

Focus On The Future



Aspire
Clarksville
FOUNDATION

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KM&C

A MESSAGE FROM THE ASPIRE V CO-CHAIRS

Since the Aspire Foundation's inception in 1996, our efforts have played a central role in fundamentally transforming our economy. Our new campaign, "A Focus on the Future", will involve active recruitment, development and support for "industries of the future" that require skilled workers, pay higher wages, preserve our environment and quality of life and are likely to grow and expand in coming years. We will also draw extensively from our partners at **Austin Peay State University** in effectively addressing the needs for a qualified workforce when recruiting new industries.

Over the past five years of the Aspire IV campaign, Clarksville-Montgomery County has seen many successes: We recruited **Hankook Tire Company** and an **Agero** call center to the community, as well as saw several major expansions from our corporate partners. These announcements equal well over **a billion dollars** in capital investment and over **2,600 jobs**. One of the largest manufacturers in the community with more than a thirty-year history, **Bridgestone Metalpha U.S.A.**, announced a **\$75 million expansion**. **Akebono Brake** announced a **\$82 million expansion** and **Florim** announced a more than **\$30 million expansion**. These new developments along with the impact of **Fort Campbell's \$2.5 billion payroll**, continue to be major factors in assuring the community's future growth and vitality.

We have garnered many accolades and "Best Place" rankings from a variety of regional and national publications. Most importantly, we have delivered significant return on the community's investment by creating and retaining jobs and investment, elevating incomes and salaries, and diversifying our economic base with tourism contributing significantly to our overall mix.

The Aspire IV Campaign was the **highest yielding fundraising** effort in the history of the Foundation. However, with national, regional and global competition now at an all time high, the stakes are even higher. We have an opportunity at this time to become a leader in the automotive manufacturing market, but we must act now.

Aspires' goal is to continue to stimulate economic prosperity. Our community embraces progress, and we need your continued commitment of time, money and resources to succeed.

We have agreed to serve as joint chairs of the Aspire V Campaign because as business leaders and public servants, we want to demonstrate cooperation, continue the legacy of community growth and leadership, **and ensure a bright economic future for generations to come.**



Joe Pitts

A handwritten signature in black ink, appearing to read "Joe Pitts".



Dr. Mark Green

A handwritten signature in black ink, appearing to read "Mark Green".



photo by: David Smith

MISSION

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

PROGRESS

Clarksville-Montgomery County has changed dramatically in the seventeen years since the Aspire Clarksville program was created.

Improvements Have Included:

Per capita income is the 4th highest in the state (we were ranked 22nd at the beginning of the first Aspire campaign in 1996). At \$43,485, our PCPI is higher than the state average by 119% and the national average by 105%.

We are the second fastest growing MSA in the country, the fastest growing city in the state of Tennessee and the fifth fastest in the country.

Clarksville-Montgomery County's population has grown more than 30% since 2000 – since 2010, we added 12,127 new residents to the community alone.

Residential building continues to expand and in March of 2013, the average home in Clarksville-Montgomery County closed for \$155,488.

CHALLENGE

Clarksville and Montgomery County will remain competitive by effectively executing the Strategic Economic Development Blueprint incorporated in the new Five-Year Plan. The Aspire Foundation has provided those resources and now is the time to continue the momentum with a clear *Focus on the Future*.

PROGRAM OF WORK – 2014-2019



INITIATIVE: GLOBAL BUSINESS DEVELOPMENT

Strategy: Continued Aggressive Growth Through The Expansion Of Existing Industry And The Recruitment Of New Targeted Industries

Goals:

- Work on influencing factors related to business growth including: available sites and buildings, financial assistance, utility and infrastructure improvements.
- Expand contact program to meet annually with 15-20 corporations to expand and create new relationships.
- Continue to host annual site selectors event in Montgomery County to promote Clarksville-Montgomery County business assets.
- Utilizing the Chamber newsletter to promote a quarterly segment focusing on existing industry.
- Expand collaborative efforts with regional economic development partners in the Middle Tennessee Region.
- Implement precision marketing strategies targeting industry clusters that focus on capital-intensive manufacturing companies utilizing a highly skilled labor force, and tech-based service sector companies utilizing a highly educated workforce.
- Attend and participate in industry specific trade shows, conferences and meetings.
- Pursue capital investment by focusing on targeted industries:
 - Automotive Suppliers*
 - Distribution*
 - Professional Services
 - Shared Service & Back Office*
 - Aerospace Suppliers
 - Alternative Energy*

