

# ZONING ORDINANCE REWRITE

## Phase 1 Assessment



**FINAL REPORT**

**JULY 2015**





# ACKNOWLEDGEMENTS

The City of Sevierville *Zoning Ordinance Rewrite - Phase 1 Assessment* would not have been possible without the tremendous input, feedback, and expertise of the City's leadership and staff. We would also like to give a special thank you to the many residents and business owners who generously devoted their time and thoughts in the hopes of building a stronger and more vibrant Sevierville.

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# TABLE OF CONTENTS

Acknowledgements

Table of Contents

1. Introduction
2. Base Justification
3. Place Types
4. Planning Areas
5. Recommendations & Conclusions
6. Appendix



# 1. INTRODUCTION

## Project Background

In August 2014 the Sevierville Planning Commission met to discuss their vision of the future of the City. The report which summarized this meeting concluded by saying that the Planning Commission:

*...expressed the strong desire to see the community continue to develop in ways that allowed economic vitality to flourish while preserving the features of the community that made Sevierville and Sevier County a destination for so many annually. Discussions about changes in zoning styles, protection of physical features and natural environments and the need to move traffic around and through the community were important tasks for the coming months as the Planning Commission continues to oversee the land use activities of the Sevierville.*

An outgrowth of this meeting was the conclusion that the City needed a new zoning code to accomplish this vision. After a competitive process, the City selected the Orion Planning Group team, assisted by CHA Consulting, to assess their current code. This assessment included looking for inconsistencies, deficiencies and opportunities, and making recommendations on a general direction for the new code, specific topics to include and organizational features to use.

## Current Code

The current code has been in place for more than 40 years with no significant or comprehensive updates. It does not provide a good mechanism for helping the community achieve the future described. The code has 14 zoning districts: 3 residential, 5 commercial, 1 industrial, 1 agricultural, and 4 special purpose. The special purpose districts address

floodplains, the historic area including downtown, visitor accommodation, and the interstate. The code is heavily use-based with minimal design criteria and little programmed flexibility. Permitted uses within the districts are cumulative so that what is allowed in lower intensity districts is generally allowed in all higher intensity districts. For this reason, the M-1, or industrial, district allows nearly any type of use permitted anywhere within the City. Items specifically that need to be targeted include the following, which are categorized under major headings.

## General Zoning Ordinance Issues

- Lack of flexibility
- Cumulative zoning creates land use inconsistencies
- Definitions are inadequate and spread throughout the entire document
- Tourist Oriented Directional Signage (TODS) Section is confusing, process heavy
- Fees set in Zoning Ordinance requiring complex amendment process
- Lack of staff discretion combined with confusing, or vague language increases bureaucracy of decisions
- No certification of zoning compliance prior to Certificate of Occupancy
- Standards are rigid resulting in zoning review with little performance review; interpretations are based on letter of law instead of intent
- No incentives to achieve better design.
- Minimal landscape requirements in parking section and in site plan regulations for commercial, industrial and multi-family residential uses

- No requirements for maintenance of landscape

### **Uses and Districts**

- The Zoning Ordinance promotes single lot development instead of master planned development
- Cumulative uses in districts allow non-complementary development and conflicts between land uses not permitting control over the proper mix of uses
- Building design is not controlled; significant amount of franchise architecture exists thereby looking like anywhere USA
- Accessory structures not controlled
- No requirements or incentives for preservation, or reservation of land identified for future recreation or open space in adopted plans
- Different commercial districts not distinctive enough except for signage requirements
- Master planning of large lot commercial development not required in all commercial districts, or incentivized leading to parcelization and lack of internal coordination
- Current zoning not reflective of obvious future uses
- No focus on livability or quality urban design
- Limited standards regarding accessory structures

### **Lot and bulk standards**

- Inconsistent built front setbacks
- Rigid setbacks create disincentives for creative design
- Height limits are complex
- Landscaping/Public Art/Screening/Buffering

- Limited landscape standards
- No specifics on trash/dumpster screening
- Few parking lots with trees for shade
- Almost no public art
- Institute hillside and tree protection standards
- Flexible buffering standards based on use compatibility
- Encourage public art and building and site features that create city-appropriate interest and dimension
- No treatment of use transitions
- Buffering requirements are rigid

### **Parking and Loading**

- Requirements for loading docks are excessive
- Parking standards create unnecessary large parking lots on some properties
- Few shared parking lots

### **Infrastructure and Access**

- No corridor access management plans
- No cross-connection requirements to help reduce corridor traffic congestion
- No requirement for pedestrian or cycling infrastructure between uses or connections to public facilities
- Limited standards regarding improved drainage techniques
- Vision clearance is vague leading to less landscaping

### **Signs**

- Number of signs permitted is unclear
- Sign regulations scattered throughout Zoning Ordinance
- Digital sign standards are unclear leading to some instances of inappropriate signs

### **Views**

- No preservation of hilltops
- No standards for addressing river

### **Lighting**

- Limited standards for lighting leading to overly bright lighting, light shining off properties, and areas of darkness

### **Open Space**

- Current development does not take advantage of open space including rivers
- No preservation of open space

### **Processes and Procedures**

- Little administrative flexibility or discretion
- Development Review Team responsibility and authority is vague

### **Intangibles**

- There is no clear vision for Sevierville's future beyond what the Planning Commission identified during their retreat



# 2. BASE JUSTIFICATION

## Project Approach

During the Planning Commission Retreat the Sevierville Planning Commission identified what tools they needed to achieve their vision for the future of the City of Sevierville. As part of this day long retreat the Planning Commission completed a SWOT analysis. SWOT stands for strengths, weaknesses, opportunities and threats and is a professionally accepted way to analyze the current conditions within a community. The summary of the SWOT analysis is as follows, taken from the notes from the City of Sevierville Planning Commission Planning Retreat dated 8.01.2014.

When they were asked to envision the future in August 2014, the Planning Commission identified the following as important features of the desired future:

- Traffic flows freely,
- There is a wide variety of activities available,
- Ridge tops and views are protected,
- Wildlife, farms and green space have a place in the City,
- The natural beauty is not hidden or marred by poles or signage,
- There are a variety of job opportunities,
- Quality housing is available,
- The City is affordable for residents, and
- Quality schools & educational opportunities

Before the end of the day, the Planning Commission spent time undertaking several map exercises that identified areas of interest, concern and hope. The summary of those comments created a defined "character map" that broke the community down into various character areas for development including the

1) Interstate Area, 2) New Sevierville, 3) Old Town, 4) Residential Villages, and 5) South Sevierville. See map on Page 4.

**1) Interstate District:** This area is the northern most district within the City. The area includes the entire City limits from north of the interstate and continues south to the French Broad River. This area is the front door for Sevierville and the first exposure for visitors to the City. The predominate uses are destination retail and entertainment. The AA baseball stadium is located in this district along with support retail; lodging and restaurants. Located north of the interstate is a small business park dedicated to warehouse and manufacturing. Located south of the interstate are personal service type retail and more tourism retail.



**2) New Sevierville:** The New Sevierville area is located between the Interstate and Old Town areas. The New Sevierville area is bounded by the French Broad River on the north and continues south to Buddy's Bar-b-q. The majority

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Tanger-Five Oaks	Traffic	Undeveloped Property	Economic Downturn
Connection to River	Unrealized Potential of Downtown	Dumplin' Creek	Uncontrolled Growth
The Smokies Stadium as a venue for entertainment and sports	Missed Markets and Opportunities	Diversification of Development	City Unable to Meet its Financial Obligations
Walking Trails & Outdoor Spaces	Billboards	Revitalization of Downtown	Too much Traffic Deters People and Development
Downtown	Dilapidated and Vacant Buildings and Shopping Centers	Sports Tourism	Failure to Remain the "Hometown in the Smokies"

of these existing uses are tourism retail and lodging. There is also a significant amount of developable land



**3) Old Town:** The Old Town area is located right in the center of the City between the New Sevierville, South Sevierville, and Residential Villages. The northern boundary is Buddy's Bar-b-q down south to the Sevierville City Park. The western boundary is the city limits and the eastern boundary is Witt Hollow Road to Robert

Henderson Road to Eastgate Road. The core of old Sevierville represents the urban core of the City with multi story commercial buildings placed at the street frontage, on street parking interspersed with institutions such as government buildings and churches.



**4) Residential Villages:** The Residential Villages area is located on the east side of Town and is connected to the old Town by Dolly Parton Parkway. The area contains two key corridors

including Dolly Parton and Veterans Parkway. The northern, eastern and southern edges of the area is the city limits. The western edge follows Witt Hollow Road to Robert Henderson Road to Eastgate Road to Park Road down to Ridge Road and the city limits. The Residential Villages area contains older, established neighborhoods, scattered housing, industrial uses including the airport, regional commercial and tourism-oriented destinations and the medical center and support medical offices. The Veterans Greenway runs six miles up Veterans and towards Pigeon



Forge along the Dolly Parton Parkway. There are significant tracts of undeveloped and agricultural land along Veterans Parks primed for development.

**5) South Sevierville:** South Sevierville's boundaries are generally south of the Sevierville City Park on the northern end and the river/city limits as the southern border. The western edge is the city limits while the eastern/north eastern edge follows Park Road down to Ridge Road and the city limits. South Sevierville is an area of tourist destination retail, entertainment, dining, and lodging.



Overall, the sentiment of the Planning Commission is that the City continues to develop to support the tourism base, the larger regional residential community and provides flexibility in supporting economic development. The Planning Commission's charge to the staff was to update the zoning ordinance to offer different zoning styles, protect physical features and natural environments, and continue to ensure that traffic flows around the through the community safely



and efficiently.

All this information has formed the basis for the zoning analysis and the recommendations of this diagnostic report.

The consultant team made its first trip to Sevierville to begin the code assessment in May 2015. During this trip, the project manager and one other team member met with staff, toured the community, met with the Planning Commission and began to gather the information and tools necessary to complete the assessment.

The full consultant team composed of five planning professionals were involved in the second trip. The purpose of this trip was to evaluate the City against the planning criteria and vision expressed by staff and the Planning Commission, to gain a thorough understanding and knowledge of growth and development patterns within the City, and to begin the review the current code. During this trip the team met with stakeholders and attended meetings for observation and introduction with the Board of Aldermen, staff management, plans review, and

area planners. The team toured the community as a group, individually, and with several stakeholders and spent time at key city edges and focal points to better understand how the community functions in terms of land use, transportation, recreation and the environment and how it relates to adjacent areas. The culmination of Trip 2 was a public meeting to present initial findings and gather additional feedback.



