SEWANEE VILLAGE ACTION PLAN
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BACKGROUND

Planning Context

Located atop Tennessee’s Cumberland Plateau, the town of Sewanee is anchored by the University of the South, a liberal arts school founded by the Episcopal Church in 1857 and opened in 1868. The University owns more than 13,000 acres called the Domain, which includes the Sewanee Village—a retail and office strip with adjacent residential communities.

The Village is home to six restaurants, convenience market, community center, art galleries, shops, banks, hair salon, dry cleaner, offices and a gas station. The University, alumni, local business owners and community members appreciate the importance of these businesses and associated activities, and have engaged this study to develop a cohesive vision and action projects for improving the Village.
Past Planning Efforts

In 2011 and 2012, both an updated Campus Master Plan and Strategic Plan were completed to guide the University in upcoming years. The Campus Master Plan stresses the importance of connecting the campus proper to the Village as well as spurring new ways of thinking about the University’s relationship to the Village. Guiding the plan are five principles, as follows:

“1. Intentionally focus future development in three primary areas: Core Campus, The Village and The School of Theology. This will enhance the sense of vitality in each of these areas, limit sprawl, preserve the Domain, take advantage of existing infrastructure, and encourage walking and cycling in lieu of automobiles.

2. Reinforce the sense of vitality at the campus core.

3. Enhance connectivity between the three areas as well as links into the Domain.

4. Strengthen residential communities.

5. Plan a holistic approach to sustainable initiatives.”
In 2012, the University commissioned the Project for Public Spaces, a nonprofit organization based in New York, to complete a vision plan and development strategy for the Village. This process identified a variety of programmatic opportunities in the Village and also began to generate a vision for what this area could be in the future. Potential future projects were listed as:

- CinePub
- Bookstore/writer’s center & cafe
- Community artspace
- Small-scale arts & culture retail
- Arts & crafts festival
- Writers-in-residence program
- “University club” restaurant
- Affordable college town restaurants
- Shared use commercial kitchen
- Small homemade ice cream/yogurt store or truck
- Kitchen garden
- Rental apartments
- Single family homes
- General store/pharmacy/grocer/co-op
- New community center
- Village inn

- Dry cleaning & laundry
- Clothing store or quality thrift store
- Gateway entrance
- Elementary school plaza
- Conservation & guide center
- Bike lanes
- Trolley/shuttle bus
- Traffic calming
- Abbo’s alley-like multi-use paths
- Lighting
- Benches
- Water features
- Village-wide WiFi
- Landscaping and street trees
- Art, mural(s)
Ayers Saint Gross, nationally recognized for college town and campus planning, was commissioned by the University in early 2014 to create an actionable and visionary plan for the Sewanee Village. They lead an integrated process engaging a wide range of campus and community stakeholders. The process was oriented around three workshops, each with a different intent. During each workshop, several focus groups were convened to provide insight and comments for the plan. A steering committee of University, business and community representatives also helped guide the direction of the plan.

Focus Groups

The team solicited feedback from the focus groups while striving to build consensus among the various parties. This plan aims to channel numerous voices into a widely agreed-upon vision for the future of Sewanee.

Sessions were held with the following groups:
1. Community Groups
2. Sewanee Business Alliance
3. Students
4. University stakeholders

Workshop 1

Engage, Analyze and Brainstorm

1. Understand key issues and opportunities
2. Discuss action plan goals
3. Brainstorm projects and how they support the goals
4. Begin and identify priorities

Workshop 2

Develop Near-Term Projects and Strategies

1. Review priority projects
2. Discuss potential concept vision
3. Define potential projects to be included in the action plan

Workshop 3

Draft Action and Implementation Plan

1. Present a draft action plan based on Workshop 2.
2. Review and refine based on feedback
Key takeaways from Workshop 1 focus group feedback:

<table>
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<tr>
<th>Strengths of the Sewanee Village:</th>
<th>Challenges of the Sewanee Village:</th>
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<tr>
<td>Sense of community</td>
<td>Running a town is not the University’s core mission / job</td>
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<td>Connection of business owners to the Village</td>
<td>Sewanee is unincorporated and does not qualify for state or government grants</td>
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<td>Restaurant scene</td>
<td>Management of the Village</td>
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<td>Angel Park</td>
<td>Inconsistent quality of character</td>
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<td>Natural setting</td>
<td>Low building density</td>
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<td>Mountain Goat Trail</td>
<td>Narrow sidewalks</td>
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<td>Online farmers market on Tuesdays</td>
<td>Where deliveries and parking occur</td>
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<td>Events draw people and create a buzz</td>
<td>Where dumpsters go</td>
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<td>Friday night series during the summer</td>
<td>Poor signage for parking lots</td>
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<td>Angel Festival</td>
<td>How the Village addresses Route 41A</td>
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<td>Christmas lighting</td>
<td>Needs more student service opportunities</td>
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<td>4th of July</td>
<td>Small supply of rental housing</td>
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<td>Shift in the University’s engagement with the larger community</td>
<td>Need for coordinated and regional marketing of the Village</td>
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<td>The Sewanee Inn</td>
<td>Could be more welcoming to visitors and students</td>
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<td>Finding Your Place first-year students oriented to the Village</td>
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Potential Projects:

- Roundabout
- Adequate lighting
- Signage
- Sidewalks
- Parking - adding disabled spaces, better walkway to and from lots, more signage
- Paths - better connect the Village to the School of Theology and University
- Movie theater - no restaurants
- Bookstore
- Market - market or convenience store
- Vibrant community center - pool, keep it simple and multipurpose
- Ice cream shop - combine with another business
- Creatively incubate small businesses - Five Points Collaborative, Nashville
- Multi-use housing
- Affordable housing
- Unified marketing
- More programs and events with regional draw
- Bike storage
- Tiger Dollars in the Village
Community Survey

A community survey was conducted to gather feedback from local residents concerning the importance and timing of particular action projects. Community members were asked to rank a list of projects as high, medium, low or not a priority. Projects that were included in previous studies, but not prominent in the focus group meetings, were also included to see if residents thought they should be accommodated in the Village.

Overall, public realm and programming items were ranked highly by the community as near-term priorities. Open source WiFi drew the most consensus with 76 percent of survey respondents identifying it as an important near-term project. Public space improvements, such as benches, bike lanes, multi-use paths and landscaping, also ranked high as near-term projects. The community viewed added programming at Angel Park and additional festivals and events as important near-term projects as well.

Three building projects rose to the top as near-term priorities, but even more so as important projects for the Village, regardless of timing. The community largely agreed with the need for a general store/pharmacy/grocery, community center and movie theater/cultural venue. Housing was seen as less of a near-term priority, but overall, most community members agreed that added housing was important to the Village. The highest scoring residential type was cottage-style housing followed by townhomes and apartments, reinforcing focus group comments about a need for different housing types in Sewanee.

Student housing and a gateway entrance were the only two action projects not considered priorities by more than 50 percent of the survey respondents. It was also revealed through this survey process that there is a need for public restrooms in the Village.
Steering Committee

Meetings with the steering committee were oriented around the three major workshops. The first workshop began by identifying the main goals for the Sewanee Village Action Plan. Eight key goals critical to the success of the Village were defined. The goals were referenced throughout the planning process and used to ensure the action projects supported them.

Meetings with the steering committee included a number of interactive exercises focused on identifying and prioritizing key projects. During the first workshop, the team participated in two exercises to categorize a list of projects identified in earlier plans. The first exercise ranked these projects by how well they addressed the goals of the plan. Each project was given a score of one to five, with five indicating it significantly addressed a specific goal.

The second exercise asked the steering committee to graph each project according to its ability to be implemented related to its overall importance to improving the Village. The analysis of these results was discussed in the second workshop.

Action Plan Goals

1. Draw people to the Village.
2. Attract more residents to live in the Village.
3. Increase the University’s presence in the Village.
4. Enhance the community.
5. Create strong links between the Village and campus.
6. Knit the Village into the natural environment.
7. Improve the physical setting of the Village.
8. Spur economic development and build momentum.
Through these exercises with the steering committee, the planning team identified the projects that most effectively support the goals of the plan and the projects that satisfy the highest number of goals overall. This process resulted in a more precise list of critical projects to address in the action agenda.
Following this exercise, the steering committee was asked to graph the projects to show a proportional relationship between the importance of each project and the ability to implement each project. The projects that rose to the upper right quadrant were both very important and relatively easy to implement. Those in the upper left quadrant were important, but harder to implement. The projects that fell to the lower two quadrants were ranked as less important for an action project.

The exercises with the steering committee resulted in a more focused, manageable list of action projects. Both priority projects and implementation challenges were identified, allowing the planning team to pinpoint key strategies for each project as it moves forward into implementation.

