

Planning Growth – Preserving Character

A Master Plan for Parksville, Tennessee

A Thesis Presented for
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Dedication

This thesis is dedicated to my family and my wife, Mary Kathryn. Without your love, support, understanding, and encouragement this thesis would not have been possible. Words cannot express the gratitude and appreciation for your support. For understanding the long hours, frustrations, and commitment of time and resources, I am sincerely grateful.

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Abstract

Gateway communities are the towns, cities, and communities that border public lands such as national and state parks, wildlife refuges, forests, historic sites, wilderness areas, national forests, and other public lands. They offer scenic beauty and a high quality of life that attracts millions of Americans looking to escape traffic congestion, fast tempo and uniformity of cities and suburbs. Gateway communities provide food, lodging, and business for Americans on their way to public lands. They serve as portals to public lands and therefore play an important role in defining the park, forest, or wilderness experience for many visitors. Their beauty, high quality of life, and economic benefits do not come easy. Gateway communities face challenges related to managing growth and development, providing economic prosperity, and preserving their character and sense of place. Parksville, TN is located in extreme southeast Tennessee and is a gateway community to the Cherokee National Forest and the Ocoee River, one of the premier whitewater rivers in the eastern United States. Many rural gateway communities, like Parksville, lack planning and growth strategies. For this reason, among others, they are particularly vulnerable to haphazard growth and development that threaten their economic potential as well as their character and sense of place. The struggles, problems, opportunities, and solutions for gateway communities are explored in this thesis to determine planning and design mechanisms applicable to Parksville. The product of this thesis is a master plan for growth and development as well as conservation and preservation. Embedded in the plan are strategies and mechanisms to build upon and improve the local economy and safeguard natural, cultural, and historic resources. "Proactive Stewardship Planning" is suggested as a useful term to accomplish these ideals.

Preface

People have an inherent connection to the land. For some this connection is more apparent than others. This connection stems from a historical relationship between man, nature, and the landscape. Humans have relied on the land for centuries for survival, whether it be agriculture production, hunting and trapping, resources such as clothing, wood for fire, timber for building, and rivers and streams for water. For some this connection has been lost over time due to underexposure to nature and overexposure to harsh urban environments that have destroyed the landscape and replaced it with parking lots, buildings, roads, and infrastructure. For others, the connection to nature and the landscape is still very strong through interaction with nature and the landscape. Public lands such as national parks, national forests, wildlife preserves, state parks, historic sites, and wilderness areas provide numerous opportunities for interaction such as hiking, biking, hunting, fishing, photography, driving in an automobile, or simply observing. This connection is still very strong for me personally, and is what has attracted me to gateway communities and more specifically Parksville, Tennessee.

I have studied rural communities and gateway communities, and some that are both rural and gateway communities. Gateway communities are the towns, cities, and communities that border public lands such as national and state parks, wildlife refuges, forests, historic sites, wilderness areas, national forests, and other public lands. They are typically the last area of private land before entering the public land, and therefore are the gateway to the park, forest, wildlife preserve, or other public land. Each gateway community I have studied has a history and characteristics that make it unique and a place of its own. However, many of these communities and cities also have similarities, similarities such as geographical location, topographical characteristics, and beautiful scenic and pastoral views. They often have similarities associated with development and growth such as strip development, large road systems, inappropriate signage, and franchise development

and architecture. The later qualities are what detract from the very sense of place and identity that once defined their character and sense of place, and attracted people and development. Gateway communities with the later qualities often have an identity that is fading or has entirely changed to center around commerce and tourism.

My interest in landscape architecture and planning combined with my passion and connection to the landscape is what ultimately attracted me to the problem of rural gateway communities losing their identity and sense of place with unmanaged and unplanned growth. I was first exposed to the term gateway communities in a graduate studio that studied a rural gateway community in Parksville, Tennessee. In this studio, we studied many topics and precedents to gain a better understanding of the importance of and the problems that challenge both rural communities and gateway communities. The studio product was a conceptual plan for Parksville, Tennessee that accommodated growth and development and capitalized on its unique setting geographically and its economic potential as a tourist destination. However, at the end of the project I found myself looking for more answers about how Parksville could realistically grow in the future while preserving its character. I also desired to explore the possible planning, design, and economic mechanisms and strategies that could be applied to a rural gateway community for growth and preservation. I wanted to study and examine, in detail, how Parksville can grow and develop to capitalize on its economic opportunities while maintaining and enhancing its characteristics and revealing the history that defines its sense of place. This inquiry led me to this thesis project studying and researching other rural and gateway communities to gain a better understanding of how proper design and planning can lead to successful and vibrant rural gateway communities, and to determine the best strategy and mechanisms for Parksville to succeed and take advantage of its potential.

The topic of gateway communities and methods to achieve success in these environments is at a critical point in time. Currently there is a congressional caucus,

proposed by North Carolina Representative Heath Shuler, to focus on gateway communities and how to establish partnerships to ensure their success. Their importance has been nationally recognized, but how they live up to their unique potential has yet to be discovered. Mature professionals in landscape architecture and planning have been unable to solve issues relating to preserving character, identity, and place while allowing and encouraging growth and development. Even with advanced and sophisticated technologies and programs, the methods to successful gateway communities, on all levels, has yet to be fully realized. Traditional approaches and practices are not evidently sufficient, inapplicable, and have too often been unsuccessful. Typical practices such as zoning, large lot residential development, franchise architecture, and blanket planning and design do not address the unique setting and potential of gateway communities. Furthermore, when appropriate practices have not been applied, a number of challenges arise related to the environment, cost of living, and the economy. These challenges among others will be discussed in this paper along with new approaches that address the unique potential of gateway communities.

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Chapter I: Introduction

Gateway communities are towns, cities, or communities that border public lands such as national and state parks, wildlife refuges, forests, historic sites, wilderness areas, national forests, and other public lands. They offer scenic beauty and a high quality of life that attract millions of Americans looking to escape the traffic congestion, fast tempo and uniformity of cities and suburbs (Howe, McMahon, & Propst, 1997). Gateway communities are important because they provide food, lodging, and business for Americans on their way to public lands. They serve as portals to these landscapes and therefore help to define the park experience for many visitors.

Parksville, Tennessee is a community located in the far southeast corner of Tennessee in Polk County, and serves as a gateway to the Cherokee National Forest. To enter the forest from the west, visitors must pass through Parksville. Therefore, Parksville plays a vital role in impacting the experience of visitors to the Cherokee National Forest.



Figure 1: Aerial image of Parksville looking east toward Cherokee National Forest. Source: Sam Rogers

Parksville is experiencing problems associated with being a rural community as well as a gateway. It has a low and diminishing population with few jobs available in the community. Some development such as riverfront housing, a couple of restaurants, a convenience station, and a zip line adventure course have occurred. It can be argued that this minimal development has already detracted from the sense of place and affected natural systems; however, these issues will be explored later in this paper. In addition to the commercial and residential development, a highway improvement project is set to begin in Parksville sometime in the near future. This project itself will, without doubt, have a large impact on Parksville, whether that impact will be positive or negative is yet to be determined. As a gateway community, Parksville has tens of thousands of tourists pass through the community each year. On one hand the high visitation numbers are a missed opportunity for Parksville, due to the lack

of lodging and commerce in the community and the very nature of its marketing capabilities; however, on the other hand, the high volume of visitors also takes its toll on infrastructure such as roads and the environment. The critical and prevalent challenge for gateway communities, including Parksville, is how to balance commerce, nature, rural character, culture, and sense of place. These issues will be discussed and explored in this thesis to determine the best approach for Parksville to grow and develop in the future while preserving its character and sense of place.

The term rural has many different meanings depending on the setting and application. Definitions of “rural” can be based on administrative, land-use, or economic concepts. These definitions exhibit considerable variation in socio-economic characteristics and well being of the population (Cromartie and Bucholtz 2008). Regardless of the definition, rural America faces many challenges associated with growth, development, economics, population, and policy. Historically, “rural America” is where America started. It is where settlements were established, relationships were built, economies such as farming were begun and became prosperous, and history was made. Many places that are considered rural possess unique and vitally important history that explain how and why many cities, places, economies, and people are where they are today and their journey to get here. As Richard Wood puts it in his book *Surviving Rural America*: “rural America is deeply embedded in our DNA” (Wood, 2008, p. 10). Most of our presidents have come from rural America, with as least twelve of them being ranchers or farmers(Wood 2008). Many aspects of American culture and arts evolved from rural America including literature, fine arts, and music. However, many rural cities, towns, and communities, home to about one of every nine Americans or 17-49% of the U.S. population, are facing challenges with simply trying to survive (Wood, 2008). Their struggle for survival often translates into changing or losing their character or value to adapt and survive, and unfortunately, the quest for survival can also lead to a community’s death. It is easy to forget what these areas have meant to America historically, their importance to the country, and the character they once possessed. It is hard for

many of us to imagine the struggle without experiencing it first hand, but examining areas that are experiencing problems as well as places that are successful, can help one understand how to improve struggling rural communities.

There are primarily two situations happening in rural communities, and interestingly enough they are opposite conditions. A large number of rural communities are experiencing a loss of population(Wood 2008). People are moving from rural areas in search of better jobs and closer proximity to their workplace. However, conversely a small number of rural areas are experiencing a rise in population. Areas experiencing population growth have unique qualities that are attracting people. This influx is attributed to the low cost of living, beautiful scenery, high quality of life, and better air and water quality. Furthermore, people are moving to certain rural communities because of the character they possess and the recreational opportunities they offer (Wood 2008).

Rural communities experiencing out-migration and loss of population, loss of jobs, and loss of industry are experiencing changes to or entirely losing their identity and character that makes them unique and defines their city, town, or community. Dually, many places in rural America are also dealing with growth and development that presents many of the same problems as the ones listed above. Rural communities often lack planning principles, growth plans and development policies to manage growth. These communities are often in need of jobs and people to allow them to survive. Due to the need for commerce and jobs as well as the lack of population, when growth and development reaches these places they often readily accept it no matter what the effects because it means that jobs, and people that accompany development, will allow them to survive. Due to the lack of planning in these rural areas, when development begins to take place in the form of roads, infrastructure, and commercial, retail and housing uses, it is difficult to manage where it takes place, its form, aesthetic, and the speed with which it happens. The result is haphazard development, franchise architecture, loss of habitat and farmland, and often a change in character and identity.



Figure 2: Example of “Franchise Architecture”. Franchise Architecture often has the same architecture regardless of the place, location, and vernacular. Source: G. Serrano

This is a problem because rural areas, where America was founded and evolved, are disappearing or getting lost and hidden among the unmanaged growth and development.



Figure 3: Pigeon Forge, Tennessee's character is hidden amongst development and out of place uses. Source: www.tennessee-photo.net (Photo Server n.d.)

Nevertheless, rural communities have assets that make them unique places, and it is important to identify these assets and plan for growth to have a high quality of life and economic prosperity.

Increasing numbers of Americans are fleeing the suburbs and choosing to live in small towns and open spaces surrounding America's magnificent landscapes (Howe, McMahon and Propst 1997). Many of these Americans are moving to gateway communities because they offer both open space and magnificent landscapes. Rural and gateway communities experience a large number of visitors as well as new residents each year. Rural counties that predominately rely on recreation and tourism experienced four times the rate of net migration in 2005-06 as did non-metro counties as a whole (United States Department of Agricultural Economic Research Service 2007). This influx however, can pose severe problems

associated with demand for growth and development. The problem for many rural communities, as well as Parksville, is the lack of planning or growth strategies. As a result, the small number of seasonal businesses and residents that are attracted to Parksville have a somewhat free reign to build where they wish as long as the property is available. When this practice begins, it is often difficult to stop without a plan for growth and development. The lack of planning in a community can result in the transformation of their character to be solely concerned with tourism and the economy. Like other rural communities, residents and businesses in Parksville are struggling to have profitable farms and businesses; therefore, often times when confronted with the opportunity to sell their land, either for commercial or residential use, the profits from the sale far outweigh the profits received from farming. To address this situation, farmers need new ways to market and utilize their farms and land.

There are existing cases of communities that have been unable to manage the growth that is associated with being a gateway community. As a result, that growth has altered or forever changed the character and identity of the place. However, there are also examples of areas that have managed and planned for growth through asset identification, community involvement, and holistic planning. Both of these situations will be examined later in this paper. Parksville is in a unique place geographically but also at a unique place in time. They have an opportunity to plan for growth to be a successful community and gateway for the residents, businesses, visitors, and the environment. Study after study shows communities that preserve their character and natural values consistently outperform the economies of those that do not (Howe, McMahon and Propst 1997).

This thesis offers a conceptual plan for growth and preservation that manages growth in a manner that protects the community's identity while stimulating a healthy economy and safeguarding natural and historic areas. The product will be a potential master plan that identifies the best areas for growth and development to occur and the areas that need preserving. These areas will be

identified through taking into consideration, for example, natural features, prime agricultural soils, travel patterns, existing infrastructure, interviews, tourist trends, and scenic views. Another component of this thesis will be to identify the best route and design for the highway improvement project through Parksville. As already explained, this road project has the potential to adversely impact Parksville; therefore it is vitally important to determine the best route so that the road will have a positive impact on Parksville and the Cherokee National Forest and contribute to quality growth that respects the natural environment, cultural landscape, and rural setting while building the economy.

The intent of this thesis is two-fold. First to design a master plan for growth and economic prosperity that retains Parksville's identity and unique character, and second, identify mechanisms and strategies that can be applied to other communities, whether rural or gateways, to retain an identity and characteristics while having a thriving economy. The final and perhaps most important intent and product of this thesis will be the principles embedded in the master plan. The master plan will be designed to identify what mechanisms can be employed and initiated to achieve success in gateway communities. There is currently a lack of research into gateway community planning and mechanisms for preservation and growth. Therefore, mechanisms and avenues will be identified through research of principles and case studies of rural and gateway communities. The challenge for gateway communities is to retain a high quality of life in the face of growth pressures. I intend to address this challenge through design by providing a plan for Parksville that has both qualities.

During research for this thesis, the need was established for a term that addressed the need for planning before significant development has taken place and opportunities have been missed. A suggested term is "proactive stewardship planning". Proactive stewardship planning recognizes the need to begin the planning process before growth and development have taken place. It acknowledges the need to plan and locate community assets and features such as greenways, open

space networks, and conservation areas before development. Once development has taken place, it can be challenging to implement community-wide features due to land being divided and property being sold. Parksville has a unique opportunity to proactively plan for future growth and development and implement desired and needed community features.

Chapter II: Issues and Opportunities

Rural communities are struggling to survive. They are faced with social, economic, environmental, and political problems. With this in mind, rural gateway communities are faced with even more problems and struggles than rural communities simply from their nature of being a rural gateway. These communities must deal with problems associated with their rural location, as well as challenges that accompany being a gateway community. Gateway communities have more at stake because their success or failure has direct impacts on the public lands for which they are a gateway. However, when planned and developed successfully, they offer an increasing number of Americans a clean environment, safe streets, and a friendly, small-town atmosphere(Howe, McMahon and Propst 1997). Similar to urban environments and suburbs, gateway communities suffer from unplanned growth and rapid development that results in cities and communities searching for an identity and suffering from the same social and scenic ills of their urban counterparts. These negative trends also lead to rising real estate values and higher property values brought on by an increased demand for housing that eventually forces lifelong residents from the community they call home. Many urban refugees that flee to gateway communities to escape the congestion and problems of their urban environments are soon faced with many of the same issues they intended on leaving behind(Howe, McMahon and Propst 1997). Gateway communities are highly vulnerable, on numerous levels, to the negative effects of growth and development. Residents of tourism-dependent resort communities are perhaps the hardest hit by rapid growth(Howe, McMahon and Propst 1997). Unplanned growth and development in gateway communities also portends major changes to natural environments and systems as well as historically significant landscapes and towns. Traditional strategies such as zoning and subdivision developments do not successfully address the wide range of features, assets, characteristics, and environmental qualities unique to gateway communities.

As previously explained, rural communities and gateway communities face a number of issues, and Parksville is no different. Parksville is and will face a number of issues. I intend to address these issues and propose appropriate solutions to them through design and planning. Issues related to Parksville addressed in this paper include the loss or changing of character and identity, the highway improvement project (Corridor K), the relationship of Parksville and the Cherokee National Forest, the economics and seasonality of a gateway community and tourist destination, and how to provide a high quality of life while being economically viable.

Character and Identity

The character and identity of a place is what defines it. “Character” is a generic term that can have multiple meanings. The definition of character is the combination of qualities or features that distinguish one thing from another (The American Heritage Dictionary of the English Language 2000). What defines character for a place? Character and identity cannot be discussed separately because characteristics establish the identity of a place or site. This paper suggests the characteristics that make up an identity and define a sense of place are buildings and structures, the history of the place, location and geography, picturesque and scenic views, and an overall uniqueness. The Latin term “genius loci” is often associated with this collective concept, especially for designers and planners.



Figure 4: The Copeland Barn in Parksville, TN. Source: Sam Rogers



Figure 5: The Ferguson Place original log cabin still stands today. With repair and rehabilitation, it can be restored to help tell the story of early white settlement in Parksville.
Source: Sam Rogers



Figure 6: The Humberd log house has an aesthetic and architecture that fits well with the vernacular of Parksville. Source: Nathan Oliver

The history of a place also plays a significant role in its formation and journey through time. The history of Parksville is rich and deep and has had an unquestionable impact on Parksville's existence and development. History is a significant component of a place's character because it is that very history that helped form the place. Events and people are what advance cities and communities through time and shape and mold them to what they are today. What happened 200 years ago, 50 years ago, and even last year, impact the characteristics of a place today. The in depth history of Parksville will be discussed later in the *Overview Analysis* section.

Like many gateway communities, Parksville is uniquely situated geographically. It rests in a valley with mountains to the east and ridges to the west.

It has picturesque views of farm fields, ridges and mountains, and the Ocoee River. The mountains, lowlands and river corridor provide views and characteristics that when seen together produce unique and striking settings. Parksville is also the threshold to Lake Ocoee the Ocoee River Gorge, and is home to a portion of the lower Ocoee River. (See attachment 1 for aerial views of Parksville)



Figure 7: View of the terrain and landscape of Parksville and the surrounding area. Source: Sam Rogers



Figure 8: Aerial view of the terrain and landscape of Parksville. Source: Sam Rogers

Similar amenities and characteristics have been lost amidst the growth and development in other gateway communities. Once these assets are lost or destroyed by development or growth, they are difficult, if not impossible to replace. From a survey of land use patterns and economic forces shaping gateway communities, the vast majority of residents in gateway communities felt a strong attachment to the landscape and character of the town(Howe, McMahon and Propst 1997). This character needs to be preserved and protected during growth and development to ensure the identity of Parksville is retained.

Infrastructure projects such as buildings and roadway improvement projects heavily impact rural and gateway communities. Roads are an avenue to bring visitors and tourists to an area and provide a means of travel for residents and businesses, but they are also a mechanism for growth and development. There are a number of cases where expansive road projects have been undertaken and strip development has occurred shortly after., and with strip development comes growth as well as problems. Environmental problems such as habitat destruction and poor

water quality can happen as well as economic and housing problems. New highways and strip development if done poorly, can impact existing businesses and residents by bringing in franchise architecture and haphazard development.

Currently, US Highway 64 runs through Parksville and is a heavily traveled east-west route. It is the only way to travel east from Parksville to destinations including the Ocoee River, Ducktown, and Copperhill. For the most part, Highway 64 west of Parksville is a two-lane highway. However, a project named Corridor K, is currently underway to improve the east-west connection with either a new road or improvements to Highway 64. The project is in the planning phase and engineers are working to determine the appropriate location and design. Corridor K is part of the Appalachian Regional Commissions' efforts to bring commerce to rural areas by improving routes and connections. The ARC reports that building Corridor K will improve economic conditions by having a more efficient and suitable route. In addition they contend that Corridor K will enhance the economic sustainability of the region, provide better access to Atlantic coastal ports, and provide enhanced support for tourism(Appalachian Regional Commission 2008). There are a number of opinions and thoughts from the community and officials about how and where the road should be built or if it should be built at all. There is a need for another east-west connection, but how Corridor K is designed will drastically affect how Parksville grows and succeeds in the future. Corridor K currently stops at the threshold to Parksville.



