



# Strategic Partnerships for Economic Growth and Sustainability

City of Bristol Tennessee  
Plan Update 2013





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Economic Growth and  
Sustainability*

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# TABLE OF CONTENTS

Executive Summary .....	1
Objectives and Key Actions	
With Strategic Partners .....	3
Believe In Bristol .....	4
Birthplace of Country Music .....	7
Bristol Motor Speedway.....	10
Bristol Tennessee City Schools .....	12
Bristol Tennessee Essential Services .....	18
Chamber of Commerce .....	22
Convention and Visitors Bureau.....	26
Bristol Housing .....	31
Industrial Development Board.....	32
King University .....	34
NETWORKS Sullivan Partnership.....	37
Paramount Center for the Arts.....	43
Private Developers .....	44
Wellmont – Bristol Regional Medical Center .....	47
 City of Bristol Support Activities.....	 52
 City Council Addendum.....	 62
 Performance Metrics.....	 65



# EXECUTIVE SUMMARY

## Purpose

The purpose of the 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.

## 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. Of the 70 specific objectives, 24 have been completed and 37 are underway.

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 was reviewed after the first six months and the following is the first annual update. Updates were provided by partners in the fall of 2013. The intent is for the entire document to be refreshed by the end of the third year for the next five-year planning cycle if deemed warranted.

## 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.



*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

Progress:

Believe in Bristol advocates the rebuilding of traditional business districts based on unique assets such as distinctive architecture, a pedestrian-friendly environment, and local ownership by helping existing businesses expand and by recruiting new businesses to respond to the current market.

- IdeaSpace opened in December 2012, and provides a central area for private meetings for downtown entrepreneurs and businesses, a permanent presentation and gathering facility allowing for relevant business-to-business programming to the community, and a document and resource library.
- The first Downtown Bristol Entrepreneur's Prize contest awarded a \$5,000 prize to the winning entrepreneur. Prize money will go toward rent in a downtown space for their business.
- Believe in Bristol reviews vacancies and provides easy access to building information.
- Believe in Bristol has also strengthened partnerships with People Inc., Bristol Chamber/Bristol Entrepreneurial Center, Bristol TN, Bristol VA and SCORE.
- Business educational opportunities are held regularly and educational materials are readily available for downtown businesses and entrepreneurs.

## **Objective 2: Develop a Downtown Communications Plan**

Supports Goals:	<ol style="list-style-type: none"><li>1. <i>Increase tourism and tourism-related activities.</i></li><li>2. <i>Enhance and strengthen the vibrancy of downtown.</i></li><li>3. <i>Strengthen, expand and attract businesses.</i></li></ol>
Lead Entity:	BIB
Priority:	Short term primary
Progress:	<p>The Believe in Bristol communications plan includes the following:</p> <ul style="list-style-type: none"><li>• Weekly e-newsletter</li><li>• Weekly ad in Bristol Herald Courier</li><li>• Daily updates to the website</li><li>• Neighborhood Watch with phone number distribution to participants</li><li>• Merchant meetings and socials</li><li>• Flyers distributed to merchants regularly</li></ul>

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

Supports Goals:	<ol style="list-style-type: none"><li>1. <i>Increase tourism and tourism-related activities.</i></li><li>2. <i>Enhance and strengthen the vibrancy of downtown.</i></li><li>3. <i>Strengthen, expand and attract businesses.</i></li></ol>
Lead Entity:	BIB
Priority:	Short term primary and 3-5 year strategy
Progress:	<p>Believe in Bristol conducted interviews with merchants and discovered not enough merchants had/have acceptable equipment to implement such a program. Research also indicated that the program would be cost prohibitive and accounting for such a program could prove problematic.</p>

## Additional Comments:

Beyond the goals listed in this report, Believe in Bristol supports economic development through:

- Events and promotion of events on a central website. (Mumford, Border Bash, support for Bristol Rhythm and Roots Reunion)
- Support Local / Buy local campaigns
- Arts & Entertainment District
  - The District is focused on using the arts to make a positive difference in our downtown's future. The A&E Committee promotes and advocates for the A&E District in order to boost Bristol's creative economy and cultural tourism. The committee also collaborates to develop, encourage, and enhance ideas that cultivate creativity in the community.
  - The A&E District organizes and promotes several arts-related events throughout Historic Downtown. The downtown community supports many arts-related businesses. A number of these businesses offer a wide variety of classes and workshops.

## Strategic Partner: Birthplace of Country Music (BCM)

**Objective 1:** Open and successfully operate the Birthplace of County Music Museum

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:

BCM

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 museum to maximize its brand and attraction to day and overnight visitors  
Priority: Short term primary
- Complete the interior build-out of the museum in 2013  
Priority: Short term primary
- Install all exhibits and open in 2014  
Priority: Short term primary and 3-5 year strategy

Progress:

- Funds were secured to advance the project to construction including grant funds from the Virginia Tobacco Commission and New Market Tax Credits.
- Bristol Tennessee and Virginia each committed \$100,000 a year for a five-year time period.
- The interior build-out of the Center was completed December 2013.
- Exhibits are scheduled to be installed and the Museum open in August 2014.

- BCM is working with the Virginia Department of Tourism and the Tennessee Department of Tourism Development to promote the Museum opening. Museum staff has been hired. BCM is partnering with the Bristol Convention & Visitors Bureau to promote and develop packages for bus tours. Conversations have begun with the Country Music Hall of Fame about partnering with tour companies and other events.

**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

Progress:

- State regulations prohibit the installation of commemorative signage, such as "Birthplace of Country Music," on Interstate 81 without special legislation. Staff contacted local legislators concerning the required legislation and will continue working with local legislators to pass the legislation in 2014.
- BCM is also working with the Tennessee Department of Transportation and the Virginia Department of Transportation on directional signage to the museum.

**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

Progress:	BCM and Bristol Convention and Visitors Bureau personnel held a meeting with the Tennessee Department of Tourism Development and the Virginia Department of Tourism. Follow-up meetings took place to develop a marketing plan for the opening of the museum. Partnering with these two entities provides greater opportunities to have stories printed in major publications. BCM and Convention and Visitors Bureau personnel will participate in FAM tours and conferences offering package deals to bring bus tours to Bristol.
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**Objective 4:** Maximize the number of traveling Smithsonian Museum exhibits that are displayed at the Cultural Heritage Center

Supports Goals:	<ol style="list-style-type: none"> <li>1. <i>Increase tourism and tourism-related activities.</i></li> <li>2. <i>Enhance and strengthen the vibrancy of downtown.</i></li> <li>3. <i>Strengthen, expand and attract businesses.</i></li> <li>5. <i>Make Bristol a center of educational excellence.</i></li> </ol>
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Lead Entity:	BCMA
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Priority:	3-5 year strategy
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Progress:	<ul style="list-style-type: none"> <li>• BCM will work closely with the Smithsonian Institution and their affiliates to bring traveling exhibits to the Museum. The staff will work with a curatorial team enabling BCM to maximize the Museum's cultural reach. The Museum will be a catalyst for attracting new business to the downtown area and strengthen the vibrancy of our downtown.</li> <li>• The Museum displays have been designed to meet the strictest standards allowing for opportunities to host more traveling exhibits and displays.</li> <li>• Educational programming will be a major part of the museum for all ages. We will work with the schools to begin programs for at-risk students and the underserved.</li> </ul>
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**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

Progress:                 This district was created before the deadline and placed on hold until the economic climate improves. The district text is ready to be discussed with stakeholders and advanced to the Planning Commission for review.

**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

Progress:                 

- The Bristol Convention and Visitors Bureau works with the Tennessee Department of Tourist Development to ensure BMS is included in national television advertisements, highlighted in state publications, eNewsletters, and social media.
- Bristol CVB was able to have the August races featured in the August 2013 Virginia Tourism eNewsletter.



**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

Progress:                 City and BMS staffs have met several times to discuss long-range plans for the area.

## 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

Progress:                                • Teachers, administrators, and city leadership met at Fairmount Elementary School in July 2013, to begin the process of educational modeling for Vance. Educational modeling is the first step recommended prior to building or renovating a school. The modeling allows the architect to understand the needs of the teachers and community. Don Shell, with Red Chair Architects, facilitated the meeting and has followed-up with teachers and department heads to further refine the scope of the project.  
   • The deliverables from the modeling process included specifications of the building square footage and estimated costs based on programming needs. Mr. Shell presented the report to city council in November 2013.

**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

**Progress:**

The Community Resource Center (CRC) and offices of Coordinated School Health/Communication are housed rent-free on the second floor of the Burke, Powers, and Harty Building by donation from Mr. and Mrs. Rush Powers. The CRC offers a gently-used clothing closet, limited supplies of food and hygiene items, school supplies, and an informational resource packet of community agencies.

- BMS employees were instrumental in coordinating the move from Tennessee High School (THS), as well as the provision of the start-up supplies such as shelving for non-perishable food, a vacuum cleaner, and the donation of hygiene supplies.
- BTCS students in need can receive new clothing and shoes through community efforts such as the New Clothes for Kids Program, Kiwanis Club of Bristol, and Rack Room Shoes.
- Partnerships with agencies and businesses such as Second Harvest Food Bank of NE Tennessee and Feed the Children Organization (organized by BMS and U. S. Solutions) help meet the hunger needs of our less fortunate families.
- CRC school supplies are available through programs such as Walgreen's-sponsored Kids in Need Program, Feed the Children Organization, and local church efforts.
- The Bristol Tennessee School Health Center (BTSHC) has been established at Anderson Elementary School through a partnership with Rural Health Services Consortium. The BTSHC is comparable to any other walk-in clinic and is staffed with qualified medical personnel. It is available to our students and faculty at all our schools.
- Dr. Lilly serves as an ex-officio member of the Chamber of Commerce and Sullivan County NETWORKS boards.

