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Blueprint 2019–2024

An Economic Development Action Plan for the Clarksville- Montgomery County EDC

July 17, 2018

Prepared for the:

Clarksville
MONTGOMERY COUNTY, TN
ECONOMIC DEVELOPMENT COUNCIL



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Executive Summary

In February 2018, the Clarksville - Montgomery County Economic Development Council (EDC) retained Garner Economics, LLC to update its five-year Economic Development Blueprint and help craft a comprehensive plan to guide its economic development efforts.



The resulting plan, **BLUEPRINT 2019–2024: A FIVE-YEAR ECONOMIC DEVELOPMENT STRATEGY FOR THE CLARKSVILLE-MONTGOMERY COUNTY EDC**, details the product improvement, marketing, and organizational changes the EDC and its economic development partners must make to ensure that Clarksville-Montgomery County strengthens its competitive position. The end result will help the EDC attract and retain businesses that will create jobs and opportunities and attract more talent and visitors to the area.

Specifically, the scope of services for the overall project included:

- A comprehensive and holistic assessment of key forces driving the economy and visitation to the area;
- An **ASSETS AND CHALLENGES ASSESSMENT (A&C)** of the Clarksville-Montgomery County from the perspective of a site location consultant that facilitates investment decisions;
- Recommendations for business targets suitable for the EDC to pursue based on our research and analysis; and finally,
- A set of implementable recommendations that the leadership in Clarksville-Montgomery County can utilize to enhance the economic well-being of the area, further define and refine its tourism product, and make the County a desirable business location and tourist destination while sustaining and enhancing its quality of place.

FIGURE 1: PROJECT PROCESS



Analysis and Assessments

The updated **BLUEPRINT 2019–2024** is a compilation of local and regional facts and data points. Combined with the A&C (and the background analysis and research that validate it), this discovery process informed the work to identify target business sectors for Clarksville-Montgomery County. These building blocks are also the basis upon which the strategic recommendations were built. The assessments and key findings were presented to the EDC in May through a **COMPETITIVE REALITIES REPORT** and are summarized in Chapter 1.

Target Business Sectors

The Optimal Business Sector Targets presented in Chapter 3 provide the rationale for four business sector targets and targets for the *Tourism* sector. Together, the targets will help Clarksville-Montgomery County diversify its economic base and visitor profile and build upon the community’s current areas of strengths. These targets are best fits for Clarksville-Montgomery County based on the current economic and business climate conditions and are recommended given the area’s attributes and assets (Figure 2).

Recommendations

In conducting this analysis, the Garner Economics team found that Clarksville-Montgomery County is well poised to increase its overall competitive position and set itself apart—both as a strong business location for the targets and as a desired destination for sports, meeting, and leisure travel. However, Clarksville-Montgomery County must continue to be proactive in leveraging the area’s assets and workforce to capitalize on this.

FIGURE 2: IDENTIFIED TARGET INDUSTRY SECTORS

| CORE TARGETS | |
|---|--|
|  | <i>High Value-Added Manufacturing</i> |
|  | <i>Aeronautics & Aviation Services</i> |
|  | <i>High-Value Business Services*</i> |
|  | <i>Data Centers</i> |
| TOURISM | |
|  | <i>Travel & Tourism</i> |

** Need for Class A office or campus building/site to accommodate before some subsectors can be fully realized*

Chapter 4 offers a set of implementable recommendations that will help the EDC better focus its efforts to attract high-quality companies and talent and position the area to leverage the next wave of economic growth.

The recommendations reflect items that the EDC and its economic development partners should undertake to mitigate negative perceptions of the area by site location advisors or companies looking to invest in Clarksville-Montgomery County as well as tactics the EDC can use to leverage strengths and effectively market the area to the recommended targets and potential visitors.

The recommendations are broken into three categories:

- **Build Upon the City and County’s Success:** Policy changes and investments that should be made to strengthen the region’s product;
- **Tell the Story:** Tactics the EDC can use to tell the area’s economic development story better; and
- **Execute Effectively:** Key organizational recommendations and tactics to market the region better.

Additionally, the resulting recommendations identify areas where the EDC can act as a catalyst to lead initiatives to improve the area’s economic development and tourism product. The tactics to market the region to prospective target industry companies and visitors are primarily for the EDC. However, the messaging and brand should be supported by all economic development organizations working to improve Clarksville-Montgomery County.

The recommendations proposed in **BLUEPRINT 2019–2024** call on the EDC to enhance its economic development service delivery, right-size tourism marketing efforts, and serve as a catalyst and advocate in initiatives that will build upon and improve the overall business climate of the area. By highlighting its unique advantages and leveraging existing and emerging assets, Clarksville-Montgomery County can shape its economic future and ensure that there are ample economic opportunities for its residents.

FIGURE 3: RECOMMENDATIONS

| Build Upon Success |
|---|
| <ol style="list-style-type: none"> 1. Continue to develop a real estate portfolio of additional sites: <ol style="list-style-type: none"> a. Multi-purpose speculative (spec) building b. Office park development c. Virtual spec hangar 2. Enhance the entrepreneurial ecosystem with an incubator/accelerator. 3. Create a shovel-ready “specialty” site program (as a hybrid of lead generation and community preparedness). |
| Execute Effectively |
| <ol style="list-style-type: none"> 1. Hire a workforce development director. 2. Recruit and help train business leaders to serve in elected office and appointed boards and commissions. |
| Tell the Story |
| <ol style="list-style-type: none"> 1. Enhance the EDC’s marketing tools: <ol style="list-style-type: none"> a. Execute a process for lead generation and business target profiling with the targeted companies b. Right-size tourism marketing resources to capitalize on new product 2. Undertake focused external outreach efforts: <ol style="list-style-type: none"> a. Conduct a focused, targeted outreach to Nashville real estate brokers and developers. b. Create a cadre of Economic Development Ambassadors. c. Consider adding an experiential component to the EDC’s successful FAM (Red Carpet Tour) event. |

Chapter 1: Where Clarksville-Montgomery County Stands as a Place for Business



A Summary of the Competitive Realities Report

This chapter summarizes the team’s findings in the Discovery Phase. A more detailed discussion of the following information was presented to the EDC as a **COMPETITIVE REALITIES REPORT** in May 2018.

The **COMPETITIVE REALITIES REPORT** is an objective and subjective evaluation of where Clarksville-Montgomery County stands as a place for business and potential visitors. To build the report, the team collected data, conducted on-site visits, and solicited opinions and feedback from the area’s stakeholders from a site selection perspective. The team used the same criteria and measures that potential companies looking to invest or expand in Clarksville-Montgomery County would employ. Additionally, the area’s economic position was compared against the benchmark communities of Huntsville-Madison County, Alabama; Florence County, South Carolina; the state of Tennessee; and the United States. Three primary vehicles were used to make the assessment: an Asset and Challenges Assessment; a Labor, Demographics, and Economic Analysis; and research composed of a series of focus groups and an electronic survey.

In addition to informing the targeting and recommendations phases of the project, having a solid sense of where Clarksville-Montgomery County stands allows the EDC to recognize the area’s strengths so they can be marketed and to identify gaps in the area’s product, so the EDC can take steps to mitigate those gaps and nurture a more attractive business climate and tourist destination.

What Stakeholders Think

As a complement to the assessment of the physical and regulatory structure of Clarksville-Montgomery County, Garner Economics conducted four focus groups with key community stakeholders and conducted an online survey to solicit a variety of perceptions of the area’s business climate, stakeholders’ thoughts on the area’s attractiveness to companies and potential visitors, the types of companies that would be a good fit for the region, and areas the community could or should work to improve. Sixty people (60) participated in the four groups held on March, 27, 2018. The focus groups were organized into the following categories: *Large Employers, Smaller Employers/Entrepreneurs, Hospitality, and Government/Academia*. Participants were invited by the EDC.

An electronic survey was built based on feedback garnered from the focus groups. It was distributed by the EDC. The survey was open April 11–20, 2018, and it was completed by 188 people.

Several high-level themes emerged from the stakeholder engagement that validate and reinforce the Discovery Phase assessments and analysis. They are presented below. Garner Economics recognizes that the comments (and their summation) may not necessarily be statements of fact, but represent opinions or perceptions.

“We have a window of opportunity to leverage our young population (youngest median age county in Tennessee), technical talent (Fort Campbell separating personnel and APSU STEM graduates), fiber optic infrastructure, and competitive cost of development and cost of living to attract the investment of 21st Century companies and breed associated entrepreneurship.”

—Survey Respondent

Lack of Shared Vision and Private-Sector Leaders

Both focus group and survey respondents frequently noted the lack of a shared vision or agreed-upon priorities for the area. As noted in the **COMPETITIVE REALITIES REPORT**, there is an overriding perception among the stakeholders that the City and County lack a single, shared focus and that the community often fails to implement initiatives or has dueling priorities. The lack of cohesion is reflected in the different brands for the City and County and the different priorities of the jurisdictions.

While a lack of resources contributes to the difficulty of implementing some of the plans, another inhibitor to the community’s success has been a lack of ongoing private sector support and engagement. Having more private-sector champions would help the area prioritize its efforts to make the necessary investments to help those visions become reality.

Leveraging Fort Campbell and Other Assets

Focus group participants and survey respondents recognize that the community has many strengths they can build upon (e.g., the area’s relationship with Fort Campbell and its status as a gig community). Additionally, they pointed to the many educational assets and initiatives currently underway to train the local workforce. Aligning these many strengths and focusing them on areas where they are most needed will support recruitment and attraction efforts going forward.

Bringing Efforts to the Next Level

Clarksville-Montgomery County has had several recent recruitment “wins” and most of the stakeholders groups believe that the area has an above average business climate (Figure 1.1). However, the stakeholders recognize that the majority of the resulting jobs are not at the level and wage rate that the community aspires to provide for its residents. Going forward, there is support and agreement for taking on initiatives that bring Clarksville-Montgomery County to the next level. This will be done by re-

positioning itself as more than only a low-cost or value option and better differentiating the area’s strengths as a business location and tourist destination.

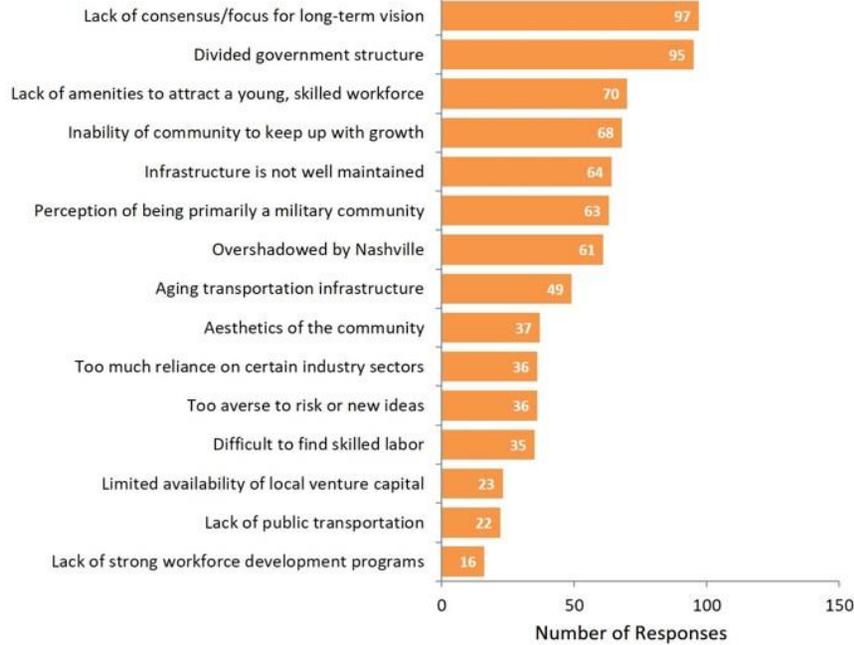
FIGURE 1.1: BUSINESS CLIMATE RANKINGS



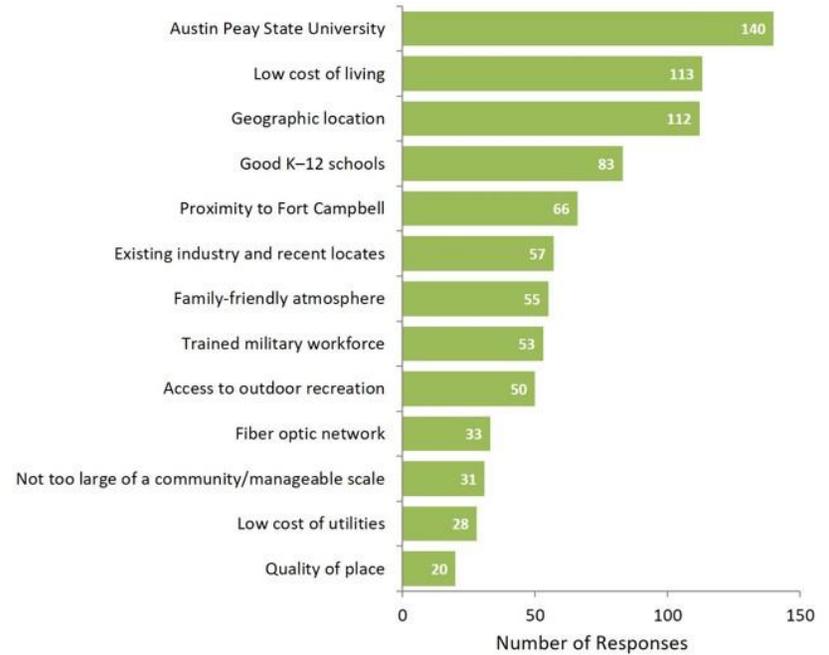
Figure 1.1 highlights the stakeholder feedback provided on the competitive position of Clarksville-Montgomery County. This data and a detailed summary of the community engagement input were provided in the **COMPETITIVE REALITIES REPORT**. Compared to many other regions we have analyzed, this business climate ranking is very positive—especially for Montgomery County, which was among the highest we’ve tallied for our clients.

