



Clarksville-Montgomery County EDC

# Economic Development Strategic Plan

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# EXECUTIVE SUMMARY

# Executive Summary

In March 2023, the Clarksville-Montgomery County Economic Development Council (EDC) issued a Request for Proposals to seek a qualified partner to prepare a multi-year economic development strategic plan for the Clarksville-Montgomery County region. TPMA submitted a proposal for services, and the EDC selected TPMA to partner with them on this important initiative.

The EDC and TPMA formally launched the economic development strategic plan initiative in May 2023. TPMA conducted a thorough review of existing plans and initiatives related to economic development goals and growth in the Clarksville-Montgomery County region and a deep analysis of various indicators related to region's economic health and growth potential. TPMA also visited the community in June 2023 to conduct engagement and interviews with a diverse group of stakeholders. An online survey was made available to additional stakeholders in July 2023. All of these important elements of research and engagement informed this proposed economic development strategic plan for the EDC and its partner organizations for the years 2025-2029 with several key findings and a suite of strategic recommendations.



# Key Findings

The efforts of TPMA and participation of over 200 stakeholders from the community determined the following key findings affecting the current and future economic potential of the Clarksville-Montgomery County region:

It's time to be **LOUD & CONSISTENT** about the story and needs of the businesses in Clarksville-Montgomery County.

The community is **PASSIONATE** about its future and **FRUSTRATED** by bottlenecks and pace of necessary infrastructure improvements to keep up with population growth and industry needs.



The region has **ENVIOUS MOMENTUM** from recent projects and a strong real estate portfolio for various primary employers.

**FORT CAMPBELL** is an unrecognized Tennessee asset with a rich story waiting to be told to industry, site selectors, and the world.

# Strategic Recommendations

The goals and strategic recommendations are organized under five larger themes: global business development, tourism development, community development, talent development, and advocacy.

## Global Business Development

- Enhance the lead attraction pipeline and expansion opportunities by building upon recent project wins and targeted industry profiles
- Increase the community's competitiveness through the identification and completion of the next large, strategic municipal investment

## Tourism Development

- Increase tourism-related dollars in the region through expansion of marketing efforts and physical offerings that attract new tourists and increase the conversion of overnight stays

## Community Development

- Address important issues facing the future of the community by leaning into the EDC's ability to serve as a convener and enabler of local interests, discord, and solutions related to economic development opportunities and barriers
- Promote data-informed decision making on important economic development issues like housing availability and affordability
- Strengthen the community's vibrancy through the support and promotion of entrepreneurs and small businesses

## Talent Development

- Improve the community's competitive position through active storytelling of existing talent, with particular focus on talent related to presence of Fort Campbell
- Support the recruiting efforts of existing businesses with programming that helps connect potential talent with the community

## Advocacy

- Achieve desired outcomes on key infrastructure, workforce, military, and business climate issues through full-time active engagement with state and federal regulatory agencies and legislative bodies
- Maximize the asset of stakeholder engagement by recreating and energizing pathways for stakeholder participation in advocacy and economic development efforts in unified, capacity-building ways



# INTRODUCTION

# Introduction

## Clarksville-Montgomery County

### ABOUT THE REGION

Clarksville was founded in 1784 and is now the fifth largest city in Tennessee. After the Civil War, Clarksville gained a reputation for trade, particularly in tobacco, and became known for its agricultural and farming activities.

The region boasts impressive accomplishments, ranking fourth in the nation for talent attraction according to a 2022 report from Lightcast. Moreover, there has been substantial capital investment from primary employer projects since 2020, amounting to \$4.4 billion. This development has been spurred by three active tax increment financing (TIF) districts with \$80 million in TIF capacity, 289 commercial parcels, four opportunity zones, and a planned \$40 million conference center complex. Significant coordinated investment from private and public partners over the last 20+ years resulted in shovel-ready real estate options reach for new and expanding primary employers and contributed significantly to these successful projects.

Clarksville-Montgomery County recently secured multiple large investments from primary employers, including (but not limited to):

Company	Announcement Year	Capital Investment	Job Creation
Hankook Tire Phases II & III	2022	\$612 million	800
LG Chem	2022	\$3.2 billion	850
LG Electronics	2021	\$20.5 million	334
Donghwa Electrolyte	2023	\$70 million	68
Kewpie	2022	\$65 million	55

Furthermore, the \$113 million F&M Bank Arena & Ford Ice Center in Downtown Clarksville is actively hosting community, sporting, and entertainment events, and the Tennessee Wings of Liberty Museum is planned to open in Summer 2025. Both assets will further enhance the attractiveness of the region to residents and visitors.

Visitors to the region can enjoy its scenic downtown area characterized by 1800s architecture. The downtown district features more than 25 local businesses and includes a full-block urban park (Downtown Commons), and a 45,000 sq. ft. retail plaza called Riverview Square, adding to the area’s appeal.

As the county seat, Clarksville plays a significant role in the overall administration and governance of the region. The two main local municipal governments are the City of Clarksville and Montgomery County Government. Both entities have an elected mayor and an elected body, a city council and county commission respectively.



## Infrastructure Highlights

### ROAD TRANSPORTATION

Clarksville-Montgomery County has convenient access to four major interstate interchanges, approximately 1,200 miles of interstate, and an extensive highway network spanning 96,000 miles. The City of Clarksville has a transportation strategy called 2020+. The plan is available on the City's website and includes the following priorities:

- Developing a transportation system that is safe and connected, livable and resilient, and prudent and equitable
- Distinction between the allocation for Tier 1, Tier 2, and Tier 3 projects, that provide the most benefit for the region (tackling congestion, pedestrian safety etc.)
- Development of new trail systems, and planning of new roadways, including multi-use trails and Bikeways in Right-of-Ways
- Development of a new Transit Strategy through the use of federal funds
- Exploration of potential new sources of revenue and resources

Montgomery County has been a proactive partner with the EDC to extend road infrastructure to various industrial development opportunities in the county over the past 20+ years.

Many stakeholders in the community, including the EDC, would like to see a new I-24 exit ramp between the two current I-24 exit ramps, Exit 4 and Exit 8. "Exit 6" is part of site plans for a master development plan next to Tennova Healthcare that includes a potential Veterans Affairs Medical Center, a hotel, and a 63,000 sq. ft. conference center (see more about this planned development in the Tourism Industry Highlights section of this report). This would improve access to existing primary and secondary employers, increase the appeal of the conference center and its amenities, and open new potential industrial development sites.

A challenge for the community is US Highway 79 (Wilma Rudolph Boulevard). This major commercial thoroughfare that connects the newer community growth near I-24 with residential neighborhoods and Downtown Clarksville is a congested corridor in serious need of improvements to accommodate the population growth of the community and improve safety and walkability.

### AIR FREIGHT & TRAVEL

Passenger air travel is mainly served by the Nashville International Airport (approximately 40 minutes away) and complemented by the local Clarksville Montgomery Airport. The Clarksville Montgomery Airport does not currently offer air freight service, a gap in service provision for industrial clients. Campbell Army Airfield on Fort Campbell is for military use only. The larger of its two runways is 11,826 feet long, making it a very unique military asset.

### RAIL FREIGHT

The Memphis Line (RJCM) owned and operated by the RJ Corman Railroad Group is a part of the Montgomery County transportation infrastructure. RJ Corman Railroad is a present, proactive partner in economic development projects and opportunities, as the Memphis line currently provides rail service to tenants throughout the entire industrial park.

### UTILITIES

Clarksville-Montgomery County is being served by the following major utility providers: Tennessee Valley Authority (TVA), Clarksville Department of Electricity, Cumberland Heights Utilities District, Cumberland Electric Membership, Clarksville Gas and Water Department, Suburban Propane, and East Montgomery Utility District. Many of these utility providers are proactive economic development partners and consistently come to the table to determine utility service provision solutions and invest in shovel-ready industrial real estate opportunities. The Clarksville Gas and Water investment in a second water treatment facility will more than double the current capacity of available potable water from 30 million gallons per day to 66 million gallons per day. The new capacity will be built in three phases with the first 12 million gallons per day planned to be available in January 2025. The availability and capacity of primary utilities is a strength for the county.

### PUBLIC TRANSPORTATION

The city of Clarksville is serviced by the Clarksville Transit System, a bus with eight primary routes that serve the city and small parts of the unincorporated county. Due to limits related to its federal funding, the bus is unable to serve the majority of Montgomery County's unincorporated region. Inconsistent demand and a shortage of drivers has also limited the system's resources. This has resulted in inconsistencies in when and where the transit system is able to run.

## ABOUT THE ORGANIZATION

The EDC is a 501(c)6 non-profit organization with the purpose of creating prosperity for all citizens of Clarksville and Montgomery County by executing and coordinating member-entity efforts to attract and grow a robust economic base of jobs and investment, to expand opportunities for tourism, and to encourage a thriving environment for business. The EDC was recognized in 2023 as an Economic Development Organization of the Year in the mid-sized community category (100,000 to 500,000 population) by Business Facilities, a leading publication in the site selection marketplace.

Member entities of the EDC include the Clarksville Area Chamber of Commerce, the Clarksville-Montgomery County Industrial Development Board, the Clarksville-Montgomery County Tourist Commission (doing business as Visit Clarksville), and the Aspire Clarksville Foundation.

## Clarksville

AREA CHAMBER OF COMMERCE.

### CLARKSVILLE AREA CHAMBER OF COMMERCE

The Clarksville Area Chamber of Commerce plays an integral role in the region's thriving business community and serves as a crucial partner to the EDC. The Chamber advocates for its 840 member businesses within the region, actively working towards fostering economic prosperity, opportunity, and growth.

## Clarksville

MONTGOMERY COUNTY, TN  
INDUSTRIAL DEVELOPMENT BOARD.

### CLARKSVILLE-MONTGOMERY COUNTY INDUSTRIAL DEVELOPMENT BOARD

The Clarksville-Montgomery County Industrial Development Board (IDB) is dedicated to fostering industrial development specifically within the city and county. The IDB has secured over \$7.05 billion in capital investment and recruited over 10,100 direct jobs since 2010. In the last two years alone, projects ushered in by the IDB represent \$3.2 billion in capital investment and 1,800 direct jobs to the region. The main tools available through the IDB are the *Payment-in-Lieu-of-Taxes Program (PILOT) Program* and ownership of industrial park property.



### CLARKSVILLE-MONTGOMERY COUNTY TOURIST COMMISSION (DBA: VISIT CLARKSVILLE)

Visit Clarksville plays a vital role in promoting tourism development and activities in Clarksville. It focuses on promoting the region as a tourist destination and advocating for resources and facilities to attract visitors and events.



### ASPIRE CLARKSVILLE FOUNDATION

The EDC also works closely and seamlessly with the Aspire Clarksville 501(c)3 foundation. The Aspire Clarksville Foundation complements the efforts of the EDC by inviting investors to participate in game-changing economic growth initiatives. Aspire Clarksville is dedicated to enhancing the local economy and overall quality of life for Clarksville-Montgomery County.

## KEY COLLABORATIONS, STRATEGIES, & INITIATIVES

The EDC is part of an extensive network of businesses, organizations, and entities that contribute significantly to the economic fabric and outcomes of the community. This section highlights several key entities with a significant presence within the community and does not cover all businesses, organizations, and entities with interests and efforts related to the economic future of the region.

## **FORT CAMPBELL**

Fort Campbell (Kentucky) holds immense importance as one of the most significant US Army installations in the country, exerting a substantial impact on Clarksville-Montgomery County. It houses the 101st Airborne Division, 5th Special Forces Group, and 160th SOAR. Fort Campbell Army Airfield is the busiest among all Army Airfields, with unceasing operations, and covering an expansive 2,843 acres.

Fort Campbell's missions have played a direct role in the region's economic growth. Recently, Bell Textron won the contract for the US Army's Future Long-Range Assault Aircraft (FLRAA) program to replace the antiquated UH-60 Black Hawk helicopter fleet, an example of how the presence of this US Army installation is a catalyst and asset for regional economic growth.

Fort Campbell is also a major contributor to the region's population and labor shed. It is responsible for roughly 27,000 active-duty soldiers, 50,000 family members, over 70,000 retirees, 93,000 retired family members, and 1,600 contractors. It is estimated that 303 active duty military members separate from the military at Fort Campbell monthly, a workforce source for current and future employers with under-utilized potential.

## **EDUCATION & WORKFORCE PARTNERS**

The education system in Clarksville is well-established, with 25 elementary schools, eight middle schools, and eight high schools, in addition to a K-12 virtual school, an adult high school, and an early technical college, all serving a total student population of over 39,000, not included students served by private school options in the county.

### ***Tennessee College of Applied Technology***

The Tennessee College of Applied Technology (TCAT) is an important asset serving Middle Tennessee and one of the top colleges of the twenty-seven Colleges of Applied Technology in Tennessee. TCAT offers 18 different programs in transportation and manufacturing, human services, and allied health programs and nurtures close relationships with local businesses and industry partnerships. In cooperation with the state, TCAT also provides specialized training for local businesses and industry players.

### ***Austin Peay State University***

Austin Peay State University (APSU) is a four-year public doctoral level university located near downtown Clarksville. It offers various distinctive programs, including the state's first helicopter degree program, in-state tuition benefits for military family members, and the first B.Sc. in National Security & Military Studies. Over 63% of APSU's alumni reside in Tennessee, and the university provides a diverse range of over 200 areas of study. Additionally, other important universities serving the region include Middle Tennessee State University and the North Central Institute, which also offer exceptional aviation and aerospace programs.

### ***Workforce Essentials***

Workforce Essentials is the non-profit entity that serves as the region's provider of workforce services through the American Job Center network. It provides employers and industries with testing services, training services, and incentives, and it also supports individuals with job search services and accesses to resources and services to aid with skill development and upgrades.

