THE TSCTP MISSION:

To develop and champion strategies for sustainable economic development in and around the gateway communities of the South Cumberland region through the facilitation and promotion of cultural, historic and outdoor tourism initiatives.

THE TSCTP VISION:

A vibrant, responsible and sustainable tourism and outdoor recreation economy in the South Cumberland region that provides visitors with outstanding hospitality experiences, drawing its strength and direction from the welcoming manner and entrepreneurial spirit of the people and communities in the region.
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INTRODUCTION

This Mid-Range Plan is the result of a significant commitment and structured effort on the part of the leadership of Tennessee’s South Cumberland Tourism Partnership (“TSCTP”), to improve the organization’s ability to meet its mission of providing relevant and effective support for the economic development of the South Cumberland region through responsible tourism.

TSCTP’s Planning Committee (“PC”), working under an August, 2021 directive from TSCTP’s Executive Committee, executes a planning process that fosters effective ongoing communication among TSCTP’s leadership, committees and constituents, resulting in a thoughtful and useful Plan.

This plan covers the 12-month period from July of 2022 through June of 2023.

To help assure effective plan implementation, the Planning Committee strongly recommends that TSCTP leadership follow a process of ongoing, quarterly Plan review, with an annual Plan update. This will help ensure that the many hours of work invested in the development of any TSCTP Plan will produce the results envisioned by all parties engaged in this planning process.

ACKNOWLEDGMENTS

The TSCTP Planning Committee thanks TSCTP’s Executive Committee and Committee Chairs for their foresight and commitment to the planning process; for giving so freely of their time, energy, ideas and feedback throughout the planning process; and for valuing the creation of a long-range plan. TSCTP also wishes to acknowledge and thank Grundy County Mayor Michael Brady and the Grundy County Commission for their foresight and support of tourism as an important component of the county’s — and the region’s — future economic health.

PLANNING PROCESS

In July, 2021, the Executive Committee and Board of Directors of Tennessee’s South Cumberland Tourism Partnership (“TSCTP”) were appointed by a vote of the County Mayor, Town Mayors and incorporated community representatives. This forward-thinking action set in motion an organization dedicated entirely to promoting economic development in the South Cumberland Region through the development of sustainable tourism promotion initiatives.

This document, the result of nine months of community listening and workshop-style planning on the part of the TSCTP Executive Committee and its standing Committees’ chairs, provides a mid-range, annual plan for the organization, but also sets the direction and tone for the organization’s longer-term objectives.
A shared vision...

The task of creating an economically-viable tourism industry requires every sector of the regional community to come together and embrace TSCTP’s vision of having “a vibrant, responsible and sustainable tourism and outdoor recreation economy in the South Cumberland region that provides visitors with outstanding hospitality experiences, drawing its strength and direction from the welcoming manner and entrepreneurial spirit of the people and communities in the region.”

Creating this vision requires a shared sense of purpose, as well as organization, investment, and time. Lasting benefit is not created overnight; it requires a team effort.

But why a regional effort?

Why can’t Grundy County “go it alone”? The easiest answer is to put ourselves in the shoes of a potential visitor, who is looking to visit and experience an area with enough interesting and different things to see and do, and places to eat and stay, to warrant their decision to get in the car and make the trip.

While Grundy County certainly has a number of such things, there are many additional visitor attractions that lie across the county lines, in Marion and Franklin counties. Visitors don’t think in terms of “county lines”; they think of geographic regions, such as the Great Smoky Mountains (which sprawl across dozens of counties in both Tennessee and North Carolina), or historic areas, such as Virginia’s multi-county Tidewater region (home to Williamsburg, Jamestown, Yorktown and other historic sites).

They come to visit “the area” — and so we, too, must think in those terms in order to “bundle” the greatest possible number and variety of things to see and do, in order to compete for the attention (and dollars!) of prospective tourists. So, it makes sense to define ourselves as a tourism destination spanning the entire southern Cumberland Plateau, an area with a comparable geography, similar history and traditions, and an urgently shared need to improve economic opportunities for its citizens.

Sustainable, responsible tourism

Ultimately, building a successful and sustainable tourism industry in the South Cumberland region will require the participation of entrepreneurial business initiatives to create the necessary “tourism infrastructure”: visitor-focused things to do; places to eat and sleep; and the creation of a knowledgeable, helpful hospitality workforce that makes visitors feel welcomed, informed, at ease and, at the end of the day, delighted with their decision to visit Tennessee’s South Cumberland region.

In order to effectively and sustainably promote tourism efforts in the South Cumberland region, there must be a centralized, complete and accurate repository for information about each of the area’s cultural, historic and outdoor tourism assets. This body of “tourism information” must then be promoted to potential visitors in an ongoing, targeted and sustainable manner.
There is a great deal of interest in helping our South Cumberland region improve its economy by encouraging responsible tourism. “Responsible tourism” describes a type of tourism that values and celebrates the natural and cultural attractions of an area, while respecting the values and traditions of the people who live there.

To encourage responsible tourism, our area’s leaders have begun a new initiative to bring more overnight visitors to our area, and, more broadly, to stimulate visitor spending in our communities.

Tennessee’s South Cumberland Tourism Partnership, a newly-formed, nonprofit organization composed of local leaders and businesspeople, is working on both near and longer-term plans to help get our region ready to welcome these visitors, and to identify and promote responsible tourism opportunities that can create and sustain new local businesses and local jobs.

Our region includes Grundy County and portions of Marion and Franklin Counties that share a common geography, mostly atop the Cumberland Plateau, and a common history that has seen mining, timbering and higher education as historically primary drivers of our economy.

The Partnership’s efforts include the development of ways for our towns to promote a variety of visitor-friendly natural, historic, recreational and entertainment venues, along with restaurants and overnight accommodations.
These efforts respect the authentic rural character of each of our region’s “gateway communities” — the towns that welcome visitors as they come to enjoy our region’s natural and cultural attractions, such as The Caverns, South Cumberland State Park, Bigfoot Adventures, the Coalmont OHV park, the University of the South, and so on.

By having authentic, inviting and vibrant gateway communities throughout our region — from Beersheba Springs, Altamont, Gruetli-Laager, Coalmont and Palmer to Tracy City, Monteagle, Pelham, Sewanee — and every place in between — the region can come together to improve our area’s economy, create new opportunities for our local entrepreneurs, and in turn create good jobs for local residents.

Authenticity is the key to our success. Our communities each have unique places and traditions that visitors will find attractive. TSCTP’s challenge is to lift up and celebrate these places, and to surround them with the hospitality services visitors need — from food and beverage establishments to outfitters, crafts and entertainment venues to overnight accommodations that reflect the style, values and traditions of each area.

