



CLARKSVILLE-MONTGOMERY COUNTY **COMPREHENSIVE PLAN**

January 18, 2024



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01

INTRODUCTION

The Clarksville-Montgomery County Comprehensive Plan will serve as a foundation for decision making and help guide the City and County as it works to implement the community's vision. The Plan is designed to build on the Montgomery County 2040 Growth Plan. Clarksville-Montgomery County has chosen to create its first comprehensive plan to ensure that City and County staff and elected and appointed officials have a strong foundation and guidance to lead the community into the next 20 years.

AT A GLANCE

What is a Comprehensive Plan
Propose of the Comprehensive Plan
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Regional Setting

What is a Comprehensive Plan?

A Comprehensive Plan represents the community's official visions for the future which is intended to guide the City and County for the next 20 years. The Comprehensive Plan is not a regulatory document. It is to be used as a policy guide that outlines actions to work towards achieving the community's vision. It is designed to serve as a foundation for decision-making for the City, County, developers, residents, and other stakeholders.

Purpose of the Comprehensive Plan

Tennessee law requires that the City and the County commission prepare and adopt an official Comprehensive Plan for the physical development of the municipality. Per Annotated Code 1-34-201, a comprehensive plan must contain the following elements:

- Recommendations for the physical development of the area.
- Identifies deficiencies in services and facilities.
- Character, layout of community centers and neighborhood units.
- The general location and extent of public utilities and terminals for water, light power, sanitation, and transportation.

The City and County grew by 27.7% over the past decade adding a total of 47,738 new residents, and it's the 4th fastest growing County in Tennessee in terms of the total number of new residents. Considering that the growth is anticipated to continue, the time has come to create a guide for future development.

The Comprehensive Plan will result in a set of goals, objectives, policies, and recommendations that guide and direct future growth and development. Additionally, the creation of a Plan can lead to potential strategies and implementation actions that will help City leaders and community stakeholders achieve success over time and realize the community's vision and aspirations for years to come.

Use of the Plan

The Comprehensive Plan serves the following functions:

Inform Development Proposals. The Plan is a long-term guide by which to measure and evaluate public and private proposals that affect the physical and economic environment of the City and County.

Guide for the Regulatory Framework. The Plan is a guide for zoning and subdivision regulations, the official City and County zoning map, and decisions influenced by these regulations.

Coordinate Initiatives. Municipal, County, regional, and state partnerships are identified and coordinated through the Comprehensive Plan. These partnerships typically aim to improve services, transportation, parks, and other amenities.

Inform and Educate. The Plan is a valuable source of information, and a decision-making tool, for the City Council, County Commission, Regional Planning Commission, City and County Staff, as well as local organizations, businesses, developers, and residents.

Communicating the Vision. The Plan is a statement of the City and County's vision for how the community grows and changes over the coming years. The Plan identifies City and County priorities and charts a path for long-term growth.

Planning Process

To adequately guide the City and County's growth and development for the next 20 years, the Comprehensive Plan is the product of a community-driven planning process that includes engagement with residents, business owners, elected and appointed officials, staff, service providers, and other community stakeholders.

The project was completed within an approximately 20-month timeline and consisted of elected officials and other stakeholder workshops and interviews, public meetings and outreach events, and data collection. The planning process included the following steps:

Task 1: Project Initiation

The planning process began with meetings with Citizen, Steering Committee and Technical Committee workshops. These meetings allowed staff and officials the opportunity to identify community issues and opportunities at the onset of the process.

Task 2: Community Engagement

Community outreach and citizen participation were important parts of the planning process. Residents, business owners, and stakeholders participated in the planning process through workshops, an interactive project website, online questionnaires, and key person interviews.

Task 3: Existing Conditions Analysis

The project team prepared an existing conditions memorandum based on existing data, field reconnaissance, surveys, past planning efforts and initiatives, market and demographic information, and community engagement. The report served as the initial foundation for the development of the plan and outlined where the community is today.

Task 4: Vision, Guiding Principles, and Land Use Framework

This task established an overall vision for Clarksville-Montgomery County to provide focus and direction for the Plan and the community, serve as a path for growth and investment, ensure the Plan is responsive to the needs and aspirations of the community, and act as the “cornerstone” of the consensus-building process.

Task 5: Growth framework and Land Use Map

This task involved planning for future growth and the refinement of the future land use map developed as part of the framework in Task 4. This task assessed current conditions and used a complete neighborhood index and suitability analysis to prepare the growth framework.

Task 6: Area Plan Frameworks

The team prepared 13 “area plans” to demonstrate how City and County policies should be applied at a local level, in direct response to the character and context of each area.

Task 7: Core Plan Elements Framework

This task focused on the preliminary development of the core plan elements that drove the development of implementation strategies. The Core Plan Elements prepared for this task supported the Vision, Guiding Principles, and Land Use Map developed in previous steps of the planning process.

Task 8: Final Comprehensive Plan

The project team worked with staff to prepare the final draft of the Clarksville-Montgomery County Plan. The Draft Plan was reviewed by the public during a series of Open Houses. Based on the review, discussion, and public feedback, a revised document was presented to the City and County at a formal public hearing for consideration for adoption.



Regional Setting

Located on the Cumberland and Red Rivers approximately 40 miles northwest of Nashville, Clarksville-Montgomery County has a unique character and economy independent from Tennessee's other major cities. The City of Clarksville is the County's urban core, centrally located in the northern part of the County on the northern edge of the state at the Tennessee-Kentucky border.

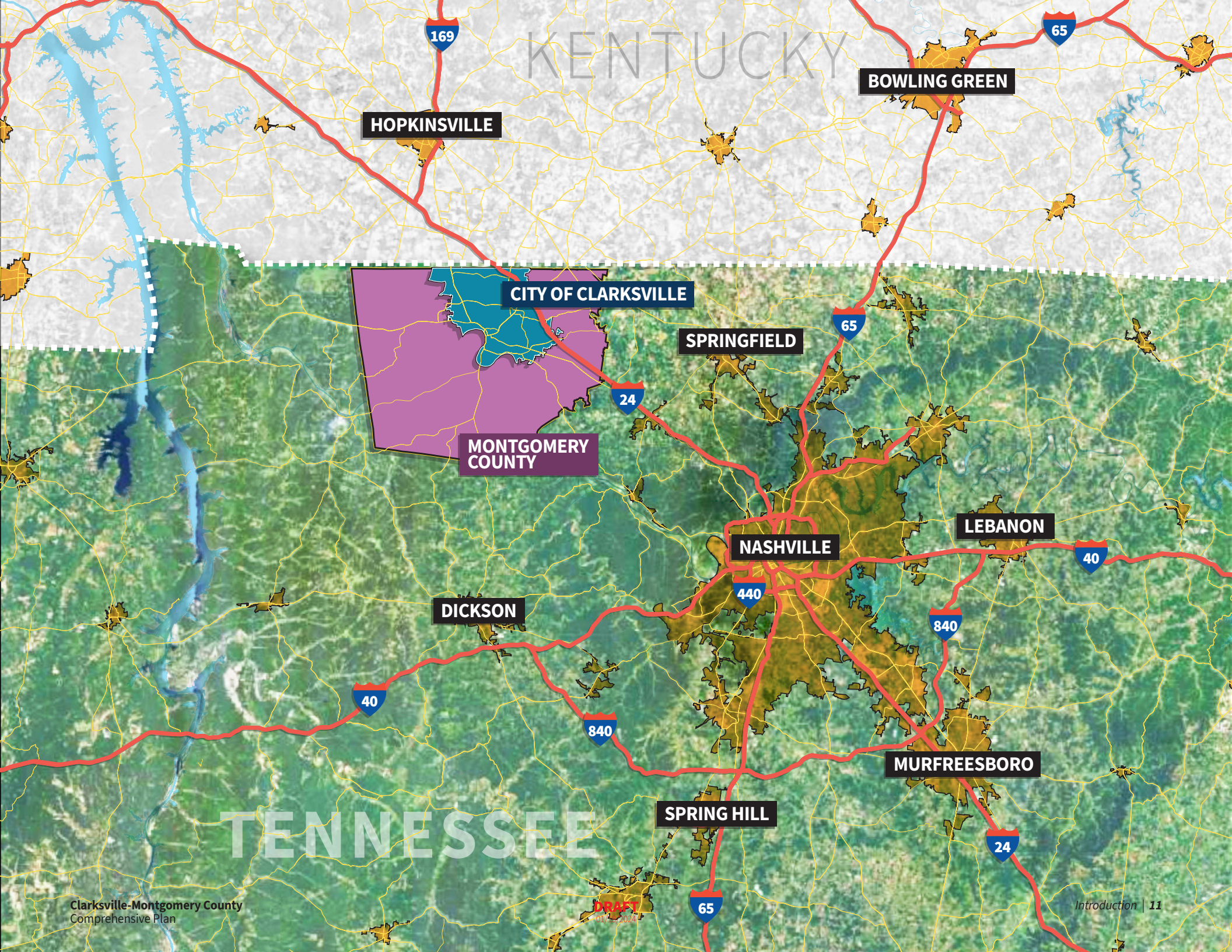
Clarksville's historic downtown and riverside location provide an appealing location for residents and visitors alike. Its recreational resources, including the Cumberland Riverwalk, the Upland Trail, and the Clarksville Greenway provide scenic settings for residents to walk, bicycle, and spend time. The area's diverse economy is anchored by Fort Campbell, Tennova Healthcare, and firms such as LG, Google, and Hankook Tire.

With its high quality of life, the City of Clarksville has grown rapidly over the past two decades. Clarksville's population increased from 103,455 in 2000 to 166,722 in 2020 (per U.S. Census) with similar rates of growth occurring in the unincorporated portions of the County. According to the U.S. Census, Montgomery County grew by 62.6% between 2000 to 2020, which is a slightly higher growth rate than what Clarksville experienced (61.2%).

Clarksville is the most populated place and only municipality in Montgomery County and has consistently comprised of around 75% of the County's total population since 1990. It is the fifth most populated city in Tennessee, following Nashville, Memphis, Knoxville, and Chattanooga.

Communities and Places

The City of Clarksville is Montgomery County's only incorporated community. The rest of the County is comprised of 14 unincorporated communities. The Clarksville-Montgomery County Comprehensive Plan is a joint planning initiative that will address Montgomery County and the City of Clarksville collectively, guiding their coordinated growth. Additionally, Fort Campbell is located to the northwest of Clarksville on the Kentucky-Tennessee border. The active U.S. Army Base is guided by standards set by the Fort Campbell Planning Division.



KENTUCKY

TENNESSEE

HOPKINSVILLE

BOWLING GREEN

CITY OF CLARKSVILLE

SPRINGFIELD

MONTGOMERY COUNTY

NASHVILLE

LEBANON

DICKSON

MURFREESBORO

SPRING HILL





02 COMMUNITY PROFILE AND OUTREACH

Where is Clarksville-Montgomery County today? The City and the County need to establish a clear understanding of the community's current conditions as it looks to 2045 and beyond. The community profile and outreach is a summary of baseline conditions, which established a strong understanding of what Clarksville-Montgomery County is like today, including the analysis of market and demographics, past plans and studies, and community engagement.

AT A GLANCE

*Market and Demo Overview
Community In-person and Online Outreach
Past Plans and Studies*

Market and Demo Overview

The Market Analysis and Demographics section summarizes the characteristics of Clarksville-Montgomery County's current population. Data sources include the U.S. Census data for population, age, race, housing, education, and income topics as well as U.S. Bureau of Labor Statistics data for employment. Current commercial and industrial trends have been documented using Costar, a trusted resource for real estate data. While demographic and market trends in Montgomery County and the City of Clarksville are emphasized, the community is also compared to the greater Nashville-Davidson—Murfreesboro-Franklin, TN Metropolitan Statistical Area. Data for the City of Clarksville is included within Montgomery County data.

Demographics

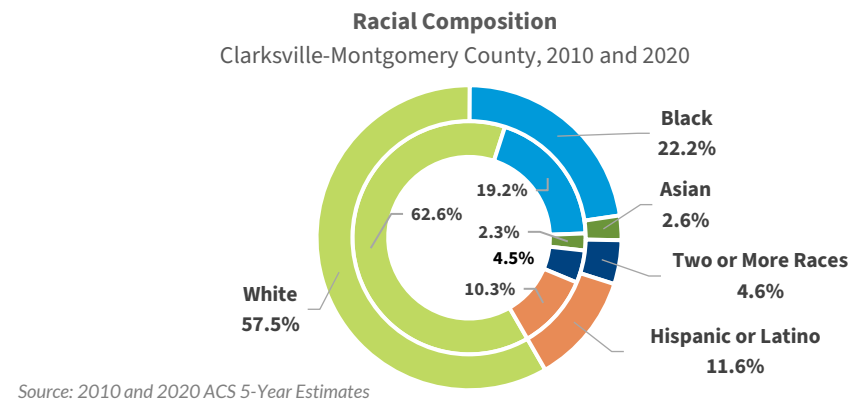
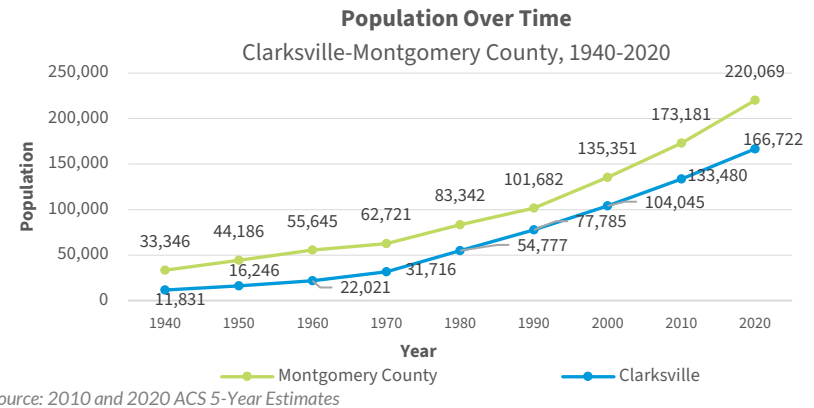
Population

Clarksville's 2020 population (166,760) makes up 75.7% of Montgomery County's total population 220,069. Clarksville is located in a steadily growing region as both the City and County have experienced growth in population and households over the last two decades. Furthermore, it is important to note that population and housing are growing at a faster rate in the unincorporated communities of Montgomery County compared to the City of Clarksville. Montgomery County experienced a 62.6% increase in population between 2000 and 2020 and, similarly, Clarksville experienced 60.2% population growth during that same period.

Note: Overall population for the City and County is provided by the latest data from the 2020 U.S. Census. ACS 5-year Estimates are used where more detailed social, economic, housing, or demographic data is required.

Race and Ethnicity

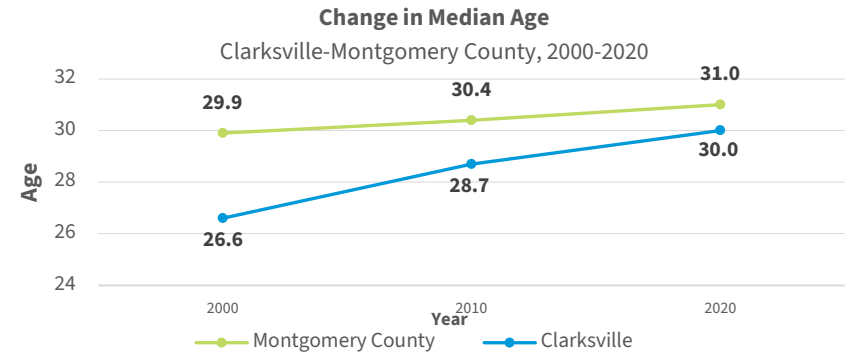
The racial compositions of Clarksville and Montgomery County are similar. Clarksville's population comprises 57.4% of residents who identify as White while 62.6% of Montgomery County's population identifies as White. In Clarksville, 22.2% of the population identifies as Black whereas 19.2% of Montgomery County's population identifies as Black. In both Clarksville and Montgomery County, the communities experienced a decline in their White populations from 2010 to 2020 as Montgomery County lost 2.8% of its White population and Clarksville lost 4.4%. The Black population in Clarksville declined by 0.8% from 2010 to 2020, conversely, the Black population grew by 5.2% from 2010 to 2020 in Montgomery County. The population identifying as Hispanic or Latino in Montgomery County grew by 2.8% from 2010 to 2020 but remained steady in Clarksville. (Note: those who identify as Hispanic or Latino can be of any race)



Age

The median age in both Clarksville and Montgomery County is low, but has been rising since 2000, though they are rising at different rates. The median age in Montgomery County increased by 1.1 years (3.7%) to 31 years old from 2000 to 2020. The median age in Clarksville rose 3.4 years (12.8%) over the same period and was 30 years old in 2020. Despite this increase, Clarksville remains relatively young compared to the national median age of 38.5 and likely reflects the large number of military and families located in the Clarksville-Montgomery County area.

Clarksville has 2.8% more residents who are 34 years old or younger than Montgomery County. The 20–34-year-old population grew significantly from 2000 to 2020 for both Clarksville and Montgomery County. Clarksville and Montgomery County experienced similar growth between 2000 and 2020, with the population under 34 years old in Montgomery County growing by 43.9%, and the population under 34 years old in Clarksville growing by 42.9%.

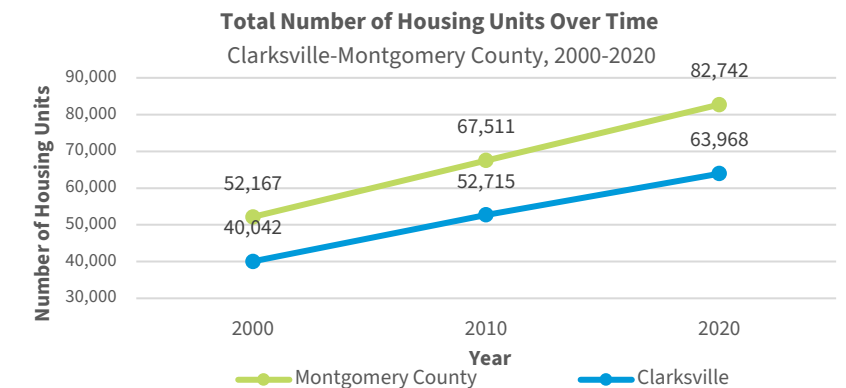


Source: 2000, 2010, and 2020 ACS 5-Year Estimates

Housing

Clarksville-Montgomery County is experiencing rapid growth in both population and housing units. There are 63,968 housing units in Clarksville. The City experienced a 21.3% increase in housing units over the past 10 years and a 59.8% increase in housing units over the past 20 years.

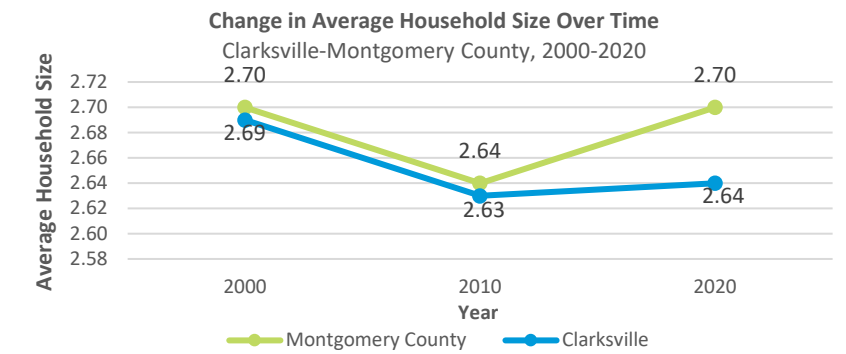
Montgomery County experienced similar growth in the construction of new housing units as the current 82,742 units in Montgomery County jumped by 22.6% over the past 10 years and more than doubled in the past 20 years. Additionally, the population in Clarksville and Montgomery County is rising at a slightly higher rate (4.5%) than the number of units that are being built over the past ten years. As Clarksville experienced its housing increase over the past 10 years, it also increased in population by 16.9%. Montgomery County's population rose by 27.1% over the past 10 years and the number of housing units in the County increased by 22.6%. The majority of the housing units in both Clarksville and Montgomery County are occupied, with 90.2% of units in Montgomery County occupied and 90.4% of units in Clarksville occupied. The availability of housing has decreased since 2010, with the vacancy rate in Montgomery County decreasing by 2.2 percentage points and decreasing by 3.1 percentage points in Clarksville.



Source: 2000, 2010, and 2020 ACS 5-Year Estimates

Households

Montgomery County has a slightly higher average household size of 2.7 compared to Clarksville, which has an average household size of 2.64 (as of 2020). Average household size has remained stable in Clarksville and Montgomery County.



Source: 2000, 2010, and 2020 ACS 5-Year Estimates

Tenure

The community's housing units are mostly owner-occupied. Out of the 74,606 occupied units in Montgomery County, 60.9% are owned rather than rented. Clarksville has slightly lower owner-occupied units compared to Montgomery County as out of the 57,803 occupied units in the City, 54.3% of units are owned. The Nashville-Davidson—Murfreesboro-Franklin, TN MSA has 5% more owner-occupied units than Montgomery County and 11% more owner-occupied units than Clarksville.

The higher than typical renter population in Clarksville (39.1%) and Montgomery County (45.7%) compared to the Nashville-Davidson—Murfreesboro-Franklin, TN MSA (34.4%) renter tenure is due to the transient nature of the military and Fort Campbell soldiers and their families.

Value and Size

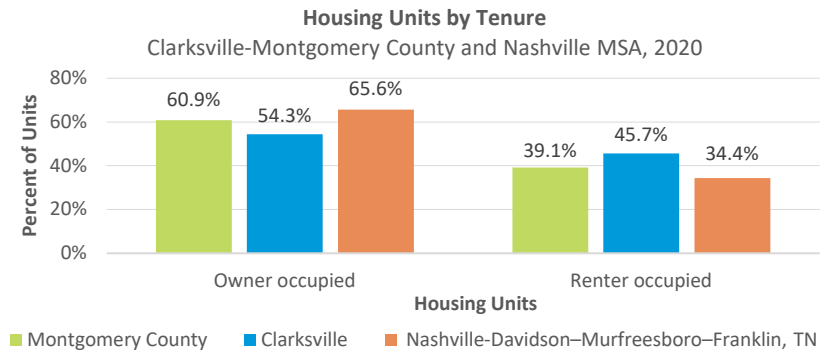
As the number of units in Clarksville-Montgomery County has risen in the past 20 years, the housing value has also risen. The number of 4-bedroom homes increased by 4.4% in Montgomery County and 3.5% in Clarksville within the past 10 years.

The 2020 median home values in both Clarksville and Montgomery County align. The 2020 median home value of \$175,000 for Montgomery County increased by 35.2% over the past 10 years and 105.6% over the past 20 years. Similarly, the 2020 median home value in Clarksville is \$164,800, representing an increase of 32.9% over the past 10 years and an increase of 95.7% over the past 20 years. The 2020 median home value for Nashville-Davidson-Murfreesboro-Franklin, TN MSA is higher, reflecting an increase 2010 to 2020 of nearly \$100,000 per unit.

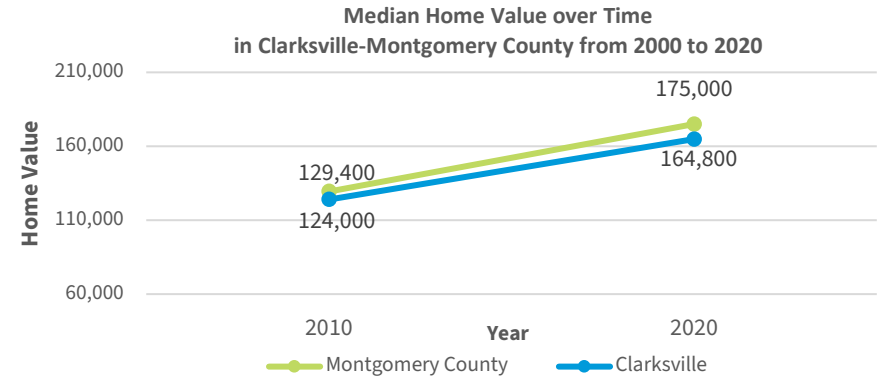
According to the Clarksville Association of Realtors - Realtor's 2022, over 4000 new housing units were constructed between 2020 and 2021. During this period, the average selling price of a house in the County rose by 11.46% in 2020 and an 18% increase in 2021.

Type and Size

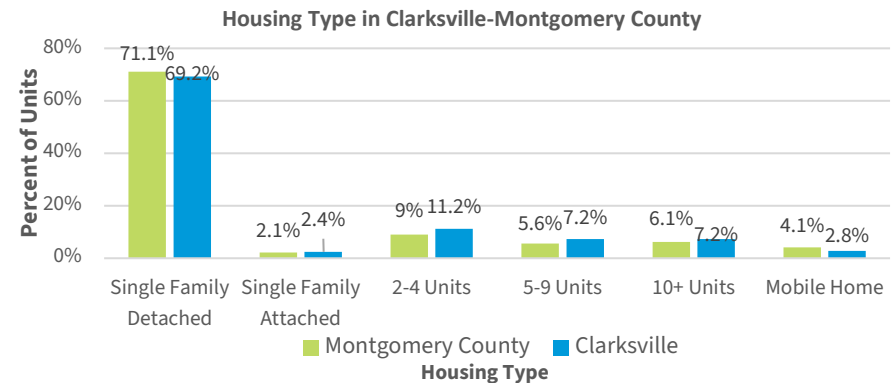
The dominant housing type in Montgomery County and Clarksville is single-family detached dwellings. Nearly three-quarters (71.1%) of units in Montgomery County are single-family detached homes and 69.2% of units in Clarksville are single-family detached homes. Additionally, more than half of all housing units in Clarksville-Montgomery County have three bedrooms (51.8% of the total units in Montgomery County and 50.9% of the total units in Clarksville).



Source: 2020 ACS 5-Year Estimates



Source: 2000, 2010, and 2020 ACS 5-Year Estimates

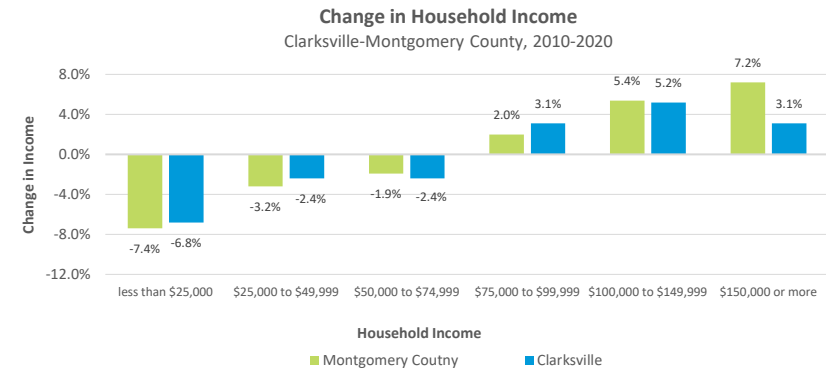


Source: 2020 ACS 5-Year Estimates

Income

The median income in Clarksville and Montgomery County has grown modestly over the past 20 years. In Clarksville, median income was \$55,819 in 2020, up from \$46,742 in 2010, which is a 19.4% increase. Montgomery County experienced a similar increase in median income of 24.4% over the same period, going from \$48,930 in 2010 to \$60,878 in 2020. The median household income in both Clarksville and Montgomery County remains above the median for Tennessee, which was reported at \$54,833 in 2020.

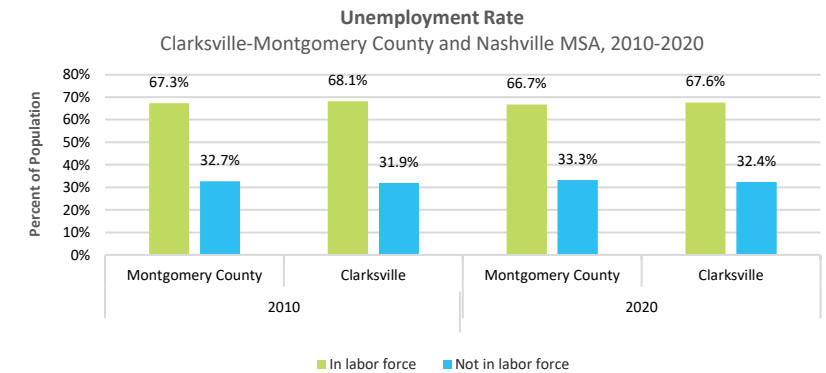
The increase in median household income in Clarksville and Montgomery County is attributed to the increase in household incomes earning \$75,000 or more. Clarksville had an increase of 11.4% and Montgomery County reported an increase of 14.6% among households earning \$75,000 or more.



Employment

According to the U.S. Bureau of Labor Statistics, the civilian labor force is defined as all people aged 16 and older who are classified as either employed or unemployed. In other words, the labor force is the number of people who are either working or actively looking for work. The labor force participation rate represents the number of people in the labor force (either working for actively looking for work) as a percentage of the civilian noninstitutional population.

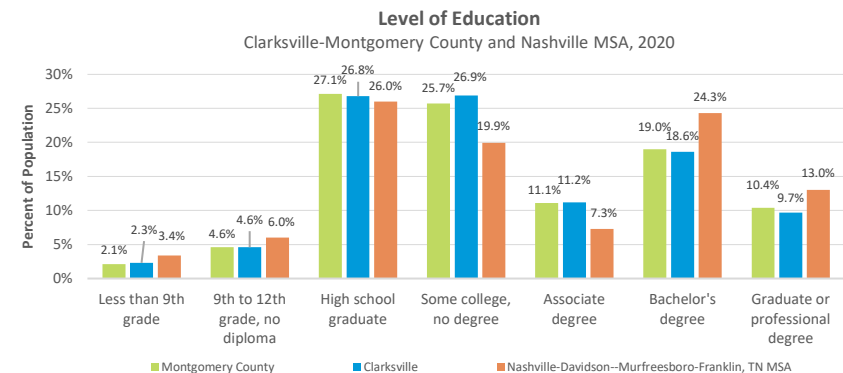
The U.S. Bureau of Labor Statistics defines a person as unemployed if they were not employed when the Current Population Survey was taken, they were available for work during the survey reference week, except for temporary illness; and if they made an active effort to find a job during the four weeks ending with the survey reference week or they were temporarily laid off and expecting to be recalled to their job.



Education

The majority of Clarksville-Montgomery County are high school graduates or have some college with no degree. In Montgomery County, 27.1% of residents are high school graduates and 25.7% of residents have some college without a degree. Following the educational attainment of these residents, 19% of residents hold a bachelor's degree. In Clarksville, 26.9% of residents have some college without a degree, followed by 26.8% of residents with a high school diploma. Similar to Montgomery County, 18.6% of residents in Clarksville hold a bachelor's degree.

The Nashville-Davidson—Murfreesboro-Franklin, TN MSA has a similar level of education rates as Clarksville-Montgomery County, although the MSA has fewer residents with some college, but no degree and residents with an associate degree. Additionally, the MSA has approximately 30% more residents with either a bachelor's degree or graduate degree compared to Clarksville-Montgomery County.





Market Profile

The primary identifiers for the health of real estate markets are vacancy rates, rents per square foot, and the amount of construction activity. Low vacancy rates, stable or gradually increasing rents, and high construction activity are the ideal scenarios for healthy markets. The assessments described here are based on data from CoStar, the leading provider of real estate data, and American Community Survey (ACS) data from 2022 for some aspects of the residential market. All references to dollar amounts are adjusted for inflation.

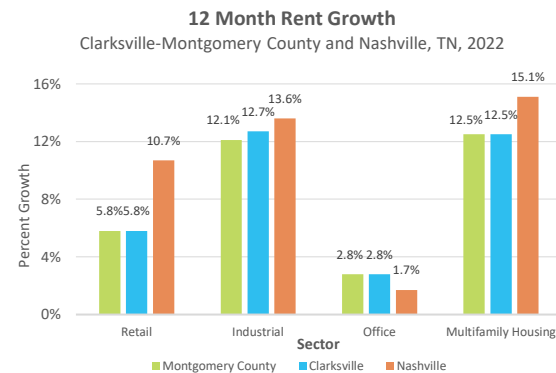
Defining the Market Areas

The market area for residential, office, and retail in Clarksville is defined as the combined area of Montgomery County along with Trigg and Christian Counties in Kentucky. Data has also been compiled for the Montgomery County submarket and the nearby Nashville market area.

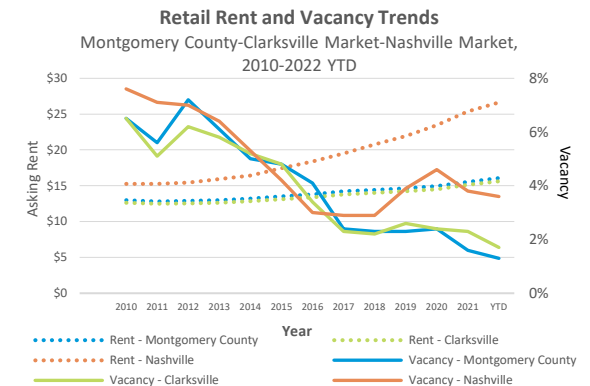
Retail

The retail market in Clarksville-Montgomery County is responding well to local population growth.

There is 24 million square feet of leasable retail space. Rents in Montgomery County are \$16.00 per square foot, which represents an increase of 5.7% since 2021. In Clarksville, rents are \$15.62, which represents a 5.7% increase. Although retail space construction has slowed in Clarksville-Montgomery since 2020, nine retail properties including 136,144 of retail space, are currently being constructed in Clarksville-Montgomery County.



Source: 2022 CoStar Group



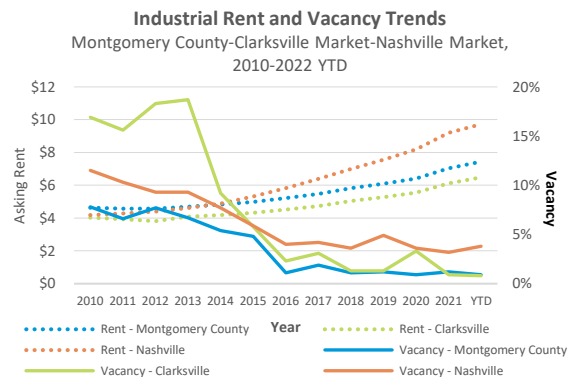
Source: Costar, Houseal Lavigne



Industrial

The industrial market is in great condition with Montgomery County containing more than half of the metro's total industrial pool.

The industrial market has 11.95 million square feet and industrial rents in the Clarksville-Montgomery market rose 12.1% over the past year. The market is in good health, as rents per square foot have been continuously rising since 2021 to a current average price of about \$6.48 per square foot in Clarksville and \$7.44 in Montgomery County. Nashville experienced similar growth (an increase in rents of 13.6%) over the past year as demand for industrial space in the area remains above historical trends.

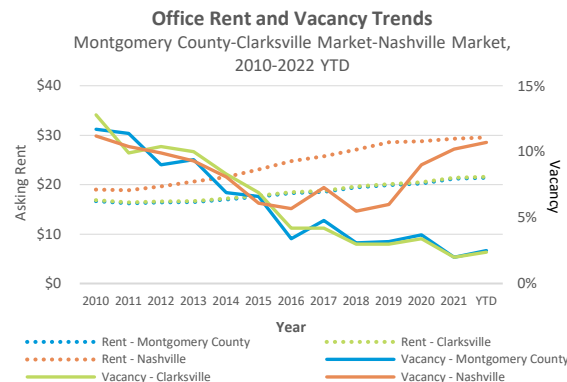


Source: Costar, Houseal Lavigne

Office

The health of the local office market exceeds current national standards.

There are 7.5 million square feet of office space in the community. Rents have risen by 2.8% in the past year to \$21.61 per square foot in Clarksville and \$21.39 in Montgomery County. At 2.4% vacancy in Clarksville and 2.5% in Montgomery County, the market is in good health, especially compared to Nashville's vacancy rate of 10.7%. Office rent growth and demand in Clarksville-Montgomery County have been strong as office rents are 31.7% higher than they were a decade ago.

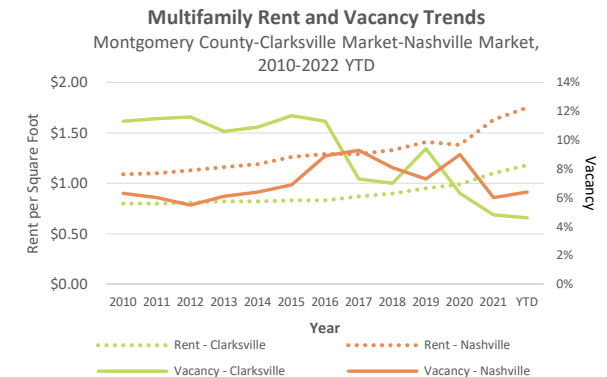


Source: Costar, Houseal Lavigne

Multifamily Housing

The residential multifamily market is stable, with increases in construction and asking rent.

In multifamily buildings of greater than four units, there are approximately 13,944 units. Currently, Clarksville-Montgomery County has a vacancy rate of 4.2% for multifamily units while Nashville has a vacancy rate of 6.4%. The vacancy rate has decreased by 0.4 percentage points in the past year. The average asking rent of Clarksville-Montgomery multifamily units is \$1,118, which is under Nashville's average asking rent of \$1,661. Asking rent in Clarksville-Montgomery County rose by 12.5% in the past year while the asking rent in Nashville rose by 15.1% over the same period.



Source: Costar, Houseal Lavigne



Community In-person and Online Outreach

Throughout the planning process, outreach and engagement from citizens, focus groups, committees, and City and County elected officials was critical to understanding Clarksville-Montgomery County's issues, opportunities, key strengths, and assets. The comments received are directly reflected in the vision, goals, recommendations, and policies of the Clarksville-Montgomery Comprehensive Plan. There were a variety of opportunities for the public, focus groups, committees, and City Council and County Commissioners to participate in providing feedback.

Outreach opportunities included online outreach through community questionnaires and map.social, meetings with City and County staff and Commissioners, the Technical Committee, a Citizen and Steering Committee workshop; and focus group and key stakeholder interviews. Throughout this section, insights from feedback received will be summarized according to questionnaire methodology, committee, and stakeholder.

Participation

The planning process has engaged over 1150 individuals through a combination of in-person and online community outreach tools and exercises including:

- In-Person Participants – 289
- Workshops Participants – 159
- Online Community Questionnaire Participants – 873
- map.social maps – 39
- map.social points – 385
- Focus Groups and Key Person Interview Participants – 42
- Focus Groups and Key Person Interview Meetings – 12

Facilitated Engagement

Facilitated outreach events are critical to understanding community issues, identifying projects or actions the community is currently interested in or concerned about, and determining what community assets and strengths should be preserved as the Comprehensive Plan addresses change. Several outreach events were conducted during the project initiation step, including the following.



Staff Kickoff

On March 30, 2022, Clarksville-Montgomery County hosted a kickoff meeting with the CMCRPC staff to discuss the vision, goals, actions, and implementation of the Comprehensive Plan. A total of 12 CMCRPC staff members attended the meeting. During the meeting, CMCRPC staff were introduced to the components of the Comprehensive Plan and the planning process. The group provided initial insight to consider for the Clarksville-Montgomery Comprehensive Plan.

Focus Groups and Key Person Interviews

Interview-style discussions were conducted with small focus groups to discuss existing conditions, issues, and potential within Clarksville-Montgomery County. Interviews took place in person at the CMCRPC offices from March 30 through April 1, 2022, and virtually on April 7, 2022. Each interview lasted approximately 45 minutes to one hour. Interviews included a sequence of questions regarding the community and were conducted in a conversational style with an emphasis on each group's particular area of expertise or interest.

These conversations were intended to be candid and confidential. The focus groups were organized by industry and institutions and included the following participants:

- Austin Peay State University (APSU) – 3
- Businesses – 3
- City and County Mayors – 2
- Developers – 2
- Downtown Developers – 4
- Education – 3
- Engineers – 2
- Fort Campbell – 3
- Housing – 6
- Industrial Development Board and Economic Development Council – 2
- Sustainability (virtual) – 4
- Transportation – 8

Kickoff Workshops

A series of kickoff workshops were held during the project initiation. Each workshop began with participants individually identifying issues and concerns. The group then prioritized each issue to create a cumulative list as a group. Next, participants voted on what they thought were the most important issues from the cumulative list. In response to the cumulative list, each group was asked to name specific projects or actions that would function as a solution to the issues identified. To conclude the workshop, participants were asked to list the strengths and advantages of Clarksville-Montgomery County that should be preserved. The following groups were engaged in this format.



Citizen and Steering Committee

A workshop for the Citizen and Steering Committee (CSC) was held on March 31, 2022, at the CMCRPC offices. Thirty committee members attended the workshop. The purpose of this workshop was to allow the CSC to discuss ideas and provide valuable input before the plan recommendations are crafted.

City Council and County Commissioners

The CMCRPC hosted a workshop for the City Council and County Commissioners as part of the kickoff outreach process for the Clarksville-Montgomery County Comprehensive Plan. A total of 16 elected officials attended the workshop held on March 31, 2022, in the Montgomery County Historic Courthouse.

Technical Committee

CMCRPC organized a workshop with the Technical Committee on March 30, 2022, at the Commission's offices. A total of 30 Technical Committee members attended. The workshop was intended to gain insight from the committee about the top issues, concerns, assets, and strengths of Clarksville-Montgomery from a technical perspective. Invitees to the Technical Committee included representatives from the following:

- Austin Peay State University (APSU)
- Bi-County Solid Waste
- City Chief of Staff
- City Building and Codes Department
- City Parks and Recreation Department
- Clarksville Area Chamber of Commerce
- Clarksville Gas and Water
- Clarksville Housing Authority

- Clarksville Neighborhood and Community Services (CNCS)
- Clarksville Street Department
- Clarksville Urbanized Area Metropolitan Planning Organization (CUAMPO)
- Clarksville Montgomery County Green Certification Program
- Clarksville Montgomery County School System (CMCSS)
- Convention and Visitors Bureau
- County Code Department
- County Engineer
- County Stormwater
- CTS Clarksville Transit Authority (CTS)
- Cumberland Heights Utility District
- Cunningham Utility District
- Downtown Commons
- East Montgomery Utility District

- Economic Development Council
- Greater Nashville Regional Council (GNRC)
- Industrial Development Board (IDB)
- Montgomery County Highway Department
- Montgomery County Parks and Recreation Department
- Public Safety, including Sheriff, Police, Fire, and EMS
- Montgomery County Assessor
- Tennessee Department of Transportation (TDOT)
- UT/TSU County Ag Extension
- Woodlawn Utility District



Community Visioning Workshops

The CMCRPC hosted three visioning workshops over two days in support of the Comprehensive Plan project.

- William O Beach Civic Hall, 5:30 – 7:00 pm, July 11, 2022; attended by 66 participants.
- Kenwood High School, 12:00 – 2:00 pm, July 12, 2022; attended by 46 participants.
- Old Glory Distillery, 6:00 – 8:00 pm, July 12, 2022; attended by 47 participants.

The workshop started with a brief overview introducing the Comprehensive Plan purpose and planning process, as well as an opening warm-up exercise. Then participants broke out into small groups for a mapping exercise where they work to develop their vision for the future of the community.

Vision, Guiding Goals, Land Use Framework Meetings

The meeting was held on May, 2023. The purpose of this meeting was to update the planning process, review community vision statement, goals, and key recommendations, review draft land use plan and scenario planning/modeling approach.

Virtual Planning Areas Meeting

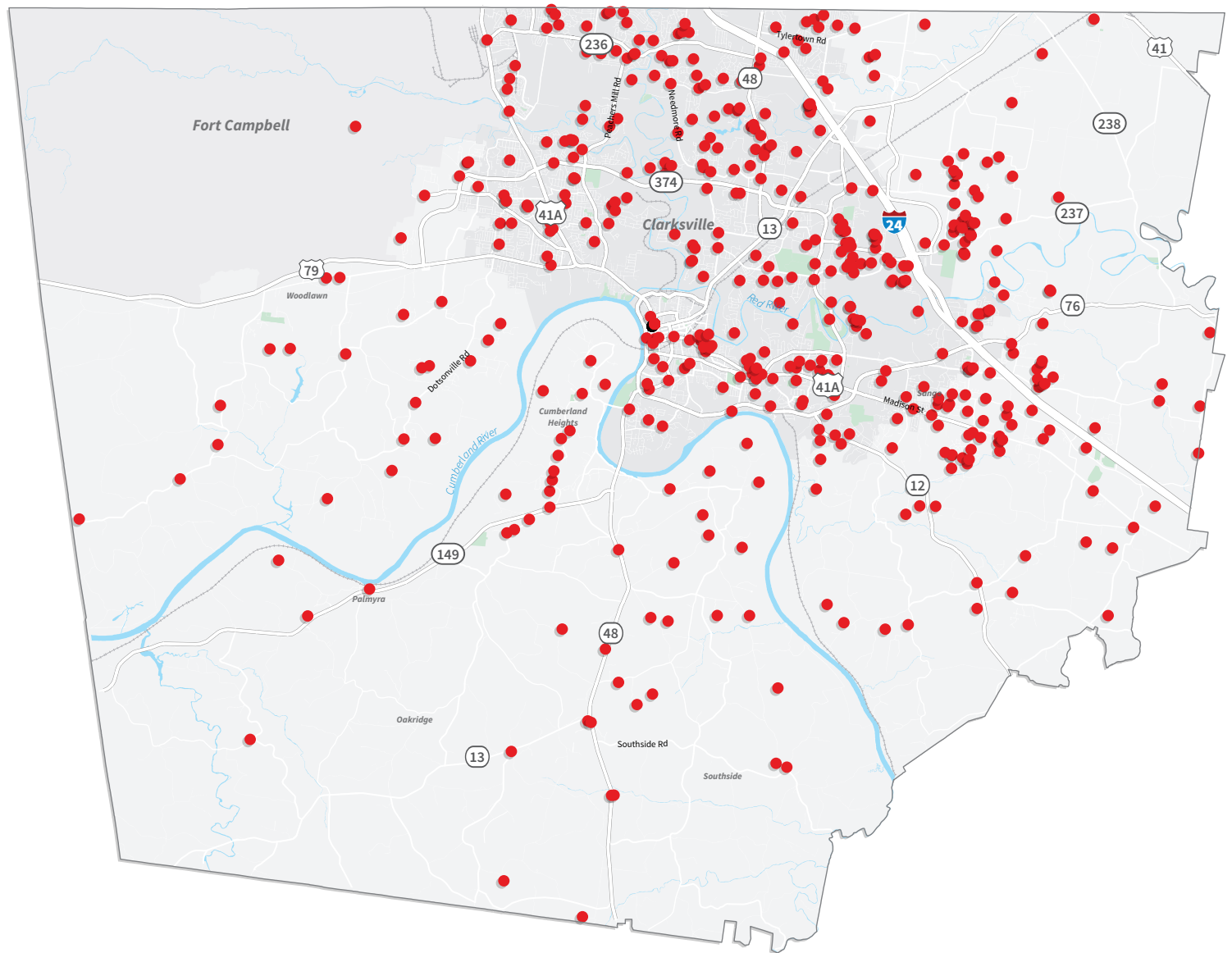
The meetings were held on October 19, 2023, virtually. The purpose of this meeting was to update the planning process and review the draft planning framework for each of the 13 planning areas. After the meeting, members of the project team will refine the preliminary area framework plans based on staff and committee feedback, and complete and review core elements.

Self-Guided Online Engagement

Self-guided online outreach allowed stakeholders to participate by filling out a questionnaire, or by mapping issues, opportunities, and assets using map. social, an online mapping tool. A project webpage linked to the CMCRPC homepage was designed to support the planning process. The webpage is an “online project hub” containing information and updates concerning the project, including meeting notices and project documents.

Community Questionnaire

A community questionnaire was provided on the Clarksville-Montgomery County Comprehensive Plan webpage that enabled stakeholders throughout the community to participate in the outreach process at their own pace. The community questionnaire asked a series of questions about the quality of the community's character, quality of life, housing, land use, infrastructure, transportation, workforce, and open spaces. There was a total of 833 questionnaire responses and featured multiple-choice questions in nine sections organized by topic.

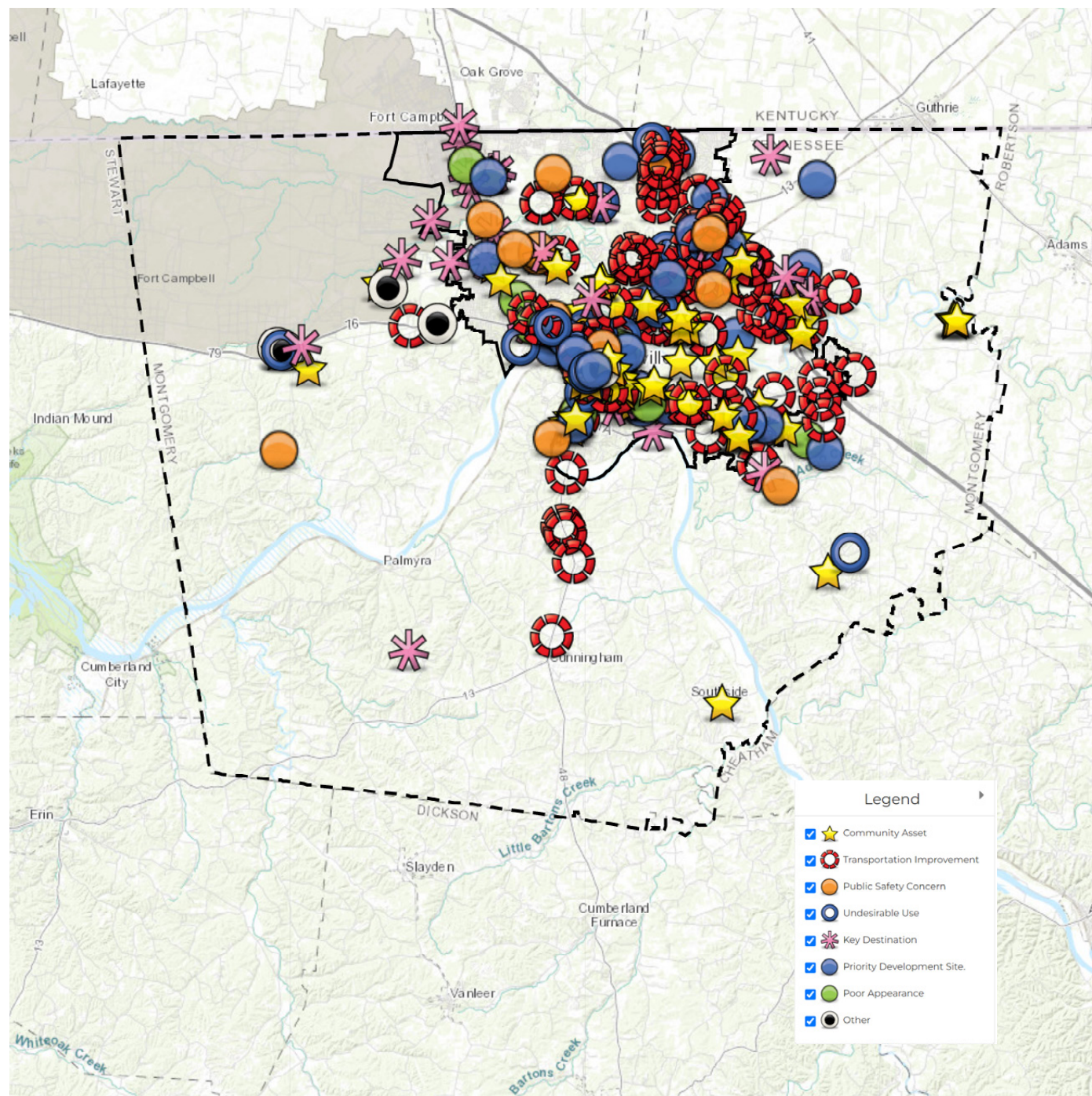


Participants using the online questionnaire were asked to drop a point on the map showing where they live. The results show an even distribution of questionnaire participation across the County.

● Where do you live?

map.social

The Clarksville-Montgomery Comprehensive Plan process used map.social, a web-based interactive mapping tool, to collect location-specific input on issues and assets from Clarksville-Montgomery stakeholders. A total of 385 points were identified by map.social participants. Assets and opportunities include 98 points for community assets, 98 points for transportation improvement, 57 points for priority development sites, and 51 points for key destinations. Comments made by participants for community assets are for the majority centered in downtown Clarksville and Clarksville-Montgomery County's parks. Participants used map.social to identify Clarksville-Montgomery County's community assets, areas in need of traffic improvements, need for public transit and potential redevelopment sites.





Outreach Themes

Several issues were identified as top priorities or concerns across all input received from the community. These themes represented issues that were areas of focus for the Clarksville-Montgomery County Comprehensive Plan as well as for future initiatives across the community. As the Comprehensive Plan framework was developed, these key takeaways and community themes informed the vision and goals that apply to sections of the Plan. Through stakeholder workshops, focus group interviews, and community questionnaires, the needs of Clarksville-Montgomery County were reported and these issues facing the community were addressed where possible in the Comprehensive Plan.

Note on Summary of Outreach

The following thematic summaries reflect the thoughts, comments, and opinions received in the kickoff workshops and online outreach materials. The items identified in this summary are not recommendations or observations of the consultant, but rather represent the agreed upon top feedback and comments received from those who participated in the workshop.

- Supporting Affordable Housing
- Generating Diverse Housing Types
- Create Diverse, Higher-Wage Jobs
- Address Traffic-Related Concerns
- Planning for Active Transportation
- Managing Future Growth
- Preserving Agricultural Areas and Open Spaces

Past Plans and Studies

The following past plans and studies that have been adopted by the City of Clarksville and Montgomery County were reviewed for inconsistencies, the relevance of previously collected data.

