

Fairview Forward

THE 2040 COMPREHENSIVE PLAN

February 6th, 2019 - **DRAFT**



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SPECIAL THANKS TO

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and
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TABLE OF CONTENTS

1. introduction

Purpose	7
Planning Process	8
How to Use This Plan	9

2. background

The City of Fairview: A Snapshot	13
Existing Conditions Assessment	15
Public Outreach and Engagement	52

3. plan

Community Vision and Goals	59
Framework Plan	62
Economic Development	64
Land Use and Development Character	68
Transportation and Mobility	96
Community Facilities	110
Historic and Cultural Resources	116
Utilities and Infrastructure	120

4. implementation

Implementation Matrix	125
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appendices

Target Industry Assessment	137
Public Engagement Results	170





Chapter

1

Introduction

Plan Purpose • Planning Process • How to Use This Plan



PURPOSE

Rooted in public input, the Fairview 2040 Comprehensive Plan is a long term vision for the future of Fairview that includes the fingerprints of hundreds of citizens over a ten-month planning process. The Plan is intended to guide the City’s decisions on a multitude of issues such as future development, transportation projects, community facilities, and infrastructure projects. It represents a general consensus around the issues related to managing Fairview’s growth over the next twenty years. Since a Comprehensive Plan is general and at a higher level, it is also a basis for a deeper look into certain issues and opportunities that community leaders identify as priorities.

WHAT A COMPREHENSIVE PLAN IS NOT

Just as important as what a Comprehensive Plan is, is what a Comprehensive Plan is not. The Plan is not legally binding. While the Plan makes recommendations on Future Land Use and Character, Transportation and Mobility, Community Facilities, and other elements, it does not change zoning or guarantee that certain ideas or projects will be implemented. Finally, a Comprehensive Plan is not set in stone. This Plan has a twenty-year horizon, but it should be considered a living document that is revisited every five-years.

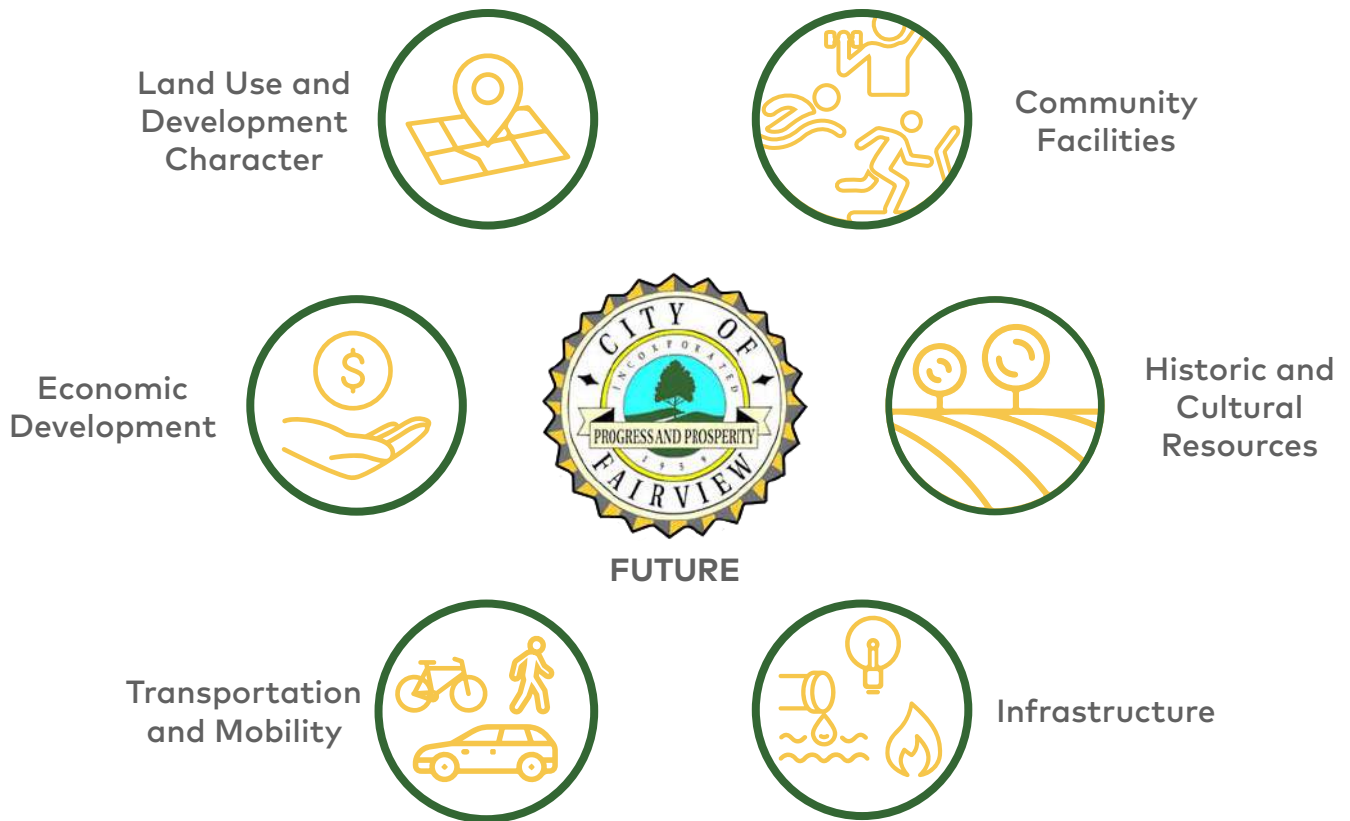


Figure 1.a Comprehensive Plan Topics

The Fairview 2040 Comprehensive Plan is organized according to six key topics. Each topic has its own specific recommendations, but together they work toward a complete community.

PLANNING PROCESS



Phase 1: Understand

In the first phase of the ten-month planning process to develop the Fairview 2040 Comprehensive Plan, available data and background information was collected and analyzed to gain insight into Fairview’s existing conditions and how they might influence planning for the community. Also during this phase, a public visioning workshop was held to engage the community and gather input on an overall vision for the future of Fairview.

(see Chapter 2 and Appendix B to learn more)



Phase 2: Plan

From the Visioning Session, an overall vision statement and set of goals organized by key topics were developed to guide the plan. Early in the second phase, a second public workshop was held, which gave the community the opportunity to review the vision statement and goals as well as participate in an exercise to provide input on topics related to future development. A Framework Plan was then developed based on that input and served to illustrate how the ideas work together.

(see Chapters 2 and 3 to learn more)



Phase 3: Refine

After the steering committee reviewed the Framework Plan and the vision statement and goals—revised based on public input, the balance of the Plan document was developed, including key recommendations. Objectives were developed for each goal and a set of policies, or actions, accompany each objective. The policies are also included in a matrix that identifies timeframe and responsible parties. The public was invited to provide input on the draft Plan and recommendations in a third and final public workshop.

(see Chapter 3, 4, and Appendix A to learn more)



Phase 4: Implement

After collecting final comments from the public, the Steering Committee, and City staff, the draft Plan was revised and the final Comprehensive Plan submitted to the City for municipal approval. This included approval by the Planning Commission and endorsement by the Board of Commissioners. Once adopted, the City can set upon implementing the Plan.

HOW TO USE THIS PLAN

The Fairview 2040 Comprehensive Plan is broken into three parts. The first part, entitled Background, provides a summary of Fairview’s existing conditions and an overview of the public outreach and engagement that formed the Plan. The second part is the Plan and it establishes the Community Vision and Goals as well as the recommendations organized into key topics as identified in Figure 1.a. The third part, Implementation, offers a reference guide for the plans recommendations. Below is a primer on some of the key elements of Parts 2 and 3 of the Plan.

VISION STATEMENT

This statement captures the overarching vision of the community and illustrates what Fairview desires to be in the future.

KEY TOPICS

The following is a general list of items covered under each topic in the Plan:

Economic Development

- Assessment of target industries
- Precedent communities
- Strategic recommendations

Land Use and Development Character

- Open Space
- Settlements and Neighborhoods
- Centers
- Corridors
- Interchanges
- Development Character
- Future Land Use and Development Character Map

Transportation and Mobility

- Future Transportation and Mobility Map
- Potential Street Cross Sections

Community Facilities

- Parks
- Trails

- Public Safety

Infrastructure

- Utilities
- Stormwater

Historic and Cultural Resources

- Existing and potential historic sites

GOALS, OBJECTIVES, AND POLICIES

Each of the key topics includes an overarching goal specific to that topic and a set of objectives. Each objective includes specific policies that the community should work toward achieving. A brief description of how goals, objectives, and policies work together is below.

Goals

Goals are statements of the community’s desired outcomes.

Objectives

Objectives are action-oriented statements that support their associated goals

Policies

Policies are actions that the community must take to implement the objectives and realize their goals.

IMPLEMENTATION MATRIX

The policies are included in a matrix for easy reference. Each policy includes a timeframe for implementation, responsible parties, and potential funding sources. The Implementation Matrix can function as a checklist of items to accomplish and should be reviewed annually to track progress





Chapter

2

Background

The City of Fairview: A Snapshot
Existing Conditions Assessment • Public Outreach and Engagement



THE CITY OF FAIRVIEW: A SNAPSHOT

The City of Fairview is located in the northwest portion of Williamson County, Tennessee. Fairview is situated along Fairview Boulevard (Highway 100) and Highway 96. Both highways intersect. The community is 33 miles from the state capital, Nashville, and 18 miles from the county seat, Franklin.

History

It is difficult to describe the history of Fairview without the context of several early settlements—settlements with names such as Christiana, Barren, Jingo, Naomi, Pasdena, and others. According to Rick Warrick’s 2001 book, *Williamson County: Out There in the First District* where much of this summary derives from, the area now known as Fairview was, in fact, a collection of settlements that made up what was known as the First District of Williamson County. The County was established in 1799 and was later divided into civil districts based on militia companies in 1836. The First District was the largest of these districts and located in the northwestern portion of the County.

Due in large part to the steep and undulating terrain of the western edge of the Highland Rim, the area was difficult to access and, therefore, remote from the other parts of Williamson County—particularly, the County seat of Franklin. It remained this way until the 1930’s when the construction of Highway 100 connecting Nashville and Memphis brought more traffic through the area. It would be the 1970’s, though, before New Highway 96 West would provide a better route into Franklin.

It is believed the area that would eventually become Fairview was settled in the early 1800’s by Revolutionary War Veterans. Those early settlers found the soil too poor for most farming, but the next group of settlers found the land valuable for timber harvesting. It is also believed that the deforestation caused by tree harvesting led to one of the area’s early names, The Barrens.

In some ways, the best record of the First District’s history was the establishment of post offices in the area. No less than ten different post offices were established in and around what we know now as Fairview. While the First District did not get its first Post Office until 1839, it was called the Barren and was believed to be located in the area known now as Liberty Hill (Liberty Hill is not currently in the City Limits of Fairview, but it is in the City’s current growth boundary). The first post office established in Fairview proper was Christiana in 1858. The name was changed to Jingo in 1880 and then Fairview in 1937.

While the community was probably most valued for its timber harvesting, Fairview and the surrounding area was known for other things as well. With the abundance of hardwoods, there were several chairmakers in the area. One agricultural product that was grown with great success were tomatoes. The climate and soil produced a tomato that was desirable due to its unique flavor. Of course, moonshine, albeit illegal, must also be mentioned. It seems many of the settlers in the area were of Scots-Irish descent and some were fond of making whiskey.

It really wasn’t until the 1920’s and 30’s that the First District saw much in the way of change to its remote, rural quality of life. Shopping was limited to country stores at important crossroads. Cox Pike was originally a toll road that extended through what is now Fairview with at least two tollgates about five miles apart. Cox Turnpike was sold to Williamson County in the late 1920’s. In the 1920’s, area residents received guidance on a variety of issues from the University of Tennessee Agricultural Extension Service and the Williamson County Health Department. The first medical clinic, known as the Boone Clinic, was built in the early 1940’s. The original building stands today at the intersection of Fairview Boulevard and Boone Street. One of the first schools in the area was the Triangle School, which has been preserved at its new home in Fairview’s History Village.

The City of Fairview was incorporated in 1959. It was just before this in 1955, when Dr. Evangeline Bowie and her sisters, Anna and Thelma Byrd Bowie, began assembling tracts of land that would eventually become Bowie Nature Park. Dr. Bowie was a conservationist and sought to reclaim the stripped land once known as the Barrens. By planting over 500,000 trees and reshaping the land to create what would become Fairview's most cherished asset. Dr. Bowie gifted the land to the City for use as a public park in 1988. In 2008, the park was placed in a conservation easement protected by the Land Trust for Tennessee.

Fairview has changed quite a bit since its incorporation with a little over 1,000 residents then to nearly 9,000 today. At the same time, it has managed to maintain a great deal of its rural character. It will be exciting to see what the future of Fairview will be for future generations.

Population

Fairview's population was 8,763 in 2017 according to the U.S. Census Bureau's American Community Survey. Williamson County's population was estimated as 226,257 in that same year. According to the Nashville Area Metro Planning Organization's 2014 Annual Report, Williamson County is expected to grow to a staggering population of 536,434 by 2040. While Fairview is located in the County's northwestern fringe and much of the County's growth has been along the I-65 corridor, Fairview is not completely immune to the rapid growth the County has witnessed. Currently, Fairview represents about 4% of Williamson County's population, but that rate is declining. While it is difficult to project what Fairview's percentage of the total County population will be in 2040, it likely will not be 4% of that projected population should that projection prove accurate. Nevertheless, Fairview is growing and will continue to grow over time as Williamson County does.

The Tennessee Advisory Commission on Intergovernmental Relations and the University of Tennessee Center for Business and Economic

Research (CBER) produced a joint publication with population projections for 2010-2030 in Tennessee. The CBER previously did this in 1998 and 2003. The intent of this information is to aid in local planning efforts. The projections are based on the cohort component method, which includes modeling population change—including births, deaths, and migration—as well as population counts by age group (5 year increments) and sex. The population projections for Williamson County were 213,234 in 2015 and 241,933 in 2020. Given the population of Williamson County was 226,257 in 2017, it would seem that the CBER projections were in the ballpark. It should be noted that the population of Williamson County in 2015 (211,672) was very close to the 2015 estimate.

The CBER projections for Fairview tell a different story. The population projections for Fairview were 10,599 in 2015 and 12,219 in 2020. The 2017 estimated population of 8,763 is well below those projections. Nevertheless, Fairview has experienced an average increase in population of 2.4% annually. The population witnessed a significant spike of 2.74% in 2016, which could indicate that a higher growth rate is expected in the future. Alternatively, if Fairview were to maintain the average growth rate it has experienced in the past seven years, it would fall well short of the very rough estimate of 20,000 mentioned above. What is clear, however, is that Fairview is growing and will continue to do so. It also reinforces the notion that all parts of Williamson County are a desirable place to live.

Government

Fairview has a City Manager-Commission form of government with a Mayor and four Commissioners elected at-large. The Commission approves the annual city budget, makes decisions on taxes and fees, and adopts ordinances, rules, and regulations.

EXISTING CONDITIONS ASSESSMENT

In order to plan for Fairview’s future, it is important to gain an understanding of Fairview’s existing conditions. This assessment includes Fairview’s physical conditions, but also its economic and regulatory conditions. The following pages are a summary of an existing conditions assessment that was performed before any actual planning began.

Baseline Economic Assessment

Introduction

This report provides an overview of Fairview’s demographic and economic base in order to provide context for the economic development component of the Comprehensive Plan. General information about the community’s location and broad economic context is provided in Section 1, followed by a more detailed assessment of the community’s demographic base in Section 2. Economic trends are examined in Section 3, while a summary of the community’s Fiscal Base is provided in Section 4. A Target Industry Assessment will provide more detailed analysis of Fairview’s competitive advantages and economic opportunities, to follow.

Section 1: Location and Context

General background information is provided in this section on Fairview’s location and context for economic development. More detailed analysis of Fairview’s competitive advantages and opportunities is provided in the Target Industry Assessment report to follow.

LOCATION AND ACCESS

Fairview is located along TN State Highway 100, in western Williamson County, Tennessee. The community is situated just about 33 miles or less than 40 minutes from the heart of downtown Nashville. The growing Nashville suburb of Bellevue is just 21 miles or 23 minutes away. Other suburban or exurban communities within a short commute of Fairview including Dickson (18 miles), Franklin (18 miles), Brentwood (22 miles),

and Kingston Springs (13 miles). Murfreesboro and the campus of Middle Tennessee State University (MTSU) are about 58 miles away while Columbia is 37 miles from Fairview.

Fairview is accessible to Nashville and Bellevue via both Highway 100 as well as Interstate 40W. Franklin and the corporate hub of Cool Springs are reached via Highways 100 and 96, while Brentwood is accessible via Highway 100 and Old Hickory Boulevard. The newly-completed Interstate 840 connects Fairview from I-40 east to Franklin Pike and I-65S/Spring Hill, as well as points further east including Murfreesboro to I-24E and I-40E.

From a commutation perspective, Fairview is not that far from downtown Nashville. Dickson, which is also located within the Nashville metropolitan area, is 42 miles from downtown Nashville. Columbia is 46 miles, Gallatin 37 miles, and Murfreesboro 37 miles from downtown. Again, all of these cities are located within the Nashville metropolitan area. Further, many of Nashville’s suburban communities (Franklin, Brentwood, Murfreesboro, Mt. Juliet, Hendersonville, Gallatin, etc.) are located in busy commuter routes with significantly more traffic and longer rush hour travel times than either I-40W or Highway 100. Thus, from the perspective of commuter distance and time, Fairview is a fairly attractive location for reaching downtown Nashville as well as Cool Springs and Brentwood.

NASHVILLE METROPOLITAN REGION

As noted above, Fairview is located within the Nashville-Davidson—Murfreesboro-Franklin Metropolitan Statistical Area (MSA). The Nashville MSA has a population rapidly approaching 2.0 million people (with a Combined MSA now exceeding 2.02 million). Nashville is accessible via six branches of the interstate system and multiple highway corridors or “pikes” including Highway 100. Highway 100 eventually merges with U.S. Highway 70 in west Nashville to become West End Avenue and Broadway, downtown

Nashville's main thoroughfare. Thus, Fairview has a link directly into downtown Nashville. The Nashville International Airport (BNA) is among the fastest growing major airports in the U.S., with nearly 15.0 million passengers annually. The airport offers increased service including new international service to London via British Airways. While Fairview is located on the opposite side of the city from the airport, BNA is only about 40 miles away and is easily accessible via I-40.

Key Sectors

In addition to having a rapidly-growing population, the Nashville MSA has one of the most vibrant job markets in the United States, adding an average 35,000 to 40,000 jobs per year for the past several years. The area's unemployment rate is the lowest of the 51 largest metro areas in the country. The Nashville economy is highly diversified, which helps shield the region from major convulsions during economic downturns. But the Nashville region is a leader in certain industries including:

- Health Care (not only direct service provision but also as the corporate hub for health care providers),
- Transportation Manufacturing (including plants for Nissan and General Motors as well as the North American Headquarters for Nissan and Bridgestone),
- Arts & Entertainment (the nation's second-largest music recording hub),
- Tourism (15 million visitors and burgeoning hotel and restaurant industries),
- Printing and Publishing (including the headquarters of several religious publishing institutions), and
- Higher Education (30 colleges and universities within the metro area), among others.

The Nashville region is increasingly also known as a center for information technology and administrative support, development, and

entrepreneurship. Nashville is also increasingly a center for the financial services industry, with companies like Wall Street investment house Alliance Bernstein relocating their headquarters to the city. Even Nashville's relatively small energy sector is growing, with oil companies such as Delek based in the region.

Development Patterns.

Nashville's urban development has generally sprawled south (along I-65S), southeast (I-24E), east (I-40E), and northeast (I-65N). Meanwhile, growth to the northwest and southwest of Nashville has been slow possibly due to a combination of factors that could include the following (subject to further investigation):

- **Topography**, with steeper slopes and higher elevations west of Nashville contributing to higher development costs. Meanwhile, land to the east and southeast of Davidson County tends to be flatter and easier to develop.
- **Infrastructure**, with the lack of water and sewer service in many areas west of Nashville as compared with more available municipal services in other directions. The cost of supplying services on the western slopes outside Nashville can be prohibitive to development.
- **Development Policies**, with some communities more receptive to development than others, and some promoting development through their land use policies. Meanwhile, large swaths of Cheatham County west of Nashville are off-limits to development as part of the 20,810-acre Cheatham State Wildlife Management Area.
- **Income Levels**, with higher income households pushing housing demand south and northeast from Davidson County. While there are some steep slopes south of Nashville, higher incomes can support higher housing and development costs in

- places like Brentwood and Franklin.
- **Historic County Seats**, with traditional historic county hubs around Nashville like Franklin, Murfreesboro, Lebanon, Gallatin (and increasingly, Springfield and Columbia) experiencing development pressures before other outlying communities. Communities like Nolensville are only now beginning to experience these pressures. Dickson has also seen development, but at a slower pace than some of the other county seats, due to its distance from downtown Nashville.

WILLIAMSON COUNTY

Much of Nashville’s corporate presence is felt in Williamson County, which is the most affluent county within the metropolitan area and in all of Tennessee. Home to executive housing, well-regarded schools, and a high quality of life, places like Brentwood and Franklin have attracted headquarters and major operations to their respective corporate hubs – Cool Springs and Maryland Farms. Cool Springs is now the largest corporate hub in the metro Nashville region, surpassing downtown Nashville itself.

Among the largest employers in Williamson County are Williamson County Schools (6,100+ employees), Community Health Systems (4,700), Randstad (4,600), HCA (2,000), Nissan North America (1,800), Williamson County Government (1,300), Williamson Medical Center (1,200), United Healthcare (1,200), Mars Petcare (1,000), Comdata (1,000), Tractor Supply Company (1,000), Lee Company (960), Verizon Wireless (950), Ford Motor Credit (900), Tivity Health (700), Affinion Group (650), Brookdale Senior Living (615), Delek US (600), Ramsey Solutions (600), DaVita Healthcare Partners (600), and others. These businesses illustrate a diversity of brands ranging from pet food and automotive manufacturing to health care and financial services.

As noted above, much of the county’s development has been funneled into the I-65 / Franklin Pike Corridor including large portions

of Brentwood, Franklin, Thompson Station, and Spring Hill. Meanwhile, swaths of eastern and western Williamson have remained relatively rural. However, areas on the eastern side of the county around Nolensville and between Cool Springs and Murfreesboro are seeing increased development activity.

PHYSICAL CHARACTERISTICS AND DEVELOPMENT

Fairview seems far removed from the shopping malls and corporate hubs of the I-65 corridor. Unlike its sister Williamson County cities Franklin and Brentwood, Fairview has a rural character more akin to nearby Pasquo or White Bluff.

General Character

Community stakeholders have reiterated their desire to ensure that the comprehensive plan retains Fairview’s rural character. In general, the rural nature of the community is defined through the surrounding rolling landscape, low-density housing, and slower pace of life. Highway 100 is the commercial “spine” of the community, which otherwise lacks a mixed-use town center. However, along Highway 100, commercial activity is sporadic and visually oriented to a more highway suburban character than “rural.” The lack of a center actually counter-acts the image of a bucolic rural community, since small rural communities usually have a community “heart” or thriving meeting place where the residents come together.

Activity Nodes and Corridors

Again, while Highway 100 is the primary commercial spine of the community, development patterns seem haphazard with no definable centers or nodes. That being said, there are large “Big Box” retail centers like Walmart Supercenter and Publix Supermarket that create mini-hubs in the corridor. Civic uses including Fairview City Hall, Public Library, and Police Station are located near the Publix and several nearby commercial uses including a Mapco Gas

Station, Hardee’s, Shell, Fairview Fresh Deli Donuts, McDonald’s, Fifth Third Bank, and First Bank. Perhaps the other location that comes closest to a “town center” in Fairview is the portion of Highway 100 around Cox Pike and Old Nashville Road. Commercial uses like the Food Saver, Old Towne Antiques, La Plaza Mexican, Fairview Market, Sonic Drive-In, Apex Bank, plus several churches, car repair shops, realtors’ offices and apartment complexes are clustered in this general area.

Physical Amenities

Certainly the top-rated amenity for which Fairview is known is Bowie Nature Park, located just off Highway 100 in the heart of the community. The park offers 700 acres of forests, lakes, and 17 miles of trails. Rich programming for children and adults along with bicycling, fishing, horseback riding, walking, baseball fields, nature center, lakeside pavilion, running and playing (on the Treehouse Playground). Nature Fest is offered as an annual event that draws visitors and locals alike to Fairview’s Bowie Nature Park. There are four Williamson County schools located in Fairview, with the County’s schools among the top-rated institutions in the state. Fairview also offers a branch library and community recreation center with outdoor swimming pool.

EXISTING ECONOMIC DEVELOPMENT RESOURCES

The City of Fairview does not have a separate Economic Development Department or official, but local government can provide information for prospective investors. The Fairview Chamber of Commerce also provides information and acts as a clearinghouse and networking entity for its members. The Chamber also has as its mission the role of promoting local businesses, stimulating economic development, and strengthening the community’s quality of life. The Fairview Industrial Development Board (IDB) provides capacity for potential bonded investment in industrial infrastructure. County and State agencies and organizations also assist with economic development in Fairview, with a key role taken by the Williamson County Chamber of Commerce.

Section 2: Key Demographic Trends

This section provides a summary of key demographic trends within the city of Fairview. This information helps provide some context to discussions of growth and change as Fairview plans for its future. Population and household trends were analyzed as a basis for further projections. Also reviewed were trends in age cohorts, education levels, and income.

POPULATION AND HOUSEHOLDS

According to the American Community Survey, prepared by the U.S. Bureau of the Census, the city of Fairview had an estimated population of 8,763 in 2017. This number represents an increase of 1,263 or 16.8% since 2010 (Table 2.a). As such, Fairview has been growing at the average annual rate of 2.4%.

DEMOGRAPHIC TRENDS, FAIRVIEW AND WILLIAMSON COUNTY, 2010-2016*				
Factor	2010	2016*	2010-2016* Change Number	Percent
Population				
Williamson	174,260	226,257	51,997	29.8%
Fairview	7,500	8,763	1,263	16.8%
Share	4.3%	3.9%	-0.4%	-10.0%
Households				
Williamson	62,508	71,043	8,535	13.7%
Fairview	2,729	2,890	161	5.9%
Share	4.4%	4.1%	-0.3%	-6.8%
HH Median Income				
Williamson	96,749	100,140	3,391	3.5%
Fairview	64,432	60,200	(4,232)	-6.6%
Share	66.6%	60.1%	-6.5%	-9.7%
HH Average Income				
Williamson	126,457	132,637	6,180	4.9%
Fairview	77,407	68,992	(8,415)	-10.9%
Share	61.2%	52.0%	-9.2%	-15.0%
Notes:	*2016 except for Population (2017 estimate) Income expressed in constant 2016 dollars.			
Sources:	U.S. Bureau of the Census and Randall Gross / Development Economics.			

Table 2.a Demographic Trends

Change in Share of County Population (2010-2016)

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

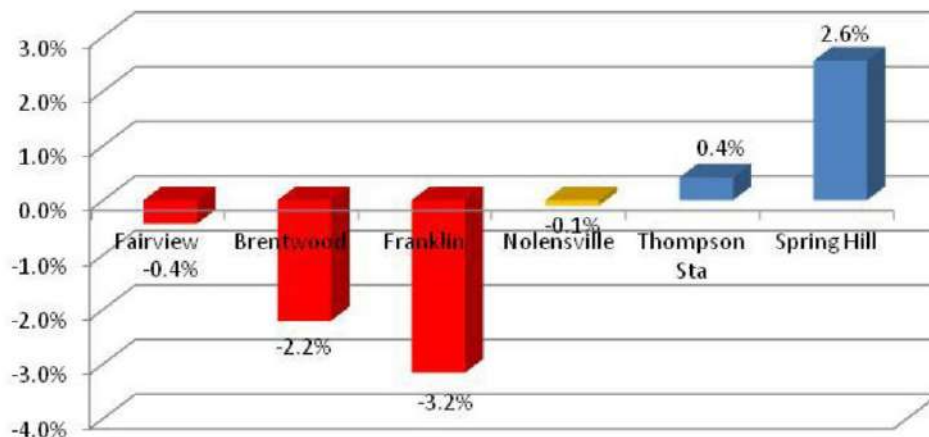


Chart 2.a Change in Share of County Population

While Fairview is growing, its share of Williamson County has been shrinking because other parts of the county are growing even faster. Williamson County had an estimated population of 226,257 in 2017, representing an increase of nearly 52,000 people or 29.8% over the seven-year period. Thus, Williamson County as a whole has been growing at an annual rate of 4.3% since 2010, nearly twice as fast as that of Fairview. As a result, Fairview’s share of the County’s population has fallen from 4.3% to 3.9% since 2010 (Chart 2.a).

Fairview is not the only part of Williamson County with a declining share of the population. Brentwood and Franklin, despite their growth, also represent a declining share while rapidly-growing areas like Thompson Station and Spring Hill have seen their share of the county increase rapidly.

Similarly, Fairview and several other communities have a declining share of the county’s household base. Fairview had an estimated 2,890 households in 2016, an increase of 161 since 2010 or 5.9%. But the city’s share of countywide households fell from 4.4% to 4.1%.

On the surface, having an increasingly small share of the county’s population is not an indication of poor performance. In fact, Fairview has continued to grow at a healthy pace. But gradually, if Fairview’s share of the county’s population base continues to decline, the community will yield less political and economic sway over Williamson County Government; and larger, faster-growing areas of the county will tend to receive more attention and more resources. Retailers and other businesses will continue to perceive Fairview’s household base as small and less worthy of attention in comparison to other Williamson County markets.

Age Demographics

Fairview has an estimated median age of 36.2, according to the American Community Survey. Thus, the city is somewhat younger than the county as a whole, where the median is 39.0. The city had aged more rapidly on average, than the county as a whole. Between 2010 and 2016, Fairview’s median age increased by 8.1%, while the county’s increased by 2.9% (Chart 2.b).

Age Cohorts, Fairview and Williamson County (2016)

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

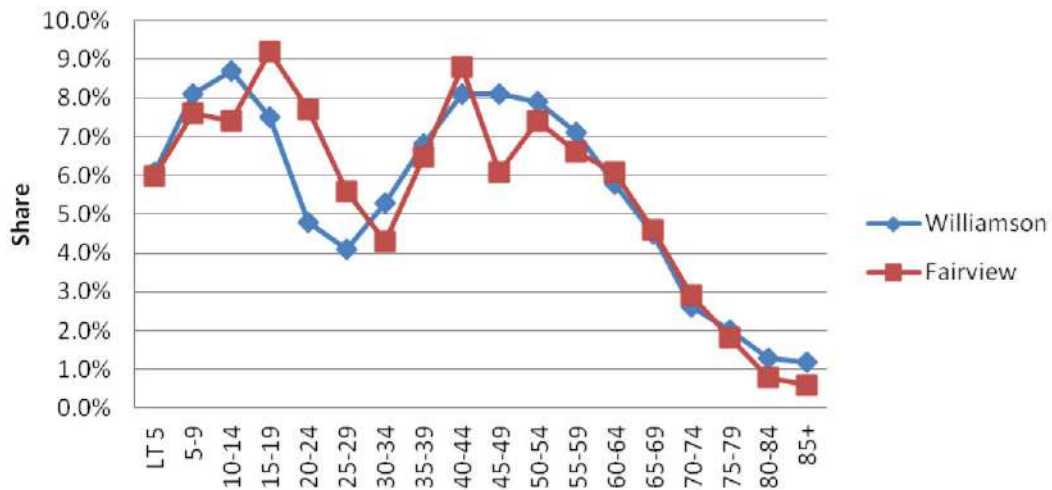


Chart 2.b Age Cohorts

Household Income Change (2010-2016)

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

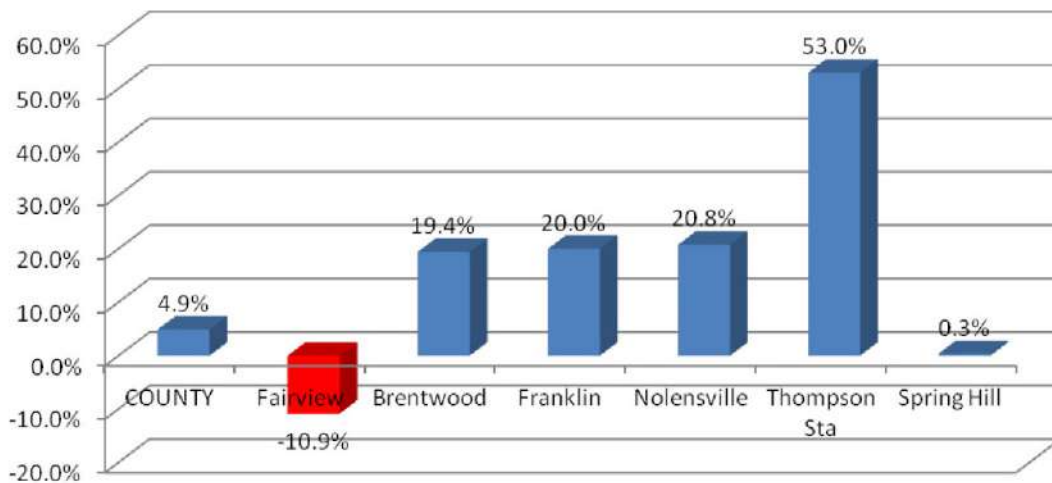


Chart 2.c Household Income Change

Fairview tends to skew slightly younger because of a higher share of residents in the 15-29 age cohorts. Because of their age, these residents tend to have developed less into their careers and therefore generate less earning power. Fairview has fewer share of residents than the county as a whole in the 45 to 49 age cohort. Beyond the age of 50, however, Fairview’s population very closely mirrors that of the county as a whole; with a slightly smaller share of elderly.

Income

According to the American Community Survey, Fairview’s median household income was \$60,200 and average household income was \$68,992 in 2016. The city’s average incomes are about one-half of those for the county as a whole. Yet Fairview’s incomes are not particularly low, and were actually 20% higher than the national average (\$57,600) in 2016. Fairview is located in Tennessee’s wealthiest county, so the city’s incomes are low only when compared with such affluent communities as Brentwood and Franklin. Given Fairview’s relatively young population, it is not surprising that it would have somewhat lower average incomes than the county as a whole (Chart 2.c).

What is more distressing is the apparent decrease in Fairview’s incomes. The city’s median income was down by about \$4,200 (6.6%) from 2010, and average incomes were down by \$8,400 (10.9%) from 2010. That year marked the end of a recession from which incomes have recovered in the rest of Williamson County and in most parts of the country as a whole. Fairview is the only municipality in Williamson County where incomes have decreased since the recession, with rapid growth in incomes in nearby communities like Thompson Station, Nolensville, Franklin, and Brentwood. Thus, for both median and average incomes to have declined in Fairview since 2010 there is some cause for concern.

The decrease in Fairview’s average income may be due to a number of factors, such as changing age demographics, with more young families

moving into town; since younger households generally having lower incomes than middle-age households. Or, the jobs held by Fairview’s households may have been more heavily-impacted by the recession. This question is explored further at a later point in this report.

Fairview’s poverty level is at 8.7%, just about one-half the poverty rate of the country as a whole. Large shares of Fairview’s households have incomes in the \$20,000 to \$30,000 range or in the \$75,000 to \$150,000 range, indicative of a bifurcated communities comprised of higher-income managers and lower-wage service workers.

Education

Fairview’s adult population has generally attained lower levels of education on average than those in other parts of Williamson County. More than 12% of Fairview adults (over age 25) have less than a high school education, while only 4.4% of the county’s adults are in this same category. Meanwhile, 43% of Williamson County’s adults have a Bachelor’s or Associates Degree and 20% a Masters Degree or higher; while only 27% of Fairview’s adults have a BA or Associates and less than 8% have an MA degree (Chart 2.d).

The plurality of Fairview’s adults (about 29%) has a high school education, 27% a Bachelor’s or Associates, 25% some college, 12% less than high school, and 8% a Masters other professional degree. Fairview’s lower incomes can be explained in part by education, since educational attainment is closely correlated with income levels. The share of Fairview residents attaining a higher education degree increased slightly since 2010, when 33% of adults had a college degree or higher. By 2016, 34% had received higher education degrees. However, the share having less than a high school education also increased, from 11% to 12%. Thus, it is not clear that a change in age or education levels correlated with the decrease in income that Fairview experienced between 2010 and 2016.

Educational Attainment (25+)

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

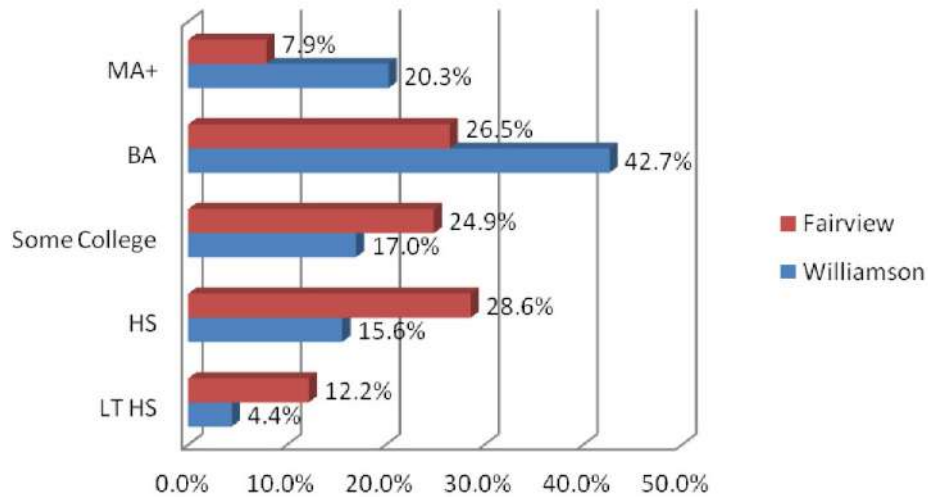


Chart 2.d Educational Attainment

Section 3: Economic Base

This section provides an overview of Fairview’s economic base. A more detailed assessment of existing businesses will be generated for the Target Industry Assessment. The overall “at-place” (in town) employment base is analyzed and key trends identified. Fairview’s role in the broader Williamson County economy is also discussed. Finally, employment and commutation trends among Fairview’s working residents (“resident employment”) is analyzed as an input to the overall planning process and economic development strategy.

AT-PLACE (IN-TOWN) EMPLOYMENT

There were less than 1,000 jobs citywide in Fairview in 2015. The city’s small economic base is dominated by retail trade, which accounts for nearly one-third of all jobs in the city. When restaurants are included, the total retail & foodservice employment accounts for 45% of all jobs in Fairview, indicating a heavy dependency on these relatively low-wage job sectors.

Manufacturing is the next-largest sector,

accounting for about 14% of the city’s employment. Other key sectors include government, construction, health care, and other services. Meanwhile, there are few is any jobs in agriculture, mining, utilities, transport & warehousing, management; and arts, entertainment, & recreation.

Employment Trends

While Fairview’s employment base is very small, it is growing. The number of jobs in Fairview has increased by an estimated 21.9% (180+) since 2002. Job growth is also accelerating: The number of jobs increased by 0.7% per year between 2002 and 2010, but increased by 3.5% per year between 2010 and 2015. Still, Fairview’s employment base is so small that even the presence of one new company can make a significant impact on the city.

Sectors with increasing employment in Fairview include manufacturing (up 73%), retail (+45%) and foodservice (+112%). Decreasing sectors include construction (-43%), professional & technical services (-25%), and administrative services (-37%). Again, the city’s base is so small that

Fairview Employment Base (2015)

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

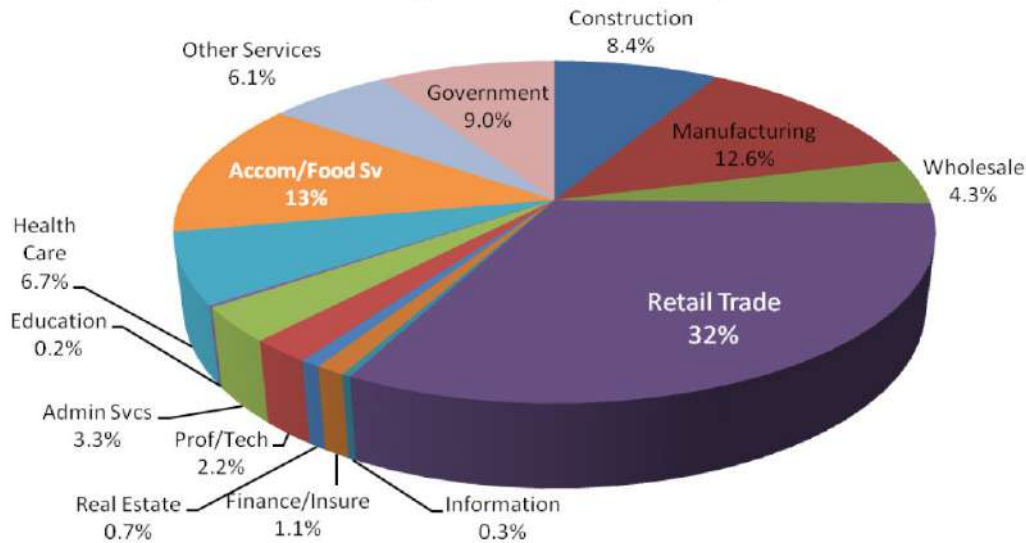


Chart 2.e Fairview Employment Base

AT-PLACE EMPLOYMENT TRENDS, FAIRVIEW, 2002-2015					
Industry	2002	2010	2015	2002-2015 Change Number	Percent
Agriculture	1	-	-	(1)	-100.0%
Mining	-	-	-	-	N/A
Utilities	-	-	-	-	N/A
Construction	139	96	79	(60)	-43.2%
Manufacturing	69	106	119	50	72.5%
Wholesale	42	57	41	(1)	-2.4%
Retail Trade	211	179	304	93	44.1%
Transport/Warehousing	-	7	-	-	N/A
Information	2	5	3	1	50.0%
Finance/Insure	6	4	10	4	66.7%
Real Estate	4	1	7	3	75.0%
Prof/Tech	28	16	21	(7)	-25.0%
Management	-	-	-	-	N/A
Admin Services	49	29	31	(18)	-36.7%
Education	-	-	2	2	N/A
Health Care	53	54	63	10	18.9%
Arts/Rec	-	1	-	-	N/A
Accom / Food Service	57	116	121	64	112.3%
Other Services	40	44	58	18	45.0%
Government	61	90	85	24	39.3%
TOTAL	762	805	944	182	23.9%
Sources:	U.S. Bureau of the Census and Randall Gross / Development Economics.				

Table 2.b Employment Trends

employment changes at one company can skew the overall numbers.

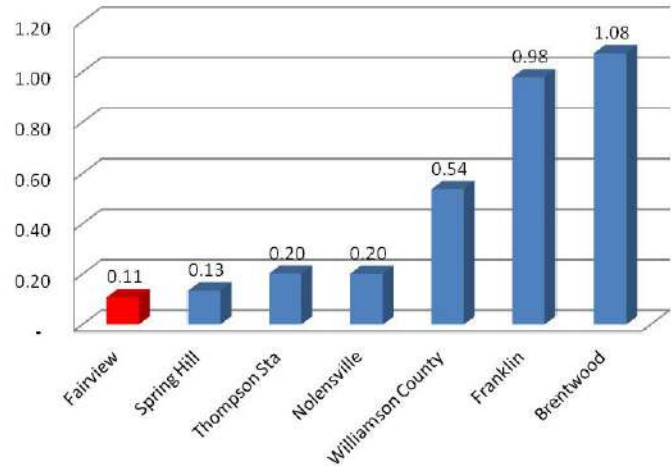
Broader Context

The 13-county Nashville Metropolitan Statistical Area (MSA) of which Fairview is a part, is among the leading job markets in the country, producing an average of about 35,000 to 40,000 net new jobs each year over the past four to five years. For several consecutive months in 2018, the Nashville MSA has experienced the lowest unemployment rate of the largest 51 metropolitan areas in the United States, testament to the strength of this job market and a driver for attracting new residents to the area.

Many of these new jobs are being produced in Williamson County, which is among the most robust job markets of any county in the U.S. And much of the county’s employment is concentrated in Cool Springs (Franklin) and Maryland Farms (Brentwood). In fact, Cool Springs is the largest corporate node in the Metro Nashville region, surpassing Downtown Nashville in terms of private-sector employment. Cool Springs is home to the corporate headquarters of such major

**Jobs Per Population
Williamson County**

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics



**Chart 2.f Jobs Per Population
Williamson County**

Fairview's Share of Williamson Employment by Sector (2015)

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

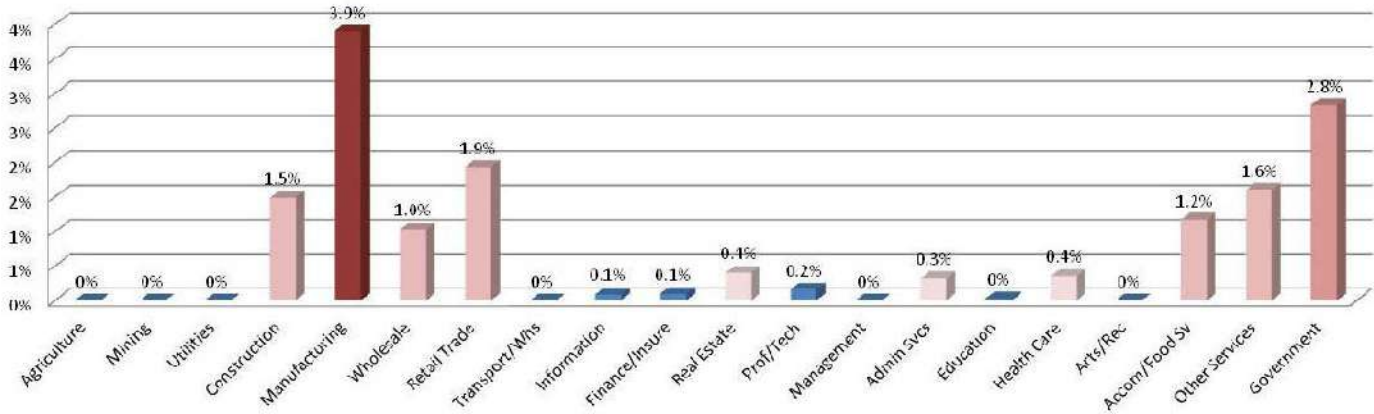


Chart 2.g Fairview's Share of Williamson Employment by Sector

companies as Community Health Systems (3,260 employees), Nissan North America (1,850), United Healthcare (1,800), Mars PetCare (1,000), and other recognized brands. Maryland Farms and Brentwood are home to Tractor Supply Company (1,000), Brookdale Senior Living (670) and others.

Williamson County has seen 6.6% annual job growth since 2010. Fairview, by comparison, is growing at 1.3% per year and accounts for a declining share of the county's job base. As of 2015, Fairview had 0.7% of Williamson County's jobs and just 0.3% of the county's job growth. Yet Fairview accounts for about 4.0% of the county's population.

Fairview has the lowest jobs-to-resident ratio in Williamson County and among the lowest in the region, at just 0.11 jobs per person (Chart 2.f). Spring Hill is not much higher, at 0.13. But Franklin has nearly one job for each of its residents and Brentwood has 1.08 jobs per resident. Overall, Williamson County has an average of 0.54 jobs per resident. So, Fairview is just 20% of the county average.

Fairview is exceptional in its concentration (albeit a small one) in manufacturing. The city has the highest share of its employment in manufacturing of any city in Williamson County, and has nearly 4.0% of the county's manufacturing base (Chart 2.g). Fairview had a lower rate of job growth in all sectors, compared with the county as a whole, except in manufacturing. Within the manufacturing sector, Fairview's growth was 13% higher than the county as a whole. Again, the city's manufacturing base is so small (less than 200 jobs) that even a slight change at one company can skew the total).

