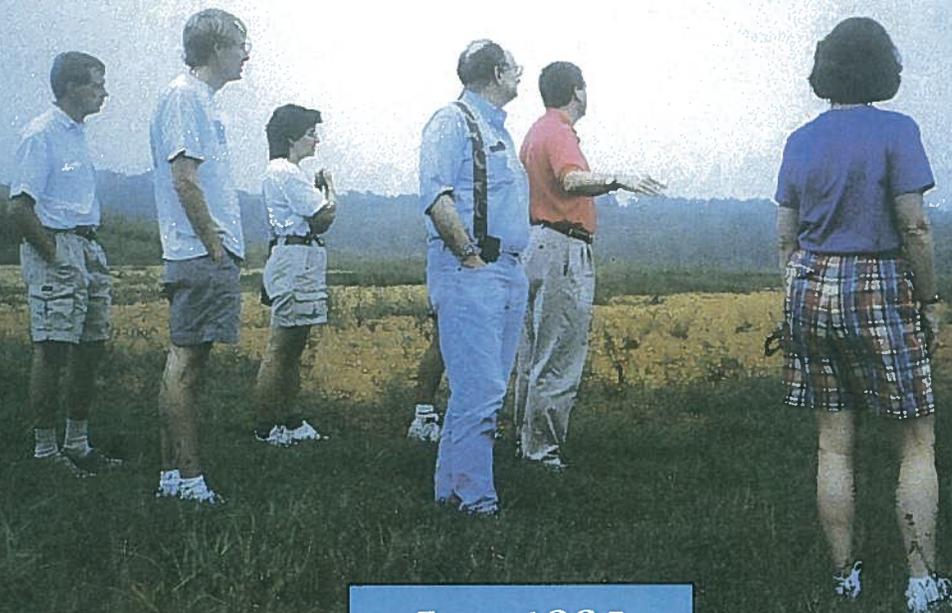


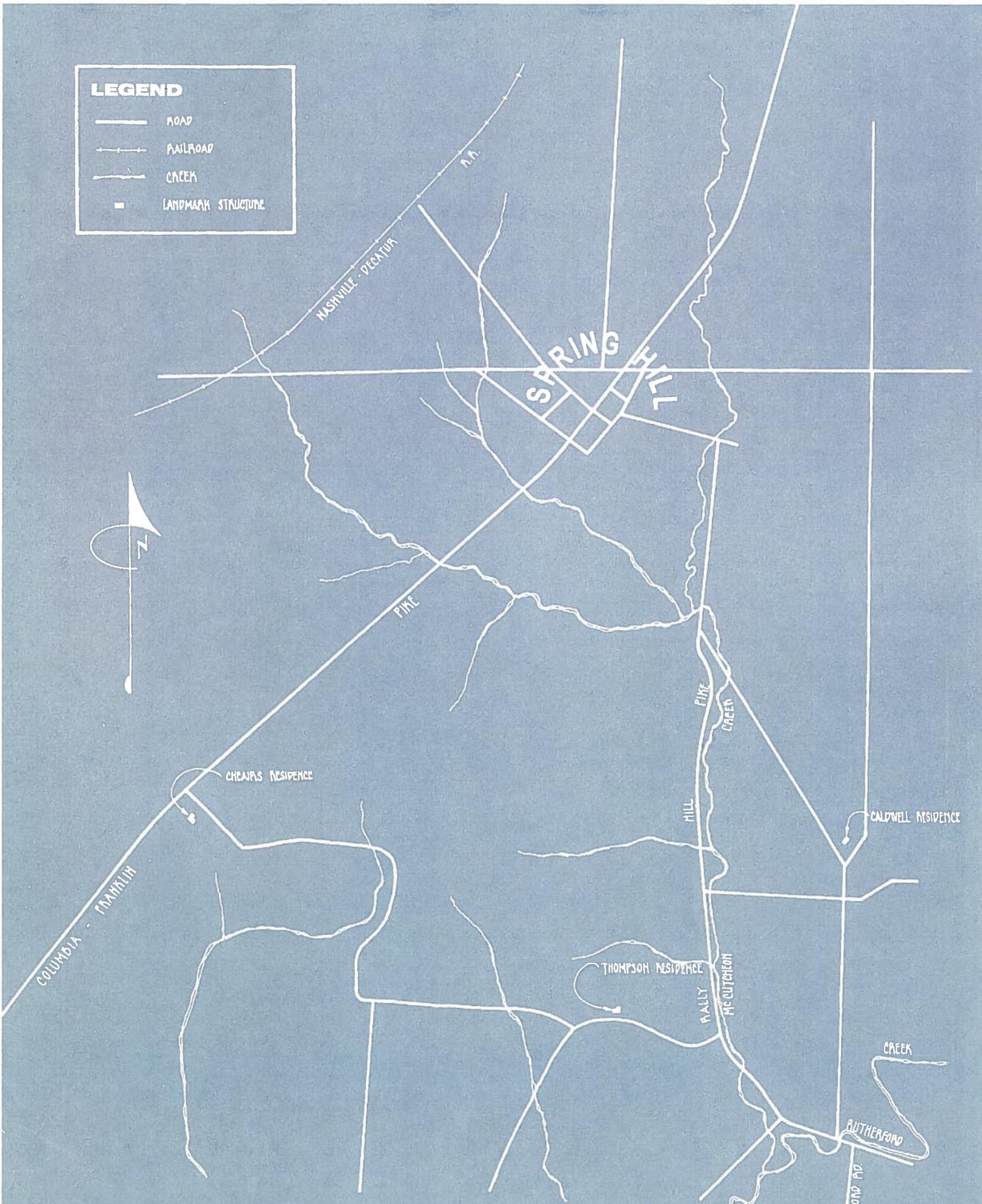
THE COUNTRYSIDE EXCHANGE
SPRING HILL REPORT



FALL 1995

LEGEND

- ROAD
- +— RAILROAD
- CREEK
- LANDMARK STRUCTURE



SPRING HILL, TN. IN 1864

1995, WHITE STAR CONSULTING
 DRAWN BY CHUCK BROWN

TABLE OF CONTENTS

I. INTRODUCTION	3
How the Exchange Works	3
The Exchange At Work In Spring Hill	5
Background Information	7
II. TEAM REPORT	11
Introduction	12
Community Vision & Development	13
<i>How Much Growth</i>	
<i>Location & Quality of Growth</i>	
<i>Alternative Scenarios</i>	
<i>Developing A Planning Process</i>	
<i>Questions</i>	
<i>Tools for the Toolbox</i>	
<i>Overall Recommendations</i>	
Battlefield Preservation	28
<i>How Can Spring Hill Benefit?</i>	
<i>How Can the Battlefield Be Preserved?</i>	
<i>with Recommendations</i>	
<i>Management and Interpretation</i>	
<i>with Recommendations</i>	
<i>Summary</i>	
Heritage Tourism	33
<i>Visitor Experience</i>	
<i>Tourism Environment in Maury County</i>	
<i>How to Proceed</i>	
<i>Recommendations</i>	
<i>Taking Action</i>	

INTRODUCTION

On May 1, 1996, the American Battlefield Protection Program of the National Park Service and the Countryside Institute announced a partnership to begin to address battlefield preservation, economic development and other issues in the context of "community stewardship" and "community managed" growth. This report represents the results of the first International Countryside Stewardship Exchange undertaken through this collaboration, with Spring Hill and Maury County, Tennessee.

The International Countryside Stewardship Exchange is a program of the Countryside Institute (TCI). The Countryside Institute, a nonprofit organization founded in 1990, helps communities deal more effectively with change and work toward sustainable futures based on caring for the land, the people who live and work there, and their cultural heritage. The International Countryside Stewardship Exchange brings together international and interdisciplinary teams of professionals to work with local residents in their communities.

The American Battlefield Protection Program (ABPP) is a National Park Service program that provides technical assistance and small amounts of funding to private non-profit citizen groups, local and state governments, and national and state parks working to save threatened battlefields listed by the Congressionally-appointed Civil War Sites Advisory Commission. The ABPP emphasizes early planning and consensus building before preservation crises arise that divide communities and result in the destruction of historic resources. The ABPP believes that the

International Countryside Stewardship Exchange provides an opportunity for communities to incorporate battlefield preservation into their comprehensive vision for the future. Initial financial support for the Spring Hill Exchange was provided by the ABPP. It is anticipated that Spring Hill will serve as the pilot for a larger project supported by ABPP which will be offered to other communities involved in battlefield protection.

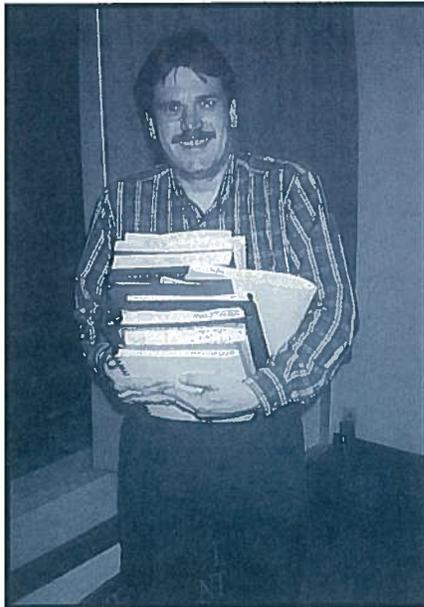
How The Exchange Works

The International Countryside Stewardship Exchange provides a catalyst for individuals, private organizations and public officials to develop coalitions and the consensus needed to manage change. Using a case study approach, it stimulates discussion about links between sustainable local economies, community character and countryside conservation and suggests ways to achieve and protect all three. It also provides an opportunity for the private sector and all levels of government to work together in a positive setting.

A special aspect of the Exchange is the involvement of experienced professionals from across the United States and abroad. Exchange teams are selected to provide diverse perspectives, interests, experience and training disciplines. The mix of professional and national backgrounds brings together the foremost thought in current "best practices," facilitates the development of innovative ideas and stimulates creative problem-solving. The team members, chosen by a competitive process to meet the specific needs identified by the community, volunteer their time to spend six intense days in the study area, conducting site visits and meetings.

Although team members receive community-prepared briefing materials, no team member has prior ties to the community. Thus the team is accepted as being objective and bringing a fresh perspective to the community. The team members are asked to examine key land conservation and community and economic development problems within a comprehensive approach to land use and stewardship. The team can be effective during such a brief stay because the Local Organizing Committee (LOC) has developed the necessary groundwork before their arrival.

The Exchange process begins in a community when a Local Organizing Committee forms. TCI requires that the LOC represent a cross-section of community interests, identify the issues and coordinate the week-long Exchange visit. Committee members either volunteer their time and efforts or serve on behalf of organizations that view the Exchange process as supporting their own efforts. Important intangible results arise out of this process of forming coalitions, deciding on the critical issues, convincing key community players that the Exchange may be beneficial, raising the necessary funds to organize the Exchange and host and transport the team for a week, and agreeing on the people and places that will provide the team with the best understanding of the issues in the community. These efforts create networks, partnerships and working relationships that, in the long term, often equal the importance of the team's recommendations to the community.



Upon arrival, the multidisciplinary international team is presented with the broad issues facing the community and region. During the Exchange Visit, team members meet with local leaders and organizations; participate in discussion sessions, interviews and field trips; and analyze the case study site's needs, as identified by the LOC. The Exchange team concludes the site visit with a public presentation of its findings, then reconvenes with the LOC and members of the Implementation

Committee to discuss in more detail how their recommendations might become an action plan. The team then prepares a written document outlining their findings, recommendations and implementation strategy.

The Implementation Committee, also created early in the Exchange process, consists of the representatives of state or regional agencies and organizations that have an interest in the case study area and may

be able to provide technical or financial assistance to the implementation effort.

The factors discussed above all contribute to a successful case study and help to build the capacity of the community to deal more effectively with problems and opportunities. This is key, because after the team leaves, the local community must take the lead in implementation. The LOC identifies the team recommendations or other ideas arising from the Exchange experience that are of the most interest and that they determine they could

implement. This committee then meets jointly with members of the Implementation Committee. This joint meeting concentrates on how Implementation Committee members might assist the LOC to move forward on a variety of recommendations.

The Exchange at Work in Spring Hill

In January 1995, the ABBP asked TCI to visit Spring Hill and two other communities to assess where the Exchange program might have the greatest promise for encouraging a fresh, comprehensive look at a community and its future, including the land use plans that will impact on battlefields and other historic resources.

Based on a reconnaissance visit in March, TCI recommended that the possibility of hosting an Exchange be offered to Spring Hill. While the primary focus would be Spring Hill, the study area would encompass the traditional transportation corridor from Franklin to Columbia. The community responded affirmatively and the first meetings of the Local Organizing Committee were held that spring. This committee worked for six months to prepare for the team's arrival. The team members (listed below) were chosen in response to the primary issue, growth management, and areas of concern identified by the LOC:

Growth Management: with the study area encompassing the two fastest growing counties in the state, and the development of a new interstate beltway dissecting our corridor, tremendous growth and development pres-

sure is inevitable. Finding a balance between residential, commercial and agricultural development, and keeping our historical integrity and scenic landscape intact is our challenge.



Areas of Concern:

1. Inter-governmental cooperation in sharing a vision and goals on growth and development issues common along the corridor.
2. Education and promotion of the economic and quality of life benefits of cultural and natural resource protection.
3. Zoning options available to protect and preserve a rural, historic character, including greenway, viewshed and transportation planning.
4. Tourism opportunities and amenities, including infrastructure needs and compatible commercial development.

The team arrived in Spring Hill on September 7, and spent a day receiving background information from a variety of people, including Mary Ann Peckham, Superintendent, Stones

*Team Members for the
Spring Hill Exchange*

William (Bill) A. Dory, Jr. is the executive director of the Greencastle/Putnam County (IN) Development Center, a not-for-profit countywide industrial and community development organization. Greencastle has the same

relationship with Indianapolis as Spring Hill has with Nashville. Previously, he served as Indiana Department of Commerce's Main Street Coordinator, providing comprehensive technical assistance to 135 communities. He brought a strong background in rural economic development and community consensus building to the team.

Lisa Hein is the Trails and Greenways Program Director for the Iowa Natural Heritage Foundation, involved in both local and regional trail development. From 1984-88, she worked for the City of Ames, Department of Planning and Housing, with responsibility for land use policy planning and zoning and ordinance creation. Her strengths are in planning, community organizing, fundraising, grant writing, scenic drive designation and corridor promotion and marketing.

Joseph "Joe" Segale is a transportation planner and engineer for the Chittenden County Regional Planning Commission (VT). The CCRPD is also the Metropolitan Planning Organization serving municipalities in a diverse county containing compact, rural villages, sprawling suburban areas and the most populated and urban cities in the state. The region is also an active tourist area.

