

Red Bank

“Focus on the Future”

*A Strategic Agenda for
Red Bank, Tennessee*

January 2003

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Vision for the Future

Red Bank will be a progressive, vibrant, family and business-oriented community that represents itself with pride.

This report is the result of an inclusive, participatory community strategic planning process sponsored by the Red Bank Chamber of Commerce. The ideas and recommendations in the report are based on input from a wide range of city residents, business and civic organizations, and elected officials.

Introduction

The City of Red Bank is a community with a proud heritage and a promising future. For many years, Red Bank has been the lifelong community of choice for many residents, based on its good public services, recreation opportunities, affordable housing, small town charm with access to big town conveniences, and a strong spiritual community.

Red Bank is a linear-shaped, "landlocked" community which is completely surrounded by the City of Chattanooga, limiting business, industrial, and residential development potential. Due to the geographical layout of the community, the main artery of the City is Dayton Boulevard, along which the majority of business and commercial development is located.

Between 1990 and 2000, the population of Red Bank held steady, with an increase of only 84 residents in the 2000 census. However, there is significant turnover in housing units in Red Bank as 51 percent of householders moved into their housing units from 1995 to 2000.

To address these challenges and promote continued growth, the Red Bank Vision Council was formed by the Red Bank Chamber of Commerce to undertake this Quality Communities strategic planning effort. This focus was on identifying the community's desire for change and developing a plan to make those changes.

The challenge for local leaders is ensuring that such growth and changes reflect local values and goals and enhance the community's quality of life. Meeting the challenge involves establishing a widely-shared vision of the desired future, building consensus on key goals, ensuring opportunities for citizen engagement, and continuously working together to make Red Bank an even better place to live. The Red Bank – Focus on the Future strategic planning process was initiated to fulfill these tasks.

Red Bank – Focus on the Future has been led by the Vision Council, a 44-member coalition of government, business, education, and civic leaders, with input from the general public. Every effort has been made to ensure that an open, public process was undertaken with opportunities for widespread participation. While Red Bank – Focus on the Future was launched by the Red Bank Chamber of Commerce, the goals and actions in this report reflect the broader community's interests and ideas. The Tennessee Valley Authority was asked by local leaders to help design and facilitate the strategic planning process, based on its Quality Communities program.

The Red Bank – Focus on the Future process involved a team of community leaders who examined the community's past trends and current situation and sought input from the general public. The team reviewed the public input and worked in consensus fashion to outline recommended goals and actions included in this report. They are intended to provide an agenda for the community which promotes and/or supports a wide range of activities, all working toward a shared vision of the future.

While the Red Bank Chamber of Commerce sponsored the Red Bank – Focus on the Future process, this report is not the Chamber's plan, a feasibility study, a detailed economic analysis or forecast, or a comprehensive community development plan. It is, however, a genuine attempt to determine the key issues facing Red Bank and to outline an agenda for achieving a prosperous future. The purpose has been to stimulate ideas, build consensus, and generate support for action by a variety of public and private entities. It is hoped that community leaders can use this report as a means to annually gauge progress on addressing key issues facing Red Bank.

Prominent Themes and Concerns

Input into this strategy has been provided by a cross-section of Red Bank residents, with representation from elected officials, business owners, industry, education, media, seniors, youth, life-long residents, newcomers, the clergy, and others. Two community input meetings were conducted to provide residents the opportunity to offer their ideas for improvement. The Vision Council, with 44 members, provided additional ideas. An overview of the collective input from these sources would indicate some overriding themes or areas of concern. The following is a listing of some of those themes/concerns, in no particular order.



- Many in the community feel a need to attract new restaurants to help spur growth. Some feel this will not happen without legal authority for liquor by the drink. Others in the community oppose liquor by the drink.
- There is a desire to improve the appearance of the City, through streetscapes and sidewalks and dressing up the main entrances into the city, especially the south tunnel entrance.
- There is need for more owner-occupied dwellings. Many feel there are too many apartments and subsidized housing.
- Many feel the City should develop a unique identity to use for promotional purposes. Several people stated that the City has no identity.
- Residents often mentioned that City officials are listening to what they have to say, and are willing to make changes
- It was obvious that the majority of residents participating in this planning process enjoy the safe, small-town atmosphere and wish to protect and preserve it as much as possible.



Process

- On January 11, 2002 TVA gave an overview of the Quality Communities program to the Red Bank Chamber of Commerce at a breakfast meeting at Erlanger North Hospital.
- On August 6, TVA representatives met with the newly formed Steering Committee to design the planning process and identify local residents to participate on the Red Bank Vision Council, the team responsible for developing the plan with TVA's help. The Steering Committee selected "Red Bank – Focus on the Future" as the name for this planning effort. The members of the Vision Council represent a cross-section of the Red Bank community, including representatives from local business, industry, education, seniors, youth, local governments, and others. Members of the Steering Committee also serve on the Vision Council.



- The newly formed Red Bank Vision Council met on September 10 for an overview of the Quality Communities process and to identify roles, discuss public input sessions and the overall schedule, and identify the expectations of participants.
- The Vision Council participated in a day-long vision workshop on September 30, where it examined the community's development trends, current situation, and potential vision, and prepared to conduct public input meetings
- The Vision Council conducted two community input meetings at the Red Bank City Hall on October 21 and 28 to obtain input from local citizens.
- On November 4, the Vision Council met to review the findings of the community input meetings, eliminate duplications, combine actions when appropriate, add new actions as needed, and determine priorities.
- On January 6, 2003 the Steering Committee met to review a draft of the strategic report. Edits and changes were made, and the report was submitted for printing.



