THE HORIZON INITIATIVE

CROSSVILLE-CUMBERLAND COUNTY

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The Horizon Initiative is a collaborative effort between the City of Crossville, the City of Pleasant Hill, the City of Crab Orchard, Cumberland County, Crossville-Cumberland Chamber of Commerce, and the Cumberland County Board of Education.

The visioning component of nineteen venues was initiated by the City Manager, David Rutherford; J. Bradley Allamong, CEO/President of the Chamber of Commerce; and Valerie Hale, Assistant City Clerk. The visioning component led to the Community Plan & Implementation Strategy. A steering committee was appointed to review the Community Plan & Implementation Strategy. The steering committee will be the responsible entity for oversight of the Implementation Strategy.

Steering Committee Members

Casey Cox, Cumberland County Sheriff
Christie Thompson, Cumberland County Board of Education
Drew Shelley, First United Methodist Church
Ed Camera, CoLinx
Janice Poole, Roane State Community College
Jeremy Biggs, Covenant Health/Cumberland Medical Center
Jerry Young, Tennessee College of Applied Technology
Elizabeth Denton, Ph. D., Organizational Counseling Psychologist
Nancy Burns, Ph. D., President-Crain Burns Associates, LLC
Pauline Sherrer, Crossville Chronicle
Rebecca Stone, Cumberland County Commission
Sharron Eckert, Arts Community, Uplands Village Resident
James Mayberry, Crossville Mayor, Ex-Officio
Diane Savage, Pleasant Hill Mayor, Ex-Officio
Emmett Sherrill, Crab Orchard Mayor, Ex-Officio
Kenneth Carey, Cumberland County Mayor, Ex-Officio

January 11, 2016

The City of Crossville and Cumberland County's Community Plan & Implementation Strategy is the result of 12 months of extensive community consultation and will guide our community's journey towards achieving our needs and aspirations in a more sustainable Crossville-Cumberland County.

The Community Plan & Implementation Strategy will assist Crossville-Cumberland County in its planning by ensuring that the activities and services delivered are prioritized in line with expectations of our community. The plan also acts as an enabler for our whole community in terms of how everyone can contribute to the delivery of the plan.

The Community Plan & Implementation Strategy does not only guide the future projects and activities undertaken, but also provides the public and the business community with a clear view of the community's aspirations for its future.

The Community Plan & Implementation Strategy advises how to confront the major challenges of the future, including improving education and economic outcomes, providing essential community infrastructure, and ensuring that we maintain the social fabric that will make Cumberland County a desired place to live.

The plan will help deliver on our vision to be a place where our community is proud, inspired, inclusive and innovative where we respect our connections to the past and create a great future.

We would like to thank our community for participating in developing the Community Plan & Implementation Strategy and look forward to embarking on a new chapter in our exciting journey towards a vibrant and sustainable Crossville-Cumberland County.

James Mayberry, Mayor, City of Crossville

Kenneth Carey, Jr., Mayor, Cumberland County

J. Bradley Allamong, Crossville-Cumberland County Chamber of Commerce

Diane Savage, Mayor, Pleasant Hill

Emmett Sherrill, Mayor, Crab Orchard

Donald Andrews, Cumberland County Board of Education

CROSSVILLE-CUMBERLAND COUNTY

THE HORIZON INITIATIVE

Foreword

The health, vitality, and growth of any community is a complicated blend of many elements. Moving into a bright future requires a deep understanding of the complex fabric of our community. There are no quick fixes, solo-government initiatives, or one dimensional strategies which can make any real difference in how our life together is made better and more healthy.

What is offered in this plan is a comprehensive strategy designed to guide our growth and movement in an exciting, positive direction over the next decade and a half! There are lots of moving parts – and the plan will require the commitment of every citizen and institution in our county. *The dream is too big for any one person or group to realize, but together, we can do this!*

Drew Shelley, Senior Pastor
First United Methodist Church
Steering Committee Member

Challenges We Face

Our community faces a wide range of challenges including:

- Workforce issues
- Aging population
- Large percentage of citizens living below the poverty line
- Social and cultural issues, such as drug abuse & domestic violence
- Limited economic development opportunities
- Vast number of minimum wage service jobs
- Low per capita income
- Low median household income

Civic Leadership

One of the key focus areas in the community plan is leadership. The County and its cities (Crossville, Crab Orchard, and Pleasant Hill) have been working together throughout the visioning and strategic planning program.