Paul Silcock is a land agent with English Nature, the Nature Conservancy Council for England, at Newbury, Berkshire. His core work there involves land acquisitions and rural land management advice. He is also the national coordinator of English Nature's Wildlife Enhancement Scheme.

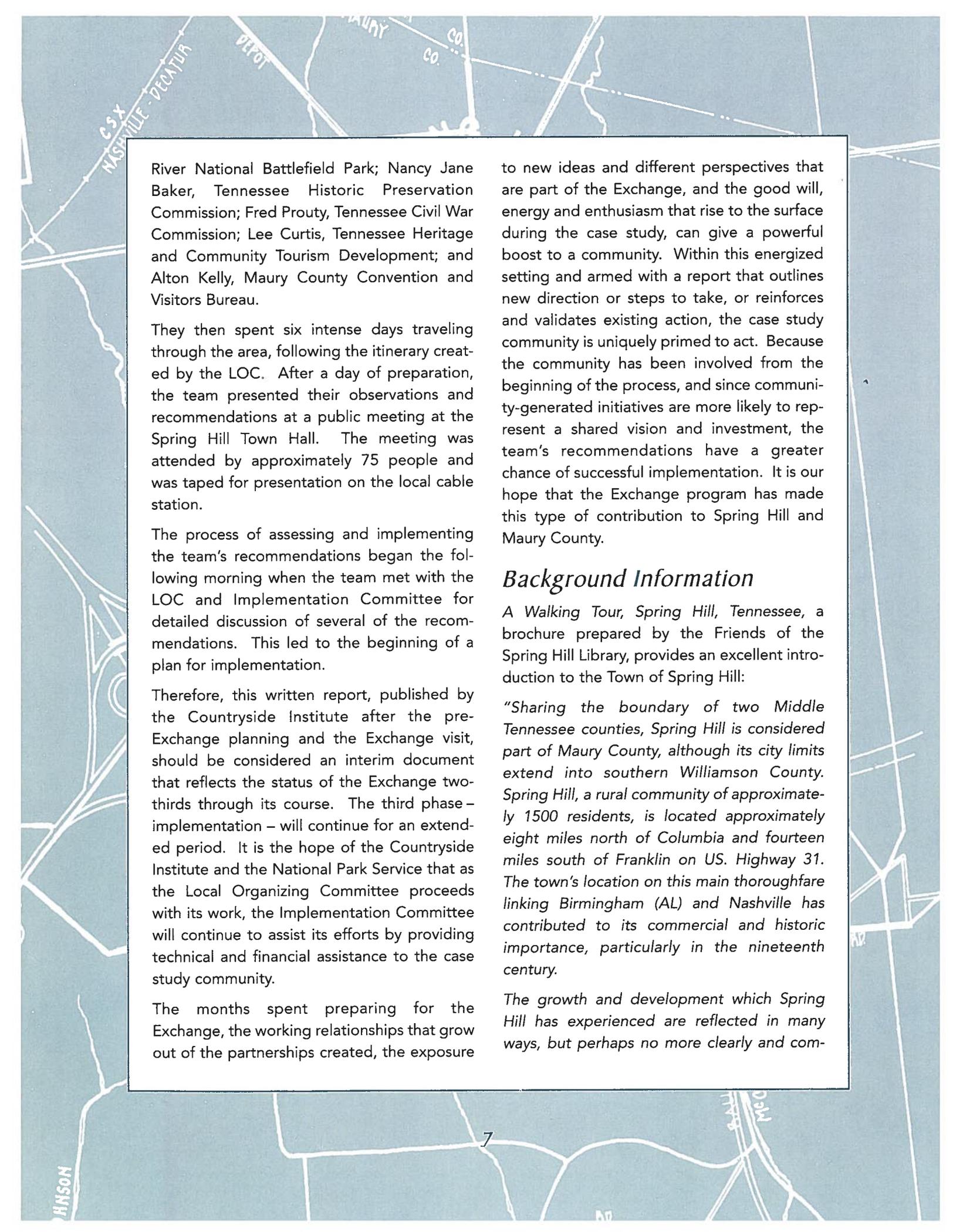
Manuel Stevens has been involved with planning and development of national historic sites for Parks Canada for 19 years. As a planner, his primary responsibility is to produce management plans which emphasize a shared vision focusing on stewardship, sustainable development and a shared responsibility involving government, business and landowners to achieve the vision.



Phil Stone is a landscape architect in the United Kingdom employed by the Somerset County Council, Environmental Department. His projects include new road schemes, woodland management, landscape assessment and cycle routes for

green tourism. He has also served as a public official on the District Council for eight years.

Maggie Vinciguerra is the Executive Director of the Greenway Conservancy for the Hudson River Valley, Inc. (NY), recognized as "the most successful Greenway program in the country" in 1994. She also serves on the New York State Scenic Byways Advisory Board. She brought to the team expertise in farmland and viewshed protection, tourism and inter-governmental cooperation.



River National Battlefield Park; Nancy Jane Baker, Tennessee Historic Preservation Commission; Fred Prouty, Tennessee Civil War Commission; Lee Curtis, Tennessee Heritage and Community Tourism Development; and Alton Kelly, Maury County Convention and Visitors Bureau.

They then spent six intense days traveling through the area, following the itinerary created by the LOC. After a day of preparation, the team presented their observations and recommendations at a public meeting at the Spring Hill Town Hall. The meeting was attended by approximately 75 people and was taped for presentation on the local cable station.

The process of assessing and implementing the team's recommendations began the following morning when the team met with the LOC and Implementation Committee for detailed discussion of several of the recommendations. This led to the beginning of a plan for implementation.

Therefore, this written report, published by the Countryside Institute after the pre-Exchange planning and the Exchange visit, should be considered an interim document that reflects the status of the Exchange two-thirds through its course. The third phase – implementation – will continue for an extended period. It is the hope of the Countryside Institute and the National Park Service that as the Local Organizing Committee proceeds with its work, the Implementation Committee will continue to assist its efforts by providing technical and financial assistance to the case study community.

The months spent preparing for the Exchange, the working relationships that grow out of the partnerships created, the exposure

to new ideas and different perspectives that are part of the Exchange, and the good will, energy and enthusiasm that rise to the surface during the case study, can give a powerful boost to a community. Within this energized setting and armed with a report that outlines new direction or steps to take, or reinforces and validates existing action, the case study community is uniquely primed to act. Because the community has been involved from the beginning of the process, and since community-generated initiatives are more likely to represent a shared vision and investment, the team's recommendations have a greater chance of successful implementation. It is our hope that the Exchange program has made this type of contribution to Spring Hill and Maury County.

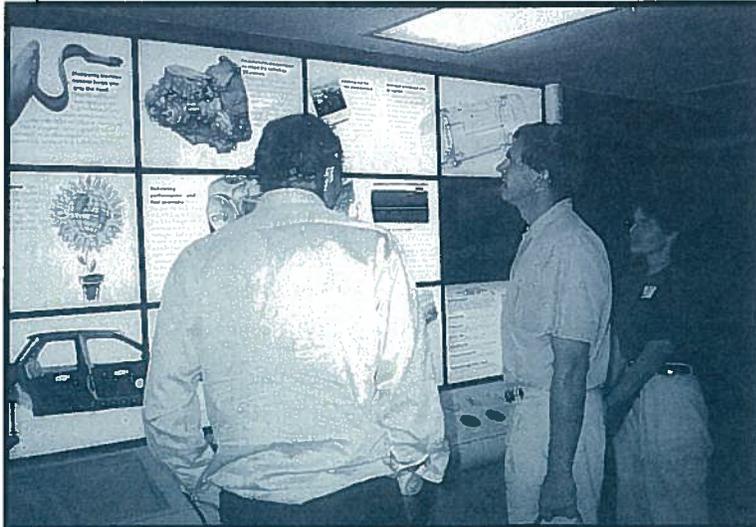
Background Information

A Walking Tour, Spring Hill, Tennessee, a brochure prepared by the Friends of the Spring Hill Library, provides an excellent introduction to the Town of Spring Hill:

"Sharing the boundary of two Middle Tennessee counties, Spring Hill is considered part of Maury County, although its city limits extend into southern Williamson County. Spring Hill, a rural community of approximately 1500 residents, is located approximately eight miles north of Columbia and fourteen miles south of Franklin on US. Highway 31. The town's location on this main thoroughfare linking Birmingham (AL) and Nashville has contributed to its commercial and historic importance, particularly in the nineteenth century.

The growth and development which Spring Hill has experienced are reflected in many ways, but perhaps no more clearly and com-

pletely than in the community's architecture. The schools, churches and homes are excellent sources of information about the people who lived in them and their way of life. The community of Spring Hill is unique in that it has had a remarkable architectural history, and of even greater importance is that many of the finest examples still exist today. Within the town and surrounding area can be found buildings which form a history in microcosm, not only of the nineteenth century, but of American Southern architecture as it evolved from the log cabin to the eclectic mansion and the styles of the twentieth century."



This north/south corridor is historically important as the site of the staging area and battles leading up to the Battle of Nashville, a significant Civil War battle. The engagement that was fought south of Spring Hill on November 29th, 1864, and the military operations that occurred in the vicinity of the town on November 29th and 30 were a direct result of General Hood's invasion of Middle Tennessee and are well documented in the *Preservation Action Plan for the Spring Hill, Tennessee*

Battlefield, prepared by White Star Consulting (1995). The Spring Hill battlefield is recognized in the proposed Tennessee Civil War Heritage Area as part of Hood's Nashville Campaign.

Despite a lack of oral history concerning the Spring Hill battlefield, its location and significance have been established by archeological and documentary evidence, including the records of troop movements, as well as by the Civil War Sites Advisory Commission (CWSAC).

In 1990, the CWSAC was established by the Secretary of the Interior in response to national concern over the increasing loss of Civil War sites. The Commission estimates that if no action is taken, approximately two-thirds of the nation's Civil War battlefields will be lost to development. In the Commission's 1993 report, Spring Hill was classified as Priority I, Category 3, recognizing its historical significance, intact condition, and the threat posed by development. According to the Commission, Priority I sites are in critical need of protective action by the year 2000. The Spring Hill site ranks twenty-fourth on a list of 384

principal battlefields in need of preservation.

The landscape surrounding Spring Hill and the corridor from Franklin to Columbia is noted for its rolling countryside dotted with pasture, wood lots, and architectural gems. Increased population and development pressure from metropolitan Nashville now threatens this landscape. Williamson County is Tennessee's fastest growing county and one of its wealth-

est. Maury County is beginning to experience the overflow of this growth.

As was noted in the Preservation Action Plan: "Prior to 1990, Spring Hill was a small, rural village with primarily an agrarian based economy. The town's population had remained steady at approximately 1200 since the turn of the twentieth century. However, in 1989, the Saturn Corporation opened a new automobile factory for the production of GM's Saturn line of vehicles. The impact of Saturn on Spring Hill has been immense. By the fall of 1994, the population of Spring Hill had grown to between 4-5,000 permanent residents. Growth has been so unprecedented that local government officials can only make rough estimates of the size of their town.

Prior to the construction of the Saturn plant, all land use was agricultural or residential, with only a limited number of small local businesses. Spring Hill's land use patterns in 1980 could be considered to be generally identical to its ante-bellum land use. Indeed, prior to the arrival of Saturn, the entire Spring Hill core battlefield and surrounding study area could have been acquired for preservation purposes without difficulty or exorbitant expense. However, the arrival of Saturn has resulted in

rapid development and a related change in zoning and land use for nearly the entire Spring Hill battlefield (and surrounding lands).

It is important to note that Spring Hill has no cultural resource preservation, natural

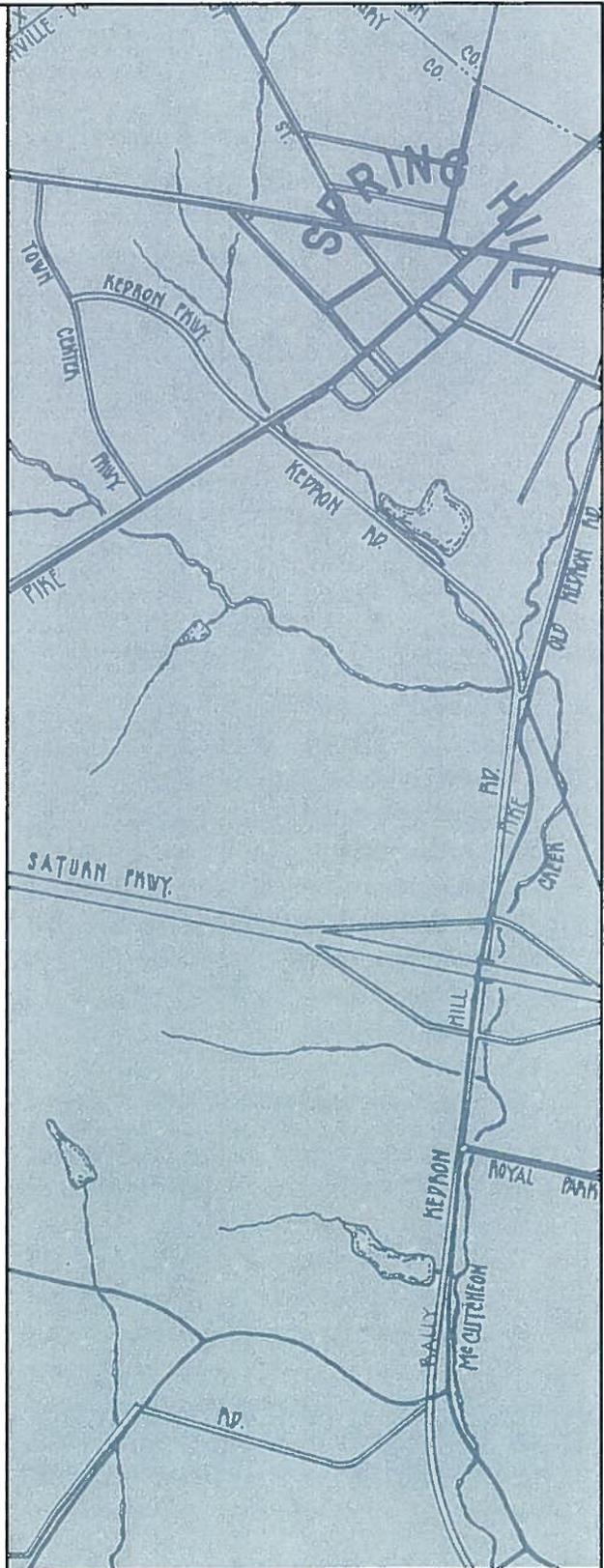
The reasons for trying to find an effective balance between development and conservation of Spring Hill's cultural resources was presented to the team on their first day by **Mary Ann Peckham**, Superintendent of Stones River National Battlefield Park:

"Why care about protecting any more? In the words of historian James McPherson, because 'they are the surviving landscape of a national trauma that is central to the whole American experience.' Visitors to Spring Hill will come to understand how the Civil War shaped this community and how the community shaped some of the last great months of the war in the west. They will come here to visualize how geography and topography shaped the battle - the pattern of fields and woods, hills and valleys, roads, buildings, rivers and streams. This cannot be done if the historical landscape has been paved over. As difficult as it is to preserve the actual site, so too it is even more difficult to save the setting - if you lose the setting, you lose the context. And you might lose the meaning of what the site was all about to begin with. At Spring Hill, you are challenged to help preserve the character of this community - its own sense of place that has been passed on from generation to generation since General Schofield passed through in November, 1864. You're challenged with balancing the demands of growth with the need to protect local character."

resources preservation or environmental codes, laws or regulations and no historic or environmental zoning designations. There is no regulatory or zoning effort to retain the American Southern architectural style which was well represented in Spring Hill previous to the Saturn associated development.

