

Vision XXI

Today...Tomorrow...The Future

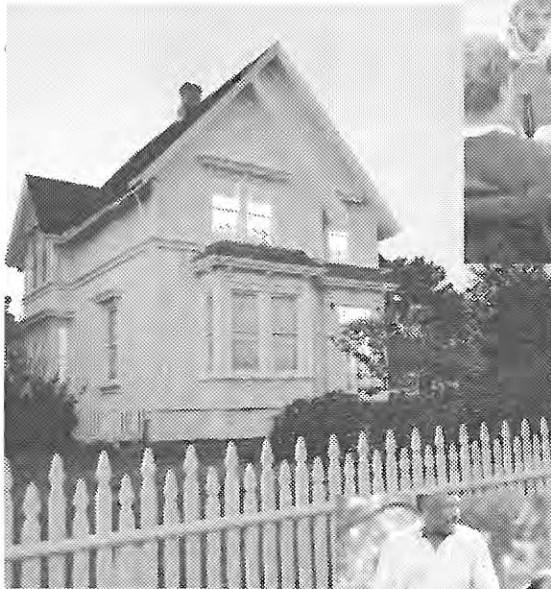
*A Strategic Agenda for
Dyer County, Tennessee
February 2001*

Vision for the Future

Dyer County, as a regional hub, is a community led by unified government that is committed to ensure an environment:

- that is safe and clean
- where citizens can live, work, and seek a superior education
- promotes economic prosperity and abundant cultural and recreational opportunities
- embraces the diversity and harmony needed to promote strong and healthy families

This report is the result of an inclusive, participatory community strategic planning process sponsored by the Dyersburg/Dyer County Chamber of Commerce. The ideas and recommendations in this report are based on input from a wide range of county residents.



Introduction

Dyersburg/Dyer County is a prosperous community with a proud heritage and a promising future. Growth and change are inevitable in the coming decades. The challenge facing local leaders is ensuring that such growth and change reflect local values and goals and enhance the community's quality of life. Meeting this 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 Dyersburg/Dyer County an even better place to live. The Vision XXI strategic planning process was initiated to fulfill those tasks.

Vision XXI has been a strategic planning effort led by a 60-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 Vision XXI was launched by the Dyersburg/Dyer 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. TVA assistance is provided through the Dyersburg Electric System.

The Vision XXI process involved a team of community leaders who examined the community's past trends and current situation and who sought public input from the general public. The team reviewed the public input and worked in consensus fashion to outline recommended goals and actions for 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 Chamber sponsored the Vision XXI 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 Dyersburg/Dyer County 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 Dyersburg/Dyer County.

Process

The Vision XXI process included the following key steps:

- In late August 2000 and early September a Steering Committee, organized by the Chamber of Commerce, designed the planning process and identified over 100 individuals as potential participants in the Vision XXI Quality Council, with the first step being to attend an orientation meeting.
- An orientation meeting, attended by over 80 persons, was held on September 26 to review the Vision XXI concept and process. At that meeting, participants were asked to identify additional persons to ask to serve on the Vision XXI Quality Council.
- On October 26, the Quality Council participated in a workshop/retreat during which they examined the community's development trends, current situation, potential vision, and prepared for a series of community meetings. Over 60 persons participated in that session (see Appendix for list of Quality Council members).
- On November 9 and 14, the Quality Council conducted eight community meetings at different locations around the county to obtain input from the general public. Over 150 persons participated in those meetings which obtained input from citizens on how they envisioned Dyersburg/Dyer County in the future. Each meeting produced a rough set of recommendations.
- On December 5 a "Community Economic Summit" was held at which approximately 50 participants reviewed the community input and developed recommended goals and actions. On December 7 at the Chamber's holiday open house, approximately 100 persons reviewed the goals and actions.

As evidenced by the above steps, great care has been taken to ensure opportunity for widespread public input into the Vision XXI process. There was also considerable newspaper coverage of the Vision XXI process and the meetings.



Goals and Actions

Dyersburg/Dyer County has many positive features that make it well-positioned for continued prosperity. These features include a healthy economy, excellent transportation links, a tradition of aggressive civic improvement and economic development efforts, and excellent schools and public services. It is the economic hub of the northwest Tennessee region. Dyersburg/Dyer County today benefits greatly from past efforts by leaders to plan and improve the community. However, if the community is to remain prosperous and attractive, leaders believe that concerted efforts must be undertaken to continuously improve all aspects of the community.