Figure 9: View of existing construction of Corridor K before entering the project area. (Typical 5-lane, 2-shoulder design) Source: Nathan Oliver



Figure 10: View of existing Highway 64 in Parksville at the project boundary and existing construction of Corridor K. Source: Nathan Oliver

The recently constructed segment of corridor K is a five-lane highway with twelve-foot paved shoulders. If this design continues through Parksville, there will be very little of Parksville left for residents to call home and visitors to enjoy. Therefore, planning and design of infrastructure is essential to determine Parksville's success as a gateway community.

It is important to analyze route options through and around Parksville to make Corridor K an asset to the community and its success as opposed to a burden and destructive force. In Pigeon Forge, the 'Parkway' (US 441, Pigeon Forge's equivalent of Highway 64), has been designed with four travel lanes, a turn lane, and shoulders with a landscaped median in some parts. A road this wide limits

pedestrian and bicycle use, encourages strip development through road frontage, and affects the experience of visitors as well as people passing through to visit the Great Smoky Mountain National Park. Due to the small size of Parksville, and its sensitive environmental elements, Corridor K could be a driving force that destroys this valuable gateway community and its character or helps it to prosper and be the asset in can be to its residents, visitors, and the Cherokee National Forest.

Another issue with gateway community design is to provide a high quality of life. "Quality of life" is a catchall term used to describe the noneconomic amenities a community has to offer, including clean air and water, safe streets, open space, cultural events, recreational opportunities, uncongested roads, and scenic views(Howe, McMahon and Propst 1997). People of every ethnic and economic background place a high value on quality of life. In addition, surveys indicate that "quality of life" weighs heavily in decisions people make about where they want to live and work. Americans are also saying that the place they live is as important as what they do for a living(Howe, McMahon and Propst 1997). Quality of life is not only important to people already living in the community, but it is vital to attract new people as well. It is important for visitors, residents, businesses, and nature alike. Research shows that places with a high quality of life attract high quality businesses. People move not only in search of a job or money, but they move in search of a great place to live(Howe, McMahon and Propst 1997). To elaborate, when you have a high quality workforce, businesses relocate to follow workers. Research also shows that many businesses choose a high quality of life over profits in other locations. For example, firms have relocated to the Greater Yellowstone Ecosystem because of environmental, recreational, and community amenities, not just for business considerations(Howe, McMahon and Propst 1997). Parksville has many of the same environmental, recreational, and community qualities that it can provide to businesses. However, these amenities must be retained and protected so as to attract people and businesses now and in the future. You can begin to see the important cycle: characteristics of the place attract citizens, citizens attract quality businesses, businesses boost the local economy, and finally once again attract

people to continue the cycle. A high quality of life also brings with it economic benefits in areas with strong environmental policies(Howe, McMahon and Propst 1997). Economics and the environment can be combined to promote and sustain quality economic growth. However, one must be careful to balance commerce and growth with environmental, natural, and cultural resources, because assets for an area are what contribute to a high quality of life. For example, a scenic byway designation can increase an area's business, as it increased a merchant's business three fold in Madison County, Virginia. A designation such as a scenic byway has been proven to generate as little as 5 percent increase in tourist traffic. Parts of Highway 64 already have scenic byway status, but the benefits of that status could be strengthened by the proper planning and design of Corridor K. Therefore, quality of life and characteristics that make up a high quality of life need to be a part of the planning and design process. To enhance the quality of life in Parksville, growth and economic development need not come at the expense of the unique identity and characteristics that contribute to its quality of life already.

The Relationship of Parksville and The Cherokee National Forest

Parksville is the gateway to the Cherokee National Forest. To understand the importance of the relationship, it is important to realize the goals for which the forest was established. There is a distinct difference in the many different types of public lands such as state parks, national parks, and national forests. National parks put an emphasis on preservation and limit the uses of lands contained in their boundary. Their uses in general are more limited compared to national forests. The major use of national parks is outdoor recreation, with commercial activity such as timber harvesting and mining being prohibited (Temperate Forest Foundation 2008). In comparison, national forests have commercial and recreational uses. They allow commercial activities such as timber harvesting, mining, oil and gas extraction, and grazing of cattle. They also aim to provide recreational activities such as camping, hiking, wilderness trekking, wildlife viewing, bird-watching,

hunting, whitewater paddling and rafting, and a myriad of other activities (Temperate Forest Foundation 2008).

Currently the relationship between Parksville and the Cherokee National Forest is virtually non-existent. This is a major issue for both Parksville and the National Forest because a weak relationship means neither area is achieving its full potential. In 1999, reports showed that rural counties with federally designated wilderness areas, much like Parksville, grew six times as fast as counties without designated wilderness areas (Howe, McMahon and Propst 1997). The inherent geographical relationship provides opportunities to have public-private partnerships between Parksville and public lands. In addition to the Cherokee National Forest, it will be important to utilize opportunities for partnering with the TVA, Tennessee State Parks, and Tennessee Overhill Heritage Association. Due to the opportunities for public/private partnerships, it is important to design in a way that maximizes the potential of the relationship between Parksville and its public neighbors.

The quality of the visitor experience is greatly influenced by the character and aesthetic appeal of the portal they pass through to get to the park or public land. The relationship between a gateway community and the public land should be a symbiotic relationship where each one benefits from the other. Parksville should provide visitors to the national forest (over 500,000 annually) places to stay, eat and learn about the significant history that has made the area the unique place it is. Parksville should provide activities that the national forest does not, in an effort to extend the stay of visitors and offer a diverse and wide range of activities, lodging, and places to eat. This could extend daily trips (the most frequent) into weekend and extended stay trips that bring commerce to the area. However, as discussed previously, it is important to find the balance of nature and commerce. This brings us to the next issue of economy and commerce. Planning and growth management is important not only for Parksville but it is vitally important for the success and

perceived value of the Cherokee National Forest by its visitors.

Tourism and The Economy

Due to valuable assets such as nature, history, and geographical setting, rural and gateway communities are challenged to find a balance between nature and commerce. For gateway communities, tourism is an obvious way to capitalize on nearby public lands. A study conducted by the Institute of Southern Studies in Durham, North Carolina concluded that “The states that do the most to protect their natural resources also wind up with the strongest economies and the best jobs.” There are many ways for gateway communities to benefit from tourism without transforming their identity into a tourist trap, entertainment center or resort community for visitors(Howe, McMahon and Propst 1997). Economic diversity, managing fiscal burden, sustainability, and quality are all criteria that can lead to a thriving economy with quality jobs. The challenge associated with providing jobs in a community heavily influenced by tourism, is to establish quality, lasting jobs. However, the method to accomplish this is slightly different than most other cities and communities. The unique heritage, culture, wildlife, and natural beauty of the community is often what attracts tourists in the first place. Therefore it is important to conserve and enhance the natural tourism assets through protecting the environment (McMahon, *Tourism and the Environment: What's the Connection* 1997). The natural features and appeal of the community can be utilized to bring in quality business as discussed above as well as tourism.

To build upon the idea discussed in the quality of life section, a scenic highway designation is an opportunity to bring commerce to Parksville. The U.S. Travel Data Center estimates that every mile of a designated “scenic highway” generates between \$30,000 and \$35,000 in tourist spending annually. Highway 64 is an opportunity to enhance commerce by capitalizing on its scenic beauty. But it is also important to ensure the character of the community shapes the development, instead of development shaping the character, as often happens in tourist oriented

communities.

Since tourism will likely play a large role in Parksville's success, it is important to understand the important characteristics that attract visitors. Many studies of traveler motivations have shown that, along with rest and recreation, visiting scenic areas and historic sites are the top reasons people consider when choosing travel destinations (McMahon, *Tourism and the Environment: What's the Connection* 1997). Studies have also shown that water slides and tee-shirts, for example, are not the reasons people visit places. In contrast, people travel to places that are unique and have special or unusual interest. It is key for communities to highlight and remember their unique and valuable characteristics. The more a community resembles "Anywhere, U.S.A." the less interesting it is and the less reason and appeal there is to visit it (McMahon, *Tourism and the Environment: What's the Connection* 1997).

Corridor K is extremely important to tourism. It has been said that tourism is the sum total of the travel experience (McMahon, *Tourism and the Environment: What's the Connection* 1997). This translates into the travel experience for many tourists beginning as soon as they leave their home or starting point. Therefore, their journey to Parksville is important. As soon as you can make an impact on your visitors the better. Whether that impact is made through scenic vistas, rolling farmland, or the character of the road, it is important for gateway communities to be conscience of where the point is that visitors start to feel they are in Parksville and their journey has begun.

At the same time it is important to design unity and cohesiveness throughout the community. Sustainability is a word that is used often in design. However, its meaning often gets lost in discussion with minimal application. Sustainable tourism emphasizes the real over the artificial. It recognizes the true story of an area is worth telling. This story often originates from some historical event or events. Parksville will have a strong and successful economy if it incorporates sustainable economic strategies in its growth plan. Parksville's sustainable tourism should

strengthen the economy by protecting and enhancing the community's natural, cultural, and scenic resources.

Blending Community and Policy

Like many rural areas, Parksville has no planning or zoning regulations. Its nature of being a rural community that has more or less remained in a place in time with minimal growth, has contributed to its lack of regulation. Until recently the dire need for planning and regulation has been absent. However, the planning and regulation for an area like Parksville is challenging. There are a number of issues associated with some traditional planning practices such as zoning and too much regulation. Traditional zoning practices plan for similar uses to be together to control and manage the intensity of uses such as industrial adjacent to residential. However, practices such as zoning often emphasize the automobile and make mixing uses such as residential, office, and commercial difficult. They often regulate development standards such as building set backs, lot sizes, and square footages. Nonetheless they do provide strategies to manage growth, whether they do so effectively is questionable, but it allows growth and development to be planned and managed. Parksville's lack of planning and regulations poses challenges to designing and planning a community that retains its character and unique assets. The solution lies in the community and asset identification. If areas can be collectively identified that are suitable for growth to occur as well as areas that need to be preserved for the future, the planning process has already begun. While not employing zoning restrictions, this method identifies areas suitable for certain activities or development to occur. Furthermore, a form-based code or design guidelines for an area or district can be a design tool for a rural area. A form-based code identifies architectural elements and acceptable forms such as building height, size, and appearance that work in harmony with characteristics and the identity of a place. This allows a diverse mix of uses while ensuring a unity in design appearance that

enhances the place. Tools and methods exist to plan and design rural areas; those tools and methods will be further explored and tested later in this study.

The last issue to be discussed is interwoven through most of the issues and that is asset identification and management. As Gary Paul Green explains in his book *Mobilizing Communities*, many communities make the mistake of beginning the development process by identifying problems or concerns, which often comes as a result of a needs assessment. He explains that this method often tends to distract residents from opportunities and available resources. In contrast, he suggests first identifying the assets valuable to an area. This approach identifies the resources that can enhance the community's quality of life. These assets are things that already exist and can be capitalized on to solve problems or suggest solutions. Asset-based development attempts to unlock the existing resources to benefit local residents and businesses. What these assets are vary from community to community, but their value remains the same. Identifying, utilizing, and preserving assets builds on values and visions that are common across the community (Green and Goetting 2010). This philosophy utilizes the importance of local capabilities, but it also stresses the necessity to leverage them to access external resources that are needed to promote commerce and development. It is a way to identify the existing strengths of the community as a mechanism to promote managed and effective growth. Natural resources typically play a pivotal role in the development of rural communities (Green and Goetting 2010). Therefore identifying them is vitally important to protect but also utilize them. Once destroyed, natural resources are difficult to replace or replenish (Green and Goetting 2010).

This strategy applies to the issues previously discussed because it can be used to protect resources, contribute to economic development, and provide amenities for residents and visitors that build off of existing qualities. One of the most challenging and most important tasks for gateway communities is to establish year-round jobs. Asset identification and building can lead to year-round economies by identifying opportunities that no one was aware existed.

Chapter III: Preliminary Analysis and Background

Geography and Location

Parksville is located in Polk County Tennessee, the far southeast county of the state and borders North Carolina and Georgia. It is advantageously located two hours from Atlanta, one and a half hours from Knoxville, and 50 minutes from Chattanooga, making it a convenient tourist destination. It is the last area of private land before entering the Cherokee National Forest from the east. Parksville is primarily set in a valley surrounded by ridges made up of Chilhowee and Unaka mountain ranges (Presswood 2011). Parksville's diverse landscape is made up of lowlands with rich, prime farmland soils, forested mountains and ridges, rolling hills, and the lower section of the Ocoee River that passes through Parksville. The farmlands and riparian corridor are major features and assets of the site.

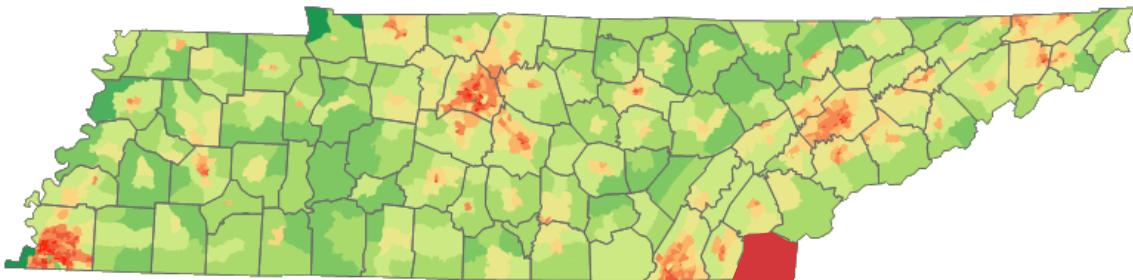


Figure 11: Polk County, seen in red, is the far southeast county in Tennessee. Source: U.S. Census Bureau

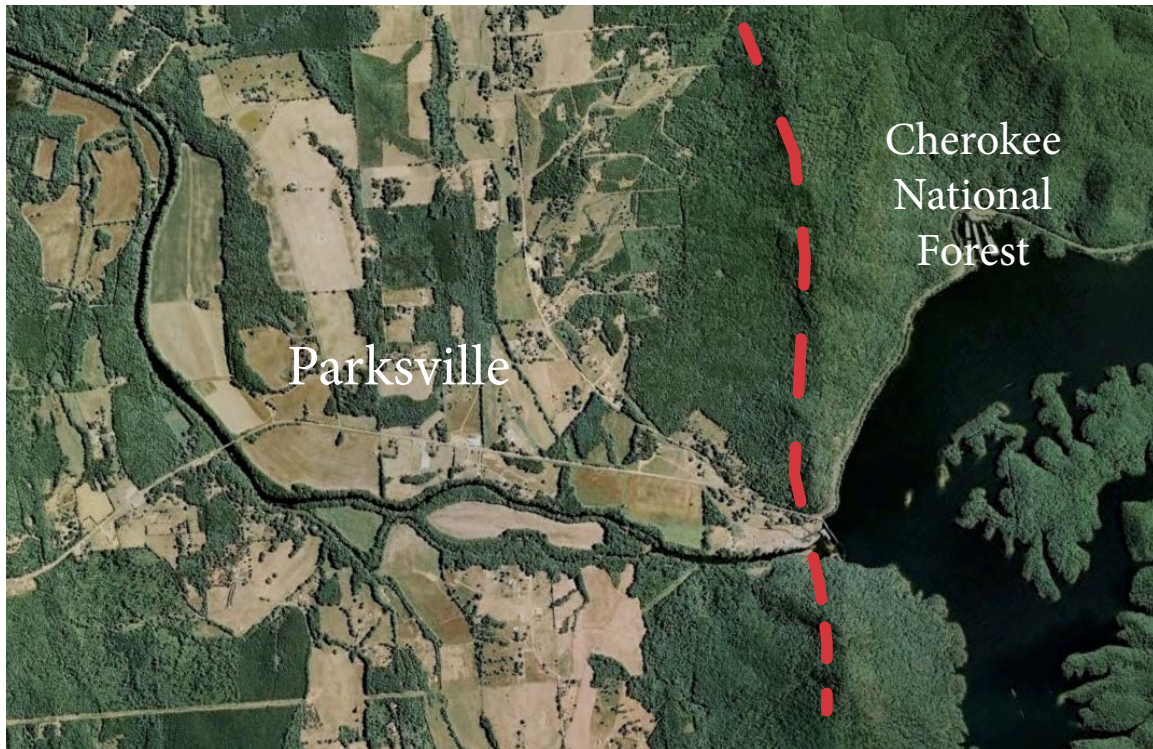


Figure 12: Boundary of Parksville and Cherokee National Forest Source: Tennessee Spatial Data Server

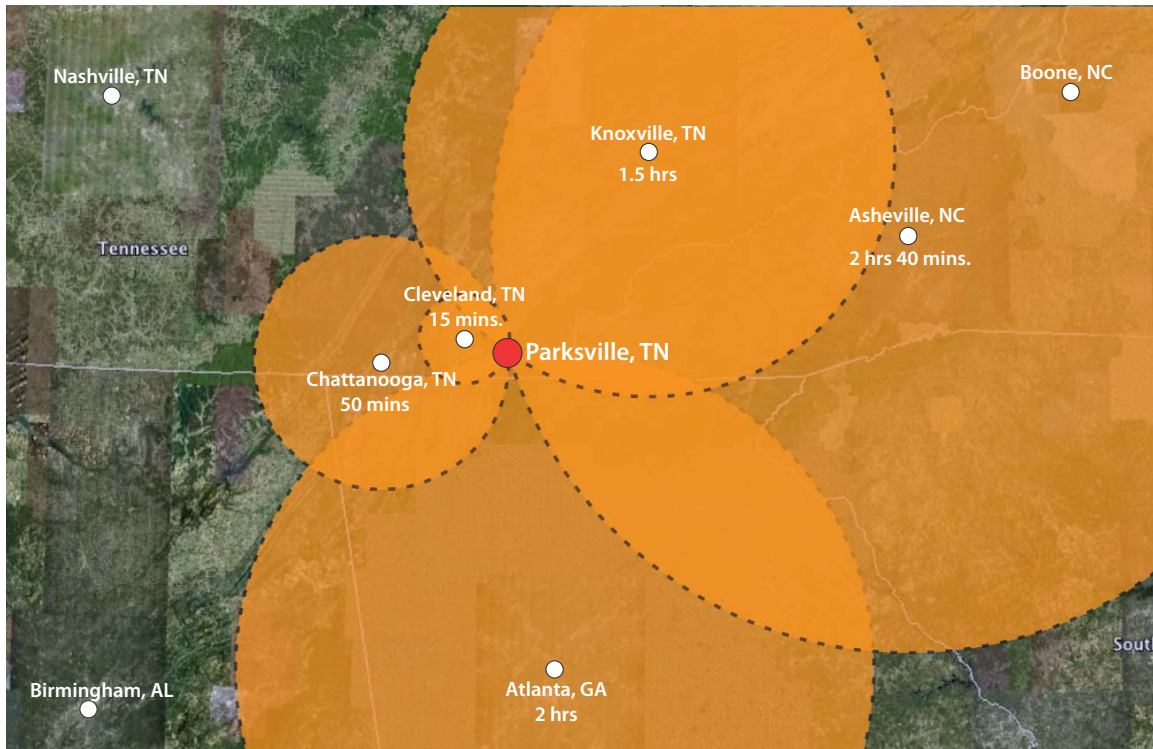


Figure 13: Parksville's regional proximity. Source: Nathan Oliver

History

Like many rural and gateway communities, Parksville has a rich and diverse past. Cherokee Indians initially inhabited Parksville in the late 1700s and 1800s. They used the area for hunting, farming crops such as corn, and everyday inhabitation. In 1835, treaties around the region squeezed the Cherokee Indians from all sides eventually to the Ocoee Valley Region (Presswood 2011). In the Fall of 1838 and Winter of 1839, they were forced out of the region (Rogers 2010). Polk County was thus organized and established in 1839. Parksville was one of the last areas to be inhabited before their removal. Orrs Island, located on the lower section of the Ocoee River was used as one of the temporary encampments for Cherokee Indians before they began the 'Trail of Tears' (Rogers 2010). The Cherokee Indians coexisted with white settlers for around 30 years before their forced removal. The Ocoee Valley was actually named by the Cherokee Indians, and means the 'apricot vine place' or 'place of the maypop'.