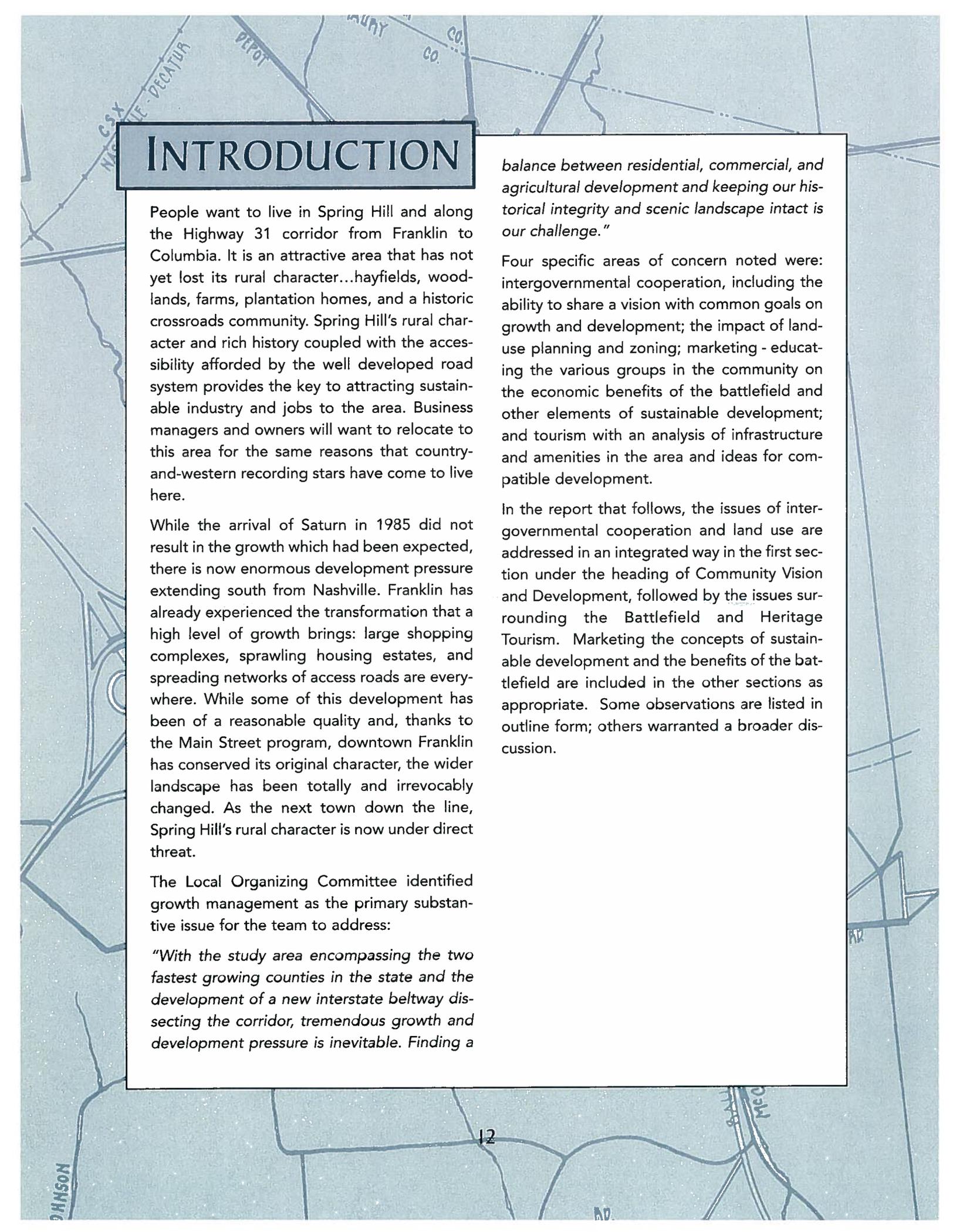
The most significant change in local land use is the location of the Saturn Automobile Plant...and the Saturn Parkway connecting the Saturn Plant to Interstate 65 to the east. The Saturn Plant has been constructed on 2422

acres of land actually belonging to the Industrial Development Board of Maury County and leased to Saturn for local tax purposes. The Saturn Plant has been well sited in low lying or screened terrain, and this location combined with a vegetation buffer generally screens it from Highway 31 and the core battlefield. The Saturn Parkway, however, has been constructed directly through the middle of the core battlefield, and presents a serious intrusion for which there is no viable mitigation. Much of the remainder of the core battlefield retains considerable integrity with the exception of the visual impact of the Saturn Parkway."





TEAM REPORT



INTRODUCTION

People want to live in Spring Hill and along the Highway 31 corridor from Franklin to Columbia. It is an attractive area that has not yet lost its rural character...hayfields, woodlands, farms, plantation homes, and a historic crossroads community. Spring Hill's rural character and rich history coupled with the accessibility afforded by the well developed road system provides the key to attracting sustainable industry and jobs to the area. Business managers and owners will want to relocate to this area for the same reasons that country-and-western recording stars have come to live here.

While the arrival of Saturn in 1985 did not result in the growth which had been expected, there is now enormous development pressure extending south from Nashville. Franklin has already experienced the transformation that a high level of growth brings: large shopping complexes, sprawling housing estates, and spreading networks of access roads are everywhere. While some of this development has been of a reasonable quality and, thanks to the Main Street program, downtown Franklin has conserved its original character, the wider landscape has been totally and irrevocably changed. As the next town down the line, Spring Hill's rural character is now under direct threat.

The Local Organizing Committee identified growth management as the primary substantive issue for the team to address:

"With the study area encompassing the two fastest growing counties in the state and the development of a new interstate beltway dissecting the corridor, tremendous growth and development pressure is inevitable. Finding a

balance between residential, commercial, and agricultural development and keeping our historical integrity and scenic landscape intact is our challenge."

Four specific areas of concern noted were: intergovernmental cooperation, including the ability to share a vision with common goals on growth and development; the impact of land-use planning and zoning; marketing - educating the various groups in the community on the economic benefits of the battlefield and other elements of sustainable development; and tourism with an analysis of infrastructure and amenities in the area and ideas for compatible development.

In the report that follows, the issues of intergovernmental cooperation and land use are addressed in an integrated way in the first section under the heading of Community Vision and Development, followed by the issues surrounding the Battlefield and Heritage Tourism. Marketing the concepts of sustainable development and the benefits of the battlefield are included in the other sections as appropriate. Some observations are listed in outline form; others warranted a broader discussion.

COMMUNITY VISION AND DEVELOPMENT

Initial Observations:

The team made the following observations regarding the ability to share a vision with common goals on growth and development and the impact of land use planning and zoning:

1. Current development in the area, especially residential, is being driven by three elements: rampant speculation that followed the announcement of the Saturn plant; the desirability of Williamson County schools; and the locations of water and sewer extensions.
2. The Spring Hill region lacks a comprehensive plan or vision to guide development. There is no transportation plan, recreation plan, or neighborhood development strategy. Without these plans, there is no prioritization of issues or opportunities. Therefore, there are no guiding policies for annexation and infrastructure extensions. The community generally finds itself reacting to circumstances rather than initiating action to guide its future.
3. Existing zoning, which is based on speculation rather than community desires, is often haphazard and excessive. When it was announced that Saturn was locating in Spring Hill there was a long period of feverish land speculation around the area. Sharp increases in land values resulted in numerous uncoordinated applications for zoning changes, many of which appear to have been accepted but, crucially, in the absence of an overall strategy for the area.

Comparison of the zoning map and the projected population growth figures for Spring

Hill, even in the high-growth scenario, show that far more land has now been zoned for both residential and industrial uses than will be required through 2010. The zoning is also haphazard and shows little evidence of the carefully considered strategy that is essential in such a dynamic situation. The zoning map needs to be systematically reviewed to achieve a coherent plan for Spring Hill that will accommodate the anticipated levels of growth and respond to the current land-use pressures rather than those that have appeared and retreated over the past ten years.

4. There is a direct relationship between water and sewer capacity and development potential that should be reflected in local zoning. Much of the water needed in Spring Hill already must be brought in from Columbia, a city which itself has limited water supplies. The Columbia Dam, which had been expected to provide a large new source of water in the 1970s, was built but the lake was never created due to the discovery of an endangered species on the site. While most local people would like to see the dam brought into use and feel that the endangered species problem was a red herring, there is little prospect of this or of an alternative dam providing a new water source for many years.

In the wider perspective, perhaps the limited water supplies and the difficulty of creating dams should be used as natural indications of the need for limitations on new growth in the area. On a smaller scale, the limestone substrata and the high phosphate content of the soil do not lend themselves to an extension of wells to serve more isolated properties.

The sewage system also has its problems. The outfall into the Duck River is of dubious quality

at certain times. A new plant will be expensive (between \$1 million and \$1.5 million) and much of the cost would probably have to be borne by the small existing population. Sewage lines have already been laid to outlying zones within the town limits at considerable public expense. Careful cost-benefit analysis needs to be given to any future sewer extensions. Together, these two water issues cast a large question mark over a high-growth option.

5. The development patterns in Spring Hill's historic town center are distinctly different from the new development areas. These differences must be recognized in order to protect the scale and historic and cultural resources that give the community its unique character. The plan for the New Town Center is ques-

tionable in light of recent ideas for community design and the realities of Spring Hill's growth. As currently planned, the New Town Center may not meet the community's needs.

Having made these observations, the team then raised the following questions: What level of growth does the community desire? What level can it support? What is the proper mix of housing, retail, and industrial development? What is the desirable character of development? Where should it take place? How dense should development be?

How Much Growth?

Three different population growth scenarios for the year 2010 were presented to the team. The three scenarios are based on low, medium, and high rates of growth. The different levels of population would have a significant impact on the nature and quality of Spring Hill. With a population of 5,500, Spring Hill would still be a small town. Conversely, with a population

of 16,000, the community would become a small city, completely different from the place that residents of Spring Hill now know as home.

When developing a vision, the planning horizon often extends 20 or 30 years. The table below estimates Spring Hill's population

Population Growth Scenarios		
	Population	Annual Average Growth
1994	3,302	NA
2010 Low	5,500	2.8%
2010 Medium	8,382	6.4%
2010 High	16,000	11.0%
2020 Population		
Low	6,600	
Medium	16,000	
High	46,900	

25 years out – in 2020 – based on the annual growth rates for the three scenarios. It should be noted that an 11 percent annual growth rate is unlikely to be sustained for 25 years. However, based on an approximate build-out analysis of the vacant land zoned residential inside Spring Hill's current town limits, there is enough room to accommodate approximately 30,000 people. Assuming some high level of growth continues for the next 25 years, Spring Hill would be larger than both Columbia and Franklin.

The question the residents of Spring Hill should ask themselves is how large a commu-

nity they want to become. Instead of assuming that any one of these scenarios will happen, Spring Hill residents should be given the choice.

Location and Quality of Growth

While the quantity of growth is significant, the mix, distribution, and quality of growth probably have a greater impact on the nature and success of a community. There are plenty of small, medium, and large cities that are economically vital and nice places to live.

The table below presents the allocation of land uses allowed by Spring Hill's current zoning map. Without a detailed analysis it is difficult to say whether or not this mix can be achieved and sustained fiscally, environmentally, and socially. A rational approach to deciding how much industrial land is appropriate, for example, might begin by looking at the average annual industrial land that is consumed in Maury and Williamson counties. Based on this regional average annual consumption, is there enough industrial land in Spring Hill for the next 20 or 30 years? The same logic could be applied to the other land-use types below. Is there too much or too little of each?

A key question is whether there would be adequate sewer, water, or other utilities and infrastructure available to support the build-out estimate of the land use presented above. On several occasions the team was made

aware that there is a limit to the amount of water available. Will there be enough water available to support this land-use scheme? How much would it cost to build and operate the necessary infrastructure to serve these land uses? What mix of land use maximizes tax revenues?

Distribution and location of the different land-use types will also affect the quality of a community. Currently, about twelve percent of the

land inside Spring Hill is developed. The residents of Spring Hill should have a voice in deciding how and where the balance of land will develop. There are countless alternatives available, but two basic scenarios stand out.

	Percent	Total Acres
Agricultural	20	2,022
Low Density Residential	13	1,346
Medium Density Residential	23	2,125
Industrial	32	3,196
Commercial	12	1,163

Alternative Scenarios

In the business-as-usual scenario, subdivisions continue to locate randomly without any relationship to each other or to traditional settlement patterns. Industrial sites are scattered through the town and truck traffic starts to burden the connector roads that serve subdivisions. Highway 31 becomes a strip commercial center. Recreational space is located inside subdivisions and agricultural land has been divided to the point that farming is no longer feasible. And, because the community has spread out, the only safe and convenient transportation is the automobile, necessitating the widening of existing roads and the construction of circumferential bypasses.

An alternative scenario could be the concentration of residential areas around Spring Hill's traditional town center and in the area already developing in the north part of town. Neighborhoods are built that include basic services such as sidewalks, parks, and "corner stores" that serve the subdivisions of the neighborhood and provide an opportunity for people to meet. Neighborhoods are connected to each other, schools, the town center, battlefield, and larger recreational areas by a network of bicycle and pedestrian facilities. Industrial zones are clustered around the I-65 and Saturn Parkway interchanges, where a concentration of infrastructure has been provided. The New Town Center, which includes city hall, office space, grocery store, restaurants, and retailing, develops in a manner that creates a small-town downtown with a common area, sidewalks, buildings along the street, and parking in the rear. The concentration of development has helped save enough agricultural land so that some types of farming remain feasible inside Spring Hill.

No doubt the community will struggle with the issues of "how big?" and "What will we look like?" Many communities across the country are attempting to create a vision that is distinctly theirs — a vision that they "own."

Developing a Planning Process

It appears that the community of Spring Hill and, in part, other areas of the corridor feel some lack of control over their future. When the Exchange team visited the Saturn plant, the line was shut down. Our guide explained that, with appropriate education, the employees feel comfortable stopping the line to ensure that the product is made correctly. Similarly, community leaders, through educa-

tion and participation, should be able to slow or stop the decision-making process if necessary to ensure that the community receives the quality it deserves.

