

Marshall County, Tennessee

Economic Development Strategic Plan 2007-2011

April 2007

Jamie Stitt, Director
Joint Economic & Community
Development Board (JECDB)

Marshall County Government
1106 Courthouse Annex
Lewisburg, TN. 37091

Phone: 931.359.5536
Cell: 931.993.6109
Fax: 931.359.0551
jecddirector@vcourthouse.net
<http://marshallcountyttn.com>

Introduction

Marshall County, Tennessee is participating in the Tennessee Three-Star Communities Program, administered by the Tennessee Department of Economic and Community Development (ECD). This program is designed to ensure communities to meet criteria essential to achieving excellence in community and economic development.

One of the required elements of the program is a five-year strategic economic development plan, to be updated annually. This plan must include goals, a plan to accomplish the goals, and a projected timeline for achieving the goals. The strategic plan must address agriculture, educational, existing industries, infrastructure, manufacturing recruitment, retail/services, tourism, and workforce development. Other areas may be addressed at the discretion of the community.

The Joint Economic and Community Development Board (JECDB) is coordinating preparation of the application for Three Star certification. The Board invited TVA Community Development to facilitate the process for preparing the necessary strategic plan. The Board, with facilitation assistance from TVA, solicited citizen input and developed the plan.

The JECDB obtained input from four public meetings at which over 100 citizens participated. Those meetings were conducted on October 4, 5, and 7, 2004. The Board utilized the input from the public meetings, along with their own knowledge and insight, and prepared the goals and actions in this document. This plan will be presented to local governing officials for adoption.

This plan is not a feasibility study, an economic analysis or forecast, a marketing plan, or a comprehensive community development plan. It is, however, a genuine attempt to determine key issues facing Marshall County and to outline an agenda for achieving a prosperous future. The purpose has been to stimulate ideas, build consensus, and generate support for action by a variety of public and private entities. Detailed implementation steps for the recommendations in this plan will have to be developed by the appropriate responsible entities. Also, this plan should be updated annually to monitor progress and identify new goals and actions. This plan should help local leaders to periodically ask: Are we making progress?

Strategic Plan

The following strategic plan was developed from the ideas generated at the four community input meetings and the strategic planning workshops. It contains measurable objectives, target dates, and responsible parties. The lead responsible party is noted with an asterisk (*). The others listed are important partners. The plan, once adopted by elected officials, will serve as a guide for development in Marshall County and will meet one of the key criteria of the Tennessee Three-Star Communities Program. It will be reviewed and updated annually.

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

Marshall County 5 Year Strategic Plan	Agriculture Mickey King & Mandy Silvey, Co-Chairs					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
Goal:						
<i>Strengthen the county's agricultural industry:</i>						
Actions:						
▪ Promote agri-business (Complete Inventory, Marketing Plan & Signage)	X	X	X	X	X	Agriculture Com.
▪ Identify and recognize Century Farms and publicize in the local paper	X	X	X	X	X	Green Belt reps.
▪ Continue promotion of the county Farmers Market	X	X	X	X	X	MTSU
▪ Work toward the building of an Ag Pavilion at Rock Creek Park	C					City of Lewisburg
▪ Pursue the development of an Agricultural Expo Center	X	X	X	X	X	Municipalities *
▪ Continue to promote Agriculture Recognition Day & Week	X	X	X	X	X	UT Extension
▪ Create and implement an agricultural program in the county schools	X	X	X	X	X	Marshall County Gov't
▪ Pursue the creation of a County Fair	X	X	X	X	X	Soil Cons. District

