

# **WHITE BLUFF COMMUNITY STRATEGIC PLAN 2013**



**Compiled and Updated by:**

**White Bluff Strategic Planning Committee 2007  
White Bluff Economic and Community Development Board 2012  
White Bluff Strategic Planning Committee 2013**

**Approved as a Guideline Document by:**

**White Bluff Town Council 2008  
White Bluff Town Council 2013**

## Summary

The initial strategic plan was developed by the White Bluff Strategic Planning Committee over the course of several meetings during the summer and fall of 2007. The White Bluff Strategic Planning Committee was formed with input from the Mayor and Council of the Town of White Bluff. The committee comprised business, industry, education, and civic leaders as well as elected officials and interested citizens. The resulting Strategic Plan was approved as a guideline by the White Bluff Town Council in early 2008.

In the spring and summer of 2012, the strategic plan was reviewed and updated by the White Bluff Economic and Community Development Board. The WBECDB is a volunteer board whose mission is to create an entrepreneurial-friendly environment in White Bluff by identifying and developing programs and strategies which attract, retain and expand business and job opportunities as well as examine the short-term and long-term community development needs for our community.

In early 2013, a new Strategic Planning Committee representing a broad range of White Bluff interests was formed to further update and revise the White Bluff Community Strategic Plan. A SWOT Analysis, exercises to identify the Town's Core Competencies and Values, and a review of the Town's Mission and Vision Statements were all conducted as part of the Strategic Plan review. This updated strategic plan with a focus on Community Goals, Outcomes, Strategic Actions and Measures is the result of the 2013 committee's efforts.

The Town of White Bluff believes in the value of planning. A series of successful public – private partnerships have proven that with community support all things are possible. Accomplishments as a result of Strategic Planning efforts to date include:

- Land Use and Transportation Plan developed
- Commercial Design Review manual developed
- Established volunteer-based Jennie Woodworth Library of White Bluff complete with public-use computers and free Wi-Fi.
- Sidewalk improvement project (Phase 1, 2 and 3 complete)
- Phase 1 of Sewer Rehabilitation complete. Accomplished through \$500,000.00 Community Development Block Grant. Phase 2 in application phase.
- “Pay-as-you-Pave” project plan developed. Phase 1 Paving Project (Park St. and Williams Dr., striping White Bluff Rd.) complete. Phase 2 (Jordan Cr.) in development.
- Community Center renovations complete. New signage added. Accomplished through citizen grant.
- T-ball field constructed at Veterans Memorial Park
- Volunteer-based Rover's Playpen dog park constructed at Veterans Memorial Park
- White Bluff Economic and Community Development Board formed and active
- Stormwater Management Ordinance developed. Result of GNRC-Cumberland River Compact grant.
- Alcohol referendum passed
- Restrooms at Field of Dreams constructed

- New Welcome signs on Hwy 70 installed. Donated by local sign company.
- In partnership with MBSP, new directional sign at Montgomery Bell State Park installed.
- In partnership with Chamber of Commerce, develop town map indicating area attractions and businesses.
- Directional signs to White Bluff installed on I-40. Requested through TDOT.
- Participation in the Tennessee Civil War Trails Program with one marker established and another in development.
- Funding secured and plans being developed for the Bibb – White Bluff Civic Center. Construction phase to be completed with citizen grant.
- Acceptance into the Tennessee Downtowns Program, an 18 month grant program designed to assist in downtown revitalization and beautification.
- New and strengthened relationships with community, County, State and Federal leaders intended to promote White Bluff interest in a global economy.
- Access to Town governing documents (Charter, Municipal Code, Ordinances, Resolutions, Budget, etc.) via the Town website
- Facebook page developed to push urgent or informational messaging out to community.
- Repair culvert at Taylor Town Rd. and improve drainage on Creek Bottom Rd as a result of a \$754,000.00 2010 Disaster Recovery Community Development Block Grant. This project has been approved, engineering work completed with construction expected in summer 2013.

Community leaders and Elected Officials agree that a strategic plan should be a live and fluid document that is monitored continually and updated as needed.

Jeff Martin  
 Projects Administrator  
 Town of White Bluff

## **Overview of White Bluff**

White Bluff, Tennessee, is located on the eastern boundary of Dickson County along scenic Hwy 70. First incorporated in 1869, White Bluff was named from the white bluffs that run along nearby Turnbull Creek. In 1806, Fort White Bluffs was constructed and soon after the White Bluffs Iron Forge was started. From these humble beginnings a dynamic community has grown. Today, White Bluff is a thriving community whose closeness to larger cities, such as Nashville and Dickson, as well as its proximity to Montgomery Bell State Park and the Harpeth River Recreation Area, makes it a great place to live, work or just spend a fun weekend. The 2010 census places White Bluff's population at 3,206, making it the second largest and fastest growing community in Dickson County, the twelfth fastest growing community in Middle Tennessee and the twenty-fifth fastest growing community in Tennessee, by percentage of growth.

## **White Bluff Community Mission Statement**

White Bluff is and will remain a history-rich community featuring quality, safe neighborhoods that exist in concert with the natural environment; a diverse and growing population that is committed to community involvement and volunteerism; an education system that is second to none; and a community spirit that believes all things are possible. Our high quality of life is supported by our willing workforce and economic vitality. Our mission is to retain these core values for future generations.

