



Strategic Partnerships for Economic Growth and Sustainability

City of Bristol Tennessee
2012



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ACKNOWLEDGEMENTS

A total of 450 people participated in this strategic planning process including the Bristol Tennessee City Council, a 10-person steering committee, a 10-person citizen focus group, 20 subject area experts and staff, and over 400 citizens through an online economic development survey. The help of all participants was immeasurable in the completion of this plan.

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*Introduction and Executive
Summary*



INTRODUCTION AND EXECUTIVE SUMMARY

Purpose

The purpose of this economic plan is to guide the City of Bristol Tennessee and its strategic partners in achieving long-term economic growth and sustainability through a multitude of identified objectives and key action steps. The plan includes short term primary objectives and 3-5 year strategies deemed essential for strengthening key economic sectors, job creation, and tax base growth. The underlying premise of the plan focuses on key community partnerships that are essential and move plan success from outside the walls of city hall to a collaborative process with other entities working hand-in-hand with the city to secure the city's economic future.

Background

The City of Bristol was able to successfully manage through what many economists have dubbed the great recession of 2007 with no reductions in services or programs and no staff layoffs or furloughs, all while maintaining a sound financial picture and moving forward with limited, but strategic investments. This success was primarily accomplished through the collective good work of City Council and staff by holding spending as revenues fell significantly during the time.

Despite this good news and the official end of the recession in June 2009, city revenues remain soft with the City continuing to experience reduced tax revenues from its two largest sources – property taxes and local option sales taxes. For the first time in recent history, the taxable property tax base declined year-over-year due to slowed real property improvements and lower business personal property investments. Meanwhile, sales tax receipts are at 2005 levels – a six year period of lost growth. Unemployment remains stubbornly high and the new normal for unemployment and underemployment are yet to be understood with its long-term impact on consumer spending hanging in the balance.

With those somber facts as a backdrop, the time was deemed ripe to update Bristol's economic development strategy through a strategic, broad-based planning process to guide the City Council in laying the groundwork for long-term economic sustainability in the future.

To that end, a ten-person blue-ribbon steering committee was assembled to prepare a recommended strategy for the City and its economic development partners.

Over the course of four months, the committee met with subject area experts in education, health care, manufacturing, retail trade, and the hospitality and tourism industries to evaluate and understand where future growth opportunities lay and to develop a strategy to advance the areas identified. The work was also designed to validate assessments of growth areas and to galvanize the community to work in a cohesive fashion to those ends.

Executive Summary

The title chosen for this plan - *Strategic Partnerships for Economic Growth and Sustainability* - says best what was learned during the planning process; that partnerships between the city and other key community entities are critical to the future growth and economic prosperity of the community. The plan document has been formatted to highlight those symbiotic partnerships and to underscore the collaboration necessary to accomplish its ends.

A mission statement with six strategic goals was established to guide the planning process and resulting economic strategy. Fourteen (14) key community partners were identified to accomplish 70 specific objectives over a five-year planning horizon involving "short term primary" projects (years 1 and 2) and 3-5 year strategies. A number of key actions were also put into place that are considered milestones toward the accomplishment of various objectives as deemed appropriate.

In general, the planning process validated past assessments that future community economic success will come from niche manufacturing, the health care industry with Bristol Regional Medical Center as the anchor, and from the hospitality and tourism industries as the home of Bristol Motor Speedway and the culturally significant birthplace of country music.

Two transformational special opportunities were identified including (1) Public Chapter 420, *The Border Region Retail Tourism Development District Act*, which authorizes the city to incentivize local development in the environs of Interstate 81, Exit 74 for an "extraordinary retail or tourism facility" using a portion of the state sales tax and other inducements; and (2) construction of the BCMA Cultural Heritage Center which is expected to attract over 75,000 visitors a year while providing a country music icon in downtown Bristol.

Seventeen (17) supportive projects to be undertaken by the City of Bristol were identified to complement the work objectives set forth for the city and its community partners to achieve.

Ten (10) performance metrics (beyond accomplishment of the objectives themselves) in the areas of sales tax revenue, property tax base growth, new construction activity, and others which can be used to assess plan success going forward from a Fiscal 2011 baseline year were identified. Target level goals for each of the performance metrics were also identified 2 1/2 years out in Fiscal 2014.

The plan will be reviewed after the first six months and then annually thereafter for the following two years to monitor progress and celebrate successes; with the intent that the entire document will be refreshed by the end of the third year for the next five-year planning cycle if deemed warranted.

In closing, it is believed that success in the accomplishment of the objectives and support activities set forth herein will reverse the negative trend in the key performance metrics being measured which will have long-term dividends in the advancement of the Bristol economy and the economic sustainability of the city.

*Economic Mission, Strategic
Goals, and Key Partnerships*



ECONOMIC MISSION, STRATEGIC GOALS, AND KEY PARTNERSHIPS

Mission Statement

Secure the city's economic future by strengthening our leadership position in cultural tourism and arts, motor sports, medical arts and healthcare, and diversified manufacturing while becoming a destination retail center through strategic partnerships and a robust economic development program.

Strategic Goals

- (1) Increase tourism and tourism-related activities.
- (2) Enhance and strengthen the vibrancy of downtown.
- (3) Strengthen, expand and attract businesses.
- (4) Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related businesses.
- (5) Make Bristol a center of educational excellence.
- (6) Build community capacity for economic development while ensuring the fiscal health of the city.

Key Partnerships

1. Believe in Bristol
2. Birthplace of Country Music
3. Bristol Motor Speedway
4. Bristol Tennessee City Schools
5. Bristol Tennessee Essential Services
6. Chamber of Commerce
7. Convention and Visitors Bureau
8. Housing and Redevelopment Authority (BTHRA)
9. Industrial Development Board
10. King College
11. Networks Sullivan Partnership
12. Paramount Center for the Arts
13. Private Developers
14. Wellmont - Bristol Regional Medical Center

Special Opportunities



SPECIAL OPPORTUNITIES

Two special economic development opportunities were identified in the planning process warranting particular attention and focus: (1) Chapter 420, the Border Region Tourism Development Act and (2) the Birthplace of County Music Alliance’s Cultural Heritage Center project. Each of these initiatives are seen to be game-changers as to their positive impact on the local economy.

Chapter 420

In 2011 the Tennessee General Assembly approved Public Chapter 420, *the Border Region Retail Tourism Development District Act*, which authorizes the City to incentivize the local development of an “extraordinary retail or tourism facility” in a designated Border Region Retail Tourism Development District. Exit 74 on Interstate 81, because of its location and the City’s proximity to the state line, would qualify for utilization of the legislation and its tax implications for the development of a significant development within the city.

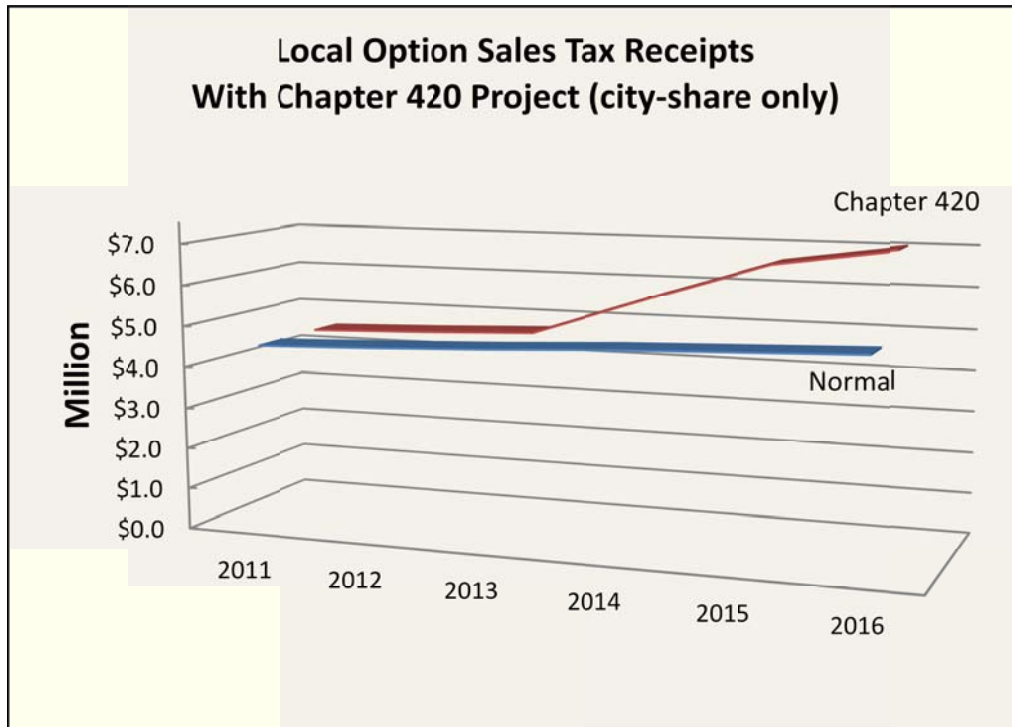
As defined by the Act, an extraordinary retail or tourism facility is a single store, series of stores, or other tourism facility that is reasonably expected to:

- (1) Draw at least one million visitors a year upon completion;
- (2) Require a capital investment of at least \$20 million dollars including land, buildings, and site preparation costs; and
- (3) Remit at least \$2 million dollars in state sales tax and use tax annually upon completion.

Through the provisions of this Act the city could facilitate a development at Exit 74 with the sales and use tax revenue generated from the development being used to provide direct or indirect financial assistance to the project in the form of funds for location assistance; grants and loans for land, buildings, or infrastructure; the purchase, lease, grant, construction, reconstruction, improvement, acquisition, or conveyance of land, buildings, equipment, or other infrastructure; and public works improvements essential to the project. The financial assistance would be through an extraordinary allocation of sales and use taxes to the city generated from the project in an amount equal to 75% of the sales and use tax collections in excess of base tax revenues for a period up to 30 years.

The utilization of this new legislation is a special opportunity of the highest order to promote retail and tourism-related business within the City of Bristol Tennessee, reversing a trend of development fostered by the differing tax structures of Tennessee and Virginia. The facilitation of a project at Exit 74 under the auspices of Chapter 420 should be treated as a local priority.

The expected increase in local sales tax receipts from this project point to the impact of this opportunity.



BCMA Cultural Heritage Center

Several years ago the Birthplace of Country Music Alliance began working to create a Cultural Heritage Center in downtown Bristol that would tell the story of the region's musical and cultural heritage and help fuel the local economy. The facility will include permanent and temporary exhibit space that traces the history, cultural influences and development of country music that was born in 1927 with the "Bristol Sessions." Through a sequence of audio-visual experiences, visitors will have the opportunity to listen to the melodies and encounter the rich musical tradition firsthand. Additionally, the center will allow BCMA to take full advantage of its status as an affiliate of the Smithsonian Institution by hosting Smithsonian traveling exhibits.

The Cultural Heritage Center will serve as a major tourist destination for the region conservatively attracting 75,000 visitors annually.

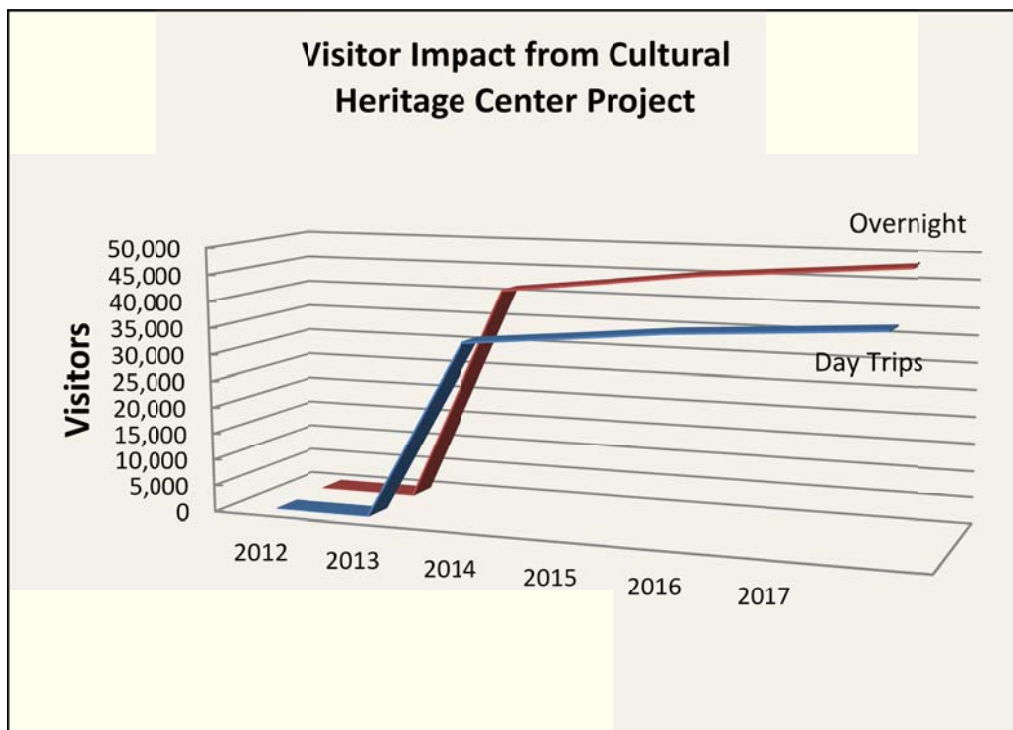
An economic impact study completed by the University of Virginia's Southwest Office of the Weldon Cooper Center for Public Service estimated that the Cultural Heritage Center will generate a minimum of \$50 million in new dollar impacts over a five-year period including new museum jobs; entrances fees, memberships, rentals, and gift shop revenues; and tourists and visitor spending. In addition to the direct influx of dollars to the local and regional economy, an

estimated \$3 million in tax revenue will flow into local and state coffers over five years as a result of the project.

In September 2011, the City Council approved a financial commitment of \$600,000 toward the project with the first \$300,000 to be provided in equal \$100,000 installments over the next three years. Those funds will help cover pre-opening expenses and help build an operating reserve. The second \$300,000 will be provided over the first five years of operation to backstop operating losses should any occur. The financial commitment is contingent on, among other things, BCMA having 100% of the funds in-hand to construct the Cultural Heritage Center. The City of Bristol Virginia also signed-off on a robust funding commitment in September.

Following the financial commitments of the cities, the Virginia Tobacco Commission awarded \$1.7 million towards the project and \$2.3 million in New Market Tax Credit proceeds are expected in the next several months to provide the remaining monies necessary to move forward to construction and ultimately to the opening of the facility.

Although many key steps have now been taken to advance this significant economic development project forward, it still has not reached a point of certainty. Accordingly, the city should take all appropriate measures to foster this important project which is deemed crucial for the growth of visitation and tourism and further enhancement of downtown Bristol.



*Objectives and Key Actions
with Strategic Partners*



Strategic Partner: Believe in Bristol, Inc. (BIB)

Objective 1: Develop a Recruitment Plan to identify and define the optimal type and mix of downtown businesses

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 5. *Make Bristol a center of educational excellence.*

Lead Entity: BIB

Priority: Short term primary

Objective 2: Develop a Downtown Communications Plan

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: BIB

Priority: Short term primary

Objective 3: Evaluate the institution of a downtown merchant discount card program and put into effect based on business interest

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: BIB

Priority: Short term primary and 3-5 year strategy

Strategic Partner: Birthplace of Country Music Alliance (BCMA)

Objective 1: Open and successfully operate the Cultural Heritage Center

Supports Goals:

1. *Increase tourism and tourism-related activities.*
2. *Enhance and strengthen the vibrancy of downtown.*
3. *Strengthen, expand and attract businesses.*
5. *Make Bristol a center of educational excellence.*

Lead Entity:

BCMA

Priority:

Short term primary and 3-5 year strategy

Key Actions:

- Seek and gain major financial commitments from Bristol Tennessee and Virginia to support pre-operational expenses, marketing, and to develop fund reserves
Priority: Short term primary
- Acquire all remaining funds to advance the project to construction including grant funds from the Virginia Tobacco Commission and New Market tax credits
Priority: Short term primary
- Evaluate the best positioning of the center to maximize its brand and attraction to day and overnight visitors
Priority: Short term primary
- Complete the interior build-out of the center in 2013
Priority: Short term primary
- Install all exhibits and open in 2014
Priority: Short term primary and 3-5 year strategy

Birthplace of Country Music Alliance (continued)

Objective 2: Seek and cause placement of Interstate directional signage to attract visitors to the Birthplace of Country Music

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: City of Bristol

Priority: Short term primary

Objective 3: Leverage partnerships with the State of Tennessee and Commonwealth of Virginia to enhance marketing of the Cultural Heritage Center

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: Convention and Visitors Bureau

Priority: Short term primary and 3-5 year strategy

Objective 4: Maximize the number of traveling Smithsonian Museum exhibits that are displayed at the Cultural Heritage Center

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 5. *Make Bristol a center of educational excellence.*

Lead Entity: BCMA

Priority: 3-5 year strategy

Strategic Partner: Bristol Motor Speedway and Dragway (BMS)

Objective 1: Develop a new zoning district for use around BMS to encourage tourism-related development in the area

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Objective 2: Leverage partnerships with the State of Tennessee and Commonwealth of Virginia to market BMS

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: Convention and Visitors Bureau

Priority: Short term primary

Objective 3: Explore partnership opportunities for increased investment and development on the grounds and the immediate environs of BMS

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary and 3-5 year strategy

Strategic Partner: Bristol Tennessee City Schools (BTCS)

