

Downtown Collierville Small Area Plan Project Diagnosis and Plan Outline



Town of Collierville, Tennessee
11/20/09



1.0 Acknowledgements

DNA Team Members

Woodrow Brown
Melissa Nimon
Cindy Rial
Ronnie Dunigan
Ty Stamps
Walter Geminn
Kevin Vaughan
Tommy Hart
Lyman Aldrich
Michael Green
Doug Dickens
Christine Goin
Jewel Jordan
Fran Persicini
Susan Patrone
Jeff Elsworth
Richard Lee
Kim Endraske
Trena Street

Hampton Parr
Jack Werne
Annette Key
Karl Hamilton
John White
Shelvin Keaton
Russ Beatse
Tina Karastamatis
Richard Carman
Russ Russell
Richard Arwood
Linda Stamps
Chip Petersen
Greg Clark
Jeff Abeln
Sheila Moody
Tony Sarwar
Maureen Fraser
Stan Joyner

Mike Russell
Tom Allen
Jimmy Lott
Mark Heuberger
John Shepherd
Jim Holland
Linda Stamps
Bill Cox
Laura Todd
Chad Kelsey
Watty Brooks
Polly Shippley
Allen Green
Curt Vaughn
Scott Rozanski
Julia Ormiston

Roadshow Hosts

Main Street Collierville
Collierville Chamber of Commerce
Wigfall Grays
Mason's Lodge
Rotary
St. Marks Church
NAACP
Historic Merchants Association
Collierville Farmers Market Organization
Collierville Middle School

Development Department

Staff Support

Jaime Groce (Project Manager)
Shari McNeil
Jason Gambone
Jim Kuzdas
Nancy Boatwright
Diana Dubois
Sean Isham
Scott Henninger
Jamey Jones

Figure 1-1:

Steering Committee for the Downtown Collierville Small Area Plan

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

BMA as Ex-Officio Members (Non-Voting)

Mayor Stan Joyner
Jimmy Lott
Maureen Fraser
Tom Allen
Tony Sarwar

2.0 Table of Contents

<u>Section</u>	<u>Subsection</u>	<u>Title</u>	<u>Page</u>
1.0		Acknowledgements	1
2.0		Table of Contents	2
3.0		Methodology	2
4.0		Most and Least Preferred Images: What do they tell us?	11
5.0		Executive Summary	13
6.0		Previous Efforts	17
7.0		Outline for Downtown Collierville Small Area Plan	18
8.0		Appendix:	20
	8.01	Map Showing Study Area Limits (as of 11/20/09)	
	8.02	Project Schedule (Revised 11/20/09)	
	8.03	Complete Image Preference Survey Results with Public Comments	
	8.04	Image Preference Survey Slides	
	8.05	Summary Posters	

3.0 Methodology

Introduction:

This section is intended to provide an overview of the study area and some of the issues being studied. This section also documented the methodology for creating the Plan from May 2009 to October 2009, and describes how the process will be completed in the Spring/Summer of 2010 to transform the public input and the most valuable policies from previous planning efforts for the downtown area into a single visionary document that can be officially adopted by the Town.

What is the Downtown Collierville Small Area Plan?

The "Downtown Collierville Small Area Plan" is the working name for a study that is underway during 2009 and 2010. The study is focusing on Collierville's historic Square and its surrounding neighborhoods with the goal of creating a shared, and formally adopted, vision for its future. This planning effort is also one of the Board of Mayor and Aldermen's (BMA) goals for the Development Division that emerged during its FY2010 budget process. The Downtown Collierville Small Area Plan, which will be formally adopted by the Planning Commission as part of its Land Use Plan, will serve as a guide for both public and private sector decision making for that part of Town. Before the Plan could be drafted, an extensive public input phase was developed around teams of stakeholders known as "DNA Teams" going on "Roadshows" throughout the community to solicit feedback. That stage of the Plan's development is now complete.

Role of DNA Team Members and the Roadshows:

Downtown Neighborhood Ambassadors, or DNA Teams for short, were six separate teams comprised of 10 to 11 individuals from the Collierville community. Each team contained a member of the Collierville Board of Mayor and Aldermen, a downtown property owner/resident, community leaders, business leaders, and was supported by staff from the Collierville Development Division. This was not an elected or formally appointed group, and no votes were taken.

The DNA teams moved throughout the community during the months of September and

Figure 3-1: Table Quick facts about the DNA teams and their important role in this plan:

- 50+ key stakeholders and community leaders gave the survey and listened to input
- Over 239 people took the intensive focus group-style survey. Almost 600 public comments noted.
- 13 separate "Roadshows" were held during the month of September and October 2009. Of those were 3 open house forums that were widely promoted and anyone could come
- Each DNA Team had at least one "Roadshow" opportunity
- DNA teams (see page 1) designed for broad stakeholder representation

October 2009 to share the purpose of the study and administer an Image Preference Survey (IPS), but mostly they sought input in what were called "Roadshows" listed below. The input will be used to determine a shared vision for Historic Downtown Collierville and its surrounding neighborhoods. Although the DNA Roadshow phase ended in late October 2009, the Teams will be invited to reconvene at critical points during the Plan's development, and also near the end of the process to review the work of the steering committee. A few DNA Team members may even be called upon by the steering committee to help with detailed issues (wayfinding signage, neighborhood stabilization, etc). There were 13 separate DNA Team Roadshows held between 9/9/09 and 10/21/09. Below (Figure 3-2) is a listing of the Roadshows and full DNA Team events.

Figure 3-2: DNA Team Roadshow Schedule and Meetings

Road show #	Date	DNA Team #	Group Surveyed
n/a		n/a	Focus Group to Develop Survey ²
n/a	8/31/09	All	DNA Team Training and Kick-off ²
n/a	9/8/09	All	DNA Team Makeup Training ²
1	9/8/09	3	Wigfall Grays ¹
2	9/15/09	2	Community-wide Forum At Middle School ¹
3	9/22/09	4	Community-wide Forum At Middle School ¹
4	9/23/09	1	Chamber of Commerce ¹
5	9/29/09	6	Community-wide Forum At Middle School ¹
6	10/6/09	3	Mason's Lodge ¹
7	10/13/09	5	Rotary ¹
8	10/13/09	1	St. Marks Church ¹
9	10/14/09	5	Historic Merchants Association ¹
10	10/16/09	5	Farmers Market ¹
11	10/19/09	6	Collierville Middle School Students
12	10/19/09	1	NAACP ¹
13	10/21/09	2	Main Street Real Estate Group
n/a	10/27/09	All	Wrap-Up Session ³

¹ The term survey means both the 53 question image preference survey (part 2), but also the focus group input received during parts 3 and 4 of the DNA Roadshows.

² Drafts of the survey were administered to test its format.

³ The Wrap-Up Session was based on both the numerical scoring of the image preference survey and the survey administered to only DNA Team members to test the conclusions and assumptions that the Planning Staff made based on the input from the Roadshows. None of the content for the conclusion came from any of the previous efforts to study downtown, although many similarities exist. The results of the wrap-up session became sections 4.0 and 5.0 of this report.

Role of the Image Preference Survey (IPS):

An Image Preference Survey (IPS) is a method for assessing community preferences regarding the form and appearance of buildings, signage, landscape, and streetscape elements. It has become a widely used tool in urban planning for helping community representatives and the general public to become familiar with the role of design in creating planning tools, such as land use policies, plans, and design guidelines. An IPS survey is one way of establishing a range of public preferences that can then be translated back into land use policies. The purpose of the IPS was not necessarily to illustrate what will occur in downtown Collierville, but rather to show many different possibilities of what could occur, given varying policies. In some instances, images shown in the IPS were from Collierville as it existed at the time of the survey. Local images, although sometimes controversial, can be used to confirm with the community that certain environments are either appropriate or inappropriate for the future of a downtown. In other cases, images from outside of Collierville were shown to determine support for certain new concepts (e.g. townhouses, mixed-use, custom directional signage) in the downtown area long-term. The IPS was created by the Planning Division for the Downtown Collierville Small Area Plan, and was customized to meet the needs of the project. The IPS produced was not intended to be a true scientific survey, but instead a consensus building and public input tool. Its findings will generate common themes often found in downtown plans around which the Small Area Plan can be developed.

IPS participants were asked to look at a series of 50 Images projected on a screen and rate them from lowest to highest in terms of their own preferences, using a scale of one (1.0 - Strongly Dislike) to five (5.0 - Strongly Like), with three (3.0) being neutral. Administered through a PowerPoint slideshow

presentation, each image had a corresponding question that was both shown on the slide and the question was also read aloud. Participants had no more than 18 seconds to answer with their gut reaction to the image.

Another important function of the IPS was to make participants more aware of the design of the downtown Collierville environment in which they live, work, and visit, and how certain design features influence the perceived attractiveness or comfort level of the downtown environment. This awareness can help citizens evaluate their environments objectively and constructively, and policies for downtown and its surrounding neighborhoods can be created around the common themes observed in the survey results. Images were divided into the three following categories, which corresponded to the preliminary limits to the study area:

- Core
- Surrounding Neighborhoods
- Gateways

For each of the three subareas, the survey focused on the image appearance. Participants in the IPS were encouraged to focus on the appearance of certain aspects of the images, such as:

- Streetscape and Intersections
- Directional Signage (Wayfinding)
- Civic and Cultural
- Residential
- Commercial (including Industrial)
- Parking
- Parks and Open Space

One weakness of the IPS method is the presence of confounding variables that differ among each scene. Such variables include the quality of landscaping, building materials and colors, vehicular traffic levels, and weather conditions at the time of photo shoots. Of course, in this particular survey, landscaping, architecture, and building materials are all important parts of any vibrant downtown. To avoid inadvertent impacts to the scores due to these factors, the survey questions and format were carefully structured to focus the observer on specific topics within each image (commercial buildings, parking, directional signage, residential buildings, etc), rather than ask for their overall gut impression without any guidance whatsoever.

Role of Public Comments:

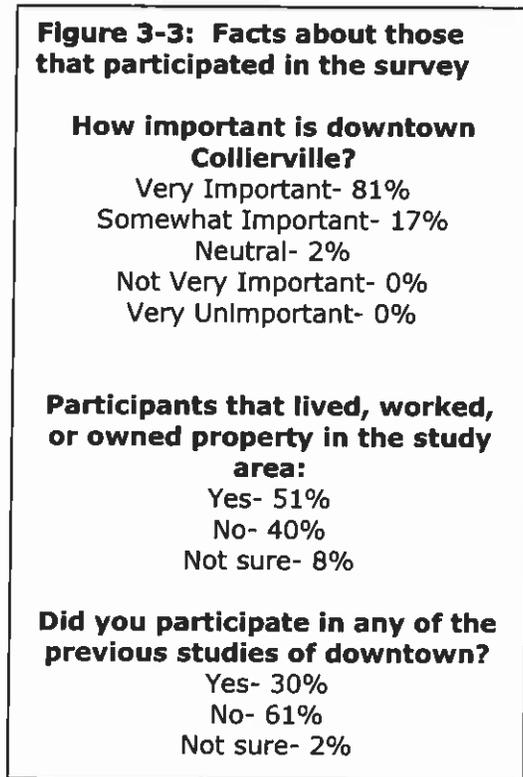
To counterbalance the Roadshows from focusing exclusively on design elements, and to solicit deeper levels of public comment possible than solely through the scoring of images, the Roadshow survey was supplemented with two additional segments for free-form public comments, which allowed specific preferences and visions for downtown to be openly discussed. Public comment cards and letters received by the Town also were sources of input. These comments are found in this report, and when coupled with the IPS numerical scores in Figure 8-1, will formed the basis for the analysis in Chapter 4.0 Highest and Lowest-scoring Images and Section 5.0 Executive Summary of this report.

Participation and Data Analysis:

A total of 239 people took the IPS. Figure 8-1 shows the results for each category, ranked from highest to lowest. The scores for each question were averaged (mean) to create the final score for each image.

Role of the Steering Committee and the Project Diagnosis and Plan Outline

On November 6, 2009, Mayor Joyner formed the steering committee (see Table 1-1) for the Downtown Collierville Small Area Plan, with the BMA acting as non-voting ex-officio members. One of their first main tasks will be to review and approve the Project Diagnosis and Plan Outline, including the analysis of the Highest and Lowest-scoring images (Section 4.0) and the Executive Summary (Section 5.0). In essence, the Project Diagnosis and Plan Outline is a "plan for the plan" and will be an important document that will



guide the staff during the processes, and also serve as a measuring stick for success once the plan is drafted. If all goes well, all points covered in the Project Diagnosis and Plan Outline should clearly be addressed in the policies and maps that will comprise the Plan.

Once the steering committee agrees on the basic Project Diagnosis and Plan Outline for the new Small Area Plan, the staff will commence with putting together draft chapters of the plans and maps for review by the steering committee.

The Process for Developing the Downtown Collierville Small Area Plan

The process to create the plan began with the DNA Roadshows in September of 2009. The results of that effort (see Section 4.0 and 5.0) are based consensus among DNA Team members on major themes that should ultimately be addressed in the Plan. There are many options for developing a small area plan and reaching consensus on the content of such a plan, however, in Section 8.02, the staff has proposed schedule for developing such a complex policy document that takes into consideration a variety of factors:

- including the DNA Roadshow Phase public input (summaries from Sections 4.0 and 5.0 and the raw data for in Section 8.03);
- using the "best of" the previous planning efforts for Downtown Collierville (see Section 6.0);
- utilization of the talents of the Technical Advisory Group (described in this section); and
- a desire to provide a professional-grade plan for downtown in a timely way (see Figure 3-4 and Section 8.02).

Figure 3-4: What is really important for a "downtown plan"?

- A Clear Vision
- Information
- Plan Flexibility and Continuity
- Must Evolve
- Public Involvement
- Respect for the Past
- Urban Form
- Reasons to be Downtown
- Experienced Formulators
- Incremental & Comprehensive Implementation
- Organization (someone to oversee it)

Source: Downtown Planning for Smaller and Midsized Communities by Philip L Walker (2009)

The steering committee will be asked to decide on the schedule at its December 2009 kick-off meeting to give clear direction to the staff on both the schedule for developing the Plan, as well as the basic framework of the Plan. The staff recommends a schedule (see Section 8.02) that contains a "Design Workshop," described below), because of the prospect of compressing the timeframe for the Plan's development, the best utilization of creative technical support, and the potential for quick consensus on the Urban Design Plan and its supporting policies.

Role of the Design Workshop

The "Design Workshop Week" for the Downtown Collierville Small Area Plan planned for January 2010 is a design technique sometimes called a "Charrette," which takes place in many professional disciplines, including the fields of architecture, landscape architecture, and urban planning and design. The word "charrette" refers to a collaborative session in which a group of designers drafts a solution to a design problem. For simplicity and clarity of terminology for non-designers, the "Charrette" planned for the Downtown Collierville Small Area Plan for January 2010 will be referred to as a "Design Workshop". While the structure of such a design workshop varies depending on the design problem and the individuals in the group, design workshops often take place in multiple sessions in which the group divides into sub-groups. Each sub-group then presents its work to the full group as material for future dialogue. 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.

In urban planning, such design workshops have become a technique for consulting with all stakeholders. This type of design workshops, sometimes called "an enquiry by design," typically involves intense and possibly multi-day meetings, involving municipal officials, developers, and residents. A successful design workshop promotes joint ownership of solutions and attempts to defuse typical confrontational attitudes between residents and developers. Design workshops tend to involve small groups, however the residents participating may not represent all the residents nor have the moral authority to represent them. The design workshop for the Downtown Collierville Small Area Plan will be able to compensate for any lack of involvement by drawing upon the efforts of the DNA Teams that canvassed the community in September and October 2009 (see Sections 4.0 and 5.0). The design workshop will be an intense and compressed

period (just one week) of work by staff and volunteers prior to a deadline (see schedule in Section 8.02). The final product of the Design Workshop will be a document called the Urban Design Plan.

Role of the Technical Advisory Group

Mayor Joyner, acting through the Planning Division, has begun compiling a list of design professional volunteers to help the staff and Steering Committee work through land use and urban design policies for downtown. This volunteer group would not vote, but would be asked during the months of January through April 2010 to critique draft policies and plans, attend "pin up" sessions or the Design Workshop Week, etc., and advise the staff and Steering Committee as to "best practices" for creating and implementing the Downtown Collierville Small Area Plan.

The design problem to be solved by the "Design Workshop Week" is to import the feedback received during the DNA Roadshow phase into the urban design plan and other parts of the Plan, and reconcile the "best of" the previous efforts done over the past few decades to study downtown using good urban design and guidance from the Steering Committee.

Role of the Design Concepts

With the development of a future land use plan, especially one for a downtown area that is mostly developed, it is hard to plan the future of each parcel correctly, as a variety of forces will ultimately dictate the use of property (office, residential, retail, etc). The current land use plan for downtown (see Figure 3-3) plans the specific future land use for each parcel, which leads to frequent land use plan amendments and incremental planning rather than a more comprehensive form of planning. A more general approach to future land uses is recommended for the Downtown Collierville Small Area Plan. The form that uses should take is easier to plan for, and allows for a plan to be more flexible while keeping a concept design theme for an area. The technique for providing specificity in design objectives but flexibility in land use implementation is sometime called or "Place Types" or "Design Concepts". This technique, which developed general policies for large geographic areas (see figures 3-5 and 3-6), was used in the I-269 Small Area Plan adopted in April 2009. Some of the Design Concepts from that plan can be used for the Downtown Collierville Small Area Plan, but new ones must also be created (see Chapter 6 in the Outline shown in Section 7.0). Rezoning, Planned Unit Developments (PDs), development standards, etc. would all be compared to these Design Concepts.