- Land Use Study Update (2004)
- Ft. Campbell Joint Land Use Study (2009)
- Clarksville Montgomery County Greenway and Blueway Masterplan (2014)
- City of Clarksville Distribution System Water Masterplan (2017)
- APSU Planning Efforts
 - APSU Master Plan (2017)
 - APSU Campus Edge Development Plan (2019)
- Clarksville Montgomery County Growth Plan: A Strategy for Balanced Growth (2020)
- Transportation Planning Efforts
 - Clarksville 2020+ Transportation Strategy (2020)
 - 2045 Clarksville Metropolitan Transportation Plan (2019)
- Clarksville Public Spaces Master Plan (2018)
- Montgomery County Comprehensive Parks and Recreation Master Plan (2021)



UP
STAIRS
AT STRAWBERRY ALLEY



DRAFT
01/10/2024



03

VISION AND GUIDING PRINCIPLES

The Vision Statement is an aspirational narrative that paints a picture of what the City and County can achieve following the adoption of the Comprehensive Plan. The Vision Statement depicts the community's collective desires, gathered from the public engagement process, and serves as the foundation for the Plan's goals and recommendations.

AT A GLANCE

*Vision Statement
Guiding Principles*



Together, the City of Clarksville and Montgomery County will strive to develop as a highly desirable and cohesive community, embracing smart and balanced growth, and ensuring a prosperous future. Clarksville-Montgomery County will offer attractive, complete neighborhoods – where all residents can live close to work while enjoying easy access to everyday goods, services, entertainment, and recreational amenities for all ages.



Guiding Principles

Guiding Principles reflect the values of the Clarksville-Montgomery County community. The Guiding Principles run thematically through chapters, policies, and recommendations, driving what the community can become following the Comprehensive Plan. The overarching purpose of the Comprehensive Plan is to help the City and County aspire to reflect the Guiding Principles, ensuring movement in the right direction.

Balanced and Planned Growth

Clarksville-Montgomery County is growing quickly. In the face of steady demand for new housing and economic growth, Clarksville-Montgomery County will be proactive in planning for future development. A focus on infill will be key to making the best use of existing facilities and infrastructure. Strategic outward growth will include diverse housing, a connected transportation system, and incremental infrastructure extension that aligns with new development.

Improved Quality of Life

Current development trends have placed residents further away from key amenities that instill a sense of place and community, straining existing neighborhoods and roadways. Clarksville-Montgomery County will ensure that future development not only accommodates a growing population but also prioritizes community character and sense of place while promoting complete neighborhoods with ease of access to daily services and amenities.

Equity and Public Engagement

Communities thrive when citizens are invested in their future. People throughout the community care about their neighborhoods and it is this spirit of stewardship that will guide the future of Clarksville-Montgomery County. A focus on improving communication and collaboration with community groups, key stakeholders, local businesses, and new and long-time residents will help the City and County make decisions that are in the community's best interest. Clarksville-Montgomery County will continue on its trajectory of embracing residents from all backgrounds and walks of life. The community will be known for fairness and inclusion – a place where anyone can succeed regardless of their starting point. Whether choosing a place to live or simply going about a daily routine, all residents will enjoy easy access to the essential services and amenities that make a place home.

A Thriving Local Economy

Clarksville-Montgomery County is home to key partners such as Fort Campbell and Austin Peay State University. The community also boasts many large industries that support a thriving economy, and it is home to local businesses that help meet the everyday needs of residents. The community will prioritize attracting higher-wage jobs, maintaining a balance of employment, and offering a variety of attainable and affordable housing choices. Clarksville-Montgomery County will be known as a great place to live with a diverse thriving economy and economic prosperity.

Fiscally Responsible Decision Making

Development drives the need for the extension and long-term maintenance of infrastructure and public services. Decisions regarding new development and public investment dollars should be evaluated based on the long-term costs and benefits.






04 LAND USE AND DEVELOPMENT

The Land Use and Development chapter is the core component of the Comprehensive Plan, representing the primary building block upon which other plan components are structured. This chapter outlines current land use and development trends, and describes the planning process that blends community input, research, and key findings to direct future growth in the community. The Land Use and Development chapter and accompanying future land use map identify established neighborhoods and districts that should be maintained and enhanced, in addition to calling out areas where new growth and development can be supported. This approach to land use promotes sustainable development, identifies opportunities for growth through infill and careful expansion, and encourages greater collaboration between major stakeholders in the community.

AT A GLANCE

Vision for Land Use and Development
Growth and Development Framework
Future Land Use



Clarksville-Montgomery County will grow through a combination of infill and orderly new development, within the existing City limits and Urban Growth Areas, with limited expansion into undeveloped areas to accommodate a growing population. Growth will be financially sustainable, considering the cost and long-term maintenance of new infrastructure and services. As growth occurs, the City and County will continue to make the best use of natural resources and conserve sensitive environmental areas, such as rural, prime farmland, forested areas, and scenic waterways.

Policy Statement

Ensure context-sensitive infill and reduce suburban sprawl by prioritizing growth within the City and limiting growth in the County to areas with existing commercial centers and services.

Goals

- Implement the Comprehensive Plan to ensure the efficient use of land throughout the City and County, guide growth and development, prioritize infill development on vacant or underutilized sites, and coordinate land use and infrastructure needs.
- Direct investment toward identified areas of the City that are already served by utilities and roads and in proximity to neighborhood amenities such as parks, goods, and personal services.
- Align growth with the capacity of fire, EMS, and law enforcement as well as critical infrastructure and utilities.
- Support redevelopment and infill in the urban core in concert with utility and infrastructure upgrades.
- Minimize distance and travel times to jobs, services, daily needs, and recreation.
- Collaborate with Fort Campbell to coordinate land use decisions around the installation to improve quality of life and to protect the military mission.



Community Input

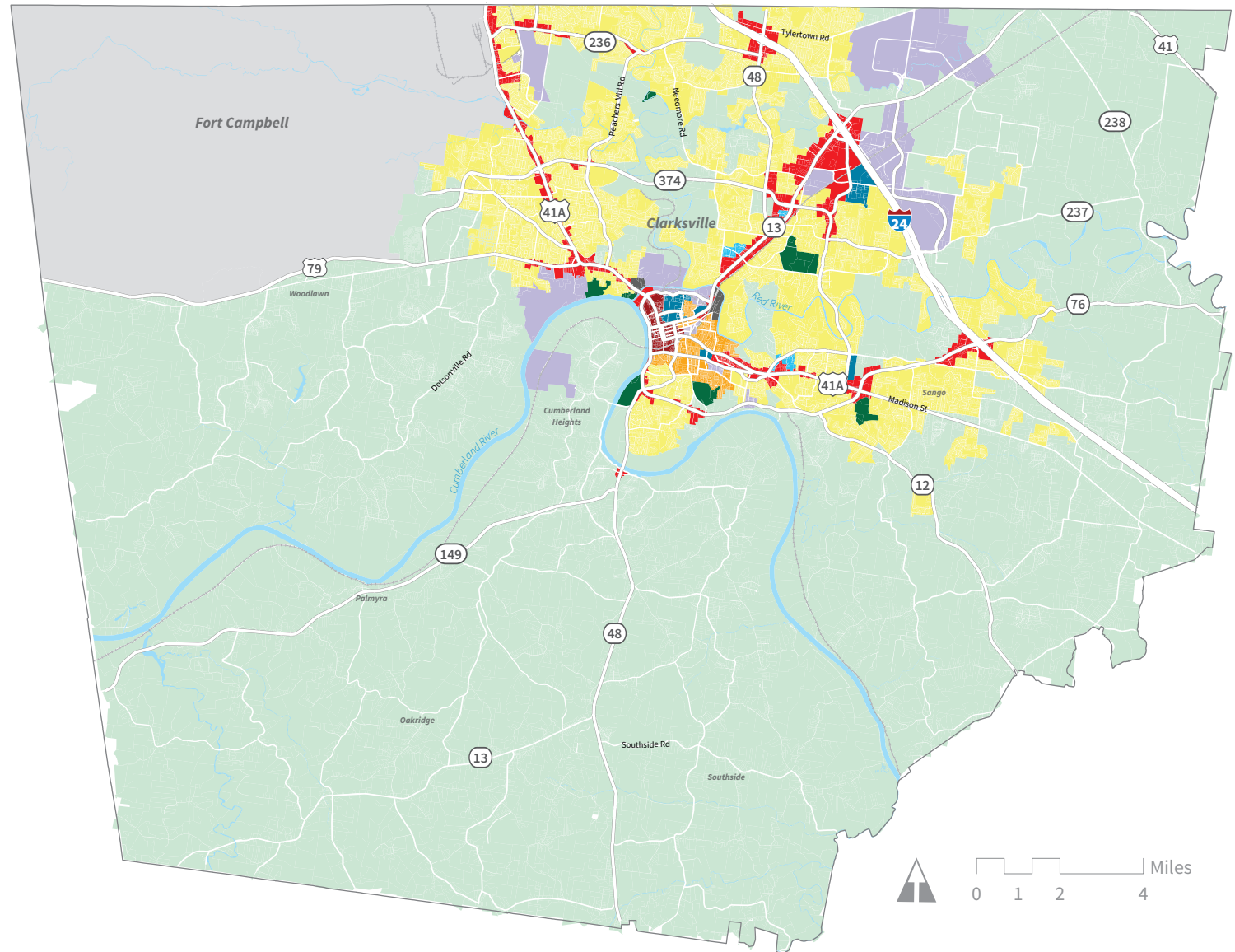
Throughout the outreach process, individual residents, business owners, and representatives from local organizations were involved and weighed in on the direction of the plan's policies and recommendations. The following is a list of the most direct and frequent community input themes regarding land use and development in Clarksville-Montgomery County.

- Develop neighborhoods with close and equitable access to amenities, and transit—also known as “complete neighborhoods.”
- Improve access to public transportation.
- Support affordable housing, especially for seniors and working-class residents.
- Develop attainable housing by building a mix of housing types and promoting housing choice.
- Attract a diverse range of higher-wage jobs.
- Address traffic-related concerns such as congestion and higher crash rates along major corridors.
- Plan for active transportation, improving pedestrian.
- Connectivity between neighborhoods and commercial districts.
- Manage future growth in a fiscally responsible manner.
- Preserve agricultural areas and open spaces.
- Encourage adaptive re-use and revitalization of existing spaces.

Current Land Use and Development Trends

Existing Land Use

All parcels within the Clarksville-Montgomery County limits are categorized into one of the following land use classifications which can be seen on the Existing Land Use Map. However, the land use map provided has been generalized based on their character, form, and function. The land use map does not focus on the use of specific parcels – for example, a pocket park within a residential suburb would fall under the Suburban Neighborhood classification. Each generalized land use in the community is categorized into one of ten designations.

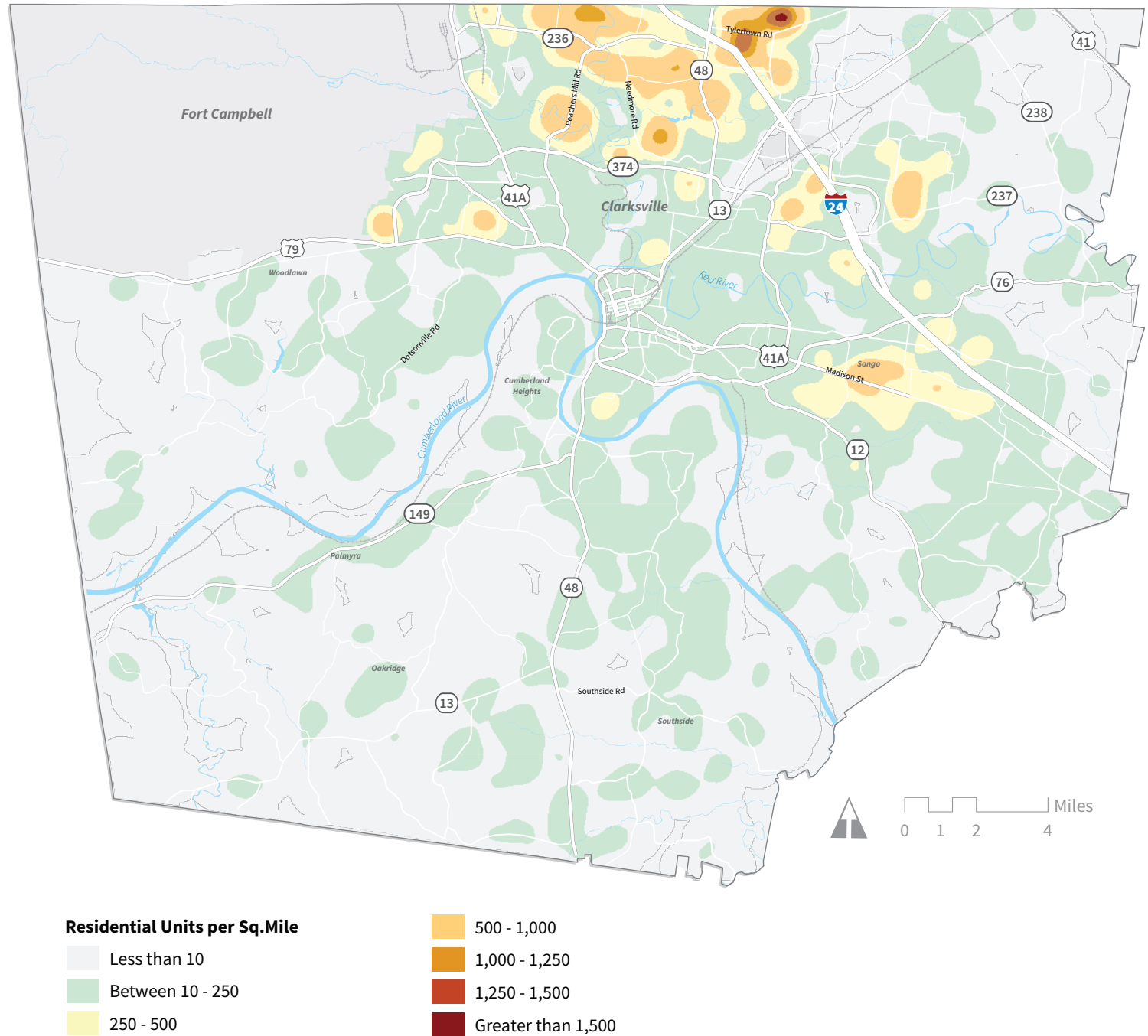


Existing Generalized Land Uses

■ Rural	■ Institutional
■ Suburban Neighborhood	■ Manufacturing / Industrial
■ Traditional Neighborhood	■ Office
■ Downtown	■ Fort Campbell
■ Commercial	■ Parks and Open Space
	■ Undeveloped

Residential Development since 2010

Clarksville-Montgomery County has seen a significant amount of residential growth north of State Route 374, and within the City limits and adjacent areas. As the demand for residential development is expected to increase, development within the City limits should be prioritized.





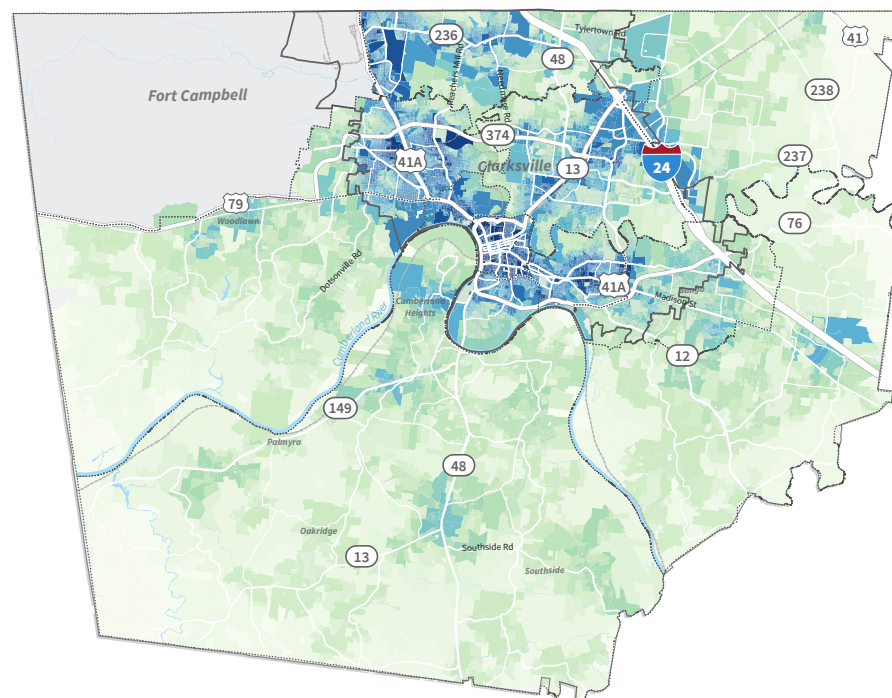
Complete Neighborhood Index

While having housing with quality water, sewer, and roads should be considered a minimum requirement, achieving the quality of place that residents increasingly value requires that housing be located within a broader network of community amenities. The Clarksville-Montgomery County Comprehensive Plan advocates for the development of “complete neighborhoods” where residents have access to a variety of amenities within a 15-minute walk or half-mile radius.

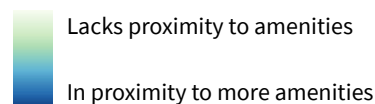
The proximity to various neighborhood amenities was mapped and layered to create an index rating of community amenities and to assess how “complete” different neighborhoods within the region are.

The Complete Neighborhood Index is based on an area’s proximity to Transit Routes, Schools and Universities, Park and Recreation Facilities, Places of Work and Public Safety Facilities, such as police and fire stations

As shown in the adjacent map, the darker an area, the more amenity-rich that location is compared to other lighter-colored areas. Downtown Clarksville, established core neighborhoods, and areas along major commercial corridors have the highest access to amenities. However, recent rezonings and residential development have been predominantly located in areas that lack amenities.



Complete Neighborhood Index



Growth And Development Framework

This section defines where growth should occur to encourage new development patterns that mitigate sprawl, respond to market demands, support complete neighborhoods, and minimize costly infrastructure and service extension investments. The following sections outline the analyses undertaken in the development of the Land Use Plan policies and corresponding map.

Suitability Analysis

Suitability analysis is a data-driven process that takes existing land use and development conditions to assess suitability for a variety of purposes. The analysis ranks and scores sites based on multiple factors and the weights assigned to them. Examples include finding favorable locations for land use, new facilities, and areas of preservation. For the Clarksville-Montgomery County Comprehensive Plan, a suitability analysis was done to identify areas suitable for residential, commercial, and employment-generating uses.

Suitability Constraints and Considerations

Several factors can limit the growth of a community, such as steep slopes, floodplains and access to infrastructure. A variety of site suitability constraints and considerations were used to determine the ideal locations for future growth within the City and County. These constraints and considerations have been used to guide the development of the Land Use Plan.

Constraints

- **Steep slopes.** Avoid developing on steep slopes due to increased risks of erosion, landslides, and environmental damage, higher construction costs and safety hazards.
- **Floodplain.** Development within floodplains and wetlands can be difficult and should be avoided. Land within these areas was not considered for development.
- **Infrastructure Availability.** Access to existing infrastructure such as water and sewer is essential to support any future growth in the City and County. Properties that are not currently served by water or sewer supply/infrastructure, including southern and western unincorporated areas of the County, were not prioritized for future growth and development.

Considerations

- **Complete Neighborhood Index.** The index identifies amenity-rich areas and underserved areas throughout the County. Properties that are in more “complete” neighborhoods were prioritized over areas that were further away from such community assets.
- **Proximity to Jobs.** Development opportunities that are close to where people work were prioritized over areas that were further away from employment centers. Promoting residential and commercial development close to jobs encourages the development of complete neighborhoods.
- **Existing Generalized Land Use.** The land’s existing use is a central consideration for future development. For example, existing parks and community facilities were not considered for future development to preserve these amenities. Areas that are currently undeveloped were considered available for development.

- **Current Zoning.** Permitted uses within current zoning districts were considered to identify opportunities for future growth and development. While it is anticipated that any significant future development projects would require a change in zoning or a planned development process, existing zoning was used to identify where by right development could occur.
- **Proximity to Highway.** Proximity to major roadways can be beneficial for land uses such as commercial and employment centers. Land along corridors, including Ft. Campbell Boulevard, Wilma-Rudolph Boulevard, Madison Street, I-24, and other US and State highways, were prioritized for these types of uses.

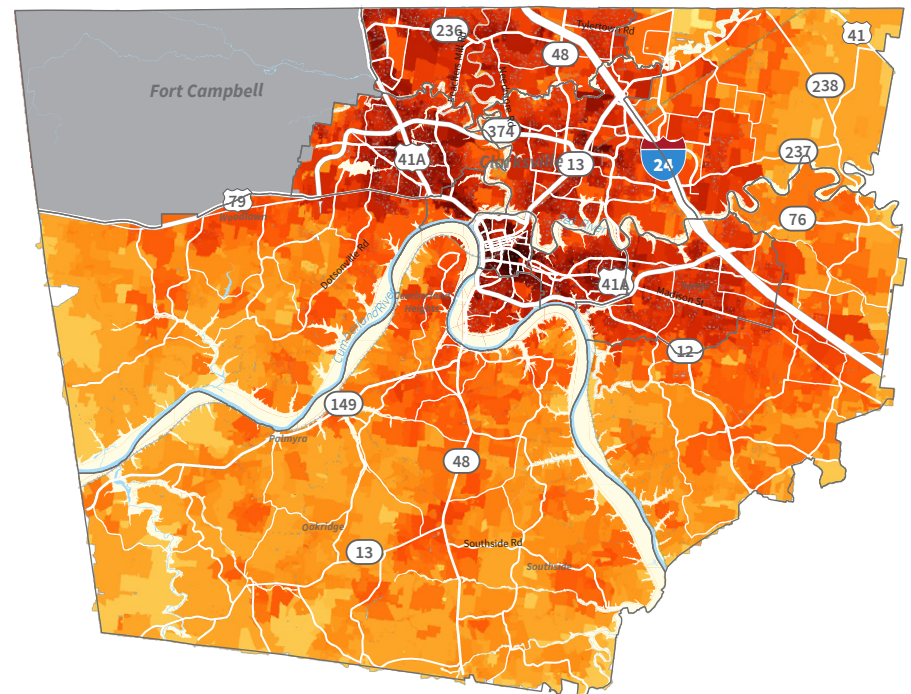


Land Suitable for Development

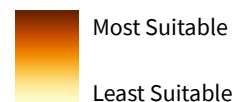
The constraints and considerations that have been identified provide an objective analysis of the areas within the County that are best suited for future development. Land use modeling is a data analysis technique used to evaluate land use based on a set of criteria or factors. In this instance, suitability constraints and considerations were used to determine the most appropriate land use for a given site, whether it be residential, commercial, or for employment purposes.

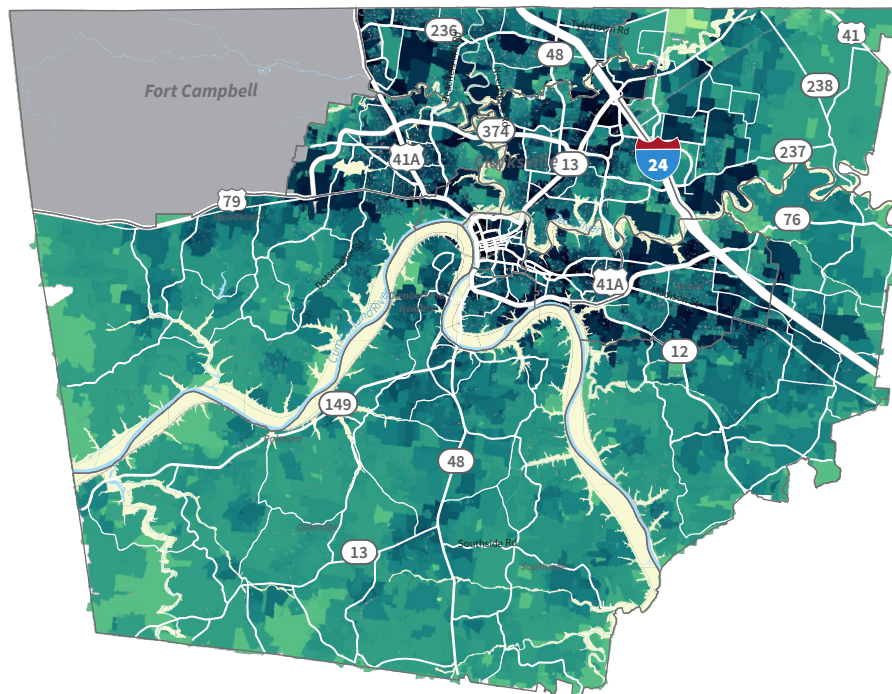
Modeling Results

The results of the land use modeling analysis produced maps showing the areas that are best suited for each type of land use. On each modeling map, the areas shown in a darker color are the areas that are most suitable and the lighter areas are the least suitable for each respective use. The data was then used to determine the best use for areas identified for future development.

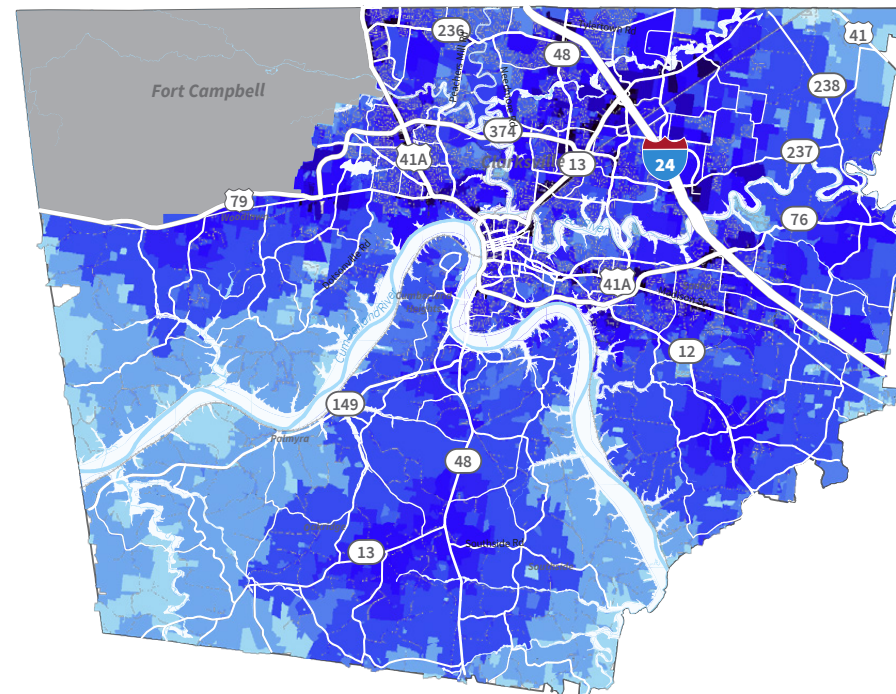
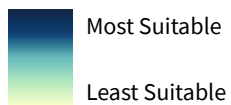


Residential Suitability

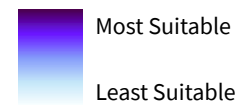




Commercial Suitability



Employment Suitability



ZONING AND PLANNING ALIGNMENT

Development regulations, including zoning and subdivision ordinances, are the rules that new development and redevelopment must follow, making them an essential tool in Plan implementation. Properly drafted development regulations that align with the vision and goals of the Comprehensive Plan can remove unnecessary barriers to investment by providing flexibility, legibility, and streamlined approval thereby offsetting requirements related to design.

Clarksville first adopted its zoning code in 1967 and last majorly amended it in 2010. Montgomery County first adopted its zoning resolution in 1973 and last amended it in 2021. The Clarksville Zoning Ordinance established 27 unique zoning districts and five overlay districts compared to Montgomery County Zoning Resolution which established 23 unique zoning districts and four overlay districts. Both the City's zoning code and the County's zoning resolution adhere to planning and zoning standards set forth by the CMCRPC, an independent government body that originally operated as the City of Clarksville Planning Department.

Growth and Development Framework

The Growth and Development Framework identifies the areas of the community that should be prioritized for development and the areas that should be preserved to maintain the County's rural character and natural areas.

The Growth and Development Framework prioritizes infill development within existing municipal limits that are currently serviced by public facilities and infrastructure. Infill development leverages existing infrastructure to fill gaps in the urban fabric, bolstering activity in established communities and neighborhoods. While some large undeveloped or underutilized properties are within existing municipal limits, many infill opportunities consist of smaller parcels that will require scattered site development that limits economies of scale.

Planned outward development is also needed to accommodate the City and County's long-term population and job growth. The Growth and Development Framework identifies targeted growth areas and nodes for new development.

However, it will be important that leap-frog development does not occur to maximize the use of existing and newly extended infrastructure. By adhering to the framework for development decisions over the next two decades, the Community will be well-positioned to accommodate anticipated increases in population and jobs while managing land uses and achieving the vision of fiscally responsible growth.

Downtown Intensification

Supports reinvestment in urban neighborhoods in and around Downtown Clarksville.

Downtown Clarksville is an economic, entertainment, and cultural hub where people shop, eat, live, and enjoy recreational opportunities in a thriving, walkable environment. Opportunities for redevelopment of underutilized properties, adaptive reuse and infill development in Downtown should be prioritized. The Downtown intensification area should be the focus of development initiatives and incentives to support established and startup businesses, provide denser housing opportunities, and strengthen the relationship with APSU. Downtown intensification should be an ongoing priority.

Key Initiatives

- **City Center.** Consider a City Center Master Plan to create a holistic vision for open space, parking, redevelopment locations, branding, and identification of distinct districts or neighborhoods.
- **Parking and Mobility.** Create an integrated parking and mobility plan addressing public and private parking facilities in the Downtown, optimizing accessibility and easing congestion.
- **Accessibility.** Explore opportunities for shared parking facilities and shuttle service to Downtown events.
- **Strategic Plan.** Prepare a strategic plan for utility and infrastructure upgrades for the downtown.

Infill Opportunity Area

Supports the redevelopment of existing properties to intensify uses within the City limits.

These areas are a focus for redevelopment to a different or more intensified land use in the future. These areas are well-served, well-connected, and located in amenity-rich areas making them valuable for redevelopment and of a high priority. Most infill opportunity areas are located within the priority growth area – but they differ from the rest of the area because they are large, undeveloped, agricultural parcels (greater than five acres) lending them significant infill opportunity.

Key Initiatives

- **Priority Development Sites.** Identify priority vacant or redevelopment sites throughout the community via the Future Land Use Map and Planning Areas.
- **Revitalization.** Improve opportunities for the development and redevelopment of vacant and underutilized lots in alignment with the Comprehensive Plan.

Priority Growth Area

Supports the development of undeveloped, vacant properties already served by infrastructure within the City limits.

Priority growth areas benefit from existing infrastructure and adjacency to community amenities. These areas are a focus for reinvestment and for filling in gaps within the City. Development in urban infill areas should be focused on undeveloped and vacant lots in neighborhoods, along commercial corridors or industrial areas already served by infrastructure. Efforts to improve the level of service and infrastructure should be a priority to better the community's quality of life. Priority growth areas tie in with the guiding principle of balanced and planned growth but will take greater effort to achieve over time than infill opportunity areas.

Key Initiatives

- **Zoning and Regulations.** Review and update City and County Zoning Codes and Subdivision Regulations to ensure that the Comprehensive Plan can be implemented.
- **Infrastructure Funding.** Study best practices for development fees, impact fees, and stormwater fees to put toward critical infrastructure, such as road improvements, sidewalks, sewer, and stormwater upgrades, instead of shifting the burden to taxpayers.

Secondary Growth Area

Supports the development of areas already served by infrastructure adjacent to City limits.

These areas in the unincorporated County are either served by infrastructure or planned for development outside of the City. Growth in these areas should avoid leap-frog development and could be strategically prioritized for buffered manufacturing and industrial uses. Residential uses interspersed with commercial nodes are also prioritized.

Key Initiatives

- **Adjacent Growth.** Pursue new development in areas that are contiguous to existing development.

Future Growth Area

Supports the development of areas not within the City limits, but not until all other areas have been built out to avoid leap-frog development.

These areas are sparsely populated and should not be developed until all areas within and adjacent to the City have been built out. While additional resources could be added for those currently located within these areas, additional housing or large-scale developments should be avoided.

Key Initiatives

- **Growth Planning.** Coordinate future Growth Plan updates to identify areas suitable for a range of development densities in the County based on proximity to employment, emergency services, utilities, and infrastructure.

Rural Reserve

Supports the ongoing protection and conservation of ecologically sensitive areas.

The protection of natural areas/open spaces and preservation of ecologically sensitive areas, including steep slopes, wetlands, floodplains, and riparian areas, should be prioritized in the area. Encouraging development in Downtown Clarksville and infill opportunities in the City, as well as contiguous development on the City's edge, will help avoid premature development in the rural reserve area. Future growth and development in the rural reserve should be focused on rural commercial nodes, while concurrently emphasizing the preservation of open space, farmland, and ensuring access to emergency services.

Key Initiatives

- **Conservation.** Preserve and protect prime farmland through conservation based design in rural areas.

Fort Campbell and Joint Land Use Coordination Planning Area

The Fort Campbell and Joint Land Use Coordination Planning Area encompasses the neighborhoods within a 1.5-mile buffer of the Fort Campbell Army Installation. The Joint Land Use Study (JLUS) program is a participatory and community-driven initiative designed to address land use concerns and encourage compatible land use in the vicinity of military installations. The buffer presents an opportunity for strategic investment for future development based on the land use growth framework, maintaining compatibility with the requirements mentioned in the 2009 Fort Campbell Land Use Study.

Key Initiatives

- **Preserve Compatibility.** Avoid incompatible development around Sabre Field and under the flight path. Minimize encroachment within the Fort Campbell buffer area.
- **Coordinated Effort.** Align future growth strategies and regulations around Fort Campbell to the benefit of all entities.

Priority Activity Nodes

Priority Activity Nodes are concentrated areas within a city or community where various businesses, services, and amenities are clustered. These nodes serve as rural, neighborhood, and regional centers for commerce, attracting a volume of customers contributing to the economy.

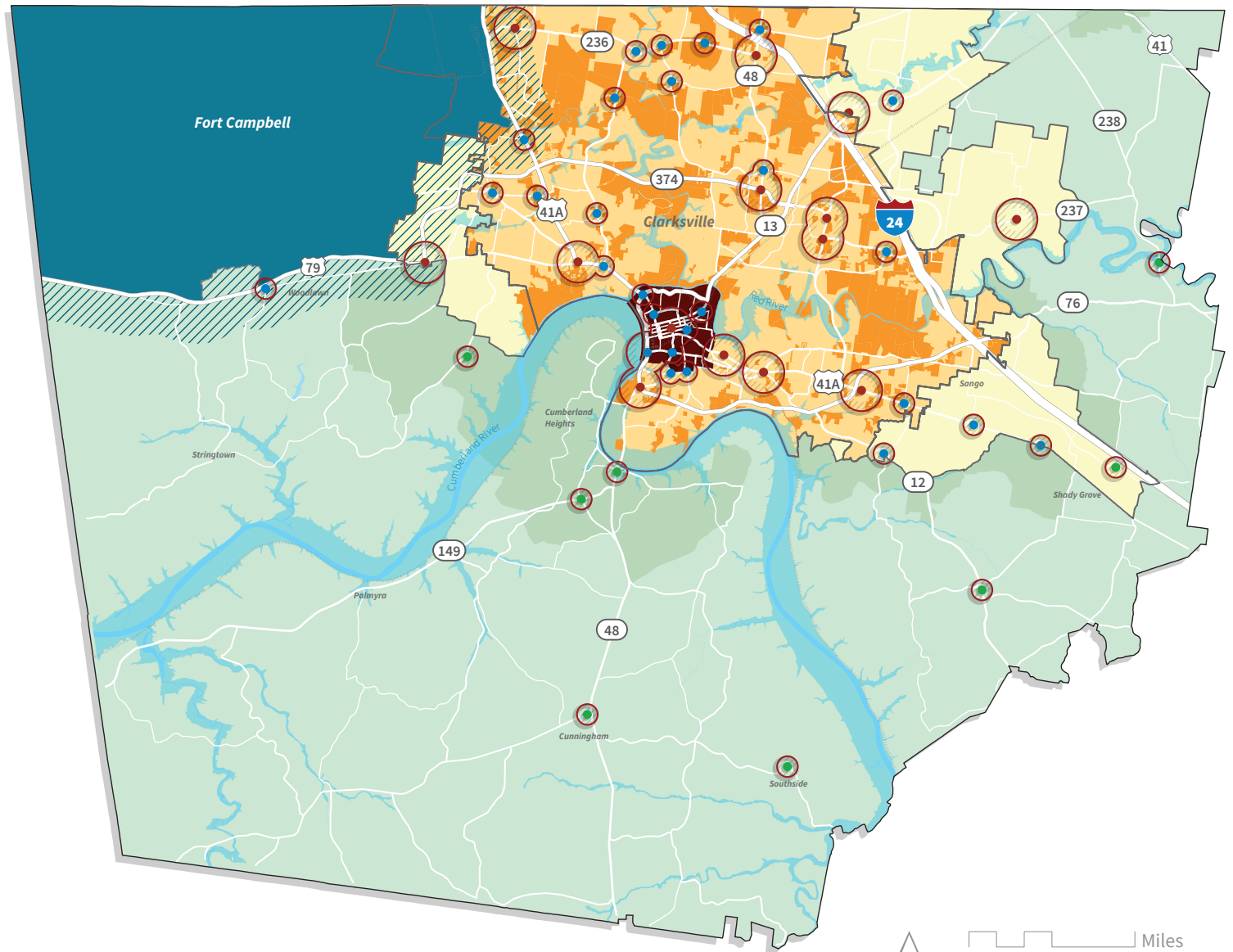
- **Rural Nodes.** Rural nodes are located in sparsely populated areas outside the city limits. They function as centers for local commerce, offering goods and services to the residents.
- **Neighborhood Nodes.** Neighborhood nodes are commercial locations in proximity to residential areas, providing access to everyday necessities including grocery stores, restaurants, and other essential services.
- **Regional Nodes.** Regional nodes serve major hubs at strategic locations within a larger geographic region, hosting a wide array of commercial businesses and services. These nodes have large retailers, dining options, entertainment venues, and healthcare facilities.

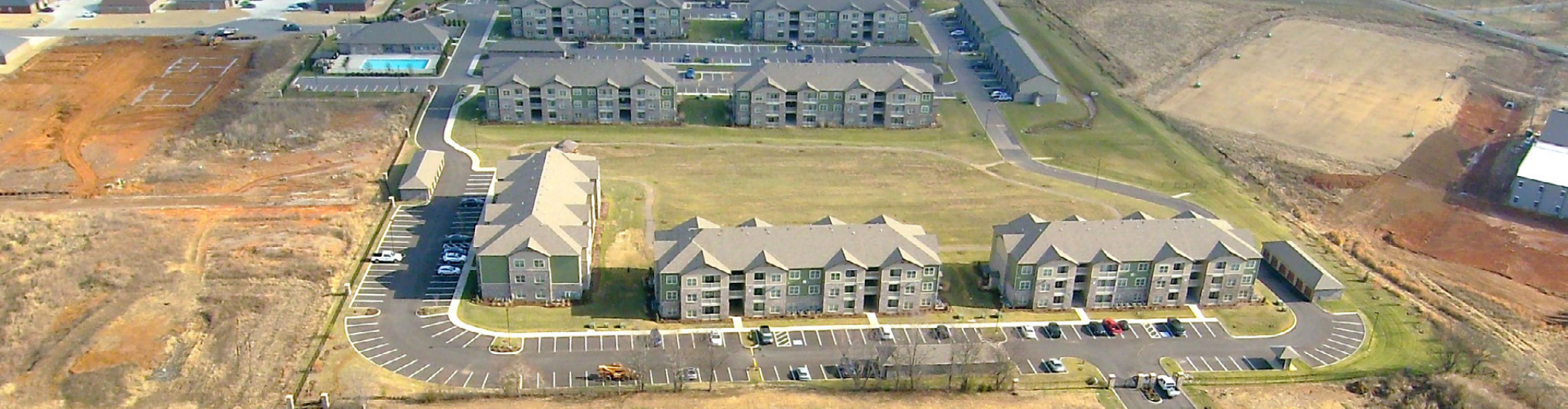
Key Initiatives

- **Connectivity.** Encourage and promote pedestrian connectivity between destinations and from public facilities to internal circulation and site circulation to front entrances.
- **Transit Stops.** Promote transit stops at appropriate locations near housing neighborhoods, restaurants, educational institutions, and shopping areas.
- **Greenspaces and Public Spaces.** Improve landscaping, tree plantings, buffers, green infrastructure, and outdoor spaces to improve the overall environment and aesthetic appeal.
- **Curb cuts.** Minimize curb cuts to create a safer, more aesthetically pleasing environment.
- **Building Orientation.** Align building orientations toward public streets and spaces to promote engagement and interaction.
- **Public Spaces.** Create public spaces that foster community and provide opportunities for social interaction and recreation.

GROWTH FRAMEWORK

- Downtown Intensification
- Infill Opportunity Area
- Priority Growth Area
- Secondary Growth Area
- Future Growth Area
- Rural Reserve
- Fort Campbell
- Fort Campbell Compatibility Buffer
- Regional Nodes
- Neighborhood Nodes
- Rural Nodes
- Floodplain
- Major Streams





Value of Smart Growth

Smart growth is a planning approach that encourages a compact urban development pattern with a broader mix of uses where people can live, shop, and work in a pedestrian-friendly environment. Smart growth planning helps communities become socially, economically, and environmentally sustainable. It is a set of planning principles that are applicable to local conditions to achieve better development patterns and robust community engagement.

The ten principles of smart growth are as follows:

- Mix land uses.
- Take advantage of compact building design.
- Create a range of housing opportunities and choices.
- Create walkable neighborhoods.
- Foster distinctive, attractive communities with a strong sense of place.
- Preserve open space, farmland, natural beauty, and critical environmental areas.
- Strengthen and direct development towards existing communities.
- Provide a variety of transportation choices.
- Make development decisions predictable, fair, and cost effective.
- Encourage community and stakeholder collaboration in development decisions.

Compact developments provide efficient use of land and infrastructure, support vibrant urban life, and generate greater economic value than rural or suburban development patterns. In addition to planning compact neighborhoods, the value of smart growth can also be illustrated using a fiscal impact analysis. A local government collects property taxes when land is developed for residential, commercial, or industrial use. It also incurs costs to provide and improve water, sewer, and road infrastructure, as well as employ local government staff. Municipalities and local governments use fiscal impact analysis to determine the net cost or benefit of new development.

A fiscal impact analysis helps local governments analyze whether development and growth in the community is good or bad for their property tax base. It calculates direct, current, and public costs and revenues generated by residential and nonresidential growth.

Complete Neighborhoods

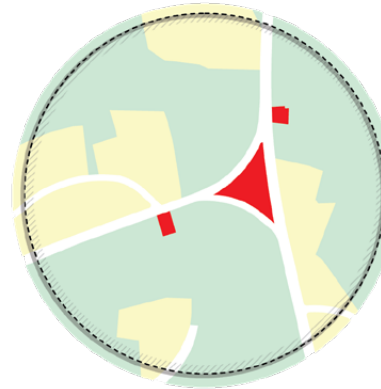
To demonstrate the value of smart growth, the fiscal performance of typical land use mixes and development patterns present in Clarksville-Montgomery County were compared. The analysis investigates the fiscal performance of areas within 1/4-mile walk of a typical rural node, suburban node, and urban node. Each area is 125 acres in size and approximates scale of a “15-minute walk”. Each has a distinct mix of land uses, households, population size, number of jobs, and commercial and industrial square footage.

This simplified analysis demonstrates that compact, walkable development is the most efficient way for the local government to provide and maintain infrastructure and services. The land use plan for Clarksville-Montgomery County advocates smart growth principles and fiscally responsible development.

The maps illustrate the fiscal performance of a 125-acre area in each of the rural, suburban, and urban areas in the county.

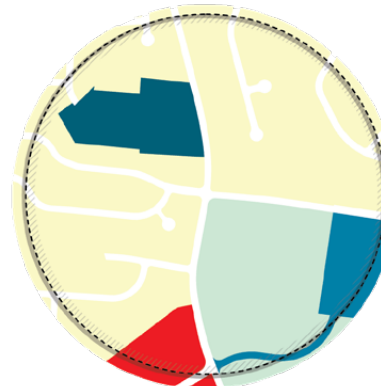
- **Rural areas** with less dense residential and limited commercial uses generate \$25,000 in revenue and can accommodate 45 people, and 31,000 square feet of nonresidential area with 15 jobs.
- A typical **suburban development** pattern with a mix of residential, schools, and commercial use can generate almost \$750,000 and accommodate about 750 people and 65 jobs.
- An **urban development** pattern with gridded blocks generates the most revenue - \$1.16 million with over 1.12 million square feet of commercial and industrial area, accommodating 800 people and 675 jobs. Such urban areas exemplify compact, walkable development pattern that is more “complete.”

Fiscal Impact Performance



RURAL DEVELOPMENT

Fiscal Performance - \$25,000
Households - 20
Population - 45
Employment - 15
Nonresidential Sq.Ft. Increase - 31,000 sq.ft.



SUBURBAN DEVELOPMENT

Fiscal Performance - \$740,000
Households - 270
Population - 735
Employment - 65
Nonresidential Sq.Ft. Increase - 110,000 sq.ft.



URBAN DEVELOPMENT

Fiscal Performance - \$1,160,000
Households - 350
Population - 800
Employment - 675
Nonresidential Sq.Ft. Increase - 1,120,000 sq.ft.

Existing Land Use



Future Land Use

Land within Clarksville-Montgomery County has been assigned one of the following 14 future land use designations. These future land use designations cover the full range of land use types currently in the City and County and are suitable for an area in the long term. They should serve as the basis for development review and approval and future zoning amendments, which may be needed to realize the full implementation of the Plan's recommendations.

Fort Campbell

This designation encompasses the Fort Campbell Army Post, which is occupied on the Clarksville border and the surrounding counties of Stewart, Trigg, and Christian. Fort Campbell includes housing for soldiers, families, and visitors, administrative facilities, dining options, schools, a museum, training and maneuver land, live-fire ranges, and two airfields. A large portion of the installation's housing and administrative areas are located within the corporate limits of Clarksville. While Fort Campbell's land uses have a significant impact on the community, the City and County land use also influence military training and deployment capabilities on the installation, particularly within the 1.5-mile buffer area.

Rural Reserve

The Rural Reserve designation includes prime agricultural areas, low density large lot homesteads, and environmentally sensitive areas (steep slopes, floodplains and wetlands, and recreational opportunities) to provide areas for harmonious development of agriculture and associated agricultural commercial uses and the development of rural residential uses, and small rural commercial nodes. Development is limited to larger acreage tracts, agricultural uses and agricultural supporting uses. While some of these areas may transition to higher intensity uses as infrastructure becomes available, it is anticipated that many rural and agricultural areas of the City and primarily the County will continue, especially south of the Cumberland River. The cost associated with infrastructure investment would suggest that new growth should be accommodated nearer the urban core and nodes, minimizing new development within the Rural Reserve areas.

Suburban Neighborhood

The intent of the Suburban Neighborhood is to accommodate single-family dwellings on larger lots in lower density neighborhoods. Limited single-family attached housing is appropriate as a buffer along major transportation corridors and as a transition to higher intensity uses. Suburban neighborhoods include existing neighborhoods, new development on vacant sites, and transitional edges to rural areas where utilities, services, and infrastructure exist. These neighborhoods tend to be more auto oriented where destinations are harder to reach without a personal vehicle.



Urban Neighborhood

The intent of the Urban Neighborhood is to provide housing for residents of all ages and stages of life, to include a wide range of moderate density housing including small lot single-family, attached single-family, and missing middle housing (up to a quadplex) with higher densities near transit, major roadways, or neighborhood-serving businesses and job centers. Urban Neighborhoods can accommodate limited non-nuisance, low-impact (light, noise, pollution, odor, parking) commercial uses that are compatible in scale such as home offices or corner cafes and stores primarily located on major roads or at the edge of neighborhoods when transitioning from more intense uses, and corner lots. Urban neighborhoods are intended to be more walkable with some destinations that can be reached safely on foot or by bike. Adaptive re-use and preservation of historic structures and environments are encouraged in these neighborhoods.



Mixed Residential Neighborhood

The intent of the Mixed Residential Neighborhood designation is to encourage greater variety within Clarksville-Montgomery County's housing stock of moderate to higher density. Mixed Residential Neighborhoods should accommodate a diversity of housing needs, including senior, workforce, and affordable housing. Types of housing may range from single-family detached homes on smaller lots, single-family attached dwellings, and multi-family dwellings on major roadways, transit routes, and near commercial areas. Mixed Residential Neighborhoods can also accommodate some neighborhood serving commercial and businesses such as corner stores, small restaurants, and personal services located on major roads. These neighborhoods are intended to be walkable and transit oriented. Both pedestrian and vehicular connectivity are prioritized in these locations.



Urban Core

The Urban Core designation encompasses the City of Clarksville's Downtown, APSU, several historic districts, and adjacent residential neighborhoods. The intent of the Urban Core is to preserve Clarksville's historical assets while fostering new development that supports a strong economic, entertainment, and cultural hub of the community. The Urban Core is an amenity rich location where people can shop, eat, live, and enjoy numerous recreational opportunities in a thriving walkable environment. Pedestrian-oriented uses that include sidewalks, streetscape enhancements, and public spaces, create an important shared space in the Urban Core, whereas auto-oriented uses and large surface parking lots are not appropriate.

The Urban Core provides the greatest diversity in housing choices from high-density residential, historic and legacy neighborhoods, adjacent to the Downtown. Commercial uses include professional offices, retail stores, restaurants, and a large concentration of civic, cultural, and institutional facilities.

The Urban Core should continue to provide a mix of uses by locating retail and restaurant uses on the ground floor to create an interesting and engaging pedestrian experience while accommodating residential, office, and service-oriented uses on the upper floors. Transitions from higher intensity uses to predominantly residential neighborhoods should be gradual. Downtown development should be implemented in combination with adaptive reuse and historic preservation.



Mixed Use

The Mixed Use designation consists of existing developments and larger master-planned developments that integrate a multitude of uses such as commercial, housing, and office, on a single-site in a walkable environment. Mixed Use areas include public spaces and streetscape enhancements. This designation is found along major corridors and in locations where sufficient urban services can be provided. Uses should include commercial retail and service, office, residential, and employment, with a focus on vertical mixed use development. Surface parking lots should be limited, with on-street parking and parking garages taking precedence due to higher walkability and access to transit. Streets should be designed to encourage walking and biking, with small blocks, wide sidewalks, safe crossings, bike routes and parking stations, and buildings near the property line.



Neighborhood Commercial

The intent of the Neighborhood Commercial designation is to provide surrounding residents with daily goods and services such as specialty food stores, personal services, daycares, or restaurants. These areas should be located near moderate to higher density residential uses, reducing the need to drive, and contributing to complete neighborhoods. Neighborhood Commercial developments tie into the fabric of both established and new neighborhoods and complement these areas with appropriately scaled development that emphasizes pedestrian connections. Neighborhood Commercial areas are less auto oriented. Internal sidewalks, bikeways, and bike parking should be provided to link to residential neighborhoods and encourage multi-modal connectivity across the community. Larger surface parking lots should be limited and located to the side or rear of structures with buildings oriented toward the street. Neighborhood Commercial is of a compatible scale and intensity to the surrounding community and can be arranged in nodes or along corridors. Neighborhood commercial can accommodate some mixed use when appropriately scaled to the surroundings.



Corridor Commercial

The intent of the Corridor Commercial designation is to provide highly visible auto-oriented uses arranged along major transportation corridors. Uses include auto-oriented retail and services, shopping centers, grocery stores, restaurants, gas stations, and hotels. Standalone office uses are included within this designation. Corridor Commercial uses should be situated in accessible locations along major arterial roadways. Surface parking lots should be situated to the rear or side of buildings when possible, or sufficiently landscaped to screen from street view. While Corridor Commercial areas are primarily auto-oriented, internal sidewalks, bikeways, and bike parking are encouraged to link these uses to the larger active transportation network, and to encourage multimodal connectivity across the community. To avoid overconcentration of strip commercial development, Corridor Commercial uses should intersperse with higher density residential communities of greater than 10 units per acre.



Regional Commercial

The intent of this land use designation is to accommodate larger commercial and employment centers that serve the greater region. Regional Commercial includes a blend of big box retail and supportive uses, offices, hotels, and personal services. The areas should be located at the intersection of major transportation corridors, interstate exits, and in significant nodes along corridors that draw on a customer base extending beyond the County. High density residential (greater than 16 units per acre) is appropriate as a buffer from Regional Commercial to surrounding lower residential densities.



Commercial/ Industrial Hybrid

The Commercial/Industrial Hybrid designation includes a mixture of low traffic commercial uses (gyms, breweries, contractor and building supply, heavy auto repair, and outdoor vehicle and mini storage) along with compatible light manufacturing, warehousing, assembly, and contractor businesses. Industrial facilities in this designation are non-hazardous, non-polluting, and low nuisance (odors, excessive light, or heavy truck traffic). The Commercial/Industrial Hybrid designation has smaller buildings than the Manufacturing and Industrial designation. Commercial/Industrial Hybrid areas may be located near higher density residential neighborhoods when they are appropriately buffered and screened, providing residents with local, convenient access to employment.



Manufacturing and Industrial

The Manufacturing and Industrial designation should accommodate a range of uses, including both heavy and light industrial businesses such as manufacturing, processing, metalworking, warehousing, and the distribution of goods and materials. These intensive uses require significant infrastructure, including water, sanitary sewer, roads, and sometimes rail access. Industrial uses are valued employers and contributors to the local Clarksville-Montgomery County economy. Notable examples include the Clarksville Montgomery County Corporate Business Park off I-24. Light industrial uses that are appropriate in Office and Business Parks are also appropriate in the Manufacturing and Industrial areas. Manufacturing and Industrial uses are typically incompatible with residential areas and should be appropriately buffered and screened from adjacent neighborhoods.



