

the

# COMMUNITY CHARACTER MANUAL

2 0 1 2

T1 Natural



T2 Rural



T3 Suburban



T4 Urban



T5 Center



T6 Downtown



D District



# Metropolitan Nashville-Davidson County Planning Commission

## Mission Statement

The Planning Commission provides guidance of the future growth and development for Nashville and Davidson County to evolve into a more socially, economically and environmentally sustainable community with a commitment to preservation of important assets, efficient use of public infrastructure, distinctive and diverse neighborhood character, free and open civic life, and choices in housing and transportation.



The Planning Department does not discriminate on the basis of race, color, national origin, gender, gender identity, sexual orientation, age, religion, creed or disability in admission to, access to, or operations of its programs, services, or activities. Discrimination against any person in recruitment, examination, appointment, training, promotion, retention, discipline or any other employment practices because of non-merit factors shall be prohibited.

For ADA inquiries, contact Josie Bass, ADA Compliance Coordinator, at (615)862-7150 or e-mail her at [josie.bass@Nashville.gov](mailto:josie.bass@Nashville.gov). For Title VI inquiries contact Shirley Sims-Saldana or Denise Hopgood of Human Relations at (615)880-3370. For all employment-related inquiries, contact Human Resources at 862-6640. For the most up-to-date version of this statement, please see [www.nashville.gov/mpc](http://www.nashville.gov/mpc).

**Metropolitan Planning Commission  
Of Nashville and Davidson County, Tennessee**

Resolution No. RS2012-196

"BE IT RESOLVED by The Metropolitan Planning Commission that 2012CP-000-005 is Approved. (8-0)

WHEREAS the Metropolitan Planning Commission adopted the *Community Character Manual (CCM)* on August 14, 2006 and amended it on January 13, 2011 and March 22, 2012 based on experience with applying and implementing it through the community planning and zoning processes; and

WHEREAS the Planning Department staff determined, during the 2012 update of the Antioch-Priest Lake Community Plan, that a new community character policy category to support high concentrations of employment was warranted and accordingly created District Employment Center policy; and

WHEREAS the Planning Department Staff conducted a community planning process, the 2012 Antioch-Priest Lake Community Plan Update, that included a wide variety of community outreach and engagement efforts and open community meetings, during which the new District Employment Center policy was discussed and was applied to two locations within the Antioch-Priest Lake and adjacent Dunwoody-Heritage-Old Hickory communities; and

WHEREAS a public hearing was held by the Metropolitan Planning Commission on October 25, 2012 to obtain additional input regarding the proposed District Employment Center amendment to the *Community Character Manual*; and

WHEREAS, the Metropolitan Planning Commission is empowered under state statute and the charter of the Metropolitan Government of Nashville and Davidson County to adopt functional plans as part of the general plan for the county;

NOW THEREFORE, **BE IT RESOLVED**, that the Metropolitan Planning Commission hereby **ADOPTS** the *Community Character Manual* as amended as a functional plan component of the General Plan as specified by Attachment A to this resolution, in accordance with sections 11.504(c), (d), and 18.02 of the charter of the Metropolitan Government of Nashville and Davidson County as the basis for the Commission's development decisions in that area of the county, and a certified copy of the *Community Character Manual* as amended is authorized to be filed with the Register of Davidson County, as required by Section 13-4-202, Tennessee Code Annotated

/s/James McLean

James McLean, Chairman

Adoption Date: October 25, 2012

Attest:

/s/Richard C. Bernhardt

Richard C. Bernhardt, FAICP, CNU-A, Secretary and Executive Director

**Attachment A to Resolution No. RS2012-196**

**Community Character Manual – Scope of Changes Proposed for October 25, 2012**

**September 27, 2012**

**Background**

**A need was identified to add a community character policy to the District chapter of the CCM through the pending Antioch-Priest Lake Community Plan Update. This proposed new community character policy is called District Employment Center. The purpose of District Employment Center policy is to preserve, create, and enhance Districts where a mixture of office, commercial, and light industrial uses is predominant. D Employment Center Areas are concentrations of employment that are often in a campus-like setting. A mixture of office, commercial, and light industrial uses are present, but are not necessarily vertically mixed. Complementary uses are also present and are encouraged as secondary and supportive to the primary function of D Employment Center areas as places of intense economic activity featuring large numbers of jobs. Daily convenience retail, restaurants, and services for the employees and medium to high density residential are appropriate secondary and supportive uses within the D Employment Center Area. These uses may also be found in mixed use areas close to the D Employment Center area. In general, secondary and supportive uses do not occupy more than about quarter of the land in any given D Employment Center area in order to protect its primary function of providing intense concentrations of jobs.**

**The Transit Map in the CCM appendix also needs to be updated to reflect the adoption of the Antioch-Priest Lake Community Plan 2012 Update.**

**Proposed Changes:**

- 1. Revise the current introduction to the District chapter of the CCM on pages 287-288;**
- 2. Insert the new District Employment Center policy as the first policy category in the District chapter;**
- 3. Insert the updated Transit Map in the Appendix to reflect the adoption of the Antioch-Priest Lake Community Plan 2012 Update; and,**
- 4. Make any necessary changes to the Table of Contents and cross-references in the CCM.**

**Metropolitan Planning Commission  
OF Nashville and Davidson County, Tennessee**

**Resolution No. RS2012-56**

"BE IT RESOLVED by The Metropolitan Planning Commission that 2012CP-000-002 is APPROVED.  
(6-0)"

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WHEREAS the Metropolitan Planning Commission adopted the *Community Character Manual (CCM)* on August 14, 2008 and amended it based on experience with applying and implementing it through the community planning and zoning processes; and

WHEREAS, as part of the motion to adopt the CCM, the Planning Commission directed the Planning Department staff to review and make amendments to the CCM upon the completion of Madison Community Plan Update and the West Nashville Community Plan Update and to bring the CCM back to the Commission prior to subsequent Community Plan Updates; and

WHEREAS the Planning Department staff determined, following the 2009 updates of the Madison and West Nashville Community Plans, several amendments to various community plans, and the 2010 update of the North Nashville Community Plan, all of which used the CCM, that the CCM should be updated to reflect the lessons that had been learned from applying it through these various community planning efforts; and

WHEREAS the Planning Department Staff conducted open community outreach and held a countywide community meeting to allow the community the opportunity to participate in the updating of the *Community Character Manual*; and

WHEREAS a public hearing was held by the Metropolitan Planning Commission on March 22, 2012 to obtain additional input regarding the proposed update of the *Community Character Manual* and its application through amendment to the community plans that use the CCM for some or all of their policies; and

WHEREAS, the Metropolitan Planning Commission is empowered under state statute and the charter of the Metropolitan Government of Nashville and Davidson County to adopt functional plans as part of the general plan for the county;

NOW THEREFORE, BE IT RESOLVED, that the Metropolitan Planning Commission hereby **ADOPTS** the *Community Character Manual* as amended as a functional plan component of the General Plan as specified by Attachment A to this resolution, in accordance with sections 11.504(e), (f), and 18.02 of the charter of the Metropolitan Government of Nashville and Davidson County as the basis for the Commission's development decisions in that area of the county, and a certified copy of the *Community Character Manual* as amended is authorized to be filed with the Register of Davidson County, as required by Section 12-4-202, Tennessee Code Annotated

James McLean  
James McLean, Chairman

Adoption Date: March 22, 2012

Attest:

Richard C. Bernhardt, FAICP, CNU-A  
Richard C. Bernhardt, FAICP, CNU-A, Secretary and Executive Director

