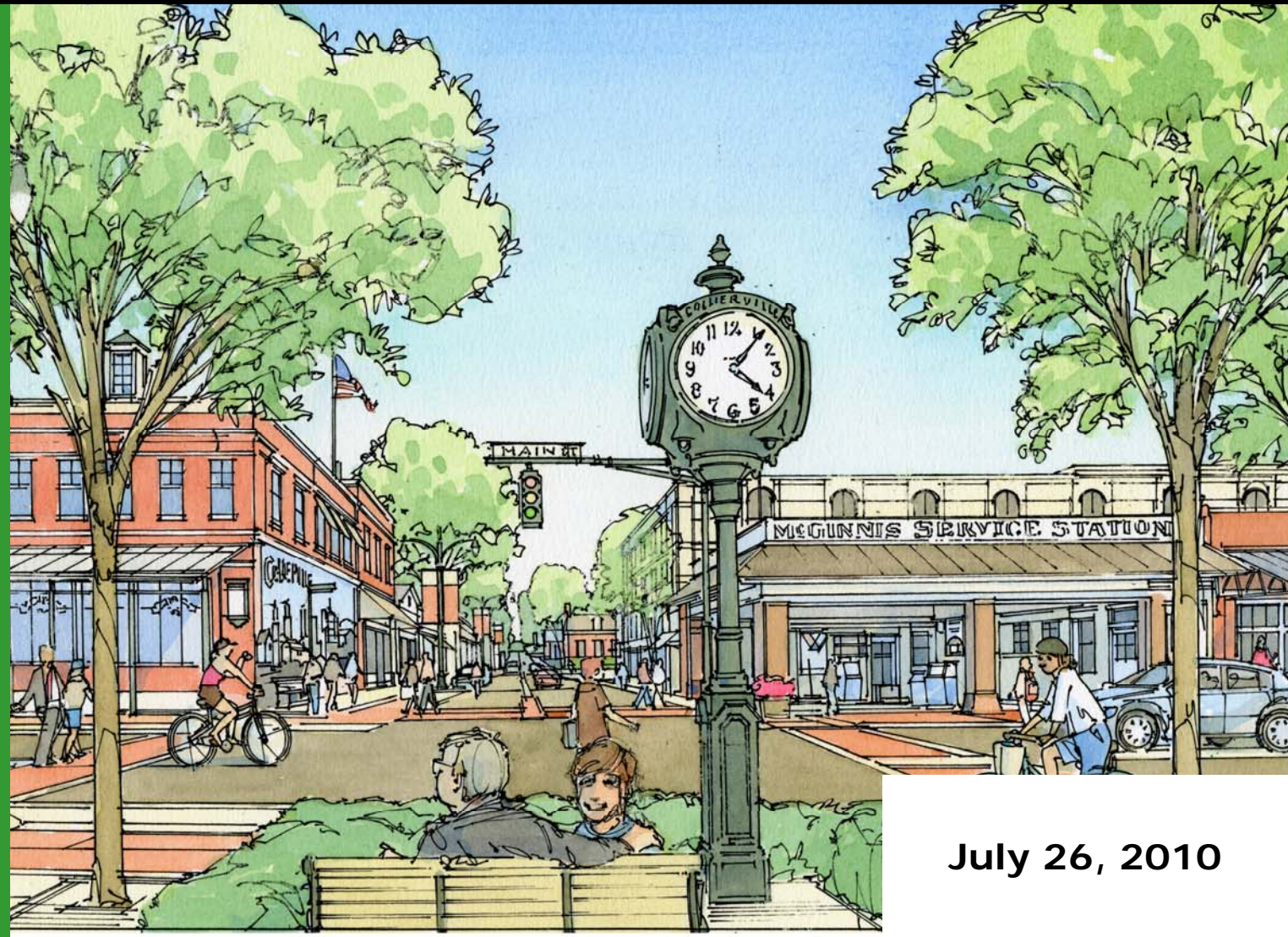


Collierville

Land Use Plan: Downtown Collierville Small Area Plan



July 26, 2010

Acknowledgements

The Steering Committee Recommended Approval June 22, 2010. Adopted by Planning Commission July 1, 2010, via Resolution 2010-15 and then on July 26, 2010, by Board of Mayor and Aldermen via Resolution 2010-34. Effective date July 26, 2010.

This Small Area Plan is the product of over thirteen months of dedication and hard work since the project was initiated by the Board of Mayor and Aldermen (BMA). The duration of this effort could also be calculated at over 10 years if the important contributions of the previous planning efforts to study downtown Collierville are taken into consideration. This Plan would not have been possible without the involvement from the following groups and people:

Steering Committee

Bill Cox
Doug Dickens
Kim Endraske
Allen Green, Vice-Chairman
Tommy Hart
Mark Heuberger
Chad Kelsey
Annett Key
Richard Lee
John McCarty
Rev. Pastor Ladaryl Odum
Alderman Mike Russell, Chairman
John Shepherd
Laura Todd

BMA as Ex-Officio Members of Steering Committee (Non-Voting)

Mayor Stan Joyner
Jimmy Lott (Planning Commission liaison)
Maureen Fraser
Tom Allen
Tony Sarwar

Planning Commission

Frank Fitzgerald
Donna Huntzicker, Secretary
E. Dale Jamieson
Alderman Jimmy Lott
Justin Mitchell, Chairman
Jerry Priester
Scott Rozanski
John Shepherd
John Worley, Vice-Chairman

Technical Advisory Support

The following firms and individuals graciously and generously volunteered their time and expertise, provided many of the plan's pictures, and helped the Steering Committee and Project Team refine ideas for the Plan:

- McGehee Nicholson Burke Architects
- Dalhoff Thomas Daws Planning and Landscape Architecture
- Looney Ricks Kiss Architects
- Rusty Bloodworth

Project Team Members (Town Staff)

Jaime Groce, Town Planner (Project Manager)
Scott Henninger (Urban Design Manager)
Jason Gambone, Development Director
Keith Reasons & Kevin Bingham, GIS Support
Diana Dubois
Jamey Jones
Sean Isham
Nancy Boatwright
Jim Kuzdas
Shari McNeil
Jennifer Sheppard

Previous Efforts and Other Contributors

Below is a listing of the previous downtown planning efforts primarily consulted by the staff and Steering Committee to develop this Plan:

- Town Square Study Report by the Collierville Chamber of Commerce and Dalhoff Thomas Daws (2001)

- Comprehensive Preservation Plan by Looney Ricks Kiss Architects (2001)
- Downtown Square Development Plan by Market Street Services, Inc and Sizemore Group (2005)
- Diagnosis and Annotated Outline of the Downtown Plan, which included the DNA Roadshow findings, by the Town of Collierville (February 2010)

The Development Department gratefully acknowledges the assistance of the Downtown Neighborhood Ambassadors (DNA Teams for short) that helped with the visioning exercise during the fall of 2009 and those that participated in the development of this Plan during the early months of 2010. Many other unnamed property owners, residents, and business owners interested in the future of Downtown Collierville gave their time and thoughts. You know who you are, and you helped to make this Plan better.

Graphic Support Services

Several of the exhibits and figures in this plan are made possible from a Main Street Innovation Grant funded under an agreement with the Tennessee Department of the Economic and Community Development, and administered through Main Street Collierville. The Development Department gratefully acknowledges the assistance of the following firms that provided an important visual study of what the policies in this plan could mean for Downtown Collierville:

- Dalhoff Thomas Daws Planning and Landscape Architecture (Before and After Streetscape Modeling, road designs)
- McGehee Nicholson Burke Architects (3-D Model)
- Greenward Studio (3-D Model, Perspective Renderings)





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CHAPTER 1: INTRODUCTION



Figure 1-1



Figure 1-2

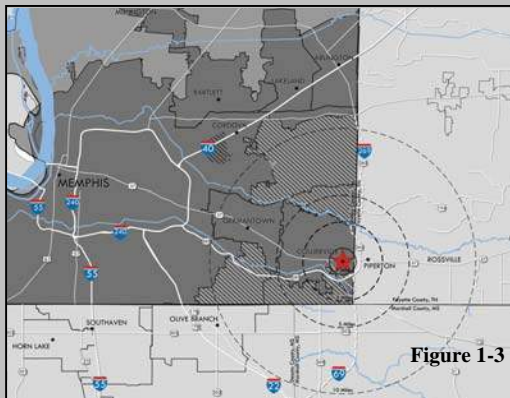


Figure 1-3

PLANNING AREA AND PURPOSE OF THE PLAN DEFINED

At 746 acres, the Downtown Collierville planning area encompasses just over one square mile of the Town and includes the Historic Square as well as many of the Town's historic residential neighborhoods. Downtown Collierville is east of Memphis, at the easternmost limits of Shelby County, and slightly north of the shared state lines of Tennessee and Mississippi (see Figures 1-1, 1-2, and 1-3). The planning area is divided into three subcategories described in greater detail in Chapter 6, and each has a noticeably different role in helping the implementation of the Vision and Guiding Principles (see Figure 1-4):

- Heart of Downtown
- Surrounding Neighborhoods
- Gates

The purpose of the Downtown Collierville Small Area Plan is to serve as a vision for the physical future of the Heart of Downtown, its Surrounding Neighborhoods, and Gates (see Figure 1-4). It is also to be used by private, public, and quasi-governmental sectors as a guide for decision-making regarding proposed new development, redevelopment of real estate, capital improvement plan (CIP) expenditures, grant requests, rezonings, and planned developments (PDs). It is also important to note that this is a “build-out” plan, and does not have a horizon year. Although the policies of Chapters 5 and 6 are lofty, it is acknowledged that there will be several generations of development in Collierville's downtown, and that some undesirable uses and forms may be built in the interim and later removed and replaced with something that is more consistent with the long-term vision of this plan. Knowing that some decisions take decades to reverse, when something is proposed that is not consistent with this Plan, the question must be asked “how will this decision

adversely affect those around it?” This Plan is intentionally designed so that question will be asked repeatedly and incrementally with each application and significant community decision. Collierville took over 150 years to evolve from a small pre-Civil War railroad stop to a Town of almost 50,000 people when this Plan was drafted in 2010, and realistically, it will take decades, and possibly multiple generations, for the policies contained in this Plan to come to fruition. Planning should never stop for Downtown Collierville, and this Plan should be revisited often, such as once or twice a decade, to monitor trends and the effectiveness of policies.

The study area has been divided into seven distinct “Character Areas” which have been refined during the planning process to help consolidate and implement policies of previous planning efforts for Downtown Collierville undertaken over the last decade (see Chapter 5). The Character Areas were developed to allow for the development of a distinct community identity within each area, as well as to allow the application of specific policies and recommendations within each area to address unique issues and circumstances.

During the development of the Downtown Collierville Small Area Plan, the importance of the Historic Square area as the “heart” of the community was recognized, and it was determined that a more detailed study would need to be conducted to adequately address specific issues being faced there (see Chapter 6). The long-term stability and success of Downtown Collierville must be a major Town priority to ensure the vitality that permeates the entire Town. The need for a more strategic and cohesive implementation plan for the Downtown Collierville Small Area Plan was also reinforced by the Steering Committee and a large number of stakeholders and organizations already focusing

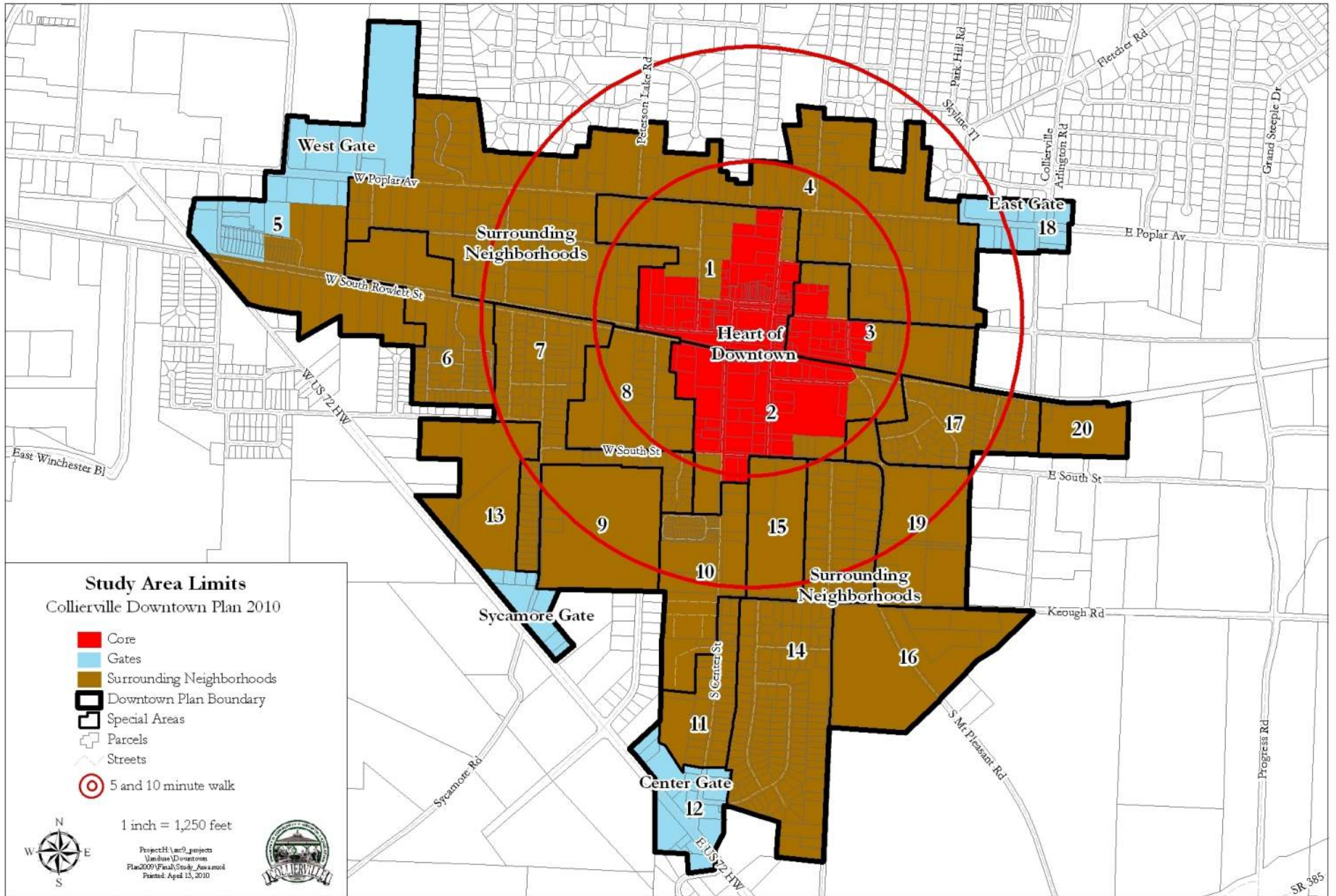


Figure 1-4

their efforts on various issues within the planning area. The Downtown Collierville Small Area Plan will function as an extension of the Town-wide plan, and, in fact, some of the overarching concepts developed for this Plan may be useful for future updates to other Town-wide planning efforts, such as the 2020 Land Use Plan, Major Road Plan, and Greenbelt Master Plan. Common concepts are described in more detail as appropriate throughout the chapters of this document, with a particular emphasis on Chapters 5 and 6, which will be looked to by both the public and private sector to implement the Vision.

The Downtown Small Area Plan is a conceptual planning document adopted by resolution by the BMA in July of 2010. It was the result of extensive work and visioning by numerous citizens and interested parties and the town. This is an attempt at recognizing both the potential and present worth of the extended downtown area and is meant to serve as a guide for the quality, nature and tone of this crucial area for the future to ensure its vitality. The plan should be interpreted as dynamic in nature and in no way vests specific development rights to specific parcels until they successfully complete the normal procedures and approval processes of the town.

PLANNING PROCESS AND PUBLIC INVOLVEMENT

Visioning Effort and Role of Previous Planning Efforts

Steering Committee meetings to develop this plan began in December 2009 following a series of stakeholder interviews and public visioning efforts that were held in the fall of 2009 (see Figures 1-5, 1-6, and 1-7). The results of this effort are fully contained in the Project Diagnosis and Outline dated February 2010. Many of those that became Steering Committee mem-

bers were involved in the visioning effort directly and/or interviewed by the Project Team as stakeholders in 2009. Many were also directly involved in previous planning efforts undertaken for Downtown Collierville over the last decade. All visioning efforts and steering committee meetings were open to the public and were attended by many citizens.

Steering Committee

A 14-member Steering Committee (Figure 1-8). was formed in November 2009 to provide oversight during the planning process and was comprised of residents, elected and appointed officials, property owners, and a mix of local business representatives chosen to help guide the future direction of Downtown Collierville. Steering Committee meetings were generally held once or twice a month, from December 2009 through June 2010, and the committee was charged with the following (see the Project Diagnosis and Outline for a detailed review of this critical phase of the Plan's development):

- use the "best of" the previous planning efforts for Downtown Collierville over the last 20 years;
- provide a plan that can be formally adopted by the Town;
- incorporate within the Plan the freshly-gathered public input from the Fall of 2009;
- utilize the talents of the Technical Advisory Group; and
- provide a professional-grade plan for Downtown in a timely fashion.

In preparation for their work on the Downtown Plan, the Steering Committee traveled to other downtowns to learn from on-the-ground examples and speak to local officials: Franklin, TN; Oxford, MS; Midtown Memphis; and Tupelo, MS (Figure 1-9).



Figure 1-5



Figure 1-6



Figure 1-7



Figure 1-8



Figure 1-9



Figure 1-10

Design Workshop Week and Public Forums

A “Design Workshop Week” was held in January 2010 in order to expedite the plan-making process, to best utilize creative technical support, and to improve the potential for quick consensus on policy drafts, maps and supporting images (Figures 1-10 and 1-11). This consensus-building technique was based on a process sometimes called a “charrette,” which takes place in many professional disciplines, including the fields of architecture, landscape architecture, and urban planning and design. Such design workshops serve as a way of quickly generating a design solution while integrating the aptitudes and interests of a diverse group of people. Collierville’s Design Workshop Week was a collaborative session in which a group of designers and planners drafted a solution to the “design problem” at hand, which was to create maps and images out of the ideas from the visioning efforts and the “best of” previous plans. The week culminated in an open-house unveiling of the efforts, and the Steering Committee spent the months of February through June 2010 digesting the results of that week and providing direction to the Project Team, comprised completely of Town staff, for the development of this Plan. A widely-advertised open house was held on April 27, 2010 to unveil the final Draft of the Downtown Collierville Small Area Plan (Figure 1-12), and the Planning Commission held a public hearing at its May and July 2010 meetings.

Stakeholder Interviews

Project team members conducted numerous one-on-one interviews as well as several group interviews with key project stakeholders during the initial phase of the planning process to gather background information and to obtain a variety of perspectives on Downtown Collierville’s issues and the findings of the previous



Figure 1-11



Figure 1-12



Figure 1-13

efforts to study the area. The interviewees were identified by Town staff and officials, and included, among others, local business owners and representatives, residents, property owners and elected and appointed officials (Figure 1-13). Many of the interviewees were selected for their previous or ongoing involvement in related planning efforts or in organizations active within Collierville.

Market Reconnaissance

A targeted analysis of Downtown Collierville's market conditions was conducted in 2005 during the planning process for the Downtown Square Development Plan by Market Street Services, Inc and Sizemore Group. The result of this effort was not a full market study, but rather an analysis of general market trends in Downtown Collierville. The analysis provided insight into the potential impacts of market trends on future retail, office and residential opportunities if the policies contained in this Plan are realized. The findings of Market Street's previous efforts, and a related survey conducted during that effort, were relied upon heavily for the analysis in Chapter 2, and are the rational basis for many of the policies encouraging new development and redevelopment in Chapter 5 and the economy-growing initiatives of Chapter 6. Additional analysis for both the 2005 and the 2010 efforts was based largely on interviews with individuals and organizations with knowledge of local market conditions and activities. Further analysis, based on the residential density and commercial square footage assumptions in this Plan, is still needed, as well as a detailed parking demand and supply analysis (see also Chapters 4 and 6).

Project Diagnosis and Outline

In order to summarize the findings from the Fall 2009 visioning effort and the issue identification process, a diagnosis report, which included a

potential outline for the plan document, was presented to the Steering Committee at its December 2009 meeting. The diagnosis provided a summary of previous efforts, community feedback from the visioning process (which included findings from an image preference survey) and a proposed policy direction that could be incorporated into the completed Plan to address the issues and help to gather and reconcile the "best of" previous planning efforts. The conclusions and findings of the diagnosis provided a basis for the information reviewed at the Design Workshop Week held in January 2010. After completing that exercise, the Steering Committee adopted the Project Diagnosis and Outline at its February 2, 2010 meeting, and this Small Area Plan was drafted accordingly.

Issue Identification

At both of the project kickoff meetings held in December 2009 and the Design Workshop Week held in January 2010, an exercise was conducted by the project team to identify the range of issues to be addressed by the plan, and from it the Vision and Guiding Principles emerged. This exercise included a combination of evaluating completed surveys; undertaking a strengths, weakness, opportunities, and threats (SWOT) analysis; and, consolidations of the findings of several previous planning efforts, listed below, into what would become the Vision and Guiding Principles for this Plan:

- Town Square Study Report by the Collierville Chamber of Commerce and DTD (2001)
- Comprehensive Preservation Plan by LRK (2001)
- Downtown Square Development Plan by Market Street Services, Inc. and Sizemore Group (2005)
- DNA Roadshow Findings included within the Project Diagnosis and Outline (October 2009)

- Discussions from Design Workshop Week and subsequent Steering Committee meetings (2010)

The early identification of these issues enabled the Project Team, Technical Advisory Group, and Steering Committee to focus work completed during the Plan's development in these key areas. Although a number of offshoot issues were identified during the course of the work effort that will need further study (e.g. funding, infrastructure, parking), most were linked closely to the initial list. They are addressed within this Plan to the extent that could be done during its development and adoption during 2009-2010 .

VISION AND GUIDING PRINCIPLES

As the downtown planning process progressed through the research and public input phases, and, later, the Design Workshop phase and the work of the Steering Committee, a clear picture began to emerge of a set of guiding principles underlying the Downtown Collierville Small Area Plan. These principles, which fall under six major themes to implement the Vision, directed the tenor of the maps, policies, and character examples that emerged from the planning process for the study area. Their influence can especially be noted in the policies of Chapters 4, 5, and 6.

Vision: "The Square and Downtown area should be both a destination and the heart of a vibrant and living neighborhood."

Guiding Principles:

1. Encourage character-based new development in the study area for an improved tax base.

- Encourage appropriately-scaled, infill development or redevelopment of vacant, underutilized, or inappropriately developed properties that is contextual with its surroundings and in congress with the look, feel, and character of the Square and its Historic District.
- Encourage the expansion of the Town Square to the south of the tracks by improving views of the Square from the south.
- Increase the critical mass of mixed uses, including a retail component and supportive parking.
- Prevent the further encroachment of incompatible or inappropriate development forms identified through the planning process to ensure a sense of continuity and cohesiveness in the study area.
- Maintain and enhance the timeless appeal of buildings with attractive small-town architecture, front-porches, appropriate fencing, inviting streetscapes, with emphases on pedestrians.
- Enhance the character of existing stable non-historic neighborhoods.
- Promote public safety by placing more “eyes on the street” through orienting design towards the street and encouraging slower vehicle speeds.
- Encourage energy efficiency in the design of new structures and rehabilitation of old or existing structures.

2. Celebrate Collierville’s History and Increase Tourism.

- Preserve the Town’s history and respect the past by encouraging preservation, rehabilitation, and reuse of significant historic buildings.

- Promote heritage tourism within the study area so that others can experience the places and activities that authentically represent the stories and people of the past and present. This includes historic, cultural and natural resources.

3. Plan for New Housing, Land Use, and Services.

- Provide a variety of residential options within walking distance to balance commercial and neighborhood services throughout the study area.
- Improve or stabilize areas within the study area in order to maintain and enhance the economic health and property values within the district.
- Assure adequate and properly located parking — convenient parking supports the increasing vitality of the Square and its immediate area.
- Accommodate all ages, allowing households to age in place.
- Provide opportunities for life-long learning and recreation.

4. Address Pedestrian and Vehicular Connectivity and Planning for Multimodal Transportation.

- Strengthen the critical gateways through signage.
- Increase and improve road access to Downtown.
- Provide options for public transportation and encourage physical activity such as walking and biking.
- Provide multiple, well-defined entry points (motorized and non-motorized) to the Downtown Square Area.

5. Plan for the Public Realm and Open Space.

- Encourage small, well-placed “village green” open spaces to function as gathering spaces and open areas within the study area.
- Tie together the existing and planned park resources through many different ways (sidewalks, greenbelts along environmental corridors, bike paths/lanes, etc) rather than just through a single mode of transportation, - the automobile.
- Incorporate and enhance significant natural features when possible.

6. Provide Clarity in Implementation Roles and Oversight.

- Define a structure for implementation that addresses a proper regulatory environment, oversight, and priorities for public improvements.
- Provide various incentives for preservation, adaptive re-use, and redevelopment of obsolete or underutilized uses that will support the Square.

ROLE OF THE CHARACTER STUDIES AND VISUAL COMMUNICATION

Abstract and complex issues and concepts, such as pedestrian or automobile circulation, scale, and community or historic character, are best explained visually. The project team and Technical Advisory Group prepared visual materials that are intended to be presented to the public in the form of color diagrams, sketch plans and sections (Figure 1-18), perspective renderings (Figure 1-16), photo collages and examples (Figure 1-17), and computer simulation models (Figures 1-14 and 1-15) for examples of typical character studies and visual communication used in this Plan. These materials are intended to help the public, property owners, developers, designers, and decision makers, visualize the

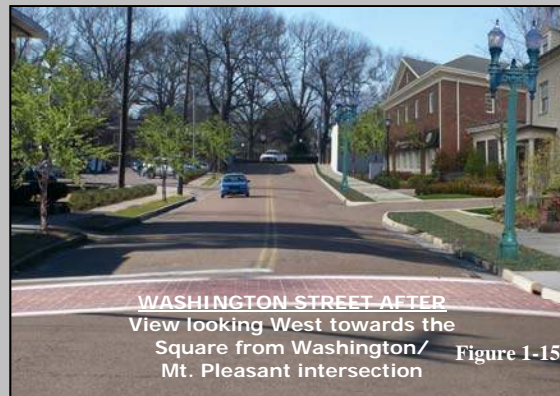
relationships between the different parts of a site or neighborhood and to capture the character of its environment. "Before and after" views have also been used, where appropriate, to convey the general intent of the Guiding Principles, Special Areas, and Character Area policies. Consensus was initially reached on the character studies formulated during the Design Workshop Week process and vetted with members of the Steering Committee and other local stakeholders as this Plan progressed. It is important to note that these character studies are not 'de facto' blueprints for any particular property shown, just as it is not correct to assume that particular schemes not shown to that level of detail are not addressed by the policies of this Plan. Rather, these schemes represent the collective design energy of the Steering Committee, local stakeholders, and members of the Technical Advisory Group and project team. As development of Collierville's Downtown area progresses, the actual design details and land uses of the developed or redeveloped parcels might look different than the schemes that are presented on the pages that follow, and rightfully so as market realities or multiple property ownership unique to largely-established built environments, may dictate alternative approaches. The purpose of these guidelines was not to stifle creativity, preclude innovation, or diminish valuable public input. Ultimately the incremental planning processes of the Town will cause this Plan to be implemented over time, (via site plans, subdivision plats, rezonings, planned developments, the capital improvements plan, and historic preservation efforts). That said, the character studies are an invaluable tool in helping to effectively communicate the Vision and to make this a more understandable and inspiring Plan.

RELATIONSHIP TO OTHER PLANS

The Downtown Collierville Small Area Plan is considered to be a subcomponent of the Land Use Plan originally adopted August 13, 2001 (as amended), and these documents are collectively known as the Collierville Land Use Plan. If there are any conflicting policies between the 2001 Land Use Plan (as may be revised and this plan as it applies to the study area), the policies contained within the Downtown Collierville Small Area Plan shall govern.



Figure 1-14



WASHINGTON STREET AFTER
View looking West towards the
Square from Washington/
Mt. Pleasant intersection

Figure 1-15



Figure 1-17



Figure 1-16



Figure 1-18

CHAPTER 2: BACKGROUND AND TRENDS

LAND USE CHARACTERISTICS

The Town of Collierville is approximately 29.35 square miles in size. The Downtown Collierville study area occupies approximately one (1) square mile of the Town's overall land area. At the core of Downtown Collierville is its historic Town Square, one of the Town's defining features dating to the mid-19th century. Collierville's Town Square features a diverse mix of commercial and institutional uses. Additional commercial, industrial, and institutional uses can be found along the thoroughfares leading to Town Square with such non-residential uses concentrated primarily towards the Square. An active rail line operated by Norfolk-Southern Railroad is located on the south side of Town Square. The rail line runs east-west through the study area, as well as the Town. Beyond Town Square lie historic residential neighborhoods that gradually expanded around the Square. These neighborhoods exhibit a variety of architectural styles, the most common including Queen Anne, Gabled Ell, Four-Square, Bungalow, Tudor Revival, Colonial Revival, Minimal Traditional, and Ranch (see also Chapter 4).

Residential development accounts for approximately 52% of Downtown Collierville (see Figure 2-1). Most neighborhoods consist of single-family, detached homes, but a small number of townhome, duplex, and apartment developments (classified as "Residential, Attached" in Figure 2-1) comprise approximately 5% of Downtown's land area. Commercial, office, and light industrial uses combine for approximately 15% of Downtown's land area. Parkland and institutional uses, including several government buildings and churches combine for approximately 15% of the area, as well. Over 16% of the land in the study area is vacant.

EXISTING LAND USE – DOWNTOWN COLLIERVILLE		
LAND USE	ACRES	% TOTAL
Agricultural	4.25	0.65%
Commercial	35.66	5.43%
Industry, Light	50.20	7.64%
Institutional	78.96	12.02%
Office	13.33	2.03%
Parks	23.65	3.60%
Residential, Attached	33.36	5.08%
Residential, Detached	309.39	47.10%
Vacant	108.13	16.46%
TOTAL*	656.94	100%
* Note: Total does not include right-of-way		

Figure 2-1

EXISTING ESTIMATES OF LAND USE MIX, DENSITY, AND INTENSITY FOR THE DOWNTOWN STUDY AREA	
RESIDENTIAL DWELLINGS	TOTAL DWELLINGS
Single Family Detached	602
Vertical Residential (attached townhouse, duplex)	20
Horizontal Residential (Condos, Apartments, live-above, etc)	219
Live-Work Units	0
Hotel (rooms)	0
Totals=	841
NONRESIDENTIAL USES - GROSS FLOOR AREA	SQUARE FEET
Commercial & Institutional	1,143,112
Industrial	511,063.50
Totals=	1,654,176

Figure 2-2

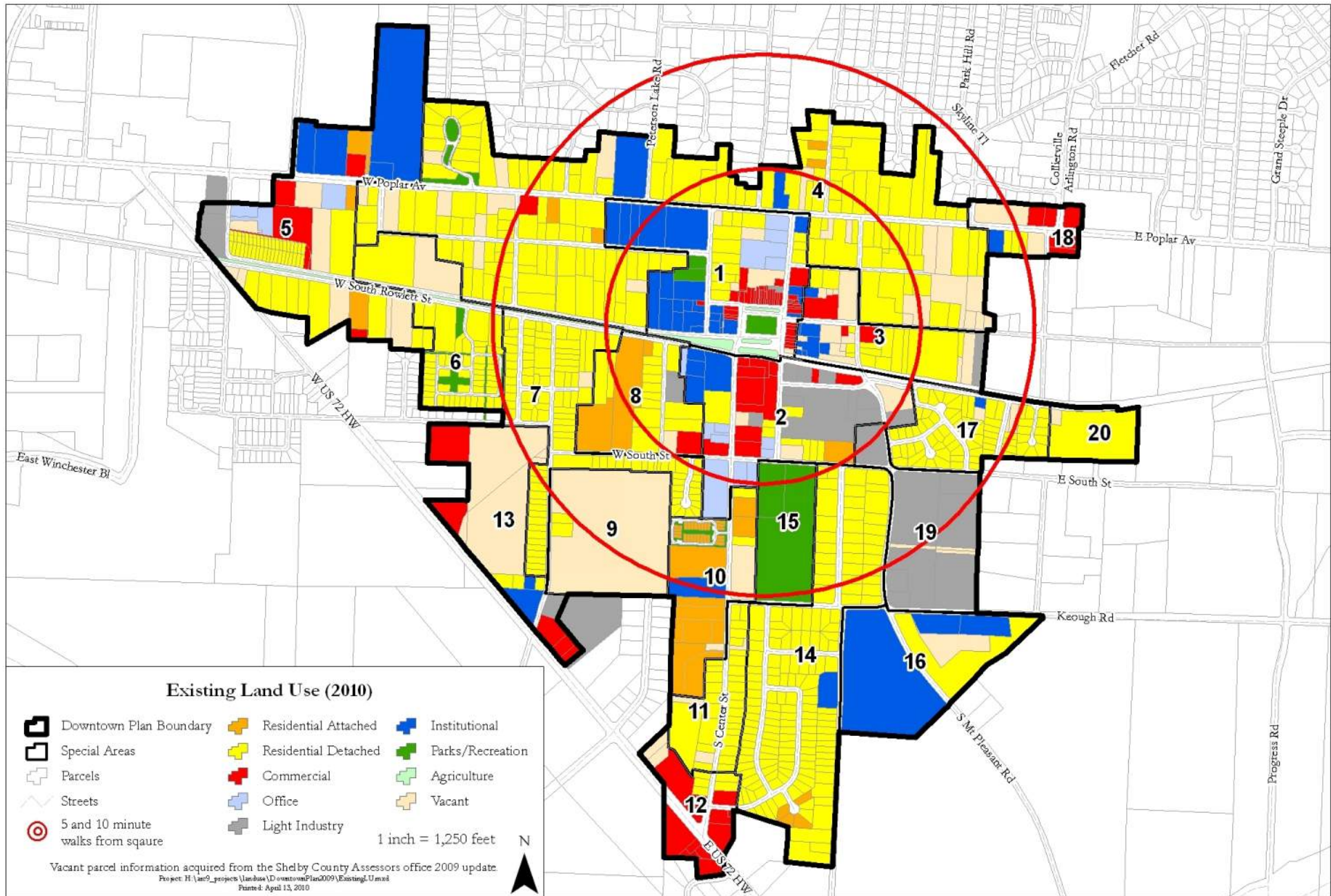


Figure 2-3

HISTORIC TRENDS

Population, Educational Attainment, and Income

The Town of Collierville has experienced rapid growth primarily since the 1960's. The Town's growth rate was at its highest during the 1990's, when growth exceeded 12% per year (Figure 2-4). During this same period however, Downtown and its surrounding area had lost population (Figure 2-5).

Most of the study area is located within Census Tract 216.20. Census Tract 216.20 is bounded roughly by Poplar Avenue to the north, the Fayette County line to the east, US 72 and Shelby Drive to the south, and Byhalia Road to the west. Readers should note that Census Tract 216.20 does include residential areas outside the study area, including Alcorn Village and the Harris Estates Subdivisions in the vicinity of West Street, the Sycamore subdivision (located south of US 72), and portions of the Oak Grove Planned Development along Byhalia Road. Smaller portions of the study area (located north of Poplar) are located in three separate tracts: 216.11, 216.12, and 216.13.

The drop in population and the growing divide in other demographic categories between Downtown and the entire Town were identified as concerns in 2005's *Downtown Square Development Plan*, prepared by Market Street Services. Census data demonstrates this growing divide, as between 1990 and 2000, with the population within Census Tract 216.20 dropping from 3,111 to 2,751 residents (approximately -10%) while the entire Town's population grew over 120% during the same time period.

The most recent Census (2000), as cited in the 2005 Market Street Plan, also showed significantly lower formal education levels (Figure 2-

TOWN OF COLLIERVILLE POPULATION (1960-2008)		
YEAR	POPULATION	ANNUALIZED PERCENTAGE INCREASE IN POPULATION (FROM PREVIOUS DECADE)
1960	2,020	-
1970	3,651	8%
1980	7,839	11%
1990	14,427	8%
2000	31,872	12%
2008*	44,304	5%

SOURCE: US Census, Collierville Special Census*

Figure 2-4

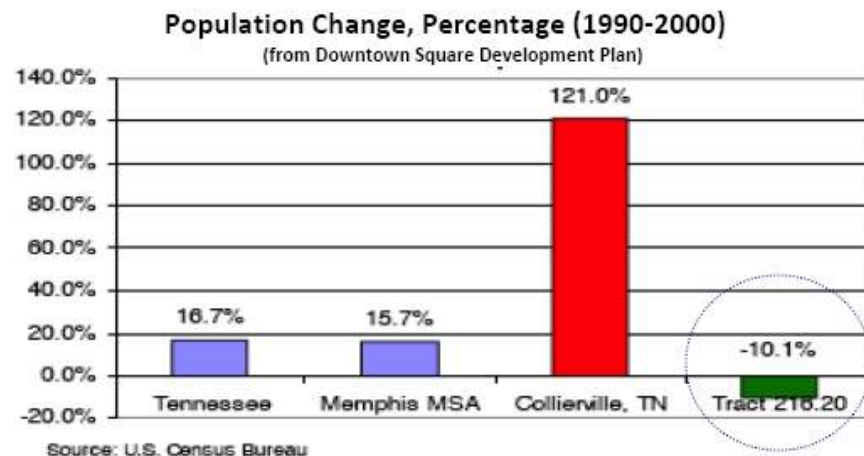


Figure 2-5

6) for Downtown residents compared to Collierville in general, with almost a third of Downtown residents without a high school diploma. Education levels in the Downtown area were also lower than those found in the state and the Memphis metropolitan area (i.e. MSA).

The 2000 Census also indicated that per capita income for Downtown-area residents (\$15,242) was almost half of the income earned by residents Town-wide (\$30,252). Similarly, poverty levels were significantly higher in the Downtown area (13.2%) compared to Collierville overall (2.4%), with levels similar to those experienced in the state (13.4%) and the Memphis metropolitan area (15.3%).

Demographic Changes since 2000: It is suspected that new neighborhoods, such as Magnolia Square, and continued reinvestment in the historic district made since the last nationwide

EDUCATIONAL ATTAINMENT FOR POPULATION OVER 25 (2000)				
HIGHEST LEVEL OF EDUCATION	TENNESSEE	MEMPHIS MSA	COLLIERVILLE	TRACT 216.20
No high school diploma	24.1%	20.2%	6.8%	28.4%
High school graduate	31.6%	27.9%	18.9%	38.8%
Some college, no degree	20.0%	23.9%	27.2%	19.5%
Associate Degree	4.7%	5.2%	6.0%	3.0%
Bachelor's Degree	12.8%	14.9%	29.8%	7.5%
Graduate Degree or higher	6.8%	7.8%	11.4%	2.8%

SOURCE: US Census (2000)

Figure 2-6

Census in 2000, may change some of these demographics (income, education level), and the influx of new houses may counterbalance the loss of population; the next US Census is scheduled for the calendar year 2010.

Residential Market Trends

The Collierville residential market, traditionally a strong market for residential growth, has experienced a decline in growth between 2007 and 2010. Collierville is not alone in this regard, as communities across the nation have been impacted negatively by one of the worst economic conditions since the Great Depression.

When home construction recovers more urban focus is expected – “incorporating smaller lots, townhouses, and town-center mixed use projects, which include single-family housing and condominium buildings” (ULI/PricewaterhouseCoopers LLP, “Emerging Trends in Real Estate: 2010”). Demographic shifts are considered to be one significant factor in this change. Over the next decade housing demand is projected to be concentrated in age groups between 25-39 and 55-69 (Robert Charles Lesser & Co. – RCLCO, 2008). “Echo boomers” (aka Generation Y, aka Millennials), generally born between 1980 and 1995, and older baby boomers (55-64 years old) are showing a shifting preference in locating in central cities and suburban town centers (McIlwain/ULI, 2010). Changes brought on by the economy are expected to lead to a drop in home ownership rates from a peak of 69% in 2004 to a long-term ‘settled’ rate between 62% – 64% (ibid).

The implications of these changes are that, for the foreseeable future, housing will emphasize design over size and growth in urban environments. The same will hold true for the suburbs, where “urban pulse points” (i.e. walkable areas within proximity to shopping and/or work) are accessible (RCLCO, 2008). Figures 2-7 and 2-8 have been provided to depict the differences between such walkable traditional building forms as compared to conventional suburban development patterns common after WWII. The majority of this Plan is designed to produce walkable traditional building forms (see also Chapter 5).

Retail and Office Market Trends

As with the residential market, the retail and office markets are experiencing fundamental changes brought on by the economy and generational changes in preferences. Even with anticipated rises in employment and wages in the future, fewer retail stores per capita are expected due to oversupply, credit restraints, debt, and a continuing increase in internet sales (ULI/PricewaterhouseCoopers LLP).

Future retail growth is expected in mixed-use developments with more re-use strategies involving retrofitting existing development for new town center projects. Office development is expected to follow an increasing preference for urban environments, including “suburban nodes with urban amenities” with decreasing interest in suburban office parks (ibid).

Implications for Downtown Collierville

Although Downtown Collierville’s growth rate has stagnated in past years, recent and emerging trends indicate a growing demand for walkable, mixed-use areas. As the traditional “heart” of Collierville, the Downtown area already has many of these characteristics and can capitalize on these changes.

Housing Pod



Conventional Suburban Development Pattern



Walkable Traditional Development Pattern

Townhouse Pod



Conventional Suburban Development Pattern



Walkable Traditional Development Pattern

Retail Development



Conventional Suburban Development Pattern

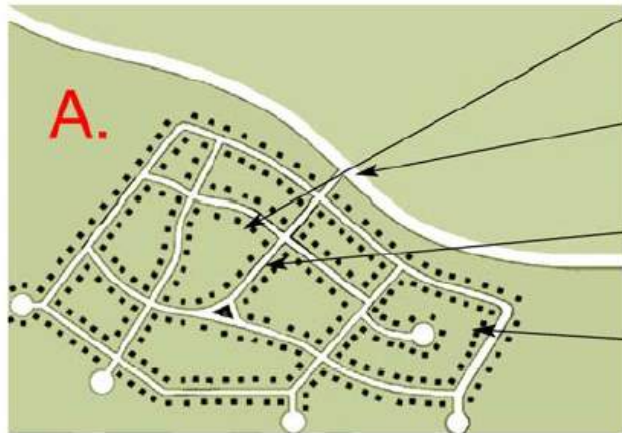


Walkable Traditional Development Pattern

Additionally, with the construction of I-269, the US Highway 72 Corridor at Downtown's southern border will transition from a 'back door' to an important 'front door' gateway into the Town of Collierville. Improvements to US Highway 72 and Center Street are also being planned to help revitalize this primary link between I-269, SR-385, and Collierville's Historic Downtown (see Chapters 4 and 6).

Participants in planning efforts involving Downtown Collierville, including this project and past efforts such as the Downtown Square Development Plan (2005) and Comprehensive Preservation Plan (2000), have emphasized the importance of revitalizing Downtown's core through increasing the number of residential 'rooftops' and housing options in the Downtown area (see also Built-Out Assumptions in Appendix A-3). A key consideration will be accommodating growth while maintaining Downtown's historic character and small-town charm.

Figure 2-7



- single-use zones isolate functions, building types, and intensities of development
- single access points encourage increased congestion on arterial streets
- each individual development has an isolated, disconnected, internal street system
- conventional property subdivisions make pedestrian connections between uses impossible

Example A- Conventional Suburban Development Pattern:

Typically segregated by use, two stories or less in height, primarily or exclusively automobile-oriented, has parking between the building and the street, and served primarily by curvilinear streets.



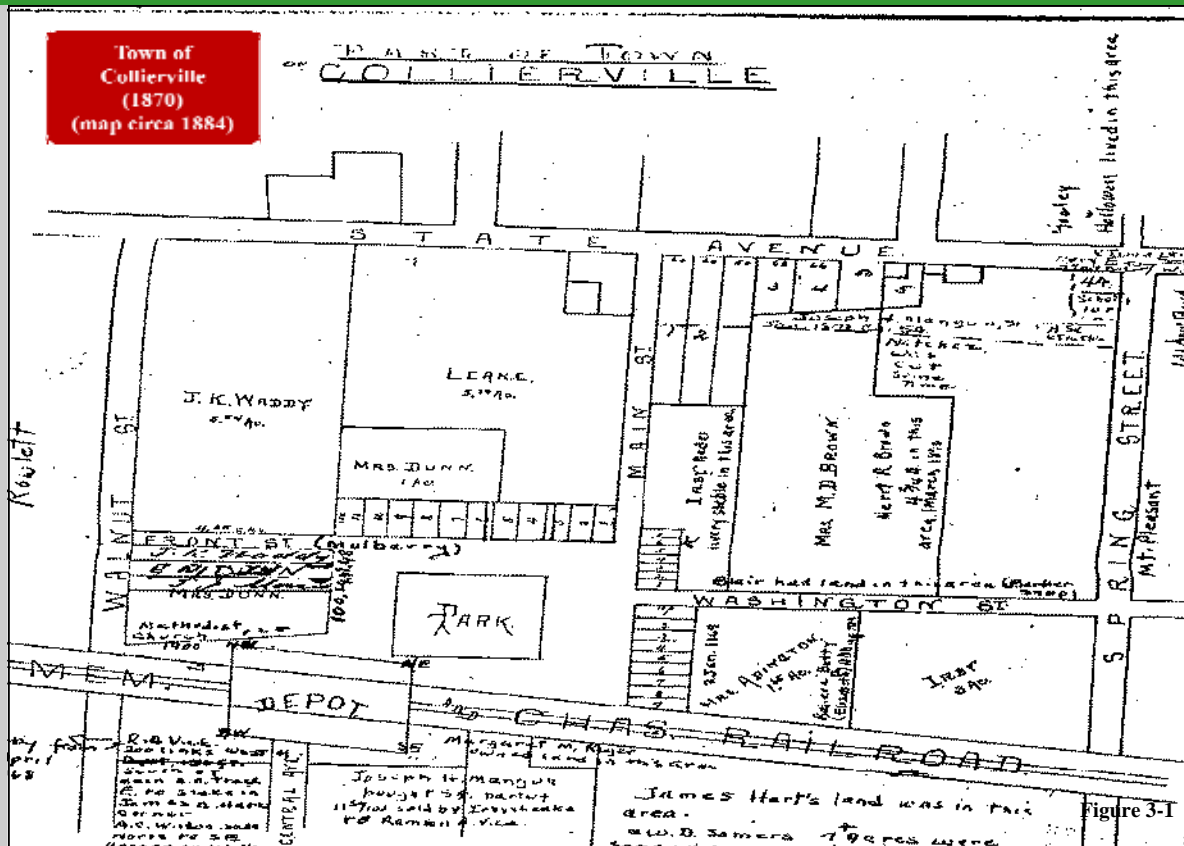
- form-based planning blends uses, building types and densities to create a pedestrian-friendly environment
- individual development parcels work together to create an interconnected system of streets and spaces
- a variety of connections among uses promotes diffuse traffic and more travel options
- blended uses and block network promote pedestrian connections

Example B- Walkable Traditional Development Pattern:

Typically includes mixed-uses, or residential and nonresidential uses in proximity to one another, buildings typically more than one story tall and built close to the street, a high level of architectural detailing on the primary building façades, the use of a modified street grid system, pedestrian oriented site design (rather than exclusively or predominantly for the automobile), and off-street parking located to the side or rear of buildings.

Figure 2-8

CHAPTER 3: INFRASTRUCTURE, PUBLIC SERVICES, AND FACILITIES



INTRODUCTION

Chapter 3 describes the existing public and quasi-public infrastructure in the Downtown Collierville planning area. It outlines the approaches needed to most effectively implement the vision and guiding principles described in Chapter 1. In some cases, such as with block patterns and open space distribution, this chapter clearly recommends future improvements and best practices, while in other cases, such as with public parking or stormwater conveyance, more study is needed. This chapter is intended to be used by private, public, and quasi-governmental sectors as a guide for decision-making regarding proposed new development, redevelopment of real estate, capital improvement plan (CIP) expenditures, grant requests, rezonings, and planned developments (PDs).

It took Collierville over 150 years to evolve from a small pre-Civil War railroad stop with minimal infrastructure to a modern Town of almost 50,000 people in 2010. Of all of the changes that have taken place since the Town was founded in 1870, the three infrastructure components that have most endured the test of time are the road/block network, open space, and railroad (see Figures 3-1, 3-2, and 3-3). To effectively implement the vision of this Plan over the generations to come, Parks and Recreation and the Transportation System are expected to remain as the most influential municipal infrastructure components to Downtown Collierville's built environment.

PARKS & RECREATION

Town-wide, Collierville has over 14 community or neighborhood parks with approximately 300 acres of parkland, 26 athletic fields, 6 tennis courts, and over 10 miles of greenbelt trails. Within the Study Area are significant park resources, Town Square Park, Tom Brooks Park and Suggs Park; however, although there are

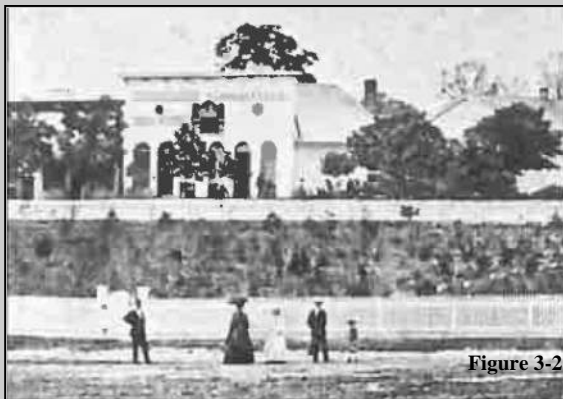


Figure 3-2



Figure 3-3



Figure 3-4
Collierville Example



Figure 3-5
Collierville Example



Figure 3-6
Collierville Example

planned portions of the greenbelt, none currently exist. Located in the heart of the Historic Town Square, Town Square Park (Figure 3-4) is the trademark of the Town. It features turn-of-the-century walkways, cast iron fences, an antiqued-styled clock, and a charming bandstand. 13-acre Suggs Park (Figure 3-6), located on South Street just east of Center Street, has 2 lighted baseball/softball fields, open green space areas, a water spray park, restroom facilities, a pavilion, a playground, and picnic areas. Tom Brooks Park (Figure 3-5), comprised of around 1 acre of open play area on Walnut Street, is a passive park and has not been fully planned and constructed.

Town Square Park and Tom Brooks Park should be retained in their entirety as public parks. The two parks are publicly-accessible and located in the Heart of Downtown, meet the needs of the immediate area, and are flanked by public parking. They are places for passive recreation, small informal gatherings, special community events, and to serve as a scenic vista. Some of the Special Area policies in Chapters 5 and 6 recommend that some of the edges to existing parks, such as Suggs, may be better utilized for new development in the form of houses facing parks, rather than backing up to them, or possibly even a centrally-located civic use (farmers market shed, Civil War interpretive center, school, etc).

Created with the Police Court Building was a new public space at the northwest corner of Walnut Street and North Rowlett, which will serve as a pocket park for the area. Also created with the Police Court project was a small public parking area on the northeast corner of Walnut Street and North Rowlett to provide for overflow parking.

Suggs Park provides important active and passive recreation for the surrounding residents, and it is imperative that any future use of the Suggs Park keep some form of publically-accessible parkland, and any lost parkland (and types of park uses and programming) is replicated nearby (walking distance). Generally, if parkland is removed from the Study Area, it should be replaced acre-per-acre in a similar form and use within, or very near, the Study Area.

Pedestrian Friendly Park Locations: Tom Brooks Park, Suggs Park, and Town Square Park collectively provide significant open space for the Heart of Downtown Collierville; however, many neighborhoods, homes, and businesses located on the periphery are too far from these open spaces (more than a 5 minute walk). The parks are not connected to each other, to other nearby parks, such as Nikki McCray Park, or the Town's successful greenbelt programs (see Figure 3-9). Additional public parks or forms of private and/or formal open space are needed to fill gaps where parks are more than a 5 minute walk and where compact residential densities will occur (see Figure 3-10). Pedestrian friendly routes should be created to link existing or planned "Activity Centers," greenways, and park space. These new routes should be provided through the Town's Greenbelt System, which is related to the Green Corridors/Infrastructure Character Area described in Chapter 5.

There is a documented correlation in relationship between parks and house premiums facing or near a park, per an MIT study by Andrew Miller. What he discovered is that property premiums are highest on the park and fall off rather rapidly and that beyond 600 feet there is no premium. The diagram (Figure 3-8) classifies lots based on the study, identifying "A lots" as those on the park, "B lots" as those within



300 feet, “C lots” as those between 300 hundred and 600 feet and “D lots” those lots beyond 600 feet. The average “A lots” should receive a premium value in excess of 17%. Ideally, open space should be located 950’ apart to continue the premium (Figure 3-8).

If the assumptions of the MIT study are correct, there is obvious aesthetic value in the open space and improved streetscapes. In addition, these amenities will provide economic stability of property values, which directly contributes to the long-term vibrancy of Downtown Collierville anticipated by the Vision and Guiding Principles as described in Chapter 1. Contained in Chapter 5 are recommendations that houses face these open spaces (see Figure 3-7).

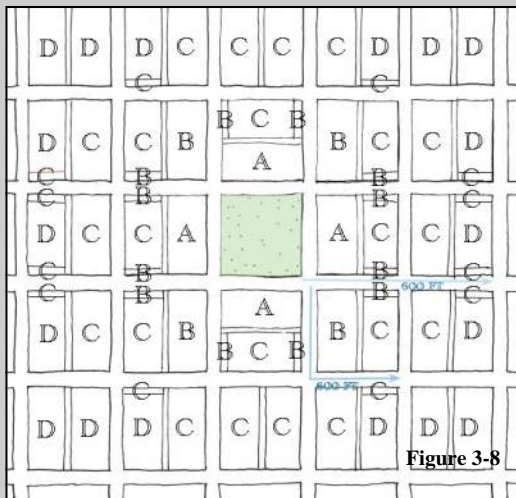
Not surprisingly, 76% percent of the study area is currently within a 5 minute walk of open space (see Figure 3-9); however, these open spaces are not well connected. Through improved streetscapes along selected corridors, the expansion of the Local Greenbelt and GreenStreet system within the study area, and by following the Green Corridors/Infrastructure Map, parkland and open space can be interconnected and distributed throughout the study area in such a way that 100% percent of the study area will be within a 5 minute walk of open space, Greenbelt, or a Greenbelt connector sidewalk upon buildout of this Small Area Plan (see Figure 3-10).

New Local Greenbelt Trails: The Collierville Greenbelt System is designed to enhance the natural beauty of Collierville by providing the means to maintain a natural environment in areas that are affected by urban development. The system offers protection to waterways and reduces the fragmentation of wildlife habitats and biological stagnation. During the creation of the system’s overall master plan, a hierarchy of

trails were established based on their function and the trail’s overall use in the broader network, which has relevance for the Downtown Collierville Small Area Plan. There are three major components of the Collierville Greenbelt System:

- **Regional Trails**—planned connection to other regional greenbelt systems such as Shelby County or Germantown (example is the Nonconnah Greenbelt Trail).
- **Local Trails**—designed to connect users with key components of the town such as parks, schools and retail outlets (generally follow Nonconnah Creek and the Wolf River tributaries).
- **Sidewalk Connections**—although the smallest in terms of anticipated usage, sidewalks are an integral part of the success of the overall trail system, filling in trail gaps to complete trail “loops.” The Collierville Greenbelt System is also intended to be an alternative transportation system designed Town-wide for over sixty (60)-miles of trails and sidewalks connecting parks, schools, neighborhoods and commercial districts. The GreenStreet description below expands heavily upon the Sidewalk Connections concept by vastly improving pedestrian mobility within Downtown Collierville.