Public, Institutional, and Utility

The Public, Institutional, and Utility designation includes uses such as major hospitals, colleges/universities, large civic campuses, and government buildings. Additionally, community service providers, schools, and places of worship and assembly are included. These uses provide essential facilities and services throughout the community. Many public and institutional uses are compatible near or within residential areas, but some are more intense and may require a location within or adjacent to commercial or industrial areas. Utility uses support gas, water, sewer, electric, facilities and other infrastructure essential to the community. Parcels associated with the community's active freight rail lines (CSX Transportation and the R.J. Corman Railroad Company) are included. This designation also includes ground facilities such as hangars, runways, and airport parking for Clarksville-Montgomery County Regional Airport (CKV). The airport is owned by Clarksville-Montgomery County and is categorized as a public general aviation facility.

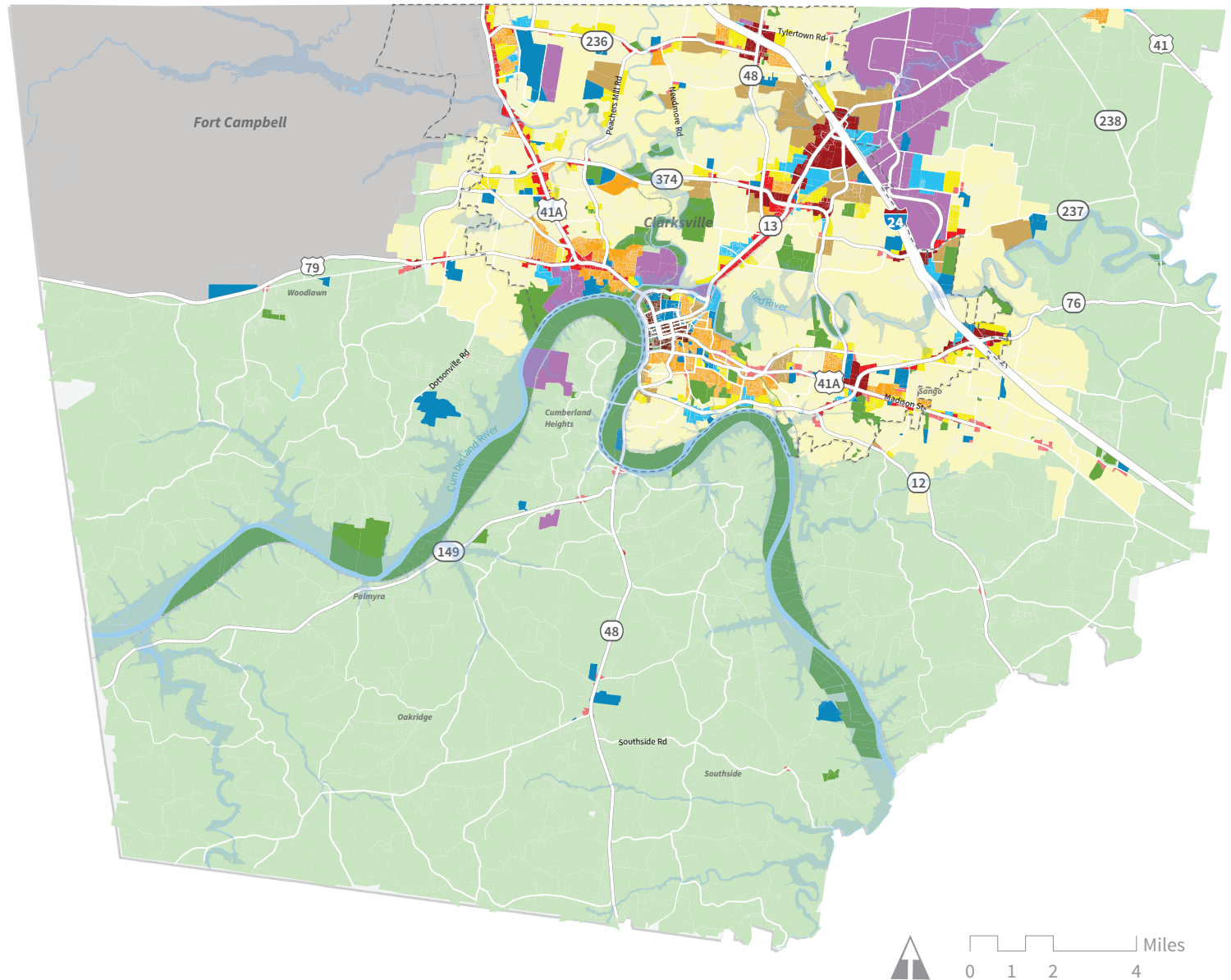


Parks and Open Space

The Parks and Open Space designation prioritizes preserving and protecting Clarksville-Montgomery County's natural areas and open spaces, as well as active and passive parks and outdoor recreational facilities such as greenways, blueways, athletic fields, golf courses, and trails that draw both residents and regional visitors. The Parks and Open Space designation beautifies Clarksville-Montgomery County through greenery and preserves natural habitats and environmentally sensitive areas, such as wetlands and floodplains. Cemeteries are included in this designation. Pedestrian access to Parks and Open Space should be prioritized.

FUTURE LAND USE

- Rural Reserve
- Suburban Neighborhood
- Mixed Residential Neighborhood
- Urban Neighborhood
- Urban Core
- Mixed Use
- Neighborhood Commercial
- Corridor Commercial
- Regional Commercial
- Commercial/Industrial Hybrid
- Manufacturing and Industrial
- Public, Institutional, and Utility
- Parks and Open Space
- Fort Campbell
- Floodplains







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05 HOUSING AND NEIGHBORHOODS

Clarksville-Montgomery County is experiencing rapid growth, with Clarksville growing by 62,677 people (62.6% increase) and Montgomery County growing by 84,718 people (60.2% increase) between 2000 and 2021. Given this accelerated growth, well-maintained residential areas will be crucial in accommodating new residents. Currently, nearly 75% of the housing in Clarksville-Montgomery County is made up of single-family detached homes. Residents have increasingly voiced concern over the lack of affordable housing for seniors and working-class residents. While Clarksville-Montgomery County is home to a diverse mix of neighborhoods, institutions, and amenities it will be important to provide various housing types to ensure communities adapt to growth, changing demographics, and resident's needs over the next two decades. Furthermore Clarksville-Montgomery County is prone to severe wind events. A healthy supply of housing opportunities is needed to offset natural disaster occurrences. The following strategies and recommendations call for creative design and development solutions that support a mix of affordable, accessible, and sustainable residential options that meet the needs of all residents.

AT A GLANCE

*Vision for Housing and Neighborhoods
Housing and Neighborhoods Framework*



Clarksville-Montgomery County's residential options will include a diverse range of attainable housing choices for everyone, including students, young professionals, families, veterans, and seniors. The community's new and existing neighborhoods will be known for their versatile public spaces and an active system of parks, greenways, and blueways accessible to the community.



Policy Statement

Encourage the development of complete neighborhoods with a variety of attainable housing choices for all income ranges and stages of life with access to key amenities, commercial areas, and personal services.

Goals

- Promote diverse housing options and right-sized density around nodes throughout the City, Urban Growth Area, and targeted areas in the County.
- Research and integrate attainable housing options throughout all areas of the community, avoiding the over-concentration of such development.
- Promote and incentivize the preservation of historic assets by encouraging adaptive reuse.
- Strengthen the identity of neighborhoods through creative placemaking strategies throughout the community, from rural areas in the County to the Downtown Urban Core.
- Conduct public outreach and education to inform neighborhood and area planning efforts.
- Build residential developments with sustainability best practices to mitigate natural disasters and extreme weather events.



Community Input

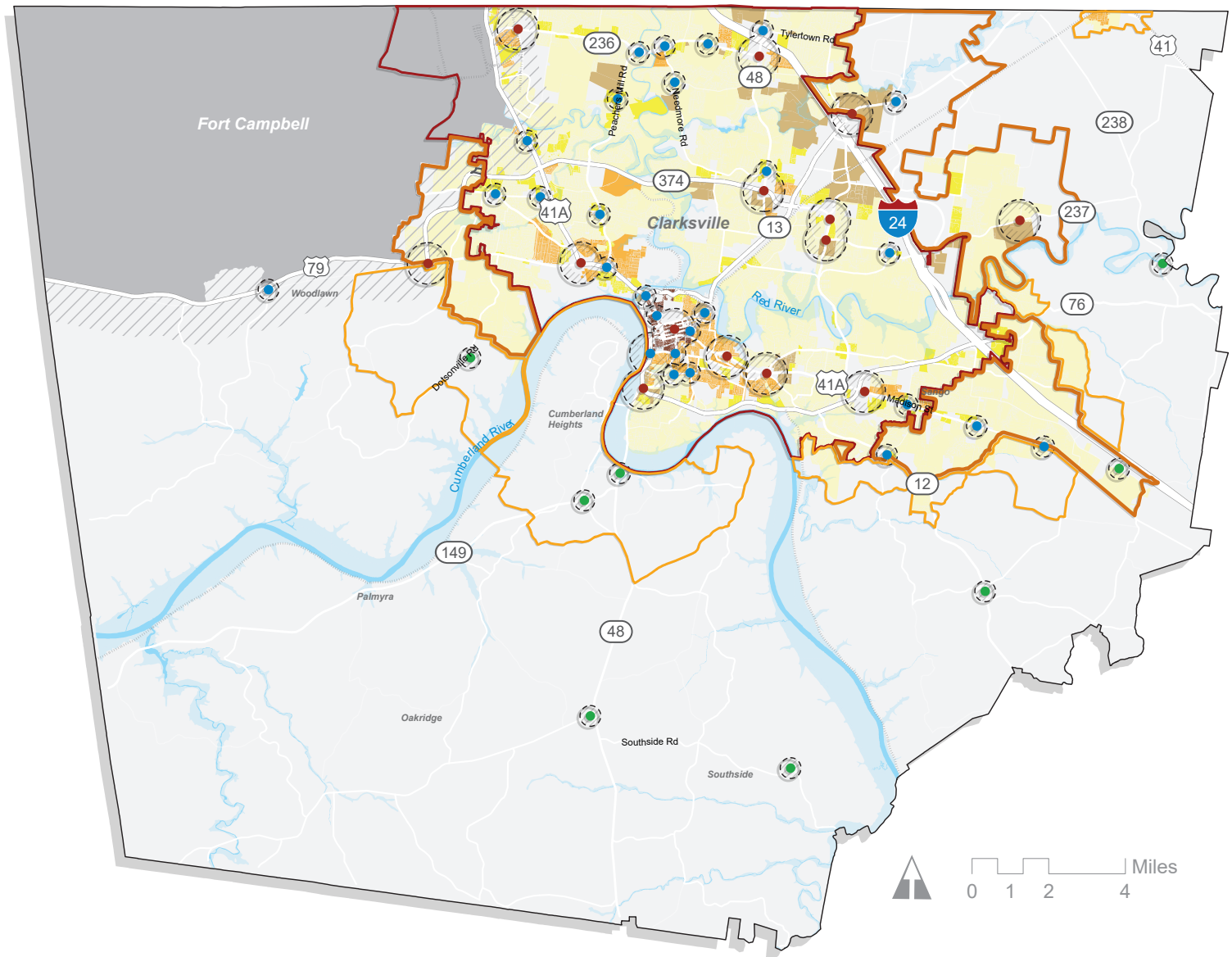
Throughout the outreach process, individual residents, business owners, and representatives from local organizations were involved and weighed in on the direction of the plan's policies and recommendations.

The following is a list of the most direct and frequent community input themes regarding housing and neighborhoods in Clarksville-Montgomery County.

- Develop affordable housing stock, especially for seniors and working-class such as teachers and caregivers.
- Support mixed-use development.
- Address the need for mixed-income housing development.
- Improve limited access between adjoining neighborhoods.
- Address the Lack of housing and development in low-income areas.
- Address the excessive amount of outdated homes.
- Increase the number of shelters for the homeless population.
- Improve the relationship between existing neighborhoods and future development.
- Support commercial development outside City limits.

Housing and Neighborhoods Framework

The City of Clarksville and Montgomery County will, through investment, development, redevelopment, and partnerships, provide adequate housing for a burgeoning population. However, to ensure growth is done in an orderly manner, it will be important that development follow the Growth Framework to implement smart growth strategies. This map should be viewed alongside the key initiatives of the Housing and Neighborhoods Chapter.



Growth Areas

- Priority Growth Area
- Secondary Growth Area
- Future Growth Area
- Fort Campbell
- Fort Campbell Compatibility Buffer

Future Land Use

- Suburban Neighborhood
- Mixed Residential Neighborhood
- Urban Neighborhood
- Urban Core
- Mixed Use

Priority Activity Nodes

- Regional Nodes
- Neighborhood Nodes
- Rural Nodes
- Node Buffer



Create a Unique Sense of Place in New Neighborhoods

Many of the recent residential subdivisions and housing developments in Clarksville-Montgomery County are difficult to tell apart from one another due to a lack of distinguishing features. The architectural style and layout tend to be repetitive, monotonous, and can fail to create a sense of place and unique location within the City and County. New residential development should be diverse and contribute to a mosaic of residential neighborhoods that instill a sense of pride and place.

Key initiatives

To accomplish this, the City and County should consider the following key initiatives:

- **Encourage Complete Neighborhoods.**

A complete neighborhood includes not only high-quality housing but other amenities that encourage community, offer convenience, and improve quality of life. Amenities could include trails, a community club house, parks and open space, a mix of businesses and services within walking and biking distance, public art, and more. To ensure new neighborhoods in Clarksville-Montgomery County are complete, the City and County should consider requiring these amenities as a part of new development.

- **Enhance the Character of Multifamily Complexes.**

Large scale multifamily complexes have a major impact on the character and desirability of an area. To ensure new multifamily complexes positively impact the community, the City and County could establish standards that deemphasize parking lots, improve the pedestrian environment, and provide views and access to shared common areas and open space.

- **Establish Anti-Monotony Standards.**

Anti-monotony standards can be applied to new residential subdivisions to ensure homes in a new neighborhood are not identical to one another. Standards often include requirements for a minimum amount of variation in exterior building color/materials, roof type, front porch style, and more.

- **Establish Landscaping Standards.**

Establish landscaping standards that provide amenities for residence, enhance a site's ecological function, and contribute to the community's sense of place.

- **Improve Landscaping Standards.** Update and improve landscaping standards for single family development.



Encourage Housing Diversity and Support Affordability

The residential landscape in both the City of Clarksville and Montgomery County is continually evolving. As the community diversifies, the demand for distinct types of neighborhoods and housing will increase.

Currently, the rising cost of housing when compared to household income has left many residents housing cost burdened. A household is considered cost burdened if it spends over a third of household income on housing. In the City, 20% of all homeowners and 42% of renters are housing cost burdened. These numbers are similar in the County with 19% of homeowners and 41% of renters cost burdened.

Although wages have risen by 19% for Clarksville residents and by 24% for Montgomery County residents over the same time period, the increase is primarily concentrated in upper income brackets of \$75,000 or more and therefore has little impact on households that are housing cost burdened.

Smaller unit sizes and greater variety in tenure options are critical for providing housing for residents who cannot afford to or choose not to own a single-family detached home at their current stage of life. Greater housing stock diversity will play an important role in increasing housing equity, inclusivity, and livability in Clarksville-Montgomery County.

Key Initiatives

To ensure new housing meets the needs of current and future City and County residents, Clarksville-Montgomery County should consider the following key initiatives:

- **Assess Housing Needs.** Conduct a detailed housing needs assessment to better understand and plan for the gaps in the community's housing stock. Focus on housing type, tenure, demographics, and price point distribution to offer place-based recommendations to accommodate identified demand.
- **Create Incentives.** Explore opportunities to incentivize the development of attainable and workforce housing throughout the community through state and local programs.
- **Acquire Land.** Explore the creation of a land trust or land bank to acquire land for affordable housing development throughout the community.
- **Create Partnerships.** Partner with nonprofits and public agencies for the construction and financing of affordable and attainable housing. There should be an assessment that identifies partners and how the partnership can result in additional attainable housing.
- **Rehab Aging Housing.** Support housing rehabilitation programs to maintain existing housing stock and support homeownership. A comprehensive list should be created to ensure that the City, County, and their residents can take advantage of any rehabilitation programs that exist.



Missing Middle Housing Types

Missing middle housing types range from low density duplexes to mid density multiplexes. This diverse range of housing is underrepresented in Clarksville-Montgomery County's housing stock today. These housing types provide opportunities for the community to increase the diversity of its housing stock while maintaining the neighborhood character and feel residents love. Missing middle housing types include:

- **Duplex (Side-by-side)** – A one to two-story detached structure that consists of two dwelling units arranged side-by-side, each with an entry from the street. This type has the appearance of a small-to-medium sized single-family house and may include a rear yard.
- **Duplex (Stacked)** – A two to two-and-a-half-story detached structure that consists of two dwelling units arranged one above the other, each with an entry from the street. This type has the appearance of a small-to-medium sized single-family house, may include a rear yard, and fits on narrower lots than the side-by-side duplex.
- **Triplex** – A small-to-medium sized detached structure with three to three-and-a-half-stories that consists of three units typically stacked on top of each other on consecutive floors. Triplexes have one entry for the ground floor unit and a shared entry for those above. This type does not include a rear yard.
- **Quadplex** – A detached two to two-and-a-half-story structure with four dwelling units, two on the ground floor and two above, with shared or individual entrances from the street. This type has the appearance of a medium-sized single-family house and may include a rear yard. This type is attractive to developers by generating four units on a typical 65'- 80' lot.
- **Courtyard Building** – A medium-to-large sized one to three-and-a-half-story detached structure consisting of multiple side-by-side and/or stacked dwelling units oriented around a courtyard or series of courtyards. The courtyard replaces the function of a rear yard and is more open to the street in low intensity neighborhoods and less open to the street in more urban settings. Each unit is accessed from the courtyard and shared stairs provide access up to three units.
- **Cottage Court** – A group of small one to one-and-a-half-story, detached structures arranged around a shared court visible from the street. The shared court is an important community-enhancing element and unit entrances are from the shared court. It replaces the function of a rear yard. The rear-most building can be up to two stories.
- **Townhome** – A small to medium-sized attached structure that consists of three or more multistory dwelling units placed side-by-side. Entries are on the narrow side of the unit and typically face a street or courtyard. The street façades have entrances and avoid garages.
- **Multiplex** – A detached two-and-a-half-story structure that consists of five to 12 dwelling units arranged side-by-side and/or stacked, typically with a shared entry from the street. This type has the appearance of a medium-to-large sized single-family home and does not include a rear yard.



Revise Housing Development Regulations

To ensure the City and County's development regulations are a useful tool in realizing its Land Use, Growth, and Development Goals and Policies, both entities should consider conducting a comprehensive rewrite.

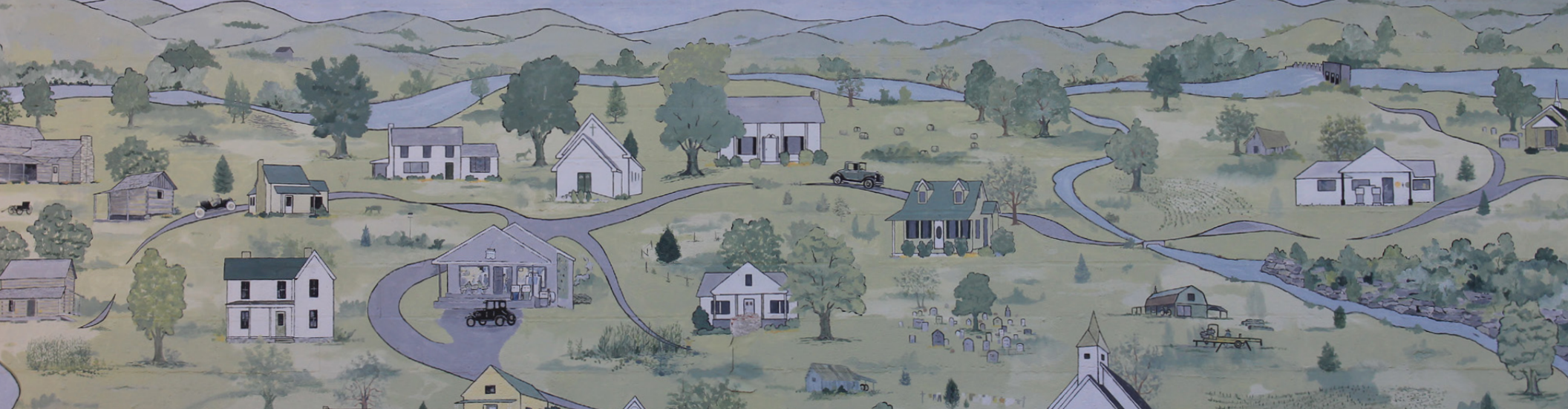
Every Clarksville-Montgomery County resident, business owner, or developer should be able to navigate and understand the codes without the assistance of an attorney or member of City/County staff. One significant factor that detracts from the user-friendliness of the City's and County's land development regulations is their organization.

Land development regulations should be organized in a manner that makes their use straightforward. For example, the City of Clarksville Zoning Ordinance employs several residential zoning districts. Their is potential for reducing the number of residential zoning districts and allowing for greater flexibility in housing types withing residential developments.

Key initiatives

To address these factors, the City and County should consider the following key initiatives:

- **Modernize the Code.** Modernize the Zoning regulations and the Subdivision Regulations to better address the community's needs and goals. It is recommended that the modernized zoning codes be restructured and reorganized and be enhanced and clarified with graphics and tables.
- **Remove Barriers to Housing.** Explore new regulatory tools and identify existing barriers to housing diversity and the mixture of uses for new development.
- **Zoning Adjustments.** Support affordable housing development options through administrative adjustments such as minimum lot sizes, setbacks, density bonuses, other opportunities.
- **Additional Affordable Housing.** Encourage the development of affordable housing in conjunction with new residential developments. Incentivize affordable housing in conjunction with new residential development through density bonuses and minimum parking waivers.
- **Encourage Mixed-Use.** Consolidate and enhance use specific provisions pertaining to mixed use, single-family attached, and multifamily developments into one to minimize cross referencing and improve the user experience.
- **Apply Exterior Guidelines.** Implement Multi-family exterior design standards to incorporate complete neighborhood design.



Reinvest in Established Neighborhoods

As Clarksville-Montgomery County continues to grow, it will be important for the City and County continue to reinvest in established neighborhoods to ensure they continue to be desirable places to live. Factors contributing to neighborhood decline include deteriorating infrastructure and lack of private reinvestment in older homes.

Key initiatives

To address these factors, the City and County should consider the following key initiatives:

- **Continue to Improve Public Infrastructure.** Some existing neighborhoods suffer from deteriorating infrastructure, such as poor sidewalk conditions or a lack of street lighting. Investments in gateway and wayfinding signage, decorative vegetation, attractive street lighting, and other infrastructure can help maintain the desirability of a neighborhood and is an opportunity to integrate an area's unique identity into the built environment. To continually improve the infrastructure of established neighborhoods, the City and County should include maintenance projects in annual capital improvement projects.
- **Housing Support Initiatives.** Continue to support housing rehabilitation and repair programs and to provide an outreach on existing programs.
- **Minimize Barriers to Private Reinvestment.**
 - The City's zoning ordinance and County's zoning resolution may inadvertently act as a barrier to reinvestment in existing homes. Regulatory barriers could include setback requirements that prevent a home addition that would make a smaller home more modern in size and function. To identify and minimize regulatory barriers, the City and County should conduct a nonconformities analysis and right size bulk and dimensional standards as needed.
 - Although most home renovation costs are associated with materials and labor, other costs may stem from the fee to place a dumpster or receive a license or permit. To minimize these costs, the City and County could lower or waive license/permitting fees associated with home maintenance and improvement. Clarksville-Montgomery County could also partner with licensed waste haulers to lower or eliminate the cost to place a dumpster for neighborhood groups looking to improve their homes and communities.

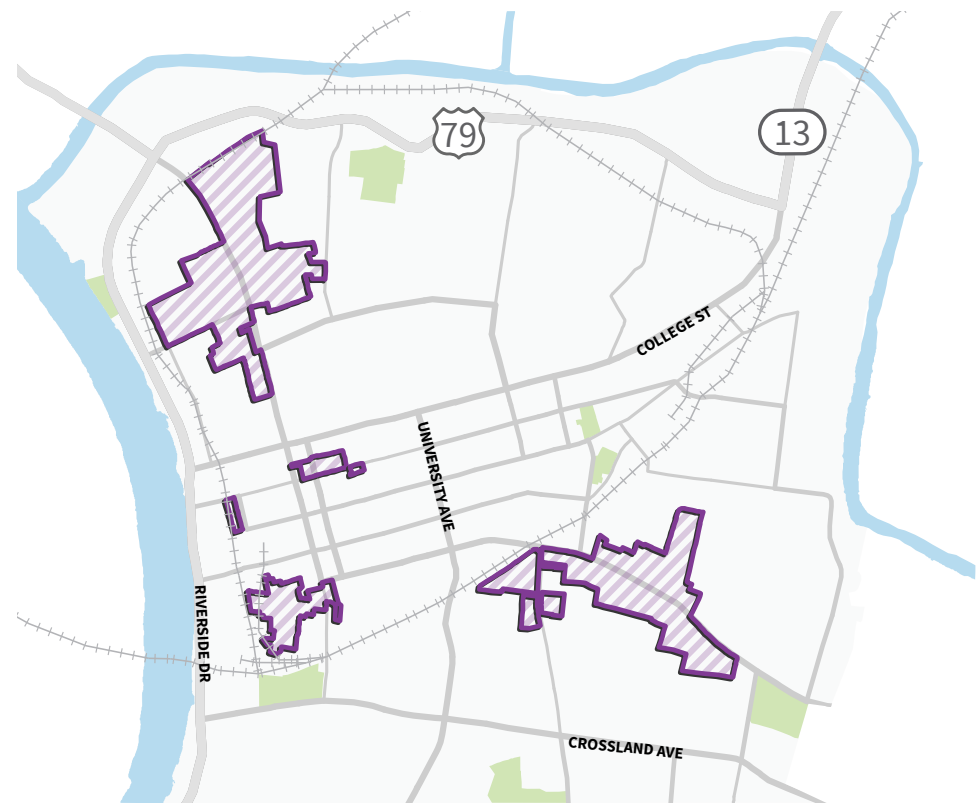


Support Preservation and Adaptive Reuse

Clarksville-Montgomery County values its history and heritage. This is evident in Clarksville's historic Downtown that showcases stunning architecture, most of which was constructed shortly after an 1878 fire, as well as in the historic mansions on the outskirts of the City Center. Historic Downtown buildings have been preserved and newer construction honors its historic neighbors through a context sensitive design approach that considers the surrounding environment and historical context, using complementing architectural details. The historic mansions have been adaptively reused and are now commercial businesses, public property, as well as private residences. Given this rich history, historic preservation, and adaptive reuse will continue to be essential when discussing the future of Clarksville-Montgomery County.

Historic Preservation

Historic Preservation is the practice of protecting and preserving buildings, sites, and structures, or districts that reflect the community's history. It safeguards and celebrates a community's unique identity for future generations. Preservation also stabilizes and enhances property values and strengthens resident's pride in their community through beautification and the creation of a unique identity.



Historic Downtown

 Historical Zones



Adaptive Reuse

Adaptive reuse is the method of repurposing or “recycling” an existing structure for a new use other than for what it was initially intended. It can be used to bring life to existing structures within neighborhoods, such as older and underutilized industrial buildings that exist dispersed within residential areas. Adaptive reuse can also help preserve the Clarksville-Montgomery County’s historic architecture and heritage, by requiring external preservation but allowing internal renovation that makes historic structures more economically viable. For example, many historic warehouse buildings built in the 19th and early 20th centuries are well-suited for new residential uses, often boasting unique architecture and plentiful space for new tenants. Adaptive reuse of these buildings retains local history, maintains unique elements of a community, and brings welcome variation to the housing environment.

Key Initiatives

To continually support preservation and adaptive reuse, the City and County should consider the following key initiatives:

- Use Available Grants, Programs, and Resources.** Utilize community partners to connect historic property owners with available resources, grants, and programs to support preservation and use (such as Montgomery County Historical Society and Tennessee Historical Commission).
- The Historic District Overlay.** Build upon the Historic District Overlay to allow for more flexibility in the use of historic homes to extend their economic life. Work with the Regional Historic Zoning Commission to see how their efforts in stabilizing and improving property values can contribute to a stronger housing market.
- Encourage Adaptive Reuse.** Promote adaptive reuse over redevelopment for structures that are structurally sound, feature desirable built form, and/or are historically significant. This includes creating an online inventory of buildings available for adaptive reuse.
- Best Practice for Historic Preservation.** Follow historic preservation industry best practices to ensure building regulations are met as historic structures are adapted for reuse, especially those listed on the National Register of Historic Places.
- Incentivize Historic Preservation and Adaptive Reuse.** Continue to offer incentives to promote renovation, reuse, and preservation of historic buildings into additional housing. Work with the Regional Historic Zoning Commission to see how incentives can be refined and publicized for residents to benefit from.



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06 ECONOMIC DEVELOPMENT

Clarksville-Montgomery County is a growing community with dynamic demographics, a strong local economy, and strategic location with proximity to the Nashville Metropolitan Statistical Area, and key transportation routes like Interstate 24 and Highway 41A. Intentional and strategic economic development is essential for Clarksville-Montgomery County to maintain and enhance the high quality of life offered by the region. Additionally, Fort Campbell Army installation, with approximately 29,000 soldiers, 51,000 dependents and 8,000 civilian employees, serves as a significant economic driver for the community. Nearly 70 percent of soldiers and their families reside off-base, contributing to the local economy, alongside retired military professionals who continue to live and work, further bolstering the County's economic stability. The cost of living in Clarksville-Montgomery County is 15% below the national average while key employers in the healthcare, manufacturing, and technology sectors offer competitive wages for skilled and unskilled workers alike. The economic development vision, policies, goals, and key initiatives presented in this chapter will encourage vibrant retail and mixed-use options and revitalize aging commercial centers; enhance public spaces and overall quality of life; identify strategic investments and educational collaborations to support sustainable business growth and long-term success.

AT A GLANCE

*Vision for Economic Development
Economic Development Framework*



A solid collaborative, entrepreneurial spirit in the community will help Clarksville-Montgomery County capitalize on its development potential. The efforts of the Economic Development Council will attract significant employers with an emphasis on higher-wage jobs in technology and clean industry. The community will be known for a business-friendly environment that attracts investment and helps new and local businesses of all sizes – from first-time startups and small local businesses to established international industries.

Policy Statement

Encourage equitable investment and distribution of commercial and industrial development throughout the City and County for balanced growth with access to goods, services, recreation, and employment opportunities.

Goals

- Encourage development aligned with the Comprehensive Plan to accommodate commercial and employment opportunities closer to residents.
- Revitalize aging commercial centers and corridors to accommodate new experience-focused retail environments, including new housing.
- Encourage the development of shared spaces such as public plazas and activated streetscapes and alleyways.
- Increase walkability, beautification, and character in key commercial centers and corridors.
- Strengthen the economy by building a skilled workforce.
- Create appropriate transitions between non-compatible uses.
- Avoid overconcentration or oversaturation of commercial development.
- Encourage high-quality mixed use retail and development.
- Evaluate decisions on new development and public investment in infrastructure and services based on their long-term costs and benefits with transparent metric-based approaches.



Community Input

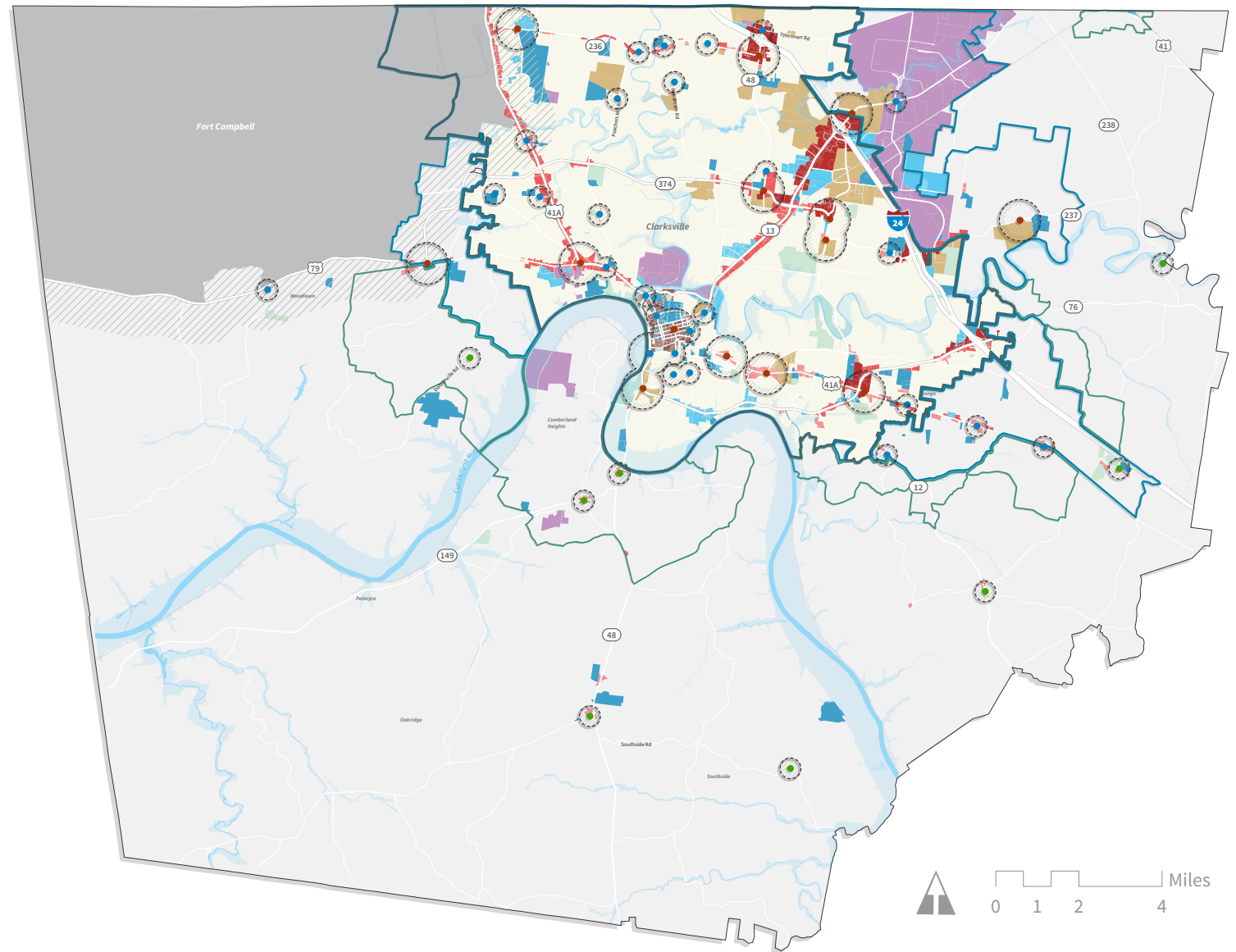
Throughout the outreach process, individual residents, business owners, and representatives from local organizations were involved and weighed in on the direction of the plan's policies and recommendations.

The following is a list of the most direct and frequent community input themes regarding economic development in Clarksville-Montgomery County.

- Offer more jobs and develop a diverse workforce
- Implement capital improvement districts
- Create incentives for developers to build denser and closer to the Clarksville city center
- Invite more small, local businesses into Downtown Clarksville
- Provide more office space than currently offered
- Help facilitate career development at all levels to attract jobs and employees
- Disperse retailers throughout the community
- Address the lack of availability in the workforce
- Address the excessive amount of strip malls

Economic Development Framework

Clarksville-Montgomery County should be strategic with economic opportunities by focusing on areas best located for development. To ensure an organized and systematic growth process, the development efforts should align with the overarching goals and key initiatives listed in the Economic Development Chapter.



Growth Areas

- Priority Growth Area
- Secondary Growth Area
- Future Growth Area
- Fort Campbell
- Fort Campbell Compatibility Buffer
- Floodplain

Future Land Use

- Urban Core
- Mixed Use
- Neighborhood Commercial
- Corridor Commercial
- Regional Commercial
- Commercial/Industrial Hybrid

- Manufacturing and Industrial
- Public, Institutional, and Utility

Commercial Nodes

- Regional
- Neighborhood
- Rural

Strategic Commercial and Industrial Development

Clarksville-Montgomery County is experiencing growth in the retail and industrial sectors. The retail market remains robust, with 24 million square feet of retail space and 5.7% increase in rents. The industrial sector is also flourishing with nearly 12 million square feet of space, accounting for 12% rise in the total industrial capacity. Clarksville-Montgomery County continues to grow its industrial market with 261,000 square feet of space under construction as of 2021. Commercial and industrial development offers significant economic benefits, including tax benefits, stimulating job creation, income generation, and overall prosperity, while reducing tax burdens. There is opportunity in aligning commercial and industrial development with the County's future growth and policies to diversify industries, ensure sustainable economic growth, and community well-being.

Key Initiatives

To ensure sustainable growth that maintains the vibrancy and appeal of the community, the County should consider the following key initiatives:

- **Promote Community Commercial Facilities.** Encourage the development of commercial facilities closer to the residents in alignment with the future land use plan. This will provide convenient access to essential services, reducing commute times and enhancing the quality of life. Neighborhood scale commercial development should be prioritized to further enhance options for residents.
- **Prioritize Infrastructure Investment.** Provide essential infrastructure to support the expansion of both commercial and industrial sectors, ensuring reliable utilities, transportation, and industrial sectors. This investment will boost economic growth and job creation, enhancing overall community well-being.

- **Promote Sustainable Economic Growth.** Encourage balanced growth strategies that prevent oversaturation in particular sectors, thereby preventing an over-reliance on one industry. This will ensure long-term economic stability and resilience for development
- **Implement Investment Strategies.** Use market strategies to promote the community's strengths, attractions, and business opportunities to attract additional commercial investments. It will facilitate growth while maintaining community vibrancy and appeal.

- **Establish Transition Spaces.** Create appropriate transitions between commercial and industrial uses to residential neighborhoods to preserve quality of life of residents. By doing this, the City and County can prevent oversaturation through concentrating commercial development along corridors.
- **Airport Operations and Expansion.** Preserve and support opportunities for logistics and industrial development around Outlaw Field while actively supporting airport operations and expansion initiatives.

CLARKSVILLE MONTGOMERY COUNTY CORPORATE BUSINESS PARK

The Clarksville Montgomery County Corporate Business Park Industrial Park located along I-24 between exits 4 and 8 is owned and operated by the Clarksville Montgomery County Industrial Development Board. It is planned and developed stretching into 4 campuses including the original park, North Park, East Park, and South Park. The park benefits from convenient regional access, good access to utilities, and innovative amenities such as childcare and a health profession building for employees. The tenants include notable national and international companies. This expansive industrial park plays a significant role in the community's economic development, offering job opportunities.



Commercial Revitalization

Clarksville-Montgomery County currently has 24 million square feet of leasable retail space, with an addition of 135,000 square feet of new construction underway. The appearance of commercial nodes and corridors is essential for attracting new business and consumers. Despite extensive retail infrastructure, the City and County faces challenges with aging commercial centers that must keep pace with the evolving retail trends. Without strategic intervention, these aging commercial areas could experience economic slowdown and detract from the vibrancy and attractiveness of the City and County.

Clarksville-Montgomery County has an opportunity to leverage recent population and employment growth to revitalize aging commercial areas, like those in Hilldale, , South Clarksville, Lafayette Peachers Mill and New Providence, and ensure they continue to positively contribute to the local economy. Large retail spaces found in these areas can be transformed into vibrant, mixed-use centers that are connected and community-oriented and respond to shifting market trends. Besides revitalizing aging commercial areas, revitalizing corridors can create a cohesive environment by enhancing the visual appeal and functionality of major transportation routes.

Key Initiatives

To promote this type of revitalization and redevelopment, the City and County should prioritize the key initiatives below:

- **Implement Mixed-Use Development.** Convert large, vacant stores and commercial areas into mixed-use developments that offer a variety of amenities and services. These developments enhance community livability and boost the local economy by attracting new businesses, increasing foot traffic, and generating additional revenue streams.

- **Encourage Innovative Retail Concepts.** Promote innovative retail concepts that will add vibrancy to the commercial landscape. This will attract more consumers and encourage entrepreneurship in the community
- **Revitalize Aging Commercial Centers.** Repurpose aging commercial centers into entertainment and recreation hubs with additional housing to enhance the appeal of these areas and provide leisure opportunities that will drive economic growth in the community.



- **Enhance Beautification.** Improve the aesthetics of the commercial nodes and corridors through public spaces, architectural upgrades, landscaping, complete streets, and public art installations. This will create an inviting atmosphere, attract businesses and customers, and improve the community appearance.
- **Commercial Flexibility.** Design adaptable commercial centers to the future market conditions and needs ensuring long-term relevance and viability. This will allow the community to remain responsive to the changing business needs.
- **Conduct Strategic Assessments.** Provide a strategic assessment on economic vitality of properties for business expansion, startups, and other target industries matching with size, location, and infrastructure of the community. This will support and facilitate informed business decisions and growth opportunities.
- **Offer Resources and incentives.** Provide resources and incentives to identify low-cost facilities or sufficient low-price space to support startups and potential businesses. This will help in stimulating entrepreneurship and diversifying the local economy.

COMMERCIAL NODES

Commercial nodes are concentrated areas within a city or community where various businesses, services, and amenities are clustered. These nodes serve as local, neighborhood and regional centers for commerce, attracting a volume of customers contributing to the economy. However, it is important that these nodes be located near housing to promote walkability and access.

COMMERCIAL CORRIDORS

Commercial corridors are linear stretches of road or streets within urban or suburban areas that have concentration of businesses, shops, and commercial activities. These corridors typically encompass a mixture of retail, dining, and service facilities, contributing to a city's economy and visual appeal. In addition, there should be higher density housing located within these corridors to create more walkable and transit-oriented environments.





Urban Design

Urban Design is the process of arranging and planning a community's physical environment to create a functional, attractive, and accessible environment for businesses, residents, tourists, and investors. It enhances infrastructure, safety, and overall aesthetics, making the community functional and inviting.

Currently, Clarksville-Montgomery County faces several urban design-related challenges, which include the absence of missing middle housing, concerns regarding traffic, issues related to suburban sprawl, the need for revitalizing aging infrastructure, limited sidewalk infrastructure, perceived parking limitations and wide state routes which sever communities and limit walkability. Urban design in Clarksville-Montgomery County can significantly impact the overall development of the community. The physical environment can be shaped to create an atmosphere that is attractive and functional for businesses, tourists, and investors. It can also enhance infrastructure, making it safe and accessible.

Key Initiatives

To facilitate development, Clarksville-Montgomery County should actively engage with stakeholders and allocate resources for implementing urban design key initiatives below:

- **Encourage Zoning for Mixed-Use Developments.** Modify zoning regulations to promote mixed-use developments that combine residential and commercial spaces to foster a vibrant and inviting community.
- **Implement Traditional Urbanism Projects.** Develop a strategy for tactical urbanism projects like pop-up parks, pedestrian-friendly street closures, traffic calming and bike lanes to enhance walkability and create an inviting urban environment.
- **Maintain Historic Landmarks.** Preserve and restore historic landmarks to attract heritage tourism and highlight history and culture of the community.
- **Engage the community in Placemaking.** Involve the community in placemaking projects enabling residents to participate in planning their surroundings.
- **Seek Funding and Collaborate with Non-Profit Organizations.** Partner with non-profit organizations and social institutions to secure financial support for urban design projects.
- **Elevating Public Spaces.** Enhance the public realm through place making elements such as streetscaping, wide sidewalks, outdoor public spaces, branding, beautification, and public art.
- **Engaging Facades.** Orient buildings toward the main street where possible so that surface parking does not dominate the landscape.

TACTICAL URBANISM

Tactical Urbanism within urban design can swiftly implement low-cost, temporary changes to enhance walkability, transforming neighborhoods into more pedestrian-friendly and enjoyable spaces. It adopts a flexible and responsive approach to development by encouraging experimentation and proof-of-concept initiatives.

PLACEMAKING

Placemaking can revitalize public spaces and elevate the significance of streets by engaging the community in the process of creating vibrant, welcoming, and functional areas that reflect local identity and culture.



*An Example of Tactical Urbanism,
Source: Park(ing) Day in Portland, Oregon*



Proximity-Based Growth

Proximity based growth refers to the strategic development of essential services and amenities near residential areas that stimulate the local economic growth. Using this approach in Clarksville-Montgomery County can address the population's evolving needs and create a thriving and self-sustaining environment. To achieve proximity-based growth, it is essential to encourage a mix of uses in developments that cater to changing needs and market demands. These developments should include commercial and business development near residential areas, offering convenient access to essential services, shopping, dining, and job opportunities. Complementing commercial growth, transportation options and walkability with green spaces encourage residents to use more sustainable modes of commuting, such as walking and cycling, resulting in healthier lifestyles and reducing dependence on cars. Proximity based growth benefits the community by eliminating long commutes, boosting the local economy and reducing sprawl-related maintenance costs.

Key Initiatives

To implement proximity-based growth, the City and County should prioritize zoning regulations and land-use regulations that promote mixed-use development, and smooth commercial-residential transitions, as outlined in the key initiatives below.

- **Create Mixed-Use Infill Development.** Infill development refers to the construction of buildings or other facilities on previously unused or underutilized land located within an existing urban—or otherwise developed—area. Clarksville-Montgomery County Prioritize context sensitive infill development within existing residential areas, encourage high-quality mixed-use developments by providing incentives for businesses and developers to create vibrant, walkable neighborhoods. This will optimize land use and promote a sense of community.

- **Promote Neighborhood-Serving Retail Centers.** Increase residential density around the existing and new retail and employment centers, while also providing additional rooftop space. It will foster a more vibrant and interconnected community and shorten commute times for certain trips.
- **Ensure Effective Land Use Planning and Infrastructure.** Implement flexible zoning regulations, invest in infrastructure improvements, develop green spaces, and improve walkability between residential and commercial areas.
- **Invest in Green Spaces and Sustainability Initiatives.** Develop and maintain green spaces, promote sustainability initiatives, and enhance streetscape to create inviting streets that will encourage social interaction.
- **Integrate Affordable/ Attainable Housing.** Ensure a range of attainable/ affordable housing options near existing and new commercial areas to promote economic and social diversity that integrate with the fabric of the neighborhood.
- **Enhance Public Transportation.** Enhance public transportation networks and expand transit and micro-transit options to reduce the dependence of private vehicles that will support access to essential services and job opportunities easier.
- **Apply Metric-Based approaches.** Consider utilizing transparent, metric based evaluations methods such as cost benefit analysis, performance measurement methods and return on investments (ROI) for development proposals and public investments. This will ensure accountability and efficient allocation of resources, focusing on long-term costs and benefits.
- **Encourage density.** Increase residential density around the existing and new retail and employment centers.
- **Improve Mobility.** Enhance sidewalks and public transportation network options to reduce the dependence on private vehicles.

Workforce Development

Clarksville-Montgomery County has a strong local workforce that has grown significantly in recent years. More than 7,500 jobs have been added and \$5 billion in capital has been invested in the area since 2000. This influx has increased the median household income by 9%, surpassing the state average of 7.5% increase in the same period.

The educational institutions in Clarksville-Montgomery County are well-positioned to enhance local talent pools by partnering with key stakeholders. A strategic alignment of future growth and development with the long-term goals of crucial community partners will enable Clarksville-Montgomery County to further enhance its workforce and local economy.

Employment in Clarksville-Montgomery County

The civilian labor force, as defined by the U.S. Bureau of Labor Statistics, comprises individuals aged 16 and older who are employed or actively seeking employment. The labor force participation rate represents the percentage of civilians in the labor force (working or looking for work). And the Bureau defines unemployment as individuals without a job during the survey week, available for work, and actively seeking employment.

The primary economic sectors in Montgomery County are retail trade, accommodation and food services, educational services, health care and social assistance, and manufacturing. Retail trade, accommodation and food services grew by 22.3% and 36.1%, reaching 7,797 and 6,979 jobs in 2019. The educational services sector saw a 23.6% increase to 6,270 jobs, while health care and social assistance saw a 65.9% increase.

Montgomery County Employment Sectors						
	2009		2019		2009 - 2019	
	Count	Share	Count	Share	Total Change	Percent Change
Total Primary Jobs	39,429	100.00%	50,425	100%	10,996	0.00%
Agriculture, Forestry, Fishing and Hunting	23	0.10%	18	0.00%	-5	-0.10%
Mining, Quarrying, and Oil and Gas Extraction	301	0.80%	315	0.60%	14	-0.20%
Utilities	358	0.90%	675	1.30%	317	0.40%
Construction	1,586	4.00%	2,110	4.20%	524	0.20%
Manufacturing	5,356	13.60%	6,120	12.10%	764	-1.50%
Wholesale Trade	943	2.40%	1,716	3.40%	773	1.00%
Retail Trade	6,376	16.20%	7,797	15.50%	1,421	-0.70%
Transportation and Warehousing	584	1.50%	682	1.40%	98	-0.10%
Information	664	1.70%	895	1.80%	231	0.10%
Finance and Insurance	1,010	2.60%	1,236	2.50%	226	-0.10%
Real Estate and Rental and Leasing	479	1.20%	827	1.60%	348	0.40%
Professional, Scientific, and Technical Services	1,830	4.60%	1,481	2.90%	-349	-1.70%
Management of Companies and Enterprises	148	0.40%	344	0.70%	196	0.30%
Administration and Support, Waste Management and Remediation	2,488	6.30%	2,897	5.70%	409	-0.60%
Educational Services	5,073	12.90%	6,270	12.40%	1,197	-0.50%
Health Care and Social Assistance	3,757	9.50%	6,232	12.40%	2,475	2.90%
Arts, Entertainment, and Recreation	236	0.60%	343	0.70%	107	0.10%
Accommodation and Food Services	5,129	13.00%	6,979	13.80%	1,850	0.80%
Other Services (excluding Public Administration)	1,352	3.40%	1,218	2.40%	-134	-1.00%
Public Administration	1,736	4.40%	2,270	4.50%	534	0.10%

Clarksville Employment Sectors						
	2009		2019		2009 - 2019	
	Count	Share	Count	Share	Total Change	Percent Change
Total Primary Jobs	35,491	100%	42,659	100%	7,168	0%
Agriculture, Forestry, Fishing and Hunting	6	0.00%	6	0.00%	0	0%
Mining, Quarrying, and Oil and Gas Extraction	301	0.80%	49	0.10%	-252	-1%
Utilities	314	0.90%	632	1.50%	318	1%
Construction	1,184	3.30%	1,457	3.40%	273	0%
Manufacturing	3,521	9.90%	2,825	6.60%	-696	-3%
Wholesale Trade	858	2.40%	1,008	2.40%	150	0%
Retail Trade	6,058	17.10%	7,508	17.60%	1,450	0%
Transportation and Warehousing	520	1.50%	601	1.40%	81	0%
Information	662	1.90%	888	2.10%	226	0%
Finance and Insurance	993	2.80%	1,209	2.80%	216	0%
Real Estate and Rental and Leasing	455	1.30%	784	1.80%	329	1%
Professional, Scientific, and Technical Services	1,727	4.90%	1,285	3.00%	-442	-2%
Management of Companies and Enterprises	148	0.40%	342	0.80%	194	0%
Administration and Support, Waste Management and Remediation	2,284	6.40%	1,546	3.60%	-738	-3%
Educational Services	5,072	14.30%	6,258	14.70%	1,186	0%
Health Care and Social Assistance	3,304	9.30%	5,809	13.60%	2,505	4%
Arts, Entertainment, and Recreation	230	0.60%	316	0.70%	86	0%
Accommodation and Food Services	4,921	13.90%	6,762	15.90%	1,841	2%
Other Services (excluding Public Administration)	1,197	3.40%	1,105	2.60%	-92	-1%
Public Administration	1,736	4.90%	2,269	5.30%	533	0%

Clarksville's primary industries include retail trade, educational services, accommodation and food services, health care and social assistance, and manufacturing. Retail trade grew by 23.9%, reaching 7,508 jobs, while educational services experienced 23.4% growth, totaling 6,258 jobs. Accommodation and food services saw a robust 37.4% job increase, reaching 6,762 jobs. The most significant growth was in health care and social assistance, with a remarkable 75.8% increase.

Montgomery County and Clarksville experienced significant job growth between 2009 and 2019. In 2019, Montgomery County reported 50,425 jobs, marking a 27.9% increase over 39,429 jobs in 2009. Similarly, Clarksville reported 42,659 jobs in 2019, reflecting a 20.2% increase from 35,491 jobs in 2009.

Key Initiatives

To support the continued growth of these sectors, Clarksville-Montgomery County should continue to invest in the development of the local workforce and:

- **Invest in Educational and Training Programs.** Invest and expand educational and training programs aligned with local industries for the current and future needs. This will equip the workforce with relevant skills and knowledge required for driving economic growth and strengthening the labor market.
- **Promote Workforce Initiatives.** Promote workforce development that will help attract and retain young professionals and skilled workers. This will foster a dynamic and robust labor market, leading to economic stability.
- **Foster Strategic Partnerships.** Actively encourage and support strategic partnerships between Austin Peay State University Small Businesses Development Center and employers. This will create opportunities for knowledge transfer, skill development, and research collaboration, benefiting both industry and education of the community.

