

2015



5 YEAR PLAN

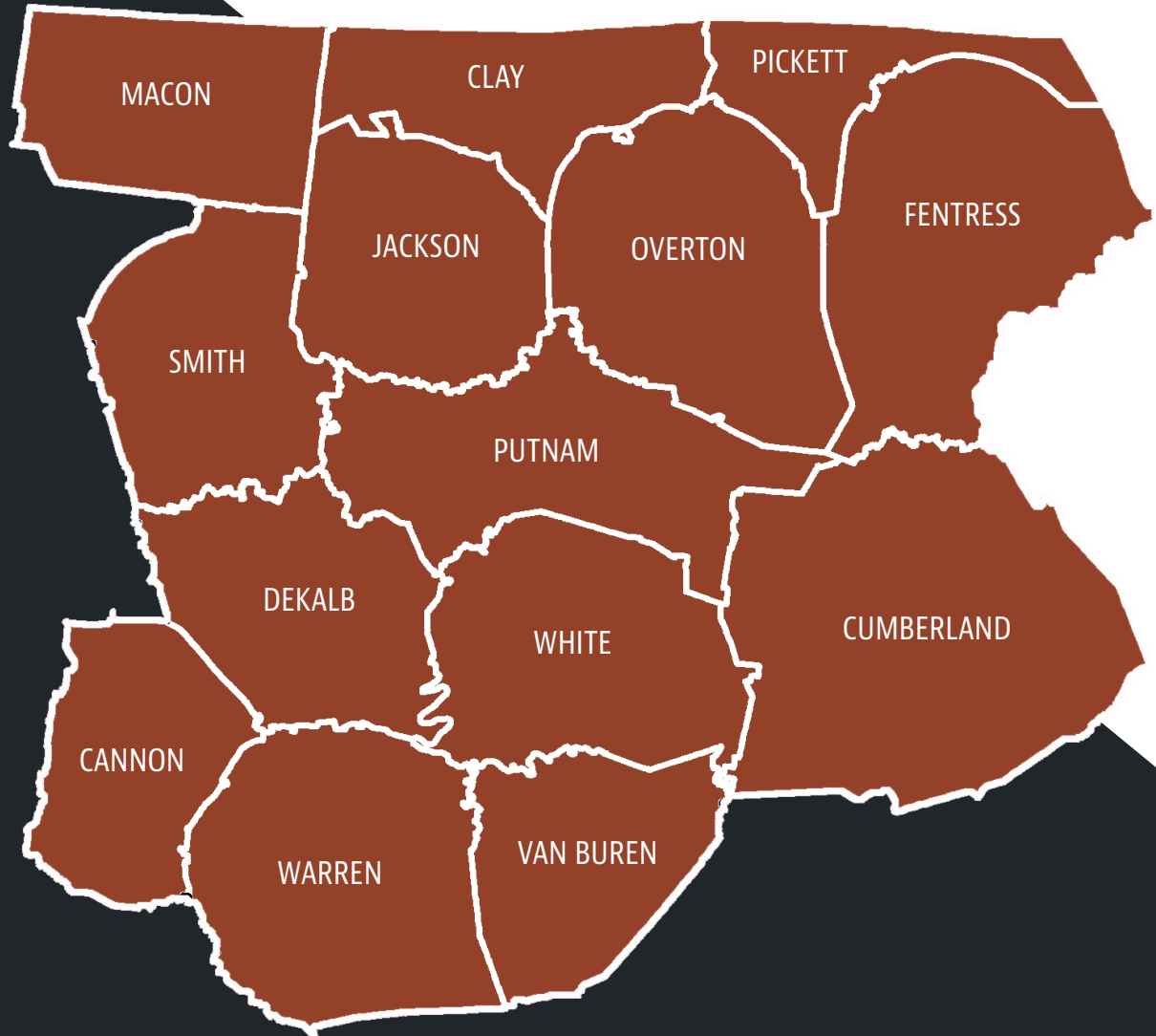
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

The Upper Cumberland Region of Tennessee

PREPARED BY

Upper Cumberland Development District
Cookeville, Tennessee
<http://ucdd.org>

UPPER CUMBERLAND REGION



UPPER CUMBERLAND REGION
OF TENNESSEE

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UPPER CUMBERLAND REGION
OF TENNESSEE

EXECUTIVE SUMMARY

The Upper Cumberland region of Tennessee is comprised of 5,093 scenic square miles and is home to 343,430 residents. The 14 counties of the region are Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White. Each community is unique with its own set of hidden gems and challenges. The following document outlines some of those elements and is designed to serve as a road-map, leading the region in future economic and community development efforts.

In the development of the region's economic development strategy, meetings were held in each of the fourteen counties with key economic development organizations and local leaders. In addition, a Comprehensive Economic Development Strategy (CEDS) committee was formed to combine public and private representation in a region-wide brainstorming session. These meetings resulted in an analysis of the current economic environment, identification of four primary goals, and the development of the corresponding plan of action.

S.W.O.T. ANALYSIS

Infrastructure Educational Facilities Diverse Industrial Base Community Leadership Natural Features	S	Topography Workforce Broadband Perception of Region Shovel Ready Sites	W
Tourism K-12 Education Physical Education	O	Brain Drain Legislative Decisions Uncertainty of Federal Funds	T

GOALS

GOAL 1 - WORKFORCE DEVELOPMENT & EDUCATION

Educated & healthy workforce meeting all employment needs in the region

GOAL 2 - RESILIENCY

An economically resilient and self-sustaining region

GOAL 3 - TELECOMMUNICATIONS

Fully connected region

GOAL 4 - TOURISM

Increased tourism expenditures



INTRODUCTION AND BACKGROUND OF THE UPPER CUMBERLAND REGION

CEDS, THE "ECONOMIC ROAD-MAP"

The goal of the Comprehensive Economic Development Strategy is to bring together the public and private sectors in the creation of an economic road-map to diversify and strengthen regional economies. The following document shall provide a path to guide Upper Cumberland residents and leaders as they strive to create jobs and improve the standard of living. This is a working strategy; therefore, as developments occur and priorities change, so must this document.

REGION PROFILE

The Upper Cumberland region is comprised of 14 counties in the northeastern portion of central Tennessee. The region contains 5,093 square miles and has a population of 343,430. The counties in the District include Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White.

POPULATION

The Upper Cumberland region has been experiencing moderate growth over the past several decades. Counties range in size from just over 5,000 to about 72,000, and the largest city, Cookeville, has approximately 30,000 residents. Area population growth has been somewhat erratic, but generally consistent with state and national trends.



