

Forest Hill Heights Small Area Plan



City of Germantown, Tennessee
Adopted: April 11, 2016

Looney Ricks Kiss • Fisher Arnold • RCLCO



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Executive Summary

EXECUTIVE SUMMARY

In August 2012, the Board of Mayor and Aldermen for the City of Germantown adopted a long-range strategic plan for the economic development future of the City of Germantown. Previously, two critically important areas were studied (Central Business District and Western Gateway) and Forest Hill Heights is the third area studied where policies, plans and procedures can be identified to support the future growth of this area in order to benefit the Germantown community in the long term. As an approximately 303-acre study area, Forest Hill Heights is one of the last largely undeveloped sections of Germantown.

The Forest Hill Heights Small Area Plan is intended to provide guidance to the City of Germantown, its citizens and developers as to the long term vision for this part of the community. The plan is based on an understanding of existing land uses, resident, developer and stakeholder input, state of existing infrastructure, and real estate market conditions.

From this basis a Conceptual Master Plan was created that included a mix of office, retail, medical, and high- and low-density residential arranged around a central village green and trail network that would maximize tax revenue while establishing an attractive place to live, work, learn and play. Based upon 10-year real estate market projections, landowner and developer input, infrastructure and traffic capacity projects, the plan reflects the communities desires within a realistic framework for development that could be realized in the next ten years. In turn the plan provides guidance for certain policy, public investment, and development regulation recommendations to enable future development to achieve the goals of maximizing values for Germantown while increasing quality of life for its citizens.

This plan recommends updating zoning and development regulations, providing incentives and mechanisms for encouraging desirable development, encouraging a mix and arrangement of a range of uses to create a walkable neighborhood (or village), identifies infrastructure investments needed to support development, and suggests mechanisms and partnerships to enable desirable development to occur with the least negative impact on neighbors.

The authors recognize that the ultimate pattern of development will not be exactly as depicted, but that the recommendations and principles contained herein do provide a clear guideline for decision-makers to enable the most productive and beneficial development of the Forest Hill Heights area to occur for the benefit of the citizens of Germantown.



Introduction and Goals

INTRODUCTION AND GOALS

The purpose of this report is to document the results of a planning process investigating the potential future development of the Forest Hill Heights area in Germantown, Tennessee. The Forest Hill Heights planning process was conducted between August 2015 and February 2016 with the involvement of staff from the City of Germantown (City) Economic and Community Development department, property owners, business owners, neighbors and citizens of Germantown who have an interest in the development of the area. The planning team was comprised of planners and architects from Looney Ricks Kiss (LRK) of Memphis, Tennessee; analysts from the real estate and economics firm Robert Charles Lesser & Company (RCLCO) of Bethesda, Maryland; and engineers from the civil engineering firm Fisher Arnold (FA), which is located in Germantown within the study area. The majority property owner, Forest Hill Associates, contributed financially to and participated significantly in the planning process.

A plan developed for a specific area within a larger planning district or area is commonly referred to as a small area plan. The purpose of this planning process was to develop a small area plan that would consider and depict likely future development of the study area based upon current market conditions and with goal of maximizing the economic development potential of the area. This report is intended to inform the City and its citizens and to recommend actions that may help improve the orderly development of the area through changes in zoning regulations, incentives including public improvements to utility and street infrastructure, supporting community development through access to parks and recreation, and ensuring high quality land uses and development are realized by following guidelines for arrangement of buildings and uses, architectural character, landscape, signage, and other design elements.

Brief History

In August 2012, Germantown's Board of Mayor and Aldermen adopted a long-range strategic plan for the economic development future of Germantown. The plan is based on five guiding principles with specific actions to measure the city's level of success. One focus in particular called for the development of small area planning studies in the city's existing commercial and business areas. As one of the few remaining commercial areas with large undeveloped tracts, existing corporate headquarters, and valuable access to important traffic corridors, Forest Hill Heights was identified as an economic node in need of a small area plan consistent with the recommendations from the strategic plan. The Forest Hill Heights node is a 303+/- acre portion of the 1,450 acres of land annexed from Shelby County into Germantown in June 2000. The majority of the study area is located at the southeast corner of Forest Hill Irene and Winchester Road and is regulated by the Forest Hill Heights PD which was approved by the Shelby County Commission on November 1, 1996. In order to develop the vision that will guide the future of this area, significant public participation was sought along with special consideration for existing conditions and opportunities to develop/redevelop Forest Hill Heights in a thoughtful and sustainable manner.

Goals for Planning Process

Planning process goals reflect input from the City, Forest Hill Heights stakeholders, and community resident stakeholders. Information was gathered from the Request for Proposals issued by the City, and from focus group meetings with City staff, Forest Hill Heights stakeholders, and community residents/stakeholders.

- » Maintain a safe environment for living and working in Forest Hill Heights. Improve safety for pedestrians and bicyclists active in the area.
- » Create a vision for the area that reflects the quality inherent in traditional Germantown development;
- » Create a destination with a strong sense of place and unique identity that establishes Forest Hill Heights as a special place along the Winchester Road corridor;
- » Compliment and support existing development in and around Forest Hill Heights;
- » Describe a realistic development scenario that is based on market demands and best practices
- » Maximize long-term potential for development, tax revenue, and public good;
- » Design appropriate infrastructure for efficiency, maintenance, and to generate value;
- » Create regulatory guidance that permits development that accomplishes the vision; and
- » Build public consensus and support for the plan.

These goals will guide development of the proposed master plan and recommendations. As the planning process advances, stakeholder and community input will refine plan development within the context of these overarching goals. Further in the document, proposed Design Guiding Principles and Land Use Master Plan offer more detailed recommendations for how these goals may be accomplished.



Background & Analysis

BACKGROUND AND ANALYSIS

Existing Conditions Context

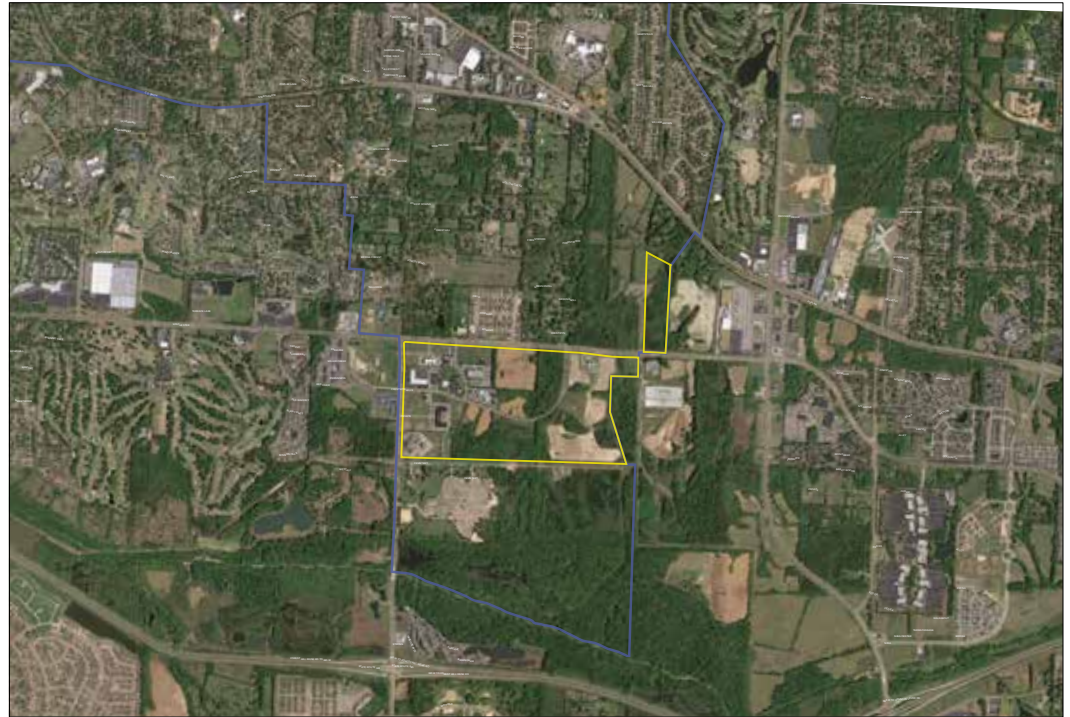
In 2000, Germantown annexed land between Winchester Road and Nonconnah Creek approximately one mile to the south along Forest Hill-Irene Road. The Forest Hill Heights Study Area (study area) is located in the northernmost portion of this annexed land and is generally comprised of 303 +/- acres of developed and undeveloped land located at the southeast corner of Winchester Boulevard and Forest Hill Heights Road in southeast Germantown. The study area also includes a secondary tract of land (24.87 acres) located north of Winchester Road adjacent to the northeast corner of the study area's primary acreage. The Town of Collierville municipal boundary is immediately to the east of the primary and secondary study areas, with the City of Memphis adjacent to the western edge of the primary study area across Forest Hill-Irene Rd. To the south of the primary study area are the West Tennessee National Cemetery, the Dan Turley Natural Area, Nonconnah Creek, and finally Tennessee State Road 385.

The study area includes a number of single-tenant and multi-tenant office buildings, including FedEx Trade Networks, Thyssen-Krupp, Fisher Arnold, Crew Training International, and Better Business Bureau among others, as well as the Forest Hill Technology Park with two tenants. A Hyatt Place hotel serves primarily business travelers during the week and tourists during the weekend especially during soccer tournaments held at Mike Rose Soccer Complex located south of SR-385. Two convenience retail sites, First Tennessee Bank and a Circle K gas station, are located along Winchester Boulevard. Baptist Memorial Health Services in association with St. Francis Hospital and Acadia Healthcare is constructing the Crestwyn Behavioral Health facility in the southeast corner of the study area with scheduled completion in Spring 2016. Finally, Forest Hill Church of Christ is located in the southwest portion of the study area. Crestwyn Hills Drive is a large two-lane collector street that connects Winchester Road with Forest Hill Irene Road, with Tyndale Road connecting Crestwyn Hills Drive to Winchester, providing access to the central portion of the study area. Business Park Drive provides access to the Forest Hill Business Park in the east part of the study area.

Located north of the study area are residential subdivisions, both large-lot multi-acre tracts as well as smaller lot development, that have been constructed in the last 50 years in addition to some undeveloped property that is seeking permission for residential development. To the west of the site several multi-family residential projects have been built, including Miller Creek, the Highlands and Westbury, that are closer to the Wyndike Country Club (golf courses), along with undeveloped

Existing Conditions:

The Forest Hill Heights study area is located generally southeast of the intersection of Winchester Road and Forest Hill Irene Road (outlined in yellow). The study area borders Memphis/Shelby Co. to the west and Collierville to the east. Residential and retail uses are located to the north, east and west of the study area, while a Veterans Cemetery is located to the south, as well as SR-385 (Bill Morris Parkway) situated alongside the woodland bottoms of Nonconnah Creek.



	Forest Hill Heights Small Area Plan <small>City of Germantown • Germantown, TN</small>	Existing Conditions Aerial <small>© 2015 LRK Inc. All Rights Reserved</small>	
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Existing Conditions:

The study area contains approximately 303 acres of land (outlined in blue), of which only a portion is currently developed. One and two-story office buildings, a gas station, hotel, bank and church are situated primarily in the western third of the study area. Immediately adjacent to the east are MLG&W electrical transmission stations and a tributary to Nonconnah Creek. Residential subdivisions are developing to the north, and multifamily residential to the west.



	Forest Hill Heights Small Area Plan <small>City of Germantown • Germantown, TN</small>	Existing Conditions Aerial <small>© 2015 LRK Inc. All Rights Reserved</small>	
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property. To the south of the study area is a large tract for the West Tennessee National Cemetery. Immediately east of the study area are several large tracts of land owned by Memphis Light Gas & Water, the utility company, including two electrical transformer sites which feed high-voltage lines located within utility corridors to the west and south of the study area.

Retail shopping, including grocery and national tenants, are located nearby, including approximately one mile to the north at Poplar Avenue and Forest Hill Irene Road, one mile to the east at Winchester Road and Houston Levee Road, and two miles to the west at Winchester Road and Hacks Cross Road. The Avenue at Carriage Crossing regional shopping mall is approximately two miles southeast. Proximity to SR-385 provides access to many regional destinations and employment, however connections to the heart of Germantown is limited to the two-lane Forest Hill Irene Road.

Analysis Maps

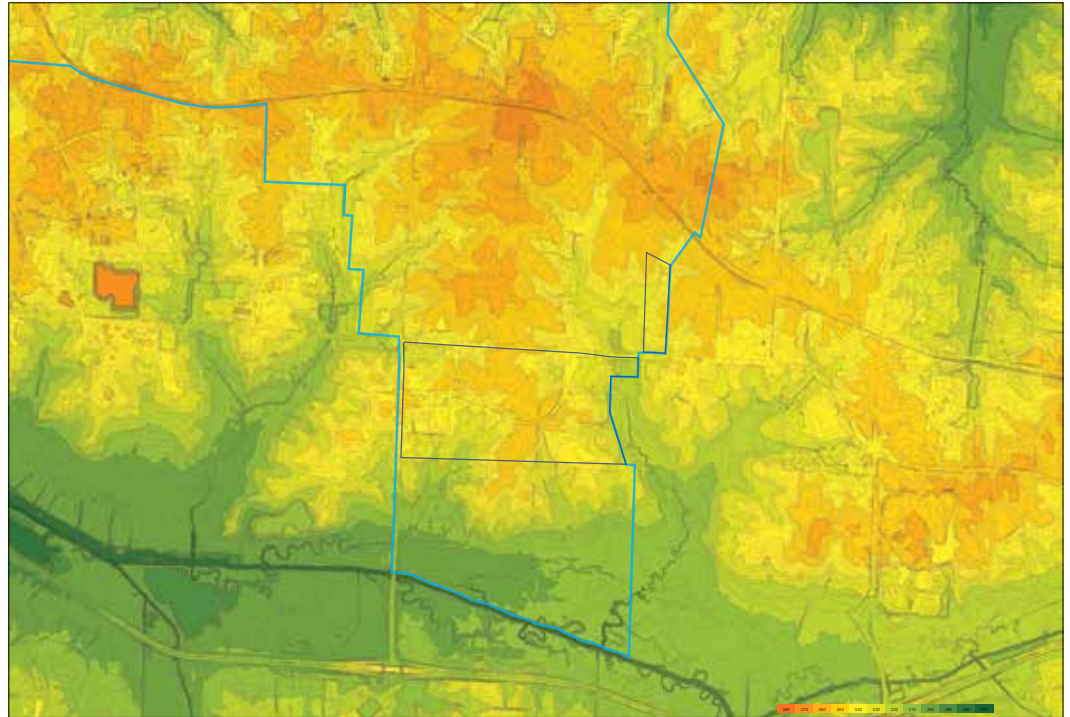
A series of study area analysis maps were created in order to better understand the physical characteristics and development patterns in the area.