To create the kind of welcoming environment that will attract these visitors, communities across our region must each develop their own unique ideas and approaches for taking advantage of these opportunities. By sharing their vision of how they would like to participate in this regional effort, each community will help lay an important part of the groundwork — the “game plan,” if you will — for our region’s future prosperity and success.

As we move forward together, Tennessee’s South Cumberland Tourism Partnership hopes to develop and be able to offer strategic, entrepreneurial and marketing resources to aid community leaders and business owners in fulfilling their community’s vision.

With a game plan that has broad community support, it will be possible to create the kind of authentic gateway communities that will attract visitors and encourage them to spend the dollars that can significantly improve the well-being of all community members.
FY 2021-22 COMMITTEE ACCOMPLISHMENTS

In its first partial year of existence, the committees comprising Tennessee’s South Cumberland Tourism Partnership have been active, laying the groundwork for actions and initiatives yet to come. Below is a brief summary of TSCTP Committee actions and initiatives to date:

EXECUTIVE COMMITTEE
• Leadership team created/organized (July 2021) with Mayor’s leadership
• Bylaws created, adopted (March 2022)
• Working through process to be certified as a 501(c)(3) nonprofit organization (“NGO”)

EVENTS COMMITTEE
• Collected/organized event information of interest to visitors; verified & posted to TSCTP’s new website
• Began planning a fall festival, in coordination with the Retreat, Caverns, Smokehouse, Bigfoot
• Major tourism-focused venues are actively involved, committing employees to assist in effort
• Worked with Marketing Committee to begin developing Agriculture Tourism program (Three Star Grant)

FINANCE COMMITTEE
• Received & implementing (or have implemented) approximately $148,000 in grants thus far:
  • A $5,000 grant from the South Cumberland Community Fund to develop the brand logo for Tennessee’s South Cumberland, including town logos for all nine of the region’s Gateway Communities
  • A $25,000 TN Department of Tourist Development Marketing grant, used to develop the new tourism website; develop and print a tourist-oriented map and brochure (with distribution racks); and advertise the region in various tourism-oriented media outlets ($5,000 local match)
  • A $50,000 “Three Star” grant from the TN Department of Economic Development, used to develop and promote a new Agriculture Tourism program; and for additional online and traditional media marketing of the region to prospective tourists (zero local match)
  • A two-year (FY 2020-21 and 21-22), $75,000 Tourism Enhancement Grant from the TN Department of Tourist Development to develop a regional system of wayfinding signage, including informational kiosks for 8 of the region’s Gateway Communities ($3,750 local match)

HOSPITALITY COMMITTEE
• Collected/organized hospitality provider information (food/beverage information of interest to visitors; verified & posted to TSCTP’s new website
• Organized “Hospitality Roundtables” — outreach to the hospitality industry in the South Cumberland region, to explain TSCTP’s mission and goals relating to strengthening the hospitality industry in this region
• Worked with Marketing to develop a regional illustrated map, for future use in area restaurants, as placemats and/or tray-liners
HERITAGE COMMITTEE
• Collected and organized information on existing heritage tourism venues of interest to potential tourist visitors; verifying information; and posting to the new TSCTP website; effort is ongoing
• Began developing an Oral History Trail and podcast program, which will capture and present (via online streaming) local history stories of interest to visitors
• Began discussing options for developing area tours of historic sites

MARKETING COMMITTEE
• Implemented a new branding / logo program for Tennessee's South Cumberland (South Cumberland Community Fund Grant)
• Designed/produced wayfinding signs & kiosks for placement in each town (Tourism Enhancement Grant)
• Initial run, business directory brochures (designed, produced, distributed 15,000+ copies) (TDTD Marketing Grant funds)
• Working on second-generation brochures
• “Ground-up” overhaul of original website; new site better organized, with improved area info
• Coordinating with Hospitality Committee on illustrated region map to be used for placemats/tray-liners at area restaurants and tourism destinations (TDTD Marketing Grant)
• Two-page advertising spread in Get Out Magazine (Chattanooga) (TDTD Marketing Grant)
• Began work with Heritage Committee on AgriTourism development project (Three Star Grant, ECD)

OUTDOOR RECREATION COMMITTEE
• Coordinated with South Cumberland State Park managers re: upcoming activities and events of interest to visitors (e.g., “Savage Gulf Marathon”, etc.)
• Coordinated with Friends of South Cumberland re: upcoming activities and events of interest to visitors (e.g., “Trails and Trilliums”, etc.)
• Coordinated with both SCSP managers and FSC leadership re: long-range plans; identifying areas where mutual interests coincide with tourism efforts
• Coordinated with Coalmont OHV Park on marketing/promotion needs leading up to planned official opening in late spring, 2022
• Began studying feasibility of removing debris from upper Elk River (from Elkhead to US 64 at Bluebell Island) to create a new river-paddling environment for visitors; possibly also to recruit a river paddling outfitter (canoe/kayak) to operate a service on that stretch of river; this early-stage effort is just getting started

PLANNING COMMITTEE
• Organization Chart created, adopted (Jan 2022)
• Short Range Plan developed, adopted, implemented (Feb-Jun 2022)
• Mid-Range Plan developed, adopted, ready for implementation (July 2022-June 2023)
REGIONAL ENGAGEMENT COMMITTEE

- Worked to connect TSCTP with tourism partners throughout the region and state. The committee is working with the Tennessee Dept. of Tourist Development, the Southeast Tennessee Tourism Association, the South Cumberland Community Fund, among others
- Reached out to the towns of our region to engage residents to be involved with Tourism Partnership
- Conducted initial research into the structure and implementation of the Pennsylvania Wilds Design Guidelines, as they might apply to Tennessee’s South Cumberland region; also reaching out to the Conservation Fund for additional information on rural tourism design
- Began studying feasibility of developing a teen/young adult mentorship program to introduce area youth to possible career opportunities in the region’s tourism/hospitality industries
Mid-Range Committee Objectives (July 2022 to June 2023)

A series of planning workshops and discussions, consisting of TSCTP Board members and Committee Chairs, were held in the fall of 2021 and early 2022 to identify mid-range challenges and opportunities. The following observations and recommendations are drawn from that exchange:

OVERVIEW AND SUMMARY

FY 2022-23 emphasis is on capacity building — getting the organization’s operations funded and running efficiently, in order to complete its priority tasks for the coming year.

FY 2022-23 priority tasks include:

- Continue to listen to each of our nine Gateway Communities and be responsive to their wishes and objectives, while developing a tourism program built upon consensus and community cooperation. Coordinate with local leaders and other organizations to enhance cooperation and avoid duplication of efforts. Help leaders understand how tourism can benefit our region’s economy, and how to make tourism work within the framework of each community’s wishes and objectives.

