



**Hendersonville Tomorrow:  
Assessment, Vision, Goals and Action Steps for 2020**

Final Report  
Hendersonville Tomorrow Committee  
May 2006

## Foreword

It is now Spring 2006. The Hendersonville Tomorrow Committee began its efforts in the Fall of 2004. It has been a long road that included 25 subcommittees, over 150 volunteers, a survey of citizens, scores of meetings, hundreds of hours of research and discussion, and thousands of emails. Long range planning, it seems, takes a long time. This is particularly true when the effort is as broad in scope as is necessary for a city.

Our goal was to provide the City with a vision and plan for achieving the vision by the year 2020. Based on input from a citizen's survey, we divided the task into eight planning areas:

- 1. City Infrastructure**
- 2. Economic Development**
- 3. City Appearance**
- 4. Character and Culture**
- 5. Community Services**
- 6. Planning and Growth Management**
- 7. Education**
- 8. Old Hickory Lake**

For the most part, we believe our efforts have been successful. The report that follows contains well-researched, thoughtful visions, goals and objectives in key areas such as transportation, utilities, technology, city culture, housing, land use, education, and the environment. There are plans for our new library, lake shore development, a new civic center, bicycle and walking paths, improving the City's appearance, and support for the performing arts. Planning for several important areas, notably public safety, parks and recreation, and economic development will be addressed in the coming year.

As always, in any large undertaking, many people deserve thanks. This list includes former Mayor, Jim Fuqua, who started the process, Mayor Scott Foster, who has supported it, and the Hendersonville Tomorrow Committee, who have managed the planning process and, along with the various subcommittees, produced this report.

Gary Kaufman, Chair  
Scott Foster  
Sharonne Lincoln  
John Pennington  
Shirley Wilson

Bruce Carter  
Stan Hardaway  
Don Long  
Fred Rogers  
Don Wolfard

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## Vision and Priorities

What should Hendersonville look like in the year 2020? We started our planning process with a survey of the citizens of Hendersonville, and to answer this question, we'd like to look back some of the survey's results.

One question we asked was about what kind of community Hendersonville should be. The question was:

Should Hendersonville continue to be a "bedroom community" with many of its citizens commuting to work in Nashville? Or should Hendersonville try to establish itself as a city with its own identity, its own businesses and jobs, and an independence from the economy of Nashville?

What type of community?	Percent
Separate Identity	61.6%
Bedroom Community	14.4%
Uncertain	18.4%
Both	5.6%
Total	100%

We also asked what citizens liked and disliked about Hendersonville.

Like Best	Percent
City's environment - lake, parks, wildlife	27.8%
Small town that is clean, quiet, safe but is still close to big city amenities	21.3%
Friendly people	15.4%
New growth, progress, shopping	10.7%
Sense of community, family oriented, good place to raise kids	10.1%
Good schools	6.5%
Community spirit, involvement	4.7%
Other	3.6%
Total	100.0%

<b>Like Least</b>	<b>Percent</b>
Traffic and stop lights	33.1%
Poor city appearance (utility lines, poles, run down businesses, ugly signs, West Main)	21.5%
Too much growth and building	11.5%
Need more of specific kinds of businesses (restaurants, entertainment, Super Walmart, meeting places)	6.2%
Nothing	3.8%
Lack of a town center	3.1%
Lack of sidewalks, trails	3.1%
Other (library, public transportation, recycling, bigger P.O., etc.)	17.7%
Total	100.0%

Finally, citizens were asked, “By the year 2020, what change would you most like to see in Hendersonville?”

<b>Change for 2020</b>	<b>Percent</b>
Well planned growth, community improvement, town center, lakeside development	22.5%
Improved traffic flow: More and wider roads, light rail, bridges	16.3%
More local shopping, restaurants, movies	11.6%
Improve city appearance, underground utilities, cleaner, more attractive city	10.9%
Improve economic development, office development, more jobs and careers	7.8%
Improved recreational activities	4.7%
New library	3.9%
Bicycle and walking paths, sidewalks	3.9%
Other	18.6%
Total	100.0%

The Hendersonville Tomorrow Committee's ideas for Hendersonville correspond with the results of the survey. We believe Hendersonville should continue the transformation from being a bedroom community to establishing itself as a city with its own economic and community identity. Further, we believe the way to accomplish this transformation is through well-planned capital investment that reinforces the best features of Hendersonville while removing or minimizing problems.

To that end, the Hendersonville Tomorrow Committee proposes the following vision for 2020.

**By 2020 Hendersonville will have transformed itself from a bedroom community to a city with a clear identity. While many will continue to work in Nashville, an increasing number will be employed in a growing Hendersonville professional business community. Hendersonville will be an attractive city with a clear sense of community, one that has both well-planned growth and a commitment to renewing, rebuilding, and preserving older areas. Hendersonville's schools will be among the top schools in the metropolitan area, and the city will be enriched by a variety of cultural events and recreational opportunities.**

### **Priorities**

This document contains a number of visions, plans, goals and objectives. Some would be relatively easy to accomplish, while some are quite comprehensive in scope, requiring substantial capital investment and political commitment. Obviously, no city would be capable of undertaking all of the projects at one time or even in the course of the next fifteen years. Thus, priorities need to be set. While the Board of Mayor and Aldermen ultimately determine the City's direction, the Hendersonville Tomorrow Committee feels the obligation to offer our thoughts on what the priorities should be.

1. Guided by the Vision, Goals and Objectives of Hendersonville Tomorrow, the City will prepare and adopt a **Comprehensive Master Plan**. This plan will include a land use plan, a major thoroughfare plan, a parks and greenways plan and other similar plans which will pro-actively plan for and manage growth and development of the City.
2. Recognizing that the foundation for the growth and preservation of the City is its infrastructure, the City will develop a **Capital Improvements Program** for streets, utilities, community buildings and other infrastructure necessary to support projected growth.
3. To further protect property values and enhance the quality of life in Hendersonville, the City will develop programs and strategies for neighborhood and housing conservation, historic preservation, commercial district revitalization, community appearance improvements, and education support.

4. Finally, as a means of accomplishing our vision and priorities, we propose the creation of a formal, continuing process by which the vision and plans are periodically reviewed and revised, progress is monitored, and plans are updated. Specifically, we recommend that an annual meeting, possibly in January, be designated by BOMA as a planning session for the year. This would be an open, but non-voting and non-televised meeting at which BOMA will review the long-range plan's vision and priorities and at which the Hendersonville Tomorrow Committee will report on the prior year's progress and make recommendations.

# INFRASTRUCTURE

## I. Overview

The most predominant trend facing the City of Hendersonville is the growth of the City and the expansion of both the residential and business base, both within the City limits and within Urban Growth areas. Within the 2020 horizon, the City of Hendersonville will experience a shift of the “center” of the population. New commercial, office, and mixed-use residential development will challenge the current infrastructure and require a new approach to planning, funding, and management.

By the year 2020, the City of Hendersonville will have experienced tremendous commercial and residential growth. The City will experience infrastructure and planning challenges similar to other Middle Tennessee communities that have become attractive to business.

Our community will experience challenges in the areas of roads, utilities, traffic management, technological services, public transportation services, and access to air transportation. To address these growing challenges, the City leaders will need to be pro-active in their planning and funding efforts. This is essential for the city to keep its appeal for business relocation and for families to raise their children. Each of these challenges exist today, and their solution will only become more complex and costly with each passing day. Therefore, a pro-active, well-considered approach by our city leaders is the only approach to take as we lay the foundations for the future of our community.

## II. Subcommittees:

- A. Utilities, Roads, Bridges, and Traffic Management
  - Joe Griffin – Chairperson
  - Jerry Horton
  - Bob Freudenthal
  - Bill Thompson
  - Patrick Murray
  - Michelle Kubant
  
- B. Technology
  - Jamie Spurlock – Chairperson
  - Dave Chapman
  - Jim Fuqua
  - Scott Sprouse

- C. Public Transportation
  - Gordon Smith – Chairperson
  - Charlie Lowe
  - Rosemary Peacher
  - Terry Smith
  - Michelle Kubant
  
- D. Airport
  - Randy Durham – Chairperson
  - Don Bruce
  - Lindy Gaughn
  - Bob Moon
  - Bill Taylor

## **I. Subcommittee Title**

Utilities, Roads, Bridges, Traffic Management Subcommittee

## **II. Membership and Chairperson**

<b>Name</b>	<b>Contact Information</b>
Joe Griffin, Chair	107 Annas Court Hendersonville, TN 37075
Jerry Horton	Hendersonville Public Works Director City Hall, 101 Maple Drive North Hendersonville, TN 37075
Bob Freudenthal	2311 Center Point Road Hendersonville, TN 37075
Charlie Lowe	119 Hedgelawn Drive Hendersonville, TN 37075
Bill Thompson	White House Utility District P.O. Box 608 White House, TN 37188
Patrick Murray	133 Strathmore Way Hendersonville, TN 37075
Michelle Kubant	110 Lee Court Hendersonville, TN 37075

## **III. Scope of the Subcommittee**

### A. Transportation Planning

1. Hendersonville Major Thoroughfare Plan
2. Hendersonville Urban Growth Boundary
3. Bike and Pedestrian Corridors
4. Thoroughfare Design Standards
5. City Transportation Staffing
6. Transportation Funding; Grants, Impact Fees
7. Pro-active System of Analysis and Planning
8. Future TDOT Projects in Sumner County

### B. Traffic Management

1. Comprehensive Policy for Development Traffic Impact
2. City Traffic Engineering Staffing
3. Deployment of ITS Technology
4. Traffic Management Center
5. SR 386 Traffic Management
6. Connectivity and Neighborhood Traffic Calming

### C. Bridges

1. Needs for Future CSX Crossings
2. Capacity of Existing SR 386 Crossing
3. Needs for New SR 386 Crossings
4. Future Drakes Creek Crossing
5. Pedestrian Bridges

D. Utilities

1. Water and Sewer Expansion in Urban Growth Areas
2. Electrical Substation Location
3. Future Utility Requirements Adjacent to Major Routes
4. New Technology Infrastructure Requirements
5. Stormwater Management

#### **IV. Assessment of Current Situation and Trends in Hendersonville**

Historically, the City of Hendersonville has been characterized as a community that is primarily residential in nature. A large portion of the Hendersonville and Sumner County population commutes to destinations in Davidson County where the commercial, retail, and large office employer base is more substantial. The infrastructure and utility needs have been managed effectively but the needs were largely set by residential uses and commuter patterns. Service areas for utilities have been challenged by growth and geographic constraints, but in general, utility companies have worked cooperatively.

The most predominant trend facing the City is the growth of the City and the expansion of both the residential and business base, both within the City limits and within Urban Growth areas. Within the 2020 horizon, the City of Hendersonville will experience a shift of the “center” of the population. New commercial, office and mixed-use residential development will challenge the current infrastructure and require a new approach to planning, funding and management. The transportation system is on the verge of a change with the expected completion of SR 386, and the creation of new north/south corridors between Main Street and Long Hollow Pike. Expansion into the Urban Growth boundary areas will require planning and implementation of a better “grid” of arterial and collector roadways to serve the residents and also provide efficient access to new commercial attractions near the shifting center of the community.

#### **V. Vision for 2020**

By the year 2020, the City of Hendersonville will have experienced tremendous commercial and residential growth. The City will experience infrastructure and planning challenges similar to other Middle Tennessee communities that have become attractive to business. New business will increase the tax base but will also require a more aggressive approach to infrastructure enhancement. A new City center will emerge in the Indian Lake area, and it will be important that infrastructure recognize the importance of this focal point within the City. The City limits will expand and the City will be required to be more pro-active to meet the demands for new roads, bridges, utilities, and services in these areas. New funding mechanisms and partnerships with private business and State and Federal agencies will be necessary for the City to effectively meet the demand and keep pace with the expansion.

Transportation infrastructure in the 2020 horizon will require a higher level of major thoroughfare planning, management, and monitoring than currently exists in the City. Increased commuter traffic on SR 386 could be a major problem for the City if it is not planned for and the additional capacity provided prior to the demand. To keep pace with the growth within the City, transportation must be a major component of City staff focus. Planning, management, and funding of transportation infrastructure must be more pro-active rather than reactive, and Staff level position(s) must be established to monitor the arterial system, seek funding from both public and private sources, and implement improvements before the capacity or demand is present. In the 2020 horizon, the City must deploy new technologies to manage traffic demand and incidents in real-time. A traffic operations center will be necessary to keep traffic moving in and through Hendersonville. This system must work with other Intelligent Transportation Systems (ITS) including the existing TDOT system on SR 386.

A more effective grid of arterial and collector streets will be required north of SR 386, and more capacity will be required for major north/south routes. Likewise, the capacity of roads crossing

SR 386 must be attended to so as not to choke the travel to new destinations within the City, including the new City center. All levels of street planning and design should include provisions for street lighting, sidewalks, underground utilities and amenities. Likewise, connectivity should be maintained and the use of neighborhood traffic calming should be implemented to balance connectivity and safety within neighborhoods.

Water and sanitary sewer systems are currently planned, owned and operated by both the Hendersonville Utility District and White House Utility District. Both have comprehensive plans for existing and growth areas of Hendersonville. The expansion of sanitary sewer to older sections of the City will require major investment in the next 5 to 10 years, and will likely create infrastructure improvement in other areas. The challenge in the 2020 horizon will be the new environmental standards for treatment of both water and wastewater. HUD and WHUD could face major cost for replacement/ retrofit of existing treatment facilities if new standards are implemented.

Electric power within the City is provided by both Cumberland Electric and Nashville Electric Service. Both agencies have capacity for the 2020 horizon and have sub stations planned for future City expansion. The new underground electric ordinance in the City will require the City to establish a standard which can work for both of the service providers within the Urban Growth boundary and can be coordinated with City roadway standards for within and outside the right-of-way.

Communication infrastructure has the most potential for major transformation by the year 2020. As technology becomes increasingly more “wireless”, the need for overhead copper transmission line may become obsolete and therefore reduce or eliminate the need for overhead pole transmission. Both telephone and cable TV may become increasingly more wireless; therefore, the aesthetic goals related to utility lines may be more achievable.

Changes within the 2020 Horizon will potentially transform the city of Hendersonville. Our vision for the community is tied to the planning and implementation of an effective, safe, and efficient infrastructure system that serves all residents and businesses.

## **VI. Goals and Specific Action Steps**

### **GENERAL**

#### *Goal*

In the short term, the City should complete a Comprehensive Plan which includes transportation planning and infrastructure components, and which sets the land use and density goals for the City through the 2020 horizon. Future infrastructure planning should then be based on the Comprehensive Plan.

### **TRANSPORTATION**

#### *Goal*

Complete a Comprehensive Update of the Hendersonville Major Thoroughfare Plan

#### *Specific Action Steps:*

1. Include the entire area within the current Urban Growth Boundary.
2. Include details on current planning for all modes of travel; bike & pedestrian, public transportation, etc.
3. For established areas south of the Bypass and within the Peninsula areas, identify connectivity opportunities; i.e. Stark Knob connector and realignment opportunities, Indian Lake at East Drive.
4. Prepare a set of specific standards and design treatments and estimates for main arterials serving the Peninsula areas that include aesthetic, multi-modal, as well as transportation capacity improvements.
5. For areas north of the Bypass, establish grid system of arterials and collectors based upon Land Use Plan for growth area, topography and natural features, and land availability.
6. Update every 5 years minimum.
7. Develop Main Street as a scenic highway.
8. Set specific multi-modal requirements for major routes, and/or geographic areas of the City.

## TRANSPORTATION

### *Goal*

Identify and focus on East/West and North/South Arterial and Collector Roads in areas north of the Bypass where growth is expected

### *Specific Action Steps:*

1. Initiate annual review of SR 386 mainline and interchange capacity.
2. Develop action plan for funding and construction of New Shackle Island from West Main Street to SR 386. (First determine what part of project is funded by private development and also in the TIP maintained by the MPO).
3. Develop action plan for funding and construction of New Shackle Island from SR 386 to Long Hollow Pike.
4. Develop action plan for funding and construction of Indian Lake Boulevard from SR 386 to Long Hollow Pike.
5. Develop action plan for funding of Center Point Road from SR 386 to Hunts Lane
6. Continue to lobby TDOT to fund and construct the Interchange at SR 386 and Forest Retreat Road.
7. Improve Forest Retreat Road to minimum design standards from Glenbrook Way to Center Point Road.

### *Goal*

Prioritize Transportation Staff position(s) to anticipate growth needs and implement attractive, efficient and well planned transportation network. Funding efforts for transportation projects utilizing public and private funding sources.

### *Specific Action Steps:*

1. Establish a staff level position that has as its primary purpose the funding of transportation and infrastructure improvements, including identifying grants, Federal funding.
2. Establish staff level transportation engineering position.
3. Funding specialist should participate in all MPO Technical Coordinating Committee meeting activities, Long Range Plan updates, Transportation Improvement Plan (TIP) submittals, and grant applications.
4. Annually submit for Enhancement Grant funds through TDOT for transportation, bike, pedestrian, greenway, or other eligible projects.
5. Complete a comprehensive study of local standard practice for impact fees for development in Middle Tennessee and recommend to Board the need, structure, and implementation strategy for this option.
6. Establish policy and mechanism for developer contributions in lieu of transportation improvements, including Public Works committee level procedure for use of funds, and system to recover funds for improvements, which provide excess capacity.

## TRANSPORTATION

### *Goal*

Complete Land Use Plan for area north of the Bypass.

### *Specific Action Steps:*

1. Include all areas in urban growth boundary.
2. Coordinate with Sumner County, Gallatin and Goodlettsville.
3. Integrate Land Use Plan with Major Thoroughfare Plan.
4. Allow for mixed-use development that will reduce travel demand on local roadways.
5. Integrate land use plan into comprehensive plan for the City.

### *Goal*

Establish Comprehensive Policy for thoroughfares, connectivity, and limits of access in Residential and Commercial Areas, and other Zoning level transportation requirements.

### *Specific Action Steps:*

1. For residential areas, limit direct property access to collector and higher classification roadways.
2. Establish Neo-Traditional or New Urbanism standards for transportation networks and design requirements, including on-street parking, alleys, bike and pedestrian facilities, roundabouts, and street furniture.
3. Establish access guidelines for commercial and residential zoning, including spacing and location of driveways, turn lane requirements, driveway widths and median requirements.
4. Establish interconnectivity policy for residential development and joint use access policy for commercial development.
5. Set specific standards for multi-modal elements within or adjacent to developments.
6. Enhance the aesthetics of existing and future transportation system by developing landscaping and cultural standards for the transportation system and identify elements which are appropriate for street classification including street trees, linear parks, multi-modal connections, active and passive green space, public art, historic and cultural signage, and street furniture.

## TRANSPORTATION

### *Goal*

Improve transportation access for Industrial and Commercial Users.

### *Specific Action Steps:*

1. Establish truck routes for city and growth area.
2. Support continuation of Regional Freight Study to be undertaken by MPO.
3. Examine the possibility of providing a water port to maximize the industrial traffic via Old Hickory Lake.

### *Goal*

Encourage initiation of the feasibility study already funded through the MPO for a new connector road/river crossing toll bridge between Hendersonville and Nashville.

### *Specific Action Steps:*

1. Coordinate with Metro and the MPO to execute the study funded through the SAFETEA-LU Transportation Program.
2. Based upon results of the study, explore the toll facility option as a way of funding the project.
3. Seek funding for project phases for Engineering, Right of Way and Construction.
4. Coordinate with the MPO to promote the project based upon its transportation and Air Quality benefits.

### *Goal*

Support the implementation of the Town Center Master Plan.

### *Specific Action Steps:*

1. Integrate the development proposal into the comprehensive plan and major thoroughfare plan.
2. Encourage alternate parking solutions.

## TRAFFIC MANAGEMENT

### *Goal*

In order to continue the economic attractiveness of Hendersonville, the City should undertake a monitoring program along SR 386 in order to anticipate capacity or other problems for the residents or business community.

### *Specific Action Steps:*

1. Immediately establish a program to monitor operations, measures of effectiveness, and incidents on SR 386 as a baseline for the future completion of the corridor.
2. Annually prepare a report of the monitoring program, which should identify capacity, delay, and speed criteria for the portion of SR 386 both within the City limits and also in Davidson County.
3. Subsequent to the completion of SR 386, the City should study the same portion of the corridor and assess the need for future improvements.
4. This report should be presented to TDOT and local leaders for review.

### *Goal*

Complete a Neighborhood Traffic Calming Plan, which establishes policy, procedure, and standards for the use of Traffic Calming Devices within Residential Neighborhoods.

### *Specific Action Steps:*

1. Solicit input from other local jurisdictions on standard practice and experience on similar programs.
2. Review costs and benefits of neighborhood traffic calming.
3. Research other design and implementation documents available.
4. Fund a test program at a location within the city that currently experiences significant speed violations and or accident experience.
5. Request funding through the MPO or TDOT to complete a neighborhood traffic calming plan.

### *Goal*

Continue to plan, fund, and staff a fully functional Traffic Operations Center to serve the City and integrate with other similar systems maintained by TDOT and Metro Government.

### *Specific Action Steps:*

1. Seek Federal Funds through the MPO to fund the planning, design, and construction of a Traffic Management Center.
2. Within the City planning, Zoning, and Economic Development process, complete a site selection process. The site should have good proximity to fiber optic transmission and ideally be located near the center of the City.

## TRAFFIC MANAGEMENT

3. Utilize TDOT expertise to establish scope of study for planning and design of the facility, including specifications for software and computer systems that are compatible with TDOT, Metro systems, and ITS architecture.
4. When implemented, the Center should be capable of monitoring and control of existing City traffic signals and arterials, and should have monitoring capabilities along SR 386.
5. Establish staff level position(s) for technical staffing of the traffic operations center.
6. Make operational Information available to the community in real-time using readily available media outlets include local cable access channel, Internet, radio, etc.