*As Approved By The IDB Board





INITIATIVE: COMMUNITY DEVELOPMENT/QUALITY OF PLACE

Strategy: Create A Thriving Central Clarksville District

Goals:

- Promote a long term and shared vision for the growth and development of Central Clarksville to include continued support of the Two Rivers Company.
- Develop a city-county working group to create a co-investment strategy including a Business Improvement District (BID) and create an incentive program to promote the Central Clarksville Area.
- Support improved connectivity between APSU, Downtown, the Riverfront and the trails.
- Create new destinations to attract visitors to Central Clarksville, to include a core entertainment district.
- Play an active role in promoting, studying, shaping and guiding the development of Core Clarksville projects.
- Promote the Clarksville Regional Airport.

INITIATIVE: MARKETING, COMMUNICATIONS & BRANDING

Strategy: Strengthen Clarksville's Identity Globally And In The Region, By Investing In A Cohesive And Consistent Brand Campaign

Goals:

- Market Clarksville-Montgomery County to targeted external audiences around the globe.
- Launch and continue an internal education campaign highlighting Clarksville's strengths – enhance community pride.
- Correct and enlighten the perception of Clarksville in the Nashville region and beyond.
- Promote the "I Am Clarksville" Campaign.
- Community tours for developers, site selectors and consultants.
- Coordinate branding, public relations and marketing efforts – develop consistent branding strategy and messages, continue with public relations program and community pride campaigns.



INITIATIVE: TOURISM

Strategy: Promote Clarksville As A Thriving Visitors Destination

Goals:

- Increase advertising out reach by coordinating traditional print and digital approaches.
- Recruit high-impact sports related tournaments and tourism.
- Continue to recruit group tours to increase hotel occupancy during peak need periods.
- Engage freelance writers and bloggers to be a part of community FAM- tours
- Attend and participate in industry specific trade shows

FY13 TOURISM REVENUE

- Generated **\$199.06 million** in direct tourist spending
- Created **\$3.75 million** in County tax revenues
- Produced **\$32.53 million** in worker income and paychecks
- Created **\$11.68 million** in State tax revenue

GENERATED 1,540 JOBS

INITIATIVE: TALENT RECRUITMENT & WORKFORCE DEVELOPMENT

Strategy: Match Skills Of Local Workforce With Target Industries

Goals:

- Maximize use of the talent pool separating from Fort Campbell each month.
- Establish direct contact with area human resource professionals to determine their specific workforce needs.
- Emphasize the development, retention and recruitment of professional and technical workers.
- Establish an entrepreneurship program for the region.
- Continue to assist learning institutions with aligning training opportunities with industry needs.
- Continue to enhance the Workforce Collaborative with Workforce Essentials, Army Career Alumni Program and the Tennessee College of Applied Technology.



TOTAL PROPOSED FIVE-YEAR BUDGET:

\$3.8 MILLION

private sector funds

PROJECTED NEW OUTPUT

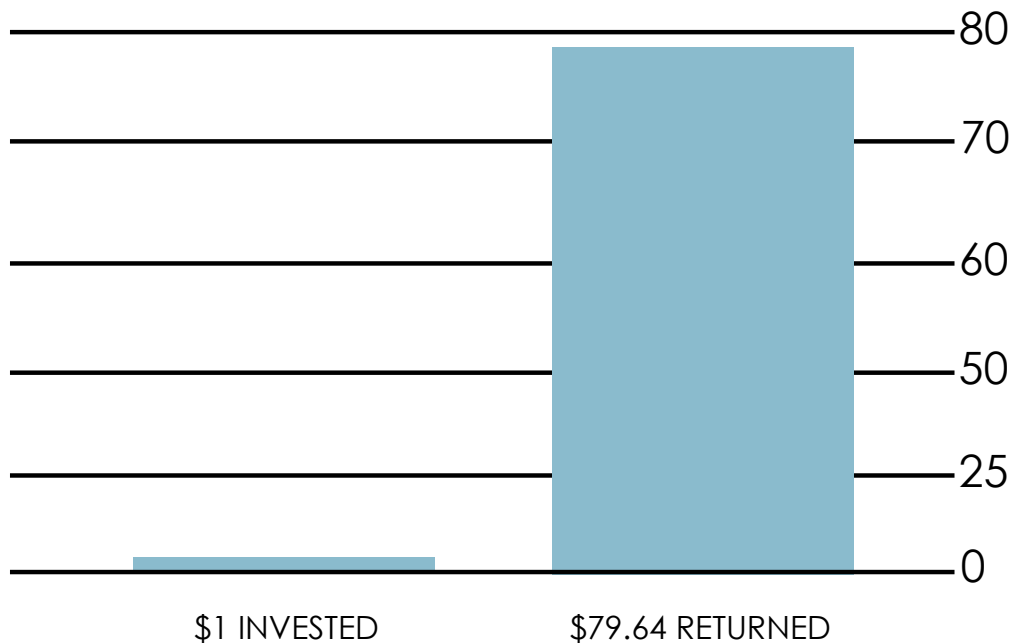
New output from jobs (5-years) • \$3,768,135,209