- Expand efforts to identify and help promote these organizations and businesses through a marketing campaign driving prospective visitors to TSCTP’s “MountainsOfAdventure.org” website, as well as billboards, TV and online/social media outlets, and brochure distribution at Tennessee Visitor Welcome Centers (on interstates near state lines).

- Add new, innovative ways to reach prospective tourists, including restaurant placemats/tray liners with maps showing tourism visitor points-of-interest and scannable links to additional information on the MountainsOfAdventure.org website.

- Develop a Visitor Vacation Planning Guide, containing multi-day itineraries and ideas to encourage visitors to plan longer visits, in order to increase Lodging Tax collections from multi-night visitor stays.

- Creation of monthly audio podcasts, promoted to visitors traveling I-24 via billboards and possibly TDOT signage; each podcast would highlight events, venues and points-of-interest to visitors.

- Develop displays, videos and other signage for the new TSCTP Visitor Information Center in Tracy City (adjacent to the new Grundy County Heritage Center & Museum)

- Utilize our marketing campaigns and marketing channels to help promote existing annual events that celebrate the traditions and uniqueness of our area; and work to recruit new events of interest to tourist visitors to the South Cumberland region.

- Continue research into area historic sites, gathering information and producing tools to promote Heritage Tourism, inviting visitors to discover and learn more about our area’s history and traditions; create a self-guided ‘history trail’ through the region, with stops at historic sites that would include interpretive panels, like those seen at National Parks.

- Develop additional tools and resources to make our region more “visitor-ready,” including a Design Guideline “Idea Book” to help area businesses make their operations and facilities more interesting and appealing to tourist visitors.

- Investigate the possibility of opening the upper Elk River (from Elkhead to Bluebell Island) for canoe/kayak paddling, and identify potential outfitters to supply equipment, drop-off and pick-up services for visitors (similar to outfitters like “Canoe the Sequatchie”)
• Be flexible and open to new approaches and ideas (e.g., agricultural tourism), and stay alert for opportunities to utilize state and federal programs to augment TSCTP efforts.

• Continue outreach to our region’s hospitality and tourism venue/event organizations and businesses, with emphasis on providing tools and resources to help them welcome and interact with tourist visitors, guided by a “think like a visitor” principle.

• Create ‘background binders’ for distribution to each lodging provider in the region, containing info on area tourism-related venues and events (to keep at the front desk, or on-site in vacation rental accommodations).

• Investigate the possibility of creating a program to involve our area’s young adults in the tourism business, facilitating mentored programs for paid after-school and summer positions in hospitality, outdoor recreation and tourism-related retailing.

COMMITTEE INITIATIVES

EXECUTIVE COMMITTEE

• Fund various essential operating functions and accounts, such as a post office box; office supplies and maintenance; postage; office printing; memberships in regional and state tourism organizations; data storage and backup; and so on.

• Projected total budget: $4,375

EVENTS COMMITTEE

• Assist event organizers with tourism-focused promotion of existing annual events (e.g., Grundy County Fair, Trails & Trilliums, Savage Gulf Marathon, Fannie Moffitt Stomp, Mountain Goat Trail Runs, etc.).

• Help event organizers develop additional seasonal events, particularly in late fall, holiday season, winter, and early spring, to help create a year-round tourism program.

• In conjunction with the Marketing Committee, place billboards on I-24, east & west-bound

• Projected total budget: $24,000

FINANCE COMMITTEE

• Fund essential Finance-related operations, including accounting services, annual nonprofit organization filing fees, etc.

• Engage the services of a qualified freelance grant writer to help TSCTP identify and pursue sources of grant monies to fund additional TSCTP marketing initiatives.

• Projected total budget: $21,500

HOSPITALITY COMMITTEE

• Create and distribute restaurant placemats/tray liners with maps showing tourism visitor points-of-interest and scannable links to additional information on the MountainsOfAdventure.org website.
• Create ‘background binders’ for distribution to each lodging provider in the region, containing info on area tourism-related venues and events (to keep at the front desk, or on-site in vacation rental accommodations).

• Projected total budget: $8,000

HERITAGE COMMITTEE

• Fund preservation feasibility studies for two historic landmarks in Grundy County: The original Grundy County Courthouse Cabin, and the Stagecoach Inn (both require structural stabilization and rehabilitation in order to become Heritage Tourism venues).

• Develop branding and produce a series of 25 Historic Site interpretive signs for locations across the South Cumberland region; tie QR codes on each sign to additional historic content on the MountainsOfAdventure.org website.

• Produce two tourism visitor-oriented videos; one about the region’s Swiss heritage; the other about the wider array of heritage-related sites of interest to visitors across the region. Include budget for professional photography of heritage-related sites across the region.

• Develop a series of Oral History podcasts celebrating the heritage of the region, as a way of increasing Heritage Tourism visitation. Podcasts are available free-of-charge, online for anyone interested.

• Projected total budget: $53,600

MARKETING COMMITTEE

• Continue to improve and expand content on the TSCTP MountainsOfAdventure.org website, including Search Engine Optimization (SEO) to improve the site’s appearance in Google and other search engine results.

• Conduct baseline marketing research, focusing initially on visitor demographics and locations from which visitors originate, in order to better target future advertising and marketing campaigns; also, to be able to measure incremental progress in increasing tourism visitation in the region.

• Execute a targeted campaign of outdoor advertising (billboards) on I-24 in the South Cumberland Region, in conjunction with the Events Committee; and, subject to additional funding, expand such ad placements to a broader area of I-24, both east and west-bound.

• Design and produce a South Cumberland Vacation Planning Guide, to encourage visitors to plan a multi-day stay in the region, including suggested multi-day itineraries with info about the region’s visitor-oriented attractions, accommodations and points-of-interest.

• Develop a series of short audio podcasts, aimed at travelers passing through the region on I-24, to encourage them to stop and visit Tennessee’s South Cumberland. Podcasts would be updated monthly to highlight activities and events going on across the region, and to spotlight some of the region’s most unique or most popular visitor attractions.

• Engage professional photographer(s) to capture compelling images of various venues and scenes from across the region, to continue to build TSCTP’s library of marketing materials.

