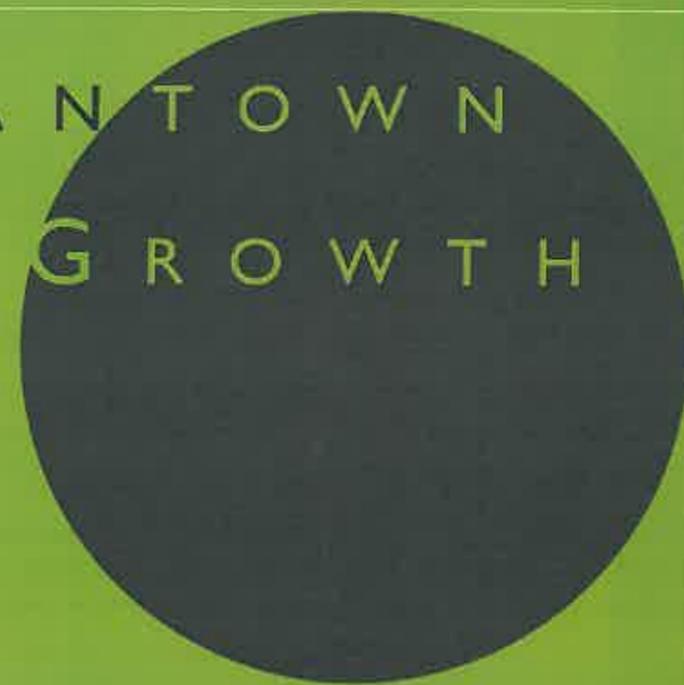




GERMANTOWN  
SMART GROWTH  
PLAN



2007

THE REDEVELOPMENT PLAN FOR THE  
COMMERCIAL CORE OF GERMANTOWN, TN

This Plan was Prepared For:

**THE CITY OF GERMANTOWN, TENNESSEE**

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**B**eginning in the summer of 2006 and continuing through early 2007, citizens, business and property owners, elected officials and City staff collaborated with planners and designers from The Lawrence Group, Rose & Associates, Southeast, Inc., Henson-Harrington, Inc., and Kimley-Horn & Associates, Inc. to develop a vision for Germantown, Tennessee's 700 acre commercial core.

The City commissioned the effort in fulfillment of Goal 7 of the *Germantown Vision 2020* plan: the Redevelopment of the Heart of Germantown. The Vision 2020 objectives call for mixed-use development, strong commercial services, interspersed with residential uses in a pedestrian-friendly environment that would create "a sense of place" for the community—all characteristics of a national land use planning and design movement called Smart Growth. The plan is also part of the City's effort to continue to grow economically in a "smart" and sustainable way. Thus, the plan has been aptly named the Smart Growth Plan.

The City's Board of Mayor and Aldermen appointed a Steering Committee of key staff to oversee the process. The Steering Committee provided guidance and review throughout the process. Rose & Associates completed a market study to identify supply and demand for various types of development in the plan area and to recommend appropriate development locations. From September 20-26, 2006, the community participated in a seven-day public design workshop called a "charrette" to establish the community vision and develop the plan's primary recommendations.

The plan that resulted from the charrette effort encompasses all of the objectives of Goal 7, including the overarching objective of "creating a sense of place" for Germantown.

**Concept Plan**

The plan establishes a design concept for future land use and redevelopment in the plan area over the next 20 years. The concept plan includes nearly 2.5 million square feet of new commercial and mixed-use development and 1200 housing units, more than double the amount of development in the plan area today.

One of the key recommendations of the concept plan is the phased redevelopment of the "Super Block" that sits between Exeter and Germantown Road on Poplar Avenue. Nearly 1.5 million square feet are proposed on that block alone along with new public open space and new streets dividing the block.

The concept plan also recommends redevelopment and reconfiguration of the Municipal block to make the public space more accessible and efficient, but also to create new streets, and new civic and mixed-use development to take advantage of the available land and the surplus of parking on the GPAC site.

The plan includes development concepts for two key undeveloped pieces at the northern and western edges of the study area. The design schemes seek to create viable mixed-use development, but also to respect the surrounding neighborhoods, provide open space, and to create unique mixed-use environments that are not currently available in the Germantown area.

Finally, the concept plan proposes a number of smaller scale infill and redevelopment opportunities in the study area.

**Transportation**

The plan includes a number of specific recommendations for increasing the efficiency and the walkability of the transportation network. One of the key transportation recommendations is a new street that would connect Germantown Road directly with Germantown Road South in the vicinity of the Norfolk Southern railroad tracks. This solution would alleviate traffic pressures from a number of streets and intersections in the study area. It would also allow certain streets, such as West Street, West Farmington Boulevard, and Germantown Road South through the Old Germantown area to become more bicycle, pedestrian, and retail-friendly. The plan also includes recommendations for new cross-sections for Exeter Road, Germantown Road, Poplar Avenue, and Farmington Boulevard to make them safer, more attractive, and more pedestrian-friendly.

**General Recommendations**

The plan establishes guidelines for urban design, public art, and environmentally sustainable design in the study area. The plan also recommends development of a new logo and brand identity for the City.

**Implementation Strategies**

The Smart Growth Plan, when adopted, shall become Germantown's land use and transportation policy and strategy plan for directing future development and infrastructure investment decisions in the study area. The Plan includes more than 40 specific strategies for implementation and suggests priorities for each of these strategies.

One of the most important strategies is that the City adopt new development standards to ensure that community vision for future land use and infrastructure laid out in this plan are achieved. As a companion document to this plan, a draft smart growth- and design-based development code called the SmartCode has been developed for the plan area. Finally, the City and its stakeholders will need to commit time, resources, and leadership to facilitate the ongoing implementation of the plan.

**10 Principles for Reinventing Suburban Business Districts**

1. Realistically assess the market position and potential for a suburban business district.
2. Build community support by developing consensus among citizens, government, and the private sector.
3. Develop a strategic plan that is supported by the community and that draws on professional expertise.
4. Rethink existing zoning regulations to allow mixed uses that can be modified over time as the needs of the community evolve.
5. Create interconnected, pedestrian-friendly, mixed-use districts from existing isolated superblocks.
6. Embrace mixed uses that offer the community a wider range of goods, services, and experiences in one location.
7. Create pedestrian-friendly places that encourage interaction.
8. Offer a choice of transportation modes, such as pedestrian, transit, bicycle, and automobile options.
9. Form public/private partnerships to minimize risk, develop strategies, and implement change.
10. Share and manage parking to reduce the number of spaces required and consolidating more uses within buildings to encourage pedestrians.

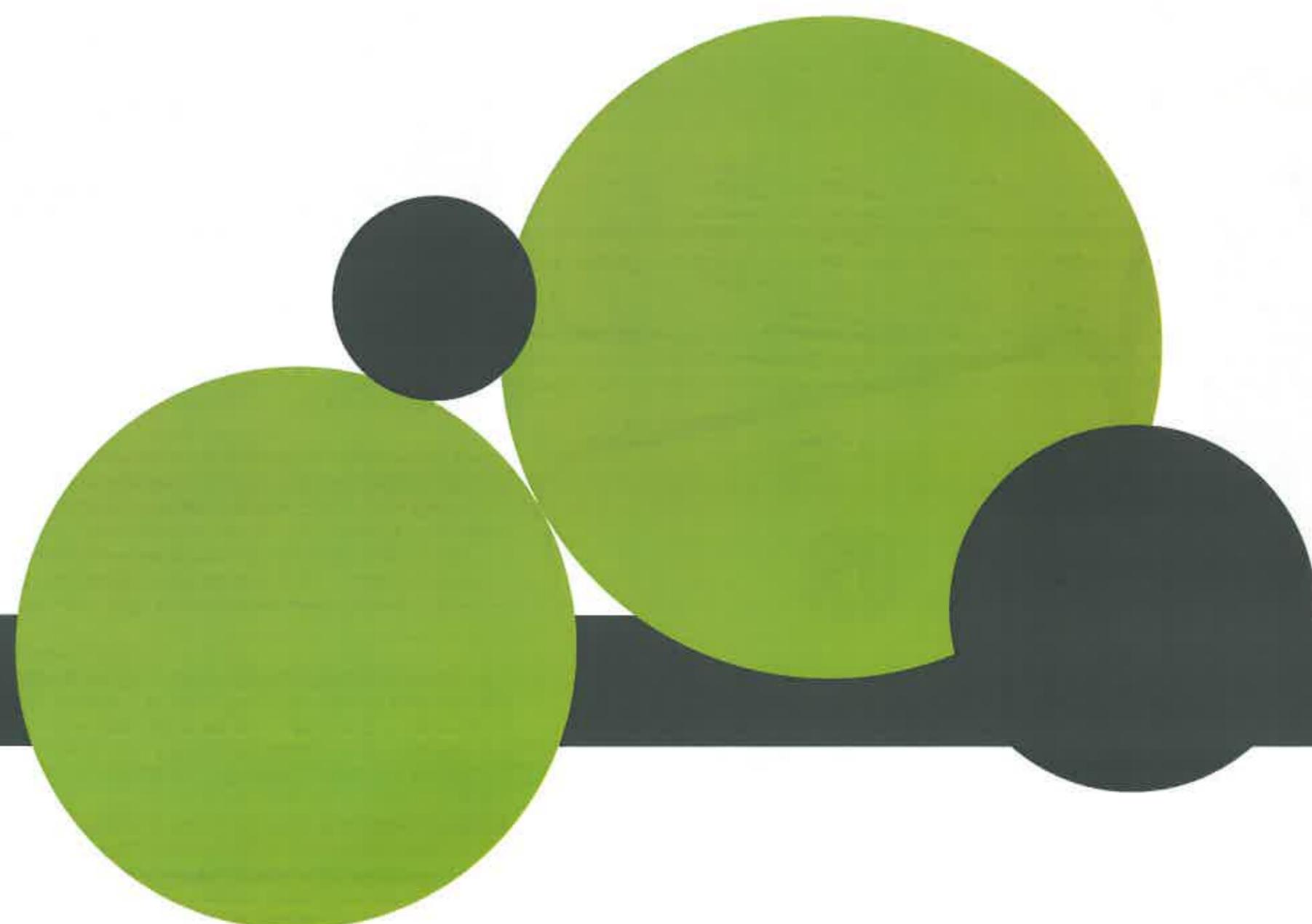
~ Urban Land Institute, 2002

**Germantown Smart Growth Plan Development Capacity & Absorption**

	Total Units Per Plan	Average Annual Absorption Rate	Absorption Period
<b>Office</b>	1,387,800 sq ft	131,406 sq ft	10.5 yrs.
<b>Retail</b>	1,104,200 sq ft	120,000 sq ft	9 yrs.
<b>Residential</b>	1,233	115 units	7 yrs.

# BACKGROUND

- Introduction
- Regional Role
- Plan Area Overview
- Development Evaluation
- Charrette Preparation
- Market Analysis
- Public Design Charrette
- Community Input



Since its official inception in 1841, the City of Germantown has served as a key crossroads for eastern Shelby County. Founded on a ridge along the Cherokee Trace trade route between the Wolf River and Nonconnah Creek, Germantown lies about 16 miles east of the Mississippi River. The first white settlers arrived in Germantown in 1825. Around this time, Miss Frances Wright established Nashoba Plantation, a utopian community intended to emancipate slaves. The community became known as Pea Ridge in 1833 and in the following year surveyor N.T. German laid out lots in the town. In 1836, the name was officially changed to Germantown in order to reflect the considerable presence of German families in the area.

The years 1841 and 1852 witnessed the town's official incorporation as a distinct City as well as the completion of the Memphis-Charleston Railroad through the area, an event that further solidified Germantown's role as a key player in the region. Despite its key location in eastern Shelby County, the City wouldn't experience significant growth until the second half of the Twentieth Century, when the population mushroomed from 400 to over 40,000 in less than 50 years.

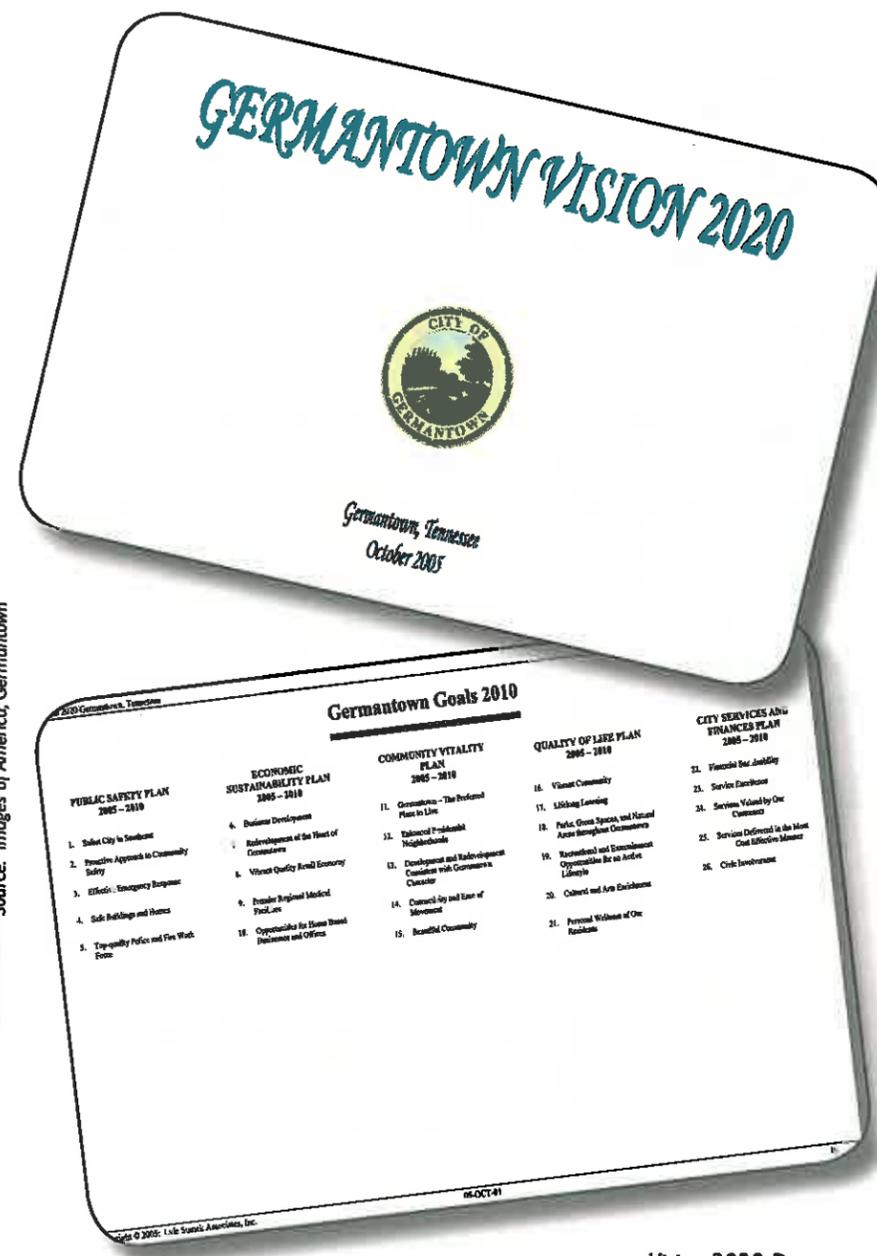


Intersection of Germantown Road & Poplar Avenue, 1940

Today, Germantown's center is at the crossroads of Germantown Road and Poplar Avenue, two main roadways serving the Greater Memphis region. Capitalizing on its location, the City continues to offer its citizens a high quality of life through numerous public services, private enterprises, and abundant civic and cultural amenities.

Germantown has achieved its quality of life in part through a strong development vision and implementation history. Past efforts such as the 1978 Germantown Land Use Plan and the Germantown 2004 Plan paved the way for residential development, economic growth, and open space preservation. Now, as Germantown has nearly reached the limits of its outward

growth; and as significant new growth is occurring in surrounding communities, impacting the City's ability to grow and sustain its economic base, the City is once again proactively planning its future.



Vision 2020 Document

### The Vision 2020 Plan

Citizens, elected officials, and staff recently completed a plan for the City's future development known as the Germantown Vision 2020 Plan. The Vision 2020 Plan articulates the community's vision for Germantown's growth over the next decades in 26 major goals, which are divided into five major categories.

One of the major categories is the Economic Sustainability Plan:

"Economic sustainable strategies are designed to retain existing businesses, to support business expansion and growth, to attract and develop new businesses and to outpace competitive economic communities." The Economic Sustainability Plan includes five major growth strategies, one of which is Goal 7, Redevelopment of the Heart of Germantown, the City's commercial core. The goal's six objectives layout a clear and tangible vision for the area, described in the text box below.

### Goal 7 of the Vision 2020 Plan: REDEVELOPMENT OF THE HEART OF GERMANTOWN

Goal 7's objectives include:

1. Mixed use (residential and nonresidential) development in the heart of the City area.
2. Strong retail businesses and office development for professional services
3. People living in the heart of the City area: lofts, above business condos, townhouses.
4. Pedestrian friendly layout linked to Citywide path/trail system
5. Mid-rise buildings with mixed uses that are attractive and inviting for people
6. Creating a sense of place for the community

The plan goes on to lay out specific near term action steps for achieving these objectives including development of a master plan along with new development standards and fiscal analysis for the area. This plan was initiated by City officials and staff to accomplish these action items and as the first step achieving the vision of a true city center that will be a source of pride and economic vitality for the City

**The Smart Growth Plan**

The master plan effort was dubbed the Smart Growth Plan by elected officials and staff as the objectives of Goal 7 and many of the other goals and objectives in the 2020 Plan are consistent with the precepts of the national movement called Smart Growth. In addition, the title is consistent with the City's goals of continued economic growth that is efficient and sustainable.

Several *Vision 2020* goals pertain to various smart growth principles, such as:

*Creating a dynamic retail economy* (Goal 8):

- Alleviate residential tax burdens by generating more retail tax revenue
- Attractive retail that cultivates local patronage as well as draws outside interest
- Formation of effective public/private partnerships to sustain community vibrancy

*Enhanced Residential Environments* (Goals 11 & 12):

- Well-designed green spaces readily accessible to the public
- Unique neighborhood character
- High ownership rates throughout different parts of the City
- Development that enhances property values

*Residential Development & Redevelopment Opportunities* (Goal 13):

- Redevelopment and reuse of older commercial and residential areas
- Higher density, taller buildings in specific mixed-use overlay districts
- Range of amenities for residents to use and enjoy

*Transportation connectivity* (Goal 14):

- Increase system efficiency
- Enhance transportation safety

*Recreational and entertainment opportunities* (Goal 19):

- Develop and sustain an 18-hour environment with retail, music, and other entertainment activities
- High-quality civic parks and destinations
- Strong public/private partnerships offering recreational and entertainment events

*Cultural and civic amenities* (Goal 20):

- Public art displays throughout the City, especially in public spaces
- Dedicated private sponsorship of the arts from individuals, businesses, and organizations
- Accessibility (Financial and Physical) of GPAC and its programs

Together, these principles positively shape the vision for sustainable economic, residential, and cultural growth in the years to come. Supported by the Smart Growth Plan's initiatives, the 2020 Plan's goals will guide future development in and around the City's center.

**SMART GROWTH**

Smart Growth is a national movement in design and development that approaches issues with a multi-faceted, multi-disciplinary understanding of land-use planning. Its underlying principles support development practices that encourage compact, mixed-use communities in which people can easily walk to various destinations. The list below outlines the movement's basic tenets. For information on Smart Growth, visit the Smart Growth Network's website at [www.smartgrowth.org](http://www.smartgrowth.org).

**Smart Growth Principles**

1. Mix land uses.
2. Take advantage of compact building design.
3. Create a range of housing opportunities and choices.
4. Create walkable communities.
5. Foster distinctive, attractive communities with a strong sense of place.
6. Preserve open space, farmland, natural beauty, and critical environmental areas.
7. Strengthen and direct development towards existing communities.
8. Provide a variety of transportation choices
9. make development decisions fair, predictable, and cost effective
10. Encourage community and stakeholder collaboration in development decisions

*Smart Growth Network:  
Getting to Smart Growth II*

To begin, it is helpful to consider Germantown's location and position within the region. The City is one of the key players within a broader metropolitan region known as the Memphis Metropolitan Statistical Area (MSA). This area represents the second-largest labor market in Tennessee, which ranked 22nd in population growth among 50 states from 2000-2004. Within the state, Memphis ranks first in population and population density. In addition, the MMSA ranked 7th among the Top 50 Best Metro Areas in which to Grow a Business according to *INC. Magazine*. Among other factors influencing this growth, the proposed I-69 corridor through Memphis will further solidify the region as a national distribution center and prominent Mid-South link.

Situated near the I-240 beltline approximately 12 miles east of downtown Memphis, Germantown residents enjoy easy access to the entire metropolitan region via this important corridor. This highway, in particular, has helped to spur business development in Germantown. In fact, the City benefits from a strong business reputation generated by its high occupancy rates and key position in the region.

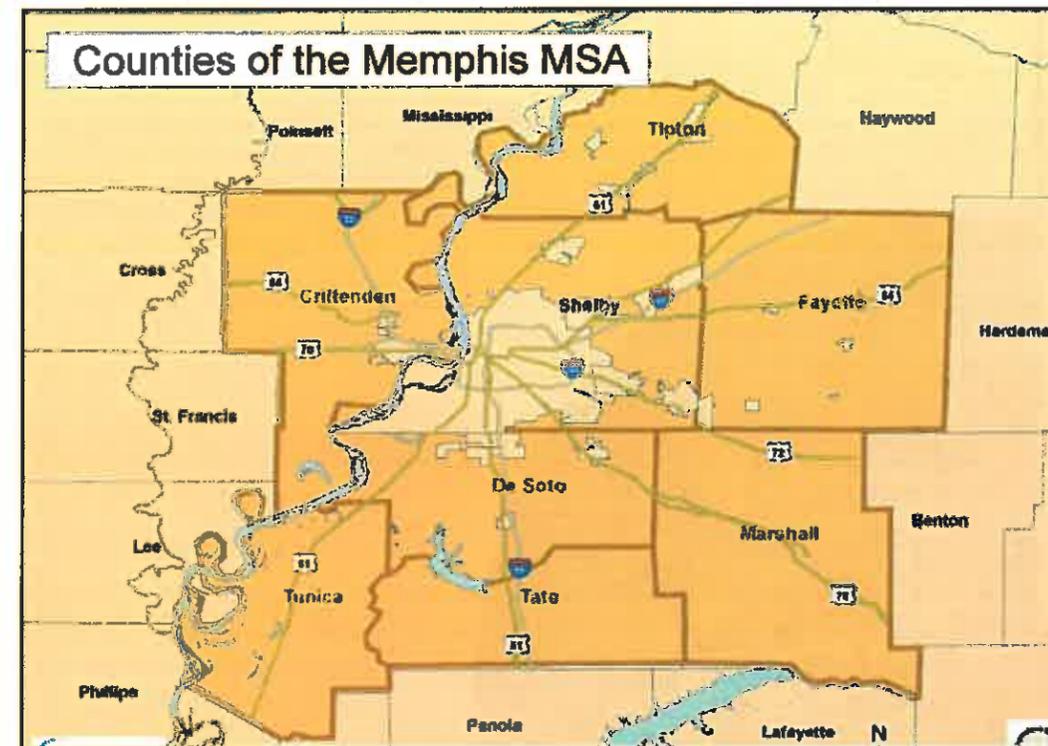
The City sits at the intersection of two major regional crossroads: U.S. Highway 72 (Poplar Avenue) and state route TN 177 (Germantown Road). These two roadways provide critical east-west and north-south movement throughout eastern Shelby County. In recent years, the routes have taken on the added burden of increased commuter traffic, a phenomenon that has exacerbated local mobility issues.

Except for its few major commercial nodes, Germantown remains a predominantly residential community, as evidenced by its high home ownership rates (83.5%) and percentage of residential taxes that comprise the City's total tax revenue (85%). Indeed, Germantown's housing market is one of the strongest in the Memphis MSA. Median household incomes in the City top \$75,000 per year while nearly a quarter of the City's incomes surpass \$100,000 per year.

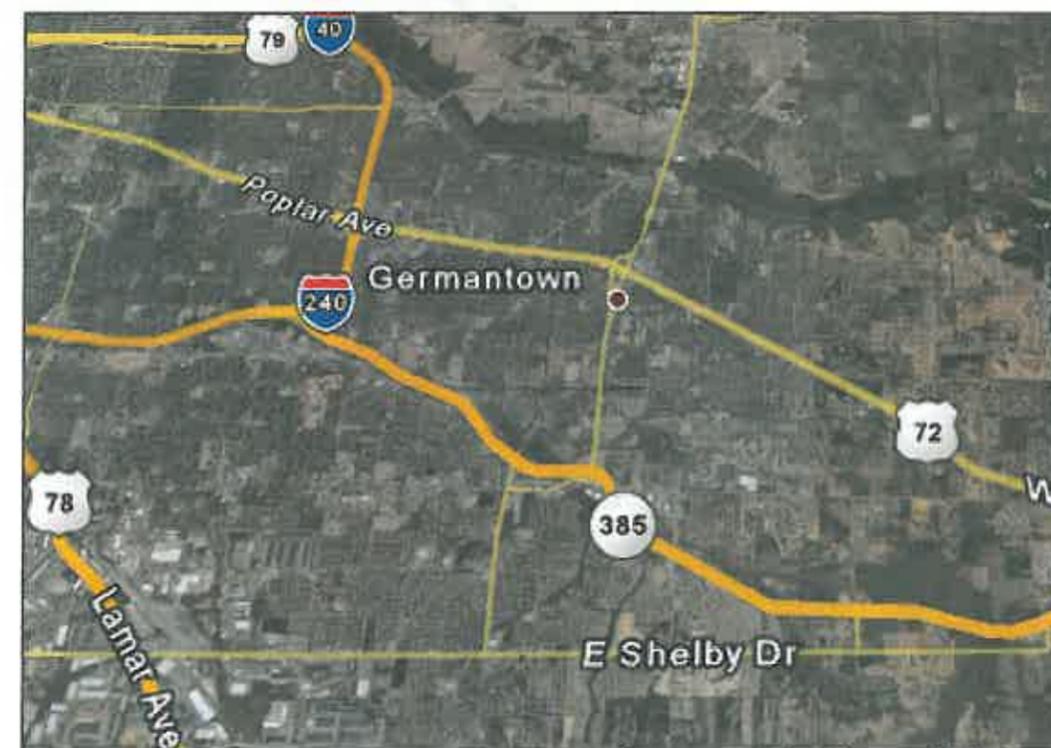
Given these figures, the Germantown sub-markets for residential, retail, and white collar professions are very strong at the local and regional scale. Retail centers such as Saddle Creek and Germantown Village Square boast national tenets that draw heavily from communities outside Germantown. And with the explosive growth taking place in the MSA's southeastern region, these retail and commercial centers should continue to grow in their accessibility and profitability at the regional level.

Finally, roadway extensions have catalyzed development along Wolf River Boulevard, north of the study area, where considerable growth in the medical field has occurred. Given Germantown Methodist Hospital's increasingly important role in the region, the City can expect more medical specialty uses to characterize

development in the area. This role will likely become even more critical as aging demographics in and around Germantown will increase demand for such services.



Shelby County: The central and driving force of the Memphis MSA



Germantown, the hub of eastern Shelby County

The study area for the Germantown Smart Growth Plan focuses on the City's commercial core. The area totals nearly 700 acres, most of which is built-out, although key pieces of land remain undeveloped at the area's edges. The study area boundary encompasses all of the commercially-zoned and high-density residential zoning districts in the City's core, while intentionally avoiding the existing single-family neighborhoods that surround the commercial center. (The Dogwood Road residential area is the one exception, due to its central location and its frontage on Poplar Avenue.)

The intersection of Poplar Avenue and Germantown Road is the focal point for the study area. The Dogwood Road and Miller Farms Road intersections with Poplar define the area's east and west boundaries respectively, while Neshoba Road and Poplar Pike generally form the north and south limits of the area.

At the core of study area is a block bounded by Germantown Road, Exeter Roads, Farmington Boulevard, and Poplar Avenue. This is the City's largest commercial block ("the Super Block"). A converted mall, the Village Square Center, anchors this block. The block is also home to Schnuck's grocery store, The Hobby Lobby-anchored shopping center, and numerous office and retail uses.

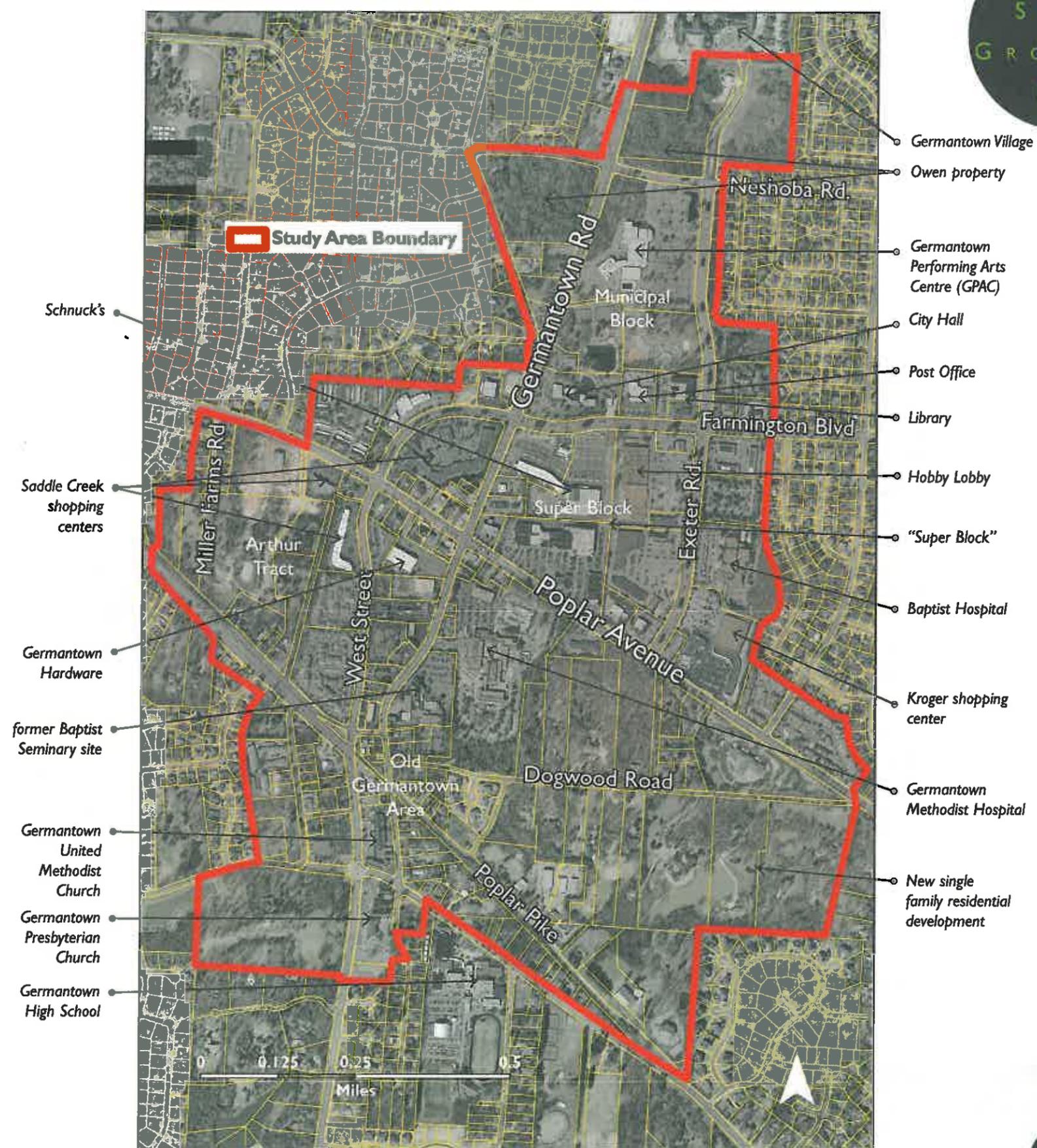
The Germantown Methodist Hospital occupies a large site just south of the Super Block. As the city's largest employer, the hospital provides significant service and employment opportunities for the community. (Already operating at near 100% capacity, the hospital is expanding its existing facilities on-site by adding 100 beds and a parking deck on the former Baptist seminary property to the south of its site.)

Two large undeveloped parcels of land owned by the Owen Family bookend the north end of the study area along Neshoba and Germantown Roads. The northern quarter also contains "the Municipal Block," home to the Germantown Performing Arts Centre (GPAC), City Hall, the post office, and the Germantown Community Library. The municipal park on this block provides the only public gathering space in the study area.

The plan area's southeastern quadrant comprises very large, single-family lots situated on Dogwood Road. New residential development on acre-plus lots is underway at the eastern end of this residential street.

A large, undeveloped parcel zoned for office campus uses, (known as "the Arthur tract" for the Arthur family that has owned the land for generations) defines the western quarter of the study area.

The Old Germantown area is the historic center of Germantown. The City's oldest churches occupy this historic district, as well as numerous small businesses that have their address in the older, renovated homes and buildings of the Old Germantown area. This area is bisected by the Norfolk Southern Rail line, which roughly parallels Poplar Pike.



The Smart Growth Plan boundary and key locations/destinations

### Existing Zoning

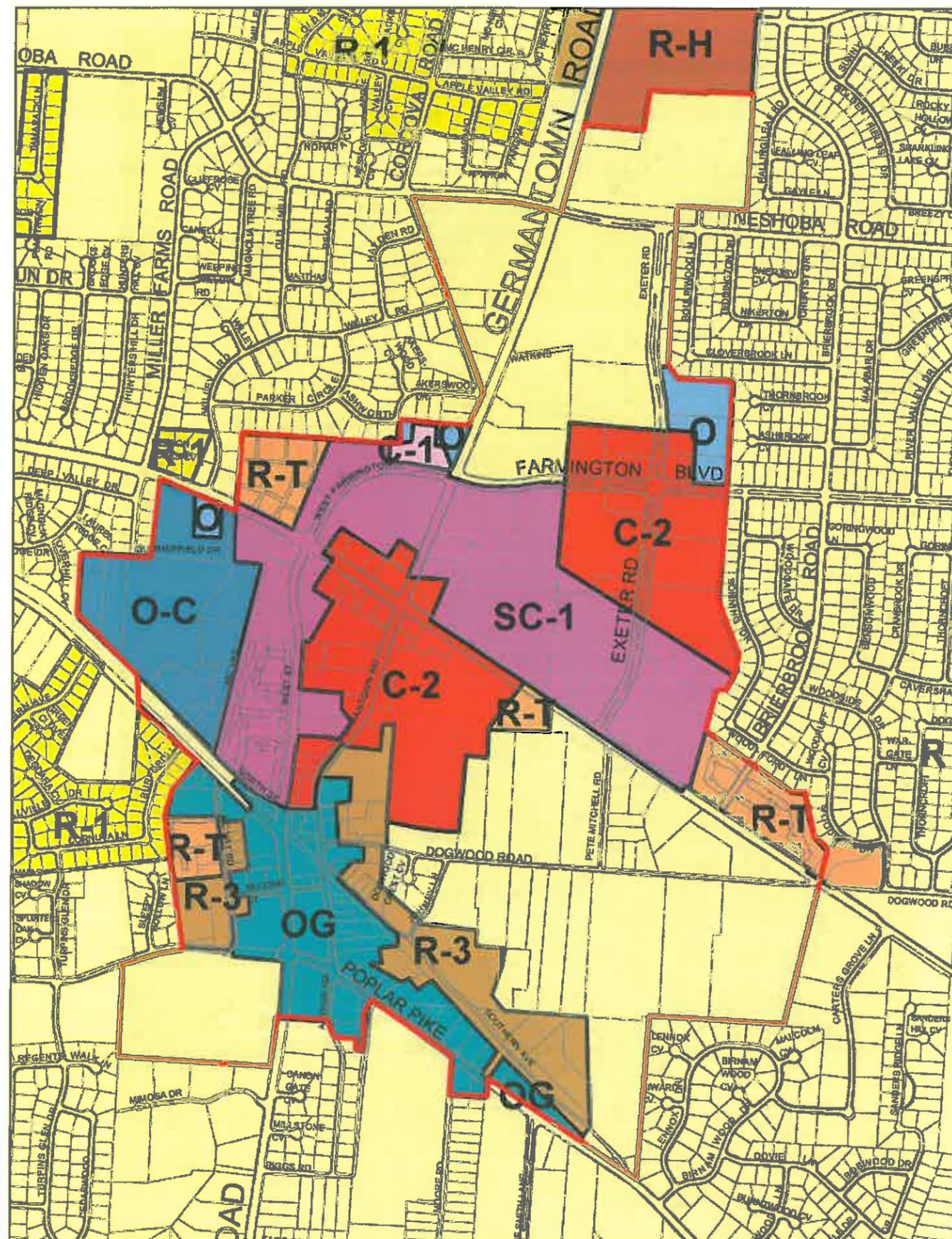
Commercial zoning categories C-2 and SC-1 comprise the greatest proportion of the study area. Designated as “General Commercial” and “Shopping Center” districts, these zones permit commercial uses such as restaurants, general retail (e.g. convenience goods and general merchandise), finance/insurance/real estate services, and personal services (e.g. hospital, child care, tailor).

SC-1 zoning also allows medical sub-specialty, public utilities, recreational uses, and community assembly facilities. It is within this zoning district that the study area’s commercial uses are most concentrated. Office condos, retail, and restaurants line West Street and Farmington Boulevard. The Saddle Creek shopping centers are located in this prime retail corridor.

Beyond retail uses, the study area contains a significant amount of office zoning, primarily O (Office District) and O-C (Office Campus). O-C zoning caters to Class A and regional office functions. O districts allow uses such as general financial, business, medical, and professional services, among others.

The next largest use category is Old Germantown (OG), which contains the City’s original village center. Citizens still identify the district as the historic center of town. The Old Germantown district strives to preserve the area’s historic architecture and character.

Residential zoning districts fill in the gaps along Poplar Avenue and on the western edge of Old Germantown. R-3 (Two-Family Dwellings) and R-T (Multifamily up to six dwelling units per acre), represent the only higher-density housing options currently available in the study area. It is important to note that the City’s commercial zoning districts do not permit residential uses, leading to the separation of people, goods, and resources. The northernmost and easternmost sections of the study area are zoned for low-density, residential uses (R).



Study Area Boundary with Existing Zoning

Source: City of Germantown

To evaluate the development potential of any area, two analytical exercises are particularly valuable: a “ripe and firm” analysis and a “figure-ground” study. These compliment walking tours, “windshield surveys” and many meetings with local citizens and officials that help to guide the design team and City officials towards specific areas requiring special attention. The maps that follow illustrate these analyses of properties and conditions in the study area.

### Ripe & Firm Analysis

The Ripe and Firm analysis evaluates the current property conditions in the study area. Parcels determined to be “firm” are generally in a stable building and land-use pattern and reflect the “highest and best use” according to real estate and appraisal forecasts. Such parcels typically require little or no intervention, though improvements might further enhance their appeal.

“Ripe” properties, on the other hand, typically offer significant development and/or redevelopment opportunities. These include parcels that are currently undeveloped, underdeveloped (able to accommodate additional on-site expansion or new development), or in need of redevelopment (such as a vacant shopping center).

Parcels in yellow lie between ripe and firm, having reasonably stable uses but with considerable redevelopment potential, such as the site of the Kroger grocery store. Alternatively, properties may be placed in this category because their exact future might be uncertain or unknown at the time of the analysis.

This analysis enables the project team to focus efforts on specific, high-priority areas. It also helps to protect areas in the community considered to be special for their civic value or worthy of preservation for some other reason.