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Section / Pages	Changes
General Principles pp. 46-49	Addition of Healthy Communities Design Principle
Conservation p. 67	Added language about pre-existing commercial uses; Revised Zoning District box
T2 Rural Neighborhood Maintenance , pp. 90-91	Added language about infill areas; revised Zoning District box
T2 Rural Neighborhood Evolving, p. 95	Added language about infill areas
T2 Rural Neighborhood Evolving, p. 97	Revised Zoning District box
T2 Rural Neighborhood Center, p. 101	Changed language in General Characteristics to clarify intent
T2 Rural Neighborhood Center, pp. 101-104	Added language about auto-oriented uses; revised Zoning Districts box
T3 Suburban Neighborhood Maintenance, pp. 118-119	Added language about infill areas; revised Zoning District box
T3 Suburban Neighborhood Evolving, p. 123	Added language about infill areas
T3 Suburban Neighborhood Evolving, p. 125	Revised Zoning District box
T3 Suburban Neighborhood Center, p. 133	Revised Zoning District box
T3 Suburban Community Center, pp. 138-141	Added language about auto-oriented uses; revised Zoning District box
T3 Suburban Residential Corridor, p. 147	Revised Zoning District box
T3 Suburban Mixed Use Corridor, pp. 156-159	Added language about auto-oriented uses; revised Zoning District box
T4 Urban Neighborhood Maintenance, pp. 177-178	Added language about infill areas; revised Zoning District box.
T4 Urban Neighborhood Evolving, p. 183	Added language about infill areas; revised Zoning District box
T4 Urban Mixed Use Neighborhood, pp.190-193	Added language about auto-oriented uses; revised Zoning District box
T4 Urban Neighborhood Center, p. 199	Revised Zoning District box
T4 Urban Community Center, pp. 204-207	Added language about auto-oriented uses; revised Zoning District box.
T4 Urban Residential Corridor, p. 213	Revised Zoning District box
T4 Urban Mixed Use Corridor, pp. 222-225	Added language about auto-oriented uses; revised Zoning District box

Section / Pages	Changes
T5 Center Mixed Use Neighborhood, pp. 241-245	Added language about auto-oriented uses; access, block length, street hierarchy, building heights, street setbacks; revised Zoning District box; modified density, landscaping, and parking design principles; added High-Rise to Building Types illustrations.
T5 Center Regional Center, pp. 249-253	Added language about auto-oriented uses; revised Zoning District box
T5 Center Super Regional Center, pp. 257-261	Added language about auto-oriented uses; revised Zoning District box
T6 Downtown Open Space, p. 271	Revised Zoning District box
T6 Downtown Neighborhood, pp. 274-276	Added language about auto-oriented uses; revised Zoning District box
T6 Downtown Civic District, p. 283	Revised Zoning District box
T6 Downtown Core, p. 291	Revised Zoning District box
T6 Downtown Second and Broadway, p. 299	Revised Zoning District box
D District Major Institutional, p. 319	Revised Zoning District box
D District Office Concentration, pp. 321-323	Added language regarding smaller office areas, revised Zoning District box

METROPOLITAN PLANNING COMMISSION  
OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE

**Resolution No. RS2011-1**

“BE IT RESOLVED by The Metropolitan Planning Commission that 2010CP-000-001 is **APPROVED. (8-0)**”

“WHEREAS, the Metropolitan Planning Commission adopted the *Community Character Manual* (CCM) on August 14, 2008 as a functional plan component of Nashville’s *Concept 2010: A General Plan for Nashville and Davidson County* to serve three main functions:

- to explain and institute the Community Character Policies that will be applied in each Community Plan;
  - to provide direction for the creation of implementation tools such as zoning; and
  - to help shape the form and character of open space, neighborhoods, centers, corridors and districts within communities;
- and,

WHEREAS, the Metropolitan Planning Commission directed Planning Department staff to assess the need to make amendments to the CCM after gaining experience in applying the CCM through the 2009 Madison and West Nashville community plan updates; and,

WHEREAS, staff conducted the needed assessment of the CCM; and,

WHEREAS, staff conducted open community meetings on October 7 and 25, 2010 to discuss the proposed amendments to the CCM; and

WHEREAS, a public hearing was held by the Metropolitan Planning Commission on January 13, 2011 to obtain additional input regarding the proposed amendments to the CCM; and,

WHEREAS, the Metropolitan Planning Commission finds that the recommended amendments to the *Community Character Manual* are appropriate; and,

WHEREAS, the Metropolitan Planning Commission is empowered under state statute and the charter of the Metropolitan Government of Nashville and Davidson County to adopt and amend master or general plans;

NOW, THEREFORE, BE IT RESOLVED that the Metropolitan Planning Commission hereby ADOPTS AMENDMENT NUMBER 1 to the *Community Character Manual*, a functional plan component of the General Plan, as summarized in Attachment A to this resolution, in accordance with sections 11.504(e), (j), and 18.02 of the charter of the Metropolitan Government of Nashville and Davidson County as the basis for the Commission’s development decisions countywide, and a certified copy of the *Community Character Manual* as amended is authorized to be filed with the Register of Davidson County, as required by Section 13-4-202, Tennessee Code Annotated.

*James McLean /s/*

James McLean, Chairman

Adoption Date: January 13, 2011

Attest

*Richard C. Bernhardt /s/*

Richard C. Bernhardt, Secretary and Executive Director

**Note: Please see the amended Community Character Manual for the exact changes in the new pagination of the amended document.**

**Amendments to the General Principles:**

1. In Non Conforming General Principle add residential nonconforming uses and include examples where the *zoning* does not match the *policy*. (pp. 40-41 in CCM)  
*Purpose and Effects:* These are clarification changes that would affect any area with nonconforming residential uses by making it clearer that the Community Plan provides guidance for how these nonconforming uses (where the land use does not conform to the zoning) should be used in the future. The changes would affect any area with inconsistent zoning (where the zoning does not conform to the policy) in the same way. Also, when the Community Plan is updated, if any nonconforming or inconsistent use or zoning is missed (i.e., it is not called out in the plan), some basic guidance would be provided, should the issue of its redevelopment arise and the Planning Commission, Council or BZA need guidance from the Community Plan.

**Draft Text**

**Development That is ~~Non-Consistent~~ Inconsistent with Land Use Policy and/or Non-Conforming with Regard To Zoning**

A “non-conforming” land use is land that is used in a way that does not conform with zoning. An “~~non-~~inconsistent” land use is land that is used in a way that is not consistent with land use policy. “~~Non-Consistent~~” zoning is zoning that is not *supported* by the *land use* policy.

~~In Nashville/Davidson County, there may be existing non-residential developments within areas that are zoned residential and have a residential Community Character Policy. Alternately, there may be residential development within nonresidential policy that is zoned commercial—a property that is both nonconforming with zoning and non-consistent with policy. In either case, the expansion of such uses through changes in zoning is not recommended, unless it is established during the Community Planning or Detailed Design Plan processes that there is an expressed desire to redevelop land for a different use.~~

*For example, an existing commercial development that is zoned residential is non-conforming with zoning. If the Community Character Policy for the area calls for the area to be residential, then the commercial development is also inconsistent with policy. The same can be true when a residential use is present that is used in a manner that is nonconforming to the way the property is zoned or zoned in a manner that is inconsistent with the policy for its neighborhood. When the Community Plan is updated, planning staff attempt to list all of the cases where a land use is inconsistent and/or non-conforming. The Plan then provides guidance on whether an expansion of such uses is advisable.*

Areas with non-conforming uses are *generally* encouraged to redevelop in accordance with applicable Community Character Policy whenever the non-conforming uses cease. Communities are, *however*, sometimes confronted with proposals for adaptive reuse of sites or buildings where existing non-conforming activities are no longer viable. For example, someone may propose to redevelop the site of an old service station in the midst of a residential area into a store. Such adaptive reuses should be considered on their merits provided that:

- They would generate minimal non-local traffic and the traffic can be adequately served by existing infrastructure;
- The proposed use can be adequately served by existing infrastructure;
- They would not increase the degree of non-conformity with the zoning code; and
- Appropriate zoning can be applied, which, in the course of accommodating the acceptable use, does not expose the adjoining area to the potential for incompatible land uses.

