

CommunityDevelopment

TVA ECONOMIC DEVELOPMENT

White Bluff, Tennessee Town of White Bluff, Tennessee Strategic Planning Session Thursday, February 27, 2020

Session Overview:

TVA's Community Development department facilitated a strategic planning session for the Town of White Bluff, TN on Thursday, February 27, 2020. The purpose was to lead the group through a facilitated session to identify and prioritize key focus areas that can be accomplished over the next 3 years.

Session Logistics:

The group began the session with introductions prior to being lead through a SPOT analysis – identifying the Strengths, Problems, Opportunities and Threats for the town. For part two, attendees were divided into groups and asked to brainstorm at least 10-15 goals they'd like to see achieved over the next 3 years. Similar ideas were consolidated. Attendees were then guided through an exercise to assist in ranking the importance of each focus area.

Included in this report are the results of the SPOT analysis, goals and top priorities brainstorm and priority importance ranking.

Facilitated by: Alex Sadler

Report prepared and delivered: Alex Sadler, February 28, 2020

SPOT Analysis

Strengths

- Crime rate is low. White Bluff is a safe community.
- K-12 schools. Strong faculty and culture. Invested in the kids and keep them engaged.
- Director of schools is very strong and drives a strong culture.
- Neighbors help neighbors
- Montgomery Bell State Park – Brings in 1M visitors annually. Currently going through an update.
- Geographic location – between Dickson and Nashville. Great Quality of Life in being able to have benefits of small town living and access to urban amenities.
- Bibb-White Bluff Civic Center: created a cultural place to go for residents (concerts, plays).
Unique for a town this size
- Place has a lot of potential
- Strong fire department
- Little league presence and ball fields
- Main Street fest + Christmas parade bring in lots of visitors
- Ability to buy a home with lots of land here
- Value of land – ROI is high
- Religious opportunities
- Highway access with Hwy70. Good visibility from commuters.
- Civic engagement is strong
- Field of dreams and skate park used heavily
- Presence of a small grocery store (convenient)
- New neighborhood is enforcing HOA + curb appeal.

<p>Problems</p>	<ul style="list-style-type: none"> • Lack of defined downtown / Main Street • Difficult for people to walk downtown • Parking • Lack curb + gutter + sidewalks in neighborhoods – No HOA to enforce curb appeal (enforce restrictions) • Labor Force – lack of quantity & quality. No work ethic. • High attrition of small businesses • Seasonal customer base (January and February are slow) • Geography: town bound by topo and Cheatham Co. border – development is costly • Heavy out migration and commuting of residents to Nashville • Lack of high paying jobs (“\$20/hr or more) • Housing value is increasing, but wages aren’t increasing at the same rate making us less affordable • Lack of affordable housing • Lack of broadband availability • No rental property • Lack of housing diversity (particularly single family homes) • “We can sell \$200k homes immediately, but we have to sit on \$300k homes if we build them” • Some small businesses owners open up shop without a business plan or strategy.
<p>Opportunities</p>	<ul style="list-style-type: none"> • Affordable to open a small business • New / unique businesses can open without high competition • Build up Commerce and Main Streets. Build up town square or destination for tourists. • Providing good opportunity for young couples. Need builders to fill in housing gaps to retain (\$250-\$350k; 3bdr/2ba housing) • Attract the type of families you want

	<ul style="list-style-type: none"> • Update county growth plan • Already working with Dickson Electric to increase internet access • Define vision for White Bluff – What is your brand? (Marketing plan) • Recruit hotels and franchises • How to capture visitor traffic to Montgomery Bell State Park, and visitors who don't typically explore outside of the park. • Link city to Montgomery Bell State Park via trail access (bike, walkway, etc.) • Reinvigorate drive-in movie theater • Increase partnership between Dickson County Chamber and White Bluff • Advertise White Bluff on TV's at Montgomery Bell State Park • Increase chamber engagement with White Bluff businesses
<p>Threats</p>	<ul style="list-style-type: none"> • If local builders don't build homes to meet the demand (\$250-\$350k; 3bdr/2ba housing), Nashville builders who do have the ability to sit on houses for a longer period of time will move-in and take over the market. • "Locals can't afford to build infrastructure like Big Box can" • Internet access potentially affecting home sales and remote worker ability • Nashville business climate • School board wants to close middle school and change to intermediate school (3rd-5th grades) • Monopoly by one property owner

Goal Brainstorming and Prioritization of Focus Areas:

Attendees were divided into groups and asked to brainstorm 10-15 goals that can be accomplished within the next 3 years. Similar goals were consolidated and categorized into a key priority area. All goals shared are captured below and listed under their respective category.