Figure 14: Map of the 'Trail of Tears'. Arrow indicates approximate location of Parkville.
Source: Museum of the Cherokee Indians



Figure 15: Aerial image of Orrs Island (indicated with the red arrow). Source: Sam Rogers

Copper was a significant industry in the area after it was discovered in nearby Ducktown in 1843 (Presswood 2011). By the early 1850's, mule teams carrying ore would travel along the Old Copper Road to Cleveland, Tennessee. Part of the Old Copper Road still exists today in Parksville, although the average visitor would not know it due to a lack signage and passing of time. From 1865 to 1878, 24 million pounds of copper were taken from the underground mines in the nearby Copper Basin area. Historically, this area was one of the largest copper mining operations in the United States.



Figure 16: Present day view down a portion of the “Old Copper Road” through Parksville, Tennessee. Source: Nathan Oliver

Farming has been and still is an active industry in the area, dating back to the times when Indians inhabited the area and farmed the rich loamy soils of the valley. Although smaller now in Parksville due to diminished profits, farming in Polk County continues to be a major factor for the economy. The leading agricultural products include poultry, dairy products, cattle, hogs, soybeans, forestry products, and corn(Presswood 2011).

The Tennessee Power Company and the TVA have made significant milestones in the Parksville area beginning a century ago. Completed in 1911, the Tennessee Power Company, later to be bought by the Tennessee Valley Authority,

built, on the Ocoee River, one of the first hydroelectric dams in Tennessee (Tennessee Valley Authority n.d.).



Figure 17: TVA Dam #1 impounds Lake Ocoee and controls water flow on the lower portion of the Ocoee River. Source: Nathan Oliver

This dam powered the streetcar system in Chattanooga(Rogers 2010). Shortly after the dam was built, a diversion dam and wooden flume (Ocoee #2) was constructed to divert water from the Ocoee River to a power house to generate power. The Ocoee #2 flume is still in existence and is one of two wooden flumes in the entire country.



Figure 18: A section of the wooden flume between Dam #2 and the powerhouse, and still functioning today. Source: Nathan Oliver

In addition, the flume and power house are both on the National Register of Historic Places(Tennessee Valley Authority n.d.). Currently, there are three dams in the Ocoee river system used to generate power and control the flow of the Ocoee River. Together they generate more than 67,000 kilowatts of electricity(Tennessee Valley Authority n.d.). In addition to the wooden flume, Ocoee #3 dam diverts water to another power house for power generation. The dam system is used today to generate power as well as control recreation flows for the rafting industry on the Ocoee River. Water is released from Ocoee #2 to the 4.5 miles of whitewater rapids. The rapids of the Ocoee River are internationally known to white-water enthusiasts(Tennessee Valley Authority n.d.).

In 1996, the Ocoee River was home to the Twenty-fifth Olympic kayaking events and the Centennial Olympics(Presswood 2011). A mile-long professional whitewater course was modified to accommodate the Olympics, and to this day the Ocoee river is one of the premier sport rivers in the Southeast(Tennessee Valley Authority n.d.).

Demographics and Visitation

Due to the small size of Parksville and the fact that it is an unincorporated community, demographics are for the census tract of which Parksville is a part. In July 2007, the “Parksville area” had a population of 3,369 with a population density of 34 people per square mile, a very low-density compared to national statistics. Average median household income in 2008 was \$45,251. The cost of living index is 77.1, low compared to the U.S. average of 100. The population is primarily white, accounting for about 98% of the population. When compared to the state of Tennessee, Parksville ranks low on a number of averages including median house value, unemployment percentage, length of stay since moving in, and percentage of population with a bachelor’s degree of higher(Informatics, Parksville, Tennessee 2010).

Over 500,000 visitors a year visit the Cherokee National Forest and the Ocoee River. There are over 5,000 daily trips on Highway 64. This breaks down to 416 vehicles/hour and seven vehicles/minute(Tennessee Department of Transportation n.d.). In 2009, Polk County experienced the highest increase in tourism statewide. Polk County experienced a 6.7% increase while the state dealt with a 7.5% decrease(Polk County News 2010).

Chapter IV: Case Studies

Pigeon Forge, Tennessee

Pigeon Forge, Tennessee is a gateway community to the Great Smoky Mountains National Park. As a portal to the Great Smoky Mountains National Park, Pigeon Forge is a great example of a gateway community completely transformed by tourism and the associated industry (Howe, McMahon and Propst 1997). Present-day, Pigeon Forge is primarily a resort/tourist community with a total population of 5,875 (U.S. Census Bureau 2010). It is located in a narrow valley along the Little Pigeon River, and is surrounded by high ridges on three sides. The natural topography of ridges and rivers establish Pigeon Forge's boundaries. Pigeon Forge is one of many gateway communities whose identity and character has changed due to tremendous growth and development. However, like many other rural and gateway communities, it has a rich history that makes Pigeon Forge a unique place. Its history, location and geography, and picturesque and scenic views are what once created its sense of place, a sense of place that is hidden amongst the development, parking lots, signs, shops, water parks, and roller coasters that occupy much of Pigeon Forge today.

Pigeon Forge has a rich history involving Cherokee Indians and European settlement. In addition, like many other Appalachian communities, religion played a major role in the early history of Pigeon Forge. It was religious revivals that brought the first 'tourists' to visit Pigeon Forge (Pigeon Forge Tennessee 2011). Industry such as an iron forge, for which the city was later named, and a sawmill are an important part of Pigeon Forge's founding and history. The 'Old Mill', the location of the iron furnace, still stands today, and has been placed on the National Register of Historic Places (Pigeon Forge Tennessee 2011). Some of the earliest accounts of a 'resort' being located in Pigeon Forge dates back to the 1870s. Many people and families called on natural landscapes, views, fresh waters, and clean air to restore

their mental, spiritual and even physical states. People today use the same practice of visiting public lands and parks as remedies to escape the urban environment that was used as early as the late 1800s. In the 1870s, a health resort was established in Pigeon Forge where residents of large urban areas came to visit the mountain springs, the water of which were believed to have health-restoring qualities(Pigeon Forge Tennessee 2011). In the 20th century, Pigeon Forge would experience drastic changes. In the early 20th century, it was an isolated mountain hamlet with no major roads, few bridges, and the nearest railroad station being in Sevierville. In 1934 the Great Smoky Mountains National Park was opened and it was reported by the TVA that there were no tourism-oriented businesses located in Pigeon Forge. By the 1950s, the first road improvements had begun. US-441, “the Parkway”, was improved and led to the establishment of a few campgrounds and lodges, but they would have little effect in generating major revenue(Pigeon Forge Tennessee 2011). It was the last half of the 20th century that Pigeon Forge saw the commercial boom to which a large majority of the current conditions can be attributed. In 1969, Pigeon Forge issued a zoning plan that assigned land along the entire strip of US-441 for tourism use(Pigeon Forge Tennessee 2011). This designation created a growth strip that would eventually create a wall of development that would swell outward over time.



Figure 19: Aerial view of “The Parkway” through Pigeon Forge. Source: GoogleEarth

In 1982, hoping to capitalize on the Knoxville World’s Fair, Pigeon Forge launched an aggressive economic plan that focused on theme parks, outlet malls, and live music venues(Pigeon Forge Tennessee 2011). As a result, outlet malls became part of Pigeon Forge’s new identity. The first outlet mall opened in 1982. By 1987, there were four, and by the early 1990s, outlet malls would provide 44% of the town’s gross revenue. Multiple theme parks would spring up in Pigeon Forge in an attempt to beat out the competition. One, Dollywood, would eventually prosper and the others would turn to vacant properties or other tourism-oriented businesses.

While Pigeon Forge reaped economic benefits from the malls, theme parks and other tourist attractions, several undesirable effects also took place. As growth occurred, land values skyrocketed, and farmers were eventually forced to sell their rich valley land because they could no longer afford the high property taxes that accompanied their fertile and once profitable valley land. As the local economy grew increasingly dependent on mass marketing, entertainment, and tourism, traditional

industries and long-time residents were and are continually forced out by rising property values and higher taxes that accompany them(Howe, McMahon and Propst 1997). In addition, with the economy of Pigeon Forge almost entirely devoted to tourism, most of the jobs are seasonal and low paying, not the permanent positions needed to support a family and afford the high living costs. With the high land values came a high cost of living. Like many resort towns, it is difficult for residents to afford the high living costs working the seasonal and tourist oriented jobs that pay low wages.

It is easy for one to see that the character once associated with Pigeon Forge's history, it's residents, farming and agriculture, and geographical location has changed. Rapid growth and development has changed Pigeon Forge's character to be in large part associated with tourism and economics. The people, values and traditions of the area are lost amongst the theme parks, outlet malls and roads. Haphazard growth and development along with massive road improvement projects have taken their toll on what makes this region so special—the magnificent scenery and natural resources. As a result of the rapid growth and poor planning, such as designating US-441 for tourist use, the roads into the Great Smoky Mountains are lined with bumper-to-bumper traffic, hundreds of billboards, and slapdash architecture. You have to ask yourself as a visitor to the Great Smoky Mountains National Park (GSMNP), what kind of impact does Pigeon Forge have on visitors to the park? What kind of experience are visitors having when they drive through the portal that is Pigeon Forge?



Figure 20: The 'portal' of Pigeon Forge. Traffic congestion negatively impacts the visitor experience and can frustrate residents. Source: (Gaither Fest, Gatlinburg 2010 Slideshow 2011)

This case study presents the question: can economy, character, sense of place, and the public lands have a symbiotic relationship where all are a part of the experience for the visitors and residents? It is important to emphasize the meaning and roles and responsibilities of gateway communities. These qualities can be achieved through thoughtful design and planning so that the history, identity, and characteristics that make a place special and unique, can be a part of a thriving economy that pays attention to tourists, residents, businesses, public lands, and the environment alike.

Demographics of Pigeon Forge

In July 2008, Pigeon Forge's population was 6,429 with a population density of 555 people per square mile. Average median household income in 2008 was \$35,215. The cost of living index is 88.8, the U.S. average is 100. The population is primarily white, accounting for about 93% of the population (Informatics, Pigeon Forge, Tennessee 2010).

Town of Dunn, McFarland, Wisconsin

This case study highlights a rural town that faced growth and development pressures that were changing the much valued identity and characteristics of the place. Although not a gateway community, the town's rural setting and problem solving make it a valuable case study. The Town of Dunn in McFarland, Wisconsin is practicing sustainable land use planning by implementing growth management measures through zoning restrictions, lot size limits, conservation easements and the purchasing of development rights, protecting natural habitat, conserving resources, preserving open space, and maintaining farming as the town's primary economic activity (Gausman n.d.). The land use plan came in response to haphazard and escalating residential development that had begun to threaten the agricultural health of the town as well as the town's character. The land use plan was written to discourage growth but maintain a high quality of life. The town considered the process through which the plan was written a key to its success. The plan was developed through collaboration between town officials, residents, students, and educators. It puts strict controls on land subdivision and lot sizes and prevents development in certain areas. The plan also utilizes conservation easements and exclusive agriculture and recreation zoning. The exclusive agriculture and recreation zoning protects farmland and open space and the conservation easements work better than zoning restrictions because they can be tailored to individual parcels (Gausman n.d.). Dunn also purchased development rights to permanently protect farm and open space lands from development. This transaction

prevents the Town of Dunn from selling the development rights to a future developer. For this example, success is primarily measured through preservation and restoration of wetlands and habitats degraded and damaged from development. In addition, the Town of Dunn, through its sustainable land use planning has been able to reduce the need for landfill space and increase awareness of sustainability among residents(Gausman n.d.). Finally, it has preserved the town's heritage, retained one of the lowest tax rates in the county, and served as a springboard for protecting the local environment.

This example is included not to replicate for Parksville, but to illustrate that solutions to growth and development pressures can be found in collective action and asset identification. Mechanisms exist to protect assets and resources while still allowing growth. The goal is not to stop all growth, nor to accommodate any growth that presents itself. Rather, the goal is to plan ahead so that growth meets local wishes, contributes to a sustainable economy, enhances a community's quality of life, and complements the neighboring public land.

Jackson Hole, Wyoming

Jackson Hole is a gateway community to Yellowstone National Park and Grand Teton National Park. It is a thriving community of about 5,000 people; however during the summer, as many as 60,000 people a day pass through the town. Jackson is a popular tourist destination for tourists on their way to the two national parks, nearby wilderness areas, and the National Elk Refuge (Howe, McMahon and Propst 1997). As a result of its unique resources and high visitation numbers, Jackson has developed a diverse economy centered around tourism. In fact, they have been so successful in marketing their town that many visitors decide to move to Jackson or buy second homes. As a result, their population grew tremendously in the 1970s and 80s. The incredible spike in growth resulted in the

once small town character of Jackson to be transformed into high-end shopping, outlet stores, and franchise and chain stores (Howe, McMahon and Propst 1997). Growth was transforming the character of the community, while people and wildlife were being impacted by the growth and development. The demand for second homes was making it difficult for longtime residents to continue to afford to live in Jackson due to high property taxes and other rising costs. Within fifteen years, land and housing prices had tripled, and forced more than one quarter of the area's workforce to have to commute to work from nearby communities (Howe, McMahon and Propst 1997). To address the growing problem of rising costs and changing character, the City of Jackson adopted a new land-use plan in 1995 that preserved Jackson Hole's natural resources and community character. The plan was a result of a public workshop that united residents behind a shared vision for the region's growth (Howe, McMahon and Propst 1997). These residents knew the assets of the area such as small-town character, beautiful scenery, abundant wildlife, and outdoor opportunities were worth protecting and united to produce a plan that respected these assets while continuing to have a thriving economy. Additional actions taken includes a requirement that at least 15 percent of the housing built in new subdivisions be affordable to people earning less than 120 percent of the county's median income, impact fees on new homes above a certain size, and architectural restrictions that work to have a common aesthetic in the town.

This case study is important for Parksville because Parksville is at a point before growth and development that many of the same problems experienced in Jackson Hole can be addressed before they arise in Parksville. Before growth and development take place, assets and resources need to be identified and protected to secure their existence in the future for residents and visitors. Furthermore, the character of Parksville needs to be incorporated into growth and development and a range of housing opportunities need to be offered so that residents are not forced out of their town due to high costs and uncontrolled development. Finally,

guidelines and recommendations need to be put in place to ensure that architectural development and aesthetics match the setting and vernacular of the 'place'.

Stowe, Vermont

Stowe is a small town in Vermont with a population of 5,131 people (Onboard Informatics 2011). Stowe is located in a fertile valley between Mt. Mansfield and other peaks of Green Mountain on the west, and the Worcester Range Mountain on the east (Stowe Area Association 2011). It is a popular destination for many tourists looking to experience the magnificent ski slopes or many other recreation opportunities, see the wonderful views and scenery, or experience the character of the town. Stowe's economy is almost entirely tourism based, with visitors coming to experience the natural setting and activities that Stowe and the surrounding landscape offer. It has many hotels, resorts, inns and lodges, restaurants and retail establishments, and a variety of visitor activities. In addition, they host a number of different festivals and events throughout the year (Wikipedia 2011). One notable attraction in Stowe that can be valuable for Parksville is the Stowe Recreation Path. The Stowe Recreation Path is a 5.3-mile greenway that was originally initiated to combat heavy traffic on Route 108 (Wikipedia 2011). The greenway was funded by numerous sources including Land and Water Conservation Funds, private sources, foundations, and local taxes; however, the majority of the money was raised by selling pieces of the path where people could donate money by the foot (\$15) or yard (\$45) for example (Wikipedia 2011). The wonderful work of the town and community has been honored by numerous awards and draws visitors from all over the United States. Tourists from both in and out of state come to Stowe to see the sights as well as experience the Stowe Recreation Path. The path is open 365 days a year and hosts numerous activities as well as serves as a means of travel for many residents.



Figure 21: The Stowe Recreation Path. Source: Stowe Village

The Stowe Recreation Path is a valuable learning tool for Parksville. Currently, bike and pedestrian paths are nowhere to be found in Parksville, and the main road has many safety concerns for pedestrians and bicyclists. However, a greenway system could be both an economic generator and a great way to move around Parksville without the need for a car. As seen from the Stowe recreation path, there are numerous ways to help fund a community project like a greenway. The numerous private and public stakeholders in the Parksville present a great opportunity for building and maintaining a greenway system in the community. A well-designed greenway system can be an attraction of its own while providing a way to relieve traffic congestion and provide a safe way to navigate the community.

Blackfoot River, Montana

Blackfoot River draws in thousands of visitors a year due to its well-known recreation opportunities. Whether visitors are coming to fish the state's top trout stream or float the river in a canoe, raft, or inner tube, Blackfoot River is a popular tourist destination and has preserved many of its valuable resources due to conservation efforts of far-sighted and dedicated property owners (Benedict and McMahon 2006). The river was so popular that it was being overused by rafters, fishermen and others. To address growing problems, landowners, with the help of the state, dedicated land along the river for public access points that were developed and maintained by the state (Benedict and McMahon 2006). The state and property owners went a step further to ensure the river's long-term protection; they instituted conservation easements to protect their valuable asset. The landowners were educated on the use and benefit of conservation easements and worked together to institute the plan. While the property owners did work together, the decision to contribute an easement was highly individual (Benedict and McMahon 2006).

Like Blackfoot River, Parksville has a valuable natural asset, the Ocoee River. Currently, the majority of the land along the river is privately held by a relatively small number of people. As Parksville grows and develops in the future, it will be important to protect and manage this valuable asset to ensure its longevity and existence. Furthermore, to ensure that visitors and residents have access to the river and the many recreational activities that accompany it, development needs to be kept away from the river and the river corridor needs to be protected through conservation easements. To protect the river corridor and manage access, a greenway/riverwalk system can be designed to protect the river, provide managed access, and also be an attraction for the community. Furthermore, like Blackfoot River, Parksville needs to explore opportunities to partner and work with state and local agencies to ensure a successful management and access plan. This will ensure everyone has access to the river and can experience its natural beauty for years to

come. The Blackfoot River case study is a great example of the need for natural assets to be protected and managed to ensure they are not damaged or degraded and can be enjoyed in perpetuity.

Monroe County, Florida

Monroe County is a gateway to the Florida Keys and home to four national wildlife refuges (Benedict and McMahon 2006). Monroe County is a great example of how land acquisition can be funded through local programs and initiatives. The county implemented a tourist impact tax of 1 percent on hotel and motel rooms and is used to finance land acquisition (Benedict and McMahon 2006). Half of the revenue goes to the county general fund as compensation for loss of property-tax revenue from publicly owned land, while the other half supports the Monroe County Land Authority (Benedict and McMahon 2006). This local agency has bought more than one thousand acres of wetlands, wildlife habitat, recreation areas, and sites for affordable housing (Benedict and McMahon 2006).

Monroe County is a great study for Parksville because they have seen success in conserving land by capitalizing on opportunities from its tourism economy. Tourists are contributing not only to the county, but are also helping to ensure the assets and features they are coming to enjoy will remain and be expanded for generations to come. Parksville has many valuable cultural, recreation, and natural assets as well as a significant portion of public land that takes away from the tax base. By implementing a program like Monroe County, Parksville can preserve those assets while offsetting some of the lost tax revenue from publicly owned land.

Chapter V: Methods

Extensive analysis was conducted using a number of techniques and a variety of different data including site visits, interviews, and geospatial data. Geographic Information Systems (GIS) were utilized to gain a better understanding of the existing conditions in the study area and beyond. Inventory and analysis is a necessary and critical component to understand the existing conditions, potential, and opportunities of an area. There are a number of unique characteristics in Parksville that require a deeper understanding in order to make informed and effective planning and design decisions. These characteristics and resources, as well as analysis methods and techniques, are discussed and explained below. The inventory and analysis process for this project was a critical component that identified valuable cultural and environmental information. Various problems can arise when natural areas including wetlands, riparian areas, fields, and other native ecosystems are developed; therefore, it is crucial to map and understand how these systems are functioning in order to protect, and at times, improve these systems during development. Developing natural areas reduces their capacity to perform their natural functions such as flood control, trapping sediment, filtering out toxins and excess nutrients, and providing habitat for wildlife (Benedict and McMahon 2006). For Parksville, inventory and analysis identified critical, sensitive, and important areas and preserved those in the master plan.

