

Take the Blue Line to Tomorrow

The Copperhill – McCaysville Sustainable Development Plan



**A Report to the Appalachian Regional Commission and the people of
Copperhill, Tennessee and McCaysville, Georgia**

Take the Blue Line to Tomorrow

The Copperhill – McCaysville Sustainable Development Plan

A Report to the Appalachian Regional Commission and the people of
Copperhill, Tennessee and McCaysville, Georgia

April 2007

By

University of Tennessee Community Partnership Center

Dr. Tim Ezzell

Eric Ogle

University of Tennessee Planning Program

Dr. Bruce Tonn

University of Tennessee Students

Sarah Booher

Andrew Bryant

Chad Church

Benjamin Collins

David Crockett

Quaine Finley

Kelly Padden

Andrew Petty

Nikki Petty

Amanda Slough

Ashley Smith

Compiled and edited by Eric Ogle



*University of Tennessee ATP 2006 participants (L to R): Amanda Slough, Ashley Smith, Nikki Petty, Rick Peltz (ARC Co-Chair), Andrew Bryant, Chad Church, Dr. Bruce Tonn, Dr. Tim Ezzell, David Crockett, Andrew Petty, Benjamin Collins, Kelly Padden, Quaine Finley, John Cartwright (ARC), Kostas Skordas (ARC).
Not Pictured: Sarah Booher (UT student), Eric Ogle (UT-CPC).*

Contents

Introduction	5
Project Methodology	7
Community Foundation.....	12
Youth Visioning Process.....	15
Assisted Living for Senior Citizens.....	21
Copper Basin High School Greenhouse.....	24
Copperhill Multi-Use Long Distance Trail System.....	28
Historic Preservation and Downtown Revitalization.....	32
Riverfront Development.....	37
Copperhill Train Depot.....	43
Downtown Community Center.....	46
Downtown Parking.....	51
Community Marketing.....	56

Introduction

Tim Ezzell, Ph.D.

Director, UT Community Partnership Center

Since 2000, the University of Tennessee has joined a dozen other Appalachian Institutions in a unique and powerful experiment in higher education – the Appalachian Teaching Project (ATP). The ATP, a program sponsored by the Appalachian Regional Commission, is designed to actively engage regional institutions of higher learning in identifying and addressing issues facing Appalachian communities. Over the past six years students, faculty and staff from UT have worked with residents across East Tennessee to create jobs, expand opportunities, and help promote, preserve, and sustain local resources.

Our goals within the ATP program are multifold. First and foremost, we want to educate our students and give them real world experience to help prepare them for professional practice. We also seek to educate them about Appalachia, its people, and its resources. Students, working alongside community residents, are quick to discard the myths and stereotypes that often plague the region. Lastly, we seek to serve our project communities by providing professional level services and by building lasting partnerships between the university and the greater public.

This year's project took place in Copperhill, Tennessee and McCaysville, Georgia – two towns that, combined, comprise one of the most unique and storied communities in the Southeastern United States. Once home one of the most significant copper and acid production facilities in the world, the towns now face economic adjustment in the wake of industrial change. In addition, the community also copes with a legacy of environmental devastation.



Copperhill landscape in the 1950s

For decades, the area was perhaps best known for its denuded and alien landscape. Today, the land is largely restored but the stigma attached to the environmental destruction continues to weigh heavily on the community.

Over the course of the fall 2006 semester, UT students designed and conducted a pair of community workshops to discuss community issues and evaluate project ideas. This plan represents the culmination of their efforts. It offers solutions to a wide range of local concerns, ranging from a new greenhouse at the local high school to improved parking and enhanced tourism facilities. Students also presented this plan before the leadership of the Appalachian Regional Commission and shared their ideas and experiences with representatives from other ATP schools.

This project was, in many respects, among our most rewarding and successful ATP classes to date. The success of this project was, in part, due to the dedication of our students. Yet we also understand and appreciate the debt we owe to the people of Copperhill and McCaysville. Their civic pride and enthusiasm for our work ultimately determined the success of this project. We believe since strong sense of community is the region's strongest asset and will no doubt help lead them to a bright and promising future.

The students, faculty, and research staff would like to extend special thanks to John Blankenship, a resident of Copperhill, for his contributions to this project. His vision, dedication, and energy served as an inspiration to our group and helped make this project possible. We are also grateful to the City of Copperhill, particularly the mayor's office, for their kind and generous hospitality.

Project Methodology

Ashley Smith

Workshop Development

Identification all of the stakeholders in the Copperhill/McCaysville community was done prior to the first workshop in an effort to be inclusive of all community interests. The stakeholders were identified as the local business owners, residents of all ages, churches, political leaders, clergymen, developers, and any other individuals or groups that would likely feel the impact of any community changes. It is vital to be considerate of the community members as it relates to the workshop's timing and location. The dates of the workshops were carefully selected to ensure the maximum turnout. For example, as a class we thought it best to hold our meetings on either a Tuesday or Thursday evening so the likelihood of conflicting with other community activities, such as church and club meetings, school games, and family time, would be minimized. After stakeholders were identified and the time and location confirmed by our community liaison, various communications mediums (such as press releases to local and regional media, direct mail, phone calls, guest appearance on the local radio programs, and word of mouth) were utilized to increase the community's awareness of our workshops.

During our planning for the first workshop, we familiarized ourselves with the community through discussions based on a basic demographic search, which gave insight to the community's leading industry, history and culture. We learned that this area was full of potential but in need of unbiased assistance. Our research gathered help the students prepare a presentation and facilitate the evening's activities (values and visioning exercises and the plenary period) in a way that would be most receptive for the community.

Workshop One

The objective of the first workshop, held September 26, 2006 at the Copperhill City Hall, was to engage community members in a participatory planning session to discuss their values and help fashion a new vision for their future. During the first half hour, introductions and overview remarks informed participants the purpose of the workshop series. Although differing according to occupation, they all came with open minds to talk about plans for their community's future.

The sustainability presentations given by two graduate students provided an explanation of sustainable development as well as an overall objective for the night's workshop. Maureen Hart, in "Guide to Sustainable Community Indicators," defines sustainability as being "related to quality of life in a community."



Community members discuss values and ideas at the first workshop

The quality of life of a community is revealed through the interactions between the economy, society, and natural environment. She expresses the need to “understand the connections” between and have the ability to “manage all these systems to ensure that the economy and society exists without destroying the natural environment.” Providing examples of cities, such as Chattanooga, Tennessee and Damascus, Virginia, whose residents participated in similar workshops, linked our objectives to a tangible outcome, giving them a sense of purpose in the project and for their time.

Following the opening presentations, the participants were divided into five groups for introductory participatory exercises. Led by two or three student facilitators, the residents were encouraged to speak openly in their groups about their community, expressing their thoughts about their community’s future. Examples such as, “I value higher education,” and “I envision the local establishment of a satellite community college” were stated by the facilitators to help get the conversation started. In many groups the facilitators did not have the challenge of getting people to express their thoughts about their community. Participants were openly excited to have an unbiased but interested party to help guide their community through this process.

The use of flip charts and maps during the brainstorming exercise provided organization and served as a visual reference that allowed the facilitators to keep track of ideas and allowed participants the ability to visually point out areas of the city where changes would be most effective. The values and visions were later combined into the broader topics listed below:

Values

History of Copperhill and McCaysville
Natural environment
Family
Locally owned businesses
Small town traditions
Quality education
Quality jobs
Leisure nature of community
Tourism and Hospitality
The community’s uniqueness
The aesthetics of downtown and adjacent neighborhoods

Visions

Create a vibrant downtown
Build strong inter-government relations
Maintain beautiful environment
Full utilization of the fiber network
Preservation of the mines history
Expansion of the tourism economy
Riverfront development
Expansion of educational programs
Improved living wages
Young adult retention
Successful retail shops
Railroad depot

Afterward, one participant from each group reported their group’s top values and visions during the plenary period.

Post Workshop One

Workshop One proved to be a valuable and exciting experience for both the citizens of Copperhill and the student facilitators. The values and visions exercise enabled the

students to understand the character and goals of the community. Following our first workshop, we met as a class to discuss what our individual groups valued in their town and envisioned for its future. Though each idea was discussed, we narrowed our focus to the most desirable and feasible ideas. After much thought and structuring, we selected eleven representative initiatives that meshed the project's objective of sustainability and the community's objective of continuity and growth. The projects ideas are as follows:

- Downtown entertainment (multi-use facility)
- Downtown preservation and restoration
- Railroad depot
- Community Foundation
- Parking
- Youth- Greenhouse
- Youth Visioning
- Senior Assisted Living
- Marketing
- Outdoor Trails
- Riverfront Development

Each student selected one of the opportunities to focus their research. Over the next month, students researched all aspects of their individual topic and drafted handouts to be given out to participants at Workshop Two. To ensure citizens would know when and where to attend the second workshop we used the same correspondence techniques as used for Workshop One, including direct mail, emails, and the local media.

Workshop Two Overview

Workshop Two was a successful event as many attendees of the first workshop returned to see how the students researched their ideas. The workshop opened with a presentation to review Workshop One. This presentation reminded the group of the visions and values they had expressed in Workshop One, as well as an introduction and explanation of what they would be doing that night. To conclude the opening presentation, the structure of the workshop was explained to ensure participants knew what to expect throughout the evening.



Residents evaluated project ideas at the second workshop

The first activity was a “Lightening Round.” This consisted of participants dividing into groups and sitting at five different tables. Then two or three students went to each table, passed out handouts that related to their project, and provided a quick explanation of their topic. The significance of the activity title, “Lightening Round,” is that students had prepared a two-minute summary to concisely explain their project. After the allotted time of four total minutes, a bell was rung and the student pairs switched tables to repeat

the process with another group. Once the activity finished, and everyone had a brief break, the students returned to the last table they were at and participants were invited to go to the table with the student who presented the topic that interested them most.

The second part of Workshop Two was the discussion tables. This exercise enabled participants to ask more questions about topics that interested them most, and provided an opportunity for student facilitators to elaborate on their research and proposals. Because many citizens were highly interested in multiple topics, possibly from a student not be at the same table, there were two discussion sessions for 30 minutes each.

Project Feedback

During the first group session, the following ideas and project concepts were identified:

- **Multi-use Facility** - Citizens like the idea of a multi-use facility to be used for educational and entertainment purposes. Many interested citizens suggested that it be combined with the proposal for a railroad depot.
- **Downtown Preservation/Restoration** - This was one of the most popular topics at the workshop. Many participants took interest in preserving the town's historic buildings and locations, as well as restoring many characteristics from when it was a tight-knit mining community.
- **Railroad Depot** – This was another popular idea at the workshop. The history of the town is tied to the copper mines and the railroad, which make this an important asset to the community. Many participants believed it would be beneficial to make the train depot and multi-use facility one building.
- **Community Foundation** – This topic is a result of not enough support for reviving the parks and recreation program, and was selected in response to multiple inquiries about how to apply for grant money to help with community projects.
- **Parking** – Participants recognized that to improve tourism and increase revenues, that access to all aspects of the town must be improved. Parking is a central issue to entice visitors to downtown shops, restaurants, and attractions, thus the proposal to increase parking was accepted and encouraged by the citizens.
- **Greenhouse** – Youth participants were excited about the idea of a greenhouse at their high school. Though many citizens liked the idea, it received less attention and support due to citizens' interest in other projects.
- **Youth Visioning** – The youth visioning process led to the consensus that it was a good idea for the community; however, it received little attention due to the

popularity of other projects. The youth in attendance especially liked being included in the visions and considered it what they wanted for the community.

- **Assisted Living** – The prospect of an assisted living facility for seniors and handicap citizens was well received by the citizens. Many believed it was a necessary step to caring for all members of the community.
- **Marketing** – Although several participants did not fully understand the value of spending money to market the town, the few who did wanted to pursue the idea. Those citizens recognize that to compete with other tourist destinations they must actively market the differential advantages their town offers.
- **Outdoor Trails** - A proposal to interlink a multi-use trail system in Copperhill and Ducktown was a well-received idea among the participants. Most agreed that it would be a positive attraction for the community, and those active in the discussion believed it would be a relatively easy project to complete and sustain for the town.
- **Riverfront Development** - Many citizens liked the idea of a river walk, especially if it includes a pedestrian bridge across the river so that residents would have easy access to downtown. They believed a river walk would make better use of the riverfront and spur commercial development.

Post Workshop Two

Following the second workshop, the students reconvened as a class to discuss outcomes of each workshop group. Participant input on each of the issues was discussed, as well as any amendments to proposals. As a class, we discussed sustainable indicators such as the town's export base, comparative advantages, growth centers, growth poles, globalization, and agglomeration, and discussed how each affect the community. We then tried to determine how, if, and where each of the proposals fit with the indicators.

Following a thorough class debate, it was concluded that each project fit the positive parameters of each indicator and would be worth investigating and pursuing for the community. The final act on behalf of the students was to generate a detailed report explaining their research, and present the town with a viable and reliable source to help them accomplish their desired goals. The remainder of this report details each of the eleven project proposals.