## TARGETED INDUSTRIES & RECENT STRATEGIC PRIORITIES

Previous strategic planning efforts of the EDC identified the following industries as ripe for expansion and attraction:

- High-Value Manufacturing and Distribution
- Aeronautics & Aviation Services
- Information Technology/ Data
- High-Value Business Services
- Distribution & Corporate Headquarters

The EDC's most recent strategic planning efforts for 2019-2024 identified four key areas of priority for the organization: enhancing marketing tools and tactics in external outreach, execute a process for lead generation, right-sizing tourism marketing resources, and adding an experiential component to the EDC's familiarization events.

## INNOVATIVE CHILDCARE INITIATIVES

The IDB launched an effort in 2022 to find an owner and operator partner for a childcare facility located in South Industrial Park, offering land and tax incentives as part of the feasibility structure. The IDB ultimately selected The Youth Academy through an RFP process. Once fully operational in 2025, the facility will add 800 full-time childcare slots. 400 of those slots will be reserved at a reduced rate for children of employees that work at facilities within the South Industrial Park.





# CURRENT ECONOMIC CONDITIONS

# Current Economic Conditions

## Methodology

To gain a full and representative view of the economic conditions of Clarksville-Montgomery County, TPMA conducted a discovery process, which includes the review of existing city and county plans, strategies, and ongoing projects and programs, as well as analysis of available quantitative data regarding the region’s population and economy.

Stakeholder engagement plays an equally vital role in developing this analysis, adding color and depth to the findings from discovery and ensuring stakeholders’ voices are heard and involved in the strategic planning process. This includes both in-person and virtual focus groups and interviews, as well as a stakeholder survey.

## Quantitative Data Overview

The following is a review of the quantitative data regarding Clarksville-Montgomery County’s population and economy. It is not a comprehensive overview, but rather a snapshot of the factors that contribute most significantly to the strategies and goals developed for this strategic plan. Additional data reviewed by TPMA but not deemed critical to key findings and recommendations can be found in the appendix.

### POPULATION AND SOCIOECONOMIC INDICATORS

#### Population

The City of Clarksville has seen rapid growth in recent years, and Census data projections indicate the city will surpass Chattanooga as the fourth-largest city in Tennessee by 2024. This rapid growth impacts every aspect of the region’s economic development needs and opportunities. Rapid growth requires improvements in infrastructure, attention to rising costs of living, and strength of leadership and vision.

#### EXHIBIT 01: POPULATION BY AGE

##### Median Age

Montgomery County	29.9
Tennessee	39.2
United States	38.8

Source: American Community Survey 2021 1-Year Estimates

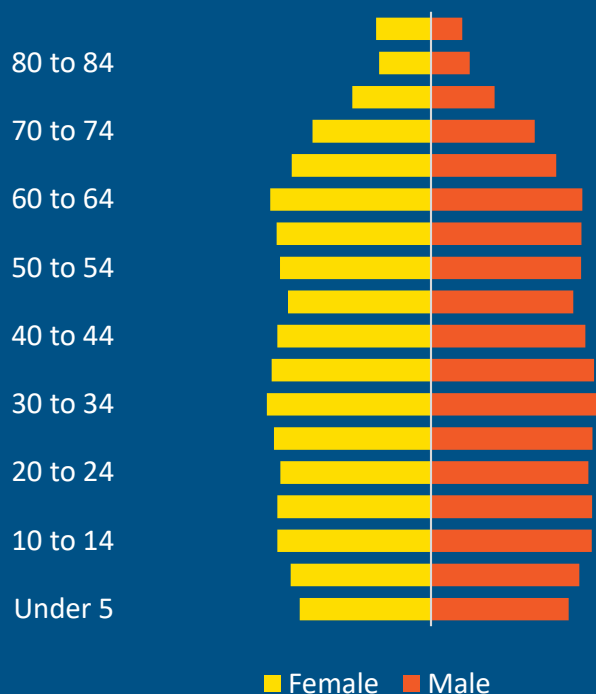
Montgomery County’s median age sits well below both the state and nation. This indicates a healthier age makeup for Clarksville in terms of workforce potential and less of a need to contend with rapidly rising senior demographics. The county’s largest age group, between the ages 20 and 35, is likely a reflection of the large military family population, who often fall into this age group. A younger population is an asset to the region’s workforce and future, but ensuring they are active and engaged in the workforce and community is essential to ensuring long-term economic health and success.



Montgomery County generally falls in line with state and national averages in most areas of educational attainment. Of interest is the county's high percentage of residents in the "some college, no degree" category. This category could be cause for some concern, as many who fall under it have often left school because of financial burden and carry student loan debt alongside experiencing difficulty finding good paying work. In such cases, providing opportunities for individuals to either re-enter the education pipeline or pursue alternative training and credentials is important.

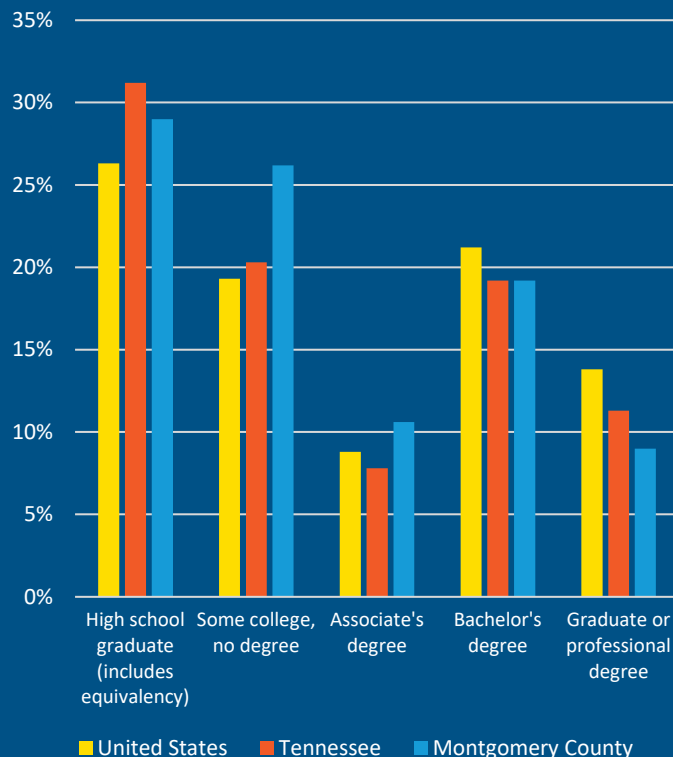
However, as we see in many areas of interest, the large military population in the county is likely impacting this data. When comparing educational attainment levels to those in comparable military regions, such as Bell County, Texas (Fort Caveros, formerly Fort Hood) and Cumberland County, North Carolina (Fort Liberty, formerly Fort Bragg), levels are essentially the same across the three counties. This is likely a result of two major factors. The first is that many individuals leave secondary education to join the military, because it is a better financial option. The second is that many active duty service members attain a degree over longer periods of time, sometimes piecemeal, and thus fall into the "some college, no degree" category for years before attaining a degree or credential.

EXHIBIT 02: POPULATION BY AGE AND GENDER



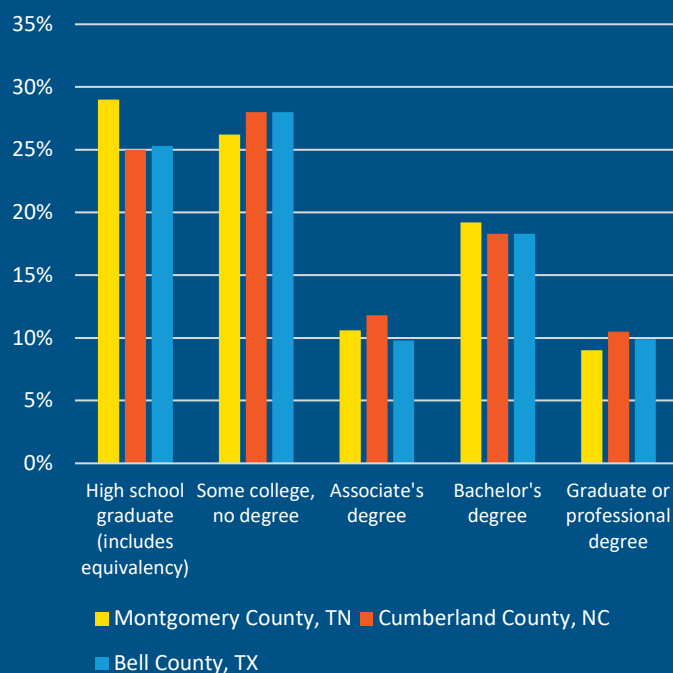
Source: S0101 Age and Sex 2021: ACS 1-Year Estimates Subject Tables

EXHIBIT 03: 2021 EDUCATIONAL ATTAINMENT



Source: S1501 Educational Attainment 2021: ACS 1-Year Estimates Subject Tables

EXHIBIT 04: EDUCATIONAL ATTAINMENT IN COMPARISON COMMUNITIES, 2021



Source: S1501 Educational Attainment 2021: ACS 1-Year Estimates Subject Tables

## Cost of Living

Median household income in Montgomery County is slightly higher than in Tennessee, with the largest share of households making between \$50,000 and \$74,999 annually. 22.3% of the population, however, does make less than \$35,000 a year, a noteworthy portion of the population. Overall, the county’s income distribution is in line with national norms. The lower median household income in the county compared to the national average is likely related to lower costs of living and normative wages for the region.

### EXHIBIT 05: MEDIAN HOUSEHOLD INCOME, 2021

#### Median Household Income

Montgomery County	\$63,331
Tennessee	\$59,695
United States	\$69,717

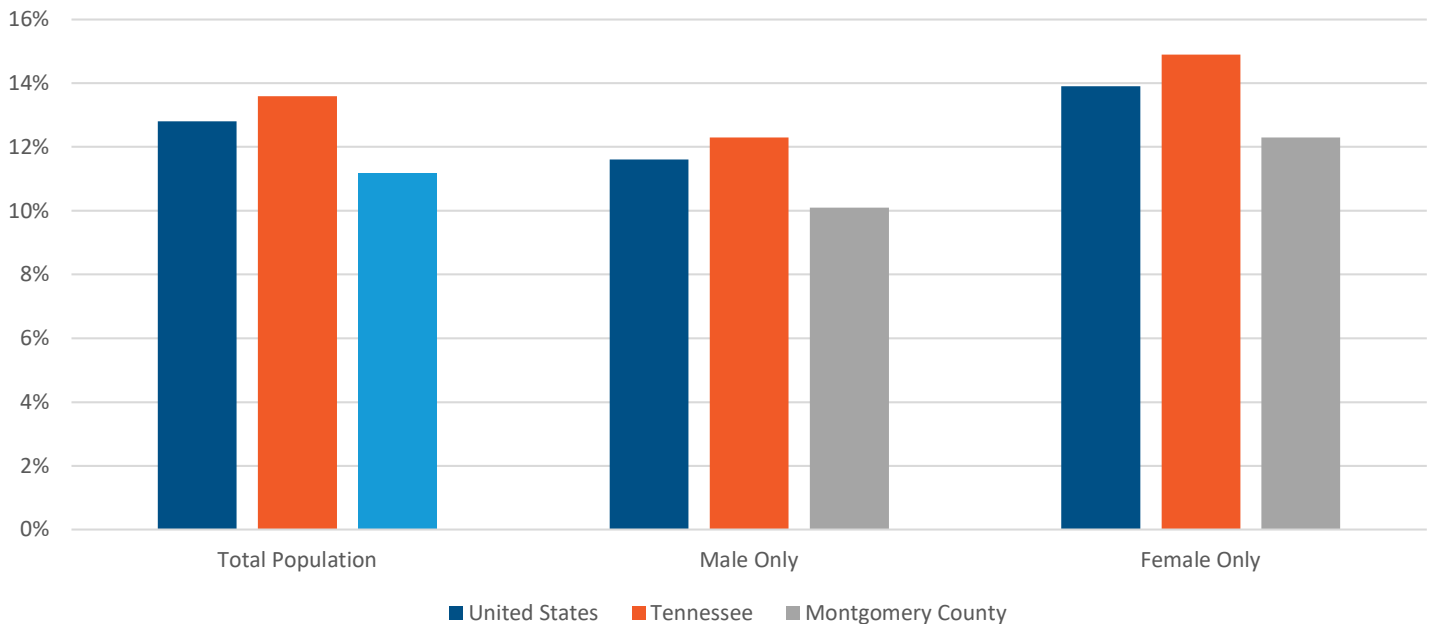
Source: S1901 Income in the Past 12 Months (In 2021 Inflation-Adjusted Dollars) 2021: ACS 1-Year Estimates Subject Tables

Poverty rates in Montgomery County fall below state and national levels across the board, a positive indicator for the overall health of the region. Women experience poverty at higher levels than men, though no more so than at the state and national level. While a lower poverty rate compared to the state and the country is noteworthy, it is also important to remember that 11.2% of individuals in Montgomery County are living at or below poverty level, and these individuals require access to housing, services, and job opportunities.

## Cost of Living Index

Montgomery County has historically been known for its affordable cost of living compared to many other areas in the United States, and especially compared to nearby Nashville. The county’s cost of living index, which compares the average cost of living to the national average, is 90.1 to Davidson County’s 105. Housing costs are generally considered reasonable, with a mix of rental and home ownership options available. The overall cost of living is influenced by factors such as utilities, transportation, healthcare, and groceries, all of which have traditionally fallen slightly below national averages. As the county continues to grow, however, some of these categories have become less affordable, particularly regarding housing costs.

### EXHIBIT 06: POVERTY RATES, 2021



Source: S1701 Poverty Status in the Past 12 Months 2021 ACS 1-Year Estimates Subject Tables



## Living Wage

A living wage is a compensation level that provides an individual or a family with enough income to cover basic expenses, such as housing, food, healthcare, and other necessities, allowing them to maintain a reasonable standard of living without struggling financially. The chart below demonstrates the hourly wage different households in Montgomery County would need to obtain to meet this standard, assuming an annual average of 2,080 hours worked. While one adult can attain a living wage at \$15.19 an hour (\$31,595 annually), they would need \$31.28 an hour (\$65,062) to provide adequately for a child, and two adults who both work (with one child) would require \$17.56 an hour per adult (\$35,524).

