

DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY PREPARED BY



M A Y 2 0 1 3



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OTHER DOCUMENTS IN THE STEWARDSHIP PLAN INCLUDE:

CORRIDOR COMPASS
STRATEGIC PLAN
PLACETYPE GUIDELINES
PUBLIC FACILITIES PLANNING GUIDE
IMPLEMENTATION GUIDE

BACKGROUND REPORTS:

PEOPLE AND MARKET
BUILT AND NATURAL ENVIRONMENT
CASE STUDIES AND LESSON'S LEARNED

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Overview

DeSoto County is poised to emerge as an economic leader in the Mid South as it enters a “new era of discovery.” With the construction of a critical portion of the I-69/I-269 International Trade Corridor directly through the center of the county, DeSoto will be linked to the larger I-69 corridor spanning the entire United States from Mexico to Canada. This major international transportation link puts DeSoto County squarely in the middle of growth that is likely to last for several generations. Remarkably, most of the new interstate, and all of the planned DeSoto County interchanges, will be constructed along land that is virtually undeveloped. This creates opportunity to shape the future, harness market forces, and capitalize on economic prosperity to benefit the county and individual property owners.

While this growth marks an exciting time for the county, not all growth guarantees prosperity. The cost of providing services and infrastructure can be greater than generated revenues, creating increased tax burdens on residents and businesses and potential reductions in levels-of-service. These potential unfavorable consequences of growth not only create challenges for the county and local governments, but can also negatively impact the quality of life enjoyed by county residents. The Stewardship Plan aims to plan for this potential growth through strategies to minimize the possible negative impacts associated with growth and to maximize the prosperity to be gained through growth.

The Stewardship Plan is comprised of six elements to guide the future of the corridor. While separate, these elements relate to and build upon one another to set the stage for ongoing planning and guide the future of the corridor.

- **Part One: The Corridor Compass** includes summaries of the background reports prepared in the early phases of the plan (People and the Market and The Built and Natural Environment) and focuses on the development of and explanation of the plan vision and guiding principles used to guide the remainder of the process and following plan elements. The background information presented in the following sections was adapted from The Corridor Compass.
- **Part Two: The Strategic Plan** builds upon the guiding principles presented in The Corridor Compass by providing policy guidance, strategic recommendations, and implementation tools for the stewardship of the corridor.

- **Part Three: The Development Framework Plan** focuses on the physical development of the corridor, providing geographically specific recommendations for future development.
- **Part Four: Placetype Guidelines** provides recommendations for future development to promote quality development and character preservation.
- **Part Five: Public Facilities Planning Guide** includes recommendations to identify future needs for public facilities and their locational requirements.
- **Part Six: Implementation Guide** builds upon the implementation tools listed in The Strategic Plan by providing description of tools and identifying the county agency responsible for initiating those actions.

THE STUDY AREA

The Stewardship Plan focuses on the geographic area within two miles north and south of the I-69/I-269 highway alignment for the width of DeSoto County, encompassing approximately 120 square miles. In the western half of the study area, the new interstate highway is complete, although development has not yet begun along it or at its interchanges. In the eastern half of the study area, the interstate is not yet under construction; however, right-of-way is being acquired.

The study area features many strengths in terms of the built and natural environment. There is abundant developable land throughout the corridor, intermixed with many significant natural resources, a good water supply, good regional transportation access, and good infrastructure framework for development. The characteristics that contribute to an environment well-poised to accommodate new development also feature a high quality of life that residents value. However, as a rural area, existing infrastructure and community services are limited and the many natural resources and valued agricultural land could be threatened by new growth and development.

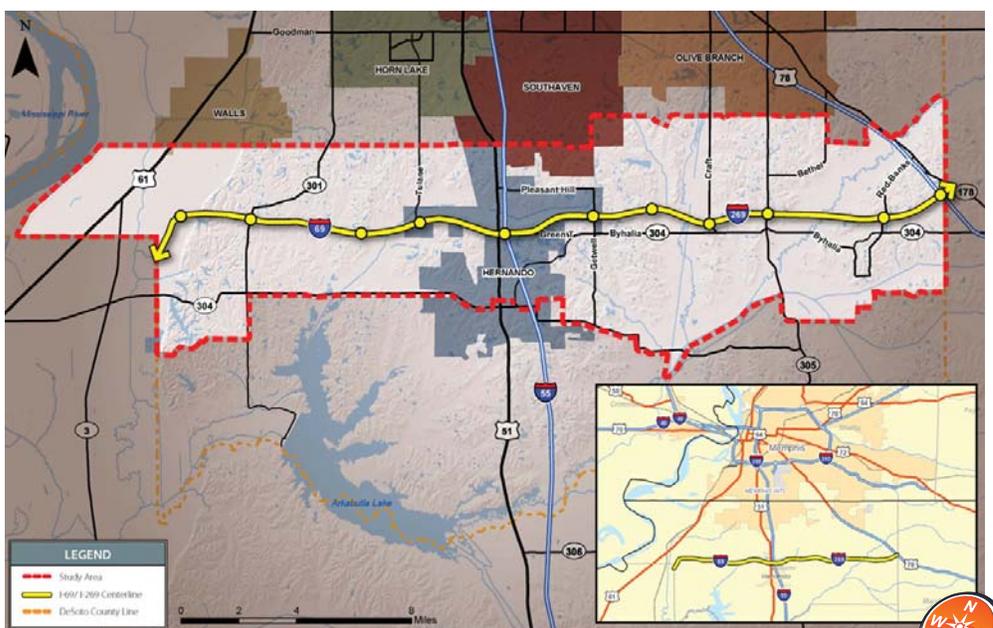
EXISTING CONDITIONS

Built and Natural Environment. As a rural, relatively undeveloped corridor, a small percentage of the land area is developed. This land is focused around the city of Hernando and along I-55. The majority of the remaining land area is comprised of cropland and pastures and forest and other natural cover.

These low-levels of development throughout much of the study area demand low-levels of service, contributing to a road network comprised mainly of a series of rural arterial roads that intersect the existing and planned highway at interchanges, and limited utility service - or utility services provided by a multitude of agencies due to the study area's location on the fringe of various incorporated and service areas. While this is not unexpected in rural and developing areas, it creates both a planning challenge and opportunity that is addressed within the Stewardship Plan.

The extensive amount of developable land creates an opportunity for the area to accommodate the potential growth; however the valuable natural and agricultural resources in the area present the challenge of preserving area assets as growth occurs. Likewise, the current road network presents opportunities for expansion and filling-in between interchanges to provide better accessibility and mobility throughout the area. However, the lack of east-west connections and transportation options presents the challenge of planning for future transportation needs and providing infrastructure in advance of demand, and incorporating transportation options in a relatively undeveloped area to accommodate these future needs. The strategies and recommendations of the Stewardship Plan, as discussed in the latter sections of this document, aim to strike balance among these many opportunities and challenges as the area develops.

The People and the Market. As one of the fastest growing counties in the United States, DeSoto County, and in



Map 1: Study Area

particular the I-69/I-269 Corridor, are anticipated to experience high demand for new housing and jobs through at least the next several decades. An overall high quality of life, created in part by the high-quality K-12 schools, access to rural and natural areas, and relatively low tax rates in the area, is making the county one of the most attractive places to live in the Memphis region, and as a result, is attracting a notable share of the in-region migration. However, a significant number of county residents are traveling outside of the county for employment on a daily basis, suggesting that the county is currently an attractive place to live, but has not yet struck a jobs-to-housing balance as many residents are commuting to higher paying jobs in other jurisdictions. County leadership has recognized this as a major concern, because a balanced local economy depends on a good balance of employment and residences. Thus, the strategies and recommendations of the Stewardship Plan aim to effectively boost the local economy while maintaining those quality of life indicators which attract new residents to the area.

Memphis MSA Population Projections

	2010	2015	2020	2025
Memphis MSA	1,316,100	1,329,379	1,353,457	1,401,079
Fayette Co.	38,414	47,925	54,051	51,901
DeSoto Co.	161,252	196,459	219,151	240,491

Regional Commuting Trends



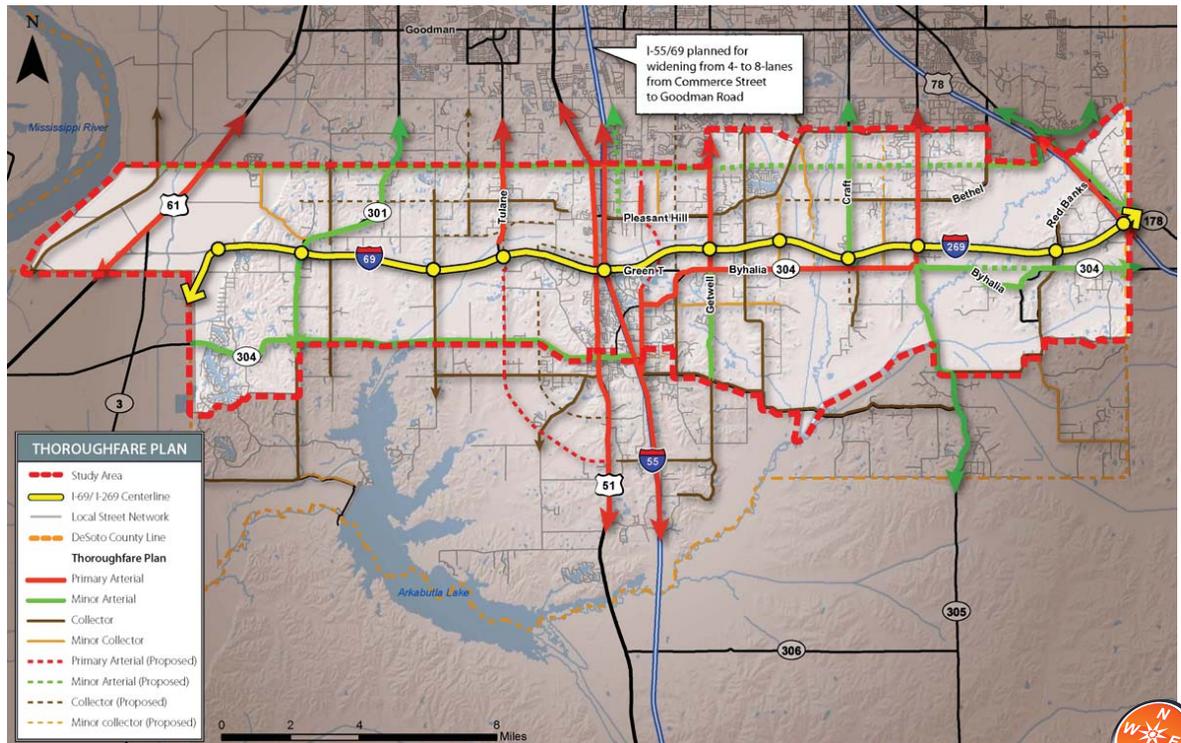
Daily Commute Pattern



DeSoto County

Total Daily Incommuters - 32,545 • Total Daily Outcommuters - 52,647

222	▲	3821	▲	460	▲	108	▲	396	▲	72	▲	18913	▲
▼	134	▼	70	▼	1799	▼	458	▼	2276	▼	89	▼	7589
Crittenden Co.	Tunica Co.	Tate Co.	Panola Co.	Marshall Co.	Fayette Co.	Shelby Co.							



Map 2: Area Infrastructure



Guiding Principles

The *Corridor Compass* was drafted after the first eight months of the process to create a vision and set of guiding principles embodying that vision, to guide the remainder of the planning process and the other five plan elements. At the time of drafting the document, the planning team had conducted extensive research and analysis on the forces and trends within the region, as well as those impacting the region, engaged and gained the input of area stakeholders, residents, and local government officials, and studied the development trends and practices of other communities (included in the Lessons Learned Background Report). This process provided a solid foundation of base information and an understanding of existing conditions and area trends, but, most importantly, it established the local values, which allowed the development of community-centric guiding principles.

The general vision for the corridor is expressed through 10 guiding principles. These principles serve as a working framework for planning. Immediately, they set the tone for the remainder of the process and the other five elements. In the longer term, these principles will serve as the “compass” for ongoing planning in the area.

- 1. Establishing Leadership for the 21st Century Economy.** The *Stewardship Plan* sets the stage for DeSoto County to lead the effort to enhance and facilitate compatible, sustainable, livable, quality places through positive aesthetics and economic development specific to the I-69/I-269 international trade corridor.
- 2. Establishing a Recognizable Brand.** The plan sets the foundation for a recognizable brand for DeSoto County and the I-69/I-269 corridor, to sustain economic development, and a community identity.
- 3. Creating a Balanced Community.** The plan promotes a balance of mutually supportive uses, ranging from denser mixed use to rural preservation.

G R E A T P L A C E S

Making great places is a guiding principle of the Stewardship Plan, and strongly correlates to the idea of high-quality development reflected throughout many of the principles. To create great places and high-quality development, the following characteristics of great places should be considered in future planning:

- *Focused and geographically defined communities with a mix of land uses.*
- *Services to meet daily needs and provide activity.*
- *A range of housing opportunities and choices.*
- *Connected and walkable areas.*
- *Convenient transportation options for all types of users.*
- *Streets that are safely used by pedestrians, bicyclists, and automobiles.*
- *Visually attractive community design and unique character.*
- *Stewardship of environmental features and natural resources.*
- *Community interaction and engagement.*
- *Safe, welcoming, and accommodating communities.*
- *Opportunities for economic growth and prosperity.*
- *Offer a range of places and environments from rural and suburban neighborhoods to activity centers.*



4. **Making Great Places.** The plan promotes the maintenance of livable communities by preserving rural and small town qualities of life, and organizing new development around a network of high-quality neighborhoods, mixed use activity centers, and multi-modal travel corridors.
5. **Accounting for Flexibility and Adaptability in the Plan.** The plan establishes an integrative and flexible framework to yield or enhance sustainable communities along the I-69/I-269 corridor.
6. **Allowing for Housing Choices.** The plan promotes a range of high-quality housing choices to meet demographic needs of the 21st Century.
7. **Accommodating a Range of Transportation Modes.** The plan includes a range of transportation options including pedestrian, bicycle, vehicular, and other people movers.
8. **Continued Fiscal Responsibility.** The plan encourages patterns and mixes of uses that produce positive fiscal benefits to local governments.
9. **Collaborating with Public and Private Partners.** The plan establishes strategies for collaborative efforts among government jurisdictions, semi-public agencies, and private companies and organizations.
10. **Balancing Local Values.** The plan embodies local values and recognizes that planning for a desired future quality of life must be balanced with the protection of private property rights.



Strategic Goals

The *Strategic Plan* presents overall policy guidance and strategic goals for the stewardship of the I-69/I-269 corridor that were crafted in direct response to the guiding principles of the *Corridor Compass*. The strategic goals and recommendations presented in this portion of the plan are supported by additional recommendations in the *Development Framework Plan*, the *Placetype Guidelines*, the *Public Facility Planning Guide*, and the *Implementation Guide*. The strategies are presented and discussed in the framework of four topical areas:

- Economic Development & Job Creation
- Infrastructure & Facilities
- Community Character & Land Use
- Public Health, Safety, & Welfare

ECONOMIC DEVELOPMENT & JOB CREATION

Strategic goals for economic development and job creation include targets for the attraction and retention of high-paying, job-creating businesses. These goals are related to economic development efforts, marketing efforts, and site preparation efforts for prime locations to attract companies to the area. These goals are strongly supported through the sector plan recommendations in the *Development Framework Plan* and the *Placetype Guidelines*. The goals for economic development and job creation include:

1. **Continue coordination of job force development between local businesses and educational institutions.**
2. **Maintain and increase the quality of life through responsible development practices to attract people and businesses that can help grow the economy.**
3. **Establish joint economic development agreements with service providers and other jurisdictions including local cities and neighboring jurisdictions.**

4. Provide adequate public facilities, including schools, roads, and utilities to support significant economic growth and development.
5. Maintain agricultural production as an important part of the local economy.
6. Create a local business incubator and support system that encourages entrepreneurial enterprises.
7. Identify targeted economic development sites with good access and high visibility, reserve them for economic development, and prepare them for development with utility, transportation, and communications infrastructure to create “development ready” sites in the corridor/county.
8. Provide support and incentive packages for business start-ups and investment in the corridor to attract international and global businesses.
9. Create an enhanced regional, national, or global branding and marketing strategy for the corridor and county to attract investors.
10. Maintain the potential for a river port facility in the corridor/county.

INFRASTRUCTURE & FACILITIES

Strategic goals for infrastructure, facilities, and services include targets for the expansion and maintenance of these systems in the corridor. Topics addressed under this category include provision of transportation, utility, and telecommunications infrastructure, and facility goals for county provided services including schools, libraries, parks, and others. These goals are strongly supported through the sector plan recommendations in the *Development Framework Plan* and the *Placetype Guidelines*. The goals for infrastructure and facilities include:

1. Coordinate among agencies responsible for utility and infrastructure improvements to incorporate communication, power, water, sewer, and transportation into the same easements and bury utilities to reduce excavation and repaving costs.
2. Prepare a comprehensive plan and/or coordinated land use and facility plans to ensure that the location of growth is consistent among agencies.
3. Prepare a long-range facility plan, five-year capital improvement plans, and annual capital budgets based on growth projections and current land use or comprehensive plans to anticipate future demand for facilities.
4. Encourage development patterns that are efficient in their demands for infrastructure and public facilities and adopted regulations to allow and promote efficient forms of development.
5. Prepare a fiscal impact assessment of projected growth and evaluate service fee structures and tax rates in accordance with the assessment results.
6. Identify level-of-service targets and operating capacities of existing facilities and use these to project future demands.
7. Facilitate service delivery agreements to coordinate service delivery between service districts and providers; coordinate these efforts with the

economic development agreements or strategies.

8. Use utility and facility expansion strategically to target economic growth areas and generate additional revenue to offset the cost of providing service and utilities to high demand residential development.
9. Establish a development review and impact assessment process for developments of county significance (DoCS) which are non-conforming to the other recommendations of this plan or of future utility or facility plans but may contribute to the general good of the county.

COMMUNITY CHARACTER & LAND USE

Strategic goals for community character and land use include targets for the physical design and character of the natural and built environment in the corridor. Community character topics address the desire to maintain existing character of the established community, providing a range of community options from rural to urban and everything in-between, and the transportation functions and characteristics appropriate for the community, as well as consideration for open spaces and alternative energy production (solar, wind). These goals are strongly supported through the sector plan recommendations in the *Development Framework Plan* and the *Placetype Guidelines*. The goals for community character and land use include:

1. Encourage development practices and patterns that will reduce the long-term potential for road congestion and school overcrowding, and increase utility and infrastructure provision where needed.
2. Identify locations with intrinsic natural, historic, or cultural value that should be conserved or preserved from development.
3. Prepare and adopt an updated comprehensive plan and/or coordinated land use and facility plans to ensure that the location of growth is consistent among agencies.
4. Identify key locations to accommodate economic development and job-creating land uses, and establish land use policies and standards to facilitate their development as such.
5. Engage in intergovernmental (joint city and county) planning for areas within targeted annexation areas of the cities to encourage a development pattern that works on a countywide basis while meeting the goals of the local jurisdictions.
6. Educate the public and land owners about alternative development forms not currently being employed in DeSoto County.
7. Prepare and adopt modernized and updated development standards that are flexible and allow for new-to-the-county forms of development, set expectations for development, and facilitate an efficient and easy to navigate development process.

PUBLIC HEALTH, SAFETY, & WELFARE

Strategic goals for public health, safety, and welfare will include targets for the creation of an environment where the essential needs of the people are met and an underlying goal of a high quality-of-life is pursued. The topics addressed in this category will cover public safety services, access to exercise and healthy environments, air quality, water quality, energy conservation and efficiency practices, and education. These goals are strongly supported through the sector plan recommendations in the *Development Framework Plan* and the *Placetype Guidelines*. The goals for public health, safety, and welfare include:

1. **Establish a local road network and distribution of safety service facilities throughout the county/corridor that allows for alternative routes and adequate response times as local populations grow and traffic increases on local streets.**
2. **Establish targeted future levels-of-services (LOS) and prepare capital facility plans for sheriff, fire protection, and EMS which correspond to anticipated growth trends.**
3. **Establish a strategy to evolve the provision of safety services in a more urbanized environment as the corridor develops over the coming decades - transitioning from a primarily low density rural community to a more developed area.**
4. **Identify and promote development patterns and practices that support water and air quality management.**
5. **Promote development forms that provide safe pedestrian and vehicular access to recreation and other community amenities like groceries, health services, and schools and allow for convenient daily exercise and access to healthy food choices.**
6. **Encourage energy efficient development and building practices.**



Development Framework & Placetypes

THE PLACETYPES

The following placetypes were created for the Stewardship Plan, and their district, site and building characteristics are detailed and illustrated in the Placetype Guidelines.

- Natural Landscapes
- Farmland
- Rural Residential
- Village
- Conservation Subdivision
- Traditional Neighborhood
- Suburban Neighborhood
- Multi-Family Residential
- Neighborhood Commercial
- Hamlet
- Mixed Use Business/Town Center
- Interstate Highway
- Special Districts/Campus
- Corridor Commercial
- Industrial

The **Development Framework Plan** addresses the geographically specific recommendations of the Stewardship Plan and is comprised of two major components: the overall Development Framework Plan which identifies the systems and infrastructure around which development will occur (built and natural) and the various sectors of the corridor where development pressures are anticipated to have different characteristics and influences. The development framework includes: existing and planned sanitary sewer and potable water infrastructure, existing and planned roads, railroads, airports, rivers, and bike and pedestrian corridors, existing development patterns, and future values and abilities of generations of residents and employers. This framework is supported by the **Placetype Guidelines** that guide the design and form of new development.

The **Development Framework Map** on the following page illustrates where these framework elements intersect, and what development focuses can be in each sector of the corridor. The **Development Framework Plan** is supported by five sector plans which relate to appropriate development forms (placetypes) described in the **Placetype Guidelines**, described on the back of the Development Framework Map. The sectors of the Development Framework plan include:

- Delta
- Newtown West
- Hernando/I-55
- Eastern Corridor
- River Corridors



DELTA SECTOR

ECONOMIC DEVELOPMENT & JOB CREATION

- Identify agricultural related industries and businesses that can be built in the area.
- Identify and encourage business development along the old Highway 61 corridor.
- Reserve future potential for development of a port and/or significant industrial developments.

INFRASTRUCTURE & FACILITIES

- Maintain adequate road capacity for agricultural support industry and production.
- Employ access management along Highway 61.
- Identify a strategy for future development of a port, industry, and infrastructure.
- Target sewer and water services near Highway 61.
- Conduct a DoCS review to assess benefits/impacts of large-scale developments.

COMMUNITY CHARACTER & LAND USE

- Retain agriculturally active farmland.
- Focus commercial and industrial development along Highway 61 where utilities will be or are available.
- Allow low and moderate density residential development with rural character in villages.
- Allow new towns with higher densities and support uses under the DoCS review process when a sufficient infrastructure network can be established.

PUBLIC SAFETY, HEALTH, & WELFARE

- Observe FEMA and other floodplain management and development guidelines in areas with flood potential.
- Utilize access management standards and land use plans to maintain safe travel conditions.
- Encourage local and energy efficient food production and consumption.

HERNANDO/I-55 SECTOR

ECONOMIC DEVELOPMENT & JOB CREATION

- Establish corporate and mixed-use business parks with access from US 51, and town center or regional mixed-use at the Getwell Road interchange.
- Encourage business development and infill in existing business districts within Hernando.

INFRASTRUCTURE & FACILITIES

- Provide adequate public facilities and school capacity for anticipated growth.
- Locate fire and EMS stations in the sector.
- Prepare a study of future development patterns and a local thoroughfare plan.
- Use access management standards to regulate development forms and function.

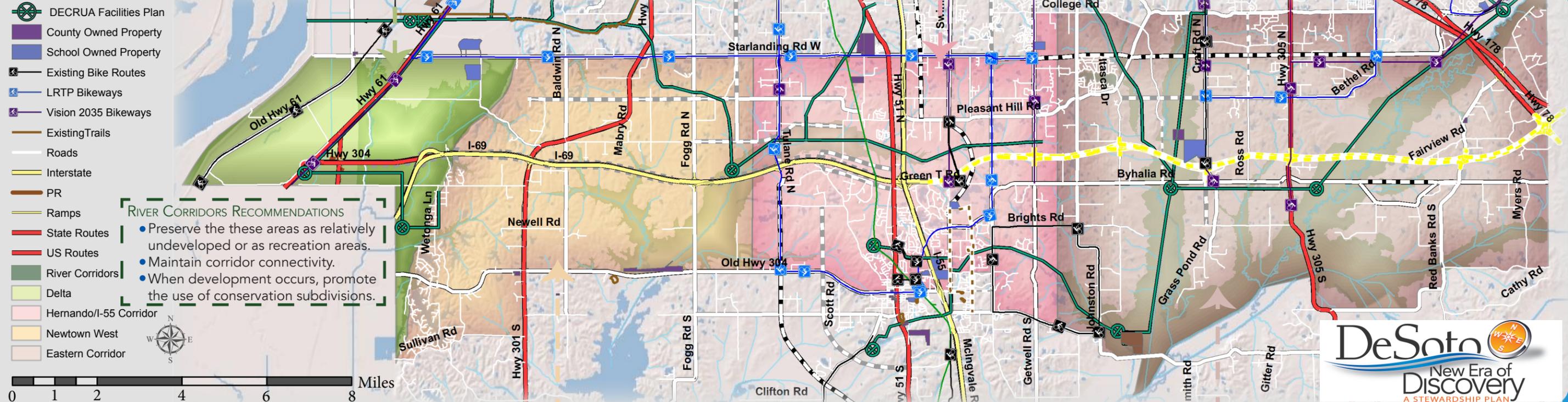
COMMUNITY CHARACTER & LAND USE

- Preserve the character and integrity of traditional development in Hernando.
- Encourage suburban neighborhoods with neighborhood and regional business districts.
- Look for long-range development options for gravel pits and mining operations.
- Encourage the most intense and mixed-use development near the Getwell Road interchange.
- Transition residential lot sizes.

PUBLIC SAFETY, HEALTH, & WELFARE

- Encourage the incorporation of essential public services in mixed-use developments.
- Encourage development patterns concentrated on smaller lots in areas without tree cover or in river corridors.
- Encourage the use of energy efficient design.

DEVELOPMENT FRAMEWORK PLAN



NEWTOWN WEST SECTOR

ECONOMIC DEVELOPMENT & JOB CREATION

- Encourage town center style mixed use around the Fogg Road interchange.
- Encourage mixed use industrial, office, and business districts at Star Landing Road and 301.
- Encourage the development of neighborhood commercial districts and hamlets.

INFRASTRUCTURE & FACILITIES

- Provide adequate public and school facilities to accommodate anticipated growth.
- Locate fire and EMS stations in the sector.
- Use access management standards to regulate development form and road function on roads.

COMMUNITY CHARACTER & LAND USE

- Promote districts of commercial development with internal road systems, managing access and design.
- Encourage mixed-use master planned developments.
- Encourage suburban style neighborhoods with support services in the northern part of the sector.
- Encourage intense land uses near the Fogg Road interchange, gradually decreasing intensities.

PUBLIC SAFETY, HEALTH, & WELFARE

- Encourage the incorporation of essential public services in mixed-use developments.
- Promote development patterns concentrated on smaller lots in areas without tree cover or in river corridors.
- Encourage the use of energy efficient design, alternative fuel provisions, and alternative energy sources.

EASTERN CORRIDOR SECTOR

ECONOMIC DEVELOPMENT & JOB CREATION

- Facilitate the development of a research, medical, or educational campus near Highway 178 and 269.
- Encourage town center and neighborhood scale commercial to serve local residents.
- Continue developing workforce training education.
- Identify appropriate sites near Laughter Road for business parks or employment zones.

INFRASTRUCTURE & FACILITIES

- Provide adequate public facilities and school capacity to accommodate anticipated growth.
- Locate fire and EMS stations in the sector.
- Prepare a local thoroughfare plan.
- Use access management standards to regulate development and road function on roads.

COMMUNITY CHARACTER & LAND USE

- Encourage compatible suburban neighborhoods as infill development in the northern part of the sector.
- Establish regional office or research districts.
- Encourage interconnected roadways in and multiple access points to subdivisions.
- Additional recommendations are discussed in the plan.

PUBLIC SAFETY, HEALTH, & WELFARE

- Encourage the incorporation of essential public services in mixed-use and large residential developments.
- Promote development patterns concentrated on smaller lots in areas without tree cover or in river corridors.
- Encourage the use of energy efficient design, alternative fuel provisions, and alternative energy sources.

PLACETYPE GUIDELINES

As part of the planning process, placetypes were considered the “building blocks” of the envisioned future development in the community. Each placetype represents a “snapshot” of typical development within the sectors. County officials, planning staff, and other key stakeholders and agencies, are encouraged to use these guidelines when considering revisions to land use plans and development ordinances. Recommended district, site, and building characteristics for each placetype are discussed in the Stewardship Plan.

NATURAL LANDSCAPES

Primary Land Use
Nature preserve

Secondary Land Use
Passive recreation

Residential Density
< 0.50 du/acre

Non-Residential Intensity
N/A

Average Scale
100 acres

Mix of Uses



Appropriate for:
Newtown West Corridor
Hernando/I-55
Eastern Corridor
River Corridors

- 2% single-family residential
- 95% parks/open space
- 3% ROW/infrastructure

FARMLAND

Primary Land Use
Agriculture, silviculture, animal husbandry

Secondary Land Use
Single-family residential, rural commercial, industrial, civic/institutional

Residential Density
< 0.50 du/acre

Non-Residential Intensity
< 0.10 FAR

Average Scale
500 acres

Mix of Uses



Appropriate for:
Newtown West Corridor
Hernando/I-55
Eastern Corridor
River Corridors

- 5% single-family residential
- 90% parks/open space
- 5% ROW/infrastructure

RURAL RESIDENTIAL

Primary Land Use
Single-family detached

Secondary Land Use
Farming/agriculture

Residential Density
0.50 - 1.0 du/acre

Non-Residential Intensity
< 0.10 FAR

Average Scale
> 10 acres

Mix of Uses



Appropriate for:
Delta
Newtown West Corridor
Hernando/I-55
Eastern Corridor
River Corridors

- 75% single-family residential
- 10% parks/open space
- 15% ROW/infrastructure

VILLAGE

Primary Land Use
Single-family detached

Secondary Land Use
Office, commercial, civic/institutional, industrial, parks, accessory residential attached residential

Residential Density
0.50 - 4.0 du/acre

Non-Residential Intensity
0.20 - 1.0 FAR

Average Scale
125 acres/0.25 mile radius

Mix of Uses



Appropriate for:
River Delta
Newtown West Corridor
Hernando/I-55
Eastern Corridor
River Corridors

- 65% single-family residential
- 5% commercial/office
- 2.5% industrial
- 10% parks/open space
- 15% ROW/infrastructure

CONSERVATION SUBDIVISION

Primary Land Use
Single-family detached, two-family homes

Secondary Land Use
Farming/agriculture

Residential Density
1.0 - 2.0 du/acre

Non-Residential Intensity
N/A

Average Scale
> 10 acres

Mix of Uses



Appropriate for:
Newtown West Corridor
Hernando/I-55
Eastern Corridor
River Corridors

- 25% single-family residential
- 70% parks/open space
- 5% ROW/infrastructure

TRADITIONAL NEIGHBORHOOD

Primary Land Use
Single-family, two- and three-family units

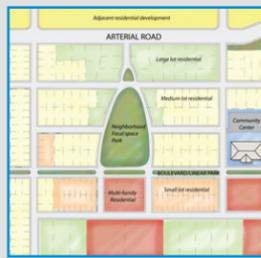
Secondary Land Use
Multi-family residential, commercial, institutional

Residential Density
3.0 - 5.0 du/acre (SF)
8.0 du/acre (MF)

Non-Residential Intensity
0.30 - 0.70 FAR

Average Scale
40+ acres/

Mix of Uses



Appropriate for:
Newtown West Corridor
Hernando/I-55
Eastern Corridor
River Corridors

- 60% single-family residential
- 3% multi-family residential
- 7% commercial and institutional
- 15% parks/open space
- 15% ROW/infrastructure

SUBURBAN NEIGHBORHOOD

Primary Land Use
Single-family detached

Secondary Land Use
Multi-family residential

Residential Density
1.5 - 7.0 du/acre (SF)
12.0 - 15.0 du/acre (MF)

Non-Residential Intensity
N/A

Average Scale
60+ acres

Mix of Uses



Appropriate for:
Newtown West Corridor
Hernando/I-55
Eastern Corridor

- 65% single-family residential
- 5% multi-family residential
- 10% parks/open space
- 20% ROW/infrastructure

MULTI-FAMILY RESIDENTIAL

Primary Land Use
Multi-family residential

Secondary Land Use
Civic/institutional

Residential Density
8.0 - 16.0 du/acre

Non-Residential Intensity
N/A

Average Scale
10+ acres

Mix of Uses



Appropriate for:
Newtown West Corridor
Hernando/I-55
Eastern Corridor

- 70% multi-family
- 10% parks/open space
- 20% ROW/infrastructure

NEIGHBORHOOD COMMERCIAL

Primary Land Use
Commercial/retail, office

Secondary Land Use
Civic/institutional

Residential Density
N/A

Non-Residential Intensity
0.15 - 0.30 FAR

Average Scale
15 acres maximum

Mix of Uses



Appropriate for:
Newtown West Corridor
Hernando/I-55
Eastern Corridor

- 50% commercial
- 10% office
- 5% civic/institutional
- 15% parks/open space
- 15% ROW/infrastructure

HAMLET

Primary Land Use
Commercial

Secondary Land Use
Single-family residential, civic/institutional

Residential Density
Up to 6.0 du/acre

Non-Residential Intensity
0.20 - 1.0 FAR

Average Scale
15 acres

Mix of Uses



Appropriate for:
Delta

- 45% single-family residential
- 25% commercial
- 10% civic/institutional
- 20% ROW/infrastructure

MIXED-USE BUSINESS/TOWN CENTER

Primary Land Use
Commercial, office, multi-family residential

Secondary Land Use
Civic/institutional

Residential Density
6.0 - 12.0 du/acre

Non-Residential Intensity
0.5 - 1.5 FAR

Average Scale
30+ acres

Mix of Uses



Appropriate for:
Newtown West Corridor
Hernando/I-55
Eastern Corridor

- 25% commercial
- 20% office
- 15% multi-family residential
- 5% civic/institutional
- 15% parks/open space
- 20% ROW/infrastructure

INTERSTATE HIGHWAY

Primary Land Use
Commercial, office, research park

Secondary Land Use
Single-family residential, civic/institutional, industrial

Residential Density
6.0 - 8.0 du/acre

Non-Residential Intensity
0.20 - 1.0 FAR

Average Scale
At least 0.25 miles from highway right-of-way

Mix of Uses



Appropriate for:
Areas surrounding highway

- mix varies by location

SPECIAL DISTRICTS/CAMPUS

Primary Land Use
Educational campuses, office parks, industrial complexes, expo centers

Secondary Land Use
Commercial

Residential Density
N/A

Non-Residential Intensity
0.25 - 1.0 FAR

Average Scale
20+ acres

Mix of Uses



Appropriate for:
Newtown West Corridor
Hernando/I-55
Eastern Corridor

- mix varies by primary use and function

CORRIDOR COMMERCIAL

Primary Land Use
Commercial, retail

Secondary Land Use
Office

Residential Density
N/A

Non-Residential Intensity
0.10 - 0.15 FAR (rural)
0.15 - 0.50 (suburban)

Average Scale
20 acres

Mix of Uses



Appropriate for:
Delta
Newtown West Corridor

- retail services
- hospitality services
- institutional uses
- parks

INDUSTRIAL

Primary Land Use
Industrial, warehousing, manufacturing

Secondary Land Use
None

Residential Density
N/A

Non-Residential Intensity
0.10 - 0.20 FAR

Average Scale
20 acres

Mix of Uses



Appropriate for:
Delta
Newtown West Corridor
Hernando/I-55

- manufacturing and agricultural processing



Public Facility Planning

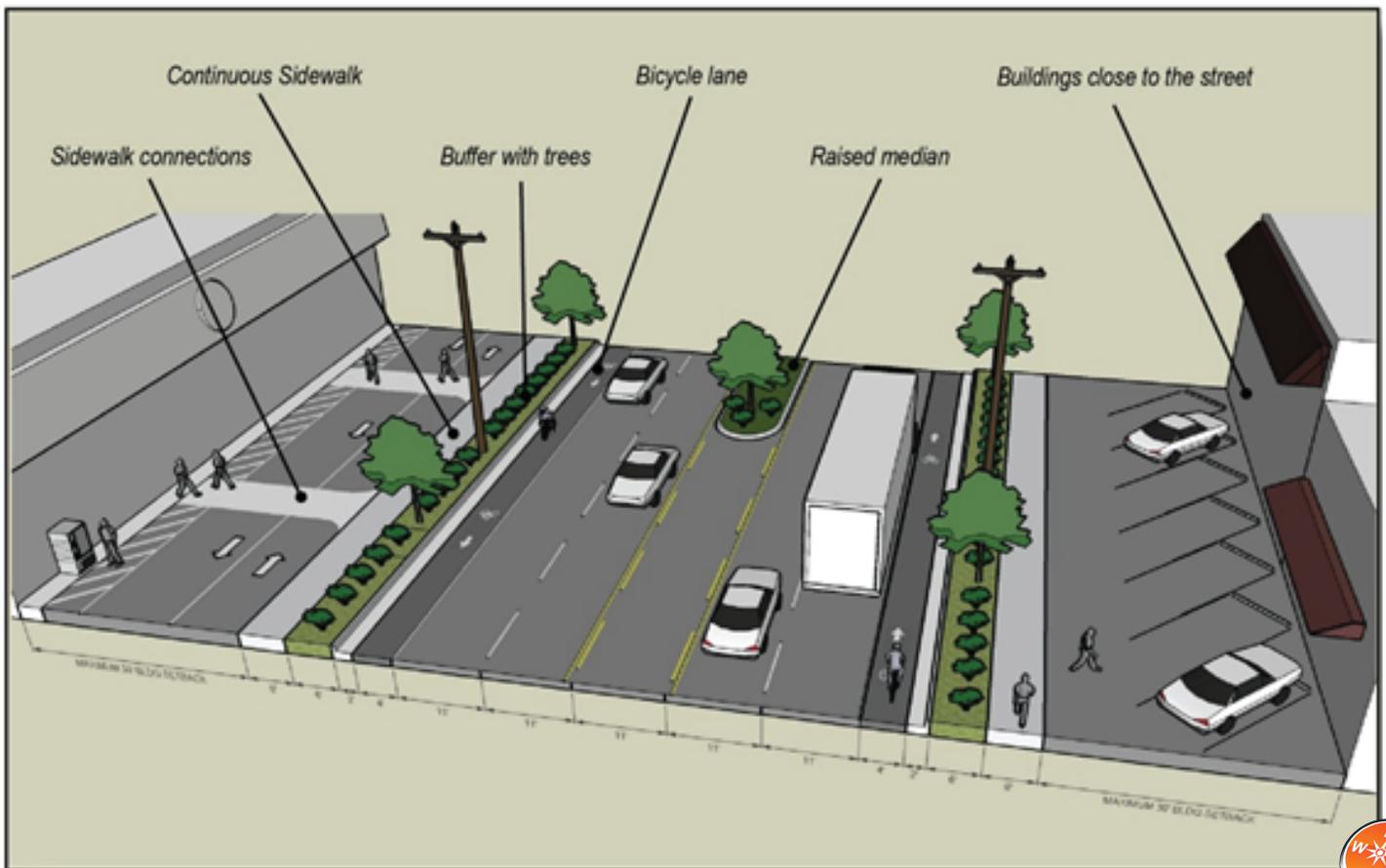
The *Public Facility Planning Guide* provides recommendations to identify future needs for public facilities and their locational requirements. The *Stewardship Plan* does not specify where and what kinds of development are appropriate in specific geographic locations, so this element does not provide specific location recommendations for future public facilities. Rather, it lays the foundation for future facility planning by providing level-of-service standards, locational criteria, and general policies for the expansion of the public facilities and services in order to accommodate potential growth. The *Public Facilities Planning Guide* includes recommendations for:

- Transportation
- Water and Sewer
- Natural Gas
- Power
- Wireless Communications
- Broadband Communications
- Sheriff
- Fire/Rescue
- Schools
- Libraries
- Parks, Open Space, and Recreation

TRANSPORTATION

The transportation system in the study area is framed by three major transportation routes: US 61 on the west, I-55/69 in the middle, and US 78 on the east. The county should consider undertaking the following strategies to improve the efficiency of the transportation system:

1. **Preserve the future transportation corridors and other rights-of-way to reduce future acquisition costs.**
2. **Adopt and monitor transportation levels-of-service standards to expand and improve mobility.**
3. **Develop a more robust street network with inter-connected streets.**
4. **Encourage street spacing in future growth areas.**
5. **Develop connectivity plans and guidelines.**
6. **Create and adopt a set of access management standards.**
7. **Adopt a “Complete Streets” policy for publicly owned and maintained streets.**
8. **Implement the prioritized actions of the *DeSoto County Greenway Master Plan*.**



A Diagram of Complete Street Elements - Source: Gresham Smith

SITE SELECTION GUIDELINES

The following criteria are recommended to guide the location of new water and sewer facilities.

- Encourage new development adjacent to existing lines to tie into the sewer and water systems in the most efficient way possible.
- Gravity sewer lines are preferable, but sewage pumping stations may be needed.
- Sewer lines should correspond to the natural and altered slope of the land.
- When possible, water and sewer lines should follow public rights-of-way.
- Specific engineering will be required for each system expansion.



WATER AND SEWER

Sewer service in the study area is provided by the DeSoto County Regional Utility Authority, while water services within the county are provided by 14 certified, non-municipal water associations. While these services are provided by outside agencies, the county can assist in and guide planning for facility expansion and maintenance to accommodate future growth. The county should consider the following recommendations to guide water and wastewater improvements.

1. **Develop a 10-year water supply work plan for the county.**
2. **Continue the implementation and improvement programs in the DCRUA Master Plan and continue the construction of water and sewer lines to serve growing areas of the county.**
3. **Establish a service expansion policy to determine when, how, where, and who pays for expansion of water and sewer services.**
4. **Developers should be responsible for funding the expansion of sewer and water lines to serve new development.**
5. **Set targeted level-of-service standards for water and sewer.**
6. **DeSoto County should develop procedures and programs to monitor levels-of-service of each water supply, water treatment, and wastewater treatment facility for use by county agencies that issue development permits.**
7. **Consider adopting a fire flow ordinance and maintain the standards established for fire protection flow.**

SITE SELECTION GUIDELINES

The following criteria are recommended to guide the location of new electrical lines and facilities.

- Co-locate electric facilities wherever feasible and appropriate to maximize visual and noise impacts to neighborhoods.
- Avoid environmentally sensitive areas.
- If possible, locate new facilities in areas of commercial or industrial land uses.
- Provide for the appropriate screening and buffering of proposed facilities.



NATURAL GAS AND ELECTRICITY

Natural gas service is provided by Mississippi Valley Gas Company and the City of Olive Branch. Entergy Mississippi, Inc. provides electric services to the majority of the area, while Coahoma EPA and North Central Mississippi EPA serve the remainder. When planning for future development, the county should consider the following recommendations to guide natural gas and electricity facilities.

1. **Encourage coordination with natural gas and electric utility providers and plan for future needs of facilities in conjunction with emerging development designs.**
2. **Promote the joint planning and coordination of public and private natural gas and electric utility agencies.**
3. **Coordinate with natural gas utility providers and Entergy to identify major development sites and to ensure that the necessary infrastructure is in place to provide gas service to support development.**
4. **Construct electricity transmission and distribution lines underground, whenever possible.**
5. **Ensure that adequate acreage of land is available for the expansion of electric lines and facilities.**

COMMUNICATION SERVICES

LOCATION OPPORTUNITIES

The following opportunities are suggested and should be considered as potential locations of future wireless communication facilities as demand occurs.

- Existing towers
- Energy power transmission corridor rights-of-way
- Buildings
- Churches
- Public Sites

The following policies should be used to determine appropriate sites for future facilities.

- Discourage towers in residentially zoned areas and cemeteries.
- Encourage stealth tower design for towers requested in close proximity to residential areas.
- Only consider new locations when co-locating is not an option.



Wireless communications (digital or cell phone services) and broadband services have become increasingly important service for families and businesses. Although wireless communication services are not publicly owned utilities, these in-demand services are becoming more difficult to locate due to land use implications. Additionally, broadband and fiber optics are becoming basic infrastructure requirements for industry. These facilities are sparse throughout the county. Thus, facility planning for future infrastructure is imperative to accommodating growth while meeting demanded levels-of-service. Recommendations the county should consider when participating in the planning for future facilities include:

1. **Encourage the appropriate provision for telecommunications systems in the design of new development.**
2. **Maintain an inventory of tower sites and all existing telecommunication facilities to determine co-location opportunities.**
3. **Coordinate with adjoining localities when telecommunication facilities are proposed near the county boundary.**
4. **Encourage providers to submit their “build-out” coverage grid for the entire county.**
5. **Encourage cooperative efforts between the public and private sectors so that infrastructure costs are shared between the public safety and commercial networks.**
6. **Establish and implement standards and guidelines for new building projects that would ease and help expand internet access.**

SITE SELECTION GUIDELINES

The following criteria are recommended to guide the location of new facilities.

Sheriff Services

- Identify sites with good central access to the local road network in the district they will serve.
- Sites should accommodate approximately 10,000 square feet of operational building space.

Fire and Rescue Services

- Co-locate fire fighting facilities and emergency medical services.
- Locate facilities with easy access to a major arterial or at an intersection of two major arterials.
- A site between 2 and 5 acres is ideal for fire fighting facilities.
- Minimize overlapping response areas.



PUBLIC SAFETY SERVICES

Public safety services (Sheriff services, fire and rescue) contribute to a safe community and desirable quality of life. The DeSoto County Sheriff's Department provides Sheriff services to the county, eradicating criminal activity and other conditions that can have a detrimental impact on public safety. Fire protection and rescue services are provided mostly by volunteer Fire Protection Districts, 10 of which are located within the county. The county and these agencies should consider the following recommendations to guide the future of public safety services.

1. **Establish current and targeted level-of-service standards.**
2. **Prepare long-range plans for operations, personnel, and capital facilities; coordinate with other long-range planning efforts in the county.**
3. **Fire Protection Districts should coordinate planning activities with water associations and private water authorities.**

SITE SELECTION GUIDELINES

SCHOOLS, LIBRARIES, AND RECREATION

The following criteria are recommended to guide the location of new facilities.

- *Sites should be of adequate size to serve target geographic areas and populations.*
- *Sites should be co-located with other education, recreation, or library facilities.*
- *School sites should be selected to provide recreational opportunities and should be located within residential areas and away from major roadways to increase safety.*
- *New library sites should be selected to expand the service area of the library system and be located in close proximity to residential areas, parks, or schools, or be integrated into mixed-use centers.*

Schools, libraries, and parks and recreation facilities contribute to the quality of life experienced by area residents, as well as the draw of an area for economic development and investment. The county and agencies overseeing these services should cooperate and utilize the following recommendations when planning for future facilities and operations.

- 1. Establish current and targeted level-of-service standards.**
- 2. Ensure school capacity is in equilibrium with the expected increase of students.**
- 3. Coordinate the DeSoto County School District Strategic Plan with other long-range planning efforts in the county.**
- 4. Establish agreements for co-location of schools and park facilities, or for public access to recreation facilities on school grounds.**
- 5. Develop and maintain individual park master plans so that the land is efficiently used and needed facilities are provided.**





Implementation Work Program

The culminating piece of the *Stewardship Plan* is the implementation toolbox and recommended work program. The toolbox supports the recommendations and guidelines of the plan by providing additional information on the implementation tools and establishing a work program to guide the early years of implementation.

ANNUAL WORK PROGRAM

Planning Commission and the Board of Supervisors should revisit this work program on an annual basis to identify the projects that can be accommodate under annual budgets and departmental resources. The work program is not a set list but rather a indicator of the projects or actions that could be taken to further the implementation of the recommendations of the Stewardship Plan.

As priorities and availability of resources change it will be important for the Work Program to reflect the attainable goals for the county.



RECOMMENDED INITIAL WORK PROGRAM

This work program is recommended to initiate plan implementation and should be reviewed annually and updated or amended as needed based on current needs and availability of resources.

1. **Prepare collaborative area plans for the Hernando and Eastern Corridor sectors with the county serving as a regional coordinator.**

High Priority: Short-term (Year 1)

Lead Agency: County Planning Commission

2. **Prepare an area plan for the Newtown West and Delta sectors and establish interlocational agreements with the water districts in these sectors.**

Moderate Priority: Short-term

Lead Agency: County Planning Commission

3. **Coordinate with service providers on long-range thoroughfare and facility plans, and 5-year capital improvement plans.**

High Priority: Should coincide with area plans

Lead Agency: County Planning Commission

IMPLEMENTATION TOOLS

The following tools are recommended for the implementation of plan strategies and are discussed in the implementation toolbox. .

- Adequate Public Facilities Policies
- Agricultural Tax Exemption Programs
- Air Quality Management Programs
- Annexation Agreements
- Interlocal Cooperation
- Business Incentive Programs
- Capital Improvement Programs
- Complete Streets Standards
- Connectivity Indices
- Conservation, Cluster, or Open Space Subdivisions
- Coordination
- Development Review Processes
- Development Rights Programs
- Developments of County Significance
- Energy Efficiency Programs
- Fiscal Impact Analysis
- Incubator Programs
- Land Trusts
- Local Food Programs
- Plans (Area or Topical)
- Plans (Comprehensive)
- Standards
- Taxes and Fees
- Workforce Training/Education



4. **Revise development standards to promote appropriate development forms and economic development consistent with this plan.**

High Priority: Short-term (Year 1)

Lead Agency: Board of Supervisors

5. **Establish regular communications between the County Planning Commission and Economic Development Council to coordinate on development sites.**

High Priority: Short-term (Year 1)

Lead Agencies: County Planning Commission
Economic Development Council

6. **Coordinate among agencies doing utility and infrastructure improvements to incorporate communication, power, water, sewer, and transportation facilities in the same easements and bury utilities.**

High Priority: Short-term, following completion of 1 - 3

Lead Agencies: County Planning Commission
Board of Supervisors

7. **Update development review processes and establish special review for developments of county significance.**

Moderate Priority: Secondary to establishing regulations

Lead Agency: County Planning Commission staff

8. **Establish a marketing and branding program for the county and corridor to attract and retain businesses.**

Moderate Priority: Mid-term (Year 3)

Lead Agencies: Economic Development Council
Board of Supervisors

9. **Monitor and update growth in the corridor and consider annual, five-year, and ten-year reviews of the plan and recommendations.**

Moderate Priority: Ongoing monitoring and evaluation

Lead Agency: County Planning Commission





DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

CORRIDOR COMPASS

THE STEWARDSHIP PLAN VISION

STEWARDSHIP COMPASS PREPARED BY



With
Gresham Smith and Partners
Younger Associates
PlaceMatters

OCTOBER 2011

Images: Courtesy of the DeSoto Camera Club.
Cover Image: Melanie Turner.



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*“I-269 will connect Mississippi
to the world.”*

- Mike Lagert
Transportation Commissioner,
Northern District,
Mississippi

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Introduction

DeSoto County is poised to emerge as an economic leader in the Mid South. DeSoto County has all the right ingredients for sustained growth and prosperity as it enters a “new era of discovery”. The challenge for DeSoto County is to not just be an economic leader, but also to grow and develop in such a way that it maintains a quality of life and livability that comes from building great and lasting places.

A quick look at a regional map makes clear that DeSoto County has been receiving a significant share of the growth in the Memphis metropolitan area, and the trends point to even more growth in the coming decades. Much of this has to do with the strategic location of the county in the region, with good transportation access, and with the high quality of life that it provides. Even if the county continues to grow in the future as it has in the past, DeSoto County will change.

But, there is a new “game changer” on the horizon: the construction of a critical portion of the I-69/I-269 International Trade Corridor directly through the center of the county. This link is an important part of the larger I-69 corridor which will ultimately span the entire United States from Mexico to Canada. This major international transportation link puts DeSoto County squarely in the middle of growth that is likely to last for several generations. This single new highway is expected to be an economic engine for the entire region. Remarkably, most of the new interstate, and all of its new DeSoto County interchanges, is occurring along land that is virtually undeveloped. This creates a tremendous opportunity to shape the future, to harness and guide market forces, and to capitalize on the economic prosperity to benefit both the county as a whole as well as individual property owners.

With growth, there is much to be excited about, and much to look forward to – new jobs, new neighborhoods, new schools, new parks, new prosperity, and new opportunities. However, there can also be a dark side to growth. Not all change is good and not all growth guarantees prosperity. The cost of providing services and infrastructure can be greater than the revenue that it generates, creating increased tax burdens on residents and businesses, and potential reduced levels of service. Environmental resources can be damaged or lost. Quality of life can suffer as traffic congestion increases, open space is lost, and housing costs increase. The exact character and elements that made the county attractive to growth can become purely nostalgic. Experience here and in other communities has shown that growth can have negative consequences.

Thus the need for this Stewardship Plan, the purpose of which is to set the stage for ongoing planning and implementation to position the county to maximize the benefits of growth while minimizing potential negative impacts. It proposes to do so in a way that encourages the market to function at its best and respects private property rights.

It is important to recognize the county is developing this plan at a time when communities all over the country are wrestling with a myriad of challenging issues caused by a mix of social, economic, and demographic changes. Our population is aging and becoming more diverse. The days of the ever-expanding suburban pattern of single-family subdivisions and freestanding commercial centers appear to have peaked, at least for the foreseeable future. Now more and more communities are taking a fresh approach to planning for how and where they should grow and develop to become more livable, and how to implement policies that promote long-range quality of life and livability. In the meantime, the impact of the aging baby boomers is just starting to be felt.

In other words, the future has never felt less certain for communities. In the face of this uncertainty, never has it been more important to have a long range, big picture vision for the county, particularly as it relates to this corridor. Unlike many places right now, DeSoto County has the luxury of facing growth prospects. It is incumbent on the county to prepare itself to reap the benefits of growth that so many places would love to see.

This vision is the first step in creating a framework for Stewardship Planning. This vision is organized around a series of guiding principles that will be the touchstones for subsequent planning to occur over the next 8-12 months, and then for ongoing plan implementation. The guiding principles, discussed in further detail below, address:

- The importance of leadership in capitalizing on the 21st Century economy
- Promoting a DeSoto County brand for economic development and community identity
- Establishing DeSoto County as a full and balanced community, not just a bedroom community for the region
- Making great and lasting places in DeSoto County
- Being flexible to allow for market and economic forces to operate over a long period of time
- Providing housing choices for DeSoto County citizens
- Providing transportation choices
- Promoting fiscally responsible growth
- Promoting collaboration among DeSoto County public and semi-public agencies
- Balancing and respecting public values and private rights



Image of the rural heritage of DeSoto County.



Bonne Terre Chapel. Church Road, Nesbit.

PLANNING PROCESS

This vision is the outcome of the first of two phases of immediate planning. It is the result of an eight-month process that included intensive research and analysis, leadership by the DeSoto County Planning Commission, the involvement of key stakeholders and the public, and assistance by county planning staff and consultants. This vision in turn will serve as a guide to a second phase of planning that will culminate in a strategic development master plan for the I-69/I-269 corridor. This plan will set out a framework and strategy for quality and sustainable places with a range of living, working, educating, shopping, recreating, and mobility choices, along with an understanding of tools needed to implement the plan. It will be a comprehensive stewardship plan for the management of the corridor. More specifically, this vision was established using the following process:

- The DeSoto County Planning Commission was designated as a steering committee with responsibility for overseeing the planning process, county professional planning staff, and consultants (the Planning Team).
- A public open house was conducted that validated the guiding principles developed in concert with the DeSoto County Planning Commission. The open house attracted approximately 180 people from all walks of life.
- The planning commission engaged in early and ongoing education, research and analysis, and visioning.
- Research was conducted on “best planning practices” from around the country in communities and regions facing similar circumstances and issues as those facing DeSoto County.
- Key stakeholders were consulted in small group and individual interviews. These included representatives of local municipalities, economic development interests, county elected and appointed leaders, regional planning organizations, and local land owners.
- The planning commission engaged in an extensive visioning session that incorporated both quantitative and qualitative elements, including a written survey of development preferences, a visual preference exercise that resulted in a scoring of various visual development examples, and small group discussions that fleshed out their vision in narrative form.
- Research and analysis consisted of extensive study of the economic and physical forces and trends shaping county growth. These included reports on People and the Market that focused on local, regional, and national economic and demographic factors, and the Built and Natural Environment that focused on natural and man-made constraints and opportunities.
- A stakeholder workshop was held to test, validate, and refine the guiding principles through a similar visioning process. Over 80 individuals participated.
- The planning commission reviewed and approved this vision.



PLANNING AREAS

The planning commission included several planning themes or topical areas to address in the plan as part of the request for proposals. The planning commission recognized the importance of these themes in creating a plan that represented local values about how the corridor and the development within it could be addressed. Those themes include:

- Community Design
- Economic Development
- Transportation
- Telecommunications
- Planning Practices
- Finance
- Environment/Green Infrastructure
- Rural Character
- Energy and Utilities
- Public Facilities
- Regional Planning



FOCUS OF THE PLANNING EFFORT

The Corridor Compass is ultimately a statement for the future of the DeSoto I-69/I-269 Corridor that embodies local values and expresses the goals for the community regarding the development and stewardship of the land and services within the corridor. There are many stakeholders in this process: the land owners and residents of the county and corridor; the service providers; elected and appointed officials; and regional and state agencies—all of which have influence over and are impacted by the activity in the corridor. The planning team conducted outreach to these groups in a number of different ways to identify community values, which were used to establish the guiding principles and ultimately support the creation of future scenarios.

The planning commission established themes or topics that were important to address in the plan and planning process. These themes served as a basis for the guiding principles presented in this document. In their preliminary form these statements influenced the design of the planning process and helped target the stakeholders to include in the process. The magnitude and diversity of the stakeholders involved in the corridor required a diverse yet targeted approach. Early in the process, the planning team conducted interviews with stakeholders ranging from leaders in the educational system, economic development representatives, and utility and service providers. These discussions revealed local concerns, opportunities, and challenges in key areas as well as revealed the overall desire for greater coordination between agencies and recognition of the benefits of forward thinking and advanced planning to manage the future of the corridor.

The planning team used the framework of “planning areas” to conduct targeted research of the results, of which we summarize in the following section of the document. The research focused on economic and demographic trends and influences as well as an assessment of the built and natural environment to take stock of what resources, attributes and trends the corridor includes. The key findings and the preliminary guiding principles were presented to the public at an open house on June 2, 2011. The attendees expressed general support for the guiding principles and the desire to remain active in the planning process. While the “planning areas” and the “guiding principles” generally state thematic direction for the plan, they do not fully express what these topics mean in the corridor. The stakeholder input was used to build the understanding of these themes in unique local perspective. The results are summarized in the Local Values section of this document.

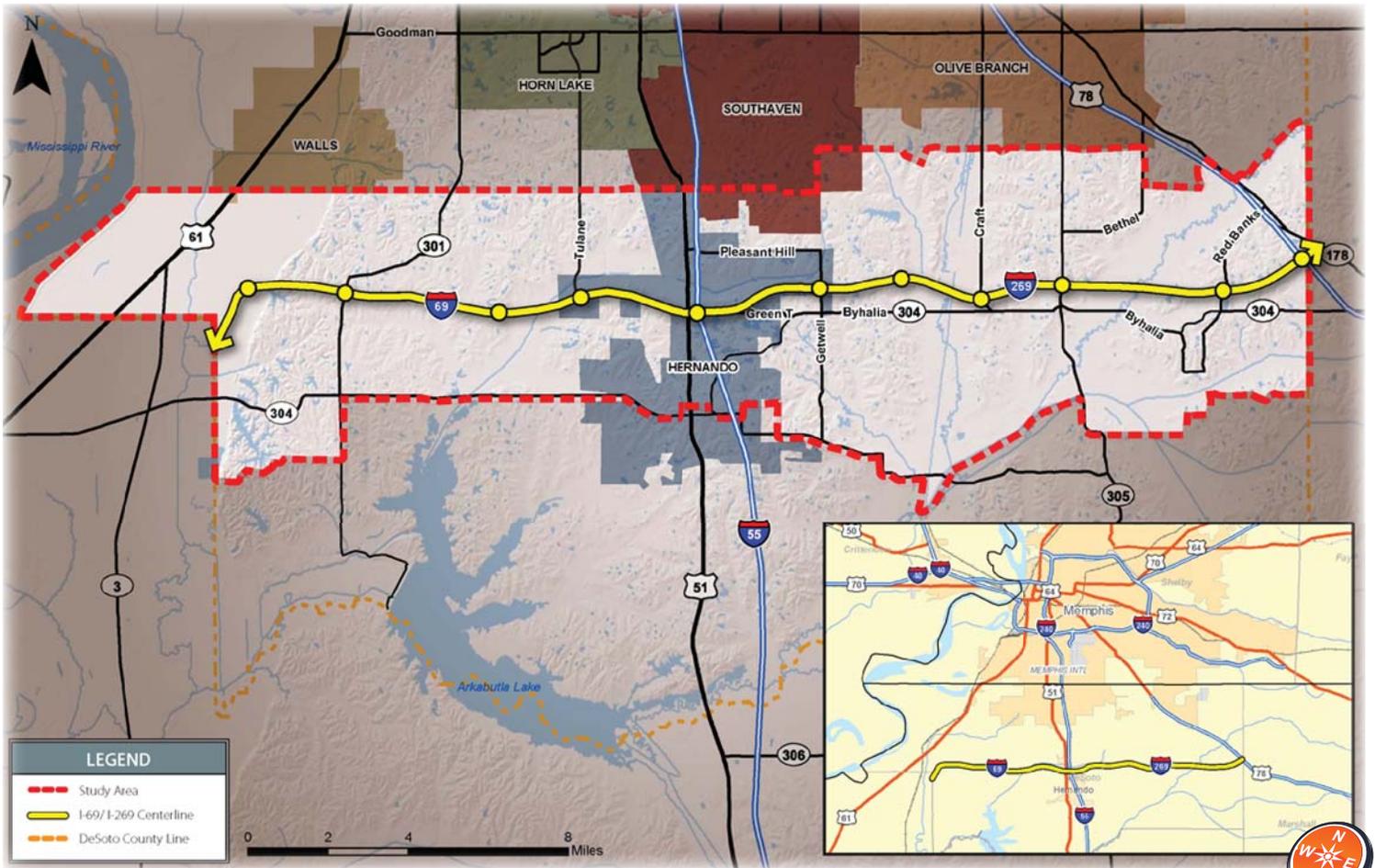


Trends and Findings

As a starting point it is first necessary to understand the forces and trends that are shaping the DeSoto community. There are two major drivers that typically determine the nature of growth and development. The first driver is the physical nature of the area. The physical features in turn can be divided into natural (such as floodplains, water resources, slopes, and wetlands) and man-made (such as transportation, wastewater disposal, water, energy, and telecommunications). The second driver is the mix of economic, market, and demographic features that are at play. Each of these topics is analyzed in detail in the Built and Natural Environment and the People & the Market Background Reports, as summarized below.

BUILT AND NATURAL ENVIRONMENT

The study area for this plan includes the geographic area within 2 miles north and south of the I-69/I-269 highway alignment for the width of the county encompassing about 120 square miles. In the western half of the study area the new interstate highway is complete, although development has not yet begun along it or at its interchanges. In the eastern half of the study area, the interstate is not yet under construction, although right-of-way is being acquired. The opportunities and challenges inherent in the built and natural environment of the study area include significant natural resources, abundant developable land, good natural water supply, good regional transportation access, which will become even better as I-69/I-269 is completed, and the makings of a good infrastructure framework for development. However, the area faces certain physical challenges, including natural resources and farmland that could be threatened by new growth and development, and a need for expanded infrastructure and community services to support growth as it occurs.



Map 1: Study Area



Intake tower at Arkabutla Dam.



Local field during fall harvest.

Land Use. The study area is rich in natural and agricultural resources, with the vast majority of land in the study area undeveloped or in agricultural use. Just over 1% of the land is developed, and that land is focused around the city of Hernando and along I-55. Over 40% of the area is covered by forests and other natural cover, while cropland and pastures take up almost 50% of the area. Much of this agricultural land is located in floodplains or other land that follows water bodies. The rest of the land is either in wetlands or open water.

Clearly there is abundant developable land available in the study area. The county has the opportunity to both accommodate growth and development and to preserve natural resources and open space that contribute to quality of life valued by county residents.