Community Foundation

Benjamin Collins

Background

Community foundations have been around for almost 100 years. The first community foundation was started in Cleveland, Ohio in 1914. Within the next several years, community foundations were started in other cities such as Boston, Milwaukee, Minneapolis, and Chicago. Since community foundations were established, hundreds of thousands of individuals across the United States have joined together to make their community a more successful place.

Now, community foundations are among the fastest growing sectors of philanthropy in the United States. The foundations build their communities and bond the people together. They do this by making it possible for a wide range of donors to create permanent named funds to meet critical community needs. Through philanthropy that is diverse, visionary, and inclusive, community foundations have become catalysts for improvement in the most urban of communities, to the most rural of communities.

Today there are more than 650 community foundations in the United States. This idea has spread throughout the world into places like Australia, Germany, Mexico, Poland, Slovakia, and the United Kingdom. Community foundations offer a variety of services for the community and routinely work with families, individuals, and financial planners. The list of participating members is large and diverse, serving people, businesses, or whoever the client may be, from many different income ranges and walks of life.

Community foundations also accept gifts from citizens, of different types and amounts. Such gifts can include, but are not limited to, monetary values, real estate, share of corporate stock, artwork, and even insurance. Gifts are not limited to just citizens, as corporations and government agencies can also provide help in any of these areas.

Three Features of Community Foundations

1. Personalized services – Community foundations help individuals, families, businesses, and other agencies achieve their goals by providing tools and resources that make giving easy and flexible. Staff can ensure that gifts go to areas that the beneficiary wants to support, and no where else. This reinvestment in the community is essential to community well-being, which makes the community stronger when people work together to make it a better place.
2. Local expertise – The community foundation is a local organization staffed of people from the local community. The Board of Trustees leads the organization which has a deep understanding of the challenges that face the community and the people that are affected by those challenges. The Board also monitors community issues,

opportunities, and resources to help donors learn more about deciding factors in order to make their giving as meaningful as possible.

3. Community leadership – Community foundations play a key role in addressing community needs, both now and into the future. They are governed by leaders with strong ties to their communities. Foundations also act as catalysts for communities, bringing together diverse voices and groups to work on solutions to local issues and fostering greater giving and volunteering in communities.

Community Foundation Structure

Basically the organized structure of the community foundation is set up to oversee the following actions:

- receiving money
- managing and investing money
- distributing the money back into the community

Foundations can also work in other ways to benefit a larger region or each other if desired. A currently working facility can support the opening of a new foundation by training staff, helping setup the necessary beginnings, or more importantly with financial means. Community foundations may also work together on projects, grants, proposals, or just have partnerships in general for a region or just for a specific town.

Example of a Successful Local Community Foundation

The East Tennessee Foundation (ETF) was founded in 1986. The ETF is a nonprofit community foundation created for the purpose of building charitable resources to make communities stronger and lives better through thoughtful giving. This 501(c)(3) organization was established through the merger of Community Foundation of East Tennessee and the Business Trust for the Arts, and began with assets of \$625,000 to fund grants to contiguous counties. Since its founding, over \$136 million in grants have been awarded, and has amassed assets in excess of \$123 million. There are now 300 component funds, including eleven affiliate funds and ten supporting organizations. The ETF has a broad reach, serving 25 East Tennessee counties. In 2005, the organization received 1,033 gifts ranging from five dollars to 2.5 million dollars.

Location of the Copperhill Community Foundation

There are many sites that could house the community foundation for Copperhill. The most promising of these locations is to locate the offices in the newly proposed train depot. This facility will house a community center, an Internet café, and several other community organizations. The community foundation could also find office space in the current City Hall.

Funding for the Foundation

There are many organizations and foundations that are willing to help new community foundations get started. Some of these funding sources have been referenced to help start projects proposed by the University of Tennessee Planning Department.

- The Mary Reynolds Babcock Foundation (www.mrbf.org) assists people in the Southeastern US to build just and caring communities that nurture people, spur enterprise, bridge differences, and foster fairness. The foundation believes in the responsibility and power of individuals — including youth and young adults — to improve their own lives and to act collectively to increase opportunity for themselves and their communities.
- The Appalachian Community Fund can also help provide funding for the Copperhill Community Foundation. The Appalachian Community Fund was founded in 1987 to provide grants for groups to promote progressive change in the central region of Appalachia. This fund desires to promote a long term resource base and to expand upon the idea of people helping people in the region.

Community Foundation Benefits

Benefits of a community foundation are very diverse. The community foundation will be able to apply for grants through private funding, and through state and federal sources. This funding can go to a number of projects including all of the ideas proposed in this plan. The community foundation will enable the creation of a sustainable foundation on which Copperhill will be able to build on and be successful.

Conclusion

Community foundations have been very successful around the world. To create a community foundation, the Copperhill community must follow a series of steps. They must:

- Establish a commission to establish the mission for the foundation.
- Establish a governing body for the foundation
- Establish a charter, outlining the vision and method of operation
- Establish a means of generating the funding needed
- Obtain 501(c)(3) status as a non-profit, tax-exempt organization with the State of Tennessee

These steps can be accomplished with the help of the University of Tennessee when the citizens of Copperhill feel that the time is right to establish this community foundation.

Youth Visioning Process

Nikki Petty

Copperhill offers scenic beauty, a rich heritage, and a small town feeling; however, it stands at a critical time in its history. The last copper mine closed in 1987, resulting in a drastic loss of basic employment opportunities. Since that time, the community has become reliant on the tourism industry. In 1996, the Olympic whitewater competition was held less than ten miles away, and a railroad that begins in Blue Ridge, Georgia brings over 50,000 visitors to the area, and whitewater rafting companies abound in the area.

Over the next few years, citizens of Copperhill will either take full advantage of its assets or investors will recognize its potential and benefit from its assets. The northernmost suburbs of Atlanta are within miles away and small towns nearby are feeling the effects of suburban encroachment. Copperhill can shape how development will occur and who will reap the greatest benefits. Although this future remains uncertain, the undeniable fact is that youth will be the most affected by current decisions.

Copperhill's youth are leaving the area at an alarming rate to either never return or returning after they have raised their families elsewhere. This trend mirrors the overall population decline in Copperhill since basic industries ceased operation. Although the area has reclaimed many of its natural landforms and vegetation after years of depletion, its inhabitants have few job opportunities since that time to sustain themselves. As the community works together to seek solutions to rebuild a unique town, the youth must also be considered a partner. Although the community recently participated in a visioning process, it is not fully complete or representative of the community without youth.

The future development of Copperhill will most likely have the greatest affect on its youth. Although this sounds cliché, the quality of the future of Copperhill can be influenced by building skills and a sense of worth in their youth today. Empowering youth through the opportunity to share their values and visions and move towards those future visions can increase the potential of a vibrant Copperhill shaped by the ideas and actions of its members. The additional information, the need for a comfortable and open space, and the need for youth to participate in the future visioning of Copperhill requires a separate process to obtain an inclusive vision.

Youth require more background information before completing the visioning. Although the process derives a vision of the future based on values and imaginative images of the future community, it also requires suggested projects that need be accomplished. The end of the process requires some idea of how abstract visions translate into concrete projects, and to complete the process youth may need some background information on community and economic development principles.

A youth visioning process would complement the visioning process that adults performed with the University of Tennessee. The youth visioning process not only seeks out the

opinion and ideas of the youth but it also provides a space where youth can feel comfortable sharing likes and dislikes about various elements of the community. This separate process frees them to be completely honest in an encouraging environment.

The decision-makers must hear the voice of the youth. Vibrant communities exist where people of all ages and walks of life can coexist and feel their needs are met. If native youth choose to leave and never return, then the community should look at alternatives to increase the number of young adults and families. The suggestions of current youth could aid in enticing this population to the area. Numerous studies have proven that communities benefit when students are involved in the planning processes. Integrating the needs and desires of youth into community plans have allowed communities to propose creative solutions to current issues and include future projects proposed by those who most likely be affected.¹

Existing Resources and Assets

Copperhill, like many communities, places great value on the local school system; it's often viewed as one of the greatest resources in the community. Both school officials and community organizations use this asset to develop the lives of the youth and their contribution to the community. In past years, the high school has taken special interest in developing extracurricular activities for its students. For one of these activities, the technology club was chosen by Glenn Springs Holdings (GSH) to visit California. GSH is the environmental remediation division of OXYUSA, the company that inherited the responsibility to remediate the Copper Basin after buying one of the copper companies.

Together, GSH and Copperhill students worked to provide economic opportunities in the area. GSH chose the technology club last year to visit a project in Elk Hill, CA, which they intend to replicate in Copperhill. This project will provide local students with the opportunity to study specific programs that prepare them for careers in forestry and environmental remediation. The company also sponsors heritage-related activities in the local school. The youth visioning process can build on these experiences, and it can further the ideas that students generate while exposed to these learning activities.

Local Support

During the two community meetings during the fall of 2006, many attendees were concerned about the out-migration of youth and remarked that these youth often returned years later, but felt more might stay if more appropriate activities were offered for persons around the ages of 18-25. Although Copperhill experienced an economic downturn in the last few years, new industries require skilled trades. One attendee who owned a business said he was constantly hiring new welders, because his employees

¹ Driskell, D. 2001. *Creating Better Cities with Children and Youth*. UNESCO/Earthscan Publications, Paris/London and Auriat, Nadia, Miljeteig, Pel, & Chawla, Louise, 2001. "Identifying Best Practices in Children's Participation."

moved away. They also felt distress at the increasing number of teenagers getting into trouble and wanted to offer alternatives to drugs and alcohol.

The two high school youth who attended the community meetings reacted with great interest to the idea of a youth visioning process. They confirmed the feeling that few youth stay in the area after high school, because “there is nothing to do.” One youth commented that adults rarely ask them about the direction they would choose and that no one really cares what they think. The youth visioning process could inform the community decision-makers about activities they are truly interested in and the types of recreational and social activities that they value.

Solution

A youth visioning process would inform the local decision-makers on the values and future dreams of local youth. Many adults have preconceived notions about the needs and desires of the local youth, and should create ways to increase their desire to either stay in Copperhill or return after attending a post-secondary educational institution. Working with youth instead of for youth truly reflects an inclusive process. Including youth in the community development process assures their comfort with engaging the political process throughout their lives. Youth have unique offerings in the community and the economic development process and often offer solutions that adults may not consider. As a result of genuinely valuing their involvement in future community plans, the community benefits from nurturing youth stakeholders and creating more stakeholders often increases the viability of proposed projects.

Process

The proposed youth visioning process would consist of three main elements: focused school lesson plans, a one-day youth visioning workshop that includes a variety of youth from ages 10-18, and funding to finance a project derived from the process. The entire process would consider the differences of each age group and take into consideration their varying needs and cognitive levels. For example, they would be broken down into eight small groups for the workshop in the beginning and continue the day with their age cohorts. Consideration would be given to facilitation methods according to age, such as 10-year-olds would be given more time to frame their ideas and commence earlier.

As discussed earlier, the youth benefit from a visioning process that includes a foundation of community information and an introduction to the functions of a local government and political process. Since many required classes in the school already must teach about government and history, the foundation for the workshop could be required courses that utilize lesson plans that take into consideration the end goals of the process (listed below). Lesson plans could either be shaped to include these goals or a lesson plan could be interjected into a few days of activities. The provided lesson plan is adapted from the Rural Entrepreneurship through Action Learning (REAL) curriculum and experience with high school students the author had in a similar small Appalachian town.

Everyone involved would be asked to write a scenario focusing on Copperhill in 30 years. This culminating paper would benefit the students who could include what they have learned into the future Copperhill and the workshop facilitators who could have a better understanding of the youth's perception before the one-day workshop.

The one-day workshop would seek to answer the following questions:

1. What are your dislikes and likes about the community?
2. What issues do you understand to affect your needs?
3. With development slowly creeping towards Copperhill, do youth see Copperhill managing existing and future development?
4. What activities or projects can Copperhill complete that would entice post-high school young adults and young families to live in the community?
5. How would you prioritize those projects?

After prioritizing those projects, each cohort would be informed of a \$100 grant they can use to begin or complete a project(s). The end of this chapter offers a suggested agenda for the one-day workshop.

There are a number of ways the workshop could be conducted. The facilitators of the workshop could be volunteers, students from a local university, or an organization trained in facilitation. The necessary funding differs with each choice. The volunteer method would be the cheapest; however, they would need to be trained in order to produce an effective outcome. University students or trained facilitators would require funding, but would produce a higher quality end result based on previous experiences.

Funding

The visioning process might be best funded if divided into two separate projects. Numerous foundations offer community service grants as either stand-alone projects or as a part of Youth Service Day. The website provided in Table 1 offers ideas for community projects as well as funding sources. Local businesses or foundations might fund the actual visioning workshop. Special effort should be made to help local businesses understand that this could lead to ideas that would enhance their business and community. Banks might also fund this project to meet requirements of the Community Reinvestment Act. Lastly, regional foundations might offer funding the project.

Table One: Possible Funding Sources

Source	Website
Local business, banks, or foundations	www.ffiec.gov/cra
Points of Light Foundation	www.pointsoflight.org
Youth Service America	www.ysa.org
Lyndhurst Foundation	www.lyndhurstfoundation.org

Goals and Objectives

Goal One: Through the process, aid youth in realizing the values and assets of their communities.

