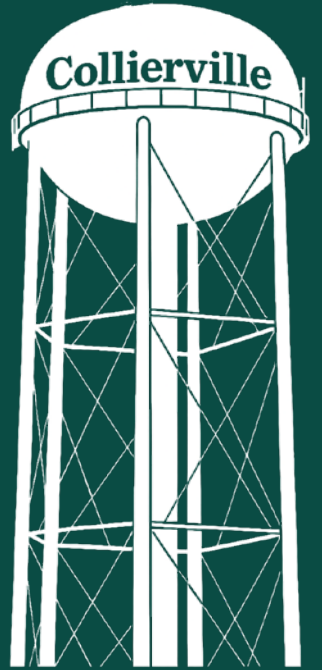




2050 COMPREHENSIVE PLAN

Site Visit #1

Engagement Summary

December 2025



Town of Collierville

INTRODUCTION

As part of the long-range planning process for Collierville, a two-day visit and engagement series was conducted to gather insights from local leadership, staff, and the broader community. The purpose of this visit was to better understand existing conditions, identify key priorities, and begin shaping a shared vision for Collierville over the next 25 years.

Day One focused on orientation and listening. Town staff led a comprehensive site tour, highlighting important nodes, corridors, and areas of opportunity across Collierville. This was followed by a joint meeting with the Board of Mayor and Aldermen and the Planning Commission, along with a steering committee workshop, providing an opportunity to align on goals, challenges, and long-term aspirations.

The evening concluded with a community meeting that drew strong participation, with more than 150 participants in attendance. While the morning sessions helped establish a foundational understanding of Collierville's existing conditions and long-term priorities, the evening engagement provided participants an open forum to share their ideas, suggestions, and concerns across a range of topics and focus areas.

Day 2 focused on in-depth stakeholder engagement, with 10 focus group sessions held to explore issues and opportunities across Collierville. These discussions provided valuable insight into the perspectives of diverse stakeholders, supporting a collaborative approach to shaping the Town's long-term vision.



SITE VISIT, SWOT & VISIONING

SITE VISIT

Upon arriving at Collierville Town Hall, Jaime Groce, the Town Planner in Collierville's Development Department, took the Freese and Nichols team, along with representatives from HDR, TXP and Pillars on a three-hour driving tour of the town. The tour showcased a broad overview of important sights around Collierville, including major intersections and arterials, key housing and commercial developments/areas with development potential, town staples (Town Square, Collierville High School, Hinton Park, etc.), and through many different neighborhoods. Jaime provided insightful commentary throughout the tour and left the consultant team with added perspective into where Collierville stands today.

JOINT WORK SESSION & STEERING COMMITTEE MEETINGS - SWOT & VISIONING

As part of the community engagement process for the Collierville Comprehensive Plan, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted through two complementary engagement formats to capture both leadership and stakeholder perspectives. This approach allowed for a balanced understanding of Collierville's current conditions and future considerations, informed by both in-person dialogue and structured digital input.

The first SWOT session took place during a joint work session with the Planning Commission and the Board of Mayor and Aldermen. Participants completed a written SWOT exercise, identifying key strengths, weaknesses, opportunities, and threats facing the Town. This exercise prompted robust, open discussion, with members expanding on their written responses through vocal dialogue, sharing insights drawn from lived experience, governance, and long-term community stewardship.

The second SWOT session was conducted with the Comprehensive Plan Steering Committee using a virtual Mentimeter platform. This format allowed participants to submit real-time input individually, encouraging broad participation and candid responses. Additional comments were gathered following the session to further elaborate on key themes. Together, these two SWOT exercises provided a comprehensive and multi-layered understanding of Collierville's priorities, challenges, and aspirations, forming a critical foundation for the detailed SWOT findings presented in the sections that follow.

STRENGTHS

Residents repeatedly emphasized that “the sense of community is the best strength we have — it seems that more people care about the town and how it looks and grows than anywhere we have lived.” That civic pride is reinforced by strong leadership and public service, with participants highlighting “servant-minded and not self-serving” elected officials and “good police/fire, good schools, and a very good sports town for everyone.”

The town’s physical and cultural assets work together to support that community identity. People pointed to “the town square, parks, greenbelt, public services, and great restaurants” as defining elements of daily life, while others noted Collierville’s ability to balance “retention of history, economic growth, and education.” Residents also value that the town is “staying true to its historical core with a community-based foundation” while still providing “family-friendly, safe, outdoor opportunities like parks and trails.” These combined assets create both livability and marketability, making “the history of our town” one of its strongest competitive advantages.



WEAKNESSES

Traffic and transportation were the most consistent pain points, especially as “more residents = more traffic” and “high traffic on arterials” strains Poplar Avenue and east-west connections. The lack of “public transport, sidewalks, walkability, and road connectivity” leaves many areas isolated, reinforcing that “commercial and residential is segregated.”

Housing affordability is another pressure point. Several participants warned that “housing is not affordable, especially for first-time homebuyers,” and that rising costs are “hurting existing residents.” At the same time, Collierville is carrying visible signs of disinvestment, with people calling out “aging and empty buildings — old McDonalds, Joann Fabrics, C&K Coffee Shop, La Macienda” and worrying about “Poplar Ave, empty buildings, and the prospect of crime from Memphis.” Finally, there is a social gap: “some nationalities feel like they don’t have a voice”.