Ripe



Firm



Ripe



Firm



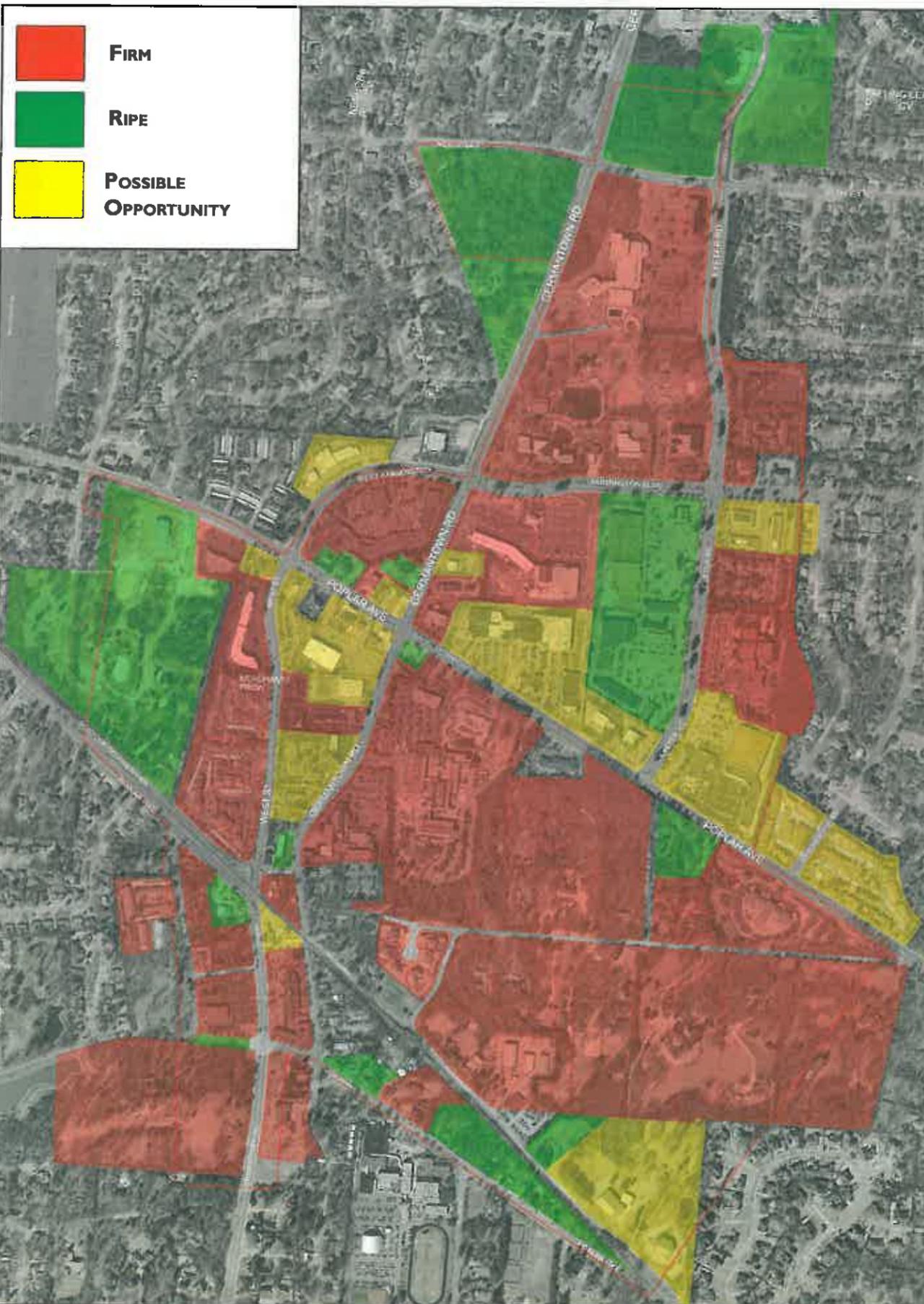
Ripe



Firm



“Ripe” property - Hobby Lobby commercial building on Exeter



Ripe & Firm Analysis Map

**Figure-Ground Analysis**

The “figure-ground” map of existing conditions in the study area represents another useful tool in evaluating the City’s built environment. The drawing indicates building footprints and significant roads only, and this abstraction allows the viewer to see the patterns of space and connectivity in the community. As the map shows, current building arrangements create a very open and disjointed network of isolated structures with very few street connections through the central area. This inefficient land-use pattern creates a loss in potential tax revenue for the City (as a great deal of land remains underdeveloped), inhibits mobility and increases congestion of the few connecting streets.

Many buildings are difficult to access, especially from a pedestrian perspective, as they are set back far from the road and surrounded by excessive parking. Additionally, many of these paved surfaces are greatly under-utilized, contributing to problems of heavy stormwater runoff and “heat island” effects of high radiant temperatures.

For the pedestrian, matters are particularly difficult and dangerous. The walking tour conducted during the charrette showed the multiple difficulties encountered by pedestrians throughout the study area. While sidewalks do exist, very real dangers exist for pedestrians trying to cross multi-lane streets around the commercial core, hospital, and municipal block. Many intersections lack appropriately-timed crossing signals, leaving pedestrians stranded in the midst of moving traffic. Other intersections and sidewalks contained obstructions in the pedestrian right-of-way. Connectivity and safety, both motorized and non-motorized, represent major issues for the plan area.

Solutions to these problems, however, can create significant prospects for new, revenue-producing development and a new infrastructure of connecting streets and public spaces. A new pattern of streets and urban blocks can dramatically improve the vehicular and pedestrian environments and create extensive opportunities for new buildings and facilities in the study area.



Excessive surface parking



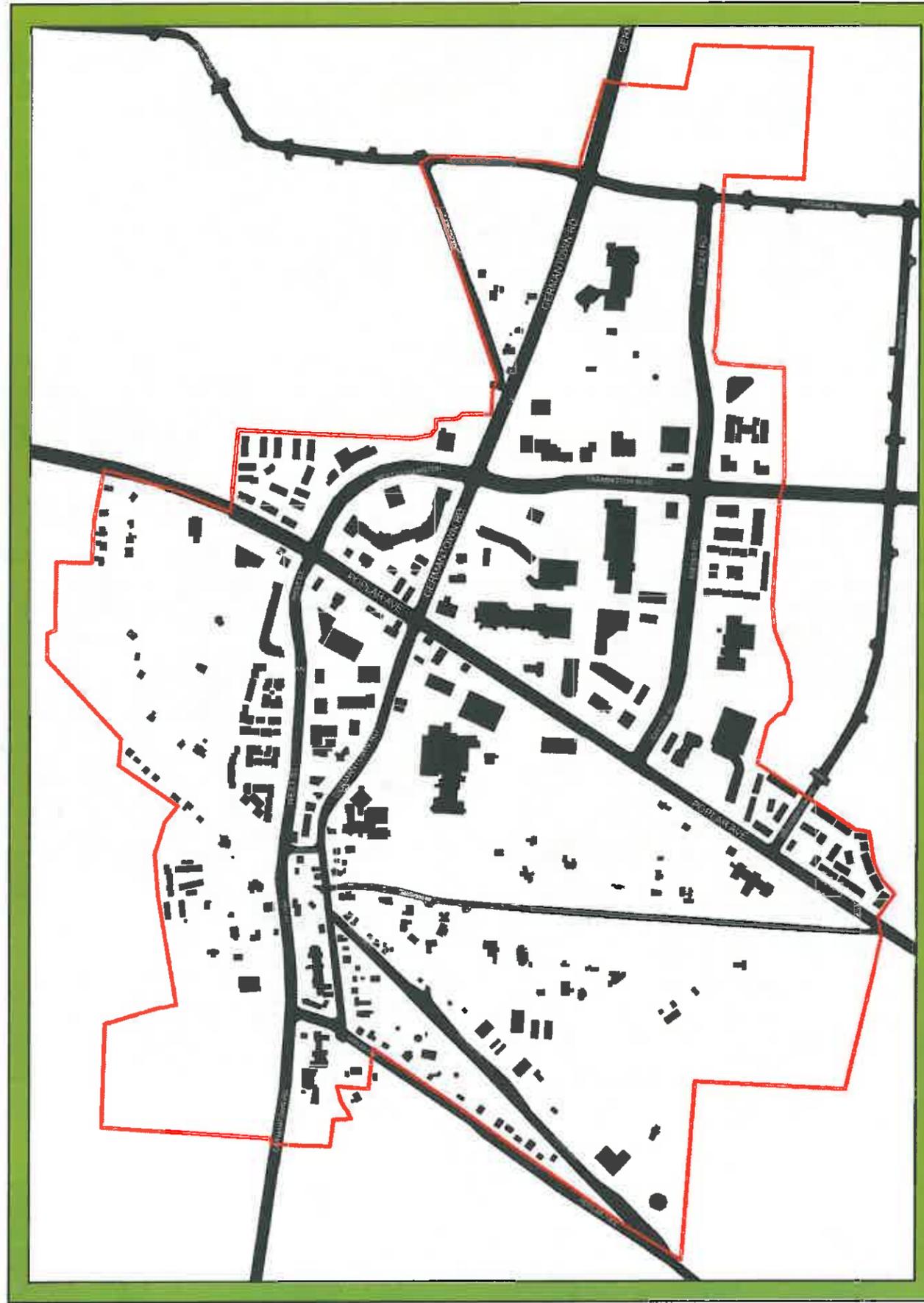
Wide roadways



Typical development pattern-building surrounded by parking



Lack of pedestrian refuge



Existing conditions: Figure-Ground Diagram



The market-research firm Rose & Associates, Southeast, Inc. conducted a detailed analysis of the Germantown market and economy as well as its position within the broader Memphis region. The results verify Germantown's role as a leader in the metropolitan area's regional economy. The following is adapted and excerpted from the *Market and Economic Study: Germantown Smart Growth Plan*, which was prepared as a companion document to the Smart Growth Plan.

### Market Overview

Located adjacent to the I-385 corridor and the I-240 beltline, the City has enjoyed the benefit of easy access to various services and remains well-positioned to capture future growth opportunities in retail, housing, and office markets.

A primarily residential community, the City is one of the most affluent communities in the southeastern USA. Germantown's average household income consistently ranks above \$75,000, with many households in the area (roughly 7,000-7,500) making more than \$100,000-\$150,000 per year. The residential sector comprises over 85% of the local tax base. Coupled with a relatively good school system, high-quality government services, easy access to retail, and parks, Germantown's amenities provide an attractive market for home-ownership. In fact, home-ownership rates top out near 83.5% for the local market, which is comprised of predominantly single-family homes.

Germantown's commercial properties also contribute to the local tax base, averaging about 12% of the overall total. This statistic reflects the strong retail tradition in the City, as evidenced by its low vacancy rates throughout the commercial areas. Currently, Germantown enjoys some of the highest retail lease rates in the region at roughly \$40 per square foot in Saddle Creek. As part of the *Vision 2020 Plan*, Goal 8 specifically emphasizes creating a "dynamic retail economy" in Germantown that would help to relieve the residential tax burden. This plan endorses this objective, maintaining that the City should move towards a healthier balance of tax revenues. While precise tax revenues by sector vary across municipalities, a well-balanced system typically includes more commercially-driven taxes than Germantown presently receives. Typically, the healthiest cities achieve an 80/20 balance in residential/commercial taxes.

### Preliminary Recommendations

There are several ways in which the City may address the need to diversify the local tax base while creating a dynamic retail economy. From a retail market standpoint, the Market Study recommends the following strategies as essential to the Smart Growth Plan's success:

- **Create a Town Center.** A mixed-use town center blending retail, residential, civic, and other commercial components will serve as an economic catalyst on both a local and regional scale. This concept reflects Goal 7 of the Vision 2020 Plan (which targets "mixed-use development in the City's core") and helps to provide an identifiable sense of place for residents and visitors alike. By inserting housing into the mix, the City expands the residential choices in Germantown (a point discussed further below).
- **Focus small-scale retail and restaurant opportunities in Old Germantown area.** This effort should be undertaken with sensitivity to the endemic architectural and elemental features of the area. The area needs specific branding and unification (through marketing, signage, and also "physocal unity" including adequate pedestrian facilities to encourage active, accessible street-life in the area).
- **Balance market-niche opportunities.** Because of its location and demographics, Germantown supports high-end retail locally and regionally. As the City expands its retail base it should continue to attract such clientele. At the same time, Germantown must actively promote local ownership and operation of retail/commercial opportunities such as boutiques, restaurants, and special-interest stores. While this activity may be especially concentrated in Old Germantown, the City should ensure local participation in the town center and other developments.

### Residential Trends

The creation of a town center and other mixed-use style developments enable Germantown to incorporate a variety of residential types into the local market. As mentioned earlier, single-family homes comprise the bulk of the City's tax base. While these houses provide stability and investment in an area, they also create a higher demand for services such as schools, expanded infrastructure, and other City-funded projects. Moreover, this residential type targets a very specific segment of the population -- typically families with children. Opportunities for empty nesters or young professionals who desire the quality of life Germantown offers find few residential options that meet their desires for patio homes, townhomes, condominiums, and apartments.

Mixed-use development and smart growth practices provide abundant opportunities to integrate these choices as part of the urban/suburban landscape. As a result, retirees and empty nesters may remain in the community in which they raised their children, continuing to invest in Germantown's livelihood. At the same time, younger professionals or couples may begin to live in the City before owning a home. Cumulatively, these two groups provide more critical mass to support the retail growth the City desires. Even more, within mixed-use developments, these residents supply an immediate,

dependable "built-in market" to support the commercial investments, creating a lively street life in these districts.

### Office & Medical Uses

The office market in the Memphis region consists of eight sub-markets, including the I-385 Corridor, where Germantown is located. In the third quarter of 2006, this sub-market posted the healthiest overall growth rates in the MSA. Specifically the I-385 Corridor posted a 12,000 square feet absorption rate, 9.20% vacancy rate, and \$19.84 average rental rate per square foot. The last two figures led the entire region, demonstrating the City's prominence as an employment center.

In fact, much of Germantown's employment is in the services sector (44.3%), including the medical and financial services. White collar occupations dominate with approximately 82.3% of those employed. Therefore, office space represents the primary focus of economic development, generating significant employment that drives the local economy and the study area's commercial environment.

Employment growth in the medical, service and financial sectors will continue to drive demand for office space within Germantown. As more business owners, executives and managers desire to live and work within the same community to reduce commuting time, there are opportunities for Class A office development. There are currently over 688 medical businesses listed within a three mile radius of the downtown core, including the hospital. The downtown core, areas adjacent to the hospital and other existing medical office parks will be key targeted areas. Medical office trends indicate a market for spaces ranging in size from 5,000—15,000 square feet. Therefore, larger floorplate buildings are recommended in areas where land is available for the parking associated with medical uses (5-7 spaces per 1,000 square feet).

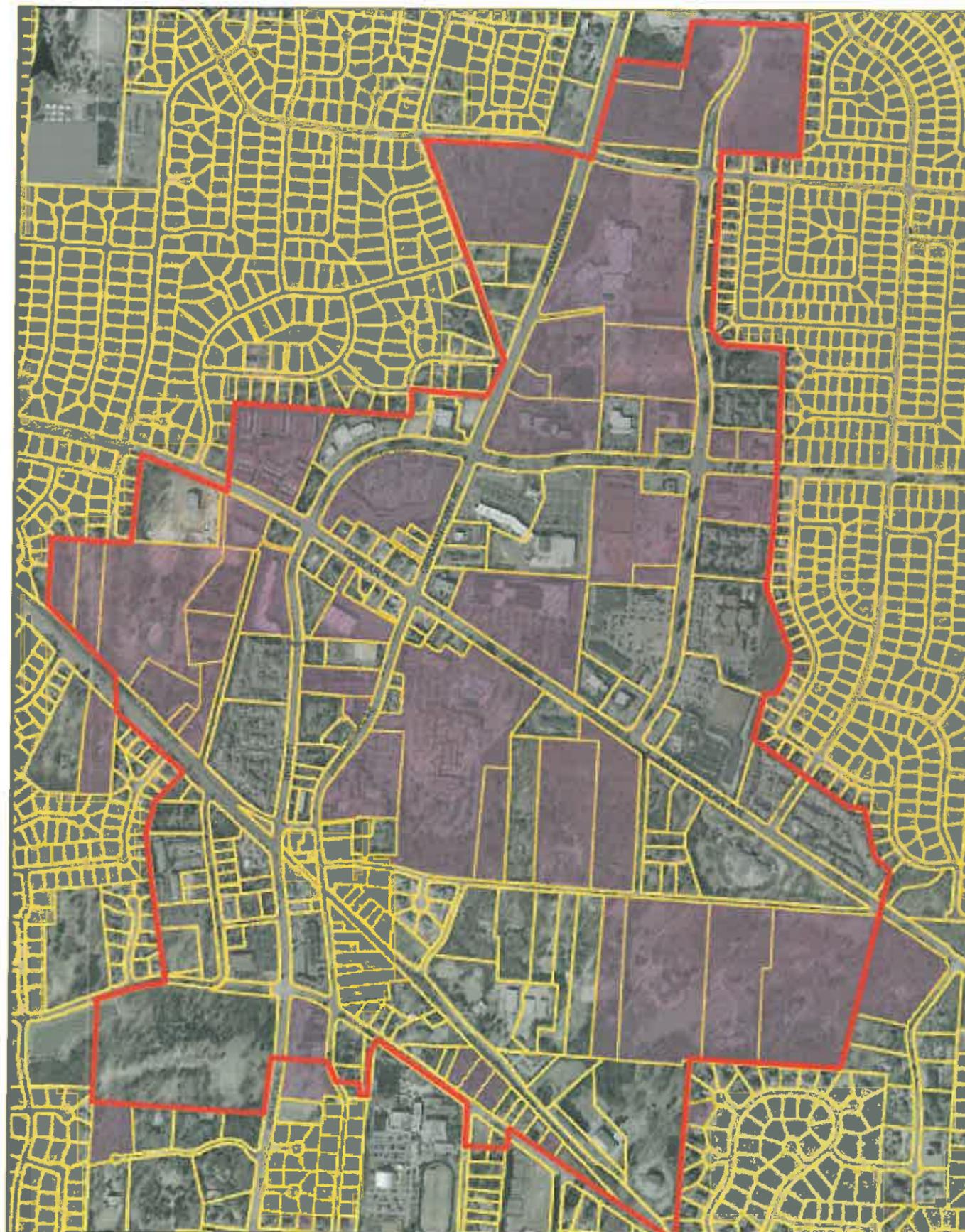
The added benefit of larger office space in the City's commercial center will provide additional daytime population, a key component to successful restaurants and retail operations in and around the Germantown Road/Poplar Avenue intersection.

The Germantown Smart Growth Plan emerged out of the intensive efforts of citizens and City officials to create an inclusive, public planning process.

From Wednesday, September 20th to Tuesday, September 26th, 2006 the City of Germantown hosted a public design charrette in the Great Hall at the Germantown Performing Arts Centre. This 7-day event witnessed a high level of public participation in all aspects of the plan. Throughout the week, open meetings invited citizens and professionals alike to discuss topics ranging from transportation congestion and non-motorized mobility to the creation of a Main Street and redevelopment of Germantown's commercial core. Numerous members of the community, public officials, and stakeholders attended the meetings and contributed exciting ideas regarding the City's future. The map to the right shows properties (in purple) whose owners participated in the event.

The charrette came to a close on Tuesday, September 26th. That evening, the project team presented the plan's recommendations to an enthusiastic crowd. Part conceptual, part detail design, this plan represents the publicly-driven consensus gained through the charrette process. It reflects the collective vision of the hundreds of active participants.

<p><b>WEDNESDAY, SEPTEMBER 20th</b></p> <p>11:00 Design Studio Set-Up</p> <p>1:00 Judd Tepaske (Planning Consultant)</p> <p>1:30 Study Area Tour</p> <p>7:00 Public Kick-off Presentation and Facilitated Workshop</p>	<p><b>THURSDAY, SEPTEMBER 21st</b></p> <p>9AM-9PM DESIGN STUDIO OPEN</p> <p>9:00 Police, Fire, &amp; Public Safety</p> <p>10:00 Transportation</p> <p>11:00 GPAC/Centre Administration</p> <p>11:30 Chamber Luncheon/Booth on Smart Growth</p> <p>1:15 Germantown Area Chamber of Commerce Board</p> <p>2:00 Media</p> <p>3:00 Senior Citizens Advisory Committee</p> <p>5:30 PIN UP SESSION &amp; PROJECT UPDATE</p>
<p><b>FRIDAY, SEPTEMBER 22nd</b></p> <p>9AM-6PM DESIGN STUDIO OPEN</p> <p>9:00 Salvaggio Enterprises</p> <p>10:00 Finard Real Estate Services</p> <p>11:00 Churches</p> <p>1:00 Research &amp; Budget</p> <p>2:00 Library</p> <p>3:00 Parks &amp; Recreation</p> <p>4:00 Women's Heritage Club</p> <p>5:30 PIN UP SESSION &amp; PROJECT UPDATE</p>	<p><b>SATURDAY, SEPTEMBER 23rd</b></p> <p>9AM-6PM DESIGN STUDIO OPEN</p> <p>9:00 Garden Clubs</p> <p>11:00 Boyle Investment</p> <p>12:00 PIN UP SESSION &amp; PROJECT UPDATE</p>
<p><b>TUESDAY, SEPTEMBER 26th</b></p> <p>9AM-1PM DESIGN STUDIO OPEN</p> <p>1PM-6PM Preparation for Final Presentation</p> <p>6:00 Reception</p> <p>7:00 Closing Presentation</p>	<p><b>SUNDAY, SEPTEMBER 24th</b></p> <p>1PM-6PM DESIGN STUDIO OPEN</p>
<p><b>MONDAY, SEPTEMBER 25th</b></p> <p>9AM-9PM DESIGN STUDIO OPEN</p> <p>5:30 PIN UP SESSION &amp; PROJECT UPDATE</p>	
<p><b>Germantown Smart Growth Plan Charrette Schedule</b></p> <p>Germantown Performing Arts Centre</p> <p>Wednesday, September 20th - to Tuesday, September 26th, 2006</p>	



Charrette Participation Map: Purple parcels represent property owner participation

## CHARRETTE JOURNAL

Day 1 - Wednesday, September 20, 2006

...After lunch, we set out for our tour of the area. Our primary and preferred mode of transportation for our tours is by foot. As a pedestrian, you can really experience every nuance of a place both good and bad. We are typically joined by interested members of the public, and today was no exception. In addition, the Memphis Commercial Appeal and the local Fox affiliate both followed us around, capturing our travels in trying to cross very busy roads and recording our thoughts about how to improve the area.

...At 7:00, the general public arrived for a formal public kickoff session. After a short presentation that introduced the process as well as the study area, the design team facilitated a visioning exercise. This highly participatory exercise engaged everyone present and produced a number of very important themes that will serve as building blocks for our design work, specifically aesthetics, density and residential opportunities, pedestrian and bicycle improvements, attractive infill and redevelopment, development transitions, and vibrant and healthy public spaces and infrastructure.

Day 2 - Thursday, September 21, 2006

...The design team began today by focusing on four key blocks of the study area--two undeveloped areas, one developed area needing design intervention, and the Municipal Square community park and civic campus. In addition, we looked at some basic road patterns and networks and even started to test some potential road diets on Exeter Road. Two perspective drawings illustrated the visual impact of a 3 story building on an existing block as well as a new Town Green on the site of the current US Post Office. We also explored the impact of creating a new pedestrian-friendly street through the center of two superblocks.

...In addition, we began exploring themes and approaches for a new branding and identity campaign. Like the market studies that have become commonplace as predecessors to our planning, so too is the element of logos, taglines, and community theming to implementation. For Germantown, the existing logos have become worn and each department has locally adopted different graphic

conventions often sending conflicting messages about service delivery and philosophy. Further, the area that we are studying really lacks a coherent identity. It's currently less a Town Center and more a confluence of large roads and disjointed commercial centers. Our challenge is therefore to create a graphic approach that embodies a new brand for the entire community as well as adopts a moniker for our study area. To that end, we started creating an array of logos and taglines to begin the discussion.

Day 3 - Friday, September 22, 2006

...Public interest remains high with citizens waiting at the door for the charrette studio to open at 8:30 am. We conducted interviews and open discussions with the former Mayor who is also a developer, representatives from the area churches and the Library director.

...We also met with the Parks and Recreation staff and representatives from the Community Theater. From that discussion emerged a tremendous opportunity to relocate the existing community theater to the Municipal Square. As part of our planning we had created an opportunity for a new Town Green anchored by a civic building. Through our conversations we found that this civic site would be a very suitable location for the community theater.

...We had another crowd at the 5:30 pin-up session where we presented new plans for some of the same areas as last night. We also presented a unique transportation opportunity with the realignment of a major road to tie back unto itself, improving the north-south connection through the community, and taking pressure off of two other intersections. Our hope is that we can reclaim two of those intersections for pedestrian-accessibility while resigning the third to the cars.

Day 4 - Saturday, September 23, 2006

...For our team, it was largely a work day. Our focus today was on areas that had not been covered previously and on the "big idea".

The big idea plan is the long-term redevelopment of one very large block with a number of aging shopping centers (including the Hobby Lobby). Our work included a possible phasing plan for its implementation as well as the creation of a build-out plan. The phasing plan was created using a figure ground technique that highlights the proposed changes in black. It's a very powerful and simple technique. The build out plan, modeled on some of the most successful mixed-use centers across the country, is a long-term proposition for this community given the complexities of the various lease encumbrances on the various parcels. Yet, in spite of these issues, the long-term opportunities are quite intriguing given the parcel size, location, and area demographics. The proposal is a truly urban mixed-use center with multi-story, mixed-use buildings, a coherent street network including a new Main Street, and various public spaces.

...Also, our traffic engineers loaded all of the background data for the planned improvements/reconfigurations of the street grid into a SynchroPro/Sim Traffic model. So far, the proposed connection of Germantown Road to Germantown Road looks good-- as do the other intersections that we are trying to reclaim for pedestrians.



Citizens share their input during the charrette

## CHARRETTE JOURNAL (CONT.)

Day 5 - Sunday, September 24, 2006

... We then returned to the charrette studio at 1 pm to begin work. Once again, citizens dropped in throughout the day - Some new faces and some old. Most were just inquisitive about the process, some just wanted an opportunity to talk to a kind ear. We find that our charrettes are as much about dialogue as they are about design. We have also learned that there are always valuable nuggets to be gleaned from any conversation. It's what helps to complete the community picture. This is yet another reason why charrettes are so superior to a one-day workshop. The casual nature of our open studio format is very inviting to the general public and is very accommodating of a wide variety of busy (and not so busy) schedules.

... Our traffic/transportation team members continued to crunch the numbers on the connection of Germantown Road to Germantown Road. They also worked on a functional design for that connection which shows great promise and appears to improve the rail crossing conditions as well.

Day 6 - Monday, September 25, 2006

... Work shifted into high gear today as we began to prepare for the final presentation on Tuesday evening.

... Our morning team meeting ended with a long task list that included revisiting certain areas one more time, filling in the blanks, and preparing final drawings. In addition, we began to set up the final PowerPoint presentation as well as the title block for our drawings.

... While we did not have any scheduled meetings, the number of citizens just dropping in remained high. We even had a group of tennis players and the local tennis pro come in after a lesson to share their thoughts about a new tennis complex. Even though we are focused on preparing the work for the closing presentation, we still make time for our clients, the citizens of the community.

... We conducted a final pin-up session in the evening as a way to gather any final comments or direction before the last day. Strong participation at that meeting helped to galvanize our thoughts and give us the direction needed for a complete master plan. We also continued to post new thoughts and ideas about the logos and theming for the community.



Day 7 - Tuesday, September 26, 2006

... The final day is a frenzied, yet organized effort to complete final drawings, do our development analysis, and get everything into the computer. The best way to describe the environment is something short of managed chaos. But, like all seasoned charrette teams, we know our roles and our tasks. Through the charrette we all move around doing different designs on different areas, and preparing a variety of drawings. But, in the end, we all have our strengths and our specialties, and the goal is to prepare the most well prepared, finest-looking master plan with scores of beautiful and compelling drawings, diagrams, and illustrations needed to communicate the final vision.

... At 6 pm, with one hour until the final presentation, we complete the final organization and printing of all drawings in an 11X17 booklet for posting on the presentation boards, and for use by our clients. We also print extra copies of certain drawings for various individuals who we know will want copies of the images related to their particular area or interest. Once the PowerPoint has all of the drawings, we run through it once to make sure we aren't missing anything and give it one final organizational pass.

... We have learned that while there will be a few new participants to the charrette at the closing presentation, most will be seasoned charrette veterans. As such, we have always found it important to provide as much new information as possible. And, we always retain an illustration or two as a surprise. The reaction to these illustrations is often met with awe and applause, and tonight was no exception.

It's a small, but powerful reward to the charrette team to receive such a reaction for a job well done.

.. Finally, we closed the presentation with a note of thanks and some words of inspiration for the community as a way to empower them towards implementation. They, in return, offered a healthy round of applause.



Consultant team members and the Mayor at the final presentation

**PUBLIC DESIGN CHARRETTE IMAGES**



*Facilitated design workshop with public*



*Citizen input during workshop*



*Site tour & discussion*



*Walking tour through study area*



*Meeting with senior citizens committee*



*The charrette design studio*



*Open design session*



*City officials and citizens share ideas*



*Final presentation*

**P**ublic input is the cornerstone of a successful plan. After all, it's the citizens who live, work, and play in the community day after day—they know the area best. Their insight into current issues guides planning efforts and builds consensus on important community topics. By involving everyone from the start, a successful plan generates momentum that can turn a vision into reality. Such enthusiasm stimulates the political will necessary to achieve the desired community change.

Germantown boasts an active, dedicated citizenry committed to the current and future well-being of the City. Public participation was high at both the August kick-off meeting and September charrette, infusing the plan with innovative, publicly-driven ideas. During these events, the project team led several visioning exercises and distributed a survey of ideas related to Goal #7 of the Vision 2020 Plan—The Redevelopment of the Heart of Germantown. The feedback received helped to focus the Smart Growth Plan's scope and intentions.

At the August kick-off meeting, participants were asked to envision their community 20 years from now. What would they like to see accomplished? More importantly, what would the realization of these accomplishments look like in the City of Germantown? Out of the range of responses, several categories of concepts and expectations emerged organically. "Aesthetics" and "Walkable-Bikeable Community" led the way. Other categories included "Public Space," "Amenities," and "Future Transit Options." A sample listing of ideas follows:

- Aesthetics:**
- More trees, more green
  - Maintain fountains on Poplar Ave.
  - Landscape + architecture designed to last
  - Keep the trees! (Use hardwood trees)
  - No clear cutting!
  - Tree-lined streets
- Walkable-Bikeable Community:**
- Develop bicycle/pedestrian-friendly streets & paths
  - People walking to the library, GPAC, & grocery store
  - Establish safe, effective bicycle routes
- Old Germantown:**
- Create historic preservation district
  - Provide local business incentives (help mom & pop stores!)
  - Improve public infrastructure: sidewalks, parking meters, drainage basins
- Amenities:**
- Street cafes
  - Art gallery district
  - Senior activities center
  - More local restaurants with outdoor dining
  - Wi-Fi capability in town center area
  - Dog park!
- Transportation:**
- Enhance traffic control

- Reduce access to businesses from Poplar
- Increase non-motorized transport opportunities
- Get rid of the freight train!
- Plan for future light rail

**Community Survey**

The Community Survey distributed during the charrette allowed citizens to voice their opinion concerning specific issues. The questionnaire asked participants to rate their support for Goal 7 and other relevant objectives of the Vision 2020 plan. The following statements summarize the findings from the 34 surveys that were returned:

- 100% of respondents want more public areas to foster a "sense of place" in the community.
- 99% of respondents want to preserve or enhance the tree canopy on major streets.
- Over 97% support redevelopment of current commercial areas.
- 96% want to see high-quality development that is environmental sensitive.
- 94% desire to see the creation of more jobs and offices for professional services in the plan area.
- 94% desire streets designed for all users—bikes, pedestrians, cars—as well as multi-use paths and trails to connect throughout the entire City.
- Nearly 90% of people responding indicated that the area should have multi-generational appeal.
- Over 90% of respondents favor attractive and inviting mixed-use buildings designed to be easily accessible to pedestrians.
- 80% favor higher-density residential development (condos, apartments, & townhomes) in downtown Germantown.
- 80% want to increase retail/shopping options in the commercial core.

These responses indicate strong support for development/redevelopment activity in the planning area. They show that participants desire growth that elevates the quality of Germantown's built environment and civic life.

Respondents indicated that they would like to see more diversity in housing options. A significant number of persons specified that residential units in the \$150-\$249,000 are needed in the study area. Along with this price bracket, the \$250-\$349,000 range received the highest votes among respondents. 95% of the votes in the \$150,000-\$349,000 bracket were for townhomes, patio homes, and condominiums. Similarly, these options garnered 84% of the total in the \$250,000-\$349,000 range. These responses indicate a market for types of housing that are not currently available in the City.

Many survey respondents articulated the need for such housing in order to serve new families, young professionals, and empty nesters. Options such as townhomes and condominiums provide great ownership alternatives for young families just starting out, allowing them to be involved in the community while still building a foundation for the future. For empty nesters, the reduced square footage of a townhome enables a high quality of life without the stress of managing a larger-than-needed residence.

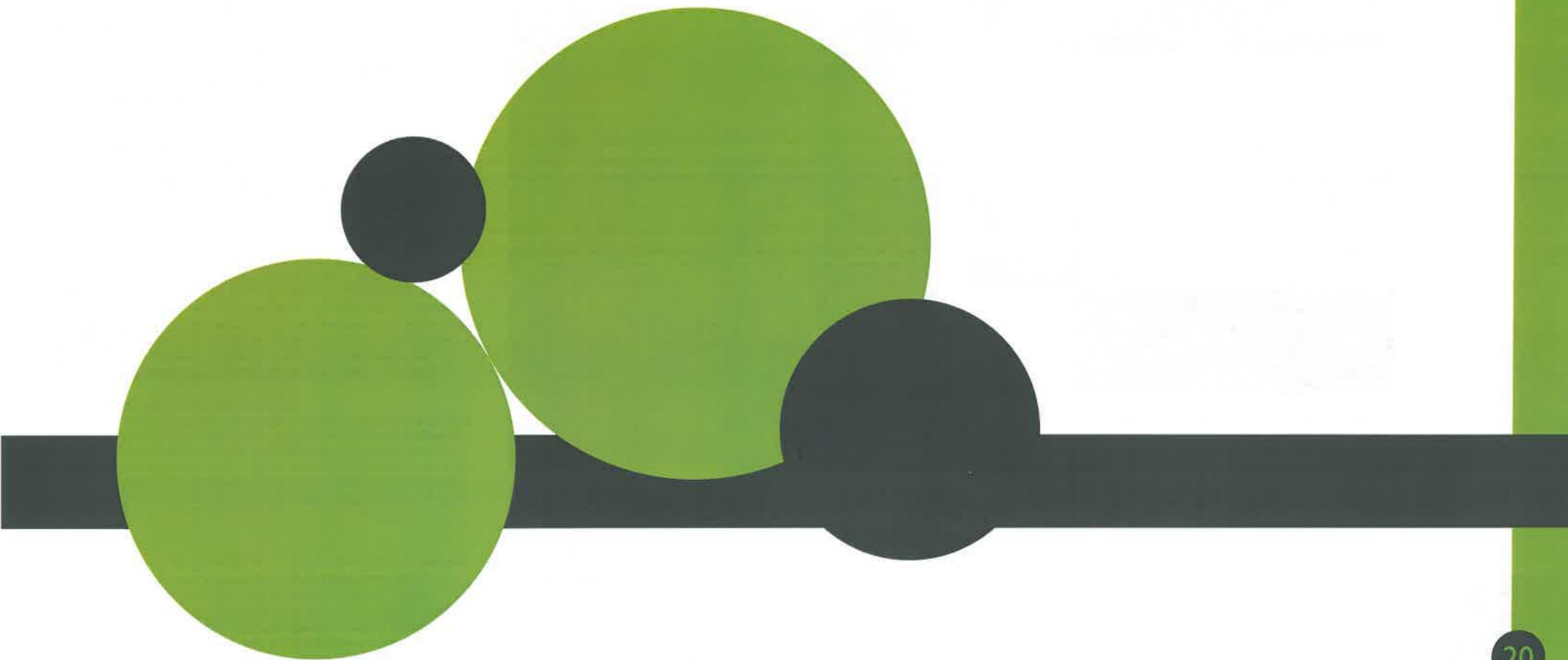
Several individuals and groups expressed their concern over the City's current demographic composition. Many senior citizens explained that, despite living in Germantown for decades, they would be unable to retire there to due the high cost of living and lack of smaller-scale, affordable housing options. (Smaller, well-located residences allow seniors to walk to many of the services they need, meaning that they continue to enjoy personal mobility and freedom even without a car.)

Germantown Smart Growth Plan Community Survey	Desired Price Ranges for Residential Units (number of responses indicated)				
	\$150-249,000	\$250-349,000	\$350-499,000	\$500-750,000	\$750,000+
Housing Types					
Single Family 1-2 Stories	2	10	9	3	1
Townhomes 2 Stories	6	13	6	2	1
Patio Homes 1 Story	12	13	1	0	0
Condominium (Multi-Story, Mixed-Use)	13	19	3	2	1
Senior Living Facilities	14	6	1	1	1
<b>TOTALS</b>	<b>47</b>	<b>61</b>	<b>20</b>	<b>8</b>	<b>4</b>
Apartment Homes (Rental)	5				



Gathering feedback from the City's Beautification Committee

# TRANSPORTATION



The transportation system represents a key component of the Germantown Smart Growth Plan. The existing system presents a number of challenges to the City's goals of creating an attractive, walkable downtown. Therefore, the plan proposes significant modifications and enhancements to increase the system's overall function and the City's vitality. This section gives an overview of the existing transportation system and highlight targeted improvements. It is adapted from a technical memo prepared by Kimley-Horn & Associates.

### Roadway Network

Within the study area, traffic along Poplar Avenue (U. S. 72 / State Route 57) dominates east-west vehicular movement while north-south traffic flow concentrates on the Germantown Road / West Farmington-West Street / Germantown Road South system (State Route 177). Poplar Avenue is the major link from the City of Germantown and the Town of Collierville to the City of Memphis and Interstates 240 and 40. These major arterial roadways serve as critical links within the regional roadway network, as evidenced by the following Average Daily Traffic (ADT) volumes (2004) within the study area:

Major Thoroughfares Traffic Volumes	
Roadway	Vehicles Per Day
Poplar Avenue	39,000
Germantown Road (North of Neshoba Road)	56,100
Germantown Road (Neshoba to Farmington)	60,700
Germantown Road (Farmington to Poplar Avenue)	41,200

Unfortunately, little to no residential or minor street network exists within the study area. The local street network primarily serves adjoining residential neighborhoods *outside* the immediate study area. Therefore, the unbalanced network forces the major arterials and collectors to carry both local traffic as well as commuter traffic. When burdened in this manner, these roadways actually work against the transportation system's overall efficiency. The large, heavily-trafficked roadways become difficult to cross, isolating city blocks and neighborhoods from easy access to one another. Examples in the study area include the Saddle Creek North and Germantown Hardware blocks.