Objective 1: Use existing classes to form foundation for process.

Objective 2: Extract realized values and assets.

Objective 3: Guide students in recognizing unrealized assets.

Objective 4: Administer pre- and post-tests to gauge level of conscious values and assets.

Goal Two: Allow youth to voice concerns and issues along with solutions to the community decision-makers.

Objective 1: Compile all information gathered in the workshops.

Objective 2: Allow students to organize information into a document to present to local decision makers.

Goal Three: Instill a sense of empowerment by giving youth the means to accomplish some of their proposed projects.

Objective 1: Obtain funding that will provide at least \$800, so students may begin working on a proposed project.

Objective 2: Administer pre- and post-tests that measures the sense of their perceived value to the community and ability to bring about change.

Next Steps

A community “point person” should be designated who will ensure the completion of the youth visioning project. This person should already be involved with youth and have a history of completing similar projects. Next, this person along with a group of concerned citizens such as teachers, parents, and grandparents should explore possible funding sources. Once funding has been secured, this group should begin to organize the teachers and volunteers.

Materials related to discovering the assets of the community as well as historical information could be distributed to the appropriate teachers – possibly during an in-service day, to explain the goals of the project. Once teachers have completed their lessons and the students have completed their scenarios, these could be distributed to the facilitators of the workshop. Depending on the funding available, the proceeding actions will vary, however, the workshop should convene no more than one month after the scenarios are written to assure that students remain interested.

Sample Agenda

Agenda Youth Visioning Process

Participants: Copperhill youth, ages 10-18

Process: One-day visioning workshop
Each age group is divided into eight small groups arranged by age

Purpose: Give youth a voice in the community visioning process
Discover and implement projects to keep local youth from leaving the community

Elements of the One-day Workshop

- Administer pre-test
- Identification of likes and dislikes
- Identification of trends in the community
- Identification of the following assets
 - natural,
 - manufactured,
 - human,
 - locational
- Students organize above inputs to identify projects in the following categories
 - Education
 - Economic/Community Development
 - Land use/environment
- At the conclusion, each group is given \$100 to begin an identified project.
- Administer post-test.

Assisted Living for Senior Citizens

Quaine Finley

Introduction

There is a growing concern for the task of taking care of our nation's elderly; Americans are aging. According to the US Census Bureau, in 1970 there were 19,979,807 Americans aged 65 and older., who made up 9.8% of the total population. In comparison, in 2000, the number of Americans aged 65 and older increased to 34,991,753 and made up 12.4% of the total population. US Census Bureau projections show that the number of elderly will continue to increase until the year 2030, when the number of people aged 65 and older is estimated to be 70,319,000 or roughly 20% of the total population of the United States. More specifically, in the State of Tennessee, seniors accounted for 12.4% of the total population in 2000 and will account for 13.3% with a 19.2% projected increase for the year 2020.²

The Assisted Living Federation of America defines an assisted living facility as a residential area that offers choices in personal care and health related services such as a home or establishment. These entities are responsible for providing and coordinating services to people who, by choice or due to functional impairments need assistance with personal nursing care and monitoring.

The purpose of this section is to assess the need to construct an assisted living facility near the area of the former Ducktown High School. This section provides information regarding the benefit and feasibility of establishing such a facility based on recent research conducted during two recent community workshops.

Current Status

The State Agency on Aging and Disability recently applied for a grant to build an Independent Living facility in the Copper Basin area, and currently awaits announcement from the US Department of Housing and Urban Development (HUD) regarding the funding proposal. The addition of an assisted living facility in the same area as the proposed independent living facility would enhance the level of services currently provided to area seniors as there are no facilities to accommodate seniors who are in need of these various forms of transitional medical services and health care.

Benefits

An assisted living facility would offer the citizens of Copperhill the option of being able to peacefully live out their retirement at a location close to where they have lived for an extended period of time. Assisted living facilities do not require 24-hour skilled nursing care for a person to move into a residential setting with services designed to meet their

² Statistics from the US Census: www.census.gov/population/projections/PressTab3.xls

needs. Residents can customize their care program to meet their needs as their health care needs change. Care and services are provided with an emphasis on maintaining individual privacy, independence, and dignity. Additional benefits include the added value of knowing that loved ones will be secure, should an unforeseen medical situation arise. With the added benefits of 24-hour nursing care available, licensed and regulated by an appropriate state agency, an assisted living facility would offer assurances that health needs for seniors and handicapped citizens of the Copper Basin area are met.

Services and Amenities

Services and amenities would include nutritious meals, around the clock staffing, care monitoring (charting medical progress while assisting with medical and hygiene needs), enrichment activities, and companionship through community fellowship. Additional benefits include, housekeeping services, personal laundry services, transportation, emergency call systems for each unit, and 24-hour security. Individuals can choose what type of services they would prefer based on need. For example, a benefit of an assisted living facility allows for individual autonomy where as choosing a living arrangement that meets expectations for privacy and discretionary levels of care are customized.

In 1997, 18% of the rural population was elderly compared to 15% of the urban population.³ Care in rural communities is often left up to the individual family, a private home health-care provider, or a nursing home. In Copperhill, the median age is 44.5 years of age with 14.7% of the local population 65 years or older (Census 2000), and adjacent McCaysville has a 24.8% senior citizen rate, which creates a combined rate of 19.5%. The rate is above the current national rate for rural areas by 1.5%, which supports the proposal of an assisted living facility in or near Copperhill.

The Health Care Sector

Five components make up the Health Care sector, which include:

1. Hospitals
2. Pharmacies
3. Medical Professions (Physicians, Dentistry, Optometrist, etc)
4. Long Term Care (Independent Living, Assisted Living, Nursing Homes, etc)
5. Other (Health Dept., Home Health, Mental Health, etc)

Each of the health sectors are interrelated and interdependent and are thereby, in essence, necessary to establish a continuum of long term health care for a rural community and its elderly citizens. Studies have shown that the addition of an assisted living facility can stimulate economic development activity and add up to 20% towards the employment of a rural based economy. In addition, if an assisted living facility is constructed and residents choose to remain in the community for assisted living services,

³ US Census: www.census.gov

they will stimulate the local economy as a result of the medical and retail services provided to the community.⁴

Finally, if the proposed independent living facility for Polk County currently awaiting approval from HUD is granted, then at least one of the three successful long-term health care options for seniors in the area will be met. An assisted living facility, whether implemented collectively or separately from the independent living facility, would increase health care options while providing the transitional comfort needed to achieve sustainable healthcare improvements in the area.

Funding Sources

The maximum amount of a HUD mortgage loan to facilitate the new construction and substantial rehabilitation for an assisted living facility is equal to 90% (95% to non-profit sponsors) of the estimated value of physical improvements. These mortgage loans are insured against the loss on mortgage defaults for HUD-approved lenders. Eligible mortgagors include investors, builders, developers, public entities (nursing homes and churches) and private non-profit associations such as corporations. All that is needed for a potential applicant to gain financial support and approval from HUD is a statement from the appropriate state agency with supporting documents that demonstrate the appropriateness of the property and the qualifications of the lender.

Information Sources

- The Southeast Tennessee Area Agency on Aging (1-866-836-6678) – offers resources and services available for seniors throughout the region
- The Tennessee Commission on Aging and Disability (615-741-2056) – offers resources and services available for seniors statewide.
- Eldercare Locator (1-800-677-1116) – provides local resources through the Area Agency on Aging. The Eldercare Locator provides resources to community based organizations as a public service provided by the US Administration on Aging.
- Area on Aging and Disability - provides support for grant proposal, and assists with medical supplies such as wheel chairs and medical equipment.
- Assisted Living Federation of America – www.lpa.org (703-691-8100)
- Veterans Benefit Aid and Attendance – provides financial benefits to veterans and their spouses

⁴ <http://www.senioroutlook.com/medicare.asp>

Copper Basin High School Greenhouse

David Crockett

Overview

Combining community visions of empowering Polk County's youth population, reclaiming the area's natural beauty, and the community's desire for enhancing its tourism prospects has inspired this plan to construct a greenhouse adjacent to the Copper Basin High School. As a hands-on, responsibility-driven project, the greenhouse will provide an opportunity for students to develop decision making and entrepreneurial skills that will serve them well as they prepare for higher education or entry into the local workforce. Some students may find a deeper interest in fields related to this project, like ecological restoration, plant science, high-yield sustainable agriculture, horticulture, and other connected professions. Access to constructive activities is a hallmark of a youth population better equipped to cope with life's challenges and unhealthy distractions.

With most of the greenhouse's occupants transplanted into the ridges and clefts surrounding the campus, visitors will appreciate rhododendrons, cranberry bogs, hemlocks, hollies, and maybe even chestnuts some day pushing toward the sky and a wider domain on the ground, sowed and nurtured by the community's own dedicated younger population. The greenery's value to the Copper Basin is enormous – water is conserved, fire prevention enhanced, paper-thin topsoil can replenish at a faster rate, and a growing complement of wildlife will prosper with a more diverse, native habitat. The area will enjoy higher property values, stronger interest from businesses looking to relocate to communities with attractive livability standards, and hopefully a greater inclination among younger generations to make Polk County their home for life, all desires of consensus from our valuable community workshop attendees.

The Greenhouse

The structure will reside on the southern side of the school campus, a 20-feet by 50-feet gabled-roof building with 7-feet high walls, constructed with an aluminum tube frame and a flexible wrap called Poly-Tex. Concrete footings will be placed at the corners and at intervals along the length to support and anchor the greenhouse against high winds. The floor will be comprised of movable tiles and pea gravel, with areas left uncovered for topsoil and plant-preference experimentation.

Ventilation is critical for the facility's ongoing success. Plants receiving too little carbon dioxide will not grow well, so the objective is to replace air from the inside with fresh outside air. Strategic vent positioning will circulate the air adequately in certain months, to keep it from becoming stale and too moist, causing molds and other problems. The inside temperature must be maintained within desirable limits and relative humidity levels should be constant. Each season requires different methods of ventilation and climate control, which will be monitored by sensors connected to a data logger system to track

of weather variables, and is capable of printing out graphs and charts documenting in time increments temperature, humidity, and gas concentrations. A completely independent heating and cooling system will be hooked up to the data-gathering system.

Utilities will be installed to provide irrigation and lighting, perhaps using solar power, with a rainwater collection system negating expensive plumbing from the school's water delivery system. Curtains will ward off the intense afternoon sun, and a coordinated watering schedule will prevent under and over-watering, which stresses plants and makes them more vulnerable to damage from pests. Flexible benches that adjust for varying plant space needs, as will plant-specific soil mixing and potting techniques.

This brings up the issue of supervision and divisions of responsibility, and ongoing maintenance functions oversight. Copper Basin High School's ecology course taught by Craig Green with Principal Darren Danner is motivated, thorough, and brings a long-held desire for a greenhouse on campus to the project. Current students mentioned having interest in the greenhouse concept, and could likely assume roles in its operations. Perhaps a consistent hierarchy of leadership among students would work, or maybe a loose organizational structure will fill in the gaps as needed. Many such issues need to be identified and implemented for the greenhouse to be a sustainable, ongoing enterprise.

Case Studies

- Centennial High School, in Franklin was presented with the Tennessee Department of Environment and Conservation's first award in the Green Schools program. This state-wide program is sponsored by the Tennessee Pollution Prevention Partnership and rewards pollution prevention activities in schools in the following areas: land and water conservation, clean air initiatives, energy conservation, hazardous materials reduction, and solid waste reduction. Centennial students completed a range of conservation projects, from outdoor classroom, garden, greenhouse, and pond to a comprehensive, student-run recycling program, and created a school-wide energy audit and conservation plan (which is used as a legitimate complement to the school's energy management system), along with other significant achievements. There are 175 schools that participate in the Green Schools program, which allows Tennessee schools to set goals that take them through various levels of conservation achievement. As TDEC Commissioner Betsy Child noted, "Centennial High School is not just a role model for other schools, but their example of environmental stewardship is one we all need to emulate. Like these students, each of us needs to think and act in ways that protect our state's wonderful natural resources."

- The Learning Through Nature (LTN) Greenhouse and Garden on the campus of Santa Barbara High School in California operates a full-sized greenhouse under the guidance of experienced volunteers, involving youth in a variety of activities that they design and operate. The program is involved in the community with a participative policy welcoming any person between the ages of ten and eighteen, and younger children involved in special group projects. Older people of all ages assist as volunteers, and lack of experience is viewed not as a barrier, but rather an opportunity to learn by doing. A nominal fee of \$2.50 covers liabilities, but there are no other program fees or requirements. The greenhouse is sponsored by the 4-H Youth Development Program, as part of a University of California Cooperative Extension Program that provides educational, technical, and administrative support. LTN depends on support from the high school, local businesses, the nearby community college, UC Santa Barbara, government agencies and local organizations that provide expertise and materials. Current projects include raising vegetables for the school lunches, growing native plants for various ecological restoration projects and community open space locations. This program provides an excellent model for our plan in the Copper Basin, and we will rely on LTN's experience to help the CBHS Greenhouse Project contribute effectively in the community.