These calculations are not prescriptive; they aren't meant to be used to determine what employers should be paying. However, it does provide an important insight into the needs of different households and how their income needs change based on their make-up.

EXHIBIT 07: MONTGOMERY COUNTY LIVING WAGE CALCULATIONS, 2023

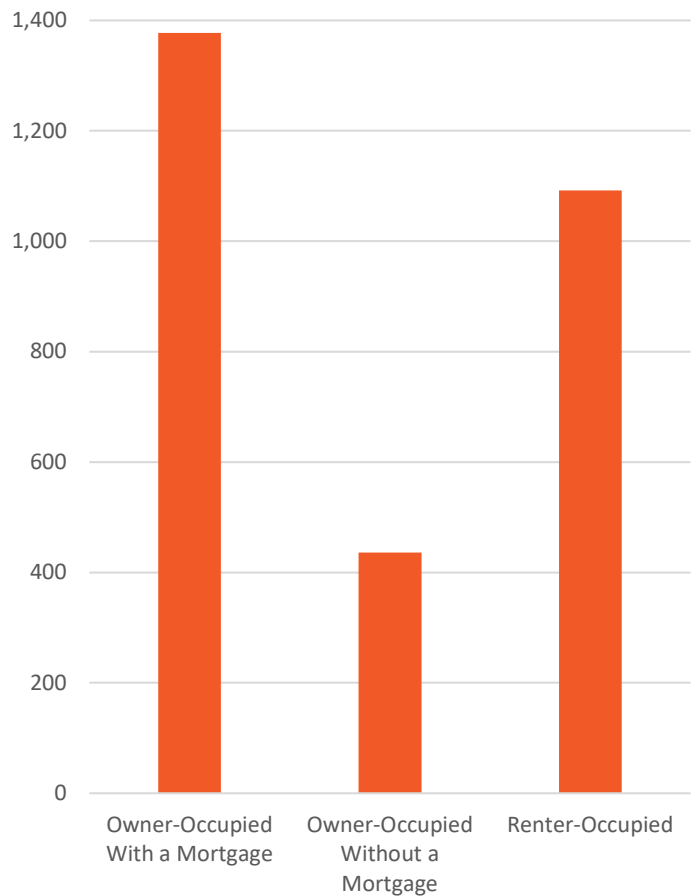
	0 Children	1 Child	2 Children
1 Adult	\$15.19	\$31.28	\$39.62
2 Adults (1 Working)	\$24.98	\$30.91	\$35.68
2 Adults (Both Working)	\$12.49	\$17.56	\$22.05

Source: MIT Living Wage Calculator, 2023

Housing costs in Montgomery County stand out as a concerning aspect of the region's overall affordability. Looking at housing costs as a percentage of household income allows for evaluation of how housing costs line up with wages in the area. If a household is spending 30% or more of their income on housing costs alone, they are considered "cost burdened". This means that they are making sacrifices in other areas of necessities, such as groceries, clothing, transportation, or childcare. Census data shows that 47% of renters in Montgomery County are cost burdened.

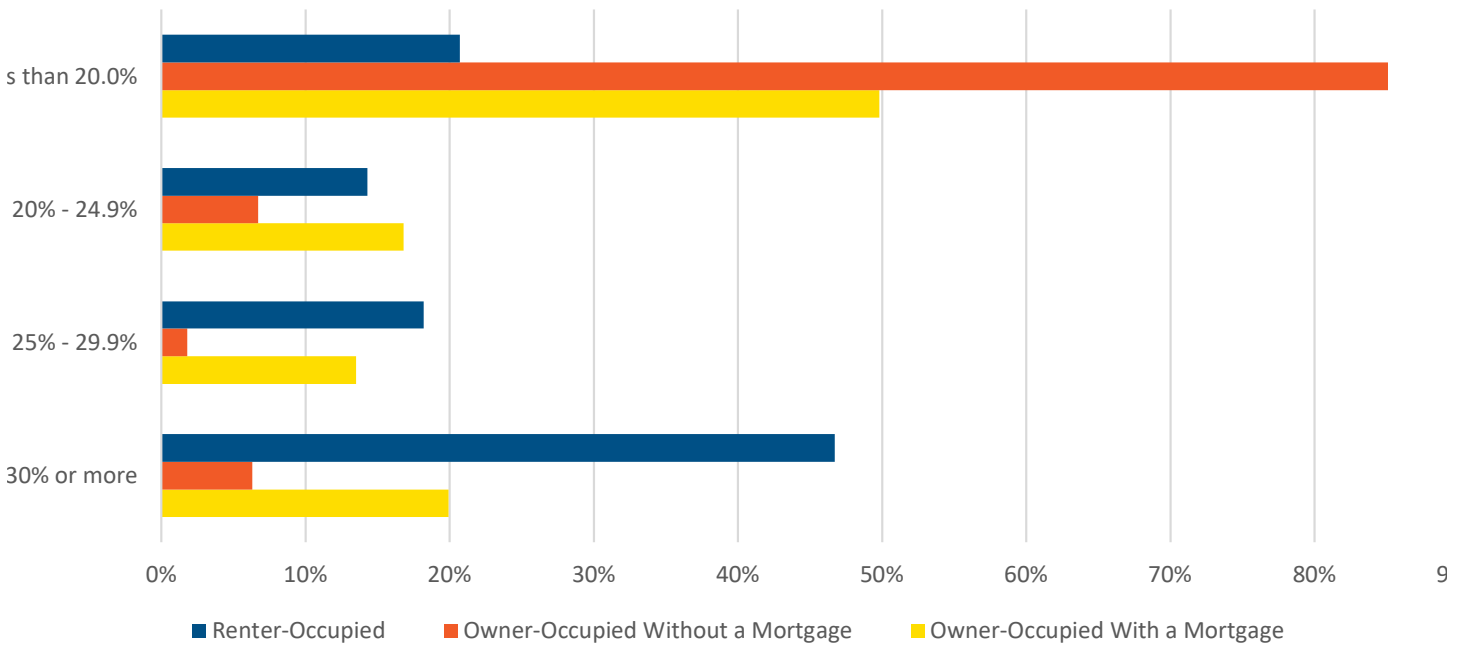
It is important to note here that this data is also likely impacted by Clarksville's military population. Because active-duty military receive a Basic Housing Allowance (BHA) that isn't counted as taxable income, many do not report it as income when filling out the census. The census does, however, include all cash income in its income-based calculations, so the impact is relatively small and included in the Bureau's reported margins of error. Fort Campbell's 2023 BHA ranges from \$1,593 to \$2,628 for those with dependents and from \$1,329 to \$2,148 for those without, according to the Defense Travel Management Office BAH Calculator.

EXHIBIT 08: MONTGOMERY COUNTY HOUSING COSTS, 2021



Source: DP04 Selected Housing Characteristics 2021: ACS 1-Year Estimates Subject Tables

**EXHIBIT 09: MONTGOMERY COUNTY HOUSING COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME, 2021**



Source: DP04 Selected Housing Characteristics 2021: ACS 1-Year Estimates Subject Tables



## BUSINESS AND WORKFORCE CHARACTERISTICS

### Industry Characteristics

#### TOP INDUSTRIES BY EMPLOYMENT

The largest industries in Montgomery County reflect the fast-paced growth the region is experiencing, as well as the impact of tourism activity. Manufacturing is a large contributor to the region’s workforce and GRP at both the county and MSA level, in no small part due to the successful business attraction strategies led by the EDC and its partners. The consistency between the county and the larger MSA is a positive indicator of the strength of Montgomery County’s economy and its wider impact on the region.

Notable is the fact that Retail Trade and Accommodation & Food Services make up such a large portion of the workforce in the county and MSA. They play an important role in serving the overall quality of life and tourism attraction in the community, and ensuring those employers and those they employ are adequately supported is essential to the region’s economic wellbeing.

#### EXHIBIT 10: TOP 5 INDUSTRIES BY EMPLOYMENT, MONTGOMERY COUNTY

Industry (NAICS Code)	2022 Jobs	% of Total Employment	Growth 2018 – 2022	Growth Forecast 2018 - 2028	
				Percent Growth	Net Growth
Government (90)	12,694	20%	938	12%	1,511
Retail Trade (44)	9,879	15%	878	9%	119
Accommodation & Food Services (72)	8,329	13%	170	6%	297
Healthcare & Social Assistance (62)	7,712	12%	701	26%	1,633
Manufacturing (31)	6,037	9%	322	5%	702

Source: Lightcast Industry Tables, 2023

#### EXHIBIT 11: TOP 5 INDUSTRIES BY EMPLOYMENT, CLARKSVILLE MSA

Industry (NAICS Code)	2022 Jobs	% of Total Employment	Growth 2018 – 2022	Growth Forecast 2018 - 2028	
				Percent Growth	Net Growth
Government (90)	50,157	38%	2,635	10%	4,557
Retail Trade (44)	14,059	11%	1,068	18%	2,292
Manufacturing (31)	12,641	9%	-567	1%	188
Healthcare & Social Assistance (62)	11,951	9%	682	21%	2,340
Accommodation & Food Services (72)	11,275	8%	94	12%	1,339

Source: Lightcast Industry Tables, 2023

## TOP GROWING INDUSTRIES

Once again, the relative consistency in growth industries between the county and MSA is a positive indicator of regional alignment and the county’s impact. Fort Campbell’s non-military government employment impact is reflected in its considerable growth, and the increasing population is a prime driver for growth in construction industries. Healthcare industries are consistently growing across the country, and thus an important industry to monitor and support.

### EXHIBIT 12: TOP GROWING INDUSTRIES 2018 – 2022, MONTGOMERY COUNTY

Industry (NAICS Code)	2018 Jobs	2022 Jobs	% Growth	Net Growth
Construction (23)	2,889	3,835	33%	946
Government (90)	11,756	12,694	8%	938
Wholesale Trade (42)	1,227	2,157	76%	930
Retail Trade (44)	9,000	9,879	10%	879
Healthcare & Social Assistance (62)	7,011	7,712	10%	701

Source: Lightcast Industry Tables, 2023

### EXHIBIT 13: TOP GROWING INDUSTRIES 2018 – 2022, CLARKSVILLE MSA

Industry (NAICS Code)	2018 Jobs	2022 Jobs	% Growth	Net Growth
Government (90)	47,552	50,187	6%	2,635
Construction (23)	4,048	5,136	27%	1,088
Retail Trade (44)	12,991	14,059	8%	1,068
Wholesale Trade (42)	2,150	3,094	44%	944
Healthcare & Social Assistance (62)	11,269	11,951	6%	682

Source: Lightcast Industry Tables, 2023

Employment Concentration (also known as Location Quotient) quantifies the percentage of the region’s workers employed in a specific industry compared to the national average. For example, Accommodation and Food Services make up 13% of jobs in the county, as opposed to approximately 8% of jobs nationally, so the industry’s employment concentration is 59% higher than the national average. Apart from looking at the largest industries by employment or growth, it can provide insight into what makes the region unique. Cross-referencing these industries with those that are already large and growing in the region can allow economic developers to better understand the strengths and gaps in the community.

### EXHIBIT 14: EMPLOYMENT CONCENTRATION (LOCATION QUOTIENT), 2022

#### Industries With an Employment Concentration Above the National Average

Accommodation and Food Services (72)	1.59
Mining, Quarrying, and Oil and Gas Extraction (21)	1.59
Retail Trade (44)	1.57
Government (90)	1.36
Manufacturing (31)	1.20
Construction (23)	1.03

Source: Lightcast Industry Tables, 2023

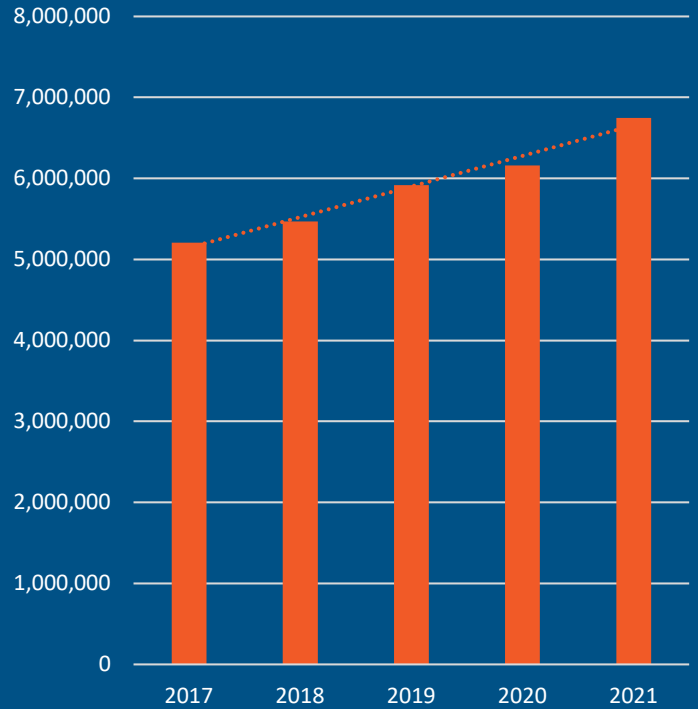
### COUNTY ALL-INDUSTRY GROSS REGIONAL PRODUCT

Montgomery County has seen consistent growth in gross regional product (GRP), with a 5-year compound annual growth rate of 6.7 between 2017 and 2021.

