



# City of Red Boiling Springs, TN



## Strategic Economic Development Plan



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## **City of Red Boiling Springs, TN Economic Vision Statement**

The City of Red Boiling Springs is a bustling village community. The City's leaders, business owners and citizenry interact and cooperate with each other effectively; which has led to a strong sense of unity.

The City has a diversified economy with many local job options. The City's economic focus is tourism development, retaining existing industry and retail/service industries. The City's shopping districts are filled with a variety of stores, restaurants and services. The downtown historic district is completely revitalized and offers a variety of entertainment options throughout the year.

The city is very business friendly and provides a business/entrepreneur eco-system. The eco-system provides local access to funding and technical assistance to start-up and existing companies.

The infrastructure has kept pace with the ever changing economic environment. The roads are in excellent condition and the community has good access to the interstate. Sidewalks allow pedestrians to explore the city safely and tourist to enjoy the entertainment.

The students of Red Boiling Springs Schools receive a top-notch education and graduate prepared for college, trade school or work. The City, Board of Education and current industries work together to identify needed workforce skills. There is a very active youth leadership program.

The community's high quality of life comes from the public/private partnerships that address the various needs of the citizens.

## **Prioritized Economic Strategic Plan**

In a small community, a strategic plan is often an overlooked, powerful economic tool. However, to ensure the well-being of the local economy and the future of the community—planning is essential. The strategic planning process helps to clearly identify a shared vision for the future of Red Boiling Springs and will act as guide for community resource allotment.

### **Job Creation**

#### ***Existing Industry:***

*Goal:* Regular, consistent communication with existing industries about the current economic realities.

*Outcome:* Within the next year, all major employers will be interviewed bi-annually.

#### ***Strategic Actions:***

1. Vision 2020 Inc will create and maintain a current list of business in City limits and the surrounding area.
2. Vision 2020 Inc volunteers, Laura Merlo will conduct meetings with the hotels and Palace and Crystal Justice will reach out to the remaining businesses.  
  
◆ Minimum of one visit in-person and an annual online/print survey.
3. Vision 2020 Inc representative presents quarterly report to Red Boiling Springs City Council regarding employer communications/issues.

#### ***Business Eco-system:***

*Goal:* Create an entrepreneur, small business eco-system.

*Outcome:* Annual increase in the number of businesses located in City limits.

#### ***Strategic Actions:***

1. Webmaster must keep business resources readily available on the City's website.
2. During annual business survey, Vision 2020 Inc will ask existing business for suggestions on how to improve local business climate.

#### ***Workforce Development:***

*Goal:* Increase the City's active involvement in youth learning opportunities; service learning, TN Promise.

*Outcome:* Annual increase in the number of student volunteer hours at City Hall/City government events/programs.

*Strategic Actions:*

1. City Clerk, Angie Ray, will work with Lori Powell, RBS Service Learning Representative, to identify youth opportunities to volunteer, work shadow.

## **Downtown Revitalization**

***Downtown Revitalization:***

*Goal:* All downtown properties are up to code and visually appealing.

*Outcome:* Decreased percentage of city code violations.

*Strategic Actions:*

1. RBS Building Inspector and Webmaster will maintain the up-to-date code and zoning information on the City website.
2. RBS Building Inspector and RBS Planning Council will generate two public service announcements annually to educate the community on the current codes, violation process and/or how to avoid issues.

***Downtown Commercial Buildings:***

*Goal:* All commercial buildings are utilized for the best economic use.

*Outcome:* Annual increase in the commercial occupancy rate and City tax revenue.

*Strategic Actions:*

1. Planning Commission will work with RBS Building Inspector to bring all buildings in City limits to up to codes.
2. Contact finance development attorney in regards to creating a special district; funding allotted to improving the district.

***Main Street Program:***

*Goal:* Research the TN Main Street Program as a viable economic development tool for the historic district.

*Outcome:* Determine if RBS can meet the requirements of the Main Street Program

*Strategic Actions:*

1. Crystal Justice, will research the program and submit a report to the City Council.

## **Tourism Development**

*Goal:* Fully funded community marketing program.

*Outcome:* Within one year, create a community marketing plan and have the budget included on the City's Annual Budget as a line item.

*Strategic Actions:*

1. City Council to meet with tourism professionals (Local, Regional, State) to determine the best way to market the community's assets.
2. City Council to create a line item in the budget for marketing tourism; \$5,000 has been recommended for the community size.

## **Infrastructure**

***Roads:***

*Goal:* All City roads are in good condition.

*Outcome:* Increase in the percentage of roads considered in "Good Condition."

*Strategic Actions:*

1. RBS Streets department will create/maintain a prioritized road project list; most dangerous to least.
2. RBS Streets Department and City Council will research various funding options for road repairs.
3. RBS Streets Department will create an action plan using the current, best practices to correct road conditions.

### ***Storm Water Control:***

*Goal:* Implement new tools to reduce the effects of storm water flooding in the downtown region.

*Outcome:* Annual decrease in flooding related issues in the downtown region.

#### *Strategic Actions:*

1. RBS Water Department will work with State/Federal resources to identify solutions for the issues creating the flooding scenarios.
2. City to create an action plan using current, best practices.

### ***Walkability:***

*Goal:* Incorporate plans for sidewalks in all future road expansions and/or improvements.

*Outcome:* Annual increase in percentage of community walkability.

#### *Strategic Actions:*

1. RBS Streets Department will create/maintain a prioritized, strategic road plan.
2. City will identify current walkability issues and create an action plan.

## **Education**

*Goal:* Increase the City's active involvement in youth mentorship/apprenticeship programs.

*Outcome:* Increase in the City's sponsorship hours.

#### *Strategic Actions:*

1. Danielle Rufener, City Council, will contact TCAT in RBS to to identify youth opportunities.
2. Danielle Rufener, will contact the State to identify any youth apprenticeship opportunities; summer youth programs, etc

*Goal:* Identify workforce readiness "skill gaps" and work with Board of Education to create solutions.

*Outcome:* Annual communication meeting with City, businesses, and Board of Education.

*Strategic Actions:*

1. City will host an annual meeting with all stakeholders to identify skill gaps.
2. Create a local RBS action plan to address gaps.

## **Youth**

*Goal:* City sponsored Youth Leadership Program that includes a Community Service graduation honor.

*Outcome:* Within one year, implement a City Youth Leadership Program.

*Strategic Actions:*

1. Danielle Rufener, City Council, will research comparable programs and present finding to the council.
2. City will form a committee to create the program.

## **Evaluating the Plan**

The strategic Plan is never finished—it is a dynamic document that is always in flux. Furthermore, it is important to ensure the plan is evaluated on a regular basis. This will ensure the plan is on track to generate the desired outcome and is adapted to the ever-changing economic climate.