



Gallatin Visioning
Steering Committee
Report
to
Mayor Jo Ann Graves

July, 2007

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Steering Committee Members:

Len Assante
Jeannie Gregory
Dr. Hal Hooper
Reverend Derrick Jackson
Yvonne Malone
David Popen
John Puryear
Paige Brown Strong
Grace Tomkins
Joe Whitaker
Ann Whiteside



Subcommittee Co-Chairs:

Infrastructure
David "Ace" Harrington
Mark Schultz

Land Use
Michelle Haynes
Hartley Scott

Design & Aesthetics
David Deere
Dr. Charles Moffatt

Economic & Community Development
Brenda Payne
Jim Galvin

Revitalization & Preservation
Reggie Mudd
Jo Ann Sircy

Quality of Life
Eileen George
Jim Hawkins

Priorities of Visioning Committee Members

For the past several months, members of the Mayor's Visioning Steering Committee have worked among themselves and with subcommittees to solicit public input and to gather information and data in six separate areas they identified as priorities for the City of Gallatin.

The Visioning Steering Committee identified the following as general topics to pursue:

- Infrastructure
- Land Use
- Design & Aesthetics
- Economic & Community Development
- Revitalization & Preservation
- Quality of Life

Each member of the Steering Committee was assigned as a liaison to a subcommittee. The Steering Committee selected co-chairs for each subcommittee. The subcommittees conducted public meetings and other information gathering sessions and research projects.

When the subcommittees completed their work, they prepared and presented reports to their Steering Committee liaisons who, in turn, presented those reports to the full Steering Committee and Mayor.

After hearing and reviewing all the reports, the Steering Committee members submitted their top priorities to Mayor Jo Ann Graves for consideration. Their priorities and recommendations fell into ten categories.

Following are the categories and a brief narrative of the recommendations of the Visioning Steering Committee:

► Land Use Issues

Overall, priorities related to Land Use dominated the recommendations of the Visioning Steering Committee members. In general, the Steering Committee encourages the City of Gallatin to develop comprehensive planning and zoning regulations that will ensure continuation and development of strong neighborhoods and communities while preserving green space and preventing sprawl.

Included under that umbrella:

- consistency in growth in all areas of the City
- establishment of guidelines that drive future development instead of development proposals driving the future of Gallatin
- revisions to the subdivision regulations that would allow more mixed density and affordable housing (affordable housing in this instance is not synonymous with low-income housing; it addresses a concern of the committee that new subdivisions in Gallatin are too expensive for “middle-class” individuals and families)
- aggressive recruitment and encouragement of development plans that would provide more attractive and affordable housing for lower income individuals and families
- institution of zoning incentives to encourage revitalization and preservation
- revision of the subdivision regulations to require a greater percentage of “green space” in exchange for smaller lot sizes and increased density; using subdivision regulations in conjunction with or in lieu of planned residential development zoning
- “pocket” parks and greenways throughout the city
- creation of zoning districts so that overlays can be applied
- enforcement of restrictions
- promotion of self-contained or “all-in-one” developments; smart growth; new urbanism
- zoning changes that allow for “thinking outside the box” with mixed use developments that allow for aesthetic improvements
- careful attention to zoning regulations so that we don’t create a segregation of communities

There was much discussion among Steering Committee members about affordable housing. There is a concern that Gallatin not become a Franklin or Brentwood in terms of housing prices preventing teachers, police, firefighters, service employees, etc., from being able to live in Gallatin as well as work here. Also, public input consistently and unanimously endorsed more restrictive and better City control over development.

► Brand for City of Gallatin

The Steering Committee also had much discussion about a brand, logo, slogan and image for Gallatin that identifies the City and sets it apart from other cities. Gallatin is rich in history and diversity. The City and surrounding community have the appeal of both a lake and rural countryside. At the same time, we are a city on the move offering a variety of opportunities.

The Steering Committee recommends the City of Gallatin develop and execute a branding and image campaign. The committee made the distinction between an image, logo and a slogan, but feels Gallatin needs each one. When asked about Hendersonville's brand, the group immediately quoted "city by the lake." While the group discussed the phrase "gracious and growing" (which came from a retail sales ad campaign years ago), the group felt that phrase did not evoke a strong visual image indicating all Gallatin has to offer.

Not only would a brand and image campaign assist with marketing outside of Gallatin, but the Steering Committee believes it would also help facilitate better support and "buy-in" from residents and businesses in Gallatin as the City changes and incorporates new projects.

► Roads and Mass Transit

The Steering Committee realizes many road projects that will improve travel within and out of the city are either underway or on the drawing board. The committee strongly encourages the City to follow through on future projects such as Hatten Track and to lobby for other projects such as widening of 109 South to I-40.

Because many road projects are underway, the discussion turned to mass transit and inner-city transit. The committee recommends Gallatin develop mass transit options between Gallatin and Nashville and Gallatin and Hendersonville. It also recommends Gallatin develop a public transportation plan for travel within the city, with an emphasis on transportation for the elderly and underserved. The recommendation also includes an emphasis on access to downtown, the hospital, and shopping areas.

A suggestion is for Gallatin to pursue a public/private partnership for certain aspects of inner-city transit in which businesses might contribute to a trolley-type system.

► Improve the S. Water/109 Gateway into Gallatin

Establishment of visual gateways at all major entries into the City is the overall recommendation of the Steering Committee. However the group paid particular attention to the S. Water/109 South gateway. The Steering Committee recommends a revitalization or make-over project for that entry and its periphery as far out as the bridge.

Strong attention should be paid to aesthetics at all gateways into Gallatin. Improvements should include landscaping, signage, utilities, building facades, property frontages, etc. One suggestion is that the downtown, or city center, be the hub with improvements emanating from the center of Gallatin along arteries leading out of and into downtown.

► Downtown

The Steering Committee realizes work is underway on improvements to the downtown square. In addition to the square, the committee recommends:

- further beautification of the downtown area
- adhere to the Downtown Master Plan
- a parking garage downtown
- public transportation into and throughout downtown
- widening of S. Water to the square
- preservation and enhancement of landmarks

► Arts/Culture/Conferences

- Begin planning for a multi-purpose community performing arts center
- Development of a City owned Conference/Convention/Cultural Center (see this website for a public/private partnership in Kingsport, TN - http://www.smallmarketmeetings.com/10_2005/stbs_meadowview.html)

► Historical Preservation/Revitalization

- preservation of historical homes, landmarks and open space which identify our community

► Technology

- Offer free wireless in the hub of the city

Quality of Life Gallatin Visioning Committee

Co-Chairs, Jim Hawkins & Eileen George - Steering Committee Members, Dr. Hal Hooper and Paige Brown Strong

Multi-Purpose Community Performance Arts Center

A Destination Venue Serving Gallatin and the Surrounding Areas

To Be Used for Public and Private events:

- Art Shows
- Expos
- Fundraisers
- Weddings
- Proms
- Dance Recitals
- Performances (Minstrel)
- Public/Private Training

Specific Needs Include:

- Stage with seating for _____ (Vol State = 560; TPAC's Polk Theatre = 2000)
- Backstage area
- Kitchen Facilities
- Meeting Rooms
- Banquet Space

Special Notes:

- Might consider a public/private partnership
- Should be able to serve alcohol
- Could have shop associated with it
- Could offer classes, camps, etc.

Brand and Market and Gallatin's Image

Gracious, Growing, Green & Connected - Promote Gallatin as a hub for retail, dining, arts, recreation and history and capitalize on lake!

- Information for tourists, visitors and potential new-residents
- One message communicated by all
 - Identify/Own Gallatin - Pride Campaign
- Specific marketing campaigns that could be beneficial include:
 - Lakes/Watersports/Fishing
 - History (Gallatin Tour)
 - Shopping Directory
 - Recreation
 - Parks
- Umbrella/package and name downtown/shopping area
 - Market "District" Accordingly
 - Signage directing to/Parking signage
- Welcome signs identifying/branding Gallatin
- Advertise Gallatin to surrounding communities via print, TV, direct mail, etc.

