



BRISTOL AREA (TN-VA) 2040 IMPLEMENTATION PLAN

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BACKGROUND

While the reality of a two-state region holds challenges, it also offers promising advantages. There is no question that the more choices a community can offer, the better positioned it is for positive economic activity. The Bristol area's diverse mix of employment includes healthcare, manufacturing, retail, outdoor recreation and motor sports, and corporate management.

In 1996, community leaders worked together to develop a community vision that became Ignite Bristol. During that process, several goals were identified, including, but not limited to, revitalizing the train station, constructing a new library, creating a museum dedicated to country music, and establishing a downtown redevelopment entity. Over the past 23 years, many of those goals were achieved, and the community experienced first-hand the power of collaborating under a common vision with specified goals. Under the leadership of the Bristol TN-VA Chamber of Commerce, the community is expanding that power by pursuing a collective vision for its future branded Bristol 2040 to ensure that population and economic growth continue to create wealth, enhance quality of life, and strengthen its appeal as a destination for companies, visitors, and talent. To facilitate this process, the Chamber has contracted with Market Street Services, the nation's top firm focused solely on strategic economic development for communities. The initiative brings together committed leaders to fashion a progressive way forward for the area and create a holistic, actionable, and realistic strategy to make the Bristol TN-VA region an even better and stronger community in which to live and work. This strategy acknowledges the success the community has already achieved, identifies existing programs and initiatives that can be expanded or enhanced, and recommends new programs and initiatives that address issues and opportunities that were called out by community stakeholders throughout the previous phases of the Bristol 2040 strategy process.

This has been accomplished by leveraging robust data analysis and outreach to constituents across the Bristol area to determine competitive strengths, challenges, and opportunities and to formulate an actionable strategic plan to advance the community towards its goals. The process was overseen by a **Steering Committee** of influential public and private leaders who informed the development of strategic deliverables, discussed and approved draft reports, and who will ensure that strategic implementation is positioned for success.

Extensive **public input** was comprised of over a dozen one-on-one interviews, seven focus groups, and an online survey available for three weeks that garnered over 550 responses.

KEY COMPONENTS OF THE BRISTOL 2040 PROCESS INCLUDE:

1. Community Assessment and Competitive Scorecards

The Assessment synthesized existing research, community and stakeholder input, and a wealth of quantitative data covering Bristol, Tennessee and Virginia to produce a narrative about the community – where it has been, where it stands today, and where it may be heading. The stories presented in the Community Assessment included comparisons to three peer communities: **Augusta County/Staunton, VA;**

Spartanburg County, SC; and Spotsylvania County/Fredericksburg, VA, as well as the states of Tennessee and Virginia and the U.S.

2. Target Sector Analysis and Marketing Review

The Analysis sought to identify target business sectors with the greatest potential to drive job creation, elevate standards of living in the Bristol area, and catalyze growth and development. The Marketing Review assessed Bristol Area economic development marketing programs to determine their strengths, challenges, and future needs in the context of the broader strategy.

Based on an extensive analysis of the Bristol area's economic composition and assets, Market Street recommended the following target sectors for the community to pursue over the next five years:

- Chemical Manufacturing
- Metals and Machinery Manufacturing
- Healthcare Services
- Entertainment and Tourism

A fifth category, **Entrepreneurship and Small Business Development**, will be advanced in an equally targeted manner but irrespective of industry sector.

3. Bristol 2040 Strategy

The Strategy represents the culmination of all the quantitative and qualitative research to date through the development of detailed action items geared towards addressing challenges and capitalizing on opportunities for a visionary future. The plan will be supported by innovative best practices successfully implemented by communities from around the country. Where possible, the Strategy will incorporate the numerous efforts already underway in the Bristol area. Upon approval by the project Steering Committee, the Strategy will serve as Bristol's blueprint for competitive enhancement across a broad range of strategic categories.

Market Street recommended the following strategic focus areas (not listed in any specific order) within which the community will move forward a collective of actions and initiatives:

- Competitive Workforce
- Entrepreneurship
- Housing
- Leadership and Collaboration
- Downtown Bristol
- Targeted Business
- Arts and Tourism
- Music Economy

4. Implementation Plan

A plan, no matter how visionary, is only valuable when it is implemented. The Implementation Plan represents a work plan for the Chamber and its implementation partners to ensure that the Strategy is activated and sustained for the next five years and beyond. The Plan will formalize timelines for phasing in the Strategy’s multiple actions, identify lead and support implementation entities, determine existing and necessary financial and personnel capacity to drive implementation, propose optimal staffing and governance operations, and confirm performance metrics to track implementation progress and success.

OVERVIEW

The Twin City of Bristol, Tennessee and Virginia is a lynchpin of the Tri-Cities metropolitan area and a burgeoning lifestyle destination for residents looking for downtown vitality, affordable costs of living, plentiful outdoor amenities, strong arts and culture assets, lightning-fast internet speeds, and a legacy of established large and small employers. Though recent economic and demographic trends in the Bristol area have been challenging, there have also been notable successes like Downtown Bristol’s continuing revitalization, the Birthplace of Country Music Museum, the Pinnacle, and the creation of Ballad Health.

Momentum to further reorient Bristol’s trajectory has been building, culminating with the commitment of public and private partners to engage in this Bristol 2040 process. Months of quantitative and qualitative research, including feedback from hundreds of local residents, workers, and business owners, have led to the identification of strategic priorities to champion under the Bristol 2040 banner. These initiatives will require leaders from across state lines to come together in new and different ways to dedicate the necessary time, resources, and personnel to achieve successful strategic implementation.

This Implementation Plan serves as a critical complement to the Bristol 2040 Strategy. While the Strategy helps define what the community will implement to advance its vision for the future, the Implementation Plan helps define how the community can pursue efficient and effective implementation. Specifically, it includes recommendations related to the role of the Implementation Committee; staff resources required to support implementation; financial resources required to support implementation; priorities and timelines for pre-implementation and implementation activities; and suggested performance metrics for tracking throughout the implementation cycle to gauge return on investment. Recommendations in these areas are responsive to and supportive of the initiatives that are defined in the Bristol 2040 Strategy.



TOP FIVE KEY INITIATIVES

The following components of the Bristol 2040 Strategy were selected by the Steering Committee via a survey as the most impactful, highest priority activities for the community to pursue through implementation. They are the “biggest rocks” that will cause the widest ripples across the Bristol, TN-VA economy.

Listed in order of priority, the initiatives include the following:

1. **Communicate the value of arts, entertainment, and tourism as economic development drivers**
2. **Assess existing housing conditions and housing demand to inform development strategies**
3. **Host an economic development “boot camp” for municipal elected officials and staff**
4. **Develop a bi-state, multi-institutional career and technical education (CTE) center in the Bristol area**
5. **More aggressively support and leverage Birthplace of Country Music, Inc.**

While these strategic priorities will derive the greatest return on investment for local resources, they are supported by the full breadth of tactics and actions in the Bristol 2040 Strategy. However, it is also acknowledged that the catalytic effect of the strategic priorities will improve the likelihood that associated activities across the entire strategic plan will be successfully advanced.

Additionally, as time progresses and implementation is underway, new opportunities for actions supporting the Strategic Focus Areas will arise, and it will be up to the Implementation Partners to determine which ones to integrate into the long-term plan. For example, the committee is currently considering innovative talent attraction efforts that support the Competitive Workforce strategic focus area. The potential programs include a subsidized housing program for entrepreneurs, artists, musicians, and remote workers in an effort to recruit young professionals to move to the area and a targeted marketing program focused on attracting former Bristol residents and graduates of local colleges back to Bristol. These programs have been integrated in the Implementation Plan budget and after the first year of implementation, Implementation Partners can determine what timing is most appropriate for integration of any new efforts not included in the Strategy.

STEERING COMMITTEE

The Bristol 2040 Steering Committee has been critical to the success of this initiative, shaping the strategy through various feedback channels and meeting sessions. Representing a broad group of community leaders from the public and private sectors, the Committee was responsible for reviewing project deliverables, providing feedback, and participating in discussions about the future direction of the Bristol area.

The following individuals served on the Bristol 2040 Steering Committee:

Tri-Chairs

Jerry Caldwell	Bristol Motor Speedway
Jim Maxwell	Bristol Herald Courier
Beth Rhinehart	Bristol Chamber of Commerce

Committee Members

Brad Adams	Johnson Commercial Development	Martin Kent	United Co.
T.C. Baker	Wallace Family of Dealerships	Jerry Kirk	Renasant Bank
Tyrone Foster	Bristol Virginia Public Schools	CeeGee McCord	Eastman
Bill Hartley	Bristol VA City Council	Pin-Chia Murphy	Eastman
Karen Hester	Southern Churn and Cranberry Lane	Israel O'Quinn	KVAT Food City / VA House of Delegates
Edd Hill	HVAC, Inc.	John Rainero	Permatile
J. Allen Hurley	Vision, LLC	David Ring	Strongwell
Blaine Hutchinson	New Again Houses	Scott Robertson	The Business Journal of Tri-Cities, TN/VA
Tony Keck	Ballad Health	John Vann	The Summit Companies
Chad Keen	Bristol TN City Council	David Wagner	Bank of Tennessee
		Whit Whittaker	King University

IMPLEMENTATION PLAN

The Implementation Plan describes how partners in the Bristol area can coordinate and structure the activation and sustainable advancement of the Bristol 2040 Strategy. It provides a framework through which the community can build effective partnerships across organizations and between professional staff and volunteers. It also presents options to structure, program, and coordinate regional economic development across the bi-state community.

