

April 1, 2021



SMYRNA COMPREHENSIVE PLAN

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INTRODUCTION

This Comprehensive Plan is designed to be the Town of Smyrna's overall comprehensive planning and development toolkit. It was developed to position the Town to address growth, development, and redevelopment in the next 20 years. This comprehensive planning document is designed to be used to support the Town's overall growth and budgetary policy.

COMPREHENSIVE PLANNING

The Smyrna comprehensive planning process is a long-range transportation and land use planning effort that is intended to guide future growth and the physical development of the Town. The goals and policies are designed to help Smyrna become a prosperous, more interconnected, and resilient community. This portion of the Plan defines both the scope and limit of this Plan's elements and explains how and when supporting documents and implementing tools are used.



The end result of the comprehensive planning process is this Comprehensive Plan. The main focus covers both transportation and land use, which are vital and inextricably linked aspects related to Smyrna's growth and development through the year 2040. Taken together, they form the way forward for the Town's decision-makers; elected and appointed officials; property owners; business owners; residents; developers; and all interested and engaged stakeholders.

TOWN PLANNING

The goals and policies in the Plan cover a wide variety of topics, but they are all geared towards informing and guiding land use and transportation decisions. A land use decision is one that has a significant impact on present or future land uses on a particular piece of property. Examples of land use decisions include zoning decisions, annexation within the Town's Urban Growth Boundary, and capital infrastructure investments and extensions.

When applying the goals and policies identified throughout this Plan to particular situations, such as specific development proposals or small area plans, there may be competing or, in some cases, conflicting policies. Such proposals or situations must be judged to determine if they meet the spirit of the purpose and goals in a given instance. Even the strongest policies should not automatically preclude other policies. Each and every Town planning and development decision is different in some aspect, but, it must be acknowledged, that the incremental, month-by-month decisions made with the guidance of this Plan will result in the making and remaking of Smyrna.

There is no set formula that determines "good" Town planning. However, the collective impact of each and every decision made by Town Staff and the Planning Commission will result in how the built environment of Smyrna looks, functions, and feels. This Plan aims to be clear, reasonable, realistic, but also aspirational. Therefore, in cases where there are competing directions offered by different policies or goals, Town Staff and Planning Commission may choose the direction they believe best embodies the spirit of the Plan, as a whole.

This Plan endeavors to maintain the careful balancing act of Town planning. There will be trade-offs and compromises. This Plan attempts to create an environment of controlled flexibility in the growth and development of Smyrna, while providing clear guidance on land use and capital improvement decisions. The Plan's Land Use Plan Purpose and Goals, on page 14, provide an anchor and reference point for Staff, Planning Commission, Mayor, Town Council, and all Town stakeholders to consider when making land use decisions.

HOW WAS THIS PLAN DEVELOPED?

The Smyrna comprehensive planning process encompasses an 18-month period of analysis, reflection, engagement, and generation of ideas. The Town Staff and Consultant Team worked extensively to produce the Comprehensive Plan. A nine member Plan Steering Committee was created at the beginning of the planning process and included a cross-section of the Smyrna community. The results of the Plan are in no small part a result of their dedication and hard work. Smyrna Town Staff and the Consultant Team provided support to the Steering Committee. The Steering Committee held five meetings over the course of the project. Their role was to represent a cross-section of Smyrna citizens and to represent the Town's best interests in making important decisions during the planning process. The Steering Committee provided guidance for developing the overall Plan and helped guide many of the decisions regarding the goals, objectives and action steps necessary to carry out the Plan.

The Steering Committee's ultimate responsibility was to provide guidance at each of the milestones during the comprehensive planning process.

Two public meetings were held that provided an open platform for citizens and stakeholders to engage in the Smyrna comprehensive planning process. The first public meeting was held on July, 19, 2018. The meeting was an open-house and provided stations for stakeholders to engage with Town Staff and the consultant team to discuss each Plan resulting from the Smyrna Comprehensive Planning Process. In addition to the public meetings, a survey was distributed in order to solicit public feedback from a wide range of stakeholders.



A second public meeting was held on January, 23, 2020. The meeting was an open-house and provided stations for stakeholders to engage with Town Staff and the consultant team to discuss the recommendations contained in the Plan and to provide feedback to be incorporated into the final version of the Plan.



An On-line Survey was also deployed to extend the initial round of public engagement and feedback for the Smyrna Comprehensive Plan Update. The Survey was utilized to gauge the stakeholder opinion on a range of questions designed to gather input to incorporate into the overall comprehensive planning process. The Survey was hosted on Survey Monkey and was open for responses from July 2 through August 27, 2018. The Survey was released in conjunction with the first public meeting, which was held July 19, 2018. The Survey collected 525 total results, with the bulk of the responses occurring July 9 through July 23.

SURVEY RESULTS SUMMARY

Of the 525 respondents, 95% stated they live in Smyrna and the most selected age range was 40-49.

QUALITY OF LIFE QUESTIONS:

Respondents noted that Town Protective Services (Fire, Police), Parks and Recreational Opportunities, and Job Opportunities as the top three quality of life aspects to living in Smyrna.

Similarly, Town Protective services ranked as the most important aspect to the importance to the future development of the Town, followed by an Improved Transportation Network, and the implementation of Smart Technology (coordinated traffic signals, wireless metering, etc).

Respondents were provided an open field to list the top three hindrances to quality of life in Smyrna and a word count reveals that most respondents were concerned about some aspect related to traffic, roads, and congestion, while schools, housing, apartments, and public safety were also repeatedly noted.

DEVELOPMENT TYPE QUESTIONS:

Respondents were asked if the Town needed more, less, or about the same of different types of development, ranging from Single Family Residential, Multifamily Residential, Retail, Restaurant, Office, Mixed Use, and Industrial. Respondents wanted either more or about the same of Single Family Residential, Retail, and Office. Mixed Use and Industrial were indicated for about the same, while Multifamily Residential was noted as the development type that respondents wanted less of throughout the Town.

PREFERRED DEVELOPMENT LOCATIONS

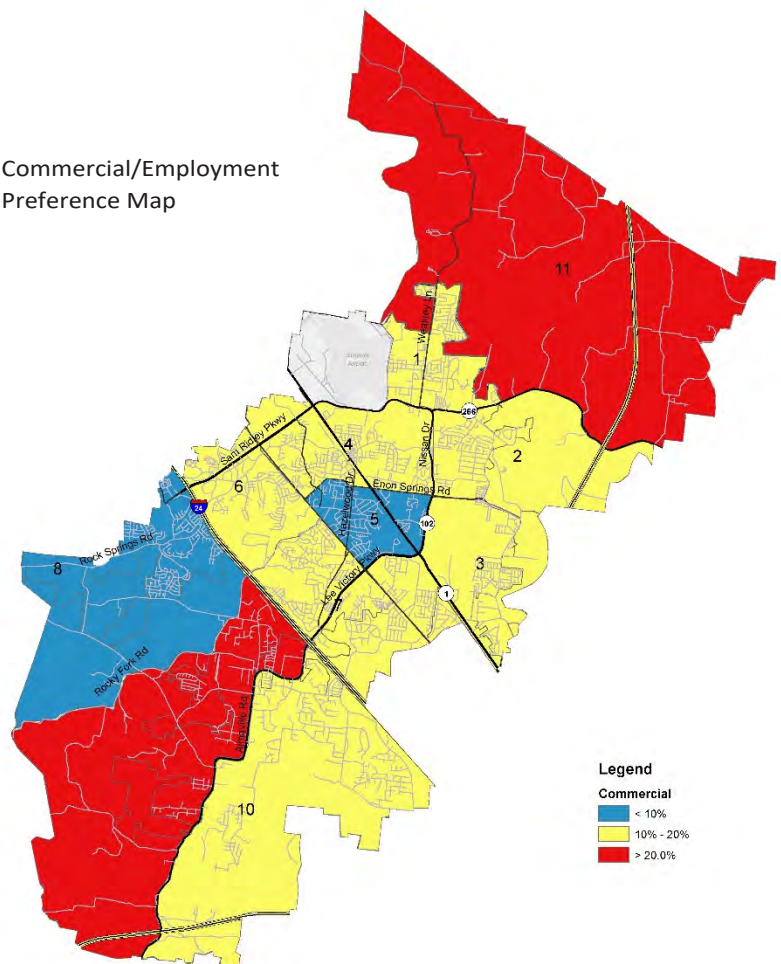
A series of questions asked respondents to identify locations for preferred commercial/employment and multifamily development over the next 20 years with planning areas that cover both the existing Town boundaries and the Town's Urban Growth Boundary.

It should be noted that, due to issues related to Survey Monkey's mobile website, respondents using Android mobile devices without a Wi-Fi connection were unable to download the map. Therefore, this series of questions had fewer total response than other questions in the survey.

Since the areas for selection were open-ended, the results were ranked and interpolated into maps to provide a range of the response rates. Each area was ranked into three categories: Less than 10% response selection, 10%-20% response rate, and Greater than 20% response rate.

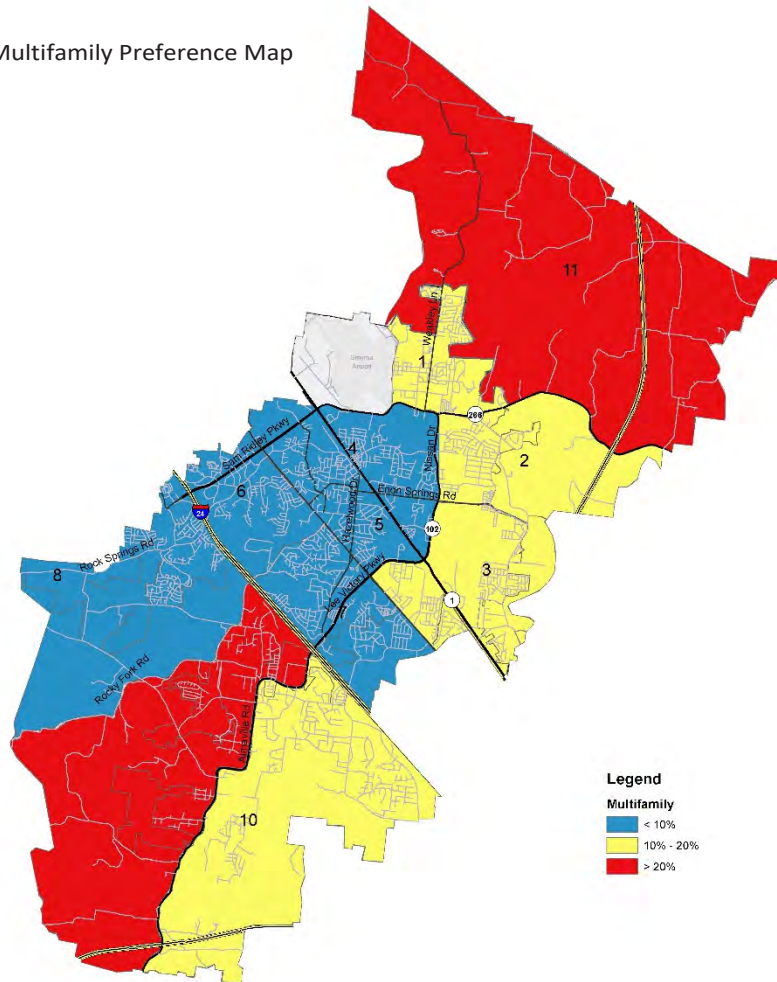
The map for commercial/employment shows less desire for this type of development near the center of Town between Nissan Drive, along South Lowry Street to Enon Springs Road and west of Interstate 24 north of Rocky Fork Road (blue areas). Increased commercial development was noted west of Interstate 24 between Rocky Fork Road and Almadillo Road, as well as along the north portion of the Town's UGB along Interstate 840 (red areas).

Commercial/Employment
Preference Map

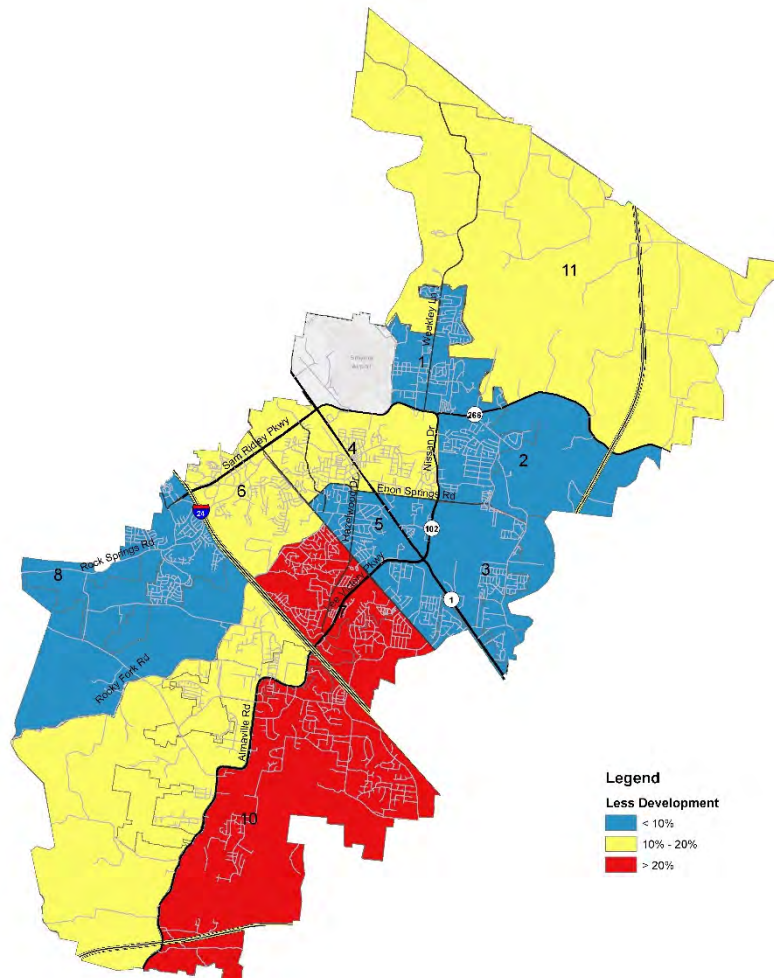


The map for multifamily development shows less of this type of development across the majority of the Town from Sam Ridley Parkway to Nissan Drive across Interstate 24 along Rocky Fork Road (blue). Increased multifamily development mirrored that of the commercial/employment questions and was noted west of Interstate 24 between Rocky Fork Road and Almadale Road as well as along the north portion of the Town's UGB along Interstate 840 (red areas).

Multifamily Preference Map



The map for less development of any kind shows a preference less development (red areas) in the areas east of Almadale Road running from 840 north towards Old Nashville Highway to Rocky Fork Road. Those areas not noted for less development of any kind (blue areas) stretch from Weakley Lane south along Nissan Drive to the Town's boundaries and across to Old Nashville Highway. The area west of Interstate 24 and north of Rocky Fork Road was also noted for less development.



FUTURE DEVELOPMENT AND GROWTH DECISIONS

To accompany the questions related to the locations for future development, respondents were asked to rank the top issues the Town should consider in making future decisions related to development. Continuing the trend from the Quality of Life questions, respondents ranked Transportation Network/Roadway Congestion and Proximity and Coverage of Emergency Services as the top two development decisions. Adequate Water and Sewer Infrastructure was ranked third, with Protection of Greenspace and Preservation of the Town's Identity rounding out the top five.

Respondents also expressed preference for more affordable, market rate, and housing that is available to first time homeowners, while also expressing preferences for off-street walking/pedestrian and shared/ multiuse facilities (such as greenways or trails) throughout the Town.

Respondents were asked to note if there was a need for specific uses/activities in Town and responded by indicating a desire for more Public Gathering/Civic Spaces, more Recreational/Athletic Facilities, and more entertainment choices.

Finally, an open-ended question closed out the survey, allowing respondents to provide any other comments. Only 234 individuals responded to this question and left a variety of comments. An analysis of the most frequent words again shows the prevalence of concerns about traffic, roads, and congestion.

GOALS

This section provides the Goals and Objectives for development and redevelopment throughout the Town of Smyrna. To achieve the vision of the Smyrna comprehensive planning process, this section establishes the overall 2040 Planning Purpose and Goals for the Town's residents, decision-makers, property owners, business owners, Town Staff, and all stakeholders. The Future Land Use Plan organizes the Town into Character Areas. Each Character Area utilized by this Plan is based on the existing site and overall development pattern of the surrounding area.



PURPOSE

This section sets forth the foundation for the overarching policy framework for the Smyrna Comprehensive Plan. The vision, goals, and policy for this Plan is considered throughout each element of the Comprehensive Plan to ensure consistent vision and implementation.

This section describes the Plan Goals and Policies to be used in conjunction as guidance for Town Officials, property owners, and all stakeholders throughout Smyrna.

SMYRNA COMPREHENSIVE PLAN PURPOSE STATEMENT

The Plan is a policy guide for the Town of Smyrna to use in decision-making for overall community development that aims to leverage growth, development, and investment to make the Town a socially and economically vibrant community.

SMYRNA COMPREHENSIVE PLAN POLICY GOALS

The following goals and objectives provide the overall reasoning of this plan: to make Smyrna a more connected, prosperous, and healthy community. In essence, these goals are designed to pave the way forward for the Town of Smyrna.



SMYRNA

COMPREHENSIVE PLAN

1

FUTURE GROWTH PLAN

Use this Plan and its policy framework as a vision for Smyrna's future growth and development.

2

TOWN PLANNING

Use this Plan to create exceptional places for people through the decision of development and redevelopment, the activation of streets, and incorporation of a transportation network that includes a pedestrian and multimodal focus.

3

DECISION MAKING

Let this Plan serve as a guide for decision making. The most common way this plan will be used in this manner is the Zoning process. Rezoning decisions should be based on compliance with this Plan. This Plan should also be used in making decisions for capital improvements throughout the community. For example, it can be used as a guide for determining priorities for roadway improvements, greenway improvements, and for the construction of sidewalks.

4

LEGAL REQUIREMENTS

This Plan is intended to meet certain legal requirements set forth in the Tennessee Code Annotated (TCA) Title 13 Chapter 4 Part 2, which states that "it is the function and duty of the commission to make and adopt an official general plan for the physical development of the municipality."

HOW TO USE THIS PLAN

This Plan is intended to be an all-inclusive resource for economic and community development that interconnects each element within the Smyrna Comprehensive Plan into a policy toolkit for Smyrna. By tying together land use, economic development, utilities, and protective services, the Plan offers direction and vision for the future of the community that considers all facets of development and growth. By also examining the economic and social qualities of Smyrna that spur successful and significant improvements, the Comprehensive Plan offers an approach to help shape the future physical development of the community. Finally, the Plan connects the implementation strategies from each Plan element to best utilize resources to achieve the goals and objectives of this comprehensive planning process.

Like many communities in the Middle Tennessee region, Smyrna faces increasing development pressures that sometimes conflict with a strong desire to preserve, protect, and enhance its inherent town charm. The Comprehensive Plan is a tool that aims to lessen growth conflicts by guiding the community in controlling and managing its growth through the year 2040, with updates to keep current along the way.

In addition to a unique set of challenges, this growth presents tremendous opportunity for the Town of Smyrna to make informed decisions on future development and manage overall growth. This Plan, along with previous planning efforts, offer a proactive approach toward shaping the future in order to promote sustainable economic and community development.





SMYRNA COMMUNITY AND PROTECTIVE SERVICES

The Town of Smyrna's community and protective services are a vital part of the day-to-day life of the Town, providing essential services to local businesses, residents and school children. Municipal services such as fire and police protection, schools, and community amenities not only provide security for the Town, but are also responsible for Smyrna's reputation as a great community in which to live. Citizens depend on government agencies to provide these essential services and facilities, which benefit the community and keep them safe. Without certain services, the Town could not develop, grow, or serve the citizens and businesses located within its boundaries. However, as the population grows, further demands are placed on these services and the need for maintenance of existing facilities increases. By looking at projected growth rates, town departments can more holistically identify service and maintenance improvements needed to continue adequate protection of Smyrna.

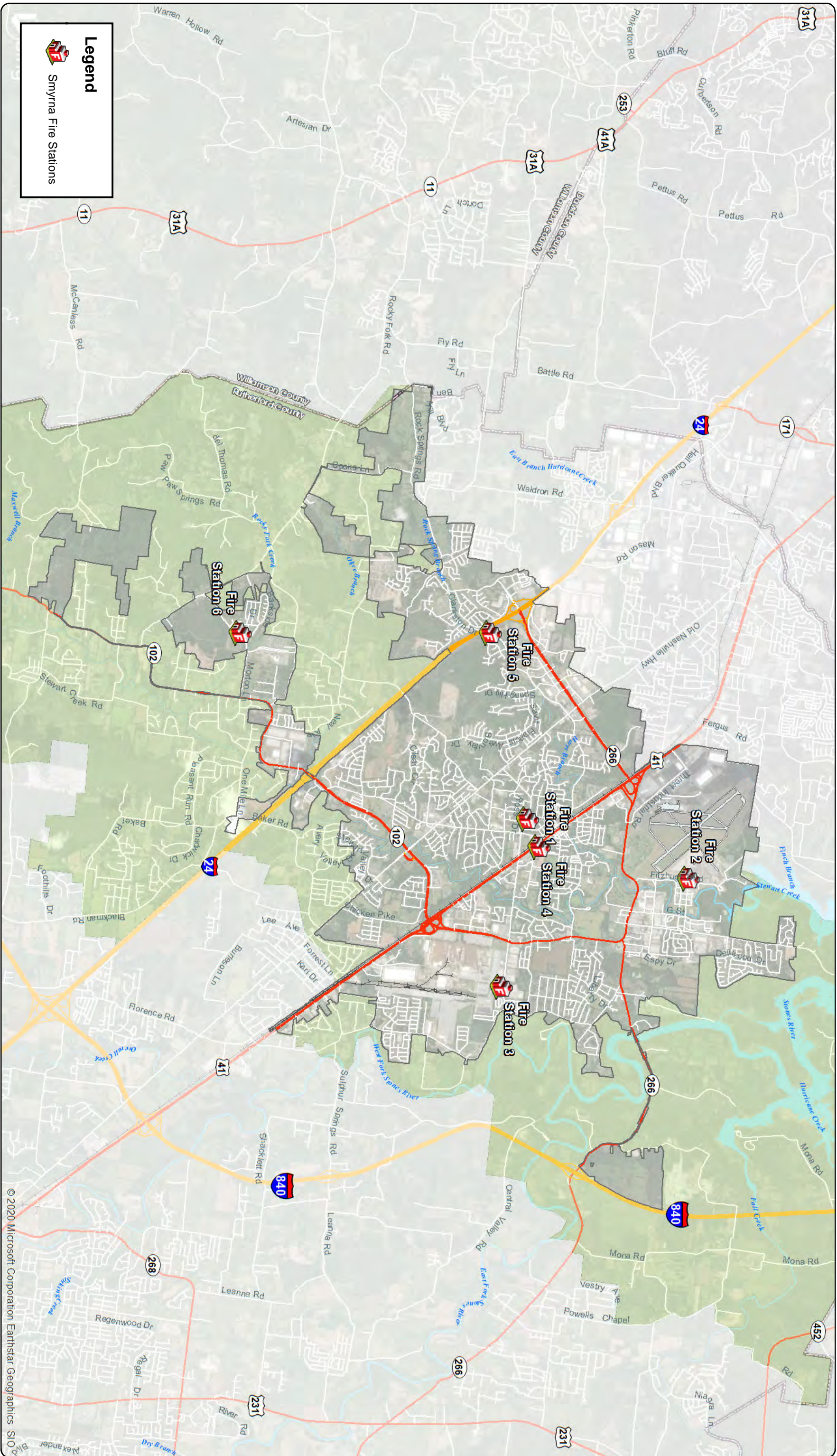
Proactive planning for these community services also helps to ensure the Town keeps pace with new growth and development. The Community and Protective Services chapter of the Smyrna Comprehensive Plan Update includes information on the services provided by the Fire Department, Police Department, as well as baseline information relating to Schools, Libraries, Community Facilities, and the Solid Waste and Recycling Program. This chapter links to the Land Use Chapter by identifying those essential municipal services that protect the safety, health and welfare of residents within the Town of Smyrna, as well as enrich the community's overall quality of life.

FIRE PROTECTION

The Smyrna Fire Department is responsible for ensuring public safety by minimizing loss of life and property through adequate and efficient fire protection. The Fire Department provides the essential services of fire protection, emergency medical service, rescue, public education, prevention, preparation, response, and suppression. Smyrna's Fire Department promotes fire and injury prevention through a variety of activities such as the Citizens Fire Academy, providing safety information like product recalls, outdoor grilling safety, heat safety, and offering educational tours and community activities such as Kids' Safety Day. In addition, the Smyrna Fire Department enforces and issues open burn permits to ensure safe and proper burning within the Town. This section discusses existing facilities and equipment and fire department personnel, and the current ISO rating. Future needs to ensure the continued public safety offered by the Fire Department will include additional equipment, apparatus replacements, new facilities, additional programs, and personnel that will be addressed as part of the Town's annual budget process.

FACILITIES AND EQUIPMENT

The Smyrna Fire Department currently operates five stations located throughout the Town. Figure 1 shows fire station locations and service areas. This includes the addition of Fire Station #6 on Morton Lane, recommended in the previous Smyrna Comprehensive Plan. The fire department utilizes one training facility for continuing education located in Fire Station #2.



Legend

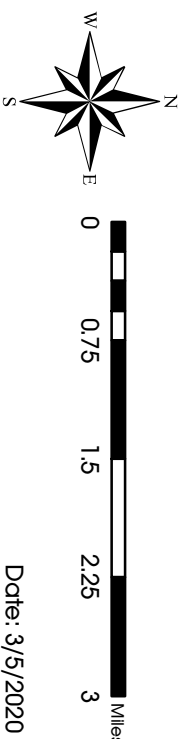
Smyrna Fire Stations

VOLKERT

RAGAN SMITH



Smyrna Comprehensive Plan



Date: 3/5/2020

Fire Station Map

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FIRE STATION 1

Fire Station 1 is located at 401 Enon Springs Road West in the central portion of Town, between Lowry Street and Old Nashville Highway.



FIRE STATION #2

Fire Station 2 is located at 644 Fitzhugh Boulevard, near the airport, northeast of Lowry Street.



FIRE STATION #3

Fire station 3 is located at 630 Enon Springs Road near Nissan and Walmart, west of SR 840.

FIRE STATION #4

Fire Station 4 is located at 145 South Lowry Street, about 1 mile from Fire Station 1. Administrative building for the fire department, the town receives no credit for this station from ISO.



FIRE STATION #5

Fire Station 5 was completed in 2000 to serve the Rock Spring Road area in and around I-24. It is located at 2200 Rock Springs Road.



FIRE STATION #6

Fire Station 6 is the newest facility located at 3640 Morton Lane to serve the southern portion of the study area.





PERSONNEL AND EQUIPMENT

The Smyrna Fire Department is under the direction of Chief William Culbertson and utilizes a force of 96 trained firefighters. The Fire Department will continue to maintain and replace equipment needed for fire response services.

FIRE SAFETY PROGRAMS

Fire safety and prevention can be achieved through fire education, code enforcement, efficient dispatch, and adequate, well-maintained equipment. In addition to the important job of fighting fires, the Smyrna Fire Department provides safety information and education to the community through a variety of programs.

EDUCATION

Fire prevention is the most economical way to fight fires. Public education is an effective way to prevent fires. The Fire Department actively provides fire and life safety education upon request, through scheduled tours, and their website. They participate in the Alarmed Program Saving Lives in Tennessee!, sponsored by the State Fire Marshal's Office that has distributed more than 50,000 alarms to fire departments across Tennessee, including the Smyrna Fire Department. They offer information on portable heater safety, Home Safety Checklists related to smoking, heating/cooling and electricity, the operation of sky lanterns in Tennessee, Electrical Fire Prevention Tips, Wildfire Preparedness, Outdoor Burning, Smoking-Related Fire prevention, and burn treatment.

CITIZENS FIRE ACADEMY

The Smyrna Fire Department works to raise awareness of fire and emergency operations by operating an annual Citizens' Fire Academy. This is a free, twelve week program for individuals who reside in Smyrna and Town employees. Through the Citizens' Fire Academy, the department encourages citizens to become more involved with fire safety. The department's overall goals are:

- To provide residents with a basic understanding of the tactics and strategies of firefighting and rescue operations.
- To provide a greater understanding of the services the Smyrna Fire Department is able to provide.
- To encourage Academy participants to return to their families and neighborhoods and share their knowledge and experiences. This will help citizens be more safety conscious and informed.
- To provide an enjoyable, interactive atmosphere in which fire department members and citizens can share information and concerns.

ISO RATING

Fire Department services also benefit Smyrna citizens financially. The Insurance Services Office (ISO) rates communities according to their fire suppression capabilities. Insurance premium rates for local residents and business owners are directly affected by the community's ISO fire rating. As of November 2006, the Town of Smyrna Fire Department had achieved an ISO-Class 3 status and is authorized for a staff of 90 shift personnel that work out of the fire stations spread throughout town. ISO ratings use a scale of one to ten, with one being the best possible rating. In January 2017, the Town's last ISO review resulted in a score of 3X, which continues a rating of a 3 to any structure within 5 miles of a fire station. ISO looks at distribution of engine and ladder companies and notes that developed areas of the town should have an engine company within 1 ½ miles and a ladder service company within 2 ½ miles. The ISO rating system is based on how well fire departments receive alarms and dispatch fire-fighting resources, the availability to supply the required water flow, and preparedness of engine companies. The Fire Department will continue to broaden its service coverage and capabilities to reduce the insurance rating factor even further.



POLICE PROTECTION

The provision of police protection is a basic public safety service provided by the Town of Smyrna operating within several divisions including administrative records, community education and outreach, investigation, K-9, and patrol units. These divisions operate from a central headquarters located at 400 Enon Springs Road East. According to the monthly and year to date dispatched calls report, officers at the Smyrna Police Department (SPD) responded to 50,157 calls in 2017. Future needs to ensure the continued public safety offered by the SPD will include additional equipment and personnel that will be addressed as part of the Town's annual budget process.

FACILITIES AND EQUIPMENT

PERSONNEL

The ability to feel safe and secure within one's community is vital to a high quality of life and must keep pace with growth trends. Currently, the Smyrna Police Department has a force of 88 certified police officers. While the ratio of police officers to population varies depending on the size of the community and specific community needs, the United State Bureau of Justice Statics (BJS), as related by the International Association of Police Chiefs (IACP), finds an average ratio of 1.8 police officers per 1,000 residents for a community with a population of 25,000-49,999. With a budget to employ 88 police officers and a 2016 special census certified population of 47,521, the Town of Smyrna is nearly on par with this nation-wide average ratio. With its current level of staffing, the department serves the community with 1.5 officers per 1,000 capita. As noted by the IACP, this ratio is not a direct basis for overall staffing decisions, as that relates more to direct community circumstances and needs, but it does provide a information on staffing trends for law enforcement agencies across the country.

EQUIPMENT

The Police Department will maintain 79 vehicles, which includes a combination of patrol cars, unmarked cars, service vehicles, and other necessary vehicle to ensure public safety. The Department maintains over 91 service weapons, with approximately the same number of rifles, and approximately 70 shotguns. There are many other elements of equipment utilized by the Department to allow members of the Police Department to carry out their duties to uphold and maintain the peace.

POLICE COMMUNITY OUTREACH PROGRAMS

The Smyrna Police Department (SPD) is an active participant in on-going outreach to the Town by performing a number of community outreach programs. Citizens Police Academy is one such example, where citizens learn about the job duties of a police officer. The Department also offers a program called Rape Aggression Defense or RAD, where women are taught how to be aware of their surroundings and how to fight off a would be attacker. The SPD also participates in the Youth Fire and Police Academy, the National Night Out Against Crime, and they have a volunteer chaplains program, where area ministers serve as chaplains to both the Department, as well as the citizens of Smyrna. These are only some of the more prominent outreach programs that the SPD does on an annual or continuing basis.



SCHOOLS, LIBRARIES, & COMMUNITY FACILITIES

SCHOOLS

Smyrna is home to fifteen public schools, two private schools, and the Wings of Eagles Aviation flight school. The public schools are run by Rutherford County Schools, one of the fastest growing school districts in Tennessee and the fifth largest behind those in Memphis, Nashville, Knoxville and Chattanooga. It consistently ranks among the best school districts in Tennessee and has outpaced national rankings on a number of measures. Since the 2004-2005 school year, Rutherford County Schools has added more than 12,000 students for a total enrollment of approximately 44,067, as noted in the May 2018 Rutherford County Fact Book. During that time, the district has opened nine new schools and completed additions / renovations at 13 other schools.

SMYRNA SCHOOLS
PUBLIC SCHOOLS

CEDAR GROVE ELEMENTARY	K-5	354 CHANEY ROAD
JOHN COLEMAN ELEMENTARY	K-5	100 WISE DRIVE
SMYRNA ELEMENTARY	K-5	1001 SAM DAVIS ROAD
DAVID YOUREE ELEMENTARY	K-5	250 TODD LANE
THURMAN FRANCIS ARTS ACADEMY	K-8	231 TODD LANE
SMYRNA PRIMARY	K-5	200 WALNUT STREET
SMYRNA MIDDLE	6-8	712 HAZELWOOD DRIVE
SMYRNA WEST ALTERNATIVE	6-12	12619 OLD NASHVILLE HIGHWAY
SMYRNA HIGH	9-12	100 BULLDOG DRIVE
STEWARTSBORO ELEMENTARY	K-5	10479 OLD NASHVILLE HIGHWAY
ROCK SPRINGS MIDDLE	6-8	3301 ROCK SPRINGS ROAD
STEWARTS CREEK ELEMENTARY	K-5	200 RED HAWK PARKWAY
STEWARTS CREEK HIGH	9-12	300 RED HAWK PARKWAY
STEWARTS CREEK MIDDLE	6-8	400 RED HAWK PARKWAY
ROCKY FORK MIDDLE	6-8	100 THUNDERSTORM LANE
ROCKY FORK ELEMENTARY	K-5	200 THUNDERSTORM LANE

PRIVATE SCHOOLS

LANCASTER CHRISTIAN ACADEMY	K-12	150 SOCCER WAY
SMYRNA CHRISTIAN SCHOOL	PRESCHOOL	112 DIVISION STREET
COMMUNITY CHRISTIAN DAY SCHOOL	K-6	185 ENON SPRINGS RD W

The Rutherford County School district includes seven zones. Zone 1 and Zone 4 are located in Smyrna. Bill Spurlock is the new director of Rutherford County Schools. Rutherford County Schools has a graduation rate topping 95 percent, an average composite ACT score of 20.8, and spends \$1,315 less than the state average per student, according to the annual Tennessee Report Card. According to the Rutherford County School's Fact Book and Annual Report, proposed building plans include Rock Springs Elementary School addition (2019) and a Gymnasium Floor / Stage in Smyrna High School (\$130,000).

