

NOVEMBER 2021

STRATEGIC PLAN



ECONOMIC RECOVERY 2021 STRATEGIC PLAN

REGIONAL REPORT

SWTDD

REGIONAL REPORT

2021 ECONOMIC RECOVERY STRATEGIC PLAN

INTRODUCTION

Southwest Tennessee Development District (SWTDD) is the designated Economic Development District for eight counties throughout Southwest Tennessee: Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy.

These eight counties contain 35 incorporated municipalities and have a combined 2020 population of approximately 250,000. The Region is characterized by low household incomes, high prevalence of health issues, and a lack of local economic development professionals to plan and implement strategies to grow and improve the local economy.

SWTDD sought a CARES Act Supplemental EDA Award to provide the following scope of services:

1. Develop an Economic Recovery Plan by working with local elected officials in each county as well as leaders from private sector business, education and workforce development, non-profits, public safety, and health care.
2. Deploy a disaster recovery coordinator to work with communities for a one-year period to assist local officials in navigating and coordinating grants and aid available for pandemic recovery.
3. Deliver technical assistance to any sector with specific needs related to the Economic Recovery Plan
4. Engage specific expertise to design the planning process and develop the Economic Recovery Plan.

This document contains the Economic Recovery Plan for the region, which was developed in accordance with the CARES Act award.



REGIONAL FOCUS

Perhaps the most important step in developing the region's Economic Recovery Plan involved direct participation from the communities within the SWTDD. Meetings were convened and surveys distributed in each of the eight counties individually in order to gain insight into public opinion about the region's strengths and weaknesses, as well as the types of amenities and attractions that residents would be interested in having developed in their area.

The results of the surveys were used as general talking points during the local meetings to fuel further discussion and a priority ranking of steps to include in the recovery plan for specific counties.

Throughout these meetings and while composing the reports for each specific SWTDD county, there arose a pattern among the factors that ranked high priority in nearly every single county -- these factors aligned with previously known characteristics of the region as a whole (stated in the introduction of this report) and provided additional context for the needs of the residents.

As a result, the economic recovery plan for the Southwest Tennessee Development District is largely centered around five areas of focus. It is believed that addressing these community needs will make great strides in improving the quality of life, education, and economic growth in every single county within the region.

AREAS OF FOCUS

1. Increase Labor Force Participation Rate
2. Community Attractiveness
3. Attract more visitors — continuing investment in State and National Parks
4. Wastewater
5. Housing



SWTDD Mural in Jackson, TN

INCREASE LABOR FORCE PARTICIPATION RATE

The labor force participation rate in the Region ranged from 50% to 58% prior to the pandemic. This rate was significantly lower than the Tennessee state average rate of 61.24% or national rate of 63.25%. Several factors contribute to the low participation rate in the Region; lack of access to childcare, drug use/criminal records, lack of career pathways, lack of public transportation, and high average ages of the population were a few barriers to employment noted by planning session participants.

Low labor force participation rates are prevalent throughout the eight counties in the Southwest Tennessee Development District. An in-depth analysis of the full range and interconnection of underlying factors could benefit the entire Southwest Tennessee region, allowing more people to enter the workforce. Refinements and expansions of existing programs may be needed to enable more people to hold employment.

Below are some recommendations to help increase the labor force participation rates among the Region:

1. Study causes and barriers
2. Create and promote pathways to training and job readiness



	SWTDD Region	Tennessee	United States
LABOR FORCE INFORMATION			
Working Age Population	62.60%	64.34%	64.63%
Average Travel Time to Work (in minutes)	25.04	28.00	29.00
HOUSING			
In Armed Forces	0.05%	0.32%	0.39%
Civilian — Employed	50.14%	57.63%	59.64%
Civilian — Unemployed	4.16%	3.29%	3.22%
Not in Labor Force	45.66%	38.76%	36.75%

SOURCE: 2021 ENVIRONICS ANALYTICS | CLARITAS | YOUNGER ASSOCIATES

COMMUNITY ATTRACTIVENESS

Improvements in community attractiveness would bolster population migration into the Region. Planning session participants noted that litter is pervasive throughout the Region. Litter prevention and education campaigns are no longer active in Tennessee so local and regional efforts are required to address this issue.