The County, Cities, Chamber of Commerce, and the Board of Education have spent more than a year planning the approach that would be used to solicit public participation for the planning exercise.

Cumberland County, Tennessee

Cumberland County is located atop the Cumberland Plateau and is made up of three municipalities, eight unincorporated communities, and many natural areas and state parks. We also have a part of the nationally protected Obed Wild and Scenic River in our county.

Cumberland County covers an area of 685 square miles with the county seat, Crossville, covering 22 square miles.

During the 1930s, as part of President Roosevelt's New Deal, Cumberland Homesteads was established just outside of Crossville. The program provided land and houses for 250 impoverished families. Many of these houses still remain today and have great historical value. Cumberland Mountain State Park was built as part of this project.

We are home to national and international business entities, such as TAP Publishing, MasterCorp, Crossville Ceramics, StonePeak, and CoLinx. We are served by Interstate 40 east/west and US Highways 127 and 70. We are strategically located near Nashville, Knoxville, Oak Ridge, and Chattanooga. We have air service available at our Crossville Memorial Airport.

We are fortunate to have a variety of retiree communities in Cumberland County such as Fairfield Glade, with its five golf courses and Lake Tansi, which also has a golf course. Cumberland Cove offers natural beauty and a golf course too. Uplands Village, which evolved from an American Missionary Association project, is a unique community with a unique location. Uplands is home to many missionarieswho have served all over the world.

Crossville is home to a military museum that can compete with any in the country. The Cumberland County Playhouse, one of the largest non-profit professional theaters in rural America is here and serves more than 165,000 visitors annually. The arts community is active and offers workshops, events, and activities to encourage personal development through creativity. Also, the public library is truly a treasure for the community and a beautiful downtown attraction.

The County has two public high schools and nine elementary schools, and two private schools. Brown Elementary was recognized as the best school in the state of Tennessee in 2013.

Cumberland County has an expanding health care system with the hospital being owned by Covenant Health.

Cumberland County's Education and Employment Outlook

Cumberland County is a great place to live; however, it faces a range of socio-economic challenges. This includes the need for diversifying its industry base, and improving its education, workforce, and employment outcomes.

Cumberland County traditionally has been a community with an average unemployment rate of 8%.

Cumberland County's high school graduation rate in 2014 was 93%, a slight increase from 92.8% in 2013.

Those having a high school degree are 83% of the overall population (according to U.S. census information), with 14.5% having a bachelor's degree and higher. This number could be attributed to the high number of retirees relocating to Cumberland County.

Income Information

Mean Household Income	$49,004
Median Household Income	$37,188
Per Capita Income	$21,141
Persons living below poverty level	17.6%
Mean Retirement Income	$23,499
Family Income:	
Less than $10,000	855
$10,000 to $14,999	614
$15,000 to $24,999	2,189
$25,000 to $34,999	1,941
Less than $35,000	34.5%
Median Family Income	$43,611
Mean Family Income	$57,970

Source: 2009-2013 American Community Survey, U.S. Census Bureau

Aging Population & Retiree Location

Cumberland County started seeing an increase in retirees in the early 1990s due to Fairfield Glade, Lake Tansi, Uplands, and Cumberland Cove retirement communities. Now that the baby boomers have started turning 65 years old, these numbers are increasing. Retirees are a low tax burden and an invaluable asset to our community because of their volunteer hour contributions and sales tax base. While retirees are a blessing to the community, it comes with a responsibility. As the baby boomers age, they will require more care. According to the Eldercare Workforce Alliance, it is estimated that by 2030, 3.5 million additional health care professionals and direct-care workers will be needed in America and certainly Cumberland County will not be exempt. While this will provide stable jobs, these are typically low paying service jobs.

In Crossville and Cumberland County, the retirement community represents approximately 30% of the county's property tax revenue. The retirement communities have over 10,000 residents and the population is growing. The retirees have had a direct impact in property tax increases since 1998 of over 25%, direct impact on bank deposits, retail sales, volunteer pool and is non-taxing on the school system and other infrastructure.

