



**TENNESSEE'S  
UPPER CUMBERLAND  
COMPREHENSIVE ECONOMIC  
DEVELOPMENT STRATEGY**

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**2022-2027**

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# INTRODUCTION & BACKGROUND

Boasting astonishing scenic beauty, deep history, and a wide array of human talent, the Upper Cumberland region of Tennessee continues to be a hub of economic activity. The regional collaboration of community leaders throughout both the public and private sectors has and will continue to strengthen local economies and ultimately improve the quality of life of Tennesseans calling the region home. Discussions bringing together vital economic development partners and local leaders were held in each of the region's fourteen counties. In addition, a Comprehensive Economic Development Strategy committee, composed of various community leaders, was convened to regionally examine the state of the economy and identify primary goals for the next five years. As a result, this comprehensive economic development strategy was designed as a blueprint for the continued creation of long-term success and resilience throughout the fourteen counties of Tennessee's Upper Cumberland.

The Upper Cumberland region contains Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, and White counties in the northeastern portion of central Tennessee. This document highlights what makes these communities thrive along with some of the challenges they face. This plan is not intended to be static, but instead a course of action easily adaptable to the ever-changing needs of the region.

## Geography & Location

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Situated within portions of the East Central Basin, Highland Rim, and the Cumberland Plateau of Tennessee, the Upper Cumberland exudes natural beauty and scenic settings. The region's topography and natural resources, while challenging in some aspects, consist of countless panoramic overlooks, hiking trails, rivers, lakes, and waterfalls. These elements coupled with the presence of 10 state parks and the Big South Fork National Park attract adventure lovers from near and far.

Yet, the Upper Cumberland is centrally situated between three of Tennessee's largest cities. The region is well-connected via multiple highways and interstate-40 which connects travelers from Wilmington, North Carolina to Barstow, California. The region is home to nine regional airports and multiple rail access points, furthering the connection between the Upper Cumberland and the rest of the globe.



The Upper Cumberland is home to 10 state parks and 1 national park and contains 294,164 acres of public land.



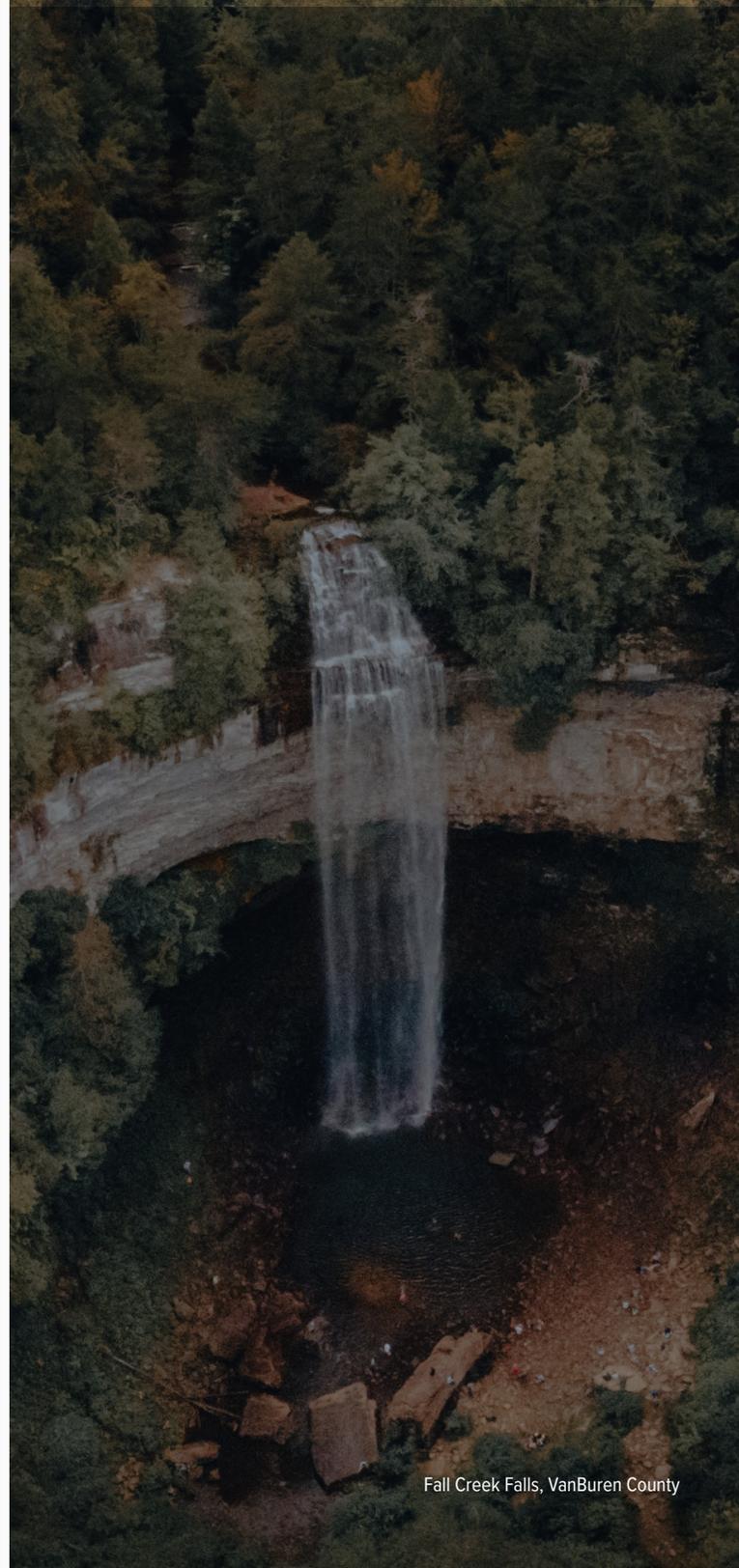
The region contains 105 miles of hiking trails for hikers to explore its natural beauty.