### *Goal*

As part of the planning process, encourage Travel Demand Management within high-density office or employment centers, or other mixed-use environments within the City, and along other high use corridors within the City.

### *Specific Action Steps:*

1. Establish TDM zones for high-density employment zones, particularly in areas in and around SR 386 interchanges.

## UTILITIES

### *Goal*

Through a cooperative and comprehensive study process, establish standard practice for location of both overhead and underground utilities within and adjacent to roadway rights-of-way.

### *Specific Action Steps:*

1. Fund a survey of existing pole infrastructure along major routes in Hendersonville with the express goal of reducing poles throughout the City.
2. Working with the utility districts, establish standards for location, depth, offset, and connection for all water and wastewater lines within new development regardless of the provider.
3. Establish similar standards for the location of utilities in environments where street trees or other impediments are required or expected.
4. Establish similar standards for fire hydrant placement within the City (may already have this).
5. Establish standard practice for easements, whether jointly used or exclusive for utilities.

### *Goal*

Coordinate a Comprehensive Plan, which includes Utility Services.

### *Specific Action Steps:*

1. Review Long Range Planning documents for all utilities including HUD, WHUD, NES, CEMC, BellSouth, Comcast, and Nashville Gas for all areas within the current urban growth boundary.
2. Facilitate a cooperative dialogue between the City and both the Hendersonville and White House Utility Districts to guarantee the best and most economical service to all residents of the City, regardless of location.
3. Coordinate planned infrastructure improvements by each utility with necessary street and other roadside improvements to minimize impact to citizens of Hendersonville.
4. Annually, request reports from each utility.
5. Integrate utility plan into the City's comprehensive plan, and review thoroughfare plan and other plans for compatibility.

*Goal*

Establish formal process for control and management of stormwater, permitting and reporting.

*Specific Action Steps:*

1. Review and update City requirements and design standards for erosion control devices for new construction and development.
2. Identify existing problem areas within the City and evaluate the need for regional facilities to accommodate existing and projected conditions.
3. Evaluate the need for a stormwater management utility to set policy, administer standards, establish regional requirements, and be charged with permitting, compliance and enforcement authority. This authority should be authorized to address annual fees to all existing and future property owners.

*Goal*

Identify bridge-crossing opportunities within the City, which decrease drive time, and increase the quality of life by providing more mobility.

*Specific Action Steps:*

1. Establish the need for widening of roadways at existing crossings of CSX Railroad and provide advance notice of these projects prior to need or funding.
2. Establish need for new crossings of CSX Railroad as part of future Major Thoroughfare Plan and provide advance notice of these projects prior to need or funding.
3. Establish the need for widening of roadways at existing crossings of SR 386 and provide advance notice of these requirements/projects to TDOT prior to need or funding.
4. Establish need for new crossings of SR 386 and provide advance notice of these requirements/projects to TDOT prior to need or funding.
5. Fund new entrance to Veterans Park from Indian Lake Boulevard to improve access to the park, reduce through traffic penetration into Wessington area residential development, provide better circulation and access to Wessington Elementary School, and improve emergency circulation and access.
6. Fund pedestrian crossing(s) of Drakes Creek where feasible to integrate with and extend trail system within the City and fulfill the existing bike and pedestrian plan.
7. Establish a goal to provide pedestrian and bike lanes and/or sidewalks for all crossings of either SR 386 or CSX Railroad.

## **VII. Means of Following Up and Measuring Progress**

1. The City should complete annual capital improvements program (CIP) for infrastructure and transportation projects.
2. Set specific milestones by ordinance for implementation of major goal components including adoption of a comprehensive plan and major thoroughfare plan.
3. After completion of major studies such as the northeast Corridor Transit Study, complete updates to other plans or policy documents, which establish infrastructure standards or requirements.
4. Require annual reporting by outside agencies including utilities.
5. Implement a structure/hierarchy within city government to facilitate monitoring goals and action steps and reporting of progress related to infrastructure. This protocol should involve the Board of Mayor and Alderman, the Public Works Committee, and the Public Works, Engineering, and Planning Staff.

## Public Transportation Sub-Committee

### I. Subcommittee Title

Public Transportation Subcommittee

### II. Membership and Chairperson

<b>Name</b>	<b>Contact Information</b>	<b>E-Mail Address/Phone</b>
Gordon Smith, Chair	105 Wallingford Court Hendersonville, TN 37075	milwsmith@comcast.net 822-2641
Michelle Kubant	110 Lee Court Hendersonville, TN 37075	kubant@pbworld.com 218-1538
Charlie Lowe	119 Hedgelawn Drive Hendersonville, TN 37075	clowe@ragansmith.com 264-3819
Rosemary Peacher	322 N. Birchwood Drive Hendersonville, TN 37075	rkpsych@comcast.net 822-9463
Terry Smith		tsmith@mathewspartners.net 850-2700

### **III. Scope of the Public Transportation Subcommittee**

The scope of the Public Transportation Sub-Committee involved the review of transportation in Hendersonville in terms of three main areas: 1) local and commuter transportation, 2) the relationship of transportation to other community concerns, and 3) the modes of transportation likely to satisfy those needs. Each of these three areas is addressed in the following paragraphs.

**Local and Commuter Transportation:** The transportation needs in the Nashville Metropolitan Area, of which Hendersonville is a part, vary according to the lifestyle of the residents. Accordingly, there are intra-city (local) transportation needs, wholly within the boundaries of Hendersonville, and inter-city (commuter) transportation needs, between Hendersonville and the surrounding communities. Residents require transportation to travel short distances, generally for shopping, school or recreation, and longer distances, often to work and generally outside of the city limits of Hendersonville. The Public Transportation Subcommittee looked at the ability of residents to travel by means other than their personal vehicle, specifically the ability to travel by public transportation. The Subcommittee assessed the need to provide public transportation, where it is practical, between people's homes, and their schools, jobs, shopping locations, medical providers and centers of government. High population density at any of the aforementioned locations increases the potential for a public transportation solution.

**Relationship to Other Committees/Sub-Committees:** Public transportation solutions are optimized when exercised in conjunction with an overall community planning effort. For example, public transportation, linking moderately high to high density population centers, minimizes the need for automobiles. Thus inspired, visionary zoning for commercial and residential areas can cause the high population density necessary for the most efficient mass transit modes to function. Similarly, greenways and bicycle/walking paths linking commuter stations with nearby residential, educational, medical services and commercial/government areas can also lead to less automobile use. All these efforts, combined, will lead to less traffic congestion and minimize the adverse impact the automobile has on our environment. Public transportation, land use and pedestrian travel are addressed by different subcommittees and will need to be coordinated. The Public Transportation Subcommittee has included Action Steps that will relate to the work of other Hendersonville Tomorrow Committees.

**Modes of Public Transportation:** The decision as to which modes of transportation to be used to solve our commuter transportation problems will be addressed in a study referred to as the Northeast Corridor Alternatives Analysis. This study is a joint effort involving local governments (Hendersonville, Gallatin, Goodlettsville, Sumner County and Nashville/Davidson County), the Nashville Area Metropolitan Planning Organization (MPO) and the Federal Transit Administration (FTA). The alternatives study will begin in the spring or summer of 2006 and is anticipated to be completed 18 months from the start date. Our review, therefore, looked at the modes most likely to be considered in the Alternatives Analysis.

## IV. Assessment of Current Situation and Trends in Hendersonville

### ***TRANSPORTATION***

Currently transportation options in the City of Hendersonville are limited. The single occupancy vehicle is the primary means of travel. The roadways are becoming increasingly congested, particularly during the morning and evening commutes to and from work. In Sumner County and the City of Hendersonville, this is of particular concern as 40% of the workforce of Sumner County commuted to Metropolitan Nashville-Davidson County in 2000. In total numbers, this equates to over 26,000 Sumner County residents. Of the 13 counties within the Metropolitan Statistical Area (MSA), Sumner County had the largest number of actual workers who were commuting out for employment. Commuting times for nearly 45% of Sumner County's workers range from 30 to 90 minutes.

Public transportation options are limited to a single "Relax & Ride" route. Relax and Ride is a service of the Regional Transportation Authority and the Metropolitan Transit Authority. It consists of a commuter bus that travels weekday mornings and afternoons between Hendersonville and Downtown Nashville. The bus picks up passengers three times between 6:00 and 7:00 a.m. at two park and ride lots - one is located on New Shackle Island Road, the second at Rockland Road/Imperial Boulevard. The bus then leaves Nashville four times in the afternoon between 4:30 and 6:00 and returns riders to the park and ride lots in Hendersonville.

The Relax & Ride service discussed above is the only public transportation option for City of Hendersonville residents. Residents needing to travel within the City, or to any location other than downtown Nashville during the day, must rely on their personal vehicles.

As the population of the City continues to increase (see population discussion below), and roadway congestion continues to increase, the need for public transportation will increase tremendously.

### ***POPULATION***

It is important to discuss the population and household trends of the City and County because as these areas continue to grow, so too will the transportation needs of the residents. The City of Hendersonville is experiencing strong population growth. In 1960, **Hendersonville's** population was 6,017. By 2000 it had increased over tenfold to 61,064. By 2020 it is estimated that 88,509 people will be living in Hendersonville, an increase of over 45% in 20 years.

The 1960 population of **Sumner County** was 36,217. In 2000 it was 130,449, and by 2020, the population is projected to be 193,675. While Sumner County's population was 5.6% of the total MSA in 1960, by 2000 its population had jumped to 9.1% of the total MSA. Sumner County increased by an average of 2,356 persons per year between 1960 and 2000, and increased by 2,717 persons per year from 1990-2000.

Tennessee's population in 1960 was 3,567,089, while in 2000 5,689,283 people resided in Tennessee. By 2020 it is projected that Tennessee's population will be 7,195,375.

**Table 1.1 Population Comparisons**

	1960 <sup>1</sup>	2000 <sup>1</sup>	2020
<b>Hendersonville</b>	6,017	61,064	88,509 <sup>2</sup>
<b>Sumner County</b>	36,217	130,449	193,675 <sup>3</sup>
<b>Tennessee</b>	3,567,089	5,689,283	7,195,375 <sup>3</sup>

Sources:

1. U.S. Bureau of the Census
2. Local Planning Office
3. Center for Business & Economic Research, UT & U.S. Bureau of Census

People younger than 18 years of age comprised 26% of Hendersonville's population in 2000, while those 65 years and older made up 10%. These two age groups are particularly likely to benefit from public transportation due to more limited driving abilities. The median age of Hendersonville in 1970 was 26.1 years. By 2000 the median age had increased to 36.8 years. By 2020 the Baby Boomers, defined as those people born between 1946 and 1964, will be between 56 and 74 years of age. As a result, we can predict that the median age of Hendersonville will continue to increase.

An important factor to consider when planning for public transportation is population density. As the density of cities and counties differ, so too do the modes of transit that the areas can support. Currently there are approximately 1,486 people per square mile living in Hendersonville, while the density of Sumner County is 246 people per square mile.

### **HOUSEHOLDS**

In 2000 there were 23,080 households in Hendersonville. By 2020, it is projected that the number will increase to 36,863 households. It is interesting to note that household size is projected to continue to decline as the population ages. In 2000 there were 2.63 persons per household while by 2020 there will be an estimated 2.4 persons per household.

**Table 1.2 Household Comparisons**

	1 1960	Persons per HH	1 1980	Persons per HH	1 2000	Persons per HH	2 2020	Persons per HH
<b>Hendersonville</b>	1,715	3.51	12,197	3.16	23,080	2.63	36,863	2.40
<b>Sumner County</b>	10,586	3.40	28,557	2.98	60,741	2.64		

Sources:

1. U.S. Bureau of the Census
2. Local Planning Office
3. Center for Business & Economic Research, UT & U.S. Bureau of Census

Though there may be fewer persons per household, the number of commuters per household is likely to remain fairly constant; therefore the a.m. and p.m. peak travel times will continue to be congested and an issue of concern. Additionally, there are more female than male residents in the City of Hendersonville and Sumner County, and this trend is expected to continue. As noted by the RTA Commuter Rail Director, women make up a higher percentage of transit riders. Since statistically women live longer than men, we can assume that there will be more women over the age of 65 than men of the same age living in these households, and the potential for transit ridership is that much greater.

There are currently nearly 12,000 new housing units that have received either preliminary or final approval from the City of Hendersonville's Planning Department. Many of the subdivisions that have been approved are located between SR-386 (Vietnam Veterans) and Long Hollow Pike. This area is currently relatively undeveloped and opening up the area will put a new stress on a limited transportation infrastructure.

The current transportation options are limited, the roadways are becoming ever more congested and the population of Hendersonville and Sumner County is continuing to grow. These factors all indicate the need for an alternative to the single-occupancy vehicle. Public transportation needs to be considered as a viable travel option for the residents and workers in the City of Hendersonville.

### ***AIR QUALITY***

The quality of the air we breathe has a tremendous impact on how we live our lives. It affects our ability to enjoy the outside environment and is critical to the physical well-being of all people, some of whom are more directly impacted by poor quality air than others. There are a variety of sources that create the contaminants that pollute the air, one of which is the automobile. By reducing the number of cars on the road, we can help to improve air quality. The establishment of a transit system will allow one vehicle to replace many, thereby reducing the pollutants produced.

Additionally, in 2004, the five-county MPO region, of which Sumner County and Hendersonville are a part, was determined to be in non-attainment for 8-hour ozone standards violations. This is significant because if an area is officially designated as non-attainment, federal funds that are critical for all transportation improvement projects (including transit, new roads, road widening, intersection improvements, etc.) will be withheld, until the area establishes a plan to rectify the situation. There will be no official designation for the Nashville area until 2007; thus, there is another year to ensure allowable levels of ozone are not exceeded. Anything the area can do to improve the air quality, particularly during this time, is critical.

### ***LAND USE***

The population and number of households in Hendersonville continue to grow, changing the shape of the City. Just as important as the sheer numbers of people Hendersonville will need to support, is the way in which it will support them. The way the land within the City is developed will have a dramatic impact on the way residents live their lives. Historically, Hendersonville has developed as a bedroom community to Nashville. As a

bedroom community, Hendersonville is made up of mainly larger lot residential subdivisions, without many opportunities for full-time employment. The majority of jobs have generally been located in Nashville, and Hendersonville residents commute roughly 20-25 miles each day to their jobs in various parts of Nashville. Approximately 40% of Sumner County residents commuted to Davidson County in 2000.

This may be changing. With the development of Indian Lake Village, a large amount of office space is being introduced to the City. As white collar jobs locate in Hendersonville, this will provide greater employment options than previously available. Residents in Hendersonville may be able to work within their community instead of commuting miles to their jobs. If land continues to be zoned for office or mixed uses, Hendersonville may become a local center of employment, which would have a strong impact on the type of transportation system the City needs.

In addition to a lack of employment in Hendersonville, there has also been a lack of shopping opportunities. Residents generally traveled to the Rivergate area in Davidson County for shopping and dining. This meant that sales tax, an important means of local revenue, was collected in Davidson instead of Sumner County and the City of Hendersonville. This too is changing. Recently the Glenbrooke Shopping Center has become a strong retail center for the City. This area is continuing to grow, capturing shoppers and sales tax that previously left the County. Additionally, Indian Lake Village continues to be a development of large-scale proportions. Only partially built out, Indian Lake has already added several dining establishments and big-box retail shops. As the previously rural land of Indian Lake Village continues to develop, Hendersonville residents, as well as Sumner County and even Davidson County residents will have greater shopping choices. Also a factor is the decreasing appeal of the Rivergate Mall. As shoppers look for higher end stores in a more pleasant environment, Rivergate may not be able to meet those needs. There is a demand for new types of retail centers that Hendersonville is poised to meet.

Source for statistics:

The Nashville-Murfreesboro Metropolitan Statistical Area (MSA) forms the demographic and statistical base for population data presented within this report. The MSA consists of 13 Middle Tennessee counties which have been determined to function as a single economic and social unit.

The Hendersonville Census Division (HCD) provides a geographical constant for data comparison from 1950 to 2000. The HCD encompasses an area that is larger than the present incorporated area, since it includes both the corporate limits as well as the unincorporated area where urban growth is expected to occur in the future.

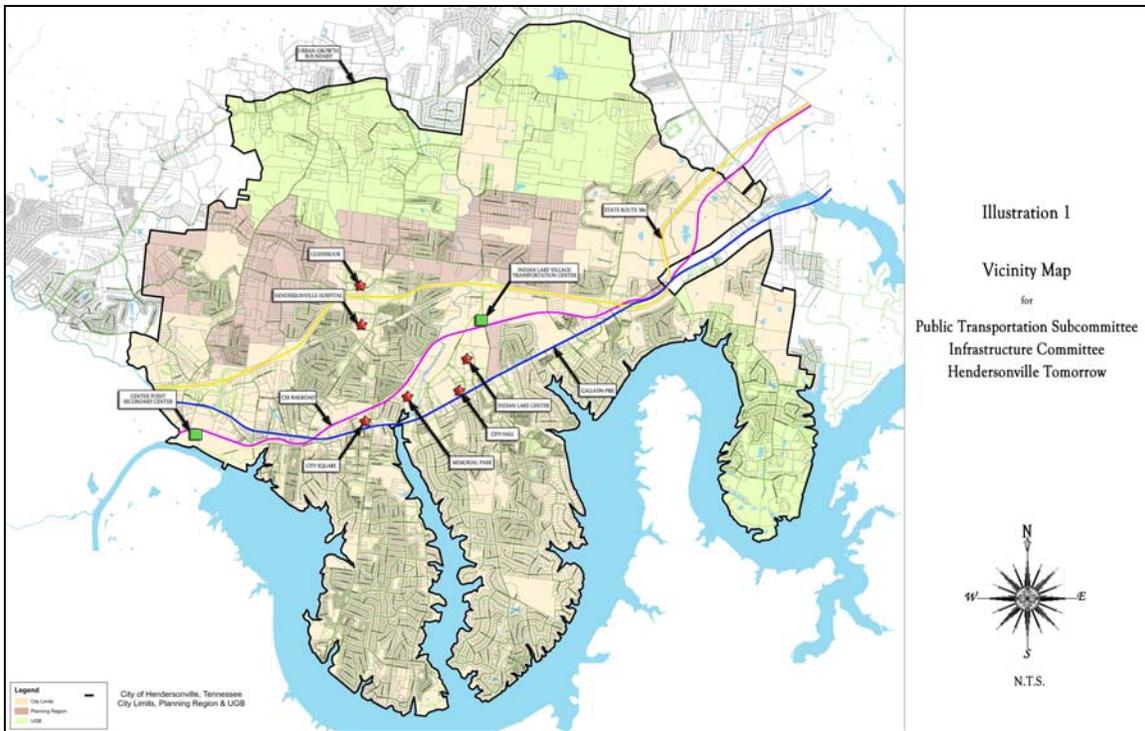
## **V. Vision For 2020**

By the year 2020 Hendersonville will be a city that provides transportation options to its residents. In addition to a strong system of roadways for private automobile travel, the city will be served by a public transportation system. Hendersonville will have a local transit system that connects residents to shopping centers, medical facilities, recreation areas and jobs within the City. It will also have a commuter transportation system which will allow residents to travel to downtown Nashville and Gallatin, and all locations in between. The commuter transit system will also allow residents of Nashville to travel to Hendersonville for jobs, shopping or recreation. See Illustration 1 for a reference map.

As Hendersonville continues to experience strong growth trends, we will see a much larger population, more jobs and more retail establishments in the City. As the City grows, the demands on its roadway system will become greater. Roadways such as SR-386 (Vietnam Veterans Bypass), Long Hollow Pike and Gallatin Road will become more and more crowded and the time spent traveling will increase tremendously. The development of a public transportation system will help alleviate the strain by reducing the number of cars on the roads, and therefore the time it takes to travel.

In order to support its growing population, Hendersonville will develop land use patterns that maximize limited resources and allow for focused infrastructure investments. Development will be focused along the transit lines to maximize its efficiency and cost-effectiveness. Land uses will become more mixed, so that residents are less reliant on personal automobiles for travel. A system of pedestrian walkways will be developed that give residents the ability to walk to the corner store or to a transit stop where public transportation will take them on longer trips.

### **Illustration 1**



By the year 2020, Hendersonville’s transportation requirements will be met by a planned, optimized combination of the automobile and public transportation options. There are a variety of public transportation modes for local and commuter travel that may be utilized. Below are some examples of types of public transportation that Hendersonville will likely consider when determining the best system for its residents.

Vanpooling is already in limited use between Hendersonville and Nashville. Vanpools are generally 8 to 15-passenger vans that are used for morning and evening work trips. The Regional Transportation Authority (RTA) provides the vehicles and organizes the riders based on where they live and work. Vanpools typically travel from lower density residential areas to higher density employment centers. They remove automobiles from the highways and thus reduce pollution and traffic congestion. Although they reduce the number of cars on the roadways, they are still subject to the same traffic delays (accidents, construction, etc.) as automobiles and have minimal labor savings per passenger as volume increases.

Conventional Transit Buses, like those operated in Nashville by the Metropolitan Transit Authority (MTA), operate for the most part, on city streets and are usually best used for shorter distance local trips.

Bus Rapid Transit (BRT) involves using high capacity buses on dedicated rights-of-way for most of, or the entire journey. Since they travel in their own lanes, they have the advantage of higher speeds and are not impacted by expressway traffic delays. The dedicated rights of way involve construction costs similar to that of freeway construction and also require acquisition of right of way, an expensive process. BRT is labor productive up to a point. Once passenger volume dictates a second bus, labor costs double. Thus there are virtually no labor productivity benefits beyond the first

busload of passengers. Future expansion is limited to the capacity of the dedicated right-of-way. Another possible option is BRT “Lite”, which uses conventional vehicles that run on the existing roadway with the rest of traffic.