- **Enhance Quality of Life.** Focus on improving the quality of life in the community through investments in amenities, healthcare services and housing. These investments will help in retaining the workforce and attract new professionals, benefiting the economy.
- **Support Startup Environment.** Encourage startup businesses and entrepreneurship to stimulate economic growth. It will diversify the local economy and create opportunities for innovation and job creation.
- **Workforce Housing.** Create workforce housing options near the Industrial Park. This will provide convenient, affordable housing options for the local workforce, reducing commute times and enhancing overall quality of life.
- **Integrate Transitioning Workforce.** Identify and strengthen efforts to integrate transitioning military personnel into the workforce. This will enrich the local workforce and contribute to the local economic development.

LIVE-WORK DEVELOPMENTS

Live-work developments and spaces combine residential and non-residential uses and can include anything from a small home office to a large commercial space that is also used as a residence. Encouraging live-work spaces in key commercial areas can support entrepreneurial endeavors, reduce vehicle miles traveled, and encourage small-business investment.



An Example of Live-Work Development, Source: The design concept for Urban Creek Partners Quarry Yards in Atlanta by HKS

Downtown

Downtown Clarksville is centered on the Cumberland River and Red River. It is the social, cultural, and economic hub of the region and enjoy numerous recreational opportunities in a thriving and walkable environment. The civic and cultural center overlaps with the Downtown Historic District. It features commercial areas as well as recreational activities for both residents and visitors including museums, breweries, local restaurants, shopping, and a hotel. Downtown Clarksville is also home to many local and regional government services and the Montgomery County Court system.

The growth and development framework identifies Downtown and surrounding areas as part of the Urban Core. The Urban Core designation prioritizes the pedestrian experience through a mix of ground floor uses, streetscaping, and public spaces.

Upper floors are reserved for residential and office. Adaptive reuse and historic preservation contribute to a sense of place and history while compatible infill development offers new live, work, play opportunities.

Key Initiatives

To support continued economic expansion in the Downtown, Clarksville-Montgomery County should invest in infrastructure, public amenities, and revitalization following the key initiatives below:

- **Promote Mixed-Use Development.** Implement zoning regulations and economic incentives to encourage mixed-use through infill development. This will help in creating a dynamic and vibrant urban environment, providing opportunities for businesses and residential spaces.
- **Encourage Diverse Housing.** Promote a variety of housing options, from high-density residential to context sensitive infill in established residential neighborhoods to accommodate a diverse population.
- **Support Business Incubation Programs.** Establish and promote initiatives that support local startups and small businesses in the Downtown. This will encourage entrepreneurship and create more job opportunities.
- **Enhance Transportation Connectivity.** Invest in improving walkability and transit connectivity to enhance accessibility to businesses and amenities in the Downtown and surrounding neighborhoods.
- **Invest in Historic Preservation.** Invest and promote historic preservation projects to maintain the cultural heritage by prioritizing adaptive reuse. This will benefit in boosting the tourism and local business economy while maintaining the character of the area.
- **Optimize Parking Lots.** Re-purpose extensive parking lots for commercial, mixed use and residential developments. This will optimize land use and create a more vibrant and sustainable downtown area.
- **Upgrade Water and Sewer Infrastructure.** Improve the water and sewer system infrastructure to accommodate the increased population density.
- **Downtown Vitality.** Coordinate and partner with Austin Peay State University and a growing downtown business cooperative to help the community strengthen a lively downtown.





DRAFT
01/06/2020

Shirley's Pool
Fun & Surface



07 TRANSPORTATION AND MOBILITY

Transportation and mobility infrastructure are the building blocks of every community. Clarksville-Montgomery County has experienced substantial growth over the past several years and the current trends indicate that growth will continue for the near future, suggesting that demands on the community's transportation systems will only increase. Moving forward, it will be vital for Clarksville and Montgomery County to provide additional transportation options and improve upon existing infrastructure. The Transportation chapter will help to guide the future development of Clarksville-Montgomery County's corridors, roads, and highways for motorized and non-motorized transportation.

AT A GLANCE

*Vision for Transportation and Mobility
Transportation Development Framework*



Clarksville-Montgomery County recognizes the importance of developing an efficient, multimodal transportation network that reinforces the livability of neighborhoods and minimizes environmental impacts.

To do this, all modes of transportation such as vehicular, freight, pedestrian, and bicycle deserve ample consideration. The community's transportation network will be developed in a sustainable pattern that supports the City's future land uses, minimizes single occupancy vehicle use, reduces air pollution, and enhances all forms of movement.

Policy Statement

Foster a safe multimodal transportation system that promotes connectivity and coordinates infrastructure improvements with local development efforts.

Goals

- Coordinate infrastructure investments with transportation planning in alignment with the Comprehensive Plan.
- Coordinate infrastructure investments with private and public development in alignment with the Comprehensive Plan.
- Incorporate Complete Street principles in street projects, when and where appropriate, to provide mobility for all transportation modes – pedestrian, bicycle, auto, transit, and freight.
- Provide quality transit services to enhance mobility options and meet the needs of residents and visitors, with a focus on accessibility to employment and residential areas.
- Improve intersection and roadway capacities while prioritizing connectivity to serve targeted economic growth areas and commercial nodes.
- Support programs that increase vehicle occupancy and reduce vehicle miles traveled, including shuttles, preferential parking for carpools/vanpools, park and ride, transit subsidies, and traffic demand management strategies.
- Align investments and development priorities as outlined in the Greenway and Blueway Master Plan, Clarksville Urbanized Area Sidewalk Plan, the Metropolitan Transportation Plan, and other adopted transportation plans.
- Prioritize roadway connectivity to mitigate traffic congestion, reduce emergency response times, enhance walkability, create route options, and open land for future development.
- Proactively identify right-of-way to preserve for future roadway extensions and improvements.



Community Input

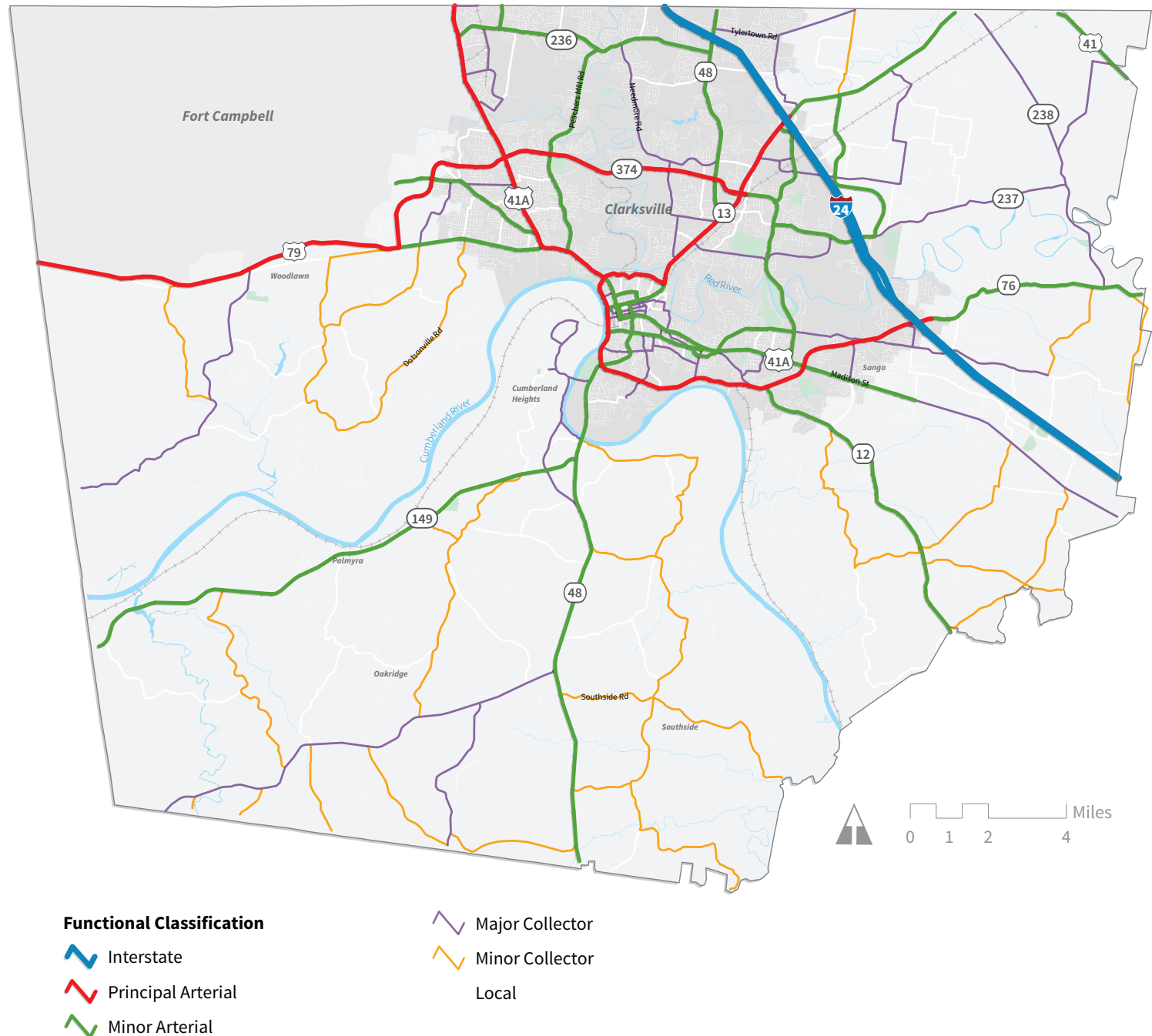
Throughout the outreach process, individual residents, business owners, and representatives from local organizations were involved and weighed in on the direction of the plan's policies and recommendations.

The following is a list of the most direct and frequent community input themes regarding transportation in Clarksville-Montgomery County.

- Address the excessive amount of traffic as population increases.
- Address the lack of sidewalks that create an unwalkable community.
- Support the development of road expansions.
- Support the development of public transportation.
- Create parking within Downtown Clarksville.
- Manage the lack of space between homes and streets which prevents road widening.
- Address the lack of walkable neighborhoods and connectivity (i.e., residents cannot walk to the Dunbar Cave State Park).
- Develop multimodal streets.

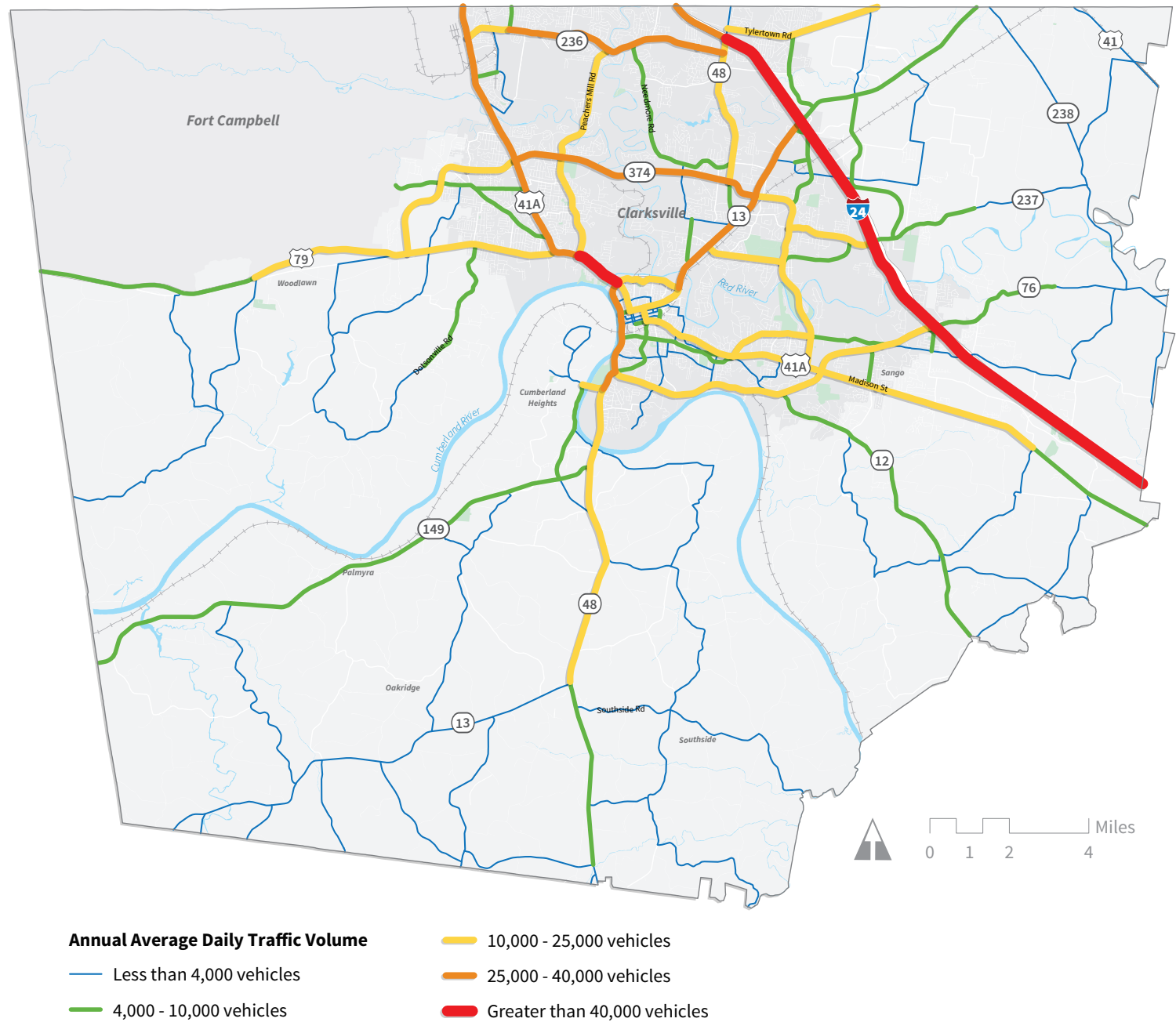
Current Roadway Classifications

The Federal Functional Classification is the system by which roads are grouped into categories according to the type of service and amount of traffic the facility carries. Functional Classification is used to determine design standards of roads and is a consideration in determining eligibility for federal aid funding. A classification is assigned to all public roads by the Clarksville Urbanized Area MPO (CUAMPO) in partnership with TDOT using federal guidelines and is approved by FHWA. In general, there are four major classifications of roadways including, Interstates and freeways, other Arterials, Collectors, and Local Roads. Interstates and freeways are also considered Principal Arterials.



Capacity and Level of Service

The vehicular traffic in Clarksville-Montgomery County is greatest on I-24, US 41A, US 79/SR-13, and SR-374 from US 41A to US 79. These areas have estimated average daily volumes exceeding 30,000 vehicles. Currently, there are 20 roadway segments in Clarksville-Montgomery County that experience a Level of Service of F. Most of these segments are near the intersections of roadways and/or at interstate interchanges with high traffic volumes. This suggests that peak period congestion is currently an issue in the community. While most of the region's roadways do not have daily volumes that exceed their daily capacities, there may still be congestion issues at specific times, notably during peak periods.



Transportation Development Framework

Prioritize Traffic Management and Road Safety

Context Sensitive Design involves designing public works projects that incorporate the needs of both road users and the surrounding communities. The approach involves thoughtful planning, considering diverse perspectives, and ensuring designs are tailored to the project's requirements.

Context-sensitive design approaches should be used to help Clarksville-Montgomery County minimize the impacts of existing roadways on business districts, neighborhoods, and other sensitive areas. Additionally, traffic management features such as roundabouts or single-point urban interchanges would enhance mobility and create a more connected Clarksville-Montgomery County.

CONTEXT SENSITIVE DESIGN

Context Sensitive Design is among the most significant concepts to emerge in highway project planning, design, and construction in recent years. Also referred to as “Thinking Beyond the Pavement,” Context Sensitive Design reflects the increasingly urgent need for state DOTs to consider highway projects as more than transportation. Context Sensitive Design recognizes that a highway or road itself, as integrated within the community, can have far-reaching positive and negative impacts beyond its traffic or transportation function. The term Context Sensitive Design refers as much to an approach or process as it does to an actual outcome.

Context Sensitive Design asks questions first about the need and purpose of the transportation project, and then equally addresses safety, mobility, and the preservation of scenic, aesthetic, historic, environmental, and other community values. Context Sensitive Design involves a collaborative, interdisciplinary approach in which citizens are part of the design team.

Source: Adapted from USDOT Federal Highway

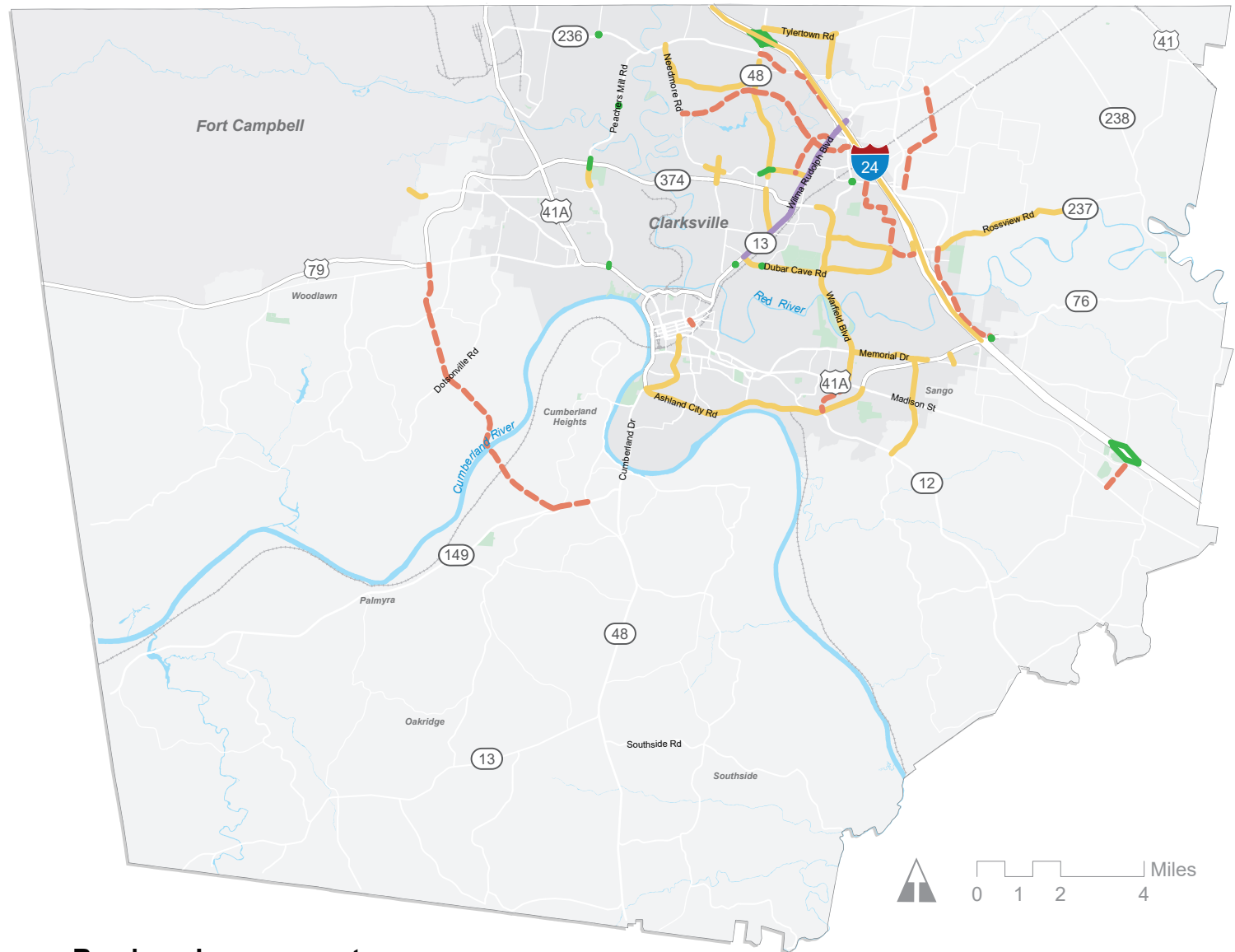


An Example of Context Sensitive Design Source: nacto.org

Roadway Improvements

The map illustrates the capital and maintenance transportation projects identified in the 2050 Metropolitan Transportation Plan and Transportation 2020+ Plan.

The 2050 Metropolitan Transportation Plan represents a continuation of previous planning efforts and builds upon the 2045 Metropolitan Transportation Plan. These plans provide federally-mandated, long-range multimodal transportation guidance for Clarksville's Metropolitan Planning Area (MPA). The Clarksville Street Department oversees and approves road construction projects included in the Transportation 2020+ Plan. These projects are supported by member agencies and the general public to be completed with the funding available.



Roadway Improvements

- Intersection
- New Road
- Road Improvements and Widening
- Signal Improvements



Example Images: Roundabout and Single-point Urban Interchange (California State Route 87 at Taylor Street)

Roundabouts

Roundabouts are an efficient way to accommodate vehicular and pedestrian movements at intersections. Also known as traffic circles or rotaries based on scale and location, roundabouts are circular intersections designed to improve traffic flow and safety. They have gained traction as a viable solution for managing traffic on urban arterial streets due to their benefits, including reduced congestion, enhanced safety, and improved aesthetics. Currently, there are less than ten roundabouts on federal/state routes within the State of Tennessee, but they are gaining popularity as a traffic control measure. TDOT is actively looking for desirable locations to implement roundabouts.

Single-Point Urban Interchange

A single-point urban interchange (SPUI) is an intersection design that allows a larger volume of vehicles to travel through the intersection safely and efficiently. It can enhance safety, mobility, and connectivity by reducing potential crash points at intersections and by allowing more cars to move through an intersection, effectively reducing delays and travel time. This is because opposing left turns can be made at the same time; with only one traffic signal, more vehicles can make the turn and clear the interchange in one traffic signal cycle. A SPUI also allows for long, gradual turns. Larger vehicles like trucks, buses and recreational vehicles have more room to navigate leading to traffic moving more smoothly.

The region has already seen substantial residential and commercial growth over the years, and that trend is expected to continue. Given the immense growth within the region, typical interchanges will not sufficiently meet future travel demands.

Key Initiatives

To address these factors, the City and County should consider the following key initiatives:

- **Innovative Toolkit.** Create a toolkit of actions to help identify and preserve future transportation corridors.
- **Design Standards.** Develop street design standards to address road hierarchy, traffic capacity, and land use trip generation.
- **Street Hierarchy.** Introduce a street hierarchy requirement to the subdivision regulations so that future roadways can connect with adequate capacity.
- **Review of Upcoming and Ongoing Projects.** Coordinate review of roadway and multi-modal transportation projects for alignment with the Comprehensive Plan and future growth.
- **Transportation Documents.** Support and implement the Metropolitan Transportation Plan, Transportation 2020+, and other adopted transportation documents.
- **Development Proposals.** Continue to review development proposals for appropriate infrastructure improvements. Development proposals should be evaluated for traffic and roadway impacts beyond LOS.
- **Evidence-Based Decision-Making.** Collect and analyze data on traffic patterns, air quality, and energy consumption in coordination with the Metropolitan Transportation Plan to enable evidence-based decision-making and responsive adjustments to street management strategies.



Improve Traffic Signalization

Clarksville currently has 105 signalized intersections and of those about 60% have fiber optic communication. Montgomery County currently maintains 12 traffic signals. While most traffic signals are on federal/state routes, the local jurisdictions are responsible for the installation and maintenance of the traffic signals and any coordinated systems. Coordinated signal timing synchronizes traffic movements and manages the progression speed of specific modes where uninterrupted flow is desired along a corridor.

While traditionally applied to increase vehicular traffic flow and reduce peak-hour delay, coordinated signal timing can also be optimized for slower speeds, creating an uninterrupted flow for bicyclists or low vehicle progression speeds for a pedestrian-friendly downtown. Signals may also be timed to coordinate transit headways along routes where regular transit service is consistent and has low variability. Coordination of traffic signals can reduce the number of stops along a corridor and provide for a continuous flow of traffic at the target speed.

The City and County should develop off-peak signal timing plans that respect the lower traffic conditions that may benefit from a much lower cycle length than the peak hour. Similarly, weekend signal timing plans should be responsive to the needs of the community. According to Federal Highway Administration's Traffic Signal Timing manual, a well-timed, coordinated system permits continuous movement along an arterial or throughout a network of major streets with minimum stops and delays, which, reduces fuel consumption and improves air quality.

Key Initiatives

To address these factors, the City and County should consider the following key initiatives:

- **Off-peak Signal Timing.** Create signal timing plans that respect low traffic conditions that may benefit from a shorter cycle length than the peak hour. Similarly, weekend signal timing plans should be community-centered.
- **Intelligent Traffic Management Systems.** Incorporate real-time traffic monitoring, predictive analytics, and adaptive traffic signals to optimize traffic flow, reduce congestion, and minimize waiting times.



Implement Complete Streets

As Clarksville-Montgomery County continues to grow, the community should consider a more holistic approach to the transportation planning process. Many urban areas have adopted a “complete streets” approach to their transportation planning processes. In a complete streets approach, all streets must consider all modes and users and should provide contextually appropriate facilities for all users that are safe and inviting. Consider street design projects using an “outside-in” approach, where users are prioritized from the right-of-way edge to the centerline. People walking and rolling are accommodated first, then transit users and curbside access, and finally cars.

Complete streets are designed with the safety and comfort of all road users including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities, as well as the natural and human environment, in mind. To achieve complete streets, planning, implementation, and evaluation efforts need to prioritize safety, connectivity, equity, and sustainability throughout the transportation network.

Building complete streets involves planning, designing, constructing, maintaining, and operating roadways and public rights-of-way with all users in mind to make the transportation network safer.

While complete streets use a multimodal approach that factors in a variety of transportation modes (walking, biking, driving, ridesharing, transit, freight delivery, and more), there is no one-size-fits-all approach. What a complete street looks like in practice will vary depending on community context and needs.

It is not always possible to accommodate all modes on a single street due to right-of-way constraints, so a practical approach to complete streets also focuses broadly on building complete networks to provide connectivity for different modes of travel. Complete networks may use parallel routes to facilitate access that respectively prioritizes different modes throughout an area while ensuring the safety of all roadway users.

Key Initiatives

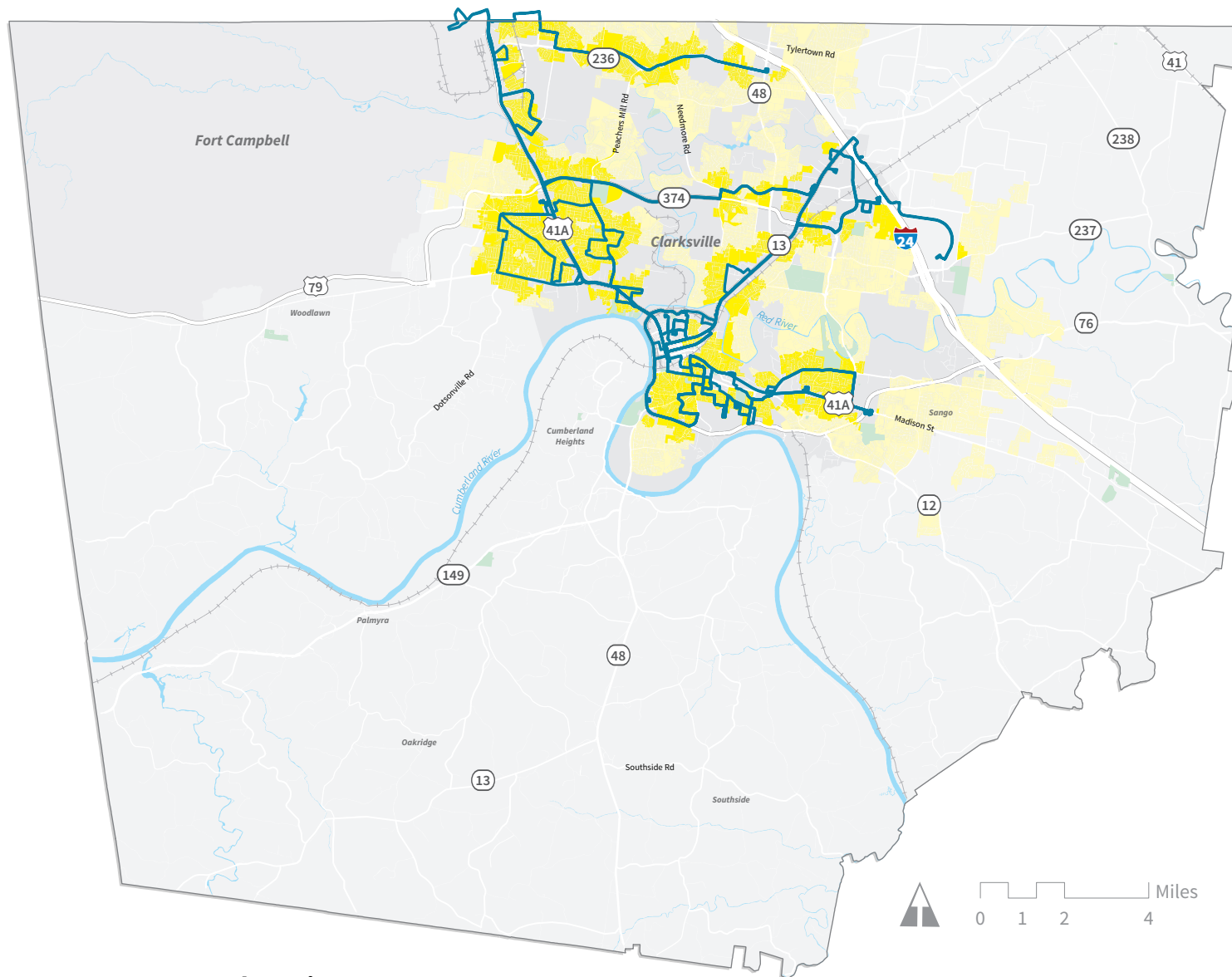
To address these factors, the City and County should consider the following key initiatives:

- **Complete Street Toolkit.** Develop a complete street toolkit for the City and County to apply Complete Street principles where appropriate to encourage the use and implementation of transit, sidewalks, bicycle, and pedestrian facilities.
- **Green Infrastructure.** Integrate green spaces, trees, and sustainable drainage systems along complete streets to help mitigate the urban heat island effect, improve air quality, and manage stormwater effectively.
- **Energy-Efficient Lighting.** Install LED Street lighting with adaptive controls to reduce energy consumption and enhance safety and visibility for humans and wildlife.

Build Upon Existing Public Transit

The mission of the Clarksville Transit System (CTS) is to plan, implement, maintain and manage a public transportation system that allows for maximum mobility for the community with an emphasis on safety, quality and efficiency. All CTS buses leave the Transit Center, located at 200 Legion Street in Downtown and travel to the outer reaches of the City. Each bus returns to the Transit Center, enabling passengers to transfer from one route to another to reach their final destination. The system operates approximately 160 buses per day along their assigned routes. The system serves eight routes that extend to various limits of the community.

- Route 1 – Fort Campbell
- Route 2 – Tiny Town Road
- Route 3 – Cunningham Loop
- Route 4 – Peachers Mill Loop
- Route 5 – Hilldale
- Route 6 – Madison Street
- Route 7 – Governor Square Mall
- Route 8 – 101 Express/Hospital



Bus Routes and Service Area

— Bus Routes

Proximity to Transit from Residential Land Uses

- Within 10-minute walk to a bus stop
- Outside 10-minute walk to a bus stop



The fare structure is published on the City's website and provides a variety of options. Children under four years old and adults over the age of 65 can ride the system for free. In addition, Regional Transit Authority (RTA) of Middle Tennessee provides express service between the park and ride lot at I-24 Exit 11 and Music City Central in Nashville during the morning and evening peak periods. The Transit System is conducting studies to relocate the existing central transit center to a more appropriate location. This project is part of the 2020+ Transportation Plan and is anticipated to be completed by 2028.

Additional public transit services in the City of Clarksville will be required to enhance mobility options, improve sustainability, reduce vehicle miles traveled, and encourage transit-oriented development around planned transit station areas. The eight CTS routes include connections that serve some of the major trip generators in Clarksville, including connections to APSU, downtown, and Wilma Rudolph Boulevard. Moving forward, it will be important to foster increased transit use through the extension of existing lines, the provision of new services, increased frequency of service, and direct pedestrian and bicycle access to transit station areas. Increased use of public transit will further the community's efforts to become more sustainable and energy efficient.

Transit and land use should be tightly linked, with transit stations integrated into walkable, transit-oriented, and complete neighborhoods. A complete neighborhood includes not only high-quality housing but other features that encourage community cohesion, offer convenience, and improve quality of life. Features could include trails, public art, parks and open space, and a mix of businesses and services within walking and biking distance.

BUS RAPID TRANSIT

An option to increase transit ridership and efficiency is Bus Rapid Transit (BRT). BRT systems include special features that distinguish them from traditional bus routes, such as exclusive bus lanes on or adjacent to streets or enhanced traffic signal optimization for priority bus flow. In turn, the features help to increase service frequency, improve comfort and convenience, and protect the environment, giving BRT many of the strengths of light rail or streetcar systems at less than half the cost.



Key Initiatives

To improve public transportation, the City and County should consider the following key initiatives:

- Promote Transit.** Work with CTS to promote and support quality transit services to enhance mobility options and meet the needs of the City's residents and visitors, with a focus on transit-dependent households.
- Short-term Bus Improvements.** Enhance quality transit services to improve mobility options.
- High-Quality Priorities.** Prioritize high-quality transit investments in corridors with the greatest potential to attract riders and shape development
- Event-based Transit Services.** Substitute on-site parking for event-based transit services to free land around event locations for other uses.
- Transit Availability.** Increase the availability of public transportation between residential and employment areas, as well as regional facilities.
- Bus Waiting Areas.** Provide stop facilities that are lit and include shelter, benches, waste receptacles, and other amenities as appropriate in developments located within existing and planned bus transit corridors.
- Pedestrian and Bicycle Improvements.** Identify pedestrian and/or bicycle needs within a reasonable distance of transit stops in need of enhancement for all transit users, including persons with disabilities.
- Transit-First Features.** Incorporate features such as traffic signal priority and exclusive transit lanes to improve transit operations and reliability, where appropriate. These items can be components or the beginning of a BRT system.
- Accessibility.** Provide adequate and accessible transit for residents and visitors with varying levels of abilities.
- Bus Stop Spacing.** Explore opportunities to provide more widely spaced bus stops with higher amenity levels, trading shorter walking distances with faster transit service and better facilities.
- Increase Mobility Choice.** Diversify the mobility choices for work trips by targeting transit investments along corridors that connect concentrations of office, retail, and residential uses.
- Optimize Transit.** Evaluate transit stops to determine their convenience and effectiveness to serve riders and support land use policies throughout the community. Consider enhancing density and reducing parking requirements near key transit stops.
- Transit Subsidies.** Continue to collaborate with large employers to provide transit subsidies, bicycle facilities, alternative work schedules, ridesharing, telecommuting, work-at-home programs, and preferential parking for carpools/vanpools.



Enhance Pedestrian and Bicycle Circulation

Bicycles and pedestrians are important components of Clarksville-Montgomery County's transportation system. There are significant gaps in the bicycle and pedestrian networks that hinder effective and safe circulation. Existing sidewalks in the community are concentrated around Downtown Clarksville and newer subdivisions built after the 2004 Subdivision Regulations. In outreach, stakeholder interviewees noted that there is a lack of sidewalks in Clarksville and most of the roads in Montgomery County lack adequate shoulders.

Policies in this section support the goal of providing Clarksville with an expanded, safe, walkable, and bikeable environment through a continuous and connected pedestrian and bicycle network. As a result, these improvements will encourage residents to integrate bicycling and walking into their daily activities to promote a healthier lifestyle and reduce their carbon footprint.

The implementation of a comprehensive citywide bicycle and pedestrian network, support facilities such as convenient and secure bicycle parking, and public education related to safe driving and bicycling practices will facilitate increased bicycling and walking in Clarksville.

Sidewalks and Multi-Use Paths

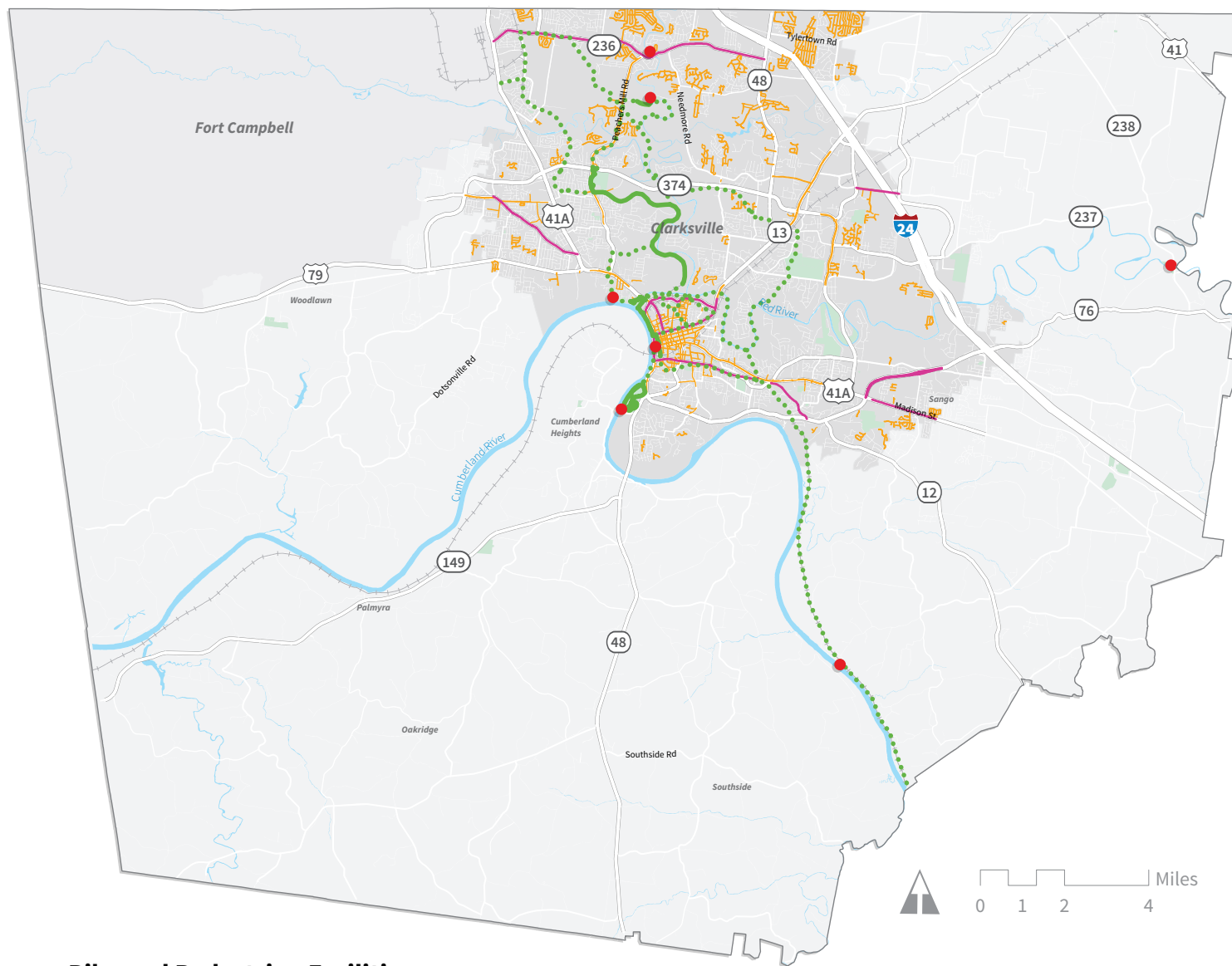
There is a lack of sidewalks along major corridors outside of the Downtown area, especially in parts of town developed prior to 2007 when sidewalks were required in new subdivisions. This deficiency impacts school children and public transit riders and has been noted in previous plans and studies for the community.

Other priority areas for the installation of sidewalks are near public transit stops. The Clarksville Transit System (CTS) has identified the need for sidewalks near transit stops in two studies: the Comprehensive Operations Analysis (COA) and the Strategic Plan. Over half of all persons riding the bus walk to the bus stop. Many of the stops are located along streets with high levels of vehicular traffic, posing a safety risk for pedestrians.

Clarksville Greenway

The Clarksville Greenway is an approximately 9-mile walking and biking trail situated in north Clarksville along the banks of the Red River and West Fork Creek. The trail can be used for biking, skating, running, or walking. Restrooms are available on-site as well as benches and resting areas. Access points including parking are located at Heritage Park, Pollard Road, and Marys Oak Drive.

The Greenway is a part of the Rails to Trails initiative that transforms scenic abandoned railroad rights of way and river corridors into walking and biking trails. The initiative has garnered statewide recognition for environmental stewardship. The Greenway preserves a natural space for alternative transportation from the Downtown area to the north side of the City. Native species of plants and animals can be viewed throughout the corridor. The community benefits from the trail's natural areas as they provide clean air and water, flood storage and protection, and reduce erosion. A unique feature of the trail is the Raymond C. Hand Pass, a 600-foot pedestrian bridge.



Bike and Pedestrian Facilities

- Existing Blueway Access Points
- Clarksville Greenway
- Proposed Greenway
- Existing Bike Lanes
- Existing Sidewalks
- Parks



BCycle

In 2016, the BCycle bike-sharing service was launched in Clarksville and expanded to include Austin Peay State University in 2018. This service operates five strategic locations. BCycle members can pick up a bike at the B-station and return it to that same station or any other B-station when they're done. An onboard trip computer allows members to track all the miles they ride, the calories they burn, and the carbon emissions they avoid. The service currently provides access to 44 bicycles at five locations.

Key Initiatives

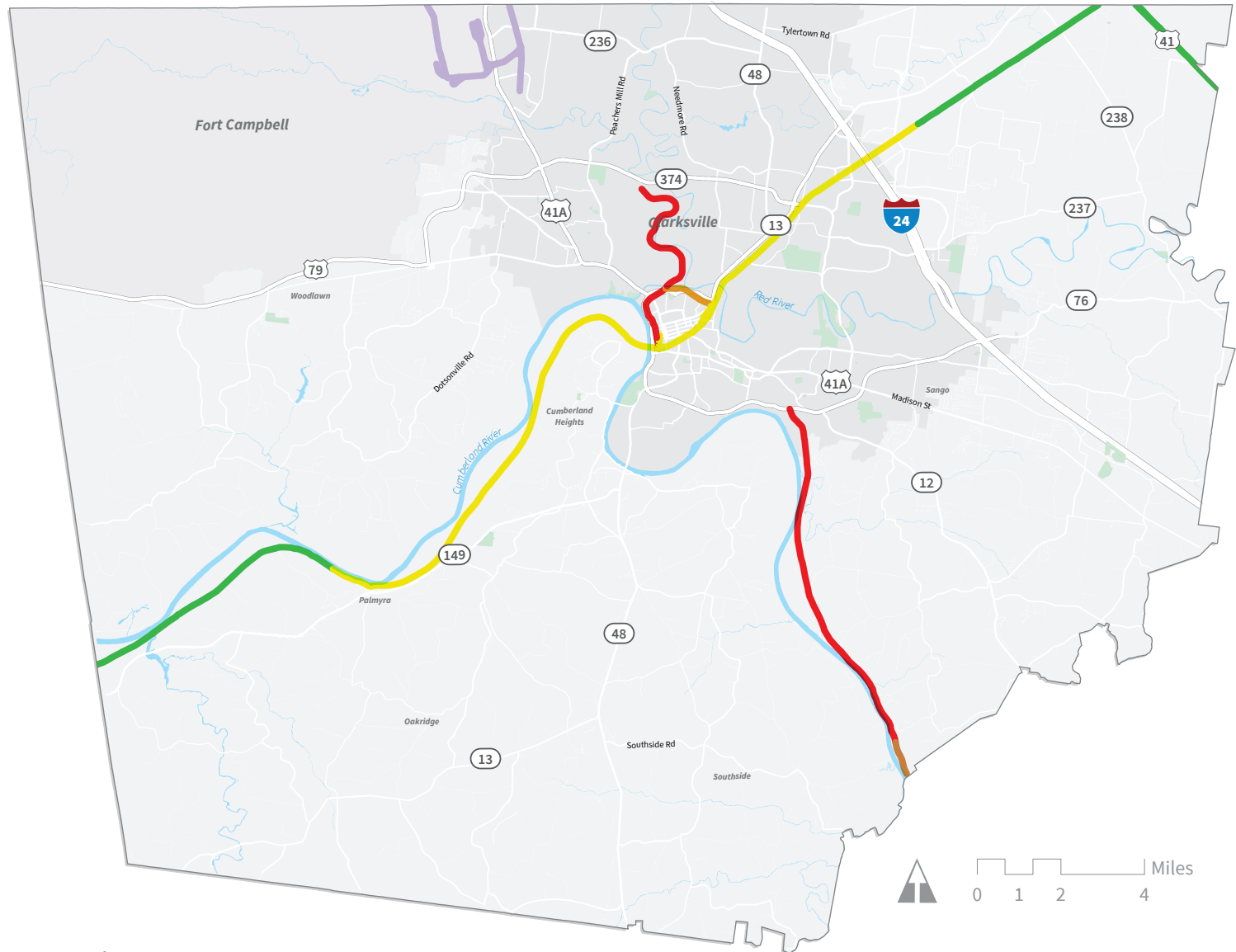
To continue offering alternate modes of transportation, the City and County should consider the following key initiatives:

- **Maintain Safety.** Maintain safe and efficient routes from the Interstate to the industrial park.
- **Multimodal Transportation Design.** Offer residents safe and attractive choices among all modes.
- **Bike and Pedestrian Plan.** Update the bicycle and pedestrian master plan with evolving needs and sustainability goals
- **Incorporate Bicycle and Pedestrian Improvements.** Include appropriate bicycle facilities consistent with existing design standards in all new developments, roadway reconstruction projects, and roadway resurfacing projects in the City of Clarksville's jurisdiction.
- **Safe and Accessible Bicycle and Pedestrian Facilities.** Construct pedestrian and bicycle facilities that are universally compliant, accessible, and properly designed.
- **Pedestrian and Bicycle Network Connectivity.** Provide continuous pedestrian and bicycle networks within and between existing and new developments to facilitate safe and convenient pedestrian and bicycle travel free of major barriers.
- **Sidewalk Requirements.** Provide sidewalks on both sides of the street in existing and new subdivisions and developments.
- **Sidewalks at Transit Stops.** Install sidewalks and ADA curb ramps in the vicinity of transit stops, especially those that are along major corridors, improving pedestrian access to public transit.
- **Pedestrian Networks.** Include safe pedestrian walkways or multi-use paths that provide direct links between roadways and major destinations such as transit stops, schools, parks, and shopping centers in new subdivisions and large-scale developments.
- **Safe Routes to School.** Support infrastructure and programs that encourage children to walk and bicycle safely to school. Coordinate with Local School Systems and TDOT to identify projects eligible for "Safe Routes to Schools" funding.
- **Local Funding Sources.** Maximize state and local funding opportunities for pedestrian safety and connectivity improvements.
- **Review of Existing Conditions.** Coordinate a review of roadway and multi-modal transportation projects for alignment with the Comprehensive Plan and other adopted plans.
- **Complete Sidewalks.** Prioritize completing sidewalks to internal sidewalk circulation on existing government and public facilities.
- **Rail Facility.** Add a rail intermodal facility within the industrial park to enhance logistical capabilities and improve transportation efficiency.

Maintain and Upgrade Freight Rail

Rail freight traffic is forecasted to grow over the next several years. Rail service is seen as an alternative to over-the-road freight movement due to both efficiency and costs. The national rail system consists primarily of freight shipments along a well-integrated network of private freight railroads that also extend into both Canada and Mexico.

Clarksville-Montgomery County is served by two freight railroads: Tier I CSX Transportation (CSXT), and the Tier II shortline from the R.J. Corman Railroad Company (RJCM). A third rail line in Clarksville-Montgomery County is used for Fort Campbell. CSXT is headquartered in Jacksonville, FL, and maintains a rail line that passes through the northeast corner of the community. It operates about 21,000 miles of track, all of which are located in the eastern U.S.



Railroad

- Abandoned Railroad
- Illinois Central Railroad
- Louisville and Nashville RR
- Seaboard System Railroad
- Tennessee Central Railroad
- US Government Railroad



The portion of the rail line within the community is about 14 miles northeast of Clarksville. It connects to both the RJCM and Fort Campbell rail lines. The CSXT line provides access to Chicago, IL; Jacksonville, FL; Louisville, KY; Nashville, TN; and Atlanta, GA.

The RJCM is the County's main freight railroad. It passes through Clarksville-Montgomery County from northeast to southwest originating from CSX near Guthrie, KY. The line connects with CSXT's lines in the northeastern corner of Clarksville and Nashville. Services include a spur to the Google Data Center and the Clarksville-Montgomery County Industrial Park. Commodities shipped by the RJCM include aluminum, steel, wallboard, lumber, zinc, grain, paper, and chemicals.

While under heavy federal regulations, the railroad companies are private entities and operate as such. Clarksville-Montgomery County and planning agencies should participate in efforts to ensure that any planned state investments include the maintenance/expansion of the region's freight rail infrastructure. In addition, as significant highway improvements are made in areas with at-grade rail crossings, future traffic levels should be considered to determine whether projects should incorporate a grade separation. CSX has a critical interest in the maintenance (and potential elimination) of at-grade railroad crossings for safety purposes.

As the number of trains and trainloads increases, Clarksville-Montgomery County should ensure that existing railroads are adequately maintained, that needed system improvements are made (especially those involving safety), and that the land uses that are in or around the railroad are compatible with rail services.

Key Initiatives

To address these factors, the City and County should consider the following key initiatives:

- **Maintain Rail Corridors.** For continued industrial viability, maintain the community's operating rail corridors.
- **Improve Safety and Wait Times.** Work with TDOT, CSXT, and RJCM to improve safety and wait times at the numerous at-grade rail crossings throughout the community.
- **Maintain Rights-of-Way.** Limit new rail spurs across rights-of-way.
- **Rail Intermodal Facility Expansion.** Work with the Industrial Development Board to add a rail intermodal facility within the industrial park to enhance logistical capabilities and improve transportation efficiency.





DRAFT
Not for Construction



UTILITIES, INFRASTRUCTURE, AND SERVICES

In Clarksville-Montgomery County, the community relies on a diverse range of essential services and facilities that play a vital role in its well-being and development. These include critical elements such as water supply, natural gas, wastewater, and stormwater management systems, each addressing basic needs like clean water, energy access, broadband connectivity, sanitation, and effective stormwater control. Reliable and fast electrical grid and broadband services make a community livable and desirable. Additionally, community facilities and services enhance residents' quality of life, providing resources and amenities that promote well-being.


Police stations and fire departments are key components of public safety providing essential lifesaving protection. The education system, featuring public schools, private schools, and institutions of higher education guarantees equitable access to education and contributes to the region's long-term prosperity and vitality. The Facilities, Services, Infrastructure, and Utilities vision, policy statement, goals, and key initiatives presented in this chapter will promote collaboration between departments and developers, support public-private partnerships, ensure adequate public safety services, prioritize development around existing utility systems, encourage environmental resilience, and enhance the quality of life for residents.

AT A GLANCE

Vision for Utilities, Infrastructure, and Services

Community Services

Infrastructure and Utilities



Clarksville-Montgomery County will ensure that essential services and facilities, from water supply to public safety, promote well-being, support development, and enhance quality of life for all residents. The community will be committed to fostering cooperation between government departments, developers, and community service providers, striving for high-quality infrastructure and community facilities that bring residents together. With a focus on education and public safety, the community will provide equitable access to educational resources and ensuring the well-being and protection of all residents.

Policy Statement

Ensure adequate infrastructure, utilities, and public safety services are available in existing developed areas and in new growth areas to support future development.

Goals

- Coordinate between departments and developers, and support public-private partnerships to provide high-quality infrastructure, community facilities, and services to enhance the quality of life for residents.
- Ensure adequate public safety services (fire, EMS, and law enforcement).
- Prioritize development and redevelopment around existing adequate water, sewer, and stormwater systems.
- Encourage collaboration between developers and governmental entities to strengthen environmental resiliency and reduce the fiscal impacts of infrastructure extension.
- Strengthen collaboration with community and social service providers to support vulnerable populations and improve quality of life outcomes.