In the absence of acceptable adaptive reuses or zoning to accommodate them, areas that contain existing non-conforming uses that are no longer viable are recommended to rezone to a zoning district *compatible with or at least closer to compatibility with the Community Character Policy named in the Community Plan or Detailed Design Plan.*

*While planning staff attempt to find and give guidance for all cases of inconsistent and non-conforming uses and zoning, there may be some cases that are not discussed in detail in the community plan, due to the complexity of identifying sites and zoning that do not*

*conform to policy. Any future rezoning proposals or community plan amendments for these sites should be considered on their merits with attention given to the issues listed above.*

2. Add language to the Stormwater General Principle that currently discusses Light Imprint Development techniques and make distinctions between Low Impact Development and Light Imprint Development. (pp. 38-40)  
*Purpose and Effects:* These changes are partly informational and provide additional options for environmentally sensitive site selection and design throughout Davidson County.

### Draft Text

#### Stormwater and the Transect

Stormwater best management practices are synonymous with sustainable design practices. Sustainable design practices encourage reducing the amount and use of impervious surfaces which help to reduce the amount of stormwater runoff. Using site specific techniques help to manage the amount of runoff associated with development. In less developed areas, techniques such as reducing or sharing parking, narrowing streets, eliminating cul-de-sacs, providing adequate open space, using swales or ditches versus curb and gutter and preserving ecological and buffer areas are used. In more densely developed areas, techniques such as encouraging increased density consuming less land, using less impervious surface, green-roofs, adding buffer areas and open space, and minimizing land disturbance are used.

*The term generally used for such sustainable design practices is Low Impact Development (LID), a relatively new stormwater management strategy that is used in several cities and towns across the country including Nashville. Examples of local LID projects can be found on the Metro Water Services website under Stormwater at <http://www.nashville.gov/stormwater/index.asp>. Similar to LID but broader in its scope is Light Imprint Development, which includes but goes beyond stormwater management. Light Imprint adds to sustainable stormwater management practices the development of compact, walkable neighborhoods in accordance with New Urbanist principles (see <http://www.lightimprint.org/> for further information).*

#### Amendments to the Conservation Community Character Policy (see proposed text and graphics for all changes below)

1. Add language discussing the treatment of wildlife corridors, view sheds, and problem soils that are not associated with steep slopes. Add language discussing the treatment of stream corridors that are not associated with floodplains and floodways. (pp. 43-49 in CCM)  
*Purpose and Effects:* These changes would affect some portions of West Nashville and Madison that have these natural features by making it clearer that the Conservation policy is meant to apply to them.
2. Add language that clarifies that human-made slopes are not considered the same as naturally created steep slopes under CO Conservation policy and provide alternative guidance for them. (pp. 43-49)  
*Purpose and Effects:* This recognizes that although human-made steep slopes do need to be treated carefully during the development process they do not pose the same constraints nor serve the same natural purposes as naturally arising steep slopes.
3. Add language that addresses unmapped sensitive natural features that Conservation policy would cover, such as isolated fragments of steep slopes that are too small to map or streams determined to be regulated by Stormwater. (pp. 43-49)  
*Purpose and Effects:* During the West Nashville, Madison, and North Nashville updates it became clear that some natural features are so small (fragments of steep slopes, etc.) that they are difficult to map. They do need, however, to be covered by Conservation policy for the same reasons as other naturally arising sensitive environmental features.
4. Add language that suggests that
  - a. development should remediate any natural feature that has been harmed and
  - b. if re/development occurs, it should treat the natural feature as an amenity. (pp. 43-49)
5. *Purpose and Effects:* This strengthens the role of Conservation policy in remediating situations where sensitive environmental features have already been compromised by development and encourages their restoration through redevelopment. This would apply primarily in the more urbanized Transect categories (T3 Suburban, T4 Urban, T5 Center, T6 Downtown, D District).
6. Include the steep slopes graphics that were created for the 2008 West Nashville/Bellevue Plan Amendment. (pp. 43-49)  
*Purpose and Effects:* This helps clarify the Conservation policy intent for treatment of steep slopes by adding helpful illustrations.

## Draft Text

### Introduction

Conservation Community Character policy is found in all Transect Categories except T6 Downtown. Its intent is to preserve environmentally sensitive land features through protection and remediation. Environmentally sensitive land features are kept in a natural state and any development is minimal to protect water quality, minimize infrastructure and public service costs, and preserve the unique environmental diversity of Davidson County, which is important to its healthy economy and overall sustainability.

Conservation policy is mapped to identify land with sensitive environmental features. These features include, but are not limited to, *view sheds*, steep slopes, *stream corridors*, floodway/floodplains, rare or special plant or animal habitats, wetlands and unstable *or problem* soils. These sensitive environmental features are subject to all appropriate local, state and federal regulations. Additional special policies to address concerns unique to the site may be applied through the Community Planning or the Detailed Design Plan process.

### Policy Intent

Preserve and enhance environmentally sensitive land within all Transect Categories. Conservation policy identifies land with sensitive environmental features including, but not limited to, *view sheds*, *stream corridors*, steep slopes, floodway/floodplains, rare or special plant or animal habitats, wetlands and unstable or problem soils.

The following is a list of environmentally sensitive features frequently found in Davidson County. Development on land with these features is regulated by applicable local, state, and federal regulations and may be subject to additional special policies applied during the Community Planning or the Detailed Design Plan process.

**Floodplain** – Land area, including the floodway of any river, stream or watercourse, susceptible to being inundated by water as identified by the 100-year flood.

**Floodways** – The channel of a stream that has current, direction and velocity during a flood, and in which debris may be carried.

**Rare Plant and Animal Species, including Cedar Glades** – *There are several rare plant and animal species in Nashville. Cedar Glades are communities of rare plant species that are found nowhere else in the world but Middle Tennessee. They are most concentrated in the vicinity of J. Percy Priest Reservoir in the Antioch-Priest Lake and Donelson-Hermitage-Old Hickory Communities.*

**Ridgelines** – *Points of higher ground that separate two adjacent streams, watersheds, or valleys.*

**Steep Slopes** – *Those areas of land with slopes that are 20 percent or greater. This includes areas of steep hillsides, and steeply sloping land leading to ridge tops and bluffs. Policies for treatment of steep slopes apply not only to areas that are large and contiguous enough to be mapped on the Community Character Policy Plan, but also on areas of steep slopes that are too small to be so mapped. These will be identified during the site planning process and generally can also be found through the Metro geographic information system database. Areas of human-made steep slopes, such as berms and retaining walls, are not considered steep slopes for the purposes of this section. The development of human-made slopes is guided rather by following principles regarding stormwater management presented in the General Principles section of this document as well as Metro's grading and building regulations.*

**Stream Corridors** – *These include, at a minimum, stream channels that convey water for at least part of the year and the regulatory water quality buffer that surrounds the stream channel. Stream corridors may in some instances include steeply sloped uplands that extend beyond the regulatory water quality buffer.*

**Unstable/Problem Soils** – *Unstable soils are typically associated with steep slopes or the bases of steep slopes. The former are generally Bodine-Sulfura soils and the latter is most commonly Dellrose. Problem soils include sinkholes and wetland soils.*

**View sheds** – *Areas of the natural landscape which have been identified from defined viewpoints and that have inherent scenic qualities and/or aesthetic values as defined a subarea or other community plan.*

Other environmentally sensitive features, include, but are not limited, to wildlife corridors and fragile geological formations. These may be identified during the Community Planning process.