FIGURE 1.2: SAMPLE OF SURVEY RESPONSES

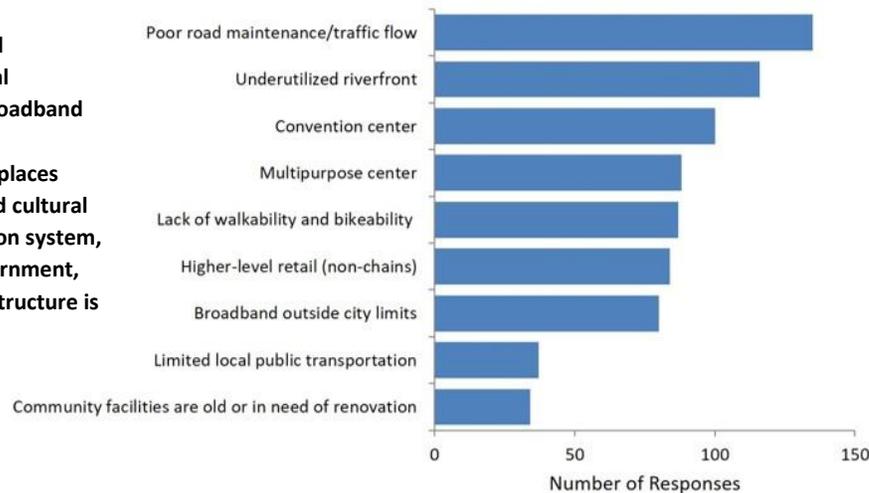
What do you think are some of the biggest obstacles that inhibit the region in its ability to attract, expand, or retain businesses and investment?



What do you see as the community's strengths?



For the purposes of this question, hard infrastructure is defined as the physical networks such as roadways, sewer, broadband internet, airports and/or ports; soft infrastructure refers to institutions or places that support the economic, health, and cultural climate of a place, such as the education system, the healthcare system, system of government, and/or parks. What hard or soft infrastructure is weak or missing in the area?



Assets and Challenges Assessment

Concurrent to soliciting stakeholder perspectives, Garner Economics undertook primary and web-based research to assess where the area stands. The team used a rigorous set of techniques based on fully sourced and reliable datasets to completely understand Clarksville-Montgomery County’s current economic state. This assessment was undertaken from the perspective of businesses looking at Clarksville-Montgomery County as a possible location for operations and was grounded in decades of economic development, site location analysis, and business sector targeting experience.

A key component of the Discovery Phase was the **ASSETS AND CHALLENGES ASSESSMENT**, which is a compilation of local facts and data points with quantitative analysis and some subjective opinions. These are the same variables typically employed when undertaking a locational assessment for a corporate client.

Garner Economics analyzed 56 community factors as part of the assessment. Ratings were identified by evaluating the County’s position for each of the factors against the state of Tennessee, the United States, and—in many instances—the benchmarked communities of Huntsville–Madison County, Alabama and Florence County, South Carolina. The benchmarked communities were selected by the EDC.

Of the 56 variables analyzed, 35 are considered an *Asset* for the community and 3 are considered a *Challenge* (18 are rated as *Neutral*). *The ratio of 35 Assets to 3 Challenges makes this assessment the most positive assessment we have completed in more than 15 years.* However, any of the 3 factors rated as *Challenges* (especially the office space inventory) and the 18 rated as a *Neutral* can deter or disqualify an investment decision in and for the community. The goal in the future will be for those policymakers engaged in local economic development to move the *Neutral* rankings from *Neutral* to *Asset*, mitigate the very few *Challenges*, and sustain and continue to nurture and support those elements with an *Asset* ranking.

As noted in the **COMPETITIVE REALITIES REPORT** and expanded upon in Chapter 5, the EDC should work with policymakers and economic development partners to strengthen those areas currently ranked as *Neutral* and mitigate the few *Challenges*.

The following tables summarize the key findings of the **COMPETITIVE REALITIES REPORT**, using the symbols and definitions below.

REPORT DASHBOARD



Indicates the area is better (more positive) compared to a majority of the benchmark geographies or points to a positive trend or asset within the area.



Indicates the area is neutral or normal, neither positive nor negative. Indicator may represent an observation or be in the middle of the benchmark geographies.



Indicates the area is worse compared to a majority of the benchmark geographies or points to a negative trend or challenge within the area.

FIGURE 1.3: CLARKSVILLE-MONTGOMERY COUNTY ASSETS AND CHALLENGES

 Detailed data and rationale for the ratings can be found in the **COMPETITIVE REALITIES REPORT**.

| |  Assets |  Challenges |  Neutral |
|---------------------|--|--|--|
| Access to Markets | <ul style="list-style-type: none"> Centrally located for major regional market Well positioned to serve international markets Interstate highways Within 1 hour of commercial air passenger service Broadband availability and speeds | No relative <i>Challenges</i> noted | <ul style="list-style-type: none"> Proximity to national market Rail service Port facilities (inland and/or water) General aviation airport capable of handling corporate aircraft |
| Labor | <ul style="list-style-type: none"> Availability of skilled industrial workers Availability of technicians, scientists Availability of managerial personnel Cost of labor Availability of post-secondary vocational training Within 1/2 hour of major university/college(s) Availability of engineering program (including computer science) | No relative <i>Challenges</i> noted | <ul style="list-style-type: none"> Availability of skilled administrative workers Quality of labor-management relations Availability of on-the-job training assistance |
| Access to Resources | <ul style="list-style-type: none"> Availability of agricultural products for food processing Availability of Manufacturing processes Availability of business and professional services Cost/reliability of electricity for industrial use | No relative <i>Challenges</i> noted | No <i>Neutral</i> rankings noted |



| |  Assets |  Challenges |  Neutral |
|--|---|--|---|
| Community Economic Development and Tourism Program | <ul style="list-style-type: none"> • Involvement of both public and private sectors • Local economic development organization has a strategic plan • Level of local leadership support of economic development program • Level of awareness of community regarding economic development | No relative <i>Challenges</i> noted | <ul style="list-style-type: none"> • Level of professional staff • Level of cooperation between various organizations involved in economic development activity • Level of funding for local economic development and CVB programs |
| Access to Space | <ul style="list-style-type: none"> • Availability of fully served and attractive industrial sites | <ul style="list-style-type: none"> • Lack of suitable Class A office space and sites for Class A office development | <ul style="list-style-type: none"> • Availability of suitable industrial sites |
| Access to Capital | <ul style="list-style-type: none"> • Availability of tax-exempt financing for new industrial facilities | <ul style="list-style-type: none"> • Lack of local low-interest loans for small business • Lack of venture capital from local sources for business startups and/or early-stage funding | No <i>Neutral</i> rankings noted |
| Government Impact on Business | <ul style="list-style-type: none"> • Availability/capacity of water and wastewater treatment • Condition and maintenance of local streets • Availability and type of local incentives • SAT or ACT test scores • Availability/quality of post-secondary education | No relative <i>Challenges</i> noted | <ul style="list-style-type: none"> • Business permitting procedures and costs • Median local property tax (compared to state) |

| |  Assets |  Challenges |  Neutral |
|-------------------------|--|---|--|
| Quality of Place | <ul style="list-style-type: none"> • Availability of executive-level housing • Availability of moderate-cost housing • Availability of apartments • Cost-of-living index • Level of crime • Level of cultural activity • Availability of recreational opportunities • Appearance of the Central Business District(s) | No relative <i>Challenges</i> noted | <ul style="list-style-type: none"> • Natural disaster risk • General appearance of the community • Availability of adequate medical facilities • Availability of first-class hotels, motels, and resorts • Quality of local restaurants |

Demographic, Labor, Economic Trends, and Retail Analysis

As a complement to the asset benchmarking work above, the team examined Clarksville-Montgomery County’s economic position relative to the same benchmark counties, the state of Tennessee, and the United States.

This analysis relies heavily on raw objective data collected by governmental or impartial third-party agencies. Garner Economics used data that can be verified and, for which, comparisons with other cities or areas can be made

at the level of detail preferred by most site selection professionals. In all cases, the original and most current available data as of June 2018 are used.

The scorecards presented below are provided in more detail within the **COMPETITIVE REALITIES REPORT**.

Demographic & Community Trends

| | | |
|------------------------------|---|--|
| Population Change |  | Montgomery County experienced a sizable population boom, growing 24.6 percent from 2007, which added more than 39,500 residents to the County. |
| Age Distribution |  | Montgomery County shows strong concentrations in younger age groups with 63.8 percent of its population aged 39 or younger. |
| New Residents |  | Montgomery County is closely aligned with the Clarksville MSA in welcoming new residents to the area. Both had a higher percentage of their population as new to their area. Educational attainment of new residents is generally high, with 31.3 percent having a bachelor's degree or higher and 41.3 percent having some college or associate degree. |
| Educational Attainment |  | 62 percent of the County's population aged 25 and older has some higher education. |
| Secondary School Performance |  | The four-year graduation rate for Montgomery County schools is, and has consistently been, very high. The system reported a graduation rate of 95.1 percent for 2017. ACT standardized testing scores are reasonably high, with a continually increasing trend. |
| Household Income |  | Median Household Income in 2016 was \$56,112, which was in the middle of benchmark levels. Middle is a good word for Montgomery County household income, as there is a sizable spike in the percentage of income groups in the mid-range levels of \$50,000–\$99,000. Growth trends show increases in all groups above \$50,000. |
| Personal Income |  | Personal income again showed strength in the mid-range income categories reflecting the household income. |
| Per Capita Income |  | Montgomery County per capita income was \$24,535, which increased from 2011 but is growing at a slower pace than the state, the nation, and Madison County. |
| Poverty |  | Montgomery County has the lowest poverty rate across the board for both total population and children under 18. |
| Crime Rate |  | Montgomery County showed a relatively low Property Crime Rate for 2016 and a Violent Crime Rate lower than its benchmarks. The Violent Crime Rate is higher than the nation and the Clarksville MSA. |
| Cost of Living |  | Cost of Living in Montgomery County is relatively low compared to benchmarks and the national average. The only item on the index above 100—the national average—was the 109 Utilities index category. |

Labor Market Analysis & Employment Trends

| | | |
|--------------------------------------|---|---|
| Labor Force Participation |  | Among residents aged 16 and over in Montgomery County in 2016, 64.8 percent participate in the labor force, a figure just below Madison County but higher than all other benchmarks. Unfortunately, the County is following the national trend of labor force decline between 2011 and 2016 with a loss of 2.2 percent in its labor force participation, and the rate of decline is troubling. |
| Labor Draw |  | A 45-minute drive-time analysis from Clarksville showed a larger labor pool from which to recruit talent. This nearly doubles the County's labor force with an educated workforce and 13.4 percent employed in <i>Manufacturing</i> . |
| College Enrollment & Degrees Granted |  | The area surrounding Montgomery County has 11 colleges offering degrees and certificates. Programs offer a variety of training with more than 20,000 students enrolled as of the 2015–16 school year. In 2016, 4,668 degrees and certificates were conferred. Additionally, the Nashville area schools boost the number of graduates in the general area by 70,000 students. |
| Commuting Patterns |  | Commuting pattern changes over the past five years have widened the net job outflow for the County. There was a 19.1 percent increase in those living and working in Montgomery County; however, the number of commuters traveling to the County for work only increased 2.5 percent. |
| Major Industry Composition |  | Montgomery County has a somewhat diverse employment base with the <i>Government</i> sector as the top employer. Nearly 29 percent are employed in <i>Retail Trade</i> and <i>Accommodation & Food Service</i> , which tend to be lower paying jobs. |
| Average Wage |  | Montgomery County's estimated average wage is the lowest among benchmarks and exhibits a fairly flat trend over the past decade. |
| Unionization |  | The Clarksville MSA has a unionization rate of 5.8 percent and a private union membership rate of 4.8 percent. Both are higher than the benchmarks and the state. Tennessee is a right-to-work state that prohibits the use of union membership status as a condition for getting or keeping a job. A relatively higher rate may result in the perception of higher costs and negative business-worker environment. |
| Startups |  | Montgomery County and the Clarksville MSA have lower rates of startup activity and unremarkable levels of employment by new firms. |

Labor Market Analysis & Employment Trends *(continued)*

| | | |
|-----------------|---|---|
| Self-Employment |  | As of 2016, 8.7 percent of workers in Montgomery County were self-employed, which is below all benchmarks. From 2011 to 2016, self-employment decreased across all geographies. |
| Broadband |  | Montgomery County has good access to broadband internet with an impressive 66.5 percent of Clarksville having access to gigabit internet service. Average download speed is 28.83 Mbps, behind the nation and Huntsville. |

Local Specialization, Competitiveness & Growth

Below are general observations from an in-depth analysis of industry sectors and occupational groups in Montgomery County. This information is not benchmarked.

| | |
|------------------------------|---|
| Major Industry Sector Change | <ul style="list-style-type: none"> ✓ The largest absolute industry job gains in Montgomery County between 2012 and 2017 came from <i>Administrative & Support, Waste Management & Remediation Services</i>, increasing by 1,300 jobs, followed closely by <i>Government, Retail Trade, and Accommodation & Food Services</i>. Overall, Montgomery County shows a net increase of 6,040 jobs taking into consideration covered, non-covered, and self-employed individuals. ✓ Gains were made in most industry categories with the exception of <i>Manufacturing</i>, which lost 475 jobs; <i>Educational Services</i> (-67 jobs); and <i>Agricultural, Forestry, Fishing & Hunting</i> (-26). A number of manufacturing expansions and locations have announced job growth recently, however some of these employment numbers will not be reflected in the report yet. The numbers below reflect a snapshot of change in reported employment between 2012 and 2017. Job gains and losses are based on multiple factors such as automation and individual company competitiveness. |
| Industry Earnings | <ul style="list-style-type: none"> ✓ Overall, the average earnings per job in Montgomery County is \$35,592, which is 32 percent below the national average of \$52,284. ✓ Earnings in the County are below national averages for all major employment sectors. ✓ Only <i>Management of Companies & Enterprises</i> was significantly lower than the national average (by 56 percent). |
| Major Occupational Change | <ul style="list-style-type: none"> ✓ Over the last five years, all but two major occupational categories in Montgomery County added jobs. The strongest job gains were in <i>Office & Administrative Support</i>, gaining 1,593 jobs; <i>Sales & Related</i>, adding 879 jobs; and <i>Food Preparation & Serving Related</i>, growing 745 jobs (Figure 7.3, Table 7.3). ✓ Other occupational groups adding at least 300 jobs over the past five years include the well paying <i>Healthcare Practitioners & Technical and Management</i>, with average hourly figures at \$29.39 and \$36.11 respectively. ✓ Only two occupational categories lost jobs: <i>Production</i> declined by 88 jobs and <i>Construction & Extraction</i> went down slightly, by 9 jobs. |

Chapter 2: Optimal Business Targets for Montgomery County

The optimal business sectors selection is based on the specific characteristics of the economy and assets of Montgomery County. These recommended targets are designed to assist the County and its economic development organization in prioritizing resources and focusing on sectors in which the County holds a competitive advantage and/or has significant growth potential. This approach will help policymakers prioritize the County’s community and economic development strategy.