A greenhouse volunteer transplants growing seedlings to larger containers

- Canby High School in Oregon recently received Intel's annual "Innovations in Teaching" award for their project, The Alternative Growing Biological Environment (AGBE). The project focuses on hydroponics, tissue culturing, and aquaculture. A trailer-mounted greenhouse allows Canby students to travel throughout the state and showcase their project, providing an excellent example of initiative and follow-through for other schools and organizations.

These programs are just a few of hundreds of similar projects taking place all over the United States. Copper Basin High School is in an ideal position to join this growing and community-benefiting model.

Next Steps for the CBHS Greenhouse Project:

- I. Prepare funding application documents to the following organizations:
 - InterTrade Organics, Copperhill, TN, (www.itorganics.com). As the primary industry in the area with a stake in the community's progress, this subsidiary of Occidental Petroleum will reap benefits from investing in the greenhouse project, socially, environmentally, and economically.

- The USDA sponsors the Cooperative State Research, Education, and Extension Service (CSREES), which partners with the land grant university system (UT belongs in this category) and connects thousands of scientists, educators, and extension staff and volunteers who carry out programs throughout the US. The contact site is: www.csrees.usda.gov. The CSREES-appropriated CYFAR (National Children, Youth, and Families at Risk) program provides funding for 'Sustainable Community Projects' to cooperative extension services at 1862 land-grant universities which have completed five years of CYFAR programming for high need, vulnerable youth and families; fortunately, UT meets this criteria.
 - The State of Tennessee funds the Green Schools program which is sponsored by the Tennessee Pollution Prevention Partnership. Projects are accomplished in the following areas: clean air, energy conservation, hazardous materials reduction, land and water conservation and solid waste reduction. For more information visit this website: www.tdec.org/dca/tp3/tp3grschools.
2. Obtain site approval from the Polk County Building Inspector, the Copper Basin Administrative District, and the Fire Marshal.

Conclusion

There are members of the community with motivation and knowledge, ready to help facilitate this project. Nearby Fannin County High School has a successful greenhouse program, spoken of highly by students and others familiar with its progress. With a solid list of potential funding organizations, and with an estimated setup cost of only \$25,000 and a legitimate, marketable list of benefits that will flow back into the community, it is not difficult to see why the greenhouse should be built.

Ongoing operating costs will be included in the funding structure, but to as great an extent as possible, project participants will measure the outflow of value-contribution against operating costs, with the ultimate goal of becoming financially self-sufficient, a sustainable enterprise on all levels. Contributory functions like growing produce for the school's cafeteria (valuation would be figured from the cafeteria's lower produce bill and health care cost-reducing pesticide/herbicide-free vegetables and fruits), needy families in the area, erosion control efforts in acutely afflicted zones, and perhaps elementary school-level involvement would further the vision set forth by the community.

Unforeseen benefits will undoubtedly stream out of the project – there will also be hurdles and regressions. As much as possible, the students will retain autonomy over the project's destiny – it will be theirs to shape, nurture and claim. As the next generation prepares to take the reigns in the Copper Basin, this will be another tool to utilize in the pursuit of goal realization and the power of a united community.

Copperhill Multi-Use Long Distance Trail System

Drew Petty

Introduction

As the name of the town suggests, Copperhill and the surrounding area once thrived on Polk County's most precious natural resource, copper. Since the last railcar loaded with copper left the region in the 1980's, the town's economy, employment, and population have dwindled. One remaining attraction that continuously brings visitors to Polk County is the Ocoee River. The river is well utilized with many whitewater-rafting businesses; however, Copperhill is still in need of additional sustainable environmental economic development opportunities. Building a multi-use trail system through this area would be an excellent way to attract outdoor enthusiasts searching for more than river outings.

Existing Resources and Assets

Copperhill is nestled in the hills of the southern Appalachian Mountains. The landscape was once barren of vegetation due to excessive amounts of sulfuric acid produced from the copper smelting process. Thanks to increased environmental policies, regulations, and reclamation efforts from many agencies and individuals, vegetation and forests now recover the Copper Basin. The town is in close proximity to the 640,000-acre Cherokee National Forest that attracts millions of visitors each year.

Copperhill is also centrally located between two popular long distance hiking trail systems, the Appalachian Trail to the east, and the Cumberland Trail, currently under construction to the west. The Copper Basin brings outdoor enthusiasts to the Benton MacKaye Trail System, named for the man who originally thought of building the Appalachian Trail. The Benton MacKaye Trail connects Springer Mountain, GA to the northern tip of the Great Smoky Mountains National Park, a distance of 300 miles.

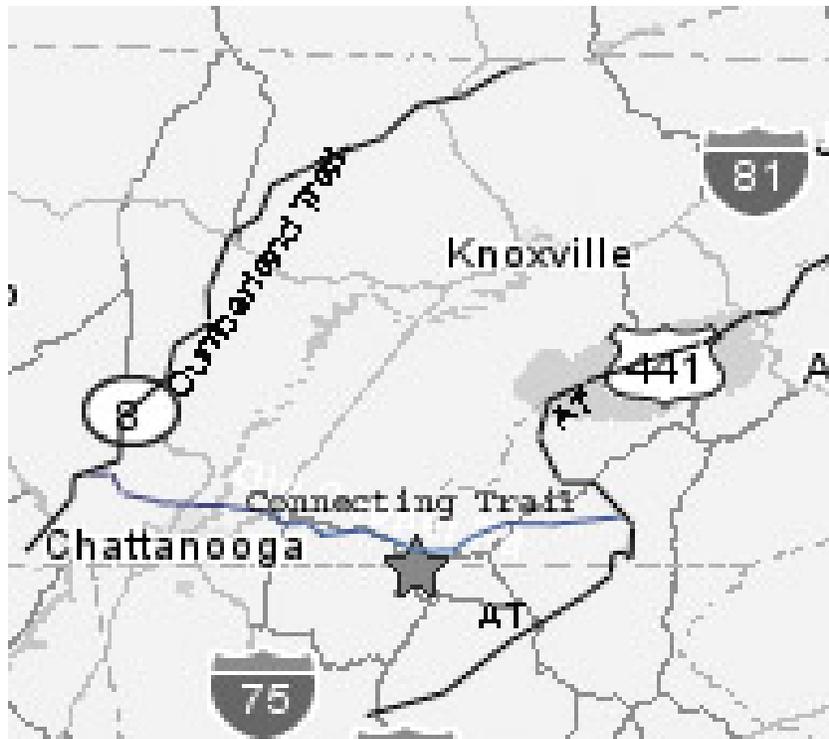
Polk County is home to three rivers; the Hiwassee, the Conasauga, and the Ocoee. The Ocoee begins in downtown Copperhill as the Taccoa River crosses the state line. One section of the river draws thousands of seasonal visitors to enjoy whitewater rafting and kayaking. This section of the river, located approximately eight miles from downtown, was the home of several aquatic events during the 1996 Olympics.

A Regional Solution with Local Benefits

Upon completion, the Cumberland Trail will use the surrounding mountains to provide sustainable economic activity to the eleven Tennessee counties that it will travel through. The Appalachian Trail (AT), completed in 1937, was built on the vision of Benton MacKaye. He believed that people needed a place to escape their busy lives and re-center themselves around nature. The AT has provided much needed economic benefit to many towns along its 2100-mile path from Georgia to Maine.

There are many towns along the AT that have capitalized on the economic and community development opportunities provided by the presence of the trail. Damascus, Virginia and Hot Springs, North Carolina are two towns along the AT that have realized success from marketing to people who are searching for a way to experience nature. Damascus has an annual trail festival that brings over 20,000 visitors to the area. Similarly, Hot Springs, a small town of only 800 people, draws thousands annually to hike, mountain bike, and enjoy rafting on the French Broad River.

Copperhill is located between the AT and the Cumberland Trail. This proposal is for Copperhill is to work in conjunction with regional supporting organizations of both trail systems to create a connecting trail through Copperhill and surrounding communities.



Regional View of Proposed Trail

A trail connecting the Cumberland Trail to the AT through Copperhill would provide similar benefits, would protect the environmental beauty of the area, and would provide users a place to escape into nature. Part of the Cumberland Trail Conference's extended plan is to connect the two larger trail systems to form a ladder like network of trails through East Tennessee; so clearly, this proposal would mesh nicely with similar efforts in the region. Also, the trail conference now has extensive trail building experience and could serve as a guide for building the proposed trail.

Copperhill and surrounding areas have several points of interest for the trail to pass through. The Ocoee Gorge, a winding route through the Cherokee National Forest, has many scenic views of the mountains and follows along the Ocoee River. There are many existing trail networks through the Cherokee National Forest that the proposed trail could merge into. Just north of Copperhill is the small community of Ducktown. Ducktown has many abandoned copper mine sites with miles of unused railroad tracks.

The 5- to 10-year future use plan of Ducktown includes removal of the tracks to create a multi-use trail system for hikers, mountain bikers, and horseback riders. Within 15 years, the future use plan shows connection of these trails to the trail system in Cherokee National Forest, near the Ocoee River gorge. Copperhill could work with Ducktown to connect these planned trail systems to this proposed trail system running through Copperhill. After passing through Copperhill, the trail could continue eastward through the nearby town of Murphy, North Carolina, and then AT. Cooperation with nearby towns and residents would be vital to the success and completion of the proposed trail.

Local Support and Opportunities

During the first community workshop, participants expressed a desire to further capitalize on the natural beauty of Polk County. At the second workshop, the trail proposal was presented via a handout and a short explanation of what the trail project could entail. The citizens were enthusiastic and many people said they would be willing to help in the efforts to complete such a project.

Labor for building the trail could come from volunteer organizations like the Boy Scouts and local environmental and hiking clubs. Copperhill and Ducktown have active scout troops constantly looking for community projects to fulfill scouting requirements. The building of the trail would be an excellent way to do so. Building the trail is a good way for local youth to become involved in their communities, and would help build a sense of pride in their community, which could help retain youth in the area since Copperhill and surrounding communities have a difficult time retaining their youth upon completion of their high school education.

Long distance trail systems require places for hikers to replenish their supplies. Copperhill would serve as a pick-up and drop-off point as well as a place for hikers to restock their food supplies or sit down for a fresh meal. There are many restaurants and businesses that could provide all the needs of hikers passing through the area.

Goals and Objectives

- Create sustainable economic development opportunities
 - Utilize Copperhill's business to provide goods and services for hikers
 - Increase the use of overnight accommodations in the area
 - Diversify the outdoor recreation choices

- Provide planned outdoor recreation in the area
 - Protect scenic beauty of the area
 - Preserve nature for the use of future generations
 - Attract outdoor enthusiast to the area repeatedly

- Connect the Appalachian Trail with the Cumberland Trail
 - Create partnerships with organizations related to both trails
 - Apply pre-existing experience and knowledge of trail-builders
 - Utilize existing and planned trails to complete the proposed trail

Funding

Funding for the proposed trail system could come from many different sources. The Tennessee Department of Environment and Conservation has provided nearly a million dollars towards the completion of the Cumberland Trail and would be a possible source of funding. The Cherokee National Forest generally helps subsidize trail work done within the boundaries of the forest and will maintain the trails once completed. Other opportunities include grants, foundations, state matched funds, and private donors. Potential funding opportunities are listed below:

- Rivers, Trails, and Conservation Assistance Program (www.nps.gov/rtca)
- National Trails Fund (www.americanhiking.org/alliance/fund.html)
- Land and Water Conservation Fund (www.nps.gov/lwcf)
- National Recreation Trails (www.americantrails.org/resources/funding)
- Recreational Trails Program (www.serve.com/bike/georgia/trails)

Historic Preservation and Downtown Revitalization

Sarah Booher

Overview

Copperhill, Tennessee, and McCaysville, Georgia are communities with unique, dynamic histories that are not currently demonstrated in their main commercial districts or in their historic areas. Stores lack significant visual appeal to entice customers and tourists into them to shop. Historic buildings are not identified or described for visitors to understand their significance or place in American and Appalachian history. The goals of the Historic Preservation and Downtown Revitalization Project (HPDRP) are to:

- Convey the citizens' pride in their communities through aesthetics.
- Create a visual attraction for tourists and visitors into commercial districts.
- Maintain cleaner historic and downtown areas.
- Educate visitors about Copperhill's past.
- Establish design elements to be incorporated with marketing and entertainment pieces of the community to create one consistent theme for Copperhill.

Potential benefits of the HPDRP include increased property values, increased total business volume, increased tax revenues, job creation, and increases in household incomes. According to Howe, et al, property values in historic districts increase between 1.5 and 5 times than in comparable areas. No study has ever shown that historic districts lead to a decline in property values. Furthermore, one million dollars in rehabilitation, rather than in new construction, means \$120,000 more will stay in the community, \$34,000 more in retail sales for the community, \$107,000 more in household incomes, and as many as nine more construction jobs will be created in the community and five more jobs somewhere else.⁵ In 1996, the state of West Virginia estimated that historic preservation created 824 jobs, \$68 million in total business volume, and over \$1 million in assorted taxes and revenues for state governments.⁶

Objectives

The HPDRP is exciting because the community can decide the extent of implementation. The project proposes some short term, less expensive components, and some more long term, more expensive components. However, the smaller components have the capacity to act as catalyst for larger projects and can create enthusiasm among the community in terms of making the downtown area a great place to live and work. Once community members see small, tangible improvements, they will have an emotional investment because they will see what all their work has gone towards. Thus, this is not only a project with aesthetic appeal, but also is expected to unify and build community.