This document is divided into six sections covering interdependent aspects of implementation:

1. **Operations**
2. **Operational Structure**
3. **Pre-Implementation Timeline**
4. **First Year Action Timeline**
5. **Five-Year Implementation Framework**
6. **Performance Measurement**

Operations

Successful implementation of the Bristol 2040 Strategy will require **enhanced partnerships** and a **new level of cooperation**. While Market Street recommends that the Bristol Chamber coordinates strategic implementation, the Chamber cannot do it alone. Even with potentially enhanced staff capacity, the Chamber will rely on a network of volunteer leaders and public, private, and civic partners to effectively activate the strategy and sustain quality results.

VOLUNTEER STRUCTURE

The strength of the Bristol 2040 Strategy can be attributed directly to the quality and commitment of its Steering Committee. The public and private leaders who agreed to serve this critical role have been active and engaged in every meeting and responsive to online surveys and comment periods for project deliverables. Continued dedication to the implementation of the plan by these leaders and others in the community will ensure that all the hard work and input that went into plan development will bear fruit through implementation in the months and years ahead.

Implementation Committee

Market Street recommends that the Steering Committee stay together as the Bristol 2040 Implementation Committee to shepherd and oversee the initial implementation of the Bristol 2040 Strategy. The Implementation Committee will serve as the “keeper of the goals” of the Strategy, taking ownership of

outcomes and monitoring progress towards realization of performance benchmarks. The Committee will be responsible for specific oversight of strategic implementation to ensure that all key stakeholder groups critical to effective strategic implementation are represented around the table. The Implementation Committee will be kept apprised of all strategic investments and programming and receive reports from the Work Groups, Chamber staff, and other local implementation partners. In the first year, the Implementation Committee should meet monthly to create consistency and momentum, ensuring that Work Group progress and challenges are reported back to the Implementation Committee for discussion and advisement. After the first year, the Implementation Committee should meet at least quarterly.

The Implementation Committee must be comprised of individuals who are interested and willing to make a personal commitment to advance the Community Strategic Plan and its component parts. A significant portion of the group's representation should be derived from the existing Steering Committee membership, as these individuals are familiar with the strategic planning process, the public input that informed it, the strategic implications of the research findings, and the Community Strategic Plan itself. **Continuity in leadership is critical to an effective transition from strategic planning to implementation.**

Work Groups

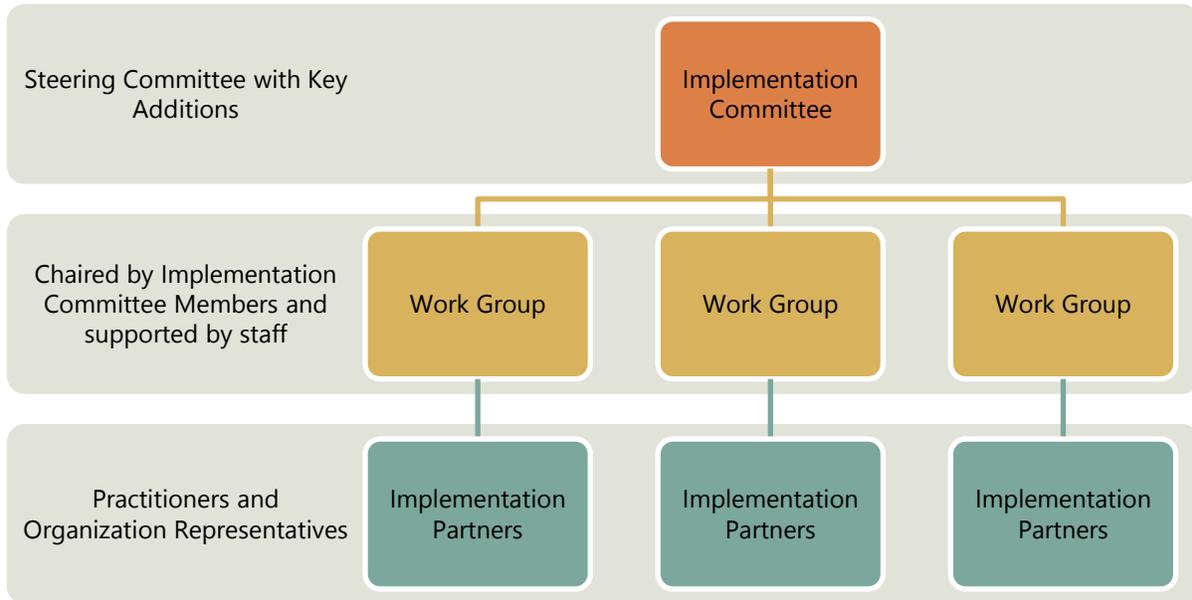
Market Street recommends establishing and empowering eight Work Groups to advance each Strategic Focus Area. The assembly of these volunteer Work Groups allows those entities currently involved in various implementation activities to meet and discuss how to integrate (and, potentially, expand) their programs and responsibilities to best move implementation forward.

As subsets of the Implementation Committee, each Work Group should be chaired by a member of the Implementation Committee. The membership of each Work Group should include practitioners and representatives of entities that have implementation roles for that strategy. Supported by Chamber staff and, potentially, other partners, the Work Groups should be charged with integrating the Bristol 2040 Strategy into their own programs of work, identifying gaps between what is taking place and what is proposed in the plan, and working to close those gaps. The number and composition of the Work Groups will be determined by the Implementation Committee, staff, and partners moving forward.

As soon as their members are determined, the Work Groups should begin implementation of their strategic areas and action steps as written. Priorities can be reordered if necessary, but it is important that the Work Groups respect the comprehensive, consensus process that resulted in the determination of the Bristol 2040 Strategy. In partnership with the implementation organizations, Work Groups will initially be charged with identifying the current and anticipated capacity needs in terms of programs, personnel, and funding to effectively implement key strategic recommendations.

It is also possible that there is an existing group or committee that could serve the role of strategic Work Group, potentially with enhanced membership.

The following graphic represents the volunteer structure for the Bristol 2040 Strategy.



Organizational Structure

It is critical that the entity responsible for direct coordination of strategic implementation has the capacity and connections necessary to manage a comprehensive network of partner entities and programs. Implementation of the Bristol 2040 Strategy will entail the creation and launch of certain efforts and initiatives, but also “jumping on a moving train” of existing and planned activities. Ensuring that all the moving parts of the implementation process are coordinated, connected, collaborative, and complementary requires a certain amount of administrative oversight and outreach. Failing to provide sufficient personnel capacity to manage the process risks that strategic implementation will fall short of its full potential.

IMPLEMENTATION AGENT

As the convener of the Bristol 2040 Strategy process and an organization with a history of working with both public and private entities in Virginia and in Tennessee, the Bristol Chamber is the logical entity to serve as the implementation agent of the strategic plan. It has the staff, resource capacity, and appropriate mission to serve this function. This does not mean that the Bristol Chamber will take ownership of or work directly on implementation of every single strategic activity recommended in the plan. Rather, the Bristol Chamber will be charged with ensuring that strategic implementation is optimally coordinated, assessed, tracked, and reported.

STAFFING

In order to implement its own expanded program of work while also managing and coordinating implementation of Bristol’s overall strategy, the Chamber will require additional capacity. Currently, the

Chamber has eight staff. **Market Street recommends that the Chamber add one new staff position, which will require additional funding.** A description of the proposed new staff person is below:

Strategic Implementation Coordinator

The Coordinator would staff the strategic plan's Implementation Committee and Work Groups and serve as a liaison to City departments, the private sector, institutional partners, and other constituency groups and individuals who can advocate for and support strategic implementation. The Coordinator would administer and coordinate all Implementation Committee and Work Groups meetings, including scheduling, outreach and follow up with members, taking and reporting of minutes, and maintenance of a master implementation notebook inclusive of all information and updates on implementation-related activities, successes, programs, personnel, and metrics. The Coordinator would support Committee and Work Group members by researching best-practice and comparison programs as needed and coordinating any inter-city visits for local leaders interested in seeing programs and/or facilities on-site.

The ideal candidate has some background performing administrative tasks and developing effective communications, but also ideally brings experience and knowledge of the community and economic development landscape in the Bristol area. A starting salary of \$55,000 would accommodate the need to hire a new full-time individual.

FORMAL ECONOMIC DEVELOPMENT PARTNERSHIP

At its July 22 meeting, the Steering Committee confirmed that there has been growing enthusiasm around the idea of a formal partnership between regional economic development entities. In fact, during and after the May 28 Economic Development 101 Bootcamp hosted at the Chamber, there was clear evidence of the willingness and the commitment to pursue such an endeavor, despite the obstacles that accompany the bi-state nature of it. While formalizing a partnership and determining the logistics, structure, and governance will be difficult, it is certainly possible and necessary.

The primary goal for creating this partnership is improved organizational alignment and capacity, and it would be the lead partner for the Targeted Business Strategic Focus Area of the Strategy. The partnership would help the Bristol area speak with one voice on issues of community and economic development and help develop organizational ties and efficiencies that will be necessary to advance the Bristol 2040 Strategy and its recommendations. **Market Street recommends that the economic development partners who touch the Bristol area** (including but not limited to NETWORKS Sullivan Partnership, the City of Bristol, TN Economic Development Division and Industrial Development Board, The City of Bristol, VA Department of Community & Economic Development and Industrial Development Authority, and the Washington County, VA Department of Economic Development and Community Relations) **be convened to determine how the partnership should be organized, what the host organization should be, and what governance structure would be appropriate and reasonable for all partners involved.**

It is important to note that there is no intention for any existing organization to be abolished or any board of directors to be dissolved or changed in this recommended framework. One potential option is to leverage the Chamber's 501(c)(3), but the partners should discuss all potential options and determine which option

works best. As well, an oversight board for the partnership could be comprised of the chairs of the various boards of directors of existing organizations and key elected officials to set a foundation for a new and powerful collaboration. Maintaining engagement and relationship building between the existing organizations will be key to expanded and enhanced coordination and collaboration.