In addition to school facilities, Rutherford County Schools dispatch 268 buses that transport 24,701 of the district's nearly 45,000 students to and from school. Those buses travel 19,268 miles every day or 385,360 miles a month, which totals nearly 4 million miles every school year. In 2017, the bus system added live GPS capabilities on every bus. The GPS signal is transmitted by cell towers from each bus back to the transportation department where they are mapped on a large monitor. In addition to live tracking, which indicates whether the bus is on time or behind schedule — it provides the transportation department with data ranging from bus speed and how long a bus is stopped to whether its emergency flashers were turned on and the stop arm engaged.



SMYRNA PUBLIC LIBRARY

The Smyrna public library is located at 400 Enon Springs Road West and is a branch of the Linebaugh Public Library System of Rutherford County. The Rutherford County Library System (RCLS) is comprised of five branches and a Bookmobile, serving the Greater Rutherford County community. RCLS receives funding from three cities (Eagleville, Murfreesboro, and Smyrna) and Rutherford County, though governed by the Rutherford County Library Board. The 20,000 square-foot Smyrna branch provides inter-library loans and an online library catalog and renewal system, special events held throughout the year, and offers computer classes, reading programs, writing camps, and children's programs. The Smyrna Public Library currently houses approximately 73,000 volumes of books.



COMMUNITY FACILITIES

GOLF COURSE

The Smyrna Golf Course is owned and managed by the Town of Smyrna, located at 101 Sam Ridley Parkway. It is an 18 hole regulation golf course as well as a 9 hole Executive Course which is a recognized First Tee facility. It offers a full practice facility; 8,000 square foot putting green, driving range, practice bunker and pitching green. A full access snack bar is available, as well as a professionally stocked golf shop.



PARKS & RECREATION

The Smyrna Parks Department consists of more than 800 acres of property dedicated to recreation and leisure activities. Included in these properties are ten public parks, twelve miles of trails and greenways, numerous athletic fields, a public pool, splash pad, multiple practice areas and green space. The department also has jurisdiction over three buildings: Rosenwald Community Center, Assembly Hall and the Smyrna Train Depot that can be rented for events by the general public.

Three divisions of staff operate and maintain daily operations of the park system. Administration handles the daily office duties and facility rentals. The Athletics Office oversees local athletic leagues while also coordinating various community events and programs. Park Maintenance staff performs daily maintenance operations as well as engaging in numerous park projects throughout the year.

The mission of the Parks Department is to enhance the Quality of Life for all citizens of the Smyrna Community by providing a diversity of recreational programs, wellness programs, and both passive and active park facilities.



TOWN PARKS & FACILITIES

FACILITY	ADDRESS	SIZE/CAPACITY	AMENITIES
ASSEMBLY HALL	110 FRONT STREET	50-100	<ul style="list-style-type: none"> - APPROX. 75 CHAIRS - EIGHT 8' TABLES - MAIN ROOM 40' X 27'
CEDAR STONE PARK	3640 MORTON ROAD	N/A	<ul style="list-style-type: none"> - 4 BASEBALL FIELDS W/ LIGHTS - CONCESSION STAND - RESTROOMS
DOWNTOWN TRAIN DEPOT	98 FRONT STREET	50-100	<ul style="list-style-type: none"> - 72' X 23' EVENT SPACE W/ CONCRETE FLOOR - OUTDOOR STAGE W/ SEATING & CANOPY - APPROX. 75 CHAIRS INDOORS - EIGHT 8' TABLES INDOORS
GREGORY MILL PARK	390 ENON SPRINGS ROAD EAST	20-50	<ul style="list-style-type: none"> - .45 MILE WALKING TRAIL - ELECTRICITY - GRILLS - PAVILION RENTALS - PICNIC TABLES - SHELTER (45' X 38') - SIX 8' TABLES - SPLASH PAD
HILLTOP-ROSENWALD PARK	565 MASON TUCKER DRIVE	100+	<ul style="list-style-type: none"> - 3 BASKETBALL COURTS W/ LIGHTS - COMMUNITY BUILDING - FOUR 10' TABLES - FOUR 8' TABLES - GREENWAY TRAIL - .5 MILE - GRILLS - PAVILION RENTALS - PICNIC TABLES - PLAYGROUND
J.J. MCWILLIAMS OLD ROCK SCHOOL PARK	400 ENON SPRINGS ROAD WEST	50-100	<ul style="list-style-type: none"> - ELECTRICITY - GREENWAY TRAIL - .5 MILE - GRILLS - PAVILION RENTALS - PICNIC TABLES - PLAYGROUND
LEE VICTORY RECREATION PARK	110 SAM RIDLEY PARKWAY EAST	100+	<ul style="list-style-type: none"> - 2 BASKETBALL COURTS W/ LIGHTS - 2 FOOTBALL FIELDS W/ LIGHTS - 2 FULL-SERVICE CONCESSION STANDS - 2 PLAYGROUNDS - 4 PICNIC PAVILIONS (MUST RESERVE) - 4 SOFTBALL FIELDS W/ LIGHTS - 6 TENNIS COURTS W/ LIGHTS - GREENWAY TRAIL - 1.25 MILES - HORSESHOE PITS - VOLLEYBALL COURT W/ LIGHTS
SMYRNA OUTDOOR ADVENTURE CENTER	100 SAM RIDLEY PARKWAY EAST	100+	<p>AS A PART OF THE PARKS & RECREATION DEPARTMENT, THE SMYRNA OUTDOOR ADVENTURE CENTER PROGRAMS SPECIALIZE IN PRESENTING A VARIETY OF ENVIRONMENTAL, EDUCATIONAL, RECREATIONAL, & OUTREACH PROGRAMS FOR ALL AGES. SOAC PROGRAMS ARE GEARED TOWARDS BRINGING PEOPLE INSIDE TO ENJOY THE ACTIVITIES & GETTING THEM OUTSIDE TO EXPERIENCE ANY OF THE 10 PARKS WITHIN THE SMYRNA PARKS SYSTEM.</p>



PAUL JOHNS NEIGHBORHOOD PARK	2900 IONA DRIVE	20-50	<ul style="list-style-type: none"> - BASKETBALL COURT - GREENWAY TRAIL - .5 MILE
PIONEER PARK	203 PIONEER DRIVE	10-20	<ul style="list-style-type: none"> - BASKETBALL COURT/VOLLEYBALL COURT - ELECTRICITY - FOUR 8' TABLES - GRILLS - PAVILION RENTALS - PICNIC TABLES - PLAYGROUND - SHELTER (24' HEXAGON)
ROSENWALD COMMUNITY CENTER	565 MASON TUCKER DRIVE	50-100	<ul style="list-style-type: none"> - KITCHENETTE INCLUDES STOVE/OVEN, REFRIGERATOR, MICROWAVE, COFFEE POT - RESTROOMS - TABLES AND CHAIRS
ROTARY SOCCER PARKS	300 SOCCER WAY	100+	<ul style="list-style-type: none"> - 10 SOCCER FIELDS - BASKETBALL COURT (HALF) - CONCESSION STAND - EIGHT 6' TABLES - ELECTRICITY - GREENWAY TRAIL - .9 MILE - GRILLS - PAVILION RENTALS - PICNIC TABLES - PLAYGROUND - SHELTER (50' X 32')
SHARP SPRINGS PARK	311 JEFFERSON PIKE	100+	<ul style="list-style-type: none"> - 18-HOLE DISC GOLF - BASEBALL/FOOTBALL/SOCCER FIELDS - BIRD BLINDS - ELECTRICITY AT TWO PAVILIONS - FIRE PIT - FISHING PIERS - GREENWAY TRAIL - GRILLS - OUTDOOR CLASSROOM - PAVILION RENTALS - PICNIC TABLES - SHELTER E (60' X 30') - TEN 8' TABLES
TODD LANE BASEBALL COMPLEX	210 TODD LANE	N/A	<ul style="list-style-type: none"> - 3 BASEBALL FIELDS W/ LIGHTS - BATTING CAGE - CONCESSION STAND - PAVILION (NOT AVAILABLE FOR RENT)
VOLUNTEER PARK	8TH AVENUE	N/A	<ul style="list-style-type: none"> - 4 SOFTBALL FIELDS W/ LIGHTS - BOAT RAMP - CONCESSION STAND - PAVILION (NOT AVAILABLE FOR RENT) - PLAYGROUND
WESTFORK NEIGHBORHOOD PARK	130 WADE HERROD ROAD	50-100	<ul style="list-style-type: none"> - 1 LARGE GRILL - 25 PARKING SPACES - BIKE TRAIL - EIGHT 8' TABLES - RESTROOMS - SHELTER (40' X 30') - WALKING TRAIL - .4 MILE

SOLID WASTE & RECYCLING

The Rutherford County Solid Waste Department provides solid waste and recycling collection to the area. The collection areas are for the use of Rutherford County residents only. The department operates fourteen (14) Recycling Centers (formerly known as Convenience Centers) throughout the county and provides recycling and waste collection and transportation service for all the County and City schools. Two centers are located in Smyrna and its Urban Growth Boundary: the Weakley Lane Center (135 Weakley Lane) and Almaville Center (7693 Almaville Road). Recycling services are coordinated by the department. The department operates a recycle only site within the county.



The Town of Smyrna provides a curbside brush service free to residents for disposal of large limbs that may fall in the yard. This program has been so successful that the Town spends approximately \$150,000 - \$200,000 per year on personnel and equipment to operate this service. In 2010, the Town Council authorized the purchase of a new boom truck, which allows a better level of service.

UTILITY INFRASTRUCTURE

As the Town of Smyrna continues to grow, prudent planning and management of the utility infrastructure is essential for the entire community. The Town's ability to dependably deliver essential and basic services such as drinking water, wastewater treatment, and natural gas provides the vital service of keeping the community functioning day-to-day. The availability of these services plays an essential role in determining the location and intensity of development. A lack of adequate infrastructure makes it difficult to attract and support new development, while the expansion of services to new areas often unlocks previously dormant development potential. The decision to upgrade or expand infrastructure and the associated capital investment should, therefore, closely reflect the community's goals for future growth and development.

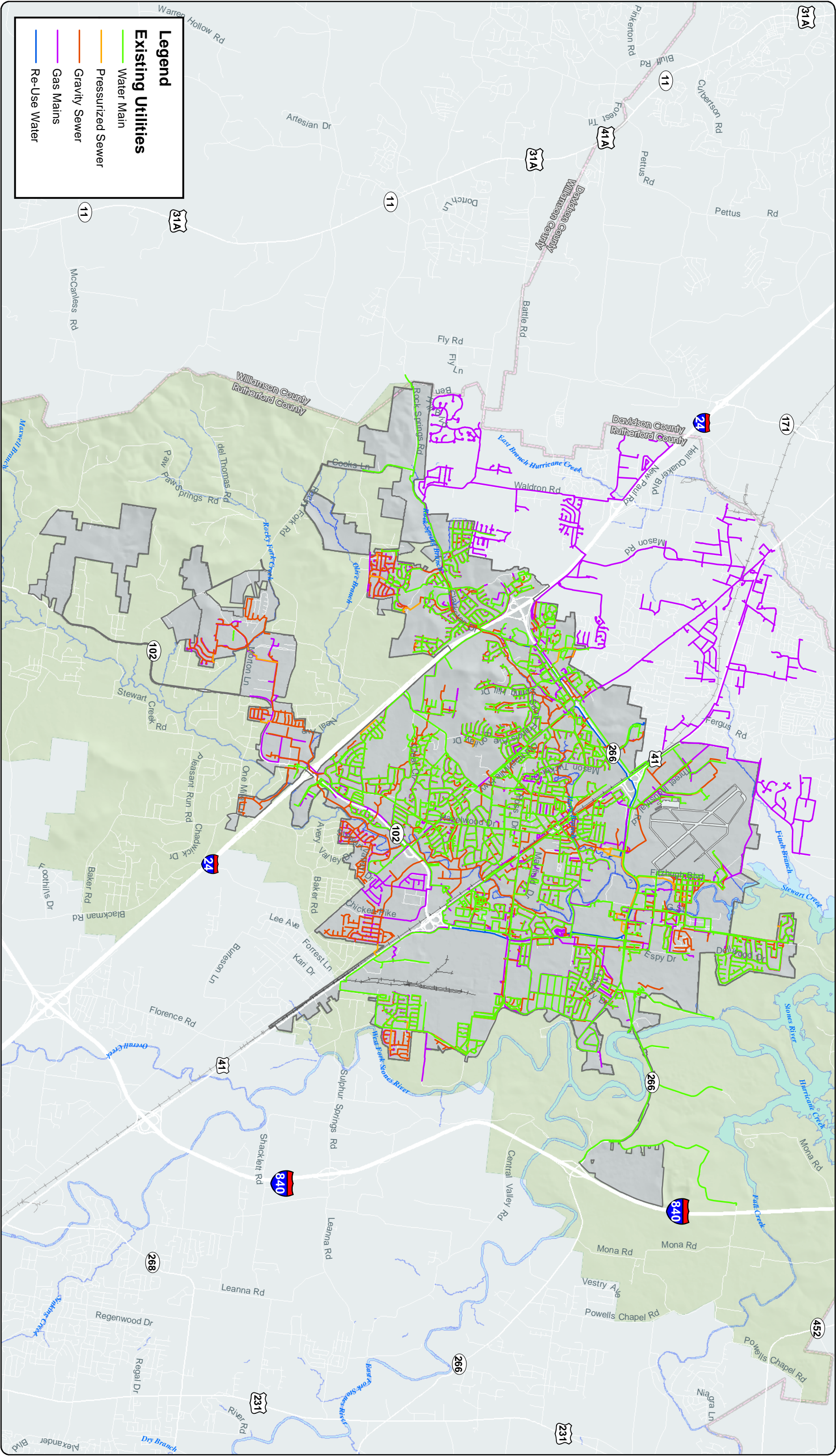
This section provides a high-level overview of Smyrna's utility infrastructure capacity. It provides information related to opportunities and constraints for future growth.

INFRASTRUCTURE CAPACITY ISSUES AND EXISTING CONDITIONS

DRINKING WATER

Potable drinking water is, of course, an essential service provided by the Town. All of Smyrna's drinking water is supplied by Percy Priest Lake. The water is treated at the Town's water treatment facility, which currently has a capacity of 21 million gallons per day (MGD). The Tennessee Department of Environment and Conservation suggests that municipalities hold a 24 hour supply of water in storage. This will require Smyrna to increase water storage as average daily demand increases.

The existing water network is mostly contained within the current corporate boundaries of the Town. Water Mains typically follow major thoroughfares, such as Rock Springs Road, Sam Ridley Parkway, or Lowry Street, but also follow streams, such as Rock Springs Branch and Stewarts Creek. The exception to existing water service within the Town's limits is the service mains to I-840 in the Town's Urban Growth Boundary. A water main follows Jefferson Pike and Hickory Grove Road to provide water service to one interstate crossing and one interchange.



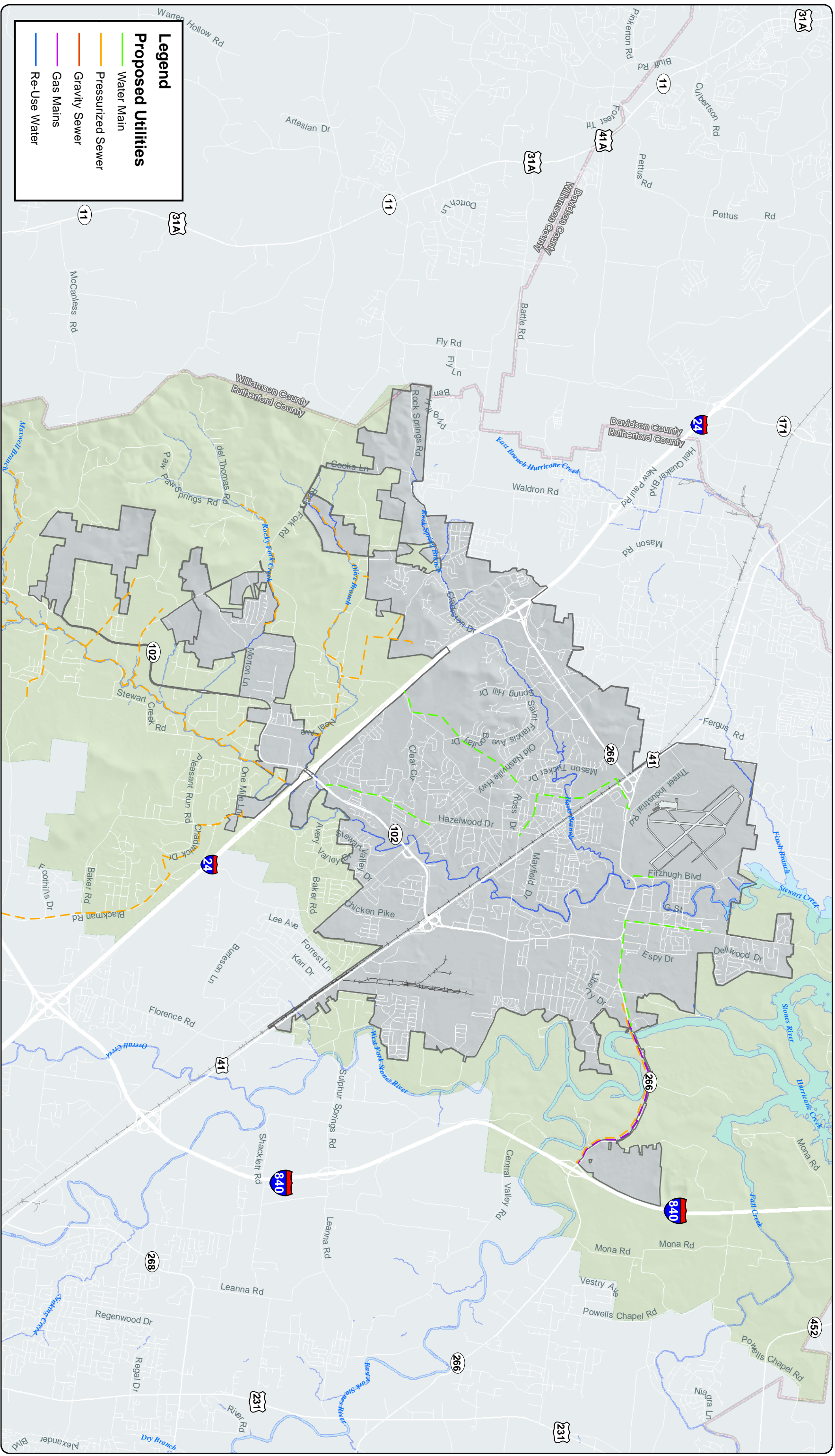
WASTEWATER

Wastewater systems collect human waste from homes, businesses, and other nonresidential uses and transfers the waste through a network of underground pipes and lift stations to be treated at Smyrna's wastewater treatment plant. The treated effluent within the Town of Smyrna is discharged into Stewarts Creek. Smyrna's treatment facility can currently handle 9 MGD of waste. The average daily flow was 5.85 MGD in 2018.

The upper Stewart's Creek drainage basin includes Olive Branch and Rocky Fork creeks. The estimated size of this area is 23,099 acres, or about 36 square miles. The existing gravity sewer line serving this basin is 24 inches in diameter. This sewer line extends in two directions: one segment towards Stewart's Creek and a second segment extending parallel to Olive Branch. The first segment of this sewer line was installed several years ago to provide service to the users located to the south of the interchange. According to the as-built drawings, this sewer line was installed at a depth to allow gravity sewer service upstream along Stewart's Creek.

FUTURE EXPANSIONS/SERVICE AREAS

The Town is already proactively planning for future capital improvements to handle the growth and development expected to happen within the next 10 years. Planned improvements to the Town's potable water infrastructure include improvements to the core of Town along the proposed Enon Springs Road to service new area opened for development adjacent to a new roadway, but also improvement to boost circulation and redundant connections along areas near Highland Avenue and Alnaville Road between Old Nashville Highway and I-24. Similar improvements are proposed to the water network along Fitzgerald Boulevard and Weakly Lane to service new businesses in those areas. Expansion to the Town's wastewater infrastructure includes expansion to the sewer plant. Additional sewer connections and improvements are planned primarily southwest of I-24 along Olive Branch, Rocky Fork Creek, Maxwell Branch, Blackman Road, and Burnt Knob Road. These improvements to the sewer infrastructure mirrors the increased demand for residential development. The Town also intends to invest in future development potential along the I-840 corridor east of the current corporate limits. A sewer line extension along Jefferson Pike will help the Town guide development in the area.



Legend

Proposed Utilities

Water Main

Pressurized Sewer

Gravity Sewer

Gas Mains

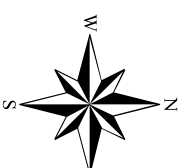
Re-Use Water



RAGAN • SMITH



Smyrna Comprehensive Plan



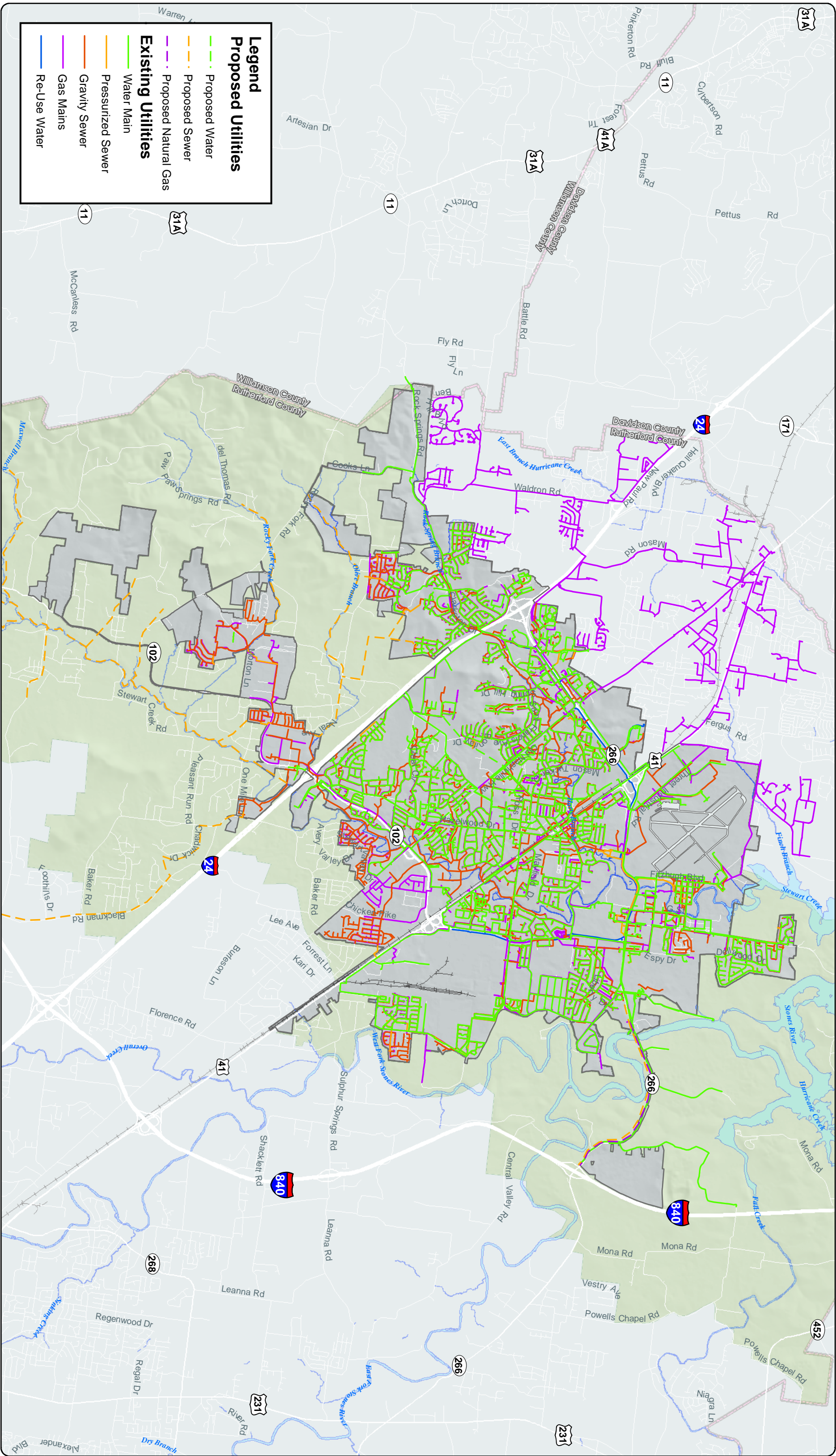
Date: 3/5/2020

Proposed Utilities



COMBINED UTILITIES MAP

The Combined Utilities Map allows the Town to present a complete picture of current and proposed service areas for essential utility services. This information is presented to help ensure the current quality of life for residents, business owners, and property owners is maintained, while also helping to guide and direct growth to areas identified for capital investment for service area expansions.



INTRODUCTION

This report provides analysis and recommendations for economic development in Smyrna, as input to the town's comprehensive plan. While Smyrna has a successful economy, there are key issues and gaps that need to be addressed as the community moves forward. One concern is the town's high level of dependence on the manufacturing sector, and on Nissan in particular. To address this issue, diversification of the local economic base is a key objective identified in this economic development strategy. Also of concern is the fact that 85% of Smyrna's working residents commute elsewhere and nearly 90% of Smyrna's jobs are held by people commuting in from somewhere else. Providing more jobs for Smyrna's own residents, which could reduce commuting time and enhance Smyrna's quality of life, is another objective of the strategy.

Section 1 of this following report examines Smyrna's existing economic and demographic base in order to provide context for strategic planning. Section 2 looks more closely at the town's real estate markets and conditions within its business districts. A Target Industrial Analysis was conducted and findings are presented in Section 3. Finally, Section 4 provides strategic recommendations for labor force development, entrepreneurship, incentives & leveraging, infrastructure, and the Town's economic development management structure.

SECTION 1. ECONOMIC BASELINE

This section provides an overview of Smyrna's economic and demographic base. Information is provided on the regional context and Smyrna's demographic trends within that context. Selected socio-economic factors are analyzed along with the town's economic base, which is discussed in terms of specific industry sectors and their role in the local economy. Employment and labor force trends are assessed and commutation patterns analyzed within the regional framework. Finally, the Town's priorities are identified based on local fiscal expenditures. All of this information is provided in order to provide context for economic and community development.

REGIONAL CONTEXT

Smyrna is part of the Nashville-Murfreesboro-Franklin Metropolitan Statistical Area (MSA). That area had an estimated population of 1,930,961 in 2018, up by 15.6% since 2010 and the 36th largest in the U.S. The combined MSA including several smaller communities in Middle Tennessee already had a population of over 2.0 million in 2018 (30th largest). The region is among the ten fast-growing metro areas among the nation's 50 largest. The University of Tennessee projects the Nashville MSA to grow by another 800,000 within the next 20 years and to reach 3.0 million by 2050.

Much of this demographic growth has been driven by the region's economic success since the end of the recession in 2009. The Nashville region has generated consistent job growth, adding 30,000 to 40,000 jobs per year, which has ranked it among the top five in the nation each year for several years. Nashville and the region have drawn young, college-educated workers which in turn have helped attract corporate businesses desperate for such workers in a tightening labor market.



While the region is expected to continue growing, there has recently been push-back against rapid growth in Nashville and in other parts of the region. Nashville's recent Mayoral election saw overwhelming support for an outspoken critic of the use of economic development incentives and other efforts to encourage the relocation of companies that had helped propel the region's job growth. So, there may be some tempering of economic growth expectations, at least in the near term.

DEMOGRAPHIC TRENDS

Like the rest of the region, Smyrna has seen consistent demographic growth in recent years. While growth rates appear to be declining, there is still population growth in Smyrna. The town's population increased from 25,600 in 2000 to 38,100 by 2010 (a growth rate of 4.9% per year), and has since increased to an estimated 46,900 by 2018 (3.3% per year). While Smyrna's growth rate exceeded those of both Rutherford County and the MSA between 2000 and 2010, it has fallen behind the county's growth rate since that time.

TABLE 1
KEY DEMOGRAPHIC TRENDS, SMYRNA
2000-2017/2018

FACTOR	2000	2010	2017/2018	ANNUAL CHANGE	
				2000-2010	2010-2017
POPULATION	25,569	38,102	48,885	4.9%	3.3%
COUNTY	182,023	250,517	324,890	3.8%	3.7%
METRO	1,311,789	1,670,890	1,930,961	2.7%	1.9%
HOUSEHOLDS	9,608	14,645	17,295	5.2%	2.6%
COUNTY	66,443	92,343	106,673	3.9%	2.2%
METRO	503,918	597,128	691,266	1.8%	2.3%
HH INCOME	\$61,760	\$56,559	\$58,302	-0.8%	0.4%
COUNTY	\$64,412	\$59,046	\$62,149	-0.8%	0.8%
METRO	\$65,830	\$56,634	\$59,365	-1.4%	0.7%

NOTES: POP: CENSUS EST 2018 FOR MSA & COUNTY; 2017 FOR ALL OTHERS.
INCOME IS EXPRESSED IN CONSTANT 2016 DOLLARS.

SOURCES: U.S. BUREAU OF THE CENSUS AND RANDALL GROSS/DEVELOPMENT ECONOMICS.

HOUSEHOLDS

It appears that household size is increasing in both Smyrna and Rutherford County, bucking the metro-wide trend. Household growth has been slower than population growth in Smyrna. Households are increasing at a rate of about 2.6% per year (compared with 5.2% per year between 2000 and 2010). Since household growth is a major driver of retail demand, slower household growth could impact on the local demand for further retail development.

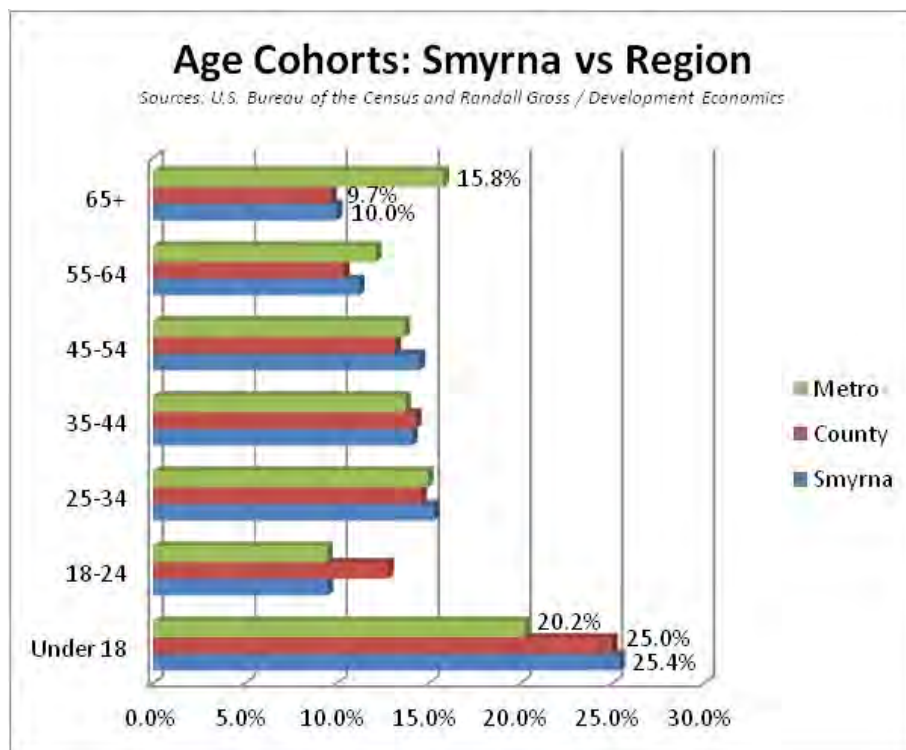
INCOME

Median Smyrna household income is estimated at about \$58,300, which is just slightly lower than the median income for the metro area as a whole. Rutherford County incomes are higher than the regional median, however, so Smyrna generally has lower incomes than other parts of Rutherford County such as Murfreesboro. More importantly, Smyrna's household incomes have recovered more slowly since the recession compared with the region as a whole. Smyrna incomes have increased by about 0.4% per year (in constant dollar terms, after accounting for inflation), while the county median income increased at twice that rate (0.8% per year) and regional incomes are up by nearly that much (0.7% per year). Slower income growth can be a function of several factors, such as the types and mix of jobs held by Smyrna residents. Pressures are increasing on Smyrna's renters, who are seeing slow income growth but rapid rent escalations as part of a growing regional market. Median rents are approaching \$900 per month in Smyrna.



AGE COHORTS

Smyrna has a younger, slightly more diverse population than the rest of the Nashville region. For example, nearly 16% of metro-area residents are over the age of 65, while only 10% of Smyrna residents are in that age cohort.



Meanwhile, more than 25% of Smyrna residents are under the age of 18, while just 20% of metro residents are in that age category. A younger population is correlated with larger family size to indicate that more families are moving into Smyrna, perhaps because of the relative affordability as well as its proximity to jobs. None of this data negates the fact that Smyrna is considered a great place to retire. It's just that the town also attracts young families.

DIVERSITY

Smyrna is also slightly more diverse than the region as a whole. About 9% of the town's population is Latino, versus 7% region-wide. Smyrna's population is also 10% foreign born, versus 8% across the Nashville MSA.