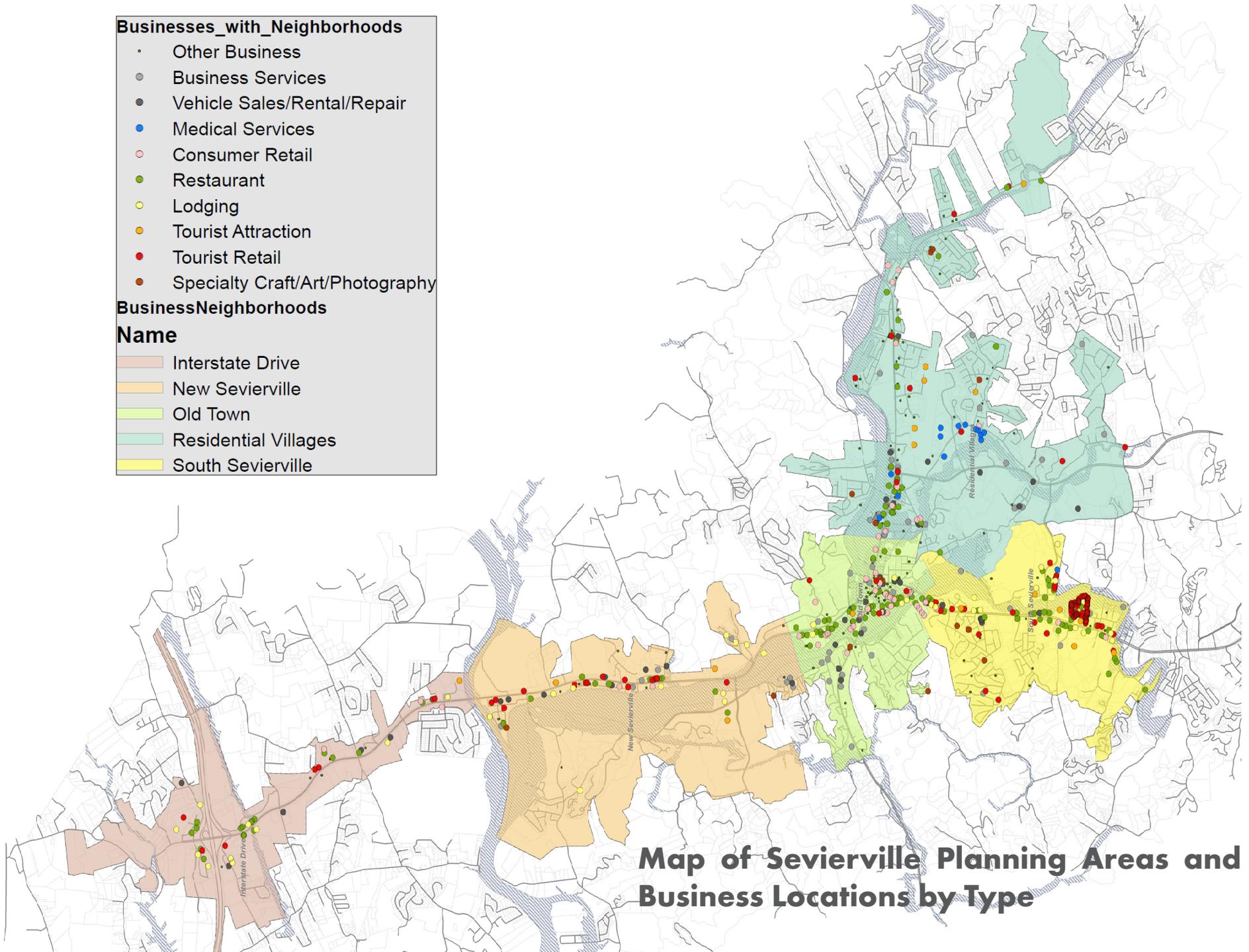
**Businesses\_with\_Neighborhoods**

- Other Business
- Business Services
- Vehicle Sales/Rental/Repair
- Medical Services
- Consumer Retail
- Restaurant
- Lodging
- Tourist Attraction
- Tourist Retail
- Specialty Craft/Art/Photography

**BusinessNeighborhoods**

**Name**

- Interstate Drive
- New Sevierville
- Old Town
- Residential Villages
- South Sevierville



**Map of Sevierville Planning Areas and Business Locations by Type**



# 3. PLACE TYPES

A series of Place Types was created to identify benchmarks and best practices by which to analyze existing developments and guide ordinance changes. A place type is a design tool to characterize development patterns in terms of uses, form, and site and building characteristics. The following pages include descriptions, characteristics, and representative images of each place type. The place types created for Sevierville are:

- Urban Core
- Suburban Corridor
- Suburban Center
- Tourism Entertainment
- Tourism Accommodation
- Residential Neighborhood
- Destination Shopping
- Riverfront Attraction

For each place type, uses are identified in terms of primary and secondary. Primary uses should comprise the majority of the place type developed area while secondary uses may provide additional convenience or complimentary services in an ancillary role. Development form for primary uses is identified in terms of building placement and orientation, scale in number of stories, and intensity in either units per acre or floor area ratio (FAR). Site characteristics include parking, landscaping, and other amenities that should be provided on development parcels. Building design addresses items such as facade treatment, building articulation, proportion, and other special considerations.

The representative images are organized with a street-level photograph of the development over an aerial view of that same project. This helps to demonstrate building height and character in one view and overall site design and building placement in another.

The place types were used in the existing conditions analysis to identify consistencies or deficiencies between completed developments in Sevierville and benchmark forms for similar development. As specific ordinance recommendations and standards are developed later in the process, they will be compared to the applicable place type to ensure the ordinance results in built projects of the desired character, form, and scale.

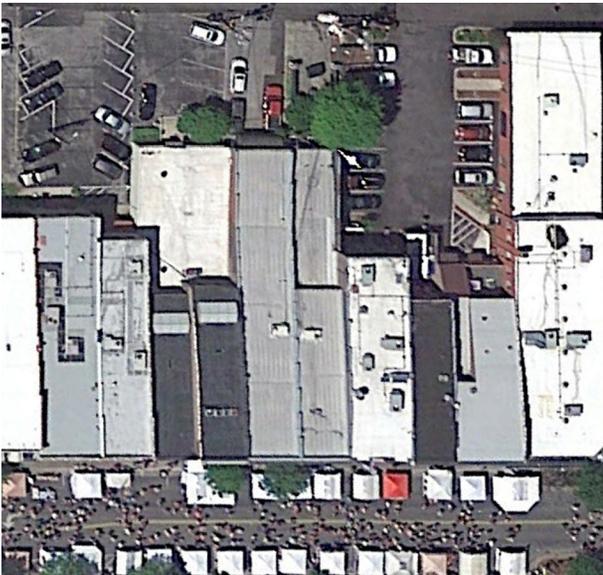
# URBAN CORE

The Urban Core includes a mixture of uses developed in a typical grid pattern, creating a traditional downtown, walkable environment. A variety of building types ranging in height from two to three stories may incorporate office, retail, residential and institutional uses in one building or on adjacent sites. Buildings are located close to the sidewalk and should be designed to accommodate high levels of pedestrian activity. Parking should be located both on-street and at strategically located off-street surface lots. The fringe of the Urban Core supports traditional single-family neighborhoods connected to the core with bicycle and pedestrian facilities.

## TYPICAL CHARACTERISTICS

<b>Uses</b>	Primary	Office, retail, restaurant, support service, multi-family residential, civic uses
	Secondary	Single-family residential
<b>Form</b>	Building Placement	On the street, limited front yards except outdoor seating and bicycle and pedestrian amenities
	Scale	2 to 3 stories
	Intensity	Floor Area Ratio approximately 1.0 to 2.5 (Floor to area ratio or FAR is a building's floor area divided area of land upon which it is built. Floor areas greater than indicate multiple stories.)
<b>Site Design</b>	Parking	On-street, off-street to the rear and side of buildings
	Landscape	Street trees and ornamental plantings
	Amenities	Bicycle and pedestrian amenities, decorative signage and wayfinding
<b>Building Design</b>	Facade Treatment	High level of transparency through doors and windows (especially at street level), main entrance facing street, side or rear access for service/delivery
	Other Considerations	Buildings may abut one another, traditional architecture and building articulation is desired, pedestrian-scale signage

## REPRESENTATIVE IMAGES



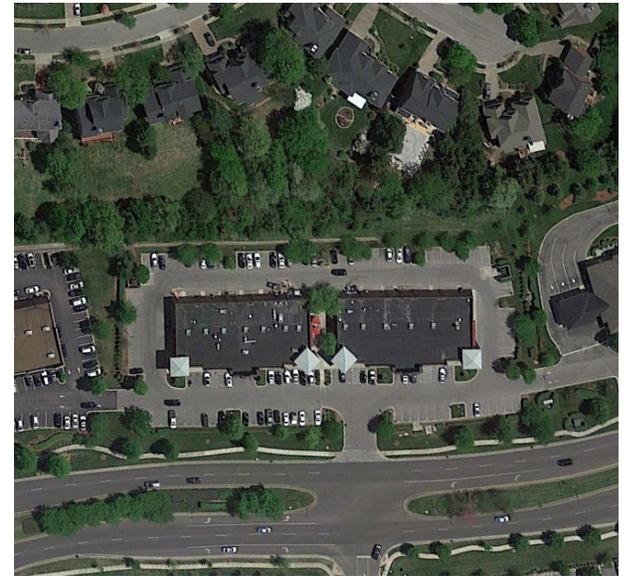
# SUBURBAN CORRIDOR

The Suburban Corridor type provides a location for commercial uses that serve the needs of residents and visitors. Suburban Corridor development is most commonly characterized by automobile-oriented strip centers located along thoroughFloor to Area Ratios. Suburban Corridor development differs from Suburban Centers in scale and intensity. Suburban Corridor development is generally smaller in size with only one building or one type of building located closer to the primary roadway. The various tenants are generally comparable in size without identifiable anchors and ancillary development.

## TYPICAL CHARACTERISTICS

<b>Uses</b>	Primary	Convenience retail, small scale office, support services, restaurants
	Secondary	Not applicable
<b>Form</b>	Building Placement	Buildings may be located closer to the street with parking behind or buildings may be set back behind limited amounts of parking, small side yards, rear loading areas, cross connections to adjacent properties
	Scale	1 to 2 stories
	Intensity	Floor Area Ratio approximately 0.25 to 0.30 (Floor to area ratio or FAR is a building's floor area divided area of land upon which it is built. Floor areas greater than indicate multiple stories.)
<b>Site Design</b>	Parking	Off-street
	Landscape	Street trees, parking lot islands, ornamental plantings, buffer adjacent residential development
	Amenities	Sidewalks and pedestrian amenities, bicycle parking
<b>Building Design</b>	Facade Treatment	High level of transparency through doors and windows along pedestrian paths, side or rear access for service/delivery
	Other Considerations	Service areas screened from public right-of-way, coordinated signage

## REPRESENTATIVE IMAGES



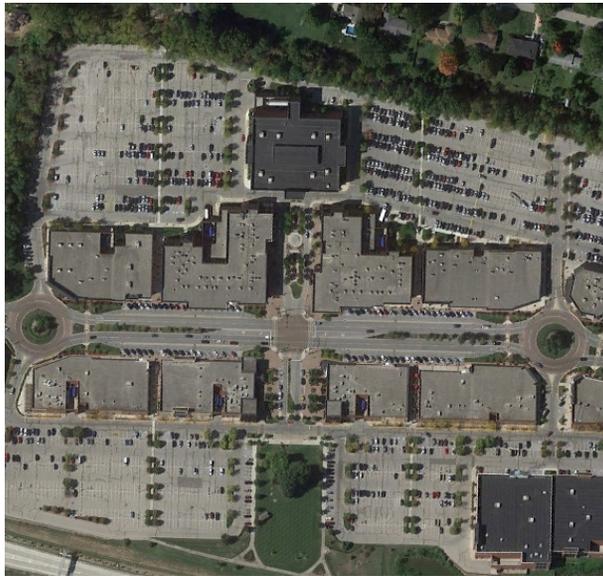
# SUBURBAN CENTER

The Suburban Center place type is characterized by community and regionally serving commercial uses located in proximity and connected to other commercial clusters. It is higher in intensity as compared to Suburban Corridor development; large-scale retail stores anchor strip developments set further back from the primary roadway. Out-lots may be included as well as hotels as a secondary use. Signage should be consolidated and coordinated across the development and enhanced with landscape features.