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Marshall County 5 Year Strategic Plan	Beautification Joy Lewter & Barbara Woods, Co-Chairs					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
Goal:						
<i>Improve the general appearance of the county:</i>						
Actions:						
<ul style="list-style-type: none"> ▪ Organize two county-wide beautification projects, such as, volunteer clean-up, beautification day, and roadside cleanup 	X	X	X	X	X	Beautification Com. and Environmental Coord.
<ul style="list-style-type: none"> ▪ Educate citizens and students (K-12) about littering 	X	X	X	X	X	Environmental Coord.
<ul style="list-style-type: none"> ▪ Increase and enforce litter fines 	X	X	X	X	X	Environmental Coord.
<ul style="list-style-type: none"> ▪ Promote facelift of buildings of all areas of the County 	X	X	X	X	X	Municipalities *
<ul style="list-style-type: none"> ▪ Identify and preserve historic houses and landmarks 	X	X	X	X	X	Historic Society
<ul style="list-style-type: none"> ▪ Improve the appearance of the downtown areas through utilization of loan and grant funds 	X	X	X	X	X	Beautification Com.
<ul style="list-style-type: none"> ▪ Develop a five-year beautification plan 	X	X	X	X	X	Beautification Com.
<ul style="list-style-type: none"> ▪ Plan and investigate placing landscaped “Welcome to Marshall County” signs at the major high ways entrances into the county over the five-year period. 	X	X	X	X	X	Beautification Com.
<ul style="list-style-type: none"> ▪ Plan and investigate acquisition and distribution of “common plantings” throughout the county. 	X	X	X	X	X	Beautification Com.
<ul style="list-style-type: none"> ▪ Continue beautification projects that are ongoing in various municipalities throughout county. 	X	X	X	X	X	Beautification Com.
<ul style="list-style-type: none"> ▪ Focus attention of beautifying the courthouse yard. 	X	X	X	X	X	
<ul style="list-style-type: none"> ▪ Hazardous Waste Day 	X	X	X	X	X	
<ul style="list-style-type: none"> ▪ Roadside Litter Pick up 	X	X	X	X	X	
<ul style="list-style-type: none"> ▪ Recycle Plan 	X	X	X	X	X	

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

Marshall County 5 Year Strategic Plan	Education and Workforce Development Jennifer Harris & Judy Rickman, Co-Chair					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
<p>Goals: <i>To increase the number of graduating seniors who attend and graduate from a 2 or 4 year colleges and/or vocational-technical centers. According to self-report data, approximately 45 percent of graduating seniors in Marshall County go on to attend one of the above mentioned post-secondary institutions. It is predicted that this number will increase by 10 percent every year for the next five years.</i></p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Continue to implement the Marshall County Education Foundation (may be renamed at a later time), which will assist students and their families in applying for and attending college. ▪ Adopt the Tennessee Chamber of Commerce “Tennessee Scholars” Program, pending Marshall County School Board approval. The program is designed to help counselors encourage students to take more rigorous coursework in high school. These students are recognized for their efforts, and they are more prepared to be successful in college/vocational school. With board approval, Marshall County middle school and high school counselors will begin this program. ▪ Form a focus group consisting of college/vocational school freshmen who will meet to assess the county’s instructional needs and to evaluate overall preparedness for post-secondary education. This committee will be formed by an education committee representative. 	X	X	X	X	X	Marshall County School Bd.
	X	X	X	X	X	Education Com.
	X	X	X	X	X	Marshall Co. middle school & high school counselors
	X	X	X	X	X	Education Com.

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Marshall County 5 Year Strategic Plan	Existing Industry and Manufacturing Recruitment Terry Wallace, Chair					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
Goal:						The 3 local IDBs, MTIDA, TVA, SCTDD and Industrial Com.
<i>Strengthen the county's industrial recruiting efforts:</i>						
Actions:						
▪ Recruit industrial businesses from metro areas to live, visit and do business in County	X	X	X	X	X	
▪ Continue to diversify economic base through targeted marketing and recruiting efforts	X	X	X	X	X	
▪ Participate in regional approaches for economic development, including participation with MTIDA, State, SCTDD and TVA	X	X	X	X	X	
▪ Include high tech and telecommunications jobs in recruiting efforts	X	X	X	X	X	
▪ Focus on marketing existing available industrial sites and buildings	X	X	X	X	X	
▪ Create a web page presentation with marketing information	X	X	X	X	X	
▪ Conduct annual meeting of the three industrial boards	X	X	X	X	X	
▪ Industry visitation program. This program will include visits from State ECD, MTIDA, TVA and Workforce Development. The program will be expanded county-wide.	X	X	X	X	X	
▪ Industry Recognition. An annual dinner is planned for all industry in the county.	X	X	X	X	X	
▪ Corporate Headquarter contact program. Visits will be made in June to several corporate headquarters in Canada and the Chicagoland area.	X	X	X	X	X	
▪ Create and Maintain a detailed County-wide Directory of Local Industry	X	X	X	X	X	
▪ Create and Maintain a brochure to market Cornersville's Industrial Property	X	X	X	X	X	