RESIDENT EMPLOYMENT

There were 3,900 Fairview residents employed in 2015, according to Longitudinal Employer-Household Dynamics (LEHD) data prepared by the U.S. Bureau of the Census. About 70% of Fairview's adult residents are active in the labor force and 3.8% are unemployed, according to the most recent statistics. Fairview residents are employed in a diverse array of jobs and sectors, with all industry sectors represented (Chart 2.g).

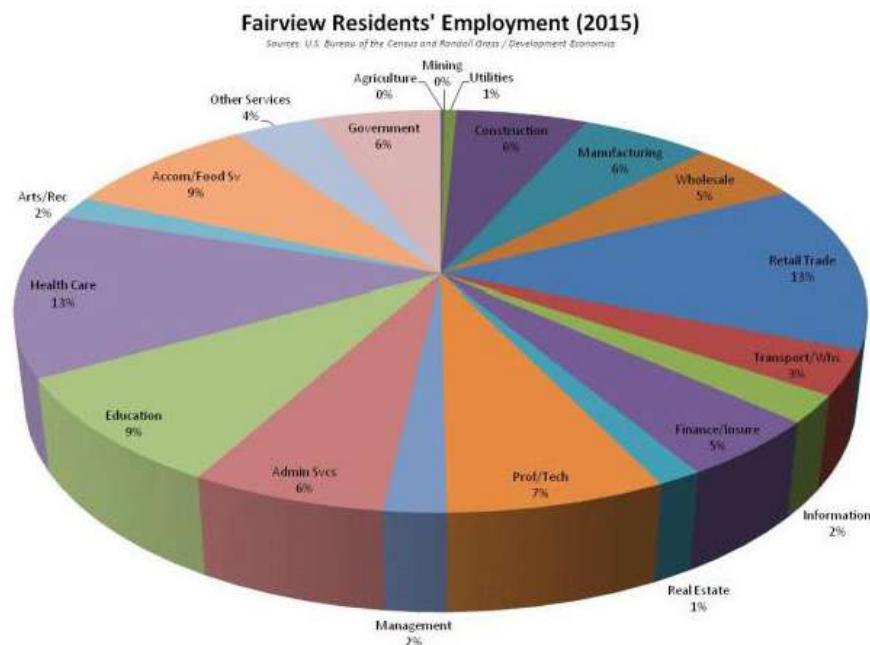


Chart 2.g Fairview Residents' Employment

No one particular sector dominates resident employment in the way that Fairview's job base is heavily dependent on retail trade and foodservice. Fairview residents work in jobs more representative of the regional economic base, with a particular focus on health care and education. Perhaps least represented are agriculture and mining (e.g., quarrying), but even these sectors employ at least a few Fairview residents

Resident employment increased in all sectors except manufacturing, between 2002 and 2015 (Table 2.b). Thus, the trend among Fairview residents' jobs is exactly the opposite as it is for Fairview's employment base. These diverging trends create a disconnect between Fairview's residents and the local economic base.

Section 4: Fiscal Base

A brief review of the City's fiscal base was completed in order to provide additional context for economic growth, public investment, and

development. The most recent fiscal budget was reviewed, and a summary of municipal revenues and expenditures is provided below. Key observations are also made with respect to certain elements of the City's budget and fiscal base.

MUNICIPAL REVENUES

The City of Fairview derives the largest share of its revenue from real property and other taxes, comprising 62% of the City's revenue base. Intergovernmental transfers from the U.S. Government, State of Tennessee, and Williamson County account for another 22%. Other sources of revenue include fines and forfeitures, licenses, and permits, among others.

Fairview has a relatively **high property tax rate**, compared to other parts of Williamson County. This issue could impact on the city's competitiveness for certain types of economic and real estate development. As shown on Chart 2.i, Fairview's property tax rate is set at \$87.65 per \$100 of assessed value. The next-highest rate in

RESIDENT EMPLOYMENT TRENDS, FAIRVIEW, 2002-2015					
Industry	2002	2010	2015	2002-2015 Change Number	Percent
Agriculture	3	12	4	1	33.3%
Mining	1	1	2	1	100.0%
Utilities	17	16	22	5	29.4%
Construction	195	175	232	37	19.0%
Manufacturing	328	235	228	(100)	-30.5%
Wholesale	174	187	196	22	12.6%
Retail Trade	385	457	522	137	35.6%
Transport/Warehousing	91	122	136	45	49.5%
Information	80	73	85	5	6.3%
Finance/Insure	156	168	185	29	18.6%
Real Estate	43	47	55	12	27.9%
Prof/Tech	155	198	272	117	75.5%
Management	37	52	77	40	108.1%
Admin Services	173	201	243	70	40.5%
Education	231	351	343	112	48.5%
Health Care	342	494	512	170	49.7%
Arts/Recreation	49	41	70	21	42.9%
Accom/Food Service	190	272	339	149	78.4%
Other Services	85	120	145	60	70.6%
Government	202	296	225	23	11.4%
TOTAL	2,937	3,518	3,893	956	32.6%
Sources:	U.S. Bureau of the Census and Randall Gross / Development Economics				

Table 2.b Employment Trends

Williamson County is Spring Hill's, at \$59.00. Franklin and Brentwood's rates are roughly one-half or less that of Fairview. Nolensville's is set at only \$15.00 and Thompson Station's property tax rate is set at just \$10.30. While the various jurisdictions provide a different level of service, it is still notable that Fairview's rate is the highest of all jurisdictions.

The Police Department accounts for the largest share of municipal appropriations, with nearly one-quarter of all funds spent on Police. The Fire Department accounts for another 16%. This allocation generally reflects the priorities of the community for local services, so public safety appears to be of highest importance, in terms of municipal expenditures. The local Fairview government does not offer or disaggregate certain services into separate departmental functions that are offered by other communities, such as parks & recreation, cultural amenities, community & economic development, and others.

MUNICIPAL EXPENDITURES

Fairview spends its money primarily on Public Safety (40% of total), followed by Infrastructure (17%), Streets/Public Works (13%), and General Administration, as shown below.

City of Fairview Sources of Revenue

*(Based on actual revenues collected, FY2016
Sources: City of Fairview and RGDE)*

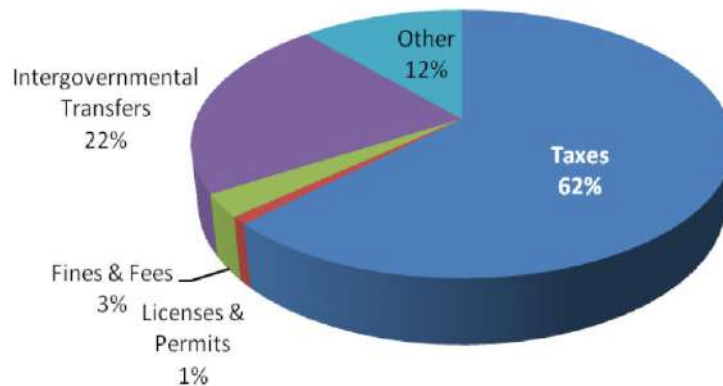


Chart 2.h City of Fairview Sources of Revenue

Local Property Tax Rate Comparison

Sources: Williamson County Government and Randall Gross / Development Economics

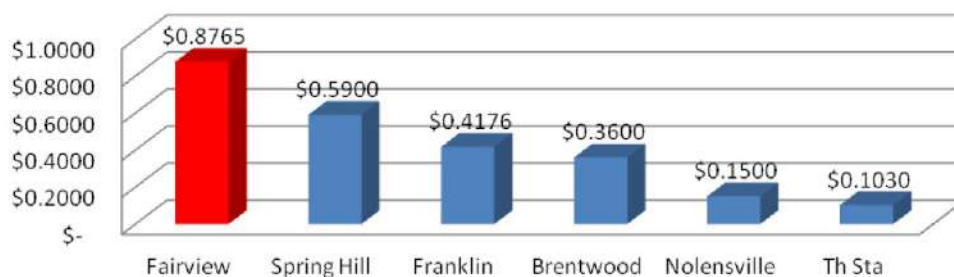


Chart 2.i Local Property Tax Rate Comparison

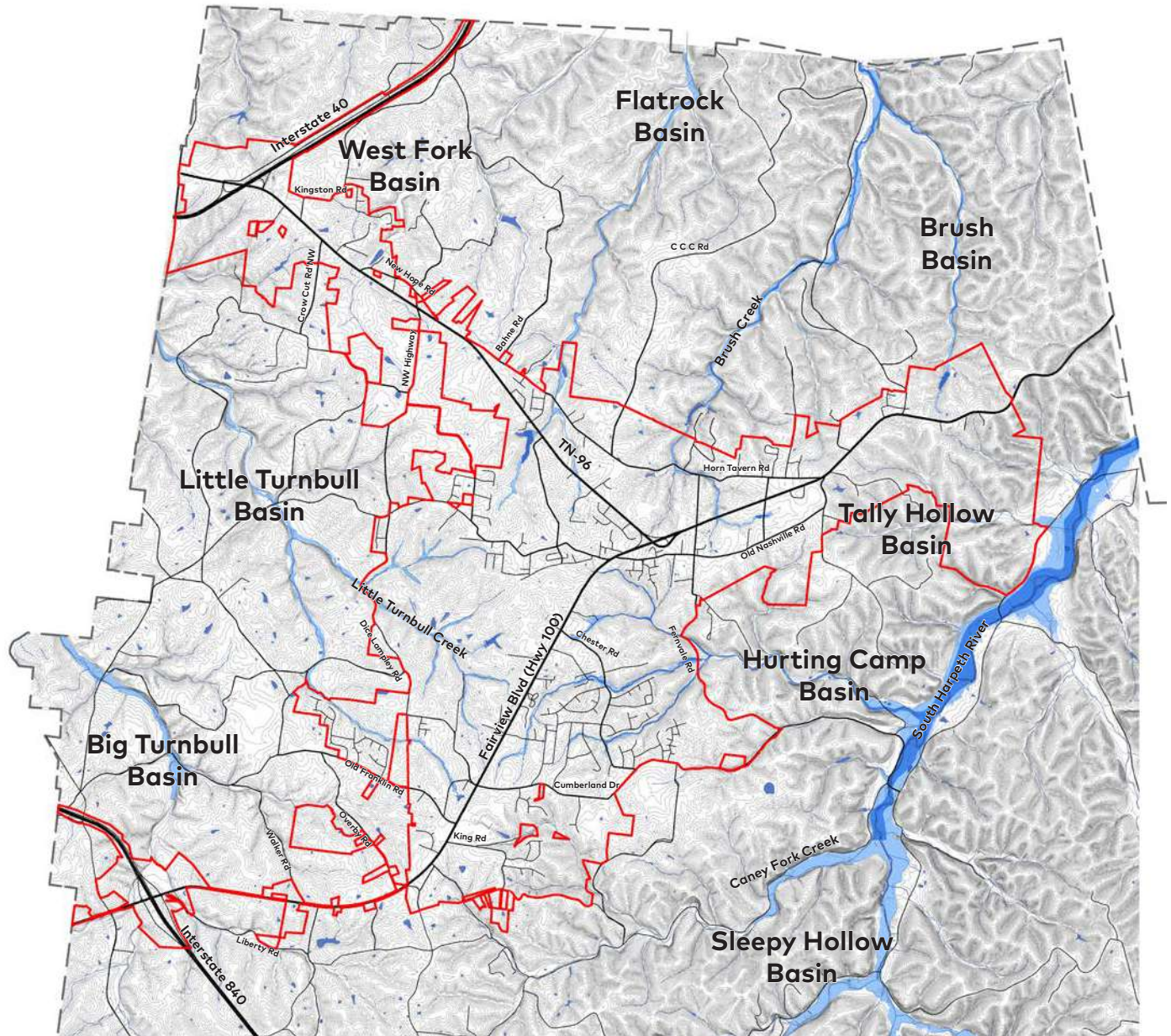


Figure 2.a Natural Resources Map

Key

- Williamson Co. Boundary
- City of Fairview Boundary
- 10ft Contours
- Rivers, Lakes, Ponds, and Streams
- Floodway
- 100yr Floodplain
- 500yr Floodplain

Natural Resources

Topography

Located in the northwest corner of Williamson County, the City of Fairview is just southwest of the escarpment that demarcates the transition from the Nashville Central Basin to the Western Highland Rim. The escarpment to the northeast of the City limits, by its nature, features severe topography that makes development extremely difficult. Fairview Boulevard (Hwy 100) generally follows a ridge line that snakes its way south and west. TN-96 is a bit more hilly, traveling across several ridges and valleys before finding an east-west ridge as it crosses I-40. The City has generally developed along these two major corridors. While the hilly area contains steep slopes throughout the City, land west of Fairview Boulevard north of Bowie Nature Park and land south of Fairview Boulevard and north of Old Nashville Road past TN-96 contain some of the most favorable topography for development. Interestingly, much of the residential development in the community has been concentrated east of Fairview Boulevard where steeper topography is prevalent.

Waterbodies and Watersheds

The hilly terrain in and around Fairview results in not one, but multiple drainage basins. There are nine major basins within Fairview and its Urban Growth Boundary which includes multiple creeks. The area's largest water body is the South Harpeth River southeast of the City limits, which includes significant areas of floodway and floodplain. Minor areas of floodway and floodplain exist along creeks in the area such as Little Turnbull Creek, Big Turnbull Creek, Flatrock Branch, Brush Creek, and Hunting Camp Creek. Development can certainly impact Fairview's waterbodies and watersheds and is regulated through the Tennessee Department of Environmental Conservation

Soils

Fairview generally contains two soil associations where two or more different soils occur consistently and repetitively. The association that covers most of Fairview and its growth boundary is the Mountainview-Baxter-Bodine association, which extends from north of TN-96 south toward the County line. Of the three soil types found in this association, Mountainview is the most suitable for development. Baxter and Bodine soils are cherty and require special attention when it comes to development and foundational stability. The second association is the Bodine-Mountainview-Greendale association, which extends north of the other association. While both the Mountainview and Greendale soil types are suitable for development, this area contains some of the steeper topography and is not the best location for development.

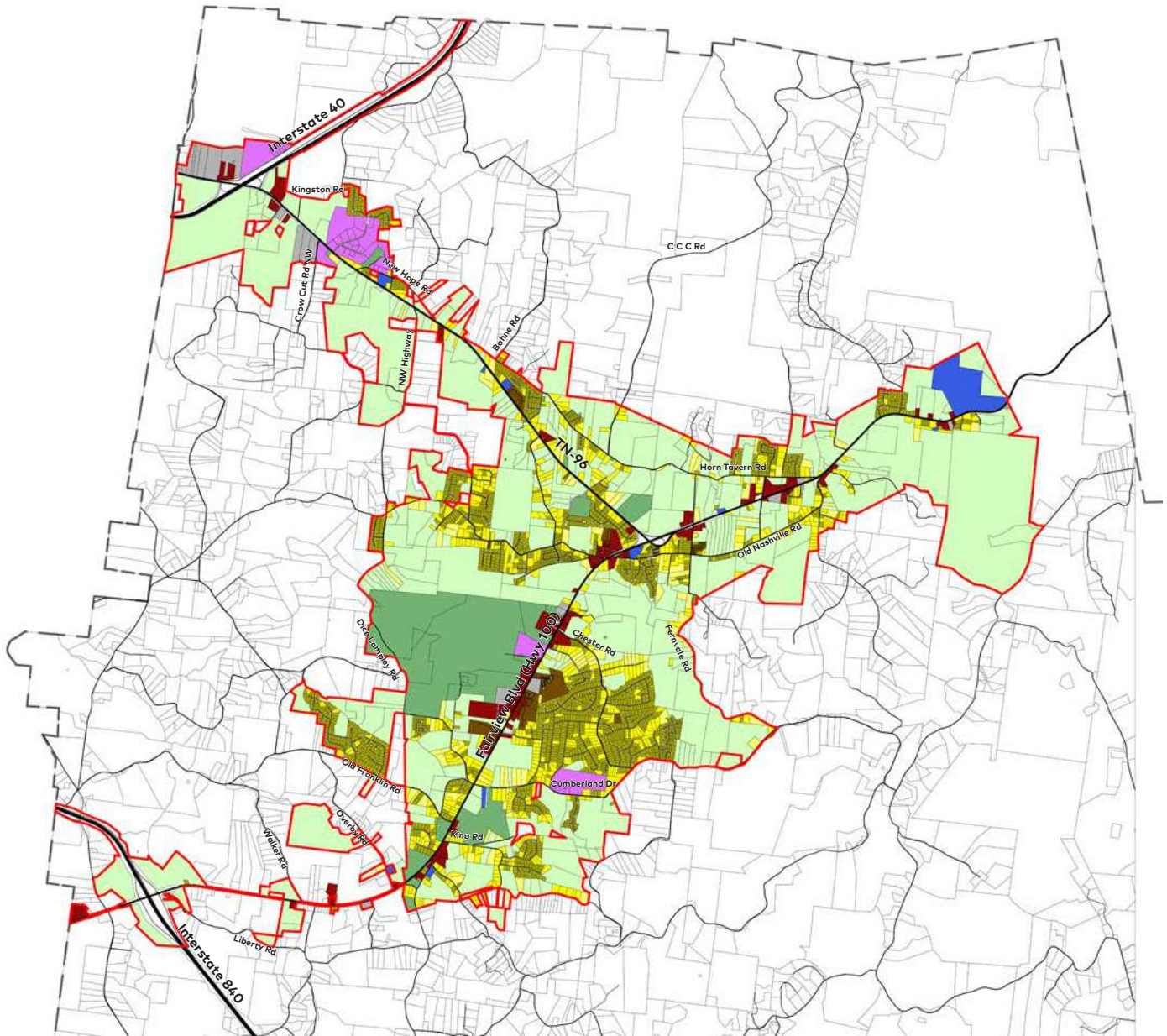














Figure 2.b Current Land Use and Development Patterns Map

Key

- | | | |
|--|--|--|
|  Williamson Co. Boundary |  Municipal |  Rural/Agricultural |
|  City of Fairview Boundary |  High Density Residential |  Vacant |
|  Commercial |  Medium Density Residential | |
|  Industrial |  Low Density Residential | |
|  Institutional |  Estate Lots | |

Current Land Use and Development Patterns

Due to a shortage of available detailed data, the Current Land Use Map has been derived from studying the current patterns on the ground and comparing that to parcel size and current zoning. A detailed land use inventory would be beneficial to support this information, address discrepancies, and fill in any gaps.

Development Pattern

Fairview features current land use and development patterns that are typical of communities that have developed in a linear fashion along a major road. In the case of Fairview, there are two major roads: Fairview Boulevard (Hwy 100) and Highway 96. With a few exceptions, commercial uses are typically found along the main roads while residential uses are just beyond the corridors and diminishing in density as they move farther from the main road. The linear form of development found in Fairview is more reflective of a community that one travels through as opposed to stopping and staying for a while. The advent of the automobile in the 1950's has exacerbated this pattern. Historically, rural communities often featured one or more crossroads or intersections providing a location for uses that served the community. The use and the spatial and maneuverability demands of the automobile directly contributed to the sprawling pattern of development one typically sees in similar communities. Crossroads of commercial uses separated by agricultural uses morph together into long strips of low intensity commercial uses. This pattern significantly detracts from the rural character of the community that once existed along the road. Eventually, the pattern of small footprint commercial gives way to larger box retail and the rural pattern is eroded even more. When coupled with the tendency of communities to zone long stretches of major roads for commercial use, this pattern of development becomes known as the suburban commercial strip.

Commercial

The majority of Fairview's commercial uses are located along Fairview Boulevard (Hwy 100). A small amount of interchange commercial can be found near the I-40 interchange on 96. The lack of sewer has prevented the development of land around the I-840 interchange where it intersects Highway 100. As indicated above, portions of Fairview Boulevard have taken on the character of a suburban commercial strip with disconnected low-intensity commercial uses and parking lots between the buildings and the street. However, there are five distinct areas of concentrated commercial development along Fairview Boulevard that have expanded or declined over time:

- Area near Cobb Circle
- Near Fernvale Road
- Near Cox Pike
- Between Chester Road and Glenhaven Drive
- Near Westview Boulevard

The largest commercial uses are within the area are the recently completed Walmart and Publix developments both, of which, are located in the commercial area between Chester and Glenhaven. Other commercial uses include several restaurants, general retail, convenience commercial, personal care services, and small offices among others.



Industrial

The largest concentration of industrial uses is just off TN-96 on Loblolly Pine Boulevard within the Evergreen Industrial Park. Other industrial uses are scattered across the City. The largest of these industrial uses, SFEG, is located along Fairview Boulevard near Bowie Nature Park with the exception of Cumberland Conveyor, which is located along Cumberland Drive.

Residential

The majority of residential uses are in the pattern of large lots and lower density subdivisions containing single-family detached dwellings. The largest concentration of these development has occurred east of Fairview Boulevard between Chester Road and Cumberland Drive. Smaller concentrations include the area south and east of the Fairview Boulevard/TN-96 intersection along Cox Pike and in the southern portion of the City

along Old Franklin Road. Multi-family residential is primarily scattered along the major corridors; however, there is larger concentration of multi-family along Fairview Boulevard between Bowie Lake Road and Glenhaven Drive. The Current Land Use Map categorizes current residential uses as follows:

- Estate: at least 3 acres, but less than 5 acres
- Low Density Residential: at least 1 acre, but less than 3 acres
- Medium Density Residential: less than 1 acre
- High Density Residential: all Multi-family uses

Unlike the traditional patterns of historic communities, different types of residential uses in Fairview are generally segregated from one another. This leads to the perception of “complexes” and “single-use subdivisions.”



When assessing existing conditions, it is important to not only consider how land is used, but also the physical form of development—the placement, height, and massing of buildings, site access, fronting streets, etc.

Rural/Agricultural

While agriculture has not historically been easy in Fairview, there is plenty of agricultural land and rural quality. This is generally found off the major corridors of Fairview Boulevard and TN-96. The major exception to this is found at the north and south ends of Fairview. Beautiful rural gateways bookend the boulevard but they are very different. On the north end, hills and heavily forested land lines Fairview Boulevard creating a beautiful, tunnel-like gateway to the City. On the southern end, a flatter terrain with both forested and agricultural land lines the boulevard creating a rural gateway.

Municipal/Institutional (including Parks)

Municipal and institutional uses are scattered throughout the community. There are many churches of different sizes. Most critical City municipal uses are generally concentrated near Bowie Nature Park and at the Town Hall. County municipal uses are generally located near the schools with the exception of the library, which located near Bowe Nature Park and the intersection of Chester Road and Fairview Boulevard. Community facilities are further described below.

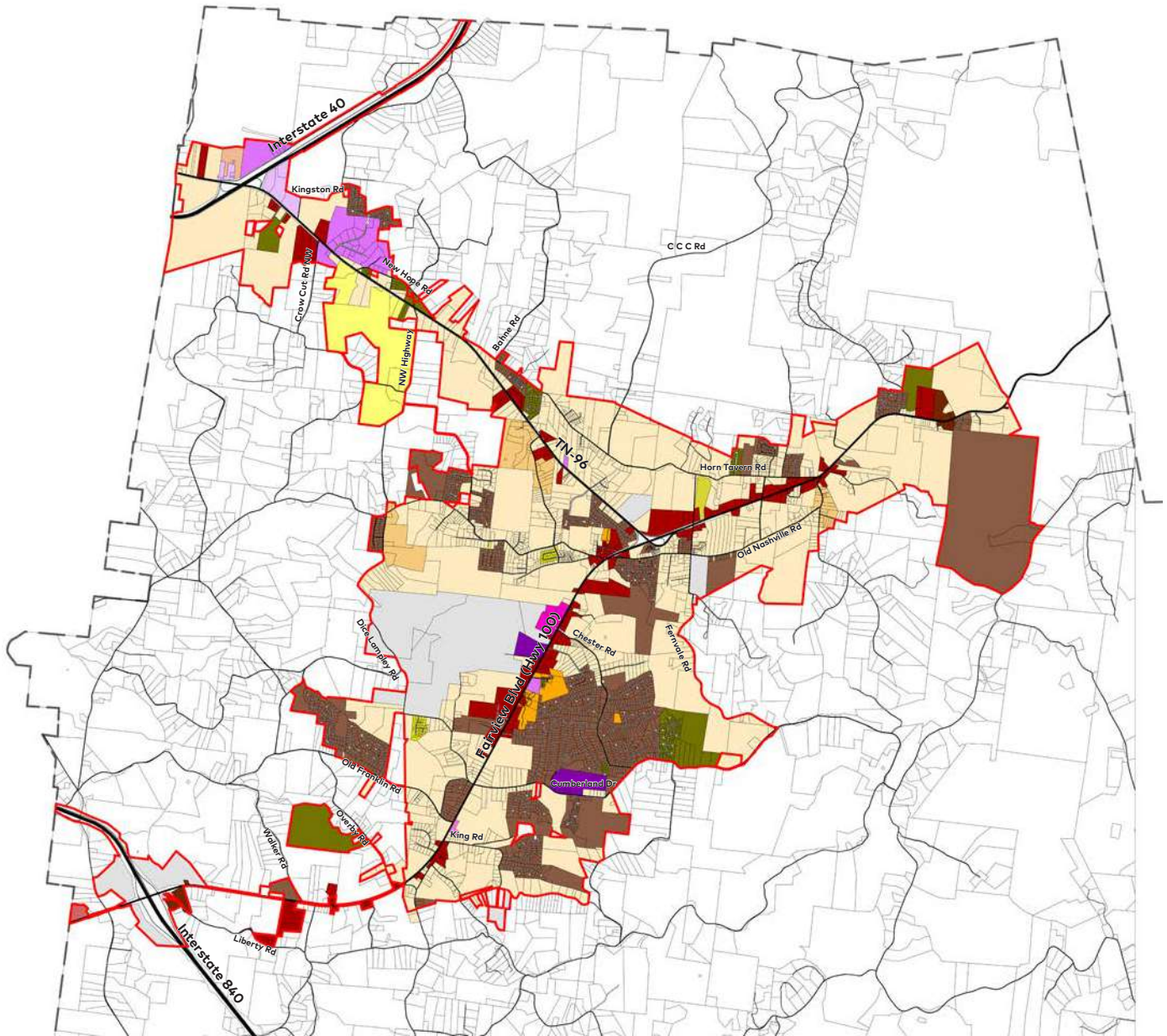


Figure 2.c Existing Zoning Map

Key

	Williamson Co. Boundary		RM8		CG/CMU		IG
	City of Fairview Boundary		RM12		CI		IR
	AR15A		RS40		CMU		MIX PUD Overlay
	RS8		RSM40		CG/RS8		PUD Overlay
	RS15		R20		CG		Town Center Overlay
			CG		MSMU		

Existing Zoning

Fairview uses a very comprehensive zoning ordinance for a community of its size. While the ordinance has most likely been stitched together and modified extensively over time, it includes many tools that communities use to regulate various types of development. It can be argued, however, that Fairview’s ordinances could be simplified and updated. In fact, the City was working on reducing redundancies and addressing conflicts prior to the commencement of the comprehensive planning effort. That work has been paused until completion of the comprehensive plan in the expectation that additional recommendations for changes to the zoning and subdivision regulations are identified. The following are simply observations about the ordinances at this point.

Base Districts

There are 23 base zone districts and 5 special districts in the Fairview Zoning Ordinance:

- 2 agricultural districts (AR-15A, -5A)
- 6 single-family residential districts (RSM-40 and RS-40, -15, -10, -8, and -5)
- 1 duplex district (R-20)
- 3 multi-family districts (RM-8, -12, and -20)
- 1 mobile home park district (R-MHP)
- 4 commercial districts (CG, CI, CNS, CC)—CG permits multi-family residential with supplemental provisions
- 2 office districts (OPS, OG)
- 2 mixed-use districts (CMU, MSMU)
- 3 industrial districts (I-R, -G, and -S)
- 5 overlay districts (Floodplain, PUD, Adult Entertainment, Town Center, Historic District and Landmark)

The current zoning map indicates that about 18 of these districts are currently in use, but the total number of districts seems excessive given the current land use patterns.

Town Center Overlay District

The ordinance contains an overlay district to implement the development of a mixed-use

town center that was envisioned as part of the 2020 Plan. The Town Center has not been implemented. While the overlay district is well-intended, it is confusing and may be difficult to administer. As an overlay, it relies on conventional underlying base zone districts to govern use, while many codes today for such developments use specific zoning and form-based standards to achieve the desired end result. The current overlay could require multiple zoning actions as well as the application of additional overlays such as Planned Unit Development to implement the full concept. If creating a Town Center is carried over from previous planning efforts, this district may need to be overhauled to avoid confusion and offer a better tool.

Design Standards

Certain design standards for both residential and commercial uses are currently buried in the article on zoning overlays. Additionally, there is a separate Design Manual with standards for that apply to just about all development other than single and two-family residential. While design standards are often included in zoning ordinances, it would be best if they were in a single location for ease of reference.

Additional Observations

- More intense residential districts, including RS-15, -10, -8, -5, and R-MHP, require a Planned Unit Development (PUD) overlay. A late 2017 article in the Tennessean indicated some desire to loosen this requirement, but some concern remains regarding the amount development permitted under these categories
- Multi-family district RM-20 is intended to be applied only within the Town Center overlay district
- Multi-family district RM-12 permits limited commercial (2,500 sf)
- In the Commercial General district (CG), Multi-family is permitted with conditions, but true mixed-use is limited
- Regulations reference a Major Street Plan but none seems to exist

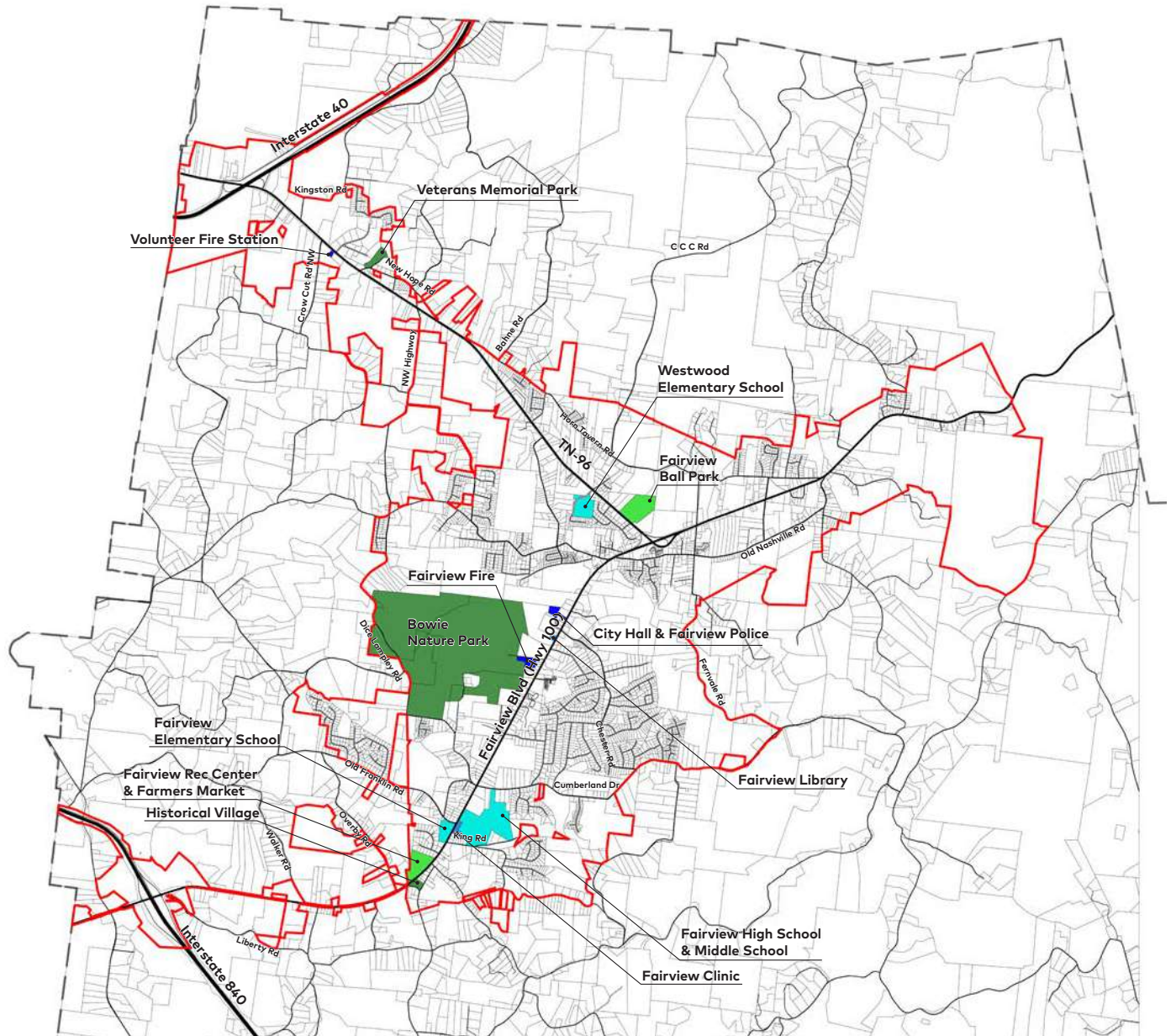


Figure 2.d Existing Community Facilities Map

Key

- Williamson Co. Boundary
- City of Fairview Boundary
- City Parks
- County Parks
- City Facilities
- County Facilities
- Schools

Existing Community Facilities

The City of Fairview has a number of community facilities that provide important services to the community:

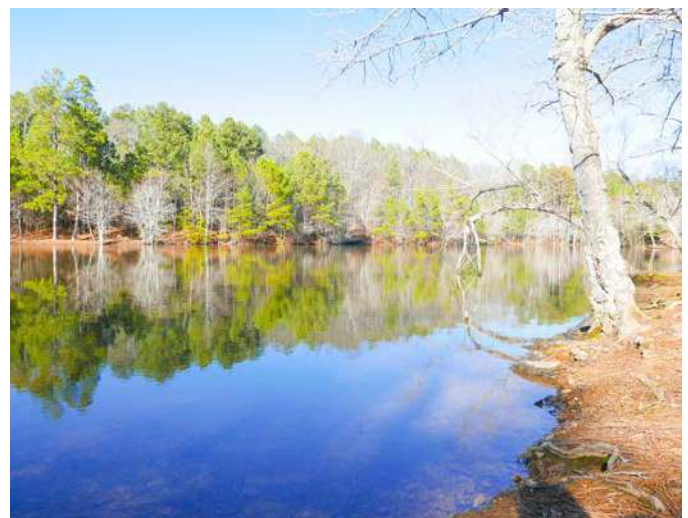
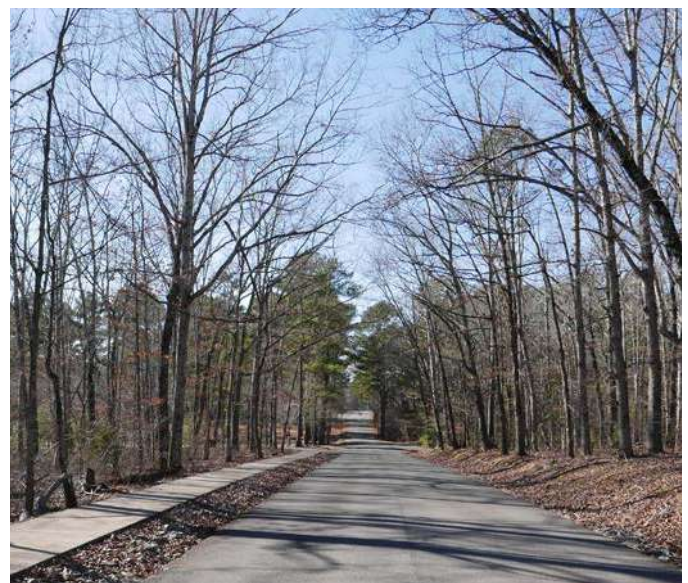
- 3 shelters (836 sf, 800 sf, 363 sf)
- 21,010 sf tree house playground
- 1,600 sf playground
- 435 sf stage
- 1,364 sf maintenance building
- 8 picnic tables (5 with grills)
- 5 spring fed lakes for fishing from 3.5 ac to 0.25 ac

Parks

BOWIE NATURE PARK (CITY)

Arguably the community’s greatest treasure, Bowie Nature Park features 680 acres of forest and open space just off Fairview Boulevard in the heart of the community. The park was the creation of Dr. Evangeline Bowie who began purchasing the land that would eventually become the park in the 1950’s. Early settlers in Fairview found the land unsuitable for agriculture, but its forests an asset for timber harvesting. Fairview’s early nickname was “The Barrens” thanks in no small part to the extensive harvest of timber in the area. Dr. Bowie began assembling this land intent on restoring the forest that was once there. She did so by creating terraces and lakes while planting over 500,000 Loblolly Pine Trees. In 1992 before her death, she deeded the land to the City in the hope that it would be made a City park. In 2003, the Nature Center was opened and in 2008 the land was placed in a conservation easement under the protection of the Land Trust for Tennessee. Today, Bowie Nature Park serves as a local and regional recreational and learning destination.

- 7211 Bowie Lake Road, Fairview, TN 37062
- 680 acres of forest and open space
- Recreation:
 - Approximately 15 miles of trails for hiking, horseback riding, and mountain biking.
- Facilities:
 - 3,591 sf Nature Center used for programming, park offices, nature and art exhibits, and a small museum
 - 704 sf outdoor restroom
 - 1,152 sf outdoor classroom used for small events, and programming



No matter the season, Bowie Nature Park (above) is arguably Fairview’s greatest recreational asset. Beyond recreation it serves as an invaluable resource for education and environmental stewardship.

VETERANS MEMORIAL PARK AT EVERGREEN LAKE (CITY)

Just southeast of Interstate 40 along Highway is the location of the City’s Veterans Memorial Park. It is nestled between an industrial park and residential, which diminishes its visibility. It features a lake, walking trail, and picnic area.

- 7106 Black Pine Road, Fairview, TN 37062
- 11.4 ac
- Evergreen Lake is 3.3 ac
- 0.44 mile trail around the lake
- Picnic tables and benches

HISTORY VILLAGE (CITY)

Nearly dead center of the bend where southbound Fairview Boulevard turns west toward I-840 and right across from the Fairview Recreation Complex, is the location of one Fairview’s newest public spaces, History Village. Originally the idea of the Fairview Historical Association, History Village is not simply another park, but a setting to commemorate and celebrate the history and heritage of Fairview. Currently, the park includes the National Register-designated Triangle School, which has been restored and became the new home to the Fairview Chamber of Commerce in 2018. Other

historic structures have been moved to the site, including the former Boone Street Clinic and the historic Jingo Post Office. The non-profit Fairview Historical Association has raised over \$250,000 in federal, state, municipal grants as well as corporate, foundation, and individual donations since the project started. The City recently joined the effort and is working toward making the site an important part of Fairview’s park system.

- 7112 Westview Drive, Fairview, TN 37062
- 3.48 ac
- 2,464 sf historic classroom with three rooms (Triangle School)
- National Register Designation (2007)
- 288 sf historic clinic building (Boone Street Clinic)
- 196 sf historic post office (Jingo Post Office)
- Proposed Additions (from the Fairview Historical Association)
 - Relocation/Restoration of W.F. Daugherty Barn and Silo to be used for agricultural museum and event center
 - Chester Cabin to represent the 1800’s Horn Tavern
 - Elrod Two-Room Shop Building to be used for restrooms



Veterans Memorial Park at Evergreen Lake (above) and History Village (right) are the two other parks owned by the City of Fairview.



FAIRVIEW RECREATION COMPLEX (COUNTY)

The Fairview Recreation Complex occupies the location of the first Fairview High School on Fairview Boulevard in the southwest portion of the City. The Recreation Complex is a great asset to the community featuring recreational, sports and wellness facilities, as well as community rooms and offices for several organizations including Waves, an organization dedicated to helping individuals with intellectual and developmental disabilities that was started in 1973. In late 2017, a \$2 million, 3-phase renovation project commenced that will include new fitness room and wellness center, new locker rooms, new fitness equipment, renovated rooms for current local organizations, building maintenance, electrical, water, and sewer upgrades, improvements to front lobby and office, exterior façade upgrades.

- 1417 Fairview Boulevard W., Fairview, TN 37062
- 21.99 ac
- Approximately 50,000 sf
- Amenities: Gymnasium, wellness center, group fitness room, meeting room, classrooms, game room, sitting service, outdoor pool, football field, soccer fields, playground, walking trail, concessions, restrooms

FAIRVIEW BALL PARK (COUNTY)

Another popular County facility is the Fairview Ball Park with its numerous ballfields and support facilities. While the ball park is used for tournaments, it does not meet its potential due to the lack of nearby lodging and restaurants.

- 214 TN-96, Fairview, TN 37062
- 30.3 ac
- Amenities: 4 baseball fields, playground, concessions, and restrooms

Police Department

Fairview has its own Police Department with its headquarters located in City Hall. The department employs 21 full-time officers and features both a drug enforcement and criminal investigation departments.

Fire Department

The Fire Department became a City department in 2001. The fire station is located near Bowie Park and employs 18 full-time firefighters, but uses volunteers to supplement its service. The Fire Chief also serves as the Fire Marshal and provides review for the Codes Department.

Fairview Clinic (County)

Fairview is the location of one of two Williamson County Health Department clinics. The clinic is on Fairview Boulevard directly opposite Fairview Elementary. According to the Williamson County website, the clinic operates as a local office for the Tennessee Health Department and provides services such as primary care, family planning, and health services to anyone regardless of whether they are able to pay for the services or whether they live in Williamson County. In discussions with County Health officials, the intent is to increase access to healthcare and promote healthy life choices. The County Health Department has secured grants to add a bikeshare at Bowie and has sought in the past to create a trail between the Library and the Nature Center.

Schools (County)

Williamson County has more than 40,000 students in Pre-Kindergarten through Grade 12 at over 48 school sites in the County. The system is a continuous top performer in the state and is a key factor in the County's growth. The County has four schools in Fairview including Fairview Elementary, Westwood Elementary, Fairview Middle School, and Fairview High School. The schools in Fairview are the County's only true "cluster." Fairview's schools have seen significant capital improvements over the past couple of years including:

- Fairview High School Performing Arts Center (completed 2017)
- Renovations to Fairview Elementary School (3 phases, completed Summer 2018)
- Fairview High School Press Box (completed 2018)
- Renovations to Fairview High School (3 phases, completed Summer 2018)
- Renovations to Fairview Middle School (2 phases, Spring 2019 start, Summer 2020 projected completion)
- 9th through 12th Grade
- 724 students (2016-2017)
- 100 staff members
- Mascot: Yellow Jackets

A snapshot of each school is below:

FAIRVIEW ELEMENTARY

- Opened in 1962
- 2640 Fairview Boulevard, Fairview, TN 37062
- Pre-Kindergarten through 5th Grade
- 521 students (2016-2017)
- 92 staff members
- Mascot: Hawk

WESTWOOD ELEMENTARY

- Opened in 2001
- 7200 Tiger Trail, Fairview, TN 37062
- Pre-Kindergarten through 5th Grade
- 572 students (2016-2017)
- 75 staff members
- Mascot: Tigers

FAIRVIEW MIDDLE

- Opened in 1981
- 7200 Cumberland Drive, Fairview, TN 37062
- 6th through 8th Grade
- 542 students (2016-2017)
- 66 staff members
- Mascot: Falcons

FAIRVIEW HIGH

- Opened in 1956
- 2595 Fairview Boulevard, Fairview, TN 37062

Existing Infrastructure

Water/Sewer

The Dickson County Water Authority took over Fairview’s water and sewer service around 2006. According to the Authority water supply is sufficient. The former Fairview centralized water treatment plant, located on CCC Road, was rated to treat 467,000 gallons of wastewater per day; however, upgrades were necessary to fully reach that potential. When Dickson took over the plant, initial upgrades, including a force main, diverted about 50% of the wastewater from Fairview’s underperforming plant to Dickson. Phase two upgrades to the Fairview plant are currently underway and expected to be completed by 2020. These upgrades will increase capacity between 25%-30% (approximately 137,000 gpd), or up to the rated capacity (467,000 gpd). It should be noted that the Dickson County Water Authority must approve all water and sewer for proposed development, regardless of what the City of Fairview approves. The Authority is reserving the additional capacity resulting from the upgrades for commercial and small residential development growth (less than 50 houses). Larger residential developments are currently required to install on-site, or decentralized, sewer systems. A decentralized system requires a large area to release treated wastewater, which could reduce development yield despite entitlements. The Authority has no current limits on the number of decentralized systems they will approve or maintain, but this system can make development unattractive to developers who would prefer a centralized system. It should be noted that the Water Authority is looking into their options, and is considering adding a new wastewater treatment plant to support future growth, which could help Fairview, but—if it happens—it would likely be five to ten years in the future. The horizon of this plan is twenty years.

Electricity

Electricity is provided by Middle Tennessee Electric. There is currently one 56 megawatt substation, known as the Jingo Substation, that is located on Fairview Boulevard between Cumberland Drive and Glenhaven Drive. This station has a peak load of approximately 42 megawatts. MTEC is constructing a second 42 megawatt substation that will be known as the Pinewood Substation just south of Highway 100 on Pinewood Road. This new substation is expected to be complete by the spring of 2019. MTEC is also upgrading the electrical lines between the new Pinewood Substation and the existing Jingo Substation, but this will take several years to complete. MTEC states that the upgrades to the system will make it easier to feed parts of their system west of the Natchez Trace. In terms of future capacity, both the existing and new substations can be doubled in the future as needed.

Gas

Piedmont Gas serves Fairview with natural gas. According to officials with the Piedmont, there is plenty of capacity to serve Fairview now and in the future. A gas feeder main is located along Highway 96 and then turns northeast on Fairview Boulevard to Horn Tavern Road. Distribution lines extend southwest on Fairview Boulevard to Overby. Serving new subdivisions is relatively easy by extending the feeder lines as needed. Piedmont works with TDOT if roadway improvements affect current service lines. It should be noted that serving existing subdivisions can be tough. It is more feasible to provide the service to existing neighborhoods when most or all residents in the neighborhood desire the service.



Existing Transportation System

Transportation System

For the longest time Fairview has been a community at the outset of Nashville-Davidson County, located in the northwestern portion of Williamson County, with limited highway access via Highway 100 and State Route 96 (SR 96) with access to I-40. In the last decade, that limited access has changed with the opening of State Route 840 (now designated as Interstate 840). While travel patterns have remained somewhat the same, the sheer increase in growth within Williamson County, Fairview, and the region as a whole, has exacerbated a limited transportation network that is now trying to serve regional travel, commerce along Highway 100, and growth in local traffic from neighborhoods to shopping, schools, and other destinations within Fairview.

The following summarizes the existing conditions as it relates Fairview's transportation system.