Light Rail Transit (LRT) involves using lightweight electric powered vehicles (LRVs) to move passengers (see Illustration 2). Light rail vehicles can share street running with automobiles, operate on their own rights of way and share, at different running hours, freight railroad rights of way. They can operate on dedicated rights of way constructed to highway weight standards and thus their rights of way can be built at costs similar to highway construction costs. Once a critical mass of passenger density is reached, LRVs have tremendous labor productivity. For example, once a 90 passenger LRV is full, one, two or more LRVs can be added with no increase in labor, as one operator controls all cars. Their downside is the added capital cost of the electrical distribution system, called catenary, used to provide overhead electric power to the cars. Diesel powered LRVs are being developed to offset this disadvantage. Also Federal Railroad Administration regulations prohibit the operation of conventional trains and existing LRVs on the same system at the same time due to limited crash worthiness of LRVs versus trains.

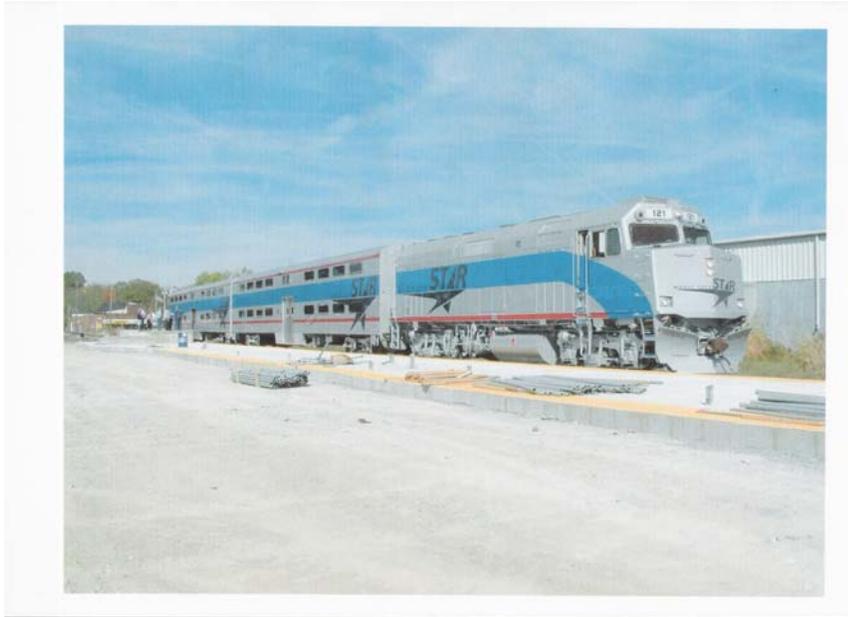
**Illustration 2**



Commuter Rail involves operating locomotive hauled passenger cars on an existing conventional railroad right of way usually over longer distances than BRT or LRT (see Illustration 3). The physical requirements of establishing commuter rail operations are minimal if an existing right of way can be found and the owning railroad concerned is a willing partner. The cooperation of the railroads can be a major impediment to developing a commuter rail system. With the addition of commuter trains, platforms, and modified signal systems, commuter operations can begin. The existence of the CSX trackage between Gallatin, Hendersonville and Downtown Nashville has made commuter rail the most often discussed option for our intercity

transportation requirements. Commuter rail also shares high labor productivity, with LRT, as cars can be added without proportional increases in onboard train staff.

### **Illustration 3**



Diesel Multiple Unit Trains (DMU) are a recent innovation that involves separate diesel powered passenger cars that meet the safety collision standards for use on conventional railroads, like commuter rail, but are light and maneuverable enough to negotiate city streets thus acting more like LRT (See Illustration 4). They can operate in multiple units with one operator like commuter rail and LRT, thus giving them similar labor productivity advantages. They also do not require the expensive overhead electric catenary system that LRT currently requires. DMUs that could operate over the CSX Railroad direct to Nashville, or by Nashville and Eastern Railroad via a bridge at the Hermitage Dam, could end up with running on Broadway in Nashville. This would combine the advantages of both commuter rail and LRT without much of their disadvantages. It also would obviate the need for connecting bus service in Nashville to get passengers from the rail system to their places of employment. One consideration is that DMUs have potentially higher maintenance costs at higher passenger volumes than locomotive-hauled cars.

### **Illustration 4**



The next few years will be a time of opportunity for the development of a public transportation system in Hendersonville. As briefly discussed in Section III – Scope of the Public Transportation Subcommittee, an Alternatives Analysis, commissioned by the Nashville Area Metropolitan Planning Organization (MPO) will begin in 2006. This study will determine a preferred alternative for the type of commuter transit system to be developed along the Northeast Corridor. Hendersonville and Sumner County elected officials, community leaders and interested citizens will have a chance to participate in the development of the study.

Whatever alternative is decided in the modal alternatives study, it is likely to fall in a corridor encompassing Gallatin Road, SR-386 and the CSX Railroad through Hendersonville (see Illustration 4). Any public transportation planning effort, therefore, can assume the commuter modal decision will fall in this “transit corridor”. The likely possibilities include conventional transit bus service between Gallatin and Nashville, Bus Rapid Transit (BRT), Commuter Rail on the existing CSX tracks; or light rail service.

In order to complement the commuter transit service, Hendersonville can develop a local transit system that will link to the commuter system at strategic points within the above discussed transit corridor.

The development of a public transportation center is envisioned in the Indian Lake Village area. As new development occurs around this area, Indian Lake Village is becoming the geographic center, as well as the activity center of the City. Indian Lake Village adjoins the CSX railroad and Indian Lake Boulevard which, in turn, provides easy highway access to both Gallatin Road and SR- 386. This location insures ready access to whatever commuter mode is selected, and allows a logical interface with a local public transportation system encompassing bus service, vanpools, bicycle paths and walkways. Indian Lake Village is also ideally located to support anticipated growth to the North and East.

A secondary transportation center is envisioned in the vicinity of Center Point Road. The Center Point Road location is also very close to all likely modes to be considered in the Alternatives Analysis. This center will be the draw for commuters in the western part of Hendersonville, while the Indian Lake Center will likely be the draw for commuters in eastern and central Hendersonville.

The effectiveness of public transportation can be enhanced by developing high density residential, government, and commercial development within the transit corridor, particularly near Indian Lake Village. The higher the population density along the corridor, the more likely that high volume mass transit will provide the best alternative to traffic generated gridlock and pollution in our city.

Planning for Hendersonville's public transportation needs will occur in a dynamic but also evolutionary environment. It will take time, even with zoning changes, for some areas to develop the higher population densities needed for the most efficient mass transportation alternatives like commuter rail and light rail. In the interim, the community will tend to grow, to a degree, along the lighter density patterns it has in the past. Mass transit solutions better suited to lighter population densities, like transit bus, more van pools, and BRT "Lite", may very well be better interim solutions until higher population densities needed for more efficient transportation alternatives develop.

## **VI. Goals and Specific Action Steps**

### *Goal:*

To develop a premier public transportation system that provides for both local and commuter transportation needs while enhancing the environment and quality of life for Hendersonville's citizens.

### *Specific Action Steps:*

The Action Steps below are divided into four functional areas that are necessary in the process of establishing a public transportation system. Steps 1-5 establish the organizational structure necessary as the first step. Steps 6-8 are necessary to plan and educate. Steps 9-11 establish a local transit system and Steps 12-14 establish a commuter transit system.

### Structure

1. Create a forum for community and political leaders to come together to advance the discussions of transit. From this forum, designate a political champion. (2006)
2. Encourage coordination with other local governments to ensure cooperation in a regional forum.
3. Establish an Office of Transit Planning & Operations under the City's Planning Department. This Office will initially be manned by the Public Transportation Planner as described in Action Step 4. (2006/2007)
4. Establish a Public Transportation Planner and Advocate position to direct the building of the intracity (local) system and to coordinate with local transportation boards (RTA, MPO, MTA, TDOT, FTA) and communities (Nashville, Gallatin, Goodlettsville, Sumner County, Goodlettsville) in the development of a commuter transit system. (2006/2007)
5. Establish a Board of Mayor & Alderman Sub-Committee on Transportation. (2006)

### Education & Planning

6. Educate the public regarding the need for and benefits of mass transit. This can be accomplished by the identification of a political leader(s) and the public transportation planner to keep public transportation in the forefront of community, business and government thinking. The political leader and planner must advocate public transportation and do it often. (2006 – ongoing)
7. Identify specific locations for two public transportation centers, the primary center to be located within Indian Lake Village, the secondary center to be located at Center Point Road. In the near future these will be used as local transportation

hubs, and eventually they will connect with the commuter transportation system. (2006-2010)

8. Establish land use patterns that provide the higher population density needed to support transit. Promote future growth of the city within the transit corridor and curtail the sprawl at the periphery through changes to the zoning regulations. (2006 – ongoing)

#### Local Transit System

9. Fund and execute a feasibility study in coordination with TDOT for local transit service in Hendersonville in the upcoming fiscal budget year. Funding may be requested through TDOT's Public Transportation, Waterways & Rail Division. (FY2007)
10. Develop a new organizational structure – the Hendersonville Transit Authority – to develop and operate the local transit system. This organization will develop from the Office of Transit Planning. (FY2007)
11. Establish and fund a local transit system, through the Hendersonville Transit Authority, consistent with recommendations from feasibility study. (2007-2008)

#### Regional Transit System

12. Support and actively participate in the Northeast Corridor Alternatives Analysis to study commuter transit options between Nashville and Gallatin. Be certain that Hendersonville's interests receive due consideration in the process. (2006-2007)
13. Establish a funding mechanism for commuter transit construction, operation and maintenance. (2006-2010)
14. Construct a commuter transit system in coordination with the RTA and the MPO, consistent with the recommendations of the Northeast Corridor Alternatives Analysis. (2010)

## **VII. Means of Following Up and Measuring Progress:**

The structure for implementing many of the action items does not currently exist in Hendersonville City Government. Accordingly, The Board of Mayor and Alderman will have to act on Action Steps one (1) through (5), above, before action can be taken on the other action items. Time is of the essence, in this regard, as many action items require immediate involvement to be certain that Hendersonville interests are protected in the transportation planning process. Action on Action Step #8, land use patterns, can begin immediately by the Hendersonville Planning Commission. The remaining Action Steps will be monitored by the Office of Transit Planning & Operations, specifically by the Public Transportation Planner.

## **Airport Sub-committee Report**

### **I. Sub-committee Title**

Airport Sub-committee of the Hendersonville Tomorrow Infrastructure Committee

### **II. Membership and chairperson**

Randy Durham—Chair  
Don Bruce  
Lindy Gaughn  
Bob Moon  
Bill Taylor

### **III. Scope of the sub-committee**

The Airport Sub-committee evaluated the current and future air service needs of the Hendersonville area. We focused on general aviation for two purposes:

1. To gain a competitive advantage in economic development through the offering of air service to the business community (executive aviation)
2. To facilitate alternative transportation and recreation for the citizens of Hendersonville which will result in a higher quality of life for the current and future residents of Hendersonville.

### **IV. Assessment of Current Situation and Trends in Hendersonville**

Hendersonville is growing in population, capital investment, and regional attention. Currently, in the Hendersonville to Gallatin corridor, planned commercial projects total over \$1 billion, as related by Mayor Foster. According to the Planning Department, approximately 500 hundred houses are added annually.

New commercial projects include retail and office space. Lifestyle villages already being planned and developed, such as Indian Lake Village, will offer future residents of Hendersonville a place to live, work, be entertained, and enjoy amenities not before available to us. Indian Lake Village alone has a planned 2.5 million square feet of Class A office space.

Many of us are familiar with the amenities and quality of life enjoyed by neighbors such as those in Williamson County. There are many reasons for that area's success, but at least some of it can be attributed to an office market in Brentwood and now Cool Springs attracting executives and workers, giving them a place to both live and work.

With the clean industry of the office market comes population and income growth. It also tends to bring an educated work force demanding an even better quality of life than

the previous generation. Current trends are toward active lifestyles well into retirement. With this comes downsized homes and second homes once the children are way, more travel, more outdoor activities, and desire to be on the move.

Both the needs of business and residents demand access to air transportation. Hendersonville is fortunate to have access to both “commercial” aviation, which includes major airlines, and general aviation, which includes private aircraft, commercial charter, air ambulance, cargo, and corporate aircraft fleets, within a 30-45 minute drive, depending on traffic, at Nashville International and John C. Tune Airport. But we are most fortunate to have Sumner County Regional Airport in Gallatin, which offers access to air transportation only a 10-15 minute drive from center of Hendersonville.

New airports are not being built, and existing ones are being shut down, due to the current regulatory environment. The Aircraft Owners’ and Pilots’ Association (AOPA) spends much of its efforts on insuring that existing airports are not closed. It even has begun a volunteer group with the goal of having a volunteer at every airport to be on guard against moves to close or unduly restrict access to general aviation airports. According to the Tennessee Department of Transportation, which controls federal monies for airport improvements, only one new airport has been approved in the last twenty years. When asked about the possibility of a new airport in our area, we were told that it would be next to impossible to get a new airport. There are many reasons. Among them one of the most pertinent to a metropolitan area is an FAA directive against new airports within a 30-minute drive of any existing airport. Additional problems relate to proving need, environmental assessments, availability of land, and the not-in-my-backyard climate.

This makes any existing airport very valuable, indeed irreplaceable, and unable to be replicated. It is interesting to note that Williamson County has no airport. Its nearest air service would be Nashville International, John Tune, or Smyrna.

Recently, Louisiana-Pacific, which relocated from the west coast to downtown Nashville, stationed its corporate fleet of aircraft at Smyrna. To the extent Hendersonville can provide access to base corporate air fleets or offer reliable corporate air service, we gain another competitive advantage in our efforts to recruit quality corporations to our community.

Currently, the air transportation environment is experiencing growth in the creation of new general aviation pilots and increased use by business travelers in non-traditional ways. Recently, a new category of pilot certificate, called a sport pilot certificate, was created to allow access to flying to more of the population. Aircraft being produced today are incorporating new technology and production techniques, which will lead to more access to more people due to the variety of aircraft and price points offered.

Among these new aircraft are the “very light jets”, or “microjets”, which not only offer jet access to a greater number of private individuals and corporations, but also allows a new type of air travel, called air taxi, to become a reality. According to a March 1, 2006

*Wall Street Journal* article, the FAA predicts: "The use of private business jets will triple over the next decade, driven by the introduction of relatively inexpensive "microjets". The article goes on to say:

"The arrival of these very light jets could make corporate planes affordable to more companies and air-taxi services at smaller airports more viable financially... The first of the new jets, the Eclipse 500, is expected to be certified by the agency after a safety review and is likely to be flying this year. The FAA said Tuesday that it expects these jets to be popular enough to drive up use of privately operated jet aircraft by more than 10% a year over the next 12 years... The agency predicted that there would be 100 very light jets operating by the end of 2006, with the number growing by 400 to 500 aircraft each year after that and reaching nearly 5,000 by 2017. The General Aviation Manufacturers Association's projections are similar; it says the industry is likely to produce between 350 and 500 very light jets a year, with a maximum of perhaps 870.

"If the microjet and air-taxi phenomena are successful, it could mean great new travel choices," says Gerald Bernstein, a partner in the Velocity Group, an aviation consultancy in San Francisco and Washington."

...One cheaper option for both companies and wealthy individuals is fractional jet ownership. At Berkshire Hathaway Inc.'s NetJets Inc., a leading fractional-ownership company, one-sixteenth of a plane (or 50 hours of yearly flying time) starts at about \$400,000. A recent innovation called fractional jet cards can be had for around \$100,000, but come with a limited number of hours and restrictions on when they can be used.

The new jets may also mean viable air-taxi service. DayJet Corp., based in Delray Beach, Fla., has ordered 309 Eclipse planes and plans to start flying point-to-point service later this year. Chief Executive Ed Iacobucci said the price could be \$1 to \$3 per mile.

..."What excites airports about light jets is that their price and size opens up general aviation to airports that couldn't handle the larger jets," says Barbara Patzner, airport director of Hanscom Field in Bedford, Mass., which has a 5,000-foot runway and a 7,000-foot runway."

The New York Times says in a February 28, 2006 article:

"the betting is that these very light jets -- also known as V.L.J.'s and microjets -- will eventually be the workhorses of a new air transportation system providing on-demand, or air-taxi, service with limousine-size little jets.

One key is the fact that 5,000 general aviation airports around the country can handle these very light jets. Right now, 70 percent of domestic commercial air traffic is concentrated at just 30 major airports.”

Kiplinger Business Forecasts says in its February 20, 2006 publication:

“As early as this summer, business travelers will be able to get to their next sales pitch or strategy meeting more quickly and with fewer hassles.

In June, the Federal Aviation Administration (FAA) is expected to certify the first new very light, very cheap jet, the E500 from Eclipse Aviation. Following on its heels are the A700 from Adam Aircraft and Cessna's Citation Mustang.

These so-called microjets, which seat from four to six, will cost about a third of other jets currently on the market. The E500 from Eclipse Aviation will cost about \$1.3 million and the A700 from Adam Aircraft, \$2.2 million. They'll be able to fly at over 400 miles per hour and have a range of up to 1500 miles. Also, they are quieter and more fuel efficient.

Because these jets will cost far less to buy and operate than the small jets now on the market, they are expected to expand the market for air taxi services. Indeed, once these jets are certified by the FAA, several outfits are poised to begin using the jets for air taxi services that focus on flying clients, on demand, directly to and from small and midsize airports in the U.S.

Not only will clients be able to travel when they want to, but they will be able to avoid the security and traffic hassles at most major airports and fly directly to their destination instead of having to connect through one, or even two, hub airports” say, near Lexington, Ky., and Raleigh, N.C., or Dayton or Columbus, Ohio, and Des Moines, Iowa. "There are few direct flights between secondary and tertiary cities. We aim to change that," says John Staten, CFO of DayJet of Delray Beach, Fla.

...Staten says DayJet will target midlevel managers, who can afford the premium over regular coach fares.”

These are but a sampling of opinions on the current, dramatically changing state of general aviation. Combined, the increase in new private pilots, sport pilots, access to very light jets, fractional ownership of larger business jets, and strain on commercial airlines will lead to additional use of existing, non-major airports like the Sumner County Regional Airport.

At the same time, new airports will not be created. Therefore, we have a valuable asset to Hendersonville in particular, due to our demographics and economic development goals. Utilized properly, it will allow our community to better recruit new corporate citizens and active residents, as well as offer Hendersonville quick, easy access to the rest of the region in this new transportation environment.

Many refer to the Sumner county regional airport as the “Gallatin” airport, but in fact it is for the benefit of the entire area. It is controlled, not by Gallatin, but by the Sumner County Regional Airport Authority, which is controlled by a board of eleven, including several who reside in

Hendersonville. It is funded through a combination of federal, state, and local dollars. The State of Tennessee funds most of the operations and capital improvements through funds granted by the federal government via Community Development Block Grants. Sumner County is the only other contributor of funds. Gallatin does not direct any funds to the Airport.

In its strategic plan, the Airport Authority gives highest importance to extension of the existing runway and additional hangar space. Other important items such as improved navigation aids are also noted. While some land is available to the Airport for hangars, regulators have not approved its use, due to its location. Not enough land is currently owned by the Airport to provide for runway extension. Therefore, land acquisition is needed to allow for future growth of the airport.

Furthermore, the Airport must convince the Tennessee Department of Transportation Aeronautics Division that need exists for the extension of the runway. This requires a process proving that users are bypassing the airport for other airports, that safety is an issue, or other conditions warrant the improvement. The obvious problem is how to determine when a user bypasses your airport for another airport. However, the Airport Authority does collect data, and offers specific examples of business users who have been unable to either land or take-off, thereby having to divert to Nashville. It also maintains that there are certain business aircraft that cannot use the airport due to corporate business policies related to minimum runway length.

The current estimated cost for land acquisition, studies, and construction for a runway extension and to allow for future hangar expansion, according to Tom Graves of the Airport Authority, is \$3,000,000. Land cost is the major component, and the most time sensitive, due to growth in the area. From a construction standpoint, the funding of an environmental study is the most critical. It is the next step, once need is determined, toward approval by TDOT. With TDOT approval, major funding is financed from a federal Community Development Block Grant at 90%, with the local Authority financing the balance of 10% of acquisition and development costs. However, the Authority must fund the initial environmental study before TDOT can proceed. The whole process is estimated to take five years from the decision to commission an environmental study to a completed runway extension.

Without land acquisition and regulatory approval, the Airport will not be able to provide additional hangar space to the private pilot community or the business community desiring to keep an aircraft fleet. It will also not be able to provide air travel to certain types of business aircraft without runway extension.

## **V. Vision for 2020**

By 2020, Hendersonville will need access to improved air transportation. The advent of very light jets, new types of small aircraft and related certifications, and projected changes in the way the population is to travel by air, combined with the restrictions against new airports, means keeping existing airports and upgrading their capabilities will be a major strategic resource for any active, vibrant, and economically developing community.

By 2020, Hendersonville will have larger corporations residing here and corporate recruits interested in locating here, all of which will need access to air travel. Local residents by 2020 may be able to utilize air taxis as a means of transportation and some will have the need for their own aircraft. A local, state-of-the-art airport, within a 10-15 minute drive of the Hendersonville

population, will, at the very least, give economic recruiting efforts a boost. At its best, it will serve a future, vibrant corporate community and current and future residents in ways only now being contemplated.

By 2020 we should have an improved airport ready to meet these needs. It will be an asset, not unlike our lake, which some communities will never have and which to replicate would cost many times more than any improvements. Like our lake, it will become a unique asset that leads to enhanced quality of life for Hendersonville we cannot at this time fully estimate, but which will surely benefit a generation to yet to arrive.

