYOR NOMINATIONS AND APPOINTMENTS – Mayor Bowers

ANNOUNCEMENTS

1. The TCSA Annual Fall Conference will be held October 26-28, 2010 in Pigeon Forge. You have been provided with an agenda and registration form. Please contact Debbie Gentry as soon as possible if you plan to attend.

ADJOURN

**A RESOLUTION APPROVING THE VACATION OF ANY AND ALL PORTIONS
OF WOODLAWN PARK ROAD NO LONGER NEEDED DUE TO THE
REALIGNMENT OF WOODLAWN PARK ROAD;**

WHEREAS, application was made by Montgomery County (Mike Frost, agent) for vacation of any and all portions of Woodlawn Park Road no longer needed due to the realignment of Woodlawn Park Road; being a tract of land located in the Ninth Civil District of Montgomery County; being south of Dover Road (US Highway 79), east of Lylewood Road and west of Park Farms Road; containing approximately 34,012 +/- sq. ft. or 0.781 +/- acres, shown on Montgomery County tax map 70, north and east of parcel 74.00; south of parcel 72.00; also described on the attachment (Exhibit A); and

WHEREAS, the application was reviewed according to established procedures by the Regional Planning Commission on August 25, 2010, and was recommended for approval to the County Commission for vacation, with retention of an easement for public utilities;

NOW, THEREFORE, BE IT RESOLVED by the Montgomery County Board of County Commissioners assembled in regular session on this 13th day of September, 2010, that the above-described public right-of-way is hereby vacated, with retention of an easement for public utilities, is hereby approved.

Duly passed and approved this 13th day of September, 2010.

Sponsor
Commissioner
Approved



County Mayor

Attested:

County Clerk

Exhibit "A"

**BOUNDARY DESCRIPTION
A PORTION OF WOODLAWN PARK ROAD FOR ABANDONMENT**

Being a portion of Woodlawn Park Road located in the Ninth Civil District in Clarksville, Montgomery County, Tennessee and being south of Dover Road, (U.S. Highway 79), east of Lylewood Road, west of Park Farms Road, north of Charles Sleigh Road, said portion of road to be more fully described as follows:

Commencing at the Point of Beginning in the centerline intersection of Lylewood Road and Woodlawn Park Road, thence South 72 degrees 02 minutes 32 seconds East, 103.3 feet more or less to a 1/2 inch rebar located in the south right of way of said Woodlawn Park Road, said rebar also being the northeast corner of the Caudle property, (ORV.918, Page 415), said rebar also being the northwest corner of the Montgomery County property, (Woodlawn Park), (Orv.55, Page 26), said rebar also having a northing of 804419.8798, an easting of 1519094.9420;

Thence leaving said rebar and along south right of way of said Woodlawn Park Road, South 82°38'00" East, a distance of 522.17 feet to a point, said point being the **TRUE POINT OF BEGINNING FOR THIS DESCRIPTION**;

Thence with said right of way and on a curve to the right having a radius of 63.11 feet, a central angle of 95°56'51", an arc distance of 105.69 feet, a chord bearing of South 33°44'06" East, for a chord distance of 93.76 feet to a point;

Thence continuing with said right of way, South 14°09'18" West, a distance of 224.08 feet to a point;

Thence continuing with said right of way on a curve to the left having a radius of 798.00 feet, a central angle of 7°47'05", an arc distance of 108.42 feet, a chord bearing of South 08°53'15" West, for a chord distance of 108.34 feet to a point;

Thence continuing with said right of way on a curve to the left having a radius of 103.00 feet, a central angle of 93°41'04", an arc distance of 168.42 feet, a chord bearing of South 41°50'49" East, for a chord distance of 150.27 feet to a point;

Thence continuing with said right of way, South 83°57'41" East, a distance of 419.82 feet to a point, said point having a northing of 803794.5357, an easting of 1520111.0825;

Thence on a new line and with said right of way on a curve to the right having a radius of 137.64 feet, a central angle of 20°13'04", an arc distance of 48.57 feet, a chord bearing of North 36°00'41" West, for a chord distance of 48.32 feet to a point;

Thence with right of way, North 83°57'41" West, a distance of 390.43 feet to a point;

Thence continuing with said right of way on a curve to the right having a radius of 67.00 feet, a central angle of 93°41'04", an arc distance of 109.55 feet, a chord bearing of North 41°50'49" West, for a chord distance of 97.75 feet to a point, said point having a northing of 803947.5079, an easting of 1519629.1995;

Thence continuing with said right of way on a curve to the right having a radius of 762.00 feet, a central angle of 7°47'05", an arc distance of 103.53 feet, a chord bearing of North 08°53'15" East, for a chord distance of 103.45 feet to a point;

Thence continuing with said right of way North 14°09'18" East, a distance of 223.16 feet to a point;

Thence continuing with said right of way on a curve to the left having a radius of 99.11 feet, a central angle of 39°52'36", an arc length of 68.98 feet, a chord bearing of North 05°41'58" West, for a chord distance of 67.60 feet to a point;

Thence North 76°17'49" West, a distance of 82.60 feet to the Point of Beginning.

Said area containing 34012 square feet or 0.781 acres more or less. Said tract being subject to all easements, right of ways, restrictions and conveyances of record and not of record.

**RESOLUTION TO TRANSFER FUNDS FROM THE COUNTY CLERK'S OFFICE
TO THE MONTGOMERY COUNTY SHERIFF'S OFFICE FOR CONTRACT
SECURITY AT MONTGOMERY COUNTY VETERANS PLAZA**

WHEREAS, the Montgomery County Clerk's Office came before the Commission on April 13, 2009, requesting that a position of Business Tax Enforcement Officer be created to collect monies due to Montgomery County by delinquent business owners. The County Clerk's Office utilized this position to collect more than \$325,000 from July 1, 2009 thru June 30, 2010; and

WHEREAS, the State of Tennessee Department of Revenue requested and received approval from the Legislature to transfer the authority to collect business taxes from the local governments to the state, effective January 1, 2010. This transfer included not only the current business tax accounts but also the delinquent business tax accounts; and

WHEREAS, numerous failed attempts have been made to negotiate a contract with the Department of Revenue that would allow the Montgomery County Clerk's Office to continue to collect said delinquent business taxes. Said change in authority governing business tax collections eliminated the necessity of the Business Tax Enforcement Officer position in the Montgomery County Clerk's Office; and

WHEREAS, the County Clerk is requesting \$25,000 be transferred from the FY 2010/2011 approved budget into the Montgomery County Sheriff's Office budget for the sole purpose of providing contract security at the Montgomery County Veterans' Plaza; and

WHEREAS, numerous attempts have been made for security personnel to be hired for the Montgomery County Veterans' Plaza, considering the tremendous number of citizens using this facility and the history of safety issues, security is deemed a high priority in an effort to protect Montgomery County's assets. Most importantly, security will help to provide a safe environment for Montgomery County employees and citizens; and

WHEREAS, the security contract shall be administered by the Montgomery County Sheriff's Office. An Advisory Group consisting of Department Heads and Elected Officials within Veterans' Plaza will be implemented to provide information and communication of security personnel needs to the Montgomery County Sheriff's Office.