Pre-Implementation Timeline

Market Street recommends a “pre-implementation” period prior to the formal launch of the strategy. During this time, stakeholders and partner organizations in the community must assess critical implementation capacity and generate support for the Bristol 2040 Strategy and implementation framework among key constituencies and leaders. The pre-implementation period should begin after the Bristol 2040 planning process is concluded. **Launch and duration periods proposed in the following table are only estimates;** Bristol area leaders may find that activities can be initiated and/or advanced more rapidly than proposed.

PRE-IMPLEMENTATION TIMELINE

Action		Launch & Duration	Notes
1	Convene a small group to develop a communications plan for the Strategy rollout	August	Convene a small group of Implementation Committee members to develop a strategy for communicating Strategy benefits and securing consensus and buy-in from key implementation partners and the public, including a Speaker’s Bureau, PowerPoint, printed materials, and an optional public rollout event
2	Begin process of hiring the Strategic Implementation Coordinator	August	Staff the Strategic Implementation Coordinator position as soon as a highly qualified candidate is identified; actual hire need not occur in August or September but a search should begin at this time; work with implementation partners to fund the position during pre-implementation and prior to a formal budget for the Bristol Chamber of Commerce in 2020
3	Formalize Implementation Cmte. membership	August to September	Confirm with Steering Committee members their intention to serve and identify/secure commitments from additional members as needed; set a date for the first meeting
4	Identify Work Group Chairs	September	From the roster of confirmed Implementation Committee members, identify a chair or chairs for each Work Group; note that in addition to leading Work Groups, chairs will play key roles in the formulation of the communications plan outlined in Action 1
5	Hold first Implementation Committee meeting	October	Brief the Committee on pre-implementation activities; introduce new members to the Strategy and process; facilitate the discussion of potential Work Groups and membership; identify opportunities for member assistance with communications strategy
6	Convene economic development partners for ED Partnership planning meeting	October	Convene local economic development organization leaders to determine how the partnership should be organized, what the host organization should be, and what governance structure would be appropriate and reasonable for all partners involved.

PRE-IMPLEMENTATION TIMELINE, CONTINUED

Action		Launch & Duration	Notes
7	Launch a resource development campaign	October onward	Launch a resource development campaign to fund strategic implementation; determine which 2020 action items will be funded by the lead implementation partner and which will need to be funded with external funding
8	Conduct communications outreach	October onward	Based on the plan developed in Action 1, present and build support for Strategy to all requisite partners; seek commitments to assist with implementation, potentially as Work Group members
9	Conduct an information session for implementation partners	November	As part of outreach efforts detailed in Action 9, hold a large briefing for all potential implementation partners, Work Group members, etc. on the strategic planning process, the Strategy, and volunteer opportunities
10	Hold second Implementation Committee meeting	November	Prepare Committee for population and launch of Work Groups; update Committee on progress of communications outreach and support-building activities
11	Populate Work Groups	November to December	Follow up on initial outreach to confirm membership in implementation Work Groups
12	Hold initial Work Group meetings	December	Hold initial meetings for each Work Group; brief each newly formed group on the Strategy and ask members to vet their organizational programming against relevant Tactical Options
13	Hold third Implementation Committee meeting	December	All members who are leads of a Work Group should update Committee on what was accomplished in the first Work Group meetings; discuss member roles in upcoming public rollout of the Strategy (see Action 15)
14	Launch the Strategy	January 1, 2020	Begin the formal five-year implementation period
15	Hold the fourth Implementation Committee meeting	January	Brief Committee on new activities and update on progress of member roles in upcoming public rollout of the Strategy; develop frequency and schedules for future Committee meetings
16	Hold a high-profile public rollout event for the Strategy	February	Host an official community-wide rollout event as a celebration and call to action for its implementation; promote event in preceding months as part of communications plan developed in Action 1; rollout event is sequenced to coincide after the official Strategy launch in order to demonstrate seriousness and momentum of effort through new capacity and early implementation progress
17	Hold the fourth Implementation Committee meeting	February	Debrief about rollout event; discuss any follow-up or outreach efforts needed; prepare for second round of Work Group meetings
18	Hold the second round of Work Group meetings	March	Begin work on assigned Tactical Options and actions; develop frequency and schedules for future Committee meetings
19	Continue volunteer implementation work	March onward	Continue to hold Implementation Committee and Work Group meetings per schedules determined by each group

First Year Action Timeline

The following key corresponds to cells in the First Year Action Timeline matrix on the following pages. Implementation partners should **always** refer to the Bristol 2040 Strategy for full descriptions of key initiatives and tactical activities.

- **LEAD** corresponds to the potential lead entity(ies) guiding implementation of that action and tasks.
- **COST** refers to the potential cost for implementation of that particular action item.
 - n/a = Major cost that is beyond the purview of the Strategy

Because the official launch date of the Bristol 2040 Strategy has not yet been confirmed, the First Year Action Timeline will not utilize a specific year/month to represent initiation of strategic implementation. Instead, the first 12 months of implementation will be differentiated by quarter, with January 1, 2020 as a default launch date. The timeline can be adjusted if a different launch date is determined.

At the beginning of each new year of the five-year implementation timeframe, **Market Street recommends that the Bristol Chamber and its allies review past year successes and challenges prior to finalizing the implementation action plan for the forthcoming year.** A variety of factors may require that individual action items be adjusted, particularly in the latter years of the campaign.

The First Year Action Timeline incorporates the Bristol 2040 Strategy's Top Five Key Initiatives. However, there are many ongoing tactical activities that also contribute to strategic implementation. Market Street has attempted to capture both new and ongoing activities in the first-year activity matrices. It is also assumed any implementation partner's current strategic activities will continue during the Bristol 2040 Strategy's "pre-implementation" phase.

ARTS AND TOURISM

Catalyst Actions	Potential Lead Implementation Entity	Potential Cost	2020			
			Q1	Q2	Q3	Q4
Communicate the value of arts, entertainment, and tourism as economic development drivers						
Surveying and packaging an analysis of diversified tourism-based cities into a presentation for state and local officials and the public at large	Discover Bristol	Staff time				
Effectively promote and enhance the Bristol area's full complement of arts, cultural, and outdoor amenities						
Supporting Discover Bristol's strategic priorities, including destination marketing; improving the visitor experience; sustaining a competitive travel industry workforce; facilitating and encouraging transportation enhancements; and facilitating unity among sector participants on both sides of the state line	Discover Bristol	n/a				
Continuing to partner with the Tennessee Arts Commission, Virginia Commission for the Arts, and Tennessee and Virginia state tourism departments to develop and promote the Bristol area tourism and hospitality sector						
Implementing the 2017 Bristol (TN) Comprehensive Trails and Greenways Plan and Bicycle and Pedestrian Master Plan, including priorities to address the limited connectivity of the city's existing pedestrian/bicycle network through development of pedestrian/cycling-friendly facilities and improving system safety through repair of existing dangerous pedestrian areas						
Effective advancement and coordination of the Bristol (TN) Comprehensive Parks and Recreation Plan and complementary efforts in Bristol, Virginia						
Continuing support of existing arts and cultural entities, facilities, and programs, including exploring options to position Arts Alliance Mountain Empire as a higher capacity regional arts coordination, promotion, programmatic, and support entity						
Optimize the impact of the Bristol Motor Speedway (BMS)						
Continued prioritization of BMS in Bristol area tourism promotion efforts	BMS					
Attract Amtrak service to Bristol						
Supporting ongoing efforts of the Bristol VA/TN Rail Coalition to sustain momentum for passenger rail's return to the Bristol Train Station	Bristol VA/TN Rail Coalition					
Sustained lobbying with state and federal officials to urge action on studying, funding, and constructing improvements to facilitate passenger rail's return to the Twin City						

MUSIC ECONOMY

Catalyst Actions	Potential Lead Implementation Entity	Potential Cost	2020			
			Q1	Q2	Q3	Q4
More aggressively support and leverage Birthplace of Country Music, Inc.(BCM)						
Public and private endorsement of BCM grant solicitations	BCM					
Partnerships to host fundraising events benefitting BCM						
Local, state, and federal advocacy for funding support, as applicable						
Identify and advance opportunities to offer additional live music in the Bristol area						
Hosting of "Radio Bristol Sessions" as an opportunity to engage and attract traveling musicians to perform for a live audience in Bristol	BCM	n/a				
Increase the awareness of Bristol's music history and current assets						
Supporting BCM's efforts to secure a stronger broadcasting signal for Radio Bristol through acquisition of an existing frequency	BCM	n/a				
Capitalizing on the potential syndication of the "Farm and Fun Time" radio program and accompanying tour						
Maximizing the impact of the "Born in Bristol" film						
Fully leveraging Virginia's Crooked Road and Tennessee's Music Pathways tourism marketing campaigns						

COMPETITIVE WORKFORCE

Catalyst Actions	Potential Lead Implementation Entity	Potential Cost	2020			
			Q1	Q2	Q3	Q4
Develop a bi-state, multi-institutional career and technical education (CTE) center in the Bristol area						
Building bi-state consensus for the center, including determining joint funding opportunities, and potential statutory changes necessary to design, program, and build the facility	TBD					
Exploration of model CTE/community services hybrids nationally to inform Bristol's project		Staff time				
Identification of an existing location or new-build development site for the center		\$200,000+ or gift of existing property				
Support and enhance existing college and career programming and connectivity						
Creation of an online resource listing available Bristol area CTE and workforce-supportive programming and how to access it	TBD	Staff time				
Leveraging the United Way of Southwest Virginia Ignite Program connecting schools and students with employers and employees to foster career awareness and skill development						
Continued outreach and engagement with parents and other "influencers" to improve their understanding of targeted college and career programming, experiential learning opportunities, scholarship funding (FAFSA, etc.), and other ways they can support student progress						