SELECTED SOCIO-ECONOMIC FACTORS

Other socio-economic factors were also analyzed as they impact on the town's economic development. Key to that development is an educated workforce. In general, Smyrna's adult population has lower educational attainment than either Rutherford County or the region as a whole. For example, less than 25% of Smyrna's adults have achieved a bachelor's degree or higher, while nearly 35% of metro-area residents have achieved a higher degree. That being said, Smyrna has a slightly lower level of adults who have not achieved a high school diploma, at 9.8% versus 10.9% region-wide.

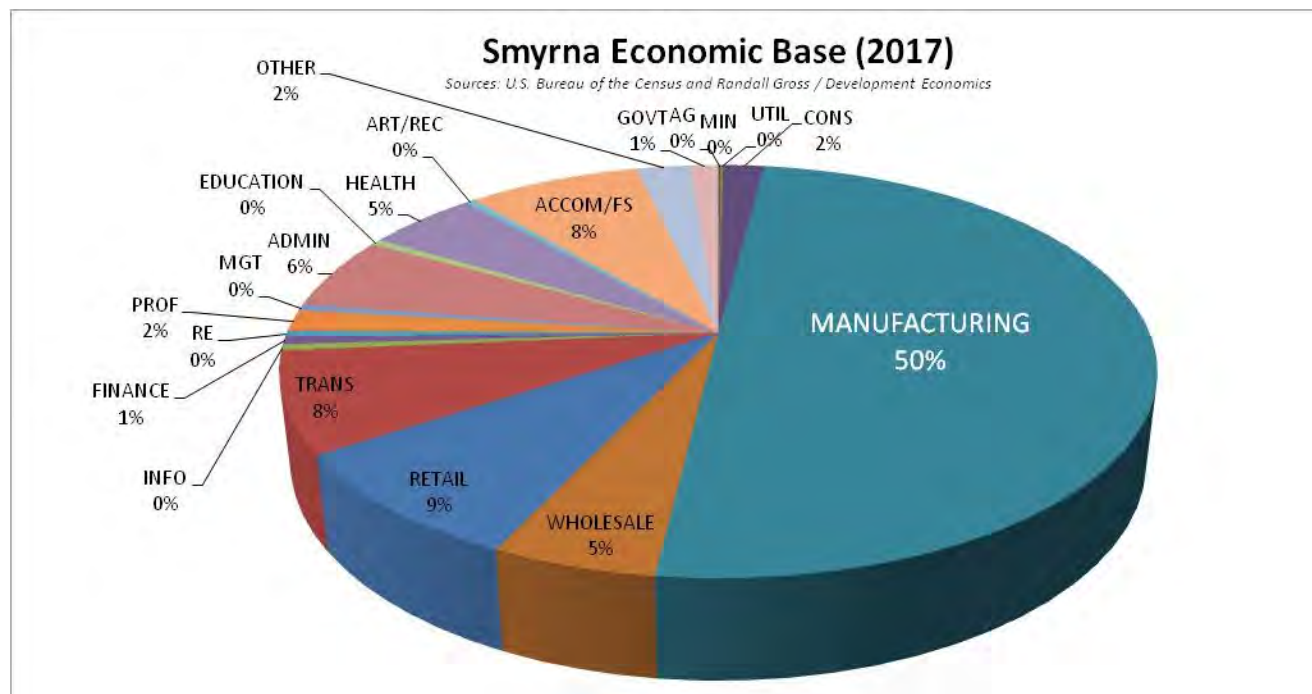
TABLE 2	KEY SOCIAL CHARACTERISTICS - SMYRNA 2017		
FACTOR	METRO AREA	RUTHERFORD	SMYRNA
BA DEGREE	34.0%	31.8%	24.4%
LT HIGH SCHOOL	10.9%	9.2%	9.8%
DISABLED	12.1%	10.4%	12.3%
NON-ENGLISH	10.6%	10.5%	14.7%
POVERTY	12.8%	11.8%	11.8%
OVER AGE 65	15.8%	9.7%	10.0%

SOURCES: U.S. BUREAU OF THE CENSUS & RANDALL GROSS/DEVELOPMENT ECONOMICS

As noted above, Smyrna has a lower share of seniors in the population but has more foreign-born, so there is a higher percentage (nearly 15% or one in six) who do not speak English as their first language. Smyrna has a slightly lower rate of poverty than the region as a whole, at 11.8% (versus 12.8% in the Nashville MSA).

ECONOMIC BASE

Smyrna's economy is driven by, and highly dependent on, manufacturing. The manufacturing sector accounts for one-half (50%) of all jobs within the town of Smyrna. Other sectors are represented; especially retail (9%), accommodation & foodservice (8%), transportation (8%), administrative services (6%), health care (5%), and wholesale trade (5%). But manufacturing dominates the town's jobs base.



Even without Nissan's massive employment base of 8,400, manufacturing still represents 35% or over 1/3 of all jobs in the town. By comparison, manufacturing represents just over 11% of employment nationwide. So Smyrna has an extremely high concentration of manufacturing employment with or without Nissan.

LARGEST PRIVATE EMPLOYERS

Nissan North America is clearly the leading employer in the town, with 8,400 jobs or about 28% of all jobs in Smyrna. However, there are a number of other large private employers, including three that have around 1,000 employees in Smyrna: Asurion, Square D (Schneider Electric), and TriStar StoneCrest Medical Center.

- *Nissan North America 8,400 MFG: Automobiles, trucks
- Asurion 1,250 MFG: Cell phone refurbishment
- Square D /Schneider 923 MFG: Electrical components
- TriStar Stonecrest 900 HEALTH: Hospital
- Taylor Farms 770 AG: Produce
- Vi-Jon 728 MFG: Plastic containers
- *Federal Mogul 650 MFG: Auto parts/supplies
- *WWS 600 WHLS: Auto/truck broker
- *Calsonic Kansei 519 WHLS: Auto/truck broker
- *WWL Vehicle Services 480 WHLS: Auto processing
- VA Mid-South CPAC 456 ADMIN: Billing, collections
- Franke Foodservice 350 MFG: Restaurant equipment

Other major private, non-retail employers include *Corporate Flight Management, *Estes Express Lines, *Ideal Tridon, *Logistics Insight, Wearwell / Tennessee Mat Company, and others. It is evident from this list is that transportation equipment-related manufacturing and wholesale/supply forms a dominant industry cluster in Smyrna. Transportation cluster businesses are highlighted above in red and with an asterisk (*).

EMPLOYMENT TRENDS

Smyrna had an estimated total of 35,039 jobs in 2017. This number represents a rapid increase of 23,240 jobs or 66.3% (4.4% per year) since 2002. Even the global financial crisis and recession had only a limited impact on Smyrna's employment growth, with the town gaining 9,900 jobs between 2002 and 2010. Growth has been seen across nearly all major sectors, including manufacturing, construction, wholesale trade, retail trade, professional & technical services, art & recreation, education, health care, accommodation & foodservices, and others. The only sector that has lost jobs since 2002 was mining (which constitutes primarily quarrying-related extraction in Smyrna). However, even mining saw an increase in employment in Smyrna since 2010, adding 15 jobs and nearly making back the 19 jobs that were lost.

On a national basis, it is highly unusual for a municipality to actually see growth among all major economic sectors over such a long period of time. If employment is an indicator, then Smyrna has had a very healthy economy in recent years.

A large number of sectors have seen triple-digit growth in Smyrna since 2002. For example, management services (e.g., corporate offices) employment has expanded by nearly 710% (or 47% per year). However, there were so few management jobs in Smyrna in 2002, that this growth only represents the addition of about 150 jobs over 15 years (10 jobs per year). Similarly, private education added 150 jobs or 714% over 15 years. Information services grew by nearly 570%, but added just 148 jobs. Accommodation and foodservice grew at a less-rapid rate of about 248% but added nearly 1,900 jobs during the 15-year period. Most impressive is manufacturing, which, while declining in nearly every other market around the country, added 14,000 jobs and grew by more than 404% in Smyrna since 2002. Clearly the growth of manufacturing has had spin-off benefits to other sectors in the local economy including the wholesale and retail trade sectors. Overall Smyrna at-place employment trends from 2002 to 2017 are summarized in the table that follows.

TABLE 3 AT-PLACE EMPLOYMENT TRENDS - SMYRNA, 2002-2003					
				2002-2017 CHANGE	
INDUSTRY	2002	2010	2017	NUMBER	PERCENT
AG/FORESTRY	7	2	16	9	128.6%
MINING	22	3	18	(4)	-18.2%
UTILITIES	-	21	42	42	N/A
CONSTRUCTION	323	636	628	305	94.4%
MANUFACTURING	3,467	9,485	17,486	14,019	404.4%
WHOLESALE	641	1,831	1,796	1,155	180.2%
RETAIL	1,584	1,794	3,037	1,453	91.7%
TRANSPORTATION	1,361	1,407	2,771	1,410	103.6%
INFORMATION	26	89	174	148	569.2%
FINANCE	200	183	218	18	9.0%
REAL ESTATE	103	121	152	49	47.6%
PROF/TECH SERVICES	207	364	584	377	182.1%
MANAGEMENT	21	8	170	149	709.5%
ADMIN	1,716	1,892	2,006	290	16.9%
EDUCATION	21	109	171	150	714.3%
HEALTH	624	1,052	1,688	1,064	170.5%
ARTS/RECREATION	63	98	158	95	150.8%
ACCOM/FOOD SERVICE	765	1,774	2,660	1,895	247.7%
OTHER	356	351	822	466	130.9%
GOVERNMENT	292	448	442	150	51.4%
TOTAL	11,799	21,668	35,039	23,240	66.3%
2010-2017				13,371	61.7%

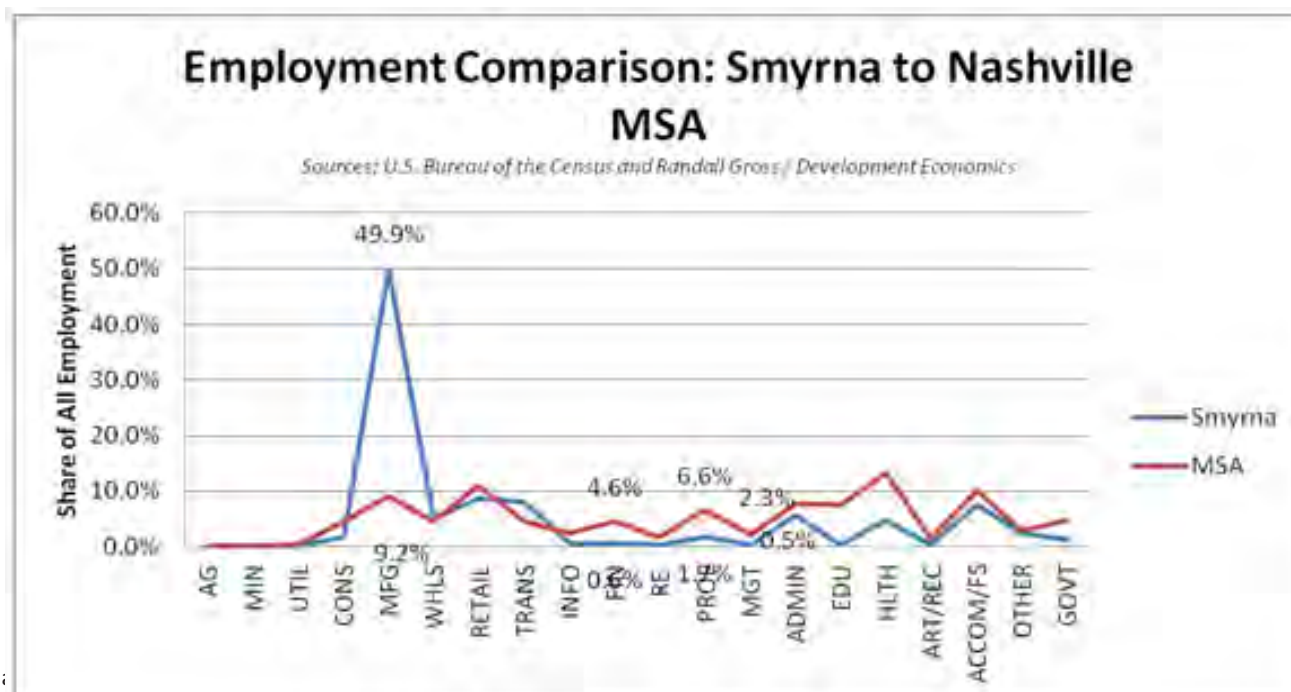
SOURCES: U.S. BUREAU OF THE CENSUS AND RANDALL GROSS/DEVELOPMENT ECONOMICS

Smyrna's economic growth has exceeded that of Rutherford County as a whole, as well as that of the Nashville MSA. It could be said that Smyrna is a major economic driver for the region, since Smyrna accounted for nearly 45% of all job growth in Rutherford County and more than 10% of job growth in the 14-county Nashville MSA. Thus, Smyrna is an important economic growth hub on a regional basis. Rutherford County's employment trends are summarized in Appendix Table 1, while the Nashville MSA employment trends are found in Appendix Table 2 of this report.

LOCAL VERSUS REGIONAL ECONOMIC BASE

The Nashville MSA has more than one million jobs, as of 2019. Between 2002 and 2015, the metro area added 165,000 jobs (18.4%) and the region has become an economic powerhouse, consistently ranked among the top job markets nationwide. Manufacturing employment fell during the recession but has been recovering. Like Smyrna, the region has seen growth in nearly all sectors, especially in professional & technical services, health care, accommodation & foodservice, management services, and retail trade. The region has lost jobs in government and information services (especially in print media), however.

Smyrna is extremely heavy on manufacturing employment, compared with the region. One in five Nashville-area manufacturing jobs is in Smyrna. While that ratio has served Smyrna well in recent years, with exceptional growth in manufacturing that bucked national trends, it does create risk for the local economy moving forward. More than 53% of Smyrna's jobs are in manufacturing, compared with just 9% in the Nashville region as a whole. Manufacturing as a sector has been buffeted by shifts in technology and productivity, trade agreements and tariffs. Employment has fallen dramatically in this sector nearly everywhere, it seems, except in Smyrna and the Nashville region. But reducing the risk of a reversal in this exceptional economic behavior will be important moving forward.

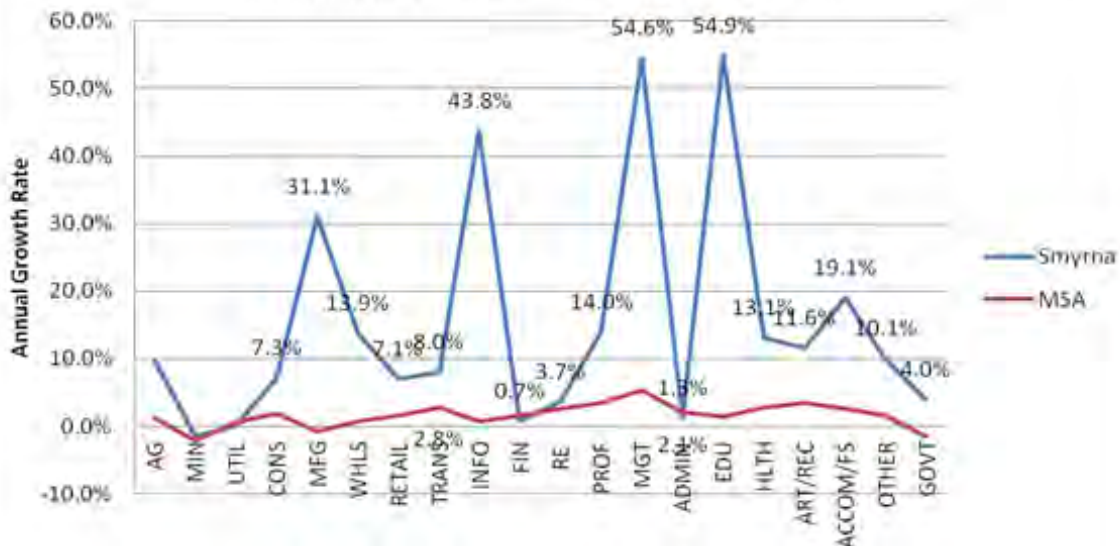


Smyrna: there are ample opportunities for establishing some more balance in the local economy by encouraging growth in these other sectors. As shown above, Smyrna (blue line) has a significantly higher share in manufacturing employment than the region as a whole. Meanwhile, the town lags behind the region in most “white collar” job sectors.

In terms of growth trends, Smyrna has seen faster employment growth in nearly all sectors, but especially in manufacturing, information, management, and education services. The town's growth rates in transportation, finance, and administrative services more closely resemble regional growth trends.

Sector Growth Comparison: Smyrna versus Nashville Metro, 2002-17

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



LABOR FORCE

Smyrna draws from a large labor market that includes about one-half million adult residents within its primary commutershed. The working age population increased by nearly 50,000 or 11.2% between 2010 and 2017, adding to a large and versatile labor force available to employers in Smyrna and elsewhere in the region. The fastest growth in the labor pool has been on the western side of I-24 in Murfreesboro, where that city is expanding rapidly. The adult population in zip code 37128 increased by nearly 23% since 2010. Also growing rapidly is the eastern edge of Franklin, towards Nolensville, where the adult population in zip code 37067 grew by 21%. Other areas of rapid growth in the labor market include Antioch/LaVergne (37013), Smyrna (37167), and Franklin-west (37064), among others. There were no portions of the labor market where the adult population base is stagnant or shrinking. The following table summarizes growth among the working-age population in the area by zip code, between 2010 and 2017.

TABLE 4 WORKING-AGE POPULATION TRENDS, SMYRNA				
COMMUTERSHED, 2010-2017				
ZIP CODE	2010	2017	CHANGE 2010-2017	
			NUMBER	PERCENT
37167	31,499	37,014	5,515	17.5%
37129	31,507	35,253	3,736	11.9%
37130	36,213	38,979	2,766	7.6%
37128	25,607	31,424	5,817	22.7%
37086	19,854	21,313	1,277	6.4%
37013	53,809	64,165	10,356	19.2%
37211	51,043	52,852	1,809	3.5%
37127	10,259	11,623	1,364	13.3%
37122	29,418	33,726	4,308	14.6%
38401	33,985	34,319	334	1.0%
37027	29,667	31,781	2,114	7.1%
37087	25,545	27,348	1,803	7.1%
37160	19,662	20,294	632	3.2%
37064	29,618	34,082	4,464	15.1%
37067	15,372	18,605	3,233	21.0%
SUB-TOTAL	443,058	492,586	49,528	11.2%

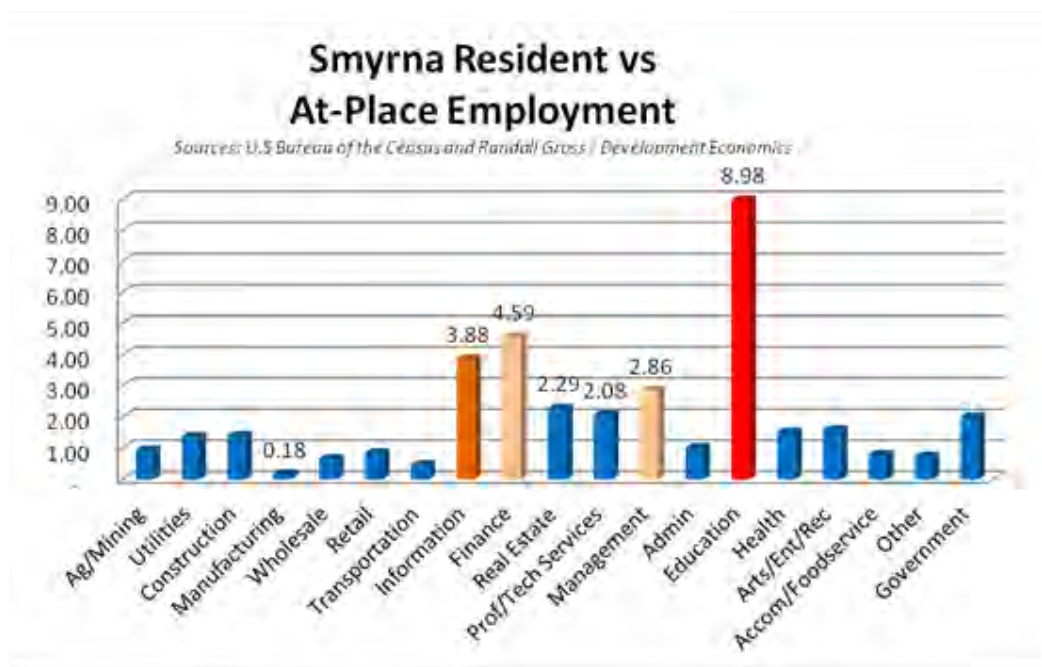
SOURCES: U.S. BUREAU OF THE CENSUS AND RANDALL GROSS/DEVELOPMENT ECONOMICS

UNEMPLOYMENT

The region's healthy economy has helped buoy labor participation and employment rates. The Nashville MSA had the lowest unemployment rate of the top 50 metros in 2018, at just 2.4%. According to the Bureau of Labor Statistics, Smyrna's 2018 unemployment rate stood at 2.6%, or just slightly above the regional average and still well-below the national average of 3.9%.

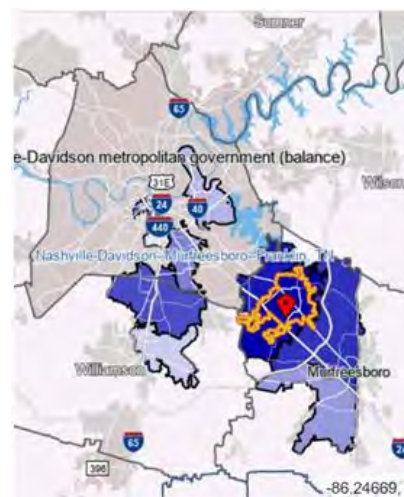
LABOR-JOBS MISMATCH

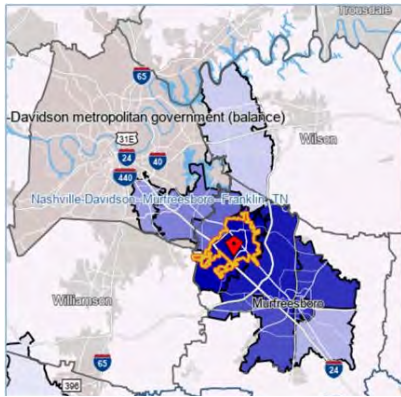
There is a serious "mismatch" between the jobs held by Smyrna residents and the types of jobs available within Smyrna. For example, about nine times (900% more) education workers reside in Smyrna than there are education jobs in Smyrna. For information services, there are four times (400%) as many residents as there are jobs; for finance five times (500%), and for management services three times (300%) as many. One economic objective might be to align the jobs in Smyrna more closely with the jobs held or desired by Smyrna residents. By doing so, commutation and traffic could be reduced and quality of life might improve for Smyrna residents. The following chart illustrates this mismatch between jobs held by residents and jobs located in Smyrna.



COMMUTATION PATTERNS

As noted above, there is a mismatch between the jobs held by Smyrna's residents and the jobs available within Smyrna. That mismatch contributes to commutation and traffic in the region. About 85% of Smyrna's working residents commute out of town for their jobs, while nearly 90% of workers commute in to jobs in Smyrna. Only about 10-11% of Smyrna's jobs are held by Smyrna residents. The top destinations for Smyrna residents to work are Nashville (35%), Murfreesboro (12%), LaVergne (6%), Franklin/Cool Springs (5%), and Brentwood (5%). By zip code, the top destinations (as shown on the map) are 37167, 37086, 37129, 37203, 37211, and 37128.



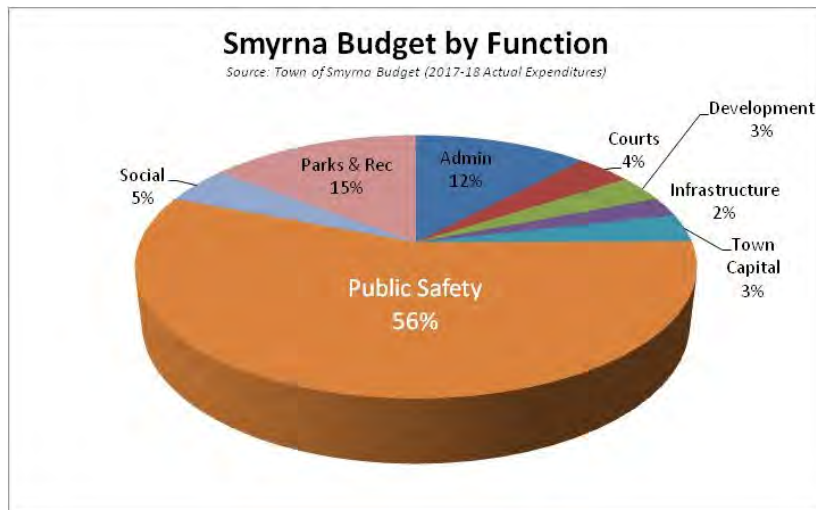


Meanwhile, workers are drawn to Smyrna from a commutershed that is centered within a very well-defined corridor along Interstate 24 and Murfreesboro Road. This corridor includes Antioch/Southeast Nashville, Murfreesboro, Smyrna, and LaVergne. Even so, many commute from outside of this corridor and about one-third commute more than 25 miles to work each day. The key source zip codes for Smyrna's workers are 37167 (Smyrna), 37129 (Murfreesboro), 37130 (Murfreesboro), 37128 (Murfreesboro), 37086 (LaVergne), 37211 (Antioch-Nashville), and 37127 (Murfreesboro).

As indicated by this analysis, it is more likely that Smyrna residents will commute to jobs in Brentwood, Cool Springs, and Downtown Nashville than it is that those places will generate workers for Smyrna.

FISCAL PRIORITIES

The municipal budget provides one source of information on how the Town has set its priorities. Smyrna clearly prioritizes public safety over all other functions, accounting for 56% of the Town budget. Parks and Recreation are somewhat less critical to the Town's function but still important, with 15% of the Town budget directed to those services. Another 12% goes to Administration. Meanwhile, relatively small amounts are expended for development (3%), infrastructure (2%) and Town Capital (3%).



This is not to say that the Town does not assign importance to development. But from a fiscal perspective, resources are being directed largely to public safety services. It is likely that the Town's constituents and taxpayers also prioritize safety as a primary public function.

SECTION 2. REAL ESTATE & BUSINESS DISTRICTS

An analysis was conducted of existing real estate conditions and of the town's various business districts. Much of the town's economic growth will occur within these districts, so it is important to identify them and assess their general market conditions. Smyrna is placed within the regional context for industrial and office real estate. For retail, information is drawn from the retail market analysis completed for the Town as part of the prior Lowry Street Corridor planning work that included the Depot District.



KEY BUSINESS DISTRICTS

The town's business and industrial districts were identified and assessed, in terms of their general marketability and issues impacting on their competitiveness for commercial or industrial uses.

DEPOT DISTRICT & LOWRY STREET

The Depot District functions effectively as Smyrna's historic "downtown," hosting key civic events and public functions, while providing a sense of history. The Depot District forms part of the Lowry Street Corridor. Lowry Street (U.S. Highway 41 (Murfreesboro Pike or Nashville Pike)) is part of a major transportation corridor through the southeast quadrant of the Nashville metro area. As an older federal highway, much of the commercial business infrastructure is aging and some of it is functionally obsolete.

The corridor has more than 600,000 square feet of commercial space, but is about 10% vacant. The corridor was largely bypassed for new commercial development due to the construction of Interstate 24 (which runs parallel to U.S. 41) and later, by Sam Ridley Parkway. I-24 took much of the regional and tourist traffic off of U.S. 41, while Sam Ridley attracted local-serving commercial uses due to the availability of land for large-scale development near heavily traveled I-24. Today, Lowry is dominated by small-scale automotive service, discount retail, and public venues. Narrow lots sandwiched between the highway and rail lines prohibit large-scale redevelopment on the south/west side of the corridor. New investments are being made in streetscape and public infrastructure to help leverage revitalization.

SAM RIDLEY CORRIDOR

As noted above, much of Smyrna's newer, "big box" commercial development has occurred in the Sam Ridley Parkway corridor, between I-24 and Lowry Street. Major retail centers anchored by national or regional chains are located here. Those key anchors include Target, Wal-Mart, Home Depot, Publix, Kroger, Hobby Lobby, Kohl's, Staples, Ross, Hotels and restaurants. Also located in this corridor is Motlow State Community College/Summit and the YMCA. The corridor is estimated to have about 1.8 to 2.0 million square feet of retail/commercial space, equivalent in size to a super-regional shopping mall. Most of this commercial space is occupied.

"THE BASE"

Weakley Lane and Swan Drive (G Street Corridor)

Sewart Air Force Base was repurposed for industrial use after its closure in 1971. The area located around G Street and Weakley Lane or Swan Drive forms the core of this industrial zone. The area was not originally designed as an industrial park and the area's infrastructure is aging. There is traffic congestion at key intersections, and at some locations, there is a dangerous mix of pedestrian and vehicular traffic due to the location of single-company operations on opposite sides of the same public streets. The area lacks

marketing and physical definition to identify it as an industrial park or zone. There is also little land for expansion or new development. In addition to older industrial uses, there are also some commercial and service-oriented businesses. Among the major businesses operating in this area are Schneider Electric, Vi-Jon, Better Water, MI Metals, and Turner Machine Shop.

SMYRNA AIRPORT BUSINESS PARK

Several industrial areas surrounding Smyrna Airport are generally well-designed and maintained, although like “The Base,” there is a lack of marketing and physical definition. Smyrna Airport is the anchor for this district, and provides ample opportunities for further business development. The Airport Business Park has a total of 1.9 million square feet of manufacturing, assembly, and warehouse uses including Franke, Estes, U.S. Cold Storage, Adenas, and Wearwell.

I-24 ALMAVILLE NODE

ProLogis / Almadale Road

There is an industrial/commercial node located at I-24 and Almadale Road (Route 102), anchored by the ProLogis distribution center and also including Federal Mogul, Asurion, Beck-Arnley, ModusLink, Courier Printing, and Tridon. Commercial uses including a number of restaurants line Almadale Road to the south of I-24. Further north of I-24 at the split of Lee Victory Parkway and Almadale Road is a commercial node anchored by Publix Supermarket and the Shops of Lee Village. Industrial and commercial uses are spread throughout this area along side streets like 7 Oaks Boulevard, Tridon Drive, and Midway Lane. In general, the area is newer, but still lacks definition and is “chopped” into a sprawling mix of individual industrial developments, small commercial lots, hotels, and large shopping centers. While it could be argued that the area is economically successful (with a large employment base), it is not clear whether the area will age well in order to adapt and accommodate changing real estate conditions.

NISSAN DRIVE

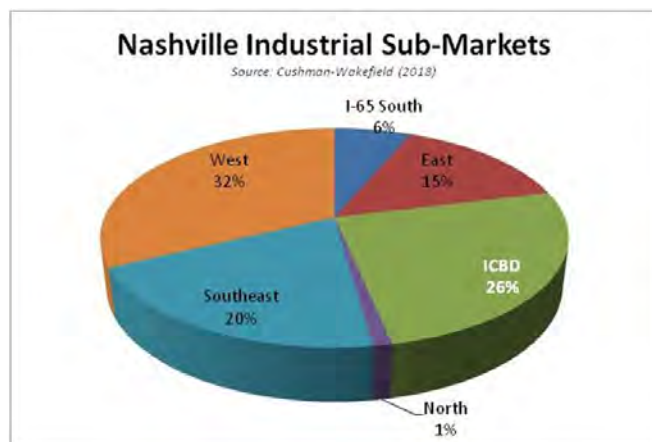
Further north along Route 102, Nissan Drive has a commercial node anchored by the Walmart Supercenter, across from Nissan’s massive manufacturing plant. Nissan Drive Corridor is a critical link between the various other districts, including I-24 Almadale, Lowry Street, and the Airport Business Park; and it is located at “ground zero” alongside the town’s largest employer.

REAL ESTATE MARKET CONDITIONS

Existing real estate conditions were reviewed primarily to provide context for the town’s economic development. There was no market analysis conducted for this plan, although it is informed by the retail market analysis completed by this consultant as part of the Lowry Street Revitalization Overlay Corridor Study. Basic real estate market conditions are summarized below, with Smyrna placed in the regional context for industrial, office, and retail commercial uses.

INDUSTRIAL

The Nashville industrial market has a total of about 210 million square feet of leasable industrial space, according to Co-Star and Cushman Wakefield. Smyrna is part of the Southeast Corridor in the Nashville area industrial market. The Southeast Corridor extends from downtown Nashville south into Murfreesboro along I-24 and Murfreesboro Pike, and includes about 63 million square feet (or 30%) of the market’s total leasable industrial business space. This inventory does not include purpose-built facilities like the 6.0 million square-foot Nissan manufacturing plant in Smyrna.



The Southeast Corridor market has a vacancy rate of just about 4.4%. While low, this rate is slightly higher than the market-wide average of 3.6%.

The Southeast submarket is by far the largest and most active among Nashville's industrial sub-markets. The next largest is the Nashville industrial central business district, which includes about 50 million square feet within the inner ring of industrial areas surrounding downtown Nashville. But there is significant development pressure on these older industrial areas (like Wedgewood-Houston, the Riverfront, the Nations, etc) accelerating the gentrification of these districts through higher-value commercial and residential development. Ultimately, these price pressures on central Nashville create opportunities for nearby suburbs like Smyrna to capture industrial businesses as they relocate to "safer" and less-expensive industrial space.