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Marshall County 5 Year Strategic Plan	Infrastructure					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
Goal: <i>Improve transportation</i> Actions: Continue to follow-up with TDOT the following request. <ul style="list-style-type: none"> ▪ Improve access to I-65 by widening Hwy 373 to five lanes ▪ Improve access to I-65 by widening Hwy 50 to five lanes ▪ Four lane 31A from SR 840 through Chapel Hill, Lewisburg and Cornersville to connect to I-65 ▪ Four lane SR 64 from Shelbyville to 31 A ▪ Extend Ellington Airfield runway. ▪ Pave a pedestrian bike/walking trail along Hwy 373. ▪ Pave a pedestrian bike/walking trail along Hwy 373. ▪ Rail spur on Rock Crusher Rd. in Lewisburg that will allow access to 196 acres Industrial Park ▪ Rail spur in Chapel Hill ▪ Expand Senior Citizen transportation 	X	X	X	X	X	TDOT , SCTnDD East - Executive & Technical Com. and Municipalities
Goal: <i>Improve utilities</i> Actions: <ul style="list-style-type: none"> ▪ Improve support for rural fire department ▪ Expand water and sewer services and improvements throughout county ▪ Increase the number of grants that are submitted by county 	X	X	X	X	X	County Commission and MCBPU

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Marshall County 5 Year Strategic Plan	Technology Bruce Ramsey & Herb Bivens, Co-Chairs					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
<p>Goal: <i>Evaluate and enhance broadband/telecommunications and cellular/data coverage for Marshall County.</i></p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Facilitate the improvement of broadband access (satellite, wireless, DSL or cable) throughout the county with the goal of providing 90% coverage by 2009. ▪ Facilitate the improvement of cell phone reception throughout the county. ▪ Research the availability of grants for technology improvements and facilitate the submittal of grant applications. ▪ Design, complete and distribute a needs assessment by means of a survey to both industrial and retail companies. ▪ Design and distribute a needs assessments survey to service, education, and residential consumers. ▪ Develop and present an education seminar for community leaders to show current and potential technological capabilities based on quantitative results of our needs assessment. ▪ Continue to provide feedback and education to community leaders of our progress and availability of services. 						<p>Technology Committee and Municipalities</p> <p>Completed</p>

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

<ul style="list-style-type: none"> ▪ Facilitate the creation and maintenance of a website for the purpose of interacting with the community, posting minutes and progress of our committee, providing links to governments leaders and technological information, providers of telecommunication/broadband and cellular services, and post grants available to Marshall County. 			X			
<ul style="list-style-type: none"> ▪ Meet with individual vendors including United Telephone, BellSouth, Charter Communications, cell service providers, and other identified vendors of communication services to determined present and proposed service areas for Marshall County. 	X					
<ul style="list-style-type: none"> ▪ Create a map of Marshall County detailing services available and prioritize areas where services are needed. Continue to update map until goals are achieved. 	X	X	X	X	X	
<ul style="list-style-type: none"> ▪ Organize and host a technology seminar sponsored by Marshall County vendors for retail and industrial companies to demonstrate the capabilities that are and can be made available to them. 	X					
<ul style="list-style-type: none"> ▪ Plan and collaborate with existing county groups (Columbia St., Technology Center, Computer Club, and Adult Education) to provide additional technology and computer training. 	X	X	X	X	X	
<ul style="list-style-type: none"> ▪ Set up a business technology demonstration center for Marshall County businesses to demonstrate the technology available to their individual businesses. 		X				
<ul style="list-style-type: none"> ▪ Facilitate the development of an ongoing education/training program for the implementation and use of available business technology services. Possible sites are Columbia State and the Tennessee Technology Center in Lewisburg. 	X	X	X	X	X	
<ul style="list-style-type: none"> ▪ Re-evaluate and update goals and action items annually based on discovery and progress. 	X	X	X	X	X	