Implementation

While the Red Bank Chamber of Commerce is the sponsor of the Red Bank – Focus on the Future process, responsibility for implementation of the recommended goals and actions in this report should be spread throughout the community. The following implementation steps should be taken by the Red Bank community.



1. The Red Bank – Focus on the Future Vision Council should present this report to local elected officials, civic clubs, community organizations, and the general public and ask for support and participation in implementing its recommendations. A team should be established to pursue this task through activities such as newspaper articles, public meetings, meetings with local organizations, and informing local, state and federal officials. Since there is something in this report for everyone in the community, each presentation will ask, "What part of this plan fits into your organization's scope and plans?"
2. Many of the recommended actions will be addressed by existing organizations or committees (such as the Red Bank Chamber of Commerce, Red Bank City Council, local agencies, community groups, or individuals). Some actions may not fall under any one organization's responsibility, however, and will require the establishment of "Community Action Teams."
3. If desired, these community action teams can receive training and guidance from TVA and possibly other sources to help them work efficiently and effectively. Teams should identify their mission, select an initial project, and prepare a 90-day action plan with targets for the next twelve months (see suggested action planning formats contained in Appendix F). Facilitation assistance for each team should be obtained from agencies or local experts.
4. The Vision Council should continue to meet on a regular basis, perhaps quarterly, to review progress. An annual review of progress toward achievement of the vision statement should be made. Revisions to this report should be prepared, perhaps through an annual planning retreat or "community economic summit" event. Such an event should be informative, as well as a celebration of progress and recognition of individuals and organizations. Media coverage of progress throughout the year and of the annual review is encouraged.
5. The Red Bank Chamber of Commerce will provide oversight of and support to the Vision Council in implementation of the strategy.



On the following pages are the proposed goals and actions to be implemented.

Proposed Actions

The "Red Bank - Focus on the Future" Vision Council developed a list of 89 proposed actions to determine the following priorities. The proposed actions were based on ideas generated from two community input meetings and ideas generated by the Vision Council members. Below are the priority actions, as identified by the Vision Council, with the entire list of proposed actions on the following pages.

Top Priority Actions

- Partner with Chattanooga and Hamilton County for recreation facilities
- General cleanup and beautification: buildings, old properties, improve community signs
- Need more cooperation between local governments and with state and federal governments to solve problems, seek funds for improvements, etc.
- Lobby Board of Education to rezone Red Bank area
- Have contemporary issues class look at revitalization plan for Red Bank community. Students would work on this as a project. This would aid students in learning about the community and involve them in the inner workings
- Achieve City Commission acceptance on vision plan and promote
- Partner with downtown Chamber for business recruitment
- Pass liquor by-the-drink to attract better restaurants
- Revitalize and beautify south end of City
- Red Bank should develop own identity and enhance image - be very good in one or two areas
- Develop/enhance entertainment areas, parks, and senior citizens' facility



Business

Commercial

- Develop a gift, antique auctions, antique mall
- Develop shopping center within walking distance to residential areas – specialty shops, variety stores (Target, K-Mart or like)
- Limit strip commercial zone
- Develop a Town center with town square – with retail around it
- Revitalize business district on Dayton Boulevard to create community tax base, so residential taxes can remain low
- Advertise heavily to attract large downtown hotels, restaurants, etc.
- Enhance the four town centers: Signal Mountain Boulevard to Dayton Boulevard; Memorial Drive to Dayton Boulevard; Ashland Terrace and Morrison Springs to Dayton Boulevard; and Browntown to Dayton Boulevard

Recruiting

- Hire business recruiter
- Develop plan to attract new business
- Recruit new businesses to fill vacant buildings – offer tax incentives
- Attract businesses that a bedroom community will support: mid-range restaurants, small retail specialty shops, grocery, coffee shops auto repair
- Recruit a reputable hotel, motel
- Build a community conference center to promote conventions and meetings
- Organize and educate business community about opportunities in Red Bank
- Partner with downtown Chamber for business recruitment
- Create an ongoing panel of citizens to work on business development

Restaurants

- Pass liquor-by-the-drink to attract better restaurants
- Target family-style restaurants for location – O'Charley's, Cracker Barrel, etc.

Community Livability/Involvement

Appearance

- Revitalize and beautify south end of City
- General cleanup and beautification: buildings, old properties, improve community signs
- Stop littering and dumping – provide recycling (curbside?) – educate about the need
- Use a pay-as-you-throw method, rather than flat \$8.00 fee
- Buffer areas between commercial, residential, industrial
- Enhance the gateways to Red Bank – southern development – entrance via tunnel
- Public art at gateways
- Expand streetscapes
- Sparkle community – use public works, Chamber, scenic cities, and public volunteers
- Establish a policy on billboards - eliminate all billboards (eliminate?)
- Revitalize downtown – bury utilities (particularly along Dayton Blvd.), renovate buildings, etc.
- Focus on area other than Dayton Boulevard

Communications/Involvement

- Encourage more citizen involvement - advisory committee
- Raise awareness and values of citizens for irresponsible individual actions – fine and enforce
- Encourage citizens to read newsletter to learn about community needs and efforts
- Achieve City Commission acceptance on vision plan and promote
- List of local organizations

Marketing

- Market location – close proximity to Northgate and downtown Chattanooga
- Red Bank should develop own identity and enhance image - be very good in one or two areas
- Go after younger citizens and baby boomers to live, work, play here

