

# **City of Gallatin Economic Development Agency**

## **Mission Statement and Work Plan**

### **Mission Statement**

To ensure Gallatin's prosperity by serving as its catalyst for economic growth through leadership, aggressive marketing, local, regional and state partnerships, education, and professionalism.

### **Work Plan**

#### **Goals**

1. To increase business investment and create job opportunities for the citizens of Gallatin and within the commuting pattern of Gallatin
2. To build and nurture strong relationships with existing industry; have a good SWOT (Strengths, Weaknesses, Opportunities, and Threats) overview of companies in and around Gallatin to encourage expansion and retention as well as avoid closures and relocations from Gallatin
3. To build a strong economic development team with City leadership and other key organizations to support economic and community development initiatives
4. To offer the EDA's assistance and expertise to other organizations' community development efforts

#### **Goal 1**

To increase business investment and create job opportunities for citizens of Gallatin and within commuting pattern of Gallatin

#### **Strategy 1:1**

Recruit new business and industry from targeted sectors

#### **Actions**

- Strengthen bonds, continue work with Regional Partners and State ECD
  - Continue to form and nurture relationships with regional economic development organizations and the Tennessee Department of Economic and Community Development.
  - Participate in outbound and inbound marketing events with organizations such as the Nashville Area Chamber of Commerce P2010, TVA, the Tennessee ECD, MTIDA, Tennessee Economic Partnership, and Forward Sumner
  - Host project managers and other personnel from our regional and state partners to educate them on the attributes of Gallatin
  - Participate in working committees with our regional and state partners

- Participate in the Tennessee Industrial Development Council (TIDC) activities, such as regular membership meetings and the “Day on the Hill”
- Provide prompt, professional responses to RFIs
- Encourage the purchase of a new industrial park or expansion of the current park
- Develop and maintain a website that is among the best in economic development in the southeastern United States
- Maintain inventory of sites and buildings
- Establish and utilize creative incentive programs
- Maintain aggressive marketing program
- Provide continued education to staff members to ensure they are up-to-date on the latest trends and practices concerning all aspects of recruitment

### **Strategy 2:1**

Increase investment by retail companies, increasing tax base, improving quality of life for citizens, bringing in outside dollars to our community, and providing job opportunities

#### **Actions**

- Build and maintain strong working relationships with private developers and land owners
- Participate in International Council of Shopping Center (ICSC) shows and meetings
- Build and maintain strong relationships with retail consulting players
- Create and maintain a Retail section on the EDA website that will allow easy access to demographics, available land and buildings, and other pertinent information
- Explore retail incentives and best practices in middle Tennessee, southeast, and across the United States

### **Strategy 3:1**

Create a “brand”/image of Gallatin through creative marketing initiatives

#### **Actions**

- Participate with regional and state partners on outbound marketing trips and inbound events
- Create and maintain an EDA website that promotes the desired image of Gallatin as progressive and pro-business
- Reinforce the Gallatin image through print advertising in national site selection magazines and printed materials of regional and state partners
- Create direct mail campaigns for site location consultants and targeted industry sectors to promote Gallatin
- Seek stories in national site selection magazines

- Ensure that the EDA Annual Report is of the quality and look that evokes a positive, professional image of the agency and the community
- Provide continued education to staff members to ensure they are up-to-date on the latest trends and practices concerning all aspects of marketing

### **Other Stakeholders**

Mayor and City Council, Other Elected Leadership, Private Developers, Tennessee Department of Economic and Community Development, TVA, MTIDA, Tennessee Economic Partnership, Nashville Area Chamber of Commerce P2010, Forward Sumner, Other City Departments

### **Goal 2**

To build and nurture strong relationships with existing industry; have a good “SWOT” (Strengths, Weaknesses, Opportunities, and Threats) overview of companies in and around Gallatin to encourage expansion and retention and avoid closures and relocations out of Gallatin

### **Strategy 1:2**

Create the best existing industry program in the southeast

### **Actions**

- Form and nurture a strong existing industry program (GEAR – Gallatin Expansion and Retention), meeting quarterly with Gallatin’s major employers and key manufacturing companies
- Educate existing business and industry regarding local and state incentives, training programs, and support resources
- Create and maintain an Existing Industry section on the EDA website
- Select a “Featured Industry of the Month” to be featured on the EDA website and provide local news media with a press release on the selection
- Perform a wage and benefits survey and share the information gleaned with local industry
- Work with regional partners, utilize the Synchronist software and visitation program to learn more about Gallatin industries in terms of health, stability, issues, and feelings about doing business here
- Partner with education sector to meet needs of business and industry, utilizing methods that include:
  - Participate in business-based initiatives at Volunteer State Community College
  - Make the education community a player in the GEAR program
  - Exchange information with vocational education entities

### **Other Stakeholders**

Existing Business & Industry, Mayor and City Council, Other Elected Leadership, Tennessee Department of Economic and Community Development, TVA, Nashville Area Chamber of Commerce P2010, Gallatin Chamber of Commerce, Other City Departments

### **Goal 3**

To build a strong economic development team with City leadership to support economic and community development initiatives

#### **Strategy 1:3**

Using education and awareness as the foundation, form and maintain alliances with key and potentially key individuals and groups in Gallatin's economic growth while gaining their input and support in the work of the EDA

#### **Actions**

- Educate City leadership on economic development activities and practices, utilizing methods that include:
  - Annual Reports
  - Updates at Council Committee meetings
  - Provide elected officials with information about pertinent issues such as incentives, business trends, economic development best practices, ED-related legislation, etc.
  - Economic development training for appropriate City departments demonstrating their respective roles in economic development
  - Updates at Industrial Development Board meetings
- Meet with other organizations in Gallatin (Chamber of Commerce, Tourism, Greater Gallatin) and throughout Sumner County (Forward Sumner, city EDOs, the county economic development committee) to coordinate efforts and exchange information
- Meet with and gain input from the EDA Advisory Committee
- Organize regular education outings with the EDA Board of Directors

#### **Other Stakeholders**

Mayor and City Council, Other Elected Leadership, Other City Departments, EDA Advisory Committee, Industrial Development Board, Other City and County-wide Agencies Including, but Not Limited to: Tourism Bureau, Gallatin Chamber of Commerce, United Chambers of Sumner County, Greater Gallatin, Forward Sumner, County Government

### **Goal 4**

To offer the EDA's assistance and expertise to other organizations' community development and enhancement efforts

#### **Strategy 1:4**

Through regular contact with area groups, identify and implement joint efforts for common and/or cross-over projects

## **Actions**

- Work with the following organizations on joint projects and to show support for each other's efforts:
  - Gallatin Chamber of Commerce
  - Forward Sumner
  - City departments including, but not limited to Planning, Engineering, and Codes
  - Sumner County Tourism Bureau
  - Tennessee Small Business Development Center of Sumner County
- Community Development projects involving these entities include, but are not limited to:
  - Downtown revitalization
  - Retiree Recruitment
  - Public relations and community awareness campaigns
  - Maintain county's 3-Star status

## **Other Stakeholders**

Mayor and City Council, Other Elected Leadership, Downtown Business and Property Owners, All Other Partnering Agencies