## TYPICAL CHARACTERISTICS

<b>Uses</b>	Primary	Community scale retail such as grocery stores and large retailers, restaurants, support services
	Secondary	Hotels, multi-family residential
<b>Form</b>	Building Placement	Primary buildings set back behind parking and out lots, small side yards, rear loading areas, cross connections to adjacent properties
	Scale	1 to 4 stories
	Intensity	Floor to Area Ratio approximately 0.10 to 0.50 (Floor to area ratio or FAR is a building's floor area divided area of land upon which it is built. Floor areas greater than indicate multiple stories.)
<b>Site Design</b>	Parking	Off-street
	Landscape	Street trees, parking lot islands, ornamental plantings, buffer adjacent residential development
	Amenities	Sidewalks and pedestrian amenities, bicycle parking
<b>Building Design</b>	Facade Treatment	Clearly articulated building entrances, side or rear access for service/delivery, avoid long uninterrupted walls
	Other Considerations	Service areas screened from public right-of-way, coordinated signage

## REPRESENTATIVE IMAGES



# TOURISM ENTERTAINMENT

The Tourism Entertainment classification is designed to accommodate a wide range of recreation activities and amusement attractions. These attractions may be primarily open air with limited or small building forms or may be larger footprint structures such as theaters and indoor recreation. Tourism Entertainment place types should be located along primary thoroughFloor to Area Ratios and in association with Tourism Accommodation areas. The design of development in these areas should accentuate regional character, include amenities for pedestrians, and promote connections to adjacent development.

## TYPICAL CHARACTERISTICS

<b>Uses</b>	Primary	Recreation attractions, amusement attractions, dinner theater, museum and educational attractions
	Secondary	Hotels, resorts, vacation rentals
<b>Form</b>	Building Placement	Varies by use
	Scale	1 to 6 stories
	Intensity	Floor to Area Ratio approximately 0.10 to 0.50 (Floor to area ratio or FAR is a building's floor area divided area of land upon which it is built. Floor areas greater than indicate multiple stories.)
<b>Site Design</b>	Parking	Off-street
	Landscape	Parking lot islands, ornamental plantings
	Amenities	Sidewalks and pedestrian amenities, bicycle parking
<b>Building Design</b>	Facade Treatment	Not applicable
	Other Considerations	Unique architectural elements should reflect local character and/or local history

## REPRESENTATIVE IMAGES



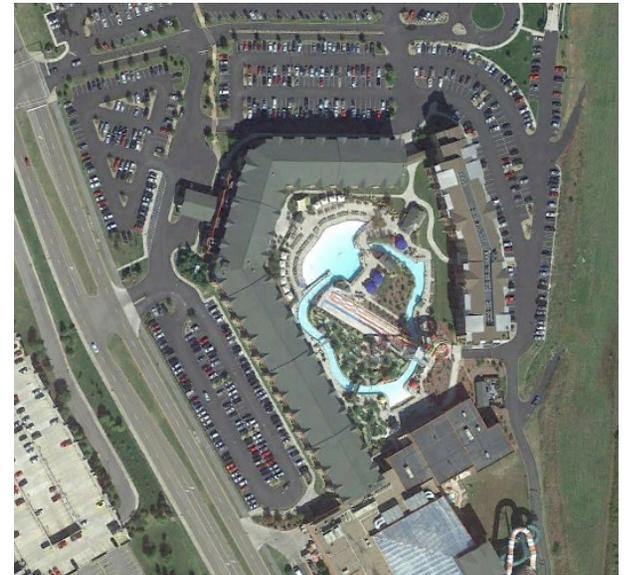
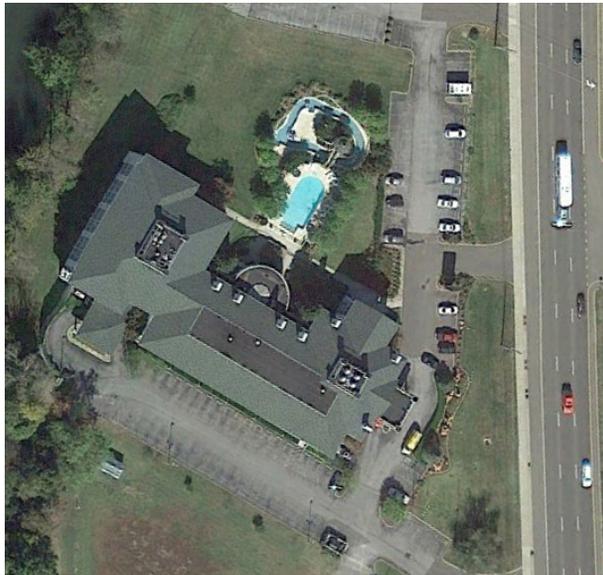
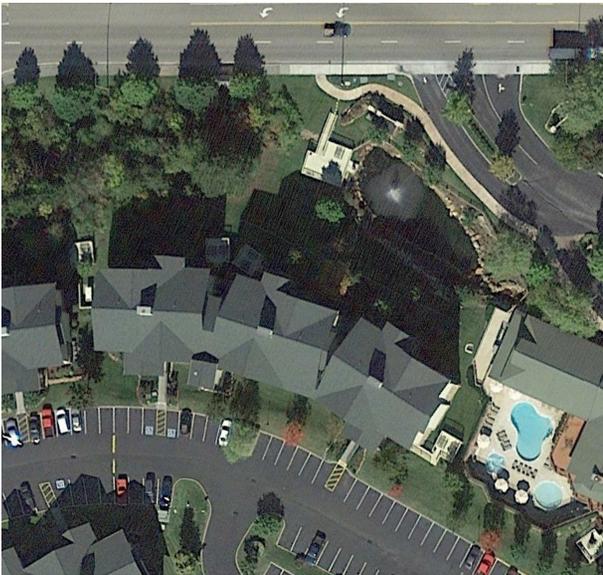
# TOURISM ACCOMMODATION

Tourism Accommodation areas include concentrations of hotels, resorts and master-planned communities with high amenity tourist and residential accommodations. This place type should be located along major thoroughfare to Area Ratios and Tourism Entertainment areas. Supporting uses, such as restaurant and limited convenience retail, may be appropriate. Building heights typically range between one and five stories.

## TYPICAL CHARACTERISTICS

<b>Uses</b>	Primary	Hotels, resorts, cabins, vacation rentals
	Secondary	Restaurants, convenience retail
<b>Form</b>	Building Placement	Primary buildings set back behind landscaped front yards, parking to the side and rear of buildings, cross connections to adjacent properties
	Scale	2 to 5 stories
	Intensity	Floor to Area Ratio approximately 0.25 to 1.0 (Floor to area ratio or FAR is a building's floor area divided area of land upon which it is built. Floor areas greater than indicate multiple stories.)
<b>Site Design</b>	Parking	Off-street
	Landscape	Landscaped front yards, landscaped buffer yards, parking lot islands
	Amenities	Sidewalks and pedestrian amenities
<b>Building Design</b>	Facade Treatment	Clearly articulated building entrances, side or rear access for service/delivery, avoid long uninterrupted walls
	Other Considerations	Unique architectural elements should reflect local character and/or history

## REPRESENTATIVE IMAGES



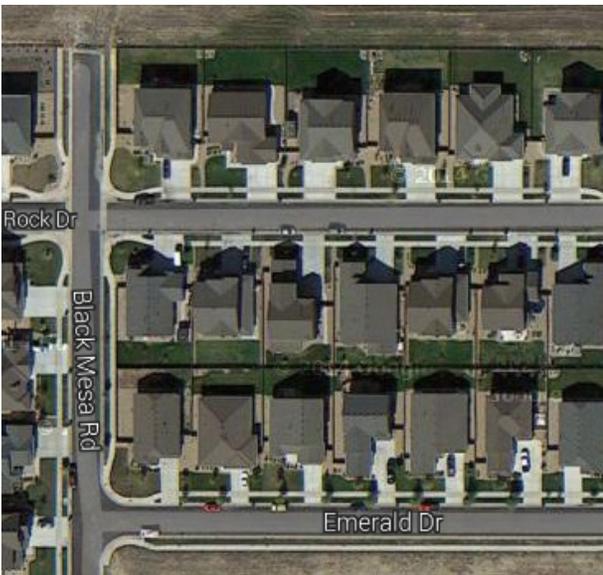
# RESIDENTIAL NEIGHBORHOOD

Residential Neighborhoods incorporate a variety of dwelling types into a connected neighborhood. Single-family developments that integrate a range of housing options within neighborhoods allow for greater housing choice in the community. Overall densities may vary across projects but will generally be between one and six units per acre and should be designed to reflect surrounding scale and intensity. Some developments may contain both high and low density sections to achieve overall densities while providing coordinated open spaces and amenities.

## TYPICAL CHARACTERISTICS

<b>Uses</b>	Primary	Single-family homes
	Secondary	Multi-family residential, schools, civic uses, religious institutions
<b>Form</b>	Building Placement	Setback from street to create front yards
	Scale	1 to 3 stories
	Intensity	1 to 6 dwelling units per acre
<b>Site Design</b>	Parking	Off street
	Landscape	Development entrances and common open spaces, street trees
	Amenities	Common open spaces, sidewalks, bicycle facilities where identified in City plans
<b>Building Design</b>	Facade Treatment	Not applicable
	Other Considerations	Dwelling units may be attached or detached

## REPRESENTATIVE IMAGES



# DESTINATION SHOPPING

Destination Shopping is characterized by retail shops and outlet centers where customers will plan a special trip there and the overall concept is the experience as opposed to shopping for a particular good. Generally, consumers are willing to travel longer distances to Destination Shopping centers and will spend longer periods of time there. Additional entertainment and amusement features may be present as well as support services such as restaurants and bars.

