



Planning

City of Fayetteville
Board of Mayor and Aldermen



Strategic Planning Session
February 29, 2020

MTAS Library



Municipal Technical Advisory Service
INSTITUTE for PUBLIC SERVICE

JUN 22 2021

Univ. of Tenn.



**BOARD OF MAYOR AND ALDERMEN
2020 STRATEGIC PLANNING SESSION**

February 29, 2020
Fayetteville Public Utilities (Conference Room)
408 College Street W.

AGENDA

7:30 AM	Breakfast/Mayor's Welcome	Mayor Whisenant
8:00 AM	Review of Mission/Vision/SWOT	MTAS Mike Tallent
9:00 AM	Grant/Capital Fund update a. Greenway Phase II b. Greenway Phase III c. Camp Blount Development d. William D. Jones Blvd. STBG Project e. LPRF Soccer Complex	Scott Collins
9:30 AM	Administration/ECD Presentation a. Branding Initiative priorities b. Downtown Master Plan priorities c. Community and Development Services	Scott Collins
10:00 AM	Department Accomplishments/Priorities a. Police Department b. Public Works c. Fire Department d. Parks and Recreation 1. Recreation and Aquatic Center Feasibility Study	Scott Collins
10:30 AM	Establish Board Priorities	MTAS Mike Tallent
12:00 PM	LUNCH	
12:30 PM	Rank Priorities	MTAS Mike Tallent
	Establish Action Plan	MTAS Mike Tallent
2:00 PM	ADJOURN	Mayor Whisenant



STRATEGIC PLANNING 2019

Final Report

City of Fayetteville

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Fayetteville, TN 37334

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Background

The Fayetteville Board of Mayor and Aldermen held its annual goal setting retreat at the FPU building on February 23, 2019. All members of the board attended including Mayor Michael Whisenant, Vice-Mayor Dorothy Small, Alderman Jeff Alder, Alderman Tonya Allen, Alderman Danny Bryant, Alderman Donna Hartman, and Alderman Rachael Martinez. Also in attendance was City Administrator Scott Collins and Joe Cosentini, MTAS Management Consultant, who facilitated the session.

Mission & Vision

The Board reviewed the established mission and vision statements which are designed to guide the overall direction of the strategic decision making process.

MISSION

The City of Fayetteville shall provide municipal services to maintain and grow the City in a fiscally responsible way for the benefit of our citizens.

VISION

Where tradition meets tomorrow.

An alternative vision statement was presented for consideration. The use of the expanded statement will be decided by the Board at a future time. It is presented below for informational purposes:

In the City of Fayetteville, we believe in supporting our community. We promote and foster our local economy by assisting current and potential residents, businesses, and partners with ways to increase and strengthen their quality of life.

SWOT Analysis

The Board reviewed the 2017 SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify any adjustments deemed appropriate. The full 2019 SWOT analysis is included in Attachment #1, the modifications that were discussed are as follows:

Strengths

Added:

Industry retention

Greenway progress

Art Center

Ability to obtain grants

Modified:

Proximity to Jack Daniels/Southern Pride/Prichard's distilleries

Weaknesses

Removed:

Illegal alien population

Ability to compete for grants

Unincorporated area south of City

Lack of money/capital

Added:

Ability to annex

Modified:

No new higher end restaurants, retail, or grocery stores

Opportunities

Added:

Education – Opportunity Zones

Tennessee Center for Applied Technology (Offices in Fayetteville)

Modified:

Purchase property for future park use

Vocational training and engineering (replaced Megatronics)

Threats

Removed:

Exhausting reserve funds

Added:

Suicide issues

Modified:

General drug use including opioids

Goals and Objectives

Goals and objectives are similar in that they describe the intended purposes and expected results of activities and establish the foundation for assessment.

Goals are statements about general aims or purposes that are intended to be broad statements that are focused on long-term success. Typically, an agency will establish only a few goals to serve as the overarching purpose during the planned timeframe. Since they are broad purposes, reaching a goal is often a multi-year endeavor with a long time horizon. Some goals may never be fully accomplished and require advancement to higher and higher levels of attainment. Maintaining the same goals for many years is the norm in public agencies.

Objectives, on the other hand, are brief and clear statements that describe a desired outcome that advances a goal. An agency typically has many objectives in its annual work plan. Importantly, objectives should be SMART: that is **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime specific. Objectives may require more than one fiscal year to complete; at times objectives are carried forward to the next year if they remain relevant and important. Objectives are those items that, by themselves and in combination with other objectives, move the agency toward the aspiration of its goals.

The Board reviewed their organizational goals originally established in 2014 and carried forward in each subsequent year. Together these goals underscore the fundamental mission and purpose of municipal government. The goals are as follows:

- Goal – Protect Health and Safety / Ensure the Delivery of Basic Services
- Goal – Enhance City Attractiveness and the Quality of Community Life
- Goal – Economic Growth and Community Prosperity
- Goal – Maintain the Fiscal Integrity of the City

Departmental Priorities

City staff communicated their priorities through City Administrator Collins. All handouts used during the presentation of City Administrator Collins are contained in Attachment #3.

Implementation

The establishment of a goals and objectives program provides a formalized statement of direction for the City during the year, while also serving as an instrument to evaluate the progress and achievement of the organization. It is through this formalized process that organizational priorities are established to move the City forward in a planned and unified manner.

It is recommended that the Board of Mayor and Aldermen review and adopt a goals and objectives program as part of the budget process each year. By doing so, the requisite human and financial resources can be planned and incorporated into the spending plan and the Board, Staff, and Community will have a clear understanding of the upcoming work plan and the various objectives to be pursued. The program should be drafted by the City Administrator, in consultation with key staff, and be discussed by the Board with as much emphasis as the spending plan in the proposed budget.

The objectives set forth in this report should be evaluated in development of the fiscal 2020 budget, and if still relevant and important, be carried forward and become a part of the work plan, along with other priorities established by the Board,

END OF SECTION

City of Fayetteville, Tennessee

2019 Strategic Plan SWOT Analysis

Strengths:

- | | |
|--|--|
| Central location | Senor citizen programs w/public transportation |
| Good highways | Tims Ford Lake |
| Local and regional airport | County gov't relationship |
| Strong utility system | Main Street Program |
| Private cable company | Public housing |
| Low unemployment | Affordable housing |
| Excellent education system | Liquor by the dirnk |
| Motlow Community College | Proactive planning |
| Four-year educational opportunities | Fire department (Class 3 ISO) |
| Abundance of industrial properties | Low property tax |
| Community Health System | Good retirement community |
| Modern library | Aesthetic community |
| Historic downtown | Friendly community |
| Diverse museum | Industry retention |
| Lincoln County Fair | Recycling program |
| Elk River | River port (50 miles away) |
| Good finances and reserve fund | Hotel-motel tax |
| Adequate utility capacity | Modern police headquarters |
| City employees | Dog park |
| Low crime | actively engaged youth |
| Historic homes | Key downtown retailers |
| Lincoln Theatre and Carriage House Players | Leadership Lincoln |
| Strong church community | Rec center Veterans exhibit |
| Civic clubs | Greenway progress |
| Government board | Art Center |
| Proactive IDB | Ability to obtain grants |
| Chamber of Commerce | <i>Dedicated TCAT Center</i> |
| Recreation programs | |
| 3-Start Certification | |
| Proximity to Jack Daniels/Southern Pride/Prichard's distilleries | |

City of Fayetteville, Tennessee

2019 Strategic Plan SWOT Analysis

Weaknesses:

- Streets/sidewalks in need of repair
- Stagnant population
- Low income
- ~~Low available qualified workforce~~
- No rail service
- Ability to annex
- No new higher end restaurants retail or grocery stores
- TN sales tax versus AL sales tax
- Traffic on Huntsville highway
- Lack of a community center
- Lack of ^{available} affordable land
- Blighted areas
- Junk cars/trash
- Loss of young people
- Retail leakage to AL
- Lack of adequate storm drainage facilities
- Retention of city employees
- CDBG competitiveness

2019 Strategic Plan SWOT Analysis

Opportunities:

- Camp Blount Historic Park development
- Riverwalk/greenway/river bottom development
- Expand use of grants
- Purchase property for future park use
- Expand training opportunities
- Vocational training and engineering
- Encourage vacant retail building reuse
- Expand uses of 200+ acre industrial park
- Spec building
- Incentives to recruit industries
- Façade improvement program (grant)
- Farmers Market
- Education - Opportunity zones
- Tennessee Center for Applied Technology (Offices in Fayetteville)

tourist attraction for jobs facilities

Threats:

- Loss of major industry
- loss of more population
- Suicide issues
- Fringe area growth to the south
- Recreational competition
- ~~Reduced funding (State and Local)~~
- Retail moving to AL
- Major downtown fire
- Tornado or flood
- General drug use including opioids
- Deterioration of downtown buildings

City of Fayetteville, Tennessee

2019 Strategic Plan Goals and Objectives Program

GOAL: Protect Health and Safety / Ensure the Delivery of Basic Services					
Objective	Objective Description	Responsibility	Start Date	Progress	Complete Date
1	Establish Citywide Fleet Maintenance Plan				
2	Review Employee Vehicle Use Policy				
3	Fire Department Management and Operations Assessment (MTAS)				
4	Recycling Center -Improve Overall Look- -Review of Curbside Pickup- -Analyze Facility Relocation-				
5	Establish Stormwater Regulations				

2019 Strategic Plan Goals and Objectives Program

GOAL: Enhance City Attractiveness and the Quality of Community Life					
Objective	Objective Description	Responsibility	Start Date	Progress	Complete Date
1	Identify Roadway Improvement Needs (Street Grades) -Report Findings to BOMA-				
2	E. Edison/Norris Street Rebuild -Obtain Cost Estimates- -Coordinate with TDOT-				
3	Brookmeade and Markham Drainage Issues -Identify Improvements- -Obtain Cost Estimates-				
4	Establish Sidewalk Replacement Program -Identify Responsible Staff- -Annual Allocation-				

2019 Strategic Plan Goals and Objectives Program

GOAL: Economic Growth and Community Prosperity					
Objective	Objective Description	Responsibility	Start Date	Progress	Complete Date
1	New Recreational Center -Update Feasibility Study to include operational cost projections and staffing needs-				
2	Improve Community Outreach -Community Calendar on Website- -Improve Awareness- -Use Channel 6-				
3	Regional Recreational Tournament Recruitment -Evaluate Tournament Requirements- -Evaluate Internal capacity to organize-				

2019 Strategic Plan Goals and Objectives Program

GOAL: Maintain the Fiscal Integrity of the City					
Objective	Objective Description	Responsibility	Start Date	Progress	Complete Date
1	Increase Capital Fund and Establish Minimum Balance				
2	Employee Wage Review -Identify Cost Impact- -Avoid Wage Compression-				

City of Fayetteville, Tennessee

2019 Strategic Plan Board Priorities

Public Restrooms Downtown
Drainage Issues and Regulations
Sidewalks - repair and expansion
Streets - repair and maintain, coordinate with FPU
New recreation center
Upgrade recycling center
Relocate Farmers Market
S. Main Streetscape
Citywide Fleet maintenance plan
Fire Department Study (MTAS)
Employee wage review
Regional recreational tournament recruitment
Build capital reserve fund - establish minimums
Annual review of Employee Handbook
Formal document retention plan
Refresh/Expand City website
Re-establish City Planner position
Expand Fireworks Show and Christmas In The Park
Improve community outreach
Residential recycling curbside pickup
Business incentives and recruitment

GRANT/CAPITAL FUND UPDATE PROJECTED FY 2021

2017 TAP – Greenway Phase II, Stone Bridge Park to Camp Blount Connector

Notice to Proceed to Construction on 02/20/20; NTP rescinded on 02/24/20 due to re-evaluation of Archaeology environmental impact. However, resolution of this issue is imminent.

Total Construction Project Cost:	\$1,451,597.00
FHWA/TDOT:	\$1,161,277.00
Local:	\$ 290,320.00

2019 TAP – Greenway Phase III, Camp Blount River Walk Segment to Walmart

Project is in the NEPA (environmental review phase) Phase. Typically, NEPA is a 6 month+ process in dealing with all the various state and federal agencies for approval and compliance.

Total Construction Project Cost:	\$847,240.00
FHWA/TDOT:	\$677,792.00
Local:	\$169,448.00

Camp Blount Historical Site

The Camp Blount account as of 12/31/19 has a balance of \$501,697.92. Phase I Development bids have been received and approved with construction scheduled to be completed on or before 06/19/20. Phase I projected construction costs are \$185,472.00. Phase I improvements include entrance construction/paving, grading for site prep for Phase II, and ADA parking and walkways.

Phase II will be going to bid on or about 03/11/20. Phase II will encompass construction of the Volunteer Plaza complete with the Tri-Star logo, the base for the First Volunteer statue, parking lot paving and possibly construction of the Volunteer Pavilion.

All work is to be completed on or before 06/19/20 for the statue unveiling on 06/20/20.

William D. Jones Blvd. STBG Project

The City was notified on 02/24/20 the letter from the Commissioner was signed on 02/21/20. An amendment to the contract has been sent to the Commissioner for review and approval is expected within two weeks. Engineers have prepared the bids documents pending final approval.

Total Construction Project Cost:	\$940,259.00
FHWA/TDOT:	\$752,207.00
Local:	\$188,051.00

2018 LPRF Grant – Fayetteville Soccer Complex

Design work is continuing on the \$500,000 grant. The local match is land donation.