Objective 1: Maintain the 20-year School Facilities Plan with the renovation and expansion of Vance Middle School by 2015

Supports Goals: 3. *Strengthen, expand and attract businesses.*

 5. *Make Bristol a center of educational excellence.*

 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: BTCS

Priority: 3-5 year strategy

Key Actions: ➤ Complete design and construction plans by 2014

 ➤ Award a contract, complete construction and open in 2015

Objective 2: Expand the Adopt-a-School Program to all six schools

Supports Goals: 5. *Make Bristol a center of educational excellence.*

Lead Entity: BTCS

Priority: Short term primary and 3-5 years strategy

Key Actions: ➤ Enlist Chamber of Commerce support and host an informational meeting with prospective businesses and industries

Priority: Short term primary

➤ Designate school coordinators to identify partnership opportunities

Priority: 3-5 year strategy

Bristol Tennessee City Schools (continued)

Objective 3: Initiate more STEM (Science, Technology, Engineering and Math) opportunities and programs in city schools

Supports Goals: 5. *Make Bristol a center of educational excellence.*

Lead Entity: BTCS

Priority: Short term primary

Key Actions:

- Establish Science and Technology Fairs in all schools
- Initiate a new robotic competition in city schools
- Initiate a STEM-focused Pilot Program at Holston View

Objective 4: Explore collaborative partnerships with King College and others to expand fine and performing arts

Supports Goals: 5. *Make Bristol a center of educational excellence.*

Lead Entity: BTCS

Priority: Short term primary

Objective 5: Increase/Expand the Career Technical Education Program

Supports Goals: 3. *Strengthen, expand and attract businesses.*

5. *Make Bristol a center of educational excellence.*

Lead Entity: BTCS

Priority: Short term primary

Key Actions:

- Establish a business and manufacturers advisory board to identify workplace training needs and commence programs

Bristol Tennessee City Schools (continued)

Objective 6: Explore collaborative partnerships with Oak Ridge National Laboratory to expand science and technology classes

Supports Goals: 5. *Make Bristol a center of educational excellence.*

Lead Entity: BTCS

Priority: Short term primary

Objective 7: Excel in Post-Secondary College Prep and Career Readiness

Supports Goals: 3. *Strengthen, expand and attract businesses.*

5. *Make Bristol a center of educational excellence.*

Lead Entity: BTCS

Priority: Short term primary and 3-5 year strategy

Key Actions:

- Expand the availability of dual enrollment courses

Priority: Short term primary

- Partner with King College to bring adjunct to the Tennessee High campus

Priority: Short term primary

- Modify graduation requirements to include a minimum of one Dual Enrollment or Advanced Placement course and require all students choosing an AP course to take the course exam

Priority: Short term primary

- Enhance information to parents on available tuition assistance programs including Educate and Grow Program

Priority: Short term primary

- Attain a graduation rate of 93% of students within 4 years and an 80% eligibility rate for the Educate and Grow Program

Priority: 3 year strategy

Strategic Partner: Bristol Tennessee Essential Services (BTES)

Objective 1: Initiate Phase II expansion of Bristol Business Park

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: BTES

Priority: Short term primary

Key Actions: ➤ Apply for State FastTrack and Industrial Access Road grant funds in conjunction with an industrial prospect locating in the park

 ➤ Update the preliminary engineering report for the park

Objective 2: Review development policies to enhance Bristol as a development friendly place to do business

Supports Goals: 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: BTES

Priority: Short term primary

Objective 3: Increase market awareness of high-end broadband services through promotion and marketing

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: BTES

Priority: Short term primary

Bristol Tennessee Essential Services (continued)

Objective 4: Review restrictive covenants and pricing strategies for the Bristol Business Park to match market opportunities and enhance job creation and tax base growth

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: BTES

Priority: Short term primary

Strategic Partner: Chamber of Commerce

Objective 1: Upgrade the Chamber of Commerce website to enhance its effectiveness in communicating with the business community

Supports Goals: 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: Chamber of Commerce

Priority: Short term primary

Objective 2: Work with the Tennessee Department of Transportation to complete a rail feasibility study from Bristol to Chattanooga

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Chamber of Commerce

Priority: Short term primary

Objective 3: Evaluate expansion of the Bristol Business Resource Center to better support small manufacturers and businesses

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Chamber of Commerce

Priority: Short term primary

Key Actions: ➤ Partner with Northeast State to provide small business-owner classes
 ➤ Partner with ETSU to establish a small business incubator

Chamber of Commerce (continued)

Objective 4: Evaluate the formation of a Community Foundation with a mission to support community enrichment

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Chamber of Commerce

Priority: Short term primary

Objective 5: Formalize a leadership skills and interest network to support and host visiting executives evaluating business opportunities in the community

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Chamber of Commerce

Priority: Short term primary

Objective 6: Seek partners to launch a downtown musical heritage sculpture project and commission the first piece and those to follow upon interest

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*

Lead Entity: Chamber of Commerce

Priority: 3-5 year strategy

Strategic Partner: Convention and Visitors Bureau

Objective 1: Upgrade and implement a digital communication strategy to reach businesses and visitors in real-time

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: Convention and Visitors Bureau

Priority: Short term primary

Key Actions: ➤ Update MyBristolVisit.com website

 ➤ Develop a Bristol app to enhance the visitation program

 ➤ Explore the opportunity to rebrand “Pick Bristol” or develop another community tagline for universal use

Objective 2: Explore the establishment of a tourism development fund

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 5. *Make Bristol a center of educational excellence.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Convention and Visitors Bureau

Priority: Short term primary

Objective 3: Identify opportunities to expand motor coach tours to the city

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: Convention and Visitors Bureau

Priority: Short term primary

Convention and Visitors Bureau (continued)

Objective 4: Develop a discount program with local merchants to enhance the race experience and value of motor sports fans

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: Convention and Visitors Bureau

Priority: Short term primary

Objective 5: Upgrade tourist destination signage to reflect community branding initiatives

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Objective 6: Work with the State of Tennessee to launch a “Music Super Highway” marketing program

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: Convention and Visitors Bureau

Priority: Short term primary

Convention and Visitors Bureau (continued)

Objective 7: Highlight our natural beauty, four moderate seasons, and outstanding outdoor recreational activities in the promotion and recruitment of new businesses and visitors

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Convention and Visitors Bureau

Priority: Short term primary

Strategic Partner: Housing and Redevelopment Authority

Objective 1: Facilitate the redevelopment of the Green Property site including roadway improvements on Broad Street and the Volunteer Parkway

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Objective 2: Update the Redevelopment District Plan

Supports Goals: 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Strategic Partner: Industrial Development Board (continued)

Objective 4: Identify opportunities for manufacturing growth in Economic Impact Areas and facilitate project financing in accordance with statutory authorities

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

King College (continued)

Objective 3: Establish a downtown King College Museum for the display of its fine art collection and as a site to place other traveling museum exhibits

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 5. *Make Bristol a center of educational excellence.*

Lead Entity: King College

Priority: Short term primary and 3-5 year strategy

Objective 4: Identify opportunities to support the King College School of Medicine including the location of ancillary and support services

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 4. *Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related businesses.*
 5. *Make Bristol a center of educational excellence.*

Lead Entity: King College

Priority: 3-5 year strategy

Key Actions: ➤ Establish a residency program with Bristol Regional Medical Center
 ➤ Identify location opportunities for ancillary and support services

King College (continued)

Objective 5: Initiate a spring Arts Festival

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 5. *Make Bristol a center of educational excellence.*

Lead Entity: King College

Priority: Short term primary

Key Actions: ➤ Explore the feasibility and interest among the art community in participating in such a festival

 ➤ Upon favorable interest, conduct the first festival in 2013

Objective 6: Evaluate the establishment of a joint engineering program in the downtown with other educational institutions

Supports Goals: 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*
 5. *Make Bristol a center of educational excellence.*

Lead Entity: King College

Priority: 3-5 year strategy

Strategic Partner: Networks Sullivan Partnership

Objective 1: Monitor changes to air quality standards and pursue regulatory relief to maintain local compliance (Early Action Compact)

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Networks

Priority: Short term primary

Objective 2: Maximize the development of Partnership Park II to enhance job creation and tax base

Support Goals: 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Networks

Priority: Short term primary and 3-5 year strategy

Key Actions: ➤ Review restrictive covenants to match market needs and opportunities

 Priority: Short term primary

 ➤ Extend water, sewer, electric and fiber to fully ready Phase I property for vertical development

 Priority: Short term primary

 ➤ Extend the road for Phase II

 Priority: Short term primary

 ➤ Construct a siding to provide rail service to the park

 Priority: 3-5 year strategy

Networks Sullivan Partnership (continued)

Objective 3: Recruit new industries and businesses to Bristol

Supports Goals:	<i>3. Strengthen, expand and attract businesses.</i> <i>6. Build community capacity for economic development while ensuring the fiscal health of the city.</i>
Lead Entity:	Networks
Priority:	Short term primary
Key Actions:	<ul style="list-style-type: none">➤ Target efforts for the in-transition labor force➤ Expand the supplier recruitment program➤ Identify target industries and focus marketing in those areas➤ Establish a recruitment initiative for distribution centers due to our transportation network and proximity to markets

Objective 4: Assist Pfizer in the transfer of ownership of its holdings to another entity to maintain Bristol's pharmaceutical manufacturing base

Supports Goals:	<i>2. Enhance and strengthen the vibrancy of downtown.</i> <i>3. Strengthen, expand and attract businesses.</i> <i>6. Build community capacity for economic development while ensuring the fiscal health of the city.</i>
Lead Entity:	City of Bristol
Priority:	Short term primary

Networks Sullivan Partnership (continued)

Objective 5: Cause a spec building to be constructed in Partnership Park II to serve as a recruitment tool

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Networks

Priority: Short term primary

Objective 6: Recruit new ownership to operate in the wake of Touchstone Wireless

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Objective 7: Evaluate the opportunity to create a targeted, skilled training program for local manufacturers

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Networks Sullivan Partnership (continued)

Objective 8: Investigate the opportunity of a shared rail siding to serve local manufacturers and businesses

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Objective 9: Evaluate adequacy of all utility services - water, sewer, electricity, natural gas, and broadband - to support manufacturing growth and development in industrial areas

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Objective 10: Institute a pre-qualified manufacturing company recruitment initiative

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: Networks

Priority: Short term primary

Networks Sullivan Partnership (continued)

Objective 11: Explore opportunities with the Clean Energy Research Center to recruit green industries and advance other sustainable opportunities

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Strategic Partner: Paramount Center for the Arts

Objective 1: Maximize the use of the Paramount Theater as a major cultural attraction for the downtown

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: City of Bristol

Priority: Short term primary and 3-5 year strategy

Key Actions: ➤ Sponsor and co-sponsor music acts and other shows
 Priority: Short term primary

 ➤ Develop a musical - the "Bristol Story" – to provide a continuous
 production reinforcing our country music heritage
 Priority: 3-5 year strategy

Objective 2: Improve operational efficiencies and business practices to increase availability for rental of the facility

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 2. *Enhance and strengthen the vibrancy of downtown.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: Paramount Theater

Priority: Short term primary

Strategic Partner: Private Developers

Objective 1: Develop a major retail/entertainment/lodging center at Exit 74 under authority of Chapter 420

Supports Goals: 1. *Increase tourism and tourism-related activities.*
 3. *Strengthen, expand and attract businesses.*

Lead Entity: Private Sector and City of Bristol

Priority Short term primary and 3-5 year strategy

Key Actions:

- Identify private sector partner and establish terms of a development agreement (City of Bristol)

 Priority: Short term primary
- Establish a district boundary to delineate the state sales tax proceeds to be used to finance the project (City of Bristol)

 Priority: Short term primary
- Cause completion of a development plan and submit for approval to the state (City of Bristol)

 Priority: Short term primary
- Construct project in accordance with development plan (Private Sector)

 Priority: Short term primary and 3-5 year strategy

Private Developers (continued)

Objective 2: Complete adaptive reuse of signature downtown buildings

Supports Goals:	<ol style="list-style-type: none">1. <i>Increase tourism and tourism-related activities.</i>2. <i>Enhance and strengthen the vibrancy of downtown.</i>3. <i>Strengthen, expand and attract businesses.</i>4. <i>Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related businesses.</i>5. <i>Make Bristol a center of educational excellence.</i>6. <i>Build community capacity for economic development while ensuring the fiscal health of the city.</i>
Lead Entity:	Private Sector
Priority:	Short term primary and 3-5 year strategy
Key Actions:	<ul style="list-style-type: none">➤ H.P. King Building, 620 State Street➤ Ruth King Antiques Building, 618 State Street➤ E.W. King Building, 636 Shelby Street➤ McCrory Building, 530 State Street

Objective 3: Recruit a boutique hotel to the downtown

Supports Goals:	<ol style="list-style-type: none">1. <i>Increase tourism and tourism-related activities.</i>2. <i>Enhance and strengthen the vibrancy of downtown.</i>3. <i>Strengthen, expand and attract businesses.</i>6. <i>Build community capacity for economic development while ensuring the fiscal health of the city.</i>
Lead Entity:	City of Bristol
Priority:	Short term primary and 3-5 year strategy

Private Developers (continued)

Objective 4: Recruit hotel properties with conference space to locate within the city

Supports Goals:

1. Increase tourism and tourism-related activities.

3. Strengthen, expand and attract businesses.

4. Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related businesses.

6. Build community capacity for economic development while ensuring the fiscal health of the city.

Lead Entity:

City of Bristol

Priority:

Short term primary and 3-5 year strategy

**Strategic Partner: Wellmont - Bristol Regional Medical Center
(BRMC)**

Objective 1: Complete a land use study around Bristol Regional Medical Center

Supports Goals: 3. *Strengthen, expand and attract businesses.*

 4. *Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related businesses.*

 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Lead Entity: City of Bristol

Priority: Short term primary

Objective 2: Identify opportunities to locate an independent living/assisted living/continuous-care housing complex and advance project

Supports Goals: 3. *Strengthen, expand and attract businesses.*

 4. *Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related businesses.*

Lead Entity: City of Bristol

Priority: Short term primary and 3-5 year strategy

Key Actions: ➤ Identify potential partner for conducting a feasibility study and complete study

 Priority: Short term primary

 ➤ Identify a development partner to advance project and construct facility

 Priority: 3-5 year strategy

City of Bristol
Support Activities



City of Bristol Support Activities

Objective 1: Complete the downtown streetscape program with the installation of decorative streetlights and related amenities

Supports Goals:

1. *Increase tourism and tourism-related activities.*
2. *Enhance and strengthen the vibrancy of downtown.*
6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority:

Short term primary and 3-5 year strategy

Key Actions:

- Install streetlights on 6th Street, 7th Street, and 8th Street between Shelby Street and Anderson Street, and on Bank Street

Priority: Short term primary

- Install streetlights on the north side of Anderson Street from Volunteer Parkway to Martin Luther King Jr. Boulevard

Priority: Short term primary

- Install streetlights on the west side of Martin Luther King Jr. Boulevard and the east side of Volunteer Parkway from State Street to Anderson Street

Priority: 3-5 year strategy

Objective 2: Maximize the use of Foreign Trade Zone 204 and Customs Port 2027 through increased promotion and awareness of benefits

Supports Goals:

3. *Strengthen, expand and attract businesses.*
6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority:

Short term primary and 3-5 year strategy

City of Bristol Support Activities (continued)

Objective 3: Complete the Beaver Creek flood reduction project to reduce flooding in the downtown

Supports Goals:

1. *Increase tourism and tourism-related activities.*
2. *Enhance and strengthen the vibrancy of downtown.*
6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority:

Short term primary and 3-5 year strategy

Key Actions:

- Construct creek improvements and recreational elements on the former Sears site

Priority: Short term primary

- Construct improvements at Sugar Hollow Park

Priority: Short term primary

- Construct improvements on 8th Street and 6th Street Extended

Priority: 3-5 year strategy

Objective 4: Evaluate the expansion/construction of a multi-use athletic complex to increase sports-related tourism

Supports Goals:

1. *Increase tourism and tourism-related activities.*
3. *Strengthen, expand and attract businesses.*
6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority:

Short term primary

City of Bristol Support Activities (continued)

Objective 5: Realign Blackley Road to facilitate industrial expansion in the Blackley Road/Hazlewood Road area

Supports Goals: 3. *Strengthen, expand and attract businesses.*

 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary

Key Actions: ➤ Utilize acquired State Industrial Access grant funds to fund construction of the improvement

Objective 6: Complete a downtown gateway project on West State Street

Supports Goals: 2. *Enhance and strengthen the vibrancy of downtown.*

 3. *Strengthen, expand and attract businesses.*

 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary

Objective 7: Encourage the use of the downtown loan pool and seek its recapitalization upon exhaustion of available loan proceeds

Supports Goals: 2. *Enhance and strengthen the vibrancy of downtown.*

 3. *Strengthen, expand and attract businesses.*

 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary

City of Bristol Support Activities (continued)

Objective 8: Facilitate the productive reuse of the former American Phoenix manufacturing site

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary and 3-5 year strategy

Key Actions: ➤ Utilize acquired State Industrial Access grant funds to construct intersection improvements at Weaver Pike and Vance Tank Road

 Priority: Short term primary

 ➤ Extend rail service to the plant site

 Priority: 3-5 year strategy

Objective 9: Enhance a pedestrian friendly environment in the downtown with the installation of pedestrian signals at signalized intersections

Supports Goals: 2. *Enhance and strengthen the vibrancy of downtown.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary

Objective 10: Institute a targeted retail recruitment program for neighborhood-type retail establishments

Supports Goals: 3. *Strengthen, expand and attract businesses.*
 6. *Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary

City of Bristol Support Activities (continued)

Objective 11: Facilitate the expansion of residential subdivision growth with the extension of sanitary sewer in un-served areas of the county

Supports Goals: *6. Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary

Key Actions:

- Complete construction of the Akard/Back Creek sewer extension project
- Construct the Beaver Creek Road sanitary sewer extension project

Objective 12: Expand a knowledge-based community with the addition of public Wi-Fi hotspots including Anderson Park, Rooster Front Park, Steele Creek Park, Whitetop Creek Park and Downtown

Supports Goals:

- 1. Increase tourism and tourism-related activities.*
- 2. Enhance and strengthen the vibrancy of downtown.*
- 3. Strengthen, expand and attract businesses.*
- 6. Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary and 3-5 year strategy

Objective 13: Strengthen organizational capacity to support and sustain the city's economic development program

Supports Goals: *6. Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary

City of Bristol Support Activities (continued)

Objective 14: Facilitate developer-friendly policies and procedures

Supports Goals: *2. Enhance and strengthen the vibrancy of downtown.*
6. Build community capacity for economic development while ensuring the fiscal health of the city.