Improve Communication/Exchange of Information for Residents of Gallatin

Strategies Might Include:

- Offer Free Wireless in Downtown Gallatin
 - Drive Traffic to downtown
 - Excellent Promotional Vehicle
- Center of Town Marquee (31-E/Main Street Intersection)
- Use and promote city website for local use
- Regular Newsletter
 - New Distribution Options
 - Parks
 - Library
 - Utility Bill Inserts
 - Grocery Stores

Seek input from community utilizing a townhall meeting that rotates around the city

- Informal Structure with dialogue about current issues

Assess Affordable Housing Needs - Develop & Implement Plan to Meet the Community's Need

Considerations Include:

- Old homes and newer options (both rentals and purchases)
- For retirees and lower income population
- Should there be Incentives for Rehabilitation of Homes/Revitalization of Neighborhoods
- Public Transportation Availability Widens the Options for Housing
- Consider learning centers/community centers for lower income neighborhoods
- Could a volunteer committee work to seek grants for improvements in lower income areas

Capitalize on Existing Recreational Advantages and Commit to Developing Gallatin as a Recreation Destination

- Raise awareness and commit to marketing existing resources:
 - Public Boat Docks
 - Parks
 - Trails/Greenways
 - Bike Trails
 - Ball Tournaments
 - Ball Fields
 - Fishing/Tournaments
 - Triathlon
 - Ski Club
 - Senior Sports
 - Walking Access/Tour
 - Bledsoe, Lock 4, Other Unique Offerings
- Suggested Investments:
 - Public land on lake
 - Amphitheatre at Lock 4
 - Water shows
 - Dredging of shallow lake areas for deep water use - lake access at Number One
 - Recruitment of Sporting/Recreational Events
- Waterpark like Camp Widgiwaggon or at Civic Ctr
- Assess park needs and commit to providing for underserved areas
- Consider flood plain usage as "park/public" use areas

June 28th 2007

Honorable Jo Ann Graves
Mayor, City of Gallatin
132 West Main Street
Gallatin, Tennessee 37066

RE: Report from the "land use" sub committee

Dear Mayor Graves:

As requested, I have prepared a report of what I witnessed during the public input meetings held by the "land use subcommittee" of the visioning committee.

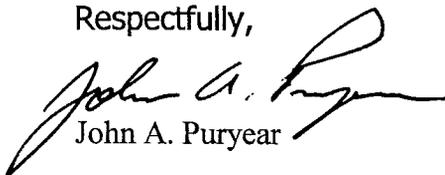
The input received from the participants indicated the following:

- Desire for more open space incorporated into new developments. "People are looking for green!"
- Acceptance of smaller lot sizes IN EXCHANGE FOR open space & architectural detail enhancements of the product proposed.
- Allowances made to our zoning policies to provide for the opportunity to create a more diverse communities as opposed to massing homogenous products together. One participant commented that segregation of the classes was a dangerous pattern developing.
- Preservation of historical landmarks and open space which identify our community.
- MOST IMPORTANT....The need for comprehensive planning of our future rather than piecemeal planning as we react to new developments.

On a scale of one to ten (with ten being the maximum level of regulation) the average response from the participants was 7.38 as follows:

7,8,8,8,7,8,7,8,8,9,5,7,6. =96 / 13 = **7.38**

Respectfully,


John A. Puryear

GALLATIN IN 2020

Remember Gallatin in 1990? The one with no Super Walmart and no Fairvue (*at least, not like today*)? Now fast forward 13 years from now...

As Citizens of Gallatin, the time has come (or is past due) to evaluate our future.

Gallatin is now at the forefront of an epic task:

*How to accommodate the massive increase of population into Middle Tennessee...
And how not to lose all the reasons we call Gallatin home.*



New Urbanism-Celebration, Florida

PLAN FOR EVERYONE

Ideals found throughout the New Urbanism movement strive to create communities where the “up-scale” and “affordable” coexist and share the same amenities.

What would happen if typical subdivisions were required to offer a more diverse product? Can a Million dollar home be next to affordable town homes?

According to numerous examples: yes.



Land Use Plan- Gallatin, Tennessee

LAND USE and the Future of GALLATIN

GROWTH AND OUR ENVIRONMENT

If we protect our unique natural and cultural resources then we will discourage growth...right? *Not quite!*

How can Gallatin use our resources to promote responsible growth? And how do we connect all areas of our community to these resources and amenities?

Is it time Gallatin became more strict on demolishing historically significant structures and mature trees...*if not, will any of our children experience Gallatin's agricultural history?*



Greenway-Athens, Georgia

ARCHITECTURAL STANDARDS

Great communities don't just happen...

Are our standards strict enough? Do we ask developers for enough greenspace, trees, or sidewalks? *And should some land just never be developed?*

What would happen if sidewalks and street trees were standard...*for everything?*

How do we encourage growth...but protect our Downtown?



New Urbanism-Memphis, Tennessee

Infrastructure Sub-Committee

- Extend Tulip Poplar to Lakeshore
- Widen Belvedere -Needs to be 4 or 5 lanes to move traffic coming from 386
- Extension of Hatten Track to 109
- Major thoroughfares could significantly increase commercial property
- Need to identify and build key roads before the demand
- New utility infrastructure (electrical substation, water/sewer pump stations) need to be identified and set aside
- No one wants a substation near their home
 - o Need to be built near TVA lines
 - o Million \$ a mile to build transmission lines if not near a TVA line
- Quality of life is Gallatin key attractor
- Traffic vs. Growth / Traffic is necessary for growth, too much congestion decreases quality of life.
- City owned industrial park to help keep prices reasonable prevent artificial price increases.
- Need the ability to market private property without the owner artificially increasing the price
 - o Can't predict how much a land owner is going to request from one prospect to the next
- When commercial development starts even sorry property has become precious
- Manufacturing can not build on high cost real-estate
- Target clean industry such as high end office space, corporate headquarters, and data centers but keep the target of blue collar workforce/manufacturing
- Communications
 - o Development of Data Centers and Call Centers
 - o Need fiber / Triple Services / Redundancy
 - o Accurate information about infrastructure
 - o Location
 - o Age
 - o Reliability / Redundancy
- The Airport is a valuable commodity and is under used/developed
 - o A plus for industries seeking just in time deliveries coming and going
 - o Receives no contributions from the City of Gallatin
 - o Airport is at Capacity now
 - o Airport needs expansion now before the growth encroaches on it
 - o Sales tax from the sale of fuel at the Airport
- COG needs to consider a grant writer
 - o Outside sources are not user friendly or reliable and are expensive
- 109 expansion project needs to be marketed.
- Need Class A Office space
- Laterals to major thoroughfares
 - o Tulip Poplar / Maple Street / etc..
- Executives (decision makers) want to live in resort style communities, close to office, have good retail/mercantile/restaurants close by, amenities for the family, and the ability to develop their industry locally.
 - o Strong economic base
 - o Good work force
 - o Good location
- Gallatin maybe ready to overtake Hendersonville in population
- Gallatin has the ability to grow in a 270* circle
- Need more affordable housing
 - o Abundance of low end housing
 - o Abundance of high end housing
 - o Lacking in the middle income bracket
 - Land cost making it difficult to develop middle class housing
 - o Hard to deliver a lot for less than 50K
- Downtown could/should be center of Gallatin geographically
- Mass Transit / Electric bus line
 - o Provide transportation for low income
 - o Provide independence for retirees and other unable to drive
 - o Reduce some traffic problems

Infrastructure Final Report

The Infrastructure Sub-Committee held two public meetings that were sparsely attended, conducted one meeting by invitation, several one on one meetings, and a few phone interviews. During our learning process we were surprised at the knowledge we gained. Originally thinking roads would be the main source of conversation we were prepared to limit conversations about road projects that were already in progress and have been discussed and planned for years awaiting action.

One constant statement was made in almost all our meetings and is probably Gallatin's best attribute and is immeasurable; Quality of life.

In all meetings two main thoughts about road projects surfaced;

One. With the opening of 386 to Long Hollow (SR109) the need to complete connector roads between Nashville Pike and 386 has been highlighted. Everyone is aware of the need to make such improvements at the Maple Street Extension, Tulip Poplar, Big Station Camp Creek, etc... The only decisions that remains in how far some of these roads extend and who is responsible for funding the projects (Gallatin, Hendersonville, Sumner County, State, Private, or partnerships).

Two. 109 South/South Water to I-40. Once again the need to five lane 109 from Airport Road to I-40 is overly obvious. <What did come out of our meetings was the need to consider upgrading South Water to provide better access to the Square.> In order to help balance Gallatin and solidify The Square as the geographic center of Gallatin it is necessary to produce new areas for retail, commercial, and residential growth. If the plan to five lane 109 to Airport Road is in place and is being carried out, this plan should be marketed.

The extension of 386 has been a major topic of discussion since it's inception in the late 80s. Everyone is aware that 109 is going to be widened and improved but the knowledge of actually what is being done is scarce. This is an easy win. If the road is being improved all we really need to do is advertise and get people talking about it. Just like the growth that is being experienced along the Nashville Pike corridor with the promise of the 386 extension, growth can be encouraged with the 109 improvement project.