OPPORTUNITIES

Many want to lean into “community involvement” and “diversified programs for all citizens” while also “recognizing the culture of all nationalities.” There is strong support for investing in people and mobility through “education, public transit, greenbelt connectors, better bike paths, and evolution of parks.”

There is also a clear vision for revitalizing underused spaces. Participants called for “repurposing aging areas and buildings to attract quality businesses,” expanding “mixed-use, mixed residential and entertainment options,” and creating destinations like an “outdoor amphitheater” and “large 150+ capacity meeting spaces for corporate events and evening activities for young adults.” Youth and families also need more amenities, with requests for “indoor water parks, basketball courts, skate parks, and more youth recreation.” Many residents see the Comprehensive Plan itself as a tool that can provide a path forward, leveraging the unique role in the region with smart growth.



THREATS

While residents worry about “crime in Memphis, DeSoto County, and Fayette County” and “growth outpacing road capacity, especially north-south and interstate connections,” they are equally concerned about how fear can paralyze the town. Several people warned that “complacency — we cannot be afraid of change,” yet “NIMBYism, close minds, and fear of change” continue to block needed investment.

False or confusing narratives also undermine trust. Residents cited “social media, miscommunication on developments, and false narratives” as real risks that can derail good projects. At the same time, rising costs and policy pressures — “expensive projects, state laws, and legislative mandates” — make it harder to invest in infrastructure and services. If Collierville responds by doing nothing, one participant captured the risk bluntly: “No change is also a false truth.”

COMMUNITY MEETING

Day 1 concluded with our community meeting, where over 150 participants shared their perspectives on the town's future. The purpose of the event was to gather participant feedback across a wide range of focus areas, including housing, transportation, parks and recreation, economic development, place making and special planning initiatives. This engagement provided an open platform for community members to voice concerns, identify gaps, and suggest priorities that they believe should guide Collierville's growth and decision-making over the next 25 years.

The event featured several interactive exercises designed to encourage meaningful participation. Participants took part in :

- **Dot voting exercises**, placing dots on preferred proposals;
- **Mapping activities**, where participants marked specific locations needing change or improvement;
- **Comment cards**, which allowed space for more detailed ideas and concerns.

The meeting also included a budgeting exercise that helped translate community priorities into investment decisions. Participants were given symbolic "Collierville dollar bills" and asked to allocate them across different buckets, reflecting where they felt the Town should focus resources.

Throughout the event, strong emphasis was placed on building consensus around a vision for Collierville in 2050 by, exploring the town's future identity, character, and uniqueness. The sections that follow expand on this vision and summarize community input across each topic area.



VISION FOR COLLIERVILLE 2050



COLLIERVILLE'S FUTURE

By 2050, Collierville is envisioned as a thriving, forward-looking town that has grown with intention—preserving its small-town charm while embracing the opportunities of a modern, connected community. Participants consistently expressed the importance of maintaining “the charm of a small town with the amenities of a big city” and ensuring that Collierville “has maintained its small-town feeling while still providing modern amenities.” The Town Square remains the heart of Collierville, reinforced by comments such as “The Town Square is the heart of Collierville—keep the historic square strong and thriving” and reflections on community traditions like Christmas tree lighting, parades, and sunset concerts that define the town’s identity.

Collierville’s future is rooted in balance and inclusivity. Community members emphasized the need to “encourage a mix of housing and attract young people to keep Collierville strong and prosperous,” while also continuing to provide “great public schools” and a safe environment for families. Participants highlighted the importance of strategic growth—“continued growth rather than stagnation, with preservation and restoration”—alongside attracting major employers, new industries, and even a potential private school or higher education. Together, these priorities reflect a shared desire for economic resilience, generational continuity, and long-term prosperity.

COLLIERVILLE'S IDENTITY

The identity of Collierville for 2050 is defined by its people, its neighborhoods, and its connected public realm. Participants described a future made up of “**vibrant villages with great neighborhoods**,” supported by strong parks, schools, churches, and community services. Calls to “**preserve nature nearby**” and expand greenspace connectivity underscore the value placed on environmental stewardship, while ideas such as pedestrian-friendly areas, linear parks, and expanded greenways reflect a desire for a more walkable and socially connected town.

Looking ahead, the community envisions a civic life that is active, welcoming, and inclusive. Suggestions for “**signature annual events to help build the identity of the town**,” expanded farmers markets, youth and senior activities, and after-hours social spaces reflect a community eager for shared experiences across generations. Equally important were comments emphasizing safety, good leadership, and community pride—“**It’s the people**,” “**good security**,” and “**smart town leadership**.” By 2050, Collierville aspires to be a model small town that honors its past, adapts to change, and continues to foster a strong sense of belonging for all who call it home.



BOARD STATIONS

To encourage meaningful and interactive public participation, the community meeting was organized into a series of themed engagement stations, each focused on a key topic shaping the future of Collierville.

These stations included Housing (new and missing housing types), Placemaking, Economic Development, Transportation & Community Facilities, Parks, Recreation and Environmental Initiatives, Special Planning Areas, and Community Investment.