91.4%

IN THE POPULATION INCREASE
IN PAST 100 YEARS ▲

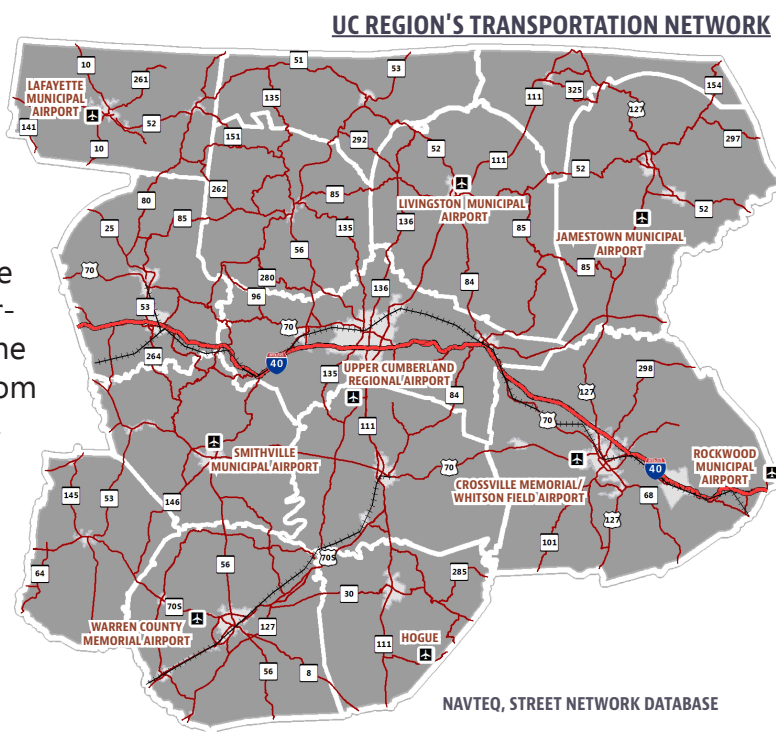


TRANSPORTATION ACCESS

The Upper Cumberland is in an ideal location of the state, centrally situated between three of the four largest cities in Tennessee.

Tennessee has an excellent road structure and most of the region is connected by four-lane highways. Interstate-40 runs through the heart of the region, connecting travelers from Wilmington, North Carolina to Barstow, California. The southern counties are just minutes away from Interstate-24, which is a primary route in the automotive corridor of the Southeast.

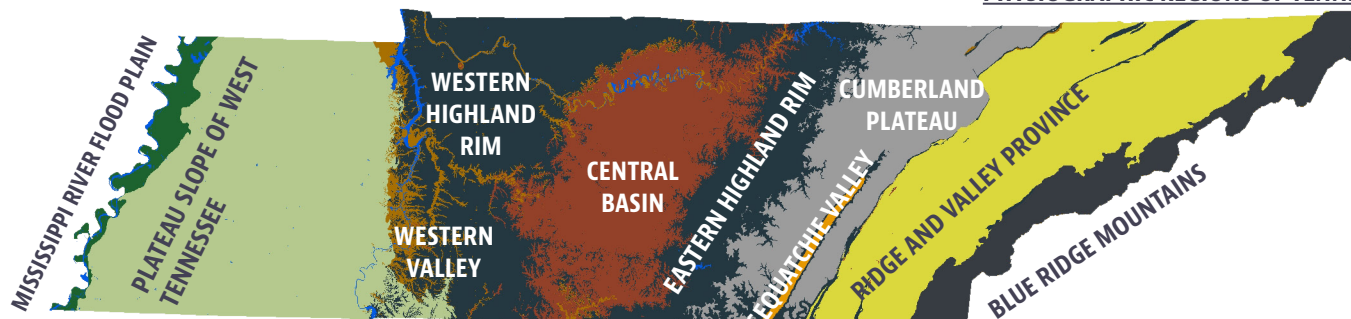
The region contains nine regional airports and multiple rail access points.

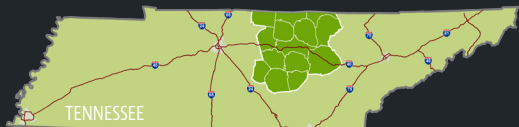


GEOGRAPHY

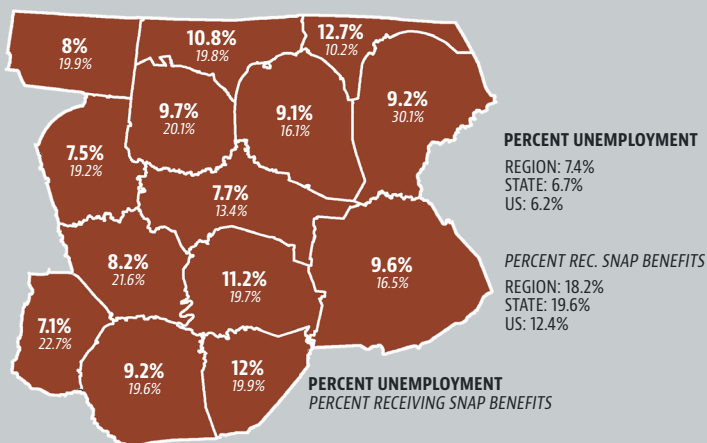
Located in portions of the East Central Basin, Highland Rim, and Cumberland Plateau of Tennessee, the Upper Cumberland is rich with diverse scenic beauty. Waterfalls and natural swimming holes are just a few of the tourism attractions that draw adventure enthusiasts. There are countless hiking trails, camping sites, motorcycle routes, immense caves, kayak excursions and much more sprinkled throughout the area. The Upper Cumberland has 16 state parks and one national park – Big South Fork. The region would be well served by additional hotels and restaurants to serve visitors and promote longer stays and greater expenditures.