Cordell Hull, Center Hill and Dale Hollow are the region's largest lakes. There are a total of 143 bodies of water in the UC making up 1,267 miles of shoreline.



The region is home to 53% of the caves in Tennessee with a total of 5,463. White County contains the highest concentration of caves in the UC with a total of 1,228.



Fall Creek Falls, VanBuren County

## Economy

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As the state of Tennessee continues to economically thrive in many aspects, the Upper Cumberland is seeing an increase in economic resilience as well. The region generates over 11 billion dollars in Gross Domestic Product (GDP) and collected over 83 million dollars in local sales tax in 2020. The majority of the region has seen considerable residential, commercial, and industrial growth in recent years. The region is experiencing record low unemployment rates while workforce challenges continue to hinder companies throughout the Upper Cumberland.

The region's economy experiences challenges as well. The median per capita income is \$33,572 and the poverty rate is above 20%. Some of the most rural communities have seen a population decline due to lack of economic opportunities.



## Workforce & Education

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The partnerships between industry leaders and educational institutions are extremely valuable across the Upper Cumberland. As all 14 counties convened to evaluate the status of economic development in their community, workforce and education were substantial topics of conversation. Workforce development initiatives are being created throughout the region to drive collaboration between industries and education.

The region boasts a workforce of approximately 153,000 people with a high school graduation rate of 92%. Educational institutions such as Tennessee Tech University (TTU), Vol State Community College, Motlow State Community College, and Tennessee College of Applied Technology (TCAT) have campuses dappled throughout the entire region. Educational attainment initiatives on the state level make it more attainable than ever for residents of the region to receive higher education. Programs such as the Tennessee Promise, Tennessee Hope Scholarship, and Tennessee Reconnect assist students in obtaining their educational goals.

As the employer landscape continues to evolve, the region realizes a need for a highly skilled workforce trained by top notch educational systems and institutions will be crucial to maintaining a sustainable and resilient workforce.