• Produce a tourism-focused marketing video about the region, for online streaming.
• Update and distribute the TNSCP “rack brochure” (a 4x9” brochure that can be featured in each of the Tennessee Dept. of Tourist Development welcome centers across the state; and also distributed in a variety of businesses and accommodations across our region).
• Create specialized wayfinding signage for the “highest point”, as well as “now entering Tennessee’s South Cumberland” signposts on major secondary roads entering the region.
• Projected total budget: $118,180

OUTDOOR RECREATION COMMITTEE
• Continue close coordination with South Cumberland State Park and the Coalmont OHV Park to be aware of upcoming events and programming of interest to potential visitors.
• Investigate the feasibility of clearing debris from the upper Elk River (between Elkhead and the Woods Reservoir) in order to create opportunities for paddling outfitters to operate in a manner similar to the Ocoee and Sequatchie Rivers.
• Projected total budget: $10,000

PLANNING COMMITTEE
• Continue and perfect the process of annual plan review and development of new Annual Plans for the coming fiscal year.
• Begin collecting and analyzing longer-range strategies and initiatives that could be implemented by TSCTP in future years.
• Projected total budget: $0

REGIONAL ENGAGEMENT COMMITTEE
• Began studying feasibility of developing a teen/young adult mentorship program to introduce area youth to possible career opportunities in the region’s tourism/hospitality industries.
• Continue to research the structure and implementation of the Pennsylvania Wilds Design Guidelines, as they might apply to Tennessee’s South Cumberland region; also reach out to the Conservation Fund for additional information on rural tourism design ideas.
• Projected total budget: $7,500
LONGER-RANGE CONCEPTS

A. EVALUATE OPPORTUNITIES FOR LONGER-RANGE TOURISM DEVELOPMENT
   — Future events; new event recruitment
   — New/innovative ways of utilizing existing visitor-friendly assets
     : e.g., Guided tours; “experience” tourism
   — Town-by-town asset/attraction/opportunity (AAO) analysis
     : What specific ideas does each town have to leverage its visitor-friendly assets?
   — Targeting specific visitor markets:
     Outdoor Recreation tourism
       : Rock climbing
       : Hiking/camping
       : Trail running (marathons, 5Ks, etc.)
       : Mountain biking
       : ‘Outdoor Experience’ tourism

Heritage/History tourism
   : Historic sites — are their stories being told in the most engaging manner?
   : Historic celebrations/events
   : National Register of Historic Places ‘tour route’ (22+ sites)
   : Historic re-enactments; ‘Historic Experience’ tourism

Culinary tourism
   : Cooking events/seminars (‘Culinary Experience’ tourism)
   : Cooking contests, e.g., chili/BBQ cook-offs, etc.

OHV tourism
   : Gear/equipment shows
   : OHV ‘experience tourism’
   : Competitions/races

B. DEVELOP AND SUPPORT ENTREPRENEURIAL OPPORTUNITIES
   — By enterprise type
     : Attraction, restaurant, accommodations, guide services, outfitter, retailer, etc.
   — By location
     : e.g., Which town or area needs which type(s) of enterprise to be “visitor-ready”? 
   — By current status
     : e.g., Rehab existing business; “reboot”; put new businesses in unused locations, etc. 
   — Market to entrepreneurs in adjoining markets: “Expand to South Cumberland!”
     : e.g., Operators of visitor-friendly enterprises in Chattanooga; Nashville; Huntsville
   — Develop entrepreneur support network
     : e.g., Banking, construction, supplier, marketing and other essential support types
   — Get with TNEDC (State of Tennessee’s Economic Development department) to discuss additional support options and possibilities
RECOMMENDED INTERNAL (TSCTP-FACING) ACTIONS

STUDY AND ADOPT RELEVANT PORTIONS OF THE “PA WILDS” MODEL
All Committees

TSCTP is embarking on a mission that is not unique. Other areas in the United States are similar to the South Cumberland region in economy, geography and history. Several have identified “tourism-as-economic-development” as their model, and are years ahead of the South Cumberland region in terms of developing and implementing solutions to their needs.

TSCSP can benefit enormously by studying their efforts, and adapting the portions of their strategies that have potential in our own region. One of the regions having great similarity to Tennessee’s South Cumberland is in rural north-central Pennsylvania.

Two decades ago, PA Wilds Center for Entrepreneurship, Inc., a 501(c)(3) nonprofit start-up, was in the same place as TSCP is today. The PA Wilds initiative began around 2003, and has since become a highly successful organization. Below is a brief summary of the PA Wilds.

TSCTP believes many aspects of its operations can, over time, be successfully emulated within the South Cumberland region, combining economic development through tourism and local entrepreneurship with conservation of natural resources. Of note, PA Wilds is currently a finalist for a $100 million grant from the U.S. Economic Development Administration.

The Pennsylvania Wilds is a 13-county region that includes the greatest concentration of public lands in the state. The PA Wilds Center for Entrepreneurship, Inc., is a nonprofit organization whose mission is to integrate conservation and economic development in a way that inspires the communities of the Pennsylvania Wilds. Based in the region, the Center is the lead nonprofit for the PA Wilds Conservation Landscape effort, a 15+year collaborative effort by local, state and federal partners to establish the region as a premier outdoor recreation destination as a way to diversify local economies, attract investment, inspire stewardship, improve quality of life and attract and retain the region’s working-age population. PA Wilds Center works closely with PA DCNR, PA DCED, the region’s county governments, and other investors in this regional strategy.

Among its many programs, the PA Wilds Center operates the regional visitor site PAwilds.com and related marketing; manages The Wilds Cooperative of PA, a robust network of makers and other rural entrepreneurs and partner organizations that are helping to grow the region as a destination; houses the PA Wilds Design Guide for Community Character Stewardship, a free planning resource for communities; manages the PA Wilds trademark for the public good; is scaling a commerce platform (brick and mortar PA Wilds Conservation Shops and the online marketplace ShopThePAWilds.com) that fills gaps in visitor services while expanding market access for rural entrepreneurs and raising funds for conservation. The Center is the fiscal and administrative home of the PA Wilds Planning Team, a regional stakeholder group formed in 2006 through a ground-breaking Intergovernmental Cooperation Agreement.

Many local partners become involved in the efforts of the PA Wilds Center. The region now embraces nature and heritage tourism as a way to create jobs, diversify local economies, inspire stewardship and improve quality of life. Its work is now sustained through program fees, philanthropic giving, government grants, and entrepreneurial activities related to the Pennsylvania Wilds brand.
Tourism currently accounts for about 11 percent of the PA Wilds regional economy. It is not the only piece of the pie, but it is an important piece, because in addition to the jobs it creates, it also makes possible the kind of amenities that make it easier for the region’s non-tourism employers to attract and retain talent, while improving quality of life for all residents. Today, nearly 20 years after the initiative was started, visitors spend an estimated $1.8 billion annually in the Pennsylvania Wilds.