Streets

- Streetlights for community
- Provide sidewalks in residential areas and on at least on one side of Dayton Boulevard

Community Services

Cooperation

- Need more cooperation between local governments and with state and federal governments to solve problems, seek funds for improvements, etc.
- Better markers for railroad crossings
- Contact Chattanooga City Council and the Metropolitan Planning Organization for Ashland Terrace widening
- Reduce bottleneck on south end of Dayton Boulevard – need two lanes from tunnel to Signal Mountain Road and two lanes turning onto Signal Mountain Road; improve north end at Hwy. 153

Enforcement

- More code enforcement (officers – retirees, contract employees)
- Develop and enforce sign and landscape ordinances – similar to Hilton Head
- Enforce municipal codes for upkeep of properties
- Have uniform speed limits and enforce them – slow traffic
- Review parking on the street
- Revise land use plan to ensure appropriate distribution and conformity of commercial, industrial, residential – put teeth in enforcement
- Condemn more properties
- Improve condition of rental homes and owner occupied homes
- Zoning to limit apartments – zoning study needed
- Develop improved sign ordinance
- Legislation to address urban decay – staff and code with “teeth”
- Develop consistent zoning laws

Finance

- Provide funds for Senior Center – grants
- Explore urban renewal grants for business and residential
- Develop tax base (revenues) to provide better services
- Finance incentive for new businesses
- Make sure government is run efficiently

Housing

- Limit new Section 8 housing
- Promote owner-occupied, single-family housing
- Encourage baby boomers to move to the smaller housing
- Require residential remodels and rebuilds to create driveway and/or off-street parking
- Build more nice town houses

Transportation

- Provide and promote transportation for citizens
- Provide free electric shuttle service to Aquarium

Planning

- Take improvements one at a time and prioritize
- Study successful communities for ideas on what and what not to do – grants to conduct study?

Education

Community

- Involve high school students in community and government service – government internships for high school students at City Hall
- Give high school students an internship to assist with the Red Bank City Hall newsletter
- Provide a Hamilton County/Red Bank library – relocate Northgate and locate at old Northgate
- Have contemporary issues class look at revitalization plan for Red Bank community. Students would work on this as a project. This would aid students in learning about the community and involve them in the inner workings
- Improve communication and cooperation between schools and Red Bank City Government

Schools

- Good schools to encourage young community
- Build new middle school near high school
- Lobby Board of Education to rezone Red Bank area

Recreation

- Develop/enhance entertainment areas, parks, and senior citizens' facility
- Build a drive-in theater, skateboard park, ice skating park, driving range, putt-putt golf – property available
- Community recreation center with basketball, new pool, exercise facility, meeting rooms, etc. – renovate old middle school?
- Upgrade girls' softball fields
- Have a bike lane the entire length of Dayton Boulevard going to Walnut Street Bridge
- Partner with Chattanooga and Hamilton County for recreation facilities
- Develop water feature of some kind – like Coolidge Park fountain?
- Develop museum and arts districts
- Attract Highland Games – partner with clans here to promote
- Build on Civil War-era history – draw tourists

Appendixes

- A. Red Bank Vision Council Members
- B. Red Bank Timeline
- C. Community Input Meetings Results Summary
- D. News Media Coverage
- E. Economic Profile Summary
- F. Action Planning Formats

“Red Bank – Focus on the Future” Steering Committee and Vision Council Members

Steering Committee *

Pat Brown
J. R. Coleman. Mayor
Melissa Dickinson
Margaret Dillard
Ed English
Ann Floyd
Richard Floyd
Joe Glasscock
April Grant
Wayne Hamill
Gloria Haney
Betty Heffington
Jimmy Mathis
Teresa Matthews
Sonja Millard
Dorris Prevou
Dana StooGenke
Charlotte Thompson. Chairperson

Vision Council Members

Larry Battle
David Brackett
Becky Browder
Jerry Carter
Howard Cotter
Steve Daugherty
Justin DeFriese
Dr. John Farr
Doug Fritz
David Frum
Everett Gossett
Georgia Greene
Ruth Jenó
Wade Kelley
Mark Matthews
Monty Millard
Mildred Pierce
Linda Rath
Debbie Shepherd
Larry Stanley
Charlie Steele
Randy Taylor
Tim Thornbury
Susan Thurman
Linda Walker
Joanne Yates

* Steering Committee members worked with TVA to design the planning process and also served on the Vision Council.

Red Bank Community Timeline

The following timeline was prepared by the Vision Council as a means to understand the past, current key events, and trends that have shaped the Red Bank community.

Prior to 1950s

- Lost Fox Theater
- Walt Zorn
- White Oak Distillery
- First Moon Pie made in Red Bank
- Signal Mountain Road Grocery
- KKK activity
- Midvale Park
- Sanders Dairy (3 dairies)
- Red Bank Drive-in
- Jewish Cemetery
- Manor Garden
- Mason Drive Cemetery
- James C. Connor
(Connor Tool House – 1850)
- Trolley – Chattanooga Transit Co.
- Ely Lilly
- Civil War Hospital
- 1863 – General Sherman marched through Red Bank
- Red Bank Elementary School – 1915
- Red Bank's oldest remaining commercial building – 1924
- First auto dealership at Morrison Street
- Summers Chevrolet
- Pleasant Hill
- Dupont
- Cline Studio "52"
- R. K. Haskew
- Concreted Dayton Blvd. – 1920-30
- Changes in political climate
- Red Bank Lions
- Red Bank High School burns