**Density/Intensity** – Density and intensity are secondary to form of development and are designed to preserve sensitive environmental features. The density and intensity of development for the environmentally constrained portions of a site is lower than for the more developable portion of a site, to an extent that preserves the essential integrity of the natural landform and vegetation. Specific residential densities or intensity in Conservation Areas are determined during the planning process by physical site characteristics, Transect Category, adjacent Community Character Policy areas, and the impact that the proposed development would have on the environmental feature in question. In general, the more environmentally sensitive the site is, the lower the acceptable density or intensity of development is. The adequacy of the infrastructure (including, but not limited to, roads and sewers) and the feasibility of extending infrastructure is also considered. In all cases, the density and intensity and their appropriate form are established through the Community Planning or Detailed Design Plan process, to be in keeping with preservation and remediation goals and the goals and objectives of the Community Plan. *In the case of environmentally sensitive land that has been disturbed, efforts are made to remediate any alteration that has occurred in these areas as development/redevelopment occurs.*

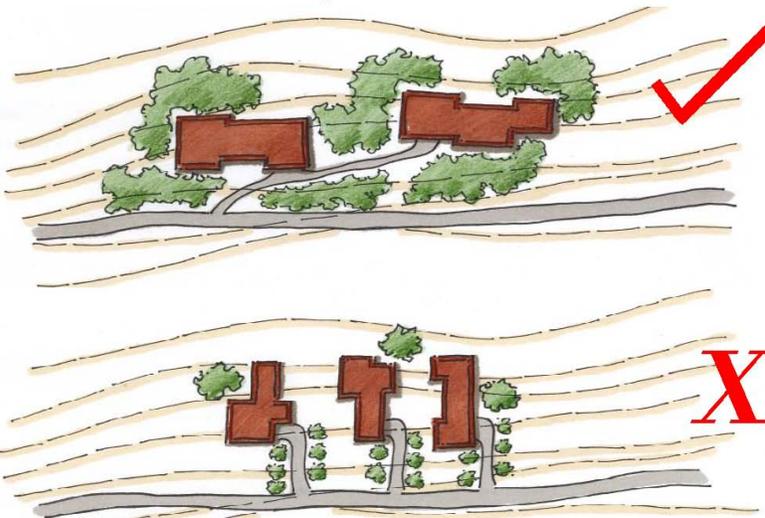
**Development Arrangement** – Development is grouped on the site to preserve the environmentally sensitive features. Lot configuration and right-of-way prioritize the preservation of environmentally sensitive features over consistency with surrounding lot and right-of-way patterns. Site specific vegetation, viewsheds and topography are used to determine where buildings are best located to minimize environmental disturbance. Context sensitive setbacks are designed to preserve scenic view sheds when to do so will not interfere with the need to observe site-sensitive setbacks that preserve sensitive environmental features. *Sensitive environmental features are used as site amenities.*

**Rare Plant or Animal Species** – *Once alerted by the Planning Department to the potential presence of rare plant or animal species on a development site, developers consult with the State of Tennessee to determine the actual presence of any such species on the site. If any such are present, their habitat is left undisturbed through methods such as site design techniques, conservation easements, and transfer of development rights. The development potential of a site containing rare plant or animal species may be lower than for other nearby sites lacking similar environmental features.*

**Ridgelines** – *Rooftops of any building or structure are below the defined ridgeline and/ or are buffered using mature stands of trees and native plants and vegetation, unless located within a T5 Center Area, where buildings may project above a defined ridgeline.*

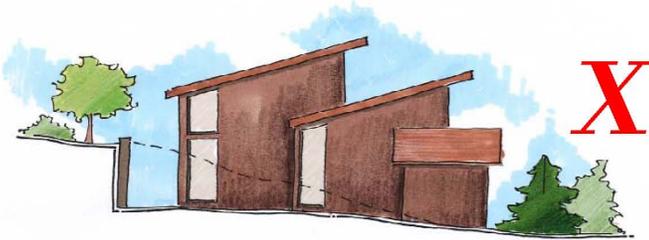
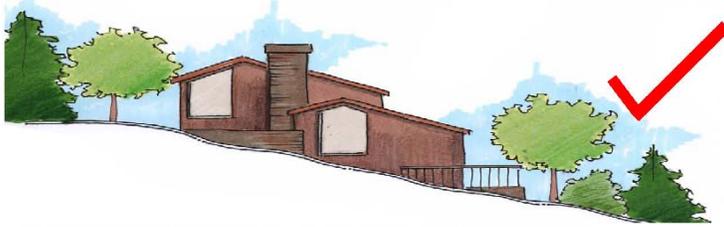
*The following graphics illustrate appropriate techniques for developing on steep slopes and ridgelines.*

## Access, Building Form & Character



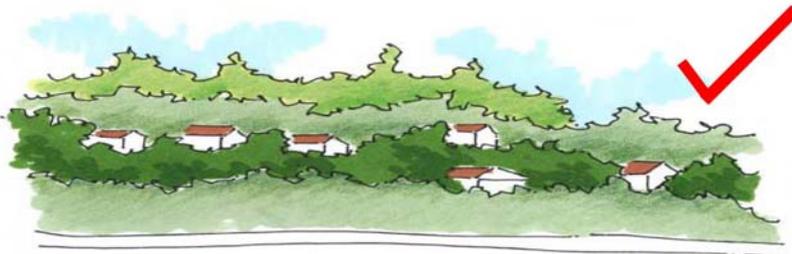
Consolidated driveways are preferred over individual driveways for each lot or building. Driveways should be constructed parallel to the natural slope rather than perpendicular to it, thus minimizing alteration of the landform.

## Access, Building Form & Character



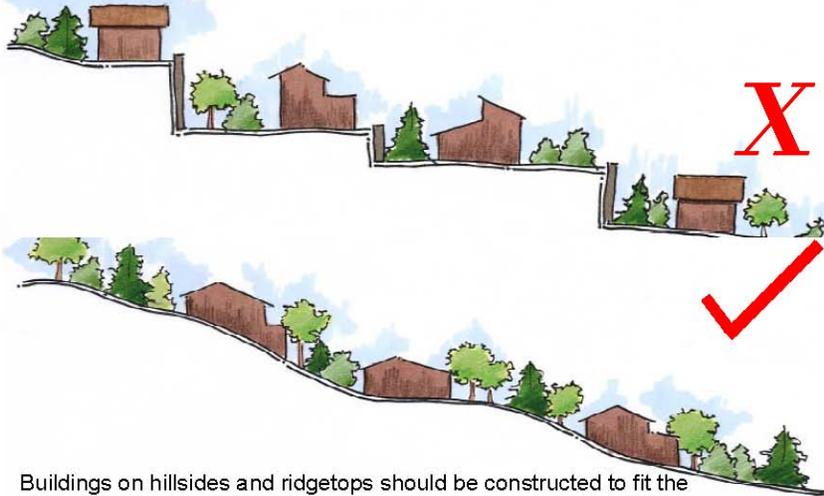
Development should be constructed in a manner that follows existing contours as much as possible, particularly in sensitive areas such as steep slopes and unstable soils.

