

Cumberland Region Tomorrow

Quality Growth Toolbox Pilot Project Report



Submitted to the Tennessee Department of Transportation
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7 December 2009

Cumberland Region Tomorrow

Cumberland Region Tomorrow is a public-private non-profit organization who supports and encourages growth planning in the ten-county region of Middle Tennessee with an emphasis in land use, transportation and preservation of the rural landscape and distinctive character of our communities we call home.

Authored by Dr. Bridget Jones, Cumberland Region Tomorrow

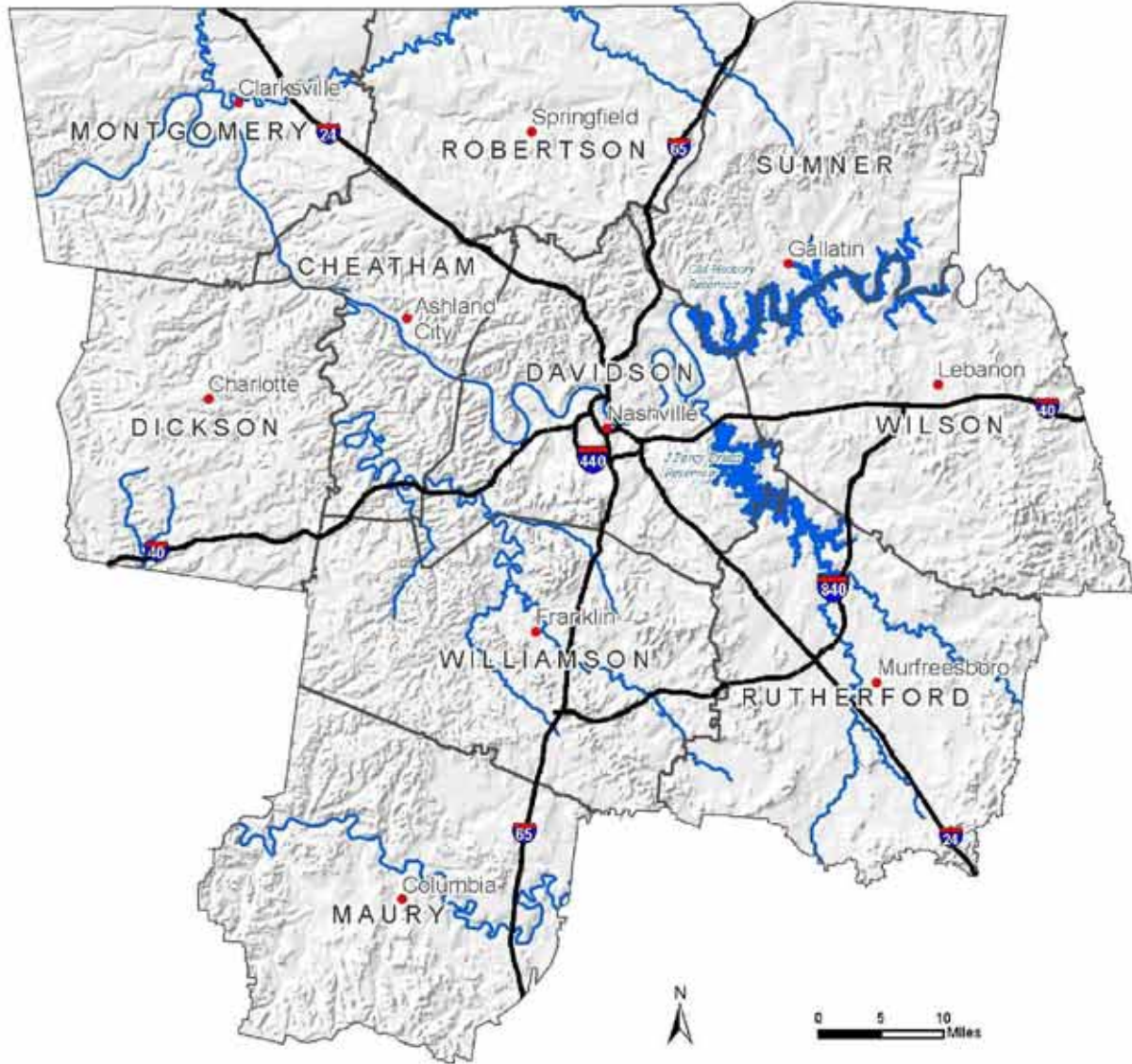
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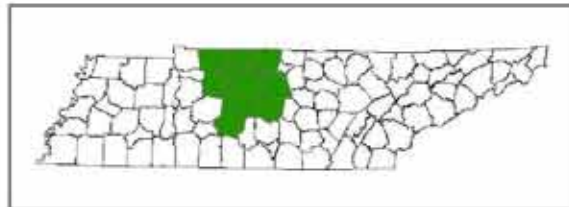
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Defining Our Region



- County Seat
- ▬ Interstates
- County Boundaries
- Major Waterbodies
- ▬ Major Rivers



Source: GreenPrint for Quality Growth Tools Manual



MAP V Intro1 10_31 TWRA GIS

Overview and Acknowledgements

The Cumberland Region Tomorrow Quality Growth Toolbox Pilot Project is a joint initiative between CRT, the Tennessee Departments of Transportation, Agriculture, Wildlife Resources, Advisory Commission on Intergovernmental Relations, AIA Middle Tennessee, University of Tennessee School of Architecture and Design, MTSU Center for Historic Preservation, and key private and public agency partners. Community and government leaders from Maury, Robertson, and Rutherford Counties, along with the Kingston Springs, Lebanon, Springfield and other regional cities have also participated by sponsoring and supporting five regional pilot projects from 2007 through 2009 in which all reported training and technical services have been successfully developed and piloted.

Cumberland Region Tomorrow Executive Director Bridget Jones and Project Consultants Jim Daisa and Bob McCabe have developed the four-hour Quality Growth Toolbox curriculum and training materials. Toolbox Project Co-Chairs Rick Bernhardt and Dennis Cook, along with University of Tennessee Associate Professor TK Davis provided oversight as members of the Quality Growth Toolbox Curriculum Committee. Toolbox Co-Chair Rick Bernhardt and Steering Committee Member Joe Horne also have developed training presentations and made community presentations in direct support of each pilot project listed.

Other key technical experts and leaders who have assisted in Toolbox Training and Technical Assistance activities in conjunction with this pilot project are Bob McCabe, Dennis Cook of MACTEC Engineering, Kevin Tilbury of Gresham Smith Partners, Mary Vavra of MACTEC Engineering, Richard Quin of PawPaw Partners, Jim Daisa of Kimley Horne Associates, and Dodd Galbreath of Lipscomb University Center for Sustainable Practice.

Cumberland Region Tomorrow credits and thanks the leadership of Ed Cole, Jeanne Stevens, John McClurkin, Sam Marshall, Greg Wathan, Jeanette Jones, Dr. Harry Green, Lynnisse Roehrich-Patrick, Carol Pedigo, Cyril Stewart, Marion Fowlkes, TK Davis, Greer Broemel for their contributions of expertise and resources.

We also extend credits and thanks to regional and county leaders Howard Bradley, Margot Fosnes, Gena Holt, Eslick Daniels, Jim York, John McDearman, Magi Tilton, Marion Fowlkes, and Laurie Cooper who co-chaired Quality Growth Toolbox Pilot Projects and helped to focus, facilitate and pilot all Quality Growth tools and resources developed through this first of its kind initiative in Tennessee.

Prepared by Dr. Bridget Jones
CRT Executive Director

Executive Summary

The purpose of the Cumberland Region Tomorrow Quality Growth Toolbox Pilot Project is to develop techniques and materials to successfully implement use of the Cumberland Region Tomorrow Quality Growth Toolbox completed in December of 2006 in select communities in the CRT ten county region of Middle Tennessee.

The Cumberland Region Tomorrow Quality Growth Toolbox Pilot Project was a joint initiative between Cumberland Region Tomorrow, the Tennessee Departments of Transportation, Agriculture, Wildlife Resources, Advisory Commission on Intergovernmental Relations, AIA Middle Tennessee, University of Tennessee School of Architecture and Design, MTSU Center for Historic Preservation and private and public agency partners.

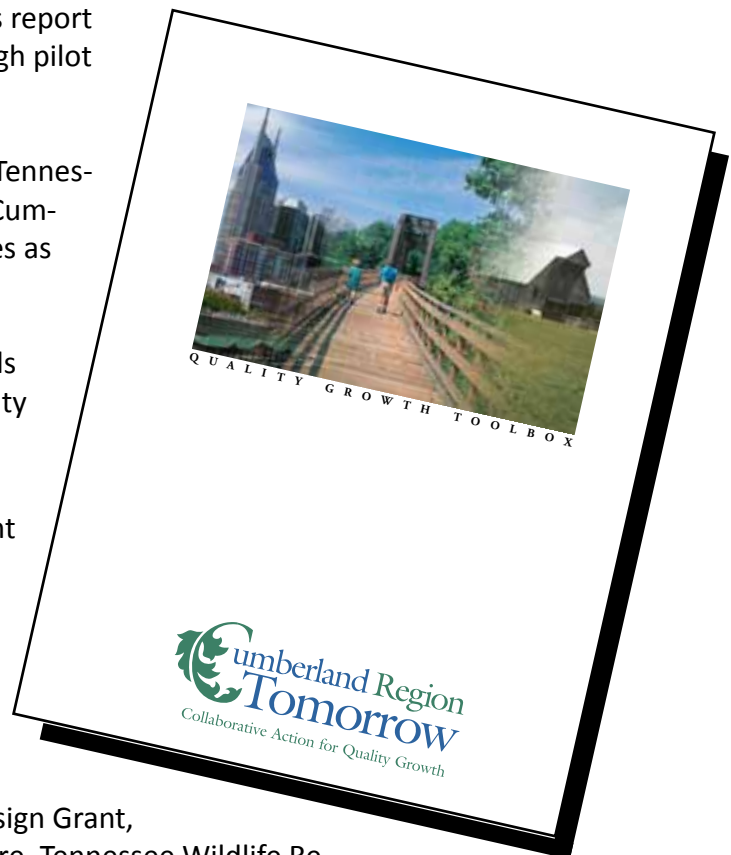
Community and government leaders from Maury, Robertson, and Rutherford Counties, along with the municipalities of Kingston Springs, Lebanon, and Springfield have also participated by sponsoring and supporting five regional pilot projects in 2007, 2008 and 2009. Additional training and technical assistance has been provided to Gallatin/Sumner County and Clarksville/Montgomery County during the project period as well. All project implementation techniques, training and technical assistance methods and tools contained in this report have been successfully developed and tested through pilot project efforts.

This report has been specifically developed for the Tennessee Department of Transportation in fulfillment of Cumberland Region Tomorrow pilot program deliverables as follows:

- Develop outreach and communications materials to promote availability and benefits of the Quality Growth Toolbox to local governments.
- Develop techniques in the Middle Tennessee Region that can be used elsewhere to implement the Quality Growth Toolbox at the local county and city level.
- Develop a model curriculum to provide training for the Quality Growth Toolbox concepts.

Other project results supported by the AIA 150

Blueprint for America Community Visioning and Design Grant, along with the Tennessee Departments of Agriculture, Tennessee Wildlife Resources GIS GreenPrint for Quality Growth, Tennessee Advisory Commission on Intergovernmental Relations Robertson County Cost of Community Services study, and the University of Tennessee School of Architecture and Design/Vanderbilt University Spring 2009 Design Studio will also be included in the later portions of this report as each of these related projects supported the successful implementation of the Quality Growth regional pilot project.



At the heart of the Quality Growth Toolbox are the following Principles for Quality Growth.