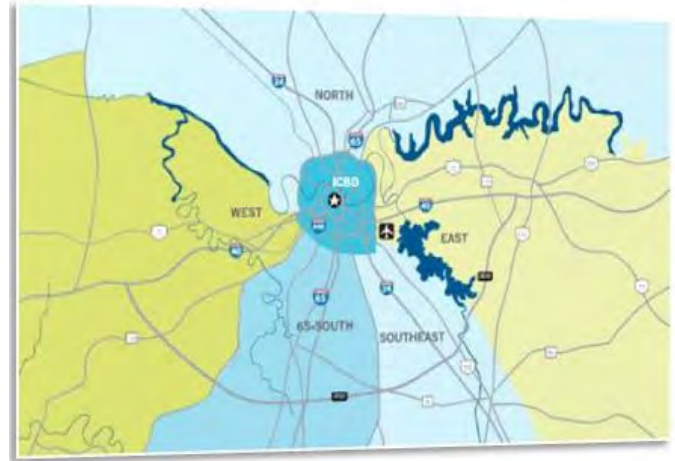


TABLE 5. NASHVILLE INDUSTRIAL INVENTORY BY SUB-MARKET, 2018			
	SQUARE FOOTAGE		
SUB-MARKET	INVENTORY	VACANT	PERCENT
I-65 SOUTH	12,457,789	19,710	0.2%
EAST	28,940,088	1,272,207	4.4%
INDUSTRIAL CBD	50,068,873	1,242,709	2.5%
NORTH	39,118,941	2,009,397	5.1%
SOUTHEAST	63,089,296	2,756,688	4.4%
WEST	16,080,008	151,438	0.9%
TOTAL	209,754,995	7,452,149	3.6%

SOURCES: CUSHMAN WAKEFIELD AND RANDALL GROSS/DEVELOPMENT ECONOMICS.

The Nashville industrial market has added about 30 million square feet of industrial space since 2006, an increase of 16.4%. The Southeast Corridor, by comparison, has added 14.2 million square feet or nearly one-half of the market total, for an increase of nearly 30%. While this growth is impressive, the East Submarket has grown even faster, adding 13.2 million square feet or 84% to its inventory in just over a decade.

TABLE 6 INDUSTRIAL INVENTORY TREND BY SUB-AREA, 2006 - 2018				
			2006 - 2018 CHANGE	
SUB-MARKET	2006	2018	NUMBER	PERCENT
I-65 SOUTH	12,423,000	12,458,000	35,000	0.3%
EAST	15,727,000	28,940,000	13,213,000	84.0%
INDUSTRIAL CBD	46,981,000	50,069,000	3,088,000	6.6%
NORTH	42,824,000	39,119,000	(3,705,000)	-8.7%
SOUTHEAST	48,724,000	63,089,000	14,365,000	29.5%
WEST	13,467,000	16,080,000	2,613,000	19.4%
TOTAL	180,146,000	209,755,000	29,609,000	16.4%

SOURCES: CUSHMAN WAKEFIELD AND RANDALL GROSS/DEVELOPMENT ECONOMICS.

Meanwhile, some areas like the North Sub-market, have actually lost leasable inventory, due to a combination of reduced demand and re-purposing of existing space for commercial uses.

LOCAL INDUSTRIAL MARKET

Smyrna has an enormous industrial presence, with major employers including Nissan, Square D, Vi-Jon, and Federal Mogul among others. There is significant leasable and owner-occupied manufacturing, trucking terminal, and logistics & warehousing space in Smyrna. It is estimated that Smyrna has a total of about 15 million square feet (with at least 12.1 million inventoried) of industrial space. Thus, Smyrna constitutes about 25% of the Southeast Corridor Sub-Market. There is limited vacancy, estimated at 4%, in several large warehouses.



Rents are averaging \$4.68 per square foot, based on a limited sample. This rate is relatively low, compared with the average \$4.96 per foot in the Southeast Corridor Sub-market and \$4.80 per foot market-wide.

OFFICE

The Nashville office market has about 39.4 million square feet of leasable space, according to Cushman Wakefield. About 9.4% (3.7 million square feet) is vacant and another 4.0 million square feet is under construction. Rents are averaging \$27.07 per square foot and have been increasing consistently for several years.

Nashville office market brokers have not traditionally tracked the Rutherford County office sub-market. The closest sub-market tracked by Nashville brokers is the Airport South area of east and southeast Davidson County. This sub-market has about 3.8 million square feet (9.6% of the market), with 10.4% (400,000 square feet) vacant and 62,000 square feet under construction. Rents average about \$19.00 per square feet, which is just 70% of the market-wide average.

Only recently have brokers started looking at Murfreesboro and Smyrna as office nodes, even though the area had nearly 3.0 million square feet of office space, based on an inventory completed by this consultant as part of a market analysis for the City of Murfreesboro in 2016.

TABLE 7.	SAMPLE OFFICE INVENTORY, M'BORO-SMYRNA AREA, 2016					
SUB-MARKET	TOTAL SF	OCCUPIED	VACANT	VAC RATE	AVE RENT	AVE AGE
NW/NORTHFIELD	463,676	403,848	59,828	12.9%	\$ 14.98	1995
GATEWAY/MEDICAL CENTER	903,018	652,498	250,520	27.7%	\$ 19.17	2008
WEST MURFREESBORO	83,281	69,932	13,349	16.0%	\$ 15.93	2004
SOUTHEAST	99,010	75,560	23,450	23.7%	\$ 14.56	1996
CBD / HIGHLAND AREA	1,160,542	743,058	417,484	36.0%	\$ 13.02	1952
SMYRNA	172,616	100,498	72,118	41.8%	\$ 14.36	2002
TOTAL	2,882,143	2,045,395	836,749	29.0%	\$ 16.03	1982

NOTES: BASED ON DETAILED CBD INVENTORY PLUS MARKET LISTINGS FOR SUB-MARKETS INCLUDES DOWNTOWN SPACE THAT IS FUNCTIONALLY OBSOLETE OR OTHERWISE NON-COMPETITIVE. EXCLUDES GOVERNMENT OFFICES.

SOURCES: RUTHERFORD COUNTY ASSESSOR, COMMERCIAL BROKERS, LOOPNET, WEB SITES, MAIN STREET, AND RANDALL GROSS/DEVELOPMENT ECONOMICS.

Downtown Murfreesboro is likely the largest office node in Rutherford County, with an estimated 1.2 million square feet, followed by the emerging Gateway node with nearly 1.0 million square feet of office space. Murfreesboro Gateway is being marketed in Murfreesboro and the county as a hub not only for the medical uses that are already based there but also for corporate offices. The Northwest/Northfield area of Murfreesboro is the third largest office hub in the county, with an estimated 500,000 square feet.

LOCAL OFFICE MARKET

The focus of the 2016 inventory was on Murfreesboro and less on Smyrna. Thus, the Smyrna inventory of about 200,000 square feet leasable office space excluded several key nodes that have emerged during and since that time. Today, it is estimated that the Lowry Street (Depot District) corridor has about 117,000 square feet of office uses, mainly in ground floor space, based on the Lowry Street market analysis completed in 2017. LoopNet data indicate that the Medical Center / Sam Ridley Parkway Corridor has an estimated 350,000 square feet, mainly in finance, insurance, real estate, medical services, and other service uses.

Local Smyrna rents are averaging \$13.47 per square foot, but range widely from \$5.85 to \$20.00 per square foot. This compares with a Murfreesboro-Smyrna sub-market average rent of about \$16.00 per foot in 2016 or a Nashville market-wide rent (excluding Rutherford County) of more than \$27.00 per square foot, as indicated above.

STRENGTHS AND CHALLENGES

Smyrna is relatively affordable yet proximate to the Nashville market. There is a built-in resident market base and a major medical center. Smyrna has excellent access via I-24 and Murfreesboro Pike, but both corridors are swamped with traffic at rush hour. Yet, Smyrna lacks new, competitive office product. Compounding this issue is the fact that the town lacks branding, nodes and amenities geared toward recruiting office tenants. The wide, nearly 100% gap between local rents and the market-wide average suggests the challenges associated with recruiting developers to invest in the Smyrna market. If the returns on investment are not sufficient to attract developers, then attracting and recruiting office tenants including the types of companies where Smyrna residents currently work (e.g., professional & technical services, management services, education services, etc.), will be difficult.

RETAIL

As noted previously, this consultant completed a retail market analysis in 2017 as input to the Lowry Street Revitalization Overlay Corridor Study prepared by Ragan Smith. That analysis determined that the corridor had a total of about 600,000 square feet of existing retail/commercial space and that 9 to 10% (54,000 square feet) was vacant. About 2/3 of the space was being used for shopper's goods, including a number of discount stores, used auto dealers, and automotive supply stores among others. Lowry Street competes with Sam Ridley Parkway, which has an estimated 1.8 to 2.0 million square feet of mainly national and regional chain retail uses. The market analysis determined that Lowry Street was over-supplied in general by about 20,000 to 30,000 square feet, but that some uses (e.g., automotive, discount & general merchandise stores, electronics) were under-performing while there was net demand for other uses that were under-represented in the corridor.

TABLE 8.	SUMMARY RETAIL POTENTIAL BY PRIMARY USE			
	LOWRY STREET CORRIDOR, 2016-2021			
	GROSS DEMAND (SF)		EXISTING	WARRANTED
TYPE OF GOOD	2016	2021	USES	DEMAND
CONVENIENCE	64,085	82,804	85,150	(2,346)
SHOPPERS GOODS	245,926	363,351	403,340	(39,989)
EATING/DRINKING	46,252	76,809	78,300	(1,491)
LIMITED SERVICE	15,934	18,350	27,700	(9,350)
FULL SERVICE	24,757	49,837	48,100	1,737
ENTERTAINMENT	48,033	79,518	-	79,518
PERSONAL SERVICES	24,061	30,273	35,580	(5,307)
TOTAL	428,357	632,755	602,370	30,385
EXISTING VACANT			54,000	
NET NEW SPACE				(23,615)

SOURCE: RANDALL GROSS/DEVELOPMENT ECONOMICS

LOWRY STREET RECOMMENDED MIX

Despite the oversupply of certain uses, it was determined that there was still net demand and potential for niche, specialty types of businesses, especially if the Depot District and Lowry Street area were to be marketed aggressively as a destination. The market analysis recommended a mix of family entertainment, arts & live music venues (40,000 to 60,000 square feet) to help drive destination markets. Such activity would spin off demand for specialty uses including gift shops, restaurants, home furnishing stores and apparel stores totaling 20,000 to 40,000 square feet. Finally, the market analysis recommended that housing be integrated into the Depot District as part of a mixed-use, live/work/play environment.

A destination marketing theme or brand was recommended for the Depot District and Lowry Street that would celebrate and promote Smyrna's heritage and economic strength as a hub for transportation – Trains, Planes, and Automobiles. The railway helped build Smyrna into a hub for collection and supply of agricultural products, and the historic Train Depot serves as the heart of Smyrna's civic life today. Sewart Air Force Base helped build Smyrna into a hub for air transportation, evolving into one of the busiest airports in Tennessee. And Nissan has placed Smyrna on the map for automobile production with one of the largest automotive manufacturing facilities in the world under one roof.



TABLE 9.	RECOMMENDED RETAIL MIX, DEPOT DISTRICT, SMYRNA, 2021
TYPE OF BUSINESS	SQUARE FEET
APPAREL & ACCESSORIES (2)	8,600
JEWELRY	3,000
SPECIALITY FURNITURE/HOME FURNISHINGS	4,000
SPECIALTY HARDWARE/BLDG SUPPLIES	7,500
BOOKS/MUSIC	5,000
LIVE MUSIC VENUE(S)	10,000
TRANSPORT THEMED FAMILY ENTERTAINMENT VENUE	40,000
UNIQUE TRAIN CAR RESTAURANT	2,500
GIFT, NOVELTY STORES	8,000
TRAIN/TOY/HOBBY STORE	5,000
SPORTING GOODS STORE	3,500
BREW PUB	6,000
EXISTING ANCHORS: SKATE CENTER, GOLD'S GYM, TOWN OF SMYRNA RECREATION FACILITIES, DEPOT	
TOTAL	103,100

There was also a recommendation to incorporate Smyrna's strengths in providing parks and recreation services, both public and private. The Skate Center Smyrna, Gold's Gym, Lee Victory Recreation Park, Smyrna Golf Course, sporting goods retail stores, hiking/biking and pedestrian trails, and outdoor recreation opportunities could all be integrated into the destination marketing concepts for the Depot District and Lowry Street.

Development recommendations for the area included the redevelopment of the existing Kmart shopping center as a mixed-use project with apartments and site-serving retail use; redevelopment of the existing Smyrna Village Shopping Center while retaining Gold's Gym as an anchor for a recreation-centric mixed-use development; up to 100 townhouse or cottage style units; and physical expansion of the Depot District to the north, to allow for creation of "pad" sites for infill and mixed-use redevelopment integrated with historic and vintage commercial buildings. Ultimately, there was a need to re-focus attention on the Depot District because of the need to strengthen Smyrna's marketing identity and create amenity value to attract a more diverse business base.

SECTION 3. TARGET INDUSTRY ASSESSMENT

A target industrial analysis was completed to assess the town's competitive advantages and identify certain industries that the town should target for business recruitment, retention, and expansion. The target industry analysis generated input from a variety of sources including stakeholders, who confirmed key objectives and an economic development vision. Rutherford County has identified county-wide targets, and Smyrna should continue to operate within that broader context but with specific targets associated with the town's own unique characteristics and competitive advantages.

The economic and real estate base analysis informed the target industry assessment, along with the identification of Smyrna's competitive advantages for different industries. Competitive advantages relating to physical assets, location within the region, affordability, labor force access, and infrastructure have resulted in the town having certain clusters and concentrations of industry that generate spin-off opportunities. Location quotients were calculated for each industry to identify the town's highest industry concentrations. An analysis of industry growth rates was also conducted to ensure that targeted business development would focus on industries where growth is expected over the mid- to long-term. The target industry analysis also drew from the findings of the Lowry Street retail market analysis, on resident employment and skills, and based on benchmarked communities in the region.

OBJECTIVES

Guided by the baseline economic analysis and by input from stakeholders, three primary objectives were identified for the identification of target industries for Smyrna's business and economic development. First, there is a dire need for diversification of the economic base so as not to be solely or primarily dependent on the manufacturing sector and, in particular, transportation equipment. While that industry has generated substantial economic benefit to Smyrna, the high level of dependency creates a great risk to the local economy from a downturn or shut-down in the automotive industries.

A second objective is to enhance resident employment opportunities within Smyrna. As noted earlier, more than 80% of Smyrna residents work elsewhere and nearly 90% of Smyrna's jobs are held by non-residents. There is a need to reduce out-commutation and traffic congestion on I-24, and to enhance the quality of life for Smyrna residents by having more jobs and business opportunities in town available to them. Finally, there is a need to enhance the available labor force skills base. With low unemployment, employers are constrained in their ability to hire locally if workers lack basic workplace skills. This latter objective is aimed less at the identification of target industries but more at economic development for the town in general.

STAKEHOLDER INPUT AND A VISION FOR ECONOMIC DEVELOPMENT

Input to this economic development strategy was generated from stakeholders through individual business interviews, surveys, steering committee meetings; and a visioning session held with a sample of representatives from the town's institutions, anchor facilities, large corporations, and small businesses. These stakeholders identified key challenges, including primarily the dearth of qualified labor in the short term; and the lack of economic diversification, and of high-quality office product and a supportive environment for professional workers in the mid- or long-term.

One of the more interesting take-aways from the visioning session was the belief that Smyrna lacks a "Cool Factor," necessary to help attract and recruit many of the technical and professional service businesses that are flowing into or growing in the Nashville region. Some stakeholders also observe a lack of programmed communication or collaboration between the Town, Motlow State and their various business partners. Then of course is the issue that 85% of residents commute out and 89% of Smyrna's workers commute into town. Thus, there has been a need expressed for attracting jobs for Smyrna's residents, and for providing high-quality housing and amenities for workers – especially those in management and professional positions who may work in Smyrna but live in Williamson County.

Stakeholders have also identified opportunities for Smyrna. It was observed that the town has a younger demographic as well as employment growth potential for second careers within its older, retired demographic. Proximity to Nashville and Murfreesboro creates opportunities because of access to large and growing markets. Stakeholders saw opportunities in Smyrna's relatively safe environment (with "great" law enforcement) and its airport. The community college offers programs in robotics, nursing, coding, pilot training and airport mechanics and Smyrna has a regional health care base. Several stakeholders saw the opportunity for biosciences at the nexus of training and medical resources.

While many see traffic as a challenge, some large employers see traffic as an advantage for recruitment, since local residents will prefer to work closer to home if they otherwise have to drive in I-24 congestion. Finally, stakeholders say the extension of sewer to I-840 as being a key infrastructure investment to secure future growth and industrial development at a new hub. The vision resulting from stakeholder engagement is summarized below.

ECONOMIC DEVELOPMENT VISION:

Smyrna is an affordable, business-friendly community with the "Cool Factor" and a location between large cities - the "sweet spot" of middle tennessee.

SUMMARY OF STRENGTHS AND CHALLENGES

Certain strengths have been identified from stakeholders as discussed above) and through economic analysis that help to identify specific industries for which Smyrna is competitive. On the other hand, challenges in the local business environment also serve to constrain Smyrna's ability to attract other types of businesses. These strengths and challenges are summarized below.

SMYRNA STRENGTHS

Several key institutions, assets, and infrastructure have risen to the surface as being important strengths for Smyrna in business recruitment and retention. Among these assets are (in no particular order):



- Smyrna Airport
- Motlow State Community College (and its growing base of 2,000 students)
- Percy Priest Lake (and other recreation amenities)
- Interstate 24 (proximity/access to Nashville, Cool Springs, Murfreesboro)
- I-840 (along with associated sites: potential for industrial development)
- TriStar Stonecrest Medical Center
- Rutherford Manufacturing Council (and Rutherford Works)
- Town of Smyrna (regulatory environment)
- Industrial Parks (access to truck routes & rail corridors)

Also among Smyrna's strengths is its position within a large and growing labor market in the I-24 corridor. The town is also relatively affordable, although rents are increasing. The existing industrial base, including Nissan, is obviously a huge strength for the community because of the level of existing investment which draws suppliers and other businesses to the area.

SMYRNA CHALLENGES

Despite Smyrna's economic success, there are several challenges that work against the key economic development objectives as stated earlier in this section. Several of the biggest challenges are outlined below, again based on stakeholder input, reconnaissance, and economic baseline analysis.

- Labor Force: Lack of "Job-Ready" & "Willing to Haul" Workers
- Labor Force: Competition for Skilled Workers
- Dependency on Nissan & Manufacturing
- Image & Amenity Value: Lack of Dining & Entertainment Amenities
- Traffic/Retail Sprawl (along Sam Ridley and other Corridors)
- Real Estate: Lack of Available Small/Mid-Size Industrial Buildings
- Real Estate: Lack of Competitive Office Space & Amenity Setting

In general, the town's economic development challenges can be summarized as a lack of job-ready workers, dependency on manufacturing, suburban sprawl, and a lack of urban amenity value that would help attract office uses.

EXISTING RUTHERFORD WORKS TARGETS

The Rutherford County Chamber of Commerce, through its Rutherford Works economic development program, has identified several target industries for countywide business recruitment and development. The county works with all of the municipalities to identify sites and ensure a program is in place to support business development. However the county cannot prioritize one location over another in pursuit of any specific company or industry. Thus, it is important to identify Smyrna's specific opportunities within this broader context. Rutherford Works' targets include the following:

- Class A Office Uses, including back office and corporate operations
- Advanced Manufacturing
- Logistics and Distribution
- Aeronautic Assets

With the possible exception of "Aeronautic Assets," these industries and sectors are fairly broad and can include hundreds of different individual industries. But in general, the Chamber clearly sees some of the same issues Countywide as observed in Smyrna, such as a lack of Class A office space to accommodate office-based industries.



LABOR MARKET & SKILLS BASE

As noted previously, Smyrna has access to a large and growing labor market. But, there is a mismatch between Smyrna residents' skills and the jobs available within Smyrna. There are nine times as many residents who are education

workers as there are education jobs in Smyrna, six times as many residents in information services, three times as many in finance, and four times as many in management services. Residents also have skills in real estate, as well as professional and technical services, that are under-accessed within Smyrna.

SMYRNA LOCATION QUOTIENTS ANALYSIS

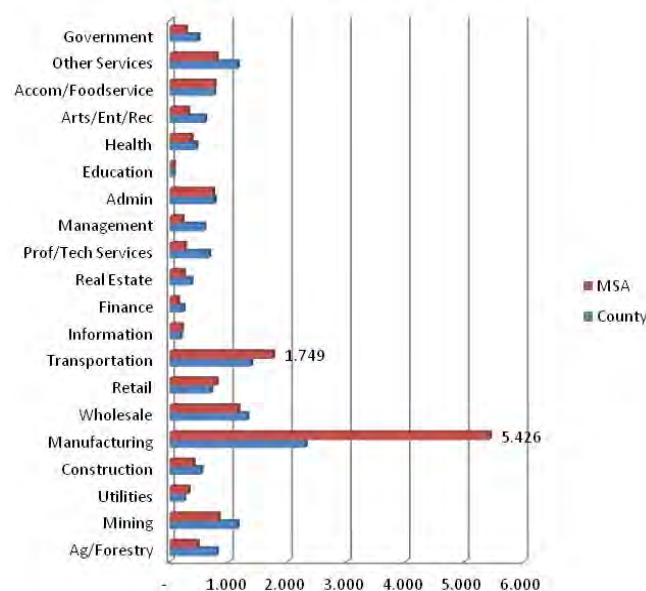
A Location Quotients (LQ) analysis was conducted for Smyrna that identifies unique concentrations of employment or establishments in certain industries that suggest a competitive advantage in a Smyrna location for those industries. The concentration is not just based on the total numbers, but rather on how the share of Smyrna's employment within an industry compares with that share in the county. The industry's share of Smyrna's employment (say 10%) is compared with the industry's share of county employment (say 9%), to arrive at the Location Quotient ($10/9$ or 1.11). A similar analysis was completed for the county as it compares with the region as a whole.

If an LC is equal to 1.00, then it means that the industry is no more or less concentrated in Smyrna as it is in the county or region. But if an industry has an LC of 1.20 or more, then Smyrna has an unusually high concentration of that industry and the reasons can relate to the town's competitive advantages as a location for that industry. Conversely, if Smyrna's LC is less than 0.80 for an industry, then it is concentrated elsewhere for particular reasons and not in Smyrna.

The Location Quotients analysis determined that, among the major economic sectors, Smyrna has an LC of 5.426 for manufacturing. That means that Smyrna has more than 5 times the average concentration of manufacturing for the region as a whole, which is extremely significant. This information is not a surprise, and the concentration on manufacturing has been discussed throughout this report. For comparison, the next most significant sector concentration is in transportation, with an LC of 1.749 (about 75% higher than the regional average). Yet, Smyrna has no other major sector concentrations, with LCs for all other sectors well below 1.00. Thus, it is apparent that Smyrna has an extreme concentration in one sector (manufacturing), along with one secondary sector (transportation).

Smyrna Location Quotients for Major Industry Sectors (2017)

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



More importantly, the Location Quotients analysis delved further into each sector to determine whether Smyrna had particular concentrations in any specific industries. Smyrna has industry concentrations in 16 specific industries, and 13 of those are in manufacturing, wholesale trade or transportation. Surprisingly, however, the most significant concentration is in food manufacturing – specifically bakeries, with an LC of 5.56 (456% higher than the regional average). Architectural metals manufacturing (at 3.93) and appliance wholesale (3.83), are also exceptionally concentrated in Smyrna. Not surprisingly, transportation equipment manufacturing, which includes Nissan, is highly concentrated in Smyrna (with an LC of 3.61). The strongest industry concentrations are listed below by major sector.

Manufacturing

• Food-Bakeries		5.56	66.6%
• Architectural Metals	3.93	47.1%	
• Transport Equipment	3.61	43.2%	
• Ready-Mix		3.23	38.7%
• Plastic Products		2.29	27.5%
• Paperboard Containers		2.27	27.2%

Wholesale

• Appliances		3.83	45.9%
• Farm Equipment		3.46	41.4%
• Construction Equipment		3.18	38.1%
• Recyclables		2.56	30.7%
• MV Supplies	2.19	26.2%	
• Hydraulic Equip		2.13	25.5%

Transportation

• Local Freight Trucking	2.46	29.5%	
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Health Care

• Other Health Services	3.02	36.2%	
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Other Services

• Bail Bonding	2.36	31.3%	
• Auto Repair	1.90	25.2%	

Some industries, like bail bonding and automotive repair, are probably not appropriate as targets for business development. However, a number of the industries for which Smyrna already has a concentration are strong performers and solid industries that generate positive economic spin-off for the town.

A similar analysis was conducted to determine LQs for Rutherford County as compared with the Nashville region as a whole. This analysis takes the findings a step further to look at regional competitiveness. The analysis determined that the county has concentrations in the following industries: Household appliance wholesale, construction equipment wholesale, farm & garden equipment wholesale, bakeries, ready mix concrete, fabricated metal products manufacturing, motor vehicle equipment manufacturing, and other health practitioners. The complete list of high Rutherford County Location Quotients is provided on the following page.



TABLE 10.		SELECTED "HIGH" LOCATION QUOTIENTS FOR RUTHERFORD COUNTY VS NASHVILLE MSA			
INDUSTRY	NAICS	COUNTY	MSA	SHARE	LQ
WHOLESALE TRADE	42	6361	38147	16.7%	1.391532
DURABLE GOODS	423	4015	23180	17.3%	1.445440
MV SUPPLIES	42312	301	1149	26.2%	2.186123
HOUSEHOLD APPLIANCES, ETC.	4236	1293	2815	45.9%	3.833083
MACHINERY, EQUIPMENT, SUPPLY	4238	698	3780	18.5%	1.540961
CONSTRUCTION/MINING EQUIP	42381	239	627	38.1%	3.180962
FARM/GARDEN MACHINERY	42382	118	285	41.4%	3.455137
HYDRAULIC/PNEUMATIC EQUIP	4238302	60	235	25.5%	2.130647
RECYCLABLE MATERIAL	42393	229	746	30.7%	2.561679
NON-DURABLE GOODS	424	2346	13128	17.9%	1.491274
TRANSPORTATION					
LOCAL GEN FREIGHT TRUCKING	4841102	102	346	29.5%	2.460097
USED HH/OFFICE GOOD MOVING	48421	81	342	23.7%	1.976455
ARRANGEMENT OF FREIGHT TRANS	4885102	147	838	17.5%	1.463866
OTHER SERVICES					
REPAIR & MAINTENANCE	811	1797	7194	25.0%	1.883591
AUTOMOTIVE REPAIR	8111	875	4595	19.0%	1.435924
AUTO MECHANICAL/ELECTRICAL	81111	294	1738	16.9%	1.275577
GENERAL AUTO REPAIR	811111	274	1528	17.9%	1.352185
OTHER AUTO REPAIR & MAINT.	81119	378	1499	25.2%	1.901513
BAIL BONDING	8129901	10	32	31.3%	2.356455
MANUFACTURING	31-33	14761	61378	24.0%	2.006925
FOOD-BAKERIES/TORTILLAS	3118	1764	2647	66.6%	5.561254
PAPER-CONVERTED PAPER PRODS	3222	295	1433	20.6%	1.717924
PAPERBOARD CONTAINERS	32221	295	1085	27.2%	2.268926
PRINTING & RELATED SUPPORT	323	723	4353	16.6%	1.386046
PLASTIC PRODUCTS	326	1236	4497	27.5%	2.293632
READY MIX CONCRETE	32732	202	522	38.7%	3.229304
FABRICATED METAL PRODUCTS	332	1006	6288	16.0%	1.335099
ORNAMENTAL/ARCH METAL	33232	89	189	47.1%	3.929672
TRANSPORT EQUIPMENT (MV PARTS)	336	5801	13413	43.2%	3.609151
INFORMATION SERVICES					
TELECOMMUNICATIONS	517	1587	8813	18.0%	1.502731
INTERNET PUBLISHING/BROADCAST	51913	94	506	18.6%	1.550263
HEALTH SERVICES					
DENTISTS	6212	733	4525	16.2%	1.351803
OTHER HEALTH PRACTITIONERS	6213	1649	4555	36.2%	3.021067
CHIROPRACTORS	62131	107	571	18.7%	1.563780
FINANCE & INSURANCE					
CONSUMER LENDING	522291	112	513	21.8%	1.821918
ADMINISTRATIVE SERVICES					
TEMPORARY HELP SERVICES	56132	3687	22221	16.6%	1.384642
OTHER SERVICES TO BUILDINGS	56179	71	362	19.6%	1.636733

SOURCES: U.S. BUREAU OF THE CENSUS AND RANDALL/GROSS DEVELOPMENT ECONOMICS.

CLUSTER SPIN-OFF OPPORTUNITIES

There are several industry clusters (local aggregations of related industry concentrations) that have been identified in Smyrna. These clusters present opportunities for spin-off and further diversification within the clusters themselves. Among the existing clusters are the following:

Transportation – Motor Vehicle and Aviation

- Motor Vehicle Manufacturing
- Transportation Equipment Manufacturing
- Motor Vehicle Parts Supply
- Transportation Services
 - * Local Freight & Long-Haul Trucking
 - * Warehousing
 - * Arrangement of Freight Transportation & Logistics
 - * Aviation Services
 - * Repair Services
 - * Used/Household Goods Moving Services
- Pilot and Aircraft Mechanic Training (MTSU, M'boro Aviation)
- Mechatronics Technology Specialized Degree (MTSU, MSCC)

Construction

- Construction Equipment Supply
- Ready Mix Concrete Production
- Ornamental Architectural Metals Manufacturing
- Hydraulic Equipment Supply

Packaging

- Plastics Manufacturing
- Paperboard Containers Manufacturing
- Recyclables Wholesale
- Printing & Related Support

There are various spin-off and complementary business development opportunities within or associated with these clusters. For example, within the Transportation Cluster, there are further opportunities for parts suppliers, warehousing & distribution, corporate management, professional services, high-value freight manufacturing & delivery (i.e., medical equipment, measuring instruments, robotics & components), and businesses with JIT (Just-in-Time delivery requirements). The Construction Cluster can spin off opportunities for construction equipment manufacturing, building systems and equipment (e.g., lifts, windows, wood products, and furniture), architecture & engineering services, building contractors, landscape contract and supply, and others. The Packaging Cluster generates opportunities for suppliers of inputs including chemicals, metals, ink, fibers, etc. as well as users including manufacturers of perishable food products (such as the baked goods and salad products produced currently by companies in Smyrna).

GROWTH INDUSTRIES

Industries with exceptional projected growth opportunities were identified for the Tennessee Department of Labor & Workforce Development (DLWD) Labor Market Area (LMA) that includes Smyrna and Rutherford County. The top 14 projected growth industries within this LMA through 2026 are the following:



	INDUSTRY	JOB	RATE
1.	MEDICAL EQUIPMENT & SUPPLIES MFG	2,010	18.41%
2.	COURIERS & MESSENGER SERVICES	820	14.97%
3.	NON-STORE RETAILERS	5,230	12.09%
4.	PRIVATE HOUSEHOLDS	4,480	11.79%
5.	BUSINESS SUPPORT SERVICES	15,020	10.00%
6.	AIR TRANSPORTATION	1,210	7.68%
7.	MISC. MANUFACTURING	1,830	6.71%
8.	OTHER INFORMATION SERVICES	250	5.62%
9.	CCRC AND ASSISTED LIVING FACILITIES	2,710	4.97%
10.	MANAGEMENT OF COMPANIES & ENTERPRISES	12,660	4.96%
11.	SPORTING GOODS, HOBBY, INSTRUMENT STORES	2,290	4.90%
12.	MUSEUMS, HISTORICAL SITES, ETC.	730	4.75%
13.	SECURITIES/COMMODITY BROKERAGE	1,130	4.65%
14.	COMMERCIAL & INDUSTRIAL EQUIPMENT RENTAL	660	4.49%

Only a handful of the region's fastest projected growth industries have a presence in Smyrna, such as air transportation. So, there are opportunities to capture growth within these other industries as they expand throughout the region. Manufacturing opportunities like medical equipment are particularly relevant to Smyrna because of the town's existing strengths as a manufacturing and distribution hub, but also because of the presence of an accessible airport. Sensitive medical equipment is among the products shipped by air freight at higher percentages than other manufactured products.

Smyrna Airport, coupled with the town's highway logistics networks, also provides a hub for opportunities relating to courier & messenger services and non-store retailers. Amazon is the likely tenant for a planned 3.6 million square-foot facility in Mt. Juliet and a smaller 100,000 square foot facility at Nashville International Airport, aside from its 5,000-employee corporate offices under construction downtown and the 3,700 workers at other area facilities. Smyrna Airport provides another relatively untapped opportunity for attracting similar non-store retailers, distribution and courier services to Smyrna.

Other growing industries that provide direct opportunities for Smyrna could be the development of CCRC and assisted living facilities, given Smyrna's well-known reputation as an attractive place to retire. Commercial & industrial equipment rental businesses would be attracted to Smyrna because of its transportation network, lower costs, and regional accessibility. Information services like print media appear to be thriving in Smyrna while declining in most other locations including most of the Nashville metro area. So, the growth projected for certain industries in the region present clear opportunities for Smyrna in terms of capturing and accommodating this growth.

RETAIL BUSINESS POTENTIALS

As already noted, the retail market analysis completed as input to the Lowry Street study projected an oversupply of certain retail but opportunities within certain niches. These niche potentials included full-service restaurants, entertainment venues, gift & novelty stores, sporting goods, and specialty toy and hobby shops (like a model train, car and plane hobby shop), among others.

RECOMMENDED TARGET INDUSTRIES

Based on the analyses discussed herein along with stakeholder input on the town's objectives, vision, strengths and challenges; the following target industries have been identified for Smyrna's business development efforts.

- Manufacturing & Distribution
 - Medical Equipment & Supplies
 - Electronic Equipment
 - Durable Goods Wholesale Trade
 - Air Service / Freight Logistics
- Finance, Insurance
 - Processing, Billing, HR, and Sales Divisions
- Professional, Scientific, Information, & Technical Services
 - Software Development:
 - Computer programming, packaged software publishing
 - Internet Publishing & Broadcasting
 - Testing Laboratories
 - Product Development
- Real Estate
 - Traditional Neighborhood Development (TND)
 - Continuing Care Retirement Community
 - Building Operation & Maintenance Services
- Retail Trade (& associated CBD activities):
 - Restaurants & Entertainment
 - Sporting Goods; Hobby, Toys & Games
 - Gift, Novelty & Other Specialty Retail
 - Entrepreneurship & Small Business Incubation

SECTION 4. STRATEGIC RECOMMENDATIONS

This section provides strategic recommendations for economic development based on the baseline economic and real estate analysis; stakeholder visioning, interviews, surveys, and steering committee input; target industrial assessment; field reconnaissance; and other inputs. The purpose of these strategies is to provide a framework to define the Town's role in economic development and guide its efforts in collaboration with other economic development agencies, institutions, and the private sector.