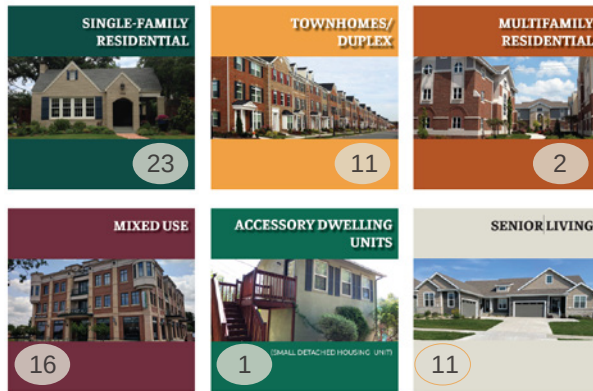
This station-based format allowed participants to move at their own pace, engage with topics most important to them, and provide focused, thoughtful input across a wide range of issues.

Each station used tailored engagement tools to help participants clearly express their ideas, priorities, and concerns. Visual boards featuring image prompts framed discussions and encouraged participants to react to tangible ideas for Collierville's future. Dot-voting exercises allowed residents to identify the proposals they felt would most positively shape Collierville by 2050, while mapping and marking exercises helped pinpoint specific locations where change or investment is desired. Comment cards were also provided at each station, giving participants space to elaborate on their perspectives when the dot-voting options did not fully capture their hopes or concerns.

The sections that follow, dive deeper into each station, including summaries of voting results, key takeaways, written and verbal comments directly from residents.



HOUSING STATION - NEW HOUSING



Participants were asked **to place dots on the top three housing types they would like to see built in Collierville.** The results indicate a clear preference for ownership-oriented and community-scaled housing, with limited support for higher-density residential types.

What the Dot Voting Indicates

Single-family residential received the highest number of dots (23), reinforcing continued community preference for traditional neighborhood forms.

Mixed-use development (16 dots) and townhomes/duplexes (11 dots) show interest in moderate-density housing, particularly when integrated thoughtfully into walkable, mixed-use environments.

Senior living also received notable support (11 dots), reflecting growing demand for age-appropriate housing options that allow residents to remain in Collierville as they age.

Multifamily housing (2 dots) and accessory dwelling units (1 dot) received minimal support, suggesting concerns about scale, compatibility, and community character. "Other

Ideas" (7 dots) indicate willingness to consider additional housing models, provided they align with community expectations.

Key Themes from Participant Comments

Affordability is a major concern.

While many opposed additional apartments, there was conditional support for multifamily housing within mixed-use developments, if designed at an appropriate scale and quality.

Strong interest emerged for single-level, smaller, and affordable senior housing, allowing residents to age in place without financial burden.

Participants highlighted the need for affordable options for young professionals, first-time homeowners, families, and seniors, while balancing taxes and long-term costs.

Takeaways:

- Strong Support for Single-Family Housing and mixed-use developments.
- Limited Support for High-Density Residential.
- Solid interest in Senior-Focused Housing.

MISSING HOUSING



Participants were asked **to place dots on the top three housing types they believe are missing in Collierville.**

The results suggest that while certain housing types are preferred overall, different housing forms are needed to better meet current and future community needs, particularly around affordability and aging in place.

What the Dot Voting Indicates

Mixed-use development received the highest number of dots (11), indicating a perceived lack of housing integrated with walkable services, amenities, and commercial uses.

Senior living received 6 dots, reinforcing the need for age-appropriate, accessible, and affordable housing that allows older residents to remain in the community.

Single-family residential received 7 dots, suggesting that while this housing type exists, affordable and smaller-scale single-family options are viewed as insufficiently available.

Townhomes/duplexes and multifamily residential received minimal dots (1 each), implying that participants do not view these as broadly “missing”.

Accessory dwelling units received 4 dots, indicating measured interest as a supplemental housing option.

Key Themes from Participant Comments

Many comments emphasized the lack of affordable housing for first-time buyers, young families, and young adults, with concern about rising home prices.

Participants repeatedly called for smaller, modestly sized homes—especially for seniors and young families—rather than high rise apartments.

There was a clear preference for for-sale housing over rental models, particularly for townhomes and duplexes.

Takeaways:

- Mixed-Use Housing Identified as the Largest Gap.
- Growing Need for Senior Housing Options.
- Affordability Is the Central Concern.

PLACEMAKING STATION



Participants were asked **to place dots on the top three placemaking examples they believe would most enhance Collierville's identity.** The results emphasize a strong desire for people-centered spaces, events, and historic character, supported by better connectivity and wayfinding.

What the Dot Voting Indicates

Open street and pedestrian-only events received the highest number of dots (35), indicating strong interest in activating streets as community spaces through festivals, markets, and events. Community open space and gathering areas (24 dots) ranked second, reflecting the importance of shared places for social interaction, events, and everyday use.

Historic preservation received significant support (20 dots), reinforcing the community's desire to protect and highlight Collierville's historic assets as part of its identity.

Wayfinding and branding (11 dots) suggests residents see signage and identity elements as important tools for improving navigation and reinforcing sense of place.

Gateway signage, public art, and other ideas received fewer dots, indicating interest, but with less urgency.

Key Themes from Participant Comments

Events and Programming Matter:

Residents emphasized open-air markets, seasonal festivals, children's events, and races, reinforcing the popularity of pedestrian-focused programming.