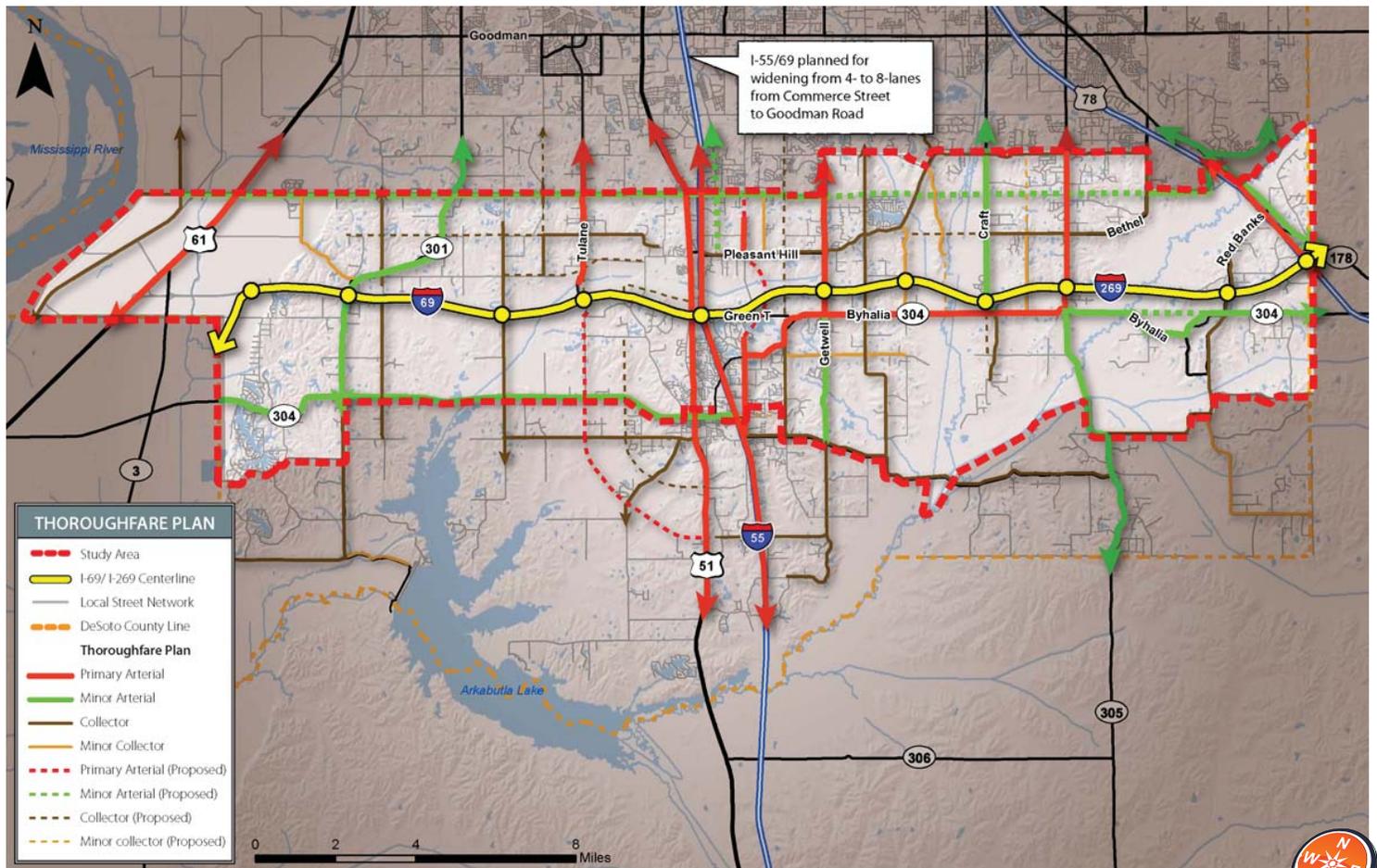
Infrastructure. Growth is also influenced heavily by existing and planned infrastructure, including transportation, wastewater disposal, water, energy, and telecommunications.

The current road system consists mainly of a series of rural arterial roads that intersect the existing and planned highway at interchanges – not an unusual situation in a rural area, and one that gives flexibility to plan as the area grows and develops. A more extensive system of connected local streets will obviously be needed as growth unfolds. In particular, a more extensive system of east-west roads will be needed so as not to place an over-reliance on the interstate corridor itself as the sole means of travel. When new transportation corridors are planned, provisions should be made for the reservation of rights-of-way as development occurs. In addition, it will be

important for road improvements to be planned with multi-jurisdictional coordination, since there are a mix of local, state, and federal roads involved.

Modes of transportation other than the automobile are not currently provided for, again not surprising given the rural, undeveloped character of the area. However, consideration should be given to providing pedestrian, bicycle, and possibly even transit into the system as growth occurs.

Having an adequate system for the collection, transport, and treatment of wastewater is a fundamental requirement of growth and development. Sewer service is provided in the study area by the DeSoto County Regional Utility Authority (DCRUA). DCRUA functions as a wholesaler, meaning that it contracts with local entities who provide service



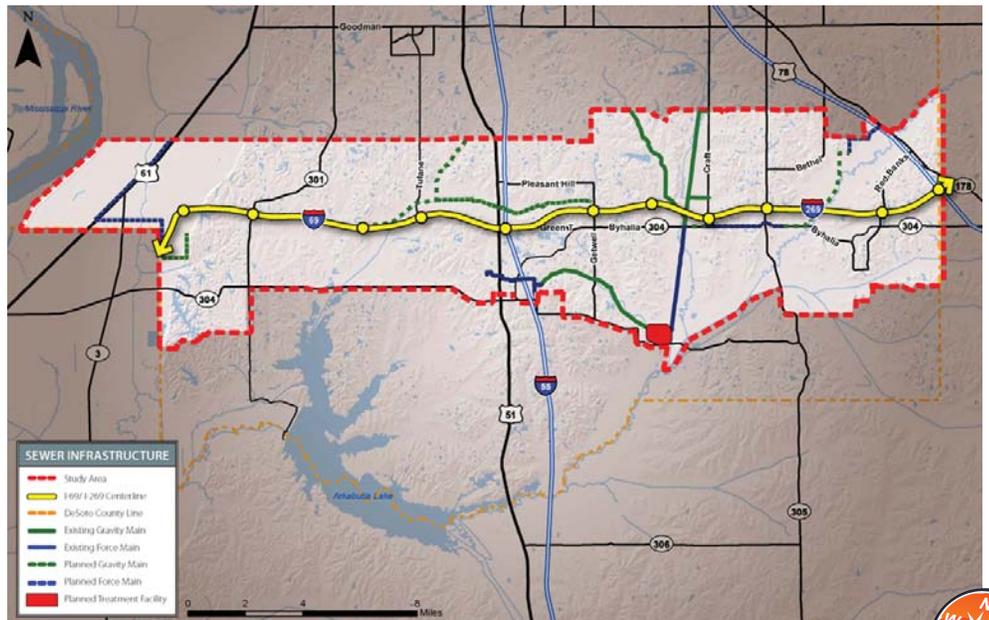
Map 2: Infrastructure

to individual users. Currently the eastern portion of the study area (where the interstate does not yet exist) has good sewer service, while in the western half of the study area, DCRUA just recently dedicated the expansion of infrastructure. DCRUA is in the process of updating its master plan, providing an excellent opportunity for coordination with this planning effort.

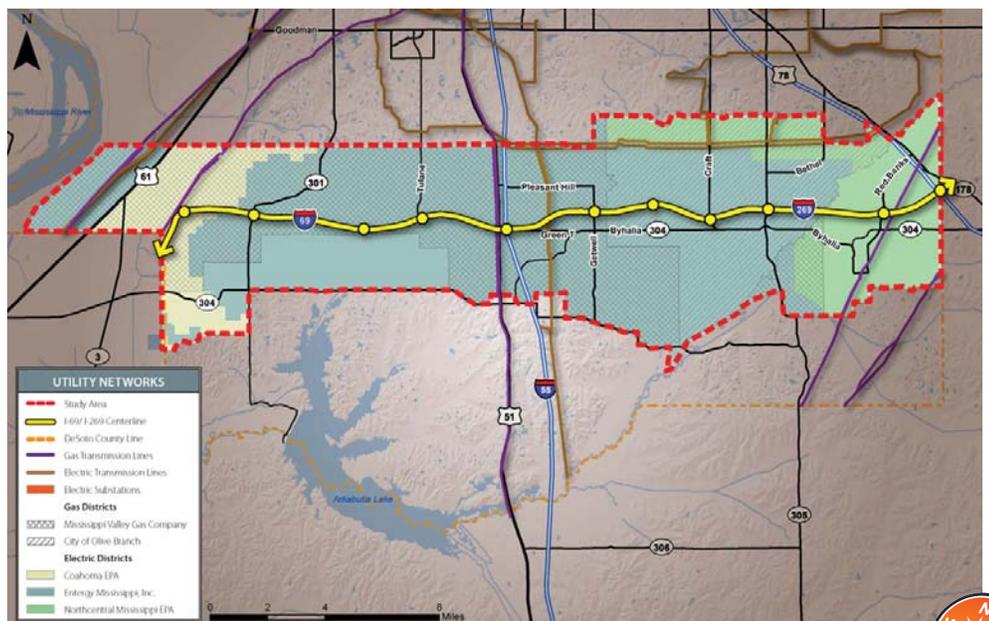
Potable water is currently provided through a multitude of small water authorities that access several aquifers through wells. The study area is rich in water resources, but at the current time it lacks the infrastructure and pressure to support substantial new development.

Most of the electricity for the study area is provided by Entergy Mississippi, Inc. Entergy views this corridor as the most important growth engine in their service area. Entergy is planning expansions of its distribution network to serve new growth in the area. The Tennessee Valley Authority also is a provider in the study area, along with a few co-ops.

Schools. Schools are a critical part of any growth plan. The DeSoto County School District has over 32,000 students housed in eight high schools, eight middle-schools, twenty-two elementary-schools, a technical school and one alternative school facilities. The school district recently went through a period of constructing schools at a rapid rate – the school district has built 15 new schools over the past seven years. Three of the new high schools, three new middle schools, and seven elementary schools are located within the corridor study area. Most of those schools are clustered in and around Hernando, with few schools elsewhere in the study area.

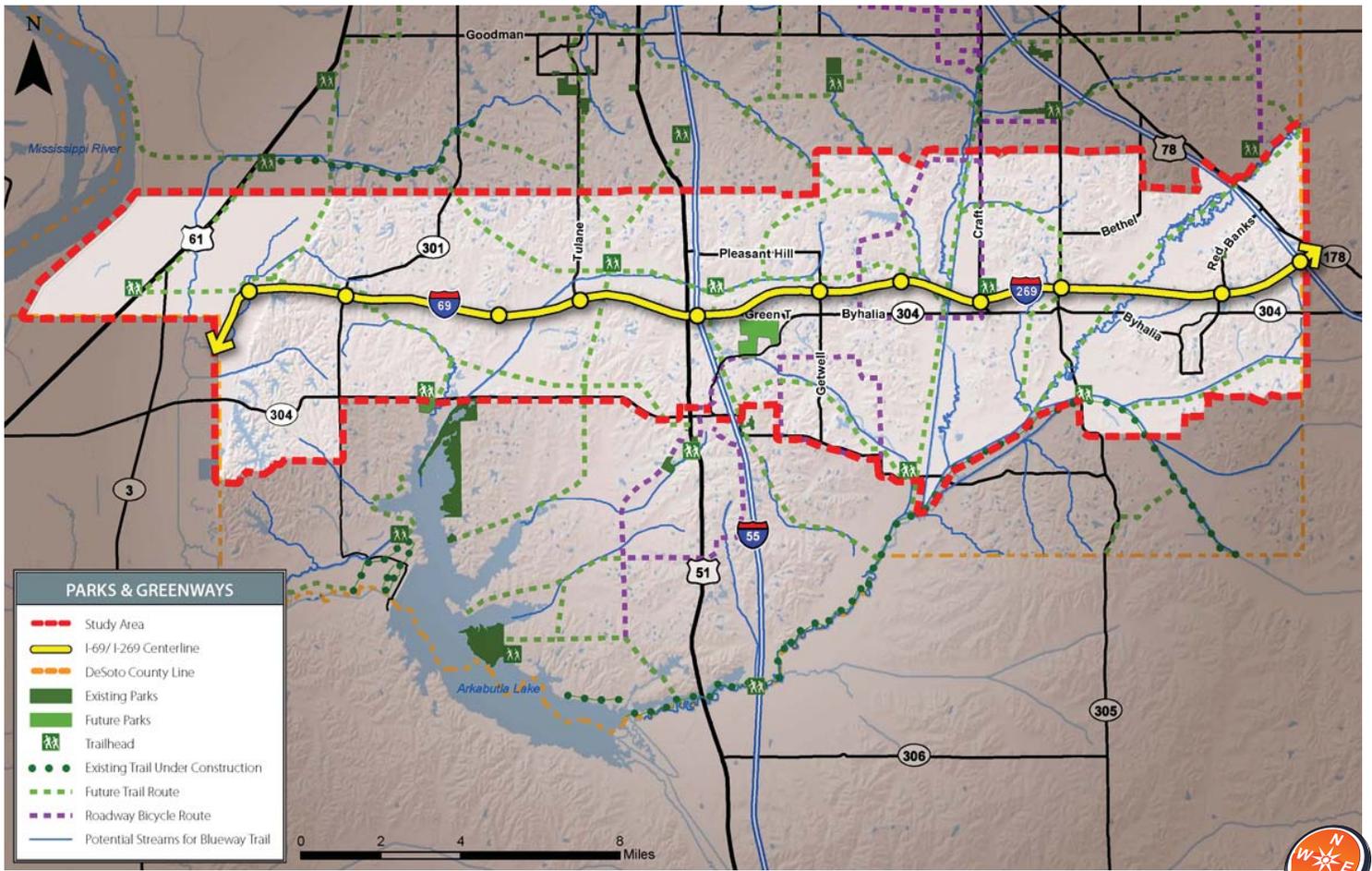


Map 3: Wastewater Systems



Map 4: Electricity Districts





Map 5: Greenway Master Plan



Parks and Greenways. Much like schools, having good access to parks and greenways is an important contributor to the quality of life. Parks and greenways provide places for recreation and civic and social gathering. Greenways connect communities and places and provide opportunities for transportation. There are no parks or greenways within the study area. The two largest parks within a short drive away are the Arkabutla State Waterfowl Refuge and Hernando Point Recreation Area, both located in the southwest portion of DeSoto County. The *DeSoto County Greenway Master Plan*, updated in 2010, creates numerous opportunities for future parks and a robust interconnected network of greenways and trails.



PEOPLE AND THE MARKET

DeSoto County will likely continue to gain population in the coming decades. As one of the fastest growing counties in the United States, the county, and in particular the I-69/I-269 Corridor, are anticipated to experience high demand for new housing and jobs through at least the next several decades. High quality of life statistics, such as high median household incomes, access to rural and natural areas, high-quality K-12 schools, and relatively low tax rates, suggest that the county will continue to experience population growth. These factors are making DeSoto County one of the most attractive places to live in the Memphis region, and as a result, DeSoto County is attracting a notable share of the in-region migration.

National trends suggest that future demand for housing will include smaller housing units than what were built in the 2000's, and the generational differ-

ences in family structure have shifted preferences for housing choices. These emerging demographic sectors create demand for different kinds of housing options other than the typical single-family home. Opportunities to provide more housing diversity will position the county to accommodate young professionals and empty-nest couples as well as the more traditional families with children of school age.

The significant number of DeSoto County residents that are traveling outside the county for employment on a daily basis is an indicator that the county is currently an attractive place to live, but has not yet struck a jobs-to-housing balance. The county's residents are relatively affluent and well educated compared to other regions. However, many of the higher paying jobs held by affluent residents are located in other jurisdictions. This is a major concern for the county, because a balanced local economy depends on a good balance of employment and residence.



Natural areas are a valuable local asset that contribute to quality of life.



Developments that incorporate open spaces may be a way to maintain rural character while accommodating growth.

Figure 1: Decennial U.S. Census Population Counts

	1980	1990	2000	2010
USA	226,545,805	248,709,873	281,421,906	308,745,538
MISSISSIPPI	2,520,638	2,573,216	2,844,658	2,967,297
DeSoto Co.	53,930	67,910	107,199	161,252
Shelby Co.	777,113	826,330	897,472	927,644
Memphis	646,356	660,536	650,100	646,889
Fayette Co.	25,305	25,559	28,806	38,413
Tipton Co.	32,930	37,568	51,271	61,081
Crittenden Co.	49,499	49,939	50,866	50,902

Source: U.S. Census Bureau

Figure 2: Memphis MSA Population Projections

	2010	2015	2020	2025
Memphis MSA	1,316,100	1,329,379	1,353,457	1,401,079
Fayette Co.	38,414	47,925	54,051	51,901
DeSoto Co.	161,252	196,459	219,151	240,491

Source: University of Tennessee, University of Mississippi, University of Arkansas

The completion of I-69/I-269 through the county will add an additional corridor to the region's transportation network as well as creating international transportation opportunities. This, in combination with the Aerotropolis efforts underway at the Memphis International Airport, will further increase the region's logistical advantages. The established economic base in DeSoto County reflects the Memphis Region's historical strengths in transportation and logistics due to the confluence of infrastructure (river, rail, road, air) in a central location in the Mid South. Within this logistics-based economy, many industry sectors require highly skilled employees. The county should pursue opportunities to capture these types of high-quality businesses to increase the county's employment base.

Education is an essential cog in the county's ability to attract a diversified and robust employment base. Education levels in DeSoto County currently exceed those for Mississippi as a whole, yet they are below the U.S. average. Most of the occupations in demand by emerging North Mississippi employers require

education beyond the high school level. There are 20 postsecondary education institutions within 50 miles of DeSoto County and the county itself has a high-performing K-12 public system. Partnering with local educational institutions to prepare local populations for the types of jobs available will improve the earning potential for local residents and make the county more attractive to businesses looking to locate in the region.

Finally, all of the advantages and opportunities discussed above position DeSoto County to become a leader in the regional and statewide economic development efforts. Currently, there are a number of agencies and chambers of commerce with economic development directives and targeted industries; however, not all of them are specifically targeted and focused on a unique DeSoto County niche. The county should continue positioning itself to capitalize on its assets, and become a strong voice in local and regional economic development activities.



The Memphis Airport is the hub of the region's Aerotropolis concept.



Northwest Mississippi Community College.



Daily Commute Pattern



DeSoto County

Total Daily Incommuters - 32,545 • Total Daily Outcommuters - 52,647

222	▲	3821	▲	460	▲	108	▲	396	▲	72	▲	18913	▲
▲	134	▼	70	▼	1799	▼	458	▼	2276	▼	89	▼	7589
Crittenden Co.	Tunica Co.	Tate Co.	Panola Co.	Marshall Co.	Fayette Co.	Shelby Co.							

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Lessons Learned

It is important to learn from the experiences of other regions facing similar circumstances. This knowledge supplements the understanding of the forces and trends shaping DeSoto County and the understanding of local values for growth and development.

The planning team looked closely at the experiences of seven different communities and regions around the country in order to understand how different approaches have worked. These case studies are described in detail in the Case Studies and Lessons Learned Background Report, and include Johnson County, Kansas; Kansas City Metro Area; Williamson County, Tennessee; Research Triangle, North Carolina; Aurora, Colorado; Bradley County, Tennessee; and Beaufort County, South Carolina.

These communities were selected for several reasons – some were experiencing “game changing” developments, such as the new Volkswagen and Walker Chemie plants impacting Bradley County; some were facing similar growth pressures from a growing metro area, such as Johnson County; and some had a long track record of successful economic development branding, such as the Research Triangle.

Taken together, there is much to be learned by DeSoto County. These lessons show how communities can become great places – successful, desirable, and attractive places where people want to live and visit, and where quality businesses want to locate.

ECONOMIC LESSONS

In the previous two decades, DeSoto County has established a reputation as a desirable place to live within the Memphis Region, drawing significant in-region migration and capturing a percentage of the regional growth because of the presence of a high quality of life in a semi-rural small town environment. While residential growth was rapid during the housing boom, the county’s residential growth has outpaced the job growth. County leaders recognize the importance of revenue-generating businesses and jobs to maintain high-quality infrastructure and public services like schools and safety services. The county has been making progress cap-

T H E M E S

The case studies were selected for their similarities in regional context, growth, and opportunities and challenges. The common lesson themes which emerged from this research include:

- Economic Approaches
- Transportation Approaches
- Physical Planning Approaches
- Planning Strategy Approaches





Compact development through infill development and intensification of existing areas, and increased mobility through the integration of transit are future goals for the Research Triangle Park. Image courtesy of the Research Triangle Park.

turing more job growth, but attraction of more high-wage jobs and businesses is still desired. The planning team examined the economic development efforts of communities with parallel situations to DeSoto County to identify key elements to their success and/or failure in attracting quality business development that supports the high quality of life essential to DeSoto's character. These lessons include:

Focus Economic Efforts. Many successful economic development efforts are focused on the expansion, retention, and attraction of targeted economic sectors or industry clusters. In some instances these targeted industries are focused in a specific location such as along a corridor or within a business park, but other successful target industry efforts have been much more regional in nature, less focused on a specific location and instead focused on similar activities and synergistic relationships. In either case,

these successful communities all reflect concentrated efforts focused on the economic development of several key target industries, rather than broad efforts aimed at all kinds of industries and jobs.

Build on and Enhance Existing Strengths. Existing assets and local competitive advantages should be built on, to further community economic development efforts and build great places. These assets and competitive advantages might include factors such as a unique location, infrastructure improvements, or workforce skills. Many communities have found ways to utilize existing assets as a means to pioneer the creation of new jobs and additional investment in related but new areas. This can be done by tapping into the momentum of existing industries, and encouraging innovation and the formation of new partnerships and spin-offs, rather than trying to start from scratch with new economic development initiatives.

Build a Strong Economic Brand. As competition for jobs and employers increases nationally and internationally, it is becoming increasingly important for economic development efforts to stand out as strong and unique. Strong branding and marketing of targeted industry initiatives helps to enhance the profile of a community/region, and that the reputation and identity of an area plays a significant role in its ability to retain and attract workers and employers.

Quality of Place Matters. As national and international competition for jobs and employers increase, an area's attractiveness as a great, quality place to reside for prospective companies and employees and families is critical. Technology allows many companies and employees to work remotely from various locations, which adds more choice and flexibility in residential location than several decades ago. Individuals have the freedom to live in a different region or city than where they work without regular travel. High quality of life attributes such as parks and recreation facilities, transportation and housing options, educational and health care facilities, and other factors are playing an increasing role in employment-related decision-making. Communities that are committed to ensuring quality of life and place now and in the future are most likely to be successful in attracting and retaining employers and workers.

Collaborate with Educational Institutions. Educational institutions are a primary driver of economic success. In some locations, collaboration with educational institutions has led to spin-off jobs, and educational institutions continue to be a main driver in intellectual attraction for various industries. In other communities gaps in the skills of the local workforce were reduced through partnerships with area educational institutions. In either case, partnerships and collaboration with various levels and types of educational institutions (e.g., high schools, junior colleges, universities, online courses, etc.) help to enhance economic opportunities.

TRANSPORTATION LESSONS

The majority of the I-69/I-269 study area is undeveloped and rural. The existing transportation infrastructure is limited to widespread county roads for local access, and limited access highways for regional movement. The county currently has policies that encourage right-of-way acquisition and road design for 5-lane major collectors or arterial roads, and encourage intersection on a grid pattern every one-mile. However, there is no significant strategy for the design and construction of local roads and connections or alternative transportation options as the land in the corridor develops. Transition from a rural development pattern to a more developed area will require a higher-level transportation network to allow movement and access to the expanding places within the corridor. The planning team examined successful transportation strategies and their outcomes from regions that experienced development from a rural environment to a more intensely developed community. The lessons learned include:

Plan for Mobility. A long-term vision and coordinated planning is needed to create multi-modal transportation choices. Transportation planning that looks a generation ahead to address the long-term mobility needs and desires of the future and address the movement of people, goods, and information is an essential component for transportation systems that are flexible. Successful communities incorporate a vision for the future transportation network through documentation and details in adopted plans to guide decision-making and address how various modes will be incorporated into already developed and newly developing areas. An incremental approach to implementing these transportation and infrastructure improvements is often necessary due to funding and other constraints, but commitment to achieving the long-term vision remains at the forefront of decision-making.

Plan for Connectivity and Flexibility. Planning for connectivity and flexibility in the transportation system is important in improving the mobility options as a community changes and grows. For example, as communities experience congestion on roadways, alternative modes such as transit systems and bicycle networks increase flexibility and options for residents. Likewise, as populations age, transportation mode preferences will also likely change. Connections are important both for the single modes (e.g., connected sidewalks improve pedestrian mobility) as well as between modes (e.g., park and ride options for motorists who want to drive to transit stops). Ultimately, planning for a connected, flexible, and multi-modal transportation system will enhance the mobility of people and goods throughout the community.

Coordinate Land Use Plans and Transportation Plans. Early planning for multiple modes of transportation as an area develops is generally much easier than trying to integrate a new transportation system into an already developed area. Coordinating long-term transportation plans with future land use and development plans allows for improved connectivity and increased efficiencies.



There is a place in the transportation network hierarchy for the maintenance of rural character roadways as well as the integration of higher capacity roadways and alternative transportation options.

PHYSICAL PLANNING LESSONS

DeSoto County has many unique physical features that give it a character and identity, making it distinct from other places, features which can be built on and enhanced through the physical planning for the future to help manage growth. The planning team examined other growing counties in larger metropolitan regions similar to the Memphis/DeSoto County relationship to identify significant practices that DeSoto could incorporate into the physical planning process for the corridor. The lessons learned include:

Coordinate with Other Jurisdictions.

Development trends play out at a regional scale, often irrespective of community boundaries. Multi-jurisdictional coordination on future growth areas, community boundaries, land uses, development patterns, and protection of environmental resources can help ensure that local actions do not result in unintended impacts on other communities or the region. Practices that include coordination without giving up local autonomy and responsibility should be explored and considered.

Set the Quality Bar High. Successful communities establish high standards for the quality, location, and timing of new development. These communities understand that “setting the bar high” for the quality and type of development will result in great places that are marketable for economic development purposes, more desirable to residents and visitors, and will likely endure a longer lifespan than developments of lesser quality. These communities have also shown that setting the bar high has not stalled development activity, but rather has helped concentrate investments and increased probability for long-term success.

Plan for the Cost of Growth. Fast growing communities are generally open and accommodating to new growth and development, and their experiences show that the cost of providing services

must be planned. Not all growth pays for itself – varied types, mixes, patterns, and quality of growth can make a difference in whether local government can provide public services and facilities in a fiscally sustainable manner. As high-growth communities struggle with the challenges of maintaining expected levels of community services and infrastructure improvements, they now underscore the need to fully understand and plan for the long-term costs associated with development, and to periodically revisit and adjust these cost estimates as communities change.

PLANNING STRATEGY LESSONS

As communities become more populated and developed the demands on them to provide services and development controls intensify. Counties with larger populations and rapid growth tend to employ more coordinated and complex planning strategies to maximize efficiency. DeSoto County is facing a magnitude of development which will place them above the threshold where more coordinated planning is used. The county’s population increased by over 100,000 residents in the last 20 years and is anticipated to continue growing at a rapid rate. As the county experiences continued growth in the coming decades there will be more demands placed on the planning and services provided. The planning team examined other communities at different levels of building out and identified strategies that helped them to succeed. The lessons learned include:

Engage in the Region. There are many things that can happen outside the community but within the region that impact local issues. Decisions about regional investment, infrastructure, and natural resources can have profound impacts at the local level. Regional planning can occur on several different levels, ranging from formal projects and agreements to informal coordination and communication. In either case, coordinated regional planning efforts have involved various

levels of government including regional organizations, counties, municipalities, as well as chambers of commerce and other key stakeholders. Efforts such as joint plans and studies, intergovernmental agreements, and partnerships help to formalize efforts and ensure adherence and implementation, whereas other less formal coordination of development review processes and other routine staff-level efforts help to build relationships and maintain consistency throughout the region. In any case, it is critical that local voices are heard at the regional level.

Link Land Use Planning with Capital Facilities Planning. By coordinating plans for capital improvements and providing services with the timing and location of desired growth, communities have been able to encourage growth in appropriate areas in order to conserve rural character and maximize resources. Also, capital improvement and service planning on both a short-term and a long-term basis allows the communities to leverage often limited resources for capital improvements and services and closely align public investments with community needs and development objectives. Linking land use and capital improvement planning allows for a more comprehensive growth management policy leading to more concrete fiscal sustainability practices.





Guiding Principles

After careful and systematic consideration of the constraints and opportunities posed by the physical layout of the area, of economic and demographic forces and trends at play, of local community values, and of lessons learned in other regions, the steering committee worked with the planning team to create a series of guiding principles. These guiding principles are a working framework for planning. They set the “compass” for subsequent and ongoing planning, first as an immediate second phase of this Stewardship Plan, and in the longer term through long-term comprehensive planning, land use planning, capital improvement planning, and others, all matched with appropriate implementation tools to carry out the plans.

The general vision for the corridor is expressed through the following 10 thematic guiding principles:

1. **Establishing Leadership for the 21st Century economy.**
2. **Establishing a Recognizable Brand.**
3. **Creating a Balanced Community.**
4. **Making Great Places.**
5. **Accounting for Flexibility and Adaptability in the Plan.**
6. **Allowing for Housing Choices.**
7. **Accommodating a Range of Transportation Modes.**
8. **Continued Fiscal Responsibility.**
9. **Collaborating with Public and Private Partners.**
10. **Balancing Local Values.**

THE VISION

DeSoto County has an opportunity and an obligation to influence how it grows and to position itself to take advantage of the changes that are coming. The Stewardship Plan is the first step in doing so. The guiding principles set out a vision of sustained economic prosperity; great and lasting places for people to live, work, learn, shop, and recreate; a lifetime of high-quality housing and transportation choices; and coordinated and fiscally responsible local government, all of which reflect the local values of DeSoto County residents.

1. LEADERSHIP FOR THE 21ST CENTURY ECONOMY.

The Stewardship Plan will set the stage for DeSoto County to lead the effort to enhance and facilitate compatible, sustainable, livable, quality places of the 21st Century through positive aesthetics and economic development opportunities specific to the I-69/I-269 international trade corridor.

DeSoto County will be a national leader in the 21st century economy. The future will be embraced and accommodated to allow future generations to live fulfilling and productive lives in an environment that capitalizes on local assets and builds business relationships with global partners. The county will be an attractive place to live and do business. To accomplish this the county cannot just dream big, it will require the effort of local public and private leaders to shape the future.

DeSoto County has benefited from strong leadership – it is already perceived as being a desirable place to live and work, as evidenced by the substantial growth that it experienced in recent years. That is a credit to local leadership. With the completion of the I-69/I-269 Corridor, that growth pressure is likely to rise to another level, and so the economic leadership must also keep pace. County elected leaders, appointed leaders, economic development leaders, education leaders, municipal leaders, service and facility provider leaders, private sector leaders, regional leaders, and state leaders must act in concert to capitalize on the unique 21st Century opportunities being generated by this major national transportation infrastructure.

While this plan is being lead by the DeSoto County government, it is important to recognize the county government is just one of a myriad of entities from which leadership is needed. The changes that are likely to come will be fueled by the private market: the leadership role of county government as a planner, facilitator, enabler, service and facility provider, and coordinator should be carefully thought through and crafted.

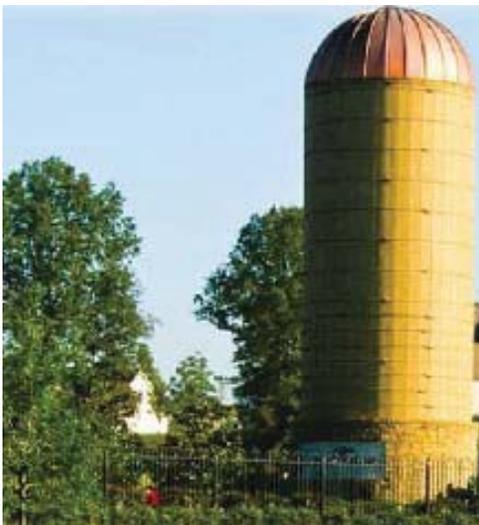


2. RECOGNIZABLE BRAND.

The plan will set the foundation for a recognizable and marketable brand for DeSoto County and the I-69/I-269 Corridor, to sustain economic development, and a community identity.

A recognizable brand is the product of a well-defined community identity and future vision, portrayed to the world. This is about more than a logo and a slogan. It is about an environment which embodies the “brand.” The establishment of this vision and guiding principles is the first step in the county stating what it desires for the future. The next steps will be implementation of the vision coordinated with an external branding and marketing strategy to targeted industries and individuals to partner in the achievement of the vision.

Many places that have been successful in capitalizing on economic opportunities and thriving over extended periods of time have established a successful brand and image. For example, a generation ago the Research Triangle area in North Carolina was not unlike northern Mississippi. Now it is internationally recognized as an economic leader, and is one of the few places that has not suffered greatly from the economic downturn. However, the brand and image evolved out of the efforts and innovation that took place in this region. The two elements have to be intertwined for success. As planning and economic development efforts take off in DeSoto County, local branding and image should be an important part of the thought process.



In the future, what will DeSoto County be known for? There are things that DeSoto County has that other communities do not. Part of a recognizable brand is establishing positive assets and goals and working toward maintaining or creating that brand through various outlets.

Community gatherings and exposure to the arts contribute to a balanced community.



Larger lot rural estates, should be balanced with. . .

3. BALANCED COMMUNITY.

The plan will promote a balance of mutually supportive uses, ranging from denser mixed use to rural preservation. It will facilitate the creation of places where people can live their entire lives with ample residential, educational, employment, shopping, and recreational opportunities.

New growth in DeSoto County has been heavily oriented towards residential growth, with many people living in the county and commuting to other counties for jobs. Most of the residential growth has been oriented to single-family homes. This is not unusual for a growing county on the edge of a metropolitan area, and is similar to what has happened all over the country.

However, just as other high-growth counties have recognized that being primarily a bedroom community to a region is not sustainable, DeSoto County aspires to be a more balanced community. DeSoto County residents ought to be able to grow up in the county, find their first independent housing in the county, buy their first house, move up in housing as they are able, and ultimately retire and live out their lives in DeSoto County, all with ample choices. Likewise, DeSoto County residents ought to be able to find a range of quality and career oriented job choices within the county. In short, they ought to be able to have a range of high-quality life choices without moving out of the county.



. . . more urbanized destination developments that accommodate services, amenities, and retail.



Great places are where you want to live and raise a family.



Great places have quality architecture and create spaces for community interaction.

4. MAKING GREAT PLACES.



Installing sidewalks and planting shade trees in the right-of-way when an area is developed sets the stage for future mature communities that have great character and walkability. Maintenance of these amenities will help neighborhoods retain their value and be attractive for generations to come.

The plan will promote the maintenance of livable communities by preserving rural and small town qualities of life, and organizing new development around a network of high-quality neighborhoods, mixed use activity centers, and multi-modal travel corridors. The plan will support these great places through economic development, high-quality educational opportunities, and outstanding public services and infrastructure.

The question of what makes for great places is subjective and not easy to define. In some ways it is the classic “I’ll know it when I see it” phenomenon. However, experience of other communities has shown that great places have certain common characteristics. This is not to suggest that all places within the county should have these characteristics – certain types of development are only appropriate in certain places and under certain circumstances. Likewise, places should embody the character and qualities that fit the values and context of DeSoto County. With those caveats, the following are characteristics of great places that should be considered in future planning:

- Focused and geographically defined communities with a mix of land uses.
- Services to meet daily needs and provide activity.
- A range of housing opportunities and choices.
- Connected and walkable areas.
- Convenient transportation options for all types of users.
- Streets that are safely used by pedestrians, bicyclists, and automobiles.
- Visually attractive community design and unique character.
- Stewardship of environmental features and natural resources.
- Community interaction and engagement.
- Safe, welcoming, and accommodating communities.
- Opportunities for economic growth and prosperity.
- Offer a range of places and environments from rural and suburban neighborhoods to activity centers.



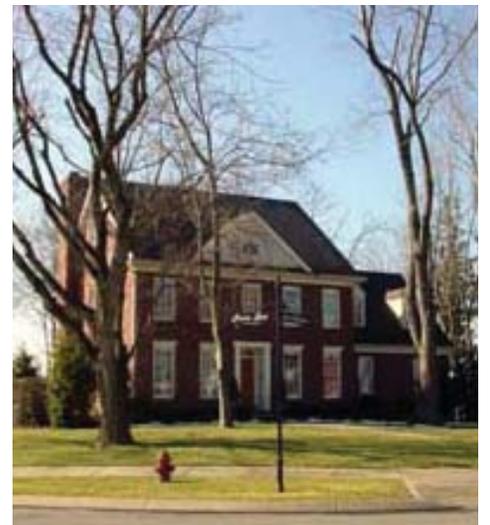
5. FLEXIBILITY AND ADAPTABILITY.

This plan will establish an integrative and flexible framework to yield or enhance sustainable communities along the I-69/269 corridor in DeSoto County. It will recognize the fast changing, unique situations that cannot be predicted today and allow for adaptability based on future market forces, and that planning is an ongoing activity.

This plan looks ahead for 50 years and more, and no one knows what the future will bring. While certain things can be anticipated – such as the new interstate corridor creating growth pressures and opportunities for prosperity – no one can say with any certainty how that change will play out. The reality is that future growth and development will involve thousands and thousands of decisions among a myriad of public and private entities. No one can program how that will happen. However, a vision for the future can be set, that policies, rules, and procedures can effectively manage that growth. That is in fact the role of local community planning – setting a vision for the future, and setting up a system that provides flexibility, balancing public and private interests in furtherance of that vision. The key will be to build in flexibility through an ongoing process of planning, monitoring, and updating plans.



Example of a townhouse community with courtyards. Developments like this offer an alternative housing choice to detached single-family neighborhoods that maintain a quality environment. These types of developments are most appropriate in coordination with town centers or other higher activity areas.



6. HOUSING CHOICES.

The plan will promote a range of high-quality housing choices to meet 21st Century demographic needs.

The need for a range of housing choices is closely related to the balanced community principle. Demographic changes suggest that the demand for housing is going to change. Our population is becoming more diverse, and the demand for housing is likewise going to become more diverse. The Baby Boom generation is starting to hit retirement age and is likely to continue to desire housing options other than detached single-family homes on large lots. This is occurring at the same time that the so-called “Millennial Generation” is starting to enter the housing market; and evidence has shown that much of this generation prefers choices in addition to single-family subdivisions. These and other demographic changes point to the need for a range of housing choices.

However, planning for housing choice must be done carefully and deliberately. In particular, more diverse housing choices must continue to embody a high standard of quality. For example, there is little desire for conventional freestanding apartment complexes. Non-single-family housing, such as townhouse condominiums, should be carefully integrated with high-quality walkable mixed use nodes only at certain defined and planned locations, meeting high-quality standards set out in future plans and land use regulations.

Single-family housing can come in a variety of sizes and styles. These homes are examples of some of the diversity in housing types that would be appropriate in the corridor.

Stewardship Plan Vision

7. TRANSPORTATION MODES.

The plan will include a range of transportation options including pedestrian, bicycle, vehicular, and other people movers.

Many of the same demographic changes that are altering housing demand are also changing the way transportation is thought about. Communities all over the country are recognizing that communities designed to be almost totally reliant on the personal automobile are not sustainable. While certainly roads need to be designed, built, and maintained to accommodate efficient and safe automobile traffic, other modes of transportation should be planned for as well. In particular, mixes of land uses in certain defined areas and types of nodes that promote safe and attractive pedestrian and bicycle facilities should be encouraged. To the extent that other modes such as mass transit are available in DeSoto County, places should be designed to accommodate them as well.



Multiple modes of travel can be accommodated in both rural settings, and . . .



. . . in more urbanized areas. A balance of mobility options allows people freedom to move about and to access amenities and goods making for a more accessible environment and improving the sense of place.

8. FISCAL RESPONSIBILITY.

The plan will encourage patterns and mixes of uses that produce positive fiscal benefits to local governments. The costs of providing public services and facilities will be fairly allocated among existing and new growth.

Not all growth pays for itself. New development does generate revenues for local government such as DeSoto County, but it also creates demand for public services and facilities, such as schools, roads, police and fire service, parks, sewer, and water. DeSoto County is dedicated to providing public service that meets certain level-of-service standards, but it must do so in a fiscally responsible manner. It does not want new growth to place additional tax burdens on existing residents.

As growth and development continues, there must be continued vigilance in making sure that public services and facilities can be provided in a timely and responsible manner. Tools that measure and monitor the allocation of costs of growth should be developed.



Example of an urban public park in Little Rock, Arkansas. Demand for these types of amenities will grow as the population increases. Funding the construction and maintenance of these facilities falls to the local governments.



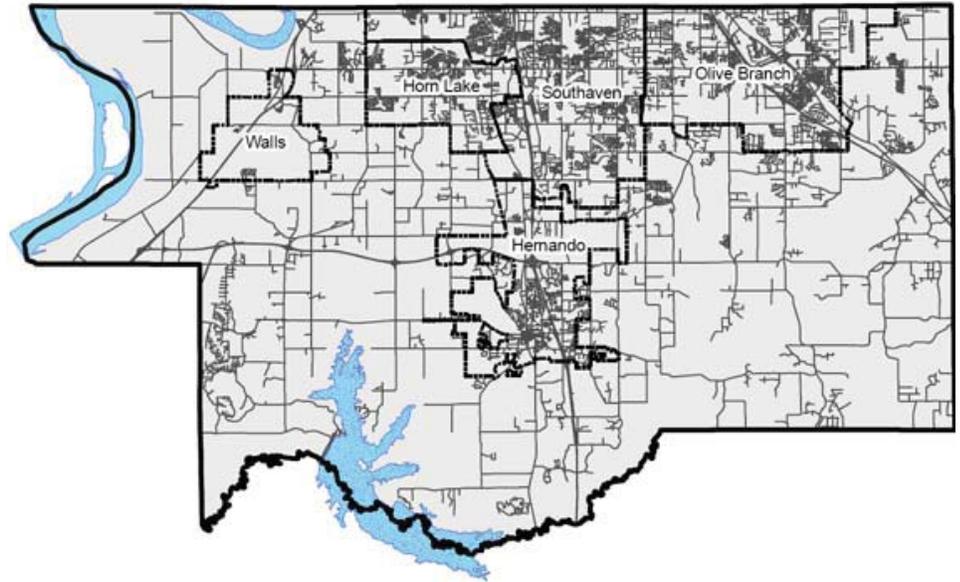
The M.R. Davis Public Library is an example of the types of public facilities that will be increasingly in demand in the county to support the growing population. Schools (not pictured) are also one of the largest capital facilities impacted by growth. Provision of all these facilities and services will require fiscal preparedness.

9. COLLABORATION.

The plan will establish strategies for collaborative efforts among government jurisdictions, semi-public agencies, and private companies and organizations. In particular, new approaches to coordinating growth near jurisdictional boundaries will be created.

As much as DeSoto County is dedicated to planning for the future, the reality is that it only directly controls part of what will determine that future. Many other public and semi-public agencies and jurisdictions also influence what happens. Decisions about annexations by municipalities, about school locations by the school districts, about the location of sewer and water facilities by DCRUA, about roads by MDOT and the Federal Highway Administration, and many others have profound influences on how, where, and when growth occurs.

Other regions have learned that, in order to capitalize on economic opportunities and minimize negative impacts of growth, they must find a way to work together and collaborate. However, rising above jurisdictional differences, and avoiding “turf battles,” is no easy task. DeSoto County, like all jurisdictions must retain its autonomy and fulfill its own fiduciary responsibilities through its elected leadership, but collaborative and coordinating approaches and tools must be employed to fully realize the economic potential of the area in a fiscally responsible manner.



10. BALANCE OF VALUES.

The plan must embody local values – planning for a desired future quality of life will be balanced with the protection of private property rights.

Finally, the county must not lose sight of the fact that the vast majority of new growth and development will occur on land that is in private ownership—much of it held in large assemblages by families that have been in DeSoto County for generations. Private property rights are a core part of our system, and they are given great respect. However, not every land use is appropriate everywhere. Part of the legal tradition of property rights also involves avoiding negative impacts of uses on adjacent properties. Likewise, local governments are responsible for providing public services and facilities for new development, and the way in which land is used can impact the efficient use of tax dollars. Part of the local planning process involves balancing these interests.



Rural character is important to both existing and future residents, but the value of preserving land in agricultural or open space must be balanced with the need for economic development and accommodating growth.



Development can be accommodated in a style that is sensitive to the community identity of a smaller scale rural community without prohibiting reasonable growth. This example of a bank represents high quality design in a community that can be compatible with a residential or rural character.



Snowden Grove in Southaven is a new commercial development that uses nostalgic or historic references to maintain some of the rural community character.



DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

THE STRATEGIC PLAN

T H E S T E W A R D S H I P P L A N

S T R A T E G I C P L A N P R E P A R E D B Y



With
Gresham Smith and Partners
Younger Associates
PlaceMatters

M A Y 2 0 1 3



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OTHER DOCUMENTS IN THE STEWARDSHIP PLAN INCLUDE:

- EXECUTIVE SUMMARY
- CORRIDOR COMPASS
- DEVELOPMENT FRAMEWORK PLAN
- PLACETYPE GUIDELINES
- PUBLIC FACILITIES PLANNING GUIDE
- IMPLEMENTATION GUIDE

BACKGROUND REPORTS:

- PEOPLE AND MARKET
- BUILT AND NATURAL ENVIRONMENT
- CASE STUDIES AND LESSONS LEARNED

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Introduction

GUIDING PRINCIPLES

- The importance of leadership in capitalizing on the 21st Century economy
- Promoting a DeSoto County brand for economic development and community identity
- Establishing DeSoto County as a full and balanced community, not just a bedroom community for the region
- Making great and lasting places in DeSoto County
- Being flexible to allow for market and economic forces to operate over a long period of time
- Providing housing choices for DeSoto County citizens
- Providing transportation choices
- Promoting fiscally responsible growth
- Promoting collaboration among DeSoto County public and semi-public agencies
- Balancing and respecting public values and private rights



The *Strategic Plan* presents overall policy guidance and strategic recommendations for the stewardship of the resources associated with the I-69/I-269 Corridor in the central portion of DeSoto County. These strategies have been crafted in direct response to the guiding principles presented in the Corridor Compass (Part 1) and reflect the input and evaluation of the DeSoto County Planning Commission (as the steering committee and planners for this process), and the general public and stakeholders. While these strategies are designed specifically for the I-69/I-269 Corridor, many of the policies that they may spur will be applicable countywide.

Each of the following strategic goals is supported by recommendations in the *Development Framework Plan* (Part 3), the *Placetype Guidelines* (Part 4), *Public Facilities Planning Guide* (Part 5), and the *Implementation Guide* (Part 6). The implementation tools identified following each strategic goal are defined and explained in further detail in the *Implementation Guide*. A work plan is also included as part of the *Implementation Guide*, placing these implementation actions into a time frame and assigning responsible parties to lead the efforts.

The strategies are presented for four topical areas:

- Economic Development & Job Creation
- Infrastructure & Facilities
- Community Character & Land Use, and
- Public Health, Safety, & Welfare

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Goals

Strategic goals for economic development and job creation include targets for the attraction and retention of high paying job creation businesses. The goals are related to economic development efforts, marketing efforts, and site preparation efforts for prime locations for marketing to attract companies to the county/corridor. Goals target actions that the county planning commission, board of supervisors, county departments and other agencies can refer to as a statement of intent for economic development and job creation activities.

These goals are strongly supported through the sector plan recommendations and the *Placetype Guidelines*. Topical goals for economic development and job creation should be directed by the guiding principles, which means that these goals will always require mindful connections with the idea of 21st century economy, fiscal sustainability, choices, and balancing of values.

In pursuit of the guiding principles and vision established in the Corridor Compass, DeSoto County will. . .



Continue coordination of job force development between local businesses and educational institutions.

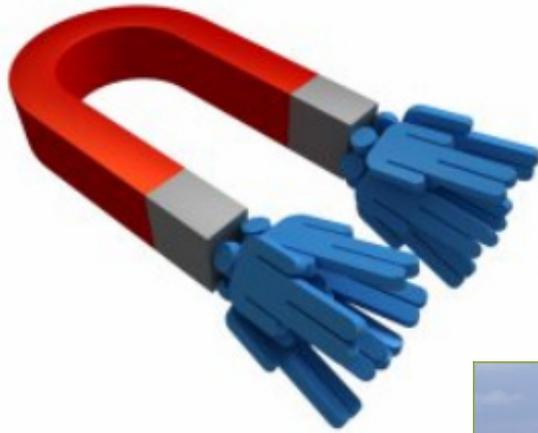
A high proportion of the current workforce has some post-secondary education below a bachelor's degree. This level of education has matched the qualifications of most local businesses. While DeSoto County education levels exceed those for the State of Mississippi, they trail the U.S. percentages of four-year college degrees and advanced degrees.

Northwest Mississippi Community College, with two campuses in DeSoto County, has a focus on preparing workers with skills to match the needs of local employers. Good communication, and even collaboration in planning, between the college and employers is the key to aligning training programs with needed jobs skills. The college must also be well-informed of future industry recruitment targets so that they can plan programs to support those types of business activities.

The University of Mississippi is co-located with the community college at the DeSoto Center. Efforts could be made to encourage the university to bring more science, technology, engineering and mathematics (STEM) courses to the DeSoto Center. Degrees in the area are insufficient to meet demand nationally, and the ratio of these degrees in northern Mississippi is particularly low. The STEM programs include computer sciences and information technology, which along with engineering are projected to be continuing-growth occupations.

IMPLEMENTATION TOOLS

- Workforce Training/ Education
- Coordination
 - Interagency, and
 - Public/Private



Maintain and increase the quality of life through responsible development practices to attract people and businesses that can help grow the economy.

The factors that have fueled DeSoto County's growth over recent decades can be maintained. Some factors such as out-migration from Memphis and the significant logistics advantages the county provides for some types of businesses will remain on their own. Other factors, such as low tax rates and high quality K-12 schools, will require good planning and development practices to maintain them at current or increased levels-of-service (LOS) as growth continues.

Today the county is an attractive place to live, but higher paying jobs required to maintain the lifestyle typical of the county are located outside the county. To attract higher paying jobs and the skilled workforce to fill those jobs will require quality of life enhancing amenities including but not limited to increased accessibility to broadband communications and high levels-of-service.

Reducing emissions so that the added vehicle miles traveled in the corridor do not negatively impact air quality will be important. Creating more walk-able communities will assist in lessening the air quality impacts of increased development density in the corridor.



Access to natural areas will become increasingly important as the corridor becomes more developed. Maintaining choices in where people can settle is an element for maintaining a high quality of life. Having options to live in a rural setting, a suburban neighborhood, or to find low maintenance housing in walk-able communities will be needed to accommodate future households as demographics change.

IMPLEMENTATION TOOLS

- Plans (Comprehensive, Area, and Topical)
- Standards (Design, Mixed Use, and Conservation or Preservation)



Establish joint economic development agreements with service providers and other jurisdictions including local cities and neighboring jurisdictions.

Regional economic development groups have proliferated as national and international site searches for businesses focus more on regions than on specific locations. Formal and informal economic development partnerships help raise the prominence of a region and make it more competitive in attracting prospective projects. DeSoto County has participated in these types of partnerships including a four-county northern Mississippi alliance and a large multi-state council made up of counties in Mississippi, Arkansas and Tennessee, surrounding Memphis.

More formal development agreements could also be sought between DeSoto County and other counties along the I-69/269 corridor. The agreements could include marketing and business recruitment, but could go beyond that to jointly develop industrial sites. Joint tourism and visitor industry efforts along the corridor could also be developed.

In addition to coordinating with other communities, the county should consider coordinating with regional economic development partners like Entergy, TVA and other agencies which have economic development strategies to ensure economic development efforts are aligned and compatible.

Provide adequate public facilities, including schools, roads and utilities to support significant economic growth and development.

Planning for future utility infrastructure should be an ongoing process. The delivery mechanisms for telecommunications and information technology are rapidly evolving so preserving the flexibility to implement new technology as it arises will require frequent re-evaluation of infrastructure plans. Access through roadways is vital for movement of goods, and provision of adequate levels of sanitary sewer, potable water, and water for fire suppression is essential to support significant economic growth.

The county should prepare facility plans, institute a capital improvement program, and consider instituting adequate public facility standards or policies to ensure infrastructure and services are adequate to meet current and future demands generated by growth and sufficient to attract and support economic development.

DeSoto County has done an excellent job of staying ahead of growth in building new schools and building K-12 education capacity. The school system has achieved an 84.5% graduation rate which is nearly five percentage points above the U.S. average. The system has built 17 new schools in 10 years, creating local debt of over \$200 million. Balanced growth of both jobs and residents is needed to keep the cost of education and other public facilities from outpacing tax revenues.

By providing more housing diversity, the county will be better positioned to accommodate empty-nester couples and young professionals as well as families with school aged children.

Parks, recreational facilities and public gathering spaces to serve all types of households must be incorporated throughout the corridor.



IMPLEMENTATION TOOLS

- *Interagency Coordination and Planning*
- *Joint Economic Development Agreements*



IMPLEMENTATION TOOLS

- *Plans (Comprehensive and Topical)*
- *Capital Improvement Programs*
- *Adequate Public Facilities Policies*



Maintain agricultural production as an important part of the local economy.

While agriculture currently employs only 0.2% of the DeSoto County workforce, there is a strong historic tie to agriculture and a desire to keep both small farms and large agricultural operations as part of the community tapestry. National trends, such as the local food movement, could be embraced by the county as a way to support small family farms. Value-added agriculture operations could help ensure long-term viability for larger agriculture operations.

The local food movement stems from the belief that eating food that is grown locally is healthier and more environmentally sustainable. A sizeable portion of the population is willing to pay the higher cost of organically produced foods. Farmers markets and the connection of local farmers with nearby wholesale restaurants and retailers who source locally grown foods are needed to promote DeSoto County farms and farmers.

Agricultural operations have become highly mechanized and utilize sophisticated information technology tools. As a result, the number of people required by these operations has declined dramatically while the output has gone up. The existing rail and highway transportation infrastructure in the county provide excellent access to national and international markets for farm products. Additional links to the Mississippi River either through a local port or other regional ports would also increase freight transportation from and into the county. The national trend of adding value to agriculture by locating or integrating more processing at the point of production could be pursued as an economic development strategy. Memphis has attracted several food processing operations and these types of companies may find it more economical to operate in DeSoto County.

IMPLEMENTATION TOOLS



- Standards (Rural and Agricultural Conservation)
- Agricultural Tax Exemption Programs
- Local Food Programs

Create a local business incubator and support system that encourages entrepreneurial enterprises.

The importance of entrepreneurs has come to the forefront as some regions of the country, notably Silicon Valley, have prospered due to successful start-up companies. To capture that prosperity, a business environment that supports entrepreneurs and connects them with resources and investors is necessary.

Fortunately there are many models for successful incubators and business start-up accelerators around the country. Many of the most successful entrepreneurial programs focus on a specific type of business. A specific focus, or sector clustering, can maximize networking and strategic partnership opportunities. Examples include efforts in the Kansas City metro region focusing on veterinary health care and food development, green technologies, and Chattanooga, Tennessee's efforts to build tech based startups to coordinate with their local 1 Gig network.

In smaller communities, incubators accept all types of businesses. These types of incubators tend to focus more on providing basic tools, low cost space, and strengthening business plans.

DeSoto County leaders could begin by examining the successful incubators, accelerators and business boot camps in the immediate region. This could potentially lead to collaboration with existing programs.



IMPLEMENTATION TOOLS

- Incubator Program



Identify targeted economic development sites with good access and high visibility, reserve them for economic development, and prepare them for development with utility, transportation and communications infrastructure to create “development ready” sites in the corridor/ county.

In a presentation to the Stewardship Plan steering committee, DeSoto County’s economic development agency reported that it would be beneficial to the county to plan for additional development sites. Some of the largest industrial development sites in the county are nearing capacity. The I-69/269 corridor will provide the opportunity to develop sites with the access and visibility that have made other sites in DeSoto County very successful in attracting new companies.

For sites to be competitive in the current development market, they must be to some degree “development ready.” State and regional economic development agencies have invested heavily in assembling large tracts, conducting environmental tests and extending infrastructure to sites to get them shovel ready and attractive to new and emerging employers.

DeSoto County could leverage infrastructure improvements along the corridor to extend infrastructure to potential industrial and commercial sites. The type of economic development that the county chooses to target is a key factor in the size of sites and the type of infrastructure needed.

The county could prioritize this effort and use the “targeted economic development sites study and plan” as a framework piece to an updated Comprehensive Plan and Capital Improvement Program.

IMPLEMENTATION TOOLS



- *Plans (Topical for Targeted Economic Development Sites)*
- *Plans (Comprehensive and Facility)*
- *Capital Improvement Programs*

Provide support and incentive packages for business start-ups and investment in the corridor to attract international and global businesses.

Many incentives for business come from the state level or from regional power generators, such as Entergy Mississippi and Tennessee Valley Authority. DeSoto County also has access to development funds from national agencies such as the Delta Regional Authority and state agencies such as the Mississippi Development Authority.

DeSoto County leaders should continue to maintain close working relationships with these agencies so that incentive packages can quickly be designed for large international investments seeking a central U.S. location.

Local investment in infrastructure improvements and the establishment of “development ready sites” should also be considered a form of incentive.

IMPLEMENTATION TOOLS



- *Business Incentive Programs*
- *Making Infrastructure Improvements and creating Development Ready Sites*
- *Coordination (Public/Private)*

Create an enhanced regional, national, or global branding and marketing strategy for the corridor and county to attract investors.



DeSoto County has significant assets to market to potential investors. Location, transportation infrastructure, quality of the workforce and quality of life should all be represented by the brand and then promoted through a coordinated marketing strategy.

The increased national visibility the county will gain when the I-69/269 Corridor is complete offers ongoing opportunities to promote the DeSoto County brand and market the county's advantages. DeSoto County should showcase its existing economic base and its impressive growth as evidence of these advantages.

DeSoto County should engage professionals with economic development and community branding expertise to develop a high impact brand, effective brand communication tools and a marketing plan. The marketing plan should encompass everything from highway signage to web and social media.

IMPLEMENTATION TOOLS

- *Marketing Plan*
- *Branding Platform*
- *Communications Tools*



Maintain the potential for a river port facility in the corridor/county.

Past studies have indicated the feasibility of developing a port on the Mississippi River in DeSoto County. To be prepared to meet the needs of an industry requiring port access, or to be better positioned to take advantage of increased waterborne transportation worldwide, DeSoto County planners should begin addressing some of the steps that would be required to develop a port facility and incorporate them in the Comprehensive and Facility Plans.

The U.S. Corp of Engineers' regulations and requirements should be reviewed and a dialog opened with the Corp, as to their potential approval of a port. The local levy authorities should also be consulted to find acceptable access points to a port facility. The approval and development process may be lengthy, so having a plan in place could greatly speed construction of port facilities if an opportunity arises.

IMPLEMENTATION TOOLS

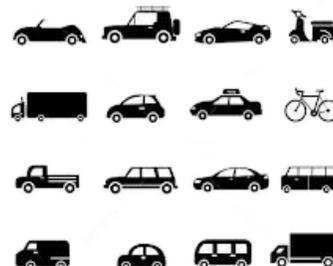
- *Plans (Comprehensive and Topical)*
- *Capital Improvement Program*
- *Coordination (Public/Private)*
- *Interlocality Agreements (Possibility)*



Goals

Strategic goals for infrastructure and services include targets for the expansion and maintenance of infrastructure and facilities in the corridor. Topics addressed under this category include provision of transportation, utility, and telecommunications infrastructure, and facility goals for county provided services including schools, libraries, parks, and others. These goals will be strongly supported through the *Sector Plan Recommendations* and the *Placetype Guidelines*.

In pursuit of the guiding principles and vision established in the Corridor Compass, DeSoto County will: . . .



Coordinate among agencies responsible for utility and infrastructure improvements to incorporate communication, power, water, sewer, and transportation into the same easements and bury utilities to reduce excavation and repaving costs.



IMPLEMENTATION

TOOLS

- *Coordinated Utility and Facility Plans*
- *Capital Improvement Program*

Excavation for installation of utilities requires significant funding; costs are compounded when roads and sidewalks are built and then utilities are installed later requiring excavation and repairs to these facilities. Shared rights-of-way and easements make efficient use of the land area and should continue to be encouraged. Efforts to coordinate the installation of new utilities in conjunction with road and sidewalk improvements or installation can save significant money in both the short- and long-term.

The county should require future or existing utility lines including gas, fiber optics for high speed communications, cable television, electric distribution lines, and telephone be buried as appropriate during the design review process and in accordance with local, regional and state rules, regulations and tariffs.

The county should encourage the co-location and placement of utility facilities along public rights-of-way and in underground distribution lines in accordance with state rules and regulations.

Encourage siting of large, above ground utilities (e.g. antennas, towers) in industrial or commercial areas or along appropriate transportation and utility corridors.

Prepare a comprehensive plan and/or coordinated land use and facility plans to ensure that the location of growth is consistent among agencies.



IMPLEMENTATION

TOOLS

- *Comprehensive Facility and Transportation/Major Thoroughfare Plans*
- *Capital Improvement Programs*
- *Interagency Coordination*
- *Developments of County Significance*

Using this Stewardship Plan as a framework, the county should work closely with the respective agencies to coordinate the creation of facility plans for water, sewer, transportation, fire/EMS, law enforcement, schools, electricity, gas, parks and recreation, and libraries. The purpose of these plans is to ensure that the provision of new facilities is coordinated with planned locations for new growth and does not cause undue growth and/or strain on other facilities (for example, a new school that is located in a place inconsistent with the Stewardship Plan could put an undue strain on the transportation network, and attract residential development to an area targeted for rural or agricultural character).

In many cases, the respective agencies already have some type of facility plan in place. The county should work closely with those agencies to ensure existing plans are consistent with the development framework in the Stewardship Plan and ultimately adopt those plans as part of a comprehensive plan and/or coordinated land use and facility plan.

Prepare long-range facility plans, five year capital improvement plans, and annual capital budgets based on growth projections and current land use or comprehensive plans to anticipate future demand for facilities.



IMPLEMENTATION

TOOLS

- *Comprehensive and Facility Plans*
- *Capital Improvement Programs*

To ensure that capital improvements for facilities are fiscally efficient, the county should consider the adoption of five-year capital improvement plans (CIP) and capital budgets for all public facilities. The plans and budgets should be consistent with current land use and near-term growth projections. If the county chooses to adopt a comprehensive plan and/or coordinated land use and facility plan, the CIP should be consistent. Ideally, the CIP and budget would be developed using level-of-service standards, where appropriate, for various facilities.

Encourage development patterns that are efficient in their demands for infrastructure and public facilities and adopted regulations to allow and promote efficient forms of development.

Different types of development patterns place different demands on infrastructure and public facilities. The county should consider the encouragement of development patterns that are efficient in their use of infrastructure and public facilities. Many of the placetypes described in this Stewardship Plan provide guidance for infrastructure elements and typically the more compact development forms require less infrastructure per building lot.

This encouragement could occur through a number of ways, including zoning and subdivision regulations and/or overlay districts, variable user fee structures and other incentives, and infrastructure management practices like access management for roadways. In order for these regulations and/or incentives to be technically sound and defensible, it is strongly recommended that the county prepare a fiscal impact analysis that examines the relationship between different types of development and the costs to provide services and facilities. In conjunction with a fiscal impact analysis, the county may also consider adequate public facility policies that reflect the need to meet targeted levels-of-service as development occurs. These policies can be used as benchmarks against which to evaluate the demands of a specific development on infrastructure, facilities, and services.

Prepare a fiscal impact assessment of projected growth and evaluate service fee structures and tax rates in accordance with the assessment results.

The county should consider the completion of a fiscal impact assessment of projected growth within the context of this Stewardship Plan and any subsequent countywide comprehensive plans. Such an analysis will give the county a good understanding of the cost to serve various land use and development patterns as well as a technically sound and defensible basis for setting appropriate user fees and tax rates as the demand for public facilities and services increases with growth.

Specifically, the county should prepare an analysis of the impacts of the type and location of new development on water, sewer, transportation, fire/EMS, law enforcement, schools, electricity, gas, parks and recreation, and libraries. The analysis should take into account the existing tax/fee structure in determining the amount of revenue that will be generated. This should give the county a start in determining if the existing revenue structure is adequate or if revisions are necessary.

Should the county choose to develop a capital improvement plan (CIP) and associated budget, it should be consistent with the findings of the fiscal impact analysis.



IMPLEMENTATION TOOLS

- Standards
- Plans (Comprehensive and Facility)
- Capital Improvement Programs
- Adequate Public Facilities Policies
- Developments of County Significance



IMPLEMENTATION TOOLS

- Fiscal Impact Analysis
- Plans (Comprehensive and Facility)
- Capital Improvement Program
- Adequate Public Facilities Policies
- Taxes and Fees

Identify level-of-service targets and operating capacities of existing facilities and use these to project future demands.



IMPLEMENTATION TOOLS

- *Plans (Topical/Public Facility)*
- *Capital Improvement Programs*
- *Adequate Public Facility Policies*

As a basis for developing facility plans, capital improvement plans and fiscal impact analyses and associated tax/fee structures, the county should consider developing standards for levels-of-service and operating capacities for various public services and facilities. These standards should be reflective of the community's expectations for quality of life (for example, if residents place a high value on access to parks, the standards should reflect that) and be based on commonly accepted standards.

There are a number of resources for public facility level-of-service standards, including The National Park and Recreation Association, Mississippi and Federal Department of Transportation and service records from local utilities. Examples of levels-of-service include:

- Transportation: Multi-modal level-of-service.
- Parks: Parks or park acreage per 1,000 residents; a targeted number of residents or households within one mile of a park.
- Schools: Students per classroom, students per school.
- Fire/EMS: Response times, number of calls per response unit.

Suggested Levels of Service for various facilities are provided in the *Public Facilities Planning Guide*.

Facilitate service delivery agreements to coordinate service delivery between service districts and providers; coordinate these efforts with the economic development agreements or strategies.

The county is in a unique position to help coordinate service delivery amongst the various jurisdiction and service agencies. When and where, and how development can happen is strongly affected by access to and from infrastructure and services. The county should incorporate service and facility capacities and plans into a comprehensive plan effort for the whole county. This effort should be coordinated with the various elements of the comprehensive plan including land use, transportation, and economic development strategies. As an implementation step for this coordination, the county should facilitate service delivery agreements which should be coordinated with economic development agreements and targeted economic development sites. Because the county only provides a few of the infrastructure and services directly it will be essential to coordinate with the other agencies to achieve the strategic goals in conjunction with the guiding principles in the Corridor Compass.