A quick topic was utilities. A very important note was the lack of discussion in regards to City of Gallatin utilities. As in Robert's Rules of Order, silence is a vote in the affirmative. Very little time was spent discussing COG provided utilities <we interpreted this as a job well done. David Gregory and Bill Draper both seem to have a very good understanding of future needs and work diligently toward making sure the COG is well prepared for expansion.>

The utilities discussion only gives us a few opportunities. 1st Land for such uses as electrical substations, water pump stations, and sewer lift stations need to be identified and reserved. This does not condemn land to being undervalued in contrast it may help

promote the property if the need for utilities has already been realized and planned for (no surprises).

2nd The City of Gallatin needs to be in control of its own destiny. Some real opportunities exist with the White House Utility District. It is apparent that a large amount of the growth Gallatin will experience will be in the White House Utility district. The issues we discovered here are in need of further investigation to determine how much is rumor and how much is factual.

In order to target some new opportunities for growth in Gallatin that may include first class office space, data centers, and corporate headquarters Gallatin needs readily available and accurate mapping of its infrastructure. Beyond roads, water lines, and sewer lines potential developers need to know where the information super highway is.

The location of cable, fiber optics, T-1 lines, etc... must be readily available to potential developers via maps (website) even before they identify themselves. Redundancy is a key issue; corporations are more and more relying on continuity of business through reliable electric power and multiple accesses to the information super highway. Some the City can provide some the City just needs to encourage and provide incentives to help encourage the growth. Think about providing Wi-Fi access free of charge to The Square the benefits could be amazing.

Industrial park. To help provide predictable land prices and prevent fluctuating land prices the City of Gallatin may consider purchasing additional land for industrial parks. One thought is that the City shouldn't be in the real estate business, however somehow the City (EDA) needs to be able to provide consistent and reliable information to potential developers. This can probably be done either by purchasing the land outright (least desirable) or by contractual agreement with land owners.

One of the most valuable lessons we learned in our conversations was the amazing value of a very under utilized resource, the Sumner Regional Airport. Simply put we are neglecting Gallatin's diamond in the rough. Once thought to be nothing more than a hobby farm for some local flyboys the airport has the potential to be a significant draw. For the past 10 years the corporate use of private jets has grown exponentially. We heard on more than one occasion corporate jets have been unable to land at the airport because of the runway length and in several cases they must avert to the Nashville airports based on weather conditions (to hot to land).

The airport has painted itself into a corner in its current configuration and the infrastructure at the airport is long overdue for major updating. Several opportunities exist to greatly improve the airport through a renewed and strategic alliance including the City of Hendersonville, the City of Gallatin, and Airport Authority. The single best attribute of the airport is we've got it and the possibility of building one in Hendersonville is remote at best. Businesses at the airport are ready to expand but are unable to because of the unavailability of land. There is far more to share on this point

and we would love to expand. What a fantastic entrance to the City of Gallatin and Sunner County the airport could be.

Mass Transit. In order to become a first class city, provide access to hundreds of citizens, and be able to deliver customers to the destinations of their choice COG should consider implementing a mass transit system. Other mass transit systems are readily available to use as models as near as Chattanooga. The dramatic increase in population is also evident in the increase in assisted living facilities.

No longer do all retirees wish to move to Florida and await the next hurricane, more and more are choosing to stay with or move to where their families are...Gallatin. A mass transit system could also provide access to employment for people who may not be able to economically afford a vehicle of their own. Electric bus lines have become more and more popular and can provide access to every part of the city. With the need to setup a central bus depot and dozens of potential bus stops partnerships with local businesses and industry could be used to help setup the bus service (think PSLs).

Affordable Housing. As Gallatin continues to experience unprecedented growth in both actual new home starts and home values some real thought needs to be put into affordable housing. Some easy steps can be taken to assist developers in providing more affordable housing. The cost to construct a home is relatively the same from one city to the next the one major variable is the cost to develop the land. The COG may want to consider some opportunities to developers who specifically aim to provide affordable housing.

Fire Protection. The City of Gallatin is in need of expanding its fire service to match the growth and economic diversity of the city. Statistics that have been kept since the first fire report was completed prove that economically challenged areas sustain a greater number of structure fires and deaths from fire than more affluent areas. Simply put the Gallatin Fire Department needs to be expanded to provide great service to more areas of the city. The south side of Gallatin along 109 South. Additionally future stations should be planned to shadow the growth areas in Gallatin.

Currently the location of the headquarters station is in an ideal location; ideal for a city requiring only one fire station. In accordance with ISO standards fire stations serve a primary response area with a 1.5 mile radius. The City of Gallatin can either accept the ideal location of headquarters station and build overlapping response areas or build a new headquarters station to maximize response.

Respectfully submitted:

Dave "Ace" Harrington & Mark Schultz
06-26-07

Gallatin Visioning Committee

Revitalization & Preservation Subcommittee

June 28, 2007

Subcommittee Co-Chairs: Reggie Mudd
Jo Ann Sircy

Steering Committee Liasons: David Popen
Yvonne Malone

Summary of Recommendations:

- Focus the majority of the City's revitalization efforts and resources on the Downtown Area. Aggressively implement the already developed Downtown Master Plan. *It starts with the Square.*
- Improve access throughout the City by building a parking garage at or near the downtown square area, develop a system of public transportation throughout Gallatin, and widen certain roads within and leading into the downtown area.
- Protect & preserve historically significant portions of the City of Gallatin through use of historic zoning and/or preservation overlay.
- The aesthetics of Gallatin, the downtown and its periphery areas in particular, must be improved.
- Preserve and enhance Gallatin's uniqueness and diversity by creating a series of neighborhood districts throughout the city, developing an identity and brand for the downtown area, and promoting unique projects in keeping with Gallatin's heritage.

Full Report:

- Focus the majority of the City's revitalization efforts and resources on the Downtown Area. Aggressively implement the already developed Downtown Master Plan. *It starts with the Square.*

Implement the already developed and much acclaimed Downtown Master Plan. Assign implementation of the Master Plan to an organization or entity so there is clear understanding of who is responsible and accountable for executing on the Plan. Timelines should be established.

Adequate and convenient parking is the most critical step to successfully implementing the Master Plan and revitalizing the downtown area. See discussion below.

An expanded Farmers Market is another critical element of the Master Plan that should be pursued immediately, in addition to the streetscape improvements already planned around the County Courthouse.

- Improve access throughout the City by building a parking garage at or near the downtown square area, develop a system of public transportation throughout Gallatin, and widen certain roads within and leading into the downtown area.

Improving access throughout the City was cited most often as fundamental to revitalizing Gallatin. As mentioned above, adequate and convenient parking is viewed as the most critical and first step to successfully implementing the Master Plan and revitalizing the downtown area. A parking garage is needed immediately. Whether real or perceived, the lack of convenient parking (i.e., access) is a significant detriment to downtown growth and development.

For the Clearview community (Blythe Avenue area) and many other areas of Gallatin, lack of public transportation is a major issue. Ideas included buses and motorized trolleys.

Widen various roads within and leading to the Downtown area to provide great accessibility. Widen Smith Street. Four-lane South Water which might provide greater access to the downtown area coming off Vietnam Veterans Highway/109.

- Protect & preserve historically significant portions of the City of Gallatin through use of historic zoning and/or preservation overlay.

Include buildings, landscape and trees, and other prominent and distinctive features of the city in such protection and preservation.

Regarding historic buildings, utilize the recently completed inventory done by the Historic District Commission to identify such buildings. Protect and preserve these buildings through use of historic zoning and/or preservation overlay similar to current guidelines in already established historic districts within the City.

Identify and promote historic buildings through use of bronze plaques and/or plates which describe the building's historic significance.

Consider adopting and enforcing standards of maintenance and upkeep throughout Gallatin, both for residential and commercial properties.

Create incentives for developers to restore historic buildings and homes and for homebuyers to buy and restore such homes.

- The aesthetics of Gallatin, the downtown and its periphery areas in particular, must be improved.

Consider adopting and enforcing standards of maintenance and upkeep throughout Gallatin, both for residential, commercial and industrial properties.

Adopt a tree ordinance.

Adopt a sign ordinance.

Focus attention on the major transportation corridors that feed into the downtown area (i.e., Broadway, West Main Street, South Water Street, and Hartsville Pike). All are in need of significant attention and improvement in terms of aesthetics including signage, sidewalks, landscape/trees, overhead wires, store front appearances, types of businesses, etc.