84.9%

Population Aged 25-64 With  
High School Degree Or Higher

22.2%

Population Aged 25-64 With  
Associate's Degree Or Higher

16.1%

Population Aged 25-64 With  
Bachelor's Degree Or Higher

92% high school graduation rate

## Top Employment Sectors

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**1. GOVERNMENT**  
**20,898 EMPLOYEES**



**2. MANUFACTURING**  
**20,065 EMPLOYEES**



**3. RETAIL**  
**13,877 EMPLOYEES**



**4. HEALTH CARE**  
**13,654 EMPLOYEES**



**5. FOOD SERVICE**  
**9,169 EMPLOYEES**



**6. ADMINISTRATIVE**  
**4,756 EMPLOYEES**



**7. CONSTRUCTION**  
**3,554 EMPLOYEES**



**8. WHOLESALE**  
**3,469 EMPLOYEES**



**9. TRANSPORTATION**  
**3,214 EMPLOYEES**

# CLUSTER ANALYSIS

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The top manufacturing clusters in the Upper Cumberland include automotive, vulcanized materials, wood products, plastics, furniture, and heavy machinery & production technology. The region hosts over 420 manufacturing facilities and ranks in the top 50 in the US for automotive and vulcanized materials. Automotive manufacturing is the number one employing cluster in the region with nearly 5,000 positions filled. Yorozu Automotive located in Warren County is the region's top industrial employer with approximately 1,750 employees. Manufacturing of vulcanized and fired materials make up the second largest cluster in the Upper Cumberland, employing almost 2,500. Bridgestone in Warren County is the 2nd top industrial employer in the Upper Cumberland. They recently announced a \$55 million expansion that will bring their headcount to over 1,400 employees by May 2024.

Clark Lumber Company located in Macon County is world famous for the high quality and beauty of their Appalachian Hardwoods. Wood product manufacturers make up the region's third largest industrial cluster, with over 1,500 employees. Plastics manufacturers in the region employ nearly 1,500 within the Upper Cumberland making plastic manufacturing the fourth largest cluster in the Upper Cumberland. White County is home to olympic kayak producer, Jackson Kayak, one of the largest plastic manufacturers in the region. Production technology and heavy machinery manufactures are the fifth largest industrial cluster in the Upper Cumberland with over 1,300 positions filled. ATC Automation in Cookeville provides unparalleled lean solutions to industries all over the nation.

Traditional manufacturing saturates a large part of the region's economy. Local economic development leaders should proactively work to promote employment across multiple sectors by attracting industries outside of manufacturing. Diversification of the region's industrial clusters will decrease potential upset from loss of large employers in local communities and create a more resilient region.



## 1. AUTOMOTIVE



## 2. VULCANIZED AND FIRED MATERIALS



## 3. WOOD PRODUCTS



## 4. PLASTICS



## 5. PRODUCTION TECHNOLOGY & HEAVY MACHINERY

# SWOT ANALYSIS

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## STRENGTHS

- Natural Beauty and Location
- Low cost of living
- Accessibility of transportation via state roads, I-40, and local airports
- Within 1 days drive of 75% of US population
- Existing Businesses
- High-quality Broadband
- Business friendly
- High Education Institutions

## WEAKNESSES

- Inventory of available industrial sites and buildings
- Water and sewer infrastructure
- Workforce availability and skill level
- Lack of affordable housing
- Few childcare facilities
- Educational Attainment

## OPPORTUNITIES

- Tourism development
- Infrastructure upgrades
- Educational attainment improvement to create higher skilled workers with higher wages
- Development of Industrial product
- Domestic migrancy
- Entrepreneur development
- Access to higher education; TN Promise, TN Reconnect, HOPE Scholarship

## THREATS

- Inflated cost of goods and services
- Too much growth that overtakes infrastructure capacity
- Continued workforce issues
- Economic downturn
- Population decline of smallest communities
- Growth challenges: crime, substance abuse, homelessness

# REGIONAL ROADMAP

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## Forming Goals & Objectives

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Five goals explained in greater detail on the following pages each work together in an effort to create a more economically robust and resilient region. Each of these action items align with economic and community development plans on the state and federal level. A considerable emphasis on utility infrastructure, tourism, workforce development, industrial recruitment, and entrepreneurial development will prove to foster a prosperous and sustainable region.

## Community & Private Sector Participation

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Participation from community and private sector partners plays a crucial role in developing the goals and action items in this plan. A Comprehensive Economic Development Strategy (CEDS) Committee, including private and public-sector representatives from across the region, affords the opportunity to gain valuable insight from individuals who live, work, and do business in the Upper Cumberland. This committee builds off the goals and objectives established in the economic development strategy sessions held in each of the fourteen counties in the region. These strategy sessions allow for discussion on the county level between local leadership and regional and state organizations who assist with economic and community development. Each county performed the exercise of identifying

the strengths, weaknesses, opportunities, and threats in their community, and established major goals. Common themes established in these sessions in addition to surveys developed to garner input from the general public and area specific focus groups further solidified the goals and objectives later set out in this document.