Priority: Short term primary

Key Actions: ➤ Complete review and update of subdivision regulations and other development policies

 ➤ Implement the final phase of the electronic building permitting and inspection process to include electronic site plan review and subdivision plat review

 ➤ Institute a credit card payment system

Objective 15: Investigate opportunities to install an electronic message center on the Volunteer Parkway near City Hall informing residents and visitors of cultural and civic events and proceed with installation once funding partners are secured

Supports Goals: *1. Increase tourism and tourism-related activities.*

2. Enhance and strengthen the vibrancy of downtown.

 3. Strengthen, expand and attract businesses.

6. Build community capacity for economic development while ensuring the fiscal health of the city.

Priority: Short term primary

City of Bristol Support Activities (continued)

Objective 16: Identify growth areas through an update of the Annexation Plan and move forward with selective annexations as deemed financially advantageous

Supports Goals: *6. Build community capacity for economic development while ensuring the fiscal health of the city.*

Priority: Short term primary

Objective 17: Enhance the Volunteer Parkway business corridor

Supports Goals: *1. Increase tourism and tourism-related activities.*

3. Strengthen, expand and attract businesses.

6. Build community capacity for economic development while ensuring the fiscal health of the city.

Priority: Short term primary and 3-5 year strategy

Key Actions: ➤ Implement exterior design guidelines for all new commercial construction and additions

 Priority: Short term primary

 ➤ Complete phase 2 median landscaping and beautification project

 Priority: Short term primary

 ➤ Investigate turn-lane and other safety improvements with the Tennessee Department of Transportation

 Priority: Short term and 3-5 year strategy

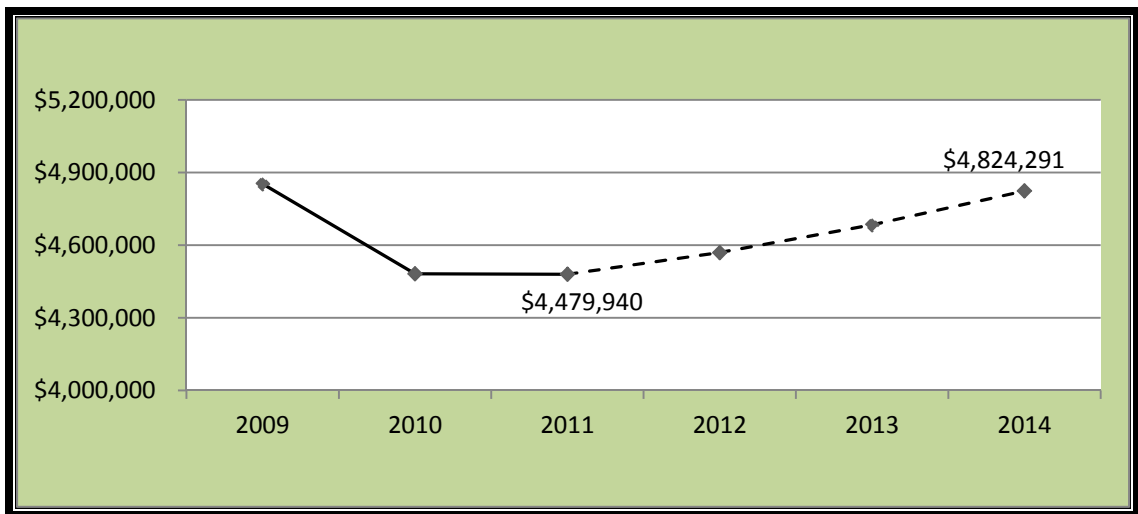
Performance Metrics



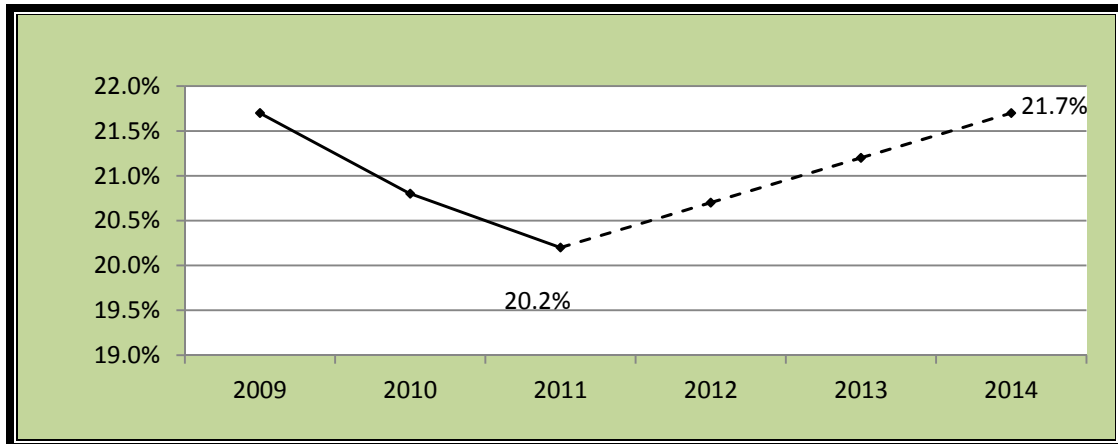
PERFORMANCE METRICS

The objectives and key actions contained in this strategic plan will in and of themselves serve as indicators of success in advancing the plan. Several certain other financial and activity indicators have been identified and will be tracked annually to provide other indicators of plan success with a baseline year of fiscal 2011 (July 1, 2010 – June 30, 2011) and target goals 2 1/2 years out as measured in Fiscal 2014.

	<u>Fiscal 2011 Baseline</u>	<u>Fiscal 2014 Goal</u>
<p>❑ Local option sales tax receipts (city-share only)</p> <p style="margin-left: 20px;">Calculation: 2% growth annually</p>	\$4,479,940	\$4,824,291



	<u>Fiscal 2011 Baseline</u>	<u>Fiscal 2014 Goal</u>
<p>❑ Percentage of county-wide sales tax collections:</p> <p style="margin-left: 20px;">Calculation: 0.5% growth annually</p>	20.2%	21.7%



Fiscal 2011
Baseline

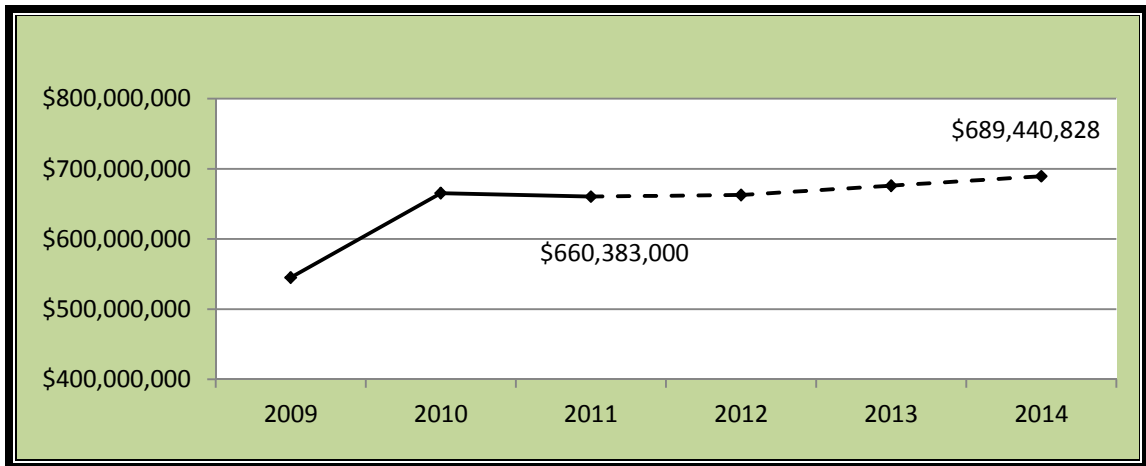
Fiscal 2014
Goal

❑ Property tax assessed value:

\$660,383,000

\$689,440,828

Calculation: 0.35% in FY 2012; 2% growth annually thereafter



Fiscal 2011
Baseline

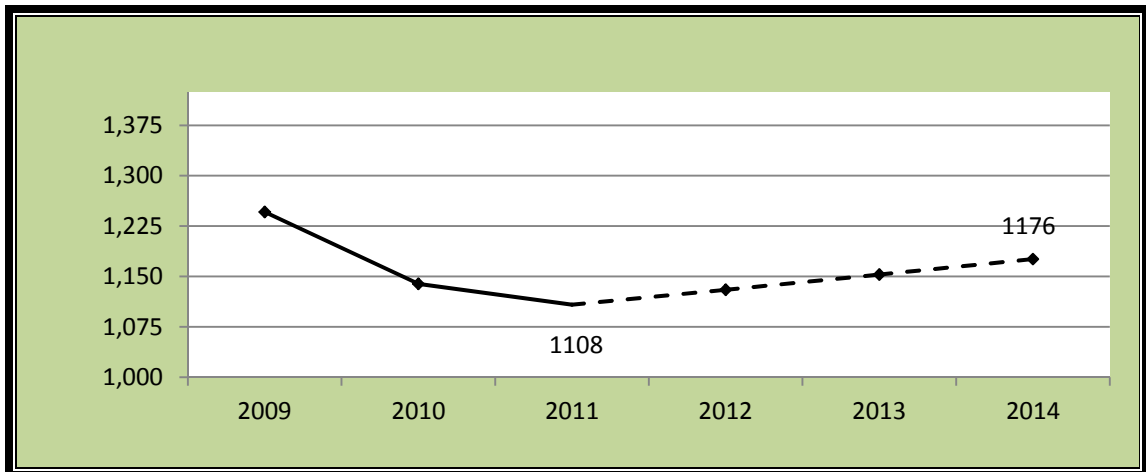
Fiscal 2014
Goal

❑ Total licensed businesses:

1,108

1,176

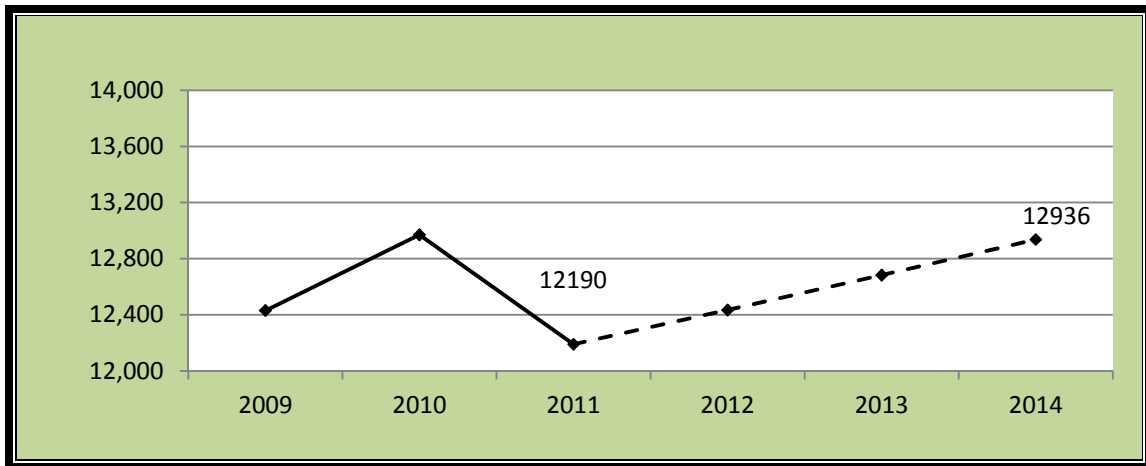
Calculation: 2% growth annually



Fiscal 2011 <u>Baseline</u>	Fiscal 2014 <u>Goal</u>
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□ Total number of jobs:	12,190	12,936
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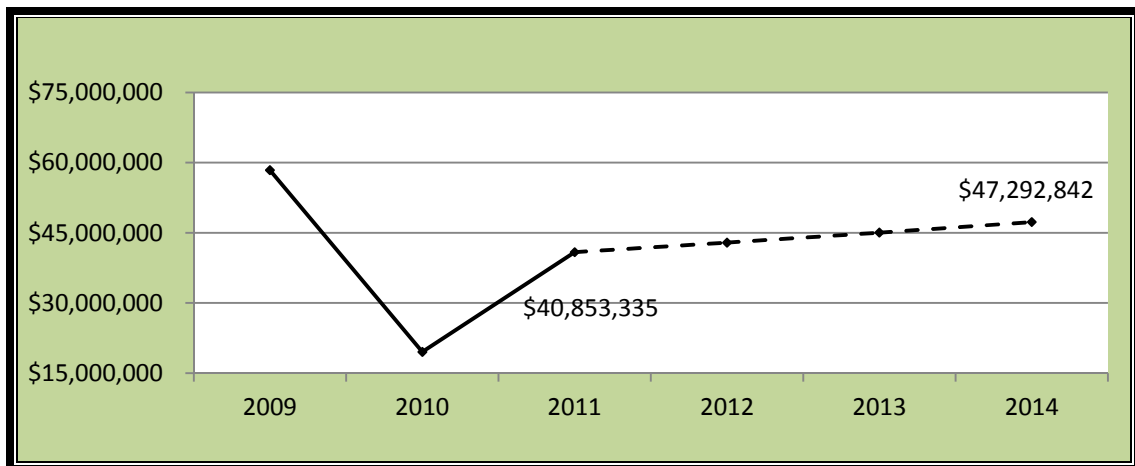
Calculation: 2% growth annually



Fiscal 2011 <u>Baseline</u>	Fiscal 2014 <u>Goal</u>
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□ Value of new construction:	\$40,853,335	\$47,292,842
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Calculation: 5% growth annually



Fiscal 2011
Baseline

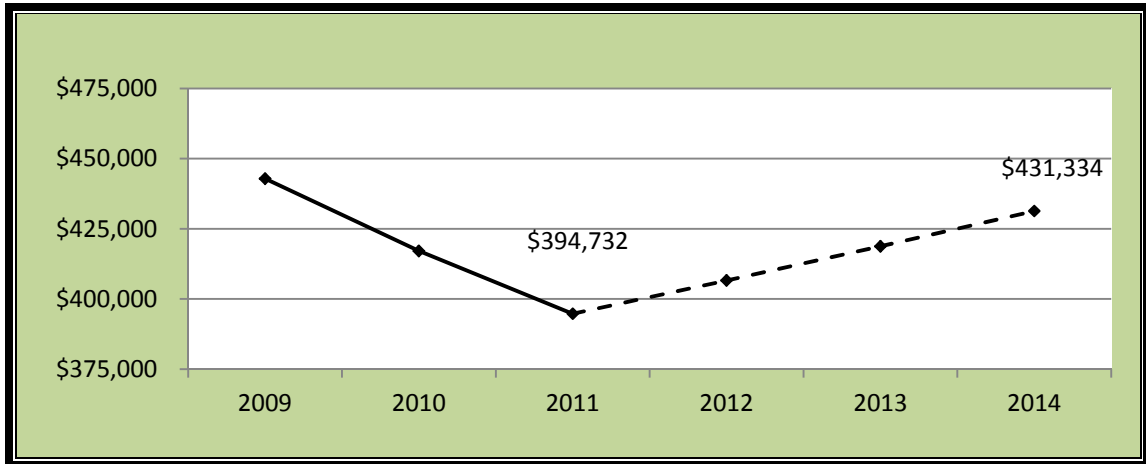
Fiscal 2014
Goal

❑ Lodging tax receipts (all)