Scott Collins

Capstone Project

Enhancing Economic and Community Development in Fayetteville



Fayetteville
TENNESSEE
Established 1809

January 16, 2020

SUMMARY

At the onset of this Certified Public Manager (CPM) Capstone Project, *Enhancing Economic and Community in Fayetteville*, it was thought it would be a process of simply receiving approval from the Board of Mayor and Aldermen to organize a qualified and enthusiastic team among City employees to make positive changes in the realm of economic and community development. However, with the lessons learned from the CPM curriculum and research/analysis conducted during the past several months, one premise became abundantly clear: *We're going to need a bigger boat.*

This is to say that this project is not a simple start-to-finish task with an easy and clearly defined timeline. Based on the lessons learned and research conducted, enhancing economic and community development in Fayetteville is going to be a multi-year process that exhibits signs of the need to be frequently amended as it evolves based on various factors, both internal and external.

During recent years, the City of Fayetteville has enjoyed moderate success in economic and community development. There are several entities that regularly contribute to the economic growth that Fayetteville has attained, including the Fayetteville/Lincoln County Chamber of Commerce, Fayetteville Main Street and the Fayetteville/Lincoln County Industrial Development Board. In addition, the City of Fayetteville Planning and Codes Department and the Lincoln County Planning and Codes office have also contributed in assisting the moderate growth. However, in reviewing the efforts of the recent successes, it appears there is *adequate* coordination among the economic development entities and all the players involved exhibit passable coordination and good relationships. But the question remains: *Can we do better?*

The first step in this Capstone Project process was to gain approval from the City of Fayetteville Board of Mayor and Aldermen (BMA) for the creation of the City of Fayetteville Economic and Community Development (COF-ECD) Team. The COF-ECD Team would be challenged to conduct research to determine best practices in economic and community development. Secondly, it is essential for the COF-ECD Team to coordinate with the other economic development organizations in Fayetteville/Lincoln County to improve communication and create a unified message for enhanced economic development. Lastly, the COF-ECD Team is responsible for working with professional experts on a Branding Initiative and a Downtown Master Plan after receiving authorization and funding from the BMA.

These ambitious efforts have the following goal in mind: Increase local options sales taxes, occupancy taxes, business license fees, beer/liquor taxes, etc. *in an attempt to lessen the tax burden on property owners.*

However, gauging projected increases in the tax base has been challenging during the initial launch of this project. It has already been determined that enhancing economic and community development in Fayetteville will not be a quick process with instant measurable results.

Nevertheless, it is believed that the success of this project can eventually be graded through the following measurables:

1. Increase in local option sales tax;
2. Increase in building permits, both residential and commercial;
3. Development of “livability” projects such as the Fayetteville Greenway Project, increased/improved public events, beautification projects, etc.; and
4. Strong emphasis on tourism expansion to generate increased visitation and development of the Camp Blount Historic Site, opportunities on the Elk River and improvements of the Historic Downtown Square.

The implementation of this project was started in February 2019 with the authorization of the Board of Mayor and Aldermen to form the COF-ECD Team. Once the team was selected and

organized, it became quickly evident that this project was going to be a marathon, not a sprint. This sobering realization is making the final result a changing and moving target. It has also been determined that the COF-ECD Team members are progressive and visionary, but time limitations is hindering the prompt implementation of many of the creative ideas that have been discussed. The deeper the dive the Team took, the more opportunities have been realized. What was initially thought to be a twelve-month project has now evolved into a multi-step, multi-year project that is expected to pay increasing dividends and returns moving forward.

Regarding measurables such as increased revenues, it will be virtually impossible at the early stage of the project implementation to determine if the COF-ECD Team is having a revenue generating impact. However, due to an increased emphasis on customer service, it could be argued that the three new commercial developments currently in progress are moving forward without delays or controversy due to enhanced assistance and guidance of the Fayetteville Planning and Codes Department. The Department is quickly developing a reputation for being business development friendly and proactive in striving for excellence in customer service.

As stated earlier in this summary, the Board of Mayor and Aldermen authorized the formation of the COF-ECD Team during their 2019 Strategic Planning Session hosted by MTAS last February. Furthermore, the COF-ECD Team presented two major development initiatives in the Branding Initiative and the Downtown Master Plan Project that the BMA approved funding to initiate. It is expected that more of the COF-ECD Team initiatives will be permitted by the BMA in the 2020 BMA Strategic Planning Session.

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Attachments:

A. Branding Initiative Report

B. Downtown Master Plan Project Report

C. Camp Blount Summary Report

**Strategic Approach to
Enhancing Economic and Community Development in Fayetteville**
A Certified Public Managers Project Report

PROBLEM STATEMENT

The City of Fayetteville and Lincoln County do not have a unified message or clearly defined identity for tourism and marketing purposes. In addition, no government entity is officially designated for the purposes of branding and marketing on behalf of the City of Fayetteville and Lincoln County. For that matter, the two government organizations do not have an overall consistent economic and community development plan or even a true sense of direction. There also appears to be concerns that Fayetteville/Lincoln County are not reaching their full potential without an officially designated catalyst for economic and community development.

DESIRED STATE STATEMENT

The *Desired State* is to have an official City of Fayetteville Economic and Community Development (COF-ECD) Team authorized by the Board of Mayor and Aldermen. The COF-ECD Team will be challenged to address deficiencies in the coordination of economic and community development. The end result will be improved coordination with retail and industrial recruitment/development, tourism/marketing, and enhanced livability opportunities.

As this Capstone Project progressed in meetings with the COF-ECD Team, other economic development agencies, and consultation with the Branding Initiative and the Downtown Master Plan Project professionals, it has become increasingly evident that much more commitment is warranted for true economic and community development. With that thought in mind, the Project will now include the request for a full-time Tourism Coordinator to be the primary contact for economic and community development and to spearhead the initiatives introduced by the Board of Mayor and Aldermen, the COF-ECD Team and others.

ANALYSIS OF THE PROBLEM

Currently, the City of Fayetteville and Lincoln County has the F/LC Industrial Development Board responsible for industrial recruitment. Although the IDB has enjoyed success in industrial recruitment, they do not have the resources or time for retail recruitment, nor do they address livability issues, a key factor in economic and community development. In addition, the F/LC Chamber of Commerce serves as the Tourism Bureau for Fayetteville and Lincoln County. As with the F/LC IDB, the Chamber does an admirable job of tourism promotion and related activities, but personnel and time limitations hinder their efforts.

Another detriment to efficient and coordinated economic and community development appears to stem from the timeworn adage “we’ve always done it this way.” It also seems that some may be resistant to change due to “territorialism” or wanting to promote only a select group or segment of the community. It is thought that some may be more interested in protecting their own self-interests instead of seeking to promote Fayetteville and Lincoln Co. as a whole, while others may be more concerned with who or what group is getting the “credit” for a successful event or progressive proposal. Moreover, it has been reported that select merchants on the Fayetteville Downtown Square formed a self-proclaimed “secret society” to promote their singular interests to the detriment of other merchants and the Chamber of Commerce. Another matter of concern as it is related to the Downtown Square area is some merchants rely primarily on periodic events to carry them throughout the year, and if there is a shortfall, are quick to blame others publicly through social media and other venues, casting Fayetteville in a negative manner. Lastly, the lack of productive communication between the various economic development organizations with cohorts, governing bodies, stakeholders and the public in general may be the greatest deterrent in positive and productive economic and community development.

In an effort to combat some of the negative difficulties that hinder economic and community development, as part of the 2019 Strategic Plan by the Board of Mayor and Aldermen, a proposal was approved for the creation of the City of Fayetteville Economic and Community Development Team. Comprised of key staff members of the City's workforce, the COF-ECD Team will be challenged to address the following issues:

- Conduct a Branding/Marketing Initiative for the development of a marketing campaign.
- Oversee the development of the Fayetteville Downtown Master Plan.
- Address livability factors with beautification and blight elimination programs.
- Determine best practices for retail recruitment.
- Develop a mechanism for an outreach program for regional partnerships, as well as coordinated efforts by local entities to improve economic development opportunities.

The primary benefit we hope to achieve through these objectives is to showcase the numerous attributes of Fayetteville/Lincoln County to the multitudes. It is believed the City tax base will increase significantly by investing in tourism to attract more visitors and investments to the area.

The Branding Initiative was initiated in June of 2019. It was initially hoped that the final report and recommendations would be presented in December 2019 for inclusion in this report.

However, due to the volume of research, interviews, stakeholder meetings and public meetings, the timeline has been extended through January 2020 for the draft presentation to the Board of Mayor and Aldermen. Another engagement of the stakeholders was the approval of the Fayetteville Downtown Master Plan (DTMP) by the Board of Mayor and Aldermen in May 2019. The Walker Collaborative was selected to create the DTMP and initiated the study and process in July 2019. As with the Branding Initiative, numerous public meetings, stakeholder meetings, interviews and research has been on-going since July 2019. The initial draft report and

recommendations are expected to be presented to the Board of Mayor and Aldermen in February 2020.

RESEARCH

For the “*Enhancing Economic and Community Development in Fayetteville*” CPM Capstone **Project**, due to the expanding scope of the project, numerous research strategies were incorporated. At the onset, the COF-ECD Team was initially responsible for the research. The research entailed studying other municipalities’ webpages to determine the best practices and most efficient organization of municipal departments that would be the best fit for Fayetteville. COF-ECD Team members then visited municipalities such as the City of Columbia and the City of Winchester to learn more of how their ECD departments were created, levels and type of funding, organizational hierarchy, levels of support from the governing body, and their determination of best practices for economic and community development, plus any other advice and guidance for the fledgling and inexperienced COF-ECD Team.

The COF-ECD Team then reached out to officials with the Fayetteville/Lincoln Co. Chamber of Commerce, the F/LC Industrial Development Board and Fayetteville Main Street for their input and guidance. Next, the COF-ECD Team “hit the streets” and met with several local stakeholders, including downtown businesses, commercial retailers, corporate/industrial leaders and elected officials. The prevailing theme from this research appeared to be confusion over Fayetteville’s sense of identity.

At this stage, going with the premise of “we’re going to need a bigger boat” and the need for a higher level of expertise, the COF-ECD Team approached the BMA and received approval and funding to procure the services of a professional company to conduct a branding study. In addition, due to the Historic Downtown Square being a consensus strength in the S.W.O.T.

Analysis, the BMA also agreed to fund a Downtown Master Plan (DTMP). After the procurement process, the BMA approved the recommendation of the COF-ECD Team and selected Chandler Thinks of Franklin, TN to conduct a Branding Initiative Study and The Walker Collaborative of Nashville to develop a Downtown Master Plan.

Chandler Thinks and The Walker Collaborative conducted very similar means of research, including individual stakeholder interviews, web based surveys, stakeholder group meetings and public meetings.

While Chandler Thinks and The Walker Collaborative were conducting their professional research, the COF-ECD Team continued to conduct informal research. Information gathering meetings were held with various officials, such as hosting TN Department of Economic and Community Development Deputy Assistant Commissioner Brooxie Carlton for a “walk around meeting” on the Historic Downtown Square, as well as receiving business recruitment guidance from TVA Retail Development Director Melissa Hartsell. Meetings were also held with TDOT Local Program officials for advice on greenway development, TN Historical Commission officials regarding the development of Camp Blount, including Executive Director Patrick McIntyre and Wars Commission Director Nina Scall, as well as visits to Parkers Crossroads to meet with former TN Deputy Speaker of the House Steve McDaniel to gather tips on historic site development. For community development advice, THDA Housing Program Manager Bill Lord (and fellow CPM friend and colleague) visited Fayetteville with a wealth of information on housing programs. Lastly, the COF-ECD Team attended numerous economic and community development conferences, including the Governor’s Conference, the USDA Rural Development Conference, the TN/KY Idea Exchange and the TML Annual Conference.

RESEARCH TEAM

The COF-ECD Team is the primary Research Team as approved by the Board of Mayor and Aldermen as part of their 2019 Strategic Plan. The Team is as follows:

- Adriane Gay, Human Resources Coordinator
- Jerry Taylor, IT Director
- Kristi Gentry, Planning and Codes Coordinator
- Lenace Vaughn, Property Maintenance Coordinator
- Scott Collins, City Administrator

However, as the Capstone Project progressed, it was quickly realized that this ambitious effort required the involvement of several more “hands on deck”. City of Fayetteville Department Directors and Chiefs have been designated as ex-officio members due to their influence on economic and community development. Furthermore, many of their semi-annual Goals Action Plans are now including ECD initiatives. Extended members of the COF-ECD Team also include the Fayetteville Greenway Project engineers, the Camp Blount Design Team, the Director of the Chamber of Commerce, the Main Street Director, IDB Director, the Chandler Thinks Branding Initiative Team and The Walker Collaborative Downtown Master Plan Team.

POTENTIAL SOLUTIONS

During the formation of the COF-ECD Team, the suggested mission statement was to expand on the City of Fayetteville Mission Statement:

The City of Fayetteville shall provide municipal services to maintain and grow the City in a fiscally responsible way for the benefit of our citizens.

The COF-ECD Team’s mission statement is as follows:

To create a harmonious atmosphere to enhance livability factors, economic growth and opportunities with ALL sharing a sense of accomplishment, vision and unified goals.

The first objective after conducting the research for this project, was to provide economic and community development training opportunities for COF-ECD Team members. All Team members have attended various classes at economic and community development conferences and Planning Coordinator Kristi Gentry is currently studying to become a Tennessee Certified Economic Developer (TCED) through the UT-IPS TCED Program. Based on the research conducted and benefits from training opportunities, the COF-ECD Team developed subcommittees for each Team member to chair. Team members are responsible for recruiting members for the subcommittees that share the BMA's and COF-ECD Team's vision for economic and community development.