## **Regional Partnerships**

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Robust Regional collaboration is one of the greatest assets of the Upper Cumberland. Organizations throughout the region work collectively towards a common goal – improving the quality of life and bolstering economic prosperity for the residents of the region. Regional Partners include but are not limited to the Upper Cumberland Development District (UCDD), TN Economic & Community Development (ECD), Tennessee Technological University (TTU), Highlands Economic Partnership, TN Central Economic Alliance (TCEA), Upper Cumberland Human Resource Agency, Middle TN Industrial Development Association (MTIDA), Tennessee Valley Authority, Tennessee Department of Environment & Conservation (TDEC), Upper Cumberland Tourism Association, the Biz Foundry, USDA Rural Development, Tennessee Department of Transportation (TDOT), Local Workforce Investment Act, Vol State, Motlow, Tennessee College of Applied Technology (TCAT) in Livingston, Crossville, and McMinnville, 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

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## UTILITY INFRASTRUCTURE

CONNECTING THE REGION THROUGH AN IMPROVED INFRASTRUCTURE NETWORK

Objective 1: Develop local utility infrastructure plans guided by future growth projections

Objective 2: Utilize available State and Federal Resources to provide maximum impact to the Region's water, wastewater, electric and natural gas networks.



## TOURISM

LEVERAGING THE REGION'S NATURAL BEAUTY TO BOLSTER ECONOMIC DEVELOPMENT

Objective 1: Increase number of visitors by marketing communities in innovative ways

Objective 2: Renew downtown areas to a center of community activity

Objective 3: Capture additional revenue from tourism



## WORKFORCE DEVELOPMENT

### ALIGNING A SKILLED WORKFORCE WITH EMPLOYER NEEDS

Objective 1: Further develop a high-skilled educational pipeline for employers in the region

Objective 2: Increase workforce participation by removing barriers for region's eligible workforce

## INDUSTRIAL RECRUITMENT

### RECRUITING AND RETAINING INDUSTRIES THAT ENHANCE QUALITY OF LIFE

Objective 1: Increase inventory of industrial property to market to prospective and expanding businesses

Objective 2: Enhance marketing efforts of the region and existing properties

Objective 3: Strengthen support for industrial development in each county in the Upper Cumberland

## ENTREPRENEURIAL DEVELOPMENT

### FOSTERING AN ACCESSIBLE ENTREPRENEURIAL ECOSYSTEM

Objective 1: Increase awareness of resources available to entrepreneurs and small business owners

Objective 2: Strengthening access to capital for regional entrepreneurs





## GOAL 1

# UTILITY INFRASTRUCTURE

Generous investments in local utility infrastructure has become a major theme across many federal and state programs in the last few years. Ongoing grants expanding water and sewer line infrastructure, advancements in broadband accessibility, and transportation infrastructure improvement projects are dappled throughout the Upper Cumberland. Developing regional approaches to local utility infrastructure plans and utilizing state and federal resources to maximize the region's ability to accommodate future growth will be aggressive objectives over the next five years.

The fastest growing counties in the region are experiencing over a 10 percent change in population from 2010 - 2020. Communities must seek to understand the status of excess capacity within existing infrastructure and the need for improvement or expansion based on population and industry growth projections. Inter-county collaborations could prove to be beneficial in obtaining higher quality utility services.

Water and wastewater pose some of the largest risks to the region's infrastructure needs. An abundance of streams, rivers, and lakes makes access to water sources and available discharge locations great strengths of the region. However, deteriorating infrastructure and limited resources to draw from these water sources poses a major challenge to the entire Upper Cumberland. A comprehensive review of each community's infrastructure needs must be performed to prioritize the order in which local leadership pursues funding opportunities and ultimately completes projects. Dollars included in the American Rescue Plan passed by Congress will allow local communities to apply for funding and make significant improvements to these systems.