While the focus is on Spring Hill, it appears that Maury County also needs to undertake a community visioning and planning effort. Franklin has benefited from a long-term planning effort and Williamson County has a growth management plan. With the Saturn situation somewhat stabilized and new growth coming from Nashville, the Williamson County Growth Management Plan might be revisited and the proposed efforts for Maury County and Spring Hill be closely coordinated.

Before and during the planning process, the community needs to educate itself on the current situation and start with a fresh vision. People must be urged to stay out of the "we have a plan" or "we've been planned to death" trap. Times have changed and planning should be considered an ongoing management process not a one-time action.

Questions to Consider Throughout the Planning Process and in Developing a Vision

As the educational, visioning, and planning processes move forward, residents of all of the areas and communities should ask themselves the following questions:

1. *Should our pattern of development create and enhance time?*

Today, two-income families often find themselves in a time crunch rather than a financial crunch. How can our development pattern improve convenience, minimize congestion, and minimize commuting time? The more

In his book, *Visions for a New American Dream*, Anton Nelessen suggests a seven-step process that the Exchange team believes would be applicable to this area:

Anton Nelessen's Seven Steps To A New America

1. Develop an understanding of the biography of the past.

Given the changes faced by Spring Hill and the corridor, it is important

that the community understands the changes that have already taken place. With this step, citizens gain an understanding of the political, physical, and economic development of their community. They must also analyze the new pressures resulting from the growth of Nashville. The changes over time should be documented and understood.

2. Analyze and understand the problems.

At this stage, the community needs to inventory and prioritize all of its physical, social, and economic problems. The most severe problems need to be assessed with an eye to the situations that are created or made worse by current zoning or development patterns.

3. Create a common vision through a participatory democratic process.

Citizens must develop their dreams of how the community should look in its physical form. Images of those places they like and don't like should determine what they will find to be an acceptable development pattern. Work on the vision should be in two and three dimensions. Reality can be brought to the vision through the use of photographs, models, and computer imaging. Every effort should be made to ensure the best possible understanding of the vision by all groups and elements of the community.

4. Analyze and apply the potentials.

This might be considered a reality check. Both positive and negative opportunities, policies, and outside influences are evaluated against the vision. In the case of Spring Hill and the corridor, the potentials center around the value of the open countryside, the small-

town character, and the possibility of growth. Potential can also arise from the suitability of an area for development, including the capacity of the land, the road network, and the availability of utility services.

5. Create three- and four-dimensional plans.

Based on the community's vision and understanding of its potentials, a master plan and land-use management toolbox can be developed to bring about the vision. Your master plan and toolbox should be as specific as possible in its consideration of roads, utilities, density, and three-dimensional character of the community. The clearer the master plan is in both two and three dimensions, the easier it will be to develop the appropriate zoning and incentive tools to bring about the desired built form of your community.

6. Develop illustrated codes that reflect the common vision and potentials.

In addition to codes for development, other incentives and controls may be necessary to bring about the development of the master plan. Some of these tools are discussed later in this report. Those tools that impact physical form should be well detailed and illustrated; architecture not "talkitecture." Illustrations provide the basis for understanding and discussion.

7. Improve the interaction between the community, other units of government, and developers through submission and review of plans.

Streamline the process by having a clearly stated vision and design requirements. This way, developers and others know up front what is expected. The plan-approval process will likely be similar to that already in place, but with more informal interaction at the start. It would be useful to have the basic zoning requirements be the same for development of raw ground anywhere in the corridor and adjacent jurisdictions. Thus, the requirements to build a subdivision in an R-1 district in Williamson County would be the same as in Spring Hill or Maury County. This evens the playing field somewhat and avoids having a developer locate in an area solely because the local requirements are lax.

compact and accessible our community can become, the more time we may have for other activities. Can we send a child to the corner store rather than drive twenty miles to the megagrocer?

2. Should our pattern of development be more affordable?

Costs to local government to maintain roads and utility lines increase each year. The cost for an individual to maintain a second or third car can be nearly \$5,000 per year. Through careful design we may be able to eliminate the need for a second car and some of the public investment required by unmanaged growth.

3. Should our pattern of development be environmentally sensitive?

Today, we typically do not build in flood plains. Are there other areas in our community that we should not build on due to underlying geology, such as slopes, wetlands, and wood lots? By the same token, some areas may be well suited for development. Jurisdictions in the corridor should identify those areas that may need environmental protection and those areas that are best suited for development. Ian McHarg's work, *Design With Nature*, is the classic on how to analyze this issue.

4. Should our pattern of development make for an interesting place to live and work?

The physical design of our community should mix old and new into the kind of place we often enjoy when we travel on vacation. The design should provide for a wide range of activities and interactions.

5. Should our pattern of development build a sense of community?

Our vision, master plan, and toolbox should reflect our community values. It was obvious to the Exchange team that in the corridor there is

great pride of place, a sense of security, and true neighborliness. Design elements like front porches, sidewalks, neighborhood parks, trails, walkways, and neighborhood schools all can help reinforce these values. Rather than simply building subdivisions, through our master plan and vision, we should be building full-service neighborhoods.

James Rouse, a well-known community developer, looked at a small-town model when he was designing the town of Columbia, Maryland. He found three advantages to growing up and living in a small town. The first is a greater likelihood for a broader range of relationships and friendships. The second is an increased sense of mutual responsibility and support among neighbors. And the third is a closer relationship to nature developed through informal outdoor recreational opportunities. The hospitality of the corridor communities certainly reflects these advantages, which are worth preserving through a vision and a plan.



Tools for the Toolbox

A wide variety of tools are available to implement your vision, regardless of the area or jurisdiction. Some tools are regulatory in nature while others can be used to offer incentives. Some, such as utility extensions and new roads, create value and allow for profit by the private sector. Below is a list of some of the most critical tools. Please remember that no one tool can bring about your vision. All of the tools will be needed at one time or another and in various combinations. Spring Hill and its neighbors should strive to understand and use all of the tools that can be included in the toolbox.

Education

A well-informed community can make the best decisions. Don't be afraid to bring in speakers, visit other communities, and share your own experiences. Continue to educate those in leadership positions and those learning to be leaders; involve the high school students and the person on the street. Work in cooperation with neighboring communities to share educational experiences.

Active leadership

Local leadership, whether inside or outside government, must be active in moving the community toward its vision. From time to time hard choices must be made. Don't be afraid to say "no."

Public participation, support, and political will

Participation in the process of creating the vision and in the actions of local government builds support and the will to make the right choices. Community leaders will need the support of various interests to make tough decisions. Allies for

the creation of a new master plan and zoning can be found in real estate groups, farm organizations, students, and preservationists.

Civic organizations

Government can no longer meet all the needs of a community. In many instances organizations such as the Chamber of Commerce, economic development corporation, Main Street program, convention and visitors bureau, social service agencies, and other non-profit and for-profit groups help us grow and prosper. All should participate in the development of the vision, the plan, and their long-term implementation.

Public-private-nonprofit and public-public partnerships

No one entity can undertake all of the projects needed to be successful. All will have to cooperate and work together to ensure success. By its unique position, Spring Hill must continue to grow and develop the relationships it has with each county and with its partner communities along the corridor: Franklin, Columbia, and Mount Pleasant. Development actions in Spring Hill will affect these counties and communities just as actions along Highway 31 and I-65 will have an impact on Spring Hill.

Public-private partnerships are especially important in the areas of planning and zoning. Developing consistent zoning requirements and procedures across jurisdictions will not be easy, but it will serve to even the playing field and create less stress on existing high-density areas. Examples could include consistency in privilege and impact fees and tying fees to density.

Basic inventory of information

In order for the communities along the corridor to make good decisions, a data base of information must be available to serve as the foundation.

Data such as traffic counts, identification of historic resources, utility system locations and capacities, subsurface conditions, and soil information can all aid in decision-making.

Comprehensive plan (master plan)

This written and illustrated document articulates your vision for the community and becomes the bible for community decision making regarding the built and natural environments. It provides the basis and empowers you to say "yes" and allows you to say "no." You should not be afraid to update and change your plan from time to time.

Zoning ordinance and map

Based on your vision and comprehensive plan, this document provides the basis for land use and development in the community. For the corridor, efforts should be made to continue and strengthen zoning implementation across jurisdictions. For Spring Hill, the community may wish to coordinate its development standards with those of surrounding jurisdictions. At the same time, it may want to consider some special zoning districts such as a "Village Conservation and Development District" for the traditional core of Spring Hill. Such a designation could be used to encourage a traditional mixed-use residential and commercial core for the community. The New Town Center area might also be a special mixed-use zone to encourage the clustering of larger retailers.

Industrial Zoning. On the other hand, while large areas of land along both sides of Saturn Parkway have been zoned for industrial development due to the parkway's ease of accessibility from Interstate 65, there is little rationale for the other areas that are presently zoned for industry, such as those at Duplex

Road and the land directly east of the railroad (north of Spring Hill). Serious consideration should be given to rezoning these areas. While there are a number of existing industrial uses at Beechcroft, across the railway from Saturn, perhaps too much land is zoned for industry there given that it is not well accessed and there is so much land zoned for industrial use elsewhere. Extensive rezoning of industrial land is suggested.

Agricultural Zoning. Spring Hill and surrounding communities might consider a production agriculture zone to preserve farmland and help local farmers retain their right to farm. The current agricultural zoning allows two residential units per acre, a potential threat to farmers who fear their fields will become squeezed between housing plots with all the attendant problems of trespass and claims for damage by cattle. For those farmers who wish to continue their farm operations, the vision should encourage that activity and incorporate the tools needed to reinforce that decision. This means that the area currently zoned for agricultural use needs to be rezoned as truly protected agricultural land. This is particularly relevant to the rolling acres on either side of Highway 31, so that there is a large buffer area from Spring Hill north to the developing neighborhood around Buckner Road. The community would benefit from the open space and from the savings realized by not having to extend utility lines or improve roads. Such agricultural zoning could be tied to the state greenbelt property tax relief program.

Zoning has a time consideration. Due to funding and utility capacity, it may not be possible to immediately zone everything according to your final vision. However, it may be possible to implement zones in phases, such as increas-

ing the land zoned for residential uses as the capacity of utility services becomes available.

Utility development and extension policy

The communities along the corridor and the county utility systems should develop a coordinated water and sewer plan. It may not be in the best interests of a community to extend water and sewer lines to certain areas. Guidelines should be established and capital improvement programs should be used to reach the vision and reinforce the comprehensive plan. Extension requests should be analyzed in the context of the vision, the plan, and the financial payoff to the community. This is true of both industrial and residential development; extensions outside of the context of the vision only create a sinking fund.

Transportation plan

A well-thought-out transportation plan is essential since the corridor is defined in part by a highway and will be significantly impacted by another highway - the proposed State Highway 840. For the purposes of this study, the team suggests a corridor which is historic in nature and is defined as centered along Highway 31 starting at Winstead Hill in Franklin and extending south to Columbia. *(This corridor is also discussed in the Tourism section as a potential heritage corridor.)*



Jurisdiction. Four municipalities, two counties, the Tennessee Department of Transportation, the Regional Transportation Authority, and the Greater Nashville Regional Council are nine government bodies or agencies that can be identified as having jurisdiction over this corridor. Currently, there is no forum for all of these entities to work together as a unit. With so many organizations already having jurisdiction in this corridor, the last thing needed is another committee or commission. Thus, it makes sense to use one of the existing organizations to coordinate a transportation plan. The Regional Transportation Authority is the only organization that includes

both Maury and Williamson counties, thereby making it a good starting point for considering the transportation issues facing the corridor.

Anchors. The Highway 31 corridor is anchored at three points by Franklin, Spring Hill, and Columbia, with generally open farmland in between. This combination of urban critical mass separated by a green and open landscape gives the corridor identity and enhances its use as a tourist byway, but the contrast is threatened by sprawling strip development moving south from Franklin and north from Columbia. Randomly placed residential subdivisions also threaten this quality. This urban-rural combination along the corridor can be preserved only through the com-

bined efforts of all the relevant organizations and property owners. The first step is to recognize that this quality of separation is desirable and is an asset. The key players in preserving this advantage are the municipalities and counties because they have the authority to zone the land and to institute design guidelines related to site layout and landscaping. Regulations should be consistent along the corridor. In order to implement this coordina-



tion, a Highway 31 overlay district could be incorporated into the comprehensive plan and zoning ordinances of both counties and all three municipalities.

Gateways. There are several gateways that mark and announce one's arrival into the corridor's anchors. Arrival in Franklin is announced at Winstead Hill. The north approach to Spring Hill is marked by the gap in the Duck River Divide. The south approach is defined by Rippavilla, the Saturn Parkway overpass, and the open space surrounding the area. The east approach to Spring Hill is defined by the open space surrounding Saturn Parkway. The north approach to Columbia, on

the other hand, is not so well-defined. Having annexed north along Highway 31 to the Saturn Parkway, the official entrance to the city is somewhere in that vicinity. Newcomers to the area have no way of knowing this, of course, and probably are not sure when they have arrived in Columbia.

Franklin and Spring Hill should strive to protect and enhance their gateways. Columbia has a greater challenge in developing a gateway since strip development has run so far north along Highway 31. The trees located on the median along Highway 31 in Columbia give travelers an indication that they have arrived. This area could be further developed as a gateway.

New Roads. New roads should reinforce the vision and should be tied to new development or encourage development in the places chosen by the community. State Highway 840 is a controlled access four-lane divided highway proposed

as a bypass for Interstate 40 around Nashville. It would cross Highway 31 near Thompson's Station. Highway 840 is being funded completely with state funds and is, therefore, not subjected to Intermodal Surface Transportation Enhancement Act (ISTEA) regulations that require public participation in the decision-making process. The decision to build this highway, apparently a "done deal," appears to have been made through a top-down process.

Furthermore, there seems to be a lack of understanding about what the total impact of the highway may be. Discussions seem to focus on the exact alignment of the highway

rather than on the more fundamental questions of why it is necessary or what its impact on land use and the overall transportation system will be. This notion that the highway's impact is limited only to the lands it would pass through can be illustrated by the fact that the people in Maury County were given a formal presentation about the highway for the first time in September, 1995, long after it had been planned. Since the highway does not pass directly through Maury County, the Tennessee Department of Transportation reasoned that the county would not be impacted and did not include it in the planning process.

It is imperative that the local communities have a say in whether or not they want this highway. In the same manner that the Saturn Plant was dropped at Maury County's doorstep without any notification or public participation, the state is again making decisions that affect local people without their participation. Williamson County is taking a rational approach to the highway by hiring a consultant to analyze the land-use and transportation impacts. Maury County should join in the study. If the highway is deemed necessary for statewide or middle-Tennessee reasons, then the local people should have the prerogative to remove or add interchanges at locations that support their community plans.