## **VI. Goals and Specific Action Steps**

To meet this future, before it is upon us, the Sumner County Regional Airport and the Sumner County Regional Airport Authority must be included in Hendersonville's Vision and Action Plan. A commitment must be made to continually work for its improvement and to fully incorporate it as a fundamental resource in Hendersonville's future. Much as others did more than fifty years ago with the creation of a lake, and still others have done recently through planning, zoning, and forethought on capital improvements, together, all these will prolong the emergence of Hendersonville as a community of high quality and desirability.

Primarily, this will require pro-active involvement of local leaders and city government. It will also require some level of funding commitment. Local economic development officials should stress the great advantage we possess in access to air travel as another means of competing for new industry, particularly corporate users of office space. The general population should recognize that the future holds new possibilities for air travel, of which we can uniquely take advantage, with a little foresight.

To accomplish this we recommend:

- (1) The City of Hendersonville should establish a working relationship with the Sumner County Airport Authority through the Mayor or his designee, an ad-hoc committee of city officials, or staff before the end of the current fiscal year
- (2) A formal representative(s) designated by the City should be incorporated into the Authority board as soon as is practical.
- (3) The City should provide funding no later than the first fiscal year after the representative is seated to the Airport Authority, in concert with other government bodies, for continuing operations.
- (4) The City should work with the Airport Authority to seek the improvements necessary to support future business and general aviation needs. The improvements currently contemplated are land acquisition and runway extension. To this end, the City should use its means to encourage the Tennessee Department of Transportation to approve the need for a runway extension and hangar space within the next twelve months.
- (5) The City should encourage the Airport Authority to obtain land within the next twelve months for future expansion and include a portion of the funds needed for this in its budget at the appropriate time
- (6) The City should, within the next two fiscal years, budget \$100,000 to fund one-third of an environmental study (at a current estimated total cost of

\$300,000) as a step toward obtaining land acquisition and development funding from the State.

- (7) The City should seek a change of name from Sumner County Regional Airport to Sumner County/Hendersonville Regional Airport in order to further expand the idea that it is a regional airport and to enhance its connection to Hendersonville.
- (8) The Airport should be promoted to the public as a valuable resource to the community

## **VII. Means of following up and measuring progress**

The Mayor, Board of Aldermen, and Hendersonville Tomorrow should all be responsible for taking the action steps and moving forward. The Mayor's support is critical to building the relationships with the Airport Authority and other governmental bodies, which will be needed to gain cooperation and funding for the future. The Aldermen must approve the necessary funds, within the time frames noted above, in order to meet the goals by 2020. Hendersonville Tomorrow must continue to monitor progress toward these goals and encourage community support for the goals through the Chamber of Commerce, the media, and the education of community leaders.

## **I. Subcommittee Title**

TECHNOLOGICAL INFRASTRUCTURE SUBCOMMITTEE

## **II. Membership and chairperson**

CHAIRPERSON	Jamie Spurlock President and Chief Executive Officer Infinite Connections	
MEMBERS	Dave Chapman Chief Executive Officer The NorthPoint Group	Jim Fuqua Attorney Former Mayor
	Scott Sprouse Systems Designer Digital Connections, Inc.	

## **III. Scope of the Subcommittee**

The Technological Infrastructure Subcommittee considered the state of Hendersonville's current technological and communications infrastructure and how its improvement can affect these six areas: educations, government services, public safety, business development, health services and total quality of life.

Within the area of education, the subcommittee is focusing on both the traditional (K-12 and higher education) and traditional (continuing education, vocational training and research). Emphasis was placed upon the implementation of developing technologies to the existing strengths of the community's educational systems.

The subcommittee discussed how technology can improve the level of service local government provides to citizens and increase the level of citizen involvement within local government.

Public safety issues considered by the subcommittee included better connectivity among agencies at federal, state, county and city levels and better communication between these agencies and the public. Issues that affect private security services and personal safety were considered as well.

The subcommittee attempted to recommend actions that will help the community attract a broader range of business – including those businesses that can provide a higher level of jobs, goods and services to Hendersonville. Measures available to the city government to encourage greater competition among telecommunications providers were discussed. Improvements to health care services found in new technologies were considered for the benefits to both the individual resident though better care and the to community as a whole through development of the local healthcare industry.

The subcommittee discussed a variety of other topics that do not fall directly within the areas described above but holds the potential to improve this community's already desirable quality of life.

#### **IV. Assessment of Current Situation and Trends in Hendersonville**

The best broadband service in Hendersonville today for the mass market is from Comcast. The service is sold "for your lawful enjoyment" and provides the advertised rate of 6mbs. This rate is about one-fifteenth the data transfer rate common in many countries today. The term "for your lawful enjoyment" should be noted. Comcast does not claim to provide mission critical reliability. For businesses requiring reliability this stance by Comcast is unsettling.

BellSouth is part of the communications industry. Although one could argue that home use of the telephone is often one of entertainment, the telephone is viewed as a critical tool that should be available in an emergency. Unfortunately, the broadband connection normally sold by BellSouth is about half as fast as the one sold by Comcast, but BellSouth's commitment to sell a reliable communication service as distinguished from an entertainment service is commendable.

Although BellSouth currently has a virtual monopoly on wired telephone service in Hendersonville, the foundations are shaky. The technology BellSouth uses is incapable of supplying the bandwidths customary in more progressive countries. It appears likely that unless BellSouth can develop a different revenue model and upgrade its lines to world class standards it may in the near future be destroyed by competition from VoIP and much faster cable connections without even dwelling on the competition from cell phones and new innovative wireless broadband services.

Ironically, while the proposed merger of BellSouth with AT&T could restrict competition in local telephone services it may create a company well positioned to compete with Comcast for CATV and broadband Internet access.

The difficulty of driving the developing Hendersonville's technological infrastructure is very much the classic question of the chicken and the egg. What comes first – the product or the customer? Some may argue that once the market demonstrates a demand for high-speed services that private providers will rush in and compete to meet that need. Others contend that the infrastructure must be created first; consumers cannot be expected to demand technologies and services to which they have not been exposed or may not view as being essential yet to their lives. Historically, the same dilemma faced communities many generations ago as they awaited the new technologies of their day – electrical power and telephone service.

The first argument (waiting for demand to develop) frustrates members of the community who already require these advanced services and want to purchase them at a reasonable cost. The second argument (building the infrastructure on speculation) is not feasible for most organizations, be they public or private.

Adding to this common difficulty are two problems more specific to Hendersonville. The first problem is the lack of demand for business-grade broadband services. This lack is linked directly to the long held and very common opinion that Hendersonville was a bedroom community. Meanwhile, other better-prepared suburbs of Nashville realized tremendous commercial

growth. Fortunately, Hendersonville's market potential is being realized at last, but until the community develops a stronger commercial base it will be difficult to entice new service providers or new services to the community. Competition among service providers is more likely to flourish in areas with a high concentration of high-end business customers.

The second problem is linked to the geography of Hendersonville. The city is relatively compact, but its southern portion is divided by Old Hickory Lake. The water creates situations in which two locations are a few hundred yards apart by air, but are many cable-miles apart. BellSouth experienced difficulty deploying ISDN services in the early 1990s and DSL services later in the decade because of Hendersonville's geography. Customers' ability to get either service as well as the quality of services they received was based upon their distance from the BellSouth central office. When ISDN and DSL services were introduced, their highest demand was found on the southern portion of the Indian Lake peninsula, an area among the furthest from BellSouth's facility on Walton Ferry Road. Installation intervals for residents on the western peninsula ranged from just a few days long. Residents on the eastern peninsula had to wait months. Any terrestrial service deployed in Hendersonville will experience a similar problem.

One of the fastest growing segments within broadband is wireless high-speed service. This service is free of the need for costly wires, fibers, poles and conduits. Hendersonville's geography is not a barrier. A few businesses in Hendersonville have realized that being a "hot spot" (providing free wireless Internet access for public use) can help them attract and retain customers. Unfortunately, the service has not penetrated Hendersonville's private sector very deeply and is nonexistent within the public sector.

## **V. Vision for 2020**

The Technological Infrastructure Subcommittee envisions a community in which premium telecommunication services are available at a reasonable cost from a variety of providers. Both residential and commercial customers will be able to receive the highest levels of connectivity without regard to their location. High-speed wireless services will be as commonplace as wireless voice services are today. Ideally, competition will be found in the private sector and the public sector can limit itself to making investments or enacting policies to will encourage and maintain that competition.

In addition, Technological Infrastructure Subcommittee desires a community in which the public sector does a better job of using technology to connect itself to the public it serves. Information is key component of a strong democracy; information technology can help citizens play a more active role in their government.

## **VI. Goals and Specific Action Steps**

The Technological Infrastructure Subcommittee recommends that the city and county governments, in cooperation with private businesses, help develop the demand for broadband services and provide an environment where new and improved services may be more easily deployed. To this purpose we establish these goals.

*Goal*

High-speed wireless Internet access is widely available throughout the community.

*Specific Action Steps*

1. The City of Hendersonville deploys the technology required to make City Hall, Police Administration Building and all public parks managed by the city Internet hot spots. Time required: 12 months
2. The Sumner County School Board establishes hot spots on all of its high school campuses. Time required: 24 months
3. The Sumner County Library Board provides high-speed wireless Internet access on the grounds of the new Hendersonville Public Library. Time required: 24 months (upon completion of the building)

*Goal*

*Local government uses the Internet to better disseminate information of public interest.*

*Specific Action Steps*

1. *The City of Hendersonville established an electronic subscription list. Subscribers who enroll via the city's website receive e-mailed notices of public meetings, agendas and other items of public interest.*
2. *The Sumner County Board of Education establishes a similar electronic subscription list. Notices should include messages related to weather-related school closings.*

*Goal*

*Local government includes telecommunications infrastructure with the same importance as other utilities when considering new development within the community.*

*Specific Action Steps*

1. *The City of Hendersonville considers a requirement that all new development include conduit to connect with adjoining properties and be will available for common carriers to use or pay into a fund to construct such facilities elsewhere (an electronic version of the sidewalk fund).*
2. *The City of Hendersonville considers a joint venture with Hendersonville Utility District to include conduit for telecommunications infrastructure on future sewer deployment or replacement.*

**VII. Means of following up and measuring progress**

The Hendersonville Area Chamber of Commerce and the Sumner County Technology Council will monitor the action steps outlined. Success will be measured by the absolute completion of each item.

## **I. Sub-committee Title**

City Appearance

## **II. Membership and Chairperson**

Chairperson: Sharonne Lincoln

Sub-committee Members:

Karen Shannon  
137 Bayshore Dr.  
824-4758

Kelly Leonard  
206 Curtis Cross Road  
824-6329

Sharon Page  
1020 Stop Thirty Rd  
824-6469

Marianne Mudrak  
102 Stonewall Ct..  
826-0433

Fred See  
137 Glen Hill Rd.  
822-1072

Wilda Roach  
238 Roberta  
P.O. Box 1261  
824-8143

Linda Smithyman  
129 Sunset Place  
822-1979

Neal Cobb  
Glen Oak Subdivision

Sheri Callister  
147 Meadowlake Dr.  
822-6329

Jenny Green  
Address Unknown

## **III. Scope**

Not available

## **IV. Assessment of Current Situation**

Not available

## **V. Vision for 2020**

A significant amount of citizen input and work has produced the City Appearance recommendations as described in the report. This included the results from a survey distributed to volunteers at a summer festival held July, 2005, a review of the Hendersonville Vision 2000 report, The Board of Beautiful Hendersonville, and the ad hoc members of the City Appearance sub-committee.

From this information, a vision was developed to provide focus. That vision reads:

The City will be known for its cultural, environmental, recreational, and economic vitality. The town's growth will be managed and developed with appropriate infrastructure in place. Conformity of architectural features and designs will be evident in its buildings, bridges, streets and Hendersonville Tomorrow

landscape. Attention will be given to detail and a comprehensive design-coordination of elements including parks, greenways, lakeside development, and preservation of natural resources.

A strong sense of diverse neighborhoods will be apparent, yet with small town feel. Within the town, there will be an integration of businesses, dining options, parks, and residential areas, in which are all connected and accessible by sidewalks. The layout will include the creation of public places to encourage people to gather thus encouraging a vital street life.

Designated pedestrian space will be marked by a separation of foot traffic and vehicles. Entrances to the City will present with sense of arrival and welcome to residents and visitors alike. Both businesses and residents will embrace and promote synergy within the community.

## **VI. Goals and Specific Action Steps**

*Goal 1.* Buildings, Streets, Bridges, Hardscapes and Landscapes will integrate and conform to material standards which adhere to strict architectural designs.

### *Action Steps*

1. Professional Urban Designer hired by City, to bring experience and vision in creation of a strategic, non-partisan Master Plan.

Due Date: August, 2007.

Benchmark: An experienced professional urban designer will be hired to develop Master Plan.

2. Master Plan development to include new business and residential development as well as revitalization of existing businesses and neighborhoods.

Due Date: Dec., 2008

Benchmark: Master Plan will be developed and approved.

3. Master Plan developed communicated to, with buy-in solicited and support obtained from developers, business owners, investors, community leaders, and citizens.

Due Date: May, 2009

Benchmark: Master Plan will be communicated with developers, business owners, investors, community leaders and citizens.

## *Goal 2*

All Businesses, Parks, Governmental Facilities, Residential Areas, and Through-fares shall be approved by a designated board to ensure conformity of design plan adopted by City.

### *Action Steps*

1. Board Selection and Development of Approval Criteria.

Date Due: January 2009

Benchmark: Non-partisan review Board in place and Approval Criteria developed.

2. Introduction and Review of “National Trust Main Street” Concept to BOMA, City Leaders, Chamber of Commerce, Forward Sumner organization, and Interested Parties.

Date Due: Feb., 2008

Benchmark: The success of the Master Plan will include the support of BOMA to the “National Trust Main Street” concept. This concept has been implemented in many large and smaller sized cities. Adoption of this approach by BOMS is the measurement

3. Adoption of Main Street approach as organization model on how to revitalize “tired”, unattractive and less-viable commercial district. Establishment of volunteer-based non-profit organization, such as “Main Street Re-vitalization Project” whose express purpose is the revitalization of the commercial district along Main Street. Concentration of resources are to begin at New Shackle Island Road and proceeding south to the city limit. The Main Street concept can function within a freestanding nonprofit organization or within an existing organization. It is important to note how critical to the success of the organization that the group adheres to the following basic guidelines: maintain an established agenda, is governed by board with broad based constituency, remain unhampered by constraints of politics, maintains clear focus on issues that affect the district, and serves as a visible symbol of new activity and new future for the commercial district.

Date Due: August 2009

Benchmark: Adoption of concept by BOMA.

4. Incorporate the area along Main Street and proceeding south from New Shackle Island Rd. as a special taxation district, approved by BOMA. This would include a built-in provision of financial incentives for businesses who meet approved appearance improvement standards.

Date Due: December, 2009

Benchmark: Funds designated to businesses as incentives to invest in appearance, per Review Board guidelines

5. Include in development plans, the reuse and regeneration of old infrastructures.

Date Due: August, 2009

Benchmark: Incorporated in Master Plan.

*Goal 3.* City entrances will present a sense of arrival and welcome to residents and visitors.

### *Action Steps*

1. Designate city limits with the establishment of uniform Welcome to Hendersonville signage on major roads entrances

Date Due: July, 2007

Benchmark: Signage in place at designated City entrances.

2. Incorporate the city emblem on signs.

Date Due: July, 2007

Benchmark: City emblem incorporated on signs.

3. Implement the use of draught tolerant trees, plants or shrubs to use in conjunction with welcome signs.

Date Due: October, 2007

Benchmark: Tree and shrubs meeting above criteria in place.

4. Designate Indian Lake Blvd. To be used as a model for all city through-fares by utilizing frontage roads with separation of greenway in median.

Date Due: January, 2007

Benchmark: Planning Dept./BOMA designated Indian Lake Blvd. As model for all city through-fares.

*Goal 4.* The layout of business and residential areas will include the creation of aesthetically pleasing places to encourage a vital street life.

#### *Action Steps*

1. Implementation of mix-use, i.e. residential and commercial development with concentration on Main Street and Historic district areas.

Date Due: March 2010

Benchmark: The success of this action step may be measured by working collaboratively with historical preservation groups, developers, Citizens, and Urban Designer.

2. Mandatory implementation as defined in "Master Plan", the creation of buffer zones designed to soften transitional areas between residential and business districts. Incorporated into buffer zones would be a combination of outdoor lighting, sidewalks connecting the residential to the business area, green spaces, flower beds, large planting pots, awnings, artwork, benches, fountains, sculpture, flowering trees which would reduce the feeling of density and create a garden-like environment.

Date Due: March, 2010

Benchmark: The success of this action step will include the collaborative efforts of the Board of Beautiful Hendersonville, Zoning Board, Developers, Businesses, and designated groups are partnerships for funding opportunities.

3. Create pedestrian-friendly corridors and connectors to promote foot traffic, separating vehicular traffic where ever possible.

Due Date: March, 2010

Benchmark: The success will be due in part to communication intra-governmental groups (the City, TDOT) and Developers.

4. Start a tree planting program, including irrigation cover grate to safeguard pedestrians (as Franklin and Nashville has with the Willow Oak trees) along new and existing sidewalks, courtyards, businesses, public buildings, and office complexes.

Due Date: March, 2007

Benchmark: The success of this action step should be divided into two areas: existing and future. The Master Plan will address future installation of trees and grates, although implementation can begin earlier than scheduled due date. Implementation for existing pedestrian areas can be incorporated as soon as feasible to do so.

5. Encourage restaurant designers to incorporate “alfresco style” dining and gathering area options.

Due Date: March, 2007

Benchmark: This action plan is currently being implemented on a small-scale individual volunteer basis. The success will be based upon restaurant profitability margins and request from City planners, and public support which increase the total numbers of establishments offering outdoor seating.

6. Begin utilization of hanging banners or flowerpots and/or stationary pots of flowers with seasonable displays and specialized lighting to provide color, interest, and seasonable change.

Due Date: March 2007

Benchmark: Success in this area will be marked by the number of businesses utilizing pots and seasonable displays and the increase in amount of publicity of businesses receive as a result.

7. Identify and cultivate partnerships for alternative project funding sources such as neighborhood grants, in-kind matching funds, corporate partners, and private sector contributions.

Due Date: September, 2008

Benchmark: A measurement of project funding sources will include the number of business partnerships developed, the dollar figure on contributions, and the number of volunteers participating.

## **I. Overview - City Character and Culture Planning Area**

*Nothing happens unless first we dream.*

-Carl Sandburg

The character and culture of a city are issues that add to the enjoyment of life. Although most would not consider them essential to sustain life, they add significantly to making life pleasurable. In the past, residents have relied on Nashville to provide cultural resources. It is now clear that most residents wish to see Hendersonville become an entity unto itself and no longer remain merely a bedroom community to Nashville. This entails support of cultural facilities such as a library, civic center, and performing arts center, as well as walking and bicycling trails for residents.

City character and culture included committees on (1) Leadership and Volunteerism, (2) Arts/Auditorium/amphitheater, (3) Library, (4) Civic Center, and (5) Walking / Bike Trails and Sidewalks. Their recommendations are many and varied. Several want facilities and several agreed that a city funded grant writer would be a valuable asset.

Committee members served largely because of their belief in their committee's topic and their strong desire to promote it. Several committees expressed their desire to be further involved as a committee, should the projects they support be developed by the city or through other entities. Their concern was that after studying the issue in great depth, they wanted to be certain that a similar amount of expertise and interest would be devoted to the implementation of their ideas.

In the case of the bicycle committee, they recommend that a Greenways Committee be officially established to begin implementing their goals. There would be no cost to the city to do this, and I urge that this recommendation be adopted immediately. The ideas of the Leadership and Volunteerism sub-committee could facilitate development of many of the goals set forth by the Hendersonville Tomorrow sub-committees.

## **II. Subcommittees**

### Leadership and volunteerism

- Connie Sue Davenport, Chair, 4064 Highway 31W, Cottontown, TN 37048, 615-672-1771 [conniesue@conniesue.com](mailto:conniesue@conniesue.com)
- Ashley Pinson, 1042 Granada Avenue, Nashville, 37206  
260-7312 [apinson@kbsweb.com](mailto:apinson@kbsweb.com)
- Sharon Lingerfelt, Samaritan Association Thrift Store, 824-5652  
[lingerfeltsharon@aol.com](mailto:lingerfeltsharon@aol.com)
- Stacie Ethridge-Martin, 348 Burkley Drive, Nashville, 37211  
cell 400-8528 [stacie.ethridge@carlyleco.com](mailto:stacie.ethridge@carlyleco.com)
- Brooke Cawthon, 1042 Granada Avenue, Nashville, 37206  
557-4144 [bcawthon@kbsweb.com](mailto:bcawthon@kbsweb.com) Performing

### Arts/Auditorium/amphitheater

- Jody Corley, Chair, 143 Inlet Drive, 824-0464, [PCJC54@comcast.net](mailto:PCJC54@comcast.net)

- David Barton, 115 Overlook Drive, Hendersonville, TN 37075  
(615) 822-2375 wk. (615) 822-2457 hm (615) 491-0781 mob.  
e-mail: [david-barton@jp2hs.org](mailto:david-barton@jp2hs.org)
- Jim Edwards, 106 Longview Ridge, Hendersonville, TN 37075  
(615) 824-3891 e-mail: [jedwards@bsrins.com](mailto:jedwards@bsrins.com)
- Paula Fortner, 108 Business Ct., Hendersonville, TN 37075  
(615) 822-5121hm, (615) 822-9620 wk (615) 491-5120  
e-mail: [americandance@bellsouth.net](mailto:americandance@bellsouth.net)
- Jon Mir, 141 Spy Glass Way, Hendersonville TN 37075  
(615) 824-6206, (615) 824-4924, (615) 822-0053  
e-mail: [jon@oakridgeboys.com](mailto:jon@oakridgeboys.com)
- Matt Newbill, 2015 Shell Road, Hendersonville, TN 37075  
(615) 824-9407 hm, (615) 851-7172 (w), (615) 943-6940  
e-mail: [mattnewbil@aol.com](mailto:mattnewbil@aol.com)
- Rodney Pickel, 228 Saunders Ferry Road, Hendersonville, TN 37075 (615) 826-3311hm., (615) 419-8399 e-mail: [pickelface@msn.com](mailto:pickelface@msn.com)
- Becky Reed, 175 Jones Lane, Hendersonville, TN 37075  
(615) 824-7800, (615) 403-1648  
e-mail: [beachwalk5063@yahoo.com](mailto:beachwalk5063@yahoo.com)
- Shauna Smartt, 230 Bluegrass Drive, Hendersonville, TN 37075  
(615) 822-7579 hm, (615) 824-7400 wk (615) 426-7579 mob.  
e-mail: [alsmartt@hotmail.com](mailto:alsmartt@hotmail.com)
- Marlene and Jerry Tachoir, 118 Natchez Drive, Hendersonville, TN  
(615) 824-1435 e-mail; [tachoir@bellsouth.net](mailto:tachoir@bellsouth.net)
- Nora Lee Allen also served by contributing her thoughts and ideas.