This arrangement becomes especially problematic during the morning and afternoon rush hours, where traffic flow remains highly directional based upon time of day. In the morning peak hours, Poplar Avenue carries the majority of vehicles westbound towards Memphis. The ADT figures for the study area's other

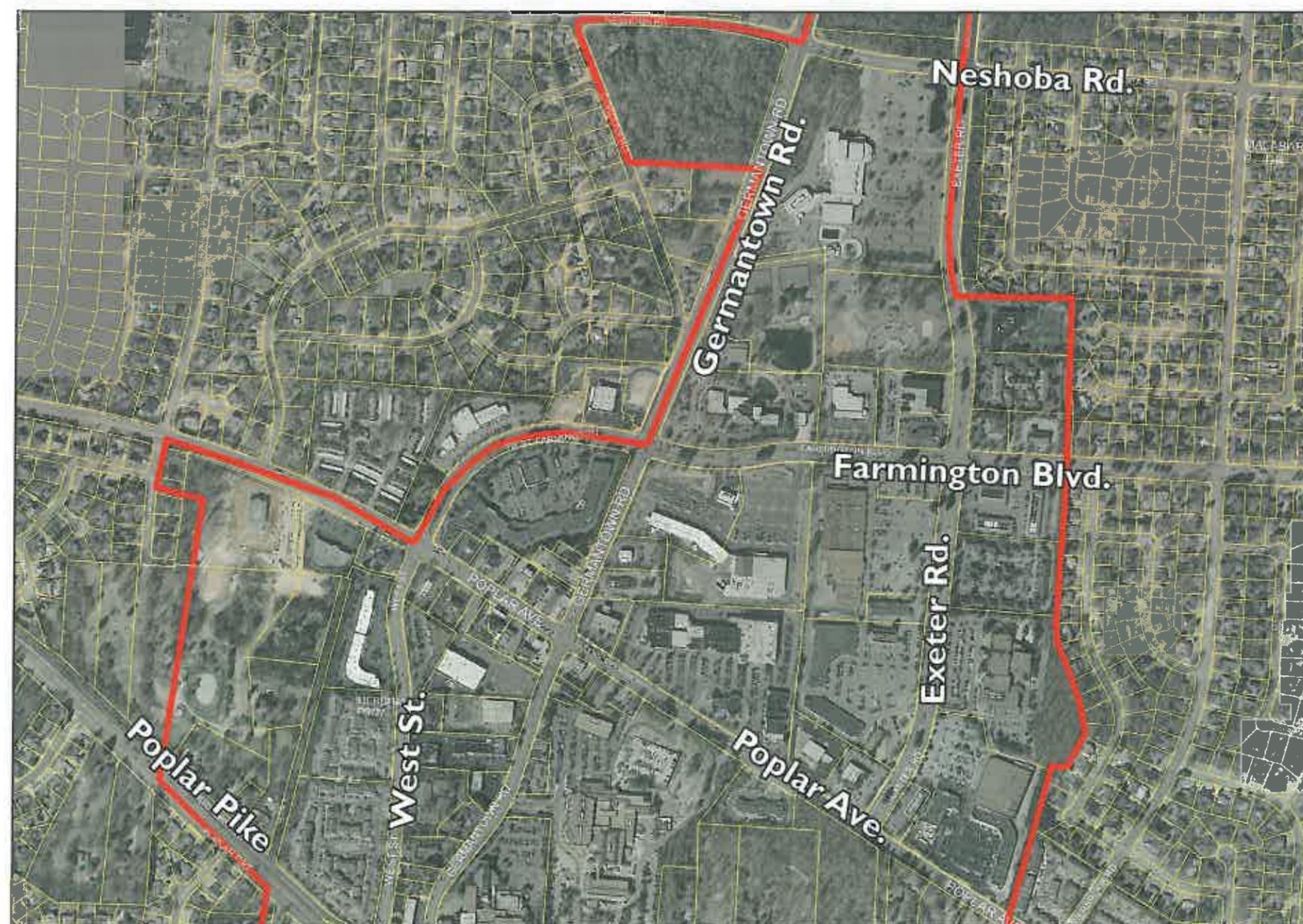
collector roads reflect this pattern, as Germantown/West/Exeter/Neshoba/West Farmington all direct traffic south and west. In the evening the cycle reverses, with north/eastbound flows snarling traffic.

Particularly problematic, the West Street-Germantown Road split creates significant delays that impact flow throughout the area, especially below Poplar Avenue, where Germantown Road absorbs the volume of two full collectors. This situation exacerbates conditions on surrounding roads, especially at the intersection of Poplar Avenue and Germantown Road. With a lack of alternatives, conditions on the entire roadway network continue to worsen.

Not surprisingly, the West Farmington Boulevard, West Street and Germantown Road intersections with Poplar Avenue contain the highest traffic volumes. Compounded by intensive turning

movements, the ability of these intersections to handle commuter traffic impacts the entire study area. Due to the lack of other north-south or east-west through routes, all traffic must be served by either of these two intersections.

Other Roadway Traffic Volumes	
Roadway	Vehicles Per Day
Neshoba Road	4,000
Exeter Road	11,900
West Farmington Boulevard	14,400
Poplar Pike	6,600
Dogwood Road	7,800
West Street	18,400



Major & minor thoroughfares in the Study Area

**Level of Service**

To gauge capacity, engineers use a performance indicator known as Level of Service (LOS), which provides a qualitative measure of the operating conditions and traffic flow for a given road segment. Letter designations range from A (free-flow operations with minimal delays) to F (extreme congestion and long delays). For signalized intersections, LOS is determined by the signal control's average stopped delay for vehicles. On unsignalized intersections, delay caused by waiting for gaps in counter-movement traffic reflects the LOS. The table to the right lists the existing LOS conditions of intersections within the study area for the AM and PM peak hour periods using 2003 traffic volumes.

**Rail Infrastructure**

The Norfolk-Southern railroad represents another component of the study area's transportation infrastructure. Running parallel to Poplar Pike, service along this line has increased exponentially over the past several years, with the number of trains a day approaching two per hour at certain times. The two at-grade rail crossings (West Street/Poplar Pike and Germantown Road/Southern Avenue) prove particularly problematic as they inhibit north-south traffic movement during train crossings. Ultimately, these crossings disrupt traffic patterns and flow throughout the entire study area.

The Memphis Area Transit Authority completed a Regional Transit Plan in 1997 that identified three potential corridors for light rail service. Among these, the plan envisions a "Southeast Corridor" to run out to the suburbs southeast of downtown Memphis and outside of I-240. The Norfolk-Southern railroad line, which cuts through the Germantown's center, is a prime candidate. Much needs to be done in order for this vision to be realized. Namely, arrangements would need to be made between Norfolk-Southern, MATA, Germantown, and other municipalities along the potential corridor to plan and administer the service. Benefits of the commuter rail line include: new, transit-oriented development opportunities (retail, commercial, and residential); improved air quality; decreased traffic congestion (and reduced commuting times); greater mobility and access to destinations throughout the region.

**Existing Intersection Network Level of Service**

Intersection	Traffic Operation	AM Peak Hour		PM Peak Hour	
		LOS	Delay (sec.)	LOS	Delay (sec.)
Germantown Road & (West) Farmington Boulevard	Signalized	E	71.1	F	117.3
Exeter Road & Farmington Boulevard	Signalized	B	14.4	C	27.3
Exeter Road & Poplar Avenue	Signalized	B	14.8	B	17.7
Germantown Road & Poplar Avenue	Signalized	C	33.3	F	93.3
West Farmington Boulevard/West Street & Poplar Avenue	Signalized	D	47.8	E	75.6
West Street North Street & Poplar Avenue	Signalized	C	21.9	B	18.9



Mid-day traffic on the heavily traveled US 72 (Poplar Avenue)



A pedestrian attempts to cross the busy Germantown Rd.-Poplar Ave. intersection

### Bicycle and Pedestrian Network

Within the study area, high motor vehicle volumes and limited options for non-motorized travel restrict bicycle and pedestrian movements. Where pedestrian facilities do exist, sidewalks are often placed next to major vehicular corridors without a planting strip between, thus diminishing the appeal and comfort of walking. Poplar Avenue and Germantown Road represent the two most glaring examples of this condition; however, the same can be said about almost every roadway in the study area.

Perhaps most unfortunate, many destinations within the study area are only a short 5-10 minute walk or bike ride apart. As the map to the right shows, a ten minute walk covers the entire study area. In this diagram, two sets of radii emanate from two of the most important destinations in the area: the Municipal Block and Germantown Methodist Hospital. The inner lines represent a 1/4 mile, or a five minute walk, while the outer lines depict a 1/2 mile ring, or a 10 minute walk. Where the two sets overlap, a red "energy zone" depicts the area in which walkability proves most feasible given an appropriately designed context (i.e. attractive streets with sidewalks, shops, and destinations).

Because the City's commercial center already contains some restaurants, commercial/office centers, and major employers, there exists a strong potential to create an environment conducive to improved and safer pedestrian and bicycle mobility within the study area. In fact, numerous citizens described current conditions as "not pedestrian-friendly" and "very dangerous!" Seniors, which represent a rapidly growing population segment, were especially concerned for their safety and mobility in Germantown. Major gaps in the transportation system, which make it difficult to access destinations in the City without a car, create these sentiments. At intersections along Poplar, Germantown, and West roadways, pedestrian signals fail to provide enough time for a safe crossing of the street (usually

5-7 lanes, or 72+ feet). By comparison, the average person walks at a rate of 3.3 feet per second, meaning that a safe crossing necessitates at least 14 seconds. When charrette participants toured the area by foot, many of the signals timed out at 3-6 seconds. This places the pedestrian in a precarious situation and forces them to race (if able) across the intersection. Many citizens stated that "better pedestrian crossings" were needed. Poorly distinguished crosswalk markings and planted medians that directly inhibit pedestrian movement (top right and below) add to the dangers of walking in Germantown. As the images show, pedestrians take their life into their own hands when they choose to cross at these inadequate junctions. During the charrette, the consultant witnessed a wheelchair-bound person nearly struck by an oncoming vehicle as she attempted to cross an intersection.

From a bicyclist's perspective, the area is equally challenged. While some bike lanes exist in neighborhoods adjacent to the study area, the City's downtown lacks adequate wayfinding signs and designated lanes/paths. Citizens at the charrette labeled this a top priority. Unfortunately, roadways inhospitable to bicyclists surround many attractions, such as the City's municipal park. These multi-lane roadways are often over-built and over-sized, serving half of their designed volume while isolating each block and making pedestrian/bicycle access difficult.

Not only do these circumstances impede non-motorized movement, but they further exacerbate traffic problems. For instance, employees of Germantown Methodist Hospital that order lunch from McAlister's Deli across the street must get in a car to cross the heavily-trafficked Poplar Avenue because no crosswalk exists. This action places yet another vehicle on the busy roadway, increasing the risk of crashes and unnecessarily clogging the thoroughfare.



Inadequate pedestrian facilities make walking hazardous near the Post Office



Landscaping obstruction of crosswalk on Farmington



Existing sidewalk conditions on Poplar Avenue



A 10 minute walk separates most destinations downtown

## PROPOSED IMPROVEMENTS

The ideas discussed here reflect both short-term and long-term strategies to improve transportation conditions in Germantown. Implementation of these improvements will occur incrementally, with each element contributing to the transportation system's overall efficiency.

The map on this page illustrates an aggregate collection of many transportation improvements proposed by this plan. A major theme that emerged from the charrette was "connectivity." Perhaps more than any other feature, the transportation facilities map emphasizes connections at every level.

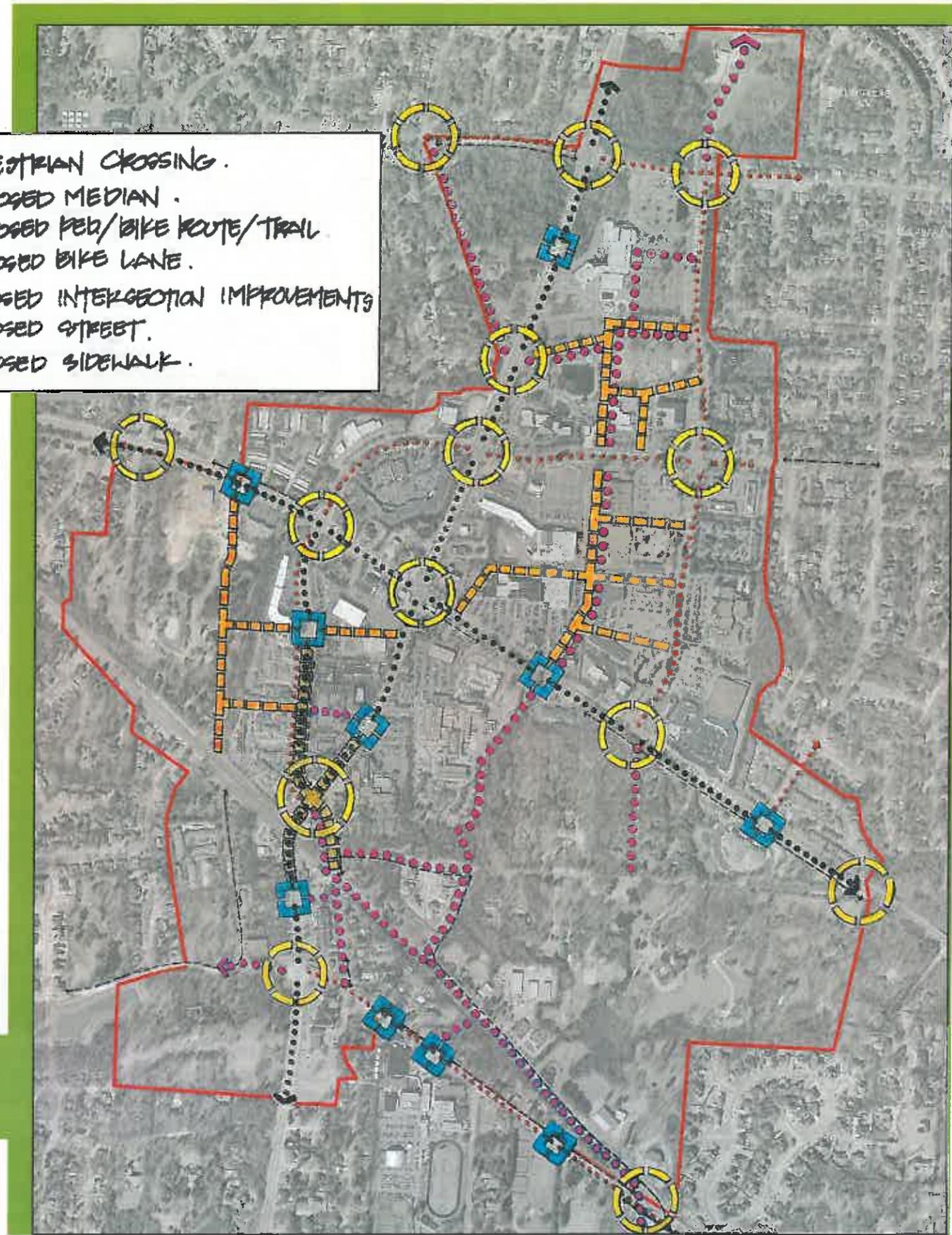
The orange blocks represent proposed new street connections. Each of the streets, the plans suggests, should contain adequate sidewalks and planting strips to enhance pedestrian safety and mobility throughout the study area. The blue squares indicate the need for improved pedestrian-specific crossing facilities. Yellow circles identify intersections requiring both vehicular (cars and bikes) and pedestrian improvements. Features such as curb-extensions, improved signalizations, and medians (symbolized by black dots in the map) will help to increase pedestrian and vehicular safety by clearly defining movements and protecting users waiting to cross or turn.

In addition, the plan proposes specific pathways for non-motorized movement in the study area. The red squares delineate bike-lanes to be included on roadways so that cars and bikes may safely share major streets. The purple dots depict exclusive pathways dedicated to non-motorized use or low-volume on-street bicycle routes. These facilities may also take the form of off-road trails or wide, multi-use paths that connect through neighborhoods, parks, commercial centers, and other key destinations around the City.

Overall, the following recommendations aim to create a coherent, multi-modal network of streets, sidewalks, and pathways that improves the entire transportation system's efficiency and enhances the experience for all users.



- PEDESTRIAN CROSSING .
- PROPOSED MEDIAN .
- PROPOSED PED/BIKE ROUTE/TRAIL .
- PROPOSED BIKE LANE .
- PROPOSED INTERSECTION IMPROVEMENTS
- PROPOSED STREET .
- PROPOSED SIDEWALK .



Transportation facilities improvements

## PROPOSED ROADWAY IMPROVEMENTS

Significant short-term improvements to the motor-vehicle transportation system are in progress under the guidance of the Tennessee Department of Transportation and Shelby County. The column below summarizes these efforts:

### TDOT and Shelby County Projects

Projects slated for completion within the next ten years:

- Germantown Road: 2 to 4 lane widening just south of study area.
- Poplar Avenue: Widening to 7 lanes east/west of study area, from Kirby Road in Memphis to Byhalia Road in Collierville.
- Poplar Pike: Expansion from to 4 and 5 lane cross-section in and east of the study area.
- Wolf River Boulevard: Completion provides a major east-west arterial immediately north of the study area, providing a viable alternative for commuters.

Additionally, the Shelby County Congestion Management Program plans to complete coordination of all existing signals in the study area, as well as three Poplar Avenue intersections to the west and several junctions to the study area's north and south. Together, these roadway improvements will increase capacity throughout Germantown, especially along the Poplar Avenue corridor, where experts predict a 5% decrease in traffic once TDOT implements these ancillary projects.

Lastly, improvements planned for the intersection of (West) Farmington Boulevard and Germantown Road include replacing the single eastbound left-turn lane with a double left. Plans also call for the intersection's southbound right-turn lane to become a free-flow movement with the construction of an exclusive merge lane for southbound right-turning traffic.

### Smart Growth Plan Proposed Roadway Improvements

In conjunction with these projects, the plan proposes the following recommendations to improve transportation conditions in the study area:

- **Connect Germantown Road with Germantown Road South immediately north of the railroad.** This proposal provides a direct north-south route through the City, thereby reducing congestion at other intersections caused by awkward turn movements. Overall, this realignment most significantly improves the



Illustration of Germantown Road re-alignment at North Street

capacity of area roadways.

- **Move State Route 177 designation to Germantown Road.** Coupled with the realignment mentioned above, this strategy properly arranges the study area's street hierarchy. In addition, it allows West Farmington and West Street roadways to take on a more local context, making these streets more favorable to pedestrians/cyclists.
- **Modify signal timings.** Presently, signal timings make turning left from Poplar Avenue to West Farmington a quicker option to access Germantown Road north than simply turning left at the next intersection. This movement, however, snarls traffic throughout the study area. Improving timing at the Germantown Road/Poplar Avenue intersection makes this a more attractive route. To improve overall traffic flow, the plan recommends coordinating all traffic signals on major roads.
- **Implement new cross-sections.** Many of the study area's other streets have traffic capacities that exceed their current or future needs. As the City adjusts its signal timing and route designation on major roads, even more streets will fall into this category. Therefore, the City should decrease laneage on certain roads in an effort to promote greater mobility through walking, biking, and driving. In most cases, this strategy requires little cost as the City need only

re-stripe existing infrastructure. For example, permitting on-street parking along Exeter Road transforms the road into a multi-purpose avenue conducive to shopping, walking, or otherwise traveling through. The parking provides easy access to street-fronting stores (proposed in the Superblock concept) while giving pedestrians a buffer between traffic and the sidewalk. Furthermore, the parking also encourages other cars to travel at lower speeds, making the street safer for bicyclists and thus making the overall environment more agreeable to non-motorized activities.

Candidates for "road diets" include: Exeter (4 lanes to 2), Neshoba (4 lanes to 2), West Farmington (6 lanes to 4), and West Street below Poplar Avenue (4 lanes to 2, once the City reconnects Germantown Road).



Narrow lanes & planted medians: Increased safety and aesthetic value

Source: Michael Ronkin

Modifications to the existing roadway network will result in changes to the overall LOS in the study area. For the roadway improvements mentioned above, the consultants conducted analyses using 2003 overall traffic volumes, which reflect the existing land use conditions. [Redevelopment of the study area with higher densities and mixed-uses will impact the traffic volumes and intersection LOS. Therefore, as land-use patterns change, the City should perform additional impact analyses using more recent data to gauge the transportation network's needs.]

The table at right details the expected intersection LOS for the proposed roadway modifications and existing land uses.

### ADDITIONAL TRANSPORTATION IMPROVEMENTS

The map found at the beginning of the "Proposed Improvements" section provides a graphic representation of suggested transportation changes in the study area. It illustrates several of the ideas listed in this section of the report.

- **Improve connectivity within the study area.** By connecting more roads the City offers people a variety of transportation routes, dispersing traffic across multiple roads and streets rather than concentrating all movements on a few congested thoroughfares. In turn, this strategy allows for many streets within the area to take on a "local context," meaning that they serve as more than just auto-dominated corridors. While still functioning appropriately as roadways, the streets also serve as safe avenues for walking, living, doing business, or gathering. People may even choose to accomplish their errands by walking or biking along these streets, further improving roadway conditions for vehicles by removing local trips from major corridors.

Example streets include: A new north-south "Main Street" running through the central commercial block from Poplar Avenue to Farmington Road, possibly extending into the Municipal Block with mid-block streets connecting to Exeter Road; a mid-block street between West Street and Germantown Road connecting to the hospital; multiple local streets to connect West Street to any development that takes place on the Arthur Tract; and low-speed streets through the Municipal Block..

- **Provide facilities for non-motorized transportation throughout the study area.** As the City undertakes measures to alleviate its overburdened streets, it must consider the inclusion of non-motorized transportation facilities downtown. Complementary features such as low-speed, interconnected streets and on-street parking create an environment conducive to walking and biking.

The City should also closely examine the area's key intersections and crossings. The Transportation Facilities Map (shown at the section's beginning) identified critical pedestrian crossings that the City needs to designate with appropriate signage (for motorists) and markings (for pedestrians). Clear design will help to reduce uncertainty among motorists and non-motorists at conflict points by explicitly

### Proposed Network Intersection Level of Service

Intersection	Traffic Operation	AM Peak Hour		PM Peak Hour	
		LOS	Delay (sec.)	LOS	Delay (sec.)
Germantown Road & (West) Farmington Boulevard	Signalized	C	22.9	D	36.8
Exeter Road & Farmington Boulevard	Signalized	B	14.1	C	28.0
Exeter Road & Poplar Avenue	Signalized	C	23.4	B	14.6
Germantown Road & Poplar Avenue	Signalized	C	30.5	D	52.0
West Farmington Boulevard/ West Street & Poplar Avenue	Signalized	C	31.2	B	18.1
West Street North Street & Poplar Avenue	Signalized	B	12.9	C	23.5
Germantown Road & Poplar Pike	Signalized	B	13.6	C	20.5



Pedestrian markings



Low-speed, multi-purpose street, FL



A Main Street, Cambridge, MA



Multi-use path

demarcating rights of way and coordinating movements. Features include appropriately-timed pedestrian signals, adequately striped or distinguished crosswalks, wheelchair facilities, median refuges, signs alerting motorists to pedestrian movements (and vice versa), and pedestrian-controlled signaling methods. While many of these changes refer to existing intersections, the City should also investigate sites to place non-motorized crossing facilities at specific mid-block points. The high school and hospital, where pedestrian movements remain high, are two places for such provisions.



Asphalt treatment on crosswalk, Newport Beach, CA

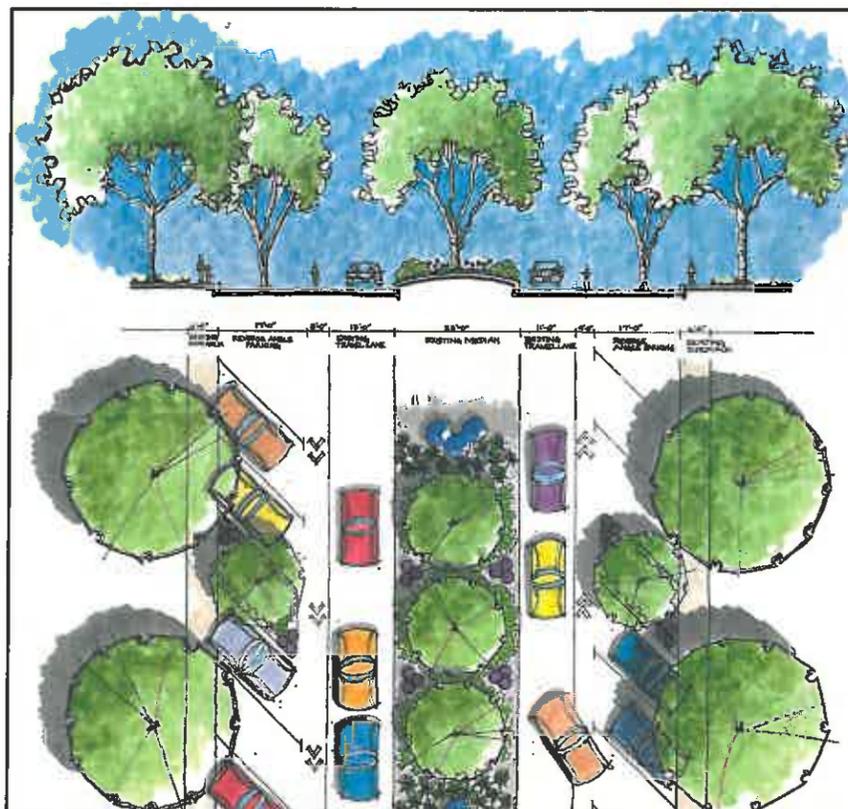
■ **Encourage on-street parking.** Local streets represent the best context for this feature, which helps to slow traffic and increase perceptions of safety among pedestrians. The City should promote this practice within the study area, especially as Germantown aims to reach its goals of increased density, residential opportunities, and non-motorized mobility downtown.

A range of on-street parking models exist (namely parallel, angled, and reverse angle parking). The consultant believes the City should explore reverse angle parking as the preferred option, where appropriate. This practice involves drivers pulling in front of the intended parking space and backing into the space without the need to straighten an alignment, as parallel parking requires. Benefits of this approach include: Clear sight-lines for exiting drivers (with other drivers and bicyclists, too), convenient sidewalk access to trunks for loading, and open door positions that direct pedestrians back towards the sidewalk and not the street (especially young children).

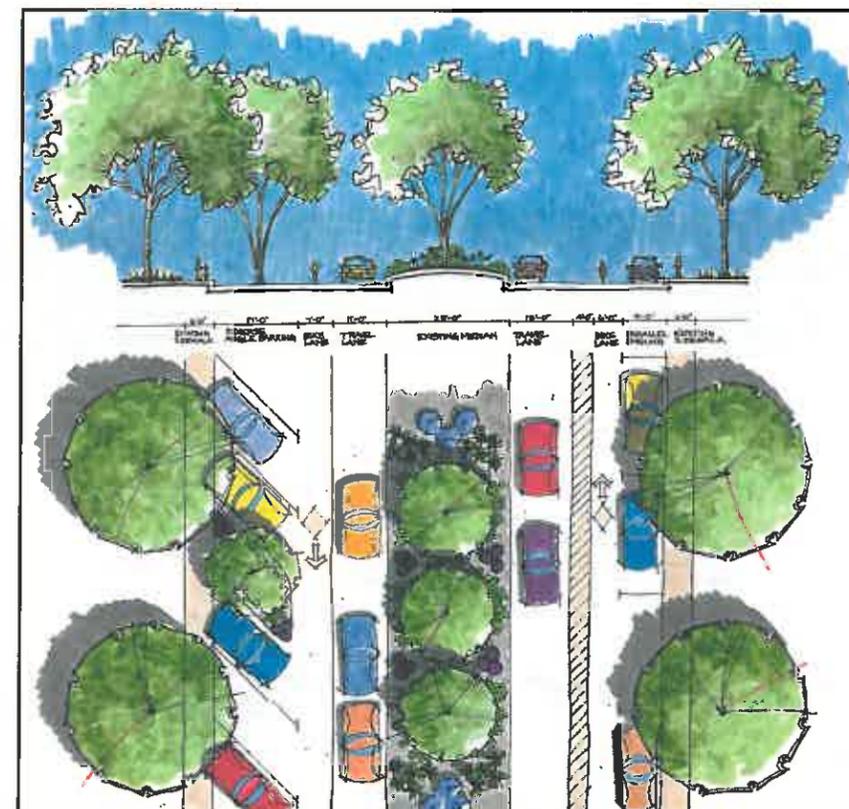
■ **Incorporate functional aesthetics into street design.** With the proposed lane reductions on several streets, the City should integrate street-enhancing designs into the roadways. Features such as street trees, landscaping, and medians all provide aesthetic value to an area while also serving to increase the safety and longevity of an environment. For instance, street trees create a “vertical element” that informally cues drivers to decrease their travel speeds, resulting in 5% to 20% fewer crashes on some roads (*New Urban News*, Vol. 11 No. 6). They also give shade to roadways, a benefit that studies show extends asphalt life by 40% to 60% (Burden “22 Benefits of Street Trees” [http://www.walkable.org/download/22\\_benefits.pdf](http://www.walkable.org/download/22_benefits.pdf)).

Other practices like medians have dual functions. Medians offer places to plant vegetation which, in addition to the aforementioned benefits, helps control run-off. This greatly undervalued role actually saves cities millions of dollars on expensive waste-water management facilities and replenishes natural water systems with purified rain water.

Likewise, at intersections and mid-block locations “median refuges” provide a safe half-way point for pedestrians. This proves especially relevant to Germantown’s intersections, which often span 5 to 8 lanes. By giving pedestrians a safe place to wait mid-way, the median refuge enables persons to cross large roadways in two segments. Moreover, it improves both vehicular flow and pedestrian movements. Pedestrian signal timings may be reduced to encourage persons to cross in two parts, thus limiting their exposure on the road and allowing vehicular traffic to spend less time idling at lights.



Exeter Road Option A: Reverse angle parking & bike lanes



Exeter Road Option B: Re-verse angle & parallel parking with bike lanes



Proposed Germantown Road street-section with planted median, reduced lane widths, and a planting strip between the road and sidewalk—all features which increase efficiency without diminishing capacity.



Proposed Poplar Avenue street section with planted median and reduced-width travel lanes.

As the facilities map illustrates (page 24), several area intersections need substantial improvements. Many of these features have been discussed on previous pages; however, some additional issues remain.

■ **Re-design intersection facilities.** Specifically, the City should consider turn lane reductions at intersections where road narrowing occurs. A local street needs only a right and left turn lane per direction at most intersections. The proposed local street network further emphasizes this point. Multiple travel routes disperse traffic over several streets and free intersections from excessive congestion. This design effectively moves traffic and offers non-motorized pedestrians a more hospitable environment in which to interact. Fewer lanes makes it easier (and quicker!) for pedestrians to cross by reducing both distance and potential conflict points with motorists.

■ **Enhance intersections.** Currently, many of Germantown's roadways remain sparse and barren: especially the main corridors. A visitor driving through the City may never realize that they passed through the City. Given these issues, the plan recommends gateway treatments for certain intersections. Prominent locations include: Germantown/Neshoba and Poplar/Exeter, Poplar/Miller Farm, Poplar/Germantown intersections. Other proposed intersections along the new Main Street (discussed later) offer similar opportunities.

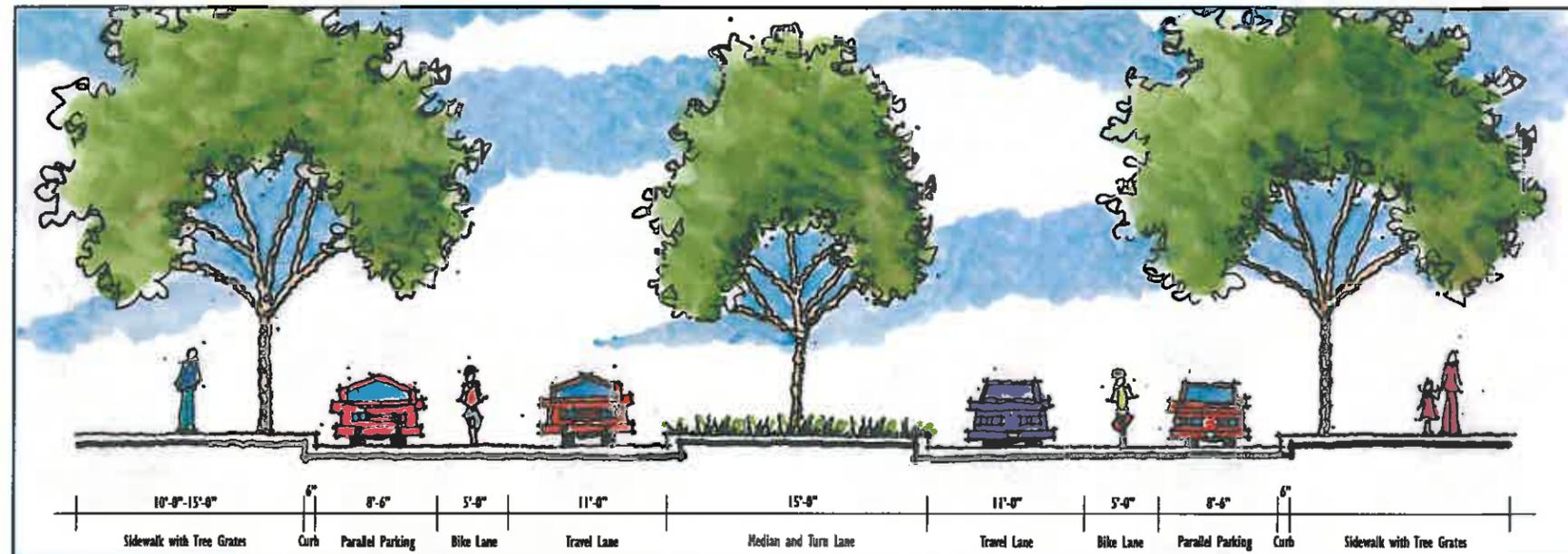
The City should investigate distinguishing treatments for intersections. Citizens at the charrette explained that Germantown needed "a defined entrance/exit to the City center." Oftentimes, inexpensive procedures like staining/imprinting asphalt surfaces create distinctive impressions. Combined with landscaping, fountains, or public art, the features define a site and create a sense of place. This page depicts potential place-defining improvements to intersections and roadways.



Proposed pedestrian-friendly intersection design for Poplar Avenue at new Main Street



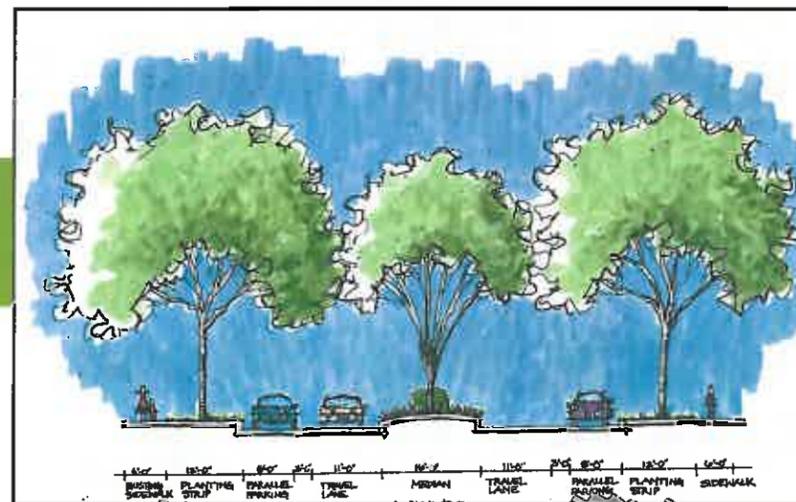
Refuges enhance mobility for all users and offer planting spaces



West Street Re-design: Street trees provide aesthetic and environmental benefits while on-street parking and bike lanes create a safer environment for all users.



