

**THE AIA 150 BLUEPRINT FOR AMERICA  
ASSESSMENT AND VISIONING WORKSHOP FOR LEBANON**

LEBANON'S TOWN CENTER AND ITS NEIGHBORHOODS:  
STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS  
AND THE POTENTIAL OF TRANSIT-ORIENTED DEVELOPMENT IN LEBANON

FINAL REPORT

A Partnership of AIA Middle Tennessee, Cumberland Region Tomorrow,  
the Greater Nashville Regional Council, the Nashville Civic Design Center,  
and the University of Tennessee College of Architecture + Design



Lebanon's Historic Town Square



The Music City Star

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# LEBANON'S TOWN CENTER AND ITS NEIGHBORHOODS: THE POTENTIAL OF TRANSIT-ORIENTED DEVELOPMENT IN LEBANON WORKSHOPS

## EXECUTIVE SUMMARY

On Thursday and Friday, August 9 and 10, 2007, citizens of Lebanon, Tennessee convened at Cumberland University's Heydel Fine Arts Center Auditorium for Assessment and Visioning Workshops on "Lebanon's Town Center and Its Neighborhoods: Strengths, Weaknesses, Opportunities and Threats" and "The Potential of Transit-Oriented Development in Lebanon." This was the second of three such sets of workshops being convened this year in Middle Tennessee as part of the American Institute of Architects 150 Blueprint for America initiative, which celebrates through community interaction the AIA's 150th birthday. In Middle Tennessee, this program focuses on the challenges communities face undergoing rapid growth. Prior discussion with Lebanon public officials indicated that there existed significant concern over the quality of its growth patterns, and the need to retain traditional character while undergoing sustainable growth. Robertson County was the first such workshop, with a third workshop planned in Spring 2008 for Kingston Springs. There are two essential elements in the AIA Middle Tennessee initiative. The first is to address problems of growth and town centers through the AIA's Ten Principles of Livable Communities, and second, to get AIA architects intensively engaged for a two day period with the citizens of the three selected communities – as grassroots outreach, public awareness, and cultural connectivity.

In the case of Lebanon, while all concerned citizens in the city were welcome to participate, letters of invitation were sent out to approximately 600 stakeholders offering a diverse range of perspectives, including residents, business owners, elected and appointed civic leaders and planners. The attendance both days was robust and energetic. Approximately 140 citizens participated both days, with almost 25 architect facilitators on site as well. Invited stakeholders were strongly encouraged to participate both days of the workshop, because the education, assessment, and visioning discussions during both days were mutually reinforcing, although attendance at either day alone was also very beneficial.

On Friday, following a welcome by City Mayor Don Fox and Cumberland University President Harvell Eaton, an overview by Cyril Stewart, AIA of Vanderbilt University and an orientation by T. K. Davis, AIA of the University of Tennessee and the Nashville Civic Design Center, attendees viewed the provocative national Public Television documentary by Pulitzer Prize winner Thomas Hylton entitled *Save Our Land, Save our Towns*. This comprehensive overview of the history and issues of post-war American growth underscored the point that conserving rural land and revitalizing town centers are mutually reinforcing intentions. After the video concluded, the entire room broke out into groups of approximately seven citizens at each table led by one or more architects serving as facilitators. Each table assessed the strengths, weaknesses, opportunities, and threats facing Lebanon's town center and its neighborhoods, then these ideas were prioritized, and reported back to the auditorium as a whole. Problems with the air conditioning in the auditorium and the absence of pin-up space for the plenary group were challenges that all overcame!

Saturday was similar in its structure. Following greetings and general information, T. K. Davis made a presentation on "Communities by Design," expanding on the AIA's *Ten Principles of Livable Communities*. Hunter Gee AIA of LRK / Looney Ricks Kiss in Nashville then gave a presentation on "Transit-Oriented Development." Following this, the entire group once again broke out into smaller groups, led by architect facilitators, to address (each table in their own way) the AIA's Ten Principles of Livable Communities, specifically in light of the potential for transit-oriented development in Lebanon's future. This potential is inherent, given that Lebanon is now the terminus of the Music City Star commuter rail line service to and

from Nashville. Drawing on base maps was encouraged; idea and responses were again prioritized by citizens and then again reported back to the auditorium as a whole.

All of the recorded results of both days' workshops were collected and transcribed by the Nashville Civic Design Center, with similar ideas from the different tables grouped into "affinity" clusters. The participants' ideas and responses in these exercises with the highest citizen priority are listed as "what we heard" and characterized as citizen observations, and are found on the subsequent four pages in this Summary Report.

The following general observations were made by the participating leadership of AIA Middle Tennessee, Cumberland Region Tomorrow, the Greater Nashville Regional Council, the Nashville Civic Design Center, and The University of Tennessee College of Architecture and Design:

- Lebanon's Downtown and its Square is widely perceived to be the heart of the community.
- The ambiguity of whether settlement is significantly impacting historic buildings on the Square, and whether flood plain issues remain an appreciable problem in downtown Lebanon, is impeding development. Lebanon should have a definitive engineering study on both questions so everyone in the community shares the same assumptions with a high degree of certitude.
- If floodplain issues do exist, explore the idea of forming an artificial lake as a potential flood control device, and as a park amenity, north of downtown.
- Connect the transit station with a greenway to the Mill, the creek, the Square and the Farmers Market.
- Seek to ultimately define all four sides of the square with mixed-use buildings, including residential lofts. Consider a nearby parking structure lined by housing and mixed uses to serve the Square.
- Given a parking structure, configure traffic in the square first for pedestrian and vehicular safety, secondly for appearance, and third for parking count.
- Consider designating downtown a Tax Increment Financing (TIF) district, or utilize other reinvestment strategies, to build a parking structure and other improvements to the downtown and (some of) its neighborhoods.
- While interest in transit-oriented development is now mixed in the community, recognize that Lebanon will inevitably have a significant role in the next fifteen years as a regional bedroom community, by virtue of its location within a 75 mile radius of downtown Nashville. Recognize that the density of walkable transit-oriented development can provide the physical presence of a real downtown to reinforce the vibrancy of the historic square. The density of transit-oriented development can also efficiently grow the property tax base relative to the underutilized infrastructure already in place. In other words, explore the economic and physical potential of transit-oriented development within a 2,000-foot radius of the transit station, and as a community, analyze this potential with an open mind.

- Aggressively encourage and provide incentives for bicycle riding on the part of all Cumberland University students, to help integrate the University into the Lebanon community.
- Reinforce Cedar City's tree canopy as essential to the city's identity, quality of life, and healthy walkability.
- Use historic preservation tax programs aggressively to encourage adaptive reuse.
- Commission a comprehensive plan for all of Lebanon, using this assessment and visioning process as one base of public participation.
- Finally, Cumberland Region Tomorrow's Quality Growth Toolbox should be a primary resource document in the future planning of the city. This document contains tools, incentives, resources, and contacts for public officials to implement the observations of citizens expressed in this assessment and visioning workshop, including their desire to ensure economic vitality through quality growth.

## THE AMERICAN INSTITUTE FOR ARCHITECTS 150 BLUEPRINT FOR AMERICA

ASSESSMENT: “LEBANON’S TOWN CENTER AND ITS NEIGHBORHOODS:  
STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS”

Thursday, August 9 12:30 p.m. – 5:00 p.m.

12:30 p.m. Facilitators meet to discuss workshop  
at Cumberland University’s Heydel Fine Arts Center

Stakeholders begin sign-in  
at Cumberland University’s Heydel Fine Arts Center  
and receive random table assignments

1:00 p.m. Welcome by Lebanon Mayor Don Fox  
and Cumberland University President Dr. Harvell Eaton

1:05 p.m. Overview of the AIA 150 Blueprint for America Initiative  
by Cyril Stewart, AIA of Vanderbilt University

1:10 p.m. Orientation on the program and its purpose by T. K. Davis, AIA  
of the University of Tennessee and Nashville Civic Design Center

1:15 p.m. Show public television documentary by Thomas Hylton  
*Save Our Land, Save Our Towns.*

2:15 p.m. Breakout assessment workshop at tables with AIA facilitators  
at the Doris and Harvey Vine University Library  
and Heydel Fine Arts Building  
(refreshments available)

“Lebanon’s Town Center and Its Neighborhoods:  
Strengths, Weaknesses, Opportunities and Threats”

4:00 p.m. Ranking exercise

4:15 p.m. Group reports from tables

5:00 p.m. Adjourn

## THE AMERICAN INSTITUTE FOR ARCHITECTS 150 BLUEPRINT FOR AMERICA

VISIONING: "THE POTENTIAL OF TRANSIT-ORIENTED DEVELOPMENT IN LEBANON"

Friday, August 10 9:00 a.m. – 2:00 p.m.

8:30 a.m. Facilitators meet to discuss workshop  
at Cumberland University's Heydel Fine Arts Center

Stakeholders begin sign-in and receive table assignments  
at Cumberland University's Heydel Fine Arts Center  
and receive random table assignments

9:00 a.m. Review of the program, its purpose, and the Thursday workshop

"Communities by Design:  
The AIA Ten Principles of Livable Communities"  
Presentation by T. K. Davis, AIA

"Transit-Oriented Development"  
Presentation by Hunter Gee, AIA  
of Looney Ricks Kiss in Nashville

10:00 a.m. Breakout visioning workshop at tables with AIA facilitators  
at the Doris and Harvey Vine University Library  
and Heydel Fine Arts Building  
(pickup box lunches for later)

"The Potential of Transit-Oriented Development for Lebanon"

12:00 noon Group reports from tables

12:45 p.m. Wrap-up by Lebanon civic and economic leadership,  
and Cyril Stewart, AIA

1:00 p.m. Adjourn

PHOTOS FROM WORKSHOPS



PHOTOS FROM WORKSHOPS



PHOTOS FROM WORKSHOPS



## Day One: ASSESSMENT

### CITIZEN OBSERVATIONS-- HERE IS WHAT WE HEARD...

#### What are the **strengths** of Lebanon's town center and its neighborhoods?

- Location – with good jobs nearby while centrally located, and having the potential to connect to other areas of town, with proximity to many local attractions (34 prioritization dots)
- The architecture – its historic quality, with both consistency and diversity, particularly on the square preserved via National Register status and having more potential for revitalization through storefronts, good sidewalks and good lighting), as well as Cumberland University, the older homes around the campus, Pickett Chapel, Castle Heights, Woolen Mills, Wilson County Museum, Ligon and Bobo Funeral Home, Old Theater (an opportunity to rework) (29)
- Commuter rail (with a plan to move meaningful two-way rail) (17)
- Strong sense of community, with the feel of a small town but the benefits of a large town, and good corporate and civic involvement (17)
- Existing roads, access, and infrastructure exists already (9)
- Mixed-use development (5)
- Pedestrian development (4)
- Park and Recreation Center (4)

#### What are the **weaknesses** of Lebanon's town center and its neighborhoods?

- Lack of neighborhood parks, greenways, connectivity of pedestrian traffic, and trees (19)
- No long range funding for the train, and it has no public restrooms (13)
- Lack of money (9)
- The lack of a master plan for the inner city (5)
- Not a lot for children / youth / teens to do – a need for facilities (5)
- Public housing (needs improvement) (5)

#### What are the **opportunities** facing Lebanon's town center and its neighborhoods?

- Revitalizing the town center and its surroundings through mixed-use, with people walking, affordable living, working, and finding restaurants and entertainment venues in and near the square (e.g. Capital Theater), so we have growth without losing open space (28)

- Build a greenway along town creek (14)
- Development of a “vision” for tomorrow to unify community effort (12)
- Creating inviting, walkable streetscapes and implement a tree ordinance (12)
- Commuter rail – expanding its ridership and diversity of use (8)
- Metro government (4)
- Traditions – (e.g. holiday celebrations, festivals, reunions, etc.) (4)
- Farmland is being developed – losing farmland... (4)
- No reason to live downtown (provide it) (4)

What are the **threats** facing Lebanon’s town center and its neighborhoods?

- Sprawl – uncontrolled growth with infrastructure limitations developing raw land instead of revitalizing downtown (30)
- The lack of a comprehensive plan discourages positive development, and leads to an absence of coordination, follow through on ideas, and inconsistencies in policy and zoning (29)
- Community resistance to change (i.e. alcohol, density), citizen indifference, or lack of progressive thinking in government (29)
- Uncertainties regarding flood vulnerability and structural problems in older buildings in and around the town square (21)
- Lack of financial resources for necessary projects, both from Federal cuts in programs and private cuts in funding (13)
- No conference center (6)
- Public housing (5)
- Drugs in the community (4)

## Day Two: VISIONING

### CITIZEN OBSERVATIONS-- HERE IS WHAT WE HEARD...

As breakout groups, tables were encouraged to consider the following questions, which are based on the AIA's *Ten Principles of Livable Communities*, to help structure their discussion.