### ENTREPRENEURSHIP

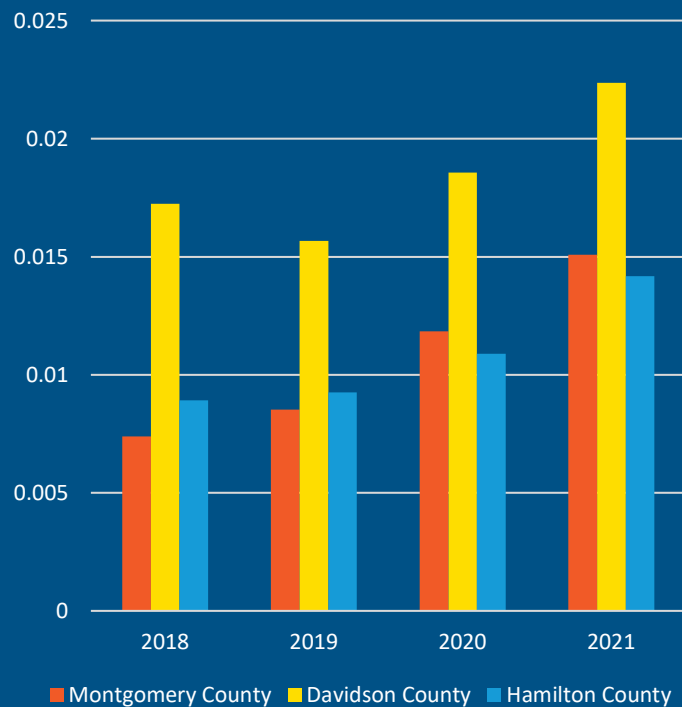
Montgomery County has seen strong growth in entrepreneurial indicators in recent years. Annual business applications continue to rise year over year, and annual business applications per capita have surpassed Hamilton County (Chattanooga) in the two most recent years of reported data (2020 and 2021).

EXHIBIT 15: COUNTY ALL-INDUSTRY GROSS REGIONAL PRODUCT



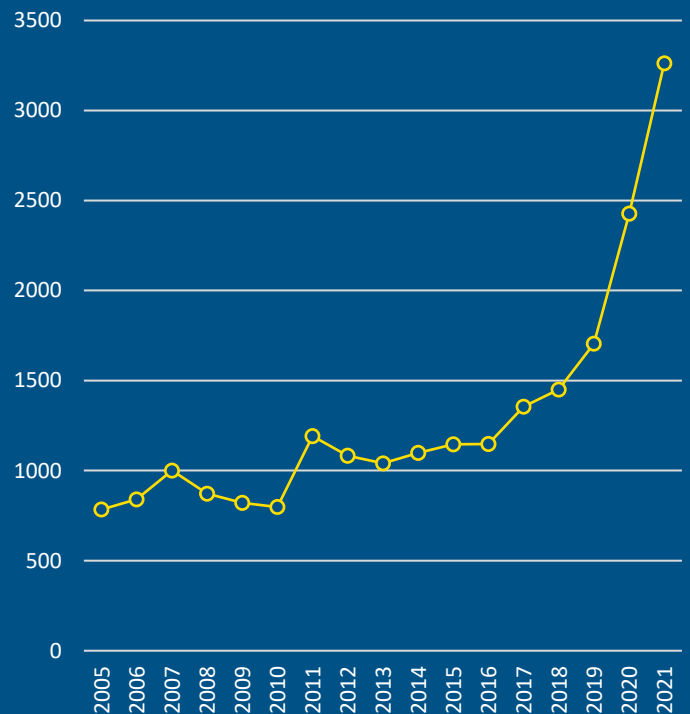
Source: U.S. Bureau of Economic Analysis "CAGDP2 Gross domestic product (GDP) by county and metropolitan area"

EXHIBIT 16: BUSINESS APPLICATIONS PER CAPITA



Source: XXXXXXXXXXXx

EXHIBIT 17: MONTGOMERY COUNTY ANNUAL BUSINESS APPLICATIONS



Source: XXXXXXXXXXXx

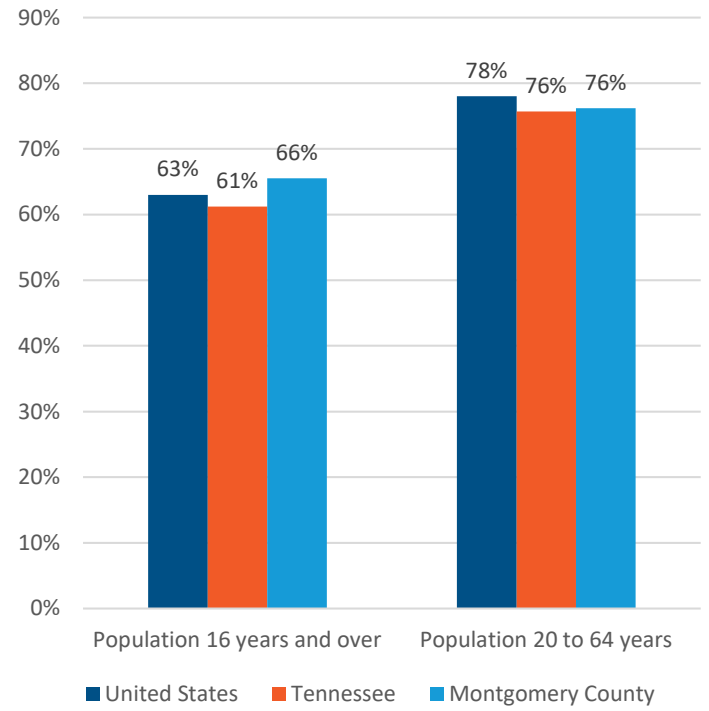
## Workforce Characteristics

### LABOR PARTICIPATION RATES

Labor participation provides an important insight into the vitality and overall well-being of an economy. This metric goes beyond the simple unemployment rate, as it encompasses both the employed and actively job-seeking individuals in relation to the total working-age population. A high labor participation rate often signifies a robust and dynamic economy, reflecting ample job opportunities, wage growth, and favorable business conditions. Conversely, a declining labor participation rate may indicate underlying issues such as discouraged workers, skills misalignment, or structural weaknesses within the labor market.

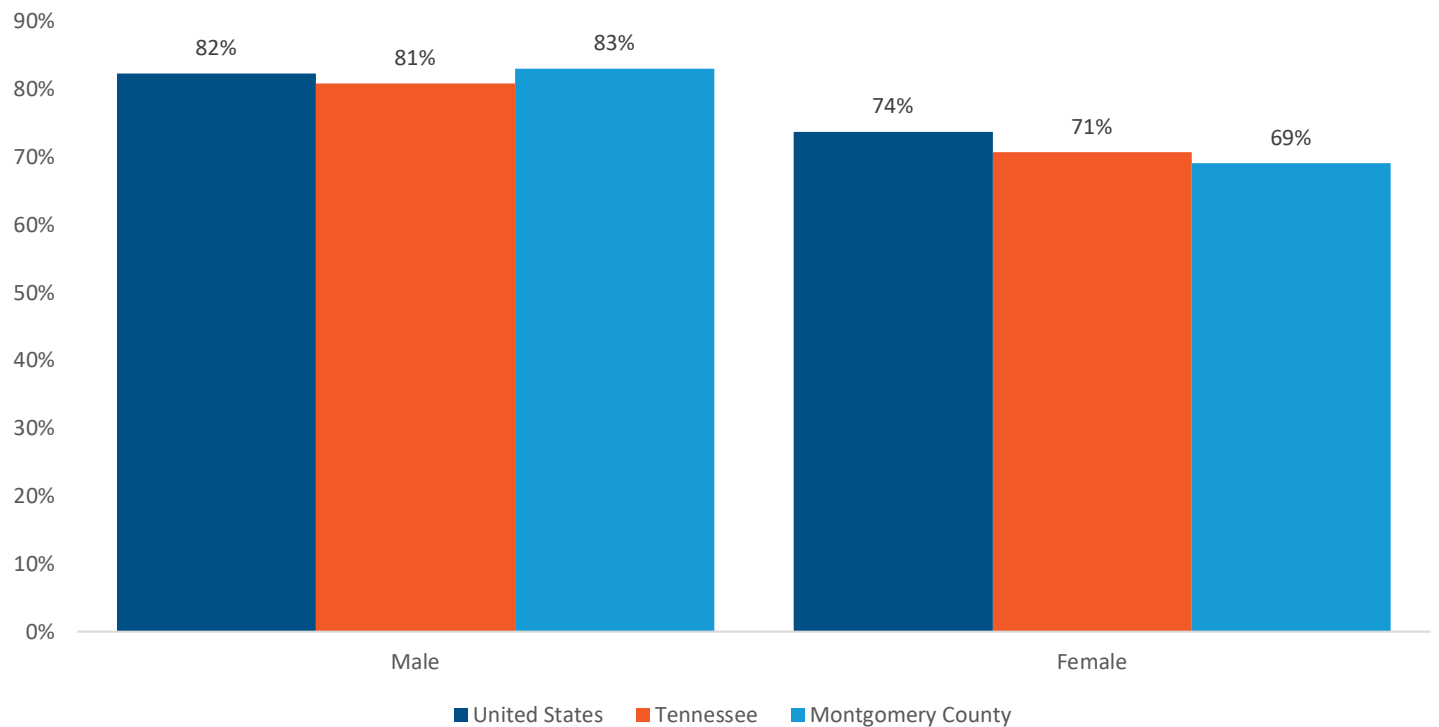
Montgomery County’s overall labor participation rates meet or exceed the state’s rates, but discrepancies that arise when disaggregating between military and civilian employment present a limitation of LMI data.

EXHIBIT 18: LABOR FORCE PARTICIPATION RATES, 2021



Source: S2301 Employment Status 2021: ACS -Year Estimates Subject Tables

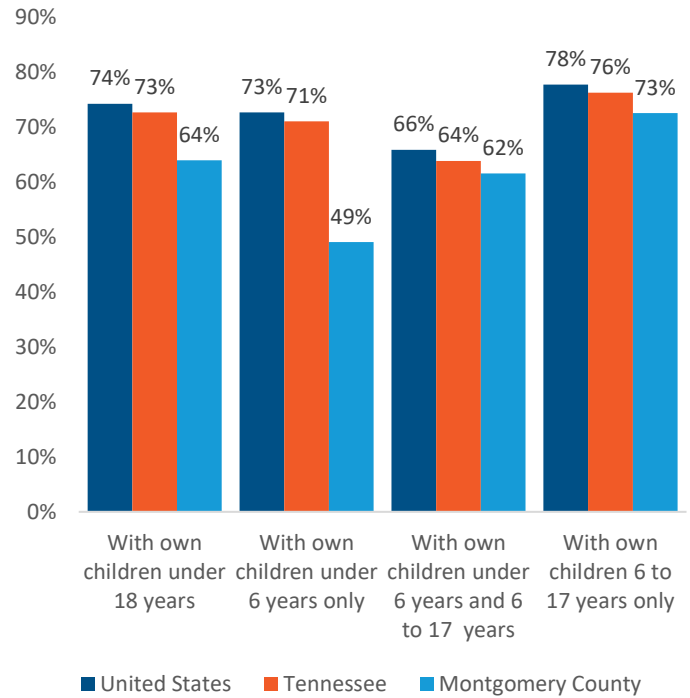
EXHIBIT 19: LABOR FORCE PARTICIPATION RATES BY GENDER (AGES 20-64), 2021



Source: S2301 Employment Status 2021: ACS -Year Estimates Subject Tables

Labor participation among women in the county falls below both state and national levels, especially those with young children. Lower labor participation rates among women can be attributed to varying factors. These include inadequate access to childcare, lack of flexible options that accommodate caregiving needs, in addition to cultural norms and attitudes. It is also important to note that women often exhibit lower labor participation rates in more affluent communities as the financial necessity for a second adult to work outside the home is reduced.

**EXHIBIT 20: LABOR FORCE PARTICIPATION AMONG WOMEN WITH CHILDREN (AGES 20-64), 2021**



Source: S2301 Employment Status 2021: ACS -Year Estimates Subject Tables



## LARGEST OCCUPATIONS

The chart below demonstrates the five largest occupations providing employment in Montgomery County, making up approximately 53% of all jobs. This is a high-level view, and thus these occupations span nearly every industry represented in the county.

An important factor represented here is the median annual earnings of each occupation, especially when compared to the previous analysis regarding cost of living, income, and wages in the county. The occupation with the highest median wages, Office & Administrative Support) breaks down to an hourly wage of approximately \$17 an hour, while the lowest (Food Preparation & Service Related) comes to \$10 an hour. While median annual earnings cannot be viewed in a vacuum, as they aren't necessarily representative of household income, may omit income like cash tips, and other nuances, they can be an important insight into how well current employment opportunities are meeting the needs of the community they serve.

### EXHIBIT 21: LARGEST OCCUPATIONS BY EMPLOYMENT, MONTGOMERY COUNTY

Occupation (SOC Code)	2022 Jobs	% Total Jobs	Median Annual Earnings
Office & Administrative Support Occupations (43-0000)	8,621	13%	\$35,693
Food Preparation & Serving Related Occupations (35-0000)	8,196	13%	\$21,444
Sales & Related Occupations (41-0000)	7,073	11%	\$26,587
Transportation & Material Moving Occupations (53-0000)	4,969	8%	\$33,937
Production Occupations (51-0000)	4,846	8%	\$34,541

Source: Lightcast Occupational Tables, 2023

## TOP GROWING OCCUPATIONS

### EXHIBIT 22: TOP GROWING OCCUPATIONS 2018-2022, MONTGOMERY COUNTY

Occupation (SOC Code)	2018 Jobs	2022 Jobs	% Growth	Net Growth
Transportation & Material Moving Occupations (53-0000)	4,043	4,969	23%	926
Management Occupations (11-0000)	3,403	4,240	25%	837
Educational Instruction and Library Occupations (25-0000)	4,140	4,817	16%	677
Construction and Extraction Occupations (47-0000)	2,130	2,735	28%	605
Installation, Maintenance, and Repair Occupations (49-0000)	2,138	2,731	28%	593

Source: Lightcast Occupational Tables, 2023



## INDUSTRY HIGHLIGHT: MANUFACTURING

Manufacturing is both quantitatively and culturally a key industry for Montgomery County and the region at large. It supports more than 12,000 jobs in the MSA, over half of those jobs concentrated in Montgomery County. However, while the industry is seeing strong growth at the county level, it has lost jobs over the past five years in the greater Clarksville MSA. This can indicate a potential concern regarding the overall health of the industry. To better identify where job loss has occurred, it's useful to drill down to the smaller manufacturing sub-industries.

