



PURPOSE OF DESTINATION RUTHERFORD: CREATE | ADVANCE | PROSPER

Since 2002, Destination Rutherford, an initiative of the Rutherford County Chamber of Commerce, has served the citizens of Rutherford County by providing significant job growth through the attraction of new industry, expansion of existing industry, tourism awareness, and increased retail growth – resulting in significant economic opportunities and ensuring a prosperous community.

The purpose of the fourth Destination Rutherford campaign is to continue to build on the successes of the previous capital campaigns. Through Destination Rutherford, the Chamber collaborates with business and local government leaders to make certain that our community continues to be a premier place to learn, live, work, play and operate a business.

The campaign is led by an economic development team representing the business community and local governments of Rutherford County, City of Murfreesboro, Town of Smyrna, City of LaVergne, City of Eagleville and the public/private Rutherford County Industrial Development Board.

Our community leaders believe in the importance of creating a center of commerce and innovation for Rutherford County that provides an unmatched quality of life. Working together under the Chamber's leadership, Rutherford County will **create** and lead economic development initiatives that **advance** the job opportunities for a skilled, educated and innovative workforce in hopes that all citizens **prosper** as a result of the county leadership's creative strategic thinking and action.

Destination Rutherford has been designated as a 501(c) (6), not-for-profit economic development organization and is intended to serve all investors as the mechanism that pulls together the collective leadership of the Rutherford County public and private sectors in order to stimulate strategic economic growth.

The purpose of the current capital campaign is to raise a minimum of \$4.3 million in five-year pledges and limited in-kind services by early 2017 in order to underwrite the operations, programs, and services of Destination Rutherford. Investors include businesses and organizations that will benefit from Destination Rutherford's efforts, most of which will be located in Rutherford County. Private sources are expected to underwrite 40 percent of the total budget, with the remaining 60 percent anticipated from local municipalities and development authority funds.

PRINCIPAL FUNCTIONS:

- To coordinate the creation and retention of primary and secondary jobs in Rutherford County, thereby generating new earnings and capital investment
- To gather, format and share relevant data regarding Rutherford County and its diverse surrounding communities
- To develop and promote a unified, compelling image of Rutherford County to targeted industry clusters
- To facilitate the rapid, well-coordinated and most effective response to existing and prospective business needs
- To strengthen and maximize relationships within Rutherford County by working closely with implementing partners, public works and planning agencies; and regional and state economic and community development organizations
- To oversee execution of the five-year work program in cooperation with pro-business implementing partners
- To grow tourism revenue by recruiting new quality events and activities to venues within Rutherford County
- To maintain a high degree of accountability to all investors and relevant stakeholders by benchmarking performance and communicating measurable, meaningful results

FIVE-YEAR GOALS:

Goal 1: Create 10,000 new primary jobs

Goal 2: Assist 200 existing businesses in expansion, workforce training, and support

Goal 3: Assist in the location of 50 new companies

Goal 4: Encourage an increase in capital investment of \$1.25 billion

Goal 5: Increase tourism revenue by 5% per year

Goal 6: Implement an investor relations strategy that keeps investors informed and engaged

FIVE-YEAR PROGRAM OF WORK (2016-2021):

Business Retention & Expansion

Strategic Objective: To retain and grow the existing businesses in Rutherford County by:

- Serving as a facilitator/mediator between existing businesses and appropriate city, county and state governmental organizations that enables the businesses to remain competitive.
- Establishing an industry roundtable of manufacturers, distributors and processors who meet quarterly to share information, discuss trends and conduct plant tours.
- Creating an existing business visitation program to meet annually with businesses that have significant capital investment in the county.

New Business Recruitment

Strategic Objective: To attract/recruit new businesses with a special focus on the following ten targeted industry clusters where Rutherford County has a competitive advantage: Corporate Operations, Data Centers, Healthcare, Research & Development, Supply Chain Management, Technical Support Centers, Aviation, Advanced Manufacturing, Food Processing, and Logistics – Warehousing & Distribution. This will be done by:

- Actively marketing the region to targeted industry-cluster companies in collaboration with the state's economic development team, commercial and industrial realtors and through local business referrals.
- Continuously strengthening the Rutherford Works website in order to maximize site selector and business prospect inquiries.
- Creating innovative collateral material supported by accurate economic data for use in responding to inquiries and distribution at target-sector trade shows and events.
- Involving volunteer business leaders on strategy decisions and recruiting missions.
- Initiating an annual inbound recruitment mission for site selectors.
- Developing an international marketing and recruitment strategy designed to stimulate foreign direct investment and facilitate the exporting efforts of local businesses.
- Participating in regular (approximately 4 to 5 per year) prospect recruitment trips with targeted companies, site selection consultants and brokers.
- Participating in 3 to 4 retail and commercial industry trade shows.
- Growing the region's economic development incentive fund to assist in business attraction, retention, and expansion efforts.
- Maintaining resource tools that include: available land and building database, demographic, labor and community information.

Workforce Development

Strategic Objective: To empower Rutherford County's current and future workforce to become highly skilled and employable citizens by:

- Exposing middle school students to career exploration, including a wide range of career options and the correlating coursework in high school and local post-secondary education.
- Engaging employers through the career pathways program and encouraging them to support students' transitions in the workforce by providing a range of activities such as tours, career events, onsite training opportunities and mentoring.
- Encouraging the development of work-based learning initiatives that translate classroom theories into practical application, including internships, apprenticeships, paid work experience and a high school capstone course.
- Working with focus-sector leadership councils to establish seamless career pathways that allow students to graduate from high school with industry credential and college credit.