PHYSIOGRAPHIC REGIONS OF TENNESSEE



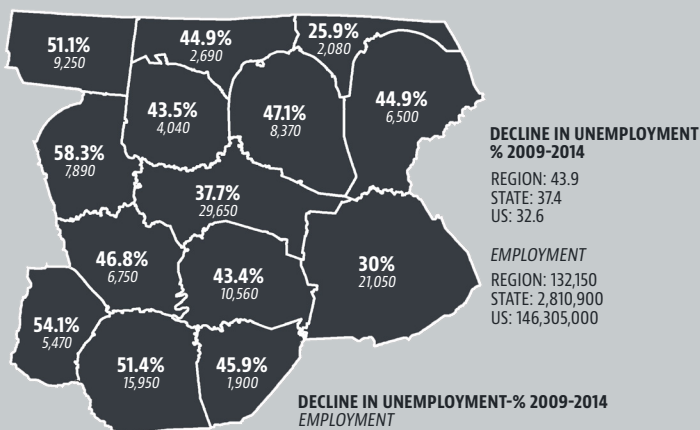


PERCENT UNEMPLOYMENT & PERCENT RECEIVING SNAP BENEFITS



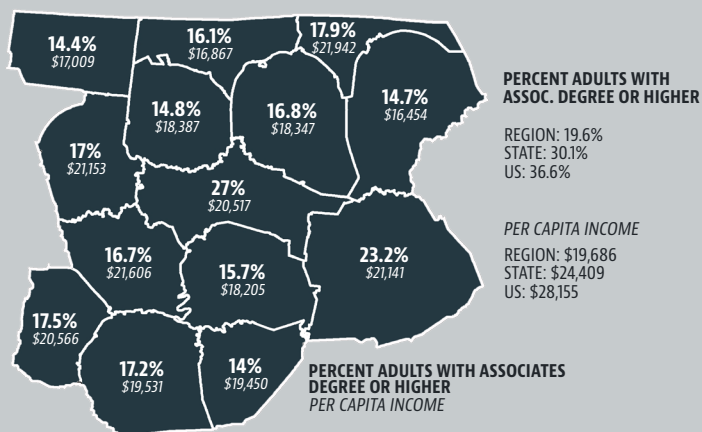
BLS CENSUS 2013

DECLINE IN UNEMPLOYMENT SINCE 2009 AND EMPLOYMENT 2014



TN DEPARTMENT OF LABOR AND STATISTICS

POPULATION WITH ASSOCIATES DEGREE OR HIGHER & PER CAPITA INCOME-2013



CENSUS 2013

ECONOMY

The Upper Cumberland is a rural region with small to medium sized towns. Median household incomes range between \$29,192 and \$40,689. Unemployment has averaged between 7.3% and 9.4% over the past decade reaching a peak of 13.2% in the height of the recent recession. Job loss has been felt across the region and wages have remained relatively stagnant.

The past year has brought a few expansions and one credible job announcement which has turned the tides to a concern for an available workforce. Excellent educational facilities including a premier engineering college Tennessee Tech University, several Community colleges and TN Centers of Applied Technology are available throughout the region. These institutions are doing their best to provide the needed workforce, but gaps are still present.

REGIONAL
LABOR FORCE



TN ECD REGION PROFILE



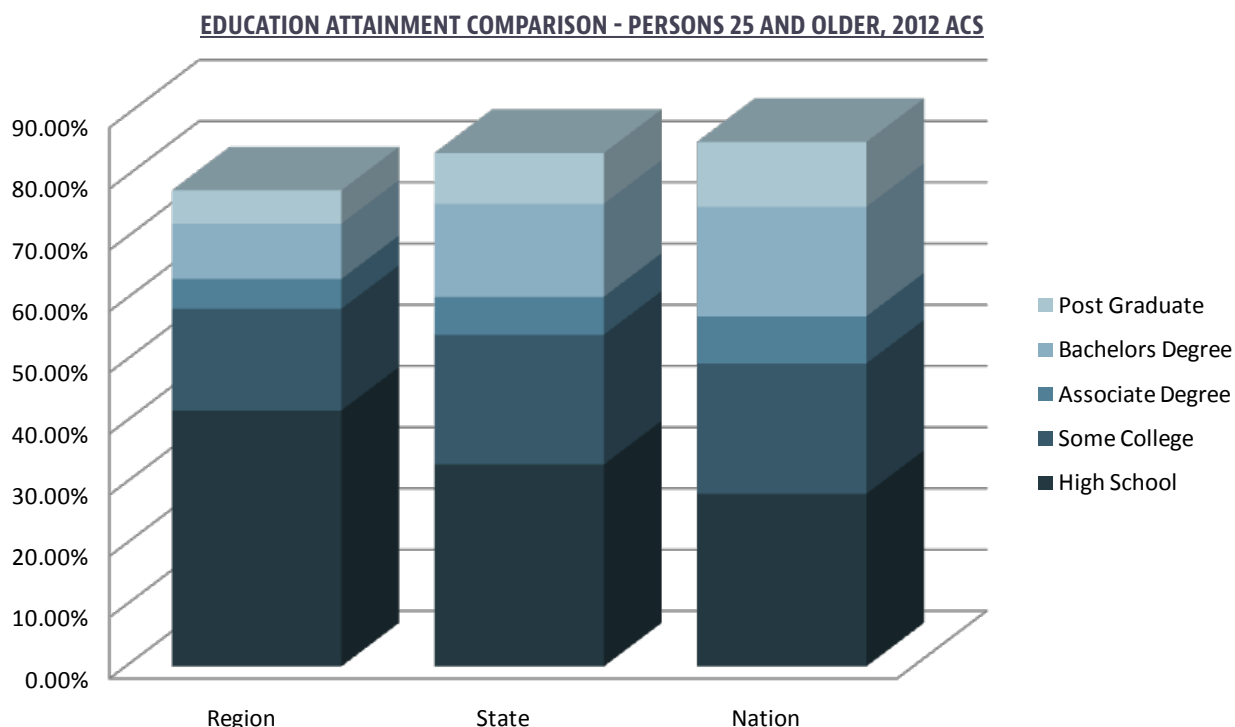
UPPER CUMBERLAND REGION
OF TENNESSEE

WORKFORCE AND EDUCATION

Adult education levels have been continuously increasing over the past several decades. In 1970 the percentage of 25-64 year olds that had a high school degree or higher was only 26%. That percentage has more than tripled and today over 83% of 25-64 year olds have a high school degree or higher. Graduation rates have also continued to increase and the region has a current high school graduation rate of over 92.2%, significantly greater than the state average of 87.2% and the national average of 81%. Although the region fares well in high school graduation, it begins to lag behind in post-secondary education. The current workforce (ages 25-64) represents 21.1% with an associate degree or higher and only 15.5% with a bachelors degree or higher.

The state of Tennessee contains approximately 34.3% and 26.8% respectively.

The region is blessed by the multitude of educational facilities listed on the previous page. Students have access to a variety of training programs, and it is expected that the Governor's Drive to 55 initiative will increase post-secondary training. High school students may now receive two free years of education through the TN Promise program, and adults may earn a two year degree or specialty certificate through the TN Reconnect program at no cost.



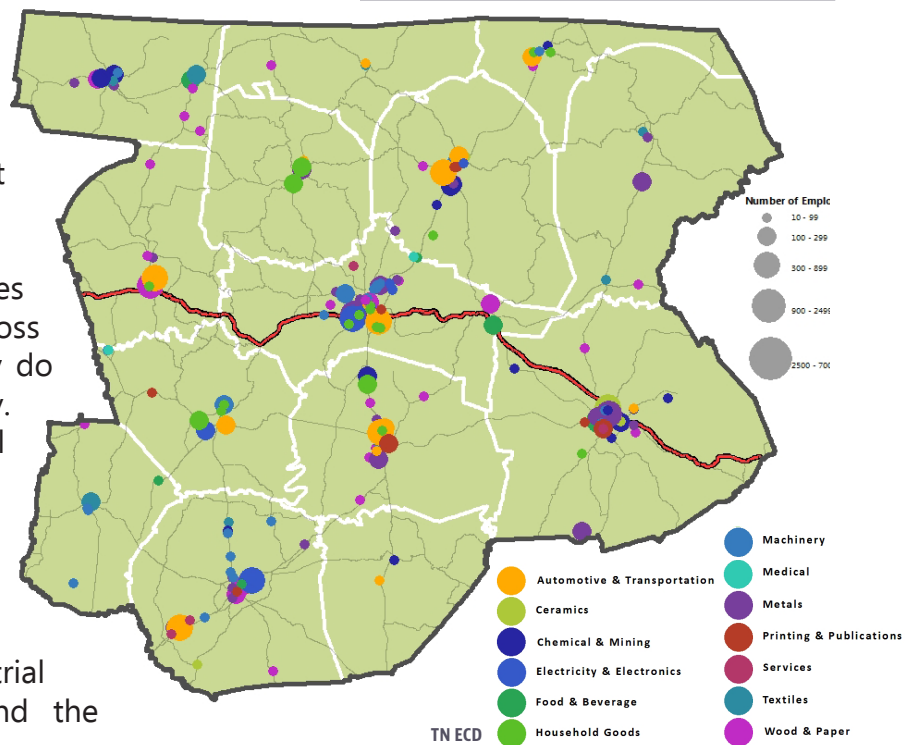


The makeup of our workforce has shifted significantly in the past twenty years. Manufacturing accounted for 32.5% of the workforce in 2000 and represents just over 22% today. The apparel industry, which formerly accounted for almost one-third of the area's manufacturing base has decreased dramatically. Retail trade has increased nearly 3.5% and Healthcare has seen a significant increase of over 8%.