1950s

- Dayton Plaza
- Changes in political climate
- Red Bank incorporated as City – 1955
- Dayton Blvd. four lanes

1960s

- Red Bank Dixie Youth
- Construction of mass apartment buildings
- Changes in political climate
- City Hall was built
- Rec. area (hospital)
- Major rezoning
- Red Bank Jaycees win National Junior Miss "Best Pageant"
- New Police Department Annex

Red Bank Community Timeline (continued)

1970s

- Lost older home sites to apartment complexes
- Lost drive-in theater
- Lost dime store (Redford's)
- Church growth
- Cline Corporate Offices
- Hancock Fabrics
- Shop Rite
- Wendy's
- Ace Hardware
- First female elected Commissioner
- Turnover of apartment ownership
- Changes in political climate
- Red Bank Branch Chamber of Commerce
- Red Bank Jubilee began
- Red Bank Volunteer Fire Department – 1971
- New high school
- Red Bank city bus service
- Fire codes passed
- Red Bank Community Hospital – '77
- Built Red Bank Fire Department No. 2

1980s

- Sewer moratorium by State
- New high school stadium
- Junior and high school switched
- Church growth
- Corridor "J" (I-127, Highway 27) improved
- Moved Red Bank High School to Morrison Springs Road
- Section 8 housing
- Parking removed from Dayton Blvd.
- Changes in political climate
- Morrison Springs Road widened and made to connect Dayton Blvd. to Mountain Creek Road
- Several assisted living facilities – Grand Court, Mountain Terrace Castleberry, and Red Bank Life Care
- Red Bank Baptist
- Red Bank Methodist
- Widening of Ashland Terrace to Chattanooga City limits
- Major installation of fire hydrants
- Red Bank Baptist expansion
- Red Bank Community Hospital purchased by Erlanger – became Erlanger North Hospital
- EMS service incorporated in to Hamilton County EMS

Red Bank Community Timeline (continued)

1990 - 2002

- Lost major grocery store on south end
- Morrison Spring/Ashland Terrace improvements
- New Hardee's and Conoco
- Red Bank Motel sold to Walgreen's and new pharmacy built
- Lost Red Bank Elementary
- Sewer moratorium lifted (2000) – sewer improvements made
- Increased sewer fees
- Lost Tenn. Rand
- State funding street improvements
- Red Bank High School State Football Champions
- New improvements – Bi-Lo
- New Midvale Park
- Wal-Mart syndrome
- New fire station
- New streetscapes
- New street lights
- Retail properties on south end begin to convert to Section 8 housing – 1992
- Kids' Corner playground opened
- City begins mass renovation of infrastructure
- On-street parking returns to Dayton Blvd.
- Changes in political climate
- HCO Sheriff's Department
- Flood correction of sewers
- Manor House
- Close of Shoney's
- Appointment of Red Bank Planning Commission
- Old elementary school demolished
- Country Place burned
- Orange Hut burned
- Eagle dedication
- Red Bank Baptist expansion
- Blizzard
- Expanded Erlanger North – built new medical office building
- Tornado touches down in Red Bank

Red Bank Community Timeline (continued)

What does this tell us about our past?

- Good health-care industry
- Strong churches
- Beautification done, with more planned to be done
- Chamber of Commerce casts positive influence (Jubilee, scholarship, education, police and fire, etc.)
- Good potential for growth in existing buildings – educate public
- Little new economic development
- Bedroom community opposed to higher taxes
- Aging community
- Red Bank citizens shop outside of Red Bank
- Lower income influx – Section 8
- We were not progressive
- No new industry/business growth
- No strategic community planning
- Some investment in infrastructure
- Last 20 years: City in decline, but stayed family-focused (churches, schools)
- We have limited ability to eat out
- Lack of vision
- Unwilling to raise tax base to pay for services
- Did not reinvest in commercial sector during peak success (early '70s)
- No economic plan
- Government-subsidized housing
- Transient community
- Too conservative
- Did not attract younger people
- Let things happen (dormant)

Red Bank Community Timeline (continued)

What are the implications for the future?

- Need to get community involved
- Attract new businesses
- Shop Red Bank – support businesses
- New middle school
- Develop old school into civic center – Chamber, senior center, youth, government, visitors bureau
- Cement business community
- Continued development and stress family as a part of parks and recreation
- Need to increase tax base – population growth or tax rate
- We need a plan
- Without moving forward, incorporating into City of Chattanooga may be best option
- Our location, proximity to Chattanooga is a plus
- Maintain focus on family-oriented services/amenities
- Million-dollar question: Is Red Bank a bedroom community to Chattanooga or its own thriving town/city? This will drive our vision.
- The image of Red Bank must be changed
- Must increase the number of available housing units (not apartments)
- Revitalized community
- Safe (fire, police)
- Neighborhood community – residential, parks, etc. – no industry
- Updated sidewalks, trees, etc.
- Economic growth
- Family-oriented
- Progressive leadership
- Positive community image
- Faith-based community
- Financial stability
- Rural setting in urban community
- Good schools – great
- Home ownership
- Health care
- Partnership with Chamber and government
- Full-service restaurants
- Niche market for retail (like antiques, etc.)
- Community consensus for change
- Diverse community
- Close proximity to Chattanooga
- Focus on service-type office
- Availability of lower-priced housing to rehab for younger families
- Strong history
- Red Bank as a destination point
- Need to get excited about change/growth
- Hold landlords accountable for improvements
- City government to become more flexible to positive change

Community Input Meetings Summary

The Red Bank Vision Council conducted two community input meetings at the Red Bank City Hall to provide opportunities for local citizens to share their ideas for improving the community. At each meeting, participants were asked to identify the things they liked and disliked about Red Bank, the actions that should be taken to improve their community, and their vision of what the Red Bank community should look like in ten years. The Vision Council reviewed, revised, combined, and added to the proposed actions generated by the community input meetings. The Vision Council used these proposed actions as the basis for this strategic report.