The subcommittees are as follows:

1. Retail Business Recruitment and Development
2. Tourism Promotion and Development
3. Special Projects
4. IT Development and Entertainment
5. Community Development and Beautification

The ***Retail Business Recruitment and Development*** subcommittee is chaired by Planning Coordinator Kristi Gentry. The first objective was to improve the permitting process for Building Permits and enhance customer service in the Planning and Codes Department in an effort to gain a reputation of being "business friendly." Secondly, a resource book for the Historic Downtown Square was developed that has information on all businesses on the Square, as well as information on vacant buildings that includes square footage, rent/sale price information and contact information. Lastly, work and studies are ongoing to determine best practices for retail recruitment, as well as formulating a plan to attract a brewery or additional distilleries. A critical

factor will be to determine the feasibility of perhaps contracting in 2020 with retail recruitment specialists such as the Buxton Company, Retail Strategies and others. Team member Kristi Gentry also serves as the primary contact for the Downtown Master Plan Project by The Walker Collaborative.

The *Tourism and Promotion* subcommittee is chaired by Human Resources Coordinator Adriane Gay. The principal goal is to be the point of contact for Chandler Thinks and the Branding Initiative. The next initiative is to work with the TN Department of Tourism to gain additional benefits from being on the Tennessee Whiskey Trail and to take advantage of the close proximity to the Jack Daniels Distillery to increase visitation to the local distilleries, Southern Pride Distillery and Prichard's Distillery. Lastly, the Tourism and Promotion subcommittee is to coordinate additional events and promotions unique to Fayetteville and Lincoln County.

The *Major Projects* subcommittee is chaired by City Administrator Scott Collins. As the name suggests, the subcommittee is responsible for overseeing the development of major projects such as the Fayetteville Greenway Project, the development of the Camp Blount Historic Site and seeking ways to take advantage of opportunities the Elk River presents. Key partnerships in this process include the Camp Blount Historic Site Association and the Tennessee Historical Commission for the development of Camp Blount.

The *IT/Entertainment* subcommittee is chaired by IT Director Jerry Taylor. The IT/Entertainment subcommittee will be responsible for developing a new web page once the results from the Branding Initiative are approved and implemented. Furthermore, IT is currently working on providing free Wi-Fi on the Historic Downtown Square. Also, the City's primary

web page and social media venues will be upgraded to promote the City with current updates in a timelier manner. Lastly, the IT/Entertainment subcommittee will coordinate with the Tourism and Promotion subcommittee and the Chamber of Commerce in an effort to bring in more opportunities to showcase local musical talent as well as additional events with featured entertainers.

The *Community Development and Beautification* subcommittee is chaired by Property Maintenance Coordinator Lenace Vaughn. The goals for this subcommittee are relatively straightforward – to make Fayetteville a more inviting place to live, work and visit. Success has already been achieved in blight elimination and plans are to apply for funding through THDA for a HOME grant to upgrade substandard homes. In addition, dilapidated commercial properties have been condemned and the lots cleared to open opportunities for new development. The subcommittee is also working with various groups and organizations such as Fayetteville Main Street and the Farm to Table event organizations to place planters around the Historic Downtown Square. Beautification plans are being developed throughout the City and several will be put in effect in spring 2020.

ANALYSIS OF THE SOLUTIONS

There are several solutions to the need to *Enhancing Economic and Community Development in Fayetteville*. The primary issue determined after conducting various researches was the prevailing lack of a sense of identity and a unified message to promote Fayetteville and Lincoln County. The most practical solution hinges on the success and implementation of the Branding Initiative being conducted on behalf of the City by Chandler Thinks. The Branding Initiative is being conducted by a team of experienced professionals, has involved numerous people, groups and organizations dedicated to the betterment of Fayetteville, and has been on-going since July

2019. The preliminary report and findings were very well received by the COF-ECD Team and it is with great anticipation that the Branding Initiative/Tourism Brand and Action Plan will be presented to the Board of Mayor and Aldermen on January 24, 2020. In addition to providing Fayetteville a branding identity, brand strategy and a brand story, Chandler Thinks will also be presenting recommendations/findings for a “visitor’s guide, pole banners, outdoor billboard, wayfinding, business card/stationary and other fun ideas.”

The next proposed solution that has significant potential is the Downtown Master Plan Project being conducted by The Walker Collaborative. As with the Branding Initiative, the DTMP has been directed by a team of experienced professionals that is addressing many of the deficiencies in the downtown area. A concept plan presentation was released in October 2019 and the final Plan will be presented to the Board of Mayor and Aldermen in late January or early February 2020.

The next viable solution may be to increase the effectiveness of the COF-ECD Team. At the onset of this project, it was thought the Team could be relatively effective by meeting on a periodic basis with others to have a favorable impact on economic and community development. However, as the Capstone Project progressed and more research was conducted, it appears that much more time, investment and effort will be required for success in economic and community development. However, by establishing the various subcommittees and increasing the involvement of others, the COF-ECD Team may warrant further analysis to determine their effectiveness. Furthermore, it has been determined that the COF-ECD Team could increase their effectiveness by means learned through the Certified Public Manager curriculum and other resources, so the Team could continue to be beneficial moving forward.

SOLUTIONS TO IMPLEMENT

With the investment by the Board of Mayor and Aldermen for the Branding Initiative and the Downtown Master Plan Project, it is essentially certain that these two solutions will be implemented. The solutions to implement are as follows:

1. **The Branding Initiative by Chandler Thinks**. It is certainly anticipated this project will be incorporated into the Board of Mayor and Aldermen's 2020 Strategic Plan when the BMA meets in February. The preliminary report addresses several deficiencies in the City's marketing and tourism program, notably a unified and consistent message. The Branding Initiative also addresses the need for more investment by the City if the BMA hopes to realize some of the promise the Plan entails. It appears the BMA will be receptive to more investment in tourism due to the fact that billboard space has already been reserved on I-65.
2. **The Downtown Master Plan Project**. As with the Branding Initiative, it is expected the DTMP will be a part of the BMA's 2020 Strategic Plan due to the investment of time, interest and money to the project. In late January or February, The Walker Collaborative will present the DTMP to the BMA that will address the research and public input, physical strategies, policy strategies, programmatic strategies and economic strategies.
3. **COF-ECD Team**. Through the duration of this Capstone Project, the COF-ECD Team has been invaluable in serving as the liaison between the BMA and Chandler Thinks and The Walker Collaborative on their respective projects. It will be the responsibility of the COF-ECD Team to implement the recommendations from the Branding Initiative and DTMP as approved by the BMA. In addition, the COF-ECD Team has proven to be a valuable asset for the City in researching opportunities. A proposal will be submitted to

the BMA at Strategic Planning that will address a 5 year plan and include a proposal for a full-time tourism position as tentatively recommended in the Branding Initiative. Lastly, it is believed that with additional training and the utilization of the subcommittee system, the COF-ECD Team could be a driving force for continued progress in economic and community development that perhaps could lead to the establishment on a sanctioned joint City/County ECD Board similar to the Fayetteville/Lincoln Co. Industrial Development Board with the emphasis on retail and community development. However, in the interim, the COF-ECD Team is expecting continued success with lessons learned from the Certified Public Manager Program, such as Google's 80/20 rule as taught in the "Leading with Innovation" training segment.

RESOURCE ESTIMATES

The budget for the Branding Initiative is \$68,400 and for the Downtown Master Plan Project is \$74,370. In addition to these two major initiatives, the Board of Mayor and Aldermen have budgeted funds for training opportunities for the COF-ECD Team, most notably approving funds for the UT-IPS Certified Public Manager program and the UT-IPS Tennessee Certified Economic Developer program, as well as Team members attending various economic and community development conferences. Funding from these initiatives comes from the Tourism Fund that is derived from the occupancy tax and the General Fund. On a promising note, property tax revenues will receive a boost due to the Planning and Codes Department/COF-ECD Team working with a local property owner/contractor for two new commercial developments, Speedway and Rick's BBQ, as well as Popeye's Chicken. These three developments will increase property valuation for the City with \$4,363,000 in new assessments and generate \$27,619 in property tax revenues, as well as additional future sales tax, beer tax, etc.

IMPLEMENTATION OF PLAN

The progress of the *Enhancing Economic and Community Development in Fayetteville*

Certified Public Manager Capstone Project may be gauged as follows:

- Approval from the Board of Mayor and Aldermen authorizing the creation of the City of Fayetteville Economic and Community Development Team.
- Improved and streamlined building codes permit process in the Planning and Codes Department that is being favorably received by developers and contractors.
- Improved communication and coordination with local economic and community development stakeholders, organizations, State government officials/departments and local governments.
- Authorization and funding approval from the Board of Mayor and Aldermen for the implementation of the Branding Initiative by Chandler Thinks based on the recommendation of the COF-ECD Team.
- Authorization and funding approval from the Board of Mayor and Aldermen for the implementation of the Downtown Master Plan Project by The Walker Collaborative based on the recommendation of the COF-ECD Team.
- Continued plans for development of the Camp Blount Historic Site. A groundbreaking ceremony was hosted by the COF-ECD Team in August 2019 with Phase I construction expected to be completed by June 2020.
- Continuing progress on the Fayetteville Greenway Project. Phase I construction is expected to be completed in March 2020; Phase II will go to bid in February 2020; and, Phase III was awarded in November 2019 with construction expected in late 2020 or 2021.
- Beautification projects ranging from flower planters on the Historic Downtown Square to the purchase of new Christmas decorations has been accomplished by the COF-ECD Team. Blight removal projects have also been accomplished through the condemnation process with more scheduled for 2020.

EVALUATION OF THE SOLUTION

Although the *Enhancing Economic and Community Development in Fayetteville CPM Capstone Project* has enjoyed several notable achievements as listed above, the Project is still considered to be in its infancy due to the expanded scope. Therefore, a true evaluation is not

achievable at this time due to the continuing initiatives such as the Branding Initiative report that will be released on January 24, 2020, the Downtown Master Plan Project with an anticipated release date of February 2020, the development of the Camp Blount Historic Site with an projected Phase I completion date of June 20, 2020. In addition, the Fayetteville Greenway Project is near completion on Phase I, is expecting approval to go to bid on Phase II on or about February 2020 and was awarded funding for the Phase III segment in November of 2019, but construction will not occur until 2021 or possibly even 2022.

However, simply with the creation of the COF-ECD Team, the City has made strides in economic and community development. Due to the process of the CPM Capstone Project, this has been a concerted effort that is expected to pay large dividends moving forward and for the foreseeable future.

ATTACHMENT

A

BRANDING INITIATIVE REPORT

ATTACHMENT

B

DOWNTOWN MASTER PLAN PROJECT REPORT

ATTACHMENT

C



CAMP BLOUNT HISTORIC SITE PLANNING REPORT

2019 CPM Capstone Project Rubric Assessment

	Problem Statement	Problem Analysis	Solution Identification	Resource Allocation	Implementation Plan	Measurement of Results	Quality of Writing		
Points Possible	10	5	5	3	5	7	5	40	100%
Clagg	10	5	5	3	5	7	5		
Van de Vate	8	4	4	3	5	6	5		
Williams	8	4	4	3	4	7	5		
Scott Collins	26.0	13.0	13.0	9.0	14.0	20.0	15.0	110.0	91.7%

Great Illustrations - you've done much Scott Collins

Capstone Project Paper Total 40 points	Excellent /High Meets or Exceeds Expectations	Good/Moderate <i>Research!</i> Needs Improvement	Poor/Low Inadequate
Capstone Statement (Worth 10 points) <div style="text-align: center; font-size: 2em; border: 1px solid blue; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">10</div>	8-10 points <ul style="list-style-type: none"> ✓ Project statement is clear and concise. • Project statement identifies the purpose of the project. • Desired state outcome is defined and measureable. • Project statement does not contain information about causes or proposed solutions. 	5-7 points <ul style="list-style-type: none"> • Project statement is understandable but may have some ambiguities about the problem or purpose. • Desired state outcome is defined but not clearly measurable. • Project statement contains solutions or causes. 	0-4 points <ul style="list-style-type: none"> • Project statement does not define the problem or project purpose. • Desired state outcome is not defined.
Problem Analysis/Information Gathering (Worth 5 points)	4-5 points <ul style="list-style-type: none"> • Gathers enough relevant data and information to <u>substantiate</u> the problem or limitations of the current state. ③ • Provides thorough and relevant analysis of information in relation to the project goal. • Researches strategies based on best practices in public and private sectors. 	2-3 points <ul style="list-style-type: none"> • Defines the problems and issues by gathering relevant data. • Analysis of data is relevant to the project goal. 	0-1 points <ul style="list-style-type: none"> • Analysis of the problem is not addressed or is insufficient to support the need for the project
Solution Identification (Worth 5 points) <div style="text-align: center; font-size: 2em; border: 1px solid blue; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">5</div>	4-5 points <ul style="list-style-type: none"> ✓ Generates multiple possible solutions based on data analysis and research • Identifies innovative or cutting edge solutions based on best practices in public and private sectors. ✓ Designs new approaches or services to meet identified stakeholder needs. ✓ Solution recommended is appropriate to the context and desired outcome. 	2-3 points <ul style="list-style-type: none"> • Provides limited research and data analysis to support possible solutions. • Solution recommended is appropriate to the context and desired outcome. 	0-1 points <ul style="list-style-type: none"> • Solutions are not linked to research or data analysis. • The proposed solution lacks consideration of context and/or is not consistent with desired outcome.
Resource Allocation (Worth 3 points) <div style="text-align: center; font-size: 2em; border: 1px solid blue; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">3</div>	3 points <ul style="list-style-type: none"> ✓ Provides clear and thorough information on resources needed for project success. 	2 points <ul style="list-style-type: none"> • Provides limited information on resources needed for project success. 	0-1 points <ul style="list-style-type: none"> • Unclear or missing information about resources needed for project success.