- Guide our region's growth with comprehensive community plans
- Update zoning, subdivision and building codes to implement community plans
- Use design to protect and enhance our region's diversity of community character
- Redevelop and strengthen our region's cities, towns, and rural communities to ensure a range of unique lifestyle choices
- Create a variety of housing choices for our region's diverse workforce
- Conserve our region's land, water, natural and cultural resources for our future economic, health and social well-being
- Link land use and transportation planning to promote an integrated framework to guide growth and development
- Guide public and private investment to efficiently use pre-existing infrastructure and developed land
- Think and act regionally to ensure our future livability and economic vitality

Cumberland Region Tomorrow has incorporated these principles into an integrated system for facilitating Quality Growth at the local and regional level. The system is composed of three primary elements:

- Quality Growth Toolbox
- GIS GreenPrint
- Quality Growth Training, Technical Assistance & Networking

Quality Growth Toolbox - The CRT Quality Growth Toolbox is the key element in the overall regional strategy. CRT researched best practices for growth management from all over the United States and compiled them into a comprehensive set of strategies, tools and resources for local governments to learn and apply. These strategies are presented under five topic areas:

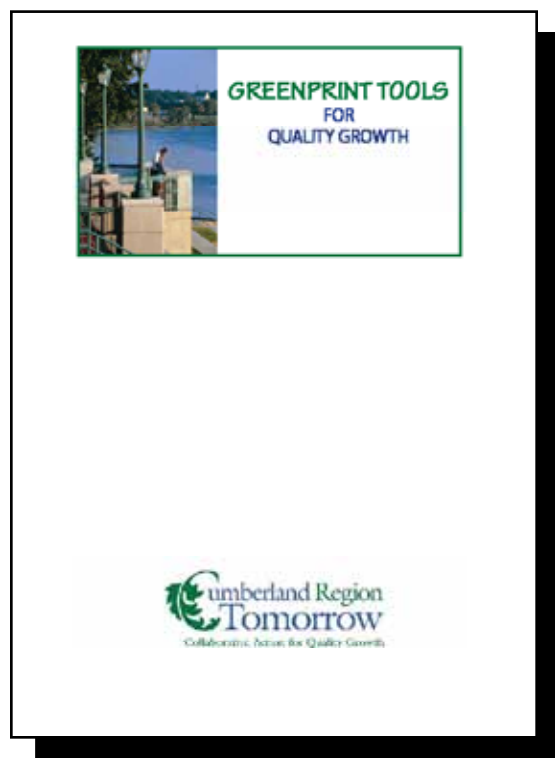
- Reinvesting in towns, city centers and communities
- Creating a variety of housing choices
- Conserving the region's land, water, natural and cultural resources
- Transportation and land use planning for Quality Growth
- Guiding infrastructure investments for sustainable growth

In each of these interrelated areas, the toolbox stresses that choosing to promote quality growth is the region's best pathway to economic growth and vitality. It also stresses that these efforts will result in increased community and regional livability. Since CRT is a private non-profit organization, our success depends on our ability to build local buy-in to the concepts of promoting quality growth rather than new land use regulation. This model appears to be especially well suited to Tennessee's traditions and culture. It has helped communities recognize Quality Growth as a practical pathway toward becoming stronger, more sustainable and avoiding the adverse consequences of unplanned growth.

GIS GreenPrint for Quality Growth - Planning for the Natural Infrastructure or GreenPrinting is a strategic approach to integrating critical natural resource areas into community and regional growth plans. By identifying and focusing on maintaining important open space and ecosystem functions, the CRT Region can minimize the cost of built infrastructure and provide critical open space resources for many years to come. Through the support of TWRA and several key partner agencies, the CRT ten-county was the pilot region for Tennessee to make such information available in 2008.

The objective of this CRT Regional GreenPrint project is to develop a GIS-based decision making tool that is beneficial to local and state government planners to insure access to and knowledge of critical lands for conservation in the ten-county CRT region. The information also provides a better base for decision making as projected impacts and costs of land use and transportation decisions are made. Information available in the TWRA Tennessee Wildlife Action Plan served as the base layer, with other critical GIS layers being included into final green print project data products. Training for planning officials and technical assistance, along with consolidated GIS planning data is being offered through the pilot project. CRT GIS GreenPrint data is currently in use in local comprehensive planning and open space conservation projects in the CRT region.

Training & Networking - Planning tools alone cannot ensure that quality growth will occur. CRT has recognized that, especially in rural counties, the whole notion of growth management can represent a radical departure from long established assumptions and practices, and that can make it seem threatening to the individuals making the critical decisions. For this reason, CRT's methodology places a strong emphasis on personal relationships and collaborative leadership strategies. This approach strives to establish a leadership advisory group in each community comprised of business and community leaders who join with their local government officials to commit to joint actions that take advantage of the positive benefits of Quality Growth in their communities and region. Quality Growth Toolbox training and technical assistance for local planners, local officials and business and community leaders have helped them learn new approaches to growth management and work together efficiently. This emphasis on personal relationships and collaborative leadership has been the single element that has contributed most to CRT and their pilot communities' success through the pilot project.



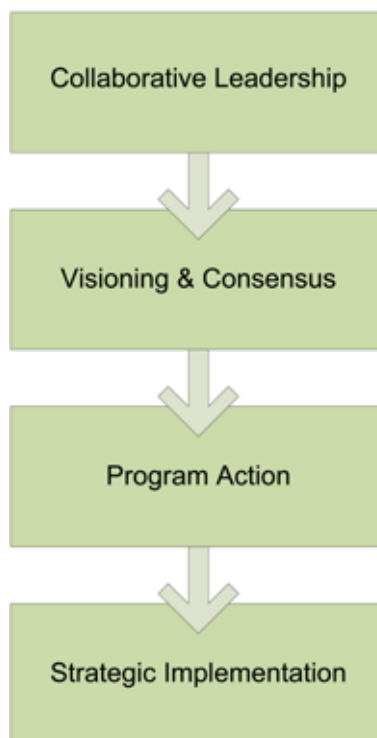
Quality Growth Toolbox Pilot Project Framework

The Quality Growth Toolbox Pilot Project was undertaken to create successful implementation techniques and tools in the ten-county CRT Region of Middle Tennessee. The first of its kind in Tennessee, the Quality Growth Toolbox Pilot Project supports and accelerates the adoption of innovative professional practices in community development, comprehensive planning, community investment and design, strategic open space conservation, integrated land use and transportation planning and guided infrastructure investments for sustainable development.

Using a set of region specific Quality Growth Principles and nationally vetted best practices and standards, the Quality Growth Toolbox project helps counties and cities create new frameworks to guide growth and development in keeping with local and regional goals and objectives.

The Quality Growth Toolbox program taps the vision of local public and private sector leaders to shape a community-supported plan for growth. It also brings in expertise from the professional planning and design community to help create and support the local vision through the Quality Growth Toolbox pilot project process.

Successful implementation of the CRT Quality Growth Toolbox Pilot Projects has occurred through the use of the following project stages and elements:



The following sections describe specific elements of the work in Quality Growth Toolbox Pilot Project Framework:

Collaborative Leadership

- Identify and confirm key public and private Co-Chairs
- Identify key Advisory Committee members, made up of stakeholders with particular leadership and participation of key public and private constituency groups
- Form Quality Growth Project Advisory Committee
- Identify and Discuss Community Quality Growth Goals and Objectives, based on local issues and opportunities
- Confirm focus of Quality Growth Pilot Project
- Co-Chairs form and charge Quality Growth Advisory Committee with next step efforts to shape the Quality Growth Toolbox Pilot Project

Visioning and Consensus

- Quality Growth Advisory Co-Chairs and Committee members inform key stakeholders in the community of the need for and opportunities available through the Quality Growth Toolbox Pilot Project
- Quality Growth Co-Chairs gain agreement from key stakeholders to participate in community visioning, planning and/or design project workshop
- Quality Growth Advisory Co-Chairs and CRT Consultants designate appropriate Quality Growth visioning, planning and/or design education sessions for Advisory Committee
- Quality Growth Co-Chairs and CRT Consultants plan designated Quality Growth visioning, planning and/or design education session(s) for Advisory Committee
- Quality Growth Co-Chairs, Advisory Committee members and CRT Consultants identify and engage larger community participation, based on key constituent group targets
- Quality Growth Co-Chairs, Advisory Committee and CRT Consultants host Community-wide Visioning, Planning and/or Design Workshops
- Quality Growth Co-Chairs, Advisory Committee and CRT Consultants release community vision results through Community Roll-out Event and presentations to other key groups
- Quality Growth Co-Chairs and Advisory Committee reach consensus on next step recommendations
- Quality Growth Co-Chairs charge the Advisory Committee to organize to next planning, education and technical assistance stage(s) of work
- Quality Growth Co-Chairs and Advisory Committee inform the community of visioning results, benefits and next steps to be taken with the Quality Growth Toolbox project

Program Action



Quality Growth Co-Chairs and CRT Consultants determine appropriate program action and organize use of one or more of the following Quality Growth Toolbox Training and Technical Assistance Services

- Quality Growth Toolbox Project Management Services
- Community Visioning/Design Workshops
- Quality Growth Toolbox Training Sessions
- Comprehensive Planning Training Sessions
- Reinvesting in Towns, Communities and Centers Workshop
- Conserving Land, Water, Cultural and Natural Resources Workshop
- GIS GreenPrint for Quality Growth Workshop
- Cost of County Services Training Session
- Targeted Quality Growth County Presentations

Strategic Implementation



Quality Growth Co-Chairs and CRT Consultants arrange for and organize to use one or more of the following planning, design and funding resources available through local, regional, state and/or federal sources.

- Project Planning and Design Assistance through MPO's and TDOT
- Community Design Assistance through UT School of Architecture + Design, AIA and other design community partners
- Local investments in professional consultation for comprehensive plan development and updates to design guidelines, zoning and codes
- Rural Development Grants for local comprehensive plan funding



Greg Gamble of Land Design leads the Reinvesting Chapter of the 4-Hour Quality Growth Toolbox Training held in Nashville in January of 2008.

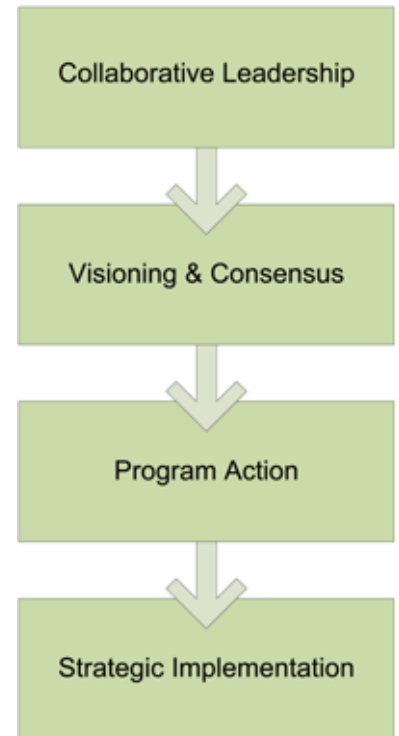
Quality Growth Outreach and Communication Tools

An integral part of the success of any community-based program effort like the Quality Growth Toolbox Pilot Project is to provide local community leaders with information to understand and frame their local project. Success is also created when key community stakeholders are provided similar information and coordinated Vision & Consensus and Program Action occurs.

Cumberland Region Tomorrow created a variety of community presentations during the course of this pilot project that were designed to teach the regional Principles for Quality Growth, along with Toolbox Chapters content that related to local pilot project goals and objectives.

Each of these presentations provide information on the availability and benefits of the Quality Growth Toolbox to local governments and other important community stakeholder groups. Quality Growth Pilot Project Framework stages of Visioning & Consensus and Program Action are also supported by these community outreach and communication materials.

The following examples contain versions of these types of presentations, including presentations made to local Quality Growth Advisory Committees and other key stakeholder groups such as City and County Commissioners, local Chambers and Business organizations, and local civic organizations like Rotary and Kiwanis clubs. These presentations may be modified to reflect the particular topic or focus of local communities and still promote the main elements of the Quality Growth Toolbox contents.



Quality Growth Toolbox Outreach and Community Materials:

Overview of CRT, Regional Visioning Project Results and Quality Growth Principles	30 Minutes
Overview of CRT, Regional Visioning Project Results, Quality Growth Principles, Strategies, Tools and Resources of each Toolbox Chapter	1 Hour
Overview of Comprehensive Planning	1 Hour
Williamson County Comprehensive Planning Case Study	1 Hour



Quality Growth Advisory Committee members in Lebanon participate in an afternoon Reinvesting in City Centers/TOD Workshop in August of 2008.

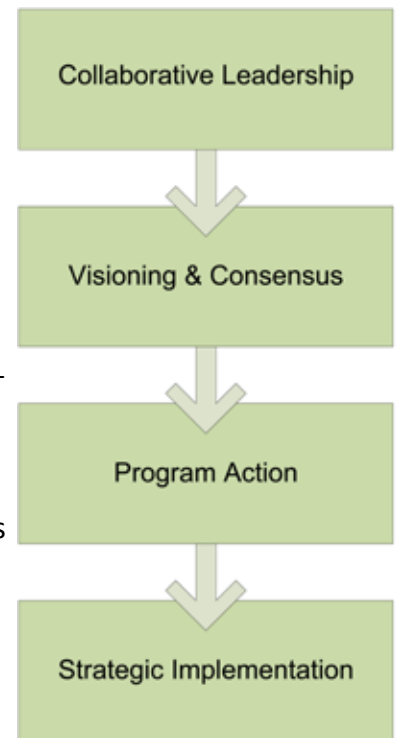
Community-Based Project Implementation Techniques

Implementation techniques used with the Cumberland Region Tomorrow Quality Growth Toolbox pilot projects are based on the ACCLAIM Community Based Programming Model. The focus of the ACCLAIM Institute and Model is community-based programming, an effective processes that places the project facilitator at the center of resolving community issues through collaboration with key community-based organizations and community leaders. Community based programming tenets support all four phases of the Quality Growth Project Framework.

ACCLAIM Model project facilitation processes were adapted to meet the requirements and realities of local quality growth projects facilitated through the Cumberland Region Tomorrow Quality Growth Toolbox Pilot Project.

