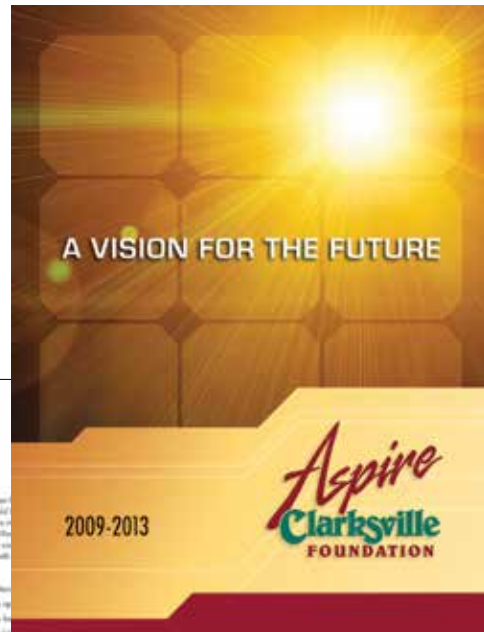


Strategic Plan Booklet



DEVELOPMENT COUNCIL CHAIRS

| | | | |
|---|---|---|--|
| Carl S. Beatty, III Fidelity Investments | Deborah McRay Fidelity Investments | Carl Wagner, II Fidelity Investments | Terry Strang Fidelity Investments |
| R. Larry Powell US Bank | Dennis Fisher E. Lee McMillan, III | Carolyn Swann Fidelity Investments | Henry Papp Bank of America |

ADVANCE DIVISION CHAIR

David Cook
AT & T Intellectual Property

LEADERSHIP DIVISION CHAIR

Kathleen Moore Smith
Aflac

PACESETTER DIVISION CHAIR

Sarah Hamilton, LLC
Sarah Hamilton

PUBLICITY CHAIR

Frank Lutz
AT & T

MESSAGE FROM THE CD-CHAIRS

Clarksville/Montgomery County has had a very exciting year. Herlock Semiconductor, LLC is the community's most recent commercial to date facility. One of the oldest manufacturers in history, General Co. LLC, recently processed a \$115 million expansion, and three other new companies chose our area to locate a key economic factor in our community, with David Cook, for our community goal keeps on coming:

- Construction to well underway on the Clarksville Medical Center
- A four-mile stretch of Clarksville (Downtown) ready to go
- Two new public schools recently opened, and two more are under construction
- North Perry State University, the fastest growing public university in the state
- Clayton Medical Center is attracting numerous physicians, medical services and new office facilities as well as creating additional employment in medical related jobs
- Montgomery County Parks are undergoing \$43 million in improvements
- A new 150 and Wilson Fire Service facility is now open adjacent to the Corporate Business Park

THE MISSION

To continually improve the economy and the quality of life in our community by attracting significant capital investment and expansion by business and corporations, thereby creating better opportunities and higher paying jobs for our residents... which will lead to long-term prosperity for Clarksville/Montgomery County.

THE CHALLENGE

Clarksville/Montgomery County has changed dramatically in the last few years since the Aspire Clarksville program was created. In that time, Aspire has been a catalyst for change in the local economy:

- The region's personal income has grown from \$26,475 to \$28,527 (a 7.5% increase) while in the 10th ranked county in the state to 7th
- We are one of the fastest growing populations in the country
- Our real estate market is recognized nationally for its growth and stability

To continue promoting the local economy, Aspire Clarksville needs to raise a minimum of \$3 million in 1-year pledges. These funds are needed to execute our 5-year plan:

THE PLAN

The Strategic Economic Development Program calls for the Clarksville/Montgomery County Economic Development Council to focus efforts in four target program areas:

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

Within Global Business Development, Priority Targeted Business Opportunity Sectors have been identified:

- Clean/Green Technology with a Focus on Alternative Energy with an Emphasis on Manufacturing and High Support Manufacturing
- Corporate Services such as Contact Centers, Data Centers, and Shared Service Centers
- Distribution/Logistics
- Medical Equipment and Supplies

ACTION PLAN

INITIATIVE ONE: GLOBAL BUSINESS DEVELOPMENT

- Formally implement the existing industry program for our domestic and internationally based business
- Focus recruitment efforts on businesses in identified industry clusters worldwide
- Ensure that all state and local level financial and non-financial incentives to Herlock Semiconductor, LLC are met
- Review and adjust a flexible local economic policy to meet the needs of targeted new and existing industry
- Develop an Innovation and Entrepreneurship Program
- Collaborate with Austin Perry State University to ensure the curriculum meets the needs of Herlock Semiconductor, LLC and other targeted industries are met
- Facilitate connections with OACCS regarding existing services, technology, engineering & mathematics (STEM) curriculum offerings and develop recommendations to expand
- Explore more private sector led commercial land development
- Complete implementation of Foreign Trade Zone to benefit existing industry

INITIATIVE TWO: COMMUNITY DEVELOPMENT

- Continue to actively participate in efforts to recruit a full-service hotel and conference center
- Develop a business-led effort to coordinate city/county government and develop related communications campaigns
- Coordinate with appropriate parties to develop a plan to make Clarksville/Montgomery County more pedestrian friendly

INITIATIVE THREE: MARKETING & COMMUNICATIONS

- Continue media relations program to generate positive publicity about Clarksville/Montgomery County to the Herlock medical
- Release marketing dollars to support targeting of Herlock Semiconductor, LLC customers and other targeted industries
- Develop more consistent branding strategy
- Revised Aspire Campaign

INITIATIVE FOUR: TOURISM

- Advocate for development of sustainable tourism opportunities
- Package the area's historic attractions to capitalize on the upcoming Civil War Bicentennial (2011-2015)
- Increase awareness of tourism resources among local residents
- Advocate for development of the Wings of Liberty Museum