

DRAFT



City of Harriman

COMPREHENSIVE
PLAN

August 2024



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**“Progress
without change
is impossible”**

— George Bernard Shaw

INTRODUCTION

1

Change is coming to the City of Harriman. After three decades of declining population, the city is experiencing population growth. With the population increase comes new businesses, a renewed interest in the revitalization of downtown Harriman, and an increased demand for city services. As new development and redevelopment continue, Harriman needs a roadmap to provide a guide for accommodating the growth and providing services to a growing population.

The City of Harriman Comprehensive Plan will provide a guide for Harriman to address the opportunities and challenges that accompany the city's growth. Elements of the plan include a vision, recommendations, strategies, maps, analyses, community voices, and ideas. These should serve as tools to help policymakers prioritize strategies, make decisions, and guide the growth, redevelopment, preservation, public improvements, and other priorities of the town.

This plan establishes a shared, long range vision for Harriman with goals, policies, and implementation strategies that have been developed to support the city's vision. Various community stakeholders may use the plan in the following ways:

Residents and Community Members

Harriman residents played a key role in shaping this plan through their attendance at community meetings and their responses to a survey. Residents should reference the goals, policies, and maps when addressing city policy and development topics.

Government and Non-profit Partners

Community partners should review the plan to understand the city's vision and consider how their work will align with the comprehensive plan.

City Staff

Harriman staff should consult and cite the plan when reviewing development proposals, making recommendations, and addressing zoning, annexation, and capital investments. The staff will also discuss the plan with stakeholders so that they may be aware of the city's vision and goals.

Developers and Landowners

Developers and designers should support the comprehensive plan's goals when creating plans in addition to complying with the city's development regulations.

Elected and Appointed Officials

Harriman's elected and appointed officials are challenged with making land use decisions regularly. Knowing the city's vision and goals will enable the elected and appointed officials to build a foundation for their policy decisions. Implementing the recommendations of this plan will enable city officials to attain the vision set forth therein. The Planning Committee and City Council should consult the plan for guidance on growth and development related decision making and policy formulation.

In addition to shaping policy, this plan can be strategically utilized to guide planning and decision-making in Harriman in the following areas:

- **Zoning and Code Updates**

- **TDOT Transportation Prioritization**

- **Rezoning Decisions**

- **Economic Development Planning**

- **Parks and Recreation Planning**

- **Budgeting and Programming**



The comprehensive plan is a tool that will:

- ✓ Create a shared long-range vision for Harriman
- ✓ Address current problems and anticipate future issues
- ✓ Guide land use, zoning, and policy decisions
- ✓ Engage stakeholders
- ✓ Accommodate growth
- ✓ Guide investments
- ✓ Provide basis to maintain valid and legal zoning
- ✓ Generate development policies
- ✓ Manage growth
- ✓ Balance interests
- ✓ Leverage location
- ✓ Sustain quality of life

Existing Plans

Within the public realm, parks and recreation systems can play an integral role in serving a range of community needs, including education, health determinants, environmental quality, neighborhood stabilization, and even job opportunities. The project team interviewed public officials and decision makers to discuss plans that impact land use, development,

and the operation of parks and recreation. Based on this research, they discovered five significant planning documents that serve as a road map for land use and development with potential impacts on parks and recreation in Harriman and the region.

- *Harriman Bicycle/Pedestrian Master Plan, 2021*
- *Roane County Parks & Recreation Master Plan, 2020*
- *Roane County Trail Master Plan, 2020*
- *Harriman ADA Self-Evaluation and Transition Plan, 2019*
- *Tennessee RiverLine - Roane County 2019 Pilot Community Program Report*



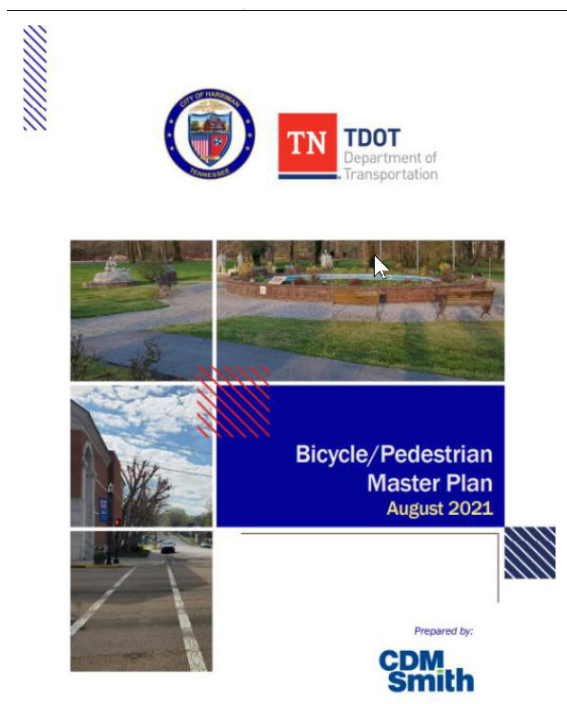
The following sections provide a summary of each of these planning efforts as they relate to parks and recreation, and to a summary of the implications these previous planning efforts have on the Harriman Comprehensive Plan.

Harriman Bicycle/Pedestrian Master Plan, 2021

This plan, developed with a Community Transportation Planning Grant (CTPG) from the Tennessee Department of Transportation (TDOT), evaluates the existing bicycle and pedestrian facilities in the City of Harriman. The plan also recommends improvements to fill gaps and create new connections in the city's bicycle and pedestrian network. Particular focus was given to non-motorized connections to schools, parks, and significant places of interest. By providing passive recreation activities like walking and biking, as well as non-motorized access to parks, implementation of the Bicycle/Pedestrian Master Plan could contribute significantly to Harriman's parks and recreation system. The following recommendations from the Harriman Bicycle/Pedestrian Master Plan could directly impact parks and recreation in the city:

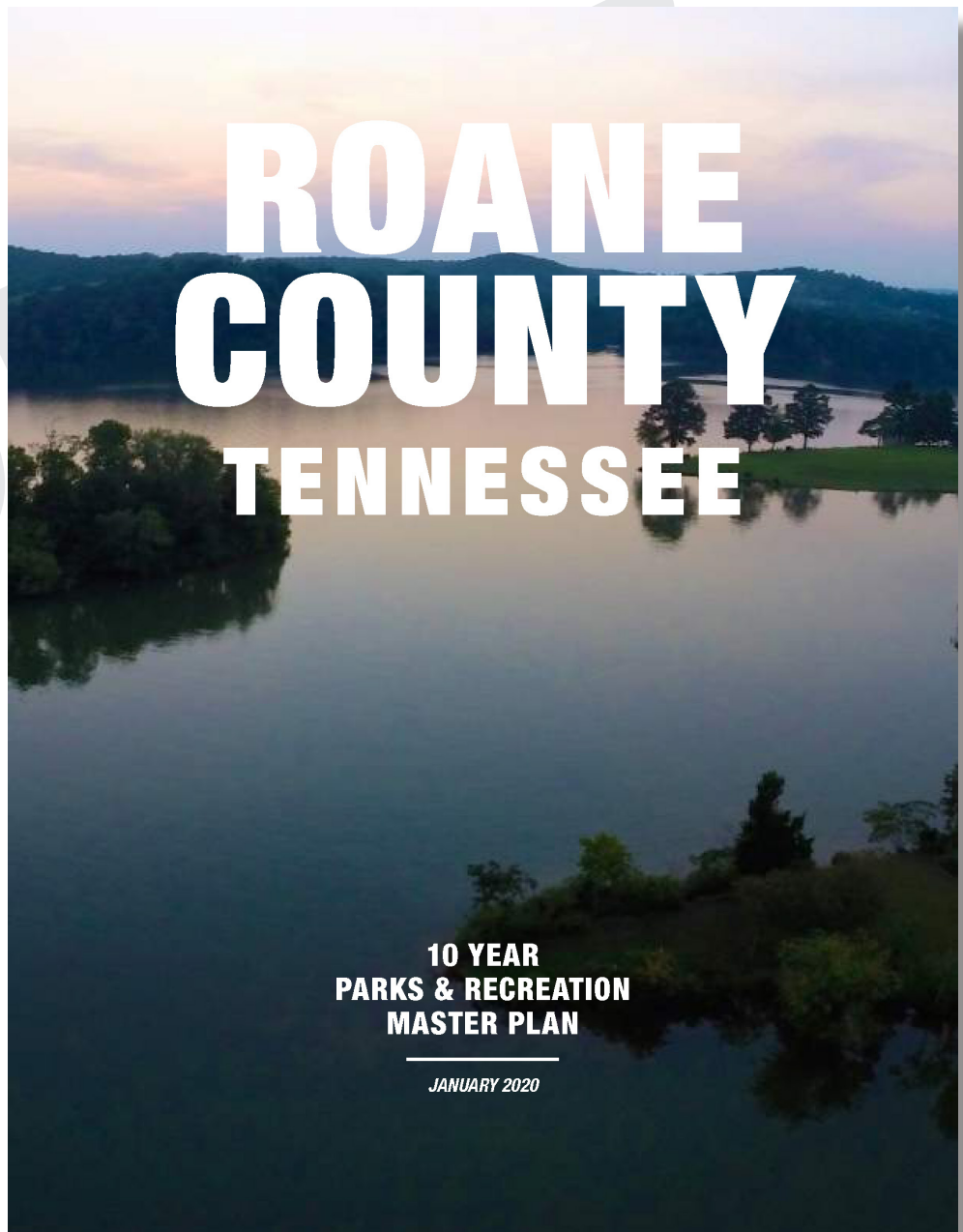
- Establish riverfront greenway along the Emory River and/or the length of Emory Drive.
- Expand Riverfront Park to the north and south.
- Improve intersection at the Riverfront Park entrance.
- Extend walking path along Margrave Drive to access the Paper Maker Ball Field.
- Walking path upgrades near the Harriman Community Center.
- North Downtown Loop walking paths, connecting Sevier Drive, Henderson Street, and Margrave Drive to Triangle Park.

Several of these recommended improvements would increase non-motorized access to the city's parks, thereby increasing park visits and visibility. This bicycle and pedestrian plan further supports the development of a greenway along the Emory River by illustrating concepts for the greenway's location and proposing new riverside parks along its length.



Roane County Parks & Recreation Master Plan, 2020

This project evaluated the parks and recreation facilities provided by Roane County, as well as those provided by the Cities of Kingston and Rockwood. The project inventoried and evaluated parks and recreation facilities and programs; assessed changing parks and recreation needs in the county due to demographic changes; compared recreation in Roane County, Kingston, and Rockwood with similarly sized communities across the state; gathered public input; and prepared recommendations for existing parks and recreation facilities and programs over the subsequent ten-year period for these entities. Harriman did not directly participate in this effort.



Roane County Trail Master Plan, 2020.

This plan provides strategies for developing new greenways, trails, and bike lanes to support access to recreation, healthy food, and wildlife throughout the county. Specific goals and objective outlined in the plan include:

- Connecting existing and proposed greenways, trails, and bike lanes within the county and extend to adjacent county lines
- Providing an alternate source of transportation, focused on pedestrian/bicycle circulation
- Connecting neighborhoods, schools, and other community centers within the county
- Connecting points of interest within Roane County, including but not limited to parks, local business districts, wildlife management areas, and water bodies
- Providing access to healthy foods, promoting active recreation, and improving the overall health of Roane County citizens

Recommendations in this plan include installing greenways and bike lanes that travel through or near Harriman and connect the city with other communities and resources throughout the county. It also includes high-level concepts and cost estimates for the development of such routes. These future routes should be referred to as Harriman collaborates with other jurisdictions in the county to maximize access to parks and healthy living opportunities for all residents.



Harriman ADA Self-Evaluation and Transition Plan, 2019

This plan was developed to evaluate the accessibility of Harriman’s public buildings, sidewalks, curb ramps, and programs. It provides prioritized recommendations for improving public access in the city. In total, eight buildings, eight parks, and nearly fifteen miles of sidewalk were assessed, and an estimated \$2.6 million in improvements were recommended. Policies, programs, and staffing were also evaluated, and recommended enhancements were discussed. As part of the process, all city sidewalks were mapped and categorized by their physical condition and priority for improvement.

As Harriman implements improvements to its parks, trails, and sidewalks, the ADA Transition Plan should be consulted to incorporate specific upgrades that enhance accessibility and improve programs for all residents and visitors.



Tennessee RiverLine - Roane County 2019

The Tennessee RiverLine is an ambitious project to develop a system of paddling, hiking, and biking experiences along the Tennessee River, reaching 652 miles from Knoxville, Tennessee to Paducah, Kentucky. Roane County was one of five counties along the Tennessee River selected for a 2019 RiverLine Pilot Community Program to evaluate public access along the Tennessee River and contribute to the RiverLine vision.

The Pilot Program resulted in a Roane County 2019 Pilot Community Program Report. In this report, community leaders identified the development of new trails, paths, and non-motorized routes throughout the county as a priority for establishing access between the Tennessee River and population centers in the county. They also discussed the need to prioritize lodging and campgrounds, as well as on-river events and activities. The group also considered the need to balance tourism with ecological protection along the county's waterways.

The report provides the following specific

recommendations for Roane County and its cities:

- Cultivate local paddle culture, including a river trail on the Emory River from Harriman to Kingston
- Enhance gear availability
- Engage rivers as connectors and blue space, including connections along the Clinch River between Harriman and Oak Ridge
- Education: river as a shared space
- Invest in opportunity landscapes
- Optimize lodging and campgrounds for paddle users
- Leadership development
- Leverage existing and advocate for new funding sources

As Harriman develops opportunities for recreation along the Emory River, the priorities from residents and leadership outlined in this plan should be considered. Further coordination for river trail connections between Harriman, Kingston, Oak Ridge, and other regional entities should also be explored.





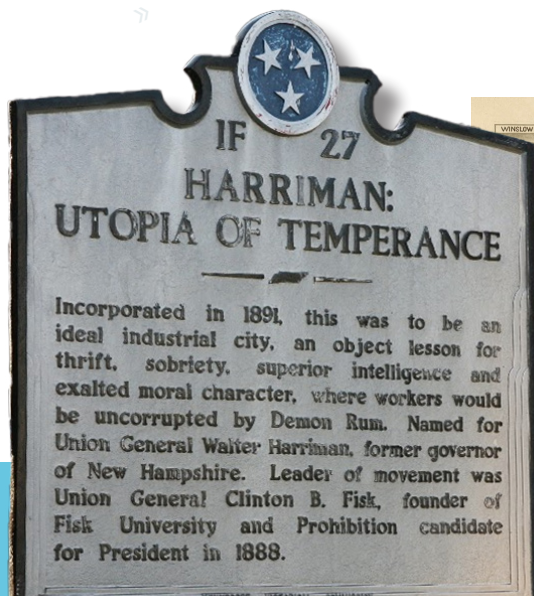
2

Harriman History

Harriman was founded as a Temperance Town in 1889 by temperance activists who were led by New York-born minister and plant manager Frederick Gates. Seeking a land venture that could attract industrial and economic development while avoiding the vice-driven pitfalls of late 19th century company towns, The East Tennessee Land Company was chartered by Gates and fellow prohibitionists in May 1889. The company acquired several hundred thousand acres of land around what is now Harriman in the following months, including the plantation of Union Army colonel and state senator Robert K. Byrd.

The East Tennessee Land Company's plan was to purchase land; build a town based on prohibitionist and other reform movement principles; and establish subsidiary companies to attract industry. After a successful land auction in Harriman in 1890, the company established three

subsidiaries: the East Tennessee Mining Company to administer the region's coal and iron extraction operations, the Harriman Coal & Iron Railroad Company to develop the local railroad system, and the Harriman Manufacturing Company to attract industries by providing start-up capital. To project its prosperity and advertise Harriman, the company built an imposing brick headquarters with four picturesque Norman towers at the corner of Walden Avenue and Roane Street near the center of the new town. By 1892, several rolling mills, factories, and other businesses had relocated to Harriman. To help finance its early operations, the East Tennessee Land Company borrowed just over one million dollars from the Central Trust Company of New York. In late 1891, capital markets in the U.S. began to freeze, leading to the Panic of 1893. The East Tennessee Land Company, unable to pay the interest on its million-dollar loan, attempted a last-ditch stock sale to raise money to pay off the loan, but the sale failed. In November 1893, the company was forced into bankruptcy.





Commercial block along Roane Street, built in the 1890s

Harriman is named for Walter Harriman, a governor of New Hampshire whose son, Walter C. Harriman, was managing director of the East Tennessee Land Company. The site of Harriman was chosen primarily for its proximity to Emory Gap, where the Cincinnati Southern Railway joined the East Tennessee, Virginia, and Georgia Railway. The city, platted on Christmas Day in 1889, was laid out in a grid pattern that conformed to the Emory's oxbow bend at the base of Walden Ridge. The block bounded by Roane, Walden, Morgan, and Clinton streets was set aside for the city's public buildings (this block is now the location of the city hall, the library, and the fire department). Lots in the heights around Cumberland and Clinton streets (Cornstalk Heights) were substantially larger, as it was expected that the city's wealthy and professional-class residents would buy homes here. The areas along the river (Emory Street) were for mills and residential areas for skilled laborers. The initial land auction for Harriman was held in late February of 1890, and was attended by over 4,000 prospective buyers from across the nation.

Harriman continued to grow despite the East Tennessee Land Company's collapse, although its growth was very gradual. The American Temperance University was established in 1894, and operated out of the East Tennessee Land Company's abandoned headquarters. In 1929, the combination of the stock market crash and a devastating flood of the Emory River wiped out much of the city's industry. A paper mill and two hosiery mills provided the largest share of jobs in the city through the rest of the 20th century, with the paper mill and the hosiery companies operating into the 1980s.



Harriman Hosiery Mills in 1940



Cornstalk Heights House, circa 1890

The city got a boost in the 1940s and 1950s from heavy automobile traffic along US-27, which was a primary route connecting the Great Lakes region with Florida before Interstate 75 was completed. The routing of Interstate 40 through southwestern Harriman connected the community more closely with Knoxville but never produced the kind of modern industrial development inside the town that community leaders expected. In the mid-20th century, Harriman faced significant challenges as the industrial sector declined as did the population. The closure of several factories and mills led to job losses and economic decline, and many residents left the city in search of employment elsewhere.

The city, still quaint but clearly different now from its economic heyday, still shows considerable evidence of being a “planned community”. Its streets remain in their original grid pattern, as the collapse of the East Tennessee Land Company in 1893 “froze” the city in its original developmental state. A considerable number of homes displaying Victorian architecture remain (especially in Cornstalk Heights.) Many of which have been either painstakingly maintained or restored. The temperance heritage was slow to depart. There was no liquor store in Harriman until 1992. In recent years, Harriman has experienced a resurgence, with the city working to revitalize its economy and community. The city has invested in infrastructure improvements, including new roads and bridges, as well as parks and recreational areas. The downtown area is in the initial stages of a revitalization, with some new businesses and restaurants downtown.