Key Projects with a Strong Ability to Implement:
- Public Realm
- Signage
- Multi-use paths
- Lighting
- Landscaping
- Trees
- Benches
- Gateway entrance
- Retail
- Farmers market
- Bookstore/writer’s café
- Local arts and culture retail
- Ice cream/ yogurt shop
- Civic
- Welcome center
- Food festival
- Conservation and guide center
- Art, murals, etc.
- Infrastructure
- Bike lanes
- Village-wide WiFi
- Parking

Key Projects with Implementation Challenges:
- Housing
- Apartments
- Single-family homes
- Senior housing
- Retail
- General store/ pharmacy/ grocer
- Movie theater
- Infrastructure
- Traffic calming
- Civic
- New community center
Exercise 2:

Graphing each project's ability to be implemented and its near-term importance to the success of the Village

- Identifies projects that should be considered part of the action plan
- Recognizes key projects with implementation challenges
- Helps set priorities

Key Projects With Implementation Challenges

Key Projects with a Strong Ability to implement

Projects to Continually Assess

[Legend with categories: Academic, Civic, Residential, Infrastructure, Public Realm, Retail]
WHERE WE ARE:
EXISTING CONDITIONS
Located about 92 miles from Nashville and 53 miles from Chattanooga, Sewanee is well positioned to be a great day trip destination for residents of those cities. The town is only five miles from Interstate-24, which connects Nashville and Chattanooga, and easily accessed from this key highway. The small towns of Monteagle and Cowan are about equidistant east and west of Sewanee and slightly further west is the larger town of Winchester, where Sewanee residents often shop for groceries.

Sewanee is both demographically and economically unique in the region. It has some of the highest home values in the area and its median household income is significantly higher than both Monteagle and Winchester. Sewanee also has the lowest percentage of people over 65 years old when compared to the state, Franklin County, Winchester and Monteagle. This statistic is largely confirmed by the overwhelming feedback received during focus group sessions over affordable housing concerns. Typically in Sewanee, as longstanding residents age, many end up leaving Sewanee in order to find the type and price of housing suited to their needs.
While the University owns 13,000 acres of picturesque land, only a small portion of that comprises the campus proper. The core of campus is distinguished by a series of beautiful Collegiate Gothic buildings—including the preeminent All Saints Chapel—located just half a mile from the Village.

The University is also home to a School of Theology that is separate from the main campus. This school is even closer to the Village, but lacks a direct connection there making it difficult for students, faculty and staff to venture there for a lunch break or to run a couple errands.
EXISTING CONDITIONS

Key Nodes and Major Connections

University Avenue

Route 41A

Base image from: Google Earth 2014

School of Theology
Photo by: Woodrow Blettel
https://www.flickr.com/photos/sewanee

All Saints Chapel
Photo by: Woodrow Blettel
https://www.flickr.com/photos/sewanee

Sewanee Village

Photo by: Woodrow Blettel
https://www.flickr.com/photos/sewanee
Faculty and staff in Sewanee are widely distributed across Tennessee, yet 51 percent of them live in Sewanee on the Domain. The majority are within a half-hour drive from Sewanee, although a few commute to and from Nashville and Chattanooga.
Student housing for Sewanee is unique in that more than 95 percent of all students live on campus. The eight student housing clusters on campus range in size from 49 - 314 beds and are distanced from the campus core by 0.14 - 0.57 miles. Currently, only 8 to 10 students live in the Village and six of those students reside in a “theme house” along University Avenue. These theme houses are a popular living style and are dispersed across the University. The remaining students in the Village have been granted permission to live off-campus in two small apartments.

Student housing is a pressing issue for the University as it continues to increase enrollment. Projected student growth will require additional beds in the near future.
The Sewanee Village is an eclectic, charming and well positioned small village. A range of retail establishments stretch along University Avenue and Route 41A, including six unique restaurants, a small market, art galleries and shops, florist/gift store, banks and a gas station. These businesses are complemented by a handful of offices, Angel Park, Parson’s Green and a few small apartments with student housing. The Village is bounded by Otey Memorial Parish to the north and the community center to the south. On the northern edge of the Village lies Sewanee Elementary School—one of the best in the county.
The Village has a healthy mix of uses for its size. Surrounded by single-family residences, its commercial and civic core centers on a single corridor along University Avenue and spills slightly outward along and across Route 41A.

Land tenure is a unique factor of Sewanee. The University owns all of the land within the Domain and provides long-term leases to residents and business owners to build on lots designated by the University. This arrangement presents interesting opportunities for the Village as the ability of the University to redraw lease boundaries can allow for an improved public realm and increased infill opportunities.
The Village’s largely disconnected street network inhibits walkability and forces traffic onto key arteries. Multiple focus group meetings noted how traffic from the Sewanee Elementary School in the morning and afternoon can gridlock University Avenue. Providing alternative routes and better connecting this network will help alleviate some of these issues and better connect nearby neighborhoods to the Village.