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

Marshall County 5 Year Strategic Plan	Leadership and Unity						
Goals/Actions	2007	2008	2009	2010	2011	Responsibility	
Goal: <i>Improve communications and awareness:</i> Actions: <ul style="list-style-type: none"> ▪ More timely information to citizens on pending legislation and its impact on County ▪ Educate and make local businesses and citizens aware of available resources ▪ Develop a county webpage linked to town pages 	X	X	X	X	X	Municipalities	
Goal: <i>Enhance leadership and participation:</i> Actions: <ul style="list-style-type: none"> ▪ Continue to strengthen the Marshall County Leadership Development Program ▪ Develop a proactive culture within community ▪ Improve communication to citizens: develop monthly calendar that includes meetings of civic organizations, festivals and county wide events and post in paper and web page ▪ Encourage citizen input opportunities at public meetings ▪ Encourage membership in Chamber of Commerce ▪ Encourage volunteerism through county ▪ Encourage graduates of Marshall County Leadership to serve on boards and in leadership 	X	X	X	X	X		Chamber of Commerce, JECDB and Leadership Marshall
Goal: <i>Improve cooperation and county unity:</i> Actions: <ul style="list-style-type: none"> ▪ Encourage more cooperation among local governments ▪ Improve community spirit and unity throughout county ▪ Encourage neighborhoods to promote pride 	X	X	X	X	X		

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

Marshall County 5 Year Strategic Plan	Retail/Service Jamie Stitt, Chair					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
Goal:						
<i>Encourage growth in commercial and retail services</i>						
Actions:						
▪ Create more opportunities for small businesses, such as loan programs and incentives.		X	X	X	X	JECDB
▪ Identify gaps in the commercial sector and target new businesses for recruitment	X	X	X	X	X	JECDB
▪ Create a "spend your money at home" campaign to support local businesses	X	X	X	X	X	Retail/Service
▪ Select a "business of the month" to promote (Retail Appreciation Tour)	X	X	X	X	X	Retail/Service
▪ Develop office buildings and attract state/federal offices and professionals	X	X	X	X	X	JECDB
▪ Attract new State/Federal offices in county	X	X	X	X	X	JECDB
▪ Recruit professional businesses	X	X	X	X	X	JECDB
▪ Recruit a restaurant, pharmacy, retail development	X	X	X	X	X	JECDB
▪ Create collaborative advertising	X	X	X	X	X	Retail/Service
▪ Provide Quarterly Seminars for businesses owner and employees	X	X	X	X	X	Retail/Service
▪ Provide Customer Service Survey for businesses through the local paper	X	X	X	X	X	JECDB
▪ Provide new businesses with an Information Packet	X	X	X	X	X	Retail/Service
▪ Create and maintain a retail/service Inventory	X	X	X	X	X	Retail/Service
▪ Establish quarterly meetings for the Down Town Merchants	X	X	X	X	X	LCDB

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Marshall County 5 Year Strategic Plan	Tourism Greg Lowe, Chair					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
<p>Goal: <i>Improve marketing and promotion of Marshall County as a tourist destination</i></p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Expand regional level cooperation to promote recreation and tourism ▪ Regional cooperation for tourism promotion, mid-state publications, and media outlets ▪ Continue to promote/attract Charter Tour Groups to visit. ▪ Explore motorcycle groups to visit – day trips. 	X	X	X	X	X	South Central TN Tourism Association, Tourism Committee and County Commission
<p>Goal: <i>Enhance local tourism assets</i></p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Develop and Maintain a Local Brochures, Pamphlets, Booklets that highlights Marshall County. ▪ Develop a Walking Horse Barn Tour ▪ Develop new attractions for tourists ▪ Encourage the State of Tennessee to Improve Horton State Park, including a new Conference Center ▪ Attract tour buses ▪ Promote existing and create more activities/festivals, seasonal celebrations, more music, county fair ▪ Find a secure location for all county archives ▪ Promote tourism assets of County: Drive In, Horton Park, golf package, Walking Horse Association, horse farms, historical sites/homes, etc. 	X	X	X	X	X	South Central TN Tourism Association and Tourism Committee