Job closures over the past few decades have left several vacant buildings across the region. These buildings primarily do not meet the needs of modern industry. Recognizing this trend, several communities in the region have begun developing greenfield industrial parks. Parks currently in development are the Clarkrange Business Park, Highlands Business Park, Lafayette Technology Park, Mountain View Industrial Park, Plateau Partnership Park, and the

Upper Cumberland Regional Industrial Park. Leadership shall continue to pursue additional land for industrial development.

MANUFACTURES OF THE UPPER CUMBERLAND



EMPLOYMENT SECTOR	EMPLOYMENT	AVERAGE WAGE
Accommodation & Food Services	8,167	\$13,452
Construction	3,607	\$36,623
Government	19,288	\$34,437
Healthcare & Social Assistance	12,215	\$35,254
Manufacturing	17,561	\$42,157
Mining, Quarrying, Oil & Gas Extraction	723	\$53,163
Retail Trade	13,046	\$23,390
Transportation & Warehousing	2,762	\$39,470
Wholesale Trade	4,297	\$39,890



COMMUNITY AND PRIVATE SECTOR PARTICIPATION

A Comprehensive Economic Development Strategy Committee was formed for the development of the region's 2015 CEDS document. The committee was made up of private and public sector representatives from across the region. The broad spectrum of committee members provided a diverse and comprehensive representation of those who live, work and do business in the Upper Cumberland. Committee members include a banker, a telecommunications representative, a small business owner, a representative of the local workforce development agency, a representative of the region's only university, a minority representative, and several local elected officials.

In addition to the CEDS Committee, UCDD staff have hosted a series of Economic Development Strategy Sessions inviting local leadership, economic development professionals, utility providers, education representatives, and others. All regional organizations assisting with economic and community development met with the local representatives to focus on the current needs and future vision for each of the 14 counties individually. Several trends were recognized across the region. Information gathered from each of these meetings is reflected in this document.



ANALYSIS OF ECONOMIC ENVIRONMENT

The 2015 CEDS document is consistent with other government-sponsored plans including the Local Workforce Investment Area 7 Strategic Plan (2014-2019), the State Economic & Community Development Regional Strategic Plan and the State of Tennessee's overall goal to be the #1 place to do business in the Southeast. Multiple goals laid out in the following pages support state and nation-wide goals of workforce development, broadband expansion, and resiliency.

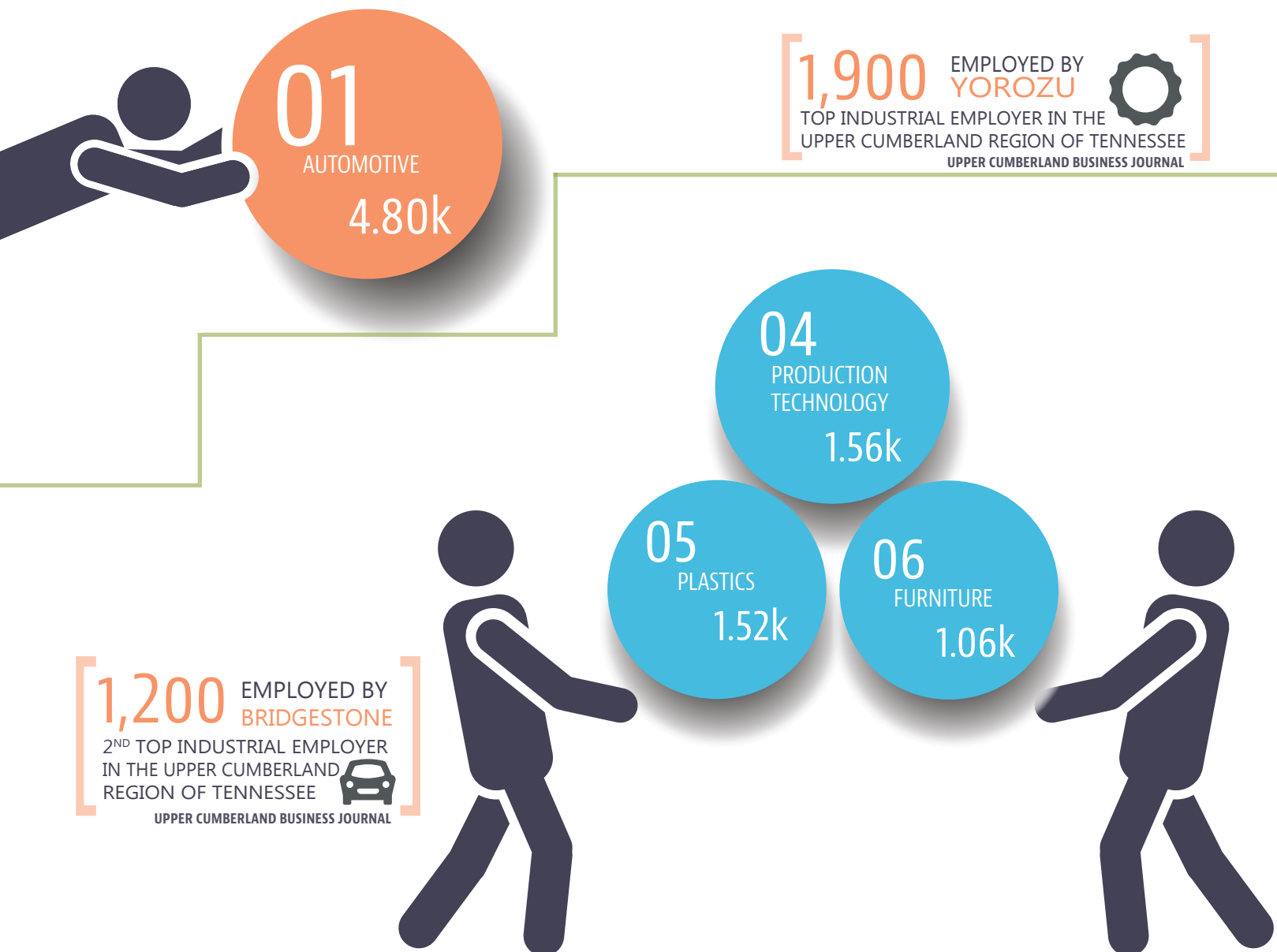
Previous financial investments in the Upper Cumberland are immeasurable. Each city and county have worked continuously installing and maintaining infrastructure to serve their