Topography

A significant factor in development is the lay of the land being developed. Topography mapping illustrates that the study area is comprised of gently rolling land with a moderate ridge or crest that bisects the study area from the north to the south. Water drains primarily to the southwest or southeast of the study area, feeding a small tributaries to the larger Nonconnah Creek to the south. A smaller portion of the study area drains to the northwest corner, at Winchester Road and Forest Hill Irene Road. The topographic pattern indicates that stormwater control is needed, particularly to the south and east, and that the ridge of the property may afford some views to the surrounding area. The drainageway to the east has the potential for being undesirable to develop but could provide a natural corridor for recreational trails leading to the Nonconnah Creek watershed. This natural corridor coincides with the utility easements in the area.

Existing Topography:

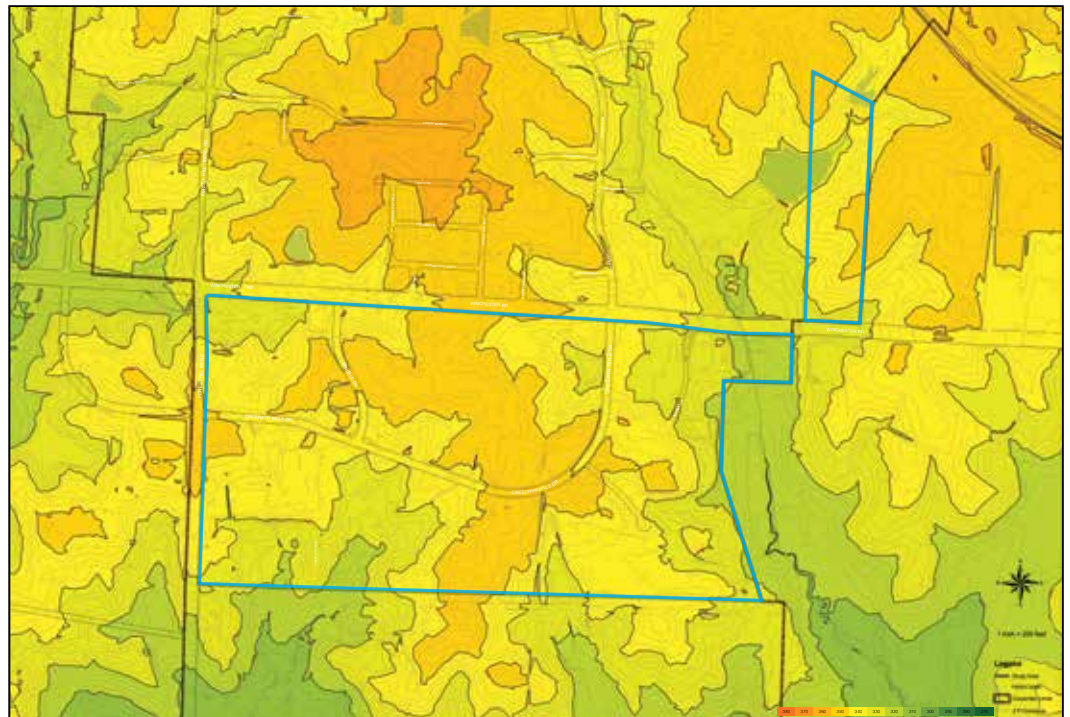
Beyond the study area (outlined in blue) the topography of the land generally slopes from the north (note the railroad track running along the ridge) to the south (towards Nonconnah Creek). A tributary is situated along the eastern border of the study area.



LRK Forest Hill Heights Small Area Plan Topography
City of Germantown • Germantown, TN © 2015 LRK Inc. All Rights Reserved. 1

Existing Topography:

The study area is comprised of gently rolling hills, with a local ridge running north-south dividing the study area into multiple drainage basins. The ridge/high-point area could potentially maximize views from and to development in that area of the site.



LRK Forest Hill Heights Small Area Plan Topography
City of Germantown • Germantown, TN © 2015 LRK Inc. All Rights Reserved. 1

Zoning

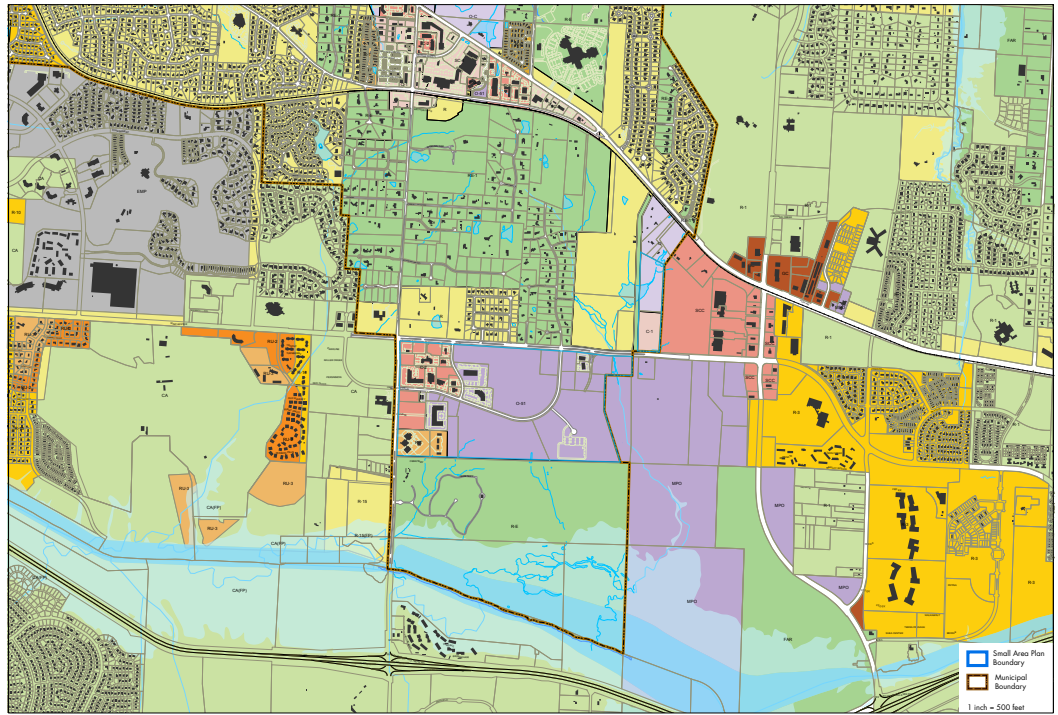
While the study area is within the City of Germantown, properties to the east and west are within the municipalities of Collierville, Memphis or unincorporated Shelby County. An analysis of zoning patterns looked at areas of agricultural or large-lot residential development including recreation (light to medium green), moderate and higher density single-family and multi-family residential (yellow or orange), commercial and retail (reds), and office zoning (purple), with floodway and flood plain areas along Nonconnah Creek (blue). The zoning analysis shows that the study area and portions to the east are zoned office but not yet developed. Residential and undeveloped properties dominate to the north and west, while retail and commercial is centered around Winchester and Forest Hill Irene Road or Houston Levee Road. Undeveloped areas that are zoned for future development are dominated by office zoning, however the market analysis indicates weak demand for enough office to utilize all the land zoned for office.

Property Ownership

A critical component to this plan is understanding how the property ownership pattern would likely influence future development. Of the 303+/- acres, approximately one-third is already developed, with the remaining property under the control of two major land-owners, Forest Hill Associates (approx. 100 acres) and Baptist Memorial Health Services (approx. 75 acres), and four smaller owners including SHG Germantown, Mascom Properties, Technology Park Partners, and Wilmar Properties, each controlling 2 to 8 acres each. It appears likely that the smaller sites will develop according to the office or retail seen nearby, while the larger tracts of land could develop over several years with multiple uses. These larger tracts represent the opportunity to combine uses in a new pattern that would create more lasting value to their owners, the City of Germantown and community at large.

Existing Zoning:

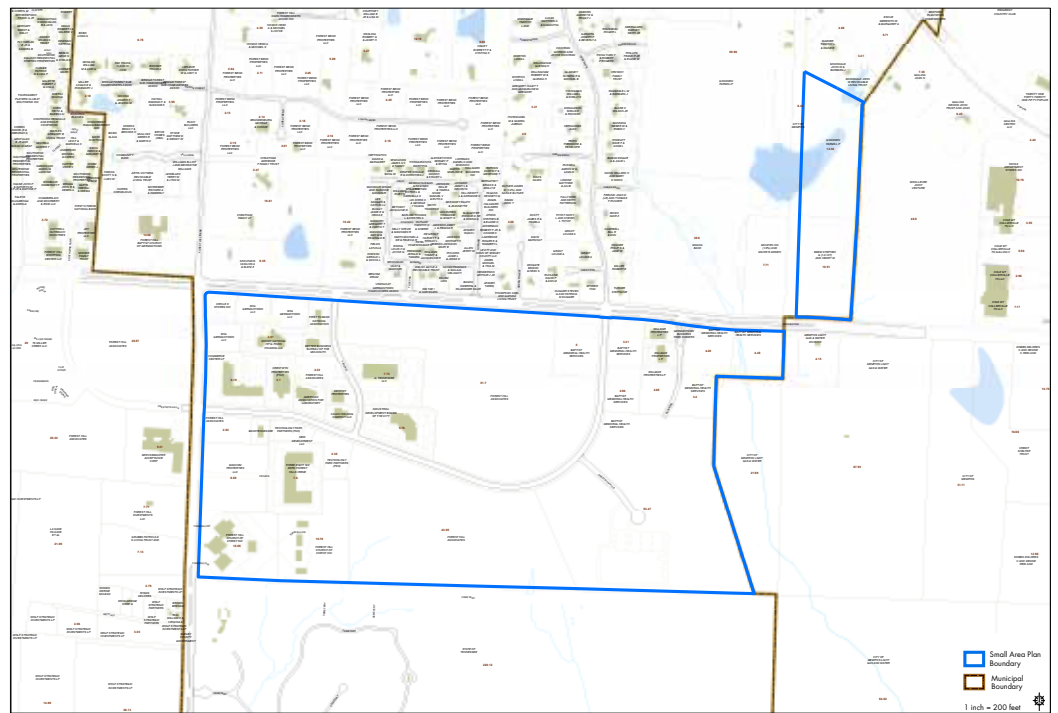
A generalized zoning diagram shows that the study area is comprised of office (purple) and commercial/retail (reds) zoning. Nearby land is zoned for low-density residential (greens), or high-density residential (yellows and oranges). The Nonconnah Creek floodway and floodplain (blues) depict where development is unlikely or prohibitive.



LRK Forest Hill Heights Small Area Plan Current Zoning Map
City of Germantown • Germantown, TN © 2015 LRK Inc. All Rights Reserved. 1 inch = 500 feet

Existing Property Ownership:

The pattern of property ownership illustrates that large tracts of undeveloped property in the study area are under the control of two major landowners (Forest Hill Associates and Baptist Memorial Health Services) whose holdings include 75 to 100 acres each. Several smaller landowners each control one or more smaller tracts, generally 2 to 5 acres in size.



LRK Forest Hill Heights Small Area Plan Current Property Ownership
City of Germantown • Germantown, TN © 2015 LRK Inc. All Rights Reserved. 1 inch = 200 feet

Traffic and Utilities Analysis

Traffic Analysis

The purpose of the traffic analysis study was to evaluate existing traffic conditions in the Forest Hill Heights Small Area Plan; and to determine the impact to the adjacent street network with future full development of this area. The area intersections included Winchester Road and Forest Hill Irene Road, Winchester Road and Tyndale Drive, Winchester Road and Crestwyn Hills Drive, Crestwyn Hills Drive and Tyndale Drive, and Forest Hill Irene Road and Crestwyn Hills Drive. Existing 12-hour traffic counts were taken at each of the five (5) intersections. An evaluation of the intersections including a LOS Analysis was then performed using existing traffic volumes.

Tennessee Department of Transportation (TDOT) measured Average Annual Daily Traffic (AADT) along both Winchester Road and Forest Hill Irene Road has seen increases over the past several years. Absent new development in the study area, traffic growth projections shows Winchester Road increasing from 15,000 AADT today to 16,000-19,000 vehicles per day in 2026, and Forest Hill Irene Road increasing from 12,500 AADT today to 15,600-16,500 vehicles per day in 2026.

Existing hourly traffic counts were also taken for a 12-hour period at the five intersections mentioned previously. The peak hours of each of these intersections for both the AM and PM period were evaluated for adequate Level of Service (LOS) at the Winchester Road and Forest Hill Irene Road signalized intersection, and the other four unsignalized intersections. The results show that all existing five intersections currently operate at an acceptable LOS for a suburban/urban area. All intersections and approaches operate at a LOS "C" or better with the exception of the westbound through movement for the AM Peak Hour at Winchester Road and Forest Hill Irene Road; and the westbound left turn movement for the PM Peak Hour at Forest Hill Irene Road and Crestwyn Hills Drive. Both of these movements currently operate at a LOS "D" which is acceptable but may drop to unacceptable levels if significant new development in the surrounding area occurs. Traffic at both ends of Crestwyn Hills Drive, at Winchester Road and at Forest Hill Irene Road intersections, are approaching levels that may warrant traffic signals at peak hours, especially in the PM, to aid turning movements at those intersections.

Water Supply Analysis

Most of the water in the Forest Hills Heights area is provided by MLG&W. This includes most of the commercial businesses in the Crestwyn Hills Loop and the residential areas north of Winchester Road whereas Germantown water is

provided to the Circle K gas station located at the southeast corner of Forest Hill Irene Road and Winchester Road and the First Tennessee Bank on Tyndale. Furthermore, the hydrants on the south side of Winchester Rd. are owned by the City of Germantown.

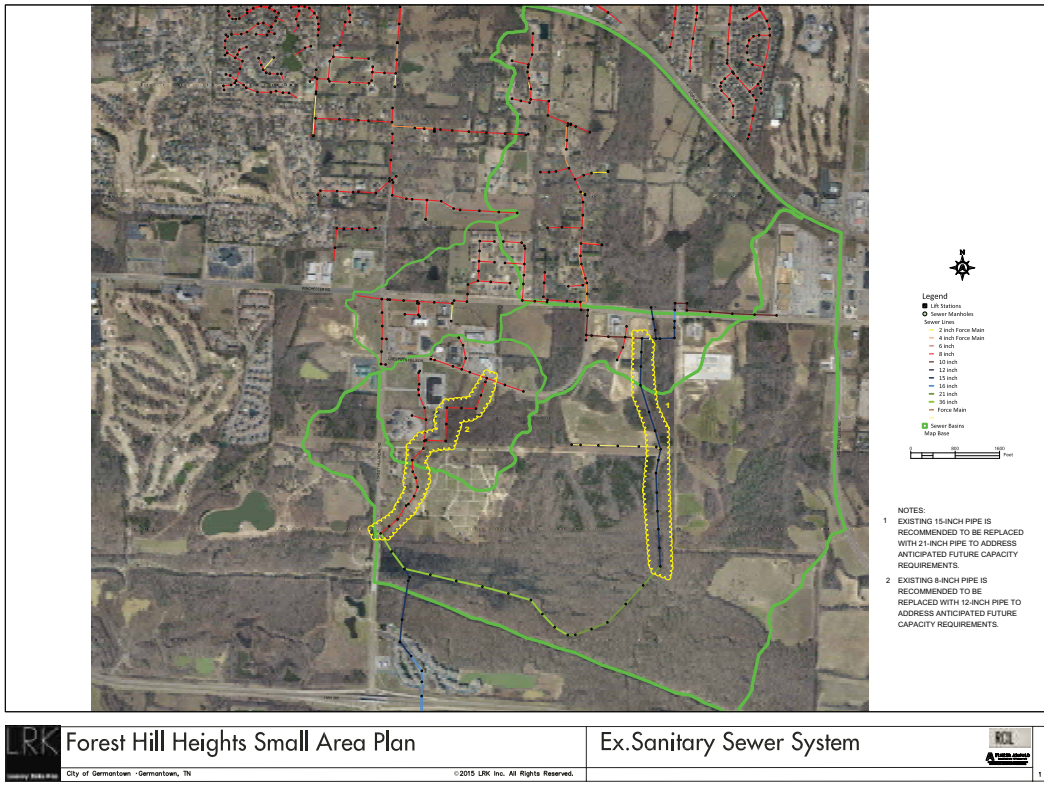
The MLG&W supply consists of a 24” water main running north and south on Forest Hill Irene Road, a 30” water main running east and west on the north side of Winchester Road, and a 10”-12” water main on Crestwyn Hills Drive. This system provides a significant amount of flow to the Forest Hill Heights area, but the static pressure in the line ranges from 50-60 psi. This is not an optimum pressure range, but with the significant flows available, there is not a considerable variance in the residual pressure.