The premise of community-based programming is to empower local leaders and stakeholders to:

- Determine local priority projects through economic, cultural, and political environmental scan
- Set project goals and objectives
- Study, analyze and map stakeholder and target public(s)
- Engage and gain stakeholder and target public(s) consensus on project goals, objectives and outcomes
- Organize local leaders, stakeholders and key target public(s) into coalition
- Develop focused action plan to address the local priority projects and some through Quality Growth Framework stages
- Organize themselves through increased project specific learning, technical assistance resources, specific project and implementation plans development, and community outreach tools to successfully accomplish locally developed objectives
- Evaluate project outcomes
- Communicate project outcomes to stakeholders, interested public(s) and community at large (if needed)
- Determine future community needs and next steps



Adaptation of community-based programming strategies and methods in the Quality Growth Toolbox Pilot Committee members to successfully organize and address local quality growth and comprehensive planning project needs.

Documentation of “How to identify the full range of stakeholders in a local community and facilitate their development into a coalition that can sponsor the use and training of the Quality Growth Toolbox in that particular community” was outlined by TDOT as a deliverable for this pilot project. The additional steps of setting local project goals, assessing local leaders’ current level of understanding of quality growth issues, and identifying tools that the community has or needs to implement Quality Growth Principles were also addressed in Quality Growth Project facilitation practices.

Multiple Constituency and Change Management Strategies - Techniques used in organizing each Quality Growth Toolbox Pilot Project leadership team was based on Multiple Constituency Theory focused on Systems Change. Multiple constituency projects or organizations are comprised of many groups involved as an extension of and a means for satisfying the interests of the individuals and groups that can affect or are affected by it. Each of the constituencies share some goals with others but also has its own distinctive (sometimes changing) goals, priorities, self-interests, and criteria of organizational effectiveness. Because each constituency brings its own interests and expectations to an organization or project, some priorities are always in competition with others for perceived scarce resources or power. Elements of Change Management Theory were also used in facilitating each pilot project. The first essential element in all approaches to planned change is the conscious utilization and application of knowledge as a tool for modifying patterns or institutions of practice. The second is to approach change in three levels or aspects: unfreezing (if necessary) the present level, moving to the new level, and refreezing group life or standard of practice on the new level. Since any level is determined by a force field or system that provide its permanency, new permanency implies that benefits or incentives exist to support successful movement to the new level and the new level is made relatively secure against change or reversion back to the old level.

Collaborative Leadership Strategies - Drawing on tenets of these bodies of practice, collaborative leadership strategies successfully in each Quality Growth pilot project follows these steps to successfully engage and involve key community leaders:

- Identify key Government and Private Sector leaders to act as Quality Growth Advisory Committee Co-Chairs
- Work with Co-Chairs to determine the right community leaders from key constituency groups that have a stake or interest in the Quality Growth pilot project such as planning commissioners, business and economic development leaders, local and regional architects and engineers, land conservation and farming leaders, builders and developers, historic preservation leaders, Main Street organization leaders and other interested parties
- Co-Chairs personally invite each key leader to join the Quality Growth Advisory Committee
- Quality Growth Co-Chairs and CRT Consultants provide briefings to Advisory Committee members on community needs and project focus at initial meeting and set project framework process, including visioning/design workshops, Toolbox training sessions, best practices sessions, and/or field trips to other regional communities
- Quality Growth Co-Chairs and CRT Consultants determine needed Quality Growth training sessions for Advisory Committee members and arrange for speakers
- After Quality Growth Training Sessions, Co-Chairs, and Advisory Committee confirm next steps in project progression and arrange necessary community outreach through meetings with key groups such as JECDB groups, planning commissions, chambers, civic clubs and local government groups
- Quality Growth Co-Chairs and CRT Consultants continue these steps and add others to support specific program action and strategic implementation toward local Quality Growth Project Goals and Objectives

Quality Growth Model Curricula, Training and Technical Assistance Resources

The main focus of the Quality Growth Toolbox Pilot Project is to provide new information and technical resources to local Quality Growth Advisory Committee leaders in support of their local quality growth and comprehensive planning projects. This was accomplished through locally delivered training and education sessions that were organized through local Advisory Committee leadership and delivered through CRT Project Consultants. Technical assistance resources such as model RFP/RFQs for Comprehensive Plan projects were also developed for the Maury County project and adapted for use later in the Rutherford and Robertson County pilot projects.

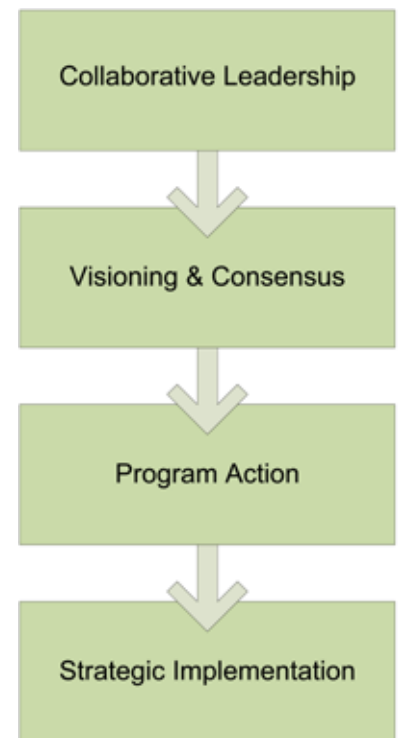
Cumberland Region Tomorrow Executive Director Bridget Jones worked with Jim Daisa of Kimley-Horn Associates and Bob McCabe of McCabe Associates to develop the core curriculum for the four-hour Local Officials and Planning Commission audiences. Input and direction was given by Quality Growth Curriculum Committee members Rick Bernhardt, Dennis Cook and TK Davis to this process.

Certified Toolbox Trainers team teach all Quality Growth Toolbox sessions. Toolbox Trainers include design professionals such as Kevin Tilbury, Mary Vavra, Fleming Smith and Bob McCabe, natural and cultural resource professionals Dodd Galbreath and Richard Quin and professional planners Joe Horne, Jennifer Carlat and Rick Bernhardt. Training teams are identified based on community needs and objectives.

One of the key objectives in institutionalizing new Quality Growth Toolbox and Comprehensive Planning practices was to create curriculum that fulfill continuing education objectives for key audiences. The base four-hour curriculum was developed to meet state law requirements for Planning Commissioner Training in Tennessee. It also has been certified to fulfill Local Elected Officials Training continuing education certificate through the University of Tennessee Institute for Public Service, Municipal and County Training Assistance Services Divisions as well.

CRT's partnership with AIA Middle Tennessee throughout the Toolbox Pilot Project provided the opportunity to gain AIA continuing education credit for a four-hour Quality Growth Toolbox session for design professionals. AIA of Middle Tennessee also provided continuing education credit for accompanying GIS Green-Print Tools for Quality Growth training that was provided through TWRA project support. Finally, APA continuing education credit was obtained for a four-hour Quality Growth Toolbox session offered through TAPA for planning professionals in Tennessee.

The following listing contains the initial Quality Growth Toolbox model curriculum and other versions developed for specific audiences. These PowerPoint presentations contain versions of these types of presentations including presentations made to Local Elected Officials and Planning Commissioners, Quality Growth Advisory Committees, local Chambers and Business organizations, and local civic and non-profit organizations. These presentations may be modified to reflect the particular topic or focus of local communities and still promote the main elements of the Quality Growth Toolbox contents. Case study examples in each chapter can also be used to communicate to specific local community needs and objectives.



Quality Growth Toolbox Model Curriculum and Other Training Materials:

Quality Growth Toolbox Instructors Manual	8 hours (Piloted with 38 Toolbox Trainers in August 2007)
Quality Growth Toolbox Training Course for Planning Commissioners, Local Elected Officials and Community Leaders	4 hours (Planning Commissioners and Local Elected Officials 4 Hours Continuing Education Credit)
Quality Growth Toolbox for Planning and Design Professionals	4 hours (American Institute of Architects and American Planning Commission Continuing Education Credit)

Quality Growth Community Based Program Tools and Leadership Capacity Building:

Technical Resources to assist pilot project leaders to select bids from qualified consultants to assist with comprehensive plan development were also created during the pilot project period that assisted in successful Program Action.

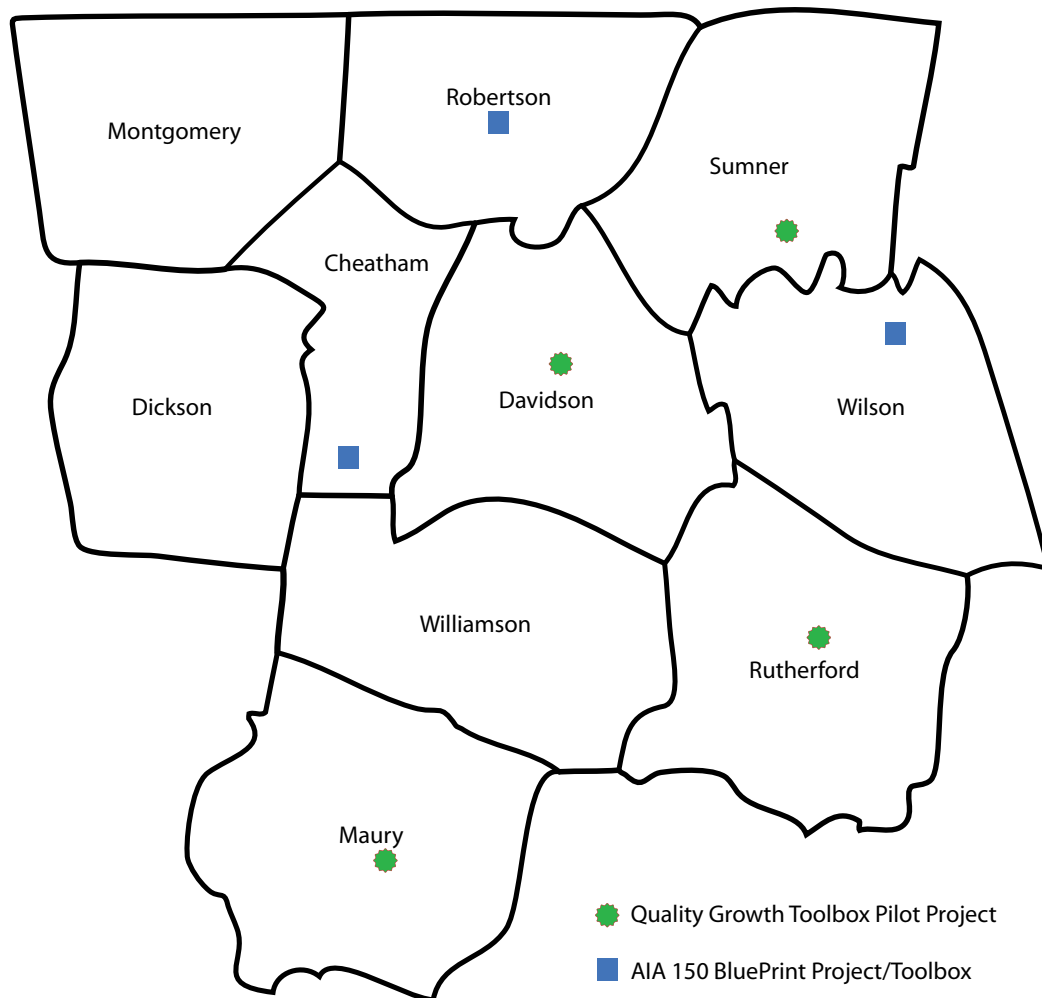
Sample Comprehensive Plan RFP/RFQ

Bid Evaluation Tools

Regional Pilot Project Results, including Community Participation Counts

Cumberland Region Tomorrow Executive Director Bridget Jones and Program Director Dave Keiser have provided and coordinated all pilot project staffing activities noted in this report in conjunction with AIA Middle Tennessee Executive Director Carol Pedigo, Senior Architects Marion Fowlkes and Cyril Stewart, University of Tennessee Associate Professor TK Davis and GNRC Assistant Director Greer Broemel. Toolbox Co-Chairs Rick Bernhardt and Dennis Cook and Steering Committee Member Joe Horne also have provided training and technical assistance services in direct support of each pilot project listed.

Quality Growth Toolbox Regional Pilot Projects





Development of County-Wide Comprehensive Planning Project

Collaborative Leadership

- Maury County Commission takes action to create Comprehensive Growth and Development Plan, after Tennessee Center for Economic Development workshop in January 2007, focused on Maury Vision 2020 recommendations completed in 2003
- Maury County Co-Chairs Eslick Daniels & Jim York confirmed for Quality Growth Toolbox Pilot Project in March 2007 by Maury County Commission
- Maury County Toolbox Pilot Underway with Ad Hoc Comprehensive Planning Advisory Committee formation by Maury County Commission in March of 2007
- Maury County Ad Hoc Comprehensive Planning Advisory Committee made a successful recommendation to proceed to develop Comprehensive Plan on June 18, 2007 with \$200,000 of county funding allocated by Maury County Commission
- RFP Advisory Committee was then appointed by County Commission Chair on September 17, 2007 with the charge to develop a scope and bidding documents for the upcoming Comprehensive Plan.