⁵ Howe, Jim et al. *Balancing Nature and Commerce in Gateway Communities*. Island Press, 1997.

⁶ Preservation Alliance of West Virginia. "A Summary of the Economic Impacts of Historic Preservation in West Virginia." www.pawv.org/econimpact.htm

The objectives of the HPDRP are as follows:

- Improve landscaping and perform scenic beautification in Copperhill.
- Increase the number and permanency of trash receptacles.
- Create a walking tour of the historic district, and include signage to identify buildings.
- Hold tax incentive and preservation workshops to empower the community to get the most bang for its buck and to get concrete results from their efforts.
- Relocate power and phone lines underground or reroute them to increase safety and downtown appearance, and also reduces the occurrence of disruption in service.
- Create an attractive, historically-relevant, business-friendly downtown by establishing consistent design elements based on the turn of the century mining community.
- Restore buildings on the Historic Registry to their original integrity
- Increase the number of historic buildings and districts on the Historic Registry

The Georgia Department of Transportation has already landscaped streets on the McCaysville side of town; however, this has not been done in Copperhill. As a result, landscaping and floral elements end at the state line. Continuing landscaping through the Copperhill side of town would make the area more appealing and welcoming to tourists, and would help create a comfortable atmosphere in the community.

Currently, the quality and accessibility of trash containers is poor. Installing similar, permanent trash receptacles would help keep the community cleaner and make the area more appealing. This could server as a catalyst for consistent design elements that would benefit the community. Both projects would be relatively inexpensive and quick to implement. One option for getting this done quickly would be to encourage as volunteer activities for anyone seeking a Master Gardener certification or an Eagle Scout award.

Historic Buildings

Community members expressed a desire to have historic buildings marked with a plaque, perhaps indicating who built the building, who all lived in it, and the date of its construction. A historic walking tour would benefit the community, not only because it educates visitors about its past, but also because it would expose tourists to shopping and dining opportunities as they walked through town.

For example, as the community is now, visitors don't understand the importance of the building directly across the street from them when they exit the train. It looks like just another empty storefront. But from a walking tour visitors would learn that a doctor had his medical practice there years ago. He was well known in the south for his discreet abortions and selling babies on the "black market," one of the last children bought 42 years ago for \$1,000.⁷ Dr. Hicks was part of what makes Copperhill/McCaysville unique

⁷ Parker, Laura. "Black Market Adoption," USA Today. Originally published June 17, 1997. <http://freepages.misc.rootsweb.com/~msroots/BMA/HICKS4.htm>

and interesting, and it is stories like his that should be told.

Moving telephone and power lines underground would be the most expensive and complicated project to undergo. Studies estimate that while this does significantly improve service as well as the aesthetics of an area, relocating utilities can often cost as much as ten times more than traditional above-ground systems. Some communities, like Halifax, Virginia, reroute utility lines off main roads onto nearby auxiliary roads as part of their downtown revitalization efforts. This meant the town got nearly the same results as burying the lines, but without the significant expense this process requires.

Conducting workshops on tax incentives and building preservation workshops before any projects begin would be very empowering to the community. Such workshops would help them understand their options for financing, how to go about getting their building on the historic registry, and understanding what they can and cannot do to a building that is on a registry. These workshops have been requested by building and business owners, and would do well to help them figure out what to do first and give them parameters that would decrease time and fiscal waste.

Creating attractive, historically relevant, but also business-friendly downtown areas could easily be done through the implementation of consistent design elements in the area. Participants clearly expressed a desire to see the community reflect its heyday, the era when copper mining defined the town. Therefore, design elements could include copper street lights, and rugged, turn-of-the-century facades on store fronts and matching signage. Public art could prominently feature historic copper mining tools and equipment.

Finally, buildings already on the Historic Registry should be returned to their original integrity, while staying within the restoration guidelines that the Registry sets for them. Many residents expressed a desire to learn how to get buildings on the Registry. It should therefore be priority to first restore existing historic districts, to establish new buildings and districts on the registry, and then restore those new registry listings. This is one of the more time-consuming aspects of the HPDRP, although necessary funds will vary with each building and its current condition. Buildings like the New York Hotel will require more funding since it has critical structural damage.

Case Studies

- Jerome, Arizona, a community of about 450 people, is located between Prescott and Flagstaff, Arizona. The copper mining camp had a population peak of around 15,000 in the 1920's, but became a desolate ghost town when the mine closed in 1953. Today the community seems to do more artistic and creative "mining," boasting itself as a "bustling tourist magnet and artistic community...includ[ing] a modicum of artists, craft people, musicians, writers, hermits, bed and breakfast owners, museum caretakers, gift shop proprietors, and fallen-down-building landlords."⁸

⁸ <http://www.azjerome.com>

- Floyd, Virginia, located on the Blue Ridge Parkway about 35 miles from Roanoke, is a small community of 430 people. Despite the fact that no four-lane roads exist in the entire county, people continue to visit Floyd because it advertises itself as a community for people who aren't mainstream.⁹ A highlight of the town's revitalization was the establishment of FloydFest, an annual music festival "showcasing the best in world, bluegrass, reggae, folk, African, and Appalachian music,"¹⁰ which brings in thousands of tourists each summer for one weekend to celebrate music. As a result, Floyd has established itself as a destination in the Appalachians, despite its size and location.
- Halifax, Virginia, is a community that is currently involved in a downtown revitalization project and can be a useful example for physical plans, budgets, and general insight. The community is slightly larger than Copperhill/McCaysville, but applied for and received many of the same grants recommended in this section. The budget for Copperhill was based on one created for Halifax. While Halifax is doing some projects that are not necessary in Copperhill, some items that are required in Copperhill weren't accounted for in Halifax. Therefore, the budgets could turn out very similar to one another.¹¹

Costs

The complete revitalization project is estimated to be \$1.5 million, including, but not limited to, signs, facades, streetscapes, and reorganization of overhead utilities. Alternatively, a moderate revitalization project is estimated to be \$750,000, not as extensive but still significant visual, structural, and thematic improvements.

Funding Opportunities

The good news for financing this project is that there are a tremendous number of federal and private grants that will cover many historic preservation and downtown revitalization components. The not so good news is that applying for these grants and funds will require a significant amount of time, attention, and extensive paperwork.

The US Department of Housing and Urban Development (HUD) offers up to \$550,000 for capacity building and support for economic development activities through its Rural Housing and Economic Development program. Through the IRS and the National Park Service (responsible for the Historic Registry), building owners get a 20% tax credit from the Federal Historic Preservation Tax Incentive for fees and costs they incur preserving their structure. Additionally, building owners can have 60% of their rehabilitation costs paid for by Historic Preservation Funds. Main Street programs, through the National

⁹ http://en.wikipedia.org/wiki/Floyd,_Virginia

¹⁰ <http://www.floydfest.com/2006>

¹¹ <http://www.oldhalifax.com/county/Streetscape.htm>

Trust for Historic Preservation, offer funding for communities, depending on the work they plan to do to their main streets and the grants for which they are approved.

The Tennessee Department of Transportation, like the Georgia counterpart, offers Transportation Enhancement Funds to finance welcome centers, landscaping, scenic beautification, sidewalks, greenways, or any project that improves transportation.

The Neighborhood Builders Program, funded by Bank of America, pays \$100,000 a year for two years of local neighborhood priorities, plus workshop education on growth, forging alliances, managing strategic opportunities, and a variety of other topics.¹² Ben & Jerry's Foundation will pay up to \$15,000 for "grassroots, constituent-led organizations that are organizing for systemic social change."¹³

¹² <http://www.bankofamerica.com/foundation>

¹³ <http://www.benjerry.com/foundation/guidelines.html>

Riverfront Development

Chad Church

Overview

An issue raised in the first community workshop was the underutilization of riverfront areas in Copperhill and McCaysville. Residents explained that the riverfront is currently undeveloped in many areas, with brush blocking visibility and access to the river. Additionally, residents stated that some businesses had extended their parking lots to the river's edge, allowing debris from those parking areas to pollute the river. The current problem of runoff into the river needs to first be addressed, and any future development along the riverfront will need a plan to prevent further pollution.

This section will provide two strategies that might help to both spur sustainable commercial development along the riverfront while also providing a means by which residents and tourists can enjoy the natural beauty of the Ocoee/Toccoa River.

First, because current development along the riverfront is minimal, residents voiced their desire for a riverfront greenway (the terms river walk and greenway will be used interchangeably). They believe such a river walk would provide a number of benefits:

- Both utilize and preserve the natural beauty of the riverfront
- Provide residents and tourists an alternative pedestrian travel avenue
- Promote business development along the river-walk
- Provide a direct pedestrian path between parking areas and downtown

Second, residents are interested in a riverfront park close to the downtown commercial areas. Such a park located close to downtown would provide an open-air venue for concerts, festivals, and other community activities. It would also provide a place for local residents and tourists to picnic, exercise, and fish. This park would also provide one of the end points to the proposed riverfront greenway.

A Riverfront Greenway

Greenways are community-based projects because every project needs community support to be a success. In Copperhill/McCaysville, a riverfront greenway and park would help reduce runoff into the river while also helping to ease the parking problems currently plaguing the town. Greenways are often viewed only from the aspect of being environmentally friendly and a good way to provide an area for exercise, and are often overlooked for the economic and transportation benefits. Each area of possible benefit from the creation of a river walk is summarized below:

- Conservation and the Environment – When you think of a green space, the traditional benefits of preservation and conservation of natural areas often come

to mind. A river walk can help preserve native plant species along the riverfront. Instead of dense commercial or residential development along the riverfront, which could destroy vital green space, a river walk provides a means by which residents and tourists can enjoy the native landscape. As stated before, there is a problem with debris from the surrounding paved areas polluting the river, so the creation of a river walk will provide a natural barrier between the river and parking lots and streets. With the creation of a river walk, this natural barrier could also buffer the river from pollutants.

- **Health and Exercise** – River walks provide areas for jogging, walking, biking, and skating. People can incorporate the river walk into their daily routine by walking to restaurants for lunch, or parking at the new city park and walking to work. It is important that the river walk connect parts of town so as to encourage walking from place to place instead of driving. The river walk will also provide a safe, lighted avenue for exercise. A study by North Carolina State University gauged the interest in a greenway in Cary, NC, that showed 72% of respondents indicated that the trail would likely provide them a place to exercise, while 57% responded that they would likely exercise more if the greenway was created.¹⁴
- **Economic and Transportation Benefits** – A pedestrian greenway can help the local economy by providing an avenue for people to access downtown on foot, as well as enticing restaurants and retail stores to cater to users of the greenway, serving as an incentive for business recruitment. Entrepreneurs will more likely locate to the downtown area if there are ample parking and transportation avenues for potential customers. The creation of a city park and a public parking area, discussed later in the chapter, will provide a much needed relief to the parking problem currently plaguing downtown. The river walk will provide the pedestrian link for the parking area and downtown. It should also be mentioned that a river walk will reduce cleanup costs of the river by providing a physical barrier between the waterway and riverside areas.

A New City Park along the Ocoee River

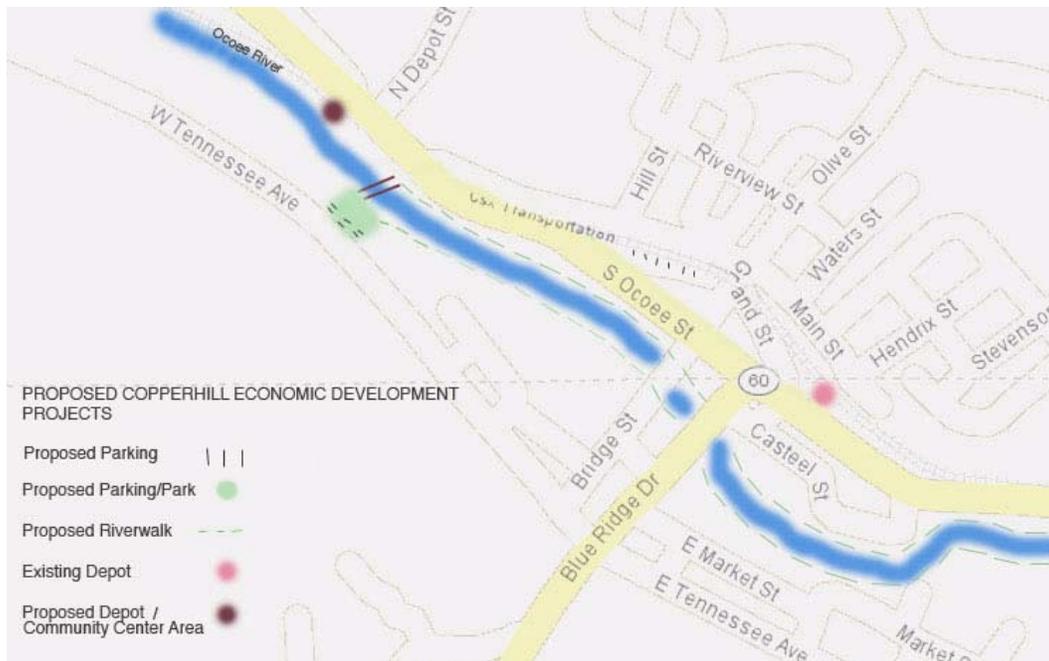
With the creation of a greenway, there will be a need for defined end points. The proposed river walk will begin at the new city park. The proposed park site is currently occupied with an underutilized baseball field and residents expressed the desire for the site to be converted to a multi-use city park. In addition, the location provides an opportunity to create new parking spaces to serve the downtown area.