Topography and streambeds shape the natural landscape in and around the Village. A 45-foot grade change occurs between where University Avenue meets the heart of campus to the intersection of University Avenue and Route 41A. A deterrent to pedestrians, this steep slope lays the framework for amenities such as shuttle buses and bike parking in the Village. Paralleling each side of University Avenue are two streambeds that will be important to consider in any future Village development.
WHERE WE ARE GOING:

GOALS AND VISION
The vision for the Sewanee Village emerged from discussions with community groups, Sewanee Business Alliance, students, University stakeholders and steering committee. The vision plan strives to incorporate each action project into a clear framework for the future growth and success of the Village.

Some key highlights of the vision plan are:

- Strengthen retail core and improve streetscape.
- Reconfigure area south of Route 41A.
- Introduce new market, farmers market, movie theater and welcome center.
- Two locations to consider for a new community center—the current site or at Alabama Ave and Route 41A.
- Relocate the University bookstore to downtown as an anchor for the Village.
- Enhance parking, signage and green space.
- Better incorporate IvyWild and Crossroads.
- Create vibrant residential neighborhoods to encompass the Village.
- Connect the Village to the University.
- Preserve natural systems such as streambeds and creeks.

Action Plan Goals

1. Draw people to the Village.
2. Attract more residents to live in the Village.
3. Increase the University’s presence in the Village.
4. Enhance the community.
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6. Knit the Village into the natural environment.
7. Improve the physical setting of the Village.
8. Spur economic development and build momentum.
GOALS AND VISION

Route 41A
University Ave.
HOW WILL WE GET THERE:
ACTION PROJECTS
POLICIES

1. Facilitate investment in the Village
2. Create a regional marketing strategy
3. Integrate the campus community into the Village
4. Enable village-scale density

BUILDING PROJECTS

1. Movie theater/cultural venue
2. General store/pharmacy/grocer
3. Bookstore/writer’s cafe/print shop
4. New community center
5. Welcome center/conservation and guide center
6. Student housing
7. Residential neighborhoods

PUBLIC REALM

1. Signage
2. Multi-use paths
3. Streetscape
   - Bike lanes
   - Lighting
   - Landscaping/trees
   - Benches
   - Traffic calming
4. Public art
5. Parking
POLICIES

Establish a mechanism to channel investment into the Village.

Project Description:
Create an organization or a fund that allows alumni, parents and community members to invest in and donate to improvements in the Village.

Why:
- Alternative funding sources are needed to enable improvements in the Village.
- Active alumni base is interested in investing to better the Village.
- Need to establish a method of pooling and leveraging small investments in addition to sharing risk.

How:
- Create a fund or an organization to collect, manage and allocate a pool of investments in the appropriate priority projects.
- University-sponsored program manager (part-time) will work with alumni, parent and community groups to coordinate this organization and explain the benefits of such an arrangement. This fund will require a targeted and well-conceived marketing effort.
- Target 3-5 major projects that will become the initial focus of the organization or fund:
  - Bookstore
  - Movie theater
  - Residential development
Case Study

Colgate University: The Hamilton Initiative

- Colgate University trustees funded the Hamilton Initiative in 2000 to foster community and economic development in Hamilton, New York.

- Initiative resulted in a for-profit, limited liability company wholly owned by the University and funded by donations from alumni, parents and friends.

- 10 total properties were renovated.

- Focus on:
  - Renovation of key buildings
  - Attracting quality tenants
  - Managing four business operations (bookstore, coffee shop, movie theater and Colgate Inn)
Create a regional marketing strategy highlighting the Village.

Project Description:
Coordinate with the Sewanee Business Alliance, building on the launch of the Sewanee Inn, to expand marketing strategies for Sewanee to compete as a regional destination.

Why:
- Attracting regional/super regional visitors is critical to the Village’s economic success.
- Sewanee Business Alliance and University have expressed a desire for improving the marketing of the Village.
- The Village has a limited online presence for people to learn about events, promotions and general information.
- Alumni engagement needs to expand.

How:
- Establish an identity for the Village (historic, outdoors, college town, art, food) by leveraging the University’s recent branding efforts.
- Create a website that communicates the offerings and amenities of the Village.
  - www.visithistoricsewanee.com or www.visitsewanee.com - This website should have links to restaurants and stores, and provide a map of the Village that clearly shows businesses, community buildings, parking and trails.
- Target regional marketing.
- Convey and communicate the Domain, Village and University as one cohesive destination with many opportunities and activities.
• Expand the number and types of events throughout Sewanee and explore new ideas for events.