**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:	<ul style="list-style-type: none"> <li>➤ Establish Science and Technology Fairs in all schools</li> <li>➤ Initiate a new robotic competition in city schools</li> <li>➤ Initiate a STEM-focused Pilot Program at Holston View</li> </ul>
Progress:	<ul style="list-style-type: none"> <li>• In June 2013, Virginia Highlands Community College offered a three-day Renewable Energy Academy for BTCS teachers including classroom instruction and field trips. The academy was designed specifically for individuals currently teaching science, technology, engineering and math, and included information that can be incorporated into curriculum.</li> <li>• A 50 KW solar array was constructed at Holston View Elementary School to provide clean power back to the electrical grid and serve as a shelter for an outdoor classroom.</li> <li>• In July 2013, a team of K-6 teachers worked with curriculum specialists to develop curricula and activities to use the Solar Pavilion as a Common Core and STEM learning tool.</li> <li>• The district partnered with Eastman Chemical Company and ETSU to send a group of math teachers for two weeks of intensive professional development, referred to as Eastman Scholar Mathletes. The participants were honored at a luncheon at the Eastman Lodge at Bays Mountain in July 2013, where they received \$700 for classroom supplies to support STEM lessons.</li> <li>• In Advanced 8th Grade STEM, along with robotics, students will also explore the importance of energy, including innovative ways to reduce, conserve and produce it using solar, thermal and wind power. Advanced STEM students will also become real life medical detectives through advanced studies of the nervous system and forensic DNA investigations.</li> <li>• BTCS high school robotics team made it to the finals in the U.S. First Smoky Mountain Regional competition in Knoxville again this year.</li> <li>• All schools have school-based science fairs at all grade levels</li> <li>• The district will participate in the ETSU regional science fair in April 2014.</li> </ul>

<b>Objective 4:</b> Explore collaborative partnerships with King University and others to expand fine and performing arts	
Supports Goals:	5. <i>Make Bristol a center of educational excellence.</i>
Lead Entity:	BTCS

Priority:	Short term primary
Progress:	<ul style="list-style-type: none"> <li>• The Northeast State Technical Community College's Bristol campus is offering a certificate program in Sound and Lighting Technology, for which the district submitted a letter of support.</li> <li>• In anticipation of further promoting fine and performing arts, BTCS has contracted with Architect Thomas Weems to do a schematic design in preparation for renovating our existing auditorium at Tennessee High School.</li> <li>• Fine Arts teachers are planning a spring arts festival to spotlight performing and visual arts in partnership with the city and the Paramount Theater.</li> </ul>

<b>Objective 5: Increase/Expand the Career Technical Education Program</b>	
Supports Goals:	<p>3. <i>Strengthen, expand and attract businesses.</i></p> <p>5. <i>Make Bristol a center of educational excellence.</i></p>
Lead Entity:	BTCS
Priority:	Short term primary
Key Actions:	<ul style="list-style-type: none"> <li>➤ Establish a business and manufacturers advisory board to identify workplace training needs and commence programs</li> </ul>
Progress:	<ul style="list-style-type: none"> <li>• BTCS has adopted <a href="#">Project Lead the Way</a> (PLTW) at Vance Middle School. The PLTW curriculum is designed to engage and challenge students through hands-on problem solving activities. In the 7th grade class, <i>Design and Modeling</i>, students will design and test their ideas with the same advanced modeling software (Autodesk Inventor) used by companies like Lockheed Martin, Intel and Sprint. In the semester 8th grade class, <i>Automation &amp; Robotics</i>, students will study mechanical and computer control systems.</li> <li>• In July 2013, the BTCS participated in Industry Day, sponsored by BTES and TVA. Our CTE teachers and various other educators had the opportunity to spend the entire day at a local business or industry. The collaboration helps teachers better understand the requirements of employers so they can better prepare students to enter the workforce.</li> <li>• THS has a business partnership with Electro-Mechanical Corporation (EMC), which has five facilities in the Bristol Area. <ul style="list-style-type: none"> <li>○ The Manufacturing program, which is one component of the Career &amp; Technical Education Department at THS, has visited several of the EMC facilities on field trips.</li> </ul> </li> </ul>

- EMC representatives have presented to several of the Manufacturing classes.
- Students enrolled in the Manufacturing classes have completed different projects including machining, from blue prints, an actual part for a piece of equipment used by EMC.

**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

Progress: High school science teachers and high school admin are working on establishing a collaborative partnership with Oak Ridge; field trips have been taken as a first step.

**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 University 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

Progress:

- 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

- A partnership with the School Board of Education, Industrial Development Board, and City Council has resulted in a dramatic increase in the number of students taking Advanced Placement exams by sponsoring the cost of the examination fees. The year prior to the partnership, 27 students took a total of 38 exams. After the agreement was formalized in 2012, the number increased to 153 students taking a total of 232 exams.
- Students are required to take the AP test in order to earn AP course credit. If they opt not to take the test, the course credit reverts to honors credit (policy 7.126).
- All students are required to graduate with at least one course for which college credit could be earned either through dual enrollment, an Advanced Placement test, or articulation (policy 8.162).
- King University and Northeast State Community College have both provided instructors and taught dual enrollment courses at THS.
- The 2013 THS graduation rate was 90.3%.
- Tennessee Online Public School, a virtual high school, has been implemented providing students who prefer a virtual learning environment with classes leading to an earned diploma.
- The district is on the cusp of implementing a 1:1 laptop program (digital conversion) for our middle school students. Intensive professional development was conducted with teachers and students have received laptops. If successful, the goal is to expand the program to the high school next year and possibly some elementary grades the year after. This has the potential to dramatically improve our ability to prepare students for college and careers in the 21<sup>st</sup> century as well as differentiate our community as educational innovators.

## Strategic Partner: Bristol Tennessee Essential Services (BTES)

### Objective 1: Initiate Phase II expansion of Bristol Business Park

Supports Goals:	<i>3. Strengthen, expand and attract businesses. 6. Build community capacity for economic development while ensuring the fiscal health of the city.</i>
Lead Entity:	BTES
Priority:	Short term primary
Key Actions:	<ul style="list-style-type: none"><li>➤ Apply for State FastTrack and Industrial Access Road grant funds in conjunction with an industrial prospect locating in the park</li><li>➤ Update the preliminary engineering report for the park</li></ul>
Progress:	<p>A Total Master Plan has been completed for the Phase II expansion of Bristol Business Park.</p> <ul style="list-style-type: none"><li>• BTES worked with the City of Bristol Tennessee and provided information needed for submitting an application for State FastTrack and Industrial Access Road grant funds. Funding is project dependent.</li><li>• BTES worked with TVA to update the original Master Plan for Partnership Park II – updated maps and marketing pieces. TVA could not update the engineering plan as they no longer offer this service. However, the Community Team worked together to have this updated utilizing Community Team resources and a third party vendor.</li></ul>



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

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:	BTES
Priority:	Short term primary
Progress:	<ul style="list-style-type: none"><li>• As part of BTES' Existing Industry Visitation Program, BTES asks industrial customers if they have experienced "<i>Community Obstacles.</i>" If an obstacle is identified, BTES representatives facilitate a meeting between the Industry and the Community Partner to address and resolve the issue. Any internal opportunities are processed through our continuous improvement initiative.</li><li>• BTES has implemented an Economic Development Loan Fund. The maximum loan amount varies according to the type of project, electric load, capital investment and number of new and/or retained jobs. To date, three loans have been made.</li></ul>

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

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:	BTES
Priority:	Short term primary
Progress:	<ul style="list-style-type: none"><li>• BTES and the Community Team submitted the first completed application to Connected Tennessee and has been recognized as the first community in the State of Tennessee to achieve certified Connected Community status.</li><li>• A print media advertising schedule highlighting Gigabit Community has been established for the following publications:<ul style="list-style-type: none"><li>○ Business Images</li><li>○ Business Expansion</li></ul></li></ul>

- Expansion Solutions
- The Gigabit Community and other community assets were promoted in September 2012, at the Data Center World Expo.
- BTES CEO presented Gigabit Community story at several conferences including:
  - 2012 Association for Global Business Corporation Global Sustainability Track
    - Story that was released during this conference...Bristol Tennessee goes super high speed with 1 Gigabit broadband Network was posted to over 300 sites on the internet – CEO continues to get requests for interviews related to this presentation
    - Working with ETSU to present an article for publication – a request that came from presenting the Gigabit Community story at this conference
  - Broadband Communities Municipal Fiber Networks Conference
    - Contacted by Chris Mitchell after this presentation to do a live interview that is posted to their website
- BTES CEO has conducted several interviews:
  - Business Images Magazine
  - ScreenPlays Magazine
  - Community Broadband Networks
- Member of the Southeast Association of Telecommunications Officers & Advisors to stay abreast of industry changes and challenges.
- Updating BTES Economic and Community Development web pages. The website went through a rigorous inspection by TVA. The criteria TVA uses for review was provided by selection consultants and is based on what the consultants are looking for when assisting companies in making a relocation or expansion decision. Updates are in progress.
- Dallas, Texas Site Selection Consultant Visits - Met with site selection consultants and highlight Gigabit Community and other community assets.
- Continue Key Accounts/Existing Industry Visitation Program to build relationships, look for resources to assist industries and encourage expansion and capital investments in our community, sell fiber services.
- Continue to work closely with Community Partners, including the City of Bristol Tennessee and NETWORKS, in marketing the Gigabit Community.

**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

Progress:                           Restrictive covenants and pricing strategies have been reviewed and determined to match current business recruitment strategies. The strategies for Bristol Business Park complement and enhance industrial and manufacturing recruitment strategies for Partnership Park II and the Bristol Industrial Park.