## **White Bluff Community Vision Statement**

White Bluff strives to be the following:

- a vibrant, progressive community dedicated to preserving its past while looking to the future;
- a destination community encouraging a wide-range of recreational, cultural, and shopping opportunities;
- a diverse, multi-generational community offering education, housing, employment, and recreation opportunities to all age groups;
- an environmentally conscience community protecting and respecting our natural resources;
- an education center providing our citizens with well-rounded educational opportunities from pre-school to post-graduate studies.

## **Goal 1: Planning and Development**

Establish cooperation between town agencies, real estate experts, developers, builders, property owners and stakeholders for the growth planning process to ensure balanced growth, commercial vitality, livable communities and historic and natural resource preservation.

**Outcome 1.1:** Within the next 18 months, a comprehensive downtown revitalization / beautification plan stressing pedestrian-friendly design and based on the Main Street 4-Point Approach (Organization, Promotion, Design, Economic Restructuring) will be developed to retain and expand existing business and encourage new commercial ventures to downtown White Bluff.

The plan should consider business retention and expansion, attracting new business, developing new commercial business space, pedestrian movement (i.e., walking friendly, bicycle racks), pedestrian lighting, banners, planters / landscaping, sidewalk and façade improvement, trees along Hwy 70 corridor, measures to slow down traffic / attract shoppers, parking, directional signage, crosswalks, intersection redesign(Hwy 70 and Church St., Hwy 70 and Old Charlotte Rd.), underground utilities, ways to differentiate downtown White Bluff (i.e., free downtown Wi-Fi?), how to effectively advertise available properties, how to communicate what is going on downtown, developing incentive programs with property owners to help establish new businesses, incentive programs to encourage property owner to maintain / improve their properties, etc. Plan should attempt to strike a balance between growth and maintaining / increasing White Bluff's small town charm.

**Strategic Action 1.1.1:** The established Downtown Revitalization Steering Committee, under the direction of the Tennessee Downtown Program coordinators, will develop a thorough understanding of the Main Street 4-Point Approach to downtown revitalization and will communicate this knowledge to interested groups and individuals. This Committee will be the core group charged with developing a comprehensive downtown revitalization plan.

**Performance Measure 1.1.1.1:** A meeting of the Downtown Revitalization Steering Committee has been conducted and a future training meeting schedule has been established and adopted.

**Performance Measure 1.1.1.2:** A method of communicating the knowledge gained through the Tennessee Downtowns Program to interested groups and individuals will be determined and implemented.

**Strategic Action 1.1.2:** As the revitalization/beautification plan is being developed, funding sources to be determined and implemented to execute the plan. Consideration should be given to previous public – private partnerships which utilized a mix of public – private dollars, setting up a donor-advised fund through the Community Foundation of Dickson County, crowd funding sites (kickstarter.com, prosper.com and gofundme.com), etc.

**Performance Measure 1.1.2.1:** Within 6 months of starting the Tennessee Downtowns Program, the Downtown Revitalization Committee will appoint a committee to design and

implement a one-year fund-raising campaign using local volunteers.

**Strategic Action 1.1.3:** As plan elements and funding is secured, seek approval from the Mayor and Town Council to implement the plan. Approval, or buy-in, from community and business leaders is also vital in order to further ensure success of this revitalization / beautification program.

**Performance Measure 1.1.3.1:** Develop communication plan to keep leaders and public “in the loop” regarding the revitalization / beautification plan. Implement plan elements when funding and leadership approval is given.

**Outcome 1.2:** A set of design standards to assist in all future commercial and residential development will be researched, revised and/or developed with emphasis on appropriate zoning, continuity, setbacks, promoting a mix of housing options, mixed use developments, building materials, green space preservation, consideration of natural resources, stormwater management, etc.

**Strategic Action 1.2.1:** The town will form a committee to research the town’s current zoning and design standards as well as other community’s standards and to guide in the development of new and/or revised zoning and design standards. Utilize Greater Nashville Regional Council (GNRC) local planner and Codes Administrator for assistance.

**Performance Measure 1.2.1.1:** Within 1 month, committee named and organized with an established schedule of meetings.

**Performance Measure 1.2.1.2:** Within 6 months, proposed zoning and design standard revisions will be presented to the Planning Commission and Town Council for adoption.

**Outcome 1.3:** Using identification, education, recognition, archival measures and codes enforcement, protect and promote our local history, historic areas, cultural heritage and natural resources.

**Strategic Action 1.3.1:** Establish a committee to identify historic buildings, structures and areas and establish a registry of identified sites for preservation.

**Performance Measure 1.3.1.1:** Within 1 month, committee named and organized with an established schedule of meetings.

**Strategic Action 1.3.2:** Through the Town Historian, programs designed to educate the public on the importance of historic preservation, genealogy research, promotion of local and area history, preservation measures, recognition of cultural heritage (music, arts, historic individuals / groups), etc. will be conducted.

**Performance Measure 1.3.2.1:** Annually, an established schedule of meetings will be determined, announced and promoted.

**Performance Measure 1.3.2.2:** As conducted, programs will be recorded and archived for

future reference and research.