#### Library

- Ham Frost, Chair, 116 Dalton Circle, Hendersonville, 822-8163
- Don Ames, 107 Stones Throw, Hendersonville, 822-6595
- Steve Botts, 127 Spy Glass Way, Hendersonville, 824-8788
- Martin Curtis, 196 Curtis Crossroads, Hendersonville, 824-8632
- Lindy Gaughan, 120 Ashland Point, Hendersonville, 824-5287
- Fel Merwin, 150 Hunters Lane, Hendersonville, 264-2025
- Frank Pinson, 166 Ashland Point, Hendersonville, 264-9353
- Bill Sinks, 163 Bay Drive, Hendersonville, 824-6600 business

#### Civic Center

- Shelley Ames, Chair, 107 Stones Throw, Hendersonville, 822-6595.
- Ginger McClendon, Hendersonville Chamber of Commerce, 101 Wessington Place, Hendersonville
- Karen Mitchell, Hendersonville Medical Center, 355 New Shackle Island Road, Hendersonville
- Rene Woodard, 140 Newport Circle, Hendersonville

#### Walking / bike trails and sidewalks

- Tom Evans, Chair, 109 Leeward Point, Hendersonville, 822-6302  
[tom@evanscenter.com](mailto:tom@evanscenter.com)

- Frank Bowyer, 100 Pioneer, Hendersonville, 826-0341  
bluesbowyer@earthlink.net
- Bruce Day, 144 Fairway Lane, Hendersonville, 822-0771: bruday@comcast.net
- Doug Depew, 272 Lake Terrace, Hendersonville, 824-1644  
ddepew@ITWDynatec.com
- Cathy Haley, 204 Cherokee Point, Hendersonville, cathymhaley@bellsouth.net
- David Hardin, 240 E. Main Street, Hendersonville, dhardin@thebikerschoice.com
- Gary Sylvester, 1029 Whitley Place, Hendersonville.

## **I. Sub-committee Title**

Leadership and Volunteerism

## **II. Membership and chairperson**

Chairperson: Connie Sue Davenport

Members: Ashley Pinson, Sharon Lingerfelt, Stacie Ethridge, Brooke Cawthon

## **III. Scope**

The Leadership and Volunteerism committee focused on the following three areas: volunteers, agencies, and the business community. For volunteers we looked at the need for volunteers within community agencies and the business community. We assessed the needs of agencies and how volunteers could positively impact them individually, as well as the leadership role an agency would serve to the volunteers. The business community was looked at to determine support level, interest, and workforce impact.

## **IV. Assessment**

There are many agencies and businesses in need of volunteers, and there are many volunteers who want or need to give their time. There is no centralized organization to serve the community in these respects. There are many types of potential volunteers: individuals who are new to the area and want to give their time and become involved; individuals who need service hours within the community to satisfy court, school or other obligations; and individuals who are in need of positive leadership to promote development for the adult work force (students).

There are many types of agencies and businesses within the community with a wide range of needs and criteria levels for volunteers. These agencies and businesses also may benefit from volunteer education programs. By connecting volunteers with organizations there could be a higher level of volunteer involvement, retention, relationship development, and impact on the individual, the organization and our developing workforce. The leadership and volunteerism committee has determined that the development of such organization would aid the community as well as the individuals within it.

Volunteers come from many areas including the court system, newcomers, students, business professionals. The positive impact either directly or indirectly will impact the following community entities and citizens:

City of Hendersonville:

- The synergy produced by the interaction of employers, volunteers, students, and non-profits will add a 'star in the crown' of achievements for the city as we market our hometown to industry, families and businesses.

Individuals:

- Opportunity to interact with professionals in the community
- Opportunity to learn and develop skills
- Opportunity to showcase skills for the community good

## Business Community

- More orderly pairing of business support to community needs
- Opportunity to flourish in a cohesive, cooperative, cultural (history, art, library, museum) and comfortable community!

## **V. Vision for 2020**

The vision of the Leadership and Volunteerism committee is to create a community volunteer “hub” to be placed within the community to serve volunteers, community agencies and the business community. This organization will serve as a central location for volunteer placement as well as a resource office for the community. Large scope, the organization would be utilized by agencies and businesses in need of volunteers by providing them with manpower, and serve as a central placement agency for those in need of volunteer hours either by personal motives or civic requirement (i.e.: court ordered community hours, school civic club requirements). The impact of leadership skills developed by those giving time to businesses and organizations develops a stronger workforce and provides “real life” experience for those lacking the skills and confidence to move forward in their careers and lives. The businesses and agencies participating would benefit by the ‘people’ resources often left to wither in a community.

By offering a central organization for leadership and volunteerism, the volunteer hub can serve the community by offering seminars on volunteer training and management to ‘how to be a better volunteer’.

One effective model for implementation is that of The University of Tennessee. “We believe that it is through this involvement and awareness that students learn what community is and commit to becoming proactive participants in it now and in the future,” from the Team Vols website (<http://web.utk.edu/~teamvols/>).

## **VI. Goals and Specific Action Steps:**

*Goal.* Raise funds, structure development and legal formation

*Specific Action Steps:* Years 1-5

- A. Develop evaluation method to track the needs met, success of relationships and man hours contributed to the community
- B. Inform the public of the opportunities to be a volunteer and use a volunteer (create the brand)
- C. Establish a website (or a section within the city’s existing website) for the organization to include information for both volunteers, and organizations in need of volunteers, to serve as the virtual staff until funding allows for an actual staff
- D. Create a form for agencies to submit requests for workers
- E. Create a form for potential volunteers to request suitable work
- F. Develop a “members only” section so that the information can be stored and viewed by the agencies participating in the organization, but not the general public
- G. Develop a blog or bulletin board for agencies to post needs (i.e.: Agency xyz is seeking two volunteers one day per week with typing skills)

*Goal:* Implementation, evaluation and program development

*Specific Action Steps:* Years 5-10

- A. Continue to pursue funding

- B. The hiring of a full-time staff and permanent, expanded office space (much like the model currently in use at The University of Tennessee)
- C. Develop the education portion of the plan (to offer related seminars to potential volunteers and non-profits that need their help)

*Goal:* Stabilization and program expansion

*Specific Action Steps:* Year 10-15

- A. Expand the program to serve our County
- B. Expand the program to serve as a marketable model to other communities

*Follow-up and Metrics*

Yearly tracking of number of volunteers, retention rates of volunteers, number of participating agencies, retention of participating agencies.

Information below is an example from The University of Tennessee website (<http://web.utk.edu/~teamvols/>) as well as an article for the daily beacon. Team Vols links UT students and community service  
[Knight Stivender - Staff Writer](#)  
2005-08-06 12:56:50

Team Vols is hosting an open house Friday which could open a world of difference to UT students by introducing them to community service work.

Team Vols is a three-year-old project whose job is to establish links between community service work and UT students. In the three years of its existence, the department has given UT students the opportunity to volunteer their time to worthy causes such as aid to homeless, children and senior citizens.

Team Vols also presents students with the chance to participate in Alternative Spring Break, Team Vols Co-Director Jeanna Pethel said. Alternative Spring Break is a trip in which students spend their spring breaks helping people in places like inner-city Boston.

Co-Director J.J. Brown said Team Vols helps students realize the joys that can come from volunteer work.

"Students get to see the difference (they are) making-- no matter how small it may seem," Brown said. Brown, a UT graduate student, said besides helping the community, Team Vols students also "get to know a lot of people."

Team Vols has grown considerably in the last three years. Already this year, over 1,000 students have joined Team Vols.

"We're signing up students every day; we signed up over 400 during freshman orientation," Brown said.

For the Alternative Spring Break project, Pethel said the Team Vols office receives so many applications many students must be turned down. The large amount of interest, however, doesn't stop Pethel from advertising her project.

"This year we're really trying to get the word out about the [Alternative] Spring Break," Pethel said.

Brown said Friday's Open House is "a chance for students to come see what projects are going on." Pethel said booths will be set up at the Open House focusing on the various aspects of volunteer work, as well as serving free food to all those who attend.

Students interested in joining Team Vols should come by the Open House or stop by the Team Vols office anytime.

"Our doors are always open; there's someone here all day long," Brown said.

## **I. Sub-committee Title**

Performing Arts/Auditorium

## **II. Membership and Chairperson**

Chairperson: Jody Corley

Members: David Barton, Jim Edwards, Paula Fortner, Jon Mir, Matt Newbill,  
Rodney Pickel, Becky Reed, Shauna Smartt, Marlene and Jerry Tachoir.  
Nora Lee Allen also served by contributing her thoughts and ideas.

## **III. Scope of the Subcommittee**

The Performing Arts/Auditorium Subcommittee looked at areas to educate, enhance and entertain all citizens of Hendersonville and the surrounding areas believing the arts can be the soul of a community, which will serve as a wonderful enhancement to our city. Early in the process the subcommittee felt that the eventual location of this facility for the arts would be crucial to its success.

## **IV. Assessment of current Situation and Trends in Hendersonville**

In assessing the current level of participation in the Performing Arts, we found that this subcommittee had knowledge of at least 34 weeks out of the year where Hendersonville performers were performing inside and outside of the county and renting a facility to do so. Examples of those performers needing a Hendersonville location for their performances are: Steeple Players, Community Singers, three Hendersonville dance studios, Writers Night, and many professional entertainers.

## **V. Vision for 2020**

Create a state of the art facility designed especially for the Performance Arts and Cultural Arts that meets the needs of a growing arts community. Lights, sound, stage, flooring, seating, and an area large enough for sets, would provide the capacity to meet the needs of the professionals. This venue would be used by local professionals as well as attract Regional Theatre Companies, Country Music Entertainers, Symphonies, Orchestras, Bands, Dance Companies, Master Classes, Concerts, Songwriters, and other large group meetings.

## **VI. Goals and Specific Action Steps**

### *Goals*

- A. A large proscenium theatre seating approximately 1,500-2,500 people, but finally determined through an input from a mix of a feasibility analysis and input from the local artistic community and government leadership.
- B. A large box theatre (This would be a flexible space, examples are the Country Music Hall of Fame and the Johnson Theatre at TPAC) this could also serve as an area for small conventions and large group single meetings with meals.

- C. Classroom rehearsal space, appropriate dressing and green room areas, professional technical support area for lighting, sound, set construction, food preparation, and adequate storage.
- D. Lobby reception area
- E. Outdoor amphitheatre

*Specific Action Steps*

- A. Initially, researching the project via a first level feasibility analysis to determine support, scope of project, potential location, and facility mixed use needs.
- B. Have a committee of community leaders and local artist leaders with great interest in the project.
- C. Develop community support and financial support.
- D. Find a location.

**VII. Develop a means of following up and measuring progress.**

- A. Set a project time line for:
  - 1. Ongoing committee appointment
  - 2. Budget for Initial feasibility analysis
  - 3. Funding sources for analysis
  - 4. Report of findings
  - 5. Potential site locations
  - 6. Facility design, construction costs & ongoing operating costs
  - 7. Funding campaign
- B. Recommendation that at a pre-determined step in the process, community meetings be held to allow presentation of the project for community support,
- C. The Subcommittee recommends that the initial research begin by the fall of 2006.

**Below are ideas the subcommittee discussed during the process:**

Possible Funding Sources

Federal Grants – Hire a person that knows how find and write grants

Donations- Look at the option of utilizing an outside professional source to assist in the Fund Raising project.

Foundations- Contact Foundations for help.

Connect to a Convention Center or the consideration of the new Library with the expanded land gift. The subcommittee acknowledges the library project is “in process” and the facility design of any cultural arts center is yet to be determined but saw these as very amiable projects that could results in shared operating costs and support as opposed to duplication.

Research other cities that have performing arts centers.

Examples mentioned were:

Irving, Texas; Cumberland Playhouse in Crossville; The Renaissance Center in Dickson, Tennessee; Germantown, Tennessee’s Performing Arts Center; Fairfield, Ohio, Community Cultural Center; Walnut Creek, California.

See Appendix 2 for more examples.

## **GENERAL OBSERVATIONS FROM THE SUBCOMMITTEE**

Incorporating the Performing Arts Theatre with the Library, Museum, Education/Meeting Rooms, or Convention Center were seen as affordable ways to combine services, community access, reduce duplication in operating costs and present as a Cultural Arts Center. It was mentioned that one manager for all of these in one location would be cost effective.

The subcommittee strongly felt that a gymnasium oriented community center could not be doubled as a performing arts theatre because of the need for lights, sound, flooring, stage, etc. needed to have a successful cultural arts center.

The subcommittee would envision a large proscenium theater that seats from 1,500 to 2,500, but acknowledges that the initial feasibility analysis would help in the determination of size and our growing communities ability to support that vision. The subcommittee also suggested that there be a way to have a smaller theatre or design moving parts to accommodate groups that have smaller groups. Examples: jazz concerts, piano recitals, community meetings, Dinner Theatre, Summer Fest, Summer Arts Programs, Writers Night, Concerts, etc.

It was suggested that contacts be made to all groups that might have an interest in a facility use beyond this committee. For Example: Regional Acts, Regional Theater Companies, Bands, Country Music Acts, Orchestras, and Symphonies.

The subcommittee recognizes the unique Cultural Arts emphasis of Hendersonville and the surrounding communities, and feels strongly that this is a unique qualifier for our community to support such a Center both with attendance, gifts and other levels of support. Looking at successful programs in Dickson, TN, Crossville, TN, and Germantown, TN all of which are unique settings yet do not share the cultural population and access that Hendersonville would offer.

The subcommittee did some initial research concerning organizations that are skilled at feasibility analysis of culturally based centers and have conducted many projects for cities all over the United States. The subcommittee estimates that an initial research project would result in a cost of a range of \$15,000 to \$20,000. Attached you will find some brief examples of other performing arts facilities around the United States. We tried to focus on some with smaller populations that emulate our community in size and location to other urban areas.

## **I. Sub-committee Title**

Library

## **II. Membership and Chairperson:**

Chairperson: Hamilton Frost

Members: Don Ames, Steve Botts, Martin Curtis, Lindy Gaughan, Fel Merwin,  
Frank Pinson, and Bill Sinks

## **III. Scope of the Subcommittee**

This committee's scope was technically limited to the selection of a site for the new city library, but some comments and suggestions were made relative to future aspects of the new library.

## **IV. Assessment**

The committee looked at several properties and recommended a site directly across the street from the one that was eventually selected and approved. The first site recommended was two and a half acres in the Indian Lake Development Center. This site caused some concern because some felt it did not have sufficient acreage. After consultation with Halo Properties, a second site was selected by the committee. This site is also located in Indian Lake Development Center and is 3.39 acres located behind the Bluegrass County Club on what will be known as Mir Causey Parkway. This site was subsequently approved by the Board of Mayor and Aldermen and fund raising efforts are now underway.

## **V. Vision for 2020**

Assuming the library is built with room for expansion, it should be adequate for many years to come and will be serving the library needs of the community in 2020. If the population of the city continues to expand as fast as it has in the past, it is likely that by 2020 it will be necessary to consider a branch library to serve the northern portion of the city. Comments and suggestions for the library include the following:

1. Expand the on-line card catalogue that is now available to library patrons, so that patrons can renew and reserve books from their home computers.
2. Develop additional children's services such as increased story hours and other children's programs.
3. Target other segments of the population (seniors, youths, and ethnic groups).
4. Expand the responsibilities of the Library Guild.
5. Expand the digitized collection of materials available to library patrons.
6. Take the necessary steps to enable the Hendersonville library to meet the state library requirements for a city its size. For example, the library is now open 40 hours per week, but should be open 60 hours per week to meet state standards. Also required would be large additions to the book, magazine and video collections.

## **I. Sub-committee Title**

Civic Center

## **II. Membership and Chairperson**

Chairperson Shelley Ames

Members: Ginger McClendon, Karen Mitchell, Rene Woodard

## **III. Scope of the subcommittee**

The Civic Center subcommittee began its work by defining the ideal civic center that would provide Hendersonville residents with affordable, accessible recreation, fitness and wellness opportunities as well as meeting space for community and civic organizations. The group looked at the best services/activities that should be available in a civic center with the purpose of enhancing the quality of life for all Hendersonville residents. The subcommittee looked at current activity centers available for citizens in Hendersonville, including costs for membership and programs offered. The subcommittee reviewed civic centers available in other communities and amenities that are offered to residents in those communities.

## **IV. Assessment of Current Situation and Trends in Hendersonville**

There are several ‘activity’ centers operating in Hendersonville today that address the need for meeting space, exercise/fitness, aquatic activities, and organized sports. There is not one single facility in existence today in Hendersonville that meets all of those needs.

The YMCA is the largest “activity” facility in Hendersonville. It offers aquatic opportunities, exercise/fitness, classes, and limited meeting space. It requires a membership fee ranging from \$87 per month for a family membership, to \$44 monthly for a youth membership, and \$51 per month for a senior adult (sixty-two and older). In addition to the membership fee, a program fee of \$45 is assessed for certain youth activities. Total annual membership for a family is \$1,044.00.

Several churches offer limited exercise/fitness opportunities that include a running/walking track, and meeting space. Hendersonville First Baptist Church is the largest center. It also charges a membership fee. That fee is \$3.00 per year for church members and \$15.00 per year for non-members. There is an additional fee for various classes, e.g. aerobics class is \$3.00 per class. FBC has meeting space available ranging from \$75 per classroom to \$150 for the entire fellowship hall that can accommodate 500 people.

There are several ‘swim’ clubs in the Hendersonville area. Use of the pool facilities requires an annual membership fee (between \$200-\$400) and may include a residency requirement such as living in a specific subdivision.

Meeting space in Hendersonville is very limited for groups over fifty people. Bluegrass Country Club can accommodate 500 people but is quite costly for most groups. Several churches can accommodate groups of 100-150 in meeting areas. First Baptist has the largest meeting space, which can accommodate 500 people at a cost of \$150 for non-church members.

It was noted by the subcommittee that, although the city of Hendersonville has twenty-six miles of lake front property, there is not a single public area for swimming recreation.

**V. Vision for 2020**

The Civic Center Subcommittee envisions a civic center that would provide affordable, accessible recreation, fitness and wellness opportunities as well as meeting space for community and civic organizations. Amenities that will be offered include:

- Meeting space for small and large groups (up to 500 people)
- Swimming facility – both indoors and outdoors
- Aerobic and fitness/exercise room
- Gymnasium with walking/running track
- Tennis/racquetball courts
- Access to bike trails
- Proximity to lake to include non-boating water recreation and boating access
- Kitchen facility
- Recreational/team sports
- Activities for youth as well as senior center.

The subcommittee envisions the civic center having an active partnership with the Senior Citizen Center, senior groups from area churches, Community ChildCare Center, day-care facilities, and schools. The civic center would be owned by the city of Hendersonville for use by its citizens. It would be managed and maintained by the city Parks and Recreation department.

Membership would be open to all residents. Fees would be assessed at an affordable rate to accommodate all of Hendersonville for a broader outreach. The fee structure would be similar to that offered at the Gallatin Civic Center. Suggested rates for a sampling of the activities offered are:

	Residents	Non-residents
Full membership		
Family	\$300.00	\$350.00
Senior	\$150.00	\$200.00
Pool only		
Family	\$200.00	\$275.00
Senior	\$100.00	\$150.00
Fitness/Gym		
Family	\$150.00	\$200.00
Senior	\$75.00	\$100.00

The civic center needs approximately twelve acres to accommodate the activities offered. A location on the Hawkins property would be ideal with close proximity to the Senior Citizens Center and Community ChildCare. It would be within walking distance for many residents. A second possible site would be Saunders Ferry Park.

**VI. Goals and Action Steps**

### *Goals*

To build, finance, open and operate a Civic Center for the people of Hendersonville

### *Specific Action Steps*

1. Acquire Site. Assuming city leaders have the vision and desire to create a center for all of Hendersonville, mayor appoints committee to do site selection. Time required: four months
2. Determine building costs, set budget. Time required: 2 months.
3. Name builder, award contract. Time required: 3 months
4. Determine operating costs; determine financing (tax increase, bond issues, etc.) Time required: 6 months
5. Appoint civic center board to oversee operation; hire director to work under direction of Parks and Recreation department to begin implementation of operating plan. Time required: 6 months
6. Build it. Time required: 14 months
7. Engage community, sell memberships, add center as a quality of life driver for economic development. Time required: Ongoing.

### **VII. Means of Following up and measuring progress**

The Director of the Parks and Recreation Department assumes responsibility for civic center. He/she will work in conjunction with the director of the civic center and the civic center board. Reporting structure remains the same.