## 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

Progress:                                  The Bristol Chamber of Commerce Strategic Plan addresses the need to provide the most up-to-date and pertinent information to the users of the site whether it is the business community, visitors, or citizens. In order to reach the goal set by the Chamber's Board of Directors, a new website was launched in 2013. The Bristol Convention and Visitors Bureau and Chamber of Commerce spent more than \$14,000 in programming, design and technical framework toward its websites in order for the websites to be mobile friendly.

**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

Progress:                                  The Bristol Chamber of Commerce has been working with the Trans Dominion Expressway group which is currently focusing on providing rail service from Lynchburg to Roanoke and from Roanoke to Bristol. The Chamber has also been hosting the Bristol TN/VA Passenger Rail Coalition meetings. The coalition will assess the feasibility of the rail extension to Bristol which will be a first step toward the Tennessee rail service initiative.

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

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:	Chamber of Commerce
Priority:	Short term primary
Key Actions:	<ul style="list-style-type: none"><li>➤ Partner with Northeast State to provide small business-owner classes</li><li>➤ Partner with ETSU to establish a small business incubator</li></ul>
Progress:	<ul style="list-style-type: none"><li>• The Bristol Chamber of Commerce Strategic Plan also addresses the necessity of providing information and assistance to area entrepreneurs. This service, which has been provided by the Chamber for a number of years, has been extremely well received, so much so that it now requires nearly full-time focus of one employee. Due to its popularity, several requests have been made for additional funding to continue and expand this program.</li><li>• The number of clients receiving aid each year has dramatically increased, as has the comprehensiveness of the programs, as well as the time involved. The BEC has consulted with more than 75 clients in 2013.</li><li>• Due to the many hours of research and consultation (over 1,500 hours or 35.25 5-day work weeks), an increase in funding from the current \$2,500 level would allow the program to expand, increasing training for the individual while also building the entrepreneurial spirit of the city.</li></ul>

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

Supports Goals:	<i>1. Increase tourism and tourism-related activities.</i> <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:	Chamber of Commerce

Priority:	Short term primary
Progress:	While the Bristol Chamber of Commerce Strategic Plan supports the growth and development of the business community and therefore the community at large, the formation of a Community Foundation or Fund may not be the best fit for a Chamber. While the Chamber always is willing to investigate opportunities for improvement, the Chamber's Board and Executive Committee would need to assess the feasibility of the project, taking into consideration the workload of the current staff. Also, with a change in the leadership of the Chamber organization itself, an opportunity to learn of the ethos behind this objective would be welcomed and further internal discussions would be necessary to move forward on this objective. Working in tandem with other organizations within the community that would have the same the mindset on this objective also would be necessary.

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

Supports Goals:	<p>3. <i>Strengthen, expand and attract businesses.</i></p> <p>6. <i>Build community capacity for economic development while ensuring the fiscal health of the city.</i></p>
Lead Entity:	Chamber of Commerce
Priority:	Short term primary
Progress:	While a formal document has not been prepared by the Bristol Chamber of Commerce, the ability to pinpoint and tailor a network of contacts to meet the needs of the incoming executive is essential to economic development efforts on both sides of the state line. The Chamber is constantly cultivating relationships and can provide contact information or actually make the contact if enough information is provided when the request is made.

**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

Progress:

- Initially, a sculptor in the area was contacted, pricing one of the bronze statues upwards of \$65,000. The indication was that at least 12 of these statues would be appropriate for downtown Bristol. Total cost would be at least \$780,000. The ability to obtain permission from the families of those individuals who would be cast, would also be a major undertaking. The feasibility of executing this project without the assistance of both the Birthplace of Country Music and Believe in Bristol would be extremely difficult.
- The Arts in Public Places organization contacted the Chamber after the release of this plan and were concerned the Chamber seemed to be moving into an area they felt would be a better fit for their organization.
- While the Bristol Chamber of Commerce Strategic Plan supports the growth and development of the business community and therefore the community at large, solicitation of funds for downtown sculptures may not be the best fit for a Chamber. While the Chamber is always willing to investigate opportunities for improvement, the Chamber's Board and Executive Committee would need to assess the feasibility of the project, taking into consideration the current staff workload.
- Also, with a change in the leadership of the Chamber organization itself, an opportunity to learn of the ethos behind this objective would be welcomed and further internal discussions would be necessary to move forward on this objective. Working in tandem with other organizations within the community that would have the same mindset on this objective would also be necessary.

## Strategic Partner: Convention and Visitors Bureau (CVB)

**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

Progress:

- The CVB maintains two primary visitor websites: [www.MyBristolVisit.com](http://www.MyBristolVisit.com) (main visitor website) and [www.pickbristol.com](http://www.pickbristol.com) (Bristol’s music brand cooperative). Both sites are connected to one another. Content and updates are constant and year-round.
  - Total Website Traffic in 2012 (all CVB websites): 392,289 unique visitors
  - An increase of 11.7% from the previous year
- The CVB and Chamber of Commerce spent more than \$14,000 in programming, design and technical framework in order for our websites to be mobile friendly. This was the first step necessary to develop an effective mobile App.
  - CVB and Chamber has met with several companies with bids averaging \$6,000-\$8,000.
  - The CVB request for funding to create a Bristol App was not approved in the 2013-14 city budget.
- Pick Bristol is an ongoing music cooperative in its third year funded by the Convention and Visitors Bureau, Tennessee Department of Tourist Development, Virginia Tourism Corporation, Bristol Rhythm & Roots Reunion, Birthplace of Country Music, Believe in Bristol, and the Bristol Chamber of Commerce. Other Pick Bristol partners include the City of Bristol, TN and City of Bristol, VA.
- The CVB also implemented a digital social media strategy to promote Bristol attractions, events, restaurants and live music.



## **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

**Progress:**

- The Convention and Visitors Bureau was advised by previous city management to delay pursuing this objective for the short term.
- The CVB would like to pursue the possibility of establishing a tourism development fund in cooperation with the Cities of Bristol, TN and Bristol, VA and Bristol lodging properties.
  - The program proposed would be similar to the tourism development grants program currently used in Asheville, Kingsport, and other communities.
  - Joint cooperation will be required by the Cities of Bristol TN and Bristol VA to implement this fund program.

## **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

**Progress:**

- The bus industry plays a crucial role in diversifying Bristol's tourism economy. On average, a bus carries 45 people and spends \$5,000 a day in a community.
  - With Bristol's strategic location along I-81 and aging boomer population, the group tour industry will continue to grow.
  - More than 400 known buses overnight and/or tour Bristol each year.
- Hosting three group tour "FAM" tours in 2013-14

- A “FAM” tour is a familiarization tour where bus company owners are invited to the Bristol area for 2-3 days to visit hotels, attractions, and dining options that are of interest to bus travelers.
- CVB hosted the following FAM tours:
  - Travel South International, Dec 2013
  - American Bus Association, Jan 2014
  - Travel South USA, Feb 2014
- CVB is planning on hosting an additional FAM tour in August 2014, upon the opening of the BCM Museum.
- Advertisements promoting Bristol’s group tour offerings are placed in Group Tour Magazine on a quarterly basis, the largest bus owner publication in North America.
- CVB promotes Bristol at several motor coach trade shows annually, including:
  - International Show: TravelSouth International
  - National show: American Bus Association (ABA) covering all of North America
  - Regional shows: TravelSouth, covering the southern states and Heartland Motorcoach, covering mid-Atlantic states
  - Partner with Johnson City CVB and Kingsport CVB to attend special group motor coach shows such as Student and Youth Travel Association (SYTA), Going on Faith and Bank Travel; and state shows in TN, VA, SC, NC, FL, and GA.

**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

**Progress:**

- The Bristol Chamber’s online discount program is used to enhance the race experience and value to motorsports fans.
- In order to offer race fans the most cost-efficient way to book a hotel room in the region, the CVB created MyBristolLodging.com. The micro-site lists available hotels, actual room rate and direct contact to the hotel, with no additional fees, saving \$25-\$75 a night in additional fees.

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

Supports Goals:	<i>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.</i>
Lead Entity:	City of Bristol
Priority:	Short term primary
Progress:	Final design and location mapping of the new destination signage has been completed. Fabrication of these signs was put on hold due to budget constraints.

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

Supports Goals:	<i>1. Increase tourism and tourism-related activities. 2. Enhance and strengthen the vibrancy of downtown. 3. Strengthen, expand and attract businesses.</i>
Lead Entity:	Convention and Visitors Bureau
Priority:	Short term primary
Progress:	<ul style="list-style-type: none"><li>• Meetings continue with the Tennessee Department of Tourist Development to expand the new music highway program for I-40 to extend to I-81.</li><li>• The concept is a “music highway” from Memphis to Nashville to Bristol (will also include Chattanooga) as soon as the BCM Museum is open.<ul style="list-style-type: none"><li>○ This will allow us to link music-themed cities and museums like the Stax Museum in Memphis, Country Music Hall of Fame in Nashville, and Birthplace of Country Music Museum in Bristol.</li></ul></li><li>• The CVB Hosted Music Voyager national PBS television show – broadcasted in 2012-13 to over 150 countries and reaching over 170 homes worldwide.</li></ul>

**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

Progress:                 

- The CVB creates a variety of award-winning marketing tools and publications to recruit visitors, as well as targeted placement of advertising.
  - Bristol Visitor Guide (125,000)
  - Bristol Attractions Map (20,000)
  - Historic Downtown Bristol Walking Tour (15,000)
  - Bristol Tourism eNewsletter (20,000+ subscribers, sent out bi-monthly)
  - Bristol Detailed Map (1,000)
  - Group Tour Kits (2,000)
  - Digital Media & Travel Writer Kits (100)
- Bristol Tourism Social Media is updated daily including Facebook, Twitter, YouTube, Pandora, and Instagram.