ENTREPRENEURSHIP

Catalyst Actions	Potential Lead Implementation Entity	Potential Cost	2020			
			Q1	Q2	Q3	Q4
Provide entrepreneurial training programs at all levels of education						
Outreach to local businesses to assess support levels for providing Junior Achievement and other small business development programs in all grades at all Bristol area K-12 campuses	TBD	Staff/volunteer time				
Support for the Northeast State Community College Entrepreneurship certificate program, including connecting graduates to the Bristol area ecosystem		n/a				

HOUSING

Catalyst Actions	Potential Lead Implementation Entity	Potential Cost	2020			
			Q1	Q2	Q3	Q4
Assess existing housing conditions and demand to inform development strategies						
Inventory of existing analyses and plans and partner outreach to determine the planning area and process components of the housing study	City of Bristol, TN City of Bristol, VA	n/a				
Identification of in-house capacity to conduct the housing study, seeking grant monies, contracting of an outside firm, or partnering with a non-profit institution for subsidized or in-kind planning assistance		n/a				

LEADERSHIP AND COLLABORATION

Catalyst Actions	Potential Lead Implementation Entity	Potential Cost	2020			
			Q1	Q2	Q3	Q4
Host an economic development "boot camp" for municipal elected officials and staff						
Exploration of comparison programs and curricula from similarly sized communities to inform the agenda and content of session	Bristol Chamber	Staff time				
Day-long event to provide municipal elected officials and staff the guidance, skills, and tools to effectively encourage economic development in their communities		\$1,000				
Coordinate annual inter-city visits for Bristol area public and private leadership						
Identification of an organization to lead and coordinate the inter-city visit program	Bristol Chamber	Staff time				
Discussions with local leaders to identify potential visitation markets		Staff/volunteer time				
Create a local government collaboration project in the Twin City						
Consensus on the need for benefits of a collaboration project	City of Bristol, TN City of Bristol, VA					
Identification of a facilitation agent for project meetings, either contracted or through in-kind, discounted, or donated services		\$1,000				

DOWNTOWN BRISTOL

Catalyst Actions	Potential Lead Implementation Entity	Potential Cost	2020			
			Q1	Q2	Q3	Q4
Effectively implement the Downtown Bristol Development Strategy						
Physical Enhancement Strategies (focusing on Pedestrian and Cyclist Mobility; Parking; and Public Space)	City of Bristol, TN	n/a				
Economic and Market-Based Strategies (focusing on Upper Floor Reuse; Downtown and Pinnacle Relationship; Tourism, Arts, and Entertainment; Economic Development; and Establishing Downtown as a Destination)						
Place-Specific Strategies (addressing key downtown and downtown fringe corridors and blocks as well as expanding the downtown footprint and leveraging the state line sign)						
Other Strategies (addressing homelessness, branding, stakeholder support, young professional recruitment, and other recommendations)						
Support the advancement of Believe in Bristol's strategic priorities						
Arts and Entertainment (focused on using the arts to make a positive difference in the downtown's future, boosting Bristol's creative economy and cultural tourism, and cultivating Bristol's creativity)	Believe in Bristol	n/a				
Design (focused on enhancing the appearance of the commercial district by rehabilitating historic buildings, encouraging new construction, developing context-sensitive design management systems, and conducting long-term planning)						
Economic Restructuring (focused on strengthening and expanding the district's economic base, retaining and expanding existing businesses, converting unused or underutilized space into productive property, and information-sharing with downtown businesses)						
Promotion (focused on creating a positive downtown image that will rekindle community pride and improve consumer and investor confidence in the district)						

TARGETED BUSINESS

Catalyst Actions	Potential Lead Implementation Entity	Potential Cost	2020			
			Q1	Q2	Q3	Q4
Implement enhanced existing business retention and expansion programming						
Planned expansion of NETWORKS' FIRST existing business program to support growth of incumbent Bristol, Tennessee firms	NETWORKS Sullivan Partnership	n/a				
Effectively market Bristol's prime development sites and buildings						
Consistently ensuring Bristol area properties are listed on state, regional, and TVA site and building databases and contain up-to-date specifications	TBD	Staff time				
Connecting Bristol, VA development sites to opportunities generated by the commonwealth's new tourism manufacturing initiative		Staff time				
Change external perceptions about the Bristol area's competitiveness for business and talent						
Continued promotion of Bristol area assets and opportunities to site consultants and other influencers through inbound events such as NETWORKS' Red Carpet Tour, attendance at real estate association events, and direct visits to consultants' home markets	NETWORKS Sullivan Partnership	Staff time				
Fully leveraging potential efforts to change perceptions of the greater Tri-Cities region (Tennessee and Virginia) through collaborative, multi-media promotional outreach and programming						

Five-Year Implementation Framework

As noted previously in this report, Market Street advises that communities implementing comprehensive strategies take time at the end of each program year to assess the previous 12 months' activities and adjust action planning accordingly based on these results and new challenges and opportunities that have emerged. Because it has been our experience that implementation timelines for years two through five of a five-year cycle can change slightly from what was predicted at the launch of implementation, we develop detailed timelines for the first year only. The Bristol Chamber and its Bristol 2040 implementation partners should work together to formalize action plans for each subsequent year of strategic implementation.

That said, Market Street has prepared the following framework as a resource for Bristol area partners as they work to implement the region's strategy. Complemented by detailed tactics for each key initiative in the Bristol 2040 Strategy, these matrices should be utilized by implementation entities to guide efforts, inform resource development, manage outreach, help track progress, and identify "what's next" on the implementation to-do list. Note that these grids are provided to guide the work groups as they do work. At this time, we are not recommending that the chamber takes on a fundraising campaign, but to work with implementation partners to ensure that ongoing initiatives by specific partners are included explicitly in their annual budgets.

The following key corresponds to cells in the Five-Year Implementation Framework on the following pages. Implementation partners should **always** refer to the Bristol 2040 Strategy for full descriptions of key initiatives and tactical activities.

- **LEAD** corresponds to the potential lead entity(ies) guiding implementation of that action and tactics.
- **SUPPORT** lists key entities that could assist/influence implementation of that action and tactics.
- **COST** refers to the potential COST RANGE for implementation of that particular action item.
 1. \$0 - \$10,000
 2. \$10,000 - \$25,000
 3. \$25,000 - \$50,000
 4. \$50,000 - \$75,000
 5. \$75,000 - \$100,000
 6. \$100,000 - \$150,000
 7. \$150,000 - \$200,000
 8. \$200,000+
 9. Staff and/or volunteer time
 - n/a = Major cost that is beyond the purview of the Strategy

PARTNER ABBREVIATION LIST

AA	Americans for the Arts	Investors	Area investors
AAME	Arts Alliance Mountain Empire	KU	King University
APP	Art in Public Places	LBA	Local Builders' Associations
Area Venues	Bristol area arts and events venues	Media	Local media
AVA	Visual Arts Association	NET	NETWORKS Sullivan Partnership
BCC	Bristol Chamber of Commerce	NETVRIDA	Northeast Tennessee Valley Regional Industrial Development Association
BCM	Birthplace of Country Music	Nonprofits	Regional nonprofits serving the Bristol area
BH	Ballad Health	NS	Norfolk Southern
BIB	Believe in Bristol	NSCC	Northeast State Community College
BMS	Bristol Motor Speedway	Private Biz	Bristol area businesses
BP	Bristol's Promise: Youth Networking Alliance	SBDC	Small Business Development Centers serving the Bristol area
BRC	Bristol VA/TN Rail Coalition	TAC	Tennessee Arts Commission
BTCS	Bristol Tennessee City Schools	TBD	To Be Determined
BTES	Bristol Tennessee Essential Services	TDOT	Tennessee Department of Transportation
BTN	City of Bristol, Tennessee	TDTD	Tennessee Department of Tourist Development
BTNIDB	City of Bristol, Tennessee Industrial Development Board	TEDC	Tennessee Economic Development Council
BVA	City of Bristol, Virginia	TVA	Tennessee Valley Authority
BVAIDA	City of Bristol, Virginia Industrial Development Authority	UWB	United Way of Bristol, TN/VA
BVPS	Bristol Virginia Public Schools	UWSWVA	United Way of Southwest Virginia
Colleges	Tri-Cities regional colleges and universities	VCA	Virginia Commission for the Arts
DB	Discover Bristol	VDOT	Virginia Department of Transportation
Developers	Area private developers	VEDP	Virginia Economic Development Partnership
ETSU	East Tennessee State University	VHC	Virginia Highlands College
GOVA	GO Virginia Region One	VTC	Virginia Tourism Corporation
HA	Housing Authorities	WB	Workforce Boards serving the Bristol area
Hotels	Bristol area hotels	WCVA	Washington County, Virginia

ARTS AND TOURISM FIVE-YEAR IMPLEMENTATION FRAMEWORK

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Communicate the value of arts, entertainment, and tourism as economic development drivers									
Conducting an economic impact study to determine direct and indirect local economic benefits of hospitality, tourism, and the arts	DB	BCC, BIB, AVA, Area Venues, BCM, APP, BMS, TAC, VCA, AA, VTC, TDTD, Hotels	E	2					
Surveying and packaging an analysis of diversified tourism-based cities into a presentation for state and local officials and the public at large				9					
Taking inter-city visits to communities that have leveraged arts and tourism into broader success in the knowledge-based economy				3					
Soliciting the support of state and national organizations and associations to help build a case for more aggressive local tourism funding				9					
Effectively promote and enhance the Bristol area's full complement of arts, cultural, and outdoor amenities									
Assessing and identifying additional tourism-support resources, including establishing a bi-state hospitality taxing district to levy hotel stays to support tourism promotion	DB	BCC, BIB, AVA, Area Venues, BCM, APP, BMS, AAME, TAC, VCA, VTC, TDTD, Hotels	O	n/a					
Supporting Discover Bristol's strategic priorities, including destination marketing; improving the visitor experience; sustaining a competitive travel industry workforce; facilitating and encouraging transportation enhancements; and facilitating unity among sector participants on both sides of the state line									
Continuing to partner with the Tennessee Arts Commission, Virginia Commission for the Arts, and Tennessee and Virginia state tourism departments to develop and promote the Bristol area tourism and hospitality sector									
Implementing the 2017 Bristol (TN) Comprehensive Trails and Greenways Plan and Bicycle and Pedestrian Master Plan, including priorities to address the limited connectivity of the city's existing pedestrian/bicycle network through development of pedestrian/cycling-friendly facilities and improving system safety through repair of existing dangerous pedestrian areas									
Effective advancement and coordination of the Bristol (TN) Comprehensive Parks and Recreation Plan and complementary efforts in Bristol, Virginia									
Further development of local mountain biking capacity to tap into regional efforts in Johnson City, Kingsport, Norton, and Marion									
Continuing support of existing arts and cultural entities, facilities, and programs, including exploring options to position Arts Alliance Mountain Empire as a higher capacity regional arts coordination, promotion, programmatic, and support entity									