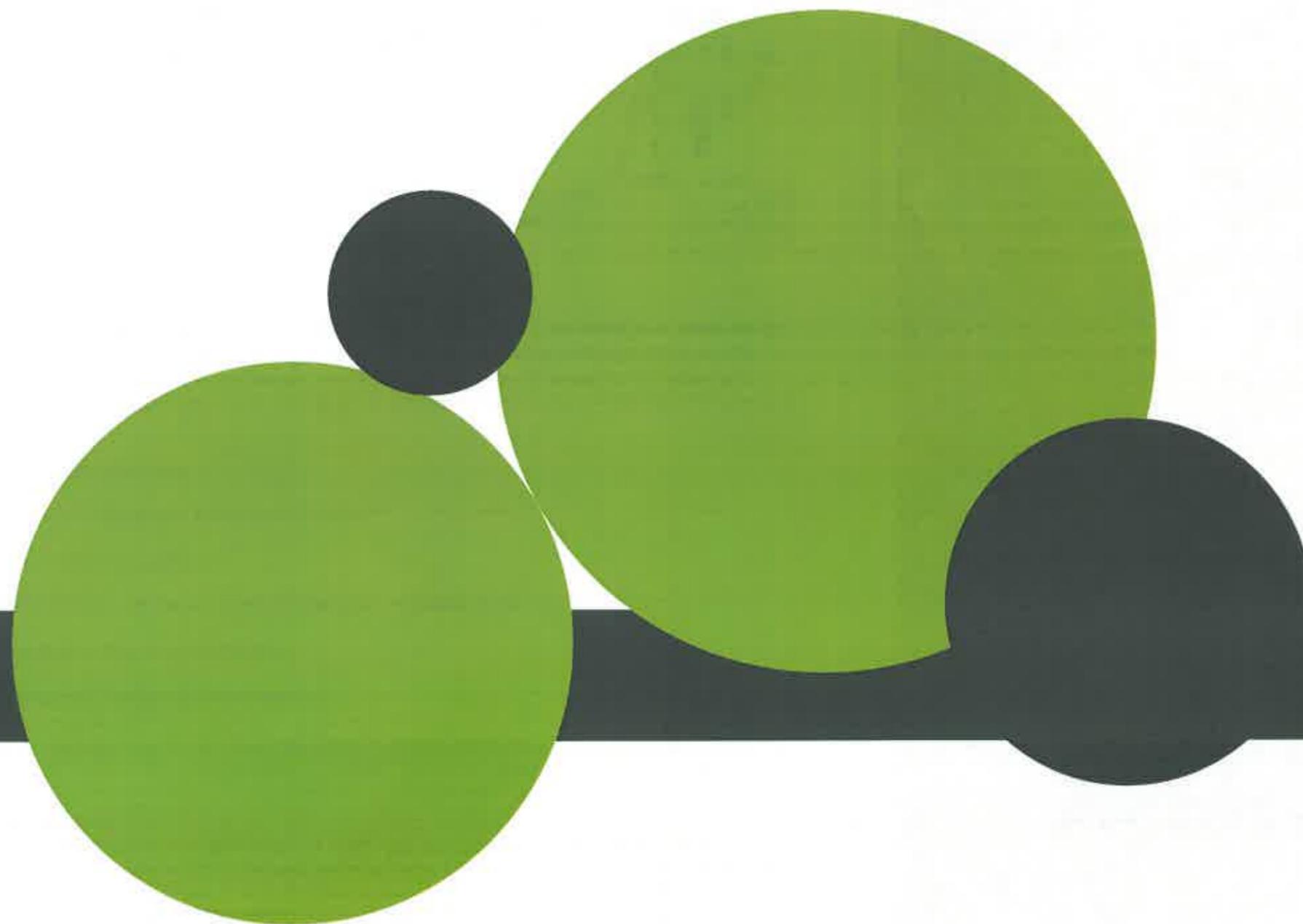
Proposed intersection improvements at Poplar Avenue-Exeter Road intersection



Proposed street section for Neshoba Road

# THE CONCEPTUAL PLAN

- Overview
- The Superblock
- The Municipal Block
- Town Center West
- Owen Tract
- Kroger Block
- Saddle Creek-Hardware Block
- Dogwood Road
- Infill Opportunities

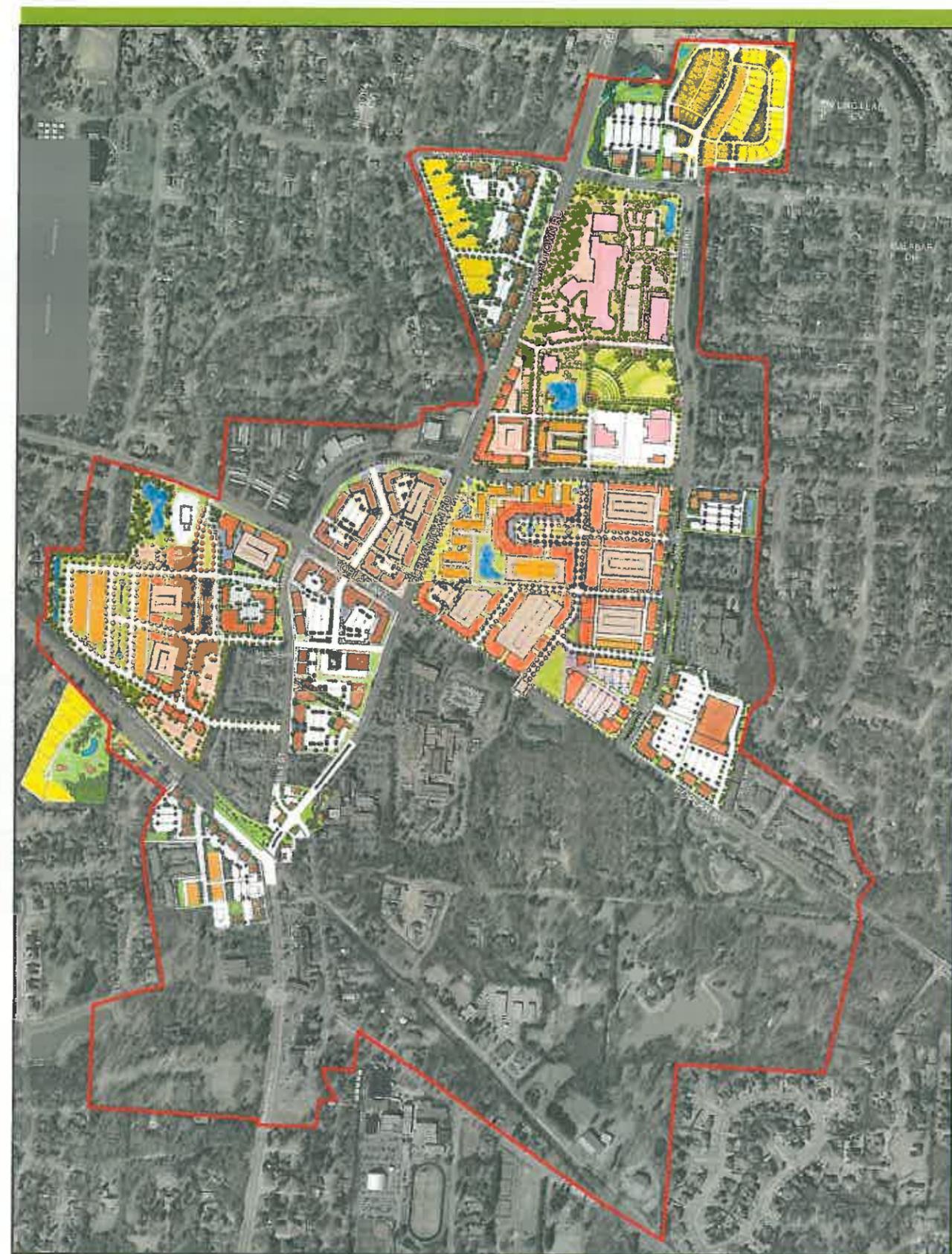
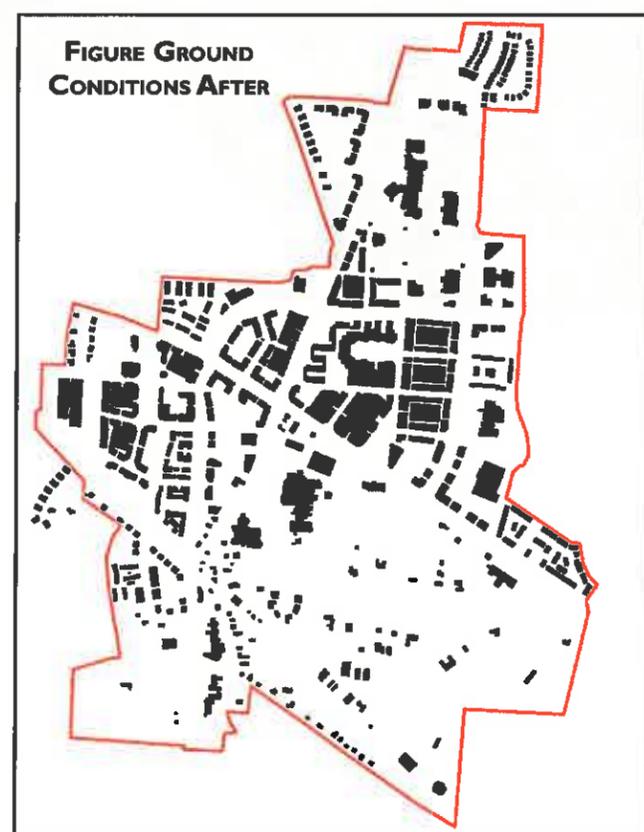
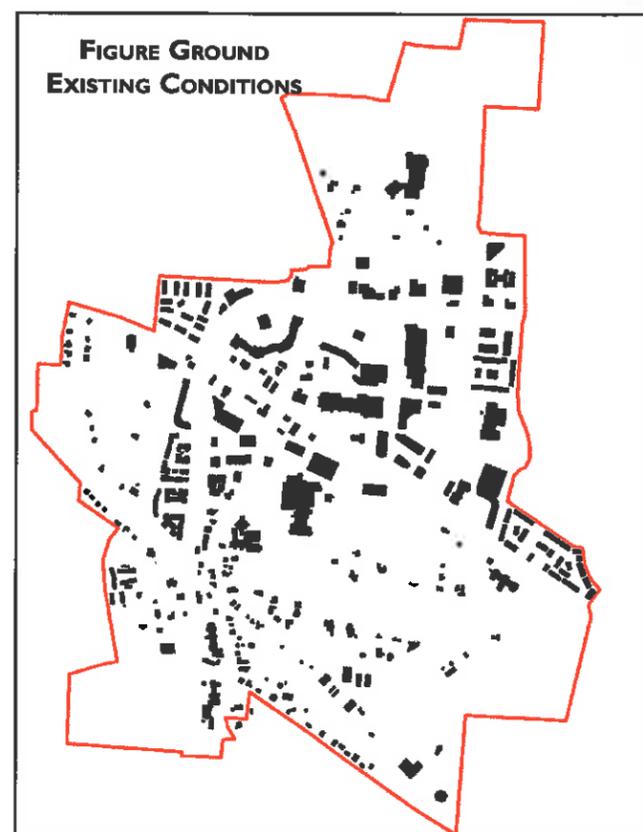


The plans shown throughout the report represent conceptual build-out scenarios for the study area. When envisioning these development alternatives, the plan considers existing property boundaries, ownership rights, and potential consolidation of parcels. The illustrated map at right conveys the preferred build-out alternative for the plan area and is not intended to preclude site-specific modifications.

The plan assumes that such modifications will occur. However, these will be directed according to specific programmatic and market analysis tools developed for each site as needed and when the appropriate conditions/motivations exist. Nonetheless, the following recommendation elements should be retained in future planning efforts:

- General intensity of development
- Urban pattern (i.e. relationship to street and adjacent properties)
- Massing (Size of buildings)
- Street and pedestrian circulation patterns
- Open space protection

Therefore, the purpose the conceptual plan is not to require strict conformance to each building as drawn, but to show general patterns and intensities. Development petitions are expected to maintain the general street network, preserve future street connections and rights-of-way, protect regional open space areas, provide usable public spaces, and mix uses both horizontally and vertically.



*Smart Growth Plan conceptual build-out across entire study area*

The central commercial block is located in the heart of the study area. Bound by Exeter and Germantown Roads to the east and west, and Farmington Boulevard and Poplar Avenue to the north and south, this “superblock” contains a significant proportion of Germantown’s commercial investment. In fact, this particular block contains several of the City’s larger retail establishments, such as Germantown Village Square, Schnuck’s grocer, and the Hobby Lobby shopping center. Because of the block’s central location and existing conditions, it presents many redevelopment opportunities essential to the success of the Smart Growth Plan.

During the charrette process, numerous citizens and officials criticized the tired, worn out appearance of several buildings on the block, notably the Hobby Lobby site. Like other parts of the block, under-used parking lots surround Hobby Lobby, creating an unpleasant environment perceived as neglected and dis-invested. Some suggested that the City “break up the superblock” into smaller, more traditional urban blocks to improve access and become more pedestrian-friendly. Furthermore, participants desired to see new retail, dining, and residential options in the City’s central area. In fact, citizens pointed out that Germantown lacks “quality mixed-use, high-density development” in the plan area.

In addition, City officials and citizens voiced their desires for a “sense of place” in the City’s center, with destinations and spaces which residents and visitors alike could identify as unique to Germantown. Some even advocated for a focal point such as a “town square,” as well as “more greenery” in public spaces.

With these comments in mind, this plan considers the central commercial superblock as a candidate for potential redesign and redevelopment opportunities. No one project will re-invigorate this area. Rather, the solution will require an economically balanced combination of uses and good urban design. Ultimately, the vision for the central superblock involves the creation of a true town center, a mixed-use environment with multiple uses and destinations. As such, the plan creates the framework to incorporate attractive residential, commercial, and cultural opportunities in the study area.

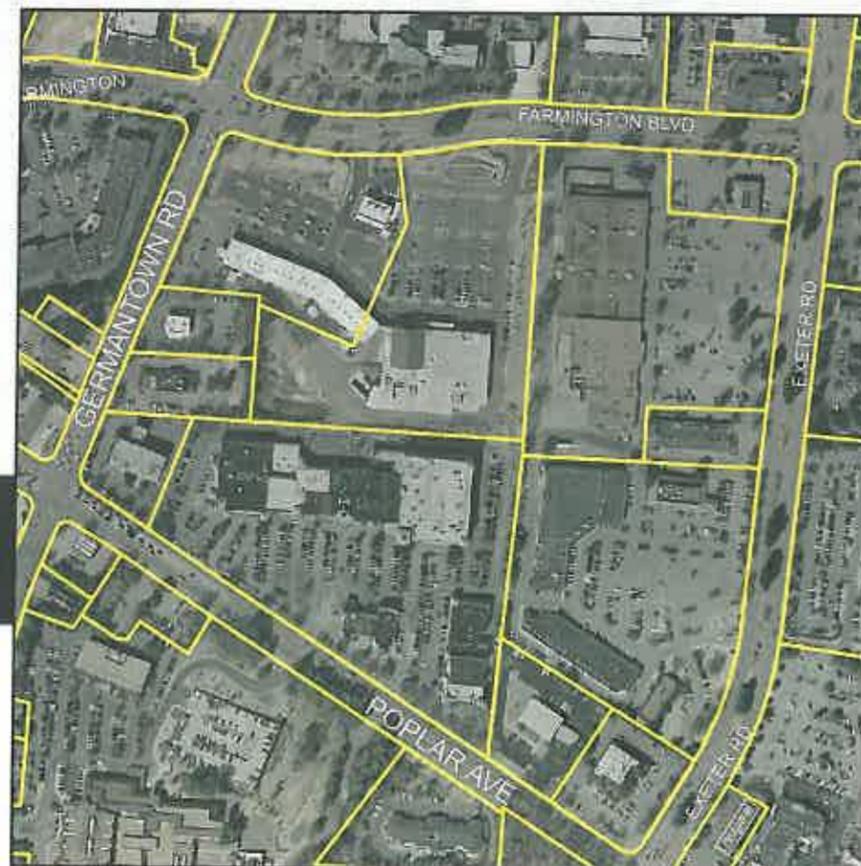
The following proposals represent a conceptual plan based upon the publicly-driven charrette process. Suggestions and ideas gleaned through this process apply to a wide range of sites within the superblock and within the overall study area. These plans reflect potential build-out scenarios executed through various projects over the course of several years.

### What is Mixed-Use?

- Three or more significant revenue-producing, mutually supporting uses clustered together in order to maximize development potential and buildable land area.
- A relatively close-knit and intensive land-use pattern that physically and functionally integrates varied uses and non-motorized mobility.
- Development in conformance with a coherent plan, which frequently stipulates the type and scale of uses, permitted densities and related items.
- A vertical mixing of project components within one building, a series of buildings, or throughout an urban landscape, such as a City block.
- Careful positioning of key civic features around central public spaces (for example, a fountain, street, park, plaza, atrium, gallery, or shopping center).
- Interconnection of uses through pedestrian-friendly pathways (including sidewalks, along streets, interior walkways, enclosed corridors and concourses, retail plazas, etc.)
- The sharing of facilities by compatible uses (i.e. parking used for office space during the day accommodates residential needs after the workday ends).

— Urban Land Institute, 2003

Super Block by Numbers	Existing Conditions	Proposed Town Center
Retail	346,361 sq. ft.	450,000 sq. ft.
Office	298,639 sq. ft.	530,000 sq. ft.
Residential	-	770 apartments/condos
Other Features	Interconnected parking lots	New Main Street; Increased residential diversity and capacity; Urban neighborhood, town center; public space/plazas/fountains



Existing Conditions



Final Build-Out

# Phased Implementation of the Mixed-Use Center



Existing Conditions



Phase 1: Out-parcel development along Exeter and Farmington Roads plus street improvements



Phase 2: Mixed-use buildings on new connector streets



Phase 3: Complete Hobby Lobby redevelopment & mixed-use on Farmington



Phase 4: Continue mixed-use out-parcels along Exeter & add new street plus townhomes



Phase 5: Connect Farmington to Poplar, with new Main Street, develop public spaces & increase mixed-use development



Phase 6: Connect all streets, develop focal public spaces & increase mixed-use/housing diversity



Final Build-Out

THE SUPERBLOCK

## THE SUPERBLOCK: PHASE I

Phase 1 projects represent smaller, momentum-generating initiatives that the City can use to begin redevelopment on the Superblock. These proposals are easily doable and involve relatively low cost; they require a blend of public and private investment, with different sectors taking the lead on different projects.

■ **Encourage out-parcel development over empty surface parking lots.** The excessive parking infrastructure surrounding many buildings affords the opportunity for on-site, out-parcel development. The Hobby-Lobby site at the corner of Farmington and Exeter roads offers the best chance for such implementation. Due to its large, under-utilized parking lot, the site can easily accommodate the development of several new out-parcel buildings. This plan recommends that multi-story buildings (2-3 stories) be placed directly alongside Farmington and Exeter Roads so as to create a stronger street presence along these corridors. With ample surface parking already in place, the new buildings may effectively share parking spaces with existing stores (and attract more customers, too). This strategy effectively minimizes total infrastructure costs while generating profit for property owners and tax revenue for the City. Other suitable locations for out-parcels include Germantown Plaza, Exeter Village, and Kroger parking lots.

■ **Add on-street parking along Exeter Road.** Currently, Exeter's traffic capacity far exceeds its current or projected volumes. Striping the outside lane for on-street parking on each side allows the roadway to handle current and projected volumes while simultaneously using existing space to support new frontage developments on out-parcels. On-street parking encourages vehicles to travel at lower speeds and provides a safety buffer for pedestrians on the sidewalk. Rather than a single-use traffic conduit, the road becomes a local destination lined with attractive, accessible uses. These features, combined with pedestrian-oriented buildings that mix uses, generate a synergy currently non-existent along the auto-dominated roadway.

■ **Gather all Superblock property owners and stakeholders together.** Several owners and tenants have begun to meet and discuss particular development strategies. By congregating the key players, the City may build consensus regarding the superbloc's future. It may even prove valuable to form an *ad hoc* committee to assist and support these public/private efforts.

Opportunities for mixed-use, out-parcel development along Exeter Road

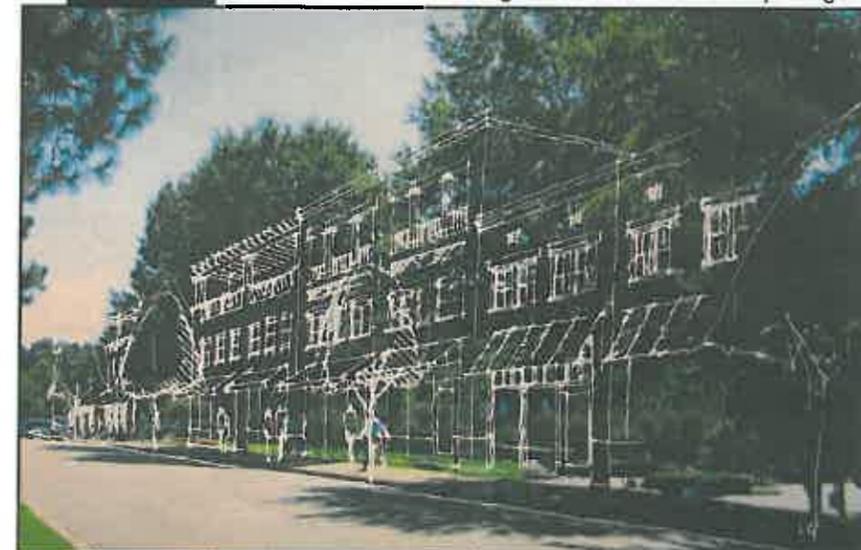
Existing conditions: Under-utilized parking surfaces



Proposed out-parcel development along Exeter Road



Existing conditions: Under-utilized parking lots



A rendering of street-fronting buildings along Exeter Road



A multi-purpose, pedestrian-friendly street in a mixed-use village (Birkdale Village, Huntersville, NC)

## THE SUPERBLOCK: PHASE 2

Phase 2 describes the more comprehensive redevelopment of the Hobby Lobby property. Because of its relative age, this shopping center offers the most potential for redevelopment within the superblock and should be considered the top priority.

- **Create a new L-shaped connector street joining Exeter and Farmington Roads.** This street would serve many different purposes, particularly providing frontage to new commercial and mixed-use development and enhanced connectivity through the superblock by setting up the beginnings of a traditional block structure. Shoppers and residents could use the connector street to travel to and through the block by car or on foot. The street design should complement the improved Exeter Road, meaning that on-street parking should be provided to slow traffic and allow easy access to buildings. Other features, such as street trees and wide sidewalks, will further enhance the multi-purpose appeal of the street and its functions. The north-south leg of this new street establishes the outline of the future Main Street.

- **Incorporate mixed-use development into new block design.** The creation of the new street provides abundant opportunities for mixed-use, street-fronting development. The plan recommends such development, which is critical in establishing the new, improved urban form. As a result, building heights of 4-8 stories are contextually appropriate and help to establish the area as a town center. These building heights reflect the objectives of the Vision 2020 Plan's Goal #7, which specifically envisions "Mixed-use development in the City's core"; "People living in lofts, above-business and in townhouses"; and "Mid-rise buildings with mixed uses that are attractive and inviting for people." For definitions and examples of mixed-use development as envisaged for this central superblock, see p.28 of this report.

- **Address increased demand for parking in new development.** Increased density creates a concurrent demand for parking, which can be best addressed by constructing a parking deck. The deck should be internal to the block, located behind the mixed-use structures and screened by them from the street. By concealing the deck in this way, the streets retain their urbanity and pedestrian appeal. Potential funding strategies include the creation of a special TIF (Tax Increment Financing) district. This tax measure raises the necessary funds through a local bond issued to support the project. Once the project is complete, the City recoups the costs through the additional tax revenues generated by the development's increasing value. It is possible that the proposed Farmington-Exeter street connection could be added onto this particular bond.



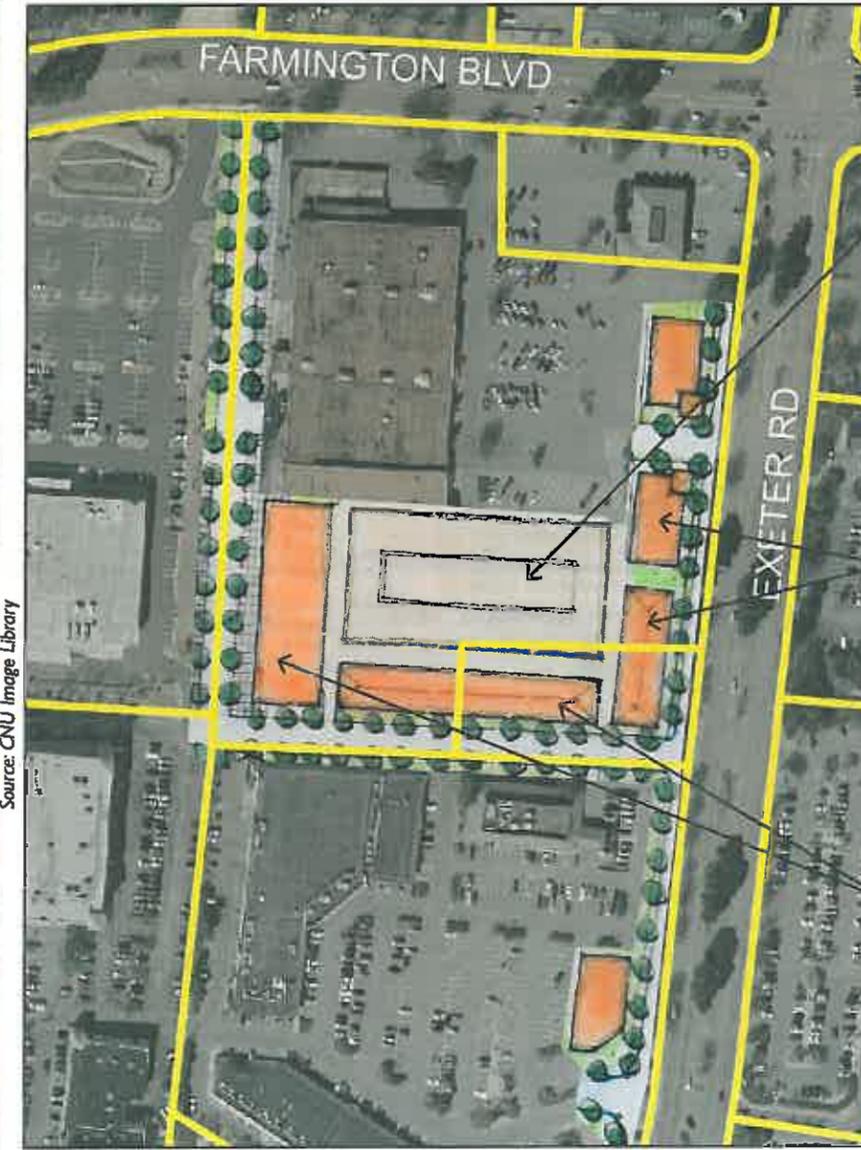
Parking deck hidden behind stores and residences in a mixed-use development  
Birkdale Village, Huntersville, NC



Low-speed connector street, Legacy Village, Kansas City, MO



Mixed-use block with reverse-angle parking along connector street



Phase 2: Parking deck & mixed-use buildings

### THE SUPERBLOCK: PHASE 3

Phase 3 effectively completes redevelopment of the commercial core's northeast quadrant. At this stage, it is assumed that lease cycles for existing buildings have expired and that the property is entirely available for redevelopment. With that said, the plan recommends the following:

- Complete redevelopment of Hobby Lobby building.** This structure, among the oldest on the block, occupies the largest land area yet provides for only one use: retail. The creation of the Farmington-Exeter connector street opens up the building's rear side for on-street commercial ventures (retail, dining, and office spaces). Therefore, the plan recommends the redevelopment of the Hobby Lobby building in both use and height. Keeping with the block's emerging urban form, heights may vary anywhere from 3-8 stories depending on location and context. This allows for the inclusion of residential spaces above the other uses and helps to achieve a vibrant, 18-hour environment in which people come and go throughout all hours of the day.

- Mixed-use infill along Farmington.** To complement the Hobby Lobby conversion, the plan encourages mixed-use infill development along Farmington and at the corner of Farmington and Exeter roads. These buildings will further solidify the block's urban form while creating a strong street presence that offers a safe environment for pedestrians and competitive retail/office space.

- Add mid-block connector street with mixed-use buildings.** The creation of a new mid-block street from Exeter to the potential new Main Street improves connectivity within the area for all users by further breaking down block size. On-street parking increases the block's capacity to meet density requirements and allows patrons to park directly in front of their destination. In addition, the multipurpose street facilitates walking between destinations on the block, effectively breaking up the enormous, car-dominated "superblock" described by citizens.

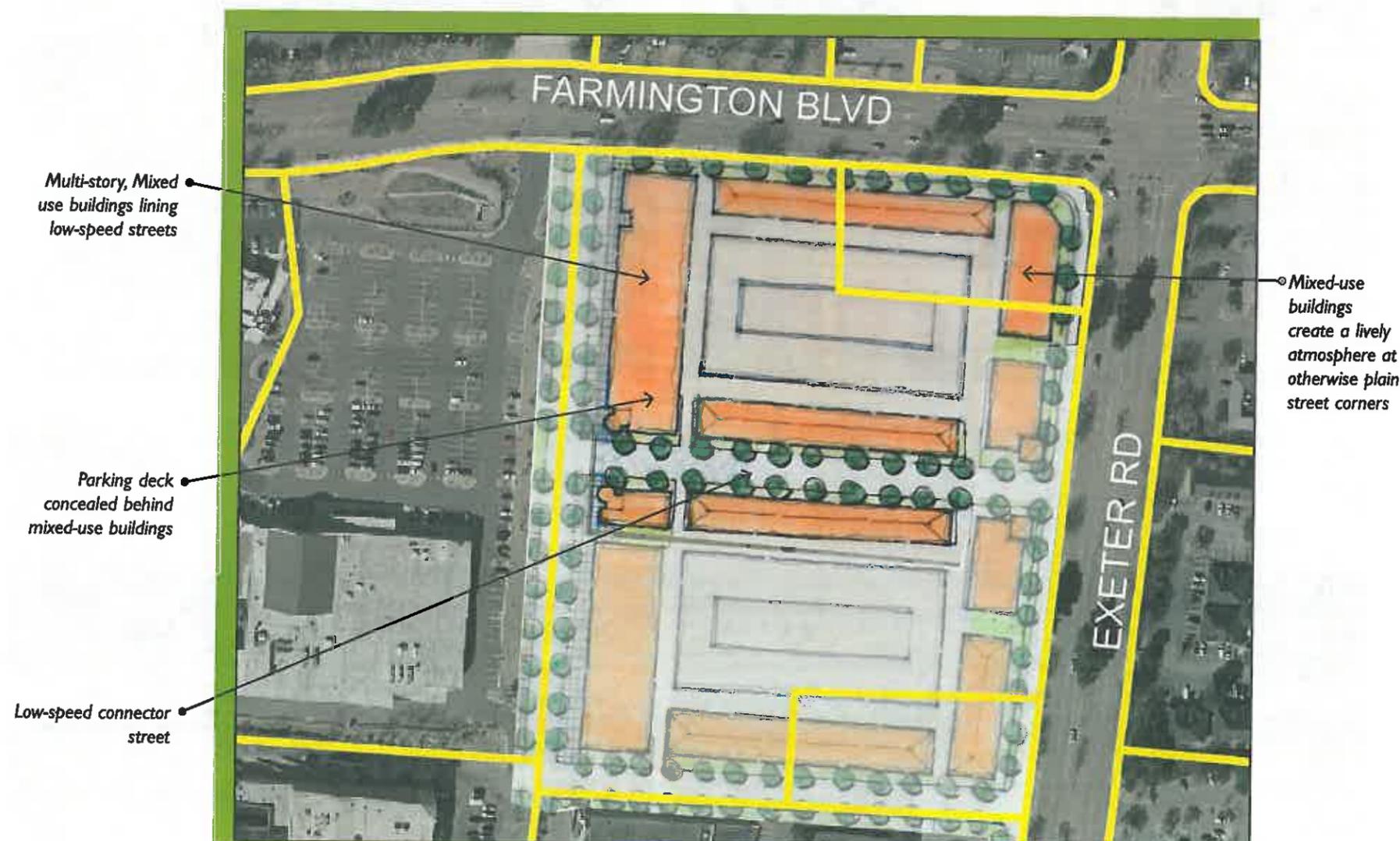
- Include parking deck.** An additional parking deck of similar design to the one described in Phase 2 will fulfill parking needs while the new mixed-use buildings built to screen the deck from view will increase street presence and help sustain a vibrant commercial environment.



Mixed-use corner development, Zona Rosa, Kansas City, MO



Multi-story buildings with a strong corner presence, Huntersville, NC



Phase 3: Mixed-use infill & parking additions

## THE SUPERBLOCK: PHASE 4

Phase 4 continues the redevelopment pattern established in Phase 3. There are a few changes to note, however. The following recommendations focus on the Exeter Village shopping area (the block's southeast corner), adjacent to the Hobby Lobby site.

- Develop mid-block connector street with townhomes.** This additional infrastructure embodies the same principles as the other mid-block streets yet provides a different set of housing options. The townhomes (shown in lighter orange) along the street provide for an urban residential feel with affordable ownership opportunities. For example, young couples or families unable to afford a single-family house in Germantown may still live in the City while building up equity to purchase a larger home. These benefits also apply to empty-nesters or retirees looking to downsize. The proximity to amenities such as the town hall, post office, library and grocery stores allows people to walk to their everyday destinations. This entails many benefits for residents and the City, including reduced traffic on congested roadways and the incorporation of exercise into citizens' daily routines.

- Continue mixed-use infill along Exeter Road and newly constructed streets.** The addition of street-fronting buildings on what are now empty parking lots adjacent to the new mid-block streets and Exeter Road will further shape the character of those multi-purpose streets. These buildings provide a visual presence on the streets, helping to identify them as places that perform other functions in addition to moving vehicles (i.e. retail and dining/entertainment, office uses, and general recreation: walking). Complementary improvements on Exeter Road, such as on-street parking, bike lanes, and wide sidewalks, increase the access and visibility of businesses located on that street and enhance the area's urban appeal.

- Meet parking capacity needs.** With the continued redevelopment of the existing surface lots, new parking facilities will need to be constructed to keep pace with development. Again, on-street parking on Exeter Road and the newly proposed connector street will meet some of the demand, and a parking deck internal to the newly-formed block would provide the extra capacity needed and the new "liner" buildings constructed to screen the deck from view will enhance the urban character created by the street-facing mixed-use and residential buildings.



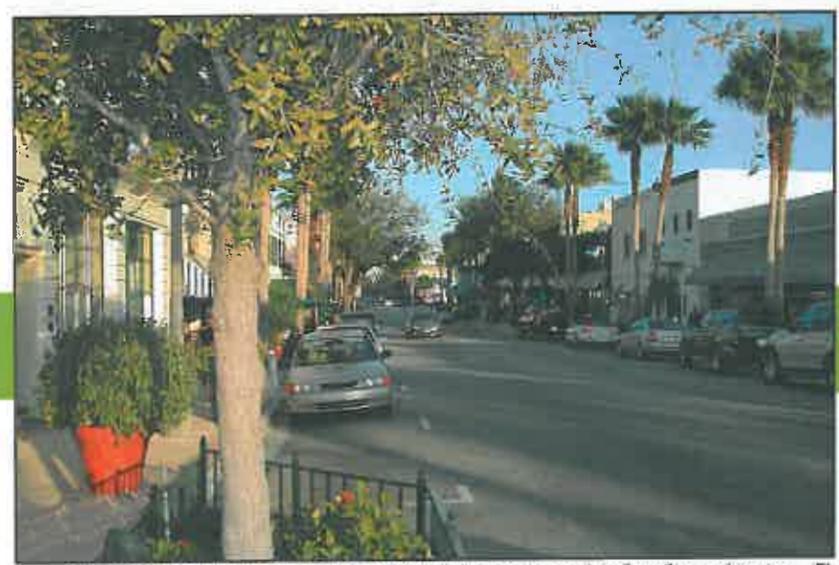
Urban apartments with on-street parking, Vancouver, BC



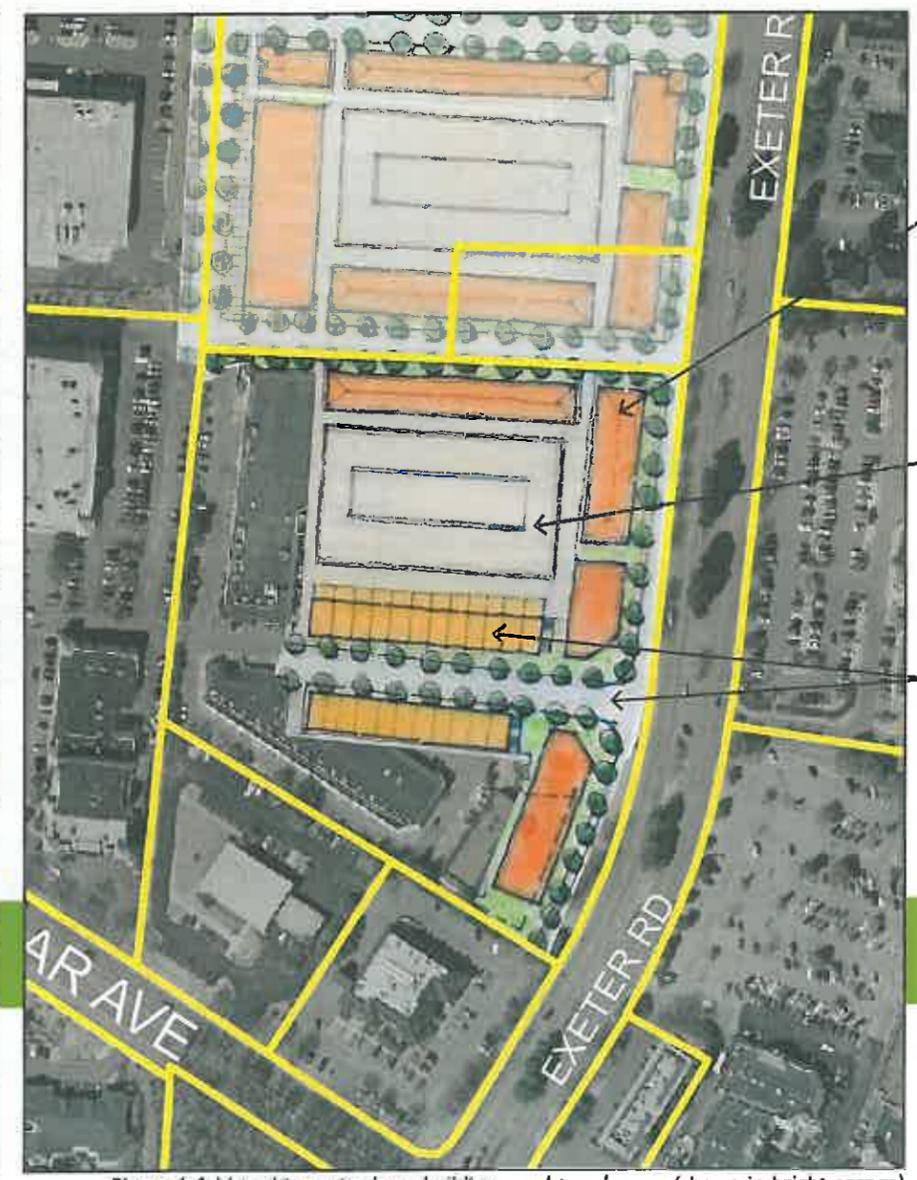
Urban residential streetscape, Addison, TX



Multi-story urban townhomes in Charlotte, NC



On-street parking bays provide additional capacity and safety for pedestrians, FL



Continuation of mixed-use development along Exeter Road

Concealed parking deck

Townhomes along mid-block connector street with parking on-street

# SUPERBLOCK: PHASE 4

## THE SUPERBLOCK: PHASE 5

These two final phases together cover more than half the total site area of the original superblock and thus play a vital role in completing the pattern of urban transformation established by the earlier stages of redevelopment. Because of their size and their level of economic performance, they have been left until late in the redevelopment sequence, but they do represent the largest economic opportunities within the superblock.

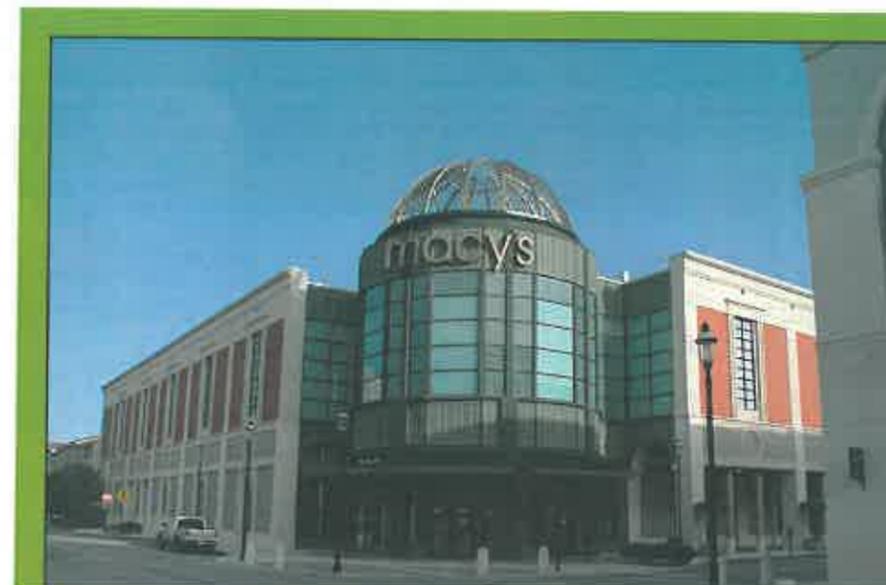
The southwest corner of the superblock represents a critical piece to the overall coherence of the central core. Lining the major thoroughfares of Poplar Ave. and Germantown Rd., the block has high visibility and contains Germantown's Village Square Center and other retailers. The following proposals aim to enhance this portion of the central superblock as a focal point in the City:

- **Complete new Main Street by extending the north-south segment of the Farmington-Exeter connector street to Poplar Avenue.** By connecting Poplar Avenue to Farmington, the new Main Street serves as a mid-block spine for the central core. People may now move throughout the central area on car, foot, or bike without being unnecessarily exposed to dangerous, large roads and their associated hazards. The new street is turned at its southern end to line up with an improved entrance for vehicles and pedestrians to the hospital on the south side of Poplar Avenue, and prompts a redesign of that junction to facilitate pedestrian crossing of the busy highway (see p. 28).