## Strategic Partner: Bristol Housing

**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

Progress:                                  The Green Property has been purchased and is now the Acre Property. A Cootie Brown's restaurant will be located on the site with room for additional development. Roadway and intersection improvements are also planned for Broad Street and Volunteer Parkway as site development commences.

**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

Progress:                                  The staff has met with the Housing and Redevelopment Authority Board and staff and developed an updated plan which will be the topic of an upcoming public hearing. The Plan will be voted on by the Board in soon after the public hearing.

## Strategic Partner: Industrial Development Board (IDB)

**Objective 1:** Update Economic Development Incentive Program, including inducement specific categories for existing and new hotels and motels, development opportunities at or near Bristol Motor Speedway, and Chapter 420 at Exit 74

Supports Goals:	<i>3. Strengthen, expand and attract businesses. 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
Progress:	Staff has prepared draft incentive program modifications. The process of developing the “Strategic Partnerships for Economic Growth and Sustainability” in the fall of 2011 provided additional comments and ideas for the consideration of amending the economic development incentive programs. With the transition of staff, completion of a draft document is projected for late 2014.

**Objective 2:** Establish a Manufacturers Business Council to strengthen networking and business opportunities

Supports Goals:	<i>3. Strengthen, expand and attract businesses. 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
Progress:	The Industrial Development Board has established the Industrial Infrastructure Council. The Council meets monthly. Meetings consist of a presentation/overview of a local industry, best practices, and other topics the Council feel are important to business and industry in Bristol.

**Objective 3: Create a new business development and recruitment website**

Supports Goals:	<i>3. Strengthen, expand and attract businesses. 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
Progress:	Design for a new economic development web site is currently underway with the staff of the Community Relations Department working with a nationally recognized web design firm. Considerable research on site content and design ideas has been completed by the Community Relations, IT, and Economic Development staffs. Staff has initiated the update of data and web page content in conjunction with the web design work. A Summer 2014 roll-out is anticipated.

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

Supports Goals:	<i>3. Strengthen, expand and attract businesses. 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
Progress:	Redevelopment of the three property areas is continuing. The Green property has been purchased and construction of a restaurant is to commence soon. A new use is underway for the majority of the Melrose property but with limited property improvements planned. Several project proposals have been considered in Volunteer Plaza without success. The Godsey property to the south of Godsey Road has been renovated. The Central Business District continues to redevelop with emphasis on State Street properties. Staff has worked with several investors to consider side street and Shelby Street structures. The prospect of TIF associated with the Redevelopment District label remains subject to the needs of the client and the feasibility of increment funding being a significant asset. Staff has worked with two potential developers during the current fiscal year and will continue to work with the owners' representatives to market the property.

## Strategic Partner: King University

### Objective 1: Establish a downtown Center for Higher Education

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 University

Priority:                             Short term primary

Key Actions:                       ➤ Formalize a partnership agreement with area colleges to provide instruction and share space  
  
  ➤ Construct/retrofit space to serve the educational requirements of the center and commence classes

Progress:                           King University investigated several downtown sites, with all locations requiring extensive renovation in order to meet building codes and were cost prohibitive. Cooperative engagement with King University and Northeast State showed mutual interest and support of Northeast State's establishment of a state of the art presence downtown.

### Objective 2: Explore the establishment of a School of Visual & Performing Arts in the downtown

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 University

Priority:                             Short term primary and 3-5 year strategy

Key Actions:                       ➤ Form an arts alliance among candidate organizations  
  Priority: Short term primary  
  
  ➤ Identify & retrofit space to support the school and alliance  
  Priority: 3-5 year strategy

Progress:                           • Members of the Performing and Visual Arts faculty hosted and/or attended several meetings with arts organizations downtown to explore collaborations.



- King University has established a partnership with Paramount Center for the Arts. The contract includes use of the theatre facilities for King choral and theatrical performances and access to the facilities for instructional purposes for several of King's performing arts courses.
- Displays of King University student photography have been shown at the Bristol Public Library and at the downtown "Art D'Vine" event.

**Objective 3:** Establish a downtown King University 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 University

Priority:

Short term primary and 3-5 year strategy

Progress:

Several downtown display locations were investigated for the Neal & Alice Caldwell Collection. The Collection is of such monetary value that security is an issue in each location investigated. Any space used as a museum or display requires special security features, and open hours for viewing the art requires constant surveillance. The insurance policy for the collection has specific requirements and funding for these additional measures is not available at this time.

**Objective 4:** Identify opportunities to support the King University 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 University

Priority:

3-5 year strategy

Key Actions:	<ul style="list-style-type: none"> <li>➤ Establish a residency program with Bristol Regional Medical Center</li> <li>➤ Identify location opportunities for ancillary and support services</li> </ul>
Progress:	King University is no longer associated with the School of Medicine.

### **Objective 5: Initiate a spring Arts Festival**

Supports Goals:	<ul style="list-style-type: none"> <li>1. <i>Increase tourism and tourism-related activities.</i></li> <li>2. <i>Enhance and strengthen the vibrancy of downtown.</i></li> <li>3. <i>Strengthen, expand and attract businesses.</i></li> <li>5. <i>Make Bristol a center of educational excellence.</i></li> </ul>
Lead Entity:	King University
Priority:	Short term primary
Key Actions:	<ul style="list-style-type: none"> <li>➤ Explore the feasibility and interest among the art community in participating in such a festival</li> <li>➤ Upon favorable interest, conduct the first festival in 2013</li> </ul>
Progress:	Members of King's leadership team met with Terrie Smith-Talbert of the City of Bristol, TN to discuss the development of a Downtown Bristol Arts Festival. King looks forward to continuing discussions regarding the feasibility of this project.

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

Supports Goals:	<ul style="list-style-type: none"> <li>2. <i>Enhance and strengthen the vibrancy of downtown.</i></li> <li>3. <i>Strengthen, expand and attract businesses.</i></li> <li>5. <i>Make Bristol a center of educational excellence.</i></li> </ul>
Lead Entity:	King University
Priority:	3-5 year strategy
Progress:	Members of King's faculty and administration have explored the development of an engineering program and the feasibility of such. At this time, funding is not available.

## 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

Progress:                          Sullivan County is in compliance with Ozone Standards. The only air quality area of concern is in lead contamination. NETWORKS has recently contacted the local department of Environment and Conservation which will provide an overview of the current standards and conditions at the source of the contamination.

**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

Progress:	<p>➤ Construct a siding to provide rail service to the park</p> <p>Priority: 3-5 year strategy</p> <ul style="list-style-type: none"> <li>• Partnership Park II has been certified through the Select Tennessee program as a shovel-ready site and will be marketed by the State and TVA. The certification also provides staff with relevant site data that is immediately available for site selection consultants' review.</li> <li>• Covenants and restrictions for Partnership Park II have been approved by the NETWORKS Executive Committee and are on file in the Sullivan County Clerk's office.</li> <li>• NETWORKS along with the City of Bristol, TN will apply for State Grants to install water, sewer, electric and fiber when an eligible project announces plans to build in Partnership Park II.</li> <li>• NETWORKS along with the City of Bristol, TN will apply with the TN Department of Transportation for an Industrial Access Road grant when an industry commits to locate in an area beyond the current road Partnership Park II.</li> <li>• NETWORKS along with the City of Bristol, TN continue to meet with Norfolk Southern Railway officials to plan for, and design rail sidings for potential clients who would locate a facility in Partnership Park II.</li> </ul>
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<b>Objective 3: Recruit new industries and businesses to Bristol</b>	
Supports Goals:	<p>3. <i>Strengthen, expand and attract businesses.</i></p> <p>6. <i>Build community capacity for economic development while ensuring the fiscal health of the city.</i></p>
Lead Entity:	NETWORKS
Priority:	Short term primary
Key Actions:	<ul style="list-style-type: none"> <li>➤ Target efforts for the in-transition labor force</li> <li>➤ Expand the supplier recruitment program</li> <li>➤ Identify target industries and focus marketing in those areas</li> <li>➤ Establish a recruitment initiative for distribution centers due to our transportation network and proximity to markets</li> </ul>

Progress:	NETWORKS and the City of Bristol, TN identified an in-transition labor force and recruited Sprint and U.S. Solutions to located new operations in Bristol. They jointly employ nearly 1,200 people. Target industries include pharmaceutical manufacturers, and plastic and resin products.
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<b>Objective 4:</b> Assist Pfizer in the transfer of ownership of its holdings to another entity to maintain Bristol's pharmaceutical manufacturing base	
Supports Goals:	<p>2. <i>Enhance and strengthen the vibrancy of downtown.</i></p> <p>3. <i>Strengthen, expand and attract businesses.</i></p> <p>6. <i>Build community capacity for economic development while ensuring the fiscal health of the city.</i></p>
Lead Entity:	City of Bristol
Priority:	Short term primary
Progress:	NETWORKS and the City of Bristol, TN assisted Pfizer in a global search for a buyer for the local facility. NETWORKS also worked with representatives of UPM in their negotiations with Pfizer and brought the State to the table when an agreement to purchase was reached.

<b>Objective 5:</b> Cause a spec building to be constructed in Partnership Park II to serve as a recruitment tool	
Supports Goals:	<p>3. <i>Strengthen, expand and attract businesses.</i></p> <p>6. <i>Build community capacity for economic development while ensuring the fiscal health of the city.</i></p>
Lead Entity:	NETWORKS
Priority:	Short term primary
Progress:	NETWORKS Executive Committee is currently considering a proposal to issue a Request for Proposal for construction of a Spec building in Partnership Park II and in Gateway Commerce Park in Kingsport.