\$394,732

\$431,334

Calculation: 3% growth annually



Fiscal 2011
Baseline

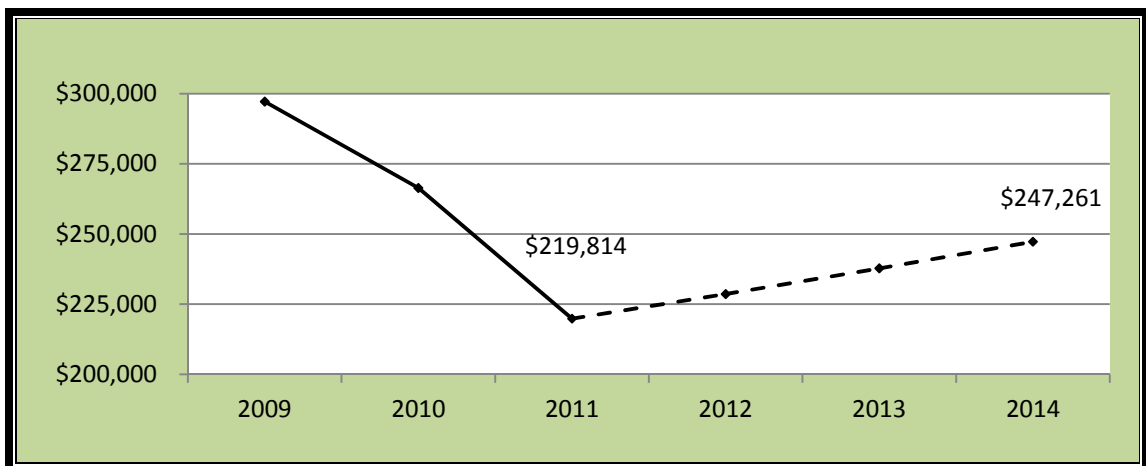
Fiscal 2014
Goal

❑ Campground tax receipts

\$219,814

\$247,261

Calculation: 4% growth annually



Fiscal 2011
Baseline

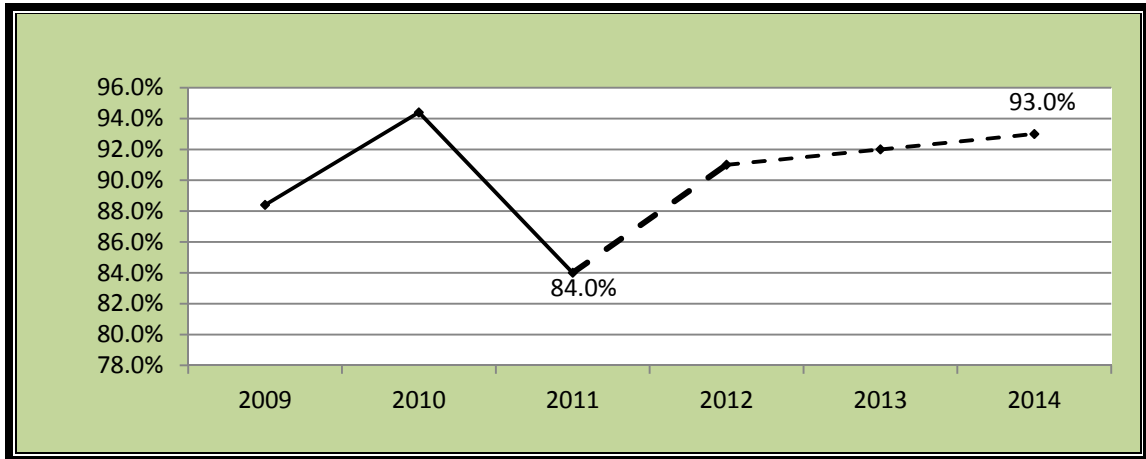
Fiscal 2014
Goal

❑ BTCS graduation rate:

84%

93%

Calculation: To be determined



Fiscal 2011
Baseline

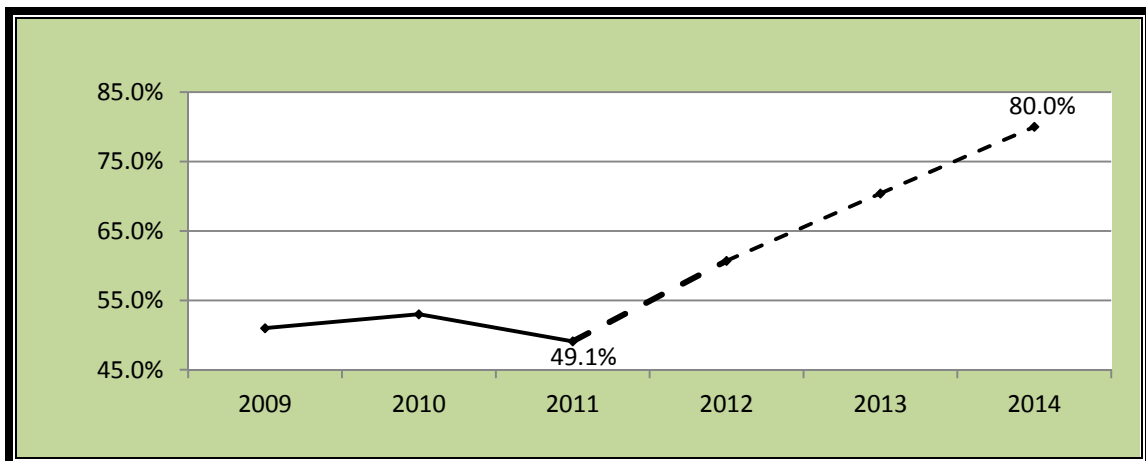
Fiscal 2014
Goal

❑ Number of students eligible for Educate and Grow program:

49.1%

80.0%

Calculation: 18% growth annually



Plan Review and Update



PLAN REVIEW AND UPDATE

The objectives and key actions contained in this strategic plan are assigned to two priority categories: Short term primary and 3-5 year strategies.

Short term primary objectives and actions have primacy with a time horizon of two or less years; while the longer term strategies have, as the name suggests, a longer implementation focus reaching up to five years into the future.

The City of Bristol, in the establishment of its annual work plan as part of budget adoption, will identify the specific objectives in the plan to focus on each year. This approach will ensure that the plan is linked with the proper resources - both human and financial - to areas of plan priority or newfound opportunities.

The plan will be reviewed with the City Council and Steering Committee after the first six months and then annually thereafter for the following two years. It is the intent of the City that the plan will be refreshed by the end of the third year at which time new short term primary and 3-5 year strategies will be embodied in a 2014 version of the plan if needed. Substantial success in the special opportunity areas and key objectives, coupled with significant improvement in the performance metrics, may negate the need for this update.

Appendices



APPENDIX A

Summary of Tennessee Economic Update Presentation June 8, 2011

Donald Bruce, Professor of Economics with The University of Tennessee Center for Business and Economic Research presented information regarding the economic climate nationally and regionally. Professor Bruce explained that the US Real Gross Domestic Product is continuing to grow which is indicative of a general expansion of the country's economic climate. Although the growth is occurring at a slower rate than anticipated, the trend for future growth is good. Economists believe that consumer confidence will continue to grow steadily and be aided by low interest rates through early 2012 and that the growth will be continued by low inflation and good vehicle sales.

Nonresidential fixed equipment and software growth has been fueled by both replacement needs that were postponed during the recession and expanded investment incentives in the late 2010 tax bill. There continues to be an excess of nonresidential structures; however, growth/expansion is anticipated in 2012.

Residential fixed investments and housing starts have not shown sustained growth and there is still an excess supply of housing units. First time homebuyer sales have slumped and low prices and interest rates have not triggered a buying boom. Gradual growth in the residential sector will likely follow employment growth. Nationally, the number of loans in foreclosure is finally peaking out which is indicative of a long slow recovery ahead. It is important to note that Tennessee fared much better than the United States as a whole with regard to the numbers of foreclosures.

The number of building permits issued in Tennessee is still well below pre-recession peak levels. While the number of permits issued in Sullivan County is still declining, Sullivan County is better off than most other East Tennessee counties.

Unemployment rates are expected to continue to remain high for some time but gradually fall. The minimum unemployment rate experienced before the recession is not in the forecasted horizon. Sullivan County is one of seventeen counties in the state with an unemployment rate below nine percent.

Only 54,000 jobs were added nationally with private-sector growth offsetting government employment declines. There are fewer jobs in Tennessee now than in 1999. The Kingsport-Bristol Metropolitan Statistical Area (MSA) is faring better than most in the state. April was an especially good month for job growth in the MSA.

Based upon a comparison of Tennessee and Kingsport-Bristol MSA nonfarm employment by sector, the MSA is positioned to grow at a faster rate than other localities in the education/health care and mining/construction sectors. When compared to other counties in the state, Sullivan

County's population and personal income growth were slightly below average. Personal income growth for the MSA, however, was above average.

The MSA lags behind the US, Tennessee and Virginia with regard to the percent of the population over 25 years of age who hold a high school diploma. The same is true for those holding a bachelors degree. This information suggests that educational investments could pay even larger dividends for this region than others.

In closing, Professor Bruce stated that the continued economic growth is fueling sales tax increases and that increases in automobile sales will play a key role in future increases. Personal income growth is expected to be at four percent. The numbers indicate that the housing market has bottomed out and that the rebound is being slowed by foreclosures and the stock market. It will be 2013 or 2014 before we return to pre-recession levels.

APPENDIX B

Summary of City Overview Presentations June 23, 2011

The City of Bristol has weathered the economic downturn in a relative stable economic environment while maintaining public services and without tax increases. Faced with declining sales tax and property tax revenues, the City is embarking on a strategic planning effort to stimulate economic growth in the City and region. The emphasis for the plan is to develop targeted efforts of the city to foster economic growth, enlist private sector support, and align resources between the public and private sectors to meet targeted goals.

NETWORKS Sullivan Partnership and the Bristol Tennessee Essential Services are partners in the economic development of the City and Sullivan County. NETWORKS is the strategic county-wide economic development organization, assisting Bristol in promoting the City and its industrial properties. Through direct inquiries, the State of Tennessee Department of Economic and Community Development, and TVA, the NETWORKS and city staff prepare proposals for companies indicating a desire to expand or start a new facility in Sullivan County and Bristol. The BTES, in conjunction with the City of Bristol, the State of Tennessee and TVA has developed the Bristol north industrial park on Weaver Pike and the Bristol Business Park on State Route 394, and has assisted in the designation of Bristol West as a Pre-qualified TVA data center site. The availability of a fiber optic system and a 1-Gigabit capacity throughout the City is a major industrial/business attraction component.

Incentives to new and existing industries provided by Bristol and Sullivan County include payment in-lieu of taxes agreements (PILOT), tax increment financing agreements (TIF), loan/grants provided by Sullivan County, FastTrack grants and tax incentives from the Tennessee Department of Economic and Community Development, job training grants from the State of Tennessee and Workforce Investment Board, State Industrial Access Road grants from the Tennessee Department of Transportation, and incentives from TVA; including low interest loans, rate incentives and technical assistance.

Steering Committee identified Strategic Issues related to the meeting:

Strengths and Opportunities

- Capitalizing on Birthplace of Country Music heritage
- Theme of tourism is a great opportunity
- Educational opportunities with King College (medical school and arts program) and Northeast State Community College
- Manufacturing mid-size niche that fit our strengths
- Important to provide a variety of sizes of manufacturing sites
- Great retirement location
- Great opportunity to leverage network infrastructure
- Leveraging railroad for distribution opportunities (capitalize on Bristol's location on Norfolk Southern's main line)

- ❑ Location makes regional distribution center development an opportunity

Weaknesses and Threats

- ❑ The negative perception of the area can pose issues
- ❑ Air quality standards and possible attainment classification will threaten recruitment efforts
- ❑ The state line creates problems that are difficult or impossible to overcome (sales tax, land and population growth)
- ❑ The aging population can pose recruitment issues
- ❑ Need to give strong consideration to property values as we move forward (reduction in property values affects income from property taxes)
- ❑ Skill level of workforce is major consideration – not a strength from a highly skilled manufacturing standpoint
- ❑ Potential harm results from the lack of educational attainment/skilled work force (we are unable to recruit industries that need highly skilled workers)
- ❑ Retail will be a challenge for Bristol, TN
- ❑ Distinctive cultural characteristics are not being maximized and/or celebrated. Rhythm and Roots Reunion is only being celebrated – not maximized

Important Comments/questions

- ❑ We are very strong on infrastructure but we have not linked them as well to opportunities (not just traditional ones)
- ❑ Outside-the-box efforts are critical to pursue
- ❑ Vision, private investment, political influence are critical to attracting major developments
- ❑ Need to consider strategic, problem-solving and operational/tactical categories in strategic plan
- ❑ Need to identify resources that can be leveraged and earmark funds for economic development – this must be preceded by determining the key opportunities
- ❑ Regarding national growth areas, can a review of what's opportunistically there get us to a new level?
- ❑ Is a cultural arts alliance (an umbrella organization) of value?
- ❑ Consider attractiveness of Bristol to the family for things like museums, education, etc. (the tie between arts, education and family is a recruitment tool)
- ❑ Topography, environment, attractiveness of region are important consideration and present challenges to overcome (e.g. air quality and road access)
- ❑ Restaurants, hotels and spec housing (\$300-500K) are needed
- ❑ Benchmarking other cities like Asheville, Greeneville, SC, San Antonio, Charlottesville (give strong consideration to sustainability)

Requests for Information:

- ❑ Examine national economic trends particularly regarding economic sector growth areas
- ❑ Comparative information regarding tax structure and tort reform
- ❑ Geographic cluster development information (are there opportunities in pharmaceutical and research businesses)

- ❑ Retail demand by age group (consider demographics - for example retailers are less likely to locate where average age is higher)
- ❑ Job trends (predicted job growth areas)

NETWORKS Sullivan Partnership

Richard Venable presented on NETWORKS Sullivan Partnership reviewing the origination, organization and funding of the Sullivan County economic development organization. Presently NETWORKS owns three industrial/business parks, Partnership Park I (107 acres), Partnership Park II (223 acres), and Partnership Park III (166 Acres) for a total of 496 acres and a cumulative debt of approximately \$9,000,000 shared by the partners of Sullivan County, Bristol, Bluff City, and Kingsport. Additionally, NETWORKS markets the Tri-Cities Regional Airport Aviation Park, the Northeast Tennessee Business Park and the Tri-County Industrial Park, as well as available private properties and buildings.

The NETWORKS Strategic Plan consists of:

- Develop and implement an organizational marketing plan
- Assist existing businesses
- Develop and redevelop industrial properties in Sullivan County
- Improve communications programs and build and strengthen organizational alliances/networking efforts
- Assist in building a positive image of Sullivan County.

Weaknesses

- National Perception Tennessee and its rural reputation
- Education Area lags behind the state and national percentage of population with higher education degrees
- Topography Hills and valleys
- Venture Capital Few locally available venture capital funding programs
- Building Inventory Few available buildings with requested square feet and/or features

Opportunities

- Bristol is becoming known as a “business-friendly” community.
- Capitalize on designation of Bristol West as “Data Center Ready” by TVA
- Actively promote travel related businesses around Exit 74 and BMS
- Join ICSC and exhibit regularly at events
- Continue investments into downtown Bristol
- Encourage continued focus on Bristol’s music heritage

Bristol Tennessee Essential Services

Mike Browder, CEO for Bristol Tennessee Essential Services presented on the BTES and its role in economic development and to help create new jobs and encourage capital investment. The overall goals of the BTES are centered on the provision of highly reliable electric, internet, telephone and cable services at reasonable rates. The fiber to the user infrastructure is seen as a “job creator” and will help further education opportunities.

Strengths:

- State of the art electrical infrastructure
- Relatively low electric rates
- Ultra high speed fiber-to-the-user to provide 1-Gigabit capacity to users
- Bristol Industrial park land availability
- Bristol Business Park land availability
- Existing industry assistance program
- In-lieu of taxes to City and County

Opportunities

- Regulation changes
- Technology changes
- Available power generation

Threats

- Weather related challenges
- Regulatory restrictions

City of Bristol

Jeff Broughton, City Manager presented an overview of the issues and challenges confronting the City and current programs and practices available to encourage economic development. The current national, state, and regional economy has resulted in a decline of tax revenues, both property and sales related taxes. While Bristol has weathered this time period and events in a reasonably good financial position, the need for a strategy to grow economically is evident and the basis of the Strategic Plan being initiated. The plan outcome is to direct targeted efforts by the city, and its entities, to achieve the plan objectives and to gather private sector support and align resources to these ends.

Current City Economic Development Program

- Strategic Partnerships with NETWORKS, State of Tennessee, and TVA
- New industrial recruitment program includes land assembly, infrastructure availability and tax related incentives
- Existing Industry Program includes company visits and incentives for growth
- Visitor and Tourism Program Services through the Chamber of Commerce and the Convention and Visitors Bureau

- Commercial/Retail Program includes the establishment of Redevelopment Districts and TIF availability

The development of the community has been a priority for the City of Bristol Tennessee with the premise that Community Development precedes Economic Development. Recent activities include:

- August 2007 letter to business owners calling for a community image improvement
- Community beautification and image program
 - Streetscape Improvements
 - Downtown Improvements
 - School Improvements
 - Utilities and Roadway Improvements
 - Establishment of industrial sites

The need for Branding the community was discussed. Two obvious “Destination Bristol” components are the Bristol Motor Speedway and the Birthplace of Country Music.

Strengths

- Stable local governance
- Utility systems
- Diversified small manufacturing base
- Health care system
- Geographic location
- Industrial sites
- Livability, small town charm, quality of life, downtown
- Capital accumulation of residents

Weaknesses

- State line – competing tax policies and incentives
- Geography – topography
- Local road network, lack of interconnectivity and the location of Interstate exchanges that limit development impacts
- Lack of an icon for country music heritage
- Educational attainment of the region
- The lack of venture capital (the concept of the creation of a community economic development foundation)
- The community image suffers because of the lack of commercial development

Threats

- Growing operational costs for city services affecting the availability of capital for strategic investments
- Slow revenue growth
- Consolidation of manufacturing and that impact to local economic growth
- Possible decrease in the popularity of NASCAR

- A regional aging population and the lack of population growth
- The “brain drain” due to the loss of a young adult population

Opportunities

- Heritage tourism – country music heritage focus
- Partnership Park II and the Bristol Business Park
- Certified data center site
- Educational advancements
- The creation of a Community Foundation
- King College School of Medicine
- The local entrepreneurialism

APPENDIX C

Summary of Health Care and Education Presentations July 7, 2011

The provision of health care to our citizens and the education of our youth and workforce are two important factors in our local economy and are important ingredients in the future economic health of our City and County. Health care is not only a service but a major industry to this City and region. The education of our youth and the education of our workforce will determine the types of jobs that can be expanded or added to our local economy.