This information was provided by the PA Wilds Center. For more information, visit [www.PAWildsCenter.org](http://www.PAWildsCenter.org). To learn more about the WCO, visit [www.WildsCoPA.org](http://www.WildsCoPA.org). Explore the PA Wilds at [www.PAWilds.com](http://www.PAWilds.com).

**TSCTP should study and adopt the best practices of the Pennsylvania Wilds model. It should use the PA Wilds case study as a way for helping South Cumberland stakeholders and residents understand the potential of such practices for creating a similarly successful economy for the South Cumberland region.**

**EXPAND TSCTP FUNDING RESOURCES**

**Finance Committee**

TSCTP leadership has recognized the need to learn more about and utilize a wider range of funding sources, many with specific earmarks for Grundy County, as a distressed Appalachian jurisdiction. Many of these are funding sources not typically approached by South Cumberland NGOs or governmental entities, such as Federal Government programs, and national philanthropic organizations. Because of Grundy County’s distressed status, TSCTP may be eligible for grants from a number of both public and private sources.

*The Finance Committee should produce a ‘funding calendar’ with timelines and requirements of potential sources of funding, from both new and previously-known entities. Longer-term, the Finance Committee should routinely act on those opportunities, matching current TSCTP needs with the most relevant grants or programs.*

**ALLOCATE GROWTH IN LODGING TAXES**

**TO SUSTAINABLY FUND TOURISM MARKETING**

**Finance Committee**

It is envisioned that the TSCTP will fund the marketing campaign for South Cumberland tourism with revenues from Grundy County [and perhaps in the future, a portion of Marion and Franklin County] lodging tax revenues. Such a marketing program must be sustainable, and have a reasonable expectation of growth.

In order to do so, clarity must be obtained about the method(s) by which Grundy County is enforcing collection of the lodging tax, not only from traditional hotels and motels, but also from bed-and-breakfast and owner-offered residential (e.g., “AirBnB”) overnight accommodations. In addition, clarity and consensus must be established about what portion of lodging tax revenues are available to TSCTP; and whether growth in such revenues will come to TSCTP, in order to further expand tourism marketing campaigns, and thus further drive positive economic development as a result.
It is recommended that TSCTP confer with Grundy County leadership and establish a clear process for how the County can maximize its collection of the lodging tax; and, once collected, how that tax revenue will be allocated to TSCTP, now and in the future. This is critical to TSCTP’s ability to plan and budget for its future tourism-as-economic-development initiatives.

CREATE A PROCESS FOR SUSTAINABLE LEADERSHIP SUCCESSION
Executive Committee
In any volunteer organization, continuity over time is a challenge. When volunteer leaders step down or leave an organization, much institutional memory, including knowledge about best practices, prior mistakes, and “how things work” leave with them. Even though talented as leaders, not all volunteers are adept at maintaining organizational continuity. Thus, effective succession planning effort can mitigate the loss of such valuable knowledge, and result in a much stronger, stable and smooth-running enterprise.

“Two-deep leadership” is a proven method for improving organizational continuity. TSCTP should consider implementing a policy of having Chairs and Assistant Chairs in place within each standing committee, with the Assistant Chair as understudy. The Assistant Chair would assume the Chair’s position if the current Chair steps down or is unable to serve.

To sustain TSCTP’s long-term effectiveness, it is recommended that the TSCTP Bylaws be amended to specify a policy of having a Chair and Assistant Chair for each standing Committee, with the Assistant Chair assuming the Chair’s position if the Chair steps down or is unable to serve.

DOCUMENT BEST PRACTICES FOR RECURRING/ONGOING INITIATIVES
Executive Committee
Just as succession planning provides continuity between generations of leadership, best practices documentation creates ‘recipes’ for efficient execution of an organization’s recurring or ongoing initiatives, and a valuable guide for new leaders. Most of TSCTP’s recurring activities would benefit from documenting proven best practices and the experiences of prior leadership. Many objectives involve volunteers, resources, timelines and preparation processes that may be refined with each event’s iteration. Capturing the “what, when and how” of these endeavors in a well-organized, comprehensive set of documents will remove logistical friction and improve event execution.

Annual post-event critiques should add to that body of knowledge. Having such information in a permanent, easily-accessible form should help insure that even if key leadership is no longer available, the cumulative knowledge that leadership has amassed would be available to those who follow in their footsteps.

While documentation must draw on the first-hand knowledge of those who lead such TSCTP endeavors, it is recommended that the Executive Committee provide the overall leadership and accountability necessary to assure the accumulation and organization of this critical information takes place and is appropriately shared.
DEVELOP PROCESSES TO AGGREGATE CONTENT FOR MARKETING
Marketing Committee

Customarily, “Marketing” is thought of as a public-facing endeavor. However, in order to be effective in communicating to a wide range of audiences an even wider range of topics and messages about things to see and do in the South Cumberland region, TSCTP’s Marketing Committee must be able to gather, organize and regularly update a large volume of content — factual and text-based information; photographic and video imagery. Having the content assets necessary to effectively communicate what the region has to offer visitors is a large challenge; it is the “internal side” of Marketing that directly affects how effective its “external side” will be.

At the same time, the Committee must pursue opportunities to disseminate its information in the most effective manner. The second essential Marketing function is matching stories to audiences, audiences to media channels, and developing an effective network of media contacts.

*It is recommended that the Marketing Committee develop sustainable processes for engaging TSCTP leadership, volunteers and stakeholders to provide the Committee with content, encouraging these constituent groups to “update the facts, look for interesting stories, and take good pictures”.

*Further, it is recommended that Marketing continue to actively develop and enlarge its network of media and PR contacts.*
IMPROVE AREA-WIDE WAYFINDING
Marketing Committee

For many new visitors, conceptualizing the widely scattered geography of the South Cumberland region presents a challenge; for example, the fact that South Cumberland State Park ("SCSP") has 12 unique trailheads, scattered across four counties, is often lost on visitors. Similarly, the historic, cultural and culinary attractions of the region’s nine major gateway communities are often invisible to new or even returning visitors.

The lack of effective highway wayfinding signage has exacerbated these challenges for visitors. Even prior to the formal creation of the TSCTP, members of its Board of Directors have been advocating for the creation of a comprehensive set of informational highway directional signs, providing navigational guidance to all of the tourism assets in the region.

The Southeast Tennessee Tourism Association ("SETTA") advocated for and obtained a grant, funding a series of urban-scale directional signs, highlighting points-of-interest in each of the main gateway communities of the region. At this writing, design work has been completed and SETTA has been working with TN Department of Transportation ("TDOT") representatives to finalize location and placement of these signs.

Once the new signage is in place, the improved highway wayfinding signage system should be promoted by TSCTP Marketing, working with FSC and SCSP leadership.