• Identify locations and continue to support expanding the regional hotel bed base and event space to accommodate events and festivals in the long term.

• Pinpoint parcels best suited for this type of use to accommodate building footprints/parking and reserve a location for future hotel space.
POLICIES

Increasingly integrate the campus community into the Village.

Project Description:
Use a variety of methods to attract students, faculty, staff and other University affiliates to the Village.

Why:
- Focus group feedback indicates that events such the Finding Your Place (first-year program) orientation makes students more likely to patronize the Village throughout their collegiate experience.
- A University community vested in the Village will benefit businesses and help attract and retain students, faculty and staff to the University.

How:
- Coordinate with the Village businesses to integrate the use of Tiger Dollars at local establishments.
- Expand events to orient students to the Village.
- Expand the Village orientation from the Finding Your Place program to include all incoming freshmen with each successive class.
- Capitalize on large summer programs by creating a summer orientation or information email to orient visitors to the Village.
- Increase use of Angel Park by adding low-impact programming (e.g. readings in the park, acoustic music, chess sets, bookstands, flexible furniture, etc.).
· Add a panel of student advisors to the Sewanee Business Alliance to coordinate student-oriented programming and promotions. Explore opportunities for students in the “Business” theme house to take on this responsibility.

· Expand University shuttle bus (BACCHUS) service to the Village and consider renaming it.

· Create an open-source Village WiFi network to activate outdoor spaces and encourage people work, study and gather in the Village.

· Continue to identify and assess University uses that might be located in the Village.

Opportunities

· Integrate use of Tiger Dollars at local establishments.

· Expand student downtown orientation

· Orient summer program attendees

· Add panel of student advisors to the Sewanee Business Alliance

· Extend University shuttle bus, change the name

· Village open source WiFi

· Increase programming of Angel Park
POLICIES

Encourage village-scale density and a more vibrant town.

**Project Description:**
Enable the Village to become a cohesive, organized set of properties that creates opportunities for infill and public realm improvements.

**Why:**
- The Village has the potential to evolve into a walkable, vibrant community.
- Existing property lines impede infill development and streetscape improvements along University Avenue.
- Zoning limitations to the south and west of the Village limit development opportunities.

**How:**
- As leases come up, negotiate and redraw boundaries with two goals in mind:
  1. Enable public realm improvements that create a more cohesive village.
  2. Enhance streetscapes along University Avenue.
- Accommodate new streets, pathways and open spaces.
- Identify opportunities for infill along University Avenue in the Village and redraw property lines to allow for added buildings in the future.
- Rezone areas within a five-minute walk of the retail core to mixed-use zoning.
**Mixed Use Zone**

**Height**
- No more than 3 stories or 35 feet, except for churches and educational facilities

**Minimum lot area**
- Attached - 2,500 sf
- Detached - 5,000 sf

**Minimum lot widths**
- Attached - 30 ft
- Detached - 50 ft

**Setbacks**
- Side yard - 10 ft
- Rear yard - 20 ft
- Front yard - 20 ft (40 ft for arterial roads)

**80% lot coverage**

**Density**
- No prescribed maximum density for mixed use zone.
- Cluster residential developments in adjacent residential zones allow 16 dwelling units per acre.
Establish a movie theater/cultural venue in the Village.

**Project Description:**

Relocate the campus movie theater to the Village and design the space to accommodate performing arts and events.

**Why:**

- Thompson Union houses the campus movie theater and, as plans for the University Commons continue to move forward, the University has expressed an interest in relocating the movie theater to the Village.

- Movie theater could be a catalytic project to bring people to the Village and generate more business for local retailers.

- Movies provide a natural forum for the town and community to integrate.

- Movie theater can capture regional audiences from nearby communities of Monteagle, Winchester and Tracy City.

**How:**

- Determine the program, scale, and flexibility of the movie theater/cultural venue with the goal being “most nights light.” Maximize the number of evenings with events to keep the Village an active place.

- Coordinate with the University’s dance and music programs to integrate recital and rehearsal space into the theater.

- Incorporate a strategy for the Village restaurants to provide food service.

- Project could be a focus of the Sewanee Village investment fund.

- Identify location for an outdoor movie theater.
Thearc Theater—Washington DC
BUILDING PROJECTS

Build a larger general store/pharmacy/grocer.

Project Description:

Build a new grocery that expands the amount of square footage to provide space for fresh produce, meat and other products.