Wellmont Bristol Regional Medical Center is the largest employer in Bristol and has the potential for continued growth in its importance as a job creator and service provider for our community and county. Job growth in the health care industry is projected to be one of the "growth sectors" in the U.S. economy and here locally as well. NETWORKS has identified that affordable health care costs and adequate access to health care are important for the economic health and growth of the City and County.

Education generally, and the education of our work force, has been identified by NETWORKS and other economic development authorities as a priority for efforts to improve the local economy and recruit new business and industries while assisting existing businesses to grow. The Bristol City School system is addressing most of the identified goals of the NETWORKS Education Summit emphasizing an improved school system with resulting improvements in student education and scholastic achievement. Additionally, establishing a reputation of excellence in specific topical areas was discussed as a defining objective of the school system.

Steering Committee identified Strategic Issues related to the meeting:

Strengths and Opportunities

- Explore innovative approaches to funding education for health care workforce
- Explore how we can provide better information to employers about attractive features of Bristol and the region
- Explore partnerships with medical schools and businesses in the area of medical research
- Consider opportunities to develop in a specific treatment area like allergy/immunology, oncology, etc. and recruit professionals in those treatment areas
- Look for ways to leverage the reputation of Cardio-Vascular Associates and retain physicians associated with that group
- Consider leveraging the excellence of our health care with retirement community
- Consider using the BRMC program to attract physicians as a model for promoting strengths of Bristol and the region
- Look for ways to support Wellmont efforts to building a stronger continuum of care

- Medical technology and medical technicians are major needs in health care and present potential opportunities for expanding technical educational programs
- Use the superior and cost efficient health care of our providers as a marketing tool for business and industrial recruitment
- Promote the use of the Rural Standard for Medicine
- Consider the use of medical education-by-contract to grow medical staff

Weaknesses and Threats

- Need for qualified manpower resources is critical in health care and all areas of business and manufacturing
- Need to develop identity of excellence in health care
- Need to improve linkage to programs like "Educate and Grow"
- Need for better promotion and offering of wellness programs to businesses
- Develop better partnership between schools and businesses in passing on information about programs like "Educate and Grow", the "HOPE Scholarship," etc.
- Need to make technical skills option in education more widely known
- Need for better demographic and "community-regional" data for the recruitment of people and businesses

Important Comments/questions

- What are the usage of and the requirements of the "Educate and Grow" program? in Sullivan County?
- What is the percentage of Tennessee High graduates that go to college and what is the drop-out rate of those entering college?

There was a consensus from the committee members at the conclusion of the meeting that a continuation of the discussion on the health care system and what can be done to grow this important business sector should occur at a later date.

Wellmont Health System

Wellmont President and CEO Denny DeNarvaez, Bart Hove, President of the Bristol Regional Medical Center, and Christie Short, consultant to Wellmont, spoke separately on the health care industry generally and the Wellmont Health System specifically. Each speaker noted that many factors will impact the health care industry and the Wellmont System in the coming years.

The current economy, health care reform, an aging society, as well as a shortage of trained health care workers and rising costs, all impact the future of health care to the nation and our region. The speakers noted the rise in heart disease, diabetes, and cancer both nationally and also regionally, all significantly impacting the cost as well as the focus of the health care industry. These factors offer both challenges and opportunities for the Wellmont Health System. The speakers noted the high national rankings of the Wellmont Health System in the areas of cancer treatment, diabetes treatment and cardiology and that this should be a feature in the recruitment

of not only medical personnel but also in the marketing to business and industries interested in our area.

Strengths

- Wellmont Health System provides regional access to health care
- Wellmont is a leader in providing quality medical services, many in the 90th percentile of service provision
 - Top national cardiovascular care system and staff
 - High quality diabetes treatment facilities
- Wellmont provides a lower cost per employee
 - A potential marketing tool for industries and businesses
- Health care dollars remain in the community and region
- Participating in pilot programs, research and models of health care delivery that can be exported

Opportunities

- Build a regional health management company
 - Share experience between employers
 - Develop care models that can be exported to employers
 - Programs could attract talent to the community in both medical practitioners and technicians.
- There is a growing demand for jobs in the health care industry
 - Jobs and education opportunities in the health care fields
 - Expand the health care workforce by partnering with area schools, colleges and universities to emphasize and excel in the education of health care workers
 - Attract students from outside and inside the region
- With innovative programs, attract talented medical providers, both staff and companies
- Potential for growth in allied health providers
- Regional emphasis in lower cost health care will attract businesses

Weakness

- An aging population with an increased demand for health services
- Bristol Regional's in-patient payer profile is primarily dependent on Medicare
- Prevalent conditions
 - Cardiovascular - heart disease is the leading cause of death
 - Diabetes is increasing in all age groups
 - Cancer is projected to increase approximately 20% in next 10 years
- Regional income levels are generally low
- Shortage of physicians

Threats

- The Appalachian area has the fewest primary care physicians and the most severe health problems in the nation
- Rising costs of health care services

NETWORKS

Keith Wilson, Chairman of the NETWORKS Education Workforce Committee, presented for Dr. Locke concerning the results of the 2009 NETWORKS Education Workforce (February Summit and July Workshop). NETWORKS initiated a county-wide discussion on education and its impact on area businesses and the ability to attract new industries and businesses to the County. The 2009 NETWORKS Education-Workforce Summit brought together education, business, community and economic development leaders from across the region to determine ways NETWORKS and the region's business and industrial partners could assist our area's PreK-12 education systems.

- Achieving the new state standards for high school graduation;
- Providing support that results in all graduates qualifying for the Educate and Grow Scholarship;
- Increasing the number of residents in our communities completing higher education degrees;
- Fostering a learning culture in Sullivan County;
- Working to ensure that the education systems in Sullivan County, Kingsport and Bristol are continually recognized as performance leaders in the state and nation.

Major goals resulting from the summit and adopted by the NETWORKS board of directors included:

1. Increase the graduation rate of students enrolling in public high schools in Sullivan County
 - a. Graduate 92% of the students enrolling in the ninth grade within four years
2. Increase the number of students graduating from public high schools in Sullivan County who are prepared for job attainment and/or college success
 - a. 50% of graduates from public high school will attain acceptable scores in each of the four ACT readiness benchmarks
 - b. 80% of graduates from public high schools will academically qualify for the Educate and grow scholarship program
 - c. Increase to 24 the number of college credit hours available to high school students in Sullivan County
3. Increase the number of recent graduates from high school in Sullivan County who will continue their education by enrolling in and graduating from a degree program offered by a college or university

Strengths

- Acknowledgement that programs in our schools must be improved to be more competitive in the world marketplace
- Our understanding that economic development and educational attainment are woven together
- The business community wants to support our schools
- The desire of regional leaders to increase standards of and expectations for learning in our public schools and institutions of higher learning
- Leadership from the school systems' directors

Weaknesses

- Lack of research design/plan for collecting data, evaluating progress, and disseminating results
- Lack of support from parents and many citizens for initiating improvement actions in the schools

Opportunities

- Become a statewide leader in K-12 and higher education
- Increase Bristol and Sullivan County's reputation as a great place to live, work, and receive a quality education
- Increase the number of residents having attained a college degree
- Enhance the city's ability to create jobs through the expansion of existing business and industry and the recruitment of new companies

Threats

- Failure to realize the significant importance of developing a strategic plan
- Failure to commit resources necessary to complete the strategic plan goals and objectives

Bristol City School System

Gary Lilly, Superintendent of Schools for the Bristol Tennessee School System presented on efforts by the school system to improve the quality of education. Dr. Lilly noted that the major goals of the school system were:

- Create a culture of education in the community
- Develop and hire effective educators
- Increase the percentage of students meeting ACT benchmark scores
- Increase eligibility for HOPE Scholarships
- Expand the dual enrollment and AP course offerings
- Focus the senior year on transition to post-secondary opportunities

Strengths

- The development of a five year strategic plan
- Support from City leaders
- Financial support from the Race/First to the Top
- Investing in Innovation
- Collaborative partnerships (such as King College)

Weaknesses

- Community acceptance of the status quo
- Lack of involvement by parents and community
- Competition for time (to educate)
- Testing logistics (teach to the test)

Opportunities

- Conventional wisdom is that a quality education system is important:
 - o To improve the lives of Bristol's children

- o To attract families and business to Bristol
 - o To increase salaries, tax base, and pride in Bristol
 - o Get a head start on college
- Identify, develop, and promote renowned education programs (examples)
 - o International studies
 - o STEM (science, technology, engineering, math)
 - o Arts
 - o Challenging program for gifted students

Threats

- Funding - loss of stimulus funds next year
- Expanding (competing) educational options for students away from the traditional public school system

Dr. Lilly discussed things the City could do to support the School Systems goals. They included:

- Maintain the time-line on the master plan for the development of the schools
- Develop community tie-ins to renowned educational programs
- Help with space issues for the alternative school and specialized programs
- Contract with an on-site adjunct

It was also noted that the school system was partnering with King College on a number of initiatives.

APPENDIX D

Summary of Retail and Manufacturing Presentations July 27, 2011

Economic development and the health and vitality of the retail and manufacturing components of the local economy are directly related. Employment in manufacturing provides a basic underpinning of the local economy and often is the catalyst for growth in retail, housing and medical services. The lack of retail development in Bristol, Tennessee, is a commonly cited weakness and the loss of manufacturing jobs during the past twenty years has resulted in a loss of skilled workers and a ‘brain drain’ with the loss of executives and managers. The continued growth of retail in Bristol VA, Exit 7, Kingsport and Johnson City accentuates the lack of retail growth in Bristol, Tennessee. Recent successes in the acquisition of the GSK facility by Dr. Reddy’s Pharmaceuticals has been overshadowed by the announced closure of the Touchstone Wireless/Brightpoint facility and the acquisition of King Pharmaceuticals by Pfizer and resulting downsizing of the facility workforce. There is considerable interest in growing the retail and manufacturing jobs in the community and the presenters gave a full compliment of viewpoints and recommendations. Representing retail development were Steve Johnson and Kelly Graham, and manufacturing was discussed by Jim Street, Raj Venkataraman and Art Ramey.

The consensus of the retail presenters was that the proximity of Johnson City, Kingsport, and Exit 7, as well as the lower income and education levels in Bristol, minimized the opportunity for the location of big box retailers and national chain restaurants in Bristol Tennessee. Rather the concept of “neighborhood centers” was proposed as a winning strategy with the recruitment of regional restaurants and other retail stores. The neighborhood center concept integrates smaller retail stores with food and entertainment located at strategic locations to serve a smaller-repeat clientele – represented by the City and its various residential areas. Also incentives should be reexamined to reflect regional and national trends to facilitate the location and growth of retail and service in Bristol. The Bristol Virginia ability to provide cash payments to developers or to companies to locate in the city was especially emphasized and was listed as one of the most formidable problems confronting Bristol Tennessee, along with the differential in sales tax rates between the two States.

Part of the retail discussion entered the realm of job creation and non-retail business recruitment, noting the need for an improved web presence and also that the high-speed 1-gigabit fiber optic system in Bristol was far above the national norm. It was emphasized that the BTES fiber optic system offers a “leg-up” in the recruitment of call/data centers and businesses dependent on the exchange of large amounts of information related to the business. Also the internet capabilities of this system offered the opportunity to appeal to off-site operators that would be attracted by the lifestyle and natural resources of Bristol and the surrounding area. Discussions on the web page included the recognition of the need for additional, user-friendly data and information, and consistency in data between the various related economic development entities (City, BTES, NETWORKS, and TVA) and possibly consolidating web pages to minimize confusion.

The presenters for the manufacturing discussion each emphasized the location of Bristol, the lack of an income tax, the cost of labor, utilities, and energy, as well as the manufacturing history and experience of the Bristol labor force, as being positive factors that should be emphasized in marketing the community. Contrary to the negative impact the income levels and educational attainment have in the recruitment of retail, the opposite was seen when reviewed by manufacturers looking for a reasonably priced workforce and cost of living. The lack of union activity is also a factor to emphasize in the recruitment of industry.

A major problem repeated by the presenters was the disadvantage that Bristol had because of the scope and type of incentives being presented by Virginia, as well as the incentives other states and localities are incorporating in new recruitment strategies. The lack of appropriate jobs for spouses or the need for additional help in finding jobs for management's spouses was discussed and examples cited of executives living away from a work facility in Bristol for that reason.

A broad range of new incentives were discussed that might significantly change the approach to and the reception from manufacturers with a desire to relocate, including offers to provide the first year rent, or relocation expenses. One presenter felt that the fabrication industry was an area that offered promise due to the Bristol geographic location and skill level of the work force. All presenters agreed that Bristol needed better exposure to the manufacturing industry and that recruitment efforts should be targeted and researched better and that activities such as attending trade shows should be increased. There was special emphasis on the need to emphasize in marketing the cost of energy and proximity of Bristol to the eastern US and especially the larger markets in this area. Members also noted the need to use the high quality of health care as a marketing tool to businesses and manufacturers.

Steering Committee identified Strategic Issues related to the meeting:

Strengths and Opportunities

- Consider ways to position niche manufacturing – build on positive experience of Seaman and Royal Moldings
- Look at ways to help companies with risk of start-up for the first year
- Recognize that manufacturing competitive advantages must include both innovation and speed (e.g. accessibility to market)
- Build a spec building
- Buy land to control the deal
- Identify players in similar neighborhoods and go after them
- Leverage synergy of BMS, BCMA and entertainment venues in one location (for use for major events)
- Identify success stories – in areas like neighborhood cities, developing entertainment identity
- Work to develop better public-private partnerships – take advantage of private core competencies
- Make sure economic development plan is focused and builds on strengths of Bristol and builds on public-private partnerships with clear roles and an aggressive timeline
- Explore light fabrication to take advantage of accessibility to 75% of population
- Leverage reliable, low cost electricity and 1 G capability

- Consider SWOT of City Economic Development program and utilities
- Strong technical training is major attractor for manufacturing
- Consider sustainability

Weaknesses and Threats

- Coordinate the economic development efforts
- City working with utilities to better coordinate efforts
- Utilize more aggressive marketing efforts for Bristol
- Explore future of the mall – explore other options like health care, entertainment.
- Parking is major barrier to developing downtown
- Work on ways to enhance incentives, particularly from the state – utilize political influence, e.g. lieutenant governor
- Fix the Website – with cockpit showing strengths of Bristol

Important Comments/questions

- Is there another use for the Mall rather than retail?
- Explore issues related to natural gas service to Bristol and the combination of costs to customers due to layered charges
- The City should look to establish more public/private partnerships
- Health care and the pharmaceutical industry should be revisited
- The efficiencies of utilities may be more important than costs
- Would an incubator or more structured training improve job skills and enable area employers fill vacant positions quicker and more efficiently

There was consensus of the committee members that along with the suggestions for improvement that were presented, the City should prepare a SWOT analysis of the economic development program and utilities.

Retail

Steve Johnson, Johnson and Associates

Steve Johnson, Johnson and Associates, discussed retail, noting the retail growth not only expanded the tax base and provided jobs, but also helped with the recruitment of new businesses and improved the quality of life. Mr. Johnson has developed several projects in Bristol TN including the West Ridge Development resulting in the Touchstone facility, and the South Gate development containing Lowes and Food City. Emphasizing that he develops in many southeastern states he commented positively on the local staff and professional expertise comparative to other localities and states, but in contrast noted the hurdles confronting retail recruitment to Bristol TN, especially the demographics of the community, particularly income relative to Johnson City and Kingsport. Similarly, he noted that the “sandwich issue” confronting Bristol, with its location between the retail centers in Johnson City, Kingsport, and Exit 7, requires an altering of our expectations of the size and type of retail and restaurants appropriate for the Bristol, Tennessee, market and he suggested that the “neighborhood” model be

considered when determining marketing and recruitment options. Mr. Johnson concluded with several actions that the City should consider. They included:

- Focus resources on practical opportunities based on what-we-are
- Create clear growth zones
- Create state and local incentives competitive with Virginia
- Continue to foster strong community relations

In his presentation, Mr. Johnson noted the following strengths, weaknesses, opportunities and threats.

Strengths

- No state income tax
- Rhythm and Roots
- Bristol races
- Local government support
- Access, visibility and climate
- Public Chapter 420

Weaknesses

- Sales tax rate and property tax rates
- State level governmental support – relative to Virginia financial incentives.
- Location of Bristol vis-a-vie Exit 7 and Johnson City
- Aged, deteriorated vacancies along Volunteer Parkway
- Weakness of demographics

Opportunities

- USGS
- SPRINT
- Neighborhood centers
- Affordable housing
- Large annual BCMA entertainment venue
- Public Chapter 420

Threats

- Johnson City
- Exit 7
- Virginia incentive programs
- Acquisition and departure of businesses
- Higher taxes due to state and local finances

Kelly Graham, Graham and Associates

Mr. Graham addressed the group both as a commercial realtor and as a member of the BTES Board of Directors. Mr. Graham noted that there is a significant need and an opportunity to market and emphasize the high speed fiber optic infrastructure already in place in Bristol noting

the 1 Gigabit Community advertisement of the BTES system. He emphasized that this infrastructure provided exclusiveness to the community and a real potential growth to businesses and the community. He also promoted the idea of targeted marketing, citing the automobile industry as an area not actively approached by the City and NETWORKS. He also discussed the need for an improved web presence, more readily available GIS data and create a more user-friendly web page with more pertinent information for developers, realtors, site consultants, and companies in general.