A new Local Trail system addition to the Collierville Greenbelt System running through the Heart of Downtown and its Surrounding Neighborhoods should be created, and is identified as a Priority Project identified in Chapter 6. It should have a public edge that is physically and visually accessible to the public. The purpose is to connect the existing parks to other parks in the Town. This system will create points for passive recreation, small informal gatherings, environmental education opportunities and scenic vistas, but it can also be designed to help provide improved stormwater conveyance.



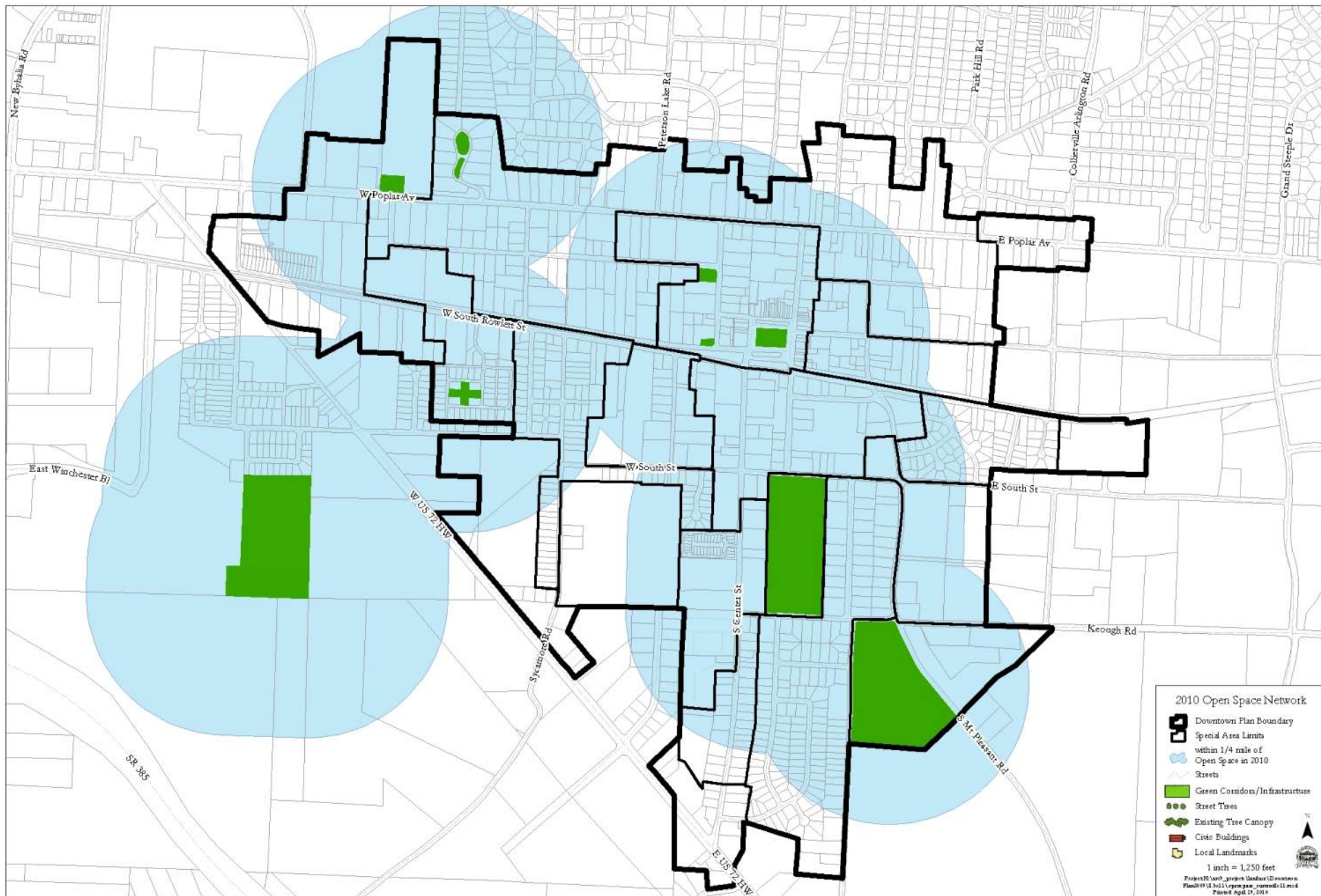


Figure 3-9

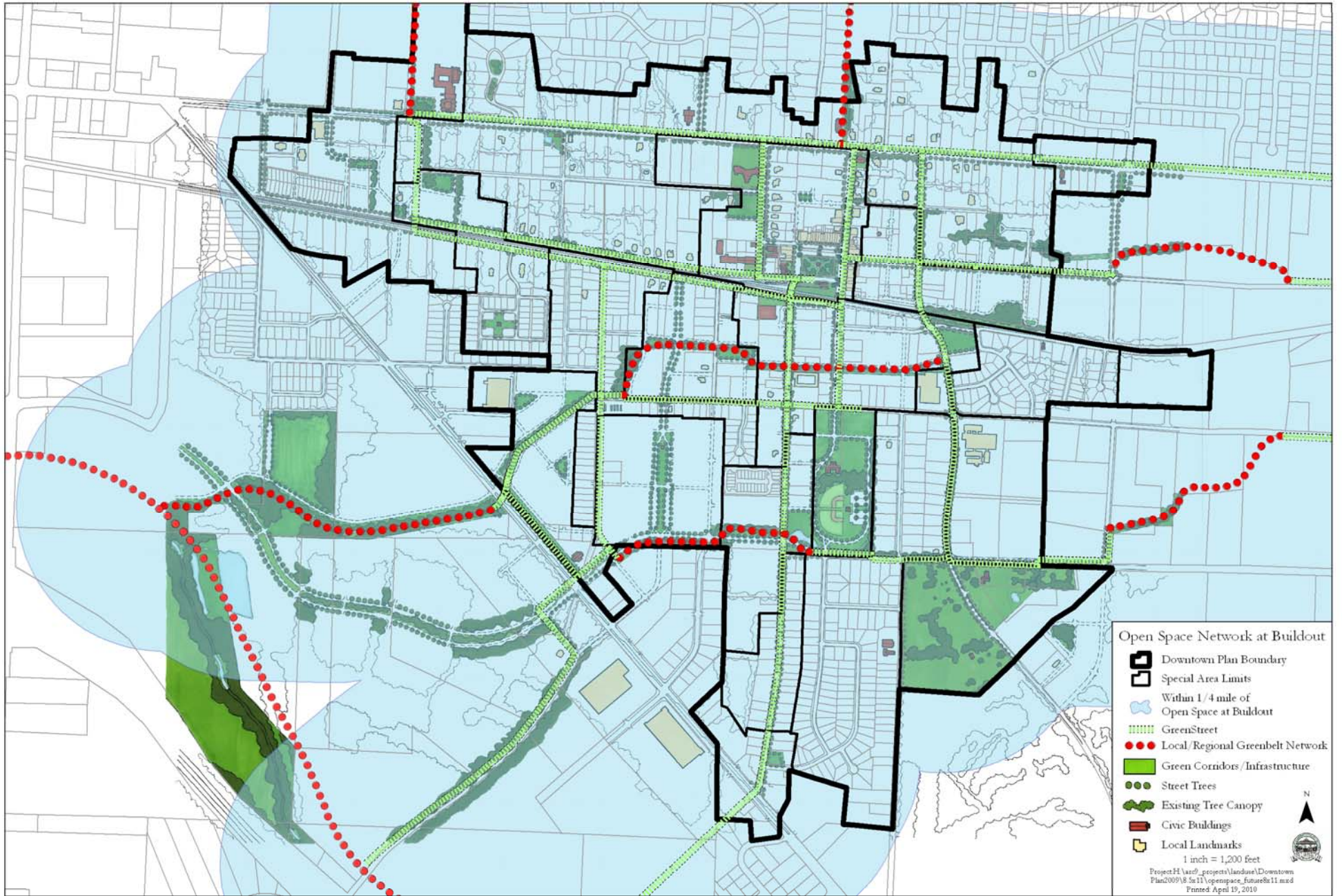


Figure 3-10

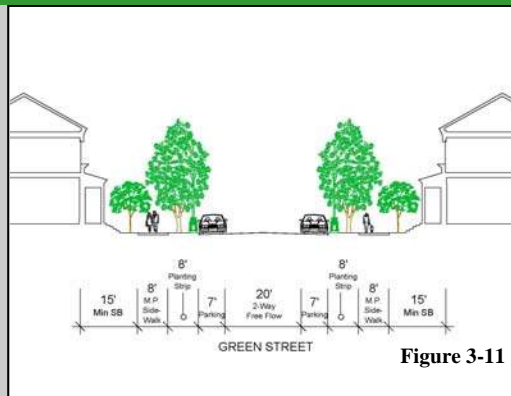


Figure 3-11



Figure 3-12



Figure 3-13
Collierville Example

GreenStreets: These segments of the Collierville Greenbelt System are actually just extensions of the “Sidewalk Connections” concept in the current system, but anticipated usage should be higher within the Study Area. Since the area is mostly built out, and creating new Local Trails in Downtown Collierville is a difficult task, other options must be considered. Sidewalks are an integral part of the success of the overall trail system by filling in trail gaps between the Regional and Local Trails to complete trail “loops.” Essentially, GreenStreets are new and/or improved sidewalks in certain areas (see Figures 3-11, 3-12, and 3-13) that will connect parks and greenbelts, while improving the walkability of Downtown, a main goal of this Small Area Plan. Generally in downtown areas, just like parks in more suburban settings, streetscapes and sidewalks are also part of the public realm, and should be adequately sized for heavy pedestrian activity, and include street trees, wayfinding signage and special pavement colors and textures, pedestrian scale lighting, and street furniture.

Specifically, GreenStreets will serve as an “urban greenway” segment in the Collierville Greenbelt System and connect neighborhoods, parks, recreation facilities, schools, commercial activity areas, and even wildlife habitats when they are provided along with linear greenbelts. GreenStreets are intended to enhance the pedestrian environment and introduce park-like elements into neighborhoods. Planned on a neighborhood scale, GreenStreets will provide residents a preferred means of connecting to neighborhoods, parks, and recreation areas in ways that are attractive to pedestrians and bikers. Allowing for the planting of new landscapes and vegetation, GreenStreets should enhance neighborhood livability by enhancing the pedestrian environment and introducing park-like

elements into neighborhoods. These aesthetically improved corridors will also be part of the Visual Cues Initiative described in Chapter 6. Improving neighborhood livability and mobility is also consistent with the Neighborhood Stabilization Initiative. Furthermore, landscapes and trees contribute environmental benefits such as reduced summer air temperatures caused by the urban heat island effect, carbon sequestration, air pollution screening, and wildlife habitat corridors. In addition to stormwater reduction, properly designed GreenStreets can improve water quality by filtering stormwater, removing contaminants and cooling the stormwater before it encounters groundwater or surface water bodies, such as rivers, both of which ultimately benefit watershed health.



Figure 3-14
Collierville Example

TRANSPORTATION AND CORRIDORS

One striking comment heard during the 2009 visioning efforts described in Chapter 1 was that Downtown Collierville was hard to find. This was reinforced by the previous efforts to study downtown, such as the Market Street Study and the Chamber Study, which sought ways to make Downtown Collierville more accessible. Through the Recommended Block Pattern (Figure 3-20), there are three main themes

- Improved North/South Movement
- Improved East/West Movement
- Smaller Blocks for Increased Walkability and Improved Traffic Distribution

Improved North/South Movement: The Recommended Block Pattern promotes this through retention of key corridors like Main Street and Center Street; however, new north/south con-

nections should be studied in future updates to the Major Road Plan, as Downtown is not easily reached from the overtaxed Byhalia Road, which is our only uninterrupted north/south road on the east side until the new I-269/SR385 extension is completed. Such a new north/south corridor would intersect the extension of Keough Road as described in this Chapter.

A southern extension of Peterson Lake, emerged during the Design Workshop Week as such a north/south road, but the Steering Committee decided that the Small Area Planning effort was not the appropriate mechanism to explore such an extension and it is not shown on the Recommended Block Pattern. Another alternative is to extend Collierville-Arlington Road and Eastly to the south to cross the railroad tying to Moore Road which intersects with

Keough. The Collierville-Arlington Road route, not shown on the Recommended Block Pattern, is largely outside of the study area, and would need further study.

Improved East/West Movement: Extension of Keough is needed to intersect with the Winchester Boulevard extension at Highway 72; however, Winchester can take on a new character of a divided boulevard east of Byhalia and change the tone of this thoroughfare to be more representative of Downtown Collierville and provide a significant western entry point to downtown. An extension of South Street to Highway 72, eventually tying to Winchester Boulevard, should also occur to reduce block sizes, provide for improved east/west movements, and provide additional access to Nikki McCray Park and to additional residential population to the west (Schilling Farms, Villages at Porter Farms, etc).

Smaller Blocks for Increased Walkability and Improved Traffic Distribution: According to SmartCode Version 9.2 the ideal pedestrian shed or walking distance is a 5 or 10 minute walk and should be centered on a common destination. The TND Design Rating Standards Version 1.5 suggests that the ideal block dimension to promote walkability be in the range of 250 to 500 feet for individual block faces (block faces less than 150 feet and more than 800 feet are discouraged) with the ideal block perimeter dimension of approximately 1,200 feet.

The existing block faces and perimeters within the study area are too large. For example, within a 10 minute walk of the Square, the existing average block face and perimeter is 600 and 2,390 linear feet, respectively. Only three out of 10 blocks near the Square are near the ideal block perimeter of 1,200 linear feet.

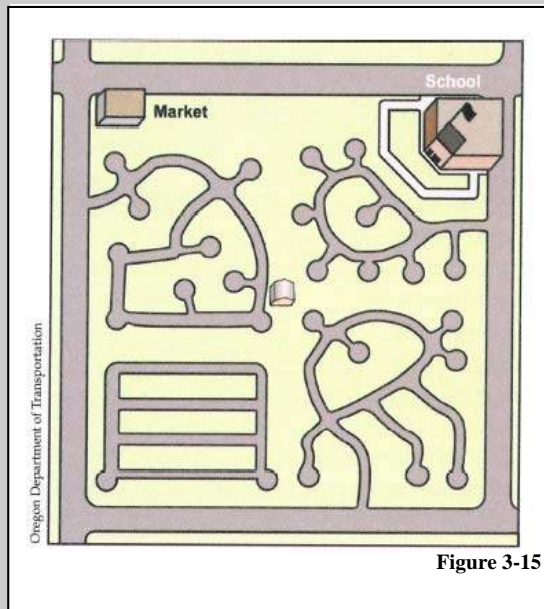


Figure 3-15

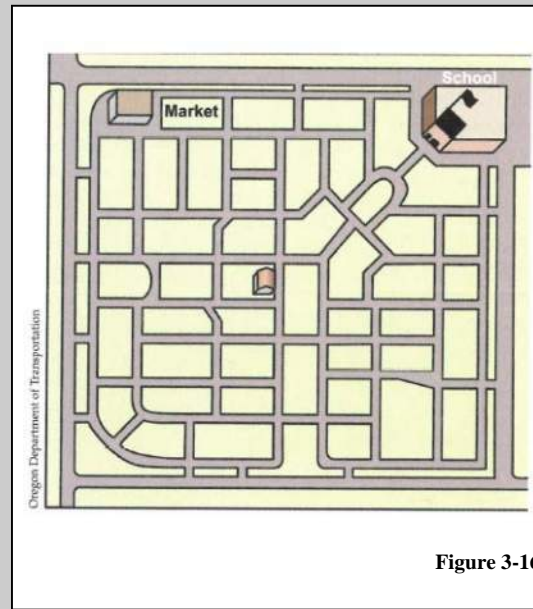


Figure 3-16

According to the SmartCode, block perimeter dimensions should not exceed a maximum of 2000 linear feet in mixed use activity centers and 2400 linear feet in traditional development. Today the smallest perimeter block dimension within a 10 minute walk from the Square is 1,200 feet, with seven out of 10 blocks measuring well over the 2000 to 2400 feet recommended maximum dimensions. Upon the building-out of the Recommended Block Pattern (see Figure 3-18), the existing average block face

and perimeter within a 10 minute walk of the Square can become 415 and 1,712 linear feet, respectively, and be within acceptable ranges for mixed use activity centers. At build-out, only three of 20 blocks are over 2,000 linear feet in perimeter.

Role of the Recommended Block Pattern: The Recommended Block Pattern (Figures 3-18 and 3-20) is a component to Collierville's Major Road Plan and is a long range vision for road

interconnectivity. It establishes corridors, approximate block patterns based on the walkable block sizes advocated by this chapter, and integrates with the roads shown on the Major Road Plan. The local road network portrayed in the Recommended Block Pattern, for the most part, was not on the Town's adopted Major Road Plan in 2010. Because of this, the hope is that the Recommended Block Pattern will serve as inspiration for future Major Road Plan Amendments for collector and arterial roadways. Such amendments will allow the Town to plan for road projects that will aid in the functionality of the road network and add needed connectivity. It will ensure future opportunities to create a stronger road network as properties develop along these corridors.

The Recommended Block Pattern creates a system of roads with multiple routes and "connectivity". The term "connectivity" in this Plan describes how an entire area is connected by the road system and includes factors such as the number of intersections along a segment of road, parallel routes, and cross connections within an area. An example of a well-connected road system is the traditional grid pattern in early Downtown Collierville (see figure 3-1). Establishing better road connectivity helps to disperse traffic through the system, reducing the volume on major corridors (Figure 3-16). It increases accessibility and can reduce vehicle miles traveled and average trip length. Sidewalks created by the completion of the Recommended Block Pattern will make the Downtown Area more walkable, increasing walking with reduce average vehicle trips.

The Recommended Block Pattern will be used by Town of Collierville staff and the Planning Commission in a manner similar to and in support of the Major Road Plan. The routes depicted will help establish general corridors for the



Figure 3-17



Figure 3-18

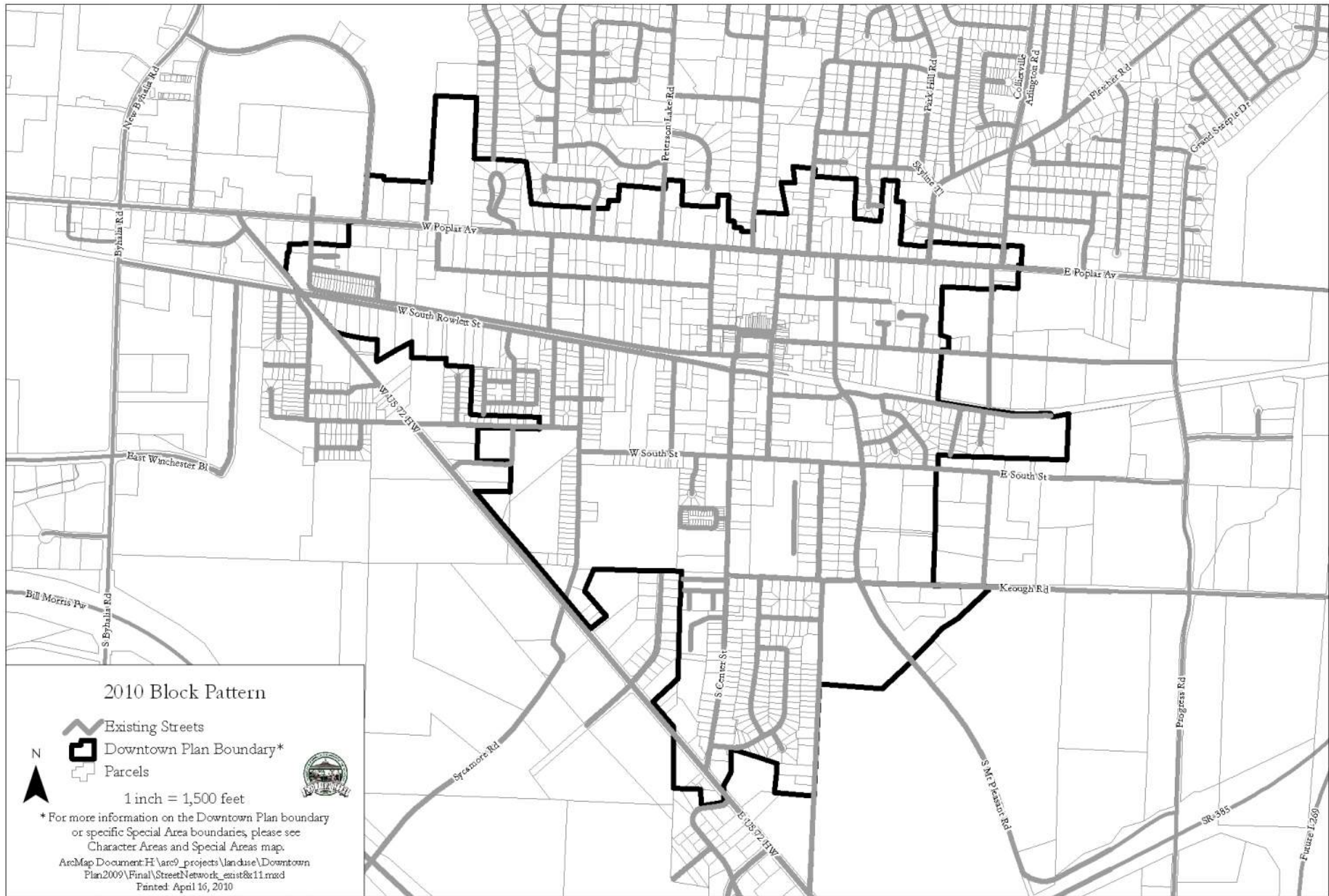


Figure 3-19

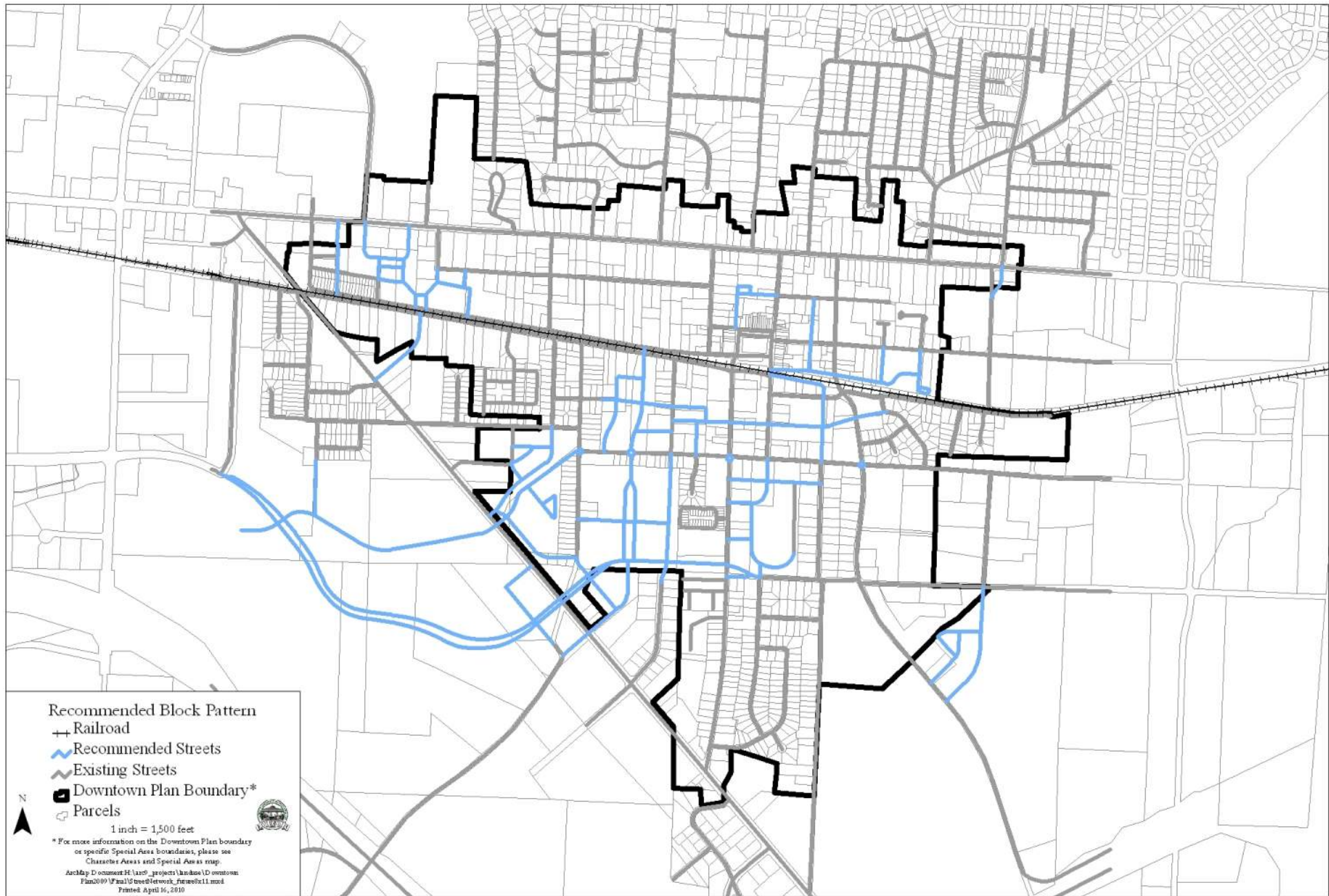


Figure 3-20

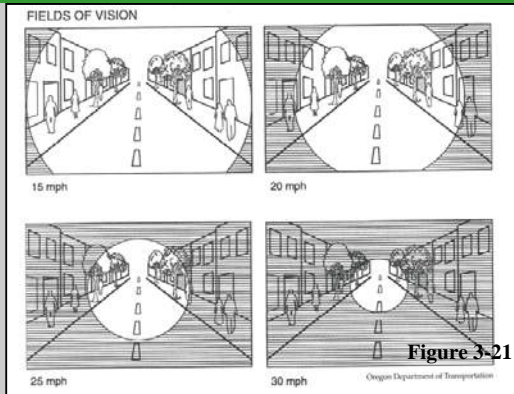


Figure 3-21



Figure 3-22

right-of-way for local roads. It is important to note that this document is not a detailed engineering document, but rather a planning tool. Specific roadway alignments for new local roads will be set during design or when properties develop that intersect or are adjacent to the Plan. The Recommended Block Pattern is a dynamic plan and will be regularly revisited and expanded over time. Factors that contribute to the chosen corridors of this Plan include topography, bodies of water, existing buildings, and property lines.

When smaller blocks are achieved and combined with the initiatives described in Chapter 6, Downtown Collierville can become an extremely walkable environment, contributing to the long-term vibrancy anticipated by the Vision and Guiding Principles as described in Chapter 1.

Other Transportation Issues: Other issues discussed related to improving vehicular traffic flow and promoting walkability are:

- *Access Management:* Chapter 6 advocates improving the intersection of Hwy 72 and Center Street with landscape medians as a priority project. This is not just a beautification project, but an important safety improvement to this area, as raised medians can reduce vehicle conflicts (see Figures 3-23 and 3-25).
- *Speed Reduction:* By designing the roads in the Downtown area for a lower design speed, a safer environment for the pedestrian can be created (see Figure 3-21).
- *Passenger Rail:* Special Area 3 in Chapter 5 advocates a potential light rail stop that could utilize the parking structure being planned for that area (see Figure 3-22). With the number of dwelling units in the study area going from over 800 in 2010 to approximately 2,400 in a walkable and

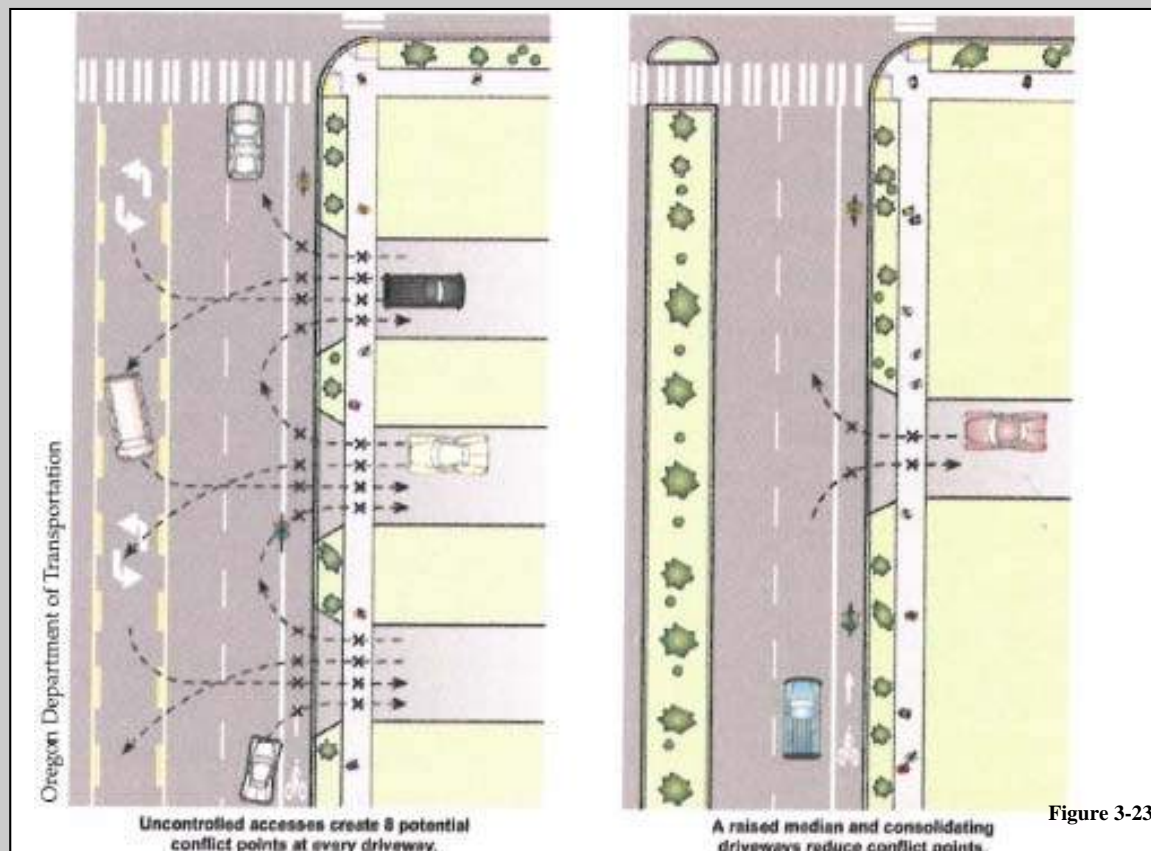
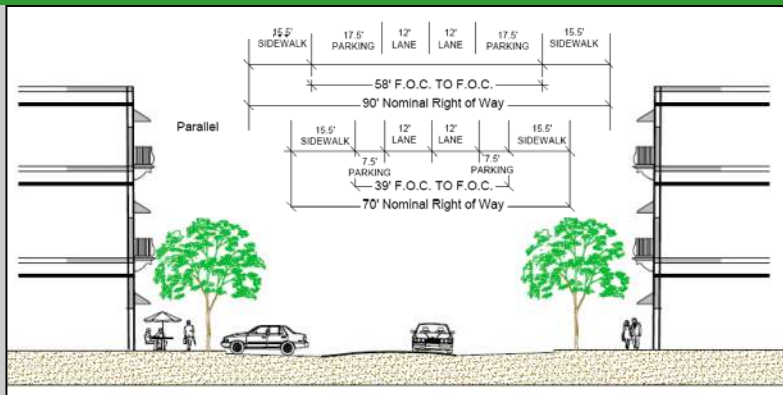


Figure 3-23

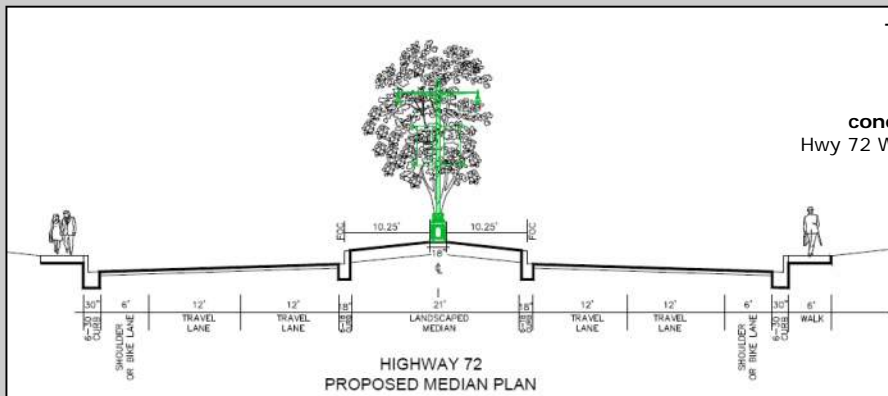


Type of Road Cross Section:
Walkable Commercial Road

Examples of where this condition could be appropriate:
Main Street
Center Street (north of South Street)
Washington Street (west of Mt. Pleasant)
East South Rowlett

Attributes:
On-street parking
Wide commercial sidewalk
Street trees
Buildings Built to Back of Sidewalk

Figure 3-24

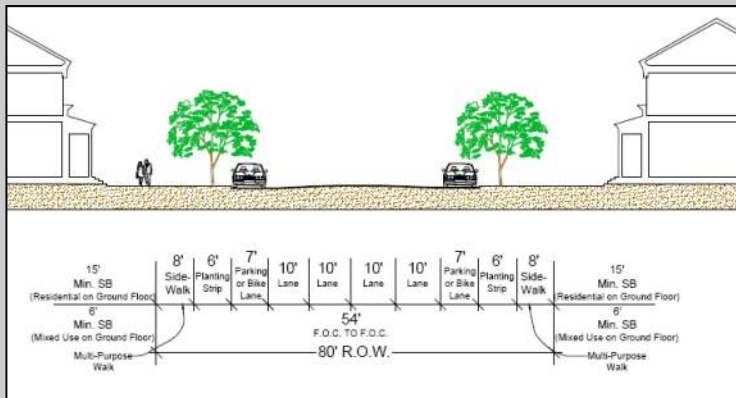


Type of Road Cross Section:
Improved Highway 72

Examples of where this condition could be appropriate:
Hwy 72 Widening (Poplar to Chaney Dr)

Attributes:
Landscape Median
Sidewalks
Decorative Light Poles
Street trees
Bike Lane

Figure 3-25



Type of Road Cross Section:
Avenue

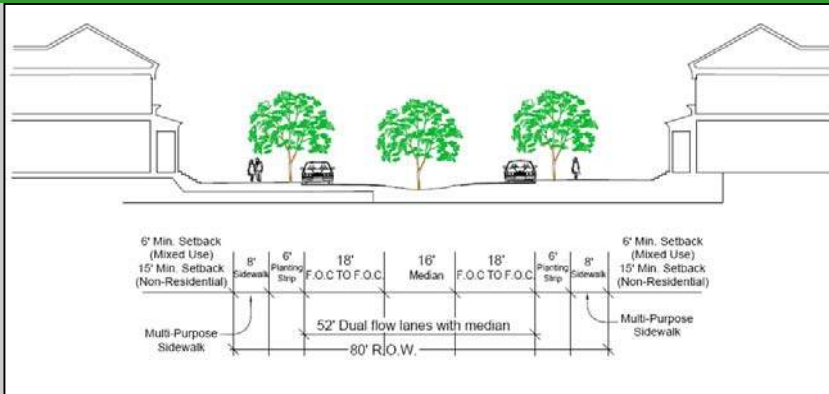
Examples of where this condition could be appropriate:
Poplar Avenue Improvements
Winchester/Keough Extension

Attributes:
Landscape Median
Narrow Travel Lanes
Sidewalks
Decorative Light Poles
Street trees in planting strip
Bike Lane or Dedicated on-street Parking
Shallow Building Setbacks Possible

Figure 3-26

compact environment at build-out, the study area may be perhaps the most viable location in Collierville for an east/west passenger rail line.

- **Lane Reduction:** Similar to the issue of promoting increased walkability, smaller blocks have the effect of increasing the number of roads in the network. It then becomes possible to reduce or even eliminate the number of 4 lane arterials by increasing the number of small, narrow and slow moving streets, while at the same time accomplishing a much more pleasant walking environment.
- **New Types of Road Cross Sections Needed:** The Town needs to develop, through amendments to its Subdivision Regulations and Major Road Plan, new cross sections to achieve the objectives described in Chapter 3, and to make viable the types of land uses and building forms recommended by Chapter 5. Although more cross sections are likely to be produced, at a minimum, six new road types are needed in Downtown Collierville:
 - Walkable Commercial Road (Figure 3-24)
 - Improved Highway 72 (Figure 3-25)
 - Avenue (Figure 3-26)
 - Boulevard (Figure 3-27)
 - Major Neighborhood (Figure 3-28)
 - Minor Neighborhood (Figure 3-29)
- **Bicycle:** Because of the limited right-of-way on existing roads in the study area, and the desire to have reduced lane widths and other traffic calming techniques, it is presumed that bicycles and cars will share the same travel lanes within the Downtown Area. Possible expectations would be use of the Town's greenbelt system for cyclists, along new or improved major roads into, or adjacent to, Downtown. Such thoroughfares appropriate for bike lanes include:

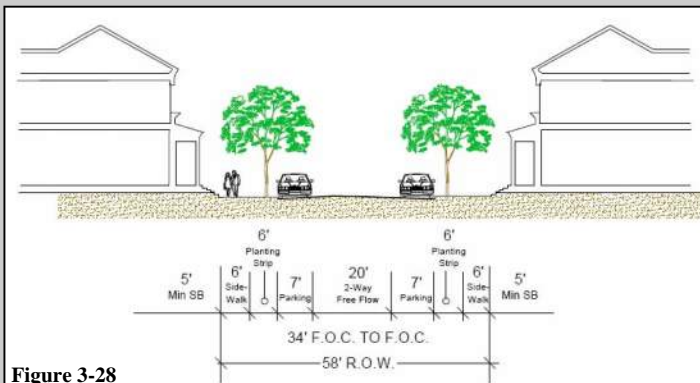


Type of Road Cross Section:
Boulevard

Examples of where this condition could be appropriate:
Winchester/Keough Extension

Attributes:
Landscape Median
Sidewalks
Decorative Light Poles
Street trees in planting strip
Informal on-street
Shallow building setbacks possible

Figure 3-27

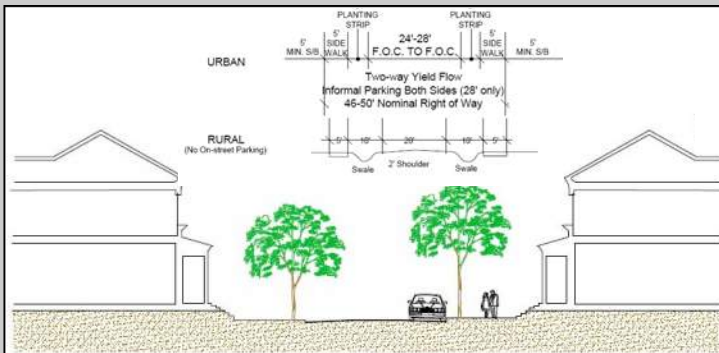


Type of Road Cross Section:
Major Neighborhood Road

Examples of where this condition could be appropriate:
South Center Street
South Street
West South Rowlett

Attributes:
Narrow Travel Lanes
Sidewalks
Decorative Light Poles
Street trees in planting strip
Dedicated on-street parking lane
Shallow building setbacks possible

Figure 3-28



Type of Road Cross Section:
Minor Neighborhood Road

Examples of where this condition could be appropriate:
Washington Street (east of Mt. Pleasant)
Mt. Pleasant (north of railroad tracks)
Natchez Street

Attributes:
Narrow Travel Lanes
Open swales possible where contextual
Sidewalks
Decorative Light Poles
Street trees in planting strip
Informal on-street parking lane (detached res. only)
Shallow building setbacks possible

Figure 3-29

- **Hwy 72 Widening:** With the widening of Hwy 72, the Town is requesting that TDOT revise its cross section to be similar to Figures 3-25 and 3-30, which shows a landscape median where appropriate, as well as 6-foot bike lanes on either side of the road. This important bicycle route will serve as a haven for cyclists going to Downtown Collierville from points beyond.

- **Center Street:** As the existing pavement width is more than ample for two travel lanes of at least 10 or 11 feet, this road leading directly to the Square should be striped for bike lanes a minimum of 6 feet from the Square to the intersection of Hwy 72. Such a linkage is critical to connect to the bike lanes recommended for the Hwy 72 widening (see Figure 3-25). It is possible to have a bike lane on both sides of Center Street, and may be reduced to only one side to the south as pavement widths reduce.

- **Keough Extended and the North/South Road Bisecting Special Area 8 and 9:** As these important new corridors are developed to provide additional vehicle and pedestrian connections to Downtown, the cross sections should include bike lanes to connect to those recommended for Hwy 72 and Center Street (see also Figures 3-20, 3-26, and 6-2).

Bike lanes should be of a standardized design and width. The following minimum dimensions have been provided as a guide for bike lanes, with the ultimate widths approved by the Town Engineer.

- 4 feet: minimum width of bike lane on roadways with no curb and gutter
- 5 feet: minimum width of bike lane when adjacent to parking, from the face of the curb or guardrail

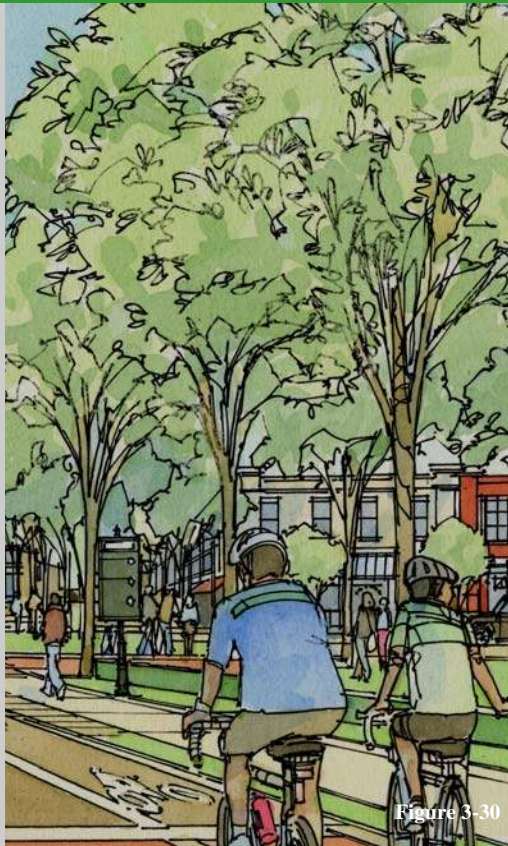


Figure 3-30



Figure 3-31

- 11 feet: total width for shared bike lane and parking area, no curb face
- 12 feet: shared bike lane and parking area with a curb face

Bicycle lane stripe width:

- 6-inch: solid white line separating bike lane from motor vehicle lane (possibly increased to 8-inches where emphasis is needed)
 - 4-inch: optional solid white line separating the bike lane from parking spaces
- *Truck Movements in the Area:* In the future study of the Highway 72 corridor as recommended by the I-269 Small Area Plan, prohibition of truck routes should be considered, but only after the Town has sought feedback from the companies in the vicinity. Consider limiting trucks east of Highway 72 and west of Mt. Pleasant Road.
 - **Railroads:** Part of the charm and historical significance that makes Downtown Collierville such a unique place, is its long railroad history. The rail line that bisects the Town of Collierville is part of the Norfolk and Western Railway today known as Norfolk Southern. Norfolk Southern is the product of more than 200 railroad mergers spanning a century and a half. Beginning in 1838 with a nine-mile line from Petersburg, Va., to City Point, Va., NW grew to a system serving 14 states and a province of Canada on more than 7,000 miles of rail.

Although volumes vary with the economy, in 2010, as many as 35-45 trains traversed through the Town on a given day, carrying a vast variety of materials and commerce (Figure 3-31). Rail provides a safe and economic way to provide logistic support to Memphis and the mid-south.

The Memphis MPO (Metropolitan Planning Organization) conducted the Poplar Southern/Corridor Study in 2009 and 2010 in an attempt to enhance mobility and address safety concerns along the Norfolk-Southern Railroad by identifying and analyzing the major north/south roads within the study limits and then determining the best locations for potential improvements. This study also analyzed the possible impact these improvements may have on the surrounding communities.

Many factors go into the decision of which crossings would be appropriate as grade-separated, including the existing grades and utilities, funding, land uses and impacts to adjacent properties. One of the findings publicized stresses that land uses adjacent to railroad crossings should have a land use of mixed-use with a residential and retail component. These types of land uses are proposed in Chapter 5 of this Plan. Regional passenger rail may one day become viable for our region, with Downtown Collierville a significant stop along that corridor.

SEWER

Sewer for the study area is provided by the Town, and some of the lines are aging and need replacement or upgrading. Private developers will be responsible for upgrades to sewer lines to meet the needs of their projects.

If the funding initiatives were to occur as described in Chapter 6 (e.g. Tax Increment Financing or TIF), then sewer line improvements could be needed. It would be practical for such improvements to occur with projects such as new roads, road widening, or greenbelt extensions (assuming the funding structure allows). Without such funding, such targeted improvements could not be possible. The Town main-

tains a computerized sewer model, and the build-out projections shown in Appendix A-3, which are based on the land use policies of Chapter 5, should be tested through this model. The results of such modeling were not completed when this plan was adopted in 2010; however, preliminary estimates show that the flows are approximately 200,000 gallons per day (GPD) over the Town's current build-out estimates for the area (about 23-24% over), based on Appendix A-3's aggressive estimation of 1,045,364 GPD at build-out. This overage is due to planning for approximately seven buildings that would be four stories and twelve buildings that would be three stories at build-out, two of which are hotels. It is unlikely that all of these buildings would be built due to issues related to the acquisition of property, the need to maintain compatible scale with the surrounding buildings, and other considerations (parking, traffic impact, etc). Should the Town see such intensities Downtown, the sewer line adequacy should be closely monitored.

WATER

Water for the study area is provided by the Town, and many of the lines are aging and need replacement or upgrading. Private developers will be responsible for upgrades to water lines to meet the needs of their projects. If the new funding initiatives were to occur as described in Chapter 6, such as through Tax Increment Financing (TIF), water line improvements could be needed and practical with projects such as new roads, road widening, or greenbelt extensions, the Town will make (assuming the funding structure allows for this). Without such funding, such targeted improvements could not be possible.

The Town maintains a computerized water model, and the build-out projections shown in Appendix A-3, which are based on the land use

policies of Chapter 5, should be tested through this model. Although the results of such modeling were not completed when this plan was adopted in 2010, it is anticipated that the water needs of the area can be reasonably accommodated with the aforementioned approach.

NATURAL GAS AND ELECTRICITY:

Natural gas and electric service will be provided by Memphis Light, Gas, and Water (MLG&W). The Town will work with MLG&W to identify locations that meet system requirements based on build-out scenarios for Downtown. The timing will be coordinated with each developer to provide natural gas and electricity to their development. The visibility of any substations needed in the study area should be minimized from public rights-of-way and from existing residential areas. There may be a need for additional electrical substations in the area to meet the needs of the projected buildout for the area if the planned substations near the I-269 Small Area Plan study limits cannot accommodate the growth. The Town will work with MLG&W to identify locations that meet the system requirements and minimize the aesthetic impacts on the area. Typically, substations require approximately three acres each. Furthermore, to implement the streetscapes described in Chapters 3, 5, and 6, and minimize the aesthetic impact on the area, underground utilities (where practical) or relocating lines to less-visible locations, such as along rear lot lines or internal to blocks, should be pursued.

STORMWATER

Most of Downtown is served by a system of ditches and streams, with some concrete or stone-lined ditches constructed as WPA projects in the 1930's. Few of these commercial sites or residential neighborhoods Downtown have on-site detention structures. As with most developed areas, communities change over time.

New development has brought more impervious surfaces and the aging of tree canopies has restricted the growth of grass, which will added to surface changes. Because of this, some areas experience storm water volumes in excess of what can be accommodated by the existing infrastructure, consequently causing many erosive and potentially damaging flooding problems. In recent years (2005, 2009, 2010 well documented rain events), the existing stormwater infrastructure in Downtown has begun to show its age, and proven in some places to be undersized to accommodate the modern growth experienced over the past decades, as well as pressure from the high-rainfall during extreme storm events.

This is a concern not only for existing uses, but for the ability to accommodate the impervious surfaces and increased runoffs created by the build-out scenarios (see Appendix A-3). Because of this, Chapter 6 advocates comprehensive modeling of the four drainage basins downtown through the Town's modeling software as a "Tier 1 Project". This modeling and identification of short and long-term CIP projects to improved stormwater functions in these basins is an imperative first step for Downtown Development that should occur before the intensity of development recommended by Chapter 5 and as estimated in Appendix A-3 can occur. There is believed to be a direct correlation between the east/west greenbelt and long-term solutions to storm water problems Downtown, and the recommended modeling will identify the best area for improved conveyances and regional retention or detention. Because of this, for efficient use of scarce funding resources, CIP projects should try to address as many public needs as possible, such as the build-out open space network (see Figure 3-10) or the recommended block pattern (see Figure 3-20). The Town should explore various funding sources

for improvements to the stormwater infrastructure, such as changes to the stormwater utility fee structure, grants, and possibly Tax Increment Financing (TIF) (see also Chapter 6).

SCHOOLS

Public school services are provided by Shelby County Schools (SCS), and the study area currently contains Collierville Middle School. SCS has indicated a desire to replace this aging facility, and the Steering Committee recommends that the Collierville Middle School remain in Downtown Collierville (see also Special Area 1 recommendations in Chapter 5) as a walkable neighborhood school and an attractor for Downtown (see Destinations Initiative in Chapter 6). Schools are an institution that can reinforce a sense of community, and the presence of SCS Downtown directly relates to the vision for Downtown as a living and vibrant neighborhood. The Collierville Middle School campus contains a building built in 1905 that was the Collierville High School. This structure should be preserved and adaptively reused as either:

- continued use as a Middle School, or
- other type of civic or institutional building is encouraged (see the Destinations Initiative and Adaptive Reuse Initiative in Chapter 6).

Should the Middle School relocate to a new site within Downtown, SCS has indicated that the ideal campus size is between 16 and 20 acres. Chapter 5 encourages the design of schools to be contextual and coordinated with overall neighborhood design, and the construction of any new school facilities, whether SCS or other public or private institutions, should take into consideration the design recommendations of Chapter 5 to the maximum extent practicable. Infrastructure, especially road improvements related to traffic impacts and movements, should be studied in detail if the middle school

is to relocate to a new site within the study area.

POLICE

Substantial renovations to the Police Department and Town court facilities completed in 2010 at its downtown location in Special Area 1 (see Chapter 5) have been designed with future growth and centralization in mind; however, the demands on the Police Department due to increased growth will need to be monitored to ensure adequate service levels upon ultimate build-out of the Town. It is anticipated that Downtown will continue to be served by the Town's patrol zone concept, and each new development would need to be analyzed for its impact on shift and patrol needs. In the drafting of this Plan, the Collierville Police Department provided the following recommendations:

- The Town should model traffic impacts when considering the new rooftops advocated by Chapters 5 and 6, and make sure that the road infrastructure can accommodate the new growth.
- Extension of South Rowlett to Quinn Road will be important to providing efficient vehicle movements Downtown.
- The width of existing roads, such as Mill Street, should be improved to handle new volumes created by the build-out projections.
- Bike lanes, particularly a standardized design and width across the study area are needed.
- Collierville-Arlington and Poplar intersection improvements would improve traffic flow and safety.
- Connecting the Winchester Road extension to the recommended Keough Extension at Hwy 72 may provide much-needed relief from traffic congestion on Byhalia Road, and this should be modeled by the Town.
- On greenbelts, consider mile markers as means of identification and wayfinding for emergency response.

FIRE

With historic Firehouse #1 in place on Main Street, and with an improved road network (see Figure 3-20), based on the Town's March 2002 Fire Station Location and Resource Allocation Study, it is not currently anticipated that a new fire station will be needed in Downtown. The demands on the Fire Department due to increased growth in the study area should be closely monitored.

Concerning the possibility of buildings taller than 30 feet in Downtown, stringent construction codes will allow for such if the building/site is designed properly. To achieve building heights taller than 30 feet Downtown, Class III standpipe systems will have to be installed throughout buildings where the floor level of the highest story is located more than 30 feet above the lowest level of the fire department vehicle access, or where the floor level of the lowest story is located more than 30 feet below the highest level of fire department vehicle access. Any building or structure exceeding three stories in height will need to have the Fire Department Connection (FDC) located a distance away from the structure or building at least half the height of the structure but in no case shall the distance be less than 40 feet.

Regarding parking garages, the code allows for standpipes in open parking garages where the highest floor is located not more than 150 feet above the lowest level of fire department vehicle access. Since the maximum height anticipated being 3 stories, with a handful of four story buildings possible, building heights should come nowhere close to this range. Fire-flow calculation area for open parking garages will be determined by the area of the largest floor. Commercial enclosed parking garages will require automatic sprinkler systems and must be provided throughout buildings used for storage

of commercial trucks or buses where the fire area exceeds 5,000 square feet.

Fire lanes shall be provided for all commercial and industrial buildings or those that are set back more than 150 feet from a public road or exceed 30 feet in height and are set back more than 50 feet from a public road. However, nothing shall prevent modification to this requirement by the Fire Chief or his or her designee to impose fire lane requirements for special use facilities such as care homes, multi-family dwellings, hazardous operation or any area that does not provide for immediate or adequate emergency access for emergency apparatus for purposes of rescue and extinguishment.

PARKING AS INFRASTRUCTURE

The availability of free/low-cost, accessible parking was a documented concern of property owners and small businesspeople during previous efforts to study Downtown, and this was heard in 2009 and 2010 as this Plan was developed.

There are special issues associated with parking in Downtown Collierville, where land is valuable and relatively scarce and large numbers of people converge to work, shop, and visit. The lack of parking is sometimes cited as a reason for stagnant or declining vitality of downtown business districts in general. Parking is not an end in itself but is intended to serve the needs of the various users of downtowns, including workers, shoppers, tourists, and others.

Providing adequate parking can be challenging in downtowns of all sizes, and Collierville is no exception. Some smaller communities, especially tourist communities, have developed systems of parking lots and shuttles to reduce the demand for parking in the town center. In most cities, there is likely to always be a need for a

certain amount of parking, whether it be on-street or off-street.

Some downtowns, like much of the Square Area, predate the widespread use of the automobiles and were not laid out with parking in mind. At its heart, Downtown Collierville is typically compact, which also means that there is not ample space for parking, especially on the same lot as the building. Because of this, parking in Special Area 1, 2, and 3 of Downtown Collierville, with the exception of dwelling units that can provide parking on their own lot and/or in garages, parking should be treated like other forms of infrastructure, such as regional storm water detention, and provided via on-street parking, off-street surface parking, or structure parking garages for the common use by downtown patrons and businesses.

Parking is not intrinsically an aesthetic asset for maintaining or improving Downtown Collierville's character, and extensive parking lots would be particularly jarring in its historic downtown environment and could disrupt streetscapes and walkability. For downtown businesses to successfully compete with suburban shopping centers, a workable balance of parking, bicycle and pedestrian facilities, and other access options is essential. To accomplish this, the follows steps are recommended:

- **First:** Targeted revisions to Town Zoning requirements to meet accepted standards for shared parking and downtown uses.
- **Second:** The Town should conduct a parking study for the Square area, and model existing, mid-term, and long-term parking supply and demand. In this study, the Town should identify locations for new surface and/or structured parking lots, either adjacent to the Town Square, or in a strategically accessible location, based on the results of the parking study.