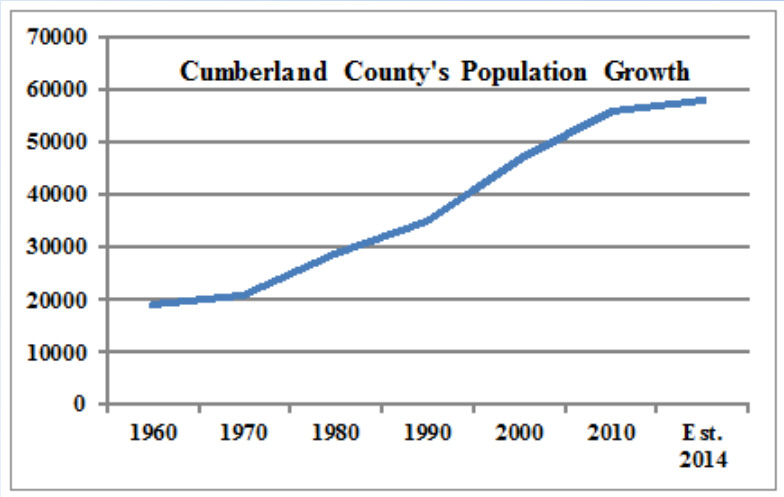
In 1970, total property assessment per capita in Cumberland County was about 25% lower than in peer counties. This situation has been reversed with Cumberland County more than 35% higher. The greater fiscal capacity can be used to either increase spending per capita or reduce tax rates, or both. Expenditures per capita are significantly lower in Cumberland County than in peer counties. This is likely due, at least in part, to efficiencies associated with Cumberland County's larger overall population level and the fact that the retirement communities provide some public services for their residents. However, it seems clear that Cumberland County has chosen to use its enhanced fiscal capacity primarily to keep property taxes low. Cumberland County's tax rate is $1.5275 per $100 assessed value and the City of Crossville's tax rate is 0.63 per $100 assessed value.

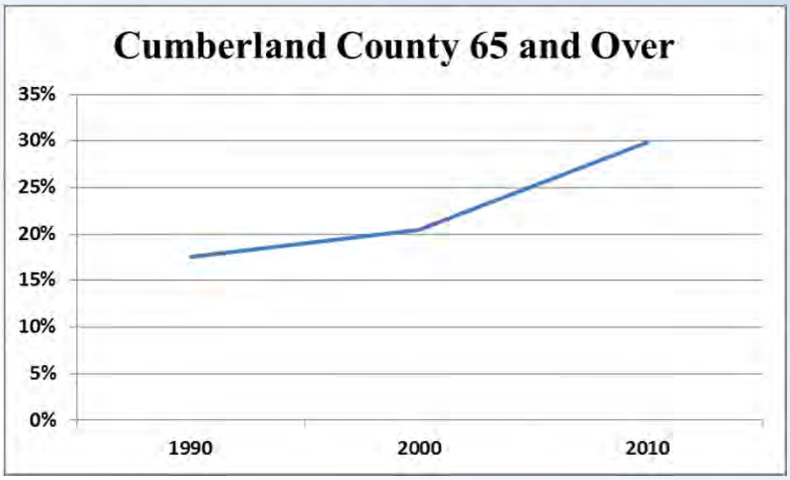
Source: The Long Term Impacts of Retiree In-Migration on Rural Areas: A Case Study of Cumberland County, Tennessee, January 2007.

Cumberland County's Long Term Growth

Today, after more than half a century of non-stop rapid growth, Cumberland County's population is estimated to be 57,985 in 2014.

The following table shows overall population growth is continuing to escalate because of retirees & baby boomers. In 2010-2014, there was a 2.5% overall growth in Cumberland County, the highest of all the Upper Cumberland counties. The 65 and over population increased 10% from 2000-2010.





Cycles of Cultural Art Leadership

Several organizations over the years have been formed with generic missions, meaning not limited to one art skill, to "demonstrate the enriching value of art forms in the life of the community in order that the inhabitants of Crossville and the surrounding environs might experience a more comprehensive, innovative cultural life".

As these organizations diminished, representatives of various cultural art organizations began meeting on a regular monthly basis, again with a "generic" purpose seeking to encourage the efforts of a multitude of arts organizations and individuals. Printed publicity materials are distributed, verbal announcements made, educational segments are stimulating, and networking occurs.

Future? The future is still to be determined. In the meantime, several other non-profit organizations are expanding their missions. Several of the musical organizations, such as the Cumberland County Chorus, Cumberland County Community Band, Southern Stars Symphonic Brass, provide scholarships and other educational opportunities. The Art Guild at Fairfield Glade has expanded its activities and outreach programs. The C.A.T.S. Cumberland Artists of Tennessee Studio/Gallery, organized as a cooperative business, is expanding its programming. The Art Circle Library has greatly increased its program opportunities to include many venues and activities.