As was presented by Mr. Johnson, Mr. Graham noted the demographic differences between the tri-city communities and the significant advantage Johnson City and Kingsport had relative to Bristol Tennessee, as well as the “gravity” that Exit 7 had on new business location.

Strengths

- Bristol TN fiber optic network
- Low cost of electricity
- Bristol’s lifestyle
- Bristol’s central location to the automotive manufacturing industry
- We have one of the best planning departments in the area
- Several local developers

Weaknesses

- Resources are decentralized
- Web Information must be improved
- Lack of defined focus
- Demographics are weaker than sister cities
- Lack of developable land for retail
- Lack of out parcels in front of “big boxes”
- Only interstate exit is Exit 74
- Difference of over 4% in sales tax between TN and VA

Opportunities

- Showcase the fiber optic network
- Get control of future industrial sites
- Build a spec building
- Establish a better understanding of BTES and/or TVA’s role in recruitment and development
- Pursue public/private partnerships
- Target automobile suppliers and parts manufacturers

Threats

- A general attitude of “we cannot do that here”
- There are several people that are involved in the recruiting effort that individually have great knowledge – but they are not always together in that effort. This creates a lack of cohesion for the recruiting team.

In summation Mr. Graham noted several actions to lead the economic development activities:

- Add “sizzle to the steak” – add excitement to the City’s efforts
- Reevaluate incentives and become more competitive
- Strengthen ties between the City and BTES
- Be proactive – not just reactive to state led projects
- Have targeted marketing

He further emphasized the need for follow-through with the plan to actions and suggested that the committee or city representatives take a trip to Chattanooga and discuss how that community achieved the level of growth that has happened there, and that the City have a standing committee to discuss industrial and business related activities.

Manufacturing

Jim Street, JA Street and Associates

Mr. Street cited as major goals for the City’s economic activities:

- Grow the local economy and expand job opportunities
- Expand the building and land inventory
- Improve local workforce skills
- Become more competitive with adjoining states in economic development and job creation

His overall analysis of the community was:

Strengths

- Quality of life
- No state income tax
- State/Regional/Local incentives
- Attractive as retirement place
- Relatively low cost of living
- Temperate weather – four seasons
- Competitive housing costs
- Available and relatively cheap utilities
- Multiple recreational activities
- Bristol TN can annex

Weaknesses

- State Incentive from Virginia versus Tennessee
- Virginia has the same geographic features, climate and activities as Tennessee so we have no advantage in these areas
- The sales tax differential also impacts construction costs.

Much of his discussion of weaknesses and challenges to development in TN versus VA included the comparison of taxes and incentives.

Opportunities

- Interview existing companies and determine why they located and/or grew in Bristol TN
- Use existing clusters of employers for recruitment targeting including complementary industries/businesses, suppliers and company clients
- Utilize business incubators and the Tennessee Small Business Development program to grow businesses
- Use the existing building inventory to determine new building construction needs and communicate to the construction/developer industry
- Note that the existing tax structure and incentives may be more acceptable to some businesses or individuals than others and market to that category of potential businesses

Mr. Street concluded with several important questions and some suggestions for consideration.

- Does area training match employment trends and is this being examined
- Is marketing aggressive enough – going to trade shows
- Ask businesses that considered Bristol and were not recruited, why they did not locate here?
- Use local incentives and an encouraging attitude to promote economic growth (permits and inspections)
- Increases the solicitation of companies
- Consider a spec building

Art Ramey, Royal Moldings, Inc.

Art Ramey presented a history of the Royal Moldings in Bristol, formerly Marley Moldings and his long-term relationship with the community and city staff. He noted that the housing-related industry sector has been very unstable during the past three years and that his company and this sector is very dependent on housing starts and housing rehabilitation and remodeling. The company is expanding its product line and is reviewing and revamping what it can do to improve service and delivery time to help combat the China infusion of products. He noted that the company experience in Bristol was very positive and that he had and would continue to market the community and look for complementary companies to locate and grow in Bristol.

Strengths

- His experience with Bristol TN has been great
- Bristol is friendly to manufacturing
- Incentives are available for training, and expansion
- Labor is above average compared to many areas
- Good location to primary markets for business product shipping
- Lifestyle
- Cost of living is reasonable
- Labor rates are reasonable but not exceptional

Weaknesses

- Split Cities – state line

- Lack of economy of scale for city governments
- It has been difficult for the City to explain its competitive advantages
- World competition
- Lack of exposure, awareness, and advantages
- Lack of jobs for spouses
- Cost of living is good but not exceptional
- The new normal business environment
- The Mall
- The high cost of air fares

Opportunities

- Growing popularity of Made-in-America could help grow demand for locally made goods and products and grow domestic manufacturing
- Promote heritage (music, racing, lifestyle)
- Promote why businesses located in Bristol
- Foreign Trade Zone
- Energy costs
- Emphasize and build on pulling-together
- Develop and promote the image of Bristol and the area
- Develop an East Tennessee Silicon Valley – technical specialty development
- Take advantage of underemployment found in this area

Threats

- Depressed US economy and increasingly growing incentives from other localities and states
- More national and local competition for industrial growth
- More competition in the areas of shipping and life style
- Real estate market downturn
- Corporations are reluctant to invest
- Slow national economy recovery
- Increased import of fabricated products
- Bristol is late in being visible to the manufacturing industry

He had several suggestions for the committee.

- Accelerate the strategic plan completion
- Assemble an industry-wide development group
- Network (market) nationally and internationally
- Target recruitment efforts
- Offer relocation Incentives
- Offer no or low-interest loans for machinery or help with initial leases
- Offer labor cost support for training or adding people
- Hire a full-time Economic Development person
- Increase the promotion budget for marketing and travel
- Build an entertainment complex

- Become an education hub
- Leverage off of Eastman to target-market to their suppliers

Raj Venkataraman, Seaman Corporation

Mr. Venkataraman, also a member of the committee, discussed the local history of the Seaman Corporation and also the challenges to industry in the world economy. He presented three differing goals for consideration.

- Develop public policy initiatives to encourage investment
- Continue development of effective education to meet employment needs
- Establish a structured framework encouraging the pooling of ideas and best-practice experiences among businesses

He advised that there are four important factors in a community's business competitiveness including: economic fundamentals of the cost-of-doing business, the business climate, the availability and quality of the workforce, and the availability and cost of infrastructure. His presentation included:

Strengths

- Business -friendly environment
- Incentives are available for new and existing industries
- NETWORKS initiative
- Four available business location options in Bristol
- Location is central to eastern US
- Quality of life
- BTES/TVA business support, including technical support and loans
- Electric rates and reliability
- Stable and dependable workforce.

Noting the decline in manufacturing employment Mr. Venkataraman discussed the growth of international competition and weaknesses found in Bristol to counter that trend.

Weaknesses

- Insufficient visibility nationally and internationally except for cultural and BMS exposure
- Workforce is not skilled for global competition
- Regional competition for business growth
- Geographic location – topography and potential required ozone curtailment
- Manufacturing knowledge base infrastructure is lacking
- Natural gas service (interrupted service)

Opportunities

- Build from existing sectors including education, health care, and tourism
- Brand Bristol and promote this
- Assist new and existing businesses
- Foster and promote being a sustainable city

- Create a local network of manufacturers to share ideas, discuss problems and share experience

Threats

- Lack of funding to support strategic initiatives
- Manufacturing shift to emerging countries
- Potential of a disruption in the global supply chain
- Global imbalance in the supply of skilled labor away from the US
- Current world economy
- Imbalance in labor supply nationally (particularly in the engineering and math sciences areas)

In closing Mr. Venkataraman emphasized the need to create a strategic business development team among businesses, government and community leaders to build an infrastructure and organization to promote and sustain long-term business growth and the potential to build a targeted skilled training program to compete for the higher skilled jobs.

APPENDIX E

Summary of Hospitality and Tourism Presentations August 4, 2011

Tourism is an important part of Bristol's economy with opportunities for significant growth. The Bristol Motor Speedway and its multiple race events have a significant impact on the local and regional economy, and its non-race and fundraising events not only add revenues to our community but also significantly assist the area charities. Music, through the prominence of the *Birthplace of County Music* designation and the continually growing attraction of the *Rhythm and Roots Reunion Music Festival* is only a harbinger of the potential music-related economy that is being developed in the community and particularly the downtown area.

The presenters emphasized many of the same issues and observations from the perspective of the Bristol Convention and Visitors Bureau, Birthplace of Country Music Alliance/Rhythm and Roots Reunion, and the Bristol Motor Speedway. The tourism potential is tremendous, it needs to be grown, and the City and community can help significantly if there is a concerted effort. Likewise, the potential for Bristol continuing to grow as a tourism destination could be lost or diminished without a coordinated and planned approach to building Bristol as a tourism destination. Each organization acknowledged the need for a shared-approach to advertising and a support-each-other attitude to event planning and marketing, and there was special emphasis on the need for greater community and City support. Additionally, the need to advertize the natural attributes and other tourist attractions such as fishing, boating, biking and hiking, along with the scenic appeal of this area, should be part of marketing materials and event literature used by each organization, including the City.

The CVB and BCMA/RR presenters Matt Bolas, Lisa Meadows, Leah Ross and John Rainero emphasized the need for a tourism development fund similar to what was developed in Asheville and each noted that the Cultural Heritage Center would add a distinct destination and focal point for Bristol increasing the retail/service potential of the entire downtown. A downtown hotel/convention center was felt to be a large missing piece needed to help bring tourists to town and build the music presence in Bristol by offering another music stage opportunity for larger events and offer the opportunity for TV exposure. Also the need for capitalizing on the State of Tennessee "*Music Highway*" concept, with Bristol as the entryway, was felt to be a potential resource to help brand Bristol and offer more exposure to the community and events.

The potential for the loss of either of the NASCAR race venues was noted by each presenter when discussions turned to "threats" to the community. The need to protect the Paramount and expand its presence downtown with more events and patronage was stressed, and Jerry Caldwell, BMS, noted that other localities/businesses, such as Pigeon Forge hotels, are taking advantage of the high expenses of staying in or near Bristol by bringing tour buses in for the races and returning to Pigeon Forge the same day, thus reducing the financial benefit of the race event to the City and region.

Generally, the major problems repeated by the presenters were the lack of local support and financing, the need for greater coordination between organizations and participation, and the national economy and current high cost of traveling. Both Tennessee and Virginia can be used to help market the events and area more, but the relationship with the state tourism mechanism in each state is excellent.

Steering Committee identified Strategic Issues related to the meeting:

Strengths and Opportunities

- It is critical for the Bristol community to support BCMA and the Cultural Heritage Center – others wished they had it and we have delayed capitalizing on it and we must now
- Look for opportunities to take our musical heritage into the schools
- Give strong consideration to pursuing downtown hotel and convention center
- Continue to build on the strength of our partnerships
- Create advertising co-op and consider funding needed
- Cooperation between the brands
- Create stimulus funds for tourism related development
- Consider ways to generate revenue through something like some type of tax or other means to support tourism marketing
- Leverage natural beauty
- To attract hotel/convention center, we must develop attractions and opportunities to attract people around the year
- Consider the digital visitor – e.g. Pick Bristol app

Weaknesses and Threats

- Major attention to supporting BMS due to the threat posed by loss of any races
- Explore ways to address lodging for races to prevent price gouging and loss of business in Bristol – e.g. fans being bused from Pigeon Forge
- Must protect the Paramount and find ways to better utilize it

Important Comments/questions

- How can we capitalize on the music super highway?
- How can we leverage the link to the Smithsonian – this could be contributor to attracting people year around?
- Explore how to get sign about BCMA on the interstate and find creative ways to help fans with the cost of getting to and staying for the races
- There needs to be more diversity in venues to spread tourism over the year

Lisa Meadows, President and CEO, Bristol Chamber of Commerce

Matt Bolas, Executive Director, Bristol Convention and Visitors Bureau

Lisa Meadows and Matt Bolas discussed the overall tourism development and support mechanism of the Bristol Convention and Visitors Bureau and the potential for growth in the tourism industry in Bristol. Mr. Bolas reviewed the various aspects of the marketing program and its impact to the area, as well as the relatively unknown but growing tour bus presence in

Bristol, and its potential with the opening of the Cultural Heritage Center. Both Mr. Bolas and Ms. Meadows presented Goals that should be pursued including:

- Keep Bristol “brands” out front
- Increase tourism marketing and promotional funding
- Leverage Partnerships with Bristol Tourism Industry
- Guided Tourism Development

Mr. Bolas further explained several ways that the City could support the CVB, including:

- Increase funding for tourism initiatives such as marketing, promotion, and hosting events
- Allow alcohol at downtown concerts and special events
- Use tourism information to help attract non-tourism industry and business
- Help co-host a Bristol Tourism Development Summit in 2012

In his presentation, Mr. Bolas had the following comments of strengths, weaknesses, opportunities and threats.

Strengths

- Firm dual brand identity of Racing Motorsports and music
- I-81 allows Bristol to capture the motor coach and traveler markets
- Vibrant historic downtown arts, dining, and shopping district
- Fulfillment pieces (brochures, maps, and press packets)
 - Website, social media, and online travel planning
 - Regional multi-state partnerships with tourism agencies and national and regional marketing

Weaknesses

- Limited marketing funds to pursue special events, grant matching, niche marketing and advertising
- Lack of meeting and conference space and convention hotels
- Lack of “flagship” lodging options
- Limited CVB staff to handle various types of requests

Opportunities

- BCMA Cultural Heritage Center
- Advocate for downtown hotel and convention center
- Expansion of the Arts and Entertainment District
- Increase funding for tourism promotion and special events
- Create a larger multi-purpose sporting complex
- Advocate for passenger rail service

Threats

- Other tourist destinations capitalizing on Bristol’s racing, music, and arts brands
- Lack of understanding of the impact of tourism on Bristol’s economy
- Limited convention meeting space and business class lodging

- Economic factors

Leah Ross, Executive Director, Bristol Rhythm and Roots Reunion and BCMA
John Rainero, President-elect, Birthplace of Country Music Alliance

John Rainero gave a brief history of the Birthplace of County Music Alliance, the designation of Bristol as the birthplace, the collaboration of the BCMA and the Rhythm and Roots Music Festival, and the current status of the Cultural Heritage Center. He further elaborated on the structural changes in the organization and the successes of the organization with the leadership of Edd Hill and the board of directors. Mr. Rainero noted that the goals of the Alliance included:

- Live music scene, special events (current)
- Realization of the Cultural Heritage Center
 - Additional programming
 - Educational outreach
 - A spring festival
- Campus of facilities, performance halls, recording studios, and support businesses

He further emphasized the potential impacts of the Alliance’s association with the Smithsonian Institute, its prestige, assistance to the Alliance brand, and added appeal of the Center while providing technical assistance and opportunities to the Center.

Together, Ms. Ross and Mr. Rainero presented what they considered to be the strengths, weaknesses, and opportunities confronting their organizations.

Strengths

- Unified grassroots support for this type of product development
- Location
- Executive director and staff have corporate/business and sales background
- BRRR & BCMA partnerships are highly respected in the industry

Weaknesses

- Perception of BCMA organization historically
- Capital fundraising from private large donors
- Understanding the magnitude and potential of the product
- Educating our region of the significance of our history

Opportunities

- Our goals are in line with the Tennessee and Virginia’s commitment to capitalize on their music tourism product, including their music byways
- Our product development efforts would be a magnet/incentive for art, culinary, and music-related businesses
- Our product development efforts could attract more dollars from grants, state budgets and special funds for tourism promotion
- Timing is right to take advantage of lower costs of construction
- Tap into the resources available through affiliation with the Smithsonian

Threats

- Lack of understanding of the impact of the tourist industry on Bristol's economy
- A possible continued economic turndown
- Tentative commitments from Bristol Tennessee and Bristol Virginia
- Community perception of BCMA's organizational history

In closing Mr. Rainero noted several actions by Bristol that would support the goals of the Alliance.

- Pledge to support the Birthplace of Country Music Cultural Heritage Center with \$500,000 over a five-year period
- Utilize tourism industry economic impact information to attract new businesses who may benefit from the tourism industry
- Include the Birthplace of Country Music Alliance with economic development as an advocate of why Bristol is a Good Place to Live

He further emphasized the great relationship with the City and the help offered during events.

Jerry Caldwell, Executive Vice President and General Manager, Bristol Motor Speedway

Mr. Caldwell opened his discussion with a history of the growth and expansion of the Bristol Motor Speedway from its inception through the Bruton Smith era and the international reputation that BMS has developed for excellence in racing, facilities, and the care of their customers. His overall analysis of the BMS was:

Strengths

- Heritage/unique/iconic
- Reputation – one of the 100 best venues in sports
- Philosophy - "Exceed Expectations"
- Location/geography
- Corporate partnerships/longevity of them

Weaknesses

- Rural area/infrastructure (small market area)
- Expense of attending
- March date
- Topography/space limitations
- Aging fan base
- Homogenization of Sport

Opportunities

- Enhance existing dates (March & August)
- Attract younger fan base
- Communication flow
- New events/experiences

- Influence perception of track changes

Mr. Caldwell further explained the changes in the industry, the need to reduce expenses for the client, limited travel and reduced fan participation in multiple events in one year, and the danger of increased races in traditional BMS ticket holder areas and the increased competition for fans between tracks.