NOW, THEREFORE, BE IT RESOLVED by the Montgomery County Board of Commissioners assembled on this 13th day of September, 2010, that the Montgomery County Sheriff's Office Budget #101-54110-00000-54-53990 be increased by \$31,200 and the Montgomery County Clerk's Office Budget #101-52500-00000-52-51190 be decreased by \$25,000. The remaining balance of \$6,200 shall be funded from the County General Unappropriated Fund Balance. The transfer shall total \$31,200 which will provide for approximately 2080 hours of contract security personnel for Veterans' Plaza.

Duly passed and approved this 13th day of September, 2010.

Sponsor _____

Commissioner _____

Approved _____

County Mayor

Attested _____

County Clerk

RESOLUTION TO ADOPT THE STRATEGIC ECONOMIC DEVELOPMENT PLAN

WHEREAS, the Three-Star Program was developed to meet the needs and challenges of the evolving economic environment in urban and rural communities and to partner with communities to create opportunities for sustained economic growth; and

WHEREAS, communities seeking certification as a Three-Star community must meet certain criteria, including the adoption of a five-year strategic economic development plan; and

WHEREAS, in achieving the mission of the Three-Star Program, the Department of Economic and Community Development commits to assist communities in developing and implementing a strategic economic plan.

NOW, THEREFORE, BE IT RESOLVED, by the County Legislative Body of Montgomery County, Tennessee, meeting in regular session on this the 13th day of September 2010, that:

SECTION 1. The Legislative Body of Montgomery County declares that the county has adopted a five-year strategic economic development plan to be updated annually.

SECTION 2. The strategic economic development plan includes the county’s economic goals in promoting economic growth, a plan to accomplish those goals and a projected timeline in achieving those goals.

SECTION 3. The strategic economic development plan addresses the county’s goals pertaining to existing industry, manufacturing recruitment, workforce development, retail/service, tourism, agriculture, infrastructure assessment and educational assessment.

Duly passed and approved this 13th day of September, 2010.

Sponsor _____

Commissioner _____

Approved _____

County Mayor

Attest _____

County Clerk



ECONOMIC DEVELOPMENT COUNCIL



Strategic Economic Development Blueprint

2009-2012

Executive Summary



100 Colony Square 1175 Peachtree Street N.E. Suite 1660 Atlanta, Georgia 30361

P: 404.892.0100 F: 404.872.4591 www.boyettelevy.com

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

EXECUTIVE SUMMARY

Project Overview

Clarksville is the fifth largest city in Tennessee and the ninth fastest growing city in the country. By 2013, the total population of Clarksville-Montgomery County is projected to grow by 6.5 percent to more than 159,000. The area is projected to continue to grow with the Clarksville Metropolitan Statistical Area adding up to an estimated 5,000 new residents each year for the next 20 years. Clarksville-Montgomery County also has an increasing per capita income with the fifth highest per capita income in Tennessee and the second highest growth in per capita income in the state.

In December 2008, it was announced that Hemlock Semiconductor Group (which includes two Dow Corning Corporation joint ventures, Hemlock Semiconductor Corporation and Hemlock Semiconductor LLC), will invest \$1.2 billion to build a new polycrystalline silicon (polysilicon) production facility in Clarksville. Polysilicon is a key raw material used to manufacture solar cells and semiconductor devices and is used widely by companies in the solar industry. The project is expected to employ 1,000 construction workers over the next five to seven years, and when operational in 2013, the facility will employ more than 500 people with the potential to employ up to 800 when expanded.

With the overall growth of Clarksville-Montgomery County and the recent announcement of the Hemlock Semiconductor project, Clarksville-Montgomery County is poised for economic success.

As such, the Clarksville-Montgomery County Economic Development Council (EDC) engaged Boyette Levy in late July 2008 to develop a new four-year Strategic Economic Development Blueprint to guide the community into the future.

Summary of Findings

Community Assessment

Location

Clarksville-Montgomery County is located 40 miles northwest of Nashville, within a one hour drive of Nashville International Airport. The navigable Cumberland River runs through downtown Clarksville.

Population

As previously mentioned, the population of Clarksville-Montgomery County, which is currently estimated at 150,000, is projected to continue to grow.

Education

The Clarksville-Montgomery County School System (CMCSS) is a consolidated city and county school system that has an enrollment of approximately 29,000 students making it the seventh largest school district in Tennessee. It is home to one kindergarten through fifth grade magnet school.

Austin Peay, located near downtown Clarksville, is a four-year public university which offers Associates, Bachelors and Masters Degrees. Austin Peay, with an estimated 9,100 students, offers Bachelors Degrees in nearly 60 majors and Masters Degrees in biology, nursing, military history, management, education and English. With the announcement of the Hemlock Semiconductor project in December, Austin Peay became the recipient of a \$6.4 million grant from the state of Tennessee to develop a chemical engineering technology program.

Healthcare

Clarksville-Montgomery County is also home to a new \$200 million, 510,000 square foot hospital located on Interstate 24 with more than 270 licensed beds and 200 physicians on staff.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL
STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Workforce

The largest employer in Clarksville-Montgomery County is Fort Campbell, which is located partially in Clarksville and partially in Fort Campbell, Kentucky. More than 30,000 soldiers and 55,000 family members reside at Fort Campbell and civilian employment is greater than 4,000 making it the largest employer in both Kentucky

and Tennessee. Retiring military and military spouses provide a significant source of trained labor for the area.

The manufacturing industry in Clarksville-Montgomery County employs more than 6,000. Other companies with more than 200 employees include:

| Company Name | Employees |
|---|-----------|
| Clarksville-Montgomery County School System | 3,700 |
| Trane Company | 1,700 |
| Convergys Corporation | 1,400 |
| Gateway Medical Center | 1,200 |
| Wal-Mart Supercenter | 1,100 |
| Quebecor | 1,000 |
| City of Clarksville | 989 |
| Montgomery County | 850 |
| Austin Peay State University | 732 |
| Jostens Printing and Publishing | 600 |
| Robert Bosch Corporation | 500 |
| Bridgestone Metalpha USA, Inc. | 400 |
| Premier Medical Group | 350 |
| Hendrickson Trailer Suspensions Systems | 320 |
| Spear USA | 302 |
| Florim USA | 287 |
| Nystar | 242 |
| Cumberland Electric Membership Corp. | 215 |
| Progressive Directions, Inc. | 215 |

Buildings and Sites

Following the announcement of the location of Hemlock Semiconductor at Commerce Park, which is comprised of 1,215 acres of land, Clarksville-Montgomery County has approximately 650 acres available for development at the

Corporate Business Park. There are also a number of available buildings. The Corporate Business Park also includes space for a Class A distribution facility and a 40 acre pad ready site.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL
STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Insights from Interviews and Surveys