- **Third:** Funding sources for the new surface and/or structured parking lots need to be identified. With the funding initiatives described in Chapter 6, such as Tax Increment Financing (TIF), the ability of the Town to create such parking lots/structures will be greatly increased.
- **Fourth:** New surface and/or structured parking lots would be added to the CIP and incrementally constructed, as funds become available. Unless funding sources are clearly identified for structured parking, new surface lots and additional on-street parking may be the realistic options in the decades to come for increasing the supply of parking space.

Off-street parking between the building and street, whether at street corners or mid-block, is highly discouraged because it disrupts visual enclosure, is contrary to the downtown streetscapes recommended by Chapter 5, and inhibits the enhanced walkability efforts for Downtown described in this Chapter. Parking lots (public or private) at street corners are highly discouraged for this reason; however, it is acknowledged that they may occur to provide relief for increasing parking demand downtown. If used, it should be recognized that they are not the ideal, they should be temporary in nature, and be designed to allow for future infill development and completion of the urban fabric for downtown. In all cases, parking lots (public or private) in Downtown Collierville should be well illuminated, screened from public streets through walls, fences, or vegetation, and buffered from any adjacent residential uses.

CHAPTER 4: Heritage of Downtown Collierville



Figure 4-1

INTRODUCTION

Collierville has a great deal of history and historical properties in and around its vibrant Downtown, which has been the cultural heart of the community for decades (see Figure 4-1). Many historic properties exist within a five minute walk to the Square; however, many historical structures were lost during the Civil War, removed for new development, or destroyed through fires or tornadoes. This includes the actual Battlefield site of the best known Civil War battle in Collierville. Very little of the October 1863 battle battlefield remains untouched by the Town's growth and expansion over the past 140 years. Most of the battles that occurred during the Civil War, both in Tennessee and throughout the south, occurred in the rural countryside surrounding communities. In contrast, the Battle of Collierville occurred along the railroad line, within the Town, and adjacent to what would become the Town's urbanized area. The loss of much of this historic resource and its lack of visibility in terms of interpretation has been a source of concern within the community, particularly during recent years. The Town acknowledges the importance of historic preservation and battlefield preservation as a key component of its ongoing planning efforts. The completion of a Historic Preservation Plan in 2001, the adoption of revised Historic District Guidelines in 2002, the advent of the Morton Museum of Collierville History in 2010, and the creation of the Collierville Heritage Commission in 2010, are evidence of this commitment. This chapter is intended to build upon the recommendations of the Historic Preservation Plan and upon other work that has been accomplished relative to the identification of key sites and historical evidence. Included are:

- An Historical Analysis of Downtown Collierville
- A Summary of Historic Preservation Efforts
- Coordination/Action Steps



Figure 4-2

ANALYSIS OF ARCHITECTURAL PATTERNS AND HISTORIC PRESERVATION

The National Register Historic District and the locally-designated Historic District (see Figure 4-68) contain a variety of historic resources, including commercial/industrial buildings, residential buildings and other resources unique to Collierville's past. An overview of the historic district, as well as a description of the Town's historic resources will follow the historical analysis. The architectural analysis will include:

- Residential Development.
- Commercial Development

ANALYSIS OF HISTORICAL AND CULTURAL EVENTS

The rich history of Collierville is representative of West Tennessee's history (see Figure 4-2). This section summarizes the following, with most of the historic events and places being located within the study area.

- Early Development (Chickasaw Nation)
- First Incorporation
- Civil War History
- New Beginnings/Re-incorporation
- Evolution of the Town Square and Notable events

EARLY DEVELOPMENT

Collierville developed early as one of the first permanent settlements in Shelby County. It was developed on a "Section" of land purchased from the Chickasaw Nation known as District 10 (see Figure 4-3). In *The Chickasaw Nation* by Judge James H. Malone, he states that the Chickasaw Indians had trails located on higher ground that followed trails used by migrating buffalo when the ground was wet. One such trail, the Cherokee Trace, began at the mouth of the Wolf River where it ran into the Gayoso

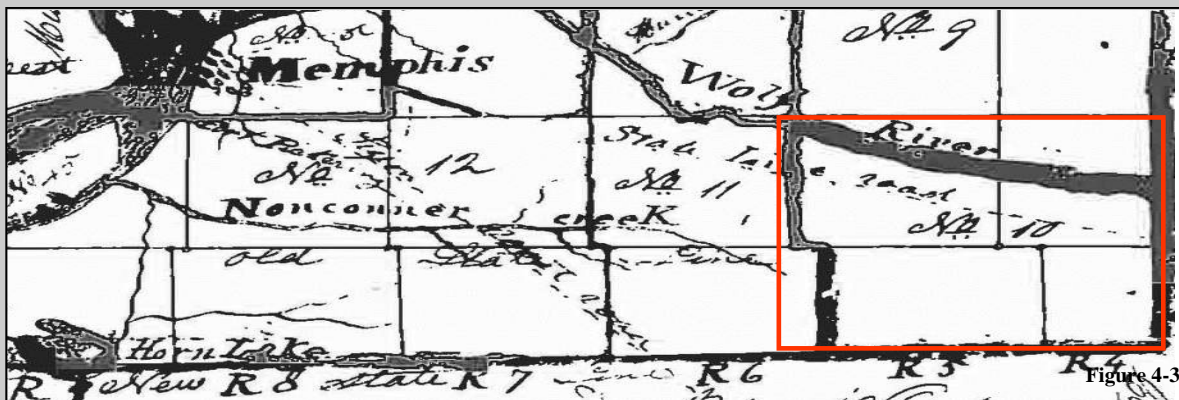


Figure 4-3



Figure 4-4



Figure 4-5

Bayou to Alabama Avenue and then to what is now known as Poplar Avenue. The trail then traveled east on Old Poplar Pike on a ridge that ran through the towns of White Station, Germantown, Forest Hill, Bailey Station, and Collierville where it turned south at Holly Springs Road (now Mount Pleasant Road) (see Figure 4-4) into Mississippi. Although the location of this route is virtually unchanged, its character has changed beyond the first settlers' imagination by the increasing demands of progress. The early settlers used this route to travel to and from Memphis.

The Town received its name from Jesse Collier, who subdivided his tract of land into lots and advertised for their sale under the heading "The Town of Collier for Sale... It is a high and salubrious situation and well watered."

The name Collier was changed to Collierville with the arrival of the post office in 1837. Within the first 30 years of its existence the Town was known as Oak Grove, Collier, Colliersville, and finally Collierville. Collierville was often referenced as Colliersville on maps and in military orders and references.

FIRST INCORPORATION

The first incorporation of the Town was February 7, 1850. It had a corporate limit encompassing approximately 320 acres or one-half square mile. The early Town of Collierville was centered at State Line Road (Poplar Avenue) and Holly Springs (Mt. Pleasant Road). Even in its early development Collierville already had common schools, funded by local property taxes, two private high schools, produce houses, several mechanical shops, two water-powered lumber mills, and four different churches established. A coach (Figure 4-5) ran three times a week to Macon, Tennessee; constructed in 1850, the original stage coach cabin (Figure 4-6) is now located in the Town Square.



Figure 4-36

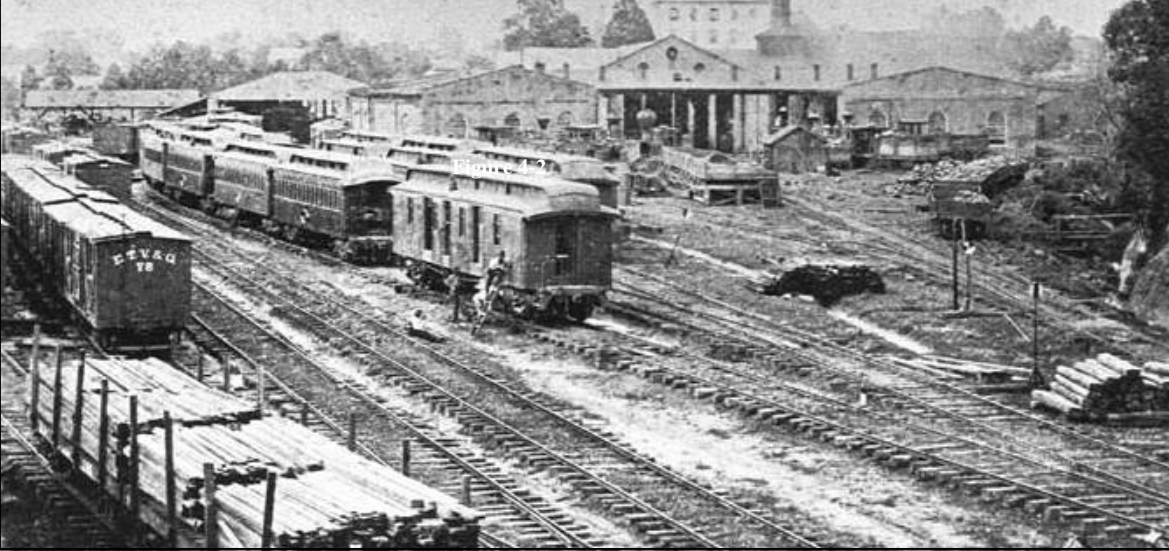
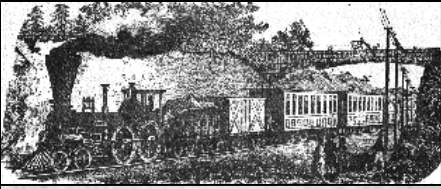


Figure 4-7

The Memphis and Charleston Railroad (M & C RR) became active in Collierville in October of 1852. It linked the Mississippi Valley with the east coast through Charleston, opening the trade market for Collierville, stimulating growth of agriculture in and around Collierville. Produce could be sent to larger, more lucrative markets located far beyond the markets that were available to Collierville. Even with the availability of plank roadbeds laid from Memphis (Figure 4-8) to La Grange, the rail road allowed citizens to move about much easier and faster than ever possible.

In October 1852, the fare from Memphis to Germantown was 50 cents. To continue on to Collierville would be 75 cents. Children under 12 were half price. Records indicate that the original depot was constructed in 1854.

By 1860, Collierville had approximately 500 residents with 2000 people living in Civil District 10, supporting three general stores, three grocery stores, one flour mill, one livery stable, and one hotel. There were also a surprisingly large number of tradesmen and professionals including: a dentist, three physicians, three blacksmiths, tailor, banker, nursery & seedman, coppersmith, justice of the peace, saddle & harness maker, druggist, carpenter and cabinet maker, telegraph operator, boot and shoe maker, rail road agent, water flour mill operator, wagon & plow maker, railroad agent, and a court appointed road agent.

CIVIL WAR HISTORY

In 1861 the Civil War began. Eighty men from Collierville were appointed to the Home Guard called the Wigfall Grays. They fought in many battles including, but not limited to, Atlanta, Chattanooga, Shiloh, Nashville, and Perryville. Of the 80 men who served, 29 were taken prisoner and 41 lost their lives.



Figure 4-8

In 1862, Ulysses S. Grant (Figure 4-9) was on an early morning trip from LaGrange, TN to Memphis when he stopped at the home of Josiah DeLoach. Grant sat and drank a glass of water while talking with Mr. DeLoach until he was warned that southern troops had been advised of his presence.

He continued on his way to Memphis. The DeLoach Home (Figure 4-8) was located at the northeast corner of Shea Road and Poplar Avenue. It was torn down when the Baptist Hospital built their medical office park. An interpretive sign describing the home's significance now stands at the historic homesite encircled by the old magnolias that once stood around the home.

The Memphis and Charleston Rail Road (M&C RR) continued to operate during the war. Early in the war they manufactured cannons and cannon balls at their Memphis machine shop and transported confederate troops and supplies where needed. The Federal troops quickly understood the importance of taking control of railroads. By May of 1862, the US Government held the M&C RR with few exceptions until the end of the War.

Records show up to 15,000 Union troops were stationed in camps along the railroad between LaGrange and Memphis to protect the rails (see Figure 4-11), bridges, telegraph depots, and intersecting roads.

Collierville held a strategic location along the M&C RR (see Figure 4-19 partial map of the Memphis and Charleston route). The Town was used as a Union supply depot and was occupied early in the Civil War and remained occupied until the end of the war. This resulted in many skirmishes in or near the Town in the five years of the Civil War.

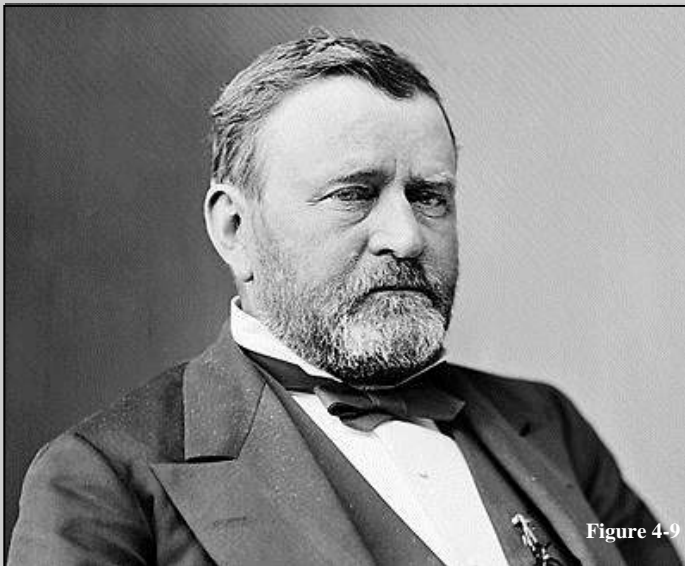


Figure 4-9



Figure 4-10

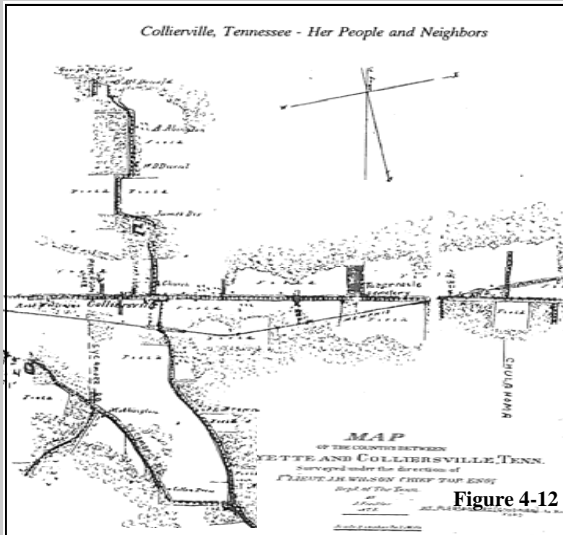
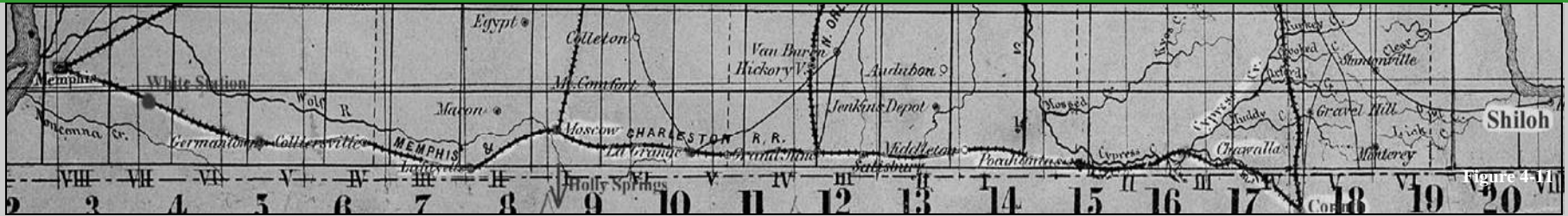


Figure 4-12

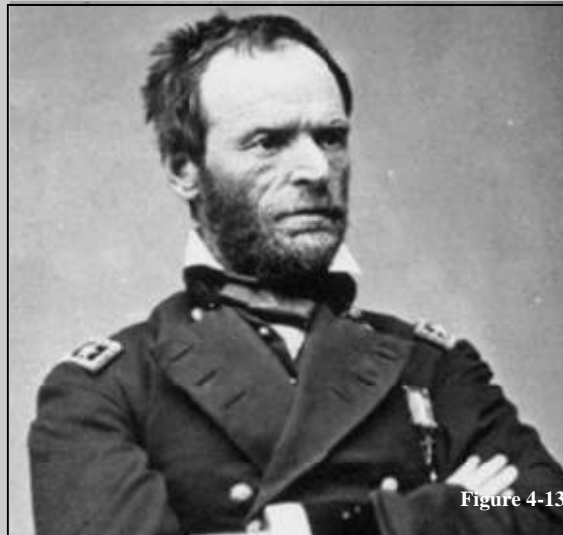


Figure 4-13

The best known was the Battle of Collierville. It occurred Sunday morning on October 11, 1863. On board one of the largest military trains that had ever entered Collierville was the Major-General of the Union Army, William Tecumseh Sherman, Division Commander of the Fifteenth Army Corps (see Figure 4-13). He was leaving Memphis just eight (8) days after the death of his young son, Willie. Gen. Sherman was traveling to Corinth, Mississippi with his staff and a small battalion of 260 men with the Thirteenth U.S. Regulars.

The forces that held the small Union garrison/supply depot were the Sixty-Sixth Indiana, totaling 240 men. An additional camp of 200 men composed of the sick, injured, and mostly unarmed men located north of Collierville.



Figure 4-14



Figure 4-15

As Sherman's train arrived, Confederate Gen. James R. Chalmers (Figure 4-15) was closing in on Collierville from Mt. Pleasant Road with about 3,000 ± men. He was ordered to draw attention away from an action east of Collierville.

Chalmers raid included a concurrent confederate raid to disable the railroad between Collierville and Germantown. It was not successful. If it had been successful, all train traffic east of Germantown would have been stopped including Sherman's Train and the Union reinforcements that came from Germantown that ulti-



Figure 4-16



Figure 4-17



Figure 4-18

mately ended the battle. The battle lasted almost five hours with a combined loss of over 100 men. In a tactical style that will be used many more times during the Civil War, General Sherman ordered the depot along with any homes and businesses used to shield the confederates burned during the battle. This resulted in the destruction of much of Collierville. One local newspaper article notes that Collierville only had three structures standing by the end of the war.

Several homes were used as hospitals during the war to care for soldiers that were brought in by train from as far away as Shiloh (see Figures 4-16 & 4-17). Official records indicate that there were approximately 120 federal soldiers buried behind the Federal Hospital in Collierville. During the years 1867-1868 there were 50 known Union Soldiers and 67 unknown soldiers disinterred from Collierville and re-interred in Mississippi National Cemetery now

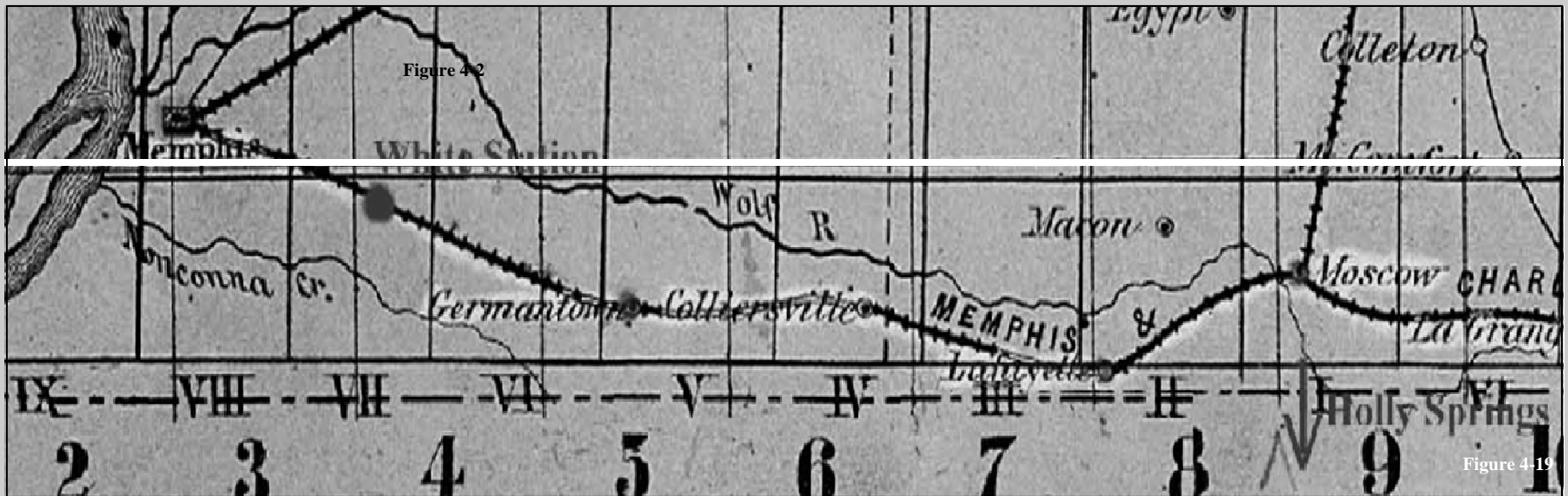


Figure 4-2

Figure 4-19

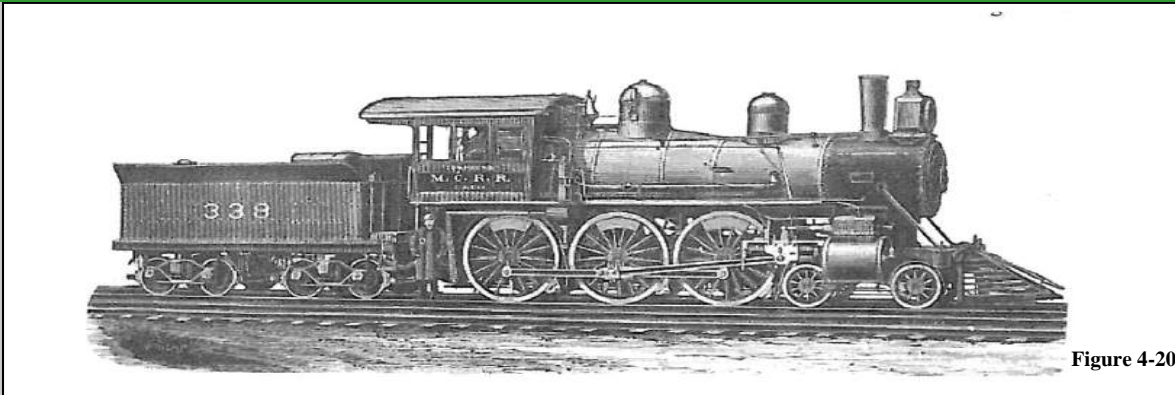


Figure 4-20

known as Memphis National Cemetery. Two additional unknown soldiers were removed from the property south of Tom Brooks Park and re-interred in National Cemetery in 1905. Furthermore, there is at least one confederate dead buried in Magnolia Cemetery (see Figures 4-18, 4-23, & 4-31). Although the Official Records of the War Of The Rebellion (published 1880) says that confederate dead were actually interned on the battlefields in Collierville, no records have been discovered specifically noting where they were buried in the newly-emerging town.

NEW BEGINNINGS/RE-INCORPORATION

Due to the cost of repairing the lost depots, track, bridges, engines, and cars destroyed during the war, the Memphis and Charleston Rail Road (see Figure 4-20) never regained its strength. It changed hands several times before it was purchased by Southern Railroad in 1896. In 1982 it merged with Norfolk Western and is now know as the Norfolk Southern Railroad.

Five years after the war the Town of Collierville re-incorporated in 1870. Some of the first orders of business were adopting ordinances by the Board of Mayor and Aldermen (BMA). One such ordinance required all buildings on the square to be brick. Another required all existing trees in and around the Square to have a protective wood box built around the base of the trees to protect them from activities and animals. Trees were not a prevalent part of the landscape after the war because they were used by the soldiers for housing, construction of fortifications, or fuel for fires and trains. Also, many structures were dismantled during the time of the war and used for these same purposes.

The Town embarked on a lengthy reconstruction period after the war. This process included rebuilding on ninety acres adjacent to the Mem-

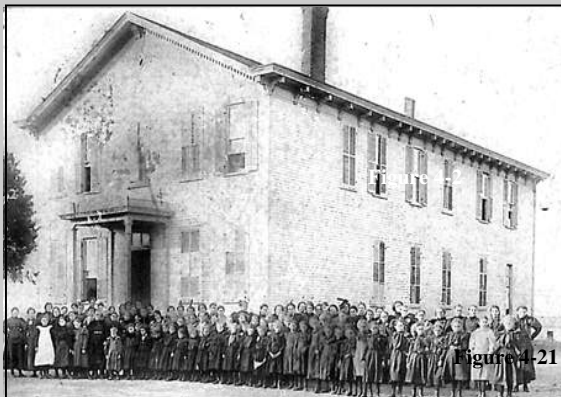


Figure 4-21

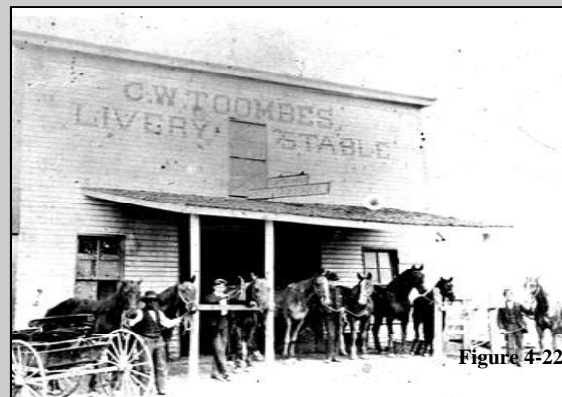


Figure 4-22



Figure 4-23



Figure 4-24

PART OF TOWN
OF COLLIERVILLE

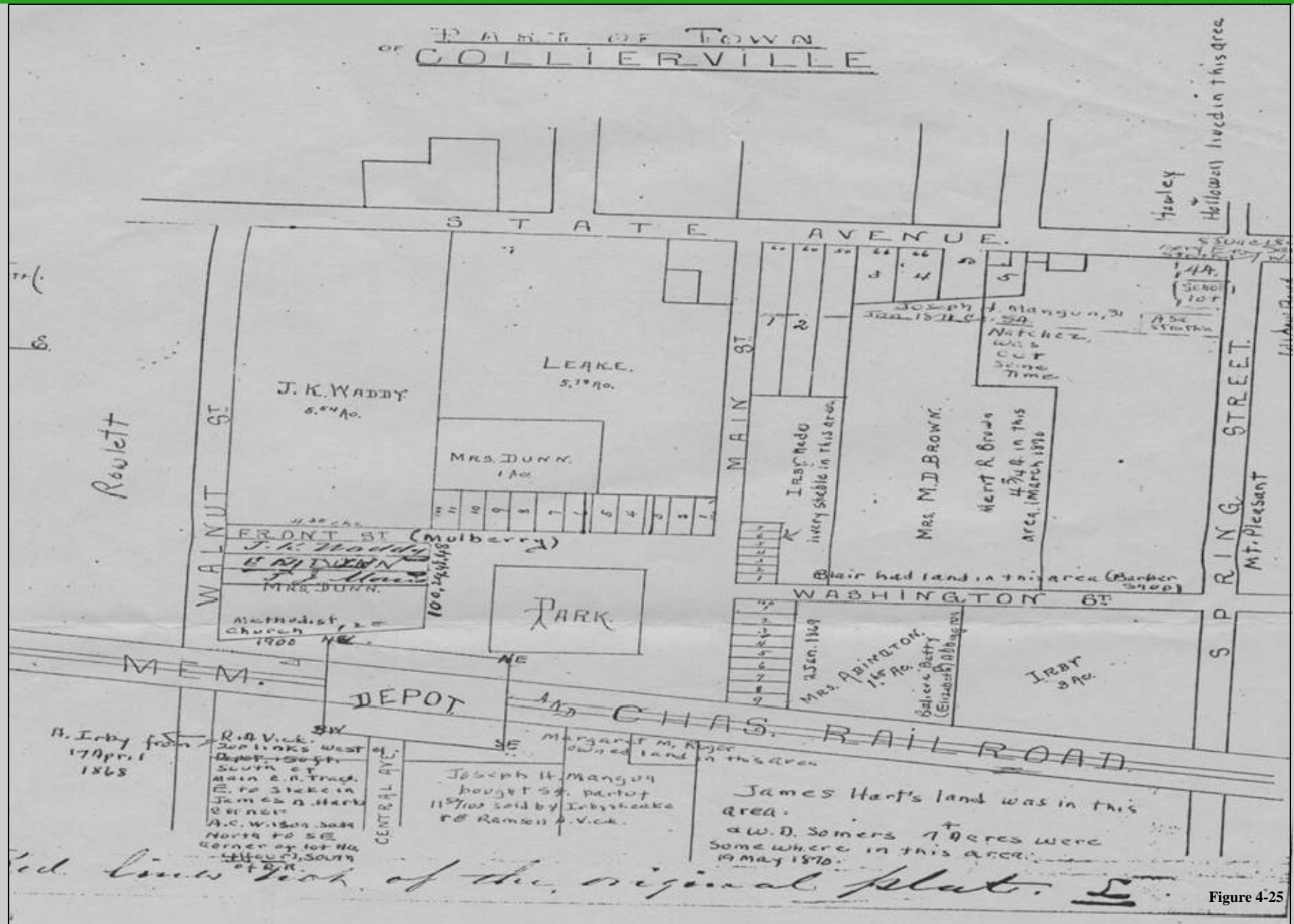


Figure 4-25



Figure 4-26

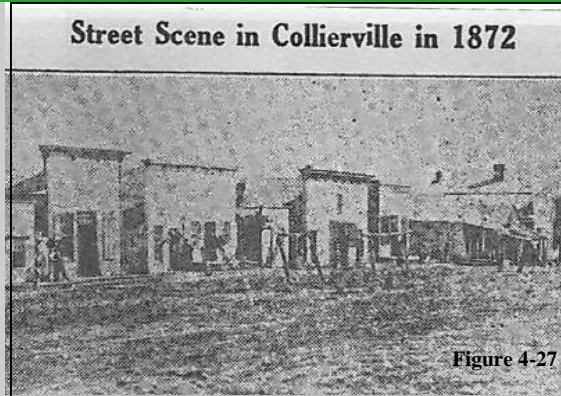


Figure 4-27

phis and Charleston Railroad (MC&RR) (Figure 4-25).

EVOLUTION OF THE TOWN SQUARE AND NOTABLE EVENTS

The Town Square was laid out with narrow building lots on three sides of a park and the M&CRR on the south (Figure 4-25). The original park was a simple open space. This is unlike most towns who had the courthouse and/or other public buildings located within the park. The first improvement to the park was a white picket fence built in 1872 enclosing the park for peafowl and a deer. Then in 1876, a two story bandstand was constructed (Figure 4-24), but it was lost in October of 1955 when it was destroyed by a tornado. The bandstand was replaced by a wrought iron, cedar shake roofed, octagon-shaped gazebo which is located towards the center of the Town Square.

According to the Memphis Business Directory of Memphis, Tennessee, and other Towns published for 1871-1872:

Collierville is a flourishing little town (Figure 4-27), pleasantly situated on the Memphis and Charleston Railroad in the eastern part of Shelby County. During the late war the town was entirely destroyed, only two or three houses escaping the general destruction, but has risen from her ashes to become a progressive community. There are two colleges (Figure 4-21) and two churches, one Methodist and one Christian (Figure 4-28). It has a neat public square, upon which no expense has been spared to enhance its beauty. The shipment of cotton averages from eight to twelve thousand bales yearly. The population is about 700.

The 1878 the Yellow Fever (also called Yellow Jack) epidemic had hit Shelby County hard with the brunt of the epidemic in Memphis. Even with a quarantine, Memphis was unable to ef-

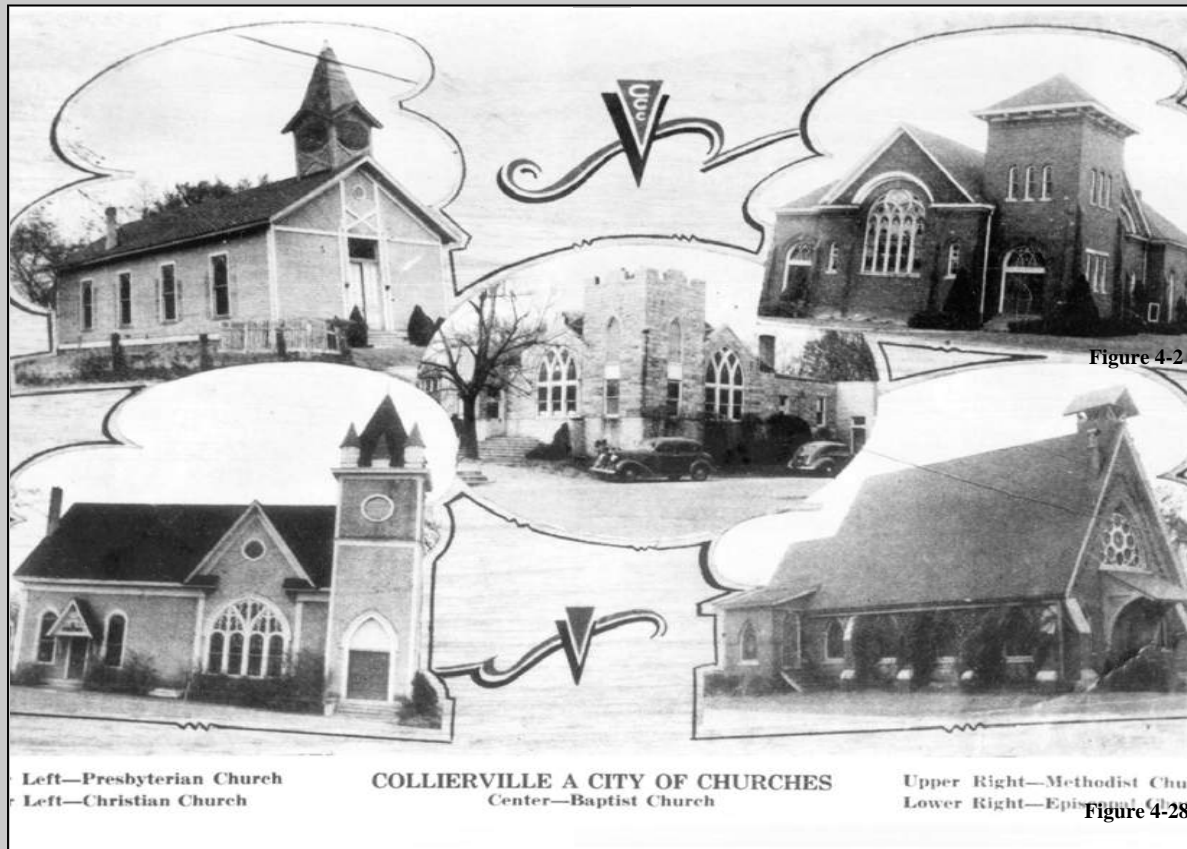


Figure 4-2

Figure 4-28

Left—Presbyterian Church
Left—Christian Church

COLLIERVILLE A CITY OF CHURCHES
Center—Baptist Church

Upper Right—Methodist Church
Lower Right—Episcopal Church



Figure 4-29



Figure 4-30



Figure 4-31

fectively stop the citizens from leaving so there were also outbreaks in towns along the Memphis and Charleston Rail Road. Collierville had 135 cases with 57 deaths that included the death of the Town mayor, Town marshal, and a doctor.

By 1880 the census indicates the population had grown to 1,113 (see Figures 4-33, 4-34, & 4-35). Business continued to grow through the 1900's with many new industries; the cotton industry was increasing with only Memphis shipping more cotton in Shelby County than Collierville. By that time, the Town had a steam powered gin, flour mill, corn mill, seven churches (Figure 4-28), and a bank.



Figure 4-32



Figure 4-33

In 1889 a racetrack was constructed along Highway 72. People came from miles around to see the races. The grounds were used to display farm products and handiwork with awards given for the best entries. At the end of the day's races there was a "Stretch Dance" held with local musicians providing the music.

West Tennessee was known for its hardwood production. Collierville was also a large producer of lumber. A photo of the south side of the square in the late 1900's illustrates the extent of lumber production and impact on the Town (Figure 4-32). There was a lumber mill located at Moore Street now South Main.



Figure 4-34



Figure 4-35

By 1929 the boll weevil changed Collierville from a "king cotton" image to a "Dairy Town". There were several hundred dairies in and around Collierville. Three milk pick-up stations opened; Sunlight Produce Company Station, Morning Glory Creamery, and Clover Farm Dairy. Milk was picked-up in Collierville and distributed all over Shelby county and the surrounding communities. This led to the establishment of a cheese plant by Swift and Co. In a

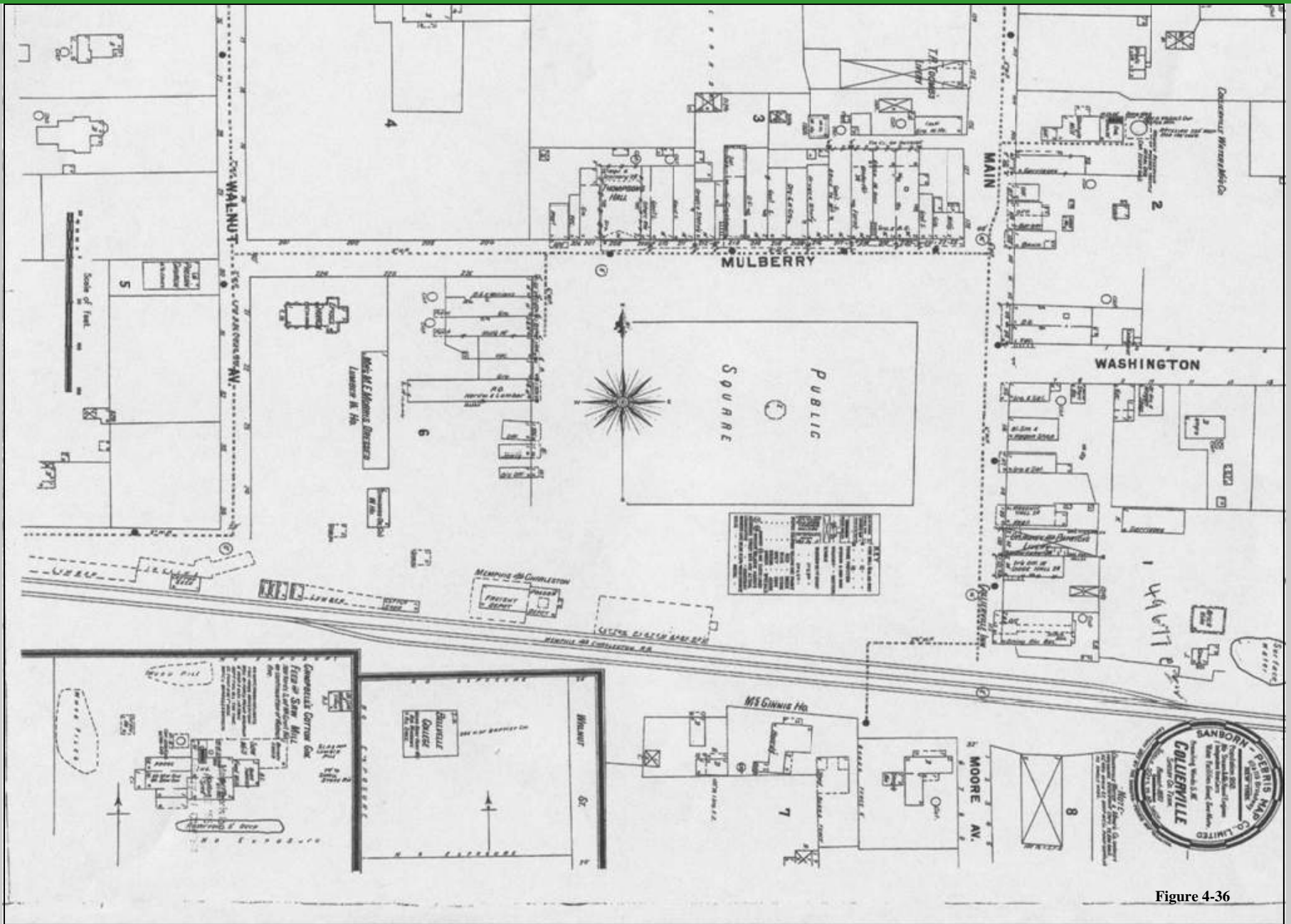
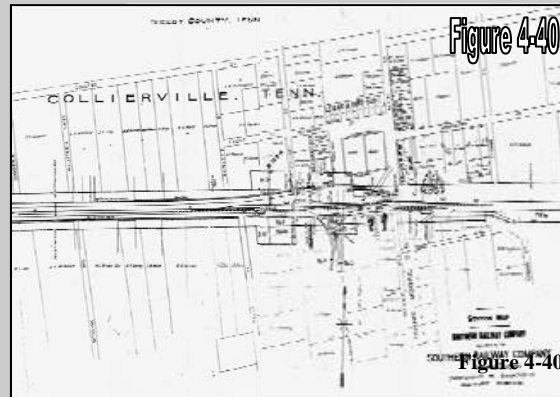


Figure 4-36



very short time Collierville became the cheese making capital in West TN. Many long-time residents look back and remember the annual festival known as the Cheese Carnival, began in 1935. It included fireworks, midways, banquets, dances, parades, concerts, agricultural competitions (see Figure 4-38). It was discontinued in 1940 due to World War II.

After the end of World War II, the soldiers came home. A new building boom started because there were not enough homes for the soldiers when they came back to Collierville and wanted to start their own families. Collierville continued to draw people from the surrounding farming and agricultural communities. Collierville served as a commercial center outside of the region's biggest city, Memphis. The Square has remained the symbolic "Heart" of the community ever since (Figures 4-37, 4-40, 4-41, 4-42 & 4-49).



The current railroad depot was built in 1902 in LaGrange, Tennessee, and moved to the Town Square in Collierville in 1944 (Figure 4-60). The original Collierville depot was built 1854. It was burned in 1863 by General Sherman during the Civil War. An early photo of the depot used after the war was taken by a resident of Collierville is shown as (Figure 4-34). A two story depot was removed in 1944 (Figure 4-39) to allow Center Street to be constructed over the railroad tracts north to access the Square.

ARCHITECTURAL SUMMARY OF DOWNTOWN

Residential Structures

The residential structures near the Square were developed over time and represent a significant cross-section of the types and styles of housing historically developed in rural West Tennessee (National Register of Historic Places Nomination





Figure 4-43



Figure 4-44



Figure 4-45



Figure 4-46



Figure 4-47



Figure 4-48

Form #3), which include Queen Anne and Colonial Revival influences. Many homes near the Town Square were developed by those who owned or worked in businesses on the Town Square. For example, W.W. McGinnis built numerous residential structures throughout the town's historic core (National Register of Collierville, Tennessee: Her People and Her Neighbors). In 1898, W. W. McGinnis started the McGinnis Hardware and Lumber business on the Square. The business eventually expanded into general contracting, and McGinnis soon become known as a skilled builder. The quality of his work was excellent, as evidenced by structures such as the Collierville United Methodist Church.

Residential structures in the historic core vary widely in architectural style and building materials. Styles range from an early example of Greek Revival, through Italianate, Queen Anne, Craftsman and Colonial Revival. While diverse in style, the building forms are largely based on vernacular forms, such as the L- and T-plans, as well as one unusual Y-shaped building. Among the most significant residences are the Green Revival A.S. Stratton House (circa 1865-60) at 373 South Rowlett Street, the Craftsman bungalow (circa 1920) at 126 Walnut Street, and the Prairie School-influenced Isbell House (circa 1920) at 169 East Poplar Avenue. Individually-listed National Register properties located within the local district include the following:

- 90 West Poplar Avenue (Dudney House)
- 259 South Center Street (Houston House)
- 156 West Poplar Avenue (McFerrin House)
- 245 West Poplar Avenue (Thomas House)
- 215 South Center Street (Campbell House)

Figures 43-50 are typical of homes found in the historic district neighborhoods surrounding the Town Square area. Common features include



Figure 4-49



Figure 4-50

the clapboard cladding, steeply-pitched roof with multiple gables, raised foundation, vertically oriented openings, and prominent or wrap-around front porches. Even the district's later residences (see the circa 1940 building pictured in Figure 4-49) share many of the same fundamental design characteristics as earlier homes, like the 19th century home on Natchez Street pictured in Figure 4-50. This rather straight forward building form is accentuated by a porch that provides a unique scale, character and detail to the house.

Commercial and Institutional Buildings

Commercial structures in the National Register district are generally one story in height and constructed of load-bearing brick masonry. There are also several two-story structures and some that are of frame construction. Notable commercial structures include the two-story brick commercial building at 107 North Center Street, and the adjoining one-story structure at 105 North Center Street. An unusual commercial building was the circa 1889 two-story frame railroad hotel known as the McGinnis Hotel, that was located immediately south of the railroad line on South Rowlett Street. The hotel was demolished in 1997. Over the generations, some of the most common characteristics among the Town Square's historic commercial buildings have been (see also Figures 4-58 and 4-59):

- One story in height, with some buildings being two stories (see Figures 4-52 through 4-55);
- Brick facades;
- Parapet facades screening a flat or gently sloped roof;
- Corbelling or other detailing along the top of the parapet wall;
- Canopies (typically non-historic); and
- Storefront with over 50% glazing (often with non-historic alterations).



Figure 4-51



Figure 4-52



Figure 4-53



Figure 4-54



Figure 4-55



Figure 4-56

Most of the buildings existing today on the Town Square were constructed between 1895 and 1915, although much of the east side of the Square south of Washington Street was rebuilt after a fire in 1926 (Figure 4-54). The buildings constructed after 1926 indicate a change in commercial architecture away from Victorian designs towards more restrained trends (National Register of Historic Places Nomination Form # 6).

The construction of the McGinnis Service Station in 1927 on the east side of the Town Square represented the arrival of the automobile age to Collierville (see Figure 4-55). It was the first service facility in town developed solely for automotive use. The structure, once owned by long-time Mayor Cox, is highly significant to the history and the character of the Square, and its preservation as an iconic structure is an important goal (see Figure 4-55).

With respect to individual buildings, the district's churches, as well as the Collierville Middle School, vary widely in architectural style, scale and building materials. Notable are the stick-style St. Patrick's Presbyterian Church (1886) at 111 Walnut Street, now adaptively reused as restaurant and catering uses, and the Gothic Revival St. Andrews Episcopal Church (1890) at 106 Walnut Street.

Influenced by the Gothic Revival style, St. Andrew's Episcopal Church, constructed in 1890, possesses a steep gable roof with wide projecting eaves and a small, cupola-like steeple (see Figure 4-56).

The original high school building (circa 1939) is a creative combination of brick and elaborate cast stone detailing (see Figure 4-57). Unfortunately, its original handsome design has been compromised by later, insensitively designed



Figure 4-57

additions.

In summary, the commercial buildings encompassing the Town Square provide a strong identity not enjoyed by other communities in the region. While most of the buildings have been well-maintained and have an attractive appearance, many have undergone inappropriate alterations, such as canopies that are not historically correct.

Other Historic Resources Near the Square

The railroad depot building is an extremely significant transportation-related building. This structure was originally built in LaGrange, Tennessee, in 1902. It was moved to Collierville in 1944, and it is typical of depots constructed in small West Tennessee communities during this period. It was relocated to a point 100 feet off of the Norfolk-Southern Railroad in 1976, but it still retains a strong feeling of association with the railroad and surrounding Town Square. Associated with the depot are a number of nearby railroad cars, part of the Memphis Train Museum. The original Collierville train depot was built in the Center Street area in 1886 and remained in that location until the mid-1940s when it was torn down.



Figure 4-58

Not listed on the National Register nor located within the boundaries of either historic district are several other historic resources within the study area for the Downtown Collierville Small Area Plan. These resources include a group of small wood frame “shotgun” residences along South Street, the Magnolia Cemetery, and the remains of possible Civil War-era earthworks located to the southeast of Town Square. The shotgun houses are all under a single ownership and would represent an interesting and challenging rehabilitation opportunity for low-income housing if determined structurally and financially feasible. With respect to the possi-



Figure 4-59

ble earthworks, some local historians believe the subject site to be earthworks built to protect the railroad line. However, the Tennessee Wars Commission, which maintains an inventory of the state’s Civil War sites, has questioned the accuracy of the site’s Civil War association.

SUMMARY OF HISTORIC PRESERVATION EFFORTS

The National Register historic district (see Figure 4-68) and the locally-designated historic district contain a variety of historic resources, including commercial/institutional buildings, residential buildings, and other resources unique to Collierville’s past. Components within these districts include the historic commercial Town Square, residences, and civic/institutional buildings. An overview of the historic districts, as well as a description of the Town’s historic resources follows.

National Register District: The National Register district was nominated under the Secretary of the Interior’s criteria “A” and “C” for the associations many properties have with the development of the Town of Collierville as a significant small trade center for its surrounding plantation agricultural region, as well as for its significance in the area of community planning and the development of its Town Square plan. As such, the district represents a microcosm of small town life in the 19th and 20th centuries in West Tennessee. In addition, there are a number of structures individually listed on the National Register, several of which are within the boundaries of the local district.

In 2000, when the Preservation Plan was completed, there were a total of 127 buildings, sites, structures, and objects within the National Register district. A total of 94 of the buildings, sites and structures are considered to be contributing structures, while 33 are considered



Figure 4-60

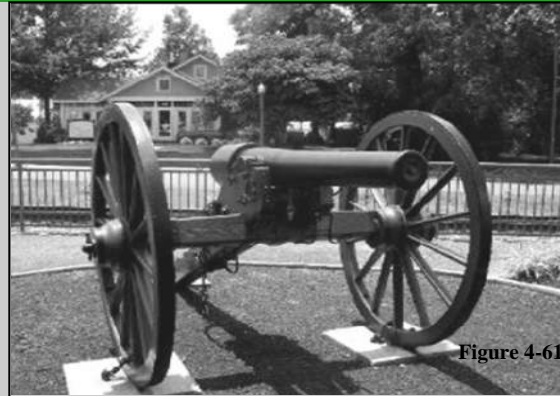


Figure 4-61



Figure 4-62



Figure 4-63



Figure 4-64



Figure 4-65

non-contributing. Contributing structures are considered historic buildings or sites that are 50 years or older, and that have not been substantially altered in a negative manner. The breakdown of these 127 resources is as follows.

- 79 contributing buildings
- 29 non-contributing buildings
- 1 contributing site
- 14 contributing structures
- 3 non-contributing structures
- 1 non-contributing object

Local District: Established in 1989, the locally-designated historic district incorporates the entire National Register historic district and five individually listed National Register properties within its boundaries, resulting in a district of approximately 300 properties. The local district is approximately twice the geographic size of the National Register district by including, in particular, many properties to the north and south of the National Register district. The most important aspect of the local district is the regulations that offer preservation protections to historic resources.

COORDINATION/ACTION STEPS

With such a rich and vibrant history, Collierville's historic preservation efforts of the past several years should not end. In fact, much work is yet to be done in the areas of Battlefield Preservation and Interpretation, capitalizing upon Heritage Tourism, creating and implementing a comprehensive wayfinding system to draw residents and tourists to Downtown, and insuring that the street and sidewalk network (see also Chapter 3) is adequate to accommodate cars and pedestrian traffic needed to keep Downtown both a destination and the heart of a living and vibrant neighborhood.

Battlefield Preservation/Interpretation:

Over the past few decades, efforts have been made to document Collierville's role in the Civil War (see Figure 4-61). In 2010, the Board of Mayor and Aldermen formed the Heritage Commission, which is charged with discovering, promoting, and protecting Collierville's history. The Town staff should engage the Heritage Commission to:

- report previous and ongoing discovery of historic records of Collierville;
- develop a 5-year cultural resources action plan; and
- create a Battlefield Preservation Plan for the Battle of Collierville.

Wayfinding: With the green street lamps and

furniture stemming from the Traditions Plan and the improvements to the Square during the 1990s (see Figure 4-65), the Town has already developed a strong brand image for Downtown. In 2009, the Town entered the Civil War Trails program and installed two markers at Tom Brooks Park. During 2011, funded through a Tennessee Wars Commission grant, additional wayfinding signs, a walking tour, and interpretive signs will be created in Downtown Collierville (see Figure 4-66). With the development of the Downtown Collierville Small Area Plan, and to prepare sign design templates for the War Commission Grant, a focus group of local officials, community, business leaders, preser-

vationist, and historians was assembled to discuss wayfinding issues and to address the desire for increased awareness of Downtown Collierville. The focus group recommended that the Town develop a Wayfinding and Streetscape Master Plan for Downtown Collierville as part of the Visual Cues Initiative described in Chapter 6. Such a plan would include coordinated signage, street furnishings, pedestrian lighting, street plantings, and potentially a new and distinct logo for identifying Downtown Collierville (see Figure 4-67).