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Marshall County 5 Year Strategic Plan	Community Services and Facilities					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
Goal: <i>Improve community facilities:</i> Action: <ul style="list-style-type: none"> • Research the possibilities of building and funding a large public meeting facility or conference center 	X	X	X	X	X	JECDB County Commission
Goal: <i>Improve recreation and cultural opportunities:</i> Actions: <ul style="list-style-type: none"> ▪ Develop a Fine Arts Center ▪ Promote genealogy center and museum at county library, including networking to Williamson County library ▪ Promote greater use of recreational center from all county residents ▪ Improve publicity through Chamber of Commerce for community activities ▪ More organized activities for youth countywide ▪ Improvement to New Lake ▪ Develop more local recreation (walking trails, sidewalks, children's recreation area, greenway, horse show area) ▪ Establish a Big Brother/Big Sister program ▪ Encourage participation of youth through extra curricular activities such as Junior Leadership Marshall, Key Club, FFA, etc 	X	X	X	X	X	Art Guild
	X	X	X	X	X	Marshall County Library Board
	X	X	X	X	X	City parks/rec boards
	X	X	X	X	X	Chamber of Commerce
	X	X	X	X	X	City parks/rec boards
	X	X	X	X	X	City parks/rec boards
	X	X	X	X	X	City parks/rec boards and TDOT
	X	X	X	X	X	JECDB
	X	X	X	X	X	Middle & High School Counselors

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Marshall County 5 Year Strategic Plan	Health Council Anna Childress, Chair					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
Goal:						
<i>Enhance health care services</i>						
Actions:						
<ul style="list-style-type: none"> ▪ Research the possibilities to improve access to quality and affordable mental health services for residents of the County 	X	X	X	X	X	Centerstone
<ul style="list-style-type: none"> ▪ Research the possibilities to improve availability of medical and emergency services 	X	X	X	X	X	Marshall Medical
<ul style="list-style-type: none"> ▪ Utilize the Health Council to improve awareness and education of health services 	X	X	X	X	X	Health Council
<ul style="list-style-type: none"> ▪ Child Screening for early interventions 	X	X	X	X	X	Health Council
<ul style="list-style-type: none"> ▪ Diabetes Project 	X	X	X	X	X	MMC & Health Council
<ul style="list-style-type: none"> ▪ Smoke-free facilities recognized 	X	X	X	X	X	Health Council
<ul style="list-style-type: none"> ▪ Health Fair 	X	X	X	X	X	Health Council
<ul style="list-style-type: none"> ▪ Women’s self-defense and rape prevention class 	X	X	X	X	X	Health Council
<ul style="list-style-type: none"> ▪ 5-A-Day Fruit and Vegetables promotion 	X	X	X	X	X	MMC & Health Council
<ul style="list-style-type: none"> ▪ Form a Youth Council 	X	X	X	X	X	Health Council
<ul style="list-style-type: none"> ▪ Research the possibilities to Expand the number of first responders 	X	X	X	X	X	EMA
<ul style="list-style-type: none"> ▪ Market and Promote Marshall Medical. 	X	X	X	X	X	MMC & Health Council