**Strategic Action 1.3.3:** Implement recognition / incentive program for individuals, groups and/or businesses that save / preserve local historic properties and artifacts

**Performance Measure 1.3.3.1:** Within 6 months, a recognition / incentive program for historic preservation will be developed.

**Strategic Action 1.3.4:** Complete Frog Pond Church (ca. 1905) renovation and open as a community meeting space, wedding chapel, historic archives, etc.

**Performance Measure 1.3.4.1:** Within 6 months, fundraise \$4500.00 and using local volunteers complete outside renovations (paint, caulk, landscape).

**Performance Measure 1.3.4.2:** Within 12 months, determine, acquire funding and complete inside renovations (electrical rewiring, interior walls, ceiling, etc.)

**Performance Measure 1.3.4.3:** Before renovations are complete, establish rental rates and present to Council for approval.

**Performance Measure 1.3.4.4:** By summer 2014, open Frog Pond Church for community meetings, weddings, receptions, historic archives, etc.

**Strategic Action 1.3.5:** Through Codes Administration, enforce applicable historic preservation codes in order to protect historic structures, areas, etc. within the Town of White Bluff. Lend assistance, where needed, within the area but outside the Town Limits.

**Performance Measure 1.3.5.1:** If applicable, get current training for Codes Administrator on local historic preservation codes.

**Performance Measure 1.3.5.2:** Enforce applicable local historic preservation codes as needed.

**Strategic Action 1.3.6:** Develop and implement program to fund and/or acquire and maintain historic properties if no private individual / group steps up.

**Performance Measure 1.3.6.1:** Within 6 months, an acquisition / funding program for historic sites will be developed, approved and implemented. Acquisition of Frog Pond Church should be considered as a model.

**Strategic Action 1.3.7:** Photograph historic and future historic sites, electronic scan historic documents for archival preservation. Backup strategic for all archival information should be an important consideration of this strategic action.

**Performance Measure 1.3.7.1:** Within 3 months, develop an inventory of historic and future historic properties as well as historic documentation in order to determine what needs to be

recorded / archived.

**Performance Measure 1.3.7.2:** Within 12 months, record and archive historic and future historic properties and documents based on inventory.

**Performance Measure 1.3.7.3:** As gathered, backup archived information on an established scheduled.

**Performance Measure 1.3.7.4:** Display archived information for public enjoyment and education. Bibb – White Bluff Civic Center will have a historic archives display area for rotating display of archived information.



## **Goal 2: Infrastructure**

Provide adequate and quality services that will meet the needs of all citizens, business / property owners and visitors, both present and future, of the Town of White Bluff

**Outcome 2.1:** As needed, protect, maintain and enhance the public infrastructure (roads, sidewalks, sewer, parks, public buildings, etc.) by anticipating needs and taking prudent steps to provide for those needs.

**Strategic Action 2.1.1:** Establish, fund and implement a sidewalk improvement / expansion project including adding sidewalks in existing neighborhoods with high pedestrian counts. Consider connectivity to link downtown to public buildings and parks outside of the downtown area. Prioritize sidewalks by connectivity and need. Proposed sidewalk needs include connecting downtown to new Civic Center via Hwy 47N and Old Charlotte Rd., connecting downtown to subdivision developments via White Bluff Rd, connecting downtown to WBES via Taylor Town Rd, connecting WBES to the new Civic Center via School Rd and Old Charlotte Rd. Other considerations include renovating / replacing sidewalk on south side of Hwy 70 downtown between Main St. and Commerce St. and complete sidewalk portion from Old Charlotte to Hwy 47N. Crosswalks at intersection of Hwy 47 and Old Charlotte Rd. should also be considered in this plan.

**Performance Measure 2.1.1.1:** Within 1 month, establish committee to determine, prioritize and fund sidewalk needs considering connectivity and pedestrian count. Consider timeline for implementation.

**Performance Measure 2.1.1.2:** Within 6 months, establish project plan to determine, prioritize and fund sidewalk needs considering connectivity and pedestrian count. Establish timeline for implementation.

**Strategic Action 2.1.2:** Consider service delivery options (i.e., Police, Fire, Ambulance, EMS, Mail delivery) in the event of a railroad disaster or other event which would prevent access to areas south of the railroad tracks.

**Performance Measure 2.1.2.1:** Within 1 month, establish committee to explore options to determine service delivery methods (bridge overpass / underpass; EMS substation, etc.) when unable to cross the railroad tracks. Consider funding and timeline for implementation.

**Performance Measure 2.1.2.2:** Within 6 months, establish project plan of prioritized options of service delivery methods (bridge overpass / underpass; EMS substation, etc.) when unable to cross the railroad tracks. Establish funding and timeline for implementation.

**Strategic Action 2.1.3:** Maintain / expand wastewater system in line with town growth.

**Performance Measure 2.1.3.1:** As available, research grants and other funding sources to maintain and expand the Town's wastewater system to provide service to the community and protect the environment.

**Performance Measure 2.1.3.2:** As needed, work with Wastewater Department, grant

writers and Engineers to determine and prioritize actions to best protect and expand the Town's wastewater system.

**Strategic Action 2.1.4:** Construct new building to replace the Town's aging Community Center. Develop complementary ancillary facilities and activities to enhance the quality of life to the citizens and visitors of the Town of White Bluff.