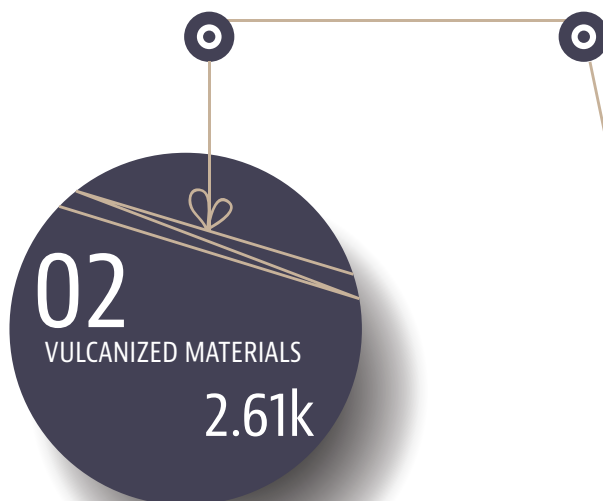
residents and businesses. Utility companies and broadband providers have invested in connecting this region with reliable power, cable and Internet. County governments have spent billions of dollars on educating the next generations, and private industry have made significant capital investment in the region building factories, warehouses and distribution centers and filling them with equipment.



CLUSTER ANALYSIS

The top Manufacturing Clusters in the Upper Cumberland include automotive, vulcanized materials, wood products, production technology, plastics, and furniture. The following graphic represents the number of positions in each cluster in the region. The Upper Cumberland ranks 19th in the U.S. in metal mining and in the top 50 in automotive and vulcanized/fired materials. Automotive is the number one employing cluster in the region with nearly 5,000 positions filled in 2013.

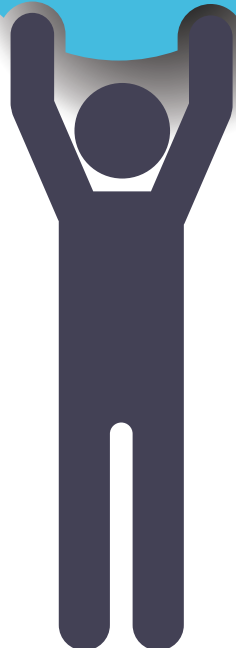




[TOP UPPER CUMBERLAND
EMPLOYMENT BY SECTORS]

22.24% MANUFACTURING
15.99% RETAIL TRADE
15.53% HEALTH CARE & SOCIAL ASSISTANCE
9.23% ACCOMMODATION & FOOD SERVICE
6.83% WHOLESALE TRADE

U.S. CLUSTER MAPPING





S.W.O.T. ANALYSIS

S T R E N G T H S

Road Infrastructure
Availability of Financial Resources
Location in US/ Relation to Large Portion of Population
Educational Facilities (TN Tech University, TN Center of Applied Technology, Vol State, Motlow, Nashville State, Cookeville Higher Education Campus)
Diverse Industrial Base
Community Leadership/ Collaboration
Agriculture
Natural Features
Culture/ Festivals/ People
Water Availability
Energy Availability and Reliability
Hidden Jewels (Retail, Restaurants, Natural Features, etc.)
Moderate Climate

S

O P P O R T U N I T I E S

Tourism
Public Transportation
K-12 Education
State Leadership & Fiscal Responsibility
Physical Education
Land for Future Development
Career Planning
TN Promise
Development of Ports
Company Re-creation Program
Retail Development

O



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Topography
Lack of Interchange Exits
Secondary Education Rankings (K-12)
Workforce (Ethic, Pay Scale, Substance Abuse)
Broadband Connectivity
Perception of Region
Electrical Providers Lack of Capacity
Infrastructure for Residential and Commercial Development
Media Representation/ Marketing
Shovel Ready Sites
Public Transportation

W

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Brain Drain
Complacency
Legislative Decisions
Criminal Records/ Inability to Progress from Past Mistakes
Uncertainty and Lack of Federal Funds (Highway, Education, etc.)
Uncertainty of Future Regionalism Efforts
Competing Communities Achieving Goals Faster or Better

T



GOALS & OBJECTIVES

DEFINING REGIONAL EXPECTATIONS

REGIONAL PARTNERSHIPS

Organizations of the Upper Cumberland region have worked extensively to develop strong relationships and a collaborative working environment. All organizations are of one mind and have the same goal – to continually improve the quality of life for residents of the Upper Cumberland. Regional partners include but are not limited to Upper Cumberland Development District (UCDD), TN Economic & Community Development (ECD), Tennessee Technological University (TTU), Highlands Economic Partnership, TN Central Economic Alliance, Upper Cumberland Human Resource Agency, Tennessee Valley Authority, Tennessee Department of Environment & Conservation, Upper Cumberland Tourism Association, Biz Foundry, USDA Rural Development, Local Workforce Investment Act, Vol State, Motlow, Nashville State, Tennessee College of Applied Technology in Livingston, Crossville and McMinnville (TCAT), local utilities, county school districts, county executives and commissions, city mayors and aldermen, county chamber directors, county IDB representatives, numerous private companies and countless volunteers.

REGIONAL GOALS

Research across the region has resulted in four goals. Many additional goals including public transportation, economic development, industrial asset development, access to healthcare, downtown development, and others are a daily focus of the region. However, in the development of this document four goals were selected as priority. These goals are realistically attainable and affect the entire region. The four goals are:

1. **WORKFORCE DEVELOPMENT & EDUCATION**
2. **RESILIENCY**
3. **BROADBAND**
4. **TOURISM**

The goals and objectives led the development of the proposed programs and activities. Each item presented in the plan of action will be addressed in a collaborative manner with support from all previously listed individuals. The leadership understands that few burdens are heavy if everyone lifts and is prepared to work together, applying individual strengths, to achieve the greater goals. All proposed projects will be addressed by this consortium of partners in both time and funding. Additionally, available grants that meet the needs of each priority will be pursued.



GOAL 1 - WORKFORCE DEVELOPMENT & EDUCATION

EDUCATED & HEALTHY WORKFORCE MEETING ALL EMPLOYMENT NEEDS IN THE REGION

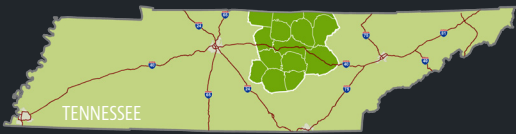
- ▶ Objective 1: Meet industry employment needs by reducing skills gaps.
 Action Item: Coordinate with existing businesses in the region to fully understand existing, missing and future skill sets needed across the region.

 Action Item: Create the Tennessee Tech Regional Innovation Center and the Advanced Robotics Training Center.
- ▶ Objective 2: Bolster Secondary Education provided to students in the Upper Cumberland to include soft skills training, career technical programs and access to career pathways.
 Action Item: Develop education pathways for K-12 students, educating them of the careers available in the region and the education path they must take to reach specific levels.