<p>Implementation Plan (Worth 5 points)</p> 	<p>4-5 points</p> <ul style="list-style-type: none"> Utilizes a detailed action plan or Gantt Chart to show implementation of the solution. Action plan includes specific details such project schedule (timetable with dates), project activities (milestones), and responsible parties assigned to project activities. 	<p>2-3 points</p> <ul style="list-style-type: none"> Offers a general overview of the implementation process or plan. Action plan includes some specific details. 	<p>0-1 points</p> <ul style="list-style-type: none"> Lacks information on the Implementation process.
<p>Measurement of Results (Worth 7 points)</p> 	<p>6-7 points</p> <ul style="list-style-type: none"> Identifies specific metrics to measure outcomes of the project. Uses concrete data for measuring outcomes (if project has been implemented) or identifies data to be collected during or after implementation. Evaluates the success of the solution around benefits to the organization and/or customers. Provides projected cost savings or revenue generation figures as relevant. Details process improvement or efficiencies gained as relevant. 	<p>3-5 points</p> <ul style="list-style-type: none"> Provides data around outcomes. Provides some analysis around assessing the success of the project. 	<p>0-2 points</p> <ul style="list-style-type: none"> Does not adequately address how the project outcome will be measured or evaluated for success.
<p>Quality of Writing (Worth 5 points)</p>	<p>4-5 points</p> <ul style="list-style-type: none"> Communicates ideas, information and analysis in a clear and organized manner. Follows the recommended format in the Capstone Project Guidelines. Clearly communicates the relevance/importance/impact of the project. Few or no spelling, grammatical, or punctuation errors. Uses graphics as needed to illustrate or explain the message. 	<p>2-3 points</p> <ul style="list-style-type: none"> Communicates ideas and facts in a clear and organized manner. Information is provided in an order consistent with the Capstone Project Guidelines. May lack visuals that would illustrate key points of the paper. May have some spelling, grammatical, or punctuation errors but they don't impede readability or clarity. 	<p>0-1 points</p> <ul style="list-style-type: none"> Paper is not easy to comprehend or follow. Does not follow the formatting set-out in the guidelines. Spelling, grammar, and/or punctuation errors impede readability and clarity in paper.

Capstone Project Paper Total 40 points	Excellent /High Meets or Exceeds Expectations	Good/Moderate Needs Improvement	Poor/Low Inadequate
Capstone Statement (Worth 10 points) 8	8-10 points <ul style="list-style-type: none"> Project statement is clear and concise. Project statement identifies the purpose of the project. Desired state outcome is defined and measurable. Project statement does not contain information about causes or proposed solutions. 	5-7 points <ul style="list-style-type: none"> Project statement is understandable but may have some ambiguities about the problem or purpose. Desired state outcome is defined but not clearly measurable. Project statement contains solutions or causes. 	0-4 points <ul style="list-style-type: none"> Project statement does not define the problem or project purpose. Desired state outcome is not defined.
Problem Analysis/Information Gathering (Worth 5 points) 4	4-5 points <ul style="list-style-type: none"> Gathers enough relevant data and information to substantiate the problem or limitations of the current state. Provides thorough and relevant analysis of information in relation to the project goal. Researches strategies based on best practices in public and private sectors. 	2-3 points <ul style="list-style-type: none"> Defines the problems and issues by gathering relevant data. Analysis of data is relevant to the project goal. 	0-1 points <ul style="list-style-type: none"> Analysis of the problem is not addressed or is insufficient to support the need for the project
Solution Identification (Worth 5 points) 4	4-5 points <ul style="list-style-type: none"> Generates multiple possible solutions based on data analysis and research Identifies innovative or cutting edge solutions based on best practices in public and private sectors. Designs new approaches or services to meet identified stakeholder needs. Solution recommended is appropriate to the context and desired outcome. 	2-3 points <ul style="list-style-type: none"> Provides limited research and data analysis to support possible solutions. Solution recommended is appropriate to the context and desired outcome. 	0-1 points <ul style="list-style-type: none"> Solutions are not linked to research or data analysis. The proposed solution lacks consideration of context and/or is not consistent with desired outcome.
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Given that this is an economic & community development initiative, it should be good to set numerical goals in some fashion - increased tourism, outside capital investment, local investment, jobs created.

<p>Implementation Plan (Worth 5 points) 5</p> <p><i>Very well done!</i></p>	<p>4-5 points</p> <ul style="list-style-type: none"> Utilizes a detailed action plan or Gantt Chart to show implementation of the solution. ✓ Action plan includes specific details such project schedule (timetable with dates), project activities (milestones), and responsible parties assigned to project activities. ✓ 	<p>2-3 points</p> <ul style="list-style-type: none"> Offers a general overview of the implementation process or plan. Action plan includes some specific details. 	<p>0-1 points</p> <ul style="list-style-type: none"> Lacks information on the Implementation process.
<p>Measurement of Results (Worth 7 points)</p> <p><i>6 - pls. see note b hand.</i></p>	<p>6-7 points</p> <ul style="list-style-type: none"> Identifies specific metrics to measure outcomes of the project. ✓ Uses concrete data for measuring outcomes (if project has been implemented) or identifies data to be collected during or after implementation. Evaluates the success of the solution around benefits to the organization and/or customers. ✓ Provides projected cost savings or revenue generation figures as relevant. Details process improvement or efficiencies gained as relevant. 	<p>3-5 points</p> <ul style="list-style-type: none"> Provides data around outcomes. Provides some analysis around assessing the success of the project. ✓ 	<p>0-2 points</p> <ul style="list-style-type: none"> Does not adequately address how the project outcome will be measured or evaluated for success.
<p>Quality of Writing (Worth 5 points) 5</p> <p><i>35/40</i></p>	<p>4-5 points</p> <ul style="list-style-type: none"> Communicates ideas, information and analysis in a clear and organized manner. Follows the recommended format in the Capstone Project Guidelines. Clearly communicates the relevance/importance/impact of the project. Few or no spelling, grammatical, or punctuation errors. ✓ Uses graphics as needed to illustrate or explain the message. ✓ 	<p>2-3 points</p> <ul style="list-style-type: none"> Communicates ideas and facts in a clear and organized manner. ✓ Information is provided in an order consistent with the Capstone Project Guidelines. ✓ May lack visuals that would illustrate key points of the paper. May have some spelling, grammatical, or punctuation errors but they don't impede readability or clarity. 	<p>0-1 points</p> <ul style="list-style-type: none"> Paper is not easy to comprehend or follow. Does not follow the formatting set-out in the guidelines. Spelling, grammar, and/or punctuation errors impede readability and clarity in paper.

Fun, enthusiastic presentation - made me want to move to Fayetteville. Very well done, congratulations! Ugher Van de Verde

10:33

2

Scott Collins City of Fayetteville

Capstone Project Paper Total 40 points	Excellent /High Meets or Exceeds Expectations	Good/Moderate Needs Improvement	Poor/Low Inadequate
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<p>Measurement of Results (Worth 7 points)</p> <p>7</p>	<p>6-7 points</p> <ul style="list-style-type: none"> Identifies specific metrics to measure outcomes of the project. Uses concrete data for measuring outcomes (if project has been implemented) or identifies data to be collected during or after implementation. Evaluates the success of the solution around benefits to the organization and/or customers. Provides projected cost savings or revenue generation figures as relevant. Details process improvement or efficiencies gained as relevant. 	<p>3-5 points</p> <ul style="list-style-type: none"> Provides data around outcomes. Provides some analysis around assessing the success of the project. 	<p>0-2 points</p> <ul style="list-style-type: none"> Does not adequately address how the project outcome will be measured or evaluated for success.
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DESTINATION BRAND EXPLORER & BRAND NAVIGATOR

A DIRECTION FOR GROWING TOURISM IN FAYETTEVILLE.

Fayetteville
TENNESSEE

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INTRODUCTION

As our part of this branding project comes to an end, Chandlerthinks would like to recognize some of the many community stakeholders that helped this process.

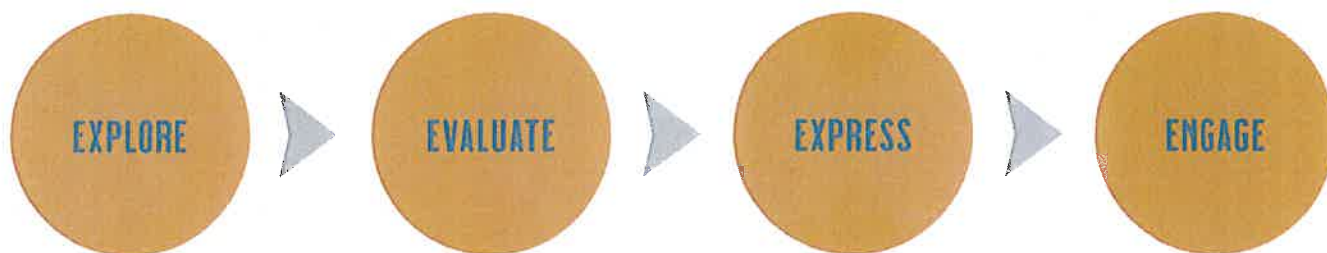
American Development Corporation	Animal Shelter
Burt & Company Realtor	Cahoots
Carter's Drug Store	Centerstone
Clothier Kids	Elk Valley Times
Fayetteville Arts Center	Fayetteville City Schools
First National Bank	Gallant Funeral Home
Gerald's Foodland	Hampton Inn
Kudzu's	Lincoln County Theatre
Lincoln County High School	Lincoln Health System
Main Street	Motlow State Community College
Roy & Roger's Western Apparel	Spray's Jewelers
State Farm	The Local Cafe

To briefly summarize the final deliverable that will assist the City of Fayetteville in moving forward, the Brand Explorer with the Destination Brand Navigator program was created to help organizations like yours navigate through the delicate process of discovering, exploring and promoting their strongest brand position. The Brand Explorer and Destination Brand Navigator program creates a place of distinction, and shows you how to create traction within the organization so your brand works harder and smarter for you. Perhaps most importantly, it is intended to help Fayetteville set the foundation needed to grow tourism.



INTRODUCTION

The stages of the Brand Explorer program for building the Fayetteville brand are:



Phase I: Explore — In this phase, we measured the pulse of the community and strategic external audiences through research. This research is a building block from which brand truths emerge – the foundation for brand building.

*The research findings reports can be found in the Appendix.

Phase II: Evaluate — What does all the research say and what's the best brand positioning? After evaluating the research that was done, we were able to determine the best brand positioning for Fayetteville. You will see the brand positioning that was developed based on the research in the following sections.

Phase III: Express — In this phase, we were able to turn your brand from a strategy into a story. We were able to materialize your brand creatively and develop your story into the expressions that will gain attention from others.

Phase IV: Engage — This phase covers how to integrate the elements of your brand into the fabric of the City (organization) so it creates traction. We call this the Brand Navigator because it gives you the navigational tools you need to actually put the plan to work rather than putting it on a shelf. You will see the full Brand Navigator in the sections that follow.

Again, thank you for the confidence placed in our team. We enjoyed our experience with each of you and know you will move forward in branding Fayetteville quite successfully.

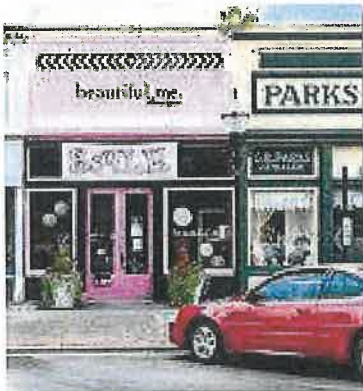
Let's get started!

PHASE I: EXPLORE

The Appendix of this document provides individual reports for each piece of research. The following summary provides the key takeaways from the collective research that affects the branding of Fayetteville.

We received a lot of input from many people and organizations, from within Fayetteville as well as outside.

- 24 interviews with community stakeholders
- 32 participants in focus groups
- 307 Community surveys completed
- 334 Attitude, Awareness and Perception surveys completed
- A review of Fayetteville's digital footprint



Research Highlights: In-Market Feedback

- Stakeholders believe downtown frames the city and has potential.
- There are several events in Fayetteville that serve as a foundation for growing tourism.
- There is a strong sense of pride the community has around the character and personality of its people.
- Fayetteville has an untold story and untapped potential.

Research Highlights: Community Feedback

- We have a beautiful downtown and some great festivals (home to the slaw burger) and the Lincoln County Fair.
- Residents do not feel there are enough things to do currently for building tourism and that includes its heritage story.
- When residents self-described the "senses" of Fayetteville - there are some rich authentic experiences the city can capitalize on to attract visitors.
- City of Fayetteville government is perceived as close minded, slow paced, conservative, ineffective and reactive.

PHASE I: EXPLORE

Research Highlights: Outsider's Feedback

- Fayetteville is seen as a small friendly southern town with beautiful outdoors.
- It appears that people are driving through (to Jack Daniels) but a lot are not coming back.
- Fayetteville is seen as a distinguishable place led by the natural beauty of its rural countryside and downtown square.
- Overall, for those who know Fayetteville, they feel it has a nice reputation.