Ultimately, improving the region's infrastructure will better position communities to recruit industry, provide a higher quality of life to its residents, and strengthen the resiliency of the Upper Cumberland as a whole. Organizing efforts of all regional partners to parallel the efforts already being put forth by many will be instrumental in achieving this goal.

## CONNECTING THE REGION THROUGH AN IMPROVED INFRASTRUCTURE NETWORK

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### **Objective 1: Develop local utility infrastructure plans guided by future growth projection**

Action Item 1: Create local utility maps and inventory areas in which infrastructure is most needed

Action Item 2: Create a resilient, regional long-term plan to achieving infrastructure goals

### **Objective 2: Utilize available State and Federal Resources to provide maximum impact to the Region's water, wastewater, electric and natural gas networks.**

Action Item 1: Identify and understand needs to prioritize completion of projects

Action Item 2: Explore grant opportunities



Granville, Jackson County

## GOAL 2

### TOURISM

The Upper Cumberland has an unrivaled sense of place that retains its residents and consequently attracts visitors and people looking to relocate. Including indirect and induced impacts, tourism activity supported a total of \$753.6 million in business sales throughout the Region in 2021. Expanding upon the great strides taken to increase tourism in the region is extremely important. Innovatively marketing communities to capture increasing numbers of tourists, revitalizing downtowns, and capturing revenue dollars from increased tourism will be the driving objectives to enhance tourism over the next five years.

## LEVERAGING THE REGION'S NATURAL BEAUTY TO BOLSTER ECONOMIC DEVELOPMENT

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### Objective 1: Increase number of visitors by marketing communities in innovative ways

Action Item 1: Develop promotional campaigns highlighting the natural beauty, state and local parks, and opportunities for outdoor recreation

Action Item 2: Institute a cohesive branding campaign for each county in the region

Action Item 3: Educate elected officials on the importance of a paid position devoted to tourism in each county typically staffed through the Chamber of Commerce

Action Item 4: Train local professionals on social media best practices for tourism

### Objective 2: Renew downtown areas to a center of community activity

Action Item 1: Plan and execute downtown revitalization projects involving streetscaping and façade improvements focused on community priorities

Action Item 2: Strategically and aesthetically update utilities around downtown squares

Action Item 3: Support clean-up and sustainability efforts of local natural resources

### Objective 3: Capture additional revenue from tourism

Action Item 1: Evaluate locally and regionally based scalable economic impact analysis of added tourism efforts

Action Item 2: Implement occupancy tax on short-term rentals, hotels, and Airbnb's in each of the 14 counties.

In a partnership with WCTE, the Upper Cumberland Development District is highlighting the region in a tv series, Wish You Were Here. Innovative approaches to tourism development like this tv series will be instrumental in allowing the region to stand-out in a crowded tourism market.

A commitment to tourism through branding, marketing, and even staffing must be embraced throughout each community in the Upper Cumberland. Grants made possible through the state departments of Tourism and Economic and Community Development to revitalize downtowns and promote tourist attractions will be of great benefit to each county.

Communities throughout the region heavily rely on revenue generated from tourism. In addition to local sales tax dollars, some counties and cities across the Upper Cumberland have implemented an occupancy tax on hotel stays and short-term rentals. Many of these communities have earmarked these dollars to be reinvested into tourism efforts, creating a healthy circuit of investment in marketing the uniqueness of these areas. However, not all cities and counties have implemented this type of tax.

The region looks forward to utilizing newly established research data to more accurately reflect the economic impact tourism branding and marketing efforts have on communities in the region. The Tennessee Center for Rural Innovation hosted by Tennessee Tech will be instrumental in developing these reports. This information will be valuable in creating a strategic approach to marketing tourism in each community throughout the region.



## GOAL 3

# WORKFORCE DEVELOPMENT

Preparing a high-skilled workforce that aligns with the needs of employers in the region is paramount to tackling the workforce development challenges the region is currently facing. Fortunately, the region has a robust network of local leadership, economic development organizations, in addition to private and public regional partners who see the usefulness of working in tandem to produce an amenable, skilled, educated, and available workforce. Embracing innovative models to further develop an educational pipeline to elevate the available workforce and increasing participation by way of removing barriers will drive the region's workforce development goals over the next five years.