Visioning and Consensus

- CRT provides technical assistance to RFP Advisory Committee in RFP/RFQ development
- Recommendations to proceed with RFP/RFQ in February of 2008 for Maury County, Columbia, Spring Hill and Mt Pleasant participation were successfully made and accepted
- Maury County issued RFP/RFQ in March of 2008
- Comprehensive Plan Steering Committee appointed in February of 2008 who then coordinated the selection of project consultant and will continue in oversight and coordination role

Program Action

- MACTEC Engineering selected in April of 2008
- County-wide Comprehensive Plan process began in May 2008 with the target completion date of May 2009
- Rural Development Grant received in Spring 2008
- Four-hour CRT Quality Growth Toolbox Training was delivered to 125 community officials and leaders on May 29, 2008
- Two MACTEC Community Input Sessions completed on July 24 and September 16, 2008
- Monthly Steering Committee meetings continue in support of MACTEC and comprehensive planning project

Strategic Implementation

- Community Review Session underway in February, 2009
- Comprehensive Plan Review, Completion and Approval targeted for Fall 2009
- Updates to Implementation Tools – Codes, Regulations and Infrastructure Funding targeted to begin in Winter 2009



Citizen Involvement Totals

- Forty key community leaders agreed to serve on three Comprehensive Planning Advisory Committees
- Over 125 citizens and local officials participated in four-hour Toolbox Training on May 29, 2008
- Over 100 citizens and local officials attended Comprehensive Planning Kick Off event on July 24, 2008
- Over 200 citizens and local officials participated in two Community Input Workshops

Total Participation: More than 250 community leaders and citizens



Collaborative Leadership

- Robertson County Co-Chairs, Howard Bradley, Margot Fosnes & Gena Holt, confirmed for AIA 150 Blueprint for America/Quality Growth Toolbox Pilot Project in March 2007
- Over 30 citizens and local officials participated in focus groups in preparation of AIA 150 Community Visioning Workshop in March and April of 2007
- Over 30 Robertson County and Springfield Planning Commissioners completed four-hour Quality Growth Toolbox Curriculum Test Drive Workshop in April of 2007

Visioning and Consensus

- Robertson County Toolbox Pilot Underway with AIA Visioning Workshop - April 27 and 28, 2008
- Final Report presented to 100 community leaders at September 4, 2007 Rollout Event
- Quality Growth Toolbox Technical Assistance Services underway in October 2008 through Robertson County Quality Growth Advisory Committee chaired by Mayor Howard Bradley, Chamber Executive Director Margo Fosnes, Springfield City Manager Gina Holt. To date this committee has reviewed AIA workshop results and began the process to investigate Comprehensive Planning Models

Program Action

- Robertson County Quality Growth Advisory Committee and Joint Economic Community Development Board confirmed support for development of county-wide comprehensive plan, April 2008
- Robertson County Planning Commission briefed on Successful Comprehensive Planning Models, April 2008
- Robertson County Advisory Committee assumed leadership for the Nashville Area MPO Tri-County Land Use/Transportation Study for Robertson County in July of 2008 and intends to use MPO study results as first phase of a County-wide Comprehensive Plan

Strategic Implementation

- MPO Tri-County Community Input Sessions underway on September 30, 2008 with 25 Advisory Committee, community leaders and elected officials in attendance
- MPO Tri-County Planning continues in Spring of 2009, with completion targeted for late Summer 2009
- Robertson County Quality Growth Advisory Committee targeted to use Tri-County Plan results as basis for county-wide comprehensive plan development in 2010

Citizen Involvement Totals

- Over 40 Robertson County and Springfield Planning Commissioners complete four-hour Quality Growth Toolbox Curriculum Test Drive in April of 2007.
- Over 120 Robertson County citizens and local officials attended the AIA 150 BluePrint for America Community Visioning Workshop on April 27 and 28, 2007.
- Over 100 Robertson County citizens and local officials attended the Robertson County Rollout Event on September 5, 2007.
- Over 20 Robertson County leaders agreed to serve on Quality Growth Advisory Committee in Spring 2008
- Over 25 Robertson County leaders participated in MPO Tri-County Land Use/Transportation Study community input session on September 30, 2008

Total Participation: More than 200 community leaders and citizens



Creation of Comprehensive Plan for Rutherford County

Collaborative Leadership

- Preliminary meetings held with Rutherford County Mayor, Planning Commission Chair, Planning Staff and CRT Directors in June, July and August 2008 to discuss processes and CRT tools and resources for County-wide Comprehensive Planning project to be undertaken in Rutherford County later
- RFQ released in August 2008 and 4 firms qualified for Comprehensive Plan work in September of 2008
- RFP released in October of 2008

Visioning and Consensus

- Four-hour Quality Growth Toolbox Training for Rutherford County Steering Committee and Planning Commissioners held on October 27, 2008

Program Action

- Comprehensive Planning and Regulatory Update contract awarded to Parsons Brickerhoff in December 2008

Strategic Implementation

- Comprehensive Plan Development underway with Steering Committee and other key government offices
- CRT GIS GreenPrint for Quality Growth data used to identify strategic open lands for consideration and conservation
- Public meeting underway in the Fall of 2009

Citizen Involvement Totals

- Fifteen key community leaders agree to serve on Comprehensive Plan Steering Committee
- Forty local officials and Steering Committee members participated in a four-hour Quality Growth Toolbox Training on October 27, 2008

Total Participation: More than 50 leaders and citizens involved in initial stages

Provision of Quality Growth Toolbox Training to targeted Community Leader and Planning Officials



Collaborative Leadership

- Gallatin – Provided one-hour overview of Quality Growth Toolbox Box to Mayor Jo Anne Graves Community Visioning Committee in March of 2007 as basis for upcoming Community Visioning Project and consulted on inclusion of community visioning results into upcoming comprehensive plan components

Visioning and Consensus

- Gallatin Community Visioning Results were then used by MACTEC Engineering for community input into Gallatin Comprehensive Plan in August of 2007 that contain Quality Growth Toolbox elements with focus on reinvestment/redevelopment, housing choice, multi-modal transportation and open space components

Program Action

- Sumner County, Gallatin, Goodlettsville, Hendersonville, White House, Portland, Millersville, Westmoreland, Four-hour Quality Growth Toolbox Training for Planning Commissioners and Planning Staff for annual Planning Commission Professional Development/CEU event on October 29, 2007 Portland, Gallatin, White House and Westmoreland Conserving Land, Water, Cultural/Historic and
- Natural Resources Quality Growth Toolbox Training for annual Planning Commissioner Training in 2007

Strategic Implementation

- Hendersonville & Gallatin are participating in Nashville Area MPO Northeast Corridor Study
- Sumner County, Gallatin, Hendersonville, White House, Portland, Millersville & Westmoreland are participating in Nashville Area MPO Tri-County Transportation & Land Use Study
- Sumner County scheduled to complete Comprehensive Plan in 2010 building on the Tri-County Study results

Citizen Involvement Totals

- Twenty Gallatin leaders participated in Quality Growth Principles Overview Session in 2007
- Ninety planning commissioners and staff participated in 2007 Quality Growth Toolbox training session
- Fifteen planning commissioners and staff participated in 2008 Open Space Conservation Training Session

Total Participation: More than 125 people



Creation of a Shared Vision for Design and Development Strategies for Rural Hamlet, with focus on Town Center and Open Space Conservation

Collaborative Leadership

- Kingston Springs Co-Chairs, Marion Fowlkes & Laurie Cooper, confirmed for AIA 150 Blueprint for America/Quality Growth Toolbox Pilot Project in November 2007
- Community Focus Groups for AIA Workshop held in February and March 2008

Visioning and Consensus

- Kingston Springs Toolbox Pilot Underway with AIA Blueprint Workshop held on March 14-15, 2008
- Community Rollout Event held on June 24, 2008
- Quality Growth Toolbox Technical Assistance Services underway in July of 2008
- Kingston Springs City Council endorsed the AIA Workshop findings in Fall of August 2008 and began exploration of planning processes and funding for specific areas/features of the community

Program Action

- Formal request for TDOT planning assistance with I-40 Interstate Exchange submitted in September 2008
- TDOT Request for planning assistance for I-40 Interstate Exchange approved in October 2008

Strategic Implementation

- TDOT / Kingston Springs/Gresham Smith Kick Off meeting held on November 7, 2008
- Initial Gresham Smith Site Visit and Project Start-up meeting scheduled for February 10, 2009
- TDOT and Gresham Smith present Transportation Planning Report (TPR) to Kingston Springs City Council and Planning Commissioners on September 17, 2009
- Kingston Springs Advisory Committee explored TDOT and other funding and incentives in October 2009

Citizen Involvement Totals

- Two key community leaders agreed to serve as Co-Chairs and 12 elected officials and community leaders agreed to serve as Advisory Committee for AIA 150 Visioning Workshop project
- Over 40 citizens and local officials participated in focus groups in preparation of AIA 150 Community Visioning Workshop in February, 2008
- Over 100 citizens and local officials participated in AIA 150 Community Visioning/Design Workshop on March 14 – 15, 2008 at Harpeth High School in Kingston Springs
- Over 50 citizens and local officials attended the Kingston Spring Rollout event on June 24, 2008.
- Twenty prominent community leaders continue to work with AIA 150 Report recommendations and submitted request through Kingston Springs Mayor and City Council for TDOT Planning and Design Assistance for the Interstate Exit portion of their community
- Twenty city officials and community leaders continue to serve on TDOT/Gresham Smith I-40 Interstate Exchange Planning Project

Total Participation: More than 150 participants

Development of Shared Vision and Action for Town Center Redevelopment and Connectivity using Transit Oriented Development (TOD) strategies



Collaborative Leadership

- Lebanon Co-Chairs, John McDearman & Magi Tilton, and 6 Local Partner Groups confirmed for AIA 150 Blueprint for America/Quality Growth Toolbox Pilot Project in June 2007
- Over 40 citizens and local officials participated in focus groups in preparation of AIA 150 Community Visioning Workshop in July, 2007
- Lebanon Quality Growth Toolbox Pilot Underway with AIA Visioning Workshop Event, August 9 – 10, 2007

Visioning and Consensus

- City wide Rollout Event held on November 13, 2007 with 50 community leaders in attendance
- Quality Growth Toolbox Technical Assistance Services began in January of 2008 through the creation of the Lebanon AIA Advisory Committee.
- Quality Growth committee reviewed AIA workshop results, participated in one-hour Reinvesting in Towns, City Centers and Communities Toolbox Training and additional steps to examine CRT Region “Best Practices” communities

Program Action

- Advisory Committee complete Site Visits to Gallatin, Springfield, Franklin and Columbia to research best practices in June and July of 2008
- Advisory Committee completed four-hour Reinvesting in Towns, City Centers and Communities Project Planning and Design Workshop to develop next step recommendations for implementation activities on August 28, 2008.

Strategic Implementation

- City and Advisory Committee support confirmed for redevelopment/revitalization district plan development and Spring 2009 UTK Design Studio
- UT School of Architecture and Design hosts UTK Student Design Studio/Vanderbilt MBA Redevelopment District Design and Finance Project in January, 2009 with results completed in April 2009

Citizen Involvement Totals

- Six key community leaders agreed to serve as Co-Chairs of AIA 150 Visioning Workshop/Quality Growth Toolbox pilot project
- Over 40 citizens and local officials participated in focus groups in preparation of AIA 150 Community Visioning Workshop in July, 2007
- Over 100 citizens and local officials participated in AIA 150 Community Visioning Workshop on August 9 and 10, 2008 at Cumberland University in Lebanon
- Over 50 citizens and local officials attended the Lebanon Rollout event on November 13, 2008
- Twenty prominent community leaders appointed to AIA 150 Advisory Committee in January of 2008
- Over 15 CRT Directors and Regional leaders assisted with hosting Lebanon Committee best practices visits to Gallatin, Springfield, Franklin and Columbia
- Over 15 Advisory Committee members and 7 architects participated in Reinvesting in Towns, City Centers and Communities Strategies Workshop on August 28, 2008
- Over 20 Advisory Committee and Local Officials participated in UT Design Studio Kick-Off Reception on January 16, 2009 and continued to meet with Faculty & Students during the 2009 Spring Semester

Total Participation: More than 200 community leaders and citizens



Kingston Springs citizens participate in a mapping exercise of Kingston Springs during the 2-day AIA 150 BluePrint for America community charrette held in March of 2008.