The propose site is currently held as part of a family trust, which states that the city may use the property, however, it must be used for public recreation or it will return to the

¹⁴ Mark Ivy and Roger Moore, "2000 Greenway Neighbor Study: Accessing Landowner Attitudes Towards Proposed Greenway Development," North Carolina State University, Department of Parks, Recreation, and Cultural Resources, April 2, 2001.

family heirs. The site has ample road frontage and is bordered by homes on one side, and a funeral parlor on the other. The north side of the park borders the river. With the creation of a park, the town can retain property rights of the land while providing a green space for residents and tourists. The park will serve the community in four ways:

1. Currently, McCaysville hosts “Pickin’ in the Park,” a weekly music series during the summer months at the Horseshoe Bend River Park, located a few miles from downtown. The new center-city park could host similar events so that residents and visitors would have a Saturday night activity during summer months. The land area of the proposed location is about one acre, and would include picnic tables, playground equipment, and areas for recreational activities. This area could serve as a site for festivals and concerts, classic car shows, outdoor movies, or cooking competitions.
2. In addition to providing a public green space close to downtown, the park will serve as the starting point of the Copperhill/McCaysville river walk. A pedestrian bridge crossing the river would provide residents with quick access to the Copperhill downtown commercial district. The river walk will have an alternative route leading to the McCaysville commercial district, as displayed on the map.
3. The park will address another issue residents at the workshop raised, in that they currently lack public restroom facilities in the downtown area. Because the park will be located within a short distance from downtown, restroom facilities will be utilized by those using the park, river walk, and downtown retail stores.
4. The fourth benefit from the park will be an increase in parking spaces within walking distance of downtown. A major issue discussed at the workshop series



was the lack of parking downtown. Because of the location and size of the site, a parking lot could be provided to serve both the park and downtown.

Case Study: The Great Barrington Housatonic River Walk

The Great Barrington Housatonic River Walk, a project headed by the Great Barrington Land Conservancy in Great Barrington, Massachusetts, is a model of how an underutilized riverfront can be molded into a public greenway trail.¹⁵ In 1991, seventy students from a local high school set out on a day project to clear 300-feet of river frontage of trash, storm debris, and brush. Later that year, volunteers formed work teams to pack and stabilize the riverbank, spread mulch, and landscape the surrounding areas. With this, the first 300-feet of the Housatonic River Walk was created.

Early in 1992, another volunteer group cleared and landscaped another 300 foot track of riverfront, doubling the size of the riverfront greenway. In addition, current stretches of the River Walk were expanded to provide space for cyclists. Over the next seven years, volunteers continued to make additions to the greenway, which today stretches nearly three quarters of a mile. Residents hope to soon connect the Housatonic River Walk to the new Bridge Street greenway which will serve most of their town.

While the Great Barrington Housatonic River Walk was completed with volunteer-only labor, Copperhill/McCaysville should seek out federal, state, and private donor contributions so that the project can be completed in a shorter time frame. However, not to shortchange the importance of local involvement, the riverfront greenway will require input from volunteers across the community. A project of this type gives civic organizations the opportunity to contribute to their community, providing a sense of accomplishment and a source of pride for the community as visitation and usage of the newly created space increases after project development has completed.

Project Costs

The cost of a riverfront greenway could vary greatly, depending on the size and scope of the trail. In addition, factors including possible payments to current landowners for areas along the riverfront and a pedestrian bridge make the cost estimation more difficult. Because of the number of variables associated with construction, a conservative estimate for a half-mile multi-purpose river walk would be between \$70,000 and \$110,000.

Depending on the level of volunteer participation, size and scope of the parking areas, and recreational equipment purchased, the cost of development for a new park would range from \$40,000 to \$80,000. This would include removing the current fencing, installing commercial playground equipment and picnic tables, building restroom facilities, landscaping, and paving a new parking area. The three top expenditures would be from the parking area, restroom construction, and the purchase of playground equipment.

¹⁵ Great Barrington Housatonic River Walk. Great Barrington Land Conservancy, from www.gbriverwalk.org.

Funding Sources

A concern of participants at the workshops was that the town didn't have the funds to start a redevelopment project. Fortunately, there are a number of funding sources available for park and greenway development from state and federal levels. In addition, local organizations, businesses, and residents could contribute to the effort. Some possible sources of funding and labor include:

- Federal Highway Administration - Trails and Transportation Enhancement Funds
- U.S. Department of Housing and Urban Development - Community Development Block Grant Program
- State Department of Transportation Grants
- State Water Management Funds
- Local Business Donations – Have Greenway Sponsors
- Local Adopt-A-Trail Programs
- Volunteer Labor from Community Service Organizations and Local Residents

These are only a few of the possible sources of funding for park and riverfront greenway development. Local organizations could provide not only volunteer labor, but could also sponsor continued maintenance of both the greenway and park.

While some programs require only an application, others require a written formal grant proposal. One problem mentioned at the town meeting was that there weren't any experienced grant writers employed by the city. The competition for these funds is strong, and a trained grant writer or a partnering organization would provide the city with a better opportunity to receive some of these funds.

Conclusion

The creation of a river walk along the Ocoee River will provide three distinct benefits for the community: environmental, economic, and health. With grants provided by state and private organizations, construction of a river walk could require relatively little cash investment. In addition, volunteer labor provided by local residents could be used as an in-kind match as required by many grants.

The cities are underutilizing a natural resource in that there is little to no development along the riverfront. With a demonstrated need for downtown revitalization, a riverfront greenway could be the catalyst for a major redevelopment project. Local volunteers would build both a public resource and a stronger sense of community pride.

The river walk project would be best pursued now, rather than in the future, because current development along the riverfront is minimal. If revitalization efforts of the towns are successful, property values will increase and development might move to riverfront

areas. When this occurs, it will be more costly for the town to acquire land and more complicated for planners to route a riverfront greenway.

The new park would become a focal point of the town, by providing parking, river walk access, community activities, and public restrooms. Workshop participants recognize the site as underutilized, and believe that a city park would be beneficial to local businesses, residents, and tourists. The city maintenance crew would take on the lead responsibility for upkeep of the park, while local residents could pitch in and offer volunteer assistance.

Notes

- Funding information was drawn from a number of sources. The most detailed source was the Mill Creek Restoration Project in Cincinnati (www.millcreekrestoration.org). The cost estimates were adjusted from 1998 figures.
- Additional information gathered from the Project for Public Spaces (www.pps.org).

Copperhill Train Depot

Andrew Bryant

Copperhill is a town that has a lot to offer to both the residents and the people that pass through. As a vacation and tourist attraction, this quaint town has a quiet, relaxing river atmosphere. One resource that the community has is the train that takes passengers on a 26-mile round trip through historic Murphy Junction along the Toccoa River. Every year, in excess of 50,000 people ride the scenic Blue Ridge Scenic Railway that passes through Copperhill. Each round trip takes approximately 3-1/2 hours. For the community to fully utilize this resource, the train needs a place for its patrons to get information and see what is interesting in town.

To the residents of Copperhill, this train is one of the most important pieces of the community. Originally used to help move copper from the area, this resource is one that has helped to sustain the community for a number of years. Many citizens believe that this is one of the most underutilized resources in the community.

Plans would call for multi-purpose depot to be constructed on property currently owned by Tennessee Overhill organization located approximately one-quarter mile outside of the town's center. Situated on a one half of an acre, the structure would embrace the traditional look of the town while accommodating all of the present day needs the train brings into the area. The structure would consist of two buildings attached by a walkway, providing access to both buildings.

Right: An example of a proposed train depot. This example is both functional and aesthetically pleasing.

Following page: Additional examples of tourist train depots.



Inside the depot will be areas designated for transit and town bulletin information, a clock tower, restrooms, parking, and outdoor and indoor public seating. The information center is one of the most important facets of the depot. Serving as a guide to local amenities not widely known outside of the community, some examples of information relayed include rafting information, trail and wildlife information, local eateries, town history, and available lodging in the surrounding areas. Having detailed information that notes a variety of points of interests will drive the city economically.

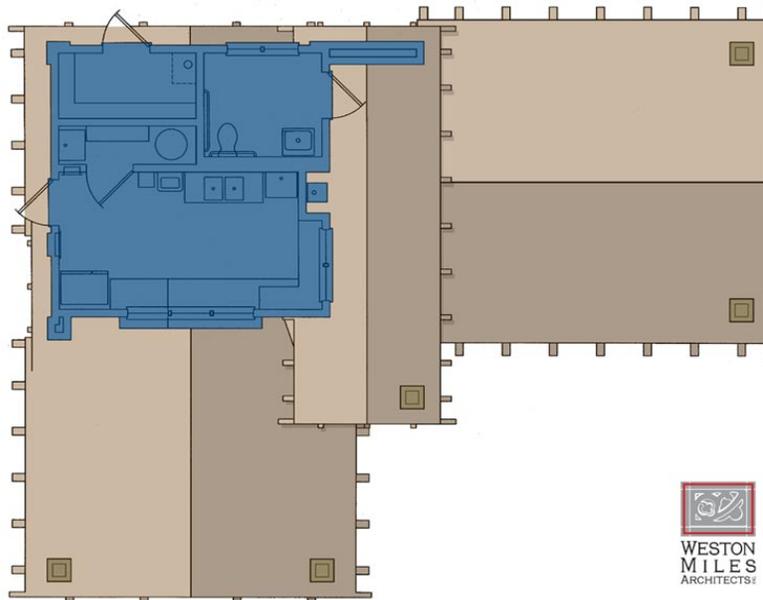


These underutilized community assets “enhance the quality of life and thus can translate into economic vitality because of [its] power to attract and retain businesses, residents, and tourists.”¹⁶ In addition to being the new hub for the scenic railway in Copperhill, this building would provide visitors of all ages a place of fellowship, employment, and educational advancement. Features of the depot will include a locally owned and operated coffee shop with reading material available for purchase. The revenues from the coffee shop will provide a source of income to aid with operational costs.

When initially considering this proposal, it was important to keep in mind the values presented during our workshops. Residents are proud of their community and want to ensure that the same pride and family oriented atmosphere is carried on for generations. This facility is designed for just that purpose, to encourage family oriented activities. Other benefits include an increased the sense of identity that is felt within the citizens. This could be an opportunity to add a new building that has both function and beauty to an area that is sorely in underutilized. Copperhill is unique in that the community is on the same page in regards to their recognition for the community’s needs.

Funding could come from the Tennessee Department of Transportation’s TEA grant awarded in the spring of each year. In addition to the main grant, resources including smaller grants from private companies would be necessary to complete the project. This project would be covered in either the rehabilitation and operation of historic transportation buildings, structures and facilities, or in the establishment of transportation museums. Other stipulations of the grant are that there is community support for the project, and that the project relates to existing or proposed state and local transportation plans. This project would draw support from city workers and staff as well as donations of time and money that the citizens could raise or donate. More funding options are available through other public and private organizations. Some of the resources may come in the form of grants and or loans and many will have restriction of use.

¹⁶ Balancing Nature and Commerce in Gateway Communities, pg 64.



Left: Blueprint of the proposed Copperhill Train Depot

The grant consists of twelve sections:

- | | |
|--|--|
| Section 1 - Enhancement Activities | Section 7 - Economic Development |
| Section 2 - Project Description | Section 8 - Direct and Indirect Benefits |
| Section 3 - Project Budget | Section 9 - Property Acquisition |
| Section 4 - Operation and Maintenance | Section 10 - Implementation |
| Section 5 - Support and Commitment | Section 11 - Environmental Checklist |
| Section 6 - Transportation Enhancement | Section 12 - Anticipated Impacts |

Other possible funding sources include:

- US Housing and Urban Development Community Development Block Grant
- US Department of Agriculture Rural Community Facilities Grant
- BB&T Charitable Foundation
- Appalachian Community Enterprises
- Dell Corporation
- Appalachian Regional Commission (Southeast Tennessee Development District)
- W. K. Kellogg Foundation (Kellogg Youth Initiative Partnerships)

Other benefits to the construction of the station would be the creation of a more inviting look as visitors entered the town. This first impression could be the deciding factor in some of those same visitors making a return trip through town in the future. Additionally, having a station could invite people to spend the night in town or at least give them a chance to become aware of the opportunities the town has to offer.

Downtown Community Center

Ashley Smith

Objective

This proposal is for the development of the Copperhill/McCaysville community center, which meets the objectives of the residents as expressed in the values and visions exercise during the first workshop. The residents are proud of their small community and want to ensure that the same pride and family oriented atmosphere is carried on for generations. The proposed community center would provide residents and visitors of all ages a place of fellowship, employment, and educational advancement. The community center is envisioned to foster positive relationships through social and educational activities anytime during the week. Benefits include the increased sense of identity within the community through various programs such as, financial literacy courses, healthy living seminars, among other programs focused on community needs and interests.