The Germantown supply consists of a 12” water main running east and west on the south side of Winchester Road. The pressure and flow in this line are suitable for fire flow, and could provide water to some additional businesses, but it is not recommended for large developments without some improvements to the supply distribution.

Existing Water Conditions:

The study area is well-served by water infrastructure, including water mains along Winchester Road and Forest Hill Irene Road, and smaller supply lines along Crestwyn Hills Drive and Tyndale Drive.





Existing Sanitary Sewer Conditions:

Sanitary sewer infrastructure is available in the area, serving existing commercial users and residences to the north of the study area.

Sanitary Sewer Analysis

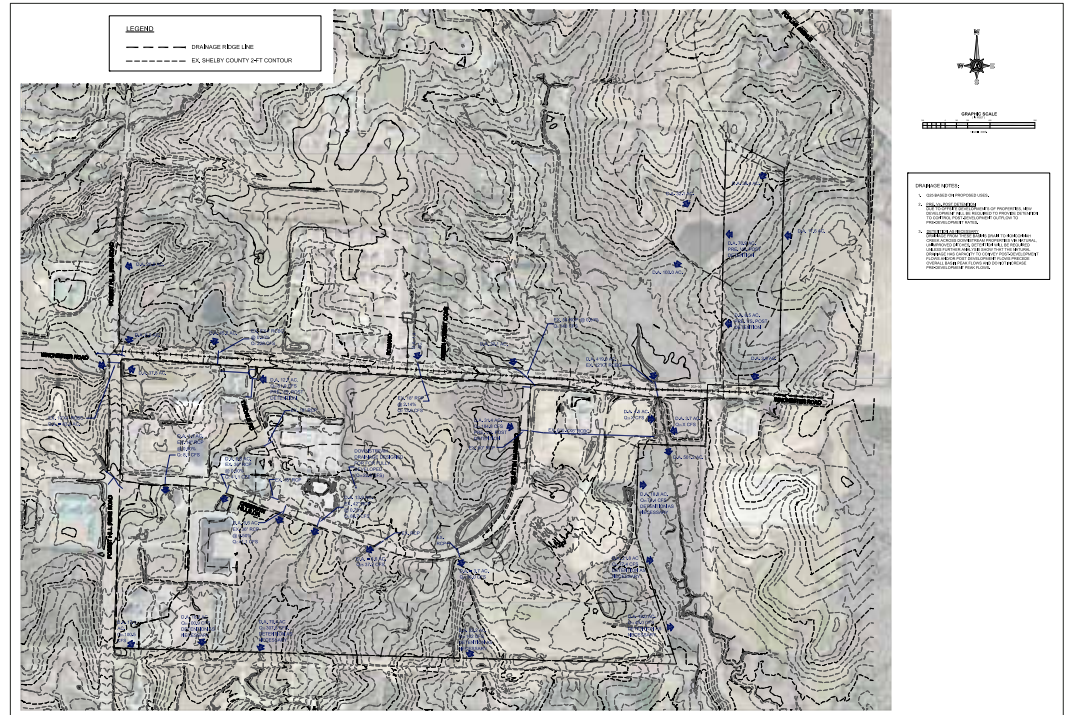
The existing sewer system is adequate for the current development but will require extensions to serve future development. It mainly serves commercial development near Crestwyn Hills Drive, nearly 150 homes north of Winchester Rd. as well as the shopping center at Winchester and Houston Levee. Much of the existing sewer system consists of 8” sewer lines, which flows to a 36” sewer interceptor that runs to and alongside Nonconnah Creek and crosses Forest Hill-Irene Road. Since much of the area has not been developed to final conditions, high peak flows are not expected in the pipes serving the study area.

Stormwater Analysis

The Forest Hill Heights study area consists of both undeveloped and developed properties. Portions of the area already have storm drainage infrastructure in place, while other areas have minimal to no drainage improvements. Utilizing aerial mapping, LIDAR, and available construction plans, Fisher Arnold divided the study area into several drainage sub-basins based on critical downstream points where drainage from the sub-basin exits the overall study area, crosses a public road via an existing improved drainage culvert or system, or where an undeveloped sub-basin enters a developed property. At these downstream points, each sub-basin is delineated by its contributory drainage area and the corresponding peak flow rate for the 25-year, design storm.

Existing Stormwater Conditions:

Several stormwater drainage basins are located in the study area. Existing stormwater infrastructure is present where development has occurred, however undeveloped property relies on surface drainage to area waterways.



LRK Forest Hill Heights Small Area Plan Drainage Basin Map
City of Germantown - Germantown, TN © 2015 LRK Inc. All Rights Reserved.

Some portions of the study area that would be development would have stormwater that would flow onto adjacent properties where those off-site flows can easily be accommodated within existing systems without enhancement. In others, existing drainage infrastructure was designed for pre-development conditions only; therefore stormwater detention will be necessary as the upstream properties are developed; these areas are designated as *Pre vs Post Detention* on the Drainage Map.

At locations where there are only natural drainage ditches receiving the stormwater exiting the study area, there is a *Detention As Necessary* designation. At these locations, the conveyance of the natural ditches will be critical as well as what properties are to be crossed before drainage enters Nonconnah Creek. Generally speaking, the eastern portions of the study area drain across primarily undeveloped property or properties, crossing a large tract of land owned by MLG&W or across the West Tennessee Veterans Cemetery property before draining into Nonconnah Creek. There are several locations where sub-basins north and west of Crestwyn Hills Drive drain southward and eastward under Crestwyn Hills Drive.

Opportunities and Constraints Diagram

A summary diagram was created that is called an Opportunities and Constraints diagram. This diagram illustrates several attributes of the study area that informed the Concept Master Plan, including:

- Retail would desire highly-visible street frontage on Winchester Road or Forest Hill-Irene Road.
- Access to undeveloped properties will come from the existing internal road network, but also where existing intersections permit new access points.
- Existing intersections along Winchester Road and Forest Hill-Irene Road are important both for traffic flow and may need traffic signals, but also are gateways to future development sites within the study area.
- Adjacent utility corridors and natural drainageways provide an opportunity for recreational trails along them which would connect to parks and natural spaces beyond the study area.



Opportunities and Constraints:

This diagram summarizes several of the physical attributes or opportunities for future development in the study area. Highly visible street frontage (red) is desirable for retail/commercial uses, while other uses can gain access from existing local roads (at arrows) or intersections (circles). Adjacent utility corridors (light green) provide an opportunity for regional recreational trails, while landscaped boulevards (green streets) provide opportunities for landscaping.

- Street improvements, landscape enhancements and other green spaces could enhance the visitors experience as they traverse through or by the site.
- The ridgeline that passes north-south through the central portion of the site is an opportunity for visibility and connections, while stormwater will drain away from the ridge towards several points along the southern and eastern boundaries, primarily.

Real Estate Market

Real Estate Market firm Robert Charles Lesser & Co. (RCLCO) completed a Comprehensive Market Analysis of Forest Hill Heights to identify potential redevelopment opportunities for the study area (See Appendix A). In addition to identifying market opportunity, the report assessed a variety of uses that would complement and support the surrounding area helping the City achieve its goal of optimizing the economic potential of Forest Hill Heights. The analysis offers these general observations and potential market-feasible opportunities for redevelopment.

- » Forest Hill Heights offers a unique opportunity to develop one of the last remaining large tracts of land in Germantown. Planning for this land comes in a timely fashion, as the Memphis real estate market recovers from the Great Recession and is fueled by unprecedented growth in office employment, as well as strong household gains. Furthermore, the new trends in real estate that value walkability, mixed-use development, and placemaking provide an opportunity to differentiate development and create a unique and compelling place in Germantown and the broader Memphis area.
- » As of today, the site is primarily greenfield, but includes office buildings, a hotel, a gas station, as well as a behavioral health center under construction. As such, the site feels surprisingly bucolic and rural in nature, when in reality this parcel is in the midst of an increasingly built out suburb. A well-executed program at the subject site will contribute new life and vitality to an integral intersection and connection point. While dense development has not been the typical pattern in Germantown, constrained land in this most favorable suburb should lead to an increased acceptance of and need for density. As the site is developed, it is expected that placemaking within the site and connecting the site to surrounding areas will be necessary in order to take advantage of the highest and best uses of the site.

BACKGROUND AND ANALYSIS

- » RCLCO evaluated market potential for five land uses that are appropriate and viable for the subject site: rental residential, for sale residential, office, retail, and hotel. While economics and feasibility will dictate development density, RCLCO recommends conceptualizing plans as moderately dense (3-5 story buildings) in order to balance development with the surrounding neighborhood feel.
- » **For-Sale Residential:** The residential market in the Memphis region has recovered from the Recession with increased sales volume and sales prices. The Germantown sub-market has a very favorable residential

Development Opportunity Matrix for Forest Hill Heights

The following table summarizes the depth of market potential and recommended orientations available over the next 10 years, although a full build out as detailed in the comprehensive plan will take longer to complete.

LAND USE	DEMAND POTENTIAL (SITE)			UNITS/ AC FAR	GROSS ACRES	AVG. RENT/ PRICE	FEASIBLE?	POSITIONING	CRITICAL SUCCESS FACTORS
	2015-2020	2020-2025	TOTAL 10-YR						
For-Sale Residential (Single-Family Detached, SFD)	175 Units	161 Units	336 Units	6 Units/Acre	70	\$110-\$140 Per Square Foot (PSF)	Yes	Families, move down empty nesters	Small lot SFD has proved successful in the market and will add to a traditional neighborhood development (TND).
For-Sale Residential (Single-Family Attached, Multifamily SFA/MF)	120 Units	125 Units	245 Units	12-20 Units/Acre	19	\$135-\$155 PSF	Maybe	Young professionals (couples, singles), empty nesters, more mature	Placemaking will be essential for higher density for-sale product as surrounding home prices are moderate. Many buyers will be choosing a lifestyle alternative to an SFD. Introduce SFA/MF after activating the site with retail, office, and rental residential.
Rental Residential	107 Units	145 Units	252 Units	20-25 Units/Acre	14	\$1.20-\$1.30 PSF	Yes	Young professionals, some students, nearby workers	Placemaking and mixed-use will differentiate units from existing and/or planned communities.
Office	158,859 SF	61,829 SF	220,688 SF	1.5-2.0 FAR	9	\$20-\$25 PSF	Yes	Logistics and technology businesses; tenants seeking new space	Move from "office park" feeling to walkable orientation integrated with restaurants and services. There is even the potential to further these ideas, developing into a mixed use development or TND.
Retail	71,405 SF	3,120 SF	74,525 SF	1.0 FAR	2.0	\$15-\$20 in line	Yes	Local serving retail - restaurants, pharmacy, services	Restaurants in a unique and walkable environment targeting existing office workers have demand now. Establishing on-site households and employment will aid with demand for pharmacy, grocer, and services.
Hotel	45 Keys	80 Keys	125 Keys	1.5 FAR	2.5	\$115-\$120/night	Yes	Primarily catering to business travelers	Moderately priced upscale hotel would be a good fit at the site and enhance retail and office environment.

Source: RCLCO

market, and there is plentiful demand for houses. While larger lot detached homes dominate the market, attached homes or multifamily units could be feasible at the subject site, provided that there is a mixed-use and walkable environment that would compel buyers to trade land and square footage for amenities and retail – a trade that particularly young professionals and empty nesters are making in markets nationwide.

- » **Rental Residential:** The rental market in Germantown has low vacancy rates and strong rental rate growth, a result of a few deliveries following the Great Recession. Demand is primarily limited by the dominating household ownership rate, as well as near-term units under construction or in the pipeline. Rental units will add to the vitality of the site by creating a “24/7” environment and will aid in supporting on-site retail. To the extent possible, RCLCO recommends steering away from garden apartments in order to maximize land and introduce a fresher, more “urban” product.
- » **Office:** Germantown and East Memphis have the most favorable office markets, characterized by the highest rents and falling vacancy. Robust projected office employment will drive demand for new space in an already constrained market. With proximity to FedEx Headquarters and accessibility to 385, RCLCO expects that the subject site is well positioned to capture office demand, especially if a walkable environment with restaurant and retail offerings nearby is created.
- » **Retail:** Germantown and Collierville have well-established regional retail, with Saddle Creek and Carriage Crossing drawing shoppers from across the region. Because regional retail performs best in concentrated locations, RCLCO recommends allowing existing regional retail to flourish, and instead capitalizing on demand for local serving retail. The area surrounding the subject site is lacking fast casual and full service restaurants, as well as service oriented retail. Seeding retail with a “restaurant cluster” will activate the site and attract surrounding residents and employees. There is some grocery demand and while the landscape is competitive, on-site residents and employees could bolster demand enough for smaller local market to be feasible in the long term.
- » **Hotel:** The hotel market surrounding the subject site has been seeing escalating occupancy and increases in average daily rates. The majority of guests are business travelers as evidenced by higher occupancies during the week than on weekends. There is additional demand for hotel keys, and establishing a hotel on-site would complement retail, office, and residential uses well. In order to be priced competitively, RCLCO

recommends a hotel brand in line with that of the existing Hyatt Place on-site that is targeted towards business travelers.

The matrix lays out the market conditions in the Germantown area and the demand potential that could be realized at the subject site. Demand for each land use illustrates market potential over a 10 year period, and does not necessarily detail a development program which will be a collaborative effort with the City of Germantown and the rest of the project team.