**Performance Measure 2.1.4.1:** By summer of 2014, design and complete construction of the new Bibb – White Bluff Civic Center.

**Performance Measure 2.1.4.2:** By spring of 2014, secure funding to furnish the Bibb – White Bluff Civic Center through fund-raising using volunteers.

**Performance Measure 2.1.4.3:** As available, secure funding to complete the auxiliary facilities (walking track, pavilions, gardens and amphitheater) of the Bibb – White Bluff Civic Center through grants and fund-raising using a volunteer workforce.

**Strategic Action 2.1.5:** Consider the addition of new recreation facilities and activities for the citizens and visitors of the Town of White Bluff. Recreation facilities and activities to consider include a skateboard park (in development), stage at the Field of Dreams, Soccer fields, basketball courts, swimming pool, mountain bike trails at Veterans Memorial Park, camping, a walking / biking trail from downtown to Veterans Memorial Park, a walking / biking trail from downtown to Montgomery Bell State Park, etc.

**Performance Measure 2.1.5.1:** Within 1 month, form a committee to determine feasibility, prioritize, funding and implementation of new recreation facilities and activities. Regarding mountain bike trails at Veterans Memorial Park, establish a strategic partnership with SORBA (Southern Off-Road Biking Association) or similar group and compatible local businesses and/or individuals to develop trail system. Consider overnight camping and walking trails as well. Consider liability and cost of maintenance in planning.

**Strategic Action 2.1.6:** Consider area-wide storm / emergency warning system.

**Performance Measure 2.1.6.1:** Within 6 months, determine feasibility and cost for expanding storm / emergency siren system to cover the entire Town of White Bluff area. Consider alternate forms of communication as well (website, social media, Nixle, etc.)

**Strategic Action 2.1.7:** Due to increased General Sessions Court activity and overflow parking concerns, a set of ADA-compliant steps should be installed connecting Town Hall / Court to the current Community Center. The Community Center parking facilities currently acts as the overflow parking lot for Court. Another set of ADA-compliant steps should be installed leading from the sidewalk in front of Town Hall / Court to the front door of White Bluff Town Hall.

**Performance Measure 2.1.7.1:** Within 3 months, determine costs, design and timeline for implementation for steps. Consider funding for project.

**Performance Measure 2.1.7.2:** As soon as possible, install no parking signs along Graham St. to prevent parking along right-of-ways and neighboring properties.

**Strategic Action 2.1.8:** Pave the parking lot at Veterans Memorial Park.

**Performance Measure 2.1.8.1:** Within 3 months, determine costs, design and timeline for implementation for paving the parking lot at Veterans Memorial Park. Consider funding for project. Could the Little League contribute towards the paving project?

**Outcome 2.2:** Consider all transportation options (walking, biking, mass transit, etc.) and associated issues (parking, pollution, etc.) in all future designs.

**Strategic Action 2.2.1:** As needed, consider biking lanes in future developments to encourage alternate modes of transportation. Sidewalks are already required in all new subdivision developments.

**Performance Measure 2.2.1.1:** Require bike lanes to complement sidewalks in future developments to encourage alternate modes of transportation.

**Strategic Action 2.2.2:** Consider bike rental program for access around White Bluff and / or MBSP.

**Performance Measure 2.2.2.1:** Within 6 months, work with compatible local businesses and/or individuals to determine if this could be accomplished through a public-private partnership. If not possible through public-private partnership, can rental program be accomplished through another means? Research San Antonio's and Nashville's bike rental programs.

**Strategic Action 2.2.3:** Research commuter train availability for White Bluff.

**Performance Measure 2.2.3.1:** County has recently joined the Mass Transit Authority committee. Working through the County, determine the feasibility of commuter train availability in White Bluff. Consider parking facility when mass transit comes to White Bluff. Consider White Bluff representative on the County's Mass Transit Authority committee.

**Strategic Action 2.2.4:** Research commuter bus availability for White Bluff.

**Performance Measure 2.2.4.1:** County has recently joined the Mass Transit Authority committee. Working through the County, determine the feasibility of commuter bus availability in White Bluff. Consider parking facility when mass transit comes to White Bluff. Consider White Bluff representative on the County's Mass Transit Authority committee.

**Strategic Action 2.2.5:** Extend Park St. to Industrial Dr. This project will allow residents living on the South side of the Railroad access the White Bluff Rd. / Hwy 96 / I-40 without ever crossing the rail road tracks.

**Performance Measure 2.2.5.1:** Within 12 months, determine feasibility, funding and

timeline for implementation for road extension project.

**Strategic Action 2.2.6:** Consider and research project to extend SR840 to Hwy 96 (phase 1) and Hwy 70 (phase 2). Promote northern look of 840 as well.

**Performance Measure 2.2.6.1:** Within 24 months, determine feasibility, funding sources and timeline for implementation for road extension project. Work with County Mayor on this project.

### **Goal 3: New and Existing Business / Industry**

Develop and implement plans to build the White Bluff economy and support the development of a diversified economic base with adequate site options and employment opportunities.