Heritage Tourism: In 2010, at the corner or

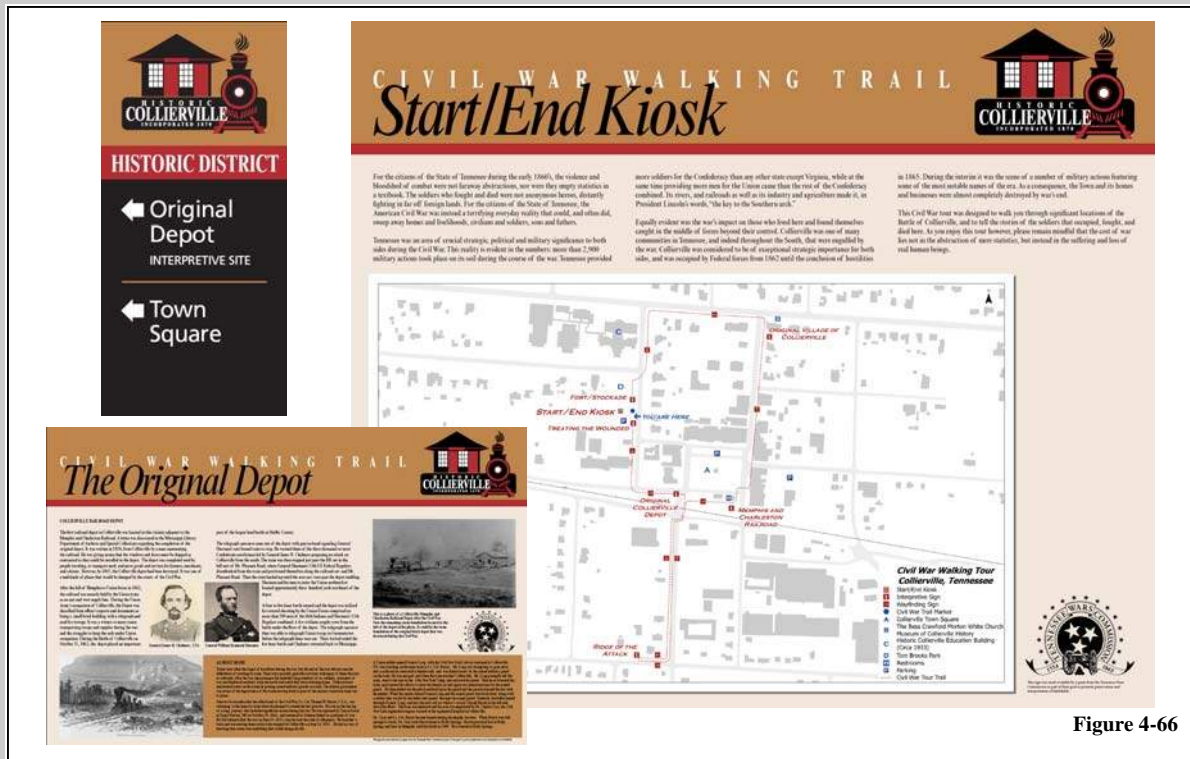


Figure 4-66

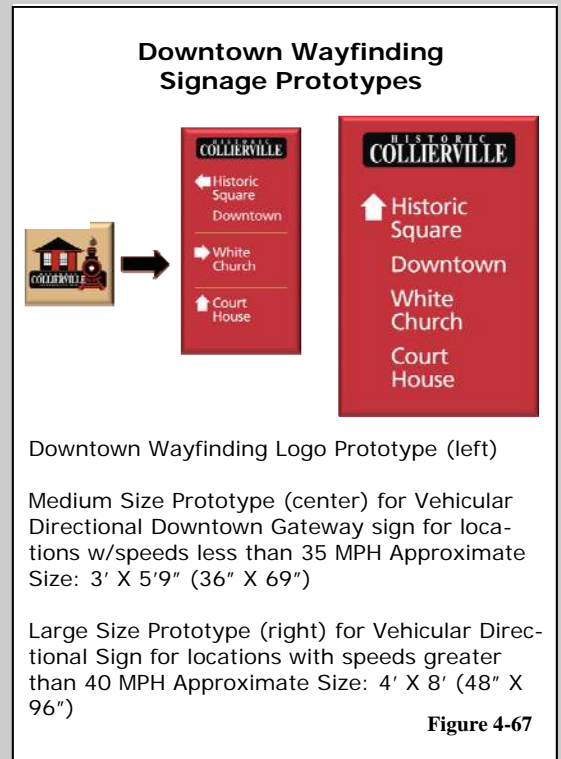


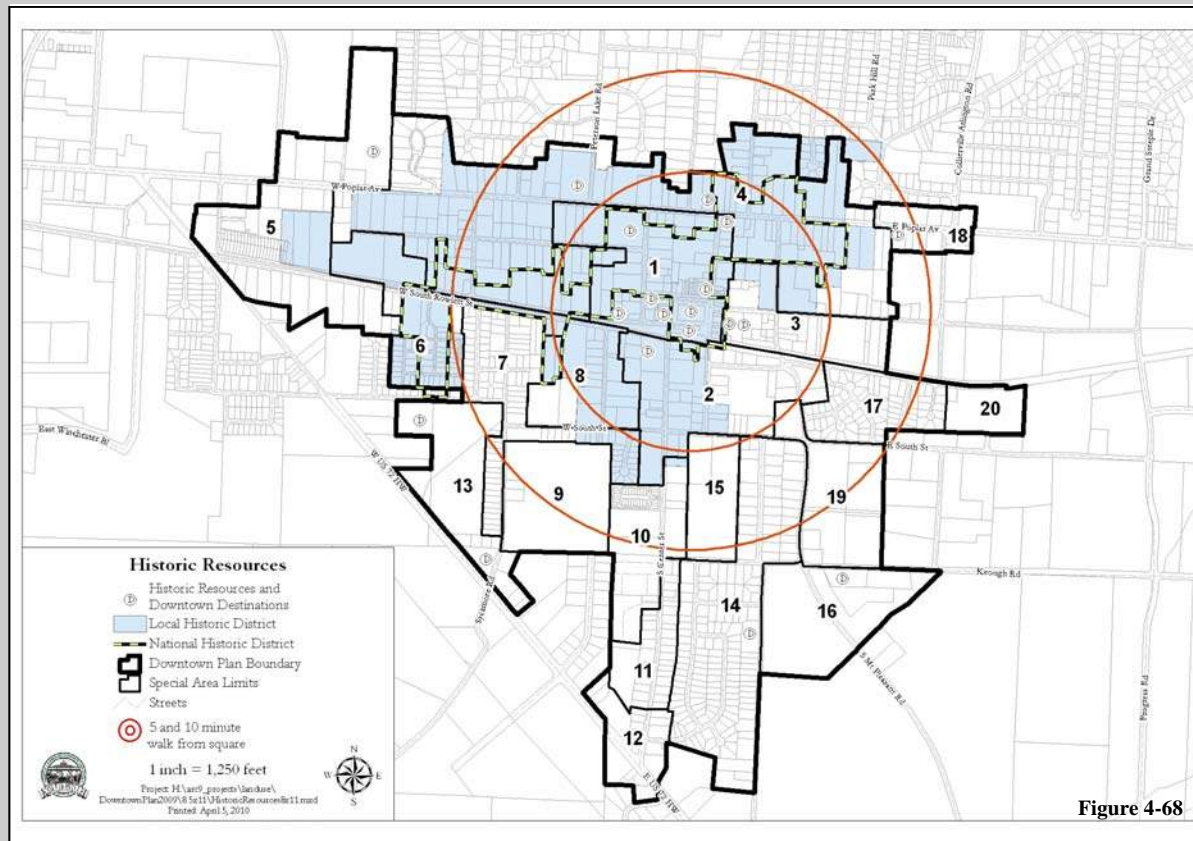
Figure 4-67

Main Street and Poplar Avenue, the Town opened the Bess Morton Crawford White Church Museum of Collierville History (see Figure 4-63). The Museum is an exciting addition to the discovery, promotion, and protection of Collierville's history. This location is mentioned in Chapter 6 as part of the Town's Destination Initiative. Through varied uses and programming, it is anticipated to increase heritage tourism and have a positive economic impact on the Heart of Downtown. The Town, Main Street, and the Chamber of Commerce should collaborate on ways to expand tourism efforts for

Downtown.

Interconnected street and sidewalk network: Development in the historic district evolved by informal means, rather than by an original plan. Such development occurred gradually along side streets, such as Walnut Street and North and South Rowlett Streets, as larger tracts were subdivided and economic conditions prompted the development of smaller individual parcels. This informal approach to growth is largely responsible for the irregular grid pattern of the town's streets, as they were established

primarily along property lines rather than planned by design. The existing interconnected street and sidewalk network should remain, with infill of new sidewalks where sidewalks are absent. New sidewalk and road connections should be made where necessary to break up long blocks and provide additional relief to the vehicular and pedestrian network outside of the immediate Town Square area (see Figure 3-18 in Chapter 3 for specific recommendations and also the Priority Projects identified in Chapter 6).



Collierville Historic District
 (added 1990 - Shelby County - #9000305)
 Roughly N. and S. Rowlett, Poplar, and Walnut Sts., Collierville
 (700 acres, 79 buildings, 14 structures)

Historic Significance: Event, Architecture/Engineering

Architect, et al., McGinnis, W.W.
Builder, or Engineer:

Architectural Style: Queen Anne, Greek Revival, Colonial Revival

Area of Significance: Architecture, Community Planning And Development, Commerce

Period of Significance: 1850-1874, 1875-1899, 1900-1924, 1925-1949

Owner: Private, Local Gov't

Historic Function: Commerce/Trade, Domestic, Religion

Historic Sub-function: Religious Structure, Secondary Structure, Single Dwelling, Specialty Store

Current Function: Commerce/Trade, Domestic, Religion

Current Sub-function: Religious Structure, Secondary Structure, Single Dwelling, Specialty Store

Figure 4-68

CHAPTER 5: FUTURE LAND USE AND CHARACTER

A. Overview and How to Use this Chapter

This chapter serves as the preeminent vision for the physical future of Downtown Collierville. When used as a guide for the development of specific properties, conformance with this plan should be determined by applying four tests.

- **TEST 1:** Review the applicable policies in Chapter 6 for a specific area and how they might affect the Town's approach to any development requests in that area:
 - What are the Town's priorities for the area and how would they impact the request (timing, priority, funding, adequacy of infrastructure)?
 - Does the request or idea help the Town to implement one or more of its initiatives for the area?
 - Sometimes the initiatives may appear to be conflicting. How does a development request or idea further or hamper implementation of any strategies?
- **TEST 2:** Determine the Character Area that applies to the property by referring to the Character Areas Map. Review the Character Area policies that apply within the Character Areas section.
- **TEST 3:** Review the recommendations for the applicable Special Area to determine policies that would affect future land use and whether there are any specific policies applicable to the property that may be modified or enhanced from the Character Areas section. Also, consult the Character Studies for examples of how these policies could be implemented.
- **TEST 4:** Finally, determine if there are any further modifications or additional recommendations by referring to the 2001 Land Use Plan (as may be amended).

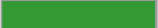







B. Role of the Character Studies

For certain areas, illustrative concepts were prepared and are referred to in this Chapter as "Character Studies". A total of 20 Special Areas within Downtown Collierville were studied, but not all to this degree of detail. In some Special Areas, illustrative conceptual site layouts, supporting perspective illustrations, and photographs (those from Collierville are specially labeled), have been provided to demonstrate how to achieve the intent of the applicable Character Area and Special Area policies for the site. These images may also depict the desired street relationship of buildings, site circulation, relationship to the Recommended Block Pattern (Figure 3-20), integration of open space per the Green Corridors/Infrastructure Character Area, and other design features such as transitions to surrounding land uses and neighborhoods. They are conceptual sketches; actual use of individual buildings may vary and locations of building, parking and other site features may change subject to market conditions and the development programs proposed by private developers. Put simply, they are what could occur based on the policy recommendations in Chapters 3, 5, and 6, but are not to be interpreted as the only way to develop a particular property, or a guarantee that the Town would approve a depicted project without first verifying compliance with Town codes, guidelines, and ordinances, and making sure that there was adequate infrastructure to support the development.

C. Character Areas

This small area plan begins with the primacy of design quality. It recognizes that a mixture of uses at a range of densities is possible if properly designed. The character and livability of Collierville's Historic Square and its surrounding neighborhoods are not ensured simply by planning for the geographic distribution of land use and public services. Quality of life, preser-

vation of historic resources, and compatible infill, is determined as much by the quality of development, which is a direct function of design. As a way to plan for this issue, a series of basic design approaches is established in this plan in the form of seven "Character Areas", which are then mapped for the study area (see Figure 5-1). Furthermore, these Character Areas are also coordinated with the more specific policies of the Special Areas and any "Character Study" concepts shown in Chapter 5. The Character Areas applicable for Downtown Collierville area include:

Character Area/Character Study	Color Code
Green Corridors/Infrastructure	
Downtown Core	
Traditional Neighborhood	
Activity Center: Mixed Use	
Activity Center: Village Retail	
Conventional Suburban Neighborhoods	
Activity Center: Technology-Light Industry	
Special Areas and Other Character Images	

The Character Areas, sometimes called "place types," in other planning efforts, are the keystones to this plan. They are intended to identify appropriate land uses for larger areas without specifically designating future development on a parcel-by-parcel basis, and to promote high-quality design while allowing land-use flexibility. The Character Areas provide general guidelines to be followed in the development design and review process. These guidelines are not intended to be hard and fast rules; rather, they are intended to provide guidance in interpreting the intent of the Character Areas.

The following Character Areas establish a series of design templates that guide the way different land uses can be developed and mixed relative to each other. The Character Areas establish a series of guidelines allowing the Town to evaluate the quality and character of new growth.

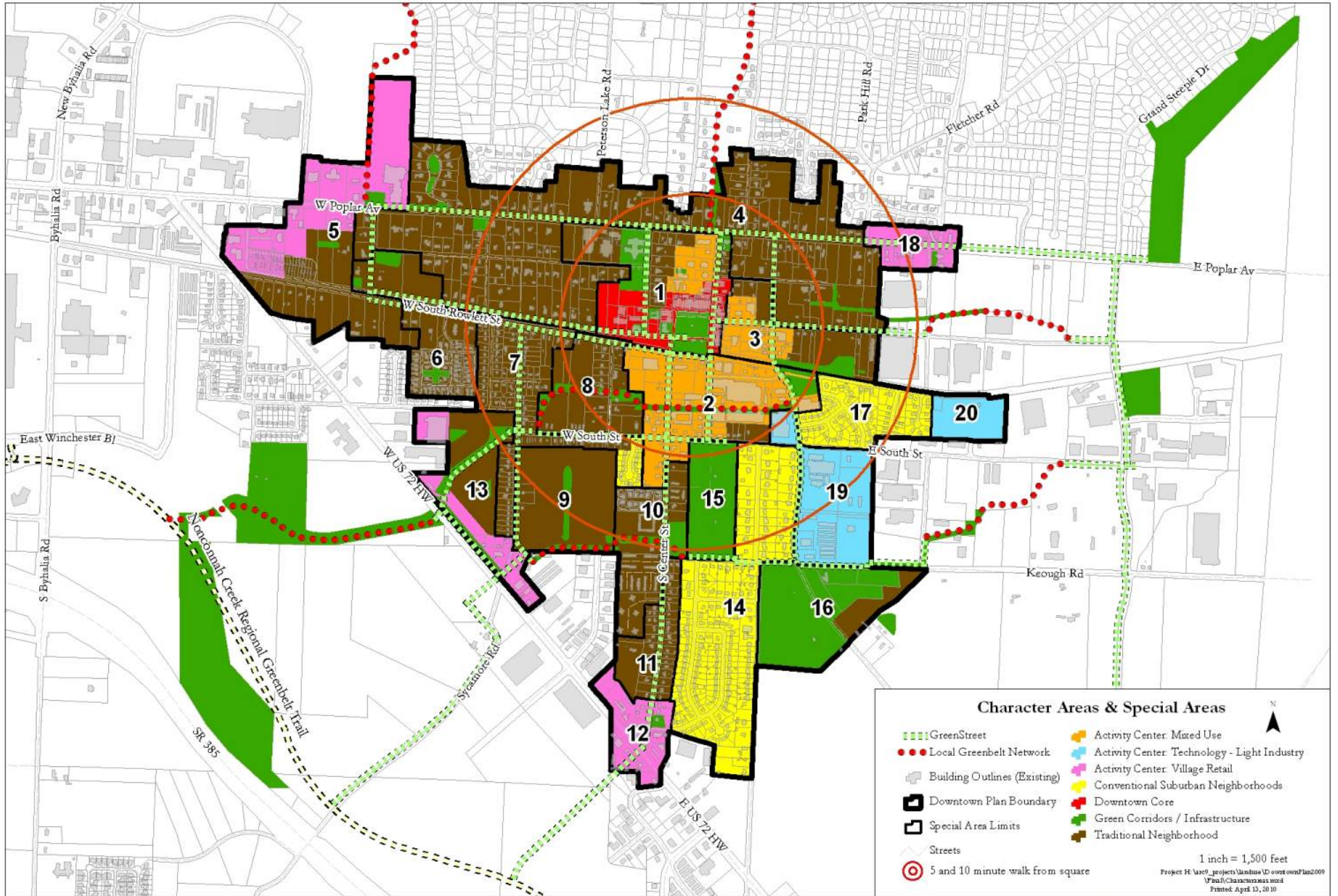


Figure 5-1



Figure 5-2



Figure 5-4



Figure 5-5



Figure 5-3

These guidelines are intended to supplement the Town's Design Guidelines, which focus on more detailed aspects of individual site design. These Character Areas are intended to link the details of design and the larger-scale issues of integrating and mixing land uses to create quality and livable neighborhoods and districts.

Green Corridors/Infrastructure Character Area

The Green Corridors/Infrastructure Character Area (see Figure 5-17) is an extension of the "Open Space Mandate" from the 2001 Land Use Plan, and pulls together several previously-adopted land use policies and terms used in the Future Land Use Map and the Greenbelt Master Plan. These terms include floodways, floodplain areas, regional and local greenbelt trail corridors, public parks, private open spaces, and areas along streams and creeks. The conservation of these areas serves several purposes.

- It preserves open space, which is also a long-term community value.
- It supports groundwater recharge and water quality, reduces stormwater runoff, and provides for stormwater management.
- An interconnected and linear system of corridors and nodal open spaces creates both pedestrian and wildlife corridors.
- It works hand-in-hand with the significant open space preservation found within Conservation Subdivisions, which are not likely within Downtown Collierville, but may be appropriate for new residential development to the south or west. Connecting these open spaces to Downtown is important.

Careful stewardship of the floodplains and their related drainage infrastructure helps to preserve sensitive environmental areas that have an inherent long-term value to the community. Most importantly, however, the preservation of floodplains in particular has a direct public-



Figure 5-6
Collierville Example



Figure 5-9



Figure 5-7



Figure 5-10



Figure 5-8



Figure 5-11

safety purpose and helps to minimize property damage during periods of flooding.

It should be noted that inclusion in the Green Corridors/Infrastructure Character Area (see Figure 5-2) does not convey public or private ownership, but instead is a tool to better convey to property owners and stakeholders the intended future land use and intensity. As little development as possible should occur within the Green Corridors and attempts should be made to cluster any development outside of the Green Corridors.

Development within environmentally sensitive parts of the Green Corridors/Infrastructure Character Area is discouraged and will be prohibited to the maximum extent provided by law, but that may not preclude all development potential. Ideally, these areas should be removed from development pressure by placing them in dedicated open space, conservation easements, or public ownership; however, this may not always be practical, and private ownership may continue to be prevalent in these areas. Development surrounding Green Corridors/Infrastructure should be strategically located to orient pedestrian activity and primary building facades such as front porches towards the green space providing “eyes on the park”, a form of security created when residents surrounding the park take ownership in the park and provide added surveillance, aiding police in reducing crime.

The specific way this planning policy is applied depends on the regulations adopted in the Town’s Zoning Ordinance and Subdivision Regulations, as well as the factors of each particular development application. In addition to these specific policies, the adopted Greenbelt Master Plan, and policy of conservation of the areas so designated in this plan will guide the



Figure 5-12



Figure 5-14



Figure 5-13
Collierville Example



Figure 5-15



Figure 5-16

Town in decisions about specific parks planning, property acquisition, planned developments, site plans, and other related planning decisions. The following are the policies that will guide the Town within Green Corridors (see Figure 5-17).

- Except for development associated with parkland or civic uses, development should be limited to non-intrusive changes designed to provide public access, where appropriate. These are limited to access drives, parks, parking areas, shelters, trails or related uses, only upon a determination that the environmental integrity of the area can be protected.
- Fencerows, tree lines, woodlands, and other valuable natural and historic resources should be maintained.
- Streambank restoration and protection is particularly encouraged along waterways.

On sites with a portion located within a Green Corridors/Infrastructure Character Area (see Figure 5-17), the transfer of development density from one area of the site to the other is appropriate to protect property rights, while still providing for environmental protection. The voluntary Transfer of Development Rights (TDR) from one area to another is authorized by State Law, and property owners within a Green Corridors/Infrastructure Character Area interested in the Town establishing a TDR program should contact the Town. Because property within the Green Corridors/Infrastructure Character Area (see Figure 5-17) is often controlled by governmental agencies or non-profits, such land may also be appropriate for civic purposes. Examples include educational facilities (public and private primary and secondary schools, universities) community centers, cemeteries, churches and similar uses. Such uses may be appropriate in these areas on a case-by-case basis pursuant to the policies of the applicable Special Area.

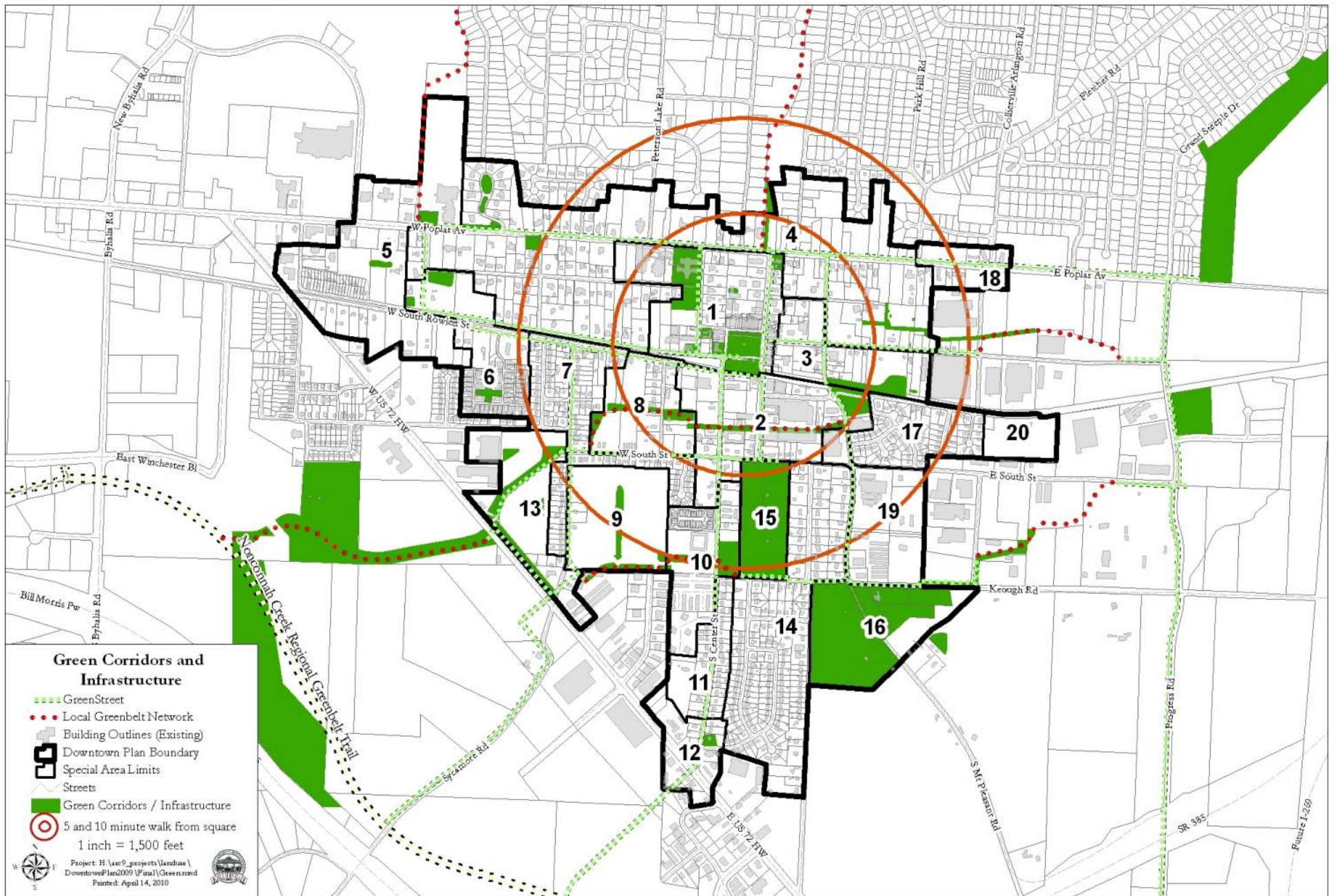


Figure 5-17



Figure 5-18



Figure 5-19



Figure 5-20



Figure 5-21

Downtown Core Activity Center

The Downtown Core Character Area is comprised of what has been traditionally referred to as the Historic Square area, as well as additional properties lining Mulberry Street, Main Street, North Rowlett Street, and even includes parts of Walnut Street and Washington Street. The majority of the Downtown Core is within the Collierville's Local Historic District and/or in the National Register Historic District. During the 2010 study, the area included many historic structures and a varied mix of uses, including restaurants, boutique retail shops, coffee shops, offices, and other small-scale commercial uses typically found in a downtown setting; major public uses and quasi-public uses including the Town of Collierville's Police Headquarters and Court Complex, post office, Main Street Collierville office in the existing railroad depot, and a variety of churches and other institutional uses. Perhaps the most notable feature is the central greenspace on the Town Square, formally known as Town Square Park, which is part of the Town's park system and serves as the cultural heart of the community, contains a large gazebo, mature trees, and park benches. A diverse mix of uses, including second floor residential, will continue to be encouraged within the downtown core to ensure that it continues to function as the Town's center.

The area has a historic commercial character typically at a scale of 1 to 2 stories. Historically, 2 story buildings were common, as the Masonic Lodge site at the northeast corner of Main and Washington was 2 stories, but at one time, a 3-story hotel was located on Main Street adjacent to the railroad. Interestingly, because of topography changes around the railroad, the historic Square north of the railroad tracks is close to a full story higher than the finished floor of buildings on the south side of the railroad tracks fronting on North Rowlett. This grade change



Figure 5-22

could allow for buildings taller than would be permitted and contextual on the north side of the tracks and provide needed visual enclosure to the historic Town Square Park. Heights taller than two stories are not without precedent downtown, as two hotels that reached three-stories once faced Town Square Park, and the existing Methodist and Episcopal churches also exhibit greater scale and massing than the other buildings on the Square.

Buildings throughout Collierville's Downtown Core have a strong relationship to the street frontage, typically highly detailed on the street side, and have a strong orientation towards pedestrians.

Future Land Use

Commercial uses are to be concentrated in this mixed use area to promote a vibrant downtown core while protecting the residential character of the surrounding area. Retail uses are encouraged to locate on the ground floor, while office and residential uses are encouraged on the floors above. Offices may be appropriate on first floors if within storefronts located mid-block, as this will allow the corners of Downtown to be active with retail destination uses after normal business hours.

Existing civic and institutional uses are encouraged to remain and future civic and institutional uses are encouraged. Residential development in the form of contextually-designed attached residential, upper-floor residential, and accessory dwellings are appropriate. Residential uses on and around the Square are encouraged to help support the retail uses and to provide after-hours activity and to promote the Live, Work, Play and New Rooftops Initiatives discussed in Chapter 6.



Figure 5-23



Figure 5-24
Collierville Example



Figure 5-25



Figure 5-26

Development Form

The area should follow the Traditional Design Principles. More dense, mixed-use, and residential development should be allowed in the area because of the significant breadth of the Square. New buildings in the Downtown Core may be at a scale up to 2 stories with proper detailing and massing. It may be possible to accomplish taller buildings in the Downtown Core of up to 3 stories, but only in certain circumstances. Such circumstances include modern interpretations of the old hotel site or in remote locations. It is also appropriate to add second or third stories to existing buildings, and a common architectural technique for doing this without changing the historic scale of a downtown is to “step back” a second story significantly from the front façade so that the addition is less visible, especially from street level. The new void space created can prove valuable for rooftop terraces to be enjoyed by upper floor residents or offices, or even as outdoor dining or reception space.

Parking to support forms such as the Downtown Core is complex, and warrants further study (see Chapter 4 overview of parking and Next Steps in Chapter 6). Development may be supported by on-street parking, municipal parking fields existing around the Square, or new surface and/or structured parking located to the side or rear of buildings. Parking fields should not be located at street corners.

Parallel on-street parking is encouraged; angled parking is allowed. Structured parking, if provided, must incorporate active ground floor uses and landscape and/or architectural features to shield the appearance of parking from public view. Liner buildings are expected to screen structured parking from view along the streetscape. Structured parking may be allowed on the outside of the

Figure 5-16

block if it maintains an active ground floor with usable storefronts and upper floor façade and cornice treatments. Facades throughout the Downtown Core should be historically detailed, include features such as inviting storefronts, appropriate signage, awnings or canopies at entrances, and architectural lighting. Fenestration for second floor uses should be based on historic architectural patterns; façade treatments should emulate the character of the best examples of late 19th century architecture.

Connectivity

The existing interconnected street and sidewalk network should remain, with new sidewalk and road connections made where necessary to break up long blocks and provide additional relief to the vehicular and pedestrian network (see Chapter 4)

Open Space

Additional open space will be minimal given the traditional and historic commercial character of this area, with Town Square Park at the Historic Square and Tom Brooks Park providing much of the needed open space for the Downtown Core Character Area. These spaces are publicly-accessible and meet the needs of the immediate area. With private development and redevelopment, courtyards, small greens and plazas can provide additional open space within the traditionally-scaled built environment. Through the GreenStreet system, Town Square Park and Tom Brooks Park can be connected to the Town Greenbelt system and other parks.



Figure 5-27



Figure 5-30

Traditional Neighborhoods Character Area

The Traditional Neighborhoods Character Area consists of the areas immediately adjacent to the Downtown Core, and is primarily characterized by historic, single family residential homes with a traditional development pattern. These historic neighborhoods contain some of the oldest residential buildings in Collierville. The community desires to maintain the historic residential character and scale. Many of the properties that comprise the Traditional Neighborhoods Character Area are within the Local Historic District and/or in the National Register Historic District, and contribute to the eclectic mix of historic resources surrounding the Downtown Core area; however, several properties do not have a historic designation, but have been designated within the Traditional Neighborhoods Character Area because of their potential to positively or negatively contribute to the historic resources and Downtown Core area over time. Office, multifamily apartments, and commercial uses have slowly encroached into some single family residential areas over time.

The policies affecting forms and uses in the Traditional Neighborhood Character Area are largely based on the Traditional Design Principles of Chapter 6. These principles are modeled after a new pattern of development that emerged in the late 1980s that is heavily influenced by pre-WWII neighborhood design, and is typically applied to new development areas; however, in Collierville's downtown area, the term Traditional Neighborhood refers to both the historic areas and new neighborhoods built according to Traditional Design Principles (see chapter 6).

The Traditional Neighborhood Character Area reflects human scale, walkable communities with a modest mix of uses at strategic locations similar to that of the area immediately sur-



Figure 5-28



Figure 5-31



Figure 5-29



Figure 5-32



Figure 5-33



Figure 5-35



Figure 5-34



Figure 5-36

rounding the Historic Square. The Traditional Neighborhood Character Area is a modern adaptation of that historic pattern and therefore translates very well to many of Downtown Collierville's historic neighborhoods, which were built between the 1870s and 1940s. Magnolia Square (2000s), Washington Gates (2009), and Twinings of Collier (2010), are modern examples of new neighborhoods in the Study Area that are generally consistent with the Traditional Design Principles. With many development opportunities within a 10 minute walk to the Square, the Traditional Neighborhood Character Area is likely to be a main location for helping the Town to address its New Rooftops Initiative for meeting the Vision as described in Chapter 6.

The design created by the Traditional Design Principles is typically characterized by a "grid", or frequently interconnected street network, often served by alleys, varied-housing types and some mixed uses. These mixed uses, with basic architectural consideration, can be integrated into a neighborhood, even if the neighborhood is new. Accessory residential units are also easily accommodated. The Traditional Design Principles require a different set of physical standards, often called "form-based codes," including maximum setbacks or "build-to" lines, porches, and garages that are rear-facing or detached from the main house.

Buildings in the Traditional Neighborhoods Character Area are typically one and 1/2 to two and 1/2 stories in height, but flexibility should be afforded to allow varying heights, with compatibility with the context of adjacent buildings, planned scale of the applicable Character Area, and proximity to single family uses being factors. Higher residential compactness, on a case-by-case basis, is appropriate in some parts of the Character Area to promote the efficient use of infrastructure and land, generate more po-



Figure 5-37



Figure 5-38



Figure 5-39

tential pedestrian opportunities, and to create the “critical mass” of residents necessary to maintain a vital Heart of Downtown as described in Chapter 6.

While there are only a few remaining opportunities for new residential developments on vacant properties in the areas designated as Traditional Neighborhood Character Area, many of the opportunities for increasing the residential population will be oriented towards incremental infill and redevelopment.

Future Land Use

Areas are to be developed primarily with single family detached or attached residential uses, as specified by the policies of the applicable Special Area in this Chapter.

Residential neighborhood areas should generally be protected from commercial and industrial encroachment, which includes office uses; however, some Special Areas may permit office uses in areas that were once formerly vibrant for single family residential, but are now transitioning to new uses. Cooper Street and Poplar, for example, has long been used for a small commercial node. Another example includes the residential properties on Main Street between Poplar Avenue and the Square, which are appropriate for Adaptive Reuse as office uses. New non-traditionally designed buildings for commercial uses should not be allowed, and retrofits of inappropriate existing buildings should reduce present conflicts.

Significant civic institutions, such as schools, churches, branch libraries, community centers, and colleges, are appropriate to locate in this Character Area on a case-by-case basis provided they are designed to be compact, compatible with the neighborhood’s character, and the infrastructure will support such uses. New attached residential uses may be permitted in

certain Special Areas where it can be demonstrated that these uses do not negatively impact the established single family character of the block face along the public street. Accessory dwellings are appropriate in the area on a case-by-case basis. Live-work buildings may also be appropriate if the Special Area language permits them.

Connectivity

The existing interconnected street and sidewalk network will remain. Additional street interconnectivity is needed to create a unified block system similar to the existing or planned street network found in and around the Downtown Core and Mixed Use Activity Center. See Chapter 3 and the Recommended Block Pattern (Figure 3-20) for proposed street linkages, as well as the Green Corridors/Infrastructure Map for a new system of connected sidewalks that should be present.

Open Space

Tom Brooks Park, Suggs Park, and Town Square Park on the Historic Square provide significant open space for much of Downtown Collierville that falls within Traditional Neighborhood Character Areas; however, many neighborhoods, homes, and businesses are too far from these open spaces (more than a 5 minute walk). Additional public parks or forms of private and/or formal open space are needed to fill gaps where parks are more than a 5 minute walk. Pedestrian friendly routes should be created to link existing or planned “Activity Centers,” greenways, and park space.

A new linear greenspace should be created and have a public edge that is physically and visually accessible to the public. The purpose is to provide improved stormwater conveyance and connect Suggs Park to other parks in the Town. This system will create points for passive recre-



Figure 5-40
Collierville Example

ation, small informal gatherings, environmental education opportunities and scenic vistas. See the Green Corridors/Infrastructure Map in this Chapter for open space, Greenbelt, and GreenStreet recommendations (see Figure 5-17).

Development Form

With the exception of buildings with architectural features like lanterns and overlooks, buildings may be at a scale up to two and 1/2 stories; however, taller buildings may be appropriate on a case-by-case basis. For historic properties, the Historic District Commission's (HDC) guidelines provide additional standards to address development form of the neighborhood including transition between uses, massing and scale. Some areas of the Traditional Neighborhood Character Area may currently be in a development form more consistent with Conventional Suburban Neighborhood Design, (such as the multifamily and single family uses along Center Street); however, the decision to include them within the Traditional Neighborhood Character Area is intentional. The Traditional Neighborhoods designation for these areas currently creates gaps in the development forms most ideally suited for sustaining the Downtown Core, and anticipates that the Town and private property owners will make incremental improvements over the decades to better integrate the otherwise disjointed Downtown Core, Mixed-Use Activity Centers, Village Retail Activity Centers, and other Traditional Neighborhoods. Non-residential uses, such as Collierville Middle School, should maintain the residential scale of the area in the design and construction of new buildings or the expansion of existing buildings.

The following polices will guide the Town in the consideration of new development, infill and redevelopment projects within Traditional

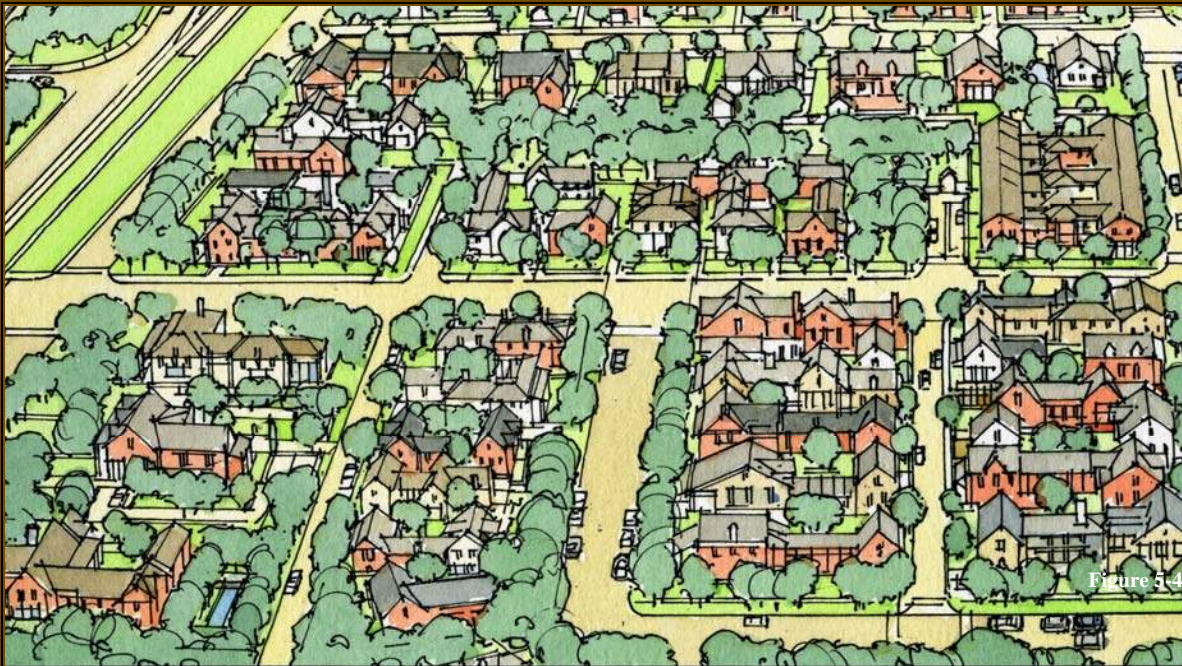


Figure 5-41

Neighborhoods Character Areas.

- Traditional Neighborhoods should be designed according to the Traditional Design Principles as described in Chapter 6.
- Large-scale developments or complicated infill projects are often governed by an Outline Plan in a Planned Development, although this may not always be the case.
- Except for mixed use building types or small infill projects, the dominant use within Traditional Neighborhoods should be residential, with nonresidential uses subordinate to residential. Mixed uses are encouraged, but Traditional Neighborhoods should be residential neighborhoods first, with nonresidential uses providing support to the neighborhood.
- Traditional Neighborhoods may provide a wider spectrum of permitted uses and layouts, which would encourage internal movement and reduce automobile congestion often caused by lack of connecting streets and isolated residential uses. Mixed housing types (detached and attached dwellings) are generally encouraged in Traditional Neighborhoods, but only if supported by the policies for the Special Area. Alternative accessory housing options, such as accessory apartments may be allowed in certain situations.
- In most cases with detached dwellings, designated parking will be through driveways and garages, with garages located to the side or rear of the home, and guest parking provided as parallel on-street parking where possible. Alleys should be provided for attached dwellings and are encouraged for detached dwellings on small lots. Parking in front yards is not appropriate.
- Homes in Traditional Neighborhoods should “address the street,” which means that the main entrance of buildings (not the garage) should be oriented to the street, and the progression of public to private characteristics of traditional neighborhoods (street to sidewalk

to front yard to front porch) should be preserved. Where curb cuts are not practical from the street, or in the case of attached dwellings, alleys or private drives are appropriate design techniques to prevent “reverse frontage”.

- When garages are loaded from the street for detached dwellings, the garage should be substantially recessed from the front facade of the house (20 feet or more) to hide vehicles and maintain a streetscape where garages are ancillary.
- On-street parallel or angled spaces are encouraged for nonresidential buildings in Traditional Neighborhood, as well as residential units served by rear alleys or services drives.
- Off-street parking between the building and street, whether at street corners or mid-block, is highly discouraged because it disrupts visual enclosure, is contrary to the downtown streetscapes, and inhibits the enhanced walkability efforts of Chapter 3 for Downtown. Refer to Chapter 3 for additional discussion of off-street parking Downtown.
- Parking lots at street corners are highly discouraged for this reason; however, it is acknowledged that they may occur to provide relief for increasing parking demand downtown. If used, they should be temporary in nature, and be designed to allow for future infill development and completion of the urban fabric for downtown.
- In all cases, parking should be well illuminated, screened from public streets through walls, fences, or vegetation, and buffered from any adjacent residential uses.
- The compactness of the development and perimeter lot widths should vary to respect established patterns and densities. Gross density should be determined on a case-by-case basis based on the merits of the design.
- There should be a short distance to amenities; sites should be designated for churches,

parks, schools, stores and other public gathering places within a five-to-ten-minute walk from homes.

- Traditional Neighborhoods should capitalize on options for open space/greenbelt trail connectivity, especially where part of the Green Corridors/Infrastructure network (see Figure 5-17).
- New civic institutions, such as schools, churches, branch libraries, community centers, and colleges should take cues from the materials, massing, scale, and style of other iconic institutions in the area, such as the Historic Collierville High School and the Methodist Church on the Square. They should consider using multi-level buildings to create a compact and efficient campus.
- Within certain Special Areas that are appropriate for Traditional Neighborhoods, a parking structure may be appropriate so long as it does not adversely impact the residential character of the area. Large stand-alone parking structures that are truly geared toward commercial/office uses are prohibited.



Figure 5-42



Figure 5-43

Mixed-Use Activity Center Character Area

The Mixed-Use Activity Center Character Area is intended for areas within Downtown Collierville to provide new and expanded services, employment opportunities and housing adjacent to existing predominantly single family neighborhoods and the Historic Downtown Core. The Mixed-Use Activity Center areas can be found on the south and east sides of the Square, primarily along Center Street and parts of Main Street, North Rowlett Street, and Washington Street.

Some of the properties that comprise the Mixed-Use Activity Centers are within Collierville's Local Historic District or in the National Register Historic District, and contribute to the finite mass of historic resources surrounding the Downtown Core area. Conversely, many properties are not designated by either of the historic designations and are expected to be developed or dramatically redeveloped in a traditional way because they:

- promote the efficient use of established infrastructure, the efficient use of land, more potential pedestrian opportunities; and
- create the "critical mass" of residents necessary to maintain a vital Downtown Core. Being mostly within a 5-minute walk of the Square, this Character Area is likely to be a main location for helping the Town to address its New Rooftops Initiative for meeting the Vision as described in Chapter 6.

In most cases this Character Area is located along major corridors coming into the Downtown Core, such as Center Street, Main Street, South Rowlett and Washington Street. Mixed-Use Centers in Downtown Collierville differ from those existing or planned in outlying areas of the Town in several ways. Those outside of Downtown are typically linear in fashion and



Figure 5-44



Figure 5-46



Figure 5-47



Figure 5-45



Figure 5-48

consist of a single row of lots along a roadway, although larger sites or concentrations of uses may exist. Opportunities to alter existing Mixed-Use Centers beyond a site-by-site approach will typically require the assemblage of multiple parcels and the use of redevelopment tools. The intensity of development in Mixed-Use Centers in Downtown Collierville may also be limited in some areas due to the sensitive nature of the surrounding neighborhoods, infrastructure constraints, and the ability to provide adequate parking.

Future Land Use

Different from the suburban nonresidential connotation for the term mixed-use, in the Downtown context, typical uses are varied within a project, and often within the same building. Typical first-floor uses in Mixed-Use Centers could include retail, specialty stores, personal services, restaurants, groceries, pharmacies, professional offices, and daycare centers.

Appropriate residential uses may include live-work buildings and attached residential (duplexes, townhouses, triplexes, and other multifamily structures). Live-above (vertically integrated) dwelling units on the upper floors above commercial uses can be considered attached residential, as they may take the form of apartments or condominiums.

Detached residential uses may be appropriate on a case-by-case basis, especially as transitions to existing neighborhoods, but caution should be exercised in Mixed-Use Activity Centers to not underutilize development potential with low density development forms.

Open Space

Open space will be minimal given the traditional building forms these areas will be expected to take over time. Historic landscape patterns provide a major part of Collierville's small town



Figure 5-49



Figure 5-50



Figure 5-51

identity and provide important connections to its rural past. Development within this Character Area should emulate this landscape character in new streetscapes, greens and/or plazas as has been done on the Historic Square.

During future anticipated redevelopment, a large linear Greenbelt or GreenStreet should be provided pursuant to the Green Corridors/Infrastructure Map running east to west associated with stream restoration and aesthetic enhancement while providing increased flood storage capacity. This new linear greenspace should have a public edge that is physically and visually accessible to the public. The purpose is to provide improved stormwater conveyance, connect the downtown to the Nonconnah Greenway, and to create points along the way for passive recreation, small informal gatherings, environmental education opportunities and scenic vistas.

In Mixed-Use Activity Centers, streetscapes are part of the public realm, and should be adequately sized for heavy pedestrian activity, and include street trees, wayfinding signage, pedestrian scale lighting, opportunities for outdoor dining, and street furniture (see also Chapters 3 and 6 for recommendations on streetscapes).

With private development and redevelopment, courtyards, small greens and plazas can provide additional open space within the traditionally-formed built environment. These areas may be under common ownership.

Such private “formal” open spaces should be highly accessible and visible and in a prominent location that encourages continued active use. Linear park systems along drainage ways containing greenbelt linkages, amenity areas, and additional storm water capacity should be considered when private development occurs.

Development Form

Within Downtown Collierville, the most compact and dense development should be allowed in the Mixed-Use Activity Centers. With the exception of buildings with architectural features like lanterns and overlooks, buildings are encouraged to be at a scale not to exceed 3 stories; however, taller buildings may be permitted on a case-by-case basis. The most appropriate location for taller structures (3-4 stories) and high density development is the “fourth side of the square,” along Main Street and Center Street south of the railroad tracks, and in remote locations that are not immediately adjacent to existing detached residential neighborhoods, like on the south side of Washington Street.

The following guidelines will apply to the review of development within Mixed-Use Activity Centers:

- Mixed-Use Activity Centers should be designed according to the Traditional Design Principles as described in Chapter 6.

Mixing Uses

- A mixture of uses is encouraged, not just within larger developments, but also on individual parcels and within individual buildings.
- Where appropriate within the established neighborhood context, high-activity uses such as retail are encouraged on the first floor, with uses such as offices and residential encouraged on upper floors. Typically, this pattern of development should be limited to larger parcels or groups of parcels at key intersections or other roads specifically identified in the Special Areas as being desirable for a higher level of intensity. Office uses on the ground floor should be kept to a minimum, and ideally offices should be located mid-block or in spaces built for the flexibility of being adaptively re-used as retail space at some point in the future.



Figure 5-52



Figure 5-53



Figure 5-54

Architecture

- Buildings should be designed to respect the street context, to form street walls where appropriate and to provide transitions in height to adjacent neighborhoods of lesser intensity.
- Buildings and sites should be designed to emphasize pedestrian scale, with human-scale architecture and landscaping. Avoid large featureless buildings, and monotonous or franchise-style architecture.
- Building facades should have highly visible customer-service entrances that feature arcades, arches, canopies, display windows, distinctive roof forms, landscaped features or overhangs. Primary entrances should face streets on which they are located, with storefront architecture wrapping the building if it is located on a street corner.
- All sides of a building open to view by the public and adjoining neighborhoods should display a similar level of architectural quality. Walls should be subdivided and proportioned in a traditional pattern emulating the character of the best examples of late 19th century architecture and using features such as windows, entrances, arcades, awnings or similar features.
- Buildings should have well-defined rooflines with attention to architectural detail with copulas and overlooks encouraged.
- Building materials should be limited to brick, cultured stone, fiberglass, fiber cement siding, masonry, stucco, wood, wood shingles, wood siding or similar materials. Other materials may be appropriate on a case-by-case basis.
- The location of service areas and mechanical equipment should be considered as part of the overall site design and located in well-screened areas either as part of the architecture or in the rear of buildings.

Parking

- Parking to support forms such as Mixed-Use Activity Centers is complex, and warrants further study (see Chapter 4 overview of parking and Next Steps in Chapter 6). Adequate parking should be provided, but excessive parking is discouraged. Uses are encouraged to share parking.
- Adequate parking provisions should be made for residents in the area.
- Parallel on-street parking is encouraged; angled parking is allowed on certain streets (see the Recommended Block Pattern, (see Figure 3-20).
- Development may be supported by surface or structured parking located to the side or rear of buildings which address the street.
- Parking lots at street intersections are inappropriate within Mixed-Use Activity Centers as it disrupts both pedestrian movements and the visual and economic significance that street intersections have in creating vibrant mixed use areas.
- The visual impact of parking should be minimized through the use of interior landscaped islands and through dividing parking spaces into groupings. Ideally, parking should be hidden from the street by being to the rear of buildings and internal to blocks.
- Larger parking areas should be landscaped to screen surrounding neighborhoods from them. Large expanses of paved areas must be avoided.
- The edges of parking lots should be screened through landscaping or other methods, such as decorative fences that are appropriate in character.
- Of all places within the downtown area, structured parking is most likely to occur in Mixed-Use Activity Centers. Structured parking, if



Figure 5-55



Figure 5-56

provided, must incorporate active ground floor uses and landscape and/or architectural features to shield the appearance of parking from public view. Liner buildings are expected to screen structured parking from view along the streetscape. Structured parking may be allowed on the outside of the block if it maintains an active ground floor with usable storefronts and upper floor façade and cornice treatments. Facades throughout Mixed-Use Activity Centers should be historically detailed, and include features such as inviting storefronts, appropriate signage, awnings or canopies at entrances, and architectural lighting. Fenestration for second floor uses should be based on historic architectural patterns; façade treatments should emulate the character of the best examples of late 19th century architecture.

Vehicular Access and Mobility

- Streets and driveways should be designed to be compatible with pedestrian ways to encourage a pedestrian-friendly environment. Specifically, the width of internal streets should be sensitive to pedestrians and minimized to avoid overwhelming the pedestrian scale.
- When multiple sites are assembled, driveways and alleys should be consolidated when possible to minimize curb cuts along the street frontage. Common or shared access points are encouraged.
- Circulation systems should be designed to accommodate vehicular traffic flow yet discourage speeds and volumes that impede pedestrian activity and safety.
- Common or shared delivery and service access should be provided between adjacent parcels or buildings and to the rear of buildings to the maximum extent feasible.

Streetscapes and Pedestrian Mobility

- Larger sites should be broken up into a series of smaller “blocks” where possible.
- A coordinated pedestrian system should be provided throughout the development, including connections between uses on the site and between the site and adjacent properties and rights-of-way (see also Figure 3-20).
- Continuous sidewalks or other pedestrian facilities should be provided between the primary entrances to buildings, to parking areas that serve the buildings, and to pedestrian facilities on adjacent properties that extend to the boundaries shared with the development, any public sidewalks along perimeter streets, or other community amenities or gathering spaces.
- A streetscape plan should address the relationship between vehicular and pedestrian traffic, pedestrian facilities, street and sidewalk lighting, landscaping, street furniture, etc.
- Adequately-sized sidewalks should be provided to allow unobstructed pedestrian circulation free of street furniture, outdoor dining, trees, and lighting poles. Five feet or more of unobstructed clearance is the ideal.

Other Important Details

- Service areas and mechanical equipment should be screened from public view.
- Site furnishings, such as benches, bike racks, lighting fixtures, seating, trash receptacles, tree grates, transit stops should be addressed in the streetscape plan.
- A master sign plan should be prepared illustrating the location, materials, size and type of all signage appropriate to the Character Area.



Figure 5-57
Collierville Example



Figure 5-59
Collierville Example



Figure 5-58



Figure 5-60



Figure 5-61
Collierville Example

Village Retail Activity Center Character Area

Character

Village Retail Activity Centers, most often located at the “Gates” to Downtown Collierville, flank the main entry points to the Downtown Core to its south (Center Street, Sycamore Street) and abut the historic neighborhoods to the east and west (Poplar Avenue). As part of the Visual Cues Initiative (see Chapter 6), the community desires to improve upon the established character and scale of these areas, which represent important corridors leading into the historic Downtown Core, Traditional Neighborhoods, and Mixed-Use Activity Centers.

Land Use

The area is currently underutilized in terms of development potential. Existing commercial uses are anticipated to redevelop in the future. Commercial uses, along with civic and institutional uses, are to be concentrated in this area to promote a vibrant downtown core while protecting the residential character of the surrounding area. Commercial retail uses and personal services, when at a neighborhood scale, are intended to serve surrounding neighborhoods within a radius of one to three miles. Such uses are sometimes located in stand-alone buildings or in small commercial centers and may include convenience stores, drug stores, restaurants, small clothing stores, small grocery stores, specialty shops, and offices.

Appropriate residential uses may include live-work buildings and attached residential (duplexes, townhouses, triplexes, and other multifamily structures). Live-above (vertically integrated) dwelling units on the upper floors above commercial uses are encouraged and can be considered attached residential, as they may take the form of apartments or condominiums.



Figure 5-62



Figure 5-63



Figure 5-64

Connectivity

At a minimum, the existing interconnected street network should remain; however, pedestrian connectivity needs enhancement for all streets. Additional street interconnectivity is needed along Poplar Avenue, Highway 72, and North and South Rowlett to better integrate the site with the existing street network and residential populations within the neighborhoods surrounding the Historic Square.

Open Space

Open space will be minimal compared to conventional suburban developments given the desire for increased compactness and pedestrian focus. The most visible forms of future open space in Village Retail Activity Centers will be private improvements to public streetscapes, landscaping surrounding buildings and parking lots, and private streetscape along private drives. Such improvements may include trees, shrubs, hardscape, lighting, and furniture (including opportunities for outdoor dining). Also, in private development, small but well landscaped greens or outdoor plaza spaces should be common. Such private “formal” open spaces should be highly accessible and visible and in a prominent location that encourages continued active use.

Development Form

Either traditional standards or the conventional Collierville Design Guidelines may apply, which will provide the flexibility to encourage redevelopment on these sites. At points, Village Retail Activity Centers will resemble the Mixed-Use Activity Centers, but be less dense and more “nodal” in form. Buildings will likely be seen at a scale of 1 or 2 stories; however, taller buildings may be appropriate on a case-by-case basis and depending on the policies of the Special Areas.

The Village Retail areas, at build-out, will provide a sense of arrival and their traditionally-inspired designs will be important visual cues that the driver is leaving a suburban auto-oriented environment and that the Historic Square is nearby (see Visual Cues Initiative and the “Gate” concept described in Chapter 6).

Because of its location away from the walkable Heart of Downtown, single-site, freestanding commercial buildings oriented to automobile users may be common in Village Retail Activity Centers, and consequently it may have a more suburban form than other parts of the Study Area. Regardless of use, Village Retail Activity Centers should be designed as follows.

- Buildings should be oriented toward the public streets, and possibly toward streets/internal driveways designed to include elements of and resemble streets.
- Entrances to buildings will be located on facades that address the street. Buildings may have secondary entrances from rear parking lots or internal driveways designed to include elements of and resemble streets.
- A system of blocks should be the organizing element for larger redevelopments. Blocks ensure a walkable and connected street network and will facilitate orderly phasing of development and redevelopment.
- Buildings should have a storefront character.
- Buildings at a scale of greater than 2 stories are appropriate on a case-by-case basis. Functional 2 to 3 stories are encouraged over faux treatments that mimic traditional forms; however, store heights mimicking multiple stories may be appropriate based on the proposed use.
- Parking, vehicular use areas and service areas (i.e., loading) should generally be located behind buildings; however, this may not be practical given the shape of some lots or on-street parking being unlikely (e.g. Hwy 72).



Figure 5-65



Figure 5-66

Off-street parking beside buildings or between the building and the street may be permitted on a case-by-case basis if screened via contextually-designed fences and/or walls.

- Many of the properties designated as Village Retail Activity Centers are adjacent to or near existing single family residential uses. Compact but adequate buffering in the form of tree hedges, fences, and/or walls should be provided to transition between uses and mitigate adverse impacts.



Figure 5-67



Conventional Suburban Neighborhoods Character Area

The Conventional Suburban Neighborhoods Character Area consists of typical residential subdivisions that were built in Collierville over the past thirty years. While this type of neighborhood is much less prevalent nearer to the Historic Square than in outlying areas of the Town, they can be found within a 10 or 15 minute walk of the Square. Examples include areas like Carrolton Cove, Allison Heights, and Friendship Cove.

These neighborhoods generally consist of detached housing on lots with front, rear and side yards. Conventional Suburban Neighborhoods are usually single-use developments and do not typically include business, institutional or other non-single-family uses; however, institutional uses like churches sometimes can be found.

They may include either passive or active open-space uses, but these are rare and not usually connected from one subdivision to another. Sometimes they may also include attached housing, which occurs in multifamily complexes, but this is typically not the case in Downtown Collierville.