## TYPICAL CHARACTERISTICS

<b>Uses</b>	Primary	Retail
	Secondary	Restaurant, entertainment, open space
<b>Form</b>	Building Placement	Primary buildings sited to maximize pedestrian accommodation, set back behind landscaping and parking, small side yards, rear loading areas, cross connections to adjacent properties
	Scale	1 to 3 stories
	Intensity	Floor to Area Ratio approximately 0.10 to 0.50 (Floor to area ratio or FAR is a building's floor area divided area of land upon which it is built. Floor areas greater than indicate multiple stories.)
<b>Site Design</b>	Parking	Off-street
	Landscape	Street trees, parking lot islands, ornamental plantings
	Amenities	Sidewalks and pedestrian amenities, bicycle parking
<b>Building Design</b>	Facade Treatment	Clearly articulated building entrances, side or rear access for service/delivery, avoid long uninterrupted walls
	Other Considerations	Unique architectural elements should reflect local character and/or history, service areas screened from public right-of-way

REPRESENTATIVE IMAGES



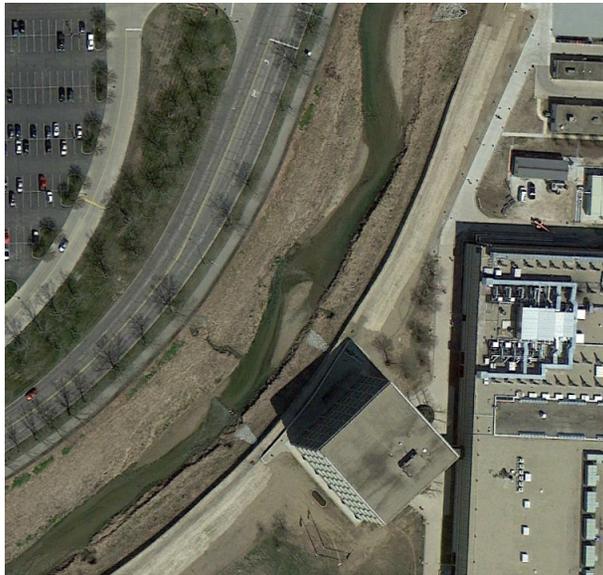
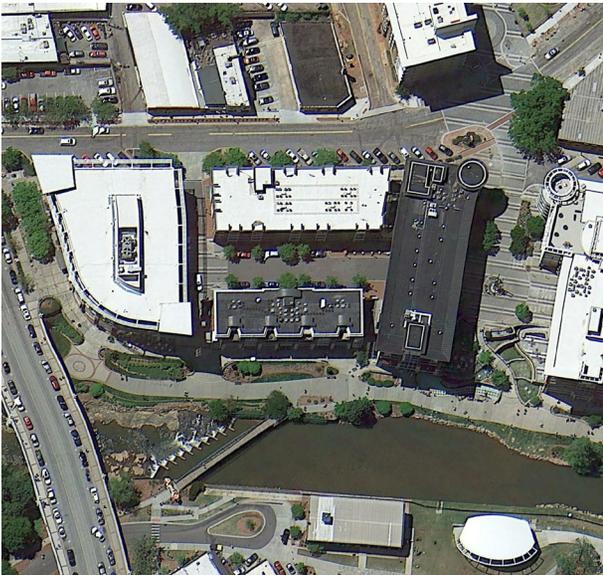
# RIVERFRONT ATTRACTION

Riverfront attractions may take many forms but all focus heavily on embracing the river and riparian corridor as a key feature. Uses may vary from restaurants and entertainment to specialty shopping and lodging. Development should be designed with open space to address the river and provide access while also respecting the natural environment and important role the river plays in stormwater management. Pervious surfaces should be minimized and distributed to prevent large runoff volumes.

## TYPICAL CHARACTERISTICS

<b>Uses</b>	Primary	Retail, restaurant, entertainment, open space
	Secondary	Hotel, resort
<b>Form</b>	Building Placement	Oriented to the river
	Scale	1 to 4 stories
	Intensity	Floor to Area Ratio approximately 0.50 to 2.0 (Floor to area ratio or FAR is a building's floor area divided area of land upon which it is built. Floor areas greater than indicate multiple stories.)
<b>Site Design</b>	Parking	Off-street
	Landscape	Preserve features along the river, ornamental plantings, parking lot islands
	Amenities	Sidewalks and pedestrian amenities connecting street side to river side, play areas, bicycle parking
<b>Building Design</b>	Facade Treatment	High level of transparency through doors and windows along riverfront, entrances facing street and river, buildings may abut one another
	Other Considerations	Avoid "turning back on" river, unique architectural elements should reflect local character and/or history

## REPRESENTATIVE IMAGES





# 4. PLANNING AREAS

Intro text

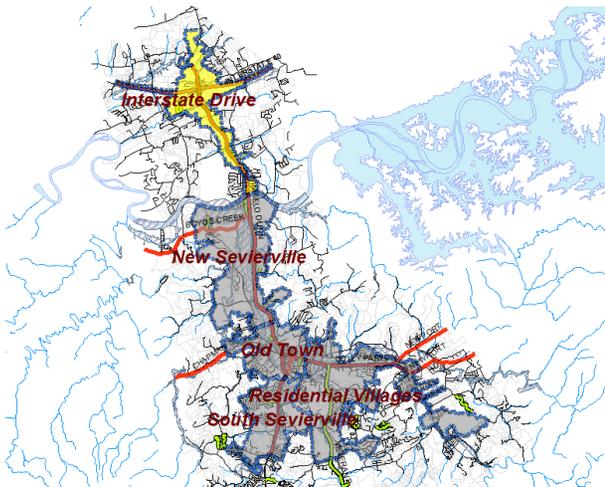
# INTERSTATE AREA

This area is the front door for Sevierville and the first exposure for visitors to the City. The area includes the entire city limits north of the interstate and continues south to the French Broad River. The predominate uses are destination retail and entertainment. The AA baseball stadium is located in this district along with support retail; lodging and restaurants. Located north of the interstate is a small business park dedicated to warehouse and manufacturing. Located south of the interstate are personal service type retail and more tourism retail. There is still significant developable land, however there are topographical issues to address.

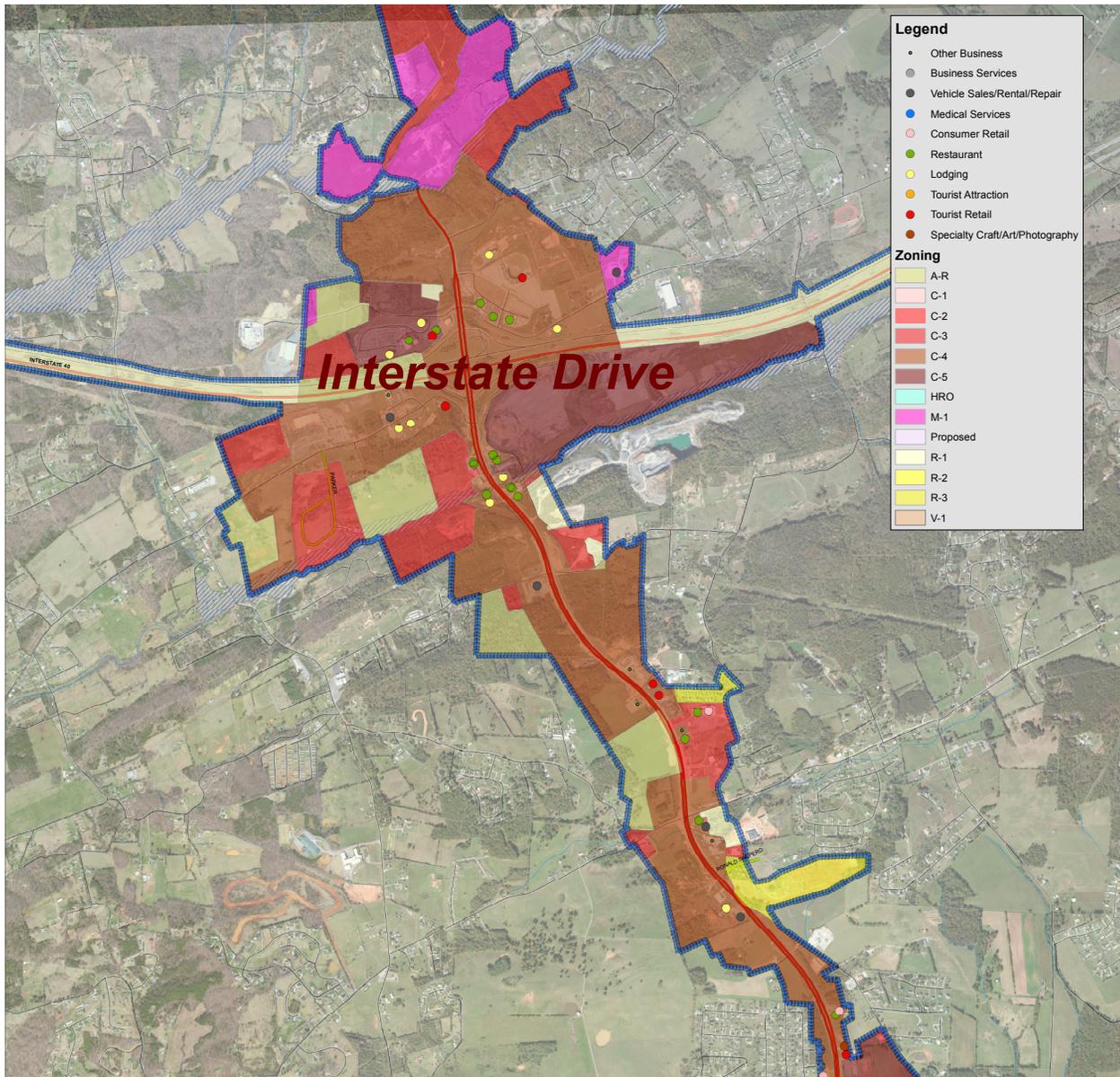
## EXISTING CHARACTER IMAGES



## AREA LOCATION



## CURRENT ZONING



## IMPACTS OF CURRENT ZONING

Area current has multiple zoning districts including:

- AR
  - R-1
  - R-3
  - C-3
  - C-4
  - C-5
  - M-1
- There is no defined character in this area due to numerous zoning districts
  - Uses are scattered between tourism based uses, personal services and general retail
  - Numerous billboards
  - Smaller scale commercial along corridor from 2,500 to 5,000 square feet
  - Clusters of development around intersections rather than dispersed all along corridor
  - Multiple curb cuts with little to no cross access in these clusters
  - Little to no landscaping in the area
  - Parking appropriately located in the front of buildings
  - Nicely coordinated/master planned development on north east side of interstate (required in C-5 districts)
  - Signage varies, many pole and ground signs. Tourism uses have more signage