Figure 3-4: Existing Land Use Plan (parcel based)

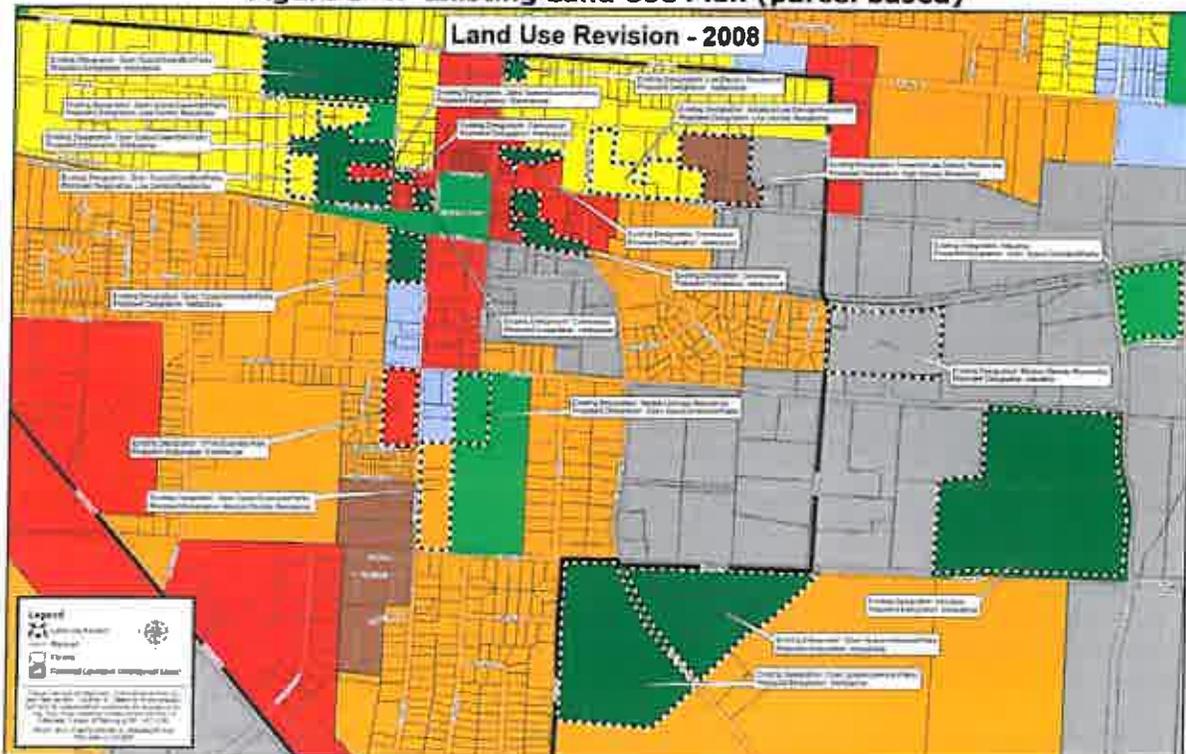


Figure 3-5: I-269 Small Area Plan Future Land Uses (Design Concept based)

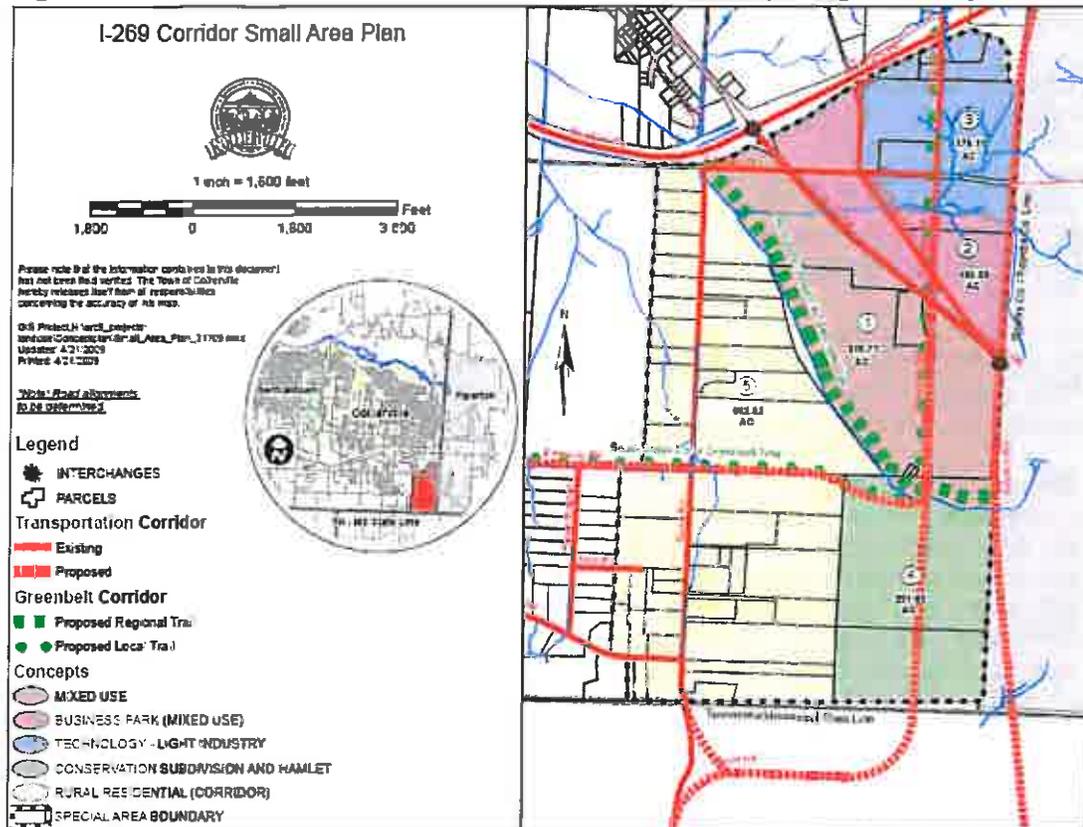


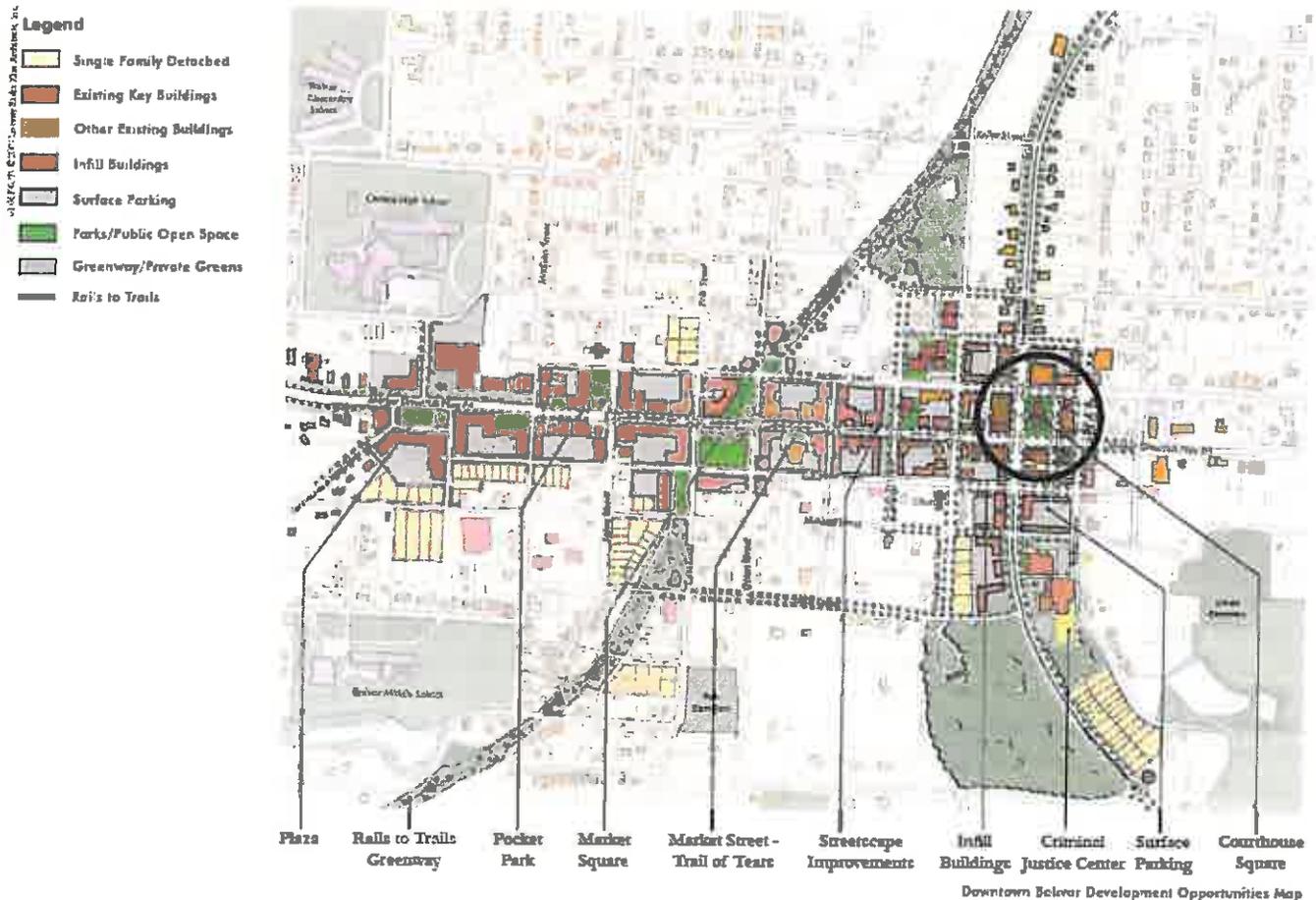
Figure 3-6: Design Concept Policies from I-269 Small Area Plan

Consistent with Vision	YES	Inconsistent with Vision	NO	Mixed-Use Design Concept
 Retail on ground floor with residential or office above	 Detached single-family residential	 Security fence	<p>Consistent with Vision A development is consistent with this design concept if it:</p> <ul style="list-style-type: none"> Accommodates a mix of uses within individual buildings and/or includes a mix of different types of land uses within a short distance (1/4 mile radius) Is oriented towards pedestrians and emphasizes human-scale design Features buildings oriented towards the street and locates surface off-street parking to the rear (and sometimes side) of buildings Provides street, parking lot, and sidewalk connections between other buildings and sites within the area Provides less-intensive single-family uses outside of mixed-use core, towards western boundary of Special Area 1 <p>Inconsistent with Vision A development is inconsistent with this design concept if it:</p> <ul style="list-style-type: none"> Is oriented towards one land use or isolates different types of land uses Is oriented towards automobiles or trucks For commercial and other intensive uses includes buildings set back and separated from the street by off-street parking Provides large expanses of paved area 	
 Buildings oriented towards the street	 Surface parking located behind the building	 Trucks are not used		
 A mix of urban uses with large, connected sidewalks	 Bike lanes and public pathways	 Surface parking located between street and building		

Role of the Special Areas and the Urban Design Plan

A general approach to land uses is not always the best technique to achieved a desired planning outcome, with additional specificity sometimes needed. A subunit of the Design Concepts and the study area limits can be what are called "Special Areas," which are groupings of multiple parcels with common characteristics. For certain Special Areas, illustrative concepts will be prepared and referred to in the Plan as the "Urban Design Plan". Some, but not likely all, Special Areas will be studied within Downtown Collierville to this degree of detail. The illustrative concepts shown in the Urban Design Plan, as well as any supporting perspective illustrations or photographs, will be intended to demonstrate how to achieve the intent of the applicable Design Concept, Special Area guidelines for the site, including desired street relationship of buildings, circulation, integrating open space and other design features such as transitions to surrounding land uses. They are conceptual plans; 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, but are not to be interpreted as the only way to develop a particular property. The previous planning efforts described in Section 7.0 will serve as the "baseline" for the development of the Urban Design Plan and Special Areas; however, the Steering Committee may wish to depart from the previous efforts in some ways based on the need to provide seamless trnaisitions to existing or proposed land use patterns or road locations, or to incorporate new ideas that may be generated out of the Design Workshop Week.

Figure 3-7: Example of the Bolivar Urban Design Plan



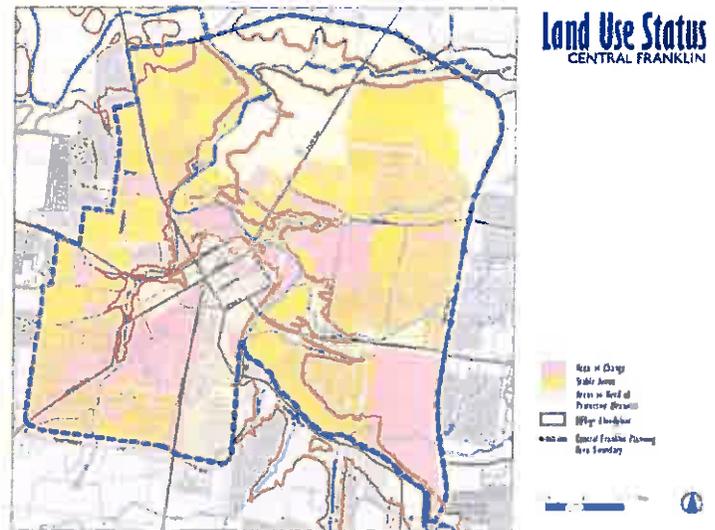
Role of Land Use Status Chapter and Map

Sections 4.0 and 5.0, which contain the summary of the public input from the DNA Roadshows, both contain references to certain properties or attributes to downtown and its surrounding neighborhoods being emulated, preserved, enhanced, improved, or stabilized. The challenge to the staff and the Steering Committee is how to address these broad planning goals in the new Plan. For these goals to be translated into meaningful land use policy, the Land Use Status chapter for the Downtown Collierville Small Area Plan is proposed, and would identify each parcel in the study area as following into one of three categories (see Chapter 5 as outlined in Section 7.0):

- Stable Area
- Area in Need of Stabilization
- Area of Change

This chapter and its map would not designate the future use of the property (residential, commercial, industrial), but instead provides guidance about how all parts of the downtown area are expected to change over time due to the policies contained in the Downtown Collierville Small Area Plan (see the example from the 2004 Central Franklin Area Plan in Figure 3-8). Policy would be developed for each of the three categories, and would be consulted by the Town and private sector during rezonings, planned unit developments (PDs), grant requests, public infrastructure decisions, CIP projects, etc. For example, parcels identified as an "Area of Change" would send clear message that infill or redevelopment is welcome in certain areas. Similarly, identifying historic resources or established neighborhoods/uses as "Stable Areas" sends a message that these areas are "off limits" to new development. Some areas need improvement, and the "Area in Need of Stabilization" portion of this chapter would identify certain areas for improvements, and be used in setting priorities for grants and CIP projects.

Figure 3-8: Land Use Status from 2004 Central Franklin Area Plan



This level of study increases the complexity level of the Plan as it goes deeper into a block than the Special Areas can provide. The Steering Committee should note that the Downtown Collierville Small Area Plan would still function as a vision for downtown and its surrounding neighborhood without the Land Use Status chapter, as the I-269 Small Area Plan did not contain such a section; however, it should be noted that an existing developed area necessitates different approaches to future land use than one that is relatively undeveloped. If the Steering Committee does not want the Plan to provide specificity down to the parcel level, the staff still recommends that the Land Use Status exercise be performed to help with the drafting of the policies for the Special Area, but this information would only be used as supplemental background research similar to the existing land uses, utilities, etc.

Role of Planning Commission, Its Land Use Plan, and

The Land Use Plan serves as a guide for the orderly growth and development of the entire community, insuring adequacy of public infrastructure, and facilitating the preservation and protection of the residential base while sustaining a diverse and prosperous economic base. The Land Use Plan identifies growth trends and issues in the community and provides a series of vision statements, strategies, and policies for future growth and development. The Land Use Plan Map (a component of the plan) designates the future use or reuse of land for all areas within the Town, as well as land outside current Town limits but within the Town's Urban Growth Boundary (i.e. Annexation Reserve Area).

The Downtown Collierville Small Area Plan will be considered a component of the Land Use Plan originally adopted August 13, 2001, which is adopted by the Planning Commission. This document, along with other small area plans, is collectively known as the Collierville Land Use Plan. If there are any conflicting policies between the 2001 Land Use Plan and Small Area Plans, the policies contained within the Small Area Plan shall govern. An identical process was used to adopt the I-269 Small Area Plan in April of 2009.