This drill-down allows us to see that the largest loss in jobs in the manufacturing sector came from Transportation Equipment Manufacturing, and that the largest proportion of that loss did occur in Montgomery County. The fact that the county still had positive net growth in jobs of 334 jobs is a strong indicator of long-term health. While individual losses primarily impacted the county, employment growth managed to more than offset that loss. The manufacturing industry saw overall growth of 4% at the state level and 1% at the national level between 2018 and 2022. While both also saw a reduction in textile/textile product mills, the other specific contractions seen in Montgomery County and the Clarksville MSA appear to be a result of specific plant closures, not necessarily a larger industry trend.



## Tourism Industry Highlights

Clarksville offers visitors a rich blend of history, recreation, and natural beauty, making tourism an important industry sector for the community. Primary assets include the community’s green spaces and trails, access to the Cumberland River via the marina, historic downtown Clarksville, and multiple sports facilities that bring youth and adult tournaments.

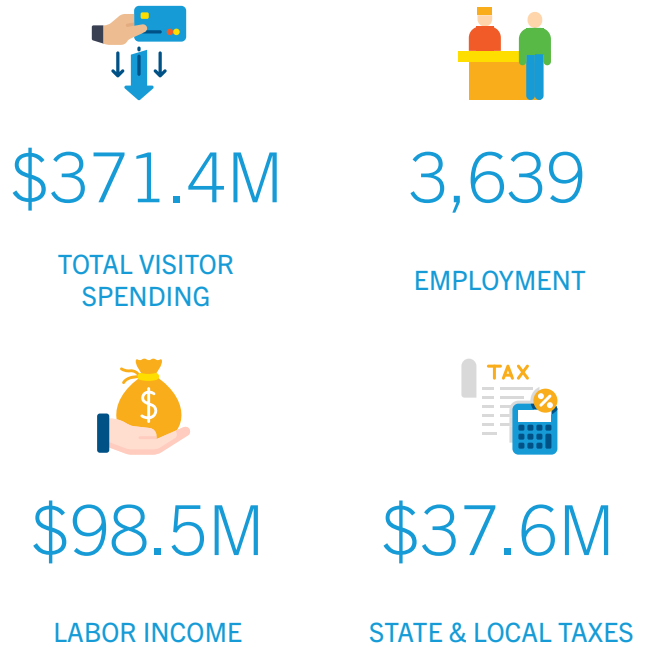
The tourism sector provides thousands of vital jobs to the community in a variety of industries, all of which also provide services and amenities to the local community. Visitor spending strengthens the local economy and improves the tax base that funds many community development projects. Supporting these industries is critical, especially for small and locally owned businesses that contribute so heavily to the unique draw of Clarksville-Montgomery County.

The Tennessee Department of Tourist Development’s 2022 Economic Impact Report goes into further detail regarding tourist preferences and lifestyles. Top vacation activities included sightseeing, shopping, visits to national parks, and visits to cultural and historic sites. Visitors to Tennessee were food and sports lovers, interested in the outdoors, and often prioritized saving money on travel. These insights are important factors when considering the kind of tourism the state as a whole is attracting, and the unique value proposition Montgomery County can make to returning and future tourists.

### FUTURE CONFERENCE CENTER COMPLEX

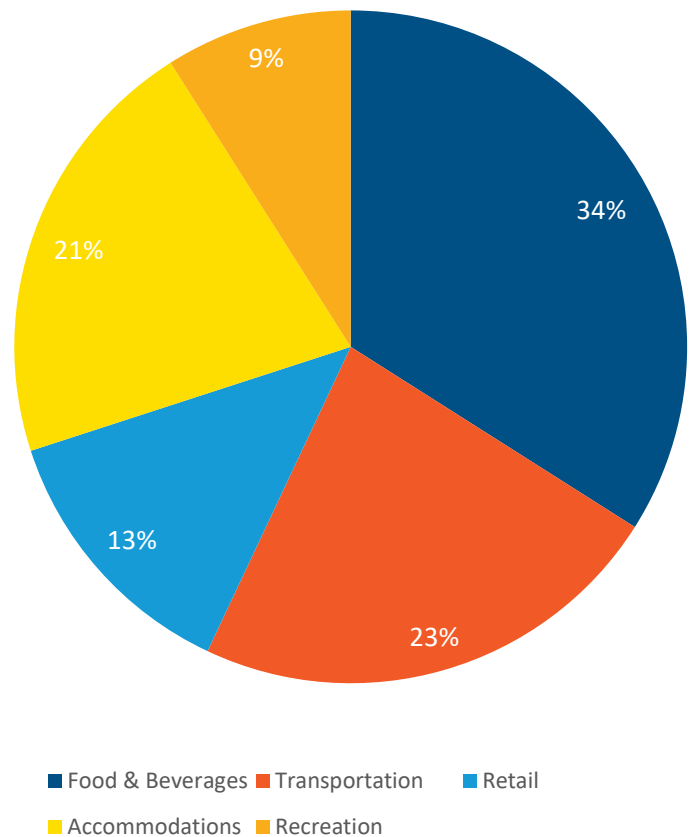
The IDB designated an area of 69 acres northeast of Tennova Healthcare to be the site for a business park development that will house a conference center, a hotel, and other business facilities and amenities, including a potential Veterans Affairs Medical Center. The IDB entered into an option agreement in February 2023 with a firm to serve as the master developer of the complex. The conference center is planned to be 63,000 sq. ft. with a 20,000 sq. ft. ballroom that would allow the community to seek larger groups and conferences, and seat up to 1,000 participants at round tables (the capacity can change with different seating options). The value proposition is particularly strong, as there is pent-up demand for another larger conference center option within the Middle Tennessee region.

EXHIBIT 23: MONTGOMERY COUNTY VISITOR STATISTICS, 2022



Source: TN Department of Tourist Development 2022 County Snapshots

EXHIBIT 24: MONTGOMERY COUNTY VISITOR SPENDING BY INDUSTRY, 2022



Source: TN Department of Tourist Development 2022 County Snapshots

## **QUALITY OF LIFE AND COMMUNITY ASSETS**

### **PARKS, OPEN SPACE, & COMMUNITY AMENITIES**

Montgomery County boasts a variety of different open spaces and parks that total 362 acres, ranging from community parks, sports complexes, to pocket parks. Additionally, other providers add an additional 976 acreage in park-based amenities, including neighborhood parks, natural resource areas, or community parks, and greenways. There are 34 public parks, six golf courses, nine tennis courts, two movie theaters, and three community centers located in the county, which creates a highly rated quality of place. The highest rated parks and community amenities in the county include:

- Civitan Park
- Dunbar Cave State Park
- Fredonia Community Center
- Liberty Park
- Rich Ellen Park
- Swan Lake Golf Course

The Clarksville-Montgomery County area is currently developing plans to expand, maintain, and connect the amenities in the county, improving connectivity to greenways and blueways.

### **TRAILS & WALKABILITY**

The city of Clarksville's current walk score sits at an 18, with a bike score of 27, making it a car dependent city with most activities requiring a vehicle. The city's downtown area is considerably more walkable, with a walk score of 83. Future transportation and road design is slated to leave additional space for walkways and bike lanes to connect the community. Improving infrastructure in this way can improve residents' ability to access necessities like grocery retail, education, increase participation in the workforce, and improve quality of life. The county is also in the process of improving and adding additional trails and walking paths, a valuable addition to the recreation and green spaces in the community.



# Stakeholder Engagement Findings

The following covers the seven key themes that rose to the top during stakeholder engagement, including in-person and virtual focus groups and interviews, as well as results from the stakeholder survey that received 139 responses.

## KEY THEMES

### Labor Force

A significant barrier to labor force participation is a lack of high quality and affordable childcare options. Like many communities across the country, existing facilities in Clarksville-Montgomery County do not address the full demand for quality, affordable childcare, creating a limitation for parents, especially mothers, to participate in the workforce. The issue of capacity is further exacerbated by the lack of sufficient workforce in early childhood education. This is a systemic issue across the country, making it hard to address at the local level. This could be a potential advocacy opportunity at the state level.

Stakeholders reported some frustration regarding attracting and maintaining a workforce that is driven to commute to Nashville for the slightly higher hourly wages compared to wages offered by Clarksville employers.

An opportunity many stakeholders identified, both in focus groups and via the survey, was the large pool of military-affiliated individuals in the county. Military spouses are often not engaged in the workforce, and exiting military members often have high value skills, training, and experience that businesses can leverage. The opportunity is matching the capabilities of this underemployed demographic with the employers that need the workforce.

An area of disagreement was found, primarily via the survey, related to wages and cost of living in the county. Respondents lacked consensus on whether wages in the county are sufficient to cover cost of living needs. However, respondents largely agreed that residents have access to quality jobs and have the opportunity to upskill and attain better jobs.

### Business Attraction

Business leaders in the community provided positive feedback regarding their experiences working with the EDC and felt that communication was open and transparent. Education partners have also been a strong resource, including Austin Peay State University, Nashville Community College, and TCAT.

Keeping local talent has been easier in recent years, and Clarksville has improved in terms of attracting the workforce with local amenities and support. The public and private primary school system is excellent, there are plenty of family friendly outdoor spaces, and the area is close to a good hospital system, although there is a desire to see more specialized medical options based locally to reduce travel to Nashville.

Survey respondents agreed that small and new businesses can succeed and grow in the community, and that the county's industry mix is a good fit for the future. However, stakeholders in focus groups expressed a need for more "white collar jobs" in the area alongside the thriving manufacturing industry. Additionally, participants in both the survey and focus groups expressed concerns regarding the infrastructure needs in the county (especially roads), and its ability to support the needs of current and future businesses.

## Infrastructure

Infrastructure concerns dominated a large portion of the feedback received in focus groups and a significant area of consensus among survey respondents. Many identified infrastructure, especially surrounding road transportation, as the largest barrier to growth.

Stakeholders expressed a level of disconnect between planning and executing bodies, as well as challenges coordinating between the local and state level to acquire adequate funding and resources. Road congestion remains a sticking point for many residents but cannot be adequately addressed unless multiple bodies are able to coordinate and sufficiently fund projects on time.

Public transportation remains insufficient to many stakeholders, as well as an area of frustration among city-county leaders regarding staffing, funding, and federal regulation.

Public services are also inconsistent between the city and county, and development is often hindered by outdated infrastructure that increases costs and time investment into projects. Growth in some areas of the county is hindered by the jurisdiction's willingness to provide necessary utilities to support residential and commercial growth, especially in the western area of Montgomery County.

## Housing

Housing affordability was a primary concern for many stakeholders, citing the rising costs and low supply of rental and multi-family housing, as well as challenges for first-time home buyers. Survey respondents agreed that residents are not able to attain quality housing at a reasonable price point.

Stakeholders expressed support for strategies to support attainable housing, including potential inclusionary zoning and improving development approval processes. It was also noted that military families making up a significant number of households undoubtedly affect rental pricing.

## Tourism

Stakeholders associated with the tourism industry shared a largely positive outlook on Clarksville-Montgomery County's growth and investment in amenities and marketing. Participants expressed excitement regarding new facilities like the F&M Bank Arena and the increased capacity for the city to host sports tournaments, organize popular tourist itineraries, and efforts to better utilize the riverfront.

Challenges brought up by stakeholders largely surrounded a few key areas that may be falling behind. Participants expressed concern regarding the quality and supply of hotel options, both in focus groups and through the survey, and focus groups expressed an appetite for further investment in the riverfront, Downtown Clarksville, and surrounding areas. Additionally, stakeholders pointed out a potential threat regarding Clarksville's affordability for tourism workforce, as well as a lack of hospitality training programs in the area.

## Education

Stakeholders in the education space expressed a high level of confidence in the county's educational institutions and resources. Collaboration between Austin Peay State University, Nashville Community College, and TCAT has improved the region's ability to avoid losing students in the education pipeline through the Greater Together Campaign. The school district's high school academies provide excellent resources for students' college and career prospects.

The few challenges stakeholders identified in the county fall into two main categories. The first is continuing efforts to encourage students to stay and work locally after graduation, as many students leave Clarksville for Nashville, Atlanta, or Chicago. The other is the fact that rapid population growth is putting a strain on public school resources as the school district grows by 1,000 new students a year.

## City-County Collaboration

Stakeholders across various interest groups expressed concerns regarding collaborative efforts between the city and county governments. Participants saw redundancies in areas of work, as well as instances of one body investing in a project without the necessary support of the other. This has resulted in unfinished projects and incomplete planning. Stakeholders expressed a wish to see an increased willingness for City and County leaders to communicate more effectively and coordinate a consistent voice for the entire community from an advocacy perspective.



# SWOT ANALYSIS

# SWOT Analysis

The following SWOT analysis was developed through evaluating the findings from the discovery and stakeholder engagement process. A SWOT analysis provides a framework for entities to assess the strengths, weaknesses, opportunities, and threats in their environment. Identifying these factors aids in formulating effective strategies to leverage strengths, mitigate weaknesses, capitalize on opportunities, and address potential threats. This SWOT analysis was designed to contribute to the strategic planning efforts of the EDC as well as serve as a resource to other community-oriented partners and parties.