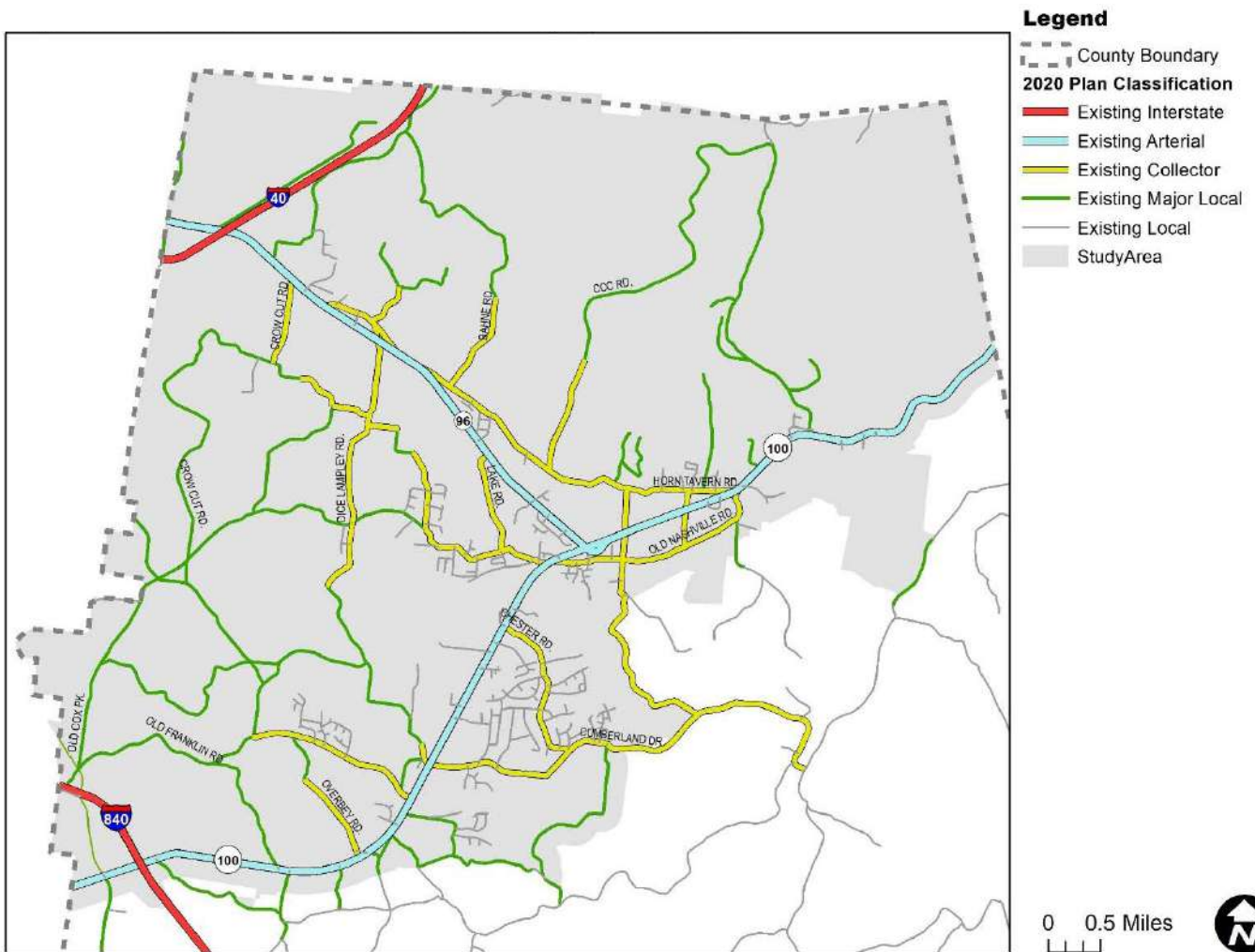


Figure 2.e Fairview Classified Roadways (2020 Plan)

TRAFFIC PATTERNS

Each roadway within the City of Fairview has been assigned a functional classification based on the facility’s design function to provide a balance of regional mobility and local accessibility. While Fairview has two interstate roadways (I-40 and I-840), Highway 100 and SR 96 are Fairview’s major commuting and commerce corridors, and are Fairview’s only arterial roadways, which geographically divide and serve Fairview. The Fairview 2020 Comprehensive Plan established a classification of roadways within the City. While this classification is largely consistent with the Federal Highway Administration’s (FHWA)

classes for interstates and arterials, the 2020 Plan classifies a larger number of collector roadways and major local roadways within the city beyond what is officially designated as part of the federal functional classification system. This has little bearing on the true function of a roadway, but it does have funding implications, as a large number of federal transportation funds are limited to federally functionally classified roadways (typically roadways classified as collectors or above). **Figure 2.x** depicts the classified roadways within the City of Fairview based on the 2020 Plan classifications.



Figure 2.f Commuting Patterns in Fairview

COMMUTING PATTERNS

As previously stated, Highway 100 and SR 96, which are arterial roadways, serve as the backbone of Fairview’s transportation system, facilitating local as well as regional travel. These roadway facilities largely serve the commuting patterns seen in the area. Data collected by the U.S. Census Bureau indicates that a significant amount of Fairview residents commute outside the city for employment as shown in Figure 2.f. In fact, nearly 95 percent of residents commute out of the city for work. In contrast, nearly 75 percent of the jobs in Fairview are occupied by individuals who live outside the city. Commuters

are largely using SR 96 and Highway 100 to access employment centers in Franklin, Brentwood, and Nashville either directly or via access to the Interstates.

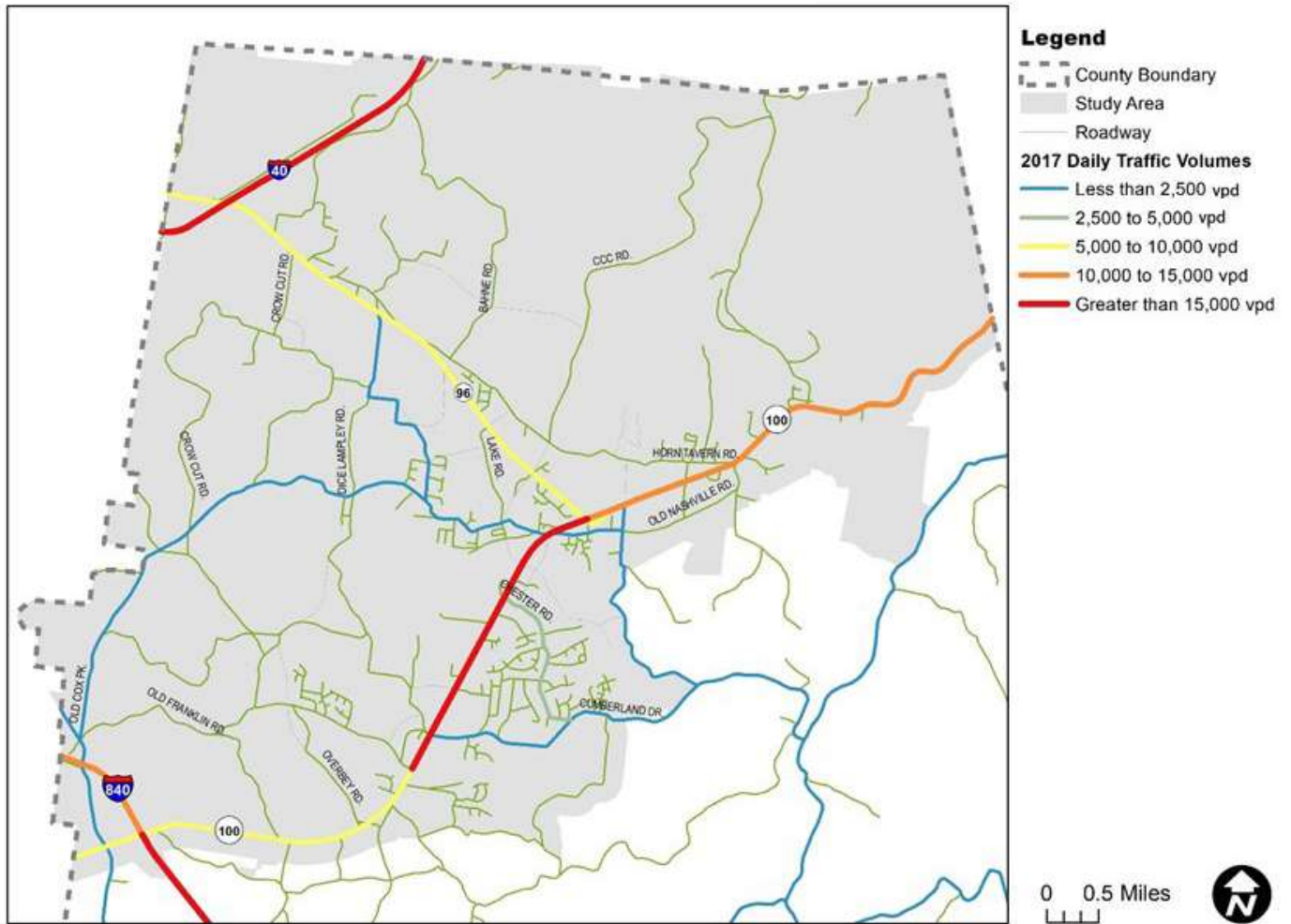


Figure 2.g Major Roadway Daily Traffic Volumes

EXISTING TRAFFIC VOLUMES

With these major roadways fostering limited east-west and north-south connectivity throughout Fairview, it is no surprise that they also carry the bulk of the traffic. TDOT maintains count stations on major roadways to collect information on Annual Average Daily Traffic (AADT) volumes. Figure 2.g shows the daily traffic volumes on major roadways within the study area as of 2017.

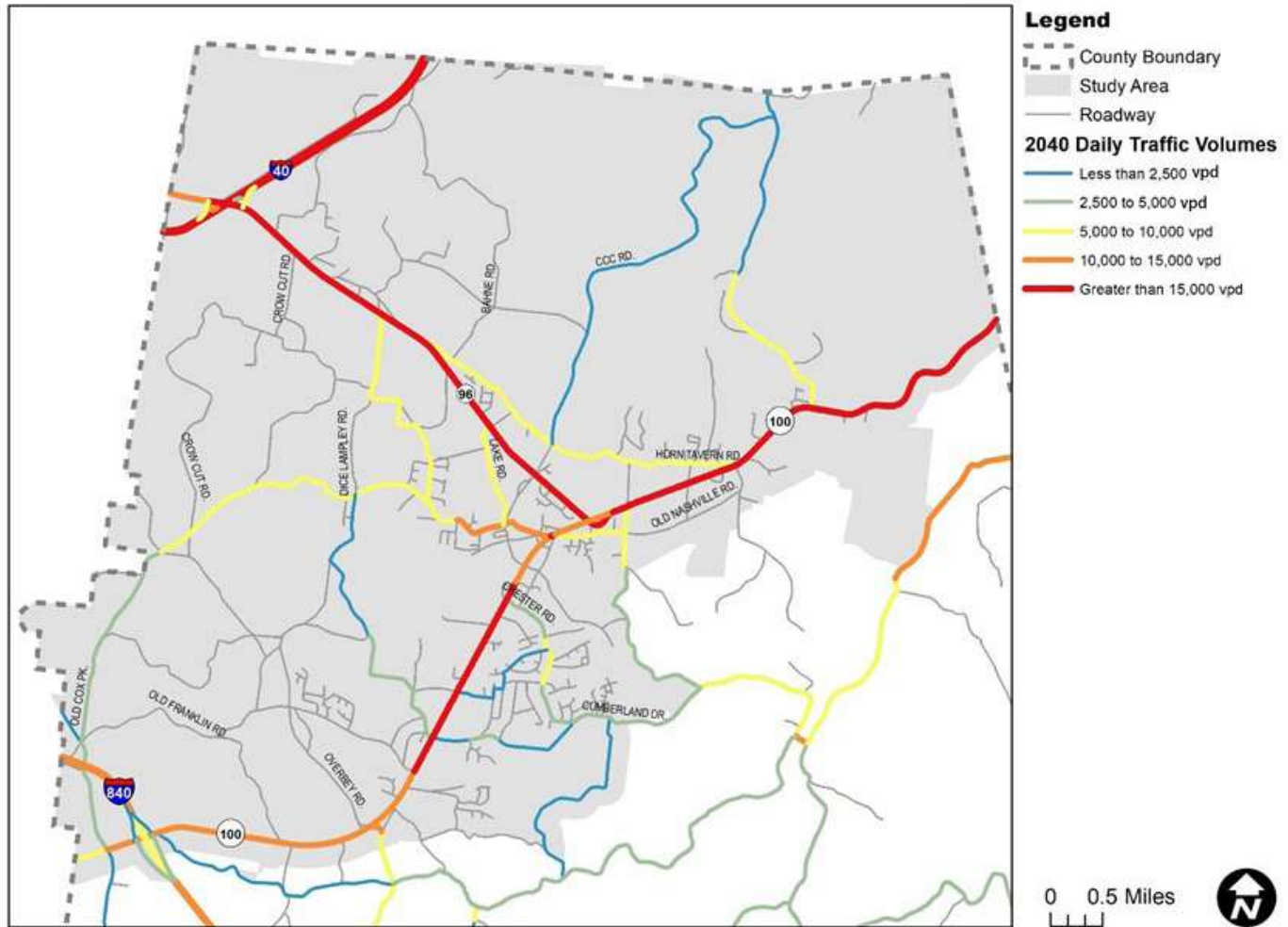


Figure 2.h Major Roadway Forecasted Daily Traffic Volumes (2040)

FORECASTED TRAFFIC VOLUMES

The results of the Nashville MPO’s travel demand model, which is calibrated to show 2010 and 2040 traffic volumes on major roadways within Fairview, includes forecasts of traffic volumes for the year 2040 with embedded assumptions on growth and development in Fairview and the MPO’s seven county region which includes Williamson County. Figure 2.h shows the projected traffic volumes on the major roadways forecasted to occur by 2040. These forecasts ultimately help inform the process of determining high growth areas in Fairview based on the availability of infrastructure capacity.

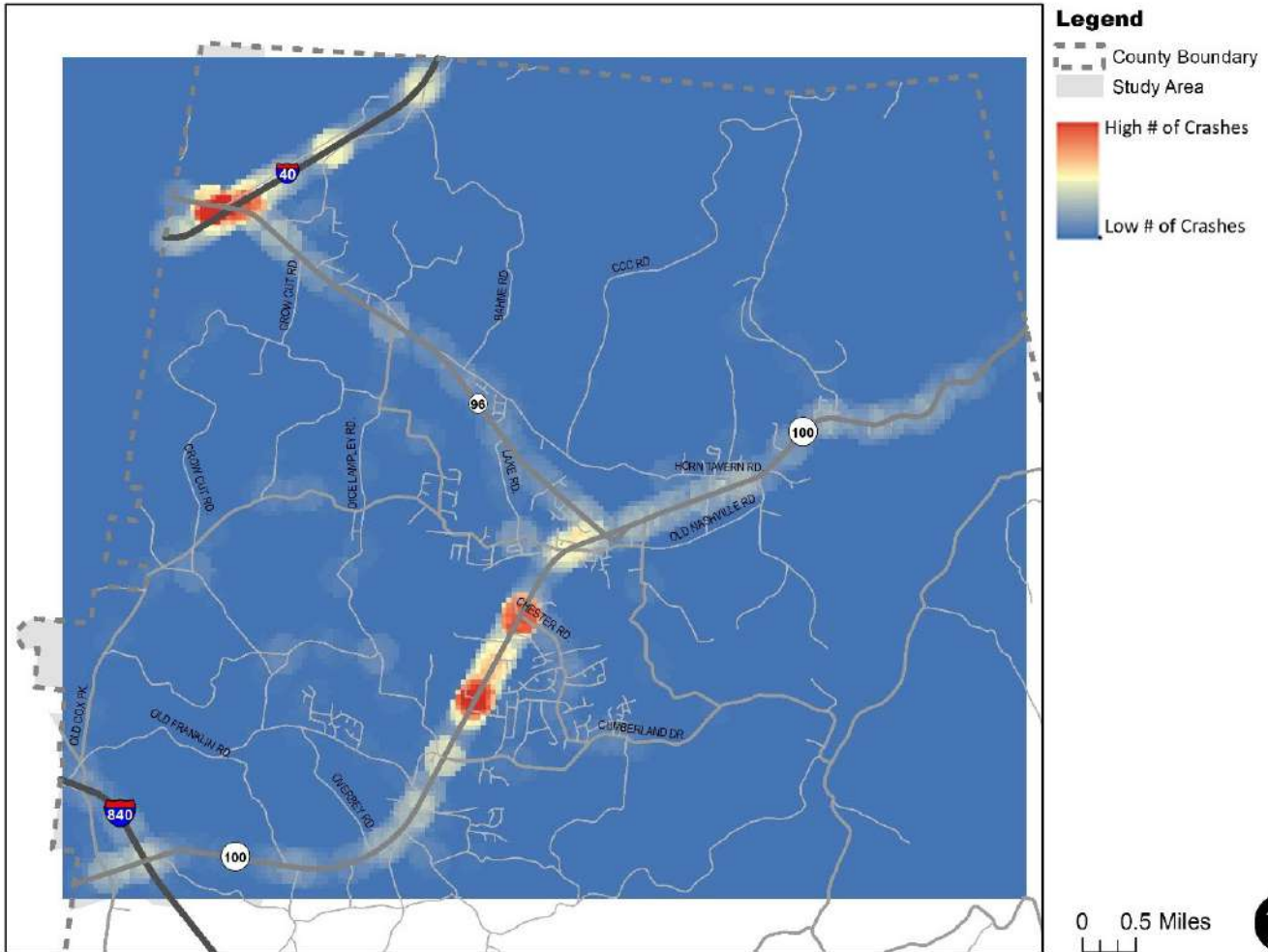


Figure 2.i Historical Crash Heat Map (2012-2017)

SAFETY ANALYSIS

Crash trends help to identify locations for key safety-related improvements. Figure 5 depicts the relative concentration of crashes within the city using five years of data spanning from 2012 to 2017. As shown in Figure 2.i, the majority of vehicular crashes occurred at major intersections, particularly locations along high-speed, multilane arterials such as Highway 100 and SR 96.

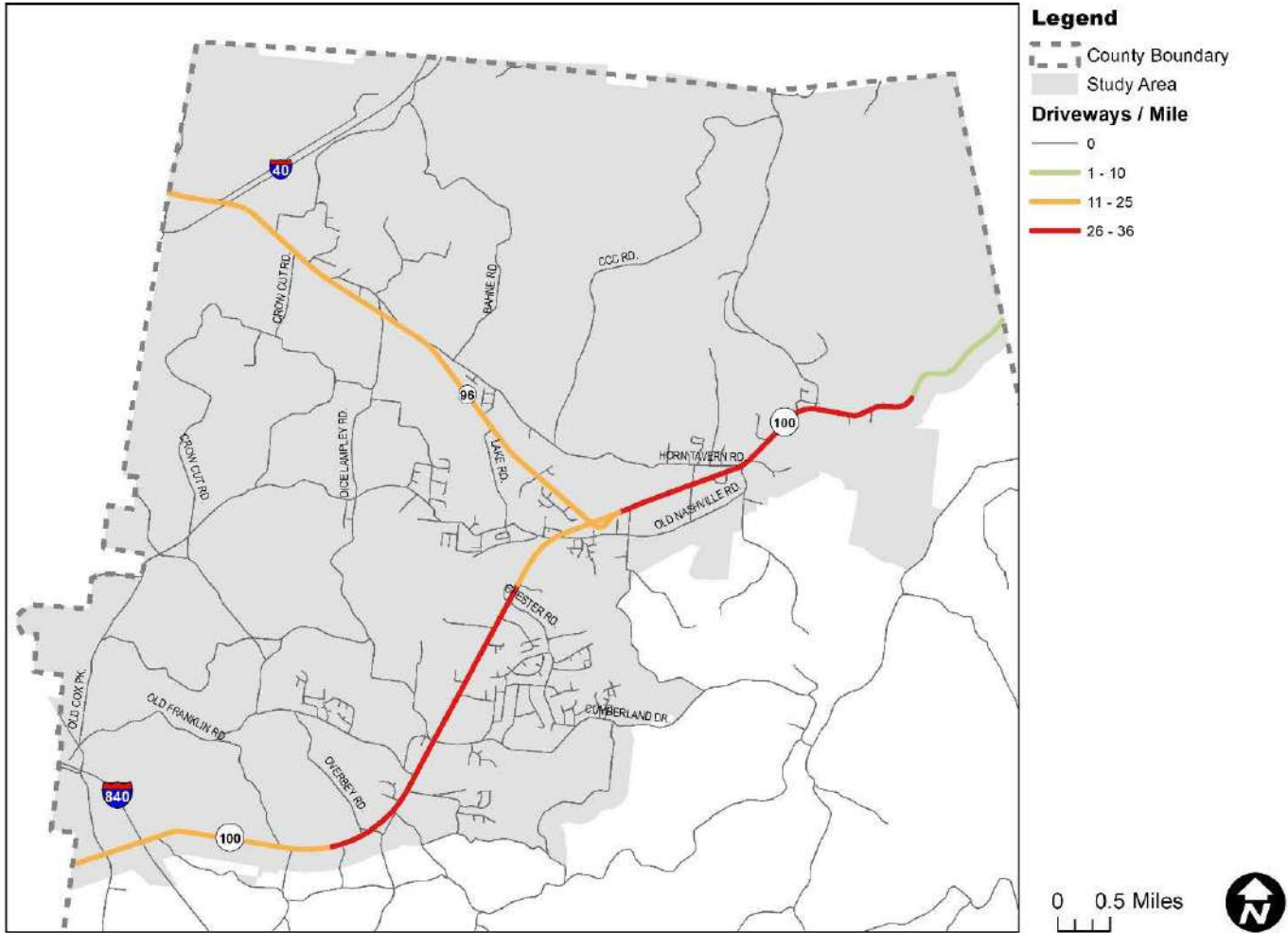


Figure 2.j Access Density Along Highways 100 & 96

ACCESSIBILITY

One of the contributing factors to safety and efficiency in traffic operations along corridors is related to access management. Roadway accesses represent the beginning and end of any trip and are, therefore, necessary for connectivity and accessibility. However, a high density of accesses provided along a roadway can also be detrimental to the flow of traffic, namely observed by reductions in travel speed. Access density is a

measure of how many driveways exist per mile along a roadway. Figure 6 shows the access density for Highway 100 and SR 96 in the City of Fairview. As illustrated in Figure 2.j, Highway 100 between Boone Street and Southern Road has the highest degree of access to businesses and individual properties, which equates to a higher access density.

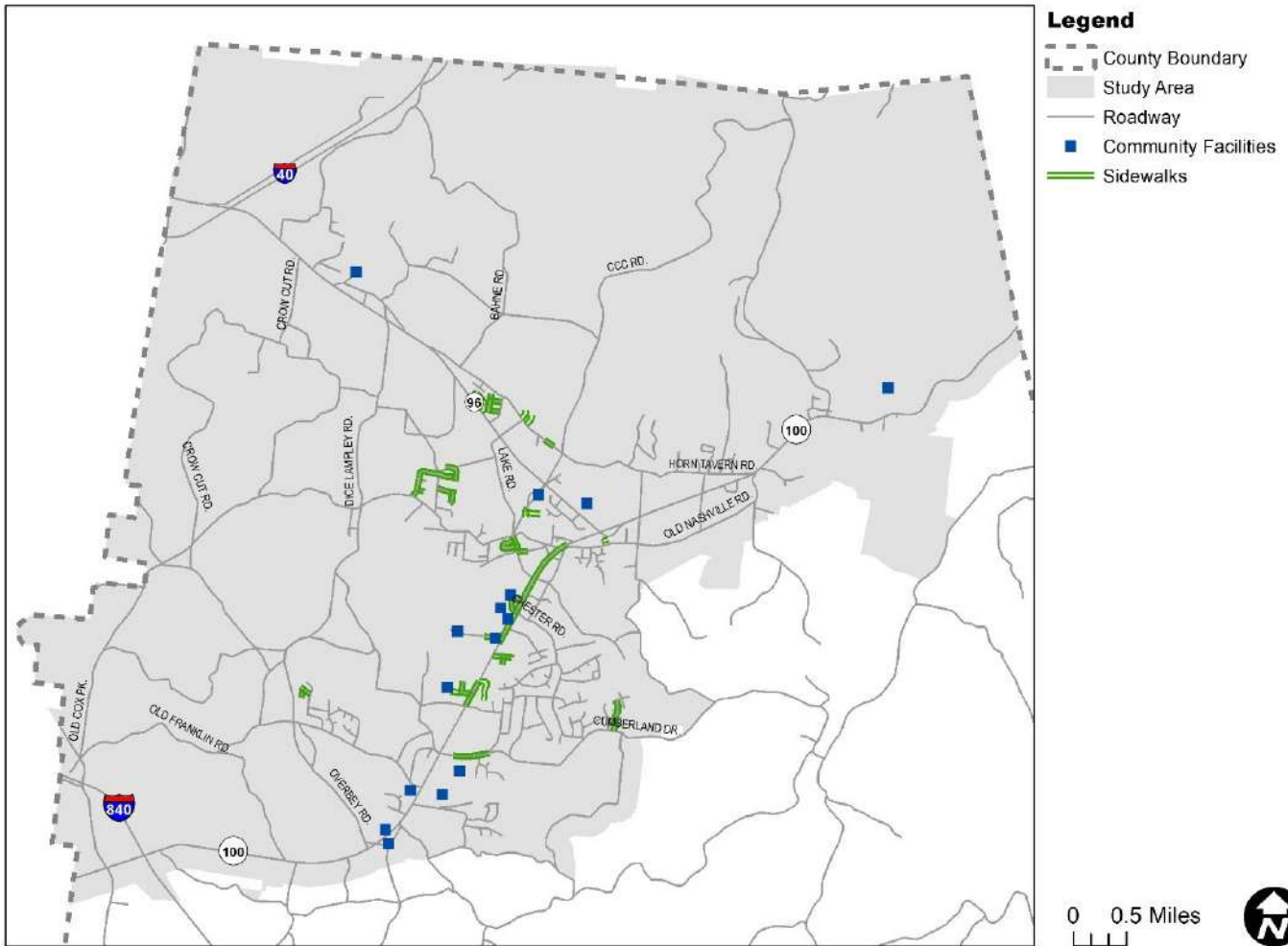


Figure 2.k Existing Multimodal Facilities

MULTIMODAL ACCOMMODATIONS

As shown in Figure 2.k, the majority of multimodal facilities in Fairview, more specifically sidewalks, are located primarily in neighborhoods and along portions of Highway 100. The map illustrates only existing sidewalk infrastructure although a number of local streets in Fairview can also be safe for pedestrian traffic without sidewalks. Bicycle facilities in Fairview are fairly limited with most of the recreational facilities, such as off-road trails, provided within Bowie Park.

While the rural nature of transportation facilities contributes to the identity of Fairview that residents value so much, the lack of bicycle and pedestrian accommodations on these facilities oftentimes limits multimodal mobility. Existing development patterns and high-speed traffic volumes on key routes limit the ability to provide multimodal accommodations. However, there are opportunities for improvements in multimodal connectivity. Public and stakeholder input identified gaps in the existing infrastructure as well as key trip attractors and generators that should be connected by sidewalks and/or bike facilities.

In addition to bicycle and pedestrian accommodations, public transportation services also exist within Fairview. The Mid-Cumberland Human Resource Agency provides paratransit services for 13 counties in the Middle Tennessee region which includes Williamson County and the City of Fairview. ADA-compliant vehicles are utilized by the Mid-Cumberland connecting people to medical appointments, jobs, schools, and other destinations.

Beyond the demand response transit service provided by the Mid-Cumberland, there are no known transit services within the City of Fairview. Furthermore, there are no formal park-and-ride lots to facilitate carpooling or work-related transit service even though many of the residents commute outside the city for employment.

INITIAL OBSERVATIONS

Based on the findings of the existing conditions, there are several key takeaways as it relates to next steps in planning for future transportation and mobility in Fairview. These observations have been grouped into the following categories:

Public Input

Public input as part of Fairview Forward affirms initial observations concerning Fairview's transportation network. Citizens overwhelmingly see traffic conditions along Highway 100 as the

City's top concern. Equally related to Highway 100 conditions is a strong desire by residents to have an alternate route to Highway 100. Other key takeaways include concern with traffic conditions along SR 96 (and a desire for an alternate route to SR 96), a desire for sidewalks (particularly along major streets but also along neighborhood streets, to schools, and to parks), and concerns with school traffic.

Stated top priorities (in rank order) include:

- Reduce congestion - new roads, widen streets, etc.
- Improve current neighborhood streets - paving, drainage, etc.
- Providing for alternative modes of transportation - walking, biking, transit, etc.
- Improve traffic flow using technology - signal synchronization, intelligent transportation systems, etc.
- Create opportunities for greenways
- Improve current major streets - paving, drainage, etc.
- Improve safety of neighborhood streets - traffic calming, lighting, etc.

2020 Plan Recommendations

The Fairview 2020 Comprehensive Plan was adopted in 2001 (over 17 years ago). The transportation element of the Plan outlines a number of collector and major local street connections with the goal of providing roadway alternatives to Highway 100 and SR 96. Unfortunately, no notable progress has been made in implementing these key roadway improvements. While a number of the recommendations from the 2020 Plan appear to still remain viable solutions, there are a number of roadways that need to be reevaluated given changes in growth patterns, limitations in implementation, and/or other factors that warrant a new look at these roadway recommendations. Lastly, the 2020 Plan also provides sidewalk and bikeway recommendations. While some key sidewalk improvements have been implemented

(largely along Highway 100), limited progress in sidewalk and bikeway implementation has occurred since adoption of the 2020 Plan.

Planned Improvements

Currently the most notable transportation project for the City of Fairview is the planned improvements along Highway 100 from Bowie Lake to I-840 (a roadway widening project). This project is specifically identified in Tennessee's IMPROVE Act, which means funding for this project improvement is identified and will advance to construction over the next 5 to 10 years. A larger improvement to Highway 100 is also identified for the portion of Highway 100 from the Davidson County Line west to the City of Fairview; however, no funding has been identified for this segment improvement. Beyond these two roadway projects, currently there are no other planned roadway improvements within the City of Fairview included in TDOT's and/or the Nashville MPO's plans.

PUBLIC OUTREACH AND ENGAGEMENT

Introduction

Public outreach and engagement is essential and necessary for inclusive and thorough comprehensive planning. Public input is what drives the vision of a plan, and only with the public was the team able to generate goals and objectives to support that vision. The task for Fairview, was to not only inform the community about our public process, but also to make sure we get them out to events and engaging with the team. To achieve the desired participation, a Public Engagement Strategy was developed, which outlined a plan for how to get the community involved. Things such as establishing a “brand” for the project, using social media as a tool to reach the community, attending community-wide meetings for exposure, and putting up flyers around town, were just a few of the ways to get the word out.

Preliminary Engagement

The way the Fairview Forward Team started the process of getting the community involved in the Comprehensive Plan was through targeted stakeholder meetings. The team met with four different stakeholder groups that included City Department heads, Steering Committee members, Local Business leaders, and an assortment of community partners. These meetings provided a general feel about Fairview’s past, present, and future as it pertains to local planning and development issues.

Following these meetings with local stakeholders, it was time for the Fairview Forward team to publicly start getting the word out. These initiatives included creating social media accounts on Facebook, Instagram, and Twitter, as well as the first pop-up event at Fairview’s Independence Day event. At the pop-up event, a preliminary vision board was set up, as well as some general information about the upcoming project. The team spoke to community members and got the word out about the need for the community to help us with the comprehensive plan.

Directly following the Independence Day event, a website was launched using interactive community engagement software called Engagement HQ. It provided a variety of tools to engage the community and also included information such as team biographies, important dates, PDFs of presentations, as well as as other polling and analytical tools to gain feedback from the community. A final pop-up event before the official public meetings began was a trip to the Farmers Market, where like the Independence Day event, the project was promoted and information about what to expect out of the planning process was shared. At that point, a buzz was building around the project and the team was excited to formally announce the first of several public meetings.



A project brand and website was used for outreach as well as engagement (above). Pop-up events, such as the Independence Day celebration, helped to let the community know about the planning process to generate interest and participation (left).

Kick-off and Visioning Event

Going into the Kick-off meeting, no one was entirely certain about the level of public participation to expect. The team knew that residents were typically engaged online but were not sure about physical turnout at this first meeting. We used our Public Engagement Strategy and made sure we were able to cover all our bases for the best turnout possible. The first step was to really push this meeting out on Facebook, which we learned was a very active platform for Fairview residents. Along with pushing the meeting through social media, flyers and posters were hung inside local businesses and gathering spaces. A banner sign was placed outside the venue, Camp Marymount, on Fairview Boulevard to really maximize exposure. Lastly, we a press release was provided to the local newspaper, The Fairview Observer via their parent paper, The Tennessean, which summarized

the project and what to expect from the Kick-Off event.

The Public Kick-Off and Visioning Session took place on Monday, August 20th, 2018. The event was broken up into two parts with the first being a presentation that introduced the project, what a comprehensive plan is, and existing conditions for economic development and initial observations about Fairview from the team. The second, and most important, part of the event was the Visioning Session. For this portion of the meeting, multiple boards were placed around the room that asked participants for their opinions on things such as their vision for the future of the city, its economy, community development and character, transportation issues and opportunities, and community assets. The turnout was fantastic with over 100 people attending the event, 80% of which live within Fairview City Limits.



Signage was one of many methods used to get the word out (top, left). The Kick-off Event began with a presentation by the team (top, right) and led into an interactive session where the public was invited to provide input on a variety of issues (above).

Following the event, there was an additional opportunity to engage the community, especially those who weren't able to attend. The website was used to host a survey with questions similar to those presented at the Kick-Off. From this survey, the team was able to gather even more insight.

MAJOR TAKEAWAYS

Some of the major takeaways from the visioning session were:

- Keep a quaint, country Fairview
- Maintain the small community feel
- Attract office and manufacturing jobs
- Attract full service restaurants, and encourage and support small businesses
- Create a “true center” for Fairview
- Promote alternate routes to Highway 100/96
- Advocate for sidewalks throughout the community

- Expand and enhance a variety of community services such as the library, rec center, and farmers market

Planning Workshop Event

Preparation was similar for the second public meeting, a Physical Planning Workshop. The public was informed through social media, press releases, flyers and posters, and another banner at the entry to Camp Marymount. The intent of this workshop was to build on the results of the visioning event and dig deeper into physical planning issues.

There was a brief presentation at the start of the event, which contained a recap of the first meeting, results from the visioning session and online survey, as well as an introduction to the interactive session for the workshop. First, a draft vision statement and goals for key plan topics



The Physical Planning Workshop began with a presentation including “food for thought” for the exercise (top, right). The majority of the workshop was a mapping exercise that focused on issues such as land use, development character, mobility, and community facilities (above and right). At the conclusion of the workshop, a spokesperson from each group presented their group's big ideas (opposite, left).

were displayed on boards and attendees were encouraged to review and comment. Second, attendees were broken into groups to complete a mapping exercise. The community was asked to put pen to paper and share what they want their community to look like in the future. Each table of roughly 6-8 people received a map, stickers, markers, and a guide to help them through the exercise that addressed Land Use and Development Character, Community Facilities, and Transportation and Mobility. Again, the turnout was excellent participation with around 80 community members participating. The input from this meeting laid the foundation for the Framework Plan.

MAJOR TAKEAWAYS

Some of the major takeaways from the planning workshop were:

- Establish a new Fairview town center
- Enhance the current commercial corridor
- Maintain rural Fairview
- Promote development around interstates
- Maintain Bowie Nature Park



Open House

To be written after event

MAJOR TAKEAWAYS

Some of the major takeaways from the Planning Workshop were:

- To be written after event



Caption





Chapter

3

Plan

Introduction • Community Vision and Goals • Framework Plan • Economic Development
Land Use and Development Character • Transportation and Mobility
Community Facilities • Historic and Cultural Resources • Utilities and Infrastructure

COMMUNITY VISION AND GOALS

Fairview Forward is very little without a Community Vision, and a Community Vision is only as strong and complete as it's citizens are willing to make it. The City of Fairview did not fall short when it came to community participation and willingness to help the Fairview Forward team plan for their future. Through helpful input in the Project Kick-off and Visioning Session, where community members were able to leave their vision for Fairview over the next 20 years, to the Physical Planning Workshop, where the draft Vision and Goals were posted for the community to react to, the citizens of Fairview used every opportunity to help shape the future plans for their community. The following section establishes the vision for Fairview over the next 20 years. This section also establishes the specific goals related to Economic Development, Land Use and Development Character, Transportation and Mobility, Community Facilities, Historic and Cultural Resources, and Utilities and Infrastructure. In the sections that follow this one, objectives and policies related to each goal are introduced, which the City of Fairview will use to begin to implement their vision for years to come.

Fairview Forward Vision Statement

The City of Fairview is a rural community that cherishes its small-town character and is committed to preserving and enhancing that character through balanced, responsible growth. Responsible growth in Fairview promotes the community's heritage; leverages the community's location within the region; encourages a measured and diverse economy; is well connected; is sensitive to natural features and the environment; is adequately served by City and County services; and demands quality development that is within the means of the community.



Economic Development Goal

A diverse small town economy that embraces Fairview’s small-town character; supports an authentic “heart” for the community; and includes a range of uses including retail, restaurant, entertainment, offices, and industries appropriately located within the community; encourages job creation; and promotes local ownership and operation.



Land Use and Development Character Goal

Quality development that serves the growth of the community through the appropriate mixture of uses and intensity as well as a form and arrangement that respects the rural, small-town character of Fairview and is sensitive to the environment.



Transportation and Mobility Goal

An interconnected network of streets that creates alternative routes to Highway 96 and Fairview Boulevard/Highway 100 with limited impact to Bowie Nature Park; accommodates different modes of transportation including walking, bicycling, and horse-back riding through sidewalks, bicycle facilities, and multi-purpose trails; supports regional and transit where appropriate; and connects key civic uses within the community.

Community Facilities Goal

Complete and up-to-date community facilities that adequately serve a growing population by meeting educational needs, providing expanded recreational and open space choices for all ages, and protecting the health and welfare of citizens.



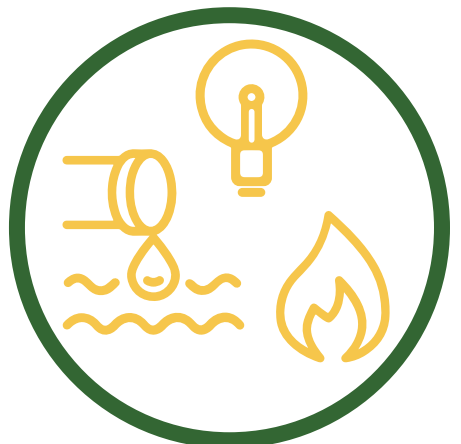
Historic and Cultural Resources Goal

Preservation of the City’s historic and cultural resources and the cultivation of new resources that promote the City’s heritage and culture throughout the community, but anchored in the “heart” of Fairview.



Utilities and Infrastructure Goal

An adequate and efficient utility and infrastructure network that serves the current needs of the City and is capable of supporting expansion toward the Highway 100 and Interstate 840 interchange in the future while reducing dependency on on-site sewer systems.



FRAMEWORK PLAN

The FRAMEWORK PLAN diagrams the major physical concepts for the future of Fairview based on the community’s vision and sound planning principles. It was developed by the consultant team after the physical planning workshop. After consolidating the table maps from that workshop the team began to brainstorm ideas related to the key topics of Land Use and Development Character, Transportation and Mobility, and Community Facilities. Key topic concepts were overlaid on top of each other to determine how well they work together—an important feature of the Framework Plan. The plan was adjusted and the draft Framework Plan was presented to the Steering Committee to confirm direction. Once finalized, the different elements were extracted for each of their respective sections in the Plan.



After the second public workshop, the team merged public input with good planning principles to produce a draft Framework Plan diagramming concepts for Land Use and Development Character, Transportation and Mobility, and Community Facilities together on one map (above). The Steering Committee reviewed and confirmed the direction of the plan. (right).

Land Use and Development Character

The colors on the map represent different land use and development character policies that guide the type of redevelopment or new development envisioned in the future. This is known as the Future Land Use and Development Character Map.

Transportation and Mobility

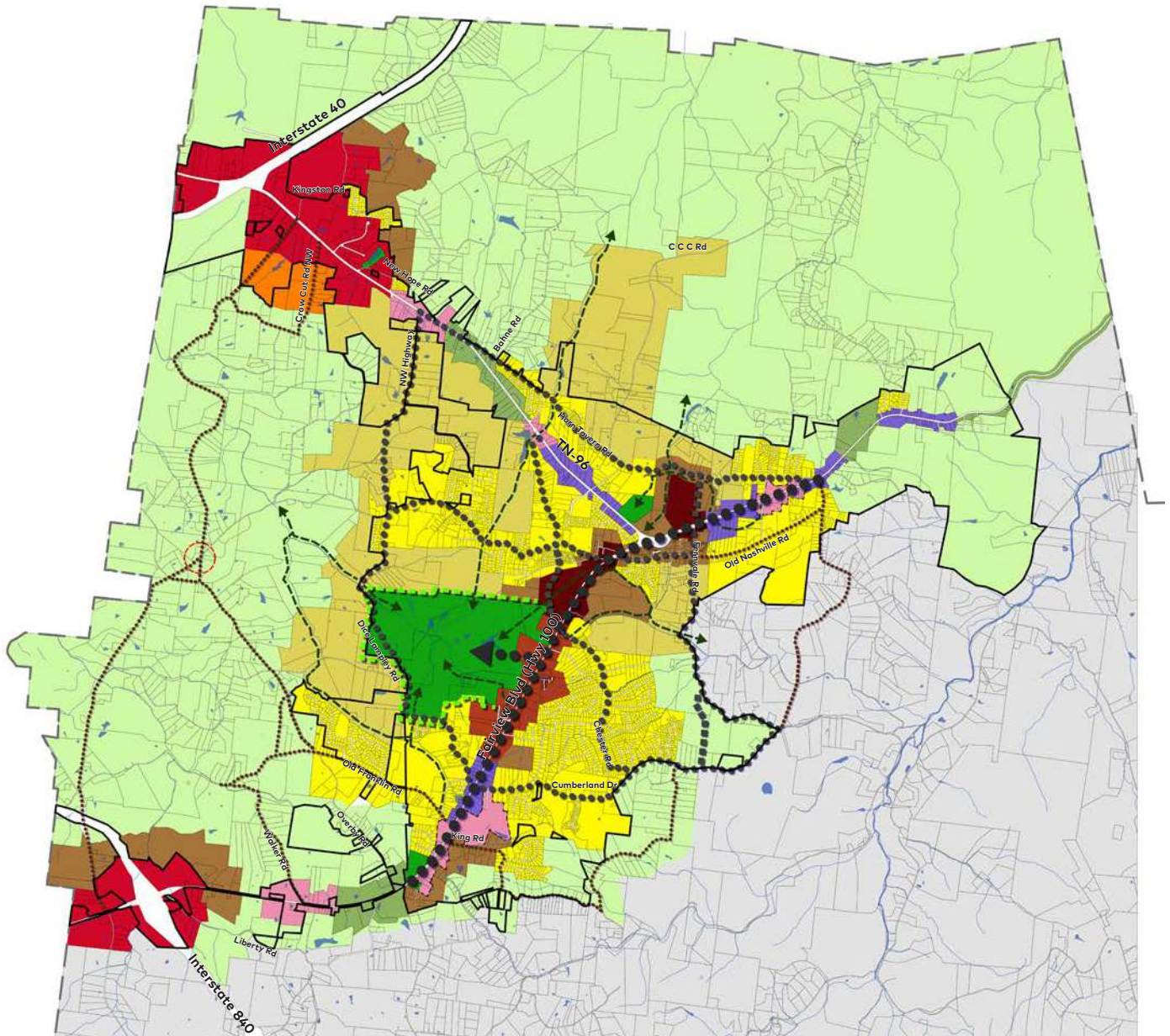
The multi-colored dotted and dashed lines represent key streets in the community, including facility recommendations for those streets and priorities. This is known as the Future Transportation and Mobility Map.

Community Facilities

Existing and proposed community facilities are designated to consider how these facilities are connected to each other and how well the proposed land use and development character aligns with these facilities



Figure 3.a Framework Plan



The Framework Plan overlays the concepts for Land Use and Development Character, Transportation and Mobility, and Community Facilities on a single map. Refer to each respective section for an explanation of colors, symbols, and specific policies.

ECONOMIC DEVELOPMENT

Goal

A diverse small town economy that embraces Fairview’s small-town character; supports an authentic “heart” for the community; and includes a range of uses including retail, restaurant, entertainment, offices, and industries appropriately located within the community; encourages job creation; with an emphasis on the promotion of and promotes local ownership and operation.



Introduction

As detailed in the Target Industry Analysis (Appendix A) it would seem the city has some competitive advantages for attracting certain types of development, which can strengthen the economic base. This potential development includes specific businesses under the broad categories of National American Industrial Classification System (NAICS) including Machine Component Manufacturing, Accommodation and Food Service, Building Supply, Shoppers Goods Retail, Industrial Testing and Measuring Laboratories, Materials Recovery, and Internet-based businesses (refer Appendix A for detail on these categories). Fairview is also poised to take advantage of some of Williamson County’s top industry growth opportunities. In particular, manufacturing, information services, and certain scientific and technical services that prefer rural locations. Regardless, of the types of businesses and industries that are targeted, the City needs a set of strategies to attract and retain the types of businesses for successful economic development.

Objectives and Policies

This Section provides strategies for targeted business recruitment and retention, as well as recommendations for infrastructure, development, branding and marketing in support of the city’s economic development.

OBJECTIVE ED.1:

Recruit and retain targeted businesses for which Fairview has a strategic competitive advantage and which strengthen the city’s economic base, diversify its employment offerings, and provide

more opportunities for local residents to live and work in Fairview. In general, the City of Fairview would collaborate with the Fairview Chamber of Commerce and the Williamson County Chamber of Commerce, which in turn works with the Tennessee Department of Economic & Community Development (DECD) to recruit and accommodate certain types of businesses suited to a Fairview location. To help enable such business recruitment, the City would encourage development of a town center as well as interstate-accessible business park areas suitable for certain targeted industries as outlined below.

Policy ED.1.a:

Retain, strengthen, develop, and promote the city’s Machine Component Manufacturing Cluster. As noted in the Target Industry Assessment, the City should work in collaboration with Williamson County Chamber of Commerce, Fairview Chamber of Commerce, and with the Tennessee Department of Economic & Community Development (DECD) on developing this cluster, through business growth and assistance, recruitment, promotion, and investment that supports these activities. The City’s role would include sharing the Target Industry Assessment with the County Chamber, working with the Chamber on identifying appropriate sites (such as part of a planned business park), and facilitating discussions with property owners. A major constraint to growth of this cluster is the availability of a skilled labor force, so Williamson County Chamber efforts to recruit these businesses would by necessity need to incorporate resident labor participation and training services.

Policy ED.1.b:

Recruit high-quality full-service restaurants, specialty retail, and lodging facilities. The City should contract for a retail (and lodging) market analysis to determine the market potentials for various types of retail businesses desired by the community and necessary to support a mixed-use town center, such as full-service restaurants and specialty retail businesses; as well as lodging and retail uses at the city’s interstate interchanges. The Fairview Chamber of Commerce and other local business interests might be approached to help participate or share in the funding of such a study. The findings of the retail and lodging market analyses would be used first to help the City recruit a master developer for a town center and second, to help the City recruit lodging & retail developers as well as lodging operators to interchange sites. The findings would also be used to help inform the community’s residents and property owners about the economic potential for various businesses and to respond to their inquiries. Finally, the market analysis should also provide strategic recommendations to guide the City on how best to recruit businesses and facilitate the development of key sites.

Policy ED.1.c:

Recruit information services businesses including web-base businesses as well as other entrepreneurial opportunities for self-employment. Promote the city’s high-speed, broadband Internet service as a unique competitive advantage. The City would work with Williamson County Chamber of Commerce and the Fairview Chamber of Commerce on an economic development package targeting the recruitment of such businesses and also offering assistance for Fairview residents and entrepreneurs who wish to start such businesses. The City might offer certain incentives including regulatory flexibility and reduced permit fee structures for home-based web publishing, for example. In recruiting a Town Center master developer (see below), the City would include the targeting of these businesses as a component,

such as through the provision of collaborative work space, meeting space, networking, and amenities. Ultimately, an objective would be to promote more “live-work” and home-based business opportunities in Fairview and reduce resident commutation. The Fairview Chamber of Commerce could potentially assist in identifying local resident-owned home-based businesses as well as residents engaged in Internet publishing, web-based businesses, and related activities elsewhere that could be spun off as independent entrepreneurial activities in Fairview.

Policy ED.1.d:

Retain and grow Fairview’s building & construction supply cluster. Again, the City would collaborate with the County Chamber, which would develop marketing, recruitment, and retention strategies for these businesses. The City would help identify sites (such as through the development of a planned business park), ensure the provision of services, and facilitate discussions with property owners.