Project Boundary

The project boundary was established according to a number of different criteria. First, the Lower Ocoee River established the southern and western boundary with the exception of a portion of TVA property and a couple of private parcels located south of the Lower Ocoee River. TVA property south of the Lower

Ocoee River was included in the project boundary because TVA property spans the river. This property was used during the construction of TVA Dam #1 and was the terminus point for a rail line that was also used during construction. TVA property south of the Lower Ocoee is currently not being utilized for any known purpose and is well suited to be improved for public use such as an adjunct to Sugarloaf Park. Private lands south of the Lower Ocoee were also included because of the owner's past advocacy of planned growth for Parksville and willingness to participate in the study. The eastern boundary was determined by locating the boundary of the Cherokee National Forest and private land. This boundary was the most logical for the eastern portion of the project. The northern boundary was determined by property ownership, parcel layout, and potential future growth of Parksville (See Attachment 2).

Many of the property owners in Parksville were part of the Ocoee Valley Alliance and were supportive of the idea of a planned gateway community in the 1990s. These owners were included in, and helped determine, the project boundary of this study. Properties on the northern boundary not originally involved in the Ocoee Valley Alliance are included in this boundary either because of topography, parcel layout, or potential future growth.

With the study area established to include approximately 1,800 acres and a three-mile stretch of the lower Ocoee River, analysis was begun. Features mapped and analyzed include hydrology, soils, slopes, cultural and historic features, public property, parcel ownership, existing vegetation and wildlife corridors, transportation, and viewpoints and viewsheds. This information was critical to better understand the project area including constraints as well as opportunities.

Simply analyzing the study area alone would not provide adequate and sufficient information to effectively draw conclusions and make inferences and suggestions about the existing conditions and the opportunities for Parksville.

Analyzing beyond the project boundary allowed comparative analysis of the area inside and outside the project boundary.

Hydrology Analysis

Hydrological analysis included mapping the Lower Ocoee River and streams in the area. The river and streams in the area are significant components of the landscape and are part of the character of Parksville. Once these were located, the floodway and floodplains were mapped and studies to determine their potential role. The floodway and floodplains make up a significant portion of the river corridor.

The floodway is established according to a determined elevation that the average or base flood of a waterway will occupy. Simply stated, the floodway is the area of a waterway that will be flooded with water on a regular basis during a release or rain event(Federal Emergency Management Agency 2010). The floodplains include the 100 and 500-year floodplains. The 100-year floodplain (also known as the 1% annual exceedance probability flood) is the level of floodwater expected to be equaled or exceeded every 100 years on average. The 100-year floodplain established the next boundary above the floodway. The 500-year floodplain is the level of floodwater expected to be equaled or exceeded every 500 years on average, and has a .2% chance of occurring in a given year. The 500-year floodplain is the next boundary above the 100-year floodplain. The floodway, 100-year floodplain, and 500-year floodplain altogether occupy a significant amount of land in the study area (See Attachment 3). Development is restricted in the floodway with the exception of non-inhabitable structures. In contrast, development is often allowed in the floodplains as long as the finished floor elevation is above the applicable floodplain elevation. While development above the floodway and in the

floodplain may be allowed and deemed safe, there are a number of concerns with this practice. First, developing in the floodplains along the river takes away opportunities for public access to or along the river. Once development takes place along the river, public amenities such as a greenway, riverwalk, or canoe/raft launch are difficult to implement. Second, even if built above the determined floodplain elevation, safety is still a concern for people and structures. Significant property damage or loss can still occur during a flood event to property or items located below the floodplain elevation such as cars, foundations, or other belongings. Finally, river corridors are home to a variety of plant communities and wildlife. Disrupting these corridors with development can displace, disturb, or destroy plant communities, wildlife habitat, wildlife travel paths, and water quality (Benedict and McMahon 2006). Development in the floodplain can lead to invasive plant problems and loss of significant trees and plants that stabilize the river or stream bank. Clearing of understory vegetation in riparian zones is particularly prevalent as buildings and home sites are developed along riverfront properties. Furthermore, sediment deposition in the water and wildlife losing habitat and vital travel corridors are additional problems with floodplain development. Keeping development out of the floodway and floodplains will avoid most, if not all, of these issues.

Given the significant area located in the floodway and floodplain and the known issues with development in these areas, the master plan for Parksville does not develop any part of the floodway or floodplain. The only improvements to these areas include a riverwalk and greenway, access points to the river, and uninhabitable structures such as pavilions and seating. These features will be explained in detail later in the program and design section.

Soils

Soils should be a significant part of any development or planning project. This is even truer for an area like Parksville located in a river valley. The river valley contains some of the most fertile soils in the state. With this in mind, it was especially important to map and analyze the soils in and around Parksville. GIS information was utilized, along with the Polk County soil survey to gather and analyze information such as soil type, soils use, and characteristics (see attachments 4 - 6). Next, this information was analyzed and mapped to determine where the prime farm soils were located. For the most part, the prime farming soils were located within the flood plains. Given the prevalent farming history of the area, prime farmlands are important to the growth and character of Parksville. These areas have been farmed for decades and continue to be farmed today. Continuing to utilize these areas for farming was an important part of the plan and a great opportunity to carry the farming character, tradition, and cultural landscape of Parksville into the future. It will be discussed in more detail later in this paper, but new and creative ideas to best utilize these soils for farming as economic amenities were explored and incorporated into the master plan.

Slope Analysis

A slope analyses was conducted to get a better idea of the topography in the area. A digital elevation model was used to map the various slopes in the valley (see attachment 7). To simplify the slope analysis and to easily understand how this relates to development, the analysis was reclassified to determine the suitability of the slopes for use such as development, preservation, conservation, and recreation (see attachment 8). The slope suitability map classifies soils having a slope of 0 to 15% as most suitable for development, 15 to 20% as suitable, and over 20% as least suitable. Steep slopes can pose challenges for development, increase the cost of development, and cause environmental problems associated with runoff and water quality. As you can see from the map, the majority of the study area is 0 to 15%

slopes with the exception of mountainous terrain to the east that joins the Cherokee National Forest. Given the extent of 0 to 15% slopes, the master plan locates the majority of future growth and development in these areas and utilizes steep areas for low impact uses such as conservation and recreation.

Historical and Cultural Resources

As explained in the Issues and Opportunities section of this paper, the history and culture of Parksville and the surrounding area is rich and diverse. Research was conducted on the written and oral history of the area, but it was important to locate any significant buildings, structures, lands, travel ways, and features in Parksville. Attachment 9 locates and maps these features in the study area.

Historical and cultural structures are an essential part of the character and sense of place for Parksville. In order to incorporate these features and assets into the master plan, they were identified, located and evaluated to determine their potential as preservation and economic engines. The intent of these features was two fold: first, they were analyzed to determine how their history and significance could be utilized as an attraction for tourists and visitors, and second they were studied to determine how their historical importance could be best passed on to visitors and residents alike to carry on the rich history and cultural significance of the area.

The individual features can be seen on the Cultural and Historical Resources Map (see attachment 10). These features were identified through research of both written and oral history of Parksville and the region. Historical and cultural resources were part of history of the area such as the copper industry; Tennessee Power Company (later the TVA); Native American settlement, inhabitation, and removal; farming; the pioneer settlement of the Ocoee Valley; environmental and natural features that were vital to early settlement and survival; and structures such

as barns, corn cribs, and historic houses that have been utilized or inhabited for decades and remain standing today.

Vegetation and Wildlife

Existing vegetation and wildlife corridors were another vital component to Parksville's master plan. Vegetation provides habitat for wildlife, wind breaks, shade, reduces water runoff, adds aesthetic interest and diversity, frames and provides a backdrop for significant views, and is a vital component to most forms of life. Established vegetation accomplishes many of these aspects far better than newly planted trees and shrubs, and also reduces costs in terms of planting, establishing, and maintaining new vegetation. Furthermore, when forested land is lost, the risk of flooding increases dramatically (Benedict and McMahon 2006). Studying existing vegetation in Parksville was extremely important to this project. A significant number of 'heritage trees' populate several of the properties in woodlands, homesteads, around springs, along stream banks, and along the Old Copper Road. Lastly, being located adjacent to the Cherokee National Forest, it was important to consider and analyze wildlife corridors. As natural areas give way to haphazard development, habitat diversity diminishes, resulting in a decline both in number of species and the number of individuals in those species that survive (Benedict and McMahon 2006). Wildlife information including wildlife passage areas and routes were gathered from studies done for Corridor K. This information was combined with wildlife passage information deducted from the existing vegetation (see attachment 11). When natural lands and systems such as vegetation are destroyed or fragmented, the landscape is significantly affected in many critical ways including resource availability, environmental degradation, and recreational and aesthetic quality (Benedict and McMahon 2006). Therefore, much care and thought was put toward maintaining and improving existing vegetation and other features of the landscape such as slopes, open space, and waterways.

Wildlife use existing vegetation as travel ways because of the shelter and protection provided in the vegetation. Retaining and improving vegetation in Parksville was important to improve wildlife passage and allow wildlife to continue to move to and through Parksville. Destroying habitat and passage would disrupt wildlife and humans alike. Once habitats are destroyed, wildlife seek shelter, food, and safety elsewhere, often in people's yards. If wildlife areas are not considered during development, problems will arise for both wildlife and humans alike. For example, Jackson Hole, Wyoming's unique setting and character attract thousands of visitors, many of which decide to stay permanently or build second homes. As a result, development was taking place so quickly and the population had increased so dramatically, that wildlife were being threatened and pushed out of habitat and feeding grounds (Howe, McMahon and Propst 1997). Critical feeding and overwintering grounds were being developed and the wildlife that used these grounds were forced to look elsewhere. To address the situation, Jackson Hole developed new land use plans that seek to preserve the community's natural resources and community character(Howe, McMahon and Propst 1997). Incorporating wildlife into the master plan for Parksville is considered crucial for Parksville's success. With the proximity to the national forest, wildlife can always be present in the valley.

Finally, vegetation is critical to maintain and improve the significant views and viewsheds in the valley as well as soften and blend future development with the landscape. Vegetation is used in the master plan to visually soften and buffer new development and parking. It is also used to maintain significant views in the valley by buffering development with vegetation to blend with the vegetation so the view is of the foreground, mid-ground, and background landscape and not of new development. Vegetation became an important feature of the plan to maintain the character and sense of place discussed throughout this paper.

Viewpoints and Viewsheds

A viewshed analysis was also a component of the analysis process. Through interviews, meeting with the Corridor K Citizen Resource Team, and site visits, various points both inside and outside the project study area were identified as significant viewpoints. Once all the viewpoints were gathered, a viewshed analysis was conducted at each point to determine the extent of the view from a particular viewpoint. A viewshed analysis is run by taking a digital elevation model (DEM) of a desired area, selecting a particular viewpoint on the DEM, and then calculating everything that can be seen from that particular viewpoint 360°. The output is a map of everything visible from that point and everything that is not. See attachments 12-14 for the viewpoints and individual analysis results.

This analysis was used to determine the impact of development in the valley as well as where the most significant viewpoints were located and how they can be incorporated into future growth and development. Many viewpoints located within the study boundary were analyzed to determine their future uses for lodging or an event center, as examples, that capitalize on the view. The master plan strategically sites specific uses to make the view a prominent feature and attraction. At the same time, viewpoints outside the valley were used to determine how future growth and development in Parksville might impact views into Parksville from places such as Chilhowee Mountain in the Cherokee National Forest. Currently, overlooks on Chilhowee Mountain have wonderful views of the Ocoee Valley. The master plan for Parksville needs to respect these overlook views and not spoil them with insensitive and over development. Finally, various views along US 64 through Parksville were analyzed to better understand the landscape from the traveler's perspective and how it might be enhanced or impacted by future development.

The analysis and interviews concluded that prominent views were present in the valley and are important to the character of Parksville. Therefore, identified viewpoints and corresponding viewsheds were considered to be an important

feature of the master plan and were strategically used and capitalized on during the planning and design phase. The master plan recognizes and respects these identified viewpoints and carefully locates development to either frame views or provide unobstructed views for visitors and residents.

Green Infrastructure

Each individual analysis was important to gain specific information about Parksville and the surrounding area, but none were as important as the collective information when the analysis was combined and analyzed together. When the analysis is combined, the product is more valuable and revealing than the individual parts. Each analysis identified critical information that when combined, helped to identify strategies for growth that would not have been evident if analyzed separately. Areas for growth and development as well as conservation and preservation were identified from the analysis.

The combined analysis led to the formation of a green infrastructure plan. Green infrastructure includes ecological, recreational, and cultural networks. Rivers, streams, floodplains, farmlands, scenic viewsheds and vegetation are all important attributes of green infrastructure networks (Benedict and McMahon 2006). Green infrastructure draws its strengths from its focus on connectivity between natural lands, cultural lands, open space, people, and programs (Benedict and McMahon 2006). Once identified, green infrastructure elements can help to identify a plan for future growth and development as well as establish land acquisition priorities that ensure adequate connectivity among existing open space, vegetation, wildlife corridors, and already preserved lands (Benedict and McMahon 2006). For rural areas such as Parksville that lack planning and growth mechanisms, the green infrastructure plan can be the basis to begin planning for future growth and development and can be a potential tool to replace the traditional zoning plan. Much like a zoning plan, the community can adopt a green infrastructure plan that serves

as the guide to future growth, development, and conservation (Benedict and McMahon 2006) (see attachment 15).

The collective aspect of planning is crucial to success in areas that lack official planning and regulation. Collective community action is a crucial component to plan for future growth and development, and is a key element to successful green infrastructure planning. Together, collective action and green infrastructure planning can be the means to Parksville's success. Identifying and protecting green infrastructure elements up front, ensures that existing open spaces, vegetation, and working lands are seen as essential assets and not left vulnerable to development (Benedict and McMahon 2006). This is especially true in an area like Parksville that has so many important natural, cultural, and environmental features. Once areas of conservation and preservation are identified and collectively agreed upon, areas for growth and development are more easily identified. The key to this process and success lies in the method. Green infrastructure elements are extremely difficult to create or form once destroyed. Therefore, it is essential to identify and map green infrastructure elements before growth and development take place. This method corresponds directly with the idea of proactive stewardship planning by identifying vital environmental, ecological, cultural, and historical elements before development, to ensure development and conservation are balanced and important assets of the community are recognized and protected.

Interviews

Interviews were an important component to the design of the master plan and the identification of planning strategies for growth and development. In order to gain a better understanding of the needs, desires, feelings, and concerns of the citizens and stakeholders in the Parksville area, interviews were conducted. Two primary groups were identified to interview. These included residents and property owners and stakeholders such as agencies, businesses, and government

representatives. A significant amount of information was gathered from research into books and websites, but significant information was still missing. This information included the needs, desires, concerns, and thoughts of the people that live or have roots in Parksville, and the history, existing conditions, and opportunities that were revealed in interviews with stakeholders.

No one knows an area better than the people that live and work there on a daily basis. At the same time, no one knows the history of an area better than the people that have grown up there since childhood. Finally, to successfully plan and design for growth and development, the needs, desires, and concerns of the people that will be there—the residents and property owners—need to be identified and analyzed to successfully plan and design for the future. With this in mind, residents and property owners were contacted and personally interviewed to gather this information. A set of questions was designed to gain an understanding of a number of issues and opportunities. Survey questions were designed to gain a better understanding of the attitudes, level of understanding, desires, needs, issues, and ideas of each individual. One goal of the questions was to better understand what the interviewees considered important for Parksville to grow in the future and preserve its unique character and sense of place. (The questions can be found in the appendix at the end of this document)

The question set was diverse yet focused on the past, present, and future of Parksville. It was desired to understand the importance of the history of Parksville, including how it was formed and came to be today. It was also the goal to determine present needs and concerns, and finally future desires and goals of the area as well as what was not desired to be seen or developed.

Each interview was conducted on a one-on-one basis. This method was chosen to build a relationship and rapport between the interviewer and interviewee. The desire was to gather genuine responses to the questions through both question and answer and dialogue formats. Having the opportunity to openly

discuss the questions and other topics that would naturally arise during the interview, was important and revealed information that may not have come out in a written question and answer format. Conducting the interviews in person was thought to allow this type of response and information to be gathered more efficiently and effectively. In addition, personal interviews were chosen to provide a comfortable and convenient atmosphere for the interviewees as well as open-ended time for participants to respond appropriately and ask for any clarifications.

Due to time constraints, a smaller than desired number of residents and property owners were interviewed; however, the number interviewed still provided valuable and useful information that contributed significantly to the master plan. Parksville is somewhat unique because a large percentage of the land is owned by a relatively small number of people. In total fourteen people were interviewed and accounted for around 70% of the project area. It was the intent to conduct interviews with all the property owners in the study area as well as surrounding property, however, given scheduling conflicts and time constraints, this was not possible. A complete list of comments and responses from residents and property owners can be found in the *Appendix*.

Parksville and the immediately surrounding area have a unique group of stakeholders. Within the project boundary and surrounding area, many different government agencies have property or responsibilities. These agencies include Polk County, TVA, Tennessee State Parks, U.S. Forest Service, Southeast Tennessee Regional Planning, Tennessee Overhill Heritage Association, the Southeast Tennessee Development District, and TDOT. Each agency has different responsibilities in this relatively small area. It was important to understand the goals, responsibilities, concerns, and ideas of each agency and how they impact Parksville. Furthermore, these agencies were interviewed to understand the current relationship of these agencies with Parksville and the potential for future

partnerships. Finally, to provide a master plan for successful growth and development, it was critical to involve these agencies in the process as well as the master plan.

The Southeast Tennessee Regional Planning Office (STRPO) provides planning for rural areas in southeast Tennessee that do not have planning staff in their local government. During the interview, preliminary work for Parksville was presented including an existing land use plan and the analysis discussed above. STRPO reviewed and agreed with the general land use plan presented (See Attachment 16) as well as the extensive analysis that had already been conducted. During discussion with STRPO, the staff explained the challenges of planning in rural areas. These challenges include protection of property rights, limited funding available for planning, and a difficult economy. However, even with these challenges, staff members were excited about the idea of a plan for a gateway community in Parksville and encouraged by the preliminary work presented during the meeting. The staff at STRPO did indicate that the State of Tennessee does allow instituting a large overlay zone in some unique situations. This could be a mechanism to manage growth in areas that lack the planning methods to do so.

During the meeting, STRPO explained that their work in Polk County, and in particular the Parksville area, was primarily concerned with subdivision regulations and land use. Due to their limited budget, they were unable to provide the necessary planning that was needed.

It was deducted from the meeting that rural areas like Parksville often lack the funding for full planning services, and as a result struggle to effectively plan for growth and development. It was also gathered from the meeting that many rural areas are in desperate need of proper planning to survive. This information reiterated the timely topic of this thesis not only for Parksville, but also for other rural and gateway communities. The meeting with STRPO also recognized the need

to identify mechanisms and strategies to plan for future growth in areas with minimal planning regulation and policy.

The Southeast Tennessee Development District was interviewed in order to inform them of the project and determine the role they play in Parksville. This meeting identified many of the same concerns as the Southeast Tennessee Regional Planning Office. They explained many of the same issues and challenges with rural areas such as a lack of funding and planning. They indicated how challenging it can be to have the proper funds to encourage quality development in rural areas that often lack the necessary funds to do so. These funds are not necessarily the resources needed to develop an area, but merely the funds necessary to provide proper infrastructure, planning, and marketing to attract high quality businesses and developers. During the meeting, economic options and opportunities were discussed, and the need to diversify and expand the tourism economy was identified. The STRDD recognized the need for creative solutions and suggested this be a component of the master plan.

Hoyt Firestone, Polk County Executive, was interviewed in order to better understand the needs of the county as well as Parksville, and also to inform him of the project and the potential for Parksville. The meeting began with an overview of the project, analysis maps, and preliminary conceptual studies of Parksville. Mr. Firestone was very impressed and positive with the work thus far and the potential of the project. He recognized the need and importance of the project in such a special area. Mr. Firestone also pointed out the attraction of East Tennessee and Polk County in general noting “East Tennessee is currently one of the hottest areas for growth”. During the interview, there was discussion about the need to blend aesthetics not only in Parksville but also throughout the county, and having cohesion for both facades and signage that recognized the vernacular of the area. The need for future development in Parksville to have an aesthetic consistency that respected the vernacular, history, and setting of the area was an important aspect of the interview. Finally, Mr. Firestone recognized the challenge of implementing such

a plan in an area that lacks the appropriate planning mechanisms to do so. In response, he suggested the possibility of a “district designation” overlay to manage growth and development and preserve the character and sense of place in Parksville.