Quality Growth Toolbox Pilot Project - Next Steps and Recommendations

The following next steps recommendations are offered from experiences through the 2007 – 2009 Pilot Project period and Toolbox Pilot Project status at the time of the report. The following section defines needed training, technical assistance, incentives and policies that will aid in furthering implementation of Quality Growth across the Cumberland Region Tomorrow ten-county pilot project region.

Quality Growth Training and Implementation Tools and Resources

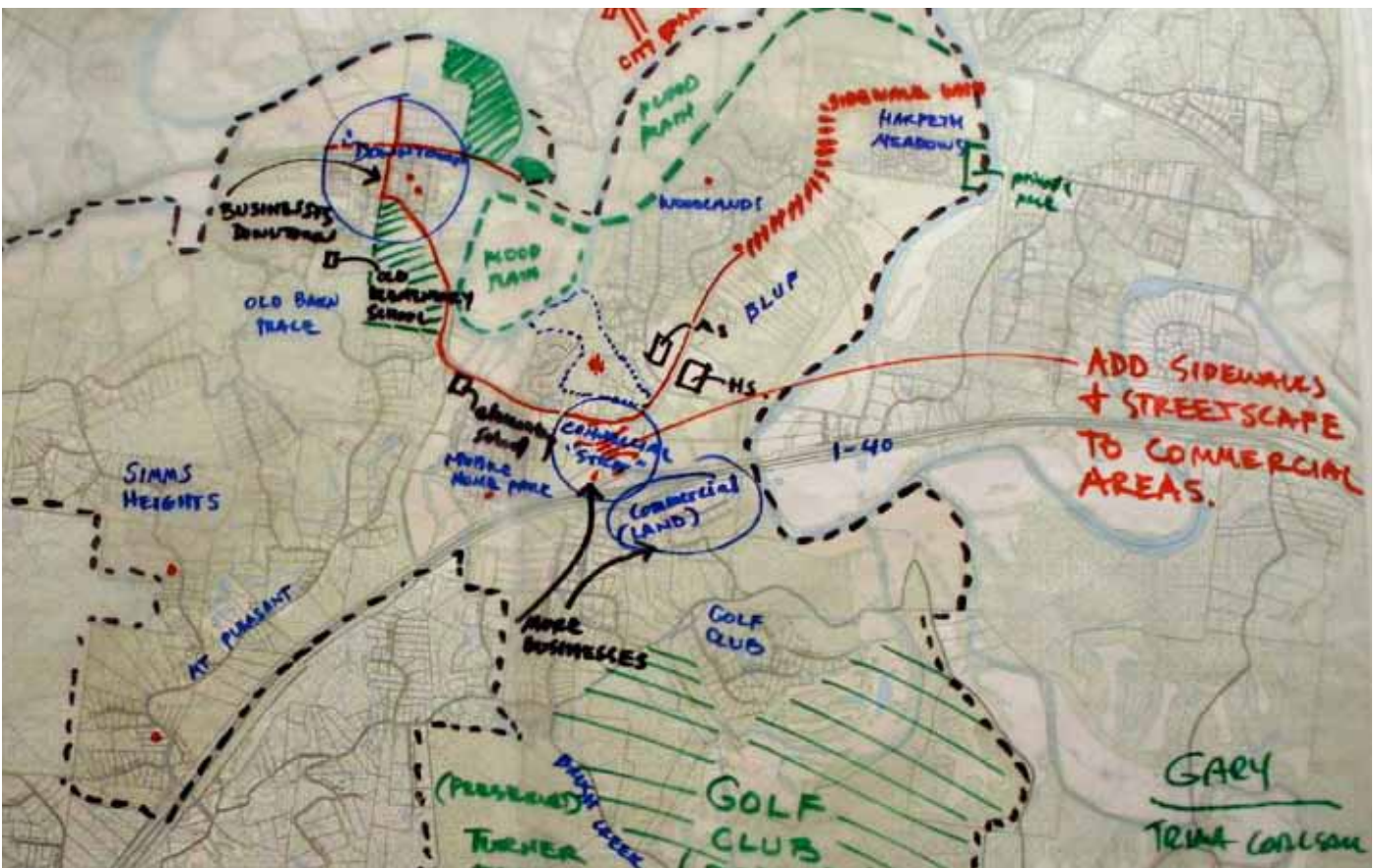
- Updates to current Quality Growth Toolbox content in Guiding Infrastructure Chapter and Economic Vitality Chapters
- Creation of New Transit Oriented Development (TOD) Toolbox (with strong tie to regional economic development)
- Creation of New Reinvestment Readiness Toolbox (with strong tie to infill/redevelopment and available parcel data)
- Updates to current GIS GreenPrint for Quality Growth Update (with Regional Prioritization step completed)
- Creation of New Farmland Legacy Toolbox (with strong tie to open space conservation tools like PDR, etc)

Strategic Implementation Incentives

- New Comprehensive Plan Development Funding (HUD, DOT, EPA Sustainable Communities Partnership – Source Livable Communities Act and other federal, state, regional and local sources)
- Expanded Community Design Services (Rural and Urban focus)
- New and Refocused Local Project Implementation Funding (through existing and new funding sources for project design and engineering, streetscape, land use/transportation integration, brownfield remediation, forested and wildlife corridors, open space and farmland conservation)

State and Regional Policies and Technical Assistance

- Focused State Agency coordination to support Quality Growth Planning and Pilot Project efforts
- Continued Quality Growth Pilot Project Implementation Technical Assistance (through CRT, Nashville Area MPO, AIA Middle Tennessee and other Federal, State, Regional and Local agency partners)
- Livable Communities Act Planning Funding Allocations for Regional BluePrint Visioning and Local Regional Comprehensive Plan Development focus
- Implementation of 2020 Tennessee State Recreation Plan Quality Growth Recommendations through TDOT, TDEC, CRT potential partnership



(top) Sumner County, Hendersonville, Gallatin, Portland, White House and Westmoreland planning commissioners, staff and locally elected officials ready themselves for a 4-hour Quality Growth Toolbox Training held in August of 2007. (bottom) A map rendering of Kingston Springs created during the 2-day AIA 150 BluePrint for America Charrette held in March of 2008.

Related Quality Growth Visioning, Planning, Design and Decision-Making Regional Projects

The following reports were completed in collaboration with the noted Quality Growth Toolbox Partner Agencies during the Toolbox Pilot Project Period. (Copies are supplied in addition to this report)

AIA Middle Tennessee/CRT BluePrint for America Community Visioning and Design Project Reports

- AIA 150 BluePrint for America Assessment and Visioning Workshop for Robertson County - April 2007 focused on open space and farmland conservation and historic town center revitalization
- AIA 150 BluePrint for America Assessment and Visioning Workshop for Lebanon - August 2007 focused on development of Shared Vision and Action for Town Center Redevelopment and Connectivity using Transit Oriented Development (TOD) strategies
- AIA 150 BluePrint for America Assessment and Visioning Workshop for Kingston Springs - March 2008 focused on the creation of a Shared Vision for Design and Development Strategies for a Rural Hamlet, with focus on Town Center and Open Space Conservation

TWRA funded GIS GreenPrint Tools for Quality Growth - 2008

Web-based report focused on creating GIS based decision making tool to insure access to and knowledge of critical lands for conservation in the ten-county CRT Region.

TACIR funded Cost of Community Services Study for Robertson County - 2005

Report focused on defining the costs of community services in Robertson County on a county level scale. This methodology analyzed revenue and expenditures on a land use basis for the 2005 specific year.

University of Tennessee /CRT Lebanon's Historic Town Center and its Neighborhoods Workshop Report - August 2008

Report contains results of 4-hour workshop focused on developing next step recommendations for implementation of AIA/Quality Growth Advisory Committee recommendations, build on results of August 2007 AIA BluePrint for America Assessment and Visioning Workshop results.

University of Tennessee School of Architecture Design Studio Class Report - 2009

Report contained UTK architectural students Senior Design Studio results for TOD potential in Lebanon, TN, along with Vanderbilt MBA students Financial Cost Analysis results for design studio projects from the 2009 Spring Semester. UTK Professor TK Davis and Vanderbilt Professor Thomas McDaniel were the academic leaders on the project. This studio effort continued work of the Lebanon AIA/Quality Growth Pilot Project by further exploring design alternatives in keeping with previous workshop results.



A planning commissioner taking notes in his copy of the Quality Growth Toolbox in Sumner County. Every attendee receives a hard copy of the Quality Growth Toolbox.

APPENDIX I

Quality Growth Toolbox Training Evaluation Results

The following sections provide examples of training session evaluation tools developed and piloted during the CRT Quality Growth Toolbox Pilot Project period.

- Quality Growth Toolbox Trainers Certification – 40 Planners, Designers, Business, NGO and CRT Directors
- Sumner County and Municipalities Planning Commissioners and Staff –83 Planning Commissioners
- TAPA Members – 30 Professional Planners
- AIA Middle Tennessee Two Hour Continuing Education – 12 Architects
- NCDRC General Session for Planners and Designers – 22 Planners, Designers, Business, and NGO staff
- MTAS Municipal Administration Program, Quality Growth Planning, Design and Development Sessions in Franklin, Jackson, Knoxville and Johnson City – 143 County and City Officials
- Maury County Community Session – 95 Comprehensive Plan Steering Committee members, Elected Officials, Planning Commissioners, Business and Economic Leaders
- Lebanon Reinvesting in Towns, City Centers and Communities Workshop – 15 Advisory Committee members
- Portland, White House, Westmoreland, Gallatin Open Space Conservation Workshop – 15 Planning Commissioners & Staff
- Rutherford County Comprehensive Plan Steering Committee, Rutherford County and Murfreesboro Planning Commissioners – 40 Steering Committee members, Planning Commissioners & County Officials

Total Quality Growth Toolbox Trainees - 500+ as of December 2009

Evaluation Instruments Piloted/Session Responses

Sumner County and Municipalities Planning Commissioners/Staff

Participants: 83 Planning Commissioners and Staff

Evaluation Instrument - On-site Written Quality Growth Toolbox Survey, administered during 4-hour session

Overall Session Average Score: 4.21

Response Rate 72.3 % -60 respondents/83 Attendees

Evaluation Results by Quantitative Survey Questions

Section Two of Instrument:

Were the course objectives clearly stated?	5	4	3	2	1	Total Score 168/ Average 4.54
Were the course objectives met?	5	4	3	2	1	Total Score 151/ Average 4.19
Did the course provide a balance between theory and application?	5	4	3	2	1	Total Score 136/ Average 3.68
Was the Toolbox text useful to you?	5	4	3	2	1	Total Score 166/ Average 4.61
Overall was this course valuable to you and would you recommend it to others?	5	4	3	2	1	Total Score 154/ Average 4.28
Was the training facility comfortable and adequate?	5	4	3	2	1	Total Score 145/ Average 4.08
Were the trainers well prepared and effective in their delivery?	5	4	3	2	1	Total Score 159/ Average 4.42
Did the course adequately address my expectations?	5	4	3	2	1	Total Score 146/ Average 4.06
Will this course change your thinking and actions in regard to quality growth planning and sustainable development?	5	4	3	2	1	Total Score 147/ Average 4.08

NCDC General Session for Planners and Designers

Participants: 22 Planners, Designers, Business, and NGO staff

Evaluation Instrument – Online Survey, administered immediately after four-hour session

Response Rate 67% -14 respondents/21 Attendees

Evaluation Results by Quantitative Survey Questions

How did you hear about this training event?	
Direct email	35.7%
Forwarded email	28.6%
Newspaper	0.0%
Word of Mouth	14.3%
CRT Newsletter	14.3%
Civic Design Center	7.1%

Was the price of this training reasonable?	
Yes	100.00%

How was the duration of the training?	
Too Long	7.1%
Long	14.3%
Just Right	71.4%
Short	7.1%
Too Short	0.0%

Were the objectives clearly stated?	
Strongly Agree	7.1%
Agree	78.6%
Somewhat Agree	14.3%
Disagree	0.0%
Strongly Disagree	0.0%

Were the course objectives met?	
Strongly agree	14.3%
Agree	71.4%
Somewhat Agree	14.3%
Disagree	0.0%
Strongly Disagree	0.0%

Did the course provide a balance between theory and application?	
Strongly agree	7.1%
Agree	50.0%
Somewhat Agree	42.9%
Disagree	0.0%
Strongly Disagree	0.0%

Overall, was this course valuable to you and would you recommend it to others?	
Strongly Agree	
Agree	7.1%
Somewhat Agree	78.6%
Disagree	14.3%
Strongly Disagree	0.0%

Was the training facility comfortable and adequate?	
Strongly Agree	0.0%
Agree	78.6%
Somewhat Agree	21.4%
Disagree	0.0%
Strongly Disagree	0.0%

Were the trainers well prepared and effective in their delivery?	
Strongly Agree	21.4%
Agree	50.0%
Somewhat Agree	21.4%
Disagree	0.0%
Strongly Disagree	0.0%

Did the course address your expectations?	
Strongly Agree	14.3%
Agree	78.6%
Somewhat Agree	7.1%
Disagree	0.0%
Strongly Disagree	0.0%

TAPA Winter Retreat

TAPA Members – 30 Approximately (No official numbers from TAPA) Professional Planners
Evaluation Instrument – Online Survey, administered immediately after four-hour session
Response Rate 52 % -13 respondents/25* Approximate

Evaluation Results by Quantitative Survey Questions

Why did you attend the Quality Growth Toolbox Training?