Economics and Demographics

As of the end of 2014, the Memphis regional economy has demonstrated a slow but steady recovery since 2011 that is expected to continue to gain traction and reach a new peak of total employment in 2017. Expected employment growth is anticipated to be concentrated in high-wage, well-educated sectors including Professional & Business Services and Education & Health Services. Jobs in these two categories are more often higher wage jobs that require an educated workforce. Employment growth in these sectors provides a strong foundation for the Memphis economy and associated real estate markets.

In line with the optimistic employment projections, household growth is anticipated to be robust in the near-term and positive for the foreseeable future. The easing of forecasted household growth rates beyond 2020 may dampen residential development activity, as growth and demand levels ease from their post recession highs. However, robust household growth in the near-term, and consistently positive household growth over the long term is a favorable indicator



stock varies from expensive, large lot single-family homes to less expensive but dated homes. Offering a new and compelling neighborhood may convince a market that is in this neighborhood every day to relocate closer to work.

Live/Work Category	# Employees	% of Total Employees
Employed in the Selection Area	16,828	100.0%
Employed in the Selection Area but Living Outside (<i>Inflow</i>)	15,971	94.9%
Employed and Living in the Selection Area (<i>Internal</i>)	857	5.1%
Living in the Selection Area	10,179	100.0%
Living in the Selection Area but Employed Outside (<i>Outflow</i>)	9,322	91.6%
Living and Employed in the Selection Area (<i>Internal</i>)	857	8.4%

Source: Census on the map

Employment Inflow/Outflow (RCLCO Market Report)

for the region. Both Germantown and Collierville show encouraging growth rates, although growth appears to be moving away from Poplar Avenue. Germantown shows stronger growth rates to the south, proximate to the 385 highway, with new greenfield developments in these areas likely responsible for this increase. The land constraints that Germantown experiences suggest that this trend may continue, as underdeveloped lots continue to be improved to cater the needs of a growing population.

- » The live and work dynamics of the area surrounding the subject site contribute to an interesting environment for real estate development. The graphic below highlights that 16,000 people come into the selection area (2.5-miles from the subject site) for work while 9,322 residents leave the selection area for work, and 850 live and work in the same selection area. The number of people coming into this neighborhood every day provides a strong marketing window and a captive market audience to support a multitude of land uses.
- » The number of employees coming into the selection area every day suggests a strong market for “office-oriented” retail including lunch and dinner restaurants, convenience retail like pharmacies and services, and “retail” office services such as banks and doctors offices. Hotels catering to business travelers are also well supported by employment concentrations.
- » Additionally, this shows a market of 16,000 workers who could consider living closer to work if a housing unit were available. Existing apartments in this area report many employees who work in the area choosing to live in their communities and these communities are almost all at full occupancy. For sale housing stock varies from expensive, large lot single-family homes to less expensive but dated homes. Offering a new and compelling neighborhood may convince a market that is in this neighborhood every day to relocate closer to work.

Residential Market

Following a period of stagnation after the Great Recession, the rental apartment market began seeing new construction in 2013 and recent developments have been quickly absorbed and the vacancy rate has returned to a healthy 5%. Pricing has been supported by the constrained market and although new deliveries have tempered rental rate growth, it is expected to remain positive as the market absorbs the new inventory and the market appears strong and able to accept new supply.

Representative rental apartment communities indicate that pricing power exists for well-executed product. While older and moderately finished and amenitized buildings in Germantown achieve rents of \$1.00 per square foot, top-of-market communities with features like in-unit washers and dryers and open floor plans, and community amenities like fitness centers, swimming pools, business centers, and outdoor grilling areas are achieving rents of \$1.20 per square foot. These apartments have opened the renter market to new product and have shown that renters are willing to pay for quality.

The subject site could deliver apartments at a variety of price points in order to increase absorption pace and broaden market appeal. High-end apartments may be attractive to middle age renters by choice and more mature renters, while lower prices may be attractive to younger renters and those with moderate incomes. Delivering units at a higher density than garden apartments would contribute to a walkable environment and would differentiate the community.

It would be appropriate to create a denser and more walkable environment than has typically been constructed. As RCLCO further explains:

- » The rental apartment market in the Germantown and Collierville area is a strong land use at this time and is performing well. The market is somewhat under-supplied, and the affluent nature of the area should be able to support new construction. Until recently, Germantown has not had a rental apartment building that caters to people who *want* to rent instead of have to rent, and therefore people who are willing to spend more for a higher level of finishes and amenities. Surrounding employment, including FedEx, provide a built-in market of employees who would be likely to live in the area.
- » Additionally, as of today, the Germantown and Collierville sub-markets lack a true mixed-use development that includes all of the advantages of an urban and walkable place in a suburban setting. Surrounded with amenities of restaurants, retail, hotels, and office buildings, the subject site would be a compelling place to live and has the potential to capture a generous amount of renters as well as likely achieve a premium in rental rates.
- » While a financial analysis has not been undertaken to verify the feasibility, RCLCO recommends aiming to develop a low rise or mid rise building, as opposed to garden apartments. Recognizing the exorbitant cost of structured parking, surface parking should be limited to the extent possible to enhance the walkability of the area.

- » Rental apartments should be proximate to retail and should be the central area of development as the residents will add vitality and a 24/7 activity to development.

Germantown is a strong for-sale residential market, but as Germantown (and Memphis) are increasingly built-out, density has become more acceptable. Germantown has limited attached for-sale product yet typical sales prices are similar for small lot and large lot communities. Offering a small lot home in a compelling environment, RCLCO estimates the subject site could achieve prices at the higher end of the typical price range. Landsdowne Place and Schilling Farm have shown household's willingness to accept smaller lots for walkable, well executed homes at lower gross price points.

- » Sales and pricing at single-family communities in the Germantown-Collierville sub-market indicate that condos are likely a small-scale, niche opportunity in the market as new homes, and particularly resale homes are affordably priced. However, there may be an opportunity for attached single-family or condominium product at the subject site, provided a unique and compelling mixed-use environment with well-executed place making is established. In this scenario, buyers may be willing to trade a large, single-family home for the walkable lifestyle and less expensive housing cost that the subject site would offer. The target market for attached or condo product would likely be young professionals who do not need a large space, or move-down empty nesters who want a smaller home with limited maintenance.

Retail

Retail at the subject site should focus on neighborhood and local serving options. Despite the cluster of apartments and employment near the subject site, the immediate surrounding area is not particularly well-served by retail, specifically places with dining options, services such as salons, dry cleaning, and pharmacies. The subject site could provide a good opportunity to integrate some of these retailers into the immediate area.

The majority of retail demand is centered in food services, grocery stores, and health and personal care stores, much of which could be supported in the near-term due to the concentration of employees and households that are under-served by retail currently.

- There is robust employment near the subject site which provides a captive audience for lunch service as most employees do not travel far from their office for lunch and there are not many competing fast casual restaurants.

- » Retail activity has gravitated toward the main thoroughfares of Germantown, along Poplar Ave and near Highway 385. While the subject site is not located in an area completely lacking in retail, it has not drawn national tenants, as they have chosen to locate in established retail spaces.
- » Successful development of the site could channel some of this retail activity back towards the site, tapping into the spending potential of nearby office workers as well as the increasing nearby apartment clusters. This is particularly true for neighborhood serving retail such as restaurants and services. The subject site already has a small built in market that could support some initial retail offerings, and on-site households and employees would bolster retail demand even more.

Office

The Memphis office-using employment sector has seen strong growth over the past five years, which is expected to continue for the next four years. RCLCO anticipates that office development will shortly return to a strong investment for developers assuming the economy continues to recover. As one of the most favorable and well-performing sub-markets of Memphis, Germantown should plan to capture attention and investment from office developers. As a favorable site with some existing office and proximity to FedEx and surrounding office clusters, RCLCO expects that the subject site will capture at least a “fair share” of office demand, resulting in over 200,000 square feet of demand over the next ten years.

Hotel

There is a strong hotel market in immediate proximity to the subject site. Based on a selection of five local hotels, the local market appears to be strong, with increasing average daily rates, as well as a strong occupancy rate. Based on an analysis of occupancy and supply, RCLCO estimates that there is an opportunity to increase hotel room supply in the market area.

Over the next 10 years, unmet nightly room demand of 440 rooms is expected in a 5-mile radius from the subject site, if room night demand grows at a moderate rate of 3% as has been seen in recent years. If the subject site captures 20% to 25% of this new demand, the site could support 90 to 110 new hotel rooms. Because of nearby employment and hotel’s tendencies to “cluster”, RCLCO thinks this capture is appropriate for this area.



Stakeholder Input

Meetings with stakeholders and the public were held numerous times during the course of the study. Public meetings were held:

- Kickoff Public Meeting 1: November 2, 2015
- Charrette Public Meeting 2: December 1, 2015
- Charrette Public Meeting 3: December 3, 2015
- Post-Charrette Public Meeting 4: December 17, 2015
- Final Public Meeting 5: January 26, 2016



Smaller focus group meetings with stakeholders were held:

- Business Owners: October 21, 2015
- Property Owners: October 21, 2015
- Developer Interests: October 21, 2015
- City Staff: November 19, 2015
- Developer Interests: November 20, 2015
- Municipal Planners and Utilities: November 20, 2015
- Mid-Charrette Developer Roundtable: December 2, 2015



Summaries from each meeting are included in the Appendix.



Some common themes emerged from the various focus groups and public meetings held as part of the planning process. Earlier themes relate to the focus area's assets and limitations. For instance, the study area's general location within in the City of Germantown and within close proximity to SR-385 is regarded by all as an asset. However, it's specific location on Winchester Road is viewed by most real estate development and economic development stakeholders as a limitation. Business and property owners, residents, and office users all commented positively on how safe the area is and how they would like to maintain and even improve the environment for the safety of all users, including pedestrians and bicyclists on sidewalks and roads.



Many residents and office users noted the quiet, almost bucolic nature of the study area. While new development may impact this condition, participants vocalized overwhelming support for improving walkability, developing ample greenspaces, and establishing connections to local and regional green infrastructure so that the study area's essential qualities can be retained and to enhance access (for

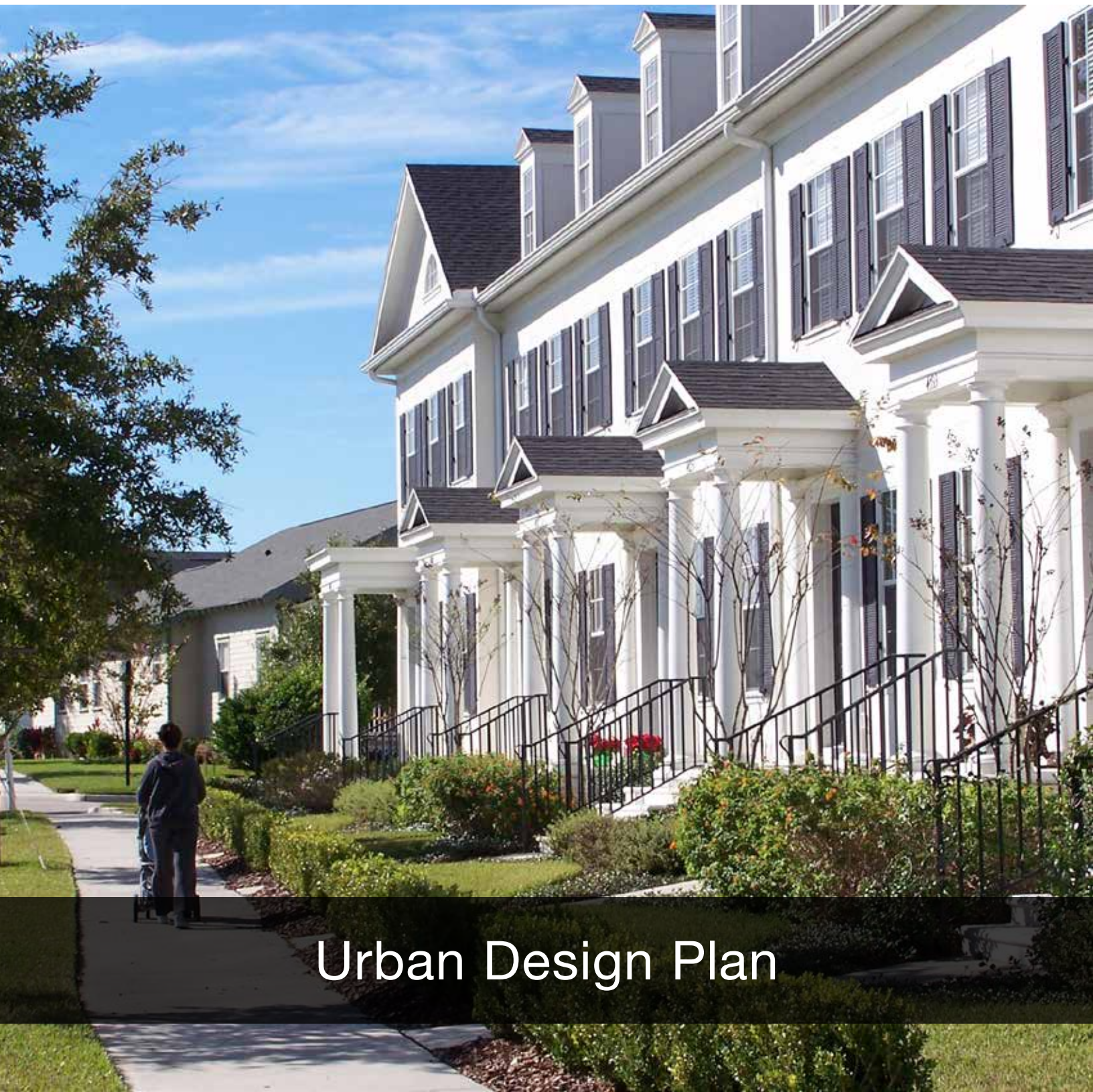
office and hotel users, as well as present and future residents) to opportunities for physical activity.

A collective vision for a highly-differentiated, unique approach to Forest Hill Heights development—one that compliments Germantown’s existing developments but establishes itself as a neighborhood-serving destination point—emerged from conversations with all stakeholders. However, implementation of this vision within the context of the proposed goals creates a division among stakeholders. The kinds of uses and intensity of use necessary to generate the economic development success desired by the City and real estate and economic development stakeholders is generally not compatible with the desires of area residents. Most residents would prefer that land is developed for uses permitted under the current zoning or modified to include low density residential. Likewise, stakeholders expressed like opinions regarding access to the study area’s central core. From a development perspective, direct access via Winchester Road is greatly valued; but residents prefer more limited access in order to maintain Winchester as a thoroughfare and to reduce perceived congestion issues that would arise from greater access to a more intensive use of the site.