The Tennessee Overhill Heritage Association (Tennessee Overhill) works to promote heritage tourism in the southeastern Tennessee counties of McMinn, Monroe, and Polk. They strive to promote and preserve the natural and cultural resources of the previously mentioned counties through a cultural tourism program designed to increase visitation to the region, serve as an education tool, act as a catalyst for economic development, and strengthen local capacity (Tennessee Overhill Heritage Association 2008). Ms. Linda Caldwell, executive director for Tennessee Overhill, was interviewed to gain a better understanding of the current economic situation with regards to tourism as well as potential ways to expand and diversify tourist attractions offered in Polk County. Time with Ms. Caldwell revealed valuable information about the potential of Parksville and the need for more opportunities for tourists to spend time in the area. During the interview, Ms. Caldwell talked about the importance of farmland and how the local community in the three counties value it. She has been involved with workshops on protecting farmland and indicated the strong support of “saving the farm” from the local community. Ms. Caldwell was also able to explain the market area for tourism in the area. Tennessee Overhill’s target market is a 250 to 300 mile radius, and is actually quite different compared to nearby Pigeon Forge. This radius includes Knoxville, Chattanooga, Atlanta, Birmingham, and numerous other smaller cities. Tennessee Overhill concentrates on promoting and marketing heritage and recreation tourism that take advantage of the natural features and setting of southeast Tennessee. Ms. Caldwell explained that they experience considerable interest from their marketing and advertising strategies and receive calls frequently from people inquiring about planning a trip and the activities to do in the area. She elaborated by saying many people call regarding overnight options such as weekend trips or longer; however,

there is a lack of activities to extend their stay depending on season, and a lack of places to lodge and stay overnight. This information was valuable and reinforced the need to extend the tourism season and activities, and provide places to lodge and stay overnight.

Finally, there was discussion with Ms. Caldwell regarding a culinary tourism movement. Culinary tourism is defined as the pursuit of unique and memorable culinary experiences of all kinds. Culinary tourism includes a number of experiences such as cooking schools, cookbook and kitchen gadget stores, culinary tours, culinary media and guidebooks, wineries, food growers and manufacturers, culinary attractions and more (International Culinary Tourism Association 2011). The discussion included the potential for Parksville to be involved in this movement and utilize some of the prime farmlands and soils in the area to offer culinary attractions as a way to expand and diversify the economy. In-depth discussion and explanation of how culinary tourism was incorporated in the master plan can be found in the *Program and Design* section of this paper.

Being the gateway to The Cherokee National Forest (CNF), it is important to understand the relationship and opportunities for partnerships between Parksville and the CNF. Having a strong partnership between the gateway community and the public land is important for both areas to be successful (Howe, McMahon and Propst 1997). Neither area will reach its full potential without the success of its neighbor. With this in mind, interviews were conducted with a number of staff that work for the CNF. Forest Service staff interviewed includes a landscape architect, a natural resource specialist, and an archaeologist. Like the other agency interviews, meetings began with a presentation that included an overview of the project, analysis maps, and conceptual designs for Parksville. The interviews then moved on to talk about how the relationship between Parksville and the CNF can be improved, and how future growth and development of Parksville can improve not only Parksville but

also have a positive impact on the CNF. The CNF offers a variety of activities as explained in the *Issues and Opportunities* section. The aim for future development in Parksville is to offer activities, attractions, and uses that strengthen the relationship of Parksville and the CNF. This will offer tourists and visitors a way to extend their stay with lodging options as well as a diverse mix of activities.

Meetings with CNF staff highlighted the importance of recreational opportunities and how Parksville and the CNF can work together to offer a mix of activities that attract people to both areas. These activities include hiking trails that bridge the boundary of public and private lands, and float trips on the Lower Ocoee that offer a relaxing float down the river compared to an adventure trip down the whitewater rapids of the Upper Ocoee River.

Aesthetics was also a topic of conversation. This discussion was centered around the idea of having a common aesthetic theme both in Parksville and the forest. The Forest Service is currently working on implementing new standards for their signage that addresses the need for a common theme for all the agencies in the area. Due to the number of different government agencies in the Parksville and CNF area, there is a diverse mix of signage. Each agency has a different design for their sign. The new plan addresses the need to have aesthetic cohesion and to emphasize the National Forest and not the particular agency that placed the sign. This same idea was proposed for future growth in Parksville. The aesthetic appearance does not have to be replicated, but the overall theme of the architecture and design should have similarities that bring together Parksville and the Cherokee National Forest.

Additional information gathered from meetings with staff from the CNF included the need to address wildlife passage in the master plan for Parksville. Wildlife use vegetation and riparian corridors as well as fields to move through Parksville to the Cherokee National and from the National Forest to areas outside Parksville; therefore, when planning areas for development and preservation

wildlife passage areas need to be included. To provide a safe environment for wildlife and people alike, and reduce conflicts between these two groups, wildlife passages are incorporated in the master plan for Parksville.

Opportunities for partnerships were explored during meetings with forest service staff. One particular opportunity to strengthen the relationship between Parksville and the CNF is through a Forest Service office being located in Parksville. This would provide an opportunity to physically bring the Forest Service into the community. This opportunity was explored and included in the master plan, and is explained further in the *Program and Design* section later in this paper.

Lastly, meeting with the Forest Service archaeologist revealed valuable information about the history of Parksville and the surrounding area. This meeting reemphasized the early and historic presence of Native Americans in the area as well as some of the cultural practices of early settlers. Much of the initial research into the history and settlement of the area was confirmed during the meeting with the archaeologist. This information included the significance of farming in the valley, the importance of the Ocoee River and the role it played in transportation, and the evolution and practice of copper mining in the area and the impact it had on the economy. All of this information was used to better define the character of Parksville and the need to highlight this history and pass it along to future residents and visitors. There is an important story to be told about the history of the area and how Parksville has been a fundamental part of that history. The master plan recognizes the need to pass this history on to future generations and does so through creative design and planning.

As previously explained, the proposed Appalachian Corridor K is an important and timely influence on the future of Parksville. Decisions related to the location and design of Corridor K will directly impact the success of Parksville as a gateway community. Project managers for the Corridor K project were interviewed

as part of this project. In addition to meetings with TDOT project managers and project consultant, information was gathered from attending a number of meetings related to Corridor K that focused on visual resources, sustainability, and economics. Project managers, consultants, and specialists as well as representatives from the Citizen's Resource Team were in attendance at these meetings. It was a privilege to be able to attend these meetings and learn of the concerns, opportunities, and potential benefits of Corridor K.

Initial meetings with TDOT revealed that the traffic volume on Highway 64 through Parksville does not meet the need for a five-lane highway; instead the volume requires a smaller roadway such as a super two-lane design. This type of roadway design primarily utilizes a two-lane road with a third lane in portions where a climbing lane is needed to traverse steeper terrain, applicable to the mountainous sections. This information helped to inform the type of design alternatives that would be explored in Parksville for this project. Various options for locating Corridor K are being explored by the Corridor K project team (See attachment 17). For Parksville, the two primary alternatives being considered are a northern route that travels through Prince Gap and a route that utilizes the existing Highway 64 route with improvements to the roadway.

In general, meetings with TDOT revealed that design speed can drastically impact land surrounding the roadway. The design speed is the speed for which the road is designed, such as a road designed to accommodate 60mph traffic. However, the design speed and the posted speed can differ, meaning the posted speed can be lower than the speed the road was designed for.

One meeting related to visual resources and Corridor K provided specific information regarding user opinions and desires related to existing Highway 64 as well as visual preferences and future construction. It was stated that design guidelines and decisions could directly impact the visual character of the surroundings. With this in mind, it is important to include this in the discussion of

Corridor K's impact on Parksville. In general, people value the existing visual resources (i.e. viewpoints and viewsheds) in the area and are concerned about the potential change to these resources with the construction of Corridor K. During the meeting, a number of views and viewpoints were analyzed, discussed, and rated according to a set of criteria. Many of the viewpoints recognized in the meeting were analyzed for this project during the viewshed analysis according to a similar set of criteria (the criteria can be found on Attachment 13). These criteria helped to rate the views and determine the importance, potential impact, and future opportunities of these locations. During the discussion and rating of viewpoints, the topic of recreation came up. The group considered many of the views a recreational resource themselves as they attract many visitors wanting to see the magnificent views in the area. Related to recreation, the need for diverse recreational opportunities was identified. People desire to recreate in a variety of ways including both active and passive recreation. Active recreation includes activities such as mountain biking and rafting, while passive recreation includes activities such as photography, scenic driving, walking, or attending outdoor festivals or concerts.

A number of goals have been identified for the Corridor K project. Two of these goals in particular are to create economic opportunities and enhance economic sustainability(Tennessee Department of Transportation n.d.). These two goals were the subject of two Corridor K meetings. Interestingly enough, most of the population believe the landscape must be unspoiled. This is important to consider during preliminary study and design phases of the Corridor K project. Additional points of interest from the meetings include:

- The majority of people in Polk County work outside the county
- Seasonal or tourism-related jobs could be a good option for a second job in the household, meaning, a seasonal job could contribute to the household income when a full time position is held by another person in the home
- Corridor K has the potential to enhance the tourism industry

- The tourism base is here, how can it be capitalized on and enhanced
- Asset based economic development is a great opportunity for the area and needs further exploration
- The Ocoee Whitewater Center offers programs that attract over 8,000 kids in a four-month period
- A survey is currently being distributed to local and regional businesses by the Corridor K Economic Team

Corridor K has the potential to significantly improve the economy in Parksville. The route can be a destination itself that attracts visitors from all over the southeast. Once these visitors arrive, they will need places to stay and activities to extend their stay. Parksville has the opportunity to provide that need for visitors. In addition, if a new route is chosen for Corridor K, there is the opportunity to offer two routes. The new route could satisfy the need for a safe and efficient east-west travel route while the existing Highway 64 route could be the scenic highway traveling along the Ocoee River it was intended to be. The economic potential for Parksville is significant and is addressed in the master plan. The location and design of Corridor K is a sensitive issue due to its potential impact on Parksville. Therefore, a proposed route and design has been suggested and will be explained in the master plan.

As a note: Many of the agencies indicated that zoning has never been implemented in Polk County and likely never will be. This is primarily attributable to property rights protection from residents. However, after studying the diverse and complex setting of Parksville, many would agree that zoning is not the answer. Parksville has a unique setting and great potential that could be ruined with traditional zoning that does not effectively address a number of different topographical, natural, and cultural characteristics of an area. A much more methodical and strategic method of planning is needed that addresses the varying

blend of nature, culture, history, topography, and setting that is often neglected in zoning practices.

Chapter VI: Program and Design

All the information including research, analysis, interviews, site visits, and case studies were used to form the initial program for Parksville. The initial program consists of general ideas and concepts for broadening and diversifying the economy while recognizing and respecting the unique cultural, environmental, and aesthetic resources of the Ocoee River Valley. Program elements derived from extensive research, exploration, and input from citizens, residents, professionals, and officials help to form the vision for Parksville. It was not appropriate for the designer to take on this task and suggest what he thought was appropriate, but instead take information, thoughts, concerns, and ideas from residents, property owners, and stakeholders and apply them to the formation of a master plan. The following section explains the premise behind the overall program and then delves into deeper discussion on each element specifically. Each program element was specifically chosen and located so as to maximize the economic potential while respecting the unique resources of Parksville. Each element seeks to recognize the character and sense of place of Parksville, and function in a way that highlights the unique setting of Parksville, and provides the economic base desperately needed in Parksville.

Initial program ideas and design considerations revolve around establishing public-private partnerships and striking a balance between commerce and culture, nature, agriculture, and preservation. General program ideas include lodging, rental cottages, and cabins; restaurants and cafes; retail and mixed use commercial villages; special venues that highlight the culture and history of the area; a visitor center; a music venue; recreational stewardship amenities; agritourism; and residential areas. Additional program ideas include a state managed greenway and riverwalk, fresh-local food, environmental education, and a pioneer settlement in the area. However, interwoven in each program element are strategies for

successful diverse economic growth and preservation. The strategies and mechanisms to success in a rural gateway community are as important as the program elements themselves. The way the community grows determines how it will look and function in the future. Whether the identity and character of Parksville will be evident in the future or whether it ends up like Pigeon Forge with its identity hidden within development depends on the strategies for planning and development. The overall growth strategy incorporates many principles and characteristics associated with conservation development and principles of 'proactive stewardship planning'. Conservation development principles are applied to infrastructure, siting, layout, preservation, and development areas. Proactive stewardship planning is utilized to establish the need for certain community and public elements related to circulation and open space. Furthermore, the green infrastructure plan (see attachment 18) forms the basis for identifying areas for conservation and preservation and growth and development. Finally, a vitally important element of this plan is a suggested location and design for Corridor K. The location and design of Corridor K as well as the role it will play in Parksville's future will be discussed below.

Corridor K

A number of different alternatives for the location of Corridor K were explored and analyzed including official alternatives from TDOT studies as well as new alternatives for this thesis. A number of different factors and concerns were identified related to transportation and circulation. Many gateway communities suffer from a high volume of traffic due to visitors and tourists. This high traffic volume can cause traffic congestion, safety concerns, and time delays for visitors and residents alike. Providing adequate and efficient transportation routes was a primary goal of the master plan. The size and design of the roadway can also affect pedestrian and bicycle circulation and the overall atmosphere of the city or

community. Wide, five-lane roads present challenges and safety concerns for pedestrians and bicyclists. This size road makes it difficult to safely and comfortably cross the road. This unsafe environment encourages people to drive from one location to another and as a result contributes to traffic congestion. Due to the concern for safety, people will drive very short distances when walking is actually more efficient. The design of the road can also affect the atmosphere and character of a city or community. As an example, US 441 through Pigeon Forge has contributed to the change of character for the city. The once rural and cultural character of the area is now hidden behind the development and compromised by the five-lane, twelve-foot shoulder roadway. If you drive through Pigeon Forge today, US 441 is where you will spend much of your time stuck in traffic and taking in the unsightfull expanse of pavement. This type of environment and aesthetic is exactly what Parksville needs to avoid. An extensively widened road takes away opportunities to experience the cultural landscape, and contributes to noise, heat, and fumes that detract from the experience of the visitor.

The design of Corridor K also needs to take into account the speed at which traffic will travel. The vision for Parksville is to have a “village” feel or atmosphere at two specific locations as seen on the master plan (see attachment 19). To provide this atmosphere, the speed needs to be low enough to provide a safe yet efficient route to and through Parksville. A lower speed also allows time for people in vehicles to take in the beautiful scenery and appeal of the new village. This brief time is valuable to attract visitors to Parksville. If designed properly, Corridor K can be a marketing tool for Parksville.

A bypass route for Corridor K through Parksville was analyzed but not chosen to be the best option. A bypass route would allow through traffic such as commercial vehicles to efficiently bypass Parksville and travel to their destination. A bypass route would also allow Highway 64 to remain and provide a way to access businesses in Parksville but provide a walkable, bikeable, and safe atmosphere free of commercial thru traffic. The bypass option would allow the desired atmosphere

to be had in Parksville. However, the bypass route also poses challenges. It was these challenges that led to this option not being chosen.

If the bypass route were chosen, critical design decisions regarding intersections and interchanges would have to be made. The design of those elements could also affect the visitors traveling thru Parksville. The intent would be to provide a bypass for thru traffic such as commercial vehicles. Visitors and tourists who took the bypass could potentially miss the opportunity to experience Parksville or miss the opportunity to stay and spend time. Secondly, the design of Corridor K through Parksville will take place with the rest of the Corridor K project. With this in mind, if the bypass were chosen, it would be constructed before it was actually needed. As Parksville grows and develops, the need for the bypass would be more apparent. However, in the immediate future the bypass would likely be underutilized, and the funds put toward the construction of the bypass could be used more effectively on a route that brought benefits now and well as into the future.

The Corridor K route chosen for the master plan utilizes the existing alignment and route of Highway 64 through Parksville. Highway 64 will be improved to accommodate the need for a safer and more efficient route. The plan utilizes the existing alignment of US 64 for a number of reasons. First, it was the desire to choose a route that was useful now as well as into the future. This option proposes a route that will be used on a daily basis in the near future as well as extensively used once development takes place. Second, the inherent marketing opportunities of Corridor K needed to be addressed and capitalized on. Staying on existing alignment does not allow visitors the opportunity to take the bypass and miss what Parksville has to offer. Third, the bypass route would inherently require the purchase of private land and construction through a significant portion of unspoiled terrain. If it is possible to avoid this scenario while satisfying the need of the project, this option should be not be chosen. The proposed alternative requires a minimal amount of land on either side of existing Highway 64 and thus reduces the

impact on private and unspoiled lands. Lastly, the proposed route and design of Corridor K addresses the need for an efficient and safe route for vehicles traveling to and thru Parksville. In addition, staying on existing alignment has better potential to be an economic generator compared to a bypass route because it brings all traffic thru Parksville and capitalizes on the opportunity for visualize marketing yet still provides an efficient route for thru traffic.

Attachments 20 and 21 are sections of the proposed design of Corridor K through Parksville. Within the right-of-way of the proposed design are four travel lanes, two in each direction, a bioswale median with occasional left turning lanes where needed, a bike lane in each direction, and sidewalks separated by a vegetated strip. Four lanes were chosen to accommodate both local and thru traffic and to limit the frequency of slow downs due to right-hand turns. This was done to provide the efficiency for commercial traffic as well as accommodate future traffic as growth and development occur.

A bioswale median was chosen to provide a means to capture and filter stormwater runoff from the pavement as well as provide a visual break in the paved surfaces. The bioswale median could also be utilized as a planting area for local crops such as switchgrass that could be harvested and sold. Planting crops in the median could also provide a subtle way to incorporate the farm character of Parksville.

Turn lanes were placed in conjunction with entrances and exits to developments and parking. Curb cuts were strategically located and combined to minimize the number of entrances and exits along Highway 64; therefore, a constant turn lane is not needed. The design proposes permeable paver turning lanes. This surface differentiates between the travel and turn lanes as well as provides an opportunity to infiltrate stormwater.

Pedestrian sidewalks are located along Highway 64 to provide a safe means of travel between businesses. Currently Highway 64 is not pedestrian friendly and

poses safety concerns for anyone wishing to walk along the highway. In addition, the current design promotes fast moving traffic that emits unwanted noise and fumes. The proposed design slows traffic down and provides a planted buffer between pedestrians and vehicles.



Figure 22: Existing Highway 64 through Parksville. The current conditions do not accommodate pedestrians or bicyclists and has a number of safety concerns associated with traffic speed and circulation. Source: Nathan Oliver

Finally, the proposed design for Corridor K offers opportunities to view the cultural landscape of Parksville as well as characteristics such as the farm fencerows and barns (see section 21). When the traveler approaches the village centers, the buildings are brought up closer to the road to signal to the traveler they are entering the village center. Once they pass through the village, they once again will have views of the landscape. This undulating design of landscape and village offers an

experience and abstractly relates to the past of Parksville and the future of growth as well as the need to balance nature, commerce, and culture.

Overall Circulation

The circulation for Parksville is one of the most important elements of the master plan. The circulation plan addresses how pedestrians, bicycles, and vehicles navigate Parksville (see attachment 22).

It was the desire to make Parksville a walkable and bikeable community. To accomplish this goal, a walkability study was conducted, and concluded that Parksville is actually a very walkable community with the proper infrastructure in place. Attachment 23 illustrates the walkability of Parksville. The inner, darker red circle is a one-quarter mile radius and is equal to approximately a five-minute walk. The outer, lighter red circle is a one-half mile radius and is equal to approximately a ten-minute walk. As you can see, the average person can walk from one end of Parksville to the other in approximately twenty minutes.



Figure 23: Proposed riverwalk adjacent to the lower Ocoee River. Illustration of future use.
Source: Nathan Oliver

Given the ease of walkability for Parksville, the major component lacking for the community was the infrastructure. To address this, the master plan proposes a greenway and riverwalk system that allows visitors and residents alike the ability to navigate Parksville without the need to rely on their vehicle. With this system, all of Parksville is accessible on foot or bicycle using a combination of the riverwalk, greenway, bike lanes or sidewalk. The greenway system also provides connection across the lower Ocoee River via an abandoned railroad bridge.