The following pages include a copy of the community input meetings agenda, a listing of the most often mentioned ideas from the meetings, and a flyer used to advertise the meetings.

Community Input Meetings Agenda

RED BANK

"Focus on the Future"

Community Meeting Agenda

- 6:00 p.m. **Welcome and Overview**
Overview of Agenda and Process for Discussion
- 6:15 p.m. **Small Group Discussion**
The participants, in groups of 4-6 persons, will list answers to the following questions:
1. What situation currently exists in Red Bank (list your likes and dislikes)?
 2. Given this current situation, what actions should be taken to improve our community?
 3. If you could describe your vision of Red Bank, what items would it include (include social, physical, economic, cultural, tangible, and intangible items)?
- 7:30 p.m. **Small Group Presentations**
Each small group presents their results to the entire group
- 8:00 p.m. **Adjourn**

Community Input Meetings Overview

The following is a list of the most often mentioned ideas in response to the "Likes, Dislikes and Vision" questions, in no particular order of importance. See the Proposed Actions section of this report for the list of actions as refined by the Vision Council. A complete list of all responses to all three questions is available at the Red Bank City Hall.

Likes

Streetscaping – good schools – good place for senior citizens – small town atmosphere – convenience to downtown Chattanooga – sidewalks – low property taxes – churches – friendly folks – affordable housing – recreation facilities.

Dislikes

Inadequate maintenance on swimming pool – lack of recycling – lack of nice restaurants – lack of a Town Center – run-down neighborhoods – have not developed a true identity for Red Bank – lack of support for senior citizens – lack of expansion growth – too few shopping options – lack of sidewalks in residential areas – billboards – run-down apartments – lack of recreation for youth and seniors – sewer fees – urban decay – not enough commercial development.

Vision Thoughts

Beautiful town – a new attraction to draw people and business – zoning plan – promotion of Red Bank history – green space and greenways connecting communities with parks – enforced zoning regulations – neighborhood pride – more public recreation for all, especially youth and seniors – completed streetscapes – vibrant business districts with attractive storefronts – safe, clean neighborhoods – quality schools and teachers – improved housing options.



Red Bank

“Focus on the Future”

Red Bank Community Input Meetings

Come share your ideas/visions for the future of Red Bank

**Monday, October 21 and 28, 2002
6:00 p.m.–8:00 p.m.**

**Red Bank City Hall
3117 Dayton Boulevard, Red Bank, TN**

**Sponsored by the Red Bank Area Chamber of Commerce
With assistance from the Tennessee Valley Authority**

“We’re Working Together To Build A Better Red Bank”

RESOLUTION 02-645

A RESOLUTION EXPRESSING THE CITY OF RED BANK'S ENDORSEMENT AND SUPPORT OF THE CONCEPT OF THE FOCUS ON THE FUTURE STUDY DEVELOPED BY THE CITY OF RED BANK, AND THE RED BANK CHAMBER OF COMMERCE, ASSISTED BY THE TENNESSEE VALLEY AUTHORITY

WHEREAS, the well being of the citizens of the City of Red Bank, the future of the city of Red Bank and the future growth of the City of Red Bank is of the greatest importance; and

WHEREAS, the City of Red Bank seeks to develop it's own identity and enhance its image; and

WHEREAS, the City of Red Bank in conjunction with the Red Bank Chamber of Commerce, assisted by the Tennessee Valley Authority, developed a "Red Bank – Focus on the Future" study;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE CITY OF RED BANK, TENNESSEE the following:

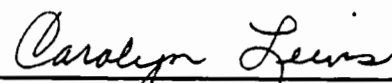
SECTION 1. The City of Red Bank hereby wishes to endorse and support the concept of the Red Bank Focus on the Future Study.

Resolved this 19th day of November, 2002.

CITY OF RED BANK

BY: 
Jewel R. Coleman, Mayor

ATTEST:



City Recorder

News Media Coverage

City of Red Bank Newsletter

Volume 1, Issue Number 2, Office of the City Manager

September 2002

Planning for the Future

The Red Bank Chamber of Commerce and planners with the Tennessee Valley Authority are partnering to sponsor a program entitled, "Red Bank-Focus on the Future." The purpose of the program is to utilize a strategic planning process to develop a widely shared vision or plan that will serve as a guidance tool to obtain realistic goals or improvements in the community. The process of developing the plan includes establishing Vision Council consisting of approximately 40 community members from diverse sectors. The Vision Council will examine Red Bank's past trends, current situation, and desired future. Community input meetings will be held. Information obtained in the planning process will be used to develop a shared vision plan for the community's future. The planning process and final plan will benefit the City. I wish to commend the Red Bank Chamber of Commerce and the Tennessee Valley Authority, with special thanks to Charlotte Thompson, for initiating a plan for the future

Please plan to attend the Community Input Meetings for "Red Bank – Focus on the Future" October 21st and 28th at 6:00 PM at Red Bank City Hall

Metro

and the Tri-State Region

SECTION
B

Chattanooga Times Free Press

Monday, December 9, 2002 • • •

Red Bank focuses on its future

■ Leaders hope to boost the town's appearance and economy without driving out current residents.