Research Highlights: Digital Audit Feedback

- fayettevilletn.com/tourism does a good job highlighting some of the main assets of Fayetteville, TN
- The State of TN tourism website highlights some of the assets of Fayetteville: TN small towns; TN Whiskey Trail; Activities/golf
- Events such as the SlawBurger Festival have a good online presence.
- Facebook and Instagram could be improved.
- There isn't a large volume of searches for Fayetteville, TN. In other words, not many people are not researching travel to Fayetteville.

PHASE II: EVALUATE

This is where we take all that we've learned and bring it together. We look at how everyone is involved. We look at the themes of what everyone is saying. We look at what stands out the strongest.

KEY INSIGHTS AND BRAND TRUTHS

Brand truths are undeniable facts about Fayetteville according to what was learned in Phase I. Brand truths cannot be ignored when developing a brand promise and a direction for branding efforts. Embracing these truths allows us to face what it takes to create a place of distinction that can truly be delivered well.

1. Fayetteville is relatively unknown as a tourism destination.
2. Fayetteville is a frequent pass thru to Jack Daniels Distillery.
3. Currently Fayetteville lacks tourism packaging and product but has lots of potential.
4. Some unique and noteworthy stories exist in Fayetteville: the SlawBurger, the Lincoln County Process, Camp Blount, and more.
5. Downtown Fayetteville is its center of life and will be its heart for tourism commerce - shopping, dining and walking small town Tennessee.

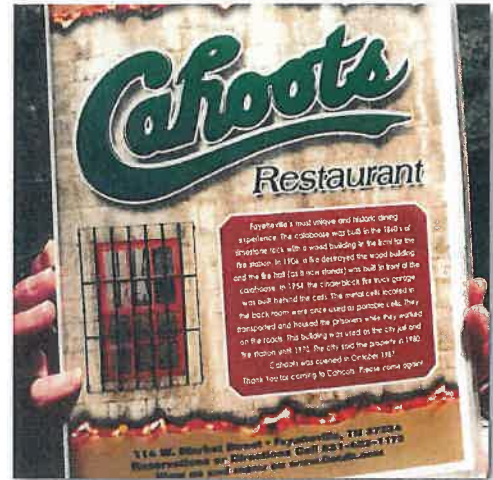


PHASE II: EVALUATE

What is the right branding strategy that leverages and exploits Fayetteville's many strengths and assets, while minimizing and overcoming its current weaknesses?

How do we make sense of all of this information?

- What makes Fayetteville compelling?
- What makes Fayetteville distinct?
- What can Fayetteville envision?
- What is authentic?



Brand Diagnosis - What's the problem that must be addressed for success?

Tourism in Fayetteville lacks marquee products, storytelling and most importantly support.

For tourism to be real, it must be real!

- It must have someone to own it.
- It must have the organizational structure to be accountable and provide direction.
- It must have a revenue source and funding.

Moving forward these things must be identified.

Brand Strategy - How will we scheme to create a strong tourism position for Fayetteville?

Position Fayetteville as the small town stop for tasting Tennessee.



PHASE III: EXPRESS

There are a lot of ways a brand can tell its story. We call these various storytelling elements “expressions.” For this project, we developed the expressions of a tagline, and a visual platform for telling the Fayetteville story. The intent is a creative platform for consistent messaging that reinforces Fayetteville’s strengths and points of differentiation.

THE BRAND STORY AND TAGLINE

The brand story is more than a tagline – it is a story that tells where the Fayetteville has been, and more importantly, where it is going.

FAYETTEVILLE, TENNESSEE

SLAWBURGERS, WHISKEY AND TENNESSEE HERITAGE

If you ever set foot in Fayetteville, Tennessee, you know what authenticity tastes like. In fact, this exceptional small town is rooted in genuine, distinctive homegrown flavor. To start, you’d be hard pressed to find anything more authentic than Tennessee’s whiskey heritage, and Fayetteville just happens to sit smack in the heart of it, serving as the gateway to the infamous Jack Daniel’s Distillery. Fayetteville is the county seat for Lincoln County, the name given to Jack’s proprietary distilling process. Closer to town sit two more distilleries, Prichard’s and Southern Pride, both serving up their own handcrafted whiskies, rums and moonshines, and both also part of the Tennessee Whiskey Trail.

If you caught the aroma of grilled burgers while venturing around the historic town square, you likely made your way to Honey’s Restaurant to sample a Fayetteville original and town institution, the Slawburger. A one-of-a-kind sweet mustard slaw topping a burger creates a flavor so unique and popular that this almost 100-year-old local culinary tradition has a whole festival built around it.

If you were fortunate enough to spend some time roaming in and out of the locally owned antique and specialty shops lining its main streets, if you managed to dine in an old jailhouse, or happened to catch a first run feature playing at the nostalgic downtown Lincoln Theater, you got an idea of the flavor of this Tennessee small town’s special charm. There’s simply something real and down-to-earth about a place that feels like a breath of fresh, unaffected air. Faster-growing, faster paced towns in the region have nothing on Fayetteville, still operating at the same leisurely pace it was decades ago. You don’t have to spend long here to feel the stress and the years slip away.

From the history of Camp Blount and natural beauty of the Elk River, to antiques, whiskey, slawburgers and a thriving locally- sourced agricultural industry, Fayetteville is a town you’ll want to return to for its many distinct flavors and experiences.

PHASE III: EXPRESS

THE BRAND LOGO

We did not create a new logo for Fayetteville tourism. Prior to this project, the City of Fayetteville create a new logo. It made sense to maintain that logo rather than possibly create confusion with internal leadership. We used the logo design for direction in colors and some design elements.

The following color palette was developed to guide future brand identity and design.



PANTONE:
654 C



PANTONE:
5405 C



PANTONE:
553 C



PANTONE:
131 C



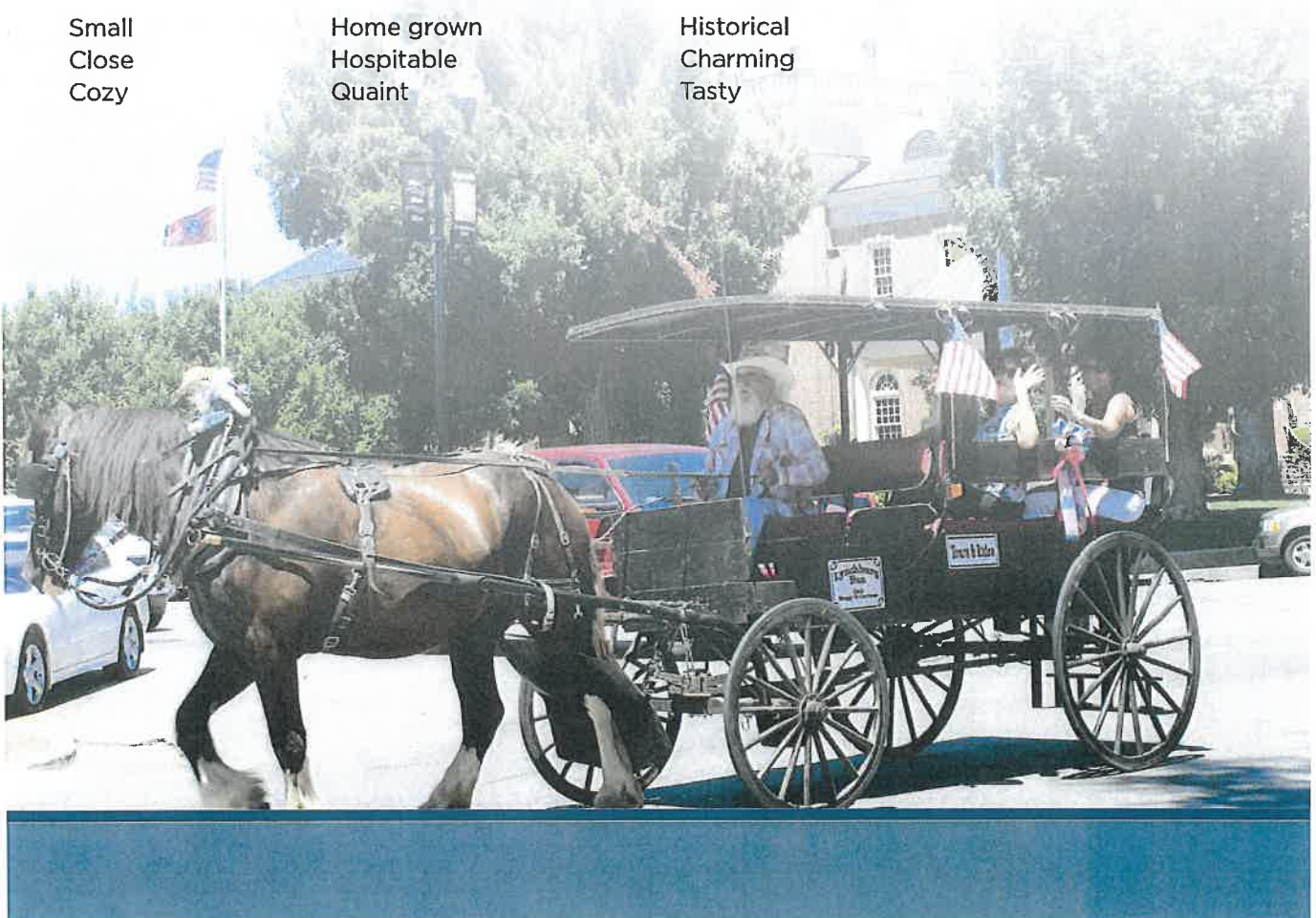
PANTONE:
1815 C

BRAND PERSONALITY AND ASSOCIATIONS

Small
Close
Cozy

Home grown
Hospitable
Quaint

Historical
Charming
Tasty



PHASE III: EXPRESS

MESSAGE CONCEPTS

What follows are expressions of the brand story. They are not finished ads.

Advertising



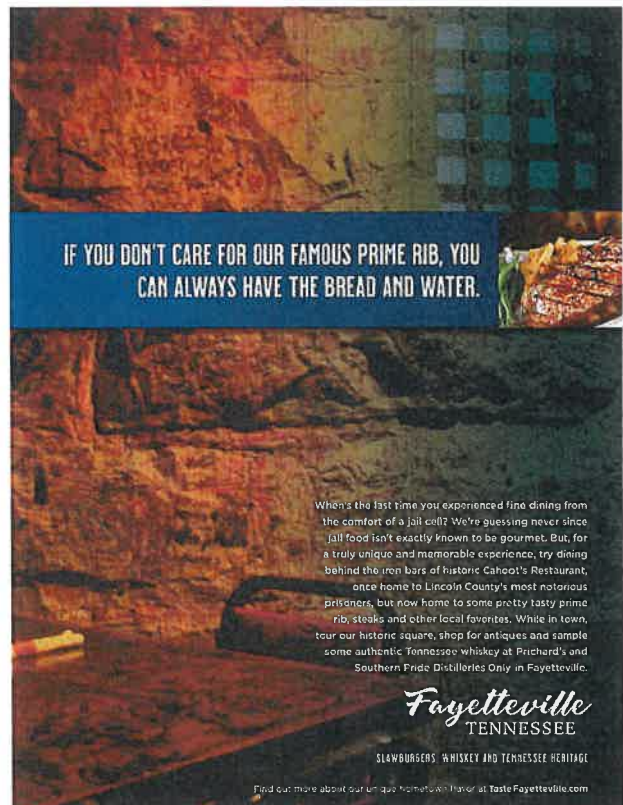
IF YOU LIKE A GOOD BURGER WITH SOME SLAW ON THE SIDE, YOU'RE GOING TO LOVE WHAT WE CAME UP WITH.

97 years ago, Lee McAllister's great grandfather had the brilliant idea of putting his mustard-based slaw on top of one of his grilled hamburgers, and the rest is history. Today, the world-famous Slawburger is still sold at McAllister family-owned Honey's restaurant and other places around town, and the delicacy even has an annual festival dedicated to all its mouth-watering goodness. While in town, tour our historic square, shop for antiques and sample some authentic Tennessee whiskey at Prichard's and Southern Pride Distilleries. Only in Fayetteville.

Fayetteville
TENNESSEE

SLAWBURGERS, WHISKEY AND TENNESSEE HERITAGE

Find out more about our unique hometown flavor at TasteFayetteville.com



IF YOU DON'T CARE FOR OUR FAMOUS PRIME RIB, YOU CAN ALWAYS HAVE THE BREAD AND WATER.

When's the last time you experienced fine dining from the comfort of a jail cell? We're guessing never since jail food isn't exactly known to be gourmet. But, for a truly unique and memorable experience, try dining behind the iron bars of historic Cahoon's Restaurant, once home to Lincoln County's most notorious prisoners, but now home to some pretty tasty prime rib, steaks and other local favorites. While in town, tour our historic square, shop for antiques and sample some authentic Tennessee whiskey at Prichard's and Southern Pride Distilleries. Only in Fayetteville.