 Action Item: Implement soft skills training and anti-drug coalitions in K-12 curriculum to help build a better, more reliable workforce.

 Action Item: Increase career technical programs in secondary education curriculum as job availability returns in those career paths.
- ▶ Objective 3: Increase number of citizens with post-secondary degrees and certificates.
 Action Item: Post-Secondary education organizations will continue to partner together to provide the jobs skills necessary for the positions available in the Upper Cumberland.

 Action Item: Implement a region-wide promotional campaign to encourage enrollment in post-secondary education and educate the region on state-wide programs such as TN Promise and TN Reconnect.



► **Objective 4: Promote health education across all educational institutions and the region as a whole to reduce obesity rates in 8th grade students by 10%.**

Action Item: Increase physical education in all educational organizations beginning in Pre-K.

Action Item: Advertise success stories of workplace health competitions such as Get Fit Highlands and insurance driven programs to promote participation, thus lowering demands on the healthcare system and reducing employee sick days.

Action Item: Continually develop and market physical recreation attractions to create an active and healthy environment.

49.6%

OBESITY RATE
AMONG 8TH GRADERS
IN THE REGION



TN THREESTAR SCORECARDS

WORKFORCE PLAN OF ACTION

The Highlands Economic Partnership, a multi-county economic development initiative, has taken the lead in workforce development through the creation of the Workforce Development & Education Committee. This group of educators, business professionals, industrial representatives and community leaders have identified and implemented a number of different programs to begin shifting the tides of workforce preparedness in the region. Programs such as career fairs for 8th grade students and parental engagement programs are just a few of the successful endeavors this group has led.

Most recently, the Highlands Economic Partnership has been participating in **PATHWAYS TO PROSPERITY**, a national pilot program that was developed by the Harvard School of Education and Jobs for the Future. Three areas of expected growth were identified and sub-committees have begun

[WORKFORCE PREPAREDNESS] to develop “pathways” for students to follow.

These pathways make it easy for students to understand what level of education is required for specific positions, what the salary expectations are, at said positions and how to easily get back on the **EDUCATIONAL PATHWAY** to reach a different group of positions. Career coaches have



been placed in the high schools to serve as the liaison between local companies and students. Currently, the committee serves the four counties of the Highlands Economic Partnership: Jackson, Overton, Putnam and White. In order to meet objectives #1 and #2 these programs must be implemented in the remaining ten counties.

Two initiatives that will be addressed in the region are the development of Tennessee Tech's Regional Innovation Center located in the Highlands Business Park and an advanced robotics training facility located in McMinnville, Tennessee. Both of these projects have been developed to fill training gaps currently felt by industry. The Innovation Center will provide a forum for **RESEARCH AND DEVELOPMENT**, as well as, seminars and meetings for companies across the region. The robotics training facility will hold a number of robots and offer specialized training courses to prepare employees for the needs of today's industry leaders. There are over **6,000 ROBOTS IN USE WITHIN A 60 MILE RADIUS**, but there are not enough trained employees to meet demand making this project a regional priority.

Another group of individuals, led by Tennessee Tech University, is focusing on ways to involve the adult workers. Unemployed, discouraged, and underemployed individuals are typically at a greater disadvantage to find proper employment or available training to increase their **SKILLS**. The state of Tennessee has introduced a new program for adults, TN Reconnect, offering a two-year degree or certificate free of charge. There is also a

program, TN Promise, designed to provide all graduating seniors with two free years of college/technical school.

A resulting goal of this document is to find ways to expand the existing programs and increase their exposure throughout the region. Objective #3 will ensure all residents are aware of the training options available to them. Additional programs designed to **RAISE AWARENESS** of specific job openings and training programs will be considered by all partnering organizations.

Objective #2 also addresses cut-backs in K-12 curriculum of career technical courses and the lack of soft skills possessed by graduating seniors that carries throughout their working careers. Regional partners such as the BizFoundry, chambers of commerce, and county school districts will partner together and offer **SOFT SKILL TRAINING COURSES**.

Often, the most overlooked component of education and workforce development is the improvement of your workforce's health. A **HEALTHY WORKFORCE** misses less days of work, is more productive, and creates less strain on the healthcare system. Objective #4 is designed to ensure current programs initiated through insurance companies and other healthy workforce programs will be stressed by partnering organizations. School systems will also analyze curriculum requirements to find time in the school day to include greater periods of activity among students beginning in elementary school. Changing the mindset and activity level of 8th graders will have a lasting effect on our workforce.



GOAL 2 - RESILIENCY

AN ECONOMICALLY RESILIENT AND SELF-SUSTAINING REGION

- ▶ Objective 1: Develop an emergency response plan for the region thus reducing response times during natural and man-made disasters.

Action Item: Research existing infrastructure and utility providers and prepare a comprehensive map of all utilities across the region.

Action Item: Analyze potential threats to utility service in the event of an emergency situation and develop mutual aid agreements among counties.

- ▶ Objective 2: Create a fully diversified industrial base that is resilient to economic downturn.

Action Item: Nurture existing industries which already provide a broad industrial base.

Action Item: Conduct further cluster analysis to identify complementary business sectors.

Action Item: Target clusters that enhance the broad base and create economic resilience.

RESILIENCY PLAN OF ACTION

Local elected officials, public works directors, utility districts and service providers will be critical components in reaching this goal. The first project to address objective #1 in establishing resiliency in the region will be the identification of all utility providers across the region. One significant example is water. We have many counties that are served by numerous water utilities with difficult to decipher service areas. We also have water districts that sell water to several other districts. If one intake were to be destroyed it could have a catastrophic effect on a large portion of the region. By identifying where each of the providers are, their service area, and sources we can begin to make a plan for

emergency situations. Mutual aid agreements will be formed and additional resources can be allocated to the critical sources ensuring the safe retrieval and distribution of water.

SAFE RETRIEVAL AND DISTRIBUTION OF WATER

To create a diverse, and therefore more resilient, industrial base additional cluster analysis will be performed on the region. Clusters are present in the Upper Cumberland, but there is still a great diversity present which we will work to maintain. Complementary clusters will be identified and pursued with the assistance of TVA, ECD, TMS and project managers. Target Market Specialist and project managers at TVA and ECD respectively will be contacted to assist in marketing to specified clusters.