## DESIRED PLACE TYPES



Suburban Corridor



Suburban Center



Tourism Accommodation



Destination Shopping

## CODE DEFICIENCIES

- Tourist Oriented Directional Signage (TODS) Section confusing, process heavy
- The Zoning Ordinance promotes single lot development instead of master planned development
- No incentives to achieve better design.
- Cumulative uses in districts allow non-complementary development and conflicts between land uses not permitting control over the proper mix of uses
- Different commercial districts not distinctive enough except for signage requirements
- Master planning of large lot commercial development not required in all commercial districts, or incentivized leading to parcelization and lack of internal coordination
- Inconsistent built front setbacks
- Height limits are complex
- No hillside, tree protection or open space standards
- Requirements for loading docks are excessive
- Few shared parking lots
- No corridor access management plans
- No cross-connection requirements to help reduce corridor traffic congestion
- Digital sign standards are unclear leading to some instances of inappropriate signs
- Limited standards regarding improved drainage techniques

## RECOMMENDED AMENDMENTS

- Reconsider C-3 district north of Interstate to R-1 district
- Consolidate commercial districts to create unique, distinctive districts, and eliminate cumulative uses, particularly those potentially incompatible uses in commercial and industrial districts
- Simplify height limits
- Create standards for accessory structures along corridor (tents, outbuildings,
- Require non-residential buildings to have a build-to line along major corridors
- Add in options for providing amenities in large developments that are focused on pedestrian orientation and walkability
- Require trees in parking lots and at entrances to developments/sites
- Recalibrate parking requirements; move parking to the side and rear with limited front parking along corridors
- Develop corridor access management plans including access/driveway cuts; cross-connections between adjacent commercial and institutional properties; require vertical faced curbing, encourage shared driveways and parking
- Create defined site triangle standards
- Remove Tourist Oriented Directional Signage (TODS) Section replace with new City-wide way-finding signage requirements
- Clarify total number of signs and types permitted in Commercial and Industrial districts
- Consider sign size based on building frontage size instead of road and speed standards
- Institute hillside and tree protection standards
- Create uniform light standards, reducing glare and over lit properties
- Expand Interstate Impact Overlay District further down SR 66. Some additions could include remove electrically activated changeable signs, additional landscape and increase heights

## IMPLEMENTATION MECHANISMS

- Performance review permitting process
- Flexible landscape and parking review
- Master plan review for C-4 and C-5 districts along SR 66 with certain standards being met could be administrative approval
- Incentivize with height, natural feature preservation, virtual building process

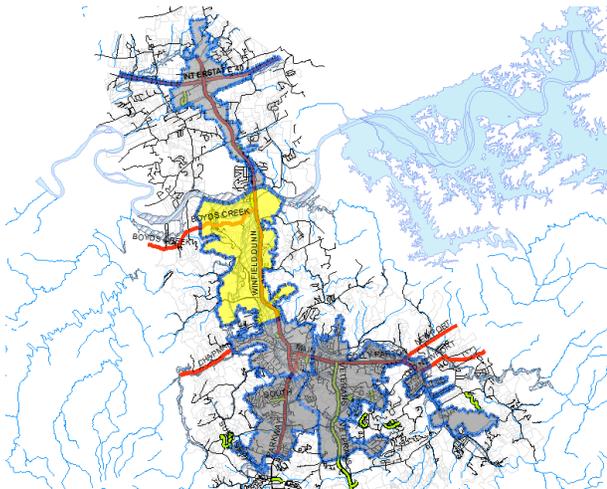
# NEW SEVIERVILLE

The New Sevierville area is bounded by the French Broad River on the north and continues south to Buddy's Bar-b-q. The existing development is concentrated throughout the corridor. The majority of these existing uses are tourism retail and lodging. There is also a significant amount of developable land—more than any other place in the City, and is a key area for the City's future growth. Additionally, the west prong of the Little Pigeon Forge River traverses behind the western side of SR 66. This provides tremendous opportunity for future development to take advantage of this natural resource.

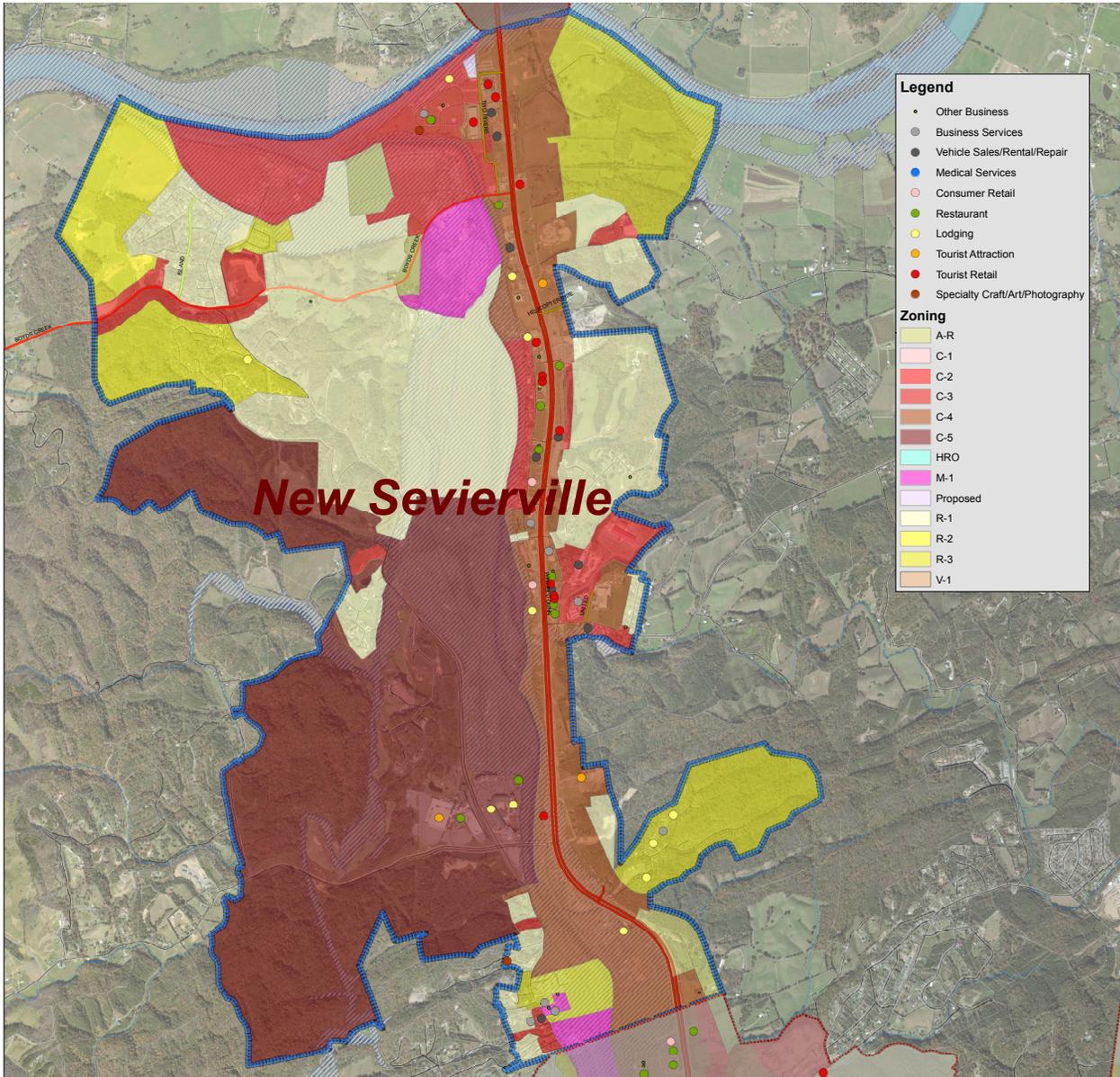
## EXISTING CHARACTER IMAGES



## AREA LOCATION



## CURRENT ZONING



## IMPACTS OF CURRENT ZONING

Area current has multiple zoning districts including:

- AR
- R-1
- R-2
- R-3
- C-3
- C-4
- C-5
- M-1
- Uses vary from tourism focused uses, tourism support uses, personal services, outdoor recreation, general retail and residential
- Signage varies, numerous billboards
- Smaller scale commercial along corridor from 2,500 to 5,000 square feet, several residential units along corridor that could lead to incompatible uses
- Single developments more spread out along corridor
- No cross access between sites due to development pattern
- Pigeon Forge River runs behind properties and there is no development orientation to this gem
- Little to no landscape along corridor
- Strong node for future development around Convention Center - appropriately zoned
- More tents and outside storage on lots along corridor
- No creative drainage techniques used

## DESIRED PLACE TYPES



Suburban Corridor



Suburban Center



Tourism Entertainment



Tourism Accommodation

## CODE DEFICIENCIES

- The Zoning Ordinance promotes single lot development instead of master planned development
- Cumulative uses in districts allow non-complementary development and conflicts between land uses not permitting control over the proper mix of uses
- Accessory structures not controlled
- No requirements or incentives for preservation, or reservation of land identified for future recreation or open space in adopted plans
- Different commercial districts not distinctive enough except for signage requirements
- Master planning of large lot commercial development not required in all commercial districts, or incentivized leading to parcelization and lack of internal coordination
- Current development does not take advantage of open space including rivers
- No preservation of open space
- No treatment of use transitions
- Requirements for loading docks are excessive
- Few shared parking lots
- No corridor access management plans
- No cross-connection requirements to help reduce corridor traffic congestion
- Limited standards regarding improved drainage techniques
- Digital sign standards are unclear leading to some instances of inappropriate signs

## RECOMMENDED AMENDMENTS

- Consolidate commercial districts to create unique, distinctive districts, and eliminate cumulative uses, particularly those potentially incompatible uses in commercial and industrial districts
- Simplify height limits
- Create standards for accessory structures along corridor (tents, outbuildings,
- Require non-residential buildings to have a build-to line along major corridors
- Require trees in parking lots and along public streets
- Add in options for providing amenities in large developments that are focused on pedestrian orientation and walkability
- Require trees in parking lots and at entrances to developments/sites
- Recalibrate parking requirements; move parking to the side and rear with limited front parking along corridors
- Develop corridor access management plans including access/driveway cuts; cross-connections between adjacent commercial and institutional properties; require vertical faced curbing, encourage shared driveways and parking
- Creative drainage standards as well as State requirements should be reinforced in Zoning Ordinance
- Clarify total number of signs and types permitted in Commercial and Industrial districts
- Consider sign size based on building frontage size instead of road and speed standards
- Use the rivers as a community focal point
- Institute hillside and tree protection standards
- Require the reservation of land identified for future recreation on adopted plans
- Require open space standards for large scale developments
- Establish a corridor overlay for SR66 to protect and enhance appearance and function in order to create a quality business environment and experience for tourists and local residents.
- Consider rezoning properties to desired future uses now instead of putting that burden on the property owner

## IMPLEMENTATION MECHANISMS

- Performance review permitting process
- Flexible landscape and parking review
- Master plan review for C-4 and C-5 districts along SR 66 with certain standards being met could be administrative approval
- Incentivize with height, natural feature preservation, virtual building process

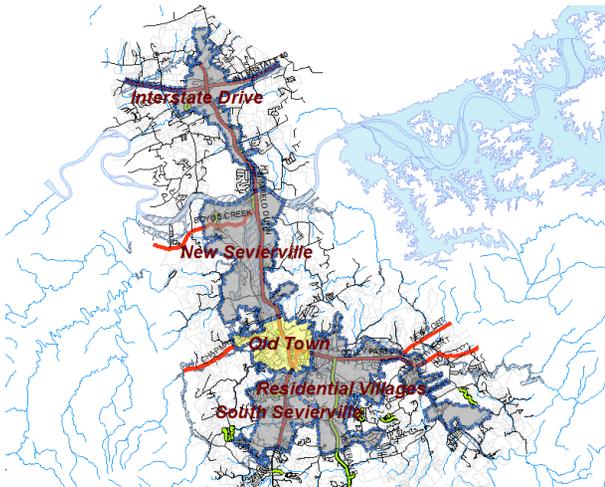
# OLD SEVIERVILLE

The Old Town Sevierville Planning Area contains the historic heart of Sevierville and traces its roots to the founding of the City in 1789. The core of old Sevierville represents the urban core of the City with multistory commercial buildings placed at the street frontage, and on street parking interspersed with institutions such as government buildings and churches. However, the Old Town area also includes intrusions into the historic character of the area by developments that are suburban in character, such as some commercial developments.