Below are some recommendations to help prevent litter among the Region:

1. Develop a litter campaign specifically for Southwest Tennessee
2. Use local personalities plus Nashville music stars
3. Promote heavily to all age groups with a specific campaign for K-6



The Region as whole indicated that litter was a prevalent problem.

ATTRACT MORE VISITORS — CONTINUING INVESTMENT IN STATE & NATIONAL PARKS

The SWTDD Region has outstanding natural resources for visitor attraction. Located between Memphis and Nashville, The Region allows residents of these metro areas to reach multiple lakes and the large state parks and forests — a popular choice for weekend recreation.

The pandemic caused many people in the Region to rediscover the recreational opportunities within driving distance of their home. Many state parks saw an increase in the number of visitors during 2020 and the demand for all types of camping facilities increased dramatically.

New generations of visitors view and utilize parks differently than previous generations. Parks must be modernized to remain relevant and beneficial to young adults and children.

A way to attract more recreational visitors is to jointly pursue continued investments in SWTDD parks from state and federal sources. SWTDD has some of the most popular and largest parks, yet they are not as well known outside Tennessee as East Tennessee parks.



Kayaker at Natchez Trace State Park



WASTEWATER

Older areas in the Region have decaying and obsolete wastewater infrastructure that is in danger of failing and is often in need of costly repairs.

The old infrastructure inhibits new development and limits redevelopment and improvements. Local tax revenues have not been sufficient to fund replacement or major improvements to the wastewater system.

Water system capacity is limited, and aging water mains and equipment cause service interruptions.

Funding is needed for planning, engineering, and construction. Infrastructure funding should be actively pursued through pandemic relief and economic recovery programs.

A suggestion to counteract this is to pursue all avenues to direct infrastructure funding to SWTDD to address critical wastewater treatment issues.

The Region needs a major reconstruction of wastewater infrastructure.

HOUSING

Available housing is integral to population and workforce growth in the Region. The SWTDD Region's real estate listings show very few existing homes on the market. There are no major new residential developments under construction and many private developers have been unwilling to take the financial risk to build new housing developments since the financial collapse in 2008.

Public investments in infrastructure will be needed to support development. Water, wastewater, natural gas and high-speed internet are required for the type of residential development that will attract working age people to the county. Public/private partnerships, and plans to lower upfront cost for developers, should be explored.

A focused effort to attract residential developers to the county could be included in local economic development programs. Developers could be treated as a target industry and pursued as prospects. Large multi-family developers, particularly those that invest near universities, can be targeted.



Clayton Homes Employee in Hardin County, TN

CHESTER COUNTY

ROLL-OUT RESULTS

SEPTEMBER 7, 2021

BROADBAND ACCESS — CONTINUE PROGRESS

Priority: #1

Lead Responsibility: SWTDD & County Government

Timeline: 60 Days

Actionable Goals:

- » Convene meeting of local leadership and broadband providers to develop plan re: broadband expansion
- » Develop strategy to promote/educate community re: broadband internet options (to assist with increasing subscribers which is needed in conjunction with expanding broadband infrastructure)

WORKFORCE DEVELOPMENT

Priority: #2

Lead Responsibility: SWTDD, County Government, & Chamber of Commerce

Timeline: 60 Days

Actionable Goals:

- » Provide full service child care center for Chester County & work with SWTDD re: funding opportunity
- » Identify funding source for TCAT expansion
- » Conduct survey of industry need(s) re: training/education requirements

SUPPORT & BUILD UPON EDUCATION ASSETS

Priority: #3

Lead Responsibility: Local Education System

Timeline: On-going

Actionable Goals:

- » Invest in more CTE programs like the Ag Program that is currently in process of expanding: build facilities to expand operation



CHESTER COUNTY

ROLL-OUT RESULTS

SEPTEMBER 7, 2021

ADDRESS HOUSING SHORTAGE

Priority: #4

Lead Responsibility: Local Government

Timeline: 4-6 Months

Actionable Goals:

- » Research incentive options and develop policies re: incentives to attract residential developers
- » Identify contacts & establish communication with potential developers

DEVELOP MORE INDUSTRIAL SITES

Priority: #5

Lead Responsibility: City & County Government

Timeline: On-going

Actionable Goals:

- » Complete development of last industrial site currently in process of development (30 acre site)
- » Identify potential sites for future development

ENTREPRENEURSHIP, SMALL BUSINESS, & RETAIL DEVELOPMENT

Priority: #6

Lead Responsibility: SWTDD & Bramblett Group

Timeline: 6 Months

Actionable Goals:

- » Develop entrepreneurship center
 - › Research/develop incentive(s) to attract & retain entrepreneurs
 - › Research programs in other areas that have been successful in establishing entrepreneurship centers (re: funding sources, resources, etc.)