Policy ED.1.e:

Create opportunities for and recruit distribution & logistics companies. The City would collaborate with Dickson County, the City of Dickson, Williamson County Chamber, and State DECD (Select Tennessee Certified Sites and TreeStar Programs) in recruiting distribution and logistics companies to the I-40/I-840 area in/near Fairview. The City’s role would be to bring the various entities together and introduce the concept, share target industry assessment information with these entities, help identify sites (and work with Dickson to enable development of business park infrastructure), and facilitate discussions with property owners. The I-40/840 interchange provides a unique opportunity for both Williamson and Dickson counties to establish a western logistics hub for the Nashville region.

Policy ED.1.f:

Recruit testing laboratories as well as other light manufacturing businesses. The city may have opportunities to attract manufacturers

of transportation equipment and parts, food & beverages, and non-metallic metal, among others. In general, the City should be working with the Williamson County Chamber of Commerce to ensure that Fairview be prepared to accommodate any manufacturing prospects that are identified by the County as well as testing laboratories and other facilities that may be appropriate to Fairview's semi-rural location.

OBJECTIVE ED.2:

Enable the establishment of a master-planned town center that would create amenity value, housing and affordable business space in support of entrepreneurial development including web-based businesses and other information services, as well as administrative services, specialty retail, lodging, and restaurants.

Policy ED.2.a:

Recruit town center master developer. The City would work to pro-actively recruit a master developer for creating a town center through a Request for Proposal (RFP) process.

Policy ED.2.a.1:

Site Consolidation. To enable this process, the City would identify (based on the outputs of this comprehensive plan) suitable locations including City-owned as well as private land for development of the town center. The City would facilitate discussions with private property owners to collaborate and form a single marketing entity as part of an RFP process, which would raise the profile (and marketability) of individual properties as part of a larger town center effort.

Policy ED.2.a.2:

City Participation. The City would assure the implementation of certain trunk infrastructure improvements as necessary and appropriate, and would enable mixed-use zoning and fast-track regulatory processes for a selected master developer who would have responsibility for meeting municipal objectives for the mixed-use town center.

Policy ED.2.a.3:

Objectives. Those objectives may include a requirement for community-wide input and engagement as part of a master-planning phase. Another objective would include the recruitment of specialty retail, full-service restaurants, and web-based or other Internet-oriented businesses as part of the town center business mix. The City would encourage integration of shared or collaborative work space and amenities that would attract the target web-based and design businesses.

Policy ED.2.a.4:

Incentives. City-owned land might be offered at reduced or no cost as part of an incentive package (including the fast-track approvals) to help secure interest in the project, but specific incentives would be negotiated as part of the selection process. If the City lacks capacity for implementation of the RFP process, then contracting with a specialist to assist with this effort may be necessary.

Policy ED.2.b:

Ensure implementation of town center development according to the requirements of the Request for Proposal and any Letters of Intent or Agreements between the master developer, the City and property owners or marketing entity. Again, should the City lack capacity for oversight, then legal assistance should be contracted for this purpose.

OBJECTIVE ED.3:

Define, designate and enable business park locations as anchors for recruiting machine component manufacturing, building & construction suppliers, testing laboratories, distribution and logistics centers, and light manufacturing businesses.

Policy ED.3.a:

Identify areas for an I-40 mixed/business park development based on the recommendations of the comprehensive plan, focusing on interstate-

accessible sites near I-40. In collaboration with the Williamson County Chamber of Commerce, identify the most appropriate sites for consolidation for business park development to support the light manufacturing and associated industries identified in the target industrial assessment. These sites may consolidate with or add to the existing industrial areas off of Highway 96. Facilitate discussions with property owners in the targeted area to ensure buy-in to the concept. The Fairview Industrial Development Board (IDB) should be enabled to issue bonds and other financing capacity to support master planning, land acquisition, infrastructure improvements, and other investment efforts for implementation.

Policy ED.3.b:

Collaborate with Dickson County, City of Dickson and Williamson County on a joint economic development effort to establish a logistics hub near the I-40/840 interchange. Introduce and facilitate discussions on the concept. Ensure opportunities for the City of Fairview to participate, such as through its industrial development board (IDB) and creation of a joint economic and community development board (JECBD) as allowed under State law (ref: Growth Policy Act). At present, neither the City of Dickson nor the City of Fairview incorporates land at this interchange. The urban growth boundaries of both municipalities should be reviewed in relation to this interchange and its positioning between the cities and counties.

Policy ED.3.c:

Consider facilitation of mixed-use business development areas near the I-40 / Highway 96 interchange to accommodate residential, hotel, retail, and office/business uses. This effort would ensure appropriate zoning overlay or other regulatory definition consistent with the recommendations provided in this comprehensive plan.

OBJECTIVE ED.4:

Collaborate with Tennessee Labor & Workforce Development agencies, the Williamson County Career Center, local area businesses, and training providers to ensure the packaging and marketing of a strong, accessible and visible training program for residents and businesses.

Policy ED.4.a:

The City’s role would be to facilitate meetings with State and County workforce development providers with local businesses to ensure that Fairview is included in all outreach efforts and that available programming is marketed to existing and prospective businesses.

Policy ED.4.b:

The City would help create basic business retention and recruitment packages (e.g., Economic Development page on the City’s web site, at a minimum) with the guidance of the Williamson County Chamber of Commerce and in collaboration with the Fairview Chamber of Commerce. The City and Fairview Chamber would be sure to include all information about the available training and workforce development services (as well as sites, amenities, services, etc.) in their respective business development marketing and packaging.

OBJECTIVE ED.5:

Establish a position for a development facilitator or contractor to assist with economic development efforts, focused especially on town center/amenity and business park investment, business recruitment & entrepreneurship, and labor force development. Such position might be funded in part through dedicated development approval and fee structures.

LAND USE AND DEVELOPMENT CHARACTER

Goal

Quality development that serves the growth of the community through the appropriate mixture of uses and intensity as well as a form and arrangement that respects the rural, small-town character of Fairview and is sensitive to the environment.



Introduction

A key component of comprehensive planning is addressing future growth. If history and regional trends are any indication, the growth of Fairview is inevitable. The question facing Fairview—as for many communities—is how to manage growth in a manner that preserves the community’s vision. While growth has both positive and negative impacts, a community can use its Comprehensive Plan, and in particular its Future Land Use Map recommendations, to maximize the positive and minimize the negative impacts.

A Comprehensive Plan can go beyond simply the use of land, however. Today, communities increasingly want to guide the form or character of development. Take for example a downtown Main Street and a regional shopping mall. A traditional Downtown Main Street typically

features buildings built close to the sidewalk, windows on the street, and parking behind. A regional mall, on the other hand, is inwardly focused with few windows, its street is internal and pedestrian only, and it is surrounded by parking lots. Both of these uses could be shown on a Land Use Map as “red” for “commercial,” but the look and feel are distinctly different—and the distinction has nothing to do with architectural style. This example is elementary, but it illustrates the point. The moment we differentiate between Main Street and the mall, we are addressing something beyond simply the use of the building. We are beginning to describe its form, or character.

The Fairview community is no different from other communities that want to guide development character as well as use. During the Visioning workshop, comments included phrases such as “quality development while maintaining the small town feel.” The “design” of commercial development was second only to creating a true center for Fairview when the community was asked about community appearance priorities. While the Comprehensive Plan is not law, it serves as the basis for the tools that Fairview currently has or can adopt to guide growth.



Objectives and Policies

The following Future Land Use and Development Character objectives and policies are organized primarily by development pattern and location. The objectives and policies are accompanied by a Future Land Use and Development Character Map that identifies the intended development patterns and locations. The objectives are action-oriented and intended to help implement the overall goal at the beginning of this chapter. The policies are a specific course of action intended to meet the objective. The policies are included in the Implementation Chapter, which includes an ideal timeframe and responsible party for implementation of the policy.

Open Space

Open space consists of two primary categories: Natural Open Space and Civic Open Space. Natural Open Space are areas that are environmentally-constrained and should remain in their natural state, such as federally designated flood-prone areas. These spaces may be publicly or privately owned. Civic Open Space is open space that has been designated for active or

passive recreation, such as parks. Civic Open Spaces are identified on the Future Land Use and Development Character Map, but policies specific to such spaces are established in the Community Facilities chapter.

OBJECTIVE LUDC.1 :

Protect flood prone areas (100-year floodplain and floodway), designated waters of the state, and areas of steep slopes (20% and greater) from detrimental development with the understanding that Fairview’s unique natural features may warrant flexibility in achieving this objective.

Policy LUDC.1.a:

Continue to enforce current Environmental Performance and Development Standards in the Zoning Ordinance and review and update as needed every two to five years.

Policy LUDC.1.b:

For single-family and two-family development, add the option to cluster smaller lots on gentler slopes in exchange for preserving land with slopes of greater than 20% as common open space in perpetuity.



Protecting environmentally sensitive areas is not only good for the environment, but also helps to maintain Fairview’s rural character.

Neighborhoods/Settlements

This section addresses areas primarily made up of residential uses, including existing neighborhoods and areas identified for new neighborhoods. The designations range from rural areas where little to no development is envisioned to areas identified as the ideal location for higher density residential development. This section also establishes opportunities for development patterns that currently do not exist in Fairview but can implement the community’s vision of managed growth.

OBJECTIVE LUDC.2:

Preserve the rural character of Fairview by limiting much of the area within the City’s Growth Boundary to agricultural uses, large-lot single-family residential development, or conservation developments that preserve a significant amount of open space.

Why?

One of Fairview’s most beloved qualities is the rural character just beyond its busy corridors. Steps should be taken to maintain this rural character until a point in time that the community decides to expand. Currently, County land annexed into the City is zoned for 1 acre lots, which is hardly rural. Development in rural areas may be appropriate if such development is low impact and has a rural pattern. In addition to large lot single-family development, conservation subdivisions are a form of development that is also suited to areas where rural character is desired.



Policy LUDC.2.a:

Revise the Zoning Ordinance to zone annexed territory AR-5A and retain that zoning until proposed development consistent with the Comprehensive Plan warrants a zoning change.

Policy LUDC.2.b:

Revise the Subdivision Regulations to require a minimum of 50% conservation lands even if developable land is required to meet the 50% minimum.

Policy LUDC.2.c:

Revise the Zoning Ordinance or Subdivision Regulations to require new subdivision development to provide a separation distance from primary streets.



Conservation Subdivisions (CS) are a form of development that intends to preserve buildable and unbuildable land as communal open space for residents of the development. True conservation development preserves in perpetuity 50% of buildable land in addition to preserving land that is environmentally-constrained, such as designated flood areas and steep slopes. In exchange for such preservation, the remaining land may be developed in a more compact manner than would be permitted otherwise under conventional zoning restrictions.

OBJECTIVE LUDC.3:

Preserve existing neighborhoods and ensure that development adjacent and surrounding existing neighborhoods is compatible in development character.

Why?

During both the Visioning Session and the Physical Planning Workshop there was a general desire to preserve the pattern and density of established neighborhoods in Fairview. This notion was extended to several undeveloped adjacent areas.

Policy LUDC.3.a:

In and around existing neighborhoods only permit new lots that are a minimum of 20,000 sf.



OBJECTIVE LUDC.4:

Allow for the planned development of areas north and west of Fairview Boulevard at densities similar to existing neighborhoods, but with the option of alternative patterns in the form of conservation subdivisions, clustered lot developments, and traditional neighborhood development with specific requirements to preserve rural character.

Why?

While there was desire to limit the overall density of development, the Physical Planning Workshop indicated an interest in allowing different types of development that would permit a variety of housing types and limited mixed-use in exchange for implementing a different form of development.

Policy LUDC.4.a:

Update and simplify the Planned Unit Development option in the Zoning Ordinance.

Policy LUDC.4.b:

Create a new zoning district or overlay district with the intent of allowing and providing standards for a traditional neighborhood development. The Walkable Subdivisions provisions in the Subdivision Regulations may need to be revised to align with this new district.





Traditional Neighborhood Developments (TND) are a form of development that began in the early 1980s. Inspired by America's historic neighborhoods, it was a response to conventional, sprawling development patterns that separated uses and were highly dependent on the automobile as the primary means of transportation. TND's are characterized by their mixture of uses; compact arrangement; usable open space; and network of streets that are designed for pedestrians as well as automobiles. TND's are considered "complete" neighborhoods in that many of the resident's daily needs can be accommodated without using an automobile, which has the potential to reduce traffic congestion.

OBJECTIVE LUDC.5:

Encourage development with a mixture of housing types from single-family to small multi-family development to create a transition between the commercial development along and adjacent to portions of Fairview Boulevard and Highway 96.

Why?

This is a reaction to current patterns of development where lower density single-family development directly abuts commercial property fronting on Fairview Boulevard, which creates an abrupt change in development character. In locations where undeveloped land lies between areas where commercial development currently exists, or is intended to be located, and lower density residential areas, there is an opportunity to create a better transition between the two. A mixture of medium to higher density residential development is more appropriate adjacent to commercial development but can be developed in a form that is compatible to surrounding lower density residential.

Policy LUDC.5.a:

Revise existing multi-family zoning district or create new zoning district that provides design standards intended to implement the objective.



OBJECTIVE LUDC.6:

Allow for the planned development of multi-family and similar types of higher density residential near interchanges to create a transition between interchange development and surrounding undeveloped areas.

Why?

The results of the public workshops indicated a desire to limit any future higher density multi-family-only type development to locations near the interchanges where future large-scale commercial development was envisioned and quick access to the interstate was possible.

Policy LUDC.6.a:

Revise the existing multi-family zoning districts to incorporate standards that promote a mixture of housing types, an internal street network that accommodates pedestrians as well as vehicles, the incorporation of usable open space, and interconnectivity with surrounding development.



Multi-family developments should be designed less like complexes and more like neighborhoods with a mixture of building types, a network of streets, and usable open space (opposite). A mixture of small-scale single-family attached, detached, and multi-family housing types can be effectively used to create a transition between commercial corridors and nearby larger-lot single-family subdivisions (above, right)



Centers

This section addresses areas identified as locations for concentrated commercial and mixed-use development, including a central theme for the community in defining the true “heart” of Fairview. In some instances, these are existing centers or centers that have the potential of better serving the community over time. In other instances, the centers don’t currently exist but have been identified as appropriate locations for future development.

OBJECTIVE LUDC.7:

Promote the development of a “Town Center” that includes a mixture of uses and housing types arranged in a compact, urban manner so as to emphasize the heart to the Fairview community.

Why?

The creation of a downtown for Fairview has been considered before but was never realized. The idea proved to still be valid during this planning process. At the Visioning Workshop, creating a true “center” for Fairview was identified as the number one priority for Community Development. The results of the online survey indicated the lack of a center as a negative quality and the creation of one as a top economic development priority. At the Physical Plan Workshop, this idea was tested with the community as they were asked to identify on a map their ideal location for Fairview’s town center and what it might include. All of the maps indicated potential locations near the intersection of Fairview Boulevard and Highway 96. Based on this input, existing conditions analysis, and the economic assessment, three potential locations were identified, studied, and tested with the community. The results, of which, are included on the following pages.

Policy LUDC.7.a:

Rewrite the Town Center zoning district and its associated standards to simplify its application and procedures and right-size its standards for the preferred location of the new Town Center.

Town Center Option 1:

Near the Intersection of Fairview Boulevard and Highway 96 and west of Fernvale Road

The intersection of Fairview Boulevard and Highway 96 is, in many ways, the center of the community. It is the intersection of the community’s two primary roads, which happen to be two key highways. That distinction, however, impacts greatly what can happen at this intersection. The intersection is a grade-separated interchange, so the development of a downtown centered around this intersection would require significant investment. Just northeast of this intersection, however, is a large area of reasonably developable land that extends from Fairview Boulevard to Horn Tavern Road near the location of the city’s post office. The team developed a scenario for how this area could be planned as a town center with appropriate transitions and connections to surrounding development.

Pros:

- Near the intersection of Fairview Boulevard/ Highway 96
- Near the location of the City’s current post office and older commercial buildings
- Largely undeveloped
- Access to Horn Tavern Road
- Close to Fairview Ball Park

Cons:

- Not immediately at the intersection of Fairview Boulevard/Highway 96
- Not located near the City’s recently constructed City Hall
- Divided by a TVA easement
- Very limited existing commercial development along Fairview Boulevard

Figure 3.b Town Center Option ‘1’



Town Center Option 2:

The Intersection of Cox Pike/Old Nashville Road and Fairview Boulevard

Similar to the site to the northeast, this intersection is close to the intersection of Fairview Boulevard and Highway 96 but features the same transportation system constraints. Current development in this location is in a suburban pattern that is separated and dominated by parking lots. However, there are more commercial uses in this area than the location near the post office. This area was one of the earlier commercial centers in Fairview and contains some viable uses today. It is the smallest of the three identified locations.

Pros:

- Near the intersection of Fairview Boulevard/ Highway 96
- Long-time location of commercial uses
- Cox Pike and, to a lesser extent, Old Nashville Road are important east-west connections to the greater community

Cons:

- Limited in size
- Largely developed requiring assemblage and redevelopment and/or adaptive reuse of existing buildings
- Cox Pike and Old Nashville Road intersect with Fairview Boulevard at acute angles and intersect in different locations
- Immediately surrounded by lower density residential development

Figure 3.c Town Center Option '2'



Town Center Option 3:

Near City Hall

In 2001, the City envisioned building a town center near the location of the current Publix development and the recently constructed City Hall. While the original vision was never realized, the City created zoning tools to allow for mixed-use, pedestrian-friendly development applied them to a portion of this area. Among many ideas, the original vision called for a mixed-use “Main Street” that was well off of Fairview Boulevard and extended in north-south direction toward Cox Pike and Lake Road. With the development of the Publix and the design around the City Hall, the original vision was no longer valid. However, the location of City Hall, the proximity to Bowie Nature Park, and the fact that large tracts of land in this area were still undeveloped caused this location to rise to the top once again as a potential candidate.

Pros:

- Near the current City Hall
- Connects to Bowie Nature Park
- Largely undeveloped with the exception of a portion of frontage along Fairview Boulevard
- Connection to Lake Road via Grand Avenue
- Near the intersection of Chester Road, which connects to Fairview’s legacy neighborhoods

Cons:

- Surrounding development is relatively new and suburban in character
- New commercial development could suffer without visibility enjoyed by current development
- TVA transmission line divides the area
- Topographic challenges connecting to the north

Figure 3.d Town Center Option ‘3’



OBJECTIVE LUDC.8:

Encourage mixed-use community-serving development with a better-designed suburban form at key intersections along Fairview Boulevard and Highway 96 to prevent these corridors from becoming a continuous commercial strip.

Why?

While portions of Fairview Boulevard and Highway 96 have been spared from the American phenomenon of the continuous commercial strip, the precedent has been set with zoning patterns and existing development along Fairview Boulevard in particular. A far better approach is to identify concentrations, or nodes, of commercial development and encourage new development and redevelopment in these locations. While this may not guarantee a change of course, the intent is to concentrate meeting future market demand at these centers so that, over time, the areas between these centers can be reserved for development patterns better aligned with Fairview’s vision.

Policy LUDC.8.a:

Revise Fairview’s commercial zoning districts to simplify and better align with the policies of the Comprehensive Plan. Specifically, update the Commercial Community District to encourage and possibly incentivize well-planned development at identified centers that also minimizes future large footprint commercial development to implement the objective.



OBJECTIVE LUDC.9:

Allow for limited, low-intensity mixed-use development with a rural character at key intersections to meet daily needs in close proximity to low-density residential and rural areas.

Why?

Historic settlement patterns often included a corner store or similar small, commercial use that served the needs of those in rural areas so that they would not be required to travel into town for certain daily needs. Whether it is a permanent roadside stand to sell agricultural products or small repair shop, strategically located and limited commercial uses can serve the larger community.

Policy LUDC.9.a:

Revise Fairview’s commercial zoning districts to simplify and better align with the policies of the Comprehensive Plan. Specifically, revise the Commercial Neighborhood district to allow for limited, rural commercial centers that implement the objective.



Corridors

Historically, Highway 100, now known as Fairview Boulevard, and Highway 96 have served as the backbone for the Fairview community. While Fairview Boulevard is the primary corridor, both have served the community as major connections to nearby communities and the region. For this reason, both corridors carry a significant amount of through traffic as well as connecting the community to interstates 40 and 840. It is sometimes hard to distinguish, but these corridors do have distinct character along their length. This section addresses those different areas.

OBJECTIVE LUDC.10:

Limit the expansion of the current commercial strip land use patterns along Fairview Boulevard.

Why?

Continuous strip commercial development is detrimental to the health of the overall community. Disconnected development forces shorter trips to major corridors, which increases congestion. Continuous commercial zoning can encourage new development to leap frog identified centers and leave a long expanse of abandoned commercial development over time.

Policy LUDC.10.a:

Discontinue the application of the Commercial General zoning district.

OBJECTIVE LUDC.11:

Encourage the continuation of large-lot single-family residential along portions of Fairview Boulevard and Highway 96 to create a transition between concentrations of commercial development, while allowing for some limited commercial uses in existing residential buildings or new buildings designed to resemble a single-family residential pattern of development.

Why?

Portions of Fairview Boulevard and Highway 96 contain medium to large lot residential development that could be rezoned commercial creating an undesirable “leap frog” development pattern. There are opportunities, however, to allow limited commercial uses that do not require significant parking so that the character of the corridor is not significantly altered in the near future.

Policy LUDC.11.a:

Create a new zoning district that allows for a mixture of uses in a form that does not have a significant parking demand and is consistent with the existing single-family residential pattern.

OBJECTIVE LUDC.12:

Preserve the rural character along portions of Fairview Boulevard and Highway 96 by limiting development to large lot residential and agricultural uses with intent of creating a natural gateway into the developed areas of Fairview

Why?

Fairview is fortunate in that its growth has not yet affected the character of its major corridors completely along its length. Instead, the entrances to center of Fairview have a distinctly rural character that should remain until a point in time that the community needs and is willing to accept a different pattern of development. These areas can act as gateways to the heart of Fairview and contribute to the policy of avoiding a continuous commercial strip.

Policy LUDC.12.a:

Maintain or change the zoning of these areas to an Agricultural district.

Interchanges

Fairview’s boundaries include important intersections with Interstates 40 and 840. These interchanges have the potential for high visibility but are located a significant distance from the center of the community. Public input indicated a desire to limit future large footprint commercial and industrial development in the heart of the community, and, instead, locate such development at interchanges to preserve the character of Fairview and take advantage of access and visibility. This section addresses those areas.

OBJECTIVE LUDC.13:

Encourage new auto-oriented commercial development, including large footprint (big box) stores, to be located at interchanges.

OBJECTIVE LUDC.14:

Encourage new industrial and distribution-type development to be located near interchanges where there is quick access to interstates.

Policy LUDC.13-14.a:

Revise Fairview’s commercial zoning districts to simplify and better align with the policies of the Comprehensive Plan. Specifically, revise the Commercial Interchange, Commercial Mixed-Use, and Industrial districts to allow for planned, orderly commercial, industrial, and supporting development near interchanges to implement the objectives.



Development Character

During the visioning process, the community identified guidance on the character of future development as a priority for Fairview. This sections addresses development character and how to implement these objectives.

OBJECTIVE LUDC.15:

Ensure that new development is well-connected, built with quality materials, well-landscaped, and buffered from surrounding residential development.

OBJECTIVE LUDC.16:

Require development at interchanges to be master planned to increase connectivity between developments and provide alternative routes between uses that do not require access to main streets.

OBJECTIVE LUDC.17:

Encourage quality architectural design for new commercial, industrial, and higher density

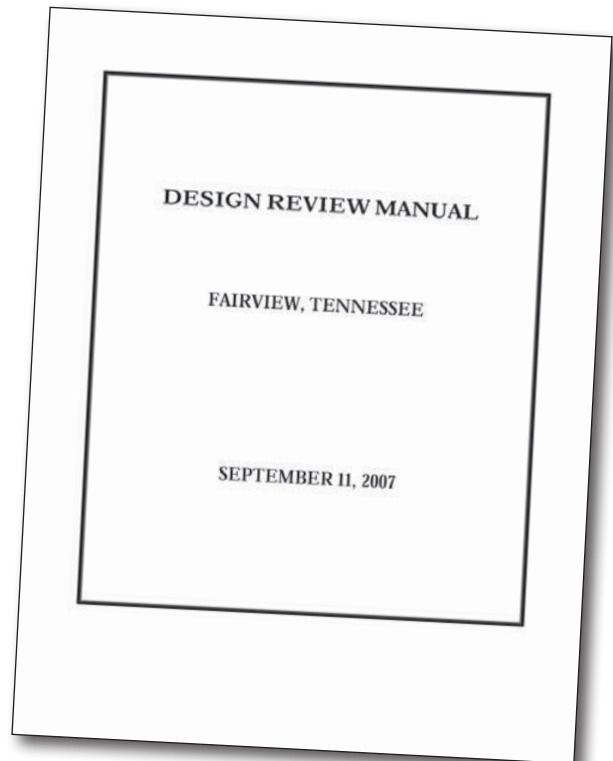
residential development including adequate landscaping to buffer such uses from surrounding lower density development.

Why?

Whether its ruralism, drivable suburbanism, or walkable urbanism, cohesive planning is crucial to the future of Fairview. Planning ensures that developments work together where possible to minimize impacts on major roadways and existing development. Fairview's development standards are dated and, in some instances, insufficient to achieve these objectives. Updated development standards do not have to be onerous on property owners and developers but are important to ensuring a cohesive character that ties the community together.

Policy LUDC.15-17.a:

Update and simplify the design standards for the City of Fairview and incorporate the revised standards into the Zoning Ordinance.



Design standards are fairly common in communities. Fairview's design standards were drafted in 2007 and are a separate document. There is a need to update and simplify these standards then incorporate them into the Zoning Ordinance for easy reference.

OBJECTIVE LUDC.18:

Ensure that new development does not encroach too close to the boundaries of Bowie Nature Park through separation distances and buffering.

Why?

During the visioning process and the Physical Planning Workshop, Bowie Nature Park was identified as a major cultural asset to the community that deserved to be preserved and enhanced. It was clear that the community desired to buffer the park from surrounding development as part of the effort to preserve this asset. Refer to the Civic Open Space section for additional recommendations related directly to Bowie.



Policy LUDC.18.a:

Add buffer requirements in the Zoning Ordinance and/or the Subdivision Regulations for proposed development adjacent to Bowie Nature Park.

OBJECTIVE LUDC.19:

Ensure that new development located near recommended greenway locations dedicates land and provides trail facilities.

Why?

In addition to pedestrian and bicycle improvements to streets, the community sought to increase other opportunities for non-roadway connections between development. Fairview's unique physical characteristics include multiple creek basins—some of which are protected as flood prone areas. There is an opportunity to develop an extensive network of trails along these areas to increase their use for recreational purposes over time.



Policy LUDC.19.a:

Adopt a trail overlay zoning district that establishes standards to implement the proposed trails in the Comprehensive Plan.

One way to accomplish an extensive greenway network is to construct trails as properties are developed if the properties being developed are near or encompass identified greenway locations. Such trails become an asset for the individual development as well as the larger community.

Future Land Use and Character Map

This section establishes the locations for future development as informed by the assessment of existing conditions, good planning principles, sound economic policies, and public input.

OBJECTIVE LUDC.20:

Utilize this Comprehensive Plan, which provides recommendations on the proposed location, use, and form of future development, to guide municipal decisions on zoning and subdivision requests.

Policy LUDC.20.a:

Adopt the Future Land Use and Development Character Map as the official land use policy for Fairview.

Policy LUDC.20.b:

Amend the City Charter or Board of Commissioner policies to require a super majority vote for zoning requests that have a recommendation of disapproval from the Planning Commission.

Policy LUDC.20.c:

Establish clear procedures for amending the Future Land Use and Development Character Map that addresses minor changes as well as major changes that would require a public meeting.

Key

















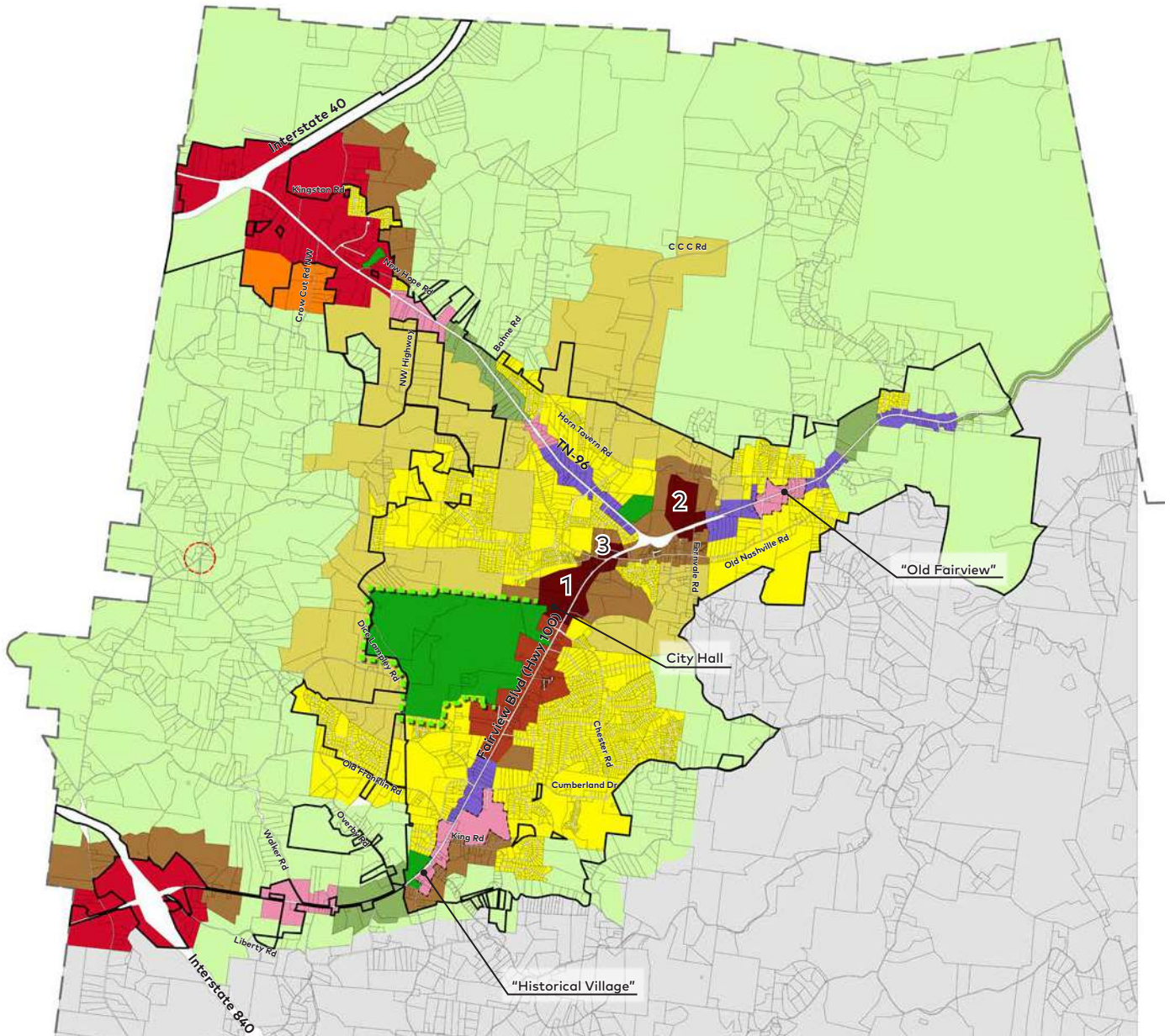
	Williamson Co. Boundary
	City of Fairview Boundary
Open Space	
	Civic and Natural Open Space (Parks)
	Bowie Park Buffer
Neighborhoods / Settlements	
	Rural Settlement
	Legacy Residential - Medium
	New Residential - Medium
	Residential Transition
	Residential - High
Centers	
	Town Center
	Commercial Center
	Crossroads Center
Corridors	
	Rural Corridor
	Transition Corridor
	Commercial Corridor
Interchanges	
	Business /Employment District

Figure 3.e Future Land Use and Character Map



Neighborhoods / Settlements

Rural Settlement

Appropriate Land Uses:

- Agriculture
- Single-family Detached Residential

Development Character:

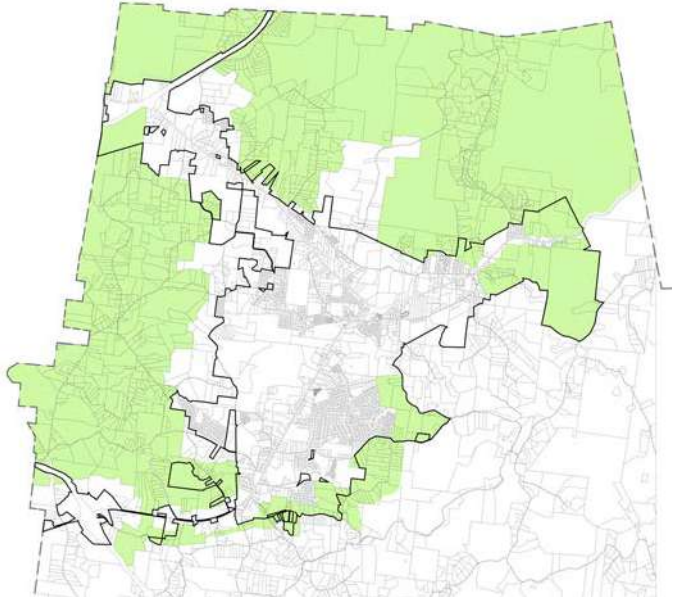
- Deep setbacks
- Sporadic structures or clustered structures
- Up to 2.5 stories

Appropriate Zoning:

- AR-15A
- AR-5A
- RS-40
- RSM-40
- R-20 w/ Conservation Subdivision

Appropriate Street Type(s):

- Rural



Neighborhoods / Settlements

Legacy Neighborhood (Residential-Medium)

Appropriate Land Uses:

- Single-family Detached Residential

Development Character:

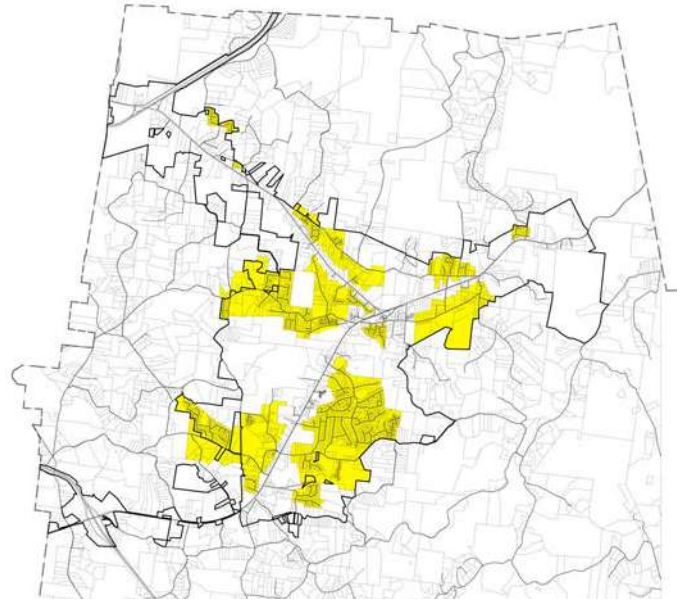
- Medium to large lot single-use developments (many of which are existing)

Appropriate Zoning:

- RS-40
- R-20

Appropriate Street Type(s):

- Suburban



Neighborhoods / Settlements

New Residential-Medium Neighborhood

Appropriate Land Uses:

Conventional Subdivisions:

- Single-family Detached Residential
- Single-family Attached Residential (limited to two-family houses)

Alternative Development Types:

- Mixed-use/Commercial/Office (TND)
- Multi-family Residential (TND, CS)
- Single-family Attached Residential
- Single-family Detached Residential
- Civic/Institutional

Development Character:

Conventional Subdivisions:

- Narrow mix of residential building types (single-family houses, two-family houses)
- Narrower range of lot sizes (2 dwelling units per acre gross density)
- Deeper setbacks; up to 2.5 stories

Conventional Planned Unit Development (PUD) Option:

- Narrow mix of residential building types (single-family houses, two-family houses)
- Smaller lots optional (4 dwelling units per acre gross density)
- Shallow to deep setbacks
- Up to 2.5 stories
- Civic Open Space

Traditional Neighborhood Development Option:

- Emphasis on walkability
- Mixed-use
- Mixture of residential building types
- Wide range of lot sizes (8 dwelling units per acre gross density)
- Shallow to deep setbacks
- Up to 3 stories
- 25% minimum open space preserved (including drip field for STEP system)
- Parking to the rear or side of buildings
- Civic Open Space at neighborhood center and distributed throughout

Conservation Subdivision Option:

- Mixture of residential building types
- Wide range of lot sizes (6 dwelling units per acre gross density)
- Shallow to deep setbacks
- Up to 2.5 stories
- 50% minimum open space preserved (including drip field for STEP system)
- Parking to the rear or side of buildings; Civic Open Space

Appropriate Zoning:

- RS-40
- R-20 with PUD
- New district that would permit Traditional Neighborhood Development

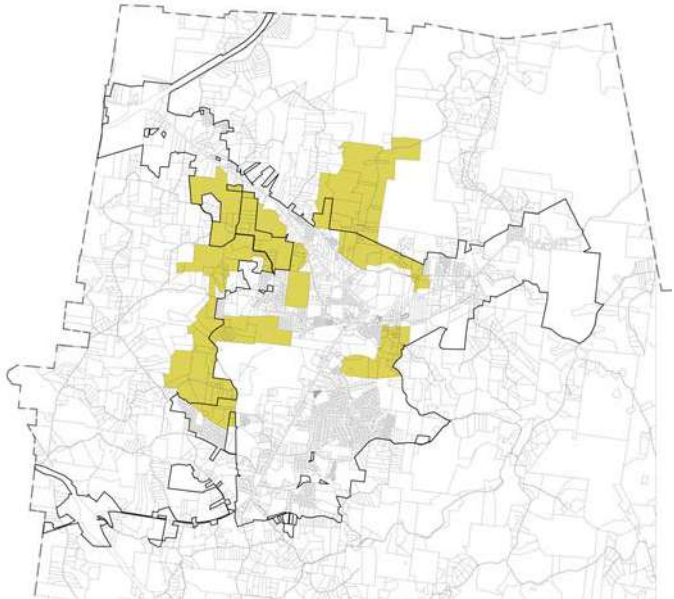
Appropriate Street Type(s):

Conventional Subdivisions:

- Rural, Suburban

Alternative Development Types:

- Rural, Suburban, and Urban



Neighborhoods / Settlements

Residential Transition Neighborhood

Appropriate Land Uses:

- Multi-family Residential
- Single-family Attached Residential
- Single-family Detached Residential

Development Character:

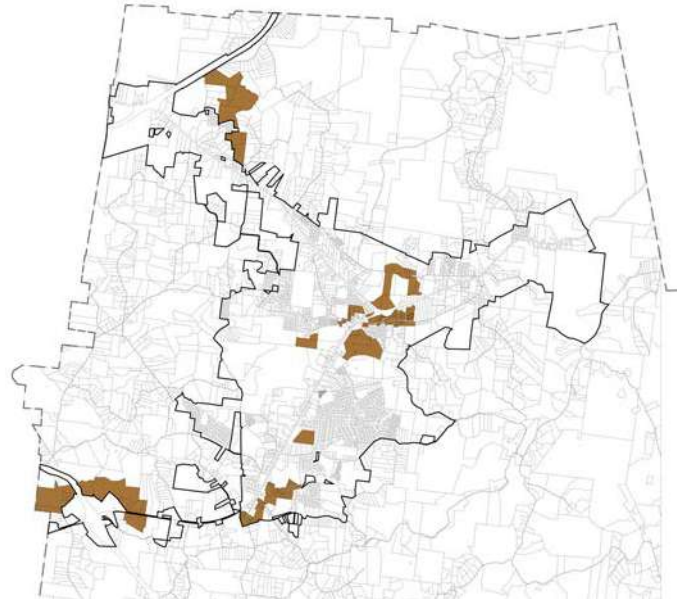
- Mixture of small-footprint residential buildings such as Manor Houses (3-8 units), Townhouses, Two-family Houses, Cottage Courts, and Cottages that are intended to transition from commercial along corridors to nearby established single-family neighborhoods
- Emphasis on walkability
- Shallow setbacks
- Up to 2.5 stories
- Parking to the rear or side of buildings

Appropriate Zoning:

- RS-15/RS-8/RS-5/RM-8 with PUD
- New district that includes design standards to achieve the intent of the policy

Appropriate Street Type(s):

- Suburban, Urban



Neighborhoods / Settlements

Residential-High Neighborhood

Appropriate Land Uses:

- Multi-family Residential
- Single-family Attached Residential
- Single-family Detached Residential

Development Character:

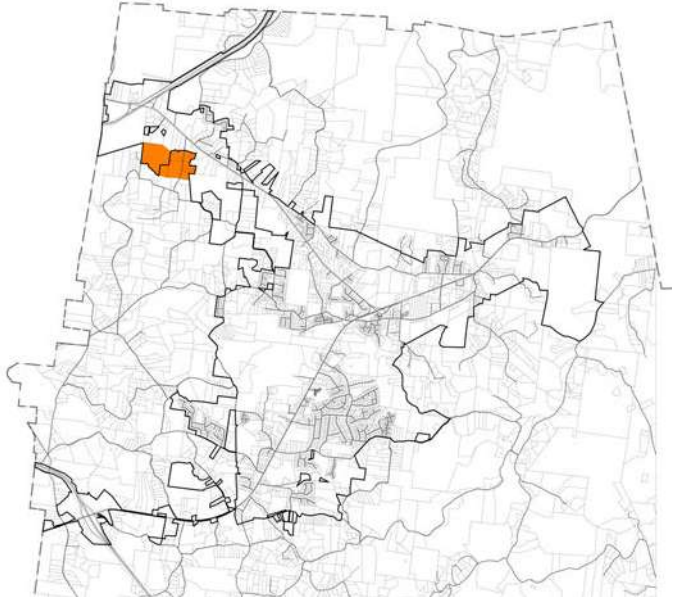
- Mixture of residential building types
- Emphasis on walkability
- Shallow setbacks
- Up to 3 stories

Appropriate Zoning:

- RS-5
- RS-8
- RM-8
- RM-12
- RM-20

Appropriate Street Type(s):

- Suburban, Urban



Centers

Crossroads Center

Appropriate Land Uses:

- Retail/restaurant
- Light industrial(?)
- Agricultural;
- Civic/institutional

Development Character:

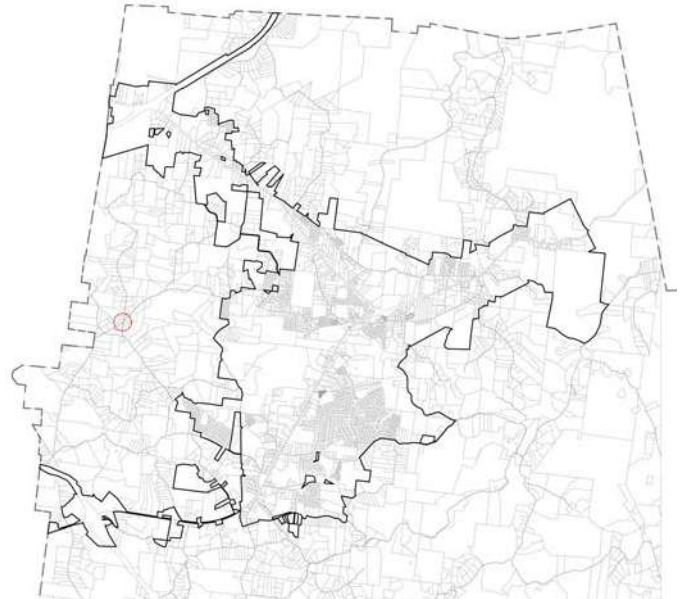
- Small-footprint buildings centered around the corner lots of important intersections
- Buildings with shallow to deep setback
- Up to 1.5 stories
- Limited parking in front of buildings

Appropriate Zoning:

- CNS with changes to achieve the intent of the policy

Appropriate Street Type(s):

- Rural, Suburban



Centers

Commercial Center

Appropriate Land Uses:

- Retail/Restaurant
- Office
- Light industrial
- Multi-family (as part of a mixed-use development)
- Civic/Institutional

Development Character:

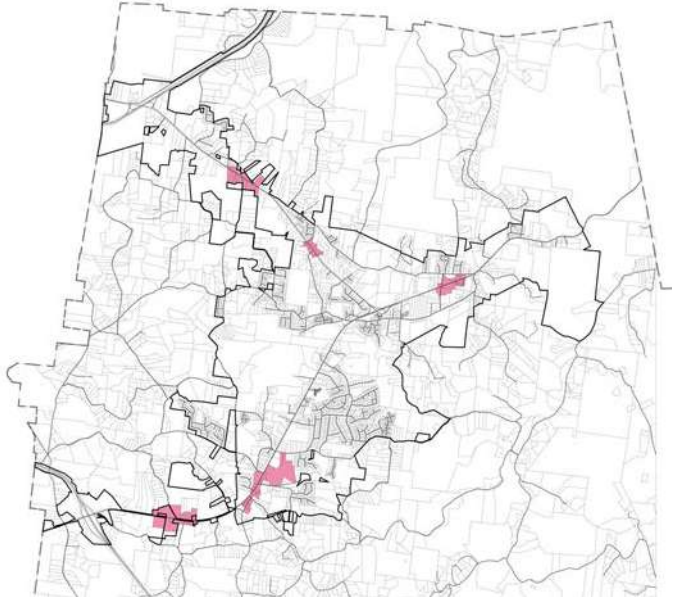
- Centered around key intersections
- Buildings set back from corridor
- Limited parking in front of buildings along the corridor
- Small to medium-footprint stand-alone or inline commercial/office buildings
- Emphasis on walkability and vehicular connectivity between buildings and developments
- Up to 3 stories

Appropriate Zoning:

- CC and OPS with changes to achieve the intent of the policy

Appropriate Street Type(s):

- Suburban, Urban



Centers

Town Center

The Town Center policy is currently applied to three distinct areas that were identified as potential locations for the Town Center. Once a preferred location is identified, the Town Center policy may be limited to that location and the other areas reclassified as another appropriate Land Use and Development Character policy.