Recommendations are made with respect to labor force development, entrepreneurship, infrastructure, business districts, financial and other incentives, economic development management, and other strategies for economic development in Smyrna.

LABOR FORCE DEVELOPMENT

Motlow State Community College is engaged in building relationships with business and developing training programs that prepare the next generation of workers for the jobs available to them in Smyrna. However, there are two groups for which there are gaps in training that could be filled to help address key challenges and to strengthen the workforce and Smyrna's competitiveness for business development. One gap is in job readiness for high school students who may not continue on to two- or four-year colleges. Another gap is in re-training and continuing education for senior workers and those that have already retired or who may be under-employed due to the shift in skill requirements.

HIGH SCHOOL JOB READINESS PROGRAMS

There are a number of approaches to enhancing job readiness and skills among high school students who may be entering the workforce without a college education or post-high school training. Such approaches include apprenticeship and mentorship programs, as well as summer job programs that could be developed in partnerships with local businesses. The Town of Smyrna, working with Rutherford County Schools and with Motlow State Community College, could help focus attention on the opportunities for these programs through a collaborative effort.

Certain types of jobs, especially retail or service employment in small businesses, coding, gaming, and construction trades could be targeted as an entry point for high school students and recent graduates who are not college-bound. An affiliate relationship could be developed through a partnership between Rutherford County Schools and Motlow State to capture more training resources for targeted skills development through apprenticeships, mentorships, and summer job programs affiliated with area businesses.

There is also a need to establish transportation programs that link students with job training opportunities, such as through a partnership with Murfreesboro's Rover Bus System and area businesses. Exploring transit options is clearly an opportunity where the Town of Smyrna could help leverage existing resources and business relationships.

ADULT RE-TRAINING & POST-RETIREMENT

As in much of the country, there is a continued need for outreach to under-employed persons and to those who have dropped out of the labor force due to a shift in required skills sets that have left them behind. Again, partnerships with local employers to provide apprenticeships and mentorships for these individuals in concert with programs operated or introduced by Motlow State could help enhance and strengthen existing labor market resources. Such programs are critical during periods of tight employment first to provide access to available labor for expansion and growth, but also to invest in the local labor force by re-tooling the skills base to match future skills needs. Motlow State is already engaged in skills matching for college students, but there is a need to engage with older workers who have dropped out of the labor market.

ENTREPRENEURIAL DEVELOPMENT

Smyrna is ripe for entrepreneurial and small business development. There are opportunities to establish a local business incubator or accelerator such as by acquiring or using building(s) in the Depot Square area for shared work space, mentoring, business training programs, and amenities like meeting space and coffee shops.

To market Smyrna as a hub for entrepreneurship and small business development, there would be more focus on branding the community's "cool" factor in a way similar to how the Donelson neighborhood in Nashville has branded and marketed itself as "Hip Donelson." Using a meaningful phrase like "Smyrna Smart" or another tag in various contexts could help draw attention to the community among entrepreneurs and small businesses. (I.e., Affordable, Accessible: Smyrna Smart"). Events and regular activities that are targeted to attracting young professionals should be integrated into the community calendar. Finally, recruiting restaurants, bars, brew pubs, live music and other entertainment into a walk-able Depot Square / Lowry Street area would help generate a "vibe" that is appealing to the professional and entrepreneurial workforce.

SMYRNA SMART



There is a need to focus on small business development, to help diversify the community's business base while providing more local character to the business mix. Target businesses should include software developers and designers, web publishing, niche food & beverage products and marketing, testing & product development activities, and restaurants, based on the findings of the target industry and other analyses. Partnerships with Motlow State and MTSU could be developed to focus on training and resources to support entrepreneurship and small business development.

INFRASTRUCTURE IMPROVEMENTS

A variety of needs have been identified for infrastructure improvements to support Smyrna's economic development. Such improvements would relate to the town's industrial areas, the Depot District, and various other business districts in Smyrna.

INDUSTRIAL AREAS

Several recommendations are provided for enhancing the opportunities for retaining and expanding Smyrna’s industrial base through physical improvements and development.

GREATER DEFINITION IN EXISTING INDUSTRIAL AREAS

One of the issues identified by industrial business stakeholders is the design of roadways in Smyrna’s industrial areas. In some cases, there are design flaws relating to insufficient truck access and tight turning radii in industrial areas. There is a need to ensure that such design flaws are corrected or at least avoided in the future. It is also recommended that the Town promote greater physical definition of existing industrial areas, such as through signage and branding, gateways, landscaping, lighting, and road improvements where appropriate. Such improvements would be recommended especially for areas like “The Base” (G Street Corridor at Weakley Lane and Swan Drive). But enhanced definition and master planning for remaining land is also highly recommended for the Smyrna Airport Area, to ensure its competitiveness in the future. Finally, the large and sprawling I-24/Almaville area could also benefit from enhanced physical definition and gateway treatments due to its high visibility from I-24 as well as from Almaville Road.

I-840 MASTER-PLANNED GATEWAY BUSINESS PARK

The establishment of a new, master-planned, high-value industrial district with water and sewer access is recommended for sites near I-840 as a real opportunity for Smyrna to capture new industrial development and expansion. Such master-planned development should also encourage diversification of the economic base through programming of “flex” industrial, R&D, and laboratory space to accommodate a broader range of industrial businesses. There may also be opportunities for integration of buildings with a higher-mix of office space and amenity retail, particularly at “gateway” sites with exposure along I-840 or I-24.

COMMERCIAL BUSINESS DISTRICTS

Physical and other improvements in the town’s commercial business districts are also recommended to help enhance the town’s image and improve the environment for recruiting and retaining business.

DEPOT DISTRICT EXPANSION AND DEVELOPMENT

The Lowry Street plan recommended the expansion of the Depot District through creation of a true urban street grid and pad sites to enable redevelopment, including office buildings and residential/ mixed-use. The Depot District should incorporate small business space including an incubator or shared work space for small office and maker businesses. Urban design improvements, public art and branding oriented to enhancing the town’s “cool factor” are encouraged to help establish a walk-able destination business district.

TND, TOD, & CCRC

Efforts should be made to recruit and encourage traditional neighborhood development (TND) projects that can offer a high-value, walk-able, mixed-use environment within or close to the Depot District. TND provides an opportunity to attract some of the management-level workers who are employed in Smyrna but otherwise live in Franklin, Nolensville, or Murfreesboro. If and when it is a real possibility, Smyrna is well-placed as a hub for transit-oriented development (TOD) along commuter rail or transit lines. Finally, there is the opportunity to recruit continuing care retirement communities (CCRC), for which Smyrna is well-placed as a highly-regarded retirement draw.

MSCC/YMCA WORKFORCE RESIDENTIAL MIXED-USE NODE

The Sam Ridley Corridor is fairly well-established and successful, in terms of commercial development. But there is the opportunity for creating more of a mixed-use gateway node anchored by Motlow State and the YMCA that could be complemented by residential and site-serving commercial development on what is now underutilized land. Such a development should also incorporate workforce housing, as part of a master-planned development, that would support the operations of Motlow State and make commuting much easier for students who are both working and attending classes at the MSCC campus.

INCENTIVES AND LEVERAGING

The Town of Smyrna currently does not have a marketed program of incentives or any form of leveraging to attract and recruit businesses, entrepreneurs, developers, or investors. Such programs are recommended not as a “giveaway” but as an approach for leveraging the type of economic development that will meet key objectives for economic diversification and resident quality of life.

INDUSTRIAL

There is a need to encourage economic diversification through recruitment and growth of businesses within the tech sectors, so it is recommended that consideration be given to offering equipment grants or loan guarantees to technology companies or manufacturing companies for tech development for medical technology, laboratory, and/or R&D equipment.

There is also the need for infrastructure investment, as recommended elsewhere in this report, to extend water/sewer service and open new areas (e.g., I-840 node) or to enhance the definition and quality of infrastructure in existing industrial nodes. Such investment can be achieved through strong partnerships with the local industrial development authority.

DEPOT AREA SPECIAL DEVELOPMENT DISTRICT

It is recommended that a special development district be created around the Depot area and Lowry Street to encourage and leverage revitalization and development. A package of incentives and infrastructure improvements should be offered as part of pro-active developer and business recruitment for this area. The package would include the following components:

- Façade Improvement Grants
- Office, Retail, Restaurant & Venue Equipment Grants or Loan Guarantees
- Subsidized Business Incubator Space
- Tax Increment Financing (TIF): Infrastructure & Pad Development

Several of these incentives are geared to developers and investors, such as the use of TIF to finance infrastructure development and the creation of serviced “pad” sites for development. Investment in existing buildings is encouraged through the façade grants. Other incentives, such as equipment grants and loan guarantees are targeted to assisting small businesses like IT offices, retail stores, restaurants, and live entertainment venues with locating in the Depot District area. Finally, subsidized business incubator or shared work space is geared to assisting businesses while also helping property owners by filling the gap in rent required to lease up downtown space.

TOWN FACILITATION AND RFP PROCESS

The Town would also help leverage development through facilitation, by engaging with property owners and stakeholders to encourage their equity participation in broad-scale redevelopment and through master planning and developer recruitment.

An equity partnership, along with a package of incentives and master plan for the Depot Area SDD could be used as part of a Request for Proposals (RFP) process for developers and investors. The Town could take a lead, working on behalf of (and in collaboration with) the private equity partners to recruit a Master Developer to the Depot District who will take a lead in securing financing and implementing a master development plan for the area. The RFP process would identify prospective developers, target them for receipt of the RFP, and work on behalf of the property owners (under the auspices of their attorney) to help negotiate or provide some oversight on initial development agreements.

PUBLIC SCHOOL PROGRAM SPONSORSHIPS

Other types of incentives are not financial in nature, but are meant to assist businesses and overall economic development. Again, the Town’s role would be to help facilitate collaboration between local businesses and education service providers to create apprenticeship and mentorship programs geared to both high school students as well as retired or under-employed workers.

ECONOMIC DEVELOPMENT MANAGEMENT STRUCTURE

It is strongly recommended that the Town of Smyrna consider creation of a full-time Development Director or Economic Development Director position to help implement and manage the aforementioned programs, incentives, and ongoing business partnership, retention, recruitment, and development efforts. The position would have responsibility for representing the Town of Smyrna as a liaison to the IDB, Rutherford Chamber, Motlow State Community College, and local area businesses on behalf of Smyrna’s economic development. In other words, this person would help coordinate the various marketing, training, and business entities on matters of economic and fiscal importance to the Town of Smyrna. The position would have responsibility for business recruitment and retention, development facilitation (focused on the Depot District), creation and management of incentives, industrial

infrastructure coordination, operation of the incubator, and overall marketing and branding.

ECONOMIC DEVELOPMENT IN COMPARABLE COMMUNITIES

There are many examples of how comparable and competitive communities are accomplishing economic development throughout Middle Tennessee with the help of a dedicated municipal staff position. These examples include the following:

- Lebanon: Econ. Development Department (Director)
- Murfreesboro: Econ Development (Assistant City Manager)
- Gallatin: Economic Development Agency (Director)
- LaVergne: Economic Dev. Dept (ED Specialist & Admin Assistant)
- Spring Hill: Office of Economic Development (ED Coordinator)
- Columbia: Tourism (Director)
- Hendersonville: Economic & Community Dev. (Mayoral Assistant)
- Nolensville: Economic Development Committee
- Clarksville: Economic Dev. Council (City-County Partnership)
- Mt. Juliet: Office of Econ. Dev. (Public Affairs Director/Liaison)

APPENDIX

TABLE A1.	AT-PLACE EMPLOYMENT TRENDS, RUTHERFORD				
	COUNTY, 2002-2017			2002-2017 CHANGE	
	2002	2010	2017	NUMBER	PERCENT
AG/FORESTRY	32	31	73	41	56.2%
MINING	51	32	57	6	10.5%
UTILITIES	373	392	630	257	40.8%
CONSTRUCTION	3,261	3,086	4,291	1,030	24.0%
MANUFACTURING	12,697	16,460	27,549	14,852	53.9%
WHOLESALE	4,873	5,035	4,972	99	2.0%
RETAIL	9,445	10,231	15,770	6,325	40.1%
TRANSPORTATION	3,887	4,367	7,310	3,423	46.8%
INFORMATION	4,207	2,956	3,402	(805)	-23.7%
FINANCE	2,604	2,996	3,495	891	25.5%
REAL ESTATE	753	1,191	1,524	771	50.6%
PROF/TECH SER- VICES	1,582	2,248	3,179	1,597	50.2%
MANAGEMENT	345	727	1,063	718	67.5%
ADMIN	5,470	7,749	9,537	4,067	42.6%
EDUCATION	6,917	9,381	10,793	3,876	35.9%
HEALTH	7,053	10,634	13,614	6,561	48.2%
ARTS/RECREATION	465	742	964	499	51.8%
ACCOM/FOOD- SERVICE	5,203	8,840	12,866	7,663	59.6%
OTHER	2,140	1,823	2,595	455	17.5%
GOVERNMENT	2,028	3,015	3,301	1,273	38.6%
TOTAL	73,386	91,936	126,985	53,599	42.2%

SOURCES: U.S. BUREAU OF THE CENSUS AND RANDALL GROSS / DEVELOPMENT ECONOMICS.



TABLE A2.	AT-PLACE EMPLOYMENT TRENDS, NASHVILLE MSA				
	2002-2017				
				2002-2017 CHANGE	
INDUSTRY	2002	2010	2017	NUMBER	PERCENT
AG/FORESTRY	789	837	937	148	15.8%
MINING	762	459	597	(165)	-27.6%
UTILITIES	3,404	3,233	3,669	265	7.2%
CONSTRUCTION	32,811	30,960	43,462	10,651	24.5%
MANUFACTURING	96,800	64,561	88,076	(8,724)	-9.9%
WHOLESALE	37,778	37,967	42,340	4,562	10.8%
RETAIL	82,553	85,428	105,033	22,480	21.4%
TRANSPORTATION	27,288	26,854	43,290	16,002	37.0%
INFORMATION	21,501	19,747	23,877	2,376	10.0%
FINANCE	34,691	37,078	44,103	9,412	21.3%
REAL ESTATE	11,784	12,300	17,926	6,142	34.3%
PROF/TECH SER- VICES	34,331	36,245	63,239	28,908	45.7%
MANAGEMENT	6,657	10,055	22,083	15,426	69.9%
ADMIN	54,589	49,832	75,079	20,490	27.3%
EDUCATION	58,739	69,412	72,865	14,126	19.4%
HEALTH	79,937	114,019	126,885	46,948	37.0%
ARTS/ENT/REC	7,891	10,153	14,131	6,240	44.2%
ACCOM/FOOD- SERVICE	64,254	71,441	95,993	31,739	33.1%
OTHER	22,590	22,498	28,486	5,896	20.7%
GOVERNMENT	54,104	64,130	45,479	(8,625)	-19.0%
TOTAL	733,253	767,209	957,550	224,297	23.4%

SOURCES: U.S. BUREAU OF THE CENSUS AND RANDALL GROSS/ DEVELOPMENT ECONOMICS.

LAND USE EXISTING CONDITIONS

The Land Use Existing Conditions section of the Smyrna Comprehensive Plan Update provides an inventory and examination of present demographic, social, economic and physical conditions of the Town of Smyrna and the surrounding Urban Growth Boundary (UGB). This inventory highlights changes within the Town of Smyrna since the last Comprehensive Plan was adopted in 2007, illustrating areas of growth and development as well as areas in need of improvement. It is the foundation for subsequent analysis throughout the plan. Examination of existing land use and zoning, environmental constraints, population, and the Town's economic base are used to compare Smyrna's existing facilities to its needs, determined in future sections of the plan. Analysis of the baseline data in this section, enables Town Staff, the Mayor, Town Council, the Planning Commission, citizens, the development community, business owners and other stakeholders to better understand the current function of the Town's existing land use and to plan for future growth, development and redevelopment.

STUDY AREA

The study area for the Smyrna Comprehensive Plan Update includes the Smyrna Town limits and its Urban Growth Boundary (UGB) (the area outside of the Town limits allowed for annexation into the Town's corporate limits). Smyrna is located in the northern portion of Rutherford County, with nearby Davidson and Williamson County limits to the north and west, respectively. Neighboring cities include La Vergne, Nolensville, and Murfreesboro. Interstate 24, US Highway 41 (Murfreesboro Road), State Route 102 (Lee Victory Parkway/Nissan Drive), and State Route 266 (Sam Ridley Parkway) are the major transportation thoroughfares that provide access through the Town. A portion of I-840 runs north/south, east of the Town limits, connecting to I-24 south of the Smyrna UGB. A Study Area Map is shown on the following page.

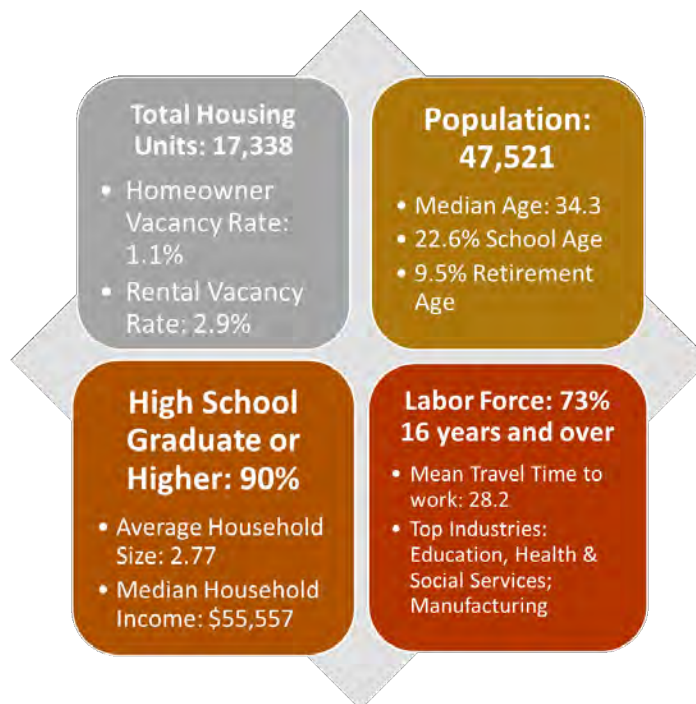
In the map above, the Town limits are depicted in gray and the UGB is represented by the green, representing the limit of the expansion area for the Town. UGB's are county-specific, and may also be the same as the county boundary in some areas, such as the southwest portion of the map near the Williamson County boundary. However, this is not always the case like in the northeast part of the map. There is adequate area for expansion and growth of the Smyrna Town limits.

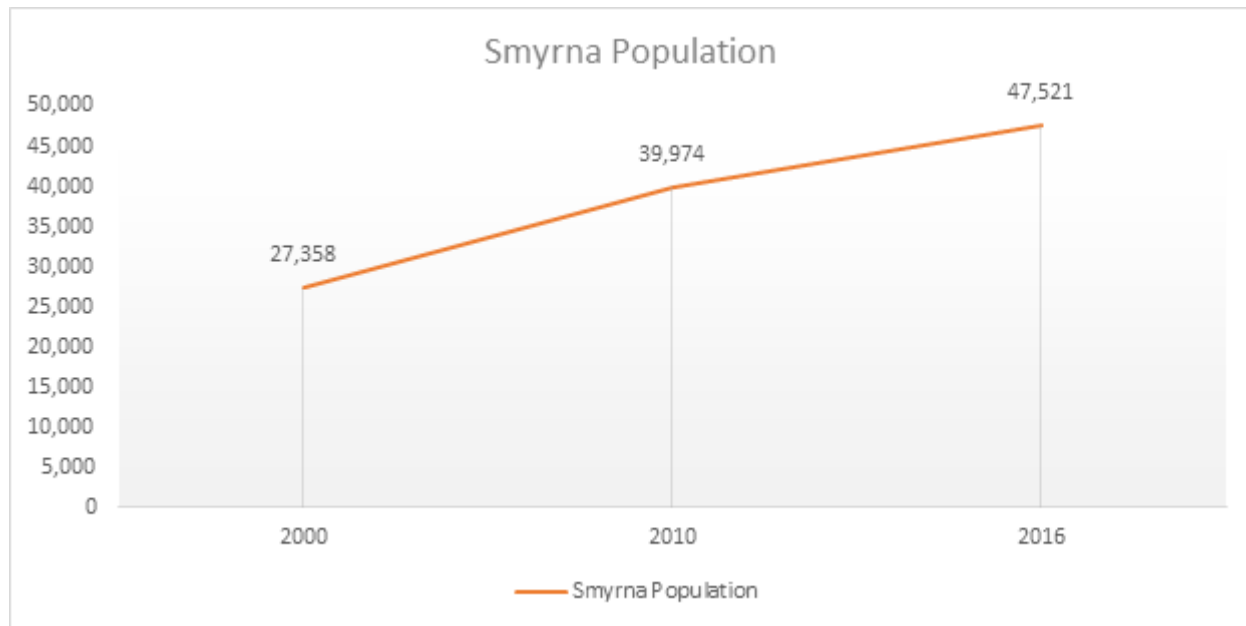
POPULATION AND EMPLOYMENT

As a starting point for the Comprehensive Plan Update process, a complete compilation of the Town's Population and Economy (P&E) was developed (see the Smyrna 2040 P&E memorandum for greater detail). Highlights from that report are below and presented in the following graphic.

POPULATION

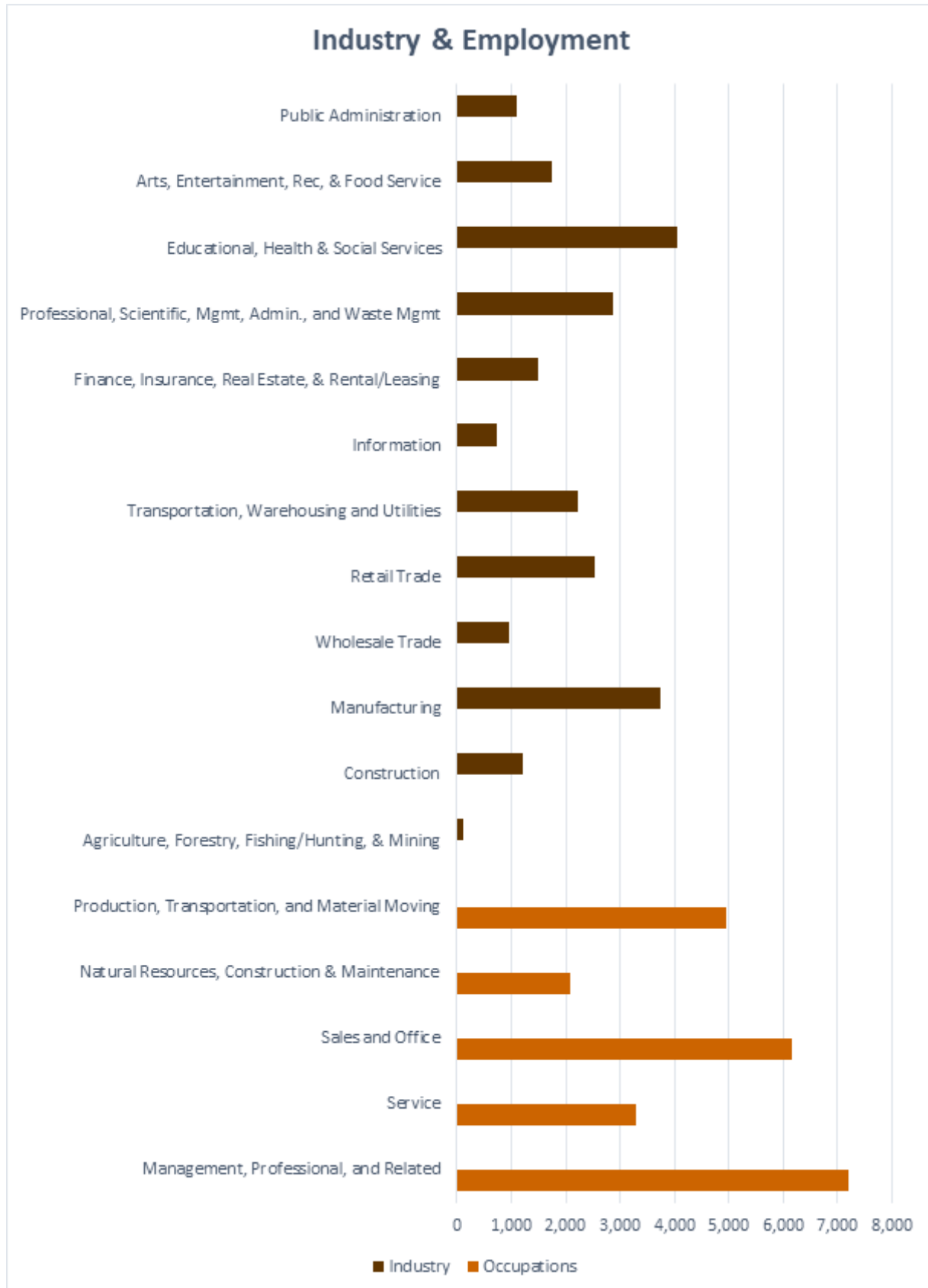
Smyrna is located in one of the fastest growing counties in the region and has enjoyed steady growth over the years. This trend is forecasted to continue as the larger Nashville and Middle Tennessee region continues to grow at explosive rates. According to the US Census Bureau, the 2010 population of Smyrna was 39,974 persons. Six years later, this increased by 9,547 people, as certified in the 2016 Special Census population of 47,521 persons. The Town's 2040 population forecast is expected to reach 61,327 people, according to the Nashville Metropolitan Planning Organization (MPO) figures.





ECONOMY

The Smyrna economy functions in a broader, regional context with close proximity to both Nashville and Murfreesboro. While the Town has a strong employment base, focused on Health Care, Education, and Social service, many residents commute to the larger employment areas throughout Middle Tennessee. The Nissan Manufacturing Plant also has a real and significant impact on the employment framework of Smyrna. As shown in the Industry & Employment Chart, Smyrna has a healthy distribution of employment, spread across multiple employment sectors.



ENVIRONMENTAL CONSTRAINTS AND NATURAL RESOURCES

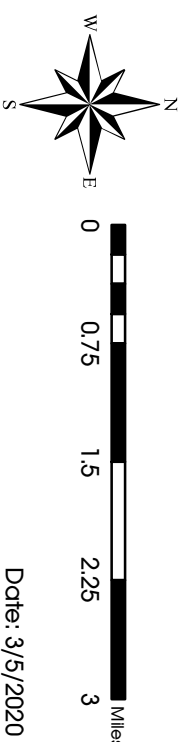
For the purposes of this Comprehensive Plan update, the natural environment is defined as the environment existing prior to urban development or related disturbance. This is differentiated from the built environment, which is defined as the elements of an area that are made by people to create spaces, as part of society, in which people live and work. Environmental constraints are factors in the environment that limit building, such as areas of steep slope or areas that flood during and after heavy rainfall. The natural environment has an elemental impact on the pattern of land-use and development within a community. A built environment that ignores the natural environment will prove to be costly to property/home owners, to business owners, and to the community as a whole. Therefore, the purpose of this section is to review and evaluate the environmental constraints and the natural resources influencing the land use and overall development patterns within the Town of Smyrna.

This Plan recognizes that not all land is suitable for development. Therefore, as development or redevelopment occurs, environmental constraints and natural resources, must be considered in the Town's existing and future land use and development policies. The limits and types of land-use should be responsive to both environmental constraints and natural resources in order to protect the general welfare of the community. Increased knowledge of Smyrna's environmental constraints that impose limitations on development can help encourage appropriate land uses within the study area.

This section is organized into each individual environmental constraint that impacts growth and development within Smyrna. However, each environmental constraint does not influence development independently. As such, a comprehensive understanding of both environmental constraints and natural resources identified within the study area is essential to allow and encourage growth, development, and redevelopment that is minimally harmful to the environment, both built and natural. Therefore, Map 2 Environmental Constraints, presents a composite map of all of the environmental features and natural resources within Smyrna.



Smyrna Comprehensive Plan



Date: 3/5/2020

Natural Resources Analysis

TREE CANOPY COVERAGE

The map above illustrates tree canopy coverage, slope, and flood hazard zones, each affecting or constraining growth within the Smyrna study area. According to the Center for Watershed Protection, an urban tree canopy (UTC) is the layer of leaves, branches, and stems of trees that cover the ground when viewed from above. In urban and developed areas, the UTC provides important stormwater management function by intercepting rainfall that would otherwise run off of paved surfaces and be transported into local waters through the storm drainage system, picking up various pollutants along the way. Canopy coverage also reduces heating/cooling costs, lowers air temperatures, reduces air pollution, increases property values, provides wildlife habitat, and aesthetic and community benefits.

Overall, tree canopy coverage in Smyrna is scattered throughout with a smaller concentration in the central portion of Town, north of I-24 near Nissan and along Old Nashville Highway. Areas of thicker concentration lie along the perimeter of the UGB, including a thick pocket south of Rocky Fork and west of Almadale Road. A large area of coverage lies along the Stones River to the north.

TOPOGRAPHY

The topography of an area is one of the elemental characteristics that dictate where growth is suitable and where it is not suitable. Most important for Smyrna in the examination of current and future land use are those areas of extensive and steep slopes.

In the analysis of slopes in Smyrna, a four-category system was utilized. These have been chosen because they are generally agreed to be of particular value in determining the most appropriate use of the land based upon its slope. The following is a slope-development chart was used in the analysis of slope within the Town:

PERCENT OF SLOPE	NATURE OF TERRAIN	DEVELOPMENT SUITABILITY
0-14	VIRTUALLY FLAT OR GENTLE SLOPES	HIGH TO MODERATE SUITABILITY
15-20	MODERATE TO STEEP SLOPES	MODERATE TO LOW SUITABILITY
21-25	STEEP SLOPES	LOW SUITABILITY
26+	ROUGH AND STEEP	NOT SUITABLE

The slope or incline of land is shown in shades of orange/red, with areas of slope 25 percent and greater denoted in red. Slope is the degree of rise or fall, or an expression of steepness, over land surfaces. For example, a slope of 20-percent indicates the land elevation will rise 20 feet for each 100 feet of horizontal distance traversed. Development within steep slope areas can cause adverse impacts including, but not limited to, erosion, siltation, flooding, surface water runoff, and pollution of potable water supplies from point and non-point sources. Those areas with moderate to steep slopes, including hills and ridgetops, should be preserved to help Smyrna retain important viewsheds.

Areas with greater slope or steep grade are located in the southwest portion of the study area, south of Rocky Fork Road along the Williamson/Rutherford County line. Many times, these areas also tend to have a larger concentration of tree canopy coverage, indicating natural areas likely not suitable for development, such as the pocket of trees and steep slope between Rocky Fork Road and Rock Springs Road along I-24. Other sites within the UGB with steep slopes are north of Percy Priest Lake, adjacent to the Fate Sanders Natural Area and north of I-24 near Rock Springs Creek and north of Burnt Knob Road. Development in the current Smyrna town limits is only slightly constrained by steep slopes or unmanageable topography.

FLOODPLAINS, DRAINAGE, AND LAND USE

Just as topography is a fundamental characteristic of a landscape and community, so are water courses, floodplains, and drainageways. Land is always impacted by how water interacts with the surrounding area. An understanding of the impact of land use on the local streams, creeks, and drainageways is necessary for making appropriate and comprehensive land use decisions. Therefore, the following provides a brief outline of the environmental constraints and natural resources related to waterways within the Study Area.

The existing pattern of land use within an area has a direct impact on the hydrology of an area. The more impervious surface an area has, the more severe the stormwater run-off problems become. In an area with troublesome drainage problems, all community decision-makers should be sensitive, aware, and proactive about land use. Each new development should be thoroughly examined for its impact on the community's overall environment.

To ensure quality growth, new developments should be designed with as little disruption of the natural drainageways as possible. By allowing the natural drainageways and floodplains within the Town to remain intact, the impact of all new developments will be lowered, resulting in less flooding hazards for residents and less damage for property owners. All new development and redevelopment in the Town should be reviewed with a stricter scrutiny understanding of the linkage of increasing impervious surfaces, disruption of natural drainageways, and flooding problems in the area.

Flood hazard zones are illustrated in the Natural Resources map in blue (100 Year Flood Zone), orange (500 Year Flood Zone), and blue with red stripe (Regulatory Flood Zone). According to the Federal Emergency Management Agency, a "Regulatory Floodway" means the channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height. The Town must regulate development in these floodways to ensure that there are no increases in upstream flood elevations. The 100 year and 500 year flood zones represent the likelihood of flooding, with 100 Year having a higher probability of recurring at 1 percent in 100 years and 500 Year being less likely to occur.



Management of the natural drainage ways, creeks, and streams within Smyrna is an essential component of the Town's ability to ensure quality of life for the residents and protection of private property. West Fork Stones River, Stewart Creek, and Harts Branch are shown on the Federal Insurance Rate Map (NFIP) as having flooding hazards within the Town of Smyrna. Regulatory flood zones also lie along Stones River and near Percy Priest Lake. Another area of regulatory flooding lies near the airport off Harts Branch that runs along the northwest portion of the study area and West Fork Stones River that runs along the eastern portion. Portions of Sam Ridley Parkway, Rock Springs Road, and Mapleview are subject to flooding in these areas.

Typically, if the floodplain remains in its natural environment, meaning the presence of native vegetation, open fields, or marshes, flooding is not problematic. However, when people's activities and structures occupy and disrupt the floodplain, hazards can develop. It is, therefore, only prudent that, in order to eliminate flood hazards, development of floodplains should be limited and done only in conjunction with proper engineering reviews. Floodplain hazard mitigation can also be accomplished in Smyrna through a combination of the enforcement of floodplain management and progressive land use controls. The existing pattern of land-use within an area has a direct impact on the hydrology of an area. The more impervious surface an area has, the more severe the stormwater run-off problems become. In an area with troublesome drainage problems, all community decision-makers should be sensitive, aware, and proactive about land use. Each new development should be thoroughly examined for its impact on the hydrologic system of the study area.