IMPLEMENTATION TOOLS

- *Plans (Comprehensive and Facility)*
- *Capital Improvement Programs*
- *Joint Economic Development Agreements (See Coordination)*
- *Service Delivery Agreements (See Coordination)*



Use utility and facility expansion strategically to target economic growth areas and generate additional revenue to offset the cost of providing services and utilities to high demand residential development.

The county should consider adopting an Adequate Public Facilities Ordinance. Many growing areas are faced with the challenge of providing water, sewer, roads, and schools necessary to serve their expanding populations. To address the problem, Adequate Public Facilities Ordinances (APFOs or Concurrency Regulations) have emerged as a planning technique designed to control the timing of development. Local governments adopt these ordinances with the intent of ensuring needed public services are made available as new projects are constructed. By creating parity between the demand for public facilities and the delivery of new infrastructure, APFOs hope to provide municipalities with an effective management tool. Adequate Public Facilities Ordinances provide local governments with a mechanism to control the timing of development without prohibiting all new construction. The method chosen by a local government to achieve concurrency is a critical factor determining the effectiveness of the ordinance.

The county must first determine which public services will be governed by the ordinance. A level-of-service standard is then established for each public service included in the ordinance. The LOS determination creates an objective standard for evaluating the impact each unit of demand places on the municipality’s infrastructure. The county then examines the demand placed on its infrastructure by existing development. Before new development can proceed, the developer must show the existing infrastructure can support the new demand at the level-of-service standard established by the ordinance. If capacity exists, the project receives an adequacy permit and the development is allowed to move forward. When a particular development is denied an adequacy permit, it is placed on hold until infrastructure is available. Some adequate public facility ordinance structures attempt to avoid delays by allowing real estate developers to fund new infrastructure through voluntary exactions. These regulations become subject to legal challenges when “voluntary” exactions effectively force developers into paying fees in exchange for the right to develop.



IMPLEMENTATION TOOLS

- Targeted Economic Development Sites Study
- Capital Improvements Program
- Adequate Public Facilities Policies
- Plan (Comprehensive and Area)
- Standards (General Development)

Establish a development review and impact assessment process for Developments of County Significance (DoCS) which are non-conforming to the other recommendations of this plan or of future utility or facility plans but may contribute to the general good for the county.

While it is possible to assume growth pressures will be higher in high-visibility, high-access locations along the highway corridor, it is impossible to predict where development will actually occur. Because of the magnitude of the study area, and the cost of building and maintaining infrastructure like roads, and utilities, the county cannot just plan and build these public facilities everywhere at the same time throughout the corridor. The county can plan for land use possibilities and then prepare plans for infrastructure that coordinate with those possibilities, but sometimes development that we did not plan on can contribute very beneficially to the community.

To allow for review of large-scale proposed development which is non-conforming with the general or specific recommendations of this plan or other county planning documents, the county should consider the establishment of a Developments of County Significance (DoCS) review process.

DoCS proposals would need to be accompanied by an impact assessment on the various public facilities, and indicate how the development would be serviced. When the planning commission and board of supervisors find that a DoCS would contribute substantial new jobs or other economic or quality of life benefits and could be adequately served by existing infrastructure or could build its own facilities to county planned standards, the project could be approved for development even if it is non-conforming with the plans of the county. The findings of the impact assessment would need to be coordinated with the targeted LOS for facilities established in their various plans.



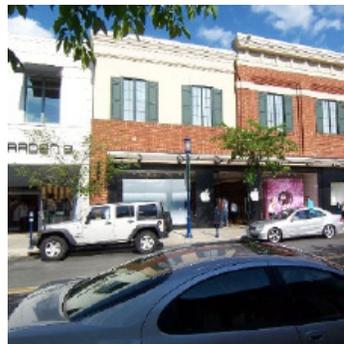
IMPLEMENTATION TOOLS

- *Capital Improvements Program*
- *Adequate Public Facilities Policies*
- *Plan (Comprehensive)*
- *Standards (General Development)*
- *Developments of County Significance Review Process*

Goals

Strategic goals for community character and land include targets for the physical design and character of the natural and built environment in the corridor. Community character topics address the desire to maintain existing character of the established community, providing a range of community options from rural to urban and everything in-between, and the transportation functions and characteristics, open spaces, and alternative energy production (solar, wind) as appropriate. These goals will be strongly supported through the sector plan recommendations in the *Development Framework Plan* and the *Placetype Guidelines*.

In pursuit of the guiding principles and vision established in the Corridor Compass, DeSoto County will. . .





Encourage development practices and patterns that will reduce the long-term potential for road congestion and school overcrowding, and increase utility and infrastructure provisions where needed.

How, when, and where development happens in the corridor over the coming decades will have a significant effect on the long-term functionality of the County's local road network. Building new homes in school service areas that have capacity for new students is also more efficient than extensive green-field development of housing in areas where there is no existing school infrastructure. While growth inherently places demands on existing infrastructure and facilities, carefully planned growth can have fewer negative impacts on infrastructure as well as the fiscal conditions in the County.

In order to encourage development practices and patterns that will reduce the long-term potential for road congestion, the County should update the Major Thoroughfare Plan, and carefully monitor the maintenance of a network hierarchy to ensure roadways are functioning at their appropriate level. The pattern of new roads and access to existing roads should be moderated by the functional classification of the roadways. The functional classification, level of connectivity, and proximity to other uses are all strong factors in both the development pattern as well as the levels of road congestion. Methods to support a functional local street network that is less prone to extreme congestion include: access man-

agement standards based on the road's functional classification and connectivity indices for new subdivisions and developments to provide alternative routes so all traffic generated is not loading onto one or two major roadways.

Development patterns that include sites for schools within them can be an effective way of reducing the constant search for suitable locations for new school sites as the population grows. Also encouraging development patterns that incorporate alternative housing forms can cater to the growing number of single-person households, empty nesters, and young professionals without children who will make up the majority of the housing market in the coming decades, and can increase population in the corridor without dramatically increasing the population of school aged children. Providing for school sites within developing areas and allowing for development of multiple housing types (not just single-family detached) homes can help reduce school crowding issues as the corridor grows.

Compact mixed-use development supports alternative methods of travel that do not increase vehicular traffic on the roadways. When homes, businesses, services and amenities are accessible within one-quarter to one-half mile of each other, people can walk or bike to desti-

nations rather than taking car trips. This has the effect of improving individual quality of life because of higher access to daily needs and jobs, as well as promoting exercise rather than lengthy commutes sitting in cars. Compact mixed-use development also requires higher levels of infrastructure (sanitary sewer, centralized water services, communications/broadband services) but provision of these services becomes more efficient at higher intensities, and these services can serve as economic attractants to businesses which will create jobs.

In order to support compact mixed-use development, the County should update development standards to allow for mixed use development and create infrastructure provision policies to support increased intensities of development in targeted areas.



IMPLEMENTATION TOOLS

- Plans (Area or Topical/ Major Thoroughfare Plan)
- Connectivity Indices
- Comprehensive Plan
- Standards (Design or Planned Development)
- Adequate Public Facilities Policies

Identify locations with intrinsic natural, historic, or cultural value that should be conserved or preserved from development.

The natural, historic, and cultural sites, landscapes and resources contribute to the established character and quality of life in DeSoto County and the corridor. This planning process has revealed a desire to maintain the essence of the existing characteristics of the County/corridor as the highway construction is completed over the next five years. Once I-269 is completed, new areas of the corridor will be opened to development pressures and the existing landscape will change. An analysis of the estimated growth trends and the amount of land available to accommodate development indicates that there is adequate land area to accommodate both decades of residential and business growth and still maintain locally significant landscapes and resources.

Participants in the planning process for this Stewardship Plan have indicated a desire to maintain the natural landscapes particularly in and around the Coldwater River Corridor, and a desire to maintain agriculture and rural landscapes both as part of the corridor’s physical character as well as part of the quality of life and economic contribution.

In efforts to conserve or preserve these features for future generations, the County should engage in a program to identify local natural, historic, and cultural assets. This study or effort should include landowners and residents as well as regional partners in the identification of these resources. To promote their conservation and preservation, the County should then identify programs that allow for voluntary preservation of these features during the development process or provide incentives to maintain the areas in a natural state. Programs such as agricultural and farmstead tax exemption programs, land trusts and development right sales programs, conservation development districts and options, parks, and wildlife preserves/reserves could be considered methods to conserve or preserve locations with intrinsic natural, historic or cultural value. Any program established must recognize the inherent property rights of the landowner. Owners of larger tracts of undeveloped or agricultural land should not shoulder the burden of providing “open spaces” to homeowners in the area. The desire to maintain open spaces must be balanced with the development pressures and growing demand for residential and business development.

Prepare and adopt an updated comprehensive plan and/or coordinated land use and facility plans to ensure that the location of growth is consistent among agencies.

This Stewardship Plan sets the stage for an update to the County’s comprehensive plan in coordination with facility plans or capital improvement plans. Recognizing the likely growth pressures will increase as the I-269 segment of the highway corridor is completed, a comprehensive plan will serve as an essential guide for development review and approval in conjunction with a major thoroughfare plan, and other facility plans that coordinate policies across the County departments in regard to growth and development factors. The comprehensive plan should include land use, transportation, utilities and infrastructure, and public facilities recommendations.



IMPLEMENTATION TOOLS

- Area Parks, Recreation, and Trails Plans
- Agricultural Tax Exemption Programs
- Land Trusts
- Conservation or Preservation Standards
- Development Rights Programs
- Water Quality Standards
- Conservation Subdivision Standards



IMPLEMENTATION TOOLS

- Comprehensive, Facility, Major Thoroughfare Plans
- Capital Improvement Programs
- Updated Development Standards

Identify key locations to accommodate economic development and job-creating land uses, and establish land use policies and standards to facilitate their development as such.



IMPLEMENTATION TOOLS

- *Plans (Comprehensive and Topical—Targeted Economic Development Sites)*
- *Capital Improvement Program*

This process has identified a specific need for development ready sites to accommodate job-creating enterprises—particularly in the central and western portions of the corridor. With high desirability in the corridor for residential developments, business development can often find opposition from residents that do not want industrial uses in or near their neighborhoods. The alternative to building businesses near existing or newly established neighborhoods is to identify and prepare sites for business development in areas where growth is anticipated in the future to establish the employers and then let the residential uses be built near the new jobs.

The County can assist in this process to foster business growth by working with the economic development council to identify key sites for economic development and working through the comprehensive planning and capital improvement process to target these sites for infrastructure provision including but not limited to communications infrastructure, transportation, and in some cases water and sewer. While the site identification should be compatible with any future land use maps created by the County, a separate economic development sites map and inventory should be maintained. Finally, the County may consider establishing development standards that specify business development in targeted locations, to reserve these key sites from residential development.

Engage in intergovernmental (joint city/County) planning for areas within targeted annexation areas of the cities to encourage a development pattern that works on a countywide basis while meeting the goals of the local jurisdictions.



IMPLEMENTATION TOOLS

- *Plans (Comprehensive, Area and Topical)*
- *Coordination*
- *Annexation Agreements and Interlocal Cooperation*
- *Adequate Public Facility Policies*
- *Standards (Special Development District)*

The stewardship of the corridor is influenced by not only the County but the other agencies and jurisdictions that may provide services or annex areas as development continues. The County is in a unique situation to help think about systems and development patterns that will work for the overall corridor, but partnerships in thinking and action will be necessary for execution of the vision. Close cooperation, collaboration and communication will be needed in planning for areas that are targeted for annexation into the cities.

The County should take the role of regional coordination for planning in the corridor and incorporate land use, adequate public facilities, and transportation networks into targeted joint city/County planning efforts for the various sectors of the corridor.

The professional planners of the DeSoto County communities established the Bouchillon Institute of Community Planning to “advance the knowledge and sophistication of Planning in the North Mississippi Area.” The Institute was formed in honor of A.W. Bouchillon, first planning director of DeSoto County. Mr. Bouchillon was responsible for establishing the first planning program in DeSoto County in 1958. The Institute provides an arena for the County’s planners to come together and reach out to adjacent jurisdictions to coordinate planning efforts. The Institute could potentially serve as the regional coordination point of these efforts.

Educate the public and landowners about alternative development forms not currently being employed in DeSoto County.

The County could partner with other regional planning agencies through the Bouchillon Institute including the local jurisdictions and the Memphis MPO to promote development trend education through public outreach and leadership training or academies. The County may consider a leadership academy with a focus on development and economic development projects that explore new forms not currently employed in the County. These efforts could build on the scenario exercises started as part of the Stewardship Plan.



IMPLEMENTATION TOOLS

- Leadership Academy Activities
- Standards (Updated Development Standards)
- Education Media and Programs

Prepare and adopt modernized and updated development standards that are flexible and adaptable yet provide for predictability in the development process—the standards should allow for new-to-the-county forms of development, set expectations for development, and facilitate an efficient and easy to navigate development process.

Updated redevelopment standards are an essential tool in the implementation of the preceding recommendations. The County should consider following up the adoption of Sector Plans or a countywide comprehensive plan with targeted development regulation updates to implement the recommendation of the plans. Targeted additions of mixed-use development districts, conservation subdivisions, and other forms that are currently not specifically addressed in the County’s regulations may be undertaken incrementally as development pressures in the various sectors will be at different intensities.



IMPLEMENTATION TOOLS

- Plans (Comprehensive or Area)
- Standards (Updated/New Development)



Examples of uses and development that will start to emerge in the corridor as the highway interchanges are completed.

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Goals

Strategic goals for public health, safety, and welfare will include targets for the creation of an environment where the essential needs of the people are met and an underlying goal of a high quality-of-life is pursued. The topics addressed in this category will cover public safety services, access to exercise and healthy environments, air quality, water quality, energy conservation and efficiency practices, and education. These goals will be strongly supported through the sector plan recommendations in the *Development Framework Plan* and the *Placetype Guidelines*.

In pursuit of the guiding principles and vision established in the Corridor Compass, DeSoto County will. . .



Establish a local road network and distribution of safety service facilities throughout the County/corridor that allows for alternative routes and adequate response times as local populations grow and traffic increases on local streets.

Central to this strategic goal is the County's ability to coordinate the provision of adequate local road networks, and accessible safety service facilities in conjunction with and compatible with future land development patterns. The first step in achieving this is the creation of coordinated land use, major thoroughfare, and safety-service facility plans that focus particularly on the necessary capacity and location of roads and facilities to adequately service new and growing development areas.

This stewardship planning process provides an initial growth scenario that the County may consider to calculate the demand for services and infrastructure. The *Development Framework Plan* and accompanying *Placetype Guidelines* also provide incremental recommendations for how the road network and safety-service facilities may need to be improved to serve growing development patterns in the corridor. However, this plan is not a future land use plan and therefore does not provide the specific guidance that a comprehensive or future land use plan would. The County may have additional planning steps to undertake as part of more detailed sector plans, capital improvement plans, and comprehensive plan to address the linkage to forecast the need for future safety services and road networks.

An additional tool the County should consider using to evaluate the correlation between growth and call response times for safety services is a Geographic Information System (GIS) based demand model. This tool is built based on existing and future infrastructure conditions and growth patterns and helps project the approximate response times for police, fire, and EMS services. These models can be used to help identify targeted locations for additional stations or facilities.

Establish targeted future levels-of-service (LOS) and prepare capital facility plans for sheriff, fire protection, and EMS which correspond to anticipated growth trends.

Providing adequate coverage by the County safety service providers will require coordination of facility planning and implementation through the construction and provisioning of new facilities with staff and equipment. The County should evaluate the current system of safety service provision and determine if current levels-of-service will be adequate to serve future populations, or if as the development pattern changes, modified future levels-of-service will be targeted. Using these established targets the County should partner with the agencies and departments providing the services to prepare capital facility plans and consider operational plans as well. See the *Public Facilities Guide* for suggestions on levels-of-service and capital facility planning targets.



IMPLEMENTATION TOOLS

- *Comprehensive, Area, or Major Thoroughfare Plans*
- *Access Management Standards*
- *Connectivity Indices*
- *Capital Improvement Programs*
- *Adequate Public Facilities Policies*
- *GIS predictive models*



IMPLEMENTATION TOOLS

- *Capital Facility Programs*

Establish a strategy to evolve the provision of safety services in a more urbanized environment as the corridor develops over the coming decades—transitioning from a primarily low density rural community to a more developed area.

As the corridor urbanizes over the coming decades, the County may find the traditional rural ways of providing services will not be able to adequately respond to the demands placed on them by an increasing population. Particular areas which will require examination will be the volunteer fire departments and EMS response. As populations increase call frequency and volume will also increase. At some point the corridor population and development intensity may surpass what can adequately be serviced by volunteer services. The County should establish a review and assessment program to determine where those thresholds are and plan accordingly for future needs. Coordination with the fire departments will be essential in this process.



IMPLEMENTATION TOOLS

- Plans (Topical)
- Coordination

Identify and promote development patterns and practices that support water and air quality management.

Part of maintaining the safety, health, and welfare of the people living in the corridor is providing an environment with air and water quality that does not pose health risks to the individuals exposed to these elements. In its current relatively sparsely developed status the corridor has reasonably high water and air quality. As recently as 2011, the Environmental Protection Agency identified the northern parts of the County as part of a non-attainment zone for air quality (although local indicators are within acceptable levels). As development increases in the corridor, without proper promotions the air and water quality can deteriorate.

Water quality is strongly influenced by agricultural run-off, non-point source contaminants (oil and pollutants spread across large areas), increased sediment and pollutant content from run-off during development, and aquifer contamination as a function of these conditions. The quantity of impervious surface and disturbance of natural wetlands within a water system can be among the most detrimental factors for water quality. This Stewardship Plan indicates that the identification and protection of important environmental resources is a strategic goal (See **Community Character and Land Use**) which includes water resources.

The County should consider adoption of development regulations that address protection of water quality both through where and what kinds of development occur, but also the actual development practices themselves to help maintain water quality during construction activity. Water is a resource that gives the County a competitive advantage to other regions, and is worth protecting.

Air quality is affected by airborne pollutants primarily generated through the combustion of fossil fuels. The types of air pollution sources include both mobile and stationary sources. Mobile sources include motor vehicles, engines, and equipment that moves or can be moved from place to place. This type of pollution typically follows traffic patterns and transportation infrastructure. Stationary sources include any place or structure from which pollutants are released. Primary man-made-stationary sources include factories and electric power plants, and smaller uses like dry cleaners, degreasing operations, and gasoline stations. Natural sources can include trees and vegetation, gas seeps (geological), and microbial activity. With the completion of I-269 in the next decade, development, energy consumption, and vehicular traffic in and through the corridor will escalate, intensifying levels of

pollutants in the air. The two primary accepted approaches to reducing air quality impacts associated with growth and development are: a) promote development forms that reduce driving distances, increase use of alternative modes of transportation, and b) encourage energy efficient building and development practices that rely on clean energy. These two approaches link directly to other strategic goals of this Stewardship Plan.



IMPLEMENTATION TOOLS

- Design/Planned District Development Standards
- Complete Street Standards
- Water Quality Standards
- Air Quality Standards
- GIS Predictive Models
- Preservation/Conservation Standards

Promote development forms that provide safe pedestrian and vehicular access to recreation and other community amenities like groceries, health services, and schools and allow for convenient daily exercise and access to health food choices.

Many of the same development forms that support healthy air and water quality provide safe pedestrian and vehicular access to recreation and other community amenities like groceries, health services, and schools.

Compact mixed-use development in conjunction with a highly functioning rural road network for access to lower density developed areas (rural residential and farms) provides the access and proximity of services and amenities to where people live. Along with providing connections, a development pattern that encourages compact mixed uses should be supported by a coordinated plan which identifies locations for future parks, schools, health services, and groceries in locations which can be accessed by the greatest number of users. These development forms are represented in the placetypes which are recommended in this Stewardship Plan. The Placetypes represent complete communities that offer individuals choices about the kinds of environments in which they live as well as establishing a framework for where amenities can be located, and how a user might travel from where they live to these amenities.



IMPLEMENTATION TOOLS

- Plans (Comprehensive, Topical and Area)
- Standards (Mixed Use Planned Development)
- Complete Street Standards
- GIS Models
- Energy Efficiency Programs



Encourage energy efficient development and building practices.

As the potential access to fossil fuels becomes more expensive and limited, many industries are exploring alternative practices to not only conserve energy but also become independent from fossil fuel produced energy sources. Part of becoming a 21st Century Leader is investing in innovation and establishing communities that are as livable for tomorrow's generations as they are today. There are many metrics available to measure the energy efficiency of various development and building practices. Some of the more widely known are the LEED standards and certification programs, and carbon footprinting. Energy efficient development and building practices are being explored and employed in more communities. The County should evaluate existing development regulations to establish that they are not hindering energy efficient development and assess whether there is a high enough desire to actually encourage energy efficient development and building practices through incentives or bonus programs. There are many examples of programs the County could follow in establishing a credit or incentive program for energy efficient development and building practices to encourage in the corridor and countywide.

LEED

LEADERSHIP IN ENERGY & ENVIRONMENTAL DESIGN



IMPLEMENTATION TOOLS

- Standards (Assessment and Amendments)
- Energy Efficiency Programs



THE STEWARDSHIP PLAN

PART ONE: THE CORRIDOR COMPASS

PART TWO: THE STRATEGIC PLAN

PART THREE: DEVELOPMENT FRAMEWORK AND SECTOR PLANS

PART FOUR: PLACETYPE GUIDELINES

PART FIVE: PUBLIC FACILITIES PLANNING GUIDE

PART SIX: IMPLEMENTATION GUIDE

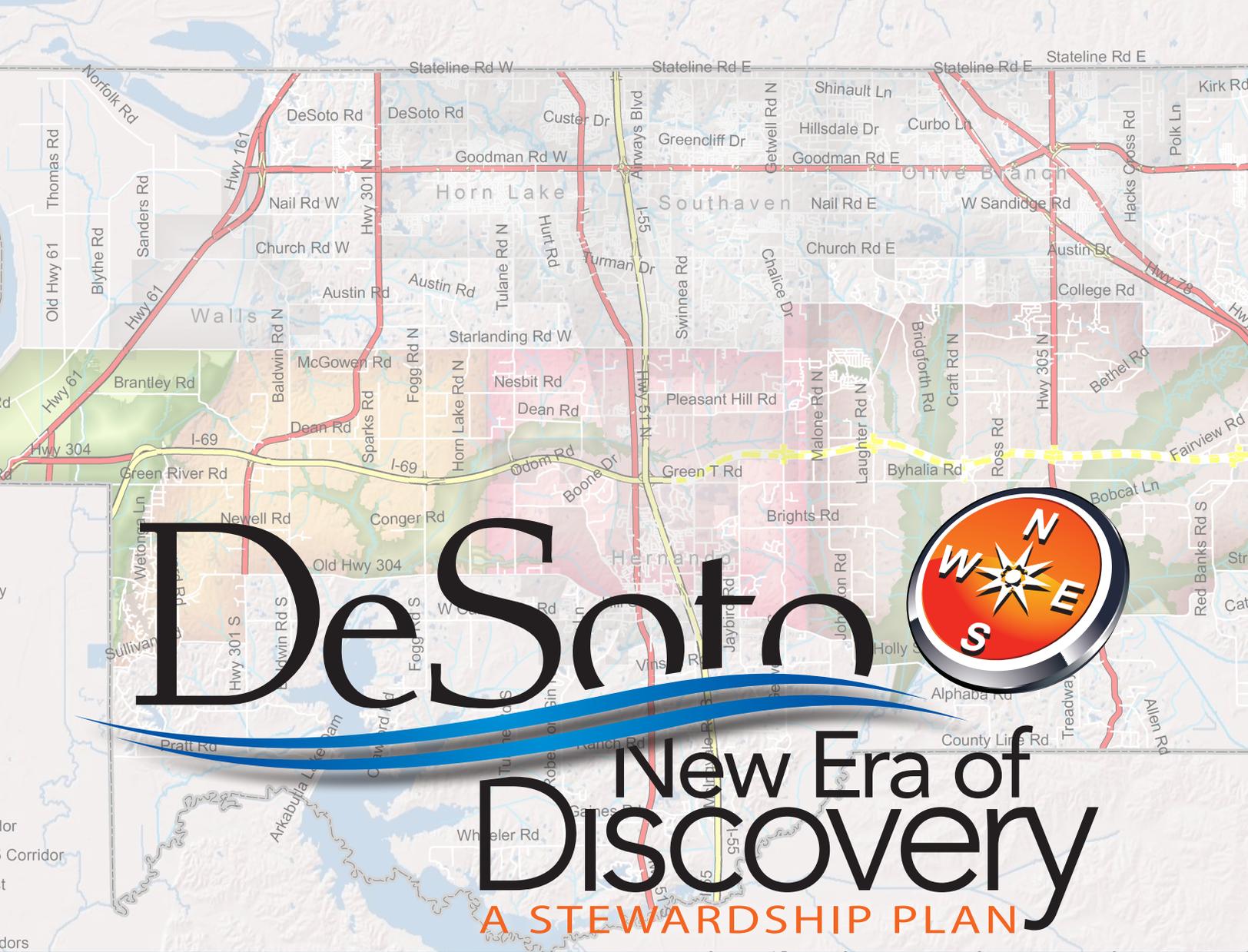
BACKGROUND DOCUMENTS

PEOPLE AND THE MARKET

BUILT AND NATURAL ENVIRONMENT

CASE STUDIES AND LESSONS LEARNED





DeSoto

New Era of
Discovery

A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

THE DEVELOPMENT FRAMEWORK PLAN

THE DEVELOPMENT FRAMEWORK PLAN PREPARED BY



G R E S H A M
S M I T H A N D
P A R T N E R S

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DELTA SECTOR	5
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HERNANDO/I-55 SECTOR	13
EASTERN CORRIDOR SECTOR	17
RIVER CORRIDORS SECTOR	21



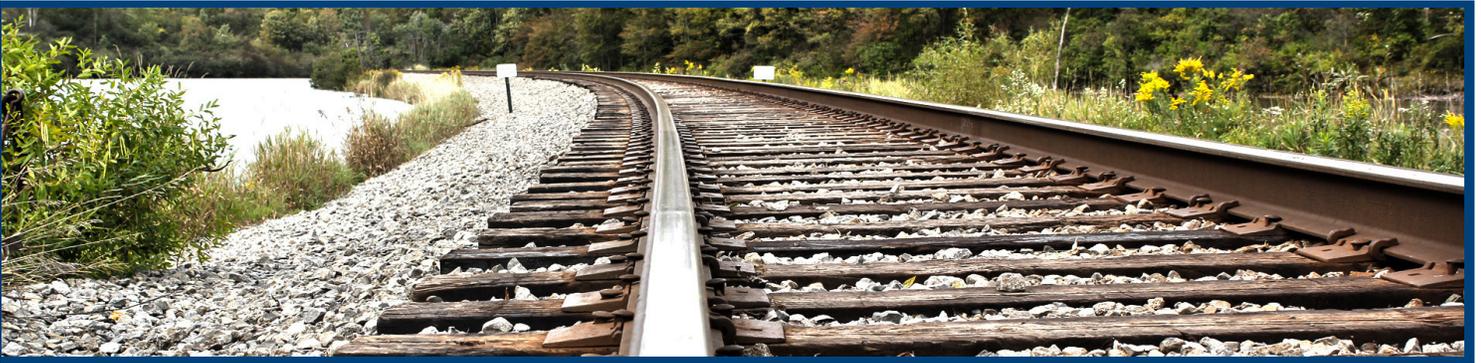
OTHER DOCUMENTS IN THE STEWARDSHIP PLAN INCLUDE:

EXECUTIVE SUMMARY
THE CORRIDOR COMPASS
STRATEGIC PLAN
PLACETYPE GUIDELINES
PUBLIC FACILITIES PLANNING GUIDE
IMPLEMENTATION GUIDE

BACKGROUND REPORTS:

PEOPLE AND MARKET
BUILT AND NATURAL ENVIRONMENT
CASE STUDIES AND LESSONS LEARNED

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Overview

The [Development Framework Plan](#) addresses the geographically specific recommendations for the *Stewardship Plan*. A set of recommendations for the strategic topical goal areas is presented for each of four sectors. The recommendations are customized to the targeted development focus for that sector. The recommendations provide a framework against which the county can evaluate development proposals and determine the suitability of a given proposal within the corridor. The Development Framework Plan will also provide predictability to land owners and developers regarding what kinds of development would be suitable in the corridor. Furthermore, this plan will help prioritize investment of public resources in a fiscally responsible manner.

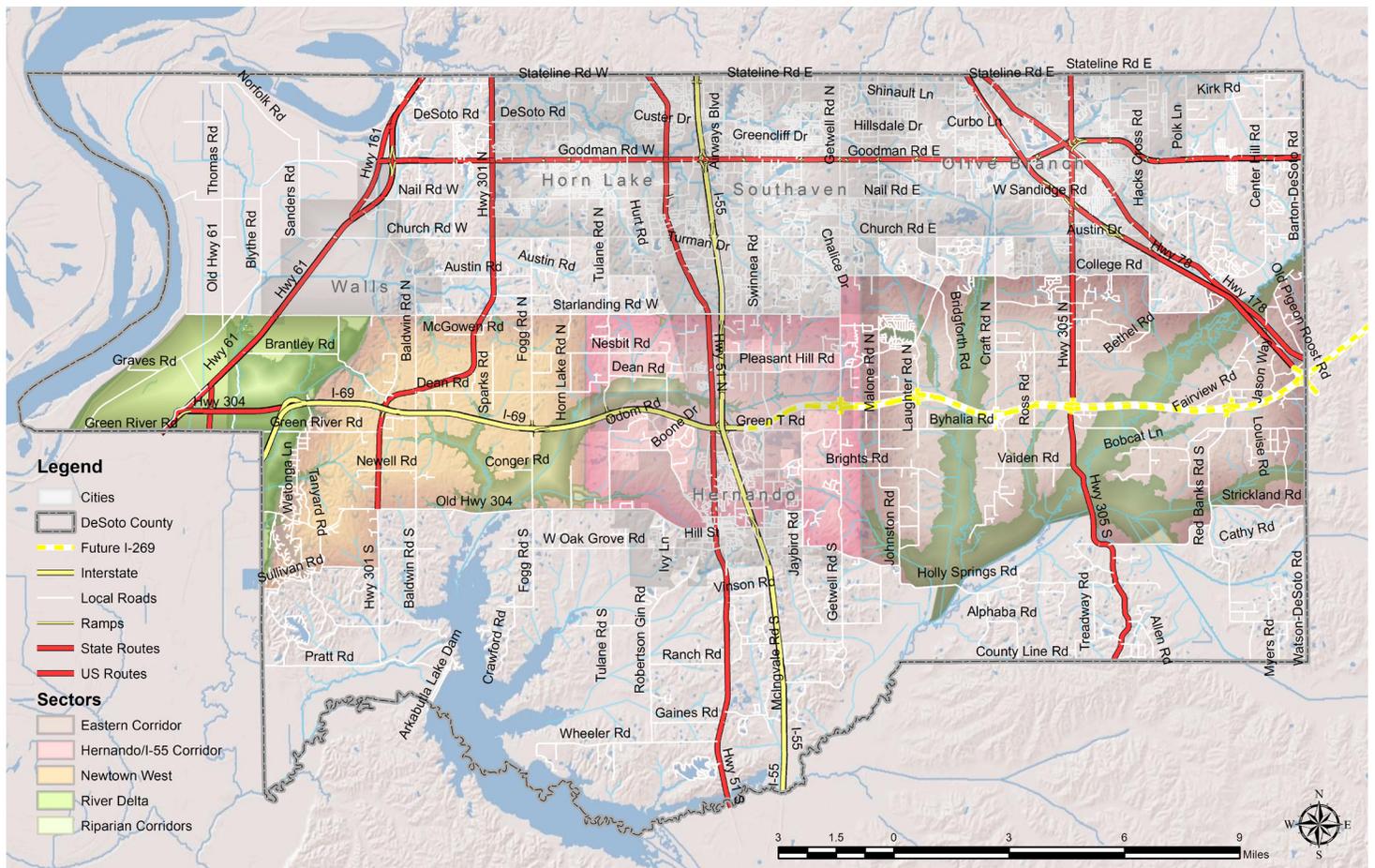
Throughout history people have built homes and communities in new places as they become more accessible. The completion of I-69/I-269 as an international trade corridor and as a bypass to the Memphis Region will provide access to new places, changing the long-term prospects for the corridor in DeSoto County from what tradition has dictated toward what the future will hold. The county has an opportunity now to identify the framework around which this development will happen to shape the future character and quality of life in the corridor for generations to come. In many ways this Stewardship Plan is that framework, bringing together the thoughts, plans, and potential from the various agencies, land owners, and the community to identify what the future will look like and how the corridor will develop over the long-range.

The *Development Framework Plan* is comprised of two major components, the overall Development Framework Plan which identifies the systems and infrastructure around which development will occur (built and natural) and the various sectors of the corridor where development pressures are anticipated to have different characteristics and influences.

The development framework includes: Existing and planned sanitary sewer infrastructure, existing and planned potable water infrastructure, existing and planned roads, railroads, airports, rivers and bike and pedestrian corridors, existing development patterns, and future values and abilities of generations of residents and employers, many of the factors that contribute to the quality of life enjoyed in the corridor. The framework is based on existing plans for the expansion and modification to the county's infrastructure. The next step for the county will be to approach the development framework in a comprehensive analysis that assesses future goals and vision and makes adjustments to these networks and systems to account for those future goals.

Sector Plans

The Development Framework Plan divides the corridor into five sectors and the sector plans illustrate where the framework elements intersect, and what the development focuses can be in each sector of the corridor. The Development Framework Plan is a combination of the five Sector Plans which also identify the appropriate development forms (Placetypes) described in the *Placetype Guidelines*.



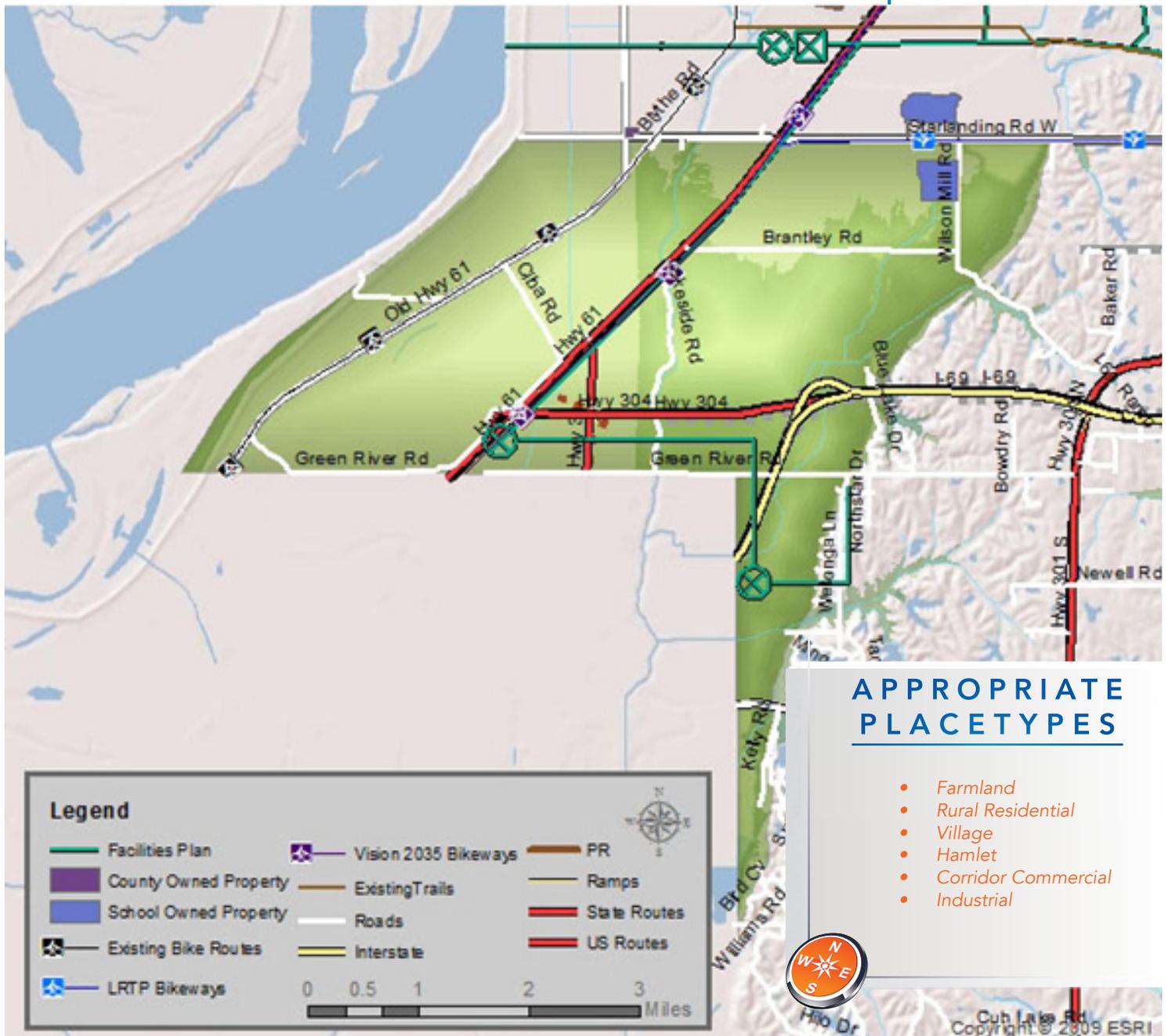
Map 1: Corridor Sectors

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DELTA SECTOR



AREA SQUARE MILES/ACRES	19 sq. miles/12,160 acres
PRIMARY EXISTING CHARACTER	This sector includes the entirety of the delta in the corridor. The primary existing character is of rural agricultural landscapes with low density residential. Road intersections are infrequent and suitable for rural and agricultural travel and movement of agricultural produce. The natural geology in the Mississippi River delta provides naturally fertile soils making this area prime for agricultural production.
DEVELOPMENT FOCUS	Development in this area should continue to focus on agricultural production and supportive industrial development. Areas around Lake Cormorant and Highway 61, offer opportunities to tie into the Blues Heritage Trail, Mississippi River access, and the location between Tunica and Memphis to attract some travel generated economic development. Reserving opportunities to establish public and private partnerships to develop a river port in this area should be explored. Proposed development outside of these recommendations may be considered as Development of County Significance and should be reviewed for impacts and serviceability when found to provide significant benefits to the community.
PREDOMINANT NATURAL FEATURES	Mississippi River Delta, Floodplain, Prime Agricultural Soils State of Arkansas; Tunica County, MS; City of Walls, MS
ADJACENT JURISDICTIONS	U.S. Highway 61, Old Highway 61, 304, 731, Banks Road, Green River Road, Star Landing, and Brantley Road
PRIMARY TRANSPORTATION CORRIDORS	I-69/U.S. 61 and I-69/713
HIGHWAY INTERCHANGES	Planned-A Force Main is proposed following U.S. 61 and roughly along Green River Road
AVAILABILITY OF SANITARY SEWER	Walls Water Association Inc. (Most of the Sector) North Mississippi Utility Company (Second Largest Area) Days Water Association (Small portion in northeast point)



ECONOMIC DEVELOPMENT & JOB CREATION RECOMMENDATIONS

There are three major components to the economic development and job creation recommendations for the Delta Sector.

1. Identify agricultural related industries and businesses that can be built in the area while maintaining agriculture as a viable component of the county's economy. These opportunities may present themselves as transportation hubs for agricultural produce (ports and rail), process and packaging of agricultural goods, and local sales of goods to local restaurants, groceries, and residents through farm markets and other direct source retail or wholesale.
2. Identify and encourage business development along the old Highway 61 Corridor that can attract business from travelers between Memphis and Tunica.
3. Reserve future potential for development of a river port and/or other significant industrial developments.

**INFRASTRUCTURE & FACILITIES
RECOMMENDATIONS**

The specific recommendations for infrastructure and facilities in the Delta include:

1. Maintain adequate road capacity for agricultural supportive industry and production.
2. Employ access management standards along Highway 61 to allow moderate commercial and industrial development along the corridor.
3. Identify a strategy for future development of a river port and supportive industrial development and the necessary transportation infrastructure to move goods from the port inland.
4. Target sewer and water services near the Highway 61 corridor to promote active agriculture throughout the sector and development activities near Highway 61.
5. Conduct a Development of County Significance review process to assess benefits and impacts of large-scale developments in other areas of the Delta Sector. When proposed developments are found by the planning commission, county departments, and board of supervisors to provide a net benefit to the community (for example by creating significant new jobs, increased revenue, diverse housing options, maintenance of road way levels-of-service) and not require unattainable public facility investments, they should be considered in the county’s best interest for approval.



COMMUNITY CHARACTER & LAND USE RECOMMENDATIONS

The specific community character and land use recommendations for the Delta include:

1. Retain as much agriculturally active farmland as possible by maintaining large unsubdivided land areas to capitalize on the high quality soils in the Delta.
2. Focus commercial and industrial development along Highway 61 where utility services are or will be available. This may be updated as future facility plans are updated and refreshed.
3. Allow for low and moderate density residential development with rural character in villages, particularly near Walls and the Lake Cormorant School site.
4. New towns with higher residential densities and supportive commercial use

PUBLIC SAFETY, HEALTH AND WELFARE RECOMMENDATIONS

The specific public safety, health, and welfare recommendations for the Delta Sector include:

1. Observe FEMA and other floodplain management and development guidelines to protect life and property in areas with increased flood potential.
2. Utilize access management standards and land use plans to maintain safe travel conditions in the sector and prevent conflicting uses.
3. Monitor and maintain adequate safety services (fire/police) in conjunction with growth.
4. Encourage local food production and consumption to be both supportive of the local economy as well as energy efficient.

DEVELOPMENTS OF COUNTY SIGNIFICANCE

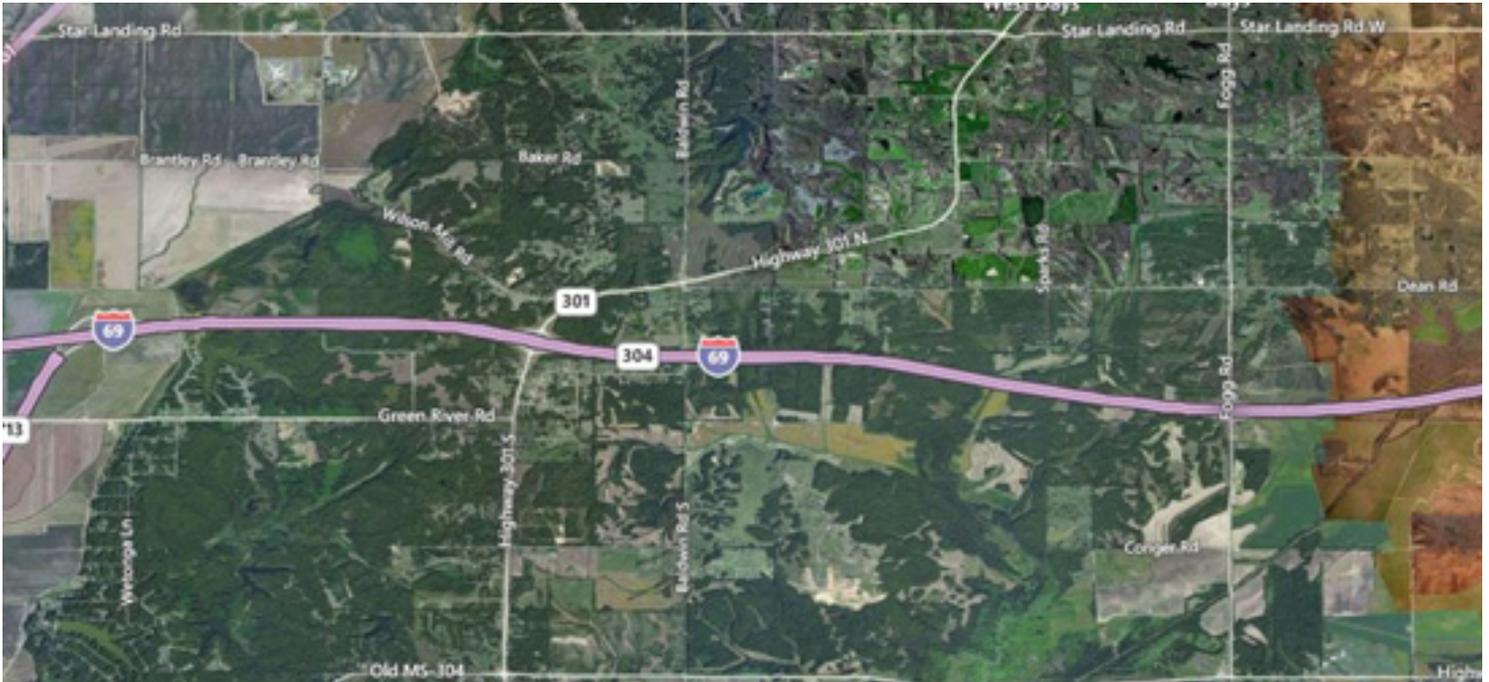
The Delta Sector may experience growth pressures that the county or this plan cannot foresee because of the large size of the corridor study area and the unpredictably of the real estate market. For this reason the development of land in close proximity to planned/existing highway and sanitary sewer infrastructure is more easily supported and would conform to the guiding principles of this plan. However, should a land owner or developer in other areas of the Delta find a beneficial development option for land not currently planned for services, a Development of County Significance review process should be conducted by the county to assess the benefits and impacts of the proposed development to consider it for approval. (See the DoCS in The Implementation Guide.)



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S E C T O R P L A N S

NEWTOWN WEST SECTOR



AREA SQUARE MILES/ACRES

39.9 sq. miles/25,300 acres

PRIMARY EXISTING CHARACTER

This sector includes the western portion of I-69 and runs from the Delta bluff east past Fogg Road. The area is sparsely developed with the predominant feature being significant wooded areas interspersed with some agriculture and larger lot residential subdivisions. The local road system is still primarily the rural highways with greater frequency in the northern half of the sector between Baldwin Road which has more residential developments. Panther Creek, the lake east of Baldwin Road S., and the northern portions of Arkabutla Lake contribute to the existing character (See the River Sector).

DEVELOPMENT FOCUS

The focus for development in this area should be on preserving a small town rural lifestyle in conservation subdivisions, villages and large lot residential neighborhoods, with opportunities to create a new town near the intersection of Highway 301 S. and Old MS 304. The town style development should incorporate a major employment component with suggestions for a multi-function expo center or employment park. Development should seek to preserve and incorporate wooded areas into the development, particularly along the existing highways.

PREDOMINANT NATURAL FEATURES

Wooded areas, the bluff and views, and the Panther Creek River Corridor

ADJACENT JURISDICTIONS

Tunica County, MS; City of Walls, MS

PRIMARY TRANSPORTATION CORRIDORS

Star Landing Road, Highway 301, Old MS 304, Green River Road, Baldwin Road, Sparks Road

HIGHWAY INTERCHANGES

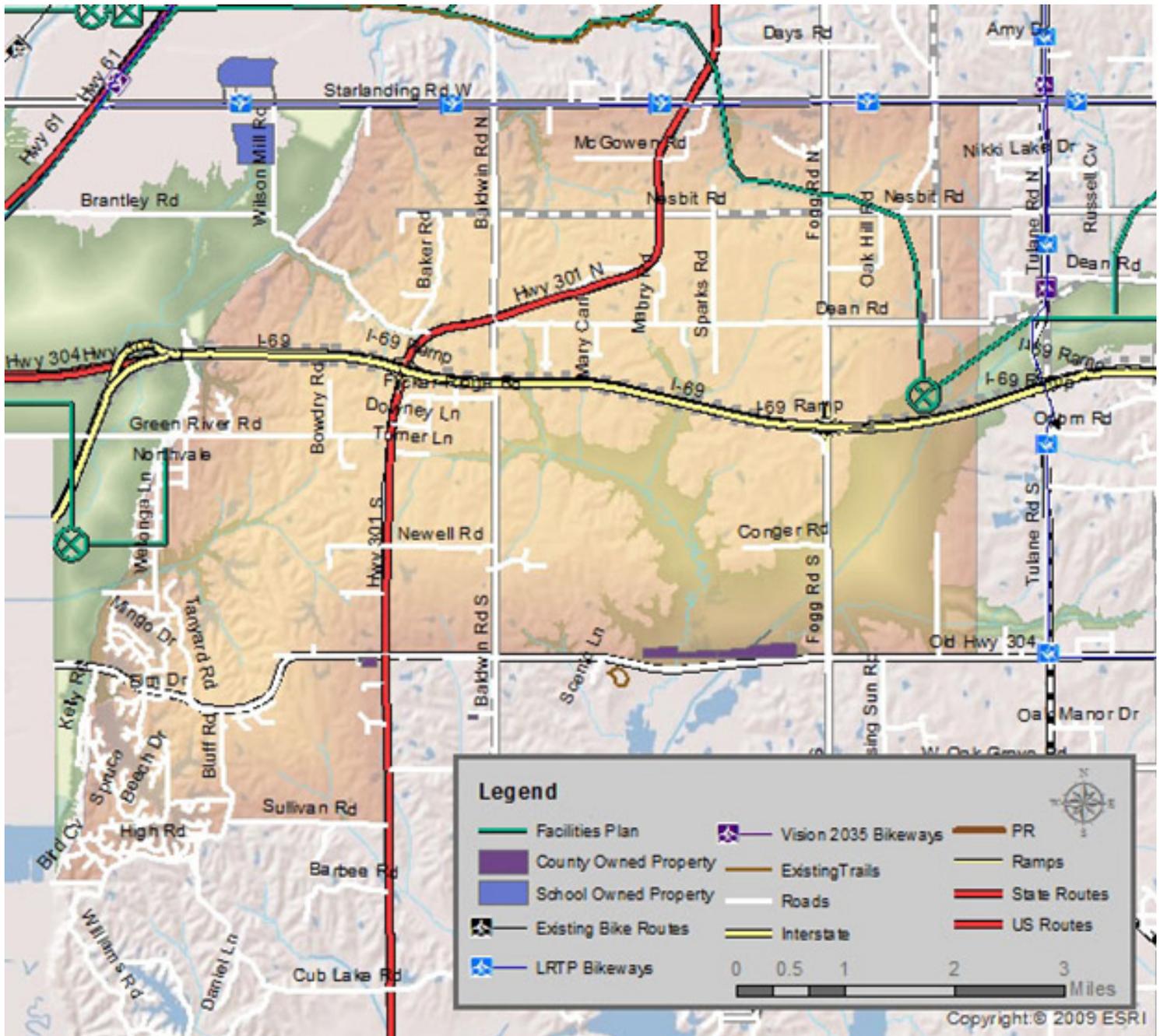
I-69/ Highway 301, I-69/Fogg Road

AVAILABILITY OF SANITARY SEWER

Planned-A Gravity Main is proposed at the perimeter of the area via gravity feed.

WATER SERVICE DISTRICT(S)

Days Water Association (North of I-69)
 North Mississippi Utility Company (West of 301)
 The remainder of the sector is not in a Water Service District.



ECONOMIC DEVELOPMENT & JOB CREATION RECOMMENDATIONS

The specific recommendations for economic development and job creation in the Newtown West Sector are:

1. Encourage high utilization of accessible land around the Fogg Road interchange with a town center style mixed use development, to integrate a business district into a complete development of a “new town”.
2. Encourage mixed use industrial, office and business districts at Star Landing Road and 301, and South of I-69 east of Baldwin Road.
3. Neighborhood commercial and smaller hamlets should be developed to provide retail and service businesses to local residents.

**INFRASTRUCTURE & FACILITIES
RECOMMENDATIONS**

The specific recommendations for infrastructure and facilities in the Newtown West include:

1. Provide adequate public facilities including utilities, communications, and local roads to support development of compact higher intensity business development in the targeted areas.
2. Provide adequate school capacity for anticipated residential growth in this sector by considering new school sites in the development pattern and approval south of I-69.
3. Locate fire and EMS stations in the sector both north and south of I-69 to adequately serve new development.
4. Use access management standards to regulate development form and road function on county and state routes. Use parallel access roads, interconnected local road networks, and shared access to larger developments.

**COMMUNITY CHARACTER & LAND USE
RECOMMENDATIONS**

The specific community character and land use recommendations for the Newtown West Sector include:

1. Avoid strip or corridor commercial development patterns with small or medium frontage lots along existing state and county roads. Instead promote districts of commercial development with an internal road system using access management and development design to maintain or improve the movement of traffic on major thoroughfares—particularly within one-mile of highway interchanges. (See Neighborhood Commercial, Hamlet, Mixed Use Business/Town Centers for preferred development forms.)
2. Encourage subdivisions to have interconnected roadways with multiple access points onto the county network.
3. Encourage mixed-use master planned developments that include business districts, a variety of housing types in traditional neighborhoods, multi-family, conservation subdivisions and rural residential, public facilities, and open spaces to encourage walking, job creation, and housing choices.
4. Encourage suburban style neighborhoods with support services in the northern part of the sector.
5. Encourage the most intense land use near the interchange of Fogg Road and I-69 and gradually decrease the density as development approaches the River Corridor or farmland.

**PUBLIC SAFETY, HEALTH AND WELFARE
RECOMMENDATIONS**

The specific public safety, health, and welfare recommendations for the Newtown West Sector include:

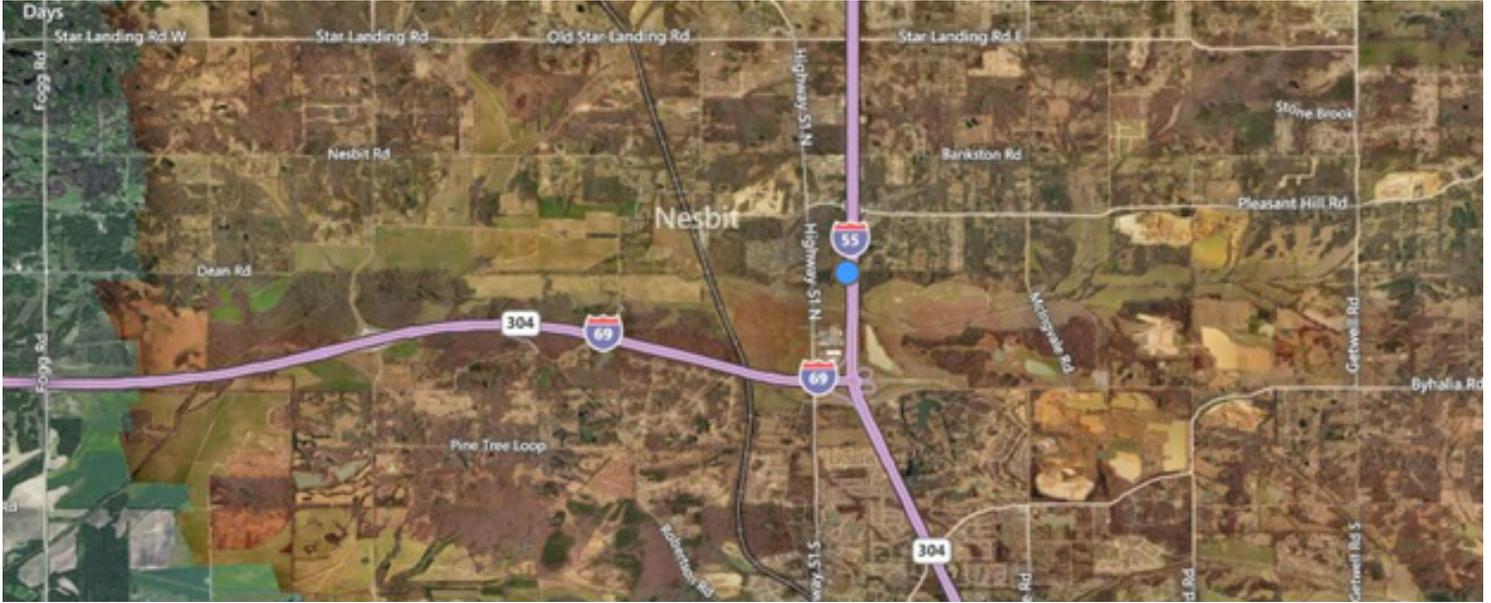
1. When mixed-use development occurs it should incorporate all essential public services including but not limited to parks and recreational spaces, schools, and fire/EMS stations.
2. To the maximum extent possible development patterns should concentrate development on smaller lots in areas without tree cover and not along river corridors. Special development regulations can be designed to allow for smaller lots as a trade for the preservation of sensitive natural features. (See Conservation Subdivisions.)
3. Encourage energy efficient design and promote the use of solar or wind energy within developments.
4. Encourage alternative fuel provision and electric charging stations in residential and commercial development.

**APPROPRIATE
PLACETYPES**

- *Natural Landscapes*
- *Farmland*
- *Rural Residential*
- *Village*
- *Conservation Subdivision*
- *Traditional Neighborhood*
- *Suburban Neighborhood*
- *Multi-Family Residential*
- *Neighborhood Commercial*
- *Mixed Use Business / Town Center*
- *Special Districts / Campus*
- *Industrial*



HERNANDO/I-55 SECTOR



AREA SQUARE MILES/ACRES

39.6 sq. miles/25,320 acres

PRIMARY EXISTING CHARACTER

This sector has the most development and urban character of the sectors with the City of Hernando's development pattern being predominant. Other notable landscapes include moderately wooded areas with suburban and rural residential neighborhoods and recreation areas. The area has several natural and man made lakes which serve as focal points for residential developments. The existing local road network is more intense in the central parts of Hernando and spreads out closer to the perimeters of this sector.

DEVELOPMENT FOCUS

As the central urban area in the corridor and the intersection of I-55 and I-69/I-269, the development focus in this area should be to expand the residential character of Hernando's traditional neighborhoods, and focus economic development on high employment generating uses that benefit from high visibility and accessibility from the highways and airport. Key challenges in this area will be inter-jurisdictional coordination, development of a major thoroughfare plan for local roads, and targeted economic development sites.

PREDOMINANT NATURAL FEATURES

Hurricane Creek corridor, predominance of scattered man made and naturally formed ponds and lakes.

ADJACENT JURISDICTIONS

Southaven, Hernando

PRIMARY TRANSPORTATION CORRIDORS

Highway 51, Star Landing Road, Nesbit Road, Pleasant Hill Road, Highway 304, Byhalia Road, Holly Springs Road, Tulane Road, McIngvale Road, Jaybird Road, and Getwell Road

HIGHWAY INTERCHANGES

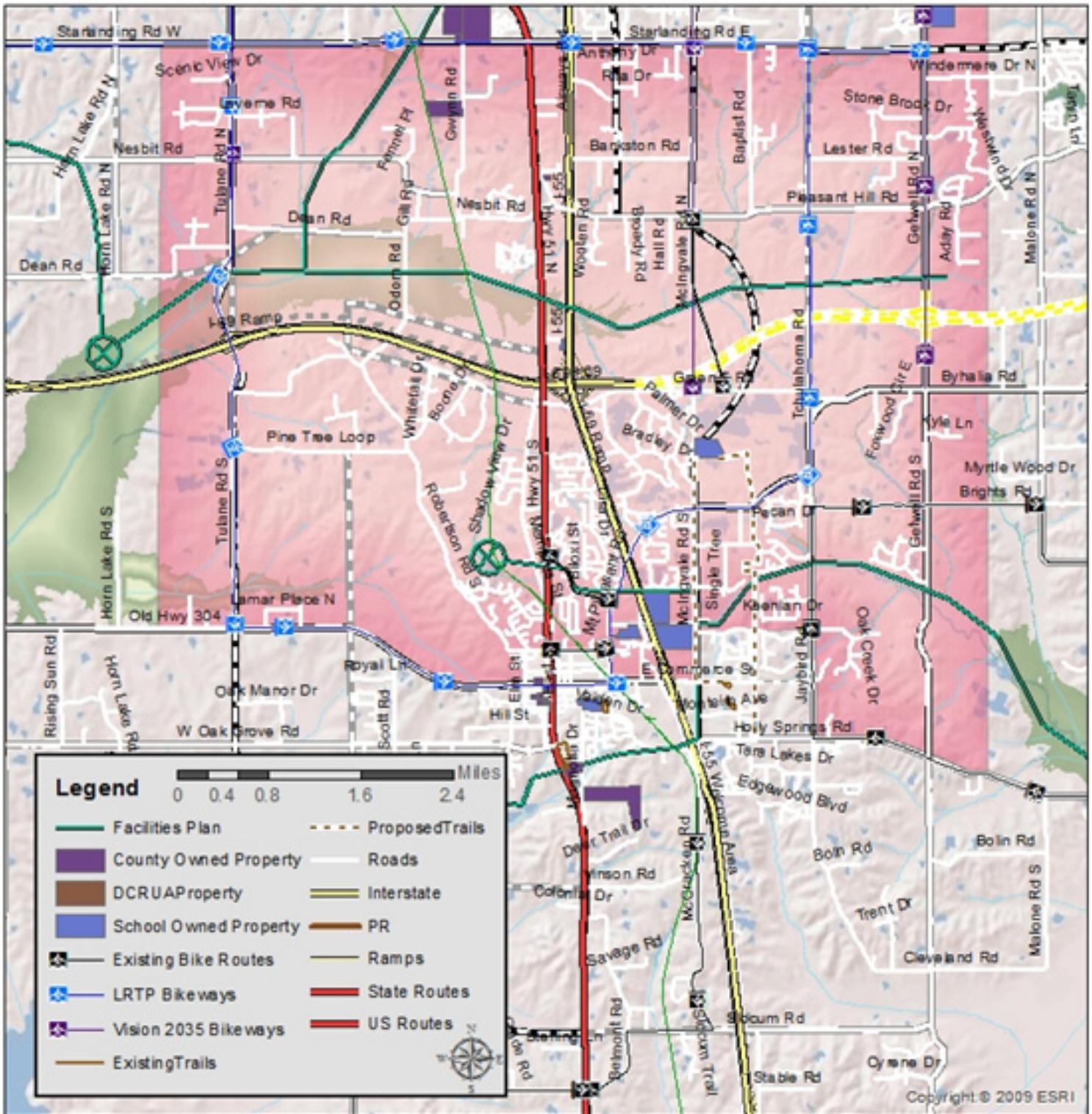
I-69/I-269 with I-55 (no local access), I-69/Tulane Road; I-269/Getwell Road (Future); I-55/Pleasant Hill Road; and I-55/Commerce Street

AVAILABILITY OF SANITARY SEWER

Existing in Hernando, Planned-Gravity line following Hurricane Creek

WATER SERVICE DISTRICT(S)

Walls Water Association Inc. (Most of the Sector)
North Mississippi Utility Company (Second Largest Area)
Days Water Association (Small portion in northeast point)



Map 4: Hernando/I-55 Sector Plan

ECONOMIC DEVELOPMENT & JOB CREATION RECOMMENDATIONS

The specific recommendations for economic development and job creation in the Hernando/I-55 Sector are:

1. Establish corporate and mixed use business parks with access off of U.S. 51, in the northwest quadrant of the I-55/I-69/I-269 interchange.
2. Establish a town center or regional scale commercial and business district at the Getwell Road interchange, within a mixed use context that supports traditional neighborhoods, multi-family housing and suburban neighborhoods. Focus commercial growth in a district, not in strip commercial along Getwell Road. (See the Highway Interchange Placetype.)
3. Encourage business development and infill in existing business districts within Hernando.

INFRASTRUCTURE & FACILITIES RECOMMENDATIONS

The specific recommendations for infrastructure and facilities in the Hernando/I-55 Sector include:

1. Provide adequate public facilities including utilities, communications, and local roads to support development of compact higher intensity business development in the targeted areas. Capitalize on sewer and water, and fiber optic utility availability along Hurricane Creek to develop more intensely where service is available.
2. Provide adequate school capacity for anticipated residential growth in this sector by considering new school sites in the development pattern particularly east of I-55.
3. Locate fire and EMS stations in the sector both north and south of I-69 in areas of significant business and residential growth. Monitor the call response time and capacity of the existing station located along Route 51 north of I-69 as the commercial and residential population in this area increase.
4. Prepare a detailed study of future development patterns and local thoroughfares and prepare a local thoroughfare plan. Lack of highway interchanges for a one mile radius will require improvements to local roadways to move goods.
5. Use access management standards to regulate development form and road function on county and state routes. Use parallel access roads, interconnected local road networks, and shared access to larger developments. Use the major thoroughfare plan to reserve rights-of-way during private development to ensure adequate access and traffic flow.
6. Encourage complete street design and implementation of the Greenway and Trail Plans to facilitate multi-modal transportation availability in and near Hernando.