## Strengths

- Economic Growth
- Manufacturing Industry
- Local Entrepreneurship
- Educational Assets



## Opportunities

- Improving State and Federal Level Advocacy
- Fort Campbell Narrative
- Tourism Growth & Expansion



## Weaknesses

- City-County Coordination
- “White Collar” Job Attraction
- Labor Force Participation Barriers



## Threats

- Transportation and Infrastructure Barriers to Growth
- Leadership Lacking Long-Term Growth Planning & Implementation
- Housing Affordability



## **STRENGTHS**

### **Economic Growth**

Clarksville's rapid population growth, coupled with successful initiatives to bring large employers with high wage jobs into the area, has resulted in strong economic growth over the past years, including a strong post-COVID economic recovery and forecasted continued growth moving forward. The EDC has a strong list of recent project announcements that serve as important catalyst to growth.

#### **MANUFACTURING INDUSTRY**

A key factor in the county's economic growth stems from significant growth in the manufacturing industry. High value manufacturing jobs have brought new workforce and improved infrastructure to the area. While parts of the region have seen a decline in the industry -including specific declines in Montgomery County- Montgomery County remains a strong center and is forecasted to continue in that role.

### **Local Entrepreneurship**

Clarksville's business community has a strong entrepreneurial culture, a fact local stakeholders and leaders take considerable pride in. The county's ratio of new business applications per capita has consistently risen year over year, resulting in a thriving small and local business community. Stakeholders within the entrepreneurial and small business network feel supported and excited about supporting others.

### **Educational Assets**

Montgomery County boasts one of the best public school districts in the state and benefits from excellent post-secondary educational institutions situated locally. Austin Peay, Nashville Community College, and TCAT each provide essential services to the region, and growing collaboration between the three institutions and the K-12 schools continues to enrich that landscape.

## **WEAKNESSES**

### **City-County Coordination**

There is frustration among stakeholders related to how different levels of government communicate and work together, especially when it comes to prioritizing and advancing issues related to growth, infrastructure, housing, and safety. In 2018, there was a voter referendum to combine city and county municipal services, and voters rejected the referendum. This desire for a unified government approach still exists among many stakeholders. The minimum of four years has passed since last appearing on the ballot, making the issue eligible to be placed back on the ballot.

### **“White Collar” Job Attraction**

While Clarksville-Montgomery has been successful in attracting high-value manufacturing employers in recent years, the county desires to bring in high wage “white collar” jobs, and labor pool characteristics alone do not tell a story that supports this. There is potential to position residents and exiting military personnel as a source of labor for new and expanding companies with a higher “white collar” labor need, and it will require specific, dedicated efforts.

### **Labor Force Participation Barriers**

While labor force participation rates are largely within normative margins for a community of Clarksville's size and affluence, there remain a few key barriers limiting labor force participation for specific demographics. Notably, childcare options are both limited and expensive in the county, leading parents to opt out of workforce participation. Inadequate wages in hospitality and food service industries may also be impacting this group.

## **OPPORTUNITIES**

### **Improving State and Federal Level Advocacy**

Many of the goals and projects Clarksville-Montgomery County stakeholders want to pursue in the coming years require investment and collaboration on more than just the local level. State and Federal involvement and support will be essential in large infrastructure projects like road improvements, among others. Improving the strategies the community is utilizing to reach state and federal bodies and legislators and improved coordination at the local level can bolster the community's ability to attain the investment and resources needed to achieve long-term goals.

### **Fort Campbell Narrative**

Fort Campbell may be physically located in Kentucky, but it is clearly an asset for Clarksville-Montgomery County, and the community can do so much more to leverage Fort Campbell as a critical, unique component of the regional economy, both for business attraction and talent needs. Fort Campbell's active duty and exiting military population and their families are a fundamental part of Clarksville's community but are currently an underutilized asset in terms of labor force. Recognizing and leveraging these groups has the potential to fill unmet workforce demand, as well as enrich the overall talent pool in the region.

### **Tourism Growth and Expansion**

Clarksville's tourism pull has been a central focus for economic development in recent years and continues to boast opportunities for the county's future. Upcoming and ongoing projects like the conference center and the future Wings of Liberty Museum will open new avenues for tourism attractions. Pursuing this opportunity will mean continuing to invest in these and future projects, as well as the supporting businesses and infrastructure to support tourism. The conference center had several starts/stops over 20 or more years, and if the current plan underway with a development group is to be realized, a group like the EDC must keep the vision in focus, leverage tools, and keep partners coordinated to make it reality.

## **THREATS**

### **Transportation and Infrastructure Barriers to Growth**

Alongside housing, transportation and infrastructure are significant barriers to Clarksville-Montgomery County's continued growth. Traffic congestion is a rising concern among residents, and outdated utilities slow development, especially in unincorporated areas of the county. Complicating this barrier is the large portion of state and federal roads in the county, which require an increased level of coordination with state and federal entities to update or expand.

### **Leadership Lacking Long-Term Growth Planning & Implementation**

Past planning efforts exist to address the needs of the community, such as *Clarksville 2020+*, "a strategic document designed to guide transportation decisions within the fiscal reality of the City's budget." Many stakeholders expressed concern and uncertainty as to whether current planning efforts are enough or are moving forward at the speed that is needed to address the rapid growth and changing needs of the community.

A coordinated, long-range planning effort that involves leadership from key local partners like the City of Clarksville and Montgomery County is one way for the community to engage stakeholders, create a long-term plan to address growth, and set expectations for results and accountability.

### **Housing Affordability**

As the county's population has grown, it's become increasingly apparent that current housing stock, especially rental and multi-family, is not keeping up with demand. The county has a significant portion of cost-burdened households and little support in the way of affordable housing resources. Rising housing costs impact the ability of essential workforce to live in the community, and may discourage households from moving into the area, as well as exiting service members to remain in Clarksville. This is an issue that many communities across the country must address in order to retain population. This issue is of particular concern to the future of Clarksville-Montgomery County because of the rapid population growth and the importance of attracting and retaining talent to support current and future industry.



# STRATEGIC FRAMEWORK

# Strategic Framework

TPMA reviewed all insights developed from quantitative data review, stakeholder engagement, and the SWOT analysis exercise to develop key findings that guided the development of goals strategic recommendations for the EDC and Clarksville-Montgomery County. Recommendations are bundled into five areas of priority: Global Business Development, Tourism Development, Community Development, Talent Development, and Advocacy.

## KEY FINDINGS

1

### **IT'S TIME TO BE LOUD AND CONSISTENT ABOUT THE STORY AND NEEDS OF THE BUSINESSES IN CLARKSVILLE-MONTGOMERY COUNTY.**

The region has a compelling narrative that includes a great story of recent project wins, quality of life, and great potential for residents and businesses alike, and sharing that narrative is key to continuing this positive economic trajectory. If the region does not share its story far and wide, who will?

2

### **THE REGION HAS ENVIIOUS MOMENTUM FROM RECENT PROJECTS AND A STRONG REAL ESTATE PORTFOLIO FOR VARIOUS PRIMARY EMPLOYERS.**

Clarksville-Montgomery County is actively coordinating and winning transformative attraction and expansion projects, and a healthy real estate inventory has been pivotal to these successes. These are selling points for the community, but the community cannot rest on these laurels. For this momentum to continue, the region must continue to be aggressive and proactive, and that will include sustained attraction efforts, continued investment in a robust real estate portfolio, and more efforts to address current and future talent needs.

3

### **THE COMMUNITY IS PASSIONATE ABOUT ITS FUTURE AND FRUSTRATED BY BOTTLENECKS AND PACE OF NECESSARY INFRASTRUCTURE IMPROVEMENTS TO KEEP UP WITH POPULATION GROWTH AND INDUSTRY NEEDS.**

The EDC's stakeholder base is actively engaged in the community and truly cares about its future. Because of this network of engagement and perspectives, stakeholders can see bottlenecks and challenges that the community faces, especially with infrastructure and coordination among key partners/service providers. They have demonstrated their commitment to the community and its future through championing initiatives and investment in their companies and the Aspire Foundation, and they want to see that passion and commitment matched by public leadership and key partners.

4

### **FORT CAMPBELL IS AN UNRECOGNIZED TENNESSEE ASSET WITH A RICH STORY WAITING TO BE TOLD TO INDUSTRY, SITE SELECTORS, AND THE WORLD.**

More and more military communities are recognizing that the presence of an installation is a catalyst for innovation, economic growth, and stability, as well as a resource for talent that is often misunderstood and undersold. This community is no different, and opportunities like Bell Textron and veteran entrepreneurs tell a compelling narrative. Data does not readily exist to help site selectors and companies understand the potential of talent related to the Fort Campbell, and sharing that data in a convincing way can positively influence location decisions.

## Regarding Capacity

Tackling the following goals and tactics in new, ambitious ways will require an increase in both resources to spend on programmatic activity (like travel, marketing efforts, and contracts with specialized third parties) and staffing. This is especially important in the areas of talent development and advocacy where the EDC and its partners have made some limited investment to date. Two new full-time employees would be required at a minimum with a potential to expand with two or more additional employees as more labor-intensive talent programs and advocacy efforts are launched. Additionally, real estate projects are complicated and take significant staff hours and expertise to guide and complete, and an additional employee to bring real estate priorities to a successful conclusion is also recommended.



# Global Business Development

Global Business Development needs to build upon recent project wins and targeted industry profiles to feed and nurture its lead pipeline for additional attraction and expansion projects within the county. The community's success in this area relies on robust, shovel-ready real estate options, infrastructure upgrades, and talent availability. The EDC has played a critical role in past collaborative efforts to organize partners to bring real estate investment to fruition, like securing \$14 million from state and county partners in 2002 to buy land and place infrastructure for the South Industrial Park and coordinating nearly \$1 billion in investment from federal, state, and county partners in 2010 to spark the development of North Industrial Park. The EDC is uniquely positioned to identify and coordinate the region's next large, strategic municipal investment to increase the community's competitiveness from a real estate perspective.

1. Map out supply chains in partnership with new and established companies to determine specific targets for attraction/expansion efforts
2. Review real estate requirements for targeted industries and facilities with desirable wages (white-collar, research and development, etc.) and compare to existing real estate inventory to determine gaps/opportunities
3. Invest in real estate opportunities that increase appeal/decrease cost for business investment
4. Partner with a public relations firm to place projects wins on national and global platforms, telling the story of available land, accessible talent, and strategic placement
5. Coordinate closely with partners like Greater Nashville and the State of Tennessee to promote the region and the state at specific trade shows, market visits, etc.
6. Partner with groups like the Italian Trade Agency, the Korean Trade-Investment Promotion Agency (KOTRA), and Sister Cities International to communicate the business-friendly climate for foreign-based companies to locate in the region



# Implementation Framework: Global Business Development

## GOALS

- Enhance the lead attraction pipeline and expansion opportunities by building upon recent project wins and targeted industry profiles
- Increase the community’s competitiveness through the identification and completion of the next large, strategic municipal investment

Tactics	Timeline (Years)	Metrics for Success
1 Map out supply chains in partnership with new and established companies to determine specific targets for attraction/expansion efforts	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Supply chain maps for at least eight major employers</li> <li>• Opportunities identified and infused into annual attraction plans</li> </ul>
2 Review real estate requirements for targeted industries and facilities with desirable wages (white-collar, research and development, etc.) and compare to existing real estate inventory to determine gaps/opportunities	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Completed real estate inventory analysis with recommendations for at least two new real estate projects</li> </ul>
3 Invest in real estate opportunities that increase appeal/decrease cost for business investment	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Plans underway or complete for at least two new real estate projects</li> </ul>
4 Partner with a public relations firm to place projects wins on national and global platforms, telling the story of available land, accessible talent, and strategic placement	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Number of impressions in social media</li> <li>• Number of placements in national media</li> </ul>
5 Coordinate closely with partners like Greater Nashville and the State of Tennessee to promote the region and the state at specific trade shows, market visits, etc.	1 2 3 4 5	<ul style="list-style-type: none"> <li>• At least two out-of-state marketing trips with partners annually</li> </ul>
6 Partner with groups like the Italian Trade Agency, the Korean Trade-Investment Promotion Agency (KOTRA), and Sister Cities International to communicate the business-friendly climate for foreign-based companies to locate in the region	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Relationships and cadence for engagement established with representatives from key entities</li> <li>• At least three marketing trips involving foreign investment opportunities as key feature</li> </ul>

# Tourism Development

The current operations of Visit Clarksville include a good track record of leveraging marketing dollars effectively, including trying new markets and staying consistent in existing markets that are a good fit for tourist attraction, with comprehensive metrics shared regularly with its board. Recent dollars related to pandemic relief from state grants will continue to be an additional resource for tourism marketing efforts the next few years. Promotion of Clarksville-Montgomery County to existing and new markets that are a good fit should continue. Another opportunity to enhance outcomes related to tourism attraction is the expansion of niche offerings to attract visitors around themed itineraries or weekends (to increase overnight stays). Potential themes include Welcome Home and targeted groups like hunters and pet owners.

There is also need and opportunity to demonstrate additional leadership in tourism development through playing an active role in helping the community explore and secure offerings and facilities that are currently not offered in Clarksville-Montgomery County, like dedicated space for larger conference groups, solutions that enhance Downtown Clarksville as a destination (with overnight stays), and improved RV/camping facilities. These tangible projects have great potential to bring more tourist growth to the region.