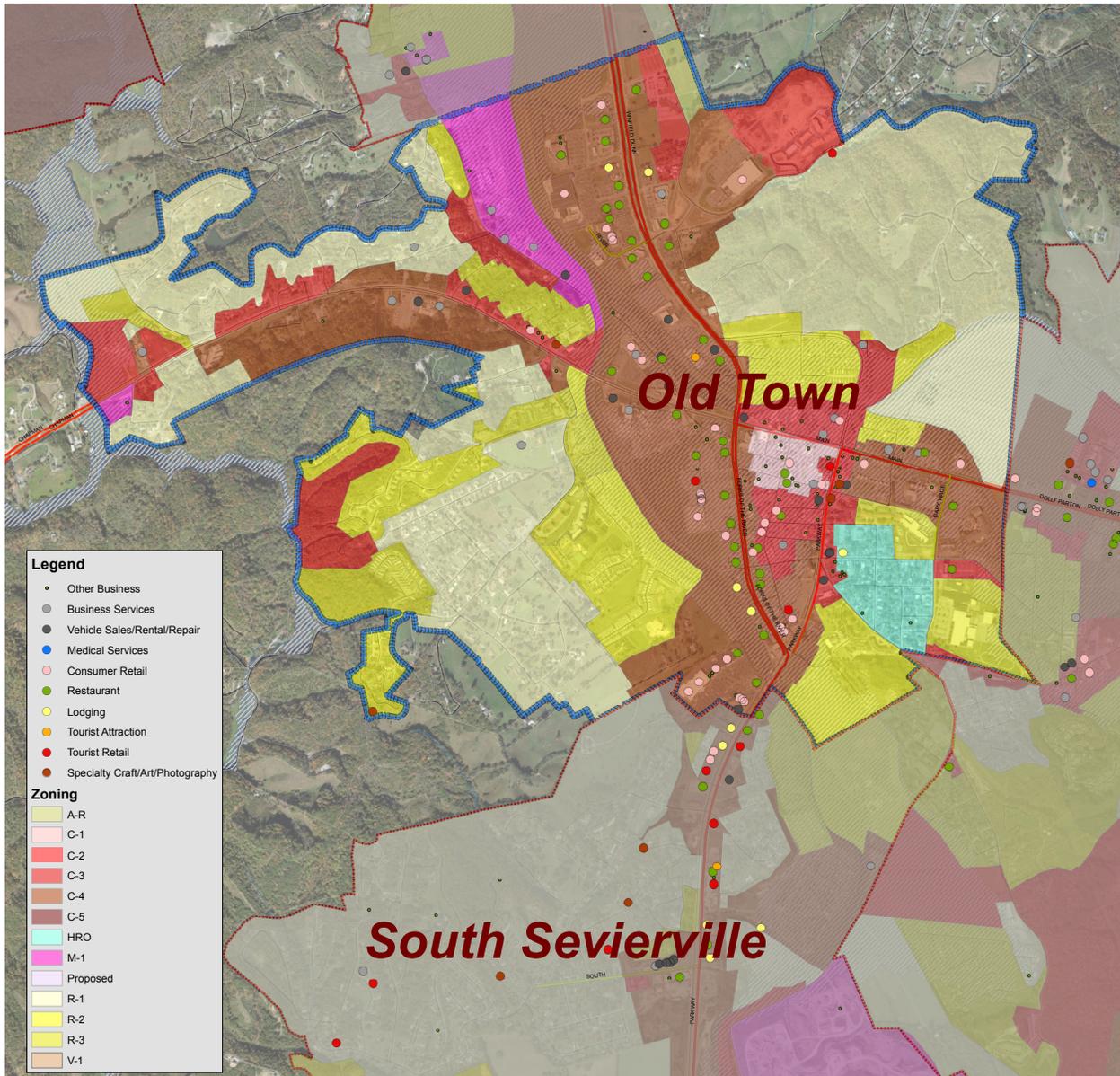
## EXISTING CHARACTER IMAGES



## AREA LOCATION



## CURRENT ZONING



## IMPACTS OF CURRENT ZONING

The Old Town Planning Area encompasses the diverging development patterns of the Urban Core and Suburban Centers and Corridors. Development east of the Parkway is essentially urban core in character. Development west of the Parkway and north of the Pigeon River is predominantly suburban.

Zoning in the Old Sevierville Planning Area consists of the following districts:

- C-1 (in the Urban Core)
- C-3
- C-4 Zoning along Winfield Dunn Parkway
- HRO (Historic Overlay)
- R-1
- R-2
- C-1 and HRO zoning in the urban core has allowed incompatible design intrusions into this historic area.
- C-4 zoning has allowed for suburban development adjacent to the historic core and separated river access.
- Uses vary from tourism focused uses, tourism support uses, personal services, outdoor recreation, general retail and residential
- No cross access between sites due to development pattern
- Little to no landscape along corridor
- No creative drainage techniques utilize

## DESIRED PLACE TYPES



**Urban Core**



**Suburban Corridor**



**Residential Neighborhood**



**Riverfront Attraction**

## CODE DEFICIENCIES

- The Zoning Ordinance promotes single lot development instead of master planned development
- Cumulative uses in districts allow non-complimentary development and conflicts between land uses not permitting control over the proper mix of uses
- Accessory structures not controlled
- No requirements or incentives for preservation, or reservation of land identified for future recreation or open space in adopted plans
- Master planning of large lot commercial development not required in all commercial districts, or incentivized leading to parcelization and lack of internal coordination
- Current development does not take advantage of open space including rivers
- No preservation of open space
- No treatment of use transitions
- Requirements for loading docks are excessive
- No corridor access management plans
- No cross-connection requirements to help reduce corridor traffic congestion
- Limited standards regarding improved drainage techniques
- Digital sign standards are unclear leading to some instances of inappropriate signs

## RECOMMENDED AMENDMENTS

- Consolidate commercial districts to create unique, distinctive districts, and eliminate cumulative uses, particularly those potentially incompatible uses in commercial and industrial districts
- Simplify height limits
- Create standards for accessory structures along corridor (tents, outbuildings,
- Require non-residential buildings to have a build-to line along major corridors
- Revise lot design standards to promote flexibility and create a more livable urban environment
- Revise buffers to achieve the intent without rigid standards
- Require trees in parking lots and along public streets
- Encourage public art and building and site features that create city-appropriate interest, character, and dimension
- Add in options for providing amenities in large developments that are focused on pedestrian orientation and walkability
- Require trees in parking lots and at entrances to developments/sites
- Recalibrate parking requirements; move parking to the side and rear with limited front parking along corridors
- Develop corridor access management plans including access/driveway cuts; cross-connections between adjacent commercial and institutional properties; require vertical faced curbing, encourage shared driveways and parking
- Create defined site triangle standards
- Creative drainage standards as well as State requirements should be reinforced in Zoning Ordinance
- Clarify total number of signs and types permitted in Commercial and Industrial districts
- Consider sign size based on building frontage size instead of road and speed standards
- Use the rivers as a community focal point
- Institute hillside and tree protection standards
- Create uniform light standards, reducing glare and over lit properties
- Open Space
- Require the reservation of land identified for future recreation on adopted plans
- Require open space standards for large scale developments
- Use the rivers as a community focal point

## IMPLEMENTATION MECHANISMS

In addition to the code provision recommendations, process:

- Flexible Parking Administration
- Site review meeting process
- Privilege license or other notification for change of occupancy
- Setback flexibility
- Establish provisions aimed at relating to river
- Evaluate fees to eliminate barriers to desired development

### Special Projects

- Create a Downtown Preservation Plan to compliment the Main Street Program
- Revise Greenway Plan for full inclusion of river uses and preservation matters
- Evaluate Flood Maps to exclude any eligible flood area
- Examine fee and permitting provisions and adjust to encourage preservation and redevelopment

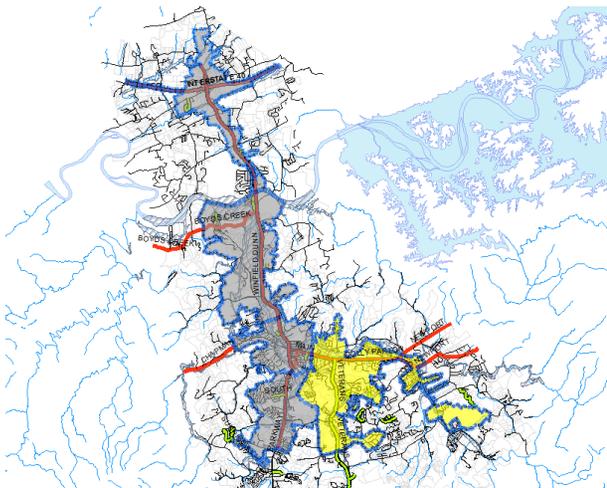
# RESIDENTIAL VILLAGES

The Residential Villages Area contains older, established neighborhoods, scattered housing, industrial uses including the airport, regional commercial and tourism-oriented destinations, and the medical center and supporting medical offices. The Veterans Greenway runs six miles up Veterans and towards Pigeon Forge along the Dolly Parton Parkway. There are significant tracts of undeveloped and agricultural land and potential to annex additional land in the future. There is also some infill potential within this area.