Figure 24 a: The existing abandoned TVA railroad bridge is a great opportunity to rehabilitate to provide pedestrian and bicycle access across the Ocoee River. Source: Nathan Oliver



Figure 24 b: View of the TVA abandoned railroad bridge from the banks of the river. Source: Nathan Oliver

The railroad bridge pictured above was used during the construction of Ocoee Dam #1. It has since been abandoned but has great potential for re-use. The greenway system takes advantage of this opportunity and proposes to improve this bridge to provide pedestrian and bicycle connection across the lower Ocoee River. Once the user crosses the bridge to visit south of the river, the greenway system continues along the abandoned TVA railroad right-of-way and over to Orrs Island, then reconnects across the river via a proposed new bridge.



Figure 25: View of the existing but abandoned, TVA railroad right-of-way. Source: Nathan Oliver



Figure 26: View of Orrs Island and the rich potting-like soil on the island. Source: Nathan Oliver

Another component of the circulation plan is the Old Copper Road. As previously explained, the Old Copper Road in Parksville was utilized during the days of copper mining to transport copper ore to Cleveland, TN. The plan proposes to close the Old Copper Road to vehicles and make a pedestrian walkway and education feature for visitors. The Old Copper Road would become a feature of its own and provide an opportunity for visitors to learn the history of copper mining and the role of the Old Copper Road. The pedestrian walk would feature a wagon ride attraction that would take riders down the Old Copper Road in a replica of the copper wagons used during the days of copper mining. During the ride, riders would

be told the story and history of copper mining and the Old Copper Ride while seeing various elements and artifacts used during the copper mining days. Closing the existing road to cars would provide a safe and unique atmosphere to make the Old Copper Road an attraction of its own. To accommodate properties that currently utilize the existing Old Copper Road for access, strategic alternate roads were proposed to accommodate needed access.

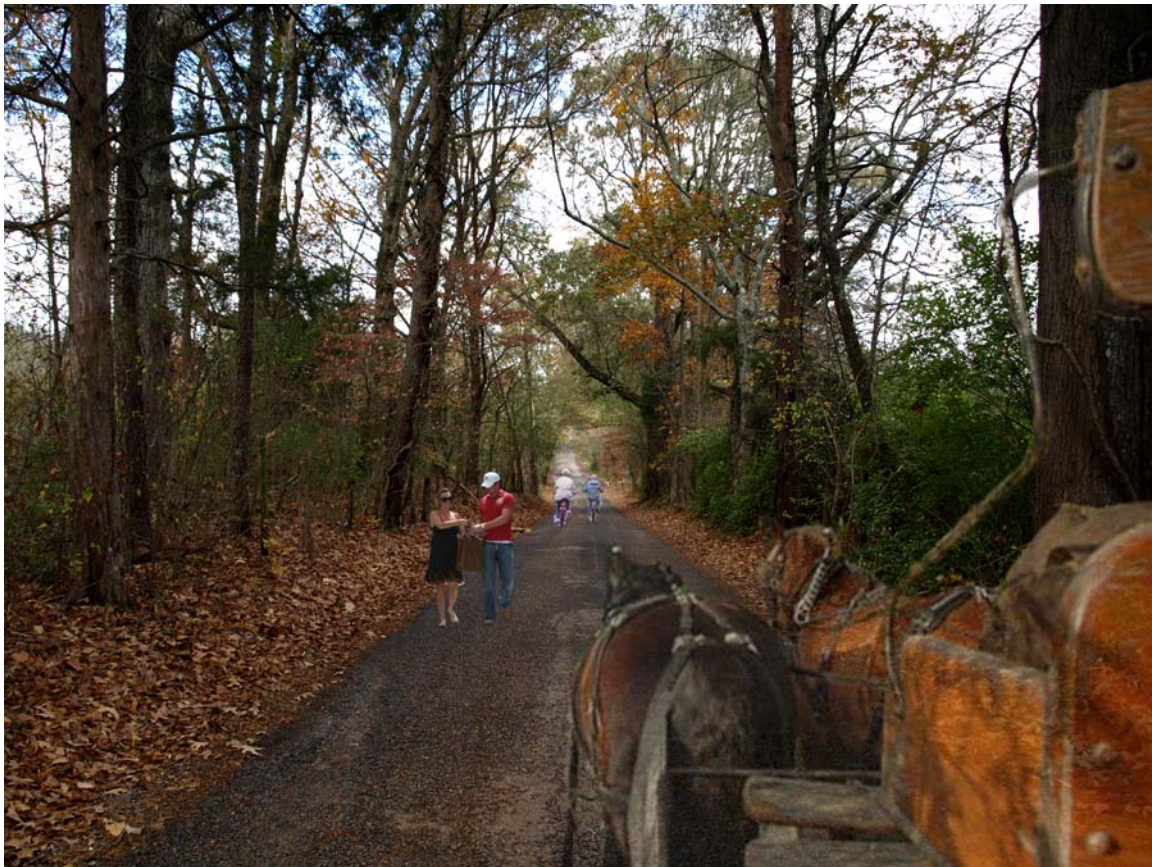


Figure 27: Illustrated view of the Old Copper Road with the proposed wagon ride attraction.
Source: Nathan Oliver

By utilizing principles of proactive stewardship planning, the greenway and riverwalk system would be the part of the initial phases of development. This

system would not only provide a way to navigate Parksville, but would also minimize issues associated with traffic congestion. The extensive circulation system would allow a visitor to arrive in Parksville, park their car in one of the parking lots and enjoy Parksville without having to get back in their car and drive to another store, business, or access point. Part of the functionality of the proposed Corridor K design through Parksville relies on the circulation system to minimize traffic in Parksville, reduce congestion, and promote a safe pedestrian environment. However, the greenway system not only benefits humans, but it also plays a vital role in protecting valuable lands. Greenways protect ecologically valuable lands and provide adequate habitat to support healthy populations and a diversity of naturally occurring plants and animal species (Benedict and McMahon 2006).

The last component of the circulation system in Parksville is the blueway system. The blueway system includes the lower Ocoee River and provides a recreational route for residents and visitors. This is a part of the green infrastructure that is partially in place and with improvements can be a great amenity. With the river already existing, it provides great opportunities for float trips in tubes, canoes, or rafts. However, one missing component is put-in and take-out locations. Currently there is only one put-in location in Parksville located in Sugarloaf Park. The proposed circulation plan includes three additional take-outs (see attachment 24). The put-in location in Sugarloaf Park would remain and be the first put-in on the lower Ocoee River. The next put-in/take-out is located behind the visitor center, the next downstream access is at Rymer Ford where the Old Copper Road once 'forded' the river over 150 years ago, and the last put-in/take-out is at Susan Springs Park. This proposed blueway system offers visitors the opportunity to choose the length of trip with one of two launching points. After launching, they proceed to float down the river and terminate at Susan Springs Park, if they choose, or travel downstream further to lower take-outs. (For example, at the existing access node at the Nancy Ward State Historic Park 4.5 miles downstream.)



Figure 28: Illustrated view of the Rymer Ford Access river point located at the end of the Old Copper Road and also accessed via the proposed riverwalk. Source: Nathan Oliver

The Master Plan

The overall planning and design ideas for the Parksville master plan were concerned with sustainability, conservation, and balance. Sustainable development was the driving force and reasoning for much of the master plan. Sustainable development requires that population size and growth be in harmony with the changing productive potential of the ecosystem (Benedict and McMahon 2006). Therefore, to balance future growth and development with the natural and cultural landscape of Parksville, conservation and sustainable development principles were applied to the master plan. Some of these principles include smaller residential lot sizes with common open space, shared parking and access ways, a comprehensive

pedestrian and bicycle circulation system, community farming and agriculture, agritourism, and commercial agriculture. Each of these elements were researched and included in the master plan as mechanisms to highlight the 'place' of Parksville, while improving Parksville's economy through sustainable practices that utilize existing features of the community.

The existing land use plan (see attachment 16) is simple in the fact that it is mainly composed of rural residential and agriculture uses with very minimal commercial activity. The commercial activity in Parksville is limited to a restaurant, a Subway, convenience station, an outdoor outfitter, a rafting company, and a newly developed 'zipline'. The rest of the land is primarily made up of single family residential, rural residential consisting of a house on a large piece of land, farmsteads, and agriculture. The proposed land use plan respects the long time character and environment of Parksville, and balances growth and conservation (see attachment 24). Commercial uses are increased, but are primarily designed in clusters that limit 'strip development' along Highway 64. The land use plan can be somewhat deceiving at first with regards to commercial development. Parcels are color coded with red or a shade of red to indicate a commercial use. However, most of the commercial uses utilize conservation development principles and minimally impact the landscape. Commercial conservation development will be explained in detail below. Residential development uses are increased through conservation development design, while the northern project area along Highway 314 remains rural residential. Finally, significant portions of the land use plan remains agriculture or forest use. While the use is categorized as agriculture or forest, appropriate but creative economic opportunities are proposed in many of these areas. These opportunities will be further explained below.

Residential areas were designed according to many principles of conservation development. Residential developments designed using conservation

development principles provide the same or more number of houses compared to traditional development, but on smaller lots and with more open space. The product of this strategy is cost savings in services and development that respects and blends with the surrounding landscape. Residential homes in the master plan are typically tucked into the woodland edges and located in a way that retains prime open space and allows other uses to take place. Open space is important to include in development because it can provide more in revenue than it costs in services (Benedict and McMahon 2006). In addition, homebuyers and residents also highly value open space. When asked how important they consider open space, property owners in Parksville replied “vitally important”, “essential”, and “a top priority”. Furthermore, in a poll of homebuyers by the National Association of Realtors, over three-quarters rated natural open space as “essential” or “very important”. The National Association of Realtors also found 57% of voters would be more likely to purchase a home close to greenspace, and 50% said they would be willing to pay 10% more for a home located near a park or other protected area. Finally, other studies have shown that locating properties close to greenways or with greenway access increases land values by 10 to 30%, raising tax revenues without raising the tax rate (Benedict and McMahon 2006). There are significant opportunities when greenspace is incorporated into the design of communities. The proposed master plan for Parksville recognizes many of these opportunities such as open space, greenway access trails, and protected land, and designs with these features compared to other communities that do not take advantage of these opportunities. Open space is important because it provides economic opportunities for a community and also contributes to a high quality lifestyle.

Residential areas in the master plan are designed with smaller lots and large areas of open space or woodlands. These areas also have access to the greenway system as well as a trail system of their own in the preserved wooded areas. The open spaces in these residential areas provide opportunities for community farming, park space, or farmland rented out to farmers. Because of the exceptional

soil characteristics, the proposed residential areas also limit the need for new infrastructure such as sewer lines. These soils allow the use of septic systems in areas of open space and reduce dependence on infrastructure such as sewer systems. Therefore, open space in residential areas is not only an aesthetic attraction, but also provides cost savings by limiting the need for infrastructure such as sewer systems. While it may not be traditional practice to allow the use of septic systems where sewer is available, the opportunity for septic systems allows the community to enhance the sustainability of the development as well as limit the dependence on costly, man-made systems. The proposed strategy would utilize the existing sewer system to satisfy the needs of the commercial, retail, lodging, and village developments.

Finally, the residential development areas were located away from the main commercial and retail areas. Residents are still in walking or biking distance from the village areas, but far enough away to allow them to escape the tourists and visitors if desired. Residents that want to enjoy the beauty and serenity of Parksville can do so with the location and design of proposed residential areas in the master plan.

In order to provide a mix of housing options, medium density housing was included along Highway 314. This housing provides apartment style living with the opportunity to incorporate seasonal housing for workers. The rafting season alone requires many employees to staff the companies. Rafting guides often work for the season guiding rafting trips down the whitewater rapids of the Ocoee River. To provide a range of housing options, medium density residential is included in the master plan.

Rural residential remains in the master plan for the northern portion of the project area along Highway 314. This area was left rural residential for this master plan, but would be an area for future growth should the need arise. The rural

residential area is an opportunity to develop additional single family or medium density residential should the need arise.

Agriculture and open space areas were preserved in the master plan, but were partially redesigned in the way they serve the community and visitors. Different program elements have been designed for many of the agricultural areas in Parksville. It was important to incorporate the character and cultural landscape of farming in the master plan. However, the role of agricultural areas needed to be re-examined and at times redefined to expand the farming economy and have an attractive mix of uses in the community for residents and visitors.

A portion of the agricultural land will remain and be used for commercial farming in the proposed master plan. However, certain areas have been featured to expand the use of agricultural land and to make these areas an attraction for visitors. A resort style area is the first agricultural area visitors come to as they enter Parksville from the west. This resort style area offers lodging, restaurants, classes, a vineyard, and a corn maze. While visitors can come and stay in the lodge and partake in the activities on the property, visitors do not have to stay at the lodge to enjoy the activities. The vineyard provides an opportunity to diversify the farming market in Parksville, while providing an attraction for visitors. Due to soil and drainage characteristics as well as the microclimate, upland-southwest facing slopes are ideal for a vineyard. Tourists can come and tour the winery, eat in the restaurants, and attend the various classes that would be offered including cooking, wine tasting, and gardening.

There is currently a corn maze that is open during the fall season every year. The corn maze attracts many visitors such as school groups, families, and church groups. This use remains in the master plan and is part of the vineyard development area. It would be open to all tourists and groups and provide a family friendly atmosphere. While visiting the vineyard or corn maze, tourists can walk down the

Old Copper Road to Rymer Ford where they can wade in the Ocoee River or take a short float in a tube or canoe to Susan Springs.

A farm park is also proposed as a way to expand the use of agricultural land in Parksville. The farm park would offer visitors the opportunity to experience and learn about the operations of a farm and much more. This 'park' would educate visitors about the workings of a farm and various methods used to farm vegetables and other crops. This includes the process from preparing, planting, growing, and harvesting a variety of crops. Classes would also be taught at farm park that teach visitors how to prepare and cook various meals using vegetables and crops grown in their own garden. The farm park would not only teach about growing vegetables but also provide tours of different types of livestock farming and management. This would be an interactive and educational way for visitors to learn about the history of farming in Parksville and how many of the foods and goods we consume move from the farm to our homes.

The other agricultural areas would be utilized for commercial farming. These areas could be used to commercially grow various crops. These crops could then be distributed and used by residents and restaurants in the area. Restaurants could market and advertise their food made with locally farmed goods. Crops could also be sold to stores and restaurants around Parksville as a way to provide revenue to the farmers. Parksville could become a hub for farming activity and be known for its locally grown organic crops. In addition to vegetable crops, high yield crops such as bio-fuels could be explored as ways to diversify the farming economy. Bio-fuel crops such as switchgrass are already being grown on a limited basis in Parksville. This industry could be expanded and provide much needed revenue to farmers and also contribute to the sustainability efforts of Parksville. The diverse terrain and topography present numerous opportunities to expand the local economy. For example, the upland soils are ideally suited for popular 'pick-your-own' crops such as blueberries and strawberries. This is another way to diversify the farming economy, and provide an economic attraction.

There is a critical lack of lodging for visitors and tourists in Parksville. There is currently only one bed and breakfast available for lodging in the study area, although there are some other accommodations nearby. As a result, visitors and tourists wishing to stay overnight and extend their stay likely camp in the national forest or stay in hotels in Cleveland or as far as Chattanooga. To address this need and extend the stay of visitors, multiple lodging opportunities are proposed in the master plan.

Bed and breakfast and lodge style accommodations are strategically sited using results from the viewshed analysis. Points in Parksville with striking views were identified and analyzed in order to locate particular uses. These viewpoint locations were utilized to locate lodging accommodations and provide an exceptional view for visitors. It was desired to not only incorporate lodging into the master plan, but to design and locate it in a way that makes the stay for visitors a unique and memorable experience. The bed and breakfast and three lodges in the master plan are sited towards the Cherokee National Forest, and have views of the gateway, mid-ground mountainous terrain, and Big Frog Mountain in the background (see attachments 14). In the foreground, many of them have wonderful views of rolling fields and mature vegetation that is preserved and utilized for screening. They were also located in close proximity to greenway or riverwalk access so that visitors can navigate Parksville with ease. Each lodge and bed and breakfast was designed to provide a different experience for the visitor so they could come and stay at four different places and have four different lodging experiences whether it be resort style at the vineyard, country style down by the river, rustic with the 'hike-in' experience of the ridge-top lodge, or a peaceful and quaint experience of the bed and breakfast along the Old Copper Road.



Figure 29: Hiking up the trail to the proposed “hike-in lodge”. Source: Nathan Oliver



Figure 30: View from the proposed location of the “hike-in lodge”. Source: Nathan Oliver

Other accommodations in the master plan include rental cabins and second homes. In order to provide a diverse mix of lodging options, rental cabins and ‘tree cabins’ were also designed as part of the master plan. Rental cabins were located along Welcome Valley Road and conservatively designed to fit the existing landscape and vegetation. This provides visitors with an experience close to nature in a woodland setting and partial seclusion, but the opportunity to rent numerous cabins for large functions such as family reunions. Vegetation was used to buffer the cabins from Welcome Valley Road to minimize noise and disturbance. ‘Tree cabins’ were included in the plan to provide a different lodging experience for visitors. These would be smaller, ‘minimalist’ style rental cabins built in the tree canopy, and provide a very unique lodging experience for visitors.

Like the lodges and bed and breakfast, rental cabins have access to the greenway system where they can easily navigate Parksville without having to rely on their car. They can walk to the village centers, stroll down to the river and float the lower section of the Ocoee, or run the loop for exercise.

Second homes were integrated into the plan to accommodate people who desire to frequently visit Parksville, but do not wish to live in Parksville permanently. This area is closely located to one of the residential developments and resembles much of the same design approach of the residential conservation developments. The proposed second homes provide people the opportunity to purchase a home in Parksville and visit as often as they wish, but also the opportunity to rent their home to visitors when away. It provides interested people a way to invest in the area even if they are unable to move permanently. Dually, it provides visitors an opportunity to rent large accommodations, and have the privacy and space they need. This development area is located closer to commercial development than the other full-time residential areas, and is also located in close proximity to the greenway system.

The final lodging area proposed is the group accommodations located on the south side of the Ocoee River. Group lodges and accommodations have been designed for this location to accommodate large groups such as church groups, schools, businesses, and similar groups. There are overnight accommodations as well as a central lodge for preparing meals as well as meeting space. This area was selected for this use for a number of reasons. First, it is the only developed use on the south side of the river in the project area and provides seclusion and privacy for groups as well as visitors across the river. Second, there are significant amounts of open space to develop team building activities and events or recreational activities that would not inconvenience other visitors to Parksville. Third, being at the base of Sugarloaf Mountain, there are ample hiking trails to explore nature and take in wonderful views. Finally, there is access to the lower Ocoee River, connections to the greenway system, and access to the north side of the river via an improved

bridge. This use and location allows groups to come to Parksville, take part in their own activities away from other visitors, but still have access and be in close proximity to the village areas.

Currently Parksville has minimal commercial activities with the exception of a convenience station and a restaurant. The proposed master plan expands and diversifies commercial uses through two main commercial villages. These two villages are the primary commercial centers for Parksville with a few additional uses located in close proximity. While there are two commercial villages, their proposed uses vary slightly and provide different services and amenities to Parksville.

The first commercial village located on Highway 64 will be a mixed-use village with commercial, office, retail, and potential apartment housing. This village will be primarily centered around the farming and agriculture practices of Parksville. It will serve as the hub for farming needs and be a distribution center for locally farmed goods. As previously explained, it is the desire to grow local crops that can be sold to stores and restaurants in the larger area. The offices to manage this business would be located in this village and would handle all distribution and business operations of this venture. This village would also be the location for farmers to get some of the supplies and tools they need to operate their farms. Farmers however would not be the only users of this village. Community residents interested in farming could come to the village to rent any tools or buy any supplies they need to farm their own gardens or crops. In addition, offices would be located here that assist farmers and residents with any questions or needs they might have related to farming or gardening.

For visitors, this village is home to the farmers market that would sell local goods and produce. It would also have restaurants, cafes, stores, and similar uses. Visitors can come here and see the farming operations at work, visit the stores, or

ask any questions they might have related to their own farming or gardening operations. The village would also host classes or demonstrations related to farming and farmers markets.