Cumberland County is home to at least fifty organized cultural arts groups, which does not even count the number of small musical groups, sewing circles, or literary groups. New groups with new specialties are forming all the time. All of this cultural arts activity is to be celebrated, nurtured, and encouraged as one part of our great life here in Cumberland County, Tennessee.

Source: Article for Crossville Life, Sharron Eckert

It is recognized that since the arts is such a vital part of the community, there should be an effort to organize and formalize a functioning arts council.

Community Engagement (Visioning) Process

The County, Cities, Board of Education, and Chamber of Commerce chose to ask citizens to help identify concerns in the community both current and future concerns. A visioning process was developed that would be used at all meetings. The visioning process asked three questions:

- Where are we now?
- Where are we going?
- Where do we want to be?

For each question, the meeting participants delved into four general areas of discussion:

- Community Values (lifestyle, beliefs, family influence)
- Workforce (education, career development, job placement, availability of jobs)
- Social (healthcare, child care, religion, entertainment, recreation opportunities, addiction, and domestic violence)
- Cultural (traditions/heritage, expectations/opportunities)

It was decided to hold visioning sessions at each of the elementary schools, two high schools, Fair Park Senior Center, Fairfield Glade, and Uplands Retirement Village to gain further insight into the individual communities' priorities, concerns, and goals.

During the visioning sessions, the mayors and other elected city and county officials served as scribes for recording citizen comment.

At the two initial sessions held at the high schools, there were students that attended. What we discovered was that their input and frankness needed to be incorporated into the overall plan. This prompted the decision to ask the school administration if there could be an opportunity to have visioning sessions with sophomores and eighth grade students and permission was granted. Two 8th grade classes and two sophomore classes participated.

At the conclusion of the visioning process, 15 public opportunities had been completed, as well as four sessions with students for a total of 19 sessions with over 500 participating. The sessions provided the basis for the Community Plan & Implementation Strategy.

Reading the Plan

Aligning with the Community Plan, its Implementation Strategy is built on the following Key Focus Areas (KFAs):

- Social
- Economic
- Infrastructure
- Identity
- Leadership
- Organizational Excellence

Strategies have been set out under each Key Focus Area, which have been derived through extensive community consultation and the community's vision and long term strategy.

Under each strategy are Strategic Initiatives, which are the broad actions the community will undertake to achieve the aspirations outlined in the Community Plan.

The Community Plan is designed to reflect the community's broad vision, values, and aspirations for the future and will determine the community's priorities for the next decade and a half.

The Implementation Strategy outlines specific detailed actions to be undertaken by the City and County governments, existing agencies, and groups that will move the entire community forward.

Our Vision

A place where our community is proud, inspired, inclusive, and innovative where we respect our connections to the past and create a great future for all citizens.

Our Values

Our community plan is built on our values of trust, respect, integrity, and confidence which are underpinned by transparency, vision, performance, and innovation.

Community Aspirations

As a result of what our community said, a range of community aspirations and priorities were identified and have been incorporated into the Community Plan that will guide our community's journey towards a vibrant and sustainable place to reside.

These aspirations were categorized under six key focus areas – Social, Identity, Infrastructure, Economic, Leadership, and Organizational

Social-Create more opportunities for the community, especially the youth.

Identity-Embrace history and heritage to create sense of community and quality of life experiences.

Infrastructure-Build and properly maintain infrastructure and public facilities to meet the needs of a growing population.

Economic-Address workforce issues by providing training and opportunities for employment

Leadership-Attract and develop community leaders

Organizational-Utilize resources and processes to create sustainable quality of life

Community Response

The Community Plan outlines the community's aspirations and the community's vision

The Implementation Strategy describes how the community will implement the vision

The Community Plan has six key focus areas:
Social, Identity, Infrastructure, Economic, Leadership, Organizational

Community Aspirations for Key Focus Areas

Social	Identity	Infrastructure	Economic	Leadership	Organizational
Create more opportunities for the community, especially the youth	Embrace history and heritage to create sense of community and quality of life experiences	Build and properly maintain public facilities to meet the needs of a growing population	Address workforce issues by providing training and opportunities for employment	Attract and develop capable community leaders	Utilize resources and processes to create sustainable quality of life