Why:

- The community has expressed the need for an expanded market.
- Fresh fruits, vegetables and meats cannot be accommodated in the existing structure due to lack of space and infrastructure.
- Expanding the market will draw people to the village and provide an important amenity for residents and the University community.

How:

- Solicit proposals from interested parties through a request for proposals (RFP) process.
- Explore business plan alternatives (e.g., who funds and owns the building) with the expectation that the operator pays rent to recapture the cost.
- Integrate the farmers market into the new venue.
- Keep the location of the grocery on the south side of Route 41A and ensure the existing store can continue operating during the construction of the new building.
Market/Grocery Options

Option 1: Expanded grocery
Photo by: I-5 Design and Manufacture
https://www.flickr.com/photos/5design

Option 2: Multi-vendor market
Photo by: Zach Stern
http://www.flickr.com/photos/zachstern
BUILDING PROJECTS

Move the campus bookstore and incorporate a writer’s cafe and print shop.

Project Description:
Relocate the University bookstore to the Village.

Why:
- Relocating the bookstore will encourage visitors and students alike to frequent the Village.
- A new bookstore provides a retail function that does not currently exist in the Village and will not compete with existing businesses.

How:
- Build a new mixed-use building that has a bookstore on the ground floor with housing above.
- Consider two sites—either the University theme house site (the “Good Life” house) or south of Route 41A. Either of these locations will provide a strong anchor for the Village.
- Two funding options:
  1. The University can build and operate the bookstore.
  2. To catalyze other development, the University can lease appropriately designed space (with a fair amount of control) on the ground floor of a mixed-use building.
- This project could be a focus of the Sewanee Village investment fund.
Elon University Bookstore—Elon, NC
Photo from: The Office of Communications at Elon University
http://www.elon.edu/e-web/news/at_elon/intheworks2011.xhtml?m=1
Project Description:
Revitalize, expand and, over time, rebuild a new community and senior center that accommodates the existing programs held there, and provides a covered pavilion and other facilities for the center to hold outdoor activities.

Why:
- Community and senior center is an important part of making the village a vibrant place to live.
- While many people affectionately speak of the simple nature of the existing building, the structure needs to be improved and expanded to accommodate the existing and future functions of the community and senior center.
- Community has expressed a need for outdoor facilities, a pool and a covered pavilion.

How:
- Consider two locations—keeping the community center close to its existing location or relocating it near Alabama Ave. and Route 41A.
- Develop a plan for the community center that is in keeping with the overall vision for the Village and can be achieved incrementally.
- Determine if components of the University’s recreation facilities could be located in the Village at the community center.
- Explore community funding strategies for a new community center. Enabling strategies could include:
  - Consider allocating a portion of University transfer or lease fees for the construction of a new community center and public realm improvements.
  - University staff assistance in fundraising.
Community Center Program

- Large multipurpose space
- Commercial kitchen
- Library and resource center for adults and children
- Green area for play, picnics and events
- Outdoor pavilion
- Community swimming pool
- Recreation and fitness space
- Senior center facilities
BUILDING PROJECTS

Establish a welcome center/conservation and guide center.

Project Description:

Establish a location for a welcome center in the Village. Consider co-locating this program with a guide center for the Mountain Goat Trail.

Why:

- A welcome center will orient visitors and communicate the many offerings throughout Sewanee. Currently, the Village lacks a building that serves this function.

- The guide center can stimulate partnership opportunities with the University’s educational or service programs.

How:

- Three options:
  1. Create a centrally located kiosk where people throughout Sewanee can post information about events, businesses and activities. Appoint a person or group to oversee the upkeep of the kiosk.
  2. Build a combined welcome and guide center that orients visitors and residents to Sewanee, and hosts educational programs and hikes through a partnership with the University.
  3. Develop the welcome/guide center as a part of the market or theater where it can share infrastructure and staffing. Add small kiosks at the relocated bookstore and Sewanee Inn.

- Explore work-study and service learning as strategies to staff the center during peak times.
BUILDING PROJECTS

Provide additional student housing in the Village.

Project Description:
Locate 60-80 residential beds in the Village.

Why:
- Upper division students have expressed a desire for a new residential unit type and different lifestyle than is currently offered on campus.
- Students living in the Village create a greater connection between the University and Village communities.
- Provide students with an off-campus experience so they can begin to engage the broader community.