**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

Progress:                 U.S. Solutions, located in the former Touchstone facility, was recruited by NETWORKS and the City of Bristol, TN staff. U.S. Solutions currently employs more than 600 individuals.

**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

Progress:                 Northeast State Community College has a Bristol campus at 620 State Street. NETWORKS, the City and the College continue to work with clients who have specific training needs.

**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

Progress:	Norfolk Southern Railway provided a suggested Bulk Rail facility schematic for a yard to be located on 13 acres of NETWORKS- owned land in Partnership Park II which is adjacent to the NS main line. A similar yard is located in Somerset KY and was visited with NS personnel. NETWORKS conducted an industry survey and discovered interest in such a facility. NS staff conducted individual visits with interested industries and determined the highest level of interest was for a spur associated with several businesses in Bristol Industrial Park.
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<b>Objective 9:</b> Evaluate adequacy of all utility services – water, sewer, electricity, natural gas, and broadband - to support manufacturing growth and development in industrial areas
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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>
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Lead Entity:	City of Bristol
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Priority:	Short term primary
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Progress:	In addition to the preparation of a preliminary engineering report by NETWORKS, the certification process undertaken as part of the Select Tennessee Site Certification Program has identified all necessary utility infrastructure to support growth in Partnership Park II and the BTES Bristol Business Park. All utilities are adequate to promote economic development growth.
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<b>Objective 10:</b> Institute a pre-qualified manufacturing company recruitment initiative
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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>
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Lead Entity:	NETWORKS
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Priority:	Short term primary
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Progress:	Two initial industries were identified for this trial project in 2008-09. The companies chosen are two of the larger industries in the city.
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Initial reaction from each was supportive but had limited success. Currently, the City and NETWORKS staff are working with an existing mining-related company in the recruitment of two potential foreign companies with symbiotic relationships with the local company. Additionally, basic research has been completed for a solicitation of interest for plastics related companies in a similar effort. Only one company continued recruitment efforts with the City with potential companies coming in December 2009 and in May 2010, but without success. This program will be extended with other existing industries as opportunities are identified.

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

Supports Goals:	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
Progress:	No progress to date.



## 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

Progress:                 During fiscal year 2013, opportunities were availed to the city to promote events in the Paramount Performing Arts facility. It is important to continue to infuse the downtown area with events that draw crowds to retail, galleries and restaurants. Five events were hosted in the Paramount featuring Tim Wilson, David Crowder, Phil Vassar, Mandy Barnett, and Perpetuum Jazzile. Two of the shows were sell outs. More than 2,500 individuals attended the events.

**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

Progress:                 No update provided.

<p><b>Strategic Partner: Private Developers</b></p>
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<p><b>Objective 1:</b> Develop a major retail/entertainment/lodging center at Exit 74 under authority of Chapter 420</p>
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Supports Goals:	<ol style="list-style-type: none"> <li>1. <i>Increase tourism and tourism-related activities.</i></li> <li>3. <i>Strengthen, expand and attract businesses.</i></li> </ol>
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Lead Entity:	Private Sector and City of Bristol
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Priority	Short term primary and 3-5 year strategy
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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

Progress:	<ul style="list-style-type: none"> <li>• Bristol was the first locality in Tennessee to submit a project request and the first of three approved under the act with a district of approximately 807 acres. The district was approved January 2012. A “project” within the District was identified and established as The Pinnacle.</li> <li>• A development agreement between the City Council, Industrial Development Board, Pinnacle Partners LLC, and Johnson Commercial Development, was approved by all parties in February 2013.</li> </ul>
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- The 288-acre Pinnacle Development is currently under construction and will house approximately 1,200,000 square feet of retail, restaurant, hotel, and offices.
  - \$332 million in estimated construction costs.
  - The City of Bristol, TN has committed up to \$25, 000,000 in public infrastructure improvements for the project.
  - Bass Pro Shops 103,000 square foot store is currently under construction and will open mid-2014.
  - Belk has signed a lease for a 132,000 square foot fashion store to locate in The Pinnacle development and plans to open in 2015
  - Additional retail stores and restaurants will begin opening in 2015.

## **Objective 2: Complete adaptive reuse of signature downtown buildings**

**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:** Private Sector

**Priority:** Short term primary and 3-5 year strategy

**Key Actions:**

- 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

**Progress:**

- The H.P. King Building has been renovated and now houses 620 State restaurant, The Foundation Event Facility, and Northeast State Community College classes.
- The Ruth King, E.W. King, and McCrory buildings continue to generate interest and have had multiple showings during the past year.

### **Objective 3: Recruit a boutique hotel to the downtown**

Supports Goals:	<i>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.</i>
Lead Entity:	City of Bristol
Priority:	Short term primary and 3-5 year strategy
Progress:	Staff continues to work with and provide information to developers interested in boutique hotels in downtown. The Sessions Hotel has been announced to open in Bristol, VA in 2015. Other developers continue to show interest in an additional downtown hotel, but no firm commitment at this time.

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

Supports Goals:	<i>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.</i>
Lead Entity:	City of Bristol
Priority:	Short term primary and 3-5 year strategy
Progress:	Staff continues to work with developers on future opportunities for a hotel location.

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

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

Supports Goals:	<i>3. Strengthen, expand and attract businesses.</i> <i>4. Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related 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
Progress:	An employee survey has been completed by BRMC personnel to determine commuting patterns, activities completed during breaks, on the way to work and home from work, as well as residential preferences. A similar survey has been completed by National Business College faculty, staff, and students. This information improved our understanding of demand and land use function in the area. A draft of the text is complete and a community/stakeholder meeting will be held in Spring 2014.

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

Supports Goals:	<i>3. Strengthen, expand and attract businesses.</i> <i>4. Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related businesses.</i>
Lead Entity:	City of Bristol
Priority:	Short term primary and 3-5 year strategy
Key Actions:	<ul style="list-style-type: none"><li>➤ Identify potential partner for conducting a feasibility study and complete study</li></ul> <p>Priority: Short term primary</p>

- Identify a development partner to advance project and construct facility

Priority: 3-5 year strategy

**Progress:** Staff has been coordinating with a group of developers for the past several months providing mapping, zoning guidance and general assistance. This group has completed a market demand study and secured a site for the project. An application was presented to the Planning Commission and withdrawn due to neighborhood opposition. Alternative sites are being considered.

**Objective 3:** Facilitate partnership between BRMC and area colleges to develop allied health care educational programs in downtown Bristol

**Supports Goals:**

- 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.*

**Lead Entity:** BRMC

**Priority:** Short term primary

**Progress:**

- Wellmont Health System enjoys cooperative relationships and maintains a comprehensive list of Student Affiliation Agreements with educational institutions across the country to meet the needs to prepare future co-workers in fields of study essential to the health system's clinical and business operations.
- Local school affiliations include Northeast State Community College, King University, Southwest Virginia Community College and Virginia Intermont.
- Northeast State Community College is currently providing access for students in downtown Bristol.

#### **Objective 4: Facilitate medical related development at Exit 74 (East)**

Supports Goals:	<i>3. Strengthen, expand and attract businesses.</i> <i>4. Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related 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 and 3-5 year strategy
Key Actions:	<ul style="list-style-type: none"><li>➤ Develop a site plan for Exit 74 (East)</li></ul> <p>Priority: Short term primary</p> <ul style="list-style-type: none"><li>➤ Identify a development partner(s) to execute site plan</li></ul> <p>Priority: 3-5 year strategy</p>
Progress:	Discussions have taken place with potential health services related providers, but no concrete plans have been developed. Staff will continue to pursue this objective.

#### **Objective 5: Extend Medical Park Boulevard to SR 126 (Blountville Highway)**

Supports Goals:	<i>3. Strengthen, expand and attract businesses.</i> <i>4. Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related 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 and 3-5 year strategy
Key Actions:	<ul style="list-style-type: none"><li>➤ Execute project funding agreement between the City of Bristol, Sullivan County, and BRMC</li></ul> <p>Priority: Short term primary</p>

Progress:	➤ Seek Phase I State Interstate Access grant funding
	Priority: Short term primary
	➤ With successful grant award, construct Phase I of the project
	Priority: Short Term Primary
	➤ Apply for SIA grant funds and complete remaining phases of project
	Priority: 3-5 year strategy
	<ul style="list-style-type: none"> <li>• The Medical Park Boulevard extension has been considered an important economic development project as well as important to improving safe access to medical care for several years. The search for funding has also spanned several years. Attempted funding under the auspices of the FHWA was not successful as a “High Priority Project”.</li> <li>• Staff has met with TDOT officials concerning the potential for funding under the Interstate Access Grant program. The project will require funding by the City, Sullivan County, Bristol Regional Medical Center, and the Tennessee Department of Transportation under the Interstate Access Grant program. Due to the cost of this project, a multi-year commitment will be required from the three local entities, as well as TDOT. Upon the agreement by the local entities, a completed grant application will be submitted to TDOT for consideration.</li> </ul>

<b>Objective 6:</b> Utilize our lower health care costs and superior health care quality to enhance the recruitment of new businesses due to lower potential benefit costs	
Supports Goals:	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>
Lead Entity:	BRMC
Priority:	3-5 year strategy



Progress:	<ul style="list-style-type: none"> <li>Bristol Regional Medical Center provides safe, reliable and compassionate care at an optimal expense.</li> <li>Compared to national benchmarks published by PWC and the American Society of Healthcare Human Resources Administrators for the year ending June 30, 2013, Wellmont Health System's healthcare costs per active employee totaled \$7,845 compared to the comparative database median of \$9,472 annually. According to a 2012 Kaiser Foundation Study, the average employer expense for employers from all industries was \$11,786.</li> </ul>
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**Objective 7:** Facilitate partnership between King University, Northeast State, National Business College, and others to identify gaps in the education in the allied health care area and programs to target as opportunities