3

Demographic overview

Takeaways

- Population and Growth
- Age Distribution
- Racial and Ethnic Diversity
- Income and Poverty
- Housing
- Education
- Economy

● Population and Growth

Harriman has seen steady growth since the 2020 Census. As of July 1, 2022, the estimated population stands at 6,094 residents. This reflects a 2.5% increase from the 2020 census count of 5,943. The recent population growth is a change from the pattern of declining population from 1990 to 2020.



● Age Distribution

The median age in Harriman is 43.8 years, reflecting a mix of generations. Here's a breakdown:

- **Children and Youth:** Approximately 3.9% of the population is under 5 years old, while 15.8% are under 18.
- **Seniors:** Those aged 65 and over constitute 16.2% of the population.
- The population under age 18 is almost the same as the population aged 65 and over.



● Racial and Ethnic Diversity

Harriman has a somewhat diverse population.

- **White Alone:** The majority, 86.7%, identify as White.
- **Black or African American Alone:** This group is 6.7% of the population.
- **Asian Alone:** This is a smaller group at 0.3%.
- **Two or More Races:** 6.2% of residents represent mixed heritage.
- **Hispanic or Latino:** 1.2% of the population identifies as Hispanic or Latino.



● Income and Poverty

- The median household income of \$40,980 is about 2/3 of that for Roane County or for Tennessee.
- The average per capita income of \$27,241 is about 80% of that for Roane County or for Tennessee.
- 20.2% of Harriman’s population is below the poverty line, about 1.5 times that for Roane County or for Tennessee.
- 28% of the population under the age of 18 live in poverty. This is a high percentage and more research to determine the cause of the high child poverty rate and ways to reduce the percentage of children living in poverty may be appropriate.



● Housing

- **Homeownership:** Around 64.3% of housing units are owner-occupied.
- **Median Home Value:** The median value of owner-occupied homes in January 2024 was \$204,606 as reported by Zillow, up from \$142,700 in 2020 as reported in the US Census. The value of owner-occupied homes was up 8.1% over the past year (Zillow). Although home prices have increased significantly in Harriman, homes are more affordable than in a town in the neighboring county.
- **Household Size:** The average household consists of 2.29 persons, about 90% of the household size for Roane County or for Tennessee.
- Of the 3,230 housing units counted in the 2020 Census, 16 % were vacant. The relatively high percentage of vacant dwelling units may offer opportunities for young first-time home buyers if the units are habitable. If the dwelling units are derelict, the city may need to take action to require repair or demolition of the structures.

Education ●

- Education: 85.0% of individuals aged 25 and older have completed high school or higher education. 16.1% hold bachelor's degrees or beyond.



Economy ●

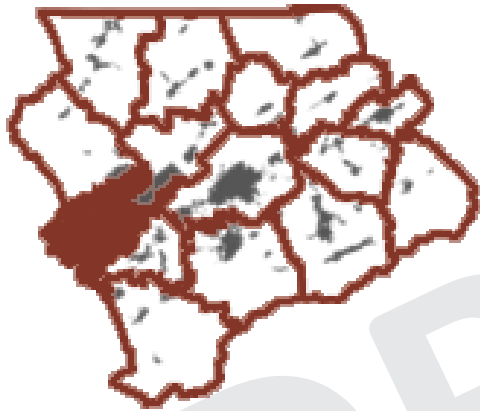
- From 2020 to 2021, employment in Harriman grew at a rate of 3.65%, from 2,7100 employees to 2,810 employees.
- The most common employment sectors for Harriman residents are health care and social assistance (567 people); administrative and support and waste management services (424 people); and public administration (312 people.)



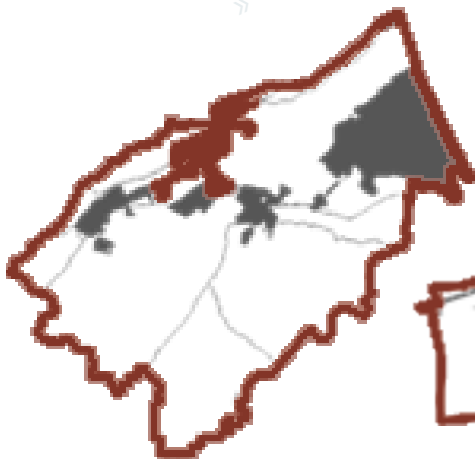
**FIGURE
3.1**



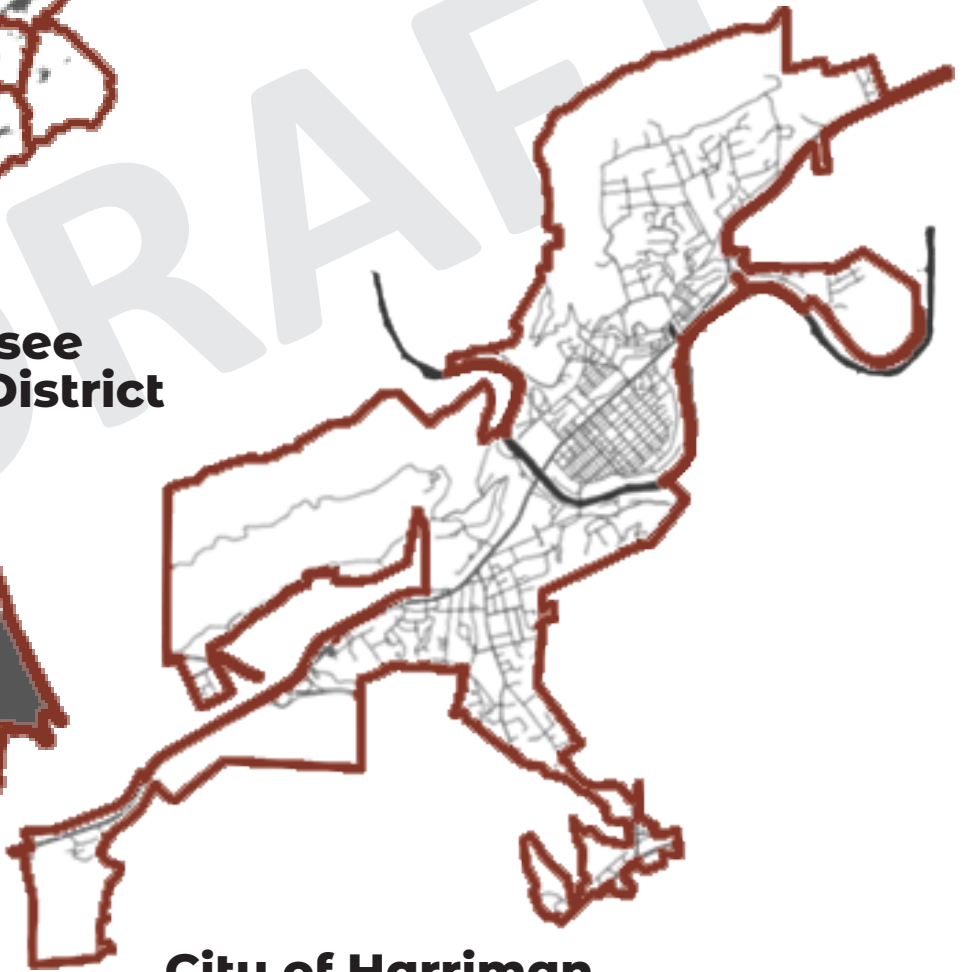
State of Tennessee



**East Tennessee
Development District
Region**



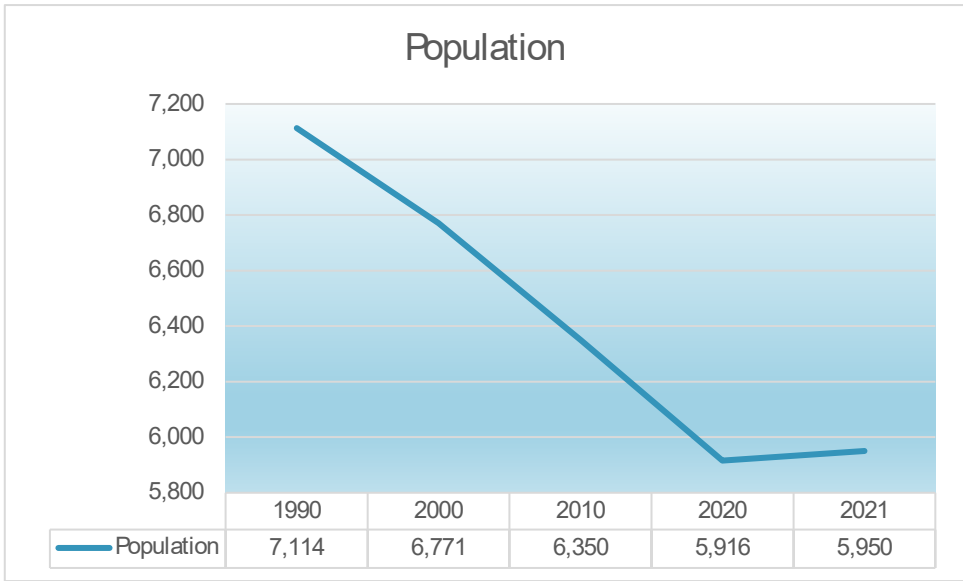
Roane County



City of Harriman

Population and Growth

FIGURE 3.2

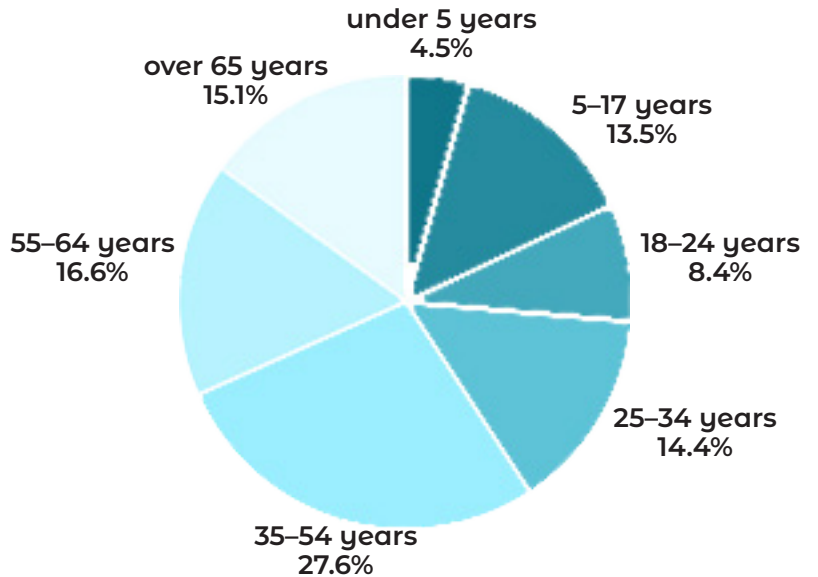


Year	Population	Rank in US	Growth Rate
1990	7,114	3,206	—
2000	6,771	3,633	-0.5%
2010	6,350	4,030	-0.6%
2020	5,916	4,361	-0.7%
2021	5,950	4,352	0.6%

43.8
Median age

about 90% of the figure in Roane County: 47.1

about 10% higher than the figure in Tennessee: 38.8



**FIGURE
3.3**

Income and Poverty

\$27,241

Per capita income

about 80% of the amount in
Roane County: \$34,366

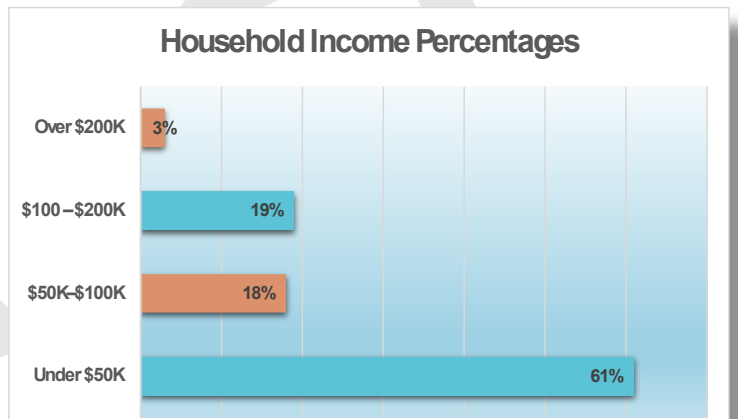
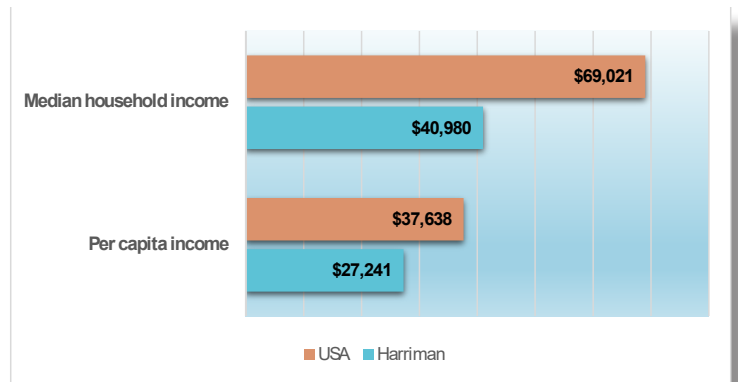
about 80% of the amount in
Tennessee: \$32,908

\$40,980

Median household income

about 2/3rds of the amount in
Roane County: \$60,044

about 2/3rds of the amount in
Tennessee: \$58,516



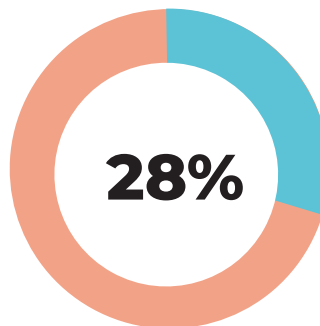
20.2%

Persons below poverty line

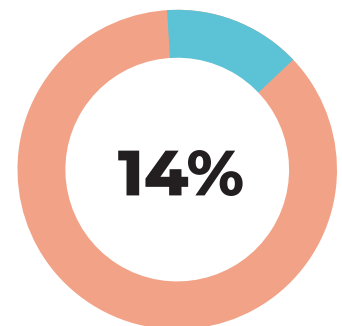
about 1.5 times the rate in
Roane County: 13.7%

about 1.4 times the rate in
Tennessee: 14.3%

Children (under 18)



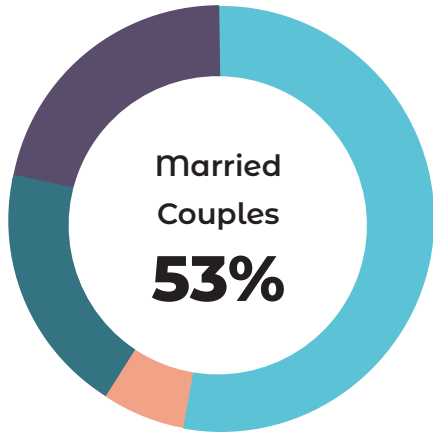
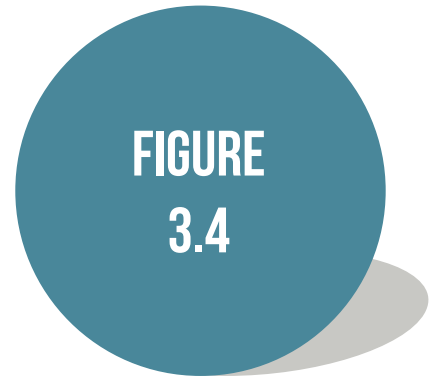
Seniors (65 and over)



■ Poverty
■ Non-poverty

Housing

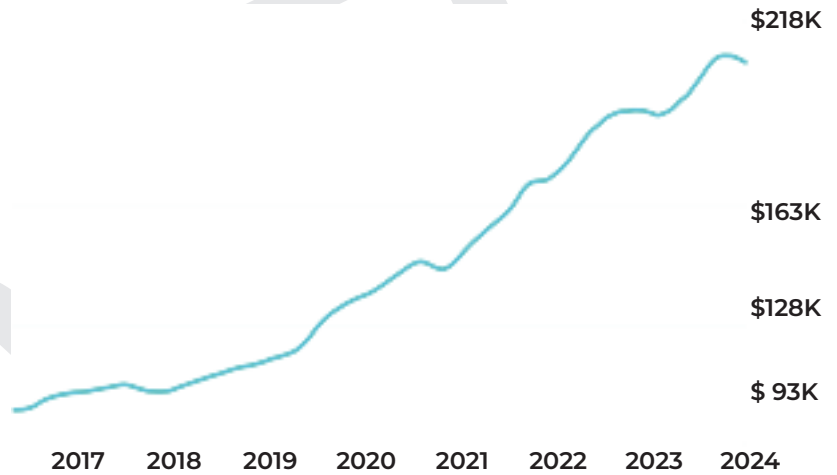
Population by Household Type



- Married Couples
- Male Householders
- Female Householders
- Non-family

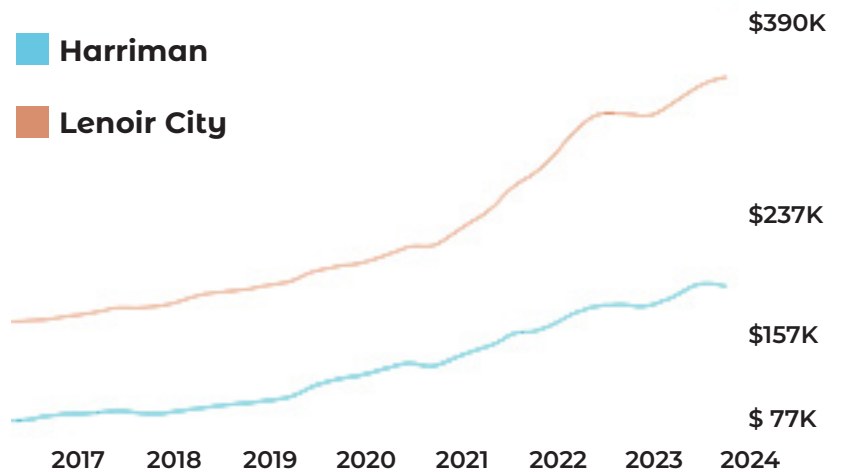
2,709
NUMBER OF HOUSEHOLDS
ROANE COUNTY: 21,773
TENNESSEE: 2,664,791

2.2
PERSONS PER HOUSEHOLDS
ABOUT 90% OF THE FIGURE IN ROANE COUNTY: 2.4
ABOUT 90% OF THE FIGURE IN TENNESSEE: 2.5



Average Price of Homes Sold — 2017 to 2024

source: Zillow



Sales Price Comparison — Harriman & Lenoir City

source: Zillow

**FIGURE
3.4**

Housing (continued)

UNITS & OCCUPANCY

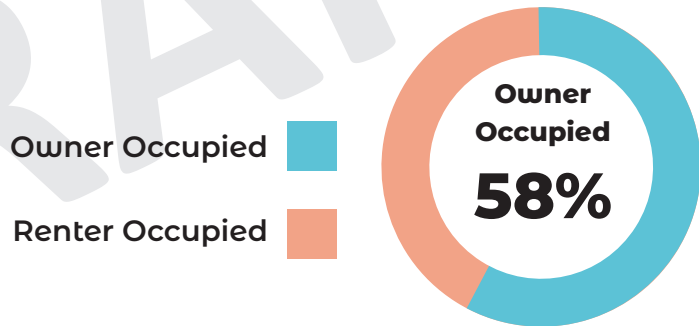
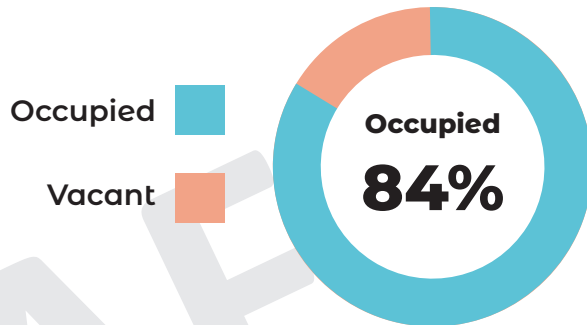
3,230