#### Principle One: DESIGN IN A HUMAN SCALE

*How could Lebanon's town center become more compact and pedestrian friendly through transit-oriented development?*

#### Principle Two: PROVIDE CHOICES

*What housing, shopping, recreation, or employment choices are currently missing in Lebanon's town center, which might be provided by transit-oriented development?*

#### Principle Three: ENCOURAGE MIXED USE DEVELOPMENT

*Where and how could mixed-use development, integrating different land uses and varied building types, be encouraged in Lebanon's town center through transit-oriented development?*

#### Principle Four: PRESERVE URBAN CENTERS

*How could we encourage the revitalization of the Lebanon community's town center through transit-oriented development?*

#### Principle Five: VARY TRANSPORTATION

*What additional transportation options, including walking, biking, driving, and public transit, are needed in Lebanon's town center, and how might they be linked to transit-oriented development?*

#### Principle Six: BUILD VIBRANT SPACES

*What are the best public spaces in Lebanon's town center, and where could new, memorable public spaces be established with transit-oriented development?*

#### Principle Seven: CREATE NEIGHBORHOOD IDENTITY

*How would you describe "the sense of place" in Lebanon's town center, and is this compatible with transit-oriented development?*

#### Principle Eight: PROTECT ENVIRONMENTAL RESOURCES

*What environmental resources in Lebanon's town center need to be protected and preserved, if there is future transit-oriented development?*

#### Principle Nine: CONSERVE LANDSCAPES

*Where should open space be preserved in Lebanon's town center, if there is future transit-oriented development?*

#### Principle Ten: DESIGN MATTERS

*How do you feel design excellence can promote a successful and healthy town center for Lebanon, incorporating transit-oriented development?*

## PRIMARY VISIONING IDEAS BY TABLE

### Table One

- Using city grant greenway funds, connect the train station to the Square with pedestrian friendly ways through the Mill area.
- Change the alcohol ordinance on the Square to help recruit interesting restaurants.
- Widen the bypass, including sidewalks and attractive streetscapes.
- Renovate the Capitol Theater and bring it back into use.

### Table Two

- Provide quality rest rooms on the Square and at the train station.
- The old shopping center (Save-a-Lot / Kroger) presents an opportunity for redevelopment.
- Improve landscaping on public streets and spaces—not just trees, but multi-level and layered, with street furniture and human elements.
- Provide a park – not parking – in the center of the Square.

### Table Three

- Make the Square a destination, with shops, cafes and outdoor activity and seating, and transform Main Street and Cumberland coming out of the Square into boulevards.
- Widen Hill Street and promote new offices and mixed use residential development.
- Connect Don Fox Park to the train station, the Square, and the Farmers Market with a greenway and secondary parks.
- Widen Baddour Parkway to a boulevard, with a median, wide sidewalks and trees.

### Table Four

- Focus on the Mill as a mixed-use entertainment center, similar to the Gulch in Nashville.
- Eliminate regulatory barriers to downtown development – such as zoning – to allow for mixed use outdoor dining, and restaurants that can provide alcohol on the Square.
- Provide incentives for development – consider establishing a Redevelopment District.
- Construct parking garage(s) within walking distance of the Square and/or train station.

### Table Five

- Add a draw to development within the Square—there is a need for more than antiques and attorneys (i.e. restaurants that serve alcohol in renovated, interesting spaces).
- Add a trolley line within the District, Cumberland University, Walmart and the Mall.
- Promote mixed-use development along North Cumberland.
- Promote multi-family housing at Caruthers.

### Tables Six, Fifteen, Sixteen and Seventeen combined

- Strengthen the identity, marketing, and streetscape of Greenwood Avenue to encourage retail and commercial development.
- Improve sidewalks.
- Address issues of the Music City Star (i.e. additional run times, including non-business hours, rest room facilities at stations, more user friendly promotion uses, and consider merger of MTA and RTA).

#### Table Nine

- Address the Square (i.e. lack of store types, connections to train, Square and Farmers Market, parking, vacant spaces, rezoning, and land assembly).
- Build on what makes Lebanon unique (ex. promote lofts downtown and move the log cabin).
- Showcase (future) workshops at the Fairground.

#### Table Ten

- Provide more flexibility in zoning.
- Conduct a safety inspection of the buildings on the Square, and adaptively reuse as appropriate.
- Commission a master plan for the Square, the RTA station, and the areas in between.
- Bring people to the Square through concerts and other events.

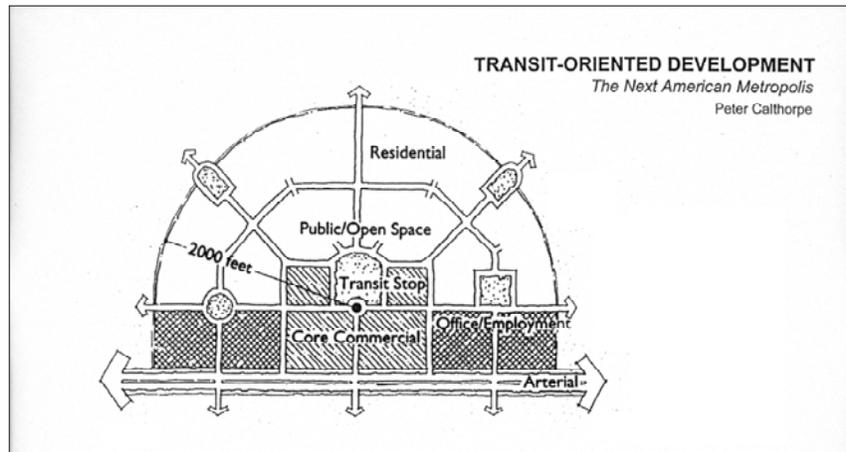
#### Table Thirteen

- Hill Street has the potential for development.
- Work to attract visitors.
- Provide a greenway on Greenwood to Cumberland University.
- Recognize various wars at public spaces.
- Make the Square pedestrian only.
- Locate a man-made lake at the west recreation area.

#### Table Fourteen

- Encourage revitalization through Transit-Oriented Development.
- Utilize Transit-Oriented Development to infill vacant areas in the downtown.
- Future greenways and surrounding areas should be seen as opportunity areas.
- Promote mixed-use at the Mill.
- Transform the creek from a liability to a beautiful asset i.e. greenway, river walk, dam to pool water, paddle boats, “flooding is a legend.”

## WHAT IS TRANSIT-ORIENTED DEVELOPMENT?



The TOD definition, diagram and principles are from Peter Calthorpe's *The Next Metropolis: Ecology, Community and the American Dream*.

A Transit-Oriented Development (TOD) is a mixed-use community within an average 2,000 foot walking distance of a transit stop and core commercial area. Transit-Oriented Developments mix residential, retail, office, open space, and public uses in a walkable environment, making it convenient for residents and employees to travel by transit, bicycle, foot or car.

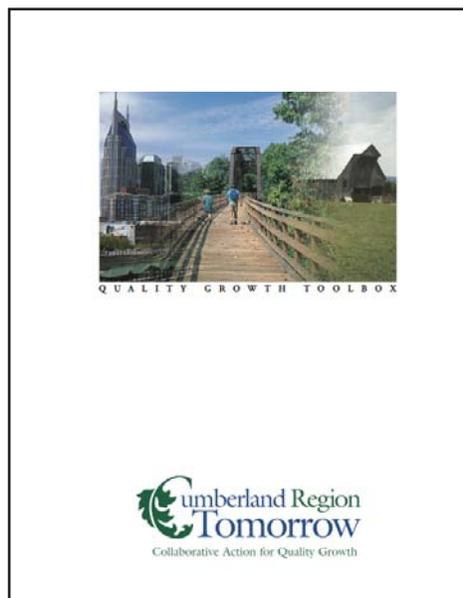
In summary, the principles of Transit-Oriented Development are to:

- Organize growth on a regional level to be compact and transit-supportive;
- Place commercial, housing, jobs, parks, and civic uses within walking distance of transit stops;
- Create pedestrian-friendly street networks that directly connect local destinations;
- Provide a mix of housing types, densities, and costs;
- Preserve sensitive habitat, riparian zones, and high quality open space;
- Make spaces the focus of building orientation and neighborhood activity; and
- Encourage infill and redevelopment along transit corridors within existing neighborhoods.

## CUMBERLAND REGION TOMORROW QUALITY GROWTH GUIDING PRINCIPLES

The Cumberland Region Tomorrow *Quality Growth Toolbox* should be utilized as a primary resource document in the future planning of Lebanon. This is the most significant observation made by the workshop's participating leadership of AIA Middle Tennessee, Cumberland Region Tomorrow, the Greater Nashville Regional Council, the Nashville Civic Design Center, and the University of Tennessee College of Architecture and Design. This document contains topical information on strategies, tools, incentives, resources and contacts for public officials to implement the recommendations of community citizens expressed in these assessment and visioning workshops, including the desire to ensure economic vitality through quality growth. The Quality Growth Toolbox Guiding Principles are the following:

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



## WHAT WORKED WELL IN THESE WORKSHOPS?

### SELECTED COMMENTS FROM PARTICIPANTS' ANONYMOUS EVALUATIONS

*“Comfortable, encouraging environment that made expressing ideas easy. I thought that the group discussions were very helpful and fun! Wonderful ideas were discussed on both days. With the variety of participants, the suggestions were all different... The workshop was centered around the people who live and work in Lebanon. That was most impressive and will benefit the project tremendously in the long run.”*

*“The facilitators were excellent and well informed about the goal of the workshops. Well organized! Group diversity was excellent! Good mix!”*

*“The architects' slides of other cities gave an excellent entry into thinking about change. Group work productive. Cumberland University was a good setting. Time was used well. Excellent in every way. I am honored to have been invited. Thanks. Suggestion for our branding logo – ‘Preserving our history... as we develop our future.’”*

*“Very informative two days as a whole. I loved the way the tables were set up with a mixture of different people with varying opinions. The leaders were great.”*

*“Small breakout sessions were great. Good reporting by each team after the breakout sessions. Clear support and commitment from AIA – helped raise community morale and excitement.”*

*“The ability to have individual voices or opinions heard and have those ideas and/or concerns discussed in a larger scale. I am really encouraged by the level of community participation.”*

WE ARE GRATEFUL TO THE FOLLOWING ORGANIZATIONS  
FOR THEIR CONTRIBUTIONS TO THE WORKSHOPS

CedarStone Bank  
City of Lebanon  
Cornerstone Company  
Cumberland University  
Eastern Middle Tennessee Association of Realtors  
Greater Nashville Regional Council  
Historic Lebanon Tomorrow  
Joint Economic and Community Development Board  
Lee & Lee Attorneys  
Noon Rotary Club  
Rochelle, McCulloch & Aulds  
Wilson Bank and Trust

AIA 150 BLUEPRINT FOR AMERICA LEBANON WORKSHOP PLANNING TEAM

Michael Clemons  
*Historic Lebanon Tomorrow Chairman*  
*Rochelle, McCulloch & Aulds*

John C. McDearman, III  
*Cumberland Region Tomorrow Board Member*  
*Senior Vice President, Wilson Bank & Trust*

GC Hixson, CEcD  
*Executive Director, Joint Economic & Community Development Board*  
*of Wilson County*

Paul C. Stumb, Ph.D.  
*Cumberland University*  
*Chairman, Lebanon/Wilson County Chamber of Commerce*

Magi Tilton, AICP  
*City of Lebanon Planning Director*



## APPENDIX I:

### DEVELOP AND FOLLOW COMPREHENSIVE PLANS

From Cumberland Region Tomorrow's *Quality Growth Toolbox* pages 202-203.

“A comprehensive plan is a local government’s adopted statement on future development. It sets forth goals; analyzes existing conditions and trends; describes and illustrates a vision for the physical, social, and economic characteristics of the community in the years ahead; and outlines policies and guidelines intended to implement that vision.

Comprehensive plans address a broad range of interrelated topics in a unified way. A comprehensive plan identifies and analyzes the important relationships among the economy, land use, transportation and other infrastructure, community facilities and services, housing, environment, human services, and other community components. It does so on a community-wide basis and in the context of the wider region. A comprehensive plan addresses the long-range future of a community, using a time horizon of 20 years or more.

The most important function of a comprehensive plan is to provide valuable guidance to those in the public and private sector as decisions are made affecting the future quality of life of existing and future residents and the natural and built environments in which they live, work, and play.

#### Elements of Effective Comprehensive Plans

Effective comprehensive plans include the following elements:

- Land Use
- Transportation and other infrastructure
- Community facilities and public services
- Open space, parks, recreation and cultural amenities
- Housing
- Employment zones / job centers
- Critical and sensitive areas
- Natural hazards
- Agricultural lands
- Priority investment areas
- Appropriate design criteria

Comprehensive plans should include two “bookend” items: an issues and opportunities element at the beginning in order to set the stage for the preparation of other elements; and an implementation program at the end that proposes measures, assigns estimated costs (if feasible), and assigns responsibility for carrying out proposed measures of the plan.”

## APPENDIX II:

### DENSITY AND LIVABILITY

From the AIA's Livable Communities website.