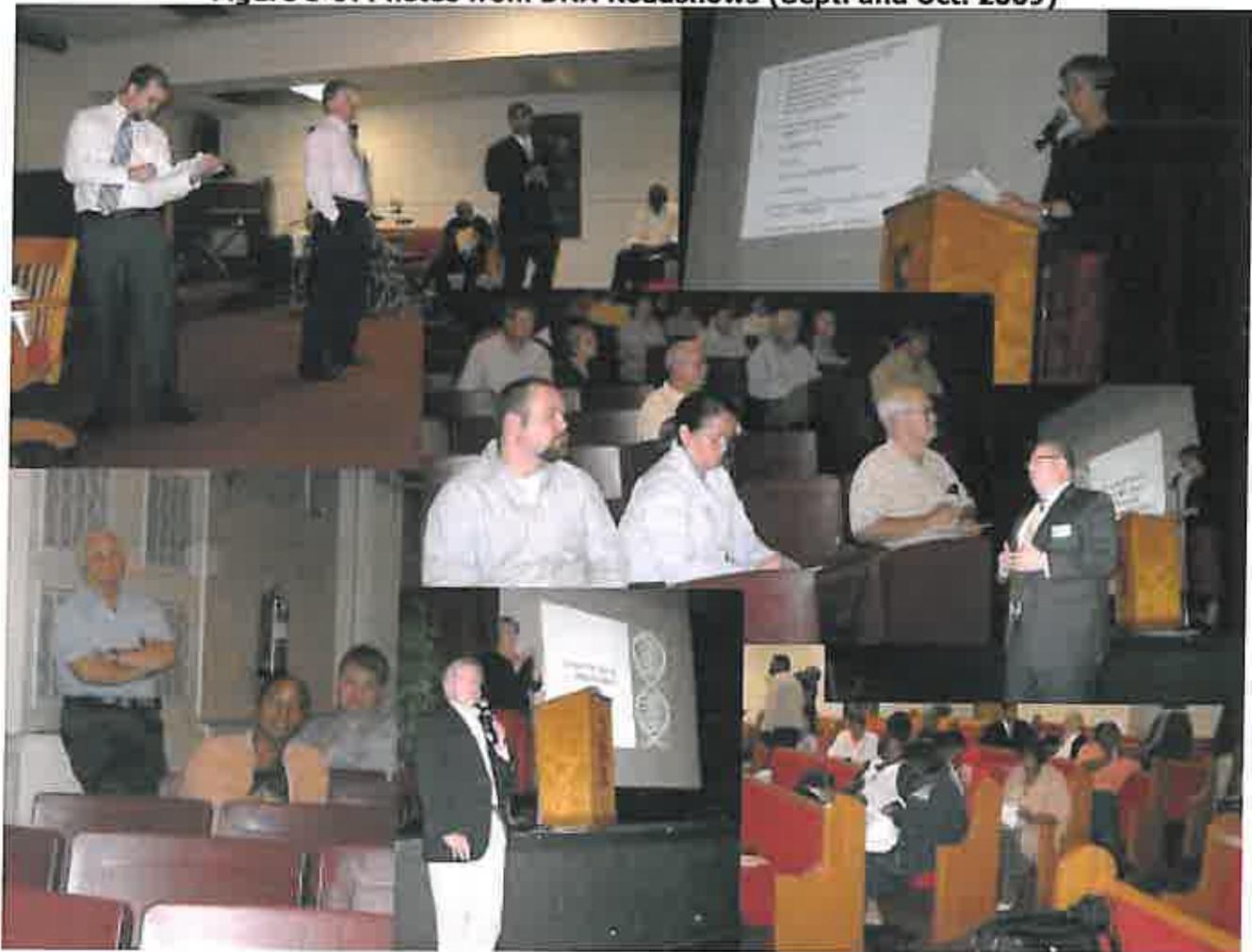
Conclusion

To create the Downtown Collierville Small Area Plan, the Board of Mayor and Aldermen gave two points of direction:

- Create a vision and plan for downtown that can be formally adopted; and
- Use the "best of" the previous efforts (see also Section 6.0).

The processes outlined by this chapter are designed to accomplish both of these goals of the Board while also creating a visionary planning document. The intensive process will take several months, culminating with a recommendation to the Planning Commission for adoption of a final version of the small area plan as soon as May of 2010, as it would be an amendment to the Town's Land Use Plan. This target date may need to be adjusted based on the final approach set by the steering committee and a variety of factors, such as the complexity of the Plan and the level of community support for the early draft policies. The Planning Commission will ultimately consider the Small Area Plan by a resolution and after one or more public hearings, and take a vote. A complete proposed post-DNA Phase schedule for the creation of the Downtown Collierville Small Area Plan is provided in Section 8.02.

Figure 3-9: Photos from DNA Roadshows (Sept. and Oct. 2009)



4.0 Most and Least Preferred Images: What do they tell us?

Introduction:

The images shown in figures 4-1 and 4-2 depict the results of the Image Preference Survey (IPS) by listing all images that ranked 4.0 or higher (Figure 4-1) and all images below 3.0 (Figure 4-2), with the highest ranking images at the top of each figure and the lowest at the bottom. This chapter also includes a summary and analysis of figures 4-1 and 4-2 based not only on the numerical scores, but on comments specifically referencing the reasons why those surveyed thought that the images were ranking highly or lowly during the DNA Team Roadshows. The full IPS results can be seen in figure 8-1, and the full and unfiltered comments can be found in Chapter 8.03 in the appendix. The written analysis below of high and low was discussed by the DNA Teams and staff at the Wrap-up meeting, and it was the consensus that, with minor modifications that have been reflected in this document, these comments summarize why these images ranked highly or lowly, as well as the implications for the policies that should be addressed in the Downtown Collierville Small Area Plan.

Figure 4-1: Most Preferred Pictures



Of the top-ranking images shown above, the results indicate that those surveyed had moderate to strong preferences for the following characteristics. Based on the associated comments with these images, these things are what "sell" Collierville's downtown. The Downtown Collierville Small Area Plan should contain policies that **emulate, preserve, or enhance** these qualities within the study area.

Welcoming:

- Neat, attractive, well kept streets and sites.
- Looks welcoming and walkable.
- Feels safe, looks like a safe and peaceful place to be. Family friendly place where you let kids play.
- Looks like a nice neighborhood.
- It's familiar, inviting, well-maintained, and "fits in".

Respect of History:

- Collierville history represented in a beautiful way.
- Preservation of historic places.
- A unique, old-time look worth preserving.
- Unique uses and building designs. Not "cookie-cutter".

Lush Greenery:

- Green small-town feel due to lawns, trees, and other landscaping.
- Beautiful and peaceful.

Timeless Appeal:

- Buildings with good architecture with a human scale.
- Diversity of small-town architecture: Iconic Southern architecture, Classic Architecture, uniqueness of each building.
- Outdoor seating throughout and looks like a place for gathering.
- Front-porch architecture.
- Nice fencing and gates.
- Nicely-designed streets with ornamental lights, sidewalks, and trees.
- Cars are not the focus in residential areas. Garages do not dominate building facades.

Figure 4-2: Least Preferred Pictures



Of the lowest-ranking images shown above, the results indicate that those surveyed had moderate to strong dislike for the following characteristics. Based on the associated comments with these images, there are indications that some parts of the study area need improvement, as they show instability and do not show off best of the Square. The Downtown Collerville Small Area Plan should contain policies that **improve or stabilize** areas within the study area that can be characterized in these ways.

No Relationship to Square:

- Either not historic or does not blend well with the historic character of the downtown area.
- Little to no ornamentation and character.
- Does not let you know you are in or entering an historic area.

Harsh and Uninviting Environments:

- Overlooked parts of Town.
- Little or no landscaping or screening.
- Sidewalks are inadequate and not pedestrian friendly. Lots of obstacles. No division between car traffic and the pedestrian.

- Street intersections not pedestrian friendly and difficult for cars to maneuver.
- In poor shape, hazardous, too many curb cuts, and overhead utility lines clutter views.
- Streets do not have decorative lights (if they have them).
- Not a gateway that invites us to the Square.

Unstable or Dated:

- Some neighborhoods and uses downtown have been overlooked and need to be rehabilitated.
- Some uses look abandoned or have “temporary” architecture, and may even not belong downtown long-term.
- Often drab and unattractive. No order (thrown together).
- Too much of a “commercial” or “industrial” feeling in some places.

5.0 Executive Summary

Introduction:

This chapter attempts to analyze over 300 general comments received during the DNA Team Roadshows, from the comment cards, etc. The full listing of unfiltered comments can be found in Section 8.03 of the Appendix. The written analysis below was discussed by the DNA Teams and staff at the Wrap-up meeting, and it was the consensus that, with minor modifications and clarification (reflected by the shaded text below), these comments summarize the policies that should be addressed in some way in the policies and maps that will comprise the Downtown Collierville Small Area Plan.

Visions for the Core:

- The core of downtown Collierville needs to extend beyond just the Square, especially to the south, with connections to the surrounding neighborhoods where possible.
- The Square should be both a destination and the heart of a vibrant living neighborhood.
- Upper floor residential uses are appropriate on the square.

Visions for the Gateways:

- The “Gateways” concept should include Highway 72 at Center Street to provide a front door to SR385 and I-269.
- Improvement of the Poplar Avenue gateway, which is the entire road including the Collierville-Arlington Road intersection, is important.
- The “Gateways” concept should include the St. Marks Church area on Highway 72 at Sycamore Rd to stabilize the neighborhood and to more effectively pull the focus of the downtown plan into areas that have not seen the downtown improvements to date.
- All four gateways should be beautified. Center Street/Highway 72 and the two Poplar Avenue gateways should have good directional signage as they are the main routes leading to downtown and the Square.

Residential:

- We need more rooftops downtown, especially within walking distance or along key gateways into downtown.
- We need more young people in the rooftops downtown.
- New single family “rooftops” downtown should look as nice as Magnolia Square (Image 25) on South Rowlett and have “front porch” architecture.
- Front porch architecture means special attention, and a historic flair, should be given to building form, building location, building detailing and articulation, front porches. No cookie cutter buildings.
- More rooftops and residents will help the Square, as they are needed to help generate (commercial) activity and demand for new retail and services.
- Homes in the downtown area need to face the street, and not face the interior with only fences along the roadways.
- Attached dwellings (condos, townhouses, apartments) are okay downtown as part of the “more rooftops,” but they must be as nice as shown in Images 28 and 29 and be carefully located in downtown. They are not appropriate everywhere.

Stabilizing and Improving Neighborhoods in Decline:

- For the stability of the entire study area, we need to create a higher standard of living for area residents. It is important that this plan highlight areas that need assistance (like Images 47, 23) 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.
- Workforce/affordable housing could be added to South Street, and could even have front porch architecture like as seen in Image 24.
- We need to be careful not to 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) for the purposes of allowing for new development downtown is not consistent with the hometown community feel of Collierville, and should not be used.
- As far as commercial neighborhoods, clean up backside of the East part of the Square and Washington Street.

Commercial:

- One and two story commercial buildings in the Core area, especially on the Square, are acceptable and consistent with the "village retail" scale. Anything higher may be appropriate and must be reviewed on a case-by case basis to make sure they are contextual and in scale. This desire for context and scale extends to residential buildings as well and into the Surrounding Neighborhoods and Gateways areas, and must be reviewed on a case-by-case basis.
- Our streets and buildings, even those that have buildings pulled up to the street, should incorporate quality vegetation to soften urban environments and respect Collierville's rural flavor in and around its downtown.
- The Core area, which includes the Square, needs to be an area in which to live, work and play.
- A Bed and breakfast inn is needed downtown. A small hotel is also needed on the Core area, preferably on the south side of the tracks as a way to pull the activity to the south.
- 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:
 - grocery store
 - bookstore
 - ice cream shop
 - sundries
 - drug stores,
 - cleaners,
 - more restaurant choices; and
 - theater/movie venue (Friday/Saturday Movie Night).
- To gain critical mass to build and strengthen business in the entire Core area, 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.
- Special attention should be paid to maintaining historic architecture through building form, building location, building detailing and articulation, storefronts, and parking hidden or in the rear of buildings.
- Additional organized programming and professional marketing efforts are needed to attract citizens to downtown.
- The Farmers Market should be part of the long-term vision for downtown, and a permanent downtown location for it should be found.

Civic and Cultural Uses:

- To compensate for the decision for town hall and the library to be moved from downtown, more cultural centers are needed to draw people to downtown.
- A University of Memphis Satellite Campus and/or a YMCA could be a cultural draw, and could even be the ultimate use of the Historic Collierville High School Building, as it would generate traffic and boost business on the Square.
- The steering committee should evaluate the downtown for creating a new place for children, such as recreation/community center, life center, branch library, meeting space for Scouts, playground, ball courts, all within walking distance of the surrounding neighborhoods.

Industrial:

- In the short term, our industrial uses are with us and we should try to make them more contextual with what downtown is becoming. To do this, we can:
- Add cultural murals to bland facades
- make them more attractive with landscaping and streetscape improvements.
- Create a distance from industry and homes where possible.
- In the long term, our industrial use should become other uses more consistent with the vision for downtown based on natural market forces. The steering committee should evaluate the existing industrial areas for eventual conversion to such uses to include retail, hotels, and the much-needed "rooftops".

Directional Signage (Wayfinding):

- Directional signs, markers, street signs, etc, should be designed and/or changed out to meet the historic look within the historic district.
- The steering committee should evaluate the need for directional and informational signage for downtown's:
 - Cultural Heritage
 - Square Area
 - Gateways and limits of the Historic District. For example, include a map of the Historic District on such a sign for pedestrians, with a special color and shape for the sign.
 - Multiple attractions, like a marquee sign like you see in a shopping center on Highways 57 and 72.

Parking:

- The perception of our public parking areas away from the square (Washington Street, Tom Brooks Park area) needs to be the same as the parking on the Square in terms of appearance and security.
- In the short-term, we need to have even more surface parking areas to increase the possibility of economic vitality and business growth in and around the Core area, and this could help with infighting amongst businesses for parking.
- In the long-term, the Town needs to incentivize development and retail viability downtown by funding at least one contextually designed parking garage downtown.
- Handicap access and parking is needed in more places downtown. Make it easier to move special needs people around.

Parks and Open Space:

- The historic square should be retained for future generations, and more spaces like it should be created throughout the study area.
- Even more "walking distance" gathering places, like pocket parks and playgrounds, are needed throughout the surrounding neighborhoods are needed like the gazebo area.
- Open spaces should have plenty of places to sit, like our Square does.
- Improvements are needed to Suggs Park. The Steering Committee should explore what types of improvements are needed.

Processes and Codes:

- Friendly processes are needed to encourage façade renovations and attract infill development.
- When people want to improve their property (landscape/paint), it should be easy.
- The Town should focus its energy on those that need to improve property, not those that are doing a good job of it.
- Codes and ordinances should be examined to ensure that there are no major obstacles to redevelopment.

Streetscape and Intersections:

- Streets should be designed to accommodate traffic flows, but not be overly-wide in the downtown area and be sensitive to its historic context.
- Pedestrians need to feel comfortable and safe walking through the surrounding neighborhoods to the Square – need better sidewalks, grass strips, streetlights. Increase walkability in the surrounding neighborhoods through sidewalk additions or improvements to better tie the neighborhoods to the Square. Sidewalks, benches, and pedestrian safety should be as prevalent throughout the downtown area as it is on and around the Historic Square.

- Improve roads coming into square (North and South Rowlett, Sycamore, Washington, Main, Center) with nice sidewalks, grass strips, decorative lights, trees, and curb and gutter.

Infrastructure:

- Infrastructure should be constructed to hold up to heavy construction equipment that will come with infill development and renovations. Improvements should be carefully phased and planned around redevelopment plans to avoid damage to new infrastructure.
- Need to bury utility lines or reroute to back of businesses whenever possible.
- Some parts of downtown have storm water drainage issues that must be corrected.

Historic Preservation:

- Keep the neighborhood feel and small town atmosphere.
- Our historic resources, such as our older and architecturally significant buildings, must be protected, preserved, maintained, and celebrated for us to keep our past for future generations.
- Efforts should be made to restore the murals downtown that are fading away.
- The Town needs to do a better job communicating about its historic areas.

Marketing and Tourism:

- Utilize the railroad more, such as for passenger rides, attractions, etc.
- Provisions for bus parking within or near the Core area should be provided for tourism.
- Encourage all Collierville residents to support the plan through coordinated marketing.
- Need to emphasize Civil War history and heritage tourism.

Goals and Objectives (Possible for the Steering Committee to Consider):

- A significant goal of this planning effort is to maintain our Square, its surrounding neighborhoods, and gateways, as an "investment" for future generations.
- To let our "investment" grow, we need to:
 - develop/redevelop underutilized places around the Square and its surrounding neighborhoods;
 - stabilize areas and neighborhoods that have not benefited from the suburban growth in our community over the last decades.
- To respect our history and small-town feel:
 - we must preserve our truly historic resources;
 - the heights (scale) of any new development should "blend" into Collierville's hometown character and front-porch lifestyle, and be reviewed on a case-by-case basis.

Creating the Small Area Plan:

- Pictures and illustrations will be important to educate the public.
- Good and easy-to-read maps will be important to the plan.
- Provide examples (case studies) of other downtowns to demonstrate the importance of a downtown plan and future benefits it might bring (property values, tax base, etc).

Implementation:

- Strong organization, networking, and a sense of community are important to successful implementation.
- Both public and private sides must implement this plan once it is adopted.
- Funding sources will be critical to successful implementation.
- Additional incentives and grants are needed to encourage façade renovations and attract infill development.
- User friendly and progressive systems to implement improvements to properties and implement the plan should be created.

Conclusion:

Sections 4.0 and 5.0 contain sufficient information for the staff to develop a framework for a small area plan for downtown, and supporting maps. Such policy statements will need refinement as they incorporated into the Plan, and the steering committee and technical advisory group will be consulted to refine these policies. The Steering Committee should pay particular attention to the shaded comments in Section 4 and 5, as the DNA Teams had comments about these specific policy assumptions. During the October 27, 2009, wrap-up session, it was stated that perhaps the one statement from the DNA Team Roadshows that best sums up the vision for downtown is that **"The Square should be both a**

destination and the heart of a vibrant living neighborhood.” A small area plan built upon this statement, and reflecting the information in Section 4.0 and 5.0 is the charge of the Steering Committee. At the end of the project, the staff should consult these chapters and use them as a report card for success of the Downtown Collierville Small Area Plan.