To gather additional insight on Clarksville-Montgomery County, a total of 58 stakeholder interviews were conducted either one-on-one or through small discussion

groups. Some of the key findings from such interviews/discussion groups include:

| Common Perceptions of Clarksville-Montgomery County |
|---|
| ➤ Military town |
| ➤ Good place to retire |
| ➤ Little big town |
| ➤ University town |
| ➤ Unawareness of proximity to Nashville |
| ➤ Melting pot |

| Strengths | Weaknesses |
|--|--|
| ➤ Fort Campbell | ➤ Lack of identity and long-term vision for the future |
| ➤ Geographic location near Nashville, Interstate 24 and within a six hour drive of four major cities | ➤ Infrastructure has not kept up with rapid growth |
| ➤ Austin Peay State University | ➤ Lack of master plan for development |
| ➤ Small-town feel with a good quality of life | ➤ Need for more involvement in leadership roles by younger residents |
| ➤ Great place to raise a family | ➤ Lack of consolidated government |
| ➤ Consolidated city and county public school system | ➤ Lack of a conference center or multi-use facility |
| ➤ A growing and diverse population | ➤ Need for more amenities for residents such as parks, trails, cultural events, higher-end retail stores and non-chain restaurants |
| ➤ Cumberland River and the new riverfront development and planned marina | ➤ Under utilization of Cumberland River area |
| ➤ Numerous golf courses in the area | ➤ Challenge to fund new schools due to rapid growth |
| ➤ Local attractions such as Customs House Museum, historic Collinsville, and the Beachaven Winery | ➤ Perception as a military town |
| ➤ Leadership in the community | ➤ Residents who are resistant to change |
| ➤ New hospital | ➤ Transient population because of Fort Campbell |
| ➤ Affordable land and labor | |

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL
STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

| Challenges to Business Success |
|--|
| ➤ Lack of long-term vision and master plan for development |
| ➤ Concerns regarding fragmentation of city and county government |
| ➤ Residents who are not progressive and want to maintain status quo |
| ➤ Lack of a convention center or multi-use facility |
| ➤ Need for more involvement in leadership roles and economic development activities by younger residents |
| ➤ Over reliance on Fort Campbell |
| ➤ State of Tennessee's incentives |

| Visionary Thoughts to Ensure Success |
|--|
| ➤ Creation of a long-term vision and master plan for development |
| ➤ Infrastructure improvements |
| ➤ Consolidation of city and county governments |
| ➤ Development of a convention center or multi-use facility |
| ➤ Stronger and more aggressive leadership |
| ➤ More involvement of younger residents in leadership roles and economic development activities |
| ➤ Increased marketing efforts to sell Clarksville-Montgomery County |
| ➤ Increased funding for schools |
| ➤ Stronger partnership with Austin Peay State University |
| ➤ Continued development of the riverfront area and planned marina |
| ➤ Establishment of more amenities for residents such as parks, trails, cultural events, higher-end retail stores and non-chain restaurants |

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL
STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Related to the Aspire Campaign, questions were asked as part of the survey to members of the Chamber who currently participate or have participated in the campaign. Of those who responded, 73.7 percent felt the

Aspire Campaign has been successful and 61.1 percent of respondents felt the campaign needs a new name or re-branding. When asked what changes should be made to the campaign, respondents stated the following:

| Proposed Changes to the Aspire Campaign |
|--|
| ➤ More accountability of how funds are used |
| ➤ Increased communication to investors regarding accomplishments |
| ➤ Need to develop stronger metrics and goals for the campaign |
| ➤ Campaign should be re-launched with a new brand and mission |

Related specifically to tourism, the following were identified as the primary opportunities and challenges:

| Tourism Opportunities | Tourism Challenges |
|--|---|
| ➤ Need to develop a convention center or multi-use facility | ➤ Lack of a convention center or multi-use facility |
| ➤ Enhancement of heritage/historic tourism opportunities | ➤ Insufficient funding for marketing activities |
| ➤ Need to create a destination type attraction, such as the Wings of Liberty military museum, which would bring tourists to the area | ➤ Need for additional hotels |
| ➤ Continued development of the riverfront area and planned marina | ➤ Need for better trained hospitality workforce |

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL
STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Targeted Business Opportunities

Identification and prioritization of targeted business opportunities for Clarksville-Montgomery County is critical to the creation of an efficient and focused economic development effort. The targeted opportunities for Clarksville–Montgomery County were ultimately selected based on a review of the targets from the TVA Valley Targeted and Prepared Community Program strategy completed in June 2007, a comparison of the area’s assets, which were ascertained through information gained during stakeholder interviews, focus/discussion groups and survey results; secondary

research; and the community assessment. This information was then reviewed and compared against the needs of the potential targets.

The following is a list of the four primary and two secondary targets identified. Primary targets are those that show the greatest potential for Clarksville-Montgomery County at this point in time and, as such, should be the immediate focus. Secondary targets are those that show potential over the course of the next four years.

| Primary Targets | Secondary Targets |
|---|------------------------|
| ➤ Clean/Green Technology with a Focus on Alternative Energy | ➤ Automotive Suppliers |
| ➤ Solar Support Manufacturing | ➤ Retirement Services |
| ➤ Wind Support Manufacturing | |
| ➤ Corporate Services | |
| ➤ Contact Centers | |
| ➤ Data Centers | |
| ➤ Shared Service Centers | |
| ➤ Distribution/Logistics | |
| ➤ Medical Equipment and Supplies | |

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Program Areas

Based on the primary and secondary research completed for Clarksville-Montgomery County, Boyette Levy was able to determine there are four main program areas that need to be the focus of economic development efforts for the next four years. The program areas include:

- Global Business Development
- Community Development
- Marketing and Communications
- Tourism

Strategies have been developed in each of these program areas, which are defined below, and performance metrics were created to ensure the strategies are effective moving forward.

Global Business Development

For purposes of this Blueprint, Global Business Development includes strategies related to:

- Existing Industry and Retention
- Hemlock Semiconductor Project
- Business Attraction – Targeted Business Opportunities
- Foreign Direct Investment
- Real Estate Development
- Innovation and Entrepreneurship
- Education and Workforce Development
- Incentives Policy

Existing Industry and Retention

It is typically less costly and time intensive to retain an existing business than it is to recruit a new one. As such, retention and expansion efforts can provide significant benefits to a community, especially in a struggling economy. Representatives of the EDC already conduct regular one-on-one visits to existing industry but there is no formalized Existing Industry Program.

Recommendations related to Existing Industry and Retention include:

Formalize existing industry program by:

- **Hiring a new full or part-time staff person** to oversee the Existing Industry Program.
- **Identifying key existing companies** that should be a focus of this retention and expansion effort.
- Establishing a **Business Retention and Expansion Team or Council** that may consist of one or more representatives of the EDC, the Chamber, Austin Peay and elected officials.
- Develop a **corporate headquarters visitation program** to parent company locations outside of Clarksville-Montgomery County.
- Consider purchasing and using an **existing industry survey program or create a database** as a tool to track corporate visits and existing industry activity.