YOUTH RECREATION AMENITIES:

- Recreation opportunities – greenway, community center, pool
- Soccer field youth programs
- Age appropriate recreation opportunities for kids
- Splash pad at Field of Dreams
- Additional kid activities – recreation, business, community center, after-hours school functions.

BROADBAND ACCESS

HIGHWAY AND TRANSPORTATION ACCESS

- Mass transportation county-wide
- Light / officer at Highway 47 near school
- Red light at School Road and Highway 47
- Access to the south side of train tracks
- Turning lane for WB Road off Highway 70

HOUSING SUPPLY

- Affordable housing – all types
- Identify appropriate developer(s) for mid-tier homes

COMMERCIAL DEVELOPMENT:

- Build residential to encourage commercial development – must have businesses demographics for them to come
- Another fast food chain
- More eating places
- Gun range
- Diversity of commercial property owners
- Restaurants (new and franchise)
- More businesses (well planned)

CODES AND ZONING ENFORCEMENT:

- Implement impact fee – Town pays infrastructure costs; encourage HOAs
- Codes enforcement of appearance stands of homes
- Review / update zoning restrictions and enforcement

GREENWAY AND SIDEWALK MASTER PLAN:

- Walking trail from White Bluff to MBSP – sidewalk, greenway, utilize electric company basement
- Sidewalks that will link from schools to Highway 70
- More sidewalks and bikeways
- Plan for sidewalk development
- Greenway in downtown White Bluff to Montgomery Bell State Park

MAIN STREET DEVELOPMENT

- Both sides of Main Street for commercial development
- Develop businesses
- Encourage traffic on Main Street
- Allow expansion of existing businesses
- More specialty shops

STREET BEAUTIFICATION:

- Clean up entrance to White Bluff on Highway 70
- Streetscaping

TOURISM AND COMMUNITY DEVELOPMENT GROWTH:

- Tourism growth for White Bluff and Dickson County
- Community events that showcase White Bluff
- Community Center developed more

MISCELLANEOUS: (these goals were generated by the groups, but they did not fit into a specific category)

- Business support for students and teachers of the week
- Identify funding sources
- Increase collaboration with Dickson County Chamber of Commerce
- Define and scope out strategic plan for White Bluff
- Larger police, fire and street departments. Increase government infrastructure.

Divide the Dollar Exercise - Prioritization

The 10 key priorities that were generated during the goal brainstorming exercise were listed on individual ballot boxes with one priority per box. Each of the 21 attendees were given a total of \$100 in faux money, with varying amounts of \$5, \$10, \$20 and \$50 bills. The total amount of money given was \$2,100. Participants were directed to spend their money based on the priorities they felt were most important to them. They were required to spend all of their money and were not permitted to exchange bills with each other. They were not required to allocate money to each priority and were allowed to allocate all of their money to one priority, if they chose. Listed below are each of the priorities and total amount spent amongst the entire group of 21 attendees. The bolded priorities received the most money.

- **Greenway and Sidewalks Master Plan - \$345**
- Housing Supply - \$75
- **Youth Recreation Amenities - \$315**
- Broadband - \$210
- Tourism and Community Growth - \$245
- **Main Street Development - \$325**
- Commercial Development - \$190
- Street Beautification - \$140
- Codes and Zoning Enforcement - \$25
- Improve Highway and Transportation Access - \$250

Next Steps / Recommendations

The Town of White Bluff, TN would benefit from considering / implementing the following recommendations:

- This strategy session identified top priorities that should be addressed to encourage continued growth in the town of White Bluff. Use this information to further develop short-and-long term goals, more specific action items and tangible metrics for each priority identified in the priority discussion at the beginning of the session. A few things to consider:
 - Short-term goals (program of work) are typically up to 1 year out and long-term (strategic plan) should be 3-5 years. A program of work related to the top priorities should be developed for each organization and funnel into a larger program of work for the group.
 - Evaluate goals by asking if they are core to the brand of the community and which local organization within the community should assume ownership. Based on the outcome, goals may require collaboration with or delegation to organizations who were not represented at the strategy session.
 - Goals, action items and metrics should answer: “When you look back in 3-5 years, what has to be accomplished for this group to be successful?”
- It is recommended the Town of White Bluff conduct another planning session to build a more detailed strategy behind the top priorities identified during this session.
- Evaluating impact (the potential payoff of the action) and effort (the cost of taking the action) can be helpful in prioritizing individual action items under each priority. Use the matrix below as a guide:



TVA will follow-up with the Town of White Bluff, TN in six months, July 2020, to see what progress has been made.