Appropriate Land Uses:

- Retail/Restaurant
- Office
- Multi-family Residential
- Single-family Attached Residential
- Single-family Detached Residential
- Civic/Institutional

Development Character:

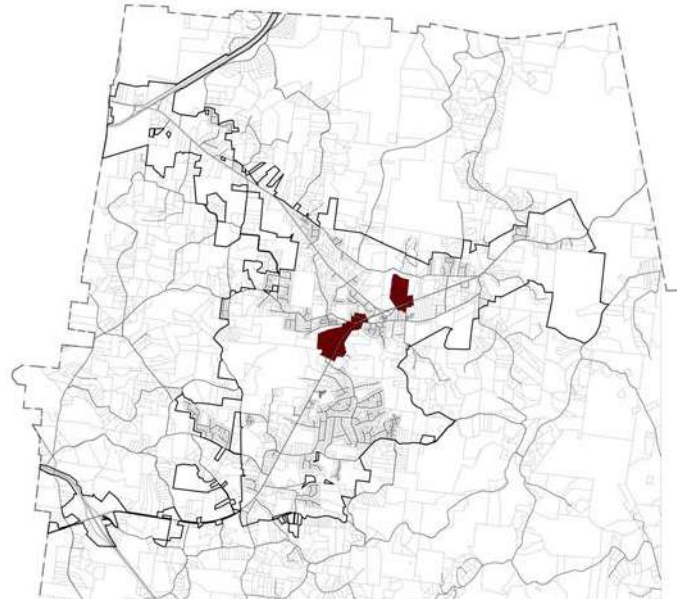
- Walkable, urban streets
- Buildings built close to the street
- Parking located behind buildings
- Mixed-use form predominant with retail/restaurant at ground level and office or residential above
- Higher density residential development surrounding the center
- Central civic space should anchor the Town Center and serve as a gathering place for the community

Appropriate Zoning:

- TCMU with changes to achieve the intent of the policy

Appropriate Street Type(s):

- Urban



Corridors

Rural Corridor

Appropriate Land Uses:

- Agriculture
- Single-family Detached Residential

Development Character:

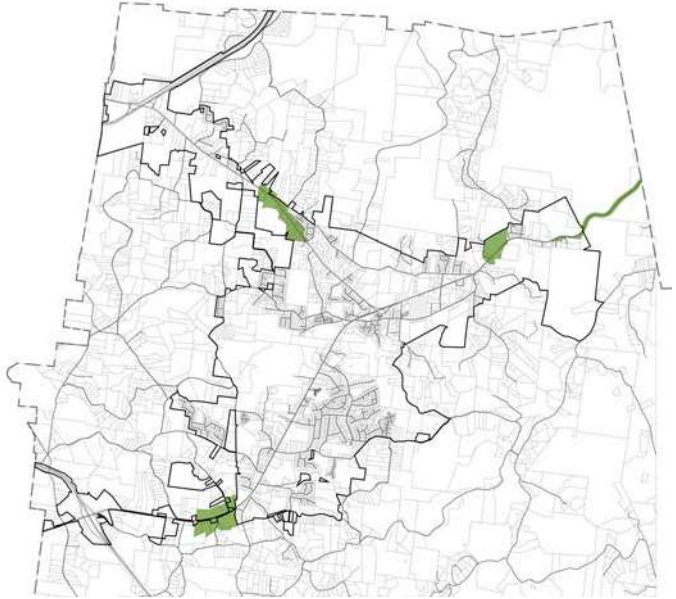
- Deep setbacks
- Sporadic structures
- Preservation of mature vegetation along corridor
- Up to 2.5 stories

Appropriate Zoning:

- AR-15A
- AR-5A
- RS-40

Appropriate Street Type(s):

- Rural



Corridors

Transition Corridor

Appropriate Land Uses:

- Single-family Detached Residential
- Office
- Public Facilities

Development Character:

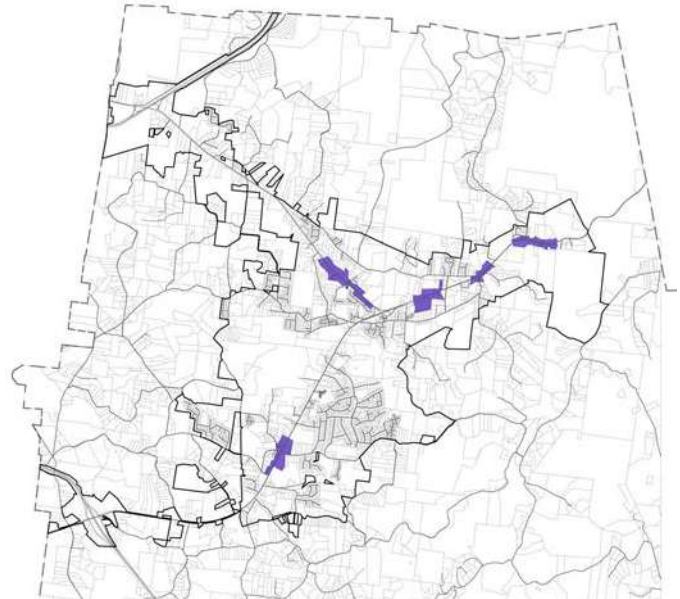
- Deep setbacks
- Buildings with single-family residential form
- Up to 2.5 stories

Appropriate Zoning:

- RS-40
- New district that would permit the adaptive reuse of existing structures, and new development with a residential form

Appropriate Street Type(s):

- Rural, Suburban



Corridors

Commercial Corridor

Appropriate Land Uses:

- Retail/Restaurant
- Office
- Light Industrial
- Civic/Institutional

Development Character:

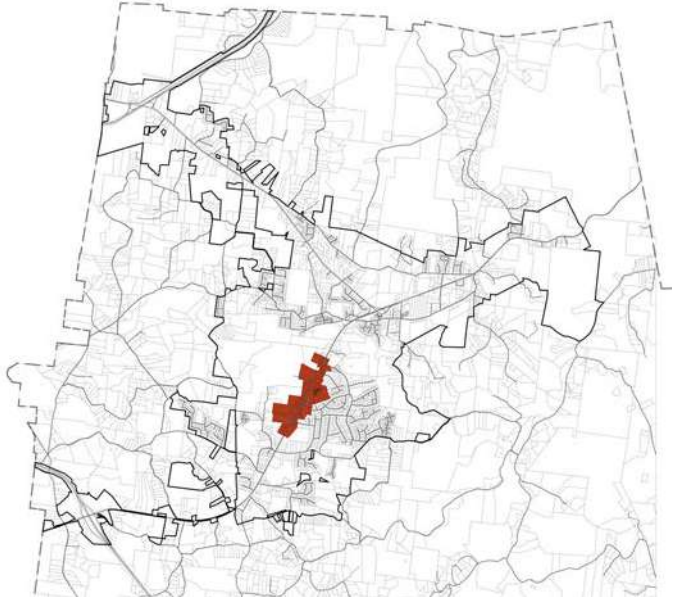
- Existing pattern that should not be repeated
- Buildings set back from corridor
- Limited parking in front of buildings along the corridor
- Stand-alone or inline buildings
- Disconnected development
- Range of building sizes from
- Up to 2 stories

Appropriate Zoning:

- CG which should not be expanded in the future

Appropriate Street Type(s):

- Suburban



Interchanges

Interchange Business/Employment District

Appropriate Land Uses:

- Retail/Restaurant
- Office
- Light Industrial
- Industrial
- Multi-family Residential
- Civic/Institutional

Development Character:

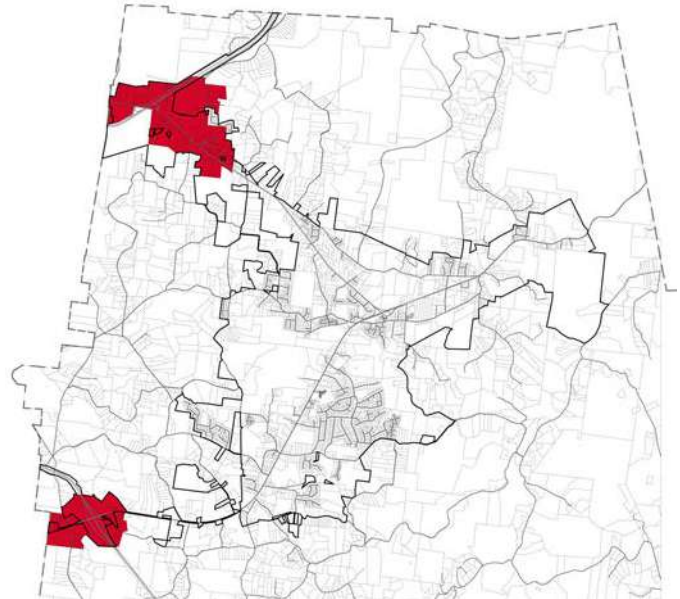
- Buildings set back from corridor
- Limited parking in front of buildings along the corridor
- Stand-alone or inline buildings
- Medium, and big-box commercial/industrial buildings
- Emphasis on walkability and vehicular connective between buildings and developments
- Up to 3 stories

Appropriate Zoning:

- CI
- CC
- CMU
- OG
- I-R
- I-G
- I-S with changes to achieve the intent of the policy

Appropriate Street Type(s):

- Suburban



TRANSPORTATION AND MOBILITY CHAPTER

Goal

An interconnected network of streets designed to create alternative routes to Highway 96 and Fairview Boulevard/Highway 100 as well as accommodate different modes of transportation, including walking, bicycling, and transit, where appropriate.



Introduction

A vital component in Fairview’s comprehensive planning process is examining the future growth slated to occur in the community and determining the inevitable impacts it will have on its transportation infrastructure. While growth is most often a positive attribute for communities, planning for development in the right way is paramount to maintaining and improving resident quality of life. Using data as well as input from the public and a project steering committee, recommendations for accommodating the existing and future transportation needs of Fairview were developed.

As it relates to the future needs and desires for the community, Fairview residents know what they want. During the initial visioning workshop, there were a variety of key themes supported by residents including avoiding overpopulation and congestion, creating walkable areas of accessibility, planning for alternative routes, among others. From this input, a series of high-level objectives were formed to guide the project- and policy-level recommendations of this plan.



Objectives and Policies

The following transportation and mobility objectives are organized primarily by importance to the community as garnered from public participation throughout this planning process. Following the objectives, project- and policy-level recommendations are described and depicted on a map of the study area. Each of these recommendations is also included in the Implementation Chapter and are classified as either a short-term or long-term priority.

OBJECTIVE TM.1

Reduce Congestion. Fairview’s transportation system effectively flows through two main arterial roadways – Highway 96 and Fairview Boulevard/Highway 100. While these roadways provide great access into and out of the area, they also carry the bulk of local traffic volumes as well as considerable through traffic volumes, both of which contribute to growing congestion issues for Fairview residents who have often chosen the City for its more rural characteristics. As such, one of the top priorities voiced by residents is to reduce congestion, especially with future growth.

Why?

Roadway infrastructure plays an integral role in a city’s economic prosperity as well as the quality of life for its residents. Residents and stakeholders know that in order to maximize Fairview’s growth potential and, perhaps more importantly, to maintain the rural character of their community, the traffic congestion along major routes must be addressed. This can be accomplished via additional roadway connections, more efficient development patterns, improvements to traffic signals, and other policy improvements.

Policy TM.1.a:

Maximize the efficiency of existing roads through low-cost strategies to increase capacity such as turning lanes, optimized signalization, and signage, while avoiding negative impacts on pedestrians and bicyclists.

Policy TM.1.b:

Upgrade existing roadways to address unsafe conditions along segments with substandard geometrics. Application of roundabouts or traffic circles offer unique solutions to traffic operations and safety problems at intersections. Example locations which may be suitable and further



studied for such applications include: Crow Cut Road at Bethshears Road, Crow Cut Road at Bowie Hollow Road, Crow Cut Road at Dice Lampley Road, and Dice Lampley Road at Cox Pike.

Policy TM.1.c:

Develop access management regulations to promote orderly and efficient traffic circulation along key corridors, such as Fairview Boulevard/ Highway 100 and Highway 96. The use of corridor overlay districts maybe an effective means of addressing such provisions including site design, access management, visual character, and other design standards along these and other corridors within the city.

Policy TM.1.d:

Developments with frontage on state highways shall be designed with shared access points to and from the highway.

Policy TM.1.e:

Enforce minimum right-of-way requirements based upon City requirements to maintain and provide adequate road and transportation system capacity to meet present and anticipated future traffic needs.

Policy TM.1.f:

Encourage the use of context sensitive solutions in roadway design to improve integration of roads into the physical environment and community.

Policy TM.1.g:

Continue to coordinate with Williamson County, regional organizations, and the state (TDOT) on future transportation needs and improvement projects outside the city that may impact Fairview.

Policy TM.1.h:

Periodically (every 2 to 3 years) assess the need to develop updated school circulation plans for schools within the city. Plans should not only focus on vehicular access to and from the school but also opportunities to increase walking and

biking by students.

Policy TM.1.i:

Coordinate with the Tennessee Highway Patrol and TDOT to identify preferred detour routes through the city should a shutdown and subsequent rerouting of interstate (I-40 or I-840) traffic occur.

Policy TM.1.j:

Create a Capital Improvement Program (CIP) that would include needed transportation improvement projects, including sidewalk, bikeway, and greenway projects.

Policy TM.1.k:

Preserve land needed to accommodate planned transportation facilities.

Policy TM.1.l:

Pursue local, regional, state and federal funding support for the city's transportation system.

OBJECTIVE TM.2

Improve Local Streets. Beginning in 1959 with its incorporation, Fairview has developed a system of local streets that connect back to the main thoroughfares of the City – Highway 96 and Fairview Boulevard/Highway 100. These local streets provide integral connections so that residents can access jobs, schools, and recreational activities. However, the growth experienced by Fairview has outpaced the ability to maintain this infrastructure asset leaving many of the streets with drainage and paving deficiencies as well as safety and geometric issues. In addition, the development patterns and topography in Fairview have resulted in inefficient roadway connectivity. As such, many of the recommendations center around both projects and policies that can make better use of the existing local streets and future connections as well as address safety at the intersection of local streets and major arterials.

Why?

Many of the residents of Fairview seek to travel through the City without significant use of Fairview Boulevard/Highway 100 and Highway 96 due to growing congestion concerns on those routes. Improving the condition of existing infrastructure and connectivity of future streets within Fairview will facilitate more enjoyable, safe, and efficient travel throughout the City. Furthermore, these types of improvements could result in the diversion of traffic from major thoroughfares such as Highway 96 and Fairview Boulevard/Highway 100, which could potentially relieve some congestion on those routes.

Policy TM.2.a:

Connectivity of local residential streets shall be encouraged. Residential cul-de-sac streets shall be discouraged where opportunities for through streets exist.

Policy TM.2.b:

Encourage, require, or provide a density bonus for developments providing access points along more than one roadway, where appropriate, to distribute the trips to and from the development and reduce the burden on the main roadway.

Policy TM.2.c:

Continue to use traffic impact studies (TIS), as required by the City’s Subdivision Regulations, as a means of understanding and mitigating traffic impacts from future development.

Policy TM.2.d:

Develop a traffic sign inventory and management system for purposes of updating and maintaining signage in accordance with MUTCD Regulations and Standards, including retroreflectivity.

Policy TM.2.e:

Create a wayfinding signage system for visitors and residents that directs drivers, pedestrians, and cyclists to important destinations (government facilities, shopping areas, parks, school facilities, etc.), heightens interest by highlighting key attractions, and reinforces community identity with repeated forms, colors, and text fonts.

Policy TM.2.f:

Continue to coordinate with Williamson County on land use changes and transportation needs and improvements outside the city that may impact Fairview.



Policy TM.2.g:

Explore the development of impact fees as a means of funding needed transportation improvements associated with new growth and development.

Policy TM.2.h:

Update all municipal documents, policies, and design standards to be consistent with proposed roadway classifications within the Comprehensive Plan.

OBJECTIVE TM.3

Provide for Alternative Modes of Transportation. While its rural character is often cited as the reason for residents locating in Fairview, it has also hampered multimodal transportation options in the area. Typically, suburban and rural development patterns like those seen in Fairview are less dense and auto-centric, which makes them less conducive to walking and biking. However, there are a number of existing retail establishments, schools, parks, and other community facilities

in close proximity to residential areas, meaning that there could be more opportunities to walk or bike especially if the transportation infrastructure supported such movements. As Fairview continues to grow and development patterns change, additional consideration of pedestrian and bicycle movements may be needed, especially as it relates to protecting these vulnerable users along or across major commuting corridors, such as Highway 96 and Fairview Boulevard/Highway 100.

Why?

A cohesive and multimodal approach to transportation is vitally important for any area as it relates to providing access to essential services and recreational opportunities, while also impacting economic prosperity. The infrastructure in rural areas is typically designed to facilitate high-speed automobile traffic, making non-motorized travel less safe and oftentimes uncomfortable. Based on public input, this is a concern in Fairview given that improving sidewalks on both neighborhood and major streets was considered extremely important.



Policy TM.3.a:

Apply best practices for walkable communities, pedestrian and bicycle planning, quality of life, and ecological preservation.

Policy TM.3.b:

Reduce conflicts between motorized and non-motorized traffic and address unsafe conditions for walking and bicycling.

Policy TM.3.c:

Employ the use of high-visibility pedestrian crossings, signage and signalization for non-motorized movements, pedestrian hybrid beacons, and additional pedestrian infrastructure along Fairview Boulevard/Highway 100 to promote greater safety, visibility, and convenience for pedestrians and bicyclists.

Policy TM.3.d:

Explore a multiuse path along the power line easement north of Fairview Boulevard/Highway 100 as a means of connecting neighborhoods, commercial areas, businesses, and other uses from Fairview Ball Park to Bowie Nature Park.

Policy TM.3.e:

Explore pedestrian/bicycle path connections to Westwood Elementary School via surrounding neighborhoods.

Policy TM.3.f:

Explore options for creating multiple points of entry into Bowie Nature Park via sidewalk and bikeway facilities from neighborhoods and commercial centers.

Policy TM.3.g:

Encourage connectivity for pedestrian and bicycle travel by requiring a continuous network of pedestrian and bicycle pathways that link to roadways and adjacent developments. These pathways need not coincide with street and driveway locations, making their creation more feasible and, often, their use more convenient than taking a vehicular route.

Policy TM.3.h:

Require all new residential developments, such as subdivisions, planned unit developments, apartment and condominium complexes, to provide pedestrian connections with adjacent neighborhoods and neighborhood activity centers.

Policy TM.3.i:

Require pedestrian circulation through new mixed-use and commercial projects with sidewalks and internal pathways.

Policy TM.3.j:

Encourage development of subdivision designs that include shared-use paths interconnect neighborhoods and lead to schools, parks, and other activity areas.

Policy TM.3.k:

Require bicycle parking areas with all new developments where people work or shop.

Policy TM.3.l:

Pursue increased funding for trails, sidewalks and on-road bicycle routes.

Future Transportation and Mobility Map

This section establishes the locations for future development as informed by the assessment of existing conditions, good planning principles, sound economic policies, and public input.

OBJECTIVE TM.4:

Utilize this Comprehensive Plan, which provides recommendations on the proposed location, use, and form of types of improvements, to guide municipal decisions on transportation and mobility improvements.

Policy TM.4.a:

Adopt the Future Transportation and Mobility Map as the official guide for mobility recommendations in Fairview.

Based on public and stakeholder input, a variety of project recommendations were developed in concert with the previously described high-level mobility objectives for Fairview. These roadway projects are shown in Figure XX (Draft Framework) along with the proposed land use areas as many of these improvements are expected to occur in concert with future development. The improvements are generally classified into the following categories:

Existing Short-Term Priorities

These are existing roadway facilities that should be improved in order to better align the roadway functions with the surrounding development pattern, especially as redevelopment occurs.

Potential Short-Term Priorities

These are new roadway facilities that should be put in place as future development occurs to facilitate better roadway connectivity.

Existing Long-Term Priorities

These are existing roadway facilities, primarily located in the more rural areas surrounding Fairview that should be improved with future development opportunities.

Potential Long-Term Priorities

These are new roadway facilities that should be examined as future development occurs outside the City limits with the primary purpose of creating more direct and geometrically safe connections.

Bike/Pedestrian Improvements

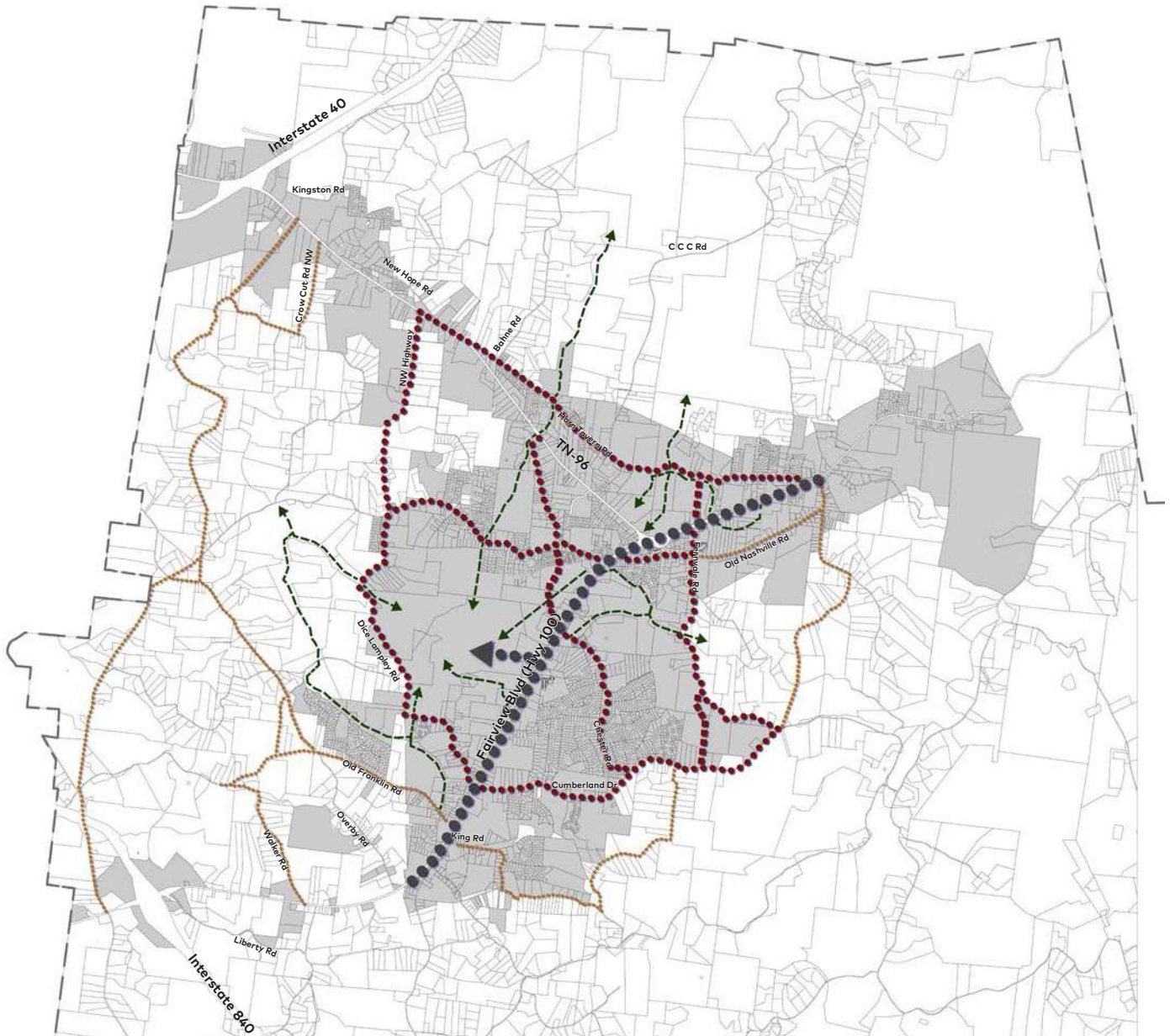
These represent non-motorized improvements identified for Fairview Boulevard/Highway 100 through a portion of Fairview where significant development exists or is planned. Types of improvements could include upgrades to traffic signals for pedestrian accommodations, high-visibility pedestrian crossings, signage and signalization for non-motorized movements, pedestrian hybrid beacons, and additional infrastructure along Fairview Boulevard/Highway 100.

Potential Greenways

These represent the need and potential locations for off-road bicycle and pedestrian facilities that should be constructed in order to provide additional recreational opportunities, to improve non-motorized connectivity to Bowie Park, and to provide additional infrastructure for non-motorized utility trips.

Though not shown on Figure XX, it should be noted that there is a roadway project within Fairview that has been committed by the Tennessee Department of Transportation. Specifically, Fairview Boulevard/Highway 100 is expected to be improved from I-840 to Bowie Park through funding allocated by the IMPROVE Act. Based on anticipated timing of this project, it would likely be considered an existing short-term priority.

Figure 3.f Future Transportation and Mobility Map



Key

- Williamson Co. Boundary
- City of Fairview Area
- Bike/Ped Improvements
- Existing Short Term Priorities
- Potential Short Term Priorities
- Existing Long Term Priorities
- Potential Long Term Priorities
- Potential Greenway

DESIGN GUIDANCE

Each of the roadway recommendations detailed in this section are envisioned to complement the future land use characters shown in Figure XX. To accomplish this, general design guidelines have been developed in an effort to align the roadway cross-sections with the future land use types described in Chapter 2 – Land Use and Development Character. In Chapter 2, each land use type identifies an appropriate street type, each of which corresponds with the design guidelines presented in this section. It is important to note that many of the corridors in Fairview are expected to transition in both function and design with development outlined by the future land use plan. As such, effort should be made to maintain consistency in design elements across these areas as much as possible.

RURAL

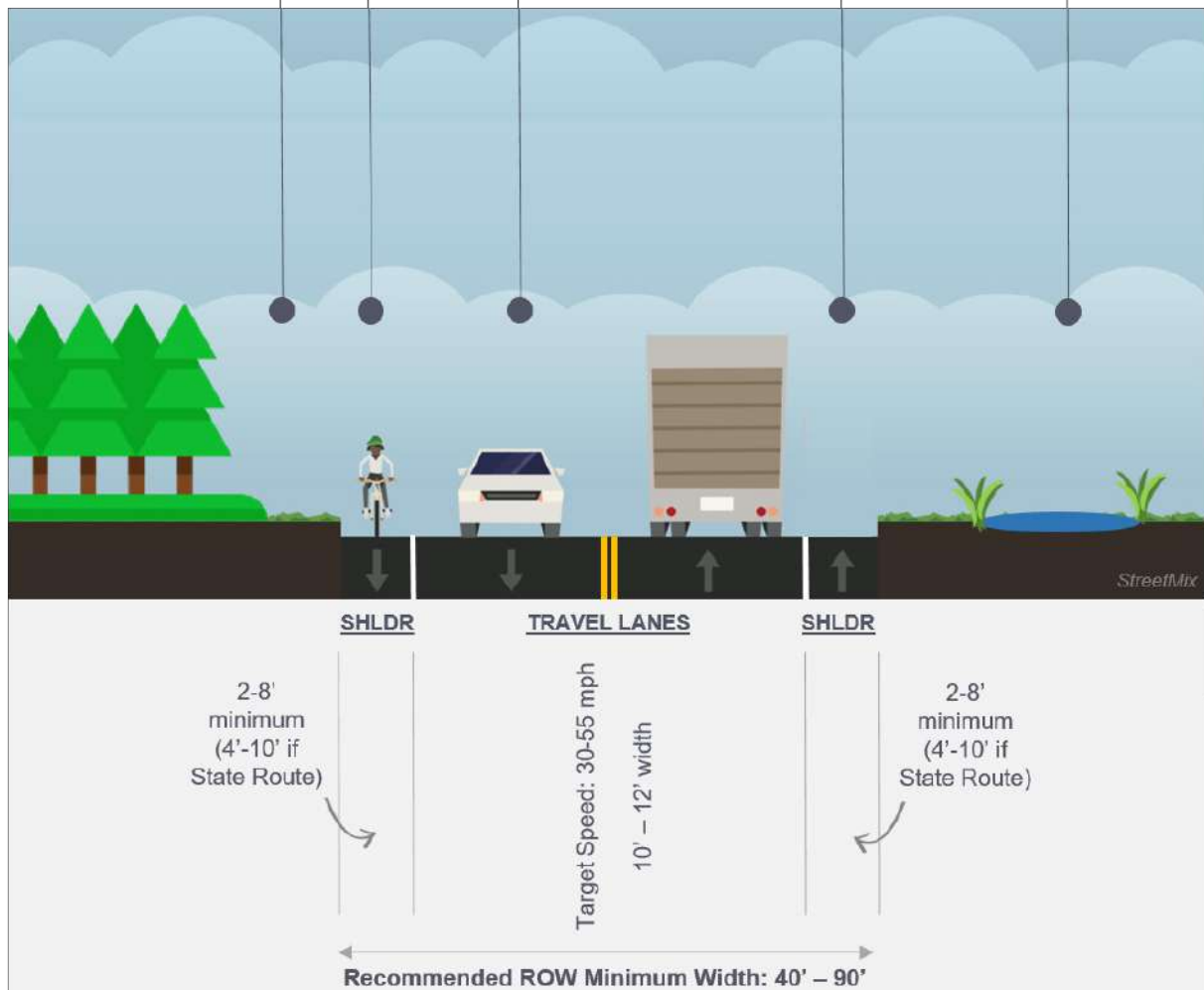
Pedestrian & bicycle facilities not typical. Bicycle facilities may range from a signed shared roadway to a multiuse path. A paved shoulder of 4 ft. or greater can be acceptable for the occasional pedestrian and cyclist.

Natural and historic features should be preserved and enhanced when possible.

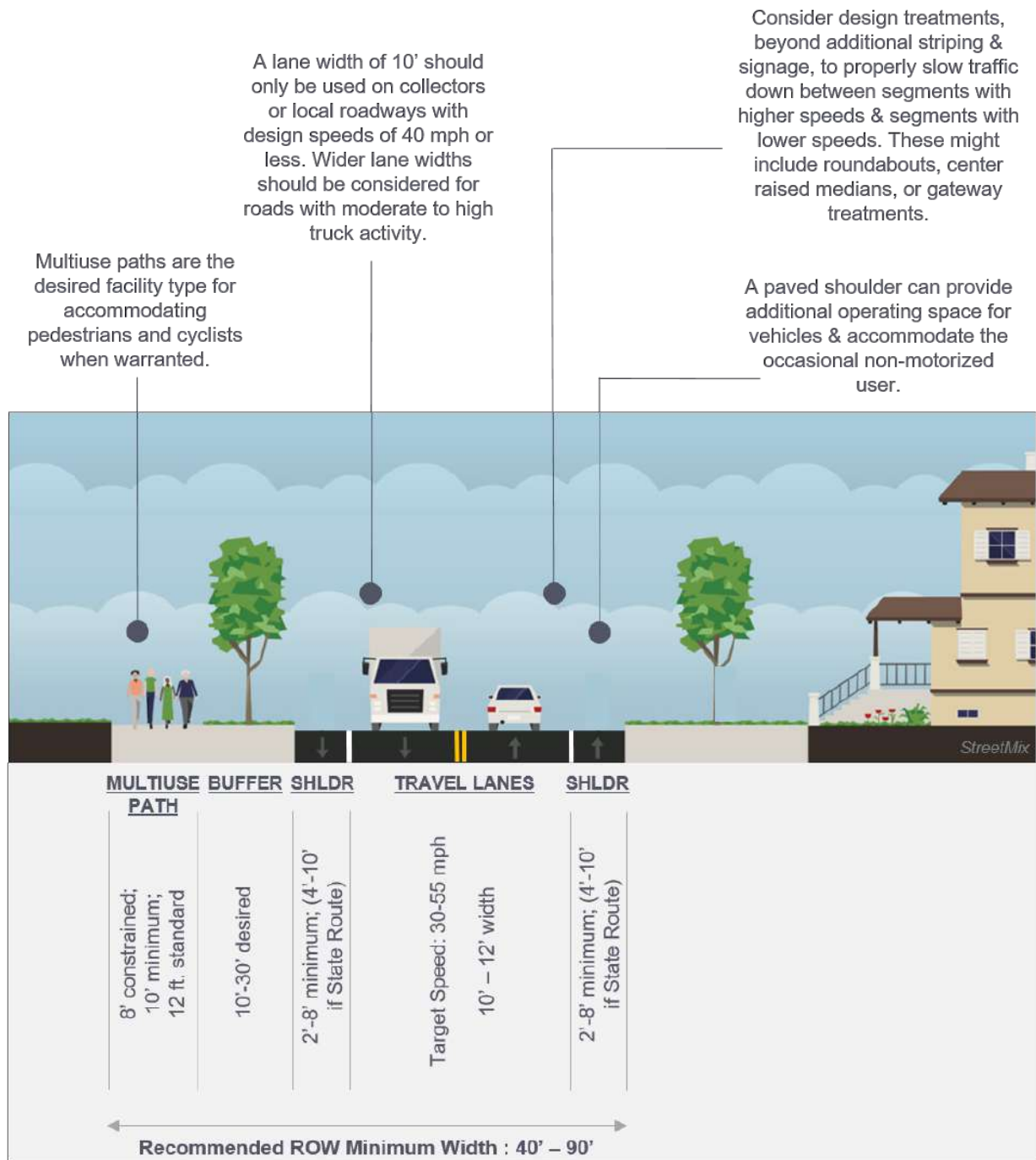
A clear zone should be maintained for safety.

Medians generally not used. Turn lanes only when warranted. Number of lanes depends on classification.

A gravel shoulder or grass recovery zone on roads with lower volume/speeds may suffice. Consider a 12' shoulder for high volume/speed roads, especially those with a high percentage of truck traffic.



RURAL TRANSITION



SUBURBAN

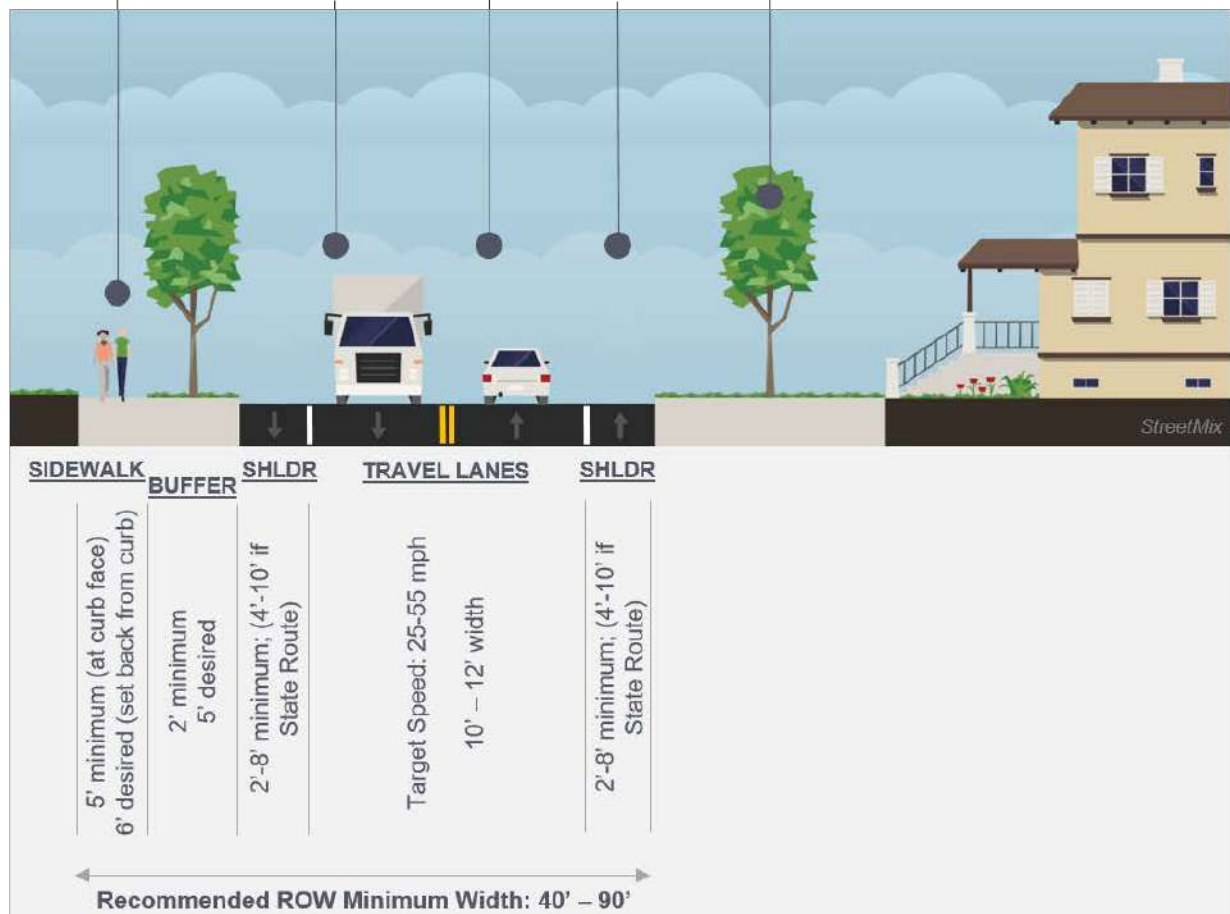
The City's desired cross-section for local roadways (unless a new subdivision roadway) includes a sidewalk on one side, while collectors & arterials should have sidewalks on both sides.

A signed shared roadway or bike lane may be an appropriate facility in limited instances where warranted.

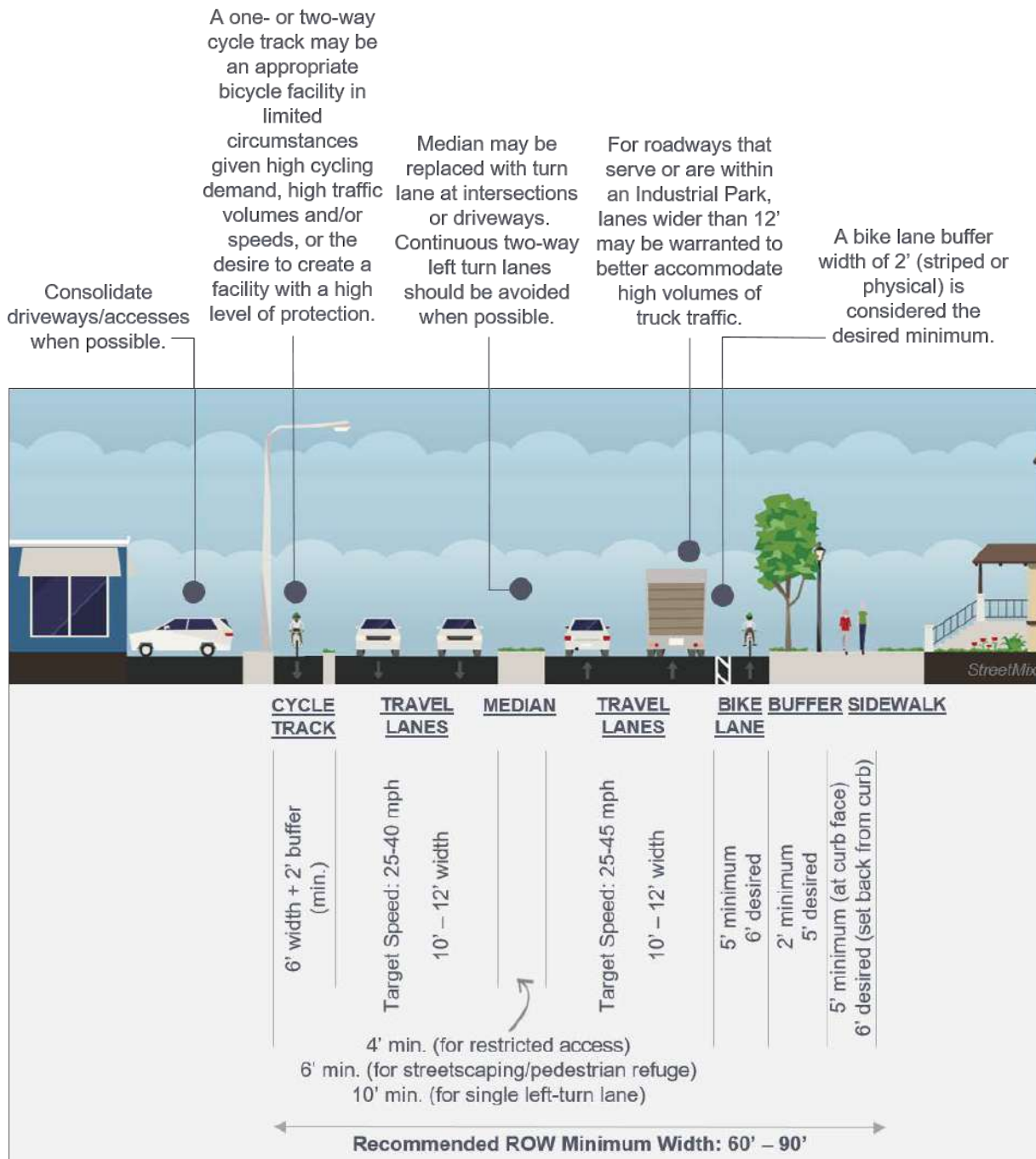
For all new subdivisions, the coordinated planting of shade trees within the public right-of-way is required for both sides of new streets. Trees should be spaced at a maximum of 40' apart.

Up to 2 lanes in each direction.

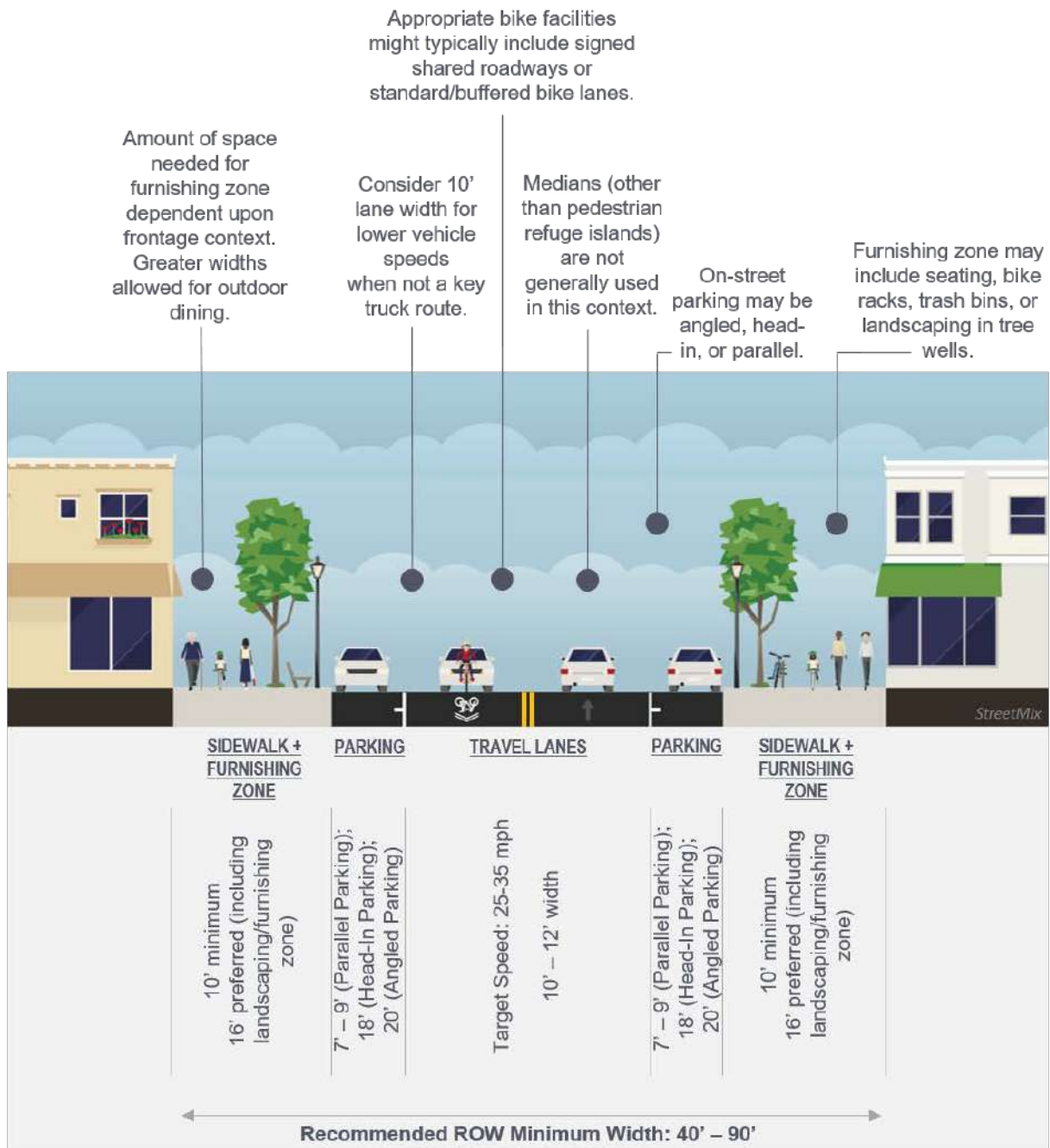
On-street parking optional.



SUBURBAN CENTER



URBAN



COMMUNITY FACILITIES CHAPTER

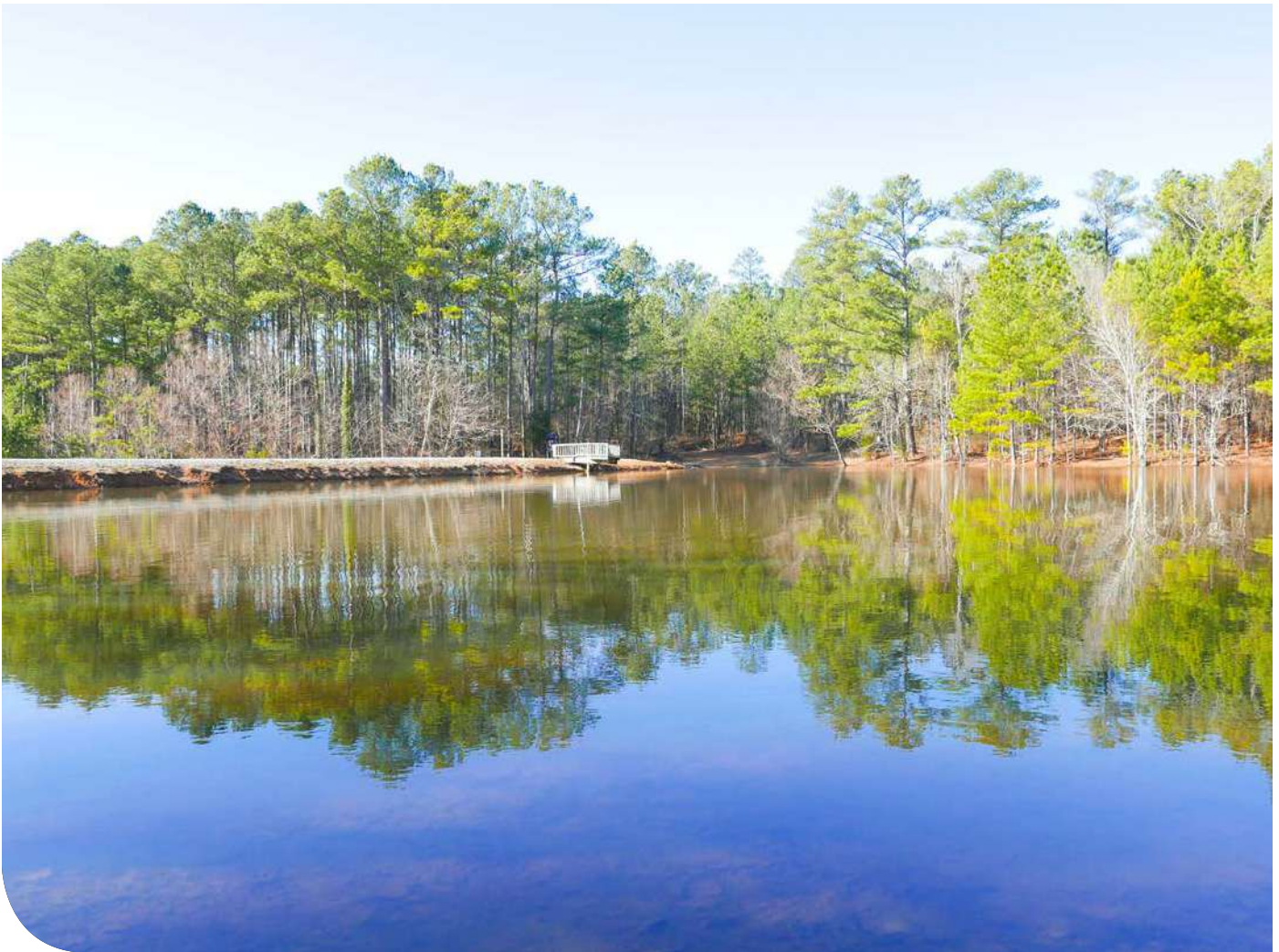
Goal

Complete and up-to-date community facilities that adequately serve a growing population by meeting educational needs, providing expanded recreational and open space choices for all ages, and protecting the health and welfare of citizens.



Introduction

Community input from the online visioning survey indicated that improving or enhancing existing parks, recreation, and other community facilities should be the second Transportation or Community Facility priority after increasing road connectivity to relieve pressure on Highway 96 and Fairview Boulevard. Clearly, the community places an emphasis on improving the facilities that serve the entire City. Community facilities, particularly parks and open space, are one of the key factors used to describe the “quality of life” of a community. With some exceptions outlined in this section, the Fairview community desires improvement to existing facilities over the creation of new facilities



Objectives and Policies

Below, there are objectives and policies pertaining to all community facilities. Objectives are action-oriented and intended to help implement the overall goal at the beginning of this section. The policies are a specific course of action intended to meet the objective. The policies are included in the Implementation Chapter, which includes an ideal timeframe and responsible party for implementation of the policy.