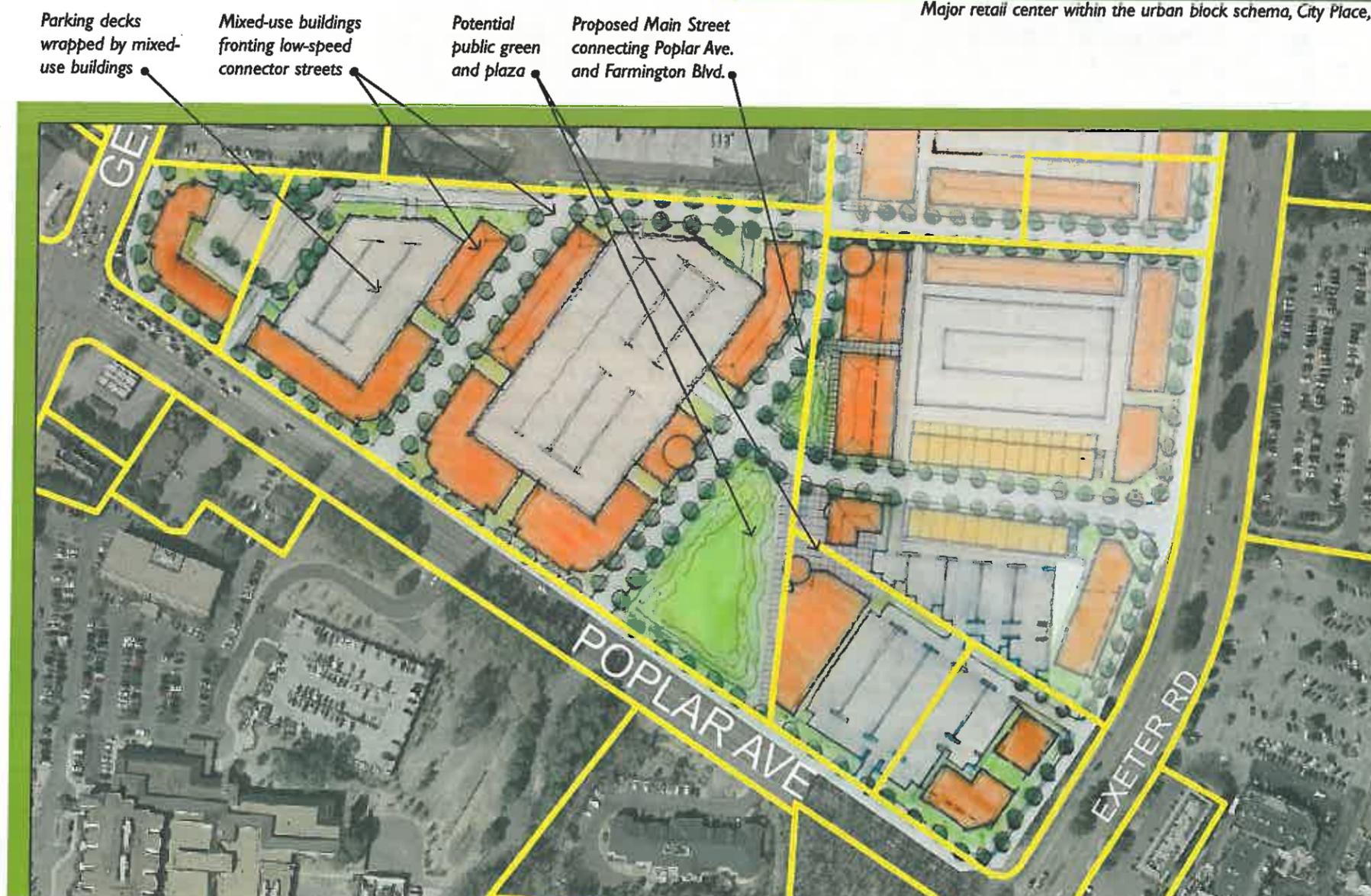
To complete the well-connected urban framework necessary for an efficient and attractive town center, all the east-west streets on the new street grid that dissects the former superblock should be connected to the north-south spine of Main Street. A triangular public park can be constructed in this location as the southern terminus of Main Street and as a focal point for the southern part of the redeveloped superblock. Surrounded by mixed-use buildings with restaurants, stores, offices and apartments, this village green also creates a welcoming entrance feature for pedestrians (hospital staff and visitors) crossing from the hospital complex on their way to lunch, to shop or just to relax in the new town center.

- **Continue the block pattern redevelopment.** The redevelopment for this quadrant should follow the urban design parameters set by earlier phases, whereby parking decks to meet the increased parking demand are screened by mid-rise, mixed-use buildings with street level commercial space and offices and/or apartments above. These buildings should always front onto the new streets laid out in a traditional City block structure. Each street should include on-street parking, wide sidewalks, and crosswalks so as to continually improve the overall urban ambience of the new center.

As redevelopment extends across the whole site, the corner at Germantown Road and Poplar Avenue presents a special opportunity to create an urban building at this intersection that can act as a fitting symbol for the whole urban improvement of the core.



Major retail center within the urban block schema, City Place, FL



Phase 5: Complete new Main Street, develop public spaces, solidify block structure

## THE SUPERBLOCK: PHASE 6

In some cases, developers should construct mixed-use buildings on a larger scale and Phase 6, the eventual redevelopment of the Schnuck's grocery site, represents the best opportunity to achieve this in a manner that completes and enhances the urban transformation of the old core area. These larger buildings are able to attract significant regional or national companies that can contribute substantially to the City's tax base. Potential tenants include bookstores, clothing retailers, movie theaters, and a grocery such as Schnuck's, redeveloped from its suburban format to fit into the changing urban framework. Within this urban context, building heights may range anywhere from 4-10 stories, depending on location. Some buildings may house only commercial use (such as a movie theater), while others may combine commercial uses on the bottom floors with residential units above.

### ■ Establish public space, entranceways, and visual corridors.

Well-designed public spaces provide both residents and visitors alike with a strong sense of place and identity. Cultural amenities such as parks, plazas, village greens, water features and public art all serve to heighten people's personal connections with a particular area. Citizens have voiced their desire for an identifiable town center; several comments stated that Germantown lacks a "public realm" or "usable public space/places to gather". Others recommended that the City create places that are more pedestrian-friendly, conducive to formal gatherings, and contain features such as public art and fountains. Coordinating public spaces with street corridors and visual terminations creates memorable vistas, especially when such points are reserved for civic purposes (statues, plazas, etc.) Together, these features help to define and celebrate an area as part of the public realm. It is very important that all these public spaces function as "outdoor rooms," that is, they are clearly defined and enclosed on their edges by buildings, acting as "walls" to the "room."

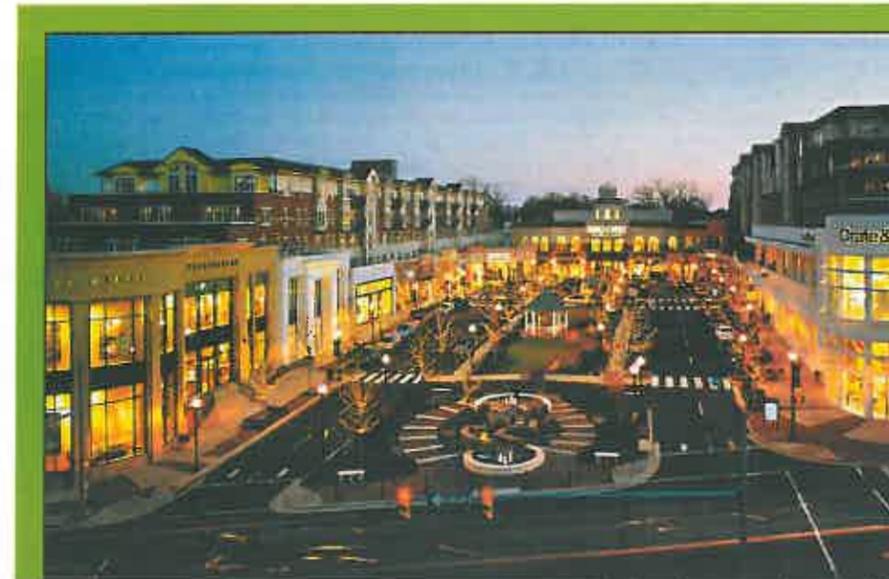
The new park at the south end of Main Street is one such focal space; Main Street itself is another, and the redevelopment of the Schnuck's site provides the opportunity for the third and most important public space in this hierarchy. In this location a new public plaza can be designed at the termination of the mid-block street created as part of Phase 3 and as a lateral extension of Main Street. This would provide the setting for the larger stores and businesses, supported by a large, screened parking deck, and a place for ceremonial public gatherings. As an important part of this redevelopment, additional housing can be provided as townhomes arranged around a series of courtyards fronting onto but set back from Germantown and Farmington Roads, and in a mid-rise apartment building constructed above the parking deck. This residential building would act as a landmark for the redeveloped downtown area.

### ■ Increase housing diversity for increased economic activity.

In addition to mixed-use buildings, this block and ones in previous phases afford many opportunities for a variety of different types of housing, including urban townhomes, apartments, and condominiums. These residences provide a substantial population to patronize the establishments, especially during the evening hours, as well as some housing options affordable by young families and professionals (teachers, nurses, etc), or downsized-residences for empty-nesters or retirees. These demographic groups are increasingly looking for more urban lifestyle options not currently available in Germantown. These market sectors add to the vibrancy of the town center's atmosphere and further establishes its sense of place.

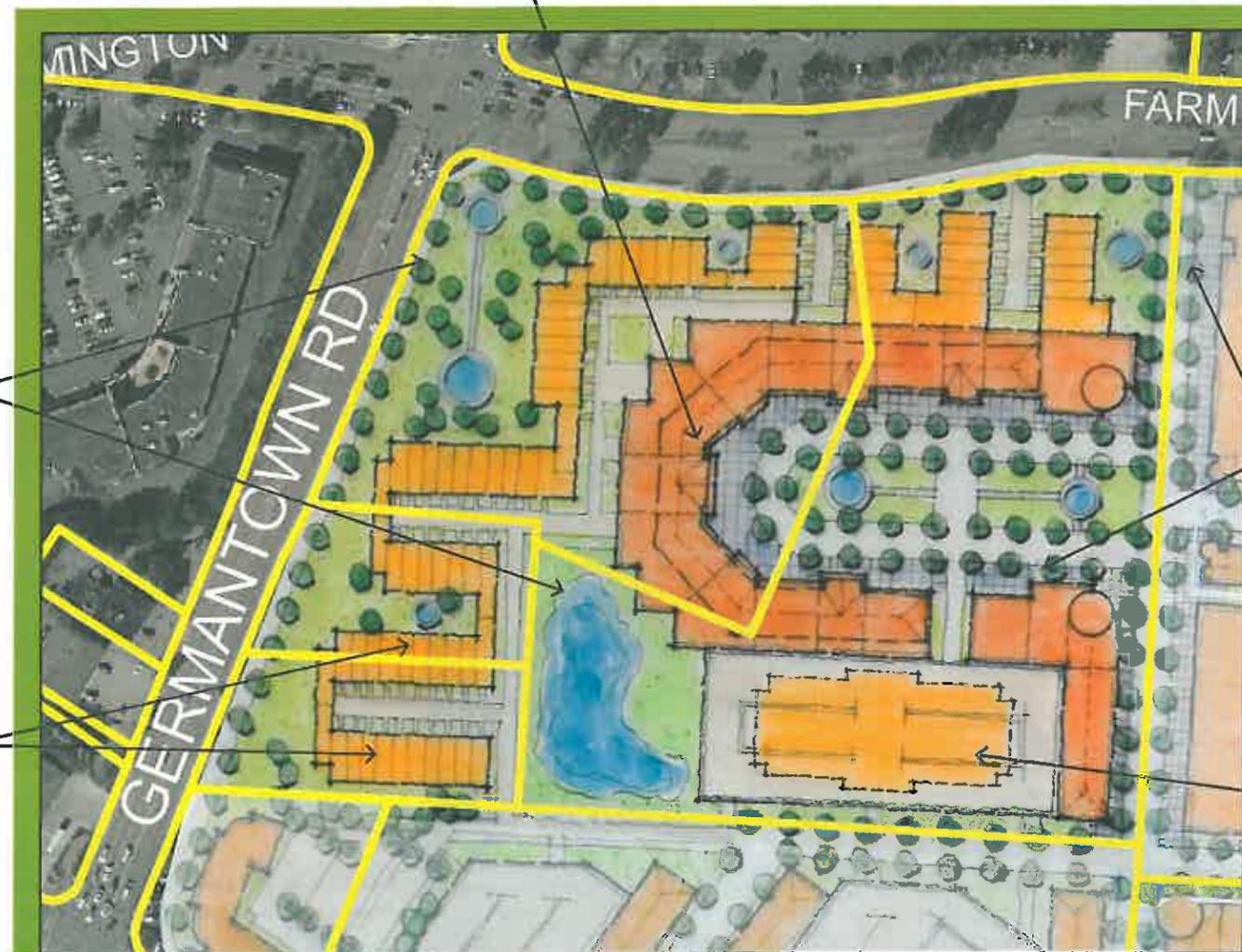
### ■ Provide Parking, Parking, Parking.

To accommodate the kind of growth necessary to achieve the City's objectives as set out in Goal #7 of the 2020 Plan, various improved parking measures are needed. First, on-street parking should be available on all streets throughout the redeveloped superblock. Second, concealed parking decks fit well behind multi-story, mixed-use buildings and provide increased capacity without taking up valuable street space. Third, small surface lots may be most appropriate in relation to the kind of townhome development envisaged in Phase 6.



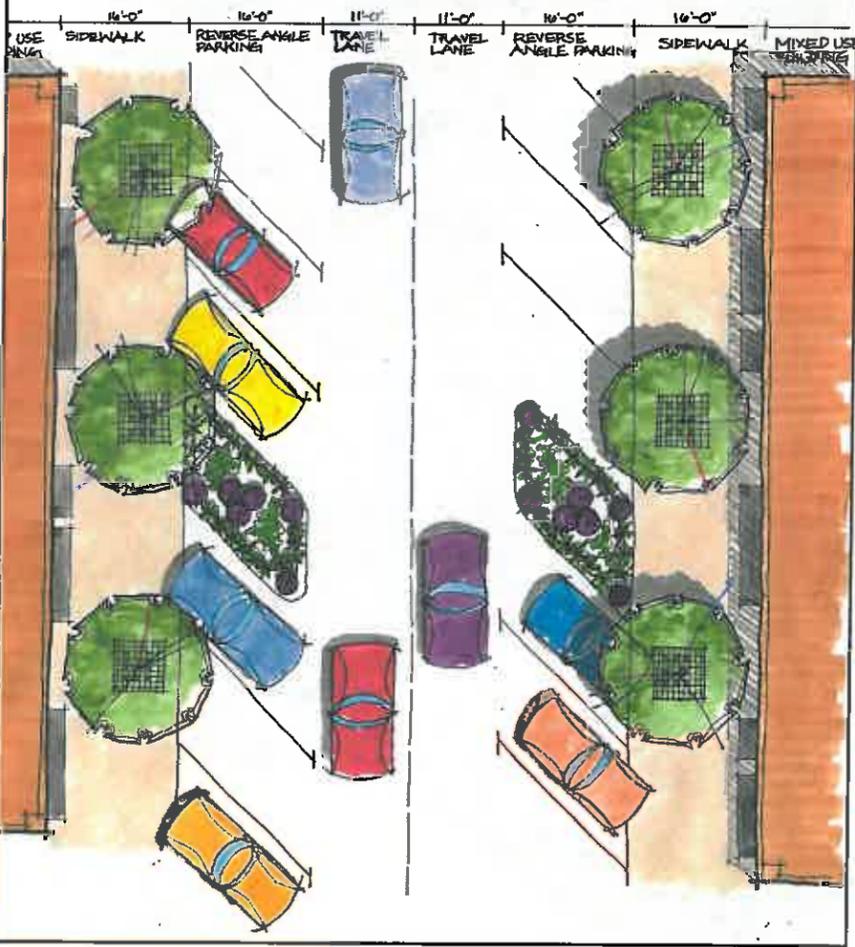
Market Common, Clarendon, VA

Mixed-use buildings housing retail, residential, and entertainment options



Phase 6: Increase density and parking capacities, develop public spaces and entertainment options

# Proposed New Main St. Street Section



Proposed Main Street



Fountain, City Place, FL



Mixed-use street, Seattle, WA



Plaza with mixed-use buildings, OR



Mixed-use street, FL



A view of the proposed new Main Street looking North

SUPERBLOCK: NEW MAIN STREET

### THE SUPERBLOCK: PHASE 6

On this page, images from historic and new urban areas from across the U.S. illustrate the balance of housing, parking, and mobility choices available in downtown areas. The proposed Main Street (previous page) features all the necessary elements of a vibrant downtown: Mixed-uses, higher-densities, public spaces, functional aesthetics, public art, and a vibrant pedestrian atmosphere.



SUPERBLOCK: SAMPLE IMAGES

Already a focal point in Germantown, the municipal block affords several opportunities to improve community amenities. Building upon the character of the Superblock, this plan considers two different development options. Both alternative scenarios deal with improving east-west connectivity across the site for pedestrians and vehicles, enhancing the park layout and facilities, increasing the quality of public space, and using portions of the surface parking area of the GPAC for “urban outparcel” development. (Because the performing arts center needs the full amount of parking only for special events, a portion of this existing parking could be re-designed to meet day-to-day needs more efficiently, with parking distributed in other, potentially more useful locations).

### Option A

■ **Improve parking arrangements.** Moving the entrance road to the site from Germantown Road to the south, curving around the north end of the small lake, more than doubles the size of the parking lot on the west side of the GPAC by taking over the site of the tennis courts. This parking can better serve the needs of the facilities in the southern portion of the arts centre, together with entrances on the east side of the arts center by means of improved street and sidewalk access across the site. The courts are relocated to the east side of the park. These may be at ground level or placed atop a parking deck constructed to provide additional parking for the performing arts center and the new out-parcel development (see map at right).

■ **Increase circulation and connectivity within block.** Existing conditions make it very difficult to get from one point to another on the municipal block. Whether in a car or on foot, there is no easy way to get around without entering a heavily-trafficked roadway or walking without a direct path. Therefore, the City should open up the block with small, low-speed east-west and north-south streets to connect the block internally. These streets should feature on-street parking and sidewalks to allow both easy access to specific sites as well as mobility throughout the block as a whole. The main east-west street features a landscaped “traffic square” featuring the relocated historic house as a visible landmark.

■ **Provide outparcel development on Exeter Road frontage.** Newly-stripped extensive on-street parking along both sides of Exeter Road can provide the GPAC with additional parking, allowing a portion of the Exeter Road frontage to be developed as small mixed-use buildings, whose daytime parking needs can be shared with the arts centre’s evening and weekend events. The sale of this small land parcel or rent of the buildings can provide a source of income to the City.

■ **Formalize public space and art on the block.** In addition to the new public streets, a series of new and improved public spaces should be created as the City redevelops the municipal block. For

instance, dedicating space for a dog park in the northwest, wooded corner of the block creates a specific destination and activity to attract users. Other examples of destinations include a sprayground fountain for children, a public promenade along the main east-west street together with a new amphitheater immediately north of the library, and a designated picnic area. While the block already contains some of these features, the City should continue to formalize such places in order to define the block’s character as a public amenity. Centrally located, this venue could host public events throughout the year and in conjunction with the library and arts centre.

The small promenade area along the east-west street would create a place for vendors to set up during special events or, alternatively, to host rotating public art displays. The inclusion of public art throughout the entire block would fit well with the arts centre and enhance the block’s appeal as a cultural destination. Sculptures, seasonal displays, and interactive exhibits are some of the many ideas the City could pursue.

Lastly, the plan recommends developing a town green located at the northern terminus of the new Main Street. The most suitable location for this space is on the existing post office site, where the current building is too small for the service’s growing needs. The multiple redevelopment opportunities within the study area provide opportunities for further study regarding moving the post office to an improved central location. This space, which would also connect to the front entrance of the library would offer residents, who persistently lamented the lack of an identifiable center during the charrette, a place in which to gather and identify.

Various events, festivals, and celebrations could be hosted here, including those in partnership with the library, Performing Arts Centre, and other civic functions. Importantly, the green opens up the library to a more prominent, public presence overlooking a major City feature. In addition, the City should consider adding another, complementary civic institution on the green’s northern side. Possible uses include: a children’s theatre, senior center, or other appropriate type. For many years, cities the most prized institutions in places of prominence. This idea reinforces that notion, giving the library, adjacent buildings, and the block as a whole a sense of purpose and place.

MUNICIPAL BLOCK OPTION A



- Green space preservation: park with trails, dog park
- GPAC Expansion
- Out-parcel development & parking deck with rooftop tennis courts
- New, low-speed connector streets
- Amphitheater & promenade for festival events/art displays
- Sprayground
- Library expansion
- Potential senior center, children’s theater, or other civic institution
- Town green at new Main St. connector

THE MUNICIPAL BLOCK

**Option B**

■ **General design concepts.** The second alternative provides a radically different set of options for the City, involving selling the existing City hall site for residential and mixed-use development and constructing a new City hall along Exeter Road. In this option, the post office and library are upfitted on their existing sites, and the east-west cross street moves slightly to the north, with a more direct line across the site in order to maximize the redevelopment potential of the town hall corner site, and to accommodate a new civic building for the children's theater at the edge of the landscaped lake. This new landscaped space links with a more formally redesigned park and new amphitheater to provide a connected suite of public spaces.

In this scheme, the tennis courts are relocated with other tennis facilities elsewhere in the City, and a new City hall is constructed along Exeter Road, with shared daytime / evening parking with the performing arts center. As in Option A, on-street parking along both sides of Exeter Road also provides additional parking capacity.

■ **Redevelop existing City Hall site.** The City hall site provides the opportunity to create a series of new City blocks to relate to and extend the new urban structure of the redeveloped "superblock" immediately to the south. A new north-south street links Farmington Road with the new east-west street across the block, with a second east-west street skirts the southern edge of the small lake and connects with the post office parking lot and access street back to Farmington Road. New townhomes front onto this lake and its associated park landscape, creating a prestigious new "address" in the center of the City.

The corner of Germantown and Farmington Roads is redeveloped with higher-density mixed-use buildings, primarily offices and



A path through a public park

apartments with some convenience retail, served by a mid-block parking deck screened by buildings on all sides. The triangular block formed by Germantown Road and the two new local streets is lined with townhomes, offices facing Germantown Road and a corner apartment building, all with parking beneath or behind the buildings. Supplementary parking is provided by the capacity of the deck on the adjacent block. On street parking along Farmington Road adds to the short-stay, convenience parking capacity of the immediate vicinity.

**MUNICIPAL BLOCK OPTION B**

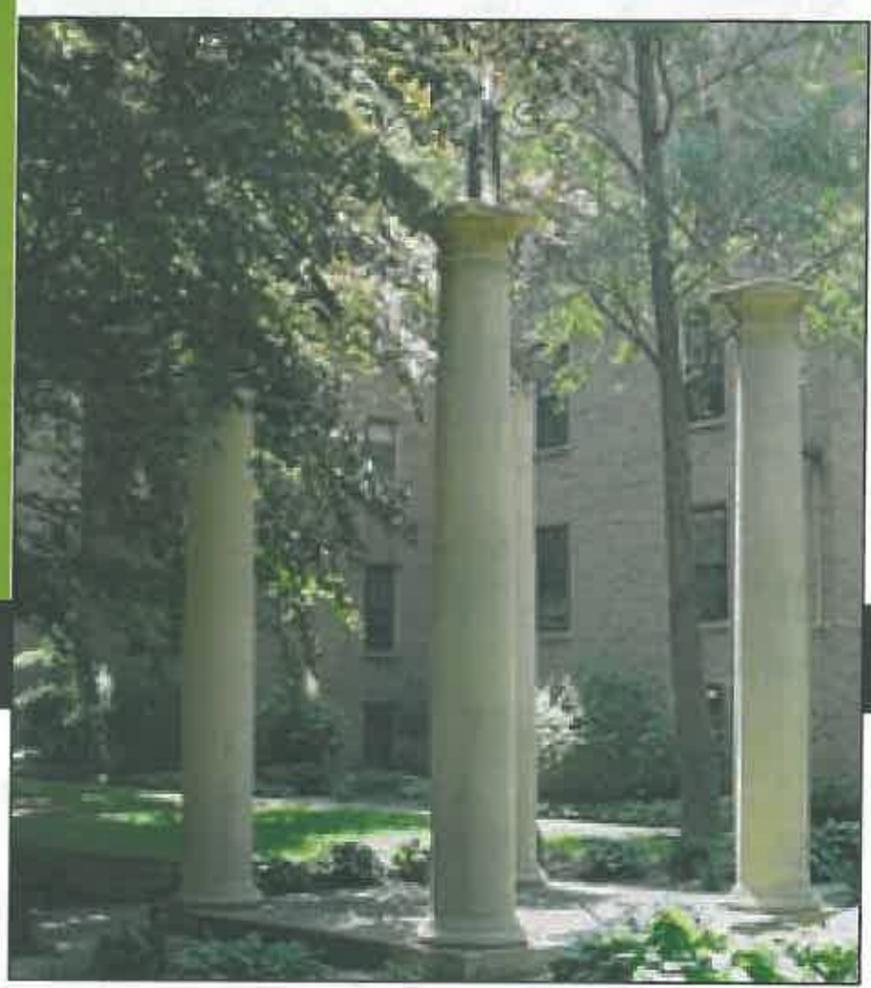




Source: Purdue University



Source: Jeff Cochran



**The Municipal Block**

The images on this page represent a sampling of pictures taken at great public places across the country. Displayed are features such as fountains, public art and interactive experiences, open space, and places for people to gather. These attractions help to create a sense of place and community by defining and celebrating the public realm. The Smart Growth Plan recommends these features and others for the City of Germantown's Municipal Block redevelopment.

# NEW TOWN GREEN & LIBRARY



Before



After

THE MUNICIPAL BLOCK

The western edge of the study area contains a large parcel ripe for development, with active development interest. This site, known as the Arthur Tract, represents another development opportunity with strong place-making potential. Several alternatives exist regarding the property's future, however, not all of these scenarios appropriately reflect the City's 2020 Vision.

The area is presently zoned O-C for "Office Campus", meaning that it is geared towards single-use, large office functions. Under these conditions, a typical build-out scenario would include a few large, generic buildings surrounded by parking lots and accessible only by car. Mobility within and out of the complex would be limited, most likely exacerbating conditions on the crowded Poplar Avenue and West Street. To meet the goals of the 2020 Vision Plan, this plan proposes an alternative concept that incorporates office space as well as numerous other commercial, civic, and residential uses into a coherent urban form. This plan more appropriately reflects the City's commitment to vibrant yet sustainable growth. Suggestions are summarized as follows:

- Encourage mixed-use development.** This includes multi-story buildings that mix uses and functions, with retail uses on the lower floors with office or residential spaces above. The mixed-use plan (bottom right) displays a retail capacity of 305,000 square feet. In addition, this plan also boasts 175,000 square feet of office space mixed-in with the other commercial uses. The "office campus" plan, however, only affords 500,000 square feet of single-use office space. In the mixed-use plan some of the larger buildings may house only one function (e.g. a movie theater), but their proximity to other uses helps employees, residents, and patrons combine trips. Overall, this can help reduce traffic congestion, stress, and environmental pollution.

- Ensure multi-modal connectivity throughout property.** The design features broad sidewalks accompanied by low-speed streets with on-street parking in any plan for the tract. It is very important to incorporate adjacent parcels into this design opportunity to achieve the required connectivity. Benefits include: Safe-streets for pedestrians, cyclists, and cars; easy access to destinations; increased mobility; and reduced traffic congestion/pollution. On-street parking and well-placed decks provide adequate parking while giving pedestrians and stores streetfront priority.

- Design public space into the layout.** As seen in the graphic, public parks (green) and plazas (purple) are significant components of the plan. The City should insist such features be included in any development. Well-designed public spaces foster community and charge a place with identity. Public art should be included as part of the process.

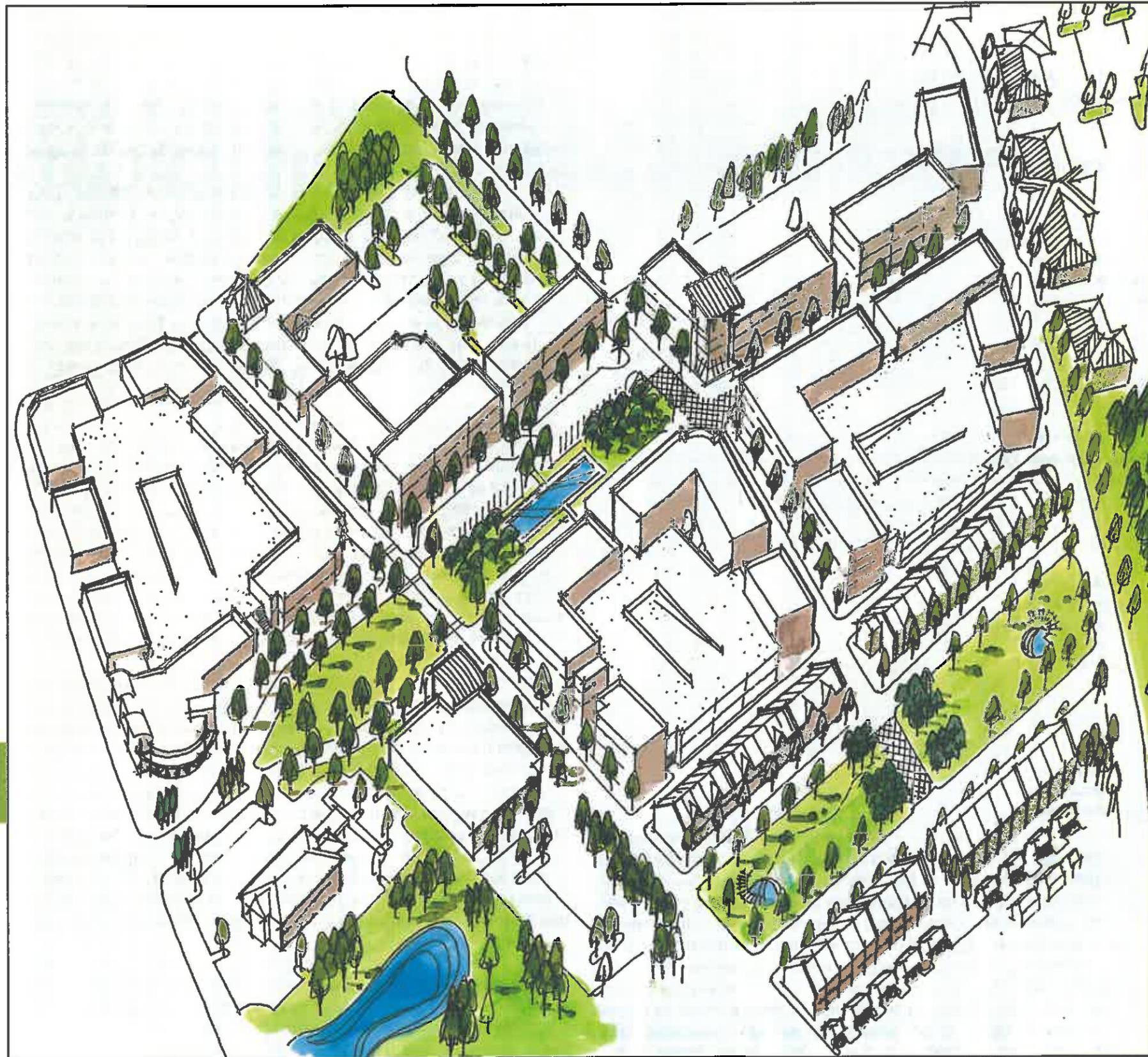
- Include a range of housing options.** Townhomes, condos, patio homes, and apartments offer residential choices to every segment of the population. Affordable and practical, they allow empty nesters to downsize and remain active, or young professionals to live in town before owning a larger home. Plus, they add a built-in population essential to support a vibrant urban life. The mixed-use plan (bottom right) incorporates nearly 300 housing units into the site plan (215 apartments, 70 townhomes). These residential types would further augment the supply of diverse housing in Germantown, enabling the City to target various segments across the demographic spectrum. Under the "office campus" plan, no potential housing opportunities exist.



Site Plan based on Current O-C Zoning



Preferred Conceptual Build-Out as a Mixed Use Center



Axonometric rendering of Town Center West



Preferred conceptual Build-Out as a mixed use center



Precedent images

TOWN CENTER WEST

**B**ordering the municipal block on its western and northern sides, the two properties known together as the “Owen Tract” offer significant opportunities to enhance the Smart Growth Plan’s vision. The following development principles apply to both properties:

- **Encourage mixed-use development.** The City should promote a blend of uses, keeping in mind both the nearby residential areas and the heavily-trafficked Germantown Road. Near the road, development should focus on street-fronting commercial interests such as offices with perhaps a small amount of retail on the western portion. Such buildings could easily contain apartments or condominiums on their upper floors. Where both properties abut existing residential development, new proposals should include single-family lots to act as a transition.
- **Retain landscape and tree mass as entry feature to town center.** A tree buffer should be maintained on both properties to create a special sense of entry into the City as opposed to standard solution of clear cutting and stripping out the property, which would be in flagrant contradiction to the place-making goals of the 2020 Vision Plan.
- **Promote connectivity.** A well-connected street network increases both accessibility and safety for cars and pedestrians. This is important given the residential nature of the surrounding areas.
- **Incorporate public space into the design.** The City should advocate for public spaces such as pocket parks, wide sidewalks, and public art features (fountains, statues) in the designs.



Owen Tract-Germantown Rd, Version B: Large lot single-family, more mixed-use buildings

With specific reference to the northern site fronting Neshoba Road, the following additional provisions apply:

- **Emphasize block's residential character.** Because of its location adjacent to existing housing and to elderly persons' accommodation, this block will best support a mix of housing types as its primary use. The City should use the opportunity to increase housing diversity by encouraging small-lot single-family homes and townhomes, thus increasing population in the central area while providing easy access to local destinations.
- **Allow small-scale commercial development.** This property would be a suitable location for specialized medical office spaces or other more generic office uses fronting onto Neshoba Road.
- **Reserve space for a fire station.** During the charrette the Fire Chief expressed the need to re-locate to a larger facility. Due to the station's high I.S.O. rating, the new facility must remain close to the current station site. The Owen-Neshoba property satisfies these requirements.



Fire Station, Cornelius, NC



Owen Tract-Neshoba Rd. Alternative A: Single-family & townhomes with medical offices & fire station (purple)



Owen Tract-Neshoba Rd. Alternative B: Single-family & townhomes with mixed-use buildings & fire station

Strategically located at the intersection of Poplar Ave. and Exeter Road, the Kroger site provides travelers with a first impression of the Main Street area. Currently, that first glance is dominated by generic, over-sized parking lots. Changes can be made, however, to improve the site's economic performance and aesthetic appeal and in concert with Poplar Avenue improvements, create a fitting entry into the Main Street:

- Develop street-fronting buildings over existing surface parking lots. The existing conditions allow for relatively inexpensive re-development of the large, half-vacant parking lots. The City should encourage out-parcel development on these lots and emphasize the need for buildings that line the street. Attractive, pedestrian-oriented stores and businesses should be placed along Exeter Road and Poplar Avenue. These street-facing, multi-story buildings give context clues to drivers that they are entering the City's downtown area. As a result, drivers tend to slow down in order to take in the stores and watch for pedestrians.

Both the City and property owners can increase their tax revenue and profits significantly with relatively little effort. The concept to the right illustrates the redesign of the site using the existing parking facilities. Not only does this approach minimize infrastructure costs, but it also increases the land area available for development. The new buildings attract more customers to the block while parking is efficiently shared between businesses. Moreover, mixed-use commercial/residential buildings would permit employees and patrons to use parking during the day while leaving the spaces available for resident use at night. Ultimately, this design promotes a more economically-profitable, sustainable land-use pattern.

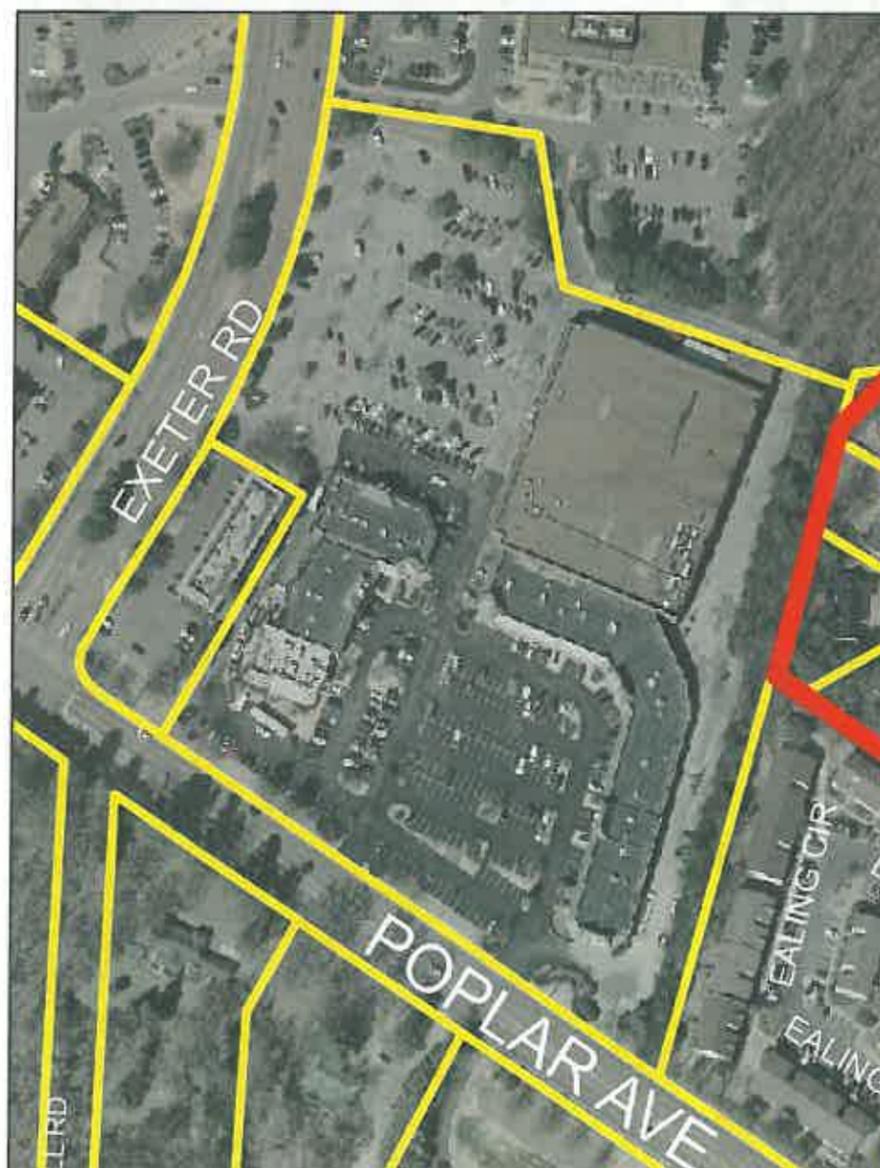
- Re-stripe Exeter for reverse-angle, on-street parking. As stated earlier, Exeter Road has more capacity than it needs to serve current or projected traffic volumes. Adding on-street parking allows the roadway to meet these needs while serving as more than just an automobile conduit. Ancillary benefits include: Easy access to proposed street-fronting buildings; increased parking capacity using existing infrastructure; minimal cost implementation; enhanced safety for pedestrians, cyclists, and drivers; and a more attractive storefront environment. Taken together, these features make reverse-angle on-street parking an effective, affordable enhancement.

- Connect site to neighboring uses. Keeping with the area's emerging urban form, the City should ensure multi-modal connectivity throughout the block. For instance, the City might create a lighted bike/foot path between the site and the adjacent neighborhoods to give residents the chance to exercise on the way to the grocery store--all without using a car or taking up a parking space. These alternatives should be used in conjunction with proposed measures to increase access and connectivity throughout the central area (slow-speed streets, alleys, etc.)

Existing Conditions
<ul style="list-style-type: none"> <li>134,000 sq. ft. of commercial space</li> <li>Large, under-utilized parking lots</li> <li>No residential connections</li> </ul>
Re-designed Kroger Site
<ul style="list-style-type: none"> <li>160,000 sq. ft. office/retail/commercial space</li> <li>Residential units could be added above new development</li> <li>Shared parking facilities &amp; on-street parking on Exeter to allow easy access to buildings</li> <li>Non-motorized path connecting site to surrounding neighborhoods</li> </ul>



Existing Conditions: Half-Empty Parking Lots



Existing Kroger Site



Kroger Site Re-Design Scenario

**C**entrally located in Germantown, the Saddle Creek and Germantown Hardware blocks represent key opportunities to connect the central commercial and municipal blocks with Town Center West to create a coherent, attractive and commercially vibrant downtown. The conceptual redesign of these two blocks continues the Main Street area's emerging urban character and provides a fitting sense of arrival into the center of the City. Therefore, the following recommendations apply:

- **Increase connectivity.** One main difference between the existing conditions and the conceptual rendering relates to the blocks' internal connectedness. Currently, there are no mid-block crossings or ways through either block. In addition, many entrances on the Hardware block are not defined well, leaving patrons or visitors confused as to how to navigate the site. To improve conditions for pedestrians and cars alike, the City should encourage slow-speed streets throughout the block. Ultimately, this design moves more traffic while fostering an atmosphere conducive to pedestrian movement and gathering.