AICP Credits	30.8%
Curiosity	69.2%

Were you satisfied with the take-home materials?

Yes	100.00%
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How was the duration of the training?

Too Long	0.0%
Long	0.0%
Just Right	100%
Short	0.0%
Too Short	0.0%

Were the objectives clearly stated?

Strongly agree	23.1%
Agree	23.1%
Somewhat Agree	23.1%
Disagree	7.7%
Strongly Disagree	0.0%

Were the course objectives met?

Strongly agree	23.1%
Agree	69.2%
Somewhat Agree	7.7%
Disagree	0.0%
Strongly Disagree	0.0%

Overall, was this course valuable to you and would you recommend it to others?

Strongly Agree	30.8%
Agree	61.5%
Somewhat Agree	7.7%
Disagree	0.0%
Strongly Disagree	0.0%

Do you plan on sharing your Quality Growth Toolbox with your colleagues and planning commissioners?

Yes	100%
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Were the trainers well prepared and effective in their delivery?

Strongly Agree	23.1%
Agree	69.2%
Somewhat Agree	7.7%
Disagree	0.0%
Strongly Disagree	0.0%

Did the course address your expectations?

Strongly Agree	23.1%
Agree	78.9%
Somewhat Agree	7.1%
Disagree	0.0%
Strongly Disagree	0.0%

MTAS Municipal Administration Program, Quality Growth Planning, Design and Development

Sessions in Franklin, Jackson, Knoxville and Johnson City – 143 County and City Officials

Evaluation Instrument – Online Survey, administered immediately after four-hour sessions

Response Rate 9% -16 respondents/176 Attendees

Evaluation Results by Quantitative Survey Questions

Which level of government do you represent?

Municipal	31.3%
County	68.8%
State	6.3%
Other	0.0%

What offices or positions apply to you?

Municipal Employee	26.7%
County Employee	60.0%
Chamber of Commerce	6.7%
Planning Commission	6.7%
Public Commission	6.7%
Public Official	13.3%

What offices or positions apply to you?

Developer	0.0%
Architect	0.0%
Planner	0.0%
Economic/Community Development	20.0%
Environment	6.7%
Other	6.7%

How was the duration of the training?

Strongly agree	6.3%
Agree	6.3%
Somewhat Agree	81.3%
Disagree	0.0%
Strongly Disagree	0.0%

Were the course objectives clearly stated?

Strongly agree	56.3%
Agree	43.8%
Somewhat Agree	0.0%
Disagree	0.0%
Strongly Disagree	0.0%

Were the course objectives met?

Strongly Agree	37.5%
Agree	50.0%
Somewhat Agree	0.0%
Disagree	12.5%
Strongly Disagree	0.0%

Did the course provide a balance between theory and application?

Strongly Agree	31.3%
Agree	56.3%
Somewhat Agree	0.0%
Disagree	12.5%
Strongly Disagree	0.0%

Overall, was this course valuable to you and would you recommend it to others?

Strongly Agree	37.5%
Agree	37.5%
Somewhat Agree	12.5%
Disagree	12.5%
Strongly Disagree	0.0%

Do you plan on sharing the Toolbox with your colleagues and planning commissioners?

Yes	93.3%
No	6.7%

Were the trainers well prepared and effective?

Strongly Agree	50.0%
Agree	43.8%
Somewhat Agree	0.0%
Disagree	6.3%
Strongly Disagree	0.0%

Did the course address your expectations?

Strongly Agree	43.8%
Agree	31.3%
Somewhat Agree	6.3%
Disagree	12.5%
Strongly Disagree	0.0%



UT School of Architecture + Design student renderings from the semester long design studio held in Lebanon in the spring of 2009. The focus of the project was Transit Oriented Development and was built upon the AIA 150 BluePrint for America 2-day charrette held in the summer of 2007.

MAURY COUNTY JOINT COMPREHENSIVE PLAN

Joint Comprehensive Plan for Maury County and the Municipalities of Columbia, Mt. Pleasant and Spring Hill

1. *Are there specific areas of your community that you think are in need of revitalization?*

Summary - There were a wide variety of areas that the survey takers would like to revitalize. The areas that stood out and are in no particular order are: Downtown in general, East side of Columbia, Train Depot, Carmack Blvd., Riverside in Columbia, James Campbell

- Eastside of square & downtown; Carmack Blvd
- Downtown Spring Hill
- Old Spring Hill and the low income areas (always the narrow country roads)
- Northview Center (old Piggly Wiggly) center; homes & streets close to downtown; old train station; Maury Co. board of education building (it's an embarrassment)
- Parts of NW Columbia (Macedonia); east end of Columbia near the old tobacco warehouse; also the carver smith school area
- Eastside of Columbia between Maury county; courthouse and tom hitch particularly along iron bridge rd.
- Riverside w/ sidewalks
- James Campbell parkway; Eastside; Nashville hwy
- Columbia's Hatcher lane area; mt. pleasant - all of downtown area
- Yes, empty downtown business buildings
- We have started on downtown, but need to keep going. Without more adequate parking, I don't know how we can revitalize it
- East Columbia; most of south Columbia; train station; shady brook mall; Kroger shopping center
- East side of Columbia
- Carmack blvd in Columbia
- Any areas that are run down
- Older neighborhoods in Columbia need revitalization such as riverside and the east side of Columbia
- County and city government form; Greg martin's riggins row neighborhood
- South main 1200-1800 block
- Yes, from the bridge on US31 and hwy 7 to hwy 50 over to Tom hitch parkway - all of the eastside of Columbia needs revitalization
- The entire east side/downtown (all of it)
- South main st. in Columbia; bring more retail to downtown Columbia
- Downtown mt. pleasant; area around depot street in Columbia
- East 7th area; main thoroughfares have a gaudy appearance; signage and eclectic buildings, i.e. old patched up, new but cheap brick fronts and metal sides
- east Columbia
- the portion of Columbia most in need of revitalization is the eastern sector; a trip down east 7th is the corridor to this area
- the 3rd ward in general - old tobacco barn area, houses in deteriorated status, old railroad areas
- downtown areas; historic districts
- downtown Columbia
- east side from 18th to river
- area around downtown Columbia; mt. pleasant area
- the extended areas outside of the courthouse square
- corridors are a mess; downtown eastside; east Columbia - historic district
- housing in the central area of Columbia
- downtown west to RR tracks; downtown east to tom hitch; downtown south to RR tracks; riverside

2. Please provide any specific issues and suggestions for each topic in the space provided.

Population

Summary – There were several issues and suggestions that came from this topic, but the ones that stand out are: People want more planned growth, they also think that population growth is a good thing, but others feel that population is also bad and that they need better police protection. Some suggest a more diverse housing market and increased opportunities for business will help as well.

- 1) Increasingly diverse pop, 2) attract more “white” color population
- growth will naturally occur due to geography and proximity to Nashville
- we need to encourage an ample increase in population in order to have growth and preserve quality of life
- growth
- limited by lack of housing diversity, rental diversity and job diversity especially professional and technical jobs
- increased police protection in old neighborhoods because of central gang activity
- increase businesses and encourage new business
- should only approve development at a pace that our community, schools and taxes can absorb
- 120 thousand in 20 yrs
- how to increase by about 20%
- develop plans for increased population for the next 40 years
- we need population in Columbia to attract retail, vitality and persons wanting high quality of life
- control growth to match infrastructure and watch supply
- encourage people not to come here; raise taxes; create high impact fees!
- increase in population with no planning of infrastructure, schools, jobs, etc.
- work on infill and lofts to handle growth
- higher density in areas where water and sewer are available

Economic Development

Summary – When the survey takers considered economic development issues and suggestions, an industrial park seemed to take precedence with planned development. Other suggestions included more retail, increased diversity of development and a hotel and convention center.

- Attract more industrial development to balance residential growth
- retain quality of life
- tobacco warehouse - reuse as an antique mall/shopping center
- more diversity; not so auto related
- we need to encourage development with proper planning and working together
- an exemplar education system
- diversity and efforts to recruit 21st century jobs coupled with improved education; retail
- need to be more progressive in advertising and getting new industry
- we need to develop a large industrial park near interstate.
- adding value to our community will benefit everyone - public and private; need downtown hotel and convention center
- need better paying jobs (no good jobs in Maury county)
- there is a desperate need for new industrial product in close proximity to I-65
- need any and all we can get
- add industrial exits; build spec corporate office parks on interstate

- solicit retail business; improve existing business
- no new jobs coming into county
- east 8th st needs something done to it before the historic relevance of it is totally lost
- we need to look into improving our retail market by drawing higher and better retail opportunities
- 1) work to develop - Cherry name; 2) develop bus and industrial park at 412 and I-65 or new entrance to I-65; 3) need to work with mayor on hotel group to develop hotel and convention center in downtown Columbia with state HQ of Tenn. farm bureau
- viable retail needed
- continue to pursue business and industry to locate in our area
- set priorities for comp area as well as specialized options for specific areas
- classic downtown abandonment; no retail; need entrepreneurial education in community
- create incentives for companies to relocate to Columbia and Maury county
- not enough spec buildings and no plan to compliment communities; need nicer hotels and malls to draw people out of town
- downtown; central high school; clean up corridors
- encourage housing and economic benefits will follow
- need 'high paying' jobs to increase disposable income

Housing

Summary – Three large issues became apparent during this segment of the survey. People surveyed are very concerned with revitalization of existing neighborhoods both downtown and other parts of the county. They are also concerned with diversity of housing stock and through a housing plan with updated and improved zoning and codes, this could issue could be remedied.

- Need more cluster housing; revitalize riverside and older neighborhoods
- NIMBY in relation to housing types
- historic homes & streets revitalized
- improve housing in Macedonia and east hill areas
- should have a greater mix of housing
- need a diversity of housing in all areas of Maury county
- plans for specific areas to accommodate a more dense housing with plans for the aging
- need redevelopment as well as room to grow
- downtown living (lost areas) PUDs; south & west side development
- town committee to review and make survey of needs
- need better zoning laws on new houses
- need combo of high density, affordable, integrated with rotation and commercial
- clean up decaying parts of the city and build houses
- involve input from builders/developers successful in introducing variety of housing in other markets
- as long as they sell or rent to keep buildings
- townhouses and single family mixed w/ small internal community center for shops etc.
- more diverse housing choices
- educate builders; a builder just platting "dirt" is not necessarily a developer of communities
- lack of leadership in county zoning committee
- proper development! Teamwork between developers, agents and officials
- more diversity in all areas; get back to communities or neighborhoods; retail along with housing
- challenge to introduce true intimate communities as seen in metro areas
- higher density needed
- need to investigate 'rural conservation developments', especially around existing rural villages
- create more affordable housing for working people

- mixed use developments; changing regs to make it work
- lack of structural housing (mixed development)
- more land use planning focus on density
- renew existing zoning and codes to protect existing home owners
- needed for growth at CSCC
- too much low income development; zoning laws in county are out dated; zoning laws need to be updated
- affordable housing is always needed; I think we should work with landlords and give them an incentive for abandoned properties
- be more creative; builders and planning community too willing to let vinyl siding type buildings
- variety of types and styles
- badly need upscale high density housing

Natural & Cultural/Historic Resources

Summary – A majority of the people surveyed said that they want to preserve historical areas with smart growth tactics, but very few gave specifics. The areas that were named included the Civil War Battleground in Spring Hill, Waterfalls outside of Mt. Pleasant, Train Depot in Columbia, Duck River, Rattle & Snap, and antebellum homes.

- continue to preserve our history and culture
- Civil war - battle of Spring Hill; SHAC - Spring Hill Arts Center
- protect these resources through smart growth and easements for these areas
- keeping enough property around historic to maintain its integrity
- preserve only historic assets not old and run down; do not use preservation of natural resources to stop evolution
- Preserve!
- advertise waterfalls near mt. pleasant as rural visiting areas
- preserve at all cost - they are what around which all else revolves
- museum for Columbia
- preserve all and create more
- these are important issues but can easily intrude into property right unless carefully done
- preserve historical corridors
- becoming lost in new development
- spend more money on the future than the past
- preserve our historical areas; help areas retain their uniqueness
- Polk home, rattle & snap, antebellum, waterways
- preserve space around cultural and historical resources
- preserve what we have; offer funding to encourage restoration of older homes and buildings
- incentives to maintain and repair historic resources
- do not develop historical areas; preserve our heritage
- duck river quality of water
- need public transportation
- need to design growth areas around them to compliment them
- downtown and historic sites; more historic zones (tourism)
- protection is essential
- need to protect old RR depot by some designation

Transportation

Summary – It was pretty clear from the list below that people who took the survey want some sort of public transportation, i.e. rail or bus especially with an aging population and new health services located on one side of Columbia. There were also some interest in working on 412 and looking at the interstate for a new exit. A transportation plan was also highlighted as being pivotal for this subject.