CHESTER COUNTY

ROLL-OUT RESULTS

SEPTEMBER 7, 2021

ARTS & ENTERTAINMENT

Priority: #7

Lead Responsibility: Arts Commission & Park Board

Timeline: 6 Months

Actionable Goals:

- » Develop performing arts space
 - › Identify funding source(s)
 - › Identify potential location/space



Downtown Henderson in Chester County, TN

DECATUR COUNTY

ROLL-OUT RESULTS

JULY 29, 2021

INCREASE ACCESS TO BROADBAND

Priority: #1

Lead Responsibility: SWTDD & County Government

Timeline: 60-90 Days

Actionable Goals:

- » Identify potential providers
- » Establish communication w/ all potential providers
- » Determine target area(s) for broadband expansion

VISITOR/TOURISM DEVELOPMENT & PROMOTION

Priority: #3

Lead Responsibility: SWTDD, Chamber of Commerce, Local Parks & Recreation

Timeline: 60-90 Days

Actionable Goals:

- » Develop marketing tools
- » Establish budget
- » Conduct survey of industry need(s) re: training/education requirements
- » Create asset inventory



TCAT Parsons in Decatur County, TN

WORKFORCE DEVELOPMENT — INCREASING LABOR FORCE PARTICIPATION

Priority: #4

Lead Responsibility: SWTDD & Local Government

Timeline: On-going

Actionable Goals:

- » Address child-care need- work with SWTDD re: funding opportunity

DECATUR COUNTY

ROLL-OUT RESULTS

JULY 29, 2021

LEADERSHIP DEVELOPMENT

Priority: #5

Lead Responsibility: Chamber of Commerce

Timeline: 60-90 Days

Actionable Goals:

- » Develop leadership committee
- » Develop plan & timeline

OTHER PRIORITIES

Included in strategic plan but without goals currently set:

- » Priority #2: Develop Unified Long-Term Plan
- » Priority #6: Reverse Population Decline



HARDEMAN COUNTY

ROLL-OUT RESULTS

AUGUST 12, 2021

INCREASE ACCESS TO BROADBAND

Priority: #1

Lead Responsibility: BEA & County Government

Timeline: 60-90 Days

Actionable Goals:

- » Convene meeting of stakeholders to discuss options and develop plan for broadband expansion

WORKFORCE DEVELOPMENT — INCREASING LABOR FORCE PARTICIPATION

Priority: #2

Lead Responsibility: City & County Government

Timeline: 30-60 Days

Actionable Goals:

- » Work w/ SWTDD re: funding opportunity for childcare
- » Create program for workforce training (OJT for seniors in high school)



ThyssenKrupp Employee in Hardeman County, TN

BUILD ROBUST TOURISM INDUSTRY

Priority: #3

Lead Responsibility: SWTDD, City & County Government

Timeline: 30-60 Days & 6 Months

Actionable Goals:

- » Identify funding source for hiring of tourism director (6 Months)
- » Work w/ SWTDD to re-evaluate organizational structure (30-60 Days)

HARDEMAN COUNTY

ROLL-OUT RESULTS

AUGUST 12, 2021

COMMUNITY ATTRACTIVENESS

Priority: #7

Lead Responsibility: City, County Government, & Representative Shaw

Timeline: 9 Months & On-going

Actionable Goals:

- » Consult w/ other communities re: effective methods to address litter (On-going)
- » Request State consider bill to increase fines on littering (9 Months)

REVERSE POPULATION DECLINE

Priority: #8

Lead Responsibility: City & County Government

Timeline: On-going

Actionable Goals:

- » Continue collaboration for development of subdivision to address need for housing inventory
- » Develop plan & timeline

OTHER PRIORITIES

Included in strategic plan but without goals currently set:

- » Priority #4: Lake Development Project
- » Priority #5: Replacement of Obsolete Infrastructure
- » Priority #6: Support Local Healthcare System