- Preserve and enhance Gallatin's uniqueness and diversity by creating a series of neighborhood districts throughout the city, developing an identity and brand for the downtown area, and promoting unique projects in keeping with Gallatin's heritage.

Identify and promote a series of neighborhood districts, such as the East Main Historic District, throughout the City to foster community pride.

Establish an identity and brand for the Downtown area. Greater definition and promotion is needed. Suggestions included establishing a Restaurant District, a Retail District, and/or an Art District.

Encourage projects and developments that are truly unique in keeping with Gallatin's heritage such as the Gallatin Shalom Zone's Union High Resource Center. Discourage those that are redundant or unnecessary.

Establish a series of walking tours.

Gallatin's Vision 2020
Economic and Community Development
June 28, 2007

After a couple of organizational meetings with Jeannie Gregory, Derrick Jackson, Brenda Payne and Jim Galvin Jr., we held our community meeting at the meeting room of the Public Utilities Bldg. on May 23, 2007. In preparation for the meeting, each of us prepared a list of 12-15 community leaders we felt would help us in spreading the word about the meeting and sent them a letter to advertise our meeting date. In addition, we had 1000 business cards made up that advertise the website. These cards were placed in the letters and distributed at our own personal places of business. Our hope is that maybe there had been a surge in the on-line survey from our efforts.

At the meeting, we were somewhat disappointed by the turnout. We can only make some assumptions about the community's attitude toward Economic and Community Development, and that is that the efforts that ARE in place are being met with much satisfaction to the point that people are enjoying the fruits that come with this very active and growing community!

We had a little bit of a difficult time wrapping our arms around the topic as so much regarding the "economic" and "community" development encompasses so MUCH. Many of the priorities that we have identified spill over into infrastructure, design, quality of life, housing, etc. That being said, we chose a meeting style analysis method termed SWOT (Strengths, Weaknesses, Opportunities, Threats). Although broad, we feel most will align with comments derived from other committee topics. From the comments and opinions collected the following priorities were identified. In addition, on the following pages, you will find the actual list of strengths, weaknesses, opportunities and threats.

1: Improved road plans and accessibility around railroad right of ways. We need to reduce gridlock, develop mass transit options that meet needs of our citizenry, and encourage bicycle traffic with standard bike paths.

2: Increase commercial and high end retail development for women and men to improve our tax base. This includes a need for corporate office space.

3: Investment in all sectors, not just the gentrified ones, will allow economic development to flourish in all neighborhoods ensuring all residents benefit from a living wage, better job opportunities, and commercial options.

4: Work with appropriate constituencies to develop a “Brand” for Gallatin that promotes our strengths and attracts business and services needed and desired by our residents.

5: Enriching, educational and recreational activities and points of interest should be developed to integrate within the daily lives of all citizens and neighborhoods. Assure easy and affordable access to public parks, public spaces, community centers and recreation venues.

6: Build strong communities by encouraging diversity in housing options and residents and work for the preservation and development of affordable housing.

7: Evaluate the feasibility for hotel/convention center venue for Gallatin.

8: Develop and maintain a qualified workforce through partnerships with business and industry and our education leaders both K-12 and post secondary. Work with administration of Volunteer State Community College, a great community asset.

9: Gallatin should continue to strive to be a place where people are friendly to each other and organize for the greater good. We should work to foster even more cooperation among all the cities in Sumner County to provide a unified message. The entire middle Tennessee region is experiencing unprecedented growth. Our COUNTY would be better served if we had some vision for how we are to capture the growth and maintain our quality lifestyle.

10: Encourage and support initiatives of diverse groups that improve amenities for the city including the Downtown Public Library, Union High Resource Center, Historic Preservation and Downtown Revitalization, Chamber of Commerce, etc. Work with and through these groups; maintain lots of communication and cooperation.

These results represent the feedback from one public meeting. We hope additional comments may be secured through the online survey.

We applaud Mayor Graves for her forward thinking and hope that some of the ideas and suggestions generated will be of some assistance as Gallatin moves forward.

Respectfully submitted,

Jeannie Gregory
Derrick Jackson
Brenda Payne
Jim Galvin Jr.

The following represents the raw data gathered during the SWOT Analysis. The additional discussion provided input for setting priorities.

Strengths:

Diversity of community
Volunteer State Community College
Gallatin is the County Seat of Sumner County
New, affluent, high end neighborhoods
County wide school system
Hospital
Civic Center/Parks/Lake
Availability of Land
Appearance of being open-minded to new ideas
Abundance of Social Services
Real estate
Proximity to Nashville
Improved City Services (Police Dept – crime rate is improved)
Variety of Restaurants
New Movie Theatre
Historic Preservation efforts – Downtown Revitalization
New downtown Library

Weaknesses:

Availability of affordable housing
Diversified entertainment (more access to local symphony, plays)
Judicial System (unfair and inconsistencies)
Taxation system (assistance for elderly with rising property taxes)
 Although as a part of this discussion, it was brought up that as we become more of a “retirement” friendly community, we cannot justify freezing property tax payments as a blanket to all elderly)
Lack of affordable child care, particularly affordable 24-hour care to allow more people to attend school and work nights
More diversification of restaurants, cafeteria style, even white tablecloth
Youth recreation – skate rink, pool.
 This is in regards to how our attempts to integrate public access to parks, civic center, etc, by closing those venues on the north side of town has not been for the good of the community. Children must ride across the tracks or across the viaduct to get to the park, civic center and is dangerous for our youth.
Retail – more variety in men/women clothing

Investment to all sectors of the community – We are creating a West Gallatin and other areas of the city are suffering.

Public Transportation (cab service)

Still lacking in some areas of social services

Support for the greenways system

Education – lack of equitable distribution of resources

ROADS, ROADS, ROADS – town is gridlock Railroad tracks?

Improved communications and technology (Are we prepared to land the BIG one?)

Media – newspapers negative slant of our community is seen by prospective businesses and citizens

Still a perceived conflict/change of the OLD guard vs. NEW guard

Opportunities

Attract retirees to their community

Lifestyle center Development

YMCA for Gallatin

Union High Resource Center (Shalom Zone)

Corporate Office

Set up free enterprise zones

More regional cooperation (Sumner County communities tend to be territorial)

Multi-modal transportation (van rides, mass transit to Nashville)

Gallatin as a Destination – more promotion of lake

Convention Center – Hotel

Recruitment of big-time sports

Threats

Indian Lake Village (will Gallatin get its share of the high end retail?)

Industrial Job retention

Williamson County (Has the perception of a more affluent community and we haven't worked our PR as well as they have)

Residential Approval – we are approving residential communities as fast as they are presented to planning commission. We have got to provide roads, other services to sustain the growth. **NEED MORE COMMERCIAL TO SUPPORT THE TAX BASE!!!!**

Qualified workforce

Gallatin's Vision Subcommittee on Design
Len Assante & Grace Tomkins, Steering Committee Liaisons
David Deere & Charles Moffatt, Sub-Committee Co-Chairs

Findings

- Overall perceptions:
 - With few exceptions, no strong, specific consensus was seen
 - Growth should be controlled, with a majority favoring a moderate to strong degree of control, but very few favoring extreme control.
 - Tree/green space preservation is important
 - Some concerns about costs of some elements, want to maintain diverse community.
 - What to do about pre-existing structures? Some preference for mandated design modifications upon property ownership change or property use change.
 - Gallatin has more "power" to get what it wants now that we are in the high-growth drivers seat. We don't have to give in to developers to get them to come.
 - Sidewalk "missing links" should be a priority
 - Solid interest in principles of "New Urbanism."
 - What citizens want should be more important than what developers want.
 - Some interest in "visual gateways" to the city along major roads.

- Specific Design Elements:
 1. **Traffic Calming** – decorative, calming, a more natural slowing of traffic preferred
 2. **Exterior Commercial Design** – Preference for brick w/subdued signage. Some preference for "quaint," old-style commercial structures (pitch roofs, smaller size)
 3. **Commercial/Large Retail Landscaping** – Strong preference for at least some degree of obscured non-typical parking design. Use of berms, plantings and sidewalks preferred. Set off-road (ie. Glenbrook) preferred.
 4. **Commercial/Smaller Retail** (stand-alone) – Prefer higher degrees of landscaping to minimal, but less strongly than w/ #3 above.
 5. **Auto dealer & similar** – Strong opposition to current situation in town, esp. older used car lots. Preference to almost any style other than basic block.
 6. **Residential Design** – Non-visible garages preferred. Garages can be side entry, rear entry, or alley-entry. "New Urbanism" residential look received positive response. Significant landscaping strongly preferred over none.
 7. **Mixed density** – Preferred, but with strong preference for no multi-family residential in mixed density. Prefer single family detached, townhouses, row houses, condos.