ARTS AND TOURISM FIVE-YEAR IMPLEMENTATION FRAMEWORK, CONTINUED

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Designate, plan, and develop a Downtown Bristol Arts and Maker District									
Determination of district boundaries, assets, and opportunities	BIB	DB, BCC, BTN, BVA, BCM, BMS, Colleges	E	n/a					
Confirmation of existing assets and consensus reached on potential arts facility expansion and new development options in the district									
Identification of optimal site for a makerspace and determination of necessary administrative, funding, programmatic, and promotional dynamics									
District branding, signage, online presence, and project and program implementation schedule developed and launched									
Ensure hospitality workers interact effectively with the public									
Development of a focused curriculum for a short-term program coaching hospitality workers on positive visitor interaction techniques and talking points	DB	BCC, Colleges, Private Biz	N	n/a					
Engagement of hospitality sector employers to offer the program free or at reduced costs to their public-facing staff									
Creation of performance awards and other recognition opportunities to incentivize workers to apply the principles of the curriculum									
Optimize the impact of the Bristol Motor Speedway (BMS)									
Continued prioritization of BMS in Bristol area tourism promotion efforts	BMS	DB, BCC, NET, BTN, BVA	E	n/a					
Partnering with racetrack officials to provide all necessary development and logistical support to achieve attendance and impact goals									
Maximizing Tri-Cities area attendance through "buy local" marketing and communications strategies									
Conducting a formal survey of comparable NASCAR tracks to identify utilization and event strategies for potential application to BMS									
Securing commitments for annual or regular high-profile college football games or other sporting events at the track									
Attract Amtrak service to Bristol									
Supporting ongoing efforts of the Bristol VA/TN Rail Coalition to sustain momentum for passenger rail's return to the Bristol Train Station	BRC	NS, TDOT, VDOT, BTN, BVA	O	n/a					
Compelling Norfolk Southern to reengage with a state-initiated feasibility study on extending Amtrak west from Roanoke to Bristol									
Sustained lobbying with state and federal officials to urge action on studying, funding, and constructing improvements to facilitate passenger rail's return to the Twin City									

ARTS AND TOURISM FIVE-YEAR IMPLEMENTATION FRAMEWORK, CONTINUED

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Provide local arts entrepreneurship classes									
Identifying an entity (potentially a renewed Arts Alliance Mountain Empire) to oversee program design, administration, and faculty attraction and retention	TBD (AAME)	DB, Private Biz, Colleges	N	9					
Formalizing the arts entrepreneurship curriculum, locating space to hold classes, and promoting the classes widely in the community				n/a					
Consideration of supporting program graduates through some type of low-interest or forgivable loan, stipend, or other assistance to help start their careers									
Create a Bristol area restaurant incubator									
Exploration of restaurant incubator models from other communities that could be feasible in Downtown Bristol	TBD	NET, BTNIDB, BVAIDA, GOVA, NETVRIDA, TVA, WCVA, BTES, TEDC, VEDP	N	9					
Identification of an entity or volunteer group to lead efforts to secure a location, obtain permits, fund the build-out of the kitchen space, design the incubation program, and promote the incubator to existing and potential restaurateurs				6					
Leveraging the restaurant incubator as a downtown attraction to sample students' cuisine									
Potential development of funding or loan programs to assist incubator graduates with opening food trucks, catering businesses, or restaurants in the community				6					
Support transformative private hospitality developments with demonstrated community benefit									
Outreach to, communications with, and support for investors exploring transformative tourism-serving developments in the Bristol area	TBD	DB, BCC, Developers, Investors, NET, WCVA, BTES	N	n/a					
Incorporation of policy and infrastructure-related priorities into legislative advocacy efforts at the local, state, and federal levels									
Leveraging of organizational, institutional, and informal communications and relationship networks to rally and sustain public support for transformative local hospitality and entertainment projects									

MUSIC ECONOMY FIVE-YEAR IMPLEMENTATION FRAMEWORK

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
More aggressively support and leverage Birthplace of Country Music, Inc.									
Incorporation of "Birthplace of Country Music" designation into official government communications platforms and materials of Bristol, Tennessee and Virginia	BCM	BCC, BIB, BTN, BVA, nonprofits, Private Biz	O	n/a					
Public and private endorsement of BCM grant solicitations									
Partnerships to host fundraising events benefitting BCM									
Identification of public and philanthropic monies to support and sustain BCM operations									
Local, state, and federal advocacy for funding support, as applicable									
Identify and advance opportunities to offer additional live music in the Bristol area									
Creation of smaller-scale music events -- either associated with the Rhythm and Roots brand or Birthplace of Country Music -- at key intervals during the year	BCM	BCC, SBDC, BIB	E	n/a					
Analysis of existing live music economy, including an inventory of assets, venues, and potential demand (and necessary resources) for additional performances					1				
Provision of free or low-cost counseling to local music venues on ways to better accommodate and support live music programming									
Capitalizing a Live Music Support fund with formal guidelines to subsidize venues' contracting with musicians for live performances									
Hosting of "Radio Bristol Sessions" as an opportunity to engage and attract traveling musicians to perform for a live audience in Bristol					n/a				
Leveraging Birthplace of Country Music artist and investor networks, expatriate Bristol area musicians and music industry professionals, artists associations, and other resources to include Bristol in recording artists' touring schedules									
Create a non-profit recording artist development organization and music label									
Consideration of building out the Birthplace of Country Music annex to include music recording, production, and management space	BCM	BCC, BIB, BTN, BVA	N	n/a	9				
Identification of resources to secure personnel, equipment, and technology to launch a non-profit label and support operations					6				
Outreach to Bristol area music industry expatriates to support the non-profit label through multiple means					9				
Connecting the label to the Birthplace of Country Music and/or Bristol Rhythm and Roots Reunion brand					9				
Fully leveraging existing and proposed music festivals to advance the non-profit label's brand and artists									
Potential artist-in-residence scholarship program for an up-and-coming songwriter and/or performer to live, record, and perform in Bristol					n/a				

MUSIC ECONOMY FIVE-YEAR IMPLEMENTATION FRAMEWORK, CONTINUED

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Provide career-based music education programming at all institutional levels									
Promotional efforts to optimize awareness of existing music education programs in the Bristol area and Tri-Cities	TBD	BCM, ETSU, Colleges, Private Biz	E	1					
Fully leveraging ETSU's Bluegrass, Old Time, and Country Music degree to prepare graduates to work in the Bristol area's music industry, including connections between students and local venues and employers									
Creation of a two-year degree or certificate in music industry skills and/or professions related to production, licensing, copyright, distribution, promotion, or management				n/a					
Offering music career internships and fellowships through the proposed non-profit music label, Radio Bristol operations, and other employers									
Increase the awareness of Bristol's music history and current assets									
Supporting BCM's efforts to secure a stronger broadcasting signal for Radio Bristol through acquisition of an existing frequency	BCM	BIB, DB, VTC, TDTD	E	n/a					
Capitalizing on the potential syndication of the "Farm and Fun Time" radio program and accompanying tour									
Maximizing the impact of the "Born in Bristol" film									
Securing resources to develop additional multi-media performance, narrative, and promotional content for distribution and syndication									
Fully leveraging Virginia's Crooked Road and Tennessee's Music Pathways tourism marketing campaigns									
Capitalize on personal and professional networks to bolster Bristol's music sector									
Attraction of Nashville-based music entities, venues, talent, and programs to the Bristol area	BCM	BIB, DB, VTC, TDTD, NET, BTN, BVA, WCVA, BTES	E	9					
Purposeful efforts to leverage BCM's national and international connections to identify opportunities for partners to establish a presence in the Twin City									
Identification and outreach to expatriate Bristol performers, producers, music industry professionals, investors, and entrepreneurs to support growth in the cities' music economy									