In addition to farming-related uses, this village would also have such businesses as restaurants, cafes, a general store, and an outdoor-oriented store. While farming and related activities would be the primary atmosphere of the village, to diversify and strengthen the village during the off-season, the above uses would also be incorporated. If solely associated with the farming industry, this village would be challenged to support itself throughout the year due to seasonality; therefore providing a mix of uses that still highlight the community and character will strengthen this village throughout the year.



Figure 31: Birdseye view of the proposed mixed-use village along Highway 64. Source: Nathan Oliver

The second village is located at the eastern end of the project boundary at the intersection of Highway 64 and Highway 314. This village was located to visually

capture traffic traveling along both highways. At the intersection of 64 and 314, a convenience station with the look and atmosphere of an old time 'filling station' greets visitors coming from the east. This was the location of a filling station for many years in Parksville and pays tribute to this once popular local hang out. It provides visitors with a bit of history of Parksville and an atmosphere to match.

The rest of the village area fronts both of the highways with interior space utilized for plazas and parking. The uses in this village are proposed to be a mix of commercial, retail, office, eateries, and arts and crafts stores. In the plaza will be space available for outdoor vendors or events as well as outdoor seating for restaurants. This village would primarily serve to provide shopping and eating experiences for visitors with offices space also being present. These uses include restaurants, cafes, bakeries, markets, shops, boutiques, stores selling locally made goods, and an information center.



Figure 32: Birdseye view of proposed mixed-use village at intersection of Highway 64 and Highway 314. Source: Nathan Oliver

The idea to also include residential use in the upper stories of the buildings was also discussed. This would actually help to activate the village during slow times and assist with providing a safe environment. This village would serve different needs of Parksville compared to the village to the west, and provide two different areas for visitors to spend time.

Other commercial uses proposed in Parksville include a major outfitter and areas for future growth of commercial and retail stores. A major outfitter has been proposed along Highway 314 across from the village. The idea behind having a major outfitter is to provide a place where visitors can come and plan many activities in one place. Currently there are many permits issued to rafting companies for the rafting season. Many of these companies are owned and operated by out of town business owners. In order to have a significant presence in the community and connect with residents and visitors, the master plan proposes to buy up some of those permits and have a major outfitter that allows visitors to make one stop and plan all of their outdoor activities. These activities include rafting, float trips, hiking, mountain biking, camping, nature walks, and many others. By having a major outfitter present, visitors can make one stop to plan their entire weekend if desired. Here they could make plans, rent equipment, and even arrange shuttle services. Having a major outfitter in Parksville will strengthen and boost the local economy as well as extend the limited rafting season by offering a variety of other activities throughout the year. The intent of the major outfitter would not be to buy all the rafting permits issued by the forest service because one company simply cannot supply the high seasonal demand. The intent is to have a well-presented outfitter that offers a wide variety of outdoor activities that improve the local economy, foster a connection with the community, and service the needs of visitors.

Finally, areas for future growth and development of commercial and retail uses have been incorporated in the master plan to accommodate future growth. It is not a question of if, simply a question of when the need will arise. These areas need not be developed at the same time as the villages or other commercial uses, but by identifying appropriate areas for future growth, the amount of work to be done when the need arises is decreased, and growth can take place in suitable, planned areas.

While the commercial areas provide the opportunity for people to shop and dine, the cultural and environmental uses provide a range of activities for the individual or family to enjoy. These uses highlight the history, culture, or ecological environment of Parksville. These particular proposed uses include a Century Farm, visitor center and museum, music venue, and pioneer homestead. Each of these uses has a specific program that highlights a part of the history or culture of the area, provides a range of activities that everyone can enjoy and presents opportunities for future economic growth in Parksville.

The Rogers Century Farm (1861) is a unique opportunity to recognize and carry forward the farming history of Parksville. A Tennessee century farm designation recognizes farms that have been in the family continuously for at least 100 years, includes at least 10 acres of the original founder's land, and at least one of the farm owners must be a Tennessee resident. This designation honors the dedication of families who have owned and farmed the same land for at least 100 years (Mozo 2011). Century farms across Tennessee are utilizing their designation to educate others about farming through various programs including agritourism. People tour century farms such as Donnell Family Farm in Jackson, TN, and see how farm life was a century ago through various tools and demonstrations throughout the tour (Mozo 2011). A century farm designation is a unique way to pass along a bit

of history to new generations and teach others about the importance of farming a century ago as well as today.

Part of the century farm in Parksville, is the Country Deli. This deli is located on the Old Copper Road on the Rogers Century Farm. The idea for this deli is to make and sell sandwiches with vegetables and products grown on the farm, which can be seen out the back of the restaurant. Customers can see exactly where the vegetables and many of the ingredients of their food came from while they enjoy the beautiful view of rolling farm fields. The Country Deli can be accessed via the Old Copper Road or by car. Venues like the Country Deli offer a unique and inexpensive dining experience for guests.



Figure 33: View looking out the rear of the proposed “country deli”. Source: Sam Rogers

The visitor center is strategically located to allow visitors the ease of stopping in as they enter Parksville to find out more about the area and plan their stay. The visitor center is actually one of the opportunities for public-private partnerships by combining a visitor center, museum, and Cherokee National Forest ranger station. Visitor centers and museums often struggle when operated independently of other uses due to challenges associated with steady visitation and funding. Therefore, in an attempt to minimize the cost of operation for each individual use, and to provide visitors the opportunity to stop once and visit the visitor center and museum, these two uses have been combined. By partnering with private and public agencies, the sometimes burden of operating a place like a visitor center or museum is shared between groups and offers an opportunity to build relationships and advance both parties into the future.

Tourists to Parksville can stop at the visitor center to pick up valuable information for their visit, and also learn of the great history of Parksville and the larger area. The museum will highlight history associated with the Cherokee Indians, the 'Trail of Tears', Tennessee Power Company and the TVA, farming and white settlement, and the progression of Parksville through time. Tourists can get a taste of Parksville and see what waits for them during their stay.

Along with the visitor center and museum, the master plan proposes to relocate the district ranger station for the Cherokee National Forest to Parksville and house this office with the museum and visitor center. This is another opportunity for a public-private partnership as well as a way to strengthen the relationship between the national forest and Parksville. This will bring the Cherokee National Forest into the community and help to establish a relationship between the two groups. This also provides a one-stop shop for visitors to gather all the information they need for their visit to either Parksville or the Cherokee National Forest. This partnership also provides a marketing opportunity for both groups to attract visitors that might have intended on only visiting one of these two places. The Ocoee Whitewater Center is a wonderful amenity that serves a similar function;

however, it is located on the eastern gateway to the Cherokee National Forest. A similar use at the western gateway could greatly benefit Parksville and the Cherokee National Forest.

The music venue is a proposed element that was identified through research of other gateway communities as well as through public interviews. Many other communities have music venues or attractions that draw hundreds of visitors each year. In many of the interviews with residents and property owners, a music venue was identified as a desired use in Parksville. Interviewees explained that their music experience in other communities was enjoyable and memorable and left them wanting to come back.

Music has been a vital component of the history of Appalachia, and was the main pastime for families throughout history. Before the radio or television, friends and family would gather and play music for entertainment. Even with radio and television, live music is still very popular today. The music venue in Parksville is a way to diversify the local economy and provide a range of activities for visitors and locals to enjoy. This venue could highlight significant regional genres such as bluegrass and country. A precedent was an early hotel in Parksville, which actually featured some of the region's earliest 'string bands' in the 1920's and earlier 1930's (Rogers 2010).

Along with the actual music venue building, are proposed entertainment sites. The first is located behind the music building with the backdrop of the lower Ocoee River with ample field space for spectators. The other stage site is located at the old TVA quarry site. This site was used during the construction of Ocoee Dam #1 to quarry rock. In its present state, it provides a unique atmosphere with the rock wall backdrop, Ocoee Dam #1, and Ocoee River in close proximity. This entertainment site can be accessed via the existing railroad bridge, which will be improved as part of the plan.

The proposed music venue in Parksville is an opportunity to partner with local or regional music organizations to host festivals and concerts that attract hundreds of visitors and in turn boosts the economy. Additionally, it provides a way to highlight not only the history of Parksville, but also the history of Appalachia and its deep roots music. The success and influence of WDVX in Knoxville, serves as an inspirational success story in the economic spinoffs of festivals and concerts.

Parksville has the opportunity to become a destination and host for festivals involving music, culture, arts and crafts, outdoors, the environment and landscape. In order to make this possible, people attending these festivals will need places to stay and eat; therefore, numerous lodging opportunities were included in the master plan.

The Ferguson Place is the first homestead settled by white settlers in the Valley. The 19th century log cabin still stands today and signifies an important part of history. With the early settlement history, the Ferguson Place is the proposed site of the 'pioneer homestead' in Parksville. This homestead would offer guests the experience of an early pioneer homestead reconstructed to appear as it would back in the mid to late 1800s. Many of the features on the site would be rehabilitated or reconstructed as needed such as the log cabin, barn, and Ferguson Spring.



Figure 34: The Ferguson's original log cabin. Source: Sam Rogers



Figure 35: Ferguson Spring located on the Ferguson Place and adjacent to the Ferguson's log home. Source: Sam Rogers

In addition, the homestead would have a barnyard and other typical structures of the 1800s. There are many historic and cultural structures in Parksville and the surrounding area. Unfortunately, many of these structures are in danger of being lost to time and are in disrepair. In order to preserve these pieces of history, the Pioneer Homestead would also be an opportunity to bring in historic structures in danger of being demolished or lost and refurbish them to tell their story. Example structures include barns, corncribs, and cabins. The Ferguson Place would in essence be a living history exhibit that told the important historical and cultural story of the area, and educated visitors about the life and time of the early white settlers. A similar farmstead exists at the Cherokee, North Carolina entrance to the Great Smoky Mountains National Park.



Figure 36: A pioneer homestead at Oconaluftee Visitor Center in the Great Smoky Mountains National Park. Source: Sam Rogers

Lastly, the proposed master plan includes significant areas of park and conservation space. Sugarloaf Park is the only park in Parksville and is located on TVA owned property by Ocoee Dam #1. As gathered from interviews with property owners and residents, Sugarloaf Park is a valuable asset to the community but is in need of repairs and attention. As a result, the master plan proposes improvements to Sugarloaf Park such as restoring the Olympic model with a provision for safe wading opportunities for children. In the plan, Sugarloaf Park is one of the terminus points for the riverwalk and is one location for people to access the lower Ocoee River as well as the Riverwalk.



Figure 37: The Ocoee Olympic Whitewater Model is a valuable and unique feature to celebrate the Olympic games but is in needs of repair and rehabilitation. Source: Nathan Oliver

Down river at the edge of the project boundary, is proposed Susan Springs Park. Currently Susan Springs is a privately owned piece of property that has access to the lower Ocoee River, a natural spring that flows into the river, and many large 'heritage trees'. Susan Springs offers beautiful scenery of farm fields, large trees, and the Ocoee River. The master plan proposes to conserve and develop this private land and make it a strategic greenway/blueway node with parking, river access, and picnicking areas, while integrating, highlighting, and preserving the beautiful 'heritage trees'. Susan Springs Park would also be a terminus point for the riverwalk and would be a great take-out location for river float trips.



Figure 38: View of the lower Ocoee River. Source: Nathan Oliver



Figure 39: View of the natural spring at "Susan Springs". Source: Sam Rogers



Figure 40: View of the open fields at Susan Springs, and a great setting for a public park.
Source: Nathan Oliver



Figure 41: A view of a farm field seen from the proposed Susan Springs Park. Source: Nathan Oliver



Figure 42: A view of the lower Ocoee River access at Susan Springs Park and at the end of the proposed riverwalk. Source: Nathan Oliver

Significant forested areas, including ‘heritage trees’, should be preserved in the plan and utilized for outdoor recreation such as nature trails, hiking, and mountain biking. Vegetated and open space areas were included in the master plan as conservation areas and provide opportunities for outdoor recreation such as nature walks and hiking. They provide the more ‘natural’ experience for visitors compared to the more managed Sugarloaf and Susan Springs Parks.

Overall the master plan seeks to balance nature, culture, and commerce. Various program elements were identified from interviews and research and provide unique methods to expand the economy while preserving the character and sense of place of Parksville. The master plan focuses on sustainable strategies both

environmentally and economically that seek to provide a better environment for future residents and visitors. The Parksville master plan is designed to be implemented in stages as growth and visitation demands. While certain features such as the greenway/riverwalk system, visitor center, and village would need to be part of the initial development stage, other proposed development areas can take place as needed. Staged development is important to achieve success. Resources in terms of investment and partners need to be carefully managed to ensure the proper amount is developed that serves the needs of residents and visitors. Like many great cities and communities, gradual planned growth over time will likely yield the best results.

Chapter VII: Potential Implementation Strategies

Various strategies and methods have been briefly discussed regarding implementation as well as future growth and development. This section will delve into deeper discussion about potential strategies for implementing the proposed master plan. As you will see, many of these strategies are not exclusive to the proposed master plan for Parksville, but can be applied to a number of different communities and a number of different master plan alternatives with the same basic principles.

Gateway communities are exclusive because of the natural relationship they have with the public land for which they are a gateway. According to Ed McMahon in his article *Gateway Communities (1999)*, the many economic initiatives in other gateway communities are the result of partnerships involving both gateway communities and public land managers. In his opinion, the importance of partnerships can't be overstated. The health and quality of public land resources depend upon their setting within an ecosystem or historic context and often extends beyond public land boundaries (McMahon, Gateway Communities). Along with a collective and holistic master plan for growth, partnerships will be key to Parksville's success. Partnerships between private investors and public agencies will help achieve economic, environmental, and sustainable success in Parksville. This idea not only applies to particular uses proposed in the master plan such as the visitor center, music venue, and pioneer farmstead, but it also applies to land conservation and preservation.

This thesis has proposed utilizing a green infrastructure plan as opposed to a traditional zoning plan as a plan for community growth and development. Furthermore, the need to start the green infrastructure planning process initially before significant development is critical. If green infrastructure is not identified and effectively incorporated and protected, it will be difficult to retrospectively incorporate green infrastructure such as greenways, open space networks, and

wildlife corridors. Therefore, public-private partnerships will be important to effectively identify and protect Parksville's green infrastructure. Furthermore, to effectively protect natural and cultural resources such as open space, farmland, structures, and wildlife corridors, land trusts need to be a part of the process. Conserved land should be considered no less valuable than other adjacent lands such as riverfront or commercial. Land trusts and conservancies such as the American Farmland Trust, Nature Conservancy, Trust for Public Land, Rivers and Trails Conservation Assistance Program, and the Foothills Land Conservancy help and assist communities and individuals preserve vital land resources. While their specific missions vary slightly, they all work to conserve resources. For example, the American Farmland Trust can be a vital component to maintaining and improving Parksville's farming character and economy. They are the nation's leader for saving America's farm and ranch land, promoting healthy farming practices and supporting farms and farmers (American Farmland Trust 2009). Their mission is to help farmers and ranchers protect their land, produce a healthier environment and build successful communities (American Farmland Trust 2009). The Foothills Land Conservancy is a local land conservancy whose mission is to protect, preserve, and enhance the natural landscape of the East Tennessee region. They work with public agencies, preservation and conservation-oriented organizations, property owners, and the interested public to encourage the preservation of natural lands, which contribute to unique heritage and character of the foothills. They are dedicated to preserving farms, woodlands, watersheds, and community parks, and are dedicated to the preservation of rich wildlife habitats, and the agriculture, scenic, and cultural resources of our region (Foothills Land Conservancy 2009).

Land trusts and conservancies do not work to take away or limit property rights or limit the owner's ability to work their land, instead they work with landowners and communities to protect valuable lands from development and destruction. They work to identify what kind of protection is needed and what the best method to satisfy the owner's or community's goals may be. Great land trusts

know the importance of balancing man, nature, economy, and culture, and work to preserve and protect land that advances the interests of all stakeholders. This ethic is what Parksville needs to successfully balance all the variables and have a thriving community. The goal of protecting land resources is not to protect it simply to claim Parksville has so many hundreds of acres protected, rather the goal is to have a natural and cultural environment that is managed and protected to meet the needs of individuals as well as the community in perpetuity (Kareiva Spring 2011). Parksville cannot do this alone, but by partnering with the proper agencies, resources in Parksville now can be a part of Parksville long into the future, and the many current opportunities can be capitalized on to have a successful, diverse, and vibrant community.

The second implementation method is phased growth. The proposed master plan was planned and designed with phased growth in mind. While the master plan illustrates the full development potential, for Parksville to be successful it must be implemented in stages. It is suggested that the first stage be green infrastructure such as greenway easements, farm land, and open and park space. After green infrastructure should come the quasi-public uses. These include uses such as the visitor center and music venue. The visitor center will help people plan their visit and attract them to new activities and extend their stay, while the music venue will provide opportunities to expand the economy and offer a variety of uses while building partnerships. Along with quasi-public uses should come commercial uses and lodging. The first commercial uses should be one of the commercial villages that offers a mix of uses and clusters these together to support each other and provide a vibrant atmosphere. Also during the initial phases after green infrastructure should be lodging. As explained, currently there is only one lodging opportunity in Parksville. To have a successful tourism community, lodging needs to be available for people to extend their stay and invest in the local economy. The final use in the initial phases of development should be residential housing. A number of residential housing areas have been proposed. The conservation residential development close

to the village core should be developed before the other residential area to promote an active environment, and encourage residents to utilize the village and its amenities. As Parksville grows and the demand for more development is necessary, growth should happen according to a master plan where it has been strategically located and programmed. Furthermore, growth needs to be managed and strategically planned to ensure that the community's investment sees success.

The last implementation strategy involves attracting and marketing the right businesses for Parksville. The master plan proposes general uses and program elements, but did not highlight any particular investors, developers, or businesses. However, this is still a very important element to Parksville's success, and needs to be at the top of the implementation list. The master plan was designed with strategies and mechanisms that have the potential to provide a high quality of life for its residents, businesses, and visitors. By implementing elements and strategies at the forefront, and investing in the already occurring assets of the community, Parksville will attract high quality businesses. After one or two high quality businesses or companies invest in Parksville, the marketing for future investors becomes easier due to the ability to market the high quality businesses you have already attracted. These businesses should have many of the same qualities and stewardship ethic of the community, and know the value of culture, place, and the environment and how to utilize these qualities to have a successful economy. Businesses should have a sustainable environmental ethic while also being economically minded. Taking the time to attract and market high quality businesses to Parksville will result in an economy that is vibrant and lasting and companies who care for the community of which they are a part.

Immediate and complete implementation is not necessarily the next step for Parksville. While this study and the results provide great insight into next steps and the future plans for Parksville, the need as well as opportunity for future study and attention is important. This thesis, due to limited time and resources, was not able to fully study and provide substantial direction for all areas of the community.

Therefore, professional studies such as an economic analysis and methods to align and foster partnerships need to take place. Professional studies of the gateway community concept associated with the Corridor K project also need to be considered pre-requisite to the location studies and impact assessments (both positive and negative). Professional study of these areas will be able to provide in-depth insight and results unable to be accomplished in this thesis.

Lastly, educational opportunities exists for students of design and planning to learn from these important and challenging projects while providing the community with the product of their work such as plans and studies. A rural design studio located in the community could offer a strategic resource to continue the visioning/visualization process.

Unfortunately, like many rural communities and counties, the local government does not have the funding to sponsor or conduct the needed studies. Therefore, it is important to recruit agencies to sponsor studies and work with the local government to recognize the need and benefit of professional studies. This is one more way that partnerships, such as one between the local government and agency stakeholders, can benefit the community while distributing the financial and managerial responsibilities.

Together, the community of Parksville and Polk County representatives have the ability to implement and promote a wonderful community attractive to tourists, appreciated by businesses, and loved by its residents; however, success calls for strategic partnerships, careful planning, and persistent patience. This discussion of implementation strategies is not a definitive instruction booklet, but suggests a plan to begin thinking about the process and future of Parksville.

Conclusion

Planning Growth – Preserving Character is a simple title but a deep and complex problem for many communities. At the root of this problem is the struggle to balance growth, character, and sense of place. Communities often need growth to sustain and survive; however, too often this need results in a loss of character and sense of place, two crucial areas that help identify a ‘place’ or ‘community’ in the first place.