6.0 Previous Efforts

Introduction:

One of the main reasons why the Town initiated the Downtown Collierville Small Area Plan is because of the lack of a single formally adopted plan for downtown except for the Town’s current Land Use Plan, although much work has been done to study downtown. This section summarizes the most obvious previous efforts, as well as the less obvious efforts. The Board of Mayor and Aldermen asked the staff to use the best of previous efforts. With the public input phase completed through the DNA Team Roadshows, Sections 4 and 5 of this diagnosis can now be used to discern the types of policies from these previous efforts that should be utilized. In short, if a previous effort has correlations with Chapters 4 and 5 of this diagnosis, the information should be used in the drafting of the policies and maps that will comprise the Downtown Collierville Small Area Plan. Although it is not possible to list the content of all of the unique efforts of the previous efforts that should be reflected in the Downtown Collierville Small Area Plan, below is a summary listing of major themes that should be reflected in the final documents produced through Design Workshop Week and during the policy development of the Plan.

- Use previous efforts that have identified certain streets as being in need of Streetscape enhancements along with any potential cross sections that were created
- Use previous efforts that have thorough wayfinding signage locations.
- Use the parcel-specific ideas for the expansion of the Core Area.
- Use any market studies that were done.
- Find a use for any future façade improvement examples for the Core Area.
- Using any ideas for proposed for the future of blocks and groups of parcels, which are to be called “Special Areas” in the new Plan, to show where infill or redevelopment should occur. Some of the efforts even describe what form it should take.
- Many efforts have guiding principles on scale, context, historic preservation, etc., that should be used.
- Many of the plans contain policies on ideal downtown growth that should be re-used.
- Some of the efforts include excellent summaries of historic resources that should be consulted for the new Plan.
- Some plans contain ideas for funding sources, and these ideas should be compiled and reviewed for inclusion in the new Plan.

Most Obvious Efforts

Below is a summary listing of what are commonly referred to as the “previous efforts” in this document. These are the plans that have been consulted to develop the Image Preference Survey (see Sections 3.0 and 4.0) and that will be consulted to extract and reuse the best policies contained in each, with consistency with the public input heard during the DNA Roadshows (see Section 5.0) as being guidance for determining what policies are the best.

- Collierville Traditions Plan, 1992 (Town, John Hopkins and John Griffin Inc)
- Comprehensive Preservation Plan, 2000 (Town, LRK)
- Town Square Study: A Vision for Downtown Collierville, 2000 (Chamber, DTD)
- Historic District Design Guidelines, 2002 (Town, Frazier Associates)
- Downtown Square Development Plan, 2005 (Various, Market Street Services)
- Strengthening and Preserving The Historic Town Square District Report, International Downtown Association, Urban Place Consulting Group, Inc., 2008 (Various)

Less Obvious Efforts

Below is a summary listing of what is also meant by the term “previous efforts” in this document, but they are public documents that often affect Collierville as a whole and are not always seen as downtown planning tools. Each has a direct impact on the policies for land use, transportation downtown, and other infrastructure elements, and they should be consulted during the development of the new Plan. In some cases, ideas that come out of the Downtown Collierville Small Area Plan, may necessitate amendments to

some of these documents. The first plan listed is the target of this small area planning effort as a formal land use plan amendments, as was done with the I-269 Small Area Plan adopted in April 2009.

- Land Use Plan and Future Land Use Map, 2001(as amended) (Town)
- Greenbelt Master Plan, 2000 update (Town, BWSC)
- Major Road Plan, 2001 (Town, Klmley-Horn)
- Fire Station Location & Resource Allocation Study, 2002 (Town, InfoCode Corporation)
- Comprehensive Plan 2003-2013, 2003 (Town, Lyle Sumek Assoc.)
- Historic Architectural Resources Survey, 2005 (Town)
- Southwest Wastewater Planning Study, 2007 (Town, GSP)
- I-269 Small Area Plan, 2009 (Town)
- Design Guidelines (for Areas Outside of Historic District Adopted), 2006
-

There are other efforts, such as public and private projects downtown, that also should be consulted for ideas of trends while developing the new Plan.

- CIP Projects not yet completed
- Public Infrastructure added to Square based on Traditions Plan
- New public facilities (White Church Museum, Police/Court Facility, etc)
- Recent Grants (Civil War Tralls, Wars Commission Wayfinding, Research)
- Recent Community Development Block Grant (CDBG) Efforts (Suggs Park, South Street Imp, Harris Street Imp, Niki McCray Park)
- Private projects and renovations (Magnolia Square, Washington Gates, Twinings at Collier, Main Street Infill, Cooper College, Aldi's, Ike's, etc.)

Conclusion

The previous downtown planning efforts should be consulted and obvious in their influence on the policies in the new Plan; however, the statements found in Sections 4.0 and 5.0, which is the new public input gathered in 2009 for this planning effort, should be the determiner of what is the best policy from the previous efforts. The policies in these studies can serve as the base from which decisions are made through the context of the DNA Roadshows (e.g. streetscape ideas of infill opportunity sites). This can be used to refine ideas mentioned during the Roadshows, but not discussed in the same level of detail as the previous efforts (e.g. appropriateness of scale for infill). The staff, steering committee, and technical group should consult these efforts often during the drafting of the Downtown Collierville Small Area Plan; however, the steering committee will be the final authority for determining the appropriateness of any previous efforts during the steering committee stage. The Planning Commission will be the final authority on this discernment, as the Small Area Plan is ultimately adopted by the Planning Commission to become an official land use planning document of the Town.

7.0 Outline for Small Area Plan

Introduction:

To draft the Downtown Collierville Small Area Plan, the staff needs clear direction on the structure of the Plan. This will also make sure that the final product meets the expectations of the steering committee. Even though the major refining sessions will not occur until January and February 2010, it is possible for the staff to commence work on almost all of the chapters in December 2009 as the steering committee is beginning its work. Important information such as infrastructure, historic resources, and the "Design Concepts" are critical to the Plan's proper and timely creation.

The following is the staff-recommended outline for the Plan, and covers a variety of topics critical to downtown planning. Chapters 2, 3, and 4 provide the rationale basis for the Plan, while Chapters 5 and 6 are the most substantive for future land use policy. Chapter 7 is a "specialties chapter" and addresses streetscape and tourism, which is unique to downtown Collierville. Chapter 8, a very important item for yearly goal planning by the Town staff, is for items that cannot be accomplished with this efforts, such as future studies, grant ideas, CIP funding items, needed zoning changes, etc. The appendix is designed to contain a variety of information, most notably "infill opportunity site" information that can be used to market the vision for various parts of downtown to the private sector. So the steering committee, technical advisory group, or public can know who to contact with questions or comments during the Plan's development, each subsection below identifies the staff member assigned to develop the corresponding policy and/or maps.

CHAPTER 1: INTRODUCTION

- **Planning Area Defined** (Jaime)
- **Purpose of the Plan and the Vision** (Jaime)
- **Planning Process and Public Involvement** (Jaime)
- **Plan Overview** (Jaime)
- **How the Plan is Implemented and How to Use this Plan** (Jaime)
- **Relationship to Other Plans** (Jaime)

CHAPTER 2: BACKGROUND AND TRENDS

- **Land Use Characteristics** (Sean)
- **Historic Trends and Growth Potential** (Sean)
- **Implications for Downtown Collierville** (Sean)

CHAPTER 3: PUBLIC SERVICES AND FACILITIES (Jamey Jones)

An analysis of the existing condition of the following public services and facilities, along with recommendations to support policies for land use and infrastructure contained within Chapters 6 and 7.

- **Sewer**
- **Water**
- **Stormwater**
- **Police**
- **Fire**
- **Schools**
- **Natural Gas**
- **Electricity**
- **Transportation**
- **Parks & Recreation**
- **Public Parking**

CHAPTER 4: DOWNTOWN COLLIERVILLE'S HERITAGE

- **Introduction** (Jaime)
- **Historical Analysis:** (Diana)
 - Beginnings
 - Railroad and the Civil War
 - Rebuilding, Agriculture, and Logging
 - WWII
 - Industry
 - Boomtown Era
- **Historic Landmarks and Events** (Diana)
- **Historic Preservation Efforts** (Nancy)
- **Coordination/Action Steps** (TBD)

CHAPTER 5: Land-Use Status

- **Role of this Chapter and the Land-Use Status Map**(Jaime)
- **Land-Use Status Policy** (Jaime)
 - Stable Areas
 - Square
 - Neighborhoods of Historical Significance
 - Stable Non-Historic Areas
 - Areas in Need of Stabilization:
 - Stabilization Needed
 - Open to Change
 - Areas of Change:
 - New Neighborhoods on Periphery
 - Infill Opportunity Sites

CHAPTER 6: LAND-USE STRATEGY

Overview and How to Use this Chapter (Jaime)

General Principles (Jaime)

- Community Character
- Contextual Infill
- Traditional Neighborhood Design Principles
- TBD

Design Concepts (Jaime)

- Downtown Core
- Traditional Neighborhood
- Activity Center: Neighborhood Commercial
- Activity Center: Technology-Light Industry
- Activity Center: Mixed Use
- Conventional Suburban Neighborhoods
- Green Corridors/Infrastructure

Role of Urban Design Plan (Scott)

Role of Special Areas (Jaime)

CHAPTER 7: GATEWAYS, CORRIDORS, and WAYFINDING

Introduction (Scott)

Gateways (Scott)

- Poplar Avenue at Maynard Way
- Poplar Avenue at Collierville-Arlington Road
- Center Street at Highway 72
- Sycamore Street at Highway 72

Corridors (Scott)

- Poplar Avenue
- Center Street
- Highway 72
- Main Street
- North and South Rowlett
- Washington Street
- Sycamore Street

Wayfinding and Tourism (Diana)

CHAPTER 8: NEXT STEPS

Introduction (Jason)

Implementation Tools:

- Infrastructure Improvements (Jamey Jones)
- Funding Initiatives (Jim Kuzdas)
- Zoning Tools (Jaime)

Next Steps Summary Table (Jason)

APPENDIX

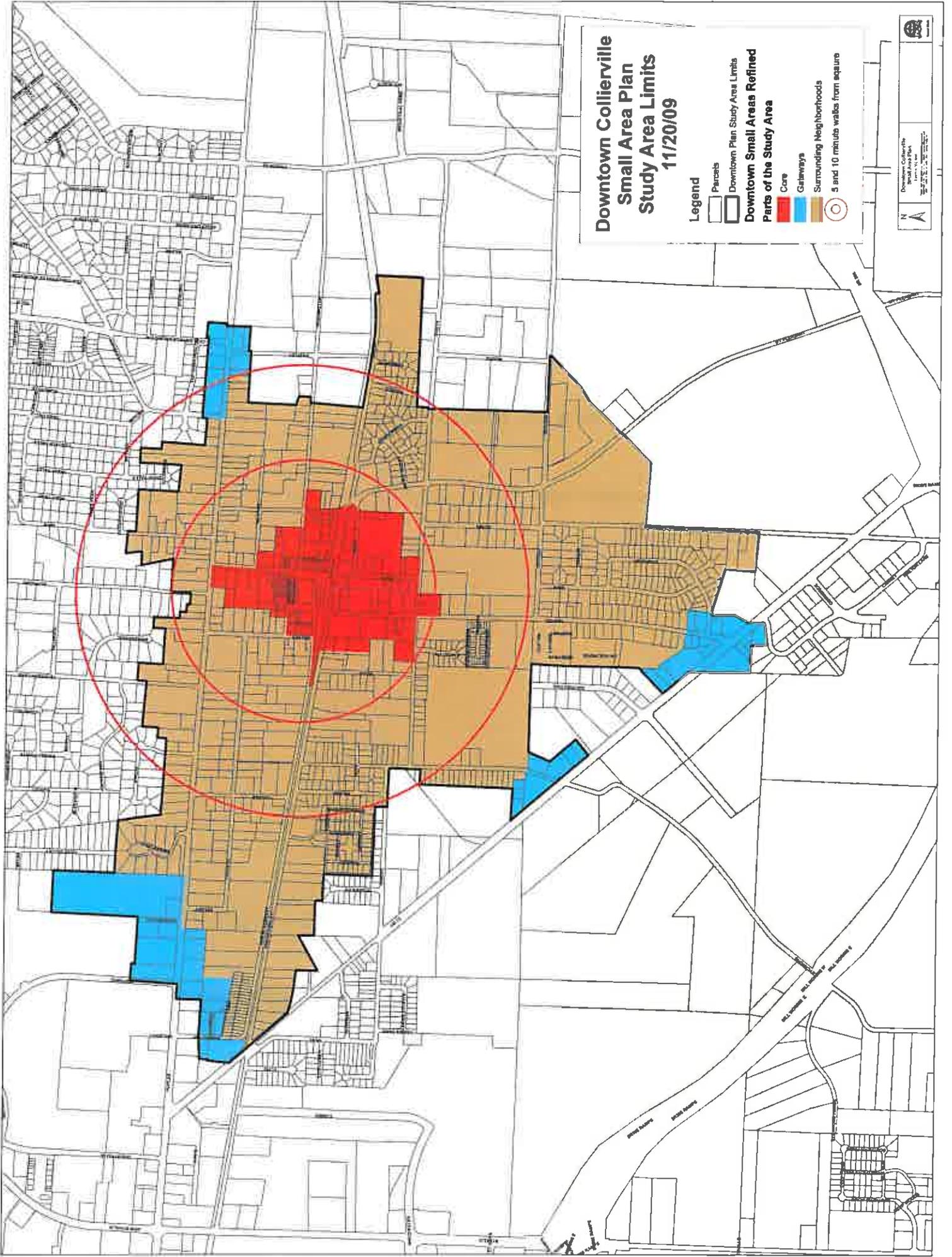
Future Land Uses Definition Amendment to 2001 General Land Use Plan and I-269 Small Area Plan (Sean)

Role of the Infill Opportunity Site Fact Sheets (Scott)

Other: TBD (TBD)

8.0 Appendix

8.01	Map Showing Study Area Limits (as of 11/20/09)
8.02	Project Schedule and Informational Brochure (Revised 11/20/09)
8.03	Complete Visual Preference Survey Results with Public Comments
8.04	Image Preference Survey Slides
8.05	Summary Posters



**Downtown Collierville
Small Area Plan
Study Area Limits
11/20/09**

Legend

- Parcels
- Downtown Plan Study Area Limits
- Downtown Small Areas Refined**
- Parts of the Study Area**
- Core
- Gateways
- Surrounding Neighborhoods
- 5 and 10 minute walks from square

N
 Downtown Collierville
 Small Area Plan
 11/20/09

Section 8.02: Project Schedule (11/20/09)

Color	Meaning
	Staff and Technical Advisory Group work times. Not a public meeting. During these times the staff will be seeking input on the Urban Design Plan and related policies from local design professional volunteers.
	Training Opportunity (Workshop/Lecture, Mobile Workshop) to help the steering committee and staff learn about import Issues that we will face through "case studies" of other communities.
	Publically-advertised Meeting (Steering Committee, Planning Commission, etc). At these meetings, alternatives, concerns, etc. will be discussed among the steering committee members. It is possible they could vote during these times on options, or reach decisions by consensus.
	Staff-only work times. Not a public meeting. During these times the staff will be drafting policy, researching ideas, testing alternatives internally with other staff, or preparing for the next segments.
	Design Workshop Week or Open House Event: The purpose of these critical points is to unveil plans and/or to seek feedback. The open houses will be informal and "come and go style," while the Design Workshop Week will be an intensive and very scheduled so that rough drafts of the "Urban Design Plan" can be created.

Date	Time	Location	Description	Group(s) Involved.
11/13/09	11:45am to 5:00pm	Leave from Town Hall at noon	Midtown and Downtown Memphis Mobile Workshop: This trip, facilitated by the Planning Division Staff, looks at residential infill, neighborhood commercial areas, redevelopment, "workforce" housing, etc. The complete itinerary and information about key stops can be found online.	Steering Committee, Staff
11/18/09	8:15 am to 5:00 pm	Leave from Town Hall at 8:30am	Downtown Oxford, Mississippi Mobile Workshop: This trip, facilitated by the Planning Division Staff, looks at residential infill, historic preservation, redevelopment, streetscapes, etc. The complete itinerary can be found online.	Steering Committee, Staff
11/30/09	5:50 am to 9:00 pm	Leave from Town Hall at 6:00am	Downtown Franklin, Tennessee Mobile Workshop: This trip, facilitated by the Planning Division Staff, looks at residential infill, historic preservation, redevelopment, streetscapes, etc. The complete itinerary and information about key stops can be found online.	Steering Committee, Staff
12/2/09	9:00 am to 10:30 am (option to stay until 12:30 pm to see case study)	Memphis Botanic Garden 750 Cherry Rd Memphis, TN	"Design Charrette" Public Officials Workshop: This is a free opportunity provided to the steering committee, Collierville staff, DRC, PC, HDC, and BMA by the Memphis Office of Planning and Development (OPD) for elected and appointed officials to learn about "charrettes." The word "charrette" refers to a collaborative session in which a group of designers drafts a solution to a design problem, and is typically an intense and compressed period of work by staff and volunteers prior to a deadline. A similar technique, called a Design Workshop for the development of Collierville's Downtown Plan, is planned for January 2009. Collierville Planning Division staff are being trained during December 2009 by the National Charrette Institute (NCI) on how to properly conduct a charrette. More information can be found online.	Steering Committee, Staff, BMA, DRC, PC, HDC,
12/10/09	6:00pm	TBD	Steering Committee Meeting (Plan Kick-Off): This is the first official meeting of the Steering Committee appointed by the Mayor to develop the Downtown Collierville Small Area Plan. At this meeting they will receive maps and demographics of the study area. They will also be asked to approve the Project Diagnosis and Annotated Outline of the Plan, which will serve as a guide to the staff in the development of the Plan (they will receive this document in advance on 11/20/09 to review).	Public Meeting (Steering Committee, Staff)
TBD	TBD	TBD	Follow-up meeting (if needed): If the Steering Committee is unable to take a final vote on the Project Diagnosis and Annotated Outline, a follow-up meeting will be needed before the Design Workshop Week so that the staff has proper guidance to begin drafting the Plan's policies, maps, and exhibits.	Public Meeting (Steering Committee, Staff)
TBD	TBD	To be coordinated with the group	Pin-Up Session and Brainstorming: The Collierville Planning Division staff will be meeting with the Technical Advisory Group, which is a group of local design professionals such as architects, landscape architects, and engineers, to provide feedback to the staff as the policies and the Urban Design Plan is being drafted. This session is in preparation for the Design Workshop Week in January.	Technical Advisory Group. This is not a public meeting, and is just for staff and the design professionals.