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Marshall County 5 Year Strategic Plan	Retiree Recruitment Ted Duning, Chair					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
<p>Goal: <i>Enhance elderly services</i></p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Visit existing retirement village development in Williamson County. ▪ Keep contact with developers planning retirement village locally ▪ Maintain brochure, web site and other marketing material to attract retirees. ▪ Respond to inquiries within 4 to 6 weeks. ▪ Attend annual Live South Real Estate Show a year. ▪ Obtain more information (cost, services, etc.) on assisted living facilities in Marshall County. ▪ Obtain detail information on operations and programs of the Marshall County Senior Citizens Center. Is expanded of new Center needed? ▪ Obtain information on senior citizen program in Chapel Hill, Cornersville and Petersburg. ▪ Obtain information on transportation service available to seniors. ▪ Collect and prepare written material on the above activities; review the same annually and take further action on each as needed. 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p></p> <p>X</p> <p>X</p> <p></p> <p>X</p> <p></p> <p></p> <p></p> <p>X</p> <p></p>	<p></p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p></p> <p></p> <p></p> <p>X</p> <p></p>	<p></p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p></p> <p></p> <p></p> <p>X</p> <p></p>	<p></p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p></p> <p></p> <p></p> <p>X</p> <p></p>	<p>Retiree Recruitment Committee</p>

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Marshall County 5 Year Strategic Plan	Planning and Development					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
<p>Goal: <i>Improve growth management through planning and zoning:</i></p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Continue to develop the county but be mindful of environmental issues ▪ Strengthen and enforce codes and regulations to ensure quality development ▪ Follow, update and communicate long term growth plan ▪ Designate and enforce appropriate zoning throughout county ▪ Encourage planning for urban growth boundaries ▪ Implement zoning to accommodate widening of roads (setbacks) 						<p>Environmental Coord.</p> <p>Codes Department</p> <p>Planning Commissions</p> <p>Zoning Department</p> <p>Municipalities</p> <p>Zoning Department</p>
<p>Goal: <i>Capitalize on State-sponsored community improvement programs:</i></p> <p>Actions:</p> <ul style="list-style-type: none"> ▪ Research the possibilities of establishing a Main Street programs and committees to improve downtowns ▪ Focus on achieving "3-Star" designation by State ▪ Research the possibilities of a Downtown Revitalization 						<p>Municipalities</p> <p>JECDB</p> <p>Municipalities & JECDB</p>

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

Marshall County 5 Year Strategic Plan	Housing Mary Ann Neill, Chair					
Goals/Actions	2007	2008	2009	2010	2011	Responsibility
<p>Goal: <i>Develop additional housing and improve neighborhoods</i></p> <p>Action:</p> <ul style="list-style-type: none"> ▪ Diversify housing (assisted living, apartments, town homes, etc.) to attract executives, young people ▪ Develop higher quality neighborhoods to attract executives ▪ Improve street signage throughout county ▪ Access enforcement of local codes for existing homes in the city and county ▪ Apply for grants for low income homeowners from SCHRA and THDA for repairs to existing homes ▪ Work and keep in contact with Cosmolab Crusaders and Carpenters for Christ. 	X	X	X	X	X	Housing Committee and Codes Department

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg

Obstacles and Strengths

The obstacles and strengths listed below are consolidated from the four community input meetings (conducted on October 4, 5, and 7) and the JECDB’s planning workshops. These lists provide an assessment of the county’s current situation. These two questions were considered: *What are the obstacles to progress in Marshall County? What are the strengths of the County?*

Obstacles	Strengths
<ul style="list-style-type: none"> • Job opportunities are scarce • Lack of quality jobs • Location is too close to Metro and Cool Springs – impedes local retail development • Number of residents/rooftops does not support restaurants and large retail development • Unwillingness to move to employment (many people work in Marshall but live in other counties and people who live in Marshall but work in other counties) • Lack of leisure activities • Lack of water and other utilities to outlying areas • Turf issues among communities within County • Lack of proper planning for growth • Loss of educated youth and adults who do not return to County after completing college • High taxes/wheel tax • Slow industrial growth rate • No attractions or opportunities for college graduates • Lack of amenities; restaurants and shopping • Lack of diverse housing; retirement, medium income and singles • Lack of an upscale subdivision • Lack of youth entertainment options • Marshall County residents spend money outside county draining sales tax revenue • Lack of County wide marketing effort • Public services do not extend to outlying areas (trash collection, water, sewer, etc) • No sidewalks 	<ul style="list-style-type: none"> • Adjacent to I-65 corridor • Land available for continued growth • Great education system – K-12, Community College satellite location and Trade schools in region • Reasonable property values • Willingness to change • Trained and dedicated workforce • Quality of Life: low crime rate, beauty of area, low congestion, recreation • Quality library • Warm receptive population • Strong and mature zoning and codes to protect property owners • Strategic location of County between Nashville and Huntsville • Transportation; rail, air, roads • Beautiful county • Friendly people • Intelligent people • Inexpensive cost of living • Relaxed pace of life • Available land for residential, recreational and industrial development • Industry that is not adversely impacted by economy • Historic buildings and landmarks • Deep spiritual base and strong moral values of citizens • Recreational facilities and developed park system • Youth sports facilities and strong athletic programs • Quality public services (EMS, government) • Henry Horton State Park