BY ASHLEY M. HEHER
STAFF WRITER

When Sonya Millard imagines the future of Red Bank, she visualizes thriving businesses, family activities, classy restaurants, hotels, new schools and even a major store like Target.

As the president of the Red Bank Area Chamber of Commerce, Mrs. Millard said she hopes the small city can shed its image of stagnation and become a prosperous community.

"We're at a standstill," she said. "If we don't take a chance, or a business or major chain doesn't take a chance and come to Red Bank, I'm afraid of what might happen. We're here. We're just existing."

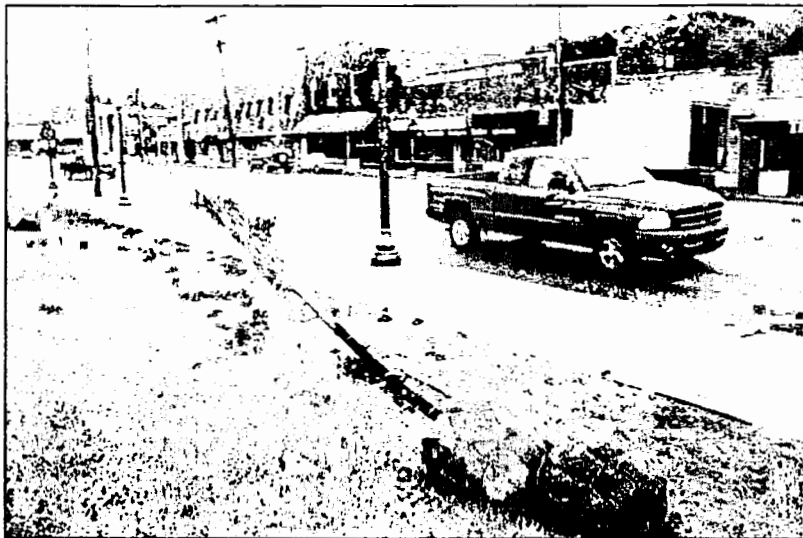
A group of about 100 residents, civic leaders and elected officials aims to revitalize the city and make Mrs. Millard's mind's-eye view of Red Bank a reality.

Working with the Tennessee Valley Authority, the group has formed Red Bank's "Focus on the Future Vision Council." So far the council has developed a list of nearly 90 improvements, from liquor by the drink laws to softball fields, that it hopes will enhance the city, drawing new businesses and new residents. Next, it hopes to take the ideas and make tangible changes.

But the city of 7,500 people has a long way to go before the empty buildings, pawn shops and check-cashing stores that pepper Dayton Boulevard will disappear, council organizers said.

"In a general sense, people think Red Bank is kind of played out," said Tim Roach, regional director for the Southeast Tennessee Local Planning Assistance Office. "It's not Signal Mountain. It's not Lookout Mountain. It's not even Collegedale. Red Bank had its day to be the suburb, but now it's not. If I knew exactly what they should do, I'd bottle it and sell it."

In 1997, another Hamilton County city also decided to try to change its residential and commercial image.



STAFF PHOTO BY JEFF GUENTHER

Trees to be planted are lined up alongside Dayton Boulevard near Morrison Springs Road as part of Red Bank's streetscaping project.

Red Bank planners' priorities

Red Bank's Focus on the Future Vision Council's top priorities:

- Partner with Chattanooga and Hamilton County for recreation facilities.
- General cleanup and beautification.
- More cooperation between local governments and with state and federal governments to solve problems and seek funds for improvements.
- Lobby Board of Education to rezone schools in Red Bank area.
- Have contemporary issues

class look at revitalization plan for Red Bank community, with students working on plan for a class project.

- Partner with downtown Chamber for business recruitment.
- Pass liquor by-the-drink to attract better restaurants.
- Revitalize and beautify south end of city.
- Develop own identity and enhance image.
- Develop and enhance entertainment areas, parks and facilities for senior citizens.

East Ridge, a city with 21,000 residents, partnered with TVA to try to revitalize Ringgold Road, the city's main commercial boulevard.

A major concern, said Bob Triplett, a board member for the East Ridge Revitalization Program and president-elect of the city's Chamber of Commerce, was that "U.S. Highway 41, Ringold Road, would become less desirable and businesses would go down and down."

Since then, the city has launched a free festival called Pioneer Days, worked to beautify property and helped convince the City Council to pass a sign

ordinance limiting the number of billboards within city limits. Next year they hope to lobby aggressively for a citywide landscaping ordinance, said Teresa Jones, executive director of the East Ridge Revitalization program.

"It'll bring in business," Ms. Jones said. "Anytime you provide an attractive environment for business, the rent will go up. Leasing will go up, and new buildings go up."

STREETSCAPING SUCCESS

In Red Bank, city officials have started their effort at rev-

italization by launching streetscaping efforts along Dayton Boulevard, adding wide sidewalks, trees and decorative lamp posts to sections of the city's business areas.

The nearly completed segment near downtown Red Bank already has had promising results in luring new retailers, officials said. Kroger Plaza, a strip shopping center that was vacant for more than 10 years, now has two units occupied. The other two units already have been rented, officials said.