Saturn Parkway. Excellent access and a quality environment combine to make Saturn Parkway a suitable location for high-value commercial development, such as corporate headquarters. These advantages should be used to attract developments with good layouts and landscaping that will, in turn, attract similar high-value uses. Some of the existing major industries other than Saturn are not expanding and may be in decline. If so, new

jobs and commerce to replace those lost, which would provide badly needed additions to Spring Hill tax revenues, should be a priority.

Existing Roads. Don't forget to consider existing county roads in the transportation plan. Find out how they affect the development process. Do they relieve stress on primary arteries?

Parks and recreation plan

Parks and recreational facilities, such as trails and sports centers, should be considered part of the city's infrastructure and used to reinforce your vision. If the vision is to build and connect neighborhoods, then your parks and recreation plan should focus on neighborhoods. These amenities can also be used to connect the battlefield to the town center, schools and existing housing.

Schools and jobs

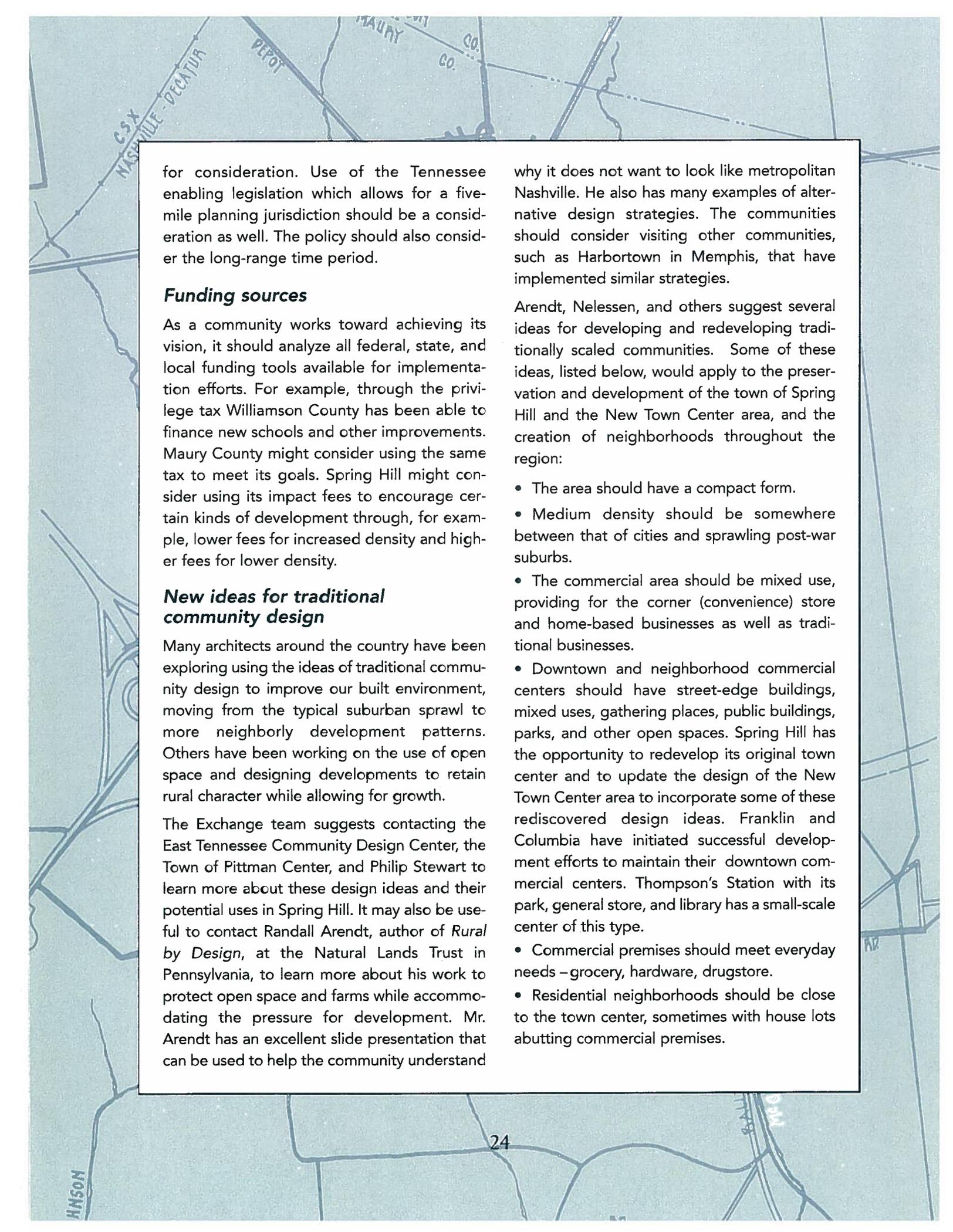
Your schools need to be teaching the skills necessary for employment with local employers. If your goal is to retain young people, then the school-to-work transition is critical.

Building codes

Building codes control the minimal quality of your built environment. If desirable, a community should adopt codes and ordinances, such as a sign ordinance, that are in harmony with its vision and the other tools in the toolbox.

Annexation-deannexation policy

All communities in the corridor should have in place an annexation policy that provides guidance to local officials on whether or not an area should be added to or subtracted from the community. Relationship to the vision and fiscal impact should be some of the criteria



for consideration. Use of the Tennessee enabling legislation which allows for a five-mile planning jurisdiction should be a consideration as well. The policy should also consider the long-range time period.

Funding sources

As a community works toward achieving its vision, it should analyze all federal, state, and local funding tools available for implementation efforts. For example, through the privilege tax Williamson County has been able to finance new schools and other improvements. Maury County might consider using the same tax to meet its goals. Spring Hill might consider using its impact fees to encourage certain kinds of development through, for example, lower fees for increased density and higher fees for lower density.

New ideas for traditional community design

Many architects around the country have been exploring using the ideas of traditional community design to improve our built environment, moving from the typical suburban sprawl to more neighborly development patterns. Others have been working on the use of open space and designing developments to retain rural character while allowing for growth.

The Exchange team suggests contacting the East Tennessee Community Design Center, the Town of Pittman Center, and Philip Stewart to learn more about these design ideas and their potential uses in Spring Hill. It may also be useful to contact Randall Arendt, author of *Rural by Design*, at the Natural Lands Trust in Pennsylvania, to learn more about his work to protect open space and farms while accommodating the pressure for development. Mr. Arendt has an excellent slide presentation that can be used to help the community understand

why it does not want to look like metropolitan Nashville. He also has many examples of alternative design strategies. The communities should consider visiting other communities, such as Harbortown in Memphis, that have implemented similar strategies.

Arendt, Nelessen, and others suggest several ideas for developing and redeveloping traditionally scaled communities. Some of these ideas, listed below, would apply to the preservation and development of the town of Spring Hill and the New Town Center area, and the creation of neighborhoods throughout the region:

- The area should have a compact form.
- Medium density should be somewhere between that of cities and sprawling post-war suburbs.
- The commercial area should be mixed use, providing for the corner (convenience) store and home-based businesses as well as traditional businesses.
- Downtown and neighborhood commercial centers should have street-edge buildings, mixed uses, gathering places, public buildings, parks, and other open spaces. Spring Hill has the opportunity to redevelop its original town center and to update the design of the New Town Center area to incorporate some of these rediscovered design ideas. Franklin and Columbia have initiated successful development efforts to maintain their downtown commercial centers. Thompson's Station with its park, general store, and library has a small-scale center of this type.
- Commercial premises should meet everyday needs – grocery, hardware, drugstore.
- Residential neighborhoods should be close to the town center, sometimes with house lots abutting commercial premises.

Overall Recommendations

1. Educate the community on planning and design issues, problems, opportunities, and solutions.
2. Develop a new vision for the community of Spring Hill. Involve the community in the process. Involve a variety of new partners: developers, battlefield and tourism groups, land owners, Saturn, and officials from other jurisdictions.
3. Develop a new master plan for the community of Spring Hill.
4. Develop the toolbox needed to implement the vision and the plan. Key tools will be zoning, an annexation policy, road improvement policy, and utility extension policy.
5. Coordinate planning and zoning efforts across jurisdictions with the goal of similar development standards for like-designated districts.
6. Within the zoning ordinance, develop a village conservation and development zone for the traditional town center that will preserve the character of the old town with appropriately scaled infill residential and commercial development, bringing vitality to this neighborhood.
7. Revise the master plan for the New Town Center to reflect current thinking on the development of neotraditional planning, adding pedestrian scale, density, and amenities while meeting the commercial needs of the community. This would allow for "big box" retailing while allowing for a better fit with the more traditional surroundings and attitudes. The New Town Center could easily meet regional needs. The redevelopment of Masbee Commons (Masbee, MA) could serve as a model.
8. Along the Saturn Parkway, consider a special designation to ensure quality development from I-65 to U.S. Highway 31. Treat the parkway as a true parkway by encouraging landscaping and other amenities.
9. In northern Spring Hill, work to develop a residential neighborhood out of the subdivision now being built. Focus development around a neighborhood core of school, park, and convenience store with appropriate open space and pedestrian connectors.
10. Consider a moratorium on utility expansions and annexations until a comprehensive plan is in place.
11. Review and consider the results of the I-840 interchange study.
12. Preserve the battlefield area — both the core and surrounding areas — and viewsheds as an economic development tool and as a community amenity in the open space/recreation plans.
13. Base county and town road improvement decisions on the comprehensive plan.
14. Revisit the zoning map on a regular basis and revise the zoning to reflect the comprehensive plan.
15. Continue to strengthen the cooperative relationships between units and offices of the local governments with regular workshops and meetings. Such joint meetings would be especially important when considering new development and growth issues. Another way to strengthen these communications and relationships is by conducting semi-annual retreats.
16. Consider the addition of a full-time planning staff.

- There should be civic open spaces within and rural open spaces at the edges.
- The area should be pedestrian friendly with sidewalks and pathway connections but also auto accessible. As Spring Hill grows, it can use sidewalks and pathways to connect schools to neighborhoods, the traditional center to New Town Center. Efforts should be made to make it more pedestrian friendly. (Remember the isolated sculptural bench.)

• Streets should be scaled for typical uses rather than being oversized and over-engineered to accommodate "worst case scenarios." Narrower streets can be used to slow traffic and will save tax dollars in the long run. Those streets that may require expansion can be initially narrow but in a wider right-of-way. When the time comes, the road can be widened without imposing on adjacent property owners.

- Development should be ecologically responsible; use the natural environment to accent development. This will benefit the developer as well since many people will pay more for a wooded lot or a waterfront lot.

Many of these design ideas may sound familiar as their origins date from turn-of-the-century community design plans and their evolution. Architecture and design will certainly not solve

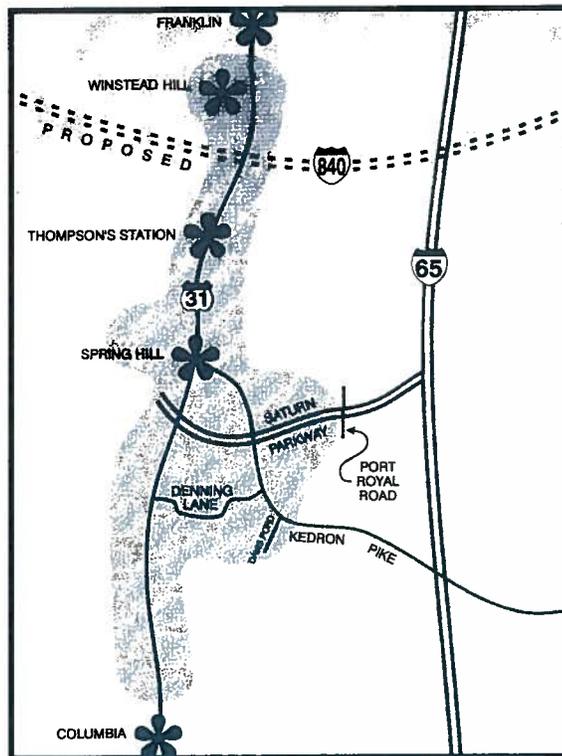
all of the ills and problems faced by a community. However, good design can certainly minimize some problems and stimulate social interaction that could lead to work on others. As Spring Hill and its neighbors consider their vision and the development of a comprehensive plan, use these ideas to provide options. There are places for five-acre lots, quarter-acre

lots, and more urban-scaled development. In providing these options, be sure the location and design fit and reinforce the vision of the community.

Neighborhoods vs. Subdivisions. While some subdivisions have been developed in isolated and seemingly illogical locations, there are two clearly identifiable areas where the majority of housing already existed or has recently been built. These are the areas

around Buckner Road to the north and around the town of Spring Hill itself. Development should be centered on these two neighborhoods and provisions should be made for small-scale shopping and other local facilities that will give these areas a sense of community and local identity. Areas of housing not closely related to these two centers should be rezoned to agricultural use.

One of the forces driving the development at Buckner Road is its location within Williamson



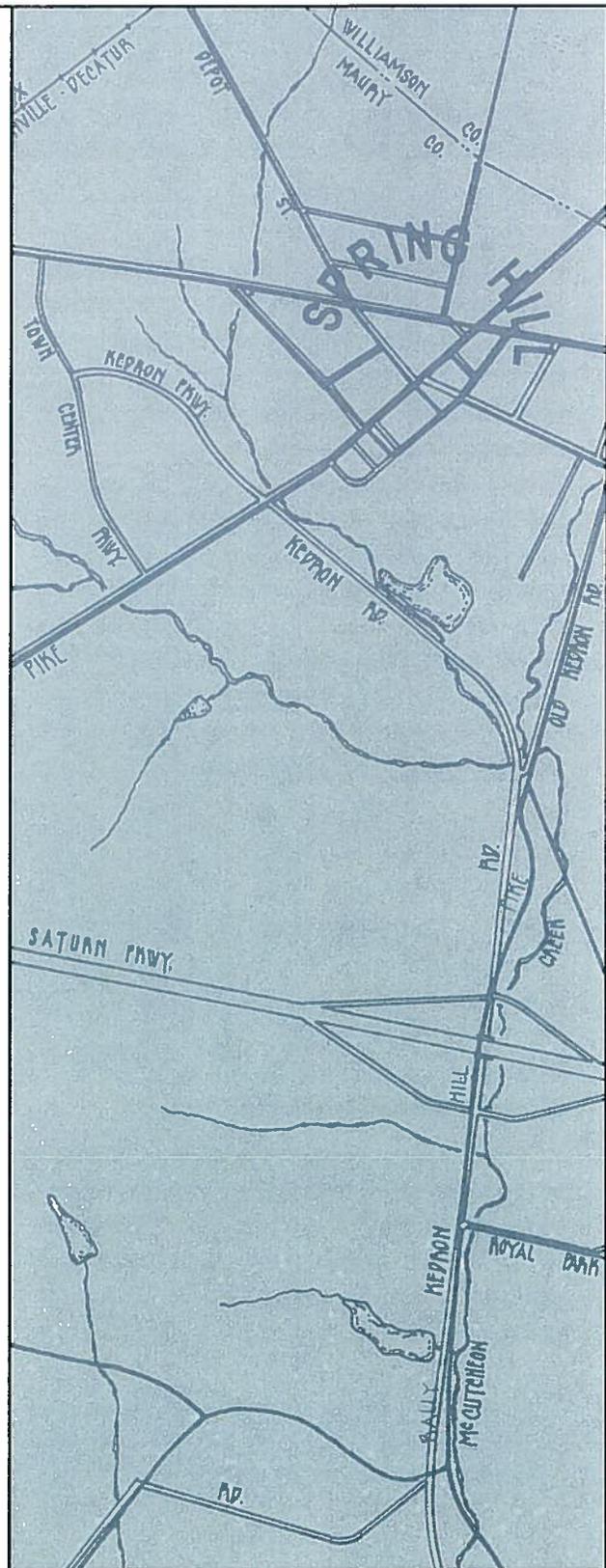
County where the schools are perceived to be better than those in Maury County, where Spring Hill Town is located. This development reflects the high priority placed on education, in spite of higher tax rates to pay for Williamson County's education.