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

- Tax increases
- Individuals who are opposed to change
- Recreation Center needs to be more county wide
- Access to water is limited
- Lack of tourism – assets are under-promoted
- No bookstores
- Existing retail is not price competitive
- Monopoly of property owners
- Lack of vocational training in certain fields at high school level (food service, cosmetology)
- Poor government cooperation countywide
- Lack of executive subdivision
- Lack of eating establishments
- Land with utilities
- Medical facilities
- Lack of city and county cohesion
- Lack of water and sewage outside city limits
- Unfinished bypass
- Lack of cooperation with surrounding counties
- Lack of forward planning
- Lack of development for interstate exit – develop roads, bridges
- Failure to maximize potential of existing facilities/land, i.e. Henry Horton, Saddle Creek golf course, community theater, drive-in, horse industry
- Race relations
- Negative image of city/county/people
- Governmental rivalry in the county
- Weak work ethic
- Lack of county beautification
- Old ideas/ways
- Different types of jobs available
- Diverse mindset
- Conflict between municipalities
- Lack of Computer, internet, DSL opportunities
- Cellular service

- 54 holes of golf
- Tennessee Walking Horse Breeders Association
- Development of 20 year growth plan
- Preserved farmland
- New elementary schools
- Active senior citizens
- Goat Festival
- Joint Economic and Community Development Board
- Location – 650 miles from 50% of U.S. population
- Zoning for future
- Enthusiasm
- Centrally located between Nashville and Huntsville
- Educational opportunities/sports
- Ample industrial space and facilities
- Railway
- Duck River
- Recreation Center
- Strong civic clubs
- Columbia State
- Tolerance to diversity of people
- Access to capital
- Historical sites
- Chapel Hill tractor pull
- Hard working – unemployment rate has dropped tremendously
- Horse barns – beautiful rural setting
- New Lake
- Environmental Coordinator
- Health Care
 - Hospital
 - Nursing Homes
 - Specialty Clinics
 - Paramedics
- Leadership: working together better
- County-wide Zoning
- Number of Communities within County

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

Timeline of Key Events in Marshall County

At the strategic planning workshop on September 21, the JECDB examined the county's economic trends and conditions and prepared for the four public meetings. The group took a historical look at Marshall County through a community timeline exercise. Participants identified key events over the past 50 or so years that helped shape Marshall County and make it what it is today. The identified key events and happenings are as follows:

<p><u>1950's</u></p> <ul style="list-style-type: none"> • The river influenced development of county • Ellington by-Pass completed • Marshall Stove • Colt show abandoned • Drive-in closed 	<p><u>1960's</u></p> <ul style="list-style-type: none"> • Industrial Park created • I-65 completed • Little League Park opened • Horton State Park opened • Jones School closed - schools integrated • 2 nursing homes opened • Passenger rail road abandoned • Locally owned grocery stores went out of business • Tractor Pull started • Area became know for Walking Horses 	<p><u>1970's</u></p> <ul style="list-style-type: none"> • County experienced significant growth in manufacturing sector • City took over recreation center • Decline in dairy industry • EMS established • Dixie Theatre closed • New Highway 50 opened • Hospitals combined
<p><u>1980's</u></p> <ul style="list-style-type: none"> • Wal-Mart opened • Babe Ruth Park opened • Nissan opened in region • Saturn opened in region • Teledyne Monarch closed • Kantus opened • Columbia Dam project abandoned • Locally owned restaurants declined • Solid Waste Act passed 	<p><u>1990's</u></p> <ul style="list-style-type: none"> • Columbia State Community College established a presence in county • Technology Center opened • New Little League Park opened • CLT Gym • New Marshall County High School opened • Saddle Creed Golf Course opened 	<p><u>Since 2000</u></p> <ul style="list-style-type: none"> • Joint Economic & Community Development Board created • Built 2 new schools and a gym • ICP closed displacing 2000 people • New recreation center opened • Cornersville Industrial Park established • Subway opened in Cornersville • McDonalds opened in Cornersville