Supports Goals:	<p>3. <i>Strengthen, expand and attract businesses.</i></p> <p>4. <i>Enhance the growth of Bristol Regional Medical Center and expand and attract other health care-related businesses.</i></p> <p>5. <i>Make Bristol a center of educational excellence.</i></p>
Lead Entity:	BRMC
Priority:	Short term primary
Progress:	<ul style="list-style-type: none"> <li>The most significant gap identified in local access to education in allied health care programs is Ultrasound/Sonography</li> <li>Area students trained in standard radiological programs must leave the area and often must leave their employment to attend additional training at Chattanooga State or further to become sonographers. The state of Tennessee does not require licensure or certification to be an ultrasound technician. However, many employers do require professional certification by the American Registry for Diagnostic Medical Sonography (ARDMS). The only way to earn certification is by taking and passing its exam. The easiest way to qualify to sit for the exam is to graduate from a program accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP). Otherwise, twelve months of full time clinical experience is needed.</li> <li>Rehabilitation disciplines of Occupational Therapy and Speech Therapy are likewise challenging positions to fill based on limited supply of graduates from quality programs in the region existing at Milligan and ETSU, respectively.</li> </ul>

## 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 6<sup>th</sup> Street, 7<sup>th</sup> Street, and 8<sup>th</sup> 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

**Progress:**

- The project design was completed and materials were ordered for installation of 24 decorative street lights along Anderson Street. Staff worked with BTES on scheduling installation. Installation is complete on 6<sup>th</sup> Street, 7<sup>th</sup> Street, and 8<sup>th</sup> Street between Shelby Street and Anderson Street, and on Bank Street.
- Installation on the north side of Anderson Street from Volunteer Parkway to Martin Luther King Jr. Boulevard was completed in Fall 2013.
- Staff continues to work with BTES on scheduling installation on the west side of Martin Luther King Jr. Boulevard and the east side of Volunteer Parkway from State Street to Anderson Street.

**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

Progress:                 Promotional activities have been implemented at this time by the Tri-Cities Regional Airport staff. Information regarding the FTZ and customs port are included in prospect packets/materials by City staff and discussions are held with appropriate businesses as the opportunity arises. This staff effort will continue.

**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 8<sup>th</sup> Street and 6<sup>th</sup> Street Extension

                                  Priority: 3-5 year strategy

Progress:                 • Phase I - the Sears Site was completed in August 2012 and the 6<sup>th</sup> Street Extension portion of the project was completed immediately afterwards.

- The Corps staff redirected their efforts to reevaluate the engineering design for the construction of Phase 2 - the alteration of the dam at Sugar Hollow Park. Engineering of the redesigned structure has been completed by the Corps staff with considerable input from the City Engineer and the Bristol VA staff. The project will be modified to construct an alternate evacuation route for park users if flooding of the existing road to the campground should flooding occur. Construction on the project will be initiated in Fall 2013.
- The 8<sup>th</sup> Street phase of the project is to be completed in 2015.

**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

Progress:                    No progress to date.

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

Progress:                    The industry requesting realignment of Blackley Rd. is no longer considering expansion in that area. This project is no longer needed and TDOT has been advised.

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

Supports Goals:	<i>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.</i>
Priority:	Short term primary
Progress:	The downtown gateway project was completed with four different banners being designed within a similar format. Banners will be changed out on average, every three months. The banners are 23" X 78 and have been placed on 12 light poles leading into the downtown area. The banners have a life expectancy of 4-5 years.

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

Supports Goals:	<i>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.</i>
Priority:	Short term primary
Progress:	An additional financial institution is now participating in the fund with a deposit of \$25,000. One of the current participating banks has added an additional \$8,000 to the fund. People Inc. has a number of individuals and businesses working toward approval for loans from the fund.

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

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>
Priority:	Short term primary and 3-5 year strategy
Key Actions:	<ul style="list-style-type: none"><li>➤ Utilize acquired State Industrial Access grant funds to construct intersection improvements at Weaver Pike and Vance Tank Road</li></ul> <p>Priority: Short term primary</p> <ul style="list-style-type: none"><li>➤ Extend rail service to the plant site</li></ul> <p>Priority: 3-5 year strategy</p>
Progress:	<ul style="list-style-type: none"><li>• Staff has been working with the Reclaimed Resources project at the former Raytheon facility. Staff first started working with Reclaimed Resources in 2009 and the company received a local TIF commitment by both the City and the County for development of the American Phoenix/Raytheon plant site at the end of that year. Reclaimed Resources anticipates purchase of the facility upon final funding of the project.</li><li>• A FastTrack Infrastructure grant from the Tennessee Department of Economic and Community Development was approved in 2009 and reaffirmed in January 2012.</li><li>• A TDOT Industrial Access Grant was approved to upgrade the intersection of Vance Tank Road and Weaver Pike to accommodate truck turning movements. Design work has been completed, right-of-way has been acquired, and construction is being finalized by TDOT utilizing an alternative funding source so as to complete the project in a timely manner.</li><li>• City staff has been working closely with Norfolk Southern on several options regarding rail in Bristol. Currently, Norfolk Southern is focusing on a project in the Bristol Industrial Park.</li></ul>

**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

Progress:

- Pedestrian pushbuttons and displays for crossing all four approaches at the State Street/Volunteer intersection have been installed. City staff has assisted the Bristol, Virginia city staff in the development of this project. Engineering was completed by Bristol, Virginia, but installation was delayed until funding was provided by VDOT in 2012.
- Construction started on a four-location project in March 2013, including the Volunteer Parkway/Commonwealth Avenue intersection. Bristol, Tennessee Public Works replaced two Tennessee-side handicapped ramps in anticipation of the Virginia work in February 2013 and the pedestrian pushbuttons and displays were completed in July 2013.
- The State Street/7<sup>th</sup> Street intersection project has been designed and is to be installed by Bristol, VA. The 7th Street/Piedmont Avenue intersection will be improved as funding is identified and secured. Staff will continue to assist in this project.
- BTES has acquired the materials to replace the existing incandescent pedestrian signal displays at various locations with LEDs. Installation is anticipated in 2014.

**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

Progress:

- Current recruitment efforts have not transitioned to “targeted recruitment” at this time. A TVA evaluative program assisted

the Believe in Bristol and city staffs in establishing “desired” retailers.

- Current clients reflect the identified categories of retailers and staff will continue to evaluate needs and structure efforts accordingly.

**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

Progress:

- The Akard/Back Creek sewer extension has been completed.
- The Beaver Creek Road sewer extension is on hold pending funding commitments from Sullivan County.

**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

Progress: Planning and pricing estimation is has been completed. This goal will be focused on in late FY14.



**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

Progress:

- A Business Development Specialist was hired in June 2012. Currently the Director of Economic Development position is vacant and will not be filled until a City Manager is in place.
- Current staffing includes a part-time employee concentrating on the public infrastructure completion for The Pinnacle development.

**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

Progress:

- Revised Subdivision Regulations have been drafted and are awaiting engineering review. Design Guidelines involved extensive evaluation of the Construction Standards, and existing addendum to the current Subdivision Regulations. These Construction Standards blend public operational items such as types of pumps and valves with items necessary for platting review and surety. Therefore, operational items had to be separated from those necessary for the inclusion in the Subdivision Regulations, Design Guidelines, or contractors'

construction standards. This project is planned for completion by the end of the calendar year.

- The final phase of the electronic building permitting and inspection process to include electronic site plan review and subdivision plat review has been completed.
- A credit card payment system is on hold until a funding source is secured.

**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

Progress:

No progress to date.

**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

Progress:

Existing utilities, fire service areas, demographic data, growth patterns, and topography have been evaluated and used to draft study areas for further study/data collection and prioritization for the plan. Mapping has been reviewed and amended by engineering to better reflect utility service areas, and calculations for revenues and expenses are underway. The plan will be presented to the Planning Commission in Spring 2014.

Several annexations were being planned and have been delayed by the State moratorium on annexation. Staff is currently serving on a Tennessee Municipal League task force to formulate the League's position on proposed changes to annexation legislation.

## **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

### **Progress:**

- Exterior design guidelines for all new commercial construction and additions have been implemented.
- TDOT approved the license agreement, right-of-way certification and gave the notice-to-proceed with development of the contract documents in November 2012, which was necessary prior to the commencement of landscaping. Staff worked with TDOT on approval of the contract documents and notice to proceed with bidding of phase 2 of the median landscaping and beautification project.
- Installation of turn lanes along Volunteer Parkway has been delayed as funding is currently directed to the East Cedar Street project.

City Council Addendum -  
Strategic Partnerships for Economic Growth and Sustainability

**Strategic Partner: Private Developers**

**Objective CC-1:** Cause development in the environs of Bristol Motor Speedway

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

Lead Entity:                        Private Sector

Priority:                              Short term primary and 3-5 year strategy

Progress:                          City and BMS staff have begun discussions regarding long-rang  
   planning for the area.

**City of Bristol Support Activities**

**Objective CC-1:** Establish a business retention program

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

Key Actions:                        ➤ Conduct a minimum of four existing industry visits each month  
   ➤ Implement an annual business survey

Priority:                              Short term primary

Progress                              A plan will be developed and implemented by Fall 2014.

## City of Bristol Support Activities

**Objective CC-2:** Update the city website including economic development elements of the 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

**Progress** Considerable research has been completed by the Community Relations, IT, and Economic Development staffs on site content and design ideas. Administration staff has initiated the update of data and web page content in conjunction with the web design work. Completion is expected in Summer 2014.