Core competencies lacking from the region's workforce must be identified by employers to ensure educational institutions and workforce development programs are adequately meeting the needs of employers. Institutions of higher education and industry leaders have begun to collaborate on developing curriculum and degree programs that specifically address the needs of today's industry. Career and technical education investments have been made in high schools throughout the state and appren-

ticeship programs are beginning to bridge gaps between high school graduates and high quality career opportunities.

Additionally, removing barriers to attaining employment opportunities could prove to increase the workforce participation rate in the region. Affordable childcare and housing continue to be significant barriers to workforce entry individuals experience in the Upper Cumberland. Poverty, substance abuse, and socioeconomic barriers, among others, have contributed to issues prohibiting individuals from working. By way of the awarded TANF Opportunity Act grant, Empower Upper Cumberland and its myriad of local partners is seeking solutions to removing such barriers to workforce participation. Furthermore, Tennessee's high recidivism rate has prompted a response from the state by way of creating the Office of Reentry which is now working to assist justice-involved individuals reenter the workforce. The Upper Cumberland must engage in such programs and partnerships to create an eligible workforce that exceeds employer demands.

## ALIGNING A SKILLED WORKFORCE WITH EMPLOYER NEEDS

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### **Objective 1: Further develop a high-skilled educational pipeline for employers in the region**

Action Item 1: Increase participation in high school apprenticeships and internships

Action Item 2: Promote funding for expansions of academic offerings at local Technical post-secondary institutions.

Action Item 3: Elevate school systems in the region to STEM certified systems

### **Objective 2: Increase workforce participation by removing barriers for eligible workforce**

Action Item 1: Promote and support workforce programs within Empower UC

Action Item 2: Develop robust network of justice-involved job trainings

Action Item 3: Increase availability of affordable childcare

Action Item 4: Advocate for continued development of affordable housing near major employers



Portobello America, Putnam County

## GOAL 4

# INDUSTRIAL RECRUITMENT

Industrial expansion has proven to have major economic impacts in rural and urban areas alike. As the State of Tennessee continues to be a global destination for industrial expansion and relocation, the Upper Cumberland must stand ready to market the region as a competitive option for industrial recruitment. Increasing the availability of industrial products, enhancing the marketing efforts of existing sites and buildings, and growing support for industrial expansion in each of the fourteen counties will be of primary focus over the next five years.

## RECRUITING AND RETAINING INDUSTRIES THAT ENHANCE QUALITY OF LIFE

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### Objective 1: Increase inventory of industrial property to market to prospective projects

Action Item 1: Further develop publicly controlled sites through environmental testing, utility expansion, site preparation, etc.

Action Item 2: Utilize the Select Tennessee suite of programs including Property Evaluation Program, Site Development Grants, and Certification

### Objective 2: Enhance marketing efforts of the region and existing properties

Action Item 1: Develop thorough marketing flyers and promotional videos for each available site in the Upper Cumberland

Action Item 2: Create generic marketing materials for each county in the region

Action Item 3: Proactively market industrial property through trade show attendance, regional promotional pieces, quarterly newsletters, and other external affairs efforts

### Objective 3: Strengthen support for industrial development in each county in the Upper Cumberland

Action Item 1: Foster growth and proper structuring to achieve active and informed Industrial Development Boards

Action Item 2: Educate local leadership on the economic impact of industrial retention and recruitment

Many communities are actively seeking to acquire and develop industrial land. Industrial Development Boards (IDB) with eager leadership at their helm are vital to the success of local communities. Regional partners must continue to band together to support each local community by way of properly structuring IDBs.

Tennessee has consistently been ranked the top state for site readiness over the last 14 years. Grant programs attributing to this designation are readily available for communities to fully utilize. The Upper Cumberland Region must continue to make use of programs such as the Site Development Grant, Property Evaluation Program, TVA InvestPrep grant, and other grants offered by the Appalachian Regional Commission (ARC) to prepare sites for industrial recruitment.

Additionally, it is apparent that Industrial Product is of minimal significance without a marketing plan and an active response stream to requests for information. As industrial sites and buildings become available, the region must act swiftly to prepare information to make these properties marketable and competitive. Recruiting industries assuring considerable capital investment and wages above the community average will be vital to the continued elevation of the quality of life in the region.