Garner Economics uses a desirability and feasibility screening matrix to determine the optimal targets. Desirability begins with considering the types of business sectors that stakeholders of Montgomery County would like to see in the community (Figure 2.1). Feasibility includes what the area can reasonably achieve in the short to medium term, based on current or planned locational assets and on an analytical review of the regional economy.

Using results from the previously completed **COMPETITIVE REALITIES REPORT**, the **ASSETS AND CHALLENGES ASSESSMENT**, focus groups, a community survey, and field visits, four core business and industry families that best match Montgomery County’s unique competitive advantages to the needs of particular industry sectors were chosen. These targets are: **High Value-Added Manufacturing, Aeronautics & Aviation Services, High-Value Business Services, and Data Centers** (also listed on the right).

In addition to these primary targets, a fifth **Tourism** goal is presented to enhance travel and tourism opportunities in Montgomery County. This goal serves to cultivate retail options and experiential activities to increase the number of overnight visits and improve the visitor experience as well as invest in the quality of life for current and future residents. Efforts to build a convention center, multi-use event space, performing arts center, and sports complexes will go a long way to attract and lengthen the stay of visitors.

For each targeted business sector, the community’s competitive advantages are presented along with national trends and projections of the targets. In some cases, target sectors are actually losing jobs nationally, but the particular set of economic development assets in Montgomery County position it to capture any growing demand. A list of individual subsectors is provided with accompanying NAICS classifications.

For each target, a bulleted list of rationales is presented and identified as appealing to the needs of **prospects (P)** or the **community (C)**. This material can be used in marketing and community support efforts or to help economic development personnel prioritize targeting efforts.

Figure 2.1:
Optimal Target
Screening Process



Optimal Targets

1. *High Value-Added Manufacturing*
2. *Aeronautics & Aviation Services*
3. *High-Value Business Services*
4. *Data Centers*
5. *Travel & Tourism*

FIGURE 2.2 OPTIMAL TARGETS FOR CLARKSVILLE-MONTGOMERY COUNTY, TENNESSEE

| CORE INDUSTRY TARGET GROUP FOR THE EDC | | | | HOSPITALITY SECTOR |
|--|--|---|---|--|
| High Value-Added Manufacturing | Aeronautics & Aviation Services | High-Value Business Services* | Data Centers | Travel & Tourism |
| ↓ | ↓ | ↓ | ↓ | ↓ |
| <ul style="list-style-type: none"> Automotive Assembly** Automotive Suppliers Household Appliance Manufacturing Industrial Machinery Automation & Production Technology Electrical Equipment Manufacturing Food Processing Metal Forging Metal Fabrication & Metal Products Clay Product Manufacturing/ Building & Design Products Manufacturing Medical Device Manufacturing | <ul style="list-style-type: none"> Navigation & Aeronautical System Manufacturing Aircraft Engine & Parts Manufacturing Other Aircraft Parts & Auxiliary Equipment Manufacturing Aircraft Maintenance, Repair & Overhaul Aircraft & Drone Manufacturing Support Activities for Air Transportation Flight Training Schools | <ul style="list-style-type: none"> Inbound Customer Service Centers Fintech Finance & Insurance Support Centers Advertising Material Printing & Distribution Services Corporate, Subsidiary & Regional Management Offices Back Office/Staff Operations Office Administrative Services Health Technology/ Medical Advising | <ul style="list-style-type: none"> Data Processing, Hosting & Related Services Computer Facilities Management Services Ventilation, Heating, Air-Conditioning & Commercial Refrigeration Equipment Manufacturing | <ul style="list-style-type: none"> Specialty Retail Outdoor Recreation Operators Breweries/Distilleries/ Wineries Eating & Drinking Places Traveler Accommodations Spectator Sports Promoters of Performing Arts, Sports & Similar Events History & Military Oriented Destinations & Tourist Attractions |

* Need for Class A office or campus building/site to accommodate before some subsectors can be fully realized

** Pending Megasite development

TARGET 1: HIGH VALUE- ADDED MANUFACTURING

Montgomery County has a workforce that knows how to manufacture and has a track record of announcements and expansions verifying the area’s strength in this sector. More than 5,100 are employed in production occupations in the County alone, with an estimated total of 13,400 production workers in the labor draw area within a 45-minute drive of Clarksville. Similar to nearly every community across the nation, Montgomery County is experiencing shortages in certain trades and skills and with overall labor availability. But, the region has strong concentrations in occupations of skilled industrial workers, technicians, scientists, and managerial personnel that make this target family feasible.

Montgomery County is along the rich automotive supply chain running from Alabama upward toward Detroit, serving a variety of Original Equipment Manufacturing (OEM) assembly facilities—14 facilities exist within 300 miles of Clarksville. With development of the Middle Tennessee megasite, attracting an automotive OEM to Montgomery County is a possibility, making the automotive market a strong contender in this field.

The addition of LG appliances to the area boosts Montgomery County’s truth as a manufacturing powerhouse. The household appliance target along with electronics and metal fabrication are ripe targets for the County as workers have the skills needed. The abundance of natural resources in Middle Tennessee makes the production of metal products, clay tiles, and other building/design products another practical subsector for the County. Nationally, construction activity is brisk, ensuring demand of building products.

Leveraging the existing strength of manufacturing workforce, available training, and the number of degrees granted will aid in recruiting and retaining manufacturing. The degree completion program in Middle Tennessee can only aid workforce needs, particularly for the military veterans, spouses, and family in the area. The College of Science, Technology, Engineering & Mathematics at Austin Peay State University is home to a variety of studies, including engineering and engineering technology, physics, mathematics, agriculture, and computer science among its areas of focus.

Rationales

- Proximity to automotive assembly (OEM) facilities (P)
- Creation of a megasite (P)
- FTZ #78 subzone in Montgomery County to serve international markets (P)
- Interstate highways (P) (C)
- Availability of skilled industrial workers (P)
- Affordable cost of labor (P)
- Availability of post-secondary vocational training (P) (C)
- Within ½ hour of major university/college (P) (C)
- Availability of engineering or related programs (P) (C)
- Availability of agricultural products for food processing (P)
- Availability of manufacturing processes (P)
- Availability of business and professional services (P)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Rationales *continued*

- Cost of electricity/gas for industrial use (P)
- Availability of tax-exempt financing for new industrial facilities (P)
- Availability of fully served and attractive industrial sites (P)
- Availability/capacity of water and wastewater treatment (P)
- Affordable cost of living (P) (C)
- Availability of executive and moderate-cost housing (P) (C)
- Good quality of life (P) (C)
- 1,445 degree completions in 2016 for manufacturing-related fields in labor shed (P)
- Existing pool of high-demand occupations and skills-transferable occupations (P)
- National Job Growth Forecast of 6% (P) (C)
- National Average Wage \$62,870 (C)
- Extremely high LQ of 68.2 in Motor Vehicle Brake System Mfg. (P)
- Extremely high LQ of 48 in Zinc Mining (P)
- Extremely high LQ of 39.4 in Clay Building Material and Refractories Mfg. (P)
- LQ of 21.4 for Welding, Soldering & Brazing Machine Occupations (P)
- LQ of 20.1 for Motor vehicle Steering & Suspension Components Mfg. (P)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Table 2.1: Regional Degree Completions in Majors Related to High Value-Added Manufacturing, 2016

| Degrees by Area of Study | Associate & Certificate | Bachelor's | Graduate or Professional | Number of Degrees 2016 |
|---|-------------------------|------------|--------------------------|------------------------|
| Business, Management, Marketing, and Related Support Services | 147 | 207 | 21 | 375 |
| Mechanic and Repair Technologies/Technicians | 320 | - | - | 320 |
| Transportation and Materials Moving | 185 | - | - | 185 |
| Computer and Information Sciences and Support Services | 67 | 88 | 6 | 161 |
| Communication, Journalism, and Related Programs | - | 98 | 25 | 123 |
| Engineering & Engineering Technologies | 91 | 22 | 1 | 114 |
| Agriculture, Agriculture Operations and Related Sciences | 45 | 46 | - | 91 |
| Precision Production | 76 | - | - | 76 |
| Total | 931 | 461 | 53 | 1,445 |

Source: National Center for Education Statistics, Garner Economics

Graduates from Embry-Riddle Fort Campbell campus, Nashville State Community College-Clarksville, Bethel University-Clarksville, Troy University-Clarksville are not captured in this table. Table reflects reported degrees/certificates granted at: Austin Peay State University, Hopkinsville Community College, Daymar College-Clarksville, Tennessee College of Applied Technology-Dickson, Miller-Motte Technical College-Clarksville, North Central Institute, Brown Mackie College-Hopkinsville, Queen City College

Table 2.2: High Value-Added Manufacturing Subsectors

| NAICS | Description | National Wages 2017 | 2007–2017 National Job Growth | 2017–2027 National Job Growth Forecast | 2017 National Job Count |
|-------------------------------|--|---------------------|-------------------------------|--|-------------------------|
| 3361 | Motor Vehicle Mfg. | \$77,812 | -0.6% | 7.5% | 221,295 |
| 3363 | Motor Vehicle Parts Mfg. | \$58,253 | -2.9% | 4.7% | 592,015 |
| 3352 | Household Appliance Mfg. | \$61,858 | -15.9% | -5.7% | 63,207 |
| 3332 | Industrial Machinery Mfg. | \$83,453 | -9.9% | 0.0% | 114,526 |
| 3353 | Electrical Equipment Mfg. | \$70,437 | -11.9% | 0.0% | 138,171 |
| 311 | Food Mfg. | \$46,975 | 7.0% | 5.7% | 1,601,011 |
| 332 | Fabricated Metal Product Mfg. | \$55,472 | -9.1% | 4.1% | 1,434,357 |
| 3391 | Medical Equipment and Supplies Mfg. | \$72,734 | 0.6% | 5.8% | 317,106 |
| 54133 | Engineering Services (Production Technology) | \$92,903 | 3.1% | 11.3% | 982,741 |
| 3271 | Clay Product and Refractory Mfg. | \$51,521 | -28.5% | -8.1% | 43,732 |
| Weighted Average/Total | | \$62,870 | -1.6% | 5.8% | 5,508,159 |



Table 2.3: Supply Chain for High Value-Added Manufacturing
Including Major Subsectors of Motor Vehicle Mfg., Parts Mfg., Household Appliance Mfg. as an Indicator of the Vast Supply Chain Needed

Key Economic Drivers

- Per capita disposable income
- Consumer Confidence Index
- Demand from new car dealers
- World price of crude oil
- Yield on 10-year Treasury note
- Trade-weighted index
- New car sales
- Demand from car and automobile manufacturing
- Trade-weighted index
- Oil and natural gas price index
- Aggregate household debt
- Housing starts
- Price of household appliances
- Industrial production index
- World price of steel



Source: IBIS World, Garner Economics

Skills Transferability for Sample High Value-Added Manufacturing Occupations

Machinists

Est. 7,043 workers with transferable skills

Multiple occupations including:

- Machine Tool Setter (Metal & Plastic)
- Welders
- Printing Press Operator
- Maintenance & Repair Worker
- Automotive Technicians & Mechanics
- Carpenter
- Plumber
- Heating and Air-Conditioning Mechanics and Installers

Industrial Engineer

Est. 2,440 workers with transferable skills

Multiple occupations including:

- General and Operations Managers
- Production, Planning & Expediting Clerks
- IT Project Manager
- Recycling Coordinator
- Civil Engineering Technicians
- Logistics Engineers

Source: EMSI, Garner Economics

Occupations with compatible index of 90 or above earning less than target occupation

Table 2.4: High Value-Added Manufacturing Existing Pool of High-Demand Occupations, 2017

| Description | Employed in Montgomery County |
|--|-------------------------------|
| Stock Clerks and Order Fillers | 1,063 |
| Team Assemblers | 892 |
| Maintenance and Repair Workers, General | 647 |
| General and Operations Managers | 614 |
| First-Line Supervisors of Production and Operating Workers | 458 |
| Laborers and Freight, Stock, and Material Movers, Hand | 451 |
| Food Preparation Workers | 439 |
| Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders | 373 |
| Automotive Service Technicians and Mechanics | 355 |
| Helpers—Production Workers | 328 |
| Heating, Air-Conditioning, and Refrigeration Mechanics and Installers | 245 |
| Electricians | 167 |
| First-Line Supervisors of Mechanics, Installers, and Repairers | 164 |
| Machinists | 150 |
| Shipping, Receiving, and Traffic Clerks | 147 |
| Industrial Machinery Mechanics | 144 |
| Installation, Maintenance, and Repair Workers, All Other | 143 |
| Packaging and Filling Machine Operators and Tenders | 132 |
| Inspectors, Testers, Sorters, Samplers, and Weighers | 120 |
| Training and Development Specialists | 112 |
| Butchers and Meat Cutters | 102 |
| Production Workers, All Other | 100 |
| Purchasing Agents, Except Wholesale, Retail, and Farm Products | 98 |
| Welders, Cutters, Solderers, and Brazers | 92 |
| Production, Planning, and Expediting Clerks | 91 |
| Cleaners of Vehicles and Equipment | 87 |
| Computer-Controlled Machine Tool Operators, Metal and Plastic | 79 |
| Helpers--Installation, Maintenance, and Repair Workers | 76 |
| Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders | 76 |
| Electrical and Electronic Equipment Assemblers | 73 |

Source: EMSI, Garner Economics

TARGET 2: AERONAUTICS & AVIATION SERVICES



Montgomery County is well situated to build an *Aeronautics and Aviation Services* industry family. The existence of military installations in the region along with suitable facilities for air traffic and runway access make this another natural fit for the County. Opportunities in this target include aircraft, drone, and aircraft engines and parts manufacturing as well as aviation services, which includes maintenance, repair, and overhaul (MRO) operations.