Strengthening Key Civic Nodes:

Comments highlighted opportunities to enhance Center Street and Town Square positioning them as interconnected and complementary civic destinations.

Adaptive Reuse and District Identity:

Suggestions to redevelop the manufacturing area southwest of the Town Square into a warehouse-style retail and dining district point to interest in adaptive reuse as a placemaking tool.

Takeaways:

- Strongest Support for People-Oriented Experiences.
- Historic Character as a Core Identity Element.
- Events and Programming Matter, specially in civic nodes.

ECONOMIC DEVELOPMENT STATION



Participants were asked to place dots on **the types of businesses or industries the town should prioritize attracting or supporting.** The results show a strong preference for locally oriented, community-serving businesses over large-scale or industrial uses.

What the Dot Voting Indicates

Local businesses and local restaurants tied for the highest support (24 dots each), reflecting a desire to strengthen Collierville's local economy and unique character.

Grocery stores received high support (22 dots), indicating community interest in convenient access to daily needs and neighborhood-serving retail.

Research and Development (11 dots) emphasis focus on new initiatives. Tourism (9 dots) suggests openness to targeted economic growth.

Chain restaurants, service businesses, office, and industrial uses received relatively low support, indicating residents prioritize human-scaled, community-focused development over more intensive land uses.

Key Themes from Participant Comments

Participants were asked **what investments or initiatives would make Collierville more attractive to businesses and workers, as well as the biggest economic challenges facing Collierville.** Responses focused on:

Business Climate and Barriers:

Residents expressed interest in technology-driven and “new industry” sectors, corporate headquarters, and innovation-oriented employers, while also acknowledging the need to plan for long-term shifts in work and leisure patterns driven by AI and automation. Costs, fees, and regulations were cited as challenges for attracting and retaining businesses.

Connectivity and Green Infrastructure:

Residents emphasized expanding the greenway network, including connections between Johnson Park, the Poplar Corridor, Germantown, and surrounding areas, highlighting mobility, recreation, and regional connectivity as economic assets.

Downtown and Event Infrastructure:

Repeated comments on downtown parking, event parking, and reducing barriers to attending town events indicate that better logistics and access are critical to supporting local businesses and attracting visitors.

Life Quality & Recreational Amenities:

Residents identified amenities such as a public ice rink, cricket fields, additional sports fields, and recreational programming as important for attracting workers and families.

There was strong support for a permanent or regular farmers market and a better grocery store.

Retail, Dining, & Everyday Amenities:

Residents noted gaps in higher-end retail, grocery stores, shopping options, and dining, including limited late-night hours, which may reduce Collierville's appeal to younger residents and visitors.

Takeaways:

- Addressing affordability and workforce retention with more employment opportunities.
- Improving connectivity and public spaces by bringing in more events.
- Spreading business beyond Poplar Corridor.



TRANSPORTATION / COMMUNITY FACILITIES STATION



Participants were asked **how the Town should prioritize transportation and mobility improvements**. The results highlight a strong focus on pedestrian infrastructure, safety, and connectivity, while also reflecting diverse opinions on public transit.

What the Dot Voting Indicates

Sidewalks and pedestrian improvements received the highest support (29 dots), reflecting community demand for safe, continuous, and accessible walkways throughout Collierville.

Road improvements (26 dots) indicate continued attention to vehicle safety, road quality, and traffic flow as core community priorities.

Streetscape improvements (9 dots) were moderately prioritized, while public transportation options (12 dots) reflected diverse viewpoints, with some residents supporting on-demand transit and others opposed to taxpayer-funded buses.

For greenways and paved trails (22 dots), along with bike lanes (15 dots), participants highlighted safety, connectivity, and signage as key concerns:

Participant Comments

“Dangerous Rd. Finish Wolf River Blvd bike lane (Road and Trail).”

“Byhalia + W White needs a crosswalk.”

“No sidewalks on Winchester between Schilling + Byhalia.”

“Crosswalk at Powell to Cox Park ignored, perhaps because of poor signage; look at Shelton too.”

“Trail connectivity + better wayfinding signage (W Shelton Rd).”

“Connect bike lane between Bray Station and Houston Levee.”

“Improve Collierville” signs—bike lanes end, participant described seeing these signs back to back on EB Winchester.

These comments indicate residents prioritize continuous and safe pedestrian and bike infrastructure, with an emphasis on crosswalks, trail connectivity, and clear signage.

Participants were asked **how they currently travel and how they would like to see transportation evolve in the future**.

Today, driving dominates transportation in Collierville, with 19 participants identifying it as their primary mode. Walking (11 dots) and biking (10 dots) are moderately used, while transit sees very limited use (1 dot).

Transportation modes TODAY



Transportation modes in the FUTURE



Looking ahead, the community envisions a shift toward active and shared mobility, with walking (20 dots) and biking (16 dots) expected to grow in importance. Driving is projected to decrease (9 dots), while transit options

gain more interest (9 dots), particularly for seniors and children. Residents highlighted emerging technologies and flexible solutions, including ride-sharing.

Comments highlight future-focused ideas:

“Ride share for kids’ sports”

“Transportation for doctor appointments (seniors)”

“Waymo + other ride shares”

“Plan for more electric bikes for transport”

“Plan for automated-driving cars, Waymos, etc.”