- **Encourage street-fronting development.** Presently, large parking lots surround many of the buildings on these blocks. This design makes access difficult, particularly for pedestrians, and also reinforces auto-dependency between adjacent destinations. With the proposed street network, new opportunities for street-fronting and corner real estate abound. The City should encourage buildings to abut the street directly and to maintain considerable ground floor window space. This pattern creates an attractive environment for pedestrians, further promoting the central City's urban appeal.

- **Develop at higher densities.** For some of these changes to occur, the City will need to develop at higher densities with opportunities to pursue innovative development projects new to Germantown. Some of the buildings may be multi-storied and contain a mix of uses. While the lower floors provide retail and office space, the upper floors could house various urban living experiences--anything from lofts to apartments to condominiums. The blend of uses cultivates a vibrant atmosphere throughout the day as the residential population provides the critical mass necessary to support local dining and entertainment establishments.

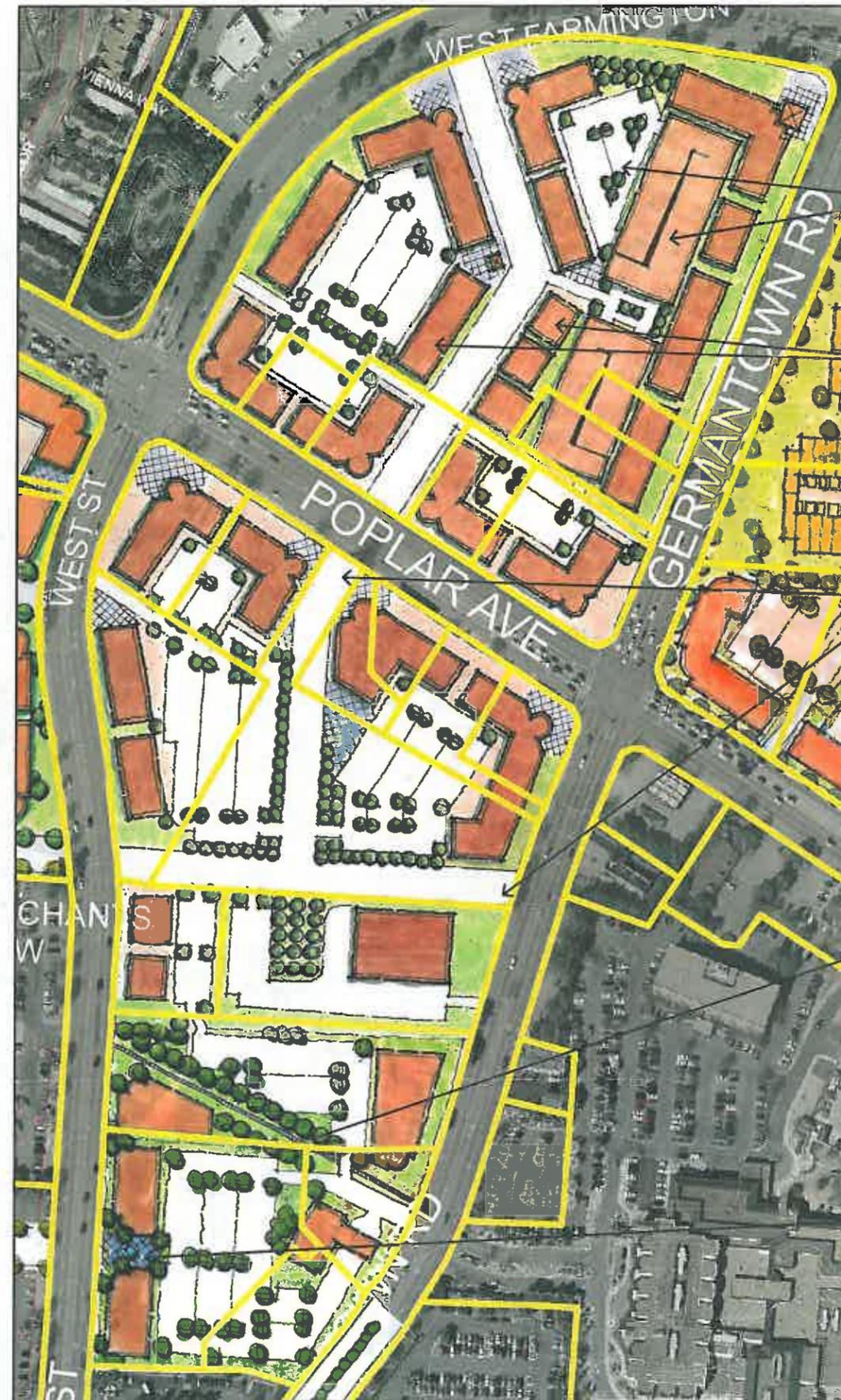
- **Incorporate public space into re-design plans.** The blocks' existing conditions reveal a lack of usable public space. While some features do exist (fountain at Saddle Creek), no public gathering place exists. The inclusion of wide sidewalks, public art, cafes with outdoor seating, and perhaps a few small plazas tucked into new development will help create meaningful places within the blocks and provide attractive destinations for meeting with friends and fellow citizens.



Existing conditions: Vast parking lots Germantown Hardware site



Existing Conditions: Germantown Hardware Block & Saddle Creek



Germantown Hardware Block & Saddle Creek Re-Design

Concealed surface parking lots & parking decks

Street-fronting buildings

Low-speed connector streets

Pedestrian pathway between West Street & Germantown Methodist Hospital

Public spaces & plazas (shown in purple throughout)

Numerous smaller-scale opportunities exist throughout the study area for implementing the plan's vision. Ranging in size and type, these projects can each have a positive impact on Germantown's built environment and community life. Recommendations are as follows:

#### Poplar Pike Infill Site

- **Preserve the residential character and increase housing diversity.** Given the surrounding conditions, the plan recommends a small neighborhood. Townhomes could be inserted along Poplar Pike. Alternatively, small-scale commercial could work in this location (Option B).
- **Include public space.** The site's pond offers a wonderful opportunity to form a neighborhood park for use by local residents and to confer extra value on the residential properties that face onto it.

#### Poplar Pike-West Street Corner

- **Reflect Old Germantown character with small-scale offices, boutiques, and service retail facing the streets.** This corner extends the historic area's influence across the railroad tracks.
- **Expand existing housing diversity.** This quiet townhome enclave (in orange) complements the site's existing well-designed townhome complex located around a small green.

#### Exeter Road - West Farmington Entrance

- **Design buildings to be street-fronting.** The City should extend the central commercial block's urban form to this area, creating a definitive entranceway into the town center. Buildings should be pedestrian-oriented with large ground floor windows and wide sidewalks to encourage walking and browsing.

#### West Street - Germantown Road Infill

- **Promote street-fronting development.** Pedestrian-scaled buildings that directly face the street will help encourage slower traffic and walkability in this heavily congested area. Given the proximity of the medical center and its workday population, the area has great potential to be a highly walkable district if other features are designed accordingly.
- **Construct a pedestrian and bicycle path between West Street and the medical center.** This path would enable employees and others in and around the medical center to run errands or grab lunch by walking or cycling. It also anticipates Town Center West's development just five minutes away across West Street.



Poplar Pike Infill Option A



Poplar Pike Infill Option B



Exeter-West Farmington Entrance



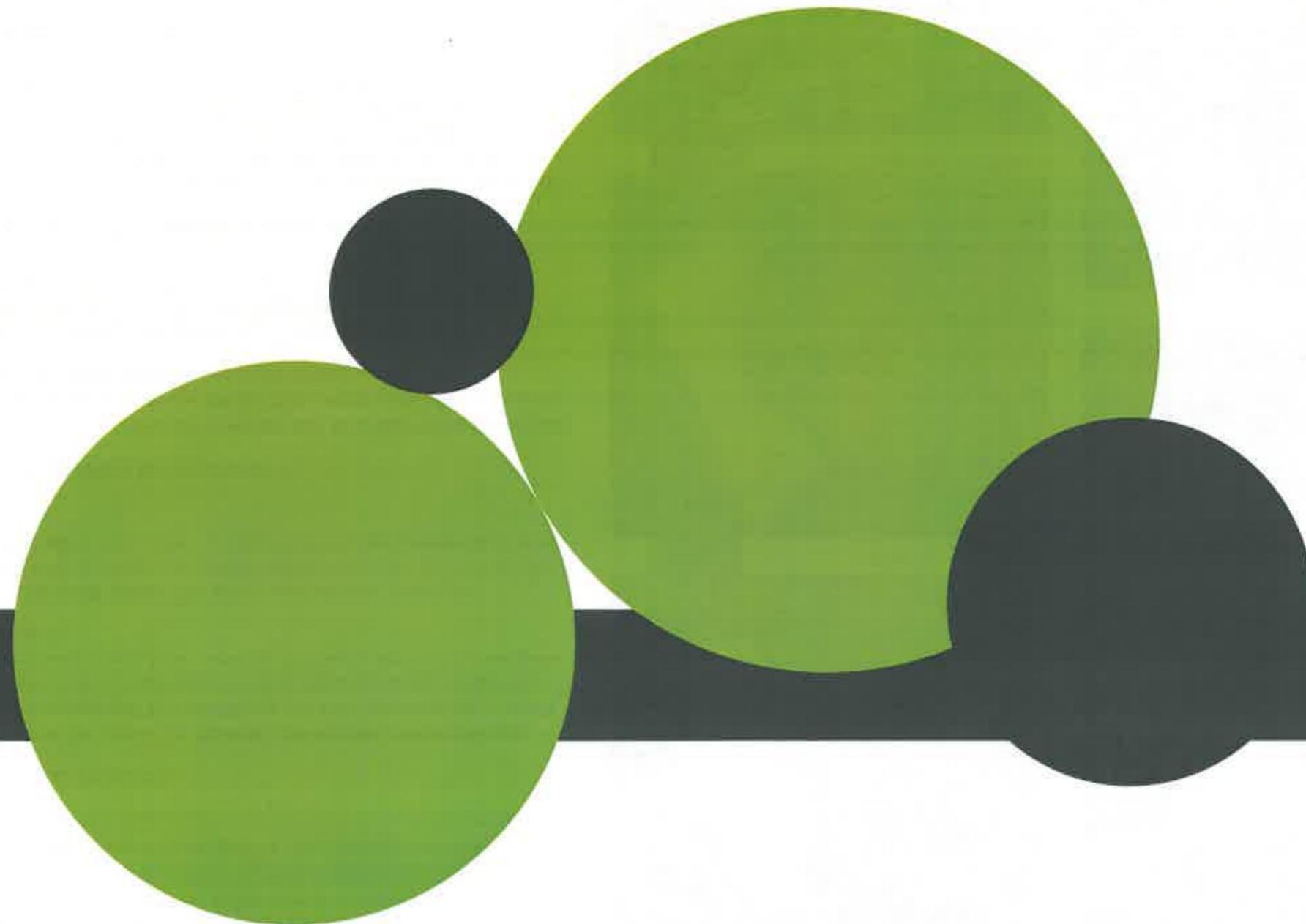
Poplar Pike-West Street Corner



West Street-Germantown Road Infill

# GENERAL RECOMMENDATIONS

Urban Design  
Sustainable Design  
Marketing & Branding  
SmartCode  
Development Capacity



**U**rbane design is a vital part of the visioning and planning process. It is more comprehensive than the design of buildings and is best defined as the art of making places for people. It includes factors such as community safety, and the way places work as well as how they look; it structures the patterns of movement and urban form, the relationships between the natural environment and the buildings within it, and above all it connects people with the places they inhabit. Urban design therefore involves the design of what is known as the “public realm” – the streets, squares, parking lots, town greens, parks, playgrounds and other open spaces shared by everybody in the community.



Baxter Village, SC

The process of urban design is intended to bring order, clarity and a pleasing harmony to the public realm of the City, and to establish frameworks and processes to facilitate successful development. It therefore adds “flesh to the bones” of the broad civic visions and policy statements contained in the 2020 Germantown Vision Plan by illustrating what the future might actually look like. As such, good urban design is indivisible from good planning.

Factors that affect urban design therefore include:

- The placement of buildings and the design of their façades, particularly with regard to entrances and window patterns;
- The design of urban open space
- Hard and soft landscaping and related environmental considerations
- The placement and layout of car parking
- Street patterns and street designs for safe and attractive pedestrian movement, efficient vehicle circulation and public transit
- The design of “street furniture,” such as transit shelters, outdoor

- lighting, signs and signage, and public seating
- Public art
- Amenities for pedestrians and bicyclists

With all these variables, some basic principles and standards can help to create successful and memorable places at a variety of scales from public squares at the heart of a new town center to smaller public greens in surrounding neighborhoods. The principles in this section should be used as general development guidelines for new development in the Smart Growth Plan area.

#### Building Placement and Façade Design

A primary task of all buildings in urban settings is to define the public spaces of streets and squares as attractive locations that can be safely shared with all citizens. Streets lined with buildings rather than parking lots are more interesting to move along and provide a safer environment for pedestrians through the informal observation of public space through windows and doors by people living or working in the buildings. Accordingly, all buildings in the central area should be placed close to the street or other public spaces, with their entrances facing onto public space. The placement of buildings should screen the majority of on-site parking, loading and garbage areas from public view. Accordingly, these areas generally are located to the rear of buildings.



City Place, FL

Architecture and landscape design should grow from local climate, history, topography and building practice. Individual architectural projects should be responsive to their surroundings, and each building should be designed to form part of a larger composition within its contextual location.



The Town Green in Davidson, NC



Main Street, Beaufort, SC

Building facades should be varied and articulated to provide visual interest to pedestrians. Street level windows and numerous building entries from the sidewalk should be required in all new developments in the downtown area. Vertical proportions for doors and windows are always preferred over horizontal. Long runs of glazing should be broken up into repetitive, vertically-proportioned component parts. Creative signage, awnings and ornamentation are encouraged. No building wall that faces a street should remain unpierced by a window or functional doorway for more than 15 feet (fire exit doors don't count) as streets with monotonous and unarticulated facades are hostile to pedestrian activity. Storefront windows should be transparent. Mirrored glass, faux or display casements are strongly discouraged.

**Building Placement and Façade Design (continued)**

The principal, street-facing facades of commercial and mixed-use buildings should generally be designed using the three-part design concept of “base, middle and top”. The “base” comprises the pedestrian zone of larger windows and doorways at street level; the “middle” consists of one or more repetitive stories of regular windows to offices or apartments (where vertical proportions are preferred over horizontal); and the “top” is created from a distinctive cornice treatment or devices such as a setback top floor with a strong overhanging roofline to create a deep shadow pattern for visual termination. Buildings with long elevations should be designed so that the facades are also articulated into a series of vertically proportioned rhythms; this adds visual interest to the streetscape when viewed from a pedestrian perspective.

Buildings at street corners should be designed to address the corner, that is, to engage the interest of drivers, pedestrians and bicyclists at the intersection. Building entrances, additional building mass and distinctive architectural treatments are all useful elements in adding significance to corner buildings.

Buildings should always frame and reinforce pedestrian circulation, so that people walk along building fronts rather than across parking lots or driveways. Buildings can usefully be arranged to create view corridors between pedestrian destinations, such as main entrances, transit stops, public amenities and urban open spaces.



Corner Building, Huntersville, NC



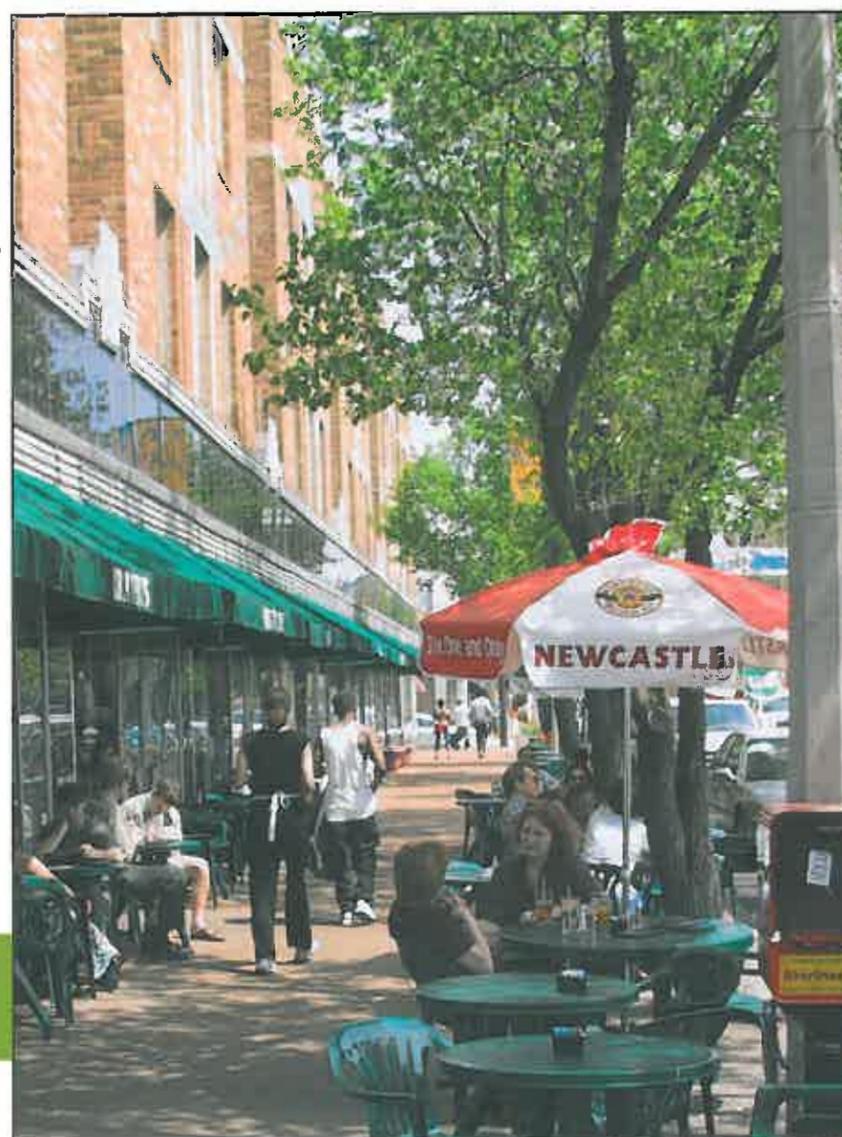
Source: Raleigh, NC UDG



Corner Building, Huntersville, NC



Vertically proportioned rhythm



Buildings reinforce pedestrian circulation

## Urban Space Design

The design and location of urban open space in the redeveloped town center area is one of the most important determinants of a successful pedestrian environment. Examples of useable urban open space include:

- outdoor café or restaurant seating
- an urban square with seating
- a town green
- a wide arcade for strolling along store fronts
- urban parks and picnic areas

The type and character of urban open space should be influenced by the surrounding uses (e.g. retail, office, or residential) as well as by prospective user groups (e.g. workers, shoppers, young people, the elderly).

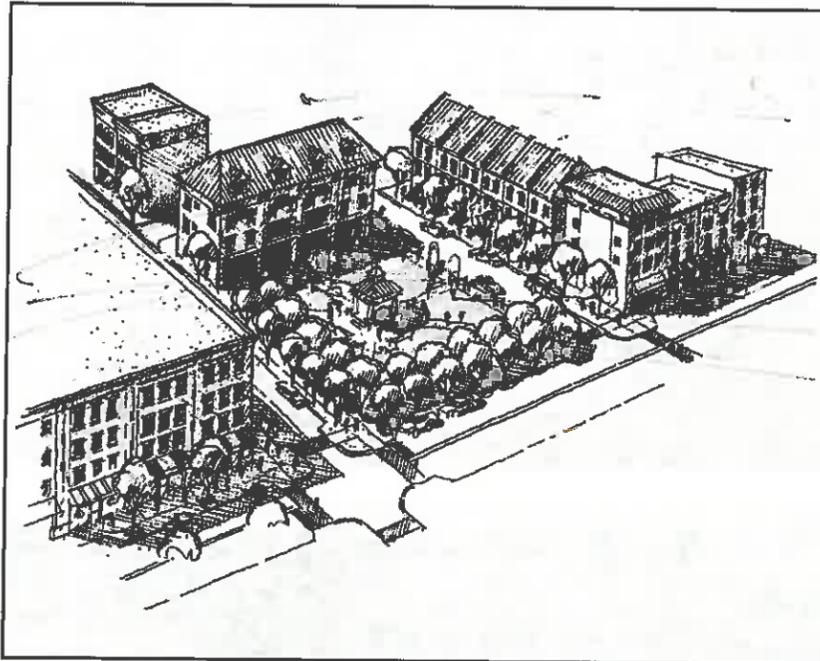
To ensure that urban open space is well used, it is essential to locate and design it carefully with users in mind, rather than simply considering aesthetics. The space should be located where it is visible and easily accessible from public areas such as building entrances and sidewalks. Views, shelter from winds and exposure to sun should all be taken into consideration. Trees provide useful and pleasant shade for pedestrians; a general rule of thumb suggests that 1 tree be planted for every 500 square feet of urban open space.

New urban open spaces should contain direct access from the adjacent streets; they should be open along the adjoining sidewalks and allow for multiple points of entry. They should also be “visually permeable” from the sidewalk, allowing passers-by and police

officers to see into the space.

The space should be well buffered from moving vehicles so that users can relax and enjoy the space. The space may be visible from the street or internal drives, but not wholly exposed to them. It should be enclosed and defined by building walls and landscaping to create a comfortable “outdoor room.”

The edges of urban open spaces should consist of activities that provide pedestrian traffic and uses for the space, including retail, cafes and restaurants, and higher density residential. Mixing the



Active buildings surrounding public space



Trees surrounding park, New York City



Public park as an “outdoor room”, New York City

uses in buildings that surround an urban open space such as a square or town green provides for different patterns of activity that overlap in time and maintain activity during the day and into the evening. If residences are located at street or plaza level in an urban situation, the ground floor must be raised a minimum of two feet; a porch or stoop should be provided to create a privacy zone and to distinguish residential front doors from commercial entrances.

Programming specific activities for the space will help make it a lively place. Urban open spaces can usefully incorporate public art to add visual interest, historical commemoration, whimsy and humor (See Public Art, below).

Many street corners are not good locations for urban open space. Plazas and other open space features at high-traffic street corners may be attractive to look at but are often not well used. Urban open spaces should always provide plenty of opportunities for people to sit and relax; a rule of thumb suggests providing 25 linear feet of seating for every 1,000 square feet of urban open space.



Raised stoop creates privacy while still fronting the street, Davidson, NC

**Landscaping & Environmental Protection**

Successful urban spaces contain well-designed landscape elements, either “hard” landscaping in the form of brick paving or other durable materials used for ground surfaces and walls, or “soft” landscaping of grass areas, trees, water, and planted areas of various types. Soft landscaped areas also provide opportunities to create optimal environmental solutions for site drainage and habitat protection.

The retention of existing landscape features is always preferable wherever possible. In urban areas, the disciplined geometrical arrangement of trees and other landscaped elements is always preferred over the typical “informal” aesthetic of suburban configurations. Particularly in residential areas, repetitive street trees can help define the public space of the street, provide shade for pedestrians, and create a screen that separates the public realm of the street from the semi-private realm of the front gardens, porches and stoops.

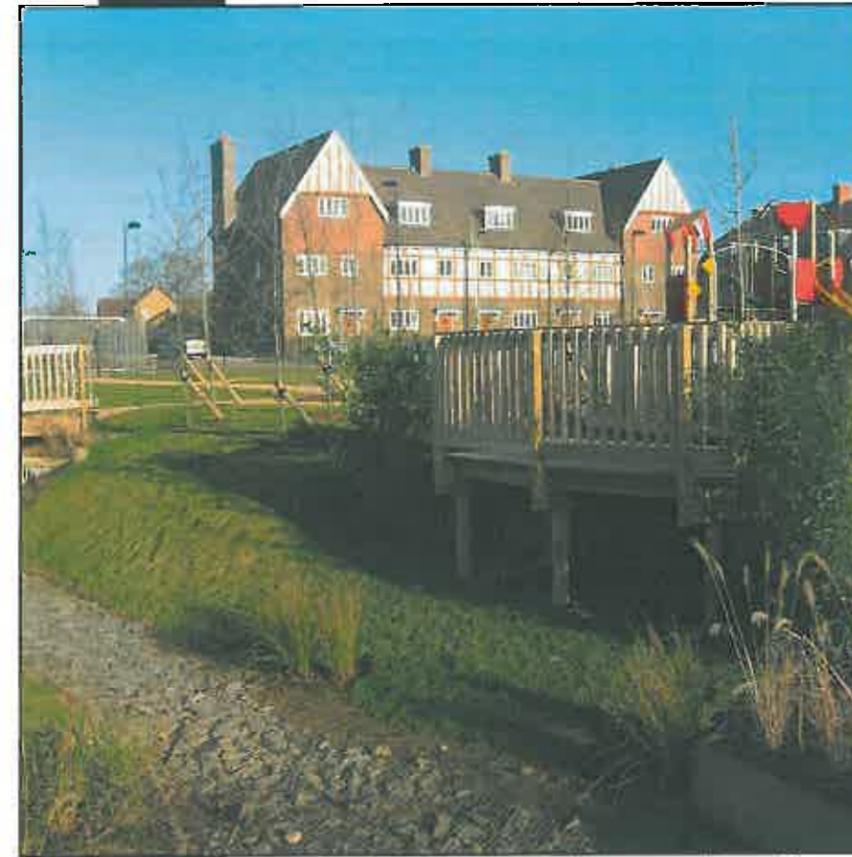
Site design should always locate trash storage, loading and truck parking in ways that minimize their visibility from streets, sidewalks and building entrances. Service and loading areas should never be located along important view corridors. Since delivery and trash trucks can be noisy, service areas should also not be placed close to residential units, hotel rooms or usable public open space.

All utility equipment should be located and sized to be as inconspicuous as possible. In new development and in redevelopment sites wherever possible, all utilities, new and existing should be placed in underground conduits or vaults. HVAC equipment, utility meters and service equipment should not be sited on the street side of any building or next to public open spaces such as squares, parks or playgrounds. This visual clutter severely compromises the design of the public spaces all citizens share.

All development should respect natural resources as an essential component of the human environment. Existing vegetation and large specimen trees should be preserved wherever possible and incorporated into the site design in order to enhance the sense of place. Where existing landscape needs to be cleared for development, extensive replacement tree planting and landscape elements should be provided, especially to create a future tree canopy and to reduce the “heat island” effect of unshaded and uninterrupted areas of asphalt and concrete.



Preservation of large specimen tree within new development, South End, Charlotte



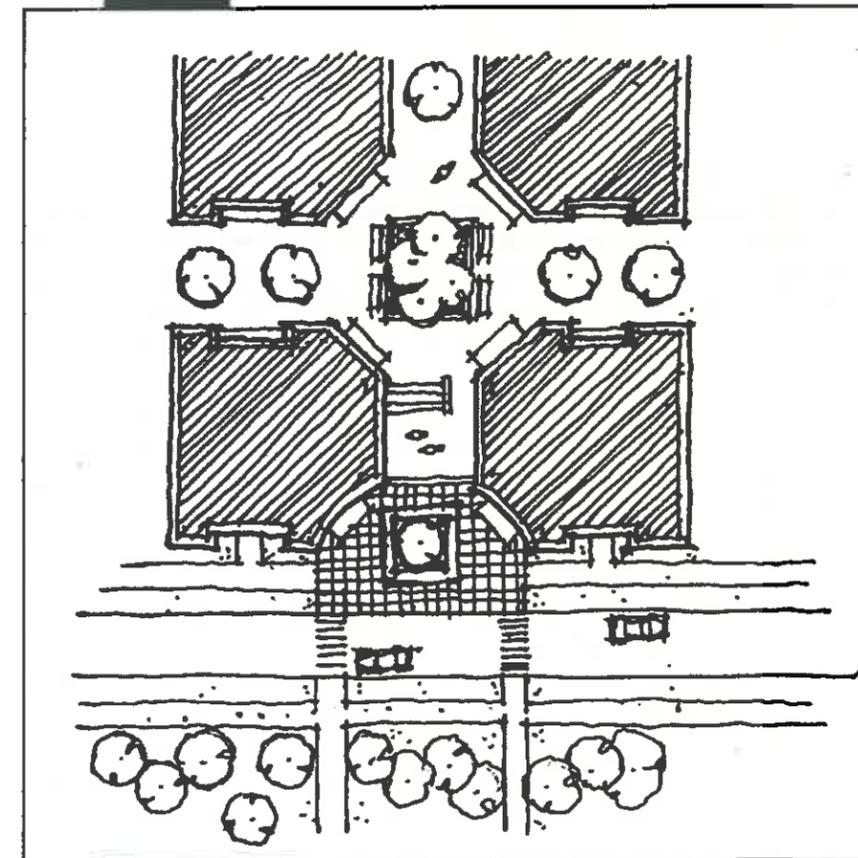
Preserved creek incorporated into public space



Tree-lined residential street, Celebration, Florida



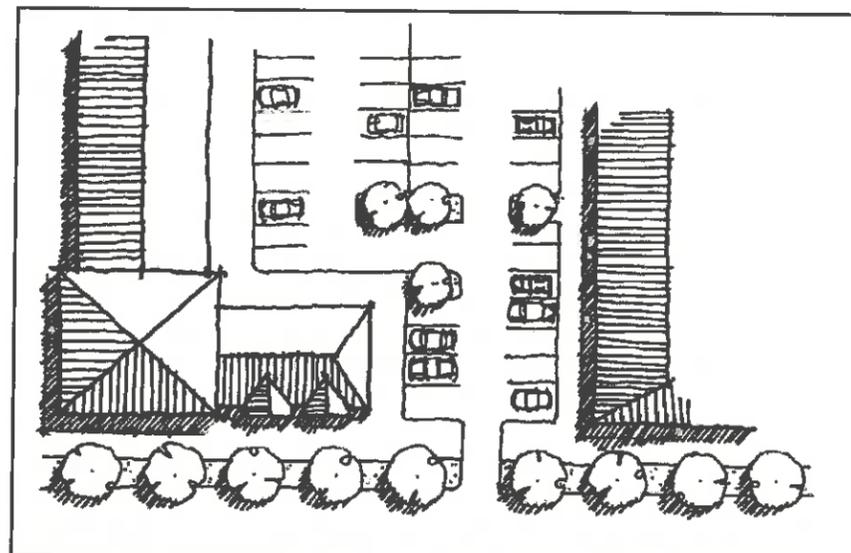
Hidden utilities, Atlanta, GA



Urban courtyard space with formal planting pattern

**Parking Placement & Layout**

Parking lots should not dominate the frontage of pedestrian-oriented streets, interrupt pedestrian routes or negatively affect adjacent developments. Car parking areas should thus be placed behind buildings or in the interior of an urban block whenever possible. Parking, loading or service areas should never be located at a street intersection. When parking lots unavoidably come to the street edge, their dimension along the street should not be more than 1/3rd of the frontage of the adjacent building, or no more than 64 feet, whichever is less. Such parking lot frontages along streets should be screened by walls or landscaping.



Limited parking lot frontage to street



Convenient pedestrian access to parking lot, Salisbury, NC

For large "overflow" areas or peak season parking, pervious pavement systems should be used. Surface parking lots should connect to each other via alleys or driveways, or with recorded, cross-access easements. This continues the practice in Germantown of convenient local movements within adjoining sites without having to drive on public streets for short distances. This internal circulation functions as an integral part of the overall transportation network.

The grades of abutting properties should be matches wherever possible to facilitate connectivity between parking lots. If there is a grade difference, an attractive transition should be made using creative grading and landscaping, or a decorative retaining wall. Blank or unscreened concrete retaining walls, or rock covered slopes should not be permitted.

Safe pedestrian and bicycle links should be provided to adjacent properties (in addition to the public sidewalks). They should be conveniently located and graded without using steps if at all possible. Curb ramps should be provided to accommodate wheelchairs, bicycles and baby strollers. If no immediate benefit can be derived from a pedestrian link, an easement for a future connection should be obtained.

Shared parking is strongly encouraged between adjacent or vertically mixed uses whose peak demands are offset from each other during daytime and evenings. Parking aisles should be separated one from another by planted medians with shade trees. When possible, it is recommended that parking aisles and their shade trees be aligned so as to cast shade on parked cars during the summer months.

In several instances, parking structures are important and necessary elements in the overall urban infrastructure, but given their utilitarian elements they can have serious negative visual effects. Wherever possible these decks should be screened by buildings, and in locations where a portion of a deck faces onto public space, this part of the deck should be finished with materials equivalent to those of principle buildings.



Grass paver system installed for overflow parking at mall



Screened parking, Savannah, GA



Hidden parking deck, Birkdale, Huntersville, NC

Source: GrassCrete.com

**Street Patterns & Design**

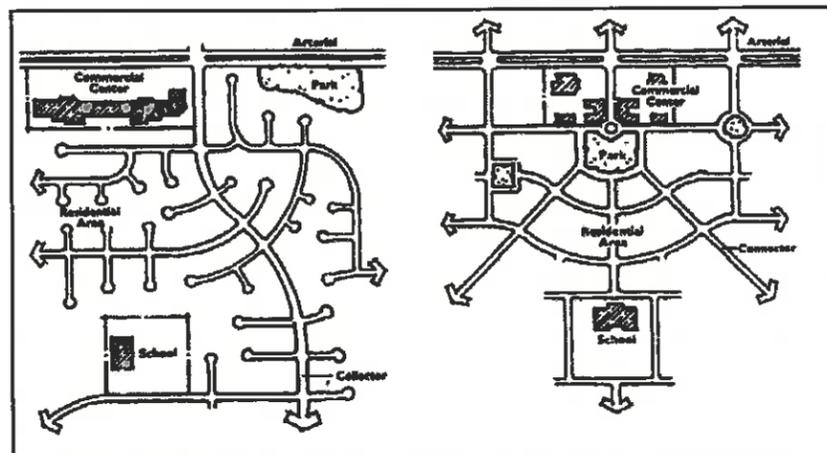
(see also section on Transportation Infrastructure)

The connectivity of public streets is very important for safe and attractive pedestrian movement, and efficient circulation for private vehicles, bicycles and public transit. Streets should be designed as the main public spaces of the City, and should be scaled for pedestrian comfort and accessibility.



*Pedestrian-scaled urban environment, Athens, GA*

A network of interconnecting streets disperses traffic while connecting and integrating new developments with the fabric of the City. Accordingly, streets should connect within each development and with adjoining developments. Cul-de-sacs or dead-end streets should not be permitted except where topographic or particular site boundary conditions prohibit connections. In all other conditions street stubs should be provided on all sides of a development facing open land or future redevelopment sites.



*Comparison of typical suburban disconnectivity with well connected street network*

Source: Calhoun & Associates



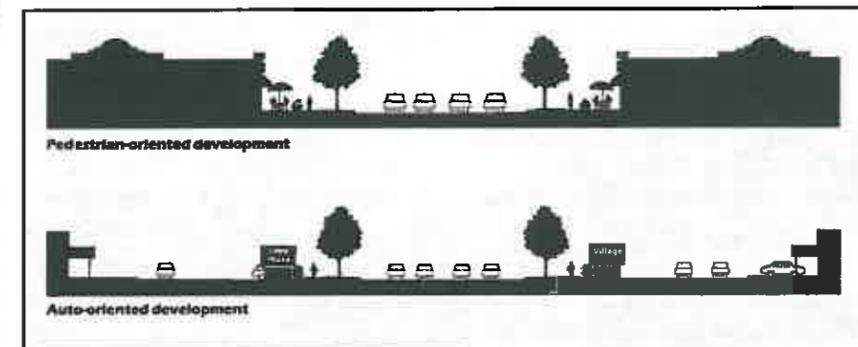
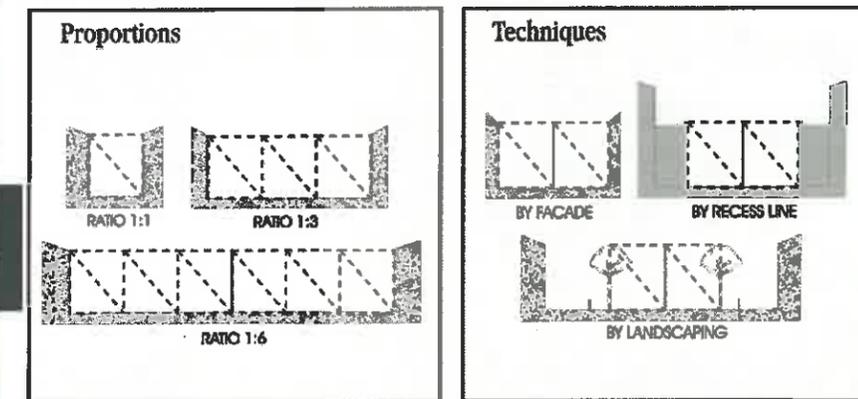
*Spatial definition created by buildings & trees, Savannah, GA*

Block lengths should generally not exceed 600 feet. Wherever appropriate, mid-block and rear alleys should be utilized for access to parking, utilities, service and loading areas. This minimizes the number of driveways and curb cuts that interrupt pedestrian sidewalks. The sidewalks themselves should be 5 – 8 feet wide and located on both sides of the street. Sidewalks in commercial areas should be a minimum of 12 –16 feet wide to accommodate sidewalk uses such as vendors, merchandising and outdoor seating.

Streets are spatially defined by buildings, often complemented by regular tree planting. When aligned in a disciplined manner, buildings and trees create the street “walls,” the defining edges to public space. This alignment occurs most effectively when the facades of buildings cooperate to delineate the public space as walls form a room. Building articulation should take place primarily in the vertical plane of the façade, where porches, balconies and bay windows are all elements that can add more visual interest to buildings than “zig-zagging” the plan shape.

A critical factor in street design is the “height-to-width” ratio, that is, the height of the enclosing buildings (and/or trees) to the width of the street. This height-to-width ratio generates the feeling of openness or enclosure, the perception of which is related to the physiology of the human eye. If the width of a public space is such that the cone of vision encompasses more sky and less street walls, the degree of spatial enclosure is slight. If the street walls become more dominant within the cone of vision, the feeling of spatial enclosure increases. Such spatial enclosure is particularly important in shopping streets which must compete with shopping malls that provide very effective, human-scaled spatial definition to their main public spaces.

A 1:6 height-to-width ratio is the minimum for effective urban spatial definition. A more appropriate average ratio is 1:3. As a general rule, the tighter the ratio, the stronger is the sense of place and memorability.



*Street wall created by building facades and regular tree plantings*

**Street Patterns & Design (continued)**

Streets should be designed with street trees planted in regular rows, and in a manner appropriate to their function. Commercial streets should have trees which compliment the faces of the buildings and which shade the sidewalk. In the urban core of the redeveloped “superblock,” trees may be planted in tree wells with grates to protect the roots. In these settings, irrigation should be provided, and unit pavers are preferred to concrete as the sidewalk finish for increased permeability of rainwater to root systems. Trees on residential streets should provide a canopy that shades both the street and the sidewalk, and serves as a visual buffer between the street and the home. The tree planting strip should be at least 6 – 8 feet wide to ensure healthy growth.

Planted medians are encouraged on multi-lane streets to provide additional tree canopy and to reduce the height-to-width ratio of the overall streetscape. The medians also provide safe and



*On-street angled & parallel parking*



*Street trees in Addison Village, FL*

convenient pedestrian refuges at crossings.

On-street parking should be provided wherever possible, either parallel or “reverse-in” angled parking on designated streets for maximum efficiency. Where streets incorporate a landscaped planting strip (as opposed to tree grates) this strip should be planted with grass at sidewalk level. This enables people to step directly from their car to the sidewalk. Shrubs, ground cover plantings and raised planters should generally be avoided in these situations as they can conflict with opening car doors and pedestrians’ access to and from on-street parking.

Streets should be designed so pedestrians have safe and convenient means of crossing from one side to the other. Treatments may include (but are not limited to) raised pedestrian crosswalks, multi-way stops, sidewalk “bulb-outs,” alternative pavement surfaces, and pedestrian-operated signals where warranted.