Nationally, this industry family is forecasted to grow a slight amount in employment and, overall, the industry outlook is optimistic. Air traffic is projected to grow, and the future need for commercial pilots is considered critical—hence a great opportunity for commercial flight training schools. New plane orders are continuing and the refurbishment or realignment of adding more seats to airline operated planes create the need for manufacturing, parts (such as seats), and the installation of interior upfit.

Montgomery County is reasonably proximate to the growing number of final assembly operations in the southeast such as Airbus in Mobile, Gulfstream in Savannah, and Boeing in Charleston.

The essential component that makes the case for attracting *Aeronautics and Aviation Services* business is the talent that exists in the area and the pipeline for continued workforce development. Civilian and Military Occupational Code crosswalk analysis shows that many military personnel have technical and mechanical skills that align with occupations needed for this industry family. The core skills are present, the veteran population is estimated to grow in the area, and training opportunities exist to fine-tune and certify workers.

Five training institutes in the greater Clarksville/Nashville area offer Airframe and Powerplant (A&P) education for the FAA-issued certification. Four of these schools offer AMT Part 65 training that accepts individuals with practical experience to be able to achieve certification in less time. Table 2.6 shows these programs.

Rationales

- Existence of major military installations in the area (P)
- Proximity to large aircraft assembly operations of global brands (P)
- High number of military veterans in area with aviation & technical skills (P) (C)
- Existing A&P Certification programs in region (P) (C)
- 270 A&P Certificates have been conferred in the past 5 years (P) (C)
- FTZ #78 subzone in Montgomery County to serve international markets (P)
- Interstate highways (P) (C)
- Availability of skilled industrial workers (P)
- Affordable cost of labor (P)
- Availability of post-secondary vocational training (P) (C)
- Within ½ hour of major university/college (P) (C)
- Availability of engineering or related programs (P) (C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.



Rationales
continued

- Availability of manufacturing processes (P)
- Availability of business and professional services (P)
- Cost of electricity/gas for industrial use (P)
- Availability of tax-exempt financing for new industrial facilities (P)
- Availability of fully served and attractive industrial sites (P)
- Affordable cost of living (P) (C)
- Availability of executive and moderate-cost housing (P) (C)
- Good quality of life (P) (C)
- 1,422 degree completions in 2016 for aeronautics-related fields in labor shed (P)
- Pool of skills-transferable occupations for high-demand needs (P)
- Modest short-term national Job Growth Forecast (P)(C)
- National Average Wage \$96,661 (C)
- LQ of 21.4 for Welding, Soldering & Brazing Machine Occupations (P)
- 1,200 Fort Campbell separating military were identified as having *Aviation* sector equivalent jobs (P)¹
- More than 100 Fort Campbell separating military were identified as Aircraft Mechanics & Service Technicians (P) ¹

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Austin Peay has also entered the *Aeronautics* field, preparing to enroll students in a new bachelor’s degree program in aviation science. The program is set to begin in fall 2018 (pending a final accreditation approval) and offers a concentration in rotor-wing. Students will earn a degree in aviation science and receive various helicopter certifications.

Table 2.5: Regional Degree Completions in Majors Related to Aeronautics & Aviation Services, 2016

| Degrees by Area of Study | Associate & Certificate | Bachelor’s | Graduate or Professional | Number of Degrees 2016 |
|--|-------------------------|------------|--------------------------|------------------------|
| Business, Management, Marketing, and Related Support Services | 147 | 207 | 21 | 375 |
| Mechanic and Repair Technologies/Technicians | 320 | | 0 | 320 |
| Homeland Security, Law Enforcement, Firefighting, and Related Protective Service | 71 | 120 | 0 | 191 |
| Transportation and Materials Moving | 185 | | 0 | 185 |
| Computer and Information Sciences/Support | 67 | 88 | 6 | 161 |
| Engineering & Engineering Technologies | 91 | 22 | 1 | 114 |
| Precision Production | 76 | | 0 | 76 |
| Total | 957 | 437 | 28 | 1,422 |

Source: National Center for Education Statistics, Garner Economics

Graduates from Embry-Riddle Fort Campbell campus, Nashville State Community College-Clarksville, Bethel University-Clarksville, Troy University-Clarksville are not captured in this table. Table reflects reported degrees/certificates granted at: Austin Peay State University, Hopkinsville Community College, Daymar College-Clarksville, Tennessee College of Applied Technology-Dickson, Miller-Motte Technical College-Clarksville, North Central Institute, Brown Mackie College-Hopkinsville, Queen City College

Table 2.6: A&P Certification Programs in Clarksville/Nashville Area

| Institution | City/Location | Type of A&P School |
|---|---------------|---------------------------------|
| North Central Institute | Clarksville | Full program (Plus AMT Part 65) |
| Embry-Riddle | Ft. Campbell | AMT Part 65 only |
| Baker School | Nashville | AMT Part 65 only |
| Tennessee College of Applied Technology | Nashville | Full program (Plus AMT Part 65) |
| Middle Tennessee State | Murfreesboro | Full program |

Source: FAA, Institutional Web Sites, Garner Economics

¹ Source EMSI, Comprehensive Labor Analysis: Clarksville-Montgomery County, November 2017 (2016 Post-Military Service Intent Survey)

Table 2.7: Aeronautics & Aviation Services Subsectors

| NAICS | Description | National Wages 2017 | 2007–2017 National Job Growth | 2017–2026 National Job Growth Forecast | 2017 National Job Count |
|-------------------------------|---|---------------------|-------------------------------|--|-------------------------|
| 334511 | Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing | \$113,327 | -22.4% | -14.4% | 120,895 |
| 336411 | Aircraft Manufacturing | \$107,617 | -2.8% | -3.4% | 223,289 |
| 336412 | Aircraft Engine and Engine Parts Manufacturing | \$91,663 | -5.8% | -0.1% | 80,404 |
| 336413 | Other Aircraft Parts and Auxiliary Equipment Manufacturing | \$72,732 | 9.8% | 8.5% | 107,729 |
| 488190 | Other Support Activities for Air Transportation | \$60,454 | 19.0% | 11.8% | 113,707 |
| 611512 | Flight Training | \$63,640 | 5.3% | 15.1% | 18,400 |
| Weighted Average/Total | | \$96,661 | -2.6% | 0.05% | 664,424 |

NAICS 488190 Other Support Activities for Air Transportation also includes MRO operations.
 Source: EMSI, Garner Economics

Table 2.8: Supply Chain for Aeronautics & Aviation Services

Key Economic Drivers

- Demand from air transportation, airlines, MRO facilities, and aircraft, engine & parts mfg.
- Corporate profit
- Price of crude oil
- Private investment in industrial equipment/machinery
- Research & development expenditures
- Federal funding for defense
- Government consumption and investment
- Non-NATO defense spending
- Regulation for MRO Industry
- Disposable income
- Domestic & international travel by residents

Supply Industries

- Aircraft Equipment Wholesale
- Aircraft MRO
- Aircraft, Engine & Parts Mfg.
- Airport Operations
- Circuit Board & Electronic Component Mfg.
- Computer & Peripheral Mfg.
- Electrical Equipment Mfg.
- Engine & Turbine Mfg.
- Gas & Petroleum Wholesale
- Glass Product Mfg.
- Heavy Equipment Rental
- Hose & Belt Mfg.
- Iron & Steel Mfg.
- Navigational Instrument Mfg.
- Plastic Pipe & Parts Mfg.
- Semiconductor & Circuit Mfg.

Aviation & Support Services

Demand Industries

- Aircraft, Engine & Parts Mfg.
- Aircraft, Marine & Railroad Transportation
- Airlines & Charter Flights
- National Security & International Affairs
- Consumers
- Couriers & Delivery Services
- Diagnostic & Medical Laboratories
- Electronic Part & Equipment Wholesale
- Equipment Wholesale
- Finance & Insurance
- Freight Forwarding Brokerages & Agencies
- Laboratory Supply Distribution
- Postal Service
- Public Administration

Source: IBIS World, Garner Economics

Table 2.9: Aeronautics & Aviation Services Existing Pool of High-Demand Occupations, 2017

| Description | Employed in Montgomery County |
|---|-------------------------------|
| Team Assemblers | 936 |
| General and Operations Managers | 621 |
| First-Line Supervisors of Production and Operating Workers | 478 |
| Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders | 383 |
| First-Line Supervisors of Mechanics, Installers, and Repairers | 169 |
| Machinists | 157 |
| Industrial Machinery Mechanics | 154 |
| Inspectors, Testers, Sorters, Samplers, and Weighers | 135 |
| Production, Planning, and Expediting Clerks | 95 |
| Cleaners of Vehicles and Equipment | 89 |
| Electrical and Electronic Equipment Assemblers | 77 |
| Electrical and Electronics Engineering Technicians | 62 |
| Coating, Painting, and Spraying Machine Setters, Operators, and Tenders | 60 |
| Industrial Engineers | 49 |
| Sheet Metal Workers | 47 |
| Mechanical Engineering Technicians | 43 |
| Weighers, Measurers, Checkers, and Samplers, Recordkeeping | 39 |
| Engine and Other Machine Assemblers | 38 |
| Maintenance Workers, Machinery | 34 |
| Mechanical Engineers | 31 |
| Electronics Engineers, Except Computer | 25 |
| Engineering Technicians, Except Drafters, All Other | 19 |
| Air Traffic Controllers | 16 |
| Materials Engineers | 13 |
| Aircraft Mechanics and Service Technicians | 12 |
| Commercial Pilots | <10 |
| Airline Pilots, Copilots, and Flight Engineers | <10 |
| Airfield Operations Specialists | <10 |
| Aircraft Cargo Handling Supervisors | <10 |
| Aerospace Engineers | <10 |
| Aircraft Structure, Surfaces, Rigging, and Systems Assemblers | <10 |
| Avionics Technicians | <10 |

Source: EMSI, Garner Economics

Skills Transferability for Sample Aeronautics & Aviation Services Occupations

Aircraft Mechanics & Service Technicians

Est. 1,779 workers with transferable skills

Multiple occupations including:

- Automotive Technicians & Mechanics
- Computer-Controlled Machine Tool Operators
- Medical Equipment Repairers
- Motorboat Mechanics & Service Tech
- Electricians
- Electronic Equipment Installers & Repairers
- HVAC Mechanic & Installers

Sheet Metal Worker

Est. 8,314 workers with transferable skills

Multiple occupations including:

- Team Assemblers
- Welders
- Tile and Marble Setters
- Construction Carpenter
- Helpers—Installation, Maintenance, and Repair Workers
- Engine & Other Machine Assemblers
- Operating Engineers and Other Construction Equipment Operators
- Heating/Air-Conditioning Mechanics & Install

Source: EMSI, Garner Economics

Occupations with compatible index of 90 or above earning less than target occupation



TARGET 3: HIGH-VALUE BUSINESS SERVICES

High-Value Business Services covers myriad industries that could thrive in Montgomery County. The County can attract and grow several subsectors that focus on providing value to business and consumers. With good interstate access, commercial air service, and a good quality of life, the County fares well in the ability to engage in commerce on a regional, national, and global level.

Customer service operations have a high concentration in Montgomery County (LQ 8) with 1,960 customer service representatives employed in the County. Ideal call center operations to recruit are inbound, call-oriented that typically provide higher pay levels. Operations that support finance, insurance, and health services require advanced skills and training. With the culture of self-service online and cost-effective products, the growth of centralized customer assistance centers will increase, providing medical advising (nurse lines), investing advice, and many other facets of support.

Financial technology is the new technology and innovation that aims to compete with traditional financial methods in the delivery of financial services. FinTech is a new industry that uses technology to improve activities in finance. There is no doubt that technology has revolutionized finance in the past decade and will continue to grow and innovate.

“Back office” is a term that enables global companies to achieve efficiencies and cost savings by consolidating staff support functions such as accounting, customer service, information technology, legal, logistics, sales and marketing, or other support functions in one location. Being able to operate these business roles in lower labor and real estate markets opens opportunity for communities like Clarksville to gain quality, high-paying jobs.

An obstacle for this target is the lack of Class A and Class B office space to attract firms interested in locating or expanding operations in Montgomery County. The recommendations in this report to develop an office park or other suitable space are essential for success in this arena.

Rationales

- Well positioned to serve international markets (P)
- Centrally located for major regional market (P)
- Interstate highways (P) (C)
- Within 1 hour of commercial air passenger service (P) (C)
- Broadband availability and speeds (P) (C)
- Availability of managerial personnel (P)
- Affordable cost of labor (P)
- Availability of post-secondary vocational training (P) (C)
- Within 1/2 hour of major university/college (P) (C)
- Availability of business and professional services (P)
- Availability and type of local incentives (P)
- SAT or ACT test scores (P)
- Quality and availability of post-secondary education (P) (C)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.