The street pattern is usually curvilinear with numerous cul-de-sacs or “coves”. While these development concepts are common with new residential development, especially in new developments away from the Historic Square, it can create unconnected and isolated “pods” of development, encourage an over-reliance on the automobile, fail to create usable open space and not allow a sufficient number of ingress-egress alternatives. Often homes are “front loaded,” which means a garage, carport, or parking pad at the front of the home. Pedestrian facilities, particularly between subdivisions,





Figure 5-71
Collierville Example



Figure 5-72
Collierville Example



Figure 5-73
Collierville Example

are piecemeal and often uninviting to pedestrians, or nonexistent.

Most of Downtown Collierville's Conventional Suburban Neighborhoods are built out, and should be maintained through consistent code enforcement. Should remaining portions of the original subdivision remain available for development, it is recommended that development be completed with the same pattern and character, while making incremental improvements to better integrate distinct neighborhoods with each other and other areas of Downtown Collierville. The following are guidelines for new development in the Conventional Suburban Neighborhoods Character Area:

- High-quality design will be encouraged through continued implementation of the Design Guidelines and Zoning Ordinance, particularly for streetscape landscaping, foundation landscaping, screening of parking, buffering of residential areas, and adequate parking.
- When a new garage or garage expansion is added to an existing home, the face of the garage closest to the public street should be set back a minimum of ten feet from the front of the existing home.
- Conventional Suburban Neighborhoods should emphasize more connectivity between subdivisions, while avoiding the creation of isolated islands of development.
- More street connections should be encouraged in residential subdivision design. Rather than focusing traffic on a few collector streets or arterials—which tends to create bottlenecks of congestion—more through streets should be encouraged to better disperse traffic and to reduce its isolated impacts at certain points.
- When new development occurs, it should be designed around and connected to any open-space corridors or networks and follow the open space recommendations for Traditional

Neighborhoods.

- Pedestrian facilities should be included in all new developments, unless circumstances make this unrealistic. The Town should work with developers to create plans and standards for pedestrian systems to tie subdivisions together or into the greenbelt system. In particular, improved connections between key destination areas should be developed, such as between residential and commercial areas, and between residential areas, parks and schools.



Figure 5-74
Collierville Example



Figure 5-75
Collierville Example



Figure 5-76
Collierville Example

Technology-Light Industry Activity Center Character Area

Technology-Light Industry Activity Centers include research facilities, fabrication, warehousing or processing of goods and materials using processes that ordinarily do not create fumes, glare, odors, noise, smoke or health or safety hazards outside of the building in which the process takes place. These uses, due to their utilitarian and industrial nature, should generally be afforded flexibility in regard to site design, architectural ornamentation, and building materials internal to the site; however, to maintain a quality industrial area over time, and experience from the public realm, such uses should be designed as follows.

- Like commercial areas, uses, sites, and structures within the Technology-Light Industry Character Area should meet quality standards related to site layout; building configuration, materials, massing and shape, and height; landscaping; signage; parking lot aesthetic and functional design; vehicular and pedestrian circulation; trash removal; lighting; stormwater management; and environmental protection; however, the emphasis is on meeting quality standards only to the extent to what is visible from the public realm (public streets).
- Outdoor activities, such as storage, loading, and parking of vehicles associated with the operation should be screened from view from the public realm (public streets) and residential uses.
- The streetscape along perimeter roads should contain adequate sidewalks and street trees.

It is anticipated that there may come a day when the Technology-Light Industry Activity Centers may be viable for redevelopment to

other uses, and reclassification to a different Character Area, such as the Mixed-Use Activity or Traditional Neighborhoods Character Area. Such study and policy development for these areas is not recommended at this time, and should be studied in the future only if other industrial properties in Downtown, such as those on Main Street, are redeveloped, and there appears to be clear demand for an expansion of the Mixed-Use Activity Character Area.

D. Role of Special Areas

Particular parcels, assemblages of parcels or larger areas are subject to more specific policies and recommendations due to their unique circumstances. These circumstances may require that the policies be more specific to ensure development or redevelopment occurring in subareas, or “special areas”, of Downtown Collierville is sensitive to those circumstances. Therefore, additional specifications are provided for all Special Areas, which are graphically shown on the map to the right and on most maps in the Plan. The Special Areas vary in size (see table below).

In this section are specifications for each of the recommended Special Areas that correspond with the map. The ultimate purpose of defining the Special Areas is to ensure that future infill and redevelopment preserve the defining features that contribute most to Downtown Collierville’s unique character.

The Special Areas also support the Traditional Design Principles Initiative and a new form-based regulatory structure proposed in the next steps in Chapter 6. These Special Areas could provide a basis for specific regulations that would apply only in those Special Areas. The Special Areas could be incorporated into the Collierville Zoning Ordinance or Design Guidelines in the form of an overlay, customized bulk regulations, or base districts that will set forth standards that are consistent with the recommendations noted in this section, as much of the study area is outside the Historic District.

For those properties that are within the Historic District, these policies are further reinforced by the Historic District Design Guidelines to provide more specific direction for protecting the appearance, character, and setting of historic properties within the local Historic District.

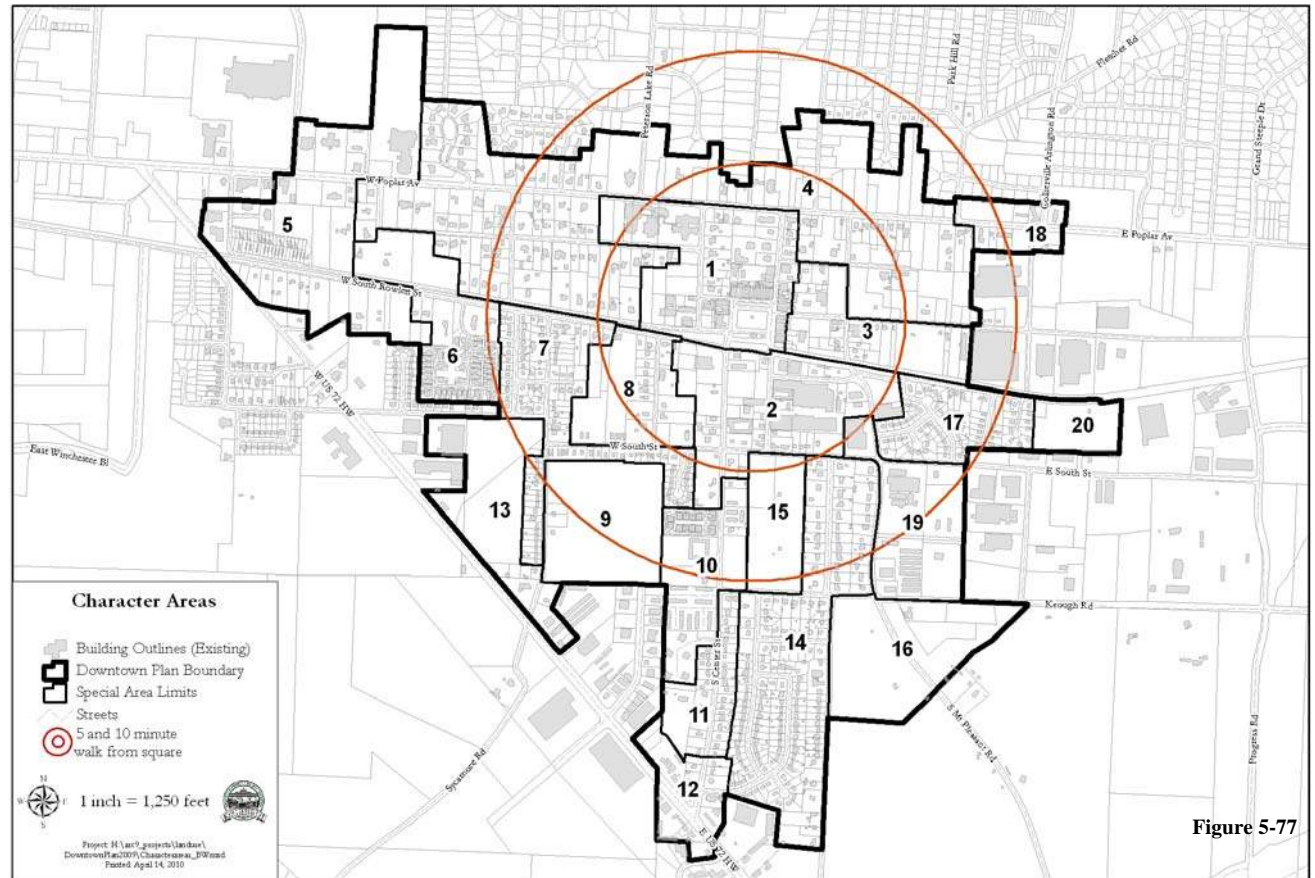


Figure 5-77

Special Area	1	2	3	4	5	6	7	8	9	10
Acreage	48.09	45.36	25.15	156.37	69.45	28.88	35.67	24.72	30.83	25.58

Special Area	11	12	13	14	15	16	17	18	19	20
Acreage	16.27	15.68	31.52	67.7	16.78	35.71	22.21	10.89	28.96	9.78



Special Area # 1

Comprised of 48.09 acres, the gray shaded area on the map to the left is Special Area 1. It is north of the railroad tracks and contains the Historic Square, Town Square Park, the railcars on display, Collierville Middle School and the historic Collierville High School Building, and the Town's Police and Court complex. It includes parts of Main Street, Walnut Street, North Center Street, Mulberry Street, and East North Rowlett Street.

- Town Square Park is the geographic and cultural center to the Heart of the Downtown and its Surrounding Neighborhoods, and should be retained as a public park and a place for community celebrations and events. Tom Brooks Park provides a similar function for the western part of the Study Area. Through the Greenstreet system, they both should be connected to other Town Parks and the Greenbelt system (see also Chapter 3 and Figure 5-17).
- All of Special Area 1 is within the local Historic District Overlay. Consequently, historic preservation efforts are administered by the Historic District Commission through its adopted guidelines. New buildings and exterior alternations, which include additions and new upper floors, are only appropriate when done according to the Historic District Guidelines to obtain a Certificate of Appropriateness. Collierville's collection of historic buildings is limited, and demolition/relocation of historic structures should be rare and well justified.
- Appropriate uses include retail, office, institutional, and mixed use building types. Accessory dwellings are also appropriate where they can be accommodated. Attached dwellings are appropriate in this area in limited space available for new construction or redevelopment, such as behind the north side of the

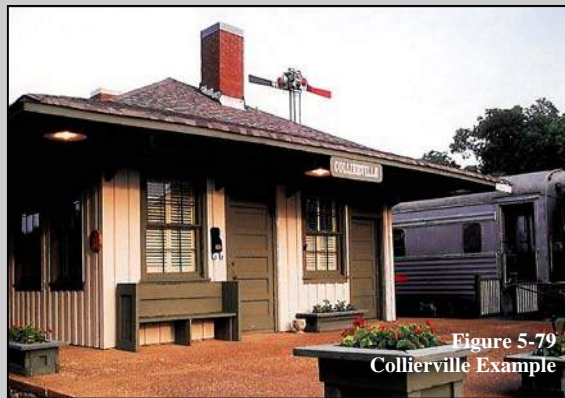


Figure 5-79
Collierville Example



Figure 5-80
Collierville Example



Figure 5-81
Collierville Example



Figure 5-83
Collierville Example



Figure 5-82
Collierville Example



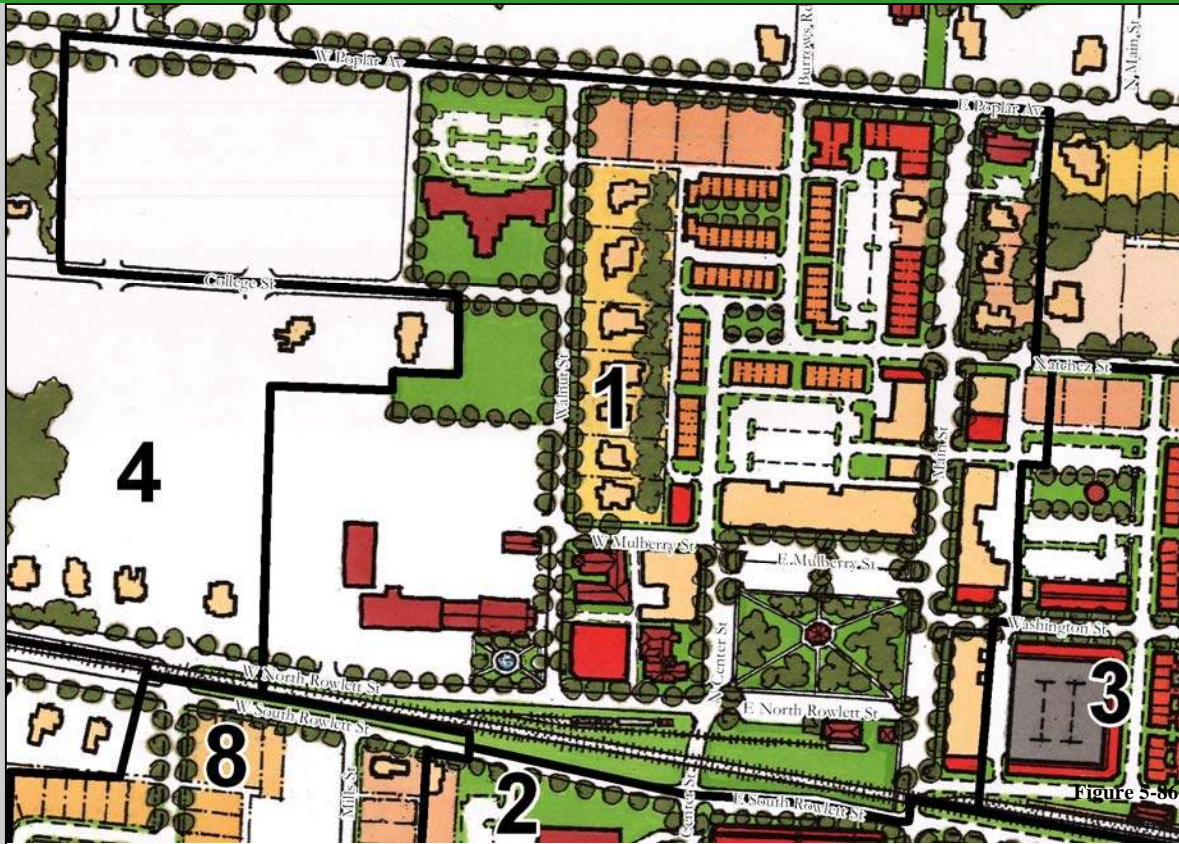
Figure 5-84
Collierville Example



Figure 5-85
Collierville Example

Square.

- The existing railcars adjacent to Town Square Park should be reconfigured to open up views of the south side of Square, make a fourth/southern side of the Square more economically viable, and to further the goals of the Live, Work, Play Initiative described in Chapter 6.
- The surface parking lot at the northeast corner of Walnut Street and North Rowlett currently provides important parking needs to the Square area in the short term, but should eventually become the home for a contextually designed structure that brings additional residential dwellings or nonresidential building square footage to downtown.
- The Town's recently-renovated and reconstructed Police Headquarters and Court Facility are within this area and not anticipated to change in the foreseeable future. The area around this facility may be appropriate for a parking structure, but this may be predicated on the existing building on that block, and their uses, being made smaller or relocated to another site.
- The Town's surface parking lot on Walnut Street adjacent to Tom Brooks Park currently provides much-needed public parking for court, businesses, and events, and this parking lot should be retained in the inventory of parking for Downtown uses until either structured parking is provided downtown or the lost surface spaces are rebuilt somewhere else.
- The area behind the buildings on the north side of the Square is appropriate for Attached Residential Uses pursuant to the applicable Character Area policies, and could be better served by the extension of Natchez Street to the west (see Chapter 6). Also in this area it may be possible to provide much-needed public parking for Downtown via a surface



parking lot. Such a parking lot could be retained in the inventory of parking for Downtown uses until structured parking is provided downtown at this site or elsewhere.

- The historic church structure on the west side of Walnut Street should be retained. As an example of the Adaptive Reuse Initiative described in Chapter 6, it is appropriate for retail, office, or institutional uses.
- The homes on the east side of Main Street, as well as those on the south side of Poplar Avenue and east of Walnut Street, should either remain as detached residential, or through the application of Adaptive Reuse techniques described in Chapter 6, become office uses if designed pursuant to the policies of the Traditional Neighborhoods Character Area. Rezoning to districts that would allow for office uses is appropriate. Not all existing buildings may be appropriate for Adaptive Reuse, and demolitions and additions will be reviewed per the Historic District Guidelines, and any new development should be consistent with the policies of the Traditional Neighborhoods Character Area. The historic homes on the east side of Walnut Street should remain as residential uses and their buildings retained as exemplary examples of local architecture and scale.
- The Bess Morton Crawford White Church Museum of Collierville History is expected to become a significant attractor to Downtown for heritage tourism (see Chapters 4 and 6), and should be tied to other sites through walking tours and the Greenbelt/Greenstreet system (see Figure 5-17).
- Collierville Middle School, a walkable neighborhood school, is an important attractor to downtown, and it is preferred that it be retained in the Downtown area. It is identified as an “attractor” use in Chapter 6. Appropriate future uses include continued use as a Middle School; however, at the time this



Figure 5-87
Collierville Example



Figure 5-88
Collierville Example



Figure 5-89
Collierville Example



Figure 5-92
Collierville Example



Figure 5-90
Collierville Example



Figure 5-93
Collierville Example



Figure 5-91
Collierville Example



Figure 5-94
Collierville Example

Small Area Plan for Downtown was created, the Poplar Avenue location was openly being discussed for change, and the Steering Committee considered it appropriate for this Plan to address the possibility for change through flexible language that speaks directly to the vision of the Plan, which is that Downtown Collierville be both a destination and the center of a living and vibrant neighborhood. If the school is rebuilt at this site:

- the portion of the campus that was originally the historic Collierville High School, which dates back to 1905, should be preserved and rehabilitated; and
- the design of the new school facility should be consistent with the policies of the Traditional Neighborhoods Character Area, and Shelby County Schools should consider building a multi-story building to create a compact campus at a similar scale to the historic building.
- If the Middle School is relocated to another site, other appropriate uses of the existing site at Poplar Avenue include the following:
 - Adaptive Reuse of the historic Collierville High Building to new uses, such as a University of Memphis Satellite Campus, YMCA, or similar use with an education or cultural draw, as it would keep the location as a primary downtown destination consistent with the Destination Initiative described in Chapter 6.
 - Surface parking should generally be located to the north of the building and heavily screened from Poplar Avenue. If the newer addition was removed from the historic building, the remaining space would be ideal for such a parking area if well screened by landscaping and the changes in topography.
 - The western portion of the site could be



Figure 5-95

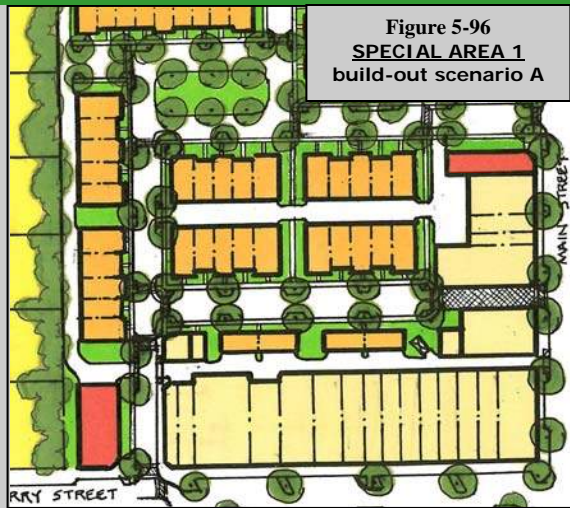


Figure 5-96
SPECIAL AREA 1
build-out scenario A

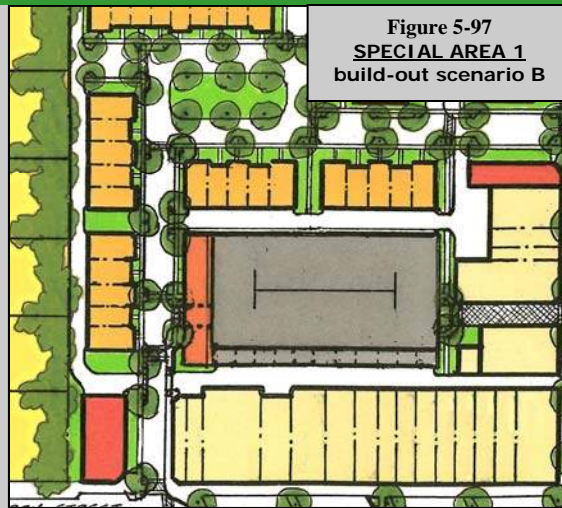


Figure 5-97
SPECIAL AREA 1
build-out scenario B



Figure 5-98
SPECIAL AREA 1
build-out scenario



Figure 5-99



Figure 5-100
SPECIAL AREA 1
build-out scenario

redeveloped as detached or attached dwellings consistent with the policies of the Traditional Neighborhoods Character Area. Low-scale office or retail uses may also be appropriate on a limited scale if access is made to Peterson Lake. Any surface parking created for such use should be heavily screened from public streets and the adjacent residential neighborhoods.

- Special Area 1 area should retain its gridded and interconnected road network similar to that shown on the Recommended Block Pattern (Figure 3-20). Perhaps one of the most critical block recommendation for Special Area 1 is to extend Natchez Street to the west, which will serve to further divide one of the largest blocks within a five minute walk of the Square into more manageable block sizes.

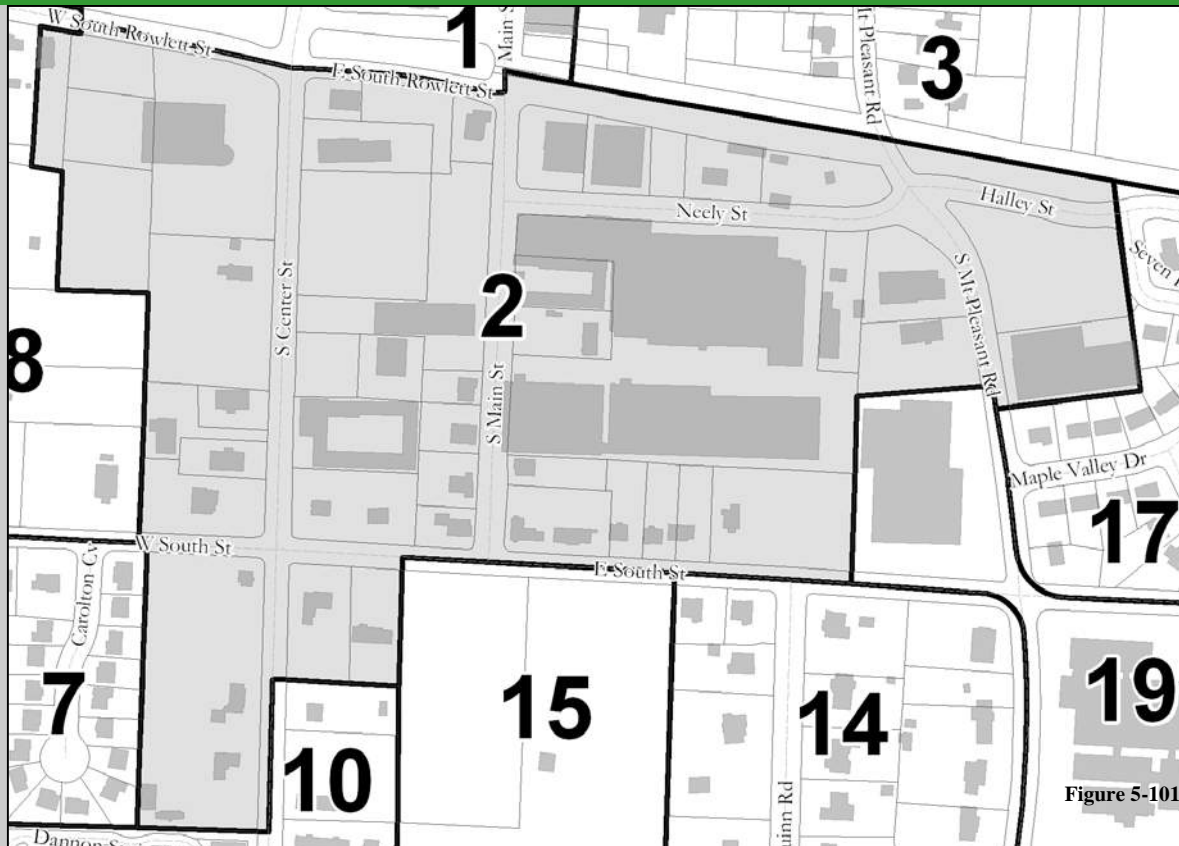


Figure 5-101

Special Area # 2

Comprised of 45.36 acres, the gray shaded area on the map to the left is Special Area 2. It is south of the railroad tracks and Town Square Park, and its limits include the post office. Special Area 2 includes South Main Street, East South Rowlett, and portions of South Center Street.

- This area is almost completely built out with retail, light industrial, office, and institutional uses. Most of these uses are viable businesses that contribute to Collierville's employment and economic base. Businesses such as Russell's Feed Store, Gus' Fried Chicken, and the post office are hallmarks of the local economy, and are evidence that the commercial areas around the square are already "the heart of a living and vibrant neighborhood" as described in the vision for the Downtown Collierville.
- Much of Special Area 2 is within the local Historic District Overlay and consequently historic preservation efforts are administered by the Historic District Commission through its adopted guidelines. New buildings and exterior alterations, which include additions and new upper floors, are only appropriate when done according to the Historic District Guidelines to obtain a Certificate of Appropriateness. Collierville's collection of historic buildings is limited, and demolition/relocation of historic structures should be rare and well justified.
- It is anticipated that this area should become the "fourth side" of the Square as part of the Live, Work, Play Initiative and home to new residents as part of the New Rooftops Initiative planned for Downtown (see also Chapter 6). To allow for this, it is expected that, either incrementally or in large assemblages, mixed use development should occur in this area, pursuant to the Mixed Use Activity Center po-



Figure 5-102



Figure 5-103



CENTER STREET BEFORE
View looking North towards
the Square from Center/
South intersection Figure 5-104



CENTER STREET AFTER
View looking North towards
the Square from Center/
South intersection Figure 5-105



Figure 5-106



Figure 5-107



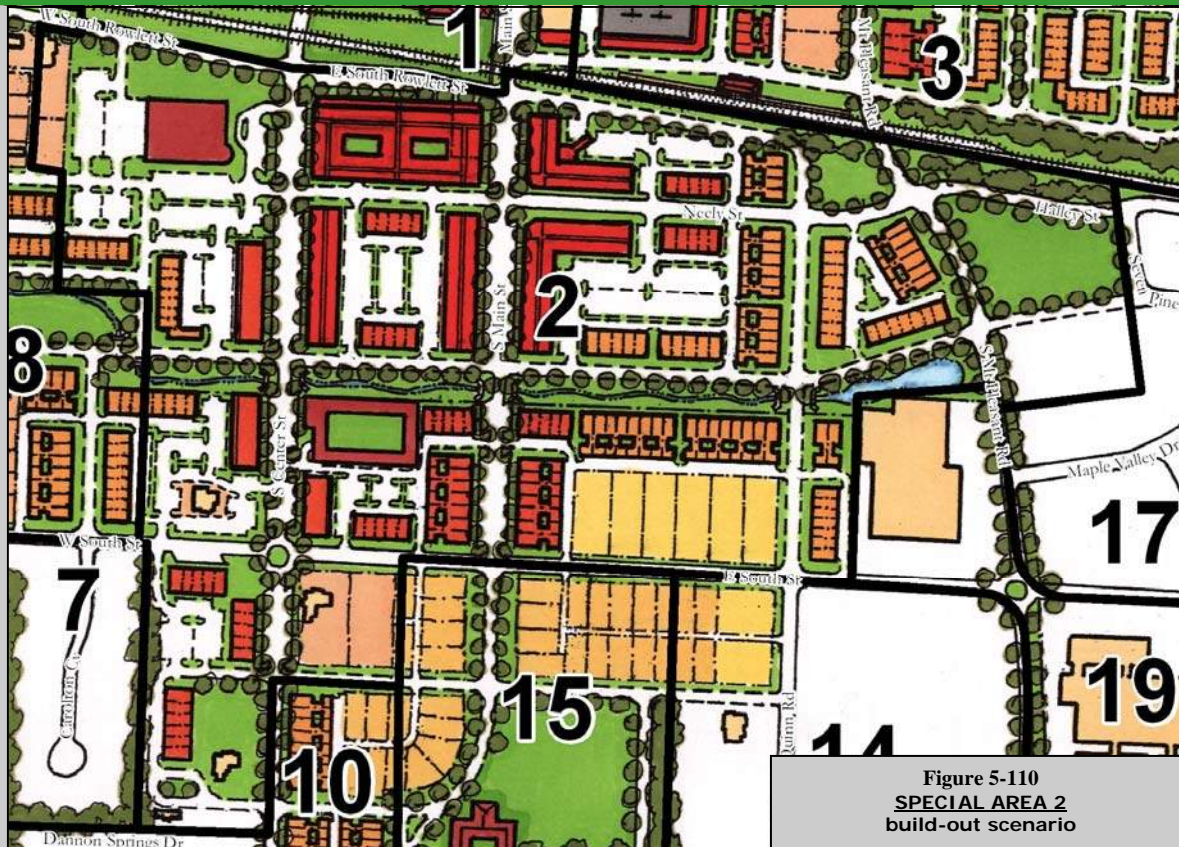
Figure 5-108
Collierville Example



Figure 5-109

lices. In the event of such land use changes:

- care should be given to find the existing businesses new corporate homes within Collierville, using incentives where appropriate; and
- it is imperative that the first floor uses at the intersection of public streets be retail or office for successful completion of the “fourth side of the Square,” as this will allow the corners of Downtown to be active with retail destination uses after normal business hours.
- First-floor uses along Center Street and Main Street should also be retail or office, but it is acknowledged that Attached Residential Uses may be appropriate, especially farther to the south or in the middle of blocks. A recommended technique to allow for this important block to change over time to be consistent with the Live, Work, Play Initiative described in Chapter 6 is for first-generation first floor space to be a residential use initially, but the construction techniques would allow for easy conversion to nonresidential uses.
- This area should develop with a gridded and interconnected road network similar to that shown on the Recommended Block Pattern (Figure 3-20). For example, there are many east/west roads needed to create smaller and more walkable block sizes. Also, many of the roads in the area are in need of streetscape enhancements to make the areas more walkable, as well as more conducive to redevelopment and infill (see priority projects listed in Chapter 6).
- Property in this area is likely to be impacted by future stormwater management projects



for the downtown area to correct stormwater drainage problems. It is anticipated that this improved stormwater conveyance should be used as an amenity and catalyst to development (see Figure 5-17 and Chapters 3 and 6). Development should orient towards the new stormwater conveyance. Any development plans for property in this area should plan for these important open spaces.

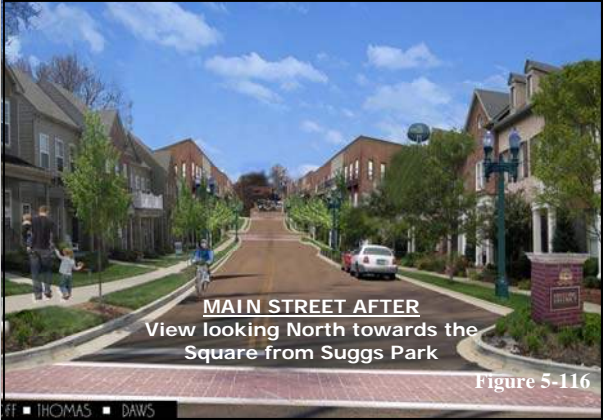
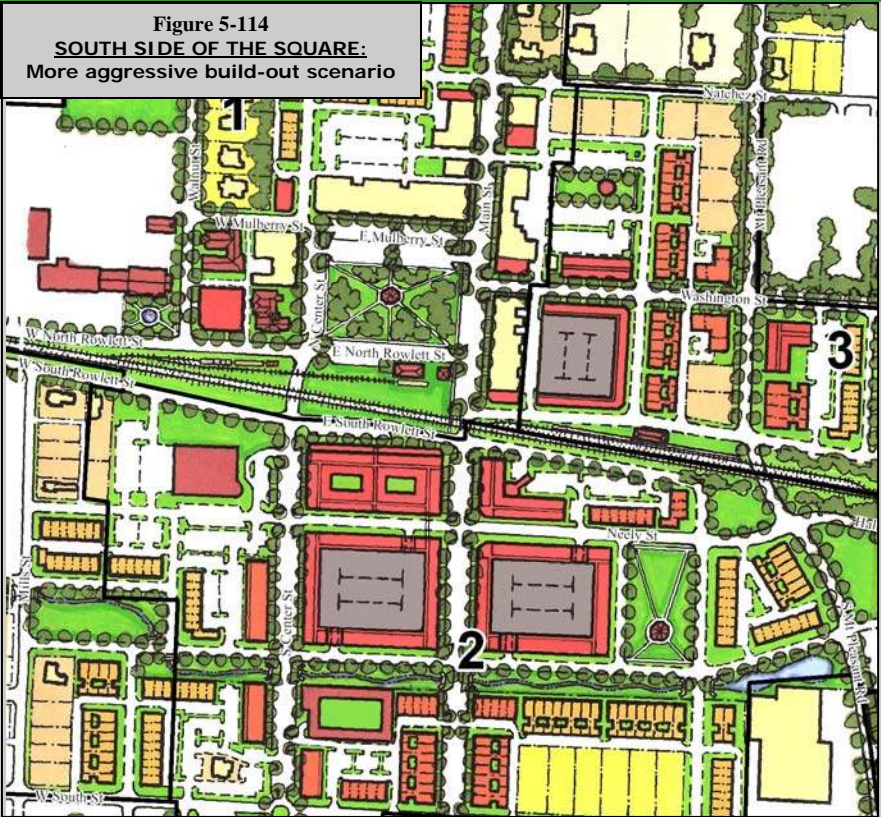
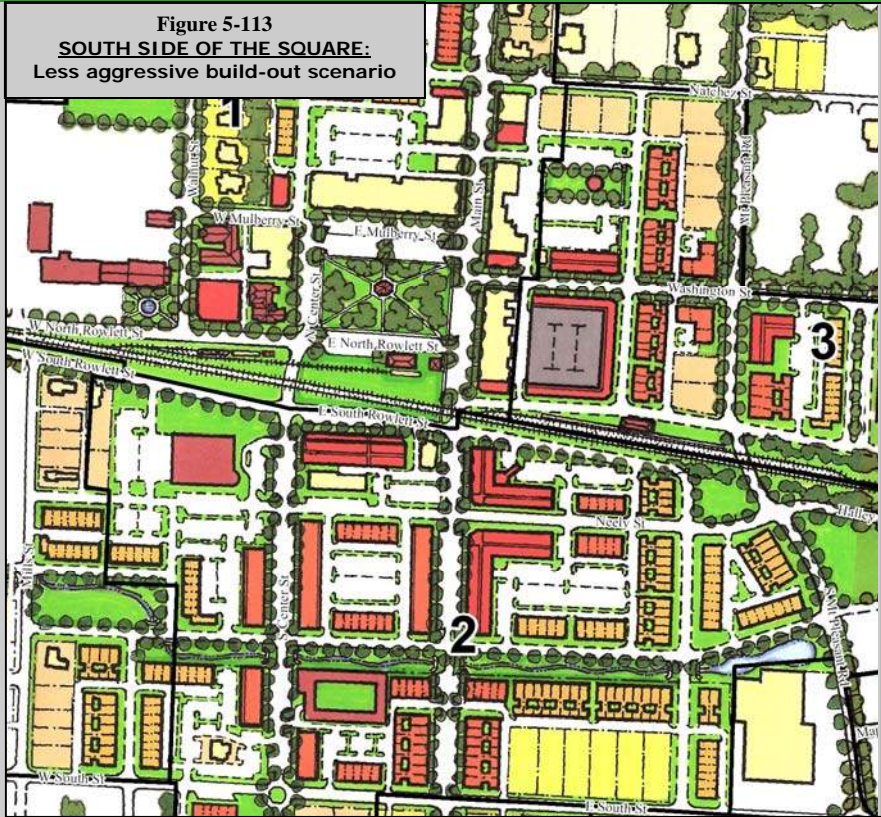
- The area south and east of the intersection of Center and South Street is appropriate for land uses pursuant to the Mixed Use Activity Character area, but at a scale that helps to transition from the intensity nearest the railroad tracks to the residential neighborhoods to the south and southwest.
- Stand-alone hotels are appropriate in Special Area 2 and can provide a boost to the economic viability of the downtown.
- Through the application of Adaptive Reuse techniques (see Chapter 6), several existing structures, such as the old lumber shed on Center Street may have new life and can be retained to preserve the rich architectural and cultural history of Collierville. Successful examples of Adaptive Reuse in this area is the existing Café Piazza located at the corner of Main Street and South Rowlett, as well as Gus' Fried Chicken at Center Street and South Street, which are both expected to remain as this area redevelops.



Figure 5-111



Figure 5-112



Possible location of a future parking structure on Washington St behind east side of Square to be built with TIF funds

Non-Town railcars moved to open views of a new "4th side" to Square

Possible transit stop adjacent to new parking garage

Mixed use infill and "new rooftops" along Main Street over time to replace industrial character

New east/west greenbelt and stormwater improvements



Figure 5-118
SOUTH SIDE OF THE RAILROAD
build-out scenario

North/south "new gateway" street (and possible rail crossing) to provide better access to Downtown from/to the south

New mixed use buildings to create a "4th side" to Square

Traditional Neighborhood Infill and Redevelopment between South Rowlett and South Street

New streets create smaller and more walkable block patterns

New east/west greenbelt, which also could provide stormwater improvements, surrounded by "new rooftops"



Special Area # 3

Comprised of 25.15 acres, the gray shaded area on the map to the left is Special Area 3. It is to the east of the Historic Square and north of the railroad tracks. It contains portions of Washington Street and Mount Pleasant Road.

- Mixed use development forms pursuant to the Mixed-Use Activity Center Character Area are appropriate along Washington Street and along Mt. Pleasant Road, especially nearest the Square and the railroad tracks; however, properties fronting on Natchez Street, Mt. Pleasant Road north of the Washington Street intersection, and most properties south of Washington Street, should provide reductions in scale and intensity near the adjacent residential neighborhoods.
- This area should develop with a gridded and interconnected road network similar to that shown on the Recommended Block Pattern (Figure 3-20).
- Stand-alone hotels are appropriate in Special Area 3 and can provide a boost to the economic viability of the downtown.
- The south side of Washington Street behind the east side of the Square, also known as the Community Services Building and Parking Lot, currently provides important public parking for downtown business and events, and should remain as this use in the short term. The southernmost portion of this site serves as the most ideal temporary public location for the farmers market, although many private site options may also exist in the study area. In the long term, this is an ideal location for a public parking garage. If such a garage is built, office or retail uses should line the outside first floor of the garage to keep the streetscape active and to hide the garage from public view. Furthermore, if surface the parking lot and Community Services Building redevelop, new locations for the Shelby Coun-



WASHINGTON STREET BEFORE
View looking West towards the Square from Washington/Mt. Pleasant intersection. Figure 5-120



WASHINGTON STREET AFTER
View looking West towards the Square from Washington/Mt. Pleasant intersection. Figure 5-121

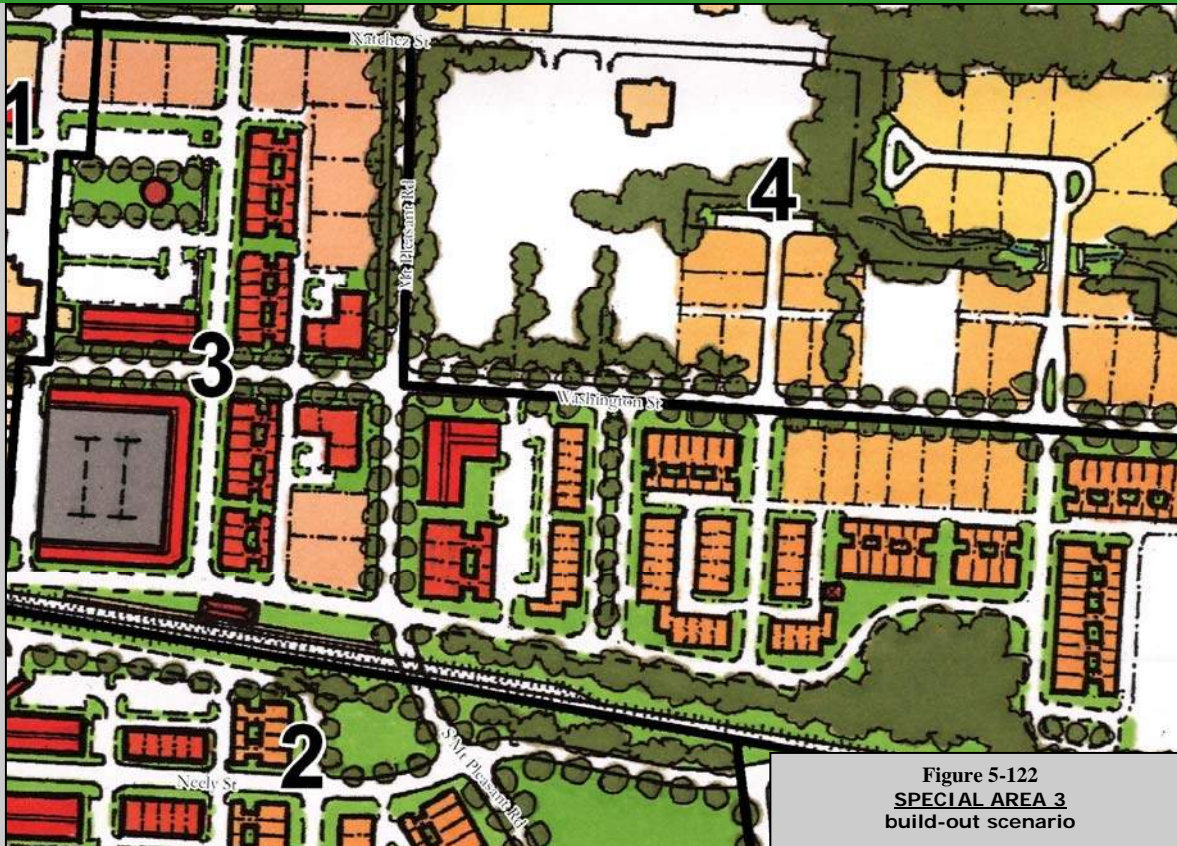


Figure 5-122
SPECIAL AREA 3
build-out scenario

ty Health Department and the Food Pantry should be found nearby and within the study area, as they provide vital services to neighborhoods within walking distance.

- The south side of the Community Services Building and Parking Lot and north of the railroad tracks, is an ideal location for a new rail spur for the relocated railcars currently adjacent to the depot (see also Chapter 3). This area also may be appropriate in the long term as a platform for regional light rail or an excursion train, as it:
 - Would be adjacent to existing surface parking, and a possible future parking structure, which would allow for park-and-ride scenarios;
 - Includes property that would be needed that is either within, or immediately adjacent to, existing railroad right-of-way.
 - Could take advantage of existing topography changes; and
 - Would be centrally located within a five or ten minute walk of the following, all designed to be walkable and pedestrian friendly:
 - Collierville's Historic Square;
 - the planned new nonresidential uses (hotels, retail, etc) on the south side of the railroad tracks;
 - many of the most compact forms of the proposed "new rooftops" for downtown;
 - Town Square Park, which is the geographic and cultural heart of the community, and flanked by many historic and cultural sites (see Chapters 3 and 4); and



Figure 5-123



Figure 5-124



Figure 5-125



Figure 5-126



Figure 5-127



Figure 5-128



Figure 5-129



Figure 5-130

- the Bess Morton Crawford White Church Museum of Collierville History.
- Attached and Detached Residential are appropriate in this area pursuant to the applicable Character Area policies. The dwellings in this area will play a significant part in the New Rooftops Initiative described in Chapter 6. The following should be noted about the appropriateness of attached dwellings in this area.
 - Although Washington Street east of Mt. Pleasant should be faced by Detached Dwellings to mimic Washington Gates and the Twinning of Collier, Attached Dwellings may be appropriate on a case-by-case basis. Attached Dwellings are particularly appropriate closer to the railroad tracks due to the steep topography, and clustered on a central open space. It is appropriate to have taller buildings nearest the railroad track and adjacent to industrial uses.
 - On the west of Mt. Pleasant Road and the south side of Natchez Street, either Detached Dwellings or Attached Dwellings (duplexes, townhouses, live-work, etc), are appropriate. Regardless of use and form, any new development must be designed to complement nearby historic structures.
 - As development occurs along Mt. Pleasant Road, existing trees should be maintained to the maximum extent practicable. Houses should face Mt. Pleasant Road.
- Institutional uses are also appropriate in this area, but only if contextually designed.
- Accessory dwelling units are appropriate in this area on a case-by-case basis.

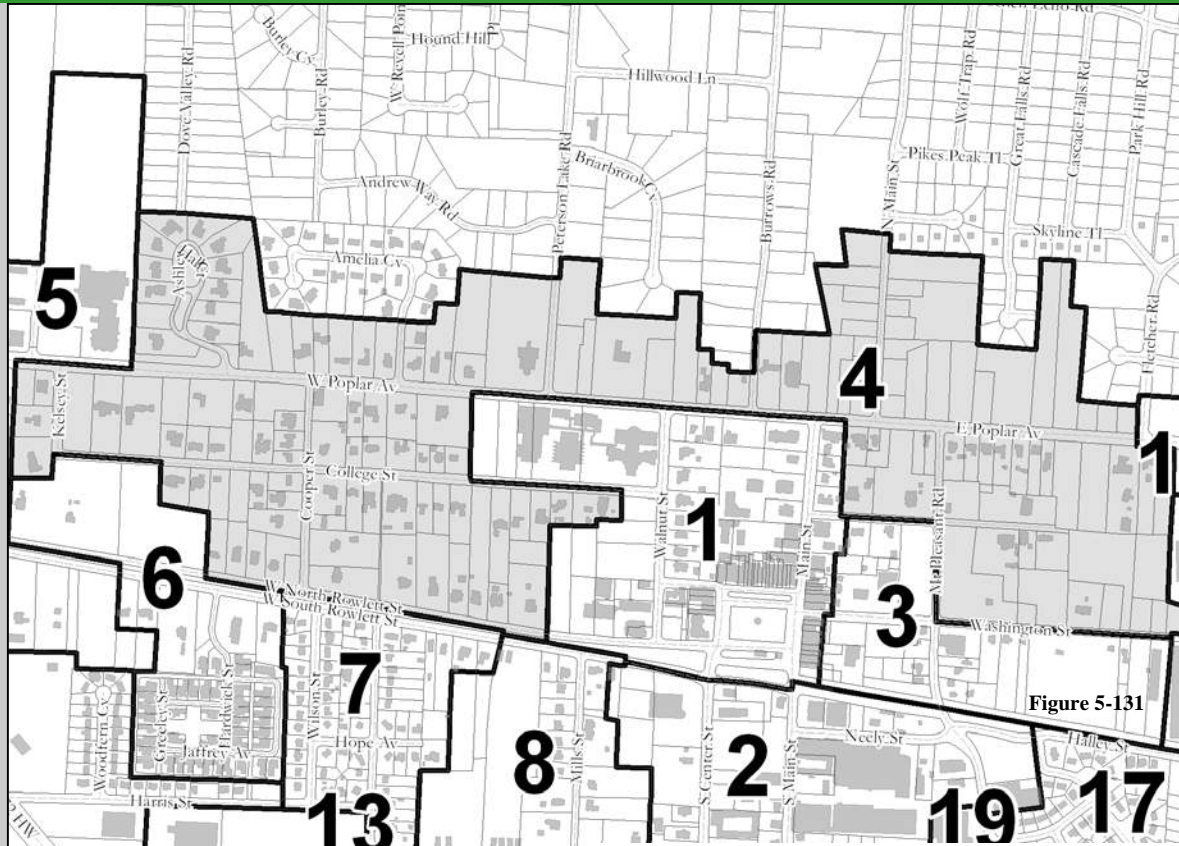


Figure 5-131

Special Area # 4

Comprised of 156.37 acres, the gray shaded area on the map to the left is Special Area 4. It is north of the railroad tracks and Historic Square. Special Area 4 is the largest Special Area in the study. Second only to the Square, it has the greatest concentration of historic resources, and contains the majority of the homes facing Poplar Avenue, Ashley Hall Court, Cooper Street, Kelsey Street, most of College Street, portions of North Main Street, portions of Peterson Lake, portions of Mount Pleasant Road, and portions of Washington Street.

- The character of this area, which is the highly -visible Poplar Avenue corridor that bisects the Historic District, is mostly established and is not expected to significantly change.
- Any new residential development in Special Area 4 will be incremental and sporadic and primarily be in the form of contextually-designed Detached Residential uses, but some exceptions exist.

- Neighborhood Commercial uses at the intersection of Cooper Street and Poplar Avenue are appropriate for continued existence, and possibly even minor expansion pursuant to the policies of the Traditional Neighborhoods Character Area. A small pocket-park connected to the Greenbelt/Greenstreet system (see Exhibit 5-2) is also appropriate.

- Institutional Uses are common in this area and new Institutional Uses may be appropriate on a case-by-case basis through the Town's established conditional use permit process. Such uses should be designed to reflect the policies of the Traditional Neighborhood Character Area. To remain contextual in scale, architecture, and site design to surrounding neighborhoods,



Figure 5-132



Figure 5-133



Figure 5-134
Collierville Example



Figure 5-137
Collierville Example



Figure 5-135



Figure 5-138
Collierville Example



Figure 5-136



Figure 5-139

institutional uses should take design cues from existing institutional uses such as demonstrated by the existing churches along Poplar in Special Areas 4, 5, and 18.

- Attached dwellings, such as duplexes and townhouses, are appropriate on a case-by-case basis in the following circumstances, but only if they are carefully and contextually designed per the Historic District Guidelines (where applicable) and the policies of the Traditional Neighborhoods Character Area:

- on a case-by-case basis where contiguous to institutional uses, as is the occasional pattern in this area; and
- along Main Street north of Poplar Avenue, as this area is largely established with detached residential uses; however, some attached residential uses exist in the form of duplexes. This is an area where the “open to change” aspect of the New Rooftops Initiative described in Chapter 6 is particularly encouraged. The replacement of existing attached residential structures with attached residential structures more consistent with the Historic District Guidelines and the policies of the Traditional Neighborhoods Character Area is encouraged. New attached residential uses may be appropriate in this area on a case-by-case basis.

- Special Area 4 also includes the north side of Washington Street and the eastern portion of Natchez Street. New traditional neighborhood



Figure 5-140
Collierville Example



Figure 5-143
Collierville Example



Figure 5-141
Collierville Example



Figure 5-144
Collierville Example



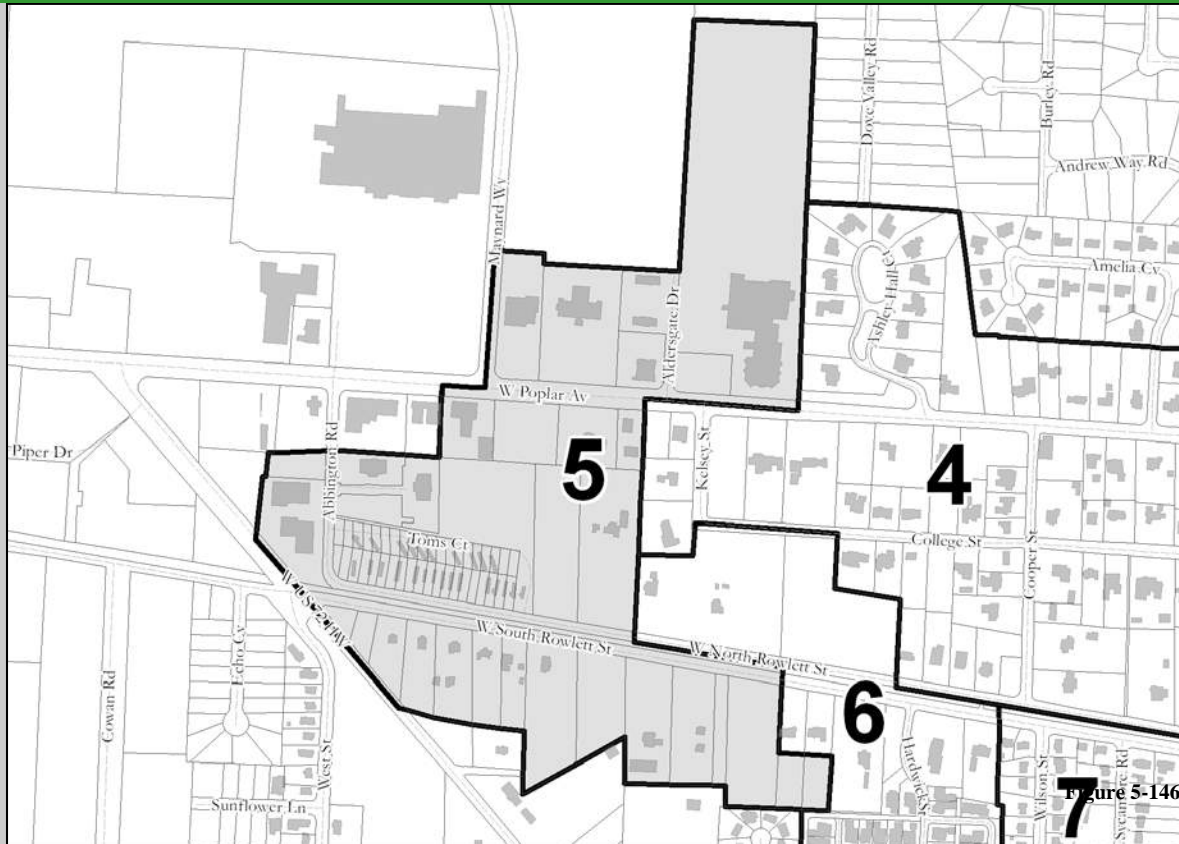
Figure 5-142
Collierville Example



Figure 5-145
Collierville Example

forms, Washington Gates and the Twinings of Collier, have emerged in this area and are consistent with the New Rooftops Initiative described in Chapter 6. New development in this area (north of Washington Street) should be in the form of Detached Residential.

- Much of Special Area 4 is within the local Historic District Overlay and consequently historic preservation efforts are administered by the Historic District Commission through its adopted guidelines. New buildings and exterior alternations, which includes additions, are only appropriate when done according to the Historic District Guidelines to obtain a Certificate of Appropriateness. Consideration in this area should especially be given to maintaining the well-established lot width, building setbacks, massing, and scale. Collierville's collection of historic buildings is limited, and demolition/relocation of historic structures should be rare.
- The existing Ashley Hall neighborhood, a more modern, conventional suburban development, is almost built out and is not expected to change. It's central open space should be emulated in new developments in Special Area 4.
- Accessory dwelling units are appropriate in this area on a case-by-case basis.



Special Area # 5

Comprised of 69.45 acres, the gray shaded area on the map to the left is Special Area 5. It is west of the Historic Square, bisected by the railroad tracks, and bisected by Poplar Avenue. Portions of this Special Area are referred to in this Plan as the West Gate. Special Area 5 contains parts of Poplar Avenue, Abbington Drive, Greentree Cove, Toms Court, and parts of both North and South West Rowlett Street.