Separately, an initiative by the Friends of South Cumberland State Park ("FSC") has requested a series of approximately 70 highway wayfinding signs to guide visitors to the 12 trailheads of SCSP. TDOT has approved this request, funded the project and let the contract to a signage fabrication and installation vendor; with a projected completion date of August, 2022.

To further improve visitor understanding of the State Park’s layout, a new, uniform and geographically-based set of trailhead labels for SCSP’s 12 access points will be officially implemented as part of the highway directional signage initiative. Both SCSP’s Park Manager and TDEC’s Area Manager have endorsed this relabeling initiative. A map showing the new trailhead labels is appended to this Plan.

Once the new signage is in place, the improved highway wayfinding signage system should be promoted by TSCTP Marketing, working with FSC and SCSP leadership.

INCLUDE LOCAL RESIDENTS IN TOURISM PROMOTION EFFORTS
Events, Marketing

The 2021 Countywide Parks and Recreation Plan for Grundy County reported that Nature and natural beauty was frequently cited as an existing asset in Grundy County that residents enjoy and would like to see highlighted and expanded upon. It also noted that most local residents feel they do not receive enough timely information about recreational activities in the area; thus, it is important that TSCTP not overlook local residents as an important audience when preparing public-facing visitor information campaigns. In particular, the Marketing Committee should develop a solid understanding of which social media platforms and other local media are most utilized by local residents, and utilize them as part of their outreach efforts.
ADVOCATE FOR PADDLING ON THE UPPER ELK RIVER
Outdoor Recreation

According to the 2021 Countywide Parks and Recreation Plan, Grundy County is “poised for great success in [the] outdoor recreation tourism realm.” However, the report also notes that Grundy County has no formal budget for Parks & Recreation, and no staff for regular maintenance of existing P&R facilities. That said, there is a significant opportunity to offer kayaking and canoeing on the upper Elk River, extending from the TN Hwy 50 bridge at Elkhead to the county line, west of I-24.

*TSCTP should advocate for the issuance of an outfitter license, specifying that the outfitter clear logs and other impediments in the Upper Elk River, and maintain that portion of the river, keeping its channel open and providing equipment and provisions for for visitors to enjoy kayaking and canoeing on one of the most scenic and natural sections of river in Tennessee.*

ADVOCATE FOR DEVELOPMENT OF A MOUNTAIN BIKE COURSE WITHIN SCSP
Outdoor Recreation

The 689-acre Whisper Pine tract, which the State of Tennessee acquired from Bowater Paper Company in 2008 and added to South Cumberland State Park (“SCSP”), has been recommended by SCSP managers as a prime location for development of a world-class mountain biking facility, as well as an opportunity to provide a dramatic new overlook into Savage Gulf.

With the continued support of the Friends of South Cumberland State Park; IMBA (the International Mountain Biking Association); and its southeastern US component, SORBA (Southern Off-Road Bicycle Association), SCSP Managers feel there is an opportunity to create a competition-grade, 30-mile single-track mountain bike trail system, parking, pavilions and seating for competitors and spectators, with the potential for concessionaire operations, all of which would provide much-needed tourism revenue for this economically-distressed area of Grundy County.

In addition, a separate part of this tract has been recommended by SCSP for use as a native grasslands restoration area, with construction of trailhead access in this area that would connect visitors to Reeves Falls, a previously inaccessible double waterfall that cascades into the Collins River gorge.

The trailhead, being separate from the mountain biking facility, could have a small parking lot, restroom, and day-hike trail of about a mile to Reeves Falls. A new park overlook would provide a sweeping vista, highlighted by a view of Stone Door from across the gorge. This would also allow visitors to see the confluence of all three Savage Gulf river gorges (Big Creek, the Collins River and Savage Creek) and, below the overlook, the historic Decatur Savage Homestead.

*It is recommended that the TSCTP endorse this initiative, and partner with SCSP in its efforts to take this initiative from concept to reality.*
ADVOCATE for a NATURAL SCIENCE CENTER AT GRUNDY FOREST
Outdoor Recreation

While still a conceptual project, The Fiery Gizzard Gateway at Grundy Forest in Tracy City is also on the “wish list” of SCSP managers. This would be a new entrance to the Fiery Gizzard area of the park at the Fiery Gizzard North trailhead. Envisioned as a master-planned project, this will include a new access road, connecting the trailhead at Fiery Gizzard North directly to US Highway 41, eliminating a circuitous and confusing zig-zag through an industrial and then a residential area of Tracy City, in order to reach the nationally-recognized Fiery Gizzard Trailhead.

The new access road would traverse the area adjacent Fiery Gizzard Creek, entering a 28-acre parcel, already part of SCSP, where a new South Cumberland Environment and Nature Interaction Center (“SCENIC”), including park administration and Ranger offices, could be built. After circling the new SCENIC facility and its parking area, the access road would pass just to the north of the CCC Historic Interpretive Area, enabling creation of a small parking area with ADA-compliant access to the CCC site, before connecting to the existing Fiery Gizzard North trailhead.

The SCENIC facility is envisioned to be a world-class natural science center, including interactive exhibits, local history museum, large-screen theater, research laboratory and revenue-generating conference facility, showcasing the incredible natural and cultural history of the southern Cumberland Plateau — a true attraction, designed not only to allow visitors to interact, discover and learn in a compelling manner, but also to be a destination for tourism, bringing much-needed economic development to this area.

The administrative portion of the building would include office space for park staff and management, with a dedicated staff meeting and training facility, and hostel-style accommodations for Seasonal Interpretive Rangers [summer/intern Rangers].

In order to create the new park entrance on US Highway 41 at Fiery Gizzard North, the existing Head Start facility will need to be moved, and an adjoining 4-acre tract on Fiery Gizzard Creek must also be acquired by the State.

SCSP Managers have proposed a “swap” of the current Head Start property and facility for the existing Park HQ, two miles west on Highway 41, which has much more property; an existing building [larger than the current Head Start facility]; a playground; a picnic pavilion; a teaching garden; a Nature Play trail; and enough area for a future YMCA-type facility [with swimming pool], which was identified by area residents as a recreational priority in the 2021 Grundy County Parks & Recreation Plan.

It is recommended that the TSCTP endorse this initiative, and partner with SCSP its efforts to generate interest in this solution among State-level leaders, philanthropic and conservation organizations.
PROVIDE MARKETING ASSISTANCE FOR THE COALMONT OHV PARK
Outdoor Recreation
In order to help the new Coalmont OHV Park get off to a productive start, certain infrastructure will be needed to help visitors become aware of, and find the park.