Rationales

- Availability of executive-level and moderate-cost housing (P) (C)
- Availability of apartments (P) (C)
- Affordable cost-of-living index (P) (C)
- Level of arts and cultural activity (P) (C)
- Availability of recreational opportunities (P) (C)
- Good quality of life (P) (C)
- Appearance of the Central Business District(s) (P) (C)
- Nearly 2,700 degrees and certificates granted in majors related to Business Services (P)
- Existing pool of high-demand occupations and skills transferability occupations (P)
- Historical national Job Growth of 23% for past decade (P)(C)
- National Job Growth Forecast of 18% (P)(C)
- National Average Wage \$98,972 (C)
- High LQ of 20.32 for Business Schools (P)
- LQ of 8 for Telephone Call Centers (P)
- LQ of 4.6 for Business Support Services (P)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Table 2.10: Regional Degree Completions in Majors Related to High-Value Business Services, 2016

| Degrees by Area of Study | Associate & Certificate | Bachelor's | Graduate or Professional | Number of Degrees 2016 |
|---|-------------------------|------------|--------------------------|------------------------|
| Health Professions and Related Programs | 813 | 208 | 71 | 1,092 |
| Liberal Arts & Interdisciplinary Studies | 667 | 56 | 4 | 727 |
| Business, Management, Marketing, and Related Support Services | 147 | 207 | 21 | 375 |
| Computer and Information Sciences and Support Services | 67 | 88 | 6 | 161 |
| Communication, Journalism, and Related Programs | 0 | 98 | 25 | 123 |
| Public Administration and Social Service Professions | 12 | 66 | 22 | 100 |
| Social Sciences | 0 | 53 | 0 | 53 |
| Family and Consumer Sciences/Human Sciences | 30 | | 0 | 30 |
| Mathematics and Statistics | 0 | 19 | 0 | 19 |
| Legal Professions and Studies | 2 | | 0 | 2 |
| Total | 1,738 | 795 | 149 | 2,682 |

Source: National Center for Education Statistics, Garner Economics

Graduates from Embry-Riddle Fort Campbell campus, Nashville State Community College-Clarksville, Bethel University-Clarksville, Troy University-Clarksville are not captured in this table. Table reflects reported degrees/certificates granted at: Austin Peay State University, Hopkinsville Community College, Daymar College-Clarksville, Tennessee College of Applied Technology-Dickson, Miller-Motte Technical College-Clarksville, North Central Institute, Brown Mackie College-Hopkinsville, Queen City College

Table 2.11: High-Value Business Services Subsectors

| NAICS | Description | National Wages 2017 | 2007–2017 National Job Growth | 2017–2026 National Job Growth Forecast | 2017 National Job Count |
|-------------------------------|--|---------------------|-------------------------------|--|-------------------------|
| 561422 | Telemarketing Bureaus and Other Contact Centers | \$35,540 | 37.1% | 27.1% | 497,289 |
| 522291 | Consumer Lending | \$63,535 | -13.8% | 12.6% | 106,378 |
| 522320 | Financial Transactions Processing, Reserve, and Clearinghouse Activities | \$94,811 | 19.5% | 25.0% | 132,082 |
| 523930 | Investment Advice | \$153,824 | 22.0% | 32.3% | 221,488 |
| 541511 | Custom Computer Programming Services | \$110,273 | 44.1% | 23.4% | 946,316 |
| 5239 | Other Financial Investment Activities | \$192,148 | 24.7% | 30.5% | 534,359 |
| 5241 | Insurance Carriers | \$91,361 | -5.6% | 4.8% | 1,200,697 |
| 524291 | Claims Adjusting | \$69,800 | 4.2% | 10.6% | 76,822 |
| 54187 | Advertising Material Distribution Services | \$46,285 | -33.4% | 0.5% | 12,093 |
| 5511 | Management of Companies and Enterprises | \$117,888 | 23.2% | 9.4% | 2,267,252 |
| 5412 | Accounting, Tax Preparation, Bookkeeping, and Payroll Services | \$67,167 | 6.6% | 8.4% | 1,168,970 |
| 5416 | Management, Scientific, and Technical Consulting Services | \$83,205 | 41.4% | 26.1% | 1,704,797 |
| 5611 | Office Administrative Services | \$82,301 | 30.1% | 19.1% | 523,295 |
| 541512 | Computer Systems Design Services | \$104,839 | 53.4% | 26.6% | 1,022,180 |
| 541519 | Other Computer Related Services | \$105,497 | 5.9% | 10.5% | 124,629 |
| 524298 | All Other Insurance Related Activities | \$80,608 | 44.4% | 26.1% | 90,653 |
| Weighted Average/Total | | \$98,972 | 23.3% | 17.6% | 10,629,301 |

Source: EMSI, Garner Economics

Certain subsectors included on the target matrix (Figure 2.2) have different naming than NAICS code subsectors. In these cases, such as Health Technology/Medical Advising, the business activity falls under a subsector listed above (All Other Insurance Related Activities or Consulting).

Table 2.12: Supply Chain for Business Services

Key Economic Drivers

- Aggregate household debt & private investment
- Crime rate
- Demand from data processing/hosting services
- Demand from finance and insurance
- Demand from postal service
- Demand from professional, scientific, and technical services
- Demand from retail trade
- E-commerce sales
- External competition for Credit Unions industry
- Government consumption and investment
- Age of population
- National unemployment rate
- New car sales
- Per capita disposable income
- % of households with at least one computer
- Percentage of services conducted online
- Prime rate
- Consumer spending
- Corporate profit
- Health expenditure
- Investor uncertainty



Supply Industries

- Business Analytics & Software Publishing
- Commercial Leasing
- Communication Equipment Mfg.
- Computer & Packaged Software Dist.
- Computer & Peripheral Equipment Mfg.
- Computer Stores
- Custody, Asset, & Securities Services
- Data Processing & Hosting Services
- Database & Directory Publishing
- Finance & Insurance
- Furniture Stores
- Intellectual Property Licensing
- Internet Service Providers
- IT Consulting
- Office Stationery Wholesaling
- Office Supply Stores
- Operating Systems & Productivity Software Publishing
- Paper Wholesaling
- Portfolio Management
- Postal Service
- Professional Employer Organizations
- Satellite Telecommunications Providers
- Security Software Publishing
- Software Publishing
- Stock & Commodity Exchanges
- VoIP
- Wired Telecommunications Carriers

Demand Industries

- Advertising Agencies
- Computer Stores
- Construction
- Consumers
- Credit Card Issuing
- Data Processing & Hosting Services
- Finance and Insurance
- Health & Medical Insurance
- Health & Welfare Funds
- Healthcare and Social Assistance
- Home Builders
- Information
- Life Insurance & Annuities
- Manufacturing
- New Car Dealers
- Open-End Investment Funds
- Professional, Scientific, and Technical Services
- Public Administration
- Public Relations Firms
- Real Estate and Rental and Leasing
- Reinsurance Carriers
- Retail Trade
- Retirement & Pension Plans
- Utilities
- Wholesale Trade



High-Value Business Services

Source: IBIS World, Garner Economics

Table 2.13: High-Value Business Services Existing Pool of High-Demand Occupations, 2017

| Description | Employed in Montgomery County |
|---|-------------------------------|
| Customer Service Representatives | 1,960 |
| Secretaries and Administrative Assistants | 1,565 |
| Office Clerks, General | 1,016 |
| Miscellaneous Healthcare Support Occupations | 815 |
| Registered Nurses | 744 |
| First-Line Supervisors of Office and Administrative Support Workers | 701 |
| General and Operations Managers | 621 |
| Bookkeeping, Accounting, and Auditing Clerks | 572 |
| Receptionists and Information Clerks | 402 |
| Miscellaneous Business Operations Specialists | 251 |
| Miscellaneous Sales Representatives, Services | 199 |
| Accountants and Auditors | 186 |
| Financial Managers | 184 |
| Credit Counselors and Loan Officers | 184 |
| Buyers and Purchasing Agents | 174 |
| Software Developers and Programmers | 169 |
| Medical and Health Services Managers | 167 |
| Lawyers and Judicial Law Clerks | 165 |
| Property, Real Estate, and Community Association Managers | 153 |
| Computer Support Specialists | 152 |
| Billing and Posting Clerks | 141 |
| Human Resources Workers | 140 |
| Marketing and Sales Managers | 116 |
| Training and Development Specialists | 113 |
| Interviewers, Except Eligibility and Loan | 112 |
| Computer and Information Analysts | 106 |
| Insurance Sales Agents | 98 |
| Management Analysts | 93 |
| Financial Analysts and Advisors | 82 |
| Database and Systems Administrators and Network Architects | 73 |
| Market Research Analysts and Marketing Specialists | 68 |

Source: EMSI, Garner Economics

**Skills Transferability for
Sample High-Value Business Services Occupations**

Personal Financial Advisor

Est. 352 workers with transferable skills

Multiple occupations including:

- Loan Interviewers & Clerks
- Tax Preparers
- Credit Authorizers
- Municipal Clerks
- Bill and Account Collectors
- Statistical Assistants
- Insurance Policy Processing Clerks

Human Resource Specialist

Est. 6,750 workers with transferable skills

Multiple occupations including:

- Customer Service Representatives
- Administrative Assistants
- Office Clerks
- Bookkeeping, Accounting & Auditing Clerk
- Medical Secretary
- Hotel, Motel, and Resort Desk Clerks
- Municipal Clerks
- Supervisors of Personal Service Workers
- Payroll and Timekeeping Clerks
- Credit Checkers

Source: EMSI, Garner Economics

Occupations with compatible index of 90 or above earning less than target occupation



TARGET 4: DATA CENTERS

Montgomery County has arrived in *Data Center* country with the location of the Google Data Center. The commitment of a verifiable powerhouse in the industry to invest a significant amount of dollars means that the company has found and checked off all the necessary elements for a successful data center operation: low cost of electricity, sufficient water supply, minimal risk, and, of course, fiber infrastructure.

Data Centers are not often large employers, but rather capital-intensive investors and tax payers that create economic impact. *Data Centers* show successful growth in communities across the southeast. *Data Center* clustering is also a factor that has been seen in major and secondary internet markets with new projects following the lead of a major development. San Antonio, Texas, welcomed tech giant Microsoft, who decided to locate a \$550 million data center there in 2005. Since then, the community has announced additional data center investments by other firms and the continued investment by Microsoft, for a total of four centers in San Antonio.

Support industries for *Data Centers* are *Computer Facilities Management Services*, *Data Analytics* and the *Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing and Installation* industry. Large *Data Centers* need sophisticated cooling systems for the large amount of processing taking place under one roof. In fact, as of 2017, Montgomery County has a sizable *HVAC Manufacturing* sector with employment of 1,115 and a location quotient of 23.

The impacts of *Data Center* development are real and long-lasting, and with suitable sites offering the needed infrastructure, the County could see positive effects in this target for years to come.

Rationales

- Broadband availability and speeds (P) (C)
- Availability of technicians, scientists (P)
- Within 1/2 hour of major university/college (P) (C)
- Availability of engineering program or related programs (P)
- Availability of business and professional services (P)
- Cost of electricity and gas for industrial use (P)
- Availability of fully served and attractive industrial sites (P)
- Availability/capacity of water and wastewater treatment (P)
- Quality and availability of post-secondary education (P) (C)
- More than 1,200 degrees and certificates granted in majors related to *Data Center* operations (P)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.



Rationales
Continued

- Average target national earnings of \$94,098 (C)
- Total growth of target industry family over past decade 6% (P)(C)
- Project growth of target industry family 11.5% (P)(C)
- *Data Center* cluster effect (P)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Table 2.14: Regional Degree Completions in Majors Related to Data Centers, 2016

| Degrees by Area of Study | Associate & Certificate | Bachelor | Graduate | Number of Degrees 2016 |
|--|-------------------------|------------|-----------|------------------------|
| Business, Management, Marketing, and Related Support Services | 147 | 207 | 21 | 375 |
| Mechanic and Repair Technologies/Technicians | 320 | | | 320 |
| Homeland Security, Law Enforcement, Firefighting, and Related Protective Service | 71 | 120 | | 191 |
| Computer and Information Sciences and Support Services | 67 | 88 | 6 | 161 |
| Engineering & Engineering Technologies | 91 | 22 | 1 | 114 |
| Construction Trades | 58 | | | 58 |
| Mathematics and Statistics | | 19 | | 19 |
| Total | 754 | 456 | 28 | 1,238 |

Source: National Center for Education Statistics, Garner Economics

Graduates from Embry-Riddle Fort Campbell campus, Nashville State Community College-Clarksville, Bethel University-Clarksville, Troy University-Clarksville are not captured in this table. Table reflects reported degrees/certificates granted at: Austin Peay State University, Hopkinsville Community College, Daymar College-Clarksville, Tennessee College of Applied Technology-Dickson, Miller-Motte Technical College-Clarksville, North Central Institute, Brown Mackie College-Hopkinsville, Queen City College

Table 2.15: Data Center Subsectors

| NAICS | Description | National Wages 2017 | 2007–2017 National Job Growth | 2017–2026 National Job Growth Forecast | 2017 National Job Count |
|--------|--|---------------------|-------------------------------|--|-------------------------|
| 5182 | Data Processing, Hosting, and Related Services | \$110,159 | 15.0% | 13.0% | 316,825 |
| 541513 | Computer Facilities Management Services | \$92,234 | 21.5% | 24.9% | 75,321 |
| 3334 | Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing | \$56,383 | -14.9% | 0.2% | 131,187 |
| | Weighted Average/Total | \$94,098 | 6.4% | 11.5% | 523,333 |