Features of the Community Center

The community center will include a multi-purpose room, a fully equipped media center, and a locally owned and operated coffee shop and mini bookstore with materials available for purchase. The proceeds from the coffee shop and multi-purpose room will provide a source of income to aid with the operational costs of the community center.

Residents take pride in their locally owned and operated businesses. Continuing with this practice, the coffee shop and bookstore will provide jobs for the community along with a common area to gather for a variety of occasions. Products offered include light snacks and an array of coffees, juices, and other like beverages, with magazines and books that cover topics from the arts to the sciences. The hours of operation should accommodate the needs of the community by providing flexible after-school/work availability.

Challenges

As with any project there are challenges to be addressed. Copperhill is unique in that the community is on the same page in regard to their recognition of the need for change. Ownership is critical, therefore, the community must come together to decide which entity (the county, city, a non-profit organization, or an individual) is best to champion the establishment and longevity of this venture. Once roles are designated, the following three steps should be taken in order to start and maintain the coffee shop:

- I. *Planning* – This phase provides the foundation for the business. This is the time to understand the purpose for the business as well as roles of owners and operators. Two parts are included in this phase, the creation of a checklist and business plan.

- a. The checklist should address reasons for starting the business, contain an organization analysis, identify personal skills, experiences, and a niche. The business must be unique in nature in order to attract and retain customers.
 - b. The business plan should detail the management structure, and include a market analysis, marketing plan, operating procedures, required personnel, and business insurance. Other parts include financial data (loan applications, capital equipment and supplies, balance sheet, and a three-year pro forma, detailed by month) and other supporting documents, including tax return principles, copy of licenses, legal documents, and letters of intent from suppliers. The business plan should also include an exit strategy in order to set the vision of the business.
2. *Implementation* – After the business has been established, it is important to build relationships with other organizations through a mentorship. Important steps include obtaining financing from organizations both public and private in order to operate not only the coffee shop but the community center as a whole.
 3. *Management* – This step goes beyond the operations of the business. Management influence must extend throughout the community by involvement, the use of technology, growth, and an awareness of what is going on in the city. It is important for the hours of the community center to accommodate city functions and events.

The information outlined above can be found in detail through the US Small Business Administration.¹⁷ Local representative based in Nashville will provide assistance.

Community Center Amenities

Media Center – The Media Center will be open to anyone wanting educational advancement, computer access or a place just to relax. The structured activities and programs will be an additional resource for helping the community improve whatever skills are in need. Activities and programs include providing academic support through summer enrichment programs, financial literacy courses, assistance with writing papers and preparing for high school and college entrance exams. Leisure activities should be planned at the community's discretion.

Multi-Purpose Room – The multi-purpose room should be flexible in its design to fit a variety of needs. This room should be able to convert into a gymnasium, a dinner theatre, a banquet hall, or gaming room with the simple movement of chairs, tables, and other equipment. This room is the perfect place to hold community functions such as family gatherings, church banquets, receptions, social events, and city council and club meetings, perhaps for a fee. Proceeds from the rentals of the multi-purpose room, along with the Coffee Shop's profits are ways to generate revenue for the community center. Additional funding resources are mentioned in the funding section below.

¹⁷ US Small Business Administration (www.sba.gov)

Office Space, Equipment and Furniture - In order to accommodate management needs and allow other organizations to house their staff, the allocation of office space dedicated for this purpose is important. For the operation of the community center, any additional office spaces will be used for fee generating purposes. There may be other organizations in the area, such as the proposed community foundation that may need of office space. The equipment required to furnish the community center is a major expense, however, this is a one-time expense. An initial list of suggested equipment is provided below. Prices quoted are retail list price, will be reassessed once a funding is established.

Estimated Expenditures for Equipment, Furniture and Salaries

Equipment		
Café (Industrial Refrigerator)		\$75,000.00
Copier		700.00
Printer		600.00
Fax		300.00
Furniture		
Desk (2)		500.00
Filing cabinets (4)		600.00
Chairs for office (2)		300.00
Chairs for media room (5)		200.00
Computers (7)		3,500.00
Computer tables (5)		500.00
Conference tables, 6ft (10)		750.00
Conference center chairs (150)		3,750.00
Round café tables (10)		250.00
Café chairs (20)		500.00
Bookshelves (3)		<u>300.00</u>
		87,750.00
Salaries		
Executive Director		50,000.00
Program Manager		25,000.00

Staffing

The community center requires at least two salaried staff members (an Executive Director and Program Manager) for operations. The coffee shop should have a minimum of two associates per eight hour shift. For example, during peak times, the community center should be fully staffed but additional staff may be required. This will ensure the adequate coverage required to efficiently operate the business. One perhaps underutilized pool of human resources in the Copper Basin area is at Cleveland State Community College. Students willing to travel to Copperhill can volunteer to perform various tasks at the community center such as monitoring the media room and assisting with organizing and hosting events in the multi-purpose room.

Time served with the community center can be applied to any organization's community service quotas or possible course credits. However, the volunteer positions should not be limited to the students but rather made available to anyone trainable from area high schools, or civic and social clubs. Engaging the community in every aspect of the center is vital to its sustainability. By creating opportunities to area residents who have specialization in trades, for example, will increase the participants' job qualifications through courses taught by the residents. By combining these resources, the entire community benefits from this economic development project.

Location

The location of the community center is on the same property as the proposed Copperhill Train Depot. Currently owned by Tennessee Overhill, an economic development organization, this half acre of land will be transformed into a growth center. Located less than half of a mile from downtown, the community center will revitalize an area of downtown that is underutilized. A benefit of the proposed location near the train depot is the increase in revenue derived from traffic to the coffee shop and bookstore.

Funding Sources

Financial resources in the form of grants or loans often have restrictions for their use. For example, grants from banking institutions usually require programs that focus on financial literacy. Some foundations restrict the use of funds to construction and operations, while others prefer money be spent toward programs and equipment. Funding options are available through public and private organizations include:

- U.S. Housing and Urban Development Community Development Block Grant
- U.S. Department of Agriculture Rural Community Facilities Grant
- BB&T Charitable Foundation
- Appalachian Community Enterprises
- Dell Corporation
- Appalachian Regional Commission
- Southeast Tennessee Development District
- W. K. Kellogg Foundation's Kellogg Youth Initiative Partnerships
- Polk County

Community Center Example: YouthVille Detroit

Similar in nature to the proposed community center, the Detroit Youth Foundation in partnership with the City of Detroit, Michigan created "YouthVille Detroit." The community center's goal is to "house a specially designed youth center for people, ages 11-19, where they can learn new skills and develop positive peer and adult relationships

in a safe neighborhood environment. ¹⁸ A unique feature of YouthVille is that it is a multi-tenant center housing 10-12 youth and family service organizations under one roof.



Like the proposed Copperhill/McCaysville Community Center, YouthVille Detroit consists of the following:

- Computer and technology access – computer and instructional training labs, state-of-the-art multi-media studio, and cyber café
- Health and physical fitness area – health, physical fitness, and gym areas, exercise and weight room, health education and counseling areas
- Music and dance activities – recording studio, DJ training classes, choir groups, youth dances, drum lessons
- Performing arts – poetry reading, comedy nights, stage productions and talent shows
- Visual arts – ceramics and pottery, painting, and general art classes
- Academic assistance – tutoring, mentoring, assistance in college applications, and assistance in preparing for college entrance exams
- Game area – various equipment including pool tables, ping pong, and card tables
- Lounge areas – informal gathering places, large screen video viewing spaces, and music listening areas
- Other amenities: kitchen, parent meeting room, and conference rooms

Next Steps

The community must decide which entity (county, city, non-profit organization, or individual) is best to champion the establishment and secure the longevity of the community center. Once established, the recommendation is to identify partners (developers, construction firms, lenders, area businesses, potential employees, volunteers) who will be involved with the construction and operation of the community center. One determined, build long-term relationships with area businesses, organizations, and community members to secure funds through grants and loans, to raise awareness of the new Copperhill/McCaysville Community Center. This economic development endeavor revitalize the community and provide residents with another resource to increase their options for downtown entertainment and civic engagement.

¹⁸ Information taken from Detroit Youth Foundation's website: www.detroityouth.org

Downtown Parking

Kelly Padden

In the course of conducting our community workshops, the residents of Copperhill and McCaysville identified the lack of adequate parking as a contributing barrier to economic revitalization in the downtown district. Specifically, community members indicated the desire for parking to be co-located with the future Etowah train terminal as well as near the shops and restaurants downtown. As a result, two parking options are proposed: Converting the southbound lane of Jackson Street in Copperhill into diagonal parking stalls, thereby making Jackson Street one-way northbound; and converting the Copperhill baseball field on West Tennessee Avenue into a parking area adjacent to a proposed park and river walk, as detailed in the previous chapter. The first option requires little in terms of capital and labor investment relative to the latter; as a result, it will be discussed first.

Parking Option One

With the announcement that the CSX rail company will begin daily service between Copperhill and Etowah, residents indicated they'd like to have parking available near the proposed location for a forthcoming train depot in the northwest sector of town. One proposal to satisfy (at least partially) this requirement is to turn Jackson Street (between the railroad tracks and the BB&T Bank building) into a one-way, northbound route and paint parking stalls in what is currently the southbound lane. If the parking stalls are structured diagonally, the section of street in question is large enough for approximately 25 new parking spaces.



Benefits

There are three main benefits to the plan for Jackson Street parking: it's inexpensive, it has the potential for multi-use parking, and would have a low environmental impact.

First, the simplicity of this proposal makes it a candidate for immediate implementation. The only capital and labor investments necessary are to re-stripe the roadway and to replace directional signage. Additionally, discussion with residents revealed community support for the plan. In fact, during the second community workshop we learned that Jackson Street actually had been a one-way street with parking in the distant past.

Because of its convenient location on the northern edge of the downtown district, the site has the potential to serve as parking for not only the Etowah train depot, but also the shops and restaurants located downtown. Most area businesses are located within a two block radius of each other just to the south and southeast of the Jackson Street site. Currently during peak business hours, residents vie for parallel storefront parking spaces, and even once they secure a parking space might have to walk several blocks to their intended destination. The additional parking afforded by Jackson Street will likely alleviate the parking shortage for downtown customers and workers.

Finally, the creation of parking spaces on Jackson Street should result in very little, if any, environmental impact. The low traffic volume and location away from the river presents low cause for concern related to stormwater runoff pollution. However, should traffic volume on Jackson Street increase, perhaps as a result of higher-than-projected railway passenger traffic, practical runoff abatement options should be implemented.

Limitations

A couple of limitations with respect to the Jackson Street proposal should be addressed. First, the 25 new parking spaces proposed are relatively few. As a result, the parking ratio may not be able to accommodate higher demand during peak hours such as train departures and arrivals, lunch and dinner restaurant traffic, and weekend and holiday shopping. In addition, the potential exists for a new traffic pattern on Jackson Street to impact the flow of traffic on Highway 68, the main artery through downtown. Traffic patterns, flow, and parking should be monitored and needs reassessed periodically.

Funding

The proposal for parking on Jackson Street is eligible for 100% federal funding (up to \$50,000 per project), per the Tennessee Department of Transportation (TDOT) Office of Local Programs. The local government would submit its application for funding to the assigned TDOT Regional Traffic Engineer for approval. Detailed instructions available on TDOT website: www.tdot.state.tn.us/local/grants.htm.

Parking Option Two

The residents of Copperhill and McCaysville recognize the positive impact retail and tourism dollars have on their shared community. As such, they've expressed interest in providing more convenient parking options for both tourists and local residents near the shops and restaurants in the downtown area. A proposal to alleviate this need is to

convert the city-owned baseball field located on West Tennessee Avenue into an attractive, environmentally friendly multi-use parking area adjacent to the proposed city park addressed in a previous chapter. Because of the unique features of this location, it's first necessary to discuss aspects of "sustainable" parking options.

Sustainable Parking

Nonpoint source pollution from impervious surfaces (i.e., parking lots, roads, rooftops, etc.) is a major contributor to polluted stormwater runoff into streams and waterways. Sustainable parking refers to several techniques applied together to reduce the effects of runoff and nonpoint source pollution. From a stormwater perspective, application of sustainable parking techniques in the right combination can dramatically reduce impervious cover and the amount of stormwater runoff. These techniques include extensive planting of shade trees, use of detention ponds, alternative pavers, vegetated swales, and bioretention facilities, also called landscape islands. Two recommendations that best suit these two communities are alternative pavers and bioretention.

The simplest, most inexpensive option is to use alternative pavers in designing a parking area. Alternative pavers range from medium to relatively high effectiveness in meeting stormwater quality goals. Different types of alternative pavers include gravel, cobbles, wood mulch, brick, grass, turf blocks, natural stone, pervious concrete, and porous asphalt. In general, alternative pavers require proper installation and more maintenance than conventional asphalt or concrete. Actual installation and maintenance costs per square foot vary widely depending on material used.