New output from tourism (5-years) • \$14,573,693

Total new output • \$3,782,708,902

Total new profits • \$302,616,712

PROFITS RETURNED ON \$1 INVESTED = \$79.64

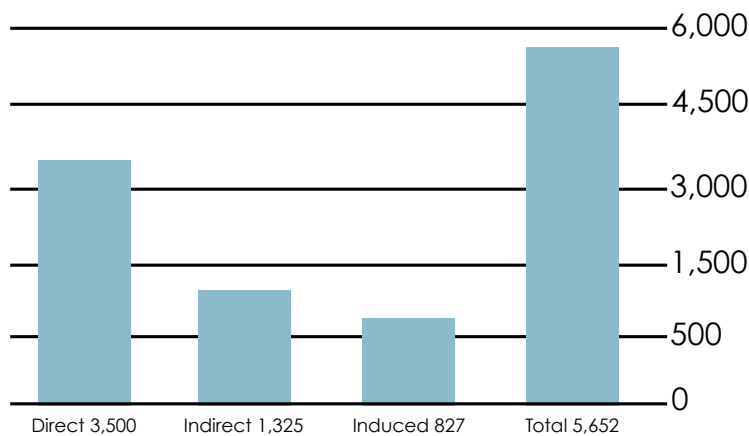


PROJECTED IMPACT

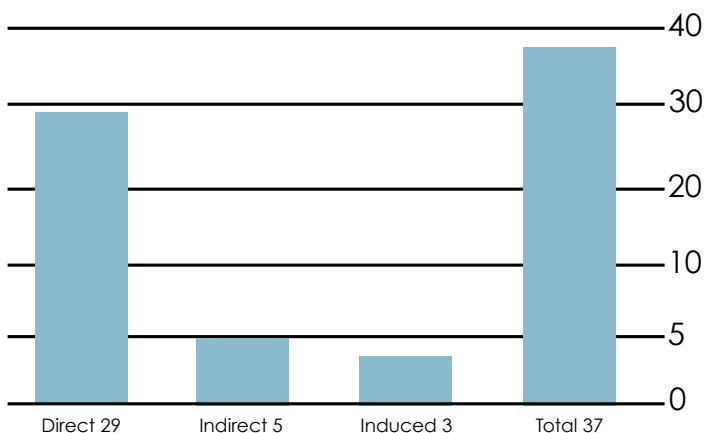
The total impact of the Aspire Clarksville V economic development program for new jobs is projected to be

- Creation of a total of 3,800 new jobs (2,500 direct and 1,300 indirect) with a goal of a minimum average wage of \$40,000 per year
- Attraction of new and expansion projects to create new capital investment of \$1.3 billion
- Recruitment of 5 new projects from the target industry sectors creating 800 new jobs
- Generation of a 25-30% increase in tourism revenue

JOB CREATION DIRECT, INDIRECT & INDUCED



TOURISM JOB CREATION DIRECT, INDIRECT & INDUCED



2019 NEW PAYROLL BREAKDOWN

TOTAL NEW INCOME	\$238,980,177
CONSUMER EXPENDITURES	\$197,137,138
SALES TAXES	\$16,482,460
SAVINGS DEPOSIT POTENTIAL	\$7,737,103
PROPERTY TAXES	\$7,181,946
DISPOSABLE PERSONAL INCOME	\$211,975,417

AVERAGE LOCAL ANNUAL SPENDING

MAJOR CATEGORIES IN MILLIONS	
HOUSING	\$63.1
TRANSPORTATION	\$37.5
INSURANCE & PENSIONS	\$21.7
FOOD	\$25.4
HEALTH CARE	\$13.4
ENTERTAINMENT	\$9.9
APPAREL	\$6.9
EDUCATION	\$3.5



photo by: David Smith

COMMUNITY ACCOLADES

Clarksville-Montgomery County wins Silver Award for Economic Deal of the Year - Hankook Tire Company