There is an immediate need to improve wayfinding signage, particularly from TN Highway 56 at Q-Switch Road to the OHV park site. The access route involves several turns, each of which will require signage. The return route, back to TN Highway 56, must be similarly marked.

To aid in the promotion and marketing of the Coalmont OHV Park, timely and accurate information about park operating hours, fees, RV and camping options (and fees); as well as upcoming special events, rallies, competitions, etc. needs to be gathered by OHV Park managers and conveyed to TSCTP’s Marketing Committee, for inclusion on the TSCTP website at MountainsOfAdventure.org.

DEVELOP A HOSPITALITY EDUCATION CAMPAIGN
re: IMPORTANCE OF WEEKEND HOURS
Hospitality
To help local businesses maximize tourism-related business, TSCTP should embark on an education campaign explaining why it is important to be open Fridays, Saturdays and possibly Sundays after church. Many local businesses miss the highest-potential days of the week by only being open on weekdays. Maintaining a robust “open” schedule on Fridays, Saturdays and Sunday afternoons could be a game changer, particularly between March 1 and December 31.

Even during the traditionally slower January and February period, tourist visitors are coming to South Cumberland in ever-greater numbers; during and since Covid lockdowns, SCSP reports a sharp increase in campground reservations for the winter months over previous years, signaling a new opportunity for area businesses to capitalize on tourism visitation.
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<thead>
<tr>
<th>HOSPITALITY</th>
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<tr>
<td>AMT.</td>
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**NOTE:** All budget estimates include both design and production fees unless otherwise indicated.
TSCTP ORGANIZATION CHART

TENNESSEE'S

SOUTH
CUMBERLAND
TOURISM PARTNERSHIP

ORGANIZATION CHART
as adopted by its Board of Directors on Jan 25, 2021

TSCTP BOARD OF DIRECTORS
consisting of its Executive Committee and Chairs of each of its Standing Committees

FUTURE/PAID STAFF POSITION(S)

EXECUTIVE COMMITTEE
Chair • Secretary • Treasurer

FINANCE COMMITTEE

EVENTS COMMITTEE

HOSPITALITY COMMITTEE

HERITAGE COMMITTEE

MARKETING COMMITTEE

OUTDOOR RECREATION COMMITTEE

PLANNING COMMITTEE

REGIONAL ENGAGEMENT COMMITTEE

SUBCOMMITTEES / TASK FORCES / AREAS OF FOCUS

NOMINATING  SUCCESSION PLANNING

TAX REVENUES  GRANTS  OTHER

ENGAGEMENT  ONLINE CALENDAR  OTHER

ENGAGEMENT  ONLINE DATABASE  OTHER

ENGAGEMENT  ONLINE DATABASE  OTHER

ONLINE MEDIA  PUBLIC RELATIONS  TRADITIONAL MEDIA

WEBSITES  FACEBOOK  INSTAGRAM  SNAPCHAT

YOUTUBE  TIKTOK  OTHER

ENGAGEMENT  SCSP  OHV  OTHER

PLAN DEVELOPMENT  PLAN UPDATES  LONG RANGE INITIATIVES

DESIGN GUIDELINES  ENTREPRENEURSHIP  OTHER
COMMITTEE PURPOSE STATEMENTS

Executive
Executive Committee ensures that the operation of its standing committees and Board achieve the mission of the TSCTP. The TSCTP Bylaws outline additional organizational directives.

Events
Events Committee identifies, collects essential information about, and works with the Marketing Committee help promote events with potential interest to visitors. The Events Committee also works with event producers to help attract new events of potential interest to visitors to the South Cumberland region. Assuring the accuracy and completeness of event-related tourism information on the TSCTP website is an important function of the Events Committee.

Finance
The Finance Committee manages all aspects of TSCTP’s financial operations, including budgeting, identification of funding sources, applications for grants and governmental allocations, management and distribution of acquired funds, and preparation of all financial reports (both internal and external to TSCTP) in a professional, timely and transparent manner.

Heritage
The Heritage Committee identifies, collects essential information about, and works with the Marketing Committee help promote the South Cumberland region’s heritage tourism assets of potential interest to visitors. Assuring the accuracy and completeness of heritage-related tourism information on the TSCTP website is an important function of the Heritage Committee.

Hospitality
The Hospitality Committee identifies, collects essential information about, and works with the Marketing Committee help promote the region’s hospitality assets, including lodging, dining and entertainment venues with potential interest to visitors. The Hospitality Committee also works with hospitality providers to facilitate development of new hospitality assets of potential interest to visitors to the region. Assuring the accuracy and completeness of hospitality-related tourism information on the TSCTP website is an important function of the Hospitality Committee.

Marketing
The Marketing Committee collects essential information from, and works with the other TSCTP Standing Committees to help promote the tourism-related assets, initiatives and activities of the region. The Committee’s mission is to create and distribute engaging content, to motivate the general public to visit and enjoy the region’s natural, historic, cultural and hospitality resources.

Outdoor Recreation
The Outdoor Recreation Committee identifies, collects essential information about, and works with the Marketing Committee help promote the region’s outdoor recreation tourism assets. Assuring the accuracy and completeness of outdoor-related tourism information on the TSCTP website is an important function of the Outdoor Recreation Committee.

Planning
The Planning Committee gathers input to produce planning documents that define and guide how TSCTP fulfills its mission and vision for the South Cumberland region. Planning helps identify, advocate for and facilitate the use of strategic stepping stones and best practices that will enable TSCTP to adapt, thrive and effectively meet its mission. The planning process assesses TSCTP needs, identifies priorities, defines next steps, and monitors implementation.
Regional Engagement
The purpose of the Regional Engagement Committee is to establish and maintain constructive engagement between TSCTP and other governmental and NGO entities in the South Cumberland region, particularly with regard to those organizations’ future plans and initiatives that could benefit or impact the development of a responsible tourism industry in the region.
This map shows the new trailhead naming system being rolled out by South Cumberland State Park in the Summer of 2022. The park’s 12 trailheads now have more logical and easy-to-understand names that will allow new visitors to more quickly grasp the relative locations of each trailhead.

A companion set of approximately 70 highway directional signs, also utilizing this naming system, is being installed this spring at key intersections throughout the region, from Sherwood to Beersheba Springs to Jasper and many points in between. They include trailhead names, mileages and direction from that sign’s location. TDOT is scheduled to complete signage installation in the late Summer of 2022.

No natural landmarks or historical geographic names were changed as a result of this initiative; this is simply a more logical system for referring to each of the park’s 12 trailheads.
PLAN ATTAINMENT and UPDATE PROCESS

This Plan will only be as good as its implementation — the degree of TSCTP’s organizational desire and ability to achieve the objectives it sets forth. As the saying goes, “the devil is in the details,” and in order for the organization to obtain the greatest long-term benefit from this Plan, TSCTP’s leaders must work as a team. By supporting each Committee’s efforts to complete its tasks and incremental benchmarks, TSCTP, as an organization, will succeed in achieving the notable aspirations it has set for itself during this planning process.