Bioretention areas, or landscape islands, also can effectively treat stormwater in parking lots. These landscaped islands treat stormwater using a combination of microbial soil process, infiltration, and evaporation. Stormwater is directed into a shallow landscaped area and temporarily detained. The runoff then filters down through the bottom of the facility and is infiltrated into the subsurface for discharge into a stream or another stormwater facility. Bioretention facilities can be attractively integrated into landscaped areas and can be maintained by commercial landscaping firms. These facilities cost, on average, about \$6.40 per cubic foot of quality treatment.¹⁹

Benefits

There are three main benefits associated with using the West Tennessee Avenue location for parking: its convenient location, the economic advantage to conversion, and potential for both environmentally sustainable and aesthetically pleasant design.

¹⁹ Center for Watershed Protection. Better Site Design Fact Sheet, 2006; The Ohio State University. Multi-Functional Landscaping: Putting Your Parking Lot Design Requirements to Work for Water Quality, 2006.

The most attractive feature of this location is its convenience. Situated less than one quarter mile from the heart of the downtown business district, one need only take a short walk to reach his or her desired destination. In addition, this would be adjacent to the proposed river walk greenway development, should it be seen to fruition.



Proposed downtown parking area on West Tennessee Avenue

Part of the river walk greenway proposal includes construction of a footbridge across the Ocoee River, which would result in even more convenient access to the downtown business district.

In its current use, the baseball field seems to be in a state of disrepair, seldom used by local teams. If the baseball field was converted to a parking area, the economy stands to benefit by providing easier access to shops and restaurants nearby. Also, conversion to parking will not result in a net loss to local youth sports, as nice baseball facilities exist in McCaysville just a short distance away. In fact, the facilities in McCaysville currently are used with much greater frequency.

Finally, environmental design features such as those discussed above could include multi-functional landscaping, both for beautification as well as bioretention for treatment of stormwater runoff. The area is also a candidate for alternative pavers (such as gravel, cobblestones, or paving blocks) to minimize impervious cover.

Limitations

While the location proposed is convenient, it is also located within a Federal Emergency Management Agency (FEMA) designated 100-Year Flood Plain. As such, the area is vulnerable to erosion from heavy rainfall. During the design process, erosion control measures should be addressed by a licensed professional engineer. Additionally, the land in question has been entrusted to Copperhill by the family of a former citizen to be used as land for the benefit of all community members. A stipulation of the trust is that if the land is ever used as anything other than a park, ownership would revert back to the family. By co-locating the parking area with the proposed river walk greenway, the spirit of the trust would be accommodated.

Funding Alternatives

A cursory search has not readily revealed any federal or state funding sources. Alternative funding sources worth exploring include implementation of a lodging tax, local bond referendum, sponsorship by members of the Tri-Cities Business Association or the cities of Copperhill and McCaysville Chambers of Commerce, or lease of the land to a private firm to manage a for-profit parking operation.

The two options explored here to increase parking in and near the downtown area are presented for the consideration of the citizens of Copperhill and McCaysville. Hopefully the plan addresses their desire for adequate parking near the future Etowah train terminal as well as near downtown shops and restaurants for the purpose of economic revitalization of the downtown district.

Community Marketing

Amanda Slough

Copperhill would greatly benefit from implementing a marketing strategy. Though not entirely dependent on tourism, many businesses in the town rely on tourists to supplement or provide a main source of revenue. As a small town, the downtown district is incredibly unique; however, it provides few entertainment options for visitors. Thus, it is important to capitalize on the special characteristics and activities the area offers and be able to communicate that uniqueness to entice visitors to downtown.

Copperhill would benefit by advertising the rafting on the Ocoee River, historic train rides on the Blue Ridge Scenic Railway, horseback riding and hiking in the mountains, glider rides, boat rentals, fishing, and other activities desired by outdoor enthusiasts. There are an infinite number of benefits for the citizens of Copperhill to market their town. From increasing business income and tax revenue, to improving education, infrastructure, and providing better social services, the community has little to lose and everything to gain by increasing the awareness about their unique town.

Marketing Plans

Marketing is used in all aspects of society and business, including the nonprofit sector. The American Marketing Association defines marketing as “the organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.”²⁰ It is important that leaders of Copperhill recognize they must engage in marketing to increase the awareness and appeal of the town to prospective customers.

A proactive marketing strategy will identify the following situations and circumstances:²¹

- Finding what will cause a customer/tourist to select your town
- Identifying the causes for declining sales/tourist results
- Selecting the right features to emphasize in your ads
- Learning the correct pricing that should be charged
- Discovering what words to use in advertisements
- Finding out what is not appealing to potential customers/tourists

Differential Advantages

An essential element to marketing a community is capitalizing on differential advantages. Potential costumers have a wide variety of products or locations to choose from when selecting a tourist destination. According to the Western Rural Development Center,

²⁰ <http://www.marketingpower.com/mg-dictionary-view/1862.php>

²¹ Clancy, Kevin. “Marketing Strategy Overview,” American Marketing Association. Originally Published 2001. <http://www.marketingpower.com/content/1285.php>.

“the marketer’s job is to create in the customer’s mind an idea that a particular product is different in an important way, so that the product will have a competitive edge over others in the marketplace. This uniqueness or competitive edge is what is known in the marketing field as a differential advantage.”²²

To effectively determine and communicate Copperhill’s differential advantages, the first step is to create a marketing plan. The marketing plan lays out the objectives, strategies, and sub-strategies for a specific timeframe, usually a year. Community officials must work together to provide a structured plan that lists initiatives, guidelines, and budget details for Copperhill. The marketing plan should answer the following questions:²³

- What economic and business environment are you experiencing?
- What opportunities and problems are you facing?
- What business objectives do you expect to achieve?
- What exactly do you sell?
- Who are your customers?
- Why should they buy your product or service rather than your competitors’?
- How will you communicate your product or service to your customers?
- Who will do what, when?
- How are you going to measure progress to learn from the experience?

Once this step is completed, an analysis should be completed to understand the economic, demographic, cultural, technical and political forces impacting Copperhill. The key headings in such an analysis may include the following:

- Macro environment (the big picture)
- Market (size, share, growth, segmentation, seasonality trends, etc.)
- Internal Trends (sales volume by month and annually, revenue, profits)
- Product or Service (description of the products or services you are selling)
- Competition
- Consumer or Customer (segmentation, attitudes and behavior)
- Distribution Channels (direct and indirect channels)
- Evaluation of Previous Marketing Initiatives
- Strengths, Weaknesses, Opportunities, and Threats
- Issues Analysis

Finally, to realize the differential advantages, the marketing plan must perform an issues analysis and identify the town’s objectives. The objectives should be “realistic and achievable, yet challenging.” Also, strategies, tactics, research and evaluation, and financial

²²Western Rural Development Center, Oregon State University. “Marketing the Uniqueness of Small Towns”
Published June 6, 2002 <http://web1.msue.msu.edu/imp/modtd/33529767.html>

²³Hayes, Denise and Lee, Linda. “Creating a Marketing Plan,” American Marketing Association. Originally Published 2001 <http://www.marketingpower.com/content1029.php>.

information should be included in this step. The questions your strategies should be answering include the following:

- What market or industry will your organization be competing in?
- Who are your target customers or consumers?
- How will your organization or product/service be positioned?
- Why should consumers buy your product or service rather than your competitors'?
- What broad changes do you plan to make to your product, price, distribution, advertising and promotion, and research and evaluation?

Marketing Tactics

The tactics for a marketing plan can be separated into four different categories: product, price, distribution, and advertising and promotion. Each of the four categories may have more defined tactics, but they should answer the following questions:

- What quantifiable objectives do you plan to achieve?
- What exactly do you plan to do?
- Why do you plan to do this? How will this improve the organization?
- Who will be responsible for each action?
- How long will it take and when will it be done?
- How much will it cost?
- What evaluation mechanisms will you use?

Use common sense to track the effectiveness of each tactic – the measurement should be dependent on the size and importance of the tactic. For instance, do not measure a tactic if it will cost more to track than it will to implement in the first place.

Research and Evaluation

The research and evaluation portion of the marketing plan is to clarify the community's objectives and to summarize the evaluation tools used to track the effectiveness of the strategies and tactics. This portion also describes the research used to obtain any information that was unable to be obtained for the situation analysis of the marketing plan. The research should include the evaluation methods used, who has responsibility, and the timing and projected cost of implementation.

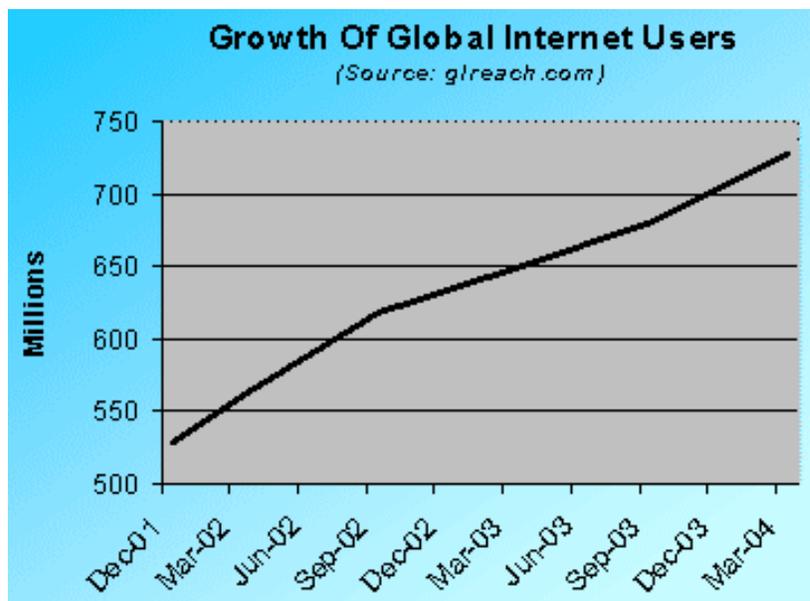
The final aspect of Copperhill's marketing plan should include financial information. This should include two documents: a marketing budget, and a profit and loss statement. The budget should include all anticipated costs associated with all aspects of the marketing plan. The profit and loss statement should explain the financial effects of the marketing plan. A forecast of projected revenues and expenses associated with implementation and distribution costs should be the final portion of the financial information.

Internet Marketing

The presence of valuable natural resources such as the Blue Ridge Mountains and the Ocoee River, as well as the scenic beauty and historical significance of the towns combine to create a unique and pleasant destination and a powerful differential advantage over other “mountain towns.” Once a marketing plan is conceived and the differential advantages are determined, the methods for marketing must be determined. One popular idea among residents at the public workshops was Internet marketing.

The explosive growth of the Internet over the last decade has led to a myriad of new companies trying to capitalize on the economic potential of the Web. It is becoming increasingly important tool for small businesses and communities who want to improve customer awareness of the products and services they offer. With people using the Internet to exchange information and to buy and sell products or experiences, recognizing the Internet as a marketing tool is crucial for Copperhill to compete with other tourist destinations. Some interesting Internet statistics to consider:

- As of March 2004, there were 729 million Internet users worldwide²⁴
- There are seven new people on the Internet every second²⁵
- Between March 2003 and March 2004, Internet usage grew by 80 million users



As the online population continues to grow, Internet marketing efforts will become increasingly important. With usage continually increasing, it is important to know what

²⁴ Taken from <http://www.glreach.com>

²⁵ Taken from <http://www.accutips.com>

Internet users are doing while searching the web. According to an Internet marketing firm, one out of four people on the Internet at any given moment are making a purchase, and 88% of users use search engines to find what they are looking for.⁵

First Steps

The first step to a productive Internet marketing plan is to develop a community website for Copperhill. The purpose of the website is to sell the town to prospective tourists. The website should be designed in a way to provide a positive customer experience for anyone looking at it. The three main goals of a Copperhill tourism website should be:⁵

- Bring new, qualified visitors to the website on a regular basis
- Convince those online visitors to visit Copperhill
- Generate more revenue from the Internet presence

A vital element to achieving increased online traffic by improving the website's ranking in search engines. There are two ways to take advantage of the benefits search engine marketing has to offer. The first is to obtain free traffic or search results by getting the website listed among the top results of specific searches. The second way is to purchase the front page of specific searches through pay-per-click or cost-per-click advertising.

To effectively use the Internet to market the community, the community could contact private companies to help with marketing strategies. Such companies offer expert advice, research data and statistics, and guides to help develop successful Internet marketing strategies and effective online marketing campaigns.

Funding Sources

Possible options include a small raise in dues for Chamber of Commerce members, a reallocation of local taxes, volunteer work from a student web designer, or a community-sponsored fundraiser. Funding for a consultant can be accomplished through the pay-per-click or cost-per-click advertising. Such firms provide services up front and are essentially paid based on how much they help their client achieve their goals.

Conclusion

There will be over one trillion dollars spent online this year, thus Internet advertising should be a large part of any business's marketing plan. There has never been an easier or more cost-effective way for a community to reach its target audience. The result of a comprehensive marketing plan for Copperhill will be more visitors to the site, more visitors to the community, and more revenue for the businesses of the community.

⁵ "Internet Marketing," 10x Marketing. <http://www.10xmarketing.com>