OBJECTIVE CR.1:

Preserve and enhance Bowie Nature Park so that it remains one of Fairview’s greatest natural and recreational assets for future generations.

Why?

It is nearly universal among Fairview residents that Bowie Nature Park is one of the community’s greatest, if not the greatest, assets. Perhaps even Dr. Evangeline Bowie did not fully understand the future value of her tireless labor when she began acquiring the property that would become Bowie Nature Park in 1954. Public input into the comprehensive planning process only confirmed the importance of Bowie to Fairview. The online vision survey indicated Bowie as Fairview’s best physical asset by a large margin. Additionally, both the Visioning Session and the Physical Planning Workshop indicated a desire to substantially buffer the park from surrounding development. The natural seclusion of Bowie Nature Park serves as the appropriate setting for the recreational, educational, and environmental benefits the park provides to the residents of Fairview and beyond.

While Bowie Nature Park serves as a recreational and educational asset as well as an historic and cultural resource, this particular section is focused primarily on its recreational aspect. Additionally, there are policies intended to improve its visibility and connection to other parts of the community. For more policies related to Bowie Nature Park, please refer the Historic and Cultural Resources section.

Policy CR.1.a:

Implement the park facility recommendations of the 2015 Bowie Park Master Plan (see sidebar).

2015 Bowie Park Master Plan

Below, are the managerial and improvement recommendations as they relate to the “recreational” aspects of Bowie Park. For full details on this plan, visit the City of Fairview website and download the full document.

- Finish the update for the Trail Maintenance Plan and make updates every 3-5 years. (High Priority)
- Develop and implement free summer programs for families and adults. (Low Priority)
- Continue to develop and implement special events and attend community events. (Low Priority)
- Add benches in scenic areas around the Park. (High Priority)
- Add picnic tables in the developed area. (High Priority, 1-5 year timeframe)
- Build an ADA accessible trail as part of one of the existing trails north of Lake Van. (High Priority, 1-5 year time frame)
- Tear down and rebuild current stage. (High Priority, 1-5 year time frame)
- Construct a bridge over the spillway of Lake Van. (High Priority, 1-5 year time frame)
- Construct a bridge on the Perimeter Trail over Little Turnbull Creek. (High Priority, 1-5 year time frame)
- Pave the road to the Nature Center and the Nature Center parking lot. (High Priority, 1-5 year time frame)
- Construct a new larger stage near the horse trailer parking. (Medium Priority, 1-5 year time frame)
- Develop the trail to and around JoAnn’s Outdoor Classroom to be ADA accessible. (High Priority, 5-10 year time frame)
- Construct a bridge on Lake Van to connect Shelter #1 area with Shelter #2 area. (High Priority, 5-10 year time frame)

Policy CR.1.b:

Extend the Perimeter Trail to the northeast beneath and/or along the TVA transmission line easement to connect Bowie Nature Park with City Hall.

Policy CR.1.c:

Redesign Bowie Lake Road to create a more visible and ceremonial entrance to the park including an enhanced streetscape with street trees lining the entrance drive; widened sidewalk/shared-use path to Fairview Boulevard; more visible signage near Fairview Boulevard; and potentially working with SFEG to reconfigure their southern entrance to relocate entry drive away from the Bowie Lake Road intersection with Fairview Boulevard.

OBJECTIVE CR.2:

Enhance Veterans Memorial Park at Evergreen Lake to elevate its exposure and expand its attraction as an important park facility in Fairview.

Why?

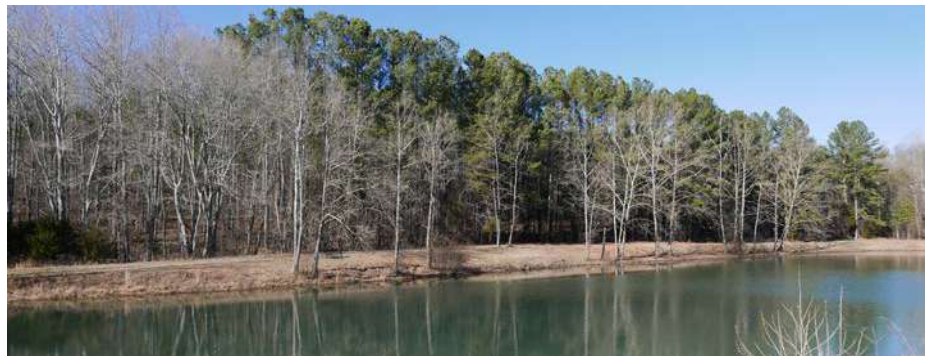
The land that comprises Veterans Memorial Park at Evergreen Lake was donated by Dr. Evangeline Bowie at the time of her death. While Evergreen Lake is a beautiful feature, the park itself is in an odd location off of Highway 96 and near an industrial park. For parks to be used, they must be accessible to the public, feel safe, as well as offer something that draws people to it such as a playground, ballfield, historic or natural feature. Veterans Memorial Park meets the criteria for what draws people and the community input yielded no true concern for safety. The shortcomings regarding accessibility were identified by the team, however. While most people visit Fairview's parks by car, it is important to consider how these facilities can be made more visible and welcoming for users of all modes of transportation when such facilities are in place in the future.

Policy CR.2.a:

Continue to add amenities to the park including seating along the trail and a picnic pavilion.

Policy CR.2.b:

Create a formalized parking area near the picnic area.



Policy CR.2.c:

Install park signage at the intersection of New Hope Road and Highway 96 as part of a community-wide effort to create consistent signage for all parks.

Policy CR.2.d:

Upgrade New Hope Road and Black Pine Road to create a better entrance drive to the park, which includes a sidewalks and bike facilities or a shared-use path extending from Highway 96 to the park, and potentially extending the park fencing to visually connect the park to Highway 96.

Policy CR.2.e:

Encourage development near and surrounding the park to promote its use by nearby residents and workers (see Land Use and Development Character section).

OBJECTIVE CR.3:

Improve the park grounds around History Village to better serve as a park for the community and support the historic landmarks relocated there.

Why?

History Village serves as an opportunity to celebrate Fairview’s history within a park setting. The effort to create History Village dates back to before 2007 and, as pointed out in the Existing Conditions Assessment, has risen in prominence as late as 2018 with the relocation of the Fairview Chamber of Commerce to the historic Triangle School building. While not in the heart of Fairview, the History Village location is in close proximity to the Fairview Recreation Center as well as three of Fairview’s schools. History Village is a work in progress and there are opportunities to enhance the park space around it to make it one of Fairview’s signature civic spaces.

Policy CR.3.a:

Preserve the natural open space features of History Village and minimize programming requiring facilities that detract from this natural setting other than a picnic area—unstructured,

passive recreation should be a priority.

Policy CR.3.b:

Provide sidewalks or shared-use path along perimeter of park.

Policy CR.3.c:

Study the installation of a mid-block crossing of Fairview Boulevard using a pedestrian hybrid beacon to connect the Recreation Center and History Village for pedestrians and cyclists.

Policy CR.3.d:

Create a formalized parking area off Deer Ridge Road or Westview Drive to serve the park and History Village.

Policy CR.3.e:

Encourage new residential development surrounding the park to promote its use by nearby residents as a passive recreation space (see Land Use and Development Character section).

OBJECTIVE CR.4:

Provide a civic space within the new mixed-use, Town Center for Fairview that will serve as an anchor for the Town Center and the heart of the community.

Why?

Throughout the planning process, the idea of creating a true center for Fairview was a recurring theme from the community. During the Visioning Kick-off Event this was identified as the most important concept related to community development and appearance. Likewise, an online survey indicated the Town Center as a high priority for economic development. During the Physical Planning Workshop, many participants felt it was important that a central square or similar civic space be a part of the Town Center. Some felt it should include a clock tower, others a “splash pad” for children, and others felt it should contain a civic building. This common theme of a communal gathering space is not surprising. For decades, hundreds, and even thousands of years, the location of a civic space in the center of a community is nearly universal. Fairview is seeking a similar space that may serve multiple purposes. But most importantly as the heart of the community.

Policy CR.4.a:

Construct a Town Square or Green near the geographic center of Fairview’s new Town Center. The civic space should be large enough to accommodate green space for gathering and relaxing especially if there are other programmed elements such as civic buildings.

OBJECTIVE CR.5:

Supplement the new Town Center with sites for civic uses that could support the Town Center as a destination for the community and beyond.

Why?

It is well established that creating a center for Fairview is a priority. Community facilities can play an important role in the success of a Town Center. People want to visit downtowns to have a nice meal, shop, and work, but people visit downtowns for other reasons that can have a positive impact on business and vice versa. You may come downtown for dinner and a show at the local theater. You may come downtown to visit a Farmer’s Market and decide to stay for coffee or meet a friend for lunch. Civic uses can even leverage investment in other uses to mutual benefit.

Policy CR.5.a:

Design the Town Center to accommodate the relocation of the Farmer’s Market permanently or, at the very least, temporarily.

Policy CR.5.b:

Study the need for a Visual and/or Performing Arts Center in Fairview and, if feasible, develop a plan to build it in a prominent location within the Town Center close to retail, dining, and other entertainment venues.

OBJECTIVE CR.6:

Building on the natural and recreational asset of Bowie Nature Park’s trails, develop a system of greenways that tie different areas of Fairview to Bowie and each other where possible.

Why?

The community recognizes the recreational benefits of trails as evidenced by their support of Bowie Nature Park. The comprehensive planning process also indicated a high level of interest in improving connections between community facilities for pedestrians and bicyclists including the use of greenway trails. These trails are also an excellent way to preserve the rolling terrain and multiple creek basins that make Fairview unique and utilize them for the enjoyment of its citizens.

Policy CR.6.a:

Using the proposed greenway map in this Plan, develop a detailed Greenway Master Plan that not only studies in detail and confirms proposed routes, but also creates a realistic strategy to implement the master plan over time.

Policy CR.6.b:

Develop a Greenway Overlay Zoning District that establishes requirements for the dedication of greenway easements and the construction of greenways as development occurs to help implement the Greenway Master Plan.

Policy CR.6.c:

Develop a fiscal plan to begin the acquisition of easements for the construction of the proposed greenway trail system.

Policy CR.6.d:

Work with Williamson County Health Department to seek funding for greenway development through their healthy living initiatives.

OBJECTIVE CR.7:

Ensure that the City of Fairview continues working with Williamson County on improvements to existing County public facilities that will benefit the citizens of Fairview and support their vision for the future of Fairview.

Why?

Williamson County provides important services for Fairview residents and nearby County residents. Most notably are four schools—three of which are clustered along Fairview Boulevard toward the southern end of town. The Fairview Recreation Center is also an important asset to the community as well as the Fairview Ball Park, Fairview Library, and the Health Clinic. Many of these facilities have recently undergone or are currently undergoing renovations, additions, or other improvements. Generally, community members involved in this planning process indicated their appreciation for County facilities, they did indicate that many needed improvements. While these facilities are not within the purview of the City of Fairview, City leaders can lead efforts to work with the County on continued improvements over time and new facilities as they arrive. This Comprehensive Plan can guide those discussions and be considered the City’s collective input on County facilities.

Policy CR.7.a:

Expand the Recreation Center in the future to include an indoor pool and improved outdoor fields.

Policy CR.7.b:

Consider relocating the library to an expanded facility in a prominent location within the new Town Center.

Policy CR.7.c:

Consider expanding the Health Clinic’s services to the schools.

Policy CR.7.d:

Work closely with the Health Clinic on their healthy living initiatives so that the community is aware of such initiatives and able to take advantage of programs and activities.

OBJECTIVE CR.8:

Provide the Lewisburg Police and Fire Departments with the necessary resources to serve the public safety, fire protection, and emergency service needs of the community.

Why?

The need for and the support of local police and fire protection is typically a given. Fairview is fortunate to have its own police and fire departments that serve the community well. Recent investments in these departments have improved their services, but the City must keep pace with its growth. Current growth trends will warrant continued investment in these departments.

Policy CR.8.a:

Plan and construct a new police station.

Policy CR.8.b:

Plan and construct a second fire station near areas identified for growth.

Policy CR.8.c:

Increase full-time fire department personnel to reduce dependency on volunteer personnel.



HISTORIC AND CULTURAL RESOURCES CHAPTER

Goal

Preservation of the City’s historic and cultural resources and the cultivation of new resources that promote the City’s heritage throughout the community but anchored in the “heart” of Fairview.



Introduction

While Fairview’s history is fairly vast, it lacks the historic fabric that larger towns often boast. Nevertheless, citizens are proud of their community’s history and seek to preserve and enhance that history for future generations. Efforts to do just that are underway with the establishment of History Village and these efforts must continue and be supplemented over time. Additionally, during public meetings citizens indicated a desire to promote existing and future cultural resources to enrich the community. An Arts Center for both the visual and performing arts was mentioned numerous times. According to Rick Warwick’s book, *Williamson County: Out There in the First District*, the area had a rich musical tradition that included several singing schools throughout its early days. Fairview has an opportunity to build on this tradition and share its story with others.



Objectives and Policies

Below, there are objectives and policies pertaining to historic and cultural resources. Objectives are action-oriented and intended to help implement the overall goal at the beginning of this section. The policies are a specific course of action intended to meet the objective. The policies are included in the Implementation Chapter, which includes an ideal timeframe and responsible party for implementation of the policy.

OBJECTIVE HCR.1:

Encourage and support Bowie Nature Park’s efforts to expand its educational outreach to increase its cultural footprint in the region.

Why?

Bowie Nature Park is not only known as a recreational asset but also as a cultural and educational asset focused on nature and environmental conservation. With a long list of programs, camps, and events, Bowie serves all ages in a variety of ways. Bowie’s 2015 Master Plan recognizes this fact and has a number of recommendations for how to expand this component of Bowie’s mission both from a facility standpoint and a programming standpoint. By expanding its outreach, Bowie can become an even bigger destination than it already is, which has residual benefits for the entire Fairview community—residents, businesses, and services.

Policy HCR.1.a:

Implement the park facility recommendations of the 2015 Bowie Park Master Plan (see sidebar).

2015 Bowie Park Master Plan

Below we identified the managerial and improvement recommendations as they relate to the “historic and cultural resource” aspects of Bowie Park. For full details on this plan, visit the City of Fairview website and download the full document

A registered Forester should prepare a comprehensive Forest Management Plan and steps should be taken to begin implementing said plan. (High Priority)

Engage local educators to use the Park in outdoor learning and environmental curricula. (Medium Priority)

Cultivate community relationships with area Boy Scout and Girl Scout Troops. (Medium Priority)

Expand Camp Bowie to reach more age groups. (Medium Priority)

Reach the community in new ways to keep them informed about programs and happenings in the park. (Medium Priority)

Make steps to be a model of green habits and sustainable stewardship of our resources. (Low Priority)

Update and replace signage in the Park. (High Priority, 1-5 year timeframe)

Create a brochure with information about the Park. (Medium Priority, 1-5 year timeframe)



OBJECTIVE HCR.2:

Complete History Village and utilize it as an educational tool dedicated to preserving and sharing Fairview’s history with the community and beyond.

Why?

Fairview has historically been a rural community and, despite its growth, has been able to retain a rural quality—particularly off the main corridors of Highway 96 and Highway 100/Fairview Boulevard. The Fairview Historical Association has worked tirelessly to preserve pieces of Fairview’s history and assemble them together in a highly visible location. While not in the “heart” of Fairview, History Village occupies a visible site off Fairview Boulevard on the south end of the community that is in close proximity to the Recreation Center and three of Fairview’s four schools. It is also a southern gateway to the community. Given its location, there is an opportunity to capitalize on History Village as a living history museum that benefits visitors to the community as well as residents.

Policy HCR.2.a:

Work with the Williamson County Board of Education to implement an educational program for Fairview’s schools focused on Fairview’s history that takes place at History Village.

Policy HCR.2.b:

Develop a living history component to History Village that includes a community farm focused on Fairview’s agricultural, forestry, and animal husbandry traditions.

Policy HCR.2.c:

Add other historic structures, such as the Chester Cabin to represent the 1800’s Horn Tavern, over time to tell the complete story of Fairview and its heritage.

OBJECTIVE HCR.3:

Preserve portions of the area known as “Old Fairview” and encourage the adaptive reuse of structures as mixed-use node along Fairview Boulevard.

Why?

On the surface, the area referred to by some as “Old Fairview” does not look or feel like a historic district in the traditional sense associated with some of the older parts of surrounding communities. It is more indicative of early roadside architecture developed when the automobile was coming into fashion as a primary means of transportation; however, such roadside architecture is often well beyond the age by which it could be considered historic. Regardless, the community identified the area along Fairview Boulevard between Horn Tavern Road and Cardinal/Jones Lane as part of “Old Fairview.” The community sought to preserve this area and some of its structures or adaptively repurpose these structures over time into a new type of center—one, that might even include a cultural component. Clearly, the community sees value in this area currently and even more value as a lively center in the future.

Policy HCR.3.a:

Conduct a historic resource survey to determine if the area known as “Old Fairview” would meet the criteria for establishing a local historic district.

Policy HCR.3.b:

If the area meets the criteria for establishing a local historic district, work with property owners to gather support for designating the district, including drafting design guidelines.

OBJECTIVE HCR.4:

Encourage the conservation of rural land in Fairview and within its urban growth boundary.

Why?

While it may be inevitable that Fairview will continue to grow, many in the community want growth to be balanced and to minimize the loss of Fairview’s small-town character. One method for preserving land where the community wishes development to be avoided is through the use of conservation easements. Conservation easements through entities such as the Land Trust for Tennessee—which manages the Bowie Park Nature Park conservation easement—are a tool used to preserve land in perpetuity while allowing the owner to achieve some tax credit for the loss of development potential. This tool has been used with great success in Williamson County and across the country. It should be one of the tools in Fairview’s toolkit to achieve its vision.

Policy HCR.4.a:

Work with the Land Trust of Tennessee or similar entity to identify priority areas for conservation easements.

Policy HCR.4.b:

Develop a marketing campaign to inform and educate land owners in priority areas about conservation easements and their benefits.



OBJECTIVE HCR.5:

Promote the acknowledgement and advancement of the visual and performing arts in Fairview by developing an Arts Center in a prominent location within the Town Center.

Why?

Encouraging the arts was heard repeatedly throughout the planning process. From promotion to the actual construction of a center, the community believes this should be a long-term objective. A facility for the arts can become a destination. As an anchor within the Town Center, such a facility can leverage economic development. Many communities have invested in such facilities with great success.

Policy HCR.5.a:

Create a strategic plan to develop an Arts Center for Fairview so that fundraising can begin.

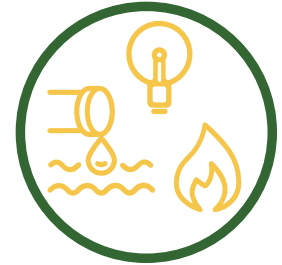


The Arts Center of Cannon County in Woodbury, Tennessee serves a rural population with a focus on the visual and performing arts. It is run by a non-profit organization and is visited by over 40,000 people annually.

UTILITIES AND INFRASTRUCTURE CHAPTER

Goal

An adequate and efficient utility and infrastructure network that serves the current needs of the City and is capable of supporting expansion toward the Highway 100 and Interstate 840 interchange in the future while reducing dependency on on-site sewer systems.



Introduction

Adequate and efficient utilities and infrastructure are important to a community regardless of its vision for future growth. Communities resistant to growth must maintain existing systems. Communities that wish to grow must have utilities and infrastructure planned or in place to adequately support that growth.

As pointed out in the assessment of existing conditions, there are no significant deficiencies in Fairview’s water, electricity, and gas utilities. Discussions with individual authorities have indicated that these existing utilities are adequate to maintain as well as accommodate growth. Gas mains currently exist under Highway 96 and portions of Fairview Boulevard, which can be extended as needed. Middle Tennessee Electric is building a new substation near the I-840 interchange that will provide additional power as needed. A couple of deficiencies that are well-documented, however, is sanitary sewer capacity and stormwater management. While water supply is ample, Dickson County Water Authority is working to improve Fairview’s sanitary sewer system as well as provide maintenance and oversight for alternative sewer systems that can support some growth. But eventually, centralized sewer must be expanded if significant growth is to occur—particularly near the I-840 interchange.

Likewise, as growth occurs, stormwater management is another area that deserves attention and the City must continue its work with the Tennessee Department of Environmental Conservation (TDEC) to address this issue. The issue of stormwater runoff must be addressed in the public right-of-way as well. In the past,

some development did not provide adequate stormwater management facilities and existing stormwater facilities in the right-of-way—predominantly swale drainage—could not handle the subsequent runoff. This not only flooded properties, but damaged roadways. This must be addressed and measures put in place to avoid it in the future.

Throughout the planning process, Fairview residents displayed a cautious approach toward growth. Given growth trends in Middle Tennessee, many believe some amount of growth is inevitable; however, the community seeks to grow in a manner that supports the quality of life they desire while retaining the community’s small-town character. The community envisions the most significant change near the interchanges with I-40 and I-840. However, the community does envision some change in the center of the community as well as opportunities for specific development types in undeveloped parts of the community (refer to the Future Land Use and Development Character section beginning on p. x). It is imperative that Fairview’s policies with regard to existing or new utilities and

infrastructure support this vision for preservation and growth.

Objectives and Policies

Below, there are objectives and policies pertaining to utilities and infrastructure. Objectives are action-oriented and intended to help implement the overall goal at the beginning of this chapter. The policies are a specific course of action intended to meet the objective. The policies are included in the Implementation Chapter, which includes an ideal timeframe and responsible party for implementation of the policy.

OBJECTIVE UI.1:

Ensure that local utilities understand Fairview’s vision for future growth.

Policy UI.1.a:

Once adopted, provide this Comprehensive Plan to the Dickson County Water Authority, Middle Tennessee Electric, Piedmont Gas and other utility authorities for use in their internal planning.

OBJECTIVE UI.2:

Ensure that Fairview’s vision for future growth is aligned with current and future utility capacity.

Policy UI.2.a:

Encourage developers to install gas utilities during the development phase as it is more feasible than retroactively attempting to serve a development or subdivision.

Policy UI.2.b:

Work with Dickson County Water Authority to target regained sanitary sewer capacity for the development of a Town Center for Fairview in the heart of the community as well as development near the I-40 interchange.

Policy UI.2.c:

Revise zoning and/or create regulatory tools

that improves the feasibility of the decentralized systems until such time that the centralized system can be expanded.

Policy UI.2.d:

Work with Dickson County Water Authority as they plan for expanded capacity that could serve Fairview, particularly southwest of Fairview near the I-840 interchange with Fairview Boulevard/ Highway 100.

Policy UI.2.e:

Continue to work with TDEC to increase oversight in the implementation of onsite stormwater management.

OBJECTIVE UI.3:

Improve the stormwater management facilities in the right-of-way along key streets.

Policy UI.3.a:

Utilizing the Transportation and Mobility Map as a guide for priorities, develop a capital improvement program to upgrade stormwater management facilities within the right-of-way as streets are upgraded.



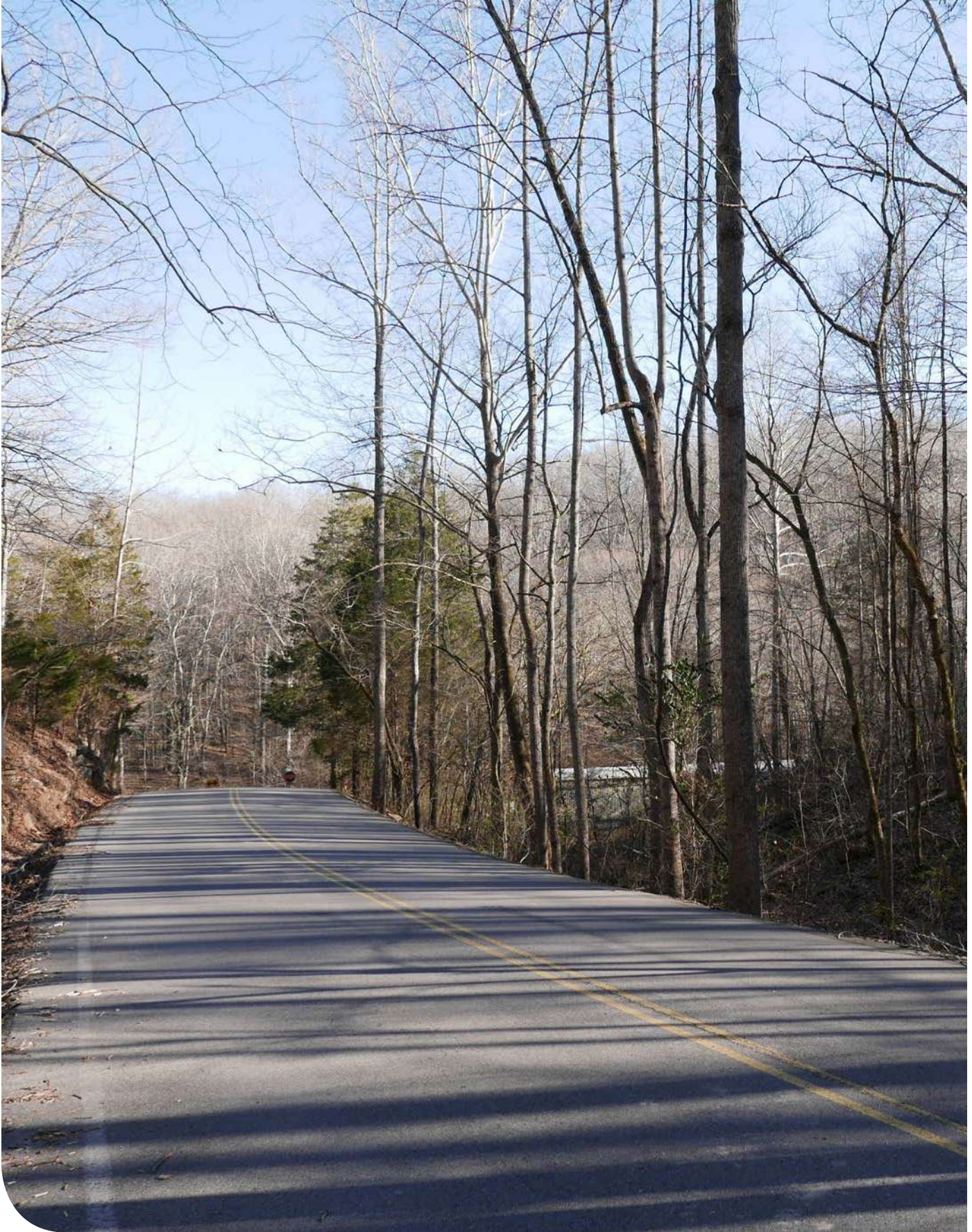


Chapter

4

Implementation

Implementation Matrix



IMPLEMENTATION MATRIX

The IMPLEMENTATION MATRIX lists all of the policies from Chapter 3 along with useful information, where applicable, regarding time-frame, responsible party, and potential funding sources. The timeframes are short term (0-3 years), medium term (4-10 years), and long term (11-20 years). The matrix should act as a checklist to measure progress.

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
Economic Development						
ED.1.a	Retain, strengthen, develop, and promote the city's Machine Component Manufacturing Cluster.	XX	TBD	TBD	TBD	Objective ED.1
ED.1.b	Recruit high-quality full-service restaurants, specialty retail, and lodging facilities.	XX	TBD	TBD	TBD	Objective ED.1
ED.1.c	Recruit information services businesses including web-base businesses as well as other entrepreneurial opportunities for self-employment.	XX	TBD	TBD	TBD	Objective ED.1
ED.1.d	Retain and grow Fairview's building & construction supply cluster.	XX	TBD	TBD	TBD	Objective ED.1
ED.1.e	Create opportunities for and recruit distribution & logistics companies.	XX	TBD	TBD	TBD	Objective ED.1
ED.1.f	Recruit testing laboratories as well as other light manufacturing businesses.	XX	TBD	TBD	TBD	Objective ED.1
ED.2.a	Recruit town center master developer.	XX	TBD	TBD	TBD	Objective ED.2
ED.2.b	Ensure implementation of town center development according to the requirements of the Request for Proposal and any Letters of Intent or Agreements between the master developer, the City and property owners or marketing entity.	XX	TBD	TBD	TBD	Objective ED.2
ED.3.a	Identify areas for an I-40 mixed/business park development based on the recommendations of the comprehensive plan, focusing on interstate-accessible sites near I-40.	XX	TBD	TBD	TBD	Objective ED.3

Chapter 4: Implementation

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
ED.3.b	Collaborate with Dickson County, City of Dickson and Williamson County on a joint economic development effort to establish a logistics hub near the I-40/840 interchange.	XX	TBD	TBD	TBD	Objective ED.3
ED.3.c	Consider facilitation of mixed-use business development areas near the I-40 / Highway 96 interchange to accommodate residential, hotel, retail, and office/business uses.	XX	TBD	TBD	TBD	Objective ED.3
ED.4.a	The City's role would be to facilitate meetings with State and County workforce development providers with local businesses to ensure that Fairview is included in all outreach efforts and that available programming is marketed to existing and prospective businesses.	XX	TBD	TBD	TBD	Objective ED.4
ED.4.b	The City would help create basic business retention and recruitment packages with the guidance of the Williamson County Chamber of Commerce and in collaboration with the Fairview Chamber of Commerce.	XX	TBD	TBD	TBD	Objective ED.4
Land Use and Development Character						
LUDC.1.a	Continue to enforce current Environmental Performance and Development Standards in the Zoning Ordinance and review and update as needed every two to five years.		Short term Mid term Long term	Planning Director Planning Commission Board of Commissioners	N/A	Objective LUDC.1
LUDC.1.b	For single-family and two-family development, add the option to cluster smaller lots on gentler slopes in exchange for preserving land with slopes of greater than 20% as common open space in perpetuity.		Short term	Planning Director Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.1
LUDC.2.a	Revise the Zoning Ordinance to zone annexed territory AR-5A and retain that zoning until proposed development consistent with the Comprehensive Plan warrants a zoning change.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.2
LUDC.2.b	Revise the Subdivision Regulations to require a minimum of 50% conservation lands even if developable land is required to meet the 50% minimum.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.2
LUDC.2.c	Revise the Zoning Ordinance or Subdivision Regulations to require new subdivision development to provide a separation distance from primary streets.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.2
LUDC.3.a	In and around existing neighborhoods only permit new lots that are a minimum of 20,000 sf.		Short term	Planning Commission Board of Commissioners	N/A	Objective LUDC.3
LUDC.4.a	Update and simplify the Planned Unit Development option in the Zoning Ordinance.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.4
LUDC.4.b	Create a new zoning district or overlay district with the intent of allowing and providing standards for a traditional neighborhood development. The Walkable Subdivisions provisions in the Subdivision Regulations may need to be revised to align with this new district.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.4

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
LUDC.5.a	Revise existing multi-family zoning district or create new zoning district that provides design standards intended to implement the objective.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.5
LUDC.6.a	Revise the existing multi-family zoning districts to incorporate standards that promote a mixture of housing types, an internal street network that accommodates pedestrians as well as vehicles, the incorporation of usable open space, and interconnectivity with surrounding development.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.6
LUDC.7.a	Rewrite the Town Center zoning district and its associated standards to simplify its application and procedures.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.7
LUDC.8.a	Revise Fairview’s commercial zoning districts to simplify and better align with the policies of the Comprehensive Plan. Specifically, update the Commercial Community District to encourage and possibly incentivize well-planned development at identified centers that also minimizes future large footprint commercial development to implement the objective.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.8
LUDC.9.a	Revise Fairview’s commercial zoning districts to simplify and better align with the policies of the Comprehensive Plan. Specifically, revise the Commercial Neighborhood district to allow for limited, rural commercial centers that implement the objective.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.9
LUDC.10.a	Discontinue the application of the Commercial General zoning district.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.10
LUDC.11.a	Create a new zoning district that allows for a mixture of uses in a form that does not have a significant parking demand and is consistent with the existing single-family residential pattern.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.11
LUDC.12.a	Maintain or change the zoning of these areas to an Agricultural district.		Short term	Planning Commission Board of Commissioners	N/A	Objective LUDC.12
LUDC.13 - 14.a	Revise Fairview’s commercial zoning districts to simplify and better align with the policies of the Comprehensive Plan. Specifically, revise the Commercial Interchange, Commercial Mixed-Use, and Industrial districts to allow for planned, orderly commercial, industrial, and supporting development near interchanges to implement the objectives.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.13 - 14
LUDC.15 - 17.a	Update and simplify the design standards for the City of Fairview and incorporate the revised standards into the Zoning Ordinance.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.15 - 17
LUDC.18.a	Add buffer requirements in the Zoning Ordinance and/or the Subdivision Regulations for proposed development adjacent to Bowie Nature Park.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.18

Chapter 4: Implementation

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
LUDC.19.a	Adopt a trail overlay zoning district that establishes standards to implement the proposed trails in the Comprehensive Plan.		Short term	Planning Commission Board of Commissioners	Funded as part of a Regulation Update	Objective LUDC.19
LUDC.20.a	Adopt the Future Land Use and Development Character Map as the official land use policy for Fairview.		Short term	Planning Commission Board of Commissioners	N/A	Objective LUDC.20
LUDC.20.b	Amend the City Charter or Board of Commissioner policies to require a super majority vote for zoning requests that have a recommendation of disapproval from the Planning Commission.		Short term	Planning Commission Board of Commissioners	N/A	Objective LUDC.20
LUDC.20.c	Establish clear procedures for amending the Future Land Use and Development Character Map that addresses minor changes as well as major changes that would require a public meeting.		Short term	Planning Commission Board of Commissioners	N/A	Objective LUDC.20
Transportation and Mobility						
TM.1.a	Maximize the efficiency of existing roads through low-cost strategies to increase capacity such as turning lanes, optimized signalization, and signage, while avoiding negative impacts on pedestrians and bicyclists.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.b	Upgrade existing roadways to address unsafe conditions along segments with substandard geometrics.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.c	Develop access management regulations to promote orderly and efficient traffic circulation along key corridors, such as Fairview Boulevard/ Highway 100 and Highway 96.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.d	Developments with frontage on state highways shall be designed with shared access points to and from the highway.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.e	Enforce minimum right-of-way requirements based upon City requirements to maintain and provide adequate road and transportation system capacity to meet present and anticipated future traffic needs.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.f	Encourage the use of context sensitive solutions in roadway design to improve integration of roads into the physical environment and community.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.g	Continue to coordinate with Williamson County, regional organizations, and the state (TDOT) on future transportation needs and improvement projects outside the city that may impact Fairview.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.h	Periodically (every 2 to 3 years) assess the need to develop updated school circulation plans for schools within the city.	XX	TBD	TBD	TBD	Objective TM.1

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
TM.1.i	Coordinate with the Tennessee Highway Patrol and TDOT to identify preferred detour routes through the city should a shutdown and subsequent rerouting of interstate (I-40 or I-840) traffic occur.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.j	Create a Capital Improvement Program (CIP) that would include needed transportation improvement projects, including sidewalk, bikeway, and greenway projects.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.k	Preserve land needed to accommodate planned transportation facilities.	XX	TBD	TBD	TBD	Objective TM.1
TM.1.l	Pursue local, regional, state and federal funding support for the city’s transportation system.	XX	TBD	TBD	TBD	Objective TM.1
TM.2.a	Connectivity of local residential streets shall be encouraged. Residential cul-de-sac streets shall be discouraged where opportunities for through streets exist.	XX	TBD	TBD	TBD	Objective TM.2
TM.2.b	Encourage, require, or provide a density bonus for developments providing access points along more than one roadway, where appropriate, to distribute the trips to and from the development and reduce the burden on the main roadway.	XX	TBD	TBD	TBD	Objective TM.2
TM.2.c	Continue to use traffic impact studies (TIS), as required by the City’s Subdivision Regulations, as a means of understanding and mitigating traffic impacts from future development.	XX	TBD	TBD	TBD	Objective TM.2
TM.2.d	Develop a traffic sign inventory and management system for purposes of updating and maintaining signage in accordance with MUTCD Regulations and Standards, including retroreflectivity.	XX	TBD	TBD	TBD	Objective TM.2
TM.2.e	Create a wayfinding signage system for visitors and residents that directs drivers, pedestrians, and cyclists to important destinations (government facilities, shopping areas, parks, school facilities, etc.), heightens interest by highlighting key attractions, and reinforces community identity with repeated forms, colors, and text fonts.	XX	TBD	TBD	TBD	Objective TM.2
TM.2.f	Continue to coordinate with Williamson County on land use changes and transportation needs and improvements outside the city that may impact Fairview.	XX	TBD	TBD	TBD	Objective TM.2
TM.2.g	Explore the development of impact fees as a means of funding needed transportation improvements associated with new growth and development.	XX	TBD	TBD	TBD	Objective TM.2
TM.2.h	Update all municipal documents, policies, and design standards to be consistent with proposed roadway classifications within the Comprehensive Plan.	XX	TBD	TBD	TBD	Objective TM.2

Chapter 4: Implementation

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
TM.3.a	Apply best practices for walkable communities, pedestrian and bicycle planning, quality of life, and ecological preservation.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.b	Reduce conflicts between motorized and non-motorized traffic and address unsafe conditions for walking and bicycling.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.c	Employ the use of high-visibility pedestrian crossings, signage and signalization for non-motorized movements, pedestrian hybrid beacons, and additional pedestrian infrastructure along Fairview Boulevard/Highway 100 to promote greater safety, visibility, and convenience for pedestrians and bicyclists.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.d	Explore a multiuse path along the power line easement north of Fairview Boulevard/Highway 100 as a means of connecting neighborhoods, commercial areas, businesses, and other uses from Fairview Ball Park to Bowie Nature Park.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.e	Explore pedestrian/bicycle path connections to Westwood Elementary School via surrounding neighborhoods.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.f	Explore options for creating multiple points of entry into Bowie Nature Park via sidewalk and bikeway facilities from neighborhoods and commercial centers.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.g	Encourage connectivity for pedestrian and bicycle travel by requiring a continuous network of pedestrian and bicycle pathways that link to roadways and adjacent developments.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.h	Require all new residential developments, such as subdivisions, planned unit developments, apartment and condominium complexes, to provide pedestrian connections with adjacent neighborhoods and neighborhood activity centers.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.i	Require pedestrian circulation through new mixed-use and commercial projects with sidewalks and internal pathways.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.j	Encourage development of subdivision designs that include shared-use paths interconnect neighborhoods and lead to schools, parks, and other activity areas.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.k	Require bicycle parking areas with all new developments where people work or shop.	XX	TBD	TBD	TBD	Objective TM.3
TM.3.l	Pursue increased funding for trails, sidewalks and on-road bicycle routes.	XX	TBD	TBD	TBD	Objective TM.3

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
TM.4.a	Adopt the Future Transportation and Mobility Map as the official guide for mobility recommendations in Fairview.	XX	TBD	TBD	TBD	Objective TM.4
Community Resources and Facilities						
CR.1.a	Implement the park facility recommendations of the 2015 Bowie Park Master Plan	XX	Short term Mid term Long term	Parks Board	TBD	Objective CR.1
CR.1.b	Extend the Perimeter Trail to the northeast beneath and/or along the TVA transmission line easement to connect Bowie Nature Park with City Hall.	XX	Mid term	Parks Board	TBD	Objective CR.1
CR.1.c	Redesign Bowie Lake Road to create a more visible and ceremonial entrance to the park.	XX	Mid term	Public Works Parks Board	TBD	Objective CR.1
CR.2.a	Continue to add amenities to the park including seating along the trail and a picnic pavilion.	XX	Short term	Public Works Parks Board	TBD	Objective CR.2
CR.2.b	Create a formalized parking area near the picnic area.	XX	Short term	Public Works Parks Board	TBD	Objective CR.2
CR.2.c	Install park signage at the intersection of New Hope Road and Highway 96 as part of a community-wide effort to create consistent signage for all parks.	XX	Short term	Public Works Parks Board	TBD	Objective CR.2
CR.2.d	Upgrade New Hope Road and Black Pine Road to create a better entrance drive to the park, which includes a sidewalks and bike facilities or a shared-use path extending from Highway 96 to the park, and potentially extending the park fencing to visually connect the park to Highway 96.	XX	Mid term	Public Works Parks Board	TBD	Objective CR.2
CR.2.e	Encourage development near and surrounding the park to promote its use by nearby residents and workers	XX	Mid term	City Manager	TBD	Objective CR.2
CR.3.a	Preserve the natural open space features of History Village and minimize programming requiring facilities that detract from this natural setting other than a picnic area—unstructured, passive recreation should be a priority.	XX	Short term	Parks Board	TBD	Objective CR.3
CR.3.b	Provide sidewalks or shared-use path along perimeter of park.	XX	Short term	Public Works Parks Board	TBD	Objective CR.3
CR.3.c	Study the installation of a mid-block crossing of Fairview Boulevard using a pedestrian hybrid beacon to connect the Recreation Center and History Village for pedestrians and cyclists.	XX	Mid term	Public Works	TBD	Objective CR.3

Chapter 4: Implementation

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
CR.3.d	Create a formalized parking area off Deer Ridge Road or Westview Drive to serve the park and History Village.	XX	Mid term	Public Works Parks Board		Objective CR.3
CR.3.e	Encourage new residential development surrounding the park to promote its use by nearby residents as a passive recreation space.	XX	Long term	City Manager		Objective CR.3
CR.4.a	Construct a Town Square or Green near the geographic center of Fairview's new Town Center.	XX	Mid term	Private Developer City of Fairview		Objective CR.4
CR.5.a	Design the Town Center to accommodate the relocation of the Farmer's Market permanently or, at the very least, temporarily.	XX	Mid term	Private Developer City of Fairview		Objective CR.5
CR.5.b	Study the need for a Visual and/or Performing Arts Center in Fairview and, if feasible, develop a plan to build it in a prominent location within the Town Center close to retail, dining, and other entertainment venues.	XX	Long term			Objective CR.5
CR.6.a	Using the proposed greenway map in this Plan, develop a detailed Greenway Master Plan that not only studies in detail and confirms proposed routes, but also creates a realistic strategy to implement the master plan over time.	XX	Short term	Parks Board Board of Commissioners		Objective CR.6
CR.6.b	Develop a Greenway Overlay Zoning District that establishes requirements for the dedication of greenway easements and the construction of greenways as development occurs to help implement the Greenway Master Plan.	XX	Short term	Parks Board Board of Commissioners		Objective CR.6
CR.6.c	Develop a fiscal plan to begin the acquisition of easements for the construction of the proposed greenway trail system.	XX	Mid term	Parks Board City Manager Board of Commissioners		Objective CR.6
CR.6.d	Work with Williamson County Health Department to seek funding for greenway development through their healthy living initiatives.	XX	Mid term	Parks Board City Manager Board of Commissioners		Objective CR.6
CR.7.a	Expand the Recreation Center in the future to include an indoor pool and improved outdoor fields.	XX	Long term	Williamson County		Objective CR.7
CR.7.b	Consider relocating the library to an expanded facility in a prominent location within the new Town Center.	XX	Long term	Williamson County		Objective CR.7
CR.7.c	Consider expanding the Health Clinic's services to the schools.	XX	Mid term	Williamson County		Objective CR.7
CR.7.d	Work closely with the Health Clinic on their healthy living initiatives so that the community is aware of such initiatives and able to take advantage of programs and activities.	XX	Short term	Williamson County		Objective CR.7

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
CR.8.a	Plan and construct a new police station.	XX	Long term	City of Fairview		Objective CR.8
CR.8.b	Plan and construct a second fire station near areas identified for growth.	XX	Long term	City of Fairview		Objective CR.8
CR.8.c	Increase full-time fire department personnel to reduce dependency on volunteer personnel.	XX	Mid term	City of Fairview		Objective CR.8
Historic and Cultural Resources						
HCR.1.a	Implement the park facility recommendations of the 2015 Bowie Park Master Plan	XX	Short term Mid term Long term	Parks Board		Objective HCR.1
HCR.2.a	Work with the Williamson County Board of Education to implement an educational program for Fairview’s schools focused on Fairview’s history that takes place at History Village.	XX	Short Term	City/County Board of Education		Objective HCR.2
HCR.2.b	Develop a living history component to History Village that includes a community farm focused on Fairview’s agricultural, forestry, and animal husbandry traditions.	XX	Mid term	Parks Board		Objective HCR.2
HCR.2.c	Add other historic structures, such as the Chester Cabin to represent the 1800’s Horn Tavern, over time to tell the complete story of Fairview and its heritage.	XX	Long term	City of Fairview		Objective HCR.2
HCR.3.a	Conduct a historic resource survey to determine if the area known as “Old Fairview” would meet the criteria for establishing a local historic district.	XX	Mid term	Historic Commission		Objective HCR.3
HCR.3.b	If the area meets the criteria for establishing a local historic district, work with property owners to gather support for designating the district, including drafting design guidelines.	XX	Mid term	Historic Commission		Objective HCR.3
HCR.4.a	Work with the Land Trust of Tennessee or similar entity to identify priority areas for conservation easements.	XX	Mid term	City/Land Trust		Objective HCR.4
HCR.4.b	Develop a marketing campaign to inform and educate land owners in priority areas about conservation easements and their benefits.	XX	Mid term	City/Land Trust		Objective HCR.4
HCR.5.a	Create a strategic plan to develop an Arts Center for Fairview so that fundraising can begin.	XX	Mid term	City of Fairview		Objective HCR.5

Chapter 4: Implementation

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
Utilities and Infrastructure						
UI.1.a	Once adopted, provide this Comprehensive Plan to the Dickson County Water Authority, Middle Tennessee Electric, Piedmont Gas and other utility authorities for use in their internal planning.	XX	Short term	City Manager Planning Department	N/A	Objective UI.1
UI.2.a	Encourage developers to install gas utilities during the development phase as it is more feasible than retroactively attempting to serve a development or subdivision.	XX	Short term	City Manager Planning Department		Objective UI.2
UI.2.b	Work with Dickson County Water Authority to target regained sanitary sewer capacity for the development of a Town Center for Fairview in the heart of the community as well as development near the I-40 interchange.	XX	Short term	City Manager		Objective UI.2
UI.2.c	Revise zoning and/or create regulatory tools that improves the feasibility of the decentralized systems until such time that the centralized system can be expanded	XX	Short term	City Manager Planning Commission Board of Commissioners		Objective UI.2
UI.2.d	Work with Dickson County Water Authority as they plan for expanded capacity that could serve Fairview, particularly southwest of Fairview near the I-840 interchange with Fairview Boulevard/Highway 100.	XX	Short term	City Manager		Objective UI.2
UI.2.e	Continue to work with TDEC to increase oversight in the implementation of onsite stormwater management.	XX	Short term	City Manager		Objective UI.2
UI.3.a	Utilizing the Transportation and Mobility Map as a guide for priorities, develop a capital improvement program to upgrade stormwater management facilities within the right-of-way as streets are upgraded.	XX	Short term	Public Works	City	Objective UI.3



Appendices

Target Industry Assessment • Detailed Public Engagement Results



APPENDIX A: TARGET INDUSTRY ASSESSMENT

FAIRVIEW

Comprehensive Plan

Target Industry Assessment



Prepared for Common Ground
And the City of Fairview
January 18, 2019



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1

Randall Gross / Development Economics

INTRODUCTION

This report provides findings from a Target Industries Analysis for Fairview, as one input to the Comprehensive Plan and a basis for economic development strategic planning in the city. This report builds on the data and information collected through an economic baseline analysis presented earlier in the plan to identify the community's competitive advantages and potential economic growth opportunities.

Section 1 provides an analysis of factors impacting on Fairview's competitiveness for attracting and retaining business. Section 2 details Fairview's industry clusters and concentrations, which also indicate the city's competitiveness for certain types of businesses. Section 3 provides an analysis of industry growth prospects in Williamson County and throughout Tennessee, while Section 4 identifies three communities in the region that may have some comparability to Fairview and discusses their economic development success. Finally, Section 5 summarizes and identifies the industries that Fairview could target for business retention and recruitment, as a basis for the city's economic development strategic planning.