**Outcome 3.1:** A minimum of 100 acres of new property in the current C-2 or I-1 zone identified, acquired (optioned) and attractively developed with high quality options and identified tax breaks to meet the space needs of new and expanding commercial and industrial firms. Existing industrial and commercial property should be marketed and promoted to retain occupancy.

**Strategic Action 3.1.1:** The Town will form a “Business Development Action Team” to guide the planning, identifying, funding, acquisition and development of new commercial and industrial sites.

**Performance Measure 3.1.1.1:** Within 1 month, team organized and approved with an adopted schedule of meetings.

**Performance Measure 3.1.1.2:** Within 6 months, develop incentive program(s) to attract new business ventures to White Bluff. Incentives to include possible TIF (Tax Increment Financing), property tax abatement, grant options, utility and sewer relief programs, etc. Work with local Chamber of Commerce and State ECD on this project. Promote incentives through the Town website, social media, newspaper and radio.

**Strategic Action 3.1.2:** Identify and promote existing commercial and industrial sites to retain and increase occupancy rates.

**Performance Measure 3.1.2.1:** Within 6 months, develop marketing strategy to promote existing commercial and industrial sites to retain and increase occupancy rates.

**Performance Measure 3.1.2.2:** Within 3 months, begin utilizing QR Codes (Quick Response Codes), establish links to promote commercial or industrial space available for rent / sell. Existing businesses could use QR Codes to identify and promote their businesses.

**Outcome 3.2:** A partnership between business leaders and government officials will be organized to retain existing and bring new business opportunities to White Bluff with an eye toward creating a synergistic and complementary environment in the downtown area and larger White Bluff area.

**Strategic Action 3.2.1:** The previously organized White Bluff Economic and Community Development Board will be re-evaluated to make sure that the proper team is in place to guide this strategic goal.

**Performance Measure 3.2.1.1:** Within 3 months, the White Bluff Economic and Community Development Board will be re-evaluated and re-convened with a set agenda, goals and established meeting schedule.

**Strategic Action 3.2.2:** An inventory of businesses, including home-based, will be developed. Inventory will include what they do, number of people employed, upcoming hiring, etc.

**Performance Measure 3.2.2.1:** Within 3 months, White Bluff business inventory will be developed. “Brick and Mortar” is partially developed and available through the Town website. “Home-based” should be identified and inventoried. Focus should not be on requiring business licensing for home-based businesses but on identification and promotion. Consider asking Town Council to pass a “grace period” for any reporting home-based business to get a license or some other measure to prevent concern about licensing?

**Strategic Action 3.2.3:** Target marketing campaign to music, arts, outdoor recreation and other sectors identified as important to growing White Bluff’s identity.

**Performance Measure 3.2.3.1:** Within 6 months, develop targeted marketing and promotion campaigns to attract, retain and expand small businesses that complement White Bluff’s identity as a music, arts and outdoor recreation community. Other targeted marketing should be directed to the fast food sector, grocery sector, lodging sector, Dollar General Plus or Dollar General Market stores, downtown coffee shop(s), funeral service sector (new / remodeled funeral home) etc. Marketing should be designed to promote downtown revitalization efforts and attempt to bring complementary businesses within the identified markets to White Bluff at the same time in order to establish a synergistic environment.

**Strategic Action 3.2.4:** Develop and implement “Business Development Series” of workshops and training designed to assist existing and new businesses stay in business and grow.

**Performance Measure 3.2.4.1:** Within 6 months, develop “Business Development Series”, identify quality instructors and establish schedule of training and workshops designed to assist existing and new businesses make informed decisions when starting and growing a business.

**Strategic Action 3.2.5:** Consider a business incubator / business accelerator concept to assist local entrepreneurial start-ups.

**Performance Measure 3.2.5.1:** Within 12 months, the White Bluff Economic and Community Development Board will consider the idea and development of a White Bluff Business Incubator or Accelerator designed to assist local entrepreneurial start-ups come together and grow in a synergistic and dynamic environment. Location, services and funding of the incubator / accelerator should be carefully considered. Current location of Jennie Woodworth Library may be candidate location for incubator / accelerator.

## **Goal 4: Environment**

A proactive approach to environmental management and protection will be taken.

**Outcome 4.1:** A public education program will be designed to promote and encourage protection and care of White Bluff's environment and natural resources.

**Strategic Action 4.1.1:** Using baseline established under the GNRC / Cumberland River Compact grant, establish team to prioritize areas of environmental training and improvement and establish education program.

**Performance Measure 4.1.1.1:** Within 1 month, team organized and approved with an adopted schedule of meetings.

**Strategic Action 4.1.2:** Research and promote gray water utilization, use of rain barrels, retention / detention zones, gardening with native and "drought tolerant" plants, etc.

**Performance Measure 4.1.2.1:** Within 1 month, team organized and approved with an adopted schedule of meetings.

**Strategic Action 4.1.3:** Promote litter awareness and continue clean-up days / campaigns.

**Performance Measure 4.1.3.1:** Annually, establish set days / schedule to conduct clean-up and community pride campaigns.

**Strategic Action 4.1.4:** Promote environmental responsibility to the community's youth through school-based programs and activities.

**Performance Measure 4.1.4.1:** Annually, establish a school-based program to education students on the importance of environmental responsibility and use this channel to distribute items (literature, litter pick-up kits, tree saplings, etc.) to the community.