“In the general debate about development, people tend to fear density. Many people believe that ‘density’ means more traffic, crowded schools, and new buildings shoehorned together. Yet, opposition often evaporates when people are presented with examples of dense communities that feature beautiful architecture and protected open space, where people can walk along shady sidewalks and feel safe letting their kids play in the front yard.

Compact development preserves natural resources, encourages independence from automobiles, reuses existing infrastructure, and feels more like fondly remembered, traditional neighborhoods. The AIA's member architects can help citizens design dense communities to be attractive, cost effective, healthy, and environmentally friendly.

#### Quick Facts:

- Good design can create dense developments that are appealing, functional and feel less crowded.
- Well-designed, dense housing sells as well as, and sometimes better than, widely spaced homes. Dense, 24-hour neighborhoods are consistently among the top recommended real-estate investments.
- The top consumers of compact, auto-independent housing – empty nesters, childless couples, and singles – will make up the majority of American households for the foreseeable future.
- Dense developments with a clear identity, nearby shops and recreational facilities, and a sense of community feel more like the traditional neighborhoods many people admire.
- Children and the elderly can be more independent in a community where they can walk to visit friends or to a community center, rather than having to wait for a ride.
- Using land efficiently as possible preserves open space for recreation within easy reach of city dwellers, while protecting the environment and natural systems.
- Compact developments offer higher tax revenues with lower per-unit infrastructure costs.
- Compact, attractively designed neighborhoods that offer a variety of amenities encourage people to walk, bike, or take public transit rather than drive. High density is necessary to maintain effective public transit.
- In a 2003 public opinion poll, nearly half of the respondents favored designing communities to be more walkable, even if it means they are denser.
- People often believe that spread-out, suburban areas are safer than urban neighborhoods, but, in fact, compact communities generally have fewer traffic fatalities and faster police, fire and ambulance response times.”

## APPENDIX III

### Lebanon's Town Center and Its Neighborhoods: Strengths, Weaknesses, Opportunities and Strengths

#### Table One

##### Strengths

- People, leadership (2)
- Town square (2)
- University green space (3)
- History (2)
- Family oriented (1)
- Sheltered from large scale development (1)
- Attractions – Ward Ag., museums, history, Jimmy Floyd, Fair, town square, park (5)
- Proximity to Nashville
- Music City Star (2)
- Interstate (1)
- Community partnership
- Job opportunities

##### Weaknesses:

- Lack of opportunities
- Preserve / restore old buildings (2)
- Traffic (2)
- Lack of neighborhood parks and greenways (4)
- Sidewalks – lack of (1)
- School system – lower test scores, overcrowding (3)
- Growing drug problem / contributes to youth problem (3)
- Lack of supervised activities / places to go for youth (1)
- County wide planning / zoning – cities too – lack of cooperation (2)
- Uniform sign code / less clutter (1)
- Lack of downtown residential (2)
- Lack of public transportation (2)

##### Opportunities:

- Build greenway along town creek (6)
- Cumberland University (3)
- Rebuild neighborhoods to provide a range of housing opportunities (2)
- Use planning and zoning to save small town qualities (2)
- “Reshape square” – add restaurants, businesses, residential
- Only commuter rail line (2)
- Public – grants, historic / tree city (1)
- Airport (1)
- Higher density mixed use development – preserve green space (farms) instead of single-family homes
- Community choices
- The Mill
- Traffic improvements

Threats:

- Loss of town square (3)
- Development pressure (3)
- Traffic – won't stay ahead of growth (3)
- Lack of recreational activities for youth (2)
- Lack of pride in property / lack of codes enforcement (2)
- Loss of farmland (1)
- Hartman Drive could become like 231 – not be inviting into town (1)
- Cynicism
- Unmanaged growth, eroding character of community

Table Two

Strengths:

- Plan to move meaningful two-way rail (4)
- Organized trail / greenway plan in progress – creek – turns to asset (3)
- Trail relates to railroad track through square (2)
- Got a plan for green and traffic (1)
- Sidewalks – ordinances regulate in all – developers builds in all new – corners are accessible
- Design guidelines

Weaknesses:

- Sidewalks – poor condition / lack – Pen Avenue (1)
- Sinking Creek flood potential / Tarver - Leeville Pike area (2)
- Need to get design standards established – design review board (2)
- Need to expand local transit / taxi ride / limo (2)
- Politics (2)
- Funding dollars – sources – public private partnership
- Merchants on the square not brought into the plan
- Light poles / power lines in sidewalk on Main

Opportunities:

- Bring jobs downtown – people walk / live in square (4)
- Residential on square (4)
- Reverse tourism (3)
- Burger King / other façade (could) be more in line with surroundings (2)
- Development to entice Cumberland University to Square (2)
- Greenway beauty of creek (1)
- Great historic structures an opportunity to educate people about what we do have here (1)
- Plan to green up and improve traffic (1)
- Professional offices (in) Square / downtown (1)
- Livability issue – sidewalks
- Expand ADA accessible sidewalks beyond corners
- Study re-subsidence – square
- Reverse commuters
- Partners

Threats:

- Structures in square need attention as soon as possible (2)
- Power lines – control lighting (2)
- Lack of funding for sidewalks (and) schools (1)
- Building subsidence in square (1)
- Signs – reduce

Table Three

Strengths:

- Architecture – historically consistent (5)
- Transportation – Music City Star (4)
- Geographic location – potential to connect areas of town (4)
- Education – Cumberland University (3)
- Community pride (1)
- Size – not too big
- Chamber of Commerce – good support system
- Favorable outside perception
- Recycle / renovation potential

Weaknesses:

- Lack of restaurants, shops, cafes (7)
- No public facilities (3)
- Not pedestrian friendly (2)
- Closes down at night (1)
- Limited residential (1)
- Financial limitations to development (1)
- Too much truck traffic (1)
- Lack of public transportation (1)
- Lack of specialized zoning and codes
- Cumberland University and Music City Star – lack of connectivity to town center despite geographic location

Opportunities:

- Potential to create nightlife (restaurants) (6)
- Lots of retail potential (4)
- Greenway to connect different parts of town (3)
- Public transportation hub (1)
- Investment
- Strong growth
- Enhance existing destinations (ex. Farmers' Market)

Threats:

- Resistance to change (7)
- Public housing (5)
- New developments – strip malls, clusters (3)
- Town creek – flood plain and flood way (1)
- Fire – threat to existing structures (1)

Table Four

Strengths:

- Good corporate and civic involvement (4)
- Architectural framework (3)
- Community recognition of value of historic preservation (3)
- Multiple historic centers (2)
- Square is a hub of activity (2)
- Parking capacity – multi-use – open space in square (1)
- 'Grid' defines unique districts in compact area
- Proximity to rail line / station
- Strong neighborhoods
- Stability
- Sense of community
- 'Necessary' congestion to sustain business
- Not dependent on interstate
- Room to grow

Weaknesses:

- Lack of business diversity (3)
- Community opposition to higher densities (3)
- Lack of activity after five p.m. (2)
- Lack of support for rail – local connections, adjacent conveniences (2)
- No funding (2)
- Limited opportunity for business growth on square (1)
- University campus is isolated (1)
- It's hot (1)
- Blight in spot areas
- Underutilized land
- Flood plain (square)
- Traffic – through traffic is too heavy
- Truck traffic
- Station is isolated – not a destination
- No university bookstore on square

Opportunities:

- Station can be a destination (3)
- Zoning ordinance is being updated (3)
- University and students – goods / services (3)

Public or private trolley / local transit (2)  
Additional eateries and nightlife (2)  
Pedestrian connections (1)  
Planning can still shape / impact the community – it's not too late  
Room to grow (1)

Threats:

Community opposition – density, alcohol (5)  
Overburdened infrastructure (4)  
New development versus redevelopment (2)  
Flood potential (2)  
Trend toward unsustainable development patterns (2)  
Overextending corporate community

Table Six

Strengths:

Community feel of a town (4)  
Location – good jobs nearby centrally located (4)  
Shopping / retail variety can buy everything you need here – movies, restaurants, hardware store (3)  
University (3)  
Very convenient to Nashville – Ryman / Titans / Symphony but self-contained / self-sufficient  
– close to airport (2)  
Chamber of Commerce (2)  
Traffic is good – manageable (but getting worse)  
Property values are reasonable, affordable (1)  
Relatively affluent community (1)  
People – older community and blend of outsiders (1)  
Strong faith – religion tolerant people (1)  
Historic fabric has been maintained – consistent fabric (1)  
Schools – good education system  
Good infrastructure for business and manufacturing – provide businesses / jobs but also  
requires more homes / more sprawl- good but bad?  
Still have smaller communities pride...  
Castle Heights property impressive reuse of this area

Weaknesses:

Farmland is being developed – losing farmland... (4)  
No consistency in the infrastructure – city runs it to where the development wants to spread (3)  
Government units are not coordinating / interacting – “Don't play well together” (3)  
Not many available lots within city proper to build or opportunities to move into city (2)  
Lack of diversity in businesses downtown – diversity is in the strip malls (2)  
Are incentives in place to encourage growth? (2)  
Not enough sidewalks (2)  
City's philosophy is to expand tax base rather than focusing (on) downtown (1)  
Lack of public transportation within county (1)  
Parking on the square (1)  
Lack of architectural control plan / consistency

Many of the people in this area do not see these things as issues – difference of opinion – no consensus as to what the issues are...

Limited to clean up in some areas by federal / state / community laws – cost prohibitive to clean up? – Eliminate liability to people who had these sites

Creek – underground water

If you lived in town and didn't have a car (you) couldn't even get to the grocery store

Don't look long term / short term vision

Within county – land grabbing – county divided among major cities

#### Opportunities:

Incentives to builders / developers to build revitalize (4)

Specific areas which are ripe for development – Square, South Maple, East Forest, Junior High area, Hartmann Drive (4)

Opportunity to create historic district (3)

County planning – inclusive of the cities (2)

Long range planning 20-30 years land use plan for county (2)

Opportunity to rework rules to bring developers into city areas (2)

Opportunity to make Hartman rive a gateway to the city – major thoroughfare which has not developed (2)

Opportunity to make look of community be whatever we want it to be – architectural controls

Take Highway 231 traffic out of the square? (was discussed years ago...) divert traffic, at least trucks... – merchants want traffic through the square (1)

Transit-oriented development in core – groceries / bars / schools / shops / living opportunities (1)

Rework zoning / incentives to encourage growth within old community / city limits

New flood study may enable things to happen which were before thought impossible

Good healthcare facilities to continue to grow

#### Threats:

Developers don't want to develop in some of the areas which need it – cost prohibitive (5)

Could lose farmland – too much sprawl – county-wide issue (4)

Could become a suburb of Nashville (3)

Lack of rules / guidelines allows builders to build ugly structures (3)

Lack of good design (1)

Inaction – nothing could happen

Lack of promoting regulations

Inappropriate architecture – buildings “skyscrapers,” “modern design”

High pocket development areas in the middle of low density

Limiting people's rights / choices

#### Table Five

##### Strengths:

Historic districts – preservation – community thought process: Pickett Chapel, Castle Heights, Woolen Mills, Cumberland University, Wilson County Museum, Ligon and Bobo Funeral Home, Old Theater (opportunity to rework) – connect to train (5)

Walking distance – square to rail (2)

Heart of city (2)

Two major roads (2)

- Chamber right on square (2)
- Not many vacant buildings (1)
- Tourism attraction
- Cumberland University reclaim land – vision
- Sitting in yard – see people go by
- True block development
- Buildings good shape – square – takes pride - love the way it looks

#### Weaknesses:

- No public restrooms (do self-sustaining) – not on train or station (now at Nashville) (7)
- Square was diverse in family needs – shops – now limited shops in square (4)
- Flood areas – last 1987 (2)
- Decline in family dwellings – low rental, drugs (1)
- More professional areas and not traditional retail
- Lost walking ability
- Non-conforming new developments in historic area
- Lack of residential mix – on square
- Traffic
- Inconsistencies

#### Opportunities:

- Lights, trees – make an impression – plant trees on private property (3)
- Program activities (family outing) = theater, dinner theater (3)
- Improve approach into city – 231, 70 (3)
- Recreation: greenway... Jimmy Floyd – do more public space – Burger King was Potter Park (2)
- Planning – zoning to encourage – facilitate mixed use – improve developments i.e. strip centers (2)
- Old Courthouse – gospel sing – events (1)
- Walking from train to Mill – shops – square – historic walk trail (1)
- Provide directions – kiosk event info at train station (1)
- Reused facility – determining residential to commerce
- Old strip retail into redevelopment – 231, 70
- Mill restore
- Historic preservation – brick pavers, not concrete
- Use underground utilities – power
- Murals – public art
- Provide family oriented activities
- Tourism

#### Threats:

- Lack of funding for necessary projects (4)
- Flooding (3)
- Deterioration of buildings (2)
- Parking (in and out of downtown) (2)
- Not part of Nashville – a bedroom community – don't lose out identity (2)
- More single family – low income retail – could work with Cumberland University to buy lots around University (1)