A new school will be needed in the Buckner Road area given the recent population growth there. The new school should be seen as an opportunity to help create a sense of community and to bring this newly arrived population together. Open space will be needed around the school to provide a recreation area for nearby residents. The recreational area should be connected to the neighborhoods by a system of walkways or trails. The locations of associated facilities, such as fire stations, should be based on proximity to the neighborhoods as well as to fire facilities in adjacent towns.

The residentially zoned areas adjacent to Highway 31 that are distant from the two neighborhoods are particularly important candidates for rezoning. This could be critical in conserving the historic corridor.

A fresh look should be taken at the New Town Center because, while a retail outlet of some kind is desirable, much of the site may be more suitable for high-quality office or commercial development. This would also enable smaller retail outlets in the two neighborhoods to have a better chance of success.

From an industrial development perspective, the caliber of clients that the community wishes to attract will want assurances that the community has an overall direction. They will also want some assurances that their investment will be protected by local ordinances.



BATTLEFIELD PRESERVATION

Recommendation twelve in the section above states "Preserve the battlefield area." This was an area with which the LOC requested assistance, especially as it related to education and marketing of the battlefield, and the Exchange team felt that it was important to explore this issue in more depth. The battlefield question is the logical link between land use planning and tourism in Spring Hill.

How can Spring Hill Benefit from the Preservation of the Battlefield?

According to the 1994 publication by Kennedy and Porter, *Dollar\$ and Sense of Battlefield Preservation*, there are three main economic reasons for preserving battlefield sites: (1) income generation; (2) open-space asset; and (3) fiscal asset.

1. Income is generated through the purchase of the land and by establishing management and maintenance of the battlefield, for example by local contractors who build trails and interpretive materials. More income is generated by visitors who spend money on lodging, food, gas, and souvenirs at battlefield sites. In 1992, approximately 10 million people visited battlefield sites across the nation, and this number is increasing by four percent each year. Expenditures at other battlefield sites

range from \$12 to \$17 per person for day trips and an average of \$50 per person for overnight visits. The sites also help support other businesses in the area, including hotels, restaurants, shops, and museums. For example, in Franklin four new businesses were started last year as a result of battlefield-related tourism: Lotz House Museum, Rebel's Roost, Civil War Tours, and Gingham House.

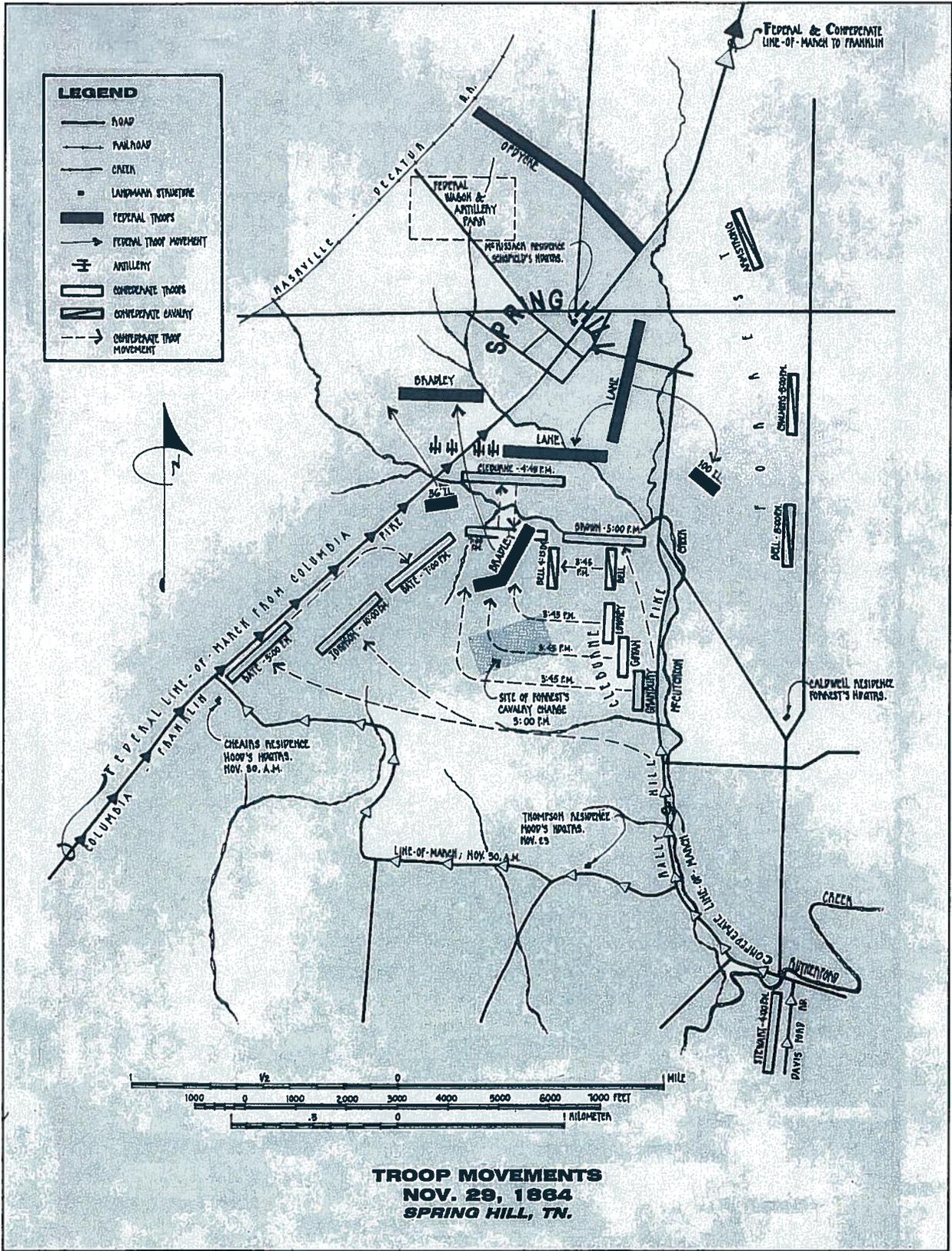
Additionally, the area receives tax revenues from sales taxes, hotel/motel taxes, and income taxes on new jobs.

2. The battlefield is an asset as an open space because property values are higher when properties adjoin or overlook battlefields and other open spaces. If the battlefield is preserved, its value as green space and park land also increases. Keeping the area as open space will provide additional air shed

protection required for the Saturn plant. Finally, the preserved battlefield is an asset in that its grassy hillside along Kedron Pike provides an aesthetic secondary entryway to the community.

3. Keeping the battlefield as an open space provides a fiscal asset to the community because it will cost less to service with utilities and other infrastructure than low-density residential development. In general, residential development costs a community between \$1.10 and \$1.25 for every dollar in tax revenue







generated by the property. In contrast, open space and agriculture cost a community between \$.20 and \$.50 for every dollar in tax revenue from the property.

How Can the Battlefield Be Preserved?

The most important factor in the protection of the battlefield is public participation and community support. The team spoke to a variety of community groups, residents, and economic development committees and found that there is general support for preservation of the site. The Spring Hill Battlefield Preservation Association, a nonprofit organization, has been formed to assist in protecting and interpreting the site. The Association could become an important coordinator of the area's preservation activities.

Within the main battlefield area are three key parcels in various stages of protection: the core site, Rippavilla, and Oaklawn. The Association for the Preservation of Civil War Sites (APCWS), a nonprofit organization, holds an option to purchase the core site. Other public and private funds probably will be necessary to acquire and develop the site. Rippavilla is owned by the county and will be developed into a tourist and visitor center for the region. Although Oaklawn is owned by a supportive landowner, long-term protection of the property should be considered, perhaps in the form of a conservation easement which would keep the site in private ownership but restrict development rights.

Land surrounding the battlefield site also needs to be protected. Working with adjoining property owners, there are a variety of methods to afford protection, including: conservation easements, sale, deed restrictions, bequest, donation, bargain sale, and transfer

of development rights. Encourage compatible land uses for adjoining lands, such as a golf course, floodplain, greenway and trail system, and cluster development with associated landscaping to create a buffer.

Funding for battlefield site protection can be public or private. Public funds may come from: ISTEPA, Maury County, Tennessee Wars Commission, State Historical Commission, and the Land and Water Conservation Fund. Private funds may come from donations from individuals, businesses, and foundations, fund-raising events, Association for the Preservation of Civil War Battlefield Sites, Civil War Trust, The Conservation Fund, Civil War Reenactors, Sons of Confederate Veterans, and Middle Tennessee Roundtable.

Management and Interpretation

Once the site is secure the issues of management and interpretation will be critical to the continued success of the site as an integral part of the community. Management concerns will arise over the use of the land, which is used primarily for agriculture (grazing or hay) or as open grassland, and smaller portions of the site for hiking trails, picnic areas, battlefield interpretive facilities, and parking. Interpretation of the site is important not only for tourism, but also for residents, especially children as part of their education. Preservation and interpretation of this battlefield presents an opportunity to provide a picture of life in Spring Hill's past that includes not only the battle, but also the characters involved, and the way all the people lived in the area. Facilities available for interpretive activities include Rippavilla, Oaklawn, and the core site, if acquired.

1. The Spring Hill Battlefield Preservation Association (SHBPA) should take a more active role in developing the entire plan for the battlefield site. Organize working subcommittees to address the following issues: (1) public awareness and education; (2) public and private funding sources; (3) fund raising (through events and individual contacts); (4) site management, if and when acquired; (5) working with adjoining landowners in the voluntary protection of their properties; and (6) networking with other battlefield sites.

Recommendations for Battlefield Preservation

2. Develop active partnerships: Maury County Chamber of Commerce's tourism division; City of Spring Hill; Association for the Preservation of Civil War Sites; minority groups; the Children's Home; citizens interested in preservation; developers; landowners; and Saturn employees.

3. The Spring Hill Battlefield Preservation Association and interested agencies or volunteers should meet with various land trusts in the region to learn more about land conservation and the possibility of forming a local land trust. Land trusts in the immediate area include the Tennessee Conservation League (615/252-1133) and the Tennessee Trails Association (615/842-8043). Nationally, the Land Trust Alliance can provide technical assistance (202/638-4725).

4. The Association for the Preservation of Civil War Sites (APCWS) should secure the core battlefield site by acting on the option and purchasing the land. Better communication

between APCWS and SHBPA is necessary. SHBPA can cooperate and assist APCWS only if it knows the status of funding for the site. If additional funds are required, a strategy can be developed with the local committee. SHBPA may need to approach APCWS to initiate the communication. If the site is not secured, SHBPA must concentrate its efforts on acquiring other available sites, for example, properties south of Saturn Parkway that could connect Rippavilla and Oaklawn.

5. Community support for battlefield preservation could be developed through displays, school programs, battle reenactment, and volunteer work. Initiate or expand local history programs in schools to include field work at the site. It is particularly important that the organization include all ethnic groups and all age groups in site restoration and maintenance at Rippavilla. Encourage volunteer work connected to the battlefield by both students and other residents. Provide displays and information materials at the Spring Hill battle reenactment. Documentation should include local stories, as well as archeological and documentary evidence. Present all the evidence to the community in an exhibition displayed at the reenactment, City Hall, and Rippavilla. Raise funds through donations to and membership in SHBPA, which can be solicited wherever the displays are located and at the reenactment.

6. The economic case for battlefield preservation needs to be presented to local officials and the public. Place copies of the publication *Dollar\$ and Sense of Battlefield Preservation* in the local library and city hall. Then arrange for visits by local officials, community leaders, and volunteers to nearby battlefields that have been developed for tourism.

1. Management of the core site should be locally based in one or a combination of these organizations: city of Spring Hill, Maury County, or a private organization.
2. The SHBPA subcommittee should arrange a meeting with city and county officials to discuss management options and issues, including ownership, site plan development (location of trails, parking facilities, picnic areas, etc.), maintenance, management funding, and interpretation.
3. SHBPA should work with the city of Spring Hill to have the battlefield site included in a comprehensive parks and recreation plan and encourage the city to develop a trail which could connect the battlefield to the heart of the city. The trail should be established along the two existing creeks that connect the Children's Home, the elementary school, and Town Center Apartments. The details of the greenway-trail must be determined and discussed with affected landowners.
4. The various interpretive facilities could be linked by hiking trails, bikeways, and driving tours that also take in the other historic areas in Spring Hill and Maury County.
5. Interpretive activities should be coordinated between Maury County and SHBPA.
6. Technical assistance for the interpretation should be requested from the American Battlefield Protection Program, National Park Service, and local historic, minority, and cultural groups.

Recommendations for Management and Interpretation

Summary

The battlefield site provides a great opportunity for Spring Hill to develop its own tourist industry and diversify its local economy. Just as important, however, is the open space the battlefield provides for the community. Together with other parks and greenways, the battlefield can help sustain the quality of life in Spring Hill.

The Spring Hill Battlefield, therefore, is a valuable asset to the community and should be protected and preserved.

This goal can be achieved through effective partnerships and firm leadership. The Spring Hill Battlefield Preservation Association is poised to assume the role of leader and to forge cooperative partnerships with a variety of agencies and organizations. SHBPA's main priorities must be to educate residents on the battlefield's importance to the local community and to develop broad-based support for the battlefield's preservation.

It will not be an easy task to preserve the battlefield site as an integral part of the community. To accomplish its goals, SHBPA will need to recognize the potential roadblocks such as funding, zoning, land values, perceived development pressure, land-owner cooperation, lack of active community support, poor communication with APCWS and lack of a comprehensive land-use plan that recognizes the importance of the battlefield. SHBPA may need to seek the knowledge and technical assistance from the Exchange Implementation Committee and others to address these issues.