- Website Survey Information Related to Design:
 - Respondents generally not very satisfied with city progress & worried about growth

Recommendations

- Focus more on desires of citizens rather than developers as we now have "leverage"
- Planning should focus on preservation of green space, moderately strong control of design elements and re-vitalization of current areas of the city that do not meet future standards.
- Planning should focus on maintaining Gallatin's uniqueness.
- Exceptions to design standards should be rare –allow some flexibility, but minimal compromise.

Side walks!

CITY OF GALLATIN

DESIGN & AESTHETICS SUBCOMMITTEE Meeting Minutes

Demographics of Rapid Growth in Nashville-Metro

US CENSUS

City	1990	2006*	%	County
Gallatin	19,000	28,000	+47%	Sumner
Hendersonville	32,000	47,000	+48%	Sumner
Franklin	20,000	55,000	+175%	Williamson
Brentwood	16,000	34,000	+112%	Williamson
Murfreesboro	45,000	90,000	+100%	Rutherford
Mount Juliet	5,000	19,000	+280%	Wilson
Nashville	490,000	550,000	+ 12%	Davidson

*Rounded up for 2006

The Nashville Metropolitan Area is projected to increase from its current population of 1.5 million to in excess of 2.0 million by 2020. If current residential and commercial development patterns continue, this +33% increases in population will result in development of and additional 316,000 acres which is at present undeveloped. This area is equal to all of Davidson County (337,000 acres)! Since the vast bulk of this development will be in the counties surrounding Nashville/Davidson, unless proper Design & Planning occurs, unabated "*Urban Sprawl!*"

Cumberland Region Tomorrow statistics

CITY OF GALLATIN

DESIGN & AESTHETICS SUBCOMMITTEE Meeting Minutes

General Summary of Key Points of Agreement

- Based upon the Historical growth patterns experienced by, similar, representative municipalities during the period of 1990-2005, current level of approved and zoned residential and commercial development and the growth projected for the overall Nashville-metro area by 2020 (see table below); **for strategic planning purposes, it would be prudent to assume** that the City of Gallatin will experience, at minimum, a **doubling** of its current population (~28,000) and should plan, accordingly.
- Recognizing that the vast majority of the anticipated population growth which will occur in the Nashville-metro (+500,000) will involve relocation of people from outside middle Tennessee to suburban metropolitan counties (not Nashville proper), **it is imperative for Gallatin to strategically “target” prospective newcomers to Gallatin** by creating an appealing environment which **will attract** the various *types* of citizens Gallatin specifically seeks as new citizens.
- Since Gallatin will be in DIRECT COMPETITION with all other metro-wide cities for the “types” of newcomers it hopes to attract; Gallatin must take all steps to **create and foster a very specific perceptual “image” (brand) of Gallatin** in the *minds* of **all important target audiences**, within Tennessee, the South Eastern region and among certain key nation demographics. This will require a comprehensive, integrated and *top-drawer* professional, communications and marketing plan involving select multi-media directed activities, over time.
- Since recruitment and acquisition of retail commercial development to Gallatin is directly dependant upon servicing the local needs and interest of its citizens, Gallatin must similarly “target” **the types of new retail development** that would prosper based upon the types of new citizens that they are seeking to attract.
- Just like residential and retail development, recruitment of job **creating enterprises**, whether, manufacturing, service or professional must be strategically and systematically “targeted” both for their economic contribution attributes as well as for their overall synergistic fit with Gallatin, its citizens and image as a whole
- While not specific to the subcommittees mandate, due to the significant increase in the infrastructure required to support the rapid population and commercial development projected for Gallatin, 2007-2020, **judicious fiscal planning** is mandatory and should include the use of **BOTH** city and county statutory taxing powers provided, to help offset the impact of new growth (like most fast growing metropolitan cities); e.g. Adequate Facility tax/County Powers Relief Privilege Tax on new development, new development Impact fee, etc. (one time per square foot of **NEW** residential or commercial development, **not on property tax**)

QUALITATIVE INPUT DURING PUBLIC MEETINGS

- While some audience members questioned whether the role of government to mandate certain things; e.g. requirement for landscaping, rear entry garage, location of businesses (restrict auto dealership to one "auto-row" area), there was general consensus that such "personal choice" limitations are required in order to maintain quality of life, especially as Gallatin is faced with significant growth
- There was some "frustration" expressed that "citizens have no voice on the growth and development that is being undertaken and that "Leaders" appear not to want to hear from the citizenry.
- In general, the "City Government" should ensure that land use and buildings reflect what the citizens want and not just what developers want.

QUALITATIVE INPUT DURING PUBLIC MEETINGS

In order to “capture” and quantify honest, non-directed/influenced objective responses to a variety of Visual Design Elements, the first hour of the Public Meetings involved a brief presentation of the purpose of the Visioning exercise followed by demographic and growth data and projections. At this point each Design Element was presented and the audience completed their questionnaire after each element. In order to keep the responses objective, there was minimal questions and comment during this portion of the meeting.

After completing the Design Element questionnaire, they were taken up and then the composite visual images of each design element was re-presented and discussed in detail.

Fortunately, there was limited discussion regarding the Design Elements (means the audience fully understood the exercise), however, a variety of comments were made about similar issues.

The following represent the **qualitative input from the meetings**:

- In general, while people want commercial buildings to be of permanent construction, composed of quality material, and presenting a “high-end” aesthetic pleasing image, they would prefer NOT to see the buildings, especially parking lots, from the adjacent thoroughfare/street.
- Professional looking, high quality landscaping for ALL properties is desired and should be required in all land use developments (also maintenance of landscaping required).
- Some discussion regarding Gallatin’s need to establish “Visual Gateway’s” along all major entries into the city which should “help establish the image” of the city. Heavy landscaping and natural beauty would be the hallmark of such Gateway entrance areas
- Significant discussion about “preserving trees” occurred in both meetings. During one meeting a “poll” on a scale of 1-10 about tree preservation was taken. In general, people want trees preserved by developers/builders, period! An informal review of the Nashville-Metro “Tree Regulations” was presented by Hartley Scott (Co-Chair of Land Use) and a general consensus that something similar should be adopted by Gallatin. Again, people WANT the trees preserved and where new landscaping is mandated “meaningful” trees; i.e. hard woods, etc., caliper size where appropriate, should be deployed.
- Repetitive architectural design, especially in residential developments, was viewed as a problem and it was questioned “why” developers simply offered house style A, B or C and that is all! Exterior composition being “self-limited” to brick was also questioned though most people view brick as of “higher-quality” and characteristic of a more permanent structure. It was asked why other high end exteriors like concrete stucco (Florida style) or stone facade was not employed in construction more. Since home building can be more of oligopoly type business model at the local level, Planning and Zoning Committees **should specify** more diversity in design.

Residential Mix-Use Developments – Integrated Architectural Designs

The developer who is currently proceeding with a ~700 unit retirement/vacation , completely self-contained, residential development in Castilian Springs has a similar development in Beaufort, South Carolina called Habersham. This development is a “New Urbanism” variation wherein the property has businesses and community buildings all self contained. The properties offer a wide range of lifestyles/price points with relatively consistent and integrated architectural design.

Five (5) different types of residential properties were presented and the audience asked to “judge the appropriateness” of these types of properties/lifestyles each being located in the same residential development; i.e. which properties best fit and to what level (assume YOU live in the development!).



QUANTITATIVE FINDINGS

- The Large Home (compound style with small outbuildings) (A), nice single-family home (B) as well the large Row Houses (D) were equally deemed **HIGHLY PREFERRED**.
- However, the Town Homes (C) and Apartments were deemed **UNACCEPTABLE**

Conclusion/Recommendation:

*While some people expressed displeasure with the repetitive architectural design of this integrated residential development, for single-family detached properties (A, B & D) everyone (91%) preferred these properties! Like in the previous exercise, people found multi-family units (E) unacceptable. The photo of the Town Homes (C) give the appearance of multi-family properties and I “suspect” the slightly less than Acceptable composite score was due to this. Accordingly, Mix-Use Residential Developments should **EXCLUDE** multi-family units and in the case of Town Homes a “detached” appearance would be warranted. Furthermore, an “integrated and uniform” Architectural design/theme appears to be highly valued.*

Residential Mix-Use Developments – Varied Architectural Designs

As presented in the overview, if current, single-family on large lot, “traditional” residential development continues over the next 12 years in the Nashville-Metro area current undeveloped land representing the size of all of Davidson county will have to be developed in order to accommodate the projected population growth. Additionally, with the dramatic “demographic” shift with the retirement of the 80 million *baby boomer* populations, down-sizing, having different needs and requirements; successful residential developments need to accommodate mix properties to match differing lifestyles.