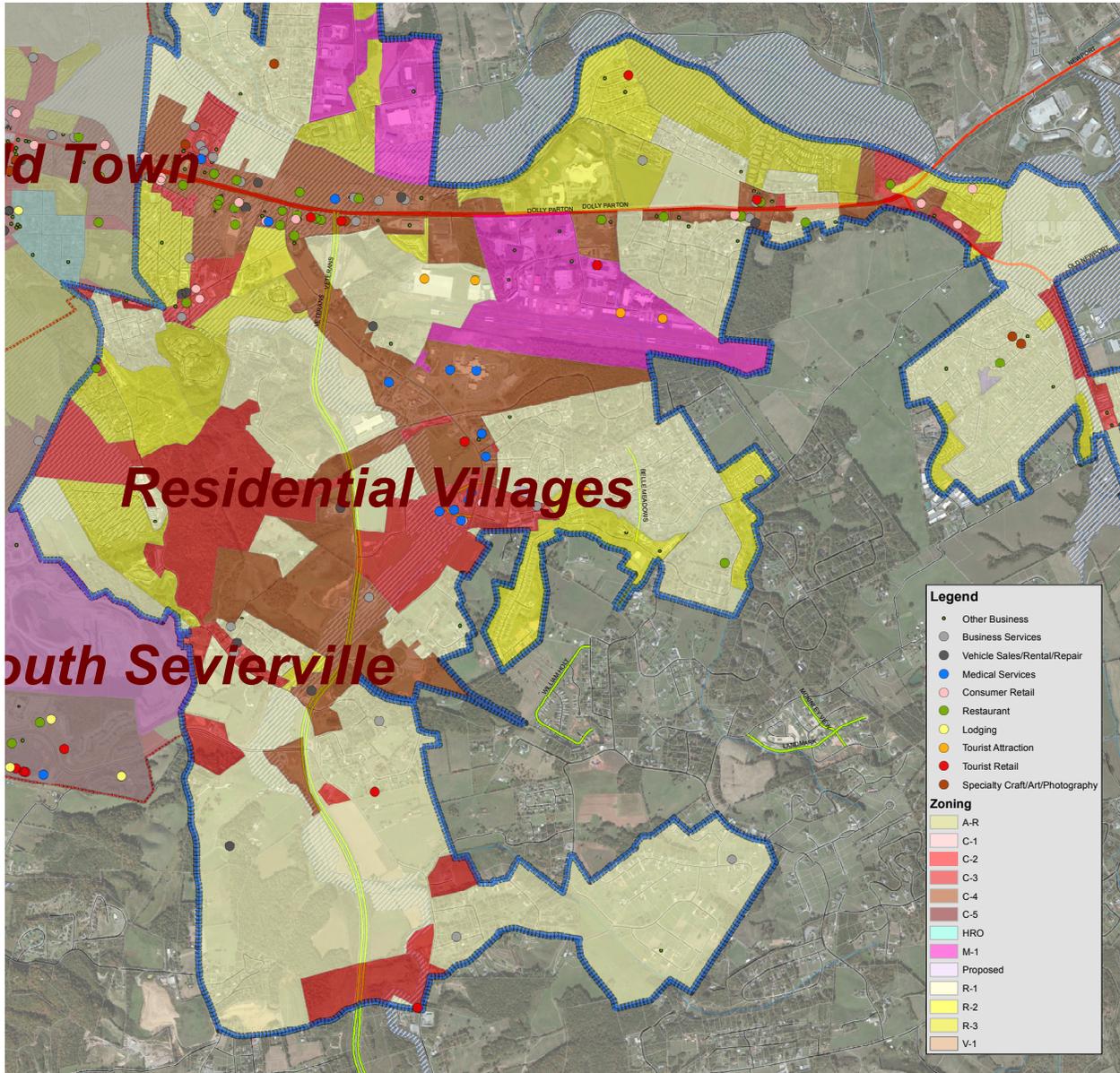
## EXISTING CHARACTER IMAGES



## AREA LOCATION



## CURRENT ZONING



## IMPACTS OF CURRENT ZONING

Area current has multiple zoning districts including:

- R-1
  - R-2
  - R-3
  - C-2
  - C-3
  - C-4
  - M-1
- Disparate and cluttered development patterns, especially in commercial districts
  - Very little landscaping
  - No design control
  - No identifiable and cohesive character
  - No use transitions
  - Very little protected open space and amenities for residential
  - No cross access between lots beyond public roads

## DESIRED PLACE TYPES



Residential Neighborhood



Suburban Corridor



Tourism Entertainment



Suburban Center



Tourism Accommodation

## IMPLEMENTATION MECHANISMS

- Zoning permit
- Certificate of Zoning Compliance prior to CO
- Administrative authority, where possible, resting with staff
- Defined role for DRT

## CODE DEFICIENCIES

- Lack of flexibility
- No access management or cross connections
- Rigid setbacks create disincentives for creative design
- No requirement for pedestrian or cycling infrastructure between uses or connections to public facilities
- Cumulative districts don't permit much control over the proper mix of uses; creates land use inconsistencies
- No treatment of use transitions
- Nothing to promote, protect or enhance the business environment along Veterans
- No focus on liveability or quality urban design
- No administrative flexibility
- No clear vision
- Definitions are inadequate and spread throughout the entire document
- No certification of zoning compliance prior to Certificate of Occupancy
- No requirements or incentives for preservation, or reservation of land identified for future recreation or open space in adopted plans
- No requirement for trees in parking lots; parking lots unnecessarily large
- Sign language is unclear in places and too rigid in others
- No requirement to address the rivers or protect them other than through floodplain management

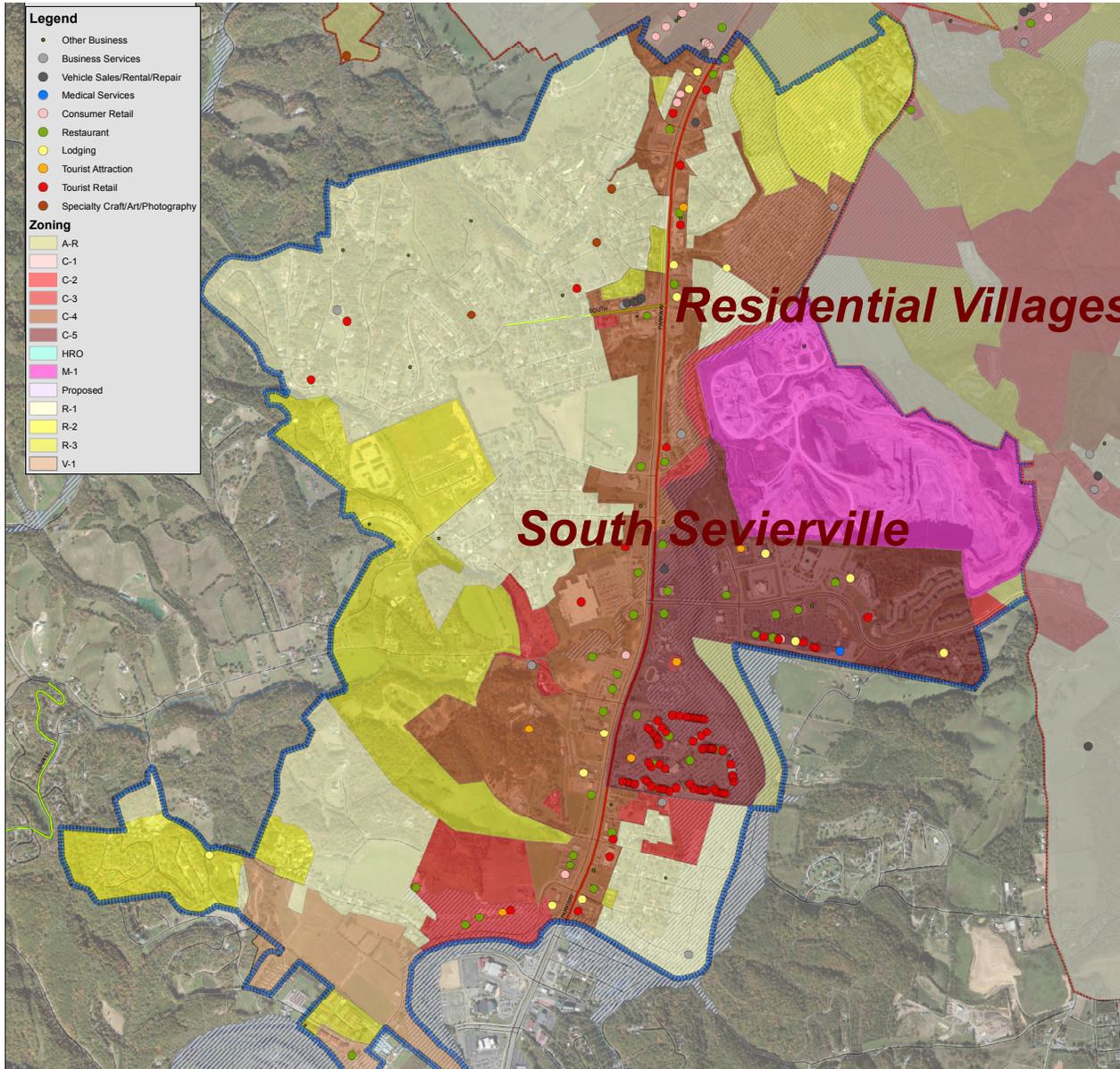
## RECOMMENDED AMENDMENTS

- Create a uniform list of uses with definitions and eliminate cumulative zoning
- Consider waiving conventional standards for infill and redevelopment sites
- Develop corridor access management plans including access/driveway cuts; cross-connections between adjacent commercial and institutional properties; require vertical faced curbing, encourage shared driveways and parking
- Use creative drainage standards as well as State requirements for stormwater management
- Recalibrate parking requirements; move parking to the side and rear with limited front parking along corridors
- Require trees in parking lots and along public streets
- Control certain aspects of building design; reduce the amount of franchise architecture
- Require non-residential buildings to have a build-to line along major corridors
- Better control accessory structures
- Require active transportation features
- Require the reservation of land identified for future recreation on adopted plans
- Encourage public art and building and site features that create city-appropriate interest, character and dimension
- Use the rivers as a community focal point
- Establish a corridor overlay for Veterans Parkway to protect and enhance appearance and function

- in order to create a quality business environment and experience for tourists and local residents.
- Revise lot design standards to promote flexibility and create a more liveable urban environment.
- Address residential parking
- Make sure zoning and subdivision regulations work together
- Allow administrative waivers of 10% of standards for setbacks, parking, buffers, and similar
- Create standards for accessory structures along corridor (tents, outbuildings, etc.)
- Revise buffers to achieve the intent without rigid standards
- Add in options for providing amenities in large developments that are focused on pedestrian orientation and walkability
- Require trees in parking lots and at entrances to developments/sites
- Institute hillside and tree protection standards
- Create uniform light standards, reducing glare and over lit properties
- Encourage pedestrian oriented designs by creating maximum setbacks or build-to lines, and connectivity requirements and allow creativity in design
- Clarify total number of signs and types permitted in Commercial and Industrial districts
- Require open space standards for large scale developments



## CURRENT ZONING



## IMPACTS OF CURRENT ZONING

The following zoning districts are found in the South Sevierville area.

- A-R
- R-1
- R-2
- R-3
- C-3
- C-4
- C-5
- M-1
- V-1

The current zoning regulations have affected the development of the area in the following ways.