Hemlock Semiconductor Project

In December 2008, Hemlock Semiconductor Corporation (HSC) announced plans to invest \$1.2 million in a new manufacturing facility in Clarksville that will produce polycrystalline silicon or polysilicon, a key raw material used to manufacture solar cells and semiconductor devices. The new facility will employ an initial 500 and up to 800 once expanded. It will also employ an estimated 1,000 workers during construction over the next five to seven years. The economic impact of this project is substantial over the short and long-term.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Implementation of Commitments

The EDC has facilitated the efforts to bring the HSC project to Clarksville-Montgomery County over the past two and a half years. The EDC coordinated with numerous state and local Tennessee agencies in connection with the project and several of those entities made commitments to HSC. In order to ensure that all commitments related to the HSC project are implemented, the following should occur:

- **The EDC must continue its role as facilitator in the process of ensuring that all commitments by such entities are implemented in a timely manner.**
- The EDC should utilize the existing **implementation matrix that outlines all of the commitments** and **continue its ongoing conversations** with each of the responsible parties to obtain a status update, as well as address any potential issues.
- **The EDC should also continue in its role of being the primary coordinator and communicator with HSC representatives** to ensure they are updated on the status of each commitment and any possible challenges with meeting deadlines.

Support for the Solar Industry

Local Incentives

In order to further show support for the HSC project and any related customers that may locate in Clarksville-Montgomery County, the EDC **should explore the possibility of enacting an incentive at the local level to support the solar industry.** In recent years, solar incentives have grown in popularity among state and local governments trying to promote clean energy production. Many states and localities are now offering rebates or other types of incentives for installing solar-electric systems in both residential homes

and commercial facilities. Having such incentives and regulations in place encourages the use of solar energy resulting in more demand for solar products.

Instead of offering rebates, some local governments have been looking at other types of incentives to promote solar power.

For example, the city of Gainesville, Florida recently voted to create a feed-in-tariff program that would allow participants to make money by installing solar energy systems. The program would pay both residential and business customers 32 cents per kilowatt hour for power generated from their systems, which is more than the price of conventional electricity.

Clarksville-Montgomery County may want to **consider some type of rebate program at the local level or possibly a feed-in-tariff type program** that awards both companies and residents for installing solar energy systems in their facilities or homes. Such a program should also be encouraged at the state level in Tennessee.

Other Solar Initiatives

The U.S. Department of Energy's Solar America Cities Partnership is a select group of U.S. cities that are working together to accelerate the adoption of solar energy technologies. The partnership includes the U.S. Department of Energy (DOE), national laboratories, 25 cities across the U.S., and a variety of city, county and state agencies, universities, solar companies, utilities, developers and non-profit organizations.

The city of Knoxville, Tennessee became a partner in the Solar America Cities program in March 2008. Through the program, Knoxville was awarded \$200,000 over a two-year period to help finance various initiatives related to local generation of solar power. TVA is matching this grant with \$50,000 annually.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

It does not appear that DOE intends to select any new Solar America Cities. However, Clarksville-Montgomery County may want to **explore the possibility that additional cities could be selected** considering that there is now a new Administration in office and this program was originally set up under the Bush Administration in 2006 as part of the Solar America Initiative.

Regardless of whether additional cities are selected or not, the **EDC should engage in conversations with its counterpart in Knoxville** to determine what lessons they have learned in this process and what actions they are taking to develop a sustainable solar infrastructure.

Business Recruitment – Targeted Business Opportunities

As previously discussed, the primary targeted business opportunities for Clarksville-Montgomery County include the following:

- Clean/Green Technology with a Focus on Alternative Energy
 - Solar Support Manufacturing
 - Wind Support Manufacturing
- Corporate Services
 - Contact Centers
 - Data Centers
 - Shared Service Centers
- Distribution/Logistics
- Medical Equipment & Supplies

Secondary targets include:

- Automotive Suppliers
- Retirement Services

The EDC must have a plan of action in place to target and attract such business opportunities to Clarksville-Montgomery County.

Business Intelligence and Marketing Activities

Clarksville-Montgomery County has already had a major success in the area of solar support manufacturing with the recent announcement of HSC. The product that HSC produces is the beginning of the supply chain for the solar and semiconductor industries. As such, there is opportunity for customers of HSC to potentially locate a facility in the Clarksville-Montgomery County area. In order to increase the chance of this happening and the overall project impact, it is recommended that the EDC **develop a plan of action for maximizing the potential of customers of HSC locating in the area** in the future. The EDC should also **develop a plan of action related to the other targeted business opportunities** identified.

This will involve **allocating marketing dollars to support targeting activities** for HSC customers and the other targeted business opportunities. It will also involve the **hiring of additional EDC staff** to do the following:

- Business intelligence research to identify potential HSC customer and other target companies;
- Development of project specific marketing materials to send to such potential HSC customers or other target companies;
- Conducting marketing trips to the headquarters locations of such potential HSC customers or other target companies ; and
- Business intelligence research to identify potential suppliers of identified HSC customers.

Future Regional or Alternative Airport to Nashville

Nashville International Airport is approximately 40 minutes from Clarksville. One important factor for HSC in selecting a location for its new manufacturing facility was accessibility to an airport. Access to adequate flights is important to many companies that may consider

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

locating in Clarksville-Montgomery County now and in the future, as well as to area's growing population base.

As Clarksville-Montgomery County continues to grow and reaches a population of more than 200,000, it may want to **consider the development of an alternative airport to Nashville, whether a regional airport or a second airport to serve the Nashville market.**

The development of a commercial airport normally **takes up to 20 years or more** to come to fruition so Clarksville-Montgomery County should start considering the feasibility and potential need for a regional airport with commercial flights in the area or potentially an alternative airport to Nashville in the future.

Foreign Direct Investment

Foreign Direct Investment (FDI) can be defined as "an investment abroad, usually where the company being invested is controlled by a foreign corporation." For the purpose of this Blueprint, FDI refers to the investment of foreign-based companies in the United States.

It is highly likely that a significant number of projects announced over the next few years by targeted industries such as solar, wind and automotive are likely to result from foreign-owned companies. Related to solar, Germany has by far the largest market for photovoltaic systems, which convert sunlight into electricity, with roughly half of the world's total installations. Germany is also the third-largest producer of solar cells and modules, after China and Japan.

Most of the leading wind-related manufacturing companies are based in Europe (Germany, Denmark and Spain), but are quickly increasing their presence in North America, which is viewed as the world's most promising market.

The majority of automotive Original Equipment Manufacturer (OEM) projects announced in the last few

years, such as Volkswagen (Germany) in Chattanooga, Tennessee, and Toyota (Japan) in Blue Springs, Mississippi are foreign-owned. It is likely that suppliers of such OEMs and others, who may be potential targets for Clarksville-Montgomery County, would also be foreign-owned.

The EDC should focus its efforts in the solar, wind and automotive targeted business opportunities on foreign-owned companies that may be looking to invest in the U.S. and be prepared for prospects from such countries.

The EDC should also consider **participating in state-sponsored investment missions to foreign countries** where such sectors are strong.

Real Estate

One of, if not the major contributor of Clarksville-Montgomery County's economic development success is that the local governments have had the foresight to develop commercial/industrial property that was available to prospects in timely fashion. The importance of this vision and commitment to securing and preparing these sites cannot be overstated. As community's economies develop, however, they position themselves to be more attractive to private sector developers who may then be amenable to undertaking many of the development costs and risk associated with preparing a commercial/industrial park.