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Develop a bi-state, multi-institutional career and technical education (CTE) center in the Bristol area									
Building bi-state consensus for the center, including determining joint funding opportunities, and potential statutory changes necessary to design, program, and build the facility	TBD	BVPS, BTCS, Colleges, BCC, Private Biz, VEDP, TEDC, WCVA, BTN, BVA, WB	N	9					
Establishment of a public-private bi-state coordinating committee to shepherd the center's planning, design, and construction				9					
Exploration of model CTE/community services hybrids nationally to inform Bristol's project				9					
Identification of an existing location or new-build development site for the center				8					
Partnerships with Bristol area businesses to fund programs, inform and/or design curricula, donate equipment, and provide experiential learning and employment opportunities for the center's students and graduates									
Utilization of all potential state and federal resources, including the potential co-location of Workforce Innovation and Opportunity Act (WIOA) funded one-stop delivery system programming and services									
Support and enhance existing college and career programming and connectivity									
Determining opportunities to improve provision, access, and utilization of early childhood programming in Bristol, TN and VA	TBD	BVPS, BTCS, UWB, UWSWVA, Colleges, BCC, Private Biz, WB	E	9					
Creation of an online resource listing available Bristol area CTE and workforce-supportive programming and how to access it				9					
Establishment of protocols and partnerships to formalize the process of K-16 workforce development needs assessment, gap analysis, and creation off enhanced and new programmatic capacity				2					
Leveraging the United Way of Southwest Virginia Ignite Program connecting schools and students with employers and employees to foster career awareness and skill development									
Better incorporation of essential (soft) skills training in existing K-12 curricula				n/a					
Continued outreach and engagement with parents and other "influencers" to improve their understanding of targeted college and career programming, experiential learning opportunities, scholarship funding (FAFSA, etc.), and other ways they can support student progress				9					
Development of additional dual-admissions programs, shared credit and transferability programs, and other collaborations among Bristol area post-secondary institutions				n/a					
Full linkages between existing education and training entities and the proposed CTE center in Bristol				9					

COMPETITIVE WORKFORCE FIVE-YEAR IMPLEMENTATION FRAMEWORK

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Fund full-time partner engagement and coordination capacity at Bristol area high schools									
Empowering faculty to inform district planning, policies, and practices in community and partner engagement	BVPS, BTCS	BCC, BTN, BVA, NET, WCVA, BTES, Private Biz	E	9					
Designing the partner outreach function and establishing priorities and expectations for new community and partner liaison personnel				9					
Securing public and, potentially, private resources to accommodate hiring of community and partner engagement staff at school districts on both sides of the state line				n/a					
Working with local community and economic development organizations to connect their memberships with school district outreach personnel				9					
Commitment to implement policy and program changes based on learnings from community and partner liaison interactions				9					
Commit to purposeful local efforts to become a more diverse and welcoming community									
Development of a statement supporting diversity for adoption and display by local governments, businesses, and institutions	BCC	Private Biz, BIB, BTN, BVA, nonprofits	N	9					
Short-term diversity-training sessions and implementation protocols provided free of charge to local employers				1					
High profile annual diverse workplace awards for local businesses at different employment tiers				1					
Commitment to appoint diverse membership to public and not-for-profit boards and committees									
Yearly event celebrating the nations of origin of Bristol's native and foreign-born populations				3					
Collectively apply social services capacity to enhance the Bristol area's workforce availability									
Updating an inventory of all local social services providers and programs, including the work managed and/or funded by the United Way of Bristol TN/VA, United Way of Southwest Virginia, government agencies, and key local/regional not-for-profit partners	TBD	UWB, UWSV, BP, BH, nonprofits	E	9					
Exploration of positioning Bristol's Promise -- Youth Networking Alliance as a staffed local affiliate of a national Collective Impact network such as Strive or Alignment to effectively coordinate Bristol area social services entities and programs				9					
Fully leveraging the Ballard Health accountable care community initiative, a partnership of 150 regional agencies focused on addressing issues of tobacco usage, substance abuse, obesity, and childhood resiliency									

ENTREPRENEURSHIP FIVE-YEAR IMPLEMENTATION FRAMEWORK

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Create an online entrepreneurial connection and information hub									
Identifying an entity to develop and manage the online hub	TBD	BCC, SBDC, Private Biz	N	2					
Determining a domain name, designing the website, and cataloguing the Bristol area's entrepreneurial resources for incorporation into the online tool									
Utilizing the resource inventory to determine if programmatic overlap exists for potential streamlining or integration									
Tapping into what local businesses are doing around innovation to inform website content, promote connections between entrepreneurs and established companies, and promote capital availability for startups and young businesses									
Consistently refreshed content, including local technology and small business news, thought leadership, profiles of and interviews with local entrepreneurs, updated resource listings, etc.									
Embedding a software platform on the site to foster connections and information sharing between local entrepreneurs, investors, mentors, students, and other constituencies									
Use of search engine optimization (SEO) and other tools to promote the site and drive visitation rates									
Develop and program an innovation and entrepreneurial networking and event facility									
Surveying local developers and private sector leaders to determine if a for-profit facility is feasible	TBD	BCC, Developers, SBDC, Private Biz, Investors, Colleges	N	9					
In lieu of private sector interest, determining the optimal purpose for a physical entrepreneurial hub, either for co-working, startup incubation or acceleration, a makerspace, or some combination of these elements				9					
Identifying a location -- ideally donated or subsidized -- to house the non-profit entrepreneurial facility with access to ten-gigabit internet connectivity				TBD					
Sourcing sustainable funding for facility management, maintenance, programming, and promotion									
Diverse calendar of regular programming, including classes, seminars, lectures, networking events and "meet-ups," pitch contests, hackathons, and others				9					
Potential co-location of small business development center resources and staff as well as personnel from other entrepreneurially-focused organizations and programs									

ENTREPRENEURSHIP FIVE-YEAR IMPLEMENTATION FRAMEWORK, CONTINUED

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Provide entrepreneurial training programs at all levels of education									
Partnerships with state officials in Tennessee and Virginia to incorporate entrepreneurial education into core curricula	TBD	NSCC, VHC, KU, BVPS, BTCS	E						
Outreach to local businesses to assess support levels for providing Junior Achievement and other small business development programs in all grades at all Bristol area K-12 campuses				9					
Support for the Northeast State Community College Entrepreneurship certificate program, including connecting graduates to the Bristol area ecosystem				n/a					
Encouraging Virginia Highlands College and King University to offer stand-alone entrepreneurship certificates and/or degrees				n/a					
Offering entrepreneurship specializations for existing two- and four-year degrees in high-tech program areas				n/a					
Connecting students with entrepreneurial education programming at the proposed networking and event facility				9					
Launch a technology track during Bristol Rhythm and Roots Reunion									
Assessment of the value proposition of adding a technology component to Rhythm and Roots Reunion	BCM	BCC, Private Biz, SBDC, Investors	N	n/a					
Based on the assessment, identification of funding and sponsorships to facilitate the programming and promotion of the technology event									
Programming the event, potentially including presentations, workshops, awards, networking opportunities and parties, startup pitch sessions, and other options				n/a					
Establishing follow-up protocols to leverage ideas and connections made during the technology event				9					
Create a Bristol area angel investor network									
Exploration of angel networks in comparison communities to identify models and components for replication in Bristol	TBD	BCC, Investors, Private Biz	N	9					
Outreach to potential members of the angel network to organize informational and discussion sessions				9					
Confirmation of network members, priority investment focus areas, and documentation to establish investment guidelines, parameters, legal and accounting specifications, loan criteria and ownership stake, exit strategies, etc.				9					
Identification of capacity to manage the fund, investments, and investors									
Establishment of a protocol for introduction of investment opportunities to the network and a process for loan due diligence, market viability assessment, residency requirements, and other typical components of angel investment processes				9					
Promotion of the Bristol angel fund to potential recipients, including aggressive outreach to Bristol area expatriate entrepreneurs who might be interested in opportunities to start companies back home				9					

HOUSING FIVE-YEAR IMPLEMENTATION FRAMEWORK

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Assess existing housing conditions and demand to inform development strategies									
Inventory of existing analyses and plans and partner outreach to determine the planning area and process components of the housing study	BTN, BVA	LBA, HA, Developers, UWB, UWSWVA	N	9					
Identification of in-house capacity to conduct the housing study, seeking grant monies, contracting of an outside firm, or partnering with a non-profit institution for subsidized or in-kind planning assistance									
Conducting the study as a bi-state collaboration among Twin City governments (and, potentially, partner cities and/or counties) and implementing its recommendations									
Update regulatory frameworks to support the construction of new and rehabilitated housing in the Twin City									
Conducting a review of existing zoning, development controls, and incentives in the context of housing study findings -- or leveraging a review from the housing study -- to identify necessary changes to foster improved housing development and redevelopment	BTN, BVA	LBA, HA, Developers, BCC	E	n/a					
Ensuring concurrency between new city ordinances and county, regional, and state regulations, land use policies, and incentives specific to housing				n/a					
Securing the consensus necessary to implement recommended policy changes				9					
Change developer perspectives about housing opportunities in the Bristol area									
Production of digital and print materials summarizing the findings of the housing study related to current and projected market demand	BTN, BVA	LBA, HA, Developers, BCC	N	1					
Leveraging existing relationships with housing developers to communicate the study's findings and identifying additional developers who could be motivated to build in Bristol				9					
Conducting "development tours" of the Bristol area to show investors and builders locations primed for new housing development or redevelopment				1					

LEADERSHIP AND COLLABORATION FIVE-YEAR IMPLEMENTATION FRAMEWORK

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Host an economic development "boot camp" for municipal elected officials and staff									
Exploration of comparison programs and curricula from similarly sized communities to inform the agenda and content of session	BCC	BTN, BVA, NET, WCVA, BTES	E	9					
Day-long event to provide municipal elected officials and staff the guidance, skills, and tools to effectively encourage economic development in their communities				1					
Ongoing follow-up, including a potential second boot camp, to continue the process of partnering EDPros with elected officials to create a unified voice for economic development				1					
Offer facilitated information sessions for local individuals considering elected office									
Pursuit of a multi-jurisdictional partnership among Bristol area governments to collaborate on hosting and programming information sessions for prospective candidates	BCC	BTN, BVA, NET, WCVA, BTES, Media	N						
Identifying common components of public office information sessions to guide development of the Bristol area's program				9					
Recruitment of existing or former politicians to speak at the sessions and share their experiences and suggestions				9					
Ensuring that the sessions are widely promoted through multiple media outlets and outreach to key local constituency groups				9					
Coordinate annual inter-city visits for Bristol area public and private leadership									
Identification of an organization to lead and coordinate the inter-city visit program	TBD	BCC, BTN, BVA, NET, WCVA, Private Biz	N	9					
Discussions with local leaders to identify potential visitation markets				9					
Outreach to colleagues in best-practice communities to schedule and program the inter-city visits				3					
Leveraging learnings from the visits to advance local policy, program, and project priorities				9					
Create a local government collaboration project in the Twin City									
Consensus on the need for benefits of a collaboration project	BTN, BVA	BCC, BIB	N	9					
Identification of a facilitation agent for project meetings, either contracted or through in-kind, discounted, or donated services				1					
Determination of initial categories of focus for project participants (e.g., first-response processes, sanitation, emergency services, water and sewer, etc.)				n/a					
Hosting facilitated sessions with clearly defined goals, actionable outcomes, and performance measurements to track project implementation progress				1					