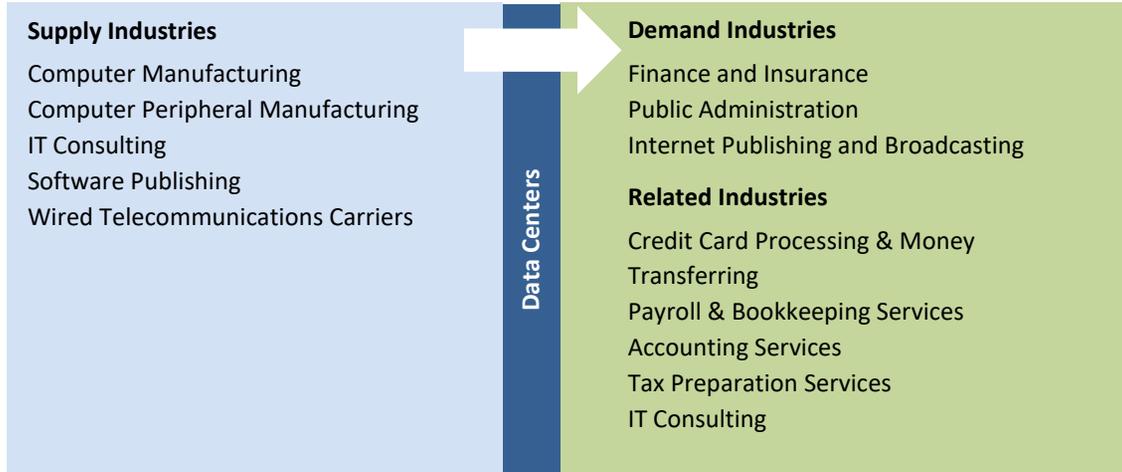
Source: EMSI, Garner Economics



Table 2.16: Supply Chain for Data Centers

Key Economic Drivers

- Percentage of services conducted online
- Corporate profit
- Number of mobile internet connections
- Demand from internet publishing and broadcasting
- Price of computers and peripheral equipment



Source: IBIS World, Garner Economics

Table 2.17: Data Center High-Demand Occupations, 2017

| Description | Employed in Montgomery County |
|---|-------------------------------|
| General and Operations Managers | 621 |
| Business Operations Specialists, All Other | 251 |
| Telecommunications Equipment Installers and Repairers, Except Line Installers | 166 |
| Security Guards | 152 |
| Computer User Support Specialists | 116 |
| Computer Systems Analysts | 94 |
| Computer Occupations, All Other | 93 |
| Software Developers, Systems Software | 58 |
| Compliance Officers | 57 |
| Network and Computer Systems Administrators | 51 |
| Computer Programmers | 42 |
| Computer and Information Systems Managers | 41 |
| Software Developers, Applications | 41 |
| Computer Network Support Specialists | 35 |
| Computer Operators | 33 |
| Engineers, All Other | 32 |
| Web Developers | 28 |
| Electronics Engineers, Except Computer | 25 |
| Operations Research Analysts | 20 |
| Engineering Technicians, Except Drafters, All Other | 19 |
| Computer, Automated Teller, and Office Machine Repairers | 19 |
| Information Security Analysts | 12 |
| Computer Network Architects | 12 |
| Database Administrators | 11 |

Source: EMSI, Garner Economics

Skills Transferability for Sample Data Center Occupations

Database Administrator

Est. 986 workers with transferable skills

Multiple occupations including:

- Computer Operator
- Statistical Assistants
- Survey Researchers
- Market Research Analysts
- Social Science Research Assistants
- Computer Network Support Specialist

Computer Network Support Specialist

Est. 2,190 workers with transferable skills

Multiple occupations including:

- Camera and Photographic Equipment Repairers
- Audio-Visual and Multimedia Collections Specialists
- Computer User Support Specialists
- Prepress Technicians and Workers
- Web Developers
- Broadcast Technicians
- Computer Operators
- Audio and Video Equipment Technicians

Source: EMSI, Garner Economics

Occupations with compatible index of 90 or above earning less than target occupation



A desire to enhance *Travel and Tourism* opportunities in Montgomery County led to the creation of this target to look at cultivating retail options and experiential activities. The end goal is to increase the number of overnight visits and improve the visitor experience, as well as invest in the quality of life for current and future residents.

Many of the subsectors of this target serve to bolster activity already underway and fill in gaps to improve experience. Efforts to build a convention center, multi-use event space, performing arts center, and sports complexes will go a long way to attract and lengthen the stay of visitors. With the construction of these types of spaces, many of the subsector industries will increase dynamically, like organizations involved in the promotion of arts, sporting, and other events.

Montgomery County has a retail gap of \$31.5 million with several categories underperforming—particularly *Food & Beverage Stores*. Adding retail options that are unique or specialized will help round out the offerings in the County. Additional efforts to attract and develop more breweries, distilleries, and wineries bridge the retail and experiential tourism goals. These types of establishments are the fastest growing segments of the *Food and Beverage* industry and will help address some retail leakage and grow sales tax revenue as more residents and visitors spend time and money in the County.

Capitalizing on the historic and military experience in Montgomery County provides a unique offering to draw more visitors and extend the stay for those visiting Fort Campbell. Revisiting the Wings of Liberty efforts may assist with this subsector as well as enhance the number and quality of history/battlefield tours.

Creating more of the “experience economy” for both residents and visitors alike will reap dividends for the community.

Rationales

- Improving quality of life for residents and future residents (P) (C)
- More than 1,888 graduates with related skills for *Tourism* target
- Post-secondary vocational training options (P)
- Within half-hour of major university/college (P)
- Quality of education K–20+ (P) (C)
- Availability of executive and moderate-cost housing (P)
- Low cost of living (P)
- Efforts for building new venues in progress (P) (C)
- Average target national earnings of \$22,862 (C)
- Total growth of target industry family over past decade is 19% (P)
- Average target 10-year growth projection of 12% (P)

Legend: Items appealing to needs of **prospects (P)** or **community (C)**.

Table 2.18: Regional Degree Completions in Majors Related to Travel & Tourism, 2016

| Degrees by Area of Study | Associate & Certificate | Bachelor | Graduate | Number of Degrees 2016 |
|---|-------------------------|------------|-----------|------------------------|
| Liberal Arts & Interdisciplinary Studies | 667 | 56 | 4 | 727 |
| Business, Management, Marketing, and Related Support Services | 147 | 207 | 21 | 375 |
| Parks, Recreation, Leisure and Fitness Studies | 0 | 195 | 27 | 222 |
| Transportation and Materials Moving | 185 | | 0 | 185 |
| Personal and Culinary Services | 169 | | 0 | 169 |
| Communication, Journalism, and Related Programs | 0 | 98 | 25 | 123 |
| Visual and Performing Arts | 2 | 49 | 6 | 57 |
| Family and Consumer Sciences/Human Sciences | 30 | | 0 | 30 |
| Total | 1,200 | 605 | 83 | 1,888 |

Source: National Center for Education Statistics, Garner Economics

Graduates from Embry-Riddle Fort Campbell campus, Nashville State Community College-Clarksville, Bethel University-Clarksville, Troy University-Clarksville are not captured in this table. Table reflects reported degrees/certificates granted at: Austin Peay State University, Hopkinsville Community College, Daymar College-Clarksville, Tennessee College of Applied Technology-Dickson, Miller-Motte Technical College-Clarksville, North Central Institute, Brown Mackie College-Hopkinsville, Queen City College

Table 2.19: Travel & Tourism Subsectors

| NAICS | Description | National Wages 2017 | 2007–2017 National Job Growth | 2017–2026 National Job Growth Forecast | 2017 National Job Count |
|-------|--|---------------------|-------------------------------|--|-------------------------|
| 4452 | Specialty Food Stores | \$25,085 | -3.3% | 5.6% | 248,086 |
| 4523 | General Merchandise Stores, including Warehouse Clubs and Supercenters | \$25,055 | 28.7% | 21.9% | 1,980,154 |
| 4539 | Other Miscellaneous Store Retailers | \$29,554 | 7.8% | 8.3% | 385,005 |
| 4871 | Scenic and Sightseeing Transportation, Land | \$32,624 | 33.5% | 18.0% | 14,948 |
| 7112 | Spectator Sports | \$115,198 | 3.7% | 8.9% | 190,415 |
| 7113 | Promoters of Performing Arts, Sports, and Similar Events | \$38,114 | 53.5% | 17.7% | 155,287 |
| 7121 | Museums, Historical Sites, and Similar Institutions | \$34,775 | 28.7% | 15.9% | 168,081 |
| 7211 | Traveler Accommodation | \$31,129 | 5.4% | 9.3% | 1,910,137 |
| 7224 | Drinking Places (Alcoholic Beverages) | \$18,340 | 7.4% | 7.1% | 395,460 |
| 7225 | Restaurants and Other Eating Places | \$18,386 | 21.3% | 11.4% | 10,555,188 |
| 31212 | Breweries | \$47,746 | 152.2% | 33.0% | 66,686 |
| 31213 | Wineries | \$44,807 | 63.9% | 18.9% | 64,761 |
| 31214 | Distilleries | \$66,555 | 84.7% | 21.7% | 13,564 |
| | | \$22,862 | 19.3% | 12.4% | 16,147,771 |

Source: EMSI, Garner Economics

Table 2.20: Travel & Tourism Existing Pool of High-Demand Occupations, 2017

| Description | Employed in Montgomery County |
|---|-------------------------------|
| Retail Salespersons | 2,695 |
| Cashiers | 2,063 |
| Cooks | 1,665 |
| Miscellaneous Teachers and Instructors | 1,483 |
| Waiters and Waitresses | 1,351 |
| General and Operations Managers | 621 |
| Supervisors of Food Preparation and Serving Workers | 578 |
| Grounds Maintenance Workers | 454 |
| Food Preparation Workers | 446 |
| Receptionists and Information Clerks | 402 |
| Counter and Rental Clerks and Parts Salespersons | 395 |
| Food Service Managers | 334 |
| Recreation and Fitness Workers | 248 |
| Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop | 226 |
| Therapists | 220 |
| Miscellaneous Sales Representatives, Services | 199 |
| Bartenders | 195 |
| Self-Enrichment Education Teachers | 164 |
| Bus Drivers | 141 |
| First-Line Supervisors of Building and Grounds Cleaning and Maintenance Workers | 136 |
| Food Servers, Nonrestaurant | 122 |
| Athletes, Coaches, Umpires, and Related Workers | 120 |
| Hotel, Motel, and Resort Desk Clerks | 119 |
| Miscellaneous Protective Service Workers | 118 |
| Marketing and Sales Managers | 116 |
| Dining Room and Cafeteria Attendants and Bartender Helpers | 111 |
| Musicians, Singers, and Related Workers | 104 |
| Designers | 99 |
| Production, Planning, and Expediting Clerks | 95 |
| Emergency Medical Technicians and Paramedics | 92 |

Source: EMSI, Garner Economics

CHAPTER 3: WHERE DO WE GO FROM HERE? RECOMENDATIONS



As illustrated in the **COMPETITIVE REALITIES REPORT** and noted above, Clarksville-Montgomery County is asset-rich (and with only three challenges—a record low). The overriding goal for this report is to offer recommendations that will allow the EDC, the County, and the City to build upon its global success, while still maintaining its charm as a community. The recommendations were also developed to ensure that the area can continue to sustain its upward trajectory toward higher-quality economic development growth and tourism attraction.

Strategy Goals

The end goal of **BLUEPRINT 2019–2024: A FIVE-YEAR ECONOMIC DEVELOPMENT STRATEGY FOR THE CLARKSVILLE-MONTGOMERY COUNTY EDC** is to help strengthen the City and County’s business climate, so the community can attract talent and companies to diversify the economy in a way that is sustainable and leverages its many assets. The following recommendations place higher priority on identifying ways *all* of Montgomery County can build on its strengths and highlight them to location advisors and companies.

As Figure 3.1 illustrates, the recommendations for action are categorized under three (3) areas of opportunity: Building upon the City and County’s Success (Asset Development), Execute Effectively (Organizational), and Tell the Story (Marketing). Further, the recommendations were developed taking into consideration the EDC’s program categories (Figure 3.2).

Finally, the recommendations provide changes and additions to the EDC’s existing operations to better attract the business sectors recommended in the Target Industry Strategy (TIS) provided in Chapter 2.

As the data in the Discovery Phase suggests, the community has a wealth of assets to build upon. Economic development and tourism development activities to date have succeeded in driving activity to Clarksville-Montgomery County. Going forward, the task is to focus more of that activity to higher-level recruitment and attraction, so as to build a more sustainable economy that is not dependent on lower cost as a key driver.

