



Town of Unicoi Strategic Plan (Updated 2016)

Mission Statement (developed 2015)

The Town of Unicoi's mission is to encourage the hardworking, determined spirit of our citizens by responding to community needs with quality services. We will do this by:

1. Strengthen the way we communicate with each other.
2. Supporting the unique outdoor experiences in and around The Beautiful Buffalo Valley.
3. Maintaining and generating business development.
4. Maintaining the rural character of our community.
5. Earning the trust and confidence of our Townspeople.
6. Modeling a productive, positive environment.

1 Year Goals Which Have Been Completed Since the first Strategic Plan of 2007:

- Place the Town's idle cash investments locally.
- Allocate money to improve our Town entrances.
- Begin putting together a retail development plan.
- Hire or contract for a part time "Business Relations" employee.
- Hire a part-time Building Inspector.
- Get the *Tanasi Cultural Center* website started.
- Get the *Tanasi Cultural Center* website updated.
- Begin review of our zoning regulations.
- Continue review of our zoning regulations.
- Restructure our zoning regulations.
- Start to push the linear trail project.
- Begin to strengthen our services (including bidding processes, contracting with an engineering firm on retainer, receiving detailed quarterly reports from contractors, etc.).
- Begin development of the Snyder property (including mapping/survey, conferring with the trailhead people, and considering "squaring the property up").
- Evaluate and review road maintenance.

- Reduce our ISO (*Insurance Services Office*) fire rating.
- Establish a Fire-Tower trailhead.
- Reconfigure the Marbleton Road/173 intersection.
- Encourage the Business Alliance.
- Exit 32 should be under development within 1 year (2007).
- Generate new revenue from the development of Exit 32.
- Begin development of the Appalachian Trail loop.
- Acquire and study development options for the Exit 34 property.
- Place a cap on funds going to the school system.
- Enhance the entrances to our community.
- Lobby State of Tennessee for a State Park.
- Develop more recreational activities.
- Encourage the development of a medical facility.
- Create a history and timeline displaying Town of Unicoi accomplishments.
- Install an information kiosk.
- Work to recruit the right staff and develop their skills.

5 Year Goals Which Have Been Completed Since the first Strategic Plan of 2007:

- Exit 32 should be under development.
- The Town should have a full-time building inspector and a "Business Relations" employee.
- Strengthen our services (including bidding processes, contracting with an engineering firm on retainer, receiving detailed quarterly reports from contractors, etc.).
- Build a park with trails.
- Continued positive investment in the Town's fund balance.
- Start a festival (maybe one for children, or a tourist-related fest, etc.).
- Begin a formal tourism-development program.
- Improve our roads (add bike lanes too).
- Reduce our ISO (*Insurance Services Office*) fire rating.
- Restructure our zoning regulations.
- Encourage enforcement of littering laws.
- Upgrade the park and trails.
- Enhance the entrances to our community (partially complete).
- Begin "Cabin-Battlefield" trail layout.
- Develop a brand or image for the Town.

10 Year Goals Which Have Been Completed Since the first Strategic Plan of 2007:

- Implement programs to attract retirees to Unicoi.

Current 1-Year Goals:

1. Develop and implement a marketing plan.
2. Purchase additional property at the Visitor Center.

3. Develop the community kitchen.
4. Implement a 62-mile bike ride.
5. Apply for new kitchen and healthy-living job-related grants.
6. Implement an interpretive area at the trailhead and calorie markers on the trail.
7. Purchase the amphitheater property.
8. Implement an anti-littering program.
9. Develop a town lighting and sidewalk plan.
10. Enhance the convenience center area.
11. Recruit sponsorships for special projects.
12. Snyder property development (on-going).
13. Develop and document our Town's "stories" and history.
14. Develop new partnerships, among all the jurisdictions of Unicoi County, to promote and develop tourism.
15. Develop and utilize the Business Alliance.
16. Communicate our *Strategic Plan* locally (and on our website).
17. Install an EV charging station at the Information Center.
18. Develop a tourism-related brochure which communicates what we have, where attractions are located, and when attractions can be utilized.
19. Establish an electronic archive and backup system for Town records and information.
20. Expand parking, pathways, and picnic pads at the Snyder Park Trailhead.
21. Implement a recycling program.
22. Implement efforts to increase citizen involvement in Town activities.
23. Promote regional cooperation and recognize the benefit of other's success.

Current 5-Year Goals:

1. Construct an amphitheater.
2. Develop a Farmer's Market pavilion.
3. Provide lighting at Town interstate exits.
4. Develop fishing, hiking, and bird-watching tours.
5. The Tanasi Center should be under construction.
6. Begin development of the Appalachian Trail Loop.
7. Evaluate the development of North Indian Creek.
8. Extend Tennessee Street.
9. Modify the Growth Plan.
10. Improve our roads (add bike lanes).
11. Develop a façade improvement grant program.
12. Refine and better align our zoning ordinance.
13. Develop an agri-tourism plan.
14. Study street lighting at exits 32 and 34.
15. Provide incentives for recruitment of new development.

Current 10 Year Goals:

1. Establish a flood-control plan.
2. Develop a strategy for the renewal of Unicoi Drive.
3. Fully develop the Tanasi Cultural center.
4. Declare US Forest lands within the County a National Recreation Area.
5. Work to provide more housing opportunities.
6. Implement the flood-control plan.

Goals which are On-Going

1. Maintain a strong positive fund balance.
2. Encourage controlled retail development.
3. Upgrade the park and trails (partially complete).
4. Beautify Unicoi.
5. Become a tourist destination.
6. Develop the exits with "unique" businesses, hotels, cabins, or a bed and breakfast.
7. Develop additional recreation-related opportunities.
8. Recruit a hotel or other places for visitors to stay while in Town.