- US-31 needs major improvements; continue Tom Hitch to the country side; create industrial corridor
- interstate access defined/separate gateways
- turn downtown into a walk only district; more dining/arts downtown
- rail service from southern Maury co to Nashville
- need improvement of roadways around Columbia; extend tom hitch pkwy from Hwy 50 to hwy 243
- funding alternatives to improve current road systems; alternatives to car transportation
- stop trucking through traffic in downtown areas; patrol this!
- bus transport from mt. pleasant to Columbia
- we need another interchange off of I-65 south of Saturn parkway
- must encourage more public exploration of rail and buses
- bus service or rail between small communities and Columbia
- I like what I heard this evening regarding consideration of alternative transportation consideration within plan
- possible in 10-20 yrs - inter-city 5 mi radius transportation sys - bus/rail etc.
- integrated transportation plan a must
- as our older population increases, there will be a greater need for public transportation
- out bypass for more access to (412 to mt. pleasant)
- public transportation desperately needed
- most services (i.e. DHS, health dept., Hospital social security office are on the west side of town; affordable transportation for people on the east side is needed for accessibility
- some sort of public transportation for the downtown and surrounding areas
- we need to 4 lane 412 as main entrance to Columbia
- plan areas with the community or neighborhood concept
- this will be an issue with increasing importance
- offer more transit on major gateway arterial
- widen Nashville hwy; create incentives for businesses to locate downtown, so people can park and shop
- need public options
- need long range planning of major highways (relief of major arteries)
- widen bear creek to four lanes to I-65
- need a plan - currently chaotic
- public transportation is needed to employ more people and encourage independence
- planning
- developers should pay for roadway and signal improvements inter-connectivity

Community Facilities (water, sewer & solid waste)

Summary – The issue of water was very important especially the potential need of a new source with the current population growth rates. Planning around infrastructure and growth plans with the improved maintenance of infrastructure and redevelopment of infields were also highlighted.

- sewer capacity; water source needs to be Cumberland River
- we need a larger meeting center than the memorial building
- must have planning for future needs of the city gov't
- make use of water and sewer improvements that are already built and build these areas where these are available
- keep updated to a good 5 year plan with researched projected growth vs. guessing
- schools need vast improvement in terms of student performance and options for life education
- get ready for more growth
- need more work on above to assure proper coverage at lower cost to population
- I believe we will need a much larger water supply in the future - we need to start addressing this subject now!
- sports complex in every community; increasing senior citizens will require more facilities
- need better fire protection; need more water if growth continues; use old buildings in downtown area w/ apts. And homes; lets revitalize and not tear everything down
- do the multitude of utilities in each municipality make sense, i.e. CPWs and Maury County water sys.?
- always need more, never enough, utilities bring growth
- additional water supply
- sewer and solid waste not available where I live
- infrastructure (expense) lower the cost! And plan ahead. Done at the right time
- repair - not build all new
- encourage conservation of water; monitor sewer and solid waste programs
- revitalize utility systems and maintain them
- no fire protection in county such as fire hydrants, etc.
- theater; meeting spaces - high demand for small and medium meetings

Land Use

Summary – Planning for projected population growth in Maury County is very important. People suggested improved zoning and codes along with a development (land use) plan to help preserve the open land both recreational and agriculture that play a pivotal role in their quality of life.

- better zoning for planned growth
- development that compliments community assets; development that meets the needs of the plan for the community
- preserve farm lands
- conservation land leases to redirect urban sprawl
- have diversity in most areas with different types and values of housing and preservation of open space and water courses
- open space/preservation; parks & rec areas
- solve the rest and this will take care of itself
- certain areas for commercial and industrial use and keep it in these areas
- need more land use codes so we are better protected so developers have clear and accurate picture of where and how they can do development

- designate and stick to agriculture zones (don't let them slide into urban growth areas); reward/pay farmers for land use easements
- houses on 5 acre lots outside of city limits or more green spaces in developments - do not like 25 homes on small piece of land
- clear identification needed for retail, industrial and residential growth coupled with plentiful green space
- more housing, more business, more parks, more water
- place density around existing utilities and attractions and services
- identify areas that we don't want to develop or allow to change
- politicians and citizens understanding of density or cluster houses for small lots but preserving open space
- along tom hitch parkway would be a good place for a new high school in the city of Columbia
- if we can find businesses and bring them to the area, increase our community's viability and overall populace buying power
- I like higher density approach but it has a stigma as by definition is jam packed, low income, high crime; walking, cycling, human pathways that are not necessarily sidewalks
- don't use rolling fertile land for housing
- we need a plan for use of Yahnalie that benefits the entire community not just TWRA and a handful of hunters
- preserve more green spaces in urban areas; leave more farm land in use for farming
- plans for each general area
- preserve farmland; keep quality of life at high priority level
- prevent indiscriminate development that negatively effects existing property owners
- need to preserve historical landmarks; need high density and low density development areas; better use of land for economic development much as manufacturing areas and commercial areas in such a way to minimize traffic congestion
- planning and designing areas that are useful to everyone instead of building more houses; we need a better place to conduct large events
- lofts; planned communities; smart growth
- work place and living areas can be mixed into one area
- more open space and higher density housing preserve agriculture

Parks & Recreation

Summary – When it comes to parks and recreation, survey takers felt that Maury County needs to maintain and improve the current recreational stock and also add to it. Some areas that were highlighted included Arrow Lake, Columbia Dam and Williamsport Pond.

- certainly not enough for our population
- connecting Spring Hill, GM Facility, Neapolis, Columbia and Mt. pleasant with a green way
- (do this 1st!) do something for recreation w/ the old dam site; this will bring in revenue for other projects! New money from people outside Maury co.
- more recreation areas for citizens
- improvement to parks and recreation by spreading them in different areas of Maury county
- include development with different age groups in mind
- preservation of green space and passive use (trails) there of
- mt. pleasant needs all the help it can get with this
- develop arrow lake into resort with motor home lots, food available

- not bad now, but will need to plan for orderly growth
- think “citizen centered needs” and it will be obvious; huge complex like a YMCA for senior citizens; public supported; look at Loudonville, NY
- Columbia dam would have been nice not only recreation but also water source
- need all we can get
- provide through use of flood plains
- larger parks
- Williamsport ponds could be developed for more recreational use
- preserve existing rec and fund existing parks
- grossly lacking
- Fairview park needs to be better used
- more stuff for kids/teenagers/young adults
- I like parks and the Maury county park is my favorite
- enough now
- parks need to be accessible by bicycle
- build a very large community recreation center with both indoor and outdoor pools
- need more resources - ways to partner with agencies; recreation options for all ages and how to connect
- preserve arrow lake; create walking trails
- increase number of parks and recreation opportunities for youth
- desperate need of softball facilities
- recreational centers that are available for the teens (all family) that is affordable
- pioneer park (Columbia); river walk (Columbia); ball fields as a tourist destination
- long overlooked in Maury county

Intergovernmental Coordination

Summary – There is a consensus on this topic area that the local government bodies do not coordinate development projects and it is very important to the people surveyed that improved communication and coordination in both planning and development start. Some people recommended a metro style of government.

- there is none
- two counties - Williamson & Maury; Williamson county side of Spring hill should be included in Maury county comp. plan
- we need more affirmative and positive dialogue
- all gov’t officials need get away from these power struggles and get down to real consensus
- infrastructure planning and funding should be shared among all; stop fighting over everything
- we must work together for everyone’s benefit if we will succeed with this plan
- all areas of city gov’t should work together
- very, very lacking; this is probably our biggest problem
- think regional! Tie it all together
- city and county needs to work better together
- needs improvement; continue to seek opportunities to facilitate mutual/coordinated efforts
- needs to happen 10-20 yrs maybe a metro form of government
- eliminate Columbia city government via metro formation
- start with small and certain projects
- if WWTP have regional treatment as part of state approvals; need sewer service outside of city

- no one works together
- currently, there is none! Anything would be better than what we have now
- always work in process
- quarterly meetings; perhaps look at metro gov't
- establish a metro gov't
- hopefully, comp plan will help alleviate most problems
- won't happen until we start electing a better quality representatives
- seems to not work well in Maury county

3. *What do you like about Maury County, Columbia, Mt. Pleasant and/or Spring Hill? (please circle your place of resident)*

Summary – Maury County's beautiful, historic rural atmosphere with strong roots in family and people are the main reason people like Maury County along with convenience to urban amenities as another importance in their opinion.

- Maury County - beautiful areas, still rural with an urban flair
- Spring Hill - agrarian/rural town; convenient access to I-65 for commute to work; family focused community
- Spring Hill - the new schools, new commercial and city leadership
- Columbia - historic places; small town feel but close to Nashville; scenic areas
- Columbia - the beautiful countryside throughout Maury county; the preservation of historic areas
- Spring Hill - the newness of the city
- Spring Hill - old south charm new south progress
- a friendly small town feel with a move towards a more...
- Columbia - open space; friendly small town atmosphere
- Columbia - great people, historical places and beautiful landscape
- Mt. Pleasant - small town with friendly neighbors and friends; well kept old homes; friendly people
- What's left of our open space; historical buildings; fact that we are "off the interstate"; local culture, must preserve; Duck river - precious asset; it's a hub for enough away from Nashville; quality of life
- Maury County - rural atmosphere
- Maury county - provide ability to live and work in communities with less urban feel while still having reasonable access to opportunities and amenities
- Columbia - small town atmosphere with large town conveniences
- Columbia - 1) the heritage; 2) the size of the population; 3) farmland - rural areas; 4) wooded areas; 5) creeks and duck river
- Maury County - green spaces on southern side of county
- Columbia - size and amenities (need a few more)
- Columbia - it is my hometown and where my family is
- the area is a beautiful area to live in
- Maury county - not a bedroom community to Nashville; having our own identity; good balance between agriculture and industry and economic development opportunity (state hq of farm bureau); Columbia state a catalyst for good and planned growth
- Columbia - not a busy metro area
- Maury county - human and natural history
- Columbia - opportunity
- Maury county - Maury county is my home! I love the people, the changing seasons, the improvements downtown. I love the opportunities I have as a retired teacher to interact with many groups and serve on many boards. I have given my time and talents to make my community better.

- Columbia - country lifestyle; population less than 100,000
- Mt. Pleasant - pleasant/peaceful community; historical significance; excellent quality of life (small town atmosphere)
- Columbia - downtown; quality of life
- Maury county - rural atmosphere of Columbia and Maury county; excellent infrastructure, road system in Columbia
- Columbia - trying to put together a plan
- Columbia - history, location, personalities; main street projects
- Maury county - close to family
- beautiful land scope; down home feel; historical areas
- Mt. Pleasant - Mt. Pleasant is only 15 minutes from US31, great access via US412
- Columbia - the community as a whole
- people, sense of community, small town feel with large town amenities
- Maury county - people, history, and Columbia's downtown
- Maury county - rural atmosphere
- Maury county - rural ambiance

4. *What do you not like about your community?*

Summary – There were several aspects noted for this question, but the general observation shows that people would be happier if there was better coordination between gov't bodies with an overall comprehensive plan in place.