- Created marketable properties catering to the significant tourism traffic through Sevierville.
- Permits uses for tourism residential uses
- Connectivity Issues, little pedestrian access, no safe bicycling access, little cross connections
- No control over curb cuts
- Cumulative uses in districts allow non-complementary development
- Lack of flexibility

## DESIRED PLACE TYPES



Destination Shopping



Tourism Entertainment



Tourism Accommodation



Residential Neighborhood

## CODE DEFICIENCIES

- Parking standards require too much parking
- Setbacks inflexible, preventing mixed use
- Loading regulations not related to need
- Vision clearance is vague leading to less landscaping
- Connectivity not supported
- Alternative modes not supported
- Setbacks limit site design flexibility
- The Zoning Ordinance promotes single lot development instead of master planned development
- Inadequate definitions

## RECOMMENDED AMENDMENTS

- Create a uniform list of uses with definitions and eliminate cumulative zoning
- Consider waiving conventional standards for infill and redevelopment sites
- Develop corridor access management plans including access/driveway cuts; cross-connections between adjacent commercial and institutional properties; require vertical faced curbing, encourage shared driveways and parking
- Use creative drainage standards as well as State requirements for stormwater management
- Recalibrate parking requirements; move parking to the side and rear with limited front parking along corridors
- Control certain aspects of building design; reduce the amount of franchise architecture
- Require non-residential buildings to have a build-to line along major corridors
- Better control accessory structures
- Require active transportation features
- Require the reservation of land identified for future recreation on adopted plans
- Encourage public art and building and site features that create city-appropriate interest, character and dimension
- Use the rivers as a community focal point
- Revise lot design standards to promote flexibility and create a more liveable urban environment.
- Make sure zoning and subdivision regulations work together
- Allow administrative waivers of 10% of standards for setbacks, parking, buffers, and similar
- Create standards for accessory structures along corridor (tents, outbuildings, etc.)
- Revise buffers to achieve the intent without rigid standards
- Add in options for providing amenities in large developments that are focused on pedestrian orientation and walkability
- Require trees in parking lots and at entrances to developments/sites
- Institute hillside and tree protection standards
- Create uniform light standards, reducing glare and over lit properties
- Clarify total number of signs and types permitted in Commercial and Industrial districts
- Require open space standards for large scale developments

## IMPLEMENTATION MECHANISMS

- Zoning permit
- Certificate of Zoning Compliance prior to CO
- Administrative authority, where possible, resting with staff
- Defined role for DRT



# 5.

## RECOMMENDATIONS & CONCLUSION

### Recommendations

Based on the review of the existing ordinance, key person interviews, field observations and identified place types, a series of recommendations were developed that would guide the update to the zoning ordinance. An overarching recommendation is to create an Unified Development Ordinance that would allow the connection between lot standards and infrastructure standards. This would ensure that an entire development was approached with creativity, environmental sensitivity and the goals and desires of the City of Sevierville Administration. The recommendations below are grouped by major category.

#### Zoning Ordinance Organization

- Similar subjects should be arranged together
- Eliminate provisions which have outlived their usefulness
- Create tables and illustrations to explain text
- Avoid one-size-fits-all standards
- Rename zoning districts to reflect their purpose so the lay person can understand what to expect
- Have unique districts that are distinguishable using use and bulk regulations to ensure fit
- Create incentives for better design, natural feature preservation, view preservation, and virtual building processes through flexible standards for height, setbacks, landscape, sign, and parking among other standards
- Consider use pattern regulations (form-based regulations) for some areas, especially in Old Town Sevierville

- Consider waiving conventional standards for infill and redevelopment sites
- Encourage pedestrian oriented designs by creating maximum setbacks or build-to lines, and connectivity requirements and allow creativity in design
- Create a uniform list of uses with definitions
- Move all other definitions into definition chapter and create more definitions
- Adjust regulations to minimize the number of variances requested
- Create flexible nonconformity regulations
- Permit greater flexibility for reuse of existing buildings, particularly for downtown
- Allow administrative waivers of 10% of standards for setbacks, parking, buffers, and similar
- Create a list of site planning principals to guide submittals
- Review subdivision regulations for compatibility
- Take fees out of zoning ordinance

#### Uses and Districts

- Consolidate commercial districts to create unique, distinctive districts, and eliminate cumulative uses, particularly those potentially incompatible uses in commercial and industrial districts

#### Lot and Bulk Standards

- Simplify height limits
- Create standards for accessory structures along corridor
- Require non-residential buildings to have a build-to line along major corridors

- Revise lot design standards to promote flexibility and create a more livable urban environment

### **Landscape/Public Art/Screening/Buffering**

- Revise buffers to achieve the intent without rigid standards
- Require trees in parking lots and along public streets
- Encourage public art and building and site features that create city-appropriate interest, character, and dimension
- Add in options for providing amenities in large developments that are focused on pedestrian orientation and walkability

### **Parking and Loading**

- Require trees in parking lots and at entrances to developments/sites
- Recalibrate parking requirements; move parking to the side and rear with limited front parking along corridors

### **Infrastructure and Access**

- Develop corridor access management plans including access/driveway cuts; cross-connections between adjacent commercial and institutional properties; require vertical faced curbing, encourage shared driveways and parking
- Create defined site triangle standards
- Reinforce creative drainage standards as well as State requirements in Zoning Ordinance

### **Signs**

- Remove Tourist Oriented Directional Signage (TODS) Section replace with new City-wide way-finding signage requirements
- Clarify total number of signs and types permitted in Commercial and Industrial districts
- Consider sign size based on building frontage size instead of road and speed standards

### **Views**

- Use the rivers as a community focal point
- Institute hillside and tree protection standards

### **Lighting**

- Create uniform light standards, reducing glare and over lit properties

### **Open Space**

- Require the reservation of land identified for future recreation on adopted plans
- Require open space standards for large scale developments
- Use the rivers as a community focal point

### **Processes and Procedures**

- Customer service audit
- Create a completeness review process for applications
- Define the role and authority of the Development Review Team
- Create more administrative discretion
- Create a Certificate of Zoning Compliance prior to Certificate of Occupancy

### **Other**

- Develop assets, Downtown, rivers, views
- Establish a corridor overlay for Veterans Parkway to protect and enhance appearance and function in order to create a quality business environment and experience for tourists and local residents.
- Consider rezoning properties to desired future uses now instead of putting that burden on the property owner
- Expand Interstate Impact Overlay District further down SR 66. Some additions could include remove electrically activated changeable signs, additional landscape and increase heights

## **Conclusion**

Overall, the zoning ordinance is not user friendly and does not promote the creative development desired by Sevierville. It lacks the flexibility for staff and officials to consider good planning principles and make judgments based on the design and location of future development and redevelopment. Providing more graphics and illustrations within the ordinance will help the City achieve the type of development desired throughout the community.

The updated ordinance will need to be a mixture of both form-based and traditional zoning techniques. The cumulative use structure should be removed and the location and mix of uses based on the intent of each district.

This Phase I Assessment should be used to guide the rewrite of the Zoning Ordinance. As stated earlier in this chapter, in order for the new ordinance to be most effective, it should be a Unified Development Ordinance creating one document to guide both the subdivision and development of land. This ultimately

allows the standards to work together to better achieve the end result.

Pending any questions regarding the content of this report, it is recommended that the Planning Commission and the Board of Mayor and Alderman accept these findings and summary report of the current status of the zoning ordinance.

A formal recognition of these recommendations would allow for a quick transition into Phase II of the ordinance rewrite process. Phase II will include drafting new districts and standards and adoption of the new ordinance language and graphics.

# 6. APPENDIX

Information and analysis contained in the appendix was used to developed the recommendations in this report and supports the assessment.

## Use Table - Existing Zoning Ordinance - Sevierville, TN

		A-R	R-1	R-2	R-3	C-1	C-2	C-3	C-4	M-1	C-5	HRO	V-1	II-1	FP-1
1	Single Family		X	X	X		X	X		X	X	X	X		
2	Two Family			X	X		X	X		X	X	X	X		
3	Multi Family			X	X	X	X	X	X	X	X	X			
4	Boarding and Rooming uses			X	X		X	X		X			X		
5	Mobile Home Parks				X		X	X		X					
6	Day Care (HRO on Collector and arterial only)			X	X		X	X		X		X			
7	Customary General Farming	X	X	X	X		X	X		X					
8	Customary Home Occupations		X	X	X		X	X		X					
9	Churches (HRO collector and arterial only)		X	X	X		X	X		X		X			
10	Customary accessory buildings		X	X	X		X	X		X		X			
11	Tennis Clubs, Country Clubs		X	X	X		X	X		X					
12	Medical Clinics, Hospitals, Funeral Homes, Fraternal Organizations, Nursing Homes, Professional Offices				X		X	X		X					
13	Hospitals							X	X	X					
14	Funeral Homes							X	X	X					
15	Retail stores and shops					X		X	X	X					
16	Personal, business and professional services										X				
17	Public Buildings		X	X	X	C		C	C	C	X	X			
18	Semi-Public Buildings and uses					S		S	S	S					
19	Signs					X	X	X	X	X				C	
20	Lodges, Clubs					X		X	X	X					
21	Hotels, Motels					X		X	X	X	X		X		
22	Bed and Breakfast										X	X			
23	RV Parks										X		X		

Body text

24	Restaurants					X		X	X	X	X				
25	Small Distilleries					X			X						
26	Shopping Centers PUD Regs)						X	X		X					
27	Customary home occupations											X			
28	Artist and/or craftsperson studios											X			
29	Music Instruction											X			
30	Hair Salon on Collector or Arterial											X			
31	Grocery Stores, drug stores, hardware stores, shoe repair shops, barber and beauty shops, Laundromat and laundry pickup stations, restaurants and similar uses							X	X		X				
32	Shops, stores, and shopping centers conducting retail business, including small distilleries; except that, sexually oriented businesses and similar commercial activities shall not be permitted.											X			
33	Gasoline service stations							X	X	X	X				
34	Wholesale business, warehouses, storage yard and buildings								X	X	X				
35	Auto and mobile home sales								X	X	X				
36	Auto repair garages								X		X				
37	Places of amusements and assembly									X	X				
38	Sexually Oriented Business									X	X				
39	Psychic and Palm Reading Activity									X	X				
40	Terminals										X				
41	Storage Yards and buildings										X				
42	Other Industry										X				
43	Entertainment, amusement, sports, meeting and events facilities											X			

## Meetings, Interview and Public Input

**May 11 - 12, 2015** - Project kickoff site visit. During this time the consultant met with:

- Planning Commission
- Extensive interviews with Planning Staff
- Site Review Committee, Steering Committee

**Planning Week - June 15 - 19** - Consultant team met on site for the entire week to complete analysis and recommendations. Meetings and interviews during the week included the folioing:

- City Council
- Planning Staff
- Fire Department Representatives
- Code Enforcement Staff
- Site Review Committee
- Planning Commissioners individually
- 20 different community leaders, developers and citizens
- Public wrap up meeting

Notes from these meetings are not provided in this appendix.

