



Mountain Vision

Strategic Planning Process

“For the Community, By the Community”

Strategic Planning Process - Why?



- Help Us Decide Where We Are Going and How We are Going to Get There
- “More With the Same”
- “Focus Driven”; We Can’t Do Everything
- This is Our Future

J. Stroud Watson Director, Riverfront/Downtown
Planning and Design Center:



“Cities, like forests, are constantly in a state of renewal. While forests recycle in rhythm with NATURAL laws, the city is recycled by the COLLECTIVE WILL and conscience of its citizens.”

Pat Hardy Municipal Technical Advisory Service,
Visioning Expert, University of Tennessee:



“You can separate the men from the boys by who uses strategic planning as a tool. You can’t get someplace unless you know where you are going.”

- Chattanooga Times Free Press, Monday September 29, 2003

Vision 2003 – The Process:



What Is Our Mission Statement?

**S.W.O.T.
Analysis**

Strengths, Weaknesses, Opportunities,
Threats

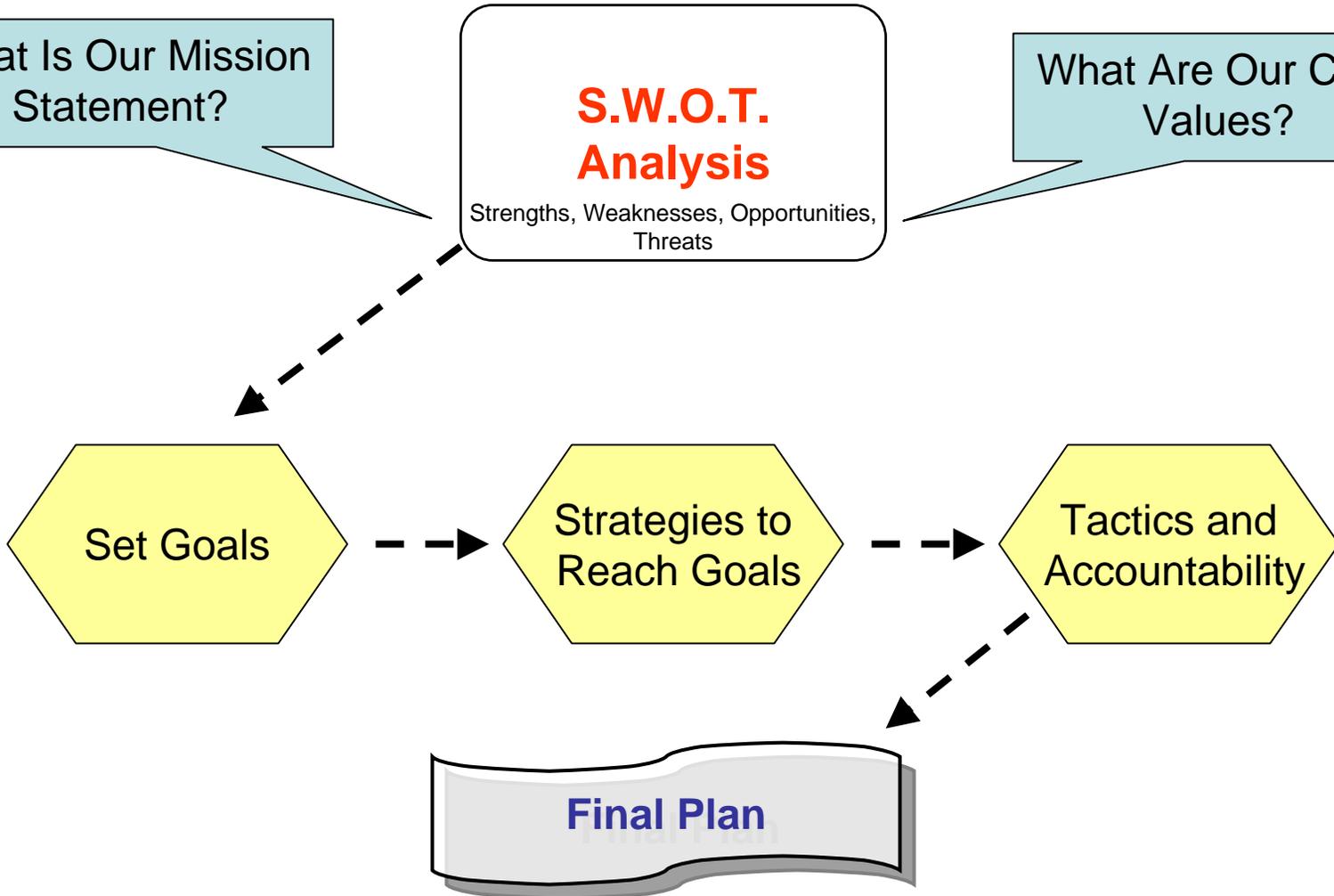
What Are Our Core Values?