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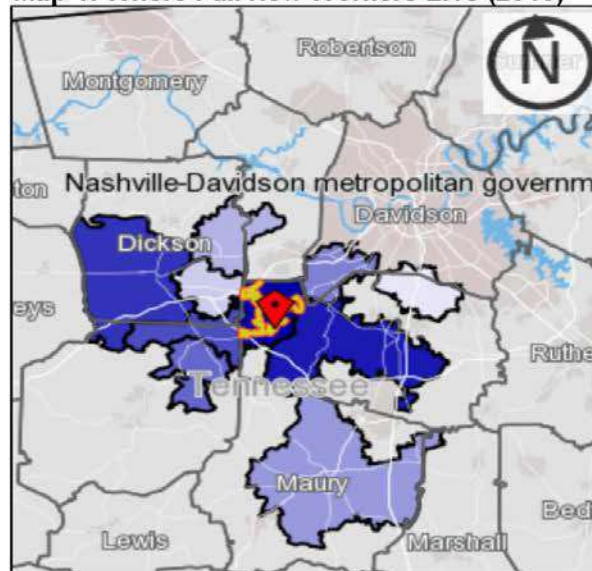
Section 1. COMPETITIVE FACTORS

This section provides a summary of findings on a variety of factors impacting on the competitiveness of Fairview for different economic sectors and industries. Factors including the labor market and availability of skilled labor, accessibility and exposure, housing availability and prices, schools, property taxes, available sites and buildings, amenities base, utilities and services, construction costs, market dynamics, and other factors were examined. Some of these factors were discussed as part of the analysis of existing conditions, but are applied here to the question of economic competitiveness.

Labor Market

The Fairview Labor Market was defined based in part on where current workers reside and their commutation patterns. At present, businesses in Fairview draw their workers primarily from an arc that extends east to west from western Dickson County and parts of Hickman County south and west to Columbia and Maury County. A substantial share of local workers lives within Williamson County, including in Fairview and Franklin.

Map 1: Where Fairview Workers Live (2016)



Source: U.S. Bureau of the Census

Many of Fairview's workers (the city's "at-place" employment) travel from areas as far west as the Tennessee River. In general, Interstate 40 provides the most direct and quickest access to workers, many of whom are commuting north

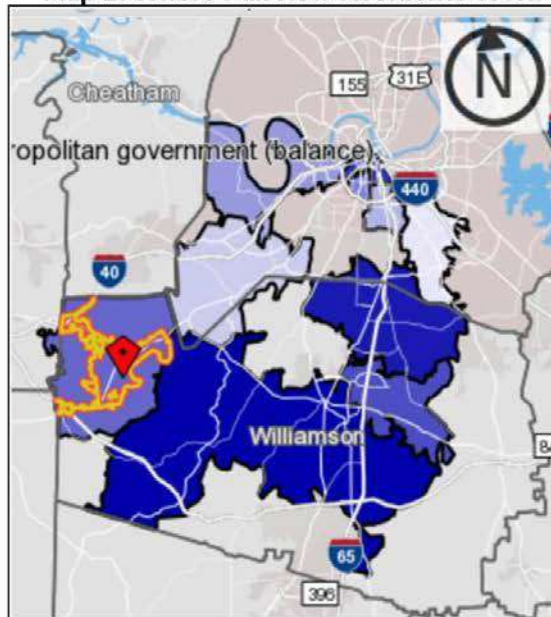
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and east into Fairview towards Nashville. Areas colored in blue on these maps represent the ten zip codes with the highest concentrations of workers' residence (Map 1) and residents' employment (Map 2). The darker the shade of blue shows a higher concentration of residents or employment, respectively.

The commutation patterns for Fairview's residents are nearly a mirror image of its workers'. While Fairview workers tend to commute from the south and west, Fairview's residents commute further to the north and east (towards Nashville). A large majority of Fairview's residents work in nearby areas of Fairview and Franklin, but many others commute to Brentwood, southeast Nashville, Bellevue, and to downtown Nashville.

Map 2. Where Fairview Residents Work



Source: U.S. Bureau of the Census

The Labor Market Area, or that area from which Fairview businesses would draw their employees, extends west to Hickman County, south to Maury County, east through Williamson County and north into west Nashville-Davidson County.

Labor Market Growth

The area delineated above as the Labor Market Area contains a population of roughly 338,000 people. The area is expected to grow, adding about 34,000 people or more than 2.0% over the next five years.

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Table 1. FAIRVIEW LABOR MARKET POPULATION TRENDS & FORECASTS, 2010-2023

Zip Code	Area	2010	2018	2023	2010-18	2018-23
37062	Fairview	10,745	12,348	13,509	1.40%	1.88%
37064	Franklin/Cool Springs	48,118	61,756	70,587	3.03%	2.86%
37055	West Dickson County	27,024	29,551	31,176	0.95%	1.10%
37025	S Dickson/N Hickman	6,226	6,407	6,638	0.50%	0.72%
37098	Hickman/Bon Aqua	5,382	5,508	5,673	0.27%	0.60%
37221	Bellevue	36,610	39,613	42,168	1.18%	1.29%
38401	Columbia/N Maury	54,469	59,165	64,194	1.16%	1.70%
37187	E Dickson/W Cheatham	6,829	7,428	7,859	1.05%	1.16%
37029	Burns/East Dickson	5,628	5,608	5,933	-0.04%	1.16%
37027	Brentwood	49,035	60,424	68,007	2.46%	2.51%
37033	Centerville/W Hickman	7,805	7,970	8,205	0.22%	0.59%
37174	Spring Hill/N Maury	26,418	39,455	45,294	4.54%	2.96%
37137	Nunnely/NW Hickman	2,725	2,894	2,976	0.32%	0.57%
TOTAL		287,014	338,127	372,220	2.23%	2.02%
Sources:		ESRI Demographics and Randall Gross / Development Economics.				

The area's rate of growth is slowing slightly from the period from 2010 to 2018, but remains strong. The fastest population growth will be seen in Spring Hill and North Maury County, Franklin/Cool Springs, and Brentwood. Slower growth is expected in Centerville/Hickman County and Dickson County.

Skills Base

As noted in the baseline report, Fairview's resident base and labor force lags in educational attainment when compared with residents of other parts of Nashville and Williamson County. Less than 30% of adult residents hold a bachelor's degree and only 8% hold a graduate or advanced professional degree. Higher education is essential for upward mobility in today's economy, where the need for writing, analytical thinking, problem solving, and computer-based technology skills bring a premium in the labor market.

On basic achievement testing levels, Fairview High School has been ranked last out of eight Williamson County high schools. Even so, Williamson

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County is among the most competitive public school districts in the state. As such, Fairview is ranked higher than 84% (54th) of 341 high schools statewide.

Housing Prices

Part of what is driving growth in areas located further away from central Nashville is the rapid increase in both rents and for-sale housing prices. Fairview is perceived as a relatively affordable housing market, when compared to areas closer into town or near major employment nodes in Williamson County. However, Fairview is also perceived as the opposite – too expensive – by workers who have chosen to live in more affordable locations further out of the city.

As shown below, Fairview's median home sales price is approaching \$300,000, which is only one-half of that in Brentwood and also much lower than in Franklin/Cool Springs. Fairview prices are also slightly lower than those in Spring Hill / north Maury County and Bellevue. However, as shown below, Fairview housing prices are higher than those in others parts of the labor market including most of Dickson, Cheatham, and Hickman counties.

Chart 1



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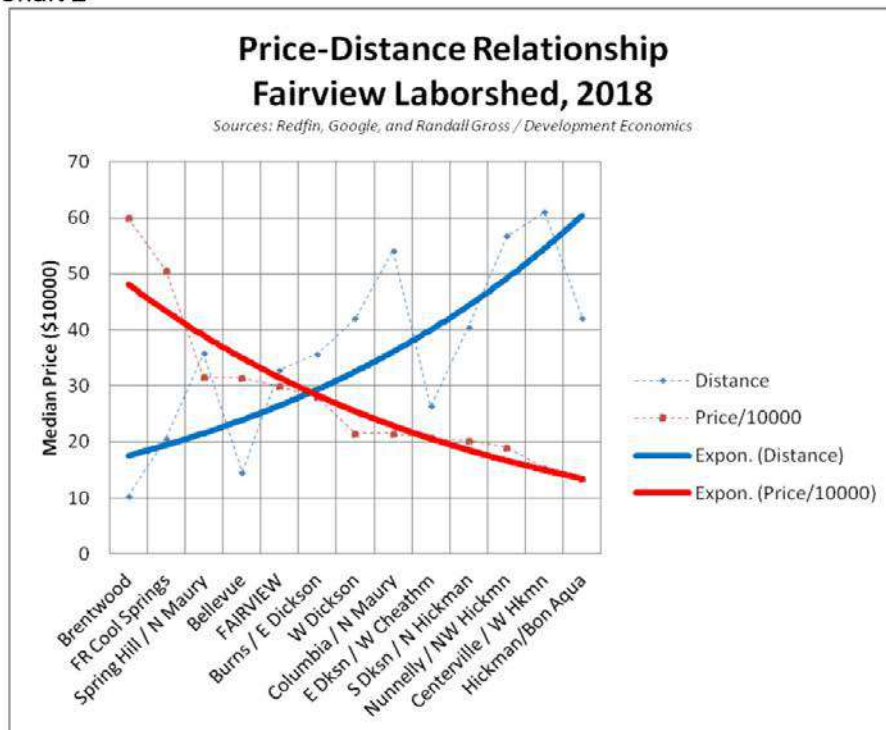
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For business recruitment, perceptions of Fairview’s prices cut both ways – managers and executives will perceive the prices as relatively low compared with more urban locations. But their blue- and pink-collar workers would perceive the prices as higher than locations further out of town. “Pink-collar” workers are generally those employees working in administrative, sales, and similar desk jobs that were traditionally given to women. These jobs are equivalent to “blue-collar” (manual labor) employment in terms of wage and skill requirements. Both contrast with “white-collar” jobs in professional services that require higher education levels.

Price / Distance Matrix

Appendix Table 1 ranks portions of the labor market based on the cost of housing measured against commuting distance and time in order to examine Fairview’s competitive positioning. The relationship between housing prices and distance from downtown Nashville (the region’s primary economic hub) is illustrated in the following matrix chart, with the intersection of distance (blue) and housing prices (red) being the “optimum” location for commuters who wish to gain the optimal value for money.

Chart 2



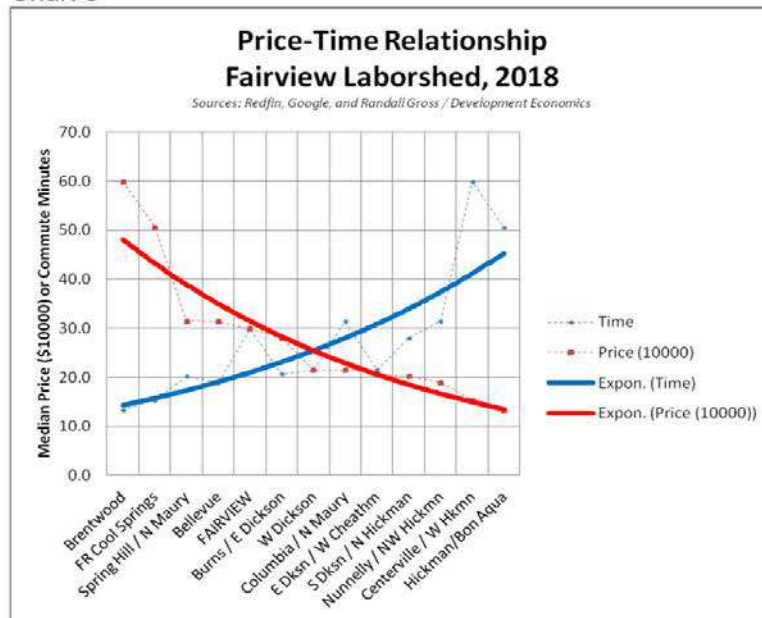
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This analysis seems to indicate that Fairview is not located far from the “optimal” position for housing costs and commuter distance, with Burns / East Dickson County being the locaiton that maximizes those factors. At one end of the spectrum is Brentwood, which is well-located for accessing downtown Nashville but also has extremely high housing prices. At the other end is the Bon Aqua area of Hickman County, which has relatively low housing prices but is comparatively far from downtown.

A similar comparison was conducted with respect to commuting time as a factor in relation to housing cost. Here, west Dickson County is closer to the optnal location, with Fairview having housing prices somewhat high for the commuting time required. Again, Brentwood provides the extreme in terms of housing prices while Bon Aqua has the best housing prices relative to commuting time. The following chart illustrates this relationship between commuting time and housing cost.

Chart 3



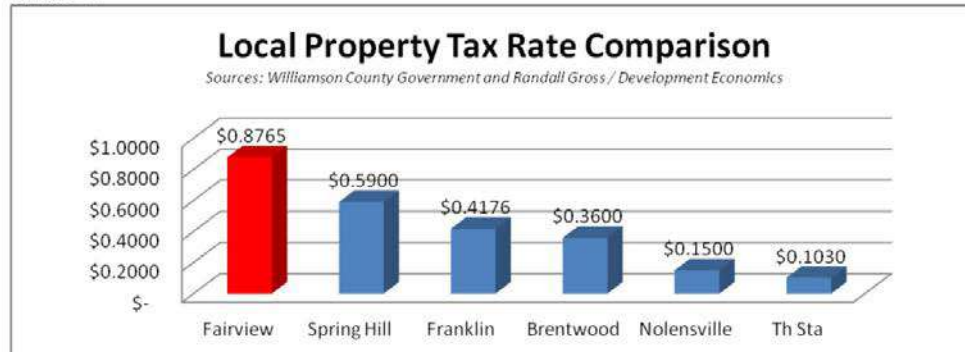
Property Taxes

Also an important consideration for business locations is the property tax burden. The property tax rate in Fairview was compared with those in competitive locations including Spring Hill, Franklin, Brentwood, Nolensville and Thompsons Station in Williamson County.

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Chart 4



This comparison indicates the Fairview has by far the highest property tax rate among these competitive Williamson County locations, at \$87.65 per \$100 of assessed value. This rate compares with \$59.00 in Spring Hill down to \$10.30 in Thompson’s Station. Clearly, real estate prices vary significantly among these communities, potentially ameliorating some of the effects of a higher tax rate. For example, Brentwood has a lower tax rate, but properties have much higher values, yielding a higher tax bill. Still, perceptions of the tax rate can have a negative impact if the city is positioned at one extreme or another of the spectrum.

Sites and Buildings

Williamson County had worked with local Fairview officials to identify sites for potential targeting by the state’s Property Evaluation Program (PEP). This effort identified a total of 1,289 acres of available Fairview land at sites that could be marketed by the State for economic development prospects. Unfortunately, the process of adding these sites to the State’s PEP database has not been completed. The refined list of sites included the following:

- (#1) 194 acres
 - Highway 96 & New Hope Pass
- (#2) 60 acres
 - Anderson Road near NW Highway (Old 96)
- (#4) 97 acres
 - Highway 96 near Bahne Road
- (#6) 89 acres
 - CCC Road
- (#8) 113 acres
 - Fairview Boulevard & Pinewood
- (#9) 294 acres
 - I-840 & Union Valley Road

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- (#10B) 100 acres
 - I-840 & Deer Ridge Road
- (#10C) 88 acres
 - Mangrum & Deer Ridge Road
- (#12) 66 acres
 - I-840 & Deer Ridge Boulevard (NE)
- (#13) 75 acres
 - Chester Road & Boone Street
- (#14) 100 acres
 - Fairview Boulevard near Boone Street
- (#15) 13 acres
 - Fairview Boulevard at Spencer/Pinewood (near I-840)

There are currently 19 commercial and industrial sites listed for sale in Fairview on LoopNet (sourced from CoStar). These sites contain a total of more than 1,371 acres of land, although 1,257 of that amount are contained in one site located on Old Highway 96. Excluding that large site, the average listing has about six acres, with a range of 0.6 to 36.16 acres available. Most of this land is serviced, with prices averaging \$265,900 per acre. Prices are naturally lower (on a per-acre basis) for larger parcels, with sites of less than five acres (including several Bowie Commons outparcels) averaging \$366,300 per acre, sites of five to ten acres averaging \$161,100, and sites of more than ten acres averaging just \$87,500 per acre.

Table 2. Average Commercial Land Prices, Fairview and Other Williamson County, 2019		
Size of Parcel	Fairview	Other Wm.
0-5 Acres	\$ 366,255	\$ 1,208,688
5-10 Acres	\$ 161,151	\$ 386,839
10+ Acres	\$ 87,450	\$ 66,801
Sources:	CoStar Group LLC and Randall Gross / Development Economics.	

Fairview land prices are comparatively low for small lots, especially when compared with outparcels in more urban locations in Franklin/Cool Springs, Brentwood and elsewhere in Williamson County. Fairview's mid-size (5-10-acre) lot prices are also lower than in other parts of the county. However, prices per acre for large parcels currently on the market in Fairview are higher than in other large parcels in the county. The small number of large parcels available for

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comparison can easily skew the average prices, however, so the small number of larger lots may not constitute a representative sample.

There are several industrial business locations in Fairview, including the traditional industrial park at Loblolly Pine Boulevard/Juniper Road (AIGNEP USA, Hydroflo Pumps, J.A. King), along I-40 on Drag Strip Road (TradeWind Industries) and on Highway 100/Fairview Boulevard (Cumberland Conveyor, SFEG, Progressive Industrial Corp, Nashville Barrel & Drum). None of these areas was established as a master-planned industrial or business park, per se. Businesses located along Highway 100 are interspersed with commercial and residential uses. SFEG is located adjacent to the Bowie Nature Park and this industrial business's entrance in front of the park reduces exposure to the park as the city's premier natural amenity.

Fairview has relatively few available industrial or commercial buildings of substantial scale to attract business. There is about 11,500 square feet of available commercial space in four units listed at Bowie Commons Shopping Center, with rents ranging from \$18.00 to \$21.00 per square foot. The latter probably represents the highest-priced commercial space in Fairview due to the relatively small size of the units, located on the main commercial corridor in a national brand-anchored center with high occupancy, built new in 2010.

Construction Costs

While land prices can be lower in Fairview than in other parts of the county, a survey of development and construction companies indicates that the cost of construction can often run higher in Fairview due to topographical features that serve to increase the requirements for development. All of the companies surveyed suggested a cost differential ranging up to 25% of the total cost, typically adding \$40,000 to \$170,000 to the average (residential) lot price. The problem is that, while the market can bear these higher costs in Brentwood and other parts of the county, they negatively impact on demand in Fairview and surrounding areas. Among the construction cost factors impacted by topography are cut & fill, retaining walls, rock blasting, karst terrain, storm sewers & pumping, and sanitary sewers.

Utility Access and Prices

Fairview's utility access and pricing was examined as an input to an assessment of the city's overall competitiveness for economic development. Particular focus was given to an assessment of commercial and industrial utility rates in comparison with surrounding jurisdictions.

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Water/Sewer

The lack of water/sewer service capacity at sites south-west of town near I-840 severely limits development potential at one of the premier transportation interchange opportunities in Fairview. Water/sewer availability and capacity (provided through the Dickson County Water Authority) are addressed elsewhere in this master plan report. Other utilities are discussed below. Dickson water rates are generally low for basic customer service and high usage, but usage rates are slightly higher for moderate usage (500,000 to 1.0 million gallons).

Electric Power

Electric power is provided at relatively low cost through the Middle Tennessee Electric Membership Corporation. Fairview's electric power rates, at 10.2 cents per kilowatt hour (kWh) commercial and 6.62 cents per kWh industrial are identical to those in Franklin and other parts of Williamson County but slightly lower than those in nearby Dickson (10.41/6.66), Kingston Springs (10.32/6.62) and Nashville (10.32/6.62), according to ElectricityLocal. Overall, Tennessee has the 7th lowest electric rates in the United States, making the state among the most competitive for attracting industries that require significant power use. While power costs are low in Tennessee, the state's power customers generate the nation's 2nd highest per-capita usage (perhaps because power prices are relatively low), so the overall monthly residential bill is ranked 7th highest in the nation, according to an analysis by the *Wall Street Journal* in 2018.

Natural Gas

Natural gas is supplied to Fairview by Piedmont Natural Gas. Tennessee's prices are aligned with (the same or slightly higher/lower than) those in neighboring states. For example, average commercial use (October 2018) was priced at \$8.89/1,000 cubic feet in Tennessee, versus \$9.38 in Kentucky. Industrial use was priced at \$4.55/1,000 cubic feet versus \$4.28 in Kentucky, according to the U.S. Energy Information Administration (EIA).

Broadband

In a relatively geographically-isolated community, broadband Internet access can be extremely important for attracting and retaining businesses, especially smaller entrepreneurs who might want to locate in a smaller town. According to Geo-ISP, Fairview residents and businesses have broadband access, with an average download speed of 16.25815 Mbps (versus a statewide average of 7.31219 and a Nashville speed of 10.00594). Fairview broadband speeds are just slightly lower than those in Chattanooga (18.86426), which are among the fastest in the world and are used as a strong selling point in that city's economic development marketing.

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Fairview has 1 DSL provider, 1 cable Internet provider, 1 fiber Internet (FTTH) provider, but no fixed wireless (WISP) providers. Fiber coverage is limited to the central portion of Fairview (half of which is located within Bowie Nature Park). Aside from the lack of fixed wireless service, Fairview generally has Internet capacity on par with or higher than national averages for speed and service delivery.

Real Estate Market Conditions

As noted above, higher development costs do not translate well into higher sale prices because higher-priced housing has not absorbed well into the Fairview market. The residential market performance compares poorly with western Williamson County and southern Davidson County, which both offer higher market value. But another factor impacting on Fairview's competitiveness is the general lack of market information, with the need for CMA (competitive market analysis) and a lack of comparables, history, and context. Fairview's commercial and industrial real estate is excluded from Nashville-area broker tracking that otherwise includes Brentwood and Franklin/Cool Springs as sub-markets. Fairview does not register in regional tracking reports and databases for commercial or industrial real estate.

Another factor impacting on Fairview's competitiveness is ongoing land price speculation, as evidenced by the relatively high prices for large parcels on Fairview Boulevard and in other locations. Speculation contributes further to development costs and hinders economic development negotiations. Speculation can be related back to the lack of market information and of an understanding of the area's relative construction cost differentials.

Summary of Key Advantages & Challenges

Based on information collected and analyzed for the Economic Baseline Assessment as well as for this Target Industry Assessment, Fairview's key competitive advantages and disadvantages have been identified as a basis for identifying potential economic development business targets.

Competitive Advantages

As discussed in the Economic Baseline Assessment, Fairview is well-located within the Nashville Metropolitan Statistical Area in terms of proximity to downtown while offering a rural lifestyle. Fairview offers Williamson County image and schools, along with excellent interstate access via I-40W and I-840 that so far lacks the massive traffic congestion experienced on most other legs of Nashville's interstate highway systems (namely, I-65S, I-40E, I-65N, I-24W, and I-440).

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As noted above, Fairview offers a rural setting surrounded by significant natural topography and stunning scenery. Natural areas including Bowie Nature Park are wonderful amenities, especially for a community located so close to downtown Nashville. Fairview offers a rural/small-town feel that is increasingly difficult to find near Nashville.

There are more than 1,200 acres of available industrial and commercial land, although there are few competitive buildings available to help in recruiting businesses to town. Land prices are relatively low but there is speculation on large parcels, especially near Highway 100. Water/sewer service is available near I-40 or the center of Fairview, but access and capacity are lacking closer to I-840. Electric, gas, and water services are relatively affordable. Fairview offers exceptionally high-speed broadband Internet service, which is important for attracting many types of businesses and small entrepreneurs looking for a more rural location but lacking in exposure to consumer markets.

Fairview draws from a relatively broad and growing geographic labor shed that extends west all the way to the Tennessee River, although most workers are drawn from within Fairview, western Williamson County, Dickson and Hickman counties. Fairview is also relatively affordable when compared with other areas in Williamson and Davidson counties.

Key Challenges

Some of Fairview's advantages also help to create challenges to economic development. For example, the area's beautiful topography also contributes to the cost of construction, reducing the financial feasibility of development. While located in affluent Williamson County, Fairview has a population with lower education and income levels than its neighbors: Franklin, Brentwood, and increasingly, Nolensville. Schools are excellent in Williamson County but Fairview's High School is sometimes ranked at the bottom of the county on test scores and other measures. And yet, if Fairview were located in nearly any other county in Tennessee, it would be perceived to be an affluent, well-educated community with good schools. Similarly, Fairview's housing and land is relatively affordable for Williamson County, but the city's workers cannot afford the local housing and have to commute from areas further out of Nashville.

The lack of market information and the fact that Fairview is not included in most of the region's commercial and industrial real estate brokerage data, reduce exposure and opportunities for marketing Fairview to prospective tenants, investors and businesses. The lack of follow-through failed to ensure that Fairview's sites were being marketed by the State's economic development agencies. Even so, the city lacks industrial building inventory, as noted above, that could be used to attract businesses looking for space. In general, the city is not being pro-actively marketed for industrial development beyond the Williamson County Chamber's web site. Overall, Fairview lacks a strong identity

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and brand that would be carried forward in pro-active economic development and marketing efforts.

As many residents of Fairview have noted, the city lacks a “center” where the community can come together to celebrate, where people can walk and shop or be entertained. There is a strong desire among residents for creating a walkable town center with some specialty retail, but previous attempts did not materialize. The current land use patterns and highway design have encouraged commercial “big box” development and sprawl that is neither attractive nor complementary to the rural character and natural areas that form part of the community’s charm and identity. Plus, commercial sprawl begets traffic congestion that only helps to reduce residents’ willingness to permit further development or even mixed-use infill that could increase walk-ability and enhance the community’s image.

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Section 2. INDUSTRY CLUSTERS AND CONCENTRATIONS

Fairview has a small but vibrant business base. While there is a variety of existing businesses, there are examples where some industries have created a concentration in Fairview when compared with the county or the region at large. Such concentrations are an indication of certain competitive advantages for some types of business. The following section summarizes findings from an analysis of Fairview’s industry clusters and concentrations.

Location Quotients

Location Quotients (LQs) are one measure that identifies industry concentrations within a local economy. LQs compare employment in a certain industry as a share of all local employment, with the share of that same industry’s employment in the county or region’s total employment. The resulting ratio, if greater than 1.0 (and especially if higher than 1.2) is considered a concentration.

Sector	Fairview	Wm County	Ratio
Agriculture	0.00%	0.13%	-
Mining	0.00%	0.03%	-
Utilities	0.00%	0.17%	-
Construction	8.37%	4.36%	1.92
Manufacturing	12.61%	2.50%	5.04
Wholesale	4.34%	3.26%	1.33
Retail Trade	32.20%	12.91%	2.49
Transport/Warehouse	0.00%	0.86%	-
Information	0.32%	2.89%	0.11
Finance/Insure	1.06%	8.94%	0.12
Real Estate	0.74%	1.43%	0.52
Prof/Tech	2.22%	10.87%	0.20
Management	0.00%	6.93%	-
Admin Services	3.28%	7.90%	0.42
Education	0.21%	6.65%	0.03
Health Care	6.67%	14.63%	0.46
Arts/Recreation	0.00%	1.61%	-
Accom/Food Svcs	12.82%	8.50%	1.51
Other Services	6.14%	2.97%	2.07
Government	9.00%	2.47%	3.65
Sources:	U.S. Bureau of the Census and Randall Gross / Development Economics.		

Within Fairview, there are several industry sectors where there may appear to be a concentration. These sectors include manufacturing, with an LQ of 5.04, meaning that the share of Fairview’s jobs in transportation is more than 500% that of Williamson County’s. This is a significant concentration, suggesting that Fairview has competitive advantage for manufacturing and also that the

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city's economy is heavily tilted to this sector. This finding is not surprising, given the city's location at the nexus of two interstate highways (I-40 and I-840), its relative proximity to Nashville, and its relatively-low cost of land within Williamson County.

Retail trade exhibits an LQ of 2.49 in Fairview, or 249% of that industry's share in the Williamson County economy. Fairview is largely a bedroom community, so it is not surprising that retail trade is a major component of the local economy, especially when compared with the role of retail in other parts of the county. But Fairview's access along commuter routes has contributed to its competitiveness as a retail location within the broad trade area extending southwest of the city.

Construction has an LQ of 1.92, which is 92% higher than the county as a whole. Again, the location permits companies to serve a broad area while using relatively inexpensive land for storing materials and equipment. Fairview also has a high LQ for accommodation and foodservice. Restaurants, like other forms of retail, have concentrated in Fairview because of exposure to the commuter trade. But the city is also a good location for lodging, again because of its access and exposure to two interstate highways not far from downtown Nashville. In a regional market with 16 million tourists and growing, Fairview has captured more than its "fair share" of lodging employment, albeit small, within its economic base.

Fairview has also proven to be a competitive location for "other services." This category includes a broad range of activities including repair services, personal services, dry-cleaning, death care, pet care, and others. Many of these activities are consumer-oriented, which aligns them with the retail and restaurant activity serving the local household base as well as commuters. In sum, Fairview has a large geographic trade area that captures demand from rural areas and commuters for retail, restaurants, and services.

While government services also generate a high LQ for Fairview, being a relatively rural community with a large geographic area yields service needs that are not surprisingly higher than those in more compact, urban communities in the county.

Clusters

Some assessment of Fairview's industry "clusters" was also conducted, although the small size of the local economic base limits the significance of this type of analysis. A "cluster" suggests inter-dependencies between different industries that lead to a clustering effect. For example, Nashville's Music Row is an example of an industry cluster, where a variety of very different industries (music publishing and recording, financial services, bus transportation for artists on concert tours, legal services and others) work in support of the broader music cluster. A transportation manufacturing cluster may exist where an automobile

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production plant, for example, is supported by local machine shops, parts supplies, electrical contractors, steel fabricators, and repair services.

In Fairview, there is a small number of companies that share certain characteristics that may indicate some competitive advantages for the city. Importantly, a relatively high percentage of these companies are not only manufacturing or distributing from Fairview but are also based in the city (e.g., AIGNEP, Urethane Associates, Iron Lion Entries, Hydroflo, TradeWind Industries, Cumberland Conveyor, and SFEG). Several tentative groups or product-related clusters can be identified loosely in the city, as indicated below.

Movement Components (Machine/Supply)

- Pneumatic movement components/motors manufacturing
- Pneumatic hydraulic systems/blowers manufacturing
- Custom molding-Polyurethane parts & wheels manufacturing
- Water pumps manufacturing
- Conveyors supply/maintenance
- Bearings supply
- Asynchronous motor products manufacturing

Building Supply

- Lumber/Building supplies
- Iron & steel door manufacturing
- Building contractors
- Acrylic baths manufacturing

Timing/Calibration

- Calibration/measurement laboratory
- Asynchronous Motor products manufacturing

Steel

- Steel barrel & drum pickup/disposal
- Iron & Steel doors manufacturing

Water

- Water supplier
- Water pumps manufacturing

Perhaps the most significant of these groupings focuses on “***movement***” components, especially for machinery, with manufacturers of pneumatic movement and hydraulic components, wheels, water pumps, conveyors, bearings, and asynchronous motor products (for rotating washing machines, for example). Some of the other local products, like iron and steel doors, could also be placed into this broad category. While the relationship between these products is tenuous at best (since they serve different industries and involve a broad range of processes, inputs and outputs), there is a theme that may provide

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some power for branding or identity unique to Fairview. Certainly “machine components” characterize the nexus for products of several of the city’s primary manufacturing companies.

Summary

Based on analysis of Fairview’s limited but diverse economic base, it can be said that the city has developed some competitive advantages for attracting certain types of businesses that include the following (with codes for the North American Industrial Classification System-NAICS):

- **Machine Component Manufacturing (especially *movement-oriented*)**
 - Pneumatic and Hydraulic Pumps & Motors (333996, 333999)
 - Commercial/Service Industry Machinery Equip.(333318)
 - Pumps and Pumping Equipment (333911)
 - Conveying Equipment (333922)
 - Instruments for Measuring & Testing Electricity/Signals (334515)
 - Misc Electrical Equipment & Components (335999)
- **Accommodation & Foodservice**
 - Hotels/Motels (721)
 - Restaurants & Drinking Places (722)
- **Building Supply**
 - Building Supply & Materials (4441)
 - Building Supply Retailers (444190)
 - Metal Window & Door Manufacturing (332321)
 - Plastics Plumbing Fixture Manufacturing (326191)
 - General/Building Contracting (236)
 - Warehousing & Distribution
- **Shopper’s Goods Retail**
 - Motor Vehicle and Parts Dealers (441)
 - Furniture & Home Furnishings Stores (442)
 - Electronics & Appliance Stores (443)
 - Building Material & Equipment Suppliers (444)
 - Clothing & Accessory Stores (448)
 - Sporting Goods, Books, Specialty Stores (451)
- **Industrial Testing & Measuring Laboratories & Manufacturing**
 - Testing Laboratories (541380)
 - Measuring & Controlling Device Manufacturing (334519)
 - Instruments & Related Products Manufacturing (334513)
 - Wholesale and Distribution of above products
- **Materials Recovery Facilities (562920)**
- **Internet-Based Businesses**
 - Internet Publishing & Broadcasting (519130)
 - eCommerce (454111)
 - “Back Office” Office Administrative Services (561110)

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Section 3. GROWTH PROSPECTS

The employment projections for various industries in Williamson County and within the Tennessee Workforce Development Areas surrounding Fairview were analyzed to identify key growth prospects. These growth projections are used to identify opportunities with Fairview’s industrial development framework.

Williamson County

The top industry growth opportunities have been identified for Williamson County through 2027, based on employment and domestic product projections. These industries or sectors include the following (ranked by projected ten-year employment growth):

- Management Services 52%
- Administrative Services 46%
- Health Care 37%
- Information Services 33%
- Professional, Scientific, Technical 31%
- Other Services 23%
- Accommodation & Foodservice 22%
- Finance & Insurance 21%
- Retail Trade 19%

Since Williamson County includes the largest and fastest-growing corporate office node within the Nashville MSA, it is not surprising that employment is projected to continue increasing rapidly in management services. Management Services includes corporate headquarters and corporate management-related employment. Similarly, Administrative Services employment is also expected to increase rapidly. Such jobs fill “back-office” space and comprise largely of processing and administrative functions such as human resources, business consulting, travel agencies, financial auditing, and various business support services.

Nashville, and Williamson County specifically, is a national hub for the health care industry including the headquarters of several of the nation’s hospital management companies. Health care continues to grow nationally, and it is not surprising that Williamson County will see rapidly increasing employment in this sector.

Other key growth sectors include information services, professional/scientific and technical services and other services. Most of the aforementioned growth prospects (along with finance) generally require higher levels of education and experience. Jobs with lower educational requirements will

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be found in the growth sectors of accommodation, foodservice and retail. These last industries are among those naturally more likely to locate in Fairview, under the right circumstances, thanks to its location as a gateway to Nashville and its large commuter shed.

That being said, Fairview does present opportunities to attract and recruit smaller businesses and entrepreneurs among the county's other high-growth sectors. Among the best opportunities may be information services due to the availability of high-speed broadband Internet service and a propensity for web-based operators to locate sometimes in more rural locations, if the right conditions are created to leverage such opportunities. Certain scientific and technical services are often attracted to more rural locations where product development or other activities can be conducted without interference. Administrative services like various back-office functions, can also be attracted to more rural locations and communities like Fairview that have good access to a metropolitan area but also relatively low-cost land, overheads, and housing.

State of Tennessee

Within the state as a whole, non-manufacturing & non-retail employment is expected to increase by 13.5% or 336,735 jobs by 2026.

Sector	2016	2026	2016-2026 Change	
			Number	Percent
Accommodation & Food Svc	285,610	311,185	25,575	9.0%
Administrative and Support	227,070	274,450	47,380	20.9%
Agriculture, Forestry	25,475	26,205	730	2.9%
Arts, Entertainment, & Rec	35,805	39,260	3,655	10.3%
Construction	114,880	134,140	19,260	16.8%
Educational Services	248,605	272,190	23,585	9.5%
Finance and Insurance	106,605	113,285	6,680	6.3%
Health Care and Social	392,675	479,780	87,105	22.2%
Information	45,435	45,235	(200)	-0.4%
Management of Companies	44,680	61,530	16,850	37.7%
Mining, Quarrying, Extraction	3,065	2,950	(115)	-3.8%
Other Services	132,130	141,705	9,575	7.2%
Professional, Scientific, Tech	131,840	181,835	49,995	37.9%
Public Administration	196,705	202,490	5,785	2.9%
Real Estate	38,170	43,980	5,810	15.2%
Self-Employed Workers	173,330	194,205	20,875	12.0%
Transportation, Warehousing	173,370	181,480	8,110	4.7%
Utilities	3,395	3,455	60	1.8%
Wholesale Trade	119,920	125,940	6,020	5.0%
TOTAL	2,498,565	2,835,300	336,735	13.5%
Sources:	Tennessee Department of Labor & Workforce Development and Randall Gross / Development Economics.			

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Among these sectors, the fastest growth will be in professional, scientific and technical (PST) employment, increasing by 37.9% and adding nearly 50,000 jobs by 2026. That sector is followed closely by growth in management services, where employment is expected to increase by 37.7% or 16,850 jobs. Other rapidly-growing sectors include health care (22.2%), administrative support (20.9%), construction (16.8%), and real estate (15.2%); as well as arts, entertainment, and recreation services (10.3%). Self-employment is also expected to increase rapidly (12.0%) in the state. Many of these sectors have employment and growth concentrated in Nashville and Middle Tennessee.

The largest number of jobs will be created in health care (87,000), followed by PST (50,000), administrative (47,000), accommodation & foodservice (26,000), education (24,000), and self-employment (21,000). Of the non-manufacturing and non-retail sectors, the most relevant to Fairview may be administrative support, construction, accommodation & foodservice, technical, self-employed, and transportation & warehousing. The transportation & warehousing sector is expected to grow modestly, adding about 8,100 jobs or 4.7%.

Manufacturing

Manufacturing is also especially important to Fairview, given that such a high percentage of the city's employment base is already concentrated in this sector and given the city's relative competitiveness for manufacturing among Williamson County cities. Manufacturing employment had been declining nationally and within Tennessee for several decades (due to a combination of technological change and the resulting increased productivity, as well as foreign competition). However, the sector has actually seen job growth for the first time in recent years, especially in Middle Tennessee. The Nashville area and the state have become a strong hub for automobile manufacturing, with transportation equipment manufacturing employing more than 20% or 72,000 of the 343,000 manufacturing workers in the state. Other large manufacturing industries include fabricated metal products (35,000, many of whom supply the automotive sector), food (34,000), machinery (26,000), chemicals (25,000), plastics & rubber (23,000), and electrical equipment & components (20,000).

The fastest expected growth industry within the manufacturing sector is petroleum & coal products (13.2% by 2026), but this industry only employs about 1,100 people so it is only gaining about 150 workers over the next ten years. Other fast-growing manufacturing industries in the state are beverages & tobacco (11.8%), transportation equipment (9.0%), and electrical equipment & components (8.8%). There will also be modest growth in apparel, food, machinery, non-metallic metal products, and wood product manufacturing.

The largest numbers of manufacturing jobs will be created in transportation equipment manufacturing, with over 6,500 jobs likely to be created

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in Tennessee by 2026. Some of that growth is already occurring, with announcements that Volkswagen will invest another \$800 million in its Chattanooga plant (to produce electric vehicles) and General Motors adding Cadillac production at Spring Hill.

Table 5. EMPLOYMENT PROJECTIONS BY MANUFACTURING INDUSTRY, TENNESSEE, 2016-2026				
Industry	2016	2026	2016-2026 Change	
			Number	Percent
Apparel	4,120	4,160	40	1.0%
Beverages & Tobac	6,555	7,330	775	11.8%
Chemicals	25,180	23,340	(1,840)	-7.3%
Computer, Electronics	4,685	4,155	(530)	-11.3%
Electrical Equip/Comp	19,725	21,455	1,730	8.8%
Fabricated Metal Prod	35,630	34,605	(1,025)	-2.9%
Food	34,260	34,955	695	2.0%
Furniture & Related	9,410	9,100	(310)	-3.3%
Leather & Allied	510	450	(60)	-11.8%
Machinery	25,525	26,315	790	3.1%
Misc Manufacturing	15,610	15,245	(365)	-2.3%
Non-Metallic Metal Prod	13,485	13,845	360	2.7%
Paper	14,520	14,045	(475)	-3.3%
Petroleum/Coal Prod	1,095	1,240	145	13.2%
Plastics & Rubber	23,045	22,795	(250)	-1.1%
Primary Metals	10,525	10,525	-	0.0%
Printing & Related	9,175	8,685	(490)	-5.3%
Textile Mills	3,495	2,865	(630)	-18.0%
Textile Products	2,450	2,395	(55)	-2.2%
Transport Equipment	72,075	78,580	6,505	9.0%
Wood Products	12,055	12,360	305	2.5%
TOTAL	343,130	348,445	5,315	1.5%
Sources:	Tennessee Department of Labor & Workforce Development and Randall Gross / Development Economics.			

Aside from automobile manufacturing, there will also be significant growth in the production of electrical equipment and components (some of which will supply the automotive industry), which is expected to add about 1,700 jobs or 8.8%. Almost 800 jobs may be added to machinery manufacturing, 800 to

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beverage production (thanks to an increase in demand for local craft beer, whiskey and other local beverage products), 700 in food (with similar increasing demand for local products), 400 in non-metallic minerals, and 300 in wood products.

Meanwhile, employment is projected to continue declining or stagnate in at least 12 other manufacturing industries in Tennessee, including chemicals, computers & electronics, fabricated metals, furniture, leather, paper, plastics, printing, textiles, and miscellaneous manufacturing.

For Fairview's existing manufacturing base, the prospects appear to be good, with increasing employment projected in key industries including electrical equipment & components, machinery, and wood products. The projections are not as positive for some other important industries like fabricated metal products, but Fairview's companies are marketing products to relatively unique or distinct niches that help buoy demand. Fairview is not as plugged into the transportation manufacturing industries as many of Fairview's neighbors in the region, such as Spring Hill, Smyrna, Shelbyville, Lawrenceburg, Lewisburg, Murfreesboro, and La Vergne, but there are opportunities for Fairview to attract suppliers for those industries.

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Section 4. COMPARABLE COMMUNITIES

A review of comparable communities in the region was conducted to assess successful economic development efforts and identify the types of companies or industries that have located in similar cities. Among the comparable communities identified were White House (Sumner/Robertson counties), Coopertown (Robertson County), and Pleasant View (Cheatham County). In general, these communities have similar size, commuter location, and population characteristics. They are located in less-populated corners of Nashville’s Metropolitan Statistical Area but are relatively proximate to downtown Nashville and share Fairview’s access to the interstate highway system.

White House

Comparable Communities

- **White House, TN**
 - Sumner/Robertson Counties
 - Interstate Access
 - Consistent Growth:
 - 7,200 (2000) – 11,400 (2016)
 - 800 homes planned, hotels
 - Amphitheater, Greenway
 - Granite, Printing, Services
 - **“Valuing our Future While Protecting our Heritage”**








White House is located 27.6 miles (about 30 minutes) from downtown Nashville, via I-65 North in Robertson and Sumner counties. The White House area has seen consistent growth, with a population increasing from 7,200 in 2000 to 11,400 by 2016. The city has marketed itself as a bedroom community, emphasizing improvements that enhance the quality of life for residents. The motto “Valuing Our Future While Protecting Our Heritage” might resonate with

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Fairview residents, who want to see new retail, gathering places and amenities than enhance their lifestyle while also protecting the laid-back, rural character and natural setting of their community. In this respect, White House is a good model since it is growing through solid residential development leveraged in part by the addition of high-quality amenities including greenways, an amphitheater, and hotels. Manufacturing is not a major part of the local economy, with a few businesses engaged in printing, granite supply and industrial services. But hotels and entertainment amenities are adding to the economic base. At present, another 800 new homes are planned or under development in this community.

Coopertown

Comparable (Continued)

- **Coopertown, TN**
 - Robertson County
 - 4,400 Population
 - Up by 50% since 2000
 - Interstate Access
 - **"Bedroom Community"**
 - **Distribution Hub (new)**
 - Lowe's 1.2 million SF Fulfillment Distribution Center: 1,400 jobs increasing to 2,000





Coopertown is a small but rapidly-growing community 27 miles or 35 minutes north-west of Nashville, about five miles off I-24-West. Coopertown benefits from its location about half-way between Nashville and Clarksville. This location allows those households with two wage earners working in either Nashville or Clarksville to reach both cities. Coopertown has only 4,400 people, but that population is up 50% from 2000. Coopertown has envisioned itself as a bedroom community, but it has also succeeded in attracting large new distribution facilities. Again because of its location half-way between Nashville and Clarksville, Coopertown offers an advantage for businesses distributing to both markets. A new 1.2 million square-foot Lowe's Fulfillment Center has been completed, with 1,400 jobs expected to increase to 2,000 within the near term. Coopertown also offers local festivals and is developing an image as a friendly

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small town near the big city. Interstate 24-west near Coopertown shares some characteristics with I-40-west near Fairview, since these two are the least-traveled of the six legs of the interstate system in the Nashville commuter shed.

Pleasant View

Comparable (Continued)

- Pleasant View, TN
 - Cheatham County
 - 4,400 Population
 - Interstate Access
 - Planned TND: **Pleasant View Village** with **Mixed-Use Town Center**, including office space for restaurants, pharmacy, professional services, entrepreneurs, medical (to-date)
 - Diversity: \$200,000 townhouses up to expensive SF homes



Pleasant View is located in northern Cheatham County, just off of I-24, about 27 miles or 30 minutes from downtown Nashville. Pleasant View is only about six miles from Coopertown, so they share some common characteristics in terms of location and accessibility to both Nashville and Clarksville. Pleasant View has a population of about 4,400 but has seen growth due to the development of Pleasant View Village, a master-planned traditional neighborhood development (TND) with a mixed-use town center. The town center includes offices and retail, with restaurants, pharmacy, professional services, entrepreneurs and medical tenants (to date).

The community offers a diverse housing mix in terms of typology, density, and price, with \$200,000 townhouses ranging up to expensive single-family detached homes. Pleasant View Village has given the community a walk-able town center, which is something desired by residents of Fairview. Because of the diversity of housing styles, the community can accommodate a broad range of

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age and income levels, including young families starting out as well as empty nesters and middle-income professionals. Other parts of Pleasant View continue to offer a more pastoral, rural setting and larger-lot housing for those with a preference for that lifestyle.

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Section 5. KEY TARGET BUSINESS OPPORTUNITIES

Based on the site analysis, input from businesses, baseline economic assessments, review of comparable communities, industry growth projections, local concentrations and clusters, and on an assessment of Fairview's overall competitiveness, several industries are identified for targeted business retention and recruitment. This information helps inform overall economic development and land planning as well as infrastructure investment.

Fairview has already proven its competitiveness for attracting and retaining light manufacturing businesses. The city holds a unique position within Williamson County as the county's primary manufacturing hub and also a center for warehousing and distribution. While not nearly as developed as the region's major industrial hubs in Nashville and its Southeast Corridor into Rutherford County, Fairview is nevertheless a compact industrial node. Fairview's interstate highway access and proximity to Nashville also open up other opportunities relating to accommodation, retail and foodservices. The relatively isolated, small town location with good Internet capacity and proximity to Nashville also provides opportunities for back office, web-based businesses, and other self-employment opportunities. Generating opportunities for the resident labor force to work closer to home would be a primary objective with several of these targets.

Machine Component Manufacturing (especially movement-related).

Fairview already has a small cluster in machine component production, especially in products related to moving air, water, and material. Certain sub-sectors are expected to continue growing, including those engaged in production of machinery and electrical equipment & components. The City should work in collaboration with County and State agencies on developing this cluster, through business growth and assistance, recruitment, promotion, and investment that supports these activities. A major constraint to growth of this cluster is the availability of a skilled labor force, so efforts to recruit these businesses would by necessity need to incorporate resident labor participation and training services. The following list represents current business activities within this cluster.