LEADERSHIP AND COLLABORATION FIVE-YEAR IMPLEMENTATION FRAMEWORK, CONTINUED

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Fully engage and leverage leadership program members and graduates									
Maintaining an active database of all adult and youth leadership program graduates	BCC	Private Biz, UWB, UWSWVA, nonprofits, BVPS, BTCS, Media	E	9					
Developing class-year cohorts or other graduate combinations to form project teams to work on impactful local efforts				9					
Working with all necessary partners to catalogue and confirm potential projects for graduate teams to adopt				TBD					
Effective tracking of project-support progress for promotion to the general public and media				9					
Develop a formal Bristol area mentorship program									
Determining a local entity to oversee program development, launch, and ongoing management	TBD	BCC, Private Biz	N	9					
Formalizing program dynamics, including number of participants and sessions, duration, meeting schedule, session agendas and content, inter-meeting activities, and graduate engagement									
Careful selection of the first class of mentors and mentees to ensure diverse representation from across the community									
Application of learnings from the first and subsequent classes to continuously improve the program									

DOWNTOWN BRISTOL FIVE-YEAR IMPLEMENTATION FRAMEWORK

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Effectively implement the Downtown Bristol Development Strategy									
Physical Enhancement Strategies (focusing on Pedestrian and Cyclist Mobility; Parking; and Public Space)	BTN	BVA, BIB, DB, UWB, UWSWVA, BCC, Private Biz, BCM, BMS	O	n/a					
Economic and Market-Based Strategies (focusing on Upper Floor Reuse; Downtown and Pinnacle Relationship; Tourism, Arts, and Entertainment; Economic Development; and Establishing Downtown as a Destination)									
Place-Specific Strategies (addressing key downtown and downtown fringe corridors and blocks as well as expanding the downtown footprint and leveraging the state line sign)									
Other Strategies (addressing homelessness, branding, stakeholder support, young professional recruitment, and other recommendations)									
Support the advancement of Believe in Bristol's strategic priorities									
Arts and Entertainment (focused on using the arts to make a positive difference in the downtown's future, boosting Bristol's creative economy and cultural tourism, and cultivating Bristol's creativity)	BIB	DB, BCC, BTN, BVA, NET, BTNIDB, BVAIDA, BTES	O	n/a					
Design (focused on enhancing the appearance of the commercial district by rehabilitating historic buildings, encouraging new construction, developing context-sensitive design management systems, and conducting long-term planning)									
Economic Restructuring (focused on strengthening and expanding the district's economic base, retaining and expanding existing businesses, converting unused or underutilized space into productive property, and information-sharing with downtown businesses)									
Promotion (focused on creating a positive downtown image that will rekindle community pride and improve consumer and investor confidence in the district)									

TARGETED BUSINESS FIVE-YEAR IMPLEMENTATION FRAMEWORK

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Implement enhanced existing business retention and expansion programming									
Planned expansion of NETWORKS' FIRST existing business program to support growth of incumbent Bristol, Tennessee firms	TBD	NET, BTNIDB, BVAIDA, GOVA, NETVRIDA, TVA, WCVA, BTES, TEDC, VEDP	E	n/a					
Building a coalition of partners to implement existing business programming in Bristol, Virginia				9					
Coordination of Twin City BRE programs to identify shared issues and opportunities to address and capitalize on				9					
Effective leveraging of Bristol, TN-VA's development authorities' bonding capacity and incentives tools to advance business retention and expansion opportunities									
Ensuring that city government policies and regulations optimize the local business climate for existing firms				9					
Effectively market Bristol's prime development sites and buildings									
Leveraging existing organizations, programs, and partnerships focused on promoting Bristol area development sites and buildings	TBD	NET, BTNIDB, BVAIDA, GOVA, NETVRIDA, TVA, WCVA, BTES, TEDC, VEDP	O						
Consistently ensuring Bristol area properties are listed on state, regional, and TVA site and building databases and contain up-to-date specifications				9					
Connecting Bristol, VA development sites to opportunities generated by the commonwealth's new tourism manufacturing initiative				9					
Enhancing the competitiveness of sites and buildings by seeking certification and/or upgraded infrastructure				n/a					
Identifying and pursuing high-value opportunities to secure and prepare additional development sites as market conditions demand				n/a					
Secure quality investment in Bristol, TN-VA Opportunity Zones									
Parcel and property assessment to confirm an up-to-date inventory of investment tracts in Bristol's Opportunity Zones	TBD	NET, BTNIDB, BVAIDA, GOVA, NETVRIDA, TVA, WCVA, BTES, TEDC, VEDP	E	2					
Development of prospectuses detailing Bristol's most compelling and competitive Opportunity Zone investment sites, including recommendations for potential uses				1					
Creation of online and printed marketing materials for the Opportunity Zones, principally consisting of the prospectuses				1					
Collaboration with all necessary economic development partners to ensure that Bristol's Opportunity Zones are marketed as broadly as possible, including Virginia's new initiative				9					

TARGETED BUSINESS FIVE-YEAR IMPLEMENTATION FRAMEWORK, CONTINUED

Catalyst Actions	Potential Implementation Entity		Status	Potential Cost	2020	2021	2022	2023	2024
	Lead	Support							
Change external perceptions about the Bristol area's competitiveness for business and talent									
Optimized web content, design, search engine optimization, usability, and interactivity to ensure Bristol is marketed effectively online	NET	BTNIDB, BVAIDA, GOVA, NETVRIDA, TVA, WCVA, BTES, TEDC, VEDP, Media	E	2					
Continued promotion of Bristol area assets and opportunities to site consultants and other influencers through inbound events such as NETWORKS' Red Carpet Tour, attendance at real estate association events, and direct visits to consultants' home markets				n/a					
Attraction of earned media through collective public relations efforts to seed positive Bristol-related stories in regional, state, and national publications in all media									
Fully leveraging potential efforts to change perceptions of the greater Tri-Cities region (Tennessee and Virginia) through collaborative, multi-media promotional outreach and programming									
Collaboration with state-level partners to participate in domestic and international marketing trips, trade show and industry conference attendance, and internal and external prospect meetings				n/a					

Implementation Budget

The Bristol 2040 Strategy contains numerous efforts and initiatives that will need to be staffed and funded. As previously discussed, this will require partners from the public, private, and philanthropic sectors to evaluate their roles in implementation in the context of existing budgets. **All opportunities for refocusing, redirecting, and redistributing current funding to support strategic implementation should be assessed and pursued before any new resource development activities are initiated.**

It is difficult, however, to create a comprehensive budget for implementation. There are simply too many programs, capital improvements, variables, partners, and ongoing efforts to develop a defensible estimate. Additionally, some efforts might be resourced from outside the community (e.g. through state or federal assistance or competitive philanthropic grants). For the purposes of this Implementation Plan, Market Street has provided an estimate for the new expenditures that will be required to activate Strategic Implementation Coordinator staff position and other defined programs or efforts. The total estimated five-year implementation cost for these new expenditures shown in the table on the following page is roughly \$587,500. It should be emphasized again that this figure is not an estimate for the cost of implementing the entire Bristol 2040 Plan, nor is it a full operational budget for any implementation partner.

RESOURCING OPPORTUNITIES

Successful communities around the country acknowledge that all segments of the community – public, private, non-profit, community and corporate foundations, and so on – must have “skin in the game” to demonstrate commitment and ensure accountability toward the implementation of a strategic effort. **Every effort should be made to leverage the existing capacity and ongoing efforts of partner organizations** – including those listed in the First Year Action Timelines and the Five-Year Implementation Framework as well as those that will be identified later as implementation progresses. In some cases, staff capacity and new programs could be funded in part by reallocating funds from the existing budgets of implementation partners. **Even still, implementing the Bristol 2040 Strategy will unquestionably require the development of new resources.** The strategic implementation effort will need to be supported by continuing and new investments from the public, private, and philanthropic sectors; Market Street has never seen a strategic process succeed without a collaborative public-private framework – in terms of personnel, governance, and funding. As previously mentioned, community partners should assess their capacity to implement portions of the plan and consider potential resource enhancements. Additionally, many of the Catalyst Actions in the Bristol 2040 Strategy will be dependent upon the community’s ability to secure outside funding or investment, which can be held and managed by the Chamber’s 501(c)(3) foundation. **Market Street recommends that the Implementation Committee launch a formal campaign to raise the funding needed to support strategy-specific recommendations not already covered by partner organization budgets.** Implementation partners in the community should work collaboratively to pursue competitive grants, state and federal funding, and other funding sources capable of activating one or more components of the Strategy.