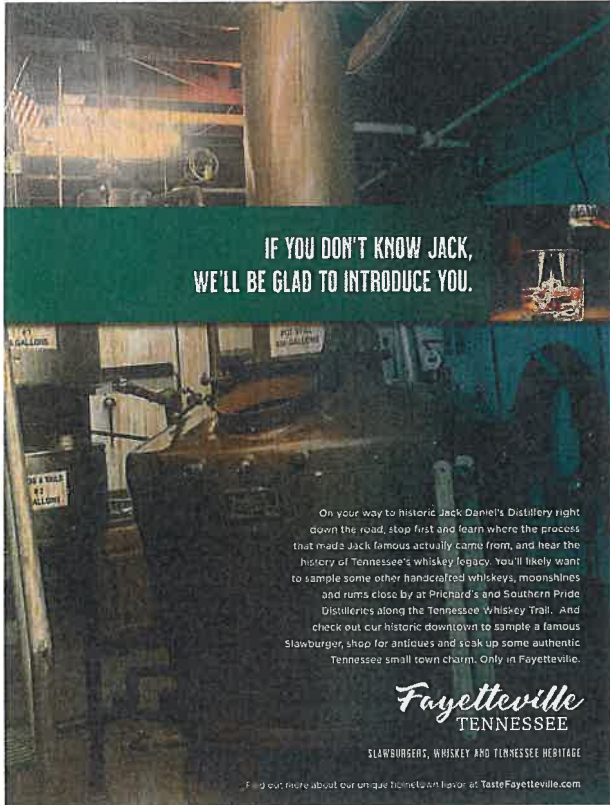
Fayetteville
TENNESSEE

SLAWBURGERS, WHISKEY AND TENNESSEE HERITAGE

Find out more about our unique hometown flavor at TasteFayetteville.com

PHASE III: EXPRESS

Advertising



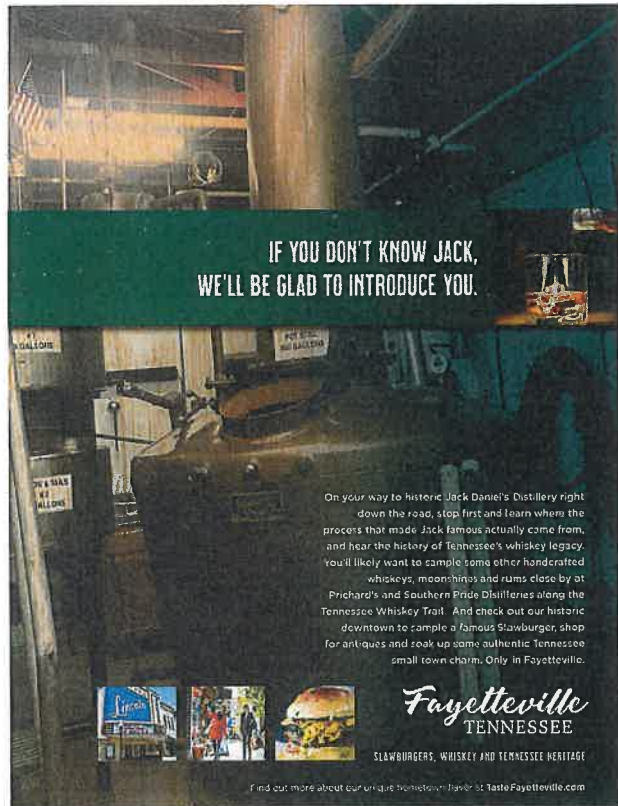
**IF YOU DON'T KNOW JACK,
WE'LL BE GLAD TO INTRODUCE YOU.**

On your way to historic Jack Daniel's Distillery right down the road, stop first and learn where the process that made Jack famous actually came from, and hear the history of Tennessee's whiskey legacy. You'll likely want to sample some other handcrafted whiskeys, moonshines and rums close by at Prichard's and Southern Pride Distilleries along the Tennessee Whiskey Trail. And check out our historic downtown to sample a famous Slawburger, shop for antiques and soak up some authentic Tennessee small town charm. Only in Fayetteville.

Fayetteville
TENNESSEE


SLAWBURGERS, WHISKEY AND TENNESSEE HERITAGE

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Fayetteville
TENNESSEE

SLAWBURGERS, WHISKEY AND TENNESSEE HERITAGE

Find out more about our unique hometown. Visit TasteFayetteville.com

PHASE III: EXPRESS

Stationery



PHASE III: EXPRESS

Wayfinding



VEHICULAR DIRECTIONAL

PARKING DIRECTIONAL
HIGHER TRAFFIC AREAS

PARKING DIRECTIONAL
LOWER TRAFFIC AREAS

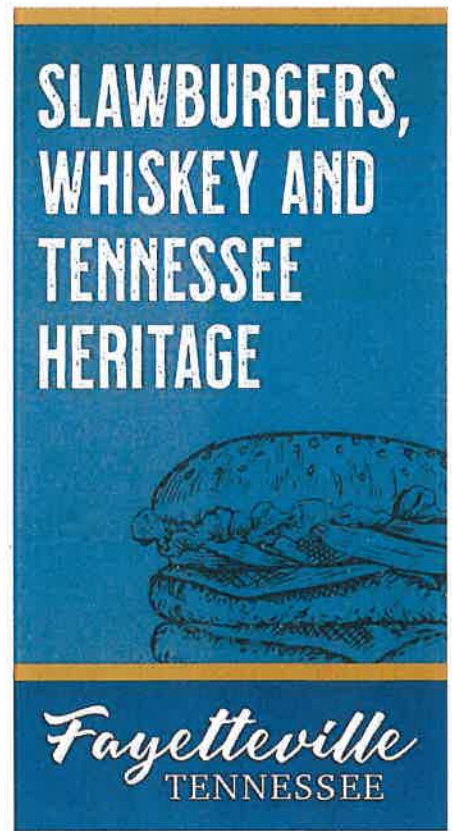
PEDESTRIAN DIRECTIONAL

PARK / TRAIL MAP

TRAIL MARKER

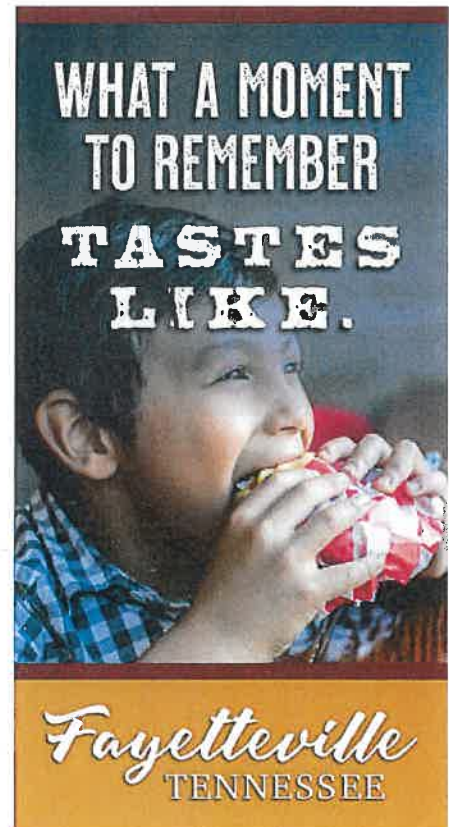
PHASE III: EXPRESS

Pole Banners



PHASE III: EXPRESS

Pole Banners



PHASE III: EXPRESS

Outdoor Advertising

Fayetteville
TENNESSEE

**SINK YOUR TEETH INTO A
97-YEAR OLD HAMBURGER**

ORIGINAL SLAWBURGER SINCE 1925



Exit 361

Fayetteville
TENNESSEE

**SLAWBURGERS, WHISKEY AND
TENNESSEE HERITAGE**

5 Miles ahead Exit 361

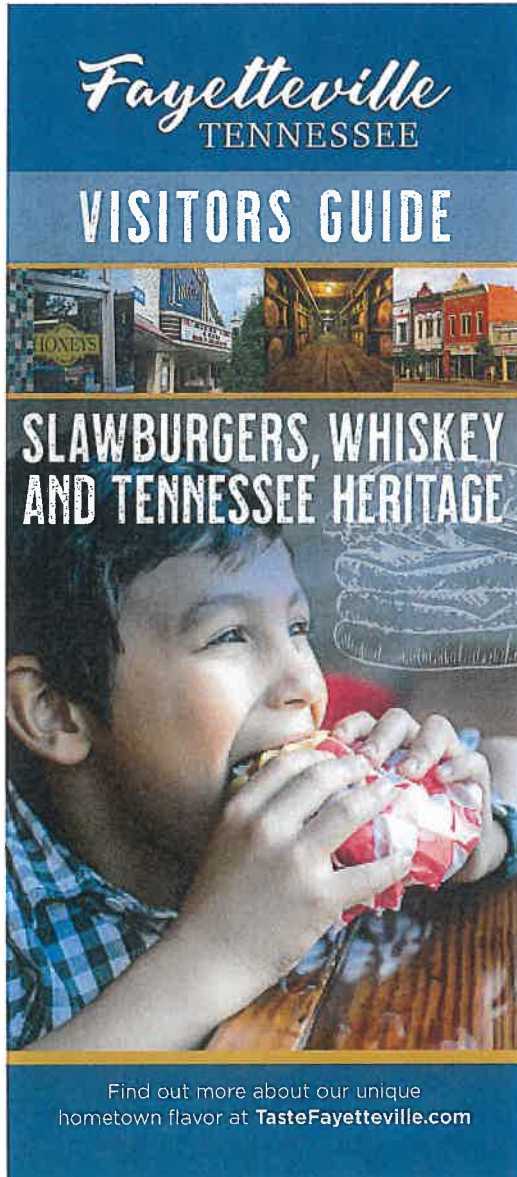
Fayetteville
TENNESSEE

**SLAWBURGERS, WHISKEY
AND TENNESSEE HERITAGE**

5 Miles ahead Exit 361

PHASE III: EXPRESS

Visitors Guide

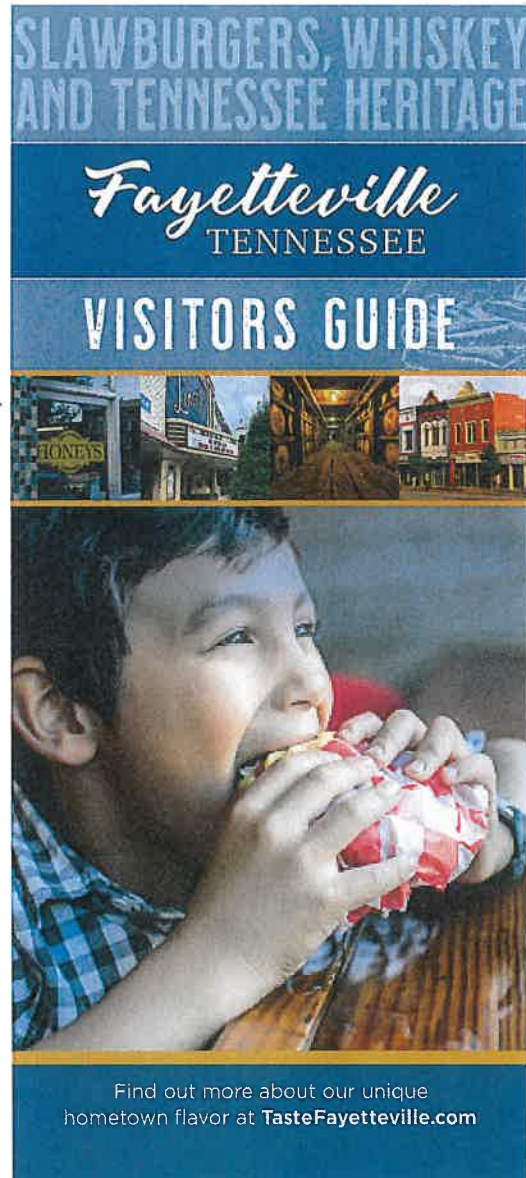


Fayetteville
TENNESSEE

VISITORS GUIDE

SLAWBURGERS, WHISKEY
AND TENNESSEE HERITAGE

Find out more about our unique hometown flavor at TasteFayetteville.com



SLAWBURGERS, WHISKEY
AND TENNESSEE HERITAGE

Fayetteville
TENNESSEE

VISITORS GUIDE

SLAWBURGERS, WHISKEY
AND TENNESSEE HERITAGE

Find out more about our unique hometown flavor at TasteFayetteville.com

PHASE III: EXPRESS

T-Shirts



PHASE IV: THE BRAND NAVIGATOR

The Brand Navigator is designed to help Fayetteville navigate through the process of organizing, seeding, launching, building, sustaining and extending the Fayetteville brand as a powerful brand identity and reputation-building strategy.

There is considerable emphasis on building a strong foundation and organization from which to launch and sustain the brand. There is a simple reason for this – from practical experience, we know the reason place brands fail isn't because they haven't captured the essence of the organization or community, or because they lack appropriate funding or marketing expertise. Place brands fail because lead organizations and brand leadership do not invest the time, commitment, imagination and persistence necessary to properly seed and nurture the brand.

While the brand is intended to support the work of Fayetteville, we know the ability to achieve the overall goal is largely dependent upon the ability to influence a compatible environment in which the existing industry clusters and businesses grow and prosper. This is why it is so important to rally others to your brand and to integrate it throughout the organization and into the public and private sector communities. This is how Fayetteville can extend its capacity to cultivate a brand culture that delivers on the brand promise.

The strategies and tactics recommended here will provide Fayetteville with the tools necessary to achieve its goals. The following Brand Navigator document could be interpreted as complex, but truly it is rather simple in approach and can be best understood by the following:

- **Create a Management Structure**
- **Tourism Promotion 101**
- **Product Improvement and Development**
- **Create a Sense of Place**
- **Share and Engage with Others**
- **Measurement**



PHASE IV: THE BRAND NAVIGATOR

KEY STRATEGIES AND RECOMMENDATIONS

FAYETTEVILLE TOURISM STRATEGIES

Stakeholders see tourism in Fayetteville as limited and untapped. They say many people travel past (many on their way to Jack Daniels Distillery) without ever knowing the downtown exists, those who come are typically day trippers, others come for specific events.