Community Input

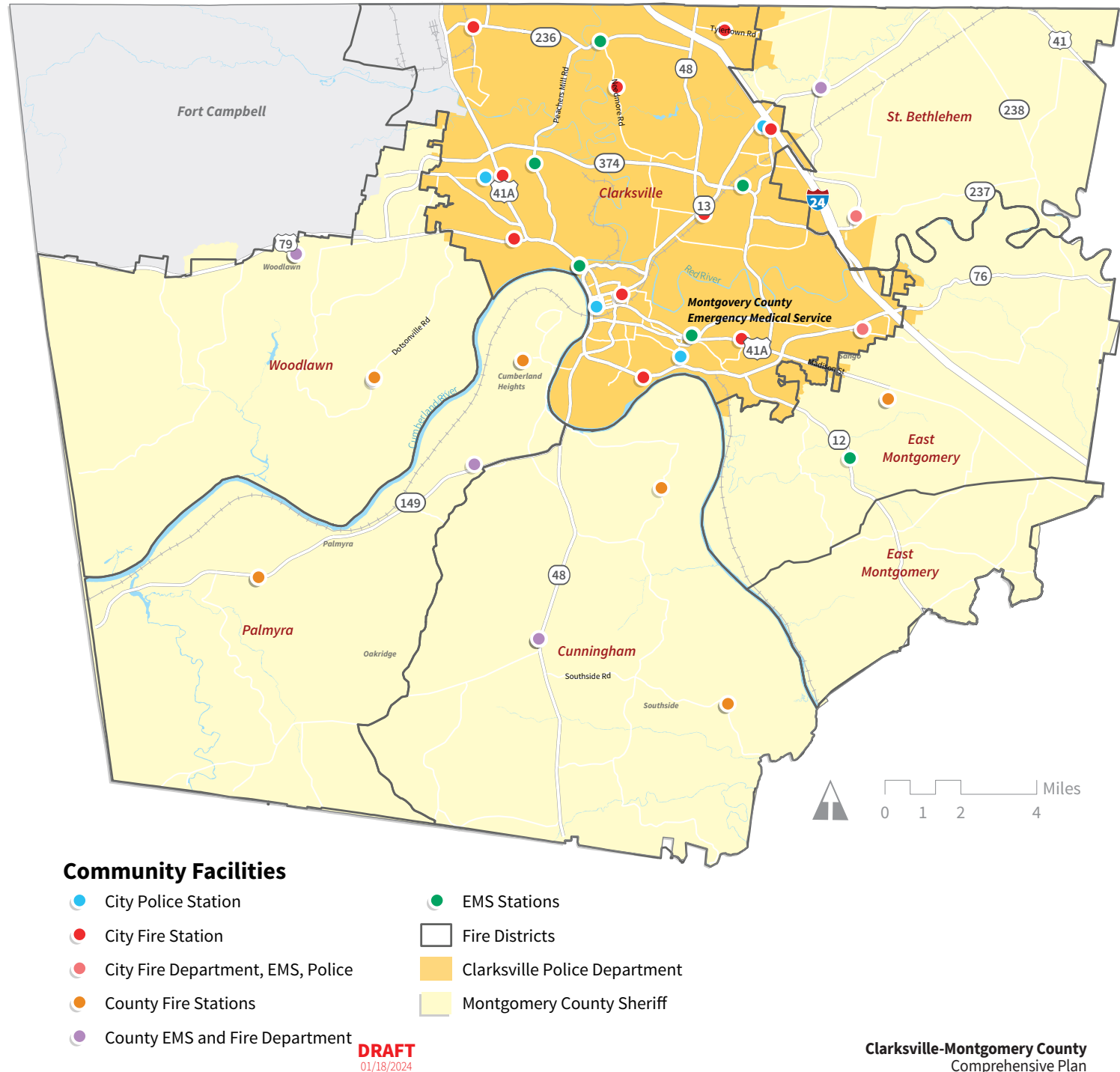
Throughout the outreach process, individual residents, business owners, and representatives from local organizations were involved and weighed in on the direction of the plan's policies and recommendations.

The following is a list of the most direct and frequent community input themes regarding utilities, infrastructure, and community services in Clarksville-Montgomery County.

- Increase the number of libraries within Clarksville-Montgomery County.
- Address the lack of access and number of grocery stores.
- Manage 24/7 fire service outside the City limits.
- Ensure public financing of infrastructure.
- Address the sewage and water shortages occurring due to increased population.
- Increase the number of schools and teachers.
- Manage concerns over stormwater and drainage infrastructure.
- Address the lack of accessible healthcare options.

Community facilities and infrastructure provide Clarksville-Montgomery County residents with the day to day services and unseen utilities they need. They ensure the efficient and equitable provision of amenities and maintain long-term health and quality of life. Services are provided by a diverse range of other public and semi-public entities across the community.

The following section inventories Clarksville-Montgomery County's various community facilities and provides direction for future improvements.



City of Clarksville Police Department

The City of Clarksville Police Department (CPD) was established in 1794 and has more than 300 officers and 70 support staff. They are responsible for providing a variety of law enforcement throughout the city limits. CPD is made up of several divisions including patrol, traffic, investigations, special victims unit, special operations, community relations, juvenile engagement team, and dispatch. The Chief of Police is an executive officer appointed by the City Mayor. The City of Clarksville has four police precinct stations located around the city to provide coverage throughout their jurisdiction.

Montgomery County Sheriff's Office

The Montgomery County Sheriff's Office (MCSO) was established in 1796. The MCSO has jurisdiction throughout the entire county (inside and outside the city limits). They are responsible for protecting life and property while providing citizens with law enforcement services. There are 327 deputies and 44 professional staff that make up the MCSO. Under the leadership of the County Sheriff who is the elected Chief Law Enforcement Officer in the county, the MCSO provides services at the Montgomery County Jail, Montgomery County Courts Complex, and School Resource Officers in addition to patrol division.

E-911

The Clarksville-Montgomery County E-911 District is governed by a board of directors. E-911 supplies dispatch service to connect callers with CPD, MCSO, EMS, and CFR or County Fire Service.

Clarksville Fire Rescue

Clarksville Fire Rescue (CFR) is an ISO Class 2 rated fire department made up of over 250 full-time employees dedicated to all emergency calls within the City of Clarksville. There are 12 fully-staffed fire stations strategically located throughout the city limits. In addition to medical and fire suppression CFR also routinely provides the following services; fire investigations, life safety inspections, public education, vehicle and equipment maintenance, and water rescue operations

Montgomery County Fire Service

The Montgomery County Fire Service is a public/private partnership with the Montgomery County Commission to provide emergency response services outside the city limits. There are five service districts with nine stations that provide these services. The Montgomery County Commission supplies the equipment, vehicles, utilities, and insurance while the all-volunteer force provides the fire stations, personnel, and most operational funding. There are over 155 volunteers which make up the entire Montgomery County Fire Service.

Montgomery County Emergency Medical Service

The Montgomery County Emergency Medical Service (MCEMS) is the sole provider of 24 hour advanced life support and emergency medical transportation. In addition the MCEMS provides ropes rescue, dive rescue and recovery, trench and tactical rescue. MCEMS currently holds an "A" rating from the State of Tennessee Department of Health. Comprised of 113 staff in 12 stations around the county the MCEMS responded to over 32,000 calls for service in 2020

Key Initiatives

To address the growing population and the need for increased public safety, as well as concerns regarding insufficient fire coverage in the rural areas, Clarksville-Montgomery County should consider implementing the following key initiatives:

- **Public Safety Services.** Continue to maintain a safe community by strategically locating public safety resources for maximize coverage.
- **Expand Fire Coverage in the County.** Invest in the Montgomery County Fire Service, including building additional fire stations and staff response outside the City limits.
- **Funding Sources.** Ensure that police, fire services, MCEMS, and Emergency Management receive stable and sufficient funding to meet the community's growing demands.

TECHNOLOGY IN PUBLIC SAFETY

Montgomery County Sheriff's Office has collaborated with Clarksville-Montgomery County School System to pilot Evolv technologies. Evolv provides an innovative and accelerated approach to physical security screening and weapons detection through enhanced sensors and artificial intelligence (AI).

The **SafeTN App**, operated by the Tennessee Department of Safety and Homeland Security, is an anonymous reporting system through which students, faculty, parents, and the public can anonymously report concerns regarding violence in our schools and communities.



Clarksville Montgomery County School System

Both the City and County are serviced by Clarksville-Montgomery County School System (CMCSS). Besides Fort Campbell, CMCSS is the largest employer in Montgomery County with 5,594 employees. There are 24 elementary schools, 8 middle schools, and 8 high schools serving almost 39,000 students making CMCSS the seventh largest school district in Tennessee. Additional community schools include Clarksville Academy (500 students) and Clarksville Christian School (600 students). Two additional CMCSS elementary schools are in the planning and construction phase bringing the total elementary schools to 26 by 2026. Four schools in CMCSS have received the STEM designation by the Tennessee Department of Education.

The school system also provides a laptop or technology device to every student in the district, kindergarten through grade 12. The district offers a full immersive Spanish speaking classroom up to K-5 and has recently started to provide Korean and Japanese in high school, making it the first district in Tennessee to offer both language programs.

Austin Peay State University

Austin Peay State University (APSU), named after former Tennessee Governor Austin Peay, is a mission-driven, community-minded institution that provides transformational experiences through innovative, creative, and scholarly activities. It has served the cultural and educational needs of the community for more than 200 years. The Southern Association of Colleges and Schools accredits the university to award associate, baccalaureate, master's, education specialist, and doctoral degrees. As of 2021, there were 11,048 students enrolled in the university from 43 countries around the globe.

Tennessee College of Applied Technology, Dickson

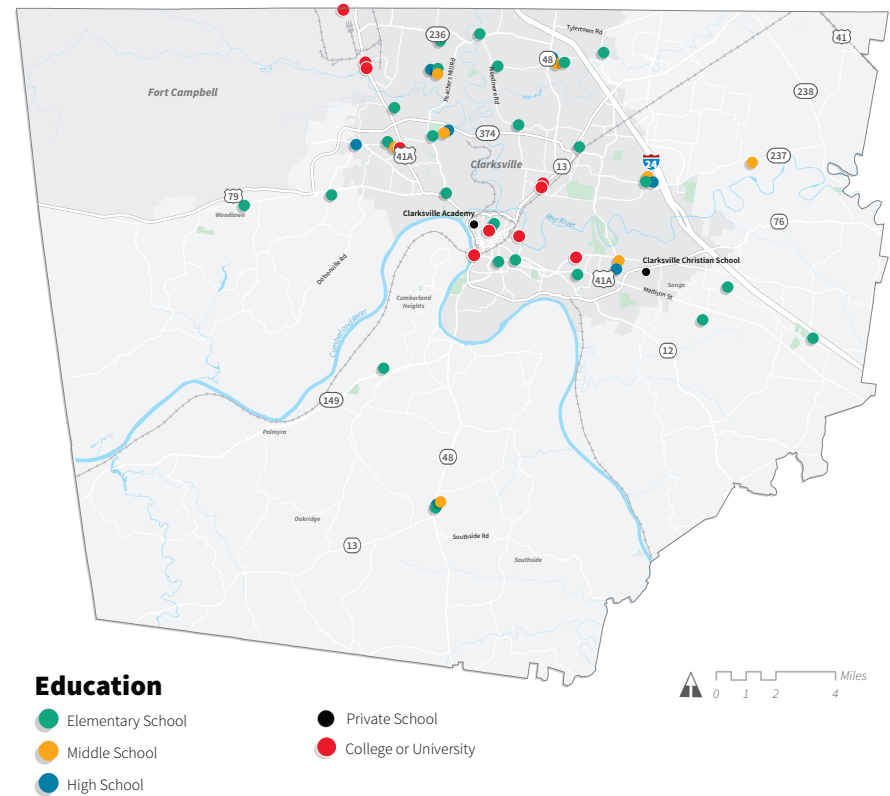
The Tennessee College of Applied Technology (TCAT) is a public college with 24 campuses across Tennessee. It offers more than 70 certificate and diploma programs, as well as specialized training for Tennessee's largest employers. There are around 1,100 enrolled in the TCAT Dickson – Clarksville Campus.



Key Initiatives

Considering the growing population and demand for educational services, the City and County should continue to partner with CMCSS, Austin Peay State University, Nashville State Community College and the Tennessee College of Applied Technology by considering the following key initiatives:

- **Infrastructure expansion.** Work with Clarksville-Montgomery County School System to accommodate the growing population, ensuring available land use for required educational services.
- **Community Engagement.** Partner and collaborate with the community to address the evolving needs of the population, creating an inclusive and responsive educational system.
- **Technology integration.** Invest in and integrate technology to enhance the learning experience, providing students with the necessary digital skills.
- **Language Programs.** Enhance language education initiatives to address the cultural diversity of the community.
- **Collaborate with Austin Peay University and Tennessee College of Applied Technology.** Engage and collaborate with Austin Peay University and Tennessee College of Applied Technology to develop an innovative learning hub with diverse academic offerings that will enhance the educational and cultural profile of the community.





Healthcare

Clarksville Montgomery County is served by one major hospital, Tenna Healthcare and several urgent care facilities. A network of small health clinics and primary care physicians complement these facilities. Fort Campbell's Blanchfield Army Community Hospital also supplements the emergency care needs of the community for its military affiliated citizens. The community's healthcare environment is an asset, but there is room for strategic expansion and improvement, particularly considering the ongoing population growth. Most hospitals and health clinics are concentrated within City limits, reflecting urbanization and increased healthcare demands.

Tenna Healthcare

Tenna Healthcare is a 270-bed acute care hospital and satellite Emergency Room provider that serves Upper Tennessee and South-central Kentucky. It is the area's second-largest private employer, totaling 1,100 employees and a medical staff of 150 physicians. Over 30 physician specialties including cardiothoracic surgery, orthopedics, infectious disease, interventional radiology, neurology, plastic surgery, endocrinology, and urology.

Proposed VA Clinic

A multi-specialty Veterans Administration (VA) Clinic spanning 235,000 square feet is being proposed, a significant six fold expansion over the existing VA facility. The new facility, which is scheduled to open in 2027, will include primary care, Patient-Aligned Care Teams, mental health resources, as well as specialized care in areas such as audiology and ophthalmology. Moreover, rotating specialty care options will include dietary services, physical therapy, and a comprehensive health clinic featuring yoga, tai chi, and chiropractic.

Key Initiatives

To meet the evolving needs of the community and ensure a high level of healthcare accessibility, the City and County should prioritize healthcare following the key initiatives:

- **Enhance Hospital Capacity.** Assist Tenna in assessing the current capacity of hospital and urgent care providers in the community to identify opportunities for expansion and renovation of new facilities to address the increasing healthcare demands.
- **Promote Rural Healthcare.** Improve healthcare accessibility in rural areas by collaborating with small health clinics and primary care physicians to enhance their capabilities; encourage telehealth services to aid underserved areas.
- **Community Education.** Work with the community's Health Department and healthcare organizations to implement community-wide health education programs to promote preventive healthcare measures and healthy lifestyle choices.
- **Workforce Development.** Invest in healthcare workforce development by supporting medical education programs, training opportunities and scholarship opportunities in the community.



Clarksville-Montgomery County Public Library

Clarksville-Montgomery County Public Library provides educational, recreational, cultural, and informational services to residents. It was founded on September 12th, 1894, and currently occupies 74,000 square feet. It offers free internet access and public use of computers to the public with library cards. A variety of programs are available for all age groups throughout the year. The new infrastructure includes group meeting rooms, a teen area, makerspace, and a quiet space. According to national benchmarks, Montgomery County should add up to 100,000 square feet of library space to provide adequate to good library services.

Additionally, the county is working on designing and building its second library at the corner of Purple Heart Parkway and Jordan Road.

The proposed comprehensive library system includes full branches and express libraries strategically located across Clarksville. The Main Branch in Clarksville spans 74,000 sq. ft., with additional full branches at North (30,000 sq. ft.). There is a proposal for Northeast Tech Branch, located at the intersection of 79 and I-24, focusing on technology and downloadable resources along with lockers. This would be a small space of 8,000 square feet. Express libraries are proposed at West, Southwest, and Southeast locations.

Key Initiatives

Considering the evolving community needs and growing population, Clarksville-Montgomery County Public Library should strategically expand its facilities and services following the key initiatives:

- **Library Awareness.** Partner with the library to implement a marketing strategy to expand library use and awareness.
- **Infrastructure Expansion.** Provide adequate library space and services to meet the national benchmarks.
- **Program Development.** Offer a range of educational, recreational, and cultural programs suited for all age groups by using the new spaces to ensure up-to-date technology.
- **Digital Access.** Provide equitable and inclusive library services by expanding Internet access, providing innovative technology resources, and promoting digital literacy.

Infrastructure and Utilities

While Clarksville-Montgomery County's continued growth necessarily focuses attention on new infrastructure, it is the primary job of any utility system to keep the existing infrastructure in good repair and to maximize the utilization of those infrastructure investments already made. Portions of the City's water and sewer infrastructure, especially north of the Cumberland River and particularly in the Downtown area, are aging and will need reconstruction, replacement, and/or augmentation. Adequate funding is essential to maintaining utility systems. For publicly-owned utilities, political imperatives push for the lowest possible rates, even as maintenance and investment backlogs accrue. Clarksville-Montgomery County's utility rate structure should include all costs to fully operate, maintain, rehabilitate, replace, and expand its utility infrastructure to build incentives to make wise use of resources while fully funding all utility system needs.

Drinking Water

The Clarksville Gas and Water system serves a population of about 200,000 with approximately 78,456 customers within Clarksville-Montgomery County. The system consists of a water treatment plant and a distribution system. Untreated water is pumped to the plant from the Cumberland River. The current water system is approved to produce 28 million gallons per day (MGD) and can peak for brief periods at 30 MGD.

The water treatment process is conventional primary treatment, coagulation, flocculation and sedimentation, and membrane micro-filtration. The water system provides about 20 MGD of safe and reliable drinking water daily to the citizens of Clarksville-Montgomery County with a reserve capacity of about 8 to 10 MGD. The first phase of the second water treatment plant is currently under construction and once complete will provide an additional 12 MGD capacity to our system (for a total of 40 MGD). Completion is expected by the end of 2025. Two additional future phases of 12 MGD each will be constructed when needed. Ultimate system capacity between the two plants will be 64 MGD (28 MGD from the SCWTP and 36 MGD from the NCWTP).

The water distribution system comprises 15 water tanks, 4 water booster stations (not including the water plant high service pump station), and over 1,100 miles of water mains. CGW operates and maintains a Supervisory Control and Data Acquisition (SCADA) system to enable operators to monitor and operate both the water treatment plant and the water distribution system.

Key Initiatives

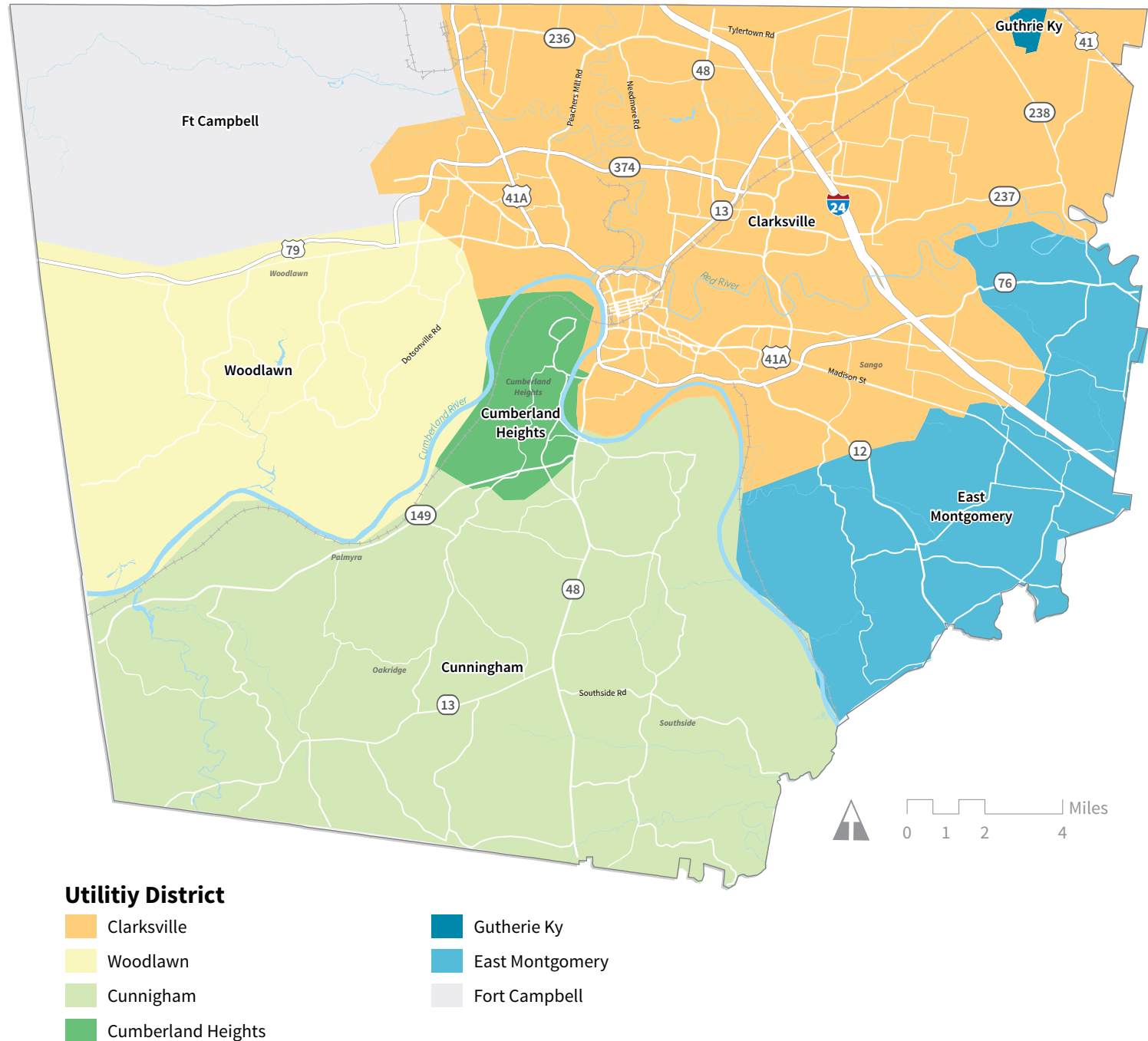
The following drinking water policies should be considered to maintain a robust treatment and delivery system. The key initiatives address planning considerations, management, and education to meet future challenges that will face most water distribution systems throughout the country:

- **Potable Water Delivery.** Provide for the safe and efficient delivery of high-quality potable water.
- **Water Supply as a Planning Consideration.** Continue to factor water supply issues into planning for the growth.

- **Water Conservation and Education.** Increase the use of water conservation measures and minimization techniques. Examples include drought-resistant landscaping standards and financial incentive programs.
- **Water System Performance Management.** Apply current Best Management Practices (BMPs) to Clarksville's drinking water systems. Ensure that management strategies shift the focus from compliance to sustainability and improve performance.
- **Water Quality Improvements.** Improve potable water quality through the preservation and restoration of natural landscape features, such as lakes, floodplains, wetlands, and their buffers.
- **Protection of Water Supply.** Protect the water supply from incompatible uses and activities that could compromise drinking water quality and safety.

Utilities Throughout Montgomery County

Montgomery County provides a wide range of local services in addition to Clarksville utilities. The Cumberland Heights Utility District efficiently manages an extensive network of approximately 75 miles of water lines. Meanwhile, the Cunningham Utility District plays a crucial role providing approximately 5,100 customers, ensuring essential services for its community. East Montgomery Utility District serves customers in Cheatham and Robertson counties as well. With around 4,000 customers, the Woodlawn Utility District significantly contributes to water services in the region. Notably, the Fort Campbell Utility District is a key provider, offering water and wastewater services to the military installation. Although Guthrie, Kentucky Utilities serves a smaller area in Montgomery County, it remains an integral part of the supply of necessary utility services to the community.



Wastewater

The growth in the Clarksville-Montgomery County's water demand will come with a corresponding increase in wastewater generated. Additional investments will be needed to increase capacity at Clarksville-Montgomery County's wastewater treatment plants as well as the infrastructure that conveys wastewater to the treatment plants. For ease of use and cost considerations, gravity systems are preferred over pressure collection systems. Given the topography in the Montgomery County area, pump stations and pressure systems are a reality in some locations.

CGW has agreements with Woodlawn Utility District (WUD) and East Montgomery Utility District (EMUD) to provide sanitary sewer service within their utility districts. This allows for denser residential development within their utility districts. Clarksville's wastewater system serves over 69,739 customers each day, safeguarding the local environment from pollution in the Cumberland and Red Rivers.

The wastewater collection system changes weekly, but is currently comprised of 873 miles of gravity mains, 239 lift stations, 198 miles of force (pressure) mains, and 20,797 manholes. In 2022, the system produced and treated almost five billion gallons of wastewater. CGW has plans to upgrade the sewer treatment system, including a sophisticated sludge-drying system currently under construction at the wastewater treatment plant which should also reduce odors.

Key Initiatives

The following key initiatives are intended to address wastewater (sanitary sewer) in the context of promoting long-term resource efficiency and sustainability:

- **Wastewater Treatment.** Implement efficient wastewater treatment processes to protect the environmental health and water quality in the community.
- **Pump Stations and Force Mains.** Ensure that pump stations and force mains are environmentally sound and operationally efficient.
- **Sewer Overflows.** Maintain the sewer collection system to eliminate sanitary sewer system overflows and backups.
- **Fats, Oils, and Grease Disposal.** Promote the proper disposal of fats, oils, and grease for households to help prevent sewer line clogging.

GREEN INFRASTRUCTURE

Green infrastructure refers to natural or nature-based elements that provide ecosystems services, such as water purification, habitat management restoration, and climate regulation. Unlike traditional gray infrastructure, it incorporates living features such as vegetation and soil to manage water, air and land. Examples include green roofs, permeable pavements and green spaces contributing to biodiversity.

LOW IMPACT DEVELOPMENT

Low Impact Development is an integrated land planning and engineering design strategy focused on effective stormwater runoff management. This technique operates water on-site, reducing the need for more complex and costly stormwater management systems and helping to prevent and minimize the degradation of the environment.



Stormwater

Stormwater runoff is the primary pollutant source for the Clarksville-Montgomery County's rivers, streams, lakes, ponds, and other surface waters. Poorly controlled runoff contributes to increased rates of stream bank erosion and lake sedimentation. Stormwater runoff is the water that flows off roofs, driveways, parking lots, streets, and other hard surfaces during rainstorms. Stormwater runoff is also the rain that flows off grass surfaces and wooded areas that are not absorbed into the soil. The runoff that is not absorbed into the ground pours into ditches, culverts, catch basins, and storm sewers. As a result, it does not receive any treatment before entering the streams and lakes.

Stormwater runoff should be managed just as any other natural resource for the protection of wildlife and ecosystems. First, it is needed to minimize damage that may occur when stormwater runoff exceeds the capacity of the pipes and open channels used to carry stormwater to our rivers and streams. Second, it is also needed to maintain the quality of our natural watercourses as drinking water supplies and for recreational activities such as swimming, fishing, water skiing, etc.

Ongoing improvements to the city's stormwater infrastructure and regulations are critical in addressing the growth within the urban area and protecting facilities and property from flooding during major storm events. The City of Clarksville operates and maintains drainage facilities that are located within the public right-of-way or public easements.

The City is also responsible for the water quality of natural streams within its jurisdiction as designated by both the State and the Environmental Protection Agency (EPA). The City does not maintain facilities that are located on private property or that fall under the jurisdiction of other local governments. Montgomery County does not maintain any stormwater features that are not on their properties.

Stormwater services are primarily funded from revenue, unless under easement derived from collected property taxes, which are held in the General Fund. Projects such as stormwater must compete for these funds with other services. Most stormwater-related work is performed by the Public Works Department, specifically the Street Department.



Key Initiatives

To address these factors, the City and County should consider the following key initiatives:

- **Discharge Control Methods.** Apply discharge control methods that control both peak and volume and that are economically, aesthetically, and environmentally acceptable as well as effective in stormwater management.
- **Stormwater Financing.** Provide an equitable system of stormwater financing based on relative contributions to the stormwater problem. Consider the implementation of an SUF to help fund, expand the existing stormwater program, and provide needed upgrades to the existing system. Tennessee Code section 68-221-1107 provides local governmental jurisdictions with the authority to implement an SUF following prescribed guidelines.
- **Sustainable and Resilient Stormwater Management.** Reduce run-off velocity and improve water quality from existing and new developments using sustainable and resilient infrastructure techniques that use soils and vegetation to capture and cleanse stormwater runoff. **Regional Drainage Basin Approach to Stormwater Planning.** Use drainage basin-focused studies to determine the locations of future and additional stormwater facilities.
- **Stormwater Education.** Educate and involve the public in stormwater management, including the development of school information programs.
- **Sustainable Stormwater Management.** Implement low impact development and green infrastructure to effectively manage stormwater runoff, leveraging natural elements like green roofs, permeable pavements, and green spaces.

STORMWATER UTILITY FEES

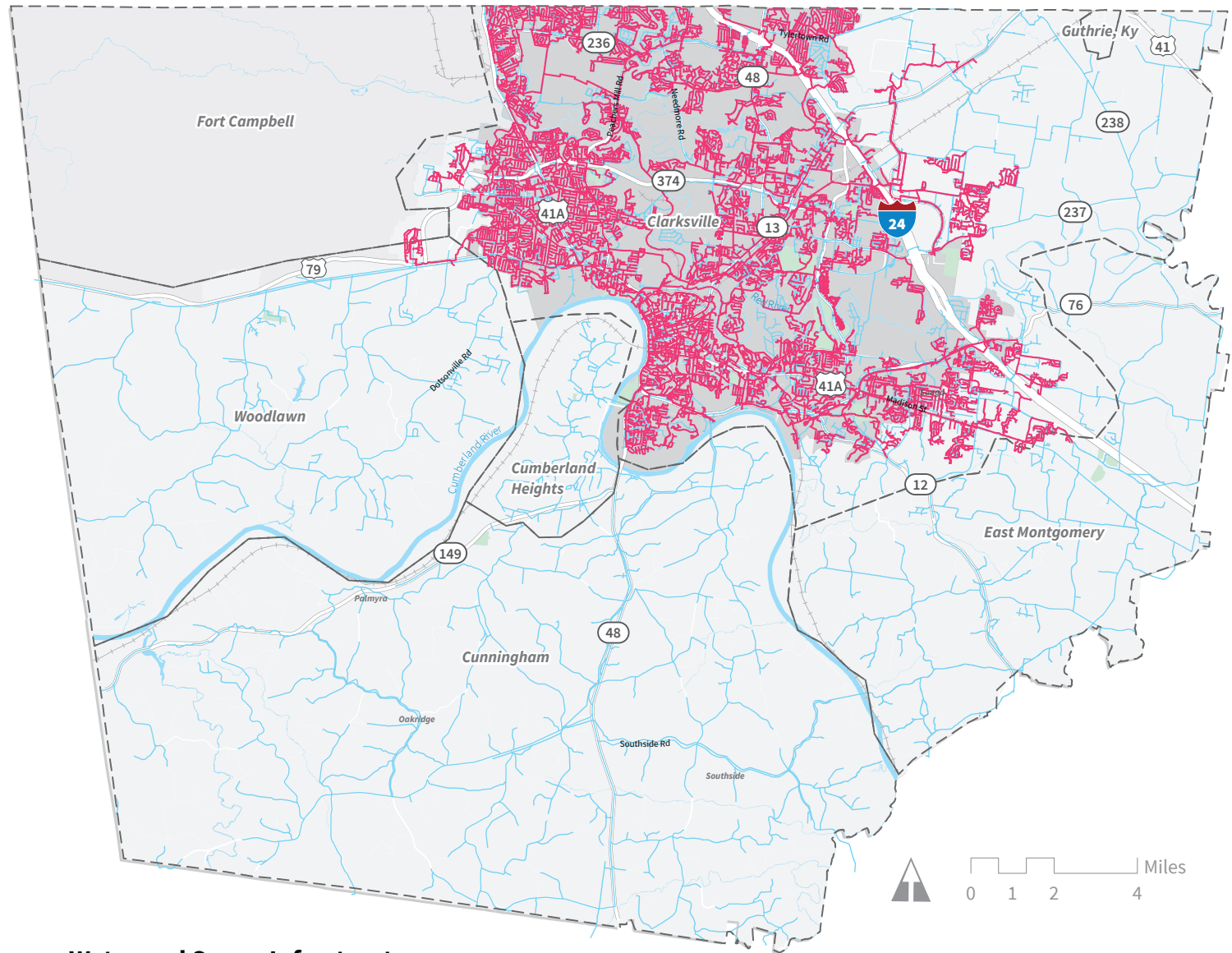
Many jurisdictions within the State of Tennessee have implemented a Stormwater Utility Fee (SUF) to assist in funding stormwater programs. By establishing a dedicated funding source through stormwater fees, the City and/or County can ensure that the revenue required to manage and maintain this important system is available. A stormwater utility program would enable Clarksville to take a more proactive approach to stormwater management. In addition, the utility fees will enable Clarksville to construct necessary capital improvement projects to reduce the risk to public health and safety from flooding.

Finally, the fees will support the development of a comprehensive stormwater management and water quality improvement plan, as mandated by Federal and State governments. Both the City of Clarksville and Montgomery County have the option of how to establish the fee and for which stormwater-related construction, services, and activities can be used. Typically, the SUF is based on the square footage of impervious surface area on your lot. Most utilities across the country have found this to be the most equitable way to charge and collect revenues for this program.

A SUF is like a water or sewer fee. In essence, customers pay a fee related to the amount of runoff generated from their site, which is directly related to the amount of impervious surface on the site.

Water: The utility serves over 78,000 water customers. The utility produced and treated 6.71 billion gallons in 2021. The system consists of a 30 MGD membrane filtration water treatment plant, over 1,100 miles of water main, and 15 water storage tanks. A second membrane filtration water treatment plant with a contract value of \$210 million is currently under construction which will add another 12 MGD treatment capacity upon completion of the first phase, with an additional 24 MGD capacity in two future 12 MGD phases.

Sewer: The utility serves over 68,000 sewer customers. The system consists of a 25 MGD wastewater treatment plant, with over 1,000 miles of sewer main (846 miles of gravity sewer and 190 miles of sewer force main) and 230 sewer lift stations. The utility treated 4.8 billion gallons of wastewater in 2021. In 2021, the utility relocated to a new location in the Cunningham Place Shopping Center.



Water and Sewer Infrastructure

- Sewer Infrastructure lines
- WaterLines
- Rural Utility Districts
- City Limits



Energy and Telecommunications

Clarksville Gas and Water

CGW delivers around 4.86 billion cubic feet of natural gas to over 28,000 customers in fiscal year 2023. It has been in service for over 70 years. It maintains almost 950 miles of gas mains that traverse five counties which is much more than the Clarksville-Montgomery County area. It purchases gas and resells it to customers. With the system covering portions of five counties, the natural gas backbone is in place with the ability to expand service to areas requesting it. It is anticipated that not all areas will be served with natural gas based on location within some rural areas of Montgomery County and the cost of line extensions. However, most urban and suburban areas will have accessibility to natural gas service.

CDE Lightband

CDE Lightband, the municipal electric and broadband provider for the City of Clarksville, offers electric, internet, video, and voice services to customers within the Clarksville city limits. CDE Lightband serves over 80,000 metered homes and businesses with electric service and over 27,000 customers with broadband services. The service area, consisting of 100 square miles within the municipal boundaries, includes 892 miles of power lines and 960 miles of fiber optic cable.

Cumberland Electric Membership Corporation

CCumberland Electric Membership Corporation (CEMC) provides electric and broadband services to approximately 25,500 customers in Montgomery County outside of Clarksville and customers in 4 other Middle Tennessee Counties. As development takes place, these utilities will expand services and coverage to accommodate growth. As the networks increase, each utility will plan, schedule, and update its systems to address future needs. Improvements and upgrades will be paid for through rate increases. Currently, the average electricity customer in Clarksville, TN is using 1,439 kWh of electricity per month and pays about \$150 to \$175/month for electricity. Nationwide, the electric cost is anticipated to significantly increase over the future years. Consideration should be given to allowing businesses and residents to co-produce or generate their electricity through solar power.

Key Initiatives

To address these factors, the City and County should consider the following key initiatives:

- **Energy and Telecommunications Planning.** Work with regional and private organizations to plan for adequate future energy and telecommunications facilities and service delivery.
- **Alternative Energy Sources.** Foster future alternative energy sources (renewable such as wind and solar) within Clarksville-Montgomery County to mitigate rising energy costs and associated environmental impacts.
- **Visual Impacts of Utility Infrastructure.** Consider ways to improve the placement and appearance of utility infrastructure—including substations, transmission towers and lines, and switching boxes



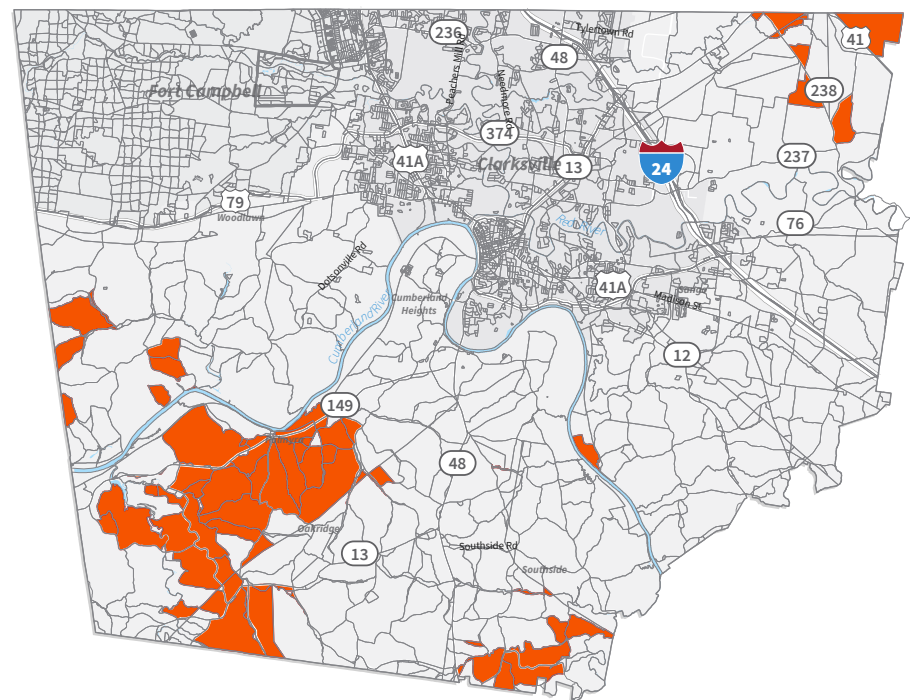
- **Placing Utilities Underground Along Major Corridors.** Work with utility providers and TDOT (as required) to place utilities underground in the downtown and along major road corridors, with a particular priority on those streets identified as retail streets in the Downtown Section. This has been accomplished in much of the downtown area already.
- **Remove Barriers to Renewable Energy and Energy Efficiency.** Remove prohibitions and reduce barriers that impede the installation of solar panels and other renewable technologies.
- **City and County Facility Energy Monitoring.** Monitor energy use of city facilities and establish benchmarks for efficiency goals.
- **Adapting Infrastructure.** Continue monitoring trends and adapting infrastructure for EV technology.

Broadband

Both CDE Lightband and CEMC offer broadband services in addition to electrical service. Multiple other private companies offer internet/broadband service in Clarksville-Montgomery County. There are new technologies, such as small-cell transmissions, which may require additional equipment with the Clarksville-Montgomery County roadway rights-of-way.

Services

The majority of Clarksville-Montgomery County has adequate broadband service. There are some areas in the northeast and southern portions of the county that do not have download/upload speeds of 25/3 Mbps. Broadband internet is a rapidly changing service with multiple delivery methods. Over the coming years, satellite internet services will be reaching areas where fiber cannot be readily installed. In addition, the federal and state governments have designated funding and grants for broadband services to homes as a priority to ensure that everyone has access.



Broadband Coverage

- Census Block
- Census Blocks with Download/Upload Speed less than 25/3 mbps






PARKS, NATURAL RESOURCES, AND THE ENVIRONMENT

Clarksville-Montgomery County provides high-quality parks and open space for its residents and visitors, and these amenities provide opportunities for users to live healthy lifestyles, protect environmental features, attract homebuyers, and build a sense of community. It is important to protect and preserve the open spaces and natural assets for future generations. Protecting these landscapes is not only essential for recreational use, but it also safeguards wildlife habitat. Additionally, it is also important to preserve the natural areas such as farmlands or wooded areas and environmentally sensitive areas, such as wetlands and floodplains. The Parks, Natural Resources, and the Environment chapter will help the community accomplish, over decades, the vision articulated by residents and leaders identifying recommendation to accommodate the community's long-term goals for maintain and enhancing these valuable resources.

AT A GLANCE

Vision for Parks, Natural Resources, and Environment

Parks and Recreational Facilities



Clarksville-Montgomery County is committed to creating a cohesive community that preserves and expands its natural and recreational resources. The City and County's commitment consists of the preservation of vital farmland, the protection of sensitive ecological areas, and expanding park facilities. Additionally, the promotion of sustainable development practices will be at the forefront of consideration when looking to build, expand, and grow. Lastly, Clarksville-Montgomery County is becoming a renowned destination, so it will be crucial to bolster security and resiliency measures when it comes to natural disasters.

Policy Statement

Ensure adequate open spaces throughout the community to promote active recreation, improve well-being, and protect natural resources and prime farmland, while maintaining environmental resiliency.

Goals

- Promote and maintain Clarksville-Montgomery County's recreational and cultural amenities.
- Support the preservation of prime farmland and natural open spaces throughout the County.
- Support a robust multi-modal system to provide access to parks, recreation, and cultural opportunities.
- Provide new parks and recreation facilities equitably throughout the community.
- Identify and protect sensitive ecological resources such as wetlands, wooded areas, creeks, and waterways.
- Explore strategies to maintain the community's resilience and preparedness for natural disasters and extreme weather events.
- Discourage intense development in environmentally constrained areas such as steep slopes, floodplains, and sinkholes.



Community Input

Throughout the outreach process, individual residents, business owners, and representatives from local organizations were involved and weighed in on the direction of the plan's policies and recommendations.

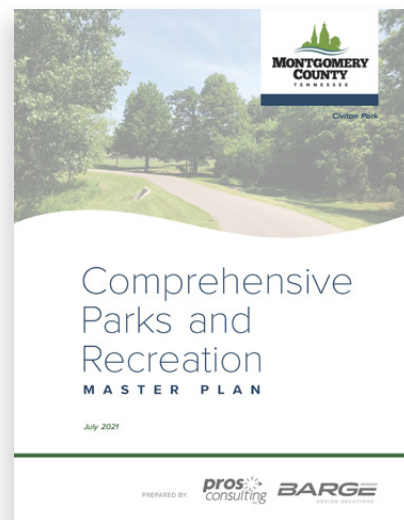
The following is a list of the most direct and frequent community input themes regarding parks, natural resources, and the environment in Clarksville-Montgomery County.

- Increase the number of parks within Clarksville-Montgomery County.
- Ensure natural resources are looked after by both residents and government entities.
- Manage disaster preparedness to ensure all residents and infrastructure is equipped with whatever is necessary.



Parks and Recreational Facilities

Clarksville-Montgomery County offers a variety of recreational opportunities and green open space, which are critical assets that contribute to the quality of life of the community. These green spaces cater to both passive and active forms of recreation, connecting people with nature while fostering an active and healthy lifestyle.



Montgomery County Parks and Recreation

There are 1,340 acres of parks throughout the county. About 360 acres are managed by Montgomery County with the remaining being maintained by other entities including City of Clarksville, State of Tennessee, and other providers. Montgomery County maintains 11 park facilities while the City, State and other providers are responsible for the other 34 park facilities including Dunbar Cave State Park, and Port Royal State Park within the County limits.

Most of these parks throughout Clarksville-Montgomery County offer recreational facilities such as open play areas, outdoor fitness equipment, splash pads, basketball and tennis courts, sports fields, four public swimming pools, and three recreation centers with year-round programming for youth, adults, and seniors.



Based on the 2021 Montgomery County Comprehensive Parks and Recreation Plan (MCCPRP), Clarksville-Montgomery County is expected to grow by 36.8 percent to 289,231 people by 2035. The National Recreation and Park Association (NRPA) established a standard of 10 acres of parkland per 1,000 residents as adequate greenspace within a parks system. MCCPP states the City and County residents are underserved with just over 6.3 acres of parkland per 1,000 residents. According to MCCPRP, the City and County parks system plan to support NRPA benchmarks, resulting in the need to increase its parkland to 2,430 acres to meet the growing population's needs.

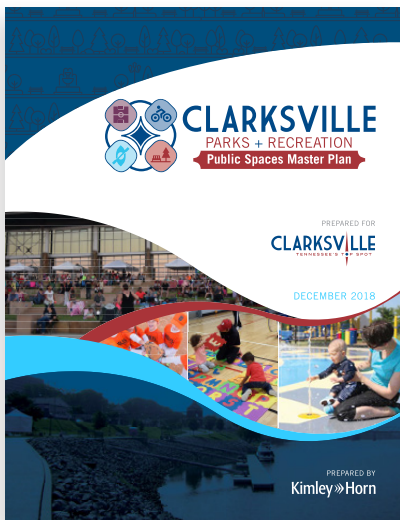
Dunbar Cave State Park

Dunbar Cave State Park is a 144-acre park featuring a system of caves containing Mississippian cave paintings that date to the 14th century. The park operates cave tours from May through September each year and contains three miles of trails through restored prairie and wetland. The park offers guided cave tours and several other activities for visitors.

Port Royal State Park

Port Royal State Park is a 34-acre site that preserves one of Tennessee's earliest settlement areas. The historic park was established in 1797, one year after Tennessee Statehood. This site has a history of being a tobacco inspection point and flatboats yard, which led it to being known as a regional tobacco town. Port Royal relied on tobacco as currency and had flatboats travel down the Red River to New Orleans.

Eventually, Port Royal experienced the construction of a Silk Mill (the only one in Tennessee), general stores, tailors' shops, inns, taverns, churches, and warehouses. Today, Port Royal is part of the National Trail of Tears Historic Trail. Port Royal State Park includes multiple walking trails and historical tours that give visitors the opportunity to learn about Port Royal's role in Tennessee history, including the Civil War and the coming of the railroad.



Clarksville Parks and Recreation

Clarksville Parks and Recreation maintains 1,000 acres of parks and facilities. These 21 parks offer various amenities including playgrounds, picnic areas, walking trails, and pavilions. Several of the parks throughout Clarksville also feature sport fields, open play areas, outdoor fitness equipment, splash pads, basketball and tennis courts, and restrooms. Additionally, Clarksville Parks and Recreation maintains four public swimming pools and three recreation centers with year-round programming for youth, adults, and seniors.

Billy Dunlop Park

Bounded by the Red River, this park's natural setting features a large pavilion with a stage, open green spaces, a playground, picnic areas, walking trails, and portable restrooms. In addition to the many great amenities, this park provides a great opportunity for local fisherman, as trout are stocked in the West Fork of the Red River. It also hosts multiple events throughout the year, including the Sleep Under the Stars family campout.

Heritage Park

Heritage Park Complex is situated on nearly 100 acres adjacent to 101st Airborne Division Parkway and Peachers Mill Road. The park is home to the Heritage Skate Park and the Clarksville Soccer Complex as well as dozens of sports facilities (fields and courts), three playgrounds, a splash pad, a dog park, and three concession/restroom facilities. In addition, the park is adjacent to Kenwood Elementary, Middle, and High Schools.

Liberty Park and Clarksville Marina

Liberty Park is the City's newest park and is home to the Clarksville Marina. Adjacent to the Cumberland River, the park and marina offer walking trails, a BCycle station, sports fields, pavilions, boat slips, a fishing pond, and a dog park. In addition, the park is home to the Wilma Rudolph Event Center and Freedom Point, which feature private event facilities, including an amphitheater, that can accommodate 100 to 5,000 guests.

Swan Lake Golf Course

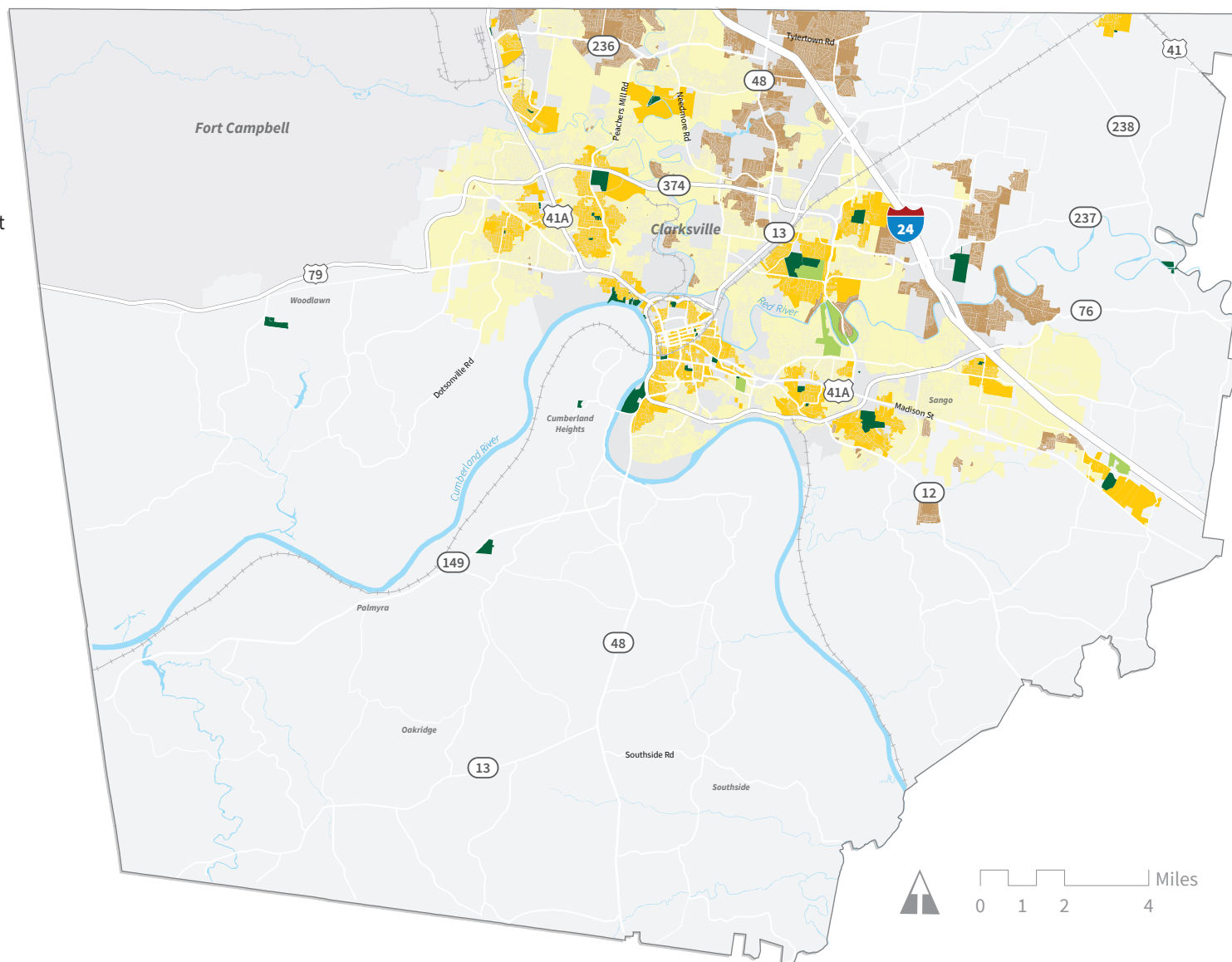
This 18-hole, 6,065-yard course offers a scenic experience in the Dunbar Cave State Park. Swan Lake is known for its playability with Champion Ultradwarf Bermudagrass greens and hybrid 419 Bermuda fairways.

Park Supply and Distribution

The analysis of the distribution of parkland throughout the community shows that about 17% of residential land uses, excluding rural reserve, within the City and County are not within a park's service area. Building on the Proposed Service Areas analysis of the MCCPRP, the service area of a park is determined by the proximity to the park. The following service areas were considered to conduct the watershed analysis:

- Half-mile Mile service area or 10-minute walkshed
- Three Mile service area or 15-minute bike ride

This service area analysis is based on the existing transportation network and represents a refinement of the straight-line distance, or “as the crow flies,” service areas provided in the MCCPRP. This analysis confirms previous findings that there is a general need for additional parkland, but also provides a more precise estimate of the areas lacking access to existing parks. Underserved areas are primarily located in Clarksville's northern growth area along the Tiny Town Road and Trenton Road corridors and areas east and north of Interstate 24.



Parks and Open Space Walkshed

■ Golf Courses

■ Parks

Existing Parks Residential Service Area

■ Within 10-minute walk or half-mile Service Area

■ Within 15-minute bike ride or three-mile Service Area

■ Underserved Areas



Open Spaces

Clarksville-Montgomery County is an area surrounded by natural open spaces, these community open spaces and natural areas provide opportunities for users to live healthy lifestyles, protect environmental features, attract homebuyers, and build a sense of community. The natural open spaces in Clarksville-Montgomery County include cultivated land, pastureland, and wooded areas. The cultivated land is used for growing crops, pastureland for grazing and providing forage, and the forestland includes trees and other vegetation. Based on USDA soil data, Montgomery County has almost 112,500 acres or 175 sq. miles of prime farmland including cultivated land, pastureland, and forestland.

Key Initiatives

To preserve and protect the natural areas their ecological significance, the City and County should consider a proactive approach based on the key initiatives mentioned below:

- **Sustainable Practices and Collaboration:** Consider establishing an agricultural farmland preservation land trust.
- **Best Practices:** Promote sustainable land use practices to protect natural open spaces, including farmland preservation and reforestation. Implement zoning and land use policies that protect prime farmland from other development.
- **Conservation:** Collaborate with local conservation organizations and agencies to secure funding and resources for the ongoing preservation and protection of natural resources.
- **Education and Training:** Educate and train farmers on sustainable agricultural practices, implementing environmentally friendly farming practices. This will increase the farm's productivity and profitability and allow the natural resources to be conserved.
- **Recreational Activities:** Promote activities, including biking, kayaking, and picnicking along the rivers to cater to the needs of the community and encourage a healthier lifestyle.
- **Community Stewardship:** Ensure residents participate and provide feedback regarding programming open spaces including activities and amenities to promote a sense of stewardship in the community.
- **Equitable Access:** Develop parks and facilities in underserved areas to ensure that all communities have access to green spaces and recreational opportunities.
- **Community Centric Design:** Engage with the community to gather input and preferences on recreational amenities and facilities.
- **Public-Private Collaboration:** Explore opportunities for public-private partnerships to fund and develop parks and recreation facilities.
- **Parkland Expansion:** Collaborate with private landowners and organizations to strategically acquire new parkland.
- **Developer Guidelines:** Collaborate with the CMCRPC to establish an ordinance mandating developers to incorporate park spaces and greenways within new developments.
- **Safety and Inclusion:** Ensure that the parks and recreation facilities areas are ADA accessible, welcoming, and safe spaces, and foster community inclusivity.
- **Health and Wellness:** Promote health and wellness through outdoor fitness equipment, organized sports activities, and wellness programs in the parks.