The Vision XXI Quality Council identified several key considerations to be addressed in ensuring the community's prosperous future, including the need to:

- maintain a cooperative spirit
- enhance appreciation of our diversity
- increase citizen awareness and involvement
- develop a shared vision
- embrace new technology and new ideas
- attract and encourage quality economic growth
- think and plan strategically
- maintain excellent infrastructure

The goals and actions included in this report range from small to very large and complex activities. Some of the goals and actions are new ideas, some have been considered for some time, and some may be currently in progress. Some are very tangible projects and some are still larger concepts that need to be further refined into do-able projects.

There are 21 goals and 93 recommended actions organized under these six issue areas:

- Economic/Business Development
- Education
- Social Issues and Health Care
- Government, Infrastructure, and Transportation
- Recreation and Culture
- Community Livability and Pride

Among the recommended actions, the following received significant interest from participants: study the feasibility of school consolidation, conduct an in-depth study of government consolidation, coliseum/civic center, sports/recreational complex/indoor aquatic facility, recruit high tech jobs (for new industrial park), provide a recycling center in the county, form a retail and restaurant response team, multi-purpose facility for Future City, study DSCC expansion to four year school, improve appearance of South Main entrance to Dyersburg, actively promote I-69 and riverport development, continue efforts to revitalize downtown Dyersburg, and establish "drop-in" health clinic for the working poor.

Implementation

The value of the Vision XXI process can be periodically determined by the progress made toward achievement of the vision statement on the first page of this report. While the Chamber of Commerce is the sponsor of Vision XXI, implementation of the recommended goals and actions in this report is everyone's responsibility.

The Vision XXI Quality Council intends to present this report to local elected officials, civic clubs, and the general public and ask for support and participation in implementing its recommendations. 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?" A team could be established to pursue this task through activities such as newspaper articles, informing state and federal officials, presenting to local officials and organizations.

Many of the recommended actions can be addressed by existing organizations or committees (such as the Chamber of Commerce, local government, etc.). In fact, the Chamber has already identified the actions that fall under its responsibility. Some actions may not fall under any one organization's responsibility, however, and will require the establishment of "Community Action Teams." These teams will receive training and guidance to help them work efficiently and effectively. Facilitation assistance for each team is available from TVA and possibly other sources. Teams will establish targets for the next twelve months and prepare a 90-day action plan (see suggested action planning formats contained in Appendix E).

An annual review of progress will be made and revisions to this report 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. Newspaper coverage of progress throughout the year and of the annual review will be encouraged.



Economic/Business Development

Goal: Actively promote new and existing restaurant and retail development

Actions

- Develop a marketing and incentive program
- Form a retail and restaurant response team
- Identify target market
- Develop regional tourism plan
- Continue efforts for the revitalization of downtown Dyersburg



Goal: Develop a diverse industry base and target market

Actions

- Recruit high tech jobs (for new industrial park)
- Promote agri-business
- Attract a Corporate headquarters
- Develop Distribution Centers (Spec building - 100,000 sq ft)
- Actively promote I-69 and new riverport
- Update Chamber of Commerce marketing/recruiting materials



Goal: Develop support programs for small business

Actions

- Establish a Chamber/small business council
- Develop marketing plan for small businesses (regional hub)
- Business Information Group/SBDA
- Work with TVA and State to develop minority businesses (loan programs)
- Publicize local businesses quarterly



Education

Goal: Promote funding for superior education

Actions

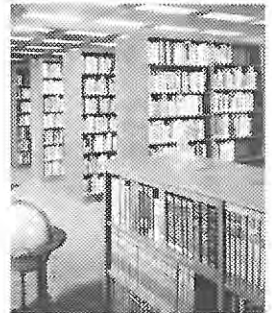
- Study the feasibility of school consolidation
- Encourage superior government funding
- Promote Dyersburg/Dyer County Education Foundation
- Educate public on educational budgets and funding needs



Goal: Promote community involvement in schools

Actions

- Promote programs that encourage parental involvement
- Study DSCC expansion to four year
- Educate parents in the role in education, including discipline



Goal: Utilize facilities to their maximum potential

Actions

- Study community needs for library services
- Maximize use of all available county/city buildings and property
- Utilize old middle school as a community center



Goal: Improve the quality of workforce development

Actions

- Encourage cooperation between adult education programs
- Continue to promote workforce development and recruitment
- Encourage employer participation in childcare
- Address changing need of workforce (including non-English speaking, computer skills, etc.)
- Educate employers on employee retention and commitment

Social Issues and Health Care

Goal: Provide superior programs for child/adult care

Actions

- Provide better facility for "Hope House" (day care for mentally ill)
- Advocate minimum training/education standards for childcare workers
- Evaluate successful programs in other communities for day care/respite care