There are several events in Fayetteville that serve as a foundation for growing more tourism. There is a strong sense of pride the community has around the character and personality of its people.

Fayetteville has potential for growth and can leverage existing assets as well as create other attractions to draw visitors to the city. Outlined below is a tourism strategy for the City of Fayetteville, TN to capitalize on the potential.

Resources should focus on the management, development, enhancement and promotion of Fayetteville as a tourism destination. This includes establishing a **foundation for managing tourism, consideration of creating the Tennessee Whiskey Heritage & Culture Center, setting up operations for a Visitors Center and continuing to enhance current events as well as Downtown Fayetteville.**

Tourism is big business. Tennessee's tourism industry is the second largest industry in the state.

Tourism is Economic Development

	Lincoln County
Direct Tourism Spending	\$24,320,000
Worker Income	\$3,810,000
County Tax Revenue	\$770,000
Tourism Jobs	160
State Ranking	#54

Source: 2018 Economic Impact of Travel on Tennessee Counties, Tennessee Department of Tourist Development, Aug. 2019

Tourism requires a plan and cooperation

Hotels	Attractions	Attractors
Revenue	Promotion	Food
Shopping	Visitors	Infrastructure: roads and signs
Banks	Wifi	

PHASE IV: THE BRAND NAVIGATOR

I. CREATE A MANAGEMENT STRUCTURE FOCUSED ON TOURISM

1. The #1 priority should be to create a department-person within the City of Fayetteville with the sole focus on promoting tourism in Fayetteville.

Promoting Fayetteville is a full-time job. This requires more than marketing and advertising. It requires building relationships. The single most important thing Fayetteville can do to grow tourism is to create a department focused on promoting tourism and hire a person to take ownership in its success. This person should have strong public relations, social media and digital marketing skills and be savvy in tourism marketing and managing partners. This department will need a separate budget for tourism (leveraging the occupancy tax - approximately \$100K annually) and tasked with developing a plan to promote tourism.

PRIORITY: 1

TIMING: Immediately within first 2 months

BUDGET: \$40,000 - \$60,000

2. Create a Fayetteville Tourism Advisory Council

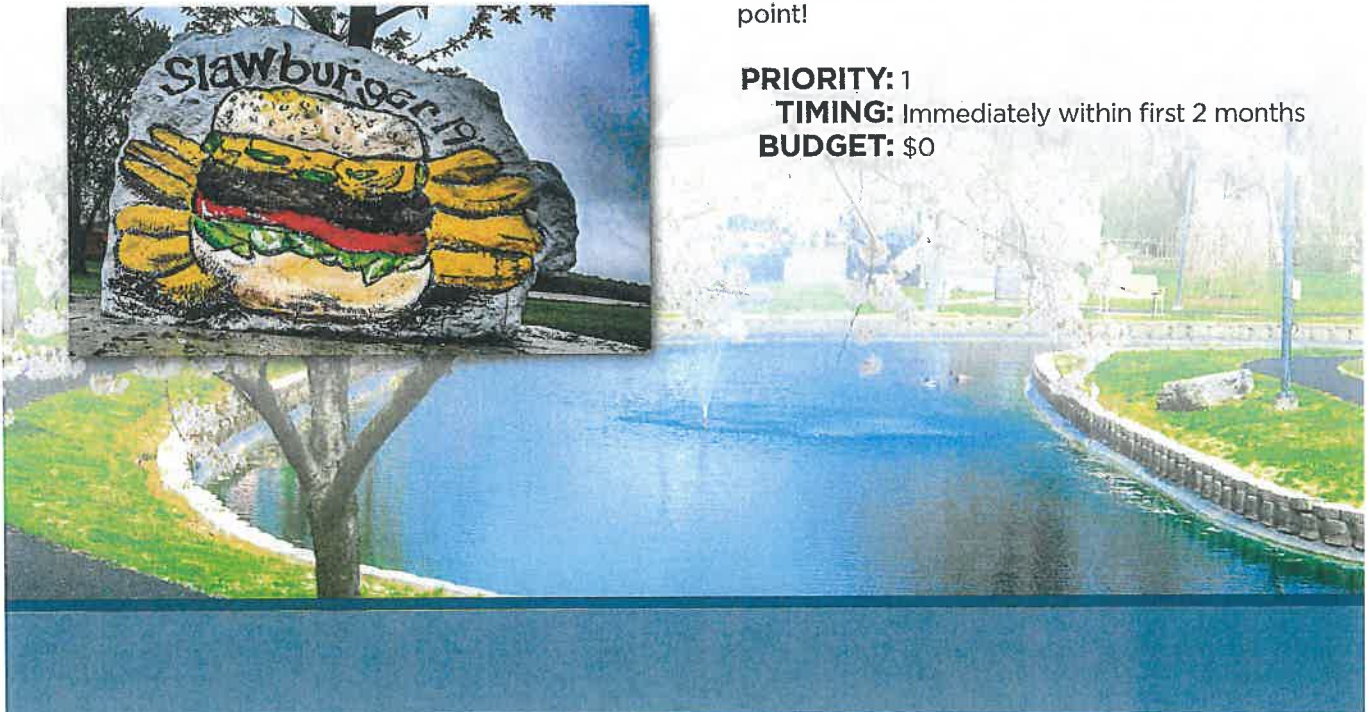
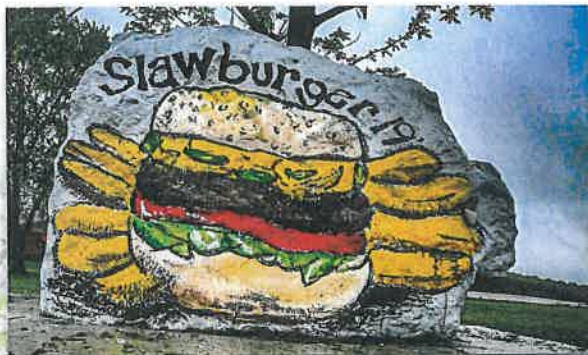
Tourism cannot be successful if only one organization is trying to make it happen. Tourism is delivered by everyone in the community. For this reason, it is important for tourism direction and input to come from representatives of those that are actually delivering tourism. Consider designating a tourism council with members involved in the delivery of the following: restaurants, downtown retailers, museums, parks and rec department, hotel operators, distillers, and arts. Regular scheduled meetings will help the City stay on track with its plan.

A Tourism Council is also important for accountability. The Fayetteville BOMA are not tourism professionals. The members of a council provide that expertise. The new Tourism Manager for the City Tourism Department needs direction from these types of insights. This also create buy-in and a unified direction for everyone. And that's the point!

PRIORITY: 1

TIMING: Immediately within first 2 months

BUDGET: \$0



PHASE IV: THE BRAND NAVIGATOR

I. CREATE A MANAGEMENT STRUCTURE... *continued*

3. Revisit the approach to funding tourism operations and marketing

The current occupancy-lodging tax collections of 3.5% generate roughly \$95,000-\$100,000 a year. According to City Ordinance 2015-03 these funds are to be used exclusively for tourism management. Once you pay a new department head the remaining funds will be limited and difficult to be competitive. For this reason the City may need to reevaluate what qualifies as a real tourism expense or not. Many of the current expenditures being paid from this fund are questionable for tourism. An example of this is the payment for pyrotechnics that provide the City's 4th of July fireworks. Although a wonderful community event, it is doubtful visitors are coming in and staying overnight. Many things can be classified as "tourism" in a budget, but at the end of the day you only have a limited amount of funds for promotion. This is not a simple fix, but it is highly recommended that the current distribution allocation be reevaluated.



- Reevaluate distribution of occupancy tax
- Reevaluate your Ordinance 2015-03 and give thought to a tax increase (A reminder - this tax does not come from residents or the hotels, it's from the visitors)
- Seek sponsors for needed marketing promotion including for community events such as fireworks.
- Seek marketing assistance grants from State of Tennessee Department of Tourism. Each year they issue grants aimed at giving tourism marketing assistance to rural communities.

For perspective on what budgets are competitive within your region, below shows the occupancy tax generated by some of your neighboring counties.

PRIORITY: 1
TIMING: 3-6 months
BUDGET: \$0

	Giles County	Maury County	City of Columbia	Williamson County	City of Franklin	Marshall County	Lawrence County
Occupancy Revenues	\$181,859.00	\$858,000.00	\$639,000.00	\$5,286,000.00	\$2,700,000.00	\$194,000.00	\$111,054.00
Tourism Operating Budget		\$373,600.00	\$300,000.00	\$1,490,000.00	\$1,200,000.00	\$46,100.00	\$47,218.00
Tourism Mktg Budget		\$145,000.00	\$202,000.00		\$1,000,000.00		
Source:	Giles County Chamber of Commerce	FY2018 Annual Report	City of Columbia FY 2018 Operating Budget est.	FY2018 Annual Report	FY 2018 Annual Report	FY 2018 Annual Report	FY 2018 Budget

PHASE IV: THE BRAND NAVIGATOR

II. TOURISM PROMOTION 101

Once you have created the necessary structure for managing tourism, the second priority should focus on Tourism Promotion 101 – Building the Foundation of Tourism in Fayetteville.

Focus Year 1 efforts on the Foundation – Creating a Tourism Culture, education and improving the infrastructure; Year 2 can begin with outbound marketing promotions.

Year 1 Priorities – Building a Foundation of Tourism

- Tourism Department-Person-Tourism Advisory Council
- Education
- Website
- Printed Materials
- Signage
- Base Advertising - Billboards
- Destination Brand Video
- Photography

Year 2 Priorities – Begin to Tell Others About Fayetteville

- Promotions – Expand Advertising
- State Visitors Guide (ad close dates are usually late fall)
- Digital Advertising
- Public Relations
- Welcome Center Development
- Billboards



PHASE IV: THE BRAND NAVIGATOR

II. TOURISM PROMOTION 101... *continued*

1. Immerse yourself in becoming the local voice for Fayetteville tourism.

Begin by becoming a professional in the tourism industry and build relationships to help create a culture of tourism. This must be done within the City, within City Hall, within the County and within the State.

- First, get tourism knowledge by surrounding yourself with other tourism professionals. It's the easiest and most effective way to learn. Consider attending the following:
 - Southeastern Tourism Society's Annual Conference in Little Rock, AR (February 10 - 12, 2020)
 - TNHospitality is a statewide association that serves its tourism agencies and hotels. Twice a year it holds conferences to continue education on state tourism direction and issues, as well as create networking with other community tourism leaders from around Tennessee. The TN Blizzard is held regularly in February (this year it is in Nashville February 19-20) and the fall Tennessee Governor's Conference on Tourism.
 - Southeast Tourism Society Marketing College at University of North Georgia in Dahlonega, GA (July 26 - 31, 2020). This is a tourism marketing accreditation program annually attended by 300-400 tourism leaders and aspiring leaders.
 - TN Governor's conference on Tourism in Murfreesboro (September 16 - 18, 2020)
- National tourism week is the first week of May. This is a great time to create a presence and ask for an opportunity to present updates to the Fayetteville BOMA and interested community members. This is also a good opportunity to educate leadership and key community stakeholders on the impact of tourism. The state of Tennessee department of Tourism issues economic impact report cards for each county every year.
- Make a big announcement in the City of Fayetteville about the new efforts focused on tourism. Do this alongside other big news such as the opening of the new Camp Blount Historic Site. Get the State of TN to come out. This will help to gain confidence.



PHASE IV: THE BRAND NAVIGATOR

II. TOURISM PROMOTION 101... *continued*

2. Create Fayetteville tourism business cards and stationary

Business cards, stationary and envelopes are a must for all businesses. Tourism is no different.



PHASE IV: THE BRAND NAVIGATOR

II. TOURISM PROMOTION 101... *continued*

3. Create a Fayetteville visitor-focused website.

If the City of Fayetteville is serious about tourism, a single page on the City website for tourism is not adequate. Although it seems natural to represent it like any other City department, it's not the same. Tourism marketing speaks to visitors, not just residents. A destination website is the most important marketing tool for helping potential visitors research and make decisions about their travel. Over 70% of all travel-related research and all hotel bookings occur online. The various dynamics of a tourism website require a dedicated site.

PRIORITY: 1

TIMING: 3 - 6 months

BUDGET: \$15,000 - \$25,000

4. Create a Fayetteville brand video.

Nothing engages the local community towards creating a culture of tourism more than a video of the Fayetteville story, featuring local residents and businesses. This is a great way to get leadership and locals involved in the same storytelling and messaging. The Chandlerthinks team has experience in crafting brand video content and can help if needed. Beyond community education, this video can be a valuable tool for outbound marketing as well. It is also great for social media content.

Examples of some videos:

https://youtu.be/wOUynNB_bFg

<https://youtu.be/dGeZ9cuaR7c>

PRIORITY: 2

TIMING: 3 - 6 months

BUDGET: \$12,000 - \$15,000

5. Develop photography assets for social media, advertising and digital content.

Invest in professional photography of the assets in Fayetteville to leverage in your advertising, social media, and online. You want to focus on photos that really speak to what Fayetteville has to offer, for example the quaint downtown in various seasons, spring, summer, fall and winter as well as the rolling hills, nature, Camp Blount (once it's finished), etc. Food photography can be tricky so you want to invest in professional shots of the Slawburger at Honey's and at Ken's, as well as food at several of the other local restaurants and you definitely need some whiskey shots.

PRIORITY: 2

TIMING: 6 -12 months

BUDGET: \$3,000 - \$4,000



PHASE IV: THE BRAND NAVIGATOR

II. TOURISM PROMOTION 101... *continued*

6. Billboards

We have learned many people pass right by Fayetteville on the way to Jack Daniel's without stopping by. Outdoor advertising should be considered for creating awareness of Fayetteville and driving traffic from I-65.