Douglas Downey, co-owner of Downey's Florist and Gift Shop on Dayton Boulevard, said he is excited about Red Bank's revitalization and streetscape plans.

"With all the sidewalks and things they'll have in this area, it won't be long before we'll be looking like East Ridge along Ringgold Road," he said.

A south end streetscape project is scheduled to begin in March.

"Beyond a doubt they're coming to Red Bank because it's cleaner, it's being landscaped," said Howard Cotter, one of the city's commissioners. "They like what Red Bank is doing, and

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News Media Coverage (continued)

Future: Red Bank

● Continued from Metro

that's why they're here."

Annette Palmer, a longtime Red Bank resident who owns the Orange Hut in the Kroger Plaza, said it's not just the landscaping projects and hopes of revitalization that may slowly be luring businesses back to the city.

"There's no reason Red Bank can't get totally built back up, because the community is here," she said. "The biggest asset is the community, and it'll take the whole community to get Red Bank going back again."

April Ingle, Red Bank's public works director, said for the past two and a half years the city has been seeking federal and state grants to help fund the effort that is getting under way. So far the city has secured \$4.5 million, including nearly \$1.5 million for the south end streetscape.

"That's how you revitalize your community," she said. "You do it with grants. You aggressively go after federal funding."

Officials said they hope streetscaping will bring new businesses and encourage current businesses to beautify property and conduct building maintenance, which in turn will lure shoppers and new residents. Ms. Ingle said the city's new White Oak Recreation Park may also encourage families to relocate to the city.

But some said Red Bank's revitalization plans could cause problems for some residents lured by scores of apartments

and low rents. Revitalization proponents said they hope to lower the number of apartments in Red Bank and decrease the city's Section 8 housing.

HOUSING CHALLENGE

Michelle Flynn, director of the Tennessee Network for Community Economic Development in Nashville, said communities that work to revitalize their residential and commercial districts must be careful not to fall into the trap of gentrification and drive current residents out of the city.

According to the 2000 Census, about 44 percent of the occupied residential buildings in Red Bank are inhabited by renters. In 2000, the median Red Bank rent was \$499 and the per capita income was just under \$19,000, according to Census data.

Ms. Flynn said revitalization efforts need to strike a balance between hopes for change and the city's current status.

"If you try to do it too quickly, that's where you wind up having a lot of speculation going on and you drive people out," he said.

The vision council will meet again in January and plan how, in addition to the streetscaping projects, to implement changes.

"It's going to be take a lot of work," said Charlotte Thompson, the vision council's chairwoman. "Red Bank has tremendous potential for growth and change. We have to improve."

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Economic Profile Summary

- Red Bank was the third largest city in Hamilton County in 2000, with 12,418 residents, while Chattanooga had 155,554, East Ridge had 20,648, Soddy Daisy had 11,530, Signal Mountain had 7,429, Collegedale had 6,514, Lookout Mountain had 2,000, Walden had 1,960, Lakesite had 1,845, and Ridgeside had 389.
- The City of Red Bank had only a slight population increase between 1990 and 2000, from 12,322 to 12,418, according to the census. This was a net gain of 96 residents, or less than 1 percent. The population of Hamilton County reached 307,896 in 2000. This was an increase of 22,360 residents, or 7.8 percent over 1990. During this same period of time the City of Chattanooga's population increased by 2 percent or 3,088 residents, from 152,466 to 155,554.
- Since 1980 growth in Red Bank has fluctuated. Between 1980 and 1990 the area had a 7 percent decrease in population but between 1990 and 2000 gained back approximately 1 percent (96 residents). This is a good portion considering its size compared to the City of Chattanooga, which grew by approximately 2 percent and is much larger in size.
- The age distribution of Chattanooga and Hamilton County is similar to that of Tennessee and the Nation. In Red Bank, over 15 percent of the residents are 65 and over, a slightly higher percentage than this age group represents in Hamilton County (14 percent) and statewide (12 percent). The prime labor force group – ages 25 through 54 – represented 44 percent of the population of Hamilton County as well as Red Bank.
- Of the 12,418 residents, diversity is high in terms of age, with almost half of the population between the ages of 25 and 54. Also 20 percent of the population is under the age of 20, and 15 percent is over the age of 65. It is interesting to note that there has been a 3.7 percent decrease in senior citizens, but a 77.4 percent increase in children under the age of 5 between 1990 and 2000. Oddly enough with that increase in children, the 2000 census determined Red Bank is comprised of 56 percent families and 44 percent non-families, with 741 of those families being single mothers. It is obvious that a majority of the residents in Red Bank are single, either with or without children.
- The majority of residents in Red Bank are single; a sizable number of them may have children, and half of them live in rental units. There is a transition taking place from two-parent family homeowners to single-parent renters. Quality-of-life issues will be instrumental in raising the percentage of homeowners in the Red Bank area, and it will be important to maintain affordable housing.
- In 2000, there were an estimated 238,622 full and part-time jobs in Hamilton County. Since 1990 employment has increased by 23 percent. The service sector was the largest private sector employer in Hamilton County in 2000, employing over 65,100 persons. The service sector's employment has increased 33 percent since 1990, and represents 27 percent of the area's total employment.
- The retail sector was the second largest private sector employer in the area in 2000, with over 41,700 employees. Employment in this sector has increased 14 percent since 1990 and represents 17 percent of Hamilton County's employment.