Codes – fire hazard on historic buildings (poor wiring) (1)  
On top of creek – specific spots  
Zoning  
Failing to build back with same quality  
Losing what little green space is left  
Asphalt – parking  
Lack of attraction for youth (visitor)

#### Table Seven

##### Strengths:

Mixed-use development (5)  
Close to University / Mill / Square (5)  
Fairgrounds (5)  
Pedestrian development (4)

##### Weaknesses:

Lack of money (9)  
No high density / turn Lebanon into Brooklyn (4)  
Sinking property values (3)  
Will ruin livability of Lebanon (1)

##### Opportunities:

Town creek / greenway (8)  
Capital Theater (5)

##### Threats:

Old buildings structure problems (7)  
Town creek / flooding – cave under square (5)  
High density grow(th) north of square (3)

#### Table Eight

##### Strengths:

Location of the town square is reinforced by the major streets which lead to it (3)  
Town square feels safe  
Historic center of town as a “watering hole”  
Natural waterway which ruins through downtown (1)  
Regionally recognized as antique shopping location  
Commitment of county government to stay downtown (1)  
Diversification of retail shopping opportunities  
Availability of free parking  
Efforts by the city to make itself more handicap accessible  
Diversity of industry in and around Lebanon ex. Edwards Hatchery  
Martha White Mill entrance to square acts as a gateway  
Improvements to storm water management  
Proximity of Mill to Square (1)  
Mixed-use development (1)  
Park along waterway (2)

Potential for positive growth and development (2)  
Number of trees

Weaknesses:

Lack of restaurants especially during afternoon and evenings (5)  
Risk of flooding (3)  
Sewer smell downtown (2)  
Housing projects too close to square – need alternative location / opportunities (2)  
Downtown lacks a visual identity (2)  
Zoning requirement on number of parking spaces produced accompanying new development  
Natural waterway which runs through downtown (1)  
Streets one block from square need to be developed  
Five p.m. sidewalks roll-up  
Risk of flooding is a detriment to development

Opportunities:

Affordable housing downtown that allows young professionals to stay in Lebanon (9)  
Availability of land and business for development (5)  
Development of a “vision” for tomorrow (4)  
Creation of historic preservation committee  
School system, employment opportunities  
Possibility of diverse development opportunities  
Growth of Cumberland College (sic)

Threats:

Inconsistency of policies (7)  
Indifference of citizenry (6)  
Status quo of “powers that be”

Table Nine

Strengths:

Central Business District on Historic Register (4)  
Cumberland (University)  
Train (4)  
Location (4)  
Active Historic Lebanon Tomorrow (3)  
U. S. Highway 70 & 231 – Square

Weaknesses:

No long range funding for train (6)  
Not pedestrian friendly (4)  
Disconnected square housing (3)  
Fragment (2)  
U. S. Highway 70 & 231 - Square

Opportunities:

- Unified community effort (8)
- Green Street / Fairview High (3)
- Transit-oriented design (2)
- Mill (1)
- Cumberland (University) (1)

Threats:

- Funding – private (5)
- Floodway (4)
- (School) traffic (3)
- Funding – public (3)

Table Ten

Strengths:

- Strong sense of community (5)
- Small town feel with benefits of a large town (4)
- Park and Recreation Center (4)
- Commuter rail (4)
- Roads / access (4)
- University (1)
- Downtown – focal point
- Antiques / galleries
- Affordability
- Personal relationships
- Hospital
- State Park
- Second highest median income in the state
- Hospitality / social services

Weaknesses:

- Not a lot for children / youth / teens to do – need facilities (5)
- Public housing (needs improvement) (5)
- Blighted buildings – just off square (2)
- Trash on roads
- Older neighborhoods – improve
- Lack of park spaces – passive recreation
- Condition of high school

Opportunities:

- Hartman Drive interchange / office jobs – white collar (4)
- Commuter rail (4)
- Lots of available land (3)
- Downtown redevelopment - housing, shops, businesses, entertainment (2)
- Cultural entertainment for adults – restaurants, music, theater, dance, festivals (1)

- 231 South entrance corridor – make a beautiful entrance to downtown (I)
- Research grant options for downtown revitalization (I)
- Festivals – Fiddlers’ Grove (I)
- Expand more – downtown (I)
- Downtown square redesign
- Parking off square
- Open air nice Farmers’ Market
- East side of square
- Study Franklin success story
- Room for job growth
- Vocational Center – job training / job diversity

Threats:

- Uncontrolled growth and infrastructure imitations (6)
- No conference center (6)
- Drugs in the community (4)
- Federal cuts in programs (4)
- Major interstate through community
- Guns and violence in schools
- Gangs
- Bad relationships between city officials
- No transit options within county
- Lack of advertising / public relations for city

Table Eleven (Did not use the prioritization method used by the other tables):

Strength:

- Train station

Weaknesses:

- Cost of commuter train
- Downtown “sense of place” is empty – not alive

Opportunities:

- Train station area has to become a unique destination
- Mixed-use development to the east of the train station
- Re-zoning areas to the southeast of the train station to residential within 4,000 feet
- City ordinance to limit number of residential inhabitants to the southeast of the train station beyond 4,00 feet
- Improve streetscape, lighting, and sidewalks within in the downtown core
- Proposed walking trail becomes pedestrian gateway
- Spring Creek development
- Open space
- Expand Farmers Market

## Table Twelve

### Strengths:

- Infrastructure exists already (5)
- Access to mass transit / train (3)
- Lots of history / areas (3)
- Fairgrounds (Agriculture Center) (2)
- Small town feeling (2)
- Niche antique market (1)
- Easily accessible (1)
- Area designated for Farmers' Market (1)
- Agricultural based community values
- Tourist drawing components
- Great vistas / buildings
- Great waterways / outdoor areas
- Floyd Center / Don Fox Park

### Weaknesses:

- No community center (4)
- Not enough affordable housing (3)
- No walking access to grocery / retail stores (3)
- Old time mentality (3)
- Not enough activities for youth (2)
- Public housing congregated in one area (1)
- Center is run down (1)
- Education system (1)
- All new growth west of square

### Opportunities:

- Growth without losing open space (4)
- Extend greenway to square (3)
- Keep small town feel, but diversify to welcome (2)
- Infrastructure can be utilized (2)
- Create incentives for businesses and revitalization (2)
- Wealth / resources already present (1)
- Explore opportunities to support local agriculture
- Extend train access

### Threats:

- Developing raw land instead of revitalizing downtown (6)
- Sprawling developments (5)
- Old mentality / fear of change / diversity (3)
- Growing the wrong directions (2)
- Public housing in congregated area with no access to public uses (1)
- Quality of public schools to handle growth (1)
- Competition (Providence Place)
- Fear of changing what has always been

Table Thirteen / Fourteen / Seventeen (tables combined due to size)

Strengths:

- Quality / historic / diverse architecture on square, Cumberland University, older homes campus (7)
- Geographic location (7)
- Music City Star access (3)
- Friendly people / camaraderie (2)
- Small town feel (3)
- Cumberland (1)
- Highway 231 / Highway 70 – multi-routes in/out
- Existing greenway is used (1)
- Square has a high occupancy rate
- Existing residential fabric
- Large tree canopy stock

Weaknesses:

- Lack of greenways / connectivity of pedestrian traffic (6)
- Start up / follow thru of ideas (4)
- Link to and from train station to other parts of town center (3)
- Lack of use / development of Sinking Creek (2)
- Emphasis f protect existing vegetation (2)
- Passing of new landscape / sign ordinance (1)
- Lack of high quality / density and amenities in town center (1)
- Vehicular connection to Cumberland University
- Cumberland University landlocked (1)
- More efficient use and location of parking in and around square (1)
- Public transportation (1)
- Public infrastructure / sidewalks
- Development around train tracks due to noise
- Incorporate historic aspects of Lebanon

Opportunities:

- Implement tree ordinance (7)
- Create inviting / walkable streetscapes (5)
- Mixed use / living on / near square (4)
- Make downtown core attractive / desirable (3)
- More public green space along creek / floodplain (3)
- Design / redesign for safe community (2)
- Green up / cleanup / connect along Sinking Creek (2)
- Revitalize Hill Street area (2)
- Affordable housing (2)
- Continue to redevelop the inner ring neighborhoods (1)
- Ease / future possibility of walkable connections of parts (1)
- Take advantage of birthplace of Cracker Barrel (1)
- Amenities at / near rail station (1)

The Mill (1)  
Affordable housing (Note: relisted above by group)  
Architecturally appropriate infill on all sides of square  
Retail in inner core  
Retail for students

Threats:

Resistance to change by residents, business, etc. (6)  
How to follow thru and coordinate various committees / development ideas, etc. (6)  
Sinking Creek (5)  
Signage (3)  
How Cumberland University grows within the community (1)  
Over parking requirement (1)  
Lack of design flexibility (1)  
Landscape ordinance

Table Fifteen annulled

Table Sixteen

Strengths:

Available of revitalization, recyclable land (3)  
Historic architecture (3)  
Location central near Nashville (2)  
Town square identity (2)  
Superior transportation infrastructure (2)  
Community size and demographics  
People are friendlier  
Great leadership  
Great university  
Antique shopping

Weaknesses:

No reason to live downtown (4)  
Facilities infrastructure (improve sewer system and other infrastructure) (3)  
Lack controlled or planned growth for residential or commercial expansion (2)  
Sidewalk issues (2)  
Means to attract capital to downtown area (2)  
No incentive to start business downtown (1)  
Over controlled growth (double edged sword) (1)  
No residential housing in downtown  
Zoning will not allow residential housing downtown  
Minimal public transport (no daily trolley from train station to shop district)  
No opportunities for students to spend here

Capital budget restrictions  
ADA accessibility issue  
Signage on square (Burger King sign near historic areas)

Opportunities:

Bring new business development into business parks & capital dollars to city (5)  
Commuter rail – lots of things to do with it (4)  
Renewable resource in Cumberland University – students can spend dollars here (2)  
Reclaimable property with property incentives (2)  
Chance to come together with visionary plan (1)  
New businesses want to spend dollars in new city (1)  
Non-business train traffic to and from Nashville  
McFadden Hall on Castle Heights campus renovation  
Expand Music City Star two ways  
Land on Hill Avenue & G'word available for development by PFG Corporation office  
Remove sheet metal off the Arcade

Threats:

Zoning and planning a challenge (5)  
Safety in downtown (east of square) (2)  
Downtown district in flood plain (2)  
Aging infrastructure (2)  
Initial cost to develop a lot (2)  
“One of the scariest things I’ve ever heard is ‘I’m from the government and I’m here to help.’” (1)  
Lack of follow thru by organizers of change (1)  
Town creek  
Lack of cooperation (old boy network)  
Environmental risk  
Fear of change  
Mom and Pop businesses threatened  
Capital cost to develop in Lebanon has increased

Table Eighteen

Strengths:

Historic architecture (2)  
Home of Cracker Barrel (1)  
Train – unique, how do we capitalize? (2)  
Seepage of pedestrian infrastructure (2)  
Tourism, train, speedway, Cedars Forest, Cumberland River, antiques, County Fair (1)  
Regional location – business recruiting, proximity  
Cumberland University – proximity to core  
Diversity of existing businesses and uses

Weaknesses:

- Poor / lack of vision of public officials – objectivity, coordination, in ability to compromise county / city (2)
- Antiquated zoning, restrictions (2)
- Lack of local public transportation (2)
- Lack of government support for downtown promotions – private business can't take all risk – incentives (2)
- Duplication / redundancy of city / county services
- No larger (than) 500+ seating facility
- Downtown not pleasant to walk - Minimal social, entertainment settings – no cafes, little window shopping
- Lack of public input in decision making / lack of communication

Opportunities:

- Revitalized square – arcade (3)
- Capital, McFadden, Old Post Office (2)
- Local economic incentives Chamber buck,” new business tax incentives, matching historical grants, beautification grant for neighborhood residents (2)
- East Market neighborhood – old industrial buildings (1)
- Maximize potential of Agriculture center
- Improve Farmers' (Market) in existing location
- Underutilized downtown square footage
- Neighborhood police district
- Local media promotion (Lebanon Scene)

Threats:

- Loose historic buildings / properties (2)
- Codes require excessive cuts for rehab (adaptive reuse key) (3)
- Crime, condition of area (2)
- Adjacent cities – Murfreesboro, Mount Juliet, Gallatin- business, tax, land (2)
- Slam'in and jam'in
- Loose open space / farmland

Table Nineteen

Strengths:

- Music City Star (5)
- Relocating City Hall to Castle Heights (2)
- Cumberland University (2)
- Sense of community (1)
- A master plan does exist (1)
- Low, diverse tax base (1)
- The Mill development
- Don Fox Community Park
- Good school system

Growth in West Lebanon  
Beckwith interchange  
Agricultural Center

Weaknesses:

Lack of master plan - inner city (5)  
Lack of activities / diversity of retail downtown (3)  
No one to solicit entertainment (2)  
100-year flood plain over much of downtown (1)  
No public transportation / trolley system (1)  
Trip from interstate to downtown is unattractive (1)  
I8-wheelers going through downtown (1)  
Lack of green space (1)  
Lack of lighting at Don Fox  
Nice affordable housing  
Political discord  
Too many organizations that do not work together – county governments, city governments  
Location of waterway  
Lack of retail near Music City Star

Opportunities:

City incentives for development – mixed use? (6)  
Old gym renovated to theater – entertainment venue (2)  
Retail adjacent to railway (2)  
Politician backing (2)  
Enhancement waterway adjacent to railway, for development  
Infill along / around the square

Threats:

Lack of master plan – discourages positive development – zoning (6)  
Becoming a “bedroom” community – Nashville or Mt. Juliet (2)  
Flooding  
Piecemeal planning

Table Twenty

Strengths:

Square: revitalization of storefronts – good sidewalks, good lighting, beautification planters’  
cabin, gentrification (8)  
The Mill (3)  
Don Fox Park / Floyd Center (3)  
Closeness from station to square (2)  
Excellent city services (ex.) garbage, tree trim (2)  
Diversity – human relations (2)  
Location of county government offices (1)

- Senior citizen services (1)
- Location of schools – city (1)
- New retail
- Location of City Hall
- Parks and recreation (ball parks / Fox Park)
- Traffic
- Old city traditions (ex.) Christmas Parade / decorations, Veterans Memorial, Fireworks  
– Fourth of July, CHMA Homecoming, Octoberfest

Weaknesses:

- Lack of open space / green space / trees (5)
- Lack of diversity in square businesses – dining, coffee shop, general retail, nighttime activity (3)
- Sign ordinances and enforcement on gateways
- Strengthen Codes Department – U + O for residential units (2)
- Parking (1)
- Traffic control (ex.) trucks on square pedestrian walkways (i.e.) enforcement needed (1)
- Budget concerns with City of Lebanon (1)
- Lack of housing
- Sidewalks – no sidewalks / sidewalks in need of repair

Opportunities:

- Redevelopment – old garment factory, Market Street (5)
- Metro government (4)
- Traditions – Holidays' Fair: Veterans Memorial, Christmas, Fourth of July, Halloween in the Park, Octoberfest, Easter Sunrise Service, CHMA Reunions (4)
- Flood plain / creek – open area, greenway, spring. Link educational, recreational, historical, cultural, business (2)
- Don Fox park, Square night activities (1)
- Revitalization of housing projects (1)
- Complete by-pass / loop around town to get rid of trucks
- Parking near town center – Garage? Walking distance?
- Put sign to show additional parking for Don Fox Park

Threats:

- No plan (master plan) to address issues (5)
- Lack of progressive thinking in city government (5)
- Nashville / edge city (2)
- Increase in crime / illegal immigration (2)
- Flooding (1)
- Loss of historical buildings (1)
- Sprawl on incoming corridors (1)

VISIONING NOTES BY TABLE - BASED ON THE TEN PRINCIPLES OF LIVABLE COMMUNITIES

Table One – See drawing

Target city grant greenway funds to:

- Connect train station to square with pedestrian friendly ways through the Mill area (20)
- Change alcohol ordinance on square – restaurants (9)
- Widen bypass – include sidewalks and streetscapes (7)
- Capitol Theater (7)
- Cabin on the Square, Burger King (5)
- Dix Motor Lodge – Sun Tan Village Shopping Center (4)
- Area across from Shenandoah Mills (4)
- Development of area between 231 N & Greenwood with streetscape (4)
- Widen and change by-pass to ultimately make square more pedestrian friendly (3)
- Sidewalks – trees, lights (3)
- Mixed-use neighborhood behind train station and Hill Street – Greenwood (2)
- Greenway between train station and square (2)
- 231 North corridor (1)
- The Mill (1)
- Additional train station at Fairgrounds
- Teacher Supply – Baddour at Greenwood
- Old Fairview Baptist Church
- Bank of America
- Old shirt factory at Eat Market
- Wilson County Election Commission Building

Table Two

- More employment opportunities (1)
- Reverse commute
- Connect residential areas to park trail under Barton's Creek Bridge (1)
- Integration of University (or new high school?) to encourage activity (1)
- Use train for more than just commuting
- Quality public restrooms on square and train station (3)
- Trolley system – station to square to Fairgrounds (1)
- Better train schedule for evenings and weekends (1)
- Wilson County Fair – grant for transport to Fair (1)
- Saturday / Sunday Flea / farmers' Market on Hill Street
- Flood plain
  - Structured parking?
  - Linear green spaced / trail along floodway / creek – planed already
  - Floodway cree/ creek – planned already
  - Continue to square and Cumberland University and beyond
- Preserve Castle Heights area
- 231 N – blighted properties for redevelopment
- 231 S Gateway” area potential

Library – asset for area  
 Theater – opportunity for downtown evening activity (1)  
 Old shopping center (Save-a-lot / Kroger) – opportunity for redevelopment (2)  
 Structured to parking- where?  
     -West side of Creek near Mill  
     -Market and College Streets  
 Mixed-use around bowling alley  
 North Greenwood – converted houses to mixed uses  
 Landscaping – not just trees (2)  
     -Multi-level / layered  
     -Street furniture and human element  
 Pedestrian and bike friendly (1)  
 Structured parking – liner uses  
 Park (not parking) in center of square (2)  
 Consider one-way traffic – keep autos moving  
 Hidden sidewalks – active  
 Destination traffic – limit thru traffic

### Table Three

Ideas:

Farmers' Market development (2)  
     -acquire land  
     -incentives to relocate businesses  
 Hill Street (7)  
     -widen  
     -develop new offices and mixed use residential  
 Bury utilities where possible, but at least on all Main Streets (3)  
 New retail, mixed use, residential triangle between train station, Mill, by-pass (3)  
 Greenway with secondary parks to connect Don Fox Park to train station to square, and ends at Farmers' Market (6)  
 Satellite parking for town square  
 Town Square:  
     -shops, cafes – outdoor activity / seating – make the square a destination (9)  
     -boulevards coming out of square on Main Street and Cumberland (2)  
     -more green space and trees (1)  
     -beautification / pedestrian friendly ordinances (1)  
 Baddour Parkway  
     -widen to boulevard – trees and median (2)  
     -more pedestrian friendly  
     -wide sidewalks (2)

### Table Four

Focus on Mill as a mixed use / entertainment center – similar to Gulch in Nashville  
 Eliminate regulatory barriers to downtown development – such as zoning – allow for mixed-use outdoor dining, restaurants that can provide alcohol on Square

- Provide incentives for development – consider establishing Redevelopment District
- Construct parking garages within walking distance and transit station
- Consider suing funding from parking garages to fund shuttle service from transit station
- Impose pedestrian connections
- Establish public gathering place between rail station and square
- Establish “Hot Corner” at southern edge of rail station – Sherlock books
- Provide housing that is affordable and appeals to senior, singles and young couples
- Development around station
- Shuttle to outlet shops

Table Five (see drawing)

Discussion of Ideas:

- Add draw to development within Square – need more than antiques, attorney i.e. restaurants
  - issue: quality of exist(ing) buildings, no alcohol (1)
- Add trolley line within District, Cumberland University, Walmart, Mall
- Street improvements with in three-block area
- Mixed-use development along North Cumberland
- Multi-family development at Caruthers
- Connection ‘sidewalk’ to the two depots – tourist workers

Weaknesses / Threats:

- Depot feels / looks isolated – need information, transportation, public toilets – people are walking to city hall for information (3)
- Lack of sidewalk connection from Depot to Square – tight development to street (2)
- Flooding (2)
- Separate stops for tourists and workers – two different depots (1)

Strengths / Opportunities:

- Connection to the Mill – mixed-use: retail, entertainment, arts, commercial aid in development (5)
- Greenways (4)
- Tourist stop
- Historic landmarks – districts (2)
- Depot off of Main Road
- Trolley stop on Square
- Recreation Center (Floyd) on greenway

Tables Six, Fifteen, Sixteen and Seventeen (combined / see drawing)

Potential Threats (ways to improve):

- Greenwood Avenue given name – strengthen identity and encourage retail / commercial development – marketing streetscape (6)
- Sidewalk improvements (5)
- Address issues of Music City star:
  - Additional run times, including non-business hours (5)
  - Rest room facilities at stations
  - More user-friendly promotion of uses
  - MTA and TRA merge?
- Retail fitted to users needs, restaurants (2)

- Possible hotels (2)
- White-collar business
- Inter-city (city wide) transportation system (3)
- Late night / weekend / weeknight train system (3)
- 'Problem' areas, crime as opportunity for high density re-zoning (3)
- Area north of square as possible redevelopment to high-density development (3)
- Parks and recreation areas
  - Small neighborhood pocket parks (3)
- Grants for old theater redevelopment (3)
- Pedestrian safety, pedestrian friendly town center (1)
- Strengthen Tarver and Spring Street neighborhoods and Fairview area (1)
- Underground utilities / infrastructure / infrastructure planning / ordinance – landscaping, benches, cafes (1)
- Retail / entertainment for college students (1)
- Old courthouse lot to become trolley station (1)
- Slow traffic, parallel parking, optional through traffic (truck by-pass) 231 become a local street?
- Recreating / redeveloping Farmers' Market
- Possible new hotel and convention center (conference, event) adjacent spur off railroad tracks
- Improve / enhance square parking issues

Table Seven (no listing)

Table Eight (no listing)

Table Nine

Square:

- Lack of store types
- Need connection to train, square, Farmers' Market
- Parking existing make / keep internal
- Share parking
- Opposite factory vacant
- Transit-oriented design
- Assemble land
- Rezoning
- What makes Lebanon unique – build on that
  - lofts downtown
  - move log cabin
- Workshop showcased at Fairground

Table Ten

- Zoning flexibility
- Safety inspection of buildings on square – adaptive reuse examples
- Master plan for square area and RTA station
- Concert / events in square – bring people to square
- Transform creek from liability to beautiful asset – greenway, river walk, dam to pool water, paddle boats, “flooding is a legend”

- Lebanon needs more green space
- Expand greenway network (plans in works)
- Clean up alleys on square – New Orleans style balconies
- Renovate Capital Theater / Farmers’ Market
- Provide local transit / trolley service
- Traffic calming of West Main and Cumberland (inside the bypass) with green space, pedestrian friendly, underground utilities, bike lanes
- Housing above businesses
- Lebanon branding image
- Five-lane Hartman Drive a must for pedestrian friendly square / Main Street and Cumberland Street
- Include in zoning re-write:
  - Transit-oriented development
  - Design review standards
  - Renovations
  - New construction
  - Town square district

Table Eleven (no listing)

Table Twelve (no listing)

Table Thirteen

- Hill Street has potential for development (10)
- What can we do to attract visitors? (9)
- Greenway on Greenwood to Cumberland University (8)
- Various wars recognition at public spaces (7)
- Make the Square pedestrian only? (6)
- Water element (man made lake) west recreation area (6)
- School and factory / industrial traffic in afternoon is a problem
- 4:20 Music City Star needs to come all the way to Lebanon (currently stops at Mount Juliet)
- Challenge with Public Works – sewer needs repair / infrastructure needs work (5)
- A conference center / meeting / banquet space (5)
- The Mill could be better utilized for the Music City Star – ex. grocery, day care, concierge service (5)
- “Make it pleasant” (at) the Square (5)
- Improvements could be made on Greenwood – some existing streetscaping, etc. (4)
- Landscaping, housing, retail on Mill site adjacent to rail (4)
- Longer Music City Star – especially on Friday (4)
- Nightlife at The Mill (2)
- Park space or housing in Castle Heights area (2)
- Balance needs to be met between property owners’ rights and needs of the community
- Green space at the Square – connect greenway to square (1)
- Transit route: Shuttle west main to the Mill
- City incentives for a the mill – businesses to relocate / develop
- Is Music City Star the best center for transit-oriented development?