NUMBER OF HOUSING UNITS

ROANE COUNTY: 25,412

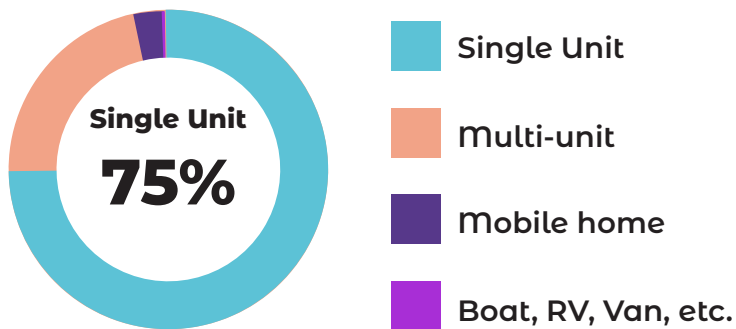
TENNESSEE: 3,011,425

Occupied vs Vacant

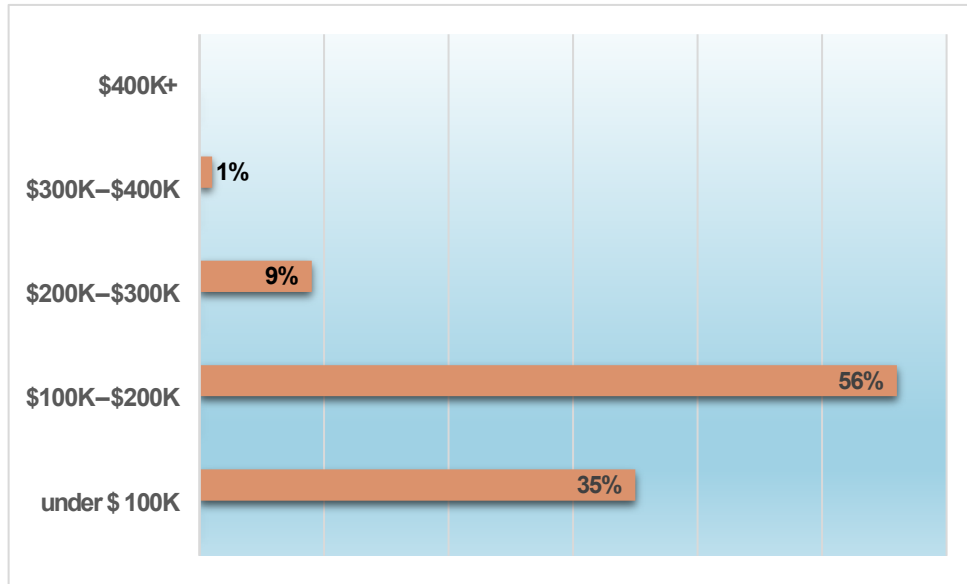


Ownership of Occupied Units

TYPES OF STRUCTURE



Value of Owner-occupied Housing Units



VALUE

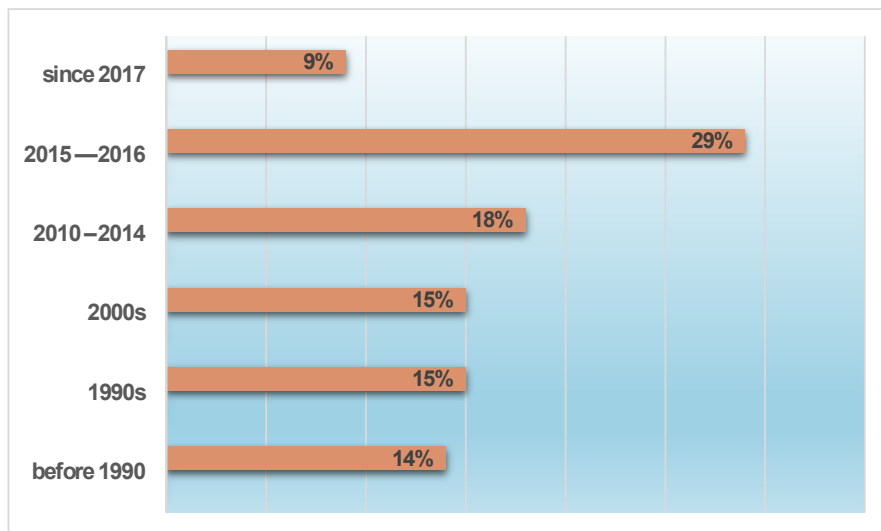
\$116,200

MEDIAN VALUE OF OWNER-OCCUPIED HOUSING UNITSS

ABOUT 2/3RDS OF THE AMOUNT IN
ROANE COUNTY: \$162,900

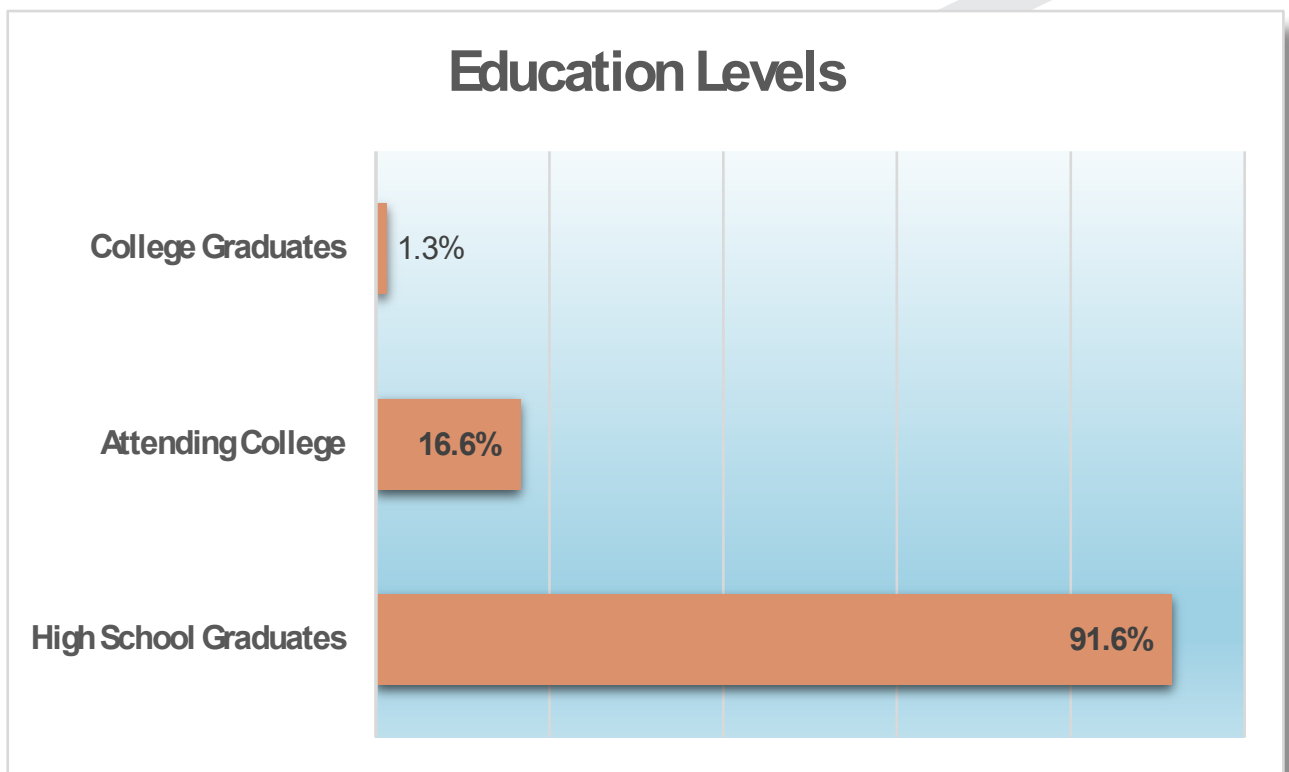
ABOUT 3/5THS OF THE AMOUNT IN
TENNESSEE: \$193,700

Year Moved in by Percentage of Population



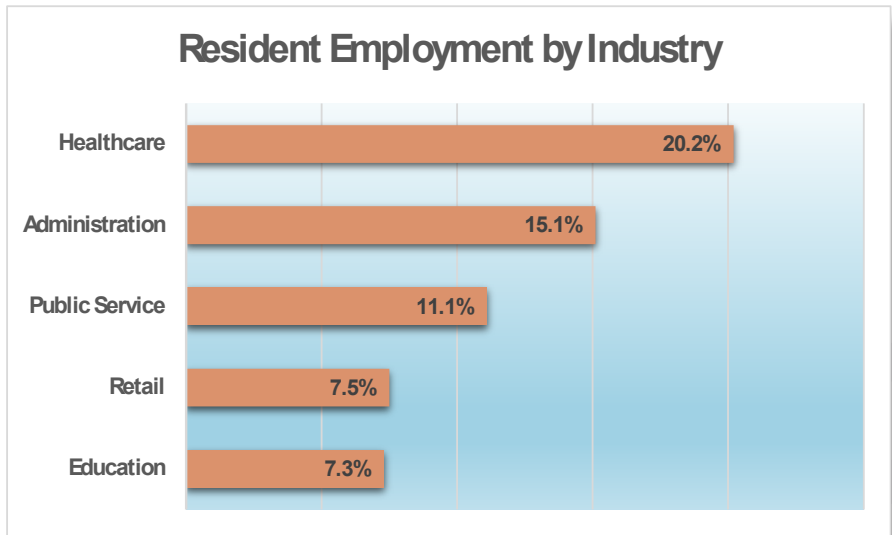
**FIGURE
3.5**

Education

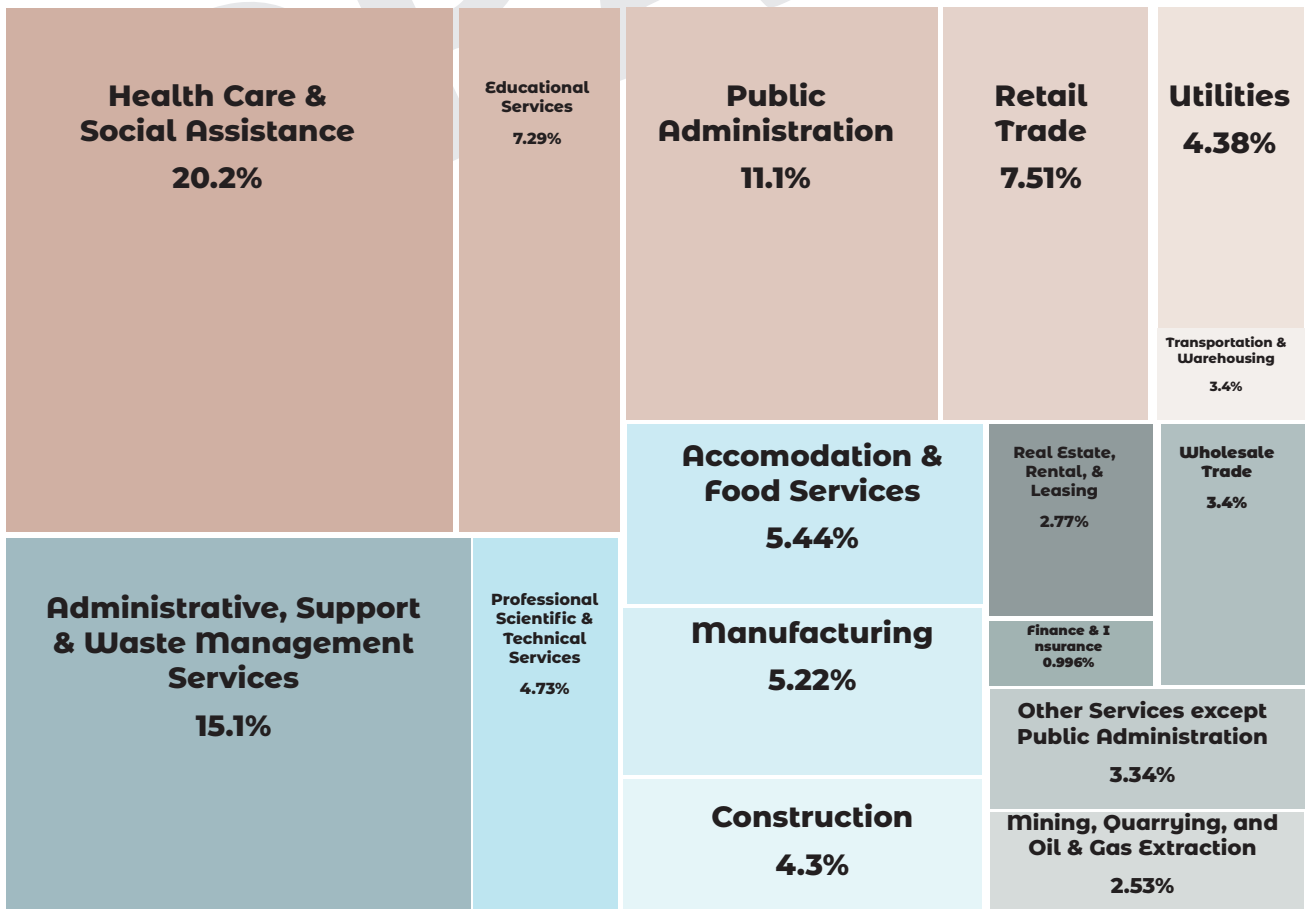


Economy

**FIGURE
3.6**



Employment of Harriman Residents by Primary Industry Sector



Cost of Living

Along with the strong job market, Harriman remains an affordable place to live. The Housing and Transportation Affordability Index (H+T Index) generated by the Center for Neighborhood Technology (CNT) provides a comprehensive measure for cost of living at regional, city, and neighborhood levels. The measure provides a score for locations based on a comparison of median incomes with median costs for housing and transportation in that location. According to this measure, Harriman is considerably more affordable than Roane County, the East Tennessee region (ETDD), or the statewide average. The relative affordability of living in Harriman will likely continue to make it a desirable place to live.

Harriman is more affordable than surrounding areas or Tennessee as a whole.



Demographics and Park Proximity

In Harriman, the distribution of demographic factors across the city was used to evaluate how various groups were served by existing parks and trails. First, areas of the city in close proximity to parks (1/2 mile) were mapped (Fig. 2.6). Then park proximity was overlaid with demographic factors such as population density (Fig. 2.7) and minority populations (Fig. 2.8). Finally, areas with higher population density or concentrations of minority households but limited access to parks were identified (Fig. 2.9).

A one-half mile proximity to parks was used to evaluate accessibility of parks. This distance equates to about a ten-minute walk and has been recognized by the Trust for Public Land (TPL) and the National Recreation and Parks Association (NRPA) as an aspirational standard for park accessibility. Local jurisdictions across the country have pledged to develop and maintain parks within a ten-minute walk of every resident.

From this analysis, it appears that while Harriman does well in providing park access to areas with higher population densities and minority households in general, there are areas of the city that could benefit from additional parks and trails to provide access within a ten minute walk for most residents.