APPROPRIATE PLACETYPES

- Natural Landscapes
- Farmland
- Rural Residential
- Village
- Conservation Subdivision
- Traditional Neighborhood
- Suburban Neighborhood
- Multi-Family Residential
- Neighborhood Commercial
- Mixed Use Business / Town Center
- Special Districts / Campus
- Industrial



COMMUNITY CHARACTER & LAND USE RECOMMENDATIONS

The specific community character and land use recommendations for the Hernando/I-55 Sector include:

1. Preserve the character and integrity of the traditional development in Hernando, by adopting joint area plans with the city to preserve and expand the existing development pattern so new growth fits with the context of Hernando. This is particularly important south of I-69/I-269.
2. Encourage suburban neighborhoods with support services in the northern part of the sector.
3. Establish regional/corporate level business districts and neighborhood business districts as focal points for residential neighborhoods. Discourage frontage development and strip commercial along major corridors.
4. Encourage subdivisions to have interconnected roadways with multiple access points onto the county network. (See Public Facilities Planning Guide.)
5. Look for long-range redevelopment options for the gravel pits and mining operations located west of Getwell Road.
6. Encourage the most intense land use near the interchange of Getwell Road and I-269 and gradually decrease the density and intensity as development approaches the River Corridors and farmland.
7. Employ a transition in residential lot sizes so smaller lots are not located on the exterior of a proposed development adjacent to, or across the street from, larger lots of an existing development.
8. Encourage a mixed use or master planned development centered around the Getwell Road interchange. The development should incorporate a regional scale business district at its

PUBLIC SAFETY, HEALTH AND WELFARE RECOMMENDATIONS

The specific public safety, health, and welfare recommendations for the Hernando/I-55 Sector include:

1. When mixed-use development occurs it should incorporate all essential public services including but not limited to parks and recreational spaces, schools, and fire/EMS stations.
2. To the maximum extent possible, development patterns should concentrate development on smaller lots in areas without tree cover, wetlands, or in River Corridors. Special development regulations can be designed to allow for smaller lots as a trade for the preservation of sensitive natural features. (See Conservation Subdivisions in the Implementation Guide.) Particular focus should be placed on maintaining the green network as proposed in the *Greenways and Trails Master Plan*.
3. Encourage energy efficient design and promote the use of solar or wind energy within developments.
4. Encourage alternative fuel provision and electric charging stations in residential and commercial development.

S E C T O R P L A N S

EASTERN CORRIDOR SECTOR



AREA SQUARE MILES/ACRES

78.3 sq. miles/50,120 acres

PRIMARY EXISTING CHARACTER

This sector has a significant amount of existing residential development, notably the Community of Lewisburg which is a rural type village situated near the intersection of 304/Byhalia Road and 305. The area north of Byhalia Road is characterized by large suburban and rural subdivision neighborhoods of various eras, with many recent subdivisions still under construction and development. The landscape is rolling and some of the natural and man made ponds continue in this sector. The Coldwater River and its tributaries including the Camp Creek Canal divide the sector into three sub areas.

DEVELOPMENT FOCUS

Recent development trends indicate that this sector is experiencing significant residential development pressures. Facilities and economic development efforts should focus on providing residentially compatible amenities and services. With growing residential populations, demand for education, health care, retail, and office/research facilities will be complementary. Significant focus should be placed on preserving the rural village character of Lewisburg and maintaining the Coldwater River system in a natural state suitable for recreation and eco-tourism. (See River Corridors Sector.)

NATURAL FEATURES

Coldwater River and its tributaries, wooded areas interspersed with open fields and agriculture.

ADJACENT JURISDICTIONS

Southaven, Olive Branch, Marshall County, MS

PRIMARY TRANSPORTATION CORRIDORS

Pleasant Hill Road/College Road, Byhalia Road/304, Holly Springs Road, Bethel Road, Craft Road, Ross Road, Highway 305, Red Banks Road, U.S. 78, and Highway 178.

HIGHWAY INTERCHANGES

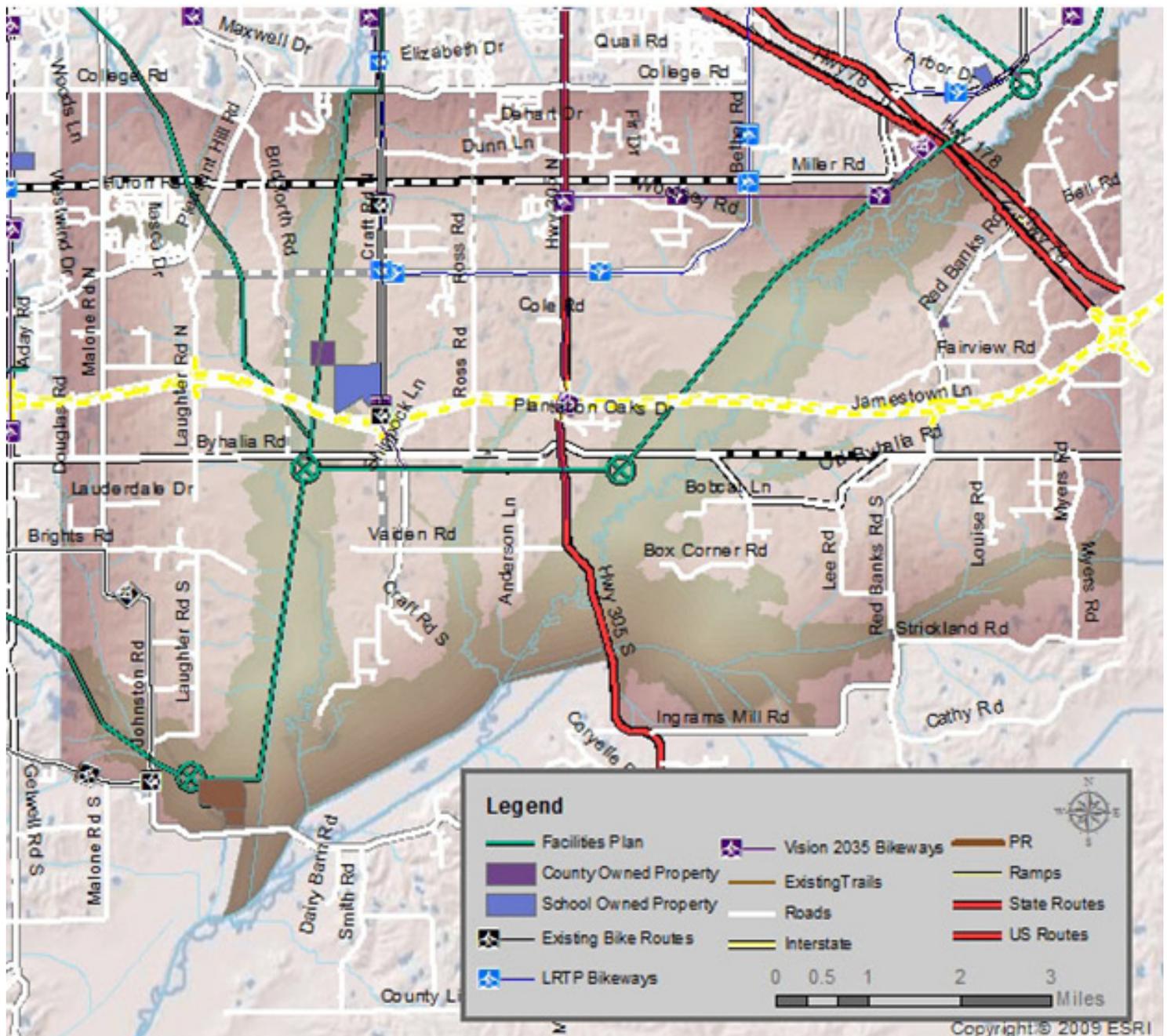
Existing-U.S. 78/Bethel Road, U.S. 78/Red Banks Road/Highway 178. Planned-I-269/Laughter Road, I-269/Craft Road, I-269/305, I-269 Red Banks Road, and I-269/U.S. 78.

AVAILABILITY OF SANITARY SEWER

Existing-Gravity and force mains following Camp Creek Canal; Planned-Force and gravity mains from Lewisburg along 304 to the Coldwater River north to 78.

WATER DISTRICT(S)

Pleasant Hill Water District (Northwest), North Mississippi Utility Company (Southwest), Lewisburg Water Association (Central), Fairhaven (small area near Olive Branch), City of Byhalia (Small area at Marshal County Line); Southeast not in a district.



Map 5: Eastern Corridor Sector Plan

ECONOMIC DEVELOPMENT & JOB CREATION RECOMMENDATIONS

The specific recommendations for economic development and job creation in the Eastern Corridor Sector are:

1. Facilitate the development of a research, medical, or educational campus in the vicinity of Highway 178 near the interchange with I-269.
2. Encourage town center and neighborhood scale commercial to serve local residents.
3. Continue developing educational programs in local high schools and technical schools to provide workforce training within this residential area.
4. Identify appropriate sites in the vicinity of Laughter Road for institutional or research focus business parks or employment zones which are compatible with and supportive to the residential character of this sector.

INFRASTRUCTURE & FACILITIES RECOMMENDATIONS

The specific recommendations for infrastructure and facilities in the Eastern Corridor Sector include:

1. Provide adequate public facilities including utilities, communications, and local roads to support development of medical, research, and service business development in the targeted areas.
2. Improve the local water distribution systems where necessary to support commercial levels of fire suppression adequate for targeted sectors.
3. Provide adequate school capacity for anticipated residential growth in this sector by considering new school sites in conjunction with any larger scale residential developments.
4. Locate fire and EMS stations in the sector both north and south of I-269 in areas of significant business and residential growth.
5. Prepare a detailed study of future development patterns and local thoroughfares and prepare a local thoroughfare plan.
6. Use access management standards to regulate development form and road function on county and state routes. Use parallel access roads, interconnected local road networks, and shared access to larger developments. Use the major thoroughfare plan to reserve rights-of-way during private development to ensure adequate access and traffic flow.
7. Encourage complete street design and implementation of the Greenway and Trail Plans to facilitate multi-modal transportation availability in and near Hernando.



COMMUNITY CHARACTER & LAND USE RECOMMENDATIONS

The specific community character and land use recommendations for the Eastern Corridor Sector include:

1. Preserve the character and integrity of the village-like pattern in Lewisburg, by adopting area plans and special development standards to preserve and expand the existing development pattern so new growth fits with the context of the established settlement.
2. Encourage suburban neighborhoods as infill development compatible with the existing neighborhoods in the northern part of the sector.
3. Establish regional/corporate level business districts with a focus on office or research enterprises.
4. Promote town center mixed use development at the area around I-269 interchange with Route 78.
5. Promote neighborhood business districts as focal points for existing and future residential neighborhoods. Discourage frontage development and strip commercial along major corridors.
6. Encourage village style residential, traditional neighborhoods, conservation subdivisions, and rural residential in areas adjacent to the River Corridors and at the interchanges. Establish full communities with a suburban/rural character that provide services and employment opportunities that are consistent with the residential character of the sector.
7. Encourage subdivisions to have interconnected roadways with multiple access points onto the county network. (See Public Facilities Planning Guide.)
8. Encourage the most intense land uses near the interchange of 78 and I-269 and gradually decrease the density and intensity as development approaches the River Corridors, farmland, and existing residential neighborhoods.
9. Employ a transition in residential lot sizes in new subdivisions so smaller lots are not located on the exterior of a proposed development adjacent to, or across the street from, larger lots of an existing development.
10. Encourage a mixed use or master planned development centered around the 78/I-269 interchange with potential for regional scale commercial and retail with high quality multi-family housing. The development should incorporate a regional scale business district at its core and transition out to incorporate mixed use buildings and multi-family with traditional neighborhood development.
11. Promote conservation style subdivisions to maintain the semi-rural residential qualities of this area while reserving significant natural features particularly along the Coldwater River.
12. Encourage subdivision and development practices that integrate open spaces and recreation spaces into development design, to allow for growth and preservation of important natural landscapes.

APPROPRIATE PLACETYPES

- *Natural Landscapes*
- *Farmland*
- *Rural Residential*
- *Village*
- *Conservation Subdivision*
- *Traditional Neighborhood*
- *Suburban Neighborhood*
- *Multi-Family Residential*
- *Neighborhood Commercial*
- *Mixed Use Business / Town Center*
- *Special Districts / Campus*



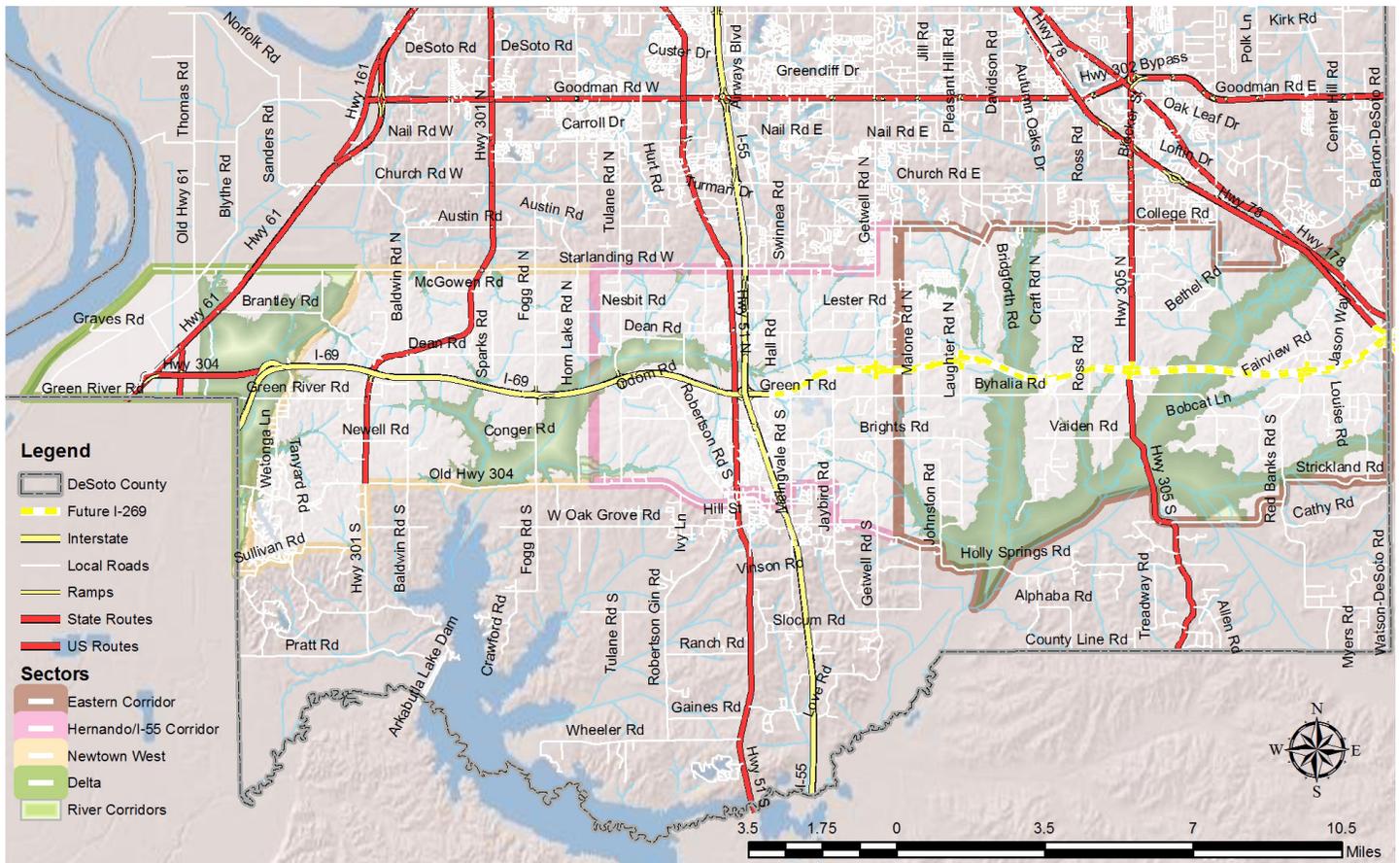
PUBLIC SAFETY, HEALTH AND WELFARE RECOMMENDATIONS

The specific public safety, health, and welfare recommendations for the Eastern Corridor Sector include:

1. When large scale residential development (1,000 units) or mixed-use development occurs it should incorporate all essential public services including but not limited to parks and recreational spaces, schools, and fire/EMS stations. Consider using a Development of County Significance review process.
2. To the maximum extent possible development patterns should concentrate development on smaller lots in areas without tree cover, wetlands, or in River Corridors. Special development regulations can be designed to allow for smaller lots as a trade for the preservation of sensitive natural features. (See Conservation Subdivisions in the Implementation Guide.) Particular focus should be placed on maintaining the green network as proposed in the Greenways and Trails Master Plan.
3. Encourage energy efficient design and promote the use of solar or wind energy within developments.
4. Encourage alternative fuel provision and electric charging stations in residential and commercial development.



RIVER CORRIDORS SECTOR

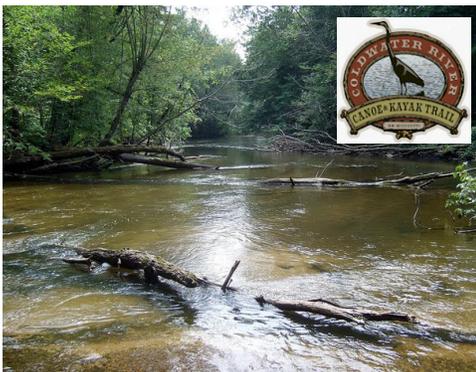


Map 6: River Corridors Sector Plan

The River Corridors Sector is an overlay of the other four sectors. This sector includes the wooded and wetland areas along the major river and stream corridors in the study area. The primary tributaries include the Coldwater River, Hurricane Creek, and Panther Creek.

GENERAL RECOMMENDATIONS

1. Promote the retention of these areas as relatively undeveloped to preserve their natural function in water quality management and to prevent damage to built property by flooding.
2. Promote these areas (when feasible) as recreational opportunities with features like the Coldwater River Blueways which contribute to the local quality of life. Encourage ecotourism and outdoor recreation related enterprises and businesses.
3. Maintain connectivity of these corridors to serve as key wildlife corridors, and provide a natural draining system that can support the countywide sanitary sewer system which supports development in less sensitive adjacent areas.
4. When development occurs, promote the use of conservation subdivisions to build on the most suitable land with the least amount of infrastructure while preserving the most sensitive natural functions and features of River Corridors.



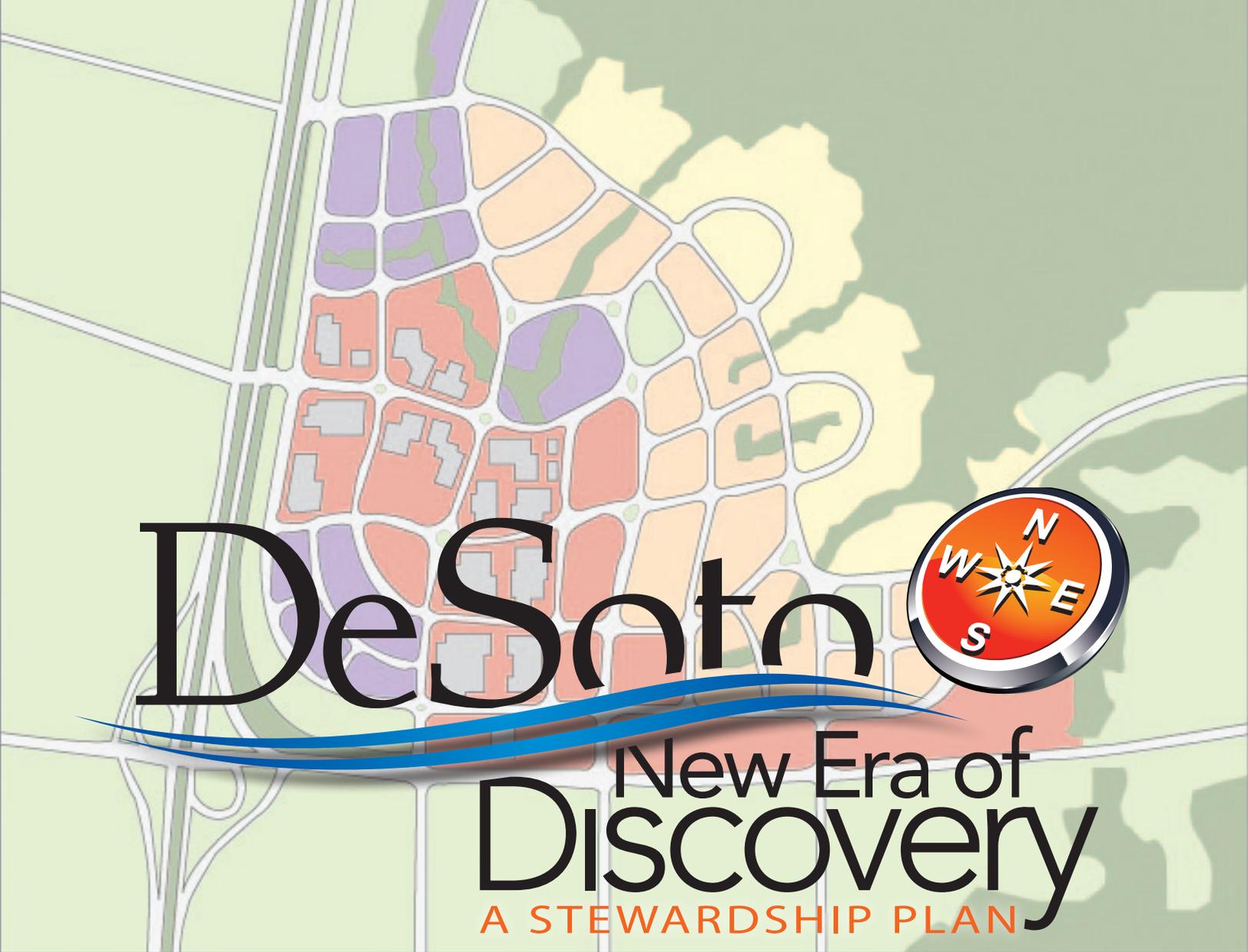
Above: Coldwater River

APPROPRIATE PLACETYPES

- Natural Landscapes
- Rural Residential
- Village
- Conservation Subdivision
- Traditional Neighborhood







DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

PLACETYPE GUIDELINES

A DEVELOPMENT GUIDE

P L A C E T Y P E G U I D E L I N E S B Y



G R E S H A M
S M I T H A N D
P A R T N E R S

M A Y 2 0 1 3

Local Images: Courtesy of the DeSoto Camera Club.



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OTHER DOCUMENTS IN THE STEWARDSHIP PLAN INCLUDE:

- EXECUTIVE SUMMARY
- CORRIDOR COMPASS
- STRATEGIC PLAN
- DEVELOPMENT FRAMEWORK
- PUBLIC FACILITIES PLANNING GUIDE
- IMPLEMENTATION GUIDE

BACKGROUND REPORTS:

- PEOPLE AND MARKET
- BUILT AND NATURAL ENVIRONMENT
- CASE STUDIES AND LESSONS LEARNED

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Overview

Many places throughout the country are transitioning from conventional land use designations to placetypes when developing their growth strategies. This change is driven by a renewed interest in the interrelationship between land use and urban design for creating unique places. Generalized development characteristics used to describe different placetypes may include: primary and secondary land uses, residential density, non-residential intensity, prevailing building height, open space elements, street connectivity, and typical modes of transportation. The emphasis on land use and urban design in the placetype descriptions guides future decisions about growth and development, land preservation, resource protection, viable transportation service, and the provision of community facilities and services.

In the development of the growth scenario, a GIS based exercise conducted as part of this plan's creation, placetypes were considered the "building blocks" of the future community. Since the objective of this chapter is not to map future land uses but rather to identify appropriate patterns and forms of development in the I-269 Corridor, each placetype represents a "snapshot" example of a typical pattern of development within sectors of the study area. Each placetype varies in mixture of land uses, development densities/intensities, building heights, open space allocation, and street connectivity levels.

The DeSoto County Planning Commission, DeSoto County Board of Supervisors, planning staff and other key agency stakeholders are encouraged to use the *Placetype Guidelines* when considering revisions to land use plans, policies or ordinances, which could be used as tools to implement the preferred development patterns in the sector plans. The placetypes are not meant to be synonymous with zoning districts, nor should they be thought to completely replace rules or requirements in locally-adopted comprehensive plans and zoning ordinances.

The placetypes proposed in this chapter are intended to guide the design and form of new development that occurs within the sectors of the study corridor. However, the County recognizes that there is the potential for existing development that will be impacted by the growth. To address the transitions between existing and future development, the planning commission should

consider the sequence or adjacency of placetypes in the development review process to determine if appropriate transitions from existing to new development are achieved. Particular attention should be paid to the design and use of the perimeter lots and/or roads of new developments. These areas should include a transition in scale, function, and use that lessens the impact of new develop-

ment and integrates the new forms into an environment that is compatible with the existing communities in the corridor while meeting the guiding principles of the **Stewardship Plan**. The transitions and compatibility guide on the following page illustrates the appropriate way to transition from one placetype (including the use and form of existing neighborhoods) to another.

TRANSITIONS AND COMPATIBILITY GUIDE

The diagrams below illustrate four appropriate transitions from one placetype to another and between existing and future developments. These transitions are hypothetical. Other options include transitions from existing development with a series of placetypes.

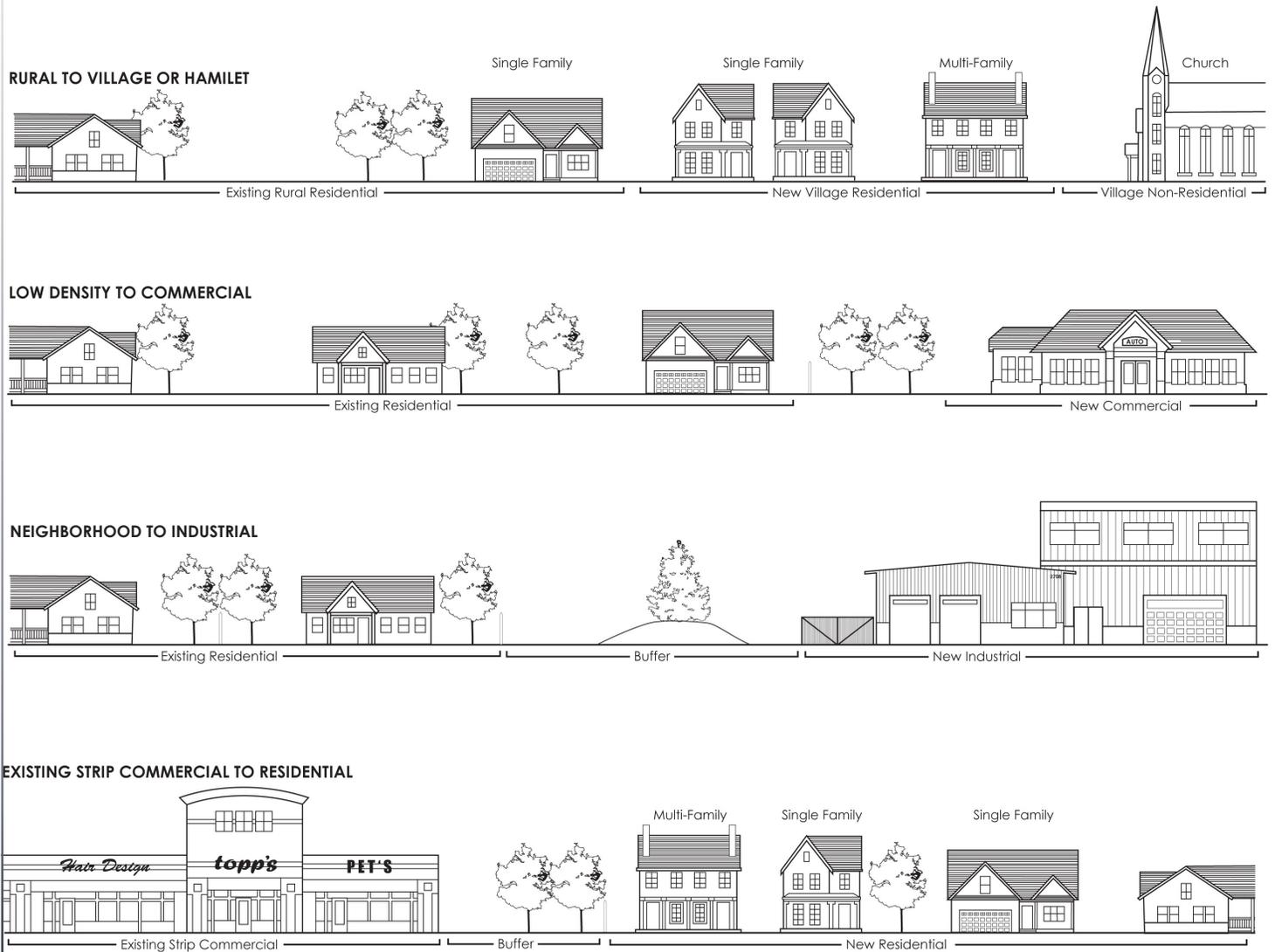


Figure 1: Illustrations provided by McBride Dale Clarion. 2013.



Placetypes

A key element of the Growth Scenario developed in the “Vision” phase of the study was the creation of the placetypes. The placetypes illustrate development patterns that will help the county to realize the vision embodied in the Guiding Principles of the Stewardship Plan.

The visioning process resulted in the creation of fifteen unique placetypes. Design considerations for each placetype can be divided into three major categories:

DISTRICT CHARACTERISTICS

A district is the broadest building block of each placetype. It primarily sets out how the building sites relate to one another and their relationship to the local street network. A district pattern sets guidance for the form of land subdivision and road networks. For example, a complete district includes a well-connected vehicular and pedestrian circulation system—a system of blocks that are walkable—with appropriate facilities and amenities such as a mix of different housing styles, commercial and service buildings, parks and open spaces, and essential community facilities like schools, and fire stations. A diversity of uses creates neighborhoods and unique places that are economically vital with lasting value and character for the community.

SITE CHARACTERISTICS

The site recommendations in each placetype provide guidance for the preferred layout for individual building lots. These recommendations relate to setbacks and lot coverage requirements. The way in which buildings, circulation, parking and landscapes are arranged on a site can create a vehicle-dominated location or a pedestrian-oriented one. For example, site design features that contribute to pedestrian orientation include building orientation toward the street, relationship between public, semi-private, and private spaces (minimized setbacks), and arrangement of sidewalks and driveways.

BUILDING CHARACTERISTICS

The building recommendations refer to the common characteristics of buildings or architecture within an area or district. Building height, density and floor-area ratio, architectural elements, mass and scale, relationship to adjacent buildings and streets, orientation of the entry, and the design and type of ground floor land uses strongly influence the character of an area and its walkability. An important element of site and building design is designing to the scale of a human – a scale that is comfortable to a person walking adjacent to a site or building.

THE PLACETYPES

The following placetypes were created for the Stewardship Plan, and their district, site and building characteristics are detailed and illustrated on the following pages:

- Natural Landscapes
- Farmland
- Rural Residential
- Village
- Conservation Subdivision
- Traditional Neighborhood
- Suburban Neighborhood
- Multi-Family Residential
- Neighborhood Commercial
- Hamlet
- Mixed Use Business/Town Center
- Interstate Highway
- Special Districts/Campus
- Corridor Commercial
- Industrial



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NATURAL LANDSCAPE



FORM AND PATTERN	
Primary Land Uses	Nature preserve
Secondary Land Uses	Passive Recreation
Residential Density	Less than 0.50 du/ac (single-family)
Non-residential Intensity	N/A
Building Heights	1-3 stories
Open Space	99% Passive
Parking Placement	Surface parking lots
Street Connectivity	Low
Street Pattern	No local network
Primary Modes	Automobile
Secondary Modes	None

Figure 2: Aerial Image of Desoto County river corridor. Image Source: Google Maps. 2012

DISTRICT CHARACTERISTICS

- Land in the Natural Landscape placetype is retained or maintained in a natural forested or grassland state.
- Relatively minimal land subdivision and visible infrastructure.

SITE CHARACTERISTICS

The vast amount of open space is intended to support passive recreation, as well as providing wildlife habitat and natural processes such as flood management, erosion control, or air quality.

BUILDING CHARACTERISTICS

Buildings are one to three stories high, but the land should be sparsely settled.

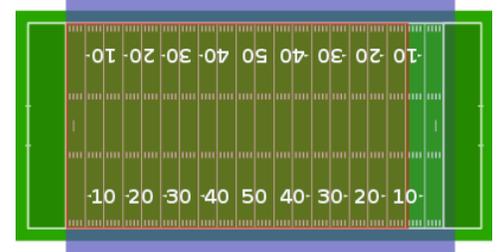
MIX OF USES

- 2% Single-family residential
- 95% Parks / Open Space
- 3% ROW / Infrastructure

AVERAGE SCALE

100 acres

How big is an acre?



Red= One acre
Green= Football Field
Blue= Soccer Field

FARMLAND



FORM AND PATTERN

Primary Land Uses

Agriculture, silviculture, animal husbandry

Secondary Land Uses

Single-family residential, rural commercial, industrial/agricultural, civic/institutional

Residential Density

Less than 0.50 du/ac (single-family)

Non-residential Intensity

Less than 0.10 FAR

Building Heights

1-3 stories

Open Space

90% Passive

Parking Placement

Surface lots, garages

Street Connectivity

Low

Street Pattern

Grid

Primary Modes

Automobile

Secondary Modes

Walking, biking

Figure 3: Aerial image of farmland in the Delta Sector. Image Source: Google Maps. 2012.

DISTRICT CHARACTERISTICS

The Farmland placetype is defined by a pattern of large unsubdivided lots with widely spaced roads suited for agricultural and rural levels of traffic movement.

SITE CHARACTERISTICS

- The primary residence of the property owner and any processing or out-buildings associated with activities on the working farm are the only buildings on the land.

- Buildings are low in density and residential development and processing facilities should be considered “accessory” to the use of the land itself.

BUILDING

- Buildings are one to three stories high and are traditional in style for homes, barns and processing facilities.

MIX OF USES

5%	Single-family residential
90%	Parks / Open Space
5%	ROW / Infrastructure

AVERAGE SCALE

50 acres

RURAL RESIDENTIAL



FORM AND PATTERN
Primary Land Uses
Single-family detached
Secondary Land Uses
Farming / Agriculture
Residential Density
0.50 - 1 du/ac (single-family)
Non-residential Intensity
Less than 0.10 FAR
Building Heights
1-2 stories
Open Space
10% Passive
Parking Placement
Attached garages
Street Connectivity
Low
Street Pattern
Curvilinear
Primary Modes
Automobile
Secondary Modes
None

Figure 4: Rural residential in the corridor. Image Source: Google Maps, 2013.

DISTRICT CHARACTERISTICS

- Rural Residential is characterized by large lot, single-family home sites within a rural setting of winding roads and natural landscape. Each lot typically has direct access to the main rural arterial or subdivision road.
- There is limited connectivity between lots, and no commercial or public activities within walking distance.

SITE CHARACTERISTICS

- Rural Residential areas are characterized by single-family homes on large lots, abundant open space, pastoral views, and a high degree of separation between buildings.
- Buildings at the edges of most rural areas are generally oriented toward highways and have direct access to the adjacent highway through a private driveway.

BUILDING CHARACTERISTICS

- Buildings are one to two stories high.
- Buildings range from historic farm houses and barns to new residential development.

MIX OF USES

- 75% Single-family residential
- 10% Parks / Open Space
- 15% ROW / Infrastructure

AVERAGE SCALE

Over 10 Acres

VILLAGE



Figure 5: The village of Lewisburg, Eastern Sector.

DISTRICT CHARACTERISTICS

- Villages are characterized as small rural communities of primarily single-family homes in a walkable environment located within 1/4 mile radius of a mixed-use core.
- Often includes a park and some civic or religious uses, along with one or two businesses/industrial operations at the perimeter of the village along a major roadway.

SITE CHARACTERISTICS

- Building setbacks are flexible to the range of uses and densities. The mixed-use core should have small block sizes to accommodate the denser mix of commercial, retail and office uses.
- On-street parking is suggested in the mixed-use core and higher-density residential areas. Where garages are present, they should be set to the rear or side of a residence so that they do not dominate the residential frontage.

BUILDING CHARACTERISTICS

Buildings are one to three stories high and should strive to maintain a reasonably high density, which in turn frees green space for public use or for use as a natural buffer.

MIX OF USES

65%	Single-family residential	2.5%	Civic / Institutional
3.5%	Commercial	10%	Parks / Open Space
1.5%	Office	15%	ROW / Infrastructure
2.5%	Industrial		

FORM AND PATTERN

Primary Land Uses

Single-family detached

Secondary Land Uses

Office, commercial, civic/inst., industrial, parks, accessory residential, attached residential

Residential Density

0.50 - 4 du/ac (single-family)

Non-residential Intensity

0.20 - 1.0 FAR

Building Heights

1-3 stories

Open Space

10%, Active (pocket parks, neighborhood parks) and Passive

Parking Placement

On-street, small surface lots, detached or attached garages

Street Connectivity

Medium

Street Pattern

Modified Grid

Primary Modes

Automobile, Walking, Biking

Secondary Modes

Transit

AVERAGE SCALE

125 acres/.25 mile radius
approximately

CONSERVATION SUBDIVISION



Figure 6: Example conservation subdivision. Image Source: MDC 2005

DISTRICT CHARACTERISTICS

- Conservation Subdivisions are semi-rural subdivisions composed of single-family and two-family homes. The clustering of homes provides common open space, which is intended to protect farmland and/or natural resources, or provide functional open spaces to the development.
- For both urban and rural situations, important land and natural resources can be protected by distributing density within an area to the sections of the area most suitable for development.
- Street pattern is curvilinear or irregular and street length and width is minimized.

SITE CHARACTERISTICS

Homes are clustered in the most accessible or buildable locations of a larger parent plot, building lots may be regular or irregular in size and shape, homes may face a local street, and are surrounded by large amounts of common open space and uninterrupted view of the surrounding countryside.

BUILDING CHARACTERISTICS

Buildings are one to two stories high and are traditional style homes.

FORM AND PATTERN
Primary Land Uses Single-family detached and two-family homes
Secondary Land Uses Farming / Agriculture
Residential Density 1 - 2 du/ac (single-family)
Non-residential Intensity N/A
Building Heights 1-2 stories
Open Space 70% Passive (open space, recreational park, farmland)
Parking Placement Attached garages
Street Connectivity Medium
Street Pattern Curvilinear
Primary Modes Automobile
Secondary Modes None

MIX OF USES

25%	Single-family residential
5%	ROW / Infrastructure
70%	Parks / Open Space

AVERAGE SCALE

More than 10 Acres

TRADITIONAL NEIGHBORHOOD



Figure 7: Diagram of a typical traditional neighborhood composition.
Image Source: McBride Dale Clarion 2010.

DISTRICT CHARACTERISTICS

- Traditional Neighborhoods are characterized by a pattern of small, walkable blocks and an interconnected street grid with a high level of connectivity.
- Predominantly single-family neighborhoods, with mixed-lot sizes, are clustered around a town center and civic/institutional uses.
- Allows for a mix of single-family detached, attached-single family and multi-family buildings.
- Streets often have narrower cross-sections and sidewalks creating a more pedestrian friendly environment.
- In more intense traditional neighborhoods, mid-block alleys can be used to enhance access to individual properties.

SITE CHARACTERISTICS

- Setbacks and site configurations vary slightly depending on the building size and lot. Buildings are oriented toward the street.
- Buildings are oriented toward the street and garages, when present, are located behind the main façade and are often detached.

FORM AND PATTERN

Primary Land Uses

Single-family detached, two-family and three-family residential units, townhomes

Secondary Land Uses

Multi-family residential (apartments, condos), commercial, civic/institutional (See also Neighborhood Commercial)

Residential Density

3 - 5 du/ac (single-family),
8 du/ac (multi-family)

Non-residential Intensity

0.30 - 0.70 FAR

Building Heights

1-2 stories, 3-5 stories may be appropriate in some locations

Open Space

15% Active (pocket parks, neighborhood parks) and Passive (public squares)

Parking Placement

Detached garages behind homes/buildings

Street Connectivity

High

Street Pattern

Grid

Primary Modes

Automobile, Walking, Biking

Secondary Modes

Transit

- Pocket and neighborhood parks may vary in scale but are intended to serve local residents as recreational and gathering space.

BUILDING CHARACTERISTICS MIX OF USES

- Buildings are one to two stories high and should strive to maintain a reasonably high density, which in turn frees green space for public use as an amenity. Three- to five-story buildings may be appropriate in some locations, particularly close to Town or Neighborhood Centers, as transition, and to accommodate smaller concentrations of higher density development.
- | | |
|-----|---|
| 60% | Single-family residential (on various lot sizes) |
| 3% | Multi-family residential (including town houses, 2 and 3-family houses, and 4-8 unit buildings) |
| 5% | Commercial |
| 2% | Civic / Institutional |
| 15% | Parks / Open Space |
| 15% | ROW / Infrastructure |

AVERAGE SCALE

- Buildings in existing Traditional Neighborhoods typically are of a traditional architectural style based on the era in which they were built. New and infill buildings should maintain traditional proportions and details common in the existing block.
 - In new development, modern architectural styles are appropriate. Typically, buildings have a narrower façade facing the primary street of address, and gain area in depth, in proportion to the lot on which they are situated.
 - Front porches are common.
- | | |
|--|---|
| 40 or more acres (quarter-mile square) | A civic or small neighborhood commercial center will repeat about every quarter-mile within adjacent Traditional Neighborhoods. |
|--|---|

SUBURBAN NEIGHBORHOOD



Figure 8: A suburban neighborhood displaying common elements of cul-de-sac, moderate front yards, and wide roads. Image Source: McBride Dale Clarion 2009.



Figure 9: A diagram showing common suburban development patterns or district characteristics and how new neighborhoods can be built near other developments. Image Source: Menalous Triantifillou for MDC 2002.

FORM AND PATTERN	
Primary Land Use	Single-family detached home
Secondary Land Use	Multi-family residential (townhomes, some apartments and condos)
Residential Density	1.5 - 7 du/ac (single-family) 12 - 15 du/ac (multi-family)
Non-residential Intensity	N/A
Building Height	1-3 stories
Open Space	15% Passive
Parking Placement	Attached garages or on-street parking
Street Connectivity	Medium
Street Pattern	Modified Grid
Primary Mode	Automobile
Secondary Mode	Walking

DISTRICT CHARACTERISTICS

- Suburban Neighborhoods are composed of a mix of housing types with low-to-high density residential home sites.
- A curvilinear street network with the use of culs-de-sac creates a semi-regular to irregular blocks or pods of home sites.
- Streets have a narrow to moderate cross section. Sidewalks and paths are provided on at least one side of the street and paths may be provided through common open spaces.
- Districts may include sub-districts of different housing types including single-family detached, townhouses, and multi-family structures.

SITE CHARACTERISTICS

- Individual lots are uniform in size (either rectangular or irregular in shape).
- Buildings typically are located in the center of lots with regular front and side yard setbacks. Garages are typically attached and may be side or front loading.
- Open space is passive and sidewalks and paths should be built on at least one side of the street and through common open space.

BUILDING CHARACTERISTICS

- Buildings are one to three stories high and should be similar in style and scale to surrounding neighborhoods.
- Wide lots allow for wider front facades than in a traditional neighborhood development.
- Attached garages are typically front or side loading with substantial driveways occupying front and side yards.

MIX OF USES

65%	Single-family Residential
5%	Multi-family Residential
10%	Parks / Open Space
20%	ROW / Infrastructure

AVERAGE SCALE

60 or more acres

MULTI-FAMILY RESIDENTIAL



Figure 10: Aerial image showing a possible configuration of a multi-family district.



Figure 11: Courtyard style multi-family. Image Source: Clarion Associates 2008.

FORM AND PATTERN

Primary Land Uses

Multi-family residential (townhomes, apartments and condos, senior housing)

Secondary Land Uses

Civic / institutional

Residential Density

8 - 16 du/ac (multi-family)

Non-residential Intensity

N/A

Building Heights

1-4 stories

Open Space

10% Passive

Parking Placement

Structured or on-street parking

Street Connectivity

Medium

Street Pattern

Modified Grid

Primary Modes

Automobile

Secondary Modes

Walking

N O T E

This placetype describes typical multi-family complexes. Multi-family buildings or uses may be appropriate in other placetypes as a secondary use.



DISTRICT CHARACTERISTICS

- Multi-Family Residential is generally formed by complexes or communities that support high intensity residential building types, such as town homes, apartments, condominiums and senior housing.
- Large parking lots and low street connectivity are common in Multi-Family Residential areas.
- Open spaces and landscaping along the perimeter or edges of developments act as a buffer from commercial or higher intensity development, and to screen the uses from adjacent single-family residential uses.

SITE CHARACTERISTICS

- Buildings are aligned along a corridor, and are typically configured around internal roads and open space.
- Buildings may be connected by common spaces such as hallways, causeways, or covered walkways.
- Clusters of buildings typically surround shared yards, common features like club houses, pools, or water features.
- Subdivision patterns and individual lots are of little importance as ownership is consolidated or a condominium where no land is associated with the residential unit. Building spacing should be influenced by light and fire clearance requirements.

BUILDING CHARACTERISTICS

Buildings are one to four stories high and should have finished facades that face the public right-of-way.

MIX OF USES

70%	Multi-family residential
10%	Parks / Open Space
20%	ROW / Infrastructure

AVERAGE SCALE

10 or more acres

NEIGHBORHOOD COMMERCIAL



Figure 12: Illustration of a Mixed-use Neighborhood Commercial center within a traditional neighborhood.



Figure 13: Three-quarter acre neighborhood commercial infill development showing scale and site placement of buildings. Image Source: McBride Dale Clarion 2008.

FORM AND PATTERN

Primary Land Uses

Commercial / retail, office

Secondary Land Uses

Civic / institutional

Residential Density

N/A

Non-residential Intensity

0.15 - 0.30 FAR

Building Heights

1-2 stories

Open Space

15% Passive

Parking Placement

Screened surface parking in rear of buildings

Street Connectivity

Medium

Street Pattern

Varied

Primary Modes

Automobile

Secondary Modes

Walking

DISTRICT CHARACTERISTICS

- Neighborhood Commercial is characterized by a locally-oriented concentration of retail, office and service uses that are typically located at busy arterial intersections within neighborhoods or at their perimeter.
- This subdistrict may occupy the four corners of an intersection, or only one lot within a neighborhood.
- Uses are intended to service the daily needs of the surrounding residential neighborhoods.
- The district characteristics should be influenced by the larger parent district (Traditional Neighborhood, Town Center, Suburban Neighborhood, Village, etc.).
- Neighborhood Commercial may be used as a transition between neighborhoods and more intense business districts.

SITE CHARACTERISTICS

- The buildings should be concentrated at the main arterial intersection to provide a sense of spatial enclosure, and prominence within the neighborhood.
- Setbacks should be minimized or similar to the setbacks on adjacent lots in neighborhoods. Surface parking should be placed at the rear of buildings, shielded from the sidewalk and arterial streets. Large surface parking lots should be placed within the interior of blocks and arranged to maximize sharing between multiple uses. On-street parking is encouraged.
- A public plaza or pocket park is the most appropriate type of open space and should be established as public civic space at the core of the district.

BUILDING CHARACTERISTICS MIX OF USES

- Buildings are one to two stories high and should integrate in scale and architectural style with the surrounding neighborhood.
 - The scale of the buildings should be similar to that of adjacent homes.
 - Mixed-use structures and the adaptive re-use of an existing residential structure are encouraged.
- | | |
|-----|-----------------------|
| 50% | Commercial |
| 10% | Office |
| 5% | Civic / Institutional |
| 15% | Parks / Open Space |
| 20% | ROW / Infrastructure |

AVERAGE SCALE

15 acres maximum

HAMLET



Figure 14: Nesbit displays common historical clustering of non-residential uses and a few homes near rural crossroad. Settlement patterns like this are also referred to as hamlets. Image Source: Pictomertry Birds-eye, 2012.

DISTRICT CHARACTERISTICS

- A Hamlet is the rural equivalent of a Neighborhood Commercial placetype with a small amount of associated residential.
- Hamlets are typically focused around a crossroads or near a rail line.
- Hamlets are characterized by the development of the four quadrants of a rural street intersection, and are usually focused around a rural business, a historic landmark, church, or civic use (i.e. schools, post office).
- Small-scale commercial businesses, such as gas stations, convenience stores, or restaurants, serve some daily needs of the surrounding rural residents.
- A loose collection of homes along the major roadways is also common.
- Hamlets can serve as the central focus for commercial activity within a rural area. When the rural areas around a Hamlet develop they can transition to a Village Placetype.
- Minimal local road networks are present; lots have access directly from major arterial roadways.

SITE CHARACTERISTICS

- Uses are often clustered and no open space is reserved.
- Residential densities are relatively high for rural areas, and typically the homes are situated on frontage lots of various sizes with direct access to a major road.

FORM AND PATTERN

Primary Land Uses

Commercial

Secondary Land Uses

Single-family homes, Civic / institutional

Residential Density

Up to 6 du/ac (single-family)

Non-residential Intensity

0.20 - 1.0 FAR

Building Heights

1-3 stories

Open Space

0% Passive

Parking Placement

Surface lots, detached or attached garages

Street Connectivity

Low

Street Pattern

No local network

Primary Modes

Automobile

Secondary Modes

Walking, Biking

BUILDING CHARACTERISTICS

- Buildings are one to three stories high.

MIX OF USES

45%	Single-family residential
25%	Commercial
10%	Civic / Institutional
20%	ROW / Infrastructure

AVERAGE SCALE

15 acres

MIXED USE BUSINESS/TOWN CENTER



Figure 15: The Green in Beavercreek, Ohio is a mixed use town center that combines commercial, office, residential and public spaces into a unique destination. Image Source: The Greene. 2012.

DISTRICT CHARACTERISTICS

- A Mixed-Use Business / Town Center is an urban-style destination intended to serve as a center to live, shop, work and play in the community.
- The higher intensity multi-story apartments, condominiums, retail, entertainment and office uses are intended to cater to an ‘urban’ lifestyle, providing a comfortable pedestrian environment of blocks based on a grid or intersecting perpendicular street pattern.
- The higher-intensity residential areas are encouraged within close walking distance to the main arterial.
- The district should include internal street networks with regular to semi-regular blocks.
- A Mixed-Use Business/Town Center should at a minimum include the following components:
 - A central concentration of mixed use buildings including retail and service uses on the ground floor, office, services, and residential units on upper stories.
 - A common open space or plaza.
 - Sidewalks and on-street parking.
 - Shared parking structures and lots.

FORM AND PATTERN
Primary Land Uses Office, commercial/retail, Multi-family residential (apartments, condos, senior housing)
Secondary Land Uses Civic / institutional
Residential Density 6 - 12 du/ac (multi-family)
Non-residential Intensity 0.50 - 1.5 FAR
Building Heights 1-3 stories
Open Space 15%, Active (pocket parks, neighborhood parks) and Passive (public plaza)
Parking Placement Structured parking, surface lots behind buildings
Street Connectivity High
Street Pattern Grid
Primary Modes Automobile, Walking, Biking, Transit
Secondary Modes None

- Further from the core, single use commercial buildings, and residential blocks of town houses or multi-family buildings.
- Traditional Neighborhoods may be built adjacent to a Mixed-Use Business/Town Center to expand the scale and accommodate additional residential growth.

SITE CHARACTERISTICS

- Buildings should be arranged to create a consistent street wall close to sidewalks, and organization of buildings around a central square or main street is encouraged.
- Parking is placed in structures or in surface lots behind buildings to create a more pedestrian-friendly environment, which includes well-connected sidewalks, bike lanes, planting strips and street furniture.
- A public plaza is the most appropriate type of open space and should be established as public civic space at the core of the town center. Pocket parks and neighborhood parks may be established in surrounding areas.

BUILDING CHARACTERISTICS

- Buildings are one to three stories high and can display traditional architectural characteristics, however modern or vernacular architecture can influence the style of buildings, however, human proportions should be reflected in the architecture.
- Buildings should incorporate human scale elements.
- Windows and doors should be arranged to provide transparency along the street wall and create a regular pattern in each building.
- Multi-story, mixed-use buildings with structured, underground, or internal parking areas are encouraged.

MIX OF USES

25%	Commercial
20%	Office
15%	Multi-family Residential
5%	Civic / Institutional
15%	Parks / Open Space
20%	ROW / Infrastructure

AVERAGE SCALE

30 or more acres

INTERSTATE HIGHWAY

Interstate Highway placetypes describe the location of a place more than the form of the place. Since the form of each interchange will vary based on the existing development pattern, the mix of proposed uses, and the availability of other utilities and services, these locations should be considered for more focus master planning. It is recommended that the county undertake a study of the land within one quarter mile of each of the exits to prepare a coordinated transportation network, development pattern and access management plan.

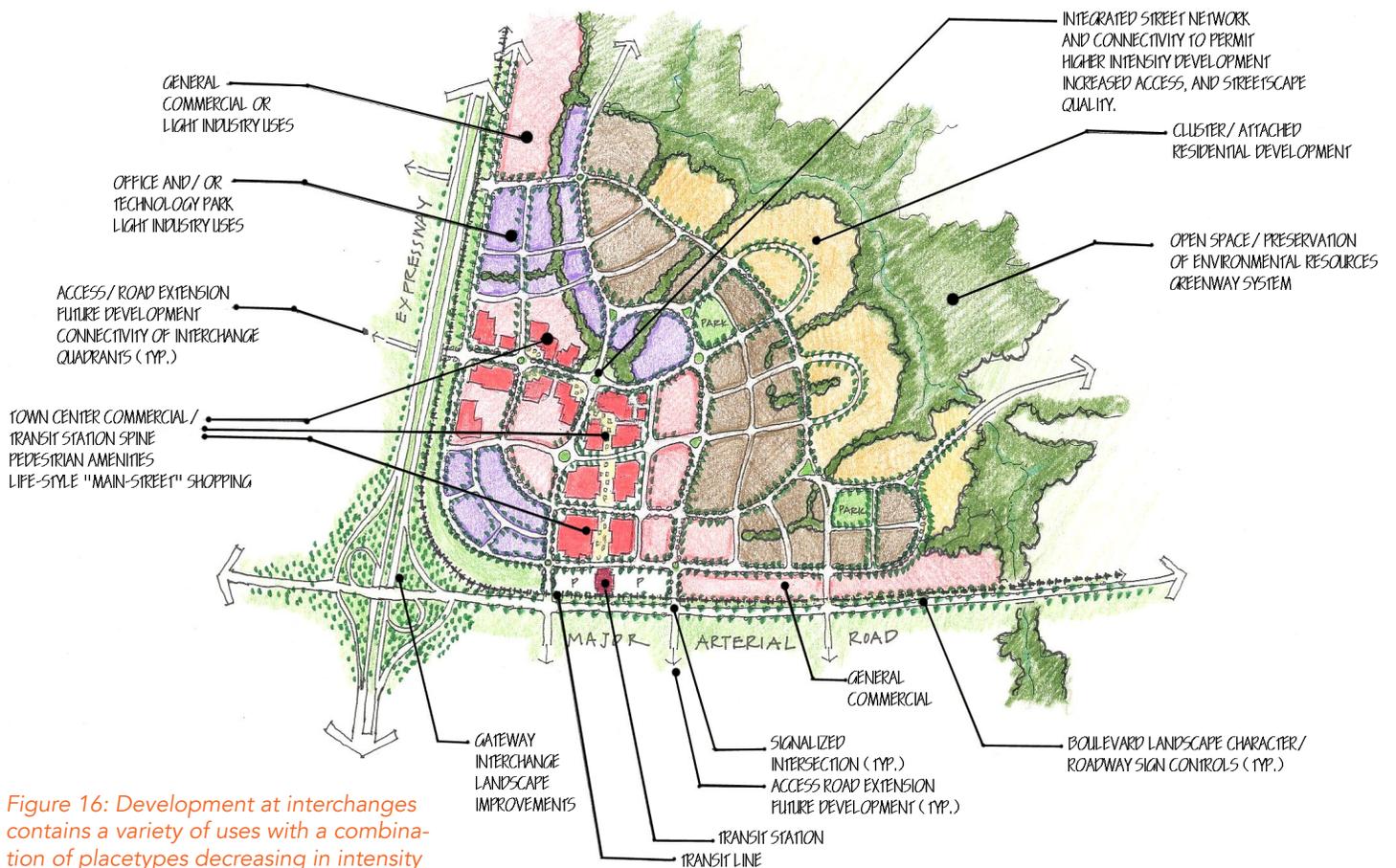


Figure 16: Development at interchanges contains a variety of uses with a combination of placetypes decreasing in intensity as they are farther from the most visible areas. Image Source: Menelaos Triantifilou for MDC 2002.

DISTRICT CHARACTERISTICS

- Interstate Highway Districts may share characteristics with Special Districts or Mixed-Use Town Centers.
- Interstate Highway is intended for the development of the four quadrants of an interchange, intended to serve as a first impression “gateway” into the community.
- The district serves as a regional economic engine with large employment populations, and a variety of uses, such as office complexes, commercial, research parks.
- With their location in close proximity to major vehicular transportation gateways, the Interstate Highway District should be designed to accommodate high volumes of vehicular traffic.
- Careful use of access management from the primary roadway or interchange is essential to maintain adequate traffic flow.
- As key hubs for travelers, interstate highway districts should incorporate multi-modal transportation options so travelers can switch travel modes easily within their boundaries.
- Frontage lots with direct access to the local road with ramp access are discouraged within 1/8th mile of the ramp intersections and interchange. Parallel access roads and master planned developments are the preferred approach for developing land at the exits, to maintain safe traffic flow on the highway and local roads.

SITE CHARACTERISTICS

- The site should vary to accommodate the variety of development that occurs around the interchange.
- A one mile square master plan should be completed for each interchange/exit to coordinate access management with development forms appropriate to capitalize on the high visibility easy access locations.
- Surface parking is discouraged; structured or deck parking is preferred to preserve open space.

BUILDING CHARACTERISTICS

- Buildings are one to three stories high and architectural themes should be developed for each interchange quadrant area. Taller buildings may be appropriate to accommodate higher density office buildings.

MIX OF USES

The mix of use varies by location, but may include an array of other placetypes described in these Guidelines.

AVERAGE SCALE

A minimum of one-quarter mile from highway rights-of-way.

FORM AND PATTERN

Primary Land Uses

Commercial, office, research park

Secondary Land Uses

Townhomes, single-family clustered homes, civic/institutional, light industrial

Residential Density

6 - 8 du/ac (single-family)

Non-residential Intensity

0.20 - 1.0 FAR

Building Heights

1-3 stories

Open Space

10% Passive

Parking Placement

Structured parking or deck parking

Street Connectivity

High

Street Pattern

Grid

Primary Modes

Automobile, Walking

Secondary Modes

Transit

SPECIAL DISTRICTS

The Special District Placetype applies to any development form that has its own unique internal layout of streets, blocks, and buildings typically owned, maintained or designed by a single entity.



Figure 17: Example of a university campus. Source: University of Mississippi. 2012

DISTRICT CHARACTERISTICS

- Special Districts are intended to support large numbers of employment uses, and will take different forms based upon the use and the intensity of the use.
- Most suitably located near but just off major roads and highways, Special Districts could include such uses as: educational campuses, industrial and business parks, office parks, or expo centers.
- A local road network will be required to accommodate heavy freight traffic where industrial uses are concentrated, and high levels of vehicular traffic during peak rush hours for office and educational districts.
- Multi-modal transportation options should also be integrated in these districts to provide alternative travel to and from these destination districts.

SITE CHARACTERISTICS

- Buildings located internal to a Special District and situated in a “campus-like” arrangement should be drawn closer to the street for optimal pedestrian access between adjacent buildings.
- Surface parking should be placed to the rear of buildings, shielded or screened from the sidewalk and the street.
- Access to the campus should be compatible with surrounding uses and development should include necessary buffering or transitions from adjacent uses.

FORM AND PATTERN

Primary Land Uses

Education campuses, office parks, light industrial complexes, or expo centers

Secondary Land Uses

Commercial

Residential Density

N/A

Non-residential Intensity

0.25 - 1.0 FAR

Building Heights

1-4 stories

Open Space

5% Passive

Parking Placement

Surface parking lots

Street Connectivity

Medium

Street Pattern

Modified Grid

Primary Modes

Automobile

Secondary Modes

Walking

BUILDING CHARACTERISTICS

- Buildings are one to four stories high and tend to have large footprints.
- Architecture will be the product of the district’s function and will vary in each special district.

MIX OF USES

Varies by primary use and function.

AVERAGE SCALE

20 acres or more

CORRIDOR COMMERCIAL

This placetype should be used sparingly and is not encouraged as a prominent form for the corridor. It may be appropriate within suburban or traditional neighborhoods in limited amounts in context like a “Main Street” type district. Major corridors (arterials and collectors) should not be dominated by extensive corridor commercial development because of the access management issues associated with this type of development. See Goodman Road as an example of Corridor Commercial placetype development form.

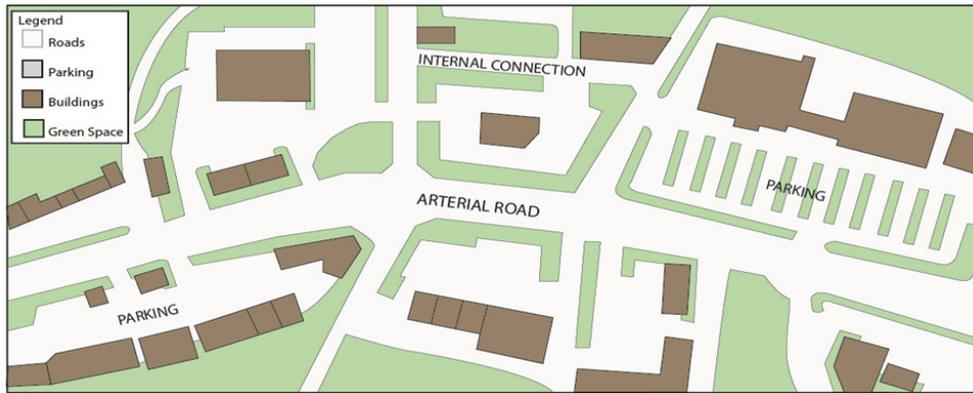


Figure 18: A mixed layout common in corridor commercial development.
Image Source: McBride Dale Clarion. 2013.

DISTRICT CHARACTERISTICS

- Corridor Commercial is highway and auto-oriented development composed of a mixture of commercial, retail and services that are adjacent to or near major arterials.
- Districts are linear and follow a major corridor.
- This placetype will draw customers from a more regional service area than the Neighborhood Commercial, and will not have as strong a relationship with nearby residential neighborhoods.

SITE CHARACTERISTICS

- Buildings generally have a single-lot depth and have large setbacks from the road to accommodate for surface parking lots. Surface parking is encouraged to be located to the rear or side of the building.
- Densities are relatively low, may be increased by requiring smaller side setbacks and providing incentives to build taller buildings with smaller footprint sizes.

BUILDING CHARACTERISTICS

Buildings are generally one to three stories. It is recommended that building facades follow a local vernacular-style of design and materials to create a look and feel unique to the area.

MIX OF USES

Primarily commercial, retail, services, hospitality with some civic and institutional uses, and parks.

FORM AND PATTERN

Primary Land Uses

Commercial, retail

Secondary Land Uses

Office

Residential Density

N/A

Non-residential Intensity

0.10 - 0.15 FAR Rural areas

0.15 – 0.50 Suburban areas

Building Heights

1-3 stories

Open Space

5% Passive

Parking Placement

Surface parking lots

Street Connectivity

Low

Street Pattern

Varied

Primary Modes

Automobile

Secondary Modes

AVERAGE SCALE

20 acres

INDUSTRIAL

Industrial parks would be developed under the Special District Place type as a campus with internal circulation. Industrial placetypes address free-standing single building industrial development with access from a major corridor.

DISTRICT CHARACTERISTICS

- The Industrial placetype is typically located near major roads, highways, and railways. These sites may include manufacturing centers, warehouse and distribution centers and assembly operations.
- The Industrial areas are intended to provide opportunities to concentrate employment and thus to help maintain and increase the amount of employment in the region.
- The location of industrial districts is appropriate along rural corridors and should be designed to consider the surrounding uses and the potential impacts on residential and farming operations in terms of noise, odor, or transportation implications.

SITE CHARACTERISTICS

- They are often buffered from surrounding development by transitional uses or landscaped areas that shield the view of structures, loading docks, or outdoor storage from nearby properties and roads.
- Buildings should be clustered so that uses that support or serve one another are located in the same areas.

BUILDING CHARACTERISTICS

- Buildings are generally one to two stories and have large footprints.

MIX OF USES

Manufacturing and agricultural processing

AVERAGE SCALE

20 acres

FORM AND PATTERN	
Primary Land Uses	Light and heavy industrial, warehousing and manufacturing activities
Secondary Uses	None
Residential Density	N/A
Non-residential Intensity	0.10 - 0.20 FAR
Building Heights	1-2 stories
Open Space	5% Passive
Parking Placement	Surface parking lots
Street Connectivity	Low
Street Pattern	Modified Grid
Primary Modes	Automobile
Secondary Modes	None





DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

PUBLIC FACILITIES PLANNING GUIDE

A DEVELOPMENT GUIDE

PUBLIC FACILITIES PLANNING GUIDE PREPARED BY



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OTHER DOCUMENTS IN THE STEWARDSHIP PLAN INCLUDE:

- EXECUTIVE SUMMARY
- CORRIDOR COMPASS
- STRATEGIC PLAN
- DEVELOPMENT FRAMEWORK
- PLACETYPE GUIDELINES
- IMPLEMENTATION GUIDE

BACKGROUND REPORTS:

- PEOPLE AND MARKET
- BUILT AND NATURAL ENVIRONMENT
- CASE STUDIES AND LESSONS LEARNED

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Overview

The [Public Facilities Planning Guide](#) provides recommendations to identify future needs for public facilities and their locational requirements. The primary goal of this element of the **Stewardship Plan** is to establish criteria for the identification of general locations for new facilities and areas where services can be expanded which best serve a growing population. The **Stewardship Plan** does not specify where and what kind of development is appropriate in geographic locations and is only the first step in a coordinated planning process for the county and the service providers; therefore, this chapter does not provide specific locations, the necessary equipment acquisition, personnel needs or other service-related expenditures. Those elements of planning will need to be addressed in individual facility planning processes based on the recommendations of this chapter. While this element was created as part of a process that focused on the I-69/I-269 corridor study area, the recommendations could be applicable to all areas and service providers in the county.