Takeaways:

- User experience and safety prioritized for bikelanes and greenways.
- Active, shared, and technology-driven mobility.
- Road improvements with sidewalks.
- Future looks at less car-centric community.



PARKS, RECREATION & ENVIRONMENTAL STATION



Participants were asked **to place dots on the top three recreation types they would like to see more of in Collierville.**

The results highlight a community desire for active, connected, and programmed recreational opportunities along with interest in conservation and natural spaces.

What the Dot Voting Indicates

Programmed Events received the highest support (27 dots), showing strong interest in seasonal festivals, music, and community events.

Parks & Open Space and Greenways/Trails were tied at 22 dots each, indicating the importance of accessible outdoor spaces and connected trail networks.

Active Recreation/Sports Fields and Courts (13 dots) and Indoor Recreation/Gyms (12 dots) received moderate support, reflecting demand for organized sports and indoor fitness facilities.

Playgrounds received 8 dots, showing interest in youth-focused recreation.

For environmental initiatives, participants were asked **to place dots on the top three environmental initiatives that would consider as a priority.**



Wildlife/Natural Space Conservation and Stream/Riparian Buffer Restoration tied for the highest support (21 dots each), reflecting priorities for protecting natural habitats and water systems.

Pollinator and Community Gardens (15 dots) and Tree Canopy Preservation (14 dots) received substantial support, signaling interest in urban greening.

Electric Vehicle Infrastructure (6 dots) and Bioswales and Rain Gardens (5 dots) received modest support, suggesting a smaller but notable interest in sustainable infrastructure.

Key Themes from Participant Comments

Trail and Greenway Connectivity:

Linking Collierville's greenways to Memphis and Germantown, creating safe, accessible paths. Using underutilized areas, such as flood plains, for bike, hiking, and running trails.

Expanded and Diverse Facilities: More sports fields, dog parks, and indoor centers like the Jimmy Floyd Center with an ice rink.

COMMUNITY INVESTMENT STATION

As part of the engagement, residents participated in a budget exercise to help prioritize investment across key areas of Collierville. Each participant was given \$37 in “community dollars” (one \$20, one \$10, one \$5, and two \$1) and asked to distribute them across 12 categories according to where they felt resources should be invested. For the purpose of this exercise, the categories containing the most \$20 bills showed the strongest community preference, as participants used the higher dollar amounts to indicate their top choices.

Categories	\$1	\$5	\$10	\$20	Total
Environmental Preservation	6	3	5	3	\$131
New Housing	0	0	5	7	\$190
Support for Youth Programs	3	3	4	3	\$118
Community Beautification	11	4	3	1	\$81
Parks and Rec Spaces	10	6	3	4	\$150
Walking Biking and Greenway system	13	1	6	9	\$258
Public Transportation	6	2	2	2	\$76
Improving Health and Wellness	4	2	2	1	\$54
Historic Preservation	5	11	2	0	\$80
Sustainable Practices	0	1	1	0	\$15
Tourism Opportunities	11	2	3	2	\$91
Commercial Business	4	4	1	7	\$174
Arts and Culture	9	2	3	2	\$89

Note : The age of the community participants skewed older (50+), which may have impacted the results of the exercise. Garnering additional perspective from younger generations should be emphasized in additional engagement (youth survey).

Observations by dollar type

Larger denominations (\$20, \$10) were most frequently allocated to New Housing, Walking/Biking, and Commercial Business, highlighting these as strategic investments for the future. Smaller denominations (\$5, \$1) were often spread across Community Beautification, Parks, Arts & Culture, reflecting broader interest but smaller-scale investment. Tourism opportunities and historic preservation also showed larger distribution of smaller denominations.

Key takeaways

Walking, Biking, and Greenway system investment had by far the strongest level of support at \$258, outpacing the second-place category by \$70. It had the highest number of \$20, \$10, and \$1, clearly representing a core priority for the community members in attendance.

New Housing investment had the second highest total support at \$190, — especially in high-value contributions. Given its substantial amount of first and second place preference, it also represents a key priority for the group.

Commercial Business was the third most popular category, garnering \$174 worth of support. It was the first choice of 7 community members, giving it high-priority status compared to other categories.

Parks and Rec Spaces, Environmental Preservation, and Support for Youth Programs represent second-tier priorities for the community, with each garnering at least 3 \$20s and \$10s, reflecting second top choice. These results indicate moderate community interest.

Tourism Opportunities, Arts & Culture, Community Beautification, Historic Preservation, and Public Transportation were third-tier priorities, with low total dollars contributed. No category in this tier had more than two \$20 included, indicating they garnered some, but not significant interest from the community.

Improving Health and Wellness and Sustainable Practices had the lowest total dollars contributed, receiving little to no investment interest from participants.



COMMENTS FROM RESIDENTS

“Dementia Friendly Tours, Cities.”

“Improve business appearance, vacant buildings East of Byhalia Rd. Empty buildings, parking lots. Something to spur redevelopment of this area.”

“Please widen Wolf River Blvd from Shea Rd to Houston Levee with bike lanes (preferably buffered bike lanes).”

“Wolf River Corridor Greenline/ Trail connecting to Germantown. A lot of flood land that is unable to be developed but can be used for outdoor recreation (hiking, running, biking).”