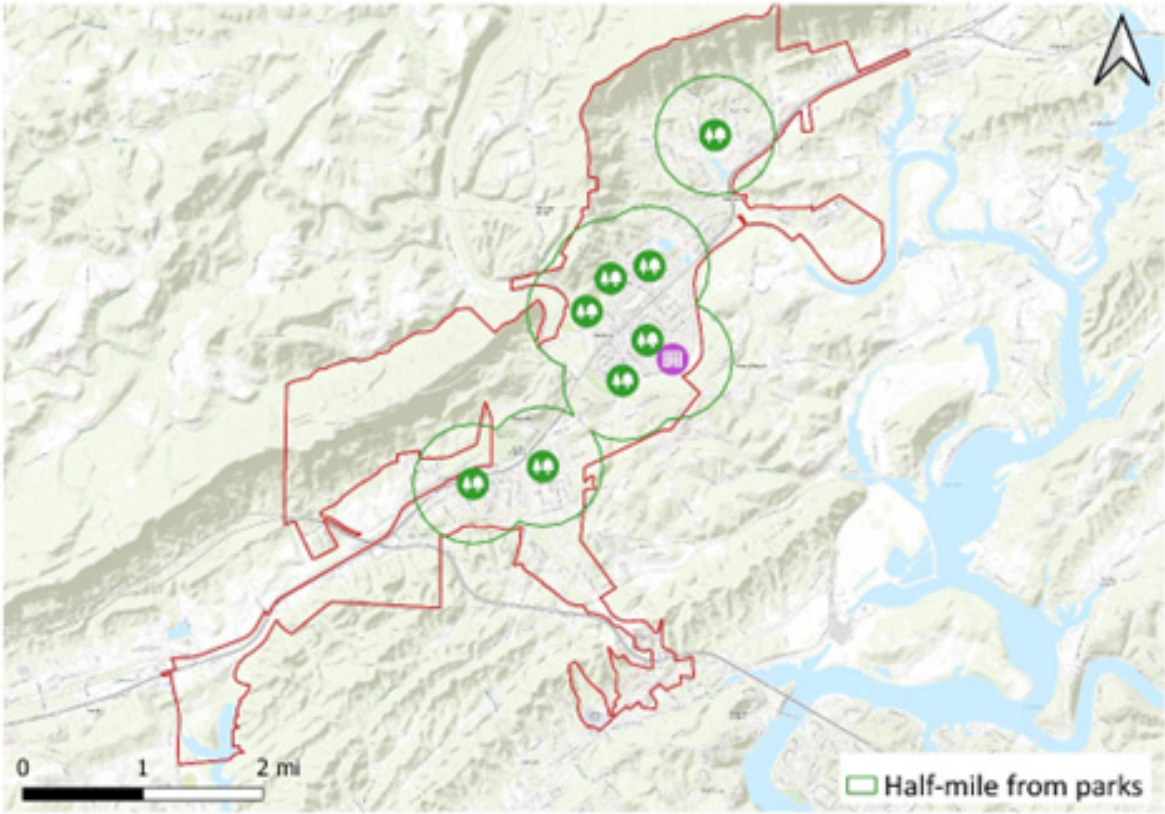


Figure 2.6 — Half Mile Park Buffer

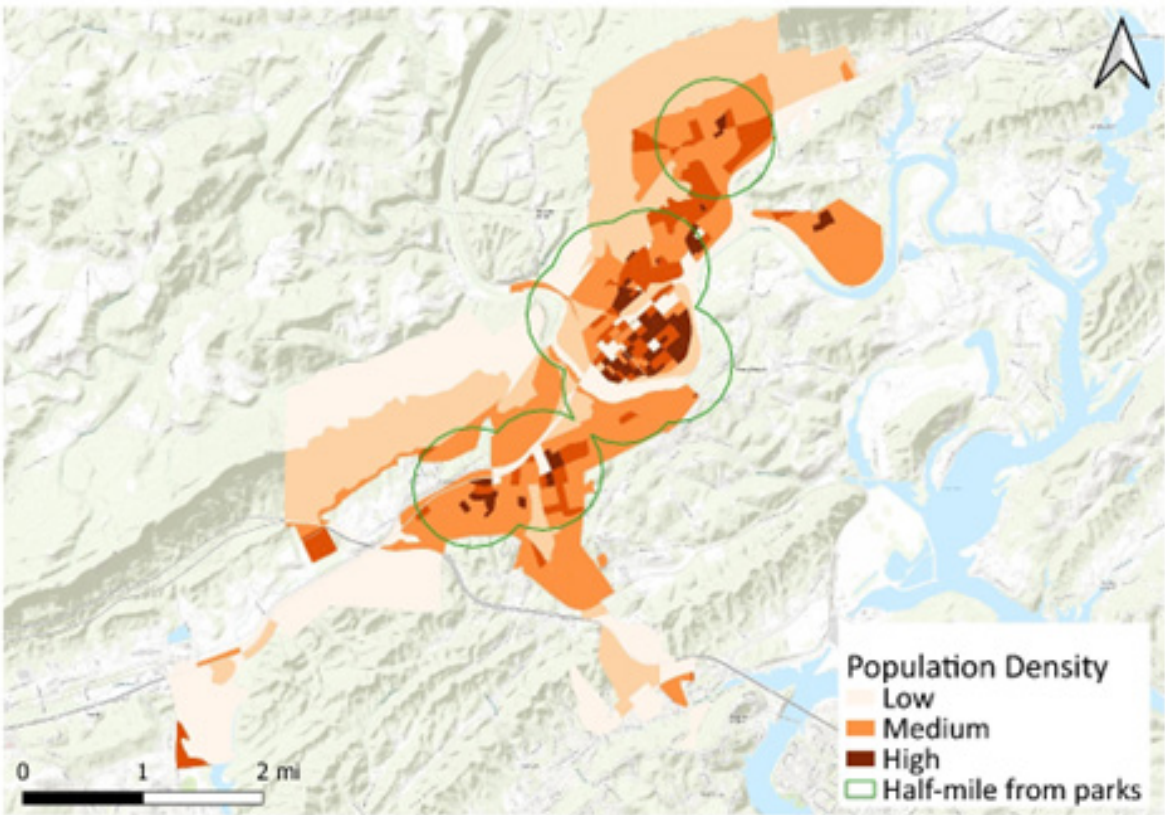


Figure 2.7 — Park Density and Park Proximity

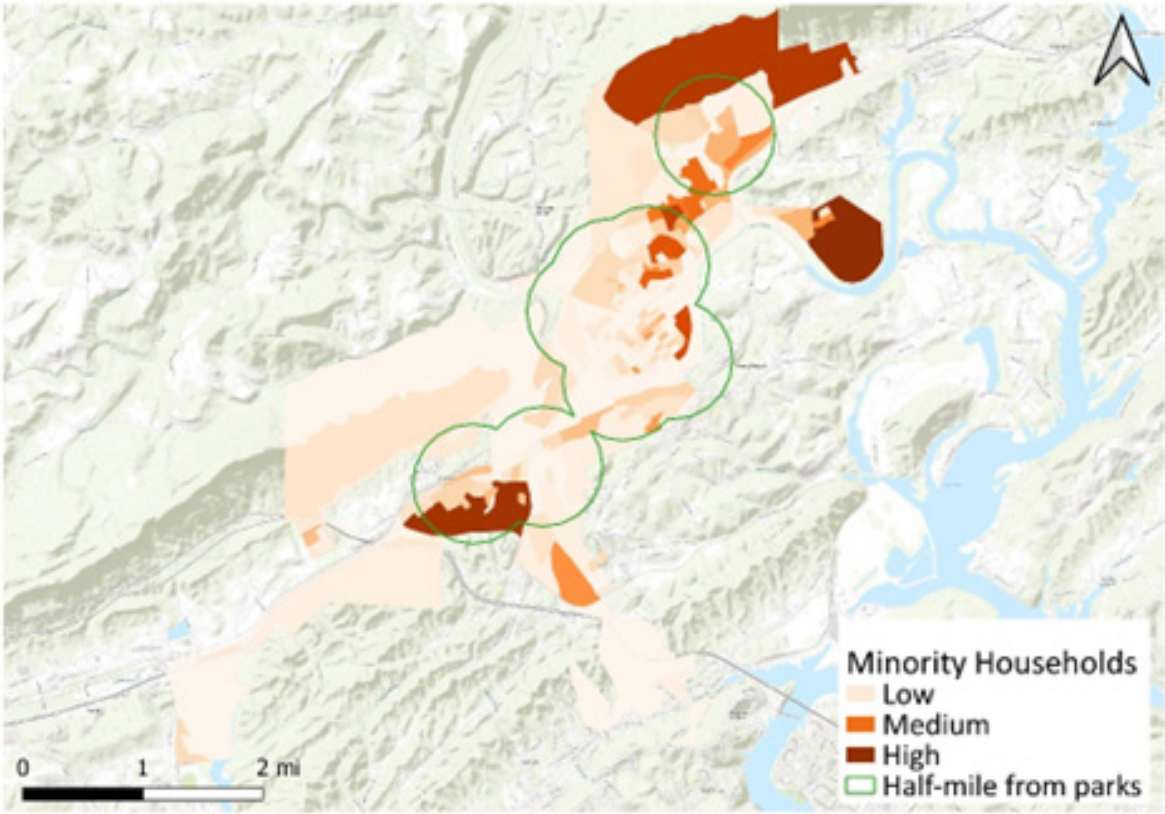


Figure 2.8 — Minority Populations and Park Proximity

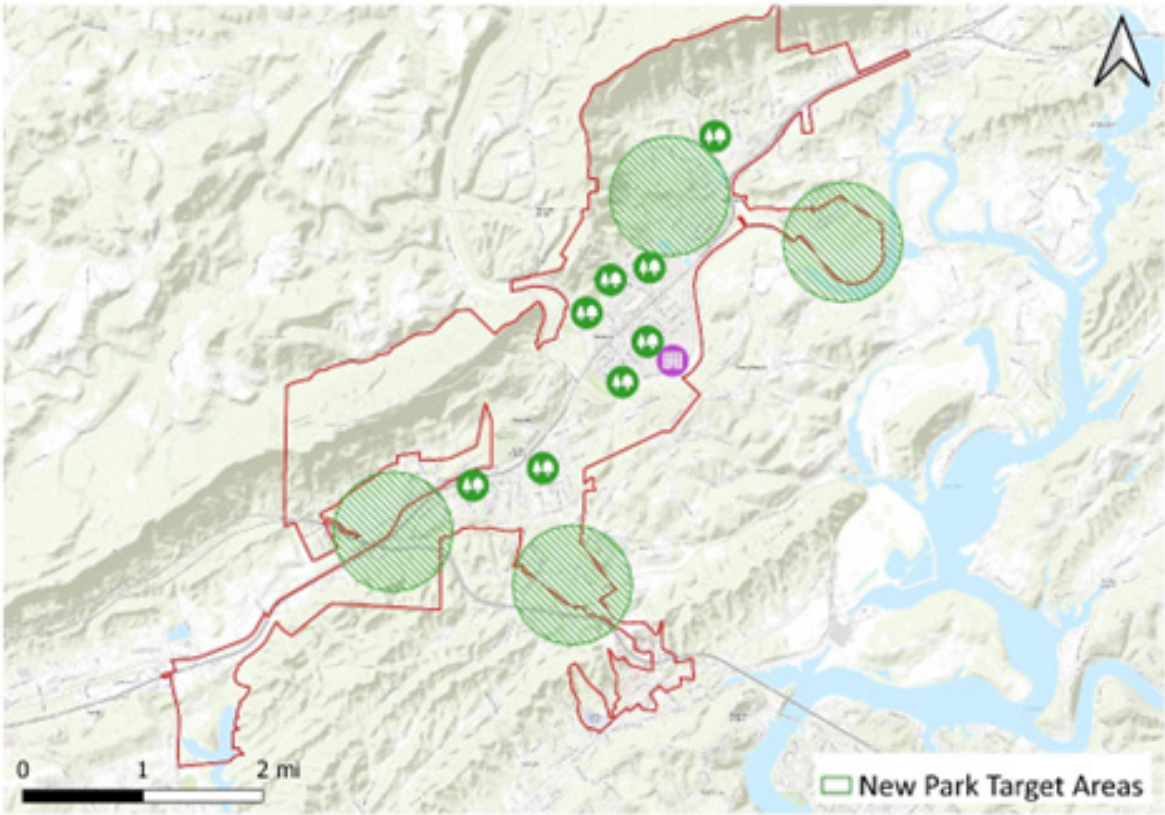


Figure 2.9 — Suggested Target Areas for Park Expansion



Downtown Harriman Focus Study

4

A community's downtown is often considered its heart. A healthy, vibrant downtown contributes to the entire community by providing places and activities for residents and visitors to enjoy. Harriman residents realize the importance of downtown, with 80% of survey respondents stating, with regard to future development, they would like to see the city encourage and improve downtown development. This was the highest-ranking response to the question regarding future development. Given the importance of downtown to the overall health of the city and the priority placed on downtown development by survey respondents, downtown Harriman was identified as the subject of a focused study as part of this comprehensive plan.

Downtown Harriman is defined by some as the area along Roane Street extending from bridge to bridge because of the location in a bend in the river. Several buildings constructed in the late 1800s are in downtown, creating an architecturally attractive environment. Recognizing the importance of the older buildings, a portion of downtown is listed on the National Register of Historic Places. The downtown area was designated as a National Register district in 1989, and the listing was updated in 2022 with a new survey to identify any changes in the contributing buildings. An historic overlay zone is mapped contiguous with the boundaries of the National Register District. Buildings identified as contributing to the National Register designation are eligible for tax credits through the Historic Tax Credit (HTC) program. The HTC is a 20% federal



Temperance Hall



tax credit designed to encourage investors to fund the substantial rehabilitation of historic structures. The goal of the credit is to incentivize real estate developers to renovate, restore, or reconstruct historic buildings. The tax credit is only available to properties that will be used for a business or other income-producing purpose, and a substantial amount must be spent rehabilitating the historic building. While adherence to federal historic design standards is voluntary and only required if tax credits are desired, compliance with the standards of the city's historic overlay district is mandatory. To date, few properties have taken advantage of the historic tax credits due to the requirement that any renovation maintain the historic architectural integrity of the building. The one certified restoration was that of the Temperance Building at 501 and 503 North Roane Street in the early 1990s.

The businesses located downtown include a coffee shop, two restaurants, two large antique stores, a jewelry store, and other small retail shops. City Hall and the offices of the Harriman Utilities Board are also located downtown. The most striking downtown building is the Princess Theatre, formerly a 900-seat showplace that opened in 1926. Destroyed by a fire in January 1939, it was rebuilt and reopened in November 1939. The theatre showed movies and entertained Roane Countians for sixty years until it closed in 1999. Beginning in 2001, the City of Harriman, Roane State Community College, the Tennessee Technology Center at Harriman, Roane County Schools, business leaders and community leaders worked together to renovate the theatre. The Princess Theatre Foundation formed in 2004 to raise money for the project, and the organization continues to support the theatre. Funding for the renovation included a grant from the Tennessee Department of Transportation and a large donation from TVA. The theatre is owned by the City of Harriman and operated by Roane State Community College with the help of the Princess Theatre Foundation. In addition to showing movies, the theatre is a performing arts and education center that includes the Channel 15 television station. Events at the theatre bring people downtown, introducing them to the heart of the city.



The Princess Theatre brings Art Deco opulence to Downtown Harriman

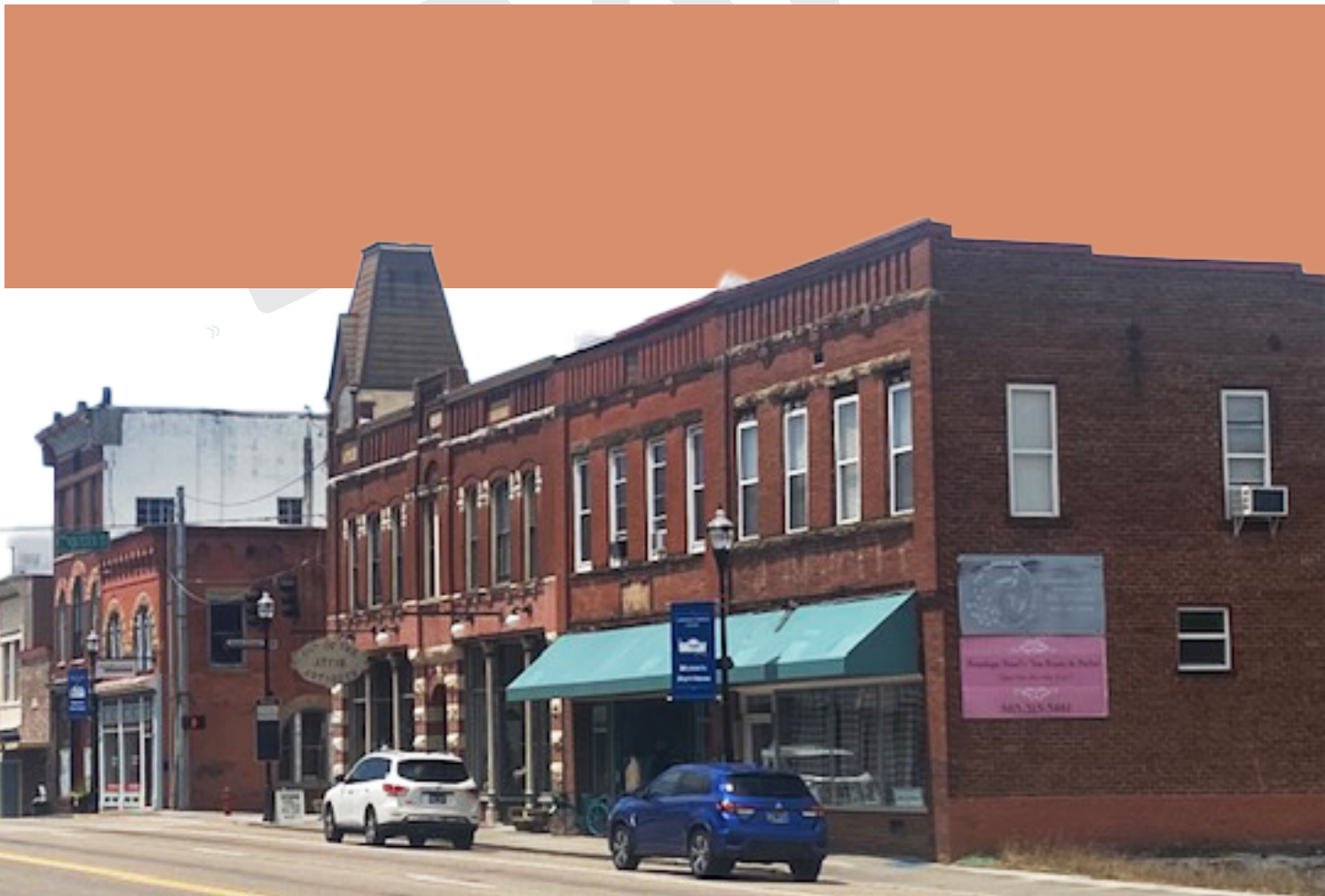
The Mayor's Alley and a business's patio provide opportunities for activity on the street.



Downtown Harriman has other assets and opportunities in addition to those identified above. It is walkable from two neighborhoods — the Cornstalk Heights neighborhood and the neighborhood around the Catholic Church. The walkability from these neighborhoods provides a large potential customer base for downtown businesses. Harriman is becoming known as a place to shop for antiques due to the quality and quantity of merchandise at the downtown antique stores. The Downtown Harriman Merchants Association promotes downtown Harriman businesses and organizes events and activities that bring together local merchants to exchange ideas, and it plans

initiatives for the benefit of downtown businesses and residents. Two downtown areas provide opportunities for activity on the street. One is the Mayor's Alley, and the other is a business's patio. More spaces such as these would enliven the downtown streetscape. There are residential uses downtown, with buildings that have ten dwelling units. These residences are building the foundation for a 24 hour city. Parking is available both on the street and in parking lots such as the Harriman Utilities Board lot and the library parking lot. The city should consider agreements with the owners of these and other parking lots located within a block of Roane Street, to allow for use by downtown visitors.

Challenges remain for downtown to overcome as it charts a course to complete revitalization. Vacant storefronts and buildings in need of renovation are plentiful, providing opportunities for entrepreneurs willing to take a risk. Those considering the renovation of buildings within the National Register district should review the historic tax credits. Support of downtown buildings by the city may be an opportunity for investment in the success of downtown revitalization. Successful downtowns are pedestrian friendly. They provide a safe and inviting environment for walking. Roane Street (US 27) with its four traffic lanes, is more attuned to vehicles than pedestrians. Crossing the street can be a challenging exercise in agility and speed. The lack of streetscaping, especially landscaping, makes the sidewalk a less than pleasant environment in the hot middays of July and August.



Downtown Views





Sidewalks await downtown workers and visitors.



April 2024

Downtown Harriman during lunch hour



July 2023

Crossing Roane Street can be daunting.





The city should consider the following actions to continue the revitalization of downtown Harriman:

- **Provide support for the Downtown Merchants Association.**
 - Encourage downtown activities and events.
 - City should consider cosponsoring events.
 - City should consider designating a staff person as the downtown liaison whose duties would include providing assistance to the Downtown Merchants Association.
- **Encourage and incentivize the renovation of downtown buildings..**
 - Working with the Tennessee Historical Commission, hold a workshop on the use of historic tax credits.
 - Encourage the residential use of the upper floors of downtown buildings to create a 24-hour downtown.
- **Participate in the National Main Street program.**
- **Work with owners of parking lots conveniently located to Roane Street to make the lots available for parking for downtown shoppers and visitors during times when the lots are not fully used by the owners.**
 - Install wayfinding signage with the information regarding the availability and location of the parking.
 - Ensure the walk from the parking areas to Roane Street is pleasant and safe.

Actions

- Prepare a streetscape plan for the section of Roane Street from Morgan Avenue to Tennessee Avenue, that calls for the phased construction of bulb outs at pedestrian crossings, the planting of trees, and the placement of street furniture with a goal of improving the pedestrian experience in downtown.
 - Build support for plans through engagement and outreach to merchants and property owners.
 - Coordinate as needed with the Tennessee Department of Transportation as required by their gateway guidelines (Guidelines for Gateway Projects.pdf) and Level 3 Road Diet Process (TDOT Road Diet Manual Final 032123.pdf.)
 - The use of some parking spaces may be required to create areas for planting, street furniture, and other amenities. This should be given due consideration before implementation.
- Amend zoning map to designate all of downtown as C-1 and ensure that standards reflect existing pattern of development and permit new development and redevelopment.
- Identify a small city with a revitalized downtown (such as Dandridge, TN; Brevard, NC; or Sylva, NC). establish a relationship with that city, and learn from the experiences of that community.
- Consider designation of Business Improvement District.
 - Support of property owners necessary.
 - Could provide funds for improvements within designated area.