RECOMMENDATIONS

Public facility planning is a key link between long-range planning and annual capital improvement budgets. Planning for public facilities is based in part on attaining a desired and reasonable “level-of-service.” A level-of-service (LOS) standard is a way for DeSoto County to measure the services being provided. LOS standards, locational criteria and general policies are provided in the Plan for the following public facilities and services:

- Transportation,
- Water and Sewer,
- Natural Gas,
- Power,
- Wireless Communications,
- Broadband Communications,
- Sheriff,
- Fire/Rescue,
- Schools,
- Libraries, and
- Parks, Open Space and Recreation.

The following Level-of-Service Guidelines and Site Selection Guidelines can be used in assessment of development proposals and in the preparation of various facility plans which should be coordinated and updated regularly to correspond to actual growth occurring in the corridor. The standards are provided based on general best practices from other communities. As the county approaches each facility plan more specific standards may be developed for the corridor or County.

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Transportation



The current transportation network in the study corridor is framed by three major transportation north-south corridors: US 61 on the west, I-55/69 in the middle and US 78 on the east. I-55/69 is the mainline portion of the national I-69 corridor into Memphis, while US 78 is a major U.S. highway corridor that is planned to ultimately be upgraded to interstate standards (I-22). Land in the vicinity of these interchanges will be among the most accessible in the region, making it potentially attractive to new development. Other north-south roads, primarily minor arterials and collectors, intersect I-269 interchanges at two to four mile intervals. There are few east-west roads in the study area: North of I-269, Pleasant Hill Road spans a portion of the study east of I-55/69, while Star Landing Road runs from just east of I-55/69 to US 61. South of I-269, SR 304/Byhalia Road runs the entire length of the corridor.

The Memphis Area Long Range Transportation Plan includes plans for the Mississippi Department of Transportation (MDOT) to widen I-55/69 from four to eight lanes from Goodman Road to Church Road. Planned roadway projects include extensions of existing roads to provide a more robust transportation network. Most notably, Star Landing Road will be extended westward so that it spans the entire length of the study corridor.

The county should consider undertaking the following strategies to improve the efficiency of the existing and planned transportation system:

Preserve future transportation corridors and other rights-of-way to reduce future acquisition costs. The DeSoto County Thoroughfare Plan was adopted in 2004 as the Transportation Plan element of the DeSoto County 2030 Comprehensive Plan. The county should work with developers and utility companies to identify planned right-of-way to be set aside, then acquired and purchased for future roadways, sidewalks, and bicycle paths. The county Zoning and Subdivision Ordinances should be updated to provide incentives to dedicate thoroughfares during the development approval process. For example, density transfers could be used to persuade landowners or developers whose interests are impacted through right-of-way acquisition on their land. Density transfers allow landowners or developers to achieve the same overall density in a site, but concentrate the development in land not acquired for the right-of-way.

REFERENCE GUIDE

Model Ordinance and Amendments for Protection of Corridors and Rights-of-Way produced by the Center for Urban Transportation Research at the University of South Florida.

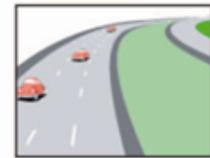


Adopt and monitor transportation levels-of-service standards to expand and improve mobility. Transportation level-of-service standards are used to gauge the operational performance of the existing roadways and gauge when improvements are needed. The LOS is a qualitative measure that describes traffic conditions related to speed and travel time, freedom to maneuver and traffic interruptions. There are six levels, ranging from "A" to "F" with "F" being the worst. Each level represents a range of operating conditions. The graphic below illustrates the traffic flow conditions and approximate driver comfort level at each LOS. Data requirements include facility type, number of lanes, divided/undivided roadway, number of signals per mile, area type and one-way/two-way operation. LOS standards should be adopted by the county and maintained as growth occurs. Example policies to achieve this include:

- Achieve a "C" daily LOS standard for the county's arterial and collector roads.
- Achieve a "D" peak hour LOS standard for the county's arterial and collector roads.
- The minimum LOS standards for the state roadways located within the county should be the same operating LOS standards as adopted by the Florida Department of Transportation in the FDOT's 2009 Quality/Level-of-Service Handbook.

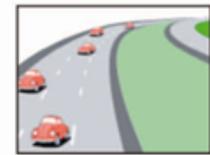
Definition of Level of Service (LOS)

Free Flow operations. Vehicles can move freely within the traffic stream.



A

Reasonably free flow operations. The ability to move within the traffic stream is only slightly restricted.



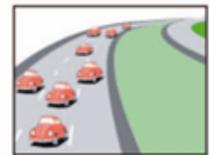
B

Flow with speeds at or near free flow. Freedom to maneuver within the traffic stream is noticeably restricted and lane changes require more effort on the part of the driver.



C

Speeds decline with increasing traffic. Freedom to maneuver within the traffic stream is noticeably limited.



D

The facility has almost reached its capacity. Operations are unstable because there are virtually no gaps in the traffic stream. There is little or no room to move.



E

Breakdowns in traffic flow. The number of vehicles entering the highway section exceeded the capacity.



F

Figure 1: Definition of Level-of-Service. Source: Gresham Smith

Develop a more robust local street network with inter-connected streets. The ability to move traffic laterally across the corridor is currently hampered by the lack of clearly defined east-west connector roads. A major element of major thoroughfare planning is to systematically develop a full network of inter-connected collector streets that place particular emphasis on enhancing opportunities to travel east and west across the corridor. One effective method of accommodating higher volumes of traffic resulting from growth and development is to implement a network of highly inter-connected streets that provide multiple options for movements throughout the community. Dispersal of traffic helps to distribute traffic more evenly and help prevent large, clogged intersections, and instead allows the creation of compact, walkable intersections and narrow streets that can be treated at a human scale. Short blocks create pedestrian-friendly environments.

Encourage street spacing in future growth areas. At a maximum, streets within the future growth target areas should be spaced no more than 1/8 of a mile apart. Arterials, which form the backbone of the transportation network and carry most of the regional traffic, should be spaced at approximately one mile. Major and minor collectors, which carry most of the traffic, should be spaced at 1/2 mile and 1/4 mile intervals respectively. Local streets should fill in the rest of the network.

It is important to note that this network does not necessarily have to be provided by the public sector. This network could easily be built as part of private development, and should provide connectivity to the external network.

Develop connectivity plans and guidelines. Although DeSoto County has a *Major Thoroughfare Plan*, it lacks plans for local street connectivity and pedestrian and bicycle access ways. The county should consider developing connectivity plans, or at a minimum, connectivity guidelines for new residential or mixed-use development. The following example guidelines provide useful benchmarks for evaluating whether a proposed development will result in a connected street network within target growth areas. They may be implemented within land development regulations:

- Block size: 200 ft. to 800 ft.
- Cul-de-sacs: Limited to 10% of all street links
- Intersection density: Minimum 0.8 to 1.2 intersections per 10 acres
- Street connections: Provide full street connections with spacing of no more than 530 feet between connections.

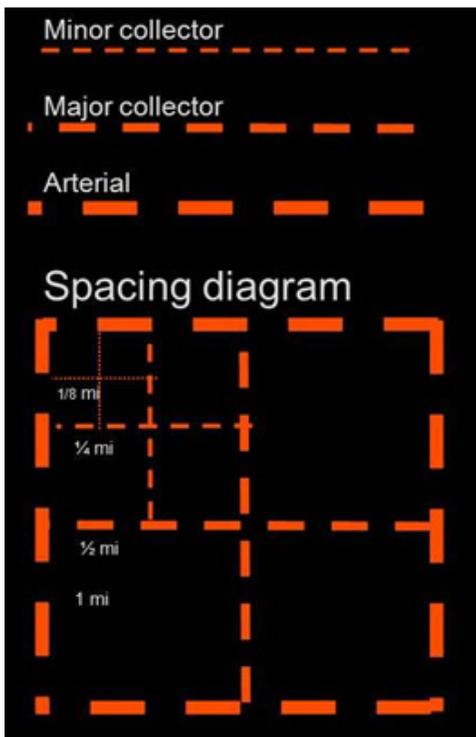


Figure 2. Local street functional classification and spacing guide. Source: Gresham Smith

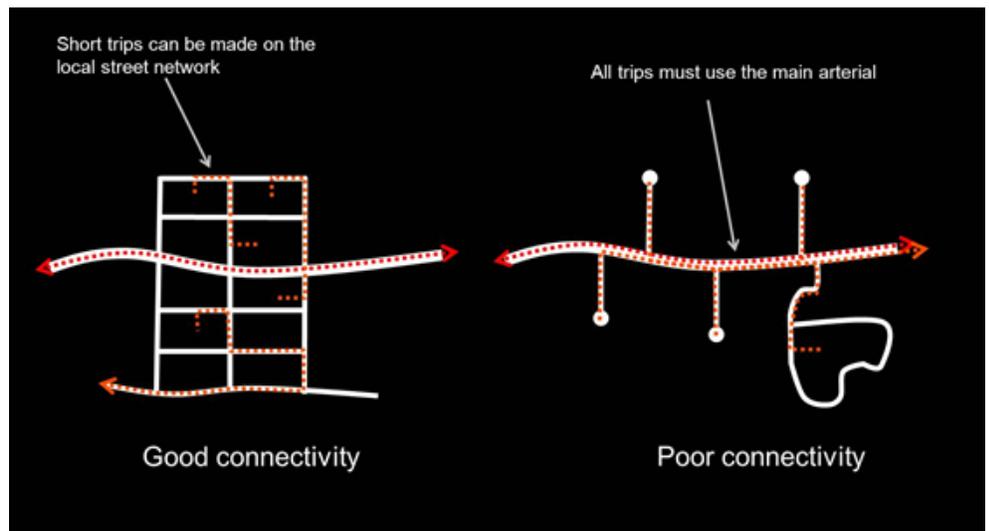


Figure 3: Connectivity Diagram. Source: Gresham Smith

Create and adopt a set of Access Management Standards. The county should create and adopt a set of access management standards to regulate levels of access depending on the function of the roadway. Typical measures used in access management are listed below. These access management principles can be enforced through subdivision regulations:

1. Create a review process for lot splits that prevents the creation of unbuildable lots, excessive flag lots, or other land division patterns that can lead to access problems.

2. Establish a minimum lot frontage and a maximum lot width-to-depth ratio. These prevent the creation of long and narrow or irregularly shaped lots that can lead to access and circulation problems.

3. Require internal connections between adjacent developments and discourage single access to subdivisions.

4. Establish lot frontage and dimensional requirements. Minimum lot frontage standards should be higher on arterials and collectors to allow for greater spacing between commercial or residential driveways. Insufficient driveway throat length can result in the formation of queues at the entrance of a site and interfere with through traffic on the abutting roadway.

5. Consolidate multiple driveways and control the frequency and spacing of intersections and driveways. Driveway spacing at intersections and corners should provide adequate sight distance and response times and permit adequate stacking space.

6. Establish joint access requirements that provide for a unified on-site circulation plan and adequate driveway spacing along developing commercial corridors.

7. Encourage shared access between developments and discourage single access developments.

8. Limit new driveways along major road.

9. Adopt minimum traffic signal spacing.

10. Allow for the installation of raised medians and control the frequency of median breaks.

Adopt a “Complete Streets” policy for publicly owned and maintained streets. The county should consider adopting a “Complete Streets” policy for publicly owned and maintained streets. “Complete Streets” is a national movement that includes the Federal Highway Administration (FHWA), state departments of transportation (DOTs), metropolitan planning organizations (MPOs), cities, counties, nonprofit and others. The National Complete Streets Coalition states that complete streets are “... designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and bus riders of all ages and abilities are able to safely move along and across a complete street.”

The United States Department of Transportation (USDOT) has developed a Design Guidance Policy Statement document titled *Accommodating Bicycle and Pedestrian Travel: A Recommended Approach: Integrating Bicycling and Walking into Transportation Infrastructure*. This guidance can form the foundation from which the county can adopt their own complete streets policies and then implement them through supporting ordinances, regulations and standards.



MODEL ORDINANCES

Model Land Development and Subdivision Regulations that Support Access Management for Florida Cities and Counties.

National Cooperative Highway Research Program Report 548: A Guidebook for Including Access Management in Transportation Planning

Kentucky Model Access Management Ordinance Reducing Traffic Congestion and Improving Traffic Safety in Michigan Communities: THE ACCESS MANAGEMENT GUIDEBOOK



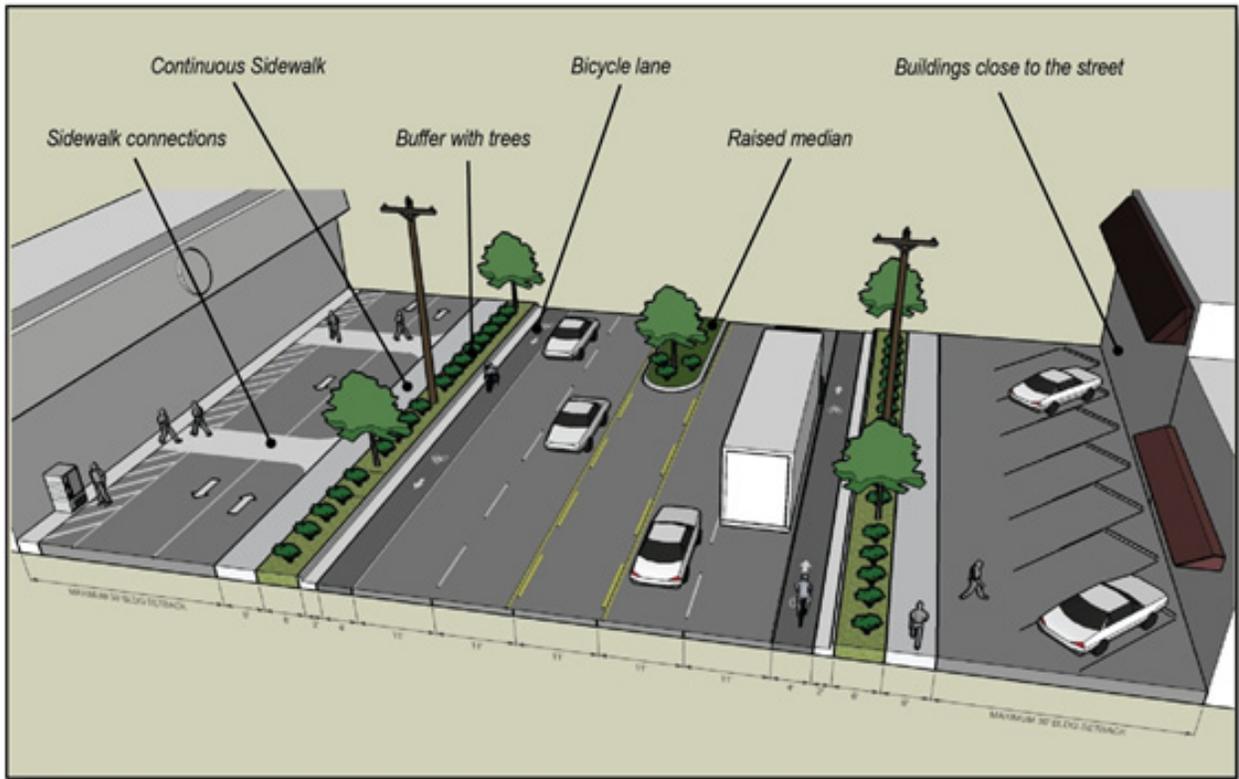


Figure 4: Diagram of Complete Street Elements-Source: Gresham Smith

The National Complete Streets Coalition has defined the following 10 elements of a comprehensive complete streets policy:

- Includes a vision for how and why the community wants to complete its streets.
- Specifies that “all users” includes pedestrians, bicyclists, and public transportation passengers of all ages and abilities, as well as trucks, buses, and automobiles.
- Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right-of-way.
- Makes any specific exceptions and sets a clear procedure that requires high-level approval of exceptions.
- Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes.
- Is understood and adoptable by all agencies to cover all roads.
- Directs the use of the latest and best design guidelines while recognizing the need for flexibility in balancing user needs.
- Directs that complete street solutions complement the context of the community.
- Establishes performance standards with measurable outcomes.
- Includes specific next steps for implementation of the policy.

Implement the prioritized actions of the DeSoto County Greenway Master Plan. The DeSoto County Greenway Master Plan, completed in 2010 creates numerous opportunities for future parks and a robust, interconnected network of greenways and trails. The Greenway Master Plan depicts multiple future greenway/trail routes, and categorizes them as primary, secondary or linkage routes. The primary trail routes interconnect the unincorporated portions of the county with the municipalities. The secondary trail routes act as spurs and connectors between the primary routes, and the linkage routes connect to Arkabutla Lake and the Coldwater Canoe and Kayak Trail. The trail system includes a future Tunica County connector, which would run parallel to US 61 southwest toward the Tunica Riverfront and Museum.

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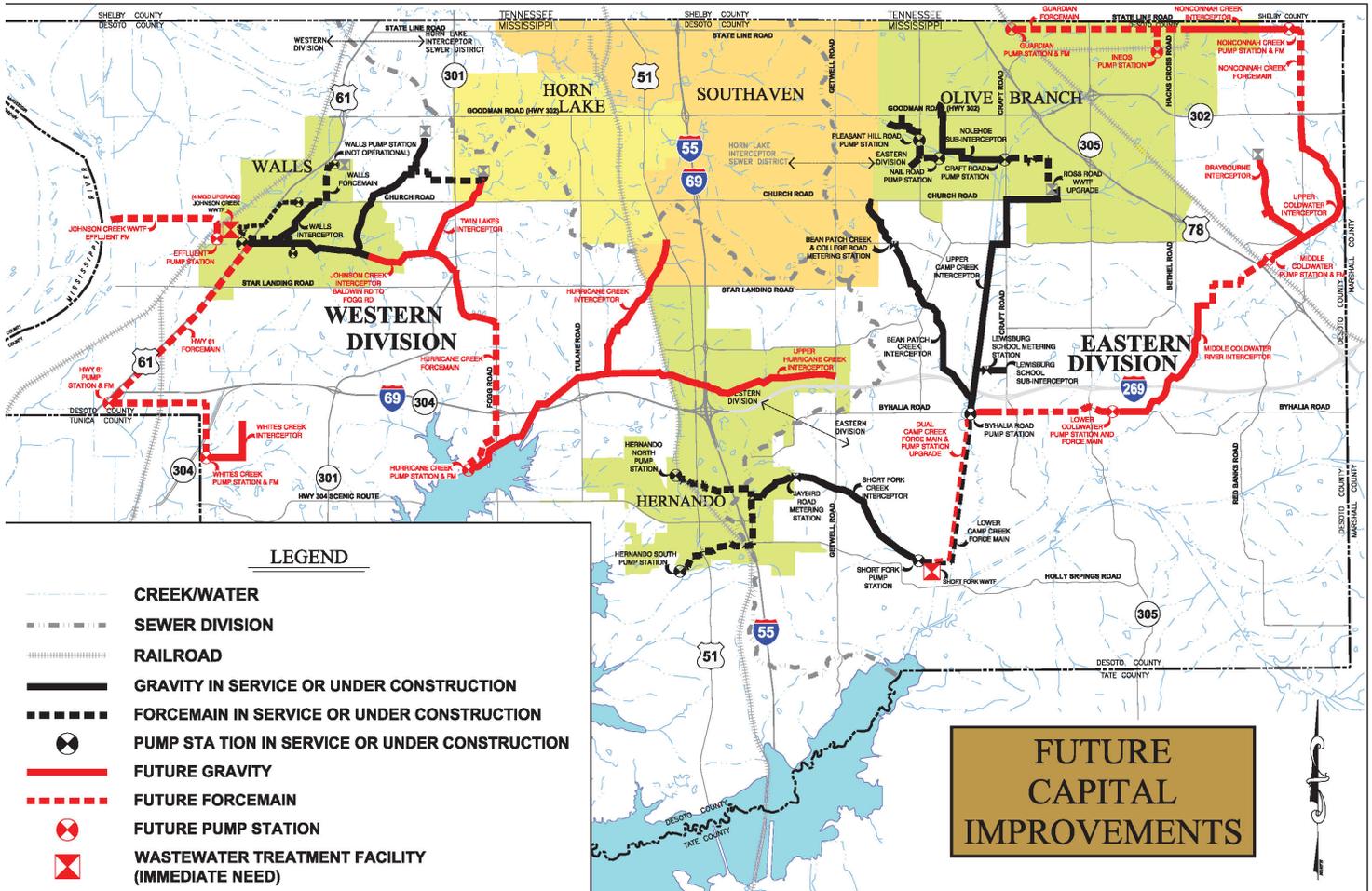
Water and Sewer

DeSoto County is not a water service provider and does not operate any water delivery systems. There are 14 certificated, non-municipal water associations operating in the county that are owned by private companies or water authorities. Each provider has a specific service area, accessing the Sparta Sand, Upper Wilcox and Lower Wilcox aquifers through wells. Residents in areas located within water service areas where water lines do not exist or in areas located outside of service areas rely on wells to provide water supply.

Sewer service within the study corridor is provided by DeSoto County Regional Utility Authority (DCRUA). DCRUA was formed to provide countywide sewer service in response to the possibility that future growth might be constrained by lack of adequate sewer treatment facilities. DCRUA functions as a wholesaler, meaning that all water, wastewater and sewage is disposed of through the Authority's treatment system. The 10 private and multiple municipal wastewater treatment companies and departments will continue to operate as local retail wastewater and sewerage services, providing the service to individual users.

The map on the following page shows DCRUA's future plans for capital improvements (as of 2011). The Johnson Creek Wastewater Treatment Facility is being updated to a four million gallon per day (MGD) facility in the western portion of the county. The Short Fork Wastewater Treatment Facility in the eastern portion of the county is operating at close to capacity at 4 MGD. DCRUA plans to expand capacity at this facility to 12 MGD. The treatment facility upgrades are expected to provide DeSoto County with adequate treatment capacity to at least the target year of 2030.

FUTURE CAPITAL IMPROVEMENTS DCRUA SYSTEM



**FUTURE
CAPITAL
IMPROVEMENTS**

RECOMMENDATIONS

The county should consider the following recommendations to guide water and wastewater improvements:

Develop a 10-Year Water Supply Work Plan for the county. The county should develop a 10-Year Water Supply Facilities Work Plan to make certain that the public and private sector water service utilities provide, repair and/or replace potable water supply, treatment and distribution facilities. This plan would be used to correct existing deficiencies in their respective service areas as may be required to meet or exceed the level-of-service standards established in the plan.

The document should be designed to: assess current and projected potable water demands; evaluate the sources and capacities of available water supplies; and identify those water supply projects, using all available technologies, necessary to meet the county’s water demands for a 20-year period.

The development and utilization of new potable water supply sources and the acquisition of land necessary for such development shall be based upon the information, guidelines and procedures identified within the plan. The work plan should be updated, at a minimum, every five years.

Continue the implementation and improvement programs in the DCRUA Master Plan and continue the construction of water and sewer lines to serve growing areas of the county. Use the provision of sanitary sewer service as a land planning tool to guide the location and timing of new development and prioritize major new investments to those areas targeted for new growth by the **Stewardship Plan**. Design sewer main extensions, major pump stations and minor lift stations so as to provide the maximum service area coverage for the least amount of cost.

Establish a service expansion policy to determine when, how, where, and who pays for expansion of water and sewer services. The county should work with the water associations/companies and DCRUA to establish a service expansion policy to determine which areas of the county should be targeted as priorities in being provided potable water supply and sanitary sewage disposal. The identified target service areas should be considered priority funding areas for committing financial resources to those services.



Developers should be responsible for funding the expansion of sewer and water lines to serve new development. Developers should be responsible for funding the expansion of sewer and water lines to serve new development, and should be responsible for analyzing the capacity of the system to meet peak demand flows and fire flows, so as to determine if adequate capacity exists to meet the increased demand on the distribution systems. Provide for a prorated cost sharing program with developers to fund water and sewer improvements.

The county should consider adoption of an ordinance allowing reimbursements to developers where their development provides substantial excess capacity in the water distribution system or wastewater collection system. In order to further assure high water and sewer service standards, the county should develop and maintain countywide design standards for all improvements and extensions of water distribution and sewer collection systems.



Set targeted level-of-service standards for water and sewer. LOS standards should be adopted and used as the basis for determining the availability of facility capacity and for determining the demand generated by new development.

LOS standards should be agreed upon between the county and the water service providers for the use in treating, transmitting and distributing a safe and adequate potable water supply. Both average daily water use and peak rate of demand are important in designing a system that can deliver adequate water supply. To analyze demand, the total water sales for commercial, industrial and institutional uses is equated or translated to equivalent residential uses (ERUs). An ERU is generally the equivalent of a single family unit.

- For example, standards may include maintaining an average daily flow of 210 gallons per ERU and a maximum daily flow of 575 gallons per ERU.

LOS standards should be agreed upon between the county and DCRUA for the use in planning and designing the sanitary sewer system. The design flow standards for sanitary sewer should be based on a combination of population and land uses.

- For example, a figure of 300 gallons per day per connection for residential demand could be used, and a figure of 2,000 gallons per acre for general commercial demand could be used.

Another example of a LOS standard is:

- Meet or exceed on a yearly basis 90% of the days that the DCRUA wastewater treatment facilities are in full compliance with the effluent quality standards contained in the Mississippi Pollution Discharge Elimination System (MPDES) permitted for each individual facility discharge.

DeSoto County should develop procedures and programs to monitor levels-of-service of each water supply, water treatment and wastewater treatment facility for use by County agencies that issue development permits. Such procedures may include the establishment of water and wastewater allocation processes to assure that adequate water supply, and water and wastewater transmission and treatment capacity is available prior to issuance of development permits.



Consider adopting a fire flow ordinance and maintain the standards established for fire protection flows. The ordinance would determine minimum fire flow requirements for new developments. Residential fire flow requirements are based upon distance between buildings and non-residential fire flow requirements are based upon land uses or zoning districts. Examples are shown below:

NONRESIDENTIAL FIRE FLOW REQUIREMENTS

Zoning type	Fire Flow gallons per minute (gpm)	Duration (hours)
Neighborhood Commercial	1,750	2
Highway Commercial and Office	2,500	2
General Commercial and Industrial	3,000	3

RESIDENTIAL FIRE FLOW REQUIREMENTS

Distance between Buildings	Fire Flow gallons per minute (gpm)	Duration (hours)
Greater than 100	500	2
31-100	750	2
11-30	1,000	2
Less than 11	1,500	2

SITE SELECTION GUIDELINES

Locational criteria for sewer and water facilities relate primarily to the acquisition of easements for the location and placement of sewer lines relative to land slope. The following criteria should apply to the location of new water and sewer facilities:

- Encourage new development adjacent to existing lines to tie into the sewer and water systems in the most efficient way possible. It may be necessary to loop water lines to provide redundancy within the system.
- Gravity sewer lines are preferable, but sewage pumping stations may be needed.
- Sewer lines should correspond to the natural and altered slope of the land.
- When possible, water and sewer lines should follow public rights-of-way.
- Specific engineering will be required for each system expansion.

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Natural Gas

Gas service is provided by Mississippi Valley Gas Company and the City of Olive Branch, which cover approximately three-fourths of the study area. Atmos Energy provides gas services in Southaven. Two major gas transmission lines traverse the western portion of study area, located parallel to the western most interchange of I-69 (at MS 713) and parallel to and west of U.S. 61. In the central portion of the study area a gas transmission line runs parallel to U.S. 51. Two lines bisect the eastern portion of the study area on the east side of Red Banks Road, running diagonal from east to west.

RECOMMENDATIONS

Encourage coordination with natural gas utility providers and plan for future needs of facilities in conjunction with emerging development designs. The DeSoto County Planning Commission should provide the natural gas utility providers with timely notice of all annexation, industrial, commercial and subdivision development applications.

Promote the joint planning and coordination of public and private natural gas utility activities. The county should provide the natural gas utility providers with timely notice of all major utility projects, including the maintenance and repair of existing roads, street widening projects, construction improvements in order to enable timely relocation and/or upgrades to the facilities.

In addition, the county should coordinate with private utilities during installation to minimize public costs to maintain curbs, gutters, streets, and sidewalks.

Coordinate with natural gas utility providers to identify major development sites and to ensure that the necessary infrastructure is in place to provide gas service to support development. DeSoto County should coordinate closely with natural gas utility providers to help identify major development sites that will attract new business to the county. This will ensure that the necessary infrastructure is in place to support major development as it occurs and will serve to foster economic development. Emphasis should be placed on leveraging private investment to the greatest extent possible so that public investment provides the best possible economic return to the county.



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Electrical Power

The majority of the corridor area is served by Entergy Mississippi, Inc. DeSoto County is Entergy's largest customer (the Entergy district covers almost two-thirds of the study area). Coahoma EPA and North Central Mississippi EPA serve the extreme western and eastern portions of the study area, respectively. Entergy views the I-269 corridor as the most important growth engine within their service area. A transmission line runs parallel to the I-69 corridor and Entergy has begun acquiring sites on which to build substations. However, Entergy must expand their distribution network to serve new growth within the study area.

RECOMMENDATIONS

Encourage coordination with electrical utility providers and plan for future needs of facilities in conjunction with emerging development designs. The DeSoto County Planning Commission should provide the electrical utility providers with timely notice of all annexation, industrial, commercial and subdivision development applications.

Promote the joint planning and coordination of public and private electric utility activities. The county should provide the electrical utility providers with timely notice of all major utility projects, including the maintenance and repair of existing roads, street widening projects, and construction improvements that involve power poles and streetlights in order to enable timely relocation and/or upgrades to the facilities.



Construct transmission and distribution lines underground, whenever possible. Consider burying new electrical transmission and distribution lines where appropriate, and where it is feasible and under the Mississippi Public Utility Commission rules, convert existing overhead lines to underground facilities in urban areas. The benefits of locating lines underground include protecting human exposure to the unhealthy impacts of low level electromagnetic radiation and the benefit of the visual absence of overhead lines. As a trade-off, the placement of lines underground costs five to eight times as much as overhead lines because they must be overbuilt to account for increases in capacity in the future.

Ensure that an adequate acreage of land is available for the expansion of electric line facilities. Plan for the location of new transmission lines within transportation corridors, along railroad rights-of-way for above-ground transmission lines and along existing or planned utility and road rights-of-way for underground transmission and distribution lines. New facilities should be designed and sited to preserve areas needed for future right-of-way dedication and for ancillary easements for the construction of road improvements.

Coordinate with Entergy to identify major development sites and to ensure the provision of adequate electrical service to support major development sites. DeSoto County should coordinate closely with Entergy to help identify major development sites that will attract new business to the county. This will ensure that adequate electrical service is in place to support major development as it occurs and will serve to foster economic development. Emphasis should be placed on leveraging private investment to the greatest extent possible so that public investment provides the best possible economic return to the county.

SITE SELECTION GUIDELINES

Visual impact should be a key element in the evaluation of proposed transmission line locations. Locations for new electrical lines, sub stations and equipment areas should meet the following criteria:

- Co-locate electric facilities whenever feasible and appropriate to minimize visual and noise impacts to neighborhoods. Ensure that the co-location of new utility transmission distribution and other facilities is consistent with the utility industry practices, the Mississippi Public Service Commission requirements, and national electrical and other codes.
- Avoid environmentally sensitive areas.
- If possible, locate new facilities in areas of commercial or industrial land uses.
- Provide for the appropriate screening and buffering of proposed facilities.

Wireless Communications

Digital or cellular phone service, otherwise known as wireless communication, has become an essential element of modern day communication, and the demand for wireless communication technology is increasing. Although wireless communication services are not publicly owned utilities, their inclusion in this plan is appropriate given their necessity and scope of use. Appropriate locations for such facilities are becoming more difficult to find, and telecommunication towers have special land use implications because of their potential visual impact on surrounding properties. These realities place a premium on determining the most efficient distribution of wireless infrastructure on the whole, rather than solely for individual service providers.

The citizens and businesses of the county will continue to demand services that will improve the quality of life and economic development of the community; however, the manner in which these services are provided must be sensitive to the aesthetic, health, safety and property values of the community. Striking a balance between the desires for state-of-the-art, cost-effective communications infrastructure while being aesthetically sensitive to residential and commercial areas will be necessary. This will require careful consideration not only on a case-by-case basis but may also warrant an in-depth, countywide network analysis given the continued evolution of the industry and related technology.



SITE SELECTION GUIDELINES

The Telecommunications Act established a role for three (3) parties in the future development of wireless communications services: the communications industry, the Federal Communications Commission (FCC), and local government. Within the confines of FCC licensing and administration and local government regulations of land use and zoning, each provider is free to design its own network or system. Wireless communications service providers are not treated as public utilities or franchises, but are competitors in an open market. Although the free-market approach is intended to result in the best communications services for the least cost, it also results in an increase in the number of wireless communications antennas and towers.

In order to balance the interest of providing quality wireless service with the interests of the public health, safety and welfare, community aesthetics and promoting the integrity of the county's residential neighborhoods, preserving the residential character of the community is especially crucial. Thus, the following site selection guidelines should be considered for the location of new wireless communication facilities:

LOCATION OPPORTUNITIES

- Existing Communication Towers - Co-location opportunities may still exist on some existing towers in the county. New towers should be designed to allow co-location.
- Entergy has several large power transmission corridors which cross the county. These corridors consist of easements and rights-of-way that offer opportunities for co-location of transmission towers and communications antennas.
- Buildings - Wireless service antennas can be mounted on the roofs or sides of taller buildings.
- Churches - Many churches in the county present telecommunication service providers with the potential for locating antennas inside existing steeples or building a steeple for a church that does not presently have one.
- Public Sites - County government sites appropriate for locating commercial wireless communications facilities include selected fire stations, libraries, schools, parks, post offices, water tanks, towers erected for public service use, and other public facilities. These facilities are often large enough to allow sufficient separation from surrounding residential uses, or are located adjacent to industrial land uses.



LOCATIONAL/SITING POLICIES

The following policies should be used to determine appropriate sites for the location of wireless communication facilities:

- Discourage towers in areas zoned or planned for residential uses.
- Discourage towers in private cemeteries.
- Encourage stealth tower design when towers are requested adjacent to or in close proximity to residential areas.
- Only consider new locations for towers when co-location or replacement of existing towers is not adequate and feasible. Consider county-owned, state-owned, or federal properties and facilities that encourage proper siting of wireless communications towers provided.
- New telecommunications sites in areas zoned or planned for industrial, commercial or agricultural properties with no residences should be initially constructed or designed to be extended to a height of 199 feet. Reduced tower height may be more appropriate in sensitive locations.



ADDITIONAL RECOMMENDATIONS

In addition to the standards listed above for the selection of appropriate locations for wireless communication facilities, the following policies should be applied to guide the county's decisions regarding wireless communication facilities:

- Encourage appropriate provision for telecommunications systems in the design of new development.
- Encourage, where appropriate, the placement of antennas on existing structures including but not limited to existing towers, utility poles, water tanks, building rooftops, and other tall structures.
- Encourage, where appropriate, the upgrade or replacement of lower towers with taller towers designed to maximize co-location opportunities.
- Expedite the permitting of wireless communication towers that have minimal visual impacts and meet all regulatory standards.
- Maintain an inventory of tower sites and all existing telecommunication facilities to determine co-location opportunities.
- Coordinate with adjoining localities when a tower request is proposed near the county boundary.
- Encourage providers to submit their "build-out" coverage grid for the entire County.
- Obtain industry and citizen input in the future development of local wireless communications regulations.
- Ensure ground-mounted equipment does not generate noise in excess of 50-decibels at the property line of the parcel on which the tower is located.
- Encourage the consideration of stealth tower designs for all applications.
- Use monopoles rather than lattice towers.
- If co-location opportunities are not possible, encourage siting of towers at locations within wooded areas or remote sites away from residential structures. While such locations may not obscure from view the entirety of the tower, they may reduce the visual impact.
- Locate towers at the lowest possible point along ridge lines.
- Ensure new towers or antenna structures do not block the county's microwave paths or interfere with the county's public safety radio system.
- Use monopoles rather than lattice towers.

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Broadband Communications

Other telecommunications capabilities, such as fiber optics, are fast becoming basic infrastructure requirements for major corporations and industry. DeSoto County currently has sparse fiber optic network coverage. However, MDOT has plans to include fiber optic lines in all of its future road projects, including the un-built portion of I-269, I-55/69 north of I-269 and US 78. When complete, the corridor could be connected both to Memphis and Blue Springs, where the new Toyota manufacturing plant is located. Approximately half of the corridor is currently covered by digital subscriber line (DSL) service, which runs on twisted-pair copper wires and can carry both voice and data signals. Cable service, which is delivered through coaxial cable, is currently available in the corridor only in Southaven and in areas to the east along MS 304¹.

In an effort to identify, map and expand service to undeserved areas in the broadband coverage network, the Desoto County Board of Commissioners established a Broadband Internet Access Committee in 2012 and launched the Broadband Initiative. An open broadband network can increase the productivity of businesses, and can serve as a platform for growth by increasing access to educational resources and health care services, by efficiently delivering County services and by stimulating creative solutions to traffic congestion. Broadband is available through local telephone companies, cable providers, and some wireless networks.

¹ Source: <https://msbb.broadmap.com/StateMap>

RECOMMENDATIONS

- Encourage and support the advancement of affordable broadband or high speed Internet access to all areas of the corridor.
- Encourage cooperative efforts between the public and private sectors so that infrastructure costs are shared between the public safety and commercial networks. For example, identify and articulate rights-of-way construction and maintenance practices to reduce overall capital and maintenance costs for both government and users, which will help to avoid unnecessary delays, actions, costs and inefficiencies related to the construction and maintenance of broadband facilities along public rights-of-way.
- Coordinate with local broadband service providers and the FCC to put in place pro-deployment policies such as joint trenching, conduit construction and placement of broadband facilities on public property.
- The cost of deploying a broadband network depends significantly on the costs that service providers incur to access conduits, ducts, poles and rights-of-way on public and private lands. These costs can be reduced directly by cutting fees. Almost 20% of the cost of fiber optic deployment is spent on companies obtaining permits and leasing pole attachments and rights-of-way. Thus, costs can also be lowered indirectly by expediting processes and decreasing the risks and complexities that companies face as they deploy broadband network infrastructure.
- Establish and implement standards and guidelines for new building projects that would ease and help expand Internet access.
- Require that all new residential and commercial buildings and developments have the appropriate infrastructure to support broadband Internet access. For example, require the provision of conduit space within joint utility trenches for future high-speed data equipment and flexibility in conduit placement to allow for easy retrofit for high speed data systems.



Sheriff and Safety Services



The mission of the DeSoto County Sheriff's Department is to protect and serve the citizens of the county and to strive to eradicate criminal activity and conditions that have a detrimental impact upon public safety. Currently, the DeSoto County Sheriff's Office operates out of one building, on West South Street in Hernando. Administrative space for the Sheriff's Office consists of 9,454 square feet of administrative space and 50,120 square feet of jail space. The jail facilities, which house all of the inmates arrested in the entire County (there are no municipal jail facilities), are new facilities completed in 2002. The jail houses 160 inmates, including juvenile, female and male inmates. In 2012, the opening of the new detention facility expanded the county's inmate capacity up to 1,000. The facility is designed to house both male and female inmates.

The DeSoto County Sheriff's Department has approximately 160 full and part-time employees providing law enforcement for the county. The department is organized into nine divisions: aviation, communications, corrections, courts, crisis response units, fugitive, investigative units, training, and uniform patrol. The Uniform Patrol Division consists of four separate units: traffic, K-9, school resource, and uniform patrol. The Uniform Patrol is the largest unit within the DeSoto County Sheriff's Department. There are 52 deputies assigned to the Uniform Patrol Unit, and the county is divided into eight wards for which the deputies are assigned to patrol.

RECOMMENDATIONS

Establish current and targeted Level-of-Service Standards. The current LOS can be determined by tracking response times to emergency calls and non-emergency calls, by determining the ratio of square feet of sheriff office building space per annual calls for service, or by determining the ratio of sworn deputy per 1,500 people. Response times are measured by the average time required from call receipt to sheriff officer arrival at an incident.

Example targeted LOS standards include:

- Respond to 100% of emergency or high-priority calls within 5.8 minutes of being dispatched.
- Respond to 100% of non-emergency calls within eight minutes of being dispatched.
- Maintain and improve upon a sworn deputy devoted to law enforcement duties to population ratio of one deputy per 1,500 people.



Prepare long-range plan for operations, personnel, and capital facilities; coordinate with other long-range planning efforts in the county. As demand for services and facilities grows the Sheriff's Department will need to be prepared with expanding personnel and services. The Department should continue their annual operating budgets and consider preparing a five or 10 year plan that coordinates with estimated capital facility growth.

SITE SELECTION GUIDELINES

The following locational criteria should be considered when identifying locations for police stations:

- Identify sites with good central access to the local road network in the district they will serve.
- Sites should accommodate approximately 10,000 square feet of operational building space, of which 3,500 square feet should accommodate vehicles and other equipment requiring protection from the elements.

ADDITIONAL RECOMMENDATIONS

In addition to the locational criteria listed above, the following recommendations should be used to guide the acquisition of land for and development of new sheriff's facilities in DeSoto County.

- Maintain an active exchange of information between the Sheriff's Department and the Planning Department to address future needs for police services in the county.
- When possible, use existing space for new district headquarters to reduce the start-up costs associated with establishing a new district command.



Fire and Rescue

Fire and rescue service is provided to DeSoto County residents mostly by volunteer fire protection districts. There are 10 Fire Protection Districts (FPDs) in the county. These districts also provide emergency medical or paramedic services, as well as rescue services, in addition to fire suppression. A major need for the volunteer fire departments in the future will be an ample supply of fire suppression water, especially in new development areas. Although most of the land within the study corridor currently falls within the county's minimum criteria for response time distances, new growth will challenge the ability of existing stations to keep pace with demand and additional locations/capacity will be necessary. The provision of fire protection is an essential community safety service that requires a major commitment of capital improvement funds. Careful consideration must be given to the placement of fire stations throughout the community in order to achieve the highest level of fire suppression service for the associated capital costs.

RECOMMENDATIONS

Establish current and targeted Levels-of-Service Standards. The current LOS can be determined by the ratio of calls to floor area of fire/rescue facilities. The reported number of calls for the latest fiscal year should be divided into the current floor area of existing fire/rescue stations to derive a current level-of-service, in square feet per service call.

Other methods for determining current LOS include:

- Stations per service population —for example: the current number of stations (x) divided by the population served (y).

While the ratio of stations to population or calls are important, the primary level-of-service indicator for fire and rescue is response time. Typical standards target a response time of six minutes from time of dispatch to first on scene in urban areas and eight minutes from time of dispatch to first on scene in the rural areas. For example, the six-minute standard includes one minute for 911 call processing and dispatch, one minute for first responder vehicle rollout, and four minutes of driving time. The county should establish and maintain target response time goals, such as the following:

In Urban/Suburban Areas

- Acceptable – Response time less than six minutes 80% of the time.
- Marginal – Response time between six and 15 minutes.
- Unacceptable – Response time greater than 15 minutes.

Other targeted level-of-service indicators include call volume and station capacity. In order to monitor call volume against station capacity, the county should set a station capacity of 1,500 calls per year, and recommend new response zones every two years to align call volume with station/unit capacity and maximize the response reliability of every station.

In Rural Areas

- Acceptable – Response times less than eight minutes 80% of the time.
- Marginal – Response time between eight and 15 minutes.
- Unacceptable – Response time greater than 15 minutes.

Prepare long-range plan for operations, personnel, and capital facilities; coordinate with other long-range planning efforts in the county. According to industry standards, the current average cost of constructing, equipping and staffing a new fire station is approximately \$1.5 million. It is recommended, therefore, that the county budget this amount for the construction of at least one additional fire station within the 10-year planning period. The timing of additional fire station construction will be determined primarily by the rate of commercial, industrial and residential growth experienced by the associated response area.

Fire Protection Districts should coordinate planning activities with water associations and private water authorities. The ratings for FPDs are based upon water supply and delivery (fire flows) as well as station location and equipment, training and personnel. Since the relationship between water supply and a FPD's rating is so crucial, it is recommended that FPDs and water associations/private water authorities coordinate planning activities. It is also recommended that both the FPDs and the water associations/private water authorities coordinate planning activities with the DeSoto County Planning Department. With the rapid pace of growth being experienced by the county, it is essential that these groups, though not all under the direct control of the county, work together to plan appropriately for expected increases in population and housing.

An adequate water supply for fire suppression purposes is crucial for FPDs. In many cases, volunteer fire protection districts within the corridor must bring water trucks into the area as existing water lines lack fire suppression capabilities. As the corridor grows, the provisions of an adequate fire suppression system must be addressed, either through water line replacement/size augmentation or water towers in spot locations.

SITE SELECTION GUIDELINES

A primary concern of the fire departments is transportation routes to access the areas of development. The location of stations is vital, and response time from multiple locations can be decreased by frequent inter-connections of the transportation network and access to the interstate. In planning for new stations, the goal is to minimize response times to the maximum number of residences and businesses with the fewest number of stations. The following locational criteria should be considered when identifying locations for fire/rescue stations.



- Co-locate fire fighting facilities and emergency medical services for maximum efficiency. Multi-use structures housing police or other public facilities are also encouraged.
- Locate fire fighting facilities and emergency medical services with easy access to a major arterial or at an intersection of two major arterials to gain both east-west and north-south access. Avoid locating at congested intersections and at-grade rail crossings; provide signalized access to the arterial street.
- Encourage sites to be large enough to accommodate equipment storage and to allow maneuverability of the equipment to either pull-through or be backed into the garage bays without hindering traffic flows in the public right-of-way.
- A multi-story building prototype to accommodate on-site accommodations for staff should be considered as demands for fire/rescue services increase with population and employment growth.
- A site of between two and five acres is ideal for a fire/rescue station and will allow for future expansion capacity.
- Eighty-percent of the targeted coverage area should be within a ½ mile service radius of the fire station. Priority should be given to stations in areas where the greatest number of residents are currently served by response times that exceed six minutes.
- Select and design sites to minimize the adverse impact of sirens and other noise on residential areas.
- Promote the inclusion of fire/rescue stations as one of the civic elements in the design and development of Village, Traditional Neighborhood, and Mixed Use Business/Town Center areas to provide adequate service to these more densely populated areas.
- Minimize overlapping response areas.

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Public Schools



There were approximately 30,900 students currently enrolled in grades K through 12 in the DeSoto County School District for the 2010-2011 school year. During this school year, the district had approximately 2,140 teachers and 3,600 employees. The state required pupil to teacher ratio is 27:1, but the district operates with 23:1 in elementary schools and 26:1 in middle and high schools. Over the past seven years, the district has averaged 700 to 1,000 new students per year and built 15 new schools during that time. At a growth rate of 700 students annually, the district will have a current capacity for five more years of student growth.

The DeSoto County School District divides the county into 10 elementary, eight intermediate, five middle, and five high school attendance zones. There are three high schools, three middle schools and seven elementary schools within or adjacent to the study corridor. Most of these schools are located in clusters in Hernando, leaving vast portions of the study corridor without a school in close proximity.

RECOMMENDATIONS

Establish current and targeted level-of-service standards. The current level-of-service can be derived based on past practices and discussions with school district staff. Typically, the current average level-of-service for capacity is set at 95 percent. It is a standard that represents the middle ground created when the schools strive for a 90 percent capacity and have some schools operating at 110 percent capacity for periods of time.

The demand for new school facilities can be calculated by taking the estimated new households in various areas of the county and determining their potential student yield. The DeSoto County School District should work with the Planning Department to determine the number of students generated by new development.

Ensure school capacity is in equilibrium with the expected increase of students. The following design capacities, or permanent seat capacity, for new schools by type are offered for consideration, the school district may have different design standards based on current facility prototypes:

- Elementary/Intermediate Schools – Capacity for 600 - 735 students
- Middle Schools – Capacity for 900 - 1,100 students
- High Schools – Capacity for 1,450 – 1,800 students

Coordinate the DeSoto County School District Strategic Plan with other long-range planning efforts in the county. It is important that the DeSoto County School Board, municipalities and the Planning Department coordinate when making land use and school siting decisions. The county should coordinate with the DeSoto County School Board on resolving issues such as joint use facilities, new facility locations and alternative use of vacant or underutilized sites in county.

Establish agreements for co-location or public access to on site recreation facilities. Recreational facilities built by the school districts can serve a vital role in providing recreational space and facilities to the community. Opportunities to jointly create, maintain, and use recreational facilities on school grounds with the parks and recreation commission should be included in the planning of future school facilities. If the parks and recreation commission were to oversee maintenance of the shared facilities, accessibility could be improved.

The following recommendations pertain to enrollment to capacity levels:

CAPACITY MONITORING BENCHMARKS

% of School Capacity

Recommendation

Less than 90%	Monitor capacity levels. Consider redistricting if needed to capture enrollment from other districts.
91% - 100%	Maintain recommended school capacity.
101% - 110%	Determine if enrollment trend is a short-term or long-term occurrence. If long-term, then redistrict and begin planning for additional space or the construction of a new school.
111% - 119%	Approaching threshold capacity. Determine if enrollment trend is a short-term or long-term occurrence. If long-term, then redistrict and begin planning for additional space or the construction of a new school.
120% and greater	School is over capacity. Redistrict, expand school capacity and/or construct a new school.

SITE SELECTION GUIDELINES

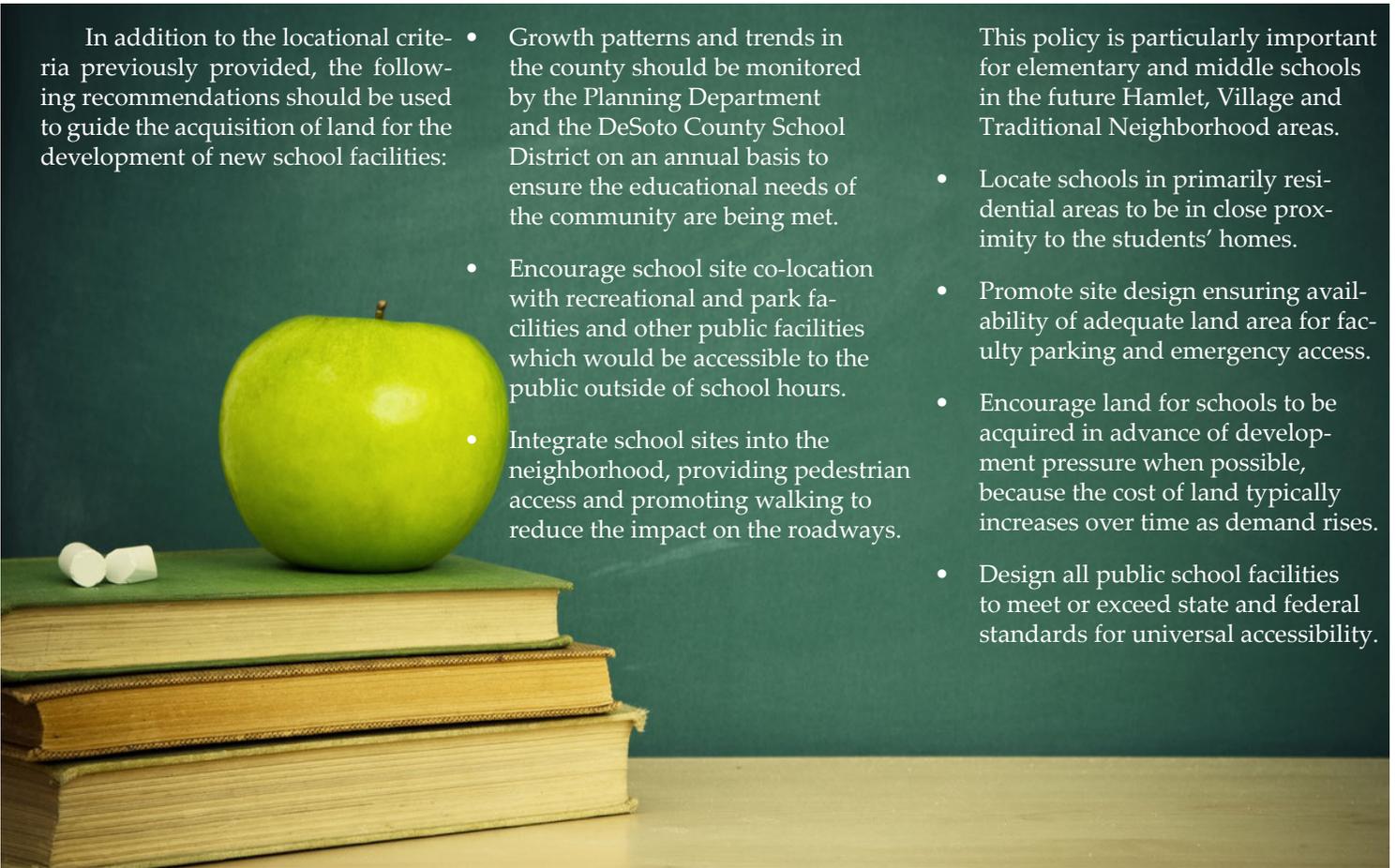
Locations for new schools should meet the following criteria:

- Sites should meet the acreages listed below, depending on school level and the existing or planned character of the location.
 - Elementary Schools– 10-25 acres
 - Middle Schools– 20-40 acres
 - High Schools– 40-60+ acres
- Larger sites may be feasible if land is acquired before much development has occurred within an area. The current prototype of a campus with all the schools in close proximity is an effective format. However, as denser development occurs, new school sites may be needed in closer proximity to one another. A series of neighborhood elementary schools feeding into a larger middle school and several middle schools feeding into a high school may be considered in the future as a practical model.
- Sites should be selected to provide recreational opportunities appropriate for school-aged children, including playgrounds, athletic fields, and open space.
- Sites should be located within residential areas and away from major roadways to increase safety for students. High schools may be located closer to higher volume roadways than elementary schools.

ADDITIONAL RECOMMENDATIONS

In addition to the locational criteria previously provided, the following recommendations should be used to guide the acquisition of land for the development of new school facilities:

- Growth patterns and trends in the county should be monitored by the Planning Department and the DeSoto County School District on an annual basis to ensure the educational needs of the community are being met.
- Encourage school site co-location with recreational and park facilities and other public facilities which would be accessible to the public outside of school hours.
- Integrate school sites into the neighborhood, providing pedestrian access and promoting walking to reduce the impact on the roadways.
- This policy is particularly important for elementary and middle schools in the future Hamlet, Village and Traditional Neighborhood areas.
- Locate schools in primarily residential areas to be in close proximity to the students' homes.
- Promote site design ensuring availability of adequate land area for faculty parking and emergency access.
- Encourage land for schools to be acquired in advance of development pressure when possible, because the cost of land typically increases over time as demand rises.
- Design all public school facilities to meet or exceed state and federal standards for universal accessibility.



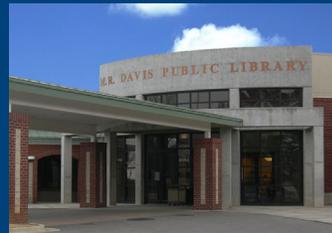
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Horn Lake First Regional
Library



Olive Branch First Regional
Library



Southaven First Regional
Library



Walls First Regional Library

Libraries

There are no libraries within the study corridor, although one is located just south in downtown Hernando. It is the main branch of a the five-county First Regional Library cooperative that includes 13 branches, including DeSoto County branches in Horn Lake, Olive Branch, Southaven and Walls. The library system is estimated to serve an area of approximately 2,772 miles with a service population of 283,000 people. The system currently has 691,470 items in the collection plus access to 2.9 million titles through the Mississippi Library Partnership. With a total of 1,323,080 items circulating in the system in Fiscal Year 2011, the DeSoto County circulation amounts to approximately 52 percent of the total regional library's circulation (or 688,000 items).

RECOMMENDATIONS

Identify current level-of-service. The current level-of-service for library facilities can be determined by the amount of square feet of general library space per County resident.

Set targeted level-of-service. Planning for community library facilities is generally based on one of two demand factors: volumes (e.g. books and periodicals in collection) per person or facility size as a function of square feet per resident. As the service population grows, the county should monitor the need for facility expansion and number of volumes to keep pace with demand. Example targeted levels-of-service are provided below:

- Square feet of library space per resident – Provide at least 0.40 square feet of general library space per County resident.
- Volumes (e.g. books and periodicals in collection) per person - Current industry standards recommend the provision of two volumes per person.
- Service population – Community libraries should serve a minimum population of 50,000 people and regional libraries should serve a minimum population of 100,000 people.
- Service radius – Based on the local transportation network and average travel times, the service area for community libraries should have a three to four mile service area, and regional libraries should have a six mile service area.

SITE SELECTION GUIDELINES

The following locational criteria should be considered when identifying locations for new libraries.

- Sites should be selected which are approximately eight acres in size. Sites should be adequate in size to allow for the initial construction of 20,000 square feet (community facility) with potential expansion to over 60,000 square feet (regional facility) as demand in that area increases.
- New sites should be selected to expand the service area of the library system rather than locating close to existing facilities.
- New sites should be located in close proximity to residential neighborhoods, parks, and schools to allow easy access to the facilities, as well as incorporate them into the neighborhood.
- Libraries should be included as one of the civic elements in the design and development of Village, Traditional Neighborhood, Mixed-Use Business/Town Center areas to provide adequate service to these more densely populated areas.



Parks, Open Space & Recreation Facilities

There are no parks and greenways within the study corridor. The two largest parks within a short drive away from the study corridor are Arkabutla State Waterfowl Refuge and Hernando Point Recreation Area, both located in the southwest portion of DeSoto County on the banks of Arkabutla Lake. A handful of community parks are located in the City of Hernando, just south of the study corridor. The county recently established a countywide park and recreation commission which has been spearheading the implementation of the county's *Bike and Greenways Plan*. This effort has established several future or existing trails and greenways within the study area which will link the corridor to other park facilities. As development occurs in the corridor, additional neighborhood and local park facilities will be needed to maintain ratios of open space and active recreation facilities for the growing population.



RECOMMENDATIONS

Establish existing and targeted park facility level-of-service standards for each park type. In order to determine current level-of-service standards, a county-specific number of acres per person should be calculated for each type of park facility: neighborhood parks, community parks (including athletic facilities), district (County or city) parks, and recreation centers. The total developed acres of existing parks or square footage of existing facilities is divided by the total current population.

To project future park and open space needs, population and park service-radius coverage should be taken into consideration. The National Recreation and Park Association (NRPA) establishes standardized guidelines based on population levels that can be used to determine the appropriate number and size of parks, as well as the location of future park facilities. The NRPA sets standards for park space per 1,000 people. It is a means of measuring the availability of park land for the population. NRPA recommends a ratio of 6.25 to 10.5 acres per 1,000 people.

Parks are classified based on size, service area, and facilities provided. The Sample Park Size Table identifies the level-of-service of standards recommended by the National Recreation and Park Association for each park type. These figures are provided as a starting point for assessing need for parks and determining the approximate placement of the facilities. As the county's Park and Recreation Commission expands their planning function an assessment of local needs should be completed to determine park needs and demand for various recreational facilities.



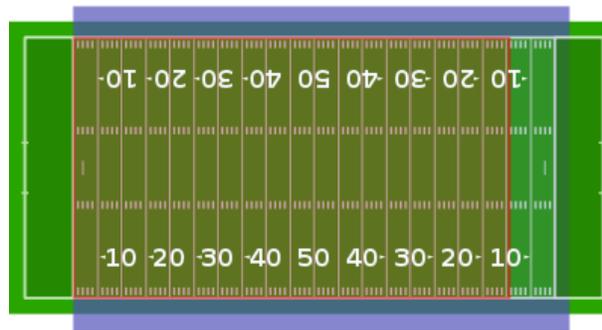
Images of Arkabutla Lake and an existing trail that will be part of the Bike and Greenways Plan.

SAMPLE PARK SIZES AND SERVICE AREAS

Recreational Area Type	NRPA Service Radius	Acreage per 1,000 Residents	Size
Neighborhood Parks	1/4 to 1/2 mile	1.5	5 to 10 acres
Playground only	1/4 mile		up to 1 acre
Parks with School	Varies/Variable		3 to 5 acres
Community Parks	1/2 to 3 miles	3.0	20 to 50 acres
Parks with School	N/A		10 to 20 acres
District Park	3 to 5 miles	4.5	50 to 150 acres

Source: *Park, Recreation, Open Space and Greenway Standards*, National Recreation and Park Association.

How big is an Acre?



- Red: One Acre
- Green: Football Field
- Blue: Soccer Field



SITE SELECTION GUIDELINES

The following locational criteria should be considered when identifying locations for new recreation and park facilities. Sites for new recreation and park facilities should meet the criteria listed below depending on the facility type and the availability of suitable land.



- **Neighborhood Parks**— Neighborhood parks are intended to serve a population that is within walking distance. Since neighborhood parks are designed for families and children, they should be located where users within the service area are not required to cross streets or thoroughfares with more than two lanes. The ideal location of a neighborhood park is at the center of the neighborhood, either adjacent to a multi-family dwelling or an elementary school. If the park is located next to an elementary school, then the park should be at least three acres. If the park is located independently of a school, then 10 acres is recommended.

Typical facilities include: play equipment for preschool and school aged children, multi-use paved surfaces, areas for field games, small picnic areas with shelters, walkways, tennis courts, rest rooms and off-street parking. Primarily, the facilities provide for passive recreational needs, but some areas are designated active as well. Average neighborhood park size should range between five to 10 acres and have a ratio of 1.5 acres per 1,000 persons served.



- **Community Parks (Athletic Facilities)**—Community parks are designed to serve multiple neighborhoods. The park primarily serves as an athletic complex for the community to utilize. These parks should be located on arterial streets or thoroughfares to allow easy accessibility for pedestrians and bicyclists, and to prevent automobile traffic from intruding upon the surrounding neighborhood areas. Wherever possible, community parks should be located adjacent to schools or churches so as to take advantage of the existing parking areas of these facilities. Any future school sites should ideally include supplemental acreage for a park and the opportunity to share facilities.

Typical facilities include: lighted athletic fields (football, baseball, softball, soccer and volleyball) and tennis courts, swimming pool, paved or unpaved multipurpose trails, sand volleyball courts, a multipurpose court, large picnic areas, natural areas, adequate parking, and rest rooms. Average community park size should range from 20 to 50 acres and have a ratio of three acres per 1,000 persons served (minimum one acre per 1,000 persons).



- **District Park (City or County)**— District parks are designed to serve the recreational needs of large portions of the local population. The park contains a wide variety of intensively developed areas for day-use recreation, while providing ample open space with generous buffers between activity areas.

Typical facilities include: golf courses, fishing/boating, lake/stream, lighted athletic fields (football, baseball, softball, soccer and volleyball) and tennis courts, swimming pool or area, picnic facilities, natural areas, parking areas and rest rooms. Average district park size should range from 50 to 150 acres and have a ratio of 4 acres per 1,000 persons served.



Develop and maintain individual park master plans so that the land is efficiently used and needed facilities are provided. As the county Park and Recreation Commission takes stewardship for additional land and facilities, they should maintain master plans for the various facilities to ensure proper maintenance and provision of various recreation facility types. Master plans may often be phased or show essential connection and improvements needed to meet expanding and changing demands over time.

SITE SELECTION GUIDELINES

In addition to the locational criteria listed above, the following recommendations should be used to guide the acquisition of land for and development of new recreation and park facilities in DeSoto County.

- **Recreation or Special Purpose Facilities**—Special purpose facilities usually provide for either a single specific use or a set of several specific uses. Community parks are targeted as prime development sites for special purpose facilities that will serve the needs of the entire community. Examples of special purpose facilities include a cultural arts center, multipurpose athletic complex, tennis center, aquatic center, historical site, golf course, and nature preserve. A minimum size of 22,400 square feet should be targeted.
 - Sites should provide open space and recreation opportunities for the greatest number of County residents. Diverse locations for facilities should ensure an equitable distribution of park facilities throughout the county.
 - Recreation and park sites should be located in close proximity to neighborhoods and other development to provide services within walking distance of a concentration of users.
 - To the greatest extent possible, locate neighborhood and community parks adjacent to the major open space corridors within the community, especially those associated with the natural drainage networks and their corresponding floodplains.
 - Locate neighborhood parks to be safely and conveniently close to the residential areas being served; minimize at grade-crossings of major streets and highways to the greatest extent possible.
 - Locate parks for active recreation in areas located substantially outside of the 100-year floodplain, where grades range from one to five percent.
- The growth patterns and trends in the county should be monitored by the Planning Department on an annual basis to ensure the recreational and park needs of the community are being met.
 - Continue to encourage recreation and park facilities to co-locate with school sites or other public facilities.
 - Encourage land for recreation and park facilities be acquired in advance of development pressure when possible, as the cost of land typically increases over time as demand rises.
 - Evaluate the costs and benefits of accepting donated land as additional recreational or park land before accepting such gifts.
 - Assess the accessibility of a proposed site to determine if it will be a beneficial addition to the county's recreation and park inventory.
 - Seek opportunities to convert undeveloped property or property owned, but no longer used, by County, state, and federal governments to parks and recreational uses.
 - Take opportunities to incorporate land or buildings with historical or cultural significance into the recreation and parks system.
 - Park sizing and spacing standards should be used as general guidelines; it is always preferable to establish a park at standards less than ideal if the alternative is to provide no park at all.





DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

IMPLEMENTATION GUIDE

O P T I O N S F O R A C T I O N

IMPLEMENTATION GUIDE PREPARED BY



G R E S H A M
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P A R T N E R S

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Images: Courtesy of the DeSoto Camera Club.



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OTHER DOCUMENTS IN THE STEWARDSHIP PLAN INCLUDE:

EXECUTIVE SUMMARY
CORRIDOR COMPASS
STRATEGIC PLAN
DEVELOPMENT FRAMEWORK
PLACETYPE GUIDELINES
PUBLIC FACILITIES PLANNING GUIDE

BACKGROUND REPORTS:

PEOPLE AND MARKET
BUILT AND NATURAL ENVIRONMENT
CASE STUDIES AND LESSONS LEARNED

Overview

This element of the Stewardship Plan provides descriptions of the implementation tools identified in the Strategic Plan, the priority actions, and the county agency responsible for initiating those actions. The toolbox will explain in more detail the approach that may be used to carry out these actions and explain the terms and concepts in the actions.