Trails and Greenways

Trails are paths used for walking, bicycling, or other forms of recreation or transportation and greenways are corridors of protected open space managed for conservation and recreation purposes. They provide opportunities for economic renewal and growth by increasing property values and recreation-based tourism. They also promote healthy living, offer environmental benefits like protection of flora and fauna and function as natural floodplains.

Clarksville-Montgomery County hosts a diverse and robust trail network that offers residents and visitors the opportunity to connect with nature, participate in physical activities, and enjoy the scenic beauty of the region. It has more than 10 trails that run through several parks and open spaces connecting them with the community. According to the Greenway and Blueway Master Plan 2014 Update (GBMP) there approximately 96 miles of proposed greenways in the County.

Key Initiatives

To further improve upon existing trails and greenways, the City and County should consider the following key initiatives:

- **Improve Trails and Greenways:** Prioritize improvements to existing trails and greenways in key recreation/activity areas, such as along the riverfronts.
- **Foster Partnerships:** Create partnerships to connect private trails to the larger public trail and greenway network.
- **Development Standards:** Explore the creation of standards to integrate trail design into existing infrastructure projects.
- **Easements and Land Donations:** Consider Greenway trailheads, easements, and land donations as areas develop.
- **Implement Blueways and Greenways Masterplan:** Support the implementation of the Blueways and Greenways Masterplan and the City and County Parks and Recreation Masterplans.
- **Preservation Efforts:** Preserve Greenway ROW as areas develop.



Water

Waterways, wetlands, and watersheds require preservation and protection for their ecological significance. The County has over 60 streams and approximately 30,988 acres are in the 100-year flood plain.

Waterways include rivers, streams, canals, and other flowing bodies of water that serve as channels for water, goods, and, in many cases, as habitats for aquatic life. The Cumberland River and Red River are the two major rivers in Clarksville-Montgomery County. They both offer recreational activities like trails, riverwalks, parks, kayaking, canoeing, and hiking in natural preserves. Besides benefiting residents, they can also attract tourists from neighboring regions interested in outdoor activities.

Wetlands are areas with soil consistently submerged in water or with water present at or near the surface throughout the entire year or for varying durations. They provide essential support to distinct ecological systems. Watersheds serve as drainage areas for precipitation from various water bodies by separating waters flowing to different rivers, basins, or seas. The Red River watershed, originating from Kentucky, encompasses the Northern part of the County and is the major watershed. It covers an area of 1,453 square miles, with a population of approximately 250,000, making it one of the most populous and developed watersheds in the Cumberland basin. It contains approximately 1,268 miles of streams of which 971 miles of waterways are considered contaminated making them unsafe for fishing and swimming.

Cumberland River

The Cumberland River basin is an 18,000 square mile area comprising 70 Tennessee and Kentucky counties and over 22,000 miles of streams and rivers. Over 300 miles of the river flow through Tennessee, which contains 11,000 square miles of the watershed. Seven major tributary river systems flow into the Cumberland River in Tennessee, including the Obey-Wolf, Roaring, Caney Fork, Stones, Harpeth, and Red River systems, as well as the Big South Fork of the Cumberland. The Cumberland River is filled with recreational activities for residents and visitors to enjoy including trails, the Clarksville Riverwalk, and parks such as McGregor Park.

Red River

The 97-mile Red River is a major stream of Clarksville that is crossed by several roads, notably U.S. Route 79, Interstate 24, and State Route 374. The drainage basin around the Red River is the Red River watershed. The Red River formerly marked the boundary between Clarksville and the neighboring New Providence, but New Providence has long been annexed into Clarksville and is now regarded as a neighborhood of Clarksville.

The river's name derives from its typical red watercolor. The color is caused by a large load of clay and silt which contains iron oxide. The Red River was the site of historical events that took place during the founding of the Cumberland Settlement and Tennessee. Residents and visitors can enjoy kayaking or canoeing in the river or hiking in nature preserves surrounding the river and parks, such as Liberty Park, McGregor Park, and Trices Landing.



Key Initiatives

To further improve and protect essential water bodies, the City and County should consider the following key initiatives:

- **Preservation.** Implement strategies to preserve and protect the ecosystem in waterways, wetlands, and watersheds.
- **Recreational Enhancements.** Invest in recreational infrastructure along the Cumberland River and Red River, offering diverse activities which help in attracting tourists and developing local tourism.
- **Watershed Restoration.** Implement watershed restoration projects to address waterway contamination, ensuring safe and clean environments for fishing and swimming.
- **Regional Tourism.** Collaborate with the State of Tennessee Recreation Resources Division (RRD) to promote regional recreation tourism attracting visitors from the neighboring regions.
- **Active trail network.** Enhance and develop a connected network of trails that provide convenient access to the rivers, promoting healthy and active lifestyle.
- **Kayak Access.** Create designated canoe and kayak access points along the rivers to promote water-based activities, making the rivers more accessible.
- **Public Awareness.** Promote public awareness about the ecological importance of waterways and wetlands promoting conservation.

Resilience and Disaster Preparedness

The concept of resiliency is tied to several areas of comprehensive community planning but is often most associated with hazard mitigation. Resiliency provides a broad lens for understanding natural and human-caused hazards related to hazard mitigation and emergency preparedness as well as the underlying social, environmental, and economic issues in communities that lead to the hazards or affect the impacts of hazards. A resilient community is simultaneously less susceptible to the hazards themselves and better able to minimize the impact of hazards and other shocks and stresses that communities experience. Identifying which resiliency issues and hazards Clarksville-Montgomery County faces based on location, climate, demographics, and history is the first step in creating a resilient community. Understanding the complex relationship among different hazards and taking a holistic approach to mitigating them is critical.

For example, Tennessee's unique geographical location exposes the state and its citizens to severe weather, wind and other threats. The Tennessee Hazard Mitigation Plan identifies 13 hazards of prime concern for the foundation of long-term disaster planning and strategy. These 13 threats include:

- Drought
- Earthquake
- Extreme Temperatures
- Wildfire
- Flood
- Geologic
- Severe Weather
- Tornado
- Communicable Disease
- Dam/levee Failure
- Hazardous Material Release
- Terrorism
- Critical Infrastructure



Within Clarksville-Montgomery County, areas such as the Cumberland River floodplain, the Red River watershed, and in low-lying areas adjacent to streams and drainages are most susceptible to flooding. Flooding can also occur in areas away from waterways during extreme weather events. Sinkholes and other geological features that are commonly used for stormwater runoff storage and disposal may flood when significant rain events overwhelm the handling capacity of these features. A form of development that could help deal with the Clarksville-Montgomery's elements is low impact development (LID).

According to the Environmental Protection Agency, LID refers to systems and practices that use or mimic natural processes that result in the infiltration, evapotranspiration (the process by which water is transferred from the land to the atmosphere by evaporation from the soil and other surfaces), or use of stormwater to protect water quality and associated aquatic habitat. By implementing LID, the City and County are preserving natural landscape features while minimizing effective imperviousness to create functional site drainage that treats stormwater as a resource rather than a waste product. Due to there being many factors at play, agencies must forge partnerships and work together to manage resiliency issues, hazards, and their impacts.

Key Initiatives

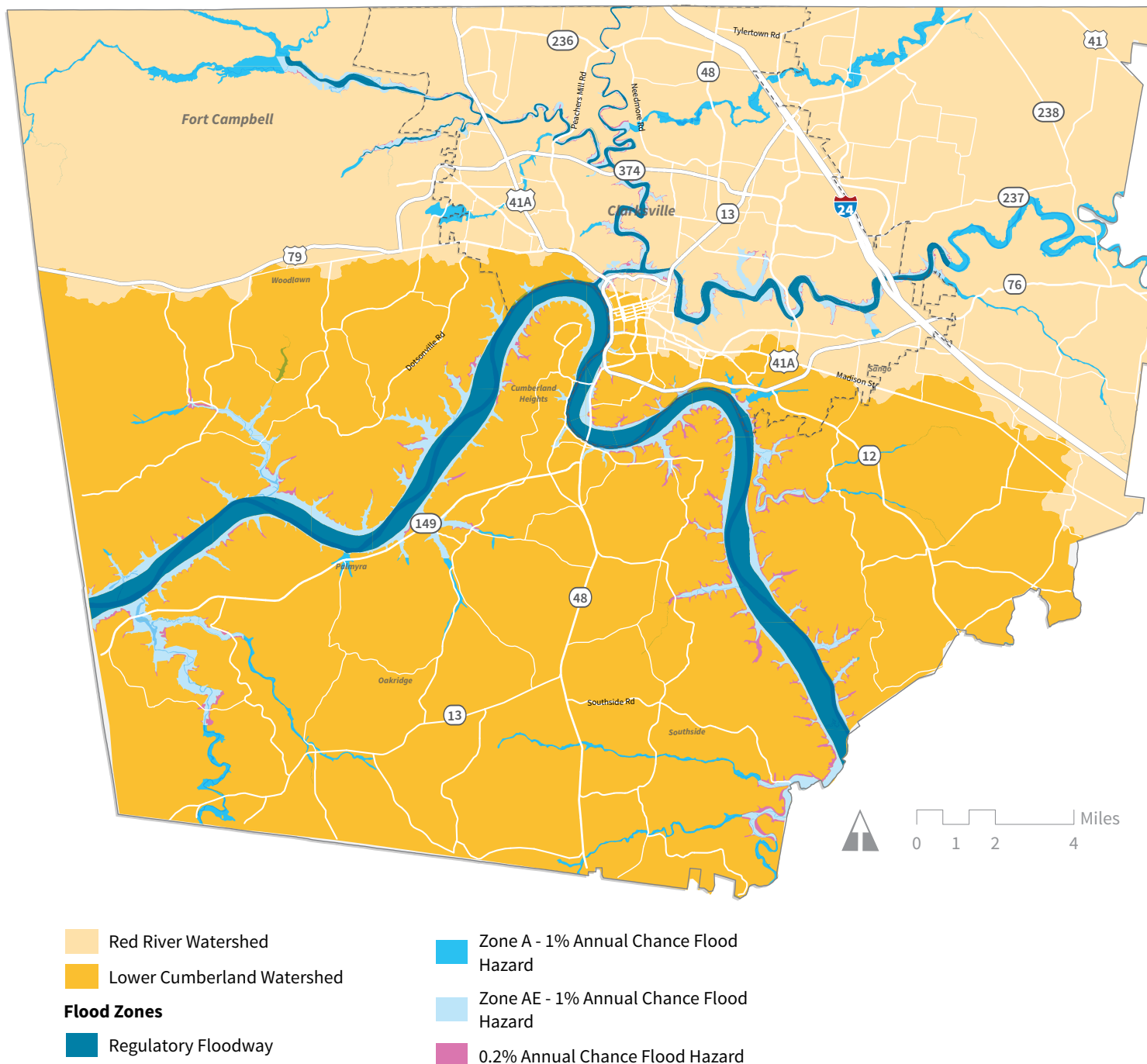
To continue being a resilient community, the City and County should consider the following key initiatives:

- **Resilience and Sustainability:** Conduct an Environmental Resiliency and Sustainability Plan to assess vulnerabilities and improvements as it relates to energy, stormwater, and emergency response for natural disaster preparedness and severe weather events.
- **Water Quality:** Implement watershed management strategies to maintain water quality, safeguarding the health of the rivers and their surrounding areas.
- **Collaborative Efforts:** Develop partnerships and collaboration among various agencies and stakeholders that will help in effective management of hazard events.
- **Disaster Planning:** Implement the land use plan considering disaster resilience to minimize the risk of disasters in vulnerable areas.
- **Wetland Preservation:** Identify areas for strategic property acquisition and preservation efforts for wetland and riparian areas. Promote wetland restoration initiatives and update local wetland protection regulations.
- **Low-Impact Development:** Develop and promote green and low-impact development practices to protect environmentally sensitive areas. By implementing LID principles and practices, water can be managed in a way that reduces the impact of built areas and promotes the natural movement of water within an ecosystem or watershed.
- **Extreme Wind Events:** Create action plans that cover severe weather alerts, community designated shelters, and how to prepare/react for extreme weather events.

Wetland and Flood Hazards

According to the Federal Emergency Management Agency (FEMA), a floodway is a channel of a river or other watercourse and the adjacent land area that must be reserved to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height. Communities must regulate development in these floodways to ensure that there are no increases in upstream flood elevations. On the other hand, a floodplain is defined as a flat area of land next to a river or stream. It stretches from the banks of the river to the outer edges of the valley. A floodplain consists of the main channel of the river itself or the floodway.

Areas within the Cumberland River floodplain, the Red River watershed, and in low-lying areas adjacent to streams and drainages are most susceptible to flooding. Flooding can also occur in areas away from waterways during extreme weather events. Sinkholes and other geological features that are commonly used for stormwater runoff storage and disposal may floor when significant rain events overwhelm the handling capacity of these features.





DRAFT
01/19/2024



10 PLANNING AREAS

Planning Areas Clarksville-Montgomery County covers a broad geographic area. A focused look at smaller sections – “planning areas” identifies how each differs and what improvements are needed specific to that planning area. Thirteen defined areas are presented, with recommendations aimed at enhancing local land use, access and mobility, function, and character, providing direction for how each should improve over time.

AT A GLANCE

South Clarksville
North Clarksville
Hilldale
St. Bethlehem
Sango
New Providence
Lafayette Peachers Mill

Fredonia/Adams
Downtown Urban Core
Rossvie
Cumberland South River
Woodlawn Dotsonville
Fort Campbell

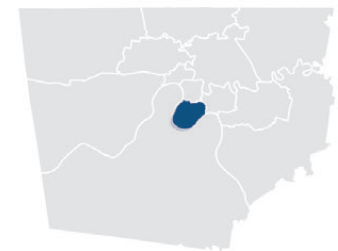


South Clarksville




The South Clarksville Planning Area is located in the bend of the Cumberland River with the Greenwood Neighborhood defining the northern boundary. This area is primarily residential but has a pocket of commercial industrial hybrid uses on Ashland City Road and Commercial on Riverside Drive. A vast amount of agricultural floodplain lies adjacent to the river, 146 acres of which is set aside for the Liberty Park and Marina. South Clarksville should build upon the success of Liberty Park and activate the extensive green space running along the river edge. The area should strategically improve connectivity throughout as development occurs. In the Greenwood neighborhood and just south of Ashland City Road, there are opportunities to invest and improve existing housing stock.

General Recommendations










- Encourage redevelopment, including for aging housing stock and commercial developments.
- Revisit zoning of multifamily parcels to ensure the preservation of neighborhood character.
- Update infrastructure, including aging, undersized, and leaky water mains to better support current customers and to support new development or redevelopment.
- Maintain the street connectivity pattern as future development occurs.
- Incorporate traffic calming and retrofit neighborhoods to encourage lower speeds in residential areas.
- Make sidewalk connections to existing infrastructure.
- Build on the success of Liberty Park and the Marina.
- Limit intense development to areas with steep topography.
- Infill aging neighborhoods with missing middle housing where infrastructure currently exists, and topography allows.
- Preserve sensitive ecological areas including floodplains, wetlands, steep slopes, and riparian areas.






Context



-  Planning Area
-  River / Creek
-  Fire Stations
-  Existing Greenway
-  Proposed Greenway



Future Land Use Legend



-  Suburban Neighborhood
-  Mixed Residential Neighborhood
-  Urban Neighborhood
-  Mixed Use
-  Neighborhood Commercial
-  Corridor Commercial
-  Commercial/Industrial Hybrid
-  Public, Institutional, and Utility
-  Parks and Open Space

Planning Area Improvements

-  **Waterfront Access:** Build on success of Liberty Park and Marina.
-  **Commercial Reinvestment Node:** Redevelop aging big box retail centers into walkable neighborhood centers that include residential possibilities.
-  **Commercial Reinvestment Area:** Mixed-use developments should be promoted along Riverside Drive.

-  **Transportation and Road Improvements:** Access Management policies should be implemental along major corridors (such as Ashland City and Cumberland Drive).
-  **Ecological and Natural Area Preservation / Improvements:** Preserve and enhance Mt. Olive Cemetery. The median on Swift Drive should be maintained as a bioretention demonstration swale and garden.

-  **Residential and Neighborhood Connections:** Improve street connectivity as future development occurs. Incorporate traffic calming in residential areas.
-  **On-Street Bikeways and Pedestrian Improvement:** Pedestrian safety should be improved along Riverside Drive and Cumberland Drive. The City should connect the Riverwalk Trail to Liberty Park.

-  **Buffer and Screening:** Given the industrial and commercial nature of Ashland City Road, adequate screening for residential uses should be provided.
-  **Gateway Improvements:** Major corridors and entries such as Ashland City Road and Cumberland Drive should receive gateway improvements.





North Clarksville

The North Clarksville Planning Area is bounded by the Tennessee state line to the north, Fort Campbell to the west, Red River, Little West Fork, and Spring Creek to the south, and the Montgomery County boundary to the east. The area is a mix of residential neighborhoods, parks and open spaces, and commercial development along major corridors. The area is adjacent to Fort Campbell. As the mix of uses and infill along Fort Campbell Boulevard increases, the community will need to work closely with the post to ensure acceptable patterns of development.

General Recommendations

- Redevelop big box and strip commercial retail to walkable neighborhood centers to include introduction of potential residential uses.
- Support context sensitive design standards as redevelopment occurs, such as vehicular and pedestrian connectivity between uses, improved landscape, shared driveways, consolidating curb cuts, parking to the side and rear of structures, and streetscaping.
- Encourage a continuation of mixed housing types compatible with existing neighborhoods and promote amenities within new developments.
- Incorporate traffic calming and retrofit neighborhoods to encourage lower speeds in residential areas.
- Encourage advanced manufacturing to support Fort Campbell economic opportunities.
- Expand outdoor entertainment opportunities and amenities.
- To support continued growth, ensure the necessary infrastructure is in place, such as a new electric sub-station.
- Encourage sidewalk and multi-path development along existing arterials and collectors, and to key destinations.
- Preserve future greenway connections.
- Promote and enhance existing parks.
- Consider a high-tech logistics business park in conjunction with the Airport and EDC.
- Address park space needs for residents in proximity to established neighborhoods and within new development.
- Encourage advanced manufacturing to support Ft. Campbell and Outlaw Field economic opportunities.
- Improve street connectivity as development occurs
- Avoid over saturation of strip commercial development

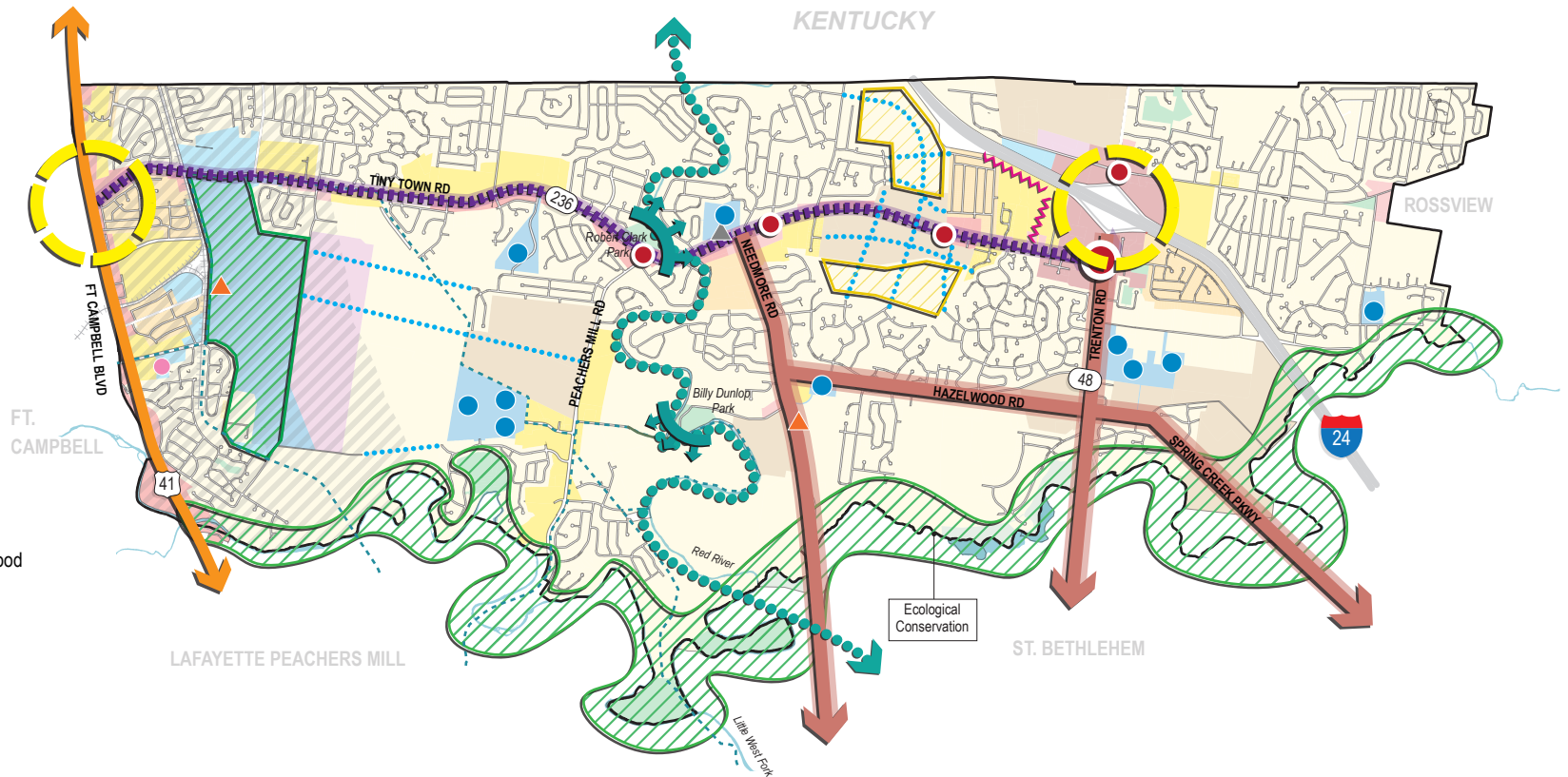


Context

- Planning Area
- Railroad
- Highway
- Existing Bike Lanes
- Existing Greenway
- Proposed Greenway
- River / Creek
- Schools
- Colleges
- Fire Stations
- EMS Stations

Future Land Use Legend

- Rural Reserve
- Suburban Neighborhood
- Mixed Residential Neighborhood
- Urban Neighborhood
- Mixed Use
- Neighborhood Commercial
- Corridor Commercial
- Regional Commercial
- Commercial/Industrial Hybrid
- Manufacturing and Industrial
- Public, Institutional, and Utility
- Parks and Open Space



Planning Area Improvements

Commercial Reinvestment Node: Redevelop big box and strip commercial retail to walkable neighborhood centers to include introduction of potential residential uses.

Housing Mix / Neighborhood Improvement and Investment: Enhancements to the neighborhood and residential development along Tiny Town Road are currently in progress.

Buffer and Screening: Address land use compatibility issues with buffering and screening as new development occurs.

Transportation and Road Improvements: Needmore Road improvements from Tinytown Road to the Whitfield Road roundabout should be completed. Spring Creek Parkway should be extended down Hazelwood Road to Needmore Road.

Greenways and Trail Connections: Pedestrian friendly paths should be developed along the Red River.

On-Street Bikeways and Pedestrian Improvement: Enhancements to the multi-use path on Tiny Town Road are currently in progress.

Gateway Improvements: Major corridors and entry points such as Trenton Road and I-24. Gateway Wings of Liberty Museum should receive gateway treatments and improvements.

Infill and Density: Infill and a mix of uses should be encouraged on Ft. Campbell Blvd while maintaining compatibility with Ft. Campbell.

Residential and Neighborhood Connections: Improve the street connectivity as future development occurs.

Fort Campbell Compatibility Buffer: Coordinate land uses with Ft. Campbell in alignment with the JLUS. Encourage conservation easements to preserve the mission of Sabre Field.

Ecological and Natural Area Preservation / Improvements: Outlaw Field should be protected and enhanced through coordinated land use with the Airport. Sensitive ecological areas (floodplains, riparian corridors) should be preserved. Preserve proposed greenway alignments.

Waterfront Access: Improve waterfront access in both Billy Dunlop Park and Robert Clark Park.



Hilldale

The Hilldale Planning Area bounded by the Red River to the north, the Cumberland and Ashland City Road to the south, Richview Road to the east, and several Census Tracts to the west. Major roads in the area include Madison Street US 41A, Memorial Drive, Golf Club Lane, and Crossland Avenue.

Within Hilldale, an Urban Design Overlay addresses streetscape, landscaping, and site design layout to encourage more pedestrian-friendly environments.



The Hilldale Planning Area has the most potential for walkability outside the Downtown Urban Core with residential neighborhoods near commercial uses. The Planning Area has good access to transit along Memorial Drive and Madison Street as well as the neighborhoods around Golf Club Lane and Paradise Hill. Due to the wide cross section of Madison Street, a lack of pedestrian signals, crosswalks, and inadequate sidewalks, transit and multi-modal mobility in the area is challenging.

General Recommendations











- Support context sensitive design standards as redevelopment occurs, such as vehicular and pedestrian connectivity between uses, improved landscape, shared driveways, consolidating curb cuts, parking to the side and rear of structures, and streetscaping.
- Incorporate traffic calming design to encourage lower speeds in residential areas.
- Update water infrastructure to better support existing customers as well as new or redevelopment.
- Enforce existing development standards.
- Encourage sidewalk and multi-path development along existing arterials and collectors, and to key destinations.
- Preserve and enhance a mixed use and pedestrian-oriented development pattern within Hilldale.
- Promote existing parks and address park space needs for residents in proximity to established neighborhoods.
- Promote Multi-family in proximity to commercial areas, transit, and major roads.










Context



-  Planning Area
-  River / Creek
-  Existing Bike Lanes
-  Proposed Greenways
-  Schools
-  Fire Stations
-  EMS Stations

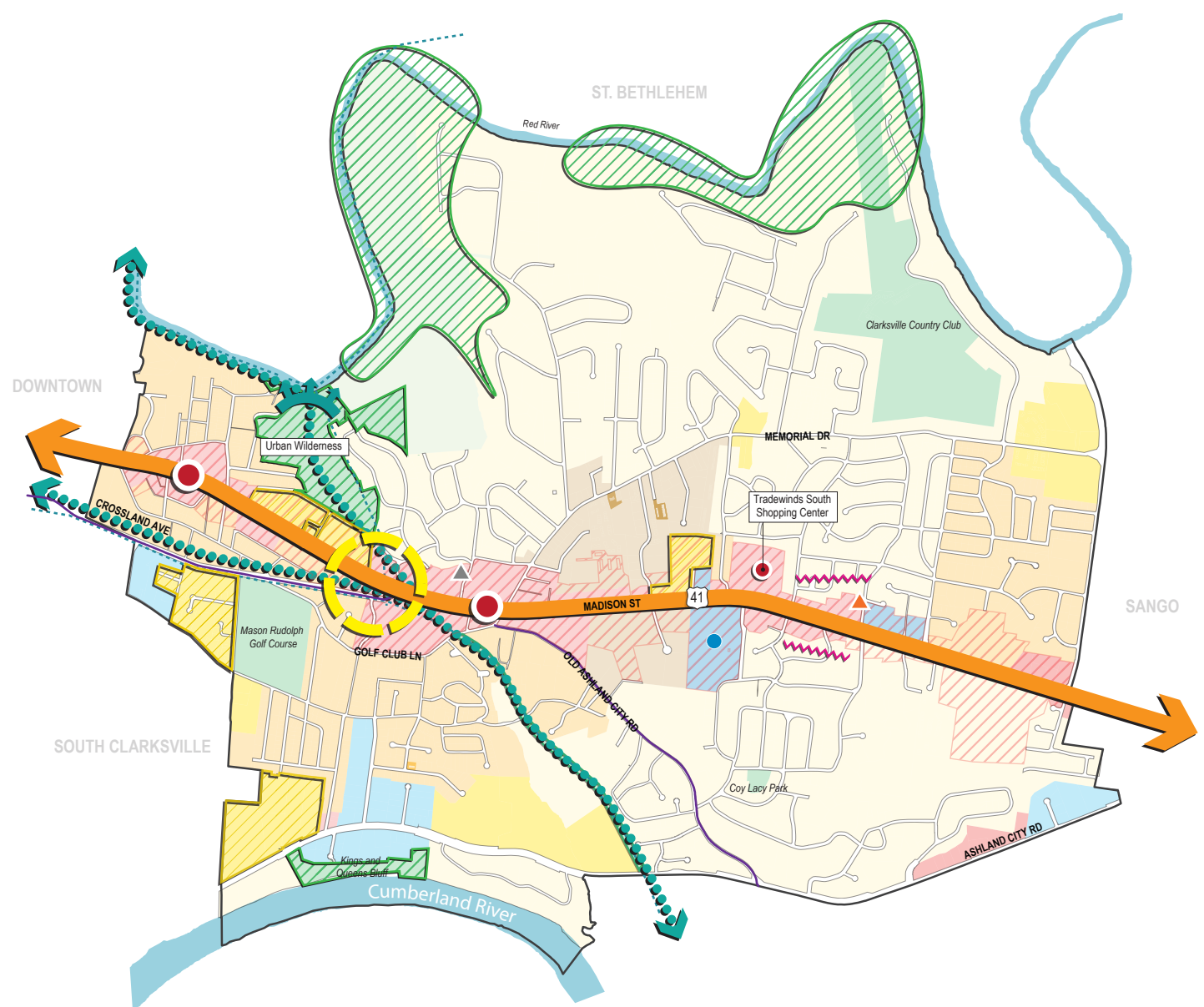
Future Land Use Legend

-  Rural Reserve
-  Suburban Neighborhood
-  Mixed Residential Neighborhood
-  Urban Neighborhood
-  Mixed Use
-  Neighborhood Commercial
-  Corridor Commercial
-  Commercial/Industrial Hybrid
-  Public, Institutional, and Utility
-  Parks and Open Space

Planning Area Improvements

-  **Commercial Reinvestment Node:** Redevelop aging big box retail centers to walkable neighborhood centers that include residential possibilities.
-  **Gateway Improvements:** The Madison Street and Crossland Avenue intersection should receive gateway treatments and improvements.
-  **Madison Street Overlay:** The Madison Street overlay should be assessed for future improvements and updates.
-  **Infill and Density:** Areas along the 41A corridor should use infill development and increased density to promote transit-oriented development.
-  **Housing Mix / Neighborhood Improvement and Investment:** Continue to develop mixed housing types that are compatible with surrounding residential areas, and promote amenities within neighborhoods.
-  **Buffer and Screening:** Provide adequate screening for residential uses near industrial and commercial properties along Madison Street.
-  **Greenways and Trail Connections:** Use multi-use paths and trail systems to connect neighborhoods and key destinations. Preserve and expand greenway connections.

-  **Ecological and Natural Area Preservation / Improvements:** Preserve sensitive ecological areas, including natural resources, steep slopes, wetlands, floodplains, and riparian corridors. Existing open spaces should develop into public park space such as the urban wilderness park and trailhead. Enhance access to King and Queens Bluff.
-  **Waterfront Access:** Improve Waterfront access as part of the future Urban Wilderness Park.





St. Bethlehem







The St. Bethlehem Planning Area is bounded by the Red River to the south and west, the Spring Creek to the north and I-24 to the east. St. Bethlehem encompasses exit 4 to the northeast of Clarksville. The area is home to a considerable amount of regional and corridor commercial development along Wilma Rudolph Boulevard. Residential neighborhoods on either side of Wilma Rudolph Boulevard should look to increase connectivity, while any redevelopment on US 79 should encourage current development standards to further improve surrounding areas. Dunbar Cave State Park and Austin Peay Recreation Area are notable natural and open space assets within St. Bethlehem.

General Recommendations












- Support context sensitive design standards as redevelopment occurs, such as vehicular and pedestrian connectivity between uses, improved landscape, shared driveways, consolidating curb cuts, parking to the side and rear of structures, and streetscaping.
- Coordinate future development with infrastructure improvements.
- Prioritize street connections as new neighborhoods and commercial nodes develop.
- Encourage sidewalk and multi-path development along existing arterials and collectors, and to key destinations.
- Preserve sensitive ecological areas, including natural resources, steep slopes, wetlands, floodplains, caves, riparian corridors.
- Support new commercial and office development, including medical offices and Class A office space interspersed with walkable retail.
- Support efforts for connectivity to I-24 such as a future exit 6.
- Preserve and expand greenway connections.
- Promote Multi-family in proximity to commercial areas, transit, and major roads.
- Incorporate Traffic Calming Design to encourage lower speeds in residential areas.
- Capitalize on future connectivity and redevelopment opportunities around the mall.

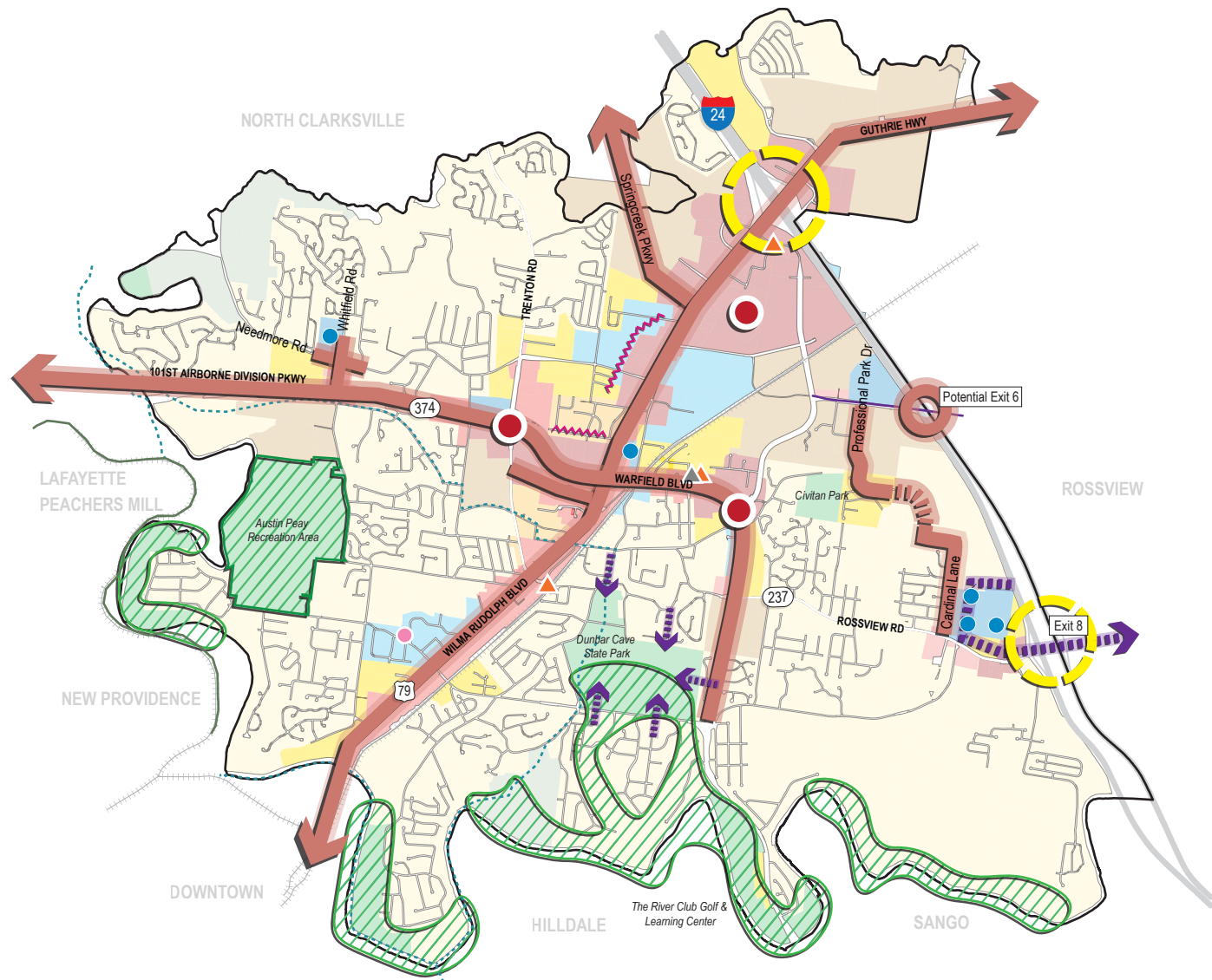


Context



-  Planning Area
-  Railroad
-  Highway
-  Existing Greenways
-  Proposed Greenways
-  Existing Bike Lanes
-  Schools
-  Colleges
-  Fire Stations
-  EMS Stations


Future Land Use Legend



-  Rural Reserve
-  Suburban Neighborhood
-  Mixed Residential Neighborhood
-  Urban Neighborhood
-  Mixed Use
-  Neighborhood Commercial
-  Corridor Commercial
-  Regional Commercial
-  Commercial/Industrial Hybrid
-  Public, Institutional, and Utility
-  Parks and Open Space




Planning Area Improvements

-  **Commercial Reinvestment Node:** There should be commercial options of varying sizes that are local serving and could serve public spaces. Redevelop aging big box retail centers into walkable neighborhood centers that include residential possibilities.
-  **Buffer and Screening:** Screen and buffer Wilma Rudolph Blvd development from nearby residential uses.

-  **Transportation and Road Improvement:** Prioritize the Spring Creek connector. Prioritize widening Warfield Boulevard from Dunbar Cave Road to 41A. Complete the Needmore Road and the Whitfield roundabout improvements. Extend Professional Park Drive to Cardinal Lane and Merchants Blvd to Trenton Road. Improve the signalization on Wilma Rudolph for better traffic flow. The Adaptive Signal Project should be implemented along Wilma Rudolph Boulevard. Complete Spring Creek Parkway to Wilma Rudolph Blvd. Improve connectivity to future exit 6.

-  **On-Street Bikeways and Pedestrian Improvement:** Continue the construction of the Exit 8 Athletic Complex and include walking trails and a playground. Improve Pedestrian access to Dunbar Cave State Park.
-  **Gateway Improvements:** Create gateway treatments and intersection improvements at Wilma Rudolph Boulevard and I-24. Interstate Gateway Improvements at Exit 8.

-  **Ecological and Natural Area Preservation/Improvement:** Sensitive ecological areas should be preserved. Preserve proposed Greenway and Trail connections.



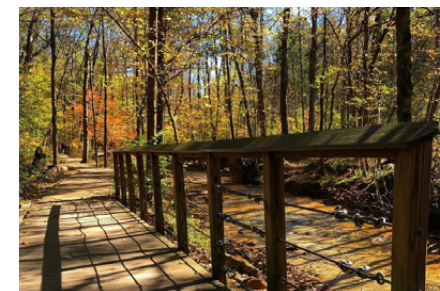
Sango

The Sango Planning Area is bounded by the Red River and Passenger Creek to the north, Richview Road and the Cumberland River to the west, McAdoo Creek, and several census tracts to the south and east. Floodplain is extensive along the waterways and tributaries that border the Sango Planning Area. Exit 11 is an important node that provides access to I-24. Two other arterials in the Sango Planning Area function as alternative routes to Nashville Madison Street/US41A and Ashland City Road/SR12. New strip commercial and residential growth has been gradually expanding into the County areas along 41A.

The Sango Planning Area has minimal transit access via routes 5 and 6. Route 5 connects Walmart at the intersection of US-41A and SR-76 to Riverside Drive. Route 6 traverses similar neighborhoods in the Urban Core but terminates at the CTS transit hub downtown following 2nd Street.

General Recommendations

- Promote more pedestrian oriented developments and deemphasize auto use.
- Promote street connections as neighborhoods and nodes develop, and implement sidewalks and multi-use paths along existing arterials and collectors and between neighborhoods and key destinations.
- Promote multifamily near commercial areas, transit services, and major roads.
- Implement sidewalks and multi-use paths along existing arterials and collectors and between neighborhoods and key destinations.
- Promote and enhance existing parks. Address park space needs for residents in proximity to established neighborhoods and within new development.
- Encourage context sensitive design standards as redevelopment occurs, such as vehicular and pedestrian connectivity between uses, improved landscape, shared driveways, consolidating curb cuts, parking to the side and rear of structures, and streetscape improvements.
- Limit the oversaturation of strip commercial development.
- Limit residential density and moderate to large scale development in areas with inadequate access/ response for fire and EMS services.
- Preserve sensitive ecological areas, including natural resources, steep slopes, wetlands, floodplains, caves, riparian corridors.

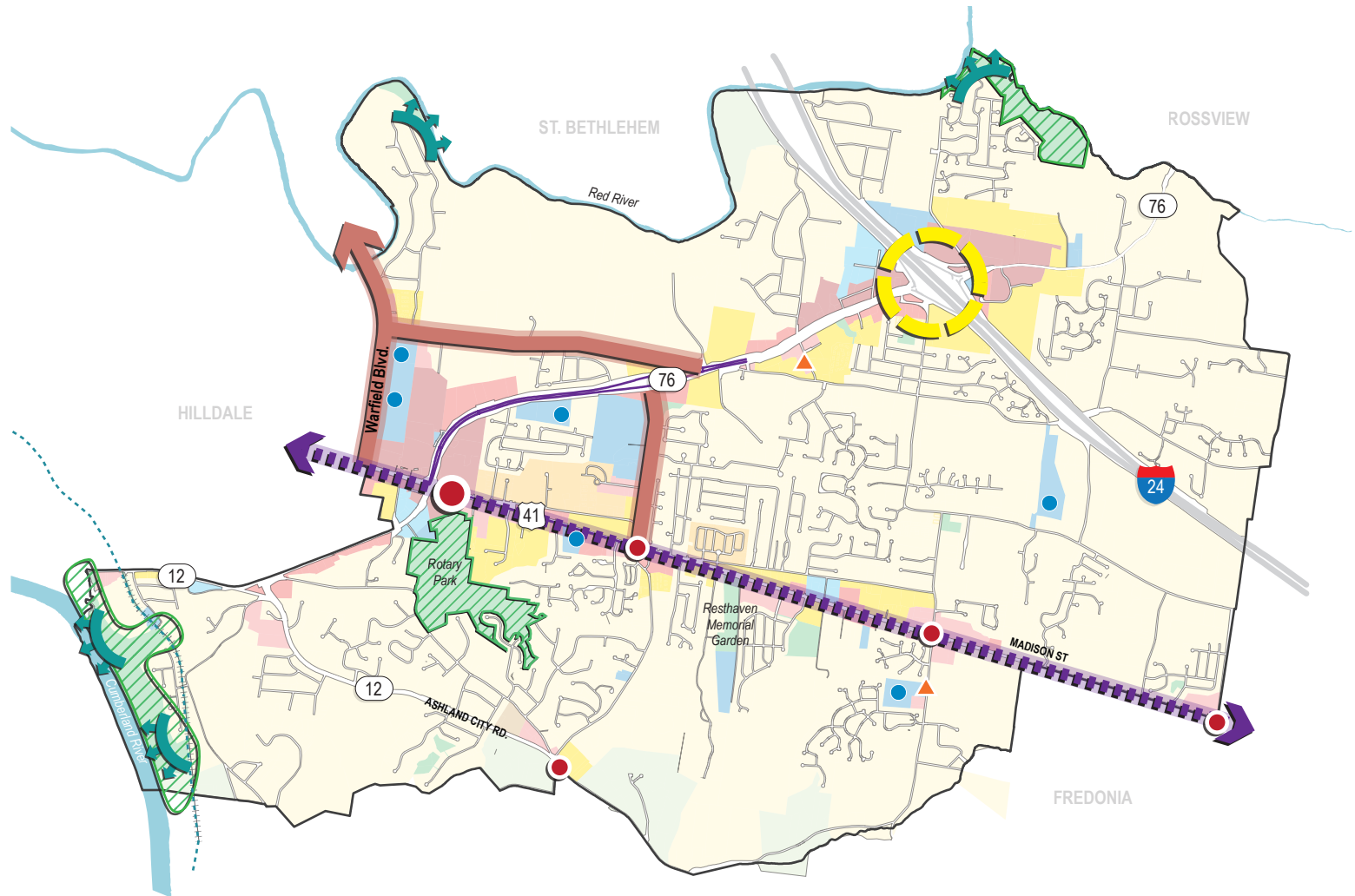


Context

- Planning Area
- Railroad
- Highway
- River / Creek
- Proposed Greenways
- Existing Bike Lanes
- Schools
- Fire Stations
- EMS Stations

Future Land Use Legend

- Rural Reserve
- Suburban Neighborhood
- Mixed Residential Neighborhood
- Urban Neighborhood
- Mixed Use
- Neighborhood Commercial
- Corridor Commercial
- Regional Commercial
- Commercial/Industrial Hybrid
- Public, Institutional, and Utility
- Parks and Open Space



Planning Area Improvements

Parks, Open Space Improvements: Build on the success of Rotary Park by establishing future access points from nearby neighborhoods. Develop the park property at Exit 11.

On-Street Bikeways and Pedestrian Improvement: Encourage connecting bike lanes along Madison Street.

Gateway Improvements: Apply gateway treatments and improvements to areas around major corridor nodes and entry points, such as Madison Street and I-24, and MLK Parkway/SR 76.

Waterfront Access: Continue to enhance access to the Cumberland River and the Red River.

Commercial Reinvestment Node: Ensure that commercial nodes offer a variety of retail and entertainment options with incorporated public spaces at varying scales. Redevelop existing strip commercial and big box retail centers into more walkable nodes with potential residential uses.

Transportation and Road Improvement: Prioritize the widening of Warfield Boulevard/Richview Road to 41A/Madison Street. Prioritize Memorial Drive Extension and Old Farmers Road.



New Providence

The New Providence Planning Area is bounded by the Cumberland and Red Rivers to the south, the west fork of the Red River to the east, along with several census tracts both north and west. Major transportation corridors include Providence Boulevard and Peachers Mill. Local roads and neighborhood streets serve the area but have limited opportunity for extension due to floodplains, steep topography, the quarries, and the rivers. Providence Boulevard is an aging strip commercial corridor with good connectivity to Fort Campbell, Downtown, and Tiny Town Road.

The New Providence Planning Area contains significant amenities, parks, historical landmarks, monuments, and cultural sites, such as Trice Landing Park, Sevier Station, and Fort Defiance along the Cumberland River. Looking ahead, a pedestrian bridge across the Red River will connect the Clarksville Greenway to the Riverwalk, Downtown and the APSU Greenway.

General Recommendations

- Encourage the redevelopment of aging infrastructure, housing stock, and commercial developments.
- Support context sensitive design standards as redevelopment occurs, such as vehicular and pedestrian connectivity between uses, improved landscape, shared driveways, consolidating curb cuts, parking to the side and rear of structures, and streetscaping.
- Incorporate traffic calming design to encourage lower speeds in residential areas.
- Create a redevelopment district to attract commercial development.
- Protect and enhance sensitive ecological areas, historical landmarks, monuments, and cultural sites.
- Develop Providence Blvd as a Gateway corridor for Downtown and North Clarksville.
- Promote redevelopment that includes mixed use design.
- Promote and implement multiple strategies to maximize pedestrian safety.
- Update water infrastructure to better support existing customers as well as new and redevelopment.
- Create better access, signage, and wayfinding, to existing cultural sites and Open Spaces

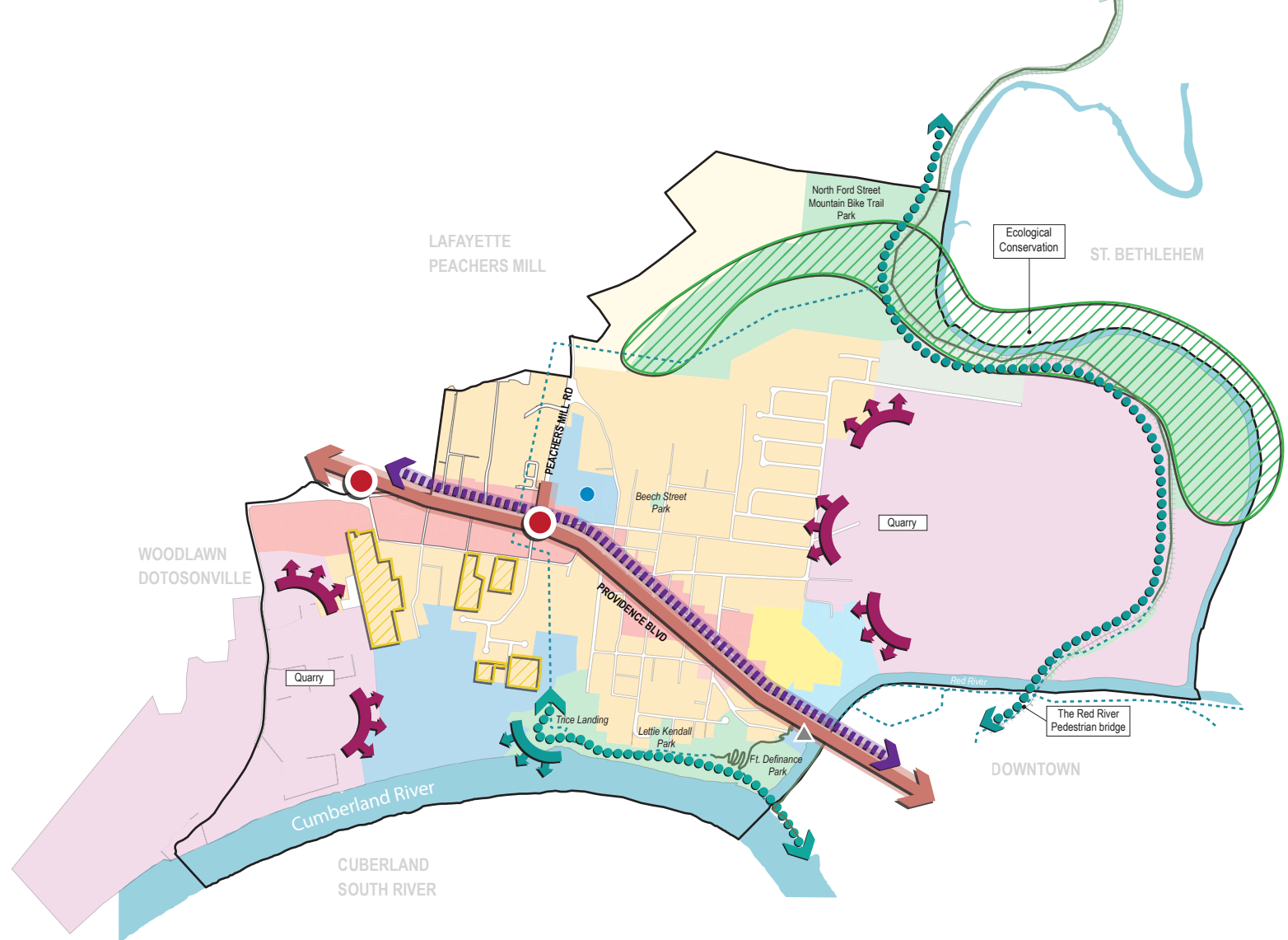


Context

- Planning Area
- Railroad
- River / Creek
- Existing Greenway
- Proposed Greenway
- Schools
- EMS Stations

Future Land Use Legend

- Rural Reserve
- Suburban Neighborhood
- Mixed Residential Neighborhood
- Urban Neighborhood
- Neighborhood Commercial
- Corridor Commercial
- Commercial/Industrial Hybrid
- Manufacturing and Industrial
- Public, Institutional, and Utility
- Parks and Open Space



Planning Area Improvements



Commercial Reinvestment Node:

Redevelopment opportunities exist for aging big box retail centers to walkable neighborhood centers to include possible introduction of residential uses.



Ecological and Natural Area Preservation /Improvement: Preserve and enhance sensitive ecological areas, waterways, and woodlands.



Housing Mix / Neighborhood Improvement and Investment: Maintain a desirable mixture of affordable housing types throughout the Planning Area. Infill aging neighborhoods with missing middle housing types where infrastructure exists.



On-Street Bikeways and Pedestrian Improvement: Prioritize pedestrian safety and crossing along New Providence Boulevard.



Unique: Development around the quarry should be avoided.



Transportation and Road Improvements: Prioritize transportation improvements for capacity and safety from Downtown to Peachers Mill. Develop Providence Blvd as a gateway corridor to the Downtown and North Clarksville. Implement intersection improvements at Peachers Mill Road and Providence Blvd.



Waterfront Access: Enhancements to Trice Landing as a River access point are currently in progress.



Greenways and Trail Connections: Connect the greenway and park system – Trice Landing, Fort Defiance, and Sevier Park – for pedestrians. Develop the greenway along Cumberland River Bluff by the new water plant. Complete the Red River Pedestrian Bridge to connect the North Greenway to the Downtown/South Greenway. Preserve and implement proposed Greenways.



Lafayette Peachers Mill

The Lafayette Peachers Mill Planning Area is bounded by Fort Campbell to the northwest, Dover Road Road to the south, and the Little West Fork to the east. The area is primarily residential with extensive commercial development along Fort Campbell Boulevard. Improvements to this area should create more pedestrian-oriented environments and incorporate traffic calming, streetscaping, and urban design in this vehicular traffic-heavy area.

General Recommendations

- Promote more pedestrian oriented developments and deemphasize auto use. Incorporate traffic calming design to encourage lower speeds in residential areas.
- Support context sensitive design standards as redevelopment occurs, such as vehicular and pedestrian connectivity between uses, improved landscape, shared driveways, consolidating curb cuts, parking to the side and rear of structures, and streetscaping.
- Promote infill within neighborhoods containing aging housing stock.
- Maintain a desirable mixture of affordable housing types throughout the area.
- Prioritize road connectivity as the planning area develops.
- Promote and enhance existing parks, and locate, purchase, and build more park properties to serve the area.
- Encourage sidewalk development along existing arterials and collectors and between neighborhoods and key destinations.
- Address drainage concerns in the planning area where development occurred prior to drainage standards. Careful consideration should be given to new development within these areas.
- Development and encroachment around Fort Campbell should be limited and/or planned jointly with Army installation in alignment the JLUS.
- Encourage advanced manufacturing to support Ft. Campbell economic opportunities.