Four (4) different types of residential properties with varying architectural designs were presented and the audience asked to “judge the appropriateness” of these types of properties/lifestyles each being located in the same residential development; i.e. which properties best fit and to what level (assume YOU live in the development!).



QUANTITATIVE FINDINGS

- The “traditional” family home (A), even on a small lot, was deemed as **HIGHLY PREFERRED**
- The Town Homes (B) were viewed as **PREFERRED** as was the Mansion (D), though a little less (81% vs., 60%).
- The TRIPLEX Apartments/condominiums (C) were overwhelmingly deemed **UNACCEPTABLE** (89%).

Conclusion/Recommendation:

*No surprise that single family detached homes were highest preferred, however, the Town Homes were viewed quite favorably as well as the “Mansion” assuming this type of property was on a proportionate size lot (not a “MacMansion” type development). The overwhelming negative response to the apartments/condominiums mandate that **multi-family properties SHOULD NOT be part of mix-use developments, period!***

Residential Landscaping

Currently Gallatin has NO landscaping requirements for residential property. As was noted, residential developments always include landscaping for "curb appeal" but specific requirements are not established.

Four (4) differing properties with varied landscaping were presented for review. Visual appeal/appropriateness of the landscaping relative to the property was the attribute to be judged.



QUANTITATIVE FINDINGS

- Family home with minimal or no landscaping (other than grass) was deemed UNACCEPTABLE (75%).
- Whether new construction with small landscaped front yard (B), a lovely property with a perennial garden (C) or a traditional newer home with caliper size trees (D), all were equally viewed as PREFERRED (81%, on average).

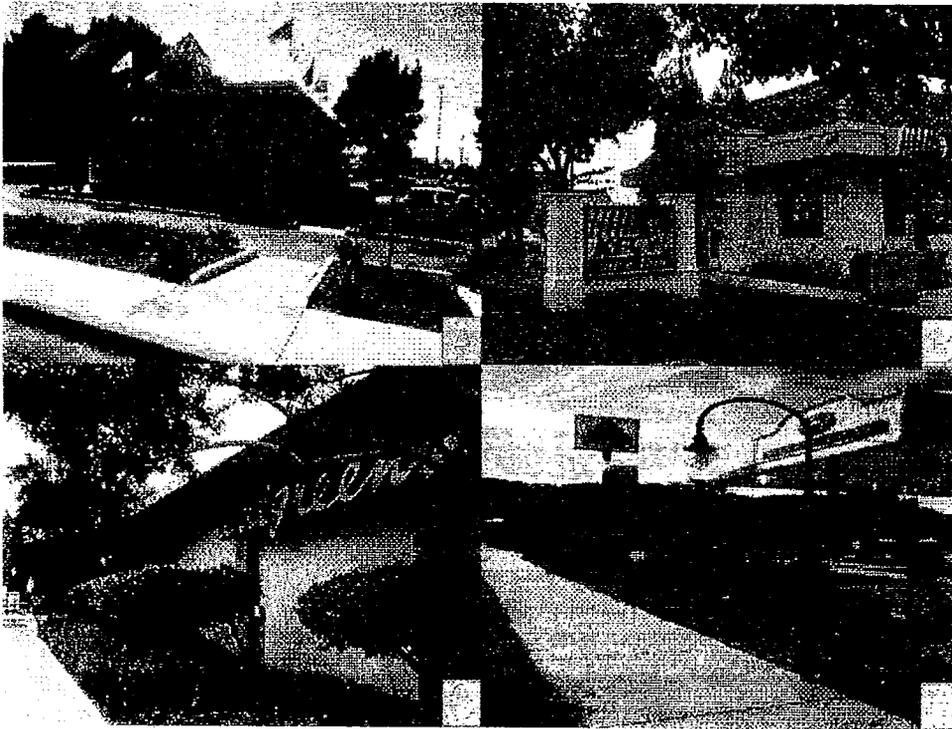
Conclusion/Recommendation:

Whether an individual home or a development property, people want to see well designed landscaping. Accordingly, specific landscaping design standards (minimal) should be established which take into account the individual home or the development as a whole; e.g. hardwood, ornamental tree balance relative to property size, etc.

Retail Landscaping

Based on commercial exteriors of big-box stores and auto dealerships, one could legitimately infer that people prefer all retail buildings to be of a permanent nature, constructed of quality materials and NOT simply disposable architecture. Considering the wide variety of building styles, we chose to focus on an often overlooked but very important aesthetic component of any retail development plan, the landscape design elements.

The following four (4) differing retail businesses were presented and the public audience was asked to evaluate the landscaping relative to the overall building/property.



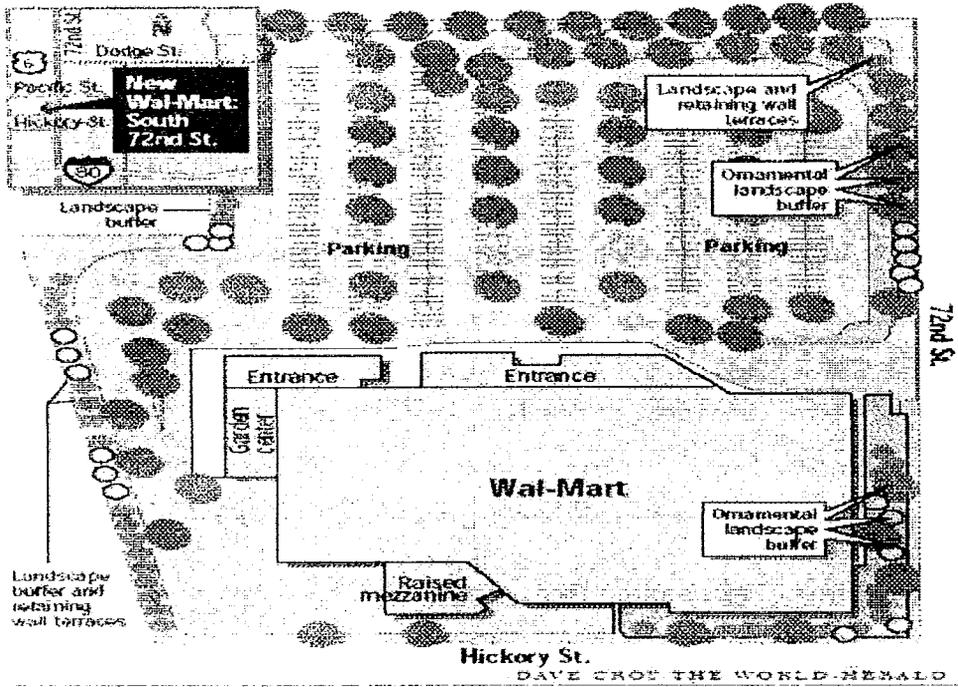
QUANTITATIVE FINDINGS

- On average, the “traditional” sidewalk, landscaped front of the drive-in (A) as well as side walked and lamp posted gas/market (D) were viewed as ACCEPTABLE.
- However, the more sculptured and substantial landscaped properties (B&C) were equally PREFERRED.

Conclusion/Recommendation:

People want to see minimal asphalt/concrete and “meaningful” landscaping fronting retail buildings, period. Sidewalks are desirable, but they must be landscaped and blended into a natural setting.

*Presented as a plat review before (B) visual above which reflects an aerial view of a parking lot.



PROPERTY LANDSCAPING – AESTHETICS & FUNCTION

“Big Box” Commercial Landscaping

As previously stated, considering their massive footprint, large parking areas and prominent location, these types of developments can “dramatically alter” the overall image and aesthetics of a city. While very clear preference as to the exterior of these “big box” structures was previously recorded in this survey, considering that the overall land footprint (total property) is normally multiples of the building, landscaping design **MUST** have a central role in any development plan.