Implementation Toolbox



This section contains an explanation of methods, approaches, and techniques the county could employ in pursuit of the priority actions, providing additional explanation of the recommended actions and how the county might approach each of them. The tools are presented alphabetically and are indexed at the end of this element.

ADEQUATE PUBLIC FACILITY POLICIES

Many places that are experiencing rapid growth adopt adequate public facility ordinances (APFOs) or policies to make sure that the provision of public infrastructure and facilities is able to keep pace with the residential and business growth in the community. For DeSoto County and the corridor, this will be particularly important as much of the new growth will occur in areas with existing rural levels-of-service.

An APFO requires new development show adequate public facilities and services will be available at the time development impacts occur. The goal is to reduce lag time between project impact and service delivery.

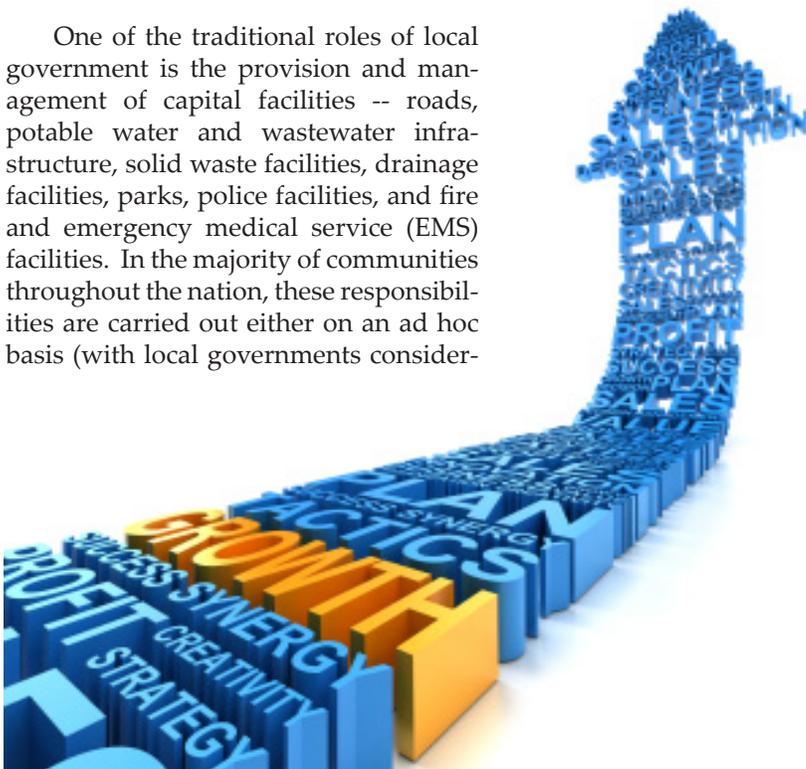
One of the traditional roles of local government is the provision and management of capital facilities -- roads, potable water and wastewater infrastructure, solid waste facilities, drainage facilities, parks, police facilities, and fire and emergency medical service (EMS) facilities. In the majority of communities throughout the nation, these responsibilities are carried out either on an ad hoc basis (with local governments consider-

ing capital facility needs and their funding as they arise, usually on an annual basis), or more systematically, through the development of five- or 10-year capital improvement programs (CIPs) that are sometimes integrated into long-term infrastructure funding strategies for the local government.

A growth management technique has emerged that embraces the idea that local government's provision and management of capital public facilities is more effective if the public facility planning and funding program is coordinated with the land use regulatory process so that the approval of development is coordinated with the provision of capital

public facilities. This technique has been used primarily in rapidly growing communities in the Sunbelt and in several fast-growing states (Maryland, Florida, and Washington) where local governments have struggled to keep pace with the public facility demands created by new development. In the planning profession and literature, the concept is characterized as adequate public facilities or "concurrency."

At its most basic level, the concept of adequate public facilities policies is simple and straightforward. It is a growth management tool used by local government that coordinates the provision of capital public facilities, through a CIP, with the timing of development. It requires that adequate public facilities be available to accommodate new growth and development at or about the time it occurs. Experiences in the implementation of the APFO concept, however, especially for roads, teaches that it can be a complex growth management technique that must be carefully crafted and based upon a sound management and funding program to be effective.



1ST In any initial discussion of the APFO concept, it is first important to dispel any misconceptions about what an APFO is or should be. The traditional and appropriate definition of an APFO emphasizes planning/management/funding as the key and most important components of any APFO program. Under this view the focus of APFO is on government's responsibilities to establish sound planning and funding programs for infrastructure; while important, the regulatory aspects of the program are not as important, and are used only to ensure that adequate facilities are available -- which they should be if the planning and funding parts of the program are well managed. Thus, under the traditional and appropriate application of APFO, the focus is on the management of infrastructure so that the community's desired levels of growth and development are coordinated with the provision of infrastructure in an efficient and orderly way.

2ND A second and inappropriate view perceives APFO as a purely regulatory and "no growth" measure, with no governmental responsibilities to manage and coordinate the provision of infrastructure. Under this perspective, counties may impose an adequate public facilities requirement (e.g., that adequate road facilities shall be available prior to the approval of development) without planning, management, and funding efforts to ensure the adequate provision of infrastructure in an orderly fashion.

Given that the planning and management of infrastructure is at the heart of an APFO initiative, the key to a sound APFO program is the design and implementation of a financially feasible capital improvements program for the public facility for which the APFO program is being established. Consequently, it is key that a sound APFO program be based upon a Capital Improvement Program (CIP) and funding program that:

- Establishes a LOS to evaluate the conditions of existing infrastructure, identifying deficiencies, and capital costs to correct deficiencies;
- Projects needed capital improvements to provide adequate capacity for new growth and development;
- Is financially feasible so that there is funding to provide the needed capital facilities to accommodate new growth and development and correct deficiencies within reasonable timeframes; and
- Annually monitors facility conditions so that the CIP can be updated to address changed conditions.

Types of public facilities for which an APFO could be applied include transportation, parks, potable water, sewage, drainage, solid waste, and schools.



The county should consider developing an APFO for transportation, sewer, water, EMS, stormwater, and fire systems. If established, the APFO will require a CIP that:

- Establishes a LOS to evaluate the conditions of existing infrastructure, identifies deficiencies, and the capital costs to correct deficiencies within reasonable timeframes;
- Identifies the capital improvements to provide adequate capacity for new growth and development;
- Is financially feasible so there is funding to provide the needed capital improvements to accommodate new growth and development and to correct deficiencies;
- Establish a monitoring program that annually monitors/measures capacity and demand conditions on the system(s) subject to the APFO; and
- Includes an ordinance that evaluates development and ensures development is not approved unless adequate capacity is available to accommodate it.

There are some challenges associated with implementing an APFO in DeSoto County. The first is potable water services can influence the type and placement of growth and this particular service is provided by a diverse array of water districts. Additionally, the other services and facilities such as the public schools, and sanitary sewer mainline and treatment facilities are managed by independent boards. Other services, like the power, communications, and transportation infrastructure are managed by external agencies. If an APFO were to include these services or transportation, a great deal of coordination between the county and the service providing agencies would be required. The second challenge, or reality of an APFO, is that they cannot be used to address existing or current infrastructure deficiencies.

AGRICULTURAL TAX EXEMPTION PROGRAMS

Many communities are enacting modified real estate taxation levels for agricultural production land. This is an incentive program offered by the real estate taxing jurisdiction. The county would allow landowners to voluntarily opt to place the land in an agricultural preservation district which would effectively lower the taxable value on the property. Usually there is a timeframe attached such as 10-years. During that 10-year period, the landowner pays taxes based on an adjusted value of the land, which is lower than the market value, with the condition that the land remains in agricultural production and is not subdivided or developed for commercial or residential development during the applicable timeframe. Should the landowner decide within the period of adjustment to subdivide or sell the land for non-agricultural purposes, they would have to pay back the difference in taxes for the period the adjustment was granted.

At the end of the period the owner could opt to not renew the designation and develop the land as desired without repaying the adjustment. This approach allows for temporary preservation of agricultural land while providing a financial benefit to the landowner and still maintaining a longer-range option to develop the land. This program would require support from both the county elected officials and landowners.

This type of program can be an incentive for farm owners in areas with high development pressure to keep the land in agricultural production by not taxing their land at a residential rate. It can also provide some relief to farm owners with land further from current development pressures who place fewer demands on infrastructure and capital improvements.

AIR QUALITY MANAGEMENT PROGRAMS

Air quality management programs include many interconnected components. While the agreed-upon pollution levels vary by county, the overall system for planning, assessing, characterizing, mitigating and implementation control strategies is similar for all jurisdictions. The United States Environmental Protection Agency (EPA) provides resources which describe the elements of an Air Quality Management Program¹. According to the EPA these elements are:

- **Air Quality Goal Setting** is the activity of establishing standards based on scientific or technical assessment with the aim of mitigating the harmful health and environmental effects of various air pollutants.
- **Control Strategies** is a set of discrete and specific measures identified and implemented to achieve reduction in air pollution. These measures may vary by source type, such as stationary or mobile, as well as by the pollutant that is being targeted. The purpose of these measures is to achieve the air quality standard or goal. Costs and benefits are assessed in the development of the control strategy.
- **Air Quality Modeling** is the mathematical prediction of ambient concentrations of air pollution based on measured inputs.
- **Human & Environmental Assessments** are conducted as part of an air quality management program to quantify and monetize: 1) the impact of the existing or current state of emissions and air quality; and 2) the incremental impact of a specific policy or program to reduce emissions and improve the current state of air quality.
- **Legislation, Regulation & Implementation** is a three prong element

¹ U.S. Environmental Protection Agency. Air Quality Management Online Portal. www.epa.gov/airportal



including: 1) **Legislation**: or a law or statute established by a government authority that can be enforced by the courts. Air quality legislation generally contains broad program goals and objectives as well as rules and responsibilities for achieving national air quality protection. 2) **Regulations** are developed by a governing authority and usually provide more specific information for how the legislative objectives will be met. 3) **Implementation** or the process of developing detailed plans, procedures and mechanisms needed to ensure legislative and regulatory requirements are achieved.

- **Compliance & Enforcement** involves actions and programs designed to ensure the environmental laws of the land are followed. Enforcement is focused on those situations when the law is not followed to ensure a rapid return to compliance with these laws.
- **Public Participation** involves actively seeking and responding to input from citizens and enabling meaningful involvement in decision-making.
- **Ambient Air Monitoring and Emissions Measurement** is the systematic, long-term assessment of pollutant levels by measuring the quantity and types of certain pollutants in the surrounding, outdoor air. Emissions Measurement is the process of monitoring particulate and gaseous emissions from a specific source.
- **Emissions Inventory** is a database that lists, by source, the amount of air pollutants discharged into the atmosphere of a community during a given time period.

ANNEXATION AGREEMENTS AND INTERLOCAL COOPERATION

A cooperative annexation agreement provides a valuable asset in helping the county maintain a role in all issues related to planning and development, especially in the portions of the corridor with the highest probability for growth adjacent to the cities. Including this effort in the planning process helps to ensure that many of the important issues related to an agreement, such as land use, zoning, and future development, are factored into both documents in a coordinated way.

The State of Mississippi established interlocal cooperation through the interlocal cooperation Act of 1974 (Mississippi Code of 1972 § 17-13) to help facilitate cooperation between local governments regarding issues including economic development, joint provision of public services, and mutually beneficial planning and land use. This type of accord helps to ensure that any future growth by any municipalities into the county is mutually agreed upon, protects residents' property rights, provides adequate public services, and meets the highest standards possible for the area.

This would be a different technique than what is typically employed in Mississippi where a municipality can file to annex without the owners of the properties of interest having a say in the annexation. A preemptive agreement about how services are shared and when and if the cities will annex would help in the strategic coordination of service provision between the county and municipal governments. Other agencies like water districts should also be part of these agreements.

BUSINESS INCENTIVE PROGRAMS

The DeSoto County Economic Development Council has supported the county's pro business attitude by serving as a clearing house for a number of incentive programs for new and expanding industries. The following list² is indicated by the Council as the economic development incentives for DeSoto County:

- A Right-To-Work Law in the state constitution.
- Northern Mississippi Foreign Trade Zone.
- No sales tax on purchases of raw materials, processing chemicals, or packaging materials.
- Partial (50%) sales tax exemptions for purchases of construction materials, machinery and equipment in DeSoto County.
- A 1.5% sales tax on machinery and parts used directly in manufacturing and on industrial electricity, natural gas, and fuels.

- Favorable unemployment insurance

²Source: DeSoto County Economic Development Council. www.desotocounty.com/index.php/econ_dev/incentives 2013.

rates and workers' compensation rates.

- State-sponsored bond financing programs for land, building and new equipment that includes income tax credits and sales and use tax exemptions.
- Favorable individual and corporate income tax rates.
- State income tax credits for five years of 2.5% of payroll with the creation of 20 or more jobs.
- Five-year state income tax credits of \$1,000 for each new R&D job created.
- Companies establishing or transferring regional or national headquarters to Mississippi may be eligible for five-year state income tax credits of \$1,000 for each new job created and full sales tax exemptions for direct purchases of construction materials, machinery, and equipment for the headquarters facility.

- 10 Year exemptions from county and city property taxes, except school taxes and road and bridge taxes.
- Perpetual exemptions of all property taxes on finished goods distributed outside of the state through a Free Port Warehouse Law.
- Customized industrial training programs provided through the Northwest Mississippi Community College.
- Utility company discounts on telephone and electric rates to eligible companies.
- Quarterly rebate payments through a diversion of withholding taxes for certain qualified businesses.

Opportunities to expand on this list should be constantly monitored and new programs that will be beneficial to the achievement of the strategic goals should be added as they become available.

CAPITAL IMPROVEMENT PROGRAMS

A capital improvement program (CIP) is a package of annual, five-year, and longer-range capital improvement plans which are updated and budgeted in conjunction with annual budgeting cycles based on the longer range planning needs for capital improvements. Types of public facilities in a CIP most often include transportation, public water and sewer, communications infrastructure, parks, stormwater, public safety, public buildings, and schools. A CIP is most effective when associated with a comprehensive plan or coordinated set of land use, transportation, and facility plans. A CIP can be supported by a Fiscal Impact Analysis and other impact analysis tools to evaluate the impact of potential development on the systems for which the county is responsible for providing infrastructure and capital facilities. To help tie the CIP to these plans more closely the county may consider instituting levels-of-service (LOS) standards for some or all services and facilities provided by county funding (See Chapter 4).

A CIP is most effective when coordinated with assumptions and goals in long-range comprehensive or coordinated plans. A CIP can be viewed as a strategic business plan for the county that addresses both the fiscal and physical needs of providing services and facilities to current and future users. A properly funded CIP is a fiscal business plan for meeting the infrastructure needs of the corridor or county. It takes stock of where the county is presently with regard to service provision, identifies present devices, and identifies future needs. The CIP is also part of a larger business plan for responding to and participating in growth and development. Infrastructure improvements facilitate development. A CIP that takes the land use and development goals of the county into account can influence the pattern and location of new development. Just as the location of I-69/I-269 interchanges will influence where growth pressures are likely, so to can the availability of other infrastructure and capital facilities.

The process for establishing a CIP for the county includes the following steps:

- Prepare comprehensive or coordinated plans (land use, transportation, facilities, etc.) (See the plans section of the *Implementation Guide*.)
- Coordinate Capital Facility Plans and needs with annual budgeting cycles.
- Conduct regular and frequent updates based on development activity and trends.
- Coordinate funding mechanisms with needed capital improvements.

COMPLETE STREET STANDARDS

Many of the existing modern streets in America were designed primarily to accommodate vehicular traffic. These streets and roads are often unsafe for people traveling by foot, bike, or using transit. These roadways, often lack sidewalks, crosswalks, space for bicyclists, and make no room for transit riders or accommodations for people with disabilities. The concept of a complete street is to design new streets or right-of-ways to take into consideration the needs of travel options other than private vehicles.

The concept and premise of a complete street is described in the *Public Facilities Planning Guide*. If the county were to implement complete street standards, modifications to the subdivision ordinance, and public street acceptance standards would be warranted. If pursued, the concept should also be in-

cluded in the Major Thoroughfare Plan. The implementation of complete street standards would change the guidelines for the preferred profile for road improvements to major county highways and roads. Reserving right-of-way even if facilities are built to full specifications upon establishment will allow more affordable and future retrofitting when new modes of travel come online or are demanded by increased corridor populations.



LEVEL-OF-SERVICE

Level-of-Service (LOS) is a term used to describe a benchmark or standard against which the provision of a service can be measured. For example, a road LOS may be established by how many cars it is carrying in relation to the number of cars it is designed to carry, or how much congestion there is. In the case of water, the LOS may be related to the capacity of the pipes carrying the water, or the pressure of water in the home, or the capacity to treat potable water in gallons per day. The important thing with a LOS is that it can be established in many ways but is then used as a way to measure continued performance and estimate future needs for additional capital improvements investments.



CONNECTIVITY INDICES

Street connectivity is an element that applies to the local street network or the state and county surface roads built as land develops. Connectivity is an important component in determining how well the county's roads can move traffic and provide access to homes and businesses. Street connectivity can be defined as the quantity and quality of the connections in the street network. The purpose of the street network is to connect one place to another. The design of the street network determines how direct or indirect the connections are that govern the number of different or alternative paths that connect two places.

A connectivity index is a tool used to calculate the connectivity of local streets and help the county create a county road

network with alternative routes. Like the complete streets concept above, the most direct way for the county to implement a connectivity goal is through the update and adoption of a Major Thoroughfare Plan to identified improvements to the major grid of arterials and collector roads in the county, and even identify where new major connections or roadways should be built when and if those areas are developed. The county would also need an ordinance to enforce the plan for connectivity. This could be accomplished through modifications to subdivision ordinances or included in a separate ordinance specifically dealing with the design and construction of public streets. The county would attach a connectivity index score requirement to the development review process for approval of new subdivisions.

A connectivity index calculates the connectivity of a subdivision's internal street system to determine if it is adequate to provide alternative routes for properties with direct access as well as adequate through streets to connect higher level roadways surrounding the development. The connectivity index for a development is calculated by dividing its "links" by its "nodes". Nodes (stars*) exist at street intersections and cul-de-sac heads within the development. Links (circles) are stretches of road that connect the nodes. Street stub-outs are considered as links, but temporary dead-end streets internal to a development or alleys are not counted as links. One link beyond every node that exists in the development and provides access to off-site streets is included in the index calculation.



In the diagram above, there are thirty-six (36) links (O) and twenty-one (21) nodes (★); therefore the connectivity index is 1.71 ($36/21 = 1.71$).

Different connectivity indices can be assigned to the various zoning districts or placetypes. The county engineer, roads department, and planning commission would consider the score in approval of new subdivisions.

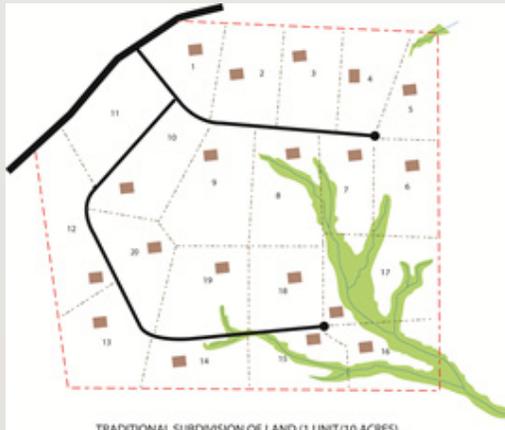
CONSERVATION, CLUSTER, OR OPEN SPACE SUBDIVISIONS

A conservation subdivision is a land subdivision pattern that sites homes on smaller than typical lots and places large open spaces into conservation easements. The pattern results in an equal number of buildable lots per acre by reducing the lot size. Addition of a conservation subdivision design would have to be approved at the county as part of the subdivision process. The advantages of conservation subdivisions are that they allow for development of rural land areas while preserving significant open spaces or agricultural areas to maintain function and character. The comparison of a traditional subdivision and a conservation subdivision of the same land area is provided below.



EXISTING PROPERTY

The existing property shown to the left is approximately 200 acres. The site contains an existing farm house and out buildings, a hedge row, a large specimen tree, and wooded areas with stream corridors and wetlands.



TRADITIONAL SUBDIVISION

In the traditional subdivision, the site would be equally divided into the maximum number of minimum sized lots to create building lots. In this example, a 10-acre minimum lot size is used. The lot is subdivided into 20 equally sized lots, the land is cleared, and roads are constructed to provide access to each lot. The majority of existing features are lost.



CONSERVATION SUBDIVISION

In the conservation subdivision, the valuable elements are identified and protected, and then appropriate locations for 20 building sites are identified, streets are designed to provide access to the buildings, and then the lot lines are drawn. Individual lots may be as small as ½ acre. The process preserves open spaces and site features, while allowing for development and reduced road maintenance.



COORDINATION

Interagency coordination or inter-governmental cooperation (See also Annexation Agreements) are plans or agreements that the county can enter into with other jurisdictions or agencies to provide collaborative and joint decision making about critical areas of transition or shared service provision. Coordination can be used to address:

- Economic Development
- Coordination, Planning
- Coordination, Service Delivery

Informal coordination can also be employed through a development review process where departments, jurisdictions, and agencies participate in a joint review of development proposals. This would require collaboration on timing of the review process to ensure appropriate responsiveness is met by the county on cases. The county already does this with many departments and agencies.

DEVELOPMENT REVIEW PROCESS

While the first step in implementing many of the recommendations of this plan is to adopt an ordinance or ordinance amendment, an essential administrative implementation step is to incorporate the new standards in the development review process. The county planning commission staff should conduct an assessment of the development review process and assemble a coordination and review checklist to ensure each element is addressed so planning commission can make a decision based on complete and thorough review of the proposal.



DEVELOPMENTS OF COUNTY SIGNIFICANCE

This **Stewardship Plan** identifies general circumstances under which new growth and development is encouraged. These circumstances generally embody the principle of focusing new growth in certain areas that are served or are planned to be served by adequate infrastructure and public facilities.

Growth is not encouraged in areas remote from infrastructure and public facilities. Given the size of DeSoto County, it is not fiscally efficient to provide infrastructure and public facilities throughout all the rural areas in the foreseeable future. This plan has endeavored to identify those areas and circumstances most suitable for non-rural growth.

On the other hand, it is important to recognize that no one can predict the future with certainty. In spite of the county's best planning efforts, there may be instances where new developments are proposed in rural areas that are not anticipated in this plan but that may in fact be in the public interest. In particular, there may be instances where large projects that could have a significant economic or other benefit are proposed in areas that are anticipated in this plan to remain rural. Therefore, a mechanism is needed for those large projects that may be proposed in otherwise rural areas to be reviewed to determine if it can be found to be consistent with this plan and in furtherance with the public interest.

DEVELOPMENT RIGHTS PROGRAMS

Development rights programs offer a county an additional mechanism to protect a variety of sensitive features while providing help offsetting any perceived diminution in land development potential. A successful program incorporates sending areas identified for resource protection, and receiving areas where more dense development is desired and appropriate. A transfer of development rights occurs when development rights from the sending area are purchased and banked and then applied in the receiving area by private interests. A purchase of development rights program can also be established where a trust or other entity can buy the development rights from a landowner to provide them with revenue while maintaining the land in agricultural or rural development.

This plan recommends that when proposed development projects meet certain thresholds for county significance that they be reviewed with adequate information as outlined below as part of the development review process. The purpose of this review is to provide a way for large significant projects that may have net positive economic and other benefits in rural areas to be reviewed and approved.

It is important to emphasize that the Developments of County Significance approach is not a substitute for other good planning tools as called for in the **Strategic Plan** and other elements. The ability to utilize this approach is based on the assumption that other planning

tools as recommended are implemented, especially those related to coordinating the provision of public facilities with land use planning.

Developments of County Significance are defined as projects that:

- Require a zone change,
- Are in rural areas with few existing or planned roads or access to utilities, and
- Exceed the following thresholds:
 - o 200 acres in size, or
 - o 500,000 square feet of commercial or industrial space (not including warehouse space), or
 - o 500 dwelling units, or
 - o 1,000 employees.

Proposed Developments of County Significance should include documentation during the development review process allowing the county to assess the impact of the proposed development, including:

1. Information addressing land use compatibility, including the location, density, and intensity of proposed land uses;
2. Information addressing the adequacy of infrastructure and other public facilities, including the availability of transportation, education, public safety services, utilities, and other public facilities;
3. Economic and fiscal impact analyses of the proposed development, including economic feasibility and net impact on the local economy and public services and facilities;
4. Traffic impact analysis;
5. Information on sensitive environmental resources and how potential negative impacts are proposed to be mitigated;

DEVELOPMENT AGREEMENTS

The county should strive to adopt improved zoning and subdivision regulations to eliminate the need for specialized regulations or development agreements for every new form of development. Zoning and Subdivision regulations are typically the most legally enforceable development regulations. Until such time that the county adopts new zoning district and subdivision standards that could be applied to the zone change request associated with a Development of County Significance, a Development Agreement or Planned Unit Development should be used to ensure the development proposed and built is the one approved by the county in a Development of County Significance Review Process.



6. How the proposed developments meets the policies and recommendations of this plan, particularly those related to level-of-service standards, development quality, fiscally positive development, and positive economic benefits to the county; and
7. The ability to incorporate development restrictions into legally enforceable mechanisms such as zoning regulations, subdivision regulations, or development agreements.



ENERGY EFFICIENCY PROGRAMS



Energy efficiency programs are becoming more prevalent in local governments. There are several models which offer systems to evaluate the energy efficiency status of buildings and neighborhoods. Programs such as the U.S. Green Building Council's LEED program provides criteria for energy efficiency and then grades projects based on their provision of the criteria. Many communities encourage or require development to meet LEED certification standards or offer development bonuses to projects that do include them. Other programs, like the STAR Community Index, offer a consensus-based rating system for community sustainability based on goals, objectives and performance measures to improve interdependent environmental, economic and social conditions. The county may choose to investigate an established program or include strategies and standards for inclusion of alternative energy production, and higher efficiency subdivision design. Also, making areas more walkable is often considered a component of an energy efficiency program because it can reduce the consumption of fossil fuels.

FISCAL IMPACT ANALYSIS

Fiscal Impact Assessments³ specifically look at the relationships between costs and revenues associated with new development; however, a service specific assessment could be prepared such as water or sewer services, schools, or transportation.

A fiscal impact model will compare county costs against county revenues associated with land use policies and specific development projects, thereby indicating the short- and long-term fiscal sustainability of land use decisions. The county could then weigh land use policy decisions, acceptable levels of public services provided, plans for capital investments, and long-term borrowing needs, in addition to prompting local officials to evaluate current and future revenue sources.

There are two primary methodologies utilized in fiscal impact analyses. These are the average cost and case study-marginal methodologies. The average cost approach is the simplest method and the most popular. Costs and revenues are calculated on the average cost per unit of service (often per capita or per employee). This method assumes the current average cost of serving existing residents, workers, students, etc. is the best estimate of the cost to serve new residents, workers and students. The major weaknesses of this methodology include: (1) it does not reflect the fact that both costs and revenues generated by new development can differ significantly from those of the existing development base; (2) it does not consider available public service and capital capacities; and (3) it usually does not consider the geographic location of new development.

The case study-marginal methodology is the most realistic method for evaluating fiscal impacts. This methodology takes site or geographic-specific information into consideration. Therefore, any unique demographic or locational

characteristics of new development are accounted for, as well as the extent to which a particular infrastructure or service operates under, over or close to capacity. This methodology is more labor intensive than the average cost method due to its more specific data needs.

If the county simply wants to estimate the fiscal impact of a project or development scenario at a point in time in the longer term future, say 20 years, then the average cost approach may generate somewhat similar results to the case study-marginal cost approach for that year. As discussed previously, the weakness of the average cost approach is its inability to adequately reflect fiscal realities pertaining to timing and spatial distribution.

Advantages:

- Brings a realistic sense of the costs of growth into the public discussion. The county can benefit from the “objective screen” that the analysis provides, which can lead to a better understanding - both for the public and for county officials - of the relationships among the various factors contributing to growth and development.
- Encourages the integration of land use and budget decisions.
- Provides an understanding of the fiscal/service delivery implications of different land use scenarios or specific development projects.
- Encourages “what-if” questions related to acceptable levels-of-service and land use and financial policy.
- Links proposed zoning and land uses with projected population and employment growth related to residential and nonresidential development.



Disadvantages:

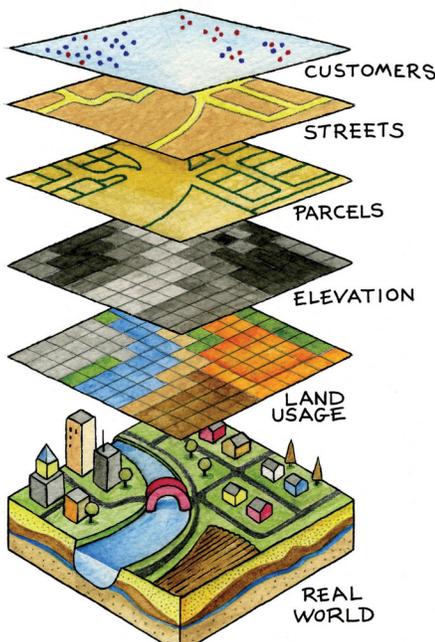
- The most frequently mentioned criticism of fiscal analyses is the “inherent limitations” associated with any methodology or approach. In other words, “outputs are only as good as the inputs” and their specific relevance and application to the county and analysis. Consequently, a model developed using a methodology inappropriate to the situation, faulty assumptions, or a “black-box” approach, can significantly erode the public’s trust and confidence in the model’s output.
- Assumptions and data should be reviewed on a regular basis to ensure that they continue to accurately reflect current trends, thereby placing an administrative burden on the jurisdiction.

A fiscal impact analysis will not provide the “answer” to policy questions. It can be a useful tool, but it can also be a source of contention if there are substantial tensions regarding the costs of growth, which could lead to the practice of “fiscal zoning,” approving only those development projects that generate a net surplus.

³Bise, L. Carson. *TischlerBise, Bethesda, Maryland.*

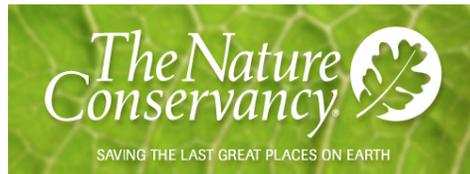
GIS MODELS

The county has a good existing Geographic Information System (GIS). GIS is a computerized mapping program that incorporates spatial data on a variety of topics. There are several models which have been developed to help analyze different trends and scenarios within a GIS framework. In the stewardship planning process, a CommunityVIZ model was developed to integrate the systems and available land in the corridor and then suggest a pattern of growth based on the placetypes. The base for this model can be reused and alternative development patterns can be tested. The results of the model's output can be used with other assessment tools like a transportation model, or a fiscal impact assessment, to determine the need for facilities or the demand a specific growth pattern will place on existing facilities. The MPO also uses these GIS modeling techniques and could be a partner in future assessments using this platform. GIS based models can be beneficial tools in assessing the impacts and connections between land use and infrastructure decisions.



LAND TRUSTS

A land trust is a private nonprofit organization—a 501(c)3—that may receive donations of land, interests in land known as conservation easements, stock, bonds, and cash. Donors may use these gifts as charitable deductions for federal income tax purposes. Some land trusts do acquire land in fee-simple. A land trust can allow public use of their managed land for recreational, agricultural, and educational uses. The county or other group could establish a local land trust, or one of the larger state or national trusts could be approached to assist in the corridor. The Nature Conservancy



and Trust for Public Land both commonly purchase land and then sell it to local and state governments for parkland, and American Farmland Trust helps to preserve America's agricultural lands in active production. Land trusts have been used in Desoto County for the acquisition of some of the greenways and trails throughout the county. Continued support from the county to the formation and maintenance of land trusts will be an important component to maintaining open spaces and rural character in the corridor.



INCUBATOR PROGRAMS

Many communities use entrepreneurial incubator programs to provide a resource framework from office support to affordable office or manufacturing space. These incubator programs offer assistance to new and emerging small businesses within an area and can serve as a hub and incubator for ideas and new job creation with local sources. Incubator programs are often the result of public-private partnerships and there are many models in nearby cities and communities that could serve as examples of these beneficial programs.

LOCAL FOOD PROGRAMS

In a time of rising transportation costs, producers and consumers are increasingly looking locally for each other. The county can encourage this through public education, support of local farmers markets, and by providing support for a local food network. Hernando's farmers market has been recognized by American Farmland Trust as a favorite market in the State of Mississippi, and a top 20 large market in the country for the last four years.

Local food consumption increases the viability of agriculture for farms of all sizes. It also enhances the public's connection to the landscapes immediately around them. Support of programs such as farmers markets, support of roadside produce stands and encouragement of supportive businesses that use local resources can all further support this goal. The county could further support this effort through rural zoning that continues to allow roadside stands, and through economic development activities that promote business growth which utilizes local food resources. This could be an element of the incubator programs, as well as an energy efficiency program. Chattanooga and Portland are examples of areas where local food programs have made an impact.

PLANS, AREA OR TOPICAL

Area plans can be prepared for sectors as indicated in this *Stewardship Plan*, or for other subareas of the corridor or county. An area plan can focus more specifically on the details of a sector and can be prepared for the sectors as the development pressure is different in each area. The county may consider area plans as a part of coordination efforts, or implementation within each of the sectors. An area plan may also be a practical component of larger developments of several hundred acres. A partnership between the developer and the county could be established to create a master or concept plan for the area subject to development. Area plans should identify the preferred subdivision pattern (placetypes) and local road networks to ensure appropriate density and connectivity between projects within each sector. A facilities plan and identification of easements and sites for new facilities should also be included as the land plan for each area prepared to guide private and public development at a very specific level.

Topical or element plans can be prepared as part of or as follow up to a comprehensive plan or as part of an area plan. Topical plans may include:

- Major Thoroughfare or Transportation Plans
- Park and Recreation Plans
- Economic Development Plans
- Facility or Capital Improvement Plans
- Operational or Strategic Plans

When all of these elements are prepared at the same time they are referred to as a Comprehensive Plan.

PLANS, COMPREHENSIVE

A comprehensive plan⁴ is the adopted official statement of a local government's legislative body for future development and conservation. It sets forth goals; analyzes existing conditions and trends; describes and illustrates a vision for the physical, social, and economic characteristics of the community in the years ahead; and outlines policies and guidelines intended to implement that vision.

The county would update or prepare a comprehensive plan for one or more of the following reasons:

- View the "Big Picture" of what is happening in and around the county;
- Coordinate local decision making;
- Give guidance to landowners and developers about what the county is able and prepared to support in terms of development and conservation;
- Establish a sound basis in facts for decision making, through analysis of geographic, systems, and economic trends and forces;
- Involve a broad set of interests in discussion about the long-range future of the county; and
- Build an informed constituency.

All comprehensive plans should include two elements: one at the beginning that identifies issues and opportunities, and one at the end that identifies the implementation program for the other elements. The elements of a comprehensive plan can vary but the most commonly included elements include:

- Land Use
- Transportation
- Community Facilities (Utilities, Parks)
- Housing
- Economic Development
- Critical and Sensitive Areas
- Natural Hazards
- Agricultural Land

⁴ American Planning Association. 2006. *Planning and Urban Design Standards*. 6-7

STANDARDS

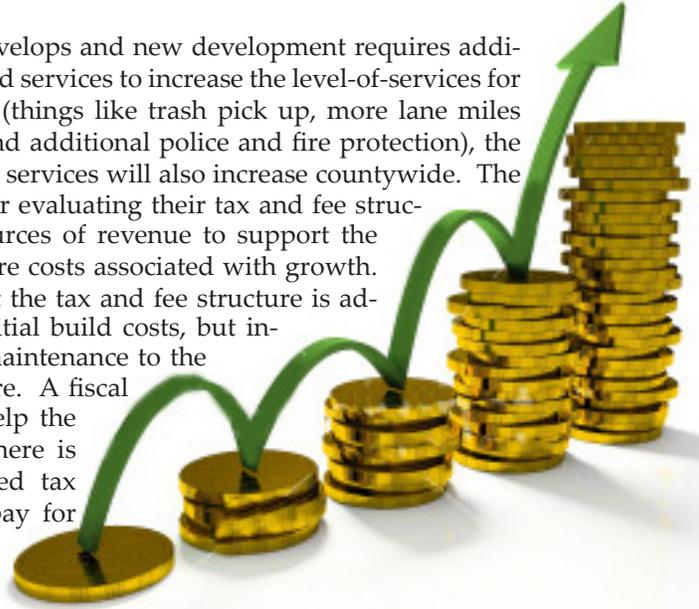
The county can influence the development pattern through investment in infrastructure and through the use of land development codes and standards. The county could choose to undertake a comprehensive update of the zoning, subdivision and other ordinances and codes to account for a transition from a primarily rural community towards an urbanizing community. A unified development ordinance could include all of the elements listed below:

- Air Quality
- Conservation or Preservation
- Design or Planned Development
- General Development
- Overlays
- Special Districts
- Subdivision
- Water Quality
- Zoning

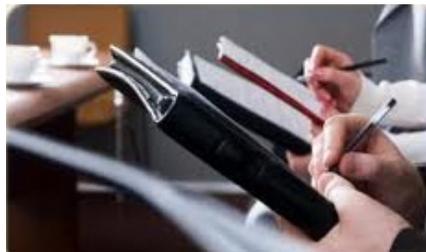
The development standards should be reflective of the desired place types as demonstrated in this *Stewardship Plan*, and reflect the policies for infrastructure and facility provision, as well as access management and other transportation system elements. Additional elements may include modified development review process, and adequate public facility ordinances.

TAXES AND FEES

As the corridor develops and new development requires additional infrastructure and services to increase the level-of-services for more urbanized areas (things like trash pick up, more lane miles of road to maintain, and additional police and fire protection), the cost of providing these services will also increase countywide. The county should consider evaluating their tax and fee structures to assess the sources of revenue to support the additional infrastructure costs associated with growth. It may be the case that the tax and fee structure is adequate to cover the initial build costs, but insufficient to provide maintenance to the expanded infrastructure. A fiscal impact analysis can help the county determine if there is a need for an adjusted tax and fee structure to pay for growth.



WORKFORCE TRAINING/EDUCATION



There are already many assets in the county’s education system that helps to prepare workers for the jobs of the new millennium. Recent examples include, the new technical school opened in 2012 in Olive Branch. Northwest Community College coordinates certification programs with local employers’ needs. The State of Mississippi has recently focused efforts on the coordination between state educational offerings and employment sectors. Continued vigilance and partnership with local and regional businesses, and monitoring of job market conditions will remain vital in keeping a strong workforce in DeSoto County. Development of job skills in secondary school, technical schools and training for adult workers will remain important in attracting businesses and providing a skilled workforce to regional and local jobs.



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Priority Actions/Recommended Work Program

The following actions are recommended as standard course of defensible planning and regulatory actions. However, planning commission, Staff or the board of supervisors may want to move past additional planning and prioritize the creation and adoption of new zoning/development regulations first so they are in place should they be needed to adequately address a rezoning request. The work program should represent what the county wants to accomplish first.

1.

Prepare Collaborative Area Plans for the Hernando and Eastern Corridor Sectors. Coordinate with the Cities of Hernando, Southaven, Olive Branch and Lewisburg to prepare area plans and interlocal agreements regarding service provision, and infrastructure development in alignment with the recommendations of this Stewardship Plan. The county should serve as the “regional” coordinator on these efforts.

- a. **High Priority:** Short-term (Year 1)
- b. **County Planning Commission** (lead agency)

2.

Prepare an Area Plan for the Newtown West and Delta Sectors and establish interlocal agreements with the water districts in these sectors.

- a. **Moderate Priority:** Short-term but likely less pressing than the Hernando and Eastern Corridor Sectors.
- b. **County Planning Commission** (lead agency) Adoption will require action from the water districts, and county as part of the Interlocal Agreement.

3.

Coordinate with service providers (both county and regional agencies) to coordinate long-range thoroughfare and facility plans, and five-year capital improvement plans based on the anticipated development patterns in the area plans.

- a. **High Priority:** Should coincide as part of the Area Plans
- b. **County Planning Commission** (lead agency) Adoption will require action from the water districts and county as part of the Interlocal Agreement.

As an alternative to items 1-3 the county could prepare a countywide comprehensive plan that addresses long-range coordination of land use, transportation, infrastructure, facilities, and intergovernmental coordination efforts into one document which can be used for capital improvement programs and annual budgeting.

- a. **HIGH Priority:** Immediately
- b. **County Planning Commission** (lead agency)

P R I O R I T Y A C T I O N S / R E C O M M E N D E D W O R K P R O G R A M

4.

Revise development standards to promote appropriate development forms and economic development consistent with the recommended platetypes and job creation goals.

- a. *High Priority:* Short-term (Year 1)
- b. *Board of Supervisors:* With assistance from planning commission and Staff

5.

Establish regular communications between the planning commission and Economic Development Council to coordinate on shovel ready and prime business development sites.

- a. *High Priority:* Short-term (Year 1)
- b. *Planning Commission and Economic Development Council:* With assistance from Staff

6.

Coordinate among agencies doing utility and infrastructure improvements to incorporate communication, power, water, sewer and transportation into the same easements and bury utilities to reduce digging and repaving costs.

- a. *High Priority:* Short-term following completion of items 1-3 or coordinated with Item 4.
- b. *County Planning Commission / Board of Supervisors*

7.

Update Development Review Process and establish special review for *Developments of County Significance* to ensure that future development proposals are thoroughly reviewed for impacts to county systems and review is coordinated between agencies and departments.

- a. *Moderate Priority:* Secondary to establishing targeted regulations to implement the recommendations of the plan.
- b. *County Planning Commission Staff* under direction of planning commission.

8.

Establish Marketing and Branding program for the county and corridor to attract tourism and business development.

- a. *Moderate Priority:* Mid-term (year 3)
- b. *Economic Development Council/Board of Supervisors*

9.

Monitor and update growth in the corridor and consider annual, five-year, and 10-year reviews of the plans and strategies for accomplishment and need for adjustments.

- a. *Moderate Priority:* Ongoing monitoring and evaluation
- b. *County Planning Commission*



DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

People & the Market

A B A C K G R O U N D R E P O R T

People and the Market

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BACKGROUND REPORT PREPARED BY:



JULY 2011

INTRODUCTION

The purpose of this report is to provide a statistical overview of the demographics and economy of DeSoto County. This information has been compiled to provide people participating in the DeSoto New Era of Discovery Stewardship Plan with a baseline understanding of current conditions and factors that have shaped demographics, the economy and projected trends.

The *DeSoto New Era of Discovery Stewardship Plan* will help guide the development of the I-69/I-269 International Trade Corridor. All those who participate in the planning process can benefit from understanding where DeSoto County stands today and how DeSoto County arrived at its current demographic and economic position.

Throughout this report, comparisons to data for the United States, the State of Mississippi and the region immediately surrounding DeSoto County are provided to give perspective and relevance to the DeSoto County data. Since the planning process focuses on a study corridor extending approximately two miles on each side of the I-69/I-269 route in DeSoto County, demographic data specific to the study corridor is also provided.

The data utilized in this report is the most current available at the time of publication. It is derived from verifiable public and private sources which are noted throughout the report.

The content of this report was first presented to the Plan Steering Committee in a public meeting on March 31, 2011.

DEMOGRAPHICS

POPULATION

Any statistical analysis of DeSoto County, MS must begin with an examination of population growth, because rapid population growth is the dominant factor in the modern history of DeSoto County. DeSoto County has been, and continues to be, one of the fastest growing counties in the United States. This remarkable growth rate (Figures 1 and 2) stands in contrast to that of the surrounding metropolitan statistical area (the Memphis MSA), the State of Mississippi and the U.S.

Figure 1—Population Counts

Description	1980 Census	1990 Census	2000 Census	2010 Census
USA	226,545,805	248,709,873	281,421,906	308,745,538
Mississippi	2,520,638	2,573,216	2,844,658	2,967,297
DeSoto County	53,930	67,910	107,199	161,252
Shelby County	777,113	826,330	897,472	927,644
Memphis	646,356	660,536	650,100	646,889
Fayette County	25,305	25,559	28,806	38,413
Tipton County	32,930	37,568	51,271	61,081
Crittenden County, AR	49,499	49,939	50,866	50,902

Source: U.S. Census Bureau

Figure 2—Population Growth Rates

Description	Growth 2000-2010	Growth 1990-2000	Growth 1980-1990
USA	9.71%	13.15%	9.78%
Mississippi	4.31%	10.55%	2.09%
DeSoto County	50.42%	57.85%	25.92%
Shelby County	3.36%	8.61%	6.33%
Memphis	-0.49%	-1.58%	2.19%
Fayette County	1.00%	12.70%	33.35%
Tipton County	14.08%	36.48%	19.13%
Crittenden County, AR	0.89%	1.86%	0.07%

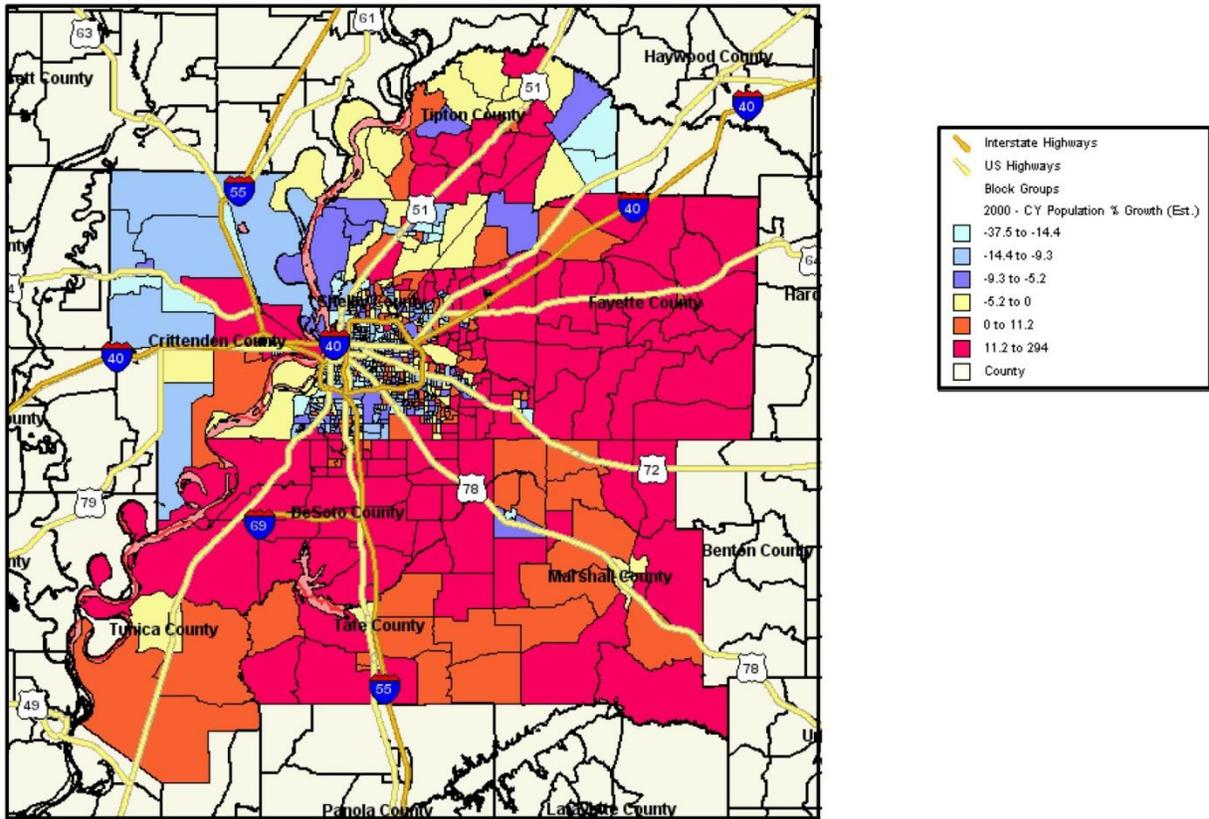
Source: U.S. Census Bureau

The primary force behind DeSoto County’s growth has been migration from Memphis and Shelby County, Tennessee to the suburban and rural areas within the Memphis Metropolitan Statistical Area. The City of Memphis saw modest growth during the 1980’s due to annexation. However, despite continued annexation, the city has experienced population declines since 1990. The rural areas of Eastern Arkansas have also experienced declines in population, with the exception of the suburban areas directly adjacent to Memphis, such as Marion, AR.

Within the Tennessee portion of the MSA, the population growth in Tipton County has slowed from previous decades, while Fayette County has experienced its first decade of accelerated growth. The Mississippi counties in the MSA have all grown at a faster rate than the Tennessee Counties. They have also grown faster than the State of Mississippi, with DeSoto County leading the way.

Map 1 illustrates the rates of increase or decrease in population.

Map 1—Memphis MSA Population Growth 2000-2010



Source: Claritas

The University of Mississippi, the University of Tennessee and the University of Arkansas are charged with making population projections for their respective states. Looking ahead, the universities forecast that Shelby County as a whole, not just the city of Memphis, will experience population declines in the next two decades. The universities also forecast that DeSoto County will continue to see large increases in population (Figure 3).

Figure 3—Memphis MSA Sample Population Projections

	2010 Census	2015	% Change	2020	% Change	2025	% Change
Memphis MSA	1,316,100	1,329,379	1.0%	1,353,457	1.8%	1,401,079	3.5%
Fayette	38,413	47,925	24.8%	54,051	12.8%	54,901	1.6%
DeSoto	161,252	196,459	21.8%	219,151	11.6%	240,491	9.7%

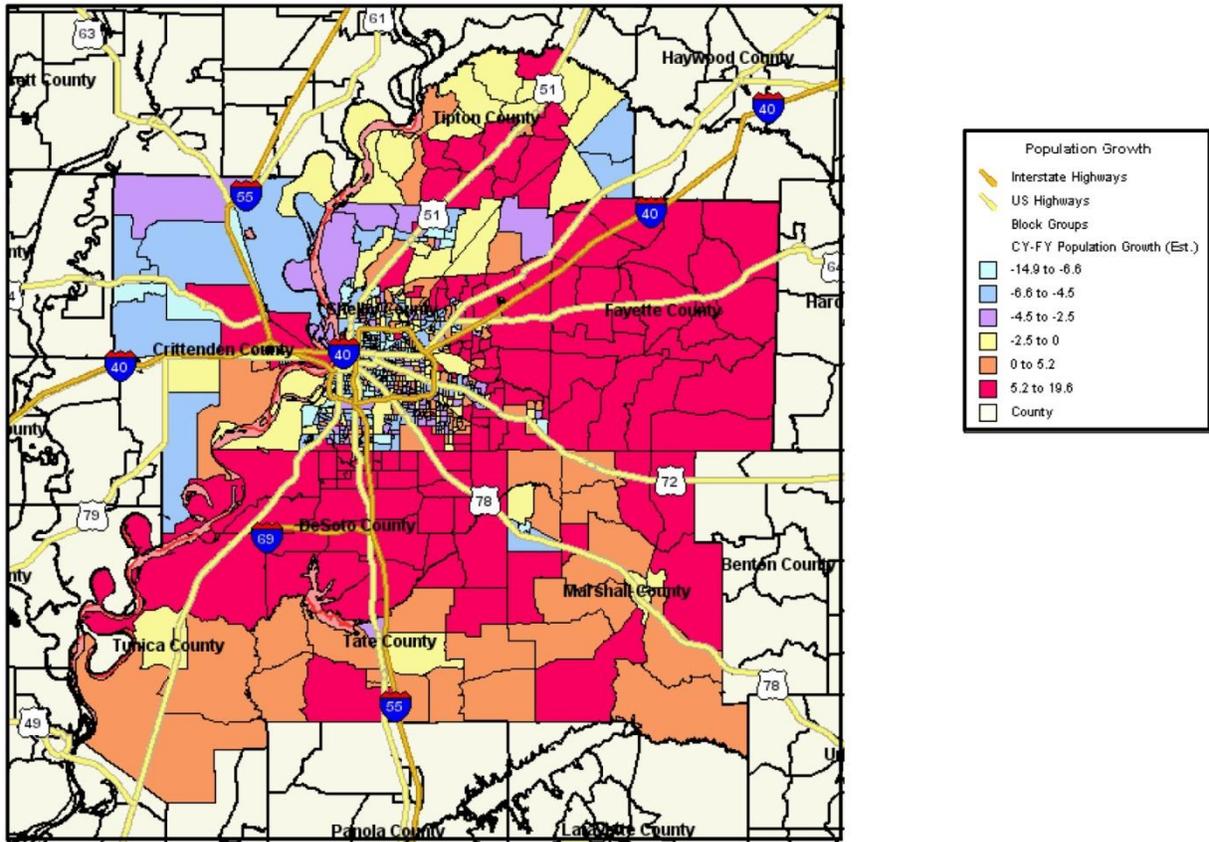
Source: University of Mississippi, University of Tennessee, University of Arkansas

Growth patterns through 2015 are forecasted to mirror those from 2000-2010 (Map 2). More areas within Shelby County are predicted to experience population declines. Population declines in rural areas, especially in East Arkansas, are predicted to worsen.

The population growth in Fayette County is predicted to slow in the immediate future (Figure 3). All population forecasts are based to a large degree on past trends and some forward-looking statistics, such as birth rates. Unforeseen events, such as changes in transportation infrastructure, shifts in employment opportunities, and even political changes, such as the merger of city and county schools in Shelby County, can change the actual growth patterns.

The universities and other population forecasters regularly update their projections to reflect current events and condition that shape demographic trends. The projections above should be viewed as a point of reference for future population growth rates based on historic trends, not as an inevitable growth pattern.

Map 2—Memphis MSA Population Growth, 2010-2015



Source: Claritas

RACIAL DISTRIBUTION

As of 2010, the population of DeSoto County was less diverse overall than the U.S. population, as shown in Figure 4.

However, African Americans make up most of DeSoto County's minority population in contrast to the U.S. total population, where other minorities outnumber African Americans by a significant percentage.

Figure 4—Population by Racial Distribution

	U.S.	DeSoto
White	65%	71%
Black	12%	22%
Asian	4%	1%
Hispanic	16%	5%
Two Races	2%	1%
Other	1%	0%

Source: U.S. Census Bureau, Claritas

MIGRATION – HOUSEHOLDS AND INCOME

The Internal Revenue Service tracks the migration of people and income each year. Their records indicate that almost twice as many people moved to DeSoto County from Shelby County as moved to Shelby from DeSoto. Between 2004 and 2008, the people who moved into DeSoto from Shelby had a significantly higher household income level than those who moved out of DeSoto into Shelby.

Figure 5— Migration, DeSoto and Shelby Counties
2004-2005

	Average Household Income	Households	Income
DeSoto to Shelby	\$ 30,969	1,227	\$38 Million
Shelby to DeSoto	\$ 41,211	2,378	\$98 Million

2007-2008

	Average Household Income	Households	Income
DeSoto to Shelby	\$32,885	1,338	\$44 Million
Shelby to DeSoto	\$39,967	2,427	\$97 Million

Source: Internal Revenue Service

AGE DISTRIBUTION

In DeSoto County, the prime working age segment of the population, ages 25-44, represents a larger share of the total population than elsewhere in the region or in the overall U.S. population (Figure 6). This is seen as a positive demographic statistic by employers, who prefer to locate or expand where there is a labor pool of young workers.

Figure 6—Population by Age Cohorts

	US %	Mississippi %	DeSoto County %	Shelby County %
Age 0 - 4	6.90	7.52	7.82	7.67
Age 5 - 9	6.61	7.10	8.18	7.23
Age 10 - 14	6.55	6.95	7.96	7.30
Age 15 - 17	4.20	4.36	4.63	4.64
Age 18 - 20	4.28	4.80	3.85	4.35
Age 21 - 24	5.43	5.74	5.06	5.42
Age 25 - 34	13.33	13.04	14.37	12.23
Age 35 - 44	13.65	12.67	14.40	13.59
Age 45 - 54	14.42	13.62	13.37	14.86
Age 55 - 64	11.47	11.21	10.20	11.98
Age 65 - 74	6.98	7.01	6.24	6.11
Age 75 - 84	4.26	4.15	2.99	3.24
Age 85 and over	1.92	1.83	0.94	1.39

Source: Claritas

The median age of the DeSoto County population in 2010 was 33.70. This is lower than the median ages for the U.S., Mississippi and Shelby County. The lower median age reflects a larger percentage of children under age 18 in DeSoto County than in the areas compared.

The larger proportions of children in DeSoto County reflect the county's attractiveness to families with children. It can also be a positive factor in attracting new employers, since it can represent a pipeline of future workers if the young people remain in the county after completing their education.

ANNUAL HOUSEHOLD INCOME LEVEL

The average household income for DeSoto County is substantially higher than for Shelby County or Mississippi as a whole—in fact, it is nearer to the national average than either the state of Mississippi or Shelby County (Figure 7).

Figure 7—Annual Average Household Income

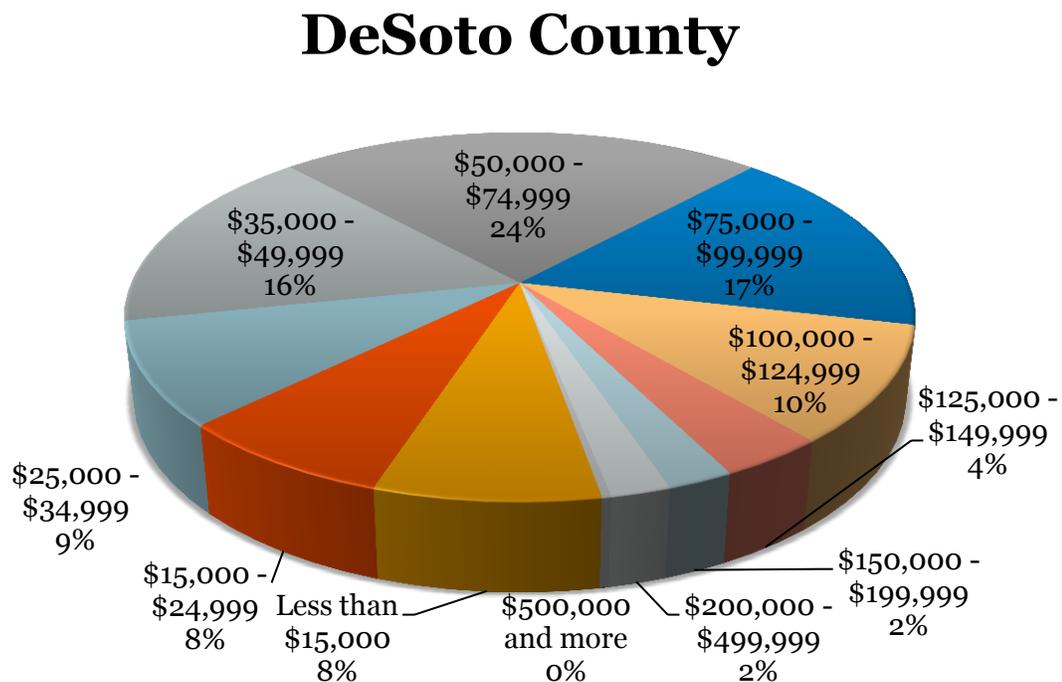
United States	\$71,071
Mississippi	\$51,752
DeSoto Co.	\$69,736
Shelby Co.	\$58,839

Source: Claritas

HOUSEHOLDS BY INCOME LEVEL

The largest segment of households in DeSoto County has an average household income in the \$50,000-\$74,999 category (Figure 8). More than two thirds of all households have an income level above \$50,000.

Figure 8—Households by Income Level—DeSoto County



Source: Claritas

TAX BURDEN

The Tax Foundation, a private, non-profit foundation that analyzes taxes in the U.S., calculates the total state and local tax burden paid by wage earners in each state. The tax burden takes into account all the different types of taxes and expresses them as a percent of wages. The combined state and local tax burden in Mississippi is 8.7% (the 36th lowest in the nation) while in Tennessee it is 7.6% (the 47th lowest). Both percentages compare favorably to the U.S. average of 9.8%. These low tax burdens indicate that the populations have more disposable income than in many other states.

HOUSING

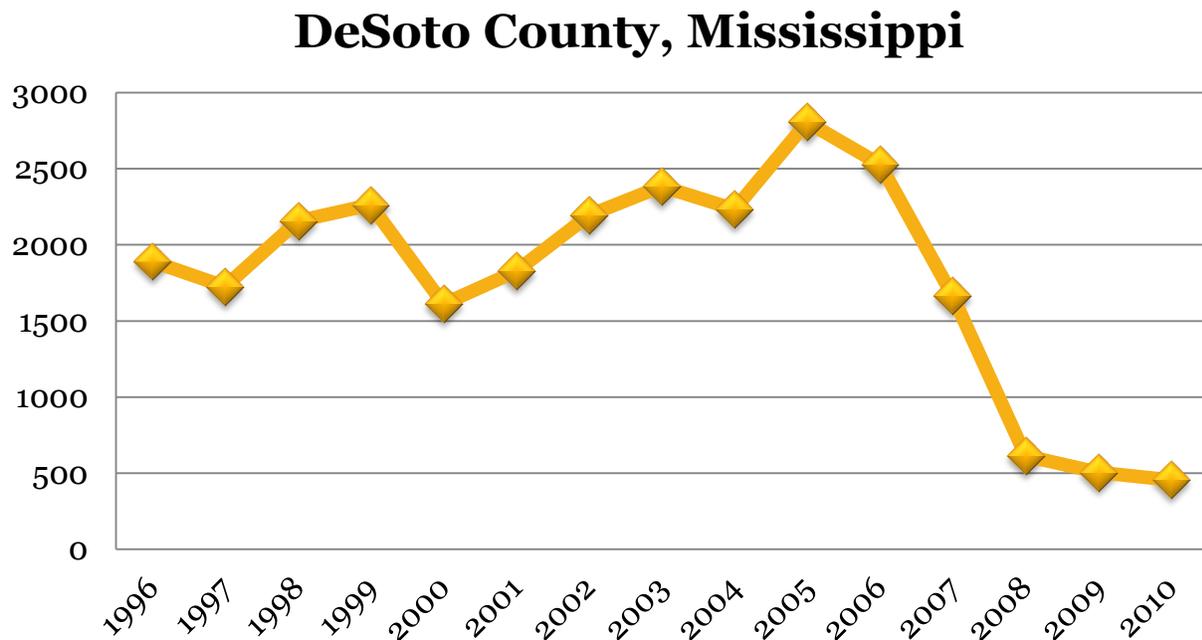
HOUSING STARTS

For many years DeSoto County had a high number of housing starts to keep pace with the residential demand (Figure 9). The number of housing starts peaked in 2006, then dropped dramatically as the national economic recession took effect. Shelby County experienced an even steeper decline in the number of housing starts after peaking in 2004.

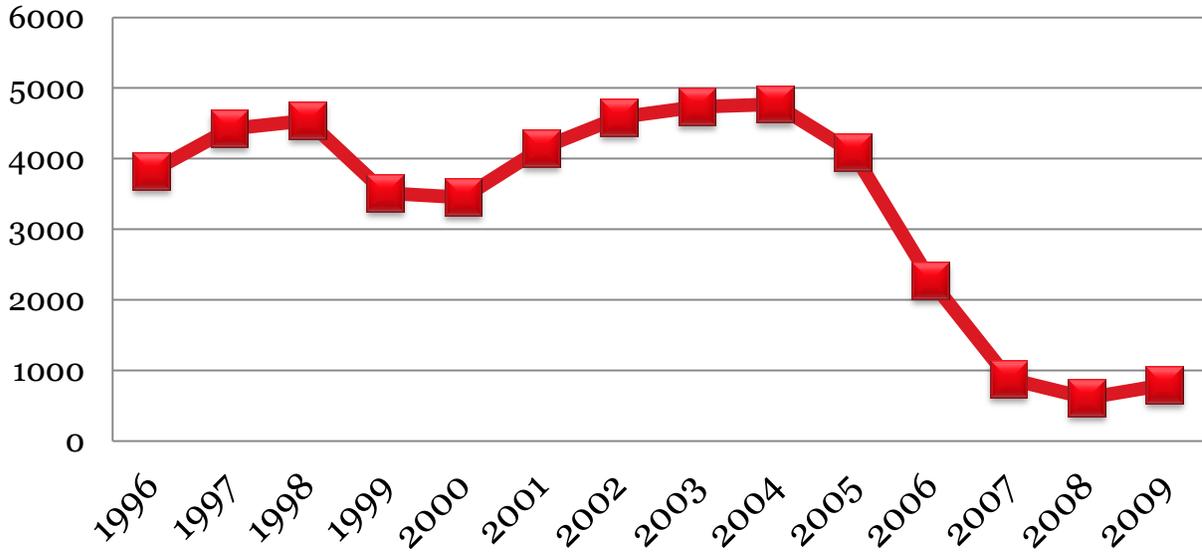
Changes in Fayette County, Tennessee growth policies led to increases in population and housing starts in the mid-2000's. New elected officials removed some of the restrictions to developing new residential areas.

When the recession ends, Fayette County is poised to resume growth by attracting Shelby County out-migration with a number of planned residential areas. However, it is not projected that Fayette County will experience the rates of growth seen over the past three decades in DeSoto County; nor will increased growth in Fayette County be likely to affect the continued growth in DeSoto County.