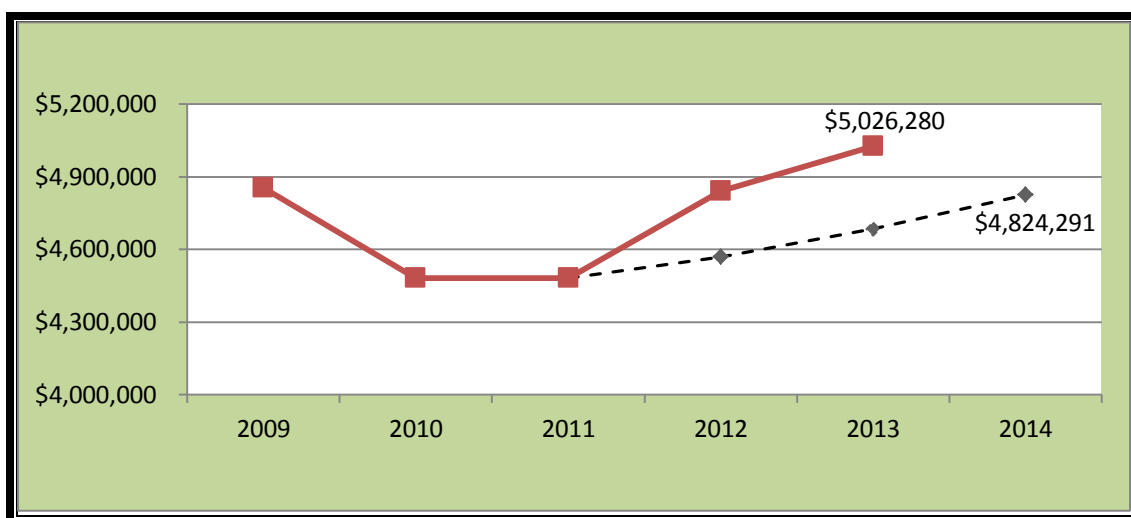
## *Performance Metrics*



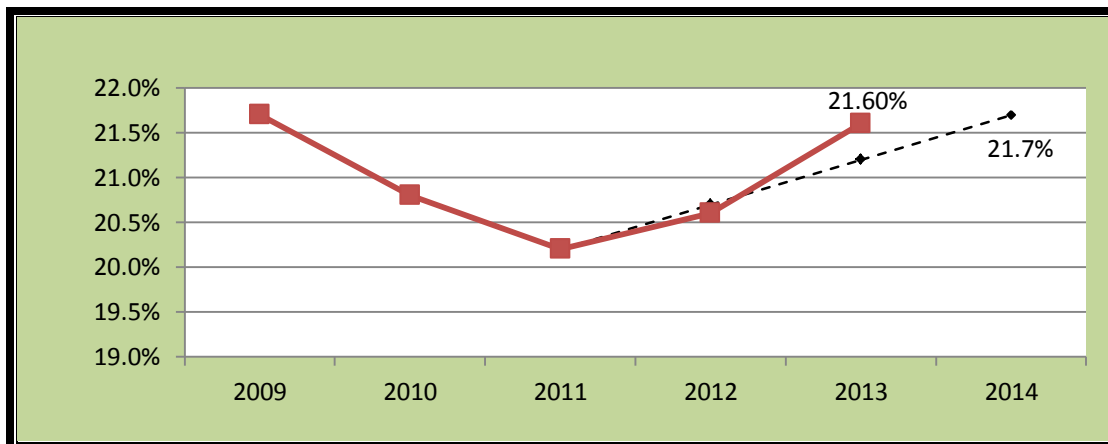
## PERFORMANCE METRICS

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 ½ years out as measured in Fiscal 2014.

	Fiscal 2011 <u>Baseline</u>	Fiscal 2014 <u>Goal</u>
<div> <div></div>                     Local option sales tax receipts (city-share only)                 </div> Calculation: 2% growth annually	\$4,479,940	\$4,824,291



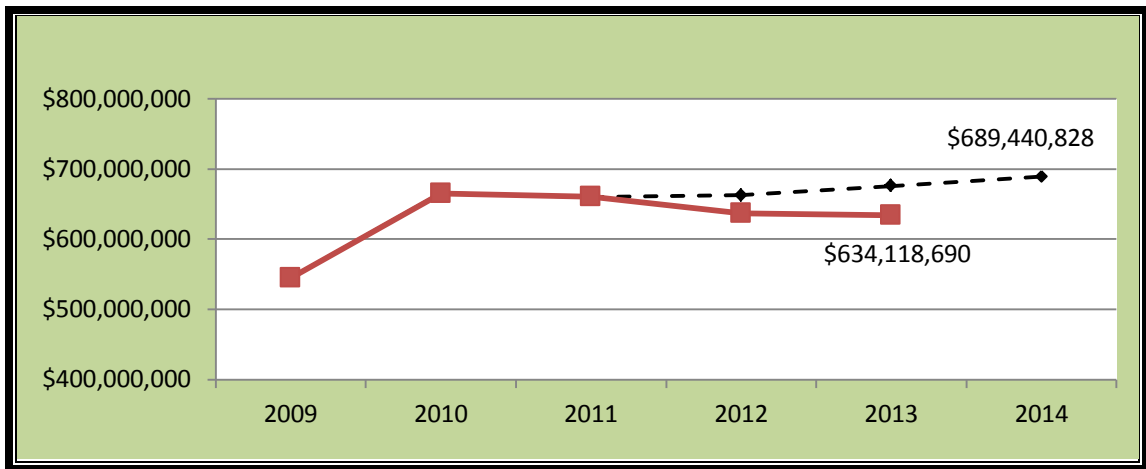
	Fiscal 2011 <u>Baseline</u>	Fiscal 2014 <u>Goal</u>
<div> <div></div>                     Percentage of county-wide sales tax collections:                 </div> Calculation: 0.5% growth annually	20.2%	21.7%





	Fiscal 2011 <u>Baseline</u>	Fiscal 2014 <u>Goal</u>
■ Property tax assessed value:	\$660,383,000	\$689,440,828

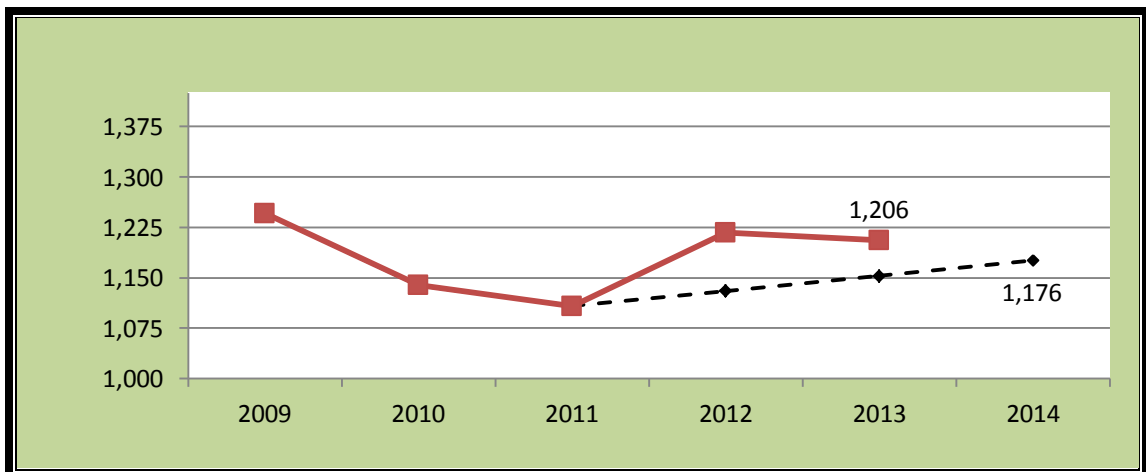
Calculation: 0.35% in FY 2012; 2% growth annually thereafter



\*Not all tax data is available for update

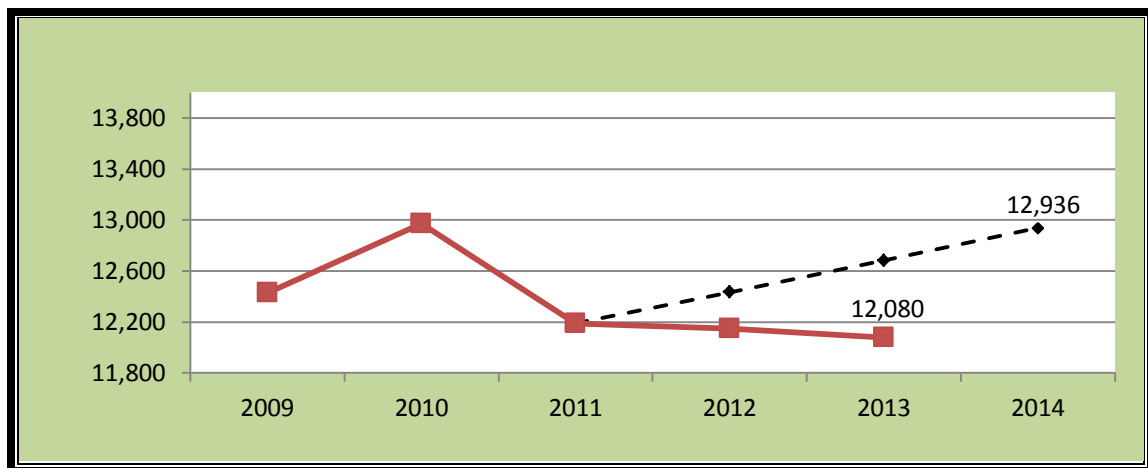
	Fiscal 2011 <u>Baseline</u>	Fiscal 2014 <u>Goal</u>
■ Total licensed businesses:	1,108	1,176