With its recent success, combined with the expanding boundaries of the "Nashville market," Clarksville-Montgomery County could now be positioned to **pass the development of its commercial/industrial property from the public to the private sector.** Related recommendations are:

- Identify **future potential property** for development.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

- **Continue networking with Nashville-based developers.**
- **Develop incentives** from the city and/or county (determined by jurisdiction of property identified) to induce private developers to undertake projects.
- Invite Nashville or regional development firms to **familiarization tours** of Clarksville-Montgomery County.
- Once market conditions improve, **develop Request for Proposals (RFPs)** to distribute among the development community with the objective of securing a development partner.
- **Identify and define roles of all critical entities** in the area that are active in entrepreneurial development and coordinate efforts with such entities to eliminate overlap of services.
- **Collaborate with representatives from Austin Peay to develop courses in entrepreneurship** and, possibly eventually an undergraduate program in entrepreneurship.
- **Organize a panel of local experts to address obstacles of entrepreneurs.** Such panels should be organized once every six months.

Innovation and Entrepreneurship

One key to success in the 21st century is supporting innovative and entrepreneurial activities which will offer the opportunity for new wealth creation. The ability to generate new ideas and turn those ideas into reality is a critical factor in creating a competitive advantage and wealth for both companies and communities. Programs which assist and encourage local entrepreneurs to succeed are one of the more promising economic development strategies in the 21st century.

To create a superior support system for innovation, venture creation and entrepreneurial development, Clarksville-Montgomery County should **consider developing an Innovation and Entrepreneurship Program, in collaboration with Austin Peay**, which includes workshops and mentoring/networking opportunities. Such a program should be housed under the Chamber arm of the EDC.

As part of that Innovation and Entrepreneurship program, Clarksville-Montgomery County may also want to consider implementing some or all of the following additional ideas:

- **Explore the creation a business incubator.**
- Work with **military representatives** at Fort Campbell to provide entrepreneur assistance to retiring and recently retired personnel.
- Develop a **legislative agenda** that supports entrepreneurial development and work with local legislators to educate them about the issues facing entrepreneurs and how the state can better support entrepreneurs.

Education and Workforce Development

The Clarksville-Montgomery County School System (CMCSS) is a



consolidated city and county public school system which serves the county. One of the biggest challenges that CMCSS faces is the growing population in Clarksville-Montgomery County and being able to build enough new schools fast enough to accommodate such growth.

The strength of the public school system is often a very important aspect of a site search for a new corporate

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

location. It can also be an important factor for existing industry as far as availability of talent locally and the recruitment of talent from outside the area. As such, addressing issues related to the public school system is an important part of an economic development strategy for a community.

Recommendations in this area for Clarksville-Montgomery County are:

- **Assess funding and need for future schools.**

In order to ensure that schools in the K-12 system are adequately funded and new schools continue to be constructed to address the increasing population, the EDC should continue to **facilitate meetings with the CMCSS Director of Schools and the appropriate city and county officials.**

- **Enhance and expand math and science curriculum in the public schools.**

During the next decade, it is projected that the U.S. demand for scientists and engineers will increase at four times the rate of other occupations. However, high school students today are not performing well in math and science, and fewer are pursuing technical degrees. Effective Science, Technology, Engineering and Mathematics (STEM) Education is critical to a knowledge-based economy in the 21st Century. STEM Education is also critical to serve the workforce needs of a company such as HSC.

As such, the EDC should encourage CMCSS to **conduct an inventory of existing STEM curriculum offerings at the elementary, middle school and high school levels and develop recommendations to expand those offerings.**

- **Collaborate with Austin Peay to ensure curriculum needs of targeted industries are met.**
- EDC officials should also **work with Austin Peay to ensure accreditation of the Business program** at the university.
- **Update Labor Market Assessment.**

Incentives Policy

Incentives are an important factor in offsetting project costs for companies that are expanding or locating new operations. Incentives can make a difference in the site selection process, particularly when the choice is between two or three final locations. Many states and localities offer tax and non-tax incentives to attract businesses that create jobs, make capital investments or both.

The Clarksville-Montgomery County EDC, through the Industrial Development Board (IDB), should **develop and adopt a flexible incentives policy** that enables it to meet the needs of **new and existing industry**. Once the needs of a prospect have been identified, the EDC, through the IDB, should base its incentives commitments on jobs created, wages and capital investment.

Such incentives policy should include performance-based requirements and/or **clawback provisions** related to cash-type incentives that require repayment of some or all of such incentives if job, wage or investment requirements are not met. The policy should also **include incentives for retention** when a company is considering closing, downsizing or relocating operations to another state or country.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Community Development

Community Development is another important component of economic development. For purposes of this Blueprint, Community Development includes strategies related to:

- Comprehensive Planning
- Conference Center Development
- Resources for Living
- Public Policy

Comprehensive Planning

Comprehensive planning is a necessary part of community development as it provides a strategic long-term vision for an area and a plan to achieve success. During the stakeholder interview process, the majority of stakeholders agreed that a long-term vision and master plan for development is needed for Clarksville-Montgomery County to be successful. As such, a Comprehensive Plan for Clarksville-Montgomery County should be considered in the future.

In the meantime, Clarksville-Montgomery County **should address certain key issues that would be covered in a Comprehensive Plan** including the possibility of city/county consolidated government. The majority of stakeholders interviewed as part of this process felt a consolidated city and county government is needed for the community to be successful.

As such, the EDC should investigate the potential to pursue city/county consolidated government and develop plan to achieve should feasibility investigation indicate it would be successful.

The first obvious step in this process would be to **establish a Consolidation Study Committee** to explore the feasibility of consolidating the city and county government in Clarksville-Montgomery County. The EDC should take a lead role in encouraging the City and

County Mayors, as well as members of the City Council and County Commission to form a **Consolidation Study Committee** to explore the feasibility of consolidation.

Assuming the results of such study are positive, the EDC should then take the lead role, working through the Chamber of Commerce, in the establishment of a **committee to “educate the public” about the benefits of consolidation.**

Conference Center Development

Almost every stakeholder interviewed for this project felt a conference center to provide a venue for local events, conferences and other special events is a critical factor in ensuring the future success of Clarksville-Montgomery County. Many stakeholders pointed out it can be difficult to find a location to hold a large event in the community, and currently the largest venue for events in Clarksville is the Austin Peay State University Center for the Creative Arts, which can hold only 600 people.

Representatives of HSC will have a need for conference center facilities for company-related meetings. The presence of a conference center in Clarksville-Montgomery County would also add to the attractiveness of the community for companies considering a new location, such as potential customers of HSC and other existing businesses, as well as residents.

As such, the Clarksville-Montgomery County EDC should **support the development and construction of a conference center facility** in the area. A **communications campaign should also be developed** to support the recruitment of the conference center facility and additional retail that would include information about the need and how it would positively impact Clarksville-Montgomery County.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Resources for Living

In order to be a viable choice for the current and future knowledge-based workers, the EDC should ensure that projects related to creating a higher quality of living environment for this talent base become a priority. Development of such amenities will not only help retain and attract talent, it will enhance the region's chances to recruit the type of companies that rely on this skilled type of workforce.