Goal: Address community social issues

Actions

- Establish an "umbrella" organization to coordinate social service agencies (501c3)
- Hire a grants writer to pursue funding
- Promote "Marriage Savers" to reduce divorce rate
- Expand/promote awareness of specific programs, such as, D.A.R.E., Z.A.P., Life Choices, Parenting

Goal: Enhance community wellness

Actions

- Establish a "drop in" health clinic for working poor
- Evaluate successful programs in other cities (such as El Dorado, AR; Church Health Center in Memphis)
- Promote "wellness" issues, such as, smoking, hypertension, etc.
- Promote seat belt use among adults

Government, Infrastructure, and Transportation

Goal: Develop a world class transportation system

Actions

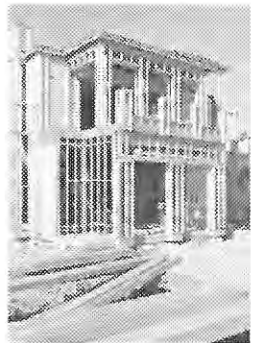
- Establish a 7-person advisory committee to promote development of I-69 (two from city and county, three from community)
- Continue to support development of port at Cates Landing
- Develop major road plan for community
- Start construction of new infrastructure to new industrial park
- Improve public transportation
- Continue airport improvements
- Improve South Main entrance to Dyersburg



Goal: Ensure adequate infrastructure for future growth and development

Actions

- Develop long term plans for water, sewer, gas, electricity, and telecommunications
- Eliminate substandard housing
- Continue to encourage development of all housing



Goal: Continue to improve effectiveness of law enforcement

Actions

- More equitable funding for law enforcement and emergency services
- Enforce laws on the books
- Promote community safety
- Build new jail



Goal: Ensure a unified, responsive government

Actions

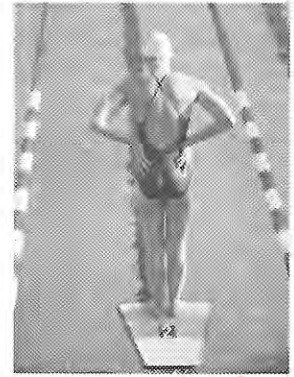
- Conduct an in-depth study of government consolidation
- Increase voter participation
- Develop a five-year strategic plan (and stick to it)
- Improve government cooperation with business and education

Recreation and Culture

Goal: Develop a master plan for future recreation needs

Actions

- Sports/recreational complex
- Acquire additional land for parks
- Indoor aquatic facility
- Improve Kiwanis Park/Slayton Moore
- Collaboration between public and private entities recreation
- Walking trail at Dyersburg Activity Center
- Unified city/county recreation funding
- Sidewalks and bike paths on 51 South Bridge
- Assess recreational offerings
- Greenways connecting parks and schools, plus neighborhoods
- Explore funding options
- Improve Bruce activity center
- Update and improve sports fields and facility
- Multi-purpose facility for Future City



Goal: State and Federally funded recreational areas to be developed

Actions

- Create plan for Mississippi River observation point
- Public recreational lakes

**Goal: Enhance cultural opportunities in Dyer County:
Master Plan for cultural arts**

Actions

- Evaluate the feasibility of a coliseum/civic center, including location, financing, and capacity
- Establish a Museum at Newbern Depot
- Master plan for middle school development
- Develop a performing arts center at middle school
- Increase and market cultural entertainment and attractions
- Create historical society



Community Livability and Pride

Goal: Establish a pleasing visual environment

Actions

- Beautification of all entrances into community
- Enforce litter laws
- Standardize and upgrade welcome signs for all points of entry into community
- Identify and enforce community standards for beautification
- Provide a recycling center in the county

Goal: Identify our cultural needs and cultivate unity

Actions

- Provide workshops offering multi-cultural education
- Encourage cultural groups to meet and clarify their needs

Goal: Develop a clear definition for the direction of the individual communities

Actions

- Standardize and publish zoning laws for development
- Conduct strategic planning meetings in each community

Goal: Establish a central line of communication for city and county

Actions

- Determine a common method for citizens to deliver their concerns
- Establish an accessible communications network