Progress will be measured by the completion of the construction of the civic center. Success will be measured by the number of Hendersonville residents who use the center, memberships sold, and activities scheduled at the center.

## **I. Sub-Committee Title**

Walking / bike trails and sidewalks: Overview

## **II. Membership and Chairperson**

Chairperson: Tom Evans

Members: Frank Bowyer, Bruce Day, Doug Depew, Cathy Haley, David Hardin,  
Gary Sylvester.

## **III. Scope**

- Summarize initiatives in the state and in other cities similar to Hendersonville for bike paths, walking trails, and greenways.
- Summarize city studies, progress, lessons, and issues related to bike paths, walking trails, and greenways.

## **IV. Assessment of Current Situation and Trends in Hendersonville**

- 2000 Plan by city recommended 66 miles of trails – none implemented.
- 2000 study which created extensive Master Plan with recommendations was largely ignored.
- Ordinance 2003-02 established committee to review and update 2000 plan did not achieve significant demonstrable results and members resigned in September 2005.
- Hendersonville is not represented in major initiatives for greenways led by the governor, the county, and cities surrounding Hendersonville.
- Hendersonville is experiencing rapid growth and is in a unique position to implement benefits of greenways.

## **V. Vision for 2020**

- Virtually every major city neighboring Hendersonville, the county, and the state will have formal greenway programs.
- Committee proposes Veterans Park Greenway Complex that connects all the major attractors of the city, such as parks, shopping, library, lake facilities, etc.
- Committee has identified other opportunities along Mansker Creek.

## **VI. Goal and Specific Action**

- Establish Greenways Committee/Project Team to pursue opportunities for the city.
- Contact resources provide drivers for city greenways programs.
- Continue education and promotion of greenways within the community
- With assistance of city staff maintain the 2000 Master Plan and design standards and encourage compliance with developers.

## **VII. Means of following up and measuring progress**

Revise 2003-02 Ordinance from a “Review Committee” to a “Greenways Project Team”

- Establish responsibilities of the members to participate in city planning and implementation activities, as appropriate to maintain and implement the *Master Plan*.
- Establish formal procedures to register amendments and annual updates to the *Master Plan* in the city, county, state, and other applicable public record.
- Promote and educate the community in the advantages of trails, greenways, bike lanes, etc.
- Establish and enforce design guidelines for bike lanes, paths, trails, and walkways to city planners and developers
- Establish practices for maintenance of trails, greenways, bike lanes (e.g. Adopt a Trail Program)
- Establish authority of a team, in full cooperation with city planners, to seek financial support for greenways in Hendersonville and to represent the city in interactions with other city, county, state, and federal greenway committees.

This sub-committee’s full report—a well-written, professional document containing many illustrations, detailed information, and documentation—appears in Appendix 1. Interested readers are encouraged to turn to Appendix 1 starting on page xyz.

### **I. Sub-committee Title**

Political Structure and Government

### **II. Membership and Chairperson**

Fred Bracey, Chairperson

Art Alexander

Wynton Overstreet

### **III. Scope of the sub-committee**

The Political Structure/Government committee looked at three areas:

1. The mayor/alderman form of government
2. Number of aldermen and wards, and
3. Term limits for the mayor and aldermen

We looked at the Mayor/Alderman form of governing the city versus the prior City Manager form. The number of wards and aldermen were examined to determine the optimal number to govern Hendersonville. For term limits we focused on the number of terms that the mayor and alderman should serve. Under the present system there are no term limits.

### **IV. Assessment of Current Situation and Trends in Hendersonville**

The City of Hendersonville currently has a population of approximately 47,000 and is expected to reach over 70,000 by 2020. As the city grows and additional areas are annexed how can we best govern the city?

The city currently has six wards with two aldermen per ward (twelve total) and a mayor. The number of wards/alderman should be big enough to be responsive to the citizens but not so large that it becomes difficult to manage and move the city forward. Currently as the population grows wards must be redrawn and the number of citizens in a ward will increase. This is perceived to be a problem if the growth is dramatic in certain wards where annexation occurs or in older parts of the city where there may be no growth.

## **V. Vision for 2020**

In reviewing the current mayor/alderman form of government the feeling was that this is the best arrangement for our city.

The number of wards should be increased from six to as many as twelve. The most consistent number by those interviewed was 6 to 9. The number of alderman per ward should be reduced from two to one. This appears to be possible under the current code. This approach would keep the number of alderman consistent with what we currently have or less. This would handle the anticipated growth but keep the number of mayor/alderman the same or smaller.

Almost everyone interviewed felt that getting too many aldermen could hamper communications and the ability to get a consensus on issues.

The issue of term limits was a mixed bag of responses. Many felt term limits were a function of individual personalities and that term limits were not the answer. There were no strong feelings about this issue. It was the feeling of this sub-committee that they should at least be considered.

## **Environment**

### **I. Sub-committee Title**

Environment Issues (not including Water)

### **II. Membership and Chair**

Todd Griffin

Michael Walker

Andrea Nunaley, Chair

Gary Lampman

Sharon Loveall

Laura Black

### **III. Scope of the Sub-committee**

The Environment subcommittee initially looked at three areas: overall environmental issues, air quality and recycling. Due to the limited knowledge of air quality issues and the main concern of all committee members being recycling, the committee has focused on recycling. For the overall environment, the committee has looked at the general landscape of Hendersonville and has determined that, the general “look” of Hendersonville is not part of this sub-committee’s description.

### **IV. Assessment of Current Situation and Trends in Hendersonville**

At this time, there is no community wide recycling program available to residents of Hendersonville. A curbside recycling program would be ideal. This has been tried in surrounding counties with varying degrees of success. The committee will continue to research the costs and benefits of such a program prior to the final report in March.

The closest drop off point for recycled goods is in Goodlettsville/Madison. A Hendersonville resource should be developed.

Another area of concern is the rapid growth of the city. Issues such as trash creation, recycling and air quality should be included with any new property development plan.

### **V. Vision for 2020**

- Curbside recycling program available for all residents.
- Easily accessible recycling center located outside city limits.
- Ensure that all companies coming to Hendersonville comply with local and Federal laws regarding high quality and proper removal of waste products.

- Develop an environmental awareness program that can be taken into the schools and broadcast via the cable channel to increase residents understanding of how and why recycling is important.

## **VI. Goals and Specific Action Steps**

### *Goal*

Curbside recycling should be made available to all residents of Hendersonville for limited or no cost.

### Specific Action Steps

1. Compile information regarding current recycling programs in cities of comparable size to Hendersonville. Exam costs, benefits, citizen participation and any addition equipment requirements. Time required: 6 months
2. Obtain City Council support to proceed with the initiative. Time required: 3-6 months
3. Obtain support from the citizens of Hendersonville. Build awareness of the benefits of recycling and demonstrate the benefits of recycling. Time required: 6-12 months
4. Create RFP to distribute to local recycling companies. Open the bid process for the recycling contract. Time required: 3 months
5. Monitor costs, money saved and environmental impact. Make adjustments as needed. Time required: On-going

### *Goal*

An easily accessible recycling station for paper, plastic, and glass should be available on the outskirts of town.

### *Specific Action Steps*

1. Determine an appropriate location that is convenient for the general population but will not present an “ugly” image of the city. When choosing the location, key factors such as size, cost of land, equipment required and special needs must be considered. Time required: 6-12 months
2. Obtain City Council Support for this project. Time required: 3-6 months
3. Create RFP to distribute to local waste management companies to develop and maintain the facility. Time required: 3 months
4. Build (or lease) facility, set hours of operation, determine staffing needs, insurance liability issues and if used as a revenue generating entity, determine prices paid per pound for recycled materials and determine the amount of money that is returned back to the city. Time required: 12 months
5. Monitor usage by the community and modify hours of operation as needed. Time required: ongoing

### *Goal*

Ensure that all companies coming to Hendersonville comply with local and Federal laws regarding high quality and proper removal of waste products.

### *Specific Action Steps*

1. Develop an Environmental Action Plan to share with prospective businesses moving to Hendersonville. Time required: 12- 18 months
2. Obtain City Council approval to enforce the Environmental Action plan with all existing businesses and require new businesses to agree to comply with the policies. Time required: 3 months
3. Meet with local businesses to explain the Environmental Action Plan, discuss penalties for non- compliance and benefits of complying. Time required: 12- 18 months
4. Implement and monitor on a monthly basis. Make adjustments as needed. Time required: Ongoing

### *Goal*

Develop an environmental awareness program that can be taken into the schools and broadcast via the cable channel to increase residents understanding of how and why recycling is important. The effectiveness of this campaign can be measured through increased use of the recycling center, less trash in public areas and testing students awareness of recycling through in school programs.

### *Action Steps*

1. Develop a marketing plan for creating environmental awareness in the community. Consider who the audience(s) will be and how to best share the message. Possible marketing avenues include: newspaper articles, cable channel shows, radio interviews, visits to area schools and “tables” set up at community events such as Festival by the Lake and the July 4<sup>th</sup> Fireworks event. Time required: 12 months
2. Obtain support from the City Council, area business leaders, and the school board. Time required: 6-12 months
3. Develop the awareness components. Hire talent to perform in the video for the cable channel, create related print material, and write scripts for the live performances in area schools. Time required: 6 months
4. Begin distributing information to the community. Time required: 2 months
5. Implement and monitor the effectiveness of the marketing campaign on an ongoing basis. Time required: Ongoing.

## **VII. Means of following up and measuring progress**

The overall responsibility for measuring, developing, implementing, and monitoring these environmental activities would belong to the Planning commission of the Hendersonville government. However, the fourth goal of environmental awareness could be shared between the school system and a civic organization that focuses on environmental issues.

## **I. Sub-committee Title**

Senior Quality of Life/ Senior Citizens Center

## **II. Membership and Chairperson**

Fred See, Chairman

Judy Bloomfield

Don Drake

Ralph McCulley

Don Snyder

Jack Smith

Joy Borawski

## **III. Scope**

This committee looked at various areas in Hendersonville pertaining to Senior Citizens concerning their welfare, recreational activities, medical assistance, housing, and living conditions. We focused on the Senior Citizens Center, YMCA, church groups, nursing homes, housing, Samaritan Center, educational facilities and transportation.

## **IV. Assessment of Current Situation and Trends in Hendersonville**

1. There is a need for more communication of senior elements with the city government.
2. There's a need to coordinate insurance company programs with agencies such as YMCA, Hospitals, Senior Residences, and Activity Centers.
3. Senior Citizens Center has to provide much of their own funding for their operations and programs where centers in other counties (Davidson) receive much of their funding from County and Metro governments.
4. The increase in senior population is not proportionate to financial support from the County and City.
5. As the city grows, there is a greater need for public transportation for seniors. There is transportation that is provided by churches, living complexes, and Senior Citizens Center that do assist but on a limited basis.
6. Organizations have separate programs and functions that duplicate and compete when it may be in their and the seniors involved to coordinate these activities.
7. Although there is cooperation between the Samaritan Center, Senior Citizens Center, various Senior Residences, and churches, there is much room for improvement throughout the city.

## **V. Vision for 2020**

1. Property taxes remain constant upon persons obtaining senior citizen status.
2. Better pedestrian accessibility and transportation for shopping, doctor and other necessary activities for seniors.
3. Senior housing featuring good locations in addition to excellent livability and handicap facilities.
4. Better programs to improve mental and physical well-being.
5. A combined Senior Citizens Center and Civic Center
6. A committee or board that coordinates all concerns of the senior citizens within the city.

## **VII. Goals and Specific Action Steps**

### *Goal 1*

Better communication between city and senior organizations through a Board made up of seniors and local citizens.

#### *Action Steps*

1. City appoint a board of seniors with an alderman as liaison.
2. Board makeup of 75% seniors with other members from the Parks Department, Health Agencies, Senior Residences, YMCA, etc. If this recommendation is determined unsuitable, than utilization of a current Board such as the Senior Citizens Board should be given the authority to implement this goal.
3. The board from step (a) above would coordinate the methods to achieve the visions stated above with the exception of vision #1, (Property taxes remain constant upon persons obtaining senior citizen status.)

### *Goal 2*

Property taxes remain constant upon persons obtaining senior citizen Status.

#### *Action Steps*

City government determine age of senior citizen status and provide the necessary means to accomplish this goal.

### *Goal 3*

Determine number and percentage of seniors living in the city by age group.

#### *Action Steps*

Use national census taken every ten years and utilize any special census when conducted.

### *Goal 4*

Create a paid position to monitor, keep statistics, communicate, and administer the requirements directed by the Board.

#### *Action Steps*

City funds this position.

## **VII. Means of Following Up and Measuring Progress**

The Board described above would be responsible with following and measuring the progress and reporting to the City Government on a yearly or on a need to know requested by the City Governing Body. This report may consist of numbers, percentages, and/or statements requested by the governing body.

# Planning and Growth Management

## I. Overview

History has proven that cities which fail to adequately plan for and manage their growth and development, will grow to a certain point, then stagnate and decline. Neighborhoods which are poorly designed and which possess no features which attract people even when the homes become old and outdated, will decline in value and will become a burden to the taxpayers. Investments in such neighborhoods by individuals and by the city will have been lost. Recovery is extremely expensive, if at all possible. A mobile society is too quick to move on to the next ring of suburbs.

We can accept the above scenario as natural and unavoidable or, we can plan and manage the growth and development of our neighborhoods and the city in such a way that quality of life and property values are preserved and enhanced. We can build in value to our neighborhoods that is lasting and encourages individuals to re-invest and remain. We can preserve the historical assets of the neighborhoods which provide character, identity and charm. And we can provide a full range of housing types, including affordable housing. In doing so, we sustain our community for our children and our children's children for generations to come.

## II. Subcommittees

### Land Use and Zoning

Ralph Collier, Chairperson  
Kelly McDaniel  
Linda O'Connel  
Marlon Campbell  
David Kimbrough

### Neighborhood Preservation

Cheryl Sesler, Chairperson  
Craig Garton  
Kelly Gregory  
Barbara Harover  
Kathy Sharp  
Fred Zahn

### Historic Preservation

Jody Totten  
Janice Gray  
Sharon Edwards  
Tom Gray  
Bruce Mithell  
Charlie Brown  
Don Ward  
Fred Zahn

### Senior Housing

Steve Rudd, Chairperson  
Randy Perry, Co-chairperson  
Dean Jacobs  
Tim Hayes

## **I. Sub-Committee Title**

Senior Housing

## **II. Membership and Chairperson**

Chair - Steve Rudd (cell: 207-6752)

Co-Chair - Randy Perry (cell: 969-0054)

Member - Dean Jacobs (cell: 424-4411)

Member - Tim Hayes (cell: 579-3917)

## **III. Scope of the Sub-Committee**

The Senior Housing Sub-Committee has researched different approaches to creating and sustaining a viable community for seniors in Hendersonville. Housing is the focus of the group, although transportation is an important element of the equation.

## **IV. Assessment of Current Situation and Trends in Hendersonville**

Currently, Hendersonville has only two senior housing “communities”. They are Park Place Retirement Community and Crossfield Place. These communities are somewhat isolated from single-family housing.

There are no senior “in-fill communities” that allow seniors to live closer to younger families (grandchildren) in smaller cottage-style homes.

The “Senior Citizens of Hendersonville”, located at 223 Campus Drive, is a recreation center that provides daily activities for senior citizens including crafts and day trips.

## **V. Vision for 2020**

The vision of the Senior Housing Sub-Committee is to create and sustain a desirable living community for seniors in Hendersonville and to provide incentives for future housing developments specifically created for seniors.

## **VI. Goals and Specific Action Steps**

### *Goal:*

It is essential that the City of Hendersonville provide desirable housing for seniors in order to keep them in the community.

### *Specific Action Steps*

1. Pinpoint areas lacking in senior housing communities.  
(Time required: 2 months)
2. Create senior-friendly zoning that would make allowances in selected districts for senior communities.

(Time required: 6 months)

3. Create incentives for developers to build senior housing communities.  
(Time required: Ongoing)
4. Implement an expanded Senior Citizens Board to assess current senior issues.  
(Time required: Ongoing)
5. Research the need for senior transportation throughout Hendersonville; possibly establish van service to and from doctor's visits.  
(Time required: Ongoing)
6. Convince the BOMA to keep the disposable income in Hendersonville.  
(Time required: Ongoing)
7. Convince the BOMA to allow senior "in-fill communities" in single-family zoned areas through zoning. This would allow more units to be sold on the same number of single-family lots.  
(Time required: 6 months)
8. Convince the BOMA to allow "cottage-style" homes in these in-fill communities. Meet with aldermen and the mayor and illustrate the advantages of cottage-style senior housing.  
(Time required: 6 months)

## **VII. Means of following up and measuring progress**

We suggest expanding the existing Senior Citizens Center Board to include non-seniors who are experienced in the fields of medicine, transportation, development, law, and parks / recreation. This expanded board would act as an advisory council to address issues in the arena of senior housing. The board would advise developers as to what elements of the housing units would make them "senior-friendly" (i.e. first floor, higher countertops, lower cabinets, minimal steps, etc.), and the board would monitor the number of future developments and determine whether they are "senior-friendly".

## VIII. Zoning Revisions

Senior housing communities can be located in either residential or commercial zoned properties. In residentially zoned areas, a limit should be applied to the number of beds allowed. (100 is a good number of beds/units to begin the discussion). In commercially zoned areas, FAR will govern allowed densities of dwelling units. However, a maximum of 200 beds/units would be allowed for any development, regardless of zoning.

Here is a description we could insert into the Zoning Ordinance:

Senior Housing is defined as the use of a site for residential housing, including independent households and/or a complex to provide for elderly persons who are capable of caring for themselves. Developments with independent households would include separate dwelling units with kitchens, bathrooms, and bedrooms. Units must be occupied by persons 55 years of age or older and must comply with all standards of the Fair Housing Act, 42 U.S.C., Sections 3601 et seq. and the rules issued thereunder, as amended; and the Tennessee Fair Housing Act, T.C.A., Section 4-21-602. Pharmacies, barber / beauty shops, and grocery stores may be included at the site as a part of the complex. Community centers are encouraged within the complex.

These developments would fall into a "transitional use" facility that would ideally fit between commercial and single-family residential developments.

Buffering would be required at the site perimeter, and a secure entrance would be encouraged.

In-fill communities: Cottage-style homes would be permissible as a senior in-fill community in areas currently zoned single-family. Two cottage-style units would be allowed per one single-family lot, provided they adhere to the following requirements:

1. The cottages can be no more than 1,100 s.f. for one-story units
2. The cottages can be no more than 950 s.f. per floor for two-story units
3. Each cottage must be adjacent to a common area, screened from the street
4. Other screening / landscaping requirements would apply.

## **I. Subcommittee Title**

Hendersonville Historic Preservation

## **II. Membership and Chairperson**

Jody Totten – Chair  
Janice Gray  
Sharon Edwards  
Tom Gray  
Bruce Mitchell  
Charlie Brown  
Don Ward  
Fred Zahn

## **III. Focus of the Subcommittee:**

Our mission is to preserve the heritage and historic value of Hendersonville through documentation and protection of the tangible, including but not limited to the buildings, people, properties and locations as well as the intangible events, political history, social events, economic trends and educational trends.

## **IV. Assessment of Past and Current Situation and Trends in Hendersonville**

Private and public funds have protected historic properties in Hendersonville in the past. Rock Castle, which is owned by the State and is on the National Register of Historic Places received \$25,000 of their \$75,000 operating budget in 2005-06 from the State, City of Hendersonville and Sumner County combined. Friends of Rock Castle has a charter with the state to maintain, preserve and administer Rock Castle. They raise funds to supplement the operating budget. Questers is a private group of antique collectors who provide many furnishing for Rock Castle.

The City of Hendersonville owns Monthaven which in on the National Register of Historic Sites. The Board of Directors for Monthaven is appointed by the City for the use of Monthaven as the Hendersonville Arts Council. It was restored and preserved through volunteerism and donations to the Hendersonville Arts Council (HAC). Hendersonville funds the facility's general operating expenses. It also provides some maintenance of the facility. The Arts Council receives donations and fees to supplement these funds for maintenance and operations.

Hazel Path is privately owned and maintained as law offices. The buildings are available for private and for non-profit functions.

In 2003 Hendersonville established a zoning ordinance for the protection of existing historic properties. One property the Bradford Berry House has received that designation. The ordinance makes willful neglect and destruction of an historic property illegal. The penalty for such abuse is temporary loss of development privilege through denial of a construction permit. All other preservation is voluntary for designated historic properties.

In the past 10 years the significant Halfway House deteriorated due to abuse, owner neglect, conflict in land use policy and cost of stabilization/preservation, which resulted in its permanent loss.

In general the trend in Hendersonville for historic preservation has been lackluster. The vision for preservation is awakening in the city now. Due to development trends away from the earlier sections of Hendersonville, these locations along Rockland Road and Shivel Drive have suffered from disinterest. The HZC has identified these areas as potential historic districts. New construction and the focus of the city's hub along Gallatin Road at Anderson Lane and Indian Lake Blvd. have shifted awareness away from these earlier districts and their need for protection and preservation.

Several private homes of historic interest are in Hendersonville. The owners of these residences maintain the integrity of the structures through personal interest and with their own resources. Hopefully the Historic Zoning Ordinance will provide incentives for these and future owners of historic properties to continue the same attention.

## **V. Vision of 2020**

The City of Hendersonville recognizes the contribution of historic preservation to the economic, aesthetic, cultural, educational and social growth of the community. Heritage shall be preserved through appropriate documentation of the tangible and intangible by identification of properties, buildings, artifacts, papers, places, people and things and recordation of oral history and by communication of these things to the public.