Threats

- Loss of race
- Expense of attending
- NASCAR popularity
- Reduced fan travel
- Competing lodging/communities

He closed his discussion with several suggestions of how the City can help BMS:

- Creative proactive visitor initiatives
 - Tax holidays
 - Discount programs for fans
- Incentives for capital expenditures
- Support development of southern part of the City
- Develop advertising co-op
- Enhance digital visitors information

APPENDIX F

Summary of Special Opportunities Presentation August 15, 2011

The discussion on special opportunities was structured to give the committee members and opportunity to hear from Vicie Dotson, President for the Bristol Main Street Program Believe in Bristol (BIB), a successful entrepreneur, Allen Hurley, the City Manager, Jeff Broughton, and Dr. Greg Jordon for a discussion on developing a successful economic development program. Ms. Dotson, substituting for Christina Blevins reviewed the major goals of the BIB organization and the variety of programs involving BIB. The presentations by Mr. Hurley and Dr. Jordon coalesced around several common topics, including need to capitalize on our music and racing identities, improving our educational levels, and improving our marketing of the community. Each also emphasized the need to develop an economic development strategy, and the need to invest in the community by, not only the City government, but also our existing companies and individual business persons. Singularly important is the need to continue to form partnerships in the community to facilitate action and build support for the efforts that are needed to grow Bristol economically.

Steering Committee identified Strategic Issues related to the meeting:

Strengths and Opportunities

- Emphasize aesthetics of our buildings
- ETSU bluegrass program could be headquartered here
- Consider promoting community events through Charter, BVU and BTS and also using social media
- In reaching people look for connections that reach every citizen like the power company
- Developing interstate access points is important
- Leverage Wal-Mart traffic on Volunteer Parkway in addition to BMS to build that area
- Arts center downtown and utilizing King arts collection
- Develop corporate (like Alpha) and conferencing resources in downtown
- Developing E.W. King house
- Partnering with Nashville to attract artists
- Partnering with Austin City Limits
- The vitality of the downtown area and the quality of the buildings
- The cultural heritage center, and Heartwood and Crooked Road initiatives
- Bristol Resource Center

Weaknesses and Threats

- Must have a diverse marketing strategy
- Homeless presence downtown
- Continued development of Exit 7
- Lack of effective communication

Important Comments/questions

- Consider investing money from Networks and invest in Bristol
- How can we leverage Bristol Courier?

Vicie Dotson, President of Believe In Bristol

Ms. Dotson noted that the BIB organization had grown over the past several years and had taken on more activities with minimum staffing but with the support of both communities and many of the downtown banks and businesses.

Goals for the city to support the BIB goals included:

- Continue participation in the BIB organization
- Continue funding and staff support
- Continue to participate and sponsor community events
- Continue to spur economic development through incentives like those used for the H.P. King building
- Continue to advocate for the downtown organizations

In noting weaknesses confronting the organization and its mission of downtown revitalization Ms. Dotson emphasized:

- The need for more staff
- Office location is not central to downtown and space is limited
- Parking is still the number one complaint they hear
- There is a need for more “core” downtown businesses
- There is a need for a hotel/conference center in downtown
- Local citizens need to support downtown businesses more
- Merchant hours are too limited and there is a need for more up-to-date equipment – such as card scanners- to make the shopping experience more enjoyable.

The opportunities for the growth of downtown are numerous:

- Paramount Theatre
- Cultural Heritage Center
- The numerous community/cultural assets
- Growth of the Arts and Entertainment District
- Side streets
- Heartwood/Crooked Road Tourism Initiatives
- Involvement of the area youths
- Bristol Resource Center

Threats that BIB sees on the horizon

- The vagrants and homeless in the downtown area
- Nashville – Music City of Bristol Tennessee
- Declining funding opportunities
- Layoffs
- The development of Exit 7
- The need for better communication

In closing, Ms. Dotson noted that their outcomes of the work of BIB are hard to quantify, but that they have gauged their success by the transformation of our downtown and the community support for the downtown revitalization. The relationship with the two city governments remains very good and the support by each is very much appreciated.

Allen Hurley, President and CEO of Vision, LLC

Goals that should be pursued including:

- Improve education
 - o Additional programs for high schools via our college partners
 - o Create a program that gives incentives for students to do well
 - o Workshops
 - o Competitions – Spelling bees, debate teams, jeopardy type competition
 - o Tech fair – Partner with KPT and JC to make regional event
- Enhance Downtown Economic Development
 - o Upscale restaurants
 - o Convention center
 - o Education center
 - o New businesses that are not restaurant or Antique based
 - o Enforce the appearance of our Historic downtown
- Bring new businesses to Bristol
 - o Create a program to help incent the new business to come to Bristol
 - o Create Ambassadors program for Bristol
 - o Leverage Attractions,

In his presentation, Mr. Hurley had the following comments on strengths, weaknesses, opportunities and threats.

Strengths

- Hard-working dedicated workforce
- Birth Place Country Music
- Bristol Motor Speedway
- Colleges - King college, Northeast State Community College, ETSU
- Rhythm and Roots growing national awareness
- Land available – Networks
- Wage rate is lower than major metropolitan areas.
- Interstate systems, 81, 40, 26
- A city government that is serious about change

Weaknesses

- Amount TN stimulus funding
- Education rankings below the national average
- Loss of major companies
 - o King Pharmaceuticals
 - o Touchstone
- Amount of marketing for our City

- Diminishing properties
- Structural appearance

Opportunities

- Be the leader in the State for improving our education institutions
 - o Partner with King, NESCC, ETSU, and VI to create higher purpose programs
 - o Partner with area businesses to sponsor a “Future Bristol” program
- Create programs to put out of work people back to work
 - o Take advantage of a technical based workforce
- Increase the marketing for our city

Threats

- US Economy
- State of Virginia Stimulus funding
- Education rankings
- Ourselves

Things that should be done to support these goals:

- Develop a plan that measures effectiveness, progress, and hurdles
- Develop an Education Committee comprised of:
 - o Community leaders,
 - o City leaders,
 - o K 12 teachers,
 - o College leaders
 - o Business leaders.
- Market City Nationally.
 - o Historic downtown
 - o Leverage area attractions
 - o Workforce
 - o Local colleges
 - o Rhythm & Roots

Jeff Broughton
City Manager

Mr. Broughton discussed his SWOT analysis of the Bristol TN economic development program, explaining the various incentive components and the need to discuss “how we do business” in terms of what is appropriate as a public entity, and what is feasible financially. Stressing that the main mission in economic development for the City is to expand the tax base in order to increase tax receipts to provide city services to our citizens, he also emphasized that public funds must be used for public purposes and with limited resources, the City must invest wisely. The three incentive mechanisms used by the City through either the Industrial Development Board or the Housing and Redevelopment Authority, include:

- In-lieu of tax agreements
- Tax increment financing

- Forgivable loan/grants

He reviewed the aspect of each inducement mechanism and how it had been used in previous cases and years.

- In-lieu of tax agreements through the Industrial Development Board have been used with industrial companies, delaying the institution of property taxes on investments in building and equipment for a period of up to five years. The in-lieu agreements have been used for both new and existing companies meeting the employment and investment criteria of the City’s policies.
- Tax increment financing agreements have been executed through the action of the Industrial Development Board and the Housing and Redevelopment Authority, and have a governmental approval process. The agreement allows new property taxes paid by the development to be paid back to the developer for a set period of time to assist in the development costs of the project.
- Forgivable loans/grants are a new approach in assisting new developments by the provision of property or cash contingent on certain investment criteria being met. This is a newer incentive the City has used in two developments through actions by the Industrial Development Board.

Each incentive has an aspect of either giving away future tax receipts or providing cash revenues, including existing tax revenues, but each has been fashioned in a manner that is performance driven requiring certain employment/investment goals are met to receive the inducement.

Mr. Broughton also discussed the tax implications of various investments, including property tax and sales tax generation, contrasting the Virginia tax structure to the Tennessee model, and concluding his discussion by providing the committee with specific information related to the Return-on-Investment, and the question, “what is reasonable”?

The committee members discussed the various incentives, the need to have a balanced approach to investing in the future of the community in a responsible way, and the reality of the world of incentives and the competition of communities and states to get development projects.

Dr. Greg Jordon
President, King College

Dr. Jordon noted that the economic development strategic goals should:

- Differentiate the City from other communities within a 100 mile radius
- Develop a community culture that is responsive to change and is outcome oriented
- Create new revenue streams and operate with a balanced budget
- Develop a comprehensive marketing plan for the City of Bristol
- Offer community services that reflect a commitment to excellence, safety and customer service
- Support the educational system
- Create the most attractive environment, maintaining the City’s infrastructure and appearance

- Develop added value and effective cost management through partnership and collaboration
- Provide oversight to the City of Bristol's operational performance

Strengths

- Significant differentiators in the entertainment industry
- Significant differentiators in the health care industry
- Manufacturing facilities capable of generating pharmaceuticals for a national market
- A utilities/electric service provider with state of the art operational management technology and affordable energy
- A public school system that is implementing the No Child Left Behind program and a scheduled replacement program for older educational facilities
- The "best" downtown area in the Tri-Cities
- Arts and Entertainment Programs in the City
- Monumental buildings that have been recently renovated by the private sector
- A very well maintained Country Club at Bristol
- Private sector resources with which to generate growth
- The Bristol Public Library and Bristol Chamber of Commerce
- Solid, stable public services

Weaknesses

- Is there a common vision?
- Being a state line/border town
- No strategic plan
- No economic development plan specific to the City of Bristol TN
- Needs
 - o Prioritized spending based on strategic goals correlated to revenue sources
 - o A three to five year budget process that integrates planning, goals (strategic, problem solving and operational), and funding applications
 - o An updated comprehensive marketing plan including media sites and technology resources
 - o A working relationship with Bristol VA, Washington County and Sullivan County
- Few public private partnerships
- Level of investment from State and Private Sectors
- Has Bristol TN maximized existing resources, assets, industry differentiators, human resources, and public and private sector interests effectively?
- Limited access to Interstate 81

Opportunities

- Engage Bristol VA, Washington County VA and Sullivan County in discussion, planning and implementation of new strategic goals
- Develop a vision and allocate the resources to execute the program
- Create a three to five year budget process that integrates planning, goals (strategic, problem solving and operational), and funding applications

- Allocate sufficient funding to the Bristol Tennessee School System
- Leverage the technology resources generated by BTES
- Conduct a focused industry specific manufacturing recruitment plan
 - o Pharmaceuticals
 - o Automobile industry
- Partner with Wellmont Health System and commercial developers to develop Exit 74
- Create an Arts Alliance to promote the arts and entertainment programs in Bristol
- Design and build an outdoor arts & entertainment venue that leverages local, regional and State resources, leveraging BMS, BCMA, Rhythm and Roots and More!
- Work with existing businesses to develop and to expand

Threats

- Competition from regional cities that will create alternative strategies and programming
- Failure to create a differentiated set of factors that give the City of Bristol a competitive edge
- Organizational dysfunction: Inadequate planning, cooperation, collaboration and execution among all stakeholders
- Insufficient funding from local, regional State and federal funding
- Bristol's diverse set of businesses and organizations will necessarily need to embrace change to obtain a different/better set of results
- Global Economy

In closing Dr. Jordon noted several actions by Bristol that would support these goals.

- Designate a City Office to work with existing organizations/businesses to develop and to expand current assets
- King College Art Collection/Tennessee Arts Council/City of Bristol/Private Investor partnership
- Expand programming of Bristol Motor Speedway and provide incentives to do so
- Create an Arts Alliance umbrella that fosters the expansion of Rhythm & Roots, BCMA, Arts & Entertainment events in Downtown Bristol
- Cooperate with Downtown Bristol owners to develop a regular weekend programs creating a pedestrian mall
- Provide economic incentives to existing manufacturing entities to expand in Bristol's Industrial Park
- Leverage Bristol's athletic and recreational resources to host regional and national athletic tournaments
- Jointly develop Downtown Bristol aesthetically with private sector incentives
- Brand outdoor/recreational areas
- Develop tourism experiences
- Partner with the Bristol Chamber of Commerce
- Invite regional colleges to play Saturday afternoon football game at the Stone Castle
- Meet with existing business leaders and offer assistance
- Integrate the economic development plan into the regular planning and budgeting cycle
- Advocate, facilitate and execute public private partnerships

- Develop working relationship with those regional city and county systems that have succeeded in economic development
- Insure that City of Bristol's organizational structure supports the new strategic plan's implementation

He further emphasized the great relationship with the City and the help offered during events.

APPENDIX G

City Council Interviews

Summary:

- Strengths:
 - People
 - Beauty of natural surroundings
 - Financial stability
 - Health care system
 - School system
 - Climate
 - Location and proximity to 75% of population and interstate accessibility
 - Quality of life
 - Downtown
 - BMS
 - Higher education
 - Birthplace of country music
 - Rhythm and Roots
 - 1 Gig community
 - Electrical system
 - City services
 - Relationship of city management and city council
- Weaknesses:
 - Generating jobs
 - Youth leaving the area
 - Lack of vision or strategic plan
 - Drug abuse and health of citizens in general
 - Risk avoidant and very conservative
 - Inadequate community leadership
 - Lack of trade school preparation
 - Poverty
 - Website
 - Branding
 - Workforce educational and skill level
 - Sales tax in relation to Virginia
 - Size in relation to Kingsport and Johnson City
- Opportunities:
 - Cultural Center, Better market Bristol and the area
 - Leveraging culture and heritage – music, quilting, etc.
 - Land and buildings
 - Exceptional power, internet 1 Gig
 - City Services
 - Partnering with BMS for major events

- Capitalizing on natural beauty
- Building on excellent health care
- Build on strengths and synergies to attract call centers, pharmaceuticals and automotive
- BCMA museum
- Building strong public/private partnerships
- Educational efforts in technology, math and sciences
- Develop Exit 74A to capitalize on BRMC being a 365 day a year economic engine
- Opportunity to create a brand that is very unique and market that brand
- Border city legislation and other legislation that would benefit Bristol
- Threats:
 - Loss of BMS Lack of visions and leadership
 - Global economy
 - Not be aggressive in relation to growth and accepting the status quo due to lack of open-mindedness
 - Poverty and low income level
 - Lack of jobs
 - Generation gap and aging community
 - Poor health of citizens Lack of engagement of the entire community

Complete Verbatim Input:

- Strengths:
 - People, attitudes toward each other and friendliness, helpfulness.
 - Cleanliness of the town
 - Financial stability
 - Health care system
 - Lakes, mountains, other attractions around
 - School system
 - Climate – four seasons and fairly moderate
 - Close to interstate system and good accessibility
 - Quality of life – outdoor opportunities, culture, heritage, opportunities for involvement, education system, natural surroundings, affordable housing,
 - Better sense of community
 - Downtown
 - Non-profit, work well together and people step up to help out
 - Higher Education - VI, King, NESTC, Highlands
 - Rhythm and Roots
 - Birthplace of country music
 - BMS
 - Natural beauty.
 - BMS
 - Rhythm and Roots and country music
 - Electric system, 1 Gig community, low rates, reliability
 - Excellent police, public safety, water ratings, fire department, community planning, parks and recreation

- Close proximity to interstate and 75% of population
 - Friendliness and family values
 - Quality of life – safety, education, culture, family friendly, little traffic
 - Low debt of city
 - Geographic location and access of 75% of the country in a one day drive. I-81 and I-26
 - Lakes, mountains
 - Education system, public and private
 - Music heritage – birthplace of country music
 - BMS
 - Quality of life is major strength – family friendly, minimal crime, minimal traffic, environment is good, sustainable – can grow things yourself, safe, very affordable
 - 1 G community
 - Balance budget as town and state
 - Great city services
 - Livability and location. Junction of interstates.
 - Environment
 - Setting
 - Compact historic downtown
 - History of being center of mountain empire for years in the past
 - Access to lakes, mountains, even close to beach
 - Four seasons and moderate climate generally
 - City services are excellent
 - Downtown is growing and thriving (e.g. Rhythm and Roots, Border Bashes)
 - Strong relationship between City Council and City Management and good working relationship between council members
 - Relationship with Networks
- Weaknesses:
 - Ability to bring jobs into the area.
 - Young people leave the area and do not return
 - Students are not working to their potential due to lack of job opportunities
 - Drug abuse in the area
 - Need more trade school preparation
 - Not risk takers – conservative in pursuing opportunities
 - Loss of business and community leadership in the community which needs to be built back up
 - Failure to develop strategic plan for economic development and a vision – for example citizens have driven a lot of the change in downtown
 - We're more independent rather than collaborative
 - Workforce skill and education level is not strong and what we need to attract certain businesses
 - Branding/marketing
 - Health of citizens
 - Drug abuse
 - Poverty level