Specific recommendations in this area include:

- Assisting and supporting the development of a plan to make Clarksville **more pedestrian friendly** which may include:
 - **Connecting Austin Peay and downtown to the river through walking and bike trails**
 - **Making sidewalks, walking and hiking trails and bicycle trails** a more critical component of future planning
 - **Rail Trails**
- **Work with the appropriate organizations to maximize use of the Cumberland River** through development of retail, restaurants and residential areas around the river area and of the planned marina that is already in process.
- Continue to work to influence the **development of downtown.**
- **Address public transportation needs** by working with the appropriate parties to ensure **more bus routes are added to meet needs of new and existing industry**, and to increase the **use of "rubber" trolleys** in the downtown areas.

Public Policy

Many issues raised during the stakeholder interview/discussion group process were more "community development" and therefore "political" in nature, rather than directly related to new business recruitment. Examples of these issues include:

- Development of a Conference/Event Center
- Consolidation of City and County Government
- Plan for Infrastructure
 - Transportation (roads)
 - Utilities
- Resources for living
 - More sidewalks
 - Walking trails
 - Bike trails
 - Maximizing the river
 - Connecting Austin Peay to downtown

The Chamber arm of the Clarksville-Montgomery County EDC currently has a Public & Community Affairs Committee whose stated purpose is "to act as the "voice of the business" to local, state and federal elected officials." This committee produces a local, state and federal legislative agenda, monitors progress of issues it has identified as important to the business community and sponsors programs on legislative topics.

Based on this information and Boyette Levy's assessment, the following are recommended:

- Create a committee to be called the **"Catalyst Council"** which will select one to two key legislative or local issues from the list compiled by the existing Public and Community Affairs Committee and develop a strategy designed to successfully address the each element inherent in the chosen issue.
- Create a **Political Action Committee (PAC)** under the umbrella of the Chamber of Commerce that is focused on identifying and supporting local, state and federal issues and state and federal

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL
STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

candidates that are critical to the successful development of the Clarksville-Montgomery County economy.

Marketing and Communications

In today's environment, communications and marketing are critical to successful economic development activities. Marketing and Communications efforts should focus on the area's competitive strengths which result from comparing the critical needs of targeted projects with the area's advantages. The competitive position should then be used to develop key messages that serve as the basis for all marketing and communications activities.

For purposes of this Blueprint, Marketing and Communications includes strategies related to:

- Branding
- Public Relations – Nashville
- Public Awareness
- Aspire Foundation Marketing

The marketing component of the economic development Blueprint for Clarksville-Montgomery County is focused on developing activities to promote the area both to internal and external audiences by employing several strategies including branding, media relations, community relations and investor communications. The overarching goal for this marketing effort is:

To position Clarksville-Montgomery County as a growing, progressive community that offers outstanding amenities for businesses, residents and visitors.

Branding

- **Develop a more consistent branding strategy for Clarksville-Montgomery County and encourage all entities that seek to promote the community to utilize the same brand and design.**
- **Utilize branding messages that position Clarksville-Montgomery County as a dynamic, progressive and growing community.**

The following are suggested key messages:

As the 9th fastest growing city in the nation, Clarksville is a city with diverse opportunities for a diverse population.

❖ ❖ ❖

While Clarksville has a diverse economic base and success in a variety of industry sectors, it will soon be home to Hemlock Semiconductor Corporation, a \$1.2 billion polycrystalline silicon (polysilicon) production facility. Polysilicon is a key raw material used to manufacture solar cells and semiconductor devices.

❖ ❖ ❖

Clarksville offers a competitive workforce with diverse skills supported by the presence of the Fort Campbell military post and Austin Peay State University.

❖ ❖ ❖

Although Clarksville is a community that embraces its heritage, it is prepared for the 21st Century economy with a focus on entrepreneurship and innovation.

❖ ❖ ❖

Located just 40 minutes from Nashville, Clarksville residents have access to all the amenities of a large city while enjoying the comforts of a smaller community.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

- **Update the existing EDC website to incorporate the new branding and develop micro-websites to increase functionality of the site.**

Public Relations – Nashville

- **Develop a media relations program to generate positive publicity about Clarksville-Montgomery County in the Nashville market.**

In order to generate publicity in the Nashville market, it will be important to continue to **develop strong relationships with key reporters and editors and selected media outlets.** These relationships might be developed and enhanced through the following tactics:

- One-on-one contact.
 - Direct mail or e-mail efforts.
 - Media visits.
- **Messages for this program should focus on the area's image as more than an Army post or a blue collar town.**

Public Awareness

- **Launch a community pride campaign to enhance resident awareness of Clarksville-Montgomery County's assets as a place to live, work and play.**

The first, critical step in a public awareness effort is to develop greater community pride among Clarksville-Montgomery County's residents. The community pride program should be an on-going effort to energize local residents about what a great place Clarksville-Montgomery County is to live, work and play. General tactics that might be included in a community pride campaign are:

- On-going media promotion of key community assets.
- Signage throughout Clarksville-Montgomery County will begin to move residents toward a greater sense of pride.
- Incorporate community pride messages and activities into local festivals and events.
- Utilize billboards around the community and on highways around Clarksville for local residents and visitors to see, recognize and familiarize themselves with community assets.
- Promote community assets to Austin Peay students in an effort to utilize them as ambassadors with potential new students and to encourage them to stay in the Clarksville area upon graduation.

- **Explore successful consolidated government efforts and communicate with area citizens the opportunities for similar success in Clarksville-Montgomery County.**
- **Develop a communications campaign to support development of a conference center that would include information about the need for such a facility and how it would positively impact Clarksville-Montgomery County.**

Aspire Foundation Marketing

Communication with current and prospective investors will help ensure that the fundraising effort generates the resources necessary to fund implementation of this Blueprint.

- **Re-brand the Aspire Campaign to generate new interest and enthusiasm in supporting the Blueprint.**

As the fundraising effort begins to support this Blueprint, it is important to re-energize stakeholders

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

and let them know that the community is prepared to make bold steps moving forward. New branding for the Aspire effort is one way to communicate a new energy to potential investors.

One possible name for the Aspire campaign to fund the recommendations contained in this document might be **“Catalyst 2020 – A Vision for the Future.”** This name sends a message that both the Blueprint and its investors are the catalyst needed to continue Clarksville-Montgomery’s County’s growth into the future.

This branding should carry through all communications with investors as the Clarksville-Montgomery County EDC leadership seeks funding for the new Blueprint.

- **Create key messages to communicate with investors and other stakeholders.**

The following are proposed messages that might be included in all investor communications materials:

As the 9th fastest growing city in the nation, Clarksville is a city with diverse opportunities for a diverse population. The economic development Blueprint for the area is the catalyst for this transition with recommendations that ensure the right type of continued growth for the community.

With a diverse economic base and success in different industry sectors, this Blueprint will allow Clarksville to focus its efforts on wealth creation in a way that embraces development that area residents desire while continuing to increase the per capita income for its citizens.

A successful 21st Century economy must have a global awareness, a competitive workforce and a focus on entrepreneurship and

innovation. This foundational plan will allow Clarksville to continue to develop its workforce and entrepreneurial environment as it pursues global opportunities.