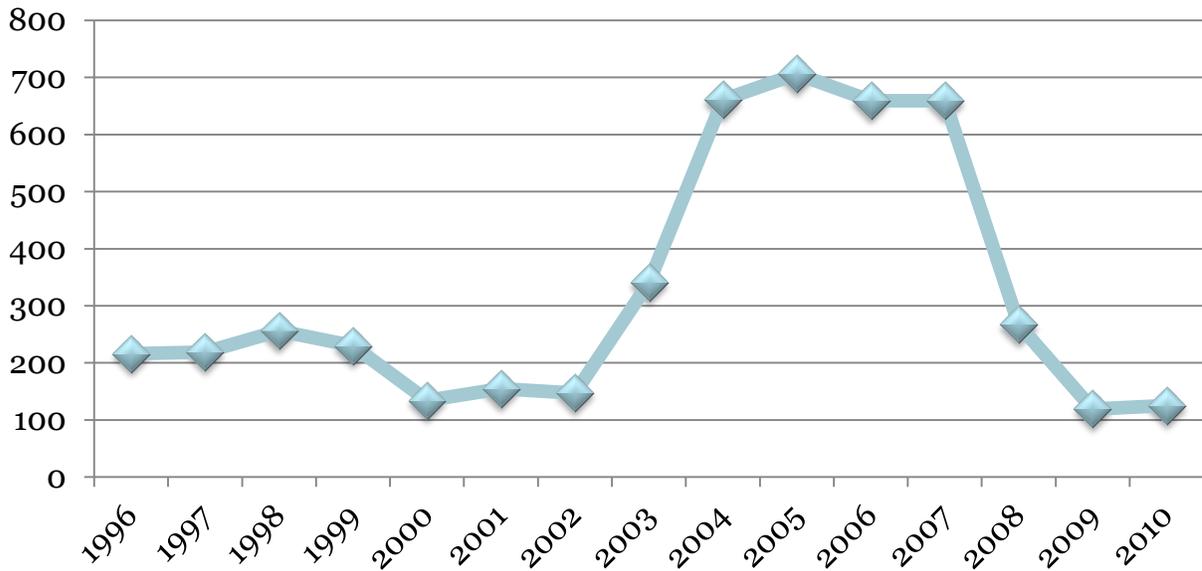
Figure 9 – Housing Starts



Shelby County, Tennessee



Fayette County, Tennessee

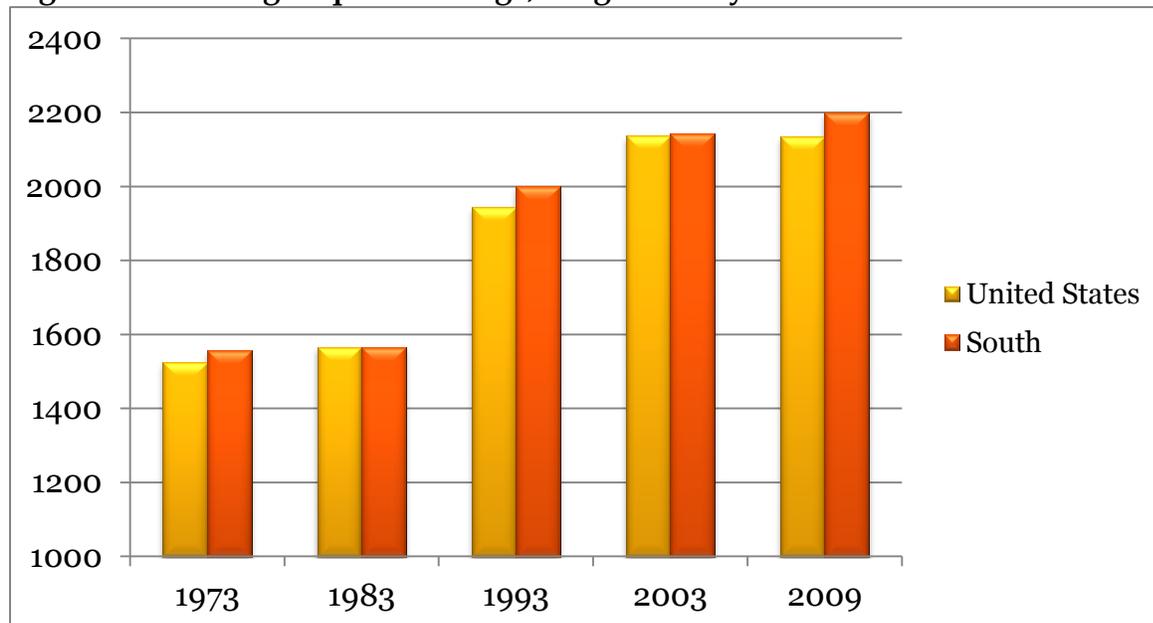


Source: US Census Bureau

AVERAGE HOME SIZE

Throughout the country, the average size of homes has expanded significantly from 1970-2009, with that trend being more pronounced in the south (Figure 10). However, national home building organizations are predicting that as homebuilding resumes over the next several years that the average size of homes may decline slightly. This prediction is based upon new social and economic realities driven by an extended recession and by changing demographics brought about by the aging of baby boomers. This may suggest an increased demand for relatively smaller homes.

Figure 10— Average Square Footage, Single Family Homes



Source: U.S. Census Bureau, Department of Construction & Manufacturing

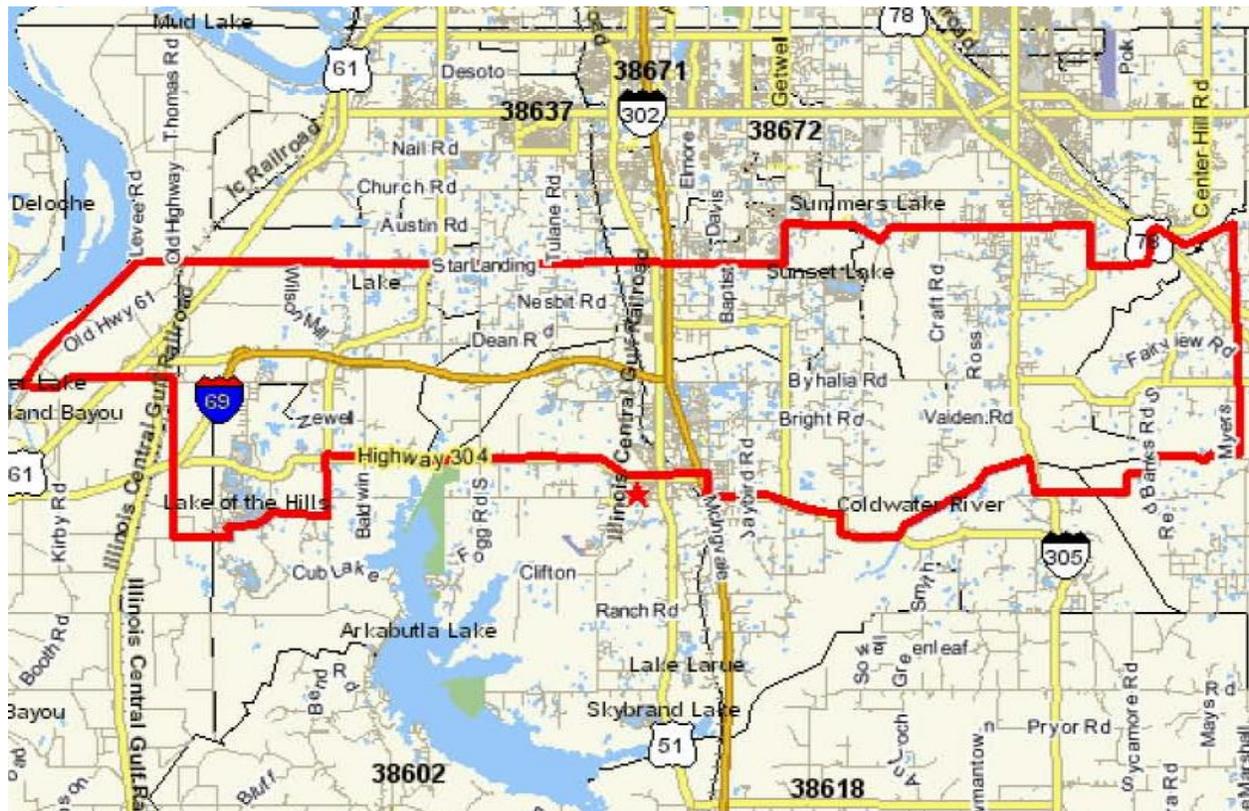
CORRIDOR PROFILE

While much of this report is focused on DeSoto County, some data specific to the I-69/I-269 study corridor is also provided for some types of data, where comparison can be helpful. The study corridor surrounding I-69/I-269 in DeSoto County is depicted in Map 3. Demographics within the study area have been extracted for comparison to the county as a whole. The complete, current demographics are available in Appendix C. They help provide a baseline measure of the area as it is today. These demographics also reveal any statistical differences between the corridor area and the rest of the county.

The study corridor contains a population of 26,998 and is the fastest growing area in the county. The median age and average household income within the study area are both higher than the county as a whole.

Retail statistics specific to the study corridor have also been extracted. They are presented in the next section of this report.

Map 3 – Study Corridor



RETAIL

SALES

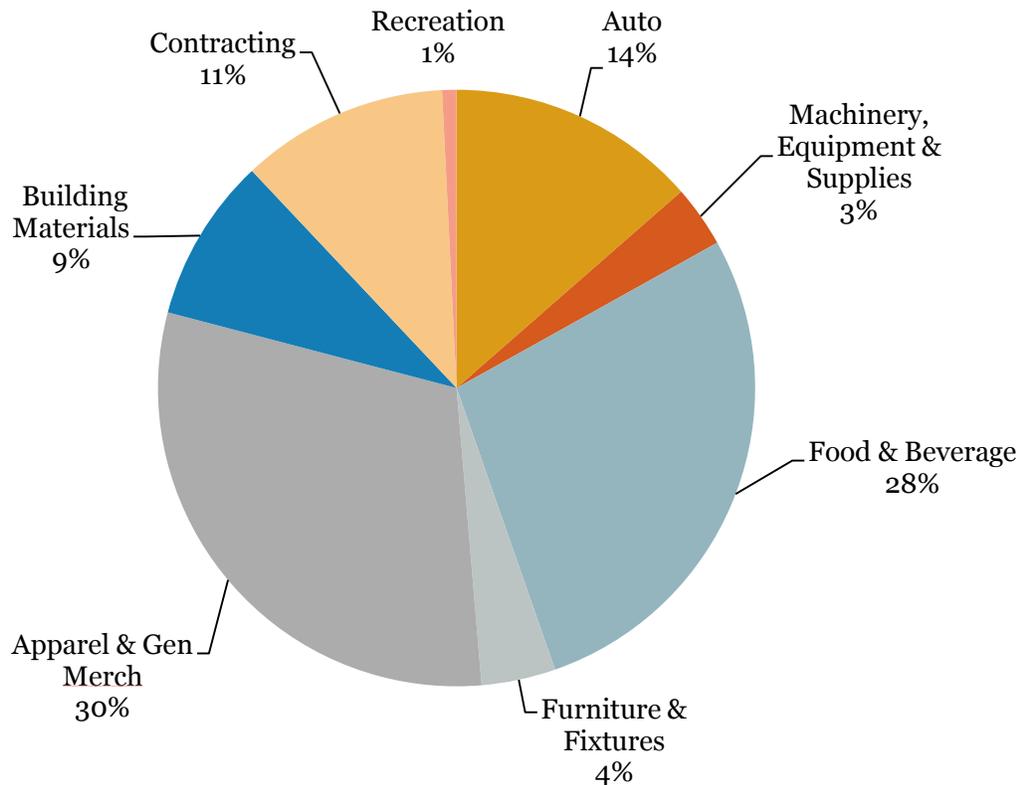
Retail sales in DeSoto County have also grown in response to population growth (Figure 11). The City of Southaven in particular has attracted national retailers who view DeSoto County’s population density sufficient for a stand-alone market area. The high traffic count highway corridors also allow shoppers from surrounding counties to easily reach the retail centers.

Figure 11-DeSoto County Retail Sales

Fiscal Year	Annual Retail Sales	% Growth over Prior 5-Year Period
2010	\$2,157,549,219	4.8%
2005	\$2,059,474,877	69.0%
2000	\$1,218,684,856	124.9%
1995	\$541,848,781	

Source: MS Dept of Revenue

Figure 12—DeSoto County 2009 Retail Sales by Sector



Source: MS Dept of Revenue

RETAIL POTENTIAL

DeSoto County has reached the benchmarks that large national and regional retailers, franchisers and restaurants use in selecting locations. Each entity has its own benchmarks, but the example below is the basis for Darden Restaurants (Olive Garden, Longhorn Steakhouse, Red Lobster, Bahama Breeze and other brands) location decisions, a typical example of market requirements.

- Population in Trade Area 125,000
 - Average Daily Traffic Count 30,000
 - Household Income Level \$75,000 or above
- (A significant percentage of households must be at this level)

DeSoto County meets these standards. Households with an income of \$75,000 or above account for 35.3% of households in DeSoto County. According to data from the Mississippi Department of Transportation, average daily traffic counts along the DeSoto County sections of I-55/ I-69 range from 45,000 to 68,000.

STUDY CORRIDOR RETAIL POTENTIAL

Retail Market Power Opportunity/Gap Analysis is a widely used tool to evaluate retail markets and the development potential of selected geographic areas. “Demand” implies the full spending potential of residents within the selected geographic area, while “Supply” indicates total annual sales for each retail sector. “Gap/Surplus” represents the total surplus supply (if negative) or retail potential (positive).

The Retail Market Power Analysis was applied to the I-69/I-269 study corridor for this plan. The results are shown in Figure 13.

Figure 13—2010 Corridor Retail Potential

	Demand	Supply	Gap/(Surplus)	Gap/Surplus % of Demand
Total Retail Sales Incl Eating and Drinking Places	\$403,214,752	\$192,391,894	\$210,822,858	52%
Motor Vehicle and Parts Dealers	71,454,141	6,541,352	64,912,789	91%
Building Material, Garden Equip Stores	42,251,893	24,356,101	17,895,792	42%
Food and Beverage Stores	52,182,416	14,569,927	37,612,489	72%
Health and Personal Care Stores	24,315,807	6,854,143	17,461,664	72%
Gasoline Stations	34,528,990	64,896,981	(30,367,991)	-88%
Clothing and Clothing Accessories Stores	19,134,603	6,007,128	13,127,475	69%
Sporting Goods, Hobby, Book, Music Stores	7,995,926	2,938,700	5,057,226	63%
General Merchandise Stores	54,610,127	34,577,691	20,032,436	37%
Miscellaneous Store Retailers	10,896,144	2,438,075	8,458,069	78%
Non-Store Retailers	28,114,006	1,851,663	26,262,343	93%
Foodservice and Drinking Places	39,565,891	21,109,545	18,456,346	47%
General Merchandise, Apparel, Furniture and Other	104,036,973	50,663,957	53,373,016	51%

Source: Claritas

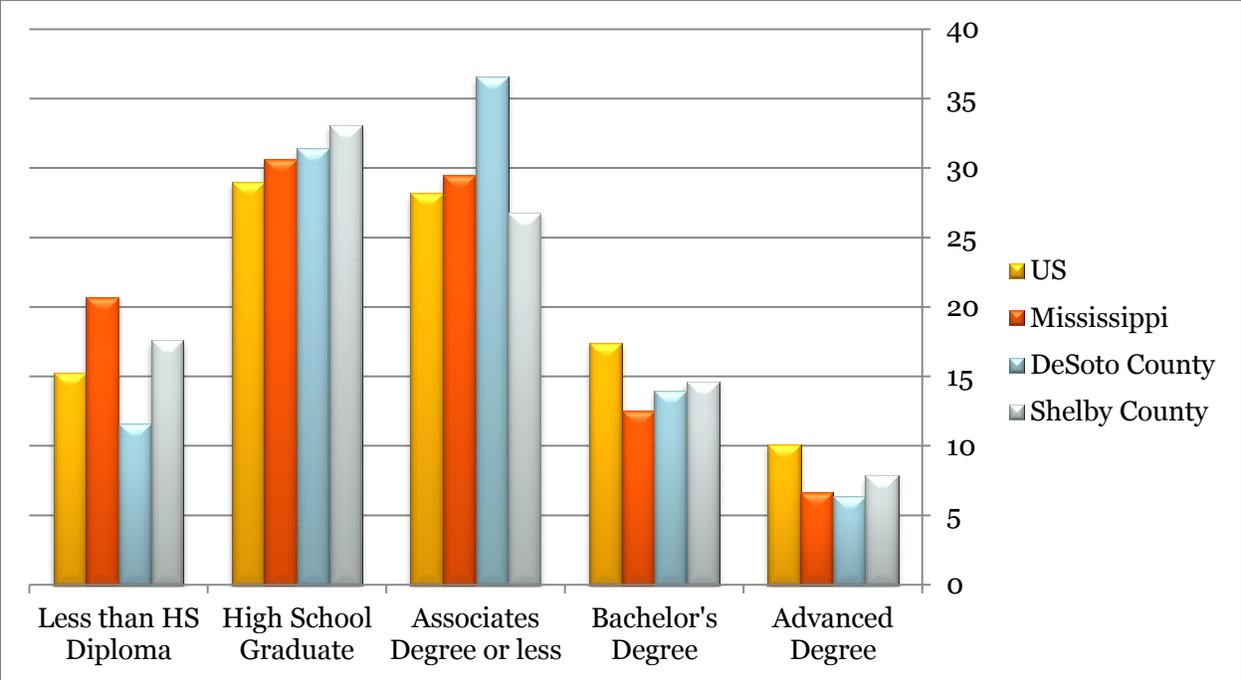
For the DeSoto County I-69/I-269 corridor, nearly all sectors, with only one exception, report a retail gap where demand exceeds supply. The one retail surplus sector is gasoline stations.

EDUCATION

EDUCATION LEVELS

Education levels in DeSoto County exceed those for Mississippi as a whole (Figure 14). DeSoto County has a high proportion of people who have some education, such as an Associate’s Degree, above the high school level. However, DeSoto County still trails the U.S. in percentage of the population with four-year college degrees and advanced degrees.

Figure 14—Educational Levels



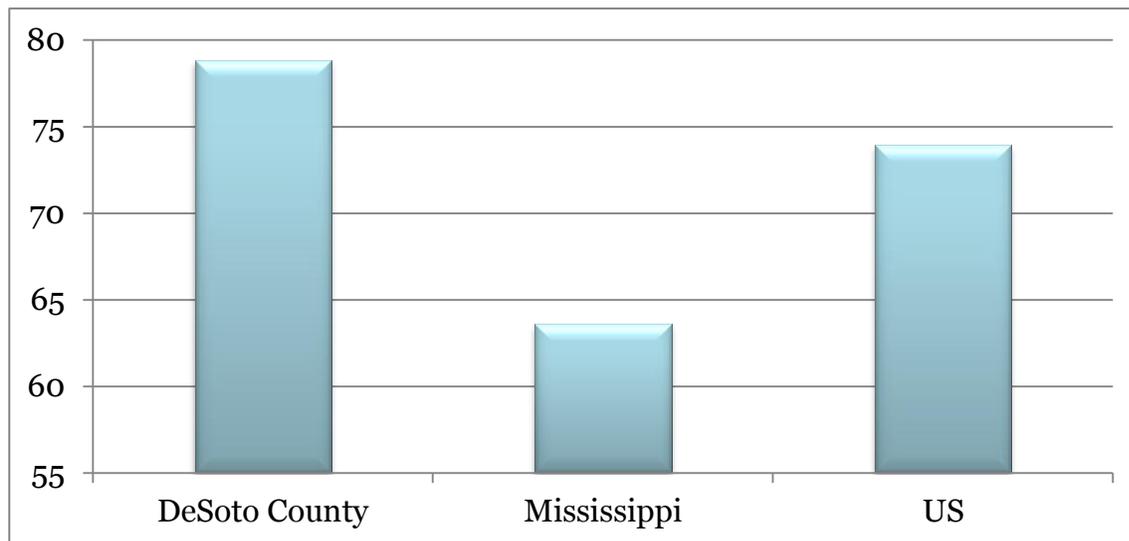
Source: Claritas

GRADUATION RATES

According to the National Center for Education Statistics, there were 35 public schools in the DeSoto County School System in the 2008-2009 school year. In that same year, the district had a High Performing Accountability Status.

The overall graduation rate in DeSoto County is 84.5%, nearly five percentage points higher than the US average and more than 15 percent points higher than the state average.

Figure 15—Comparative Graduation Rates, Freshmen 2006-2007 School Year



Source: MS Dept of Education, National Center for Education Statistics

DESOTO COUNTY SCHOOL BUILDING PROGRAM

As new households were established in DeSoto County, the demand for schools increased. According to officials at the DeSoto County School System, 17 schools have been constructed in the past 10 years, leaving a residual debt of \$211 million.

The average spending per student by the DeSoto County School District is \$7,769 per student, with slightly less than \$1,000 of this spending for interest on the debt. According to the National Center for Education Statistics, the U.S. average spent per student is \$10,297. Reports show that DeSoto County spending per student is comparable to the spending by Memphis City Schools and the Shelby County School System.

EMPLOYMENT

DISTRIBUTION OF LABOR

DeSoto County's distribution of labor does not currently reflect the state and national economy (Figures 16-18). The proportion of workers in education and health services is less than half of that in the state and the nation. However, the proportion of workers in professional services in DeSoto County is similar to that in the U.S., while elsewhere in Mississippi the proportion is much lower than the U.S.

Figure 16—Distribution of Labor, 2009

	US	%	Mississippi	%	DeSoto Co., MS	%	Shelby Co., TN	%
Total All Industries	130,647,600		1,054,444		43,469		472,982	
Natural Resources & Mining	1,065,780	0.82%	18,592	1.76%		0.00%	324	0.07%
Construction	6,497,870	4.97%	54,856	5.20%	1,929	4.44%	16,516	3.49%
Manufacturing	12,444,560	9.53%	141,340	13.40%	4,276	9.84%	35,666	7.54%
Utilities	558,640	0.43%	8,989	0.85%		0.00%	31	0.01%
Wholesale Trade	5,734,040	4.39%	34,795	3.30%	2,714	6.24%	27,358	5.78%
Retail Trade	14,974,830	11.46%	133,454	12.66%	7,032	16.18%	51,461	10.88%
Transportation & Warehousing	5,085,590	3.89%	38,335	3.64%	4,361	10.03%	52,689	11.14%
Information	2,876,820	2.20%	14,273	1.35%		0.00%	6,041	1.28%
Financial Activities	5,706,700	4.37%	33,141	3.14%	924	2.13%	24,964	5.28%
Professional & Business Services	19,076,710	14.60%	203,318	19.28%	3,128	7.20%	67,224	14.21%
Education & Health Services	29,662,860	22.70%	273,010	25.89%	4,720	10.86%	65,173	13.78%
Leisure & Hospitality	13,211,120	10.11%	123,084	11.67%	6,757	15.54%	45,130	9.54%
Other Services	3,823,970	2.93%	22,558	2.14%	815	1.87%	13,684	2.89%

Source: U.S. Bureau of Labor Statistics, MS Dept of Revenue, TN Dept of Labor and Workforce Development

Over many years, jobs in the U.S. overall (Figure 17) have shifted from manufacturing to education and health services, as well as business and professional services. The shift from manufacturing is not entirely due to manufacturing operations seeking lower labor costs in other countries; advanced technologies have decreased the number of workers required in modern manufacturing processes in the U.S. Mississippi, like many other states, has seen statewide employment shift, mirroring national employment patterns.

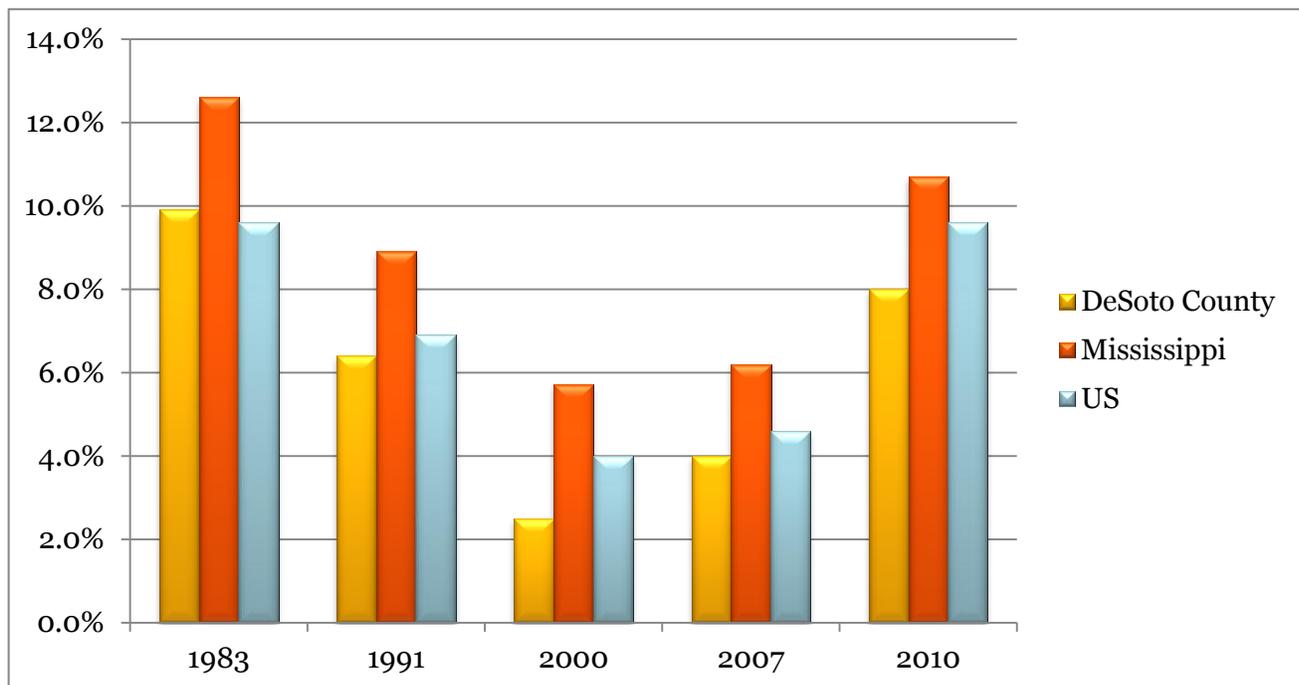
In Shelby County, the transportation and warehousing sector is over three times larger than in the U.S. economy overall (Figure 17). The wholesale trade, as well as the hospitality and leisure sectors, employs a larger proportion of the workforce than in the overall U.S. economy. This reflects historical strengths in transportation and logistics due to infrastructure and location, as well as longstanding marketing and economic recruitment programs for Memphis. In many ways, the distribution of labor in DeSoto County is more reflective of Shelby County than the State of Mississippi. DeSoto County shares the same transportation infrastructure and locational advantages as Memphis.

UNEMPLOYMENT RATES

Employment in DeSoto County has remained relatively strong through all recent economic cycles (Figure 20). During the recession of 1991, DeSoto County's annual average unemployment was lower than the state and the nation. During the economic boom years in the 2000's, DeSoto had exceptionally low unemployment rates. In the current recession that began in 2007, unemployment in DeSoto County has continued to be below the state and national rates.

This is not to say that DeSoto County has not suffered from unemployment. While the current unemployment rates are lower than in some areas, there are many people unable to find work. DeSoto County residents are highly dependent upon employers outside the county so the health of the overall economy impacts DeSoto County.

Figure 20— Annual Average Unemployment Rates



Source: US Bureau of Labor Statistics, MS Department of Employment Security

COMMUTE PATTERNS

Each workday, over 52,500 workers commute from DeSoto County to other counties for employment (Figure 21). The majority of these commuters, almost 19,000, travel to Shelby County. A significant number of workers (32,545) also commute into DeSoto County for employment. The largest supplier of workers to DeSoto County is Shelby County, followed by Marshall County, Mississippi.

Overall, the average commute time to work for residents of DeSoto County is similar to that of the U.S. overall. What is notable, however, is that over one quarter of DeSoto County residents commute 30-44 minutes each workday. This could present future problems as the cost of fuel and transportation rise.

Figure 21 – Commute Patterns

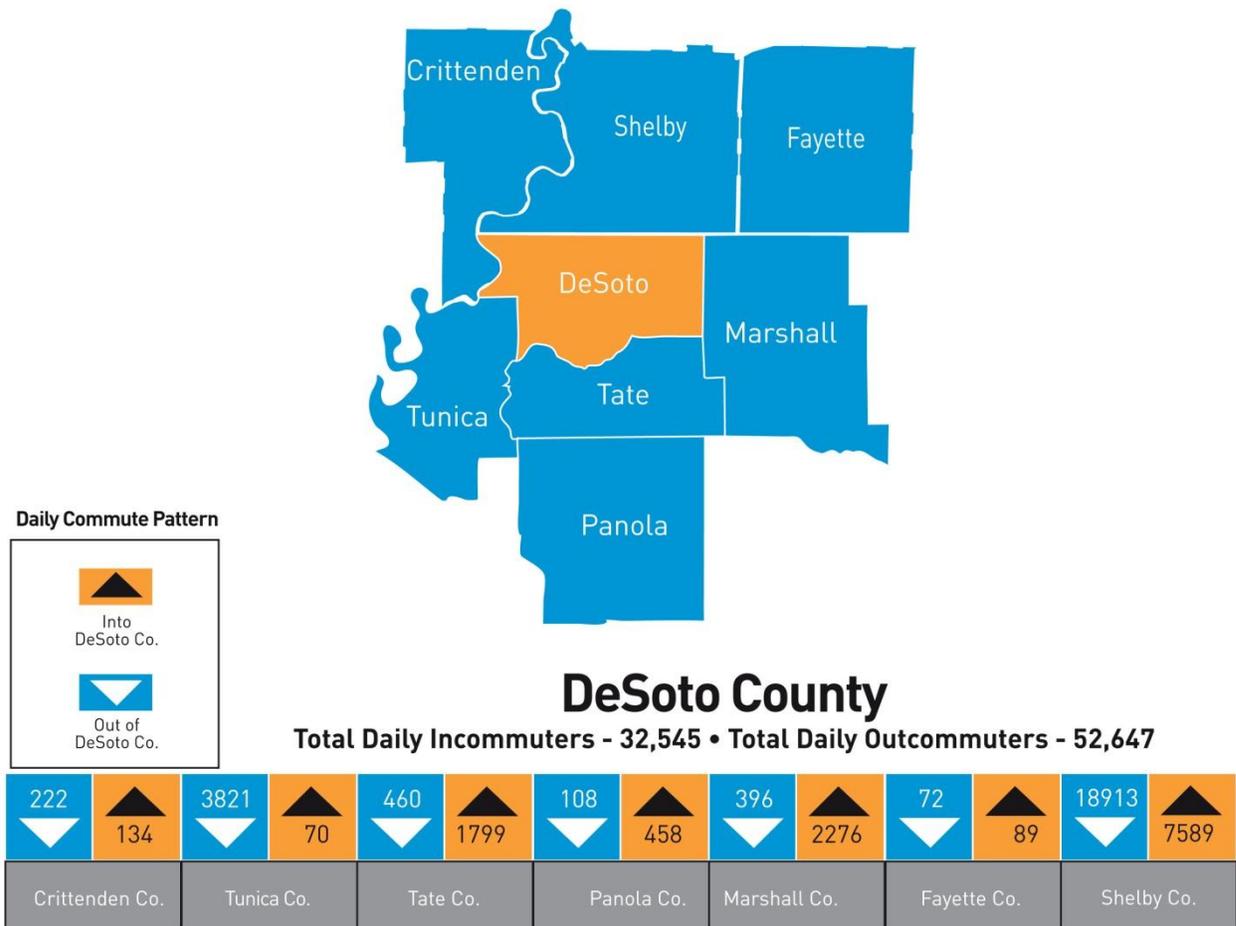


Figure 22 – Commute Times

	US	%	Mississippi	%	DeSoto County	%	Shelby County	%
Less than 15 Minutes	39,911,501	28.6%	394,617	32.4%	17,031	21.8%	100,702	24.4%
15 - 29 Minutes	50,462,298	36.1%	442,883	36.3%	31,017	39.6%	191,717	46.5%
30 - 44 Minutes	27,499,999	19.7%	225,514	18.5%	21,713	27.7%	86,793	21.0%
45 - 59 Minutes	10,471,977	7.5%	74,915	6.1%	5,589	7.1%	20,228	4.9%
60 or more Minutes	11,306,757	8.1%	80,567	6.6%	2,908	3.7%	13,140	3.2%

Source: Claritas

AVERAGE ANNUAL WAGE BY INDUSTRY

Average annual wages for jobs located in DeSoto County fall far below the national average and slightly lower than the state average in most sectors (Figure 23). The annual average wage paid by businesses located in DeSoto County is lower than average for Mississippi employers. In contrast, the average wages paid by Shelby County employers is higher than the U.S. average wage when all industry sectors are included. (Workers commuting into Shelby County from DeSoto County account for the higher average household incomes among DeSoto County residents.)

However, data for DeSoto County is not available for two high-wage sectors, Information and Utilities, and one mid-wage sector, Natural Resources & Mining. Were this data available, it would likely skew the total industry average higher.

Figure 23— Average Annual Wage by Industry Sector, 2009

	U.S.	Mississippi	DeSoto County	Shelby
Natural Resources & Mining	\$ 47,425	\$ 38,418		\$ 38,437
Construction	\$ 19,322	\$ 40,167	\$ 35,429	\$ 47,018
Manufacturing	\$ 54,837	\$ 39,542	\$ 41,951	\$ 64,648
Utilities	\$ 84,877	\$ 59,651		\$ 59,496
Wholesale Trade	\$ 61,595	\$ 46,948	\$ 40,066	\$ 58,622
Retail Trade	\$ 26,162	\$ 22,146	\$ 24,138	\$ 29,735
Transportation & Warehousing	\$ 42,823	\$ 36,899	\$ 35,696	\$ 53,742
Information	\$ 71,191	\$ 38,861		\$ 47,544
Financial Activities	\$ 70,045	\$ 40,636	\$ 43,855	\$ 78,258
Professional & Business Services	\$ 58,344	\$ 38,451	\$ 24,650	\$ 41,761
Education & Health Services	\$ 43,042	\$ 36,942	\$ 41,564	\$ 45,801
Leisure & Hospitality	\$ 18,899	\$ 15,980	\$ 12,838	\$ 19,576
All Industries	\$ 45,559	\$ 33,847	\$ 30,667	\$ 46,019

Source: U.S. Bureau of Labor Statistics, MS Department of Employment Security, TN Department of Labor & Workforce Security

DESOTO COUNTY MAJOR EMPLOYERS

The largest employers in DeSoto County are listed in Figure 24 below. It is typical in suburban and rural areas for the school system to be the largest employer, and major medical facilities are also typically top employers in markets where they are present.

Figure 24 – DeSoto County Employers, 200+ Employees

Company Name	City	Description	Employment
Baptist Memorial Hosp-Desoto & Rehab	Southaven	Hospital/Health Services	1930
Kroger (Hernando, Horn Lake, Olive Branch & Southaven)	Hernando	Grocers-Retail	729
District Transportation & Sec	Southaven	Transportation	500
Wal-Mart Supercenter	Southaven	Department Stores	500
Landau Uniforms Inc.	Olive Branch	Men's & Boys Suits Coats/Overcoats (Mfrs)	330
Future Electronics	Southaven	Electronic Equipment & Supplies-Retail	304
Lowe's (all locations)	Southaven	Home Improvements	300
Desoto Civic Ctr	Southaven	Convention & Meeting Facilities & Svc	300
Newly Weds Foods	Horn Lake	Sauces (Mfrs)	282
CSI	Olive Branch	Closures-Industrial-Protective (Mfrs)	250
Terex Distribution Center	Southaven	Construction Equipment-Manufacturers	225
J T Shannon Lumber Inc.	Horn Lake	Sawmills & Planing Mills-General (Mfrs)	220
ScanSource	Southaven	Computers-Wholesale	220
Home Depot	Horn Lake	Home Improvements	218
Stylecraft Home Collection	Southaven	Lighting Fixtures-Manufacturers	210
Milwaukee Electric Tool Corp	Olive Branch	Tools-Electric (Whls)	207
Brentwood Originals	Walls	Manufacturers	201
M & H Construction	Southaven	General Contractors	200
Dillard's	Southaven	Department Stores	200

EMPLOYMENT PROJECTIONS AND JOBS IN DEMAND

In 2010 an analysis of the Mid-South workforce and labor market was conducted by Younger Associates on behalf of the economic development agencies in the region. The study covered 52 counties, including 20 counties in the northern portion of Mississippi. A portion of the survey identified current and projected labor demand by occupational category. All for-profit employers with 50 or more employees were surveyed, with the exception of the retail and public administration sectors, where entities with 100 or more employees were surveyed.

The analysis identified occupations that employers in the study area frequently seek to fill (Figure 25).

Figure 25— Occupations in Highest Demand in the Mid-South

Occupation	Education Required
Industrial Production Managers	12-15 yrs
Storage & Distribution Managers	16 yrs
Transportation Managers	16 yrs
Accountants/Auditors	16+ yrs
Financial Analysts	16+ yrs
Human Resource Managers	16 yrs
Customer Service Representatives	12 yrs
Electrical/Industrial Equipment Repairers	12-15 yrs
Conveyor Operators & Tenders	12 yrs
Materials Movers-Supervisors	12-15 yrs
Materials Movers-Laborers	12 yrs
Truck Drivers	12 yrs or GED

Source: Greater Memphis Area Workforce Analysis, Younger Associates, 2010

It should be noted that all of the occupations in demand except one, truck drivers, require more than a high school education. Many require some college to a full bachelor's degree.

TARGETED INDUSTRIES

A key influencer on the types of businesses that are likely to locate in DeSoto County in future years is the set of industry targets that are being pursued by various economic development groups in the region. The following targets are being actively pursued by the largest economic development organizations influencing the DeSoto County region. These targets are sectors where advertising, financial resources and recruitment efforts are being focused.

Mississippi Development Authority (MDA)

The Mississippi Development Authority is a statewide agency dedicated to advancing the economic wellbeing of the state. The MDA targeted industries for recruitment and development include:

- Aerospace/Aviation
- Automotive Assembly
- Automotive Suppliers
- Contact Centers
- Communications & Information Technology
- Remote Data Centers
- Defense/Homeland Security
- Food Processing
- Metal Fabrication & Steel
- Plastics/Polymers/Chemicals
- Shared Services Centers
- Shipbuilding
- Timber/Wood Products
- Warehouse & Distribution

Tennessee Valley Authority (TVA)

TVA generates electrical power for an eight-state region that includes northeastern Mississippi. TVA targets:

- Data centers
- Food processing and packaging
- Solar component manufacturing
- Transportation-related manufacturing

Entergy Mississippi

Entergy, a utility provider serving much of Mississippi, targets industries based criteria including compatibility with sites in the area and the potential workforce. Those targeted industries include:

- Polymer science
- Marine research
- Remote sensing
- High performance computing

Greater Memphis Chamber

The Greater Memphis Chamber targets:

- Biomedical industries
- Electronics
- Manufacturing and logistics
- Information technology
- Music, film and tourism industries

These lists cover a broad range of sectors. It could benefit DeSoto County to have organizations with different targets, some of which may be a good match for the county's resources. For example, the MDA targets of shipbuilding and aerospace are more suited to the Gulf Coast region of the state. But other organizations have different targets, that complement the MDA list, and that may find DeSoto County the most advantageous location within the region.

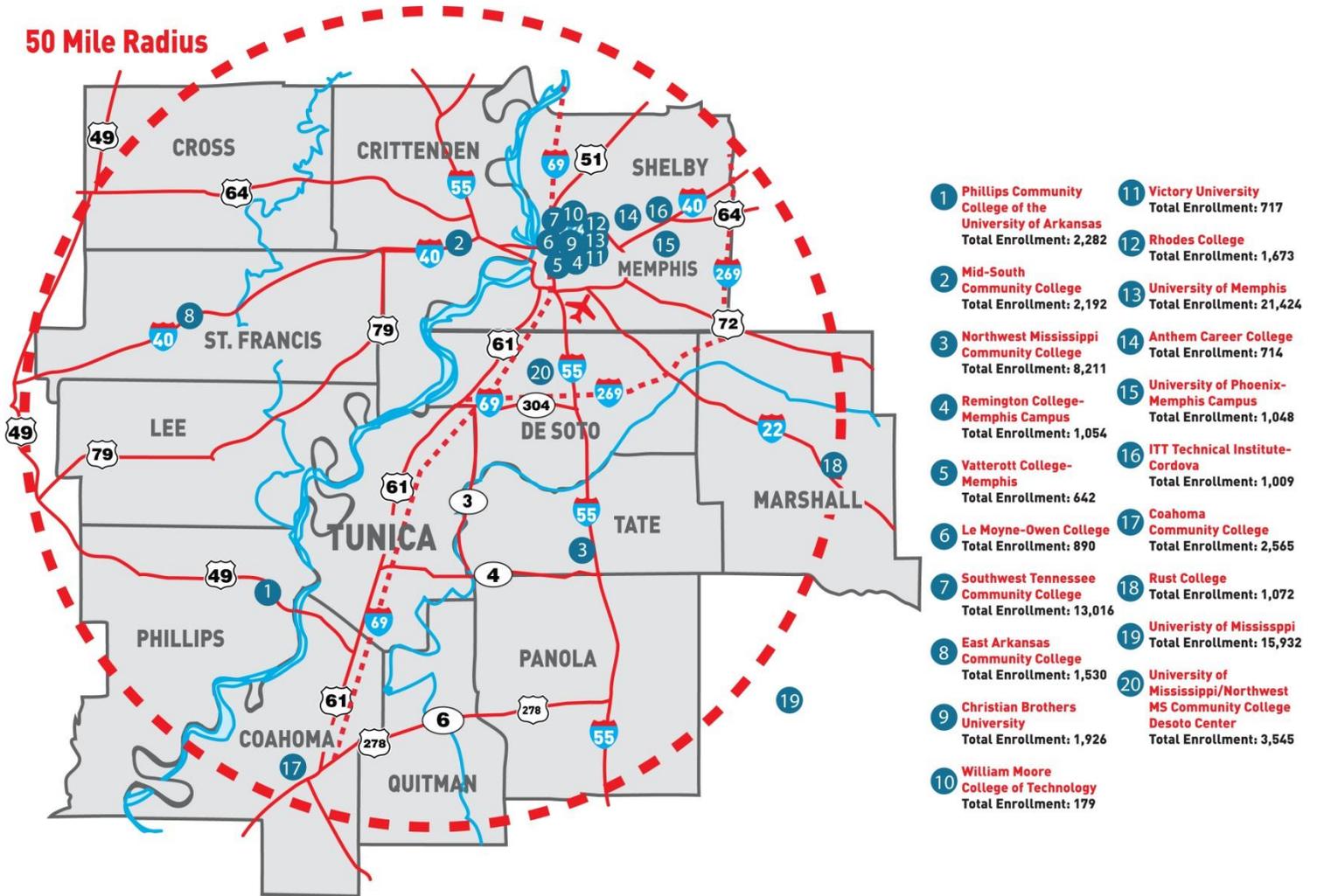
A notable characteristic of these lists is the lack of commonalities among them. Other regions of the country have found a strong, central focus is often linked with success. In planning for growth related to the I-69/I-269 corridor, one planning component could be the identification of a strong set of target sectors that are a specific match for DeSoto County's infrastructure, demographics and other resources.

COLLEGES AND UNIVERSITIES

Enrollment

The pipeline of educated workers available is a related key factor in determining the types of businesses which may locate in DeSoto County. There are 20 postsecondary educational institutions within 50 miles of DeSoto County (Figure 26).

Figure 26—Educational Institutions, 50 Mile Radius



Source: National Center for Education Statistics

Nationally, the number of graduates in science, technology, engineering and mathematics (STEM) is low and does not meet the demands of U.S. employers. In the Mid-South labor market study, employers in the greater Memphis area also report difficulty in finding enough of these graduates to fill existing jobs or expand.

The 2010 Younger Associates workforce analysis examined the number of STEM degrees awarded in the 52-county Greater Memphis Study Area, including the 20-county North Mississippi portion of that study area. Figure 27 shows the number of STEM graduates in each of those areas. It also shows the number of STEM graduates in North Mississippi when Mississippi State Graduates are added to the total.

Figure 27—STEM Degrees

	Greater Memphis Region	North Mississippi Study Area	North Mississippi Area Including Mississippi State University
Engineering Technicians	110	53	101
Engineering	405	140	669
Mathematics	51	30	55
Computer Sciences	334	84	128
Chemistry, Biology, & Physical Sciences	532	170	478

Source: National Center for Education Statistics

The following Mississippi counties are included in the North Mississippi Study Area: Alcorn, Benton, Calhoun, Coahoma, DeSoto, Grenada, Lafayette, Lee, Marshall, Panola, Pontotoc, Prentiss, Quitman, Tallahatchie, Tate, Tippah, Tishomingo, Tunica, Union and Yalobusha.

Specialized Programs and Research

Areas of special emphasis and research are another related factor in attracting new businesses to an area and to encouraging new business start-ups.

The University of Mississippi, in Oxford, is home to the oldest engineering school in the state. Led by Dean Kai-Fong Lee, the department offers bachelors, masters and doctoral degrees. The school has one of seven nationally-recognized research centers. Also at the school, the Center of Manufacturing Excellence was established in response to Toyota's move to Mississippi. They have been named a Carnegie II Research Institution, one of the top 125 research institutions in the U.S. The University of Mississippi also has a joint campus with Northwest Mississippi Community College in DeSoto County.

At Mississippi State University, in Starkville, the James Worth Bagley College of Engineering is one of the largest of its kind in the southeast, with 109 faculty members and 18 research centers and labs. The college is home to the Center for Advanced Vehicular Systems (CAVS), a certified National Science Foundation Engineering Research Center with numerous centers dedicated to advancing education in high-growth industries. Those centers include the Aerospace Engineering School, a Polymer Research Institute, Food Service Institute and a National Strategic Planning, Analysis and Research Center.

The University of Memphis offers programs that fit the needs of growing industries in the region. The FedEx Institute of Technology is a gateway for businesses to work with university researchers. FedEx also developed the Center for Supply Chain Management, an alliance to create systems to move products better, faster and cheaper, both nationally and internationally. The Herf College of Engineering is also involved in research, and offers advanced degrees in a number of specialized engineering study areas.

Also in Memphis, Christian Brothers University School of Engineering offers flexible programs that allow students to earn a combined degree in engineering and computer science or business. Dr. Yeu-Sheng Shiue is head of the Mechanical Engineering Department and an editor of the International Journal of Engineering Education.

Community colleges also offer valuable programs for manufacturing education. Northwest Mississippi Community College has campuses in Senatobia and Southaven. The Senatobia and Southaven campuses offer joint credit to the adjacent University of Mississippi campus. Among their technical programs are automotive, computer and information systems, electronics and tool and die. Mid-South Community College, in West Memphis, Arkansas, offers a special Advanced Manufacturing Technology Program and provides specialized training for nearby Hino Motors.

ATTRACTIVENESS OF DeSOTO COUNTY TO BUSINESSES

Site selectors, sometimes called location consultants, often play the lead role in determining where businesses will locate. Annual surveys of active Site Consultants in the U.S. by industry publications reveal the top factors in business location decisions as listed below.

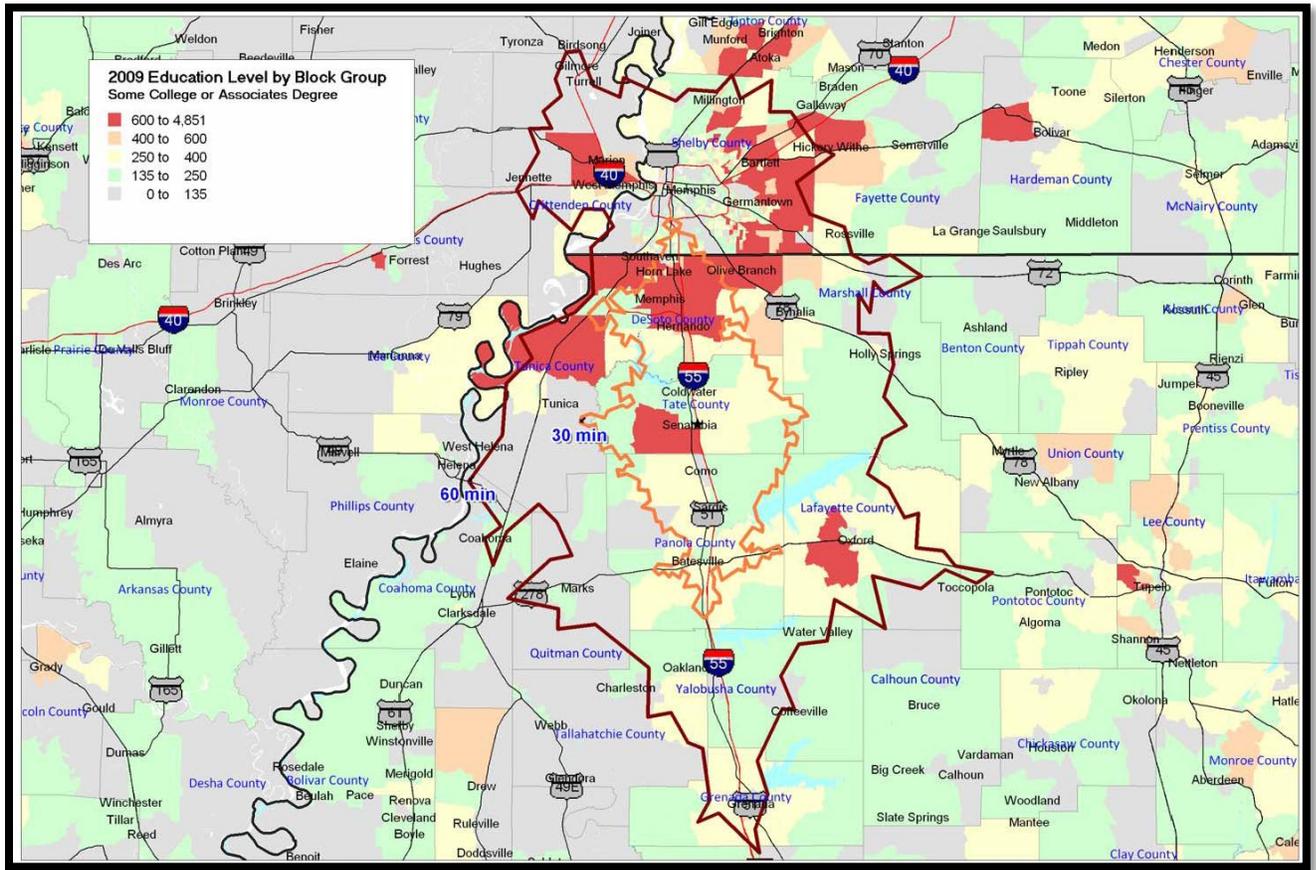
- Quality of Workforce
- Infrastructure
- Proximity to Markets/Suppliers
- Access to Research & Development
- Incentives
- Quality of Life

WORKFORCE

Education is one of the most important measures of workforce quality. While education has been discussed in earlier sections of this report it is important to look at the workforce from the perspective of a location consultant. Before companies or their consultants dig into the detailed data regarding the education level of the workforce, they look for areas with a concentration of educated workers.

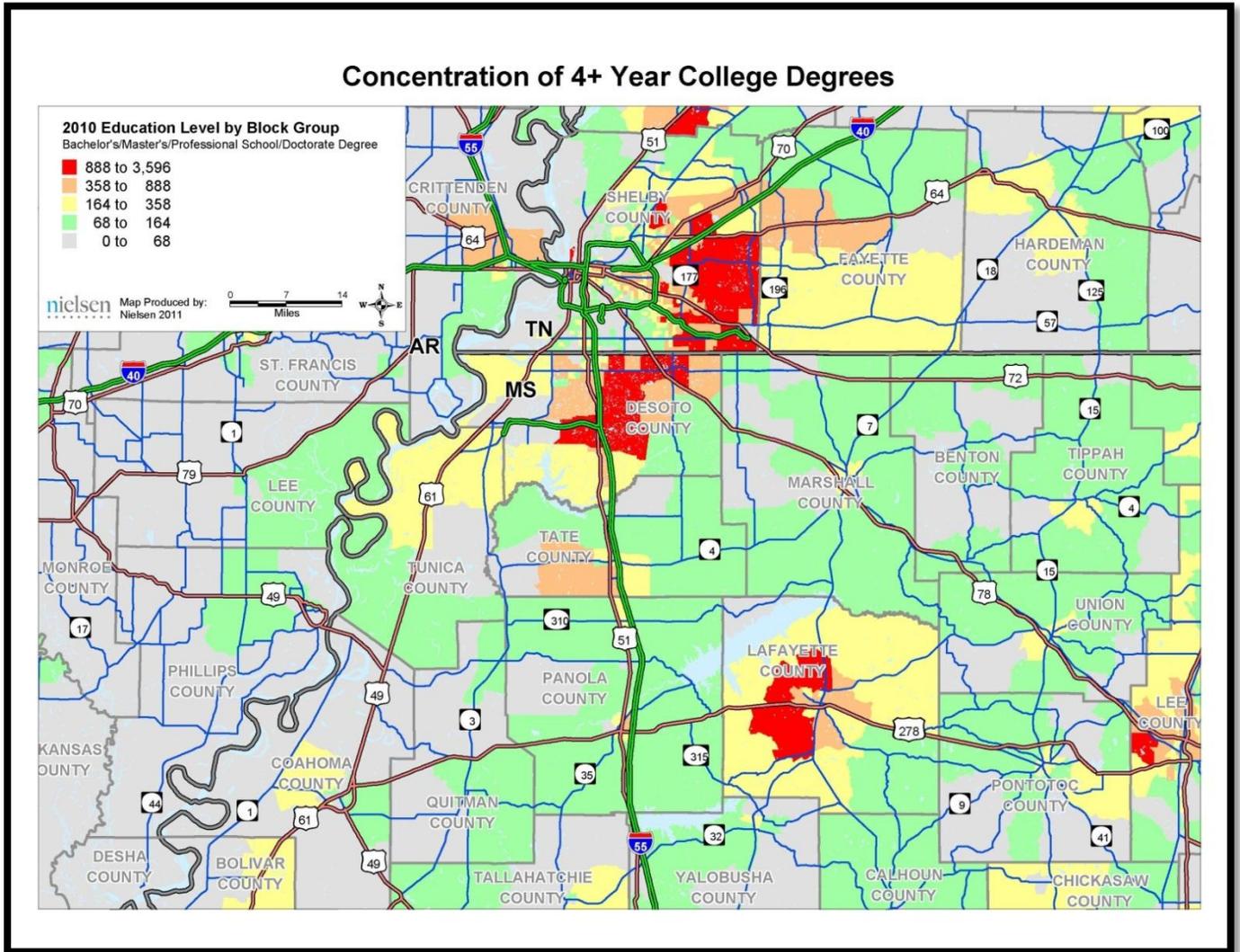
The suburban ring around the Memphis MSA, particularly DeSoto County, has the highest concentration of residents with education between the high school level and four-year degree level. (Figure 28). The highest concentration of residents with Bachelor Degrees and Advanced Degrees is confined to a smaller area in DeSoto and Lafayette Counties in Mississippi, and in eastern Shelby County.

Figure 28— Concentration 12-15 Years of Education



Source: Claritas

Figure 29— Concentration of Population with 16 or More Years Education



Source: Claritas

QUALITY OF LIFE

While quality of life is a subjective measure included on the list of top location decision factors, there is a general agreement among site selectors as to what constitutes good quality of life. While DeSoto County would score well on some factors, some, such as opportunities for two-professional households will require more planning to achieve.

Quality of Life Factors

- Economy rich and diverse enough to provide opportunities for two-professional households
- Strong K-12 educational opportunities
- Environment where housing and income are in equilibrium
- Trip to work is a manageable commute
- Communities that welcome diversity

OTHER LOCATION DECISION FACTORS

DeSoto County has highly attractive transportation infrastructure. The central North American location also allows favorable proximity to customers and suppliers for most industries.

Research and development activities are limited to major universities in the region. These research activities were discussed in a preceding section of this report. The research activity is broad, yet coincides well with the targeted industries for the state.

Mississippi has been proactive in offering business incentives over the past decade as evidenced by the incentives package for Toyota and other major projects.

TRENDS AND EMERGING TRENDS

There are several emerging national trends that are beginning to influence DeSoto County.

RENEWABLE ENERGY

Renewable energy and advanced manufacturing are the key economic trends in focus for DeSoto County in coming years. While these industries are experiencing growth in many areas across the country, DeSoto County is poised to participate.

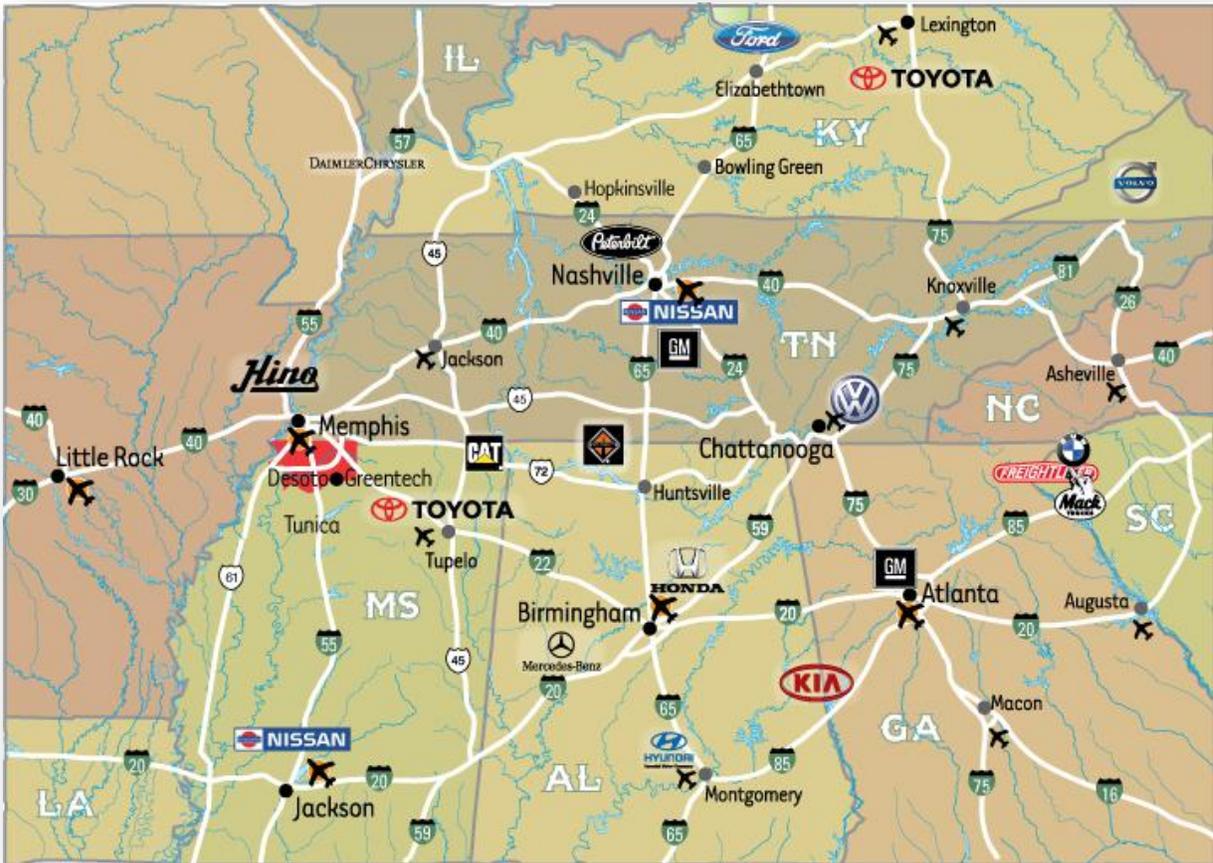
The instability in the global oil markets are pushing the innovation of alternative fuels and methods of energy production in DeSoto County and beyond. Already, area markets have experienced a boom in alternative and renewable energy and related industry. GreenTech, Toyota and New Battery Technology have created jobs in alternative vehicles. Alternative fuels have also carved a niche market in the region, with companies like Twin Creeks Technology and KIOR. The Mississippi Biomass Initiative is a research project designed to monetize Mississippi's biomass production. Even green building and construction companies, like Soladigm, are finding a place in the North Mississippi market.

AUTOMOBILE MANUFACTURING

The presence of automotive assembly plants has grown over the past decades in the Southeast, due in part to low costs for doing business, state and local incentives for large manufacturing plants and excellent logistics. Figure 30 shows area automotive plants.

The automotive assembly plants require large-scale suppliers to locate nearby. The Toyota assembly plant near Tupelo that will begin operations in 2011 has brought some suppliers to the surrounding area and more are expected to locate in the region.

Figure 30—Automotive Assembly Plants in Southeastern U.S.



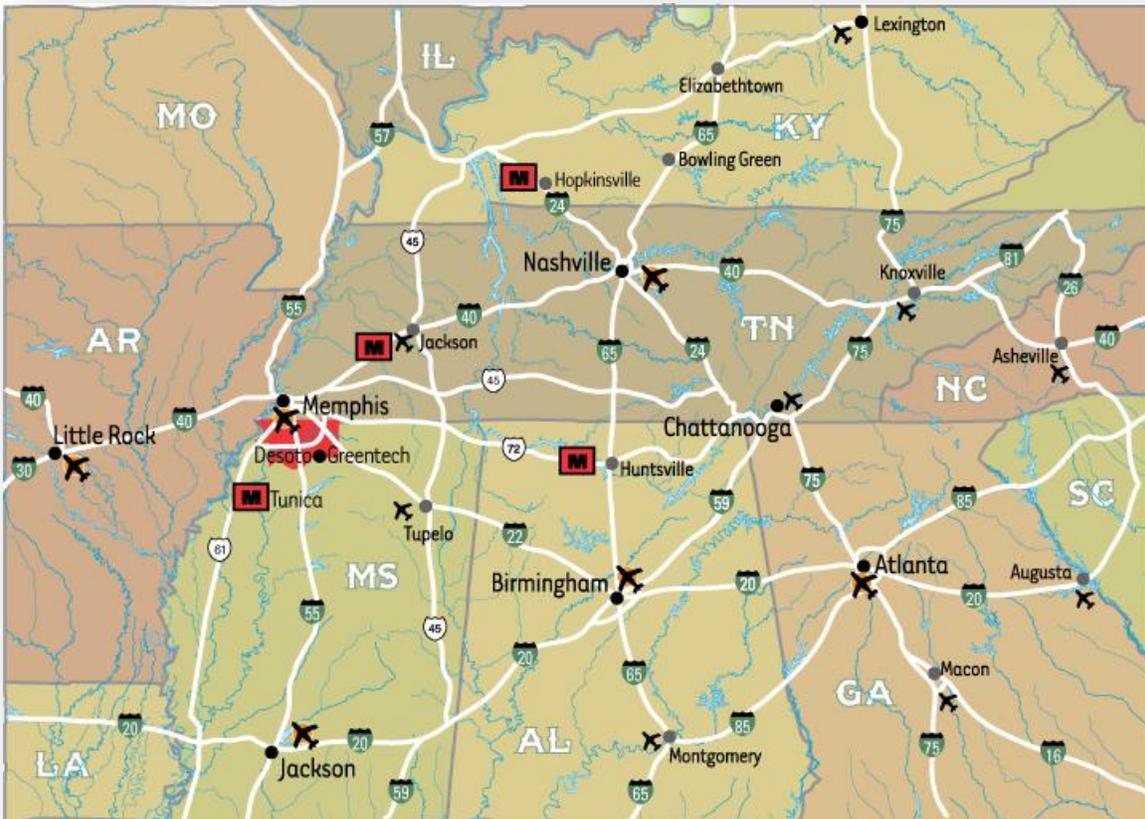
ADVANCED MANUFACTURING

“Advanced Manufacturing” is a term that is used loosely to explain any number of methods that take manufacturing operations to another level not easily replicated by competitors. Economists, politicians and manufacturing leaders use the phrase to describe businesses that have processes that will allow them to remain globally competitive.

Jobs in the Advanced Manufacturing sector require a complete understanding and mastery of a variety of skill sets. Advanced Manufacturing is often associated with automotive manufacturing, and typically uses process productivity that overcomes foreign labor cost advantages.

The success of advanced manufacturing and automotive assembly plants in the region has led to the growing popularity of certified megasites. Megasites are typically 1,000 or more acres that are certified by site selection agencies or economic development organizations to be “shovel ready” for large-scale construction.

Figure 31 – Area Megasites



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AEROTROPOLIS

Memphis has long based economic development efforts on the logistical advantages the region provides. A central U.S./North American location combined with rail access and interstate highway access has created a low cost environment for logistics, distribution, and wholesale trade. Most recently, Memphis is being promoted an “aerotropolis” where the airport infrastructure at Memphis International Airport and the capabilities of FedEx provide a global distribution advantage for high-value and time-sensitive goods. DeSoto County offers all the same advantages with regard to location and transportation access. The completion of I-69/I-269 adds to the transportation advantages and increases access to markets extending from Canada to Mexico.

With its close proximity to Memphis International Airport, DeSoto is poised to be a part of the growth of the Aerotropolis. The new concept of the Aerotropolis describes a growing trend in urban landscapes—that of cities developing culturally, economically and socially around the presence of an aviation hub. John D. Kasarda and Greg Lindsay, authors of the book “Aerotropolis: The Way We’ll Live Next” explain the implications of the Aerotropolis:

“Major airports have become key nodes in global production and enterprise systems offering them speed, agility, and connectivity. They are also powerful engines of local economic development, attracting aviation-linked businesses of all types to their environs. These include, among others, time-sensitive manufacturing and distribution; hotel, entertainment, retail, convention, trade and exhibition complexes; and office buildings that house air-travel intensive executives and professionals.”