“Vacant storefronts and buildings in need of TLC are both a challenge and an opportunity for downtown.”

Community Outreach and Engagement

5

Achieving profound and comprehensive community engagement is a critical, yet challenging, aspect of the planning process.

To effectively accomplish this, it is crucial to establish multiple touchpoints with stakeholders and the general public to ensure diverse and insightful input is gathered. Simultaneously, such interactions must cultivate widespread support for the proposed recommendations outlined in this plan. Our engagement strategies included conducting a public survey, organizing public meetings, and holding a SWOT workshop with city officials and staff. These tactics were implemented to obtain crucial information and insights from a wide range of perspectives and to ensure our recommendations align with the needs and desires of the community.



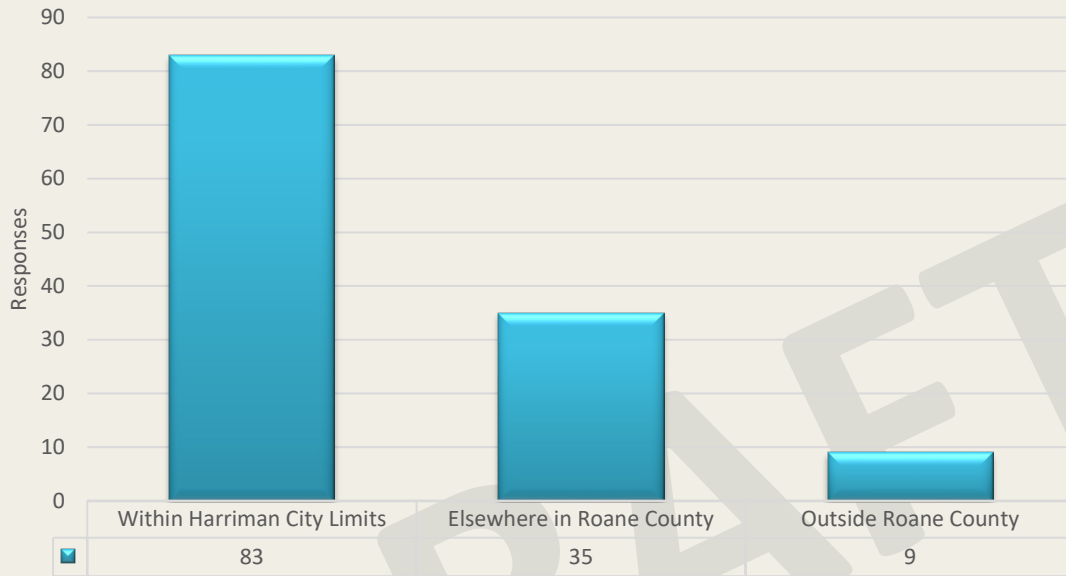
Public Survey

A public survey was conducted to gather the public's opinions on current and future experiences and goals in the City of Harriman. The survey consisted of thirteen main questions, including both multiple-choice and optional open-ended questions. The survey was promoted through workshops, community channels, and word-of-mouth referrals. It was open for submissions from July to September 2022 and received a total of 127 responses.

Question

1

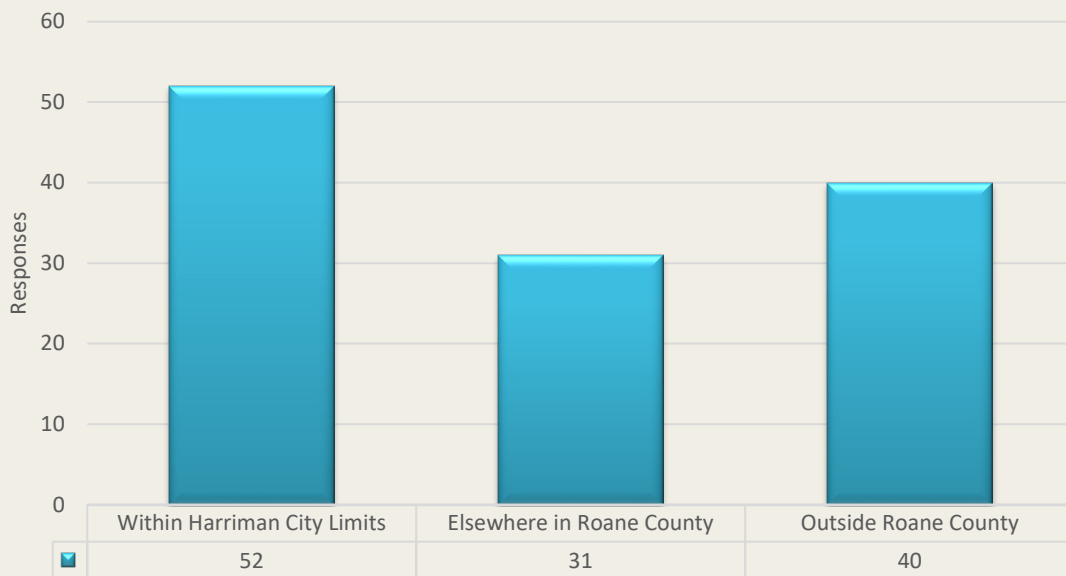
Where do you live?



Question

2

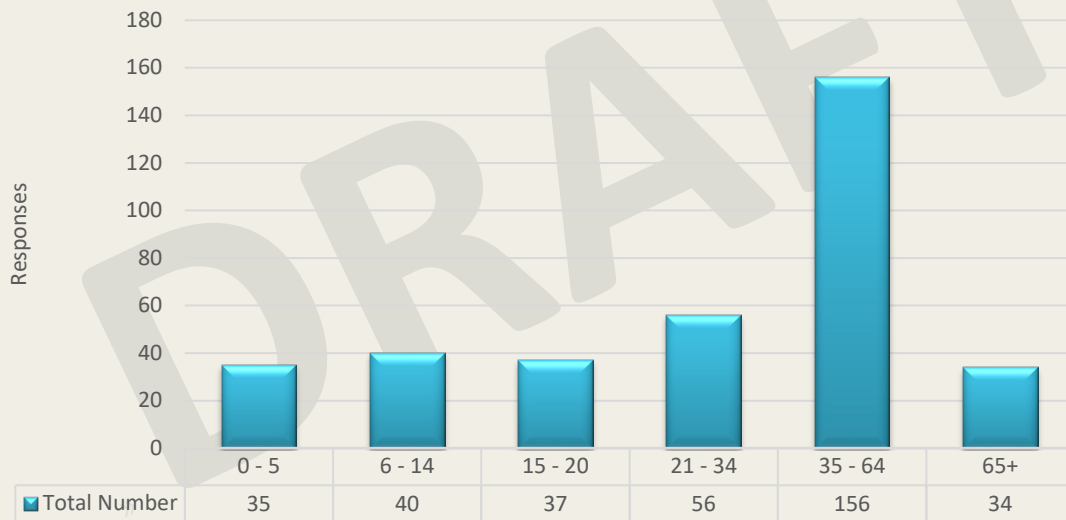
Where do you work?



Question

3

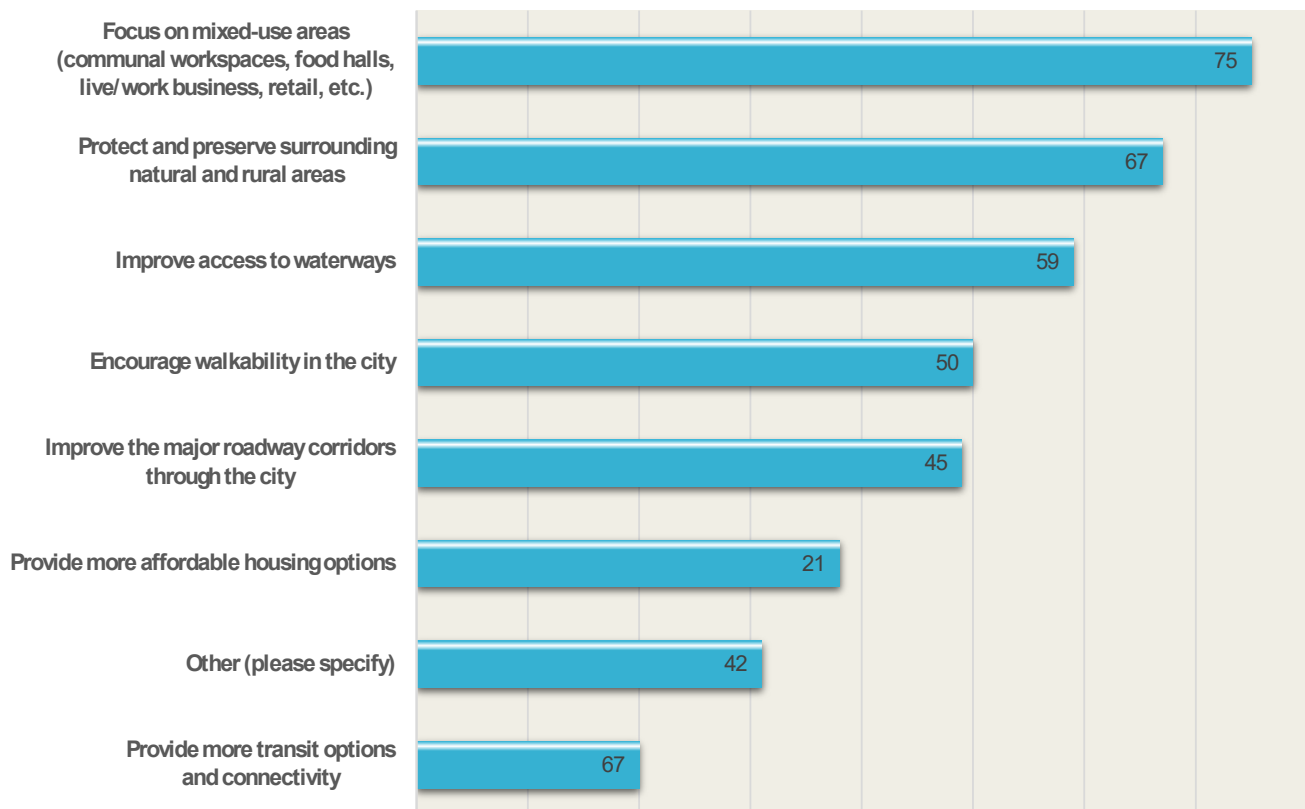
Please list the number of people in each age group who live in your household.



Question

4

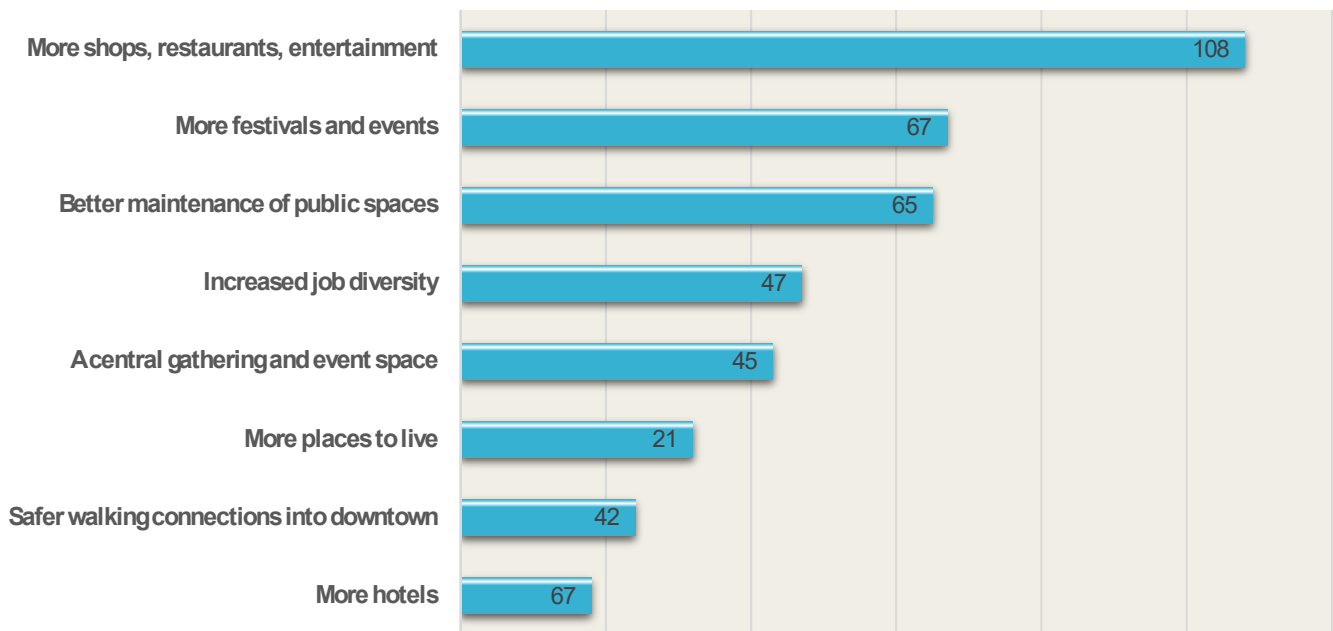
As it relates to future development, the city of Harriman should...



Question

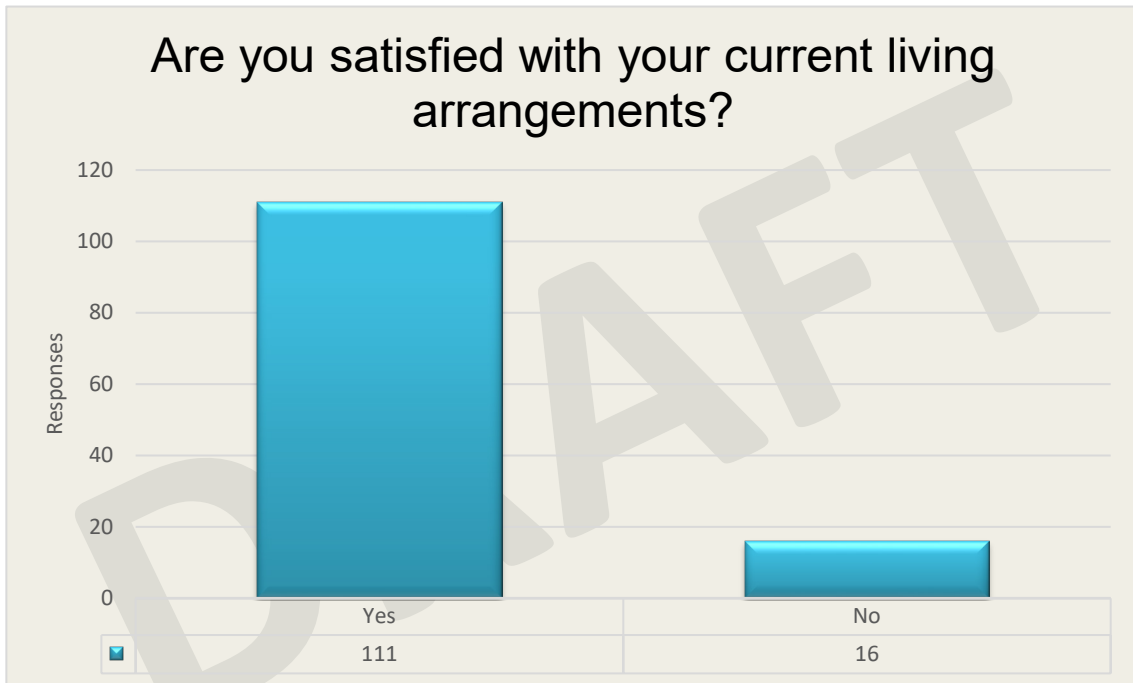
5

As it relates to improving and enhancing downtown Harriman, I would like to see...



Question

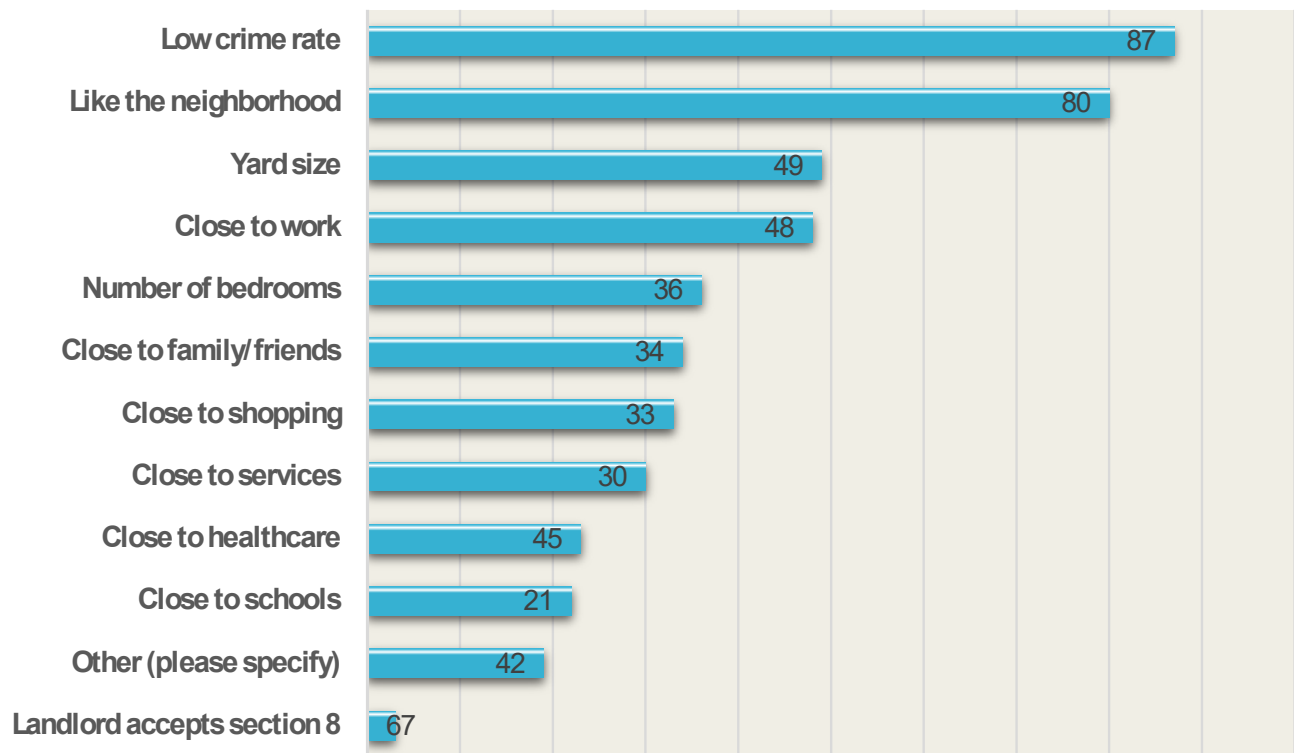
6



Question

7

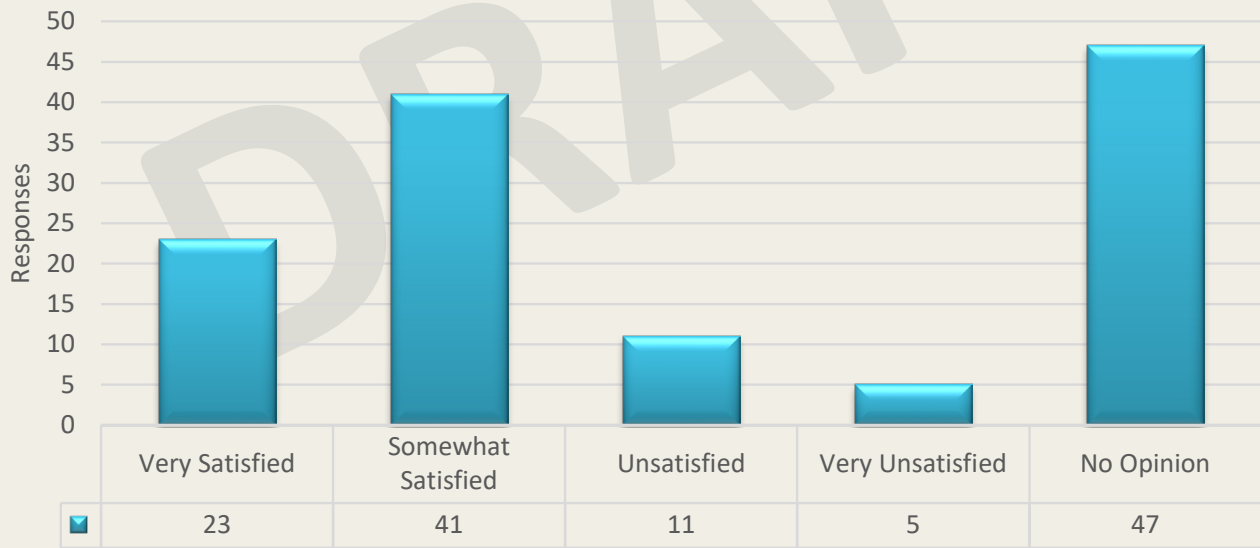
What factors are most important to you when choosing your house or apartment?