Community support and enthusiasm is a critical component of any effort to sell and improve our community. This Blueprint is designed to help foster community support as we focus our efforts in taking our community to the next level.

- **Utilize a variety of tools to communicate with stakeholders throughout the fundraising process and as the recommendations of the Blueprint are implemented.**
 - **Share Blueprint recommendations.** Hold a meeting with investors and potential investors to unveil the Blueprint and generate support for the recommendations.
 - **Utilize internal publications.** Feature articles about the economic development Blueprint should be developed to include in appropriate publications distributed by the EDC and other community organizations.
 - **Seek feature story placements.** Pursue a feature story in targeted business or general interest publications about development of the economic development Blueprint and why it is important to the area.
 - **Conduct editorial board meeting.** In an effort to engage the local newspaper in the economic and community development recommendations, hold a meeting with the editorial board to brief members on the recommendations and their intended results.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL
STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

- **Place local guest column.** Provide a guest column authored by the Aspire campaign chairman to the Leaf Chronicle.
- **Provide elected official briefing.** In an effort to keep key elected officials informed of the fundraising effort and the Blueprint implementation, an overview of the Blueprint should be provided at regularly scheduled meetings of the Clarksville City Council and the Montgomery County Commission or in one or more small group meetings with key elected stakeholders.
- **Create website presence.** Information about the Blueprint recommendations and implementation should be included on the EDC website.

Tourism

Tourism may be defined as travel for recreational or leisure purposes. One component of this Blueprint was to address tourism as an opportunity for Clarksville-Montgomery County. As such, the Tourism section includes strategies related to:

- | |
|---------------------|
| ➤ Tourism Product |
| ➤ Tourism Marketing |

Many communities throughout Tennessee rely on the economic benefits derived from tourism and travel-related activities as a major source of economic vitality and growth. Clarksville-Montgomery County has a lot to offer related to hospitality and tourism development, which can provide for new economic development opportunities. Clarksville-Montgomery County's proximity to a significant tourism corridor just 45 minutes to the south provides great opportunities in exploring new and innovative ways to share its unique tourism product just 40 miles northwest of Nashville.

With careful long-range planning, the hospitality and tourism industry can be a leading economic development sector for Clarksville-Montgomery County and it should play an important role in the community's overall economic development blueprint.

The tourism recommendations contained in this Blueprint are based on the review of all communications and marketing materials, secondary research, working with tourism industry leaders and staff, interviewing key stakeholders and an independent assessment of the current tourism product offerings.

Tourism Development Strategies

As part of the Clarksville-Montgomery County Economic Development Blueprint, the tourism industry needs to increase its share-of-mind among key influencers that tourism is a vital component of an economic development plan. This includes city and county policy-makers, business leaders and those who can shape future development opportunities of the tourism product.

The following are high-priority strategies to assist Clarksville-Montgomery County in enhancing its tourism offerings and increasing the contribution tourism makes to the overall economy of the area.

Tourism Product Enhancement

- **Consider opportunities for sustainable developments of eco-tourism and nature, including agricultural, forestry and outdoor recreation.**
- **Advocate for the development of the Wings of Liberty Museum.**

The Wings of Liberty museum, a proposed 80,000-square-foot facility, will include a 200-seat IMAX-style theater, catering area, book store/gift shop, and artifact storage area located at Fort Campbell. This facility has the potential to serve as a

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL
STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

destination attraction for the Clarksville-Montgomery County area.

- Explore opportunities to enhance and package the area's historic attractions to take advantage of the upcoming Civil War Sesquicentennial.
- Investigate the idea of a "Big Town, Small City" visitor appeal to travelers seeking some type of experiential tourism product such as auto touring, bird watching, nature tourism and cultural/heritage tourism. Current amenities would serve as the backdrop for these types of natural resource and cultural/heritage activities.

Tourism Marketing: Promoting the Brand

- Implement an internal communications plan to ensure that local residents are aware of the community's tourism offerings and the area is prepared to serve as "ambassadors" when interacting with visitors.

Local residents can often be the very best tourism marketing a community has available. However, citizens need to understand the area's assets and attractions and be prepared to share information with visitors.

CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Conclusion

Clarksville-Montgomery County is on the cusp of transformation to a new economic model with its rapid population growth, increasing per capita income and the recent Hemlock Semiconductor announcement. Now is the time for Clarksville-Montgomery County to capitalize on this growth, development and momentum. This four-

year Strategic Economic Development Blueprint will serve as the foundation to guide Clarksville-Montgomery County into an already promising future.

The top 16 actions items from the Blueprint that the EDC needs to implement to be most successful include.

1. Re-brand the Aspire Campaign as Catalyst 2020 – A Vision for the Future and utilize a variety of tools to communicate with stakeholders throughout the fundraising process and as recommendations of the Blueprint are implemented.
◆ ◆ ◆
2. Formalize the existing industry program.
◆ ◆ ◆
3. Ensure commitments to Hemlock Semiconductor are met.
◆ ◆ ◆
4. Develop more consistent branding strategy.
◆ ◆ ◆
5. Allocate marketing dollars to support targeting of Hemlock Semiconductor customers and other targeted industries.
◆ ◆ ◆
6. Advocate for development of the Wings of Liberty Museum.
◆ ◆ ◆
7. Develop an Innovation and Entrepreneurship Program.
◆ ◆ ◆
8. Develop and adopt a flexible local incentives policy to meet the needs of new and existing industry.
◆ ◆ ◆
9. Develop plan for a conference center and related communications campaign.
◆ ◆ ◆
10. Investigate potential to pursue city/county consolidated government and develop related communications campaign.
◆ ◆ ◆
11. Collaborate with Austin Peay to ensure curriculum needs of Hemlock Semiconductor and other targeted business opportunities are met.
◆ ◆ ◆
12. Encourage CMCSS to conduct inventory of existing STEM curriculum offerings and develop recommendations to expand.
◆ ◆ ◆
13. Coordinate with appropriate parties to develop plan to make Clarksville-Montgomery County more pedestrian friendly.
◆ ◆ ◆
14. Create Political Action Committee (PAC) focused on identified local, state and Federal issues.
◆ ◆ ◆
15. Explore more private sector-led commercial land development.
◆ ◆ ◆
16. Continue media relations program to generate positive publicity about Clarksville-Montgomery County in the Nashville market.

**RESOLUTION TO AFFIRM COMPLIANCE WITH
FEDERAL TITLE VI REGULATIONS**

WHEREAS, both Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 provide that no person in the United States shall, on the ground of race, color or national origin be excluded from participation in, be denied the benefits of or be subjected to discrimination under any program or activity receiving federal financial assistance; and

WHEREAS, the Tennessee Attorney General opined in Opinion No. 92.47 that state and local governments are required to comply with Title VI of the Civil Rights Act in administering federally funded programs; and

WHEREAS, the Community Development Division of the Tennessee Department of Economic and Community Development administers the Three-Star Program and awards financial incentives for communities designated as Three-Star communities; and

WHEREAS, by virtue of the Tennessee Department of Economic and Community Development receiving federal financial assistance all communities designated as Three-Star communities must confirm that the community is in compliance with the regulations of Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987.