## **VI. Goals and Specific Action Steps**

**(Red notes represent) Hendersonville Zoning Ordinance 2003-40 Article XIII: 13-103 Historic and Landmark District Regulations: Powers, Functions and Duties (see attached)**

**(Blue notes represent) Hendersonville Tomorrow Committee's recommendations not already specified in the Historic and Landmark District Regulations highlighted in Red.**

### **1. Identification of Historic Assets, both tangible and intangible.**

*City staffer would provide logistical support and coordination for the following 3 items.*

#### **A. Survey of historic sites, neighborhoods, family cemeteries, and other physical elements of Hendersonville's history**

**Charge B – To conduct a survey of buildings, places or areas within the city of Hendersonville for the purpose of identifying those of historic or cultural significance. (Use county historian, Walter Durham as a resource. Initial time estimate of 6 to 9 months for data collection and 3 to 6 month's data entry / manipulation.)**

- a) pre-settlement history
- b) before the lake
- c) after the lake
- d) after incorporation

#### **B. Survey of oral histories and events of importance**

**Charge U – To undertake any other action or activity necessary or appropriate to the implementation of its powers and duties or to implementation of the purposes of this article. (Volunteer efforts. Historical society)**

- a) Identify long time residents of Hendersonville
- b) Research important events in Hendersonville's timeline

- C. survey of photographs, artifacts, and other tangible reminders of Hendersonville's history  
*Charge U as it works toward B.*
- a) Identify time periods of Hendersonville's history that should be documented with artifacts
  - b) Identify important events, structures, people that should be documented with artifacts

2. Documentation and Preservation of Historic Assets

- A. prepare and publish pamphlets and maps of historic sites, neighborhoods, cemeteries, events, etc.  
*Charge G – To prepare and publish maps, brochures and other descriptive material about Hendersonville's historic and landmark districts. (City staffer)*
- B. record oral histories from long time residents  
*Charge U. Local non-profit (historical society)*
- C. collect and display historic documents including photos, maps, papers, etc. in a central location that is accessible to the public (Hendersonville Room at the Public Library)  
*Charge U. Local non-profit (historical society)*
- D. support the creation of a local non-profit historic/preservation organization  
*Charge H – To cooperate with and enlist the assistance of persons, organizations, corporations, foundations and public agencies in matters involving historic preservation, renovation, rehabilitation and reuse. City staffer.*

3. Education and Marketing of Historic Assets *City staffer. Initial time of 3 mos*

- A. Educate citizens, visitors, researchers on Hendersonville's history
  - a) Prepare "Did you know?" statements  
*Charge G*
  - b) School presentations  
*Charge U as it works toward H*
  - c) Identify speakers  
*Charge N – To retain such specialists or consultants or to appoint such citizen advisory committees as may from time to time be required.*
  - d) Historic markers  
*Charge F – To determine an appropriate system of markers for designation of historic and landmark districts.*
- B. Market Hendersonville based on historic and cultural assets  
*Charge U – necessary to build community support for preservation.*
  - a) work with tour groups to establish historic tours of Hendersonville
  - b) Include information in city and Chamber publications
  - c) Advertisements in magazines (Southern Living, etc.)

4. Funding and Incentives to encourage Historic Preservation Activities
  - By city staffer.*
  - A. Locate funding sources to enable the completion of the objectives
    - Charge J – To accept gifts, grants and money as may be appropriate for the purposes of this article.*
    - a) grants
    - b) City of Hendersonville appropriation
    - c) Private donations
  - B. Provide incentives for residents to contribute to the preservation of Hendersonville’s historic assets
    - Charge S – To establish incentives for an owner to voluntarily comply with historic preservation design guidelines in modifying historic buildings.*
    - a) property tax incentive for owners of homes designated as local landmarks
    - b) Incentives for citizens to donate artifacts
    - c) Property tax incentives for rehab / adaptive reuse of historic structures.

## **VII. Means of Following up and measuring progress**

- A. Time Line
  - a) 3 months for organization of plans
  - b) 1 year initial data collection
  - c) 6 months initial data compilation; producing media presentations (power point productions, printed materials, etc.) for circulation to the public at large.
  - d) 1 ½ to 2 years initial total work time. Some efforts can and will be done concurrently.
- B. Primary implementation strategies
  - a) Creation and fostering of a local non-profit organization for fund raising and the education and promotion of Historic Preservation issues as they relate to the Hendersonville community.
  - b) Addition of a full-time city staff person to work on behalf of and in support of the Hendersonville Historic Zoning Commission. Duties will be primarily
    - Identify resources available to the public for assistance in Historic preservation.
    - Provide link to the city’s resources.
    - Implement the requirements and activities as outlined in the HZC ordinance 2003-40
    - -Interpret to the public the requirements of the Historic Zoning Ordinance
    - Offer citizens professional advice in field of preservation.
    - Coordinate efforts of volunteers to maximize efficiency.

Justification for staff position is found in the commission’s enabling legislation 13-103 in the ongoing and repeating work load beyond the capacity of a part-time volunteer board; laid-out with Charges “I”, “D”, “E”, “M”, “O”, “L”, and to a lesser extent with “Q”, “J”, “H” and “G”.

## **I. Subcommittee Title**

Neighborhood Preservation

“Neighborhood” = Community + Physical Infrastructure and Building Stock

## **II. Membership and Chairperson**

Craig Garton

Kelly Gregory

Barbara Harover

Cheryl Sesler – Chairperson

Kathy Sharp

Fred Zahn

## **III. Scope of the Subcommittee**

The Neighborhood Preservation Committee will focus on seeding and supporting programs that will be proactive in making our neighborhoods, safe, functional, people-friendly, stimulating, and attractive places to live. We will incorporate education, awareness, & involvement of residents in re-development efforts and preservation of existing and established neighborhoods. By concentrating on both the physical preservation of neighborhoods, and related lifestyle / quality of life issues, we hope to support our neighbors in the City of Hendersonville in their efforts to further develop a distinct civic "identity," "pride," and a strong sense of "community."

## **IV. Assessment of Current Situation and Trends in Hendersonville**

Hendersonville has both benefited and suffered from its close proximity to the economic hub that is Nashville. The formation of Old Hickory Lake made this a highly desirable community for families wanting a more relaxed lifestyle with access to recreational facilities. The neighborhoods are, for the most part; stable with owners enjoying increasing property values though most residences have, by now, exceeded what many lower-income families can afford. Hendersonville is becoming increasingly gentrified. Many of the older homes are being raised from a finite number of lake-lots to make way for larger estate-scale homes. At present, the city enjoys a mix of low-density neighborhoods populated with many mid-sized "ranch," and split-level homes, neighborhoods with high-density and homes of a more modest scale, and neighborhood developments with high-density and larger than average "executive" homes.

Over the past 50 years, Hendersonville has grown in size primarily by annexing previously developed and occupied land, most of which was laid-out and constructed under a minimal body of county guidelines. This has led to a patchwork that the city inherited "as is" and, consequently, has been a primary motivating force in developing a strong body of zoning regulations and design standards governing new construction. The recent exponential spike in development of previously agricultural land that is occurring on the northern and northeastern borders of the city is causing the *physical* center of Hendersonville to move further and further away from the older "core area" of town. As such, existing areas of strong neighborhoods that could most benefit from the economic and social effects of revitalization are being passed over in favor of an opportunity to work with the "clean slate" of traditionally rural land.

There is opportunity today for the city and community of Hendersonville to foster and strengthen protections of the existing residential and commercial neighborhood fabric through additional focused zoning regulations and publicly-funded economic incentives. With a renewed commitment to the existing diversity and value inherent in the city's earliest housing stock and patterns of development, Hendersonville can prevent the growth of a disjointed and "blighted core" that many larger cities suffer.

## **V. Vision of 2020**

Hendersonville will be a thriving, vibrant, and well-defined community that offers its populace a wide range of housing, shopping, and recreational opportunities. A process of continued *well-managed* growth and *preservation* of the city's many current assets will make it possible to continue to both provide a stable and desirable community to our long-time residents and also to attract an increasing level of residential investment. Hendersonville will be the city of choice.

## **VI. Goals and Specific Action Steps**

### 1. Stabilize Diversity of Existing Housing Stock.

Add value to existing middle-income ranch houses through preservation. These one-story homes form the core of many Hendersonville neighborhoods and demand is growing, thanks to an aging "baby boomer" generation and the increasing nostalgia for this house-form.

#### A. Institute a form of "Conservation Zoning" Districts.

- Discourage tear-downs through use of zoning tools.
- Discourage sub-dividing larger residential lots for development.  
*2 years, ongoing and concurrent with other neighborhood projects. – Planning Dept. and Board of Mayor and Aldermen*

#### B. Survey diversity of existing home types in established neighborhoods, and promote that diversity as being both a finite resource and a high quality alternative to newer "cookie cutter" houses. Result in the production of a map and/or printed brochure. *1 year. – Planning Department and new Office of Neighborhoods staff person*

#### C. Establish property-tax credit / grant / low-interest loan incentives for rehab/repair of existing residential and light-commercial buildings. *1 year. – Board of Mayor and Aldermen*

### 2. Highlight Livability of Neighborhoods

- #### A. Highlight great existing city services to business community and public-at large through the production of a printed, tangible, brochure.
- High quality School system
  - Outstanding Parks system
  - Award winning Police and Fire departments

- Back-door trash pick-up and monthly brush pick-up
- Affordable / moderate property tax rates
- Active city Arts Council
- New (proposed) Library

*6 months. - new Office of Neighborhoods staff person with support from Board of Mayor and Aldermen and Star news*

B. Structure (re)development of neighborhoods in ways that encourage “district centers” to include assets such as: small-scale retail, dining, childcare, and low-impact service-based businesses.

- Create citywide redevelopment Master plan.
- Establish tax incentives for small-business owners to locate in existing neighborhood commercial corridors.
- Protect and encourage a diversity of locally owned / operated small-businesses.  
*1 year, ongoing and concurrent with other neighborhood projects. – Planning Dept., new Office of Neighborhoods staff person, and board of Mayor and Aldermen*

C. Support a city sidewalk program

*Ongoing. – Planning Department, new Office of Neighborhoods staff person, and Public Works*

D. Support greenways and walking/biking trails that connect neighborhoods to schools and parks.

*Ongoing. – Planning Department and new Office of Neighborhoods staff person*

### 3. Cultivate, Encourage, and Maintain Civic Pride and a Feeling of Community

A. Identify Neighborhoods / Subdivisions that do not currently have existing neighborhood associations that would be interested in establishing one.

*1 year. – new Office of Neighborhoods staff person*

B. Seed and support neighborhood associations.

- Sponsor community meetings to educate and build enthusiasm for the benefits to the community of an association.
- Provide logistical support and guidance (initial mailings, hosting for web-site, link to association site from City of Hendersonville home page).
- Provide Leadership training

*2 years. – new Office of Neighborhoods staff person*

C. Create and fill a city staff position to help residents manage neighborhood based issues. "Office of Neighborhoods"

- Look at existing city zoning regulation / property codes.
- Clarify and/or redefine existing neighborhood (development) covenants.
- Set up a mechanism to better enforce covenants and existing property standards.  
*Immediate. - Planning Dept., Board of Mayor and Aldermen, and Codes Department*

D. Create framework to network, coordinate and standardize preservation and other community focused efforts of neighborhoods.

- Form a Commission of Neighborhoods, similar to Historic Zoning Commission. (Based in City Planning Department)

*1 year. – new Office of Neighborhoods staff person*

E. Redefine / strengthen the city's process for holding absentee landlords accountable for:

- Condition of property – Codes Department / Property Standards
- Actions of tenant – Codes and Police Department

*1 year. - new Office of Neighborhoods staff person with support from Codes Dept. and Board of Mayor and Aldermen*

F. Sponsor installation of neighborhood signage using a unique but standardize format.

*1 year. – new Office of Neighborhoods staff person*

G. Initiate a reoccurring (10 year cycle) public project to create an evolving photographic record of Hendersonville's neighborhoods and commercial districts that would reveal and document how they have grown and changed over time.

*Ongoing. – new Office of Neighborhoods staff person*

**VII. Means of Following Up and Measuring Progress**

The "Who and How Long" are noted above in section VI following each proposed action. The goals that this committee has laid-out center largely around the creation of a new city staff position responsible for neighborhood issues and the cooperative and supporting efforts of both the board of Mayor and Aldermen, and also various other existing city departments. This new staff position could also help execute the goals and actions of the Historic Preservation sub-committee as many of these two committees' issues are closely tied together.

Generally, the estimated time requirements reflect those actions being worked on individually, however, most tasks are of a nature that lend themselves to a group effort and should be worked on concurrently with other goals / actions by city staff and community volunteers. Progress toward completion will be largely self-evident.

**“A Rising Tide Lifts All Boats”**

## **I. Sub-committee Title**

Land Use and Zoning

## **II. Membership and Chairperson**

Ralph Collier, Chairperson  
Kelly McDaniel  
Linda O'Connell  
Marlon Campbell  
David Kimbrough

## **III. Scope of the Sub-committee**

The Land Use and Zoning Sub-committee focused on land use and zoning issues such as density, lot size, open space, protection of sensitive land, and the provision of amenities. The focus was primarily on identifying good standards for residential development. The area of focus was the Urban Growth Boundary – the area where most of the City's growth will occur.

## **IV. Assessment of Current Situation and Trends in Hendersonville**

The City of Hendersonville has grown to a population of approximately 48,000 people. There are only a few small pockets of undeveloped land remaining within the current limits of the City. The Planning Region and Urban Growth Boundary are growing at a rapid pace. The number of new houses constructed each year has increased steadily over the last few years. It is projected that the City will grow by an average of 500 new houses per year over the next 10 years. Assuming the City annexes its Urban Growth Boundary, a continuation of current trends is likely to yield a population of 90,000 people.

Hendersonville is following the national trend in shifting away from large-lot residential development such as 1-acre lots and is being developed with 10,000 to 15,000-square foot lots with open space and an overall density of 2 to 3 houses per acre. Many developments now include a variety of housing types including detached, semi-detached and townhomes centered around a commercial village center. The trend is to provide more open space and amenities which are maintained by a property owners association.

With the opening of Indian Lake Blvd. and recent large, upscale commercial development along this street, the commercial focus is shifting to this area. The Indian Lake/Drakes Creek Rd. exit has become a major gateway to the City.

## **V. Vision of 2020**

It is the vision of Hendersonville Tomorrow that future residential and commercial development will occur in such a manner as to preserve and enhance the quality of life and property values in the City of Hendersonville and its Urban Growth Boundary.

## **VI. Goals and Specific Action Steps**

1. Prepare a new Land Use Plan
2. Prepare Neighborhood Plans for each existing neighborhood and for developing areas of the City. These plans should include standards for building/creating complete, self-sustaining neighborhoods. Convenience commercial should be encouraged, provided residential areas are protected and street capacity is sufficient. Such would also provide job opportunities for people who prefer to work close to home. Neighborhood parks and schools should also be included in such plans to the extent possible. And, last but not least, these neighborhoods should be walkable and pedestrian friendly so that people will have opportunities to exercise for health and to walk to school, the store, to work and to the park. Sidewalks and bike/pedestrian paths should be well lit and otherwise safe.
3. Prepare a new Zoning Ordinance and Zoning Map.
4. The basic development standards of recently approved PUDs should be standardized and applied to all subdivisions. The purpose of this is to upgrade new subdivisions which are not PUDs to make them more consistent with PUDs and to transition away from practically every development being a PUD with varying standards which are difficult to keep up with and enforce.
5. New residential development east of Drakes Creek should generally be at a maximum overall density of 2.2 dwellings per acre. West of Drakes Creek should develop at a density of 1 dwelling per 2 acres.
6. Environmentally sensitive areas such as steep slopes and floodplains should be left as open space.
7. The City should encourage developers to set aside as much open space as possible, in addition to environmentally sensitive areas.
8. Such encouragement could be in the form of allowing smaller lots as long as the overall allowed density is maintained. These smaller lots could be designed for lots with minimal side yards, i.e. 5 feet and for zero-lot-line lots such as semi-detached units and townhomes.
9. To off-set the lack of yard space, open space should be provided in the form of pocket parks. Ideally, all such lots would abut a pocket park or other quality open space or should be within sight and a short walk (less than 1 minute). "Left-over" or unusable land should not qualify to satisfy the above purposes.
10. Pocket parks and other such open space should be improved with sidewalks and/or walking paths, benches, and extensive/quality landscaping and with features such as gazebos, arbors, fountains and/or other water features, sculpture/art work and sandlot/play lots.
11. Prepare an Amenities Pattern Book and make it available to developers.
12. Large, passive open space areas are also encouraged.
13. Subdivisions with small lots should be buffered from adjoining subdivisions. Such buffering should be in the form of open space and should be provided especially at the entrance to the smaller lot development and on the perimeter.

14. All developments, residential or otherwise, should be designed for quality which will produce long lasting value. "Cookie-cutter" subdivisions are discouraged. Every subdivision should have unique features. The goal is for subdivisions to maintain their value for an indefinite period of time, even when the homes become old and out of style.
15. In that Property Owners Associations will be required for the purpose of maintaining open space and amenities, develop basic minimum covenants, restrictions, declarations and by-laws to help insure the long-term success of these associations.
16. Research the feasibility of adopting Residential Design and Landscape Standards. Such would include building material, i.e., a minimum % of brick and limits on the use vinyl, and restrictions/standards for front loaded garages. Consideration should also be given to requiring a certain minimum amount of landscaping, i.e., 1 or 2 trees in the front yard and minimal shrubbery in front of the house.
17. Work with the Neighborhood Preservation Sub-Committee to develop methods for preserving aging residential areas. Such might include amending the land use plan and zoning ordinance to allow infill redevelopment of larger lots including lake front lots. Work with the Lake Front Sub-Committee in this regard. There must be a thorough assessment of the overall impact of such redevelopment policies.
18. Expand the Urban Growth Boundary in conjunction with the next regular scheduled review of the County Growth Plan. Review, on a regular basis, the need to further expand the Urban Growth Boundary.
19. Zoning and other development standards should allow for the inclusion of a full range of housing types to meet all housing needs, including singles, start-up families, move-up buyers and empty-nesters.
20. Continue the successful application of design review standards for commercial development.

## Education

*Education: a debt due from present to future generations.*  
—George Peabody

### I. Overview

It is hard to overstate the importance of education, both for our children's futures and for the future of our community. Unfortunately, by many measures, Tennessee schools rank below average compared to other states, and the schools in Sumner County lag other school systems in the mid-state area. The intent of this planning area is to initiate efforts to make significant and continuing improvements to Hendersonville schools and to foster adult educational opportunities within Hendersonville.

The Education planning area includes two subcommittees, 1) Schools and Early Childhood Education and 2) Adult and Vocational Education. Schools and Early Childhood Education, the subcommittee focused on the publicly funded Sumner County school system and offers recommendations for achievement benchmarks and for teacher quality benchmarks. The report also offers recommendations for communicating Hendersonville needs to the School Board and for involving business in education.

For adult and vocational education, the subcommittee proposes to create a Lifelong Learning Center that will meet the ongoing and changing adult and vocational educational requirements of the community. The center would be funded through grant money and would be modeled on successful lifelong learning centers that currently exist in cities that are similar to Hendersonville.

**II. Subcommittees.** This contains subcommittee chairs, members and contact information. For example:

#### Schools and Early Childhood Education

- William H. Slater, Chair, w.slater@hcacrusaders.com
- Kara Arnold, karnold@sumnercompass.org
- Lisa Crockett, lcrockett@southeasternbuilding.net
- David Jenkins, pastordj@comcast.net
- Scott Lyon, slyon@gosafeguard.com
- Mike McClanahan, mikeuw@bellsouth.net
- Steve Nelson, smnel@bellsouth.net
- Amy Ogan, amy.ogan@comcast.net
- John Pennington, john@hendersonvillechamber.com
- Len Silverman, len@theminervagroup.com

#### Adult and Vocational Education Subcommittee

- Hilary Marabeti, Chairperson, Hilary.Marabeti@volstate.edu
- Joe Brodnicki, joe@successnavigation.com
- Bonny Copenhaver, Bonny.Copenhaver@volstate.edu

## **I. Subcommittee Title**

Schools and Early Childhood Education

## **II. Membership and Chairperson**

William H. Slater, Chair  
Kara Arnold  
Lisa Crockett  
David Jenkins  
Scott Lyon  
Mike McClanahan  
Steve Nelson  
Amy Ogan  
John Pennington  
Len Silverman

## **III. Scope of the Subcommittee**

The Education Subcommittee looked at four areas: K through 12 public schools, K through 12 private schools, public preschools, and private preschools. The subcommittee did not focus on adult education.

For public schools we focused on those schools where Hendersonville students are zoned. There are nine public elementary schools: Beech, Nannie Berry, Gene Brown, Indian Lake, Jack Anderson, Lakeside Park, Madison Creek, Walton Ferry, and George Whitten (Formerly Westington Place). Four middle schools were included in the research: Ellis, Hawkins, Hunter, and Knox Doss. Four public high schools are represented in this report: Beech, Hendersonville, Station Camp, and E. B. Wilson. Merrol Hyde Magnet School serves students in all grades and was considered in this report as well.

There are at least eight private schools that serve Hendersonville residents even though they may not be located within the city limits. Those within the city limits are Hendersonville Christian Academy (preschool through high school) and Pope John Paul II High School. Private schools outside the city limits yet serving residents of Hendersonville are College Heights Christian Academy (preschool through high school), Sumner Academy (kindergarten through middle school), Goodpasture Christian School (preschool through high school), Saint John Vianney Catholic School (preschool through middle school), and Davidson Academy (preschool through high school).

There are approximately twenty-five preschools in Hendersonville. None of the preschools were singled out for this report.