Key Focus Areas

SOCIAL	IDENTITY	INFRASTRUCTURE	ECONOMIC	LEADERSHIP	ORGANIZATIONAL
Health Care	Community self image	Public transportation	Workforce development	Attract, develop and retain community leaders that are advocates for entire community	Ensure community has the capacity and capability to deliver services
Support resources for individuals and families	Cultural diversity	Community facilities	Economic development opportunities	Youth Leadership Development	Ensure facilities are available that meet community expectations
Drug abuse	Utilization of Arts Community	Recreational facilities	Retiree relocation		Build and retain skilled, motivated and healthy workforce
Domestic violence	Natural Resources	Natural Resources	Tourism		Ensure that governmental leadership will work to meet community expectations
Available and affordable child care	Utilize and promote County landmarks		Academic expectations of the community and students		Governmental transparency to its citizens

Social

A community that is safe and engaged in a healthy lifestyle

Strategies	Ensure the provision of quality health services meet the community's expectations	Provide services & activities that engage young people	Provide a range of social, retail, recreational, and entertain-ment experiences for residents and visitors	Help build citizens' confidence that this is a safe & secure community	Ensure supportive services and resources for individuals and families are available to the community	Provide a range of services that will address the drug abuse and domestic violence problems in our community	Ensure the provision of available and affordable child care services and influences
Strategic Initiatives	Encourage medical specialists to relocate to our community	Actively promote and schedule activities for young people	Encourage various experiences for residents & visitors	Encourage the development of community-policing programs to reduce crime	Advocate for the service providers to be more financially stable	Actively promote the delivery of drug abuse education to students through school curriculum	Encourage more child care facilities in the community that accommodates all working shifts
	Help provide support services for those without insurance				Advocate for strong families to reduce likelihood of domestic violence & substance abuse		
					Increase services that support mental health		

Identity

A community that is diverse, yet inclusive, with a strong sense of heritage and belonging

Strategies	Encourage active community participation and citizen engagement	Promote the community's identity as a unique regional city based on its history, heritage, and future vision	Embrace the community's identity as a multi-cultural and diverse community	Become known as a community and destination for arts, heritage, culture, and natural resources
Strategic Initiatives	Integrate citizen engagement feedback into the community decision making process	Develop and implement a regional marketing campaign for the community as a regional city	Develop and implement a regional marketing campaign to promote the community as more diverse	Develop and implement a dedicated arts, culture and heritage strategy for the community Continue to promote local arts, culture, heritage, music, and creative activities

Infrastructure

A community that is accessible, where infrastructure (public facilities) meet the needs of the population

Strategies	Facilitate the provision of community, multi-purpose facilities and infrastructure that meets the needs of a growing community population	Facilitate the provision of an integrated public transportation network	Enhance the recreational infrastructure to meet needs of growing community population
Strategic Initiatives	Ensure community infrastructure assets are managed and maintained for future generations	Plan for the provision of a community wide public transportation system	Review & implement the Crossville Park & Recreation Master Plan
		Actively encourage non-motorized forms of transportation (walking & biking)	
	Plan & promote needed facilities that meet growing needs of the community	Complete Northwest Connector Phases II and III	

Economic

A prosperous community with an innovative and skilled workforce that has accessible education and employment

Strategies	Increase efforts to improve workforce develop-ment options	Increase economic develop-ment oppor-tunities	Expand upon the community's strong tourism & retiree relocation program	Identify mentoring opportunit-ies for K-3rd grade to make sure all students are on reading level	Identify mentoring opportunit-ies for 4th-8th grade mentoring program for raising expect-ations of students & the community	Expand the academic expectations of the students and the community
Strategic Initiatives	Identify training opportunities available to the workforce	Identify and target industries that will diversify our community's economy	Identify and target section of the United States that we need to promote ourselves	Develop a comprehensive K-3rd grade mentoring program for reading	Develop a comprehensive 4th-8th grade mentoring program for raising expectation of the students and the community	Facilitate the provision of infrastructure that supports electronic and distance learning

Leadership

A prosperous community with an innovative and skilled workforce that has accessible education and employment

Strategies	Attract, develop, and retain community leaders who are advocates for the entire community	Create youth leadership development
Strategic Initiatives	Encourage citizens to become more involved in community decision making processes	Develop youth leadership skills through a comprehensive program consisting of workshops, retreats, and services
	Work collaboratively with key stakeholders & citizens to keep all involved in project discussions & capital expenditure planning discussion	

Organizational Services

A community with determination, leadership, resources, and processes to create an outstanding and sustainable quality of life for the community residents