Date	Time	Location	Description	Group(s) Involved.
1/11/10	TBD	TBD	Downtown Franklin, Tennessee Streetscape Case Study: A workshop is potentially being planned for January to highlight, as a case study, Franklin, Tennessee's streetscape initiatives from both the 1980s and 2008-2009.	Steering Committee, Staff, Open to Public
1/12/10 to 1/14/10	Varies (see page 3)	Varies (see page 3)	Design Workshop Week (see table on Page 3 for detailed schedule): The "Design Workshop Week" will be a collaborative session in which a group of designers drafts a solution to a design problem, which is in this case applying the feedback received during the DNA Roadshow phase to the study area, as well as importing and reconciling the "best of" the previous efforts done over the past few decades to study downtown. Involved at various points during the week will be the Steering Committee, Staff, Technical Advisory Group, elected and appointed officials, former DNA Team members, and other stakeholders.	Various (see page 3)
TBD	TBD	To be coordinated with the group	Pin-Up Sessions and Brainstorming: The Collierville Planning Division staff will be meeting with the Technical Advisory Group to discuss and refine ideas generated by the Design Workshop Week.	Technical Advisory Group. This is not a public meeting, and is just for staff and the design professionals.
2/2/2010	TBD	TBD	Steering Committee Meeting (Design Workshop Week and Open House Debriefing): This is the first meeting scheduled for after "Design Workshop Week". Steering Committee meets to discuss how well the unveiling of the Plan was received at the Open House, and provide any direction to staff for adjustments to the "75% Draft" documents to be released March 1 st . The staff will share preliminary policy findings and Urban Design Plan options resulting from the Design Workshop, and the Steering Committee will be asked to provide feedback and guidance.	Public Meeting (Steering Committee, Staff)
TBD	TBD	To be coordinated with the group	Pin-Up Sessions and Brainstorming: The Collierville Planning Division staff will be meeting with the Technical Advisory Group to discuss and refine ideas generated by the Design Workshop Week.	Technical Advisory Group. This is not a public meeting, and is just for staff and the design professionals.
2/16/2010	TBD	TBD	Steering Committee Meeting (Continued Follow-Up from Design Workshop Week)(if needed): Steering Committee meets to continue discussions about "Design Workshop Week" and the comments received at the Open House, and to provide any direction to staff for adjustments to the "75% Draft" documents to be released March 1 st .	Public Meeting (Steering Committee, Staff)
3/11/2010	6pm	TBD	Steering Committee Meeting (Discuss 75% Draft): Steering Committee meets to provide any direction to staff for adjustments to the "75% Draft" documents released March 1 st .	Public Meeting (Steering Committee, Staff)
4/6/2010	TBD	TBD	Steering Committee Meeting (Discuss 75% Draft and Recommendation to PC?): Steering Committee meets to provide final direction to staff for adjustments to the documents. If they are comfortable with the Plan, and do not see the need to meet further, they can move to recommend to the PC as is, or with revisions, for consideration at the May 2010 PC meeting.	Public Meeting (Steering Committee, Staff)
4/20/2010	TBD	TBD	Steering Committee Follow-up Meeting (if needed): Steering Committee meets to continue discussions from the 4/6/2010 meeting if they were not able to make a formal recommendation to the PC. For a May 2010 PC vote, the Steering Committee would need to recommend approval of the Plan to the PC as is, or with revisions.	Public Meeting (Steering Committee, Staff)
5/6/2010	6pm	Town Hall	Planning Commission Meeting: Assuming that the Steering Committee Votes to recommend approval of the Small Area Plan to the Planning Commission, the May 2010 Planning Commission is the earliest possible date that the PC could consider the document for formal approval (by resolution) based on this timeline. Appropriate notice (30 days in advance) in the newspaper and a public hearing is required.	Public Meeting
Summer 2010	TBD	Online	Downtown Collierville Small Area Plan Released and Open House: Once the Downtown Collierville Small Area Plan is adopted by the Planning Commission, the final compiled and formatted version will be placed online. An open house/reception will be planned for the summer of 2010 during the summer concert series to unveil the adopted plan in its final form and to show appreciation to the Steering Committee for their hard work.	Open to Public

What Is Design Workshop Week? "Design Workshop Week" for the Downtown Collierville Small Area Plan is planned for January 11th through 14th 2010. It is a design technique sometimes called a "charrette," which takes place in many professional disciplines, including the fields of architecture, landscape architecture, and urban planning and design. The word "charrette" refers to a collaborative session in which a group of designers drafts a solution to a design problem. For simplicity and clarity of terminology for non-designers, the "Charrette" planned for the Downtown Collierville Small Area Plan for January 2010 will be referred to as a "Design Workshop". While the structure of such a design workshop varies depending on the design problem and the individuals in the group, design workshops often take place in multiple sessions in which the group divides into sub-groups. Each sub-group then

presents its work to the full group as material for future dialogue. 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.

In urban planning, such design workshops have become a common technique for consulting with all stakeholders. This type of design workshops, sometimes called "an inquiry by design," typically involves intense and possibly multi-day meetings, involving municipal officials, developers, and residents. A successful design workshop promotes joint ownership of solutions and attempts to defuse typical confrontational attitudes between residents and developers. The Design Workshop will be an intense and compressed period (just one week) of work by staff and volunteers prior to a deadline (see schedule below). The final product of the Design Workshop will be a document called the Urban Design Plan (see Section 3.0 of the Diagnosis and Outline for explanation). The Small Area Plan will eventually contain policies that will make the Urban Design Plan possible. Design Workshops typically tend to involve small groups, however the residents participating may not represent all the residents nor have the moral authority to represent them. The design workshop for the Downtown Collierville Small Area Plan will be able to compensate for any lack of resident involvement during Design Workshop Week by drawing upon the efforts of the Downtown Neighborhood Ambassador (DNA) Teams that canvassed the community in September and October 2009. For more information about the DNA Teams, see Sections 3.0 and 8.03 of the Project Diagnosis and Outline.

Design Workshop Week Schedule (revised 11/20/09)

Date	Time	Location	Description	Group(s) Involved.
Day 1: Tuesday, 1/12/10	8:00 am to 9:00 am	TBD	Design Workshop Setup/Welcome Steering Committee Members: Overview of the week.	Public Meeting: (Steering Committee, Staff, etc)
	9:00 am to 11:00 am	Leave from Town Hall at 1:15 pm	Steering Committee Kick-off Session Study Area Mobile Workshop: This trip, facilitated by the Planning Division Staff, helps to prepare the Steering Committee for the Design Workshop Week by a vehicle tour of the study area. The limits of the study area can be found online. The route taken by the steering committee will be provided online.	Steering Committee, Staff
	11:00 am to noon	TBD	Wrap-up of the Kick-off Session: Continue overview of the week and early discussion of ideas for the Plan.	Public Meeting: (Steering Committee, Staff, etc)
	Noon to 1:00pm	TBD	Working Lunch: The Collierville Planning Division staff will be meeting with the Technical Advisory Group to discuss and refine ideas.	Staff, Technical Advisory Group.
	1:00 pm to 6:00 pm	TBD	Town Staff Pin-Up Session and Brainstorming: In preparation for the Design Workshop Week, this meeting will be an opportunity to share with representatives of Fire, Police, Parks, Public Services, Codes, Administration, and other key staff, the compiled ideas that will be discussed during the Design Workshop Week. All departments will be individually consulted in preparation for this important meeting. This is not a public meeting, and is just for staff.	Town of Collierville Staff from Various Departments
	6:00 pm to 7:00 pm	TBD	1st Day Pin-Up Session: Steering Committee meets briefly to discuss the work done the first day, ask questions, and provide any direction to staff for adjustments to the documents.	Public Meeting: (Steering Committee, Staff, etc)
Day 2: Wednesday, 1/13/10	8:00 am to noon	TBD	Work Session Time: The Collierville Planning Division staff will be meeting with the Technical Advisory Group to brainstorm, discuss, design and refine ideas generated so far. This is not a public meeting, and is just for staff.	Staff, Technical Advisory Group.
	Noon to 1:00 pm	TBD	Working Lunch/Internal Pin-Up Sessions: The Collierville Planning Division staff will be meeting with various other Town Departments (Fire, Parks, Public Services, etc) to discuss and refine ideas.	Town of Collierville Staff from Various Departments
	1:00 pm to 4:30 pm	TBD	Work Session Time: The Collierville Planning Division staff will be meeting with the Technical Advisory Group to brainstorm, discuss, design and refine ideas generated so far. This is not a public meeting, and is just for staff.	Staff, Technical Advisory Group.
	4:30 pm to 5:30 pm	TBD	2nd Day Pin-Up Session: Steering Committee meets briefly to discuss the work done the second day, ask questions, and provide any direction to staff for adjustments to the documents. Members from the DNA Teams are invited to this meeting to provide guidance as well.	Public Meeting: (Steering Committee, Staff, etc)
Day 3: Thursday, 1/14/10	8:00 am to Noon	TBD	Work Session Time: The Collierville Planning Division staff will be meeting with the Technical Advisory Group to brainstorm, discuss, design and refine ideas generated so far. This is not a public meeting, and is just for staff.	Staff, Technical Advisory Group.
	Noon to 1:00 pm	TBD	Working Lunch/Internal Pin-Up Sessions	Town of Collierville Staff from Various Departments
	1:00 pm to 5:00 pm	TBD	Work Session Time: The Collierville Planning Division staff will be meeting with the Technical Advisory Group to brainstorm, discuss, design and refine ideas generated so far. This is not a public meeting, and is just for staff.	Staff, Technical Advisory Group.
	5:00 pm to 6:00 pm	TBD	Setup for Open House	Staff
	6:00pm to 7:30 pm	TBD	Open House / 3rd Day Pin-Up Session: Steering Committee unveils the results of the entire week, people view draft plans and documents, ask questions, and provide any direction to staff for adjustments to the documents. Members from the DNA Teams are invited to this meeting to provide guidance as well.	Open to Public (Steering Committee, DNA, etc)

Section 8.03: Complete Image Preference Survey Results with Public Comments

Overview:

13 DNA Team Roadshows were held between 9/9/09 and 10/21/09, and 239 people from the community participated in the Roadshows. Almost 600 public comments were observed, and all are documented within this section. The comments contained herein are divided into two categories:

- Comments from the Image Preference Survey
- General Comments from the Roadshows

Figure 8-1 to the right shows the results of the Image Preference Survey (IPS) ranked from the highest to the lowest score. To see the images from the IPS in numerical order by question, see the end of this report. A composite collage of the highest and lowest images is provided in Section 4.0.

Comments from the Image Preference Survey:

In Figure 8-1 and in the collages in Section 4.0 you will find a list of the highest and lowest ranking slides. The 251 comments heard about individual questions have been grouped below. The comments in this section are raw and unfiltered. The IPS scores and their associated comments will be translated and interpreted to create the Executive Summary for the Diagnosis and Annotated Outline, which ultimately must be endorsed by the steering committee that will be formed during the fall of 2009. A full listing of all 50 images can be found as a separate attachment.

Comments from the Image Preference Survey:

Figure 8-1: DNA Roadshow IPS Results

Ranking	Question #	Avg.
1st	12	4.826
2nd	10	4.577
3rd	25	4.326
4th	21	4.315
5th	7	4.267
6th	46	4.267
7th	24	4.23
8th	38	4.205
9th	8	4.203
10th	4	4.157
11th	29	4.141
12th	14	4.131
13th	28	4.128
14th	51	4.098
15th	19	4.085
16th	43	3.966
17th	20	3.881
18th	31	3.872
19th	50	3.835
20th	41	3.805
21st	22	3.797
22nd	13	3.733
23rd	9	3.729
24th	48	3.729
25th	17	3.711
26th	37	3.706
27th	45	3.653
28th	6	3.627
29th	35	3.538
30th	5	3.436
31st	33	3.29
32nd	52	3.277
33rd	26	3.179
34th	11	3.174
35th	42	2.97
36th	30	2.75
37th	15	2.736
38th	44	2.641
39th	53	2.542
40th	40	2.419
41st	49	2.233
42nd	18	2.182
43rd	27	2.171
44th	39	2.167
45th	23	2.131
46th	34	2.042
47th	47	2.034
48th	32	1.805
49th	16	1.75
50th	36	1.718

Key:

Most Preferred* Images from IPS

Least Preferred* Images IPS

* Images most preferred (4.0+) and those least preferred (less than 3.0) have been grouped by this bold box. This is done to look at trends. When paired with the comments we are getting in parts 3 and 4 of the DNA Roadshow, some conclusions can be drawn about what the vision for downtown should be.

Question 4:

No specific comments about this slide.

Question 5:

No specific comments about this slide.

Question 6:

No specific comments about this slide.

Question 7:

1. Historic Sign-placard
2. Framed by trail in background
3. History represented in a beautiful way
4. Interest in history
5. Easier to read – not too lengthy
6. Neat, attractive
7. Appropriate
8. Recognizable as a historic marker
9. Highest ranked because form and recognizable historic marker.
10. Images 7, 8, 12, 21 are all photos ranked high due to timeless appeal, level of detail, are preservation of historic places, iconic southern architecture, and uniqueness/diversity of architecture.

Question 8:

11. Church has been there a long time
12. Well kept
13. Good architecture
14. Church has been here a long time
15. Well kept
16. Good architecture
17. Historic is attractive
18. Stained glass windows
19. We're in the Bible Belt
20. Historic and Historic Look
21. I attend there
22. Tradition
23. Classic Architecture
24. Highest ranked because historic, familiar, and great architecture
25. Images 7, 8, 12, 21 are all photos ranked high due to timeless appeal, level of detail, are preservation of historic places, iconic southern architecture, and uniqueness/diversity of architecture.
26. Ranks high because it is historic, pleasing and familiar, well-maintained, and "fits in."

Question 9:

27. No specific comments about this slide.

Question 10:

28. Emulate what we like
29. Inviting – pretty brick – landscaping
30. Unique use – good for lunch or dinner
31. Not a Wal-Mart
32. Mayberry look, unique destination
33. Beautiful square
34. Human scale awnings/but too sharp
35. Sidewalks too narrow around the square
36. The sidewalk tables out front are welcoming, awning is nice, old time look, greenery/landscaping is nice.

37. Nice Lighting & Trees
38. Do not like Signage and Awning not Original
39. Like lights, classic looking, attractive, classic street lights, contemporary with historic design/ambience
40. Sign, lamppost and awnings. Like coffee use and awnings, like banners, informational signage. Trees, outdoor seating, lamppost adds character. Clear sign, not too large, not too small. Awnings – nice to have them, green blends nicely – color is important. Architecture of building – southern vernacular downtown. Like re-using old buildings and well maintained. Can't see as much detail of what is around building.
41. Good place to hang out
42. It's got coffee
43. Awning nice in rain
44. Old-timey, but clean
45. Family atmosphere
46. Less commercial-looking than in a big city
47. Historic look, greenery
48. Colors
49. Signage
50. Reminiscent of "time gone by" in vibrant area
51. Inviting

Question 11:

52. No specific comments about this slide.

Question 12:

53. Pretty. It's well kept.
54. It's what "sells" our downtown
55. What sells the town
56. Pretty , well kept
57. Shade, grass, seats, greenspace, worth preserving
58. Interest in confederate park
59. Beautiful
60. It's the Square
61. Music (community events)
62. Inviting
63. History
64. Nice setting
65. Doesn't get any better
66. All feels walkable
67. Highest ranked because nice and peaceful, trees, and the square is known for entertainment.
68. Images 7, 8, 12, 21 are all photos ranked high due to timeless appeal, level of detail, are preservation of historic places, iconic southern architecture, and uniqueness/diversity of architecture.
69. Nice open space, used to seeing it, blended expansion, good character, can walk by - pedestrian friendly.
70. Like the Brick Sidewalks
71. Lush Landscape
72. Historic Place
73. Family Friendly
74. Peaceful, brick pavers, tradition, good human scale, small town image. Bricks, familiarity, trees and green. Trees, foliage, gazebo is focal point that draws you in.

75. Outdoor seating, looks like gathering place. Let kids play, peaceful and welcoming.
76. Peaceful
77. Green grass, pretty
78. Likes Gazebo, it's the square, has a homey clean inviting look
79. Signature of Collierville
80. Crisp & Manicured

Question 13:

No specific comments about this slide.

Question 14:

No specific comments about this slide.

Question 15:

No specific comments about this slide.