Tourism

Strategic Objective: To further develop and grow tourism revenue in Rutherford County by:

- Launching a comprehensive digital marketing campaign to promote Rutherford County as a premier destination.
- Designing and implementing a new responsive website to market and promote Rutherford County lodging properties, restaurants, shopping venues, attractions, and sports and meeting facilities.
- Identifying and targeting top niche markets that include: Arts & Culture, Heritage Tourism, Sports, Conference/Meetings, Associations, Group Tours, and Civil War/Leisure to encourage overnight stays at area hotels.
- Promoting Rutherford County hotels, attractions, and conference facilities at five appointment show marketplaces annually to grow the conference/meetings and sports segments of business.
- Conducting familiarization tours and hospitality training for Rutherford County hotel and restaurant staff members.
- Continuing to promote Rutherford County as The Sports Capital of Tennessee® by partnering with Middle Tennessee State University to promote its athletics programs, and recruiting state, regional and national youth/adult sporting events to Rutherford County.
- Continuing to work closely with the Rutherford County Hospitality Association and the Tennessee Hospitality & Tourism Association to assist in promoting the interests of the lodging and hospitality industries.

Product Development

Strategic Objective: To work with local and regional community partners to identify buildings that may be repurposed for business and industrial use and parcels of land that may be suitable for industrial sites or business products by:

- Assessing available sites, buildings and future needs.
- Marketing existing sites and buildings.
- Developing and market new sites and buildings.
- Ensuring infrastructure and amenities are in place to market and support new development.

Public Policy

Strategic Objective: To advocate for the policies, infrastructure and processes that encourage business growth and sustainability by:

- Advocating for investment in the infrastructure required to improve competitiveness such as improved transportation, internet connectivity and shovel-ready land development.
- Forming a regional transportation coalition to complement efforts underway by the local, regional and state public sector entities by engaging the business community and other private and public stakeholders to explore solutions to address transportation-access issues, and establish tangible goals to improve the region's global and domestic transportation.
- Engaging and informing the business community on the existing and/or proposed local, regional and statewide initiatives to improve transportation, internet connectivity, infrastructure, and land development policies.

Entrepreneurship

Strategic Objective: To cultivate a sustainable entrepreneurial and innovation network established in hands-on regional support that encourages new business startups and capital for growth and relationship density by:

- Fostering the success of Rutherford County entrepreneurs by working with the Chamber's institutional partners to link them with critical assets in order to remove impediments to growth, capitalization, and employment opportunities.
- Supporting educational opportunities for entrepreneurs/startup companies.
- Referring start-up and new venture organizations to appropriate entrepreneurial agencies to find capital, review business plans and provide in-kind services.

Marketing and Communications:

Strategic Objective: To coordinate the marketing efforts of the Destination Rutherford five-year plan utilizing advertising, public/media relations, marketing and communications by:

- Creating and disseminating materials including proposals, presentations, interviews, advertising, tracking, printed materials, writing, graphic design, photography, newsletters, annual reports, internet/website, and research.
- Producing high-quality and customized material appropriate for publication in a variety of marketing and communication platforms.
- Maintaining and protecting all brands through the implementation and oversight of branding strategies, social media policies and other tools.
- Furnishing the most up-to-date information about successful economic development projects and activities.

Investor Relations

Strategic Objective: To communicate with Destination Rutherford investors by keeping them informed and confident that their financial investment and services are being wisely managed and results-oriented by:

- Conducting regular, confidential interviews with leading investors.
- Consistently creating additional opportunities for dialogue and input, including small group meetings or briefings with similarly situated or like investors.
- Maintaining a consistent and diverse investor communications plan utilizing direct mail, email, website, and social media.
- Forming a steering committee responsible for the specific oversight of Destination Rutherford, comprised of individuals whose financial investment clearly identifies their commitment to the program's success and representatives of the Rutherford County Chamber Board who are charged with the five-year plan's implementation.

ECONOMIC IMPACT OF 10,000 NEW PRIMARY JOBS

Number of Primary Jobs Created	10,000
Primary Wage Rate (hourly)	\$17.30
Total Direct Payroll (from primary jobs)	\$346,000,000
Secondary Jobs Created	9,519
Total Jobs Created	19,519
Total Payroll Earnings	\$586,955,784
Countywide Consumer Expenditures	\$324,447,445
Annual Deposits for Countywide Banks	\$50,718,062

DESTINATION RUTHERFORD FIVE-YEAR BUDGET

Business Retention and Expansion	\$ 300,000
Workforce Development	\$ 800,000
Business Attraction	\$ 1,800,000
Tourism	\$ 780,000
Public Policy	\$ 195,000
Entrepreneurism	\$ 100,000
Communications/Governance/Investor-Relations	\$ 200,000
Total Cost for Destination Rutherford Programs	\$ 4,300,000

CONCLUSION

Destination Rutherford is an economic development effort that will continue to recruit new business, help existing businesses expand, ensure Rutherford County has a trained workforce, and create an environment for entrepreneurs to succeed. The goal? Create 10,000 new jobs.

Every effort has been made to devise an economic development strategy that will produce results, after many months studying best practices and setting priorities. Rutherford County will remain on the offense with renewed energy, a fresh strategy, and with its most effective and committed community leaders pulling in the same direction.

By investing in Destination Rutherford, businesses and local governments will see a measureable return on their invested dollars, while helping to improve the economic outlook and quality of life for everyone in throughout the county.

Job creation is at the heart of any successful economic development effort, and Destination Rutherford is no different. By creating 10,000 new primary jobs, this initiative will serve as the catalyst that stimulates existing businesses growth, improves the available workforce and spearheads community improvements, all while strengthening its message and building on the strong relationships that exist within the business community.