Four (4) visuals of “big boxes” as viewed from the major thoroughfare/street affronting the property were presented:



QUANTITATIVE FINDINGS

- The traditional front loaded parking view with minimal landscaping (A) was deemed **UNACCEPTABLE** (70%).
- Big Box completely obscured by a berm with a tree-lined (B as represented by Wal-Mart plat below*); completely obscured by foliage (C) or obscured by double-tree-lined berm with side walk (D), were all equally **PREFERED** (+85% on average)

Conclusion/Recommendation:

People DO NOT want to see parking lots and retail buildings. Instead they prefer HEAVY aesthetically appealing natural landscaping to completely obscure the view as they drive down the road. As one person stated “it could be the edge of a park instead of parking lots and shopping centers if one did not know better!”

Residential Homes – Visible Garage

While there are many Design & Aesthetics questions relative to the exterior of residential developments, one principal question is front and center; location of the garage.

Four (4) different construction designs were presented:



QUANTITATIVE FINDINGS

- The “classic’ front loaded garage (A) was deemed UNACCEPATBLE (75%)
- A side located front entrance garage (B) was PREFERRED and the images with no visible garage from the curb were HIGHLY PREFERRED.

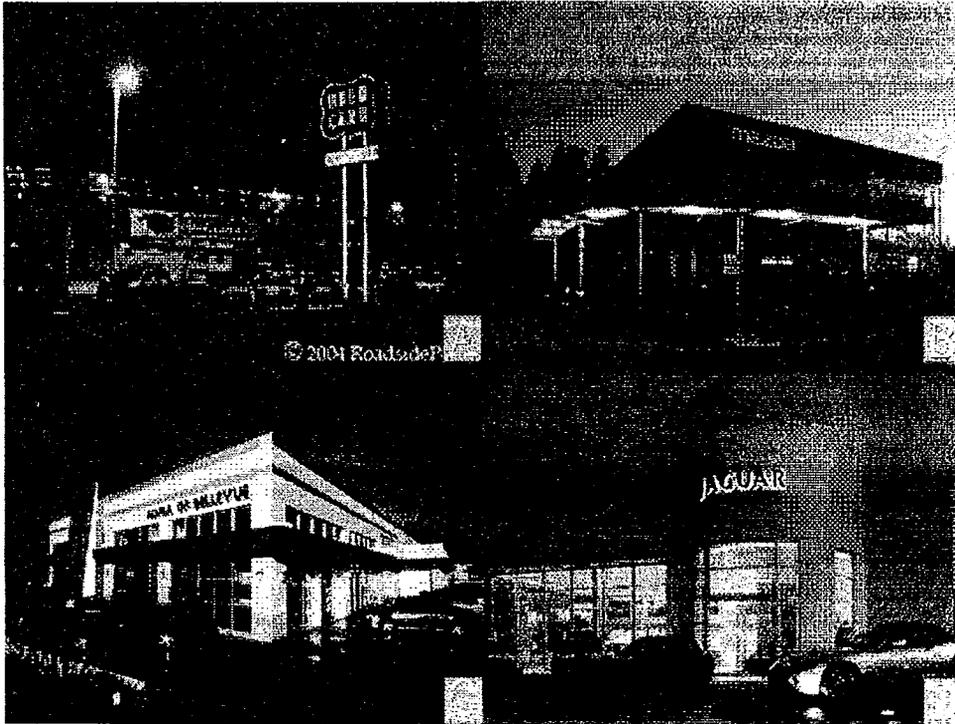
Conclusion/Recommendation:

People DO NOT want to see visible garages. Either design a side-located front entrance garage which maintains the overall architectural integrity of the structure of the home (B) or have rear loaded garages which are not visible (C & D).

Auto Dealerships

In general, auto dealerships require enormous amounts of land; significant illumination from dawn-to-dusk and “visually” offer minimally aesthetic appeal. As was asked by one participant in one meeting; *“Is there anything aesthetic about auto dealerships?”* By any standard, Gallatin has a disproportionate amount of centrally-located real estate devoted to auto dealerships, predominated used car dealerships with minimal building/facilities.

Four (4) *evolutionary* visual images of auto dealerships were presented for review



QUANTITATIVE FINDINGS

- The historically “classic” curb-side auto dealership (A) with lots of units and all the “visual” eye-catching advertisements was deemed COMPLETELY UNACCEPTABLE. Lowest composite score of all 36 images presented during each public meeting! Not ONE person rated it as acceptable!
- The modular, metal & glass building (B) with, few visible automobiles and limited signage and the stucco & metal more “up-scale” dealership (C) were both PREFERRED equally.
- The “high-end” stucco and glass tall structure (D) was HIGHLY PREFERRED

Conclusion/Recommendation:

*People **do not want to see** “parking-lot” curb-side dealerships. An auto dealership with a permanent building of high quality construction/materials to “showcase” representative car models with minimal signage is preferred. Due to the “desire” of dealerships to have curb side display, large land footprint and dawn-to-dusk intrusive lighting, mandating an “auto-row” restrictive zoning practice (circular street in an industrial, non-central area, where all dealerships are located) should be employed.*

ARCHITECTURE – BUILDING EXTERIORS

“Big Box” Commercial Building Exterior

A “psychology” surrounding big box retailing has predominated suburban retail development since the 1990’s. This involves large (>100,000 sq. ft.) rectangular single story structures independently located next to major thoroughfares or as anchor stores in larger retail developments. Considering their massive footprint, large parking areas and prominent location, these types of developments can “dramatically alter” the overall image and aesthetics of a city.

In order to illustrate how one company modify’s their exterior design in order to accommodate the image and aesthetic concerns of the local community, four (4) basic Wal-Mart designs were presented for review:



QUANTITATIVE FINDINGS

- The simple metal/stucco façade of a basic store (A) and Spilt-face concrete block exterior with contrasting signage (B) were deemed as UNACCEPTABLE, period.
- The mix-medium, stucco and brick in earth tone with contrasting signage (C) was slightly PREFERRED while the solid red brick with concrete (to simulate limestone) cap was HIGHLY PREFERRED and overwhelming the first choice.

Conclusion/Recommendation:

Red brick, high value architecture with lot of windows and “interest” (not solid walls) with minimal, signage is “hands –down” what people want to see in large commercial structure.

Speed Barriers/Traffic Calming

With the completion and opening of Vietnam Veterans (I-386) extended, which terminates in central Gallatin, this Fall, traffic flow will be dramatically altered. In order to “calm” (slow down) exiting traffic in residential and, where appropriate, commercial side streets, physical traffic calming designs will, most probably, be required.

Four (4) basic designs were presented for review:



QUANTITATIVE FINDINGS

- None of the designs were deemed unacceptable.
- The speed hump (A), on average, was viewed as “acceptable,” but 25% found it unacceptable.
- There was a distinct preference for the “Cobble Stone” (rumbler) cross walk (C) and the floral intersection roundabout (D), with very few (6%) viewing the designs negatively.
- The design with plants embedding as obstacles in the road (B) was completely bimodal; i.e. either Highly Preferred (34%) or unacceptable (48%). This should be further studied to see if the unacceptable opinion is due to unfamiliarity because it is rather radical upon first view!

Conclusion/Recommendation:

Since the intersection island and the cobble-stone rumbler cross walks cannot serve the same function (one is at an intersection the other is used in continuous roadway), these designs should be employed as the principal traffic calming devices in the city.

Land Use & Design and Aesthetics Public Meetings

Land Use to the layman is predominately associated with the “improvements” (buildings) which is undertaken on a property. When one starts to speak of Design & Aesthetics associated with the land and the buildings on the property, each individual will have differing, very subjective, opinions based on varying frames of reference.

In order to facilitate Public Meetings on these *highly technical yet very subjective topics*, it was felt that visual images on specific general topics should be presented and citizens input “recorded” in some fashion.

Accordingly, nine (9) Visual Montages covering four broad topics relative to Aesthetics & Design were developed and presented to citizens for assessment as to overall appeal/preference.

The General Topics were:

1. Streets/Roadway – Traffic Calming Options
2. Building Exteriors (Commercial & Residential)
3. Property Landscaping (Commercial & Residential)
4. Residential Mix-Use Developments (Multi & Single Family Units)

In order to “capture” and quantify honest, non-directed/influenced objective responses to a variety of Visual Design Elements, the first hour of the Public Meetings involved a presentation of *the purpose* of the Visioning exercise followed by demographic and growth data and projections. At this point each Design Element was presented and the audience completed a structured questionnaire after each element. In order to keep the responses objective, there was minimal questions and comment during this portion of the meeting. The total presentation including explanatory and factual information consisted of 112 slides.

The four General Topics were covered via nine (9) visual montages, each with four (4) images, cumulatively providing over 1,000 responses on a five point scale. A verbal scale was used in order to better facilitate differentiation.