Strategies	Ensure community has the capacity and capabilities to deliver services and facilities that meet community expectations	Build and retain skilled, motivated, and healthy workforce	Ensure that governmental leadership will work to meet community expectations
Strategic Initiatives	Develop & deliver acceptable service levels that meet community expectations	Implement programs that maintain values & build work ethic based culture	Develop & implement a community marketing & communications plan
	Review all governmental services on a regular basis for need, value for money, & method of service delivery		Strive to promote governmental transparency to citizens

Timeline

Visioning Sessions	
Cumberland County High School	03/31/15
Stone Memorial High School	04/02/15
Tennessee College of Applied Technology	04/24/15
Stone Memorial High School Sophomores	05/06/15
Pleasant Hill Elementary	05/11/15
Homestead Elementary 8th graders	05/14/15
Martin Elementary 8th graders	05/20/15
Crab Orchard Elementary	06/01/15
Crossville Housing Authority Resident Council	07/07/15
Martin Elementary	07/21/15
Uplands Village	08/04/15
Cumberland County Human Resource Association	08/19/15
Fair Park Senior Center	08/20/15
Pine View Elementary	08/20/15
Brown Elementary	08/24/15
Homestead Elementary	08/25/15
Stone Elementary	09/01/15
North Cumberland Elementary	09/28/15
Fairfield Glade	09/30/15
Steering Committee Initial Meeting	09/08/15
Creation of Community Plan & Implementation Strategy	October 2015
Presentation of plan to Steering Committee	11/17/15
Finalization of Plan	December 2015
Presentation to Cities & County	January 2016
Public Presentation	February 2016
Steering Committee meeting	February 2016
Formal Adoption	March 2016

Implementation Strategy

What is it?

The Implementation Strategy translates the community's aspirations and priorities outlined in the Community Plan into specific projects, actions, and activities that the community will deliver within a four year period within the community's resource capacity.
It is essential that the Implementation Strategy:

Operates for a minimum of four years;

Identifies and prioritizes the principal strategies and activities that the community will undertake in response to the aspirations and objectives outlined in the Community Plan;

Outlines the services, operations, and projects that local governments will deliver over the period of the plan, the method of delivering them, and the associated costs;

Adopted by the local government entities by an absolute majority;

Reviewed annually;

Is presented to the public when adopted and/or modified (in the form of notice).

Steering Committee

The Steering Committee will provide oversight for the Implementation Strategy and all entities involved.

Steering Committee will meet quarterly to track the efforts of entities and implementation activities.

The City of Crossville and the Chamber of Commerce will provide support services for the Steering Committee.

Social

A community that is safe and engaged in a healthy lifestyle

Strategy	Strategic Initiative	Action	Capital Budget	Operating Budget	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Responsibility
Ensure the provision of quality health services meet the community's expectations	Encourage medical specialists to relocate to our community	Facilitate and support Cumberland Medical Center and the Chamber of Commerce in their recruiting and relocation efforts	*	o	✓	✓	✓	✓	Chamber of Commerce and Cumberland Medical Center/Covenant Health City & County governments Cumberland County Health Dept.
	Help provide support services for those without insurance	Encourage the promotion and use of County Health Department programs and those of other service providers	*	o	✓	✓	✓	✓	
Provide services & activities that engage young people	Actively promote and schedule activities for young people	Develop and market activities/events for young people	*	o	✓	✓	✓	✓	Chamber of Commerce Marketing Program of the Community Arts Community
Ensure the provision of all age friendly housing and communities	Promote affordable housing as well as access to services that can help a community serve people of all ages, incomes and abilities	Address the challenges of creating homes and neighborhoods that meet the needs of people of all ages	*	o	✓	✓	✓	✓	Crossville Regional Planning Commission, Cumberland County Planning Commission, Crossville Housing Authority