ATTAINMENT BENCHMARKS

The benchmarks in this Plan are guides to help each TSCTP Committee prioritize and execute specific tasks, in order to make productive contributions that move the organization forward. They’re NOT “disciplinary tools,” nor “success or failure” yardsticks.

To facilitate the successful implementation of this Plan, each quarter, throughout the planning period, the Planning Committee recommends that Committee Chairs describe, in their Quarterly Reports to the Board, their Committee’s progress toward attaining that quarter’s benchmarks, including both successes and challenges.

If a Committee or task force is having difficulty attaining a particular benchmark, the Planning Committee will work with TSCTP leadership to provide the Committee team with perspective and analysis, suggest alternative approaches, identify additional resources, and help facilitate a successful outcome for the team’s work. The emphasis here is on success and accomplishment!

UPDATE PROCESS

Successes will be celebrated, and challenges will be approached as opportunities for adjustment and improvement. As part of the Plan’s annual update process, benchmarks will be re-calibrated to reflect accomplishments, as well as to give fresh attention to challenges and potential solutions, as areas of focus for the coming year.

During the third quarter of each calendar year, the Executive Committee (EC) will meet with each TSCTP Chair to assess what has worked, and what hasn’t; and to hear Committee suggestions for adjustments. At this point in the process, the EC will also ask the Chairs to discuss any new or emerging challenges or opportunities, not already in the Plan, that should be added; and how the Committee might address these new items.

During the fourth quarter, the EC will incorporate this information into its annual update of the Plan, and circulate a draft to the Committee Chairs for comment, in a manner similar to the process it has followed with the initial creation of this Plan.

During the first quarter, the EC will refine and review the update with the Committee Chairs, and then present the final revision to the TSCTP Board for adoption at its April (Second Quarter) public meeting. The updated Plan should officially take effect following Board adoption, but no later than the beginning of the next TSCTP fiscal year on July 1.

In this manner, the Plan will continue to be effective in advancing TSCTP’s aspirations, improving TSCTP’s capacity, and strengthening the TSCTP organization.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>1Q-2Q-3Q-4Q</td>
<td>abbreviations for first, second, third, fourth quarters of a calendar or fiscal year.</td>
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<tr>
<td>Advance Pkt</td>
<td>or “Advance Packet,” briefing papers sent to TSCTP Board members, prior to meeting.</td>
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<tr>
<td>ALCC</td>
<td>Appalachian Landscape Conservation Cooperative</td>
</tr>
<tr>
<td>apps</td>
<td>abbreviation for “applications”, usually smartphone software</td>
</tr>
<tr>
<td>ARC</td>
<td>Appalachian Regional Commission (regional economic dev’t organization)</td>
</tr>
<tr>
<td>ctte</td>
<td>abbreviation for “committee”</td>
</tr>
<tr>
<td>Comm</td>
<td>abbreviation for “Marketing,” usually referring to that TSCTP committee</td>
</tr>
<tr>
<td>Exec</td>
<td>TSCTP’s Executive Committee</td>
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<tr>
<td>FSC</td>
<td>Friends of South Cumberland State Park</td>
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<tr>
<td>GIS</td>
<td>Geographic Information System, a protocol for handling mapping data</td>
</tr>
<tr>
<td>GPS</td>
<td>Geographic Positioning System, a satellite-based system for location mapping</td>
</tr>
<tr>
<td>ID</td>
<td>Identification, or “to identify”</td>
</tr>
<tr>
<td>LRPS</td>
<td>Long Range Planning Session (TSCTP’s annual long-range plan review)</td>
</tr>
<tr>
<td>mat'ls</td>
<td>abbreviation for “materials”</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization — generic label for a variety of nonprofit orgs.</td>
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<td>OHV</td>
<td>abbreviation for “Off Highway Vehicle”</td>
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<td>opps</td>
<td>abbreviation for “opportunities,” as in “opportunities to volunteer”</td>
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<tr>
<td>org or orgs</td>
<td>abbreviation for “organization” or “organizations”</td>
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<td>PA Wilds</td>
<td>an initiative, similar to TSCTP in rural Pennsylvania, and a model for TSCTP’s future</td>
</tr>
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<td>pgm or pgmg</td>
<td>abbreviations for “program” or “programming”, as in public-facing TSCTP activities</td>
</tr>
<tr>
<td>PWRMC</td>
<td>Pennsylvania Wilds Regional Marketing Corporation</td>
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<tr>
<td>Q/A</td>
<td>Quality Assurance, a protocol for improving the ongoing quality of a product</td>
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<tr>
<td>QR code</td>
<td>a two-dimensional barcode which, when scanned by a smartphone, opens a specific page on a website, or other online destination (QR = “quick response”)</td>
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<tr>
<td>RFP</td>
<td>Request for Proposal — asking a potential vendor to provide pricing &amp; terms</td>
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<tr>
<td>RTP</td>
<td>Recreational Trails Program (administered by the Federal Highway Administration)</td>
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<tr>
<td>RTRRR</td>
<td>Recruit-Train-Recognize-Retain — a best practice for retaining volunteers</td>
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<td>South Cumberland State Park</td>
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<td>SETDD</td>
<td>Southeast TN Development District (economic development agency for this area)</td>
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<td>Two-Deep Leadership, a best practice for developing leadership continuity</td>
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<td>THRIVE</td>
<td>branding name for the Chattanooga area’s long-range planning initiative</td>
</tr>
<tr>
<td>TDEC</td>
<td>Tennessee Department of Environment and Conservation</td>
</tr>
<tr>
<td>TDOT</td>
<td>Tennessee Department of Transportation</td>
</tr>
<tr>
<td>TN</td>
<td>Tennessee, usually referring to the “State of…”, meaning, State Government</td>
</tr>
<tr>
<td>TNSP</td>
<td>Tennessee State Parks (a division of TDEC)</td>
</tr>
<tr>
<td>TWF</td>
<td>Tennessee Wildlife Federation</td>
</tr>
<tr>
<td>UoS</td>
<td>University of the South, a.k.a. “Sewanee”</td>
</tr>
<tr>
<td>VAE</td>
<td>Volunteer Appreciation Event</td>
</tr>
<tr>
<td>WCO</td>
<td>Wilds Cooperative Organization, the entrepreneurial marketing arm of the PA Wilds</td>
</tr>
</tbody>
</table>