Question 16:

81. Overhead Wires
82. Looks Run-down
83. No Access Control
84. Looks "Industrial"
85. No division between traffic and the pedestrian
86. Not pedestrian friendly;
87. Hard to walk on; no landscaping or screening
88. Can tear your car up on the slope
89. Electric lines are unattractive
90. Ranked low due to no landscape screening of parking, sidewalk is inadequate/not pedestrian friendly/and is in poor shape, hazardous, too many curb cuts, and overhead utility lines clutter views
91. Lots of obstacles, lack of good sidewalks, poor landscaping, not pedestrian friendly, overhead power lines are a negative.
92. Too Commercial feeling
93. Not Safe or Pedestrian Friendly
94. Needs more Residents
95. Landscaping Needed
96. Overhead Lines & Power Poles
97. Curbs too high, no landscape screening needs to be repaved overhead utilities unattractive. Broken curbs, sidewalk poor, street crumbling. Unsafe for pedestrians. Cars right up to sidewalk, nothing green. No ornamentation, drab, no character, uninviting.
98. No grass
99. Not enough parking
100. Not safe, scary
101. Could be illegal activity going on here
102. Fix the dips in the road, bad road conditions, bad parking, it is a mess
103. No landscaping
104. Looks Industrial
105. Power Lines
106. Cars parked close to road

Question 17:

No specific comments about this slide.

Question 18:

- 107. Over-head power lines
- 108. Not much going on
- 109. Not easy to walk through
- 110. Deserted
- 111. Ugly, kind of gross
- 112. No trees
- 113. Just a street
- 114. Does not have "wow" factor
- 115. Two lanes, no greenery, don't like trailer look, do something to fix them up
- 116. Transitional area , land values in area

Question 19:

No specific comments about this slide.

Question 20:

No specific comments about this slide.

117. Question 21:

- 118. Historical: Old war hospital
- 119. Typical Southern Home
- 120. Original (not replicas)
- 121. Green feel due to trees
- 122. Brick walk is nice
- 123. House set back
- 124. Well landscaped trees;
- 125. Iron work and gate
- 126. Can't see the house for the trees
- 127. Recognizable historic house
- 128. Highest ranked because of its southern architecture, magnolias, and the wrought iron gates and fencing.
- 129. Images 7, 8, 12, 21 are all photos ranked high due to timeless appeal, level of detail, are preservation of historic places, iconic southern architecture, and uniqueness/diversity of architecture.
- 130. Nice Fencing and Gate
- 131. Landscaping nice but a little overgrown
- 132. Foliage – pretty landscaping, brick walkway. Like gates, can't see behind trees, don't necessarily like this security issue. Never notices house, but now is his favorite. Brick, fencing, landscaping entryway draws you in. Private, but not forbidding. Doesn't feel like security gate.
- 133. Like gates. Like privacy. Like greenery
- 134. Like porch, front doors
- 135. Wildlife
- 136. Well-maintained
- 137. Historic looking, clean and nice, landscaping, country feeling, safe feeling
- 138. Quaint
- 139. Architecture
- 140. Landscaping

Question 22:

141. Jeers from the audience - new residential not historic in character.

Question 23:

No specific comments about this slide.

Question 24:

No specific comments about this slide.

Question 25

- 142. Front porches
- 143. Tidy
- 144. Lush plants
- 145. Uniform Homes
- 146. Great Street,
- 147. Porches,
- 148. Trees,
- 149. Well Maintained
- 150. Nice Architecture
- 151. Clean design – neat attractive, yet open. Looks like a nice neighborhood, affordable, like front porches, green/landscaping, not cluttered.
- 152. Houses too close to street. Like garages in back and streetscape. Don't see cars.
- 153. Trees, short front setback, looks welcoming and walkable. Feels safe, looks safe, place I would like to be. Good street sign.
- 154. Well-maintained
- 155. New construction
- 156. Homey
- 157. Clean, no trash
- 158. Good design, nice house, clean looking, has sidewalks
- 159. Lots of foliage, trees, plant life, nice brick sidewalks
- 160. Mixture of texture
- 161. Style of Architecture
- 162. Height of buildings
- 163. Correct time period

Question 26:

No specific comments about this slide.

Question 27:

No specific comments about this slide.

Question 28:

No specific comments about this slide.

Question 29

- 164. Not a historic building
- 165. Not Inviting
- 166. Unattractive
- 167. No gateway is inviting us to the square
- 168. Need to include 2 gateways on use 72
- 169. Overhead lines, no fancy street lights

- 170. Aluminum building doesn't belong
- 171. Shouldn't have Industrial uses downtown
- 172. Need to rehab the building for use for gymnastics

Question 30:

- 173. No specific comments about this slide.

Question 31:

- 174. No specific comments about this slide.

Question 32

- 175. Generic Industrial Look
- 176. No Landscaping
- 177. No Historical Look
- 178. Not pretty
- 179. Ugly
- 180. No landscaping
- 181. Ranked low because of no delineation for pedestrian route, unattractive architecture, utility lines, street in disrepair, and lack of visual interest (a mural may improve the view).
- 182. Probably allowed in previous zoning and grandfathered in.
- 183. Probably will get a facelift
- 184. Looks like temporary architecture
- 185. Needs Painted
- 186. Ridiculous Use
- 187. Looks Abandoned
- 188. No Landscape
- 189. Needs to be painted, needs repaving, needs landscaping. Not attractive or appealing. Industry is necessary but needs to be dressed up. Sign too small. Not inviting, only thing there. Don't like corrugated metal, too utilitarian. Better suited for industrial park.
- 190. Ugly building
- 191. Within 5 minutes of something exactly the opposite of what this is-the Square
- 192. Nearby Suggs Park is ugly
- 193. Would not walk there
- 194. Looks like gang hide-out
- 195. Street is too narrow, remodel building, need landscaping

Question 33:

- No specific comments about this slide.

Question 34

- 196. Barren: No Trees
- 197. No Night Lights
- 198. No Order (Thrown Together)
- 199. Not Historic
- 200. Ranked low due to no landscape screening of parking, sidewalk is inadequate/not pedestrian friendly/and is in poor shape, hazardous, too many curb cuts, and overhead utility lines clutter views.

Question 35

- 201. Not a historic building
- 202. Not inviting
- 203. Unattractive
- 204. No gateway is inviting us to the square
- 205. Need to include 2 gateways on use 72 Hwy
- 206. Overhead lines, telephone pole in the middle of the sidewalk, too congested

Question 36

- 207. No attractive design
- 208. Unattractive;
- 209. Doesn't blend with the HD;
- 210. No trees
- 211. Not set back
- 212. No character
- 213. No liner building
- 214. Old, Dirty, Dingy, Soviet Style, Unsafe, Not Lighted
- 215. Too big for this area – unattractive – need commercial office on ground floor. Would look better with brick street lights are too high. Ugly building – no façade. Too much concrete, eyesore, unpleasant architecture. Too much concrete, no style, hate to look at that every day. Unsafe - looks like you would be mugged.
- 216. Does not fit with Town Square
- 217. Big and ugly
- 218. No apparent reason for being
- 219. Boring needs to be painted (with rainbows)
- 220. Too dark and scary
- 221. Ugly, don't want this in Collierville. Doesn't look safe no matter where they are built.
- 222. Style doesn't fit
- 223. Too Tall
- 224. Preferred other side of Parking Garage
- 225. Industrial
- 226. Upgrade to Bldg create updated look

Question 37:

No specific comments about this slide.

Question 38:

No specific comments about this slide.

Question 39:

- 227. Intersection itself is a problem (offset)
- 228. No landscaping is provided. Suggestion: add landscaping and make it look nicer, as if you were entering a historic area.
- 229. No Brick sidewalks here
- 230. Outdated
- 231. overhead utilities and too many poles
- 232. Too Much Traffic
- 233. Not Pedestrian Safe
- 234. Clutter two service stations, no landscape, white paint color/metal too stark, bad road
- 235. pavement. Need gas stations, but these aren't pretty. Sparse landscaping, not inviting, too utilitarian, poor gateway use. Doesn't show off best of city. Intersection needs signal and offset is bad

Question 40:

No specific comments about this slide.

236. Question 41:

- 237. Not a historic building
- 238. Not inviting
- 239. Unattractive
- 240. No gateway is inviting us to the square
- 241. Need to include 2 gateways on use Hwy 72
- 242. Not inspiring – just a home/apartments

Question 42:

No specific comments about this slide.

Question 43:

No specific comments about this slide.

Question 44:

No specific comments about this slide.

Question 45:

No specific comments about this slide.

Question 46:

- 243. Not a historic building
- 244. Not inviting
- 245. Unattractive
- 246. No gateway is inviting us to the square
- 247. Need to include 2 gateways on Highway 72
- 248. 1960-70's architecture
- 249. Need landscaping/trees in front
- 250. No character

Question 47:

No specific comments about this slide.

Question 48:

- 251. Center Street: Develop into a new residential gateway by removing all the existing homes and building townhomes

Question 49:

No specific comments about this slide.

Question 50:

No specific comments about this slide.

Question 51:

No specific comments about this slide.

Question 52:

No specific comments about this slide.

Question 53:

No specific comments about this slide.

General Comments from the Roadshows:

In addition to the input from the image preference survey, during the DNA Team Roadshows or from the postcards, over 346 comments and ideas about specific issues were observed that may be appropriate to address in the Downtown Collierville Small Area Plan. The comments that did not reference a specific image or question from the survey have been grouped by topic below. The comments in this section are raw and unfiltered. These comments will be translated and interpreted to create the Executive Summary for the Diagnosis and Annotated Outline, which ultimately must be endorsed by the Steering Committee.

Visions for the Core:

- 252. The core needs to extend beyond just the square
- 253. Connectivity is needed - develop the central core
- 254. Utilization of the south side of square is very important.
- 255. Is the Square more a destination or is it part of an intrinsic neighborhood?
- 256. 2nd Floor residential needed
- 257. Core area expanded to other side of tracks.
- 258. Put "U" on other side of square, across tracks.
- 259. Returning the train engine to the end of Walnut Street would better define that space.
- 260. The Square needs to be both a neighborhood and a destination. Think like Atlanta not Germantown.

Visions for the Surrounding Neighborhoods

- 261. See other subtopics as most of the study area is classified as "surrounding neighborhoods."

Visions for the Gateways

- 262. Need a gateway at Center and Highway 72
- 263. Gateways should include Highway 72 @ Center Street.
- 264. Beautify Gateways (Center Street)
- 265. Add Center street as a Gateway
- 266. Consider additional gateways - downtown to I-269.
- 267. Poplar entryway improvement is important for residents.
- 268. St. Marks at Hwy 72 and Sycamore Rd. would like to be included into the plan study and boundary.
- 269. Two areas designated as entryways? Need to add Center Street as a gateway - better signage.
- 270. Center Street and Highway 72 should be a gateway too.
- 271. Center Street should be a gateway but It is currently a bad representation of the historic district.
- 272. Extend Center Street to HWY 72 as a gateway area.
- 273. Gateways not identified with Historic District presently
- 274. Highway 72 has been absent from progressive planning for 32 years.
- 275. Highway 72 should be included as a "Gateway" to downtown.

276. I visualize Center Street being developed as the main city. It is long, developable and closest to the main transportation SR 385.
277. If you don't plan S. Center Street as a "Gateway", it will evolve in a haphazard manner. This is where most "New" traffic will come from.
278. Include Highway 72 and Center Street as major gateway.
279. Make Center Street a major outlet.
280. Make Highway 72 & Center Street a gateway.
281. Our current gateways are not identifying anything about the historic district.
282. South Rowlett and Byhalia Rd. should be a gateway.
283. There should be a gateway from Highway 72 down Center Street to the Town Square.
284. Gateways- need to improve on Highway 72
285. If you don't plan S. Center Street as a "Gateway", it will evolve in a haphazard manner. This is where most "New" traffic will come from.
286. Make Highway 72 & Center Street a gateway.
287. There should be a gateway from Highway 72 down Center Street to the Town Square. Will catch the traffic coming in from Mississippi. Most of this traffic now by passes the Square and Historic District.
288. I visualize Center Street being developed as the main city. It is long, developable and closest to the main transportation SR 385.

Residential

289. More residential to drive demand for new retail and services.
290. More rooftops/residents needed to help generate (commercial) activity
291. More residential will help the square
292. Square within walking distance of homes
293. Move people in – need young people
294. Need to face all homes to the street not to the interior with only fences along the roadways.
295. Special attention should be paid to building form, building location, building detailing and articulation, front porches.
296. Center Street: Develop into a new residential gateway by removing all the existing homes and building townhomes.
297. Maintain historic architecture, no cookie cutter buildings.
298. More residential! And a better transition (tie-in) between square and surrounding areas.
299. Like Schilling Farms mixture of uses.
300. Condos and townhomes and zero lot line.
301. Increased density for high quality homes with historical design.
302. More affordable housing!
303. Need affordable rooftops on square \$300 range would be helpful.
304. Need more rooftops, own vs. rentals, more density.
305. Nice affordable housing,
306. Residential over Retail would work in the area.
307. Second floor residents a great idea.
308. Upscale apartments, townhouses, another Magnolia Square.
309. Need for residential to accommodate 25-40 young professional
310. Increase Density
311. Make area viable – addition to what is in place
312. Must move forward – increase residential – new uses
313. Lofts and Apts common to 25-40 year old age group, need more to keep in area
314. Allow uses – moderate change for residential to create development
315. Streetscape very important
316. Entrance way to the Square – need updating

Stabilizing and Improving Neighborhoods in Decline

317. Habitat Homes could be added to south street
318. South of RR tracks poverty area need to stabilize it
319. Rowlett needs cleaning up at the west end.
320. Why not a magnolia square on south street?
321. Create a lifestyle and a higher standard of living for area residents
322. Clean areas up, homes need to be clean and neat without trash.
323. Clean up backside of the East part of the Square.
324. Develop vacant areas to resemble quality existing/adjacent property. Redevelop run down park area.
325. Don't want to see exiting workforce houses removed or people relocated.
326. Hope everything possible will be done to beautify Rowlett Street and other streets leading to the Square and the historic residential neighborhoods like Magnolia Square and the Washington Street project.
327. If mobile home residents were relocated to better housing, this would be only way to go.
328. Need to address Socio-economic Issues.
329. Redevelop trailer park.
330. Washington Street is a mess. Clean It up. Fix the sidewalks and add trees. Help owners fix their buildings up.
331. Don't take away their homes in order to expand (no use of eminent domain for development).
332. Is there a list of Grants available? Neighborhood Revitalization?
333. Develop vacant areas to resemble quality existing/adjacent property. Redevelop run down park area. Redevelop trailer park. Clean up backside of the East part of the Square. Encourage connection of streets.

Commercial:

334. Need some nightlife on the Square. There is nothing open at night.
335. Boutique hotel on the Square.
336. Need work – play – eat – groceries and sundries
337. Need more nighttime eating and drinking establishments
338. Neighborhood shopping – walking, biking, ice cream
339. Grocery store needed downtown for area residents/ but also need rooftops to support it
340. Need more choices at night on the Square. Business owners should be able to sell beer.
341. Should have a place to go to have a beer.
342. Need attractions to the Square at night.
343. The Square needs to be an area to live, work and play.
344. The Square should be a place for all ages. There are not many options for young adults. Not as much variety on our Square as, say, Oxford, MS.
345. Provide after hours destinations and retail for area residents.
346. Neighborhood retail – grocery, pharmacy, cleaners, and restaurants.
347. Special attention should be paid to building form, building location, building detailing and articulation, storefronts, parking hidden or in the rear of buildings.
348. Additional business after 5pm and on weekends.
349. Additional programming needed to attract citizens to downtown.
350. Multiple after-hours options for shops, restaurants, and nightlife to gain critical mass to build and strengthen business in the entire historic district.
351. More diversity of retail needed to become a one stop shopping location and not just retail establishments that are hobbies for the owner.

352. Maintain historic architecture, no cookie cutter buildings
353. Old Square had grocery stores, drug stores, etc. – we need more of these businesses Downtown.
354. Need businesses on the Square to draw people back and to be open later than 5:00 PM.
355. Are there any plans for nightlife activities at Square?
356. Need neighborhood retail shops and a grocery store open after hours.
357. A grocery store is much needed.
358. A more local people friendly attitude in shops. Lower prices to attract local people to shop Instead of focusing on out of town visitors. More shops beyond Square.
359. A vibrant commercial area surrounded by homes, townhouses, condos and zero lot lines that are within walking distance (easy) of goods, services and entertainment.
360. Bookstore staying open later to encourage night life.
361. Catch 22 with regard to night life – hard to get started.
362. Constant activity (not just 9-5), night life (restaurants with bars), outside restaurant seating.
363. Emphasis on entertainment district, boutique retail and restaurants.
364. Historically Town Squares formed to meet the needs of the people in the surrounding areas. Collierville's Town Square used to have such accommodations; however, it has lost that appeal over the years. I think people moving into the new developments surrounding the Square would like their basic needs met by close by stores. Grocery store, drug store, movie theatre, bar/lounge and parking. Good Luck!
365. Hotels, bed & breakfast inns
366. Live, work and play! Nightlife on Square! Grocery store!
367. Love the farmers market. Needs to be in a permanent place and allowed to be larger.
368. Merchants want as many events as possible on the Square.
369. More entertainment/special events
370. My hope is for a "Living" center of the community with shops, offices and living space.
371. Need to have more to do on the Square. Weekends are dead when you want to take people down to see the square. Need restaurants, places for kids to go. Place to go watch games and drink a little beer but still be family oriented.
372. Night Life needed
373. Patrons of Farmer's Market are patronizing other town square businesses.
374. Permanent downtown location for Farmers Market.
375. Reasonable rental of commercial property
376. Sports Bar – beer on the square – night life.
377. Would also like to see the Square become an after work destination.
378. Farmer's Market needs to stay in Square area, gets people downtown.
379. Retail owners- should have consistent hours
380. Downtown area needs more things to do, to just hang out
381. Downtown area needs modern stores. Stores on Square are for older crowd (grandparents)
382. Need Starbucks
383. Like it the way it is-save the modern stuff for the mall
384. Like density of commercial buildings
385. Need old-fashioned ice cream shop and bookstore
386. Need another restaurant like Silver Caboose
387. Need grocery store with realistic food sales, bread, milk, etc. There is no reason to come to the square right now. Too many antique stores.
388. Like Mensi's.
389. Bring pool hall back,
390. Need activities at the square to bring people in.
391. Need for "night llife" for young professional

- 392. Night life and entertainment District.
- 393. Sustainable Retail – Draw to Downtown area
- 394. Additional Restaurants, Town Square is not a destination location
- 395. Extend business hours
- 396. More retail to attract growth – need multiple options
- 397. Serve entire community – not only foot traffic area
- 398. Add entertainment to area, alcoholic beverages
- 399. Most other revitalized areas have night life, entertainment
- 400. How to change current ordinance 70/30 food & alcohol? Distance from church to serve alcohol currently is 500 ft. Can it be amended?
- 401. The Square needs to be both a neighborhood and a destination. Think like Atlanta not Germantown. Streets do not have to be six lanes wide.
- 402. Permanent downtown location for Farmers Market. High density parking off the Square.