Provide a range of social, retail, recreational, and entertainment experiences for residents and visitors	Encourage various experiences for residents & visitors	Develop and market annual calendar of events for residents & visitors	*	o	✓	✓	✓	✓	Chamber of Commerce Tourism Committee, Marketing Program of the Community, Arts Community
Help build citizens' confidence that this is a safe & secure community	Encourage the development of community-policing programs to reduce crime	Develop and implement program that supports neighborhood watch and community policing	*	o	✓	✓	✓	✓	City Police Department Sheriff's Office City & County governments Cumberland Rising, an Anti-Drug Coalition
Ensure supportive services and resources for individuals and families are available in the community	Advocate for the service providers to be more financially stable	Promote efforts to increase funding for service providers	*	o	✓	✓	✓	✓	Cumberland Rising, an Anti-Drug Coalition, Churches of Cumberland County, City & County governments
	Increase services that strengthen mental health	Develop a resource directory of all service and support agencies	*	o	✓	✓	✓	✓	
Provide a range of services that will address the drug abuse and domestic violence problems in our community	Actively promote the delivery of drug abuse education to students through school curriculum	Develop and implement a drug abuse curriculum for schools	*	o	✓	✓	✓	✓	Avalon Center, TAD Center, District Attorney, Board of Education, Cumberland Rising, an Anti-Drug Coalition
	Advocate for strong family units to reduce likelihood of domestic violence and substance abuse	Develop, implement, present, and share domestic violence awareness programs	*	o	✓	✓	✓	✓	
	Actively promote the various assistance programs for domestic violence	Promote efforts to increase funding support for service providers	*	o	✓	✓	✓	✓	

Ensure the provision of available and affordable child care services and facilities	Encourage more child care facilities in the community	Facilitate and support existing employers and child care facilities to make services available to varying shifts	*	°	✓	✓	✓	✓	Chamber of Commerce, Existing Industry Committees and Churches of Cumberland County

***To Be Determined** **° Annual Funding Request To Be Considered**

Identity

A community that is diverse, yet inclusive, with a strong sense of heritage and belonging

Strategy	Strategic Initiative	Action	Capital Budget	Operating Budget	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Responsibility
Encourage active community participation and citizen engagement	Integrate citizen engagement feedback into the community decision making	Encourage and utilize a citizen engagement process for all capital projects	*	°	✓	✓	✓	✓	City government, County government, elected and appointed officials
Promote the community's identity as a unique regional city based on its history, heritage and future vision	Develop and implement a regional marketing campaign for the community as a regional city	Sponsor and fund a regional marketing campaign	*	°	✓	✓	✓	✓	Chamber of Commerce, Marketing Program of the Community
Embrace the community's identity as a multi-cultural and diverse community	Develop and implement a regional marketing campaign to promote community as more diverse	Sponsor and fund a regional marketing campaign	*	°	✓	✓	✓	✓	Chamber of Commerce, Fairfield Glade, Lake Tansi, Uplands, Marketing Program of the Community
Become known as a community and destination for arts, heritage, culture, and natural resources	Develop and implement a dedicated arts, culture and heritage strategy for the community	Support the development of an arts strategy	*	°	✓	✓	✓	✓	Chamber of Commerce, City Council and Marketing Program of the Community, Cumberland County Playhouse, Arts community
	Continue to promote local arts, culture, heritage, music and creative activities	Encourage, sponsor and celebrate art events	*	°	✓	✓	✓	✓	

***To Be Determined** **° Annual Funding Request To Be Considered**

Infrastructure

A community that is accessible, where infrastructure (public facilities) meets the needs of the population

Strategy	Strategic Initiative	Action	Capital Budget	Operating Budget	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Responsibility
Facilitate the provision of community, multi-purpose facilities and infrastructure that meets the needs of a growing community population	Ensure community infrastructure assets are managed and maintained for future generations	Develop management plans for community infrastructure assets	*	°	✓	✓	✓	✓	City Council, County Commission, Public Policy Committee of the Chamber of Commerce, Chief elected officials and appointed officials
	Plan and promote needed facilities throughout the community	Utilize community capital plans to identify needed assets	*	°	✓	✓	✓	✓	
Facilitate the provision of an integrated public transportation network	Plan for the provision of a community wide public transportation system	Explore potential partnerships to build and operate needed facilities	*	°	✓	✓	✓	✓	City Engineering through Council working with the Regional Planning Organization for transportation
	Actively encourage non-motorized forms of transportation (walking and biking)	Develop marketing strategy to promote walking & bicycling	*	°	✓	✓	✓	✓	
	Complete Northwest Connector Phases II and III	Develop funding program to complete construction with TDOT	°	°	✓	✓	✓	✓	
Enhance the recreational infrastructure to meet needs of growing community population	Review and implement the Crossville Park and Recreation Master Plan of 2014	Develop funding program to construct new facilities and maintain existing assets	*	°	✓	✓	✓	✓	City of Crossville Parks and Recreation Director, City Manager, City Council, County Mayor and Building and Grounds Committee