- The area fronting Poplar Avenue is part of the West Gate to Downtown (see Chapter 6), and new development or redevelopment in this area should be similar in character to Aldi's, the Featherstone office building, and the Collierville United Methodist Church. Appropriate uses include, retail, office, attached residential, and institutional uses.
- Houses should face North Rowlett, with off-street parking provided behind the buildings in alley-loaded garages or surface parking areas.
- If the mobile home park on North Rowlett is to redevelop, the appropriate new uses include detached residential or attached residential developed pursuant to the policies of the Traditional Neighborhood or Village Retail Character Areas (as applicable), and with the following guidance.



Figure 5-147
Collierville Example



Figure 5-148
Collierville Example

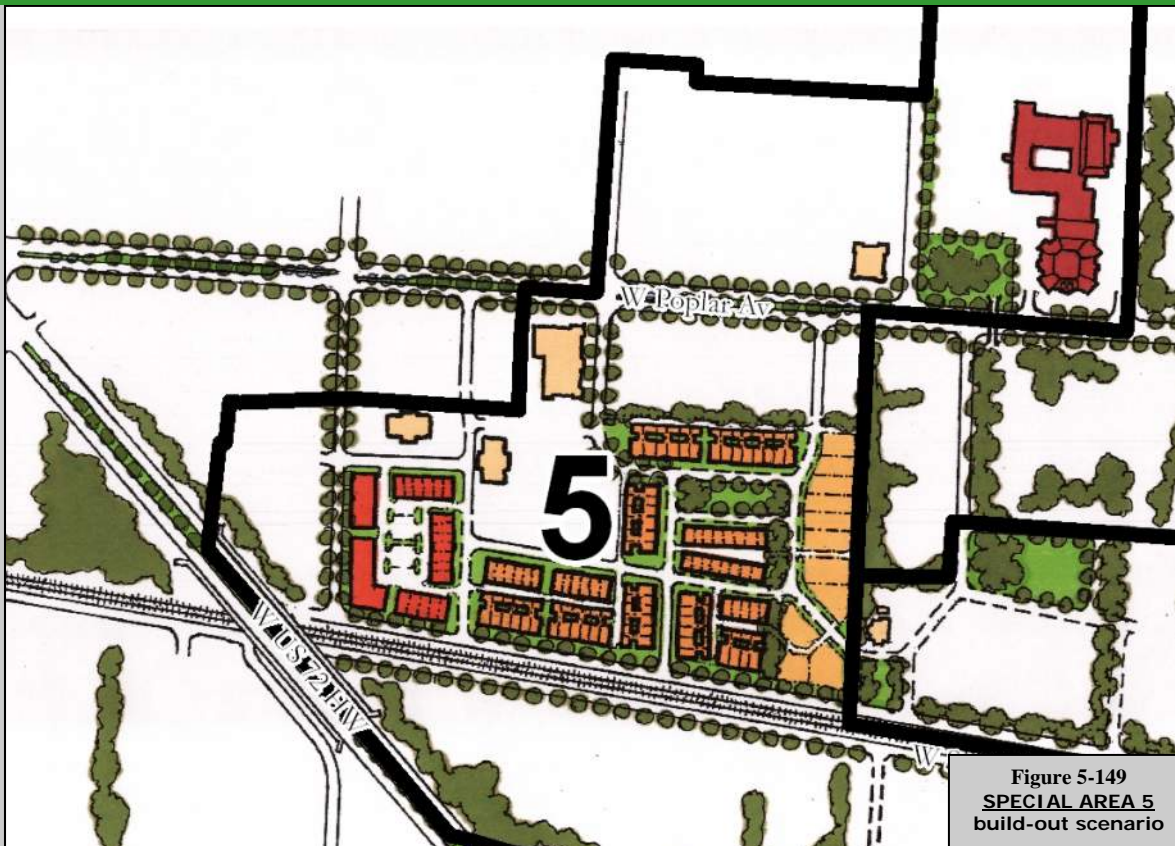


Figure 5-149
SPECIAL AREA 5
build-out scenario



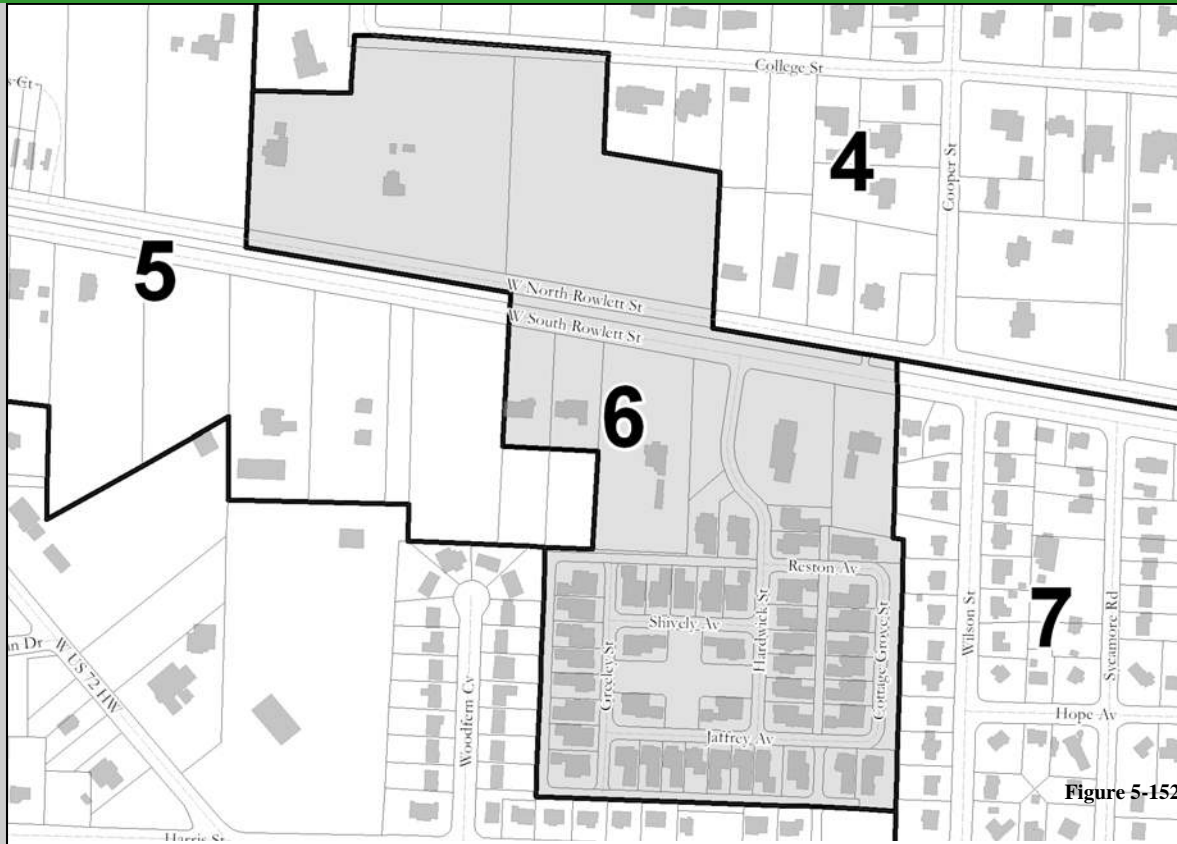
Figure 5-150
Collierville Example



Figure 5-151

attached residential is appropriate in its place.

- If a new north/south road is created that connects Highway 72 to South Rowlett, small-scale office and retail uses may be appropriate on the south side of the railroad tracks if the uses are designed pursuant to the policies of the Traditional Neighborhoods Character Area. It may be possible that this north/south road could terminate at South Rowlett on axis with the historic Kelsey home on North Rowlett. This would serve to terminate this new vista and entry point into Downtown.
- When development occurs, parking lots should be interconnected. When this is not feasible in the short-term, ingress/easements should be provided to allow for the eventual interconnection of sites along the Poplar Avenue corridor. With the right land uses and development patterns, it may be possible to provide another north/south connection between Poplar Avenue and North Rowlett, particularly in the vicinity of Aldi's or to the east of this area in the vicinity of the medical offices.
- On the south side of South Rowlett, appropriate uses include detached or attached residential pursuant to the policies of the Traditional Neighborhoods Character Area. The existing trees along South Rowlett should be retained to the maximum extent practicable.
- This area should develop with a gridded and interconnected road network similar to that shown on the Recommended Block Pattern (Figure 3-20).
- Accessory dwelling units are appropriate in this area on a case-by-case basis.



Special Area # 6

Comprised of 28.88 acres, the gray shaded area on the map to the left is Special Area 6. It is bisected by the railroad tracks and is west of the Historic Square. Special Area 6 contains Hardwick Street, Jaffery Avenue, Shivley Avenue, Reston Avenue, Greeley Street, Cottage Grove Street, and parts of both North and South West Rowlett Street.

- The north side of North Rowlett is appropriate for Detached Residential uses pursuant to the Traditional Neighborhood Character Area policies similar in design to nearby Magnolia Square. The existing trees along North Rowlett should be retained to the maximum extent practical. Houses should face both College Street and North Rowlett. Efforts should be made to preserve the existing dwellings, one being the historic Kelsey home place.
- This area is in need of a centralized green-space, either public or private, that is connected to the Green Corridors/Infrastructure network (Figure 5-17).
- The historic homes of 343 and 373 South Rowlett on the south side of the railroad tracks are protected by the Historic District Guidelines, and are not expected to change in use from the exclusively detached residential pattern that has been established. The recent renovation, restoration, and rehabilitation of these existing historic homes should serve as a model for other areas of town.
- Magnolia Square is an example of appropriate and contextual residential infill development. It is not expected to change in use from the exclusively detached residential pattern that has been established.
- This area should develop with a gridded and interconnected road network similar to that shown on the Recommended Block Pattern (Figure 3-20). In fact, the north/south road





Figure 5-155

discussed in Special Area 5 features the Kelsey home as a key feature, and views from several directions could be used to “frame” the home within the context of surrounding new residential development. Careful block design and traffic calming features should be used to prevent any cut-through traffic between North Rowlett and College Street.

- As the policies of Special Areas 7, 9, and 13 come to fruition, the Magnolia Square HOA may want to consider petitioning the Town to open up one or more alley/road extensions to the south to continue the grid pattern.
- Accessory Dwelling Units are appropriate in this area on a case-by-case basis.



Figure 5-156
Collierville Example



Figure 5-157

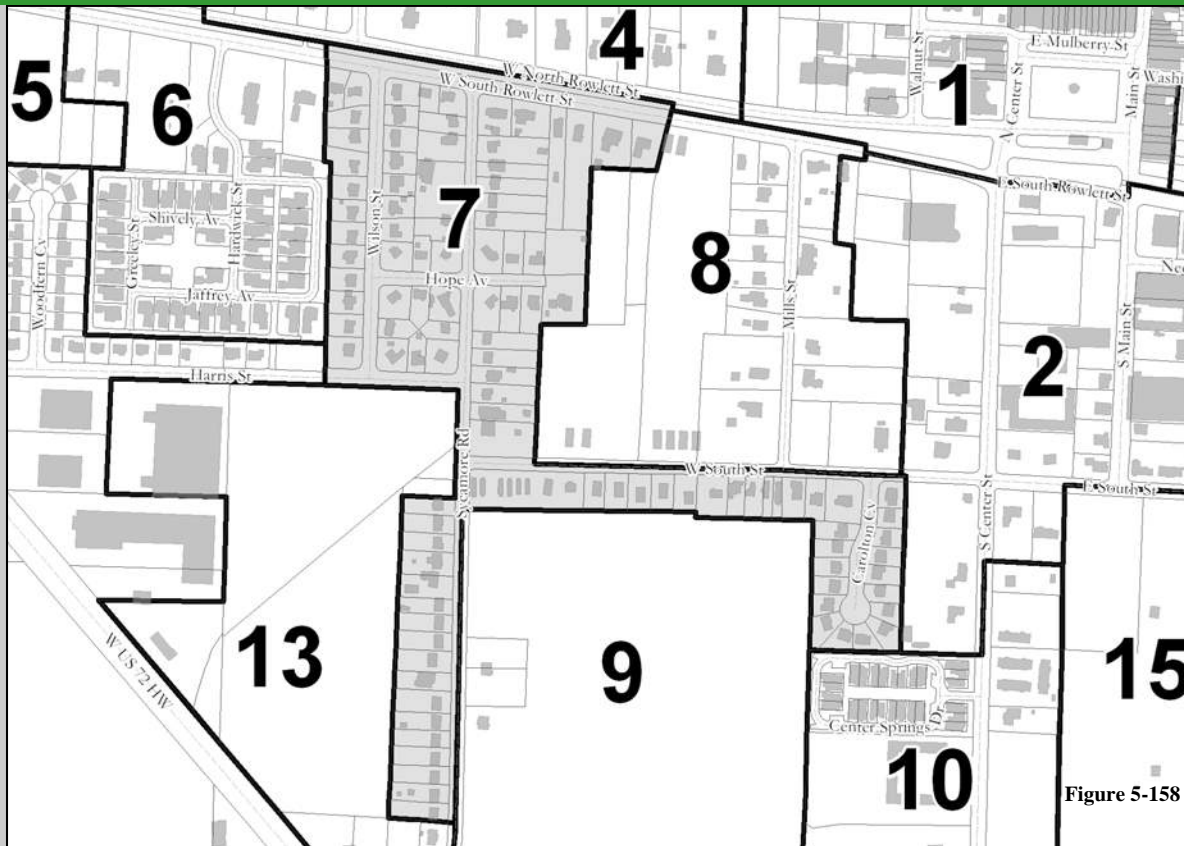


Figure 5-158

Special Area # 7

Comprised of 35.67 acres, the gray shaded area on the map to the left is Special Area 7. It is south of the railroad tracks and southwest of the Historic Square. It contains Wilson Street, Hope Avenue, and parts of Sycamore Road.

- The character of this area is largely established and the detached residential uses are expected to remain (particularly along Sycamore Road, Wilson Street, and Hope Avenue); however, there are some opportunities for attached dwellings in certain locations.
 - A mixture of attached and detached residential structures (duplexes) currently exist along South Street, and these uses are appropriate for future redevelopment or infill along South Street. Such redevelopment should face South Street and be designed to reflect the policies of the Traditional Neighborhood Character Area.
 - In the event that property owners surrounding the historic home to the west of Sycamore Road, through private market decisions, choose to redevelop, appropriate future uses could include attached residential uses, but only if:
 - the historic home could be retained;
 - vistas for the historic home could be created from South Rowlett through the addition of open space; and
 - designed pursuant to the policies of the Traditional Neighborhoods Character Area.
- Some of the homes and properties in this area have not been maintained as well as other parts of the study area per property assessor records, and some of the areas lack sidewalks and experienced storm water drainage prob-



Figure 5-159



Figure 5-160
Collierville Example



Figure 5-161



Figure 5-164
Collierville Example



Figure 5-162
Collierville Example



Figure 5-165



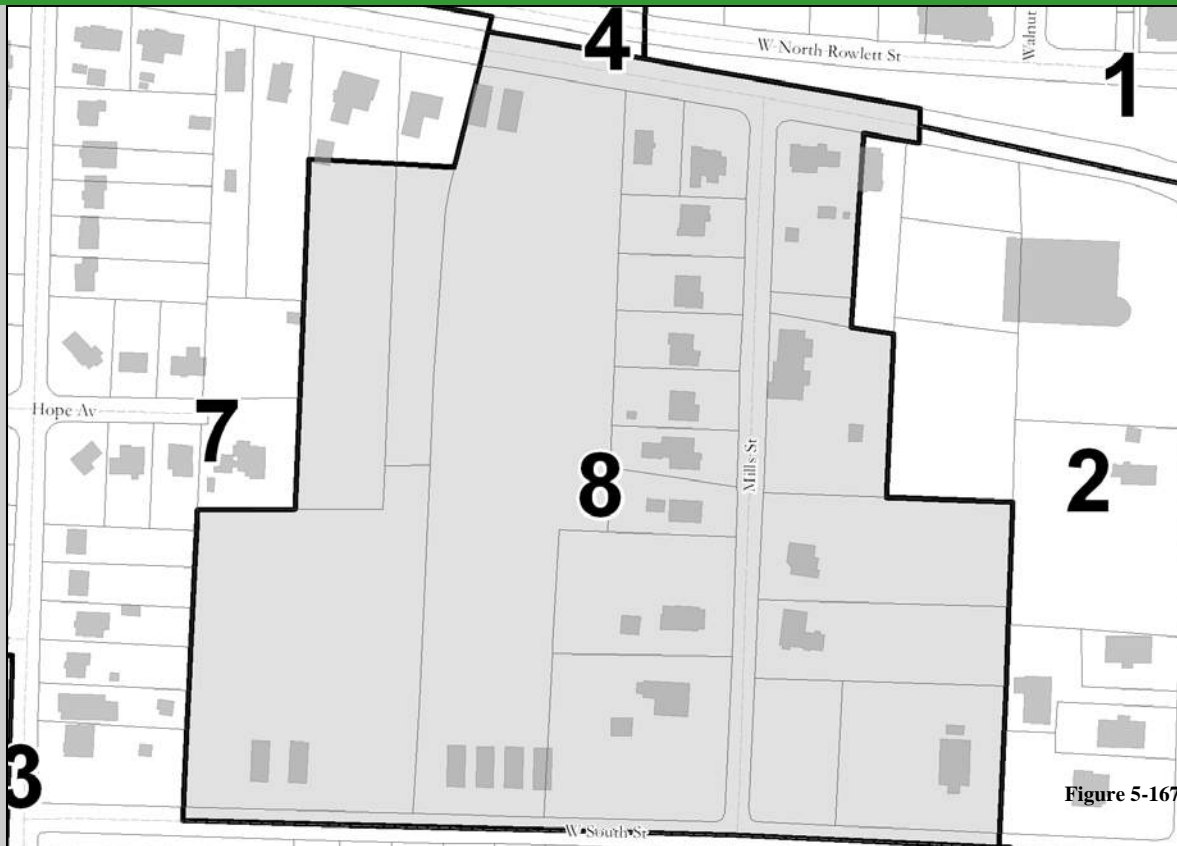
Figure 5-163



Figure 5-166
Collierville Example

lems during the 2005, 2009, and 2010 heavy storm events. This area is a prime location for implementing the Neighborhood Stabilization Initiative described in Chapter 6 through grants and capital improvement projects, including the successful CDBG program.

- The shotgun-style dwellings at the southeast corner of Sycamore Road and South Street were identified by the LRK Preservation Plan as having historic value. They have fallen into disrepair according to property assessor records, and efforts should be made to retain them because of their historic value. Possible future uses include continued use as detached residential; however, an appropriate long-term Adaptive Reuse (see Chapter 6) could be to cultural or neighborhood service uses, such as offices, museum, barber shop, etc. In the event that these structures are rehabilitated or adaptively reused, they should be connected to the planned historical walking and automobile tours of the area.
- Institutional uses may be appropriate on a case-by-case basis in this area through the Town's established conditional use permit process. Such uses such be designed to reflect the policies of the Traditional Neighborhood Character Area. To remain contextual in scale, architecture, and site design to surrounding neighborhoods, Institutional Uses should take design cues from existing Institutional Uses in the area such as Saint Marks Church.



Special Area # 8

Comprised of 24.72 acres, the gray shaded area on the map to the left is Special Area 8. It is south of the railroad tracks and southwest of the Historic Square. It contains Mill Street and property in this Special Area fronts South West Rowlett Street and West South Street.

- The character of this area is mostly established as detached residential uses, and the predominant use is expected to remain detached residential, but some exceptions in the form of attached residential (duplexes) exist along both South Street and South Rowlett. Additional attached dwellings are appropriate on a case-by-case basis.
- Some of Special Area 8 is within the local Historic District Overlay. Consequently, historic preservation efforts are administered by the Historic District Commission through its adopted guidelines. New buildings and exterior alternations, which includes additions, are only appropriate when done according to the Historic District Guidelines to obtain a Certificate of Appropriates.
- Adaptive reuse of the old ice house on Mill Street should be pursued.
- Consideration in this area should especially be given to maintaining the well-established lot width, building setbacks, massing, and scale. Collierville's collection of historic buildings is limited, and demolition/relocation of historic structures should be rare and well justified.
- The large undeveloped or underdeveloped acreage central to this area running from South Rowlett to South Street is appropriate to develop primarily as detached residential uses pursuant to the Traditional Neighborhoods and similar to the design of nearby Magnolia Square; however, attached dwellings are appropriate interior to the site or along South Street. A central linear green-



Figure 5-170
SPECIAL AREA 8
build-out scenario



space should be provided along the existing stream that is connected to the Green Corridors/Infrastructure network (see Figure 5-2). This greenspace could potentially be a regional detention solution for the storm water drainage needs of the area (see also Chapters 3 and 6). Any development plans for property in this area should plan for these important open spaces.

- Institutional uses may be appropriate on a case-by-case basis in this area through the Town's established conditional use permit process. Such uses should be designed to reflect the policies of the Traditional Neighborhood Character Area. To remain contextual in scale, architecture, and site design to surrounding neighborhoods, institutional uses should take design cues from existing institutional uses in the study area.
- This area should develop with a gridded and interconnected road network similar to that shown on the Recommended Block Pattern (Figure 3-20).
- Accessory dwelling units are appropriate in this area on a case-by-case basis.



Figure 5-171



Figure 5-172

Figure 5-173
SPECIAL AREA 8
 build-out scenario

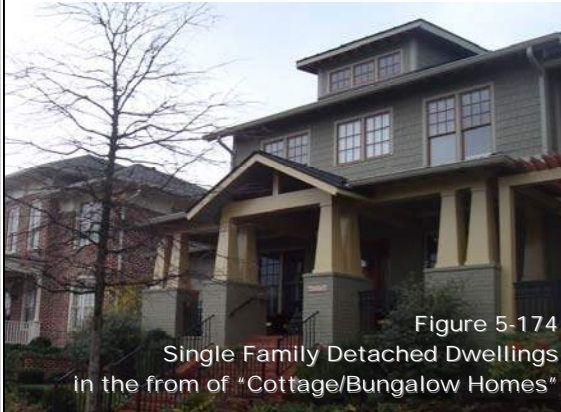


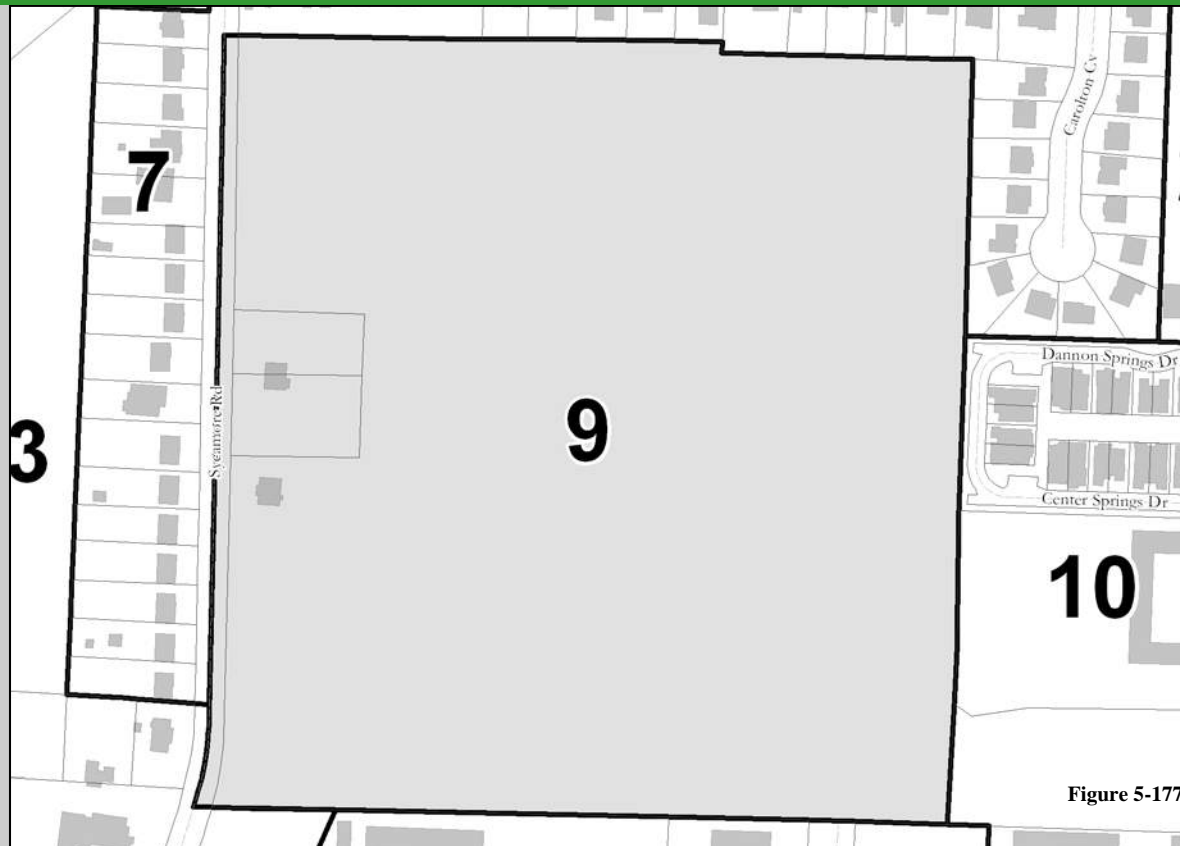
Figure 5-174
 Single Family Detached Dwellings
 in the form of "Cottage/Bungalow Homes"



Figure 5-175
 Single Family Detached Dwellings
 in the form of "Charleston Sideyard Homes"



Figure 5-176
 Attached Dwellings
 in the form of Townhomes



Special Area # 9

Comprised of 30.83 acres, the gray shaded area on the map to the left is Special Area 9. Known locally as the “Lunati Tract”, it is the largest Infill Opportunity Site in the entire Downtown Collierville area. It is south of the railroad tracks and southwest of the Historic Square. It fronts directly on Sycamore Road and is south of West South Street.

- Special Area 9 is appropriate for primarily Detached Residential Uses designed according to the policies of the Traditional Neighborhood Character Area.
- Attached Residential Uses are also appropriate if located to the interior of the site, and should not be the predominant land use. Non-residential uses, such as office or retail in a neighborhood scale, may be appropriate on a case-by-case basis, but only:
 - at the intersection of major roads or contiguous to other nonresidential areas (Highway 72 area, if the Shotguns at the corner of Sycamore and Center are Adaptively Reused as non-residential uses); and
 - evidence of clear market demand for such services is provided at the time a rezoning or planned unit development request is made.

- This area should develop with a gridded and interconnected road network similar to that shown on the Framework Recommended Block Pattern (Figure 3-20). Specifically, this area will see the convergence of two major road extensions (Keough Road and an unnamed north/south road that will one day convey traffic through Special Area 8 to South Rowlett (see also priority projects in Chapter 6). Any development plans for this property should plan for these important roadways.

- This area is in need of a centralized green-





Figure 5-180
SPECIAL AREA 9
build-out scenario

space, either public or private, that is connected to the Green Corridors/Infrastructure network (see also the Green Corridors/Infrastructure Map: Figure 5-17).

- This area is significantly wooded and development plans should save existing trees to the maximum extent practicable.
- Institutional uses may be appropriate on a case-by-case basis in this area through the Town's established conditional use permit process. Such uses should be designed to reflect the policies of the Traditional Neighborhood Character Area. To remain contextual in scale, architecture, and site design to surrounding neighborhoods, institutional uses should take design cues from existing institutional uses such as those found in the study area.
- This property receives a significant amount of water and has caused Sycamore Road to have flooding during heavy rainfalls. Because of this, the property should not be developed pursuant to the policies of Special Area 9 until the stormwater is properly modeled and mitigated so that development of this property does not adversely impact the surrounding area (see also Chapters 3 and 6).
- Accessory dwelling units are appropriate in this area on a case-by-case basis.



Figure 5-181



Figure 5-182

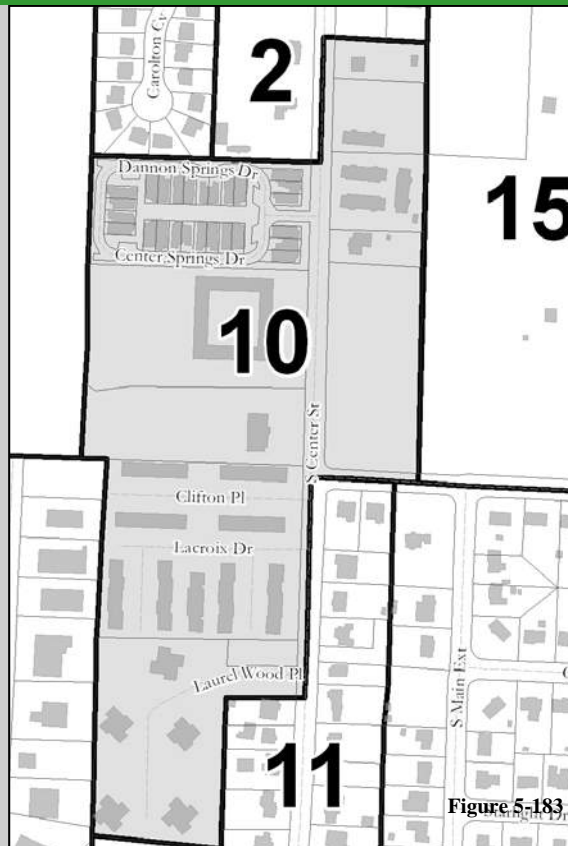


Figure 5-183

Special Area # 10

Comprised of 25.58 acres, the gray shaded area on the map to the left is Special Area 10. It is south of the railroad tracks and south of the Historic Square. It is bisected by parts of Center Street and contains Dannon Springs Drive, Center Springs Drive, Clifton Place, Lacroix Drive, and Laurel Wood Place.

- This area is largely established with attached residential uses (Central Square, Collier Village, Laurelwood Apartments) and includes an institutional use, the Veterans of Foreign Wars meeting hall. Attached Residential Uses and Institutional Uses are expected to continue to be the predominant long-term uses for this area.
- At the time of this study in 2010, the majority of the development forms do not reflect the attributes of the Traditional Neighborhood Character Area polices; however, future redevelopment and/or renovation of these properties present an opportunity for this area to incrementally change to uses and forms that better conform to the Traditional Neighborhood Character Area polices, and better reflect the new development forms proposed to both the north (Mixed Use Character Area

and the south (Traditional Neighborhood and Village Retail Character Areas). Along this corridor, the intent is to incrementally create improved walkability and a seamless appearance in design quality along Center Street from the Historic Square to the Highway 72 intersection (see also the Priority Projects described in Chapter 6).

- Should the existing properties adjacent to Suggs Park be redeveloped/developed into residential units, they should face both Center Street and Suggs Park to create “eyes on the park”.
- This is one of the areas that the Town’s Open to Change strategy is particularly encouraged (see also Chapter 6).
- This area should develop with a gridded and interconnected road network similar to that shown on the Recommended Block Pattern (Figure 3-20). This area will be bisected by the extension of Keough Road (see also priority projects in Chapter 6). Any development plans for the affected parcels should plan for this important east/west roadway.



Figure 5-184



Figure 5-185

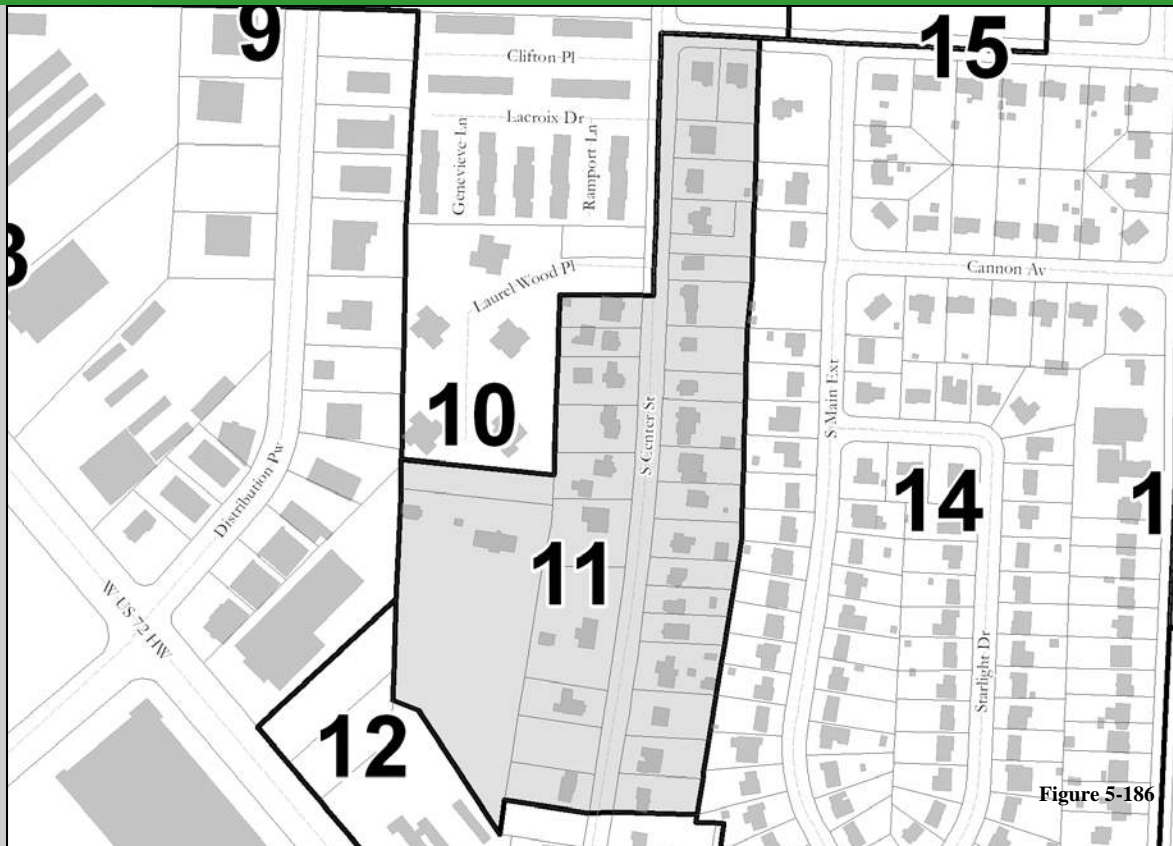


Figure 5-186

Special Area # 11

Comprised of 16.27 acres, the gray shaded area on the map to the left is Special Area 11. It is south of the railroad tracks and south of the Historic Square. It is bisected by parts of Center Street.

- The intent is to incrementally create improved walkability and bike lanes along Center Street from the Historic Square to the Highway 72 intersection (see also the Priority Projects described in Chapter 6).
- Detached dwellings are the predominant land use in this area along Center Street. Although this area is mostly established with detached residential structures the town is open to redevelopment of properties if the affected property owners approach the Town requesting approval, with the following guiding the Town's review of such requests.
 - New development or redevelopment should be consistent with the policies of the Traditional Neighborhood Character Area.
 - Incremental replacement of existing detached dwellings with new detached dwellings is appropriate along Center Street.
 - Attached dwellings may be appropriate along Center Street on a case-by-case basis, especially when contiguous to nonresidential uses or existing or planned attached dwellings.



Figure 5-187



Figure 5-188
Collierville Example

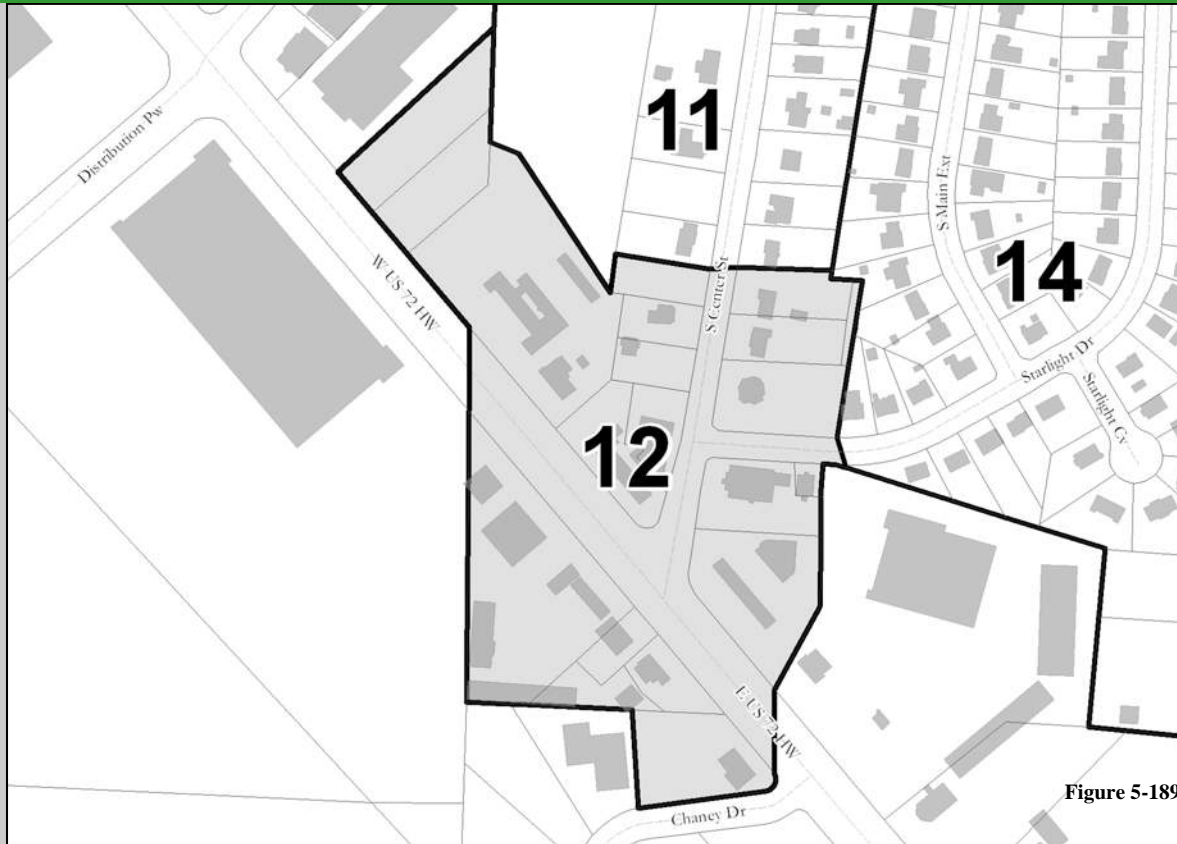


Figure 5-189

Special Area # 12

Comprised of 15.68 acres, the gray shaded area on the map to the left is Special Area 12. It is south of the railroad tracks, south of the Historic Square, at the southernmost limits of the Downtown Study Area, and is referred to in this Plan as the Center Gate. It is at the intersection of Highway 72 and Center Street.

- The intersection of Center Street and Highway 72 is known as the “Center Gate” (see also Chapter 6). This is a long-established gateway and direct southern connection to the heart of the Square. Appropriate uses include institutional, retail, office, or attached residential, and development or redevelopment at the Center Gate should be pursuant to the Village Retail Character Area policies and specialized development standards.
- A high priority for the Town (see Chapters 3 and 6) should be working with TDOT in the widening of Highway 72 to incorporate landscape medians, sidewalks, decorative lighting and mast arms, and directional wayfinding signage to improve property values in the area, improve traffic safety, and to serve as a more intuitive and contextual gateway to the Historic Square area to the north.
- The intent is to create improved walkability and bike lanes along Center Street from the Historic Square to the Highway 72 intersection (see also the Priority Projects described in Chapter 6).
- When development occurs, parking lots should be interconnected. When this is not feasible in the short-term, ingress/easements should be provided to allow for the eventual interconnection of sites along the Highway 72 corridor.
- In future updates to the Major Road Plan, the Town should study the continuation of Center Street to the south. This would make the



Figure 5-190

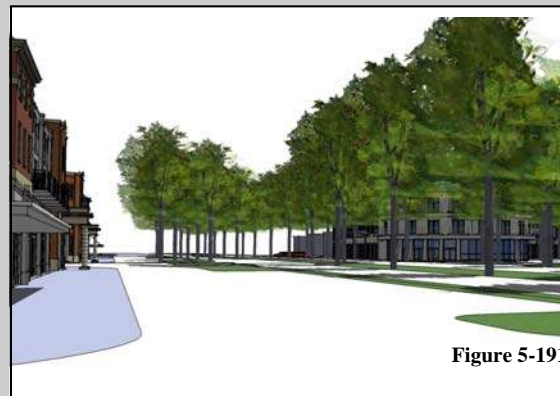


Figure 5-191

Figure 5-192
SPECIAL AREA 12 (Center Gate)
build-out scenario

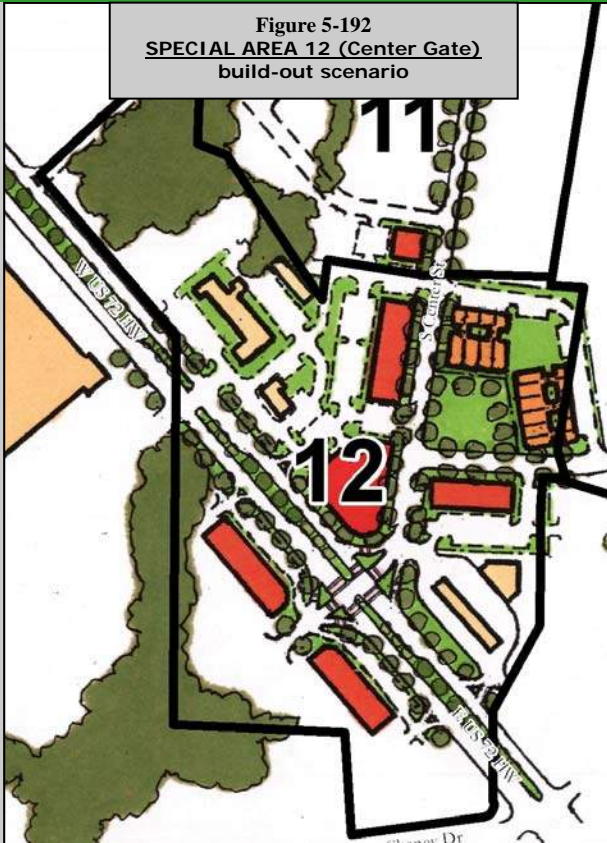


Figure 5-194

Highway 72 and Center Street intersection more attractive to commercial development, and could provide improved traffic flow to the extension of Winchester Boulevard.

Figure 5-195
SPECIAL AREA 12 (Center Gate)
build-out scenario

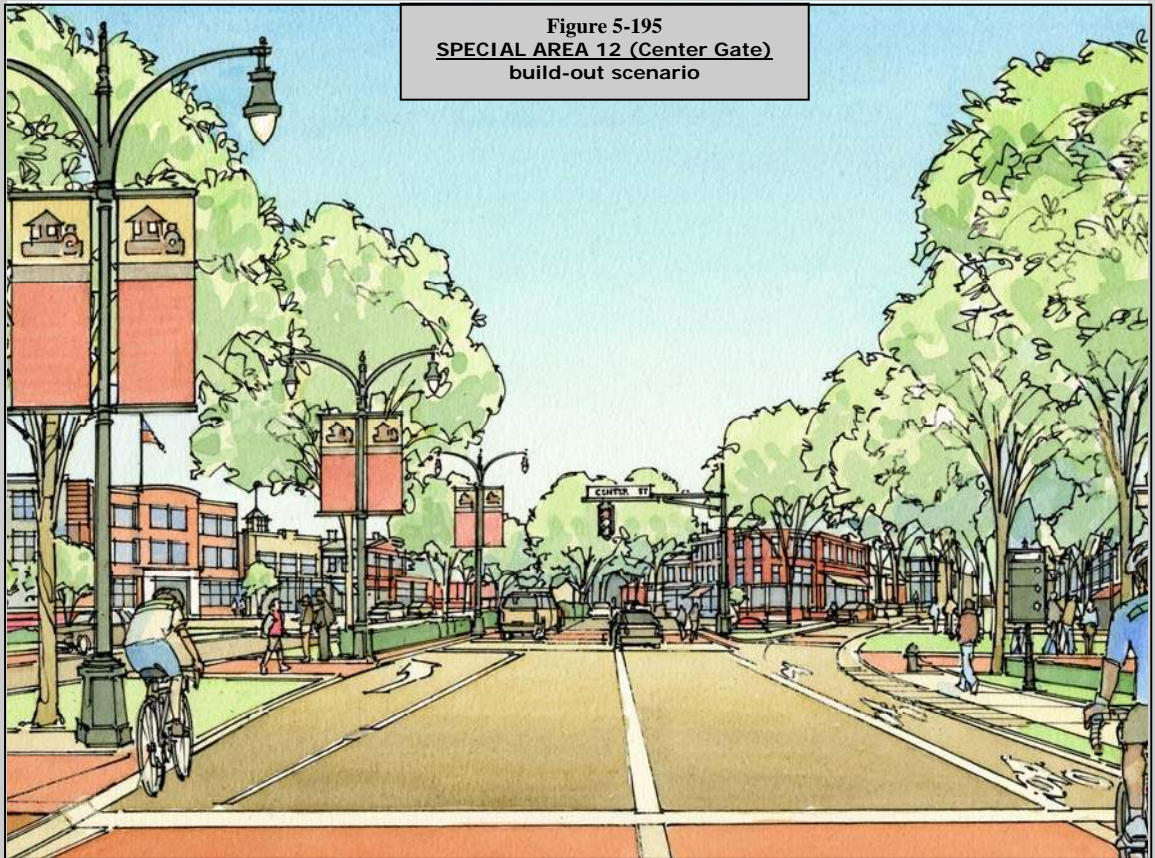
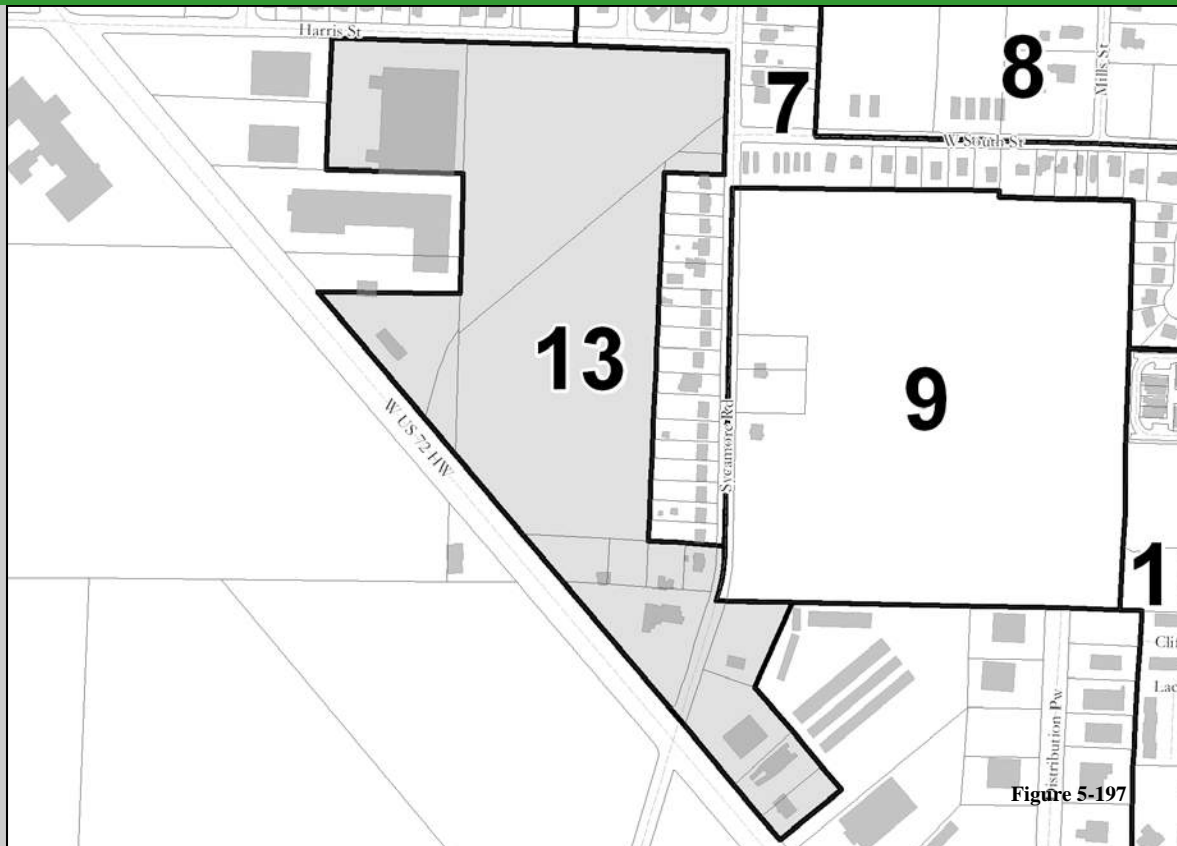


Figure 5-193



Special Area # 13

Comprised of 31.52 acres, the gray shaded area on the map to the left is Special Area 13. It is south of the railroad tracks, is along the southernmost limits of the Downtown Study Area, and is referred to in this Plan as the Sycamore Gate. It is at the intersection of Highway 72 and Sycamore Road.

- The portion of Special Area 13 at the intersection of Sycamore Road and Highway 72 is known as the “Sycamore Gate” (see also Chapter 6), and this long-established gateway and connection to the neighborhoods surrounding the Square will be framed by a local institution, the redevelopment and rebuilding of St. Marks Church, which has a history of being located at that site since the mid 1800s. The church plans for an iconic memorial structure to memorialize the historic structure that was not able to be restored. Helping to implement the Visual Cues Initiative described in Chapter 6, the new memorial will be a gateway feature for the area, and should be connected to the planned walking and automobile tours of the area.
- The parts of Special Area 13 nearest Hwy 72 should be developed per the Village Retail Character Area policies, with appropriate uses including Institutional, Retail, Office, or Attached Residential. Special Areas 5 and 20 have seen new development in recent years that is more consistent with the Town’s Design Guidelines and can serve as a guide.
- The parts of Special Area 13 closest to South Street and Sycamore Road should be developed according to the policies of the Traditional Neighborhood Character Area. Such areas should be comprised mostly of Detached Residential and Attached Residential Uses. Nonresidential uses, such as Office or Retail in a neighborhood scale, may be appropriate on a case-by-case basis, but only:





Figure 5-200



Figure 5-201



Figure 5-202

- If they are not the predominant land use;
 - If they are at an intersection of major roads or contiguous to other nonresidential areas (e.g. Highway 72 area, if the Shotguns at the corner of Sycamore and Center are Adaptively Reused as nonresidential uses); and
 - There is clear evidence of market demand for such services is provided at the time a rezoning or planned unit development request is made.
- Institutional Uses also may be appropriate on a case-by-case basis in this area through the Town's established conditional use permit process. Such uses should be designed to reflect the policies of the Traditional Neighborhood Character Area. To remain contextual in scale, architecture, and site design to surrounding neighborhoods, Institutional Uses should take design cues from existing institutional such as St. Marks Church.
 - This area should develop with a gridded and interconnected road network similar to that shown on the Recommended Block Pattern (Figure 3-20). This area will see several road extensions, with two being the most critical for facilitating east/west traffic. Keough Road, planned for extension to Hwy 72, would bisect the southernmost part of Special Area 13 (see also priority projects in Chapter 6). South Street is also planned for extension to the west to intersect with Highway 72. Any development plans for this property should plan for these important roadways.
 - This area is in need of a centralized green-space, either public or private, that is connected to the Green Corridors/Infrastructure network (see also Figure 5-17).
 - Accessory dwelling units are appropriate in this area on a case-by-case basis.

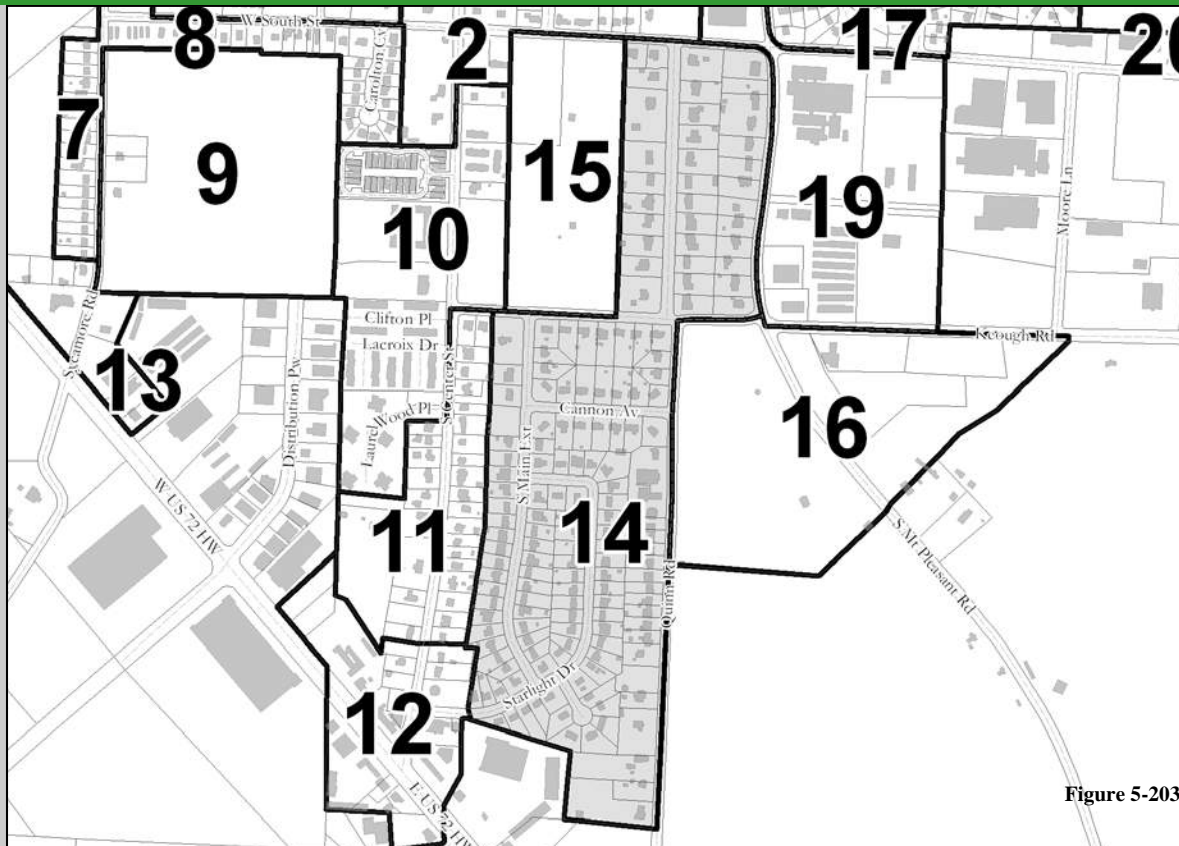


Figure 5-203

Special Area # 14

Comprised of 67.7 acres, the gray shaded area on the map to the left is Special Area 14. It is south of the railroad tracks and southeast of the Historic Square. It contains South Main Street, Starlight Cove, Starlight Drive, Cannon Avenue, and parts of Quinn Road.

- The existing character of this neighborhood is already established with Detached Residential uses, with some Institutional Uses, and is not expected to change. Some houses have been removed and replaced with new homes. The Town anticipates that this could continue and it is possible for homes on the west side of Quinn Road to be rebuilt that would face Suggs Park; however, in doing so houses should not back up to the street, and the use of alleys or private drives is appropriate to accomplish this.
- If new development did occur in this area it should be in accordance with the Conventional Suburban Neighborhood Policies.
- Through targeted Greenstreet improvements (see Chapter 3 and Figure 5-17) along Mt. Pleasant Road, the existing detached residential uses should gain improved screening from the adjacent industrial uses to the east, which are not expected to change to other uses for many years, if ever.
- Institutional uses may be appropriate on a case-by-case basis in this area through the Town's established conditional use permit process. To remain contextual in scale, architecture, and site design to surrounding neighborhoods, institutional uses should take design cues from existing institutional uses found within the study area.