Appendix A

Vision XXI Quality Council Members

Mayor Joe Adams
Eddie Anderson
Elder Richard Bailey
Lamar Bartlett
Sharon Bessent
Richard Biggs
Kris Boston
Dr. Raymond Boston
Dr. Karen Bowyer
Debbie Bradshaw
Walt Bradshaw
Dick Breedlove
Shari Breedlove
Tony Brimm
Amy Britt
Eddie Burks
Paul Carson
Anthony Carter
Stan Cavness
Hughes Clardy
Bill Cloar
Don Crews
Dave Crockett
Tyles Davenport
Charles Dawson
Tony Dement
K.W. Dennison
Don Dills
Peggy Dodd
Jim Duck
Chief Harold Dunivant
Jerry Edmundson
Ray Eison
Alex Elliott
Brooke Emery
Joe Emery
Brenda Enoch
Joe Enoch
Helen Enochs
Jim Ewell
Larry Fesmire
Paul Finley
John Ford
Coleman Foss
Albert Fowlkes
Mike Gardner

Michael Gauldin
Larry Gibson
Roslind Green
Larry Griffin
Tom Grueser
Dr. David Guthrie
Phil Hardage
Andrew Harrington
Carol Harris
Max Harris
David Hayes
Pat Hayes
Kerrie Heckethorn
Dr. Dwight Hedge
Bubba Hendren
Ralph Henson
Bill Hiles
Richard Hill
John Hoff
John Holden
Sheriff Jeff Holt
Liz Horner
Floyd Ingram
James E. Johnson
Teresa Johnson
Nita Jones
Linda Jones
T.J. Jones
Cecil Kirk
Bob Kirk
Barry Ladd
John Lannom
Henry Lewis
Stallings Lipford
Cathie Locher
Judy Long
Milton Magee
Shirley Maldonado
Charles Maxey
William May
Dr. Jim McCord
Charles McCright
Terry McCright
Reverend Bob Miller
George Mitchell
Ellen Moore

Roland Morris
Reverend Russell Morrow
Lewis Norman
Vince Obrien
Judy Parker
Dr. Thomas Parnell
Don Pennington
Donald R. Pennington
Reverend Joe Porter
Dan Post
Lloyd Ramer
Mayor Bill Revell
Chris Rimel
Jerry Roberts
Don Robinson
Steven D. Scofield
Christy Shannon
Eugene Smith
Chancellor Steven Stafford
Dr. Buck Tarpley
David Taylor
Gleyn Twilla
John Uitendaal
Mike Underwood
Lori Vaughn
Danny Walden
Wendell West
Larry White
Dawson Whitkopf
Jimmy Williamson
Chief Bobby Williamson
Katie Winchester
Joe Yates
Mayor Chris Young

Dyersburg Timeline 1950's - 1960's

1950's

Economic

- 1952 - Tornado
- 1953 - Gas Station
- 1955-56 - Colonial Rubber
- 1957 - TVA Power (\$.05 kwh to \$.015 kwh)
- Blend: agriculture and locally owned business and industry
- Labor rate: \$.75/hr., limited benefits
- Airport
- Industrial Park developed
- Limited job opportunity
- Agricultural/Industrial/Medical
- Tornado through Newbern
- Republic
- HECO
- 1st Pizza
- Colonial opened

Infrastructure

- US Hwy 51 By-Pass

Health Care

- 1956 - Hospital opened, Heckethorn

Manufacturing

Education

- Rural Schools Consolidated "80"
- Became McIver's Grant Library
- TN Tech Center

Political

- Political Power
- Major political change

Charity/Non-Profit

- Chimes for Charity
- Union Mission

Recreation

- Oakview Country Club
- Dyer County Fair

1960's

Economic

- Dyersburg State Community College
- Major industries locally owned and generous funding
- Green Valley Shopping Center
- Sylvania locates in Dyersburg, new park
- Retail began moving out of Downtown
- New Newspaper
- First Tennessee purchases Dyersburg Bank and Trust
- Polyester—Cotton
- \$10 wheel tax
- Newbern Industrial Park built and expanded

Infrastructure

- By-pass Hwy 51 built
- Start 4-lane road to Memphis
- FHA/Rural Housing
- County land use regulations implemented
- County-wide utilities
- Dyersburg Street

Education

- New library
- Sales tax devoted to education
- Integration of Schools
- Vo-Tech Center
- Dyersburg High School

Political

- JP Lanier loses to Jere Bradshaw
- Kirk elected
- From history the birth of (Dyersburg NAACP)

Recreation

- IRO—Cable
- Municipal 18-hole course developed
- Neighborhood Activity Center-tennis courts
- Federal Building

Dyersburg Timeline 1970's - 1980's

1970's

Economic

- Energy crisis
- Major expansion of existing industry
- Fast food restaurants
- Industrial Park—Newbern-Dover-Holmes
- Green Village Shopping Center
- Sylvania closed
- Flood '73
- Wal-Mart
- Downtown movie theater closed