A public survey was also distributed to attendees at the December 17 Post-Charrette public meeting and was available on-line until January 7, 2016. Sixty-five (65) responses were received. The surveys purpose was to gauge how important individuals feel each of the proposed Design Guiding Principles is to the success of the Forest Hill Heights area. The results can be summarized as follows:

- Respondents generally identified *Public Open Spaces* and *Access to Recreation* as Important; however, specific features such as the Great Lawn and Village Green were not as important to some.
- In terms of overall Connectivity, *Limited Access to Winchester*, *more Walkable Streets*, and addition of *Bicycle Facilities* were Important to most, but feelings were mixed with regard to the importance of a *Central Spine* in the study area, strengthened *Internal Connections*, or *Right Sized Roads*.
- Most respondents felt that proposed *Architecture and Character* guiding principles were especially Important; however, some did feel that *Building Scale* is of less importance when compared to quality of development, building orientation, or the identity and feel exhibited by building design.
- Respondents feelings about the importance of *Land Uses and Intensity* are most highly differentiated when compared to other categories. It is suspected that respondents rated the proposed Guiding Principles—*Mix of Uses*, *Intensity near the core*, and *Residential choices*—based upon desirability, rather than how important the principle was to the overall success of Forest Hill Heights.

- Respondents indicated that a *High Performing Site* is quite important to the success of Forest Hill Heights. While respondents generally agree that it is especially important to *Maximize Value*, Focus Group, public meeting, and *Land Uses and Intensity* responses indicate that stakeholders and community residents hold quite divergent views on what it means for Forest Hill Heights development to be economically successful.



Urban Design Plan

URBAN DESIGN PLAN

Following the analysis and stakeholder input sessions conducted in the early part of the planning process, a two-day design charrette was conducted to create a likely development scenario for the study area which resulted in the core principles and designs described in this section. The Urban Design Plan component of this plan sets out the framework structure for the orderly development of the area in a general sense, with enough clarity that the City of Germantown can begin to form the regulatory environment needed to maximize the value of the area without having to dictate the details of potential development proposals.

The Urban Design Plan is comprised of seven components which can guide the City in crafting zoning and development regulations, identify infrastructure improvements that the City could implement or partner with developers to carry out, and identifies potential strategies to promote economic development in the study area. Many aspects of these components and their recommendations are based upon the planning analysis as well as substantial public and stakeholder input, as described previously. The components include:

- **Guiding Principles** – statements that provide direction to developers, designers, government officials and the public so as to be able to judge the relative merits of development proposals in achieving the desires of the community.
- **Concept Master Plan** – an illustrative site plan showing an optimized arrangement of land uses, buildings, roads, and public spaces that would achieve many of the desires captured in the Guiding Principles, even though it is expected that the actual pattern of development will be somewhat different than the illustration.
- **Land Use Plan** – a preliminary diagram showing the recommended location for various land uses; this diagram serves as a starting point for future regulatory documents governing land uses.
- **Design Character/Standards** – photographs and descriptions of the type, style, massing, and character of anticipated development that would be in keeping with the general design standards for the study area; again, these form a starting point for discussion about design guidelines, design review, or other regulation as it relates to architectural character.
- **Transportation Network Improvements** – recommended improvements and enhancements to the transportation network, particularly as it relates to the major arterial and collector streets, intersections and traffic signals, and pedestrian and bicycling infrastructure.

- **Infrastructure Improvements** – recommended improvements focused on providing adequate water, sewer, stormwater and other key infrastructure to support the anticipated level of development.
- **Implementation Strategies** – an initial list of potential strategies that the City could utilize to promote or accelerate the development of the area in line with the City’s goals and this Small Area Plan, in order to achieve significant economic potential in the study area.

It should be pointed out that the ultimate development of the study area is expected to take more than 10 years, and that the timing, location, type, style and magnitude of development cannot be precisely known at this time, however this plan provides a significant framework for evaluating, reviewing, and promoting development in an orderly and intentional manner that meets the goals of as many people as possible.



Guiding Principles

The numbers following each principle was the median and average score that the 62 respondents gave each principle (on a scale from 1 to 5, with 5 being very important).

Public Open Spaces

Great Lawn – Address Winchester Road with commercial buildings buffered by a landscaped “green lawn”, a driving lane and one row of parking instead of parking lots; Buildings along Winchester Road should be behind the driving lane and close to the “green lawn” with no more than one row of parking in front of the buildings; additional parking would be located to the sides or rears of the buildings. (5.0/3.9)

Village Green – Create a “village green” that is visible from Winchester Road, surrounded by active uses (retail, hotel, etc.), and that brings people together in a vibrant place; a hotel, if built, should be located at the “village green” to generate daily activity, along with dining options; a center of activity. (4.0/3.7)

Public open space(s) –One or more internal park-like green spaces or squares should be incorporated into the overall development pattern to create public open and recreation spaces. (4.0/4.1)

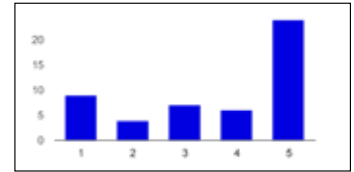
Access to recreation – Bicycle and pedestrian connections should be made to future trail access points along the southern and eastern boundaries of the study area where greenway trails might be created within MLG&W transmission line easements. (4.5/4.0)

Connections

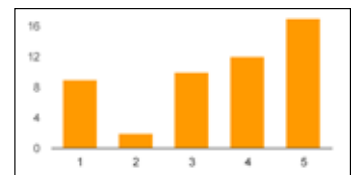
Central spine – A new public street should connect Winchester Road to Crestwyn Hills Drive providing surrounding uses along a central spine to the “village green”. (3.0/3.0)

Internally connected – A network of internal streets should connect high density residential to adjacent new or existing office, retail, and recreational uses, with a network of pedestrian paths or drives connecting existing development to surrounding uses. (4.0/3.4)

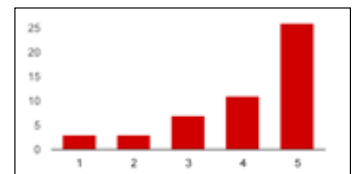
Right sized roads – Arterial roadways with excess capacity for projected full development of the site (Winchester, Forest Hill Irene, Crestwyn Hills Drive) should be considered for “road diets,” where excess width and



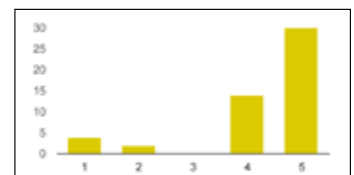
Great Lawn



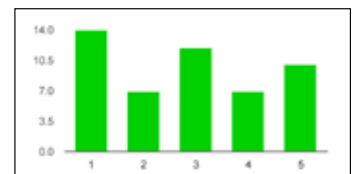
Village Green



Public Open Spaces



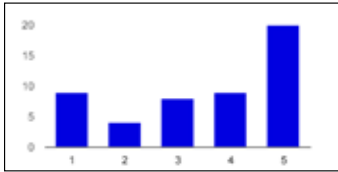
Access to Recreation



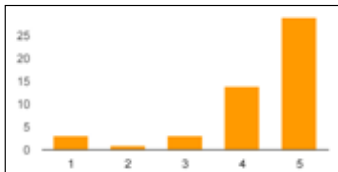
Central Spine



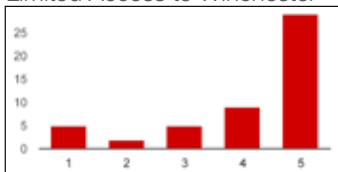
Internally Connected



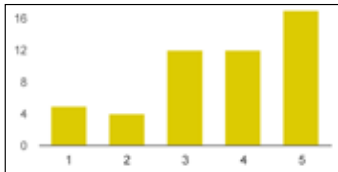
Right Sized Roads



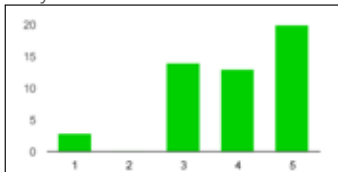
Limited Access to Winchester



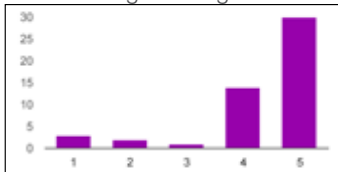
Walkable Streets



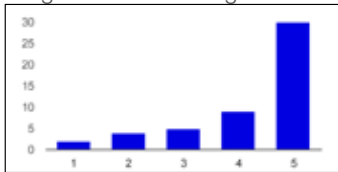
Bicycle Facilities



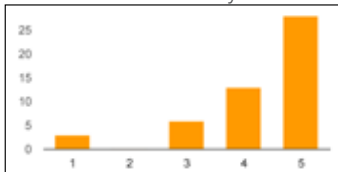
Street-facing Buildings



Neighborhood Feeling



Character and Identity



Human Scale and Materials

lanes can be repurposed into proper lane widths, turning lanes, on-street parking, wider medians and/or landscaped verges while reducing speeding, improving safety, and enhancing the image of the area. (4.0/3.6)

Limited access to Winchester – Vehicular access to Winchester Boulevard should be consolidated wherever practical to limit turning movements while still maintaining access to street-facing uses. (5.0/4.3)

Walkable streets – Sidewalks should be provided along all public streets and internal connecting drives to enhance pedestrian activity and permit comfortable and easy movement between uses. (5.0/4.1)

Bicycle facilities – On-street bicycle facilities should be incorporated into arterial roadway R.O.W.s where pavement width or adjacent paths can be accommodated (Winchester, Forest Hill Irene, Crestwyn Hills). (4.0/3.6)

Architecture and Character

Street-facing buildings – All buildings should face the internal network of streets and not be situated in the middle of parking lots behind fences, so that a village or neighborhood pattern of development is created. (4.0/4.0)

Neighborhood feeling – All streets should include sidewalks, landscaping, lighting and other features appropriate for a walkable village or neighborhood. (5.0/4.4)

Character and identity – A unique identity for the Forest Hill Heights should be encouraged. Appropriate signage, lighting, landscaping and street furniture should be incorporated to provide the area with an image and character of a village or neighborhood. (5.0/4.3)

Human Scale and Materials – Buildings should be designed so that their scale, materials, architectural detailing, and character relate to the human scale and are compatible with a village or neighborhood feel. (5.0/4.2)

Best face forward – Buildings should be oriented towards streets and public spaces with parking and service areas generally hidden from public view. (5.0/4.3)

High quality – Developments should demonstrate high quality in design, construction and maintenance. (5.0/4.7)

Building Scale – Buildings facing Winchester can be 1-3 stories tall, and Forest Hill Irene 1-5 stories tall, with most at least two stories tall; buildings

internal to the site should be 2-4 stories tall creating building to street proportion of 1:2 to 1:4. (4.0/3.7)

Land Uses and Intensity

Mix of uses – Land uses should be permitted where they are most appropriate: (4.0/3.4)

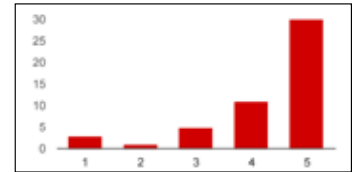
- » Retail and commercial uses should be concentrated along Winchester Boulevard and Forest Hill Irene Road where they have the most visibility;
- » High-density residential (for rent, for sale or senior housing) can be located throughout the study area in order to provide a built-in population to support the “village green” and commercial areas, so long as they are well connected to the village core and adjacent land uses;
- » Office and medical office uses should be located along the arterial roadways (Winchester, Forest Hill Irene, Crestwyn Hills)
- » Single-family detached residential should be located north of Winchester Boulevard adjacent to similar land uses;
- » Hospitality and dining should be focused around the “village green” or “great lawn” where they are visible and promote vibrant activity along those public open spaces.

Intensity near the core – High density residential development should be located close to or adjoining the “village green” and facing the central street and internal streets to create a village neighborhood; Detached single family residential development should be discouraged south of Winchester Road where higher density residential (for sale or rent) is more appropriate. (4.0/3.1)

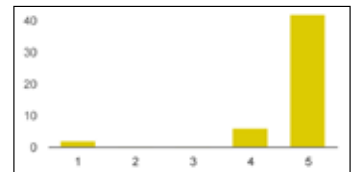
Residential choices – A range of residential options should be permitted, including single family detached (north of Winchester) and attached (south of Winchester), multifamily, live/work, and mixed-use (residential over retail or office) configurations. (3.0/2.9)

High Performing Site

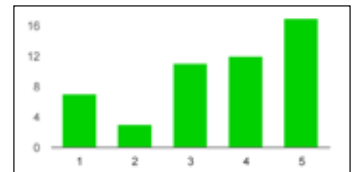
Shared stormwater – Combined and shared stormwater facilities (ponds or water quality features) should be located where they can be most effective and shared by multiple users; on-site stormwater management incorporating natural systems should be encouraged wherever practical. (4.0/3.9)



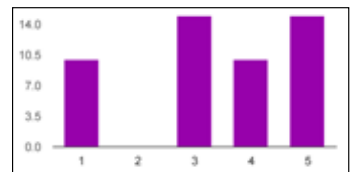
Best Face Forward



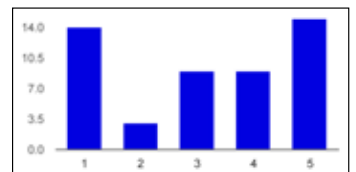
High Quality



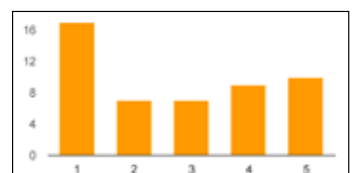
Building Scale



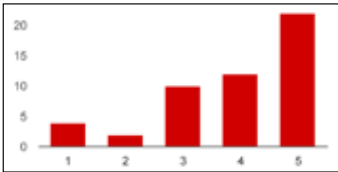
Mix of Uses



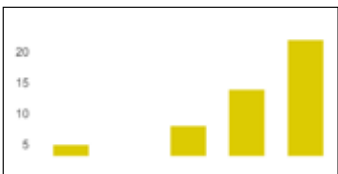
Intensity Near the Core



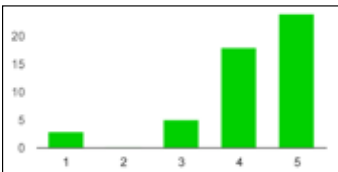
Residential Choices



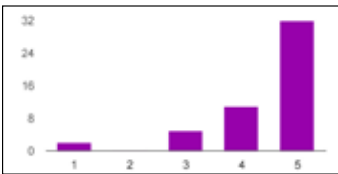
Shared Stormwater



Shared Parking



Parking Rooms



Maximize Value

Shared parking –Parking spaces should be shared by more than one user when appropriate so that parking facilities are used more efficiently and the need for paved surface parking is reduced. **(4.0/4.0)**

Parking rooms – Parking should be grouped and well-landscaped to create identifiable parking rooms, rather than seemingly endless acres of surface parking lots. **(4.0/4.2)**

Maximize value – The type, use, configuration and quality of buildings and site developments should enhance their own values and the values of surrounding developments. **(5.0/4.3)**



Eyelevel Perspective: View of neighborhood park surrounded by single-family and multi-family residential and office.

Concept Master Plan

In order to understand the form of development in the study area that would best meet the goals and objectives of both the City and the real estate market, and align with the principles supported by the public, a detailed concept master plan was created. This concept master plan illustrates one possible development scenario that aligns with the above stated interests, and also illustrates several important aspects of the future development of the study area that are described herein. It is important to remember that the illustrated master plan does not represent a specific proposed development, rather it is helpful in informing the City, developers and neighbors of the most desirable types and arrangement of land uses, transportation and access, and phasing of future development. It is from this basis that informed decisions about zoning regulations, development approvals and infrastructure investments can be made in the context of the overall development potential of the study area.