***To Be Determined** **° Annual Funding Request To Be Considered**

Economic

A prosperous community with an innovative and skilled workforce that has accessible education and employment opportunities for all

Strategy	Strategic Initiative	Action	Capital Budget	Operating Budget	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Responsibility
Increase efforts to improve workforce development options	Identify training opportunities available to the workforce	Develop a comprehensive workforce program for the community	*	o	✓	✓	✓	✓	Chamber of Commerce, School District, TCAT and Roane State
Increase economic development opportunities	Identify and target industries that will diversify our community's economy	Develop and implement a targeted Industry Sector Development Plan	*	o	✓	✓	✓	✓	Chamber of Commerce's Local Economic Development Office City & County governments
Expand upon the community's strong tourism and retiree relocation program	Identify and target sections of the United States that we need to promote ourselves	Continue to participate in the state Retire TN program and expand our marketing efforts	*	o	✓	✓	✓	✓	Chamber of Commerce's Tourism Committee and Retiree Relocation Committee
Identify mentoring opportunities for Pre K-3rd grade to make sure all students are on reading level	Develop a comprehensive Pre K-3rd grade mentoring program for reading	Implement mentoring reading program in school	*	o	✓	✓	✓	✓	Chamber of Commerce Board of Education Community volunteers Churches of Cumberland County

Identify mentoring opportunities for 4th-8th grade to motivate and raise expectations of all students	Develop a comprehensive 4th-8th grade mentoring program for raising expectations of students	Develop comprehensive 4th-8th grade mentoring program for raising expectations of students	*	°	✓	✓	✓	✓	Chamber of Commerce Board of Education Community volunteers, Churches of Cumberland County
Expand the academic expectations of the students and the community	Facilitate the provision of infrastructure that supports electronic and distance learning	Continue to support TN Promise and TN Reconnect	*	°	✓	✓	✓	✓	Chamber of Commerce and local communication providers, Churches of Cumberland County, Board of Education
		Facilitate the availability of broad band throughout the community	*	*					

***To Be Determined** **° Annual Funding Request To Be Considered**

Leadership

Leaders that create, and deliver, on a shared vision for the future which strengthens the community's capacity to sustain and improve the quality of life for future generations

Strategy	Strategic Initiative	Action	Capital Budget	Operating Budget	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Responsibility
Attract, develop and retain community leaders who are advocates for the entire community	Encourage citizens to become more involved in community decision making processes	Provide citizen input opportunities at all public decision making meetings	*	°	✓	✓	✓	✓	City government, County government, Chamber of Commerce Public Policy Committee, Cumberland Rising, an Anti-Drug Coalition
	Work collaboratively with key stakeholders and citizens to keep all involved in project discussions and capital expenditure planning discussions	Conduct workshops on special projects with opportunities for public comment	*	°	✓	✓	✓	✓	City government, County government, Chamber of Commerce Public Policy Committee
Create Youth Leadership Development Program	Develop youth leadership skills through a comprehensive program of workshops, retreats, and seminars	Develop and implement Youth Leadership Academy	*	°	✓	✓	✓	✓	City government, County government, Chamber of Commerce, Non-profit agencies, Board of Education, Churches of Cumberland County, Cumberland Rising, an Anti-Drug Coalition

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Organizational Services

Community with determination, leadership, resources and processes to create an outstanding and sustainable quality of life for the community residents

Strategy	Strategic Initiative	Action	Capital Budget	Operating Budget	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	Responsibility
Ensure community has the capacity and capabilities to deliver services and facilities that meet community expectations	Develop and deliver acceptable service levels that meet community expectations	Review community service standards and expectations on an annual basis	*	°	✓	✓	✓	✓	City government, County government, City Manager, County Mayor and appointed government officials
	Review all governmental services on regular basis for need, value for money and method of service delivery	Measure achievement against key service standards on semi annual basis							
Build and retain skilled, motivated and healthy workforce	Implement and maintain a values and work ethic based culture	Implement actions identified in the Workforce Development Strategy	*	°	✓	✓	✓	✓	Chamber of Commerce Industry Committee, Local Economic Development Office
Ensure that governmental leadership will work to meet community expectations	Develop and implement a community marketing and communications plan	Develop, implement and review a social media strategy for the community	*	°	✓	✓	✓	✓	Chamber of Commerce, Marketing Program of the Community, Mayor of Crossville, County Mayor and City Manager

***To Be Determined** **° Annual Funding Request To Be Considered**

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