**Outcome 4.2:** Strengthen and/or enforce local codes designed at protecting our environment and natural resources.

**Strategic Action 4.2.1:** Review current codes designed at protecting our environment and natural resources. Make additions or changes as needed.

**Performance Measure 4.2.1.1:** Within 1 month, team organized and approved with an adopted schedule of meetings.

**Strategic Action 4.2.2:** Stringent enforcement of current codes designed at protecting our environment and natural resources.

**Performance Measure 4.2.2.1:** Immediately and on-going, Codes Administrator to stringently enforce current codes designed to protect our environment and natural resources.

**Outcome 4.3:** Research and promote recycling within the community.

**Strategic Action 4.3.1:** Organize team to research recycling programs in other communities. Consider strategic partnership with trash collector to implement program on a community scale.

**Performance Measure 4.3.1.1:** Within 1 month, team organized and approved with an adopted schedule of meetings.

**Outcome 4.4:** Consider alternate energy (solar, wind, green roofs, geo-thermal, hybrid, compressed natural gas, etc.) for current and new public facilities and vehicles in White Bluff.

**Strategic Action 4.4.1:** Organize team to research alternate energy sources and/or programs; determine the costs to implement and the projected cost savings. Consider hybrid and compressed natural gas for future town-owned vehicles.

**Performance Measure 4.4.1.1:** Within 1 month, team organized and approved with an adopted schedule of meetings.

**Strategic Action 4.4.2:** Establish a strategic partnership with a business in the Green Energy Industry and leverage this partnership to lower the cost of implementing alternative energy sources. Use PR campaign to promote the strategic partner's business while enhancing the image of White Bluff.

**Performance Measure 4.4.2.1:** Within 6 months, identify and establish strategic partnership with business in the Green Energy Industry.



## **Goal 5: Quality of Life**

Establish White Bluff as a community that offers its citizens the opportunities to lead a productive, meaningful life.

**Outcome 5.1:** Promote volunteerism and citizen involvement in our community.

**Strategic Action 5.1.1:** Promote volunteerism and community pride by developing and promoting programs and activities volunteers can get involved with in order to immerse them in the community culture and promote a sense of community pride.

**Performance Measure 5.1.1.1:** Immediately and on-going, develop and manage a list of volunteer opportunities and make available to the community. Current list is available on the Town website.

**Performance Measure 5.1.1.2:** Within 3 months, establish recognition program for volunteering to improve the White Bluff community.

**Strategic Action 5.1.2:** Consider local chapters of existing service / civic organizations (Kiwanis, Civitan, Rotary etc.) or start a new local club focusing on volunteerism and community service. The purpose, in addition to providing community service, is to grow the community volunteer pool for future public – private partnerships.

**Performance Measure 5.1.2.1:** Within 3 months, research and decide on a path for establishing a service / civic club in the White Bluff area.

**Performance Measure 5.1.2.2:** Within 9 months, club organized with adopted purpose and schedule of meetings.

**Outcome 5.2:** Encourage citizens and visitors to spend locally thus keeping tax dollars in White Bluff.

**Strategic Action 5.2.1:** Increase and/or add entertainment options such as restaurants, shopping, lodging, multi-use facilities, theaters, etc. in order to keep citizens and visitors in White Bluff, thus keeping tax dollars in our local community. Also, encourage citizens and visitors to purchase gas in White Bluff as a portion of the gas tax comes back to White Bluff to grow / replenish the Town's State Street Aid Fund (used for paving local roads).

**Performance Measure 5.2.1.1:** Within 6 months, determine entertainment needs and develop targeted marketing campaign to attract desired entertainment to White Bluff.

**Strategic Action 5.2.2:** Encourage variety of housing options (single family, apartment, townhome, senior, etc.) to meet a variety of housing and upward mobility needs.

**Performance Measure 5.2.2.1:** Immediately and on-going, encourage developers and builders to consider White Bluff for new developments promoting variety of housing and provide for upward mobility.

**Performance Measure 5.2.2.2:** Establish an annual presentation from the THDA (Tennessee Housing Development Agency) to education members of the community about housing financing options. THDA requires certain educational programs for their financing. Consider hosting educational programs at the new Civic Center.

**Strategic Action 5.2.3:** Educate and promote “buy local” efforts, such as, \$20 on the 20<sup>th</sup>, restaurant week, etc.

**Performance Measure 5.2.3.1:** As “buy local” efforts are developed, educate and promote campaigns using the Town’s website, social media newspaper and radio.

**Outcome 5.3:** Research and promote White Bluff as a Senior Living / Retirement community. Target northern transplants, “half-backs” as well as local retirees.

**Strategic Action 5.3.1:** Locate properties suitable for active and assisted living facilities and market these properties to developers.

**Performance Measure 5.3.1.1:** Within 6 months, establish a list of suitable properties and promote these properties to developers of active and assisted living facilities.

**Strategic Action 5.3.2:** Research Retire Tennessee Program, a state-sponsored program that promotes Tennessee to retirees.

**Performance Measure 5.3.2.1:** Within 6 months, research program and figure out how to work within the program (develop and distribute marketing material, etc.) to promote White Bluff as a retirement community.