The challenge of planning for growth and commerce while preserving a community’s unique sense of place is especially relevant in gateway communities. Gateway communities help define a visitor’s experience, provide amenities and needs that public lands cannot, and often have a unique atmosphere and environment. They are important assets to the public land for which they are a gateway and have tremendous potential to positively impact visitors’ experiences. Gateway communities can offer a high quality of life, beautiful scenery, an abundance of natural resources, satisfy the needs of visitors unable to be met by the public land, and an experience not easily matched by typical communities or cities. However, gateway communities also face challenges that can drastically affect the future of the community. These challenges include growth pressures, resource management, a lack of community planning, a tourism dependent economy that often lacks diversity, and partnerships between public and private lands and landowners. Further challenges and needs include the need for commerce vs. the struggle to balance character and sense of place, blending growth and character, and lacking the needed resources for effective growth, development, conservation, and preservation. The good news is these challenges can be overcome with proper planning, foresight, management, and involvement from residents, businesses, and officials.

Parksville, TN faces many of the same challenges and pressures as other gateway communities. However, there are an equal or greater number of opportunities for Parksville. With proper planning and management, Parksville can be a thriving prosperous community that respects the unique setting, history and natural resources while meeting the needs of visitors and residents.

This thesis has explored the issues, challenges, opportunities, and potential of Parksville as well as other gateway communities and proposes a master plan for Parksville embedded with mechanisms and principles that address future growth while preserving Parksville's unique character and sense of place. These mechanisms include both new as well as adaptations of existing strategies that recognize inevitable future growth in Parksville, but also the opportunity to incorporate the character of the place with future growth plans. The strategies and mechanisms include asset identification, green infrastructure identification and planning, public-private partnerships, conservation development, open space planning, a diverse economy that capitalizes on existing resources and setting, and proactive stewardship planning. These strategies and mechanisms were found to be important components to planning growth and preserving character in Parksville; however, an equally important finding was the value and method through which planning and design are accomplished.

The process through which the master plan was created is an essential part of this thesis and can be utilized in other community planning exercises. The process began with research and study of other gateway communities. This was done to learn from the challenges and successes of other gateway communities. Next were interviews and meetings with residents, business owners, stakeholders, government representatives, and government agencies. This was necessary to understand the needs, concerns, and desires of the community and surrounding area as well as any opportunities for future partnerships, programs, or businesses. Next was extensive mapping and analysis of the landscape, history, and assets of the place. This included cultural and historical resource mapping, slope and soil analysis, natural

feature mapping and exploration of protection strategies, and viewshed analysis. The entire process through which this thesis was carried out was exceptionally enlightening and informative. Simply put, in some form or fashion, information gathered from interviews or meetings, or information deducted from mapping and analysis directly or indirectly informed the planning and design decisions for the master plan.

Planning and designing for gateway communities is not easy. Like all community planning, there are many factors and conditions to consider. However, gateway communities often have unique assets and conditions that make the process even more challenging and imperative. The planning and design process is tenuous for gateway communities like Parksville, but when done correctly the result is a plan that addresses and recognizes the character and sense of the place while planning for community growth and economic sustainability. Furthermore, the mechanisms embedded in the plan help to ensure the community grows, conserves, and preserves indefinitely into the future, while providing a high quality of life for its residents, and an unmatched experience for its visitors. Peter Kareiva, Chief Scientist for The Natural Conservancy, explains the areas of conservation, growth, development, and human needs well, “What we must have is a vision of the future in which the needs of people and nature are balanced... The conservation of the future will be less and less about protected areas and increasingly about working landscapes, in which the most intrusive human activities area planned for and managed to generate the least damage and to avoid irreplaceable natural systems that cannot tolerate heavy impacts” (Kareiva Spring 2011).

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Appendix

Interview Questions and Responses

The following are the questions and topics discussed during resident and property owner interviews and a summary of their responses:

Are you familiar with the term ‘Gateway Community’?

- *Somewhat, but asked for a more defined explanation*
- *Yes, but asked for a more specific definition*
- *Yes*
- *Not so much*
- *No*

Have you ever visited another gateway community? (If they are not sure what one may be give examples:)

All responses were yes

Pigeon Forge, TN:

- *1987 not much was there, 1990 was wall-to-wall motels/hotels. Atmosphere changes 2 or so blocks off the strip*
- *Has now turned into the destination, not the National Park*
- *It is ugly*
- *Considered the priorities for Pigeon Forge: 1st to attract people and 2nd the Park*
- *No thought given to them (Pigeon Forge and Cherokee)*
- *Pigeon Forge is the worst it could be*
- *Things to do but too crowded*
- *Too commercial, tacky*
- *Not a good experience*

Townsend, TN

- *Enjoyed the atmosphere*
- *If they go to visit the National Park, they would go to Townsend because it is quieter and they enjoy the serenity and peacefulness*

- *Nice experience*

Cherokee, NC:

- *Not too much contrast, very commercial, "not my cup of tea"; did not seem to represent what is was intended to; everything was fake*
- *Considered it ugly*
- *Preserved rather well*
- *Nice because of historical significance*

Jackson, WY:

Blowing Rock, NC

- *A nice feel and aesthetic*

Additional Notes:

Cades Cove- enjoyed the structures and experience

The gateway communities that one interviewee visited seemed too much alike.

Follow with: How would you describe your experience? How would describe the community visually & economically?

A horror story- traffic was terrible, to get from motel to highway 321 it took 2 hrs and 45 min. Traffic was terrible!

Visually- see nothing but the commercial and entertainment venues. Could not tell where people live. Neat.

Economically- a booming place, lots of revenue and that is what we need in Parksville

Experience was ok, but too many people

Did you stay overnight?

- All responses were yes (would spend the night and visit the next day)
- Also took day trips

What did you do while you were there?

- *Was there for a conference.*
- *Shopped, went to Dollywood, shows*
- *Most experience was business*
- *Visit the Park (II)*
- *Shop and dine out*
- *Sight see, gamble, shop*
- *Museums, fishing, "Unto these Hills"*

In your opinion, what defines or makes up the character of a place?

- *Until the last 10 years it was relatively untouched, the new roadway has drastically changed it.*
 - o *It was peaceful, did not have to lock doors, it was an old neighborhood where everybody knew everyone*
 - o *A peaceful country valley*
- *Today: many houses are now rental, few permanent residents*
 - o *Likes Sugar Loaf Park*
- *The beauty characterizes the place*
- *Views*
- *One of the best whitewater rafting areas*
- *The rivers (3 in the county and 1 north)*
- *Tremendous history*
- *Home of the Ocoee River and Olympics*
- *For Parksville, road construction*
- *Breathtaking beauty (II)*
- *Convenience and farming (Parksville)*

- *Whitewater area*
- *Facilities and businesses*
- *Scenery, views, and landscape*
- *Best of both worlds (far enough from the city and can get away from it all)*
- *Views*
- *Mountains*
- *Farmland*
- *Natural beauty – unspoiled*
- *The people first*
- *The memories*

What are some things that should be valued and conserved? Or sensitive? Or important assets or resources? That should be handed down?

- *See the land conserved, should not be 'little Pigeon Forge' (II)*
- *Not against tasteful commerce*
- *Not a flea market*
- *Scenery and views should be conserved*
- *Views, some open space (realizes that not all can be kept)*
- *Being able to drive and navigate (referenced the traffic and congestion of Pigeon Forge)*
- *It should remain naturally beautiful*
- *There has to be a balance*
- *Open space*
- *Planning that has a common aesthetic*
- *Rustic appearance (both roads and buildings)*
- *Sign restrictions*
- *Preserve the feel*
- *Scenery*
- *Property*
- *The environment and history*
- *The sense of place*
- *Traditions*

Handed down:

- *wildlife*

What is your sense of the vulnerability of Parksville?

- *Not so much commercial but road construction is ruining the place (scenery and land)*
- *Vulnerable to road projects that can/will change the area*
- *Currently low for residential development but will become greater as economy strengthens*
- *Very vulnerable to poor development*
 - o *Becoming a small strip area and not reaching its potential*
- *Vulnerable in the future to heirs and division of property*
- *So much history here that could be lost*
- *The next generations views and desires will be different*
- *Some of the property will likely be auctioned off*
- *People will do what they want*
- *As long as the government owns the forest they feel it would be ok*
 - o *National Forest as public land is a good thing*
- *Not very vulnerable right now*
- *Vulnerable especially with the Corridor K project*
- *Very prone to over-commercialization*
- *People want money – regardless of the cost of history or the sense of place*
- *Vulnerable due to lack of planning, no zoning, and not master development plan*

As a place (city, town, community) grows, should growth be managed, planned for, or happen when and where it happens?

- *There needs to be some sort of management*
- *Should be a plan*
- *It really needs to be planned*
- *It needs to be managed in terms of economic generators*
- *It should definitely be planned (but it will be difficult to do so)*
- *Needs good planning to maintain beauty*
- *There should be an aesthetic blend within the plan*
- *Planning means caring about the way it looks*
- *Yes, we should have more planning than we do*
- *Yes, there should be some planning and management*

In regards to future growth and development, would you like to work or see growth happen in coordination with a plan or would you prefer not to?

- *Yes*
- *Happen in coordination with a plan*
- *Cleveland's business and industry is growing; Parksville will likely become a bedroom community for Cleveland and its Industry*
- *Good quality growth*

How would you define success for Parksville? What would it take to be successful?

(examples: jobs, preserving its character, more tourists, more residents, staying just the way it is)

- *A planned, managed environment, settling the road project*
- *Will not do anything business related, personally, until they know where the road (Corridor K) is going*
- *A plan has to be the first thing*
- *Property owners have to be involved*
- *A planned bedroom community for Cleveland*
- *State Lodge might also experience success*
- *More businesses are needed*
- *Diverse business opportunities*
- *Quality construction*
- *More activities*
- *Higher end, quality business*
- *Not traditional 'tourist' merchandise everywhere*
- *More residents*
- *More businesses*
- *To make Parksville a true gateway to the Cherokee National forest*
 - o *Rangers to talk with tourists, guide, and explain the history*
- *Staying as is as much as possible with a little more tourism and a lot more recreation*

What is important to make Parksville economically successful (what are some key things that need to happen)?

- #1 we need lodging (this can be either private or state) (II)
- Grocery store is already in Ocoee
 - o Possibly another
- Used to be a service station, Sinclair Gas then Esso, at intersection of 314 and 64 (was very successful)
- Different uses for different age groups
- A greenway network
- Restaurants
- Parksville should be inviting and pretty, inviting because of the natural beauty not because of business
- Raise the standard of living and the people that live in the Parksville area
- People need to make more money, they need more education
- Investment of capital
- Initiate the process as soon as possible
- Businesses
- A good quality road
- Government to pay taxes like the citizens do (in relation to the high percentage of public land in Polk County)
- Cooperation between government and rafting companies
- Planned community growth (bring back the town idea)
- Harness the naturally given assets

What kinds of businesses or uses do you think would make Parksville most successful?

- *Nice restaurants*
 - o *With a view of natural setting*
- *Campground*
- *Museum (for Polk County not just Parksville)*
 - o *History of TVA (II)*
- *Something similar to the Museum of Appalachia (something that has a history component)*
 - o *Trail of Tears*
 - o *Indian relics*
- *Positive of the area: you can come here and enjoy being here without spending a bunch of money*
- *Lots of people come here to enjoy what's here naturally*
- *Agritourism and related activities:*
 - o *Hayride is #1 thing people come and love to do*

- *Visitors come to see the corn maze because they also come to the “country” to see the beauty and scenery*
- *What sets this area apart is there is still a relatively small number of landowners*
- *Music Venue (III)*
 - *Outdoor theatre*
- *Heritage*
- *Shopping: crafts and local good/merchandise*
- *Artists in the area to make quilts, crafts, etc. that are unique to the area*
- *Hwy and the experience could be better*
- *Solar or alternative energy*
- *Housing*
- *Internet based businesses*
- *Hotels/Lodging*
- *Not taxing rafters is a problem*
- *Environmental protections*
- *Pottery making*
- *Healthy eating*
- *Fishing*
- *Boating*
- *Biking*
- *Outdoor activity related*
- *Canoeing*
- *Using what exists to the best advantage*

What kinds of uses would you not like to see in Parksville? What kinds of uses, businesses, or attractions for example would not be a good ‘fit’ for Parksville?

- *Local beer joint*
- *Arcades*
- *Amusement park type uses (II)*
 - *Go Carts*
- *As Seen On TV stores*
- *Shopping malls are ok if designed in an attractive way*
- *Gliders and ultra-lights*
- *Tourist junk stores*
- *Need to “do it right”, businesses designed/built right*
- *Junk yards*
- *Beer establishments*
- *Biker hangouts*
- *Tourism is important but not cheesy attractions and uses*

What do you think detracts most from Parksville now? What might detract most from it in the future?

- *Detracts:*
 - o *Scrubby fence rows*
 - o *Flashing lights*
 - o *Noise*
 - o *The traffic now is horrible*
 - o *Nothing detracts from it now*
 - o *Sparse development*
 - o *Poor roads*
 - o *Too much commercialization*
 - o *The Zipline course is out of place*

- *Attracts People:*
 - o *The view (people stop often just to take pictures)*
 - o *Peaceful drive (but there is nothing to do)*
 - o *Water (river)*
 - o *Road could be an attraction*
 - o *People need to feel "the atmosphere"*

How would you like to see Parksville grow?

- Quickly
- Attractive facilities and architecture
- Likes Parksville the way it is

How do you envision Parksville 5 years from now? 15? 25?

- *If road goes through, it could be a mess*
 - o *It could also bring more commercial*
 - o *Potentially less farming area*

5 yrs: just like it is now most likely, minor commercial properties and recreation opportunities

- 1 additional restaurant, hotel would probably struggle, steady population growth, more subdivisions built
- More businesses, restaurants, motels, etc
 - o A better road would lead to more tourists

10 yrs: more commercial, fast food chains, convenience store, specialty stores

(all of this would likely happen without a plan)

25 yrs: bedroom community, lodge, golf course, something unique, small business

How important is open space (green space) for you?

- *Very important "Big Time" (III)*
- *Essential for the community as it grows*
- *Agriculture is the #1 industry in TN*
- *Scenery is top priority*
- *A golf course might work*
- *Not very important (has not advanced Parksville)*

How would you like to see Parksville grow?

- *Retain the character but allow development*
- *Limited commercial activity*
- *Aesthetics are very important, blend in and make an effort to have aesthetic cohesion*
- *Slowly with planning*
- *Stay tourism oriented*
- *Would like to see industry in another part of the county with people living in Parksville*
- *Slowly and surely – environmentally sound*

How important is it to pass along and educate others on the history of Parksville?

- *History is very important to pass along to tourists and future generations*
- *History is important to pass along and educate people*
- *TVA, Indians, and settlers are important aspects*
- *Not very important*
- *Very important*
- *Most important*

How would you classify the relationship of Parksville and the Cherokee National Forest? There is no relationship, good, fair, poor, don't know/not sure

- *Good, probably better in the past but not bad (has not heard anything bad about it)*
- *Fair, maybe worse*
- *Not a lot of relationship right now*
 - o *Just proximity*
- *Not sure*
- *No relationship*

How would you classify the current state of recreation in the Parksville area?

- *There are not enough opportunities, options, or activities for people, there needs to be more*
- *Not enough options, there needs to be more diversity*
- *It seems too scattered*
- *There are many more opportunities*

Are you familiar with land conservation easements or programs such as land conservancies?

- *Not sure what they do, after explained how they work she explained she would be open to the idea*
- *Would like to know more about them*

What is your opinion or view on green infrastructure?

- *Greenways are important*
- *A greenway should be a part of it, but the greenway alone will not be the economic generator. The greenway should involve TVA, the State of TN, property owners.*
- *Would like to see a riverwalk*
 - o *Not much parking at Sugarloaf Park currently*
- *Would consider a walkway easement for the purpose of a greenway*
- *They would be nice to have*
- *We need more of it*

What are significant viewpoints and attractions in the Parksville area? What are important views?

- *West side of Ocoee going East*
- *View of river*
- *Horizon is important*
- *Should be protected*
- *Chilowhee Mountain*
- *Sanford Home site*
- *Approaching the dam*
- *Sugarloaf*
- *The Dam Powerhouses*
- *The flume*
- *Parksville Lake*

What do you like to do in your spare time? What kind of recreational activities are you involved in?

- *Go out to eat*
- *Sporting events*
- *Boating*
- *Picnic in the forest*

- *Garden, farm*
- *Walking the dogs*

The next set of questions pertain to Corridor K:

How would you classify the current state of transportation?

Very Poor, Poor, Good, Very Good, No Opinion/Don't Know

- *Not bad now, summer and fall traffic is bad/heavy from rafting industry*
- *Poor (there is a need for a bypass route)*
- *Very Poor*
- *Very good after 411 and 64 are finished*
- *Adequate*
- *Poor, many commercial trucks will not travel Highway 64 because of its safety concerns*

Are you familiar with the Corridor K road improvement project?

- *All responses were yes*

If you could decide on the route, where do you think Corridor K should go?

- *Rebuild the 64 bridge*
- *Favors widening the existing route (and shave off curve at dam) (II)*
- *Something does need to be done*
- *Follow 64 then veer off to begin bypass a little past the dam*
- *Stay on current Hwy 64 alignment and stay a 2-lane with a 4-lane to start past the Sanford Property*
- *It could be a destination if it went through the mountains*
- *There is a need for an alternative*
- *One that gets away from the gorge*
- *Stay on existing alignment*
- *A north route through Prince Gap*

Do you think it will positively, negatively, or not effect Parksville at all?

- *Would probably being more business and be economically advantageous*
 - o *But you cannot control that they build*
- *Positively because it will bring people here for commerce*
- *Positively*
- *It could negatively impact by segmenting and dividing land*
 - o *Is skeptical because they feel the planning is not there*
- *The road needs to be designed into the plan*
- *Will not be a strong benefit*
- *Negatively, will get people through quicker but we need them to stop and see Parksville*
- *It completely depends on the route chosen*

**How do you feel about the design of Corridor K existing and proposed?
Perhaps show examples such as 411 in Benton and the portion of Corridor K
under construction west of the Lower Ocoee?**

- *Does not like the existing Hwy. 64 construction*
- *Will be better than it was when its done*
- *Would not want to see the existing 64 design through the Parksville area*
- *Allows people to get to Cleveland quicker*
- *They have done a good job so far*
- *Stores would need to be on the highway*
- *Would like or support businesses that come in*
- *Should be a very minimal footprint*
- *No need for a bypass right now*
- *The design should help Parksville*
- *For the progress of Parksville would not mind if Corridor K had to go through their property*

Additional comments and notes:

- *Does not mind the rafting and visitors (II)*
- *Would like to live here than anywhere else*

- *Service industry people are here*
 - o *Everybody is not made for college*
- *Businesses will not develop until they know where the road is going. This is a big reason Parksville has seen limited growth and development in the recent years*

Some things that are important in Parksville:

- *Getting property owners together to do it*
- *A way of defining the character*
- *Defining area of/for commerce*

- *Looking at ways for people to get around could include a greenway with a trolley system*
- *Determine how to leave the rural character: leave clusters of shops and villages and the trolley could circulate through and around these areas and Parksville*
- *The plan should utilize the whole area*
- *The plan needs to provide an asset for TN*
- *Public-Private partnerships are important*
- *There needs to be something that brings people in to stay overnight or longer*
- *Need tourism but done right*
- *We need to preserve natural beauty and keep it from looking like Gatlinburg*

Vita

Nathan Oliver was born in Hendersonville, TN where he attended Hendersonville High School. Upon graduation, he proceeded to attend college at the University of Tennessee where he graduated with a Bachelor's Degree in Landscape Design and minor in Business Administration. While an undergraduate, Nathan interned for the Knoxville-Knox County Metropolitan Planning Commission. It was here that Nathan's interests in planning began. After graduating from the University of Tennessee, Nathan desired to expand his knowledge and understanding of design and planning. He continued his study with graduate school at the University of Tennessee. With his newly found interests, Nathan desired to work towards dual masters degrees in landscape architecture and planning. He graduated from UT with a Masters of Planning as well as his Masters of Landscape Architecture. He now seeks to practice as well as continue learning in the fields of landscape architecture and planning.