Civic and Cultural Uses

- 403. How will the drain of people from town hall and the library be picked up? More cultural centers are needed to draw people.
- 404. If University of Memphis Satellite Campus was Downtown it would help generate traffic and boost business on the Square.
- 405. Need community opportunities to spend time with each other (i.e. third places).
- 406. Need a place for the children – community center, life center, branch library, meeting space for Scouts, and a playground.
- 407. Volunteer activities for the improvement of the community.
- 408. Churches to take an active roll in the community, empowerment, faith fellowship, picnics.
- 409. A place for the YMCA to go in the downtown district is something that this group spent a great deal of time discussing.
- 410. Children’s activities are valuable, would like place to play ball.
- 411. Downtown recreation/community center (with pool, basketball courts, etc.)
- 412. Like seeing Fire Trucks being on the square.
- 413. Local college campus.
- 414. Need an opera house, stage for entertainment.
- 415. Neighborhood library and recreational center is needed for kids.
- 416. Shouldn’t have cancelled Mulberry Fest.
- 417. U of M classes downtown.

Industrial:

- 418. Murals and landscaping would be nice on industrial buildings.
- 419. More attractive streetscape for industrial areas.
- 420. Industrial uses may always be there but make them more attractive with landscape/streetscape.
- 421. Create a distance from industry and homes
- 422. Make industrial buildings prettier.

Directional Signage (Wayfinding)

- 423. Signage is needed to better define the Square and the HD
- 424. Include a map of the HD on such a sign with a special color and shape for the sign.
- 425. Signs would better define what’s in the HD.
- 426. Use a marquee sign like you see in a shopping center on Highways 57 and 72.
- 427. Historic signage – heritage
- 428. Use minimal signage (no billboards).
- 429. Better signage with a more historic look and better quality needed at the square.

- 430. coordinated signage, lights and landscaping.
- 431. Directional signage needed. Signage-signage-signage
- 432. Don't mind keeping mobile home park on Rowlett, but it needs to be improved.
- 433. More and better Informational signage on the square.
- 434. Mulberry type signage and feeling needed to remain in the Historic District.
- 435. S. Byhalia Road- adopt signage and lighting
- 436. Set up a detailed sign system that takes you where you want to go.
- 437. Signage close by Pepsi?
- 438. Street signs changed to meet the historic look within the Historic District.
- 439. Directional signage needed – extend to Walmart and larger area
- 440. The brick markers for the Square need to have the plaque on at least two sides, not just facing Poplar so this would improve visibility.
- 441. We should put statues on the boundaries of the history of the Square to show more history, so people just don't go down there to hang out but go on a walk to learn.

Parking:

- 442. We need to have even more parking spaces to increase the possibility of economic vitality and business growth in and around the core area.
- 443. Perception of parking away from the square along Washington Street (appearance and security)
- 444. In-fighting amongst businesses for parking.
- 445. Parking is a big problem.
- 446. Parking obstruction at Washington and Main.
- 447. Off-street parking in business/commercial area.
- 448. Parking garage not needed at this time.
- 449. Some issues on parking. Issues with people coming to court taking up spots due to construction.
- 450. There is not a good place to park.
- 451. Handicap access needed
- 452. Handicap access needed in more places. Make it easier to move special needs people around.
- 453. Areas of concern of accessibility and parking
- 454. High density parking off the Square.
- 455. 2 hr. parking at one time – wasn't working – wasn't enforced.
- 456. Need improved looks on parking lot.
- 457. Need parking, liked slide that showed attractive garage.
- 458. Need more parking

Parks and Open Space

- 459. More gathering places like the gazebo
- 460. Music on the square is what Collierville is all about.
- 461. Differences between here and Franklin: likes our Square better because there are places to sit.
- 462. Make Square very walkable and something for children.
- 463. Square important for special events.
- 464. Square is center of community and things that go on there need to have community focus.
- 465. Square reflects a kinder, gentler time
- 466. Add sculptures on Square, Town Hall and Library
- 467. Collierville is a very unique Town and the Historic District is priceless.
- 468. Enlarge and improve Suggs Park.
- 469. Public spaces for area neighborhoods,
- 470. Downtown area needs a Movie Night (Fri. and Sat.)

- 471. Need more festivals like on TV show "Gilmore Girls"
- 472. Like the Sunset Concert Series
- 473. Downtown area needs a fountain
- 474. Like green grass
- 475. Downtown area needs picnic tables
- 476. More directional signage with a historic tone

Processes and Codes

- 477. When people want to improve their property (landscape/paint) make it easy.
- 478. Put energy into those that need to improve property.
- 479. Friendly processes are needed to encourage façade renovations and attract infill development.
- 480. Examine codes and ordinances to ensure that there are no major obstacles to redevelopment.
- 481. Don't penalize those that wish to improve their property by having to go before the committee before they can do anything.
- 482. Role of the Town – Aggressive but appropriate
- 483. Change area with code changes/updates ~ without changing character

Streetscape and Intersections

- 484. The one-way traffic flow on the Square is confusing.
- 485. South Rowlett @ Main Street stop is hard to see.
- 486. Add a sidewalk on Cooper Street from College to Rowlett.
- 487. Need to feel comfortable and safe walking to the Square – need better sidewalks, streetlights.
- 488. Beautify streets and sidewalks.
- 489. Need to make area safer for pedestrians.
- 490. Encourage connection of streets.
- 491. Factor of I-69 and SR 385?
- 492. Improve roads coming into square.
- 493. Improved streets and sidewalks.
- 494. Increase walkability, especially crossing railroad, north side of new park "Tom Brooks Park". You can't walk by without getting up on the elevated sidewalk along the school property or walking in the street.
- 495. Like decorative and creative work on light poles on the square.
- 496. More bike lanes are needed.
- 497. Most of this traffic now by passes the Square and Historic District.
- 498. Need guidelines for how street should develop.
- 499. Need sidewalk and streetscape connectors in attractive – hotel bed & breakfast as tourists are staying out of the area.
- 500. Need sidewalks on North Rowlett.
- 501. Need streetscape on Washington Street to improve area.
- 502. Need to always have green between the sidewalk and the street. Would be better if the green area was wider than 5 feet.
- 503. Need to link SR385 to Town Square.
- 504. Needs to have the sidewalk, lighting, streetscape added beyond the square and up to the gateways so you will know that you have arrived in the Historic District.
- 505. Short walking distances are critical.
- 506. Sidewalks on both sides of Center Street to Square.
- 507. Streets do not have to be six lanes wide.
- 508. Walkability increased, pleasant lighting.
- 509. Washington Street sidewalks needed.

- 510. Wider sidewalks and benches added throughout the Historic District similar to Carriage Crossing.
- 511. Need sidewalks throughout area to be able to get to the square safely. Big concern on safety.
- 512. Enhance streetscape in areas prior to Development could spur on developers
- 513. They would like to see a traffic light at Fred's and Harris Street at Hwy 72.

Infrastructure

- 514. Infrastructure should be constructed to hold up to heavy construction equipment that will come with infill development and renovations.
- 515. Utilities should be underground.
- 516. Need buried utility lines or reroute to back of businesses
- 517. Not aware of any Flooding issues.
- 518. Sidewalks on both sides of Center Street to Square. A more local people friendly attitude in shops. Lower prices to attract local people to shop Instead of focusing on out of town visitors. Make Center Street a major outlet. Enlarge and improve Suggs Park. More shops beyond Square.
- 519. Increase walkability, especially crossing railroad, north side of new park "Tom Brooks Park". You can't walk by without getting up on the elevated sidewalk along the school property or walking in the street. Also need sidewalks on North Rowlett.
- 520. Sidewalks are needed North of Hewlett & Dunn Store to connect " Tom Brooks " park to the Square. It is a safety issue

Historic Preservation

- 521. Restore the murals downtown that are fading away.
- 522. Need better communication about historic areas.
- 523. Preserve the Historic; and like new Architecture that looks Historic.
- 524. A place where history meets (post) modernity.
- 525. Civil War Heritage
- 526. Identity of small town atmosphere
- 527. Keep the neighborhood feel
- 528. Need to emphasize Civil War tourism.
- 529. Need to keep character of old neighborhood community.
- 530. An issue outside Historic District
- 531. Owners must be able to afford to be in compliance – must keep affordable.

Marketing and Tourism:

- 532. Utilize the railroad more.
- 533. Passenger rides/attraction.
- 534. Provisions for bus parking for tourism (4-6) minimum
- 535. Encourage all Collierville residence to support the plan through marketing.
- 536. Bring the fair back to the Square.
- 537. Participate and be active in the city.
- 538. Realtors to encourage feedback on area from visitors
- 539. New vision to see downtown
- 540. Tourism
- 541. Need to emphasize Civil War tourism.

Beyond the Study Area:

542. Highway 72 has been absent from progressive planning for 32 years

Goals and Objectives (Possible for the Steering Committee to Consider):

- 543. Redevelop under used places
- 544. Heights (scale) should "blend" (review case-by-base)
- 545. Maintain investment for future generations

Creating the Small Area Plan:

- 546. This planning effort should extend beyond the limits of the Square.
- 547. Improve the legibility of maps and graphics.
- 548. Precedent imagery is important to educate the public.
- 549. Provide examples of other downtowns to demonstrate the importance of a downtown plan and future benefits it might bring.
- 550. Include case studies of the effects of an improved downtown to area property values and tax base.
- 551. Stakeholders are confident in the planning staff to oversee and execute the master plan process.

Implementation:

- 552. Planning effort must equal implementation- extremely important from both public and private sides
- 553. This plan must be not only adopted but also implemented to avoid more community skepticism.
- 554. Comes down to money
- 555. Set up a user friendly and progressive system to implement improvements to properties
- 556. Help owners to convert properties - What can the city do to help
- 557. Need a greater mix of mature trees for shade and to prevent disease-develop new guidelines
- 558. Once study complete – Decisions made – How do you make changes? Use of Grant money, Capital Improvement money, Land Use Plan
- 559. Changing mechanics – time to do NOW!
- 560. Must adopt plan first – Any plan to help current owners in area upgrade?
- 561. Currently politics pro-active, all seem to be on the same page
- 562. Realize the importance to include all residents of Town
- 563. Support will be very important when plan is approved
- 564. Additional incentives and grants are needed to encourage façade renovations and attract infill development.
- 565. Once passed, I fear the town cannot get reluctant owners to cooperate.
- 566. Networking and community.
- 567. Concerns that there needs to be an immediate use of plan and funds and not taking away their homes (don't use imminent domain for redevelopment).

Miscellaneous:

- 568. Look at what Harbor Town did with their development
- 569. Will catch the traffic coming in from Mississippi.
- 570. Recycling in Town Square businesses.
- 571. The square is the heart of Collierville. I would love to see it used for community use/spirit. Examples include free public concerts, farmers market, craft shows, Fri night music jams. Keep a semi-structured space. Surrounding area could be improved (Washington St) to expand the Square "atmosphere".
- 572. Please accept this as my ideas concerning the above as I am so tired in the late afternoon for the three meetings which are being held for this purpose . First, I would

like to suggest that most of the trees need to be lifted, by that I mean the lower limbs cut off and out. The Square is not visible as a whole anymore and the real beauty is hid. Certainly the trees should remain but just trim up so that when a person even drives by, the park, stores, flowers, shrubs, walkways etc can be seen all together. This is the memory that I have of the Square. Now you just see a garb of tree limbs hiding everything. Install the town's beautiful street lamps further on the connector streets to tie it all in with the looks of a historical town. Improve the drainage on Center Street to Highway 72, the yards are washing away, perhaps do curbs and gutters on the west side of the street to help this, after all this is one of the entrances to the square. The street is filled with sunken places and ruts. Continue with the idea of the Collierville Museum in the Morton Memorial building and perhaps a portion of it for a Visitor's Center, maybe someone would like to sell an older rental home for parking space for it. Also, it would be a good idea to build a Visitor's Center at Hwy 72 and Center Street. I believe in this area, we are all looking for a spot that reminds us of our past (with modern conveniences) and the peace that goes with it. Grace B. Looney 469 S Center St Collierville, Tn 38017

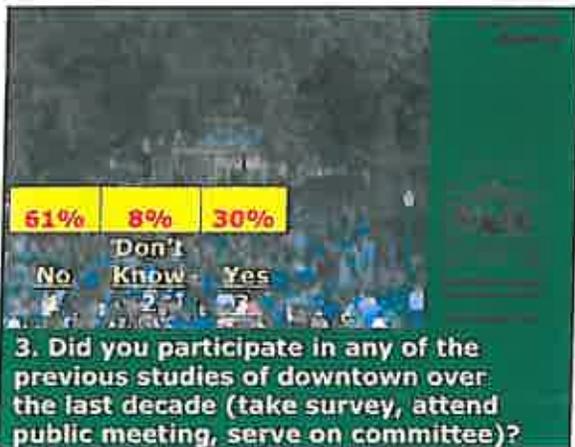
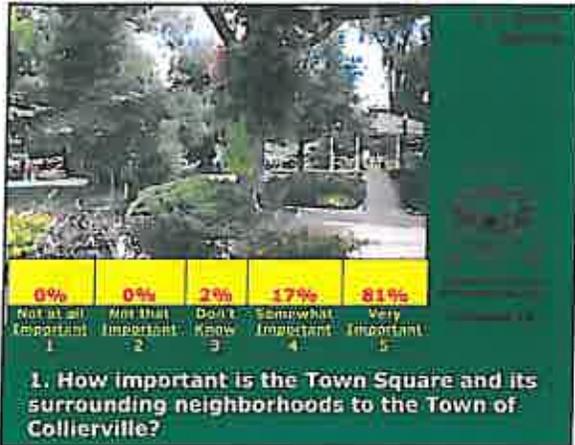
573. I am the owner of 178 Main Street (right next to the White Church), and I have been in touch with the other two owners of the residential homes on that street. These three homes are the only residential structures on Main Street. We are curious to know if the town wants these homes to remain residential or would they better serve the community as being offices or stores. At this time we are flexible on the direction the town wants to go. However we urge the town to think about this matter soon, because there is a strong chance that one or more of these homes might be sold in the near future. A new owner would probably not be as flexible with your vision as we three who are basically investors. In addition I have desired to continue the renovation of my home, but I am at a standstill. If it is to remain a residence then I will focus on kitchen and bathrooms. If it is to become an office then I will think more in terms of making it attractive to business tenants. If you wish to discuss this issue with me, feel free to contact me at 901-326-9072. Thank you for your time and consideration. Richard Rundlett Date: 10/8/2009 Re: 178 Main Street, 168 Main Street, 160 Main Street

574. I attended your meeting on Sept. 15 and was very impressed with your ideas. My concern for the surrounding neighborhoods may be out of your area of interest but I feel they are important. I have managed a 40 unit apartment complex at 325 Center Street for the past 2 years. I am all for improvements to the Square and to the streets leading into the Square but I have reason to be concerned about the residents who live around the Square. I propose that the town of Collierville strongly encourage landlords to screen prospective tenants with criminal background checks before leasing an apartment or house. As you know, there are several apartment units south of the square and many more small rental houses within the neighborhoods. You would be surprised at the number of prospects we turn away due to criminal backgrounds. When we turn them away they simply go to another place to rent. If all landlords were encouraged not to rent to criminals then the area around the square would remain a safe zone. We evicted a young man for drug dealing several months ago and he simply moved to a rental house on Sycamore Street. A few weeks ago we had a female hooker and her pimp show up at one of our units selling their services to some men living in our complex. The hooker was run off, her pimp was chased by the police and the men were immediately given notice to vacate. This may seem harsh but if you are going to invest much time and money into the area around the Square then I feel you must protect your investment by working hard to ensure that the people renting in the immediate area are good folks. This is in no way discrimination. I have worked with Mr. Bill Gibbons on several hundred apartments over the years and it has always been very good for the surrounding areas. Also, last week there was a suggestion that a

nightclub selling inexpensive beer should open in the area. I have nothing against beer or nightclubs but if you allow this to open in the Square to improve nightlife you will be making a serious mistake. Please keep the area family friendly even if you are accused of being boring. Thank you. Daniel M. Quinn 550-1313