Question

8

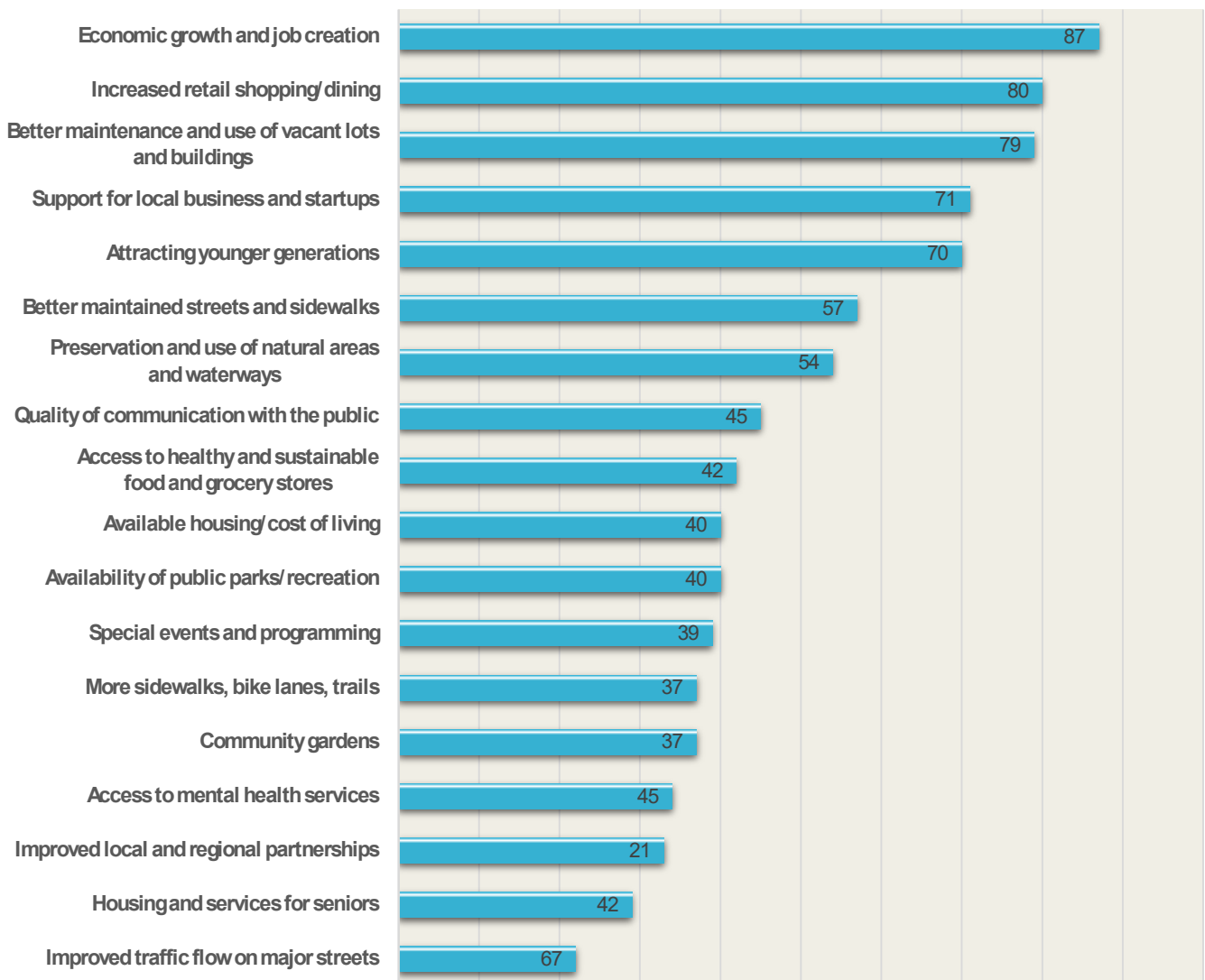
How satisfied are you with Accessibility/ADA features throughout the City of Harriman?



Question

9

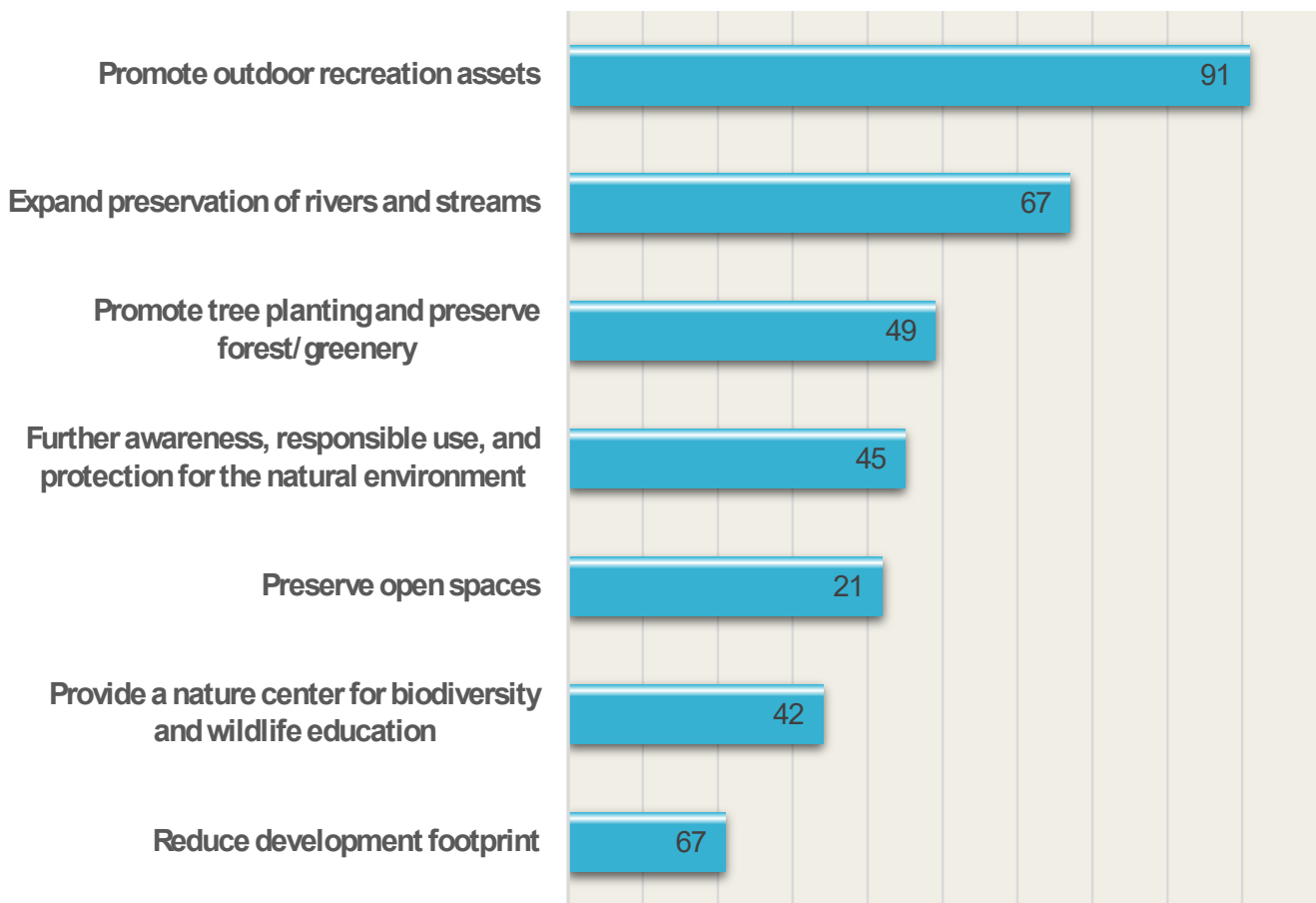
The features I would like to see improved or added in Harriman are...



Question

10

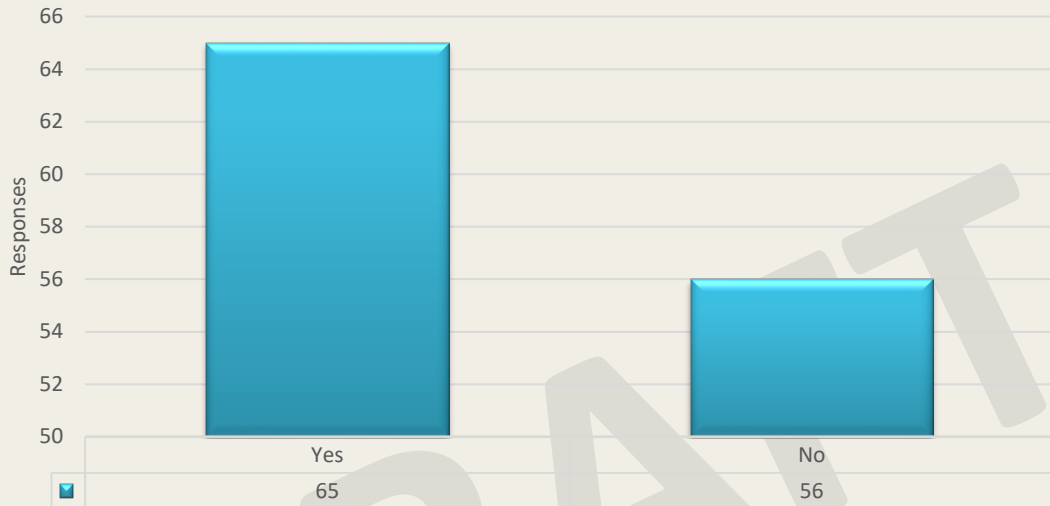
As it relates to natural areas and open green space, the City of Harriman should...



Question

11

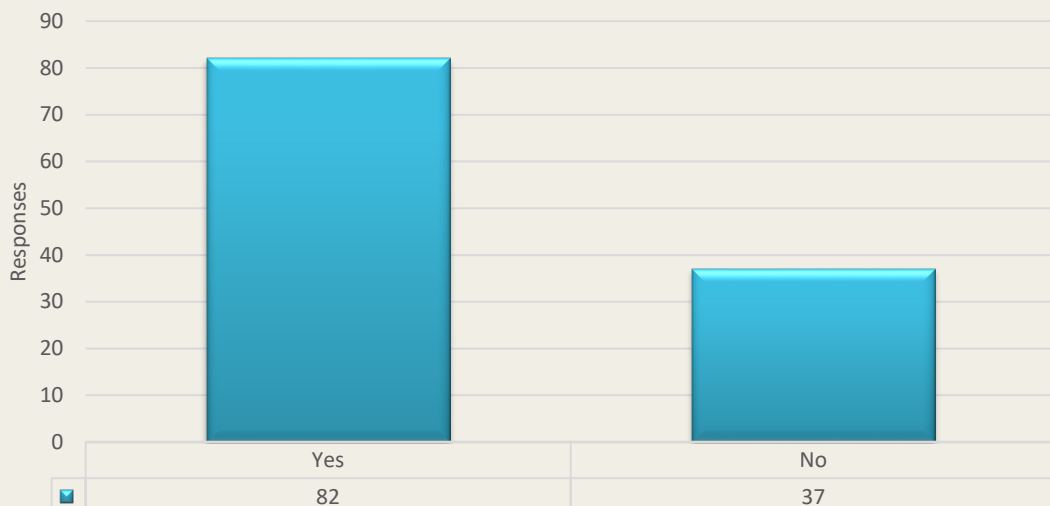
Are you happy with your existing internet service provider?



Question

12

Would you like to see HUB offer internet service in the future?



Community Public Meetings

Two community workshops were held with the aim of informing the public about Harriman’s Comprehensive City Master Plan and gathering their feedback on the city’s actions and implementations. The first workshop took place on December 14th, 2021, and the second one was conducted in November 2022. Both workshops included a presentation on the existing goals and policies within the city, as well as a summary of the survey responses received from the public. Participants in the workshops were given the opportunity to provide feedback on the current and future action plans in the city through open-floor discussions. The following is the feedback received from the workshops:



Community Responses

Transportation

- Alleys for pedestrian walkways
- Bike and pedestrian transportation
- Dixie Lee Way
- Alley between old hospital and City Hall (Mayor's Alley)
- Speed tables at crosswalks
- Improve access to off-street parking
- Parking at Queen (at New Life Baptist)

Utilities

- Working on getting sewer service/HUB at midtown exit (residential/commercial)
- Westhills needs more service
- Would like underground utilities (downtown to midtown)
- Would like to expand fiberoptics which is only running on one side of Roane Street

Landscaping

- More trees to beautify public spaces and to absorb sound
- Ordinance to have all new utilities buried

Traffic

- Traffic calming on Roane Street — speed limits of 25 mph unless otherwise indicated

Tactical Urbanism

- Alleys
- Side roads

Economic Development

- Old hospital
 - » Purchased by Paranormal Group
 - » Bought whole block
 - » Could use some of the block for parking
- Target growth
- Add industrial site

City Assets

- Historic post office
- Bluff / Ridge (currently privately owned)
- Historic retail buildings
 - » Deferred maintenance has made them unstable
 - » Costing city
 - » Ordinance or code to require revitalization or use

City Housing Issues

- Provide mentor communities for providing missing middle housing
- City looking at 350 exit potential mixed-use commercial and residential
- ADUs
- Historic grant, only for renting at a certain rate

Interstate Interchange

- Installing new lighting
- Acquire land across from Exit 347 (for residential or commercial use)

Parks and Recreation

- New fields from brownfields at flour mill / paper mill
- Pump track under bridge



Housing & Land Use Strategy

Agenda

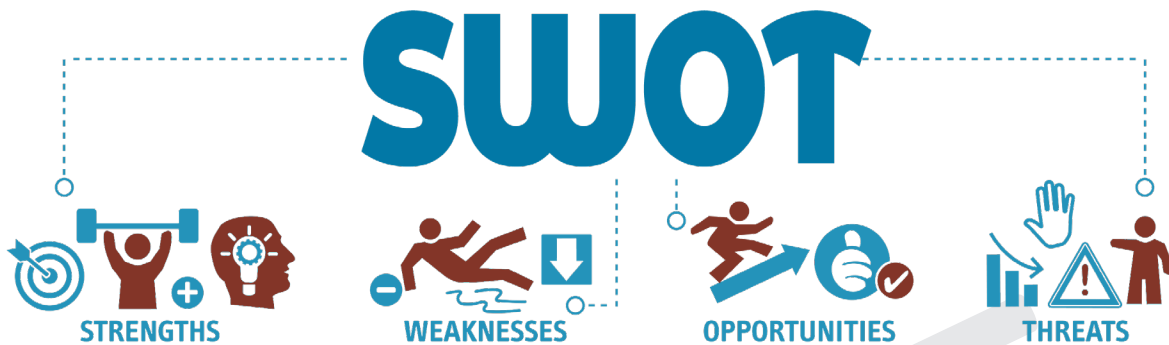
- Community Vision
- Housing Stock
- What’s Missing?
- Development Strategies
- Areas of Change

Housing Development Strategies

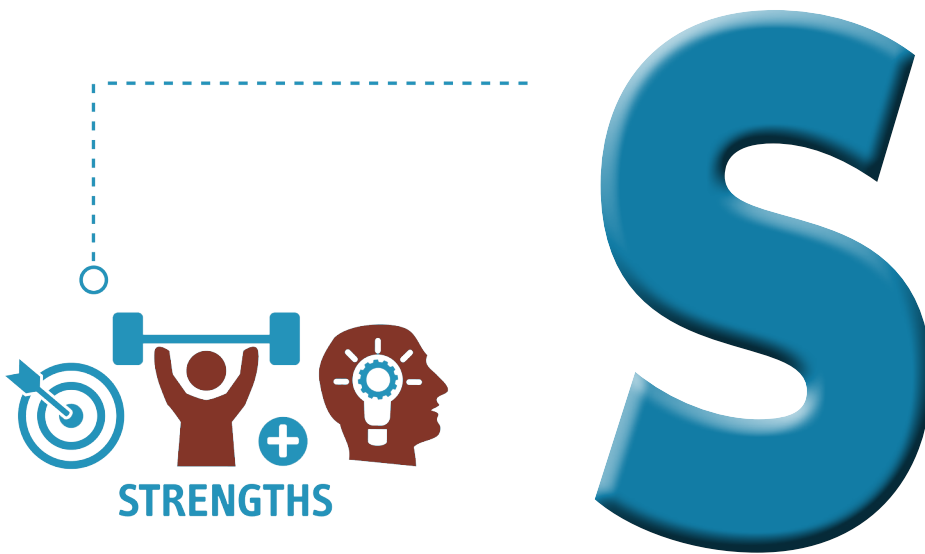
<p>Community Land Trusts</p> <p>Non-profit organization for land ownership. Properties on land are sold to qualifying individuals with agreed upon appreciation rates to maintain affordability in perpetuity.</p>	<p>Streetscape Improvements</p> <p>Developing accessible and inviting corridors and streetscapes to encourage walkable and mixed-use development.</p>
<p>Missing Middle Pilot Projects</p> <p>Clearly illustrate how projects can be completed in a cost-effective way, fitting in with the surrounding community.</p>	<p>Establish Housing Non-profit</p> <p>Organization to acquire and rehabilitate old housing or develop new housing that would otherwise be too expensive. Also pursue grants and collect donations.</p>
<p>Retrofit Vacant Housing</p> <p>Housing vacancy is higher than the regional, state, and national average. City, non-profit, or private developers could partner to illustrate how these could be retrofitted as missing middle housing.</p>	<p>Market Missing Middle</p> <p>Provide brochures, flyers, social media posts, and developer materials that clearly illustrate what missing middle housing can look like and how it can be developed.</p>

Suggested Zoning Updates

Area	Suggested Changes or Additions
Reduce Parking Requirements	Reduce single family residence parking requirements to one (1) spot.
	Remove parking requirement for efficiency/apartment
	Reduce retail parking to three (3) spaces per 1,000 ft
	Reduce minimum of 5,000 sf for commercial spaces
	Remove requirement of additional entrances for lots over 800' width
Ease Setback Requirements	Remove side yard setbacks (or reduce to 5')
	Reduce front yard setback, 15' – 20'
	Reduce lot width to 50' minimum
	Remove 20' buffer between buildings requirement
	Remove 25' rear setback requirement
Residential (Low Density)	Allow ADU's by right
	Reduce minimum lot size to 7,500 sf
	Eliminate additional sf per family
	Allow duplex and triplex by right with size limitations
	Quadplexes encouraged on corner lots
	Allot retrofit of existing housing into duplex, triplex, or quadplex
Form-Based Residential (Medium Density)	Form-based code
	Maintain height and size restrictions
	Remove review requirements for structures with 4+ dwelling units, or more than one (1) unit per lot
	Allow development of townhouses, duplex, triplex, quadplex, work-live-by-right rather than PUD process
	Remove any language about density limits
Central Business District	Remove 15 dwelling units per acre cap
	Explicitly allow small-scale manufacturing by-right
General Commercial	Explicitly allow small-scale manufacturing by-right
Neighborhood Commercial	Expand to new areas
	Live-work 1–3 blocks surrounding Central Business District and corridors
	Explicitly allow small-scale manufacturing by-right
Missing Middle Housing Development Area	Up to 30 DU per acre
	Remove review requirements for structures with 4+ dwelling units, or more than one (1) unit per lot
	Lot width @ building — 30'
	Create permitting process to encourage type of development that does not always require full review
	Max 2.5 story height
	Max 35' height
	Max 65' width
	Max 60' depth
Where cottage courts are preferred, establish max height of 1.5 stories — 25' height	



A comprehensive SWOT (Strengths, Weaknesses, Opportunities, Threats) workshop was held with the steering committee to gather valuable insights and input regarding the current state and future prospects of the City of Harriman. During the workshop, the committee discussed and analyzed the internal strengths and weaknesses as well as external opportunities and threats facing the city.