How:
- Determine the type and location of student housing in the Village (two options).
- Ensure housing is part of the University's Residential Life Program.
- Make it an honor for students to live in the Village (e.g. The Lawn at the University of Virginia).
- First phase of student housing could expand the number of units in the Village by renovating available spaces for small scale student housing.
- Second phase can be a larger building integrated with the bookstore on the "Good Life" house site to provide a new node of activity and destination point within the Village.
- Provide the opportunity for future residential beds to be added in the Village.
## Student Housing Options

**Two Location Options:**

- Co-locate all the beds in a distinctive residential community within the Village.
- Disperse the beds throughout the Village above retail along University Avenue.

**Two Implementation Options:**

- University partnership with a developer.
- University builds housing on its own.
BUILDING PROJECTS

Develop residential neighborhoods adjacent to the Village core.

**Project Description:**

Infill and better connect residential neighborhoods adjacent to the Village core.

**Why:**

- More people living in the Village will increase the liveliness of University Avenue.
- Vibrant neighborhoods are important to building community ownership and civic pride.

**How:**

- Work with existing residents and key stakeholders to develop a neighborhood small area plan.
- Create a plat plan comprising streets and blocks, open spaces and development parcels that form three distinct residential neighborhoods (East, West and South Village).
- When possible, restructure leases and property boundaries in these proposed redevelopment areas.
- Create architectural guidelines or a pattern book illustrating residential building types that can be implemented.
- Issue a request for proposals to select a residential builder for a pilot project based on the plat plan and architectural guidelines.
- Partner with a selected developer to build public realm and utility infrastructure for the neighborhood in the first phase.
PUBLIC REALM

Develop a coordinated signage program.

Project Description:

Create cohesive signage in the Village to improve the quantity and quality of wayfinding across the Domain.

Why:

- Signage across the Domain does not communicate the presence of the Village to visitors.
- Visitors and residents have expressed concern finding parking areas in the Village.
- Effective wayfinding to the Village is vital to the University’s ability to attract students, faculty and staff.
- Signage provides an opportunity to tell the history of Sewanee.

How:

- Identify critical locations for improved signage.
  - Street signage
  - Parking signage
  - Wayfinding signage in and around the Village
- Create a set of design guidelines for signage in the Village. These guidelines should allow the Village to express its unique sense of place by not mimicking signage on campus, but instead, establishing its own style.
- Signage could be implemented as part of the investment fund or funded by a University-community partnership.
ACTION PROJECTS

University of Pennsylvania

Southwest DC Heritage Trail

College of Charleston-Dixie Plantation

University of Kentucky

University of Pennsylvania
Expand and improve the multi-use path network.

**Project Description:**
Create new walking and bike paths from the Village to key locations on campus and expand bike storage in the Village.

**Why:**
- Trails are a popular amenity in Sewanee, yet few connect the Village to campus.
- School of Theology desires a more direct connection to the Village.
- Extension of the Mountain Goat Trail can bring visitors to the Village

**How:**
- Prioritize the key connections that need to be made, such as linking the School of Theology to the Village.
- Create clearly marked paths that allow for both pedestrian and bike connectivity.
- Expand bicycle storage in the Village.
- Support the extension of the Mountain Goat Trail through the Village.
Abbo’s Alley

University Avenue Sidewalk
Photo by: Buck Butler
https://www.flickr.com/photos/sewanee
PUBLIC REALM

Design pedestrian-friendly streetscape improvements.

Project Description:
Improve the quality of the public realm along University Avenue to encourage pedestrian activity, enhance the aesthetics of the Village and improve connections to the University.

Why:
- Interest has been expressed in improving bike infrastructure and signage between the Village and campus.
- Current dogwood trees along University Avenue provide no canopy for shade and interfere with pedestrians on the sidewalk.
- Limited street lighting creates safety concerns (vehicular and pedestrian conflicts) and hinders the ability to hold outdoor activities after dark.

How:
- Design a welcoming streetscape along University Avenue that includes signed bike access, wider planting beds and wider sidewalks.
- Relocate existing dogwood trees and plant street trees with enough root clearance so they will grow to provide a large canopy for University Avenue.
- Incorporate decorative street lighting along University Avenue and connect streets to residential and parking areas.
- Establish clear crosswalks so pedestrians can traverse University Avenue and Route 41A safely and easily.
- Ensure traffic calming and safe pedestrian crossings at the roundabout.
- Explore funding strategies similar to those outlined in the community center action project.
University Avenue Section
PUBLIC REALM

Support and strengthen the arts.

Project Description:

Support the local arts community to enhance the eccentric and unique character of the Village.

Why:

- Public art can be used to activate areas and improve aesthetics in the Village.
- A stronger art community can help augment the unique character of the Village.