HARDIN COUNTY

ROLL-OUT RESULTS

AUGUST 10, 2021

INCREASE ACCESS TO BROADBAND

Priority: #1

Lead Responsibility: TVEC

Timeline: 30-60 Days

Actionable Goals:

- » Create action group to develop and evaluate plan(s) for broadband expansion

WORKFORCE DEVELOPMENT — INCREASING LABOR FORCE PARTICIPATION

Priority: #2

Lead Responsibility: SWTDD, SIDC & County Government

Timeline: 60 Days & 90-120 Days

Actionable Goals:

- » Work w/ SWTDD re: funding opportunity for childcare (60 Days)
- » Develop worker recruitment program (90-120 Days)



Savannah Food Company Employee in Hardin County, TN

BUILD ON TOURISM ASSETS

Priority: #4

Lead Responsibility: City of Savannah & Hardin County CVB

Timeline: 60-90 Days & 6-12 Months

Actionable Goals:

- » Identify funding & pursue permitting for construction of marina (6-12 Months)
- » Conduct study re: ROI in fishing tournaments (60-90 Days)

HARDIN COUNTY

ROLL-OUT RESULTS

AUGUST 10, 2021

DEVELOP & CERTIFY NEW INDUSTRIAL SITE

Priority: #5

Lead Responsibility: SIDC

Timeline: In Process

Actionable Goals:

- » Complete PEP process

SMALL BUSINESS DEVELOPMENT

Priority: #7

Lead Responsibility: City of Savannah, Hardin County CVB & County Government

Timeline: On-going

Actionable Goals:

- » Develop incentives for small businesses
- » Continue retail recruitment

OTHER PRIORITIES

Included in strategic plan but without goals currently set:

- » Priority #3: Water & Wastewater Service & Capacity Improvements
- » Priority #6: Reverse Population Decline
- » Priority #8: Promote & Support Local Education & Health Care Systems
- » Priority #9: Deploy more Resources for Policing & Drug Abuse Prevention
- » Priority #10: Flood Mitigation Planning



Selah Coffee in Savannah in Hardin County, TN

HAYWOOD COUNTY

ROLL-OUT RESULTS

AUGUST 23, 2021

POPULATION GROWTH

Priority: #1

Lead Responsibility: Mayor, Town of Stanton, Chamber of Commerce

Timeline: 6-12 Months & By End of 2022

Actionable Goals:

- » Secure zoning authority in Stanton within urban growth boundary (By End of 2022)
- » Promote/market County as bedroom community of Memphis (6-12 Months)

ELEVATE PUBLIC K-12 EDUCATION

Priority: #2

Lead Responsibility: Board of Education & Local Government

Timeline: 12-24 Months & On-going

Actionable Goals:

- » Relaunch “The Read Team” program (formerly “Rise to Read”)
- » Launch “Early College High School” program
- » Promote successes of schools & students and embrace the diversity of the student population
- » Establish career counselors in schools utilizing investment from Ayers Foundation



WORKFORCE DEVELOPMENT

Priority: #3

Lead Responsibility: City of Brownsville, SWTDD & Local Government

Timeline: 6-12 Months

Actionable Goals:

- » Work with SWTDD re: funding opportunity for childcare
- » Pursue CRC (career readiness) certification process
- » Implement “Skills to Build” program re: soft skills training

HAYWOOD COUNTY

ROLL-OUT RESULTS

AUGUST 23, 2021

IMPROVE HEALTH OF POPULATION

Priority: #4

Lead Responsibility: Town of Stanton, City of Brownsville, Braden Health & Chamber of Commerce

Timeline: 2-3 Months, 6-12 Months, 9 Months, 18-24 Months & On-going

Actionable Goals:

- » Stanton will complete 25% of construction of walk-ability pathways by end of FY23 (12-24 Months)
- » Stanton will expand Stanton Orchard by 15 trees (9 Months)
- » Brownsville will pursue grant opportunities w/ SWTDD staff for parks & trails, ie: green trails, bike trails, etc. (6-12 Months)
- » Brownsville will implement “Healthy Moves” initiative & “Walking with the Mayors” event (On-going)
- » Reopen hospital (2-3 Months)
- » Increase visibility & use of Farmer’s Market (On-going)