What makes Harriman unique?

- Utopian founding is unique
- Integrate history into buildings and parks — framed historical images
- Location
 - » River
 - » Interstate
 - » Proximity to Nashville, Knoxville, and Chattanooga
- TCAT program
- Architecture
- Two sides
 - » Historic downtown
 - » Quickly growing midtown
- Hometown and small town atmosphere
- Festival decorations and spirit



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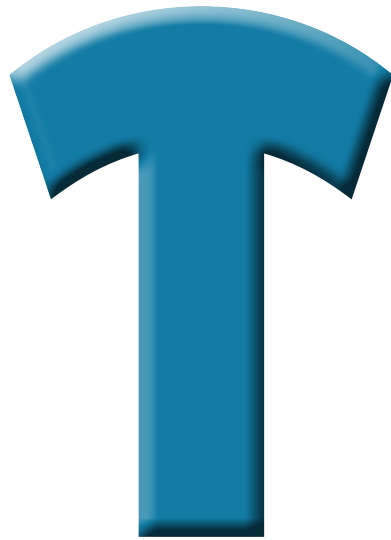
What are Harriman's challenges?

- Community apathy
- Blight
- Not enough adequate housing
- Declining school system
— deterioration of school facilities
- Challenges of child poverty



What makes Harriman stronger?

- Greater collaboration with Kingston, Rockwood, and Oliver Springs
- Increasing housing costs in Knoxville Metro area makes it more viable for new development in Harriman
- Possible attraction to 25–40 age group to move to Harriman
- City to invest in higher visible neighborhoods to increase home ownership, pride, and community outlook
- Leverage grant funds
- Tax opportunities
- Growth in midtown
- Encourage community to buy local
- Embrace locations on riverfront and collaborate with developers



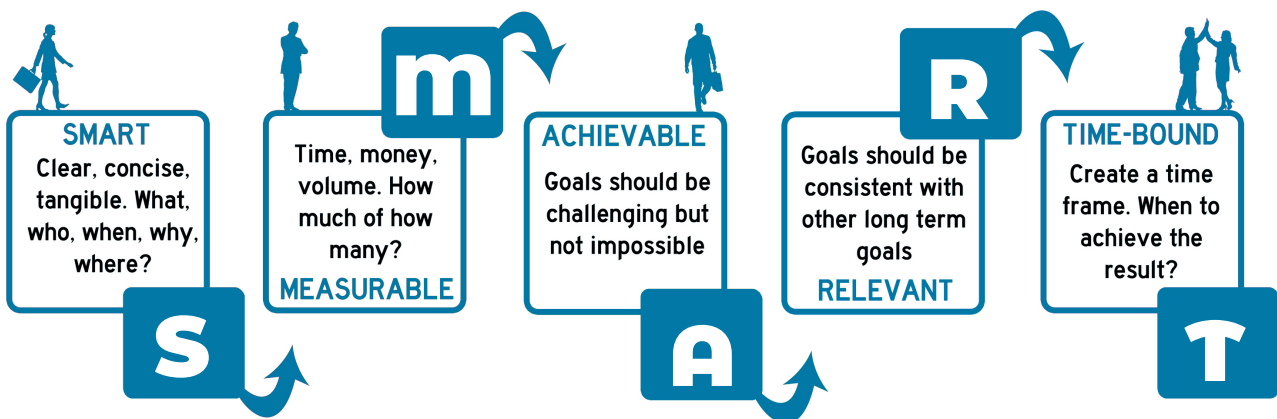
What are threats to Harriman's success?

- Political contentions
- Short-term thinking from community and leaders
- Apathy

Goals and Recommendations

6

The following goals and recommendations reflect the citizens of Harriman’s desires according to their responses to the comprehensive plan survey and their comments at community meetings. The goals are aspirational but can be achieved with the citizens’ commitment. The responses to Question 4 of the survey — *As it relates to future development, the city of Harriman should... (select all that apply)* — provided for the goal to be achieved by the recommendations and served as the foundation for the recommendations. The recommendations are meant to be implemented over the next ten years. These recommendations can guide policy decisions, budget allocations, and other municipal actions.



Goal 1

Provide for an active and vibrant downtown

- **Creating support for the Downtown Merchants Association**
 - » Encouraging downtown activities and events
 - » The city cosponsoring events
- **Encouraging and incentivizing the renovation of downtown buildings**
 - » Working with the Tennessee Historical Commission, holding a workshop on the use of historic tax credits
 - » Encouraging the residential use of the upper floors of buildings to create a 24-hour downtown
- **Participating in the National Main Street program**
- **Improving parking by:**
 - » Working with owners of parking lots conveniently located to Roane Street to make the lots available for parking downtown shoppers and visitors during times when the lots are not fully used by the owners
 - » Installing wayfinding signage with information regarding the availability and location of the parking
 - » Ensuring the walk from the parking areas to Roane Street is pleasant and safe
 - » Providing pedestrian scale lighting along the route from parking areas to downtown and ensuring that sidewalks are well maintained



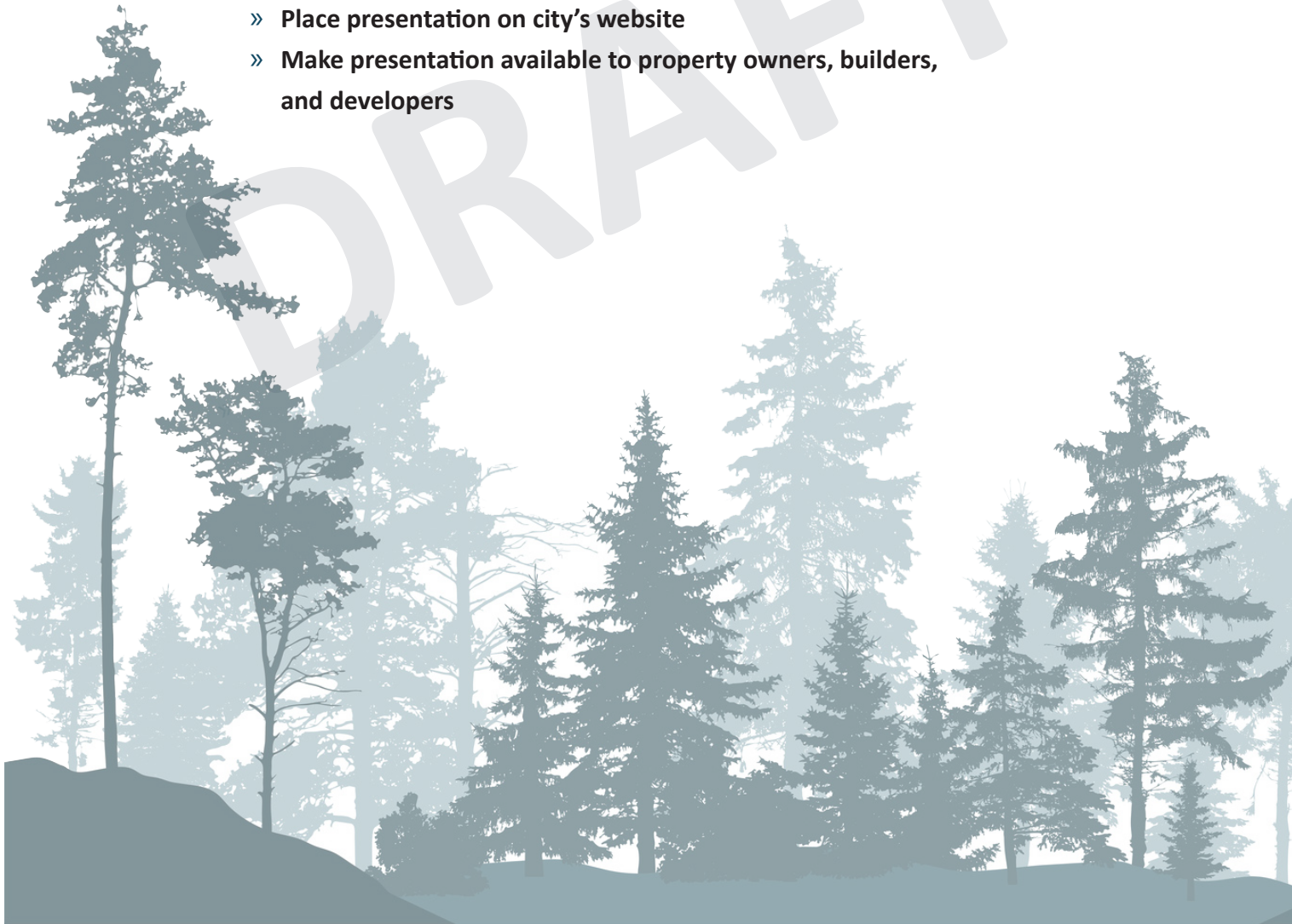
- **Preparing a streetscape plan for the section of Roane Street from Morgan Avenue to Tennessee Avenue that calls for the phased construction of bulb outs at pedestrian crossings and the planting of trees, with a goal of improving the pedestrian experience in downtown**
 - » **Building support for plans through engagement and outreach to merchants and property owners**
 - » **Coordinating as needed with the Tennessee Department of Transportation as required by their rules for placing items in their road right-of-way (Guidelines for Gateway Projects.pdf) and Level 2 Road Diet (TDOT Road Diet Manual_Final 032123.pdf)**
 - » **The use of some parking spaces may be required to create areas for planting, street furniture, and other amenities. Agreements for public use of parking areas just off Roane Street should be in place before on-street parking spaces are used for streetscaping. This should be given due consideration before implementation.**
- **Amending the zoning map to designate all of downtown as C-1 to ensure that standards reflect existing pattern of development and to permit new development and redevelopment**
- **Identifying a small city with a revitalized downtown**
 - » **Establishing a relationship with that city**
 - » **Learning from the experiences of possible communities which could include Dandridge, TN; Brevard, NC; or Sylva, NC**
- **Identifying sources of funding for downtown improvements**
- **Considering the designation of a Business Improvement District**
 - » **Gain necessary support of property owners**
 - » **Provide funds for improvements within designated area**



Goal 2

Encourage mixed-use development

- Review zoning standards to ensure mixed use development is permitted
 - » Amend zoning ordinance as needed to permit mixed use development
 - » Permit both vertical and horizontal mixed use
- Waive development permitting fees for mixed use development
- Provide information regarding mixed use development
- Develop presentation focused on building code requirements for mixed use development
 - » Place presentation on city's website
 - » Make presentation available to property owners, builders, and developers



- Identify important and critical natural areas in the city and surrounding it
- Work with county to identify and implement ways to preserve these areas by involving land conservation organization (The Land Trust for Tennessee <https://www.landtrusttn.org/>)
- Amend subdivision regulations to permit conservation subdivision
- Encourage conservation subdivision in rural areas adjacent to Harriman
- Reduce or waive review fees for conservation subdivisions



Goal 4

Improve access to waterways

- Existing waterways.
 - » Identify access points.
 - » Evaluate quality.
- Potential access points
 - » Identify access points
 - » Evaluate quality.
- Work with Roane County Parks and Recreation Department and volunteers to improve existing access points and to construct new access points.

DRAFT



- Prepare pedestrian plan for the city and seek funding from TDOT.
- Identify project priority.
 - » Place high priority projects in the city budget.
 - » Apply for TDOT grants to fund high priority projects.
- Identify funding for sidewalk construction and maintenance as separate line item in city budget.

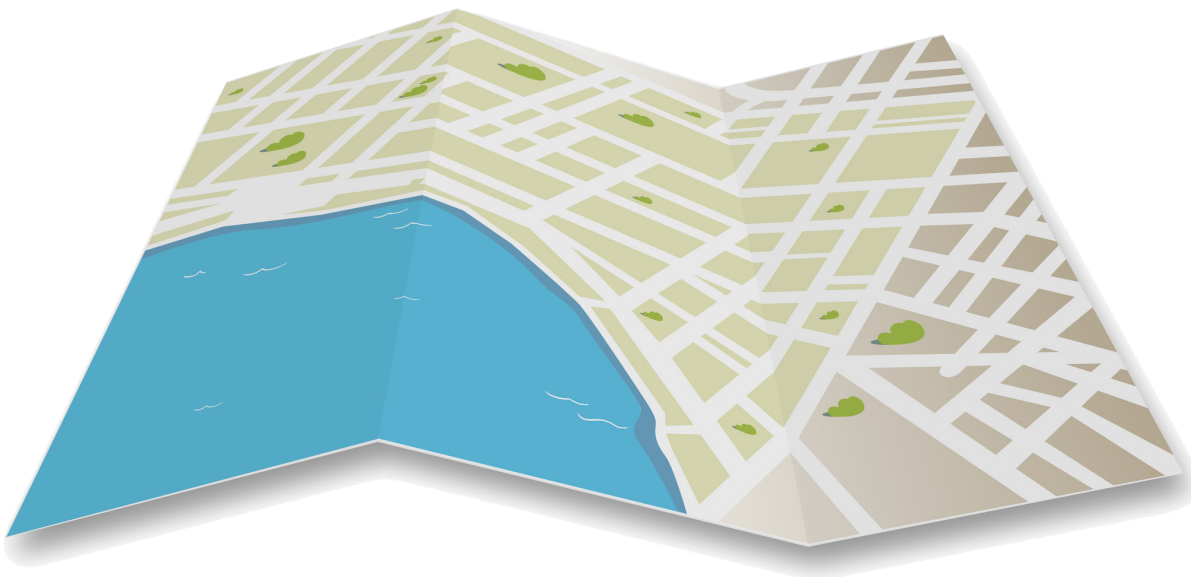
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Goal 6

Improve the major roadway corridors through the city

- Require clean-up of abandoned commercial properties located along major road corridors
- Consider road diet and streetscaping for Roane Street in downtown area
 - » Coordinate with TDOT
 - » Prepare conceptual landscaping/streetscaping plan for downtown
 - » Build support for plans through engagement and outreach to merchants and property owners and address concerns regarding loss of parking
- Conduct pavement survey of major roads in the city
 - » Coordinate with TDOT
 - » Assign priorities to the needed improvements identified in the pavement survey
 - » Place improvements needed on city-maintained roads in capital improvements budget and capital improvements plan
 - » Inform TDOT of improvements needed on state-maintained roads and work with RPO to have needed improvements placed on Transportation Improvements Plan if needed



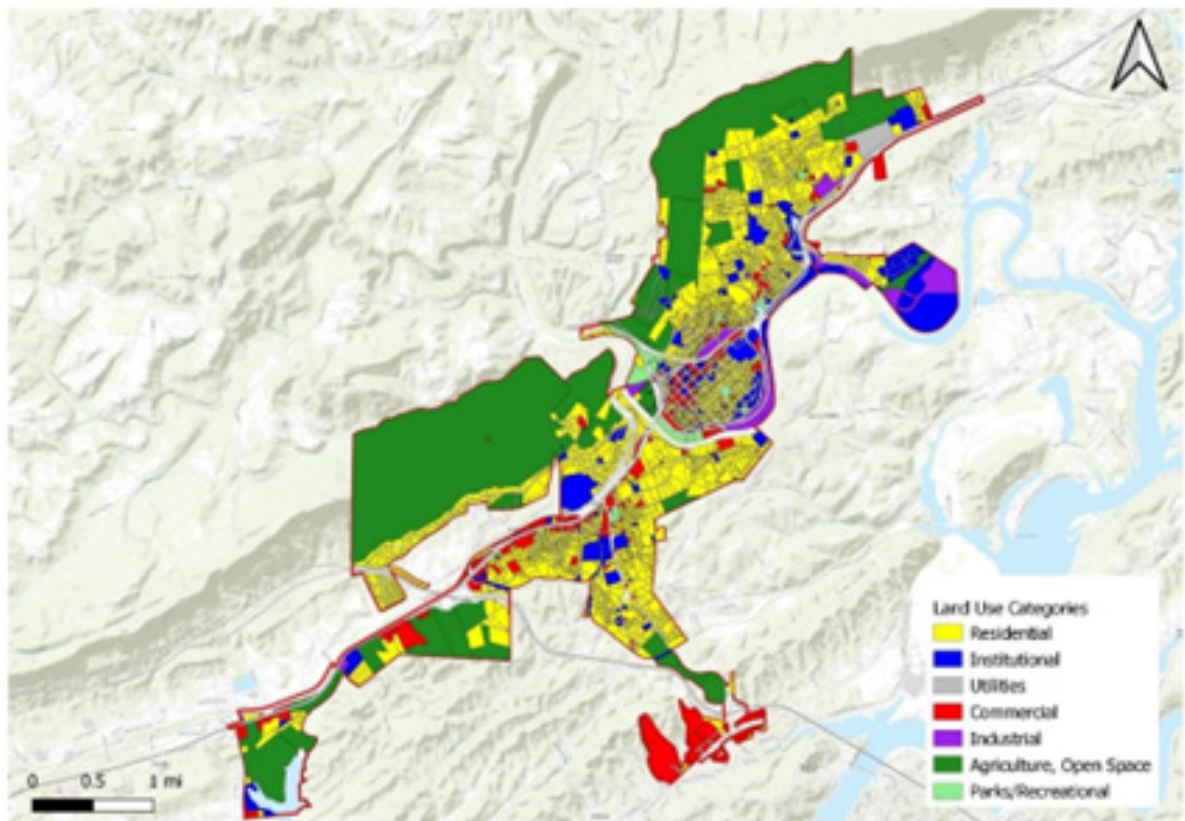
- Amend Chapter 11 with a description of the powers and responsibilities of the boards, commissions, and individuals involved in the administration of the ordinance
- Amend Chapter 10 to describe the process for review and approval of zoning applications and appeals
- Reformat ordinance to reflect current practice
- Update definitions
 - » Include definitions of all permitted uses, special uses, etc
 - » Use illustrations wherever this would make the meaning of the word clearer
- Create table of uses
- Measure support for requiring landscaping of commercial uses. If support exists, draft landscape standards for commercial development
- Reorganize Chapter 3, moving items to other chapters as needed
 - » Place parking standards in table and provide parking standard for all uses identified in ordinance
 - » Update parking standards to reduce required minimum and identify maximum parking for all uses
 - » Provide illustrations as needed to clarify requirements
 - » Draft landscape standards
 - » Provide illustrations to better describe sign types
- Clarify permitted uses
 - » Create table of permitted uses
 - » Provide standards and provisions for each zoning district in one section rather than spread out in several chapters
- Update Chapter 9 to incorporate current practices and legislation
- Reorganize and update Chapter 10
- Move flood hazard district standards to same chapter as other zoning district

7

Future Land Use Map and Character Areas

The preparation of a future land use map to guide the consideration of land use decisions is an important step. This kind of map identifies land use character areas based upon current land uses; the availability of infrastructure; natural features such as water bodies and topography; and the built environment. Land use character areas, as designated on the future land use map, should guide decisions regarding zoning and development. The character areas not only address land use but are also intended to direct growth according to character and intensity, rather than strictly on separation of uses. The

Harriman Comprehensive Plan character areas are based on how these areas are identified and take into consideration: location, existing land uses, suitability for future land uses, as well as the type of land uses that would be encouraged within these locations. Additionally, the community recognizes Downtown Harriman as the heart of the community. Land use decisions should protect and promote this valuable community asset. The nine character areas represent development patterns that share similar attributes of environmental and built character within the city.