GOAL 3 - TELECOMMUNICATIONS

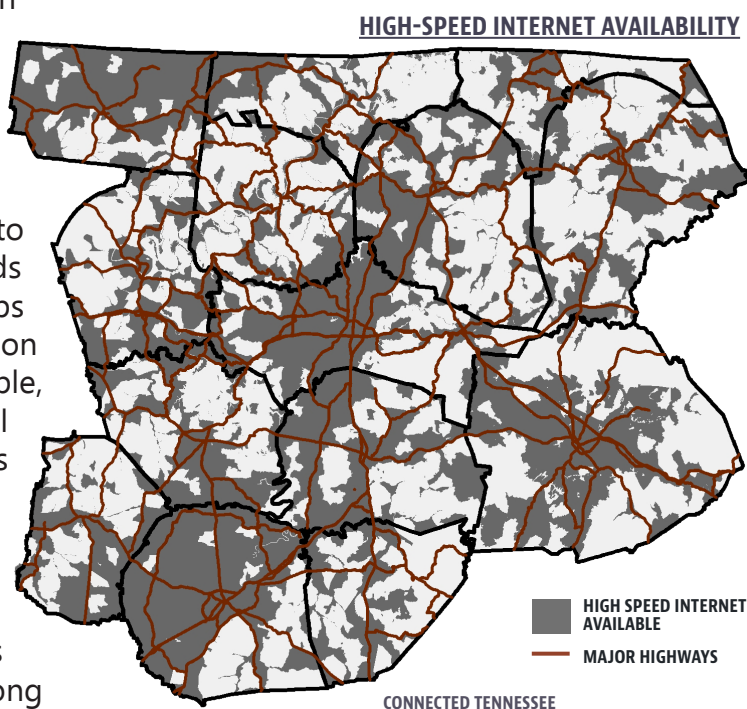
FULLY CONNECTED REGION

- ▶ Objective 1: Increase broadband coverage throughout the Upper Cumberland by 25%.
 - Action Item: Continue working with telecommunications providers to expand the coverage of broadband throughout the remaining areas of the region.
 - Action Item: Monitor state and federal programs that may provide financial assistance in expanding coverage to rural communities.
 - Action Item: Coordinate with providers to offer redundant service at industrial sites.

TELECOMMUNICATIONS PLAN OF ACTION

The Upper Cumberland region was previously considered well covered by broadband with at least 80% of residents having access to DSL and low Megabit per second (mbps) Internet connections. However, earlier in 2015 the FCC changed the classification determining that broadband connection requires download speeds of 25 mbps or greater. The rapid changes in technology and this reclassification by the FCC have left the region lacking in truly high-speed broadband coverage. The map shows areas of the region with access to at least 10 mbps or higher. Stimulus funds and efforts of public-private partnerships like ConnectedTN have helped the region stay as abreast with the times as possible, but it is evident that the region is still lagging behind. Local telecommunications providers are finding a variety of creative ways to expand and **INCREASE COVERAGE** across the region. These efforts will be supported by all participating organizations. Implementation of this document will include coordination among

providers to ensure that all industrial parks are adequately and even redundantly served. Regional partners will also continue to monitor state and federal programs for assistance in **EXPANDING SERVICES** to our most rural residents.





GOAL 4 - TOURISM

INCREASED TOURISM EXPENDITURES

- ▶ Objective 1: Develop region-wide marketing materials promoting the Upper Cumberland and increasing tourism expenditures by 15%.
 - Action Item: Thoroughly inventory all recreational destinations and activities across the region.
 - Action Item: Develop and distribute marketing materials highlighting multi-county activities in the Upper Cumberland. Ex: all hiking trails, kayaking routes, motorcycle rides, waterfalls, etc.
 - Action Item: Develop a website for tourism and recreation activities in the region.
- ▶ Objective 2: Strategically coordinate festivals and events in a regional calendar.
 - Action Item: Thoroughly inventory all festivals and events.
 - Action Item: Coordinate across communities to limit competing events and maximize visitor time in the area.

TOURISM PLAN OF ACTION

The primary project that shall come of this goal is to develop a region-wide marketing plan. We are **RICH IN NATURAL RESOURCES**, quaint downtowns, cultural arts, unique festivals and much more that attract visitors from all around. The Upper Cumberland Tourism association is one avenue in which the region is marketed as a whole. This approach will be expanded to include all cities and counties in an attempt to lay out multi-day vacations visitors may choose to take advantage of. If parks and counties are marketed separately, a hiker may travel to enjoy the Virgin Falls trail in the Scott's Gulf area of White County, but may miss out on the Honey Creek Loop in Big South Fork and

FALL IN LOVE WITH OUR COMMUNITIES

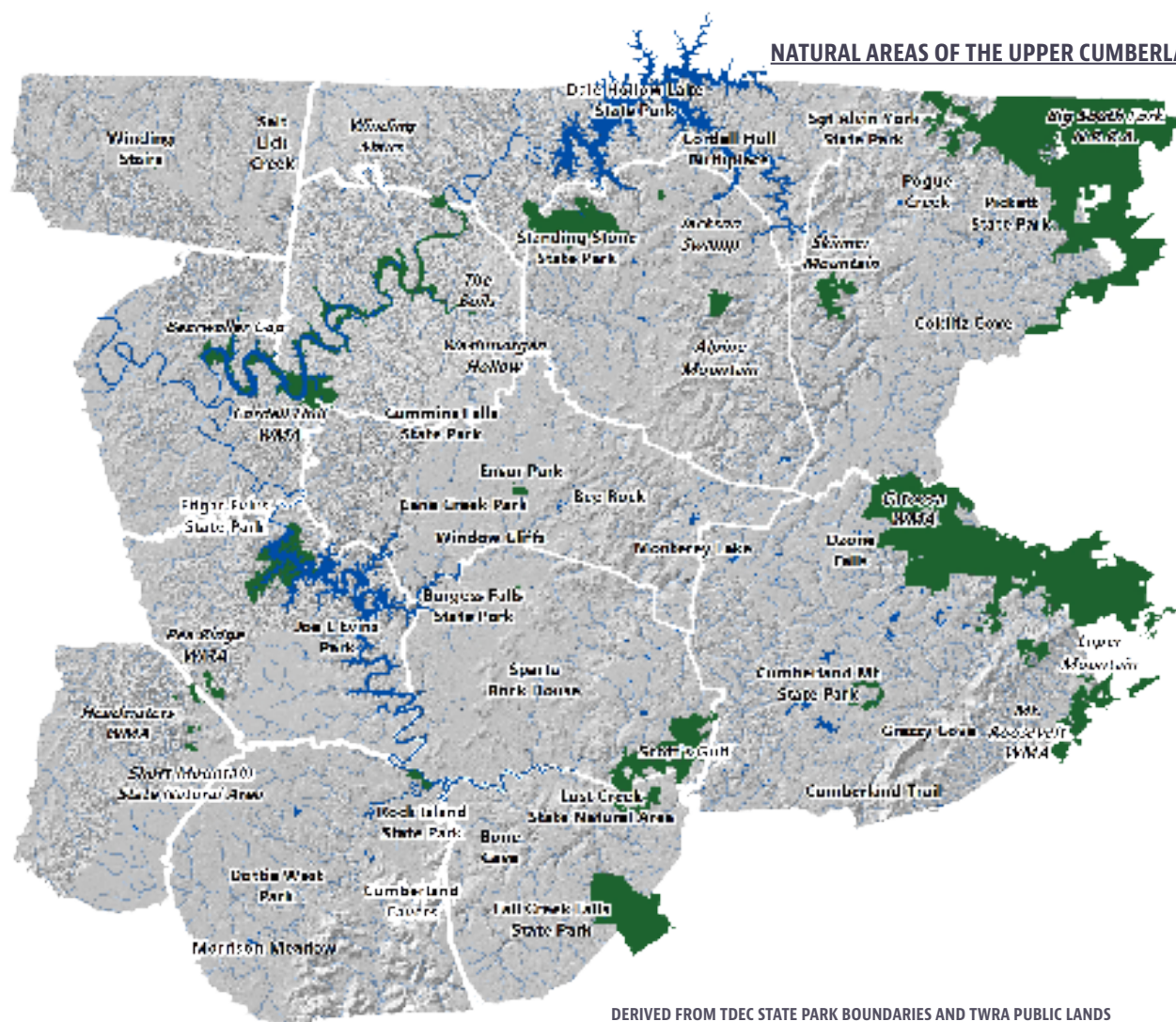
Cummins Falls in Jackson County. A thorough inventory will be conducted on all recreational and **TOURISM DESTINATIONS AND ACTIVITIES** in the entire region. This information will be available through digital and print outlets. The Upper Cumberland Tourism Association and Chamber Directors Group will be asked to take a lead role in the investigative portion of this goal. The Upper Cumberland Development District and Business Media Center at TTU will partner together in the development of the material. Another draw to our rural communities are the **EXCEPTIONAL FESTIVALS** hosted throughout the year. The Liberty Square