STAKEHOLDER DISCUSSIONS

The second day of engagement focused on stakeholder engagement and was structured to maximize input and efficiency through parallel discussions. Teams from Freese and Nichols (FNI), PILLARS, HDR, and Town staff divided into two groups to engage multiple stakeholder audiences simultaneously, allowing for several in-depth conversations within a single day. This format enabled focused dialogue while capturing a wide range of technical, operational, and strategic perspectives.

Stakeholders represented a broad cross-section of interests shaping Collierville's future, including;

Focus Group #1: Large Property Owners and Developers;

Focus Group #2: Regional Governments;

Focus Group #3: Business and Economic Development;

Focus Group #4: Transportation;

Focus Group #5: Department Leaders;

Focus Group #6: Design and Growth;

Focus Group #7: Environment; and

Focus Group #8: Emergency Services,

along with a dedicated meeting with the **Historic District Commission (HDC)**.

Together, these discussions provided a clear understanding of Collierville's existing strengths, operational realities, and intergovernmental relationships, while also surfacing shared aspirations

and challenges. Stakeholders offered candid input on what is working well today, what must evolve to support future growth, and where opportunities exist to guide Collierville toward a resilient, well-managed, and community-centered vision for 2050.

DISCUSSION POINTS

LARGE PROPERTY OWNERS & DEVELOPERS

There is a need for more affordable and entry-level housing in Collierville, with homes currently around the \$500k range. Community concerns about density, apartments, and impacts on property values, along with distrust of developers and a lengthy review process, increase risk and cost. Participants noted the Town could play a stronger role in supporting and marketing new developments to rebuild trust.

Developers emphasized the importance of attracting younger families through walkable, mixed-use town center development. Live-work-play environments, along with arts and entertainment districts, were identified as important components.

Tax Increment Financing (TIFs) were planned as a useful tool, either site-specific or district-based, with potential density targets tied to participation. Planned Developments (PDs) are often the only viable path to mixed residential development, but the approval process is slower than in peer communities such as Williamson County, TN.

Shelby County typically only approves bigger projects (historically has a contentious relationship with Collierville), so any TIFs must be large in scale. Participants noted that Nashville-based banks are often the most willing to finance TIF projects, reflecting their broader use in that market.

Few companies with more than 50 employees are locating in Collierville, with many choosing Memphis instead. A potential pilot program constructing a spec building to lure companies to town (industrial) was mentioned, though industrial development is challenged by high property taxes.

There is a lack of high-end hotels and conference or event centers needed to attract larger companies and higher-salary workers. Incentivizing development in southern areas of Town, including Schilling Farms, was identified as an opportunity.

REGIONAL GOVERNMENT

Collierville benefits from strategic foresight by observing Germantown's challenges, allowing for more intentional planning and government operations. Town square sets the tone and character for the community as all residents celebrate the square. Town is intentional about how they want to maintain the Town Square. Greenspaces, and diverse, newer housing stock with affordable housing prices are key assets in comparison to German town.

Collierville's Town Square is charming but not connected to anything. This challenge needs to be addressed looking at broader connections between adjacent towns. Poplar Ave is a state highways creating challenges to engage as it involves TDOT.

Strengthening collaboration with Germantown leadership and engaging property owners along corridors can improve regional planning outcomes.

Carriage Crossing presents an opportunity to develop a walkable, mixed-use community. Public transportation seems unrealistic as the town is geographically so spread out, but micro-level connectivity, such as access to Germantown grocery stores, could be explored. The power of 50 square miles (Germantown and Collierville) bears more weight/power and influence than each community on their own.

BUSINESS & ECONOMIC LEADERS

The Town needs a clear, unified brand to better market itself to outside companies, including HQ and R&D opportunities. A stronger identity tied to the Town Square, Downtown, and Main Street could help retain local workforce and attract firms currently choosing Memphis. Tracking available land and buildings was noted as a gap.

The Town Square needs to evolve as businesses struggle under current conditions. Participants emphasized shifting toward more retail and housing, fewer office uses, and making the Square a destination through parking solutions, amenities, and small business incentives. Adaptation was framed as necessary for long-term viability.

Carriage Crossing's popup incentive program (six months rent-free plus \$5,000 setup support) was viewed positively, especially given Collierville's loyalty to small businesses. At the same time, Town regulations were cited as a barrier for entrepreneurs trying to start scale small businesses.

There was consensus that Collierville must adapt to changing conditions, “evolve or die”. The group mentioned that city nodes have to adapt.

The Chamber noted the need for better tracking of available land and buildings within the Town to support business recruitment and economic development.

TRANSPORTATION

Stakeholders noted that Collierville has wide roadways, parallel routes, and a redundant street network that provides flexibility and regional access. I-385 enables residents to live in Collierville while working elsewhere, and the Town serves as a regional hub for surrounding communities such as Piperton and Fayette County.

Wide road networks that provide flexibility and long-term opportunity to reallocate roadway space for multimodal improvements, including bike and pedestrian infrastructure. There is strong demand for improved bike and pedestrian connectivity, especially for access to schools. Missing sidewalks and bike lanes such as along Wolf River Boulevard or Schilling Farms Elementary School limit safe travel options for students and contribute to traffic congestion.