Harriman Land Use

Shared attributes of the built environment include:

- **Size and type of buildings and their relationship to the street**
- **Street and block pattern**
- **Supported transportation modes**
- **Intensity of land use**
- **Density of development**

The future land use map (FLUM) should be used as a tool to guide Harriman's growth during the next five to ten years. The FLUM is a policy document and should not be confused with the city's zoning map, which is a regulatory document. The FLUM can influence zoning decisions by its illustration of the desired development pattern for the city. It is intended to be used in guiding Harriman's appointed and elected leaders as they make decisions on where and how the community should grow. Zoning and the FLUM should work together, with the FLUM depicting the desired growth pattern that can be achieved through zoning. Planning staff, the planning board, and city council should evaluate rezoning requests with the FLUM as a guide, determining whether the request is consistent with the growth pattern shown on the FLUM. In drafting the FLUM, the factors that are considered are current land use, zoning districts, historic development patterns, public infrastructure, environmental conditions, recreation/civic/cultural assets, and public input.

The character areas are intended to provide a guide for land use and zoning that directs growth according to character and intensity of use. Future land use patterns predicted by the FLUM are not exact. It provides a prediction of what Harriman may look like if the forecasts for future growth set forth in this plan prove true. The responsibility for making decisions and implementing policies that are aligned with the community vision is delegated to the city council as they make decisions regarding the zoning and rezoning of land.

Residential Community

This character area accommodates higher density residential development, including multi-family housing. Water, wastewater, and other infrastructure necessary to serve the denser residential land uses are available to properties in this classification or can easily be extended to them. Access to primary transportation corridors should be provided for residential community properties. Pedestrian connectivity is recommended for development in this character area.

Land Uses

- **Medium density (8 du/ac max) mixed residential developments with single family, townhomes, condos, and/or neighborhood scale, multi family dwellings**

Build Form

- **1 to 3 story residential**
- **Small to medium lots**
- **Medium to shallow front setbacks**
- **Parking or garages located on side or rear of buildings**
- **Pedestrian connectivity (sidewalks or greenways) internally and externally required for projects with 25+ dwelling units**

Residential Neighborhood

The residential neighborhood character area accommodates traditional single family residential development at low to medium densities. In order to enable sensitive development of challenging properties, such as those with steep slopes, conservation subdivisions are permitted in this character area. Duplexes are permitted on a limited basis in recognition of the need for more housing choices in Harriman.

Land Uses

- Low to medium density-per-acre developments that preserve open space
- Single family
- Low intensity shared neighborhood amenities

Build Form

- Conservation subdivisions
- Cluster development with preservation of open space/sensitive areas
- Medium to large lots
- Low density (4 du/ac max)
- One to 2.5 story buildings
- Vehicles are primary transportation mode; safe & walkable streets encouraged
- Sidewalks or greenways required for larger development (25+ dwelling units)

Town center

The town center classification is characterized by a dense, compact street grid, a well-developed pedestrian network, and readily-available water and wastewater infrastructure. This character area is predominantly comprised of traditional mixed-use buildings. Parking is provided on street and in public and private lots rather than by individual building owners. The town center is well provided for in terms of urban services, making it the most efficient and fiscally responsible area for redevelopment or development of underutilized land.

Land Uses

- Mixed-use buildings with office, institutional, commercial, entertainment, dining, and/or residential
- Public buildings
- Public spaces such as parks, community spaces, and amphitheaters

Build Form

- Mixed uses
- Build to line (front) – zero side and rear lot lines when not adjacent to single family residential
- Setback and buffer when adjacent to single family residential
- three story/45 feet max height – Transition (stepback) height when adjacent to single family residential
- No off-street parking required
- Design guidelines/standards to ensure new development and redevelopment is compatible with existing traditional buildings
- Residential encouraged on upper floors
- Streetscape requirements strongly encouraged
- No residential density standards
- Pedestrian connectivity (sidewalks or greenways) internally and externally required with new development and major redevelopment
- Minimum height – two stories
- Maximum floor area per use – 20,000 SF

Town Edge

The town edge classification is characterized by a compact street grid that enables easy access to properties. A basic sidewalk system provides the foundation for pedestrian access to properties within the character area. Water, wastewater, and other physical infrastructure are readily available.

A variety of building types, including mixed use, are found in this character area. Parking may be provided on the street and by individual businesses. The town edge provides for the expansion of the town center through the development and redevelopment of properties in this character area.

Land Uses

- **Mixed Uses with commercial, office, institutional, craft/artisan industrial, entertainment, dining, and/ or residential**
- **Mixture of uses vertical or horizontal**
- **Single family and multi-family residential**

Build Form

- **Shallow front setback**
- **Zero side yard unless adjacent to residential then 10 feet**
- **Minimum (10 feet) rear setback unless adjacent to single family residential.**
- **Setback (20 feet) and buffer when adjacent to single family residential**
- **Parking beside or behind structures, with parking at rear preferred**
- **Shared parking encouraged**
- **Multi-family permitted**

Transitional Mixed-Use

The transitional mixed-use character area is characterized by a shift in land uses, typically but not always from less intense uses to more intense ones. This character area accommodates a mix of uses. This area is characterized by the access to adequate infrastructure to serve a range of land uses, although in some cases the infrastructure may need to be upgraded or extended to serve properties in this character area.

Land Uses

- **Maker-space, artist studios, craft/artisan manufacturing**
- **Small-scale industrial**
- **Mixed-use buildings with office, institutional, commercial, entertainment, and/or dining**
- **Residential**

Build Form

- **Mixed uses**
- **Craft industrial and artist studios permitted**
- **Preservation of flood areas/setback from streams and river**
- **Three stories/45 feet maximum height**
- **Open space standards**
- **Pedestrian connectivity (sidewalks or greenways) internal and**

Corridor Development

The corridor development classification is characterized by land uses that cater primarily to vehicular traffic. Development that is one lot deep and abutting primary transportation corridors is typical for this character area. Buildings are typically single use, with horizontal mixed use common. Water, wastewater, and other physical infrastructure is available to serve development in this character area. Pedestrian access is not a priority in this character area but does enhance the development pattern and should be required.

Land Uses

- Large commercial centers
- Mix of uses permitted
- Large multi-family development permitted
- Craft/artisan and light industrial

Build Form

- Located along major roadways
- Minimum (15 feet) front setback
- Minimum (10 feet) side yard
- Access controlled to preserve capacity of roadways
- Off-street parking required
- Three stories/45 feet max height
- Street trees and parking lot landscaping
- Landscaped buffer adjacent to residential
- Pedestrian connectivity (sidewalks or greenways) internally and externally required

Parks and open spaces

This character area includes publicly-owned nature preserves, parks, greenway corridors, and all lands that serve a recreational purpose. The parks/open Space classification includes conserved lands under the control of government or private conservation/preservation agencies. These lands provide recreational, educational, and ecotourism opportunities.

Land Uses

- Parks & Public Lands
- Greenways & Trails
- Public River Access Facilities
- Natural Resource Based Passive Recreation
- Forestry & Agriculture

Build Form

- Buildings & structures support parks, recreation, cultural activities, and public utilities
- One to two story buildings
- Prioritizes trails & greenways for transportation and recreation

Preserved Lands

The preserved lands character area is comprised of wetlands, riparian buffers, environmentally sensitive areas, and undevelopable areas of highway right-of-way whose conservation contributes to ecological health and scenic preservation. Appropriate properties in this character area could potentially transfer to the parks/open space character area for development as a public park or small-scale river access facility.

Land Uses

- Preserved open space
- Riparian buffer
- Wetlands
- Major highway right-of-way
- Public river-access facilities
- Gateway and wayfinding signage

Build Form

- Undeveloped and/or restored, healthy native habitat
- Minimal development to support recreation, river access, and signage

Industrial

The industrial land use character area accommodates small to large industrial uses and their accessory uses such as storage of raw material and finished products. Warehousing is permitted in the industrial land use character area. Storage areas should be located beside or behind buildings and screened from adjacent properties. This area is characterized by access to primary transportation corridors and public water and wastewater infrastructure.

Land Uses

- Large manufacturing plants
- Warehousing with outdoor storage
- Wholesale businesses
- Small to medium size manufacturing plants
- Shipping and receiving businesses
- High impact uses such as gravel quarries, mining, and similar uses that require additional development standards and specific approval
- Storage (indoor and outdoor)

Build Form

- Located on major transportation corridors
- Public water and sewer
- Up to three-story buildings
- Range of lot sizes (small to large lots)
- Public water and wastewater
- Outdoor storage screened from public view
- Parking for trucks as needed
- Large setbacks and buffering from any adjacent residential uses

Existing buildings in the industrial land use character area exhibit a variety of building materials from metal to masonry. New buildings should use these materials as well and be designed to complement the architecture of the area where they are located. Storage areas should be screened from adjacent properties and from public roads. Truck access is essential

for some uses in this land use character area, and these uses should be located on sites abutting or near major roads. Truck traffic should not travel through residential neighborhoods. Availability of water and wastewater collection is essential to the operation of many industrial uses and this land use character area should be located where these services are available.



Appendix:

Implementation Schedule

Action
 Plan



Short Range Actions (0 – 2 years)	Responsible Entity
Provide support for the Downtown Merchants Association	City Council, City Manager
Encourage downtown activities and events	City Council, City Manager
Encourage and incentivize the renovation of downtown buildings	City Council, City Manager, Downtown Merchants Assoc.
Working with the Tennessee Historical Commission, hold a workshop on the use of Historic Tax Credits	City Council, City Manager, Downtown Merchants Assoc., TN Historical Commission
Waive plan review and permit fees for the renovation of downtown buildings	City Council
Participate in the National Main Street program	City Manager, Downtown Merchants Assoc.
Encourage mixed-use development	City Manager, Downtown Merchants Assoc.

Short Range Actions (0 – 2 years)	Responsible Entity
Review zoning standards to ensure mixed-use development is permitted	Planning Board
Amend zoning ordinance as needed to permit vertical and horizontal mixed-use development	Planning Board, City Council, Volunteers
Identify existing access points to waterways	Volunteers
Evaluate quality of existing waterways	Volunteers
Improve the major roadway corridors through the city	City Council, City Manager, Property Owners
Coordinate with TDOT	City Manager,
Require clean-up of abandoned commercial properties located along major road corridors	City Council, City Manager, Property Owners
Encourage walkability in the city	City Council, City Manager,

Short Range Actions (0 – 2 years)	Responsible Entity
Identify sources of funding to prepare a citywide pedestrian plan	City Manager
Apply for a TDOT pedestrian plan grant	City Manager
Coordinate planning efforts with TDOT	City Manager
Undertake incremental updating of zoning ordinance	Volunteers
Improve the major roadway corridors through the city	Planning Board, City Council
Amend Chapter 11 of the zoning ordinance with a description of the powers and responsibilities of the boards, commissions, and individuals involved in the administration of the ordinance	Planning Board, City Council
Amend Chapter 10 of the zoning ordinance to describe the process for review and approval of zoning applications and appeals	Planning Board, City Council

Medium Range Actions (3 – 5 years)	Responsible Entity
City considers co-sponsoring downtown events	City Council, City Manager, Downtown Merchants Assoc.
Work with owners of parking lots conveniently located to Roane Street to make the lots available for parking for downtown shoppers and visitors during times when the lots are not fully used by the owners.	City Council, City Manager, Downtown Merchants Assoc., Property Owners
Install wayfinding signage with information regarding the availability and location of parking	City Manager, Downtown Merchants Assoc.
Prepare a streetscape plan for the section of Roane Street from Morgan Avenue to Tennessee Avenue, that calls for the phased construction of bulb outs at pedestrian crossings and the planting of trees, with a goal of improving the pedestrian experience in downtown	City Council, City Manager, Downtown Merchants Assoc., Property Owners
Build support for plans through engagement and outreach to merchants and property owners	City Manager, Downtown Merchants Assoc.

Medium Range Actions (3 – 5 years)	Responsible Entity
<p>Coordinate as needed with TDOT as required by their Guidelines for Gateway Projects and Level 2 Road Diet Manual</p>	<p>City Manager, Property Owners, Downtown Merchants Assoc., TDOT</p>
<p>The use of some parking spaces may be required to create areas for planting, street furniture, and other amenities. This should be given due consideration before implementation.</p>	<p>City Council, City Manager, Downtown Merchants Assoc., Property Owners</p>
<p>Protect and preserve natural and rural areas surrounding the city.</p>	<p>City Council, City Manager, Soil & Water Conservation Service</p>
<p>Identify important and critical natural areas in the city and those surrounding it</p>	<p>Soil & Water Conservation Service, Volunteers</p>
<p>Correct any maintenance/repair issues with existing water access points</p>	<p>Soil & Water Conservation Service, Volunteers</p>

Medium Range Actions (3 – 5 years)	Responsible Entity
Prepare a pedestrian plan for the city	City Council, City Manager, TDOT
Identify project priority	City Council, City Manager,
Prepare conceptual landscaping/streetscaping plan for Roane Street downtown	City Council, City Manager
Build support for plans through engagement and outreach to merchants and property owners	City Council, City Manager, Downtown Business & Property Owners
Address concerns regarding loss of on-street parking on Roane Street	City Council, City Manager, Downtown Business & Property Owners
Continue incremental updating of zoning ordinance	Planning Board, City Council, City Manager

Medium Range Actions (3 – 5 years)	Responsible Entity
<p>Update definitions in the zoning ordinance</p> <ul style="list-style-type: none"> — Include definitions of all permitted uses, special uses, etc. — Use illustrations wherever this would make the meaning of the word clearer — Create table of uses 	<p>Planning Board, City Council, City Manager</p>
<p>Measure support for requiring landscaping of commercial uses</p> <ul style="list-style-type: none"> — If support exists, draft landscape standards for commercial development 	<p>Planning Board, City Council, City Manager,</p>
<p>Reorganize Chapter 5, moving items to other chapters as needed</p> <ul style="list-style-type: none"> — Place parking standards on table and provide parking standard for all uses identified in ordinance — Update parking standards to reduce required minimum and identify maximum parking for all uses — Provide illustrations as needed to clarify requirements 	<p>Planning Board, City Council, City Manager,</p>

Long Range Actions (6 – 10 years)	Responsible Entity
<p>Encourage the residential use of the upper floors of downtown buildings to create a 24-hour downtown.</p>	<p>Downtown Merchants Assoc.</p>
<p>Ensure the walk from the parking areas to Roane Street is pleasant and safe — Provide lighting and ensure sidewalks are maintained</p>	<p>City Manager, Downtown Merchants Assoc.</p>
<p>Identify sources of funding for downtown improvements — Consider designation of Business Improvement District — Support of property owners necessary — Could provide funds for improvements within designated area</p>	<p>City Council, Downtown Merchants Assoc. Downtown Business and Property Owners</p>
<p>Waive development permitting fees for mixed-use development Provide information regarding mixed-use development to interested persons — Develop presentation focused on building code requirements for mixed-use development — Make presentation available to property owners, builders, and developers</p>	<p>City Manager</p>
<p>Work with Roane County to identify and implement ways to preserve the identified important and critical natural areas in the city and surrounding it — Involve land conservation organization (The Land Trust for Tennessee)</p>	<p>City Manager, County Mayor, Volunteers</p>

Long Range Actions (6 – 10 years) <i>cont.</i>	Responsible Entity
<p>Identify potential water access points Evaluate quality of potential access points Work with Roane County Parks and Recreation Department and volunteers to improve existing access points and to construct new access points</p>	<p>Roane County Parks and Recreation Department, Volunteers</p>
<p>Conduct pavement survey of major roads in the city</p> <ul style="list-style-type: none"> — Coordinate with TDOT — Assign priorities to the needed improvements identified in the pavement survey — Place improvements needed on city-maintained roads in capital improvements budget and capital improvements plan — Inform TDOT of improvements needed on state-maintained roads — Work with rPO to have needed improvements placed on Transportation Improvements Plan if needed 	<p>Harriman Public Works Dept., TDOT</p>
<p>Continue incremental updating of zoning ordinance Draft landscape standards Provide illustrations to better describe sign types Clarify permitted uses</p> <ul style="list-style-type: none"> — Create table of permitted uses — Provide standards and provisions for each zoning district in one section rather than spread out in several chapters <p>Update Chapter 9 to incorporate current practices and legislation Reorganize and update Chapter 10 Move food hazard district standards to same chapter as other zoning district</p>	<p>Planning Board County Council, City Manager</p>