Business Facilities Magazine, January 2014

CMC Corporate Business Park named a Select Tennessee Certified Site

Fall 2013

5th Fastest Growing City in the nation

U.S. Census Bureau, July 2013

2nd Fastest Growing Metropolitan Statistical Area in the Nation

U.S. Census Bureau, July 2013

4th highest Per Capita Personal Income in the State of Tennessee

Bureau of Economic Analysis, 2013

Rivers & Spires Festival Awarded Top 100 Event

American Bus Association,
Summer 2013

EDC became a Clarksville- Montgomery County Green Certified Business

May 2013

Rivers & Spires Festival Awarded Silver Grand Pinnacle Award

International Festival & Event Association,
Fall 2012

Rivers & Spires Festival named a TOP 20 Event

Southeast Tourism Society,
Spring 2011

Montgomery County Earns Three Star Certification

State of Tennessee, 2010-2013

8th in Low Cost Manufacturing Centers with less than 500,000 in population

Business Facilities Magazine's 2010
State Ranking Report

10th in Top 10 Metro Best Cost of Living for cities with less than a 350,000 population

Business Facilities Magazine's 2010
State Ranking Report

Ranked #4 nationwide for Alternative Energy Industry Leaders

Business Facilities Magazine's 2010
State Ranking Report

ASPIRE IV INVESTORS

DEVELOPMENT COUNCIL

F&M Bank
First Advantage Bank
Hemlock Semiconductor, L.L.C.
Morgan Contractors, Inc.
Planters Bank
R.J. Corman Railroad Group, LLC

ADVANCE DIVISION

Budweiser of Clarksville/Riverview Inn
DBS & Associates Engineering
Gateway Medical Center
Heritage Bank
Jack B. Turner & Associates
Jostens
Legends Bank
Regions Bank
US Bank

LEADERSHIP DIVISION

Agero
Bank of America
Batson Nolan, PLC
Beach Oil Company
Ben Kimbrough
BLF Marketing
Bridgestone Metalpha U.S.A., Inc.
Capital Bank
Clarksville Association of Realtors
Clarksville Foundry, Inc.
Clarksville Pediatric Dentistry
Coldwell Banker Conroy, Marable,
& Holleman
Cumberland Bank and Trust
Cumberland Electric
Membership Corporation
Florim USA
FWJR Development
Gary Mathews Motors
Hilton Garden Inn

Holly Point, LLC
Ingram Materials
James Corlew Chevrolet
Jenkins & Wynne Ford, Lincoln, Honda
Lyle-Cook-Martin Architects
McIntosh Construction Co., LLC
MediaWorks
Modern Heating, Cooling Roofing
Orgain Ready Mix
Premier Medical Group
Queen City Metals
Richard C. Ribeiro, D.D.S.
Sanderson Pipe Corporation
The Leaf-Chronicle
Thomas Lumber Company
TVA
Vulcan Materials Company
Winn Materials, Inc.
Wyatt-Johnson, Inc.

PACESETTER DIVISION

5 Star Radio Group
Active Screen Graphics
American Snuff Co. Charitable Trust
Avanti
Austin Peay State University
AT&T
Beachaven Vineyards & Winery
Billy Hadley
Bradley, Arant, Boulton & Cummings, LLP
Byers & Harvey Real Estate
Clarksville Athletic Club
Clarksville Country Club
Clarksville Homebuilders Association
Creative ink
Hawkins Homes LLC
R. Lafferty and Son
R.C. Mathews Contractor, LLC
S&ME, Inc.

Aspire Clarksville FOUNDATION

PROFESSIONAL COMMERCIAL FUNDRAISER'S DISCLOSURE

Aspire Clarksville Foundation, 25 Jefferson Street, Suite 300, Clarksville, TN 37040 is recognized by the Internal Revenue Service as a Section 501(c)(3) non-profit organization. Russ Leach, Project Director, and National Community Development Services, Inc. (NCDS), a contracted professional solicitor, will receive as fees a portion of the solicited funds raised through the solicitation campaign for the Aspire Clarksville Foundation to raise funds in support of its multi-year \$3.8 million economic development program. Russ Leach and NCDS are registered with the state of Tennessee Secretary of State Office, 312 Rosa L. Parks Avenue, 8th Floor, Nashville, TN 37243-0305. An audited financial statement of expenses may be obtained by contacting the Aspire Clarksville Foundation at the address disclosed.

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