Celebration, Moonshine Daze, and the Smithville Fiddler's Jamboree are just a few of the events that draw residents and visitors to the downtown districts to spend money and fall in love with our communities. The CEDS committee noticed that often festivals and events happen on the same weekend limiting the success of both. Partnering with groups like the chamber directors, we will attempt to document all festivals and events on a regional calendar and potentially avoid duplication.

This calendar will also be present on existing and future tourism websites. Tourism revenue will be tracked and shall be increased by 15% over the next 5 years.

CUMMINS FALLS NAMED
10 SWIMMING HOLES **TOP**
IN THE U.S. BY TRAVEL AND LEISURE





PERFORMANCE MEASURES

A well-thought-out plan would not be complete without identifying means to measure its effectiveness. The following performance measures will be reviewed annually to ensure that the region is actively implementing this strategy and allow time for adjustment or corrections each year.

- ▶ Percentage change in population.
- ▶ Percentage change in median household income.
- ▶ Increase/Decrease in the workforce/labor force.
- ▶ Increase/Decrease in unemployment.
- ▶ Employment retention rate.
- ▶ Number of post secondary degrees and certificates in the region.
- ▶ Increase/Decrease in tourism dollars spent in the region.
- ▶ Number of residents with access to broadband.
- ▶ Number of new jobs created.
- ▶ Capital investment as a measure of new job announcements and expansions documented through the state of Tennessee's Economic and Community Development Department.
- ▶ Changes in the economic environment as measured by poverty rates, median household income, and unemployment rate directly correlated to the labor force.





INFORMATION AND RESOURCES

MAP DISCLAIMER

Information contained in the maps has been compiled from information derived from various sources and is subject to change without notice. UCDD makes no warranties to guarantee accuracy, completeness, timeliness or rights to the use of such information. The maps included in CEDS are not survey documents and are for illustrative purposes only. J. Benjamin Drury. GISP. UCDD.

RESOURCES

Information represented in the CEDS document was gathered from the following sources and compiled by UCDD staff to complete the CEDS:

- CEDS Presentation - Brian Kelsey
- EDA.gov / CEDS
- ESRI - GIS Mapping Software
- LWIA 7 Strategic Plan (2014-2019)
- TNECD.com County & Region Profiles
- TNECD.com ThreeStar Scorecards
- TN Department of Labor
- NADO.org/ CEDS
- Upper Cumberland Business Journal
- Upper Cumberland Regional Strategic Plan - TNECD
- Upper Cumberland Tourism Association
- U.S. Cluster Mapping
- U.S. Census Bureau

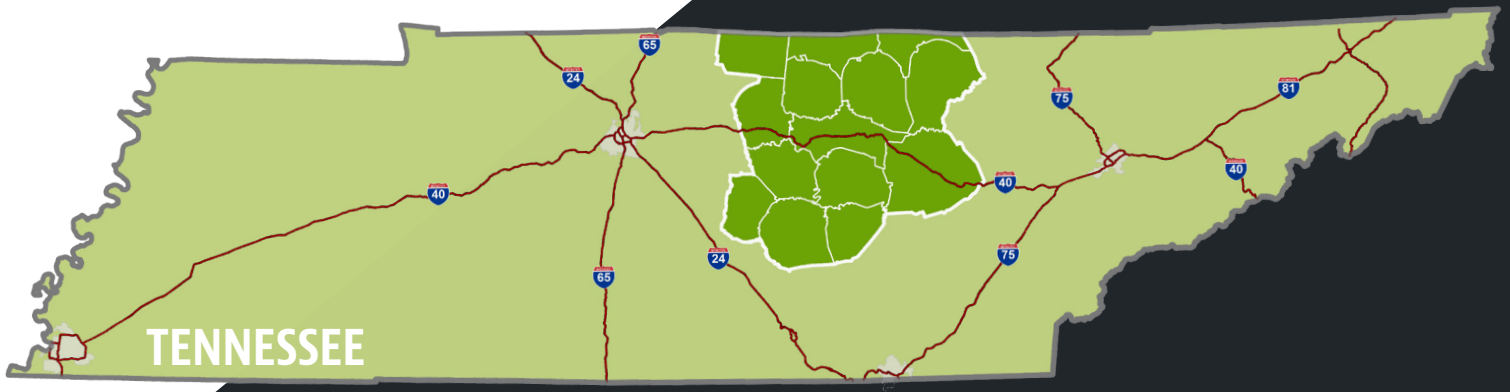
UPPER CUMBERLAND DEVELOPMENT DISTRICT

"PROVIDING SOLUTIONS THROUGH REGIONAL COOPERATION"

The Upper Cumberland Development District (UCDD) was created by the Tennessee General Assembly to provide regional planning and assistance to the following counties: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White. UCDD staff members are dedicated to providing quality services to the people of the Upper Cumberland region of Tennessee through the programs and services offered in each department: Area Agency on Aging and Disability, Economic and Community Development, and Housing and Family Services. It is UCDD's belief that the fourteen counties, along with the many municipalities contained within, are made stronger through regional cooperation and shared resources.

UCDD's Economic and Community Development staff members are well equipped to assist communities with a wide variety of services offered through our Economic and Community Development programs: Cumberland Area Investment Corporation, Economic Development, Geographical Information Systems, Grant Writing and Administration, Historic Preservation, Local Planning, Solid Waste Assistance, Statistical Information, Strategic Planning, Tennessee Advisory Commission on Intergovernmental Relations, THDA Home Rehabilitation Program, and Transportation Rural Planning Organization.

The areas of expertise and unique skill sets represented within the staff position the Upper Cumberland Development District to be a strong asset to communities and enable the agency to serve as a driving force in economic development throughout the region.



**Upper Cumberland
Development District**
"Providing Solutions through Regional Cooperation"