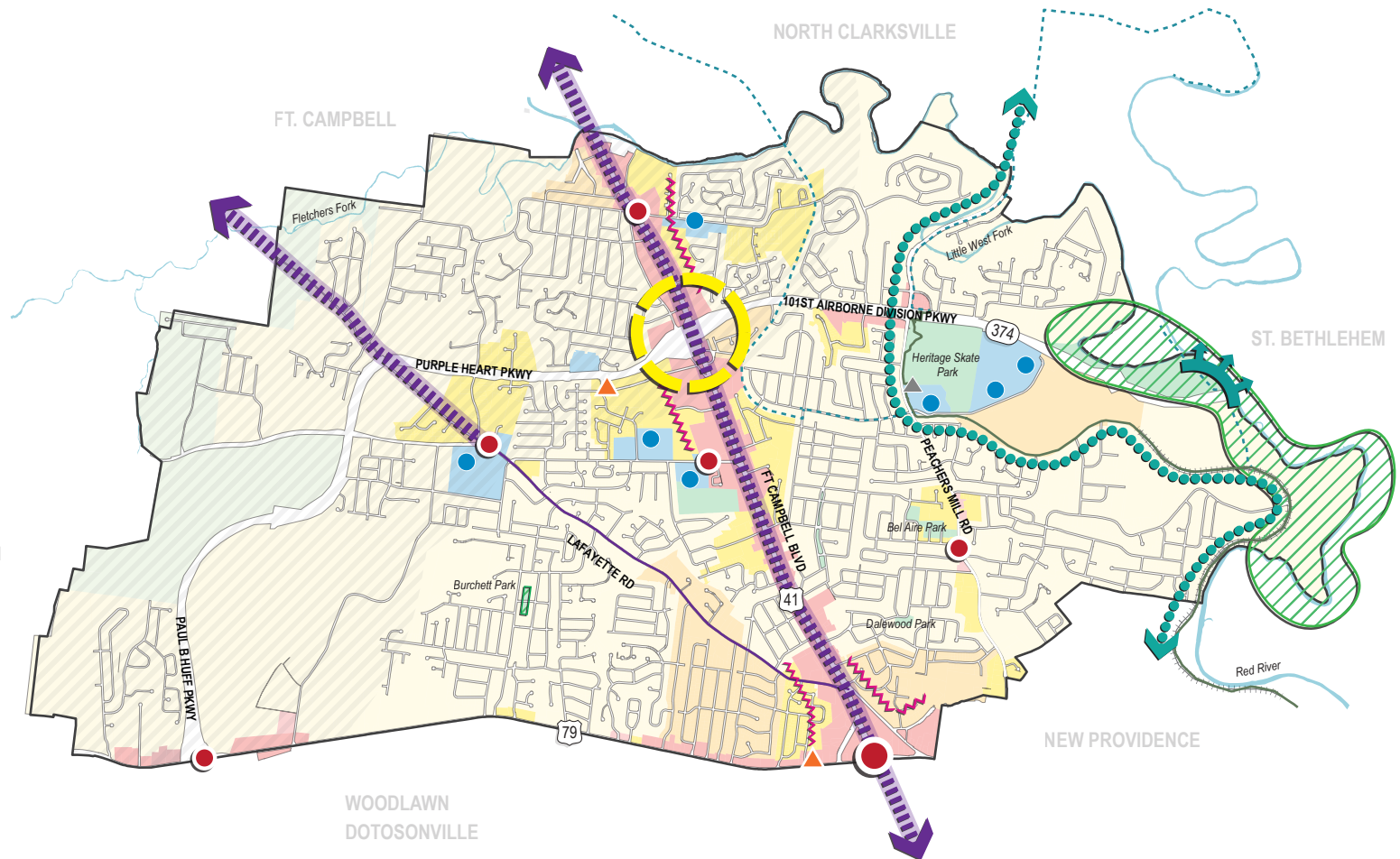


Context

- Planning Area
- Railroad
- River / Creek
- Existing Greenways
- Proposed Greenways
- Existing Bike Lanes
- Schools
- Fire Stations
- EMS Stations

Future Land Use Legend

- Rural Reserve
- Suburban Neighborhood
- Mixed Residential Neighborhood
- Urban Neighborhood
- Neighborhood Commercial
- Corridor Commercial
- Regional Commercial
- Public, Institutional, and Utility
- Parks and Open Space
- Fort Campbell



Planning Area Improvements

- Commercial Investment Node:** Establish local-serving commercial options that incorporate public spaces. Prepare the area around the SR 374, US 79, and Liberty Church intersection for regional commercial development. Redevelop aging big box retail centers to walkable neighborhood centers that include residential possibilities.
- Greenways and Trail Connections:** Preserve greenway connections and provide additional public access points.
- On-Street Bikeways and Pedestrian Improvement:** Address pedestrian safety with crossings along Fort Campbell Boulevard, particularly near the intersection with Cunningham Lane.
- Gateway Improvements:** Major corridors and entries such as SR 374 and 41 A should receive gateway improvements.
- Ecological and Natural Area Preservation / Improvements:** Renovate and expand Ewing Burchett Park using City-owned property.
- Waterfront Access:** Enhance waterfront access to Red River.
- Buffer and Screening:** Provide adequate screening for residential uses in proximity to Fort Campbell Boulevard.
- Fort Campbell Compatibility Buffer:** Coordinate land uses with Fort Campbell and encourage conservation easements to preserve the mission of Sabre Field in alignment with the JLUS.



Fredonia/Adams

The Fredonia/Adams Planning Area is bounded by the Red River and McAdoo Creek at its northern edges, the Cumberland River and local roads to the west, and the county line to the south and east. Fredonia is a gateway to Montgomery County from the south with I-24, US-41A, and SR-12 serving as major transportation corridors through the Planning Area.






Prime farmland soils are more abundant in the eastern portion of the planning area near Robertson and Cheatham County, and along the Cumberland River and its creeks, streams, and tributaries.

General Recommendations






- Pace residential development to limit suburban sprawl.
- Limit curb cuts in favor of cross access and side street access as development occurs on frontage lots along existing roads.
- Preserve sensitive ecological and natural resource areas, including steep slopes, wetlands, floodplains, caves, riparian areas.
- Preserve prime farmland.
- Coordinate utility service extensions with the various affected departments.
- Focus residential development in proximity to rural commercial nodes.
- Limit residential density and moderate to large scale development in areas with inadequate access/response for fire and EMS services.








Context

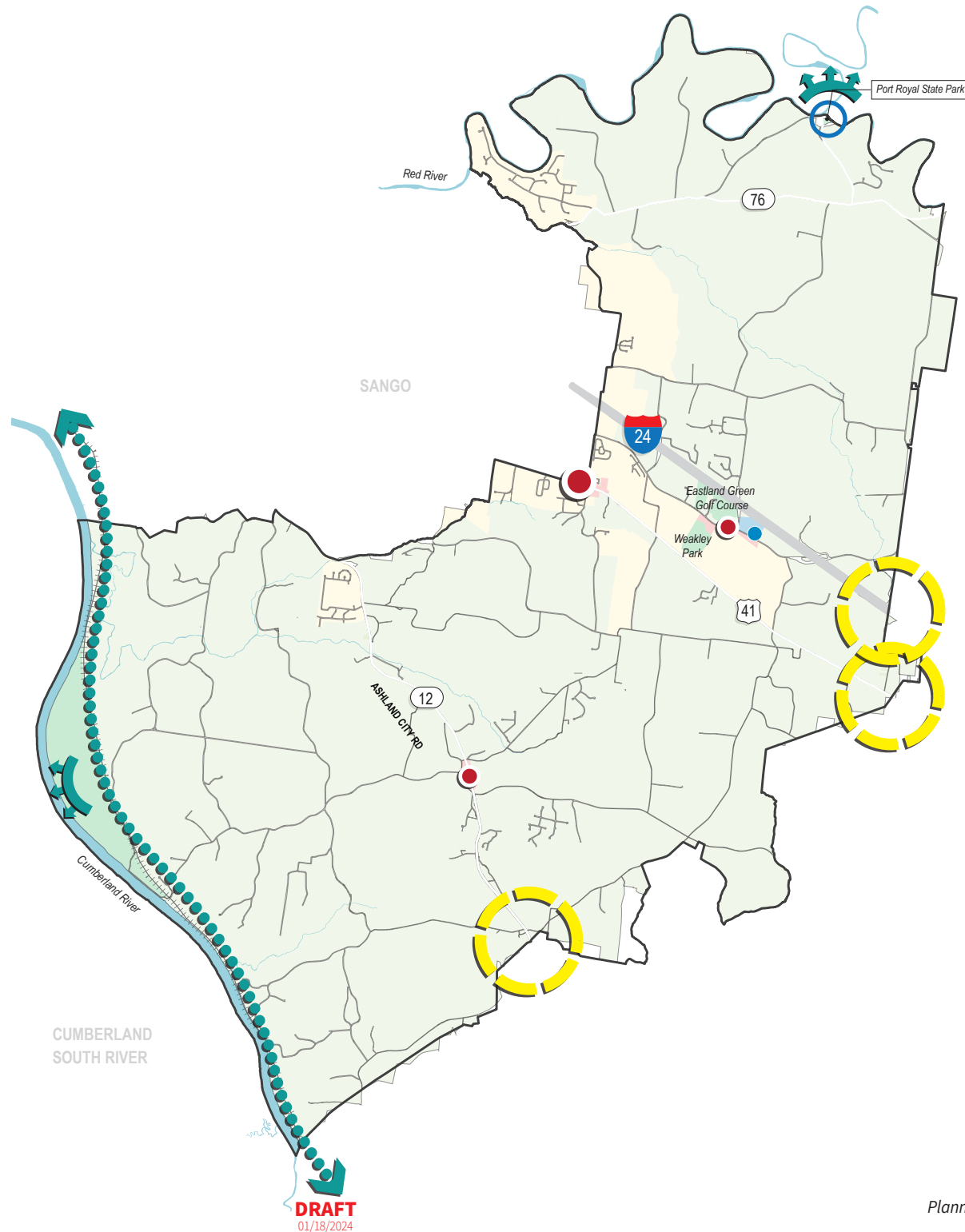
-  Planning Area
-  Railroad
-  Highway
-  River / Creek
-  School

Future Land Use Legend

-  Rural Reserve
-  Suburban Neighborhood
-  Neighborhood Commercial
-  Public, Institutional, and Utility
-  Parks and Open Space

Planning Area Improvements

-  **Commercial Reinvestment Node:** Establish commercial options of varying sizes that are local serving and incorporate public spaces.
-  **Gateway Improvement:** Enhance the I-24, 41-A, and Highway 12 corridors as the Fredonia gateways to Montgomery County.
-  **Park Improvements:** Enhance infrastructure to support recreational opportunities around Port Royal State Park while preserving its historic nature.
-  **Waterfront Access:** Strategically add Blueway access points.
-  **Greenways and Trail Connections:** Develop rails-to-trails from the 41-A Bypass along the Cumberland River to Cheatham Dam and the Cumberland River Bicentennial Trail.





Downtown Urban Core

The Downtown Urban Core Planning Area is bounded by the Red River to the east and north, Riverside Drive to the west, and the Greenwood neighborhood to the south. Downtown is the symbolic heart of the community. It offers a variety of commercial and residential uses and cultural amenities within a unique, compact environment. The community should continue its efforts to improve and enhance the Downtown as a pedestrian-oriented shopping, dining, and commercial area. Mixed-use development within or adjacent to the commercial areas should be encouraged. The rich character of existing residential neighborhoods should be maintained and enhanced, and connectivity should be improved along local streets.

As the cultural epicenter of Clarksville and Montgomery County, an Urban Core Master Plan should be created to offer detailed and focused recommendations that go beyond the broad policies established in the Comprehensive Plan.

General Recommendations

- Support moderate and higher density residential development and infill.
- Coordinate downtown development, including programming, events, parking, design standards, beautification, and historic preservation under a single entity.
- Improve signage and wayfinding.
- Develop and implement stronger demolition by neglect ordinances.
- Assist Clarksville Neighborhood and Community Services (CNCS), Clarksville Economic Development Council (EDC), and the Housing Authority with community programs as needed.
- Support a variety of housing options to meet residents needs at a variety of ages and stages in life.
- Create an Urban Core Master Plan that promotes historic preservation, coordinates neighborhoods, placemaking, parking, redevelopment, and open spaces.
- Promote underground utilities.
- Prioritize pedestrian safety by improving sidewalks, crosswalks, and pedestrian signals in the urban core.
- Create and promote a coordinated parking and mobility plan for public and private parking facilities Downtown.
- Foster the continuation of greenways and multi-use trails throughout the urban core.
- Encourage the incorporation of open spaces and streetscape improvements such as street trees, sidewalks, and lighting as re-development occurs.
- Coordinate streetscape projects with infrastructure upgrades.
- Resolve sewer plant odor nuisances.
- Engage, activate, and promote the linkages from APSU, Downtown, and the Riverfront.
- Assess potential parking areas in the greater downtown for bus and shelter service during events.
- Incorporate traffic calming to encourage lower speeds in residential areas.
- Replace aging, undersized, and leaky water and sewer infrastructure to support denser development in the urban core, and prioritize separation of combined sewer.



Context

- Planning Area
- Railroad
- River / Creek
- Riverwalk Trail
- Upland Trail
- Existing Greenways
- Proposed Greenways
- Existing Bike Lanes
- Schools
- Fire Stations

Future Land Use Legend

- Suburban Neighborhood
- Mixed Residential Neighborhood
- Urban Neighborhood
- Urban Core
- Mixed Use
- Neighborhood Commercial
- Corridor Commercial
- Regional Commercial
- Commercial/Industrial Hybrid
- Manufacturing and Industrial
- Public, Institutional, and Utility
- Parks and Open Space

Planning Area Improvements

- Commercial Reinvestment Node:** Establish commercial and mixed use options of varying sizes that are local serving and incorporate public spaces.
- On-Street Bikeways and Pedestrian Improvement:** Address pedestrian safety around the APSU campus at 2nd and College Street.

- Gateway Improvements:** Apply gateway treatments and improvements to areas around major corridor nodes and entry points, such as N 2nd Street and College Street.
- Transportation and Road Improvement:** Redesign Crossland Avenue as a complete street.

- Ecological and Natural Area Preservation / Improvements:** Continue to enhance access to the river from Red River East Trailhead and 2nd Street.
- Waterfront Access:** Continue to enhance access to the river from Red River East Trailhead and 2nd Street.

- Redevelopment Opportunities:** Integrate Austin Peay with the urban core neighborhoods and identify additional priority redevelopment sites to support TIF districts.
- Historic Preservation:** Preserve the historic downtown and its surroundings. Encourage historical asset preservation and adaptive reuse.





Rossview

The Rossview Planning Area is bounded by the State line to the north, I-24 to the west, the Red River to the south and the Montgomery County boundary to the east. Between 2010 and 2020, Rossvie has seen the most residential and industrial growth in the County. For residential development, fire flow and water pressure are current concerns, however they are being addressed by a new water plant and transmission line along the 41A bypass. The recently developed industrial uses are the highest consumer of the water supply in the planning area and subsequently are required to make upgrades to water infrastructure.

An extensive floodplain exists north of US-79 along Spring Creek and along Rossvie Road. Prime farmland soils are prevalent throughout the Rossvie Planning Area. Fire service is currently limited in Rossvie. Clarksville Fire and EMS Station 12, although built in the county, only serves the City of Clarksville.

General Recommendations













- Promote compact industrial development within the industrial park and preserve the existing industrial zoned property.
- Pace residential development to limit suburban sprawl outside of City limits.
- Ensure compatible development around the regional sports complex off Exit 8.
- Conserve sensitive ecological areas by applying conservation design standards for residential development.
- Coordinate utility service extensions with the various affected departments.
- Complete a new substation and distribution line build-out to stay ahead of population growth within City limits.
- Update the collector road network to ensure it is adequate for existing development.
- Make sidewalk connections to existing infrastructure. Prioritize road connections as area develops. Incorporate traffic calming design to encourage lower speeds in residential areas.
- Preserve sensitive ecological areas, including natural resources, steep slopes, wetlands, floodplains, caves, riparian corridors.
- Protect and preserve prime farmland.
- Focus residential development in proximity to rural commercial nodes.
- Support efforts for connectivity to I-24 such as a future exit 6.
- Buffer industrial and residential uses appropriate.
- Limit residential density and moderate to large scale development in areas with inadequate access/response for fire and EMS services.
- Encourage pedestrian connections around schools, commercial parks, and community assets.

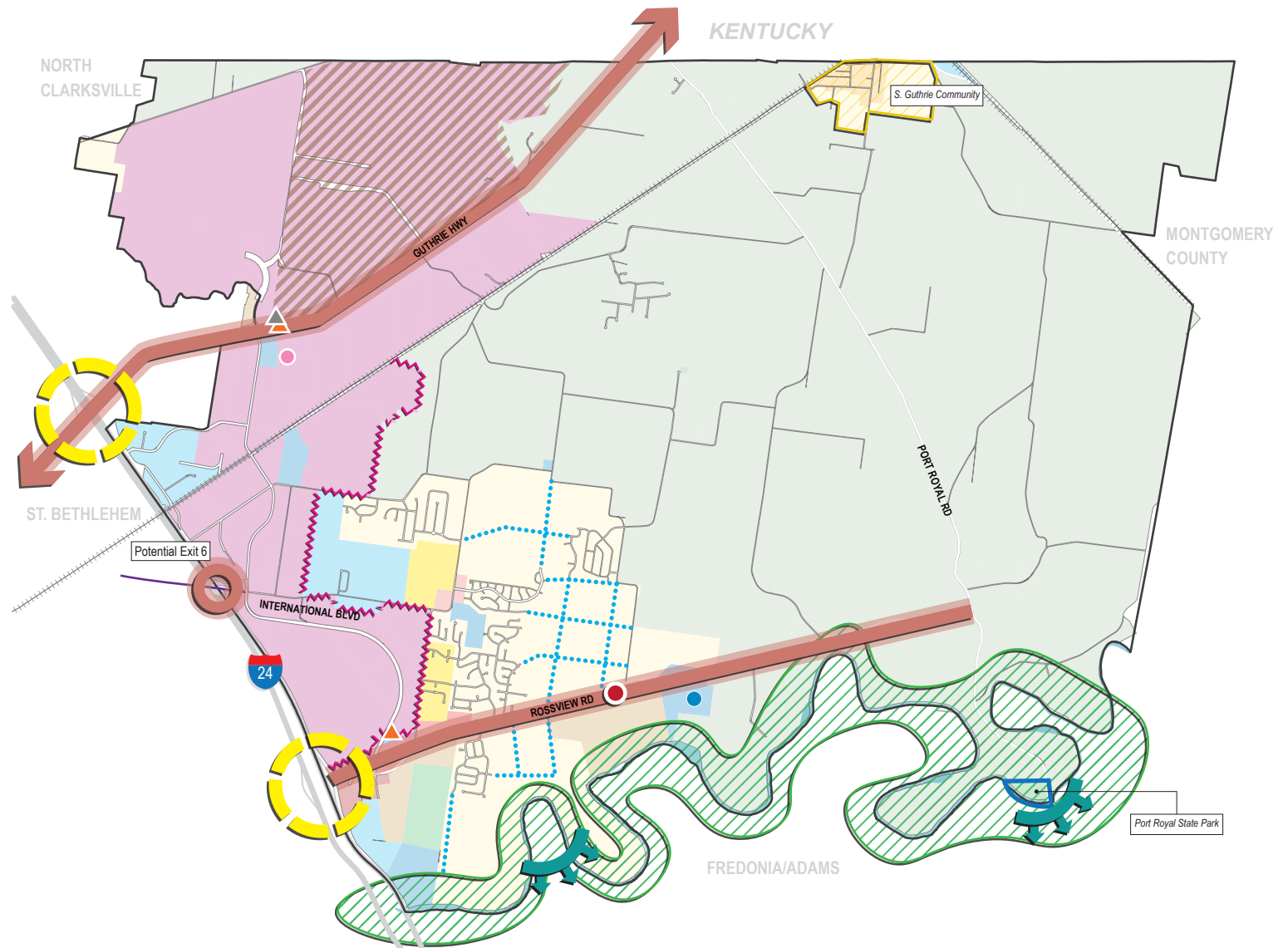




-  Planning Area
-  Railroad
-  Highway
-  Existing Bike Lanes
-  Schools
-  Colleges
-  Fire Stations
-  EMS Stations

Future Land Use Legend

-  Rural Reserve
-  Suburban Neighborhood
-  Mixed Residential Neighborhood
-  Urban Neighborhood
-  Mixed Use
-  Neighborhood Commercial
-  Corridor Commercial
-  Regional Commercial
-  Commercial/Industrial Hybrid
-  Manufacturing and Industrial
-  Public, Institutional, and Utility
-  Parks and Open Space



Planning Area Improvements

- Commercial Reinvestment Node:** Establish local-serving commercial options that incorporate public spaces.

Industrial Investment: Locate future additional industrial and manufacturing north of Guthrie Highway.

Buffer and Screening: Screen and buffer industrial development along land use transition.

Park Improvements: Support and expand recreational opportunities around Port Royal State Park while preserving its historic nature.

Gateway Improvements: Apply gateway treatments and improvements to areas around Exit 4 and Exit 8.

Waterfront Access: Strategically add Blueway access points.

Residential and Neighborhood Connections: Improve the street connectivity as future development occurs.

Housing Mix / Neighborhood Improvement and Investment: Support the development of moderate density residential in the S. Guthrie area given water and sewer availability.

Ecological and Natural Area Preservation / Improvement: Sensitive ecological areas should be preserved.

Transportation and Road Improvement: Prioritize improvements to Rossvie Road to accommodate existing and future development. Implement access management along Guthrie Highway. Improve connectivity to future exit 6.



Cumberland South River






The Cumberland South River Planning Area is bounded by the Cumberland River to the north and east, and the County Boundary to the west and south. The area is characterized by a significant amount of rural land and the Cumberland River flowing along its west and northern parts. New development should be low density, low impact, and preserve the rural character of the Planning Area.

General Recommendations

- Encourage lower density development due to lack of sewer.
- Limit curb cuts in favor of cross access and side street access as development occurs on frontage lots along existing roads.
- Develop rurally compatible economic opportunities.
- Coordinate utility service extensions with the various affected departments.
- Preserve sensitive ecological areas, including natural resources, steep slopes, wetlands, floodplains, caves, and riparian areas.
- Preserve prime farmland.
- Focus residential development in proximity to rural commercial nodes
- Limit residential density and moderate to large scale development in areas with inadequate access/response for fire and EMS services.





Context


-  Planning Area
-  River / Creek
-  Fire Stations
-  EMS Stations
-  Schools


Future Land Use Legend


-  Rural Reserve
-  Neighborhood Commercial
-  Corridor Commercial
-  Manufacturing and Industrial
-  Public, Institutional, and Utility
-  Parks and Open Space

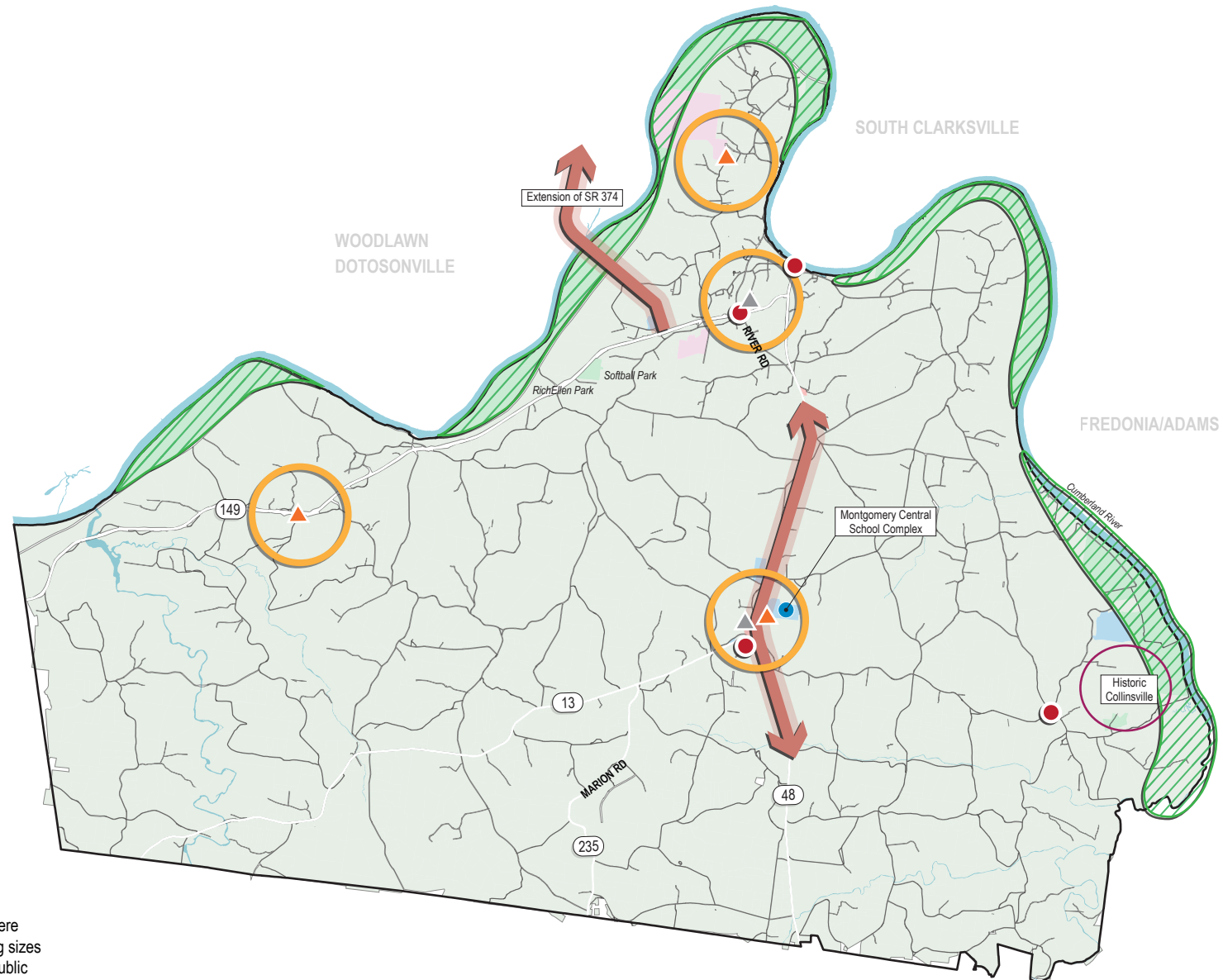
Planning Area Improvements

-  **Commercial Reinvestment Node:** There should be commercial options of varying sizes that are local serving and could serve public spaces.
-  **Ecological and Natural Area Preservation / Improvements:** Preserve sensitive ecological areas, including natural resources, steep slopes, wetlands, floodplains, and riparian corridors.

-  **Transportation and Road Improvement:** Prioritize and prepare for the impacts of the extension of SR 374. Prioritize roadway safety around Montgomery Central School complex.

-  **Historic Preservation:** Historic Collinsville and its surroundings should be preserved.

-  **Infill and Density:** Limit residential density in areas with inadequate access/response time to fire and EMS service. Limit residential density in areas without access to public sewer. Focus residential development in proximity to rural commercial nodes with available infrastructure and utilities.





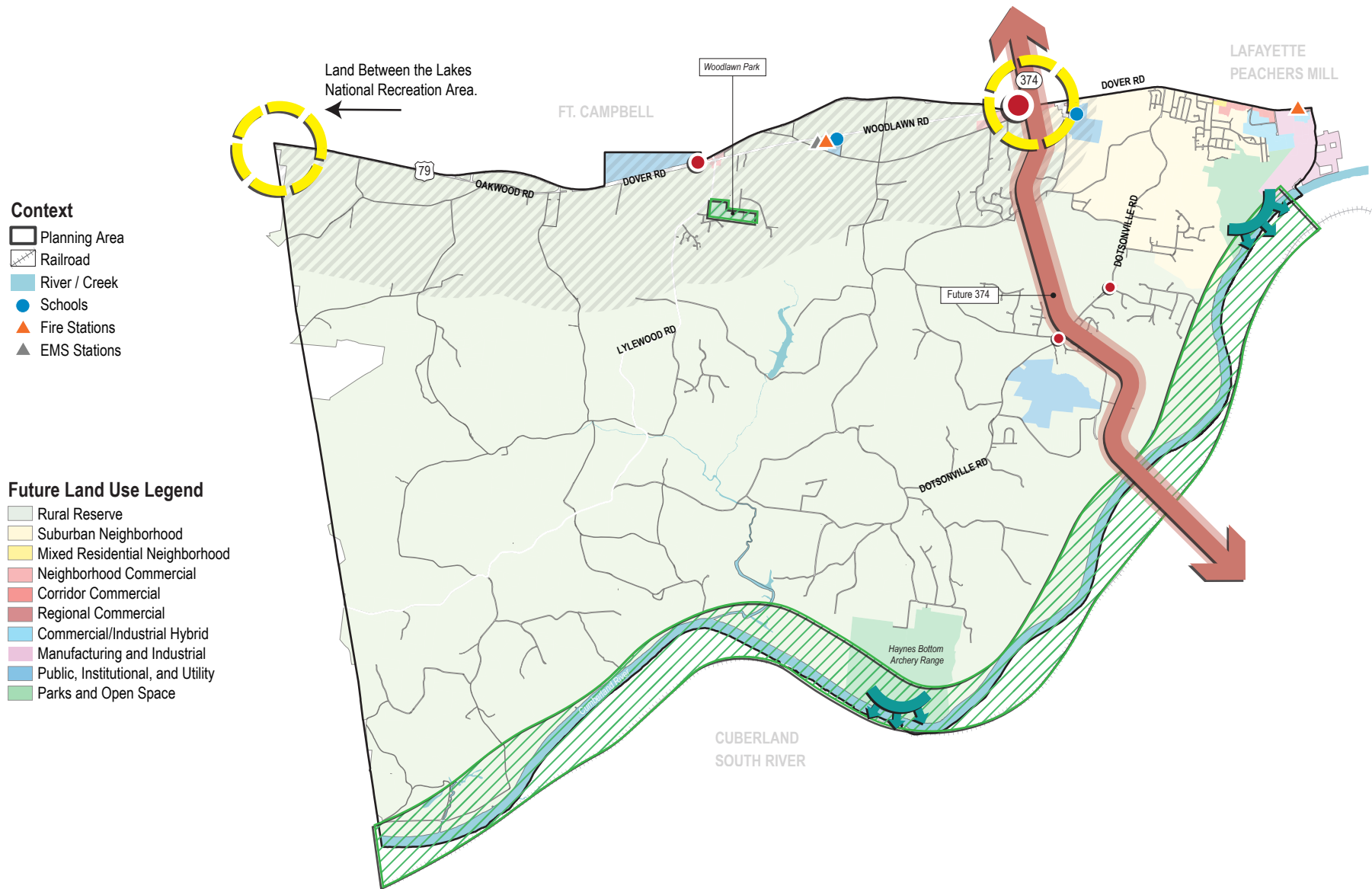
Woodlawn Dotsonville

The Woodlawn Dotsonville Planning Area is bounded by Fort Campbell to the north, the County boundary to the west, the Red River to the south and the Montgomery County boundary to the east. The area is taken up by a significant amount of rural land. The eastern portion of the planning area is defined by suburban neighborhoods. Moving forward, this area must continue to collaborate with Fort Campbell to ensure appropriate limits on incompatible development. Future development should utilize context sensitive design that limits negative impacts on the environment and maintain the area's rural nature.

General Recommendations

- Limit curb cuts in favor of cross access and side street access as development occurs on frontage lots along existing roads.
- Conserve prime farmland, soils, and sensitive ecological areas by encouraging conservation-based design for residential development.
- Coordinate utility service extensions with the various affected departments and Fort Campbell.
- Address, where possible, landfill operations and public nuisances including odor, truck traffic, and litter.
- Preserve sensitive ecological areas including natural resources, steep slopes, wetlands, floodplains, caves, and riparian areas.
- Focus residential development in proximity to rural commercial nodes.
- Limit incompatible development and encroachment around Fort Campbell in coordination with the JLUS
- Limit residential density in areas with inadequate access/response time to fire and EMS service.
- Focus residential development in proximity to rural commercial nodes with available infrastructure and utilities.





Planning Area Improvements

Commercial Reinvestment Node: Provide local-serving commercial options of varying sizes that incorporate public spaces. There is potential for new regional commercial at future 374 interchange.

Waterfront Access: Improve waterfront access in Haynes Bottom Archery Range and other parks.

Transportation and Road Improvement: Prioritize the future 374 corridor and its construction.

Gateway Improvements: Build up the Woodlawn Dotsonville area as Montgomery County's Gateway to the Land Between the Lakes.

Ecological and Natural Area Preservation/Improvement: Woodlawn Park should be promoted as a recreation area. Activate greenspaces along the river so they can be easily accessed by the public.

Fort Campbell Compatibility Buffer: Coordinate land uses with Fort Campbell and encourage conservation easements to preserve the mission of Sabre Field in alignment with the JLUS.



Fort Campbell

Fort Campbell is a United States Army installation located on the Kentucky–Tennessee border partially within Clarksville. The installation is home to the 101st Airborne Division (Air Assault), the 5th Special Forces Group and the 160th Special Operations Aviation Regiment. Fort Campbell includes housing for soldiers, families, and visitors; dining options; schools; a museum; and an airfield.

The installation is guided by standards set by the Real Property Master Plan. The Master Plan sets forth documents to guide development in Fort Campbell, such as the Fort Campbell Technical Design Guide, the Installation Planning Standards, and the Green Infrastructure Plan.

Fort Campbell recently completed an Airfield Area Development Plan (ADP) which includes a planned runway extension at Sabre Army Airfield and initial recommendations to encourage compatible land use around the airfield's perimeter. There is also an update planned the 2009 Fort Campbell Land Use Study which will provide updated land use recommendations to encourage future compatible land use between Fort Campbell and Clarksville-Montgomery County, TN.

The influence of Fort Campbell as an economic and population driver on the community is significant. Totalling 164 square miles with a population of approximately 29,000 troops, the installation also includes family members and produces a regular cycle of retirees looking to stay in the Clarksville-Montgomery community.

General Recommendations

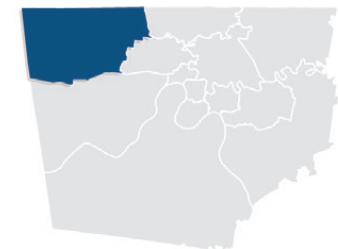
- Support and enhance the Fort Campbell mission.
- Limit incompatible development and encroachment around Fort Campbell.
- Pursue conservation easements and encourage good-neighbor policies around Fort Campbell.
- Encourage Fort Campbell to provide more entry enlisted rank housing in future development phases.
- Maintain and expand efforts to incorporate transitioning military personnel in the workforce.
- Encourage increased military investment and additional missions at Fort Campbell.
- Prioritize transportation and safety improvements for along US Highway 41A.
- Continue to expand sidewalk and multi-use path access around Fort Campbell.

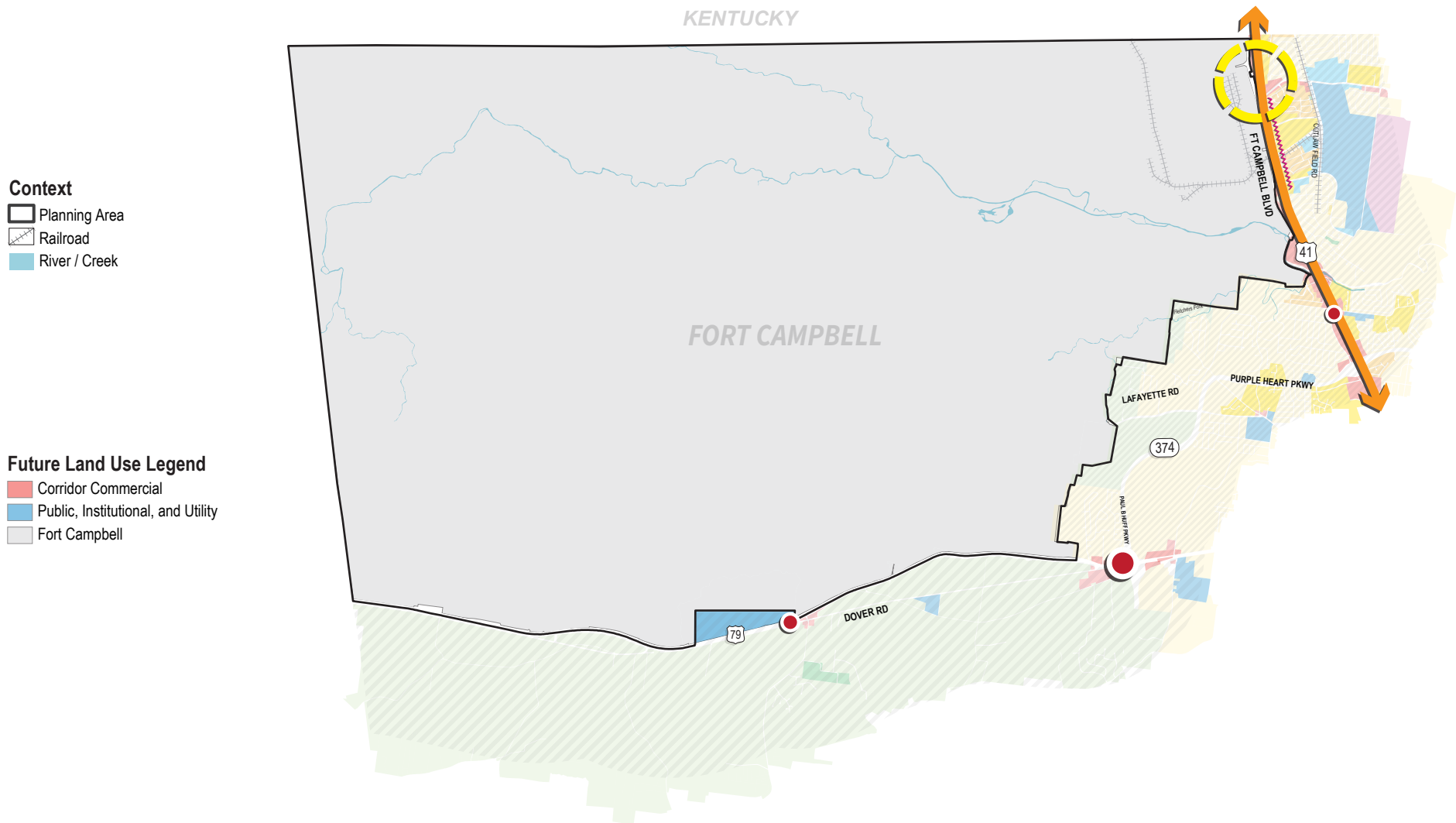


Source: Photograph retrieved from Wikipedia.org, Ft. Campbell



Source: Photograph retrieved from Wikipedia.org, Ft. Campbell





Planning Area Improvements

Buffer and Screening: Provide adequate screening for residential uses in proximity to Fort Campbell Boulevard.

Fort Campbell Compatibility Buffer: Coordinate land uses with Fort Campbell and encourage conservation easements to preserve the mission of Sabre Field in alignment with the JLUS.

Gateway Improvements: Major corridors and entry points such as Trenton Road and I-24. Gateway Wings of Liberty Museum should receive gateway treatments and improvements.

Infill and Density: Infill and a mix of uses should be encouraged on Ft. Campbell Blvd while maintaining compatibility with Ft. Campbell.

Commercial Reinvestment Node: Redevelop big box and strip commercial retail to walkable neighborhood centers to include introduction of potential residential uses.



DRAFT
01/18/2024



1 IMPLEMENTATION STRATEGY

The Implementation Chapter identifies the critical next steps that will help the community implement the recommendations of the Comprehensive Plan. Actions and strategies identified in this report establish the next steps in continuing the process of community planning and investment. As a primary resource for Clarksville-Montgomery County planning efforts and policy decisions, the Comprehensive Plan is supported by numerous funding sources, programs, resources, and partners. Additionally, this chapter lays the foundation for fulfilling the goals and implementing the actions identified in the Comprehensive Plan in the near future.

AT A GLANCE

Regular Use of the Plan

Implementation Partners

Development Decision-Making

Update the Plan Regularly

Maintain Public Communication

Explore Funding Sources and Implementation Techniques

Economic Development Programs

Education

Transportation

Parks

Other Programs

Action Matrix

Regular Use of the Plan

To ensure routine use of the Clarksville-Montgomery County Comprehensive Plan, the CMCRPC should:

- Make a digital version of the Plan and associated maps available online.
- Aid the public by explaining the Plan and its relationship to public and private development projects and other proposals, as appropriate.
- Meet with department directors and officials to explain the purpose, importance, and intended benefits of the Plan.

- Provide a Plan “orientation” for new staff, officials, and board members that highlights key takeaways and goals of the Comprehensive Plan that are essential to local policy and initiatives.
- Maintain a list of recommended amendments, issues, or needs that may be the subject of changes, additions, or deletions from the Plan.
- Create implementation groups organized around the implementation roles discussed in this section and establish a regular meeting schedule.
- Utilize the Comprehensive Plan in local Capital Improvement Planning (CIP) efforts.
- Revise the Comprehensive Plan as required in response to significant changes within the community.

Implementation Roles

The Comprehensive Plan addresses several topics and issue areas, many of which are within the authority of county and city departments. While County and City staff include numerous knowledge experts who can directly assist with plan implementation, successful implementation will require a coordinated effort between City and County officials, partner organizations, stakeholders, and residents.

Community officials and staff must form implementation groups, tapping partner organizations and local knowledge experts, to champion the Comprehensive Plan, prioritize action steps, and structure the Community’s response.

Implementation roles are further delineated in the adjacent diagram and organized into groups.

Champions – Community officials establish the importance of implementing the Plan, identify other Clarksville, County, and adopt municipality entities to participate in implementation, and approve implementation resources as appropriate.

Implementation Advisors – Topic implementation teams identify ways to incorporate the Plan into ongoing work activities and do the work of Action Step implementation for the six Plan Topic areas.

Plan Implementation – Topic implementation teams identify ways to incorporate the Plan into ongoing work activities and do the work of Action Step implementation for six Plan Topic areas.

Oversight – The CMCRPC and additional City and County representatives oversee implementation progress.

Implementation Partners

The City and County should collaborate with the adopting municipalities to lead Plan implementation, coordinate administrative actions, review, and approve land development applications, and identify public improvement projects identified within the Comprehensive Plan. The success of implementation will be reliant on developing and maintaining partnerships with the numerous stakeholders throughout the City and County, including public agencies, community groups, municipalities, the local business community, foundations, and the private sector. Given the breadth and scope of the Plan, these organizations will be essential to assist the City and County in reaching the established goals and vision for the future of Clarksville-Montgomery County.

Per the strategies of the Plan, the City and County should identify specific organizations and agencies to assist with implementation and explore opportunities for potential partnerships and collaborations. Discussions should continue following the adoption of the Plan regarding how the implementation of the goals and strategies can be jointly accomplished with partner agencies. Further, the City and County should ensure that property owners and developers plan for and construct improvements consistent with the Plan's directives.

The following section identifies potential partners in implementing the Plan based on the Community Role, Stakeholder Groups, and Plan Topics.

County and Municipal

- Montgomery County Leadership
- Clarksville City Leadership
- Fort Campbell Installation Leadership
- City of Guthrie, Ky Leadership

Regional Partners

- Greater Nashville Regional Council (GNRC)
- Clarksville-Montgomery County Regional Planning Commission (RPC)
- Clarksville Urbanized Areas Metropolitan Planning Organization (CUAMPO)

Federal and State

- Tennessee State Legislators
- Tennessee Department of Transportation (TDOT)
- Tennessee Dept Environmental Conservation (TDEC)
- Veterans Affairs (VA)
- Federal Highway Administration (FHWA)
- National Oceanic and Atmospheric Administration (NOAA)

Housing and Neighborhood

- Clarksville Housing Authority (CHA)
- Clarksville Neighborhood and Community Services (CNCS)
- Clarksville-Montgomery County Community Action Agency
- Habitat for Humanity of Montgomery County
- Clarksville Association of Realtors

Economic Development

- Nashville Area Chamber of Commerce
- Clarksville-Montgomery County Industrial Development Board (IDB)
- Clarksville-Montgomery County Economic Development Council (EDC)
- Clarksville Area Chamber of Commerce
- Tennessee Valley Authority (TVA)
- Aspire Clarksville
- Cumberland Region Tomorrow
- Clarksville Small Business Development Center (SBDC)
- Business Owners
- Property Developers
- Property Owners

Tourism and Culture

- Clarksville-Montgomery County Convention and Visitors Bureau
- Tennessee Historical Commission
- Clarksville-Montgomery County Arts and Heritage Development Council
- Clarksville-Montgomery County Historical Museum
- Clarksville Arts and Heritage Council
- Wade Bourne Nature Center
- Local Artists

Transportation

- Clarksville Transit System (CTS)
- Regional Transit Authority (RTA) of Middle Tennessee
- Clarksville Regional Airport Authority
- Clarksville Street Department
- Montgomery County Highway Dept (MCHD)
- Clarksville BCycle
- Veterans Van Service
- RJ Corman Railroad Group

Public Facilities

Education

- Clarksville-Montgomery County School System (CMCSS)
- Austin Peay State University (APSU)
- Tennessee College of Applied Technology (TCAT)
- Nashville State Community College (NCSS)
- Bethel University
- North Central Institute (NCI)
- Academy for Academic Excellence
- Clarksville Academy
- Clarksville Christian School
- Power and Grace Preparatory Academy
- Immaculate Conception Catholic Church and School
- Clarksville-Montgomery County Education Foundation

Public Health

- Tennessee Department of Health
- Montgomery County Health Department
- Clarksville-Montgomery County Community Health Foundation
- Health Connect America, Clarksville
- Clarksville Volunteer Health
- Mid-Cumberland Regional Medical Reserve Corps

Services

- Clarksville Police Department (CPD)
- Clarksville Fire and Rescue (CFR)
- Montgomery County Emergency Management Agency (EMA)
- Montgomery County Emergency Management Services (EMS)
- Clarksville Department of Electricity (CDE)
- Clarksville Gas and Water (CGW)
- Montgomery County Utility Districts
- Clarksville Building and Codes (CB&C)
- Montgomery County Building and Codes (MCB&C)

Inclusivity

- Montgomery County Diversity and Inclusion
- Leadership Clarksville
- Tennessee Department of Human Services
- Montgomery County Residents
- Clarksville City Residents
- Civic Clubs

Parks and Environment

- Montgomery County Parks and Recreation Department (MCPR)
- Clarksville Parks and Recreation Department (CPR)
- Tennessee Trails Associations, Clarksville

Development Decision-Making

Strategic Commercial and Industrial Development

City and County officials should encourage carefully planned growth by utilizing the Future Growth and Development map, the Generalized Future Land Use map, and associated policies as part of the Clarksville-Montgomery County land use decision-making process. This should include requests to Boards of Zoning Appeals and CMCRPC.

As part of Comprehensive Plan implementation, CMCRPC staff should establish a process for regular review and update of the Future Growth and Development and Generalized Future Land Use maps.

Implementation Through Regulation

The Comprehensive Plan is a policy guide that outlines the necessary actions for the Clarksville-Montgomery County to achieve its vision. It serves as a foundation for decision-making for staff, elected and appointed officials, developers, residents, and other stakeholders. Despite the comprehensive scope of the Plan's vision, it is not regulatory. The Plan itself is advisory and does not have the “regulatory teeth” needed to require new development and redevelopment to align with the City and County's vision, or with the goals and strategies conveyed in the Plan.

Land development regulations are the rules that new development and redevelopment must follow, making them an essential tool in Plan implementation. Often, communities will adopt a plan with a clear vision, only to “pull the reins back” on the land development regulations needed to achieve their objectives. The common rationale for this is that stakeholders often feel that such regulations will drive development elsewhere. However, properly drafted land development regulations that align with the vision and goals of the Comprehensive Plan can remove unnecessary barriers to investment by providing flexibility for potential developments and offsetting the requirements related to design. In this way, land development regulations offer an opportunity to implement the Plan by making preferred development easier.

Overview of Land Development Regulations

Land development regulations dictate land use and division, assembled, built upon, and used and include subdivision, zoning, and sign ordinances.

Ensuring Usability of the Land Development Regulations

Every Clarksville-Montgomery County resident, business owner, or developer should be able to navigate and understand the zoning codes without the assistance of an attorney or member of staff. To encourage development, the City and County's zoning codes should be easy to use and understand. Additionally, they should align with the Generalized Future Land Use map and be easy to navigate during the development approval process.

Alignment with the Generalized Future Land Use and Future Growth and Development Maps

The Plan's Future Land Use and Growth and Development maps identify the preferred generalized land uses and illustrate how Clarksville-Montgomery County envisions development and growth transitioning in the coming decades. Although the Future Land Use and Growth and Development maps are not regulatory, the City and County should use them when considering development proposals or rezoning requests. To ensure that new development and redevelopment are consistent with the Future Land Use map and with the vision and goals of this Plan, the City and County should consider conducting a zoning alignment and proactively rezoning key areas to accommodate the type of development envisioned for those areas.

Update the Plan Regularly

Considering Clarksville-Montgomery County's commitment to thoughtful planning, the Comprehensive Plan should not be a static document, instead it should serve as the centerpiece of a continuous planning process. Following the adoption of the Plan, the City and County will continue to move forward, change, and evolve. As such, the Plan should be reviewed and updated regularly to respond to these changes, addressing shifts in the City and County aspirations, increasing growth pressures, changing market and demographic conditions, as well as new and unexpected issues as they arise. It is important to emphasize that the Comprehensive Plan is not a static document. If the City and County approaches change or issues arise beyond the scope of the current Plan, the Plan should be revised and updated accordingly.

The Comprehensive Plan should be considered when preparing the annual budget and capital improvement plan. As a result, capital improvements or other programs can be considered as part of the fiscal year's upcoming commitments. In turn, development regulations may need to change to reflect the intent of any modifications most accurately to the Comprehensive Plan. Routine examination of the Plan will help ensure the planning program remains relevant to Clarksville-Montgomery County needs and aspirations.

Maintain Public Communication

The Comprehensive Plan was supported by an outreach process intended to gather public input and foster a sense of stewardship and excitement for the Plan. Through outreach events, public workshops, the project website, online surveys, interactive mapping tools, and other media, residents and stakeholders were able to get involved and stay informed of the Plan's development. This public participation throughout the process helped communicate the importance of long-range planning and provide individuals with a better understanding of ongoing efforts to improve their community and the overall quality of life in Clarksville-Montgomery County.

The outreach process should serve as a foundation for continued communication with members of the public throughout the implementation process. The City and County must ensure that strategies and the overall vision for the City of Clarksville and Montgomery County, as defined within the Plan, are conveyed to the City and County. Clarksville-Montgomery County should maintain avenues by which residents and stakeholders can communicate with staff and receive information about planning and development efforts. This includes methods for residents to voice questions and concerns to be reviewed and addressed promptly.

Explore Funding Sources and Implementation Techniques

Many of the projects and improvements called for in the Comprehensive Plan can be implemented through administrative and policy decisions or traditionally funded state or local programs. However, other projects may require special technical and/or financial assistance.

The City and County should continue to explore and consider the wide range of local, state, and federal resources and programs that may be available to assist in the implementation of planning strategies. For example, initiatives related to economic development, housing, or sustainability and environment can receive assistance from grant programs established for specific categories of actions or projects.

A description of potential funding sources is summarized below. The list illustrates the variety of tools at the disposal of City and County staff to implement plan recommendations. Staff are very knowledgeable in grant sources and funding mechanisms. The City and County should continue to research and monitor grants, funding agencies, and programs to identify new opportunities as they become available, or to update this list as sources change.

PILOT

PILOT stands for Payment in Lieu of Tax and is a form of tax incentive used to support development in the state of Tennessee. PILOT agreement allows for a business to rent from a government owned property and pay an alternative amount such as the costs of development or additional jobs in lieu of a typical property tax. Tennessee law requires businesses leasing property from certain public boards and authorities to annually report to the State Board of Equalization concerning the leased properties.

Small Business Lending

The Mid-Cumberland area development corporation (MADC) serves as a nonprofit corporation to serve the capital needs of small businesses in Tennessee. MADC has brought over \$100 million to small businesses in Middle Tennessee and facilitated the creation of over five thousand jobs.

SBA 504 Loan Program

The SBA 504 loan program provides small businesses with financing for the purchase of long-term fixed assets such as land, buildings, and equipment. We partner with private lenders, such as a bank, to provide 10 or 20-year financing with as little as 10 percent down. The SBA offers financing at below-market interest rates. The SBA 504 maximum loan amount is \$5 million.

Revolving Loan Fund Program (RLF)

This program, funded by the Economic Development Administration (EDA), provides funding in partnership with banks for businesses at below-market rates. The Revolving Loan Program's maximum loan amount is \$200,000.

Intermediary Relending Program (IRP)

the IRP Program, which is funded by the Rural Development Administration, to provide funding for businesses at below-market rates. IRP Funds are available to cities within the Greater Nashville Region with populations less than 25,000 or unincorporated areas with maximum loan amount of \$250,000.

Tourism Development

Greater Nashville Regional Council helps communities and tourism organizations, coordinates tourism efforts among counties, and coordinates matching grants for members participating in Tennessee Department of Tourist Development activities. The department collaborates closely with the commissioner of the Department of Tourist Development to expand the impact of tourism on rural counties, especially low-ranking counties.

Community Development Block Grants

Small Cities Program

Greater Nashville Regional Council assists communities with planning and packaging community development block grant applications to address community needs. This includes structuring the application, organizing target area surveys, holding public hearings and in completing the full application package. GNRC also provides full grant administration services.