Anticipating a small sample size (audience) the visual images were selected in order to provide a “consensus” UGLY image and then varying levels of *aesthetic improvements* among the remaining three visual elements. For the two “Mix-Use” Montages representative residential styles were presented.

Overall, clear preference and differentiation was demonstrated and obtained in the survey instrument.

Land Use and Design & Aesthetics Subcommittees Recommendations

The following recommendations are based on Citizen's Input obtained during Two Public Meetings as well as consensus agreement on certain points by the Subcommittee itself

In general **Citizens want:**

- Commercial buildings to be of permanent construction, composed of quality material, and presenting a "high-end" aesthetically pleasing image, they would prefer NOT to see the buildings, especially parking lots, from the adjacent thoroughfare/street as they drive by.
- Professional looking, high quality landscaping for ALL properties is desired and should be required in all land use developments (also continued maintenance of landscaping must be required).
- Gallatin to establish "Visual Gateway's" along all major entries into the city which should "help establish the image" of the city. Heavy landscaping and natural beauty would be the hallmark of such Gateway entrance areas.
- The trees TO BE PRESERVED and where new landscaping is mandated "meaningful" trees; i.e. hard woods, etc., caliper size where appropriate, should be deployed. Gallatin should adopt Tree Regulations similar to Nashville/Davidson County.
- Broader diversity of architectural design for both residential as well as commercial buildings should be encouraged and specified/directed
- City Government TO MANDATE certain things; e.g. requirement for professional quality landscaping, rear entry garage for residential homes, limit/restrict location of businesses (example: restrict auto dealership to one "auto-row" area), residential developments to accommodate appropriate mix-use and limit multi-family units to separate developments, etc. in order to facilitate/direct *smart growth* and to maintain quality of life, as Gallatin is facing unprecedented growth..
- Municipal Leadership to ensure that growth and development is the type and level that CITIZENS WANT not simply what developers propose.
- To maintain the historic *bucolic image* of Gallatin via PRESERVATION of large areas of Green Space and by requiring heavy, obscuring landscaping in all land use and development projects.

Furthermore **Municipal Leadership must:**

- recognize that the city will, at minimum, double its population over the next 12 years
- recognize that Gallatin will be in DIRECT COMPETITION with other suburban cities for recruitment of the *various types of citizens* Gallatin specifically seeks and that recruitment and acquisition of commercial development, both retail and service, to Gallatin is DIRECTLY DEPENDANT upon servicing the local needs and interest of the *various types of citizens* residing in Gallatin.
- take all steps to create and foster a very specific **perceptual "image" (brand)** of Gallatin in the *minds of all important audiences*, in Tennessee, the South Eastern region and among certain key nation demographics if the city seeks to "**target**" the **specific types** of desired new residents.
- develop and implement a "top-drawer" professional communication and marketing plan involving select multi-media directed activities, over time, if a "perceptual image" of Gallatin is to be fostered.

Land Use* and Design & Aesthetics Subcommittees

Public Recommendations

Buildings & Architecture

- **ALL Commercial Construction:**
 - Permanent Construction of High Quality Material
 - Minimal Signage
 - “Aesthetically Pleasing - *Classy*”
- **DO NOT want to see “Big Box” and Shopping Centers from Roadway, especially, parking lots, Period!**
- **If Completely Obscuring Landscaping NOT feasible for smaller retail:**
 - Extensive landscaping, with major trees
 - Minimize view of parking lot from roadway
- **Auto Dealerships – Specific Problems**
 - Roadway Curb-side Parking is Undesirable
 - Excessive Land Footprint
 - Intrusive Dusk-to-Dawn Lighting
 - “Test Driving Routes” problem if central city or residential
- **Auto Dealership - MINIMIZE Presence in the City**
 - Restrictive Zoning (Auto-Drive Area on outskirts of city)
 - High Quality Buildings
 - Minimal Signage
- **Residential Construction**
 - Well-Planned “Appropriate” Mix-Use is Desirable
 - Significant Dedicated Green Space vs. Smaller Lots
 - Restrict/Prohibit Multi-Family
 - NO Front-loaded Garage

Landscaping

- **ALL Commercial Development – Extensive and 24/7 Maintained (Irrigation Mandatory; will prevent caliper size trees and evergreens from dying, thus SAVE \$\$\$ for “owner”)**
- **Individual Residential – Landscaping mandatory by code**
- **Residential Development – Extensive and Maintained 24/7 via Association or Home Owner Contract at Purchase (Irrigation Mandatory)**
- **Trees TO BE PRESERVED and where new landscaping is mandated “meaningful” trees; i.e. hard woods, etc., caliper size where appropriate, should be deployed. Gallatin should adopt Tree Regulations similar to Nashville/Davidson County.**

*Parks, Green ways, roads will be covered by Land Use SubCommittee

Design & Aesthetics Subcommittees Recommendations

Municipal Leadership must:

- recognize that the city will, at minimum, **double its population** over the next 12 years and strategically plan and allocate resources accordingly
- recognize that Gallatin will be in **DIRECT COMPETITION** with other suburban cities for recruitment of the *various types of citizens* Gallatin specifically seeks
- understand that recruitment to Gallatin of commercial development/business enterprises, whether retail, service, office-complex or “clean” manufacturing is **DIRECTLY PENDANT** upon the *various types of citizens* residing in Gallatin.
- realize that in order to compete and recruit the desired *types* of citizenry and commercial/business development to Gallatin all steps must be employed to create and foster a very specific **perceptual “image”** (brand) of Gallatin in the *minds of all important audiences*, in Tennessee, the South Eastern region and among certain key national demographics if the city seeks to “target” these specific types of desired new residents.
- develop and implement a “top-drawer” **professional communication and marketing plan** involving select multi-media directed activities, over time, if a “perceptual image” of Gallatin is to be fostered. This will require **EXTERNAL** expertise

Appendix

Land Use & Design and Aesthetics Public Meetings - Overview of Methodology

Land Use to the layman is predominately associated with the "improvements" (buildings) which is undertaken on a property. When one starts to speak of Design & Aesthetics associated with the land and the buildings on the property, each individual will have differing, very subjective, opinions based on varying frames of reference.

In order to facilitate Public Meetings on these *highly technical yet very subjective topics*, it was felt that visual images on specific general topics should be presented and citizens input "recorded" in some fashion.

Accordingly, nine (9) Visual Montages covering four broad topics relative to Aesthetics & Design were developed and presented to citizens for assessment as to overall appeal/preference.

The **General Topics** were:

1. Streets/Roadway – Traffic Calming Options
2. Building Exteriors (Commercial & Residential)
3. Property Landscaping (Commercial & Residential)
4. Residential Mix-Use Developments (Multi & Single Family Units)

In order to "capture" and quantify honest, non-directed/influenced objective responses to a variety of Visual Design Elements, the first hour of the Public Meetings involved a presentation of *the purpose* of the Visioning exercise followed by demographic and growth data and projections. At this point each Design Element was presented and the audience completed a structured questionnaire after each element. In order to keep the responses objective, there was minimal questions and comment during this portion of the meeting. The total presentation including explanatory and factual information consisted of 112 slides.

The four General Topics were covered via nine (9) visual montages, each with four (4) images (one had five), cumulatively providing over 1,000 responses on a five point scale. A verbal scale was used in order to better facilitate differentiation.

Anticipating a small sample size (audience) the visual images were selected in order to provide a "consensus" UGLY image and then varying levels of *aesthetic improvements* among the remaining three visual elements. For the two "Mix-Use" Montages representative residential styles were presented. ALL of the elements exhibited universality in structure and response.

Overall, *clear preference and differentiation was demonstrated* and obtained in the survey instrument.

DESIGN ELEMENT HIGHLY PREFERRED PREFERRED ACCEPTABLE UNACCEPTABLE COMPLETELY UNACCEPTABLE

SPEED BARRIERS

Retail Exterior (Wal-Marts)

Big Box Landscaping (Street Level View)

Retail Landscaping (KFC in example)

Auto Dealerships (Different Types)

Residential Garage (Different Locations)

Residential Landscaping

Residential Mix-Use/Lifestyle

Residential (HBS) Mix-Use/Lifestyle II

Highly Preferred = Top personal Preference Preferred = Personal Preference Acceptable = No Preference
 Unacceptable = Dislike Completely Unacceptable = Highly Dislike

NOTE: Choices of A, B, C, D & E MARK UNDER APPROPRIATE DESCRIPTOR... NOT RANK ORDER!