- unplanned and unmanaged growth; there is no central planning leadership structure
- sprawl; piece-meal development pattern
- cannot access the interstate; 840 & Saturn Parkway are the only places where residents can access the interstate; Duplex & Buckner Rds should have access to the interstate; the country rds are not keeping up with the growth
- lack of shopping/dining opportunities
- the lack of cooperation among elected city and county officials
- lack of having developers contribute to the cost of quality of life
- too much interference into development activity
- a negative image promoted by the local paper with inaccurate reporting
- appearance is worn out and cluttered
- need more police protection because gang violence and drug sales need to be stopped on central; neighborhoods are not being kept up and we are not seeing that this happens
- people don't like to help improve town
- sprawl; tasteless development; it's becoming a bedroom community - lack of ownership and commitment
- uncontrolled growth; people that say downtown Columbia is gone. Let's keep public buildings in downtown Columbia
- fragmented efforts for growth and improvement which are further hampered by political one upmanship
- stale growth
- there needs to be more job opportunities, recreation facilities for families and individuals, and cultural opportunities
- government bickering (cities and county)
- closed minds to new ideas
- lack of recreational areas (lakes, public swimming)

- backwards though and the 'old' way of doing things; the group with the largest spending power are young adults (18 - 30) and our community fails miserably to accommodate said group
- gov't units not working together (metro gov't - I know will not be approved but would be a major step)
- Spring hill main st and 31N from spring hill ridiculously congested - needs 5 lane; ugly buildings and signage on main thoroughfare; looks better at night when you can't see buildings very well
- lack of will to locate educational institution near population - new middle school away from spring hill
- lack of consideration for land use to better our community
- I am very unhappy about some of our elected officials on both the commission and the school board. Those people have personal agendas and do not work for the common good. They also come to meetings uninformed and unprepared.
- crime; mentality of limited funding for schools
- no 'road map' for planning the future (infrastructure); 'out of control' zoning; lack of enforcement of smart developments and historic preservation/conservation; drug problems
- no apparent zoning; traffic to Nashville
- indiscriminate growth without concern about adjoining property owners - no development should be initiated that adversely affects the adjoining property owners
- codes not strong enough to take care of problem areas
- fighting' among city and county gov't; gateways to city; unmanaged growth; steel buildings; our major roads; no sidewalk development
- lack of good paying jobs
- too much low income housing; dilapidated residential areas and crime that generally accompanies these areas
- there has been in the recent past a major lack of trust between the population and city leaders; let's hope that will change
- lack of opportunity for youth
- competition between communities; lack of cooperation between county and cities and cities with cities
- pumpkin headed, small ball politicians who cannot grasp what potential we have
- leaders do not listen to ideas, suggestions or recommendations
- very inefficient delivery of services and lack of enforcement of codes on books

5. *Where in the community would you take guests or visitors from out of town and why?*

Summary – There are a great variety of interesting and attractive places that citizens would show to visitors in Maury County. Many of the people surveyed said they would take visitors to downtown Columbia and walk over to the Polk Home. Others would take them on the Saturn Parkway and drive around showing antebellum homes with side trips to Rattle & Snap and Rippavilla. The Duck River was also highlighted.

- downtown Columbia; highway 1
- Kedron Rd/Saturn Parkway; Spring Hill Battlefield; because there is not a new building in sight
- downtown - square market then antique shops
- the highway to spring hill to view Riffaville to Mt. Pleasant to see Antebellum homes
- rattle & snap - historic visitation
- historical homes
- downtown; duck river
- historical sites

- kids on stage; new grill
- downtown; out mt. pleasant hwy; snow creek; polk home; Rippavilla; Saturn tour; float the duck; I would avoid spring hill
- antebellum homes - many visitors enjoy the history of Maury county; Polk home; parks & small communities outside of Columbia - Hampshire, Santa fe
- new growth areas - parks & events
- 1) antebellum homes; 2) square market
- downtown Columbia
- local businesses - historical areas
- I don't take them anywhere here
- historical sites because it's the only thing we have
- 1) CSCC - Ed opportunities; 2) Polk home - historical; 3) rural beauty; 4) Maury regional hospital - leading health facility between Nashville and Huntsville; 5) Natchez trace
- downtown is attractive
- historic homes and museums - such as Polk, rippaville, and TN museum of early farm life
- in our community, I would take my guests to our renowned historical house and sites. Then we would visit Maury county park and the river walk. At lunch we would go to the square market
- Polk home; parks; college
- historic downtown area; slower pace of life - 'Mayberry RFD' lifestyle
- downtown and riverfront park
- downtown because it is the face of our county
- historic homes; downtown - main st.
- Nashville and Franklin; better restaurants; choices, music, shopping
- downtown because it's nice now; historical sites because they're impressive; county areas - landscapes and streams are beautiful and tranquil
- the haylon area; mt. pleasant grill; Williams park; downtown needs help badly; still house falls; Zion and st. john's churches
- Columbia square; quietness, rippaville, rattle and snap, Polk home
- downtown Columbia
- downtown - tremendous strides have been made
- Polk home; rattle and snap

6. *Twenty (20) years from now, what kind of place do you think your community should be?*

Summary – This is a very difficult question and garnered a wide variety of visions. The themes that do show slightly more prominence are a better community than today with preserved land, diverse development that is both progressive and gives a rural/urban feeling.

- rural urban - an area with beautiful green space but adequate retail
- transformed from bedroom community to complete sustained community
- a place to work and live
- better than it is today
- a multi faceted vibrant city
- a better place to live
- well mowed with headstones trimmed around; a community my grand children will be proud to call home
- redeveloped central city with retail; employment & diverse housing opportunities
- cleaned up, planned growth; preserve history and historical structures

- more industry; more recreation benefits for children and adults
- community hubs developed connected to Columbia; mixed residential and commercial with schools; eliminate sprawl
- a good & safe place to raise a family; clean and safe from gangs
- growing thriving community
- I would like to see Maury County to truly be an Athens of the south! I would like to see a greater support/focus on public education, more cultural events as well as recreational facilities. We need jobs that will support families.
- slightly larger - better healthcare (even though it's good now); we have a great community college but it can grow and serve us better
- progressive, moving towards family friendly areas, public transportation
- it should be progressive, highly technical, and on the cutting edge of communities in the state and the nation
- 1) a well planned growth plan in place; 2) good industrial growth and opportunities to keep our local youth employed; 3) still be an agricultural county
- downtown area that is upscale and trendy; mass retail on James Campbell; retail expansion on tom hitch parkway; not industrial
- one which has preserved land space
- since development and population growth is inevitable, I hope that twenty years from now Maury county will have grown without losing its character
- less farm land; homes more dense
- bedroom community with preservation of history and ag
- Franklin and Williamson county
- more shops; better schools; better jobs; more green spaces
- clean urban area w/ lots of green space; farmland not spoiled w/ development
- more populated but have the same identity as it does now
- an ideal community like water colon, FL; Vestfield in Wilson county or celebration, FL
- improved transportation; more professional opportunities (jobs from Nashville, Franklin, Brentwood) more shopping and restaurants, better parks and green space
- a place my grandchildren want to live
- busy with many shops and outlets to bring in residents from out of county
- much more dense development

7. Are there specific areas that should be preserved as agriculture and/or rural and development discouraged?

Summary – A wide variety of specific areas arose with farmland preservation being the predominant theme. Areas that showed more prominence than others included Civil War areas, Hampshire and Santa Fe.

- we need to preserve our outlying rural communities like Water Valley, Fly and Williamsport
- Denning lane to Greensmill Rd
- the west side of Spring hill
- yes! The county is being eaten up w/ subdivision developments
- yes, the extra land that GM does not need; areas in east Maury
- yes, the area around the battlefield and rural areas
- yes, civil war areas
- yes, Zion/Santa fe (some areas) and Hampshire

- no
- throughout all of Maury county when possible
- yes
- duck river highlands area; Santa fe; Williamsport; crass bridges; water valley; bethel; fly; all of NW Maury count and any currently used agriculture land - must preserve
- duck river bottoms and many other areas outside of a certain radius of Columbia to south, east and west
- outlying communities - Hampshire, Santa fe, culleoka
- only if compensation of land owners is provided to offset potential value of property lost to zoning
- yes, but I am not qualified to determine these areas
- those that are not easily accessible to public utilities
- yes, some are already lost - Rippavilla, Haynes haven, and rattle & snap
- some should be preserved but not all; it should be taken on a case by case basis and the only reason not to build or develop is a direct threat to a major historical landmark
- yes
- probably, but don't know where
- yes
- certainly many areas should be set aside so that there may still be some farmers and some wide-open spaces remaining
- farmland rich in soil; historical areas preserved (antebellum homes, etc.); good farmland areas - cross bridges community, Hampshire, Zion
- south urban growth area
- yes, land trust
- between Columbia and mt. pleasant and south of Columbia
- yes, area in Hampshire, culleoka, mt. pleasant and Santa fe
- don't over build rattle and snap area, especially with lower end housing
- we need to save our farms maybe by changing products
- areas outside urban growth boundaries
- TWRA wildlife area - 12,000 acres east of I-65

8. *Are there specific areas in your community that you think should be developed as suburban residential?*

Summary – This area generated vague areas to develop as suburban residential with Culleoka and Hampshire as the main areas that this type of development should take place in.

- There a number of areas
- areas north/south of Saturn Parkway
- the east side of spring hill
- probably not
- yes, sw section of Columbia with smart growth
- no - plenty available
- culleoka, mt. pleasant and Hampshire areas
- no - plenty available
- along any corridor, but should set aside 1 acre for each acre developed for community use (parks, playgrounds)
- yes, hwy 31 corridor
- south and west
- yes, Columbia and spring hill has suburban residential areas and needs more development; future

- growth needs to include our rural areas such as culleoka, Hampshire and Santa Fe.
- Southside - this keeps us from competing with our neighbors to the north
- no
- any area that can support the traffic and utility usages should be used
- downtown area; hwy 31 south of James Campbell; utilize blighted areas, poor soil areas and consideration given to convenience
- yes, 412 to 65
- I do not believe we are philosophically ready for this kind of development. Perhaps spring hill is ready for that
- mostly around/near schools; within walking distance of schools and downtown; land not suitable for farmland/wildlife
- streets off the main roads
- stop spread - redevelop areas that have been spoiled
- yes, parts of culleoka, mt. pleasant, Hampshire and Santa fe
- the area off brooksie and mackinebird in mt. pleasant
- let the market decide but do it in a planned way
- the urban growth areas

9. *Are there specific areas that you'd like to see developed as commercial and/or mixed use?*

Summary – There were two dominant areas that arose from this question. Some people see opportunity and capacity in the downtown area of Columbia while others see the same near the Interstate with additional support of the idea of developing along corridors.

- there needs to be mixed use development along 31N and 43S
 - Areas north/south of Saturn parkway
 - areas close to interstate access or heavy commercial
 - north Maury co./north Columbia/downtown
 - yes, tom hitch corridor
 - tom hatch parkway; mt. pleasant bypass; areas that are close to I-65 (a Boaz, AL type of development to compete with cool springs yet offer something different)
 - central city
 - industrial park areas and ones that are blocked from view from town and neighborhoods
 - yes
 - also along corridors - this should be the rule versus the exception
 - yes, areas in proximity to James Campbell blvd.
 - central and north
 - yes, I would like to see the downtown area include townhomes
 - fill in the gaps - on James Campbell blvd.; rehab existing areas in the high traffic locations
 - no
 - northern corridor out of town, continued growth in the current commercial district
 - I-65 and 412
 - tom hitch parkway; bear creek pike (may be too late judging from hodge podge)
 - along only major corridors
 - downtown has much potential for commercial and/or mixed use. There is so much empty space there which could be used.
 - downtown revitalized/rehabilitation of existing commercial areas within 2 blocks of downtown; also cherry glen business park on hwy 43/st. route 6

- main parts of 31 and 43 and the bypass
- within current city limits - downtown
- yes, I-65 corridor
- downtown mt. pleasant into live, work and walk with local shops, markets, etc.
- corridors are a mess
- east James Campbell - planned development in the tom hitch area

Cumberland Region Tomorrow brings people together to address regional challenges and opportunities we face with the future growth and development of Middle Tennessee. Our mission is to foster communication, collaboration and action as we plan for the long-term livability, economic vitality and sustainability of this place we call home

The purpose of the Quality Growth Toolbox Pilot Project is to advance our region's efforts to create a new framework for future growth and development by creating new education and technical assistance tools and techniques that successfully implement the Cumberland Region Tomorrow Quality Growth Toolbox published in December of 2006. Several companion projects including the CRT/TWRA GIS GreenPrint for Quality Growth, CRT/AIA 150 Blueprint for America Community Visioning and Design Project, and the CRT/TACIR Cost of Community Services Study for Robertson County completed as part of the pilot project period contribute new knowledge and tools that assist in Quality Growth Toolbox Pilot Project efforts as well.

Cumberland Region Tomorrow depends on the input and assistance from a wide variety of sources to successfully complete our work. Leaders from local, regional and state government, members of the design community, civic and non-profit groups, and regional citizens stepped up to collaboratively fund and contribute hours of work in completion of the publications and pilot project results contained in this report.

We would like to thank the Tennessee Departments of Transportation, Agriculture, Wildlife Resources and Advisory Commission on Intergovernmental Relations, along with the MTSU Center for Historic Preservation, the University of Tennessee School of Architecture and Design, AIA Middle Tennessee, and the Greater Nashville Regional Council for funding and technical assistance resources that supported the successful work of this project. We also would like to recognize and thank all of the local Quality Growth Co-Chairs representing local business and governments that stepped up to lead and guide each successful pilot project effort.

Quality communities and regions don't just occur by chance. Desired community and economic development requires thoughtful approaches and focused effort. It also requires continuing commitment to fostering and shaping ideas and actions into tangible results. The effects of these are now apparent in the creation of new comprehensive plans, focused effort on revitalization of town centers and neighborhoods, consideration of Transit Oriented Development strategies that support current and future regional transit investments, and strategic efforts to plan for and conserve critical open space across our region.

The results we are seeing and the momentum we are experiencing across our region through all of these projects are certainly worth all of the collaborative effort contributed in accomplishing the goals and objectives of the Quality Growth Toolbox Pilot Project and creating this new body of work. We hope that you will join with us and many partners as we continue our work to make our region of Middle Tennessee the best it can be and to create the future that we all desire.