Set Goals

Strategies to
Reach Goals

Tactics and
Accountability

Final Plan



Steering Team:



Name

Position

Chip Baker

Team Leader

Lisa Hawkins

Team Leader

Art Dickerson

Team Leader

Glenn Baird

Team Leader

Mark Shartle

Team Leader

Bill Leonard

Co-Facilitator

Robert White

Co-Facilitator

SWOT Summary:



Strengths:

- Great Natural Beauty – Sense of Place
- Safety/Security/Low Crime – Great Fire and Police
- Family Oriented – Great Place to Raise Children
- Excellent Elementary & Middle Schools – Strong PTA
- Neighborhood Atmosphere/Sense of Community
- Location – Proximity to Chattanooga with Natural Buffer
- Cultural Facilities – MACC, Playhouse, Library
- Interest in and Availability of Indoor and Outdoor Recreational Activities
- Well Educated Population

Weaknesses:

- Lack of Citizen Participation in Local Government
- No High School – Children Can't Complete Education in Their Community
- Lack of Sidewalks and Bike Trails
- Lack of Mountain Top Government Unity
- Feeling of Competition – Town of Signal verses Town of Walden
- Septic/Sewer Issues
- Stronger Building Code Needed For Commercial Building/Signage
- Inadequate Funding/Antiquated Recreational Facilities – Fields/Buildings/Playgrounds
- Absence of a Plan for the Future of the Town

Opportunities:

- Control Our Town's Future/Growth Via This Type of Visioning Process
- Work With Walden and Hamilton County to Create a Sense of One Community
- Secure a Public High School for Our Community and Children
- Fully Utilize our Natural Resources
- Preserve Small Town Atmosphere and our History
- Comprehensive Recreational Plan
- "Walkable and Bikeable" Community

Threats:

- Uncontrolled/Unplanned Growth
- Not Executing This Mountain Vision Plan
- Funding Shortfalls and Reduction in State Funding
- Traffic Congestion Up and Down Mountain
- Apathy of Residents
- Ongoing Differences Between Town of Walden and Town of Signal Mountain
- Deforestation/Risk of Losing Green Space
- Divisiveness in Community: Empty Nesters vs New Families; Growth vs No Growth
- Not Being Able to Walk or Bike Safely

Strategic Plan:



Recreation

Culture

Education

Family

Quality of Life

Safety

Mission Statement

To Enhance a Sense of Community where Individuals Thrive in a Safe Environment that Supports Freedom, Fellowship, and Recreation; where Families Matter and Life-Long Learning is Treasured

Goal I

Community

Maximize and Plan For:

- Recreation
- Environment & Greenways
- Cultural
- Land Use

Strategies

Goal II

Services

Efficient & Cost Effective:

- Police and Fire
- Safety
- Government
- Transportation

Strategies

Goal III

Education

Enhance Opportunities For All Citizens:

- Library
- Schools
- MACC

Strategies

Goal IV

Cooperation

Improve Mountaintop Community Cooperation

Strategies

Strategies – Goal 1:



Goal I

Community

Maximize and Plan For:

- Recreation
- Environment & Greenways
- Cultural Activities
- Land Use

- 1.1 Inventory and List Recreation Facilities, Fields, and Parks
- 1.2 Coordinate Vision and Efforts With the Mountain Recreation Group
- 1.3 Create Funding Plan to Support Recreational Areas
- 1.4 Create Cultural Committee With Representatives from the Library, MACC, Playhouse, etc.
- 1.5 Increase Bike Lanes Within the Town Limits
- 1.6 Study and Recommend Comprehensive Sidewalk Repair and Replacement Plan

Tactics – Goal 1:



Inventory and List Recreation Facilities

- 1.1.1 List Facilities
- 1.1.2 Develop Maintenance List By Facility With Recreation Leaders

Coordinate Vision and Efforts With the Mountain Recreation Group

- 1.2.1 Develop Committee
- 1.2.2 Meet and Explore Opportunities

Create a Funding Plan

- 1.3.1 Evaluate The Need for a Full Time Recreation Director
- 1.3.2 Prioritize Areas of Need

Tactics – Goal 1:



Create Cultural Committee

- 1.4.1 Organize Committee
- 1.4.2 Develop Purpose

Increase Bike Lanes

- 1.5.1 Investigate Downtown/County Plans
- 1.5.2 Create Bikeable/Walkable Community

Sidewalks

- 1.6.1 Develop Long Range Plan for Installing Sidewalks in Future Neighborhoods (See Land Use Plan)
- 1.6.2 Develop Plan to Repair Current Sidewalks

Strategies – Goal 2:



Goal II

Services

Efficient & Cost Effective:

- Police and Fire
 - Safety
- Government
- Transportation

- 2.1 Explore Cooperative Police, Fire, and Rescue Services With the Town of Walden and/or Other Mountain Top Areas to Build Economies of Scale
- 2.2 Attract and Keep the Best People
- 2.3 Plan for Necessary and Appropriate Equipment
- 2.4 Develop Methods to Reduce Speed in Residential Areas (Dunsinane, Green Gorge, etc.)
- 2.5 Develop and Enhance Major Roadway Safety

Tactics – Goal 2:



Cooperative Services

- 2.1.1 Determine Members of Exploratory Team
- 2.1.2 Ascertain Level of Interest of Walden and Other Mountain Top Communities
- 2.1.3 Develop Joint Plan and Decision
- 2.1.4 Review Automatic vs Mutual Aid Agreement
- 2.1.5 Explore Joint Training of Emergency Departments

Attract and Keep the Best People

- 2.2.1 Compensation Study by Personnel Committee
- 2.2.2 Compare to Other Comparable Municipalities
- 2.2.3 Review Current Practices and Procedures
- 2.2.4 Explore Methods to Express Police and Firefighters Community Appreciation

Tactics – Goal 2:



Plan For Necessary and Appropriate Equipment

- 2.3.1 Prioritize and Replace Outdated Transportation and Other Types of Equipment (Radar, Video Equipment, etc.)
- 2.3.2 Buy/Lease; Review Both Options
- 2.3.3 Evaluate Need for Fire Tower Training Apparatus
- 2.3.4 Review Security Equipment and Procedures at Fire and Police Department

Reduce Speed in Residential Areas

- 2.4.1 Review Speed Limit Sign Locations
- 2.4.2 Review Speed Control Opportunities (Rolling Radar, Speed Pillows, etc.)
- 2.4.3 Consider Educational Methods/Programs For Speed Control; “Drive 25 to Keep Kids Alive”
- 2.4.4 Support Legislative Action that Supports Traffic Study

Tactics – Goal 2:



Enhance Major Roadway Safety

- 2.5.1 Review Status/Condition of Existing Roadways
- 2.5.2 Plan/Consider Need For Hwy 27 Road and Guardrail Work (Approaching Entrance to Town)
- 2.5.3 Develop Method for Citizens to Recommend Maintenance Actions such as Surface Repair, Low Hanging Limbs, etc.