## GOAL 5

### ENTREPRENEURIAL DEVELOPMENT

Rural areas depend heavily on small businesses and entrepreneurship to ensure the economic success of their communities. Increasing awareness of regional resources and strengthening access to capital will be the major focus in fostering an accessible entrepreneurial ecosystem in the region over the next five years.

The network and infrastructure exists in the region to have a robust ecosystem of well-supported entrepreneurs. Leveraging existing EDA assets such as the Tennessee Center for Rural Innovation (TCRI) and Community Development Financial Institutions in the region will be crucial to improving conditions to foster high growth entrepreneurship in the region. The Business Resource Collective (BRC) is a partnership between the Biz Foundry, TCRI, and the Upper Cumberland Small Business Development Center (SBDC) that supports entrepreneurs in the region. Curated consulting and training solutions provided by these organizations allow entrepreneurs to expand their skills and equip themselves with resources needed to thrive. By way of strategically leveraging the resources already present, the number of small businesses and entrepreneurs in the region could significantly increase.

A major barrier to small businesses and entrepreneurs is access to capital and funding opportunities. Multiple funding sources already exist and are being expanded to meet this critical need in the region. Encouraging more local bank participation in USDA and SBA guaranteed loan programs as well as perfecting the regional microloan program will be of great benefit to entrepreneurs.

## FOSTERING AN ACCESSIBLE ENTREPRENEURIAL ECOSYSTEM

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### **Objective 1: Increase awareness of resources available to entrepreneurs and small business owners**

Action Item 1: Continue to invest time and energy in the development of the Business Resource Collective, a partnership between the Small Business Development Center (SBDC), The Biz Foundry, and Tennessee Tech's Center for Rural Innovation (TCRI)

### **Objective 2: Strengthening access to capital for regional entrepreneurs**

Action Item 1: Develop robust Angel Investor network to expand funding opportunities

Action Item 2: Increase local bank participation in USDA/SBA guaranteed loan programs

Action Item 3: Perfect the regional microloan program to successfully identify the most promising startup businesses and adequately equip them to thrive with financial and technical support.



# SUCCESSSES

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It is imperative to introspectively evaluate the progress the Upper Cumberland region has made towards previous CEDS goals. Highlighted below are some successes which evolved from setting goals in previous editions of the region's Comprehensive Economic Development Strategy. Referencing priorities from previous years is important to recognize the evolution of the region in terms of economic growth.

## Regional Advocacy

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A focus on regional advocacy has resulted in more region-wide participation in legislative events and a local leadership network that is well versed in communicating stances on legislative issues. Organized efforts to visit state and federal legislators have taken place with leaders throughout the region. Legislators have increasingly become more aware of the stance the region takes on issues as a result.

## Telecommunications

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Major investments in the expansion of high speed internet connectivity have been made since 2015, when telecommunications was a major goal of the region. Regional high speed internet providers and state and local leaders have realized the importance of high speed connectivity to the internet through expanding broadband.

Some of the Region's most prominent high-speed internet providers were recently awarded over millions to expand broadband access even further. Making higher-speed internet more widely available throughout the region will be pivotal in addressing equitable employment, education, and recreational opportunities.

## Tourism

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As evidenced by its presence as a continued goal as the Region's CEDS is rewritten. Tourism is at the top of mind for the Upper Cumberland. Great strides have been taken to consistently leverage tourism as an economic driver for the region.

Tourism revenue was crucial to the resiliency of the region throughout the Coronavirus pandemic. While many urban centers significantly reduced events and encouraged people to refrain from gathering, rural communities marketed outdoor recreation activities for people to safely take part in. This increase in tourism in the region has continued as vacation and day-trip trends are shifting. The Upper Cumberland saw a 12.02% increase in local sales tax collections in fiscal year 2021-2022 from the year prior.

Most notably, Jackson County's year over year increase was 18.39%. This major increase comes at the time of a tourism rebrand that the Tennessee Center for Rural Innovation (TCRI) completed for the county. TCRI has worked with multiple other communities in the region to revamp their marketing efforts as well.