Figure 5-204
Collierville Example



Figure 5-205
Collierville Example



Special Area # 15

Comprised of 16.78 acres, the gray shaded area on the map to the left is Special Area 15. It is south of the railroad tracks, southeast of the Historic Square, and contains Suggs Park. It is north of Keough Road, south of South Street, east of Center Street, and west of Quinn Road.

- Suggs Park should be redesigned to be the center of the southern portion of Downtown Collierville as in the Green Corridors/Infrastructure (see Figure 5-17), with houses facing it incrementally over time as portions of Special Areas 2, 10, and 14 redevelop. Because of its central location, large size compared to other properties in the study area, and public ownership, Suggs Park may also be appropriate for one or more Institutional Uses (interpretive center related to Civil War history, public schools, etc); however, some portion of it should continually be retained in some form as Green Corridors/Infrastructure for use by the surrounding neighborhoods.
- Through new Greenbelts/Greenstreets (see Chapter 3 and Figure 5-17), Suggs Park will become better connected to Town Square Park, Tom Brooks Park, Nikki McCray Park, and eventually the Town's larger Greenbelt system.
- Agreeing that it needs to be somewhere in the study area, Suggs Park was discussed by the Steering Committee as one of many potential long-term homes for the Collierville Farmers Market (see also role of Destinations and Attractors in Chapter 6), but only if:
 - the commercial activity of the Square area has extended to the south side of the railroad tracks through redevelopment along Main Street;
 - the location and programming of the farmers market does not conflict with other uses of the park (e.g. sports);



Figure 5-207
Collierville Example



Figure 5-208
Collierville Example



Figure 5-209



Figure 5-210



Figure 5-211
SPECIAL AREA 15
build-out scenario



Figure 5-212

- a structure is built to accommodate it; and
- streetscape improvements have been made to Main Street to allow for safe and intuitive north/south pedestrian movements.

These recommendations for Special Area 15 should not preclude other private-sector alternative locations for the Farmers Market downtown.

- Should the Town decide that the small portion of the park to the north is surplus, it could be developed into residential units to create “eyes on the park”. If this were to occur, the policies of the Traditional Neighborhood Character Area should be followed, and the streets should resemble those found on the Recommended Block Pattern (Figure 3-20), which includes the extension of Main Street to the south.

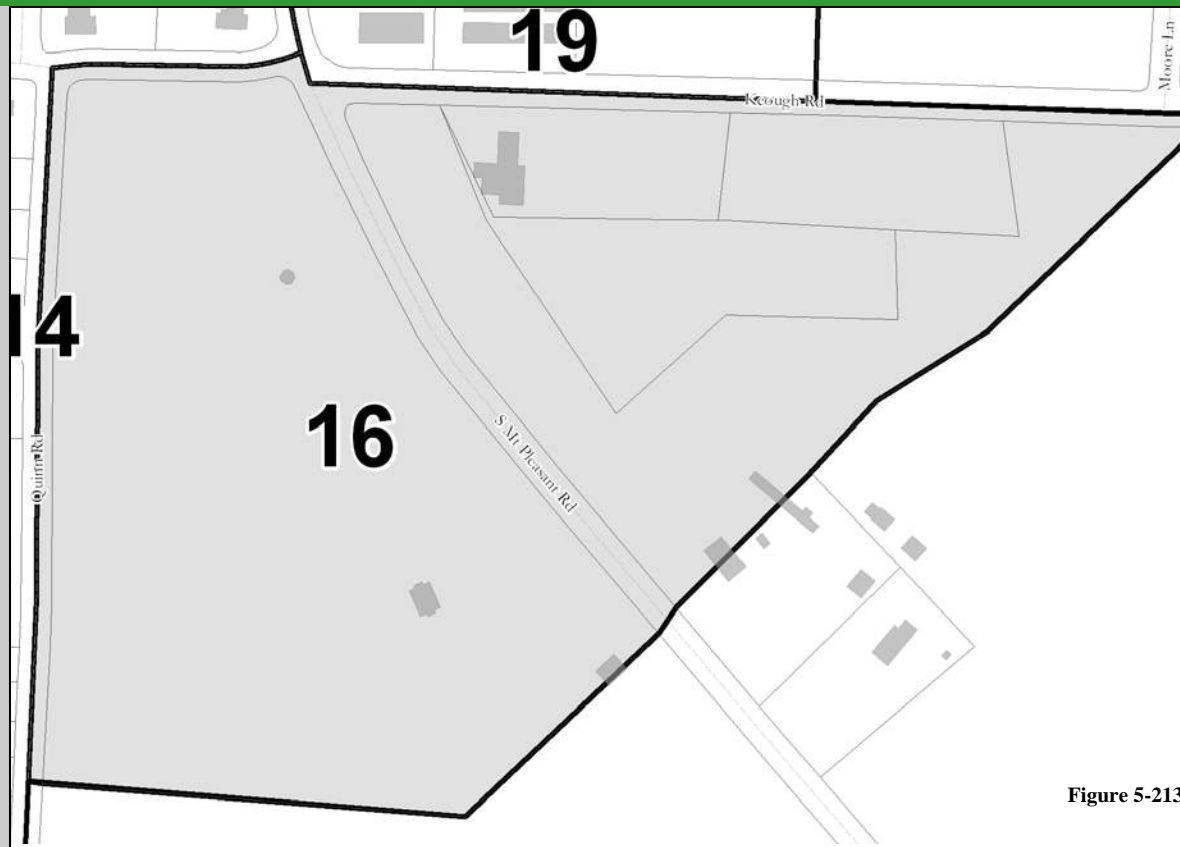


Figure 5-213

Special Area # 16

Comprised of 35.71 acres, the gray shaded area on the map to the left is Special Area 16. It is south of the railroad tracks, southeast of the Historic Square, and contains Magnolia Cemetery. It is south of Keough Road and bisected by Mt. Pleasant Road.

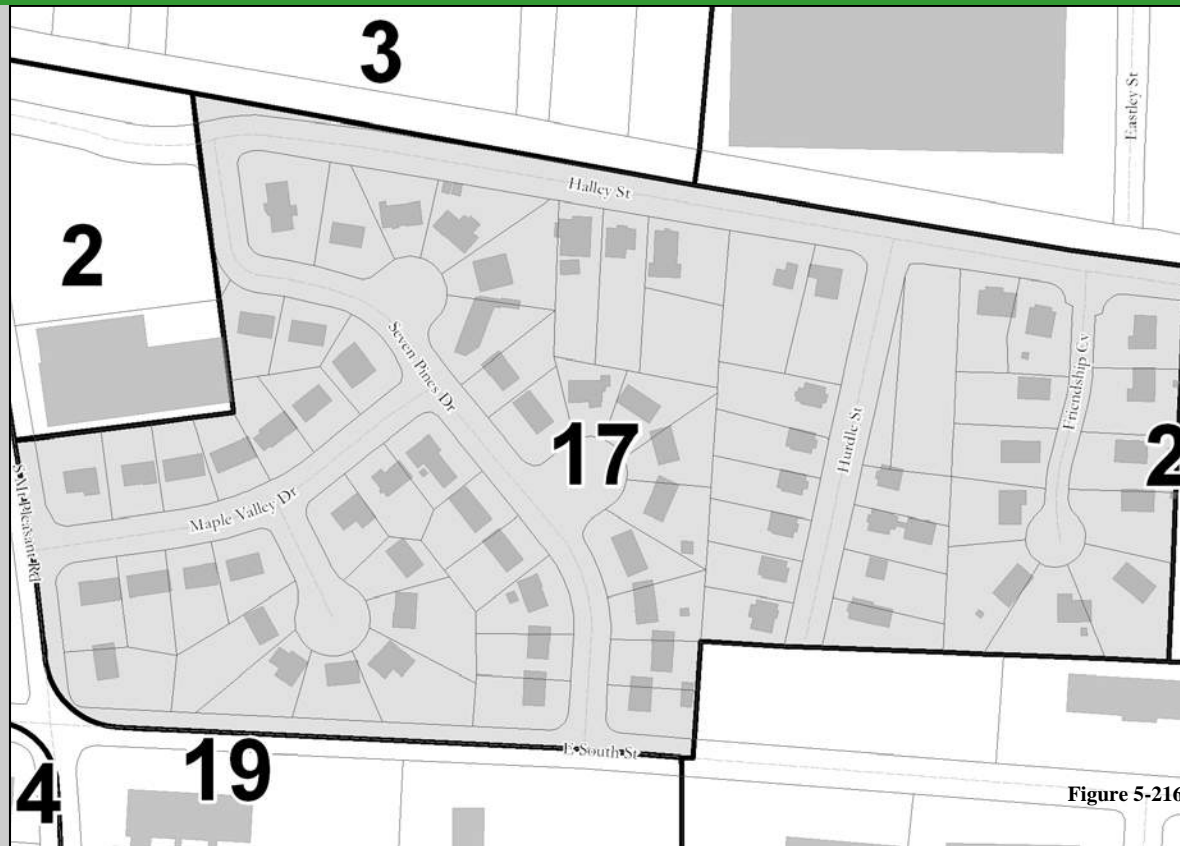
- This area is currently comprised of only one church and two cemeteries; however, it has the potential to be the edge, or heart, of larger development patterns based upon what happens to the properties to the south on Mt. Pleasant Road that were not included in the Downtown Study Area.
- Although not widely used by the public for passive recreation, the Historic Magnolia Cemetery is visually considered “borrowed open space” and a historic site. It should be connected through pedestrian Greenbelt and Greenstreet connections to the Heart of Downtown and Town Parks (see also Chapters 3, 4, and Figure 5-17). It is the intent of these policies to link Magnolia Cemetery to Suggs Park, Town Square Park, and Poplar Avenue. With such connections made, Magnolia Cemetery should be included as a stop along a historic site walking tour, and way-finding signage should be provided.
- Buffering should be provided along Keough Road to screen any new development from industrial uses to the north.
- Special Area 16 is appropriate for Institutional Uses, and is especially appropriate for Detached and Attached Residential Uses pursuant to the Traditional Neighborhood Character Area standards if that is how the properties to the south develop in a form and use similar to what is permitted through the Traditional Neighborhood Character Area standards. Such residential development should be per a gridded road network and provide multiple vehicular stubs to the property to the south.



Figure 5-214
Collierville Example



Figure 5-215
Collierville Example

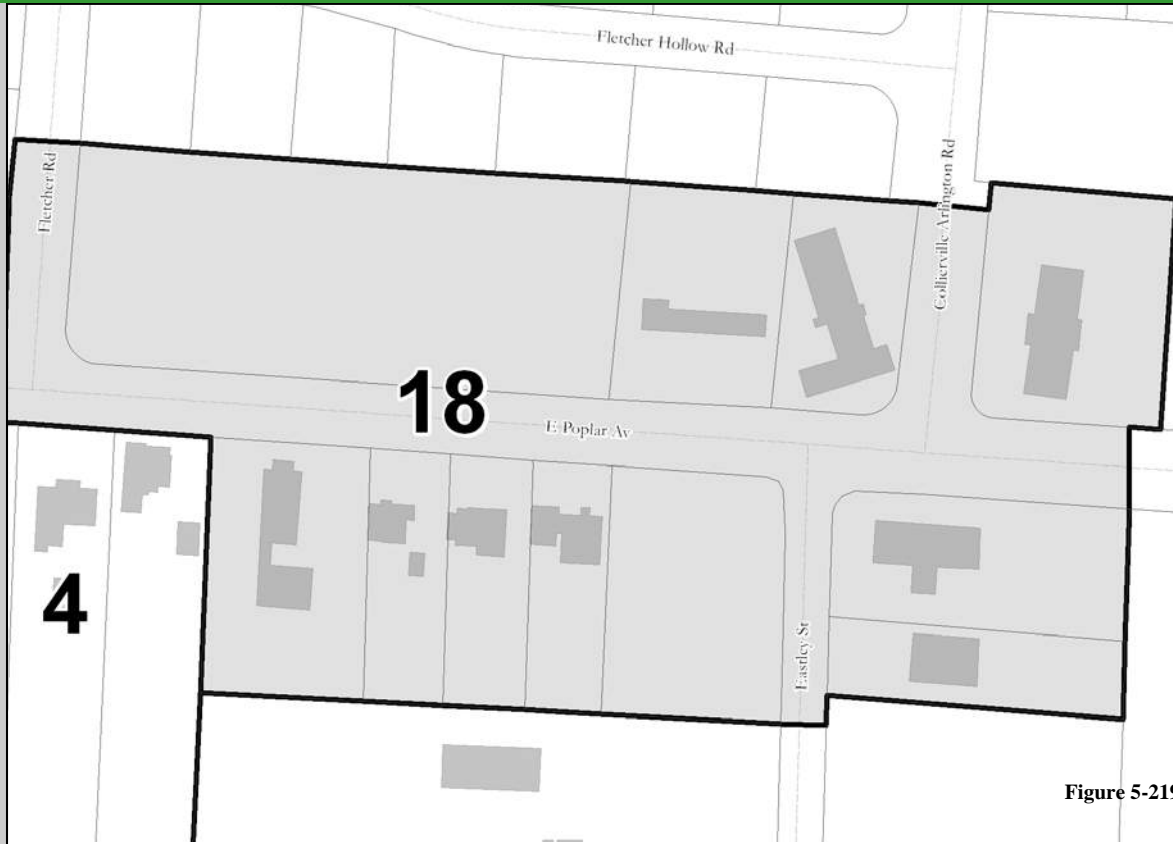


Special Area # 17

Comprised of 22.21 acres, the gray shaded area on the map to the left is Special Area 17. It is south of the railroad tracks and southeast of the Historic Square. It is south of Halley Street and contains Maple Valley Drive, Seven Pines Drive, Hurdle Street, and Friendship Cove.

- The character of this area is established as detached residential; however, institutional uses exist on a limited basis. This area is appropriate for continued detached residential or institutional uses. If new development did occur in this area it should be in accordance with the Conventional Suburban Neighborhood policies.
- Institutional uses may be appropriate on a case-by-case basis in this area through the Town's established conditional use permit process. To remain contextual in scale, architecture, and site design to surrounding neighborhoods, institutional uses should take design cues from existing institutional uses found in the study area.
- Some of the homes and properties in this area have not been maintained as well as other parts of the Study Area per property assessor records. This area is a prime location for implementing the Neighborhood Stabilization Initiative described in Chapter 6.
- Portions of Special Area 17 may be affected by the possible extension of Collierville-Arlington Road to the south of the railroad tracks as discussed in Chapter 3. Such an extension should be modeled in a future update to the Major Road Plan to determine feasibility and the impact to the Town's north/south traffic movements.





Special Area # 18

Comprised of 10.89 acres, the gray shaded area on the map to the left is Special Area 18. It is north of the railroad tracks and is at the easternmost limits of the Downtown Study Area and is referred to in this Plan as the East Gate (see also Chapter 6). It is at the intersection of Poplar Avenue (Highway 57), Eastly Street, and Collierville-Arlington Road.

- Appropriate uses for Special Area 18 include institutional, retail, office, or attached residential (townhouses, condos) facing Poplar Avenue. Convenience retail, such as a drug-store, is particularly encouraged. New development or redevelopment at the East Gate should be pursuant to the Village Retail Character Area policies and specialized development standards.
- Should the carwash and gas stations redevelop, development forms should be consistent with the vision for the East Gate into the Downtown area and the Village Retail Character Area policies.
- The Town should work with TDOT on improvements to Highway 57 and its intersection with Collierville-Arlington and Eastly Drive. Such improvements would include landscaping, medians, sidewalks, decorative lighting and mast arms, and directional wayfinding signage (see also Chapter 6). The Town's rationale for this would be to improve safety, property values in the area, and for Special Area 18 to serve as a more intuitive and contextual gateway to the Historic Square area to the west.
- Also related to the road network, portions of Special Area 18 may be affected by the possible extension of Collierville-Arlington Road to the south of the railroad tracks as discussed in Chapter 3. Such an extension should be modeled in a future update to the Major Road Plan to determine feasibility and the impact to the Town's north/south traffic movements.



- This area is affected by the Green Corridors/ Infrastructure network (see also the Green Corridors/Infrastructure Map: Figure 5-17).

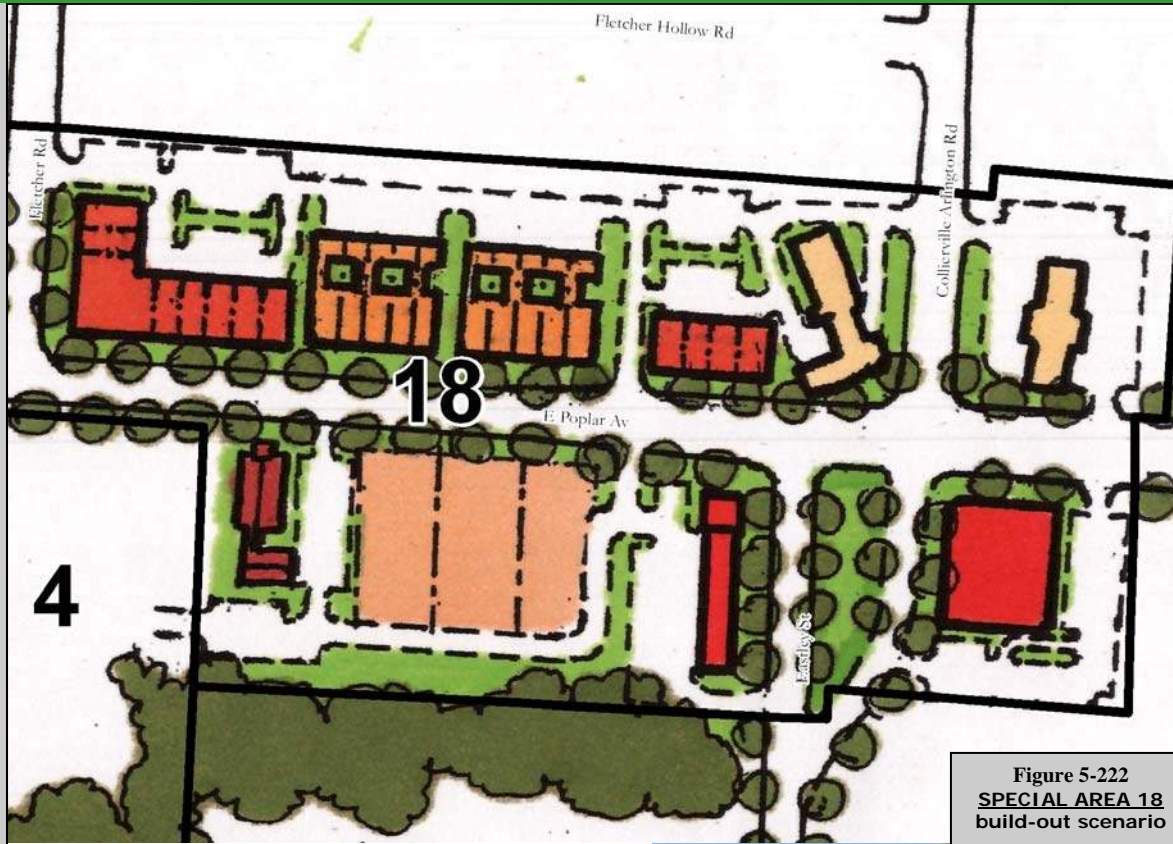


Figure 5-222
SPECIAL AREA 18
build-out scenario



Figure 5-225



Figure 5-223



Figure 5-224



Figure 5-226

Special Area # 19

Comprised of 28.96 acres, the gray shaded area on the map to the left is Special Area 19. It is south of the railroad tracks and is at the easternmost limits of the Downtown Study Area. It is east of Mount Pleasant Road, south of East South Street, and north of Keough Road.

- This area is mostly built out with light industrial uses. These uses are viable businesses that contribute to Collierville's employment and economic base. This employment and manufacturing center is not expected to change within the short term and the long term; however, this area may have merit for new residential population for future generations, but only:
 - if the industrial uses are redeveloped in the Main Street area and there is documented proof of market demand for such land use change.
 - in the event that such conversion is practical, care is given to find the existing business new corporate homes within Collierville, using incentives where appropriate.

New development in this area in the foreseeable future should be pursuant to the policies of the Light Industry Activity Center Character Area.



Figure 5-227
Collierville Example



Figure 5-228
Collierville Example

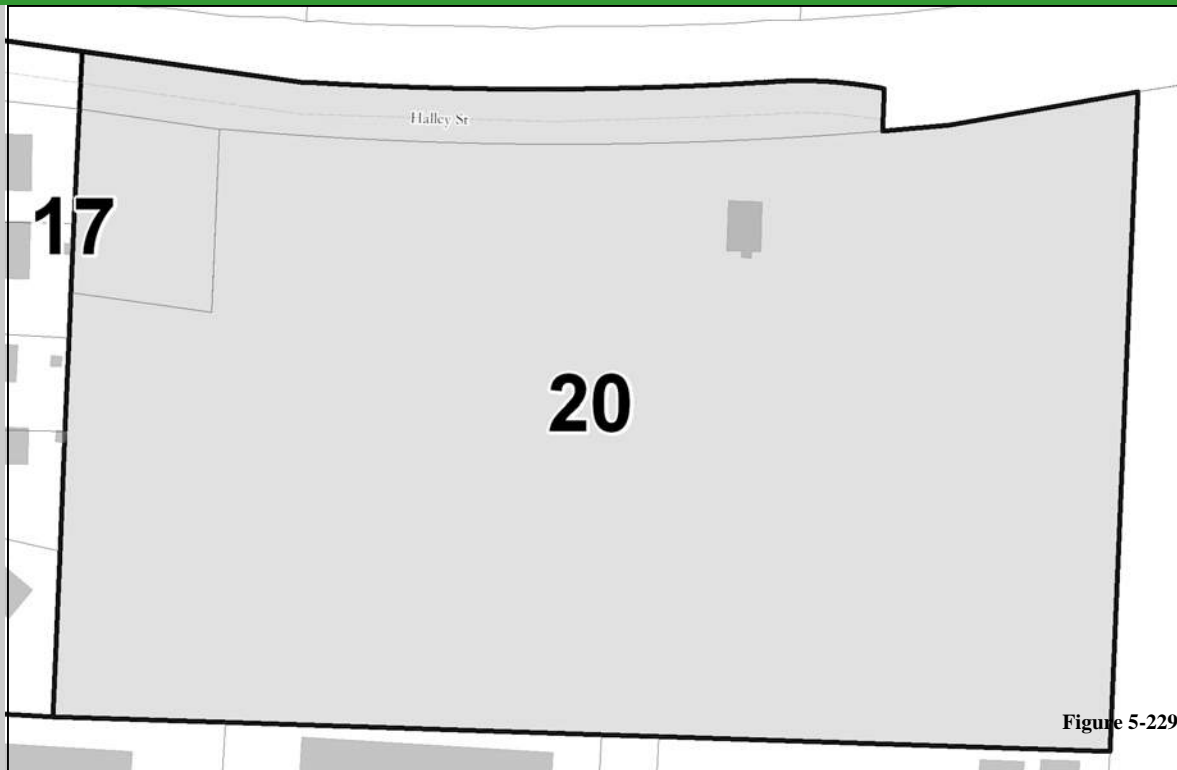


Figure 5-229

Special Area # 20

Comprised of 9.78 acres, the gray shaded area on the map to the left is Special Area 20. It is south of the railroad tracks and is at the easternmost limits of the Downtown Study Area. Its limits include the easternmost parts of Halley Street.

- At the time this Small Area Plan for Downtown was created, this vacant and underutilized area was zoned for industrial uses, and development potential for other uses was uncertain. New development in this area should be pursuant to the policies of the Light Industry Activity Center Character Area, with screening provided to adjacent residential uses to the west.
- If developed for industrial uses, to protect the adjacent residential uses to the west, Halley Road should be closed with a cul-de-sac at the western limit of this area, with all industrial vehicle trips being circulated through connections to South Street. Also related to the road network, this area may be affected by the possible extension of Collierville-Arlington Road to the south of the railroad tracks as discussed in Chapter 3. Such an extension should be modeled in a future update to the Major Road Plan to determine feasibility and the impact to the Town's north/south traffic movements.
- This site has been inconclusively studied for its role in Civil War history, and other appropriate uses for this site could include some form of interpretive battlefield center or open space related to the battle (see also Chapter 4). Such an interpretive center could place much-needed emphasis on Civil War education and research, and preserve the site's natural features in a campus-like setting.
- This area is significantly wooded and development plans should save existing trees to the maximum extent practicable.



Figure 5-230



Figure 5-231
Collierville Example

CHAPTER 6: PRIORITIES AND NEXT STEPS

A. PRIORITIES

Ambitious strategies are needed where positive change is desired, and protections are needed for exemplary existing conditions. While the initiatives do not offer any guarantee for a particular parcel's long-term status or funding availability one way or another, they represent a particular general position the Town will take for each of the three distinct areas (Heart of Downtown, Surrounding Neighborhoods, Gates) to incrementally implement this Small Area Plan (see Figure 1-4). The designations in this section also serve to:

- implement the Guiding Principles contained in Chapter 1 of this Plan for specific areas of need;
- refer to the existing condition of the area at the time of the adoption of this Plan; and
- address each area's relationship to the Plan's vision long term.

I. Investing in Downtown Initiative:

The public investment priorities are based upon the policies of the Guiding Principles, Character Areas, and Special Areas, as well as input from the Steering Committee. As a general policy, Downtown Collierville as a whole should be a priority for public investments, and the Town should develop a 5-year capital improvement plan (CIP) for projects specific to the Downtown Study Area (see Figure 6-3 for a recommended ranking system for Downtown CIP projects). In addition to CIP investments, the Town should encourage development within Downtown Collierville by providing a broad range of incentives, if possible.

Unfortunately, the Town has limited resources and cannot provide improvements everywhere within Downtown. Public investments should be prioritized based upon level of need and the

ability to leverage additional private development and improvements. In order to meet this goal, three general priorities are defined in this chapter and graphically depicted in Figure 6-2. This section intends to provide a policy framework and implementation strategy to provide public officials and Town staff a guideline for future development decisions, public improvement investments, and annual goal-setting.

These priorities are divided into three tiers based upon feedback from the Steering Committee. First-tier projects are attainable in the short term, while Third-tier projects cannot be easily tied to a timeframe. Second-tier projects are designed to be accomplished within several years of implementation if funding sources can be secured.

First-tier Priority Projects:

The first-tier projects are feasible in the short-run. Although they can all be directly tied to the Vision and Guiding Principles, they will not necessarily have the biggest impact on Downtown long-term; however, they are either high-priority areas where change should happen soon with minimal cost compared to other priorities, or can happen within the framework of existing implementation responsibilities.

Stormwater Solution Plan: Such a project would also include the creation of a stormwater management master plan for downtown, and specific projects that would be identified with that plan, such as one or more regional stormwater detention facilities. Drainage and retention/detention facilities should be designed as an amenity, connecting with the Greenbelt and GreenStreet described in Chapters 4 and 5, with homes and businesses facing them where practical. This stormwater management master plan, and the projects it recommends, will not be quick or inexpensive to implement; however,

TOWN INITIATIVES FOR IMPLEMENTING THE VISION			
TOWN INITIATIVE	HEART OF DOWNTOWN	SURROUNDING NEIGHBORHOODS	GATES
Investing in Downtown	X	X	X
Destination	X	X	X
Live, Work, Play	X		
New Rooftops	X	X	X
Historically Significant Districts	X	X	
Neighborhood Stabilization		X	
Adaptive Reuse	X	X	
Traditional Design	X	X	X
Visual Cues	X	X	X
Funding and Implementation	X	X	X

Figure 6-1

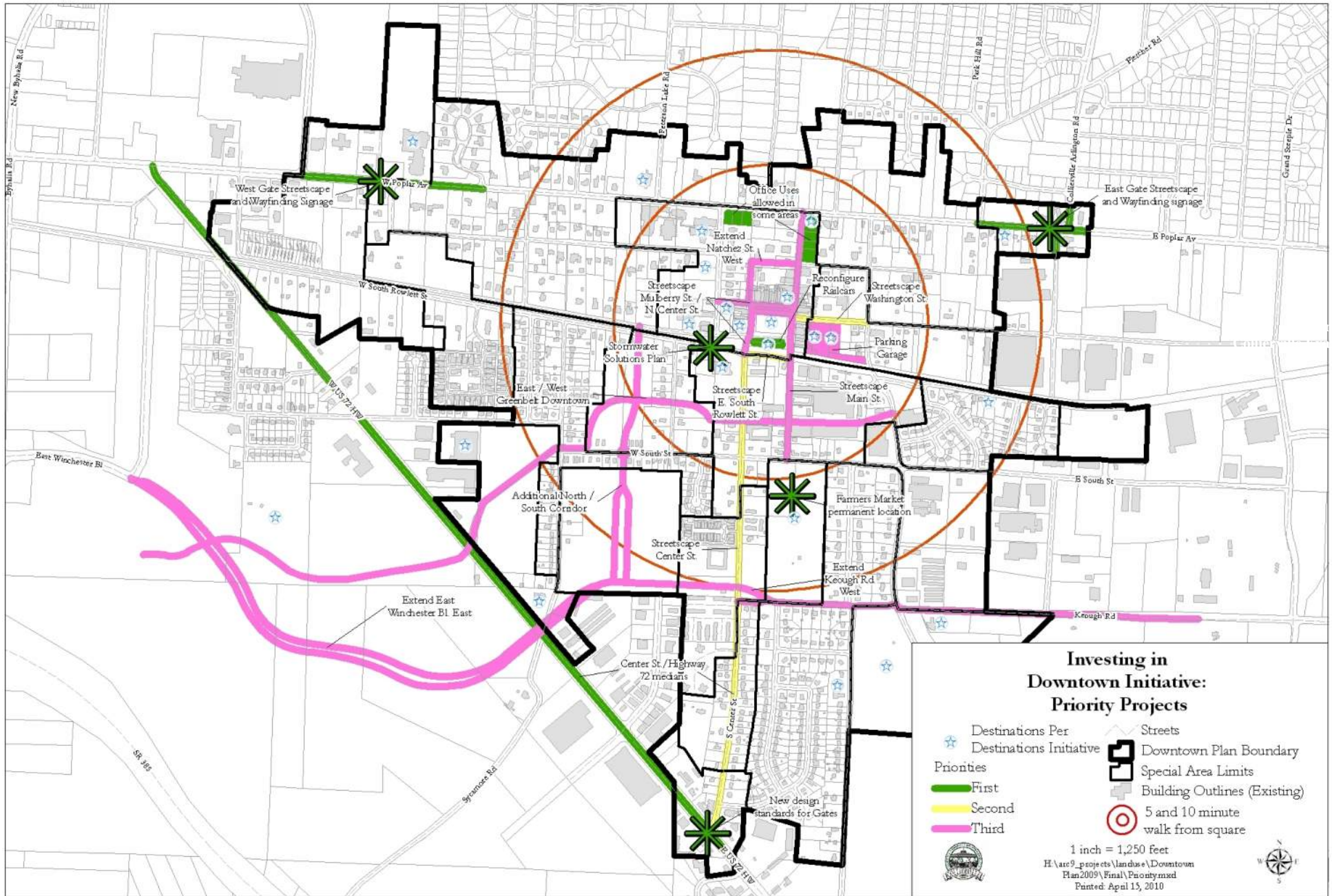


Figure 6-2

once complete, it will have a tremendous positive impact on downtown. The important first step is to develop the stormwater management master plan.

Office Uses Allowed in Some Areas (e.g. Main Street, Parts of Poplar adjacent to existing office uses): Unlike other priorities that are capital projects, this would involve a new zoning tool created for some places downtown, such as the east side of Main Street next to Bess Morton Crawford White Church Museum of Collierville History, which is currently zoned and used as

residential, to allow for office uses. Such a tool may take the form of new standards that encourage “adaptive reuse,” conditional uses, or new zoning districts, or combination thereof.

Center Street/Hwy 72 Intersection Streetscape and New Design Standards: This would include applying a streetscape program to the intersection of Highway 72 and Center Street to acknowledge its role as the “Center Gate”. Such a project would include coordinated signage, directional signage, street furnishings, (benches), pedestrian lighting (bollards, orna-

mental poles), street and median plantings, etc. This project would also include working with TDOT to add landscape medians in the cross section for the planned Hwy 72 widening, with the rational being both aesthetic as part of the Visual Cues Initiative described in this chapter, and for improved safety (see Chapter 3).

Streetscape and Wayfinding Signage of Both Poplar Avenue “Gates” (East and West): with Directional Signage at Poplar and Main. This would include applying a streetscape and Wayfinding signage program to two areas along the Poplar Avenue corridor that serve as the eastern and western approaches, also referred to as the “Gates,” to the downtown area. Such a project would include coordinated directional and “Historic Collierville” entrance signage, street furnishings (benches), pedestrian lighting (bollards, ornamental poles), street and median plantings, etc. So that travelers entering through these “Gates” can find the Historic Square to the south, special directional signage would also be installed as part of this project near the intersection of Poplar Avenue and Main Street directing visitors to the south.

Reconfigure Railcars to Open Up Visibility of the South Side of the Square: To create improved visibility for a fourth side of the square south of the railroad tracks, this would include a reconfiguration of the existing railcars immediately adjacent to the depot, with the possible exception of the Town’s refurbished business car. Options include moving the cars to the west to be parallel with the existing locomotive’s site, or even to the east on a new spur built for the purpose of preserving railroad history and providing a multimodal transit station. Pedestrian safety would be paramount, and care should be given to design a public space that keeps pedestrians away from the active railroad tracks, as is done around the platform adjacent

TEST FOR ANY PUBLIC CAPITAL INVESTMENT FOR DOWNTOWN COLLIERVILLE, WHETHER IT IS IDENTIFIED AS A PRIORITY PROJECT IN FIGURE 6-2 OR NOT, SHOULD INCLUDE THE FOLLOWING CRITERIA:

- Project helps to implement a first, second, or third tier project as described in Chapter 5?
- Concentration of investment?
- Project in a high priority area and along a high image street?
- Beautification?
- Enhances surrounding areas?
- Provides connections for both pedestrians and vehicles?
- Creates or maintains jobs?
- Immediate project impact?
- Leverages additional investment?
- Helps to Stabilize a Neighborhood?
- Consistent with the Recommended Block Network (Chapter 3) or Green Infrastructure/Corridors Map (Chapter 5)?

Figure 6-3

to the depot. This project could include relocation of the cars, construction of rail lines, coordinated directional signage, street furnishings, pedestrian lighting, street plantings, interpretive centers, and ornamental pedestrian barriers, etc. Depending on the prospect of regional light rail transit, this project could potentially involve a multimodal transit station and associated parking structure.

Farmers Market Permanent Site: This would involve a permanent structure built to serve as the permanent home for the farmers market as well as other year-round uses. If Suggs Park is selected as this site, the structure should be located so as not to take away the much-loved athletic fields. There is an opportunity for this structure to be the visual terminus to Main Street looking south. When coupled with the streets aping of Main Street from Poplar Avenue to South Street and anchored to the north by the Bess Morton Crawford White Church Museum of Collierville History, a southern anchor to what could become a vibrant pedestrian corridor that is bisected by the Historic Square could be created. Suggs Park may not be the only appropriate location for a Farmers Market, but as a general rule, it should be no farther than a 5-minute walk of the Square to have the most economic impact on the Heart of Downtown.

Second-tier Priority Projects:

The second-tier projects can be accomplished, but will be predicated upon the identification of funding sources. To undertake them, moderate to significant community support for this Plan must be demonstrated. They can all be directly tied to the Vision and Guiding Principles, and have been chosen for their long-term impacts on Downtown. These projects will need to be carefully coordinated with property and business owners in the affected area and governmental and quasi-governmental agencies. Alt-

hough complex, they can happen within the framework of existing implementation responsibilities.

Streetscape of Washington Street (Main to Mt. Pleasant): This would include applying a streetscape program to the segment of Washington Street between Main Street and its intersection with Mt. Pleasant Road. Such a project would include screening the existing surface parking lots, utility repair/upgrades, new sidewalks, curb and gutter repair, street resurfacing, relocation of overhead lines underground or behind buildings, coordinated signage, street furnishings (benches), pedestrian lighting (bollards, ornamental poles), street plantings, etc. Landscaping should also be added to the Washington Street public parking lot. This project should also provide better pedestrian and vehicular connectivity between the Square and the parking lot by adding streetscape and better road definition to the currently unimproved drive parallel to the north side of the railroad tracks.

Streetscape of Center Street (South Rowlett to South Street, South Street to Hwy 72): This would include applying a streetscape program to the segment of Center Street from South Street to South Rowlett. Such a project would include screening the existing surface parking lots, utility repair/upgrades, new sidewalks, curb and gutter repair, street resurfacing, relocating overhead lines underground or behind buildings, coordinated signage, street furnishings, (benches), pedestrian lighting (bollards, ornamental poles), street plantings, etc. A more residential version of these streetscape improvements should also be applied from South Street south to where Center Street intersects with Hwy 72.

Streetscape of East South Rowlett (Center to Main): To create a fourth side of the Square south of the railroad tracks, this would include applying a streetscape program to the segment of South Rowlett between Center Street and Main Street. Such a project would include screening the existing surface parking lots, utility repair/upgrades, new sidewalks, curb and gutter repair, street resurfacing, relocating overhead lines underground or behind buildings, coordinated signage, street furnishings (benches), pedestrian lighting (bollards, ornamental poles), street plantings, etc. Although some work can be done without development, some of the streetscape elements should be completed with redevelopment of properties along the south side of the South Rowlett.

Third-tier Priority Projects:

The Third-tier projects are high-impact projects that can only be accomplished if solid funding sources exist. To undertake them, a very high degree of community support for this Plan must be demonstrated. They are extremely complex projects that will need to be carefully coordinated with property and business owners in the affected area and governmental and quasi-governmental agencies. Although the existing regulatory and implementation framework has proven to be able to accomplish such projects in similar communities, Third-tier projects are so complex, they may necessitate creating a new framework for implementation and funding responsibilities. The Third-tier projects can all be directly tied to the Vision and Guiding Principles, and would have significant long-term impacts on Downtown.

Streetscape of Main Street and Square Area (Poplar to South): This would include applying a streetscape program to the segment of Main Street from Poplar Avenue to its intersection

with South Street. Such a project, which could possibly be broken into two phases based the location of the railroad tracks, would include screening the existing surface parking lots, utility repair/upgrades, new sidewalks, curb and gutter repair, street resurfacing, relocating overhead lines underground or behind buildings, coordinated signage, street furnishings (benches), pedestrian lighting (bollards, ornamental poles), street plantings, etc. For a cohesive look and to repair missing or aging infrastructure, these improvements should also include select improvements to Mulberry Street and North Center Street.

Parking Garage: This project would include at least one multilevel public parking garage built somewhere near the Square to supplement the parking already in Downtown and to offset any new demand for parking created by new uses downtown. Construction of a garage should come only after a thorough supply and demand study is done for downtown based on existing and future uses (see Appendix A-3). Carefully located and screened surface lots may be needed in the short-term to allow for phased construction of a parking structure and gradual meeting of existing and emerging demand. The design of the garage would vary depending on its location. A Washington Street garage, for example, should have active ground-floor uses along Washington Street, whereas a garage concealed in the middle of a block surrounded by development could be less ornate and could only be used for parking. Liner buildings are encouraged to conceal the internal parking and make for more economically viable streetscapes.

East/West Greenbelt: This project includes a new linear greenspace system running through the Heart of Downtown and its Surrounding Neighborhoods. It should have a public edge

that is physically and visually accessible to the public. The purpose is to connect the existing parks to other parks in the Town as described in Chapter 3. This system will create points for passive recreation, small informal gatherings, environmental education opportunities and scenic vistas, but it can also be designed to help provide improved stormwater conveyance. These links will be provided through two tools referred to in this Plan as Greenbelts and GreenStreets, and are described further in Chapters 3 and 5. Such a project would be related to the stormwater management master plan for downtown, as the drainage and retention/detention facilities would be designed as an amenity, with homes and businesses facing them.

Natchez Street Extension to the West: This project would include the extension of Natchez Street to the east of Main Street for the purpose of providing increased access to future development opportunities on the north side of the Square, which may make possible new attached residential dwellings and additional public surface or structured parking. Another benefit of this project is that it makes long-term redevelopment of Magnolias on Main office complex more realistic and any new streets or private drives created would create smaller and more pedestrian friendly block sizes in this area. This project would involve the removal of one existing nonresidential structure and trees, and would include screening the existing surface parking lots, new sidewalks, new road construction, pedestrian lighting, street plantings, etc.

Improved North/South and East/West Traffic Movement: With increased traffic created from the New Rooftops and Destination Initiatives described in this Chapter, improved traffic flow will be needed. Currently, Downtown is not eas-

ily reached from the overtaxed Byhalia Road, which is our only uninterrupted north/south road on the east side until the new I-269/SR385 extension is completed. Such a new north/south corridor would intersect the extension of Keough Road as described in this Chapter. The Recommended Block Pattern in Chapter 3 promotes this through retention of key corridors like Main Street and Center Street; however, new north/south connections should be studied in future updates to the Major Road Plan. The extension of Keough to intersect with the Winchester Boulevard extension at Highway 72 should also be studied to provide a more direct western entry point to downtown.

II. Destination Initiative: Activities and places that are visited by people, or “attractors,” are important to the vibrancy of the study area as a functional and living neighborhood, but they also make it a destination for people living outside of Downtown. To compensate for the decision for Town Hall and the library to be moved from Downtown, the Destination Initiative is specifically intended to:

- increase community awareness of the critical importance of the attractors that remain Downtown; and
- encourage new attractors to be created to draw people to Downtown.

Activity surrounding attractor uses can give investors confidence and encourage the commercial activity and expansion described in the Live, Work, Play Initiative. Some of these attractors, like the Post Office, are long-established and not likely to change; however, the location of some attractors, like the Farmers Market or the Health Department, may not be fixed over the years as they use Town-owned property that will likely be used for different purposes over time based on the recommendations of this Plan. New attractors Down-

town could be places for children and families, such as recreation/community center, life center, branch library, meeting space for Scouts, playground, ball courts, all within walking distance of the surrounding neighborhoods.

As a general rule, attractors need to be within a 5 or 10 minute walk from the Square to have the most economic impact to the Heart of Downtown. Although many attractors are Downtown, and this list is not inclusive of all that are within, or that could emerge over time, these specific uses should be retained near the Square over time.

Collierville Middle School: Discussed further in Chapters 3 and 5, Collierville Middle School is an important attractor to Downtown and the presence of an educational facility is imperative given the demographics of the Study Area as described in Chapter 2. If the Middle School was no longer to use the Historic Collierville High School Building, the ultimate use of the structure could be for a University of Memphis Satellite Campus and/or a YMCA. Such a use could generate traffic and boost business on the Square.

Bess Morton Crawford White Church Museum of Collierville History: As this Plan was being drafted in 2009-2010, the Town was renovating the historic church building at Poplar and Main. The former Christian Church was donated to the Town to eventually become the Bess Morton Crawford White Church Museum of Collierville History. Such a museum should be tied in with tourism efforts described in Chapter 4, and could potentially serve as the northern anchor to the north/south pedestrian corridor created along Main Street with the advent of the Live, Work, Play Initiative and Third-tier Projects described in this Chapter and with the private development anticipated by Chapter 5.

Train Depot and Main Street Collierville (MSC): MSC is located in the Historic Railroad Depot on the south side of the Square and serves to promote downtown. Collierville's involvement in Tennessee's prestigious Main Street Program provides an important civic forum, where members of the community can congregate. MSC events, like the Summer Concert Series, and others held on Town Square reinforce an intangible sense of community. Also, Historic Districts of Main Street communities become tourist attractions by virtue of the character of buildings, location, selection of unique businesses, and events held within the District. To date, MSC has received four Southeast Tourism awards for its events. Two highly-visible and impactful initiatives undertaken by MSC near the adoption of this Plan were a cultural mural on the side of the Mason's Lodge at the corner of Main Street and Washington, and most of the images found in this plan were provided through a ECD grant administered through MSC.

Public Parks: Town Square Park (Figure 3-4), which is the trademark of the Town, the 13-acre Suggs Park (Figure 3-6), and Tom Brooks Park (Figure 3-5) are publicly-accessible destinations within or near the Heart of Downtown, and should be retained.

Collierville Farmers Market: Begun on Washington Street in 2009, the Collierville Farmers Market brings visitors to the Square Area. While there may be many appropriate locations for a Farmers Market, as a general rule, it should be no farther than a 5-minute walk of the Square to have the most economic impact on the Heart of Downtown.

Shelby County Health Department, Food Pantry, and Literacy Council: Currently located on Washington Street, these uses bring people to

Downtown seeking health care and food. Given that the neighborhood has many low and moderate income households, these uses should remain somewhere in the Study Area as it helps to further the goals of the Neighborhood Stabilization Initiative, and it is imperative that they be within walking distance of the neighborhoods they serve.

Other Civic, Institutional, Entertainment, and Community Services: Located within Downtown Collierville are a variety of other destinations that are important for keeping Downtown a vibrant destination and living neighborhood. These include the Town Post Office, Fire Hall #1, the Police and Town Court Facility, Bible History Museum, numerous churches, and even the FunQuest bowling and skating rink near the intersection of Harris Street and Hwy 72. All of these uses are important for bringing people to Downtown, and they should be retained.

III. Live, Work, Play Initiative: Through the policies of the Mixed Use Activity Center and Downtown Core Character Areas and the Priority Projects as described by the Investing in Downtown Initiative, the Town will facilitate expanding of the "Heart of Downtown" concept beyond just the Historic Square area on the north side of the Square surrounding Town Square Park (see Figure 1-4). Such vibrancy would spill down Washington Street and to the south side of the railroad tracks. To make this happen, this initiative would involve the following:

- Upper floor residential uses will be encouraged on the Square.
- The appearance of the "backside" Square should be improved. This is especially true for the north and west sides.
- To gain critical mass to build and strengthen business in the entire Heart of Downtown, there needs to be a viable nightlife on the

Square. “Nightlife” means nighttime restaurants (open after 5pm), upscale drinking establishments, and special events on the Square, should be able to serve low-alcohol content beer. As they were toured and interviewed by the Steering Committee during the development of this Small Area Plan, the Town should specifically look to similar Southern communities like Franklin, TN or Oxford, MS as model ordinances for how to accomplish careful regulation of alcohol in historic upscale settings without compromising small-Town charm.

- A more thorough study of parking demand and supply is needed (see Chapter 3), and should factor in shared parking and public parking.
- Main Street Collierville (MSC) should continue to be utilized as the primary arm of the implementation of the Live, Work, Play Initiative by providing additional organized programming and professional marketing efforts to attract citizens to downtown.
- Encourage extended business hours on weeknights and weekends.
- More diversity of vibrant, neighborhood shopping, services, and entertainment venues is needed. These uses should be walkable and bikable, and some of the needed uses are a grocery store, bookstore, ice cream shop, sundries, drug stores, cleaners, more restaurant choices; and theater/movie venue (Friday/Saturday Movie Night).

IV. New Rooftops Initiative: Downtown Collierville is home to a variety of neighborhoods, ranging from those in the historic core to the post-World War II era suburbs and commercial and industrial activity centers that surround Downtown. The health and stability of these neighborhoods also vary dramatically. Many historic neighborhoods are in excellent condition and relatively stable, due to continued re-

investment and maintenance. Other neighborhoods outside of the Historic District were vulnerable to development pressures over the past several decades, and, in some cases, are beginning to show signs of disinvestment and neglect. In some of these neighborhoods, residents feel disconnected from the rest of the community.

Some areas are appropriate for the new rooftops that are planned for Downtown and, over time, will see fairly dramatic changes. Around 840 homes are in the Downtown Study area as of 2010, and with the Special Area policies of Chapter 5, it could be possible to reach 2,400 dwellings at build-out. Such infill and redevelopment opportunities are specifically planned to bolster the long-term health and vitality of the Heart of Downtown and its surrounding neighborhoods.

Sites appropriate for redevelopment have been identified in the Special Area Policies in Chapter 5 based upon a variety of factors, including the desirability or proximity of their location to the Historic Square, the desire to improve a perceived gateway to the downtown area, the compatibility—or lack thereof—of existing uses on the site with adjacent uses, and the need for improvement to a particular building or site. Potential uses have been identified in the Special Areas section, which is intended to provide general guidance. Future infill and redevelopment activities will need to be carefully considered within the confines of maintaining scale and context, current market conditions, adjacent development patterns, historic preservation, and the overall mix of uses within Downtown Collierville at the time of development.

Infill and Redevelopment: The Town recognizes the importance of infill and redevelopment for the health and vitality of the Heart of Down-

town, and will work to strengthen this role by taking the following actions.

- The ongoing condition of Neighborhoods of Historical Significance will be monitored, and changes to the underlying zoning districts will be encouraged when necessary to implement the policies of this Plan.
- Where these properties are within the Local Historic District, the Historic District Commission and its guidelines will serve as the main protection tool of these valuable resources.
- Should these properties be proposed for infill or redevelopment, the Town will look to the policies of the Character Area, Special Areas, and Character Studies for guidance on what form such redevelopment should take.
- When property owners are in agreement with the policies of this Plan for an infill opportunity site, the Town’s Development Division will provide, through brochures and a website devoted to the Plan’s implementation, detailed examples, illustrations, and other informational and marketing information to aid in the redevelopment of a given property. The purpose of these images will be to inform property owners, neighbors, public officials, staff, potential investors, lending institutions, and real estate professionals of the types of development forms possible per the policies of this Plan.

New Developments: Some areas have seen residential or commercial development or redevelopment in recent years, and are highlighted in this Plan to demonstrate that community change towards the vision of this Small Area Plan has already begun. Recent developments like Magnolia Square (2000), Washington Gates (2009), the Twinnings at Collier (2010), the Featherstone Office Building (2011), Aldi’s (2010), and Christian Brothers Automotive (2011), have attributes that blend well with Downtown Collierville’s community character by

being welcoming, respectful of history, and having lush greenery and a timeless appeal. The Town recognizes the important role that these new developments will play in the health and vitality of the downtown, and will take the following position regarding these areas.

- These developments should be emulated.
- The ongoing condition of these areas will be monitored, and changes to the underlying zoning districts will be discouraged unless they further the goals of the applicable Special Area or Character Area in Chapter 5.
- The Town will continue to respond promptly to and enforce reported code violations in these areas.

Inappropriate Development: In some cases, such as the apartments along Center Street, these non-historic contemporary areas may not necessarily conform to the policies of the applicable Character Area for their area, and thus should not be emulated by new development and redevelopment in the Downtown area (see Chapter 5). It is possible that they may change to match the applicable Character Area for their area, and such change would be welcomed by the Town, but it may not be likely in the short term due to factors such as recent substantial investment/construction and multiple property owners. The Town will take the following position regarding these areas:

- The ongoing condition of these areas will be monitored, and changes to the underlying zoning districts will be discouraged unless they further the goals of the applicable Special Area or Character Area in Chapter 5.
- The Town will continue to respond promptly to and enforce reported code violations in these areas.
- The Conventional Suburban Neighborhood and Technology-Light Industry Activity Center Character Areas should not be expanded to new neighborhoods in Downtown Collierville.

In the future study of the Highway 72 corridor as recommended by the I-269 Small Area Plan, residential land uses should be considered to the west of Highway 72, and with better east/west connections, and coupled with the build out of Schilling Farms and the Villages at Porter Farms, could be an additional infusion of rooftops to support downtown. A Major Road Plan update should consider these impacts as well as provide additional options for connectivity in and around downtown (see Chapters 3 and 6).

V. Historically Significant Districts Initiative: Collierville's historic districts continue to be some of the most desirable in the Town and will continue to be very viable during the coming years. The stability of these neighborhoods is reinforced by the limited availability of vacant land suitable for infill development and by limited outside development pressure. Historically Significant Districts are intended to retain their existing design, land use and other distinguishing characteristics throughout the life of the plan. The Town recognizes the important role that downtown Collierville's historic neighborhoods and resources play in the community character, historic preservation, and expanding the health and vitality of the Heart of Downtown, and will work to strengthen this role by taking the following actions.

- The ongoing condition of Neighborhoods of Historical Significance will be monitored, and changes to the underlying zoning districts will be discouraged.
- Where these properties are within the Local Historic District, the Historic District Commission and its guidelines will serve as the main historic protection tool of these valuable resources (see also Chapter 4).
- This designation may include areas of historic significance that may not be eligible for protection using traditional preservation tools or areas of high scenic value to the community.

The Town's emphasis in these areas will be on the identification of appropriate tools for the long-term protection of these areas, including the use of neighborhood conservation districts in residential areas or targeted development standards to preserve the scenic quality of key parcels.

- The ongoing condition of the Square will be monitored, and changes to the underlying zoning districts will be discouraged unless they further the goals of the applicable Special Area or Character Area in Chapter 5.

VI. Neighborhood Stabilization Initiative: All of the neighborhoods around Collierville's Square are important, from the standpoint of the homes and sense of community they provide, for their rich architectural character and history, and for the role they play in supporting the Heart of Downtown. However, some areas and neighborhoods face unique issues that warrant additional discussion. The quality, health and continued viability of these neighborhoods are important components of the Downtown Collierville Small Area Plan and the Town as a whole. Maintaining—and in some cases rebuilding—community involvement and pride in South Collierville's neighborhoods is also an important component. This is of particular concern on Sycamore, South Street, and Halley Street. These areas need further attention, but, unless they are already within the Local Historic District Overlay, they would not necessarily benefit from stringent historic-preservation guidelines applied in other historic neighborhoods within the community.

These areas include a mix of structures ranging in condition from well maintained and viable to severely deteriorated. Homes in these areas remain largely occupied by direct descendants of its original settlers, and many of the homes are passed down to family members. Visioning

efforts in 2009 discovered that some residents from these areas feel a sense of detachment from the rest of the Town and a general decline in the level of maintenance of homes in the area that some fear will lead to wholesale redevelopment.

For the stability of the entire study area, the Town should strive to create a higher standard of living for area residents. It is important that this Plan highlight areas that need assistance to improve the standard of living, and that the plan be consulted often when considering grants and other funding of projects. This is especially true for neighborhoods and streets to the south side of the railroad tracks and along North and South Rowlett.

The Town recognizes the important role that downtown Collierville's existing residential neighborhoods play in the health and vitality of the Heart of Downtown and will work to strengthen this role by taking the following actions:

- Encourage the creation of neighborhood revitalization programs to support and engage residents in the long-term health and appearance of their community. Specifically, such programs will be targeted towards improving home ownership and improvement opportunities, making creative financing tools available and addressing aging housing issues.
- To support neighborhood stability and revitalization efforts, the Town will continue to respond promptly to and enforce reported code violations in downtown Collierville's neighborhoods.
- Workforce/affordable housing could be added to South Street, and could even have front porch architecture (see policies and images for Special Areas 7 and 14).
- The Town will continue to provide staff representation at organized neighborhood meet-

ings on an as-needed basis to provide assistance with specific neighborhood issues.

- The Town will engage residents in ongoing and future planning efforts adjacent to their neighborhoods.
- The Town will work with interested property and business owners to identify appropriate locations for and facilitate the reintroduction of small-scale neighborhood services into the neighborhood through necessary zoning changes and incentives as they become available.
- The Town is open to change in these areas, and if property owners are willing to sell their property for development or redevelopment, the Town will:
 - be open to considering such applications on a case-by-case basis;
 - look to some of the New Traditional Neighborhoods for examples of how to develop and be consistent with Downtown Collierville's community character; and
 - look to the policies of the Character Area and Special Areas in Chapter 5 for guidance on what form such redevelopment should take.