PRIORITY: 2

TIMING: 6 -12 months

BUDGET: \$20,000 - \$30,000



7. Create printed Fayetteville visitor materials.

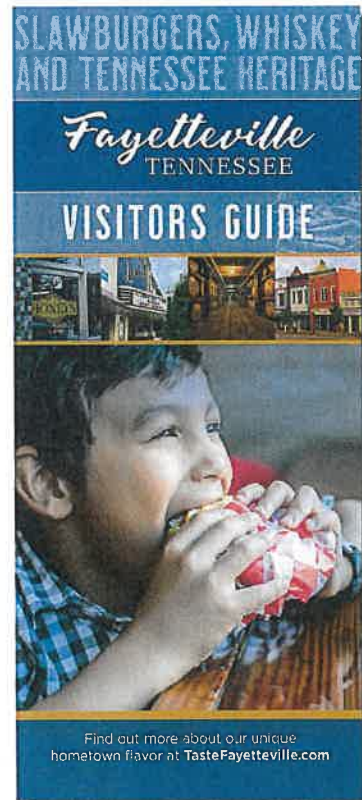
Destination visitors guides and rack cards are a staple in printed pieces for potential visitors seeking information and visitors. It is important for Fayetteville to produce these for State of Tennessee welcome and visitors centers.

Create a brochure that talks about Fayetteville, the TN Whiskey process and the events in town to display for visitors at the Visitors Center off the Highway. Also, on your way home on Lynchburg Highway – West on 64.

PRIORITY: 1

TIMING: 3 - 6 months

BUDGET: \$3,000 - \$6,000



PHASE IV: THE BRAND NAVIGATOR

II. TOURISM PROMOTION 101... *continued*

8. Social Media

Establish a presence in Social Media to focus on tourism in Fayetteville. This should be separate from the City's social media accounts. Use this to promote events and attractions in Fayetteville. The City's new tourism director should make this a strong part of their responsibilities.

PRIORITY: 1

TIMING: 3 - 6 months

BUDGET: \$0

The image shows a screenshot of a Facebook page for the City of Fayetteville, TN. The page header includes the city's name and a search bar. The main content area features a post from 'TasteFayetteville.com' titled 'Slawburgers, Whiskey and Tennessee Heritage'. The post includes a photo of a restaurant interior with a 'HONEY'S' sign and a 'Learn More' button. The post has 1.4K likes, 513 comments, and 81 shares. The right sidebar shows the city's profile information, including its address (110 Elk Ave S, Fayetteville, Tennessee 37334) and a map. The bottom of the page shows navigation options like 'Home', 'Create', and 'Chat'.

PHASE IV: THE BRAND NAVIGATOR

II. PRODUCT IMPROVEMENT AND DEVELOPMENT

1. Create other tourism opportunities such as:

- **TN Whiskey Heritage & Culture Center**
- Capitalize on the traffic going to Jack Daniel's by having a Whiskey Heritage and Culture Center that talks about the heritage and the Lincoln County Process. Host educational sessions to show demonstrations of the Lincoln County Process, sell merchandise such as whiskey glasses, T-shirts and other items with Fayetteville, TN on it.
- **Camp Blount** - Create a tourist destination around Camp Blount. Targeted to your history buffs and also school field trips and tours. Consider hosting guided tours and/or reenactment scenes. There is opportunity to sell merchandise here as well.



- **Ceramic Cows to display throughout Fayetteville** - Fayetteville's roots in agriculture and the cattle industry helps to define Fayetteville today. Leverage your history in agriculture and the beef industry to create ceramic cows throughout the city - different companies, organizations, and schools could sponsor a cow and decorate the cow and display in prominent areas around the city. This could become a local attraction for people to drive through and take photos and share in social media.

- **Farm Tours** - Offer tours at some of your local farms, such as Scott's Farms, Lions Farm, Dennison Strawberries, etc. to get a behind the scenes look at how they farm. There could be opportunities for guest to pay a fee for the ability to pick their own. You could also host cooking demonstrations using some of the items.
- **Food Tour** - Create a food tour focused on some of the unique restaurants in Fayetteville - Ken's, Honey's, Cahoots, Cornbread's Kitchen, and The Local Café.
- **Farm to Table Dinner Event** - Host events outside in the downtown square promoting some of the locally grown foods.
- **Sir's Location** - Potential of replacing Sirs with a marquee destination downtown.
- **Farmer's Market** - Bring back a monthly Farmer's Market in the downtown square near the beginning of the new greenway.
- **Guided Hunts** - Focus efforts on promoting the opportunity to do "Guided Hunts".
- **Summer Concerts** - Consider hosting a Summer Concert Series at the fairgrounds. Bring in local talent as well as regional talent.
- **Historic Homes Tour** - Create a Historic Homes Tour that takes visitors through some of the unique historic homes in Fayetteville. There could also be special tours around the holidays and the homes can be decorated.



PHASE IV: THE BRAND NAVIGATOR

III. CREATE A SENSE OF PLACE

This section outlines what needs to be done to start telling the Fayetteville story visually when people are within the geo-political limits of Fayetteville. A sense of place is not easy to create. It requires more than signage. It requires attention to curbside cleanliness, landscaping and infrastructure enhancements. It requires knowing where you are and the ability to see where you are going.

PRIORITY: 1

TIMING: Immediately within first 6 months

BUDGET: \$50,000 - \$75,000; a signage plan can cost around \$25,000 from a professional sign planning and installation company — and they can cost upwards of \$300,000 potentially. Actual materials can vary depending on size, volume and design.

1. Implement signage programs for creating an instant sense of place

Brand your borders and entry corridors - It's important for visitors, as well as residents to know their surroundings. Aggressive way finding signage can help to draw attention to Fayetteville's assets.

- a. Welcome signage along entry corridors - especially along Highway 64. Create a couple of signs that say "Historic Downtown Fayetteville and the Tennessee Whiskey Trail Visitors Center". One sign should be Heading into town from Highway 64 at the bypass loop and another one headed back from Lynchburg at Lynchburg Highway and Highway 64.
- b. Using the new branding identity in colors and marks is a must.

Look to local out-of-home advertising opportunities

Billboard advertising, bus bench-shelter advertising and other similar opportunities are a great way to create a sense of place within the community.



Establish Visitors

Center in downtown Fayetteville

Get approval from the state to call it TN Whiskey Trail Visitors Center. Identify a space downtown for the center.



PHASE IV: THE BRAND NAVIGATOR

IV. SHARE AND ENGAGE WITH OTHERS (IN FAYETTEVILLE)

Educate the community, and empower them to be your promoters.

The new Tourism Department should also make communication efforts to all the residents in Fayetteville. It needs to instill pride and keep people better informed. Let's get people excited. To do so, Fayetteville Tourism should develop marketing efforts aimed at employees and residents in the city using social media, public relations, and local advertising.

The best way to engage the broader community is to expose them to the Fayetteville story and provide easy ways to participate. Remember, promoting your City is fun!

Destination brand sharing priorities:

1. Employees and leadership
2. Community stakeholders
3. Residents

1. Create an internal marketing effort that engages stakeholders

Enlist advocates first

Throughout this project we've been talking about the importance of community stakeholders being a part of the branding effort. Now is the time to re-engage your biggest community influencers. Many of the people involved in the research stage through interviews or focus groups are excited to get involved in the branding.

Determine your community stakeholders involved in: business, culture, heritage, education, civic leadership, well-known citizens and community ambassadors, as well as those already involved in furthering the quality of life of the community. Make a list of these people and/or organizations. Start your communication with these people.



PHASE IV: THE BRAND NAVIGATOR

IV. SHARE AND ENGAGE... *continued*

Create a branded connectivity program and call it "Only in Fayetteville."

The more local businesses are involved in the promotion of Fayetteville, the stronger and louder its voice will be. "Only in Fayetteville" is a way to call attention to the many unique characteristics of the community where participation can include practically anyone. Most importantly, it can be a program for creating shared experiences in food & beverage, attractions, retail and cultural points of interest. Items featuring Slawburgers, Whiskey and Tennessee heritage are plentiful in Fayetteville!

- Use it as an icon any restaurant can display to show they have uniquely Fayetteville items. Package them together on your website and on your visitors guide showcasing ONLY IN FAYETTEVILLE DINING SPOTS
- ONLY IN FAYETTEVILLE artisans
- ONLY IN FAYETTEVILLE start-up businesses (works for economic development and retail recruitment.
- ONLY IN FAYETTEVILLE HERITAGE
- It can also expand to Lincoln County! ONLY IN LINCOLN COUNTY)



Dragonfly
Gallery and Design



PHASE IV: THE BRAND NAVIGATOR

IV. SHARE AND ENGAGE... *continued*

Hold a series of small presentations with your downtown community stakeholders

Educating and getting your biggest stakeholders on board will help your brand move forward more quickly. Keep the meetings short and sweet to ensure participation and to keep things simple.

- Follow up with and include all branding participants from the beginning of the project. They volunteered from the start of this project so they want (and expect) to be involved. Put them at the front of the line.

Make it a goal to have all of these presentations done within a two-month window. Remember, your goal in these meetings is to create high buy-in, excitement and a willingness to get involved.

Hold an invite-only community rally

Once you've given each stakeholder the personal attention they deserve, bring everyone together for a rally. This would be the place to show a brand video and request each organization to get involved. Other elements to consider to assist in the rallying support are:

- Branded merchandise: shirts, hats, thermal coffee cups, etc.
- Post brand messaging on the walls and on the tables using the already created graphic elements

2. Create an ongoing marketing effort to keep stakeholders engaged.

Once a quarter at the city council meeting - provide an update on tourism, report any accolades, and wins.

Once a year, report on the annual state of tourism and how Fayetteville is involved. See example of the Lincoln County tourism report - economic impact of travel on TN counties report published by the state of TN. The most recent snapshot is below.

LINCOLN COUNTY TRAVEL SNAPSHOT

facts About a Leading Industry That's More Than Just Fun



BY THE NUMBERS

2018 Economic Impact (EI) of Tourism in Lincoln County

- Rank #54 out of 95 counties by EI
- Generated \$24.3 MILLION in direct tourism expenditures
- Generated 148 jobs
- Produced \$3.8 MILLION in payroll
- Created \$765.6 THOUSAND in local tax revenue
- Created \$1.5 MILLION in state tax revenue

PER HOUSEHOLD

As a result of taxes generated by tourist activity in the county:

- Each household pays \$166.19 less in local and state taxes
- Each household pays \$56.07 less in local county taxes
- Each household pays \$110.11 less in state taxes

ON AN AVERAGE DAY

On An Average Day in 2018, Tourist Spending in Lincoln County

- Generated \$66,633.08 in daily expenditures
- Produced \$10,449.09 in daily payroll
- Created \$2,097.44 daily in local tax revenues
- Created \$4,118.79 daily in state tax revenues

IN OTHER WORDS....

If it were not for state and local taxes generated by tourism...

- Each Lincoln County household would pay \$166.19 more in taxes

Sources: 2018 Economic Impact of Tourism on Tennessee Counties Report
www.lincolncounty.com/tourism
T.N. Census Bureau Bureau of Economic Analysis
<http://www.tn.gov/economic>

PHASE IV: THE BRAND NAVIGATOR

V. MEASUREMENT

Fayetteville needs to establish baselines and tools necessary to provide ongoing reports to city council, local stakeholders and to make confident marketing decisions. The following methods should be considered:

- Visitors Guide Requests made through your website and inquiry email database collections. This may be your most important measurement that most directly shows the results of your marketing efforts.
- Tracking lodging trends. The industry standard for doing this is Smith Travel Research and their monthly STAR reports. It usually runs approximately \$6,500/year for a subscription. It our own lodging report by establishing a relationship and communication channel with your local hotels.
- You should also see an increase in the occupancy tax. This may not be evident in year 1, but the needle should start to move forward year 2 or 3.
- Year 3 (2021-2022) a visitor conversion study and ROI report card is needed. This will provide a measure of how much tourism spending is generated versus a \$1 for marketing.

PRIORITY: 1

TIMING: 12 months - ongoing

BUDGET: \$0 - \$8,000 for a visitors conversion study

PLANNING CALENDAR

Initiative	Budget	Timing
Hire Tourism Manager	\$40,000 - \$50,000	Immediately with first 2 months
Website	\$15,000 - \$25,000	First 2 - 3 months
Brochures	\$5,000 - \$6,000	First 3 - 4 months
Videos	\$12,000 - \$15,000	First 3 - 4 months
Photography	\$3,000 - \$4,000	First 3 - 4 months
Billboards	\$20,000 - \$30,000	6 - 12 months
Signage	\$50,000 - \$75,000	First 3 - 6 month
Total Investment	\$150,000 - \$205,000	



SUMMARY

Are you ready? Branding and promoting Fayetteville for tourism begins now. It's about action and engagement from the entire organization and the community. Branding a place is about delivering a real authentic experience to employees, residents, businesses and visitors. And although we're very proud of the new Fayetteville brand story and theme-line, "Sawburgers, Whiskey and Tennessee Heritage" alone is not branding. It's only a tool for branding.

Branding a place requires long-term commitment. This process and action plan gives you the roadmap to get started in telling the Fayetteville story. The story that is unfolding is a great one to tell. It can help you set yourselves apart from other communities when talking about economic development, living or tourism.

Now, it begins with you. Your enthusiasm to create a better place is contagious. It will be fun to see the transformation. We look forward to watching your brand grow and expand.