Through an annual competition, the CDBG program provides grant funds to communities for water and sewer, housing, and community livability projects. Most funds are allocated to water and sewer projects. The applicant must show the project would benefit at least 51% low and moderate-income persons, help reduce slums or blight, or address an imminent threat while demonstrating the project is feasible.

Industrial Loan and Infrastructure Grant Programs

The CDBG industrial loan pool is a competitive loan to industries relocating or expanding in Tennessee. The purpose is to provide infrastructure grants and loans to assist with capital needed for new equipment and buildings or to provide or expand essential services (water, sewer, etc.). Applicants for both the loan and the grant programs must provide additional jobs for Tennesseans.

GNRC assists communities in determining how the programs may meet the needs of new and expanding industries and provides help in structuring the application, completing the full application package, and administering the grant if awarded.

Housing Grants Assistance

GNRC, through a contract with the Tennessee Housing Development Agency, provides technical assistance, customer service, and outreach to improve the housing stock for low-moderate income families across Middle Tennessee.

THDA HOME Program

GNRC provides grant writing and administration services to local communities in pursuit of a HOME Grant. These grants are federal funds awarded through a THDA State-wide competitive process to cities and counties. The program goal is to bring substandard housing into compliance with HUD housing quality standards as well as local building codes. Examples of eligible work may include plumbing, electrical, foundations, roof replacement or repairs, handicap accessibility, windows, and door replacements, and bringing the home up to code. These forgivable grants are awarded as a grant to low-income homeowners who can prove ownership of the home.

Low Income Home Energy Assistance Program (LIHEAP)

The Low-Income Home Energy Assistance Program (LIHEAP) is 100 percent federally funded through a grant from the Federal Department of Health and Human Services. LIHEAP provides funds to the states to help meet the utility costs of low-income eligible elderly and disabled adults.

Low Income Households Water Assistance Program (LIHWAP)

The Low-Income Household Water Assistance Program (LIHWAP) is a federally funded grant program. The program aims to assist low-income household with water and wastewater bills. The purpose of the LIHWAP funds is to restore or prevent disconnections of water services to eligible households, by providing funds directly to the utility company, operators of public water systems or treatment works, to bring the household's account current and help reduce the water and wastewater burden by assisting with current bills.

Weatherization Assistance Program

The Weatherization Assistance Program is a federal program designed to assist households below 200% of the federal poverty standards improve the energy efficiency of their homes. The funds are awarded to a network of community service agencies throughout the state.

New Start Loan

The New Start Loan Program promotes the construction of new homes for low and very low-income Tennesseans. The New Start Loan Program is delivered through non-profit organizations with established programs for the construction of single-family housing for low and very low-income households.

Home Repair Programs

The Home Repair programs are only available to income eligible, homeowner-occupied, and single-family unit (including permanently fixed manufactured housing) applicants. Assistance is provided to those applicants who meet low- and moderate-income standards, mandated by The Department of Housing and Urban Development (HUD).

Emergency Rehabilitation

This program provides funding for residential repairs that pose a serious threat to the health, safety, and welfare of the resident, or that affect the home's immediate livability (including compliance with building codes). Repairs for emergency situations include issues that affect the habitability of the house such as no running water, roof replacements, electrical problems, and plumbing problems.

Standard Rehabilitation

Homes in need of less urgent repairs and/or replacements that are not eligible for the Emergency Program may be addressed through the Standard Rehabilitation Program.

Tenant-Based Rental Assistance (TBRA) Program

Tenant Based Rental Assistance (UWGCR/CNCS ARP-TBRA) assists very low-income families, the elderly, victims of domestic violence, and aged-out foster children to afford decent, safe, and sanitary housing in the private market. ARP-TBRA program objectives include improving recipients' self-sufficiency and their empowerment via a comprehensive approach, which includes housing assistance and case management. Through the program, applicants will have the opportunity to receive wraparound services to help them achieve self-sufficiency, including credit recovery assistance, mental health support, and medical referrals. UWGCR partners with agencies to provide these services.

National Housing Trust Fund

The National Housing Trust Fund (NHTF) is a federal program administered in the State of Tennessee by the Tennessee Housing Development Agency (THDA) to provide funding for the production, preservation, rehabilitation, and operation of affordable rental housing for extremely low income (ELI) households. The definition of ELI is earning no more than 30% of the Area Median Income (AMI) or the federal poverty limit for the county in which the housing is located. NHTF grants are awarded through a competitive application process to local public housing authorities and non-profit organizations that are either organized in or licensed to operate in Tennessee. There is a 30-year affordability period requirement.

Economic development Programs

Many projects and improvements called for in the Clarksville Montgomery Comprehensive Plan can be implemented through administrative and policy decisions or available state or local programs. However, other projects may require special technical and/or financial assistance.

The City and County should continue to explore and consider the wide range of local, state, and federal resources and programs that may be available to assist in implementing planning strategies. For example, initiatives related to economic development, neighborhood stabilization and housing, or sustainability and environment can receive assistance from grant programs focused on specific actions or projects.

A description of potential funding sources is provided below. The list outlines the tools county and municipal staff consider for implementing plan recommendations. Staff are very knowledgeable in grant sources and funding mechanisms. The City and County should continue to research and monitor grants, funding agencies, and programs to identify new opportunities as they become available, or to update this list as sources change.

Economic Development Tools

Clarksville-Montgomery County can use a variety of incentive programs to help the City and County achieve its goals. These incentives can be used to help attract new development to the area, to help improve existing development, and to encourage business owners to stay in the City and County and continue to help the local economy thrive. While this list of incentive programs is not exhaustive, it is representative of the range of options that are available to help the Clarksville-Montgomery County achieve its goals.

Greater Nashville Regional Council (GNRC)

The Greater Nashville Regional Council (GNRC) is a regional development district covering thirteen counties and fifty-two cities in Middle Tennessee. Its mission is to guide growth and development efficiently while ensuring long-term livability. GNRC facilitates cooperation between local leaders, shapes social service and infrastructure investments, and involves the public in regional decisions.

It serves as the economic development district for the region, bringing together officials, business leaders, and citizens to enhance economic prosperity and quality of life through housing, industrial development, infrastructure improvements, job creation, tourism, and workforce development.

Federal Tools

New Market Tax Credits

The New Market Tax Credit Program is an initiative of the Community Development Financial Institutions Fund, a department of the U.S. Treasury, in support of its mission to expand the capacity of financial institutions to provide capital, credit, and financial services in underserved markets. Taxpayers will receive a Federal Tax Credit for making qualified equity investments. The program means access to loans lower than the market rate, subordinated debt, and enhanced equity arrangements.

SNAP, or Supplemental Nutrition Assistance Program

The Supplemental Nutrition Assistance Program (SNAP) is the largest federal nutrition assistance program. SNAP provides benefits to eligible low-income individuals and families via an Electronic Benefits Transfer card.

State Tools

Tax Increment Financing

Tax Increment Finance (TIF) utilizes future property tax revenues generated within a designated area or district to pay for improvements and incentivize further reinvestment. As the Assessed Value (AV) of properties within a TIF District increases, the incremental growth in property tax over the base year that the TIF was established is invested in the area. Local officials may then issue bonds or undertake other financial obligations based on the growth in new tax revenue within the district. There are 60 TIFs that have been created in state of Tennessee as of October 2023. Montgomery County recently approved a thirty-nine acres TIF, or tax-increment financing, district.

Community Development Financial Institutions

Community Development Financial Institutions (CDFIs) in Tennessee are organizations that provide financial services and support to underserved and poor communities. These CDFIs work towards fostering economic development, affordable housing, small business growth, and financial inclusion in the state. Fortera Credit Union established in 1954 and is the ninth largest credit union in Tennessee. It is a not-for-profit financial cooperative headquartered in Clarksville, Tennessee.

Education

Charter School Grants

The U.S. Department of Education and national foundations supporting the growth of charter schools also offer grants directly to charter schools and networks.

Charter Schools Program Grants for Replication and Expansion of High-Quality Charter Schools

The purpose of the Charter Schools Program (CSP) is to increase the national understanding of the charter school model by (1) expanding the number of high-quality charter schools available to students across the Nation by providing financial assistance for the planning, program design, and initial implementation of charter schools, and (2) by evaluating the effects of charter schools, including their effects on students, student academic achievement, staff and parents.

Nita M. Lowey 21st Century Community Learning Centers grant (21st CCLC)

The 21st CCLC grant is awarded for five years based on a competitive application process. The goal of the 21st CCLC program is to provide students—particularly students who attend schools in need of improvement—with academic enrichment opportunities and support services to help them meet state and local standards in the core content areas. School districts, community-based and faith-based organizations, and other public or private organizations proposing to serve students in Tennessee are eligible to apply for funding.

Lottery for Education: Afterschool Programs (LEAPs)

The LEAPs grant is awarded for three years based on a competitive application process. The overall goal of Lottery for Education: Afterschool Programs (LEAPs) is to provide Tennessee students with academic enrichment opportunities that reinforce and complement the regular academic program. School districts, community-based and faith-based organizations, and other public or private organizations proposing to serve students in Tennessee are eligible to apply for funding.

Transportation

Transportation Alternatives Program

Transportation Alternatives Program provides funds to local governments for building sidewalks and bike lanes, update ADA accessibility and renovate historic transportation facilities and other transportation- related structures. All local governmental agencies, including those within the Memphis, Nashville, Chattanooga, and Knoxville MPOs/TPOs, may apply to the State competitive program.

Parks

Local Parks and Recreation Fund (LPRF)

The LPRF program provides state funding for the purchase of land for parks, natural areas, greenways, and the purchase of land for recreational facilities. Funds also may be used for trail development and capital projects in parks, natural areas, and greenways. Recreation Educational Services administers the LPRF grants.

Recreational Trails Program (RTP)

The Recreational Trails Program (RTP) is a federal funded, state administered grant program. The RTP provides grant funding for land acquisition for trails, trail maintenance, trail construction, trail rehabilitation and for trail head support facilities. The distribution of funds is in the form of an 80% grant with a 20% match. Local, state, and federal land managing agencies are eligible to apply as well as state chartered, non-profit organizations with IRS 501 (c) (3) status that have a written agreement for trail management with an agency. All grant projects MUST be on publicly owned land.

Tennessee Recreation Initiative Program (TRIP)

The Tennessee Recreation Initiative Program (TRIP) apportions grant money to cities and counties who lack professional park and recreational directors and do not provide a comprehensive recreation delivery system in their community to assist with the establishment of the first Parks and Recreation Department. These grants are a three-year commitment, \$50,000 grant matched equally by the communities.

Land and Water Conservation Funds (LWCF)

The LWCF program provides matching grants to states to administer to state and local governments for the acquisition and development of public outdoor recreation areas and facilities. Recreation Educational Services administers the LWCF grants in Tennessee. These grants require a 50% match.

Other Programs

Emergency Food Assistance Program (TEFAP)

The Emergency Food Assistance Program (TEFAP) is a federal program that helps supplement the diets of low-income Americans, including elderly people, by providing them with emergency food assistance at no cost. The amount of food each State receives out of the total amount of food provided is based on the number of unemployed persons and the number of people with incomes below the poverty level in the State. States provide the food to local agencies that they have selected, usually food banks, which in turn distribute the food to local organizations, such as soup kitchens and food pantries that directly serve the public. States also provide the food to other types of local organizations, such as community action agencies, which distribute the foods directly to low-income households.

Tennessee Broadband Accessibility Grant

The Broadband Accessibility Grant Program aims to offset the capital expenses in the deployment of broadband in unserved areas. This program aims to promote broadband access to all Tennesseans, but more specifically, it aims to use funds in areas that are unlikely to receive broadband service without any sort of grant.

Tennessee Main Street Program

The Tennessee Main Street (TMS) Program serves as a statewide resource for communities seeking to revitalize and manage their traditional downtowns. It is administered by the Tennessee Department of Economic and Community Development's Community and Rural Development Division.

Asset Management Plan Grant

An asset management plan (AMP) is critical to effectively managing water, wastewater, and stormwater infrastructure. Well-developed plans for asset management can improve service, reliability, and regulatory compliance, reduce risk and unexpected costs, and enhance communication with customers and stakeholders. These plans also help budget for ongoing maintenance while strategically planning for asset renewal, growth, and capacity expansion. This funding opportunity is offered by the Division of Water Resources (DWR).

Lead Service Line Inventory Grant

The Bipartisan Infrastructure Law (BIL) is a large investment in the water sector that will impact drinking water and wastewater systems. As part of the BIL implementation strategies, a dedicated funding source was provided for the rapid progress on lead service line (LSL) identification and replacement for state programs to build capacity to assist local communities. Eligible grant applicants include cities, counties, utility districts, and water authorities that own or operate a public water system.

Community Facilities Direct Loan and Grant Program

This program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial, or business undertakings. Rural areas including cities, villages, townships, and towns including Federally Recognized Tribal Lands with no more than 20,000 residents according to the latest U.S. Census Data are eligible for this program.

Community Facilities Guaranteed Loan Program

This program provides loan guarantees to eligible lenders to develop essential community facilities in rural areas. An essential community facility is defined as a public improvement, operated on a non-profit basis, needed for the orderly development of a rural community where the rural community is a city or town, or its equivalent county or multi-county area. Lenders who have the legal authority, financial strength, and sufficient experience to operate a successful lending program.

Rural Energy for America Program Renewable Energy Systems and Energy Efficiency Improvement

The program provides guaranteed loan financing and grant funding to agricultural producers and rural small businesses for renewable energy systems or to make energy efficiency improvements. Agricultural producers may also apply for new energy efficient equipment and new system loans for agricultural production and processing.

Action Matrix

The Clarksville-Montgomery County Comprehensive Plan includes numerous policy, project, and strategy recommendations. The Action Matrix summarizes the key actions the community can undertake to achieve the community vision. It also establishes priority, timelines, subject matter experts, and general cost of each action. The community should use the Action Matrix to assign tasks to various departments, identify potential funding sources, and explore strategic partnerships. As actions are completed and the Plan is updated, the Action Matrix should also be revised to prioritize the remaining actions and add new ones as needed.

Key Action / Project

Key actions include capital projects, policy or regulatory amendments, or strategies that should be prioritized to lay the foundation for long-term plan implementation. For example, a key action may include infrastructure improvements that support future investment, regulatory amendments that remove barriers to desired development, or coordination among stakeholders to procure funding for recommended improvements in the community.

Priority

Each action has been assigned a general time frame for estimated completion:

- Continuous: Daily Tasks
- Short = 0-2 years
- Medium = 2-5 years
- Long = 5+ years

Timeline

Each action has been assigned a general time frame for estimated completion:

- 1 - 2 Years
- 2 - 5 Years
- 5 + Years
- Ongoing

Cost to Community

Each action has been assigned a cost estimate:

- \$ = (\$1 - \$25,000)
- \$\$ = (\$25,001 - \$100,000)
- \$\$\$ = (\$100,001 - \$500,000)
- \$\$\$\$ = (\$500,001 - \$1M)
- \$\$\$\$\$ = (\$1M +)

Lead Department

Each defined action will be assigned to a Lead Department that will be the main touchpoint for either project start, coordination or consultation through completion. The intent is to provide ownership of the action to ensure continuity.

Subject Matter Experts

The City and County should collaborate in leading Plan implementation, coordinating administrative actions, reviewing, and approving land development applications, and public improvement projects as identified within the Comprehensive Plan. The success of implementation will be reliant on developing and maintaining partnerships with the numerous stakeholders throughout the community, including public agencies, community groups, municipalities, the local business community, foundations, and the private sector. Given the breadth and scope of the Plan, these organizations will be essential to assist the Community in reaching the established goals and vision for the future of Clarksville-Montgomery County.

Land Use and Development

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
Complete Neighborhoods						
	Connect housing with essential infrastructure and amenities.	Continuous	Ongoing	\$\$\$\$\$	RPC	CSD, CGW, CPR/MCPR, CDE, Property Developers
	Prioritize development in areas already served by schools, parks, retail, and jobs instead of adding amenities and services in growth areas.	Continuous	Ongoing	\$	RPC	CMCSS, CPR/MCPR, Property Developers
Suitability Analysis						
	Avoid development within floodplains, wetlands, steep slopes, and other encumbered areas.	Short-Term	Ongoing	\$	RPC	CB&C, MCB&C, MC Highway Dept., CSD, TDEC
Growth and Development Framework						
Downtown Intensification						
	Prioritize opportunities for redevelopment of underutilized properties, adaptive reuse, and infill development in Downtown which complements our historic assets.	Continuous	Ongoing	\$	EDC	RPC, CDE, CGW, CB&C, CSD, APSU, Business Owners, City Mayor's Office
	Create a City Center Master Plan for a holistic vision for open space, parking, redevelopment locations, branding, and identification of distinct districts or neighborhoods.	Mid-Term	1 - 2 Years	\$\$\$	EDC	RPC, APSU, CGW, CSD, Consultants, Business Owners
	Create an integrated shared parking and mobility plan addressing public and private parking facilities in the Downtown, optimizing accessibility and easing congestion.	Mid-Term	1 - 2 Years	\$\$\$	EDC	CTS, APSU, RPC, Business Owners
	Prepare a strategic plan for utility and infrastructure upgrades for the Downtown.	Short-Term	1 - 2 Years	\$\$\$	CGW	CDE, CSD
Infill Opportunity Area						
	Identify priority vacant or redevelopment sites throughout the community via the Future Land Use Map and Planning Areas.	Continuous	Ongoing	\$\$	RPC	CDE, CGW, CSD, Property Owners
	Improve opportunities for the development and redevelopment of vacant and underutilized lots in alignment with the Comprehensive Plan.	Short-Term	Ongoing	\$	RPC	CDE, CGW, CSD, Property Owners
Priority Growth Area						
	Infill undeveloped or vacant lots in neighborhoods, commercial corridors, or industrial areas in alignment with the Comprehensive Plan.	Continuous	Ongoing	\$	RPC	CDE, CGW, CSD, Property Developers
	Review and update City Zoning Codes to ensure that the Comprehensive Plan is implemented.	Short-Term	1-2 Years	\$\$\$	RPC	Consultants, CB&C, City Leadership, City Residents, Business Owners
	Review and update Subdivision Regulations to ensure that the Comprehensive Plan is implemented.	Mid-Term	1 - 2 Years	\$\$\$	RPC	Consultants, CSD, MC Highway Dept., CGW
	Study best practices for development fees, impact fees, and stormwater fees to put toward critical infrastructure, such as road improvements, sidewalks, sewer, and stormwater upgrades, instead of shifting the burden to taxpayers.	Mid-Term	1 - 2 Years	\$\$\$	City and County Leadership	Consultants

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
Secondary Growth Area						
	Prioritize growth in designated areas, avoiding leap-frog development, and emphasizing buffered manufacturing and industrial uses.	Continuous	Ongoing	\$	RPC	Property Developers, IDB
	Pursue new development in areas that are contiguous to existing development.	Continuous	Ongoing	\$	RPC	Property Developers, CGW
Future Growth Area						
	Coordinate future Growth Plan updates to identify areas suitable for a range of development densities in the County based on proximity to employment, emergency services, utilities, and infrastructure.	Mid-Term	1 - 2 Years	\$\$	RPC	City and County Leadership
Rural Reserve						
	Preserve and protect prime farmland through conservation based design in rural areas.	Mid-Term	Ongoing	\$\$	RPC	County Leaderships, Property Developers
	Protect natural areas/open spaces and preservation of ecologically sensitive areas, including steep slopes, wetlands, floodplains, and riparian areas.	Short-Term	\$\$\$	\$\$\$	RPC	TDEC, City and County Leadership, State Leadership, Property Developers, CPR/MCPR
	Align future growth strategies and regulations around Fort Campbell to the benefit of all entities.	Continuous	Ongoing	\$\$	FTCKY	RPC, City and County Leadership
Future Land Use						
	Accommodate growth nearer the urban core and nodes.	Short-Term	Ongoing	\$	RPC	Property Developers, CGW, CDE, Business Owners
	Develop mixed residential neighborhoods with senior, workforce, and affordable housing options.	Short-Term	Ongoing	\$	RPC	Property Developers, Business Owners
	Provide a vibrant urban core by strategically placing retail and restaurant uses on the ground floor, accommodating residential, office, and service-oriented uses on the upper floors.	Mid-Term	1-2 Years	\$	RPC	Property Developers
	Identify neighborhood commercial areas that offer daily goods and services in close proximity to moderate to high density residential uses.	Short-Term	Ongoing	\$	RPC	Property Developers
	Integrate internal sidewalks, bikeways, and bike parking with residential neighborhoods within the community to ensure multi-modal connectivity.	Mid-Term	1-2 Years	\$\$\$\$\$	CSD	CTS, CUAMPO, MC Highway Dept., CPR/MCPR
	Where appropriate, orient structures toward the street, placing large surface parking lots to the side or rear of buildings.	Continuous	Ongoing	\$	RPC	Property Developers, Business Owners, CSD, CB&C
	Limit new strip commercial corridor development along the major arterial roadways by prioritizing development at key nodes.	Continuous	Ongoing	\$	RPC	Property Developers, Business Owners
	Locate regional commercial areas at the intersection of major transportation corridors.	Short-Term	Ongoing	\$	RPC	CUAMPO, Property Developers, CSD
	Establish a hybrid Commercial and Industrial zone.	Short-Term	1-2 Years	\$\$\$	RPC	CB&C/MB&C, CSD, CGW, Business Owners

Housing and Neighborhoods

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
Encourage Housing Diversity and Support Affordability						
	Conduct a detailed housing needs assessment to better understand and plan for the gaps in the community's housing stock. Focus on housing type, tenure, demographics, and price point distribution to offer place-based recommendations to accommodate identified demand.	Short-Term	1-2 Years	\$\$\$	CNCS	RPC, Consultants, City and County Leadership, EDC, Clarksville Association of Realtors
	Explore opportunities to incentivize the development of attainable and workforce housing throughout the community through state and local programs.	Short-Term	Ongoing	\$	City and County Leadership	City and County Leadership, State Legislators, RPC, CMCSS, EDC, CNCS
	Explore the creation of a land trust or land bank to acquire land for affordable housing development throughout the community.	Short-Term	1-2 Years	\$\$\$\$\$	CNCS	RPC, City and County Leadership, EDC
	Partner with nonprofits and public agencies for the construction and financing of affordable and attainable housing.	Short-Term	1-2 Years	\$\$	CNCS	City and County Leadership, Property Owners, Property Developers
	Support housing rehabilitation programs to maintain existing housing stock and support homeownership.	Continuous	Ongoing	\$\$	CNCS	City and County Leadership
Revise Development Regulations						
	Modernize the Zoning regulations and the Subdivision Regulations to better address the community's needs and goals.	Short-Term	2-5 Years	\$\$\$\$	RPC	Consultants, CB&C/MCB&C, Property Developers
	Support affordable housing development options through administrative adjustments such as minimum lot sizes, setbacks, density bonuses, other opportunities.	Short-Term	Ongoing	\$	RPC	Consultants, Property Developers, CB&C/MB&C
	Explore new regulatory tools and identify existing barriers to housing diversity and the mixture of uses for new development.	Continuous	Ongoing	\$	RPC	Consultants, CNCS
	Encourage the development of affordable housing in conjunction with new residential developments.	Continuous	Ongoing	\$	RPC	City and County Leadership
	Implement Multi-family exterior design standards to incorporate complete neighborhood design.	Short-Term	1-2 Years	\$\$\$	RPC	Consultants, City Leadership, CB&C, City Residents, Property Developers
Create a Unique Sense of Place in New Neighborhoods						
	Establish anti-monotony standards for new residential subdivisions, such as color/materials, roof type, front porch style, etc.,	Mid-Term	2-5 Years	\$\$	RPC	Consultants, City Leadership, Property Developers, City Residents
	Update and improve landscaping standards for single-family development.	Mid-Term	1-2 Years	\$\$	RPC	Consultants, City and County Leadership, Property Developers, Business Owners
	Create complete neighborhoods in the community by mandating amenities such as trails, a community clubhouse, parks, businesses, services within walking/biking distance, and public art.	Short-Term	Ongoing	\$\$\$	RPC	CPR/MCPR, CTS CSD, Property Developers
	Develop standards promoting pedestrian-friendly environments, minimizing parking lots, improving views and access to common areas.	Short-Term	1-2 Years	\$\$	RPC	Consultants, CTS CSD

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
	Update and improve landscaping standards.	Mid-Term	1-2 Years	\$	RPC	Consultants, City Residents, County Residents, Property Developers, Business Owners
Reinvest in Established Neighborhoods						
	Invest in gateway and wayfinding signage, attractive landscaping, street lighting, and other infrastructure to maintain the desirability of a neighborhood.	Mid-Term	1-2 Years	\$\$\$\$	CSD	CNCS, RPC, City and County Leadership, EDC
	Conduct a nonconformities analysis, addressing regulatory barriers such as setback requirements, and right-size bulk and dimensional standards.	Short-Term	1-2 Years	\$	RPC	Consultants, CB&C/MCB&C
Support Preservation and Adaptive Reuse						
	Utilize community partners to connect historic property owners with available resources, grants, and programs to support preservation.	Short-Term	Ongoing	\$	RPC	THC, Historical Organizations
	Build upon the Historic District Overlay to allow for more flexibility in the use of historic homes to extend their economic life.	Short-Term	2-5 Years	\$	RPC	THC, Historical Organizations, Property Developers, Property Owners, Business Owners
	Promote adaptive reuse over redevelopment for structures that are structurally sound, feature desirable built form, and/or are historically significant.	Continuous	Ongoing	\$	RPC	THC, Historical Organizations, EDC, City and County Leadership, Property Developers
	Follow historic preservation industry best practices to ensure reasonable fire codes and building regulations are met as historic structures are adapted for reuse.	Short-Term	2-5 Years	\$	Historical Organizations	CFR, THC, CB&C
	Offer incentives to promote renovation, reuse, and preservation of historic buildings into additional housing.	Mid-Term	1-2 Years	\$\$\$	City and County Leadership	Historical Organizations, EDC, RPC, THC, Property Developers

Economic Development

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
Strategic Commercial and Industrial Development						
	Encourage the development of commercial facilities closer to residents in alignment with the future land use plan.	Continuous	Ongoing	\$	RPC	EDC, Business Owners, Property Developers
	Provide essential infrastructure (reliable utilities, transportation, and industrial sectors).	Continuous	Ongoing	\$\$\$\$	City and County Leadership	RPC, CGW, CDE, IDB, Utility Districts
	Encourage balanced growth strategies that prevent oversaturation in particular sectors.	Continuous	Ongoing	\$	RPC	EDC, Property Developers, City and County Leadership
	Use market strategies to promote the community's strengths, attractions, and business opportunities to attract additional commercial investments.	Short-Term	1-2 Years	\$\$	EDC	IDB, RPC, Property Developers, Business Owners
	Preserve opportunities for logistics and industrial development around Outlaw Field.	Short-Term	Ongoing	\$	Airport Authority	RPC, EDC, IDB, CUAMPO, City and County Leadership
	Support opportunities for Airport operations and expansion.	Short-Term	Ongoing	\$\$	Airport Authority	EDC, IDB, CUAMPO, City and County Leadership
	Create appropriate transitions between commercial and industrial uses to residential neighborhoods to preserve quality of life of residents.	Short-Term	1-2 Years	\$\$\$	RPC	RPC, IDB, CB&C/MCB&C
Commercial Revitalization						
	Convert large, vacant stores and commercial areas into mixed-use developments that offer a variety of amenities and services.	Short-Term	5+ Years	\$\$	RPC	EDC, Property Developers, Business Owners, Property Owners, CB&C
	Promote innovative retail concepts that will add vibrancy to the commercial landscape.	Short-Term	Ongoing	\$	RPC	Consultants, EDC, Business Owners, Property Developers
	Repurpose aging commercial centers into entertainment and recreation hubs.	Mid-Term	2-5 Years	\$\$\$\$	RPC	EDC, Property Developers, Business Owners, Property Owners
	Improve the aesthetics of the commercial nodes and corridors through public spaces, architectural upgrades, landscaping, complete streets, and public art installations.	Mid-Term	2-5 Years	\$\$\$\$	RPC	CPR/MCPR, CSD, Business Owners, Property Owners, Property Developers, City Leadership
	Design adaptable commercial centers to the future market conditions and needs.	Continuous	Ongoing	\$	Property Developers	RPC, EDC, Business Owners, Property Owners
	Provide a strategic assessment on economic vitality of properties for business expansion, startups, and other target industries matching with size, location, and infrastructure of the community.	Short-Term	1-2 Years	\$\$	EDC	RPC, Consultants

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
	Provide resources and incentives to identify low-cost facilities or sufficient low-price space to support startups and potential businesses.	Short-Term	Ongoing	\$\$\$	EDC	City and County Leadership, RPC, Property Developers, Property Owners
Urban Design						
	Modify zoning regulations to promote mixed-use developments that combine residential and commercial spaces.	Short-Term	1-2 Years	\$\$\$	RPC	Consultants, City and County Leadership, CB&C/MCB&C, Property Developers
	Develop a strategy for tactical urbanism projects like pop-up parks, pedestrian-friendly street closures, and bike lane.	Mid-Term	1-2 Years	\$	RPC	CNCS, CSD, CPR/MCPR
	Preserve and restore historic landmarks to attract heritage tourism and highlight history and culture of the community.	Continuous	Ongoing	\$\$\$	Historical Organizations	RPC, City and County Leadership, City Residents, County Residents, CVB
	Involve community in placemaking projects enabling residents to participate in planning their surroundings.	Short-Term	Ongoing	\$\$	RPC	CNCS, City Residents, County Residents, Consultants
	Partner with non-profit organizations and social institutions to secure financial support for urban design projects.	Short-Term	Ongoing	\$	CNCS	Habitat for Humanity, RPC, Property Developers, City and County Leadership, Business Owners
	Enhance the public realm through place making elements such as streetscaping, wide sidewalks, outdoor public spaces, branding, beautification, and public art.	Short-Term	5+ Years	\$\$\$\$\$	CSD	RPC, CPR/MCPR, Local Artists, Property Developers
Proximity Based Growth						
	Prioritize context sensitive infill development within existing residential areas, encourage high-quality mixed-use developments by providing incentives for businesses and developers.	Short-Term	Ongoing	\$	RPC	Business Owners, City and County leadership, Property Developers, EDC
	Consider utilizing transparent, metric based evaluations methods such as cost benefit analysis, performance measurement methods and return on investments (ROI) for development proposals and public investments.	Mid-Term	Ongoing	\$\$	RPC	City and County Leadership, EDC, Consultants
	Increase residential density around the existing and new retail and employment centers.	Continuous	Ongoing	\$	RPC	EDC, CB&C, Business Owners
	Invest in green spaces and sustainability initiatives within and near residential neighborhoods.	Short-Term	2-5 Years	\$\$\$\$\$	CPR/MCPR	RPC, City and County Leadership
	Ensure a range of attainable/ affordable housing options near existing and new commercial areas.	Short-Term	2-5 Years	\$\$	RPC	Property Developers, Property Owners, CNCS, EDC
	Increase residential density and employment opportunities around key transit stops.	Short-Term	1-2 Years	\$\$	RPC	CTS, CUAMPO, CSD, City Leadership
	Enhance sidewalks and public transportation network options to reduce the dependence on private vehicles.	Continuous	Ongoing	\$\$\$\$\$	CSD	RPC, City and County Leadership, CTS

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
Workforce Development						
	Invest and expand educational and training programs aligned with local industries for the current and future needs.	Short-Term	Ongoing	\$\$\$	IDB	APSU, TCAT, NSCC, CMCSS, Business Owners
	Promote workforce development that will help attract and retain young professionals and skilled workers.	Continuous	Ongoing	\$	IDB	APSU, TCAT, NSCC, CMCSS, Business Owners
	Actively encourage and support strategic partnerships between Austin Peay State University, other educational centers, and employers.	Continuous	Ongoing	\$\$	IDB	APSU, TCAT, NSCC, Business Owners
	Focus on improving the quality of life in the community through investments in amenities, healthcare services and housing.	Mid-Term	2-5 Years	\$\$\$\$\$	City and County Leadership	RPC, EDC, CPR/MCPR
	Encourage startup businesses and entrepreneurship to stimulate economic growth.	Continuous	Ongoing	\$\$	EDC	RPC, Business Owners, City and County Leadership, SBDC
	Identify and strengthen efforts to integrate transitioning military personnel into the workforce.	Continuous	Ongoing	\$\$	IDB	APSU, NSCC, TCAT, Non-Profits
Downtown						
	Implement zoning regulations and economic incentives to encourage mixed-use through infill development.	Short-Term	1-2 Years	\$\$\$	RPC	CB&C, Property Developers, Property Owners, Historical Organizations, EDC
	Promote a variety of housing options, from high-density residential to context sensitive infill in more established residential neighborhoods.	Short-Term	1-2 Years	\$\$\$	RPC	CGW, Historical Organizations, Property Developers, Property Owners
	Establish and promote initiatives that support local startups and small businesses in the Downtown.	Short-Term	Ongoing	\$\$	EDC	City and County Leadership, RPC, Property Developers, Property Owners, SBDC
	Invest in improving multi-modal connectivity to enhance accessibility to businesses and amenities in the Downtown and surrounding neighborhoods.	Mid-Term	2-5 Years	\$\$\$\$\$	City and County Leadership	CTS, CUAMPO, CSD, RPC, APSU
	Invest and promote historic preservation projects to maintain the cultural heritage by prioritizing adaptive reuse.	Short-Term	Ongoing	\$\$\$\$	City and County Leadership	Historical Organizations, Property Developers, Property Owners, RPC, APSU
	Re-purpose extensive parking lots for commercial, mixed use and residential developments.	Mid-Term	5+ Years	\$\$\$	City and County Leadership	Consultants, RPC, Non-Profits, Property Developers, Property Owners
	Improve the water and sewer system infrastructure to accommodate the increased population density.	Continuous	Ongoing	\$\$\$\$\$	CGW	RPC, Property Developers, Property Owners

Transportation and Mobility

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
Prioritize Traffic Management and Road Safety						
	Design context-sensitive roadways to minimize the impact on Clarksville-Montgomery County neighborhoods and business districts.	Short-Term	1-2 Years	\$\$\$	RPC	Consultants, CSD
	Improve the flow of traffic, safety and aesthetics of urban arterial roads by incorporating roundabouts, where appropriate, that accommodate both vehicular and pedestrian traffic.	Mid-Term	5+ Years	\$\$\$\$\$	CSD	Consultants, RPC, CUAMPO, MC Highway Dept., TDOT
	Create a toolkit of actions to help identify and preserve future transportation corridors.	Short-Term	Ongoing	\$\$\$	City and County Leadership	RPC, TDOT, GNRC, CUAMPO
	Develop street design standards to address road hierarchy, traffic capacity, and land use trip generation.	Short-Term	Ongoing	\$\$\$	CSD	MC Highway Dept., CUAMPO, TDOT, RPC, Consultants
	Introduce a street hierarchy requirement to the subdivision regulations so that future roadways can connect with adequate capacity.	Short-Term	1-2 Years	\$\$\$	RPC	CUAMPO, CSD, Consultants, CUAMPO
	Support and implement the MTP, Transportation 2020+, and other adopted transportation documents.	Continuous	Ongoing	\$	RPC	CUAMPO, CSD, MC Highway Dept., City and County Leadership
	Continue to review development proposals for appropriate infrastructure improvements.	Continuous	Ongoing	\$	RPC	CUAMPO, CSD, MC Highway Dept., CTS
	Development proposals should be evaluated for traffic and roadway impacts beyond LOS.	Short-Term	Ongoing	\$\$	CSD	MC Highway Dept., CUAMPO, RPC
	Collect and analyze data on traffic patterns, air quality, and energy consumption in coordination with the MTP.	Continuous	Ongoing	\$\$	CUAMPO	CSD, RPC, MC Highway Dept.
Improve Traffic Signalization						
	Incorporate Intelligent transportation systems such as, real-time traffic monitoring, predictive analytics, and adaptive traffic signals to optimize traffic flow, reduce congestion, and minimize waiting times.	Short-Term	2-5 Years	\$\$\$\$\$	CSD	MC Highway Dept., CUAMPO, RPC
	Create signal timing plans that respect low traffic conditions that may benefit from a shorter cycle length than the peak hour. Similarly, weekend signal timing plans should be community-centered	Continuous	Ongoing	\$\$	CSD	MC Highway Dept., CUAMPO
Implement Complete Streets						
	Develop a complete street toolkit for the City and County to apply Complete Street principles where appropriate to encourage the use and implementation of transit, sidewalks, bicycle, and pedestrian facilities.	Short-Term	1-2 Years	\$\$\$	CSD	Consultants, CUAMPO, MC Highway Dept., RPC, CTS, CPR/MCPR
	Integrate green spaces, trees, and sustainable drainage systems along complete streets.	Short-Term	Ongoing	\$\$\$\$\$	CSD	MC Highway Dept., CUAMPO, RPC, CPR/MCPR
	Install LED Street lighting.	Short-Term	1-2 Years	\$\$\$\$\$	CSD	MC Highway Dept., RPC

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
Building Upon Existing Public Transit						
	Integrate transit stations into walkable, transit-oriented, and complete neighborhoods, focusing on community cohesion, convenience, and quality of life.	Short-Term	1-2 Years	\$\$\$\$\$	CTS	RPC, CSD, CUAMPO
	Enhance quality transit services to improve mobility options.	Mid-Term	1-2 Years	\$\$\$\$\$	CTS	CSD, CUAMPO
	Prioritize high-quality transit investments in corridors with the greatest potential to attract riders and shape development.	Continuous	Ongoing	\$\$\$\$\$	CTS	CSD, CUAMPO
	Substitute on-site parking for event-based transit services to free land around event locations for other uses.	Short-Term	1-2 Years	\$	CTS	RPC, Business Owners, APSU, City and County Leadership, Non-Profits, Business Owners
	Preserve right-of-way for future transit and require that development provide transit infrastructure.	Mid-Term	5+ Years	\$\$\$\$\$	CUAMPO	City and County Leadership, CSD, MC Highway Dept., CTS
	Increase the availability of public transportation between residential and employment areas, as well as regional facilities.	Short-Term	2-5 Years	\$\$\$\$\$	CTS	CUAMPO, CSD
	Provide stop facilities that are lit and include shelter, benches, waste receptacles, and other amenities as appropriate in developments located within existing and planned bus transit corridors.	Short-Term	Ongoing	\$\$\$\$\$	CTS	CSD
	Identify pedestrian and/or bicycle needs within a reasonable distance of transit stops.	Short-Term	1-2 Years	\$	CSD	CTS, CUAMPO, CSD, CPR/MCPR, RPC, BCycle
	Provide adequate and accessible transit for residents and visitors with varying levels of abilities.	Continuous	Ongoing	\$\$\$\$\$	CTS	CSD, CUAMPO
	Ensure that the Environmental Justice areas have transit routes.	Continuous	Ongoing	\$	CTC	CUAMPO
	Consider enhancing density and reducing parking requirements near key transit stops.	Short-Term	1-2 Years	\$\$	RPC	CTS, CSD
	Continue to collaborate with large employers to provide transit subsidies, bicycle facilities, alternative work schedules, ridesharing, telecommuting, work-at-home programs, and preferential parking for carpools/vanpools.	Continuous	Ongoing	\$\$	IDB	CTS, RPC, Business Owners, BCycle

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matter Experts
Enhance Pedestrian and Bicycle Circulation						
	Offer residents safe and attractive choices among all modes.	Continuous	Ongoing	\$\$\$\$	City and County Leadership	CUAMPO, CTS, CPR/MCPR, CSD, MC Highway Dept., BCycle
	Update the Bicycle and Pedestrian Masterplan.	Short-Term	1-2 Years	\$\$\$	CPR/MCPR	City and County Leadership, CUAMPO, RPC, CSD, MC Highway Dept., BCycle
	Construct pedestrian and bicycle facilities that are universally compliant, accessible, adequately illuminated, and properly designed.	Continuous	Ongoing	\$\$\$\$	CPR/MCPR	CSD, CUAMPO, RPC, BCycle
	Provide continuous pedestrian and bicycle networks in alignment with adopted plans.	Mid-Term	1-2 Years	\$\$\$\$	CPR/MCPR	RPC, CSD, MC Highway Dept., CUAMPO, BCycle
	Modernize the existing sidewalk ordinance.	Short-Term	1-2 Years	\$	CSD	RPC, City Leadership
	Support infrastructure and programs that encourage children to walk and bicycle safely to school.	Short-Term	1-2 Years	\$\$\$\$	CSD	CMCSS, Highway Dept., TDOT, CUAMPO, RPC
	Prioritize completing sidewalks to internal sidewalk circulation for existing Government and Public facilities.	Continuous	Ongoing	\$\$\$\$	CSD	RPC, City and County Leadership, CMCSS
	Prioritize sidewalk connectivity projects around schools, bus stops, parks, commercial centers, and multi-family residences.	Continuous	Ongoing	\$\$\$\$	CSD	RPC, MC Highway Dept., CMCSS
	Maximize state and local funding opportunities for pedestrian safety and connectivity improvements.	Continuous	Ongoing	\$	CUAMPO	TDOT, CSD, MC Highway Dept., City and County Leadership
	Coordinate a review of roadway and multi-modal transportation projects for alignment with the Comprehensive Plan and other adopted plans.	Continuous	Ongoing	\$	RPC	CUAMPO, CPR/MCPR, CTS, CSD, MC Highway Dept.
Maintain and Upgrade Freight Movement						
	Promote inclusion of freight infrastructure, maintenance, and expansion in planned state investments, aligning with planning agencies.	Continuous	Ongoing	\$	IDB	RPC, EDC, State Legislators, TDOT, RJ Corman Railroad
	Add a rail intermodal facility within the industrial park to enhance logistical capabilities and improve transportation efficiency.	Mid-Term	5+ Years	\$	IDB	RJ Corman Railroad, CUAMPO, City and County Leadership, State Legislators
	Maintain safe and efficient routes from the Interstate to the industrial park.	Continuous	Ongoing	\$	CUAMPO	RPC, MC Highway Dept., TDOT, IDB, CSD

Facilities, Services, Infrastructure, and Utilities

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matters Experts
Public Safety						
	Continue to maintain a safe community by strategically locating public safety resources for maximize coverage.	Continuous	Ongoing	\$\$\$\$\$	City and County Leadership	RPC, CFR, EMA, EMS, CPD, MCSO
	Invest in the Montgomery County Fire Service, including building additional fire stations and staff for response outside the city limits.	Short-Term	2-5 Years	\$\$\$\$\$	County Leadership	EMA, RPC
	Ensure that police, fire services, EMS, and Emergency Management receive stable and sufficient funding to meet the community's growing demands.	Continuous	Ongoing	\$\$\$\$\$	City and County Leadership	CFR, CPD, EMA, EMS, MCSO
Healthcare						
	Assist Tennova in assessing the current capacity of hospital and urgent care providers in the community to identify opportunities for expansion and renovation of facilities to address the increasing healthcare demands.	Continuous	Ongoing	\$	RPC	City and County Leadership
	Improve healthcare accessibility in rural areas by collaborating with small health clinics and primary care physicians to enhance their capabilities; encourage telehealth services to aid underserved areas.	Mid-Term	2-5 Years	\$\$\$\$\$	County Leadership	MC Health Dept., TN Dept. of Health
	Work with the community's Health Department and healthcare organizations to implement community-wide health education programs to promote preventive healthcare measures and healthy lifestyle choices.	Short-Term	1-2 Years	\$\$	City and County Leadership	MC Health Dept. CPR/MCPR, TN Dept. of Health
	Invest in healthcare workforce development by supporting medical education programs, training opportunities and scholarship opportunities in the community.	Short-Term	Ongoing	\$\$\$	City and County Leadership	APSU, NCSS, CMCSS
Education						
	Work with Clarksville-Montgomery County School System to accommodate the growing population, ensuring efficient land use for required educational services.	Continuous	Ongoing	\$	CMCSS	RPC, County Leadership
	Invest in and integrate technology to enhance the learning experience, providing students with the necessary digital skills.	Continuous	Ongoing	\$\$\$\$\$	CMCSS	APSU, NSCC, TCAT
	Enhance language education initiatives to address the cultural diversity of the community.	Continuous	Ongoing	\$\$\$\$	CMCSS	
	Engage and collaborate with higher education entities to develop an innovative learning hub with diverse academic offerings.	Short-Term	Ongoing	\$\$\$	CMCSS	APSU, NCSS, TCAT, Business Owners
Clarksville-Montgomery County Public Library						
	Partner with the library to implement a marketing strategy to expand library use and awareness.	Short-Term	1-2 Years	\$	Public Library	County Leadership, CMCSS
	Provide adequate library space and services to meet the national benchmarks.	Continuous	Ongoing	\$\$\$\$	Public Library	CMCSS Non-Profits
	Offer a range of educational, recreational, and cultural programs suited for all age groups by using the new spaces to ensure up-to-date technology.	Continuous	Ongoing	\$\$\$	Public Library	CMCSS APSU, CPR/MCPR, Civic Clubs
	Provide equitable and inclusive library services by expanding internet access, providing innovative technology resources, and promoting digital literacy.	Continuous	Ongoing	\$\$\$	Public Library	Non-Profits, Civic Clubs, County Leadership

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matters Experts
Drinking Water						
	Provide for the safe and efficient delivery of high-quality potable water.	Continuous	Ongoing	\$\$\$\$\$	CGW	Utility Districts
	Continue to factor water supply issues into planning for the growth.	Continuous	Ongoing	\$	CGW	Utility Districts RPC, City and County Leadership
	Increase the use of water conservation measures and minimization techniques.	Short-Term	Ongoing	\$\$\$\$	CGW	Utility Districts, TDEC
	Promote water conservation and reuse by engaging the public.	Short-Term	1-2 Years	\$\$	CGW	Utility Districts, TDEC
	Apply current Best Management Practices (BMPs) to drinking water systems.	Continuous	Ongoing	\$\$\$\$\$	CGW	Utility Districts, TDEC
	Improve potable water quality through the preservation and restoration of natural landscape features, such as lakes, floodplains, wetlands, and their buffers.	Mid-Term	5+ Years	\$\$\$\$\$	CGW	Utility Districts, City and County Leadership, TDEC, CPR/MCPR, RPC
	Protect the water supply from incompatible uses and activities that could compromise drinking water quality and safety.	Continuous	5+ Years	\$\$\$\$\$	CGW	Utility Districts, City and County Leadership, TDEC, CPR/MCPR, RPC
Wastewater						
	Implement efficient wastewater treatment processes to protect the environmental health and water quality in the community.	Continuous	Ongoing	\$\$\$\$\$	CGW	TDEC
	Ensure that pump stations and force mains are environmentally sound and operationally efficient.	Continuous	Ongoing	\$\$\$	CGW	TDEC
	Maintain the sewer collection system to eliminate sanitary sewer system overflows and backups.	Continuous	Ongoing	\$\$\$	CGW	TDEC
	Promote the proper disposal of fats, oils, and grease for households to help prevent sewer line clogging.	Continuous	Ongoing	\$\$	CGW	City and County Leadership, Business Owners, City Residents
Stormwater						
	Provide an equitable system of stormwater financing based on relative contributions to the stormwater problem.	Mid-Term	2-5 Years	\$\$\$\$\$	City and County Leadership	CSD, MCB&C, TDEC
	Reduce run-off velocity and improve water quality from existing and new developments using sustainable and resilient infrastructure techniques that use soils and vegetation to capture and cleanse stormwater runoff.	Mid-Term	5+ Years	\$\$\$	CSD	MCB&C, RPC, Property Developers, TDEC
	Use drainage basin-focused studies to determine the locations of future and additional stormwater facilities.	Short-Term	2-5 Years	\$\$	CGW	MCB&C, TDEC, Consultants, RPC
	Apply discharge control methods that control both peak and volume and that are economically, aesthetically, and environmentally acceptable.	Mid-Term	2-5 Years	\$\$\$	CGW	MCB&C, TDEC, Consultants, RPC
	Educate and involve the public in stormwater management, including the development of school information programs.	Short-Term	2-5 Years	\$\$	CSD	MCB&C, CMCS
	Implement low impact development and green infrastructure to effectively manage stormwater runoff, leveraging natural elements like green roofs, permeable pavements, and green spaces.	Long-Term	5+ Years	\$\$\$\$\$	CSD	MCB&C, RPC, Property Developers, TDEC

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matters Experts
Energy and Telecommunications						
	Work with regional and private organizations to plan for adequate future energy and telecommunications facilities and service delivery.	Continuous	Ongoing	\$	CDE	CEMC, TVA
	Foster future alternative energy sources (renewable such as wind and solar).	Short-Term	2-5 Years	\$	CDE	CMEC, TVA, IDB
	Consider ways to improve the placement and appearance of utility infrastructure—including substations, transmission towers and lines, and switching boxes.	Short-Term	1-2 Years	\$	CDE	CEMC, TVA, RPC
	Remove prohibitions and reduce barriers that impede the installation of solar panels and other renewable technologies.	Short-Term	1-2 Years	\$	RPC	MCB&C/CB&C, City and County Leadership, TVA, State Legislators, CDE, CEMC
	Monitor energy use of facilities and establish benchmarks for efficiency goals.	Continuous	Ongoing	\$	City and County Leadership	CDE, CEMC, CGW, Utility Districts, APSU, TVA
	Continue monitoring trends and adapting infrastructure for EV technology.	Continuous	Ongoing	\$	CDE	CEMC, CTS, RPC, CUAMPO

Parks, Natural Resources, and the Environment

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matters Experts
Trails and Greenways						
	Incorporate public park spaces and greenways within new developments.	Short-Term	2-5 Years	\$	RPC	CPR/MCPR, Property Developers, Property Owners
	Prioritize improvements to existing trails and greenways in key recreation/activity areas, such as along the riverfronts.	Continuous	Ongoing	\$\$\$\$	CPR/MCPR	City and County Leadership, RPC
	Create partnerships to connect private trails to the larger public trail and greenway network.	Short-Term	2-5 Years	\$	CPR/MCPR	Property Developers, City and County Leadership, Property Owners
	Explore the creation of standards to integrate trail design into existing infrastructure projects.	Short-Term	2-5 Years	\$	RPC	CPR/MCPR, CSD, MC Highway Dept.
Open Spaces and Natural Resources						
	Consider establishing an agricultural land trust.	Mid-Term	2-5 Years	\$\$\$\$	City and County Leadership	EDC, RPC, APSU, TDEC, State Legislators
	Develop parks and facilities in underserved areas to ensure that all communities have access to green spaces and recreational opportunities.	Continuous	Ongoing	\$	City and County Leadership	CPR/MCPR, RPC
	Engage with the community to gather input and preferences on recreational amenities and facilities.	Continuous	Ongoing	\$	City and County Leadership	CPR/MCPR, RPC, City Residents, County Residents
	Explore opportunities for public-private partnerships to fund and develop parks and recreation facilities.	Short-Term	1-2 Years	\$	CPR/MCPR	Business Owners, Property Owners, RPC, Non-Profits
	Promote sustainable land use practices to protect natural open spaces, including farmland preservation and reforestation.	Short-Term	2-5 Years	\$	City and County Leadership	RPC
	Implement zoning and land use policies that protect prime farmland from other development.	Mid-Term	2-5 Years	\$	RPC	MCB&C, TDEC
	Support the implementation of the Blueways and Greenways Masterplan and the City and County Parks and Recreation Masterplans.	Continuous	Ongoing	\$	City and County Leadership	RPC, CPR/MCPR
Water						
	Invest in recreational infrastructure along the Cumberland River and other waterways, offering diverse activities.	Mid-Term	2-5 Years	\$\$\$\$	City and County Leadership	CPR/MCPR RPC, Business Owners, Property Developers, TDEC
	Implement watershed restoration projects to address waterway contamination.	Mid-Term	5+ Years	\$\$\$\$	City and County Leadership	CPR/MCPR, RPC, CGW, CSD, TDEC
	Collaborate with the State of Tennessee Recreation Resources Division (RRD) to promote regional recreation tourism.	Continuous	Ongoing	\$	City and County Leadership	CVB, CPR/MCPR
	Enhance and develop a connected network of trails that provide convenient access to the rivers.	Mid-Term	2-5 Years	\$\$\$\$	CPR/MCPR	RPC, APSU, Property Owners, City and County Leadership
	Create additional designated canoe and kayak access points along the rivers to promote water-based activities.	Short-Term	2-5 Years	\$\$\$\$	CPR/MCPR	CSD, TDEC

#	Action	Priority	Timeline	Cost	Lead Department	Subject Matters Experts
	Promote public awareness about the ecological importance of waterways and wetlands promoting conservation.	Continuous	Ongoing	\$	CPR/MCPR	CSD, TDEC
Resilience and Disaster Preparedness						
	Conduct an Environmental Resiliency and Sustainability Plan to assess vulnerabilities and improvements.	Mid-Term	1-2 Years	\$\$\$	City and County Leadership	EMA, NOAA, FEMA, FTCKY, CDE, CGW
	Develop partnerships and collaboration among various agencies and stakeholders that will help in effective management of hazard events.	Continuous	Ongoing	\$	City and County Leadership	NOAA, FEMA, FTCKY, CDE, CGW
	Implement the land use plan considering disaster resilience to minimize the risk of disasters in vulnerable areas.	Continuous	Ongoing	\$	RPC	EMA, FEMA, CFR
	Identify areas for strategic property acquisition and preservation efforts for wetland and riparian areas.	Short-Term	2-5 Years	\$\$	RPC	City and County Leadership CPR, MCPR, Non-Profits, TDEC
	Promote wetland restoration initiatives and update local wetland protection regulations.	Short-Term	2-5 Years	\$\$	City and County Leadership	Consultants, CSD, MCB&C, RPC, CPR/MCPR, TDEC
	Develop and promote green and low-impact development practices to protect environmentally sensitive areas.	Short-Term	2-5 Years	\$\$	City and County Leadership	CPR/MCPR, RPC, EDC, TDEC, Property Owners