*Residential street with tree planting strip*



*Pedestrian crosswalk, Mayfaire Town Center, Wilmington, NC*



*Electronic pedestrian signal*



*Landscaped pedestrian refuge & “bulb-out”*

## The Design of "Street Furniture"

The term "street furniture" includes things such as transit shelters, nighttime lighting fixtures, signs and signage, and public seating. These items not only serve the needs of pedestrians and drivers, but also provide opportunities to enhance the visual quality of public spaces with attractive designs of these functional objects.

**Transit Shelters:** When mixtures of uses, building densities and connected street patterns are coordinated to produce an attractive and lively town center, public transit can become a viable alternative to the private automobile for local trips. Transit stops or bus shelters should therefore be a basic element in the urban design of the town center redevelopment, and should be functionally and architecturally integrated with the streetscape design.



Covered bus stop along multi-use path

In general, far-side bus stops (stops located immediately after a street intersection) result in fewer traffic delays, provide better sight distances for drivers and pedestrians, allow more room for maneuvering, and create fewer conflicts between buses and pedestrians. The clearance between the curb and the shelter and/or benches should be no less than 3 feet and no more than 10 feet.

Wherever practicable, bus stops should be located at or near building entrances and should be provided with basic amenities including shelter from inclement weather, seating, pedestrian-scaled lighting, trash receptacles, schedule information and (possibly) water fountains. Convenient and comfortable pedestrian access between transit stops and entrances of major buildings should be planned as part of the overall pedestrian network. Bus stops should also include a curb-side concrete pad for wheelchair loading. Colors, textures and materials used around the stop should be compatible with adjacent development.

**Nighttime Lighting:** Generally speaking, the urban landscape is

illuminated at night by three different types of lighting: street lighting, pedestrian/sidewalk lighting, and storefront lighting. The first two effectively provide sufficient light for most needs, but due to spacing and obstructions such as street trees and signage, even well-placed street and pedestrian lighting can leave some areas in shadow. These dark areas can be attractively and safely illuminated by the third type of urban lighting, indirect light from storefront displays and shopfront windows. By requiring simple lighting in display windows, the City can provide a greater measure of security to pedestrians by ensuring an even allocation of light on the sidewalk area.

As one element of the three-zone scheme for nighttime lighting, decorative lighting provides a safe and visible pedestrian realm as well as assisting in the creation of a theme or character for an urban district. The use of decorative light fixtures along with a coordinated program of signs and banners can help create a lively pedestrian environment. This decorative lighting should illuminate sidewalks and pathways using low intensity fixtures that avoid light pollution and which provide an even distribution of light. All lighting schemes must avoid creating areas of intense shadow.

**Signage:** Signage in a downtown area falls generally under three categories, storefront signs, special event or themed banners and wayfinding signs.

**Storefront Signage:** In eclectic, urban districts such as downtowns, pedestrian activity is expected to be high, and the way pedestrians view and experience signage is very different from motorists in a suburban shopping center. Therefore, it is not appropriate to retain suburban-style signage standards for storefronts in new town center areas. Present code requirements in Germantown dictate certain sign types specific to suburban settings, but as the City develops a more urban form, it should require different standards, particularly the use of projecting and three-dimensional signs in the downtown areas. In addition to advertising benefits, these features add ornamentation and detail to what might otherwise be rather plan



Street lighting

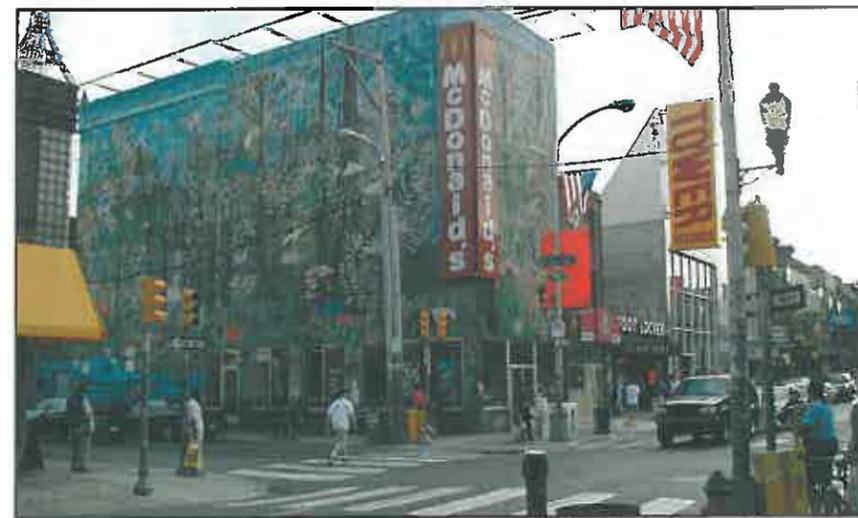


Facade signage, Statesville, NC

storefronts.

Storefront signage must be clean and concise. Signage on the glass should maintain the transparency of the window so as not to obscure viewing into the store. Store hours should be clear and regular. All signs in the windows should be professionally prepared. Merchants should avoid hand-made signs that look cheap and unattractive as they will give the potential buyer the impression that the contents inside the store are equally unappealing.

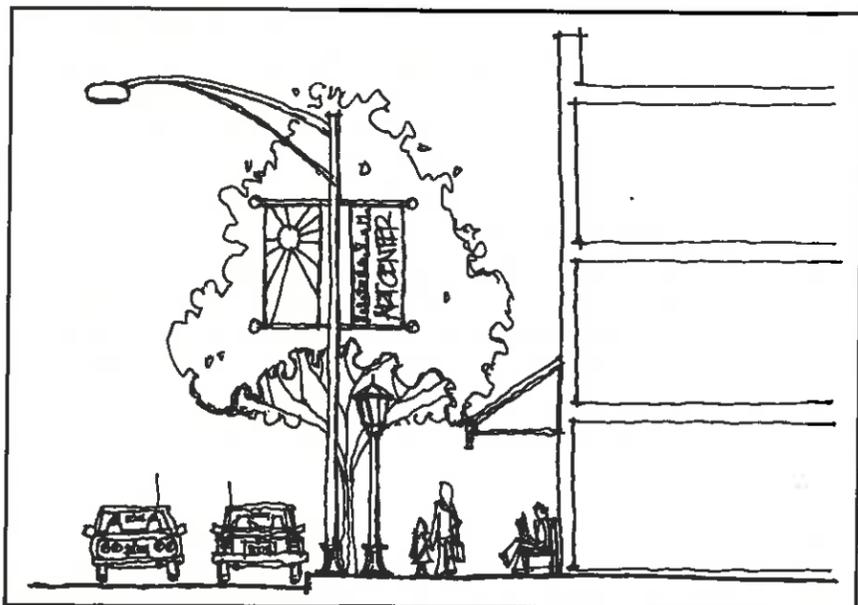
In addition to wall signs and under-canopy signs for nearly every storefront, the City should encourage painted signs or murals on end or side walls of buildings that abut streets but lack store frontage on the side. Historically, manufacturers such as Coca-Cola or Ford used such designs to advertise their products. Though replaced by billboards when the age of the automobile overtook downtowns, many communities (including suburban municipalities) have re-created these murals as nostalgic representations of earlier eras. In fact, new suburban locations such as SouthPoint Mall in Durham, NC, implement the murals as a way to break up large blank walls, turning a "dead" space into a colorful corridor.



Mural creates a colorful corridor

Lastly, the City should examine a facade improvement grant program for existing businesses to spur investment in new and interesting types of signage. Incentives could be extended to storefront improvements as well. For new developments, Germantown codes should advocate certain quality standards (such as three-dimensional signage) while leaving the actual form open to creative inspiration. (insert photos of good storefront signs and murals)

■ **Special Event Banners.** This special category of sign, usually attached to decorative light poles, can often add distinctive flashes of color and visual interest to a town street. They are best used to draw attention to special events and should thus be temporary, and changed out after the event is over. When an urban area is struggling to create a distinctive brand or character, banners can help in communicating the vision for the area. However, the best communicators of urban character are the spaces and buildings of the downtown themselves, and the patterns of activity they house. The most successful urban areas rarely need banners to tell residents and visitors about the place's character; it is all around them, easy to see and experience. The City should thus encourage special event banners in the redeveloping downtown, but also look forward to the day when such branding activities are unnecessary as the vision of the plan takes physical shape and a thriving, attractive town center has developed.



Special Event Banners

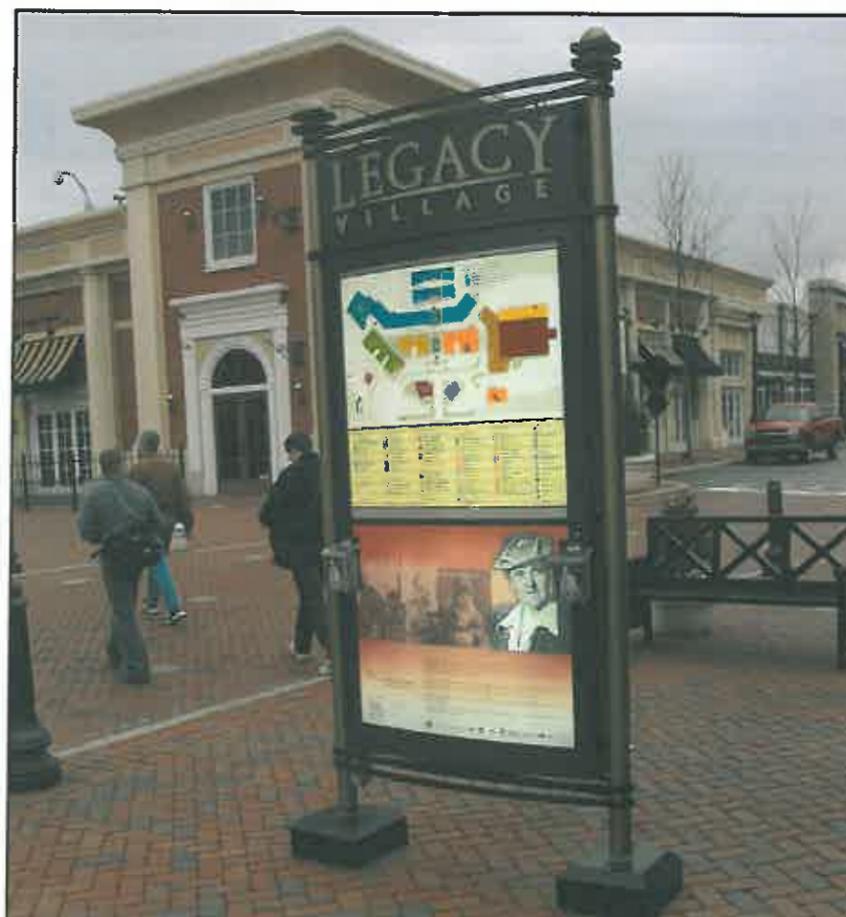
■ **Wayfinding Signage.** The design of the overall streetscape in the town center area should include a system of pedestrian wayfinding signs, kiosks, or other environmental graphics to supply directions to pedestrians. This should be done in a unified and comprehensive manner throughout the town center study area. The design of this signage system should be keyed to the new marketing and branding philosophy for the study area.



Informal public seating, Morgan Square, Spartanburg, SC



Wi-Fi network in public space, New Hampshire



Wayfinding signage, Legacy Village, Kansas City

**Public Seating:** Attractive and accessible places to sit in the public realm are important not only as basic amenities, but also in sponsoring casual social interaction, one of the foundations of community. New public spaces in the City should thus provide as many new seating opportunities as possible. (insert DW photo of man with laptop) This seating can be both formal and informal, including park benches, the tops of garden walls, user-friendly public art, or wide stairs at the entrances to public buildings. Planter walls should be set at a maximum height of 2' 6" to allow for their use as seating. Moveable chairs that give people the flexibility to adapt public spaces to their immediate needs are encouraged, particularly at sidewalk cafes and outdoor dining areas.

**Wi-Fi Network**

The emerging popularity of "wi-fi" networks in public spaces around the country is rapidly catching on, especially in downtown areas. Using wireless access point technology, the intent is to allow laptop users with a wireless network card to be able to relax on a bench in a public area (such as the Municipal Park) or eat at an outdoor table at a restaurant and be able to "surf the web" and check email.

The costs to implement such a service continue to decline with new technology that can provide faster speeds, higher bandwidth, and a wider range to the casual users. As funds become available, this technology should be implemented throughout the Municipal Block, Superblock, and other areas deemed appropriate (such as Town Center West, Old Germantown, etc.).

Cities like Philadelphia, PA and Spokane, WA have created a “hot zone” in their downtowns using towers that can provide signals as far away as 4 miles. According to Kathleen McMahon, AICP (Downtowns are Buzzing About Wi-Fi - [http://cbdd.typepad.com/rural/2005/01/downtowns\\_are\\_bu.html](http://cbdd.typepad.com/rural/2005/01/downtowns_are_bu.html) accessed on 02.28.07) there are four basic implementation strategies for Wi-Fi technologies in downtowns. They are:

- **Wi-Fi (Wireless Fidelity)** - “A public Hotspot is a readily available wireless network connection where users with compatible wireless network devices such as PDAs, cell phones, notebook computers, or handheld games can connect to the Internet or private intranet, send and receive email, and download files all without being encumbered by Ethernet cables.” (Intel-Wireless Hotspot Deployment Guide)
- **Hot Spot** – The wireless router is located in a building. The range is limited primarily to the building (i.e Internet Café’s ....) The cost to install is relatively low. Starbucks is a well known example.
- **Hot Zone** – A tower provides coverage from 1 to 4 miles. Line of site is required. The cost to install depends on the coverage area. Spokane and Philadelphia use this technology.
- **Mesh Networks** – Provides wide coverage with multiple towers and antennas. Minimizes line of site requirements. Of the wi-fi technology options this is generally most expensive. Medford, OR is using this for City-wide coverage. Columbia Rural Electric Association has covered three rural counties in eastern Washington with this technology.

All of these types of deployment use unlicensed wireless spectrum (802.11b or 802.11g). It is essentially the same technology that is used in home wireless networks. Speeds on the wireless network can approach 11 Mbps but will depend on the number of users and the capacity of the broadband pipe that connects the wi-fi network to the Internet Service Provider (ISP).

Ultimately, the purpose behind providing this technology infrastructure is to attract people to the downtown area. Younger generations have grown up with wireless devices and have come to expect readily available high speed internet access. If the downtown presents an inviting on ramp to World Wide Web, then people will spend time and money in the downtown.

The cost to provide this service is nominal relative to the potential number of users in the downtown area. To further expand this

opportunity, the City should consider partnering with the Library and possibly major employers/retail centers in the study area.

The City should also investigate the creation of a custom login screen for all WiFi users. This screen is an opportunity to provide some advertising space to offset the costs of providing the service for free as well as an outlet for advertising upcoming events in Germantown.



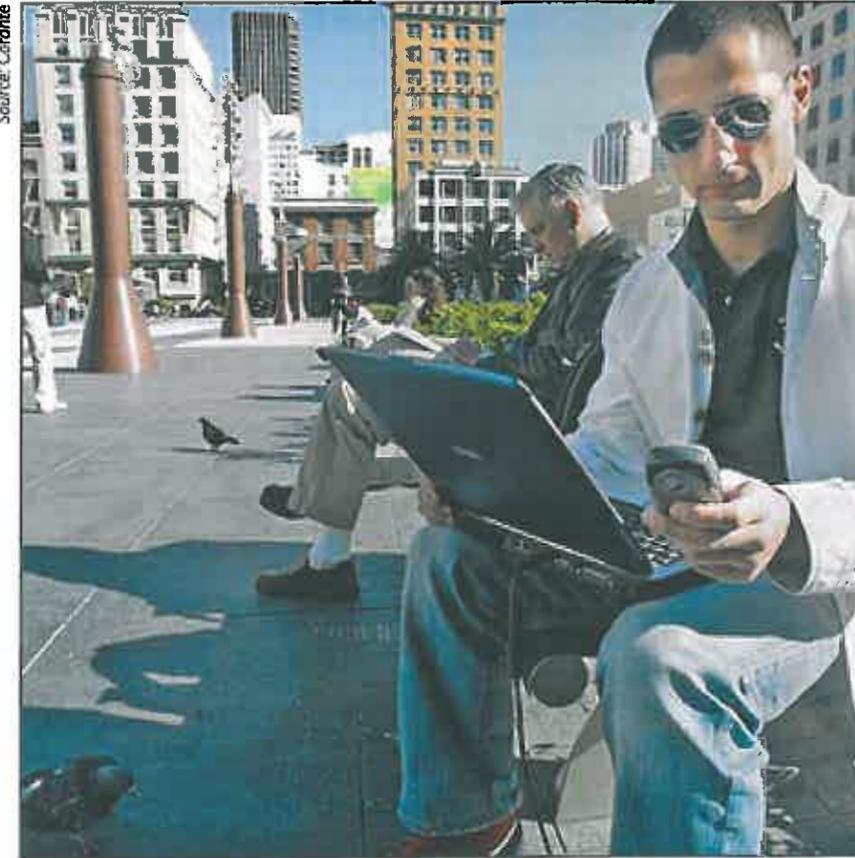
Transmitter mounted on streetlight



Mounted transmitter, Norwich, England



Wi-fi users in New York City's Bryan Park



Public wi-fi space, San Francisco, CA

**Public Art**

Works of art have contributed to the visual quality of cities throughout history, whether as elements of architectural ornament or civic monuments. Property owners should therefore be encouraged to provide outdoor public art on their property, or adjacent to public spaces, in order to enrich the pedestrian experience and create a stronger sense of place.

The level of detail adorning the public realm is one factor that can differentiate a truly public urban environment from a typical shopping center. Many communities have incorporated humorous and educational artwork into their public spaces to create a more vibrant downtown atmosphere. Such artwork may be freestanding pieces (e.g. a sculpture or water fountain), or it may be embedded into its surroundings as an architectural element (for example, a relief sculpture embedded in a pavement or a wall, a mosaic or mural on a wall, lighting or sound effects, or decorative lighting or railings).

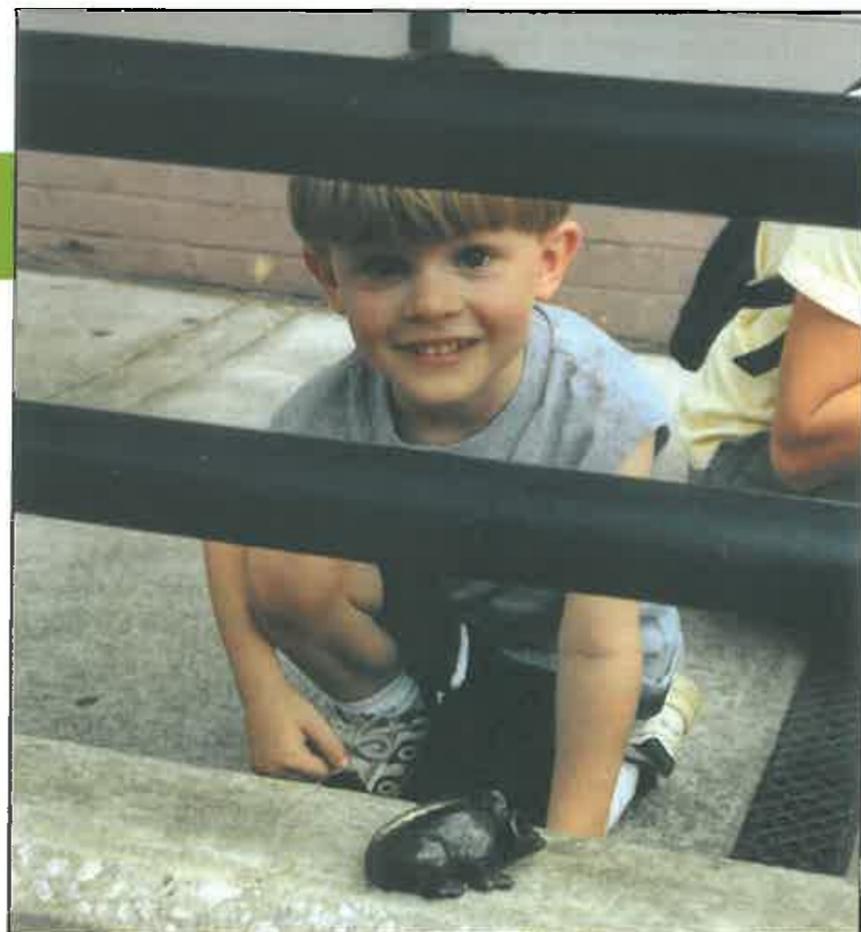
For example, a high school student in Greenville, SC, created “Mice on Main”, a series of well-placed (and sometimes hidden) sculptures of mice based on the popular children’s book “Goodnight Moon.” A bronze sculpture of the book and one mouse are located on the

fountain in front of the Hyatt Regency hotel. The City installed the other eight mice throughout the downtown and finding them has become a game that entertains children and adults alike.

Likewise, Germantown’s Vision 2020 Plan proposes “visual public art throughout the City.” Given its strong support of the arts, Germantown might consider initiating an “Adopt-A-Square” Program with the local arts community and area schools for the creative placement of civic art within the sidewalks throughout the City. Relevant images might range from Civil War troops to trains to horses or other, more adventurous interpretations of the City’s past, present and future. Relatively inexpensive and easily expanded, this type of artwork adds interesting features for pedestrians. Focus areas for such a program include Old Germantown, the proposed new Main Street corridor, the Municipal Block, and other activity centers.

Germantown should also encourage the placement of free-standing statuary and other multi-dimensional art forms. Art encourages activity in public spaces, enlivening the atmosphere and creating places with a child-friendly focus. Specifically, the City should reserve locations for public art around all public buildings and facilities, such as the proposed Town Green and elsewhere on the Municipal Block.

All new urban spaces and infrastructure improvements should have

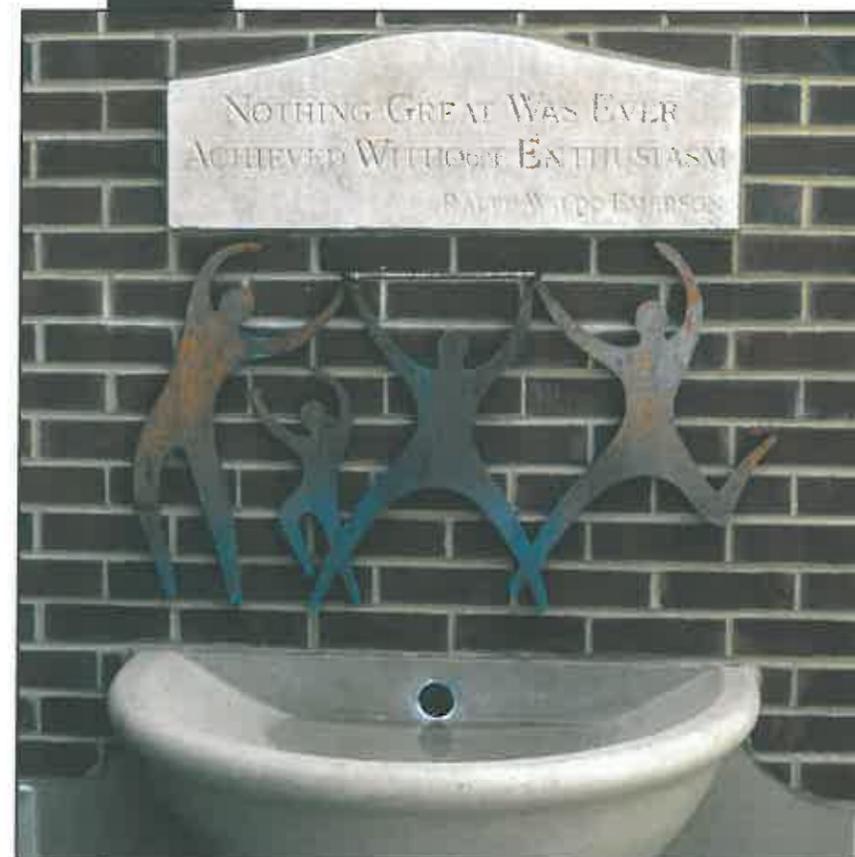


Bronze Mice, Greenville, SC

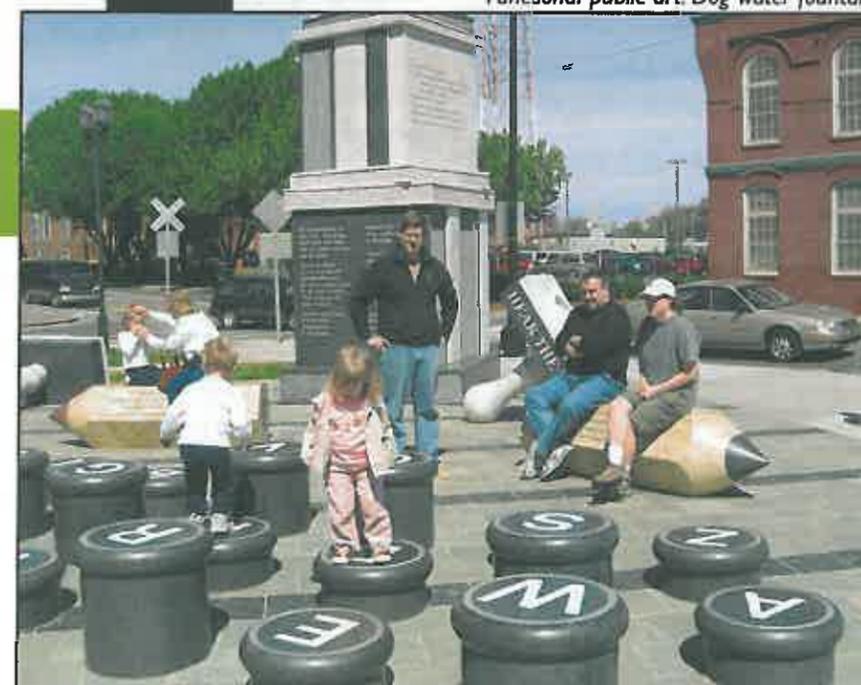


Interactive statuary and water feature

a significant component of public art that adds distinctive quality and specialness to the development and to the City as a whole. Developers of new projects are accordingly strongly encouraged to incorporate artists into the design team from the inception of planning in order to integrate works of art into each project.



Functional public art: Dog water fountain



The Writer's Desk, Charlotte, NC

## Amenities for Pedestrians and Bicyclists

There should be a complete network of sidewalks and paths for pedestrians and cyclists that connect building entrances, parking areas, transit stops, street crossings, adjacent properties and adjoining off-street paths, and other key destinations in the area.

Pedestrian pathways should be provided from the street to mid-block parking areas to ensure safe, direct and convenient access to off-street parking. Main building entrances should be directly accessible from the street and subsidiary entrances from pedestrian pathways. The pathways should be clearly defined and pleasant to use. To aid pedestrian navigation and comfort, the following elements should be provided along the paths:

- Landscaping, such as rows of trees, shrubs, flower beds and planters
- Pedestrian-scaled lighting, such as lighted bollards
- Color-coded way-finding signs or a directory
- Vertical architectural elements, such as arches or place markers
- Public art
- Seating and resting spots
- Special paving

Bike racks should be provided (under cover if possible) near main building entrances, with a curb ramp from an adjacent street or driveway to provide convenient access. 1 bike parking space should be provided for every 20 car parking spaces.

Pedestrian routes should be direct and minimize conflicts with vehicles. No paved pedestrian path should be less than 5 feet wide. Multi-use paths (bicyclists and pedestrians) should not be less than 8 feet wide, although 10 feet is preferred.

Whenever any parking abuts a walkway (diagonal or parallel) 1' 6" should be added to the pathway width to accommodate car body overhang or opening car doors.

Whenever pathways cross internal drives and curb cuts, a highly visible crosswalk, made of a material that provides a strong contrast with the vehicular surface (e.g. concrete in asphalt, unit pavers in concrete) should be incorporated into the site design. Crosswalk stripes are acceptable but require frequent repainting and do not look as attractive. Consider raising the crosswalk to the level of the connecting path to form a speed table, and use standard warning signs and lighting to alert drivers to the crossings.



Well marked pedestrian crosswalk



Place bicycle racks near building entrances



Bike lanes with on-street parking

## Key Recommendations for Urban Design

- All buildings in the central area should be placed close to the street or other public spaces, with their entrances facing onto public space. Buildings should screen the majority of on-site parking, loading and garbage areas from public view.
- Building facades should be varied and articulated to provide visual interest to pedestrians. Street level windows and numerous building entries from the sidewalk should be required in all new developments in the town center area.
- New urban open spaces should contain direct access from adjacent streets; they should be open along the adjoining sidewalks and allow for multiple points of entry.
- Urban open spaces should be defined by building walls and landscaping to create comfortable "outdoor rooms," with public art and as many new seating opportunities as possible.
- The edges of urban open spaces should consist of activities that provide pedestrian traffic and uses for the space, including retail, cafes and restaurants, and higher density residential. Mixing the uses in buildings that surround an urban open space such as a square or town green provides for varied patterns of activity that overlap in time and maintain activity throughout the day and evening.
- Streets are the main public spaces of the City; they should be spatially defined by building facades and regular tree planting, and scaled for pedestrian comfort and accessibility.
- A 1:6 height to width ratio is the minimum for effective urban spatial definition. A more appropriate average ratio is 1:3. As a general rule, the tighter the ratio, the stronger is the sense of place.
- A network of interconnecting streets disperses traffic while connecting and integrating new developments with the fabric of the City. Accordingly, streets must connect within each development and connect with adjoining developments.
- On-street parking should be provided wherever possible, either parallel or "reverse-in" angled parking on designated streets for maximum efficiency.
- Sidewalks should be 5 – 8 feet wide and located on both sides of the street. Sidewalks in commercial areas should be a minimum of 12 – 16 feet wide to accommodate sidewalk uses such as vendors, merchandising and outdoor seating.
- There should be a complete network of sidewalks and paths for pedestrians and cyclists that connect building entrances, parking areas, transit stops, street crossings, adjacent properties and adjoining off-street paths, and other key destinations in the area.

**S**ustainable design and development comprises two main areas of action: building design and site design. Parameters and guidance for sustainable building design are best set forth in the United States Green Building Council's (USGBC) LEED standards (Leadership in Energy and Environmental Design) ([www.usgbc.org](http://www.usgbc.org)). The LEED design criteria deal also with site design for the areas around the building(s), and these sustainable landscape practices are further codified by the Low Impact Development (LID) standards, promulgated by, amongst others, the Low Impact Development Center ([www.lowimpactdevelopment.org](http://www.lowimpactdevelopment.org)).

### Sustainable Building Design

This conceptual master plan encourages the use of the LEED guidelines for certifying all new public buildings. Developed by the USGBC membership, the Leadership in Energy and Environmental Design (LEED) Green Building Rating System is a national consensus-based, market-driven building rating system designed to accelerate the development and implementation of green building practices. In short, it is a leading-edge system for designing, constructing and certifying sustainable buildings.

In furtherance of this goal, the City should encourage the use of "green" roofs such as a planted garden or "white" roofs (white painted surfaces to reflect sunlight rather than absorb it) for all new construction, particularly for public uses such as fire stations and schools. Such roofing systems not only reduce energy costs on the buildings, but green roofs can also be designed to capture and filter stormwater during a rainstorm. These techniques reduce the environmental footprint of a building and promote sustainable development practices.

### Sustainable Site Design

Protection of Germantown's natural resources is a priority for the City and its citizens. While many parts of the study area are envisaged as remaining with little or no further development, much of the rest of the area is planned as a series of mixed-use urban developments, aggregating to a large civic, residential and commercial town center.

By their very nature, mixed-use centers are inherently urban. That is, the coverage of building footprints, parking areas, and hardscape are much higher than in suburban or rural areas. If the center of Germantown area is to thrive as a pedestrian-friendly, mixed-use area, it must have wide sidewalks, small lots, and buildings built close to the street and to each other. An important tool in managing stormwater quantity and water quality in this context is the use of Low Impact Development (LID) standards and techniques. In urban areas, these techniques will range from conventional underground retention structures, to localized

bioretention areas such as rain gardens and planted swales as alternatives to large ponds, to permeable pavement surfaces (especially for parking areas), rain barrels and planted roofs.

The design of parking areas is particularly critical in terms of controlling the amount of surface water run-off from developments in the town center. Efforts to reduce parking lot acreage begin with minimizing required parking ratios, encouraging shared parking between uses, adopting and not exceeding nationally recognized minimum parking dimensions (The Dimensions of Parking, 4th ed. Urban Land Institute and the National Parking Association, 2001), grading parking lots to drain rainwater to multiple landscaped areas that can function as rain gardens to absorb and slowdown water run off, and the use of pervious pavement materials such as interlocking concrete pavers (e.g. Grasscrete).

The City should investigate implementation of Low Impact Development standards such as those adopted by the Town of Huntersville, North Carolina. According the Huntersville Ordinance, "the goal of LID is to develop site design techniques, strategies, and BMPs to store, infiltrate, evaporate, retain, and detain runoff on the site to more closely replicate pre-development runoff characteristics and to better mimic the natural and unique hydrology of the site thereby limiting the increase in pollutant loads caused by development."



Natural rain gardens to handle surface parking storm water



Encourage green roofs and green building design

## L.E.E.D. Leadership in Energy & Environmental Design

The LEED (Leadership in Energy and Environmental Design) Green Building Rating System® was created to:

- Define "green building" by establishing a common standard of measurement
- Promote integrated, whole-building design practices
- Recognize environmental leadership in the building industry
- Stimulate green competition
- Raise consumer awareness of green building benefits
- Transform the building market

LEED provides a complete framework for assessing building performance and meeting sustainability goals. Based on well-founded scientific standards, LEED emphasizes state-of-the-art strategies for sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. LEED recognizes achievements and promotes expertise in green building through a comprehensive system offering project certification, professional accreditation, training and practical resources.

LEED standards are currently available or under development for:

- New commercial construction and major renovation projects (LEED-NC)
- Existing building operations (LEED-EB)
- Commercial interiors projects (LEED-CI)
- Core and shell projects (LEED-CS)
- Homes (LEED-H)
- Neighborhood Development (LEED-ND)

Source: <http://www.usgbc.org>

**What is Low Impact Development (LID)?**

LID is an ecologically friendly approach to site development and storm water management that aims to mitigate development impacts to land, water, and air. The approach emphasizes the integration of site design and planning techniques that conserve natural systems and hydrologic functions on a site. The practice has been successfully integrated into many municipal development codes and storm water management ordinances throughout the United States. Specifically, LID aims to:

- Preserve Open Space and Minimize Land Disturbance
- Protect Natural Systems and Processes (drainage ways, vegetation, soils, sensitive areas)
- Re-examine the Use and Sizing of Traditional Site Infrastructure (lots, streets, curbs, gutters, sidewalks) and Customize Site Design to Each Site
- Incorporate Natural Site Elements (wetlands, stream corridors, mature forests) as Design Elements
- Decentralize and Micromanage Storm Water at its Source

**LID Benefits**

In addition to the practice just making good sense, low impact development techniques can offer many benefits to a variety of stakeholders:

**For Municipalities**

- Protect regional flora and fauna
- Balance growth needs with environmental protection
- Reduce municipal infrastructure and utility maintenance costs (streets, curbs, gutters, sidewalks, storm sewer)
- Increase collaborative public/private partnerships

**For Developers**

- Reduce land clearing and grading costs
- Potentially reduce infrastructure costs (streets, curbs, gutters, sidewalks)
- Reduce storm water management costs
- Potentially reduce impact fees and increases lot yields
- Increase lot and community marketability

**For the Environment**

- Preserve integrity of ecological and biological systems
- Protect site and regional water quality by reducing sediment, nutrient, and toxic loads to water bodies
- Reduce impacts to local terrestrial and aquatic plants and animals
- Preserve trees and natural vegetation

**Hydrologic Comparison between Conventional Storm Water Management and LID**

Hydrologic alterations within the landscape occur whenever land is developed. Conventional development approaches to storm water management have used practices to quickly and efficiently convey water away from developed areas. Usually these practices are designed to control the peak runoff rate for predetermined storm events, usually the 2- and 10-year storms. While these systems have worked to some degree,

they still have not accounted for the increased runoff rates and volumes from smaller, more frequent storms, nor have they addressed the larger watershed functions of storage, filtration, and infiltration.

In contrast, LID utilizes a system of source controls and small-scale, decentralized treatment practices to help maintain a hydrologically functional landscape. The conservation of open space, the reduction of impervious surfaces, and the use of small-scale storm water controls, such

as bioretention, are just a few of the LID practices that can help maintain predevelopment hydrological conditions.

Source: *Municipal Guide to Low Impact Development, National Association of Home Builders*

**Key Recommendations for Sustainable Design & Development**

- Consider implementing Low Impact Development (LID) Standards for the parking areas and landscape around all public buildings in the City. Development incentives should be provided to encourage private developers to incorporate similar landscape design concepts into commercial and residential developments.
- Encourage the application of LEED building standards for all new public buildings. Development incentives should be provided to encourage private developers to incorporate similar energy-saving design concepts into commercial and residential developments.



*Pervious paving system to improve natural drainage and reduce runoff*



*Rain Collector System to be used for on site irrigation*



*Grass pavers used for fire lane at National Archives Building*



*Greenway system for pedestrians and bicyclists provides connections through region*

From a market standpoint, Germantown maintains a particular identity and reputation within the Memphis region. As defined by the 2020 Vision, Germantown desires to have “a business identity and brand” that will attract investment dollars as well as create a recognizable icon with which citizens and visitors may identify. During the charrette, many citizens stated that they wanted to see a new, updated logo that reflected Germantown’s high quality of living. This plan recommends a revised strategy to address these concerns and others voiced by the City and its citizens.

### Brand Advertising and Marketing

The City needs to market its resources to a broader audience. Marketing is about attitude and product. Germantown has the product—employment centers, high-quality housing, parks and cultural institutions such as the Germantown Performing Arts Center. Now it needs to be backed with the fresh, positive attitude and exuberance that was evident from many of the participants of the charrette. Once the “Germantown Brand” has been created and solidified, the City and its related agencies and organizations need to create a cohesive and unified marketing and communications plan that has two tiers - one that advertises to the community and the other that advertises to the larger region and the global marketplace.

Marketing to the community means elaborating on the City’s existing efforts to reach out to the citizenry to impart a shared responsibility and common purpose, and create a sense of community. The City recently created “FYI”, a newsletter focusing on Germantown’s recreational, educational, and fitness services. In addition, the Playground and Senior Newsletters provide specific information for the City’s youngest and oldest citizens. These media, including the expansive listings on the Germantown website, represent key avenues for the City’s outreach efforts. As such, the City should continue to improve these services through consistent updating, expansion, and marketing efforts.

### First - Build the Brand

The development of a brand and the marketing of that brand are central elements to the sale of any product. In business parlance, there is a distinct difference between “branding” and “marketing,” and this relationship also defines the development and communication of a civic identity.

In short, a brand is a consumer relationship based on a set of core values that is defined by all the experiences, messages, promises, performance and qualities associated with it. Marketing on the other hand is the execution of a business process that generates awareness and demand for a product or service.

The development of a brand is a slow, methodical, multi-faceted process while marketing is a quick, often singular communication

tool. Strong brands enhance the results of marketing programs, while marketing a product without a brand is selling the sizzle without the meat. The development of a branding strategy, therefore, is almost a necessary precursor to a successful marketing program.

In Germantown’s case the “product” is the community itself – Old Germantown, the neighborhoods, the businesses, the churches, the cultural activities, the people, and everything else that comprises Germantown. What appears to be lacking however, is a clear and coherent branding strategy that ties all the elements together and gives the community a unifying message built on a set of core values and promises.