## **Goal 6: Education**

Work with program directors, educational institutes, area school leadership and Board of Education to provide the best education opportunities possible to our community residents and visitors.

**Outcome 6.1:** Assist local school system with programs and activities designed to complement, enhance and fund local K-12 education curriculum.

**Strategic Action 6.1.1:** Work with local schools to determine specific needs (DARE, SRO, PAWS, volunteers, grant writing / application, after school programs, etc.)

**Performance Measure 6.1.1.1:** Determine and prioritize local school needs. Assist where applicable.

**Outcome 6.2:** Utilize education aspects of Bibb-White Bluff Civic Center to further education needs of all citizens of the Town of White Bluff and surrounding area.

**Strategic Action 6.2.1:** Promote the meeting hall, board room and classrooms of the Bibb-White Bluff Civic Center to further the education needs of all citizens of the Town of White Bluff and surrounding area.

**Performance Measure 6.2.1.1:** Within 6 months, develop marketing material to promote the education aspects of the Bibb – White Bluff Civic Center to interested individuals / groups.

**Strategic Action 6.2.2:** Develop and promote an annual series of classes and meetings focusing on the needs and desires of the community.

**Performance Measure 6.2.2.1:** Determine, develop, promote and conduct an annual series of classes and meetings focusing on the needs and desires of the White Bluff community. Determine need and interests through community feedback, on-line surveys and social media.

**Outcome 6.3:** Work with local, county, state and federal agencies to attract a fully-accredited 4+ year college to White Bluff. Higher education (Austin Peay State University and Nashville State Community College) is now being provided through the Renaissance Center in Dickson. While there, the Town of White Bluff will promote higher education in Dickson County. In the event the higher education institutes leave Dickson or an alternate higher education choice wants to establish a footprint in Dickson County, White Bluff should be ready to offer an alternate space in the Bibb – White Bluff Civic Center.

**Strategic Action 6.3.1:** Work to promote higher education in Dickson County. Offer education space in the Bibb – White Bluff Civic Center should the need arise.

**Performance Measure 6.3.1.1:** Assist individuals and groups interested in keeping higher education in Dickson County. As the Bibb – White Bluff Civic Center is designed and constructed, consider future higher education needs of the community and county and determine to meet those needs as best as possible while maintaining building flexibility and functionality.

**Outcome 6.4:** Work with local and county agencies to assist, where applicable, the County's school expansion plans.

**Strategic Action 6.4.1:** Provide any requested information to the County to enhance White Bluff's chances at getting additional school resources (expanded schools, new school building, etc.).

**Performance Measure 6.4.1.1:** Provide information as requested.

## **Goal 7: Tourism**

Establish White Bluff as a tourist / visitor destination.

**Outcome 7.1:** Work with local, county and state agencies and groups to promote White Bluff as a tourist / visitor destination.

**Strategic Action 7.1.1:** Develop signage plan to identify and promote White Bluff to visitors and passersby.

**Performance Measure 7.1.1.1:** Within 3 months, develop signage plan including welcome signs on Hwy 47 and White Bluff Rd. (similar to welcome signs on Hwy 70), signage to direct traffic to Montgomery Bell State Park through White Bluff and signage to identify and direct to sites of local interest and businesses in White Bluff.

**Performance Measure 7.1.1.2:** Within 6 months, develop funding source for signage plan.

**Performance Measure 7.1.1.3:** Within 12 months, install new signage.

**Strategic Action 7.2.1:** Develop promotion material to promote White Bluff as a “day-trip” destination.

**Performance Measure 7.2.1.1:** Within 3 months, develop promotional materials including promotional videos, brochures to distribute through the local Chamber, local businesses, at Dickson / Kingston Springs / Bellevue hotels and bed and breakfasts, and at the Park office, Inn and Campground entrance and advertising for local / regional publications.

**Strategic Action 7.3.1:** Research “Gateway Communities” and determine benefits (grants, etc.) to White Bluff.

**Performance Measure 7.3.1.1:** Attend 2013 Tennessee Greenways and Trails Forum to be held at Montgomery Bell State Park April 24 – 26. Gateway Communities as well as other programs will be discussed.

**Strategic Action 7.4.1:** Solicit Baseball, Softball, and T-ball Tournaments at Veterans Memorial Park.

**Performance Measure 7.4.1.1:** Annually, work with Little League and Parks Department to encourage tournaments at Veterans Memorial Park. Tournament visitors will eat in White Bluff restaurants; possibly get gas at White Bluff markets, etc.

**Strategic Action 7.5.1:** Continue relationship with State and Local Tourism and participate in programs such as Tennessee Civil War Trails, Discover TN trails and Tennessee Century Farms to promote heritage tourism and agro-tourism in White Bluff.

**Performance Measure 7.5.1.1:** Annually, promote heritage tourism in White Bluff by working with local and State agencies.

**Strategic Action 7.6.1:** Develop intra-county relationship with Cheatham County to promote outdoor recreation activities.

**Performance Measure 7.6.1.1:** Within 3 months, establish committee to form intra-county relationship with Cheatham County to link Cheatham County recreational activities (Harpeth River Recreational Areas, Mound Bottom Archeological Site, Adventure Works, etc.) to White Bluff and MBSP

**Strategic Action 7.7.1:** Assist local groups to increase and grow local festivals designed to increase tourism in White Bluff.