## **IV. Assessment of Current Situation and Trends in Hendersonville**

Public schools in Hendersonville are a part of the Sumner County School System. According to the Tennessee Report Card 2005

<http://www.k-12.state.tn.us/rptcrd05/index.asp>) all schools in Hendersonville are “safe schools.” All schools earned A’s (exemplary) and B’s (above average) in each academic category. These designations; however, can be deceiving. To earn an “A” a school can score from the 59<sup>th</sup> to the 99<sup>th</sup> percentile. Several schools in many categories were at the low end of this scale. This is especially noticeable when schools are compared side-by-side with other schools in Middle Tennessee.

An example of this disparity is a comparison of ACT scores from Hendersonville high schools and other Middle Tennessee high schools. The following are composite scores for each respective school: Beech High School - 20.7, Hendersonville High School - 21.9, Station Camp High School 19.9, Brentwood High School – 24.1, and Franklin High School – 22.2. The Williamson County Schools selected for comparison are at the high end for their county, but that is also true for the three Sumner County schools selected for comparison.

Private school attendance is growing in Hendersonville. Pope John Paul II High School was established in 2003 with a student population approaching 600. Davidson Academy plans to move from Davidson County to the City of Hendersonville in 2010 which will bring approximately 1,200 private school students to the city. Hendersonville Christian Academy’s enrollment averages a 5% increase per year. HCA plans to build a new upper school campus by 2009.

Residents in Hendersonville have many choices for preschool education. These include public preschools, for-profit centers, and church-related preschools.

## **VI. Goals and Specific Action Steps**

Schools in Hendersonville should lead Middle Tennessee in 2020. This means that Hendersonville schools should rank in the top quartile in math, science and English. The reputation of Hendersonville’s public and private schools will be one of the keys to economic development and quality of life for the city’s residents. In order to meet this challenge the following must be in place.

- A. Close communication with the Sumner County Director of Schools and school board members
- B. Expert, motivated teachers in each Hendersonville classroom
- C. Higher benchmarks for Hendersonville TCAP scores, ACT results, and graduation rates
- D. Business and civic leaders must enjoy a partnership with schools that is so close that when a need arises in a classroom the resources to meet the need are ready to be dispersed.
- E. Hendersonville must continue to welcome quality educational choices for residents including private schools and non-traditional publicly-funded schools.
- F. Families with preschool children must have both public and private options for their children

## **VII. Means of following up and measuring progress**

- A. City of Hendersonville elected officials should meet at least two times each year with the Director of Schools and school board members. (6 months) This may be done in either a formal or informal setting. (ongoing)
- B. The City and community groups such as the Chamber should recognize individual teachers for their accomplishments. (ongoing)

- C. The mayor should appoint a task force (6 months) to monitor progress on TCAP and ACT scores and graduation rates. (ongoing)
- D. The City of Hendersonville should set aside space for a resource center for teachers. (one year) A web site should be established (6 months) to introduce teacher needs to those who can meet those needs (ongoing).

## **I. Sub-Committee Title**

Adult and Vocational Education (A & VE) Sub-Committee

## **II. Membership and Chairperson**

Joe Brodnicki

Bonny Copenhaver

Hilary Marabeti, Chair

## **III. Scope of the Committee**

By 2020, Hendersonville will create a Lifelong Learning Center that will meet the ongoing and changing adult and vocational educational (A&VE) requirements of the community. The Center will support a learning environment that is responsive to the business, cultural, and social needs of its citizens.

The goal of the Lifelong Learning Center is to build a strong, sustainable community by providing business, vocational, and life skills to the citizens of Hendersonville.

The key values of Hendersonville's Lifelong Learning Center are

- Responding to community needs;
- Partnering with A&VE resources providers and consumers;
- Partnering with the public and private sectors: those who meet the business, cultural and social needs of Hendersonville;
- Supporting a strong, vibrant, and adaptable local economy and community;
- Anticipating, defining, and meeting the changing A&VE needs of a diverse community; and
- Incorporating a wide-range of A&VE technologies.

Funding for this facility will be a public/private partnership supplemented by state and federal grants.

## **IV. Assessment of Current Situation in Hendersonville**

The City of Hendersonville offers its residents a myriad of benefits associated with quality of life. The lake, the parks, access to cultural activities and sports events, and the proximity to Nashville are all enticements to reside in Hendersonville. The proximity to Nashville, however, has its disadvantages as well, drawing the population to that city for work and play and diminishing a sense of community in Hendersonville. "Community units" are formed around schools, churches, and clubs rather than around the city as a focal point for the fulfillment of social, educational, and cultural needs and interests. The anticipated shift of the center of the population, an ever increasing population, and the new City center concept are evidence of the City's recognition of the need to provide a focal point for the citizenry.

The 2000 census indicated a population in Hendersonville of 40,620, an increase of 24.3% over the 1990 census, with an estimated population of 67,500 by the year 2020. Approximately 66% of the 2000 population is 25 or older, the typical age of the non-traditional adult learner. Only 26% hold a baccalaureate degree or higher. The majority of adults in the United States are engaged regularly in some type of learning, formal or informal. Both post-secondary and proprie-

tary institutions are within driving distance of Hendersonville, once again, drawing the citizenry out of the community. There is no City resource for acquiring information about educational opportunities nor is there a central location for the acquisition of knowledge and skill-based life-long learning pursuits.

## **V. Vision for 2020**

In an effort to produce "community units" in Hendersonville, a Lifelong Learning Center will meet ongoing and changing adult and vocational educational requirements of the community. The Center will support a learning environment that is responsive to the business, cultural, and social needs of the citizens.

A Lifelong Learning Center is a viable option for the area because by design these centers can become a focal point of a community. A Lifelong Learning Center is dedicated to delivering programs and services that respond to individual, community, workforce, and economic development needs. These centers create a learning environment for a broad range of educational opportunities and if correctly designed will draw in a variety of people needing a variety of skill enhancements. Another major feature of these centers is flexibility, which allows the Centers to offer a variety of classes and gathering spaces for community groups. Potential populations that can be served by the Center include senior citizens, youth, and non-native speakers of English.

Funding for the Lifelong Learning Center will come from a variety of sources. Initial funding for the Center should come from county and city governments in order to create by-in and synergy for the project. Second tier funding should come from private investors from the community. These donations can come in the form of cash, tangible property, or in-kind donations. This second tier will provide a broad base of support for the Center. The final funding source will come from grant sources. Possible grant options include the Kellogg Foundation, the Community Foundation of Middle Tennessee, and Housing and Urban Development's Community Development Block Grant Program.

## **VI. Goals and Specific Action Steps**

The Balanced Scorecard approach was used to design these goals. The design hierarchy is as follows.

Level One:

### **Strategic Focus Areas**

1. Customers
2. Shareholders
3. Human Resources
4. Internal process
5. Financial

Level Two:

Many of these tasks will need to be worked serially and in coordination with other Hendersonville 2020 initiatives.

<b>Strategic Focus Area 1: Customers</b>
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Goal: Move beyond “everyone is a potential customer” mindset and define actual customers and needs

Objectives:

Define customers and their needs:

1. Identify appropriate delivery systems to meet customer needs
2. Prioritize needs using the following criteria:
  - a. Greatest number of customers interested
  - b. Capacity/resources available to meet the need (if capacity or resources are absent or limited, postpone implementation until the capacity can be developed)
  - c. Greatest social/economic impact (activities that meet immediate work-force skills or social needs [e.g., parenting, health and wellness], work-force skills to meet immediate needs or vitally important needs)

Action Steps:

These action steps should be measured from “Day One” since there is no specific start date.

1. Complete customer needs identification
  - Identify customer groups/demographics
  - Design survey/methods
  - Compile data
  - Analyze data
  - Prioritize and form action and implementation plan
  - Determine re-survey timeframe (e.g., 3-5 years)
2. Determine effectiveness of programs
  - Identify key areas of customer satisfaction
  - Design standard feedback form/mechanism
  - Gather feedback on each program
  - Compile data
  - Analyze feedback
  - Distribute feedback to program providers and decision makers
3. Establish customer information needs and develop a plan to meet them. This plan includes advertising availability and access of learning initiatives and events.

## **Strategic Focus Area 2: Shareholders**

Goal: Obtain shareholder commitment and participation

Objective: Define shareholder needs and interests and obtain shareholder commitment (Shareholders include businesses, non-profits, socials service providers, state, county, and local government.)

Action Steps:

1. Define shareholders and analyze shareholder needs and interests
2. Agree on plan to meet shareholder needs and interest
3. Establish mechanism for communication and feedback with shareholders

### **Strategic Focus Area 3: Human Resources**

Goal: Identify and obtain human resources needed to operate the learning center and deliver learning services

Objective: Acquire sufficient human resources to operate the Center and to meet Hendersonville's highest priority learning needs

Action Steps:

1. Determine human resource needs, both administrative and service delivery
2. Define staff positions
  - a. Full time/part time
  - b. Paid/volunteer
3. Define partnerships, alliances, and other providers
4. Fill staff positions and sign agreements with partners

### **Strategic Focus Area 4: Internal Processes**

Goal: Establish and implement Lifelong Learning Center work processes

Objectives:

1. Determine and implement the most appropriate means of service delivery
2. Establish organizational structure, roles, processes, and performance measures

Action Steps:

1. Make strategic decision on the physical resources that will be used (e.g., physical plant, use community resources)
2. Design and implement physical plant based on customer needs
3. Decide on organizational structure
  - a. Paid and volunteer staff
  - b. Design internal processes and reporting mechanisms
  - c. Design performance measures for staff and organization

### **Strategic Focus Area 5: Financial**

Goal: Identify income sources to ensure the long-term viability of the Lifelong Learning Center

Objective: Secure funding to create and sustain the Lifelong Learning Center

Action Steps:

1. Determine funding needs and sources to meet the design needs of the implementation group
2. Determine funding needs (e.g., for physical plant, services, staffing) for the Learning Facility
3. Identify potential sources (local, state, and federal tax revenues, grants, shareholder and consumer contributions/fees) for the Learning Facility
4. Obtain funding

## **VII. Means of Following Up and Measuring Progress**

A follow-up Adult and Vocational Education Implementation Committee will determine the implementation plan and the strategies to follow. Suggested time frames for implementation of each of the five strategic focus areas are as follows.

<b>Strategic Focus Area</b>	<b>Implementation Time Frame</b>
Customers/Survey	12 months
Shareholders	3 months
Human Resources	18 to 24 months
Internal Processes	18 to 24 months
Financial	18 to 24 months

## **I. Subcommittee Title**

Old Hickory Lake

## **II. Membership and Chairperson**

Chairperson—Don Wolfard

Membership—Chris Wolfard

Mike Grubbs

Jeff Pace

Kristi Pace

Ron Land

Karen Land

Michael Murphy

## **III. Scope of the Subcommittee:**

The Old Hickory Lake Sub-committee focused on the future development of Old Hickory Lake in regard to recreational uses by meeting with and polling boaters, fishermen and park visitors to the lake. We also focused on residential development along the lake by meeting with and polling homeowners around the lake as well as realtors who sell lake property. We also focused on the environmental impact of these and other factors relating to the lake by meeting with the above groups as well as representatives of the Corps of Engineers.

## **VI. Assessment of Current Situation and Trends in Hendersonville**

The management of Old Hickory Lake is of great interest to all parties who have made an investment in real estate as well as people who come to the lake for recreation. The property on Old Hickory Lake has appreciated greatly in value in the past few years. The people who are buying property on Old Hickory Lake value being on the lake quite a bit or they would not pay the higher price of the real estate. Houses are being bought in some older lake developments for the lot alone. Older houses are being torn down so that much larger homes can be built on the lake.

In Hendersonville there are three public marinas and one private club offering services and access to the lake. There are also several parks that offer access to the public. These areas are heavily used during the warm months and used to some extent year around. There is only one restaurant accessible by boat in this area. While there are some facilities for public recreation around the lake, few are actually accessible from the water. The recent dredging project on Drakes Creek did improve the appearance of the lake from Memorial Park. The new bridge, retainer wall, landscaping and fountain are a big improvement but boaters are disappointed that this area is still not accessible by boat with more “on the water” activities.

Property owners as well as fishermen and recreational lake visitors are concerned with the amount of trash in the water especially in times of high water levels. This concerns people due to trash deposited on the shoreline as well as trash actually floating in the lake, which is unsightly and can present a hazard.

At this time there are only three activities that are promoted to the public that focus on the lake. These are Christmas on the Creek sponsored by the Hendersonville Junior Chamber of Com-

merce, Festival by the Lake sponsored by the Hendersonville Rotary Club, and the Freedom Festival sponsored by the Hendersonville Chamber of Commerce (moved to Drakes Creek Park for 2006).

As well as having the authority over the entire 26 miles of Old Hickory Lake shoreline in Hendersonville, the U. S. Army Corps of Engineers and the City of Hendersonville play an active roll in planning and providing recreation areas in the City Parks as well as a wildlife viewing natural area. The Corps provides information and educational opportunities for the public to learn how to maintain areas adjacent to the lake for the least negative environmental impact. Tennessee Wildlife Resources Agency as well as the U.S. Coast Guard Auxiliary also offers educational information to the public regarding safe use of the lake.

At this time the City of Hendersonville Fire Department has one fireboat for fire emergencies on the water. The City of Hendersonville Police Department has two boats for patrolling the lake and dealing with emergencies on the water. At this time plans are in the works to increase emergency facilities including the implementation of a rescue dive team.

## **V. Vision for 2020**

Hendersonville has a very valuable and unique asset in Old Hickory Lake. Many additional people will continue to be drawn to this area as owners of residential property on the lake as well as recreational lake users. There will be a great need to manage the use of this asset for the benefit of all involved both now and in the future. All parties involved with the control of Old Hickory Lake such as the Cities of Hendersonville, Gallatin, Mount Juliet, and Old Hickory as well as the Corps of Engineers, Tennessee Wildlife Resources Agency and the U.S. Coast Guard will need to work together to provide programs that educate the public regarding safe and responsible use of the lake. Controls will need to be set in place by these agencies to make sure that guidelines are implemented regarding safe boating, responsible shoreline maintenance and water pollution. Since the water in Old Hickory Lake comes to us from upstream on the Cumberland River, it will also be necessary to work with agencies upstream to ensure that this water comes to us as trash and debris free and unpolluted as possible.

Many more people will live on Old Hickory in 2020. It is expected that higher density residential developments along the lakeshore will be much more common.

There are two large-scale developments that include high-density residential housing along with boat storage facilities on the Cumberland River at this time. The degree of success of these developments will determine how soon this type of development comes to Old Hickory Lake but it will come to some degree by 2020.

There will be many more people using the lake, which will put more demand on the facilities that are now in place, as well as increasing the need for more facilities. The privately owned facilities on the lake will have to expand to meet the demand for boat storage, fuel and food service. More launch ramps, picnic areas, restroom facilities as well as campsites will be needed to meet the demands of increased populations in the Hendersonville area as well as those using the lake from other areas. In our vision Old Hickory Lake would have more “on the water” recreational facilities. A beach with a band shell and concessions would be a great draw for families seeking recreation on the lake. A city dock where boaters could access park facilities is greatly needed.

By 2020 the City of Hendersonville Fire Department should have at least four approximately 24’ flat bottom boats with a speed capability of 50 m.p.h. These boats should be fitted with high

volume pumps to remove water from boats and effective discharge hoses with nozzles to spray water using the same pumps to fight fires. The Hendersonville Police Department should have four boats also to deal with emergencies as well as to assist the Tennessee Wildlife Resources Agency with patrolling the lake to monitor safety.

We feel that the greatest issue for 2020 will be to manage the population growth as it impacts Old Hickory Lake. On-going effort will be needed to keep the recreational quality and home site living amenities at a high level.

## **VII. Goals and Specific Action Steps**

### *Goal 1*

Hendersonville will have adequate emergency equipment and personnel for dealing with emergencies on and around the lakeshore in Hendersonville.

#### *Specific Action Steps:*

Meet with City leaders and agencies to express concern that these items be included in the budget.

### *Goal 2*

Parks and public facilities will make lake side as well as on the lake recreation appealing and convenient.

#### *Specific Action Steps:*

1. Meet with the Corps of Engineers to express concern for adequate facilities along the lakeshore.
2. Meet with City leaders and agencies to express concern for adequate and increased park facilities.

### *Goal 3*

The water quality of Old Hickory Lake will improve.

#### *Specific Action Steps:*

Meet with the Corps of Engineers to voice concern and to determine specific steps that can be taken to improve water quality as well as to increase public awareness.

## **VII. Means of following up and measuring progress**

Some members of our sub-committee feel so strongly about the issues facing Old Hickory Lake in the future that they would volunteer some of their time to be part of a non-profit group formed to promote, educate and develop the value of Old Hickory Lake as a part of the lifestyle of Hendersonville. This group would help monitor these goals as well as work closely with the Corps of Engineers, the City of Hendersonville, Tennessee Wildlife Resources Agency, realtors, residential and commercial developers, the Sumner County School system and other agencies as needed.

**Appendix 1**  
**Sub-committee Members and Chairs**  
**Hendersonville Tomorrow Subcommittee Chairs and Members**

**1. Infrastructure — Stan Hardaway and Scott Foster**

Airport

- **Randy Durham (Chair)**
- Bob Moon
- Bill Taylor
- Don Bruce
- Lindy Gaughn

Utilities, Road, Bridges, and traffic Management

- **Joe Griffin (Chair)**
- Charlie Lowe
- Jerry Horton
- Bob Freudenthal
- Bill Thompson
- Patrick Murray
- Michelle Kubant

Public Transportation

- **Gordon Smith (Chair)**
- Mike Gaughn
- Charlie Lowe
- Rosemary Peacher
- Michelle Kubant
- Terry Smith
- Fred Rogers

Technology

- **Jamie Spurlock (Chair)**
- Dave Chapman
- David Pigna
- Jim Fuqua
- Scott Sprouse

**2. Economic Development — John Pennington**

Lakeside development

- **Mike Fussell (chair)**
- Jayson Tabor
- Steve Avery
- Nancy Manis
- Margaret Latham
- Bill Towe
- Mary Chlasta

Town center

- **Don Ames (chair)**

Tourism

- **Kay Ireland (chair)**
- Sheryl Ellis
- Kimberly Alexander

Economic Development

- **John Pennington (Chair)**
- Marco Oliveri
- Rod Lilly
- Stuart Wiston
- Kimberly Alexander

**3. City Appearance — Sharonne Lincoln**

City Appearance

- **Sharonne Lincoln (Chair)**
- Karen Shannon
- Sharon Page
- Fred See
- Linda Smithyman
- Sheri Callister
- Kelly Leonard
- Marianne Mudrak
- Wilda Roach
- Neal Cobb
- Jenny Green

#### 4. Character and Culture — Shirley Wilson

##### Leadership and Volunteerism

- **Connie Sue Davenport, Chair**
- Ashley Pinson
- Sharon Lingerfelt
- Shirley Wilson
- Stacie Ethridge

##### Performing Arts/Auditorium

- **Jody Corley, Chair**
- David Barton
- Rodney Pickle
- Jim Edwards
- John Mir
- Paula Fortner
- Becky Reed
- Shauna Smartt
- Marlene and Jerry Tachoir
- Nora Lee Allen

##### Library

- **Ham Frost, Chair**

##### Civic Center

- **Shelley Ames, Chair**
- Karen Mitchell
- Ginger McClendon
- Rene Woodard

##### Hendersonville Greenways

- **Tom Evans, Chair**
- Frank Bowyer
- Bruce Day
- Doug Depew
- Tom Evans
- Cathy Haley
- David Hardin
- Gary Sylvester

#### 5. Community Services — Bruce Carter, Don Long, Frank Pinson

##### Political Structure / government

- **Fred Bracey, Chair**
- Art Alexander
- Wynton Overstreet

##### Health Care

- **Mike Esposito, Chair**

##### Public Safety

- **Jamie Steele, David Key, Co-Chairs**

##### Sr. Quality of Life / Senior Citizens Center

- **Fred See, Chair**
- Don Snyder
- Ralph McCulley
- Judy Bloomfield
- Don Drake

##### Environment

- **Mary Nunaley, Chair**
- Todd Griffin
- Michael Walker
- Andrea Nunaley
- Gary Lampman
- Sharon Loveall
- Laura Black

##### Communications and Public Access

- **Louis Oliver (chair)**

##### Parks and Recreation

- **Robert Perry (chair)**

## 6. Planning and Growth Management — Fred Rogers

### Land Use and Zoning

- **Ralph Collier, Chair**
- Kelly McDaniel
- Linda O'Connel
- Marlon Campbell
- David Kimbrough
- Chad Brown

### Neighborhood Preservation

- **Cheryl Sesler, Chair**
- Bill Sadler
- Barbara Harover
- Lorie Atchley
- Kathy Sharp
- Kelly Gregory

### Historic Preservation:

- **Jodie Totten, Chair**
- Fred Zahn
- Charlie Brown
- Sharon Edwards
- Bruce Mitchell
- Janice Gray
- Tom Gray
- Don Ward
- Lisa Milligan, Staff

### Affordable Housing

- **Oliver Barry, Chair**
- Eddie Booker
- Richard Gaia

### Senior Housing

- **Randy Perry, Chair**

## 7. Education — Gary Kaufman

### Adult and Vocational Education

- **Hilary Marabeti, Chair**
- Joe Broadnicki
- Bonny Copenhaver
- Matt Qualls

### Education: Pre-school through grade 12

- **William Slater, Chair**
- Len Silverman
- Amy Ogan (new member)
- David Jenkins
- John Pennington
- Mike McClanahan
- Kara Arnold
- Scott Lyon
- Steve Nelson
- Lisa Crockett

## 8. Old Hickory Lake — Don Wolfard

- **Don Wolfard (Chair)**
- Chris Wolfard
- Mike Grubb
- Jeff Pace
- Kristy Pace
- Ron Land
- Karen Land
- Michael Murphy