LAND USE

Land use involves the management and categorization of the natural and built environments. It refers to the different activities that occur in a particular area and the behavior patterns that result. Transportation patterns, infrastructure, public services and facilities, and urban design features all adjust to address the needs of land uses such as residential, commercial, and industrial. The Smyrna Comprehensive Plan Update seeks to order and regulate land use within the Town of Smyrna in an efficient way, thus preventing land use conflicts. This works best if accomplished in a manner that is economically viable and coordinated with infrastructure improvements. The plan provides a tool for the government officials to manage the development of land within their jurisdiction that is desirable for area residents, businesses, and visitors.

EXISTING LAND USE

Existing land use in the Town of Smyrna is an inventory of parcels within the study area devoted to specific uses and activities. Examination of existing land use locations highlights potential problems with uses as well as areas of conflicting or inefficient uses. Looking at Smyrna's current land use pattern also points out the parameters placed by the physical environment and community infrastructure on the evolving land use of the Town of Smyrna.

The majority of the 33 square miles that comprise the incorporated areas of Smyrna is residential land use. Industrial land use makes up another large portion including the Nissan manufacturing plant and the Smyrna airport. Commercial and office uses make up the remaining areas. Much of the outlying UGB is low density residential and natural areas. Downtown Smyrna is comprised of its historic street network and buildings that initially developed around the railroad. This core has expanded as single-family residential neighborhoods grew around it toward I-24 and the Nissan plant.

Overall, low and medium density residential development makes up the largest portion of the land uses in Smyrna. This is due to the high demand for single-family homes in the area as discussed in more detail in the Population & Employment Report. Most residential development is located between Sam Ridley Parkway and Lee Victory Parkway, northeast of I-24, with a few dispersed throughout the town and located north and south of these roadways.

With the presence of the Smyrna Airport and the Nissan Motor Manufacturing Corporation, industrial uses make up a large portion of Smyrna land uses. The Nissan complex of buildings is located in one general area southeast of the historic core, with 6 million square feet of facilities on 884 acres. Major access to the site is provided off of Nissan Drive and Enon Springs Road. The airport comprises the northern boundary of the town. It is bordered by the City of La Vergne to the north and to the south and east by a mixture of uses; industrial warehouses are predominately found on the eastern edge, while limited areas of rural and suburban residential and thoroughfare development can be found to the south. The airport area serves as major community assets for the Town and is a transportation hub for various industrial and commercial uses. The Airport is a joint-use facility with the Tennessee Army National Guard and is the designated General Aviation/Reliever Airport for the Nashville Area. The Smyrna Airport also provides some commercial business opportunities on site. Main access to the Airport is provided from Sam Ridley Parkway.

The remaining commercial and office areas are located along the main thoroughfares (Sam Ridley Parkway, Lowry Street, Old Nashville Highway, and Nissan Drive). The Sam Davis Home, located in the vicinity of downtown Smyrna, is the only site officially designated on the National Register of Historic Places. However, there are several significant places of historic value also located in the town including: Cheney-Tucker House (a National Register Property), Gregory Mill, Mount Zion Missionary Baptist Church, Nice's Mill, Old Smyrna Presbyterian Church, Sewart Air Force Base, Smyrna United Methodist Church, and the Train Depot.

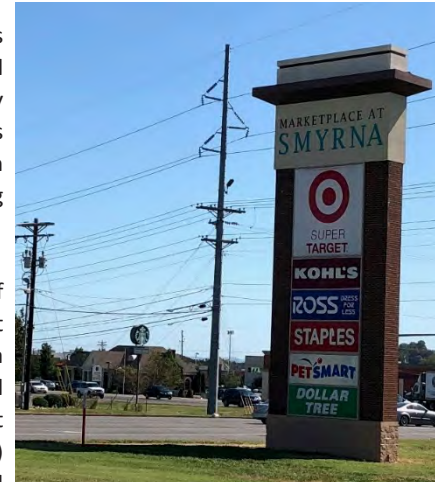
The largest concentration of office medical is in proximity of the Stonecrest Medical Center, near the I-24 and Sam Ridley Parkway interchange. Single and multiple office buildings on individual lots served by large surface parking areas characterize these areas. Clustering of these similar types of uses is common near medical facilities, especially along the major arterials. The majority of these areas are concentrated on Sam Ridley Parkway between the I-24 interchange and Old Nashville Highway. High-density residential is also located near the commercial areas, most often in the form of apartment complexes, along Nissan Drive north of Lee Victory Parkway and along Sam Ridley Parkway East of I-24.



EXISTING ZONING

Zoning is the process of dividing land in a municipality into zones in which certain land uses are permitted. Zoning regulations affect the location of types of business and residential developments. It is a tool meant to encourage efficient and equitable as well as environmentally conscious and sustainable development. The Town of Smyrna has over twenty different zones within its Town limits, including a few overlay districts that offer more specific guidance in certain areas (see Existing Zoning Map) described in great detail in the Smyrna Town Zoning Ordinance.

As illustrated in the Existing Zoning Map, most of the zones are residential, shown in a range of yellow to orange shades denoting the density of residential development allowed. In all, most of the Town is zoned as residential. R-1 Low Density Residential is the least dense allowing a minimum lot size of 15,000 square feet (.34 acres) while R-6 is characterized by residential structures containing a multiple number of dwelling units. There are also a couple of light green Planned Unit Development (PUD) zones and Planned Residential Development (PRD) districts. As described in the Smyrna Zoning Ordinance, the Residential Districts established by this ordinance are designed to, “promote and protect public health, safety, comfort, convenience, prosperity, and other aspects of the general welfare.” These zones are located throughout except for commercial areas along Sam Ridley Parkway, US 41 (Lowry Street), and at the intersection of Lee Victory Parkway and I-24 where residential is limited to R-6 and higher density.



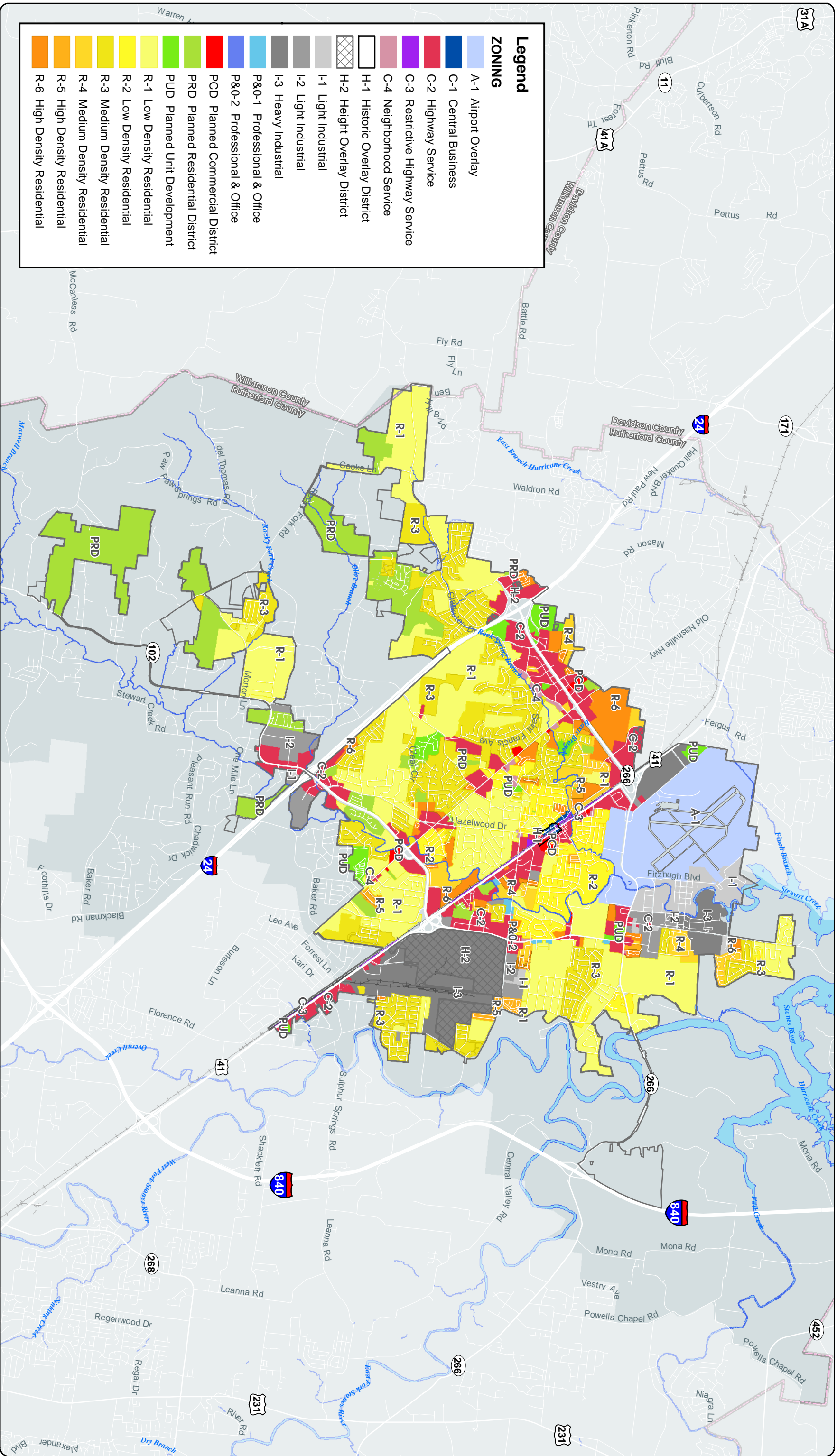
Commercial Districts established by the zoning ordinance include C-1 Central Business District, C-2 Highway Service, C-3 Restrictive Highway Service, and C-4 Neighborhood Service and are displayed as blue, magenta, and purple. Planned Commercial Districts are shown in red. These districts are concentrated along Sam Ridley Parkway, US 41 (Lowry Street), and at the intersections of Lee Victory Parkway/Old Nashville Highway and Lee Victory Parkway/I-24. There are C-2 and C-4 parcels along Old Nashville Highway near Enon Springs West Road. Commercial districts are meant to be located in appropriate proximity to established residential areas and offer local retail and service trades to residents.

Industrial zones are suitably focused near the Nissan manufacturing plant and the Smyrna Airport with additional pockets of I-2 and I-1 at the I-24/Almaville Road interchange. There are two light industrial districts (I-1 and I-2) and a heavy industrial district (I-3). In general, industrial districts are designed for intensive uses and to provide sufficient area, in appropriate locations, to meet the needs of Smyrna's expected economic expansion for all types of distributive, manufacturing, and related activities. With the nature of industrial uses, it is of particular importance to provide for the separation of these uses to protect adjacent residential and commercial areas from offensive noise, vibration, odorous matter, heat, humidity, glare, and other objectionable influences that may occur.

There is a separate Airport District (A-1) with specific guidelines and restrictions that pertain to the unique nature of the Smyrna airport use. Also, there is a height overlay district designed to provide building height guidelines in locations that exceed the height limits.

Professional and Office Districts are shown in light blue and limited to a few areas along Enon Springs Road East, east of Lowry Street. This district is designed to provide areas for medical, personal services, financial services as well as professional offices.

An appropriate mix of uses and zones is important for the successful development of the Town of Smyrna. This offers residents the ability to live, work and play within the study area, creating a sense of community and ownership. Zoning is a tool to encourage sustainable land use that will complement the infrastructure. It also allows the preservation of important natural and historically significant areas and helps create meaningful, smart, and cohesive development. It is a set of regulations meant to be consistently and equitably implemented, but also be adaptive to changing conditions, as deemed fit by local government and citizens to help protect property values by keeping incompatible uses separated, prevent overcrowding of land by limiting the size and amount of structures and parcels, and attracting quality development by ensuring sound site and building design that is compatible with their surroundings.



LAND USE: FUTURE LAND USE PLAN, POLICIES, & MAP

This section provides the Future Land Use Map and Future Land Use Policies for development and redevelopment throughout the Town of Smyrna. To achieve the vision of this plan, this section establishes the overall policies for the Town's residents, decision-makers, property owners, business owners, Town Staff, and all stakeholders to use in future land use decisions. These policies are meant as a policy guide for all rezonings, changes in use, and capital improvements for the Town of Smyrna. The Future Land Use Section of this Plan is built around the planning concept of Character Areas. Each Character Area utilized by this Plan is based on a generalized area similar in existing development pattern and context, as well as looking towards what the area should become as a result of the goals and policy contained in this Plan.

CHARACTER AREAS

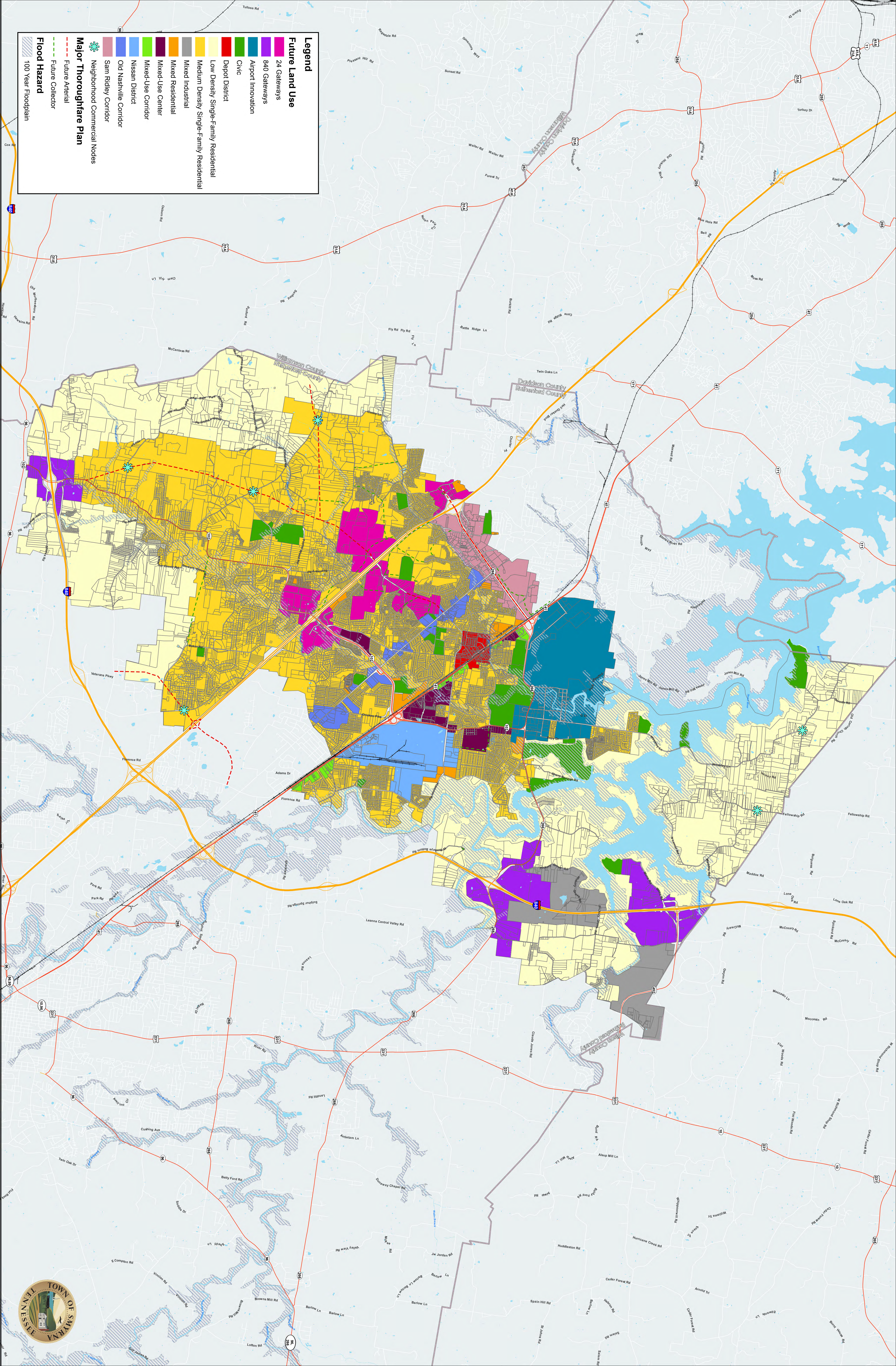
Character Area-based planning focuses on creating a built environment that is cohesive in geographic areas throughout a community. Character area planning places an emphasis on sustaining or reinventing the way an area looks and how it functions, based on the context of a given area. This Plan contains policies and tailored strategies that apply to each area, with the goal of enhancing the existing character or promoting a desired character for the future. Character Areas define areas that presently have unique or special characteristics that need to be preserved, have potential to evolve into unique areas, or require special attention because of unique development issues.

The Character Areas in this Plan are both reflective of the existing development pattern within the Town, but also forward-looking at redevelopment and new development possibilities. Fourteen Character Areas are identified along this range of development and are shown in the figure, according to the predominant land use category: Residential, Mixed Use, or Industrial.

Residential/Civic	Mixed Use	Industrial/Office
<ul style="list-style-type: none"> • Low Density Single Family Residential • Medium Density Single Family Residential • Mixed Residential • Civic 	<ul style="list-style-type: none"> • Depot District • Mixed Use Center • Mixed Use Corridor • Old Nashville Corridor • Sam Ridley Corridor • 24 Gateways • 840 Gateways 	<ul style="list-style-type: none"> • Airport Innovation • Nissan • Mixed Industrial

FUTURE LAND USE MAP AND CHARACTER AREA POLICIES

Each Character Area is organized into a Policy Chart that is meant to provide the review and guidance for land use policy decisions throughout the Town and, if an annexation occurs, within the Town's Urban Growth Boundary. The Character Area Chart corresponds to the Future Development Map through the geographic depiction of the Character Areas. The Charts and Map are designed to be used in tandem.



Smyrna Comprehensive Plan

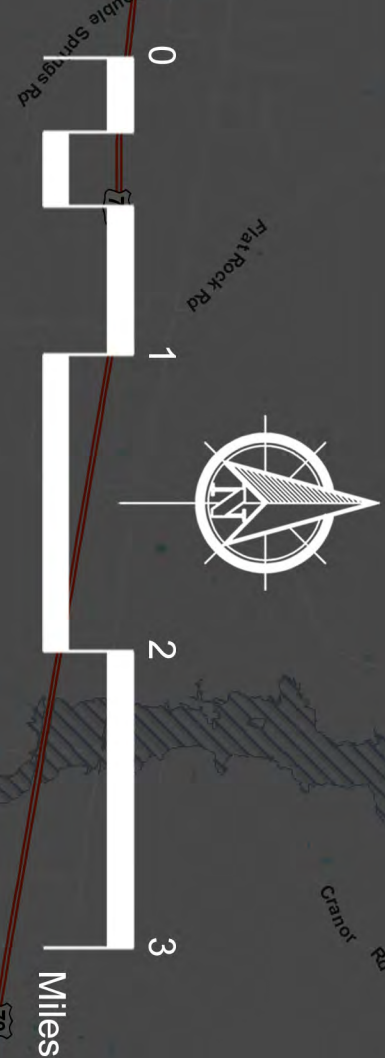
Future Land Use

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Volkert



LOW DENSITY SINGLE FAMILY RESIDENTIAL

CHARACTER AREA POLICY	
LOW DENSITY SINGLE FAMILY RESIDENTIAL	<p>CHARACTER:</p> <p>THIS RESIDENTIAL CHARACTER AREA CONSISTS OF PRIMARILY RESIDENTIAL DEVELOPMENT AT A LOW DENSITY/DWELLING UNITS PER ACRE, WITH A TYPICAL MINIMUM LOT SIZE RANGING FROM 15,000-12,000 SQUARE FEET THAT ENSURE A FEELING OF OPEN SPACE. SUBDIVISIONS IN THIS CHARACTER AREA ALLOW A GROSS DENSITY OF UP TO 3 SINGLE-FAMILY DWELLING UNITS PER ACRE.</p>
	<p>CIVIC, RELIGIOUS, OR OTHER USES THAT MAY BE NONRESIDENTIAL, BUT ARE PERMITTED AS A SPECIAL EXCEPTION SHOULD RESPECT THE RESIDENTIAL CHARACTER OF THIS AREA, WHILE PROVIDING ARCHITECTURAL INTEREST. NEW DEVELOPMENT SHOULD CREATE NEIGHBORHOODS WITH A SENSE OF IDENTITY AND PLACE, WHILE RESPECTING BOTH THE NATURAL ENVIRONMENT AND BLENDING WITH EXISTING, SURROUNDING NEIGHBORHOODS.</p>
	<p>APPROPRIATE ZONING CATEGORY AND USES</p> <p>R-1 LOW DENSITY RESIDENTIAL, R-2 LOW-DENSITY RESIDENTIAL, PUD PLANNED UNIT DISTRICT, PRD PLANNED RESIDENTIAL DISTRICT.</p>
	<p>INFRASTRUCTURE:</p> <p>LOW DENSITY RESIDENTIAL DEVELOPMENT SHOULD FOLLOW EXISTING SERVICE AREAS FOR WATER AND WASTEWATER OR BE PLANNED IN TANDEM WITH THE TOWN'S PLANNED SERVICE EXPANSION AREAS. NEW SERVICE OR EXTENSIVE REDEVELOPMENT OF EXISTING SERVICES SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.</p>
	<p>DESIGN AND CONTEXT PRINCIPLES:</p> <p>NEW DWELLINGS AND STRUCTURES SHOULD COMPLEMENT AND AID IN ESTABLISHING THE RESIDENTIAL CHARACTER OF THE AREA AND PROVIDE HOUSING CHOICES FOR THE COMMUNITY. NEW DEVELOPMENTS OR REDEVELOPMENTS SHOULD INCLUDE A MIX OF ARCHITECTURAL STYLES, WHILE ALSO BLENDING WITH EXISTING, ADJACENT DEVELOPMENT PATTERNS AND LOT SIZES. OPEN SPACE PRESERVATION IS ENCOURAGED THROUGH THE USE OF PUD OR CLUSTERING/ALTERNATIVE LOT LAYOUT AND DESIGN THROUGH CONVENTIONAL ZONING.</p> <p>ANY NONRESIDENTIAL STRUCTURES THAT ARE PERMITTED AS A SPECIAL EXCEPTION SHOULD BE DESIGNED TO FIT THE RESIDENTIAL CHARACTER OF THIS AREA AND SHOULD BE LOCATED ALONG ARTERIAL OR COLLECTOR ROADWAYS. PARKING AREAS SHOULD BE SCREENED/BUFFERED FROM ANY ADJOIN RESIDENTIAL USES.</p>

The intent of this Character Area is to enhance and preserve existing low density single family residential neighborhoods and create new, similar residential neighborhoods.

CHARACTER AREA CONTEXT:

The Low Density Single Family Residential Character Area is characterized by exclusive residential development and neighborhoods, with limited, intermixed and compatible governmental and/or civic uses, as permitted as special exceptions. The general development pattern is defined by a single, residential use on individual lots. Street networks are typically defined by a grid of streets or curvilinear streets, depending on topography and site conditions, and includes moderate distances between intersections. Buildings have deep to moderate setbacks, depending on the underlying zoning district, and use the building structure or landscaping to frame the street. Roadway typical sections are generally local roads, although, since this character area covers broad areas of the Town, specific guidance can be found related to proposed functional classification map in the Town's Major Thoroughfare Plan. Green space is largely incorporated on individual lots, but neighborhood and community parks should be located within and near neighborhoods to enhance the quality of life of residents.



FUTURE DEVELOPMENT DESCRIPTION:

Future development should emphasize interconnectivity, design diversity for future housing, and a mixture of lot sizes, within the acceptable zoning districts. Additionally, new development should create a pedestrian-friendly environment by adding sidewalks and/or creating other pedestrian-friendly multiuse paths in order to link current and future neighborhoods and major destinations such as the Library, community centers, health facilities, personal services, commercial clusters, parks, schools, or other such uses.

PRIMARY FUTURE USES

MOST APPROPRIATE:

Low Density Single family detached residential uses are the most appropriate use in this Character Area.

APPROPRIATE, WITH RESTRICTIONS:

Governmental, Religious, and/or Civic Uses such as places of worship, schools, low impact governmental services, community centers, parks, or other passive recreational (including greenways and trails) are typically only appropriate if they are compatible with surrounding residential development and are located on a Collector or Arterial street.

MEDIUM DENSITY SINGLE FAMILY RESIDENTIAL

CHARACTER AREA POLICY

MEDIUM DENSITY SINGLE FAMILY RESIDENTIAL

CHARACTER:

THIS RESIDENTIAL CHARACTER AREA CONSISTS OF RESIDENTIAL DEVELOPMENT THAT INCLUDE QUALITY NEIGHBORHOODS AND HOUSING OPTIONS FOR THE COMMUNITY AT MEDIUM DENSITY PER ACRE, WITH A WIDER RANGE OF TYPICAL LOT SIZES, RANGING FROM 15,000 TO 5,000 SQUARE FEET. SUBDIVISIONS IN THIS CHARACTER AREA ALLOW A GROSS DENSITY OF UP TO 5 SINGLE-FAMILY DWELLING UNITS PER ACRE.

CIVIC, RELIGIOUS, OR OTHER USES THAT MAY BE NONRESIDENTIAL, BUT ARE PERMITTED AS A SPECIAL EXCEPTION SHOULD RESPECT THE RESIDENTIAL CHARACTER OF THIS AREA, WHILE PROVIDING ARCHITECTURAL INTEREST. NEW DEVELOPMENT SHOULD BE DESIGNED TO CREATE NEIGHBORHOODS WITH A SENSE OF IDENTITY AND PLACE, AVOIDING MONOTONOUS DESIGN, AND INCLUDE PEDESTRIAN FACILITIES AND COMMUNITY AMENITIES TO PROVIDE OPEN SPACE THROUGHOUT THE COMMUNITY.

APPROPRIATE ZONING CATEGORY AND USES

R-1 LOW DENSITY RESIDENTIAL, R-2 LOW-DENSITY RESIDENTIAL, R-3 MEDIUM-DENSITY RESIDENTIAL, R-4 MEDIUM-DENSITY RESIDENTIAL, PUD PLANNED UNIT DISTRICT, PRD PLANNED RESIDENTIAL DISTRICT

INFRASTRUCTURE:

LOW DENSITY RESIDENTIAL DEVELOPMENT SHOULD FOLLOW EXISTING SERVICE AREAS FOR WATER AND WASTEWATER OR BE PLANNED IN COORDINATION WITH THE TOWN'S PLANNED SERVICE EXPANSION AREAS. NEW SERVICE OR EXTENSIVE REDEVELOPMENT OF EXISTING SERVICES SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.

DESIGN AND CONTEXT PRINCIPLES:

NEW DWELLINGS AND STRUCTURES SHOULD AID IN ESTABLISHING THE RESIDENTIAL CHARACTER OF THE AREA AND PROVIDE HOUSING CHOICES FOR THE COMMUNITY. SINCE THIS CHARACTER AREA INCLUDES MORE DENSITY AND SMALLER LOT SIZES, SUBDIVISIONS OF 20 LOTS OR MORE SHOULD INCLUDE VARIATIONS IN HOUSING STYLES TO AVOID A MONOTONOUS DEVELOPMENT PATTERN. OPEN SPACE PRESERVATION IS ENCOURAGED THROUGH THE USE OF PUD OR CLUSTERING/ALTERNATIVE LOT LAYOUT AND DESIGN THROUGH CONVENTIONAL ZONING.

ANY NONRESIDENTIAL STRUCTURES THAT ARE PERMITTED AS A SPECIAL EXCEPTION SHOULD BE DESIGNED TO FIT THE RESIDENTIAL CHARACTER OF THIS AREA. PARKING AREAS SHOULD BE SCREENED/BUFFERED FROM ANY ADJOINING RESIDENTIAL USES.

The intent of this Character Area is to enhance and preserve existing single family residential neighborhoods and create new, similar residential neighborhoods that will improve the quality of life in Smyrna by increasing the housing supply.

CHARACTER AREA CONTEXT:

The Medium Density Single Family Residential Character Area is characterized by low and medium density single family detached residential development and neighborhoods with smaller lot sizes and more density, with limited, intermixed and compatible governmental and/or civic uses, as permitted as special exceptions. The general development pattern is defined by a single use activity on individual lots. Street networks are typically defined by a grid of streets or curvilinear streets, depending on topography and site conditions, and includes moderate distances between intersections. Buildings have moderate setbacks and use the building structure or landscaping to frame the street. Roadway typical sections are generally local roads, although, since this character area covers broad areas of the Town, specific guidance can be found related to proposed functional classification map in the Town's Major Thoroughfare Plan. Green space is largely incorporated on individual lots, but neighborhood and community parks should be located within and near neighborhoods to enhance the quality of life of residents.

FUTURE DEVELOPMENT DESCRIPTION:

Future development should emphasize interconnectivity, design diversity of new housing, and a mixture of lot sizes, within the acceptable zoning districts. Additionally, new development should create a pedestrian-friendly environment by adding sidewalks and/or creating other pedestrian-friendly multiuse paths in order to link current and future neighborhoods and major destinations such as the Library, community centers, health facilities, personal services, commercial clusters, parks, schools, or other such uses.

PRIMARY FUTURE USES

MOST APPROPRIATE:

Medium Density Single family detached residential uses are the most appropriate use in this Character Area.

APPROPRIATE, WITH RESTRICTIONS:

Governmental, Religious, and/or Civic Uses such as places of worship, schools, low impact governmental services, community centers, parks, or other passive recreational (including greenways and trails) are appropriate only if they are compatible with surrounding residential development and are located on a Collector or Arterial street.

MIXED RESIDENTIAL

CHARACTER AREA POLICY	
MIXED RESIDENTIAL	<p>CHARACTER:</p> <p>THE INTENT OF THE MIXED RESIDENTIAL CHARACTER AREA IS TO ENHANCE AND CREATE NEIGHBORHOODS THAT CONTAIN A MIXTURE OF RESIDENTIAL TYPES, LOT SIZES, AND HOUSING CHOICES FOR THE COMMUNITY. THESE NEIGHBORHOODS AND DEVELOPMENTS SHOULD BE DESIGNED IN ORDER TO ENHANCE THE COMMUNITY AND TO PROVIDE RESIDENTS OF SMYRNA WITH A SAFE AND SOUND PLACE TO LIVE. THESE AREAS ARE LOCATED TO PROVIDE TRANSITIONS TO OTHER ADJACENT CHARACTER AREAS.</p>
	<p>APPROPRIATE ZONING CATEGORY AND USES</p> <p>R-3 MEDIUM-DENSITY RESIDENTIAL, R-4 MEDIUM-DENSITY RESIDENTIAL, R-6 HIGH DENSITY RESIDENTIAL, PRD PLANNED RESIDENTIAL DISTRICT</p>
	<p>INFRASTRUCTURE:</p> <p>DEVELOPMENTS WITHIN THIS CHARACTER AREAS SHOULD PRIMARILY FOLLOW EXISTING SERVICE AREAS FOR WATER AND WASTEWATER OR BE PLANNED IN CONJUNCTION WITH THE TOWN'S PLANNED SERVICE EXPANSION AREAS. NEW SERVICE OR EXTENSIVE REDEVELOPMENT OF EXISTING SERVICES SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.</p>
	<p>DESIGN AND CONTEXT PRINCIPLES:</p> <p>NEW DWELLINGS AND STRUCTURES SHOULD AID IN ESTABLISHING THE RESIDENTIAL CHARACTER OF THE AREA AND SHOULD INCLUDE A MIX OF HOUSING CHOICES AND ARCHITECTURAL STYLES. NEW MEDIUM DENSITY SINGLE FAMILY DEVELOPMENTS SHOULD INCLUDE A MIX OF ARCHITECTURAL STYLES, WHILE ALSO BLENDING WITH EXISTING, ADJACENT DEVELOPMENT PATTERNS. NEW MULTIFAMILY BUILDINGS SHOULD BE DESIGNED TO BE COMPATIBLE WITH THE EXISTING SCALE AND CONTEXT OF THE ADJOINING PROPERTIES. MASTER PLANNED DEVELOPMENTS ARE ENCOURAGED TO ACHIEVE A UNIFIED SITE DESIGN FOR ANY NEW DEVELOPMENTS IN A MIXED RESIDENTIAL CHARACTER AREA. NEW MULTIFAMILY DEVELOPMENTS SHOULD INCORPORATE COMMUNITY ENHANCEMENTS, INCLUDING: PEDESTRIAN WALKWAYS AND CONNECTIONS, STREETScape ELEMENTS, ORIENTING PRIMARY ENTRANCES TOWARDS THE PRIMARY STREET, AND THE INCLUSION OF AMENITIES ON THE SITE. MULTIFAMILY BUILDINGS SHOULD NOT EXCEED 3 STORIES IN HEIGHT. GARAGES OR STORAGE/ACCESSORY BUILDINGS ARE ENCOURAGED TO BE SITED TO MINIMIZE THEIR VISIBILITY, DEPENDING ON SITE CONTEXT AND PER LOCAL DETERMINATION OF THE PLANNING COMMISSION AND/OR TOWN COUNCIL.</p>

The intent of this Character Area is to enhance and create neighborhoods that contain a mixture of residential types and lot sizes. These neighborhoods provide residents of Smyrna with a safe and sound place to live. These neighborhoods will also contribute to the quality of life in the Town by incorporating high-quality site and architectural designs to increase the sense of place and by creating a more interconnected community.

CHARACTER AREA CONTEXT:

The Mixed Residential Character Area is characterized by residential development and neighborhoods, with intermixed and compatible civic uses. The general development pattern is defined by a single use activity on individual lots with a mixture of lot sizes, with typically shallow setbacks. Street networks are defined by linear streets with moderate or short distances between intersections. Roadway typical sections are generally local roads, although, since this character area covers broad areas of the Town, specific guidance can be found related to proposed functional classification map in the Town's Major Thoroughfare Plan. Green space is largely incorporated on individual lots, but pocket and community parks should be located within neighborhoods to enhance the quality of life.