INCREASE ACCESS TO BROADBAND

Priority: #5

Lead Responsibility: SWTDD & Elected State Officials

Timeline: 90 Days

Actionable Goals:

- » Convene task force of all potential provider to conduct pre-planning for broadband expansion

HAYWOOD COUNTY

ROLL-OUT RESULTS

AUGUST 23, 2021

SMALL BUSINESS DEVELOPMENT

Priority: #6

Lead Responsibility: Town of Stanton, City of Brownsville, Chamber of Commerce, Main Street Association & County Government

Timeline: 12-24 Months, 5 Years & On-going

Actionable Goals:

- » Stanton Cannery Incubator: establish 50 entrepreneurs in their own business (5 years)
- » Continue Business Boot Camp (On-going)
- » Promote/refer small businesses to SWTDD loan programs (On-going)
- » Develop shared space/incubator space downtown Brownsville (12-24 Months)

TOURISM & I-40 DEVELOPMENT

Priority: #7

Lead Responsibility: City of Brownsville, Chamber of Commerce, Main Street Association & County Government

Timeline: On-going

Actionable Goals:

- » Develop engineering plan to assess utilities options at exits
- » Utilize dedicated marketing budget for Jefferson Street Revitalization initiative
- » Develop plan to promote Hatchie River & Wildlife Refuge effectively
- » Develop Carver Museum



HAYWOOD COUNTY

ROLL-OUT RESULTS

AUGUST 23, 2021

PUBLIC TRANSPORTATION

Priority: #8

Lead Responsibility: SWTDD & County Government

Timeline: 90 Days

Actionable Goals:

- » Work w/ SWTDD re: MyRide Program
- » Determine/establish funding source for county public transportation (particularly for higher education purposes)

ADDITIONAL/OTHER

Priority: #9

Lead Responsibility: City of Brownsville, County Government & Local Communities

Timeline: On-going

Actionable Goals:

- » Address litter issue as a community



HENDERSON COUNTY

ROLL-OUT RESULTS

SEPTEMBER 30, 2021

BROADBAND ACCESS — THROUGHOUT COUNTY

Priority: #1

Lead Responsibility: Lexington Electric System

Timeline: 90 Days - 6 Months & 12 Months

Actionable Goals:

- » Complete business plan based on results of feasibility study re: LES' capacity to develop/provide internet service to service area (12 Months)
- » Secure board approval for business plan & work with TVA re: requirements to proceed with implementing plans (12 Months)
- » Consult with Carroll County & third party internet provider (TEC) re: possibility of collaborating to serve Parker's Crossroads (90 Days - 6 Months)

AVAILABLE AFFORDABLE HOUSING FOR WORKFORCE GROWTH

Priority: #2

Lead Responsibility: SWTDD, Local Government & City of Lexington

Timeline: 90 Days & On-going

Actionable Goals:

- » Convene meeting with representatives from communities similar to ours that have experienced large, transformative projects (like the recently announced investment of Ford Motor Company re: the MRM) to learn what to expect and determine best practices (90 Days)
- » Pursue housing study for county to address need for residential development (On-going)



HENDERSON COUNTY

ROLL-OUT RESULTS

SEPTEMBER 30, 2021

WORKFORCE DEVELOPMENT

Priority: #3

Lead Responsibility: Dept. of Labor & Workforce Development, SWTDD & Local Government

Timeline: 60-90 Days & On-going

Actionable Goals:

- » Continue development of work based learning program, modeled after LOOP program in Madison County (On-going)
- » Work with SWTDD re: funding opportunity to address childcare need (60-90 Days)

WATER SUPPLY

Priority: #4

Lead Responsibility: City of Lexington & Local Utility Companies

Timeline: On-going

Actionable Goals:

- » Continue researching and securing grant funding to implement infrastructure plans already developed



MULTI-PURPOSE COMMUNITY CENTER

Priority: #5

Lead Responsibility: City of Lexington, SWTDD, Local Government & County Government

Timeline: 6-12 Months

Actionable Goals:

- » Conduct feasibility study for building Community Center (6-12 Months)
- » Convene community engagement meetings to determine the needs/uses that a community center will need to be designed to address (6-12 Months)
- » Consult & work with SWTDD re: funding resources for project (6-12 Months)
- » Develop a Parks & Recreation Master Plan, prerequisite for grant awards from potential funding sources (6 Months)