575. A place where history meets (post) modernity. Constant activity (not just 9-5), night life (restaurants with bars), outside restaurant seating, walk ability increased, pleasant lighting, public spaces for area neighborhoods, downtown recreation/community center (with pool, basketball courts, etc.), and nice affordable housing, hotels, bed & breakfast inns, and U of M classes downtown.
576. New and old at the same time (keep it). Keep the old houses! Small and closeness (keep it)! It feels like you know everybody! Underground power lines would be great. Make smooth sidewalks and roads! No foundations!! Have kept grass and keep it historical, save modern stuff for Mall! Keep trains, gazebo, Minzis and Christmas lights.
577. Make the older building look a little newer. Keep the older buildings because it seems like the town is not for the "in" stuff and that we are like laidback. Some places need more trees. Streets need fixing (potholes, dips and cracks). More shops for teens on the Square. A Bookstore on the Square. Keep gazebo, Menzis, and Christmas lights.
578. There are places in the district with rapid elevation changes (new park on College and Walnut Street). Encouraging stonewalls might be appealing (retaining). Returning the train engine to the end of Walnut Street would better define that space.
579. Historically Town Squares formed to meet the needs of the people in the surrounding areas. Collierville's Town Square used to have such accommodations; however, it has lost that appeal over the years. I think people moving into the new developments surrounding the Square would like their basic needs met by close by stores. Grocery store, drug store, movie theatre, bar/lounge and parking. Good Luck!
580. Enjoyed the Small Area Planning Effort meeting Tuesday evening. Collierville is a very unique Town and the Historic District is priceless. I just hope everything possible will be done to beautify Rowlett Street and other streets leading to the Square and the historic residential neighborhoods like Magnolia Square and the Washington Street project. Would also like to see the Square become an after work destination.
581. Clean areas up, homes need to be clean and neat without trash. Don't penalize those that wish to improve their property by having to go before the committee before they can do anything.
582. Increased density for high quality homes with historical design. Emphasis on entertainment district, boutique retail and restaurants. Local college campus. Make Square very walk able and something for children.
583. Highway 72 should be included as a "Gateway" to downtown. Live, work and play! Nightlife on Square! Grocery store! More affordable housing! Signage!
584. My hope is for a "Living" center of the community with shops, offices and living space. Off-street parking in business/commercial area, coordinated signage, lights and landscaping. Once passed, I fear the town cannot get reluctant owners to cooperate.
585. A vibrant commercial area surrounded by homes, townhouses, condos and zero lot lines that are within walking distance (easy) of goods, services and entertainment.
586. Need food store, sidewalk and a better park.
587. With the influx of money as urban sprawl from Memphis continues, the "Feel" of Collierville is changing. The small town feel of the town (along with property value) is being replaced by the "values" of folks with half a million dollar homes!!
588. Additional commercial areas to allow more choices to draw people downtown.
589. If you are increasing the residential sector downtown, then what are you considering about grocery store, pharmacy, etc.? Then you truly would not have to go anywhere else to shop. The Square is beautiful.

590. You should renovate some of the buildings and roads that are very old. However we should also keep some old buildings because it is our history. We should make the Square a "Mini Downtown Memphis".
591. A historical area with memories everywhere and a place where we have celebrations and also a place where families have times together. Many people like to walk and just chill after working for something very hard.
592. I do like that we can walk to the Square. I do think that the Square should stay open till at least 6 or 7pm.
593. I like it (the Square) the way it is. It maybe could use more shopping center but other than that I like it the way it is. I like it more of the old timey like it is.
594. I like the original ideas. Need more family atmosphere. Pretty, but old fashion homes. Family owned Bookstore and Ice Cream Parlor. We don't need to stop trying to be a big city.
595. My vision of the future for the Square is not to make much change to it. I think everyone likes the older authentic look, like your walking into a home. The Square is also very peaceful. More shops and food places to eat. I would like the Square to stay the same but maybe a bookstore or a smoothie shop where you can get in and out if you are in a hurry. I also like the festivities the Square holds and the lights at Christmas.
596. I second the movie night but I would do it on Friday. I also think we should make it safer and nicer around Minzis because people love Minzis but its dangerous around it. I also agree with keeping it how it is but just making minor changes like adding flowers and color. I want to keep Square Beans around because it's awesome and one more thing. Maybe one more restaurant, that's all.
597. Fast Forward 10-15 years-Answers to, "Would you want to live here as an adult? What would you want to do:
- a. shop at C.J. Lilly
 - b. hope it is still safe-parents moved here because it is safe
 - c. eat at Mensi's
 - d. see the lights at Christmas
 - e. like the cabin on the Square
 - f. like Christmas and Halloween activities



Survey Results:
Avg Score: 3.422
Rank: 31 out of 55

Strongly Dislike **Slightly Dislike** **Neutral** **Slightly Like** **Strongly Like**

5. What is your impression of this picture of a sidewalk in a downtown core area?

Survey Results:
Avg Score: 3.877
Rank: 24 out of 55

Strongly Dislike **Slightly Dislike** **Neutral** **Slightly Like** **Strongly Like**

6. What is your impression of this picture of informational signage in a downtown core area?

Survey Results:
Avg Score: 4.207
Rank: 8 out of 55

Strongly Dislike **Slightly Dislike** **Neutral** **Slightly Like** **Strongly Like**

7. What is your impression of this picture of informational signage in a downtown core area?

Survey Results:
Avg Score: 4.222
Rank: 8 out of 55

Strongly Dislike **Slightly Dislike** **Neutral** **Slightly Like** **Strongly Like**

8. What is your impression of this picture of a civic or cultural building in a downtown core area?

Survey Results:
Avg Score: 3.72
Range: 23 out of 35

Strongly Dislike 1
Somewhat Dislike 2
Neutral 3
Somewhat Like 4
Strongly Like 5

9. There's an apartment possible on the 2nd floor of this building. What is your impression of this picture of a residential building in a downtown core area?

Survey Results:
Avg Score: 4.27
Range: 3 out of 35

Strongly Dislike 1
Somewhat Dislike 2
Neutral 3
Somewhat Like 4
Strongly Like 5

10. What is your impression of this picture of a commercial building in a downtown core area?

Survey Results:
Avg Score: 3.17
Range: 28 out of 60

Strongly Dislike 1
Somewhat Dislike 2
Neutral 3
Somewhat Like 4
Strongly Like 5

11. What is your impression of this picture of a parking lot in a downtown core area?

Survey Results:
Avg Score: 4.62
Range: 4 out of 35

Strongly Dislike 1
Somewhat Dislike 2
Neutral 3
Somewhat Like 4
Strongly Like 5

12. What is your impression of this picture of an open space in a downtown core area?



Survey Results:
Avg Score: 3.711
N=21 21 out of 21

Strongly Dislike 1
Dislike 2
Neutral 3
Like 4
Strongly Like 5

13. What is your impression of this picture of a street for the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 4.131
N=21 21 out of 21

Strongly Dislike 1
Dislike 2
Neutral 3
Like 4
Strongly Like 5

14. What is your impression of this picture of a street for the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 3.734
N=21 21 out of 21

Strongly Dislike 1
Dislike 2
Neutral 3
Like 4
Strongly Like 5

15. What is your impression of this picture of a street for the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 3.719
N=21 21 out of 21

Strongly Dislike 1
Dislike 2
Neutral 3
Like 4
Strongly Like 5

16. What is your impression of this picture of a street for the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 3.711
Rank: 23 out of 32

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

17. What is your impression of this picture of a street for the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 3.142
Rank: 42 out of 57

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

18. What is your impression of this picture of a street for the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 4.082
Rank: 16 out of 24

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

19. What is your impression of this picture of directional signage for the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 3.281
Rank: 17 out of 22

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

20. What is your impression of this picture of a civic/cultural building for the neighborhoods surrounding the Square?



Survey Results
 Avg Score: 4.318
 N=37 of 50

21. What is your impression of this picture of a residential building in the neighborhoods surrounding the Square?



Survey Results
 Avg Score: 4.379
 N=41 out of 50

22. What is your impression of this picture of residential buildings in the neighborhoods surrounding the Square?



Survey Results
 Avg Score: 4.121
 N=33 out of 50

23. What is your impression of this picture of residential buildings in the neighborhoods surrounding the Square?



Survey Results
 Avg Score: 4.322
 N=41 out of 50

24. What is your impression of this picture of a residential building in the neighborhoods surrounding the Square?

Survey Results:
Avg Score: 4.22
Rank: 7 out of 22

Strongly Dislike 1 Dislike 2 Neutral 3 Like 4 Strongly Like 5

25. What is your impression of this picture of residential buildings for the neighborhoods surrounding the Square?

Survey Results:
Avg Score: 3.77
Rank: 22 out of 22

Strongly Dislike 1 Dislike 2 Neutral 3 Like 4 Strongly Like 5

26. What is your impression of these residential buildings for the neighborhoods surrounding the Square?

Survey Results:
Avg Score: 3.17
Rank: 43 out of 55

Strongly Dislike 1 Dislike 2 Neutral 3 Like 4 Strongly Like 5

27. What is your impression of this picture of residential buildings in the neighborhoods surrounding the Square?

Survey Results:
Avg Score: 4.12
Rank: 13 out of 22

Strongly Dislike 1 Dislike 2 Neutral 3 Like 4 Strongly Like 5

28. What is your impression of this picture of residential buildings in the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 4.144
Rank: 11 out of 20

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

29. What is your impression of this picture of residential buildings in the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 2.18
Rank: 26 out of 29

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

30. What is your impression of this picture of a commercial building in the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 3.972
Rank: 16 out of 20

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

31. What is your impression of this picture of commercial buildings in the neighborhoods surrounding the Square?



Survey Results:
Avg Score: 1.308
Rank: 28 out of 29

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

32. What is your impression of this picture of an industrial building in the neighborhoods surrounding the Square?



Survey Results:
 Avg Score: 3.289
 Rank: 21 out of 22

33. What is your impression of this picture of commercial and residential buildings for the neighborhoods surrounding the Square?



Survey Results:
 Avg Score: 3.042
 Rank: 26 out of 28

34. What is your impression of this picture of a parking lot in the neighborhoods surrounding the Square?



Survey Results:
 Avg Score: 3.325
 Rank: 20 out of 21

35. What is your impression of this picture of a parking lot in the neighborhoods surrounding the Square?



Survey Results:
 Avg Score: 1.774
 Rank: 18 out of 22

36. What is your impression of this picture of a parking garage in the neighborhoods surrounding the Square?

Survey Results:
 Avg Score: 3.168
 Rank: 25 out of 52

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

37. What is your impression of this picture of a parking garage in the neighborhoods surrounding the Square?

Survey Results:
 Avg Score: 4.333
 Rank: 4 out of 52

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

38. What is your impression of this picture of an open space for the neighborhoods surrounding the Square?

Survey Results:
 Avg Score: 2.587
 Rank: 44 out of 52

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

39. What is your impression of this picture of a street for a gateway into downtown?

Survey Results:
 Avg Score: 2.479
 Rank: 48 out of 52

Strongly Dislike 1 Somewhat Dislike 2 Neutral 3 Somewhat Like 4 Strongly Like 5

40. What is your impression of this picture of a street for a gateway into downtown?

Survey Results:
Avg Score: 2.883
Resp: 23 out of 49

Strongly Dislike 1
Somewhat Dislike 2
Neutral 3
Somewhat Like 4
Strongly Like 5

41. What is your impression of this picture of a street for a gateway into downtown?

Survey Results:
Avg Score: 2.976
Resp: 22 out of 49

Strongly Dislike 1
Somewhat Dislike 2
Neutral 3
Somewhat Like 4
Strongly Like 5

42. What is your impression of this picture of a street for a gateway into downtown?

Survey Results:
Avg Score: 3.344
Resp: 15 out of 45

Strongly Dislike 1
Somewhat Dislike 2
Neutral 3
Somewhat Like 4
Strongly Like 5

43. What is your impression of this picture of a street for a gateway into downtown?

Survey Results:
Avg Score: 2.467
Resp: 29 out of 49

Strongly Dislike 1
Somewhat Dislike 2
Neutral 3
Somewhat Like 4
Strongly Like 5

44. What is your impression of this picture of directional signage for a gateway into downtown?



Survey Results:
Avg. Score: 3.400
Range: 21 out of 30

45. What is your impression of this picture of directional signage for a gateway into downtown?



Survey Results:
Avg. Score: 3.267
Range: 6 out of 20

46. What is your impression of this picture of a civic/cultural building for a gateway into downtown?



Survey Results:
Avg. Score: 2.234
Range: 47 out of 60

47. What is your impression of this picture of residential buildings for a gateway into downtown?



Survey Results:
Avg. Score: 3.778
Range: 24 out of 30

48. What is your impression of this picture of residential buildings for a gateway into downtown?

Survey Results:
Avg Score: 3.222
Rank: 47 out of 52

Strongly Dislike 1
Dislike 2
Neutral 3
Like 4
Strongly Like 5

49. What is your impression of this picture of a residential building for a gateway into downtown?

Survey Results:
Avg Score: 3.833
Rank: 19 out of 52

Strongly Dislike 1
Dislike 2
Neutral 3
Like 4
Strongly Like 5

50. What is your impression of this picture of a commercial building for a gateway into downtown?

Survey Results:
Avg Score: 4.286
Rank: 14 out of 52

Strongly Dislike 1
Dislike 2
Neutral 3
Like 4
Strongly Like 5

51. What is your impression of this picture of commercial buildings for a gateway into downtown?

Survey Results:
Avg Score: 3.237
Rank: 52 out of 52

Strongly Dislike 1
Dislike 2
Neutral 3
Like 4
Strongly Like 5

52. What is your impression of this picture of a parking lot for a gateway into downtown?



Survey Results
Avg. Score: 3.843
Count: 38 out of 44

50
40
30
20
10
0

Strongly
Dislike

4

3

2

1

0

1

2

3

4

5

Strongly
Like

53. What is your impression of this picture of a parking lot for a gateway into downtown?

DNA Roadshow Image Preference Survey Results by Topic – October 2009



Topic	Strongly Dislike		Somewhat Dislike		Neutral		Somewhat Like		Strongly Like	
	1.00 to 1.49	1.50 to 1.99	2.00 to 2.49	2.50 to 2.99	3.00 to 3.49	3.50 to 3.99	4.00 to 4.49	4.50 to 5.00		
Streetscape & Intersections										
Directional Signage										
Civic & Cultural										
Residential										
Commercial										
Parking										
Parks & Open Space										

Background Photo of Downtown Provided Courtesy of Main Street Collinville



DNA Roadshow Image Preference Survey Results (Highest Ranking)– October 2009

Highest-Ranking Images <small>(Based on James Hamilton and Public Commenters)</small>	Why did these images rank highly?
 <p>1. What is your impression of the image? (Please describe the image in 1-2 sentences.)</p> <p>2. What is your impression of the image? (Please describe the image in 1-2 sentences.)</p>	<p>Welcoming:</p> <ul style="list-style-type: none"> • Neat, attractive, well kept streets and sites • Looks welcoming and walkable • Feels safe, looks like a safe and peaceful place to be • Family friendly place where you let kids play • Looks like a nice neighborhood • It's familiar, inviting, well-maintained, and "fits in"
 <p>3. What is your impression of the image? (Please describe the image in 1-2 sentences.)</p> <p>4. What is your impression of the image? (Please describe the image in 1-2 sentences.)</p>	<p>Respectful of History:</p> <ul style="list-style-type: none"> • Collierville history represented in a beautiful way • Preservation of historic places • A unique old time Mayberry look worth preserving • Unique uses. Not a franchise place
 <p>5. What is your impression of the image? (Please describe the image in 1-2 sentences.)</p> <p>6. What is your impression of the image? (Please describe the image in 1-2 sentences.)</p>	<p>Lush Greenery:</p> <ul style="list-style-type: none"> • Green small-town feel due to lawns, trees, and other landscaping • Beautiful and peaceful
 <p>7. What is your impression of the image? (Please describe the image in 1-2 sentences.)</p> <p>8. What is your impression of the image? (Please describe the image in 1-2 sentences.)</p>	<p>Timeless Appeal:</p> <ul style="list-style-type: none"> • Buildings with good architecture with a human scale • Diversity of small town architecture • Iconic Southern architecture • Classic architecture with a touch of each building • Outdoor seating throughout and looks like a place for gathering • Front-porch architecture • Nice fencing and gates • Nicely-designed streets with great streetlights, sidewalks, and trees • Cars are not the focus in residential areas because garages are hidden



Lowest-Ranking Images
(Scores of less than 3.0)



Why did these images rank lowly?
(Based on Images Ranking and Public Comments)

No Relationship to Square:

- Either not historic or does not blend well with the historic character of the downtown
- Little to no ornamentation and character
- Does not let you know you are in or entering historic area

Harsh and Uninviting Environments:

- Overlooked parts of town
- Little or no landscaping or screening
- Sidewalks are inadequate and not pedestrian friendly
- Lots of obstacles. No division between car traffic and the pedestrian
- Street intersections not pedestrian friendly and difficult for cars to maneuver
- In poor shape, hazardous, too many curb cuts, and overhead utility lines clutter views
- Streets do not have decorative elements
- Not a gateway that invites you to the square

Unpleasant or Dated:

- Overlooked neighborhoods and areas that have been revitalized need to be included or have a temporary term
- Often draft and inactive (paved through together)
- Too much of a "commercial" feeling in some places

Background Photo of Downtown Provided Courtesy of Main Street Collierville