Strategies – Goal 3:



Goal III

Education

Enhance Opportunities For
All Citizens:

- Library
- Schools
- MACC

- 3.1 Library - More Computer Education
- 3.2 Library – Examine Hours of Operation
- 3.3 Library – Obtain More Multimedia Resources
- 3.4 Library – Inform Citizens of Library Offerings
- 3.5 Library – Review Utilization of Space
- 3.6 Schools – Renew Dialogue Between Town Council, County Officials, and Walden Regarding High School
- 3.7 Schools – Review Efforts for Citizen Involvement in Getting the High School
- 3.8 Schools – Citizen Review of Facility and Material Needs for Elementary and Middle Schools in Light of Increased Enrollments

Tactics – Goal 3:



Library – More Computer Education

- 3.1.1 Review Existing Computer Hardware and Software; Needs?
- 3.1.2 Assess Community Awareness of and Demand for Computer Related Educational Opportunities
- 3.1.3 Identify Potential Instructors in Community

Library – Hours of Operation

- 3.2.1 Track Library Use on an Hour By Hour Basis; Peak Times?
- 3.2.2 Survey Citizens to Determine Preferred Hours
- 3.2.3 Consider Seasonal Operating Hours

Library – Obtain More Multimedia Resources

- 3.3.1 Survey Citizens to Determine Desired Multimedia Resources
- 3.3.2 Apply for External Grants
- 3.3.3 Hold Fund Raising Events
- 3.3.4 Review Levels of Funding from Town

Tactics – Goal 3:



Library – Inform Citizens of Library Offerings

- 3.4.1 Create Searchable Catalog on Town Website
- 3.4.2 Examine Relations With Alexian Village, Schools, PTA
- 3.4.3 Run Articles/Advertisements in the Post, Mirror, or Other Publications

Library – Review Utilization of Space

- 3.5.1 Map Existing Floor Plan to Determine the Amount of Space Used for Various Purposes
- 3.5.2 Anticipate Future Needs as the Population and Demographics of the Town Change

Schools – Renew Dialogue Between Council, County Officials, and Walden

- 3.6.1 Setup Special Meeting Between the Town Council and the Walden Board of Alderman to Discuss a Joint Resolution/Proclamation by the Two Towns Requesting County Officials to Build the High School
- 3.6.2 Have the Town Council and the Walden Board Request a Place on the Agenda at the Upcoming County Commission/School Board Meetings

Tactics – Goal 3:



Schools – Efforts for Citizen Involvement

- 3.7.1** Establish a Formal Liaison Between the Town of Signal, Town of Walden, and the “Friends of Signal Mountain High School”
- 3.7.2** Jointly Assess Participating In and The Success of the “Friends of Signal Mountain High School” Group to Date
- 3.7.3** Determine Potential Changes, If Any, to the FOSMHS Strategy

Schools – Citizens Review of Materials and Facilities at Current Schools

- 3.8.1** Form a Committee With Members From Signal, Walden, and Unincorporated Areas
- 3.8.2** Solicit Input From PTAs, Principals, and Teachers
- 3.8.3** Communicate Results

Strategies – Goal 4:



Goal IV
Cooperation
Improve Mountaintop
Community Cooperation

- 4.1** Form a “Civic” Organization With Representatives From The Entire Mountain Top – Walden, Signal, and Hamilton/Sequatchie Counties
- 4.2** Create Central Location For All Plans and Documents For Public Availability
- 4.3** Examine Current Services that Signal Mountain Provides that Could be Offered to the Entire Mountain Top/Community

Tactics – Goal 4:



Form A Civic Organization

- 4.1.1 Form Town of Signal Mountain Committee
- 4.1.2 Communicate the Need for the Organization to Other Communities
- 4.1.3 Move Forward If Agreed Upon By Other Communities
- 4.1.4 Assist Other Communities in Creating a Joint Mountain Top SWOT Analysis

Create Central Location

- 4.2.1 Determine The Best Location(s) For Copies of All Planning Documents
- 4.2.2 List Appropriate Plans to Be Included – Library Long Range Plan, MACC Strategic Plan, Urban Growth Plan, Land Use Plan, etc.
- 4.2.3 Inform Citizens of the Plans and Locations
- 4.2.4 Address Existing Organizations – Schools, PTAs, Churches, Rec Leagues, Civic Organizations, etc.

Examine Current Services

- 4.3.1 List Services
- 4.3.2 Notify Through Communication Channels