HERITAGE TOURISM

Heritage tourism development holds special promise for Spring Hill and the corridor identified for this study. The region is particularly rich in historical and cultural assets. The Antebellum Trail, Natchez Trace, and a number of Civil War battlefields are complemented by an appealing rural landscape, small-town charm, and gracious southern hospitality. The region has much to offer those visitors seeking an enriching experience.

A successful tourism program can help develop the regional economy while at the same time preserving and protecting the very qualities and characteristics that make Maury and Williamson counties so special.

Tourism is rapidly becoming the number one industry in Tennessee, following a national trend. There is intense competition among regions to attract visitors and gain the economic edge in the industry.

Visitor Experience

The expression visitor experience can be used to describe everything people do, learn, and enjoy while visiting this region of middle Tennessee, from the information tourists receive in order to plan for a visit, to the mem-

ories and insights they take home with them.

For this region, the term "visitor" can refer to tourists from other parts of the United States or other countries, states adjacent to Tennessee, other parts of Tennessee, or even people who live in middle Tennessee who visit sites on day trips or short-stay trips.

Providing opportunities for visitors and residents to learn about and enjoy the resources of Maury County and the Antebellum Trail region is an important function of tourism

planning. There are some basic considerations or conditions that organizations and communities can reasonably provide and offer to visitors. These can be described as visitor experience goals and they can be achieved by coordinating

activities and site interpretations throughout the region. Many of these elements already exist through tours at the sites and annual events. Consideration should be given to additional elements that would contribute to a broader visitor experience. Visitor experience goals should include:

- receiving comprehensive orientation and information before and during visits to region
- having a personal interaction with local res-

**The Economic Benefits of Tourism
in Maury County, Tennessee**

Travel statistics compiled by the State point to the importance of tourism to Maury County and neighboring Williamson County

	MAURY		WILLIAMSON
	1990	1993	1993
Expenditures	32	40	80
Payroll	5.46	7	16
Employment	510	560	1200
State Taxes	1.97	2.45	5
Local Taxes	.7	.8	1.5

*All figures, except employment, in millions.

Within the State of Tennessee, Williamson County ranks 11th in travel expenditures while Maury County ranks 18th.

idents – a very positive aspect of Southern hospitality, that is itself part of your heritage

- learning about appropriate activities and behaviors so that natural and cultural resource values are understood and privately managed property is respected; tourism should not have an adverse impact on the attractions being enjoyed
- pursuing a variety of individual interests and activities
- enjoying the region's beauty and serenity
- participating in a memorable interpretive program
- understanding the significance of the region and how different sites are associated
- beginning to understand the landscape of the region and how it contributes to the human and natural history of Maury County

Tourism Environment in Maury County

Throughout the week, the team developed a broad view of the tourism environment — both its strengths and weaknesses. It is important to find ways to acknowledge and build on the current strengths.

Strengths

- high quality historic resources that include the Spring Hill Battlefield, Village of Spring Hill, antebellum homes, and historic buildings in Columbia and Franklin
- locally distinctive rural character, small town charm, and scenic rural landscape
- strong local interest in preserving the past
- recognition of the benefits of heritage

tourism among many diverse local organizations

- Spring Hill's position as a gateway to the corridor and as an anchor for heritage tourism created by the combination of Rippavilla, Spring Hill Battlefield, Oak Lawn, and the village itself
- public ownership of Rippavilla
- good potential mix of tourism and recreational attractions



- good professional organizations for marketing, including the Chamber of Commerce, preservation groups, and the Convention and Visitor's Bureau
- proximity to Franklin, a nationally recognized model of successful tourism promotion, and its resources for assistance
- a great opportunity to develop a heritage tourism program around the town's bicentennial
- a signature asset – middle Tennessee's only intact Civil War battlefield – that could become the anchor for a heritage tourism corridor

- excellent access for motorcoach and auto
- excellent complementary resources in Columbia with its historic sites and downtown
- potential scenic highway (Antebellum Trail) from Spring Hill to Columbia
- good stories to tell visitors through effective interpretation
- proximity to Nashville and Natchez Trace with convenient access by automobile
- strong existing tourism market on which to build

Weaknesses

The following weaknesses can be considered as threats to the region or as opportunities to develop new partnerships and resources for a better tourism package.

- Although the study corridor contains an abundance of historic and natural resources that are regionally and nationally significant, most residents and municipal officials have not recognized the value of these resources and the tourism potential they offer.
- Current land use patterns and development trends are threats to the integrity of historic and cultural resources. The area lacks a comprehensive land-use plan, and protective strategies for these resources are inadequate.
- There appears to be no comprehensive tourism strategy that addresses infrastructure: basic facilities, such as lodging and restaurants that appeal to a broad heritage tourism market need to be developed. There is no complete visitor's guide and map. Signs at historic sites are inadequate. There are not enough quality turnouts, overlooks, and interpretive signs along the roadside. Interpretation of historic sites is

narrowly focused, with the cultural landscape context inadequately addressed.

- The current tourism strategy also lacks a comprehensive marketing approach as witnessed by limited tourism spin-off from Nashville to Spring Hill.
- There is no formal framework for cooperation and coordination among heritage tourism interests and local officials.

The corridor's strengths and weaknesses combine to provide excellent opportunities for successful tourism development, which could play a significant role in the local economy. The community's interest in preserving its local history and rural character could be the driving force behind a host of partnerships and cooperative efforts that would provide access to diverse sources of funding and technical assistance.

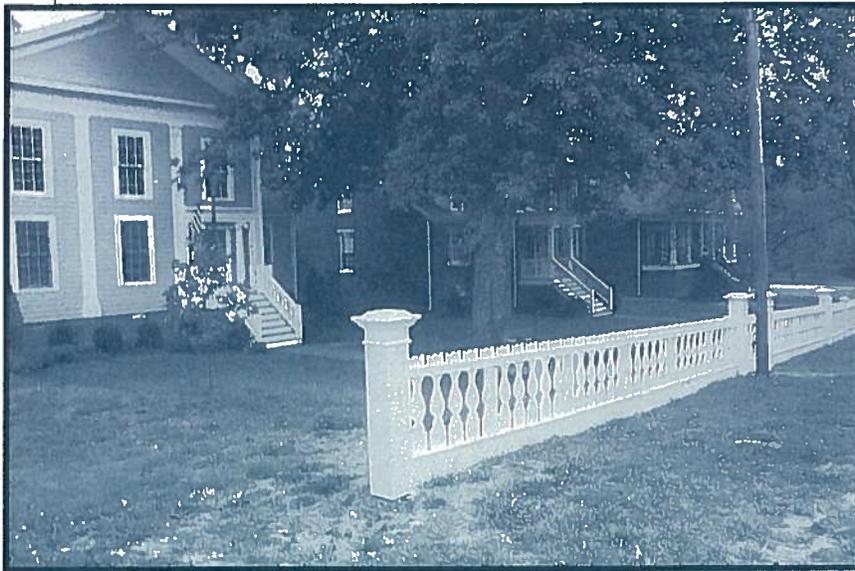
For example, an effective tourism program can promote cooperation among government agencies, existing heritage tourism programs such as the Natchez Trace, private landowners who protect important sites and landscapes, and corporate interests such as Saturn that become involved in community preservation. Any of these potential partnerships could lead to technical or financial assistance that would help Spring Hill develop as a strong, distinctive historic and cultural center.

How to Proceed

Based on these strengths and weaknesses, the team developed four priority issues related to tourism development:

1. *Protection of Historic Resources*

A successful heritage tourism program in the study area could be built on its diversity of cultural resources, including buildings, streetscapes, rural and urban landscapes,



archeological resources, scenic vistas, trails, and roads. These resources combine to create a distinctive cultural landscape that forms the basis for the heritage tourism initiative. Without adequate protection, the resource base will erode to the point where the region will gradually lose its distinctive character. The opportunities for capitalizing on the substantial economic benefits of heritage tourism will then be lost forever.

However the historic resources of the region generally are not well known, understood, or valued by the community for their intrinsic or economic benefit. This is a critical issue

because without a communitywide understanding and appreciation of the value of the resources, there will be no action to protect them.

The community has rallied to protect some resources, including some of the antebellum homes, the historic district in Franklin, downtown Columbia, and other historic homes. There is, however, no protection afforded for Spring Hill, or the battlefield sites in Spring Hill, Thompson Station, or Mount Pleasant. In addition, there is no protection for the scenic landscapes and rural areas adjacent to these sites or the Antebellum Trail in general. A lack of knowledge, absence of formal designation, and inadequate zoning are but a few of the reasons that the study area's cultural resources are not being protected. The village of Spring Hill and the site of the Spring Hill Battlefield are the most threatened resources.

2. *Leadership*

A heritage tourism program requires a cooperative partnership between all those who have a role to play in making tourism successful in the area: heritage groups, tourism development and promotion offices, landowners, municipal representatives, and food service and lodging interests. Together, these groups can effectively promote tourism that focuses on historic and related cultural resources and landscapes.

Although there is an Antebellum Trail committee, currently there is no mechanism to bring together all those who must cooperate to

make heritage tourism a success in the corridor. This could be a serious impediment, as there is no voice speaking on behalf of the partnership between historic preservation and tourism. The benefits to the economy of preserving and interpreting the region's heritage are, therefore, not apparent to the public and elected officials.

3. *Strategy Development*

Recognizing a region as an important heritage area does not require setting it aside or placing it under extensive public management. It does mean, however, that communities that recognize their historic resources and take active steps to preserve their local distinctiveness will be able to attract their share of the tourism market.

Heritage tourism is growing in importance as an economic development strategy. Heritage tourism requires a partnership between a community's tourism and historic preservation groups in order to develop and promote tourism that focuses on historic and cultural resources. Locally, this means viewing the entire region as a potential resource because of its significant sites, people, and historic events.

A comprehensive heritage tourism strategic plan must be developed to guide and ensure the growth of the tourism industry in the region. Tourism has been defined locally as a desirable economic development generator within a mix of industrial, commercial, and professional growth opportunities. In this region, industry constituents clearly recognize that there is a role for tourism based on historic resources. The potential of this role has not been defined.

4. *Interpretation*

The National Park Service (NPS) is recognized and highly regarded for its expertise in interpretation of sites, events, and people in the context of a regional landscape. The NPS rationale for interpretation is summarized below and reflects the Exchange team's recommendation for the study area.

Interpretation is a process of education whereby the meaning of factual information is communicated to visitors. Interpretation is part of the larger visitor experience because it stimulates curiosity and strives to help visitors enjoy natural and cultural resources through personal understanding. Interpretation is developed thematically; themes and sub-themes are based on known people, resources, and events. A successful interpretation program is one in which the connections among those people, resources, and events are revealed.

Interpretation can also help foster local pride when people realize the meaningful and exciting stories there are to tell about their own communities and ancestors. At its best, interpretation links together resources, visitors, and community residents. Currently, interpretation programs and products in the study area are generally site- or event-specific.

Interpretation in the region should expand beyond known historic sites to include the larger regional landscape and a recognition that all elements of the region are woven into one fabric.

The team's recommendations are presented below, within the framework of these priorities.

1. Establish the Antebellum Regional Heritage Tourism Council (ARHTC). ARHTC would be a public/private partnership involving tourism, historic preservation, and community interests. The Council must be an independent body, free to act in the interests of promoting heritage tourism in the corridor. Thus, the Council must have a physical presence and be located in a high-

Recommendations for Heritage Tourism

profile location, the most appropriate being Rippavilla. The mission of the ARHTC is different from the numerous site-based organizations already advocating historic preservation. The Council's objectives would be to:

- establish itself as the appropriate regional stewardship body for addressing the region's most pressing tourism development concerns. This might entail evaluating existing tourism programs that relate to heritage tourism opportunities in Middle Tennessee and in Williamson and Maury Counties; conducting a facilitated meeting of all potential partners to establish a vision for heritage tourism in the corridor and their roles in achieving that vision; developing a local partnership with these programs to improve the opportunities for funding, cross-marketing, and technical assistance. These programs include Tennessee Tourism, Tennessee Historical Commission, Civil War Heritage Trail development, Natchez Trace, and National Park Service programs. Build a constituency for this new effort that is broadly based within the region and the state. Business leaders, elected officials and their key staff should be invited to tour the region, learn about the economic return that tourism yields

for the region, and discuss key implementation concerns.

- identify historic resources and cultural and scenic landscapes that need to be protected as the basis for the heritage tourism industry.
- develop strategic tourism planning. Create by consensus a regional marketing and promotion master plan that includes:

Situational Analysis

- evaluate available market data
- inventory and analyze current promotional offerings
- analyze and evaluate current fulfillment channels
- evaluate mix of accommodations for lodging and food

Marketing Strategy

- articulate regional essence/identity
- identify and prioritize marketing themes/subthemes
- identify market segments; prioritize target markets
- link regional attractions in the corridor with countryside destinations (e.g., Mount Pleasant, Natchez Trace, Duck River, region bike touring routes, Monsanto ponds)
- develop and coordinate an information and directional sign program

Product and Service Development

- maps
- travel guides
- commissionable tour packages
- unifying logo/slogan: Old South Charm, New South Progress

Management and Administration

- assess funding opportunities
 - identify staff requirements and resources
 - create a mechanism to coordinate implementation of the plan
 - create public/private partnerships
 - make most effective use of regional funds
- educate landowners and the general public about the historic resources of the area and the benefits of preservation. Develop a diverse public relations campaign

Continue to cultivate local media to cover events related to tourism, historic preservation, and planning issues.

Use editorial conferences to build support for your program around definable issues

Seek establishment of a weekly column that objectively presents regional issues and how they relate to tourism development.

Begin a program to educate residents and school groups (students and teachers) about the significance of the sites, events, and people that contributed to the history of the corridor. Explain to residents the important role they have in a successful tourism industry: visitors are coming here from all over the country and many from outside the country. Include private landowners who may not wish to open their property to the public.

- act as liaison with federal, state, and local agencies and other not-for-profit interest groups. Such partnerships between ARHTC, state and federal programs, and Civil War battlefield interest groups could conduct activities such as seeking ISTEA funds to recognize and preserve the right-of-way of the Jackson Military Highway.
 - be an advocate for preservation and sound land-use planning
 - monitor tourism growth and the economic benefits of tourism. Develop a program to monitor tourism development that includes visitor surveys and economic impact analyses of the industry and attractions. Use this research to adjust marketing plans and to justify funding requests.
 - solicit the financial and technical support of corporate and business interests for community preservation and tourism programs
2. As outlined elsewhere in this report, protect the Spring Hill Battlefield site, and ensure compatible land uses adjacent to the site.
 3. Enhance and strengthen the heritage value, sense of community, and tourism potential for the town of Spring Hill so that it can grow as a distinct community and act as an anchor for heritage tourism along the Antebellum Trail. Establish a Spring Hill community advisory com-

mittee of the Antebellum Regional Heritage Tourism Council that includes Saturn, the City Council, multicultural representatives, youth groups, and residents at large.