FIGURE 3.1: RECOMMENDATION CATEGORIES

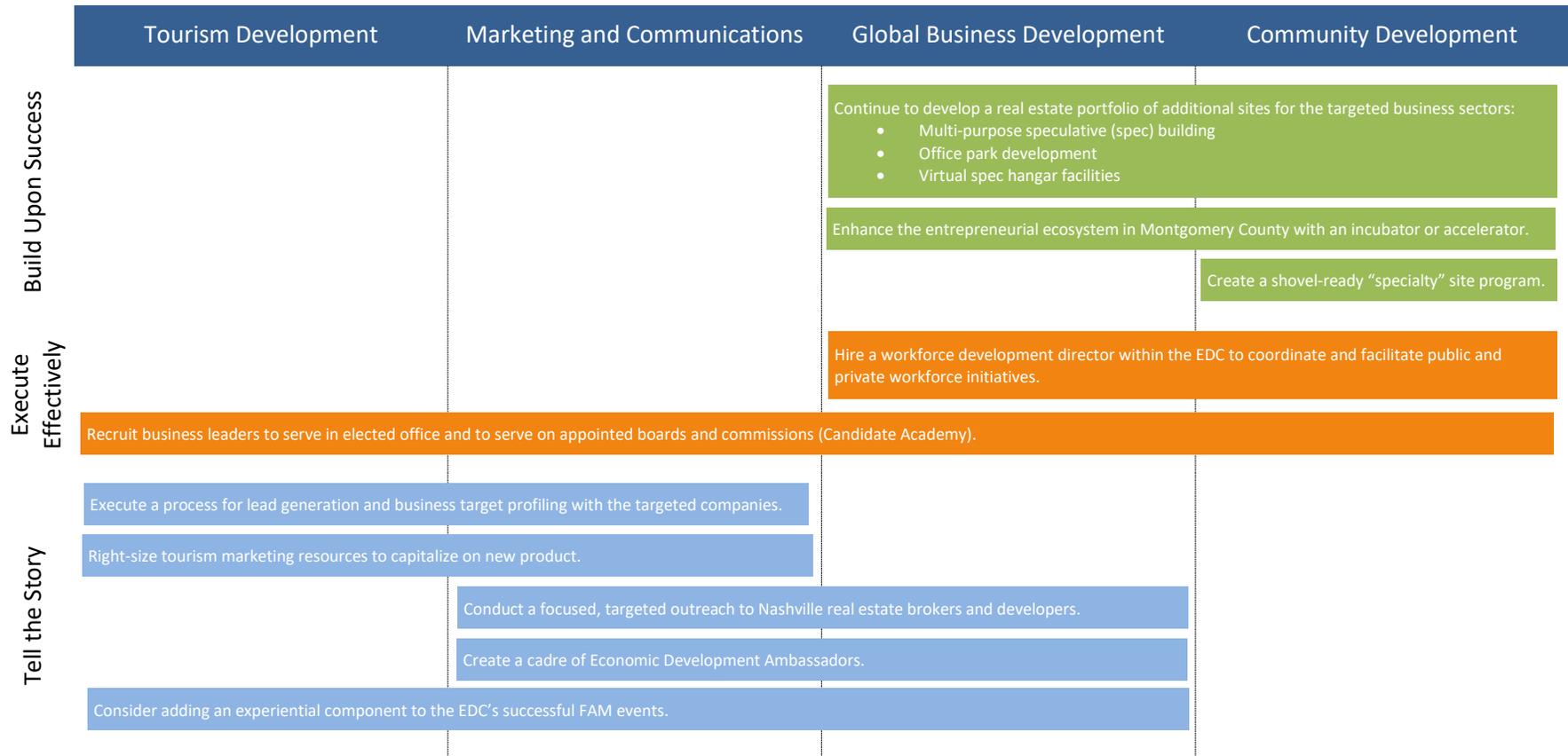


To diversify its economic base, Montgomery County must continue to set itself apart from other regions to win such projects and build a sustainable economic future for the area. It must also continue to take on transformational initiatives that will have a positive, game-changing effect on the area by creating long-term economic impact. The community is well on its way in doing so, as exemplified in the recent announced investments in the multiple hospitality products being discussed for development: an event center downtown, a convention center near exit 4 at Interstate-24,

a proposed performing arts center in downtown Clarksville. Additionally, the proposed sports complex is transformative and will have a significant economic impact on increased lodging and dining sales.

An estimated timeline for the optimal application of the recommendations is included in the Recommendations Summary table on pages 50–51. Within the recommendations where appropriate or possible, an estimated budget and lead organization is noted.

FIGURE 3.2: RECOMMENDATIONS ADDRESSING PROGRAM CATEGORIES



I. Build Upon the City and County's Success (Asset Development)

Strategy:

Develop assets and initiatives that support the community's desire to attract and grow more high-quality economic activities in the area and to support the current and future residents of Montgomery County.

The County's product is defined as the infrastructure—including a favorable business climate—needed to attract investment to Clarksville-Montgomery County. Local development and marketing efforts will only be successful if the community has product to sell. This includes sites and buildings, utility infrastructure, workforce development, entrepreneurship, tourism assets and amenities, incentives, and other amenities to attract targeted business sectors and talent.

1. Continue to develop a real estate portfolio of additional sites and buildings for the targeted business sectors.

Observation: As noted in the [COMPETITIVE REALITIES REPORT](#), an adage in the economic development profession is “no product—no project.” Montgomery County is fortunate to have the Clarksville-Montgomery County (CMCC) Business Park and plans for the Middle Tennessee megasite. The Achilles' heel for Montgomery County is the limited availability of sites prepared for high-end office construction—Class A office space—and suitable industrial or distribution space (spec or available existing buildings).

With speed to market being of extreme importance, the lack of these space options will cause Montgomery County to be passed over for a community that has these product choices if Montgomery County is not able to provide these opportunities to a potential client. We encourage the IDB to consider reviewing options to expand the footprint of the CMCC Business Park, so the County does not run short in future industrial land availability.

Additionally, the County should consider jump-starting development demanded by the target industries.

Recommendations:

A. Construct a multi-purpose speculative (spec) building.

The Montgomery County IDB should consider constructing a multi-purpose speculative building in the CMCC Business Park that will meet the initial requirements of many of those targeted business sectors identified in Chapter 2. These would include options in all five of the core industry target groups.

Garner Economics recommends an industrial shell building of no less than 50,000 square feet, expandable to 100,000 square feet, with a ceiling height of no less than 32 feet, which will allow for distribution/logistics firms and manufacturing companies to stack pallets. The building, if designed appropriately, would be a multi-functional building that can crossover to different industry sectors and not have a singular use (e.g., *Aviation Parts, Distilleries, High Value-Added Manufacturing*).

“We’re the guy that fishes in the same spot with the same bait. We catch a big fish, but, to be a good fisherman, you have to invest in your equipment and do things differently—otherwise, we’re going to only catch the same fish.”

—Focus Group Participant

B. Develop an Office Park campus.

Montgomery County is severely limited with Class A and Class B office space in the County. Yet, there is a strong desire to attract more high-end office operations. As noted in Chapter 2, Garner Economics concurs that attracting such activity is a realistic and promising target for Clarksville-Montgomery County. However, the success of recruiting and retaining companies in this target will be aspirational unless real estate options exists that will allow the County to make a credible case for attracting such office operations. The IDB or EDC should engage an independent real estate broker or land use planning firm to do a market analysis of the best location for this office park (the space options currently available near the hospital that also attract professional services offices may be one such option).

C. Create a virtual spec hangar.

As part of the Target Industry Strategy found in Chapter 2, the growth of the *Aeronautics and Aviation Services* target is an excellent opportunity for the County. The Clarksville Regional Airport is well positioned to attract certain types of aviation projects, such as aircraft maintenance, repair, and overhaul facilities (MRO). However, building a speculative hangar is expensive and carries with it a high risk. Creating a virtual spec hangar facility with a multitude of sizes based on the type of aircraft targeted for MRO work is relatively inexpensive and easily done.

Lead organizations for recommendations 1a-c: IDB, EDC

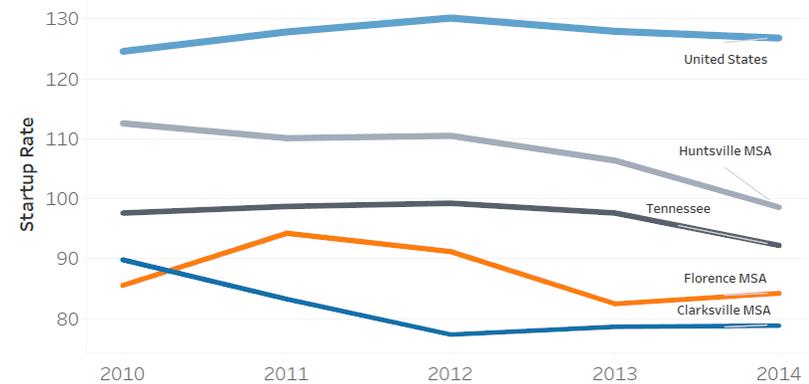


2. Enhance the entrepreneurial ecosystem in Montgomery County with an incubator or accelerator.

Observation: The Kauffman Foundation suggests that, nationally, new firms and young businesses disproportionately contribute to net job creation throughout the economy and account for more than two-thirds of gross job creation. Tracking the rate of startup firms* is another good measure of the entrepreneurial ecosystem of an area. The ability to create a new company, which establishes new jobs, bolsters the local economy. The Clarksville MSA startup activity, available at the metro level, has remained fairly flat since 2012 and has seen the lowest rate among benchmarks since 2011 (Figure 3.3).

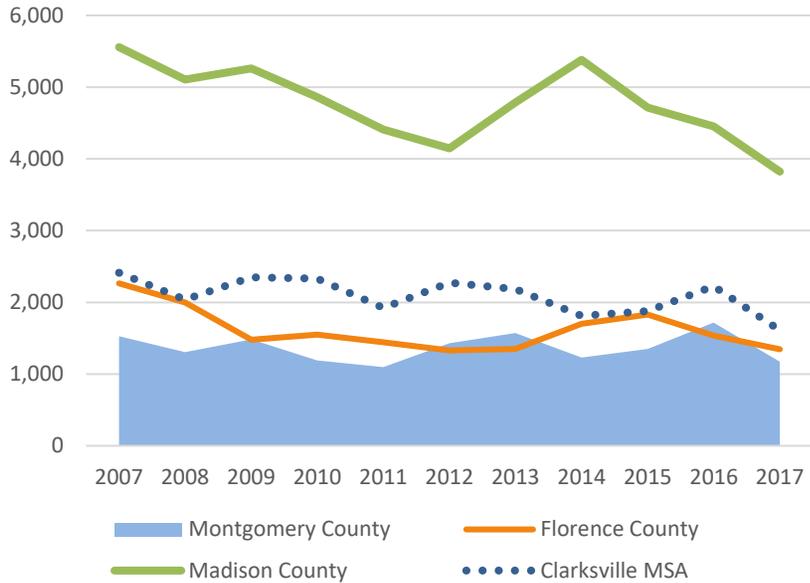
Another indicator to consider is the employment created by new firms. At the local and metro levels, the number of people employed at firms that were newly established (0–1 year old) illustrate how startups add to the economy. Montgomery County had the lowest employment in 2017 and remained below all other benchmark locations with few exceptions (Figure 3.4).

FIGURE 3.3: STARTUPS



Notes: Startup Rate measures number of new firms (0-1 year old) per 100,000 population to create a uniform view of startup activity. A firm is an establishment or a combination of establishments reporting as one company.

FIGURE 3.4 EMPLOYMENT AT NEW FIRMS



Source: U.S. Census Bureau, LEHD, Garner Economics

Notes: A firm is an establishment or a combination of establishments reporting as one company. New firms are 0-1 year old companies.

Recommendation: In focus groups, discussion ensued about the need for an incubator or accelerator space to help startup companies beat the odds of failure. The Chamber/EDC should partner with Austin Peay State University to create a small-business incubator and related programs to grow entrepreneurship in the County and to help entrepreneurs overcome the odds of startup failure. As such, the EDC should engage an incubator expert to do a feasibility analysis first on the viability of an incubator/accelerator.

The International Business Innovation Association defines business incubators as “facilities and programs that nurture the development of entrepreneurial companies, helping them survive and grow during the startup period, when they are most vulnerable. These programs provide their client companies with business support services and resources tailored to young firms. The most common goals of incubation programs are creating jobs in a community, enhancing a community’s entrepreneurial climate, retaining businesses in a community, building or accelerating growth in a local industry, and diversifying local economies.”

According to the State of the Business Incubation Industry, as of 2012, there are about 1,200 incubators in the United States, up from 12 in 1980.

About 32 percent of North American business incubators are sponsored by academic institutions.

- 25 percent are sponsored by economic development organizations.
- 16 percent are sponsored by government entities.
- 4 percent are sponsored by other types of organizations.
- 4 percent of business incubators are “hybrids” with more than one sponsor.
- 4 percent are sponsored by for-profit entities.
- 15 percent of incubators have no sponsor or host organization.

Based on our own observations of successful incubation programs and facilities (which are validated by the statistics noted above), *we believe that the best chance for success is a collaboration between an academic institution and the County/EDC.* Ideally, the incubator would be managed by an academic institution, and the representatives from that institution would serve as a resource to the entrepreneurs that are housed at the facility.

Lead organization: Chamber of Commerce

3. Create a shovel-ready “specialty” site program (as a hybrid of lead generation and community preparedness).

Observation: Garner Economics has coined the adage “no product—no project,” which means that a community will have a most challenging time getting consideration from prospective investors unless it has quality product, such as prepared sites and quality buildings. TVA has led the nation in this effort with its megasite certification program and has enjoyed much economic development recruitment success because of it.

Historically, about 85 percent of all site searches are initiated and based on a company’s search for an existing building that meets their specific criteria for expansion or new investment. However, in more searches than not, a suitable building is not found, and the company looks to greenfield sites for the project, so a building or facility can be built to the company’s desired specifications.

Recommendation: To be proactive in offering potential greenfield sites and preparing them appropriately, Garner Economics recommends that the EDC lead an effort to create a shovel-ready site program (that are not part of an existing TVA site certification program) for specialty certifications (e.g., Aviation; and Food and Beverage Processing) that are noted in the TIS. For existing site certification efforts, e.g. data centers, then the EDC/IDB should participate in these efforts to certify sites that qualify for these targeted industries. The rationale provided for each target and the recommendations therein should inform the specialty certification choice(s).

Estimated cost: \$30,000–75,000 annually depending on the number of certifications desired/achieved.

Lead organization: EDC

II. Execute Effectively (Organizational)

Strategy:

Build a focused economic development service delivery mechanism, for existing and potential businesses in Montgomery County, that is aligned with the future vision for the community and the needs of the target business sectors.

1. Hire a workforce development director within the EDC to coordinate and facilitate public and private workforce initiatives.

Observation: In the focus groups and feedback received from the electronic survey, the biggest concern over the labor situation in the area is whether Clarksville-Montgomery can nurture and grow the skilled labor that will be required by the targets and a multitude of other occupations. Many respondents were quite complimentary of the state and local programs involved in workforce training; however, many were not aware that such resources exist. Many of the businesses voiced frustration that there is no obvious place to go to learn of the various programs and opportunities that exist to help fill the talent pipeline.

Recommendation: The EDC should hire a staff person to serve as the director of workforce to ensure businesses have regular and timely input on the types of training that are needed for their industry. The director could be the main point of contact between the businesses and training institutions to ensure curriculum needs are met and that businesses are receiving graduates of programs that meet their needs. The position would also work with the EDC’s partners to strategize ways to enhance the talent attraction and retention efforts for the County. This person would report directly to the executive director of the IDB.