## View Shed and Tree Protection



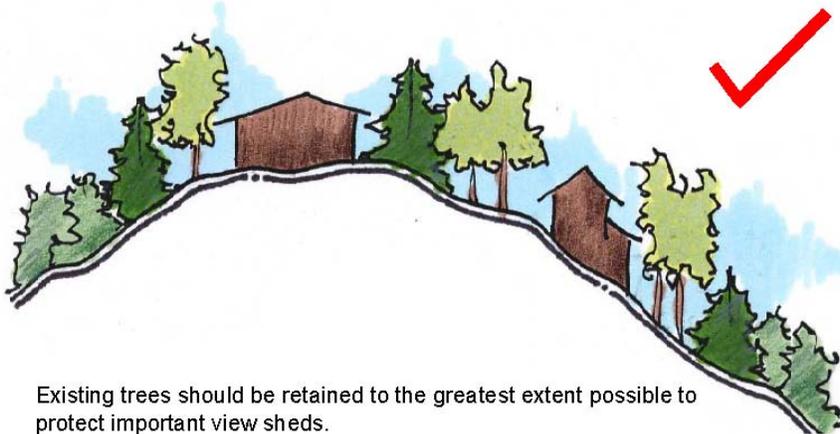
Existing vegetation on slopes and ridgelines should be preserved to the greatest extent possible.

## View Shed and Tree Protection



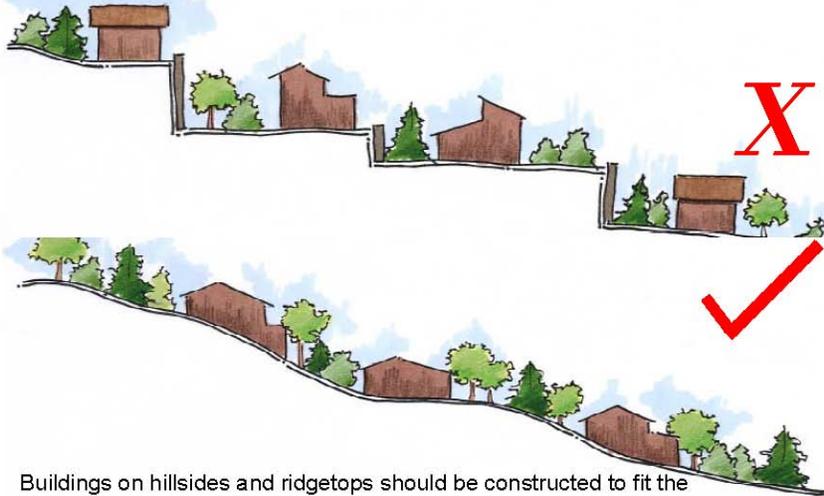
Buildings on hillsides and ridgetops should be constructed to fit the natural contours of the land rather than altering them through such means as significant grading and the construction of retaining walls.

## View Shed and Tree Protection



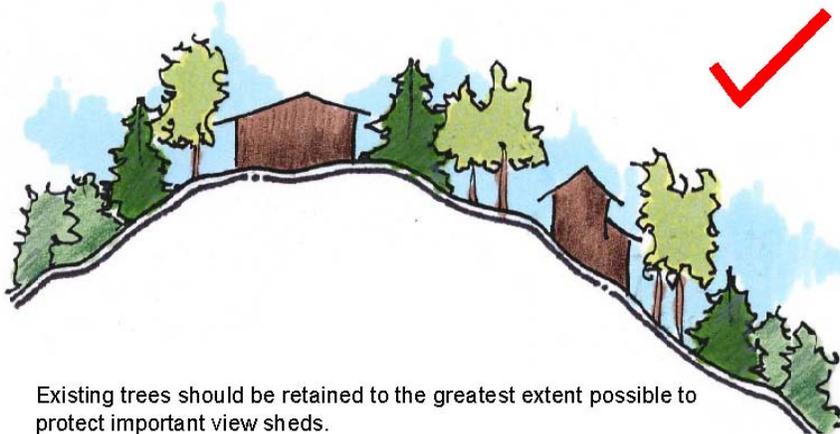
Existing trees should be retained to the greatest extent possible to protect important view sheds.

## View Shed and Tree Protection



Buildings on hillsides and ridgetops should be constructed to fit the natural contours of the land rather than altering them through such means as significant grading and the construction of retaining walls.

## View Shed and Tree Protection



Existing trees should be retained to the greatest extent possible to protect important view sheds.

**Stream Corridors** – *At a minimum, the stream and regulatory buffer are left undisturbed. Stream crossings are minimized and when made are done in the least impactful manner. Stream corridors are utilized as part of the stormwater drainage system for the development and are also used as community amenities and greenway corridors. The development potential of a site containing stream corridors may be lower than for other nearby sites lacking similar environmental features.*

**Unstable and Problem Soils** – *Geotechnical studies may be required prior to site development in parts of the county where unstable or other problem soils are known to exist. Once discovered on a site, problem soils are left undisturbed through methods such as site design techniques, conservation easements, and transfer of development rights. The development potential of a site containing unstable or problem soils may be lower than for other nearby sites lacking similar environmental features.*

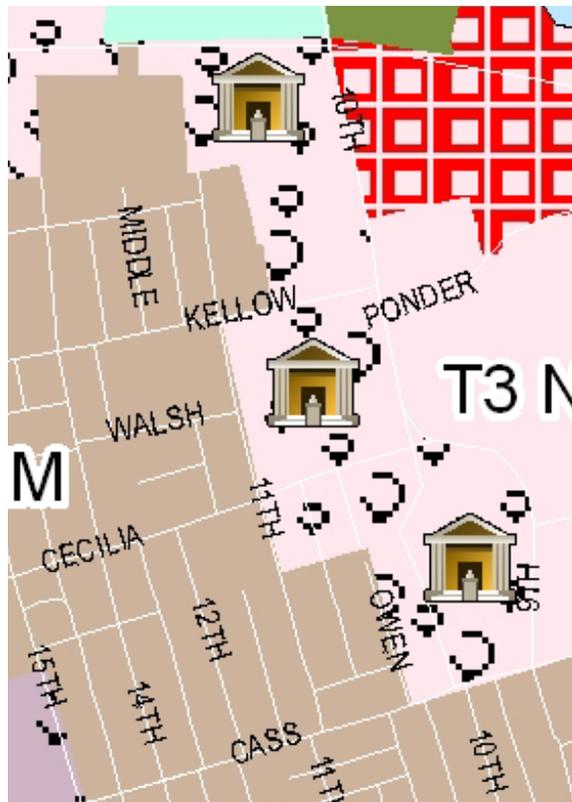
**View sheds** – *Buildings do not impede in the defined view shed. Rooftops of any building or structure are below the perceived skyline and/or are buffered using mature stands of trees and native plants and vegetation.*

**Amendments to the Open Space Community Character Policies**

1. Clarify and make consistent the way that civic uses (schools, libraries, etc.) are treated on the Community Character policy plan so that it is clear that civic uses are considered integral parts of their respective community character areas (all community character policy areas have language that allows for them, so they do not need to be made part of Open Space policy).

*Purpose and Effects:* This is primarily a change in the way policies are mapped and does not have any substantive effect. It would make the way publicly owned uses such as public schools and libraries are treated more consistent. In the past, these uses have sometimes been included in Open Space policy and sometimes in the surrounding policy. In the future, the civic site would be included in the surrounding policy and any significant open space associated with it would be placed in Open Space policy as long as it was the intention of the community to retain it as public open space.