FUTURE DEVELOPMENT DESCRIPTION:

Future development should focus on context-responsive in-fill development that emphasizes connectivity and housing diversity. Additionally, new development or redevelopment should aid in the creation an interconnected pedestrian-friendly environment by adding sidewalks and/or creating other pedestrian-friendly multi-use trail/bike routes linking current and future neighborhoods and major destinations such as the Library, neighborhood centers, parks, schools, or other such uses.

PRIMARY FUTURE USES

MOST APPROPRIATE:

Single Family detached and attached, as well as Multifamily residential uses are the most appropriate use in this Character Area. Duplexes are appropriate, but should not be concentrated within a neighborhood. Multifamily residential should respect any neighboring single-family residential areas and blend into established site context.

Governmental, Religious, and Civic Uses such as places of worship, schools, governmental services, community centers, parks, or other recreational uses (including greenways and trails) are appropriate only if they are compatible with surrounding residential development and are located on a Collector or Arterial street. Home offices and Live/Work dwelling units are acceptable, but under limited circumstances, so not as to disrupt the primary residential nature of this Character Area.

Mobile Homes are most appropriate in existing mobile home parks. New additions to these parks or the creation of new mobile home parks should be carefully considered by Staff and the Planning Commission and as regulated as per Article IV, Section 4.090 of the Zoning Ordinance.

CIVIC

CHARACTER AREA POLICY	
CIVIC	CHARACTER: THIS CHARACTER AREA NOTES LAND THAT IS CURRENTLY DEVELOPED AND USED FOR GOVERNMENTAL OR EDUCATIONAL USES.

The Civic Character Area is to provide essential community facilities within the Town and is to be used for governmental uses throughout the community. Where feasible, new governmental buildings should be designed in keeping with the surrounding built environment and development pattern.

DEPOT DISTRICT

CHARACTER AREA POLICY	
DEPOT DISTRICT	<p>CHARACTER:</p> <p>THE DEPOT DISTRICT IS THE TOWN CENTER AND COMMUNITY CORE FOR SMYRNA. THE DEVELOPMENT PATTERN IS ESTABLISHED, BUT THERE ARE SEVERAL UNDER- OR UN-DEVELOPED TRACTS WITHIN THE CHARACTER AREA. CHANGES TO THE AREA ARE LIKELY AND ENCOURAGED AS DEVELOPMENT AND REDEVELOPMENT OCCURS. SINCE THIS IS THE TOWN'S CORE AND CENTER, NEW DEVELOPMENT AND REDEVELOPMENT SHOULD FOCUS ON A MIX OF USES AND SERVICES THAT ARE MORE URBAN IN LOT SIZES AND SETBACKS. RETAIL, RESTAURANT, OFFICE, AND ATTACHED RESIDENTIAL AND MULTIFAMILY RESIDENTIAL USES ARE PARTICULARLY APPROPRIATE FOR THIS AREA.</p>
	<p>APPROPRIATE ZONING CATEGORY AND USES</p> <p>C-1 CENTRAL BUSINESS, C-4 NEIGHBORHOOD SERVICE, PRD PLANNED RESIDENTIAL DISTRICT, PCD PLANNED COMMERCIAL DISTRICT</p>
	<p>INFRASTRUCTURE:</p> <p>EXISTING UTILITY SERVICES IN THE AREA SHOULD BE ADEQUATE FOR ANY PLANNED DEVELOPMENTS OR REDEVELOPMENTS.</p>
	<p>DESIGN AND CONTEXT PRINCIPLES:</p> <p>THIS CHARACTER AREA REPRESENTS THE TOWN CENTER OF SMYRNA. THEREFORE, THE DESIGN AND CONTEXT SHOULD BE MORE REFLECTIVE OF THE MOST URBAN DEVELOPMENT IN THE TOWN. THIS INCLUDE SHORT SETBACKS, SMALL LOT SIZES, AND COMPLEMENTARY MIXED USES. NEW DEVELOPMENTS SHOULD INCLUDE A MIX OF ARCHITECTURAL STYLES. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS WITH ARCHITECTURAL DETAILS AND FEATURES. PARKING SHOULD BE LOCATED TO THE SIDE OR BEHIND BUILDINGS AND MITIGATED BY LANDSCAPING.</p>
	<p>ALL DEVELOPMENT IN THIS CHARACTER AREA SHALL ALSO FOLLOW THE DOWNTOWN MASTER PLAN. THE RECOMMENDATIONS AND POLICIES WITHIN THAT PLAN ARE INCORPORATED INTO THIS COMPREHENSIVE PLAN UPDATE, BY REFERENCE.</p>

THE INTENT OF THE DEPOT DISTRICT IS TO ENHANCE THE TOWN'S URBAN CORE

CHARACTER AREA CONTEXT:

The Depot District Character Area is characterized by a compatible mixture of commercial, office, civic, and residential uses that help form the most urban center of the community. The general development pattern is reflective of a true mixed use town center. This Character Area is considered to be an area of change, meaning that redevelopment should be encouraged and incremental site improvements, such as landscaping or architectural improvements, are envisioned as the most likely process for overall redevelopment. Buildings have short to moderate setbacks and use the building structure and landscaping to frame the street. Parking should be located to the rear- and side- of all buildings to create a more urban built environment. On street- and angled parking may be appropriate in larger, master-planned developments. All parking should be considered part of the streetscape and site that contributes to the urban context of this area. Therefore, landscaping, tree islands, street trees, and street furniture should be part of any proposed developments or redevelopments. Green space is characterized by streetscapes, greenways, and community parks.

STREETSCAPE DESCRIPTION:

The proposed MUC street section from the Lowry Street Revitalization Plan shall govern streetscape within this Character Area.

FUTURE DEVELOPMENT DESCRIPTION:

Future development and redevelopment should emphasize access control, connectivity, and architecturally interesting development to continue the process of activating this area as a town center. As noted, this area is designed to be the most urban area of the Town and to include a compatible mixture of uses to achieve this level of development.

This character area contains the “heart” of Town and the development in this area should reflect both a crossroads and a town center. The built environment should be designed to reflect a true sense of place and not just reflective of a generic development in order to cultivate an active and lively urban environment. Master Planned developments are encouraged in this character area to ensure a more intensively level of detail is provided during the development process. The vision of the Lowry Street Revitalization Plan is incorporated into this character area and should help guide all development within this area. Street trees, landscaping, pedestrian mobility options, and community supported commercial design standards will aid in the redevelopment of this corridor.

All development in this character area should comply with the plan policies of the Lowry Street Revitalization Overlay Plan and the Downtown Master Plan.

PRIMARY FUTURE USES

MOST APPROPRIATE:

The Depot District Character Area is open to a wide range of primary future uses. Planned Multifamily Residential, Commercial, Retail, Restaurant, Office, and Hospitality uses are the most appropriate uses within the town center.

NOT APPROPRIATE:

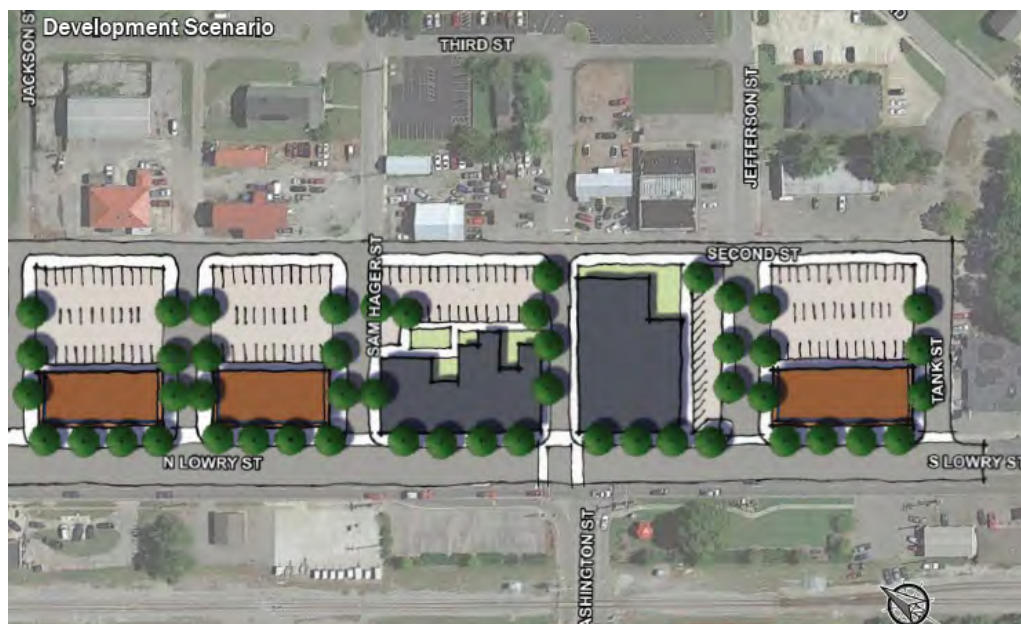
New auto-oriented uses, such as gas stations or similar uses that are dependent on quick trips should be located in other Character Areas within the Town that support and are designed for such uses.

SITE DESIGN:

All uses in the Depot District should be developed or redeveloped in conjunction with Access Management requirements and should incorporate multimodal transportation elements, including sidewalks, multiuse paths, and landscaping/streetscape elements.

To help establish a vision for the overall development of this Character Area, a revitalization plan was created to help show, conceptually, how development should occur, over time. This vision imagines the area from a master planned, conceptual vantage. The vision plan is merely provided for property owners and community stakeholder to image, “What if...”

Architectural and site design elements are essential to aid in the creation of a town center for the Town. A principal objective for this Character Area is to create spaces throughout the area to redefine this area as a town center for Smyrna that allows for places for the community to gather, to shop, to dine, and to call home. If successful, it will reinforce a sense of community identity and spirit, grow the tax base, and integrate spaces for community events.



MIXED USE CENTER

CHARACTER AREA POLICY

MIXED USE CENTER

CHARACTER:

THE MIXED USE CENTER CHARACTER AREA FUNCTIONS AS A TRANSITIONAL AREA BETWEEN EXISTING USES AND DEVELOPMENT PATTERNS. THE INTENT OF THIS CHARACTER AREA IS TO BE FLEXIBLE AND ACCOMMODATING TO DEVELOPMENT AND REDEVELOPMENT, WHILE FITTING NEW DEVELOPMENT INTO THE TOWN'S OVERALL CHARACTER. THE DEVELOPMENT PATTERN IN THESE AREAS IS EVOLVING. CHANGES TO THE AREA ARE LIKELY AND ENCOURAGED AS DEVELOPMENT AND REDEVELOPMENT OCCURS.

SINCE THESE AREAS ARE LOCATED ALONG MAJOR CORRIDORS AND ARE ADJACENT TO A VARIETY OF OTHER EXISTING LAND USES, IT IS APPROPRIATE FOR A WIDE RANGE OF USES AND BUILDING TYPES. NEW DEVELOPMENT SHOULD FOCUS ON A MIX OF USES AND SERVICES. RETAIL, RESTAURANT, AND ATTACHED RESIDENTIAL USES ARE PARTICULARLY APPROPRIATE FOR THIS AREA.

APPROPRIATE ZONING CATEGORY AND USES

C-2 GENERAL COMMERCIAL, PRD PLANNED RESIDENTIAL DISTRICT, PCD PLANNED COMMERCIAL DISTRICT

INFRASTRUCTURE:

EXISTING UTILITIES SERVICE IN THE AREA SHOULD BE ADEQUATE FOR ANY PLANNED DEVELOPMENTS OR REDEVELOPMENTS. NEW SERVICE AREAS OR EXTENSIVE REDEVELOPMENT THAT IMPACTS EXISTING SERVICES SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.

DESIGN AND CONTEXT PRINCIPLES:

THIS CHARACTER AREA INCLUDES REDEVELOPMENT OPPORTUNITIES IN AREAS BETWEEN EXISTING LAND USES, DEVELOPMENT PATTERNS, AND ZONING DISTRICTS. THEREFORE, THE DESIGN AND CONTEXT SHOULD BE FLEXIBLE IN PROVIDING APPROPRIATE INFILL DEVELOPMENT THAT WORKS TO IMPROVE THE BUILT ENVIRONMENT. THIS INCLUDES DEVELOPMENTS WITH A VARIETY OF SETBACKS, LOT SIZES, AND COMPLEMENTARY MIXED USES. NEW DEVELOPMENTS SHOULD INCLUDE A MIX OF ARCHITECTURAL STYLES. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS WITH ARCHITECTURAL DETAILS AND FEATURES. PARKING FOR NONRESIDENTIAL USES SHOULD BE SUBORDINATE TO THE BUILDING AND MITIGATED BY LANDSCAPING. PEDESTRIAN CONNECTIONS SHOULD BE ENCOURAGED TO CREATE A SAFE AND WELCOMING WALKING OR BIKING ENVIRONMENT.

ALL DEVELOPMENT THAT IS ALSO WITHIN THE LIMITS OF THE LOWRY STREET REVITALIZATION PLAN SHALL ALSO FOLLOW THE RECOMMENDATIONS AND POLICIES OF THAT PLAN, WHICH ARE INCORPORATED INTO THIS COMPREHENSIVE PLAN UPDATE, BY REFERENCE.

The intent of this Character Area is to enhance and promote areas appropriate for a neighborhood-scale mixture of compatible and complementary residential and nonresidential uses. These areas are not intended for large-scale highway commercial or regional shopping type uses. These areas are intended to be smaller pockets of personal service or convenience commercial type uses in close proximity to residential uses. These areas improve the quality of life for residents in Smyrna by providing a vibrant neighborhood, with a compatible mixture of residential uses, with small scale commercial and/or office uses.

CHARACTER AREA CONTEXT:

The Mixed Use Character Area is characterized by a mix of residential, small-scale commercial, and low-impact office uses. These neighborhoods are intermixed with compatible governmental, religious, and/or civic uses. The general development pattern is largely urban and can generally be defined by single- and multi-use activity on small to medium lot sizes, depending on the surrounding development pattern. Street networks and intersections are defined by site context. Buildings have short to moderate setbacks and use the building structure or landscaping to frame the street. Green space is characterized by streetscapes, greenways, and community parks.

STREETSCAPE DESCRIPTION:

The proposed MUD street section from the Lowry Street Revitalization Plan shall govern streetscape within this Character Area.

FUTURE DEVELOPMENT DESCRIPTION:

Future development and redevelopment should emphasize access control, connectivity, and context-responsive development. All development should be neighborhood-scale of 1 to 2 stories, while designed to be sensitive to surrounding residential uses. Buffering and transitional features should be employed on nonresidential uses to ensure that the neighborhood-scale development pattern is consistent with surrounding neighborhoods. Additionally, new development should create a pedestrian-friendly environment by adding sidewalks and/or creating other pedestrian-friendly multi-use trail/bike routes in order to link current and future neighborhoods.

All development in this character area should comply with the plan policies of the Lowry Street Revitalization Overlay Plan.

PRIMARY FUTURE USES

MOST APPROPRIATE:

This Character Area is open to a mixture of primary future uses with the primary function being the creation of neighborhood and corridor commercial nodes that provide personal services and necessary goods to the residential uses nearby.

Planned Residential, Office, Commercial, and Civic are all appropriate, depending on surrounding development pattern and site context.

SITE DESIGN:

The context of the Mixed Use Character Area should be reflective and complementary of the surrounding residential uses. All uses within this Character Area should be developed or redeveloped in conjunction with Access Management requirements, and should incorporate multimodal transportation elements in order to make for a walkable environment. Landscape should be fully incorporated into any new site plans in order to both provide buffering from any use incompatibilities (such as office or commercial uses adjacent to residential uses) and to provide screening from nonresidential site elements (such as parking lots, dumpsters, and loading zones).



MIXED USE CORRIDOR

CHARACTER AREA POLICY	
MIXED USE CORRIDOR	<p>CHARACTER:</p> <p>THE MIXED USE CORRIDOR REPRESENTS HIGHWAY COMMERCIAL TYPE USES ALONG MAJOR CORRIDORS WITHIN SMYRNA. THE DEVELOPMENT PATTERN IS ESTABLISHED, BUT WILL CONTINUE TO EVOLVE AS A PRIMARY MIXED COMMERCIAL CORRIDOR THAT PROVIDES A MARKET AND SERVICE OPPORTUNITIES TO THE COMMUNITY. CHANGES TO THE AREA ARE LIKELY AND ENCOURAGED AS DEVELOPMENT AND REDEVELOPMENT OCCURS. SINCE THIS IS A MIXED COMMERCIAL CORRIDOR, NEW DEVELOPMENT SHOULD FOCUS ON A COMBINATION OF RETAIL USES AND SERVICES THAT PROVIDE MARKETS FOR LOCAL AND REGIONAL CUSTOMERS.</p>
	<p>APPROPRIATE ZONING CATEGORY AND USES</p> <p>C-2 GENERAL COMMERCIAL, C-4 NEIGHBORHOOD SERVICE, PRD PLANNED RESIDENTIAL DISTRICT, PCD PLANNED COMMERCIAL DISTRICT</p>
	<p>INFRASTRUCTURE:</p> <p>EXISTING UTILITIES SERVICE IN THE AREA SHOULD BE ADEQUATE FOR ANY PLANNED DEVELOPMENTS OR REDEVELOPMENTS. NEW SERVICE AREAS OR EXTENSIVE REDEVELOPMENT THAT IMPACTS EXISTING SERVICES SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.</p>
	<p>DESIGN AND CONTEXT PRINCIPLES:</p> <p>THIS CHARACTER AREA REPRESENTS A HIGH ACTIVITY MIXED USE CORRIDOR. THE DESIGN AND CONTEXT SHOULD BE FLEXIBLE TO ACCOMMODATE A RANGE OF USES, WITH AN EMPHASIS ON QUALITY MATERIALS ON FACADES FACING THE CORRIDOR. NEW DEVELOPMENTS SHOULD INCLUDE A MIX OF ARCHITECTURAL STYLES. NONRESIDENTIAL USES SHOULD TRANSITION TO RESIDENTIAL USES AND SCALE. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS WITH ARCHITECTURAL DETAILS AND FEATURES. PARKING SHOULD BE MITIGATED BY LANDSCAPING. LOADING ZONES AND SERVICE AREAS SHOULD BE SCREENED FROM ADJOINING PROPERTIES.</p>
	<p>ALL DEVELOPMENT IN THIS CHARACTER AREA SHALL ALSO FOLLOW THE RECOMMENDATIONS AND POLICIES WITHIN THE LOWRY STREET REVITALIZATION PLAN, WHICH ARE INCORPORATED INTO THIS COMPREHENSIVE PLAN UPDATE, BY REFERENCE.</p>

The intent of the Mixed Use Corridor Character Area is to enhance and improve the built environment along this important commercial corridor for Smyrna and to allow for development and redevelopment along a major transportation corridor.

CHARACTER AREA CONTEXT:

The Mixed Use Corridor is characterized by a mix of high intensity commercial, with some office and residential development. The general development pattern is largely existing, with a mixture of highway commercial uses, as well as some smaller office, hospitality, and other uses. Redevelopment and development along this corridor is expected and should be encouraged. Incremental site improvements, such as landscaping or architectural improvements, are envisioned as a likely process for overall upgrades to the corridor. Buildings have short to moderate setbacks and use the building structure and landscaping to frame the street. Parking is appropriate for no more than two rows along Lowry Street. Large fields of parking are discouraged and should be mitigated with landscaping and tree islands. Green space is limited and generally accessed via pocket parks, community parks, and greenways.

STREETSCAPE DESCRIPTION:

The proposed MUC street section from the Lowry Street Revitalization Plan shall govern streetscape within this Character Area.

FUTURE DEVELOPMENT DESCRIPTION:

Future development and redevelopment should emphasize access control, connectivity, and architecturally interesting development to provide this corridor with a sense of place. As noted, this is a primary commercial and market area for the residents of Smyrna. While this corridor is a major State Route connecting points north and south, the built environment can be designed to reflect a true sense of place and small, incremental upgrades to site elements can achieve this. Street trees, landscaping, and increased pedestrian mobility options.

All development in this character area should comply with the plan policies of the Lowry Street Revitalization Overlay Plan.

PRIMARY FUTURE USES

MOST APPROPRIATE:

The Mixed Use Corridor Character Area is open to a wide range of primary future uses. Planned Residential, Commercial, Personal Services, Office, Medical, and Religious uses are the most appropriate uses throughout the corridor.

NOT APPROPRIATE:

New industrial uses should be located in other Character Areas within the Town that support and are designed for such intensive uses. Existing industrial uses should not expand or add land, but should be relocated to more appropriate areas, as identified by this Plan.

SITE DESIGN:

All uses along Lowry Street should be developed or redeveloped in conjunction with Access Management requirements and should incorporate multimodal transportation elements, including sidewalks, multiuse paths, and landscaping/streetscape elements.



OLD NASHVILLE CORRIDOR

CHARACTER AREA POLICY	
OLD NASHVILLE CORRIDOR	<p>CHARACTER:</p> <p>THE OLD NASHVILLE CORRIDOR IS AN IMPORTANT TRANSPORTATION LINK BETWEEN THE NORTH-SOUTH SIDES OF TOWN. THE INTENT OF THIS CHARACTER AREA IS TO PROVIDE FOR A LOW SCALE, MIXED USE DISTRICT THAT COMPLIMENTS THE EXISTING RESIDENTIAL DEVELOPMENT EXISTING ALONG THIS CORRIDOR. THE DEVELOPMENT PATTERN ALONG OLD NASHVILLE HIGHWAY IS ESTABLISHED, BUT EVOLVING. CHANGES TO THE AREA ARE LIKELY AND ENCOURAGED AS DEVELOPMENT AND REDEVELOPMENT OCCURS. NEW DEVELOPMENT SHOULD FOCUS ON A MIX OF NEIGHBORHOOD SCALE RETAIL USES AND PERSONAL SERVICES THAT PROVIDE MARKETS FOR LOCAL CUSTOMERS. TOWNHOMES, ATTACHED RESIDENTIAL DEVELOPMENT, AND OTHER MULTIFAMILY USES ARE ALSO APPROPRIATE.</p>
	<p>APPROPRIATE ZONING CATEGORY AND USES</p> <p>C-2 GENERAL COMMERCIAL, C-4 NEIGHBORHOOD SERVICE, PRD PLANNED RESIDENTIAL DISTRICT, PCD PLANNED COMMERCIAL DISTRICT</p>
	<p>INFRASTRUCTURE:</p> <p>THE PROPOSED WATER IMPROVEMENTS, AS SHOWN ON THE PROPOSED UTILITIES MAP, SHOULD AID IN SERVICING EXISTING AND PROPOSED NEW DEVELOPMENTS. OTHER EXISTING UTILITIES SERVICES IN THE AREA SHOULD BE ADEQUATE FOR ANY PLANNED DEVELOPMENTS OR REDEVELOPMENTS. NEW SERVICE AREAS OR EXTENSIVE REDEVELOPMENT THAT IMPACTS EXISTING SERVICES SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.</p>
	<p>DESIGN AND CONTEXT PRINCIPLES:</p> <p>THIS CHARACTER AREA REPRESENTS AN ACTIVE CORRIDOR WITH INTERMIXED MEDIUM DENSITY RESIDENTIAL SUBDIVISIONS. THEREFORE, THE DESIGN AND CONTEXT SHOULD BE FLEXIBLE TO ACCOMMODATE A RANGE OF NEIGHBORHOOD SCALE COMMERCIAL AND PERSONAL SERVICE USES, WITH AN EMPHASIS ON QUALITY MATERIALS ON FACADES FACING THE CORRIDOR. ATTACHED RESIDENTIAL USES AND MULTIFAMILY USES ARE APPROPRIATE IN AREAS THAT ACCOMMODATE PROPER TRANSITIONS TO ANY EXISTING RESIDENTIAL NEIGHBORHOODS. NEW DEVELOPMENTS SHOULD INCLUDE A MIX OF ARCHITECTURAL STYLES TO PROVIDE A SENSE OF IDENTITY ALONG THE CORRIDOR. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS WITH ARCHITECTURAL DETAILS AND FEATURES. PARKING SHOULD BE MITIGATED BY LANDSCAPING AND SCREENED FROM EXISTING RESIDENTIAL USES.</p>

The intent of the Old Nashville Highway Corridor Character Area is to enhance and improve the built environment along this evolving residential and commercial corridor for Smyrna and to allow for development and redevelopment along a major transportation corridor.

CHARACTER AREA CONTEXT:

The Old Nashville Highway Corridor includes several large tracts of undeveloped land in this Character Area, and the existing development pattern is anticipated to evolve. This area should develop with a compatible mix of uses, with some retail nodes, as well as extensions of residential development. Master planned development and redevelopment should be encouraged and incremental site improvements, such as landscaping or architectural improvements, are envisioned as the most likely process for overall redevelopment of existing properties in this area.

Buildings have short to moderate setbacks and use the building structure and landscaping to frame the street. Parking is appropriate for no more than two rows along Old Nashville Highway. Large fields of parking are discouraged and should be mitigated with landscaping and tree islands. Green space is limited and generally accessed via pocket parks, community parks, and greenways.



FUTURE DEVELOPMENT DESCRIPTION:

Future development and redevelopment should emphasize access control, connectivity, and master planned development. All development should be neighborhood-scale, while designed to be sensitive to surrounding residential uses. Mixed use neighborhoods are appropriate with buffering and transitional features to ensure that the any commercial, retail, or personal service uses are designed to be neighborhood-scale and are consistent with surrounding residential neighborhoods. Additionally, new development should create a pedestrian-friendly environment by adding sidewalks and/or creating other pedestrian-friendly multi-use trail/bike routes in order to link current and future neighborhoods.

PRIMARY FUTURE USES

MOST APPROPRIATE:

The Old Nashville Corridor Character Area is open to a wide range of primary future uses. Mixed Residential, Commercial, Personal Services, Office, Medical, Governmental, and Religious uses are the most appropriate uses throughout the corridor.

SITE DESIGN:

All uses along the Old Nashville Corridor Character Area should be developed or redeveloped in conjunction with Access Management requirements and should incorporate multimodal transportation elements, including sidewalks, multiuse paths, and landscaping/streetscape elements.

SAM RIDLEY CORRIDOR

CHARACTER AREA POLICY

SAM RIDLEY CORRIDOR

CHARACTER:

THE SAM RIDLEY PARKWAY CORRIDOR REPRESENTS A REGIONAL-SCALE MIXED USE COMMERCIAL NODE. THE DEVELOPMENT PATTERN IS ESTABLISHED, BUT WILL CONTINUE TO EVOLVE AS THE AREA'S PRIMARY COMMERCIAL CENTER THAT PROVIDES A MARKET AND SERVICE OPPORTUNITIES TO A REGIONAL AREA. CHANGES TO THE AREA ARE LIKELY AND ENCOURAGED AS DEVELOPMENT AND REDEVELOPMENT OCCURS. SINCE THIS A MIXED COMMERCIAL NODE, NEW DEVELOPMENT SHOULD FOCUS ON A COMBINATION OF RETAIL USES AND SERVICES THAT PROVIDE MARKETS FOR BOTH LOCAL AND REGIONAL CUSTOMERS.

APPROPRIATE ZONING CATEGORY AND USES

R-6 HIGH DENSITY RESIDENTIAL, C-2 GENERAL COMMERCIAL, PUD PLANNED UNIT DISTRICT, PRD PLANNED RESIDENTIAL DISTRICT, PCD PLANNED COMMERCIAL DISTRICT

INFRASTRUCTURE:

EXISTING UTILITIES SERVICE IN THE AREA SHOULD BE ADEQUATE FOR ANY PLANNED DEVELOPMENTS OR REDEVELOPMENTS.

DESIGN AND CONTEXT PRINCIPLES:

THIS CHARACTER AREA REPRESENTS A HIGH ACTIVITY MIXED USE NODE. THE DESIGN AND CONTEXT SHOULD BE FLEXIBLE TO ACCOMMODATE A RANGE OF USES, WITH AN EMPHASIS ON QUALITY MATERIALS ON FACADES FACING THE CORRIDOR. NEW DEVELOPMENTS SHOULD INCLUDE A MIX OF ARCHITECTURAL STYLES, AVOIDING CORPORATE-BRANDED ARCHITECTURAL STYLES. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS WITH ARCHITECTURAL DETAILS AND FEATURES. PARKING SHOULD BE MITIGATED BY LANDSCAPING. LARGE PARKING AREAS SHOULD INCLUDE PEDESTRIAN FEATURES AND LANDSCAPING. LOADING ZONES AND SERVICE AREAS SHOULD BE SCREENED FROM ADJOINING PROPERTIES.

ACCESS MANAGEMENT, STREETScape IMPROVEMENTS, AND APPROPRIATE LANDSCAPE SHOULD BE INCLUDED IN NEW DEVELOPMENT AND REDEVELOPMENT TO SOFTEN THE TRANSITIONS FROM THE INTERSTATE AND ALONG SAM RIDLEY PARKWAY IN ORDER TO CREATE AN EXTENSION OF A GATEWAY ALONG THIS MAJOR COMMERCIAL NODE.

The intent of the Sam Ridley Corridor Character Area is to enhance and strengthen this regional commercial, medical, and hospitality center within the Town.

CHARACTER AREA CONTEXT:

The Sam Ridley Corridor is characterized by a mix of high intensity regional commercial center, with some office, educational, and residential development. The general development pattern is largely existing, with a mixture of regional commercial and personal service uses, as well as some smaller office, hospitality, educational, and residential uses. Development and redevelopment should be encouraged and incremental site improvements, such as landscaping or architectural improvements, are envisioned as the most likely process for overall redevelopment of existing properties in this area. Buildings have variable setbacks. Large fields of parking are discouraged and should be mitigated with landscaping and tree islands. Green space is limited and generally accessed via pocket parks, streetscapes, community parks, and greenways.

FUTURE DEVELOPMENT DESCRIPTION:

Future development and redevelopment should emphasize access control, connectivity, and architecturally interesting development to provide this corridor with a sense of place. As noted, this is a regional commercial center with a connection to the Interstate. While this corridor is a major State Route connecting points east and west, the built environment can be designed to reflect a welcoming gateway into Smyrna. The Town should work towards landscape and streetscape improvements in order to help foster a built environment reflective of the vision of this Character Area. Street trees, landscaping, pedestrian mobility options, and community supported commercial design standards will aid in the redevelopment of this corridor.

PRIMARY FUTURE USES

MOST APPROPRIATE:

The Sam Ridley Corridor Character Area is open to a wide range of primary future uses. Mixed Residential, Commercial, Personal Services, Office, and Medical uses are the most appropriate uses throughout the corridor.

NOT APPROPRIATE:

New industrial uses should be located in other Character Areas within the Town that support and are designed for such intensive uses.

SITE DESIGN:

All uses along the Sam Ridley Corridor Character Area should be developed or redeveloped in conjunction with Access Management requirements and should incorporate multimodal transportation elements, including sidewalks, multiuse paths, and landscaping/streetscape elements.

CHARACTER AREA POLICY	
24 GATEWAYS	<p>CHARACTER:</p> <p>THE 24 GATEWAYS ARE INTENDED TO CREATE AN ATTRACTIVE AND WELL PLANNED ENTRANCE TO SMYRNA FROM INTERSTATE 24. THE DEVELOPMENT PATTERN IN THESE AREAS IS EVOLVING. CHANGES TO THE AREA ARE LIKELY AND ENCOURAGED AS DEVELOPMENT AND REDEVELOPMENT OCCURS. SINCE THESE AREAS INCLUDE THE TOWN'S INTERSTATE CONNECTIONS AND GATEWAYS, NEW DEVELOPMENT SHOULD FOCUS ON A MIX OF USES AND SERVICES THAT ARE BOTH LOCAL AND REGIONAL IN SCALE. HOSPITALITY, RETAIL, RESTAURANT, AND MULTIFAMILY USES ARE PARTICULARLY APPROPRIATE FOR THESE AREAS.</p>
	<p>APPROPRIATE ZONING CATEGORY AND USES</p> <p>R-6 HIGH DENSITY RESIDENTIAL, C-2 GENERAL COMMERCIAL, P&O-1 PROFESSIONAL & OFFICE, P&O-2 PROFESSIONAL & OFFICE, PCD PLANNED COMMERCIAL DISTRICT</p>
	<p>INFRASTRUCTURE:</p> <p>PROPOSED SEWER IMPROVEMENTS WEST OF I-24, AS SHOWN ON THE PROPOSED UTILITIES MAP, SHOULD ACCOMMODATE EXISTING/CURRENTLY APPROVED DEVELOPMENT AND INCREASE DEVELOPMENT POTENTIAL IN THIS AREA OF THE 24 GATEWAYS. EXTENSIONS TO SERVICES SHOULD BE EXPECTED, AS THIS CHARACTER AREA WILL BE A HIGH GROWTH, ECONOMIC CENTER FOR THE TOWN. NEW SERVICE OR EXTENSIVE REDEVELOPMENT OF EXISTING SERVICES SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.</p>
	<p>DESIGN AND CONTEXT PRINCIPLES:</p> <p>THIS CHARACTER AREA MAY INCLUDE THE MOST INTENSIVELY SCALED DEVELOPMENT WITHIN THE TOWN. DEVELOPMENT LOCATED ADJACENT TO RESIDENTIAL USES SHOULD TRANSITION HEIGHT AND SCALE APPROPRIATELY. NEW DEVELOPMENTS SHOULD INCLUDE A MIX OF ARCHITECTURAL STYLES TO PRESENT ATTRACTIVE GATEWAYS INTO SMYRNA. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS WITH ARCHITECTURAL DETAILS AND FEATURES. PARKING SHOULD BE MITIGATED BY LANDSCAPING.</p>

The intent of the 24 Gateways Character Area is to enhance and promote areas appropriate for a regional-scale development that functions as generator for new development and redevelopment that consists of compatible and complementary master planned developments.

CHARACTER AREA CONTEXT:

The 24 Gateway Character Areas are characterized by an intense mixture of uses meant to be a regional node for commercial, hospitality, office and multifamily residential uses. The general development pattern reflects the highest levels of intensity allowable within the Town, reflecting the regional nature of these character areas. The built environment consists of one - to multi-story buildings and includes both single use and mixed use activities. Parking should mostly be relegated to the side and rear of buildings or included in parking structures. Buildings range from short to moderate setbacks. Intense and dense development should transition in scale to the low density residential character areas that adjoin it. Green space is characterized by streetscapes, greenways, and community parks.