A major concern was the disconnect between the older eastern areas and newer western parts of Town. Corridors such as Poplar Avenue, Wolf River Boulevard, Peterson Lake Road, and Progress Road experience congestion due to past development patterns and few connections to the Town Square. There is immense need for comprehensive connectivity.

Crossings of the Wolf River and railroad corridors were identified as significant

challenges. In particular, the Houston Levee railroad crossing was highlighted for safety concerns and traffic backups, with a need for grade-separated solutions.

Participants emphasized the need for coordinating transportation planning with future land use, especially south of Poplar Avenue and north of the Wolf River. Poplar Ave and Houston Levee are at the center of economic development/commercial development for the Town, “the more businesses that are added to Poplar, the worse the traffic is going to get”. Growth in Piperton and Rossville will continue to add traffic to Collierville’s network, increasing pressure on major corridors.

DEPARTMENT LEADERS

Department leaders identified utilities and public works services as core strengths, noting high standards in water, wastewater, solid waste, maintenance, and customer service that set Collierville apart from neighboring communities.

Engineering staff highlighted the need to advance several major drainage and stormwater projects. Regional detention basins have helped reduce flooding, but additional improvements are required. Challenges include prioritizing projects, securing funding, and ensuring infrastructure investments align with future land use and growth areas. Improved road connections and elevated utility crossings were also identified as needs.

Parks and green infrastructure were cited as strengths, with well-maintained facilities, greenbelts, and fitness opportunities. The Town currently has about 20 miles of trails, with plans for more than 60 miles. Future needs

include acquiring land for greenspace and trail connections and aligning investments with the upcoming parks master plan update in 2027.

Tourism and community events were seen as underutilized opportunities. While the Town Square serves as a strong focal point for identity and events, leaders noted that Collierville has not fully leveraged sports tourism, tournaments, or broader destination branding. A tourism branding plan scheduled to begin in January was identified as an important step toward strengthening the Town's regional profile and supporting local economic activity. Continued investment in signature Town events was also viewed as essential to maintaining Collierville's small-town character.

Technology infrastructure emerged as a significant challenge across departments. Leaders noted that the Town is 10–20 years behind peer communities in IT systems, with limited fiber connectivity, cellular dead zones, and challenges collocating internet infrastructure—particularly near railroads and even some high schools. Improving digital infrastructure is a key need.

Across all departments, leaders raised concerns about staffing shortages, particularly for skilled trades such as electricians and mechanics, as well as the rising cost of personnel. Existing facilities were described as undersized for current and future needs, with examples including shared garage space for ambulances and trash trucks.

Focused reinvestment near the Town Square, redevelopment of aging commercial properties, and coordinated long-range planning were seen as key strategies to sustain Collierville's small-

town feel while accommodating future growth. The Town library was identified as a heavily used asset. An expansion is currently underway to address growing demand and improve service capacity.

DESIGN & GROWTH

Participants reported that it has become exponentially more difficult to get projects approved, often due to cycle of community fear, local politicians caving to those fears, and town staff getting “raked over the coals” by politicians. This dynamic affects all project types, including commercial, residential, parks, and institutional development.

Development approvals require multiple layers of review—Town staff, Planning Commission, Historic District review (when applicable), and final approval by the Board of Aldermen and Mayor. The process typically takes around nine months, significantly longer than in comparable municipalities.

Emphasis on town staff providing more feedback to developers in the pre-application process, as opposed to later in the project when developers have already invested substantial amounts of money. When feedback is received late, developers often have too much to overcome from a cost standpoint to go forward with a project.

The Small Area Downtown plan was mentioned as a success story worth referencing, with more flexible zoning for infill and a clear vision. Schilling Farms and CC Mall could benefit from similar small area plans to help identify unifying character and regulatory controls.

HDC runs smoothly and staff are great to work with, but design guidelines outside the HDC can be challenging. Inconsistent direction across

departments and added commercial site plan requirements can increase project costs by approximately \$25,000.

TIFs were noted as a viable tool, with successful examples in nearby communities such as Lakeland. Improved connectivity along US 72 between Poplar Avenue, Interstate access, and Winchester Road was identified as critical for attracting infill development, though it will require government support.

ENVIRONMENT

There is strong support for prioritizing development that aligns with preservation of the surrounding ecosystem, with emphasis on protecting parks, waterways, and riparian zones while accommodating growth.

Participants highlighted the need for improved bike lanes similar to Germantown's system, better connections to parks, and more continuous walking and biking paths throughout the Town.

Open space in front of Johnson Park could be used for native planting, walking trails, educational programming, etc. (it is a flood-prone area). The town has not been responsive to these ideas.

More collaboration between planning, water, and parks departments at the local level can foster a stronger relationship and allow for more input into development reviews.

Protecting riparian areas, identifying designated flood zones for the Wolf River, and addressing the old landfill near Frank Road (near the middle school) were key concerns.

Coordination with Piperton is needed to ensure future landfill activity does not impact shared water supply.

Environmental awareness could be strengthened through community events such as trail runs, fishing rodeos, interpretive walks, and stormwater education. Hazard mitigation and emergency operations planning were also noted as important environmental considerations.

EMERGENCY SERVICES

Emphasized that Collierville's people, community culture, and high resident expectations are major assets. The community and Town leadership are strongly supportive of public safety departments, with expectations for top-tier service continuing as the Town grows.