1. Explore new ways and new markets to position Clarksville-Montgomery County for tourist attraction, and expand niche offerings for special groups
2. Complete current efforts to bring the 69-acre conference center complex from vision to reality
3. Complete feasibility study to determine viability of one or more downtown hotels
4. Review the community's venue and lodging inventory, identify gaps/barriers to attracting specific groups, and advocate for inventory additions based on the case for economic impact





## Implementation Framework: Tourism Development

### GOAL

Increase tourism-related dollars in the region through expansion of marketing efforts and physical offerings that attract new tourists and increase the conversion of overnight stays

Tactics	Timeline (Years)					Metrics for Success
1 Explore new ways and new markets to position Clarksville-Montgomery County for tourist attraction, and expand niche offerings for special groups	1	2	3	4	5	<ul style="list-style-type: none"> <li>Annual plans for marketing placement with metrics to measure impact of individual campaigns</li> <li>Establish at least three new niche offerings with metrics to track success</li> </ul>
2 Complete current efforts to bring the 69-acre conference center complex from vision to reality	1	2	3	4	5	<ul style="list-style-type: none"> <li>Groundbreaking and ribbon cutting of the conference center by 2029</li> </ul>
3 Complete feasibility study to determine viability of one or more downtown hotels	1	2	3	4	5	<ul style="list-style-type: none"> <li>Complete feasibility study by 2026</li> <li>Go/no-go decision to pursue recommendations by 2027</li> </ul>
4 Review the community's venue and lodging inventory, identify gaps/barriers to attracting specific groups, and advocate for inventory additions based on the case for economic impact	1	2	3	4	5	<ul style="list-style-type: none"> <li>Inventory complete by 2027</li> <li>Efforts to address at least two critical gaps/barriers launched by 2028</li> </ul>

# Community Development

Organizations driven by business and community leaders have an inherent ability to convene diverse stakeholders to discuss and tackle hard, complex problems facing the community's future. The EDC and its partners should continue to serve as a convener and enabler of local interests, discord, and solutions related to economic development opportunities and barriers. One specific issue that needs more attention, coordination, and innovation is accessible housing for all individuals and families, especially those wanting to participate in the workforce. This is necessary to maintain the region's competitive advantage related to wages.

Additionally, the region has a great asset in their entrepreneurial and small business base. This important sector of the business community is creative, invested, and critical to the spirit and charm of Clarksville-Montgomery County. Continued support of entrepreneurs and small businesses will attract and retain additional dollars in the region.

1. Convene partners to determine collaborative paths forward to increase stakeholder confidence in the community's ability to tackle growth challenges related to housing, transportation infrastructure, and walkability
2. Sponsor a full housing needs assessment for Montgomery County
3. Advocate for and support placemaking efforts that specifically enhance tourism and business interests:
  - Trails & walkability
  - Downtown experiences
  - Riverfront experiences
4. Adopt the Kauffman Foundation framework to map the assets of the community's entrepreneurial ecosystem
5. Coordinate with community partners to develop strategy to address gaps or enhance services for entrepreneurs
6. Provide entrepreneurs and small businesses with access to low- or no-cost data to aid with decision making



## Implementation Framework: Community Development

### GOALS

- Address important issues facing the future of the community by leaning into the EDC’s ability to serve as a convener and enabler of local interests, discord, and solutions related to economic development opportunities and barriers
- Promote data-informed decision making on important economic development issues like housing availability and affordability
- Strengthen the community’s vibrancy through the support and promotion of entrepreneurs and small businesses

Tactics	Timeline (Years)	Metrics for Success
1 Convene partners to determine collaborative paths forward to increase stakeholder confidence in the community’s ability to tackle growth challenges	1 2 3 4 5	<ul style="list-style-type: none"> <li>• At least three growth challenges identified by 2025</li> <li>• Measurable progress towards addressing growth challenges, tied to EDC’s convening and advocacy efforts</li> </ul>
2 Sponsor a full housing needs assessment for Montgomery County	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Completion of study by 2026</li> </ul>
3 Advocate for and support placemaking efforts that specifically enhance tourism and business interests: Trails & walkability Downtown experiences Riverfront experiences	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Measurable progress toward at least three placemaking efforts by 2028</li> </ul>
4 Adopt the Kauffman Foundation framework to map the assets of the community’s entrepreneurial ecosystem	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Completed asset map by 2026</li> </ul>
5 Coordinate with community partners to develop strategy to address gaps or enhance services for entrepreneurs	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Measurable improvement of access and service provision of at least three of the seven KF pillars by 2029</li> </ul>
6 Provide entrepreneurs and small businesses with access to low- or no-cost data to aid with decision making	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Adoption of at least one small business data sources/tools by 2025</li> <li>• Number of unique visitors to sources/tools quarterly</li> </ul>

# Talent Development

The EDC shared during preparation for this project that they wished to expand upon past strategic planning efforts to place more resources and intention in the workforce and talent development space. The process confirmed that a renewed, enhanced commitment to understanding and meeting the talent needs of existing and future primary employers is critical to the competitiveness and economic development success of the region in the present and in the future. The EDC is poised to take a new, active role in telling the story of existing talent to meet the needs of new and existing businesses, especially with unique talent assets with a more complicated story, such as exiting military, veterans, and family members of active duty military.

Additionally, companies need assistance *today* in recruiting talent to the region. Nearly every industry has this need, especially for highly skilled in-demand professionals in positions like medical practice, manufacturing leadership, and professional services. The EDC and its partners can launch new talent programs that bring value to chamber members quickly and immediately with various avenues of attracting talent, including internships, apprenticeships, and support during the recruitment process.

1. Partner with Fort Campbell to translate the various skills, leadership qualities, and experiences of exiting military personnel into several “talent profiles” that can be used to advance business attraction and expansion interests with site selectors and targeted industries
2. Adopt and facilitate a sector partnership strategy to convene businesses by key industry and empower industry-led solutions to current and future talent needs
3. Develop a suite of talent services available to increase “stickiness” of current and potential talent in the Clarksville-Montgomery County region:
  - a. Concierge service to assist employers with recruiting executives and their families, assisting new individuals and families with finding their fit in the community
  - b. Summer internship program (in partnership with APSU for a fun, affordable housing solution) to help interns fall in love in the community as they gain experience with the employer
  - c. Launch a “boomerang” campaign to encourage individuals and families with connections to the area (grew up there, went to college there, served at Fort Campbell, etc.) to come back and choose the region for the next chapter of their lives
  - d. Partner with Workforce Essentials to improve employer participation in apprenticeships programs
  - e. Partner with veteran-specific workforce services like *Hiring Our Heroes* (US Chamber of Commerce) and *SkillBridge* (Department of Defense) to increase retention of talented veterans and their family members in Clarksville-Montgomery County
4. Partner with a PR firm to strategically place the value proposition of talent in Clarksville-Montgomery County in national publications and media outlets
5. Continue to monitor the childcare needs in Clarksville-Montgomery County and advocate for increased affordable childcare solutions for residents and employees

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## WHAT IS A SECTOR PARTNERSHIP?

According to the National Skills Coalition, sector partnerships “convene multiple employers in an industry with education, training, labor, and community-based organizations to close skill gaps. An organization with industry expertise, capacity, and credibility among partners is chosen to play a convener role. While employers do not typically convene partnerships, their leadership and engagement is critical for developing strategies that respond to industry’s workforce needs.”

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# Implementation Framework: Talent Development

## GOALS

- Improve the community’s competitive position through active storytelling of existing talent, with particular focus on talent related to presence of Fort Campbell
- Support the recruiting efforts of existing businesses with programming that helps connect potential talent with the community

Tactics	Timeline (Years)	Metrics for Success
1 Partner with Fort Campbell to translate the various skills, leadership qualities, and experiences of exiting military personnel into several “talent profiles”	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Marketing-ready materials of at least three different “talent profiles” by 2025</li> </ul>
2 Adopt and facilitate a sector partnership strategy to convene businesses by key industry and empower industry-led solutions to current and future talent needs	1 2 3 4 5	<ul style="list-style-type: none"> <li>• First sector partnership launched by 2026, second by 2028</li> <li>• Metrics related to intervention identification, execution, and impact</li> </ul>
3 Develop a suite of talent services available to increase “stickiness” of current and potential talent in the Clarksville-Montgomery County region:	1 2 3 4 5	
4 a) Concierge service	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Pilot launched by 2026</li> <li>• Number of candidates enrolled/ served annual</li> <li>• Number of candidates that accept job offer from company</li> <li>• Increase in chamber membership revenue</li> </ul>
b) Summer intern program	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Pilot launched by 2027</li> <li>• Number of interns enrolled</li> <li>• Increased likelihood of accepting a job in the region</li> <li>• Number of job offers extended and accepted</li> <li>• Increase in chamber membership revenue</li> </ul>
c) “Boomerang” campaign	1 2 3 4 5	<ul style="list-style-type: none"> <li>• Campaign launched in 2027</li> <li>• Metrics related to impressions, publications, etc.</li> <li>• Number of residents/families that relocate back to the area</li> </ul>

Tactics		Timeline (Years)					Metrics for Success
	d) Apprenticeship support	1	2	3	4	5	<ul style="list-style-type: none"> <li>• Number of local residents enrolled in apprenticeship programs</li> <li>• Number of companies hosting apprentices</li> <li>• Number of job offers extended and accepted</li> </ul>
	e) Veteran-specific workforce program support	1	2	3	4	5	<ul style="list-style-type: none"> <li>• Number of individuals matched with employers</li> <li>• Number of job offers extended and accepted</li> </ul>
5	Partner with a PR firm to strategically place the value proposition of talent in Clarksville-Montgomery County in national publications and media outlets	1	2	3	4	5	<ul style="list-style-type: none"> <li>• Number of impressions in social media</li> <li>• Number of placements in national media</li> </ul>
6	Continue to monitor the childcare needs in Clarksville-Montgomery County and advocate for increased affordable childcare solutions for residents and employees	1	2	3	4	5	<ul style="list-style-type: none"> <li>• Annual “state of childcare” report to the community</li> <li>• At least two new childcare solutions identified and championed by 2027</li> </ul>

# Advocacy

Some of the greatest opportunities, weaknesses, and threats in front of Clarksville-Montgomery County will require significant, ongoing engagement with other entities with decision making abilities, primarily regulatory and legislative bodies at local, state, and federal levels of government. The business community of Clarksville-Montgomery County does not have one unified voice representing their interests on issues like transportation, workforce, military affairs, and business climate. Especially with Clarksville about to claim the spot as the fourth largest city in the state, it is time to add a layer of coordinated advocacy within the EDC and its partner organizations. When advocacy efforts are housed within a chamber of commerce, it opens a unique value proposition that no other organization in the region will be able to offer.

An advocacy program with dedicated staff and resources and reorganized stakeholder committees can determine the most important advocacy-based needs and develop specific strategy with coalition implementation to yield outcomes that enhance economic development activities and improve confidence in the ability of community leadership to tackle tough, important issues critical to responsible economic growth that enhances outcomes for businesses and quality of life for residents.

The EDC and its partner organizations have a very special asset with an existing suite of committees with specific areas of interest, such as government affairs and military affairs. These committees should be closely examined and re-configured to best position Clarksville-Montgomery County for success with advocacy efforts. Increased staffing to create strategy and lead day-to-day outreach is important, but few things are more powerful than an engaged group of business leaders organized around an advocacy topic or legislative agenda, actively participating in advocacy efforts.

Lastly, the City of Clarksville has deep confidence in the EDC's ability to lead the community's economic development initiatives. While this endorsement of the EDC's capabilities is an asset to the region, it leaves the unanswered question of what the City's role is in economic development leadership. An even greater asset would be a dynamic team of collaborative leaders that all present as informed, engaged, and unified with a common vision of economic success for the community.

1. Dedicate resources toward proactive outreach with key stakeholders and decision makers: military relations, state and federal legislation affecting local businesses and community development, collaborative partners with coalition building potential (Greater Nashville and other chambers/EDOs)
2. Reorganize committee structures, purposes, and representatives to better position the organization for advocacy and influence
3. Champion local advocacy-based needs and develop specific coalition-based strategies to yield outcomes that enhance community competitiveness and economic development outcomes
4. Invite the City of Clarksville to take a defined, more active role in economic development program leadership and execution
5. Hire a firm to review the voter sentiment for pursuing a unified government approach between City of Clarksville and Montgomery County. If recommended, own the efforts to campaign for the successful passing

## Implementation Framework: Advocacy

### GOALS

- Achieve desired outcomes on key infrastructure, workforce, military, and business climate issues through full-time active engagement with state and federal regulatory agencies and legislative bodies
- Maximize the asset of stakeholder engagement by recreating and energizing pathways for stakeholder participation in advocacy and economic development efforts in unified, capacity-building ways

Tactics	Timeline (Years)					Metrics for Success
1 Dedicate resources toward proactive outreach with key stakeholders and decision makers	1	2	3	4	5	<ul style="list-style-type: none"> <li>• Hiring of qualified staff in 2025, adoption of advocacy outreach goals in annual program of work</li> <li>• Tracking of visits with key regulatory and elected officials as identified</li> <li>• Secure contracts with two professional powerbrokers (Democrat, Republic) to advance legislative agenda interests in Nashville by 2028</li> </ul>
2 Reorganize committee structures, purposes, and representatives to better position the organization for advocacy and influence	1	2	3	4	5	<ul style="list-style-type: none"> <li>• Adoption of annual legislative agenda</li> <li>• Completion of committee overhaul, committee leadership committed to annual goals in annual program of work</li> </ul>
3 Champion local advocacy-based needs and develop specific coalition-based strategies to yield outcomes that enhance community competitiveness and economic development outcomes	1	2	3	4	5	<ul style="list-style-type: none"> <li>• Measurable progress toward at least three local efforts (transportation projects, housing, etc.) by 2028</li> </ul>
4 Invite the City of Clarksville to take a define, more active role in economic development program leadership and execution	1	2	3	4	5	<ul style="list-style-type: none"> <li>• MOU between City and the EDC related to economic development leadership and program execution</li> </ul>
5 Continue to monitor the childcare needs in Clarksville-Montgomery County and advocate for increased affordable childcare solutions for residents and employees	1	2	3	4	5	<ul style="list-style-type: none"> <li>• Annual “state of childcare” report to the community</li> <li>• At least two new childcare solutions identified and championed by 2027</li> </ul>