Traffic and parking problem at the Square  
Square in flood plain – expensive for businesses to be there

Table Fourteen

Opportunity Areas:

- Mill (1)
- Open land (1)
- Historic square (1)
- Castle Heights
- Cumberland University
- Greenwood Street
- University Avenue – redevelop land
- Creek
- Future greenway and surrounding areas (6)
- Densely packed school
- Train station

Potential T.O.D. and Infill:

- Trailer next to train station an eyesore – opportunity for improvement
- Infill project – office parks – white-collar jobs (3)
- Open land adjacent to Mill (3)
- H & H Sales
- Animal shelter adjacent property
- Mobile home sales center (2)
- Unused backyards – clustered (2)
- Carothers Avenue
- Sidewalk improvements – contiguous

Housing, Shopping Recreation:

- More office space (1)
- Old west side hotel property
- Open parking lots around historic square
- Meeting places

Mixed Use:

- Vacant Mill (2)
- Carothers
- Bowling Alley
- Castle Heights football field
- Hill Street
- Block interior on West Main backyards

Encourage Revitalization Through TOD:

- Television – cable (6)

Public involvement (5)  
 Create redevelopment group similar to Heritage Foundation in Franklin – public private partnership (3)  
 Redevelopment body volunteers – nominate twelve people for organizing group (3)  
 Educate via visualization (charrettes)  
 Big awareness event  
 Identify high profile individual for community awareness  
 Video marketing  
 Roxy  
 Develop new vision for city  
 Business-led initiative  
 Urban growth boundary planning  
 Follow-up meeting and bring people to show support  
 Go through Chamber  
 Referendum – vote on support for community revitalization

Table Fifteen (merged with table six)

Table Sixteen (merged with table six)

Table Seventeen (merged with table six)

Table Eighteen (no listing)

Table Nineteen (no listing)

Table Twenty (no listing)

**FOUR OR MORE – Listings in “affinity clusters”**

Strengths

Architecture – historically consistent (5)  
 Quality / historic / diverse architecture on square, Cumberland University, older homes campus (7)  
 Historic districts – preservation – community thought process: Pickett Chapel, Castle Heights, Woolen Mills, Cumberland University, Wilson County Museum, Ligon and Bobo Funeral Home, Old Theater (opportunity to rework) – connect to train (5)  
 Central Business District on Historic Register (4)  
 Square: revitalization of storefronts - good sidewalks, good lighting, beautification planters’ cabin, gentrification (8)

**29**

Geographic location – potential to connect areas of town (4)  
 Location – good jobs nearby centrally located (4)  
 Location (4)  
 Geographic location (7)

**19**

**48**

Transportation – Music City Star (4)  
Commuter rail (4)  
Train (4)  
Music City Star (5) **17**

Good corporate and civic involvement (4)  
Community feel of a town (4)  
Strong sense of community (5)  
Small town feel with benefits of a large town (4) **17**

Attractions – Ward Ag., museums, history, Jimmy Floyd, Fair, town square, park (5)  
Close to University, / Mill / Square (5)  
Fairgrounds (5) **15**

Roads / access (4)  
Infrastructure exists already (5) **9**

Mixed-use development (5) **5**

Plan to move meaningful two-way rail (4) **4**

Pedestrian development (4) **4**

Park and Recreation Center (4) **4**

Weaknesses

Lack of neighborhood parks and greenways (4)  
Lack of greenways / connectivity of pedestrian traffic (6)  
Not pedestrian friendly (4)  
Lack of open space / green space / trees (5) **19**

No public restrooms (do self-sustaining) – not on train or station (now at Nashville) (7)  
No long range funding for train (6) **13**

Lack of money (9)	<b>9</b>
Lack of master plan - inner city (5)	<b>5</b>
Not a lot for children / youth /teens to do – need facilities (5)	<b>5</b>
Public housing (needs improvement) (5)	<b>5</b>
Square was diverse in family needs – shops – now limited shops in square (4)	<b>4</b>
No high density / turn Lebanon into Brooklyn (4)	<b>4</b>
No community center (4)	<b>4</b>
Start up / follow thru of ideas (4)	<b>4</b>

Opportunities

Build greenway along town creek (6)	
Town creek / greenway (8)	
	<b>14</b>
Bring jobs downtown – people walk / live in square (4)	
Residential on square (4)	
Lack of restaurants, shops, cafes (7)	
Potential to create nightlife (restaurants) (6)	
Redevelopment – old garment factory, Market Street (5)	
Lack of restaurants especially during afternoon and evenings (5)	
Capital Theater (5)	
Affordable housing downtown that allows young professionals to stay in Lebanon (9)	

Growth without losing open space (4)	
Mixed use / living on / near square (4)	
Lots of retail potential (4)	<b>57</b>
Incentives to builders / developers to build revitalize (4)	
Specific areas which are ripe for development – Square, South Maple, East Forest, Junior High area, Hartmann Drive (4)	
Hartman Drive interchange / office jobs – white collar (4)	
Availability of land and business for development (5)	
City incentives for development – mixed use? (6)	
Bring new business development into business parks & capital dollars to city (5)	<b>28</b>
Development of a “vision” for tomorrow (4)	
Unified community effort (8)	<b>12</b>
Implement tree ordinance (7)	
Create inviting / walkable streetscapes (5)	<b>12</b>
Commuter rail (4)	
Commuter rail – lots of things to do with it (4)	<b>8</b>
Metro government (4)	<b>4</b>
Traditions – Holidays’ Fair: Veterans Memorial, Christmas, Fourth of July, Halloween in the Park, Oktoberfest, Easter Sunrise Service, CHMA Reunions (4)	<b>4</b>
Farmland is being developed – losing farmland... (4)	<b>4</b>
No reason to live downtown (4)	<b>4</b>

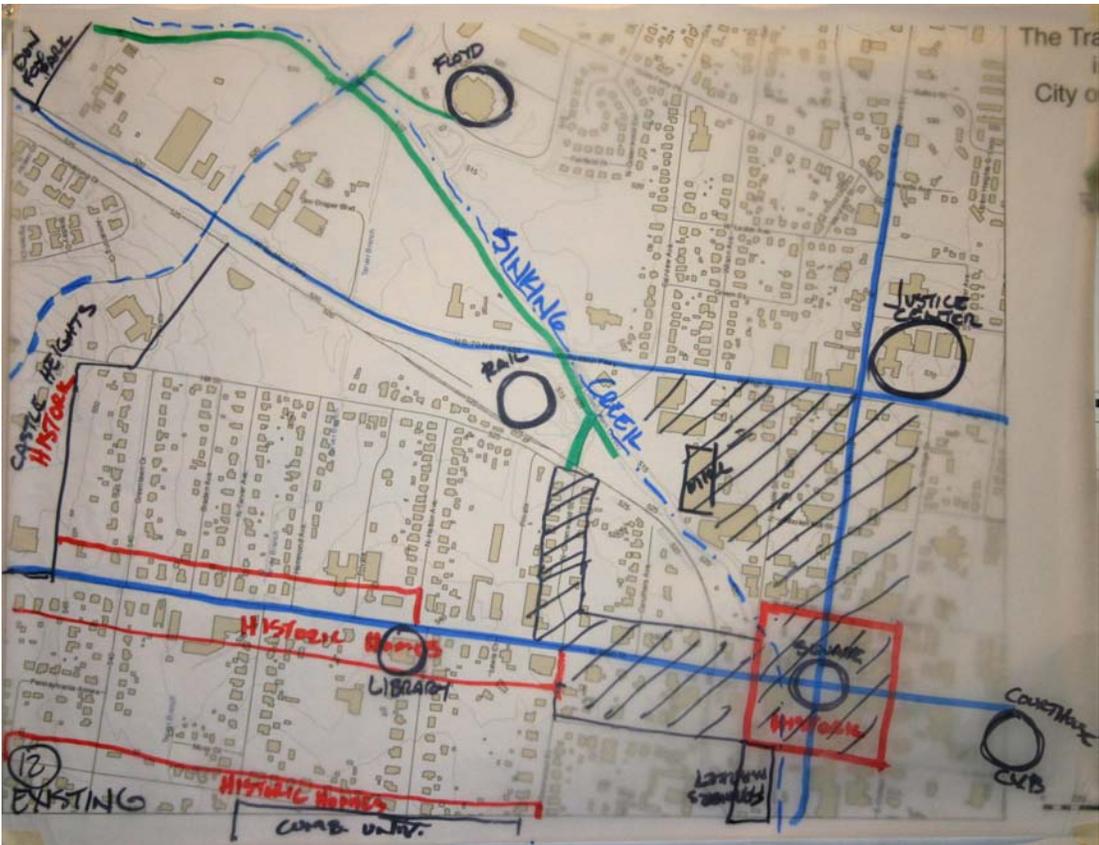
Threats

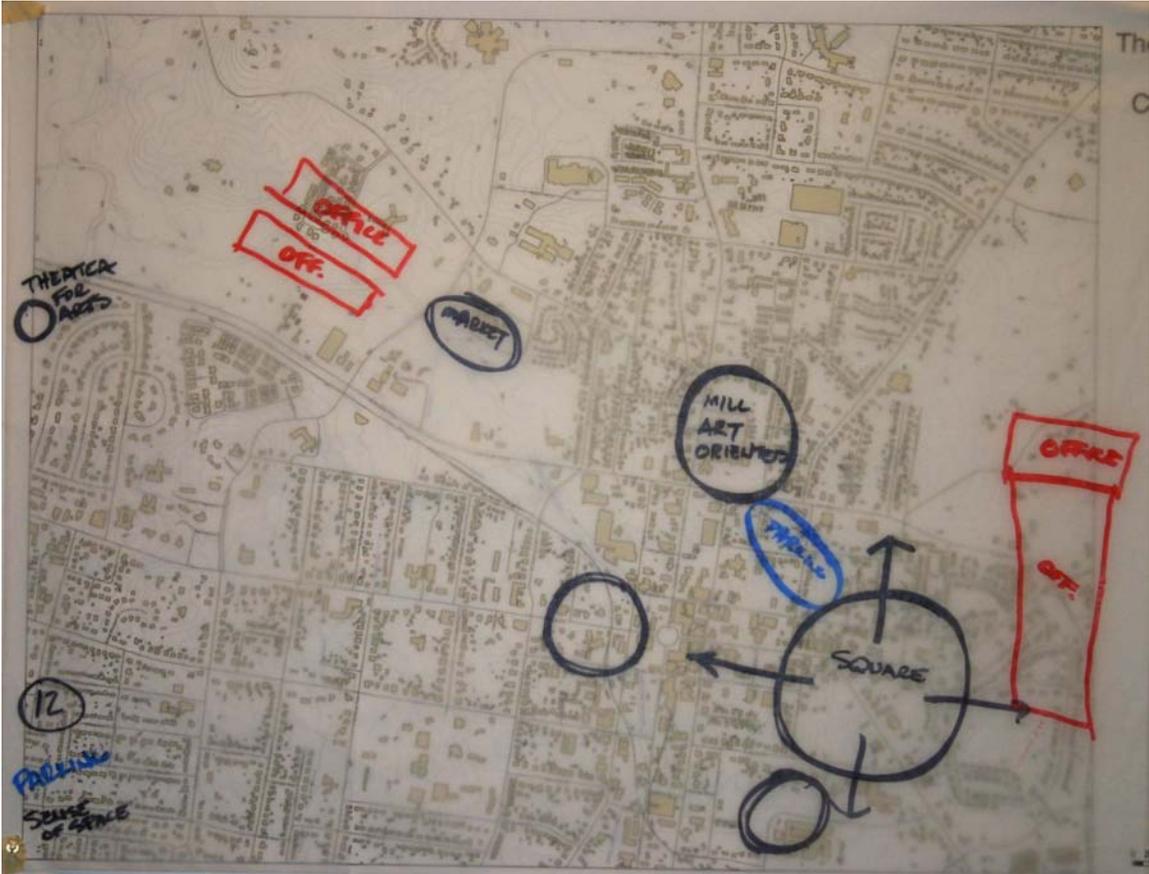
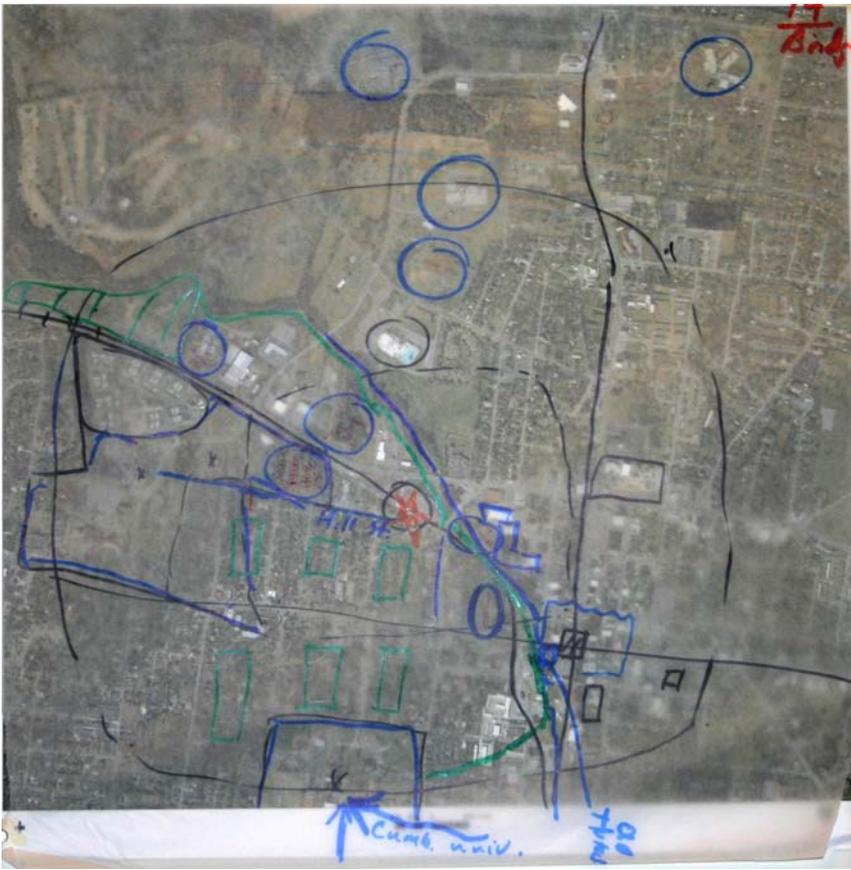
Overburdened infrastructure (4)	
Developers don't want to develop in some of the areas which need it – cost prohibitive (5)	
Could lose farmland – too much sprawl – county-wide issue (4)	
Developing raw land instead of revitalizing downtown (6)	
Sprawling developments (5)	
Uncontrolled growth and infrastructure imitations (6)	<b>30</b>
How to follow thru and coordinate various committees / development ideas, etc. (6)	
Zoning and planning a challenge (5)	
Lack of master plan – discourages positive development – zoning (6)	
No plan (master plan) to address issues (5)	
Inconsistency of policies (7)	<b>29</b>
Resistance to change (7)	
Community opposition – density, alcohol (5)	
Resistance to change by residents, business, etc. (6)	
Indifference of citizenry (6)	
Lack of progressive thinking in city government (5)	<b>29</b>
Old buildings structure problems (7)	
Town creek / flooding – cave under square (5)	
Floodway (4)	
Sinking Creek (5)	<b>21</b>
Lack of funding for necessary projects (4)	
Federal cuts in programs (4)	
Funding – private (5)	<b>13</b>
Public housing (5)	<b>5</b>
No conference center (6)	<b>6</b>
Drugs in the community (4)	<b>4</b>