HENDERSON COUNTY

ROLL-OUT RESULTS

SEPTEMBER 30, 2021

YOUTH SERVICES

Priority: #6

Lead Responsibility: Chamber of Commerce

Timeline: 6 Months & 12 Months

Actionable Goals:

- » Develop Youth Leadership Program (12 Months)
- » Conduct study/needs assessment (survey) to determine what services are needed (6 Months)

INNOVATION IN WASTE MANAGEMENT

Priority: #7

Lead Responsibility: JECDB

Timeline: 6 Months

Actionable Goals:

- » Convene meeting to begin discussing establishment of Solid Waste Authority and development of sustainability goals

EXPAND RETAIL & ENTERTAINMENT

Priority: #9

Lead Responsibility: Chamber of Commerce

Timeline: On-going

Actionable Goals:

- » Update information online to reflect accurate details re: local business(es) status and operating hours
- » Develop "Daytrip Agendas" to help direct visitors to the community to take advantage of the retail, services, and entertainment offerings available



HENDERSON COUNTY

ROLL-OUT RESULTS

SEPTEMBER 30, 2021

TOURISM & VISITOR INDUSTRY

Priority: #9

Lead Responsibility: JECDB

Timeline: 60-90 Days

Actionable Goals:

- » Appoint tourism committee to develop comprehensive tourism strategy (appointment to be made by JECDB to include representation from all communities/municipalities)
- » Research sources/options re: increasing funding dedicated to tourism



Beech Lake in Lexington in Henderson County, TN

MADISON COUNTY

ROLL-OUT RESULTS

AUGUST 24, 2021

IMPROVE PUBLIC EDUCATION

Priority: #1

Discussion Summary:

- » Construction of new elementary school (Pope Elementary School) expected to begin January 2022 in North Jackson. Highest growth area has been North of I-40 and US-45 Bypass and this is the first significant financial investment for public schools in that area. Has potential to be catalyst for progress and improvement re: public education
- » Promote & establish improvement of public education as priority regionally (in all 8 SW counties)
- » Examine strategies implemented in other regions/areas that have experienced similar challenges re: public education and have successfully addressed them
- » Increase students' awareness of technical training/vocational training institutions as an alternative to 4-year colleges/universities
- » Because school counselors are the "gatekeepers" between high school students and higher education options/opportunities:
 - › Develop organization of school counselors and industry leaders to facilitate collaboration re: career pathway guidance for high school students
 - › Develop program to expose school counselors and educators to industry/workforce needs
- » Increase STEM programs offered in schools



MADISON COUNTY

ROLL-OUT RESULTS

AUGUST 24, 2021

WORKFORCE DEVELOPMENT

Priority: #2

Discussion Summary:

- » There is a funding opportunity to address childcare need available through SWTDD/TN-ECD partnership. Funds are to be used for facilities, but TN Workforce Board also has funding opportunity available that can be utilized for employee salaries.
- » Shortage of health care workers will affect array of services available/ offered in the area. Higher education institutions/programs have the capacity to train more health care workers, so the issue is due to insufficient numbers of applicants to health care training programs. More promotion needed to attract people to health care fields.
- » Shortage re: skilled trade labor could be addressed through partnership with law enforcement and correctional facilities to train inmates and assist their transition into the workforce. This type of program would also serve to improve recidivism rates significantly.
- » Transportation was brought up as another significant barrier re: workforce development. Need for collaboration and innovative partnerships to address transportation barrier, particularly to connect people to training/education opportunities and workers to employment opportunities.



MADISON COUNTY

ROLL-OUT RESULTS

AUGUST 24, 2021

REVERSING POPULATION DECLINE — LOCALLY & REGIONALLY

Priority: #3

Discussion Summary:

- » Jackson Chamber currently receiving more RFIs/RFPs than in the past 10-15 yrs. RFIs/RFPs now request more information re: housing availability than in the past highlighting need for more housing opportunities in Jackson, Madison County, and SW Region. Jackson's primary competition is Arlington and Lakeland, both communities that currently have the advantage re: housing availability/development.
- » Efforts being made re: collaboration between City, County, & JEA to be more "developer friendly" to better facilitate housing development to meet home-buyers expectations (i.e., current trend of home-buyers seeking subdivisions with amenities)
- » Looking at other communities re: strategies to incentivize developers and/or new residents
- » There is a barrier to housing development in Jackson-Madison County due to annexation policies currently in place that limit residential growth/development
- » Regarding tourism & marketing: budget is up but more investment is needed