Keeping pace with growth was identified as a key challenge, particularly as the daytime population far exceeds the residential population and call volumes increase with an aging community. Maintaining current response times and service levels will require careful planning as development continues.

Stakeholders noted that police facilities were designed to allow for future expansion and that the Town operates one police station and six fire stations, with two fire stations south of the railroad. EMS is housed within the fire department, and joint dispatch operations support both police and fire services.

The rising cost of doing business was a major concern, including the increasing price of fire apparatus, police equipment, uniforms, and technology such as body cameras. Ensuring adequate staffing, equipment,

fuel access, and infrastructure was highlighted as essential to maintaining service quality.

Railroad crossings were identified as a source of response delays for fire, EMS, and police. Stakeholders also noted the need for wider roads and larger intersections, fewer speed humps, and improved access in high-crash areas, particularly near Poplar Avenue.

Participants discussed the importance of updating the Town's emergency response plan, enhancing interagency collaboration, and preparing for emerging technologies like AI, drones and healthcare models. Desired future investments include a public safety training center, fire training facility, upgraded police firing range, additional water infrastructure, and continued coordination with neighboring communities.

HISTORIC DISTRICT COMMISSION

Center Street and other key access points to the historic district need redevelopment and enhanced gateways. Signage should clearly indicate entry to the district, creating a cohesive identity. Consider expanding district boundaries to include properties that were previously excluded.

Parking is a persistent issue around the Town Square. A parking garage or structured solutions are needed. Integration of bike infrastructure and improved walkability are also priorities to support both residents and visitors.

New residential development should include retail or mixed-use components. Opportunities exist to redevelop areas such as the Warehouse District for younger demographics, including

breweries, small amphitheaters, makerspaces, and "arcade"-style alleys with shops.

The Town Square requires a refreshed vision ("Town Square 2.0"), with expanded public programming, seasonal activities, and events. Residents support adding a permanent farmers market, ice skating rink (previously voted 'no'), and other interactive cultural uses while maintaining historical character.

Maintaining proportionality, scaling, and design guidelines is essential. Demolition of historic buildings is a major challenge, and there is a need for homeowner education on allowable modifications. Older non-historic structures (e.g., from the 1970s) should be distinguished from historically significant buildings.

There is strong potential for property redevelopment and revitalization while balancing resident expectations and historic preservation. Challenges include resident resistance to change, slow decision-making processes, and ensuring that redevelopment aligns with the district's identity and community vision.

MEETING KIT EXCERCISE

Meeting kit excercises were led by the steering committee. Most of the feedback was captured through the online survey and interactive web map. The information below notes feedback from the January meeting kit.

The facilitator described the meeting at Grace Valley Church as productive, with nine participants contributing to a flowing conversation over the course of an hour. She also mentioned that attendees said they learned a lot from the discussion, and that they mentioned Bentonville, AR as a template to examine how Collierville could effectively expand.

DISCUSSION POINTS

The conversation amongst the group was wide-ranging and included particular emphasis on the need for the Town Square to become more of an attractive destination. Specifically, they mentioned the need for more consistent Town Square events year-round, less real estate agent offices and more local restaurants, finding ways to address limited parking options, and discussing the possibility of having more farmer's markets in the Square (which existing merchants in Town Square seem to take issue with as it draws business away). Examples of similar towns that attendees referenced as potential templates included Bentonville, AR and McKinney, TX, both of which have more thriving town squares.

They also mentioned the importance of having more grocery store options, with requests for more Sprouts and Trader Joe's like they have in Germantown, TN. Prioritizing youth outlets (such as bowling) was also emphasized as essential, as attendees from Collierville mentioned that back when they were growing up there were limited activity options for kids in Collierville and that remains true today.

Lastly, attendees brought up building a larger amphitheater than the one at Hinton Park, connecting bike lanes to Germantown, improving quality of the roadways, and discussing the importance of going to the Town of Collierville website to keep track of what developments under construction are set to become.

'What makes Collierville, Collerville?'

Responses of the participants to the above question is noted below.

- Town Square
- Good Schools
- Safe Neighborhoods
- Good Police/Fire Services, etc.
- Good Trash Response
- Apartments largely coming into play, replacing large estate parcels

‘Where will Collierville be in 2050?’

Responses of the participants to the above question is noted below.

- More people, shops, restaurants expected for the Town
- Piperton will become more like Collierville in the future
- More biking, parks
- A more lively Town Square
- Better places to eat
- Places in town that stay open later
- A revived mall (of some kind)
- Collierville on track to be the largest city in West TN outside of Memphis
- Corporate HQ's
- Crowded, but manageable
- Town Square will continue to evolve
- Residential: 80% single family, 20% multifamily housing
- More upscale restaurants
- Accommodating parks for kids
- Expanded infrastructure
- Robust public safety – police/fire
- Large schools, multiple ones
- Crowded, safe, still a great place to raise a family, expensive
- Will schools be updated/expanded? To meet ever changing needs
- Things for teens to do besides Malco Theater
- Bringing tenants to mall/empty bays in strip malls
- More options for groceries (Germantown has variety)
- Parking for Town Square
- Fixing Poplar/Byhalia mess