Cost: \$50,000–65,000.

2. Recruit and help train business leaders to serve in elected office and to serve on appointed boards and commissions (Candidate Academy).

Observation: A community's economic development success is predicated on the quality of its public leaders—current and future. Volunteer leaders who are prepared to serve with excellence are a crucial component in differentiating communities and ensuring their long-term success. Communities that proactively identify quality leaders to run for office or to serve in appointed capacities on municipal boards and commissions are the most successful. Clarksville-Montgomery County has a strong cadre of committed business owners and citizens who are willing to help.

Numerous comments during the focus groups noted how important it is for the business community to have more representation as either elected officials or appointees to government boards and commissions. By doing so, the community leadership and administration build a stronger relationship with the private sector, and those willing to serve are able to bring their business acumen to the business climate improvement process. A sample comment that was heartily agreed upon was, “We have to figure out a way to get the private sector leaders more engaged in local politics. We need a local government that is pro-business and there to help rather than hinder.”

Recommendation: The Clarksville-Montgomery County Chamber of Commerce, representing the voice of the business community, should conduct its own political institute (Candidate Academy) to identify and cultivate future leaders from the private sector. A political institute would help train and increase an understanding of the local (or state) political process over the years within the business community. With more business representation as both elected officials and appointees, the concerns and opportunities of the business sector will be voiced and considered.

Lead organization: Clarksville-Montgomery County Chamber of Commerce

Best practice examples: Carlsbad Chamber of Commerce

<https://www.carlsbad.org/cca2018/>; Tacoma-Pierce County Chamber
https://chambermaster.blob.core.windows.net/userfiles/UserFiles/chambers/1361/CMS/Documents/2017-Candidate-Academy-Application_Updated.pdf

III. Tell the Story

(Marketing)

Strategy:

Share the region's story as a competitive business location with executives representing companies in the area's key industry sectors and target business sectors, site selection consultants, tourists and conventioners, and professionals with skills demanded by those sectors.

1. Enhance the EDC's marketing tools and tactics in its external outreach efforts with these additional recommendations:

Observation: The EDC's business solicitation efforts have been proactive and effective. With the implementation of this **BLUEPRINT 2019–2024**, and the TIS recommendations included, more emphasis should be placed on fine-tuning messages and marketing to target audiences that will have a direct impact on the area's economic development goals. Given the wealth of information and data provided in the **COMPETITIVE REALTIES REPORT**, the EDC would benefit from an integrated plan for communications, marketing, and public relations. Doing so will strengthen the County's position for economic development, entrepreneurship, business attraction, and talent attraction to a U.S. and international audience that comprises C-level executives, tourists, site selectors, and skilled professionals.

Additionally, research and experience have shown that between 30 and 40 percent of all investment projects in the United States are facilitated by site selectors and real estate brokers. This means that most investment projects emanate from companies directly. This also suggests that it is incumbent upon the EDC to have a marketing framework that touches both audiences. The recommendations suggested below are aimed at addressing the audiences noted above.

Recommendations:

A. Execute a process for lead generation and business target profiling with the targeted companies.

To jump-start the EDC's ability to fully utilize the business sector targets and subsector targets identified in Chapter 2, the EDC should engage a marketing firm to provide lead generation services that identify qualified investment opportunities. This service should yield a list of companies (including the company's current location, contact information for the C-level executive responsible for choosing future operation sites, business description [NAICS code, etc.], and magnitude of recent growth) that would be hot prospects for the EDC's recruitment efforts.

If done correctly, the lead generation identification process is methodical and evaluates key company performance metrics including sales, employment, growth, number of locations, and other relevant factors. The process tracks and evaluates "events" undertaken by companies in the identified target business sectors that indicate expansion or consolidation. Such events would include mergers and acquisitions, executive changes, or technology development. The process would also track overall industry trends. Through this evaluation of indicative corporate behavior, the lead generation firm would identify specific companies and qualified leads that are "best bets" to consider an expansion opportunity in the short and medium term.

Engaging a firm with a lead generation capacity will enable the EDC to conduct its marketing efforts in a focused and more direct manner. With a list of qualified leads, the EDC can focus its efforts on specific companies and concentrate broader marketing efforts in areas where there is a larger concentration of the qualified companies. The approach would be more cost-effective and would focus business development efforts.

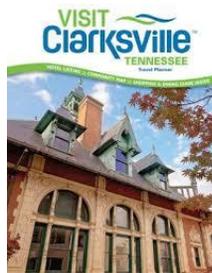
Cost: \$15,000–35,000, depending on the number of leads generated.

B. Right-size tourism marketing resources to capitalize on new product.

The CVB has done a tremendous job in marketing the opportunities and value proposition for tourism in the area. Much of this success has been based on building and nurturing relationships with local and regional organizations (e.g., sports marketing), as well as capitalizing on the area’s geographic location to create a leisure destination for group tours. The CVB has creatively packaged the individual tourism assets and demand generators it has to continue to market and sell Clarksville-Montgomery County as a destination.

As more sports, meeting, and activities venues come to market, the CVB has the opportunity to bring the current tourism attraction to the next level.

As the narrative in the previous section noted, it is difficult to sell without a product. However, if the plans for a sports facility, meeting space, and more hotel and tourism amenities come to fruition, the CVB will be more product-rich and should right-size its marketing accordingly.



Clarksville-Montgomery County should look for ways to significantly increase the marketing budget of the CVB to allow it to increase marketing efforts to new audiences. The better resourced and more focused effort will make the most use of the new-to-market product and increase the quantity and quality of overnight stays to the area.

Like traditional economic development recruitment efforts, this will entail being more focused and targeted. With the enhanced tourism product in the region, more time and attention should be given to the value offered by the community as a destination and converting some of the transient day visitors to overnight hotel stays.

Lead organization: CVB

2. Undertake focused external outreach efforts:

A. Conduct a focused, targeted outreach to Nashville real estate brokers and developers.

The Nashville commercial real estate community can be of help in promoting the Clarksville region as a lower cost, yet quality alternative to the Nashville MSA—particularly Davidson County. This will be of even more value once the IDB/EDC has an office park designed with a master plan, and the EDC can use that planned development in its marketing efforts to this influential group.

The EDC should call on these brokers at least quarterly so as to avoid being out of sight, out of mind. Initial visits can promote the Montgomery County Business Park. As relationships are formed and the planned office/corporate park is designed, even more frequent visits to this group of influencers have merit.

Cost: \$5,000–7,000 annually, which would include collateral materials and hosting.

B. Create a cadre of Economic Development Ambassadors.

The Clarksville region is rich with business and government executives who travel the globe for their respective organizations. The EDC can leverage those local connections and engage those executives to promote business investment in the region. Such third-party testimonials are an effective way to promote the area to its peers internationally. The EDC should develop an ambassadors program to train willing business and government leaders (Fort Campbell) to assist the organization in extending the brand of the region as a place for business. The EDC staff would provide the ambassadors with talking points, training, and collateral to help them tout the County’s business attributes.

Cost: \$5,000 for materials



C. Consider adding an experiential component to the EDC’s successful FAM events.

For several years, the EDC has hosted a very successful familiarization (FAM) event called the Red Carpet Tour, in conjunction with the CMA Fest. This FAM event has brought dozens of site location advisors and companies to Clarksville over the years that may have an interest in possible investments in Montgomery County. We believe this FAM event is first class and exceptionally successful as compared to other FAM events we have attended that were hosted by economic development organizations throughout the United States.

To build upon that success, we suggest that the EDC offer an additional FAM event that may build on a stronger demand for experiential learning and participation, such as a “soldier for the day” at the storied U.S. Army Post, Fort Campbell. This will appeal to those who wish to be more engaged physically and have a profound appreciation for our military service members.

Lead organization for recommendations 2a-c: EDC



CHAPTER 11: CALL TO ACTION

The Clarksville-Montgomery County region has had great success in the attraction of value-added manufacturing to the region. Additionally, as the home of the U.S. Army's Fort Campbell, the military has a significant presence that can be felt in two states, with its economic impact, serving as a visitor demand generator, the pride it brings to the area, and the direct and indirect tangibles and intangibles its role has in the region. The key questions that policymakers must ask are, *“What must be done to always stay globally competitive in our ability to attract and retain investment? What must we do to invest in ourselves so we will never become complacent? How can we be an effective alternative to the high cost of the Nashville market?”* A key start to this will be the recommended targets that also allow for the diversification of the local economy. Additionally, local leaders will need to work diligently to enhance and grow the area's real estate portfolio. For without the opportunity to grow its office and industrial base, Montgomery County, like any other county, would eventually wither.

Through the **BLUEPRINT 2019–2024: A FIVE-YEAR ECONOMIC DEVELOPMENT STRATEGY FOR THE CLARKSVILLE-MONTGOMERY COUNTY EDC**, community leaders can make long-term structural investments to ensure that the County can attract the types of activity it wants while also taking on game-changing initiatives to augment the area's quality of place assets.

Garner Economics would like to thank the Clarksville-Montgomery County Economic Development Council, the more than 60 people who participated in the focus groups, and the 188 people that participated in the electronic survey for their help and assistance during this process. Their feedback, compilation of data, and information—as well as their openness and willingness to explore various opportunities to strengthen operations—have contributed to the richness and rigor of this report. And a very special thanks to the staff of the EDC—true professionals—for their guidance and support in this Blueprint update effort.

RECOMMENDATIONS SUMMARY

The recommendations below form the core of the **BLUEPRINT 2019–2024** strategy for Clarksville-Montgomery County and inform the EDC’s economic development, tourism development, and community development for years to come. By telling its story more succinctly and taking proactive steps to strengthen its assets and move toward being a more quality-driven location for the recommended targets, Clarksville-Montgomery County can build economic opportunities for its residents, businesses, and visitors. These recommendations were developed given the analysis and assessments of the first two phases of the project.

| Strategy | Actions | Timing |
|--|---|-------------|
| <p>Build Upon the City and County’s Success (Product Improvement)</p> <p>Develop assets and initiatives in key areas that support the community’s desire to attract and grow more high-quality economic activities in the area and to support the current and future residents of Montgomery County.</p> | 1. Continue to develop a real estate portfolio of additional sites for the targeted business sectors. | 2019 - 2024 |
| | A. Multi-purpose speculative (spec) building | 2020 -2021 |
| | B. Office park development | 2019 - 2020 |
| | C. Virtual spec hangar facilities | 2019 |
| | 2. Enhance the entrepreneurial ecosystem in Montgomery County with an incubator or accelerator. | 2019–2022 |
| | 3. Create a shovel-ready “specialty” site program (as a hybrid of lead generation and community preparedness). | 2020–2021 |
| <p>Execute Effectively (Economic Development Service Delivery)</p> <p>Build a focused economic development service delivery mechanism for existing and potential businesses in Montgomery County that is aligned with the future vision for the community and the needs of the target business sectors.</p> | 1. Hire a workforce development director within the EDC to coordinate and facilitate public and private workforce initiatives. | 2019 - 2020 |
| | 2. Recruit and help train business leaders to serve in elected office and to serve on appointed boards and commissions (Candidate Academy). | 2019 - 2024 |

| Strategy | Actions | Timing |
|---|--|--------------------|
| <p>Tell the Story (Marketing)</p> <p>Share the region’s story as a competitive business location with executives representing companies in the area’s key industry sectors and target business sectors, site selection consultants, and professionals with skills demanded by those sectors.</p> | <p>1. Enhance the EDC’s marketing tools.</p> | <p>2019 - 2024</p> |
| | <p>A. Execute a process for lead generation and business target profiling with the targeted companies.</p> | <p>2020 -2021</p> |
| | <p>B. Right-size tourism marketing resources to capitalize on new product.</p> | <p>2019 - 2024</p> |
| | <p>2. Undertake focused external outreach efforts</p> | <p>2019 - 2024</p> |
| | <p>A. Conduct a focused, targeted outreach to Nashville real estate brokers and developers.</p> | <p>2019 - 2024</p> |
| | <p>B. Create a cadre of Economic Development Ambassadors.</p> | <p>2020 -2024</p> |
| <p>C. Consider adding an experiential component to the EDC’s successful FAM events.</p> | <p>2020 -2024</p> | |

Appendix: Performance Metrics and Benchmarks

One of the primary reasons for the earlier **COMPETITIVE REALITIES REPORT** was to draw a picture of where Montgomery County region stands in relation to a set of similarly situated metro areas—areas of like size with many of the same human capital and physical infrastructure capabilities and constraints—each seeking to move their local economies towards the type of *High Value-Added Manufacturing* and knowledge-based industries that will be the cornerstones of successful communities in the coming decades. The following regional economic development metrics can shed some light on the region’s strengths and weaknesses in the competition to attract those kinds of employers and, in turn, grow the region’s economy. These metrics are a macro view of the region and should be used to assess the ongoing competitiveness of the area’s economy and its ability to grow.

Economic benchmarks for Montgomery County

| Variable | 2018 | 2020 | 2022 | 2024 |
|--|------|------|------|------|
| Population | | | | |
| Average age | | | | |
| Crime rates ² | | | | |
| Educational attainment—bachelor’s degree | | | | |
| Self-employment % | | | | |
| Household income | | | | |
| Weekly wage | | | | |
| Poverty rates % | | | | |
| Covered employment | | | | |

² Per 100,000 residents (FBI)

Organizational benchmarks for the EDC

| Variable | 2018 | 2020 | 2022 | 2024 |
|---|------|------|------|------|
| Number of new jobs from recruitment and local expansion | | | | |
| Specific number of new jobs from <u>expansion</u> | | | | |
| Specific number of new jobs from <u>new investment</u> | | | | |
| Capital investment that the EDC helped facilitate | | | | |
| Number of suspect (leads) | | | | |
| Number of prospects (visits) | | | | |
| Number of new company locates | | | | |
| How many new startups facilitated | | | | |
| Annual community satisfaction survey for the EDC | | | | |