Calculation: 2% growth annually



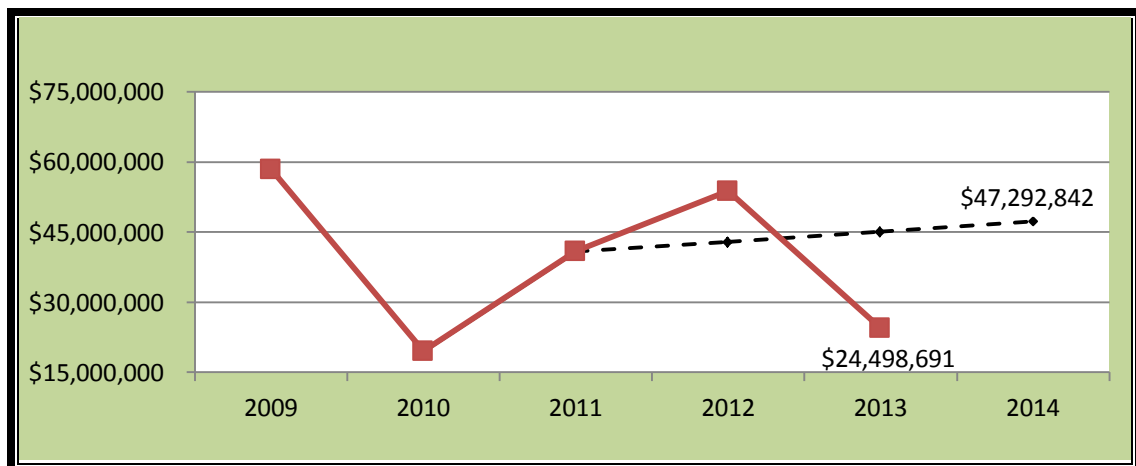
	Fiscal 2011 <u>Baseline</u>	Fiscal 2014 <u>Goal</u>
■ Total number of jobs:	12,190	12,936

Calculation: 2% growth annually



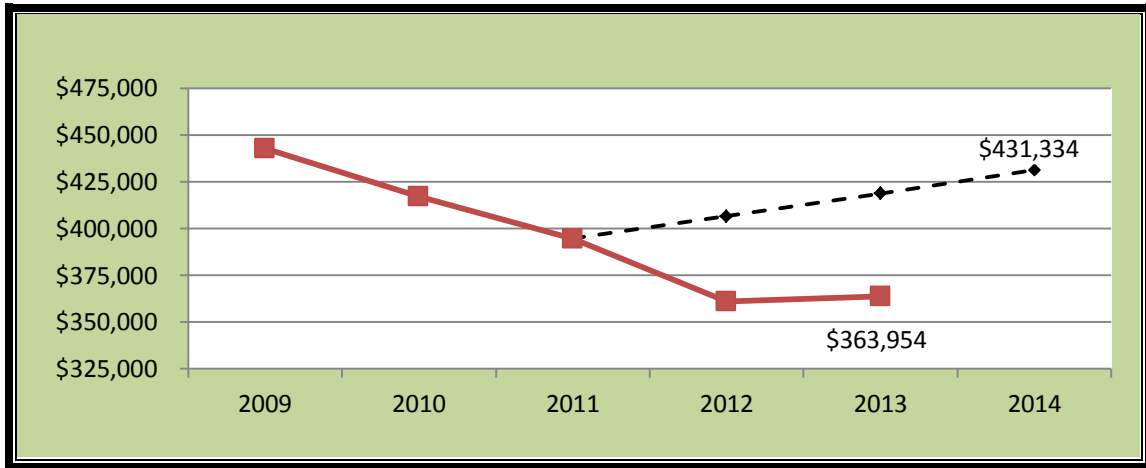
	Fiscal 2011 <u>Baseline</u>	Fiscal 2014 <u>Goal</u>
■ Value of new construction:	\$40,853,335	\$47,292,842

Calculation: 5% growth annually



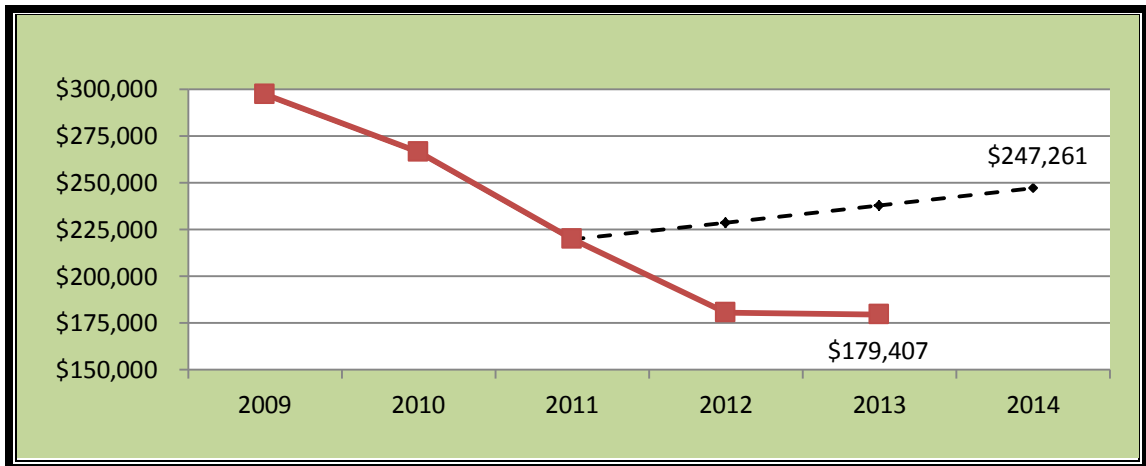
	Fiscal 2011 Baseline	Fiscal 2014 Goal
❑ Lodging tax receipts (all)	\$394,732	\$431,334

Calculation: 3% growth annually

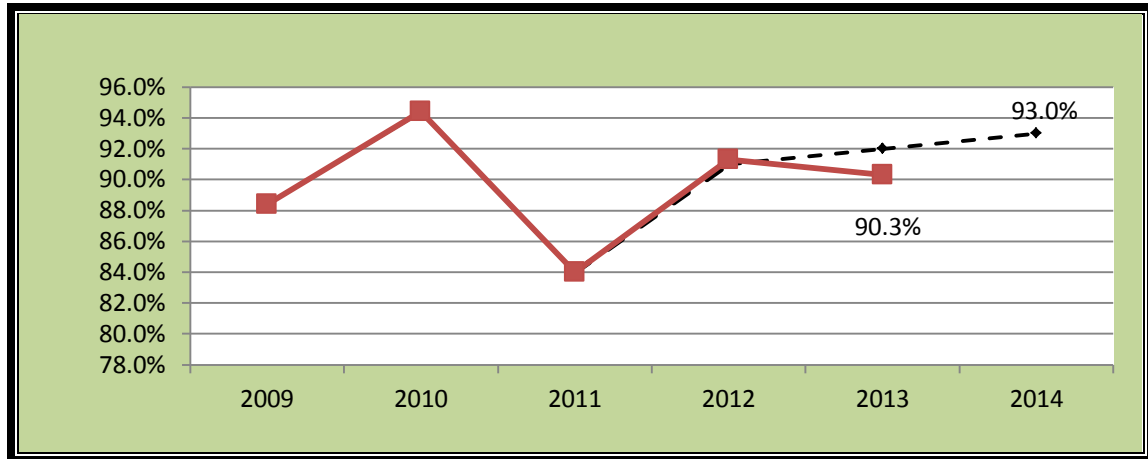


	Fiscal 2011 Baseline	Fiscal 2014 Goal
❑ Campground tax receipts	\$219,814	\$247,261

Calculation: 4% growth annually

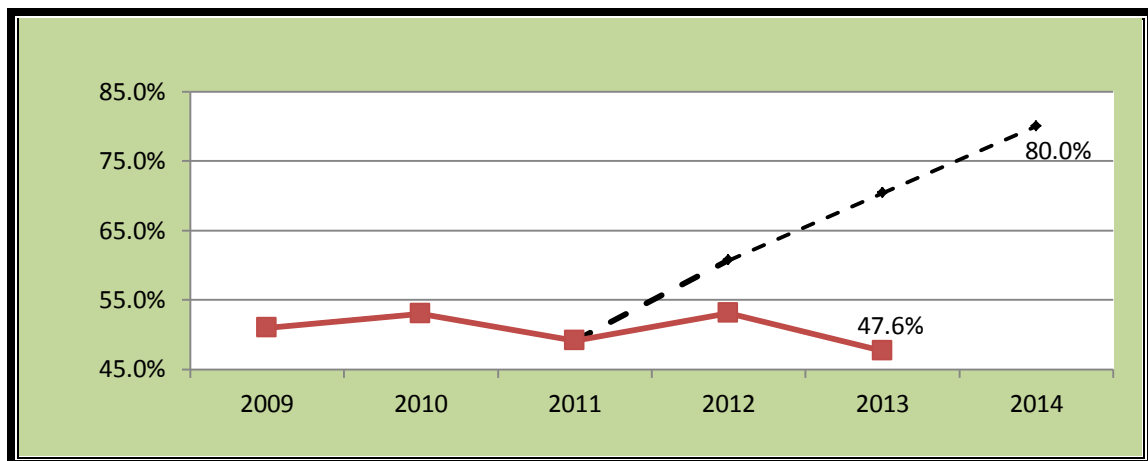


	<u>Fiscal 2011 Baseline</u>	<u>Fiscal 2014 Goal</u>
❑ BTCS graduation rate:	84%	93%



	<u>Fiscal 2011 Baseline</u>	<u>Fiscal 2014 Goal</u>
❑ Number of students eligible for Educate and Grow program:	49.1%	80.0%

Calculation: 18% growth annually



*Strategic Partnerships for  
Economic Growth and  
Sustainability*