Economic Profile Summary (continued)

- According to the 2000 Census, 34 percent of Hamilton County's employees worked in management and professional occupations. This compares with 29 percent in Red Bank, 30 percent for the state, and 34 percent for the nation.
- Sales and office jobs accounted for 27 percent of all occupations in the county. In Red Bank, nearly 32 percent of all occupations were in the sales field, a higher percentage than in the comparison areas.
- Production, transportation, and material moving jobs represented 17 percent of the county's occupations in 2000, compared with 18 percent in Red Bank, 20 percent for the state, and 15 percent nationally.
- Over 82 percent of Hamilton County's commuters drive alone to their place of employment. More than 86 percent of the residents of Red Bank traveled alone to work, compared with an average of 81 percent for the Chattanooga area, 82 percent statewide, and 76 percent for the nation.
- Hamilton County had an average unemployment rate of 3.0 percent in 2001. This rate is lower than the Chattanooga-area rate of 3.2 percent, Tennessee's 4.5 percent unemployment rate, and the nation's 4.8 percent rate.
- There were almost 151,000 persons in Hamilton County's civilian labor force in 2001. Over 4,600 of these were unemployed and actively seeking work. In the Chattanooga area, there were nearly 300,000 persons in the civilian labor force.
- The per capita income of county residents was \$29,761 in 2000, greater than the income of the state of Tennessee (\$25,946) and the U.S. (\$29,469). The per capita income of the area's residents represented 101 percent of the nation's income in 2000. Measured in constant 1992 dollars, Hamilton County's per capita income increased by an estimated 16 percent between 1990 and 2000. The per capita income of Tennessee increased 17 percent during this time period, compared with 14 percent for the nation.
- An estimated 12 percent of the population of Hamilton County had income below the poverty level in 2000, according to Census estimates. This compares with 12 percent for the Chattanooga area, 14 percent for the state of Tennessee, and 12 percent for the U.S.
- Since 1990, the number of persons with income below poverty level has declined slightly. In 1990, an estimated 13 percent of the area's residents had income below the poverty level. In Red Bank, an estimated 8 percent of the residents had income below the poverty level, according to the 2000 Census estimates. This percentage has declined since the 1990 Census, when it was estimated that 10 percent of all residents had income below the poverty level.
- An estimated 81 percent of Hamilton County's residents 25 years old and over were high school graduates in 2000. This percentage is greater than the average for the Chattanooga area (79 percent), the state (76 percent), and the nation (80 percent). More than 84 percent of Red Bank's residents were high school graduates.

Economic Profile Summary (continued)

- An estimated 24 percent of Hamilton County's population age 25 and over had earned a bachelor's degree or higher in 2000, compared with 23 percent for the Chattanooga area, 20 percent statewide, and 24 percent for the U.S. An estimated 22 percent of Red Bank's residents had earned a bachelor's degree or higher in 2000. In the area, Lookout Mountain recorded the highest percentage of college graduates in 2000: 71 percent.
- There were over 134,400 occupied housing units in Hamilton County according to the 2000 Census. Nearly 53 percent of these were in Chattanooga. An estimated 83,000 of these units were occupied by the property owner. Owner-occupied units represented 66 percent of all occupied units in the area in 2000.
- Census figures on housing characteristics in Red Bank indicate that since 1990 total housing units have increased 3 percent. In 2000 half of those units were owner-occupied and the other half renter-occupied, the same trend seen in 1990 but with a 2 percent decrease in vacant units since 1990. This 50 percent balance between owner and rental units is occurring in the City of Chattanooga as well.
- Of the 5,968 occupied housing units in Red Bank in 2000, 51 percent of the householders (3,019) moved into their units between 1995 and 2000. Just over half of those householders moved into their housing units between 1999 and March 2000. This indicates there is significant turnover of housing units in a short period of time in Red Bank.
- The median housing value in Hamilton County was \$94,700. This compares with median housing values of \$93,300 for the Chattanooga area, \$93,000 for the state, and \$119,600 for the U.S. In Red Bank, the median housing value was \$75,500. Lookout Mountain recorded the area's highest median housing value in 2000: \$332,600, the third-highest in the state. Walden had the area's second highest median housing value: \$257,700, the sixth highest in Tennessee.
- Estimated retail sales in Hamilton County totaled \$4.7 billion in 2001. Motor vehicle sales reached \$1.3 billion in 2001, representing 27 percent of the area's total sales. Sales at general merchandise establishments reached \$689 million, or 15 percent of all retail sales in the area. Sales at food stores were the third largest retail sales category in the area, accounting for 12 percent of the total sales in the area (\$555 million).

"A Profile of Hamilton County and Red Bank, Tennessee," from which data in this section was taken, was prepared by TVA Economic Development with assistance from the Chattanooga - Hamilton County Regional Planning Agency and is based on published federal and state data.

Action Planning Formats

Questions for Consideration by Teams

1. Who will serve as the team leader?
2. What is the mission of this team?
3. What resources and assistance are available to help us?
4. Do we know enough to select a project for implementation that will significantly influence our community, or do we need to study our issue further to make sure that we do the right thing?

If yes, then what is our project?
If no, then how will we study further?
5. When a project is selected: What actions are necessary to implement the project? Who will do what, when? How will we pay for it? Will the community support us?
6. How will we document our progress and results?
What will our next project be?

Quarterly Targets

Recommended Action	First Quarter	Second Quarter	Third Quarter	Fourth Quarter

90 Day Implementation Plan

Project _____

Implementation Steps

Who

When

1.

2.

3.

4.

5.

Chairperson _____

Task Force Members _____

Resources needed _____