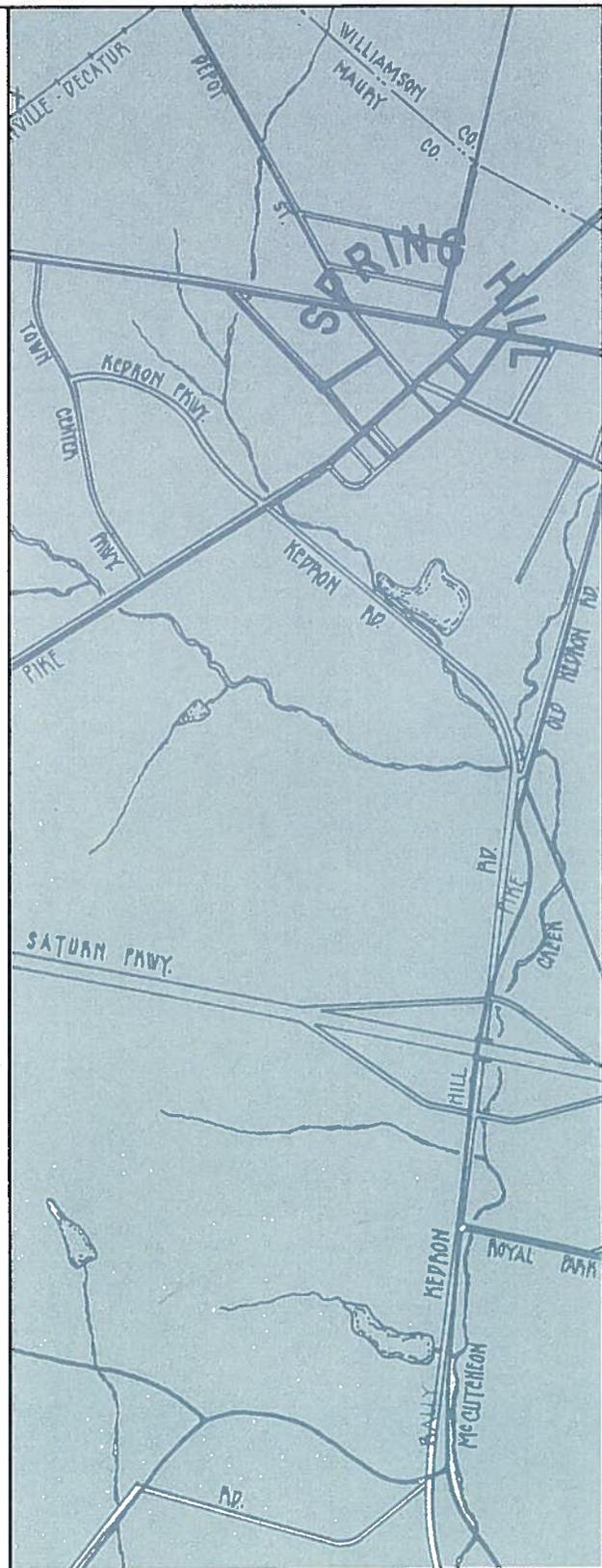
4. Revive the scenic highway designation for the Highway 31 corridor from Franklin to Columbia within the context of heritage tourism and growth management plans for both counties. A wide variety of strategies should be employed to deal with this very sensitive issue. The fundamental principle governing scenic corridors is the conservation of intrinsic qualities in balance with tourism and other economic activities. Consult these two publications, produced by the U.S. Department of Transportation, Federal Highway Administration, for ways to implement a scenic byways program: *Preparing Corridor Management Plans*, *A Scenic Byways Guidebook* and *Community Guide to Corridor Management Planning*
5. Protect other significant landscapes through the establishment of a Corridor Land Trust. This organization would be part of the Antebellum Regional Heritage Tourism Council and should be a significant player in the protection of the distinctive character of the corridor. Encourage appropriate landscaping and distinctive designs for areas such as setbacks along important roadways and corridors.
6. Request information from the National Park Service (Washington, D.C., 202/343-9516 and Stones River National Battlefield Park in Murfreesboro 615/893-9501) about interpretive planning and the availability of technical assistance and funding to develop a program.
7. Review a sampling of existing interpretive programs from designated heritage areas in other parts of the country.
8. Investigate a partnership with the University of Tennessee or Middle Tennessee State University for conducting required research.
9. Seek funding for obtaining technical assistance from the National Park Service or a heritage tourism consultant.

Taking Action

The region's citizens must take the initiative to make the necessary changes that will result in an effective tourism program. Committees, subcommittees, task forces, and individuals all have a role to play. All parties must work together and avoid the "been there, tried that" attitude that accompanies failed efforts. The more that local citizens value the resources that cause them to feel proud to live in and around Spring Hill, the more likely it is that the above recommendations will begin to appear on lists of successful accomplishments.

Toward that end, the team concludes with the following recommendations:

- Successful, comprehensive tourism planning requires that all constituents in the industry be represented in policy development and funding decisions. A wide base of expertise is required and should be cultivated. Consensus is essential. Professional expertise is often required.
- Investigate the possibility of having the entire region identified as a historic district. In other places where this has been done, growth continues and tourism zooms.
- Advocate federal legislation, such as National Heritage Area designation, that supports local management of resources and adds technical assistance and funding.



LOCAL ORGANIZING COMMITTEE

Tony Turnbow, *Natchez Trace
Corridor Association*

Mary Pearce, *Heritage Foundation*

Judy Langsdon, *Columbia City Planner*

David Holderfield, *City Engineer (Columbia)*

June Quirk, *Spring Hill City Recorder*

Elwyn Bemby, *Spring Hill City Planner*

Ron Hankins, *Spring Hill Mayor*

Jennifer Graham, *Saturn Corporation*

Carey Hickman, *Chairman, Tourism
Committee - Maury County*

Paula Mitchell, *Columbia Main Street
Coordinator*

Dora Mac, *Saturn Corporation*

Alice Algood, *Chairman, Rippavilla Plantation
Board of Directors*

Bob Duncan, *Maury County Commissioner*

Fred Prouty, *Tennessee State Historical
Commission*

Mike Chance, *Executive Vice President,
Maury County Chamber of Commerce*

Alethea Sayers, *Spring Hill Historian*

Judy Hayes, *Williamson County Tourism*

IMPLEMENTATION COMMITTEE

Robert Allen, *Scenic Rivers Coordinator*

Matt Andrews, *The Civil War Trust*

Bill Betts, *Saturn Corporation*

Carolyn Brackett, *Tennessee Bicentennial
Committee*

Alison Brayton, *Recreation Services Division,
Department of Environment and
Conservation*

Robert Cogswell, *Tennessee Art
Commission*

Mike Countess, *Assistant Commissioner,
Department of Agriculture*

Doug Cubbison, *White Star Consulting*

Lee Curtis, *Middle Tennessee Director,
Department of Tourist Development*

Don Dills, *Commissioner, Department of
Environment and Conservation*

Bill Dunavant, *Commissioner, Department of
Economic and Community Development*

Marcia Erickson, *Department of Agriculture*

Nike Fielder, *State Archeologist*

Dennis Frye, *Association for the Protection
of Civil War Sites*

G. Dodd Galbreath, *Environmental Policy
Officer, State Environmental Policy Office*

Herbert Harper, *Historic Preservation
Division, Department of Environment and
Conservation*

Jimmy Hodo, *Natchez Trace Trail
Conference*

Joyce Hoyle, *Recreation Services Division,
Department of Environment and
Conservation*

Jim Huhta, *Center for Historic Preservation,
Middle Tennessee State University*

Keith Jordan, *State Senator*

Ann Murry, *Tennessee Conservation League*

J.B. Napier, *State Representative*

Marry Ann Peckham, *Stones River National
Battlefield Park*

Fred Prouty, *Tennessee Civil War
Commission*

Reginald Reeves, *Division of Natural
Heritage*

Bruce Saltsman, *Commissioner, Department
of Transportation*

Betty Steele, *Assistant Commissioner,
Department of Community and Economic
Development*

Greer Tidwell, Jr., *General Counsel,
Department of Environment and
Conservation*

Kelly Tolson, *Tennessee Bicentennial
Committee*

Del Truitt, *Director, State Parks*

John Wade, *Commissioner, Department of
Tourist Development*

John White, *State Representative*

Dan Wheeler, *Commissioner,
Department of Agriculture*

Joe Max Williams, *South Central Tennessee
Development District*

David Weber, *Business Services Division,
Department of Economic and Community
Development*

THE INTERNATIONAL COUNTRYSIDE STEWARDSHIP EXCHANGE

The International Countryside Stewardship Exchange is a program of the Countryside Institute (TCI), which is responsible for Exchange activities in North America. TCI works in coordination with the United Kingdom Steering Committee, which is responsible for Exchange activities in England, Scotland and Wales. The members of the United Kingdom Steering Committee are: the Countryside Commission, which acts as chair, the Countryside Council for Wales, English Heritage, English Nature, Scottish Natural Heritage and the Rural Development Commission.

For further information, please contact:

The Countryside Institute
c/o Glynwood Center
P.O. Box 157
Cold Spring, New York 10516
USA

The Countryside Commission
John Dower House
Crescent Place, Cheltenham
Gloucestershire GL50 3RA
United Kingdom



ACKNOWLEDGMENTS

The Countryside Institute and the members of the Exchange team would like to acknowledge the hospitality and generosity shown by all members of the local communities involved in the region we visited and the members of the Spring Hill Local Organizing Committee for the valuable time they each gave to meet with the team, as well as to provide local transportation to and from sites and to host a variety of meals. In particular, we would like to thank Alton Kelly, executive director of the Maury County Convention and Visitors Bureau and our chief host, guide and facilitator throughout the team's visit, and his wonderful and efficient staff; Liz Lovell and Beth Fisher; the Columbia Ramada Inn for the accommodations; the City of Spring Hill for the use of meeting facilities; Elwyn Bemby, Spring Hill administrator, for his valuable assistance; Columbia State Community College for the use of the computer lab; Ed Harlin, county executive and the County Commission; Saturn; D.R. Cubbison, from White Star Consulting, for his assistance with Spring Hill maps; and the many others who provided guidance, support and fabulous meals.

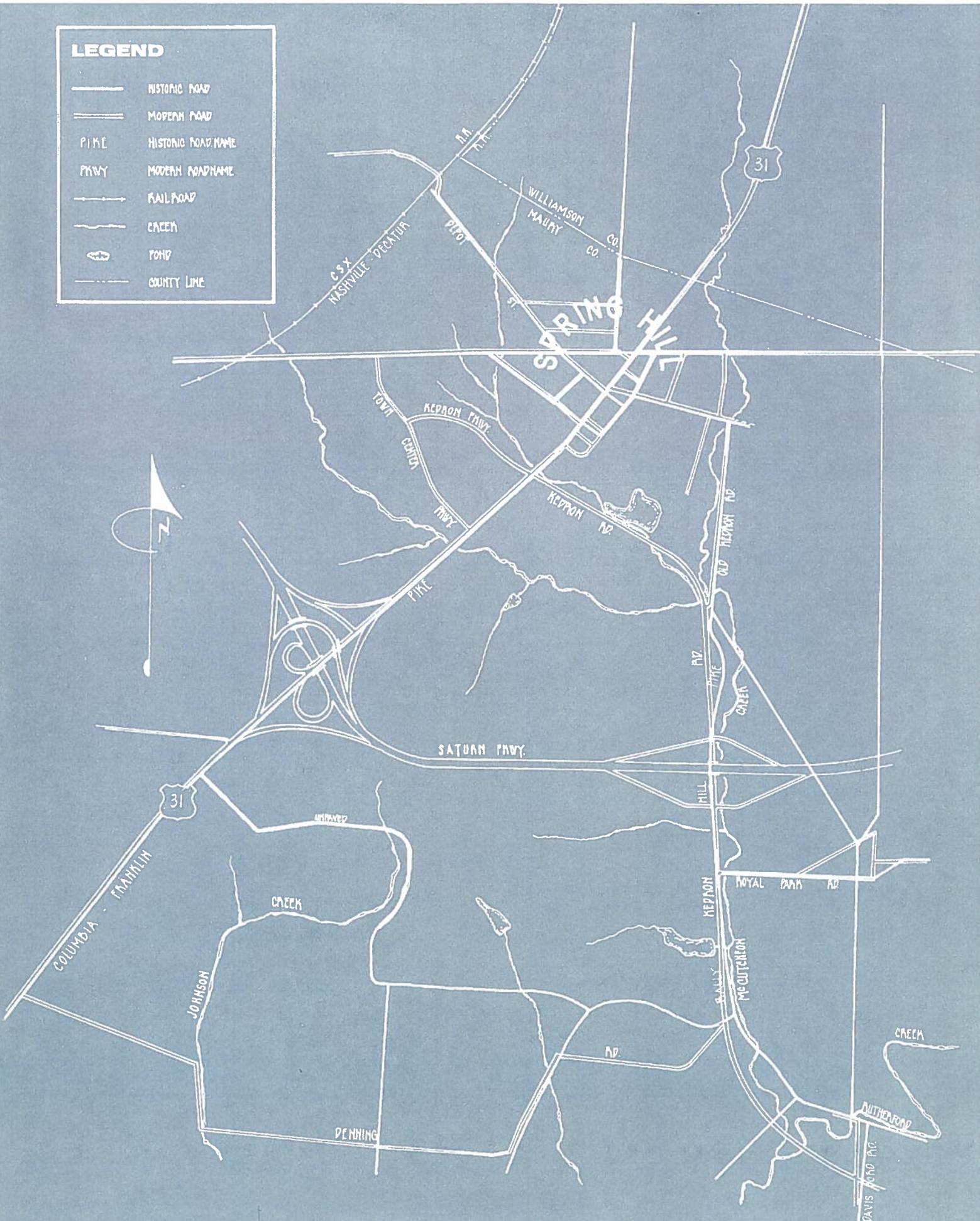
We thank you.

Visions for A New American Dream is available from the American Planning Association

This material is based upon work under a cooperative agreement with the Department of the Interior, National Park Service. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the authors and do not necessarily reflect the views of the Department of the Interior.

LEGEND

-  HISTORIC ROAD
-  MODERN ROAD
-  HISTORIC ROAD NAME
-  MODERN ROAD NAME
-  RAILROAD
-  CREEK
-  POND
-  COUNTY LINE



SPRING HILL, TN., 1994

1995, WHITE STAR CONSULTING
 DRAWN BY CHUCK BROWN