**Performance Measure 7.7.1.1:** Annually, work with Crossroads Church (Apple Butter Festival), BluffStock Music and Arts Festival and the Town of White Bluff (Main Street Festival, Grillin & Greens Festival, Texaco Country Showdown, etc.) and other interested groups to grow and develop local festivals designed to increase tourism in White Bluff.

## **Goal 8: Technology**

Utilize appropriate technology to improve town services and to provide benefits to locals and visitors.

**Outcome 8.1:** Improve town services through the application of appropriate technologies.

**Strategic Action 8.1.1:** A “Technology Team” will be formed to guide the planning, identifying, funding, acquisition and development of new technologies to improve the customer experience, increase workflow and improve productivity.

**Performance Measure 8.1.1.1:** Within 1 month, team organized and approved with an adopted schedule of meetings.

**Strategic Action 8.2.1:** Consider the following measures to improve service through the application of appropriate technologies:

- Develop capability to pay taxes and tickets online through the Town website.
- Offer Wi-Fi “hot spots” in and around all public buildings (Town Hall, Community Center, Civic Center, Fire Hall)
- Implement QR Codes (Quick Response Codes) to promote business and local history
- Secure additional training for GIS application
- Utilize layers in GIS application to record and track sewer manholes, fire hydrants, etc.
- Install electronic billboard to promote community events and happenings
- Purchase additional Local Government products and services to streamline operations and increase productivity.
- Maintain / increase White Bluff exposure through the Town website, social media and upcoming Dickson County smartphone app.

**Performance Measure 8.2.1.1:** Within 12 months, develop funding, implementation and training schedule.

## **Goal 9: Community Leadership and Staff Development**

Identify, develop and train current and future community leaders and staff to maintain a thought-leading, ethical, fiscally-responsible, progressive-minded leadership organization and community.

**Outcome 9.1:** Identify and encourage responsible candidates for future leadership roles.

**Strategic Action 9.1.1:** Identify and encourage service from individuals that understand the importance of planning and support the community-developed strategic plan while offering well-reasoned and thoughtful discussion and decision-making on revenue generation vs. service requirements.

**Performance Measure 9.1.1.1:** Immediately and on-going, promote the Town, the Town's budget and the Community Strategic Plan to attract and retain quality community leaders.

**Strategic Action 9.1.2:** Continue and expand "train the successor" programs to ease transitions from retirement or promotion of future staff leaders.

**Performance Measure 9.1.2.1:** As needed, cross-train employees, identify and develop employees to ease transitions from retirement or promotion or current staff leaders.

**Strategic Action 9.1.3:** Determine and maintain appropriate funding and benefits package for current and future leaders and staff.

**Performance Measure 9.1.3.1:** Annually, determine and maintain appropriate funding and benefits package for current and future leaders and staff in order to recognize achievements and certifications and to attract and retain quality leaders and staff to the White Bluff community.

**Outcome 9.2:** Implement performance measures to increase productivity of current staff and identify staff needs.

**Strategic Action 9.2.1:** Implement performance measures to assist staff in working on priority projects with focus on increased productivity. Use performance measures to determine gaps in staffing as well.

**Performance Measure 9.2.1.1:** Within 6 months, implement a series of performance measures designed to improve project direction and increase staff productivity. Gaps in staffing should then be filled and funded to further increase productivity.

**Strategic Action 9.2.2:** As the community grows and develops, anticipate organizational and staff needs to adequately respond to citizen and visitor expectations.

**Performance Measure 9.2.2.1:** Within 3 months, organize and conduct a community survey to determine if citizens and visitors are receiving adequate and anticipated services.



**Outcome 9.3:** Continue to be a “thought-leading” community by encouraging critical thinking by leaders and staff to effectively utilize taxpayer resources.

**Strategic Action 9.3.1:** Encourage and recognize critical thinking by community and organization leaders and staff in determining ways to creatively and effectively utilizing taxpayer resources.

**Performance Measure 9.3.1.1:** Immediately and on-going, promote critical thinking in all aspects of budgeting and spending taxpayer resources.

**Members of the White Bluff Strategic Planning Committee 2007 - 2008**

Mary Holdbrooks	Carl Teitloff	Anne Maddox
Lil Cauthen	Allen Johnson	Johnna Lawrence
Linda Hayes	Debra Carlton	Peanut Harmon
Rachel Jefferson	Louise Buchanan	Gail Mosley
Oscar Martin	Jackie Allsbrooks	Johnnie Reed
Donna Powell	Dixie Kerr	Tammie Whited
LuAnn Martin	Jeff Martin	

**Members of the White Bluff Economic and Community Development Board 2012**

Linda Hayes	Jennifer Martin	Chris Mattox
Peggy Smith	Rick Wilson	Laura Wilson
Jeff Martin	Dixie Kerr	

**Members of the White Bluff Strategic Planning Committee 2013**

Allen Johnson	David Martin	David Hamilton
Joe Lynn	Johnna Lawrence	Leonard Belmares
Linda Hayes	Stephanie Murrell	Linda Pearson
Neal Trice	Nichole Holland	Rebecca Janssen
Renea Veach	Susan James	Todd Hamilton
Travis Plotzer	Jeff Martin	