BUDGET FOR DEFINED STAFF POSITIONS, PROGRAMS, INITIATIVES, AND TOOLS

Expense	2020	2021	2022	2023	2024	5-Year Total
Staff Positions						
Strategic Implementation Coordinator ¹	\$55,000	\$56,650	\$58,350	\$60,100	\$61,901	\$292,000
Programs and Tools						
Analysis of existing live music economy			\$10,000			\$10,000
Promotion of existing music education programs		\$2,500	\$2,500	\$2,500	\$2,500	\$10,000
K-16 workforce development needs assessment and gap analysis			\$25,000			\$25,000
Diversity training sessions for local employers				\$5,000		\$5,000
Annual diverse workplace awards for local businesses					\$1,500	\$1,500
Developing and operating online entrepreneurial connection and information hub			\$25,000	\$10,000	\$10,000	\$45,000
Housing study (if by outside firm)				\$50,000		\$50,000
Production of digital and print materials		\$10,000				\$10,000
Development tours of housing opportunities				\$2,000	\$2,000	\$4,000
Economic development bootcamp for municipal elected officials and staff	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
Facilitation of local government collaboration project meetings	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
Parcel and property assessment in Opportunity Zones				\$25,000		\$25,000
Prospectus development				\$10,000		\$10,000
Opportunity Zone marketing materials				\$10,000		\$10,000
Website optimization		\$20,000				\$20,000
Talent attraction efforts	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$60,000
Total	\$69,000	\$103,150	\$134,850	\$188,600	\$91,901	\$587,500

Performance Measurement

Measuring performance is a critical component of any economic development initiative. Metrics are an important factor in helping investors, implementation partners, and the community in determining if implementation is having the desired impact and producing sufficient return on investment.

Market Street recommends that the Bristol area tracks two distinct types of metrics:

1. **Core Community Measures:** These metrics represent regional outcomes that will be impacted by effective implementation of strategic recommendations but are also influenced by many other factors outside the control of any implementing organization. They seek to measure the Bristol area's performance in key demographic, socioeconomic, economic, and quality of life indicators that the strategy seeks to impact.
2. **Strategic Activity Measures:** These metrics are more closely tied to the tactical recommendations in the strategy and are more directly influenced by the implementation effort. In most cases, these data are not currently being collected so a source will need to be identified or developed to track performance of these indicators.

The practice of establishing performance goals associated with the implementation of an economic development strategy has become commonplace. These often include specific job and income growth projected to occur in the five-year implementation timeframe. However, it is extremely difficult to establish meaningful estimates for quantifiable gains that are influenced by trends that are often beyond local control; the unforeseen Great Recession is a good example of that reality. In addition, there is typically a lag of between one to three years for the release of certain economic and demographic data that would affect the timeliness of performance reporting.

The Bristol Chamber and other key partners should establish five-year comparative goals for Core Community Measures as strategic implementation begins. The following tables display Core Community Measures and Strategic Activity Measures. Strategic measures are only suggested indicators and can be adjusted as needed by implementation partners.

CORE COMMUNITY MEASURES

Core Community Measures are "topline indicators" that help determine whether the Bristol area is making progress and moving in the right direction. These metrics measure the overall success of the strategy's implementation and are not tied to any one initiative. For example, the growth in the labor force is not tied to one specific initiative, but it will help to measure how successful the Bristol area has been at attracting, developing, and retaining talent in order to grow its workforce.

As previously mentioned, it is suggested that the community benchmark its progress on these key metrics relative to the state of Tennessee, commonwealth of Virginia, and the nation to account for any external

trends such as economic cycles. Additionally, the Bristol area should seek to close the gap in key metrics between itself, Tennessee, Virginia, or the nation. The following Core Community Measures are proposed by Market Street for tracking by Bristol area implementation partners, kept in one place by the Strategic Implementation Coordinator, and shared with the Implementation Committee for internal review at least annually.

CORE COMMUNITY MEASURES

Performance Measure	Current Value				Current Difference			Source
	Bristol Area	Virginia	Tennessee	United States	Virginia	Tennessee	United States	
Five-Year Employment Growth (2013-2018)	0.2%	6.4%	10.1%	8.5%	● -6.2%	● -9.9%	● -8.3%	EMSI
Self-Employment as a % of Total Employment (2018)	3.8%	4.0%	9.0%	6.2%	● -0.2%	● -5.2%	● -2.4%	EMSI
Five-Year Population Growth (2013-2018)	0.04%	3.2%	4.3%	3.5%	● -3.2%	● -4.2%	● -3.5%	Census
% of Population Aged 25-44 (2018)	22.8%	26.9%	26.2%	26.6%	● -4.1%	● -3.4%	● -3.8%	Census
Ratio of Population Aged 25-44 to 45-64 (2018)	0.80	1.03	1.00	1.04	● -0.2	● -0.2	● -0.2	Census
Per Capita Income (2017)	\$40,742	\$55,105	\$45,517	\$51,640	● -\$14,363	● -\$4,775	● -\$10,898	BEA
Average Annual Wage (2017)	\$42,408	\$56,985	\$48,780	\$55,237	● -\$14,577	● -\$6,372	● -\$12,829	EMSI
Five-Year Wage Growth (2012-2017)	5.9%	11.8%	14.3%	14.6%	● -5.8%	● -8.4%	● -8.6%	EMSI
Number of Net New Businesses (2013-2018)	231	40,435	18,570	828,878	N/A			EMSI
Percentage Net Growth in Number of Businesses (2013-2018)	4.2%	16.9%	12.9%	9.0%	● -12.7%	● -8.6%	● -4.7%	EMSI
Total Poverty Rate (2017, 5-year estimate)	16.5%	11.2%	16.7%	14.6%	● 5.3%	● -0.2%	● 1.9%	ACS
Child Poverty Rate (2017, 5-year estimate)	25.8%	14.9%	24.3%	20.3%	● 10.9%	● 1.5%	● 5.5%	ACS
% of 25+ Pop. w/ Associate's Degree (2017, 5-year estimate)	8.2%	7.5%	7.0%	8.3%	● 0.7%	● 1.2%	● -0.1%	ACS
% of 25+ Pop. w/ Bachelor's Degree or Higher (2017, 5-yr. est.)	22.4%	37.6%	26.1%	30.9%	● -15.2%	● -3.7%	● -8.5%	ACS

STRATEGIC ACTIVITY MEASURES

These metrics include both performance and activity measures and help the region to measure its progress related to the specific Strategic Focus Areas of the Strategy. Implementation Partners should work together to track and report metrics.

STRATEGIC ACTIVITY MEASURES

Potential Measure	Potential Data Source
Arts and Tourism	
Annual direct and indirect impact of hospitality, tourism, and the arts	Track locally
Number of tourists visiting Bristol	Track locally
Music Economy	
Number of professional artists located in the Bristol area	Track locally
Number of graduating restaurants from proposed restaurant incubator	Track locally
Average lifespan of Bristol restaurants	Track locally
Number of attendees at music events	Track locally
Number of live show attendees, listeners, and watchers of Radio Bristol Sessions	Track locally
Number of Bristol music industry expatriates re-engaged	Track locally
Number of completions of music-related degree or certificate programs	Track locally
Competitive Workforce	
Total \$ of funding and in-kind donations secured for CTE center from Bristol area businesses	Track locally
Number of CTE students	Track locally
Number of CTE graduates	Track locally
Percentage of CTE graduates with job placement within one year of completion	Track locally
Number of employers participating in diversity-training sessions	Track locally
Percentage of minority employees at various levels	Track locally
Number of attendees at diversity celebration event	Track locally

STRATEGIC ACTIVITY MEASURES, CONTINUED

Potential Measure	Potential Data Source
Entrepreneurship	
Entrepreneurial online hub website metrics, including hits and data downloads	Track locally
Number of entrepreneurs utilizing proposed innovation facility	Track locally
Number of students and graduates of entrepreneurship certificate and degree programs	Track locally
Number of attendees at proposed technology-focused events at Bristol Rhythm and Roots Reunion	Track locally
Number of proposed angel network members	Track locally
Amount of angel funding available	Track locally
Housing	
Number of housing permits granted in the Bristol area	HUD
Number of developers engaged	Track locally
Leadership and Collaboration	
Number of elected officials and staff participating in economic development boot camp	Track locally
Number of attendees at proposed public office information sessions	Track locally
Number of leaders participating in inter-city visits	Track locally
Number of local government collaboration projects undertaken	Track locally
Impact (quantitative or qualitative) of government collaboration projects	Track locally
Number of leadership program graduates participating on proposed project teams	Track locally
Impact (quantitative or qualitative) of leadership program alumni projects	Track locally
Number of earned media placements as a result of leadership program alumni projects	Track locally
Number of participants in proposed mentorship program	Track locally
Percentage of women and percentage of minorities participating in mentorship program	Track locally
Downtown Bristol	
Number of Downtown Bristol Development Strategy recommendations completed	Track locally
Number of Believe in Bristol strategic tactics completed	Track locally
Amount of downtown investments secured	Track locally
Targeted Business	
# of companies contacted via BRE programming by size and target sector	Track locally
# of companies visited via BRE programming	Track locally
# of leads identified or gained due to collective efforts	Track locally
Investments made through the Opportunity Zone program	Track locally
Economic development web metrics, including hits and data download	Track locally
# of earned media placements	Track locally
Number of domestic and international marketing trips, trade show and industry conferences, and prospect meetings that Bristol area partners are involved in	Track locally

CONCLUSION

This strategic planning process has led to the creation of a next-level strategy that brings the community's stakeholders together behind a common vision of building on past successes to take Bristol, TN-VA to a more prosperous future. This Implementation Plan provides the framework to ensure that implementation partners have an effective, coordinated, and sufficiently resourced and staffed implementation cycle so that the potential of the plan can be realized over the next five years. The implementation structure proposed in this draft Implementation Plan—including the activation of new volunteer and organizational capacity and leadership—represents the framework through which the community can work together to increase prosperity and improve quality of life. Throughout this process, Bristol, TN-VA community partners have demonstrated that they have visionary and energetic volunteer and staff leadership and a willingness to tackle their problems together by intentionally seeking ways to collaborate even across a state line. Embracing this powerful implementation framework will ensure that the momentum created by the Bristol 2040 strategic planning process carries on in the years to come.