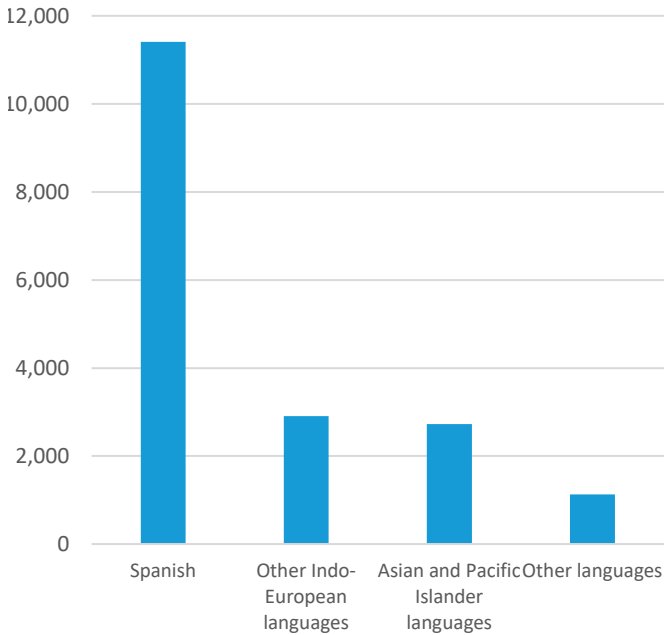


# APPENDIX

# Appendix A – Additional Data Elements

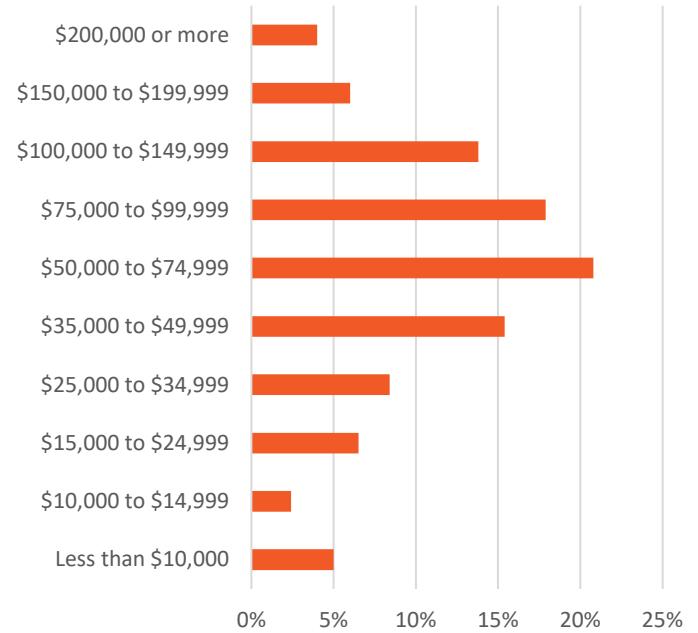
This appendix includes additional data elements that were reviewed and analyzed during the discovery process. While all of these elements are insightful and important to consider to both better understand the Clarksville-Montgomery County area and look nuances within the community, these elements did not directly contribute to key findings in this report.

**EXHIBIT 25: LANGUAGES OTHER THAN ENGLISH SPOKEN IN THE HOME, 2021**



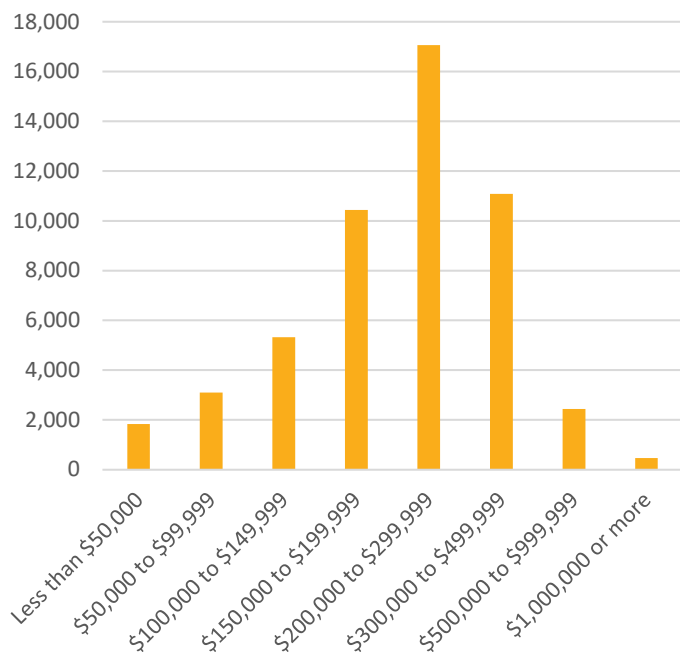
Source: DP02 Selected Social Characteristics in the United States 2021: ACS 5-Year Estimates Selected Population Data Profiles

**EXHIBIT 26: MONTGOMERY COUNTY INCOME DISTRIBUTION, 2021**



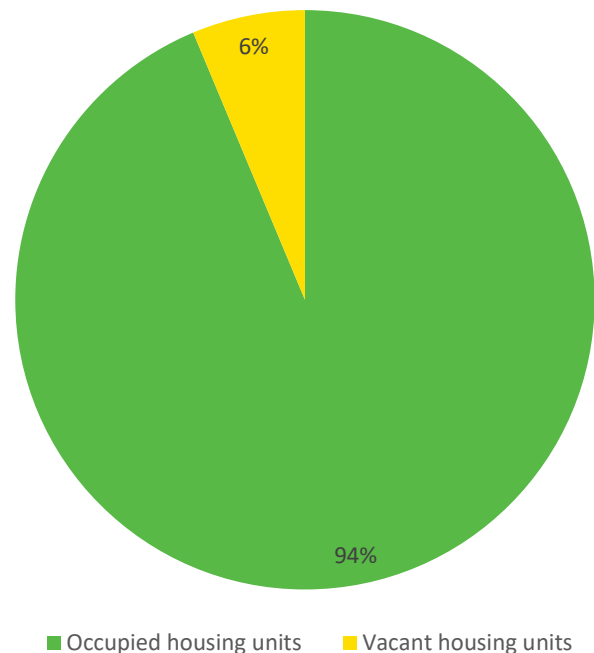
Source: S1901 Income in the Past 12 Months (In 2021 Inflation-Adjusted Dollars) 2021: ACS

**EXHIBIT 27: MONTGOMERY COUNTY HOME VALUES, 2021**



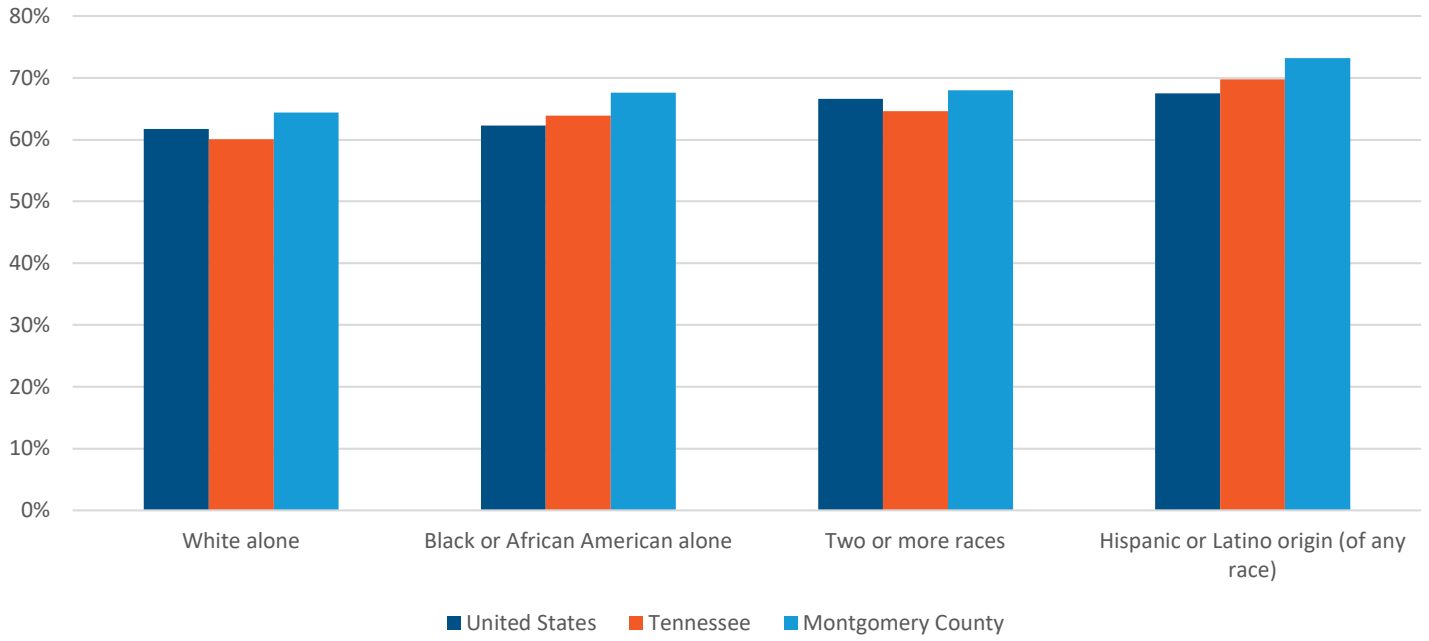
Source: DP04 Selected Housing Characteristics 2021: ACS 1-Year Estimates Subject Tables

**EXHIBIT 28: MONTGOMERY COUNTY HOUSING UNIT VACANCIES, 2021**



Source: DP04 Selected Housing Characteristics 2021: ACS 1-Year Estimates Subject Tables

**EXHIBIT 29: LABOR FORCE PARTICIPATION BY RACE AND ETHNICITY (POPULATION 16 AND OLDER), 2021**



Source: S2301 Employment Status 2021: ACS -Year Estimates Subject Tables



# Appendix B – Additional Manufacturing Job Data

This appendix contains a more detailed data set related to job growth and decline within the subsectors of the manufacturing industry in both Montgomery County and the Clarksville MSA

## EXHIBIT 30: MONTGOMERY COUNTY MANUFACTURING INDUSTRIES (3-DIGIT NAICS CODE) HIGHEST TO LOWEST GROWTH 2018-2022

Description (NAICS Code)	2018 Jobs	2022 Jobs	2018 – 2022 Change	2018 – 2022 % Change	2022 GRP Earnings
Machinery Manufacturing (333)	313	1,149	836	268%	\$662,186
Plastics & Rubber Products Manufacturing (326)	697	990	293	42%	\$103,056
Furniture and Related Product Manufacturing (337)	35	248	212	601%	\$1,149,976
Electrical Equipment, Appliance, & Component Manufacturing (335)	321	498	177	55%	\$1,847,264
Beverage & Tobacco Product Manufacturing (312)	179	297	118	66%	\$101,266,307
Primary Metal Manufacturing (331)	166	277	110	66%	\$77,716,847
Fabricated Metal Product Manufacturing (332)	141	247	105	74%	\$12,991,108
Wood Product Manufacturing (321)	106	194	88	83%	\$48,527,808
Chemical Manufacturing (325)	50	102	52	105%	\$17,189,808
Nonmetallic Mineral Product Manufacturing (327)	601	637	36	6%	\$21,271,341
Miscellaneous Manufacturing (339)	71	64	-8	-11%	\$17,294,119
Food Manufacturing (311)	48	35	-13	-27%	\$11,131,714
Paper Manufacturing (322)	230	157	-73	-32%	\$11,559,316
Printing and Related Support Activities (323)	245	158	-87	-35%	\$49,941,285
Textile Mills (313)	303	116	-186	-62%	\$4,440,972
Textile Product Mills (314)	818	407	-411	-50%	\$1,517,033
Transportation Equipment Manufacturing (336)	1,348	433	-915	-68%	\$18,373,070
	<b>5,672</b>	<b>6,009</b>	<b>334</b>		<b>\$467,660,899</b>

Source: Lightcast Industry Tables, 2023

**EXHIBIT 31: CLARKSVILLE MSA MANUFACTURING INDUSTRIES (3-DIGIT NAICS CODE) HIGHEST TO LOWEST GROWTH 2018-2022**

Description (NAICS Code)	2018 Jobs	2022 Jobs	2018 – 2022 Change	2018 – 2022 % Change	2022 GRP Earnings
Machinery Manufacturing	1615	2477	862	53%	210,835,924
Electrical Equipment, Appliance, and Component Manufacturing	441	830	389	88%	\$75,702,191
Fabricated Metal Product Manufacturing	708	900	192	27%	\$61,309,499
Furniture and Related Product Manufacturing	103	272	169	164%	\$14,176,483
Chemical Manufacturing	224	331	107	48%	\$34,549,078
Wood Product Manufacturing	314	372	57	18%	\$20,222,831
Apparel Manufacturing	120	154	34	28%	\$9,383,010
Food Manufacturing	394	417	23	6%	\$31,894,965
Beverage and Tobacco Product Manufacturing	489	511	21	4%	\$29,374,263
Plastics and Rubber Products Manufacturing	1280	1298	19	1%	\$97,006,028
Primary Metal Manufacturing	506	492	-14	-3%	\$37,982,851
Paper Manufacturing	268	232	-36	-14%	\$24,121,821
Nonmetallic Mineral Product Manufacturing	1044	1002	-42	-4%	\$81,732,292
Printing and Related Support Activities	255	183	-72	-28%	\$10,387,213
Textile Mills	443	231	-211	-48%	\$18,481,747
Miscellaneous Manufacturing	379	128	-250	-66%	\$9,014,831
Textile Product Mills	818	407	-411	-50%	\$20,981,433
Transportation Equipment Manufacturing	3764	2383	-1381	-37%	182,700,870
	<b>13,165</b>	<b>12,620</b>	<b>-544</b>		<b>\$969,857,330</b>

Source: Lightcast Industry Tables, 2023



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