How:

- Explore the demand for small scale live/work residential units targeted to artists.
- Consider locating a University gallery in the Village.
- Consider locating a component of the University art program in the Village.
- Identify key locations for public art and coordinate with local artists to design installations.
- Stage a festival or arts walk as a regional event.
- Coordinate a “First Fridays” program that highlights community and University artists, restaurateurs and store owners on the first Friday of every month.
Opportunities

• Add public art and coordinate with local artists to design installations.

• Target live/work residential units to artists.

• Establish a University gallery or a component of the University art program.

• Stage festivals, arts walks or First Fridays as regional events to highlight community and University artists, restaurateurs and store owners.
PUBLIC REALM

Establish a clear parking strategy.

**Project Description:**
Develop a cohesive strategy for improving access to parking and accommodating current and long-term parking needs in the Village.

**Why:**
- Parking is a concern during large events.
- Existing parking areas have little signage and not all provide a paved lot with adequate lighting, deterring people from using them.
- As the Village becomes more successful, adequate parking will become a greater issue.

**How:**
- Create clear areas for parking that are:
  - Easily assessed by vehicles
  - Well-marked by signage
  - Well lit
  - Accessible
- Provide direct pedestrian access to businesses in the Village.
- Make sure parking is public and shared by all businesses.
- Plan for long-term parking solutions that can be developed as the Village grows.
Proposed Parking Strategy

University Ave.

Key: Parking Lot
The following timeline suggests a prioritization for the action projects in this plan. The matrix shows where the University and community should focus their efforts in the near, medium and long term.
<table>
<thead>
<tr>
<th>PROJECTS</th>
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<tr>
<td><strong>Establish a mechanism to channel investment into the Village.</strong></td>
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<tr>
<td>Create a pooled investment fund.</td>
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<td>Appoint a University-sponsored program manager.</td>
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<td><strong>Create a regional marketing strategy highlighting the Village.</strong></td>
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<tr>
<td>Establish an identity for Downtown.</td>
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<tr>
<td>Create a Village website.</td>
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<tr>
<td>Target regional marketing.</td>
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<tr>
<td>Expand events throughout Sewanee.</td>
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<tr>
<td>Expand hotel bed base and event space.</td>
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<tr>
<td><strong>Increasingly integrate the campus community into the Village.</strong></td>
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<tr>
<td>Integrate the use of Tiger Dollars at local establishments.</td>
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<td>Expand events to draw students to the Village.</td>
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<td>Expand the Village orientation from the Finding Your Place program.</td>
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<tr>
<td>Create a summer program orientation/information email.</td>
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<td>Add low-impact programming to Angel Park.</td>
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<td>Add student advisors to the Sewanee Business Alliance.</td>
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<td>Expand BACCHUS shuttle service to the Village.</td>
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<td>Create an open-source Village WiFi network.</td>
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<td>Continue to assess University uses suitable for the Village.</td>
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<td><strong>Encourage village-scale density and a more vibrant town.</strong></td>
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<td>As leases come up, negotiate and redraw boundaries.</td>
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<td>Accommodate new streets, pathways and open spaces.</td>
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<td>Take advantage of infill opportunities along University Ave. in the Village.</td>
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<td>Rezone areas within a 5-minute walk of the retail core to mixed-use.</td>
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<td><strong>Establish a movie theater/cultural venue in the Village.</strong></td>
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<td><strong>Build a larger general store/pharmacy/grocer.</strong></td>
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<td><strong>Move the campus bookstore to the Village.</strong></td>
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<td><strong>Rebuild the community center.</strong></td>
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<td>Plan for long-term parking solutions.</td>
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ACKNOWLEDGMENTS

Steering Committee Members

Rich Berlin: Director of Business Services
Joe DeLozier: Member of the Board of Regents
Michael Gardner: Director of Physical Plant Services
Frank Gladu: Vice President for Administrative Services
John Goodson: Sewanee Business Alliance
Elliott Harrigan: Alumnus
Eric Hartman: Dean of Students
Ben King: School of Theology Faculty
Linda Lankewicz: Professor
Forbes Mann: Assistant Director of Admission
Marvin Pate: Director of Sustainability Integration
Kate Reed: Assistant Director of Residential Life for Housing and Programs
Barbara Schlichting: Superintendent of Leases
Theresa Shackleford: Sewanee Civic Association
John Swallow: Provost
Nate Wilson: Domain Manager
Focus Group Participants

Folks at Home
Saint Mark’s Community Center
Sewanee Business Alliance
Sewanee Civic Association
Sewanee Community Center
Sewanee Community Council
Sewanee Senior Center
University Faculty
University Staff
University Students