**Example of Mapping Civic Uses with Open Space Policy: Looby Library and Theater, Hull-Jackson Montessori Elementary School, and John Early Middle School with Surrounding Open Spaces**



**Amendments to the Neighborhood Community Character Policies**

1. Add language to T3 and T4 Neighborhood Maintenance and Evolving policies that areas in close proximity to Centers or Residential or Mixed-Use Corridor policy may experience increased density to create a transition from the busy corridor or center to the surrounding neighborhood and to support transit on these prominent corridors and mixed use centers. (pp. 91-93, 95-97, 139-141, 145-147 in CCM)

*Purpose and Effects:* Currently, Neighborhood Maintenance and Evolving policies include language that addresses where higher densities than the policy would normally support may occur, including along corridors. This change would make clearer the nature and intent of higher density near corridors and centers. This change is being done to make this aspect of these policies clearer and better explain why it exists as well as to recognize that Community Centers are very similar to Residential and Mixed Use Corridor areas in this regard.

**Draft Text**

**(T4 Urban Neighborhood Maintenance is used as the example for this proposed language, but the language will also be found in T4 Urban Neighborhood Evolving, T3 Suburban Neighborhood Maintenance, and T3 Suburban Neighborhood Evolving)**

**Building Form (Mass, Orientation, Placement)** – (add as new second paragraph,)

*While T4 Urban Neighborhood Maintenance areas usually contain a mixture of residential building types, these are sometimes randomly located rather than thoughtfully placed in relation to corridors and centers. Any future mix arranges building types in strategic locations through zoning decisions that place higher intensity buildings nearer to centers and corridors and uses these more intense building types as land use transitions. Allowing for higher intensity residential building types and higher densities in residential development will add value to neighborhoods through the increased ability to support consumer services and transit.*

**Density/Intensity** – Density is secondary to the form of development, however, T4 Urban Neighborhood Maintenance Areas are intended to be moderate to high density. Density is generally between 4 and 20 dwelling units per acre, although there are some exceptions where higher densities are found. Areas with adequate infrastructure, ~~and~~ access, *and the ability to form transitions and support future mass transit and the viability of consumer businesses, are most appropriate for higher density. These are primarily areas along corridors internal to the neighborhood or near larger centers and corridors adjacent to the neighborhood are most appropriate for higher density.* In all cases density and intensity and its appropriate form are established through the Community Planning process or Detailed Design Plan process to be in keeping with the goals and objectives of the Community Plan. *This analysis may result in a more specific density range than that found in this manual or may result in the continued use of the standard density range found in this manual. Implementation through rezoning occurs as proposals as judged on their merits and ability to meet the goals of the Community Plan.* Intensity associated with non-residential development is not applicable in this policy category.

2. Add language regarding transitions in scale and massing to adjacent historic structures to T4 Urban Neighborhood Maintenance, Evolving, Mixed Use Neighborhood, Residential Corridor, and Mixed Use Corridor policies (pp. 139-154, 165-181)

*Purpose and Effects:* This change will promote increased preservation of historically significant structures in the urban environments where they are most commonly found.

**Draft Text**

*New structures are designed to provide a transition in scale and massing to adjacent historic structures. A successful transition may be provided by reducing the height and massing of the new structure when approaching a smaller historic structure and using a building type such as articulated townhomes near historic structures to complement the historic structure's form. Applicants are also encouraged to offer additional or alternative innovative ways to provide transition in scale, massing and building type. In all cases, new structures adjacent to historic structures complement in height and massing historic structures and do not threaten the integrity of the historic property and its environment.*

3. Add language discussing view sheds in T2 Rural Neighborhood Maintenance and T2 Rural Neighborhood Evolving. (pp. 67-69, 71-73)

*Purpose and Effects:* This is being done because view sheds are especially important features of the character of Rural residential areas. This change would not affect West Nashville or North Nashville, but would affect the Madison Community Plan, which has T2 Neighborhood areas.

**Draft Text**

**General Characteristics**

T2 Rural Neighborhood Maintenance Areas demonstrate an established development pattern consisting of low density residential development, agricultural, and civic and public benefit land uses. Attached and detached residential buildings and agricultural buildings are dispersed across the landscape. Buildings are located with consideration given to sensitive environmental features, *preservation of scenic view sheds*, and ability to farm land, resulting in deep setbacks and generous spacing between buildings.

4. Add language to all Neighborhood Maintenance and Neighborhood Evolving policies that development should not result in the creation of lots with double frontage. Also add that exceptions could be granted to avoid environmentally sensitive features. (pp. 67-69, 71-73, 91-93, 95-97, 139-141, 145-147)  
*Purpose and Effects:* This is a technical change that reflects standard planning practice regarding the orientation of lots to streets.

**Draft Text**

**Building Form (Mass, Orientation, Placement) (place at end of section)**

*Development does not result in the creation of double-frontage single- or two-family lots, unless there are extenuating circumstances, such as the need to avoid disturbing sensitive environmental features.*

5. Add more language encouraging community gardens in residential policies. (pp. 67-69, 71-73, 91-93, 95-97, 111-114, 139-141, 145-147, 149-152, 165-168)  
*Purpose and Effects:* This change would clarify that community gardens are a welcome aspect of residential character and development in Nashville’s neighborhoods throughout the Transect.

**Draft Text**

**Examples of Appropriate Land Uses (In order of appropriateness)**

Residential

*Community Gardens and Other Open Spaces*

Civic or Public Benefit

5. Add language to the “Landscaping” Design Principle in all residential policies: *“Landscaping should be used to screen ground utilities, meter boxes, heating and cooling units, refuse storage, and other building systems that would be visible from public streets.”* (pp. 67-69, 71-73, 91-93, 95-97, 111-114, 139-141, 145-147, 149-152, 165-168)  
*Purpose and Effects:* These changes add detail to the Landscaping Design Principle based on previous experience in implementing good design standards throughout the Transect.
6. Add language within the “Building Form” Design Principle to all Neighborhood policies that open space should be provided as part of new/infill development – lay out the site’s natural features first and develop around them. (pp. 67-69, 71-73, 91-93, 95-97, 139-141, 145-147, 149-152)  
*Purpose and Effects:* This change recognizes that open space is an integral part of the residential environment and that much of tomorrow’s open space will be provided through private development. The change will result in the creation of more usable, thoughtfully developed open space in neighborhoods.

**Draft Text**

**Building Form (Mass, Orientation, Placement) (before the Double-frontage Lot language being added above)**

*New developments that create their own street or internal drive systems also provide inviting, functional, and accessible open space as an integral part of the development. Less extensive new developments provide smaller open spaces that may serve multiple purposes, such as rain gardens that serve as storm water management devices as well as site amenities.*

**Amendments to the Center Community Character Policies**

1. Add a Design Principle encouraging placing utilities underground, in alleys, or at the back of property.  
*Purpose and Effects:* This would be a new Design Principle that would foster good design standards throughout the Transect. (pp. 75-77, 101-103, 105-108, 155-157, 159-162, 191-195, 199-202, 205-208, 221-225, 227-229, 232-235 in CCM)

**Draft Text**

***Utilities***

*Utilities are placed underground if feasible. If this cannot be accomplished, they are placed in an alley or rear service lane or otherwise at the back of the property. Small utilities that cannot be placed in these locations are carefully screened from public view.*

2. Allow stand-alone residential in T2 Rural, T3 Suburban, and T4 Urban Neighborhood Center Policies. (pp. 75-77, 101-103, 155-157)  
*Purpose and Effects:* This change would allow for a greater mixture of uses in Neighborhood Centers and would provide added flexibility and additional housing options in neighborhoods at logical locations.