NOW, THEREFORE, BE IT RESOLVED, by the County Legislative Body of Montgomery County, Tennessee, meeting in regular session on this the 13th day of September, 2010, that:

SECTION 1. The Legislative Body of Montgomery County declares that the county is in compliance with the federal Title VI regulations.

SECTION 2. The Department of Economic and Community Development may from time to time monitor the county's compliance with federal Title VI regulations.

SECTION 3. This Resolution shall take effect upon adoption, the public welfare requiring it.

Duly passed and approved this 13th day of September, 2010.

Sponsor _____

Commissioner _____

Approved _____

County Mayor

Attest _____

County Clerk

**RESOLUTION TO ACCEPT TENNESSEE DEPARTMENT OF AGRICULTURE,
DIVISION OF FORESTRY VOLUNTEER FIRE ASSISTANCE GRANT PROGRAM**

WHEREAS, the Montgomery County Fire Service has been awarded a grant from the State of Tennessee, Department of Agriculture, Division of Forestry, Volunteer Fire Assistance Grant Program, in the amount of two thousand three hundred dollars (\$2,300.00); and

WHEREAS, the funds will be used to purchase a 75-gallon Poly Tank Skid Unit to fit in the back of a 6 x 6 Polaris Ranger that was awarded to Woodlawn Fire Department from U. S. Smokeless Tobacco free of charge and this unit will be used to combat wild land fires; and

WHEREAS, this is a 50/50 matching grant and the matching portion of this grant can be expended from the original fire service capital projects fund that was approved on June 14, 2010 in account 171-91130-00000-91-57900-P0700; and

WHEREAS, the grant period begins July 1, 2010 and expires May 31, 2011 and the grant will not require any continued funding after the expiration.

NOW, THEREFORE, BE IT RESOLVED by the Montgomery County Board of Commissioners assembled in regular session on this 13th day of September, 2010 that the following appropriation be approved.

Capital Projects Fund

**Revenue
Other State Grants**

| | |
|--------------------------------|---------|
| 171-91130-00000-91-46980-P0700 | \$2,300 |
|--------------------------------|---------|

**Expenditure
County Fire Service**

| | |
|--------------------------------|---------|
| 171-91130-00000-91-57900-P0700 | \$2,300 |
|--------------------------------|---------|

Duly passed and approved this 13th day of September 2010.

Sponsor

Commissioner

Approved

County Mayor

Attested

County Clerk

**RESOLUTION TO APPROPRIATE FUNDS FOR CONSTRUCTION
OF THE CLARKSVILLE-MONTGOMERY COUNTY AIRPORT
BUSINESS CENTER AT OUTLAW FIELD**

WHEREAS, on February 8, 2010, this Legislative Body appropriated \$625,000.00 to be utilized for the construction of a new airport terminal at Outlaw Field; and

WHEREAS, certain federal and state grants were applied for through the responsible agencies in a dollar amount totaling \$2,000,000.00; and

WHEREAS, grant funding from these requests was denied by governmental authorities; and

WHEREAS, this Legislative Body recognizes the need for a new terminal and other improvements at Outlaw Field to promote further industrial expansion in the area and to facilitate the current industrial base in Montgomery County; and

WHEREAS, the City of Clarksville has appropriated an additional \$1.75 million for the construction of said terminal and other improvements at Outlaw Field.

NOW, THEREFORE, BE IT RESOLVED by the Montgomery County Board of Commissioners meeting on this the 13th day of September, 2010, that additional funds in the amount of \$1,125,000 be appropriated through the Reimbursement Resolution 10-9-6 to provide for the funding of the Clarksville-Montgomery County Airport Business Center at Outlaw Field.

Duly passed and approved this 13th day of September, 2010.

Sponsor _____

Commissioner _____

Approved _____

County Mayor

Attested _____

County Clerk

**RESOLUTION DECLARING THE INTENT OF MONTGOMERY COUNTY,
TENNESSEE TO REIMBURSE ITSELF FOR CERTAIN EXPENDITURES
RELATING TO AIRPORT TERMINAL PROJECTS WITH THE PROCEEDS OF
BONDS OR OTHER DEBT OBLIGATIONS TO BE ISSUED BY MONTGOMERY
COUNTY, TENNESSEE AND TO AUTHORIZE THE BUDGET AMENDMENTS
FOR THE GENERAL CAPITAL PROJECT FUND**

WHEREAS, it is the intention of the Board of Commissioners of Montgomery County, Tennessee (the "County") to provide funds for an Airport Terminal building renovation, remodeling and construction program and equipping thereof and for legal, fiscal, administrative, architectural and engineering costs incident to the foregoing; and reimbursement to the appropriate fund of the County for prior expenditures for the foregoing costs, if applicable; and

WHEREAS, it is the intention of the Board of Commissioners of Montgomery County to pay all or a portion of the costs associated with said activities by the sale of fixed rate bonds or other debt obligations of the County in an amount to be determined during the planning phase; and

WHEREAS, it is anticipated that it will be necessary to make expenditures in payment of said costs prior to the issuance of said bonds or debt obligations; and

WHEREAS, it is the intentions of the Board of Montgomery County Commission to reimburse the various funds of the County for said expenditures in accordance with the requirements of the final regulations applicable thereto promulgated by the United States Department of the Treasury; and

WHEREAS, the various funds of the County shall be amended to allow for the receipt and expenditures of temporary funding to be reimbursed by the issuance of bonds or other debt obligations.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of Montgomery County, Tennessee, as follows:

Section 1. It is reasonably expected that the County will reimburse itself for certain expenditures made by the County in connection with the activities hereinabove described. The County intends to reimburse all such expenditures by issuing its general obligation bonds or other debt obligations. The expenditures made prior to the issuance of said bonds or other debt obligations are expected to be paid from the General Capital Projects Fund of the County with reimbursement to be made from the issuance of bonds or other debt obligations. The debt service payments on the bonds or other debt obligations are expected to be paid from unlimited ad valorem taxes to be levied on all taxable property within the limits of the County or from other authorized taxes or available revenues.

Section 2. The principal amount of bonds or other debt obligations expected to be issued to finance the activities hereinabove described will be \$1,125,000 as further determined after the planning phase for the projects.

Section 3. It is the County's reasonable expectation that it will reimburse the original expenditures from the proceeds of bonds or other debt obligations.

Section 4. This resolution constitutes a declaration of official intent as provided by U.S. Treasury Regulations Section 1.150-2.

Section 5. The General Capital Projects Fund shall be amended as follows:

Estimated Revenues

| | | |
|-----------|--------------|-------------|
| 171-49100 | Bonds Issued | \$1,125,000 |
|-----------|--------------|-------------|

Estimated Expenditures

| | | |
|-----------------|----------------|-------------|
| 171-57990-P0850 | Matching Share | \$1,125,000 |
|-----------------|----------------|-------------|

Section 6. All resolutions or parts of resolutions in conflict herewith are hereby repealed, and this resolution shall be in immediate effect from and after its adoption.

Duly passed and approved this 13th day of September, 2010.

Sponsor _____

Commissioner _____

Approved _____

County Mayor

Attested _____

County Clerk