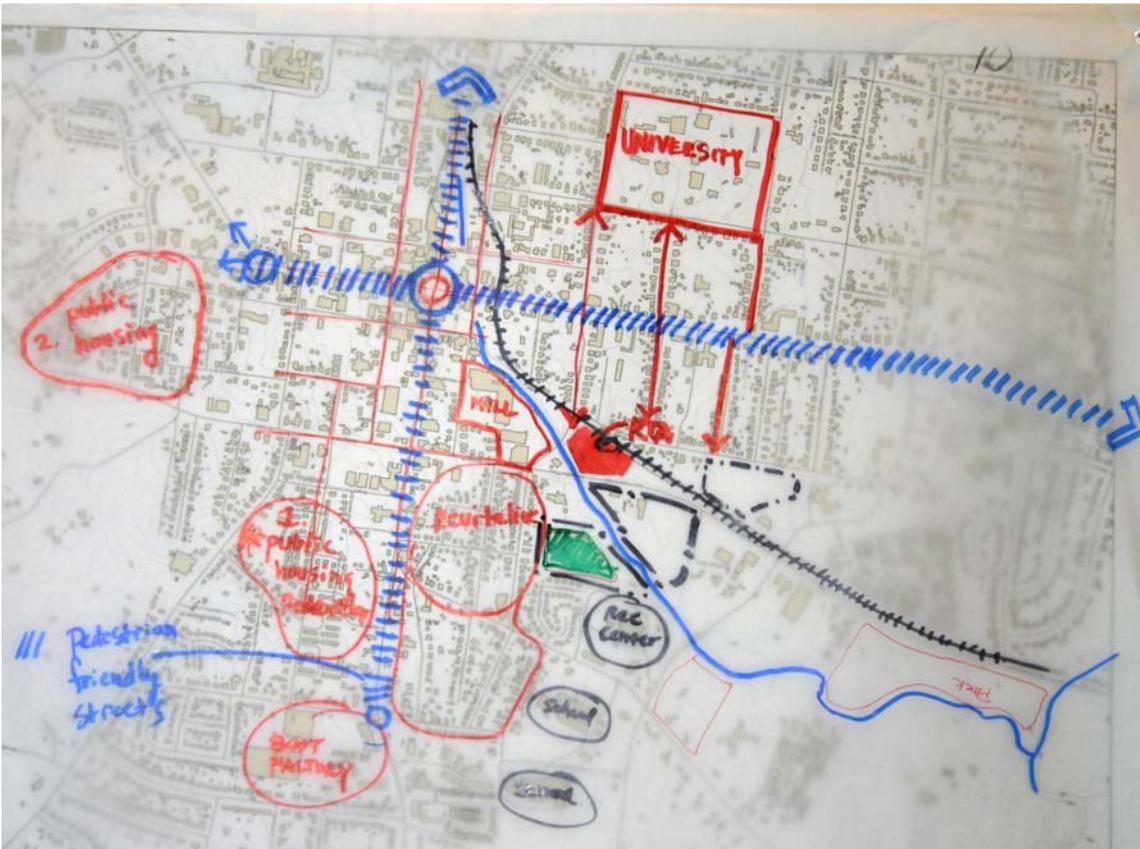
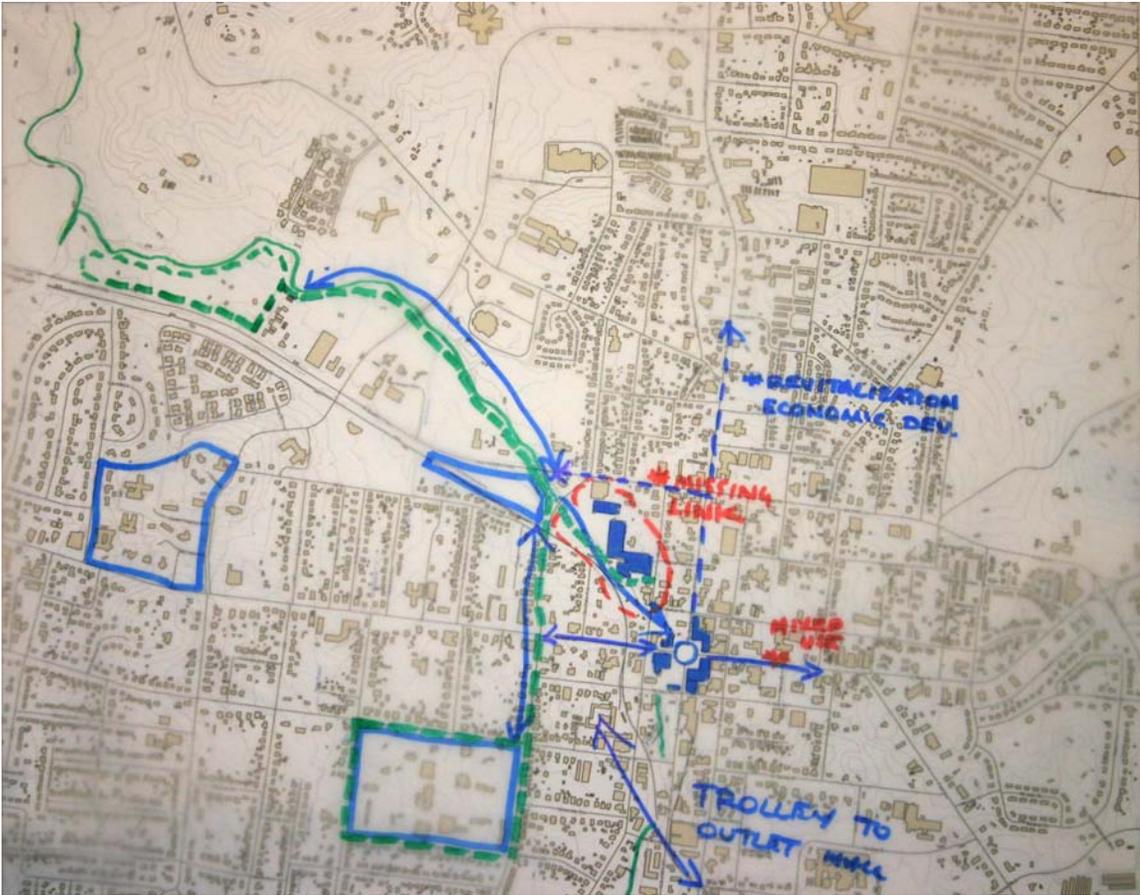
APPENDIX V  
SELECTED DRAWINGS FROM WORKSHOP

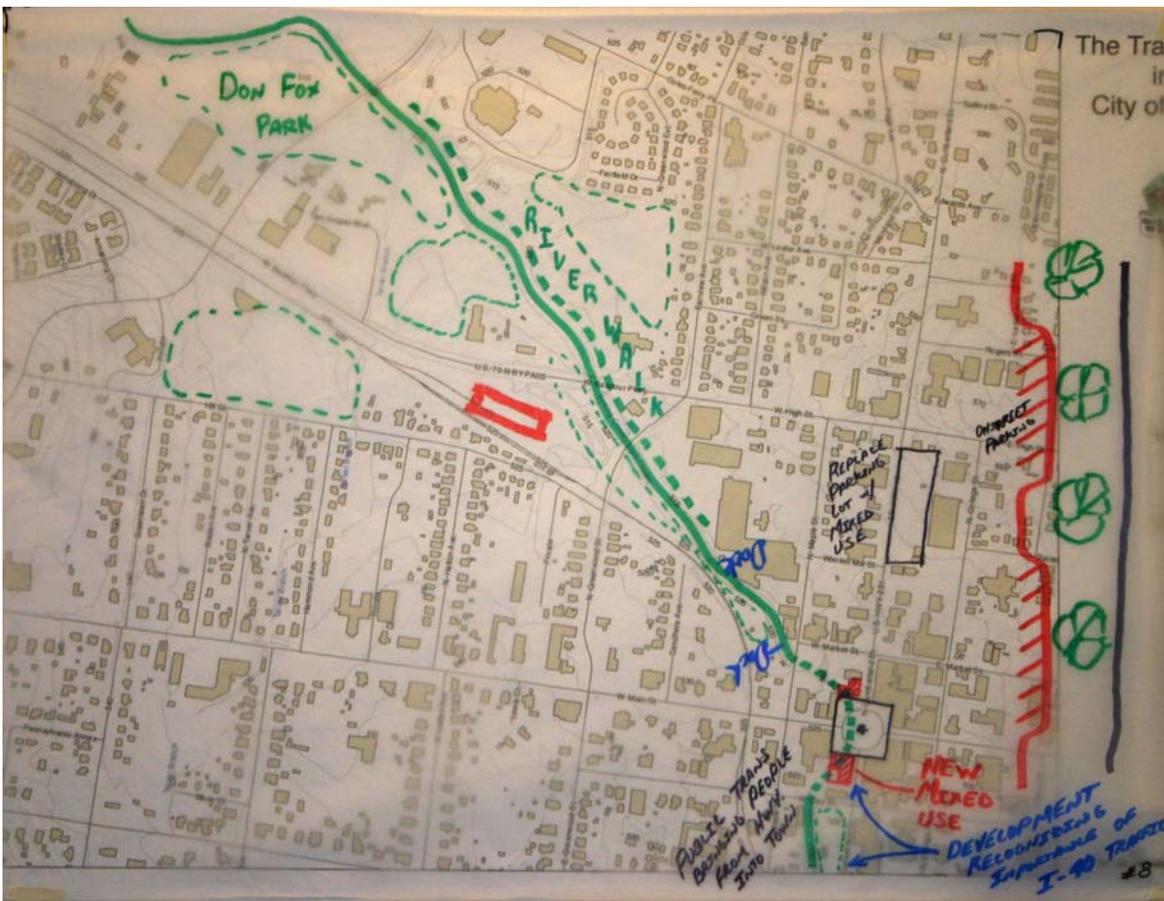
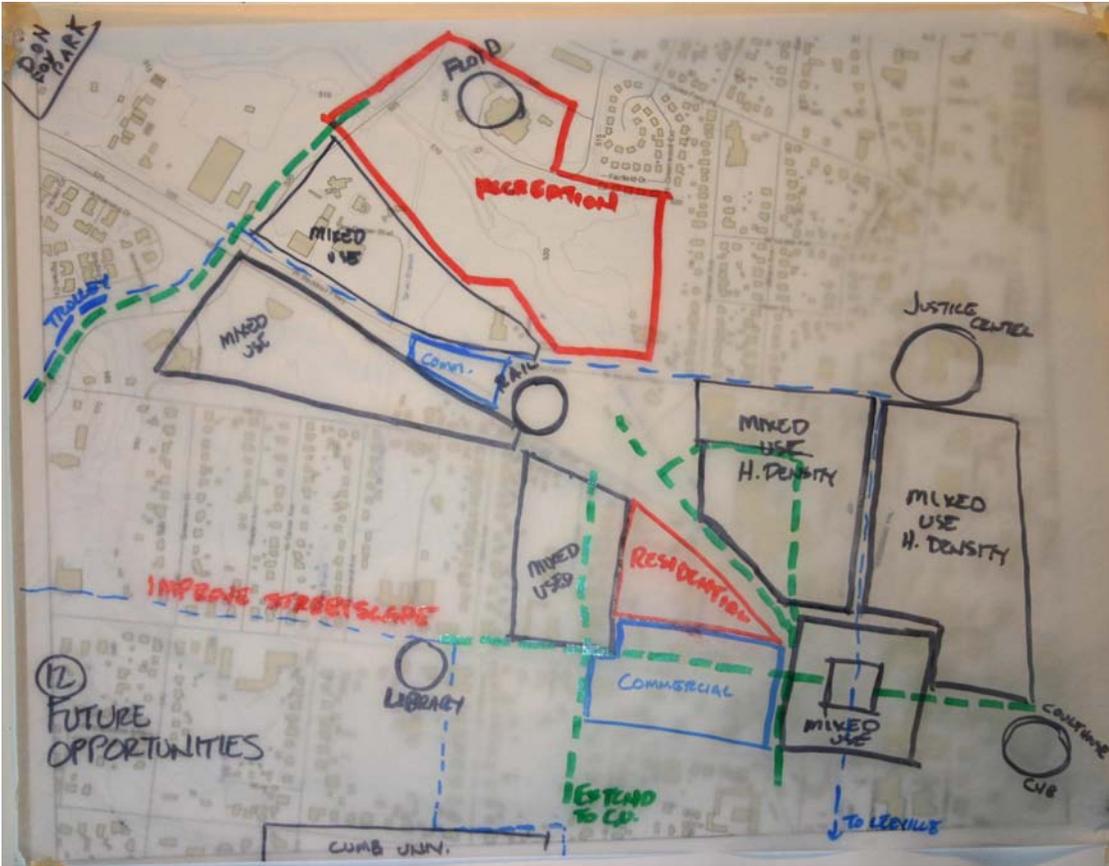