- Pneumatic and Hydraulic Pumps & Motors (333996, 333999)
- Commercial/Service Industry Machinery Equip.(333318)
- Pumps and Pumping Equipment (333911)
- Conveying Equipment (333922)
- Instruments for Measuring & Testing Electricity/Signals (334515)
- Misc Electrical Equipment & Components (335999)

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Accommodation & Foodservice

Fairview is well-located to capture traffic associated with Nashville's growing tourism industry as well as corporate travel. The city offers an affordable alternative for group accommodation, such as sporting teams and sales groups. Fairview is also well-located to capture both tourist (I-40/840) and commuter (TN-100) traffic for restaurants and retail. There are opportunities to capture some of these opportunities in a town center environment that helps meet community needs.

- Hotels/Motels (721)
- Restaurants & Drinking Places (722)

Information Services / Self-Employment

Due to the availability of high-speed broadband Internet service and a propensity for web-based operators to sometimes locate in more rural locations, there are opportunities to attract more web-based and home businesses to Fairview. Small, independent web-based entrepreneurs could be attracted to Fairview to live and work. That being said, the conditions would need to be enhanced in order to leverage such opportunities. Such conditions would include the establishment of casual work and networking locations (such as co-work spaces), along with the requisite amenities to support them (e.g., coffee shops, restaurants, meeting space, etc) in a pedestrian-friendly environment. This requirement aligns with community preferences in the form of a town or community center with a sense of place.

- Internet Publishing & Broadcasting (519130)
- Business Support Services (5614)
- Graphic Design Services (54143)
- Custom Computer Programming Services (541511)
- Computer Systems Design Services (541512)
- "Back Office" Office Administrative Services (5611)
- All Other Telecommunications (517919)
- eCommerce (454111)

Building/Construction Supply

Fairview is also well-located to supply the region's construction industries as well as residential and commercial materials and fixtures. Some of this cluster is already represented in Fairview and there are opportunities to further broaden and deepen the cluster.

- Building Supply & Materials (4441)
- Building Supply Retailers (444190)

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- Metal Window & Door Manufacturing (332321)
- Plastics Plumbing Fixture Manufacturing (326191)
- Wood Product Manufacturing (321999)
- General/Building Contracting (236)

Warehousing & Distribution

Nashville is growing as a regional and national logistics hub. Amazon's placement of not only major distribution centers but also a 5,000-employee logistics hub in the city is testament to the region's central location and strengths for regional and national distribution. Major distribution facilities have been located throughout the region but there are few situated on the south-west side of Nashville. Fairview has an opportunity to perhaps work with Dickson for mutual benefit through creation of distribution "parks" or supporting infrastructure, particularly at or near the nexus of I-40 and I-840. Given the lower labor requirements of big-box distribution and the opportunities to work with Dickson, Fairview's tight labor market would present less of a constraint.

- Warehousing (493110)
- Trucking/Terminals (484220, 230)

Other Target Industries

There are several other industries for which Fairview has competitive advantages as a location, which are growing in the region, and offer potential benefits to the community. These industries are listed below.

- **Shopper's Goods Retail.** Fairview's location provides opportunities for a number of retailers, including motor vehicle and parts dealers, furniture & home furnishings stores, electronics and appliance stores, building material & equipment suppliers, clothing and accessory stores, and certain specialty retailers. Capturing demand from tourists, commuters and other travelers from outside of the local market would be key to recruitment. A retail market analysis could further determine the market potential and economic viability for various retail, restaurant, personal service and entertainment establishments, which could provide more detailed input to marketing and specific business recruitment efforts.

*Ultimately, it is in the City's interest to attract an appropriate **master developer** who could have primary responsibility for tenanting a town center or other retail/mixed use project.*

- **Industrial Testing & Measuring Laboratories & Manufacturing.** Fairview, due to its relatively isolated location proximate to major interstate highways and downtown Nashville, along with a *resident* technical labor force, offers opportunities for a variety of testing and measuring laboratory

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activities as well as associated manufacturing. Such activities might include Testing Laboratories (541380), Measuring & Controlling Device Manufacturing (334519), Instruments & Related Products Manufacturing (334513), and Wholesale and Distribution of above products.

- **Other Manufacturing.** There are certainly opportunities for recruiting other types of manufacturing to Fairview, such as plugging the city into the region's fast-growing automobile Equipment Manufacturing & Supply (336390), food & beverage production, and non-metallic metal industries. However, Fairview is presently and for the foreseeable future constrained by its lack of skilled labor force to support direct development of these industries in the near term. Working with the State to identify opportunities for Fairview would be the preferred approach in relation to these industries.

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APPENDIX TABLES

Table A-1. RANKING OF VALUE BY HOUSING PRICE AND DISTANCE, FAIRVIEW LABORSHED, 2018					
Area	Distance	Minutes	Price	Price Per Mile (000)	Price Per Min. (000)
1. Centerville / W Hkmn	61.0	71	\$ 153,000	\$ 2.51	\$ 2.15
2. Hickman/Bon Aqua	42.1	48	\$ 134,000	\$ 3.18	\$ 2.79
3. Nunnely / NW Hickmn	56.8	62	\$ 190,000	\$ 3.35	\$ 3.06
4. Columbia / N Maury	54.2	67	\$ 215,000	\$ 3.97	\$ 3.21
5. S Dksn / N Hickman	40.5	45	\$ 202,000	\$ 4.99	\$ 4.49
6. W Dickson	42.0	50	\$ 215,000	\$ 5.12	\$ 4.30
7. E Dksn / W Cheathm	26.4	35	\$ 207,000	\$ 7.84	\$ 5.91
8. Burns / E Dickson	35.7	41	\$ 280,000	\$ 7.84	\$ 6.83
9. Spring Hill / N Maury	35.8	48	\$ 315,000	\$ 8.80	\$ 6.56
10. Fairview	32.9	37	\$ 299,000	\$ 9.09	\$ 8.08
11. Bellevue	14.6	21	\$ 314,000	\$ 21.51	\$ 14.95
12. FR Cool Springs	20.6	39	\$ 506,000	\$ 24.56	\$ 12.97
13. Brentwood	10.3	26	\$ 600,000	\$ 58.25	\$ 23.08
Sources:	Redfin, Google, and Randall Gross / Development Economics.				

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APPENDIX B: DETAILED PUBLIC ENGAGEMENT RESULTS

Listed in this section are the detailed results from the Kick-off and Visioning Session boards, Online Survey, Planning Workshop boards, and Open House boards. The results were tabulated as is and the top and most telling/interesting answers and comments are bolded.

Visioning Session Results

These results came from the boards/maps we had set up around the room. Participants went around with dots and left them where they wanted depending on the question. Results are listed below.

VISION BOARD

— Please show us where you live! Place a colored dot near your home!

- **Fairview (73 dots) 79%**
- *Outside UGB (10 dots) 11%*
- *Inside UGB (9 dots) 10%*

— Vision Board Comments

- **Keep a quaint, country Fairview. Maintain the small community feel. Avoid Overpopulation and congestion like Franklin, Spring Hill, etc. (13 dots)**
- **Develop a “City Center” near City Hall with unique shops, retail, office, drycleaners, restaurants, etc. with bicycle lanes – trendy place people want to be (3 dots)**
- *Execute development while maintaining the beauty and health of the surrounding rural areas. Save our Creeks!*
- *Bring in higher end/better restaurants (not fast food) and better-quality stores – not Dollar General or Dirt Cheap*
- **Support and develop the arts and cultural heritage of Fairview (5 dots)**
- *Make and keep Fairview a nice place to live*
- *Maintain the “natural” rural feel of the town while growing. Go to Asheville, NC and check out what they have done to grow. Attract artists, creative people. What happened to “live/work” concept for “downtown” Fairview? Don’t let Fairview turn into a no-name, generic strip of big boxes and fast food down 100.*
- *“Rural-politan” – RS20+*
- *More thought into developments in regards to how they interact with surrounding homes (i.e. Not approving low-acreage developments in the middle of multi-acre homes/land)*
- *Controlled and quality development while maintaining the small-town feel.*
- **More support of local businesses, to encourage “locals” to open and develop their business and hopefully employ locals that have their lives invested in the community – even extend to local builders and construction companies who live here – not developers from far out of state (even if that means waiving taxes/permit costs) (4 dots)**
- **A center for arts, instructors, various courses, and place for non-profits (7 dots)**
- *Maintain the quiet, quaint, small town feel while fostering growth for a healthy neighborhood-oriented community.*
- *City center with great locally owned businesses and walkable areas of accessibility*
- *Fairview has great pride in its rural history and wants to preserve it. Being a faith based community, I envision a*

clocktower with a bell that reminds us of this and our many blessings.

ECONOMIC OPPORTUNITY: JOBS BOARD

- Where do you currently work?
 - **I commute to Nashville or nearby areas (35 dots)**
 - **I work in or near Fairview (22 dots)**
 - *I work from Home (15 dots)*
 - *Other (retired, etc) (13 dots)*
- If Fairview were to attract businesses that create jobs, what sort of jobs would you like to see?
 - **Office (41 dots)**
 - **Manufacturing (24 dots)**
 - *Retail and other service industry jobs (18 dots)*
 - *Other (13 dots)*
- Comments on the board:
 - *Demographic income + info. Work from home for companies*
 - **Clean, quiet manufacturing (3 dots)**
 - *How are you going to attract jobs without taking all the cities revenue away from those jobs without incentives aka go broke like Nashville.*
 - *College or higher education facility (2 dots)*
 - **Promote art and artists businesses (4 dots)**
 - *Small/niche businesses. Pull talent from Nashville/Franklin/Brentwood (2 dots)*

ECONOMIC OPPORTUNITY: SHOPPING, DINING, AND ENTERTAINMENT ISSUES/ OPPORTUNITIES BOARD

- How do you feel about the shopping, dining, and entertainment options in Fairview? (these answers are Satisfactory vs. Unsatisfactory)
 - *Convenience goods and services (26 to 7)*
 - *Mass/market “big box” shopping (23 to 11)*
 - **Apparel and accessories (2 to 34)**
 - **Electronics and Appliances (2 to 26)**
 - *Furniture & Home Furnishings (0 to 32)*
 - *Hardware and Building Supplies (10 to 33)*
 - **Other Specialty Goods (hobby/toy/game stores, books/music, etc.) (0 to 41)**
 - **Full-service restaurants (0 to 56)**

- *Fast-Food restaurants (32 to 4)*
- **Entertainment & culture (5 to 51)**
- *Sports and recreation (e.g., fitness center) (18 to 25)*

- Comments on the board:
 - *Full service restaurants that aren’t chains that have healthy options. Also a good bar. (4 dots)*
 - *Encourage and support small businesses, not more giant chains that just employ non-residents (2 dots)*
 - *No big boxes. It just kills local businesses. I would rather drive to it than live next to it.*

COMMUNITY DEVELOPMENT/ CHARACTER: HOUSING BOARD

- What describes where you currently live:
 - **Single-family house on more than an acre (32 dots)**
 - **Single-family house on ½ to 1 acre (41 dots)**
 - *Single-family house on less than ½ acre (8 dots)*
 - *Duplex*
 - *Townhouse (1 dot)*
 - *Apartment*
 - *Other (1 dot)*
- What describes where you, your family, or extended family will want to live in 10 years:
 - **Single-family house on more than an acre (45 dots)**
 - **Single-family house on ½ to 1 acre (19 dots)**
 - *Single-family house on less than ½ acre (7 dots)*
 - *Duplex*
 - *Townhouse (3 dots)*
 - *Apartment (1 dot)*
 - *Other (1 dot)*
- Comments on the board:
 - **Housing villages**
 - *New development that is aesthetically designed with appropriate restrictions, so it does not get “junked up” i.e. aluminum carports*
 - **Over-55 cottage community**
 - *No 3rd party renters: no investment companies buying up property and renting it out. Ruins cities (3 dots)*
 - *Too many income-based apartments /*

accommodating the people with adequate roads and schools (2 dots)

COMMUNITY DEVELOPMENT/ CHARACTER: APPEARANCE BOARD

- What is most important in terms of community appearance? (Choose no more than 3 categories)
 - **Creating a true “center” for Fairview (69 dots)**
 - *Improving “gateways” into Fairview (29 dots)*
 - *The maintenance of existing development (14 dots)*
 - **The design of new residential development (31 dots)**
 - **The design of new commercial development (43 dots)**
 - *Consistency in lighting (4 dots)*
 - *The size and design of signage (10 dots)*
 - *Stormwater Management (24 dots)*
- Comments on the board:
 - *Community beautification with landscaping - 96/100 median is bad (6 dots)*
 - **Support for the arts (7 dots)**
 - *No more allowing developers to clear/cut property and put a for sale sign on it and leave it for 10 years – example is parcel in front of city hall.*
 - *No more neon (3 dots)*

MOBILITY: TRANSPORTATION ISSUES AND OPPORTUNITIES BOARD

- How do you feel about these transportation issues in Fairview? (these answers are Satisfactory vs. Unsatisfactory)
 - **Traffic congestion on Hwy-100 /Fairview Blvd (TDOT jurisdiction) (5 to 45)**
 - *Traffic congestion on SR-96 (TDOT jurisdiction) (9 to 11)*
 - **Alternative routes to Hwy-100 (4 to 31)**
 - **Alternative routes to SR-96 (2 to 18)**
 - *Street maintenance - pavement condition, striping, drainage, litter, etc. (6 to 25)*
 - **Sidewalks on major streets (0 to 26)**
 - **Sidewalks on neighborhood streets (3 to 28)**
 - *Sidewalks between neighborhoods and community*

facilities - schools, parks, etc. (2 to 33)

- **Bicycle mobility (3 to 24)**
- *Safety on major streets - traffic speed, crosswalks, etc. (TDOT jurisdiction) (6 to 17)*
- *Safety on neighborhood streets - speeding, lighting, etc. (13 to 13)*
- Comments on the board:
 - *School traffic improvement*
 - *If we have 21 full time police officers, can we please enforce the set speed limits on Hwy 96 and Hwy 100*

MOBILITY: TRANSPORTATION ISSUES AND OPPORTUNITIES BOARD

- Please place a dot where you believe most of the transportation related issues occur
Observations from the map:
 - **All but one dot along hwy-100**
 - **Concentration at hwy-100 and Cumberland**
 - **Concentration on hwy-100 between Chester and hwy-96**
 - *Outlier at hwy-96/Horn Tavern and Bahne*
 - *Outlier at hwy-100 and Walker*
- Comments on the board:
 - *Horn Tavern, need immediate*
 - *Congestion @100 and Cox Pike in late afternoon*
 - *New speed limit on 96 is too slow (5 dots)*
 - **Alternate routes to 100 and 96, not just widen those roads**
 - *100 and Old Franklin - 100 and Bethshears/ Cumberland during school zones*

- *Make speed limit on hwy 100 consistent*
- **Need more bike lanes and pathways**

MOBILITY: TRANSPORTATION PRIORITIES BOARD

- What should be the main transportation priorities in Fairview? (Choose no more than 3 categories)
 - **Reduce congestion - new roads, widen streets, etc. (58 dots)**
 - **Providing for alternative modes of transportation - walking, biking, transit, etc. (32 dots)**
 - *Improve safety of neighborhood streets - traffic calming, lighting, etc. (7 dots)*
 - *Improve current major streets - paving, drainage, etc. (23 dots)*
 - **Improve current neighborhood streets - paving, drainage, etc. (39 dots)**
 - *Create opportunities for greenways (31 dots)*
 - *Improve traffic flow using technology - signal synchronization, intelligent transportation systems, etc. (31 dots)*
- Comments on the board:
 - *Campaign for drivers to understand spacing and courtesy is the alternative to more stop lights*
 - *Stop signs at Grammer and Robinson*

COMMUNITY ASSETS: COMMUNITY FACILITIES AND INFRASTRUCTURE BOARD

- How do you feel about these Community Assets and Services in Fairview? (these answers are Satisfactory vs. Needs Improvement)
 - *Community-wide Parks - Bowie Nature Park, Veterans Memorial Park, History Village, Fairview Ballfields (20 to 22)*
 - *Recreational Center (5 to 39)*
 - *Library (8 to 43)*
 - **Farmers market (1 to 38)**
 - *Police (17 to 11)*
 - *Fire (17 to 11)*
 - *Health Clinic (6 to 4)*
 - *Private trash pickup (2 to 19)*

- **Centralized sewer system (0 to 34)**

- Comments on the board:
 - **Water and sewer system (3 dots)**
 - *Chipper service in neighborhoods (2 dots)*
 - *Break the parks up individually so we can rate them separately (4 dots)*
 - *With property taxes we should have trash pickup service included in our city limits services*

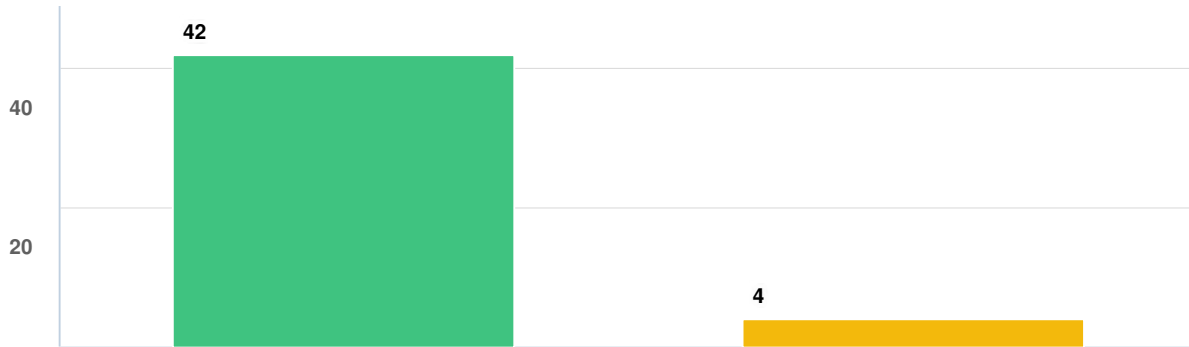
COMMUNITY ASSETS: COMMUNITY FACILITIES PRIORITIES BOARD

- What should be the main Community Facilities priorities in Fairview? (Choose no more than 5 categories)
 - *Expanding park activities in Bowie Nature Park (28 dots)*
 - **Expanding the Recreational Center (35 dots)**
 - *Encouraging more neighborhood parks (23 dots)*
 - **Improving the Library (36 dots)**
 - **Expanding the Farmers Market (41 dots)**
 - *Enhancing History Village (16 dots)*
 - **Expanding sewer capacity (39 dots)**
 - *Improving the Health Clinic (3 dots)*
 - *Improving Police service (8 dots)*
 - *Improving Fire Protection service (11 dots)*
 - *Adding public trash pickup (18 dots)*
- Comments on the board:
 - *Health care in schools (2 dots)*
 - **Dog park and Splash pad – NOT IN BOWIE (3 dots)**
 - *Advanced life support provided by fire dept. (2 dots)*
 - *Adding pavilion at history village that would include the farmers market*

Online Survey Results

Using our Engagement HQ website, we were able to ask some questions and get feedback from community members who maybe weren't able to attend the kick-off meeting. It also gave those who did attend to elaborate on some ideas they had after the visioning session. Results are listed in the graphs below.

— Question 1: How important is it for Fairview to plan for the future?

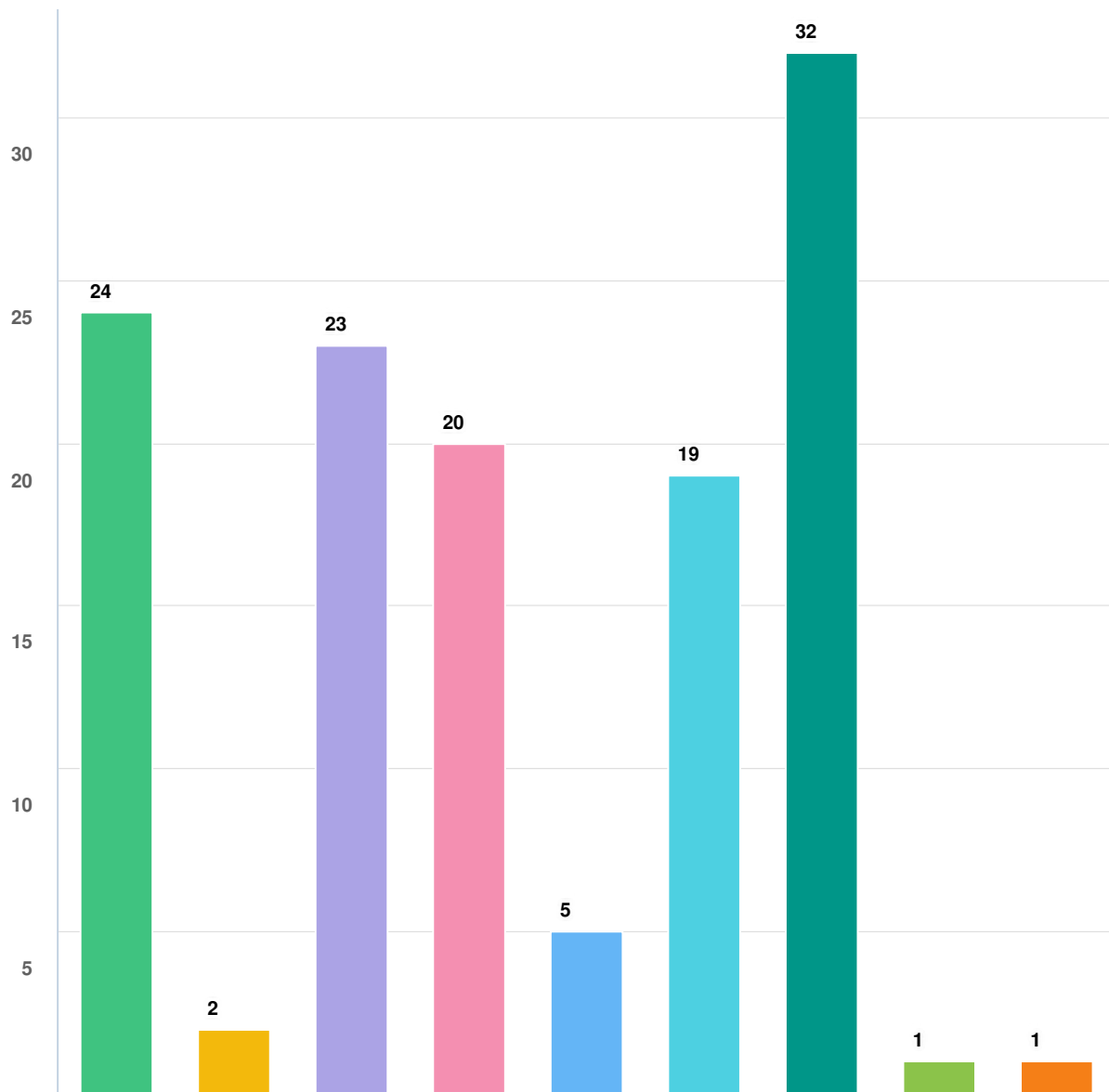


Question options

● Very important ● Somewhat important

(46 responses, 0 skipped)

— Question 2: What do you like most about Fairview’s quality of life? (Choose your top 3)



Question options

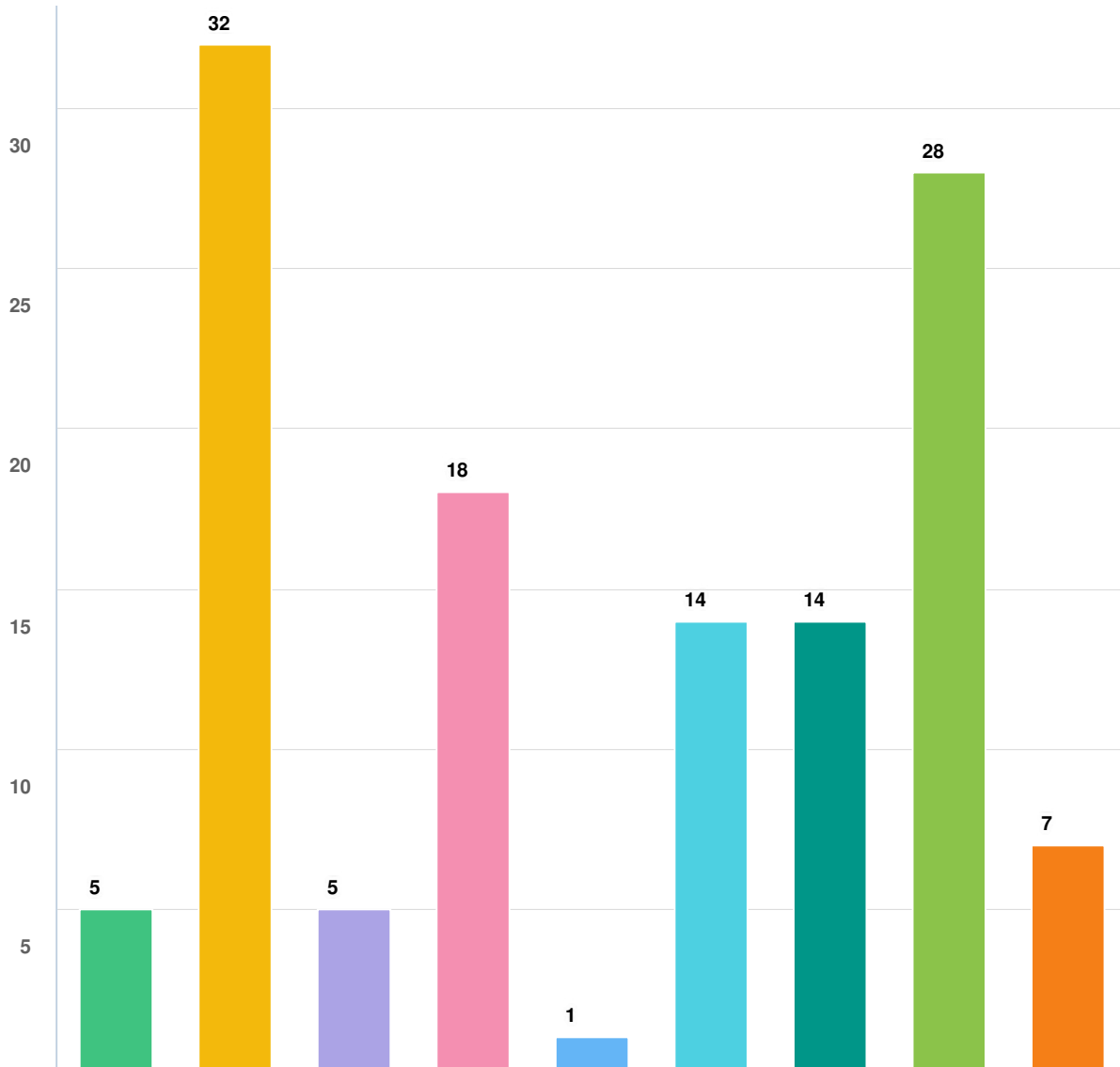
- Cost of living/Affordability ● Access to shopping, dining, and entertainment
- Good parks, recreation, schools and other community facilities ● Less traffic congestion than surrounding communities
- Public safety response and service ● Proximity to Nashville and other employment centers ● Small town feel
- Commercial development along Highway 100 ● Other

- *Storybook trail (2 dots)*

— Other comments:

- rural character & beauty

— Question 3: What do you like least about Fairview’s quality of life? (Choose your top 3)



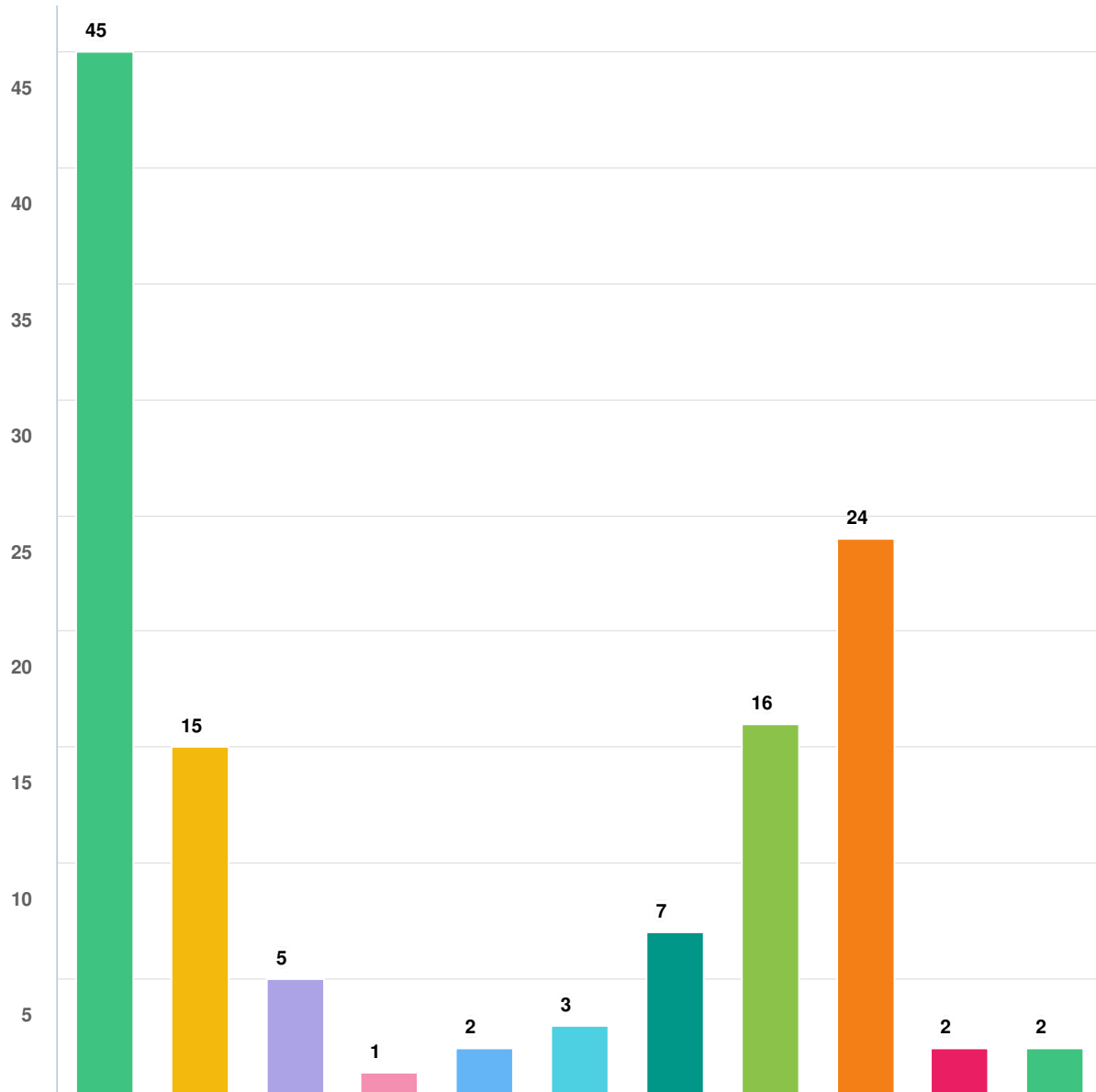
Question options

- Lack of choice in housing type (ex: single-family detached, townhouses, etc.)
- Lack of shopping, dining, and entertainment options
- Lack of or condition of parks, recreation, schools, and other community facilities
- Limited transportation options for pedestrians and bicyclists
- Public safety response and service
- Lack of job opportunities
- Commuter traffic through the community
- No true "center" in Fairview
- Other

— Other comments:

- No street lighting on residential streets
- Haphazard growth strategies, not sticking to the previous Comprehensive Plan
- Residential property codes are weak / not enforced. houses in important and visible areas look like junkyards, which would scare me away as a business looking to come in.
- Highway 100 needs to be expanded!
- I dislike building houses on small lots
- honestly, there is nothing I don't like, I lived in a small town, similar, in NH I love it. We purchased land in Fairview and looking forward to moving in spring 2019
- Property taxes that are too high.

— Question 4: What are Fairview’s best physical assets? (Choose your top 3)



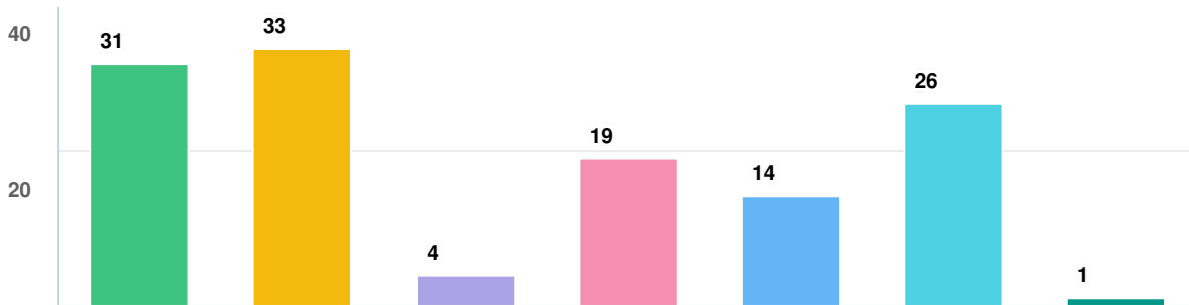
Question options

- Bowie Nature Park ● Camp Marymount ● Development along Highway 100 ● Development along Highway 96
- Fairview Ballpark ● Historical Village Park ● Neighborhoods ● Recreation Center
- Rural character of the surrounding area ● Veterans Memorial Park ● Other

— Other comments:

- Large residential lots, and farms of all sizes
- The gorgeous natural beauty of the drive up whippoorwill hill is amazing to come home to.

— Question 5: The most important issues or opportunities related to ECONOMIC DEVELOPMENT and LAND USE to focus on in the Comprehensive Plan?



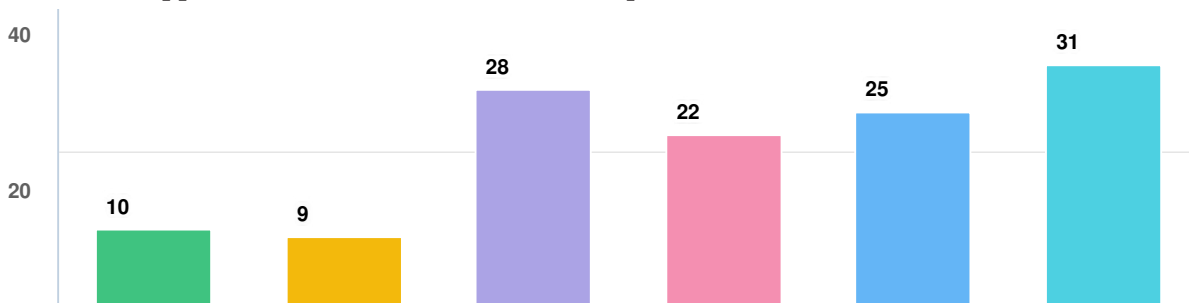
Question options

- Creating a true center, or "heart," for Fairview
- Creating additional entertainment, food, and shopping choices
- Encouraging a wider range of housing choice in appropriate locations
- Attracting more jobs to the area so that people can commute less, if desired
- Take advantage of access to interchanges at I-40 and I-840 for economic development
- Preserving rural character
- Other

— Other comments:

- Fairview seems to have a water issue which stops some building and progress. Seems that is an important factor that needs to be fixed.

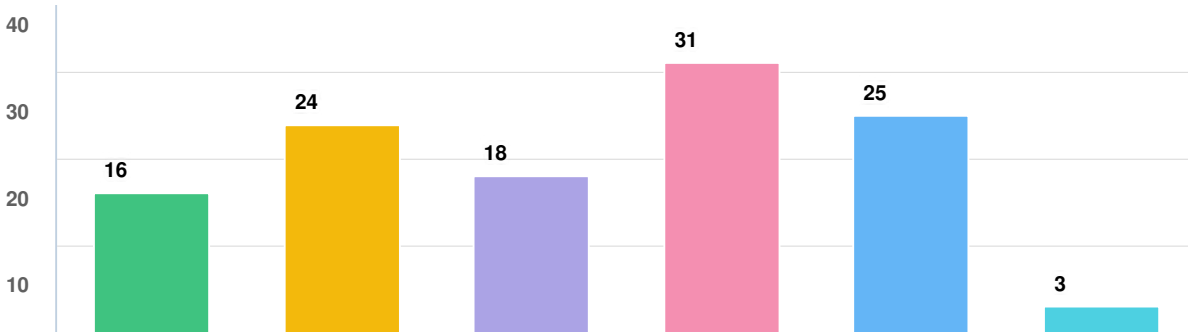
— Question 6: The most important TRANSPORTATION and COMMUNITY FACILITY issues or opportunities to focus on in the Comprehensive Plan?



Question options

- Encouraging more neighborhood parks
- Expanding or improving city services (ex. police, fire, etc.)
- Improving or enhancing existing parks, recreation, and other community facilities
- Improving options for other modes of transportation (pedestrians, bicyclists, transit)
- Increasing traffic capacity on main roadways
- Increasing road connectivity to reduce pressure on 100 and 96

— Question 7: The most important OTHER issues or opportunities to focus on in the Comprehensive Plan include? (choose top 3):



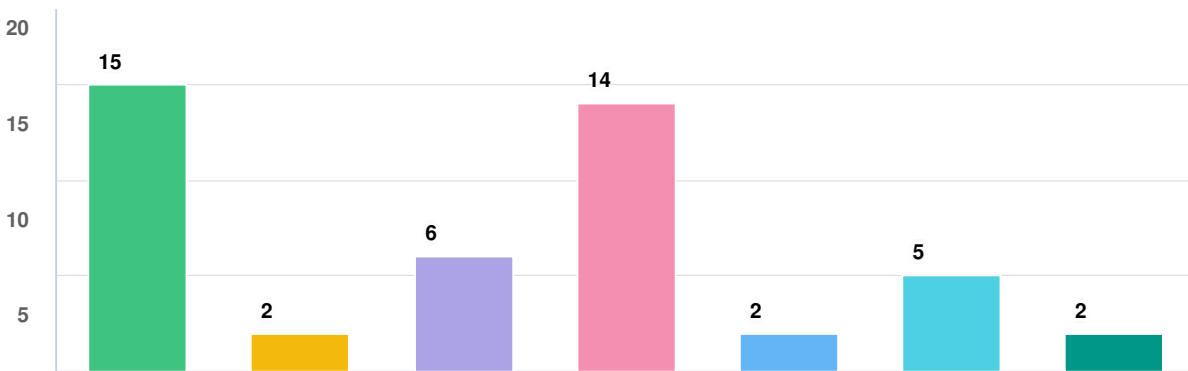
Question options

- Better relationship with Williamson and surrounding counties
- Improving government oversight of development
- Improving the health and wellness of the community
- Providing guidance on the design and aesthetics of new development
- Promoting more sustainable, or environmentally-friendly, development practices
- Other

— Other comments:

- ENHANCING AND ENFORCING CODES FOR RESIDENTIAL PROPERTIES!
- Water issues so better development/ venues for resident activities so do not have to drive away..entertainment venues, restaurants, winery, brewery, athletic.. new library and recreation center like other
- Possibly renegotiate management of our own water and sewage disposal again. That way we could control our own growth; which now seems limited for the developers. Just a thought.

— Question 8: If growth is to occur in Fairview in the future it should be encouraged to be located (in and around):



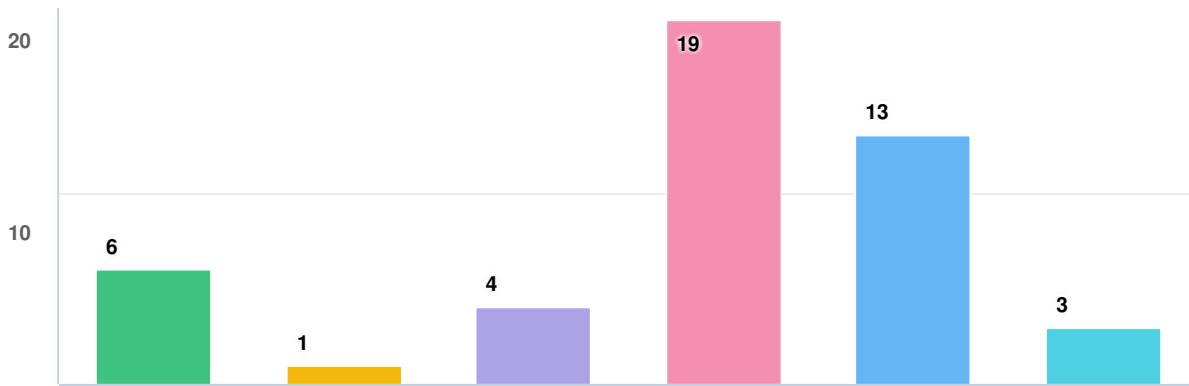
Question options

- Hwy 100 in town
- SR 96 in town
- SR 96 near I-40
- Hwy 100 near I-840
- Near Bowie Nature Park
- Near existing neighborhoods
- Other

— Other comments:

- Residential growth is great for Fairview, but commercial growth should be concentrated on Hwy 100 in town and 96 toward I-40.
- Not sure, I don't know the area well enough yet.

— Question 9: If growth is to occur in Fairview in the future it should not be located? (in and around):



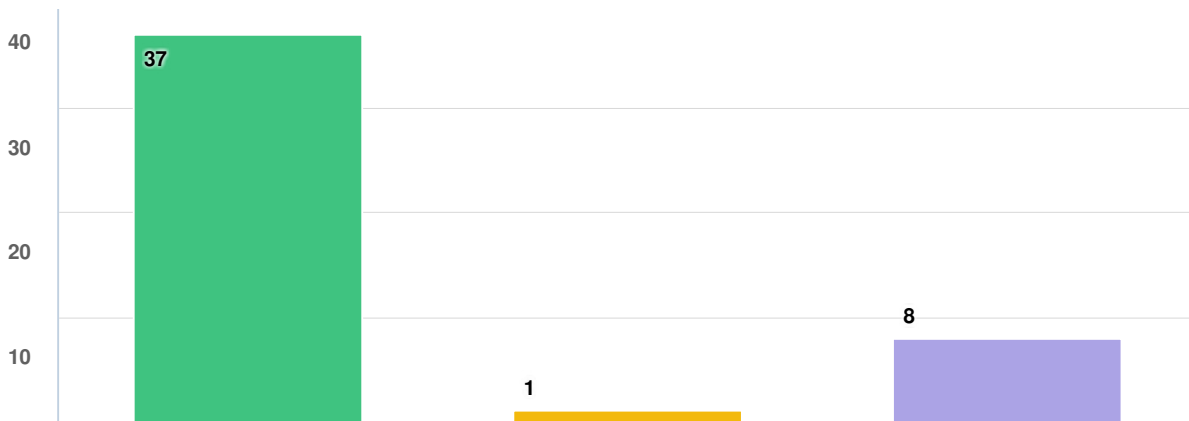
Question options

- Hwy 100 in town
- SR 96 near I-40
- Hwy 100 near I-840
- Near Bowie Nature Park
- Near existing neighborhoods
- Other

— Other comments:

- ON SUBPAR ROADS
- Residential growth is great for Fairview, but commercial growth should be concentrated on Hwy 100 in town and 96 toward I-40.
- Not sure

— Question 10: I plan to stay involved in the Fairview 2040 Comprehensive Plan process:



Question options

- Yes
- Not sure
- As much as my time will allow

Planning Workshop Results

These results came from the boards we had set up around the room. Participants went around with dots and left them where they wanted depending on the question. Results are listed below.

DRAFT COMMUNITY VISION STATEMENT BOARD

— “The City of Fairview is a rural community that cherishes its small town character and is committed to preserving and enhancing that character through balanced, responsible growth. Responsible growth in Fairview promotes the community’s heritage; leverages the community’s location within the region; encourages a measured and diverse economy; is well connected; is sensitive to natural features and the environment; is adequately served by City and County services; and demands quality development that is within the means of the community.” Does the Statement above reflect the Vision of Fairview?

- Yes (45 dots)
- No (0 dots)

ECONOMIC DEVELOPMENT DRAFT GOAL

— Draft Goal: “A diverse small town economy that supports an authentic “heart” for the community and includes a range of businesses and industries with an emphasis on the promotion of local ownership and operation.” Does the Economic Development goal above reflect the Vision of Fairview?

- Yes (30 dots)
- No (10 dots)

— Notes left on the board:

- Need more business that keep jobs in Fairview. This would help support restaurants and businesses during daytime hours. (4 dots)
- More industry and corporate employment/ businesses that aren’t service oriented jobs (i.e. Amazon) (1 dot)

- Can’t we have a small character without limiting a “small town economy”?
- Ok to promote local ownership and operation, but should that be an emphasis?
- More local shops and restaurants
- Keep park trails for horses
- If industry comes to Fairview on 96/100, keep the air clean
- Need more arts and culture in Fairview

LAND USE AND DEVELOPMENT CHARACTER DRAFT GOAL

— Draft Goal: “Quality development that serves the growth of the community through the appropriate mixture of uses and intensity as well as a form and arrangement that respects the rural, small-town character of Fairview and is sensitive to the environment.” Does the Land Use and Development Character goal above reflect the Vision of Fairview?

- Yes (37 dots)
- No (4 dots)
-

MOBILITY DRAFT GOAL

— Draft Goal: “An interconnected network of streets designed to create alternative routes to Highway 96 and Fairview Boulevard/Highway 100 and accommodate different modes of transportation including walking, bicycling, and transit where appropriate.” Does the Mobility goal above reflect the Vision of Fairview?

- Yes (40 dots)
- No (0 dots)

— Notes left on the board:

- A light-mass transit option along the lines of Franklin Trolley
- Sidewalks on residential roads (Taylor Road) along with speed bumps (1 dot)
- Not through Bowie Nature Park (3 dots)
- Sidewalks on Old Franklin to the schools (1 dot)
- Walking trails and paths that connect the schools to the parks (5 dots)

UTILITIES AND INFRASTRUCTURE DRAFT GOAL

- Draft Goal: “An adequate and efficient utility and infrastructure network that serves the current needs of the City and is capable of supporting expansion where determined in the future while reducing dependency on on-site sewer systems.” Does the Utilities and Infrastructure goal above reflect the Vision of Fairview?
 - **Yes (37 dots)**
 - *No (3 dots)*
- Notes left on the board:
 - *Expand sewer to 840 to support a distribution, warehouse, or manufacturing facility (local jobs)*

COMMUNITY FACILITIES DRAFT GOAL

- Draft Goal: “Complete and up-to-date community facilities that adequately serve a growing population by meeting educational needs, providing recreational choices, and protecting the health and welfare of citizens.” Does the Community Facilities goal above reflect the Vision of Fairview?
 - **Yes (32 dots)**
 - *No (6 dots)*
- Notes left on the board:
 - *More youth and teen-oriented activities (educational and fun) (1 dot)*
 - *Cute vintage movie theater for plays also (1 dot)*
 - *Splash Pad (1 dot)*
 - *New County Rec Center with indoor pool like Spring Hill (1 dot)*
 - *The Rec is out of date and small for a growing community. A golf course community would be nice (2 dots)*
 - *Bike/Hiking trails (4 dots)*
 - *More community garden space*
 - *Revamp Rec completely (equipment, building size, indoor/outdoor pool)*
 - *Art and Culture (No dump by rec)*

HISTORIC AND CULTURAL RESOURCES DRAFT GOAL

- Draft Goal: “Preservation of the City’s historic and cultural resources and the cultivation of new resources that promote the City’s heritage.” Does the Historic and Cultural Resources goal above reflect the Vision of Fairview?
 - **Yes (36 dots)**
 - *No (7 dots)*
- Notes left on the board:
 - *Greenway connecting Bowie Park, around park, baseball park, all the way to Bellevue greenway (1 dot)*
 - *The “Historic Village” does not need to remain at current location. It is rarely, if ever, used and not open to public. If we preserve, and move to city center area and actually used buildings. Need parking. (1 dot)*
 - *Statue of Dr. Bowie in town square (1 dot)*
 - *Public art in town square*
 - *Restoration of historical sites (1 dot)*