MADISON COUNTY

ROLL-OUT RESULTS

AUGUST 24, 2021

STRENGTHEN RETAIL

Priority: #4

Discussion Summary:

- » Lots of change and fluctuation in retail right now d/t changing trends, demographics, operations of national tenants. Small businesses remain the backbone of local community & economy. Efforts will be most impactful if area of focus is strengthening and assisting start-ups.
- » Improvement/progress made re: other priorities, particularly population growth, will also create impact here re: retail.

COMMUNITY COLLABORATION

Priority: #5

Discussion Summary:

- » Interdependent relationship exists between Madison County and surrounding counties. All would benefit from increased collaboration and cooperation through regional initiatives to address priorities that overlap and cross county lines. SWTDD is a partner that could assist and facilitate strengthening regional collaboration efforts.



MCNAIRY COUNTY

ROLL-OUT RESULTS

SEPTEMBER 8, 2021

IMPROVE BROADBAND ACCESS

Priority: #1

Lead Responsibility: SWTDD & County Government

Timeline: 60-90 Days

Actionable Goals:

- » Identify programs available to extend broadband to industrial sites
- » Convene round table discussion with state representatives, local government, and broadband internet providers to develop plan for broadband expansion

ELEVATE QUALITY OF K-12 PUBLIC EDUCATION

Priority: #2

Lead Responsibility: Board of Education

Timeline: 90 Days & On-going

Actionable Goals:

- » Improve student ACT scores
- » Improve student attendance
- » Improve student K-8 reading literacy through "Benchmark Advanced" program
- » Continue implementation of STAY (Skills Training Alliance for Youth) initiative

COMPREHENSIVE UTILITY INFRASTRUCTURE PLAN

Priority: #3

Lead Responsibility: City & County Government

Timeline: 90 Days & On-going

Actionable Goals:

- » Identify participants/partners needed in order to develop comprehensive utility plan
- » Convene meeting of identified partners/participants to develop utility infrastructure plan



MCNAIRY COUNTY

ROLL-OUT RESULTS

SEPTEMBER 8, 2021

EXPAND TOURISM

Priority: #4

Lead Responsibility: Chamber of Commerce

Timeline: 60 Days, 2 Years & On-going

Actionable Goals:

- » Complete Sports Complex & begin booking tournaments (60 Days)
- » Develop Event Center at location behind High School (2 Years)
- » Promote UTM Coon Creek now open to public (On-going)
- » Install RV hook-ups at Big Hill Pond State Park (On-going)
- » Continue collaboration w/ Nancy Williams and Laura Todd re: way finding & signage needed to help direct visitors to local attractions (On-going)
- » Develop and market pre-planned day trip packages (On-going)
- » Develop more Airbnb opportunities due to changing trends re: travelers' lodging preferences (On-going)
- » Invite food trucks to set up in community, particularly at special events, to attract more visitors; assist food truck owners with coordinating locations for food trucks to set up (On-going)



WORKFORCE DEVELOPMENT

Priority: #5

Lead Responsibility: Board of Education, SWTDD, Dept. of Labor & Workforce Development & County Government

Timeline: 90 Days & On-going

Actionable Goals:

- » Continue implementation of Skills Training Alliance for Youth (STAY) initiative (90 Days)
- » Conduct study to identify and address factors influencing low labor force participation rate (On-going)

MCNAIRY COUNTY

ROLL-OUT RESULTS

SEPTEMBER 8, 2021

IMPROVE COMMUNITY ATTRACTIVENESS

Priority: #6

Lead Responsibility: Chamber of Commerce & Solid Waste Department

Timeline: On-going

Actionable Goals:

- » Assist local businesses & organizations to pursue façade grants
- » Collaborate with TN Wildlife Federation to address litter issue

INCREASE POPULATION GROWTH

Priority: #7

Lead Responsibility: N/A

Timeline: N/A

Actionable Goals:

- » Progress on previous priorities, especially broadband and education, will serve to address this priority