## APPENDIX VI:

### THE AMERICAN INSTITUTE FOR ARCHITECTS 150 BLUEPRINT FOR AMERICA

#### THURSDAY NOTES FOR TABLE BREAKOUT FACILITATORS:

- Table participants, including facilitators should go around the table introducing themselves, locating their homes or businesses on the map, and marking them on the tracing paper. Ask them why they are here? This should take about ten minutes total.
- Each of the four questions on Thursday will be addressed by the group at each table, with facilitators going around the table sequentially, one idea per person at a time recorded, for as many rounds as necessary, up to 20 minutes per question.
- At 4:00 p.m., each list of ideas per table will be prioritized with adhesive dots, with three dots per person per question maximum. More than one dot may emphasize any single idea by any participant, if desired. This should take about ten minutes.
- After this, all participants should return to the auditorium. The facilitator should bring all lists, diagrams and drawings from the afternoon, or morning's work. Write the table number on the top of each sheet of paper. All comments will be submitted, recorded and be a part of the final report.
- One citizen volunteer representative per table will review for the entire group at the lectern in the Fine Arts Auditorium the principle ideas brought forth at their table for the four questions.

#### FACILITATION AND PARTICIPATION GROUND RULES:

- Everyone participates – no one dominates the discussion.
- Participants should not be judgmental or dismissive of ideas during the table discussions – ideas will be prioritized later in the meeting.
- Practice active listening.
- Facilitators should record all ideas on the Post-it pads – and then confirm with the person providing the idea that it has been recorded accurately.
- Whenever possible, facilitators should also record ideas on the tracing paper affixed to the neighborhood maps.
- Facilitators should be neutral participants – and not advocates – for ideas.
- Have fun!

## APPENDIX VII:

### THE AMERICAN INSTITUTE FOR ARCHITECTS 150 BLUEPRINT FOR AMERICA

#### FRIDAY NOTES FOR TABLE BREAKOUT FACILITATORS:

- Table participants, including facilitators should go around the table introducing themselves, locating their homes or businesses on the map, and marking them on the tracing paper. Ask them why they are here? This should take about ten minutes total.
- Utilize the “Questions to Consider” as a means of sparking ideas regarding the potential of transit-oriented development for Lebanon’s Town Center and its neighborhoods. Record all ideas, through lists on Post-it pads, and with diagrams and drawings on the tracing paper affixed to the various maps at each table. There is an unlimited supply of tracing paper!
- Having picked up a box lunch earlier, feel free for the table to eat it as a working lunch at any time during the table breakout session.
- At noon, all participants should return to the auditorium. The facilitator should bring all lists, diagrams and drawings from the afternoon, or morning’s work. Write the table number on the top of each sheet of paper. All comments will be submitted, recorded and be a part of the final report.
- One citizen volunteer representative per table will review for the entire group at the lectern in the Fine Arts Auditorium the principle ideas brought forth at their table for the four questions.

#### FACILITATION AND PARTICIPATION GROUND RULES:

- Everyone participates – no one dominates the discussion.
- Participants should not be judgmental or dismissive of ideas during the table discussions – although thoughtful questioning of ideas may be appropriate.
- Practice active listening.
- Facilitators should record all ideas on the Post-it pads – and then confirm with the person providing the idea that it has been recorded accurately.
- Whenever possible, facilitators should also record ideas on the tracing paper affixed to the neighborhood maps.
- Facilitators should be neutral participants – and not advocates – for ideas.
- Have fun!

## APPENDIX VIII:

### EVALUATION FORM RESPONSES

The following compilation includes, in random order, all comments written on the anonymous evaluation forms submitted at the conclusion of the workshop.

#### What worked well in these workshops? What would you not change?

Discussions, movies, slides, etc. before group sessions.

Interaction and brainstorming in groups.

The large maps were great.

Group discussions.

Sharing of ideas.

Large paper to use to write down all ideas.

One or two facilitators per group.

Comfortable, encouraging environment that made expressing ideas easy.

I thought that the group discussions were very helpful and fun! Wonderful ideas were discussed on both days. With the variety of participants, the suggestions were all different. The hardest part sometime is to get positive working feedback from the people who live in the community.

The workshop was centered around the people who live and work in Lebanon. That was most impressive and will benefit the project tremendously in the long run.

Films / video were effective.

Groups were effective.

The facilitators were excellent and well informed about the goal of the workshops. Well organized!!

Group diversity was excellent!! Good mix!

Participation was good.

Everything went well.

Concentration of people on the issues involved in overall development of Lebanon's town center.

Procedure was great.

Opening educational presentations have value.

Table groups worked well – great interactive discussion.

Versatile members.

Most things – not change.

The small group interaction of ideas.

The architects' slides of other cities gave an excellent entry into thinking about change.

Group work productive.

Cumberland University was a good setting.

Time was used well.

Excellent in every way. I am honored to have been invited. Thanks.  
Suggestion for our “branding logo” – preserving our history (while developing / or as we develop) our future.

Group involvement was great.  
It was great to have a facilitator to keep us on course.

Round table discussions.  
Sharing at each table in general session.  
Found diversity of participants important in gaining varied ideas.

Small group sessions – these were effective for developing ideas for change.

Very informative two days as a whole. I loved the way the tables were set up with a mixture of different people with varying opinions. The leaders were great.

Small breakout sessions were great.  
Good reporting by each team after the breakout sessions.  
Clear support and commitment from AIA – helped raise community morale and excitement.

The great discussions with the group.  
Their ideas and plans.

The roundtable discussion was great.  
Video was very informative.

Video was great.  
Group leaders were great.  
Small groups were great for study ideas.  
And gaining an overall sense of purpose.  
Mainly opened minds of many people, including myself. More people that are aware. Greater chance for change and impact.  
Awesome overall.

The small groups were great.

Great mix of talks / video to get things started, but then a good amount of time “strategizing” in groups.  
Liked coming back and then hearing the ideas.  
Nice refreshments.  
Wouldn't change anything.

The ability to have individual voices or opinions heard and have those ideas and/or concerns discussed in a larger scale. I am really encouraged by the level of community participation.

I liked breaking up into smaller groups. You get a wider view and more discussion.

Video / lectures.

Breakout groups.

Well organized.

Excellent facilitators.

Good discussion of before and after in other cities.

Group discussion was very good. The time set aside for group conversation.

Informative Efficient

Encouraging.

Roundtable discussion.

The communication between all participants – the “dots” worked well.

I think the film shown Thursday should be shown to many others, i.e. developers, high school students, etc., etc.

Generally worked well. Changing people within the group for the second day worked very well – more diversity of thought. A large consensus of thoughts helps to start the process.

Follow up and bring forth action all important.

Select a much smaller but credible action oriented group to implement ideas.

Group involvement.

Presentation of other communities helped to give a vision. Break out sessions with a recap from all groups was fabulous.

Pleased with all aspects.

Well organized.

The small groups with the random mix of people and different ideas was great.

Visual effects – markers, maps.

Everyone taking part in discussions.

Strong facilitators – but be careful not to have too many “hometown” facilitators in any one group – too much potential for bias.

Very well organized – presentations to entire group prior to breakout were outstanding (just a wee bit to long on day one)

Positive attitude of directors – good job of encouraging participants!

Thank you for choosing Lebanon

Enjoyed exchanging vision ideas for our community with different ages, and professions, at table work area.

So many interesting ideas!!

Would not change.

Hope some ideas do work and know will in future.

This is the tip of the big start.

Ideas interaction was terrific.

Large – broad participation.

Excellent venue in spite of the AC problems.

Break out sessions and overall structure is good.

Marriage of national, regional, local civic and local government organizations as sponsors and organizers was great.

Even though the film had some issues, I liked the discussion of concepts pioneered by Ebenezer Howard.

### What did not work well in these workshops? What would you change?

We drew a lot on the maps – things that made sense to us, but probably not as much to those evaluating the info.

There should be a sheet of paper per question / topic for us to write on, to guide us a little more and keep us on track.

I liked almost every aspect of the workshop. The only suggestion I would make is to work on better summarizing the table reports (especially on day one of the workshop) because several of the ideas were repeated. Other than that, I thought it was a wonderful workshop.

I hope to see the ideas and discussions manifest into reality here in Lebanon! Well done!

Not enough time allowed for discussion at tables.

More specific goals for groups,

The visuals were a little long.

More interested in this area.

Would have liked to see local areas before and after changes (pictures). Would help to see the concept to others.

The film in the beginning was way too long.

Should be able to tell the story in 15-20 minutes.

Would not change – except ability to accomplish all proposed suggestions.

Summary at end drags and tends to be repetitive.

What about a table of reps from each group discussing their table summaries before an audience of the rest of us?

Too long film. Bombastic. Redundant.

This is just a start to follow through.

Second day – facilitator was unable to stay for the entire day. I think it works better when they can stay until the end.

None.

Presentation of these ideas at the end of the sessions both days seemed very repetitive.

First day group was great. Everyone at table was very respectful in letting everyone talk. Second day – one person in group wanted to be the only one who spoke... not sure how this could be changed!

A lot of participants were not clear on where to go from here. Maybe give the participants ideas on how to get these things implemented.

It might be helpful to have a Q and A panel with city planners, developers, etc. so they can clarify what things are already in the works, what properties the city does control, etc.

Need to combine the group that reported  $4 / 4 / 4 / 4 / 4 = 20$ .

Follow with small groups. Overall review yesterday went a little long and easy to lose focus.

More time.

There isn't anything I'd change. I felt it went great.

I know the map n the handout was at least 50 years old.

Meeting space should allow for water in auditorium.

Thursday was really uncomfortable.

Maybe smaller groups. It was hard for 7-8 people to all look at the maps at the same time??

Thought it went well.

Could we do this again in a few months / years?

More simulation of Lebanon now and Lebanon future possibilities.

How were projects – corridors – funded in other cities?

Line up presenters to prevent time gaps between presentations.

The start up video was long – could be reduced, gong same direction with each example.

Add time to group sessions.

It was great!!

No real complaints.

Switch agenda. Show slide show on Friday on first day for better understanding and direction.

N/A.

Hard to stay on task on Thursday.  
Needed more focus.

I would limit the people who discussed after group sessions – it was too long and redundant – I think the facilitators could do this better, and only come up if they had something different to share.

Limit the summary at the end of the session to 3-4 minutes each person.  
Make sure one person doesn't dominate the table discussion!

Air conditioner!  
That's all!!

Presentations from groups – need to check timeline – give time limit – maybe only two major items to discuss.

Probably two sessions – morning and afternoon would have better continuous participation.  
Spreading over two days allows more people to participate, but continuity suffers.  
Hard to say whether this a net positive or net negative.

One. I felt the movie selection on first day was alienating and offensive to many civic-minded participants; particularly towards the building industry. There is a difference between inspiring discussion and making people feel they are in an unwelcome environment. It's hard to make people listen when they have turned their hearing aids off.

Two. A suggestion: Look into a NPT documentary shown in the past year or two on Nashville that focused on the issues surrounding growth and development in the Bluegrass Region surrounding Lexington, KY. More balanced while also inspiring discussion and thought. Also has southern accents and examples.

APPENDIX IV  
BASE DOCUMENTATION

U.S.G.S. Topographic Map with radii drawn

Aerial Photograph 1" = 400' (24" x 24")

Greenways Map

Institutional Location and Flood Map from Urban Design Study Book

Plan (Buildings, Labeled Roads, Contours, Water Features) 1" = 400' (24" x 24") 8000' radius

Plan (Buildings, Labeled Roads, Contours, Water Features) 1" = 200' (24" x 24") 4000' radius