Infrastructure

- Mississippi River Bridge
- Future City Center
- Chamber of Commerce (1940s)
- State Gazette sold—Times
- FM Radio
- In 1976 Bridge opened (I-155)

Education

- Dyer County school built (consolidated)
- New high schools, city/county
- All city schools became accredited by SACS
- Vo-Tech/Newbern Technology Center

Political

- Strong community leadership focused on growth, quality of life
- Blue Law repeal
- Lanier is defeated—Revell administration begins
- New Armory
- Farmers became covered by Social Security

Recreation

- Dyersburg Activity Center
- Bruce Center
- Municipal Golf Course
- Soybean Festival—Jaycee's

1980's

Economic

- Expanded Industrial Park, infusion of industry
- Bekaert, World Color, Clorox-Huish, North Industrial Park
- Donnelley, Penguin, Jimmy Dean Foods in Newbern, WCP, Bekaert, Penguin
- Lost: Oldberg, Sylvania, Tokheim, Dover, Morris Glove Company
- Transition: locally owned business and industry to corporate
- Transplants, global competition
- '85 Opening of Dyersburg Mall
- High inflation rates in early 80s
- Newbern Sale Barn burns
- Recession
- Major economic development
- New National Guard Armory
- Purchase of Dyersburg Fabrics

Infrastructure

- Land fill
- State Rt. 20, 210, 3 to Jackson (US 412)
- Airport management by private parties
- Expanded Airport Services
- New waste water treatment facility
- Highway 51 expanded to 4-lanes to Union City
- Lakewood Development

Health Care

- County sells Parkview Hospital to Methodist

Education

- Adopt-a-School

Political

- Bill Revell, Mayor
- Establishment of Leadership Dyer County
- District elections—Dyersburg "City"
- Tommy Cribbs Scandal
- Cooperation of city and county governments
- National coverage—sheriff

Recreation

- New Dyer County Fair grounds
- Entertainment/restaurants (liquor by drink)
- Homecoming BBQ
- MHOD

Appendix B

Dyersburg Timeline 1990's

Economic

- Caterpillar, Dana, Royalguard
- Allwear closed.
- Floods
- Tornado '96
- Earthquake
- Donnelley Penguin opened and closed
- Purchase of additional land for Industrial Park
- Royalguard and RMCO addition
- Dyersburg Fabric Knitting facility
- New industrial park
- 1996 - Recognized by US Department of Justice as a "Weed and Seed Community"
- Colonial - Local
- Penguin/Republic Builders closed
- Honeywell bought Duracraft
- New Industrial Park plan developed
- Agriculture crisis—drought
- Wal-Mart Super Center, The Village, new theaters, etc.
- Downtown revitalization

Infrastructure

- Frank Maynard By-Pass
- Alliance with Lake County on Port development
- Feasibility study to River Port
- Landfill—municipal
- Tornado Warning System
- Land use plan adopted
- 911 Center
- 4-lane finished to Kentucky
- East By-Pass built
- Frank Maynard Boulevard
- I-69 proposed
- I-155
- 412 4-lane expansion to Jackson
- Lake Road extension (5 lanes/4 lanes)
- Community Policing
- 1999 - Dyersburg Police Department accredited
- Improved law enforcement
- New water treatment plant
- Amtrak Station—Newbern
- New housing subdivision: Dyersburg and Newbern

Health Care

- New medical centers
- Cancer Center
- Riverside
- Improved and expanded Medical Facilities: Methodist Hospital, Riverside Clinic (O.D.), Med-South, etc.

Education

- County approved school building program, 4 new schools
- 175 years State Gazette
- Three Oaks Middle School
- Dyersburg Primary
- DHS National School of Excellence
- Opening Presbyterian School

Political

- Downtown Association
- Political machine dismantled
- New Chamber building
- Lanier Scandal
- 1993 - Community oriented policy
- Downtown Association developed
- Youth Leadership
- National coverage: Judge, visit of President and Vice-President

Charity/Non-Profit

- The Lannom Center opens
- Habitat for Humanity
- YMCA/United Way
- Salvation Army
- First Presbyterian

Recreation

- Hotel/Motel Development
- Depot moved to Newbern
- Dyer County Fairgrounds relocated
- Country Club
- Depot purchased and Depot Days
- Theater Renovation
- McDowell Center
- Dogwood Festival
- McIver's Bluff
- Okeena improvements/walking trek
- Newbern Depot restored
- Mall Boulevard
- New movie complex built
- New fairgrounds
- Dixie Youth Baseball Park
- '95 Dogwood Festival
- Liquor by the drink passed (12 votes)/more restaurants
- The Farms, Golf Course
- TV Station
- First Pictorial of Dogwood Program