- Lack of affordable housing
 - No recycling
 - Website
 - Don't have a strong vision or lack of one.
 - Lack of identity and poor promotion of who we are
 - Lack of business recruiting and a lack of anyone assigned responsibility for doing that (Believe city needs a staff person to do that)
 - Lack of development on Exit 74 and Volunteer Parkway
 - Too much focus on State Street at the exclusion of Exit 74 and VP
 - Perception of Bristol not being business friendly – disconnect between city and business community (need to designate someone to be responsible for customer service – single access point)
 - Chamber of Commerce does not do any business recruiting
 - Poor relationship with BTES and Sullivan County
 - Declining tax base
 - Failure to annex
 - Risk avoidant and too conservative in plans to the grow – strong emphasis on maintain the status quo
 - Lack of retail shopping
 - Not using BTES incentive funds as incentives to attract businesses – lack of progressive thinking
 - Website
 - Lack of environmental recycling
 - Conservative vision from leadership that wants to keep us a bedroom community. Belief that things are great and we can maintain the status quo.
 - Our future generation doesn't have a reason to come back. A lack of white collar jobs is major contributor to that.
 - Sales tax revenue is flat and population growth is flat
 - Losing jobs
 - Sales tax competition with Bristol, VA
 - Need to improve customer service related to city services
 - Ideal location for older families but not for youth.
 - Risk avoidant – conservative and may miss opportunities
 - Size is a challenge – makes it harder to pursue certain opportunities
 - The state line is a challenge
 - People tend to live in Tn. And shop in VA
 - Not a lot of flat land to build upon
 - Little traffic from Kingsport, SW Virginia, or Johnson City
 - Major franchises, big boxes are at Exit 7 and will not likely locate here
 - Third of the Tri-Cities – Johnson City and Kingsport are twice the size
- Opportunities:
 - Cultural center could be a focal point to attract people.
 - Selling the area
 - Leveraging our heritage for the region – e.g. music, quilting, etc.
 - Land and buildings for business and industry are available

- Locally owned electric, cable and internet provider – highly power and 1 Gig capability for entire communities
- Attracting retirements – not necessary a retirement community
- Great size town in a great location with great people. If we embraced our arts and heritage we could make this a great community.
- Creative class
- To engage our citizens more
- To engage our youth more
- Working more with higher ed institutions
- Opportunity to promote natural surroundings
- Green – sustainable community
- Arts and need to better market what we do
- Walkability
- To develop a strategic plan and execute it
- Legislation for border city retail development.
- Family entertainment on Volunteer Parkway
- Partnering with BMS on worldwide status
- BCMA museum
- Leverage public/private ventures
- Expand Rhythms and Roots
- Grow Farmers’ Market and Farmers’ Market brand
- Focus on recruiting a data center, more pharmaceuticals, automotive manufacturing,
- Utilize Allan Borden
- Leverage area developers
- Take advantage of foreign trade zone
- Create a unique retail portfolio that is a one of a kind.
- Exit 74B is a great opportunity because BRMC is 365 day a year economic engine.
- BMS’
- Birthplace of Country Music
- Sites available for companies
- Annexation is opportunity
- Great location for call centers because of 1 G capability
- Online sales tax revenue that we might capture is an opportunity
- Bigger farmers’ market
- Define our identity so people immediately know what to associate with Bristol.
- Create a group called Friends of Bristol (really accomplished citizens) that will help tap into creative ideas, resources, vision
- Tap into railway to make it more accessible
- More direct regional flights that would improve accessibility
- Much better bus station
- Sports tournaments – lodging, fields are needed
- Convention or civic center
- Better promote the strength public services
- Improve website
- Create a city center that describes our services, promotes major events, recruits businesses, and connects people with opportunities

- Birthplace of country music is the hidden jewel
 - Loft living is promoted but not supported with services needed to sustain that lifestyle.
 - Pursue things like medical, engineering, law or other professional related schools to promote that sector of our community
 - More science fairs and other things that will stimulate younger generation interest in the math, sciences and innovation
 - Create synergy in the arts and focus efforts in an area where we can be successful
 - Building cultural center – BCMA
 - Birthplace and breeding ground of country music.
 - Good position to benefit from coming out of the recession – need to define opportunities for investment of cash that businesses are sitting on.
- Threats:
 - Racetrack could leave
 - Workforce due to obesity, drug abuse, education might not be prepared for opportunities we might pursue
 - Failure to bring jobs into the area – can't continue current trend
 - Sending jobs overseas
 - Climate change and more natural disasters – e.g. hail storms
 - Growing poverty.
 - Ability of our community to take care of ourselves and our community
 - Health of our citizens and drug abuse
 - Destroying our natural resources and beauty to attract business
 - Too little to late – not moving fast enough
 - Potential decline in the coal industry.
 - Close mindedness in not wanting to aggressively pursue growth – things like not going after medical college
 - Not enough understanding that we need a different attitude about the need to grow versus maintaining the status quo
 - Not listening to what people really want and pushing personal agendas through
 - Not aggressively recruiting – we need to recognize that we are competing globally
 - Lack of leadership and vision at this time.
 - Lack of 20 year plan for the city
 - Generation gap – 30% of population is over 62 and 30% are under 18 (what will keep those kids here)
 - No retention plan for businesses of people
 - Lack of skilled workers
 - Global economy
 - Conservative spending from a public/private standpoint
 - Insuring influence in the community is balanced among the total community and all interest in the community are represented.
- General Thoughts:
 - Creating jobs is critical to our future.

- Must market our efforts well.
- Need to capitalize and improve our relationship with state and county government representatives to capitalize on opportunities
- City council members need to be informed and aware of legislation and opportunities that are available in order to be engaged in decisions that are best for our community
- This is a great time for our city – we are poised for growth and we need to seize this opportunity

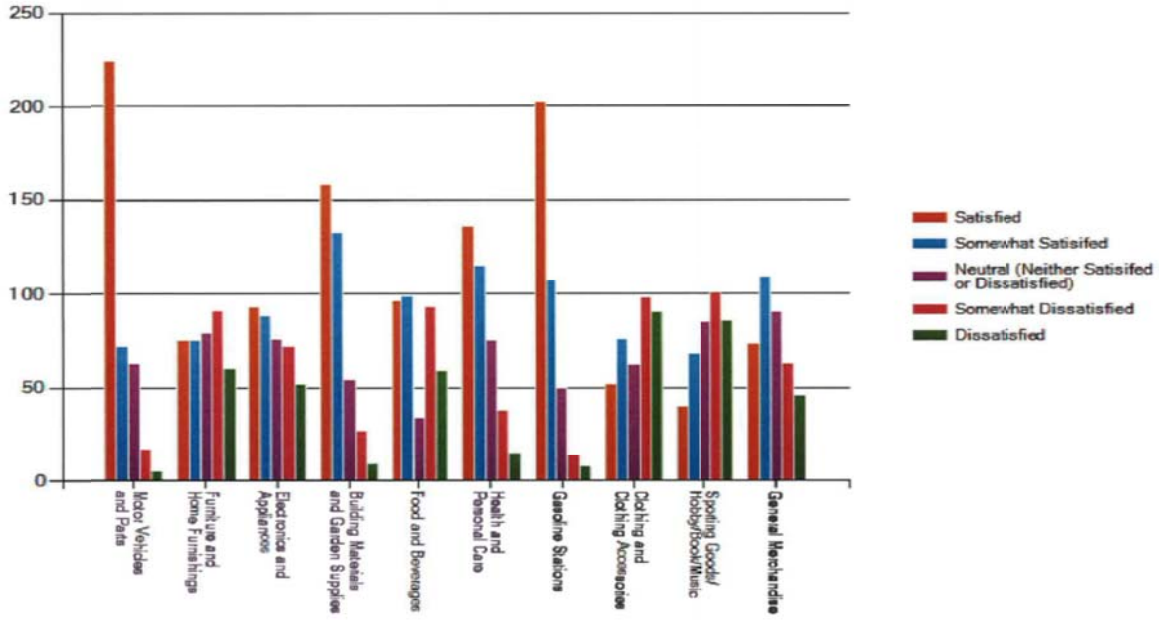
APPENDIX H

Community Survey Key Points

- 71.8% of the respondents are Bristol, TN residents
- 85.6% are employed
- 50.7% work in Bristol, TN. Other places of employment are:
 - Bristol VA (62)
 - Abingdon (22)
 - Kingsport (19)
 - Johnson City (18)
 - Blountville (15)
 - Retired (12)
 - Other
- 3 major employment categories of the respondents:
 - Professional and business services – 24.2%
 - Health Care and Social Services – 15.0%
 - Manufacturing – 12%
- 7.7% of the respondents are business owners.
- Perceptions:
 1. There are too few jobs in Bristol
 2. Salaries are below the national average (which is accurate)
 3. The general perception of the local economy:
 - Reflective of the national economy – 41.3%
 - Lags behind the national economy – 47.7%
 - Is better than the national economy – 11.3%
- Incentives:
 - 95% felt that incentives should be provided for new industries
 - 89% felt that incentives should be provided for expansion/retention of existing industries
 - 79% felt that incentives should be provide for new restaurants and retail

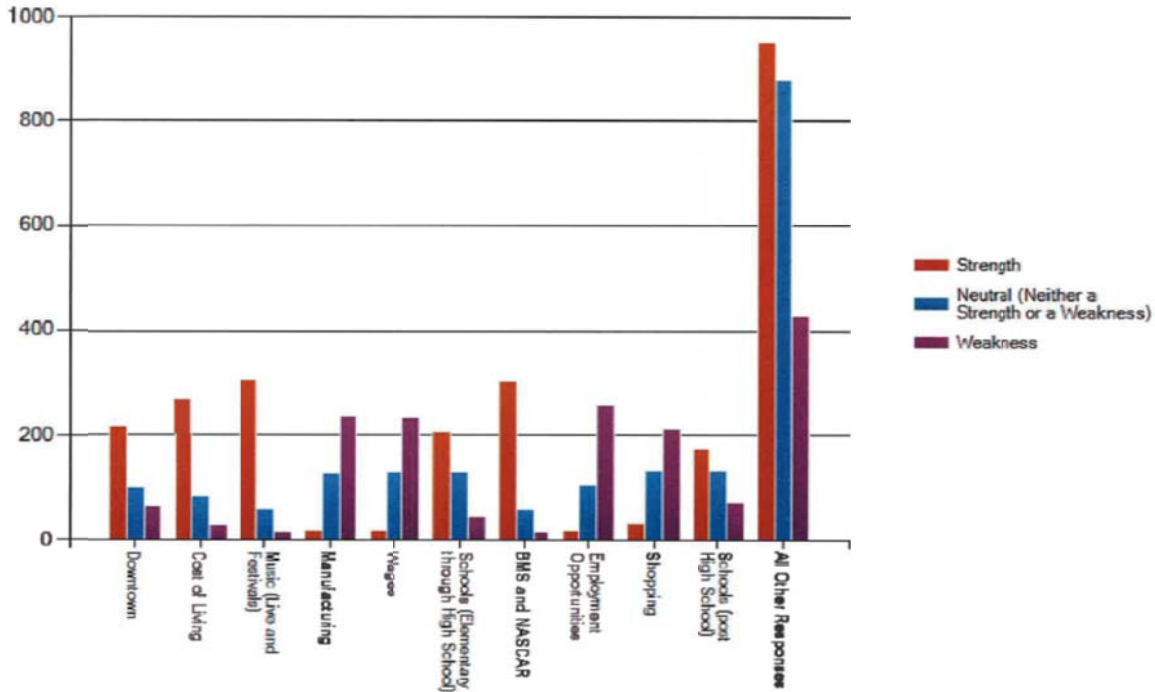
Shopping satisfaction:

Please indicate your level of satisfaction with shopping opportunities that are available in Bristol, Tennessee.



Community Description:

When describing Bristol, Tennessee to someone, please indicate whether the following items would be described as a strength or weakness of the community.



Highlights of general comments:

- Recruitment
 - More chain restaurants and retail
 - More industrial / manufacturing jobs
 - More manufacturing and less retail
 - High tech / 21st century jobs
- Incentives
 - To compete with Exit 7
 - For start-ups or expansions
 - For new industries or businesses
- Retention – retain those businesses that are here
- Downtown – viewed primarily as an asset
- Need for a economic development/ recruitment plan
- State Line
 - TN v. VA sales tax
 - Wine in grocery stores

- Restaurants in VA
 - Exit 7 v. Exit 74
- o Encourage better use of vacant buildings
- o Be developer friendly
- o Be a forward thinking (“in touch”) government

4. What is your assessment of the current job market in the City of Bristol and Sullivan County?

The job market is normal

There are too few jobs

There are jobs for anyone willing to work

5. What best describes salaries in Bristol?

Salaries reflect the national average

Salaries are below the national average

Salaries are above the national average

6. What is your assessment of the current Bristol and Sullivan County Economy?

Is reflective of the national economy

Is lagging behind the national economy

Is better than the national economy

7. Should the City provide financial incentives to help new industries locate in Bristol?

Yes

No

8. Should the City offer financial incentives to existing industries in Bristol to expand or to stay in business?

Yes

No

9. Should the City provide incentives to help new restaurants or retail business to locate in Bristol?

Yes

No

10. Please indicate your level of satisfaction with shopping opportunities that are available in Bristol, Tennessee.

	Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Dissatisfied
Motor Vehicles and Parts				
Furniture and Home Furnishings				
Electronics and Appliances				
Building Materials and Garden Supplies				
Food and Beverages				
Health and Personal Care				
Gasoline Stations				
Clothing and Clothing Accessories				
Sporting Goods/Hobby/Book/Music				
General Merchandise				

11. When describing Bristol to someone, please indicate whether the following items would be described as a strength or weakness of the community.

	Strength	Weakness
Healthcare		
Cost of Living		
Schools (Elementary through High School)		
Schools (post High School)		
BMS and NASCAR		
Music (Live and Festivals)		
Employment Opportunities		
Manufacturing		
Shopping		
Downtown		
Housing (choice and costs)		
Quality of Life		
Wages		
Recreational opportunities		
Taxes		
Transportation System		

12. Are you currently a business owner? Are you looking to expand in Bristol or require other assistance? If so, please place your contact information below so that we may contact you.

13. Are you interested in starting a new business in Bristol? If so, please place your contact information below so that we may contact you.

END OF SURVEY
Thank You

APPENDIX I

Summary of Focus Group Input Session July 26, 2011

Strengths:

- Musical heritage and tourism that we can build on with that – Rhythm and Roots – BCMA
- Location – accessibility with 26, 40 and 81 from all directions – 70% of population within a day’s drive
- Downtown growth and good focus on that area
- State street is a part of the Artisan Trail – Downtown has been declared an arts and entertainment district
- Great place to live for families in particular with cost of housing, schools, low crime (safe), traffic – quality of life
- Steel Creek State Park and Anderson Park
- City services, for example drinking water
- Great workforce and good work ethic
- BMS
- Very giving and philanthropic
- Leadership programs of the Chamber
- Climate
- Geography and natural beauty of the area
- Good local government
- Beautification effort downtown and lighting
- Industrial Park on 394 and the Beltway connecting to exit 69
- Financial stability of the city
- TV Station being located here
- A closer relationship between many segments of the community – e.g. City Schools and City government, businesses in the community – more and more people know what is going on with each other
- Cost of living and reasonable taxes should be attractive to people who are considering moving here
- Interstate system
- No state income tax

Weaknesses:

- Lack of employment opportunities that pay well
- Our students are not staying here and if they stay, they don’t have the training they need
- Lack of vocational training
- Air travel – few primary destinations
- Sales tax – what is our draw
- No one stop shopping place
- Do not provide great support to people who want to start a business

- Perception our workforce will work for less
- Perception by our citizens that Bristol is lagging – they do not feel as positive as we need to
- We are not attracting physicians and other professionals to live in Bristol who work here – housing that fits that profile is not available
- Demographics of our population
- Newspaper is strongly biased toward SW VA
- Vacant buildings and neighborhood deterioration
- State line (what have other cities in that situation done)
- Topography
- Support from legislators – particularly in the area of incentives
- Lack of restaurants, hotels, convention center, meeting rooms
- Status quo mentality

Opportunities:

- Continue to build on positive things happening on State Street
- Development area of 394, particularly as it relates to BMS
- Build on strengths of our higher educational/vocational system
- Better utilize BRMC facility and opportunities for growth on Exit 74
- Artery from Volunteer Parkway to Hwy 11
- Build on tourism and attractions that we have
- Help industries we have and potentially attract their suppliers or customers – integration opportunities
- Workforce available to work as we attract businesses
- Develop housing that will attract people and build on quality of life – create a community/neighborhood feel
- Develop creative way to attract businesses that uniquely fit us
- Continue improvement of aging educational facilities
- Retain people through good workforce development - Involve Bristol businesses and manufacturing more in workforce development
- Better utilize the Center and Viking Hall
- Look for opportunities that 1 Gig capability would attract
- Incentives for renovating older homes

Threats:

- State sales tax
- Exit 7
- Virginia incentives
- Inactivity – lack of positive and aggressive action
- Loss of sales tax revenue
- Unemployment
- Perception if it causes us to give up but positive if it mobilizes action
- Losing younger families -
- National economy

- Losing businesses we have due to not supporting
- Not providing services needed for younger families like child care services
- Not being business friendly
- Failure to market ourselves well and aggressively
- Failure to define what is unique and good
- Failure to embrace being the birthplace of country music and major NASCAR location

Strategic Issues Related to the City:

- ❑ Need to balance our emphasis so we support opportunities whether it is State Street, Exit 74, Hwy 394, etc.
- ❑ How can we learn from the companies we have lost in order to better attract and retain industry in the future?