**Draft Text**

**Examples of Appropriate Land Uses** (In order of appropriateness)

Vertical Mixed Use

Commercial

Office

Civic or Public Benefit

*Residential*

3. Add language allowing flexibility in individual first floor tenant square footage in the Design Principle “Building Form” in Centers subject to extra design guidance in light of what is viable in various commercial areas. For example, where currently 70,000 square feet of first floor tenant square footage is allowed in T3 Suburban Community Center policy, a provision would be added that *may* allow greater square footage subject to meeting certain design principles. (pp. 75-77, 101-103, 105-108, 155-157, 159-162, 191-195, 199-202, 205-208)  
*Purpose and Effects:* This change reflects lessons learned about the need to accommodate changing and varied industry standards in commercial and mixed use buildings. The effects would be to link allowing larger building mass with providing design elements that would create a more inviting, pedestrian-friendly shopping environment within the development.
4. Examine T5 Regional Center as the preferred location for “big-box” development. Allow for “big box” development in T3 Suburban Community Centers with certain design guidance. (pp. 105-108)  
*Purpose and Effects:* This change reflects lessons learned about the need to accommodate changing and varied industry standards for siting “big box” stores. The effect would primarily be on T3 Suburban Community Centers, where these would now be allowed to be developed if they met appropriate building and site design requirements.

**Note: These two items are closely related and are being addressed together.**

**Draft Text**

**(Example used is from T3 Suburban Community Center policy but would also be found in T4 Urban Community Center)**

**Building Form (Mass, Orientation, Placement (added at the end of the Design Principle)**

*Additional individual first floor tenant space square footage may be considered in cases of exceptional development design that is especially attentive to:*

- *Strongly articulating the façade of large buildings and including such elements as windows and doors;*
- *Placing the parking in a manner that breaks up large expanses of pavement, provides safe pedestrian movement, and deters speeding vehicles;*
- *Orienting the large buildings and using smaller buildings to frame the large building all in a manner that creates a town center environment that serves as a destination within the center; and*
- *Providing one or more areas of publicly accessible, usable, and inviting open space within the development*

5. Consider allowing *new* T5 Center Regional Centers (i.e. adding the word "create" under the intent language).  
*Purpose and Effects:* This reflects the understanding that areas that are not now T5 Center Regional Centers could someday evolve into such places. (pp. 199-202)

**Draft Text**

**Policy Intent**

Enhance *or create* regional centers, encouraging their redevelopment as intense mixed use areas that serve multiple communities as well as the entire County with supporting land uses that create opportunities to live, work, and recreate.

6. Add to the "Landscaping" Design Principle: "*Landscaping [“or structural treatments such as walls” would be added in the T5 and T6 categories] should be used to screen ground utilities, meter boxes, heating and cooling units, refuse storage, and other building systems that would be visible from public streets*", also add "*Fencing and walls that are along or are visible from the right-of-way are constructed from materials that manage property access and security while complementing the surrounding environment and furthering Community Character Manual and Community Plan urban design objectives.*" (pp. 75-77, 101-103, 105-108, 155-157, 159-162, 191-195, 199-202, 205-208, 221-225, 227-229, 232-235)

*Purpose and Effects:* These changes add detail to the Landscaping Design Principle based on previous experience in implementing good design standards throughout the Transect.

7. Access: add "*Access points should be consolidated and coordinated with strategic access points across all fronting streets.*" (pp. 75-77, 101-103, 105-108, 155-157, 159-162, 191-195, 199-202, 205-208, 227-229, 232-235)

*Purpose and Effects:* This change strengthens the access management aspects of these policies

8. Add language dealing with transitions to adjacent residential community character policy areas that is compatible with the language in those policies (see Item #1 under Neighborhood policies). (pp. 75-77, 101-103, 105-108, 155-157, 159-162, 191-195, 199-202, 205-208, 227-229, 232-235)

*Purpose and Effects:* The purpose and effects of this change would be to create better transitions between higher intensity areas such as Centers and Corridors and their adjoining community character policy areas. It would be cross-referenced with similar language in the adjoining policies such as the change referenced in Item #1 under Neighborhood Community Character Policies above.

**Draft Text**

**(example used is T3 Suburban Community Center, but the language would also be found in T4 Urban Community Center, T5 Center Regional Center, and T5 Center Super Regional Center)**

**Building Form (Mass, Orientation, Placement)** – The building form is in character with the envisioned T3 Suburban development pattern in terms of its mass, orientation, and placement. The building form does, however, complement the adjacent neighborhoods that it serves and the infrastructure to which it has access. *Transitions in scale and massing may be formed at the edges of the Suburban Community Center where it adjoins lower intensity community character areas, with thoughtful attention given to the placement and orientation of buildings within these edges as they relate to their surroundings. Implementation through rezoning occurs as proposals as judged on their merits and ability to meet the goals of the Community Plan.*

9. Add language to the Parking Design Principle to discourage providing excess parking that makes it difficult to achieve other CCM or community plan policies. (pp. 75-77, 101-103, 105-108, 155-157, 159-162, 191-195, 199-202, 205-208)

*Purpose and Effects:* The purpose and effects of this change would be to discourage the provision of excess parking when to do so would make it difficult to achieve other CCM or community plan policies.

**Draft Text**

**(example used is T3 Suburban Community Center, but the language would also be found in T2 Rural center, T3 Suburban Neighborhood Center, T4 Urban Neighborhood Center, T4 Urban Community Center, T5 Center Mixed Use Neighborhood, T5 Center Regional Center, and T5 Center Super Regional Center)**

**Parking** – Parking is provided on-street or on-site in surface lots or in structures. If parking is located in front of the primary building, then the parking is screened, from the primary street(s), by buildings on out parcels, which are oriented to face the primary street with setbacks and spacing that create a street wall that fosters a pedestrian friendly environment. One row of parking is allowed between all buildings (including outparcels) and the street. Parking is primarily behind the building with limited parking beside the building. Parking beside the building is designed to cause minimal disruption to the way the buildings frame the street and create a pedestrian friendly environment. Parking is screened from view of the street and from view of abutting residential properties. On-street parking offsets parking needs and creates a buffer between the street and the pedestrian. *When establishing parking quantities, other design principles and community plan policies are not compromised.* Shared

parking is encouraged. Surface parking is divided into sections by landscape islands and internal street networks. Parallel parking along internal streets is used to provide definition to the street, calm traffic, and enhance pedestrian use of the center. Bicycle parking is provided.