This plan therefore recommends the creation of a Branding Communications Plan consisting of the following components:

- Branding Strategy
- Brand Messaging
- Marketing Strategy
- Marketing Programs

The brand’s identity must be unique and memorable and it should be sufficiently differentiated from its closest competitor. When considering the “Germantown Brand” the City should consider the brand as both an organization (City government) and as the entire community. The following elements, adapted from Successful Branding: Five Key Elements and One Mantra ([http://www.gotomarketstrategies.com/tip\\_03\\_02.htm](http://www.gotomarketstrategies.com/tip_03_02.htm)) should be included:

- **Brand Position:** The Brand Position is the part of the brand that describes what the City does and for whom, what its unique value is, how residents or businesses benefit from being part of the community, and what key differentiation this community has from others at both the regional and national level. Once the brand position has been created, it should be made available in 25, 50 and 100-word versions.
- **Brand Promise:** The Brand Promise is the single most important thing that the City promises to deliver to its customers - EVERY time. To come up with your brand promise, consider what customers (citizens), employees, and partners should expect from every interaction with the City. Every business decision should be weighed against this promise to be sure that:
  - a) it fully reflects the promise; or
  - b) at the very least it does not contradict the promise.
- **Brand Personality:** The City’s “personality” is defined by “Brand Traits”; they illustrate what the City wants its brand to be known for. Germantown officials and residents should think about the specific personality traits they want other citizens, prospective

investors, clients, employees, and partners to identify when they describe the City. The Brand Personality should comprise 4-6 traits (5 is ideal), each being a single term (usually an adjective).

- **Brand Story:** The Brand Story illustrates the City’s history, explaining how this history adds value and credibility to the brand. It also usually includes a summary of the City’s products or services.
- **Brand Associations:** Brand Associations are the specific physical artifacts that make up the brand. These comprise the City’s name, its logo, colors, taglines, fonts, imagery, and so forth. The City’s brand associations must reflect the municipality’s brand promise, ALL of the brand traits, and support the brand positioning statement.
- **One Mantra:** Once the City has developed and defined a relevant brand, it must begin building the brand with citizens, employees, prospective investors, partners, etc. through CONSISTENT execution. Orchestrated repetition is essential to the success of the branding process.

- **Document the Brand:** Finally, to help ensure the City builds the habit of consistent brand execution across the whole range of municipal activities and services, the Brand Elements should be documented in a “Brand Book” and this guiding document should be provided to every employee for their own use in their daily activities. Elected officials and senior City staff should then become their City’s “brand ambassadors” and begin the diplomatic process of self-enforcing its use!

### Marketing and Branding Strategy and Action Plan

#### Year One

- Adopt a new updated logo for marketing and branding. This does not necessarily need to replace the formal Town Seal (but could). The true purpose is to have an image that is used on signage, marketing, and branding. We illustrate a logo that is contemporary without being too modern, related to nature, and is unique within the community and region.
- Implement Gateway Signs. We suggest signs that use the new logo, perhaps use a “casual” stone wall and split rail as a homage to the town’s heritage. The contemporary logo juxtaposed against these traditional materials will create great interest.
- Create the Guide to Germantown. This is the City’s shopping, dining, and activity brochure. The brochure should focus first on the historical aspects of the community and then profile the shopping and dining opportunities in the Downtown.

- Adopt a visitor-friendly Website. This should be launched in concert with the Guide Brochure and could be integrated into the City's existing website.

**Year Two**

- Implement a Banner Program. The branding can be carried out very effectively in a festive banner program.
- Coordinate Programming with Parks and Recreation. Events, seminars, and activities related to the heritage of Germantown and activities geared toward seniors will be increasing important in continuing the branding and marketing of the community. The Parks and Recreation Department would create these events.
- Host a Familiarization Tour for Regional Press. By year two the "smart growth" focus of the community will be well underway. At this point, the regional press should be offered a chance to learn about Germantown's plan, the community's downtown focus, and the re-invention of the Study Area. The goal here is "free marketing" for the community's new brand.

**Year Three through Five**

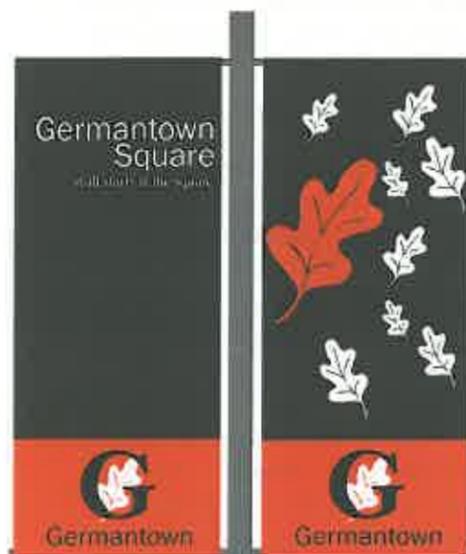
- Convert the study area into a Business Improvement District. In year three or four, consider converting the Study Area into a Business Improvement District that utilizes a special tax assessment to fund a more comprehensive program of services for the area. The budget and staffing would come from the City of Germantown, with a starting budget of approximately \$125,000.
- Implement Comprehensive Wayfinding System. Using the branding, a community wayfinding system should be implemented that will direct visitors to key amenities.



Logo/branding concept for Smart Growth District



banner to mark city gateways



banner for district



banner for district



banner for district

Banner concepts for Smart Growth District

The development concepts in this plan are currently illegal under Germantown's existing zoning and subdivision regulations. In fact, the current standards are completely antithetical to the urban design principles of this plan and the City's vision of a "mixed-use," "pedestrian-friendly," central district that would "create sense of place for the community" as articulated in the *Germantown Vision 2020* document. While the existing zoning and subdivision standards may well have fulfilled the vision of the community at the time they were conceived; and, while they have successfully protected the City's residential neighborhoods from commercial encroachment, they are, like the buildings that have resulted from them, completely ripe for redevelopment. The current codes allow for and, in fact, require the type of development that characterizes the plan area today: single-use, automobile-oriented, low-density commercial development that, with the exception of the mature trees and the well maintained grounds, could be suburban Anywhere, U.S.A.

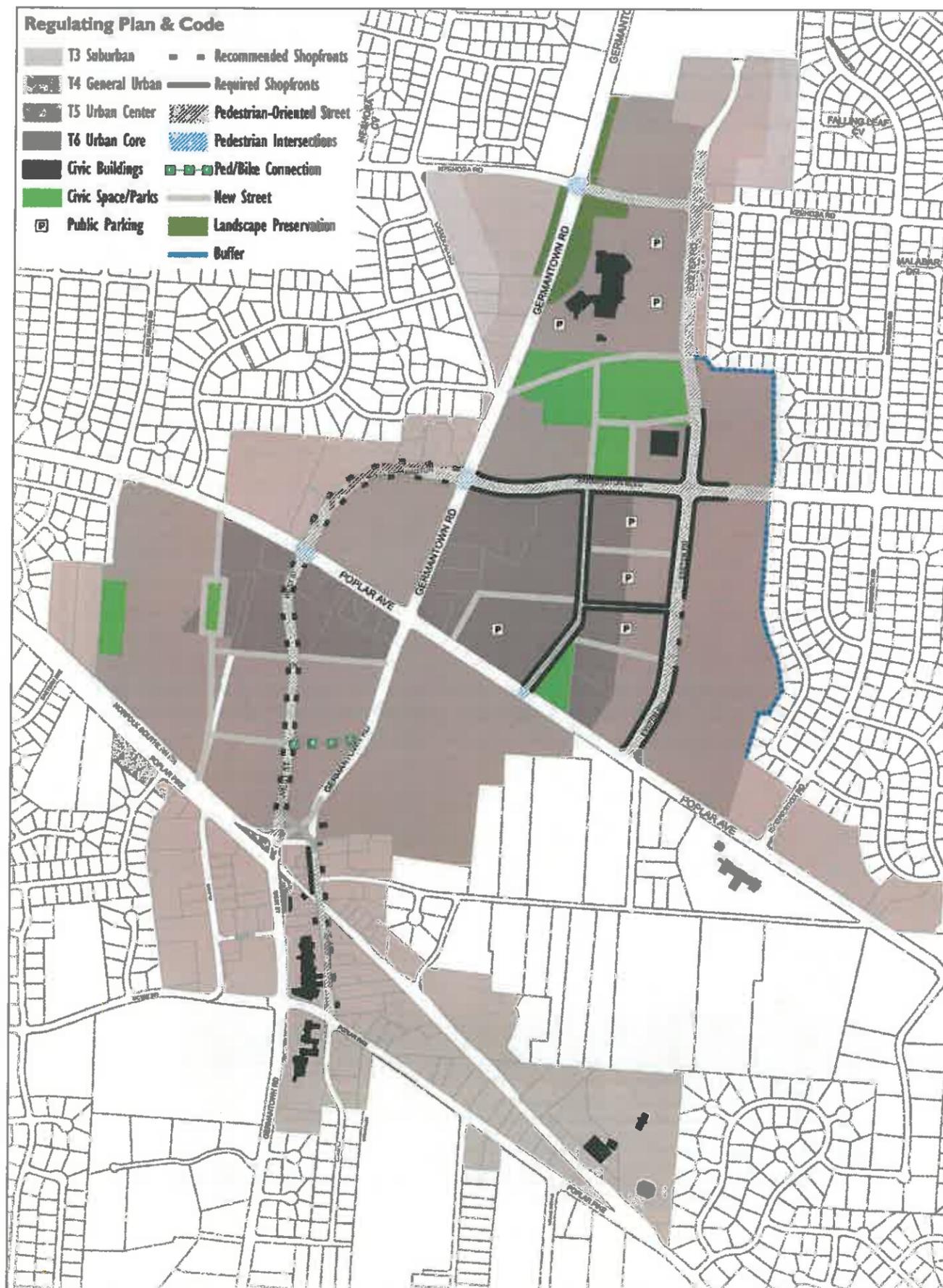
The existing regulations generally require that buildings be low-scale, with deep setbacks from the streets and other buildings, and over abundant motor vehicle parking. They specifically *prohibit* residential development in the commercial zoning districts that comprise the majority of the plan area. In the plan area zoning districts where residential is allowed, it is permitted at densities that would not support a walkable, mixed-use district. (The current maximum residential density allowed in any residential zoning district in the study area is six dwelling units to the acre in the R-T district. Townhouses can be built at 12-18 units an acre. More intensive urban residential densities go up from there. The current residential density for the study area is approximately 0.5 dwelling units per acre.) While the codes provide effective and detailed design regulations for signage and site landscaping and buffering, they provide no guidance at all on the design of buildings. Finally, the codes require generous streets and other infrastructure for moving and parking motor vehicles, but very little in the way of standards for infrastructure that would make walking or cycling appealing or comfortable.

One of the fundamental recommendations and assumptions of this plan is that the existing standards must be changed to allow the type of development that the community envisions for the plan area. The first step in this process is to draw detailed concepts of the form of building, street design, and site design that reflect the community vision. This plan accomplishes this task. The next step is to develop regulating standards require such development as the norm for all new development in the study area.

As a companion document to this plan, City staff and the consultant team have developed a draft set of development regulations called the "SmartCode for the Germantown Smart Growth Plan." The standards are specifically adapted and tailored for Germantown based on model regulations of the SmartCode created by Duany Plater-Zyberk & Co., "a model integrated development code that incorporates Smart Growth and New Urbanism principles, Transect-based planning, environmental and zoning regulations, and regional, community, and building-scaled design provisions" (Smart Code, Version 8.0, available from PlaceMakers.com). The code is intended to replace the zoning and subdivision regulations currently in place in the plan area. The code may also be considered for application in other commercial and mixed-use nodes in the City.

This plan recommends that consideration and adoption of the SmartCode be one of the first (and most critical) tasks that the City undertakes towards implementation of the Smart Growth Plan.

"The SmartCode is a model integrated development code that incorporates Smart Growth and New Urbanism principles, Transect-based planning, environmental and zoning regulations, and regional, community, and building-scaled design provisions."



Proposed Regulating Plan and Code for the Smart Growth Plan

The Smart Code

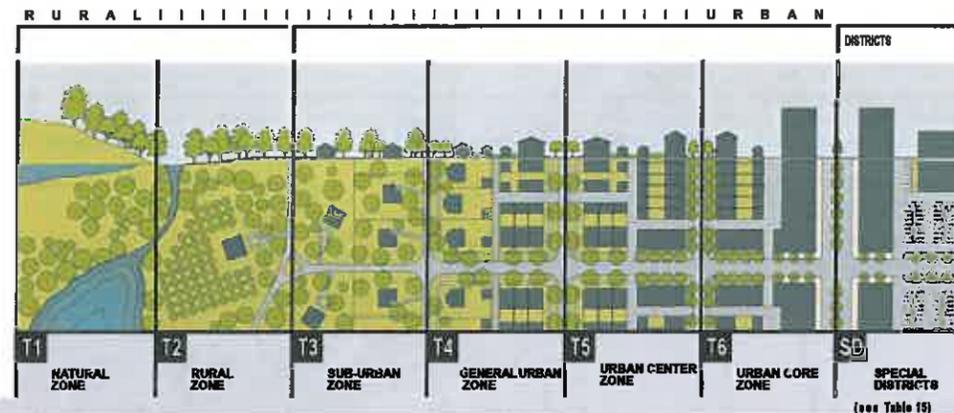
The SmartCode is based on the Rural-Urban Transect concept of context-based land development. The Transect is a method of, first, classifying the natural and built environments as a continuum of six conditions, ranging from the most natural to the most urbanized; and, second, detailing the specific development and design details for each condition. The graphic above the table at right shows the generalized features the Transect, with intensities of development and formal arrangement of buildings and streets increasing as Transect zones become more urban.

Each Transect category has detailed provisions for density, building height, street design, the design of parks, the mix of uses, building design, parking, and other aspects of the human environment. These categories define the type, intensity, and design of development for each specific Transect zone.

Based on existing and proposed development, the plan area was classified into four Transect zones (shown on the Regulating Plan on the previous page): T-3 Suburban for areas that area to remain low-density residential in nature; T-4 General Urban for areas that are to be developed with office, moderate density residential, and limited retail; T-5 Urban Center for areas that are appropriate for a wide range of uses from high density residential to retail and office; and, T-6 Urban Core, for the areas of the plan that are to be the most densely developed. The T-6 zone is proposed at the center of the study area, closest to the Germantown Road/Poplar Avenue intersection. The other zones radiate out from this point in decreasing density. A summary of proposed development standards for each zone is show in the table at right.

The Regulating Plan on the previous page also indicates recommended locations of public open space, ground-level retail, public parking, new streets, and other plan provisions that would be required as the new development occurs.

Proposed Summary Standards for the SmartCode for the Smart Growth Plan Area



	T1	T2	T3	T4	T5	T6	SD
<b>C. BLOCK SIZE</b>							
Block Parameters			3000 ft max	2400 ft max	2000 ft max	2000 ft max	2000 ft max
<b>D. PUBLIC FRONTAGES (see Tables 3 and 4)</b>							2000 ft max with parking structures
<b>HW &amp; RR</b>							
BV			permitted				
SR			permitted			prohibited	
RS			permitted			prohibited	
SS & AV						permitted	
CB & AV						permitted	
Rear Lane						prohibited	
Rear Alley			permitted	required			
Path						prohibited	
Passage			permitted				
Bicycle Trail						prohibited	
Bicycle Lane							
Bicycle Route							permitted within Open Spaces
<b>E. CIVIC SPACES (see Table 13)</b>							
Park							
Green			permitted				prohibited
Square				permitted			
Plaza						permitted	
Playground							
<b>F. LOT OCCUPATION</b>							
Lot Width			60 ft min	18 ft min 96 ft max	18 ft min 180 ft max	18 ft min 700 ft max	
Lot Coverage			60% max	70% max	100% max	100% max	
<b>G. BUILDING DISPOSITION</b>							
Front Setback			24 ft min	6 ft min 18 ft max	0 ft min 12 ft max	0 ft min 12 ft max	
Side Setback			12 ft min	0 ft total min	0 ft min 24 ft max	0 ft min 24 ft max	
Rear Setback			12 ft min	3 ft min	3 ft min	0 ft min	
<b>H. BUILDING TYPE (see table 9)</b>							or 15 ft from center line of alley
Edgeward			permitted			prohibited	
Sideyard				permitted			prohibited
Rearyard				permitted		permitted	
<b>I. PRIVATE FRONTAGES (see Table 7)</b>							
Common Yard						prohibited	
Porch & Fence				permitted			prohibited
Traverse or L.C.						permitted	prohibited
Periscope						permitted	
Stoop						permitted	
Shopfront & Awning						permitted	
Gallery						permitted	
Arcade							permitted
<b>J. BUILDING HEIGHT (see Table 8)</b>							
Principal Building			3 stories max	4 stories max, 2 min	6 stories max, 2 min	8 stories max, 2 min	
Outbuilding			2 stories max	2 stories max	2 stories max	not applicable	
<b>K. BUILDING FUNCTION (see Table 10 &amp; 11)</b>							
Residential					limited use	open use	
Leisure					limited use	open use	
Office			restricted use		limited use	open use	
Retail			restricted use		limited use	open use	

**SMARTCODE**  
For the Germantown Smart Growth Plan  
SECTION 2.38

**ARTICLE 2. BUILDING SCALE PLANS**

**BUILDING HEIGHT**  
1. Building height shall be measured in number of stories, including a raised basement, or finished attic.  
2. Each story shall not exceed 14 ft, clear, floor to ceiling. 10 ft is allowed for ground floor retail.  
3. Maximum height shall be measured to the level of roof deck.

**BUILDING DISPOSITION**  
1. The location and elevation of principal buildings shall be indicated from the lot base as shown.  
2. Buildings shall have facades along principal frontage lines and elevations along lot lines (see Table 10).

**OUTBUILDING PLACEMENT**  
1. The elevation of the outbuilding shall be indicated from the lot base as shown.

**PARKING PROVISIONS**  
1. Uncovered parking spaces may be provided within the 3rd Layer as shown in the diagram (see Table 11).  
2. Covered parking shall be provided within the 3rd Layer as shown in the diagram (see Table 11).  
3. Tree canopies shall be shown within the 3rd Layer.

**KEY**  
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**SMARTCODE**  
For the Germantown Smart Growth Plan  
SECTION 2.38

**ARTICLE 2. BUILDING SCALE PLANS**

**BUILDING HEIGHT**  
1. Building height shall be measured in number of stories, including a raised basement, or finished attic.  
2. Each story shall not exceed 14 ft, clear, floor to ceiling. 10 ft is allowed for ground floor retail.  
3. Maximum height shall be measured to the level of roof deck.

**BUILDING DISPOSITION**  
1. The location and elevation of principal buildings shall be indicated from the lot base as shown.  
2. Buildings shall have facades along principal frontage lines and elevations along lot lines (see Table 10).

**OUTBUILDING PLACEMENT**  
1. The elevation of the outbuilding shall be indicated from the lot base as shown.

**PARKING PROVISIONS**  
1. Uncovered parking spaces may be provided within the 3rd Layer as shown in the diagram (see Table 11).  
2. Covered parking shall be provided within the 3rd Layer as shown in the diagram (see Table 11).  
3. Tree canopies shall be shown within the 3rd Layer.

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The conceptual build-out of the Smart Growth Plan includes a of 2,492,000 square feet of commercial space (office and retail) and 1,233 units of housing (single and multifamily, both for sale and rent). These numbers more than double the existing commercial space and residential units currently in the plan area, which would yield thousands of new residents and workers and more than double the tax revenues for the area. Factoring out existing development, the Smart Growth Plan yields a net capacity of 1,583,069 square feet of commercial space and 763 units of housing. The tables on the page that follow show the proposed development details for the concept plan as well as the tax revenue impact of this development for the study area and the City.

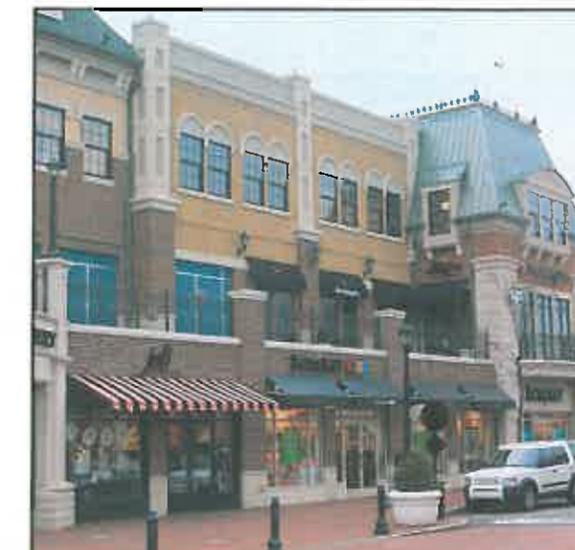
The projected absorption rate for each use type is as follows:

- **Office:** The net annual absorption of space in the I-385 corridor submarket included 57,867 square feet in 2003, 155,996 in 2004, and 180,356 in 2005, resulting in an average of 131,400 square feet per year in the Germantown area. (Source: CoStar Group Inc.)
- **Retail/Other:** Since annual absorption in the “build-to-suit” format depends upon the users, the specific annual absorption rate will vary. Based upon per capita income and retail projections, approximately 120,000 square feet per year may be absorbed.
- **Residential:** The total sales for residential units in Germantown in 2005 and 2006 were 794 units and 738 units, respectively. This results in an average of 766 units per year. Assuming a capture rate of 15%, 115 units or more per year can be absorbed in the study area.

The table at the lower right shows a breakdown of the different types of housing proposed in the plan. In general, these figures represent a conservative estimate of the Smart Growth Plan’s potential for new housing over a period of seven years. Based upon market demand and citizen input, these housing types represent a mix of different options that reflect the many segments within the Germantown demographic from young professionals, to empty-nesters, to seniors, and students.

Based on feedback from charrette participants and demographic profiles, there is an unmet demand for these residential types in Germantown, especially those that offer an urban lifestyle. At present, almost no opportunities exist for such housing in the study area. Therefore, the City should encourage and allow for residential development that provides higher densities and walkable access to goods and services typical of urban environments.

Germantown Smart Growth Plan Development Capacity & Absorption			
	New Development Per Plan	Average Annual Absorption Rate	Absorption Period
Office	1,387,800 s.f.	131,406 s.f.	10.5 years
Retail	1,104,200 s.f.	120,000 s.f.	9 yrs.
Residential	1,233 units	115 units	7 yrs.



Mixed-use buildings Legacy Village, Kansas City, MO



Detached two-story bungalow in Davidson, NC



Condominiums above shops in Atlanta, GA

Housing Product Recommendations for Smart Growth Plan			
	Type & Style	Size & Number of Bedrooms	Number of Potential Units (New Net Units)
<b>Single Family</b>			
	Detached 1 Unit: Bungalow, Infill House	1,200-2,600 sf 3 or 4	13
	Detached 2 Unit Duplex: Bungalow, Infill House	1,000-1,500 2 or 3	20
<b>Multi-Family</b>			
	Attached 2-4 Units: Urban Mansion	1,000-1,500 sf 2 or 3	40
	Condominium 1 Level Flat: Multi-story, Urban	900-2,500 sf 2 to 4	115
	Condominium 2 Level Flat: Multi-story, Urban	900-1,500 sf 2 or 3	115
	Townhome 1 Level: Patio Home, Cottage	1,500-2,600 sf 2 to 4	105
	Townhome 2 Level: Rowhouse, Townhouse	1,200-2,400 sf 2 to 4	100
	Townhome 3 Level: Live-Work, Rowhouse, Townhouse	1,400-2,400 sf 2 to 4	40
<b>Rental</b>			
	Apartments: Garden Style, Multi-story	600-1,100 sf 1 to 3	125
	Lofts: Multi-story, Urban	600-1,100 1 or 2	90
<b>Total</b>			<b>763</b>

Source: Rose & Associates Market & Economic Study

Development Capacity Analysis

Block #	Single Family	Townhomes	Multi-Family	Office (sq ft)	Retail (sq ft)	Civic (sq ft)	Other	Parking	Lot Type	Remaining Bldg	Redeveloped Land	Notes
										Appraised Value	Assessed Value	
1	24	39	0	48,000	0	15,000	0	320	Surface	\$0	\$438,875	Owen Property: North Block - Adjacent to Germantown Village
2	9	0	0	97,800	0	0	0	295	Surface	\$0	\$206,700	Owen Property: West Block -- Triangle across Municipal Centre.
3	0	36	58	50,000	21,000	80,000		350	Deck	\$0	\$188,560	Municipal Center block
4	0	0	0	70,500	23,500	0	0	0	Surface	\$5,662,400	\$434,720	Exeter Mixed-Use
5	0	0	0	168,300	107,700	0	0	894	Surface/Deck	\$0	\$3,260,520	Saddle Creek North
6	0	100	670	522,000	442,500	0	0	5,030	Deck	\$0	\$12,535,440	Retail "SuperBlock"
7	0	0	0	0	172,000	0	0	564	Surface	\$23,457,300	\$2,657,520	Kroger Mixed-Use
8	0	67	212	174,600	305,000	0	0	2236	Surface/Deck	\$13,033,600	\$3,654,405	Arthur Tract
9	0	0	0	171,600	32,500	0	0	635	Surface	\$752,200	\$3,658,320	West Street- pedestrian addition
10	0	0	0	0	0	0	0	0	n/a	\$46,545,700	\$0	Hospital & Dogwood Lane
11	0	18	0	85,000	0	0	0	330	Surface	\$7,958,400	\$577,505	West Street South - OG
12	0	0	0	0	0	0	0	0	n/a	\$535,600	\$0	Episcopal Church Site

<b>Totals</b>	<b>33</b>	<b>260</b>	<b>940</b>	<b>1,387,800</b>	<b>1,104,200</b>	<b>95,000</b>	<b>0</b>	<b>10,654</b>				
<b>Construction Value</b>	<b>\$350,000</b>	<b>\$250,000</b>	<b>\$150,000</b>	<b>\$150</b>	<b>\$110</b>	<b>\$200</b>	<b>\$50</b>					
<b>Total Value</b>	<b>\$11,550,000</b>	<b>\$65,000,000</b>	<b>\$141,000,000</b>	<b>\$208,170,000</b>	<b>\$121,462,000</b>	<b>\$19,000,000</b>	<b>\$0</b>			<b>\$97,945,200</b>	<b>\$27,612,565</b>	
<b>Estimated Employees</b>				<b>5,906</b>	<b>2,325</b>							

<b>PLAN</b>	<b>Predevelopment Land Value</b>	<b>\$145,991,900</b>
	<b>Post-Development New Bldg Value</b>	<b>\$547,182,000</b>
	<b>Remaining Building Value</b>	<b>\$97,945,200</b>
	<b>Total Post-Development APPRAISED Value</b>	<b>\$791,119,100</b>

<b>EXISTING</b>	<b>PreDevelopment Land Value</b>	<b>\$145,991,900</b>
	<b>PreDevelopment Building Value</b>	<b>\$224,933,900</b>
	<b>Total Pre-Development APPRAISED Value</b>	<b>\$370,925,800</b>
	<b>PreDevelopment Assessed Land Value</b>	<b>\$45,157,645</b>
	<b>PreDevelopment Assessed Bldg Value</b>	<b>\$69,524,270</b>
	<b>Total Pre-Development ASSESSED Value</b>	<b>\$114,681,915</b>
	<b>Existing Annual Tax Revenue</b>	<b>\$1,766,101.49</b>

<b>Tax Increment Evaluation</b>	
New Residential Bldg Assessed Value	\$54,387,500
New Commercial Bldg Assessed Value	\$131,852,800
Redeveloped Land Assessed Value	\$27,612,565
<b>New Development Assessed Value</b>	<b>\$186,240,300</b>
<b>Remaining Area Assessed Value (Land + Bldgs)</b>	<b>\$47,908,092</b>
<b>Total Post-Development Assessed Value</b>	<b>\$234,148,392</b>
<b>Total Pre-Development Assessed Value</b>	<b>(\$114,681,915)</b>
<b>Net New Assessed Value</b>	<b>\$119,466,477</b>
<b>Net New Annual Tax Revenue</b>	<b>\$1,839,784</b>
10 Year Return	\$18,397,837
20 Year Return*	\$41,395,134
*(with 2.5% annual growth after 10 years)	

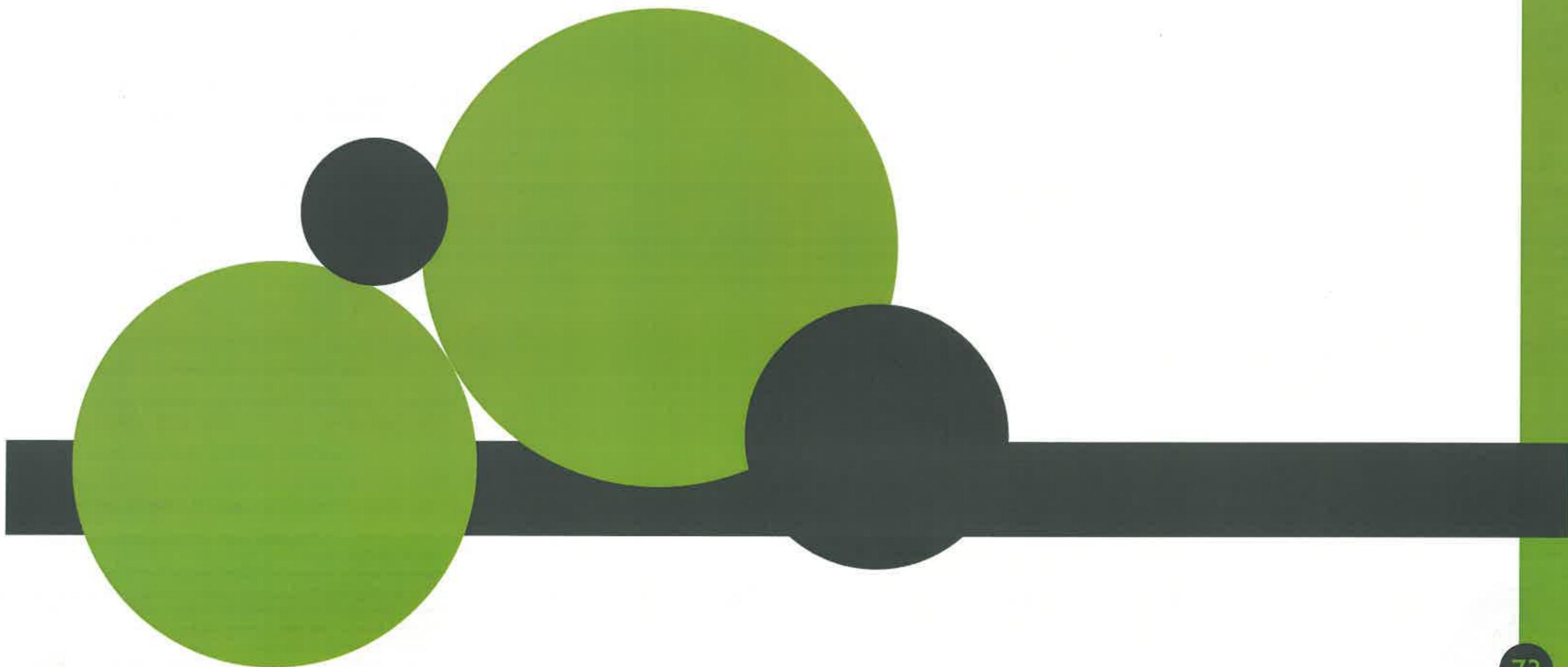
	<b>Before</b>	<b>After</b>	<b>NET New Gain</b>
Residential units	470	1,233	763
Commercial sq ft	908,931	2,492,000	1,583,069

<b>New Public Buildings</b>		
New City Hall Building	80,000	\$16,000,000
New Fire Station Building	15,000	\$3,000,000
(sq. ft.)	95,000	\$19,000,000
Parking Decks (Super Block)		\$42,126,250

<b>Proposed Super Block Retail/Town Center</b>			
Office (s.f.)	522,000	\$150	\$78,300,000
Retail (s.f.)	442,500	\$110	\$48,675,000
<b>Commercial Bldg Appraised Value</b>			<b>\$126,975,000</b>
Apts	670	\$150,000	\$100,500,000
Townhomes	100	\$250,000	\$25,000,000
<b>Residential Bldg Appraised Value</b>			<b>\$125,500,000</b>
<b>Appraised Land Value</b>			<b>\$31,338,600</b>
<b>TOTAL APPRAISED VALUE</b>			<b>\$283,813,600</b>
<b>TOTAL ASSESSED VALUE</b>			<b>\$94,700,440</b>
<b>Existing Conditions</b>			
Existing Appraised Building Value			\$37,093,400
Existing Appraised Land Value			\$31,338,600
<b>TOTAL APPRAISED VALUE</b>			<b>\$68,432,000</b>
Existing Assessed Building Value			\$14,837,360
Existing Assessed Land Value			\$12,535,440
<b>TOTAL ASSESSED VALUE</b>			<b>\$27,372,800</b>
<b>Before Tax Revenue</b>			<b>\$421,541</b>
<b>After Tax Revenue</b>			<b>\$1,458,387</b>

# IMPLEMENTATION STRATEGIES

Implementation



**I**n order for the vision and recommendations expressed by this plan to be realized, specific implementation steps will need to be taken by the City of Germantown and the other community stakeholders. Many of the recommended implementation steps seek to provide the conditions under which the vision can be achieved by way of providing sensible land use regulation, necessary public investments, the development of appropriate programs and policies, and other actions.

The implementation of this Plan will depend on action being taken to:

- Revise existing development regulations;
- Undertake more detailed studies to resolve and explore the opportunities and constraints identified by this Plan;
- Promote and assist specific objectives; and,
- Make infrastructure investments.

The execution of the implementation steps will likely be phased and is subject to a variety of factors, which determine their timing. These include:

- The availability of personnel and financial resources necessary to implement specific proposals;
- Whether an implementation step is a necessary precursor to or component of the rational evaluation of a new development project;
- The interdependence of the various implementation tasks, in particular, the degree to which implementing one item is dependent upon the successful completion of another item; and,
- The relative severity of the challenge which a particular implementation task is designed to remedy.

In view of these factors, it is not possible to put forward a precise timetable for the various implementation items. The tables that follow categorize the nearly 50 general recommendations of the plan and suggest timetables for implementation. The priority for implementation will be listed by the period in which items should be completed. Year 1 items are the highest priority while Year 10+ project could be completed as resources allow. It is expected that Year 1 items would be completed during the 2007-2008 Fiscal Year.

*Key:*

*BMA - Board of Mayor and Alderman*

*City - City of Germantown*

*TDOT - Tennessee Department of Transportation*

Page Number	Project/Task	Implemented By	Coordination With	Year 1	Year 2-5	Year 5-10	Year 10+
<b>STUDIES, PLANS AND COORDINATION</b>							
25	Develop engineering plans and cost estimate for Germantown Road realignment	City	TDOT, business & property owners	X			
25	Move State Route 177 designation from West Farmington to Germantown Rd.	TDOT	City		X		
25	Modify/coordinate signal timing on Poplar Avenue and Germantown Road	City	TDOT	X			
26	Conduct traffic impact analyses based on proposed redevelopment	City, developers	TDOT	X	X		
31-40	Facilitate discussions between property owners on the Central Block ("Superblock") coordinated redevelopment implementation	Property owners, developers	City	X	X	X	
31-40	Develop plans for public parking decks in Superblock as redevelopment occurs (including investigation of Tax Increment Financing options)	City, developers/property owners	business owners		X		
41-44	Study feasibility of redevelopment concepts on Municipal Block (new office buildings/City Administration Building, mixed use development, etc.)	City	GPAC	X	X		
41-44	Develop detailed design and construction plans for Municipal Block park/public spaces	City	GPAC, Post Office, Library	X	X		
48	Investigate relocation of fire station into Owen tract development north of GPAC	City	property owners, developers	X	X		
64	Prepare public art master plan	City	GPAC, art organizations, property owners		X		
67	Complete a stormwater needs assessment for the Smart Growth area	City	property owners, developers	X			
68	Coordinate Park & Recreation events with Smart Growth area events	City	GPAC,		X	X	X
<b>POLICY AND ORDINANCE AMENDMENTS</b>							
All	Adopt the Smart Growth Plan	Board of Mayor and Aldermen (BMA)	Citizens and other stakeholders, staff	X			
54-65	Use the Urban Design Principles in the plan as basis for reviewing new development proposals. Formalize design guidelines into new Design Review Commission (DRC) manual.	Board of Mayor and Aldermen, DRC	Planning Commission, Public, DRC, City staff,	X	X	X	X
54-67	Ensure that public capital improvements are consistent with Urban Design principles and Sustainability Principles.	City staff	TDOT, DRC	X	X	X	X
64	Establish policy for inclusion of public art in all public building and streetscape projects.	BMA	City staff, DRC, arts organizations	X			
65-67	Develop policy for "green" building for all new public buildings	BMA	City staff	X			
67	Develop Low Impact Development (LID) standards and incorporate into development ordinances.	Planning Commission, City Staff	BMA	X	X		
67	Ensure that new public projects incorporate LID features.	City staff		X	X	X	X

Page Number	Project/Task	Implemented By	Coordination With	Year 1	Year 2-5	Year 5-10	Year 10+
67	Adopt the SmartCode for the Germantown Smart Growth Plan area	BMA	Public, Planning Commission, Staff	X			

**CAPITAL IMPROVEMENTS**

25	Germantown Road realignment (connecting Germantown Road with Germantown Road in Old Germantown area)	City	TDOT, business and property owners		X		
25	Construct/restripe new street cross-sections: Exeter, West Farmington, West Street, Neshoba				X	X	
26	Develop new street connections as shown on the Conceptual Plan	Developers	City		X	X	
26-27	Add on-street parking on Exeter	City	developers, property owners	X	X		
31-40	Construct connector streets in Superblock as redevelopment occurs	developers, property owners	City		X	X	
31-40	Develop public parking decks in Superblock	developers, property owners	City		X	X	
31-40	Develop public open spaces in Superblock	developers, property owners	City		X	X	
41	Increase parking on the west side of the Germantown Center	City	GPAC		X		
41-42	Construct new streets in the Municipal Block	City	GPAC, Library, Post Office		X	X	
42	Develop new City Administration Building on GPAC parking lot area	City	GPAC		X	X	
41-44	Construct improvements to park/public spaces on Municipal Block	City	GPAC, Library, Post Office		X	X	
42	Construct new firestation on new location in study area	City	property owners, developers		X	X	
62-63	Develop wireless internet "hot spots" in plan area	City	Library, property owners, developers		X	X	

**SUPPORT AND ASSISTANCE**

33	Encourage outparcel development consistent with concept plan on Hobby Lobby site	Property Owners	City	X	X		
45-46	Promote development of Arthur tract consistent with concept plans and urban design principles, including provision of new streets, public spaces, mixture of uses, and compatibility with adjacent development.	City	developers, property owners, adjacent property owners	X	X	X	
47-48	Facilitate development of Owen properties (and adjacent properties) consistent with concept plans and urban design principles. Ensure compatibility with surrounding residential neighborhoods.	City	developers, property owners, neighborhoods	X	X		
49	Promote redevelopment of Kroger shopping center parcels and other infill/redevelopment sites consistent with the concept plan and/or the urban design principles	City	developers, property owners, business owners		X	X	X

Page Number	Project/Task	Implemented By	Coordination With	Year 1	Year 2-5	Year 5-10	Year 10+
<b>MARKETING, BUSINESS, AND PROGRAM DEVELOPMENT</b>							
68-69	Develop a branding/marketing communications plan for City, including new logo and brand identity for City	City staff	BMA, public	X			
68	Create and install gateway signs	City staff	Business organizations, property owners	X			
68	Develop guide to Germantown marketing brochure	Chamber of Commerce, business organizations	City	X			
69	Create a visitor-oriented website.	Chamber of Commerce, business organizations	City	X			
69	Implement a festive banner program	Chamber of Commerce, business organizations	City		X	X	X
69	Implement a comprehensive wayfinding System.	City, business organizations	property owners, developers		X		
69	Convert the study area into a Business Improvement District	Chamber of Commerce, business organizations	City		X		