FUTURE DEVELOPMENT DESCRIPTION:

Future development should emphasize regional-scale commercial, office, housing diversity, and a mixture of lot sizes, within the acceptable zoning districts. Additionally, new development should create a pedestrian-friendly environment by adding sidewalks and/or creating other pedestrian-friendly multiuse paths in order to create safe and interconnected links to current and future neighborhoods.



PRIMARY FUTURE USES

MOST APPROPRIATE:

The 24 Gateway Character Areas are open to a wide range of primary future uses. Planned Mixed Residential, Commercial, Personal Services, Office, and Medical uses are the most appropriate uses throughout the corridor.

NOT APPROPRIATE:

New industrial and warehousing uses should be located in other Character Areas within the Town that support and are designed for such intensive uses.

SITE DESIGN:

All uses along the 24 Gateway Character Areas should be developed or redeveloped in conjunction with Access Management requirements and should incorporate multimodal transportation elements, including sidewalks, multiuse paths, and landscaping/streetscape elements.

840 GATEWAYS

CHARACTER AREA POLICY	
840 GATEWAYS	<p>CHARACTER:</p> <p>THE 840 GATEWAYS ARE INTENDED TO CREATE AN ATTRACTIVE AND WELL PLANNED ENTRANCE TO SMYRNA, WITH A FOCUS ON A MIXTURE OF HIGH DENSITY RESIDENTIAL, COMMERCIAL AND INDUSTRIAL USES, ADJACENT TO INTERSTATE 840. THE DEVELOPMENT PATTERN IN THESE AREAS IS EVOLVING. CHANGES TO THE AREA ARE LIKELY AND ENCOURAGED AS DEVELOPMENT AND REDEVELOPMENT OCCURS. SINCE THESE AREAS INCLUDE THE TOWN'S INTERSTATE CONNECTIONS AND GATEWAYS, NEW DEVELOPMENT SHOULD FOCUS ON A MIX OF USES AND SERVICES THAT ARE BOTH LOCAL AND REGIONAL IN SCALE. HOSPITALITY, RETAIL, RESTAURANT, HIGH DENSITY RESIDENTIAL, AND INDUSTRIAL/WAREHOUSING USES ARE PARTICULARLY APPROPRIATE FOR THESE AREAS.</p>
	<p>APPROPRIATE ZONING CATEGORY AND USES</p> <p>R-6 HIGH RESIDENTIAL, C-2 GENERAL COMMERCIAL, I-1 LIGHT INDUSTRIAL, I-2 LIGHT INDUSTRIAL, PCD PLANNED COMMERCIAL DISTRICT</p>
	<p>INFRASTRUCTURE:</p> <p>PROPOSED SEWER UPGRADES, AS SHOWN ON THE PROPOSED UTILITIES MAP, SHOULD BE COMPLETED PRIOR TO LARGE SCALE DEVELOPMENT IN THIS AREA. EXTENSIONS TO OTHER SERVICES SHOULD BE EXPECTED, DEPENDING ON THE DENSITY AND INTENSITY OF DEVELOPMENT. NEW SERVICE OR EXTENSIVE REDEVELOPMENT OF EXISTING SERVICES SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.</p>
	<p>DESIGN AND CONTEXT PRINCIPLES:</p> <p>THIS CHARACTER AREA MAY INCLUDE THE MOST INTENSIVELY SCALED DEVELOPMENT WITHIN THE TOWN. DEVELOPMENT LOCATED ADJACENT TO RESIDENTIAL USES SHOULD TRANSITION HEIGHT AND SCALE, APPROPRIATELY. INDUSTRIAL DEVELOPMENTS SHOULD INCLUDE SITE ENHANCEMENTS TO BUFFER EXISTING RESIDENTIAL USES AND TO ENSURE ATTRACTIVE ENTRANCES INTO TOWN.</p>
	<p>NEW DEVELOPMENTS SHOULD INCLUDE A MIX OF ARCHITECTURAL STYLES TO PRESENT ATTRACTIVE GATEWAYS INTO SMYRNA. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS WITH ARCHITECTURAL DETAILS AND FEATURES. PARKING, LOADING AREAS, AND OTHER SERVICE AREAS SHOULD BE MITIGATED BY LANDSCAPING.</p>

The intent of the 840 Gateway Character Areas is to enhance and promote areas in the development and redevelopment of Town-wide and regional scale commercial, restaurant, office, and hospitality uses. Supportive multifamily residential uses are also an essential component to these new, mixed use centers.

This Character Area is reserved for high intensity uses that perform as an economic engine for the Town, while also enhancing the gateways into Smyrna.

CHARACTER AREA CONTEXT:

The 840 Gateway Character Areas are characterized by an intense mixture of uses: residential, commercial/retail, office, hospitality, and personal services. The general development pattern reflects the highest levels of intensity allowable within the Town. The built environment consists of one - to multi-story buildings and includes both single use and mixed use activities. Parking should mostly be relegated to the side and rear of buildings. Buildings range from short to moderate setbacks.

STREETSCAPE DESCRIPTION:

Upgrades to local roads should be expected and incorporated as part of master planned developments.

OPEN AND GREEN-SPACE DESCRIPTION:

Green space is characterized by streetscapes, greenways, and open space developed as part of master planned developments.

FUTURE DEVELOPMENT DESCRIPTION:

Future development and redevelopment should emphasize access control, connectivity, and master planned developments. All developments should emphasize uses that generate high levels of activity, but respect the context of the surrounding area. Additionally, new development should create a pedestrian-friendly environment by adding sidewalks and/or creating other pedestrian-friendly multi-use trail/bike routes linking current and future neighborhoods and major destinations such as libraries, neighborhood centers, health facilities, commercial clusters, parks, schools, or other such uses.

PRIMARY FUTURE USES

MOST APPROPRIATE:

Mixed use development is the most appropriate use. Planned Multifamily Residential, Restaurant, Office, Commercial, Hospitality uses, and Industrial/Warehousing.

SITE DESIGN:

The context of the 840 Gateway Character Areas should be reflective of the highest levels of activities and intensity within the Town. Master planned developments that incorporate quality site design features and architectural materials with a variety of multifamily residential, retail, office, restaurant, and hospitality-type uses are encouraged. All uses within this Character Area should be developed or redeveloped in conjunction with Access Management requirements and should incorporate multimodal transportation elements in order to make for a walkable environment.

AIRPORT INNOVATION

CHARACTER AREA POLICY	
AIRPORT INNOVATION	<p>CHARACTER:</p> <p>THE AIRPORT INNOVATION CHARACTER AREA INCLUDES THOSE AREAS WITHIN THE TOWN ASSOCIATED WITH THE SMYRNA/RUTHERFORD COUNTY AIRPORT. THIS CHARACTER AREA REFLECTS THE SPECIAL OPPORTUNITIES, BOTH LIGHT INDUSTRIAL AND OFFICE RELATED, WHICH CAN CLUSTER NEAR A UNIQUE COMMUNITY ASSET. THE ZONING PATTERN IN THIS CHARACTER AREA IS LARGELY ESTABLISHED FOR INDUSTRIAL USES. CHANGES TO OVERALL CHARACTER OF THE AREA MAY OCCUR AND SHOULD FOCUS ON CREATING A SAFE AND FUNCTIONAL DISTRICT FOR A WIDE RANGE OF INDUSTRIAL AND OFFICE RELATED USES. THIS CHARACTER AREA, WHILE INDUSTRIAL IN NATURE, IS INTENDED TO PROVIDE FOR A TRANSITION AND BUFFER FROM MORE INTENSIVE USES TO LESS INTENSIVE USES SUCH AS RESIDENTIAL OR COMMERCIAL.</p>
	<p>APPROPRIATE ZONING CATEGORY AND USES</p> <p>A-1 AIRPORT DISTRICT, I-1 LIGHT INDUSTRIAL, I-2 LIGHT INDUSTRIAL, I-3 HEAVY INDUSTRIAL, P&O-1 PROFESSIONAL & OFFICE, P&O-2 PROFESSIONAL & OFFICE</p>
	<p>INFRASTRUCTURE:</p> <p>THE PROPOSED WATER IMPROVEMENTS NOTED ON THE PROPOSED UTILITIES MAP SHOULD AID IN ADDITIONAL OFFICE OR INDUSTRIAL USES IN THIS AREA. NEW SERVICE OR EXTENSIVE REDEVELOPMENT OF EXISTING SERVICES SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.</p>
	<p>DESIGN AND CONTEXT PRINCIPLES:</p> <p>THIS CHARACTER AREA REPRESENTS AN AREA WITH A FLEXIBLE, INNOVATIVE APPROACH TO INDUSTRIAL, MANUFACTURING, CRAFT, OR ARTISANAL MADE PRODUCTS. BUILDINGS SHOULD BE COMPATIBLE WITH THE ESTABLISHED CHARACTER OF THE AREA, WHILE BEING FUNCTIONAL FOR LIGHT INDUSTRIAL OR OFFICE USES. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS THAT ARE FUNCTIONAL BUT DURABLE, WITH ARCHITECTURAL DETAILS AND FEATURES ON STREET-FACING FACADES. PARKING SHOULD BE SCALED TO THE SIZE, SCALE, AND SCOPE OF THE USES. PARKING LOTS AND LOADING AREAS SHOULD BE MITIGATED BY LANDSCAPING.</p>
	<p>IN AREAS WHERE THERE ARE RESIDENTIAL OR COMMERCIAL LAND USES IN PROXIMITY TO PROPOSED INDUSTRIAL USES, THE SCALE OF THE BUILDING SHOULD TRANSITION TO A RESIDENTIAL SCALE. ADDITIONALLY, IN THESE AREAS, APPROPRIATE SCREENING AND BUFFERING SHOULD BE APPLIED IN THE SITE PLANNING PROCESS TO PROTECT EXISTING RESIDENTIAL USES. IF POSSIBLE, LESS INTENSIVELY INDUSTRIAL USES (LIGHT INDUSTRIAL, FLEX SPACE, AND/OR OFFICE USES) ARE THE MOST APPROPRIATE USES IN AREAS THAT ADJOIN EXISTING RESIDENTIAL USES.</p>

The intent of the Airport Innovation Character Area is to enhance the area around the Smyrna Airport and to aid in the development and redevelopment of Town-wide and regional scale office, aviation, light industrial, and research/development uses. This Character Area is reserved for medium to high intensity uses that are intended to perform as an economic engine for the Town and the larger Middle Tennessee Region.

CHARACTER AREA CONTEXT:

The Airport Innovation Character Area is characterized by an intense mixture of uses: office, aviation, light industrial, and research/development uses. The general development pattern reflects a high level of intensity and activity related to the Smyrna Airport and aviation-type uses. The built environment consists of one - to multi-story buildings and includes both single use and mixed use activities. Parking should mostly be relegated to the side and rear of buildings in order to encourage a campus-like setting. Buildings range from short to moderate setbacks.

STREETSCAPE DESCRIPTION:

Roadway typical sections are generally defined by the roadway, curb and gutter, and pedestrian connections (such as sidewalks, greenways, bicycle routes, or multiuse paths).

OPEN AND GREEN-SPACE DESCRIPTION:

Green space is characterized by streetscapes and greenways, along with on-site open space.

FUTURE DEVELOPMENT DESCRIPTION:

Future development should emphasize connectivity and uses that generate high levels of activity but respect the context of the surrounding area. Special design consideration should be given to being located next to an active and growing airport. Height, lighting, and other restrictions may apply to new development or redevelopment in this area. Additionally, new development should create internally pedestrian-friendly environments by adding sidewalks and/or creating other pedestrian-friendly multi-use trail/bike routes.

PRIMARY FUTURE USES**MOST APPROPRIATE:**

Office, Aviation, Light Industrial, and Research/Development are the most appropriate uses.

SITE DESIGN:

The context of the Airport Innovation Character Area should be reflective of a high level of activities and intensity within the Town. Development should incorporate quality site design features and architectural materials to help create an overall campus feel to this character area. All uses within this Character Area should be developed or redeveloped in conjunction with Access Management requirements and should incorporate multimodal transportation elements in order to make for a walkable environment.

NISSAN

CHARACTER AREA POLICY	
NISSAN	<p>CHARACTER:</p> <p>THE NISSAN CHARACTER AREA INCLUDES THOSE AREAS WITHIN THE TOWN ASSOCIATED WITH THE NISSAN PLANTS AND ASSOCIATED PROPERTIES. THIS CHARACTER AREA REFLECTS THE UNIQUE ASPECTS OF THE NISSAN PLANT AND ITS ABILITY TO DRAW SPECIAL OPPORTUNITIES TO THE COMMUNITY. THE ZONING PATTERN IN THIS CHARACTER AREA IS LARGELY ESTABLISHED FOR INDUSTRIAL USES. CHANGES TO OVERALL CHARACTER OF THE AREA MAY OCCUR AND SHOULD FOCUS ON CREATING A SAFE AND FUNCTIONAL DISTRICT FOR A WIDE RANGE OF INDUSTRIAL AND OFFICE RELATED USES. THIS CHARACTER AREA, WHILE INDUSTRIAL IN NATURE, IS INTENDED TO PROVIDE FOR THE NEEDS AND USES OF A REGIONAL EMPLOYMENT CENTER.</p>
	<p>APPROPRIATE ZONING CATEGORY AND USES</p> <p>I-1 LIGHT INDUSTRIAL, I-2 LIGHT INDUSTRIAL, I-3 HEAVY INDUSTRIAL, P&O-1 PROFESSIONAL & OFFICE, P&O-2 PROFESSIONAL & OFFICE, C-2 GENERAL COMMERCIAL</p>
	<p>INFRASTRUCTURE:</p> <p>UTILITY SERVICES IN THIS AREA ARE EXISTING AND AVAILABLE. IF ADDITIONAL IMPROVEMENTS ARE NEEDED TO ACCOMMODATE MAJOR EMPLOYERS, THE PLANNING COMMISSION AND THE TOWN COUNCIL SHOULD CONSIDER THOSE AS PART OF THE DEVELOPMENT PROCESS.</p>
	<p>DESIGN AND CONTEXT PRINCIPLES:</p> <p>THIS CHARACTER AREA REPRESENTS AN AREA WITH A FLEXIBLE, INNOVATIVE APPROACH TO INDUSTRIAL, MANUFACTURING, AND OFFICE USES. BUILDINGS SHOULD BE COMPATIBLE WITH THE ESTABLISHED CHARACTER OF THE AREA, WHILE BEING FUNCTIONAL FOR INDUSTRIAL AND/OR OFFICE USES. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS THAT ARE FUNCTIONAL BUT DURABLE, WITH ARCHITECTURAL DETAILS AND FEATURES ON STREET-FACING FACADES. PARKING SHOULD BE SCALED TO THE SIZE, SCALE, AND SCOPE OF THE USES. PARKING LOTS AND LOADING AREAS SHOULD BE MITIGATED BY LANDSCAPE WHERE VISIBLE FROM ROADWAYS OR ADJACENT USES. IF NEW DEVELOPMENT OR REDEVELOPMENT IS ADJACENT TO A RESIDENTIAL USE OR RESIDENTIAL SUBDIVISION, APPROPRIATE BUFFERING AND SCREENING SHOULD BE PROVIDED.</p>

The intent of the Nissan Character Area is to ensure that the key employer in Smyrna has an area reserved to continue to perform as an economic engine for the Town.

CHARACTER AREA CONTEXT:

The Nissan Character Area is characterized by the Nissan plant and associated support uses. The general development pattern reflects a high level of intensity and industrial/manufacturing allowed within the Town. The built environment consists of one - to multi-story buildings and includes both single use and mixed use activities. Buildings range from short to moderate setbacks.

STREETSCAPE DESCRIPTION:

The roadway network in the Nissan Character Area is characterized by major thoroughfares to accommodate high levels of activity to support the manufacturing and suppliers in this area.

OPEN AND GREEN-SPACE DESCRIPTION:

N/A

FUTURE DEVELOPMENT DESCRIPTION:

Future development should emphasize uses that generate high levels of activity to support this Nissan plant and surrounding suppliers.

PRIMARY FUTURE USES

MOST APPROPRIATE:

Mixed use development is the most appropriate use. Restaurant, Commercial, Retail, Hospitality uses, and Industrial.

SITE DESIGN:

The context of the Nissan Character Area should be reflective of the highest levels of activities and intensity related to manufacturing and related suppliers within the Town. Site design should be flexible and accommodating to the specialized nature of this area to the employment base of the Town and the region at large.





MIXED INDUSTRIAL

CHARACTER AREA POLICY

MIXED INDUSTRIAL

CHARACTER:

THE MIXED INDUSTRIAL CHARACTER AREA INCLUDES AN AREA ALONG INTERSTATE 840 THAT IS APPROPRIATE FOR A VARIETY OF INDUSTRIAL AND WAREHOUSING USES DUE TO TRANSPORTATION LINKAGES AND THE LARGE, CURRENTLY UNDEVELOPED, PARCELS. THIS CHARACTER AREA REFLECTS THE SPECIAL OPPORTUNITIES, BOTH INDUSTRIAL AND WAREHOUSING RELATED, WHICH CAN CLUSTER ALONG AN INTERSTATE WITH EASY TRANSPORTATION LINKAGES.

CHANGES TO THE OVERALL DEVELOPMENT PATTERN ARE LIKELY DUE TO THE AMOUNT OF UNDEVELOPED LAND CURRENTLY IN THIS AREA. NEW DEVELOPMENT SHOULD FOCUS ON CREATING A SAFE AND FUNCTIONAL DISTRICT FOR A WIDE RANGE OF INDUSTRIAL RELATED USES. THIS CHARACTER AREA IS INTENDED TO PROVIDE FOR AN INDUSTRIAL EMPLOYMENT CENTER FOR THE TOWN.

APPROPRIATE ZONING CATEGORY AND USES

I-1 LIGHT INDUSTRIAL, I-2 LIGHT INDUSTRIAL, I-3 HEAVY INDUSTRIAL

INFRASTRUCTURE:

PROPOSED SEWER UPGRADES, AS SHOWN ON THE PROPOSED UTILITIES MAP, SHOULD BE COMPLETED PRIOR TO LARGE SCALE DEVELOPMENT IN THIS AREA. EXTENSIONS TO OTHER SERVICES SHOULD BE EXPECTED. NEW SERVICE TO THIS AREA WILL BE A COSTLY INVESTMENT FOR THE TOWN AND, THEREFORE, SERVICES EXTENSIONS SHOULD BE MASTER PLANNED AND PHASED, AS DESCRIBED IN THE UTILITY ELEMENT OF THIS PLAN.

SINCE THIS AREA IS POISED TO BE AN ADDITIONAL EMPLOYMENT CENTER FOR THE TOWN, NEW SERVICE SHOULD BE VETTED AND REVIEWED BY THE PLANNING COMMISSION AND TOWN COUNCIL AS A PRIMARY ELEMENT OF APPROVAL.

DESIGN AND CONTEXT PRINCIPLES:

THIS CHARACTER AREA REPRESENTS AN AREA WITH A FLEXIBLE APPROACH TO ALL TYPES OF INDUSTRIAL, MANUFACTURING, OR WAREHOUSING USES. BUILDINGS SHOULD BE DESIGNED TO ESTABLISH A CLEAN, SAFE, AND ATTRACTIVE BUILT ENVIRONMENT THAT IS ALSO FUNCTIONAL FOR INDUSTRIAL OR WAREHOUSING USES. BUILDINGS SHOULD INCLUDE QUALITY MATERIALS THAT ARE FUNCTIONAL BUT DURABLE, WITH ARCHITECTURAL DETAILS AND FEATURES ON STREET-FACING FACADES. PARKING SHOULD BE SCALED TO THE SIZE, SCALE, AND SCOPE OF THE USES. PARKING LOTS AND LOADING AREAS SHOULD BE MITIGATED BY LANDSCAPE.

IN AREAS WHERE THERE ARE RESIDENTIAL OR COMMERCIAL LAND USES IN PROXIMITY TO PROPOSED INDUSTRIAL USES, THE SCALE OF THE BUILDING SHOULD TRANSITION TO A RESIDENTIAL SCALE. ADDITIONALLY, IN THESE AREAS, APPROPRIATE SCREENING AND BUFFERING SHOULD BE APPLIED IN THE SITE PLANNING PROCESS TO PROTECT EXISTING RESIDENTIAL USES. IF POSSIBLE, LESS INTENSIVE INDUSTRIAL USES (LIGHT INDUSTRIAL, FLEX SPACE, AND/OR OFFICE USES) ARE THE MOST APPROPRIATE USES IN AREAS THAT ADJOIN EXISTING RESIDENTIAL USES.

The intent of this Character Area is to enhance the business and employment base of Smyrna, while allowing for a flexible mixture of office, light industrial, and similar uses. This Character Area is specific to enhance and promote the needs of business, office, and industrial activities within the Town.

CHARACTER AREA CONTEXT:

The Mixed Industrial Character Area is characterized by a mix of industrial, warehousing, high tech, and similar uses that form, grow, and support the Town's employment base. A concentration of uses is intended to focus an area for industrial and economic development; however, civic uses may also be appropriate to provide essential services. The general development pattern reflects a high level of intensity allowable within the Town for industrial, manufacturing, research, and similar type uses. The built environment consists of one - to multi-story buildings and includes both single use and mixed use activities, including campus-style developments. Street networks and intersections are defined by site context. Buildings have moderate to deep setbacks. Cohesive landscaping should be used to soften and minimize the intense economic and industrial activities in this Character Area and to promote an important gateway corridor into the Town.

STREETSCAPE DESCRIPTION:

Roadway typical sections are generally high capacity collector and above roads to provide service to high intensity uses. Local road should include upgrades as part of any development proposed in the Character Area.

OPEN AND GREEN-SPACE DESCRIPTION:

Green space is characterized by streetscapes, greenways, and community parks.

FUTURE DEVELOPMENT DESCRIPTION:

Future development and redevelopment should emphasize access control, connectivity, and economic development. Additionally, new development should consider pedestrian-friendly additions, where safe and appropriate, by adding sidewalks and/or creating other pedestrian-friendly multi-use trail/bike routes to help connect this area to the core of Smyrna.

PRIMARY FUTURE USES

MOST APPROPRIATE:

Industrial, manufacturing, warehousing, and research type uses are the most appropriate to achieve the vision of this Character Area. Office, supportive commercial uses, and Civic uses are also appropriate.

NOT APPROPRIATE:

To ensure protection of land for economic development, Single Family and Multifamily residential uses are not appropriate in this Character Area.

SITE DESIGN:

The site design of development or redevelopment within the Mixed Industrial Character Area should be reflective of a high intensity employment district, while providing appropriate site design and transitional buffering to nearby residential uses. This area is intended to function as the one of the Town's primary economic development assets and site design in this area should be flexible to allow for redevelopment and adaptive reuses of existing sites for new purposes. All uses within this Character Area should be developed or redeveloped in conjunction with Access Management requirements to ensure the efficient and safe movement of traffic, including freight-related vehicles.

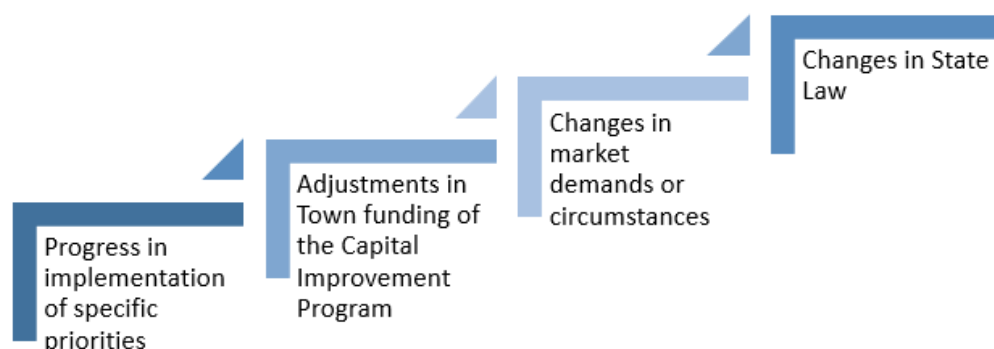
IMPLEMENTATION

Once the Smyrna Comprehensive Plan Update is adopted, the work of accomplishing the policies, goals, and objectives becomes the true measure of success of the overall planning process. Moving from a vision to the actual result of the built environment is challenging and will not be a simple, clear cut task. This Chapter is presented, in conjunction with the other elements of the plan, to help achieve the overall vision of the Smyrna 2040 planning process. It establishes the ground-work and provides the toolkit necessary for Town Staff, the Planning Commission, the Mayor, Town Council, the development and design professional community, as well as the citizenry of the Town of Smyrna to achieve the vision of this plan.

ANNUAL REVIEWS

Annual reviews of the Comprehensive Plan should be undertaken with respect to current conditions and trends. Citizens, property owners, and stakeholders have been invaluable to the creation of this comprehensive planning process. The Town Staff and the Planning Commission should review this Plan annually and should make recommendations on prioritized changes to this document.

A report on the findings of the review should then be prepared by Town Staff. Those items that appear to need specific attention should be examined in more detail, and changes and/or additions should be made accordingly. By such periodic reevaluations, the Plan will remain fresh, functional, and will continue to give the Planning Commission, Town Staff, developers, property owners, and citizens effective guidance and will aid decision-making throughout the Town. Periodic reviews of the Plan should include consideration of progress in the implementation of specific priorities, adjustments to the Town's overall budget, changes in the market, and changes in state law.



PLAN AMENDMENTS

This Plan is intended to be a living planning document for the Town of Smyrna. It should be a Plan that responds to changing needs and conditions. The full benefits of the Plan can only be realized by regular maintenance to ensure it is a vital and up-to-date document. As changes occur and new issues within the Town develop, the Plan should be revised. By such action, the Plan will remain current and effective in meeting the Town's needs.

Plan amendments should be made after thorough analysis of immediate needs, as well as consideration for the long-term effects of proposed amendments. The Town Staff and the Planning Commission should consider each proposed amendment carefully to determine whether or not it is consistent with the Plan's intent and whether it will be beneficial for the long-term health and vitality of the Town. Amendments should occur per the typical Planning Commission review process.

FIVE-YEAR REVIEW & UPDATE

In addition to periodic annual review, the Plan should undergo a thorough review and update every five years. The review and update process should be reflective of any amendments and updates to policies that have occurred since the time of adoption of this Plan. Specific input on major changes should be sought from various groups, including property owners, neighborhood groups, civic leaders, developers, business owners, and other citizens and individuals who express an interest in the long-term growth and development of the Town.



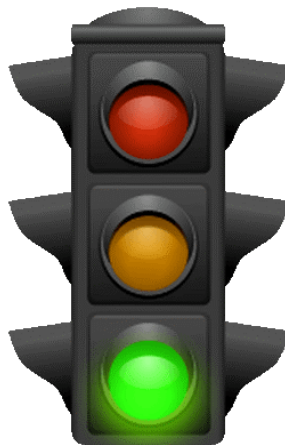


SPECIFIC IMPLEMENTATION STRATEGIES

Implementation is one of the most important, yet most difficult, phases of the comprehensive planning process. Without practical and realistic processes for implementation, the recommendations contained within the Plan will be difficult to realize. The Town should work towards the implementation of the following priorities on an incremental, annual, and deliberate basis.

The three tables on the following pages provide a coordinated listing of Plan implementation priorities. Few communities have the ability to implement every recommendation or policy within their comprehensive planning document immediately following adoption. Smyrna will be no exception. Plan implementation, therefore, must be prioritized to guide **top priorities**, **near-term priorities**, and **on-going priorities**. These priorities must be balanced with timing, funding, and Town Staff’s time and resources. While all the recommendations share some level of importance, they cannot all be targeted for immediate implementation. Other than the delineation of these priorities into immediate, long-term, and on-going, they are in no order of priority.

The first table lists the **top priorities** that should be targeted for implementation within the two years following the adoption of this Plan. The second table lists the **near-term priorities** that should be implemented in five years following the adoption of this plan. The third table outlines the **on-going priorities** that will not be able to be achieved with a one-time action; but require on-going actions and attention.





TOP PRIORITIES		
IMPLEMENTATION ACTION	RESPONSIBLE GROUP	IMPLEMENTATION MECHANISM
INTERSTATE GATEWAY PLAN: IDENTIFY AND CREATE A SMALL AREA PLAN/ STREETSCAPE PLAN TO ENHANCE ALL INTERSTATE GATEWAY ENTRANCES INTO THE TOWN TO HELP DEFINE THE IMAGE OF SMYRNA.	TOWN STAFF, PLANNING COMMISSION, TOWN COUNCIL	CAPITAL IMPROVEMENTS PLAN
<p>UPDATE TO ZONING ORDINANCE AND SUBDIVISION REGULATIONS:</p> <ul style="list-style-type: none"> INITIATE A PROCESS TO UPDATE THE REGULATORY FRAMEWORK FOR ZONING AND SUBDIVISION REGULATIONS. REVISE AND MODERNIZE THE PLANNED UNIT DEVELOPMENT ADOPTION PROCESS IN ORDER TO STREAM-LINE THE REVIEW PROCESS AND TO CLARIFY THAT PUDS ARE EXCEPTIONS TO STANDARDS THAT REQUIRE BENEFICIAL RESULTS FOR THE TOWN. UPDATE AND MODERNIZE BASE ZONING DISTRICTS AND REQUIREMENTS. 	TOWN STAFF, PLANNING COMMISSION, TOWN COUNCIL	ZONING ORDINANCE AND SUBDIVISION REGULATIONS
SAM RIDLEY PARKWAY STREETSCAPE PLAN: ADOPT A DETAILED STREETSCAPE PLAN TO ENHANCE THE SAM RIDLEY PARKWAY CORRIDOR. THIS STREETSCAPE PLAN/DESIGN DOCUMENTS SHOULD INCLUDE APPROPRIATE LANDSCAPING RECOMMENDATIONS AND OTHER ENHANCEMENTS TO INCREASE THE CURB APPEAL ALONG THE TOWN'S REGIONAL COMMERCIAL NODE.	TOWN STAFF, COMMISSION, TOWN COUNCIL	TOWN BUDGET/CAPITAL IMPROVEMENTS PLAN

NEAR-TERM PRIORITIES

IMPLEMENTATION ACTION	RESPONSIBLE GROUP	IMPLEMENTATION MECHANISM
ACCESS MANAGEMENT: ADOPT PRO-ACTIVE ACCESS MANAGEMENT STANDARDS THAT CONFIRM TO IMPLEMENT THE POLICIES OF AND GOALS OF THE COMPREHENSIVE PLAN AND THE MAJOR THOROUGHFARE PLAN.	TOWN STAFF, PLANNING COMMISSION, TOWN COUNCIL	ZONING ORDINANCE, SUBDIVISION REGULATIONS, AND/OR ACCESS MANAGEMENT ORDINANCE
INFILL AND REDEVELOPMENT: REVIEW AND REVISE ZONING ORDINANCE AND SUBDIVISION REGULATIONS TO ENSURE THAT CONTEXT-SENSITIVE INFILL AND REDEVELOPMENT REGULATIONS WILL ADEQUATELY PROTECT EXISTING NEIGHBORHOODS FROM REDEVELOPMENT PRESSURES, WHILE ALLOWING FOR INCENTIVES THAT WILL ENCOURAGE REDEVELOPMENT THROUGHOUT THE TOWN.	TOWN STAFF, PLANNING COMMISSION, TOWN COUNCIL	ZONING ORDINANCE AND SUBDIVISION REGULATIONS

ON-GOING PRIORITIES

IMPLEMENTATION ACTION	RESPONSIBLE GROUP	IMPLEMENTATION MECHANISM
CONSISTENT DEVELOPMENT DECISIONS: USE THIS PLAN AND THE TRANSPORTATION PLAN TO GUIDE MONTHLY DEVELOPMENT REVIEWS FOR PLANNING COMMISSION AND TOWN COUNCIL ACTIONS.	TOWN STAFF, PLANNING COMMISSION, TOWN COUNCIL	ZONING ORDINANCE AND SUBDIVISION REGULATIONS
CONSISTENT POLICY: USE THIS PLAN AND THE MAJOR THOROUGHFARE PLAN TO ACHIEVE THE OVERALL TOWN GOALS AND OBJECTIVES TO INTERWEAVE LAND USE AND TRANSPORTATION PLANNING, THROUGHOUT THE TOWN.	TOWN STAFF, PLANNING COMMISSION, TOWN COUNCIL	ZONING ORDINANCE, SUBDIVISION REGULATIONS, AND CAPITAL IMPROVEMENTS PLAN
ARCHITECTURAL REVIEW: WORK PROACTIVELY WITH COMMUNITY STAKEHOLDERS TO UPDATED ARCHITECTURAL REVIEW SYSTEM TO ENSURE THE USE OF QUALITY BUILDING MATERIALS IN COMMERCIAL AREAS AND ALONG APPROPRIATE CORRIDORS.	TOWN STAFF, PLANNING COMMISSION, TOWN COUNCIL	ZONING ORDINANCE/DESIGN REVIEW MANUAL

CONCLUSION

This Plan is presented to offer Smyrna an organizing effort around future comprehensive development, redevelopment and revitalization. The culmination the comprehensive planning process is an interconnected Comprehensive Plan that provide Smyrna toolkit to guide growth and investment within the community.

The overall elements of this Comprehensive Plan- the existing and future conditions, the policies and objectives, and the goals and purpose- are presented to help inform and set a way forward for the entire community. This Comprehensive Plan also fulfills the TCA requirements for a general plan that guides and accomplishes a coordinated, adjusted, and harmonious development of the Town of Smyrna. This Plan will, in accordance with existing and future needs, best promote public health, safety, morals, order, convenience, prosperity, and the general welfare. It is presented to identify areas where orderly growth is appropriate, due to the presence of existing infrastructure or the logical extension thereof, but also those areas where growth is no appropriate.

This Plan provides a comprehensive vision that is presented to offer Town Staff, the Planning Commission, developers and design professionals, property owners, business owners, citizens, and all interested stakeholders with a unified effort and implementable tools to equip Smyrna to both embrace and guide growth and redevelopment through the year 2040.