#### **Amendments to the Corridor Community Character Policies**

1. Add a Design Principle encouraging placing utilities underground, in alleys, or at the back of property. (pp. 111-114, 119-122, 165-168, 173-176, 239-241 in CCM)  
*Purpose and Effects:* This would be a new Design Principle that would foster good design standards throughout the Transect. **See proposed language on Item #1 under Amendments to Center Community Character Policies.**
2. Add language to T3 Suburban and T4 Urban Mixed Use Corridor policies allowing flexibility in individual first floor tenant square footage under the “Building Form” Design Principle subject to extra design guidance in light of what is viable in various commercial areas. (pp. 119-122, 173-176)  
*Purpose and Effects:* This change reflects lessons learned about the need to accommodate changing and varied industry standards in commercial and mixed use buildings. **See proposed language on Items # 3 and 4 under Amendments to Center Community Character Policies.**
3. Add to the “Landscaping” Design Principle: *“Landscaping [“or structural treatments such as walls” would be added in the T5 and T6 categories] should be used to screen ground utilities, meter boxes, heating and cooling units, refuse storage, and other building systems that would be visible from public streets”, also add “Fencing and walls that are along or are visible from the right-of-way are constructed from materials that manage property access and security while complementing the surrounding environment and furthering Community Character Manual and Community Plan urban design objectives.”* (pp. 111-114, 119-122, 165-168, 173-176, 239-241)  
*Purpose and Effects:* These changes add detail to the Landscaping Design Principle based on previous experience in implementing good design standards throughout the Transect.
4. Add: *“Access points should be consolidated and coordinated with strategic access points across all fronting streets”* to the “Access” Design Principle. (pp. 111-114, 119-122, 165-168, 173-176, 239-241)  
*Purpose and Effects:* This change strengthens the access management aspects of these policies.
5. Add language dealing with transitions to adjacent residential community character policy areas that is compatible with the language in those policies that also refers to transitions between higher and lower intensity areas. (pp. 111-114, 119-122, 165-168, 173-176, 239-241)  
*Purpose and Effects:* The purpose and effects of this change would be to create better transitions between higher intensity areas such as Centers and Corridors and their adjoining community character policy areas. It would be cross-referenced with similar language in the adjoining policies such as the change referenced in Item #1 under Neighborhood Community Character Policies above. **See proposed language on Item #8 under Amendments to Center Community Character Policies.**
6. Add language to the Parking Design Principle to discourage providing excess parking that makes it difficult to achieve other CCM or community plan policies. (pp. 119-127, 173-181)  
*Purpose and Effects:* The purpose and effects of this change would be to discourage the provision of excess parking when to do so would make it difficult to achieve other CCM or community plan policies.

#### **Draft Text**

**(example used is T3 Suburban Mixed Use Corridor, but the language would also be found in T4 Urban Mixed Use Corridor)**

**Parking** – Parking is provided on-site in surface lots and shared parking is encouraged. One row of parking may be considered between non-residential buildings and the street. The remaining parking is behind or beside the building. Limited parking is allowed beside the building and is designed to cause minimal disruption to the way the buildings frame the street and create a pedestrian friendly environment. *When establishing parking quantities, other design principles and community plan policies are not compromised.* On-site surface parking is divided into sections by landscape islands and internal street networks. On-site surface parking is also screened from view of the street and from view of abutting residential properties. Bicycle parking is provided.

#### **Amendments to the District Community Character Policies**

1. In the District Impact policy under "Access" says these uses need to be on major arterials, which is unlikely for a substation. Distinguish between a smaller utility like a substation and a larger one like a landfill when it comes to access.

(pp. 249-253 in CCM) *Purpose and Effects:* This change recognizes the different characteristics of different uses within District Impact Policy.

**Draft Text**

**Access** – Vehicular access for larger *Impact activities* is from major arterials and freeways. *Smaller Impact activities, such as electrical substations, may be accessed from collector or even local streets.* Larger thoroughfares provide access on the outer areas of the D Impact Area while private, local access and service streets provide access to buildings internal to the D Impact Area. Some uses may require limited and controlled access points for safety.

2. Add to the “Landscaping” Design Principle for all District Community Character policies: “*Landscaping should be used to screen ground utilities, meter boxes, heating and cooling units, refuse storage, and other building systems that would be visible from public streets*”, also add “*Fencing and walls that are along or are visible from the right-of-way are constructed from materials that manage property access and security while complementing the surrounding environment and furthering Community Character Manual and Community Plan urban design objectives.*” (pp. 249-253, 255-257, 259-261, 263-265)  
*Purpose and Effects:* These changes add detail to the Landscaping Design Principle based on previous experience in implementing good design standards throughout the Transect.
3. For all District Community Character policies, add to the “Access” Design Principle that “*Access points should be consolidated and coordinated with strategic access points across all fronting streets.*” (pp. 249-253, 255-257, 259-261, 263-265)  
*Purpose and Effects:* This change strengthens the access management aspects of these policies.

**Amendments to the Appendices**

1. Revisit the definitions of “civic” and “public benefit” to make sure they are adequate. (pp. 275, 280 in CCM)  
*Purpose and Effects:* The definitions of “civic,” which includes public uses such as schools and libraries, and “public benefit,” generally viewed as a broader category that also includes religious institutions and charitable institutions, have proved challenging to interpret and apply and are being revisited.

**Draft Text**

**Civic (use)** – *a public facility or service other than public utility equipment provided by a governmental organization.*

**Public Benefit** – *a non-governmental land use that provides a public service. Some examples of public benefit uses include religious institutions, and cultural, educational or community centers operated by institutional entities for charitable purposes.*

**Amendments to the *Madison Community Plan: 2009 Update* and the *West Nashville Community Plan: 2009 Update***

1. Amend the Madison and West Nashville Community Plans to incorporate the second edition of the Community Character Manual as adopted by the Metropolitan Planning Commission on August 14, 2008 and amended by the Commission on January 13, 2011 into those community plans.  
*Purpose and Effects:* These amendments will make the updated Community Character Policies applicable to the Madison and West Nashville Community Plans.

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**Metropolitan Planning Commission  
Of Nashville and Davidson County, Tennessee**

**Resolution No. RS2008 - 168**

**“BE IT RESOLVED by The Metropolitan Planning Commission that 2007CP-020-01 is APPROVED with changes and conditions, including the condition to review and make amendments to the Community Character Manual upon the completion of Madison Community Plan Update and the West Nashville Community Plan Update and to bring the Community Character Manual back to the Commission prior to subsequent Community Plan Updates”**

WHEREAS the Planning Department staff is charged with updating and keeping current the *Land Use Policy Application* (LUPA), that was adopted on May 27, 2004 for use in the subarea planning program; and

WHEREAS LUPA, with its focus on land use policy and density, did not adequately address issues of community character and the form of natural and built environments to the satisfaction of the community; and

WHEREAS the Planning Department staff determined, upon consultation of a diverse group of community stakeholders that LUPA and its land use policies should be replaced with *community character policies*, which address the form of the natural and built environment and will be compiled in the *Community Character Manual*,

WHEREAS the *Community Character Manual*, containing *community character policies*, will also be used in the community planning program, to update and make amendments to community; and

WHEREAS the Planning Department Staff conducted open community outreach to allow the community the opportunity to participate in the creation of the *Community Character Manual*; and

WHEREAS from April 2007 to August 2008, the Metropolitan Planning Department staff, working extensively with residents, Council members, property owners, development professionals, and civic and business interests, including conducting six task force and focus groups meetings and four countywide meetings to discuss new *community character policies* contained in the *Community Character Manual*; and

WHEREAS a public meeting was held by the Metropolitan Planning Commission on August 14, 2008 to obtain additional input regarding the proposed *Community Character Manual* and the *community character policies* contained within; and

WHEREAS, the Metropolitan Planning Commission is empowered under state statute and the charter of the Metropolitan Government of Nashville and Davidson County to adopt functional plans as part of the general plan for the county;

NOW THEREFORE, BE IT RESOLVED, that the Metropolitan Planning Commission hereby **ADOPTS** the *Community Character Manual* as a functional plan component of the General Plan, in accordance with sections 11.504(e), (j), and 18.02 of the charter of the Metropolitan Government of Nashville and Davidson County as the basis for the Commissions development decisions countywide.

James McLean  
James McLean, Chairman

Adoption Date: August 14<sup>th</sup>, 2008

**Attest:**

Rick Bernhardt  
Rick Bernhardt, Secretary and Executive Director

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# *the Community Character Manual*

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