Care should be given to not displace existing workforce houses, and if they are in areas that cannot be rehabilitated, attempts should be made to carefully and fairly relocate residents within the downtown area to quality workforce housing. Eminent domain (taking of houses/property) by public agencies for the purposes of allowing for new development downtown is not consistent with the hometown community feel of Collierville, and should not be used. This should not be interpreted to include willing sale of property between private parties or from a private party to a public agency.

Furthermore, the Town will continue to seek Community Development Block Grant (CDBG) funds through HUD to expedite capital improvements plan (CIP) projects identified for neighborhoods within the study area. The Town should engage residents in the Low to Moderate Income Area (LMI) area to develop a 5-year plan for projects that could be done with CDBG funds.

VII. Traditional Design Principles Initiative: In many instances in this Plan, properties or areas are recommended for certain types of development forms that are walkable and/or have a mixture of uses. This is not simply a style of architecture or other design treatment, it is a system of multiple design characteristics specially designed to foster complete and walkable neighborhoods, streets, and land uses. When specifically referenced in the policies for a Special Area or Character Area, these design principles apply.

With this Small Area Plan, the I-269 Small Area Plan adopted in April 2009, and 2009 amendments to the Schilling Farms and Price Farms are Planned Developments, portions of the Town being planned for being walkable, traditional in design, and/or having mixture of uses. The Town should develop a new regulatory framework through special zoning districts, overlays, and/or Design Guidelines, based on the Traditional Design Principles, that insure that new development or redevelopment is easily accommodated and consistent with the intended development form. Examples include the New Urbanist Transect and Smart Code or the Memphis Urban Design Code (UDC).

The Traditional Design Principles are modeled after the pattern of development popular up through the mid-20th century. Such patterns created a human scale and walkable communi-

ties with a mix of uses and densities and mixed-use cores. These principles are a modern adaptation of this historic pattern, and are seen as a viable and desirable form for some areas of the Town of Collierville.

This design is typically characterized by a “grid”—or frequently interconnected—street network, typically with alleys, mixed-housing types and some mixed uses. These mixed uses, with basic architectural consideration, can be integrated into a neighborhood, even if the neighborhood is new. This type of development usually requires a different set of physical standards, including maximum setbacks or “build-to” lines, as well as standards for porches and rear-facing or detached garages. These developments typically have a higher degree of compactness than what is common in the Town, which can be appropriate for many reasons, including efficiency of infrastructure, efficient use of land, and more potential pedestrian opportunities.

In this type of development, for example, the appearance and building form are often more important than use. For the proper execution of this design, lots, buildings, parking, sidewalks, streets, and open space should be patterned after the following Traditional Design Principles:

- Respect the existing character of established neighborhoods. They should help to create and to maintain the “small-town” image that Collierville strives to maintain.
- Use a modified grid street system with:
 - multiple interconnections, which will allow multiple opportunities for people to walk to local destinations by a variety of routes;
 - a design for slower speeds to allow for mixing pedestrian and vehicular traffic;
 - a prevalent, but not necessarily exclu-

sive, use of alleys; and

- cove (cul-de-sac) streets only where topography or other natural constraints exist.
- Incorporate lots with variable sizes for multiple housing types, widths, and orientations in proximity to one another along with the provision of formal open spaces interspersed in the development that are fronted by homes, buildings, or roads.
- Developments designed to incorporate and capitalize on options for open-space/greenbelt connectivity.
- Promote pedestrian-oriented buildings with high quality exterior materials located within proximity or adjacent to the primary streets they front. Dwellings should relate to and address the street. The main entrance of buildings—not the garage—should be the view from the street, and the progression of public to private characteristics of traditional neighborhoods (street to sidewalk to front yard to front porch) should be preserved.
- Encourage pedestrian and transit orientation, with:
 - widespread provision of on-street parking and off-street surface parking areas located beside or behind buildings; and
 - Short distance to amenities. Sites should be designated for churches, parks, schools, stores and other public gathering places within a five-to-ten-minute walk from homes.
 - Consideration should be given to multiple forms of transit (bike, pedestrian, car, bus, rail)
- Integrate residential and nonresidential land uses in the same building or in proximity to one another without extensive buffering. Mixing housing types (Detached Dwellings, Attached Dwellings) should be permitted when

compatible. Alternative accessory housing options, such as “accessory units,” are encouraged.

- Allow a wider spectrum of permitted uses and layouts to encourage internal movement and reduce auto congestion often caused by lack of connecting streets and isolated residential uses.

This concept is particularly appropriate for development occurring in areas studied by the Town through its Land Use Plan as being appropriate from traditional development forms, adjacent to existing traditional development patterns, or within the planned developments that are intended to be traditional neighborhood (or neo-traditional) developments.

Adaptive Reuse Initiative: Adaptive reuse is the use of a building that is different from its original or previous use, often involving conversion work. Put simply, it is a new use for an old building. Old buildings often outlive their original purposes. Adaptive reuse, or re-use, is a process that adapts buildings for new uses while retaining their historic features. An old factory may become an apartment building or church. A church may find new life as a restaurant. Local examples include the conversion of a former church on Walnut Street to a restaurant or the former Collierville Christian Church at the corner of Main and Poplar into the Bess Morton Crawford White Church Museum of Collierville History. Adaptive reuse is encouraged in Downtown Collierville, particularly for historic structures, and zoning and building codes should be flexible enough to allow for this. When a historic resource is involved, adaptive reuse projects should follow the Secretary of Interior’s Standards and Guidelines for Rehabilitation and the Town’s Historic District Design Guidelines (if applicable).

Visual Cues Initiative: A community's major road thoroughfares are often its most visible features and create an important first impression for visitors. Downtowns that are well defined and easy to navigate not only attract new activity and investment, but they help create neighborhoods and amenities that are worth preserving. As they exist today, Downtown Collierville's roadway entry points, referred to in this plan as its "Gates", provide residents and visitors with a clear glimpse of some of Collierville's best—and worst—features. Historic homes, smaller setbacks, sidewalks, a handful of historic commercial buildings and churches, and mature trees and lush landscaping provide a hometown feel in some areas, while others are distinguished only by aging commercial buildings, inappropriate contemporary residential development, and haphazard development, that provide no indication of the history and character so evident in the Heart of Downtown, which in some cases is just a block away. The significance of this issue within the community is evidenced by the tremendous outpouring of discussion that has emerged during recent visioning efforts and previously planning efforts. These discussions have resulted in a number of ideas and plans, many of which have yet to be realized. Development along these corridors should be planned for and managed to protect and improve their quality, and Chapter 5 contains many policies that should achieve this goal when properties redevelop. Just as the ancient city wall once indicated to people the beginning of a town, visual cues at Collierville's "Gates" are an important means to help visitors and residents distinguish areas from one another. Often subtle, sometimes blatant, these cues will act as either focal points or wayfinding aids to attract and direct pedestrian and automobile flow to commercial or entertainment activities (see also Chapter 4). In so doing, cues create virtual borders around, and give shape and def-

inition to the Historic District and Downtown Collierville Study Area, and contribute to the unique look and feel of Historic Collierville. Cues can be explicit, such as signs directing visitors to important locations or through character-based architecture, which contributes to a pleasant visual experience along roadways. Visual cues can be more subtle, as well, and include elements such as reduced building setbacks, unique light posts, novel street signs, variegated materials for streets or sidewalks, distinct landscaping styles, or awnings or overhangs above businesses. Open space and natural features, such as greenbelts, creeks, or other prominent natural features, are other examples. As with other policies to achieve distinctive communities, visual cues can be incorporated into new and existing communities through the combined efforts of the public and private sectors.

Four primary Gates to Downtown Collierville were identified as part of the planning process, and a summary of some of the preferences articulated are as follows.

*Center Gate: Center Street
at Highway 72*

The intersection of Center Street and Highway 72 is expected to remain the southernmost entry point to the Square, and with the advent of SR385 and I-269, a second front door into the community. In 2010, the existing commercial buildings and sites in the Center Gate are not reflective of the Village Retail Character and the policies of Special Area 12. Recommendations for the Center Gate are:

- Working with TDOT to provide landscape medians and bike lanes in the widening plans for Highway 72;
- Planning for an eventual 4-way intersection with decorative mast arms;
- Wayfinding signage signifying entry into the

study area and pointing to the Downtown Square;

- Decorative pedestrian lighting;
- Decorative street furnishings (benches);
- Street plantings in tree lawns and medians (where practicable); and
- The development of specialized form-based design standards that will produce the envisioned Village Retail Character.

*East Gate: Poplar Avenue at
Collierville-Arlington Road*

This area will be the first experience that west-bound travelers along Highway 57/Poplar Avenue have of Downtown Collierville. In 2010, the sites had little vegetation, and the site and building designs of the car wash and three fuel stations do not meet the current Design Guidelines for the Town, and do not reflect the desired character of Village Retail as described in Chapter 5 for Special Area 18. Furthermore, the convergence of three roads (Collierville-Arlington, Poplar Avenue, and Eastly Drive) creates an unusually offset intersection. Recommendations for the East Gate are:

- Working with the State to align Collierville-Arlington Road so that there is a signalized 4-way intersection with decorative mast arms;
- Wayfinding signage signifying entry into the study area and pointing to the Downtown Square;
- Decorative street furnishings (benches);
- Decorative pedestrian lighting;
- Street plantings in tree lawns (where practicable); and
- The development of specialized form-based design standards that will produce the envisioned Village Retail Character.

West Gate: Poplar Avenue at Maynard Way
As it affects the Visual Cues Initiative for Downtown Collierville, the area along Poplar Avenue

west of the West Gate and Byhalia Road should be studied by the Town, along with TDOT, for land use, access control, streetscape. Recommendations for the West Gate are:

- Working with the State to add landscape medians where appropriate, adjacent to the study area;
- Finding ways to increase the capacity to four lanes of traffic by using the existing pavement, but not widening the right-of-way except for sidewalks or needed turn lanes;
- Wayfinding signage signifying entry into the study area and pointing to the Downtown Square;
- Decorative street furnishings (benches);
- Decorative pedestrian lighting;
- Street plantings in tree lawns (where practicable);
- Underground or relocated utility lines (where practical); and
- The development of specialized form-based design standards that will produce the envisioned Village Retail Character.

Sycamore Gate: Sycamore Street
at Highway 72

The intersection of Sycamore Street and Highway 72 is expected to remain a secondary north/south entry point to the Square, and with the extension of Winchester Road and Keough Road per the Recommended Block Pattern (see Figure 3-20), may increase in importance over time. In 2010, the existing commercial buildings and sites in the Sycamore Gate area are not reflective of the Village Retail Character and the polices of Special Area 13; however, the planned rebuilding of Saint Mark's Church will put a fresh face on the Sycamore Gate area. The church plans an iconic historical marker at the intersection of Sycamore and Highway 72. Recommendations for the Sycamore Gate are:

- Working with TDOT to provide landscape me-

dians and bike lanes in the widening plans for Highway 72;

- Decorative pedestrian lighting;
- Decorative street furnishings (benches);
- Street plantings in tree lawns and medians (where practicable); and
- The development of specialized form-based design standards that will produce the envisioned Village Retail Character.

Funding and Implementation Initiative: A variety of regulatory tools, financial incentives, funding mechanisms for preservation and redevelopment are currently available to the Town of Collierville and its property owners. This plan section addresses ways in which the community can better utilize, promote, and/or improve these existing implementation tools. With the Town government being able to implement this Plan, two primary implementation goals emerged from the development of this Plan.

- **Removing Regulatory Barriers:** To implement the policies recommended in Chapter 5, the creation of zoning regulations specific to Downtown Collierville is needed to allow certain development activities to occur by-right, and not through the issuance of zoning variances.
- **Providing Adequate Funding Sources:** The Town has the ability to receive funds from a variety of sources, including government grants, fees, and taxes. The Town also has the ability to finance infrastructure improvements. Perhaps most intriguing is the ability to set up new organizations, like a redevelopment district, that can use best-practice, progressive funding tools, such as Tax Increment Financing (TIF), to finance key infrastructure improvements, environmental remediation, and other non-developer-financed enhancements to the District. This section outlines many of the funding sources available.

Development Impact Fees: At present, the Historic District's primary public improvements exist in the form of streetscape-type enhancements associated with the Town Square. The Town made a substantial investment in this area a few years ago. Improvements have included landscaping, sidewalks, historic streetlights, and handicapped accessibility measures. In order to help pay for these improvements, all new commercial and industrial development in Collierville is assessed an impact fee that is earmarked for the Town's Historic Preservation Fund. These funds are used to retire the debt associated with physical improvements that have been completed on the Town Square. This debt is scheduled to be fully amortized by the year 2014. At that time, the Town may elect to either terminate the impact fee or continue it for additional improvements elsewhere in the historic district. The development fee amounts to \$0.25 per square foot of gross floor area and is applicable to all new office, industrial, and commercial development.

Community Development Block Grants: The Town has secured Community Development Block Grant (CDBG) funds in the past through HUD to expedite capital improvements plan (CIP) projects (drainage improvements, sidewalks) identified for neighborhoods within the study area, as well other Low to Moderate Income (LMI) Areas to the west of the study area. The Town will continue to pursue CDBG funds to address needs in this area.

When the population of Collierville reaches 50,000, the community becomes eligible to become an "entitlement community" for CDBG funds. To achieve this status, the Town would need to develop a Consolidated Plan and work towards completing its Citizen Participation Plan as part of the HUD requirements.

The Department of Housing & Urban Development awards grants to entitlement community grantees to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Entitlement communities develop their own programs and funding priorities. Use of CDBG funds is strictly regulated and there would be increased administrative burdens on the Town to implement such a program. Some entitlement communities report using CDBG funds for activities which include, but are not limited to:

- acquisition of real property;
- relocation and demolition;
- rehabilitation of residential and non-residential structures;
- construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes;

es;

- public services, within certain limits;
- activities relating to energy conservation and renewable energy resources; and
- provision of assistance to profit-motivated businesses to carry out economic development and job creation/retention activities

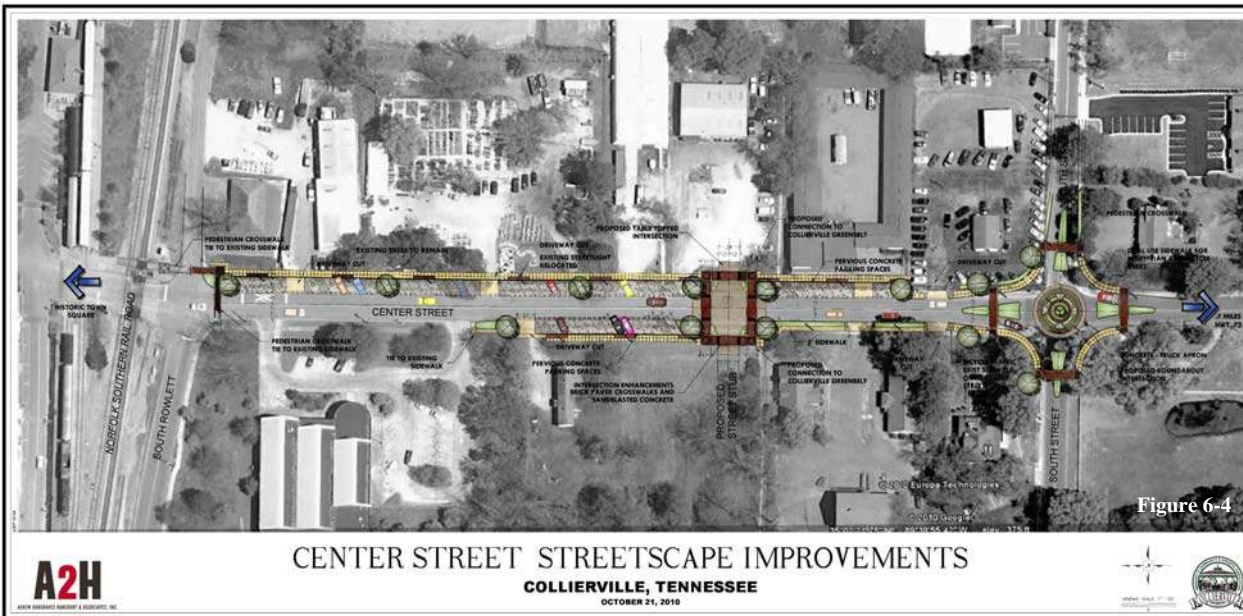
Tennessee Department of Transportation (TDOT) Enhancement Grants: Through the Federal Transportation Enhancement Program, local officials in the State of Tennessee have used these funds to build sidewalks, bike and pedestrian trails, renovate historic train depots, and other transportation related structures. The impact of some of the projects is primarily local, such as the Brian Brown Memorial Greenway in Martin and the Covington Square Streetscape project; however, these facilities are enjoyed annually by thousands of Tennesseans and tourists. The projects serve the purpose of improving access and providing a better quality of

life for people in the state. The Town should apply for a TDOT Enhancement Grant to implement some of the improvements identified in this Chapter (see Exhibit 6-4).

Miscellaneous Fees: The Town has many other existing fees that could be used to implement this Plan. The follow is a partial listing of such fees.

- *Parkland Dedication Fees:* Developers of residential projects must pay fees to the Town based on the number of dwelling units proposed. Such funding could prove helpful in developing new parks or greenbelts downtown.
- *Stormwater Utility Fee:* The Town currently assesses a stormwater utility fee; however, the fee structure is not based upon the amount of imperviousness of the site like some other cities of Collierville's size. It is expected that the creation of a Stormwater Master Plan based on realistic computer modeling of drainage basis throughout Town will be the basis for restructuring the stormwater utility fee's formula. Given the number of stormwater improvements needed downtown, as well as the large amounts of imperviousness expected Downtown (especially in Special Areas 1, 2, and 3), the stormwater utility fee is expected to be an important revenue source over time.

Tax Increment Financing (TIF): In recognizing the costs of the types of projects advocated in this Chapter, the Steering Committee discussed the importance of financial feasibility and the identification of potential revenue sources as critical elements of a successful planning program. Since its inception in the 1970's, TIF is a method that many local communities have used to provide capital for publically funded improvements and to incentivize privately funded development projects. TIF is not a tax increase.



Instead, it is a tool that enables a local government to set aside the incremental taxes generated in a designated area (that come from new developments and reassessments) and use these funds on projects located in the same designated area. In theory, the projects funded are intended to stimulate more private investment in the designated area which will increase the tax base over the long term.

For example, if a designated area generated \$1,000,000 in property tax revenues in 2010 – and that became the TIF “base” year – the property tax revenues that came from that area exceeding \$1,000,000 in the ensuing years would be the annual “increment” that would be directed to the TIF fund. If the property tax revenues in 2011 were \$1,050,000, then \$50,000 would be the annual “increment” paid to the TIF fund for year one. The taxing authorities (Town and Shelby County) would still receive their shares of the \$1,000,000 in tax revenues in year one, and would continue to receive this same annual allotment for the full period that the TIF was in effect. If the TIF were established for a 20-year period - and presuming that the tax base in the area increased due to new development projects and reassessments - the revenue stream to the TIF

fund would continue to grow. An annual “increment” amount in excess of \$1,000,000 by 2030 would be plausible in this example. The basic steps in the process to establish TIF are summarized as follows.

- First, the BMA would need to determine (at a public hearing) that the study area is “blighted” as defined in state law. This designation appears to be justifiable based on some of the same factors that qualified some of the Downtown’s census tracts as a “Target Area” for the Community Development Block Grant (CDBG) program.
- The next step would be for the BMA to approve a “Redevelopment Plan” that met the provisions and notice requirements contained in state law. The “Redevelopment Plan” needs to list and estimate the cost of projects proposed to be funded in full, or in part by TIF.
- The final step involves Mayoral appointment of a 5-member “Redevelopment Authority”. The powers and duties of the authority, which are the same as a “Housing Authority”, are enumerated in state law. They include a broad range of activities associated with adoption and implementation of the Redevelopment Plan such as property acquisition, infrastructure improvements, and

borrowing money to fund projects in accordance with the tax increment financing provisions.

To estimate the potential TIF revenues, the property assessor records were examined. In 1999, the total assessment of all of the properties in the Downtown Study Area was \$25,820,000. By 2009, this increased by 81% to \$46,790,000. New development projects and reassessments added an average of \$2,097,000 per year to the tax base during this timeframe. In 2009, the tax rates for Collierville (0.0118) and Shelby County (0.0406) generated a total of \$2,451,796 in tax revenues from the Downtown Study Area.

Figure 6-5 (below) assumes that \$2,097,000 will be added to the tax base per year between 2009 and 2019. It further assumes that the tax rates will remain at 2009 levels. Based on these assumptions, it is projected that more than \$6 million in total TIF revenues would be generated over a 10-year period. As shown in this example, the annual increment amount increases each year (in a linear manner). Thus, the time period that the TIF is set will have a major impact on the projected revenue stream and totals. For example, if the same assumptions and

ESTIMATED TIF REVENUES BASED ON DOWNTOWN GROWTH FROM THE PAST DECADE										
(ASSUMING TIF WAS INITIATED IN 2010)										
YEAR	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Projected Assessment	\$48,887,000	\$50,984,000	\$53,081,000	\$55,178,000	\$57,275,000	\$59,372,000	\$61,469,000	\$63,566,000	\$65,663,000	\$67,760,000
Collierville Revenue	\$576,867	\$601,611	\$626,356	\$651,100	\$675,845	\$700,590	\$725,334	\$750,079	\$774,823	\$799,568
Shelby County Revenue	\$1,984,812	\$2,069,950	\$2,155,089	\$2,240,227	\$2,325,365	\$2,410,503	\$2,495,641	\$2,580,780	\$2,665,918	\$2,751,056
Total Tax Revenues	\$2,561,679	\$2,671,562	\$2,781,444	\$2,891,327	\$3,001,210	\$3,111,093	\$3,220,976	\$3,330,858	\$3,440,741	\$3,550,624
Less 2009 Baseline	-\$2,451,796	-\$2,451,796	-\$2,451,796	-\$2,451,796	-\$2,451,796	-\$2,451,796	-\$2,451,796	-\$2,451,796	-\$2,451,796	-\$2,451,796
Projected Increment	\$109,883	\$219,766	\$329,648	\$439,531	\$549,414	\$659,297	\$769,180	\$879,062	\$988,945	\$1,098,828
10-year Sum of TIF Rev.	\$6,043,554									
Average Annual TIF Rev.	\$604,355									

Figure 6-5

methodology were used to project a 20-year period, the total TIF revenues would exceed \$23 million. The effective time period is an important factor if the Redevelopment Authority would use its bonding capabilities to borrow against the future revenue stream. A longer effective time period for the TIF would also mitigate against the negative impact of any potential short-term recessionary period of declining property values.

B. Next Steps and Implementation Tools

Now that the Small Area Plan has outlined the vision for Downtown Collierville, examined the study area, identified future land use and developed character, and proposed catalytic initiatives to be undertaken, what remains is to embark upon the action items to make the opportunities and initiatives real. To undertake a complete and thorough plan for Downtown Collierville undoubtedly required more resources than could be provided during the 2009-2010 visioning and planning efforts, and many tasks to implement this plan must be undertaken. By dividing the various tasks into smaller pieces, the massive task of making substantive changes to Downtown Collierville becomes more manageable. The following list identifies a number of the key action items by category, suitable for future Fiscal Year Town Department Goals, Capital Improvement Projects (CIP), or delegation to Town Boards or Committees or local non-profits.

Catalytic Projects and Infrastructure Improvements

Specifically, the Town should design and implement a 5-year Capital Improvement Project (CIP) specific to the Downtown Collierville Study Area based on the recommendations of

the Investing in Downtown Initiative as described in this chapter. For other CIP improvements in the area, the test provided in this chapter should be applied as part of the decision making process.

Zoning and Regulatory Tools

1. The Town will undertake targeted revisions to existing development regulations that focus on removing potential barriers to infill development, while minimizing adverse impacts on existing neighborhoods. To ensure proper land use and character, this will likely take the form of a new form-based overlay or base zoning district that draws from the polices of the Character Areas and Special Areas. Develop and adopt a set of design guidelines to guide appropriate development. Topics include: Streamlined approval processes, creating building types that would be allowed in each Character Area; Building Siting; Massing; Façade Composition, Open Space, Colors and Materials; Service, etc.
2. To facilitate the Adaptive Reuse Initiative described in this chapter, the Town should review building code regulations to allow flexibility for adaptive reuse of older and historic buildings. From this review, it should adopt any new codes needed to provide improved flexibility and seek training on how to make retrofits to existing properties. The Town should then promote the flexibility in existing codes through increased outreach to Downtown property owners .
3. Set new energy and water efficiency standards that at least meet state guidelines.
4. The Town should create parking regulations that allow for share parking using the ULI's recommended ratio, and reduce multifamily parking requirements for downtown areas.

5. The Town should lower its open space requirements for portions of the study area, while also allowing for pervious pavements to be counted towards minimum requirements.
6. The Town should amend its beer permit requirements to allow for low-alcohol content beer to be served in all buildings surrounding the Square and at special events in the in the Heart of Downtown to further the goals of the Live, Work, Play Initiative as Described in this chapter.
7. Create an Office/Residential District to allow for areas like Main Street to have flexibility, while allowing for the maintenance of historic residential neighborhood character.
8. Revise the accessory use regulations to permit "accessory dwellings" on single family or townhouse lots with neighborhood protection provisions (e.g., size limits, design standards, process, etc)
9. Revise parking regulations to address shared parking, modernize formulas, etc.
10. Revise the Historic District Zoning and Design Guidelines to:
 - clean up local historic districts to remove suburban development areas per the recommendations of the Preservation Plan.
 - better address alleys for attached dwellings and detached dwellings on small lots, especially when it helps to accomplish other design goals of the guidelines (lot rhythm, building setbacks, scale).

Further Areas of Study and Action Needed

1. The Town should model the stormwater implications of the build-out scenario for Downtown based on this Plan (see Appendix A-3), and create from the modeling effort a Stormwater Master Plan & Improvement project for Downtown. A new stormwater

- fee structure based off of the amount of imperviousness should be developed.
2. The Town will undertake a Traffic Impact Study for Downtown Plan based on assumptions and recommendations of Chapters 3, 5 and 6, and Appendix A-3. From this study Traffic Analysis Zones (TAZ) should be developed, and this model should serve as the basis for a future amendment to the Major Road Plan to reflect Figures 3-18 and 3-20.
 3. The Town will model water demands for downtown, especially related to fire protection, based on the recommendations of Chapters 5 and Appendix A-3.
 4. The Town will model sewer demands for downtown based on the recommendations of Chapters 5 and Appendix A-3. and identify design alternatives and potential funding sources to allow for the GPD anticipated by the build-out scenario (Appendix A-3).
 5. A Comprehensive Wayfinding and Streetscape Master Plan for the Downtown Study area should be developed, building upon the recommendations for Wayfinding, Gates, and Corridors, in Chapters 3, 4, and 5, and include coordinated signage, street furnishings, pedestrian lighting, street plantings, etc.
 6. The Town will study parking supply and demand downtown to create a downtown parking strategy. Such a study will look at the existing demand and supply, as well as future needs. This study will also identify locations for future surface lots in the short term, and parking garage locations for the long term.
 7. The Town's Major Road Plan should be updated to reflect the recommendations of Chapter 3 and the Recommended Block Pattern (see Figures 3-18, and 3-20), including corresponding updates to the Subdivision Regulations for new road cross sections that promote walkability and tradition-

al development forms. For roads not on the Major Road Plan, the Town should consider adopting a Local Road Plan supplement to the Major Road Plan that matches the Recommended Block Pattern.

8. The Town will update its Greenbelt Master Plan to reflect existing trails, new parks, and the recommendations of this Small Area Plan related to new Greenbelts and GreenStreet Sidewalk Connectors as depicted in Chapters 3 and 5.
9. The Town will establish a truck route for the downtown area and its existing and surrounding industrial neighborhoods.
10. Work with TDOT to properly design elements of Highways 57 and 72 as they relate to Downtown Collierville (see Chapters 3 and 6 for specific recommendations).
11. A more targeted reconnaissance in the form of a full market study of Downtown Collierville is needed. The analysis should provide insight into the potential impacts of market trends and the policies of this Plan on future retail, office and residential opportunities.
12. The Town should work with the newly-formed Heritage Commission to:
 - report on previous and ongoing discovery of historic records of Collierville;
 - develop a 5-year cultural resources action plan; and
 - create a Battlefield Preservation Plan for the Battle of Collierville.

Implementation Responsibility

1. The Town will identify options for oversight of the Downtown Plan's Implementation, with the goal being to identify an individual staff person and/or organization that can work with private property owners and the public sector to implement the Plan.
2. The Town will create posters and brochures for marketing Downtown Collierville Small Area Plan's infill opportunity sites.

3. The Town will create a website devoted to the implementation of the downtown Collierville Small Area Plan with:
 - Links to Main Street, Town Staff;
 - Posters and Brochures for marketing;
 - Walking tours; and
 - Sample site plans for select properties in need of redevelopment.

Funding and Incentives

1. The Town should develop a funding matrix that directs who pays for what (Town, Developers, owners, grants). The Town should study the use of Tax Increment Financing (TIF) as one of those funding vehicles because of its proven ability to accelerate the implementation of the types of projects recommended in Chapters 3 and 6.
2. When the population of Collierville reaches 50,000, the community becomes eligible to be an entitlement community eligible for Community Development Block Grant (CDBG) funds through HUD. The Town would need to develop a Consolidated Plan and work towards completing its Citizen Participation Plan as part of the HUD requirements. When this study occurs, the Areas in need of Stabilization as described in Chapter 5 will be studied in greater detail with specific target areas identified.
3. The Town should develop a new Five (5) Year Capital Improvement Project (CIP) Plan for Downtown Collierville.
4. Develop an amendment to the current Shelby County Urban County 5-year CDBG program to incorporate eligible projects as recommended by the Downtown Collierville Small Area Plan.
5. At some point in the future, the Town should hire a full-time grant writer, or have one on a consulting contract, to solicit and administer grant funding sources (state and federal government, US RDA, foundations).

APPENDIX

Appendix A-1: Glossary

(Including Land Use Definitions)

Accessory Dwelling Unit: A secondary dwelling unit established in conjunction with and clearly subordinate to a principal dwelling unit, whether part of the same structure as the principal dwelling unit, as a detached structure on the same lot as a principal dwelling unit, or as an incidental portion of a mixed-use development.

Agriculture: Land used in the production of food, fiber, and livestock and other farming activities, including nurseries and facilities for processing and selling agricultural products grown on the premises.

Adaptive Reuse: Adaptive reuse is the use of a building that is different from its original or previous use, often involving conversion work. Put simply, it is a new use for an old building. Old buildings often outlive their original purposes. Adaptive reuse, or re-use, is a process that adapts buildings for new uses while retaining their historic features. An old factory may become an apartment building or church. A church may find new life as a restaurant.

Commercial: Commercial retail uses and personal services can be classified as either neighborhood, local, or regional in scope and scale:

- Commercial retail uses and personal services, when at a neighborhood scale, are intended to serve surrounding neighborhoods within a radius of one to three miles. Such uses are sometimes located in stand-alone buildings or in small commercial centers and may include beauty salons, convenience stores, drug stores, restaurants, small clothing stores, small grocery stores and specialty shops.
- When commercial uses are provided at a local scale, they provide services to an area within

a radius of three to five miles, as well as automotive traffic generated from major highways. This category may include properly designed automotive fuel services, building supply, general retail, hotels, restaurants, and related uses.

- Large regional-scale commercial retail uses serve a larger regional market and may include department stores, grocery superstores, large discount stores, large specialty retailers, manufacturer outlet stores and warehouse clubs.

Form-based Codes: Form-based codes foster predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. These codes are adopted into city or county law as regulations, not mere guidelines. Form-based codes are an alternative to conventional zoning.

Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks. The regulations and standards in form-based codes, presented in both diagrams and words, are keyed to a *regulating plan* that designates the appropriate form and scale (and therefore, character) of development rather than only distinctions in land-use types. This is in contrast to conventional zoning's focus on the micromanagement and segregation of land uses, and the control of development intensity through abstract and uncoordinated parameters (e.g., FAR, dwellings per acre, setbacks, parking ratios, traffic LOS) to the neglect of an integrated built form. Not to be confused with design guidelines or general statements of policy, form-based codes are regulatory, not advisory.

Form-based codes are drafted to achieve a

community vision based on time-tested forms of urbanism. Ultimately, a form-based code is a tool; the quality of development outcomes is dependent on the quality and objectives of the community plan that a code implements.

Form-based codes commonly include the following elements:

- *Regulating Plan.* A plan or map of the regulated area designating the locations where different building form standards apply, based on clear community intentions regarding the physical character of the area being code.
- *Public Space Standards.* Specifications for the elements within the public realm (e.g., sidewalks, travel lanes, on-street parking, street trees, street furniture, etc.).
- *Building Form Standards.* Regulations controlling the configuration, features, and functions of buildings that define and shape the public realm.
- *Administration.* A clearly defined application and project review process.
- *Definitions.* A glossary to ensure the precise use of technical terms.

Source: FBCI Draft Definition (2/17/09)

Institutional Uses: Land used for civic purposes, such as government offices, police and fire stations and public libraries; assisted living centers; funeral homes; cemeteries; churches; educational facilities, such as public and private primary and secondary schools and universities; community centers; and similar uses. These uses may have substantial impact on the surrounding area. The introduction of any institutional uses should:

- Preserve the character and quality of surrounding neighborhoods with development that is compatible in scale, appearance, and other relevant features, with surrounding development;
- Mitigate traffic impacts through traffic impact

analyses and design to maintain or improve current level of services.

Light Industry: Research facilities, as well as places of assembly, fabrication, warehousing or processing of goods and materials using processes that ordinarily do not create fumes, glare, odors, noise, smoke or health or safety hazards outside of the building in which the process takes place.

Liner building: A building that wraps around a parking lot or structure in order to mask it from the street.

Live-work Building: #1 A dwelling unit that contains a commercial component within the unit. The commercial space is either independently leased or is operated in conjunction with the dwelling unit within the building.

#2 A Mixed Use unit consisting of a commercial and residential function. The commercial function may be anywhere in the unit. It is intended to be occupied by a business operator who lives in the same structure that contains the commercial activity or industry.

Mixed Use Building: Commercial or office uses on the ground floor, with live-work and live-above (vertically integrated) dwellings on upper floors, are customary uses and building forms within downtown areas or mixed-use neighborhoods.

Office: Offices may be considered as either Professional Offices or Regional Offices. Professional Offices are any building or structure primarily used to conduct business, where no sales of stock-in-trade, manufacturing or warehousing occur. Professional Offices may include attorneys' offices, daycare centers, doctors' group practices, office suites for individual busi-

nesses, real estate offices, sales offices and telemarketing centers. Regional Offices accommodate major economic-base corporate employers, with a broad regional influence, and which may include corporate headquarters and structures with suites for a variety of professional or service offices.

Parks/Recreation: Land owned by a public entity intended for either passive or active recreation. Public parks may include, but are not limited to, greenbelt trails, ball parks, hiking trails, public farmers market structures, nature preserves and playgrounds. The area served should be taken into account when determining the function and scale of a park. This definition also includes private land intended for recreational purposes, or open space not open to the general public or owned by a public entity, but accessible to those who pay an annual fee, such as for membership, or a one-time user fee for the use of the recreational facilities.

Pedestrian Shed: #1 An area, approximately circular, that is centered on a common destination. A standard pedestrian shed is 1/4 mile radius or 1,320 feet, about the distance of a five-minute walk at a leisurely pace.

#2 The distance most people will walk rather than drive, providing the environment is pedestrian-friendly (equivalent to one-quarter of a mile or 1,320 feet).

Residential Attached: Primary structures intended for occupancy by more than one family, including duplexes, townhouses, triplexes and other multifamily structures. Live-above (vertically integrated) dwelling units can be considered attached residential, as they may take the form of apartments or condominiums (see definition of Mixed Use under the Commercial and Office headings, as these uses are typi-

cally on the ground floor when an attached residential use, like a condo or apartment, is on the upper floor).

Residential Detached: Primary structures (other than a mobile home) intended for occupancy by a single family, located on a separate lot or parcel from any other structures intended for the same use, and not sharing any common structural elements with any other structure intended for occupation by another family. Accessory dwelling units are customarily ancillary uses to detached dwellings in traditional neighborhoods and historic downtowns.

Appendix A-2

2010 Existing Estimates for Land Use Mix, Density, and Intensity in the Downtown Study Area* 6-15-2010

Special Area	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	total
Acreage	48.09	45.36	25.15	156.37	69.45	28.88	35.67	24.72	30.83	25.58	16.27	15.68	31.52	67.7	16.78	35.71	22.21	10.89	28.96	9.78	746
Residential (Dwelling Units)¹																					
Single Family Detached	13	9	15	139	34	51	115	13	2	2	0	0	2	160	0	1	70	4			630
Vertical Residential (attached townhouse, duplex)	0	2	0		0		2	16	0	0		0									20
Horizontal Residential (Condos, Apartments, live-above, etc)	0	0	0	1	16				0	202		0	0								219
Live-Work Units	0	0	0		0				0												0
Hotel (rooms)		0	0																		0
Totals=	13	11	15	140	50	51	117	29	2	204	0	0	2	160	0	1	70	4	0	0	869
Nonresidential Uses - Gross Floor Area (Square Feet)¹																					
Commercial & Institutional	337,331	77,571	29,415	17,532	269,692	0	0	2,379	0	0	0	68,897	94,319	13,845	0	6,207	2,216	31,001	0	0	950,405
Industrial	0	283,867	21,636	0	0	0	0	4,453	0	0	0	0	0	0	0	0	0	0	201,108	0	511,063.50
Totals=	337,331	361,438	51,050	17,532	269,692	0	0	6,832	0	0	0	68,897	94,319	13,845	0	6,207	2,216	31,001	201,108	0	1,461,468

NOTE: ¹ Estimate of existing development - non-residential sq. ft. based on building footprint data collected via aerial photography (GIS) and utilizing Shelby County Assessor's Data. Also includes pending sq. ft. (e.g. Christian Bros. Automotive - Area 18)

Appendix A-3

Build-Out Projections for Land Use Mix, Density, and Intensity for Downtown Study Area* 6-15-2010

Special Area	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Total	gpd	
Acreage	48.09	45.36	25.15	156.37	69.45	28.88	35.67	24.72	30.83	25.58	16.27	15.68	31.52	67.7	16.78	35.71	22.21	10.89	28.96	9.78	746		
Residential (Dwelling Units)¹																							
Single Family Detached	15	9	19	188	15	85	116	75	96	5	30	2	153	152	18	60	73	3			1,114	389,900	
Vertical Residential (attached townhouse, duplex)	134	190	97		81		1	55	67	40		10									675	168,750	
Horizontal Residential (Condos, Apartments, live-above, etc)	62	212	50	1	44				94	191		66	1					22			743	185,750	
Live-Work Units	15	2	10						2												29	14,259	
Hotel (rooms)		120	80																		200	30,000	
Residential Totals (D.U.)=	226	533	256	189	140	85	117	130	259	236	30	78	154	152	18	60	73	25	0	0	2561		
Nonresidential Uses - Gross Floor Area (Square Feet)¹																							
Agricultural																							
Office-Specific	18,000	0	0	0	37,075				0			0	0	0		0	0	0			55,075	8,261	
Commercial (includes flex)	192,405	151,514	38,375	4,084	109,709				63,400			87,666	89,117	0		0	0	56,530			792,800	118,920	
Civic and Institutional-Specific	127,500	19,200	6,825	13,448	126,701				0			0	10,409	13,845		6,207	2,216	4,545			330,896	49,634	
Industrial (acres)	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	28.96	8.80	37.76	146,471
Non-Residential Totals (no industrial)=	337,905	170,714	45,200	17,532	273,485	0	0	0	63,400	0	0	87,666	99,526	13,845	0	6,207	2,216	61,075	0	0	1,178,771		

gpd= gallons per day **TOTAL GPD: 1,111,945**

NOTE: ¹ Combination of proposed development and existing development (to remain unchanged or already consistent with LUP).

- 350gpd / detached home
- 250 gpd / attached , condo, apartment
- 0.15gpd/ SF commercial / office
- 3,879 gpd / acre industrial
- 0.15gpd/ SF civic institutional

***Footnotes and Disclaimer:**

The densities shown are worst-case maximums generated by Town staff by on the policies of Chapters 5 and 6 to properly plan for sewer flows. These flows are approximately 200,000 gallons per day (GPD), or 23-24%, over the Town's current build-out estimates for Downtown; however, these estimates are based on several intensive 3 and 4 story uses locating in Special Areas 1, 2, and 3, which include two hotels. It is unlikely that these areas will all develop at that scale and intensity, and issues such as compatibility with surrounding uses, existing tree preservation, stormwater management, and other design constraints may also reduce density for a given property. Should these area develop at such intensities, private developers will be responsible for upgrades to sewer lines to meet the needed capacity.

These land use projections are for modeling purposes and are advisory in nature. They shall not confirm on any rights or bind the future decisions of the Board of Mayor and Aldermen, Planning Commission, Design Review Commission, Historic District Commission, Board of Zoning Appeals, or staff in the consideration of development applications, including, but not limited to, site plans, planned developments, rezonings, and various ordinances and resolutions that are regulatory in nature. In addition to sewer adequacy, Town approval of development plans, ordinances, or resolutions, will be considered on their own merits for compliance with Town zoning regulations, land use plan policy, minimizing impacts to surrounding properties, and adequacy of other forms of infrastructure.

Appendix A-4

Town's work program to implement this plan?

8/9/2010

TOWN INITIATIVES FOR IMPLEMENTING THE VISION:

Since the Downtown Plan is primarily a land use document that has taken the next step to also identify the type of infrastructure improvements needed for success, the Town is the ultimately the entity charged with implementing the Downtown Plan. There are 10 initiatives provided to "frame" the discussion for implementation in the years to come, and the intent is for a report to be created annually on to the BMA based on each initiative. In the short term, the Development Department would prepare the report with information from Main Street Collierville. In the long term, a new Downtown Collierville Redevelopment Agency would prepare the report with info from Main Street Collierville and Town's Development Department. The 10 initiatives that should be monitored are as follows, and have been indexed below to specific recommendations contained in the Downtown Plan. Except for the groupings in the "timing" column, the ID#s are in no particular order.

1. Funding and Implementation
2. Investing in Downtown
3. Destination
4. Live, Work, Play
5. New Rooftops
6. Historically Significant Districts
7. Neighborhood Stabilization
8. Adaptive Reuse
9. Traditional Design
10. Visual Cues

Legend for Timing	
Already Underway	This specific recommendation is already underway by either the Town or private sector. To accomplish, existing staff and funding resources will be used, with limited or no fiscal impacts to the Town.
Years 1-2	This is primary a planning, study, or design step necessary for future public or private investment. As of July 2010, work on this specific recommendation has not substantially commenced. To accomplish, existing staff and funding resources will be used; however, consultants will likely be needed to accomplish.
Years 3-5	This is design step necessary for future public or private investment, and in some cases is one of the early investments in downtown. To accomplish, will have a direct impact on both staff and funding resources. Consultants will be needed to accomplish. This task cannot be implemented until funding is secured; however, the Board of Mayor and Aldermen is cautiously optimistic that this task is realistic if funding and staff resources can clearly be identified.
Years 5+	This is a long-term public or private investment. To accomplish, they will have a direct impact on both staff and funding resources. Consultants will be needed to accomplish. This task is likely dependent on the completion of other projects and/or the use of grants or TIF funding. The Board of Mayor and Aldermen cannot commit to doing this until funding sources are secured.
Will Use Discretion Based on Future Conditions	This is task, recommended by the steering committee, is difficult to identify within a certain timeframe, and may not be something that the Town undertakes for various reasons (lack of demonstrated need, regulatory constraints of the TIF, etc). Such an item is being left in the Plan for future consideration, but the Board of Mayor and Aldermen is making no commitment to implement this at this time.

ID #	SPECIFIC RECOMMENDATION	TIMING	INITIATIVE
1	Continue to build upon recent investments (Police Court, Tom Brooks Park, White Church, etc)	Already Underway	INVESTING IN DOWNTOWN
2	Stormwater quick fix, low expense improvements(Tier 1 Project)	Already Underway	INVESTING IN DOWNTOWN
3	Other infrastructure modeling (water, sewer, roads) (Tier 1 Project)	Already Underway	INVESTING IN DOWNTOWN
4	Streetscape and Wayfinding Signage of Both Poplar Avenue "Gates" (Tier 1 Project)	Already Underway	INVESTING IN DOWNTOWN
5	Continue to build upon the Morton museum. Work to develop programming for facility	Already Underway	DESTINATION
6	Work with SCS on the Middle School Reconstruction or Relocation and re-use of historic high school	Already Underway	DESTINATION
7	Main Street continues to provide events on the Square that brings people downtown	Already Underway	DESTINATION
8	Build-out of Washington Gates, Twinning's, Cooper/College, Hawkins Haven, etc	Already Underway	NEW ROOFTOPS
9	Use the current Historic District Zoning and Design Guidelines as the preeminent preservation tool within the limits of the local Historic District overlay.	Already Underway	HISTORICALLY SIGNIFICANT NEIGHBORHOODS
10	Continue to find new uses for the White Church and possibly other historic structures (e.g. former Collierville High School building)	Already Underway	ADAPTIVE REUSE
11	Traditional Neighborhood Development (TND) Design Guidelines Amendment (possibly just a short term solution)	Already Underway	TRADITIONAL DESIGN
12	Construction- Tennessee Wars Commission grant wayfinding signs(Tier 1 Project)	Already Underway	VISUAL CUES
13	To add new residents to downtown, the Town welcomes applications (PDs, rezonings, site plans, subdivisions) that: <ul style="list-style-type: none"> • Are Infill and Redevelopment: encouraged where Special Area policy permits • New Private Developments that emulate recent successes downtown • Changes to existing Inappropriate Development to new more compatible forms 	Already Underway	NEW ROOFTOPS
14	Open to land use changes and redevelopment (commit to no use of Eminent domain for private development, relocation efforts explored where practical)	Already Underway	NEIGHBORHOOD STABILIZATION
15	Farmers market stays near square	Already Underway	DESTINATION
16	Assist the Farmers Market with identification, planning, and seeking grant assistance to find a public or privately-owned permanent site somewhere downtown (Tier 1 Project)	Years 1-2	INVESTING IN DOWNTOWN
17	Create a website devoted to the implementation of the Downtown Collierville Small Area Plan	Years 1-2	FUNDING AND IMPLEMENTATION
18	Develop a funding matrix (Town, Developers, owners, grants)	Years 1-2	FUNDING AND IMPLEMENTATION
19	Apply for TDOT Enhancement Grant(s) to fund streetscape improvements.	Years 1-2	FUNDING AND IMPLEMENTATION
20	Establish Tax Increment Financing (TIF) District by making determination of blight, forming a Redevelopment Agency, and adopting a Redevelopment Plan that identifies specific projects that will be funded with TIF revenues.	Years 1-2	FUNDING AND IMPLEMENTATION
21	Capital Improvement Project (CIP) Plan test/project ranking list for Downtown Collierville (will need to be used to complete Redevelopment Plan for use of TIF)	Years 1-2	FUNDING AND IMPLEMENTATION
22	Stormwater modeling	Years 1-2	INVESTING IN DOWNTOWN
23	Center Street/Hwy 72 Intersection Streetscape- Design Only(Tier 1 Project)	Years 1-2	INVESTING IN DOWNTOWN
24	Various Plan updates (major road plan, greenbelt master plan) (Tier 1 Project)	Years 1-2	INVESTING IN DOWNTOWN
25	Reconfigure Railcars(Tier 1 Project)	Years 1-2	INVESTING IN DOWNTOWN
26	Seek TDOT Enhancement Grants for Design and Construction to streetscape Center Street (South Rowlett to South Street, South Street to Hwy 72) (Tier 2 Project)	Years 1-2	INVESTING IN DOWNTOWN
27	Identifying projects to improved North/South and East/West Traffic Movement (Tier 3 Projects)	Years 1-2	INVESTING IN DOWNTOWN
28	Work with SCS on the Middle School Reconstruction or Relocation and re-use of historic high school – Reconstruction/Relocation	Years 1-2	DESTINATION
29	Consider amending ordinance to allow for low-alcohol content beer to be served in all buildings surrounding the Square and at special events	Years 1-2	LIVE, WORK, PLAY
30	Consider revising regulations to permit "accessory dwellings" on single family or townhouse lots with neighborhood protection provisions (e.g., size limits, design standards, process, etc)	Years 1-2	NEW ROOFTOPS

ID #	SPECIFIC RECOMMENDATION	TIMING	INITIATIVE
31	Revise the Historic District Zoning and Design Guidelines (remove suburban development areas, better address alleys for attached dwellings and detached dwellings on small lots)	Years 1-2	HISTORICALLY SIGNIFICANT NEIGHBORHOODS
32	Develop a list of project priorities to present to Shelby County for the Community Development Block Grant (CDBG) program. Incorporate eligible projects as recommended by the Downtown Collierville Small Area Plan.	Years 1-2	NEIGHBORHOOD STABILIZATION
33	Create an Office/Residential District and offer to rezone certain properties on Main and Poplar. (Tier 1 Project)	Years 1-2	ADAPTIVE REUSE
34	Revise parking regulations (shared parking, modernize formulas, etc.)	Years 1-2	TRADITIONAL DESIGN
35	Review building code regulations adopt any new codes for flexibility	Years 1-2	ADAPTIVE REUSE
36	Codes Division to seek training on how to make retrofits to existing properties	Years 1-2	ADAPTIVE REUSE
37	Promote the flexibility through increased outreach to Downtown property owners	Years 1-2	ADAPTIVE REUSE
38	Mixed-Use or Downtown Plan Infill District/Overlay, form-based code, or similar hierarchy of zoning districts (long-term solution) (Tier 1 Project)	Years 1-2	TRADITIONAL DESIGN
39	lowered open space requirements (Tier 1 Project)	Years 1-2	TRADITIONAL DESIGN
40	Infill compatibility (Tier 1 Project)	Years 1-2	TRADITIONAL DESIGN
41	Parking regulations modernization (Tier 1 Project)	Years 1-2	TRADITIONAL DESIGN
42	Targeted revisions to development regulations (see the Traditional Design Initiative)(Tier 1 Project)	Years 1-2	VISUAL CUES
43	Comprehensive Wayfinding Master Plan system (Tier 1 Project)	Years 1-2	VISUAL CUES
44	Parking demand and supply study for downtown with recommendations for future needs	Years 3-5	INVESTING IN DOWNTOWN; LIVE, WORK, PLAY
45	Center Street/Hwy 72 Intersection Streetscape – Construct Improvements(Tier 1 Project)	Years 3-5	INVESTING IN DOWNTOWN
46	Identify, Plan, and Seek Grant for Farmers Market Permanent Site – Construct Improvements (Tier 1 Project)	Years 3-5	INVESTING IN DOWNTOWN
47	Design & partial Construction of streetscape Center Street (South Rowlett to South Street, South Street to Hwy 72– Construct first Phase (Tier 2 Project)	Years 3-5	INVESTING IN DOWNTOWN
48	Design Streetscape of East South Rowlett (Center to Main) (Tier 2 Project)	Years 3-5	INVESTING IN DOWNTOWN
49	Design Streetscape of Washington Street (Main to Mt. Pleasant (Tier 2 Project)	Years 3-5	INVESTING IN DOWNTOWN
50	Design Streetscape of Main Street and Square Area (Poplar to South) (Tier 3 Projects)	Years 3-5	INVESTING IN DOWNTOWN
51	Design East/West Greenbelt (Tier 3 Projects)	Years 3-5	INVESTING IN DOWNTOWN
52	Design Area-wide Stormwater Solutions (Tier 3 Projects)	Years 3-5	INVESTING IN DOWNTOWN
53	Work with SCS on the Middle School Reconstruction or Relocation and re-use of historic high school – Rehab High School	Years 3-5	DESTINATION
54	Heritage Commission (5-year cultural resources action plan- Battlefield Preservation Plan for the Battle of Collierville, etc)	Years 3-5	HISTORICALLY SIGNIFICANT NEIGHBORHOODS
55	Use of other the funding sources available other than (TDOT) Enhancement Grants and Tax Increment Financing (TIF): <ul style="list-style-type: none"> Development Impact Fees Community Development Block Grants Miscellaneous Fees (Parkland Dedication Stormwater Utility) Small Business Loans & Grants: Main Street promotes Small Business Administration (SBA) funds and Service Corps of Retired Executives (SCORE) program 	Years 5+	FUNDING AND IMPLEMENTATION
56	Construct streetscape of Center Street (South Rowlett to South Street, South Street to Hwy72– Construct future Phases(Tier 2 Project)	Years 5+	INVESTING IN DOWNTOWN
57	Streetscape of East South Rowlett (Center to Main) – Construct (Tier 2 Project)	Years 5+	INVESTING IN DOWNTOWN
58	Streetscape of Washington Street (Main to Mt. Pleasant) – Construct (Tier 2 Project)	Years 5+	INVESTING IN DOWNTOWN
59	Streetscape of Main Street and Square Area (Poplar to South) – Construct (Tier 3 Projects)	Years 5+	INVESTING IN DOWNTOWN
60	New Surface Parking Lots and/or Parking Garage(Tier 3 Projects)	Years 5+	INVESTING IN DOWNTOWN
61	Design East/West Greenbelt – Construct (Tier 3 Projects)	Years 5+	INVESTING IN DOWNTOWN
62	Area-wide Stormwater Solutions- Construct (Tier 3 Projects)	Years 5+	INVESTING IN DOWNTOWN
63	Identifying projects to improved North/South and East/West Traffic Movement – Design and Construct(Tier 3 Projects)	Years 5+	INVESTING IN DOWNTOWN
64	Keep other destination downtown uses like Shelby County Health Department, Food Pantry, and Literacy Council if displaced by development of Community Services Site	Years 5+	DESTINATION
65	Over time, add up to 1600 additional rooftops in the study area based on applicable policies of each Special Area and designed to be compatible with the policies of the applicable Character Area.	Years 5+	NEW ROOFTOPS
66	Heritage Commission (5-year cultural resources action plan- Battlefield Preservation Plan for the Battle of Collierville, etc) – Create site	Years 5+	HISTORICALLY SIGNIFICANT NEIGHBORHOODS
67	Improve the four primary Gates to Downtown Collierville as opportunities arise: <ul style="list-style-type: none"> East Gate: Poplar Avenue at Collierville-Arlington Road West Gate: Poplar Avenue at Maynard Way Center Gate: Center Street at Highway 72 Sycamore Gate: Sycamore Street at Highway 72 	Years 5+	VISUAL CUES
68	When the population of Collierville reaches 50,000, seek becoming a CDBG entitlement community providing the Town with annual CDBG funding to complete projects that meet the CDBG Plan that will need to be created.	Will Use Discretion Based on Future Conditions	NEIGHBORHOOD STABILIZATION
69	Consider hiring a grant writer (staff or consultant) depending on future opportunities that may be available.	Will Use Discretion Based on Future Conditions	FUNDING AND IMPLEMENTATION
70	Natchez Street Extension to the West (behind the Square) (Tier 3 Projects)	Will Use Discretion Based on Future Conditions	INVESTING IN DOWNTOWN
71	Study potential impacts of market trends and the policies of this Plan on future retail, office and residential opportunities.	Will Use Discretion Based on Future Conditions	LIVE, WORK, PLAY
72	Main Street Collierville provides additional organized programming and professional marketing efforts to attract businesses and citizens to downtown as well as business cultivation	Will Use Discretion Based on Future Conditions	LIVE, WORK, PLAY
73	Staff person and/or organization that can work with private property owners and the public sector to implement the Plan.	Will Use Discretion Based on Future Conditions	FUNDING AND IMPLEMENTATION