The master plan includes the following elements:

- Retail uses are concentrated along well-traveled streets (Winchester Road and Forest Hill Irene Road) where they have the most visibility; retail development sites utilize shared driveways and the majority of parking is placed to the side or rear of the buildings.
- A linear green space, an approximately 100 ft. wide “Great Lawn”, fronts Winchester Road serving several purposes including consolidating access to the study area’s development sites along an internal circulation route, presenting a different view of the retail uses that distinguishes this area differently than the typical suburban pattern of large parking lots separating retail buildings from the road, and providing a public space where gatherings and events can take place helping bring activity to the area and retailers. The consolidated access points would therefore be aligned with existing median breaks and entries/exits to nearby development thereby minimizing the potential traffic impact of development.
- A central “Village Green” is located adjacent to the great lawn, surrounded by active ground-floor uses (retail, dining, hotel, residential leasing center, etc.) that creates an attractive place for residents, employees, and visitors to go for lunch, shopping or attend neighborhood or community gatherings and events. The Village Green also creates additional desirable frontage that is still within easy view of Winchester Road.
- A hotel is located adjacent to the Great Lawn and Village Green, where overnight guests can seek out nearby dining and shopping during their stay, which then helps create activity in the area and support local businesses.

- This central focused area along Winchester attracts people with activities and services, which is in turn connected to and supported by a network of streets and drives that allow office users, residents and others to circulate within the study area without having to utilize the surrounding major arterials. All internal streets and connections would be designed as complete streets, meaning that they comfortably accommodate vehicular, bicycle and pedestrian circulation with appropriate street widths, traffic speeds, bicycle facilities, sidewalks and crosswalks.
- Office uses are concentrated near existing office to the west side of the study area along Forest Hill Irene Road, to the east side along Business Drive, and south of Crestwyn Hills Drive near the Baptist health campus. A variety of building sizes are shown in order to accommodate users of different sizes, from 2,500 sq. ft. to 100,000 sq. ft. or more in single- or multi-tenant facilities. Medical office uses are also considered, particularly on or near Baptist-owned property.
- Higher density residential (8 or more dwelling units/acre) is situated near the Village Green where the increased number of residents can help promote activity and support the retail businesses located near there. This high



Beyond 10-Year Concept Master Plan diagram

density residential could take the form of multifamily for rent or for sale, or attached townhouses (typically for sale). Senior residential (independent or assisted living) is illustrated south of Crestwyn Hills Drive.

- Lower density residential (less than 8 dwelling units/acre) is situated south of Crestwyn Hills Drive where it is less exposed to traffic and is adjacent to the cemetery. It is anticipated that because the land south of Crestwyn Hills is less visible it is also desirable for high tax revenue-generating uses like retail and office, so therefore single family detached residential would be permissible there.
- Additional residential is shown north of Winchester along the eastern boundary, where adjacent residential development has recently been proposed. Its access, configuration and arrangement is controlled by limited street frontage and the depth of the property, however connections to adjacent development is possible. Retail uses may be permitted along the Winchester Road frontage.
- Street-facing development is shown throughout the study area as this configuration, as opposed to free-standing development parcels, creates a



10-Year Concept Master Plan diagram

neighborhood or village feeling that would distinguish this area from typical suburban development elsewhere along Winchester Road and ultimately support higher property values and desirability.

- The study area is shown with a pattern of smaller-sized interconnected development parcels, smaller than the blocks than currently exist, which are needed to both promote development and to support a walkable neighborhood environment. Excessive block length and perimeter inhibit walkability and require everyone to drive, which ultimately limits the potential value and usability of the area.
- Connections to a proposed regional trail network and/or creeks and woodlands to the east of the study area are shown. These new trails could be located within existing electrical easements owned by Memphis Light Gas & Water (MLG&W) which could connect to the Nonconnah Creek watershed to the south and to the Wolf River Greenway and other parks and trails to the north in both Germantown and Collierville. Several points of access are shown, including a proposed trailhead located on the eastern edge of the study area along Winchester Road at an existing creek, allowing residents and other users to gain access at convenient locations.
- Bicycle facilities are illustrated along Crestwyn Hills Drive in the form of a two-way cycle track, or along Forest Hill Irene Road as either protected bicycle lanes, a two-way cycle track, or wider multi-use paths. These facilities serve as main routes for bicycle riders to traverse the study area in a safe and comfortable manner and in each case repurposes existing pavement or excess right of way to achieve a complete street design.
- Varying levels of street redesign is shown where excess capacity and pavement are present, particularly along Winchester Road and Forest Hill Irene Road which can be reduced from 7 lanes (6 lanes plus turn lane) to 5 lanes (4 lanes plus turn lanes) at certain points where road/intersection capacity would not be unduly compromised. In particular, excess lanes on Winchester Road and Forest Hill Irene Road are repurposed for acceleration/deceleration lanes, curbside landscaped areas or wider medians, and/or bicycle facilities. Additional street trees, crosswalks, and other improvements are shown throughout.
- The concept master plan anticipates a phased development approach, where the near-term (10 years or less) development potential identified in the market study is focused in the northern portion of the study area while later development would likely occur to the south. Emphasis should be placed in developing around or adjacent to the central green spaces (Great Lawn and Village Green) in order to create a critical mass of users to support orderly neighborhood development.

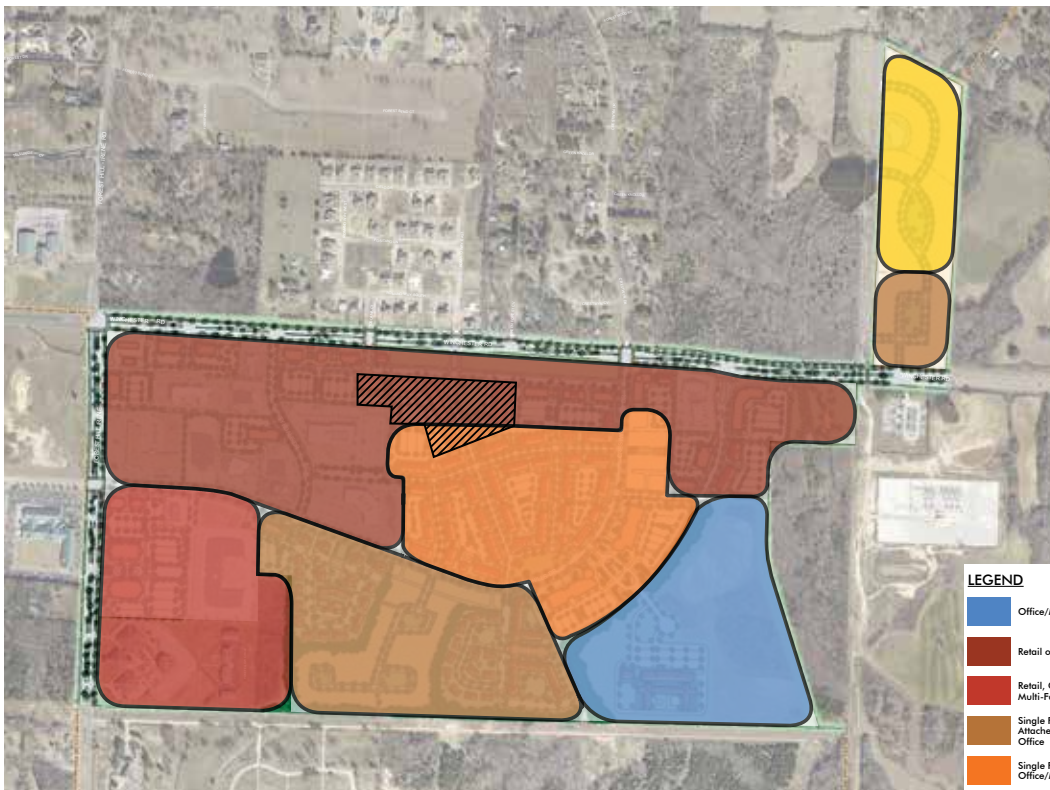
Land Use Plan

The current zoning regulations in the study area are based upon a Shelby County Planned Development filed in 1996 and amended when the City of Germantown annexed the area in 2000. Today, office and retail are permitted used with limited additional permissions that allowed the Hyatt Place hotel and Baptist Behavioral Health medical facility to be built. As evidenced by the concept master plan which reflects trending market demands and community desires, future development would likely need modifications to the zoning regulations in order to adhere to the vision depicted in the concept master plan.

To assist the City in determining the appropriate land uses are approved while protecting the communities interests, the following Land Use Plan diagram illustrates where various land uses should be located. It is recommended that this form the starting point for modification and updating the zoning and development regulations for the study area.

Note:

At the final public meeting, it became known that a property owner whose property is adjacent to the study area north of Winchester Road expressed interest in being included in the study area. At that late juncture it was deemed not appropriate to revise the study area boundary because it would require significant rework and restart the public engagement process. It is recommended, however, when any rezoning, design standards, or other efforts to implement the plan are being considered, that adjacent properties be considered for inclusion in those plans as extensions of this work.



LEGEND

- Office/Medical Office
- Retail or Office/Medical Office
- Retail, Office/Medical Office or Multi-Family
- Single Family Detached, Single Family Attached, Multi-Family, Office/Medical Office
- Single Family Attached, Multi-Family or Office/Medical Office
- Single Family Attached, Single Family Detached or Multi-Family
- Hotel Zone

Land Use Plan diagram

Design Standards

The purpose of design standards is to create more value than would otherwise be if development were executed in a haphazard or uncoordinated fashion. The City of Germantown has earned a reputation of maintaining high standards for building materials, landscaping and particularly signage, that has resulted in higher than average quality and value. To distinguish the study area from development in adjacent municipalities, the City's design standards and review processes should be enforced and given the importance of this area becoming an economic driver in the community, additional standards may be appropriate. To project a high-quality image and ensure appropriately dense development is achieved in a desirable and walkable environment, the architectural character, massing, density, and the design of development should be controlled.

The following design elements are offered for consideration in crafting appropriate design standards for the study area:

- **Massing** – buildings should be typically two to four stories in height, with one-story development permitted only where it is economically not feasible to build multistory buildings.
- **Building Arrangement** – buildings should be located and configured such that their primary entry and facade should face the street or public space and not towards a parking lot. Street-facing buildings help create a safe, secure, and vibrant environment by keeping “eyes on the street” and bringing activity towards these shared spaces.
- **Setbacks** – setbacks should be minimized in order to achieve maximum efficiency in land use.
- **Parking lot locations** – large parking lots should be prohibited between the street and building and should be located to the side or rear of buildings, so as to avoid an automobile-dominated suburban environment. Wherever possible, parking lots should be connected and landscaped for shade and visual appeal.
- **Parking requirements** – required off-street parking spaces should be minimized, and shared parking between compatible uses should be encouraged so as to achieve maximum density of development and promote a walkable environment.
- **Materials and Detail** – the use of high-quality materials, such as brick, stone, metal or glass, should be encouraged, especially where visible or within proximity to the public. Appropriately scaled and intricate details are encouraged to create a sense of human-scaled architectural character.



Great Lawn



Street-facing Buildings



Quality Architecture, Landscape



Neighborhood Park



Terminated Views



Mixture of Uses, Walkable



Neighborhood Park



Street-facing Buildings



Mixture of Uses



Village Green



Walkable Places



Mixture of Uses, Quality



Village Green



Mixture of Uses, Walkable



Corporate Office, Scale, Detail



High-density Residential (rent)



Signage, Image



Hotel Anchored Activity



High-density Residential (sale)



Activity, Street-facing Buildings



Medical Office, Scale, Detail



Low-density Residential (sale)



Activity On the Street



Office Address Street



For-sale Residential

Design Standards:

These examples illustrate some of the types of massing, siting, composition, use, architectural character and details that are critical elements in helping create a vibrant and valuable place. Particular attention should be paid to establishing and upholding minimum design standards for the study area.

- **Order and Rhythm** – Well-composed architectural order and rhythm of doors, windows and other elements are encouraged, especially when rooted in traditional design. Overly contemporary (reflective glass and metal, shiny flat boxes) or unauthentic styles (fake grandiose styles that don't exist locally, or too fanciful or fairy tale-like) should be avoided.
- **Landscaping** – appropriate landscaping should be utilize to soften the appearance of architecture, provide shade particularly in parking lots, screen mechanical equipment, and create a more appealing environment especially along streets.
- **Signage** – existing signage standards for the City of Germantown should be employed here, with particular attention paid to how signage can be integrated into the architectural character of the overall study area.

Other design elements may be desirable to address in any design standards for the area, including colors, locating service areas, arrangement of access drives, roof forms and materials, block perimeter and length, etc. Each of these items should be addressed to the extent the City of Germantown feels is adequate to ensure the quality and long-term desirability of development in the study area.

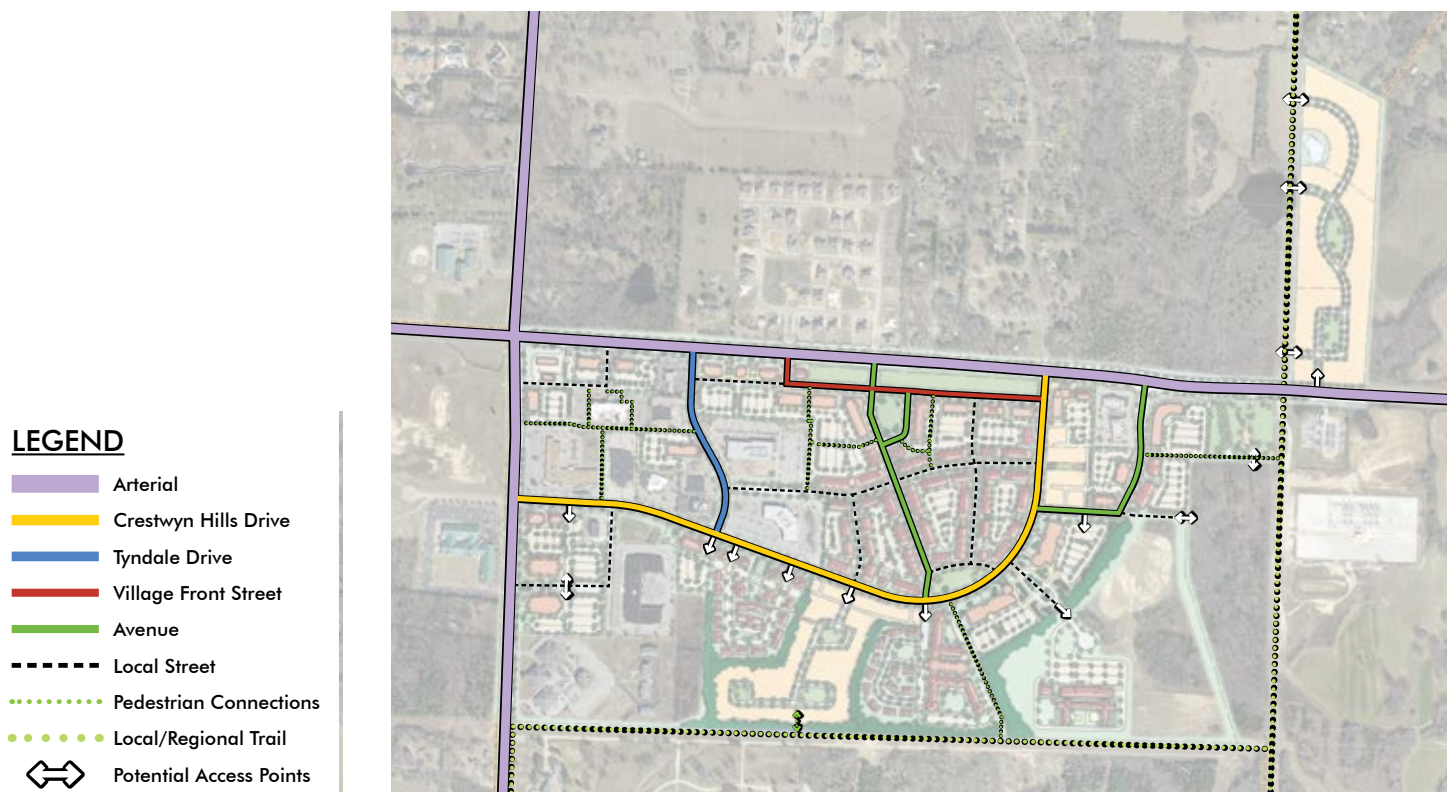


Transportation, Utility and Infrastructure

Transportation Network Improvements

Based upon the Concept Master Plan, traffic projections and future LOS of intersections were modeled in order to identify possible road or intersection improvements to accommodate both background growth in traffic as well as new demands arising from development in the study area. New traffic demands were based upon the quantity and type of land uses according to the development summary map, broken down by land use (commercial, office, hotel, multi-family, single family detached, and hospital) and assigned to area roadways. Some discounts were applied due to internally-captured trips or pass-by trips, which allowed the resulting traffic distribution to be assigned to the five (5) intersections.