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

	<ul style="list-style-type: none">• Chapel Hill Elementary School opened• I-840 opened in region• Terry Wallace elected County Mayor• Cool Springs developed and drew retail trade from county• Landmark Ladies rest room closed• Liquor by the drink passed	
--	---	--

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

After completion of the timeline, the Board answered the following two questions:

What does this say about our past?

- We are blue collar oriented
- Our community has had divisions in the past
- We have had periods where we have been proactive and periods where we have been reactive
- Chain businesses took over our community and many small locally owned businesses went out of business
- We have been afraid of change and growth
- People began to commute longer distances to work and shop
- There was a decrease in agriculture
- We were fortunate to have three governors from this area that exerted political influence to help the region
- We had no plan
- There were five or so people who made all the decisions for the county

What are the implications for our future?

- Our community needs to act with more unity
- We need to plan our growth
- We need to include more people in the decision making process
- We need more diversity in our population and in our leadership
- Growth is flowing south from Nashville
- We need to recruit more industry
- We need to increase community involvement
- Government officials must be proactive
- We need to act with unity
- We need to support organizations that will create unity
- We need to dig deep and search far and wide for state and federal resources to support our efforts
- We need to consider a Main Street program
- We need bike trails
- We need to continue to think outside the box
- We need to target specialized clusters of industries
- We need to capitalize on the resources and assets we already have
- We should consider a convention/conference center
- We need to extend the infrastructure
- We need to strengthen regional partnerships

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

Economic Profile

The Board took a current look at Marshall County through an economic profile of the county, prepared by TVA from published demographic and socioeconomic data. Below is a summary of the highlights:

- Population in Marshall County has grown since 1960 reaching 26,767 in 2000. This was a 24.3 percent increase between 1990 and 2000. Population is projected to reach 30,756 in 2010 and 34,737 in 2020.
- In 2000 manufacturing accounted for 54.96 percent of employment in Marshall County. This number may be lower now since the closure of the Carrier plant. This number is significantly higher than the State average of 12.7 percent.
- Sixty-eight percent (68%) of the workers who reside in Marshall County work in Marshall County, thirty-two percent (32%) work out outside of Marshall County.
- The annual unemployment rate for Marshall County in 2003 was 13.60 percent compared to 5.8 percent for the state. Unemployment in Marshall County was down to 7.9 percent in July 2004.
- Per capita income for Marshall County was \$25,524 in 2002, compared with \$27,611 for Tennessee. Ten percent (10%) of the residents of Marshall County live below the poverty level. This is lower than the state percentage which is (13.7%) thirteen percent.
- Of those 25 years old and over, over seventy percent (70%) were high school graduates in 2000. Ten percent (10%) of county residents were college graduates versus 19.6 percent for the state. Over 20 percent of county residents have less than a high school diploma.
- Retail sales totaled \$190 million in Marshall County in 2003. This compared favorably to other counties in the region, with the exception of Maury County where retail sales exceeded \$550 million.

The **bold** action items are those that have been added or amended since the Commission approved the Strategic Plan in April 2005

* *Municipalities: Marshall County, Chapel Hill, Cornersville, Lewisburg, and Petersburg*

Participants
Marshall County JECDB

The following individuals participated in the strategic planning process by designing the process, facilitating community input meetings, and developing recommended goals and actions for this report. The Joint Economic and Community Development Board is responsible for developing this plan.

The list of members is attached.