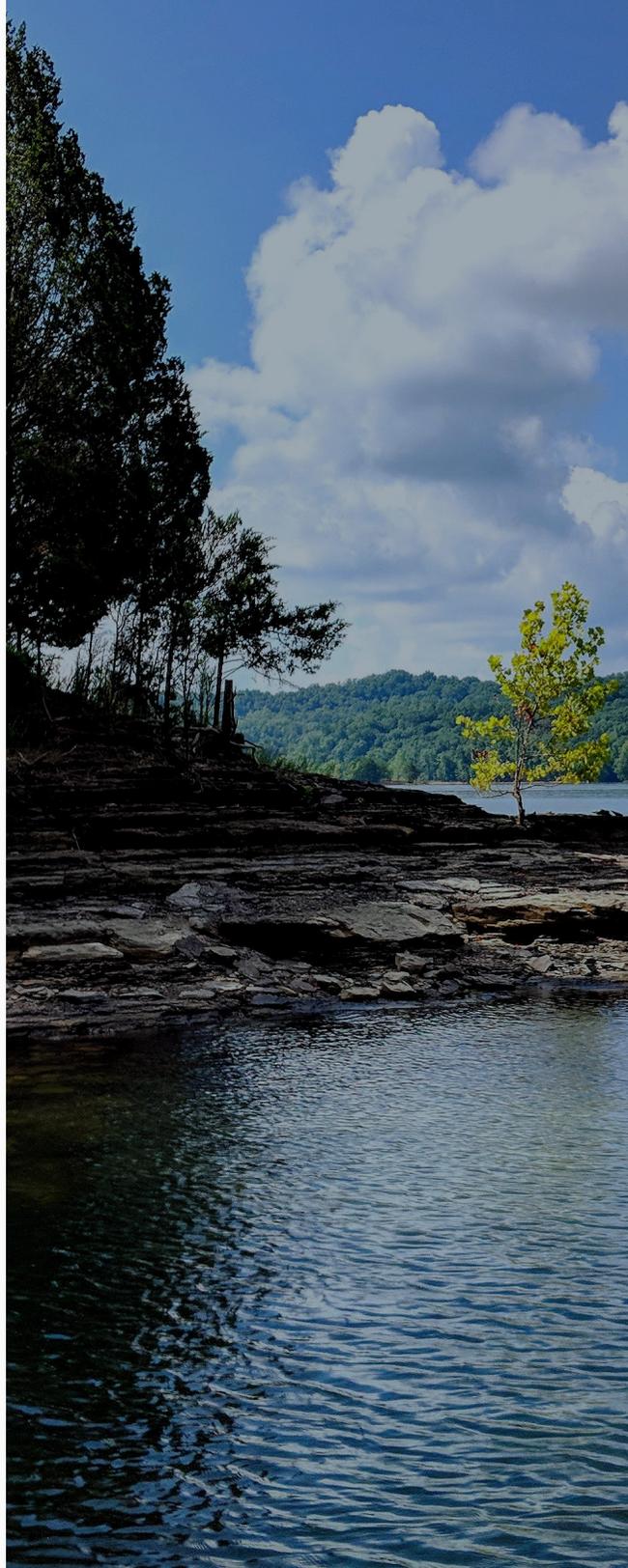
## PERFORMANCE MEASURES

- Connectivity/infrastructure expansions
- Increase/Decrease in tourism revenue
- Increase/Decrease in visitor numbers
- Workforce participation rates
- Number of Industrial Expansions/ Relocations
- Capital investment dollars
- Number of new jobs created



## INFORMATION AND RESOURCES

- Appalachian Regional Commission Chartbook
- Tennessee Center for Rural Innovation
- TN Department of Economic and Community Development - County Profile Tool
- TN Department of Tourism - Travel Impact Dashboard
- US Bureau of Labor Statistics
- US Census Bureau
- US Cluster Mapping





# UPPER CUMBERLAND DEVELOPMENT DISTRICT

*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 staff members are well equipped to assist communities with a wide variety of services offered through our Economic Development and Community Development programs: Cumberland Area Investment Corporation, Industrial Development, Small Business Development Center, 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.*



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*Cover photo by Chuck Sutherland*