The results showed that all five (5) intersections currently operate at an acceptable LOS. The future traffic from the study area was then added to the existing volumes, along with an increase in “non-site” traffic from the area. An analysis was then performed under these future conditions using the same intersection geometry.



Transportation Framework Plan diagram

The results indicated that the LOS would decrease at all the intersections with two operating at unacceptable LOS.

The decrease in LOS was especially true at the Forest Hill Irene Road and Crestwyn Hills Drive intersection. The Winchester Road and Crestwyn Hills Drive/Crestwyn Drive intersection also experienced excessive delays. The other three intersections, although they had increased delays and even some undesirable LOS for certain movements, generally operated at an acceptable LOS for the future conditions.

Recommendations to mitigate the undesirable LOS at Forest Hill Irene Road and Crestwyn Hills Drive is to provide a traffic signal in the future at this location. An analysis was performed at this intersection under future conditions as a signalized intersection and an acceptable LOS was obtained. The signalization of this intersection should occur well before full build-out when signal warrants are met.

It is also recommended that the intersection of Winchester Road and Crestwyn Hills Drive/Crestwyn Drive be considered for signalization. Although this intersection is not as critical, with full build-out and with future increased “non-site” traffic, this intersection will become increasingly congested.

It is further recommended that as traffic increases, consideration should be given to improvements to the intersection of Winchester Road and Forest Hill Irene Road on the north side of Winchester Road. These improvements could just be near the intersection and could include extending lanes back to the north to accommodate queuing of vehicles and to increase capacity for the southbound traffic. Given the current traffic on Forest Hill Irene Road north of Winchester Road, plus future growth in the study area, serious consideration should be given to providing adequate traffic capacity at the intersection and midblock north of Winchester Road.

Alternative Mobility Network Improvements

Pedestrian Network: One of the primary desires raised during the stakeholder interviews were to create a walkable neighborhood. One of the simplest things that enable that goal is to create a continuous sidewalk network that permits walking from one destination to another. While a number of existing developments have sidewalks in the study area, many still do not. New sidewalks should be installed wherever existing development is currently, and new development should include sidewalks that connect development sites to adjacent development both



Winchester Road Access – No new access points between Tyndale Street and Crestwyn Hills Drive. Not recommended.



Winchester Road Access – One new full intersection only between Tyndale Street and Crestwyn Hills Drive. Not recommended.



Winchester Road Access – One full intersection and one right-in/right-out only intersection between Tyndale Street and Crestwyn Hills Drive. Most preferred alternative.



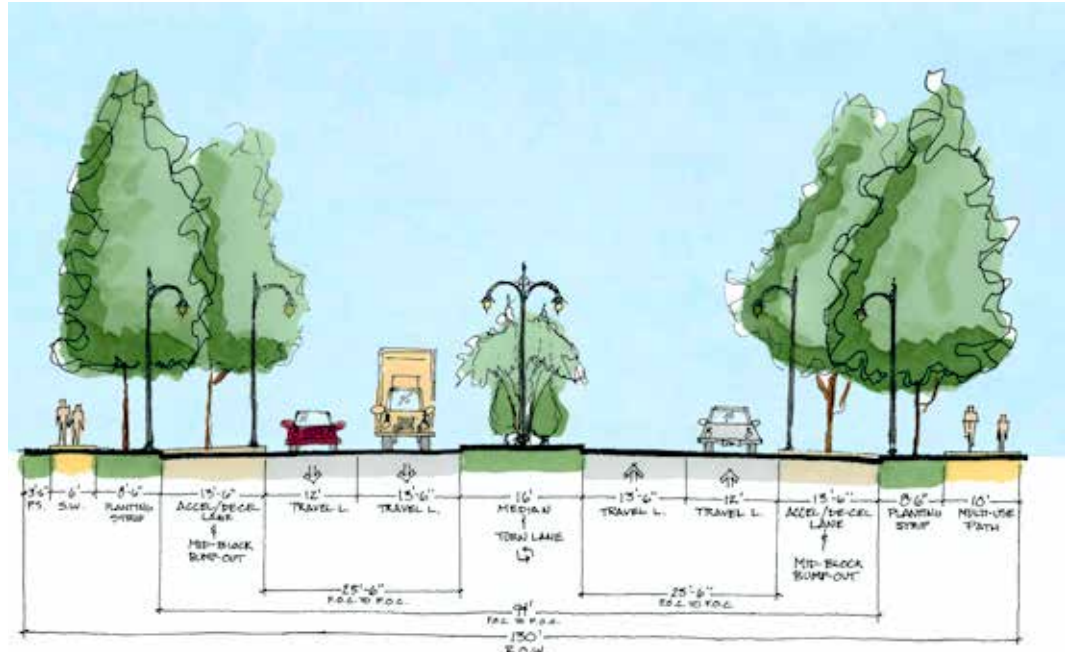
Winchester Road Access – Two full intersections between Tyndale Street and Crestwyn Hills Drive. Second preferred alternative.

along streets and between buildings. In all instances sidewalks should conform to accessibility standards including slopes and ramps.

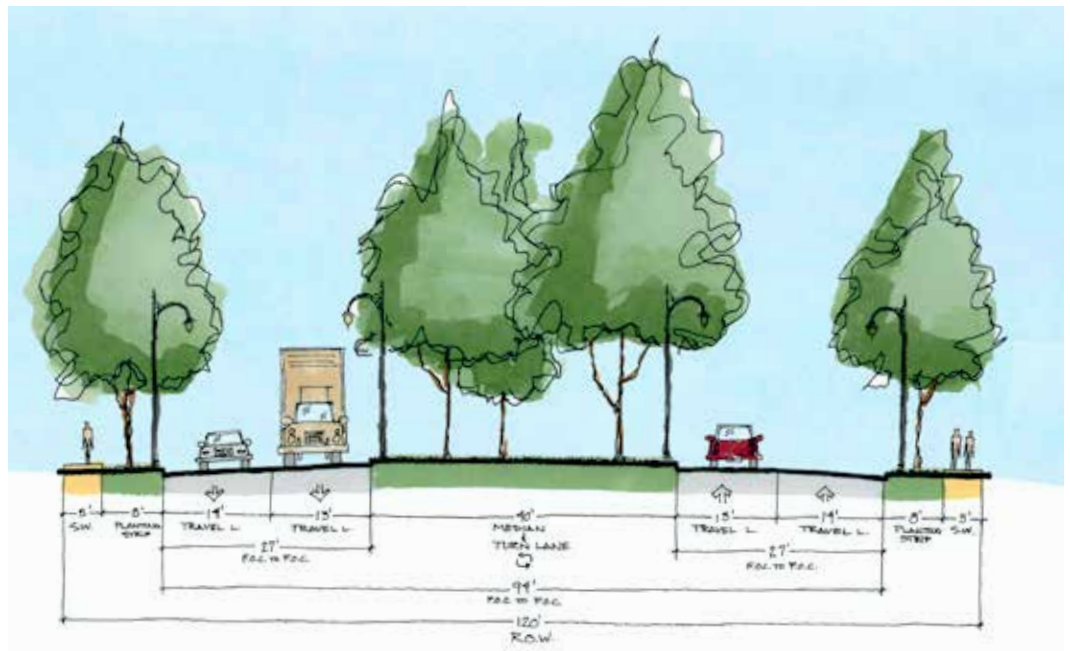
Bicycling Facilities: Another request from stakeholders mirrored regional and national trends, which was to provide bicycling infrastructure where feasible. The plan anticipates bicycling infrastructure can be incorporated into existing streets by reallocating pavement without negatively impacting traffic flows, while connecting the various uses around the study area. This would permit residents and employees to connect to several places of employment, dining and shopping, residences, and recreation without having to drive. On-street bicycle lanes or cycle tracks (two-way facilities) are possible on Crestwyn Hills Drive and Forest Hill Irene Road, as are bikeable streets within developments.

Utility Corridor Trails: Similarly, adjacent utility corridors to the south and east of the study area afford the possibility to creating recreational walking and biking trails along these easements. As one of the recommendations of the Mid-South Regional Greenprint Plan, utilizing these corridors to build a network of trails could enable users to connect to nearby and distant destinations, such as the Wolf River Greenway and a future Nonconnah Creek greenway. Access to the larger regional trail network could be provided where development abuts the MLG&W easements, or at a proposed trailhead park along Winchester Road adjacent to MLG&W lands to the east of the study area.

Road Diets: Traffic volumes expected to grow over the next ten years on Winchester Road (1% per year) and Forest Hill Irene Road (2% per year) indicate that growth in the nearby area plus the study area will lead to increases in Annual Average Daily Traffic (AADT) to 16,000 to 20,000 on Winchester Road and approximately 16,000 on Forest Hill Irene Road, and peak hour volumes of up to 2,200 on Winchester Road and 2,000 on Forest Hill Irene Road. While each road is currently seven lanes wide, the projected volumes are sufficiently less than the acceptable volumes for four or five lane configurations while maintaining LOS C, according to accepted 2013 Florida urbanized street design guidelines. The potential exists, therefore, to reduce the number of lanes on either one or both roads and maintain traffic volumes so long as intersection performance is maintained (which may require more lanes for turning movements than the mid-block throughput requires).



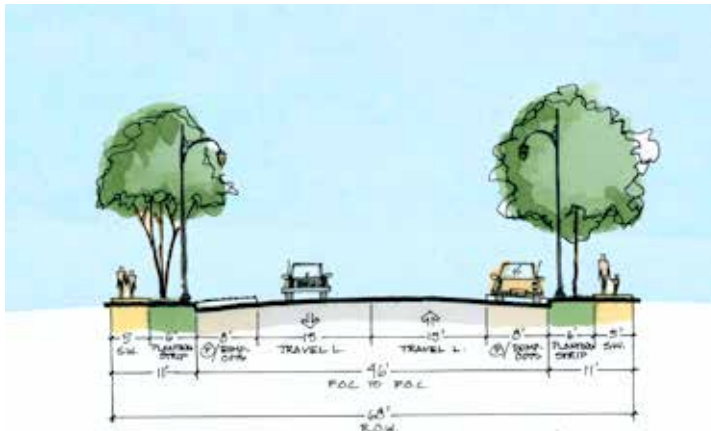
Proposed Winchester Road reconfiguration



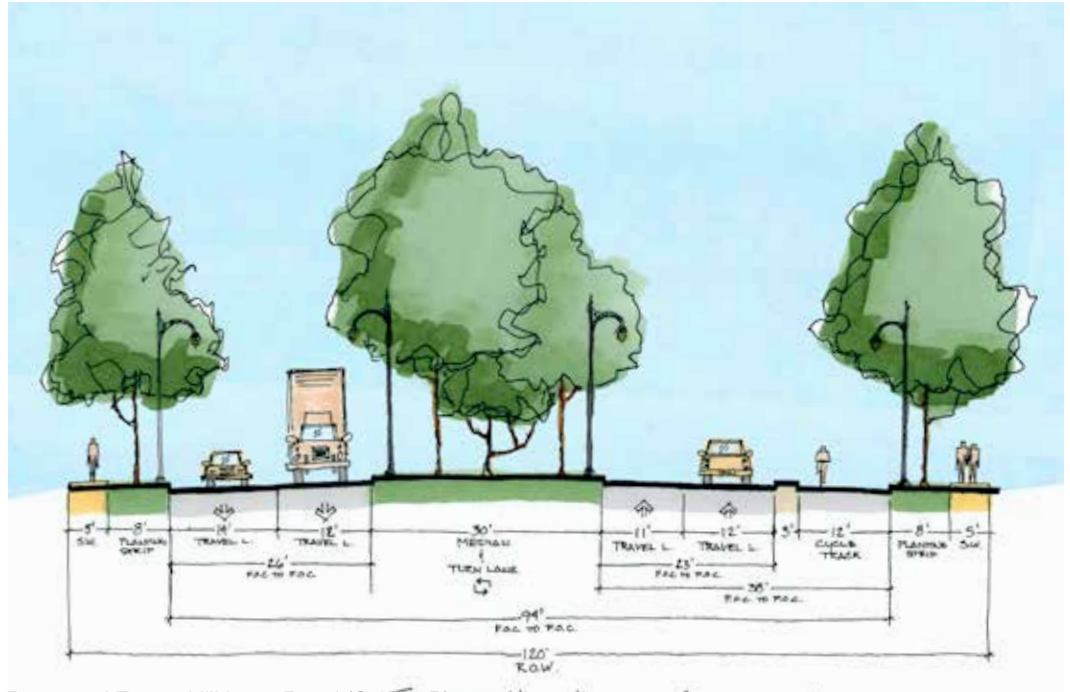
Proposed Forest Hill Irene Road (Option A) reconfiguration

Several street sections, therefore, were created because of the potential to repurpose existing lanes or excessive pavement width with wider landscaped medians, bicycle facilities, on-street parking, and/or landscaping islands (bump-outs). These options are provided as examples of how to right-size the roadways while maintaining traffic and enhancing the public realm without moving curbs or drainage. Potential Streetscape enhancements include:

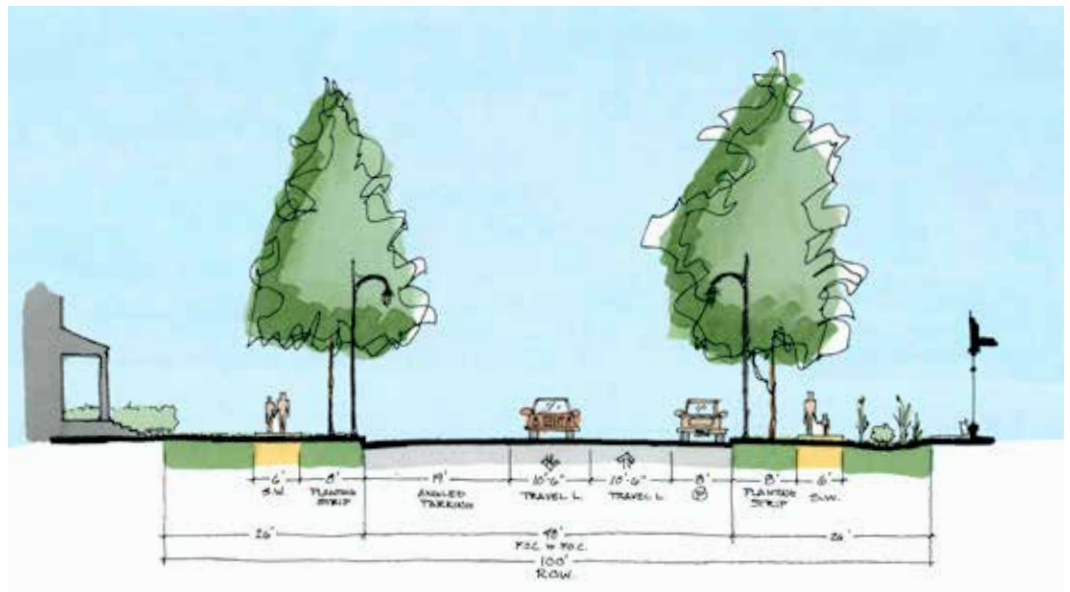
- Winchester Road - maintaining 4 travel lanes plus center turn pockets, converting two outer travel lanes to acceleration/deceleration lanes with landscaped bump-outs mid-block, adding landscaped median where missing.
- Forest Hill Irene Road (Option A) - greatly expanded landscaped median (similar to the historic Parkways in Memphis), maintaining 4 travel lanes plus left turn pockets.
- Forest Hill Irene Road (Option B) - expanded landscaped median, maintaining 4 travel lanes plus left turn pockets, adding buffered two-way bicycle track.
- Crestwyn Hills Drive (Option A) - maintaining two travel lanes, adding on-street angled parking on one side and parallel parking on the other.
- Crestwyn Hills Drive (Option B) - maintaining two travel lanes, adding on-street parallel parking on both sides, adding buffered multi-use path on one side.
- Tyndale Drive - maintain two travel lanes, add on-street parallel parking.
- Central Spine Street (new street) - two travel lanes, on-street parking, and wide landscaped tree lawns.



Proposed Tyndale Drive reconfiguration



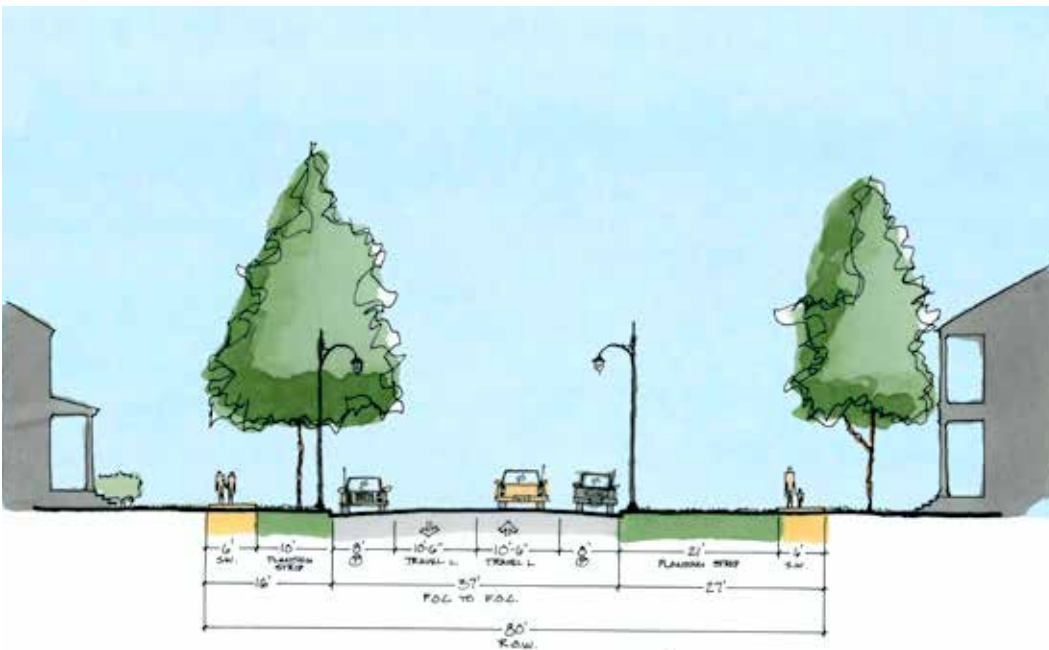
Proposed Forest Hill Irene Road (Option B) reconfiguration



Proposed Crestwyn Hills Drive (Option A) reconfiguration



Proposed Crestwyn Hills Drive (Option B) reconfiguration



Proposed Central Spine (New Street) configuration

Parking Lots: A critical but often-missing component is well-landscaped and interconnected parking lots. Described earlier is the notion of locating the majority of parking to the side or rear of buildings, and the connections between adjacent parking lots is beneficial to the overall flow of vehicles without causing excessive traffic on nearby roadways. Being able to park once and reach multiple destinations is a worthy milestone Towards creating a walkable environment. Likewise, the safety and comfort of people walking between destinations and their vehicles is predicated on the landscaping, lighting and configuration of parking lots. Within the Concept Master Plan is the notion of using landscaping and shared parking lots to create so-called parking rooms that serve multiple destinations while being well-shaded, comfortable and convenient. In order to minimize the negative effects of excessive parking is on-street parking should both be encouraged and be credited towards the overall required parking for any one use.

Water Infrastructure Improvements

The proposed development water demand was modeled to determine if the existing water supply was sufficient for new developments. Based on the analysis and the data given, the model reports that the existing system on the MLG&W lines is sufficient for the proposed development without the addition of a booster station.

It is recommended, however, that future water designs be incorporated into the model to determine available flows and pressure based on a more accurate development plan. It is likely certain types of development (multi-story, high occupancy, etc.) will require special fire protection measures which may include booster pumps or tanks.

Sanitary Sewer Improvements

Sanitary sewer flows for future development were estimated from the Concept Master Plan. With the addition of the flows from future development, the analysis shows that the existing system will need improvements in certain pipes. In the eastern portion of the study area, there is a 15" pipe which runs from a manhole on the north side of Winchester south about 5,400 feet which will need to be upgraded to a 21" pipe. At that point, it will flow into an existing 21" pipe which then runs to the 36" interceptor.

Furthermore, Fisher Arnold recommends that future flows in the western and central portions of the study area should be connected directly to the 36" interceptor whenever possible to avoid adding flow to the existing collector lines, some of which are near capacity. Future improvements may include upgrading the size of the 8" line that runs from north to south through the cemetery on the western edge of the study area.

Stormwater Improvements

Sub-basin stormwater drainage areas must be addressed either where stormwater exit the overall study area, crosses a public road via an existing improved drainage culvert or system, or where an undeveloped sub-basin enters a developed property. At these downstream points, each sub-basin was delineated by its contributory drainage area and the corresponding peak flow rate for the 25-year, design storm, as computed based on general assumptions for the land use proposed in the Concept Master Plan.

There are some undeveloped portions of properties that currently drain on to developed properties, where existing drainage improvements on the developed property was designed to convey storm drainage from the undeveloped upstream property sufficiently to allow full development without any additional stormwater detention. One such location where new development would not require improved drainage is a small area adjacent to the existing Thyssen Krupp office that drains into the Thyssen Krupp on-site facility.

At other locations, existing drainage infrastructure was designed for pre-development conditions; therefore stormwater detention will be necessary when upstream properties are developed; these areas are designated as *Pre vs Post Detention* on the Drainage Map.

At locations where there are currently only natural drainage ditches receiving the stormwater exiting the study area, there is a *Detention As Necessary* designation. At these locations, the conveyance of the natural ditches onto adjacent properties before entering Nonconnah Creek will need to be enhanced. Generally speaking, the eastern portions of the study area drain across primarily undeveloped property or properties today, such as MLG&W lands, portions of the West Tennessee Veterans Cemetery property and several locations where sub-basins north and west of Crestwyn Hills Drive drain southward and eastward under Crestwyn Hills Drive. In these locations new on-site or off-site drainage improvements will be needed based upon proposed development.

The Drainage Basin Map provides a general, somewhat broad scale view of the drainage within the Forest Hill Heights study area, including approximations of the 25-year, design storm peak flows based on proposed uses and likely stormwater detention approaches. As development occurs, designers and the City should provide new or enhance existing stormwater infrastructure as needed.



Implementation Strategy

IMPLEMENTATION STRATEGY RECOMMENDATIONS

The purpose of the Forest Hill Heights Small Area Plan is to provide the City of Germantown a strong basis for implementing policy and providing incentives to guide the development of the Forest Hill Heights area. Following the expected adoption of this report by the Board of Mayor and Aldermen, the staff and agencies of the City of Germantown should initiate modifying zoning designations, land use regulations, and establish incentive or other programs in order to help enable the private sector implement the vision depicted in this plan. The following are selected actions the City could undertake to advance from planning to implementation.

Public Funding and Incentives

Key among the things the City can do to promote the private development of the study area is to affect the economics of development. The following are techniques cities often use and could be applied here:

- Tax Increment Financing (TIF) which collects increases in property taxes, particularly due to large increases from new development, in a trust fund to help pay for public improvements, typically over a 20-year period
- Business Improvement District (BID) which permits businesses in the district to opt-in to additional payments go towards maintenance, improvements, promotion or activities that benefit businesses in the district.
- Capital Improvement Projects (CIP) where the City makes investments as part of a 5-year plan. These might include acquiring and building key public spaces, parks, and streets; improving existing infrastructure and streets; and work with other agencies and municipalities to create recreation trails or other features.
- Apply for grant funding for parks, stormwater, trails, and other programs.
- Consider using Industrial Development funding programs (Economic and Community Development).
- Consider Payment In-Lieu of Taxes (PILOT) authorization for qualified applicants.
- Provide business recruitment or retention tax incentives.

Updates to the Regulatory Framework

Fundamentally important to developing the study area in a manner that this plan depicts is to update the zoning and development regulations for the area. Without easily permitting the right land uses, in the proper arrangement and according to key design standards, the orderly and coordinated development of the site is left to chance. The following approaches would aid in clearly communicating the City's expectations for private development.

- Update the zoning districts and permitted uses for the study area from the pre-annexation Planned Development from 2000 to permit the recommended land uses.
- Provide a framework plan for future development that shows the key public realm elements of the plan, including the Great Lawn setback area along Winchester Road, the central Village Green public square, and the Central Avenue street connecting the Village Green to Crestwyn Hills Drive.
- Provide site design standards that ensure the proper relationship between buildings and the street, parking, service areas, and other developments.
- Establish parking standards that promote the majority of parking to be located primarily to side or rear of buildings, with on-street parking permitted, and that large parking areas be properly shaped and landscaped to be comfortable and attractive.
- Develop a zoning overlay to permit the innovative combination and arrangement of uses and buildings (similar to SmartCode overlays elsewhere in City).
- Develop architectural design guidelines that enables quality control of architecture, landscape, signage, etc.
- Develop stormwater strategies that would permit off-site shared stormwater management and on-site mitigation (Low Impact Development).
- Apply a complete streets policy to existing and new streets in order to maximize the public benefit and minimize the cost of maintenance of street infrastructure including possible "road diet" lane reductions, landscaping, on-street parking, and pedestrian and bicycling infrastructure.
- Include additional relief or bonus incentives within the regulatory framework through an overlay or alternative code, including items such as: shared parking discounts, reduced parking requirements, density bonuses in certain circumstances, reduced setbacks or open space requirements if public open space is provided, and accelerated approvals processes of development conforms with the intent of this plan.

Management Support

In addition to the regulatory framework, the City can play a proactive role in development by taking on long-term management of the area, which would help ensure that the quality and value of the area is maintained over many years. This may include:

- City owned and/or managed public open spaces.
- Permitting or maintaining shared stormwater facilities that benefit multiple owners by reducing land lost to development.
- City-provided infrastructure improvements (water, sewer, streets, etc.) to reduce developer up-front costs.
- Marketing and recruitment of developers and tenants through programmed activities, information sharing, incentive programs, etc., possibly similar to the Main Street programs from the National Trust for Historic Preservation.
- Participation in or support of local agencies or organizations for the area (business groups, tenant associations, etc.).

Organizational Structures and Public/Private Partnerships

The City of Germantown can play an active role in advancing private development by helping create organizations or engaging in public-private partnerships that are supportive of implementing projects according to the plan. Potential opportunities include:

- Enter into Tri-party development agreements for the creation of key public spaces and streets where the land owner donates land, the developer agrees to building the appropriate quality, type and arrangement of uses, and the City makes improvements to infrastructure and/or public spaces.
- Supporting the creation of a Community Development Corporation, Development Authority or similar non-profit association or quasi-public/private agency that helps oversee and promote the development of the area according to the plan.
- Working with a Master Developer, in potentially a public/private partnership between City and fee-for-service developer, to oversee orderly implementation and management of public improvements and development projects the private sector is unwilling or unable to undertake due to risk factors (similar to Uptown Partnership in Memphis).

Phasing and Development Priorities

From the market analysis and planning process, it is apparent that the full development of the study area will take longer than 10 years. As such, the City ought to focus its effort to establish a critical mass where it is most likely to occur and where it can create the most value.

- Focus initial development north of Crestwyn Hills Drive to create a viable and desirable destination, as depicted in the 10-Year Concept Master Plan.
- Leverage village center to attract additional development radiating out from the center.



Appendix

APPENDIX

The following are provided as electronic (PDF) companion files to the report:

- A. Comprehensive Market Analysis**
- B. Utility Analysis (Sewer, Stormwater, Water)**
- C. Traffic Impact Analysis**
- D. Analysis Maps**
- E. Charrette Plan Alternatives**
- F. Final Master Plans**
- G. Street Sections**
- H. Perspectives**
- I. Design Principles Rating Form**
- J. Meeting Minutes**

Forest Hill Heights Small Area Plan



City of Germantown, Tennessee
Adopted: April 11, 2016

Looney Ricks Kiss • Fisher Arnold • RCLCO