Memphis has quickly identified with this designation, rebranding itself from “America’s Distribution Center” to “America’s Aerotropolis.” The Memphis Aerotropolis’ 25 mile radius encompasses DeSoto County and will likely continue to affect the county. This convergence of road, river, rail and runway, position DeSoto County as an important part of a global logistics node.

CONCLUSION

Younger Associates completed the *People and Market Background Report* in conjunction with other reports pertaining to the trends and factors shaping the DeSoto County I-69/I-269 Corridor. The planning team's evaluation of the results of the three background reports supports the following major conclusions based on data and trends related to the people and market.

Economic and migration factors indicate that DeSoto County will continue to gain population in the coming decades. As one of the fastest growing counties in the United States in recent years, the County, and in particular the I-69/I-269 Corridor are anticipated to experience tremendous demand for new housing and jobs in the next decade. High quality of life statistics, like high median household incomes, access to rural and natural areas, high-quality K-12 schools, and relatively low tax rates, indicate that the County will continue to experience population growth. Currently, these factors are making DeSoto County one of the most attractive places to live in the Memphis region, so DeSoto County is attracting a notable share of the in region migration.

National indicators suggest that future demand for housing will include smaller units than those built in the 2000's, and the generational differences in family structure (Gen-Y vs. Boomers) have shifting preferences for housing choices. These emerging demographic sectors create demand for housing options beyond the typical, single-family home. Opportunities to provide more housing diversity will position the County to accommodate young professionals and empty-nest couples as well as the more traditional families with children of school age.

The significant number of DeSoto County residents that are traveling outside of the County for employment on a daily basis is an indicator that currently the County is an attractive place to live, but has not yet struck a balance with providing a high number of jobs. Overall, demographics for DeSoto County indicate that in comparison to other parts of the region, the County's residents are affluent and well educated. However, factors, like the average wages for in-County employment, indicate that the higher paying jobs held by affluent residents are located in other jurisdictions. This is a major concern for the County, because a balanced local economy depends on a good balance of employment and residence.

The completion of I-69/I-269 through the County will add an additional corridor to the region's network of international transportation opportunities. This, in combination with the Aerotropolis efforts underway at the Memphis International Airport, will further increase the region's logistical advantages. The established economic base in DeSoto County reflects the Memphis Region's historical strengths in transportation and logistics due to the confluence of infrastructure (river, rail, road, air) in a central location in the Mid-South. Within this logistics based economy, many industry sectors require highly skilled employees. The County should pursue opportunities to capture these types of high-quality businesses to increase the County's employment base.

Education is an essential cog in the County's ability to attract a diversified and robust employment base. Education levels in DeSoto County currently exceed those for Mississippi as a whole, yet they are below the U.S. average. Most of the occupations in demand by emerging North Mississippi employers require education beyond the high school level. There are 20 postsecondary education institutions within 50 miles of DeSoto County and the County itself has a high-performing K-12 public school system. Partnering with local educational institutions to prepare local populations for the types of jobs available will improve the earning potential for local residents and make the County more attractive to businesses looking to locate in the region.

Finally, all of the advantages and opportunities discussed above position DeSoto County to become a leader in the Regional and Mississippi economic development efforts. Currently, there are a number of agencies and chambers with economic development directives and targeted industries; however, not all of them are specifically targeted and focused on what DeSoto County can do in the Memphis Region and for the State of Mississippi. The County should continue positioning itself to capitalize on its assets and as a strong voice in economic development activities. With all the potential that lies in the future of the County, this effort could establish benchmarks and new directions for larger efforts.

DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

People & the Market

A B A C K G R O U N D R E P O R T

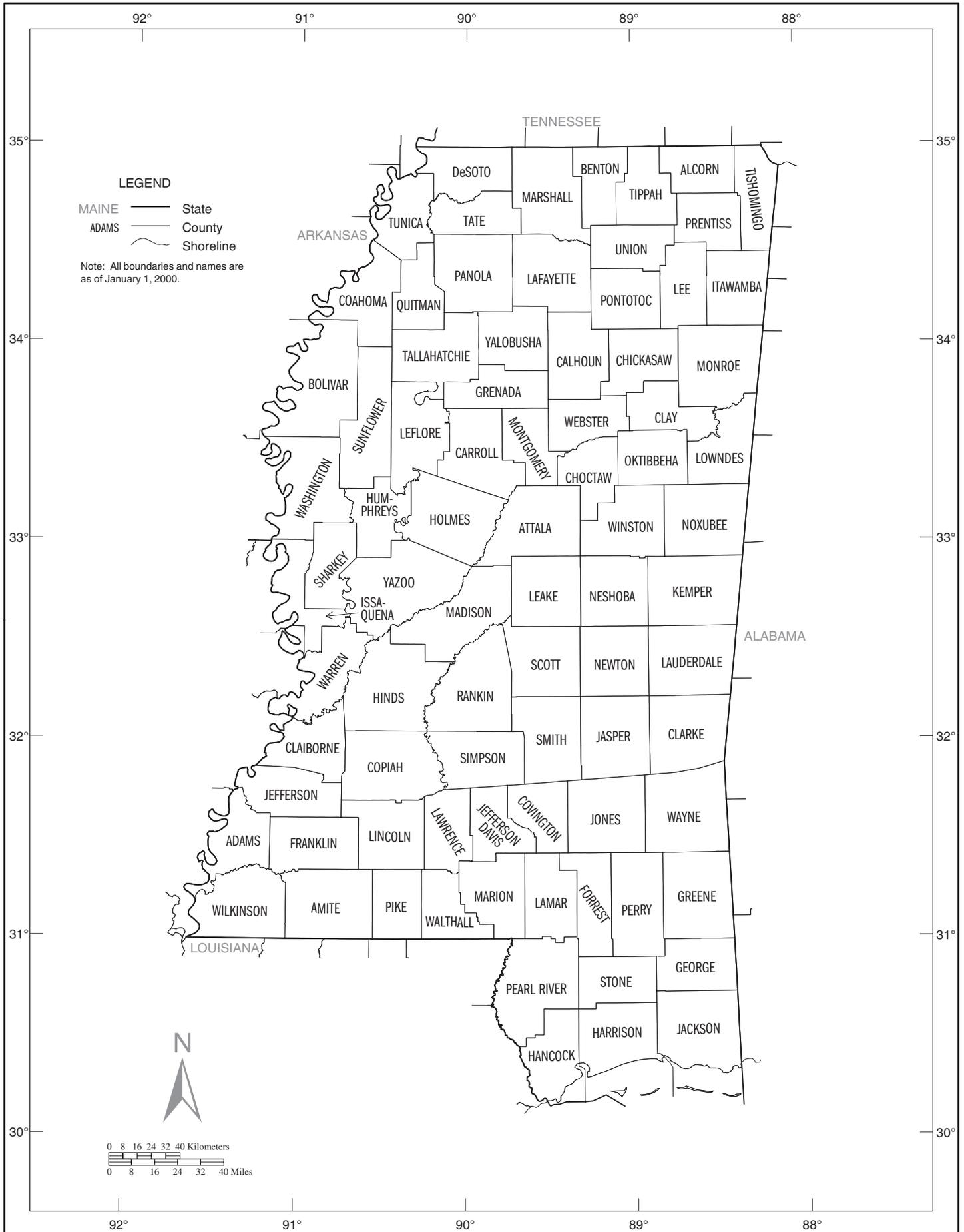
Appendices



APPENDIX A:

MISSISSIPPI CENSUS MAP, 2000

MISSISSIPPI - Counties





APPENDIX B:

DEMOGRAPHIC PROFILE FOR US, MISSISSIPPI, DESOTO COUNTY, MS & SHELBY COUNTY, TN

Demographic Profile Comparison

Description	Total <i>USA</i>	%	Total <i>Mississippi</i>	%	Total <i>DeSoto County</i>	%	Total <i>Shelby County</i>	%
Population								
2015 Projection	321,675,005		3,002,378		186,831		6,594,523	
2010 Estimate	309,038,974		2,959,938		162,687		6,316,245	
2000 Census	281,421,906		2,844,658		107,199		5,689,283	
1990 Census	248,709,873		2,573,216		67,910		4,877,185	
Growth 2010-2015	4.09%		1.43%		14.84%		4.41%	
Growth 2000-2010	9.81%		4.05%		51.76%		11.02%	
Growth 1990-2000	13.15%		10.55%		57.85%		16.65%	
2010 Est. Pop by Single Race Class								
White Alone	223,493,067	72.32	1,759,944	59.46	117,482	72.21	4,957,705	78.49
Black or African American Alone	38,292,279	12.39	1,102,162	37.24	36,203	22.25	1,047,129	16.58
Amer. Indian and Alaska Native Alone	2,892,875	0.94	14,581	0.49	651	0.40	19,614	0.31
Asian Alone	13,589,995	4.40	24,057	0.81	1,986	1.22	83,303	1.32
Native Hawaiian and Other Pac. Isl. Alone	472,946	0.15	829	0.03	81	0.05	2,790	0.04
Some Other Race Alone	21,013,929	6.80	24,052	0.81	3,353	2.06	107,430	1.70
Two or More Races	9,283,883	3.00	34,313	1.16	2,931	1.80	98,274	1.56
2010 Est. Population by Sex								
Male	152,401,520	49.31	1,437,195	48.55	80,470	49.46	3,082,477	48.80
Female	156,637,454	50.69	1,522,743	51.45	82,217	50.54	3,233,768	51.20

Demographic Profile Comparison

Description	Total <i>USA</i>	%	Total <i>Mississippi</i>	%	Total <i>DeSoto County</i>	%	Total <i>Shelby County</i>	%
2010 Est. Population by Age	309,038,974		2,959,938		162,687		6,316,245	
Age 0 - 4	21,325,566	6.90	222,592	7.52	12,717	7.82	423,051	6.70
Age 5 - 9	20,432,517	6.61	210,262	7.10	13,303	8.18	411,634	6.52
Age 10 - 14	20,238,234	6.55	205,765	6.95	12,955	7.96	407,404	6.45
Age 15 - 17	12,986,580	4.20	128,947	4.36	7,535	4.63	248,410	3.93
Age 18 - 20	13,235,896	4.28	142,212	4.80	6,259	3.85	255,138	4.04
Age 21 - 24	16,772,012	5.43	169,772	5.74	8,228	5.06	314,937	4.99
Age 25 - 34	41,191,523	13.33	385,938	13.04	23,383	14.37	843,114	13.35
Age 35 - 44	42,170,028	13.65	375,023	12.67	23,423	14.40	869,869	13.77
Age 45 - 54	44,548,066	14.42	403,129	13.62	21,750	13.37	914,811	14.48
Age 55 - 64	35,459,583	11.47	331,811	11.21	16,587	10.20	765,463	12.12
Age 65 - 74	21,580,358	6.98	207,485	7.01	10,156	6.24	482,453	7.64
Age 75 - 84	13,167,556	4.26	122,798	4.15	4,858	2.99	269,575	4.27
Age 85 and over	5,931,055	1.92	54,204	1.83	1,533	0.94	110,386	1.75
Age 16 and over	242,681,142	78.53	2,278,684	76.98	121,105	74.44	4,991,126	79.02
Age 18 and over	234,056,077	75.74	2,192,372	74.07	116,177	71.41	4,825,746	76.40
Age 21 and over	220,820,181	71.45	2,050,160	69.26	109,918	67.56	4,570,608	72.36
Age 65 and over	40,678,969	13.16	384,487	12.99	16,547	10.17	862,414	13.65
2010 Est. Median Age	36.98		35.39		33.70		37.92	
2010 Est. Pop. Age 25+ by Edu. Attainment	204,048,169		1,880,388		101,690		4,255,671	
Less than 9th grade	13,058,518	6.40	138,934	7.39	3,911	3.85	290,609	6.83
Some High School, no diploma	18,109,334	8.88	249,558	13.27	7,924	7.79	458,674	10.78
High School Graduate (or GED)	59,184,106	29.00	576,382	30.65	31,954	31.42	1,408,573	33.10
Some College, no degree	42,257,481	20.71	409,868	21.80	27,827	27.36	887,230	20.85
Associate Degree	15,247,439	7.47	144,432	7.68	9,381	9.23	252,501	5.93
Bachelor's Degree	35,553,709	17.42	236,225	12.56	14,228	13.99	623,267	14.65
Master's Degree	14,355,422	7.04	86,926	4.62	4,545	4.47	226,872	5.33
Professional School Degree	3,942,133	1.93	23,733	1.26	1,275	1.25	66,294	1.56
Doctorate Degree	2,340,027	1.15	14,330	0.76	645	0.63	41,651	0.98

Demographic Profile Comparison

Description	Total <i>USA</i>	%	Total <i>Mississippi</i>	%	Total <i>DeSoto County</i>	%	Total <i>Shelby County</i>	%
Households								
2015 Projection	120,947,177		1,137,438		69,566		2,646,095	
2010 Estimate	116,136,617		1,113,217		60,166		2,519,914	
2000 Census	105,480,101		1,046,434		38,792		2,232,905	
1990 Census	91,947,410		911,374		23,273		1,853,725	
Growth 2010-2015	4.14%		2.18%		15.62%		5.01%	
Growth 2000-2010	10.10%		6.38%		55.10%		12.85%	
Growth 1990-2000	14.72%		14.82%		66.68%		20.46%	
2010 Est. Households by Household Type	116,136,617		1,113,217		60,166		2,519,914	
Family Households	79,298,160	68.28	796,719	71.57	46,826	77.83	1,751,590	69.51
Nonfamily Households	36,838,457	31.72	316,498	28.43	13,340	22.17	768,324	30.49
2010 Est. HHs by HH Income	116,136,617		1,113,217		60,166		2,519,914	
Income Less than \$15,000	14,054,103	12.10	224,667	20.18	4,698	7.81	392,990	15.60
Income \$15,000 - \$24,999	11,818,043	10.18	150,274	13.50	4,619	7.68	303,838	12.06
Income \$25,000 - \$34,999	12,262,660	10.56	138,261	12.42	5,431	9.03	309,975	12.30
Income \$35,000 - \$49,999	17,397,307	14.98	179,308	16.11	9,926	16.50	417,533	16.57
Income \$50,000 - \$74,999	22,683,566	19.53	197,099	17.71	14,233	23.66	489,371	19.42
Income \$75,000 - \$99,999	14,536,895	12.52	103,365	9.29	10,070	16.74	262,720	10.43
Income \$100,000 - \$124,999	9,019,575	7.77	55,634	5.00	6,123	10.18	148,275	5.88
Income \$125,000 - \$149,999	5,075,576	4.37	25,475	2.29	2,243	3.73	73,315	2.91
Income \$150,000 - \$199,999	4,545,299	3.91	18,081	1.62	1,383	2.30	55,326	2.20
Income \$200,000 - \$499,999	3,875,867	3.34	17,685	1.59	1,248	2.07	54,914	2.18
Income \$500,000 and more	867,726	0.75	3,368	0.30	192	0.32	11,657	0.46
2010 Est. Median Household Income	\$52,795		\$38,631		\$59,501		\$44,095	

Demographic Profile Comparison

Description	Total USA	%	Total Mississippi	%	Total DeSoto County	%	Total Shelby County	%
2010 Est. Civ Employed Pop 16+ by Occupation	146,063,511		1,254,340		81,738		3,011,970	
Architect/Engineer	2,835,737	1.94	17,444	1.39	1,255	1.54	48,173	1.60
Arts/Entertain/Sports	2,728,179	1.87	13,706	1.09	856	1.05	48,265	1.60
Building Grounds Maint	5,636,844	3.86	50,741	4.05	2,313	2.83	117,670	3.91
Business/Financial Ops	6,395,567	4.38	36,030	2.87	3,189	3.90	111,293	3.70
Community/Soc Svcs	2,337,123	1.60	18,764	1.50	722	0.88	50,312	1.67
Computer/Mathematical	3,438,688	2.35	13,630	1.09	1,492	1.83	47,539	1.58
Construction/Extraction	8,833,560	6.05	91,376	7.28	3,596	4.40	182,982	6.08
Edu/Training/Library	8,451,241	5.79	77,128	6.15	4,925	6.03	159,727	5.30
Farm/Fish/Forestry	1,007,703	0.69	12,567	1.00	98	0.12	14,560	0.48
Food Prep/Serving	7,840,983	5.37	66,956	5.34	3,397	4.16	163,532	5.43
Health Practitioner/Tec	7,445,369	5.10	73,299	5.84	3,852	4.71	180,614	6.00
Healthcare Support	3,304,996	2.26	27,763	2.21	1,339	1.64	61,019	2.03
Maintenance Repair	5,023,137	3.44	51,043	4.07	4,577	5.60	111,498	3.70
Legal	1,651,016	1.13	10,220	0.81	739	0.90	26,359	0.88
Life/Phys/Soc Science	1,354,972	0.93	7,886	0.63	359	0.44	19,697	0.65
Management	14,037,627	9.61	101,729	8.11	8,748	10.70	261,905	8.70
Office/Admin Support	20,760,906	14.21	171,511	13.67	12,885	15.76	430,840	14.30
Production	9,485,894	6.49	113,828	9.07	4,289	5.25	267,382	8.88
Protective Svcs	3,147,387	2.15	28,269	2.25	1,327	1.62	59,891	1.99
Sales/Related	16,557,258	11.34	135,111	10.77	9,044	11.06	345,243	11.46
Personal Care/Svc	4,835,210	3.31	39,556	3.15	3,290	4.03	86,041	2.86
Transportation/Moving	8,954,114	6.13	95,783	7.64	9,446	11.56	217,428	7.22
2010 Est. Pop 16+ by Occupation Classification	146,063,511		1,254,340		81,738		3,011,970	
Blue Collar	32,296,705	22.11	352,030	28.06	21,908	26.80	779,290	25.87
White Collar	87,993,683	60.24	676,458	53.93	48,066	58.80	1,729,967	57.44
Service and Farm	25,773,123	17.65	225,852	18.01	11,764	14.39	502,713	16.69
2010 Est. Workers Age 16+, Transp. To Work	144,447,112		1,243,018		80,003		2,976,355	
Drove Alone	109,539,612	75.83	1,017,432	81.85	68,908	86.13	2,467,990	82.92
Car Pooled	15,405,565	10.67	150,738	12.13	8,137	10.17	310,483	10.43
Public Transportation	6,985,703	4.84	4,685	0.38	180	0.22	22,249	0.75
Walked	4,060,088	2.81	22,028	1.77	472	0.59	41,615	1.40
Bicycle	744,534	0.52	2,574	0.21	93	0.12	4,228	0.14
Other Means	1,834,009	1.27	17,036	1.37	739	0.92	30,243	1.02
Worked at Home	5,877,601	4.07	28,525	2.29	1,474	1.84	99,547	3.34

Demographic Profile Comparison

Description	Total USA	%	Total Mississippi	%	Total DeSoto County	%	Total Shelby County	%
2010 Est. Workers Age 16+ by Travel Time to Work *								
Less than 15 Minutes	39,911,501		394,617		17,031		806,695	
15 - 29 Minutes	50,462,298		442,883		31,017		1,150,125	
30 - 44 Minutes	27,499,999		225,514		21,713		574,677	
45 - 59 Minutes	10,471,977		74,915		5,589		209,309	
60 or more Minutes	11,306,757		80,567		2,908		156,987	
2010 Est. Avg Travel Time to Work in Minutes	26.83		25.24		26.60		25.48	
2010 Est. Tenure of Occupied Housing Units								
Owner Occupied	77,609,497	66.83	784,008	70.43	46,605	77.46	1,762,077	69.93
Renter Occupied	38,527,120	33.17	329,209	29.57	13,561	22.54	757,837	30.07
2010 Owner Occ. HUs: Avg. Length of Residence	16		17		11		15	
2010 Renter Occ. HUs: Avg. Length of Residence	7		7		6		7	
2010 Est. All Owner-Occupied Housing Values								
Value Less than \$20,000	2,056,011	2.65	52,982	6.76	669	1.44	50,821	2.88
Value \$20,000 - \$39,999	2,919,328	3.76	79,191	10.10	810	1.74	86,592	4.91
Value \$40,000 - \$59,999	3,876,113	4.99	103,151	13.16	1,235	2.65	127,986	7.26
Value \$60,000 - \$79,999	4,664,635	6.01	102,618	13.09	2,795	6.00	161,308	9.15
Value \$80,000 - \$99,999	5,645,872	7.27	94,197	12.01	5,808	12.46	196,730	11.16
Value \$100,000 - \$149,999	14,934,245	19.24	165,102	21.06	14,607	31.34	472,138	26.79
Value \$150,000 - \$199,999	11,386,772	14.67	79,016	10.08	9,097	19.52	259,251	14.71
Value \$200,000 - \$299,999	14,040,285	18.09	65,747	8.39	7,633	16.38	231,246	13.12
Value \$300,000 - \$399,999	7,095,378	9.14	21,774	2.78	2,685	5.76	86,972	4.94
Value \$400,000 - \$499,999	3,832,669	4.94	8,297	1.06	612	1.31	34,553	1.96
Value \$500,000 - \$749,999	4,206,841	5.42	7,115	0.91	425	0.91	34,802	1.98
Value \$750,000 - \$999,999	1,578,415	2.03	1,952	0.25	93	0.20	10,575	0.60
Value \$1,000,000 or more	1,372,933	1.77	2,866	0.37	136	0.29	9,103	0.52
2010 Est. Median All Owner-Occupied Housing Value	\$170,676		\$91,478		\$141,025		\$127,280	

Demographic Profile Comparison

Description	Total <i>USA</i>	%	Total <i>Mississippi</i>	%	Total <i>DeSoto County</i>	%	Total <i>Shelby County</i>	%
2010 Est. Housing Units by Units in Structure	129,573,942		1,265,403		63,963		2,778,281	
1 Unit Attached	7,368,026	5.69	17,296	1.37	837	1.31	85,212	3.07
1 Unit Detached	80,028,787	61.76	883,711	69.84	52,260	81.70	1,910,884	68.78
2 Units	5,106,385	3.94	27,885	2.20	356	0.56	82,397	2.97
3 or 4 Units	5,817,881	4.49	39,599	3.13	1,093	1.71	86,595	3.12
5 to 19 Units	12,122,571	9.36	80,373	6.35	5,906	9.23	227,758	8.20
20 to 49 Units	4,407,504	3.40	10,601	0.84	320	0.50	48,359	1.74
50 or More Units	5,911,377	4.56	9,297	0.73	270	0.42	50,319	1.81
Mobile Home or Trailer	8,708,220	6.72	193,773	15.31	2,921	4.57	285,249	10.27
Boat, RV, Van, etc.	103,191	0.08	2,868	0.23	0	0.00	1,508	0.05
2010 Est. Housing Units by Year Structure Built	129,573,942		1,265,403		63,963		2,778,281	
Housing Unit Built 2000 or later	17,761,158	13.71	187,087	14.78	23,965	37.47	434,086	15.62
Housing Unit Built 1990 to 1999	18,541,780	14.31	232,320	18.36	18,748	29.31	541,476	19.49
Housing Unit Built 1980 to 1989	17,970,290	13.87	204,577	16.17	7,546	11.80	412,050	14.83
Housing Unit Built 1970 to 1979	20,954,467	16.17	250,570	19.80	7,728	12.08	465,769	16.76
Housing Unit Built 1960 to 1969	15,153,685	11.70	165,339	13.07	4,098	6.41	328,526	11.82
Housing Unit Built 1950 to 1959	14,353,052	11.08	102,978	8.14	885	1.38	264,701	9.53
Housing Unit Built 1940 to 1949	7,800,957	6.02	54,884	4.34	422	0.66	146,360	5.27
Housing Unit Built 1939 or Earlier	17,038,553	13.15	67,648	5.35	571	0.89	185,313	6.67
2010 Est. Median Year Structure Built **	1975		1980		1995		1980	



APPENDIX C:

DEMOGRAPHIC PROFILE FOR I-69/I-269 STUDY CORRIDOR

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
Population		
2015 Projection	31,432	
2010 Estimate	26,998	
2000 Census	16,553	
1990 Census	11,222	
Growth 2010-2015	16.42%	
Growth 2000-2010	63.10%	
Growth 1990-2000	47.50%	
2010 Est. Pop by Single Race Class		
	26,998	
White Alone	20,247	74.99
Black or African American Alone	5,632	20.86
Amer. Indian and Alaska Native Alone	65	0.24
Asian Alone	329	1.22
Native Hawaiian and Other Pac. Isl. Alone	12	0.04
Some Other Race Alone	317	1.17
Two or More Races	397	1.47
2010 Est. Pop Hisp or Latino by Origin		
	26,998	
Not Hispanic or Latino	25,903	95.94
Hispanic or Latino:	1,095	4.06
Mexican	923	84.29
Puerto Rican	0	0.00
Cuban	0	0.00
All Other Hispanic or Latino	172	15.71
2010 Est. Hisp or Latino by Single Race Class		
	1,095	
White Alone	674	61.55
Black or African American Alone	33	3.01
American Indian and Alaska Native Alone	1	0.09
Asian Alone	0	0.00
Native Hawaiian and Other Pacific Islander Alone	3	0.27
Some Other Race Alone	308	28.13
Two or More Races	76	6.94

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
2010 Est. Pop. Asian Alone Race by Cat	329	
Chinese, except Taiwanese	35	10.64
Filipino	55	16.72
Japanese	12	3.65
Asian Indian	160	48.63
Korean	35	10.64
Vietnamese	9	2.74
Cambodian	0	0.00
Hmong	0	0.00
Laotian	4	1.22
Thai	2	0.61
All Other Asian Races Including 2+ Category	17	5.17
2010 Est. Population by Ancestry	26,998	
Pop, Arab	21	0.08
Pop, Czech	5	0.02
Pop, Danish	5	0.02
Pop, Dutch	208	0.77
Pop, English	1,601	5.93
Pop, French (except Basque)	245	0.91
Pop, French Canadian	9	0.03
Pop, German	1,198	4.44
Pop, Greek	17	0.06
Pop, Hungarian	1	0.00
Pop, Irish	2,065	7.65
Pop, Italian	526	1.95
Pop, Lithuanian	17	0.06
Pop, United States or American	3,352	12.42
Pop, Norwegian	48	0.18
Pop, Polish	160	0.59
Pop, Portuguese	9	0.03
Pop, Russian	17	0.06
Pop, Scottish	569	2.11
Pop, Scotch-Irish	485	1.80
Pop, Slovak	4	0.01
Pop, Sub-Saharan African	95	0.35
Pop, Swedish	148	0.55
Pop, Swiss	14	0.05
Pop, Ukrainian	3	0.01
Pop, Welsh	53	0.20
Pop, West Indian (exc Hisp groups)	31	0.11
Pop, Other ancestries	10,683	39.57

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
2010 Est. Population by Ancestry		
Pop, Ancestry Unclassified	5,410	20.04
2010 Est. Pop Age 5+ by Language Spoken At Home		
Speak Only English at Home	23,881	95.49
Speak Asian/Pac. Isl. Lang. at Home	55	0.22
Speak IndoEuropean Language at Home	228	0.91
Speak Spanish at Home	841	3.36
Speak Other Language at Home	3	0.01
2010 Est. Population by Sex		
Male	13,397	49.62
Female	13,601	50.38
2010 Est. Population by Age		
Age 0 - 4	1,990	7.37
Age 5 - 9	2,144	7.94
Age 10 - 14	2,072	7.67
Age 15 - 17	1,233	4.57
Age 18 - 20	1,027	3.80
Age 21 - 24	1,321	4.89
Age 25 - 34	3,404	12.61
Age 35 - 44	3,501	12.97
Age 45 - 54	3,768	13.96
Age 55 - 64	3,257	12.06
Age 65 - 74	1,960	7.26
Age 75 - 84	968	3.59
Age 85 and over	354	1.31
Age 16 and over	20,348	75.37
Age 18 and over	19,560	72.45
Age 21 and over	18,533	68.65
Age 65 and over	3,282	12.16
2010 Est. Median Age	35.88	
2010 Est. Average Age	36.60	

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
2010 Est. Male Population by Age	13,397	
Age 0 - 4	1,027	7.67
Age 5 - 9	1,105	8.25
Age 10 - 14	1,088	8.12
Age 15 - 17	616	4.60
Age 18 - 20	575	4.29
Age 21 - 24	665	4.96
Age 25 - 34	1,706	12.73
Age 35 - 44	1,660	12.39
Age 45 - 54	1,858	13.87
Age 55 - 64	1,621	12.10
Age 65 - 74	923	6.89
Age 75 - 84	423	3.16
Age 85 and over	131	0.98
2010 Est. Median Age, Male	34.51	
2010 Est. Average Age, Male	35.70	
2010 Est. Female Population by Age	13,601	
Age 0 - 4	962	7.07
Age 5 - 9	1,039	7.64
Age 10 - 14	984	7.23
Age 15 - 17	617	4.54
Age 18 - 20	452	3.32
Age 21 - 24	656	4.82
Age 25 - 34	1,698	12.48
Age 35 - 44	1,841	13.54
Age 45 - 54	1,910	14.04
Age 55 - 64	1,636	12.03
Age 65 - 74	1,037	7.62
Age 75 - 84	546	4.01
Age 85 and over	223	1.64
2010 Est. Median Age, Female	37.13	
2010 Est. Average Age, Female	37.50	

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
2010 Est. Pop Age 15+ by Marital Status	20,793	
Total, Never Married	4,775	22.96
Males, Never Married	2,430	11.69
Females, Never Married	2,346	11.28
Married, Spouse present	11,878	57.12
Married, Spouse absent	814	3.91
Widowed	1,220	5.87
Males Widowed	266	1.28
Females Widowed	954	4.59
Divorced	2,105	10.12
Males Divorced	1,002	4.82
Females Divorced	1,103	5.30
2010 Est. Pop. Age 25+ by Edu. Attainment	17,212	
Less than 9th grade	857	4.98
Some High School, no diploma	1,460	8.48
High School Graduate (or GED)	5,306	30.83
Some College, no degree	4,366	25.37
Associate Degree	1,609	9.35
Bachelor's Degree	2,331	13.54
Master's Degree	908	5.28
Professional School Degree	217	1.26
Doctorate Degree	158	0.92
2010 Est Pop Age 25+ by Edu. Attain, Hisp. or Lat	493	
Less than 9th grade	145	29.41
Some High School, no diploma	82	16.63
High School Graduate (or GED)	117	23.73
Some College, no degree	70	14.20
Associate Degree	43	8.72
Bachelor's Degree	34	6.90
Graduate or Professional Degree	2	0.41
Households		
2015 Projection	11,560	
2010 Estimate	9,888	
2000 Census	5,964	
1990 Census	3,918	
Growth 2010-2015	16.91%	
Growth 2000-2010	65.79%	
Growth 1990-2000	52.22%	
2010 Est. Households by Household Type	9,888	
Family Households	7,924	80.14
Nonfamily Households	1,964	19.86

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
2010 Est. Group Quarters Population	133	
2010 HHs by Ethnicity, Hispanic/Latino	263	2.66
2010 Est. HHs by HH Income	9,888	
Income Less than \$15,000	823	8.32
Income \$15,000 - \$24,999	764	7.73
Income \$25,000 - \$34,999	709	7.17
Income \$35,000 - \$49,999	1,387	14.03
Income \$50,000 - \$74,999	2,116	21.40
Income \$75,000 - \$99,999	1,791	18.11
Income \$100,000 - \$124,999	1,092	11.04
Income \$125,000 - \$149,999	502	5.08
Income \$150,000 - \$199,999	388	3.92
Income \$200,000 - \$499,999	283	2.86
Income \$500,000 and more	33	0.33
2010 Est. Average Household Income	\$76,164	
2010 Est. Median Household Income	\$64,897	
2010 Est. Per Capita Income	\$27,952	
2010 Median HH Inc by Single Race Class. or Ethn		
White Alone	70,578	
Black or African American Alone	33,401	
American Indian and Alaska Native Alone	40,625	
Asian Alone	70,833	
Native Hawaiian and Other Pacific Islander Alone	87,500	
Some Other Race Alone	63,636	
Two or More Races	68,750	
Hispanic or Latino	49,609	
Not Hispanic or Latino	65,123	
2010 Est. Family HH Type, Presence Own Children	7,924	
Married-Couple Family, own children	2,745	34.64
Married-Couple Family, no own children	3,531	44.56
Male Householder, own children	221	2.79
Male Householder, no own children	219	2.76
Female Householder, own children	759	9.58
Female Householder, no own children	448	5.65

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
2010 Est. Households by Household Size	9,888	
1-person household	1,740	17.60
2-person household	3,517	35.57
3-person household	1,942	19.64
4-person household	1,699	17.18
5-person household	663	6.71
6-person household	221	2.24
7 or more person household	106	1.07
2010 Est. Average Household Size	2.72	
2010 Est. Households by Presence of People	9,888	
Households with 1 or more People under Age 18:	4,076	41.22
Married-Couple Family	2,875	70.53
Other Family, Male Householder	278	6.82
Other Family, Female Householder	907	22.25
Nonfamily, Male Householder	16	0.39
Nonfamily, Female Householder	0	0.00
Households no People under Age 18:	5,812	58.78
Married-Couple Family	3,189	54.87
Other Family, Male Householder	146	2.51
Other Family, Female Householder	272	4.68
Nonfamily, Male Householder	1,048	18.03
Nonfamily, Female Householder	1,156	19.89
2010 Est. Households by Number of Vehicles	9,888	
No Vehicles	292	2.95
1 Vehicle	2,543	25.72
2 Vehicles	4,038	40.84
3 Vehicles	2,054	20.77
4 Vehicles	783	7.92
5 or more Vehicles	178	1.80
2010 Est. Average Number of Vehicles	2.12	
Family Households		
2015 Projection	9,264	
2010 Estimate	7,924	
2000 Census	4,767	
1990 Census	3,203	
Growth 2010-2015	16.91%	
Growth 2000-2010	66.23%	
Growth 1990-2000	48.83%	

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
2010 Est. Families by Poverty Status	7,924	
2010 Families at or Above Poverty	7,028	88.69
2010 Families at or Above Poverty with Children	3,481	43.93
2010 Families Below Poverty	895	11.29
2010 Families Below Poverty with Children	704	8.88
2010 Est. Pop Age 16+ by Employment Status	20,348	
In Armed Forces	110	0.54
Civilian - Employed	13,377	65.74
Civilian - Unemployed	754	3.71
Not in Labor Force	6,107	30.01
2010 Est. Civ Employed Pop 16+ Class of Worker	13,136	
For-Profit Private Workers	9,814	74.71
Non-Profit Private Workers	738	5.62
Local Government Workers	963	7.33
State Government Workers	421	3.20
Federal Government Workers	265	2.02
Self-Emp Workers	931	7.09
Unpaid Family Workers	4	0.03
2010 Est. Civ Employed Pop 16+ by Occupation	13,136	
Architect/Engineer	240	1.83
Arts/Entertain/Sports	122	0.93
Building Grounds Maint	314	2.39
Business/Financial Ops	527	4.01
Community/Soc Svcs	142	1.08
Computer/Mathematical	235	1.79
Construction/Extraction	612	4.66
Edu/Training/Library	895	6.81
Farm/Fish/Forestry	17	0.13
Food Prep/Serving	428	3.26
Health Practitioner/Tec	672	5.12
Healthcare Support	157	1.20
Maintenance Repair	802	6.11
Legal	214	1.63
Life/Phys/Soc Science	43	0.33
Management	1,537	11.70
Office/Admin Support	1,972	15.01
Production	726	5.53
Protective Svcs	215	1.64
Sales/Related	1,194	9.09
Personal Care/Svc	476	3.62
Transportation/Moving	1,597	12.16

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
2010 Est. Pop 16+ by Occupation Classification	13,136	
Blue Collar	3,738	28.46
White Collar	7,792	59.32
Service and Farm	1,607	12.23
2010 Est. Workers Age 16+, Transp. To Work	12,844	
Drove Alone	10,873	84.65
Car Pooled	1,346	10.48
Public Transportation	48	0.37
Walked	131	1.02
Bicycle	3	0.02
Other Means	139	1.08
Worked at Home	304	2.37
2010 Est. Workers Age 16+ by Travel Time to Work *		
Less than 15 Minutes	2,205	
15 - 29 Minutes	4,614	
30 - 44 Minutes	3,857	
45 - 59 Minutes	1,280	
60 or more Minutes	527	
2010 Est. Avg Travel Time to Work in Minutes	28.59	
2010 Est. Tenure of Occupied Housing Units	9,888	
Owner Occupied	8,464	85.60
Renter Occupied	1,424	14.40
2010 Owner Occ. HUs: Avg. Length of Residence	11	
2010 Renter Occ. HUs: Avg. Length of Residence	6	
2010 Est. All Owner-Occupied Housing Values	8,464	
Value Less than \$20,000	235	2.78
Value \$20,000 - \$39,999	319	3.77
Value \$40,000 - \$59,999	267	3.15
Value \$60,000 - \$79,999	250	2.95
Value \$80,000 - \$99,999	570	6.73
Value \$100,000 - \$149,999	2,061	24.35
Value \$150,000 - \$199,999	1,817	21.47
Value \$200,000 - \$299,999	2,007	23.71
Value \$300,000 - \$399,999	590	6.97
Value \$400,000 - \$499,999	149	1.76
Value \$500,000 - \$749,999	125	1.48
Value \$750,000 - \$999,999	28	0.33
Value \$1,000,000 or more	47	0.56

Demographic Profile

I-69/I-269 Study Corridor

Description	Study Corridor	%
2010 Est. Median All Owner-Occupied Housing Value	\$164,604	
2010 Est. Housing Units by Units in Structure	10,591	
1 Unit Attached	127	1.20
1 Unit Detached	9,020	85.17
2 Units	26	0.25
3 or 4 Units	53	0.50
5 to 19 Units	348	3.29
20 to 49 Units	12	0.11
50 or More Units	5	0.05
Mobile Home or Trailer	1,001	9.45
Boat, RV, Van, etc.	0	0.00
2010 Est. Housing Units by Year Structure Built	10,591	
Housing Unit Built 2000 or later	4,452	42.04
Housing Unit Built 1990 to 1999	2,612	24.66
Housing Unit Built 1980 to 1989	1,256	11.86
Housing Unit Built 1970 to 1979	1,118	10.56
Housing Unit Built 1960 to 1969	548	5.17
Housing Unit Built 1950 to 1959	280	2.64
Housing Unit Built 1940 to 1949	126	1.19
Housing Unit Built 1939 or Earlier	200	1.89
2010 Est. Median Year Structure Built **	1996	



APPENDIX D:

POPULATION PROJECTIONS

MISSISSIPPI, DESOTO COUNTY, MS,

SHELBY COUNTY, TN & MEMPHIS MSA

Population Projections

	2010 Census	2015	% Change 2010-2015	2020	% Change 2015-2020	2025	% Change 2020-2025
Mississippi	2,967,297	3,090,895	4.2%	3,160,850	2.3%	3,218,871	1.8%
DeSoto County	161,252	196,459	21.8%	219,151	11.6%	240,491	9.7%
Shelby County, TN	927,644	887,968	-4.3%	875,972	-1.4%	892,254	1.9%
Memphis MSA	1,316,100	1,329,379	1.0%	1,353,457	1.8%	1,401,079	3.5%
Shelby	927,644	887,968	-4.3%	875,972	-1.4%	892,254	1.9%
Tipton	61,081	62,837	2.9%	66,124	5.2%	71,161	7.6%
Fayette	38,413	47,925	24.8%	54,051	12.8%	54,901	1.6%
DeSoto	161,252	196,459	21.8%	219,151	11.6%	240,491	9.7%
Tunica	10,778	11,864	10.1%	12,453	5.0%	12,902	3.6%
Tate	28,886	28,595	-1.0%	29,699	3.9%	30,922	4.1%
Marshall	37,144	37,691	1.5%	38,390	1.9%	38,987	1.6%
Crittenden, AR	50,902	56,040	10.1%	57,617	2.8%	59,461	3.2%



APPENDIX E:

HOUSING STARTS

DeSoto County, MS Housing Starts

	Total Constuction		
	Total SFD	Cost	Avg Cost Per Unit
2010	456	\$ 61,090,949	\$ 133,971
2009	506	\$ 65,950,213	\$ 130,336
2008	614	\$ 82,108,314	\$ 133,727
2007	1665	\$ 219,047,174	\$ 131,560
2006	2529	\$ 323,728,335	\$ 128,006
2005	2806	\$ 336,024,413	\$ 119,752
2004	2234	\$ 258,512,559	\$ 115,717
2003	2384	\$ 262,795,919	\$ 110,233
2002	2195	\$ 237,369,321	\$ 108,141
2001	1827	\$ 188,271,454	\$ 103,050
2000	1611	\$ 149,022,482	\$ 92,503
1999	2262	\$ 185,838,856	\$ 82,157
1998	2156	\$ 154,734,128	\$ 71,769
1997	1725	\$ 147,341,969	\$ 85,416
1996	1892	\$ 136,525,991	\$ 72,160

Source: U.S. Census Bureau



APPENDIX F:

RETAIL OPPORTUNITY GAP / SURPLUS

Retail Opportunity Gap/Surplus
DeSoto County, MS

	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	403,214,752	192,391,894	210,822,858
Motor Vehicle and Parts Dealers-441	71,454,141	6,541,352	64,912,789
Automotive Dealers-4411	58,538,208	1,460,273	57,077,935
Other Motor Vehicle Dealers-4412	7,259,406	2,272,893	4,986,513
Automotive Parts/Accsrs, Tire Stores-4413	5,656,527	2,808,186	2,848,341
Furniture and Home Furnishings Stores-442	8,771,439	2,485,974	6,285,465
Furniture Stores-4421	4,778,398	2,720	4,775,678
Home Furnishing Stores-4422	3,993,041	2,483,254	1,509,787
Electronics and Appliance Stores-443	9,393,371	3,764,610	5,628,761
Appliances, TVs, Electronics Stores-44311	7,098,713	3,326,513	3,772,200
Household Appliances Stores-443111	1,637,456	199,960	1,437,496
Radio, Television, Electronics Stores-443112	5,461,256	3,126,553	2,334,703
Computer and Software Stores-44312	1,843,635	438,097	1,405,538
Camera and Photographic Equipment Stores-44313	451,024	0	451,024
Building Material, Garden Equip Stores -444	42,251,893	24,356,101	17,895,792
Building Material and Supply Dealers-4441	38,358,631	21,811,121	16,547,510
Home Centers-44411	16,560,340	413,231	16,147,109
Paint and Wallpaper Stores-44412	874,871	605,847	269,024
Hardware Stores-44413	3,659,132	1,105,598	2,553,534
Other Building Materials Dealers-44419	17,264,288	19,686,446	(2,422,158)
Building Materials, Lumberyards-444191	6,516,831	7,701,634	(1,184,803)
Lawn, Garden Equipment, Supplies Stores-4442	3,893,262	2,544,980	1,348,282
Outdoor Power Equipment Stores-44421	819,924	0	819,924
Nursery and Garden Centers-44422	3,073,338	2,544,980	528,358
Food and Beverage Stores-445	52,182,416	14,569,927	37,612,489
Grocery Stores-4451	47,174,100	13,702,496	33,471,604
Supermarkets, Grocery (Ex Conv) Stores-44511	44,791,066	13,568,609	31,222,457
Convenience Stores-44512	2,383,034	133,888	2,249,146
Specialty Food Stores-4452	1,580,047	58,597	1,521,450
Beer, Wine and Liquor Stores-4453	3,428,269	808,834	2,619,435
Health and Personal Care Stores-446	24,315,807	6,854,143	17,461,664
Pharmancies and Drug Stores-44611	21,087,762	6,432,828	14,654,934
Cosmetics, Beauty Supplies, Perfume Stores-44612	870,564	149,218	721,346
Optical Goods Stores-44613	819,519	237,688	581,831
Other Health and Personal Care Stores-44619	1,537,962	34,409	1,503,553
Gasoline Stations-447	34,528,990	64,896,981	(30,367,991)
Gasoline Stations With Conv Stores-44711	25,743,212	51,280,302	(25,537,090)
Other Gasoline Stations-44719	8,785,778	13,616,679	(4,830,901)

Retail Opportunity Gap/Surplus DeSoto County, MS

	2010 Demand (Consumer Expenditures)	2010 Supply (Retail Sales)	Opportunity Gap/Surplus
Clothing and Clothing Accessories Stores-448	19,134,603	6,007,128	13,127,475
Clothing Stores-4481	13,736,097	2,250,073	11,486,024
Men's Clothing Stores-44811	837,275	0	837,275
Women's Clothing Stores-44812	3,350,569	697,824	2,652,745
Childrens, Infants Clothing Stores-44813	849,126	306,852	542,274
Family Clothing Stores-44814	7,454,534	618,116	6,836,418
Clothing Accessories Stores-44815	327,080	480,256	(153,176)
Other Clothing Stores-44819	917,513	147,025	770,488
Shoe Stores-4482	2,614,647	3,757,056	(1,142,409)
Jewelry, Luggage, Leather Goods Stores-4483	2,783,858	0	2,783,858
Jewelry Stores-44831	2,569,436	0	2,569,436
Luggage and Leather Goods Stores-44832	214,423	0	214,423
Sporting Goods, Hobby, Book, Music Stores-451	7,995,926	2,938,700	5,057,226
Sportng Goods, Hobby, Musical Inst Stores-4511	5,752,214	2,684,551	3,067,663
Sporting Goods Stores-45111	2,970,323	2,502,827	467,496
Hobby, Toys and Games Stores-45112	1,842,674	121,053	1,721,621
Sew/Needlework/Piece Goods Stores-45113	407,294	0	407,294
Musical Instrument and Supplies Stores-45114	531,923	60,671	471,252
Book, Periodical and Music Stores-4512	2,243,713	254,149	1,989,564
Book Stores and News Dealers-45121	1,480,596	2,416	1,478,180
Book Stores-451211	1,396,643	2,416	1,394,227
News Dealers and Newsstands-451212	83,953	0	83,953
Prerecorded Tapes, CDs, Record Stores-45122	763,116	251,733	511,383
General Merchandise Stores-452	54,610,127	34,577,691	20,032,436
Department Stores Excl Leased Depts-4521	26,798,202	7,690,355	19,107,847
Other General Merchandise Stores-4529	27,811,924	26,887,336	924,588
Miscellaneous Store Retailers-453	10,896,144	2,438,075	8,458,069
Florists-4531	796,383	811,880	(15,497)
Office Supplies, Stationery, Gift Stores-4532	4,131,507	889,853	3,241,654
Office Supplies and Stationery Stores-45321	2,343,480	48,397	2,295,083
Gift, Novelty and Souvenir Stores-45322	1,788,027	841,455	946,572
Used Merchandise Stores-4533	873,860	181,662	692,198
Other Miscellaneous Store Retailers-4539	5,094,393	554,682	4,539,711
Non-Store Retailers-454	28,114,006	1,851,663	26,262,343
Foodservice and Drinking Places-722	39,565,891	21,109,545	18,456,346
Full-Service Restaurants-7221	17,759,866	7,936,537	9,823,329
Limited-Service Eating Places-7222	16,619,832	12,852,640	3,767,192
Special Foodservices-7223	3,265,004	50,973	3,214,031
Drinking Places -Alcoholic Beverages-7224	1,921,189	269,395	1,651,794
GAFO *	104,036,973	50,663,957	53,373,016
General Merchandise Stores-452	54,610,127	34,577,691	20,032,436
Clothing and Clothing Accessories Stores-448	19,134,603	6,007,128	13,127,475
Furniture and Home Furnishings Stores-442	8,771,439	2,485,974	6,285,465
Electronics and Appliance Stores-443	9,393,371	3,764,610	5,628,761
Sporting Goods, Hobby, Book, Music Stores-451	7,995,926	2,938,700	5,057,226
Office Supplies, Stationery, Gift Stores-4532	4,131,507	889,853	3,241,654



APPENDIX G:

DESOTO COUNTY SCHOOLS ENROLLMENT PROFILE

DeSoto County Schools Enrollment, 2008-2009

Name	Total	Male	Female	Asian/Pacific			
				Islander	Hispanic	Black	White
CENTER HILL ELEMENTARY SCHOOL, MS	1,318	690	628	16	88	342	872
CENTER HILL HIGH SCHOOL, MS	2,272	1,162	1,110	34	112	762	1,362
CHICKASAW ELEMENTARY SCHOOL, MS	1,032	536	496	10	68	280	672
DESOTO CENTRAL ELEMENTARY SCHOOL, MS	2,730	1,440	1,290	98	70	428	2,134
DESOTO CENTRAL HIGH SCHOOL, MS	2,730	1,400	1,330	64	72	612	1,978
DESOTO CENTRAL MIDDLE SCHOOL, MS	2,362	1,214	1,148	58	56	522	1,720
DESOTO CO VOC COMPLEX, MS	-	-	-	-	-	-	-
DESOTO COUNTY ALTERNATIVE CENTER, MS	-	-	-	-	-	-	-
GREENBROOK ELEMENTARY SCHOOL, MS	1,208	664	544	32	60	244	872
HERNANDO ELEM, MS	1,152	618	534	8	60	178	904
HERNANDO HIGH SCHOOL, MS	1,986	998	988	16	52	380	1,536
HERNANDO HILLS ELEMENTARY, MS	1,142	620	522	16	58	156	910
HERNANDO MIDDLE SCHOOL, MS	1,576	788	788	10	48	238	1,280
HOPE SULLIVAN ELEMENTARY SCHOOL, MS	1,260	664	596	10	134	386	728
HORN LAKE ELEM, MS	1,262	634	628	8	134	494	622
HORN LAKE HIGH, MS	3,158	1,558	1,600	42	216	1,462	1,434
HORN LAKE INTERMEDIATE SCHOOL, MS	2,368	1,234	1,134	16	176	1,150	1,024
HORN LAKE MIDDLE SCHOOL, MS	2,216	1,150	1,066	32	158	1,064	960
LAKE CORMORANT ELEMENTARY, MS	1,684	920	764	10	94	424	1,148
LAKE CORMORANT MIDDLE, MS	1,818	934	884	14	104	590	1,102
LEWISBURG ELEMENTARY SCHOOL, MS	2,124	1,076	1,048	14	58	194	1,858
LEWISBURG HIGH SCHOOL, MS	2,238	1,160	1,078	16	48	244	1,928
OAK GROVE CENTRAL ELEMENTARY, MS	1,118	562	556	2	52	178	884
OLIVE BRANCH ELEM, MS	1,200	632	568	24	82	288	804
OLIVE BRANCH HIGH SCHOOL, MS	2,338	1,184	1,154	12	124	746	1,454
OLIVE BRANCH INTERMEDIATE SCHOOL, MS	1,116	558	558	18	66	306	726
OLIVE BRANCH MIDDLE, MS	1,718	856	862	18	110	554	1,034
OVERPARK ELEMENTARY, MS	1,726	924	802	22	114	480	1,108

DeSoto County Schools Enrollment, 2008-2009

Name	Total	Male	Female	Asian/Pacific			
				Islander	Hispanic	Black	White
PLEASANT HILL ELEMENTARY, MS	1,812	990	822	38	34	422	1,312
SHADOW OAKS ELEMENTARY SCHOOL, MS	1,070	556	514	10	108	558	390
SOUTHAVEN ELEMENTARY, MS	1,396	738	658	12	178	600	604
SOUTHAVEN HIGH SCHOOL, MS	3,180	1,604	1,576	54	172	1,060	1,890
SOUTHAVEN INTERMEDIATE SCHOOL, MS	2,502	1,248	1,254	48	150	800	1,504
SOUTHAVEN MIDDLE SCHOOL, MS	2,894	1,444	1,450	48	172	1,008	1,654
WALLS ELEMENTARY SCHOOL, MS	1,526	822	704	20	186	580	740
DISTRIC TOTAL	61,232	31,578	29,654	850	3,414	17,730	39,148
STATE TOTAL	983,848	501,666	482,182	8,858	21,038	496,594	455,460



APPENDIX H:

DESOTO COUNTY SCHOOLS GRADUATION, COMPLETION AND DROPOUT RATES

Graduation, Completion and Dropout Rates, 2010

	Mississippi	DeSoto County
Total Students	43,472.00	2,706.65
Total Graduates	24,393.00	1,514.00
4-Year Graduation Rate	71.60	84.50
Total Completers	26,994.00	1,643.89
4-Year Completion Rate	79.30	91.70
Total Dropouts	5,705.00	89.98
4-Year Dropout Rate	16.80	5.00
Female Students	21,540.00	1,300.55
Total Graduates	13,344.00	789.52
4-Year Graduation Rate	77.70	89.50
Total Completers	14,311.00	833.29
4-Year Completion Rate	83.40	94.50
Total Dropouts	2,399.00	36.83
4-Year Dropout Rate	14.00	4.20
Male Students	21,932.00	1,406.10
Total Graduates	11,049.00	724.48
4-Year Graduation Rate	65.40	79.60
Total Completers	12,683.00	810.60
4-Year Completion Rate	75.10	89.00
Total Dropouts	3,306.00	53.15
4-Year Dropout Rate	19.60	5.80
Asian Students	459.00	30.44
Total Graduates	234.00	13.00
4-Year Graduation Rate	88.30	81.30
Total Completers	239.00	14.00
4-Year Completion Rate	90.20	87.50
Total Dropouts	18.00	1.00
4-Year Dropout Rate	6.80	6.30
Black Students	21,627.00	795.99
Total Graduates	11,587.00	396.12
4-Year Graduation Rate	65.60	77.30
Total Completers	13,191.00	452.65
4-Year Completion Rate	74.70	88.40
Total Dropouts	3,440.00	32.42
4-Year Dropout Rate	19.50	6.30
Hispanic Students	727.00	137.01
Total Graduates	302.00	66.39
4-Year Graduation Rate	72.60	83.60
Total Completers	322.00	69.39
4-Year Completion Rate	77.40	87.40
Total Dropouts	75.00	4.00
4-Year Dropout Rate	18.00	5.00

Graduation, Completion and Dropout Rates, 2010

	Mississippi	DeSoto County
Native American Students	116.00	3.00
Total Graduates	37.00	
4-Year Graduation Rate	61.70	
Total Completers	40.00	
4-Year Completion Rate	66.70	
Total Dropouts	15.00	
4-Year Dropout Rate	25.00	
White Students	20,541.00	1,740.21
Total Graduates	12,231.00	1,036.49
4-Year Graduation Rate	78.20	87.60
Total Completers	13,200.00	1,105.85
4-Year Completion Rate	84.30	93.50
Total Dropouts	2,157.00	52.56
4-Year Dropout Rate	13.80	4.40
Black Female Students	10,895.00	381.35
Total Graduates	6,715.00	209.38
4-Year Graduation Rate	73.30	83.30
Total Completers	7,343.00	232.79
4-Year Completion Rate	80.20	92.60
Total Dropouts	1,438.00	15.03
4-Year Dropout Rate	15.70	6.00
White Female Students	10,016.00	841.33
Total Graduates	6,338.00	542.90
4-Year Graduation Rate	82.80	92.30
Total Completers	6,671.00	562.25
4-Year Completion Rate	87.20	95.60
Total Dropouts	912.00	19.79
4-Year Dropout Rate	11.90	3.40
Black Male Students	10,732.00	414.64
Total Graduates	4,872.00	186.75
4-Year Graduation Rate	57.30	71.60
Total Completers	5,848.00	219.86
4-Year Completion Rate	68.80	84.30
Total Dropouts	2,002.00	17.39
4-Year Dropout Rate	23.50	6.70
White Male Students	10,525.00	898.88
Total Graduates	5,893.00	493.59
4-Year Graduation Rate	73.70	83.00
Total Completers	6,529.00	543.60
4-Year Completion Rate	81.60	91.40
Total Dropouts	1,245.00	32.77
4-Year Dropout Rate	15.60	5.50

Graduation, Completion and Dropout Rates, 2010

	Mississippi	DeSoto County
IEP* Students	5,021.00	254.99
Total Graduates	740.00	55.19
4-Year Graduation Rate	19.30	38.80
Total Completers	2,236.00	106.42
4-Year Completion Rate	58.30	74.70
Total Dropouts	923.00	8.95
4-Year Dropout Rate	24.10	6.30
LEP** Students	224.00	35.00
Total Graduates	86.00	14.00
4-Year Graduation Rate	69.40	77.80
Total Completers	94.00	15.00
4-Year Completion Rate	75.80	83.30
Total Dropouts	19.00	1.00
4-Year Dropout Rate	15.30	5.60
ED Students***	20,125.00	564.15
Total Graduates	10,281.00	263.75
4-Year Graduation Rate	61.90	70.10
Total Completers	12,064.00	314.67
4-Year Completion Rate	72.70	83.60
Total Dropouts	3,487.00	32.91
4-Year Dropout Rate	21.00	8.70

* Students who were classified as students with disabilities under IDEA in last known month of enrollment

**Students who were classified as Limited English Proficient during any of the four years

***Students who were classified as Economically Disadvantaged in last known month of enrollment



APPENDIX I:

EDUCATIONAL ATTAINMENT

US, MISSISSIPPI, DESOTO COUNTY, MS & SHELBY COUNTY, TN

Educational Attainment by Geography								
	US		Mississippi		DeSoto Co., MS		Shelby Co., TN	
Total	204,048,169	%	1,880,388	%	101,690	%	4,255,671	%
Less than 9th grade	13,058,518	6.40	138,934	7.39	3,911	3.85	290,609	6.83
Some High School, no diploma	18,109,334	8.88	249,558	13.27	7,924	7.79	458,674	10.78
High School Graduate (or GED)	59,184,106	29.00	576,382	30.65	31,954	31.42	1,408,573	33.10
Some College, no degree	42,257,481	20.71	409,868	21.80	27,827	27.36	887,230	20.85
Associate Degree	15,247,439	7.47	144,432	7.68	9,381	9.23	252,501	5.93
Bachelor's Degree	35,553,709	17.42	236,225	12.56	14,228	13.99	623,267	14.65
Master's Degree	14,355,422	7.04	86,926	4.62	4,545	4.47	226,872	5.33
Professional School Degree	3,942,133	1.93	23,733	1.26	1,275	1.25	66,294	1.56
Doctorate Degree	2,340,027	1.15	14,330	0.76	645	0.63	41,651	0.98



APPENDIX J:

DISTRIBUTION OF LABOR

US, MISSISSIPPI, DESOTO COUNTY, MS & SHELBY COUNTY, TN

Distribution of Labor, 2009								
	US	%	Mississippi	%	DeSoto Co., MS	%	Shelby Co., TN	%
Total All Industries	130,647,600	%	1,054,444		43,469		472,982	
Natural Resources & Mining	1,065,780	0.82%	18,592	1.76%		0.00%	324	0.07%
Construction	6,497,870	4.97%	54,856	5.20%	1,929	4.44%	16,516	3.49%
Manufacturing	12,444,560	9.53%	141,340	13.40%	4,276	9.84%	35,666	7.54%
Utilities	558,640	0.43%	8,989	0.85%		0.00%	31	0.01%
Wholesale Trade	5,734,040	4.39%	34,795	3.30%	2,714	6.24%	27,358	5.78%
Retail Trade	14,974,830	11.46%	133,454	12.66%	7,032	16.18%	51,461	10.88%
Transportation & Warehousing	5,085,590	3.89%	38,335	3.64%	4,361	10.03%	52,689	11.14%
Information	2,876,820	2.20%	14,273	1.35%		0.00%	6,041	1.28%
Financial Activities	5,706,700	4.37%	33,141	3.14%	924	2.13%	24,964	5.28%
Professional & Business Services	19,076,710	14.60%	203,318	19.28%	3,128	7.20%	67,224	14.21%
Education & Health Services	29,662,860	22.70%	273,010	25.89%	4,720	10.86%	65,173	13.78%
Leisure & Hospitality	13,211,120	10.11%	123,084	11.67%	6,757	15.54%	45,130	9.54%
Other Services	3,823,970	2.93%	22,558	2.14%	815	1.87%	13,684	2.89%



APPENDIX K:

COMMUTE PATTERNS

DeSoto County Outbound Commute Patterns

Workplace County	Count
Shelby Co. TN	27,938
DeSoto Co. MS	18,913
Tunica Co. MS	3,821
Tate Co. MS	460
Marshall Co. MS	396
Crittenden Co. AR	222
Panola Co. MS	108
Fayette Co. TN	72
Bolivar Co. MS	48
Hinds Co. MS	40
Choctaw Co. MS	30
Lafayette Co. MS	30
Grenada Co. MS	27
Coahoma Co. MS	25
Forrest Co. MS	20
Orange Co. FL	19
Ouachita Parish LA	16
Mississippi Co. AR	15
Los Angeles Co. CA	15
Fulton Co. KY	15
Greene Co. MS	14
Davidson Co. TN	14
Dyer Co. TN	14
Shelby Co. KY	13
Warren Co. MS	13
Jefferson Co. AL	12
Madison Co. MS	12
Fulton Co. GA	11
Marion Co. IN	11
South Haven city Van Buren Co. MI	11
Sunflower Co. MS	11
Manhattan bor. New York Co. NY	11
Tipton Co. TN	11
Fort Snelling UT Hennepin Co. MN	10
Lowndes Co. MS	10
Yalobusha Co. MS	10
Pickens Co. AL	9
Greene Co. MO	9
Scott Co. MO	9
Haywood Co. NC	9
Jefferson Co. AR	8
District of Columbia DC	8

DeSoto County Outbound Commute Patterns

Workplace County	Count
Lee Co. MS	8
Manchester city Hillsborough Co. NH	8
Scioto Co. OH	8
Isle of Wight Co. VA	8
Benton Co. AR	7
Broward Co. FL	7
Cook Co. IL	7
Alcorn Co. MS	7
Lauderdale Co. MS	7
Neshoba Co. MS	7
Carroll Co. TN	7
Chester Co. TN	7
Hall Co. TX	7
Norfolk city VA	7
Pulaski Co. AR	6
Whitfield Co. GA	6
Romulus city Wayne Co. MI	6
Rankin Co. MS	6
Tallahatchie Co. MS	6
Douglas Co. NE	6
Obion Co. TN	6
Pinellas Co. FL	5
Orleans Parish LA	5
Detroit city Wayne Co. MI	5
Lincoln Co. MS	5
ENGLAND	5
Bay Co. FL	4
Webster Co. MS	4

DeSoto County Inbound Commute Patterns

Residence County	Count
DeSoto Co. MS	18,913
Shelby Co. TN	7,589
Marshall Co. MS	2,276
Tate Co. MS	1,799
Panola Co. MS	458
Crittenden Co. AR	134
Lafayette Co. MS	100
Benton Co. MS	89
Fayette Co. TN	89
Coahoma Co. MS	78
Tipton Co. TN	76
Tunica Co. MS	70
Tippah Co. MS	58
Yalobusha Co. MS	51
Dyer Co. TN	40
St. Francis Co. AR	37
Lee Co. MS	36
Poinsett Co. AR	33
Phillips Co. AR	31
Hardeman Co. TN	30
Quitman Co. MS	29
Mississippi Co. AR	27
Bolivar Co. MS	27
Chilton Co. AL	24
Cleburne Co. AR	23
Dickson Co. TN	21
Harris Co. TX	18
Oktibbeha Co. MS	17
Haywood Co. TN	16
McNairy Co. TN	16
Pontotoc Co. MS	15
Tallahatchie Co. MS	15
Grenada Co. MS	14
Gibson Co. TN	13
Mississippi Co. MO	12
Wayne Co. NC	12
Chester Co. TN	12
Madison Co. TN	11
Lake Co. IN	10
Caldwell Parish LA	10
Smith Co. MS	10
Wayne Co. MO	10
Harrison Co. TX	10

DeSoto County Inbound Commute Patterns

Residence County	Count
Rockdale Co. GA	9
Rutherford Co. TN	9
Kane Co. IL	8
Rankin Co. MS	8
Tishomingo Co. MS	8
Dallas Co. TX	8
Drew Co. AR	7
Alcorn Co. MS	7
Forrest Co. MS	7
Leflore Co. MS	7
Washington Co. MS	7
Hardin Co. TN	7
Calloway Co. KY	6
Prentiss Co. MS	6
Sunflower Co. MS	6
Union Co. MS	6
Walthall Co. MS	6
Randolph Co. AR	5
Liberty Co. GA	5
Pike Co. MS	5
East Allen Twp. Northampton Co. PA	5
Calhoun Co. AL	4
Gibson Co. IN	4
Lauderdale Co. TN	4
Franklin Co. AL	3
Cross Co. AR	3
Pope Co. AR	3
Liberty Co. TX	3
Maine Prairie Twp. Stearns Co. MN	2
Carroll Co. MS	2
Issaquena Co. MS	2
Graham Co. NC	2
Pittsburg Co. OK	2
Seminole Co. OK	2
Carroll Co. TN	2
Parker Co. TX	2
Tyler Co. WV	2
Franklin Co. IL	1
Dunklin Co. MO	1



APPENDIX L:

COMMUTE TIME COMPARISON

US, MISSISSIPPI, DESOTO COUNTY, MS & SHELBY COUNTY, TN

Commute Time Comparison, 2000

	United States	% of Total	Mississippi	% of Total	Shelby County, TN	% of Total	DeSoto County, MS	% of Total
Total:	128,279,228		1,164,118		402,560		52,647	
Did not work at home:	124,095,005	96.7%	1,141,519	98.1%	393,648	97.8%	51,535	97.9%
Less than 5 minutes	4,180,407	3.3%	43,278	3.7%	7,277	1.8%	976	1.9%
5 to 9 minutes	13,687,604	10.7%	142,991	12.3%	31,446	7.8%	3,413	6.5%
10 to 14 minutes	18,618,305	14.5%	188,931	16.2%	51,662	12.8%	5,478	10.4%
15 to 19 minutes	19,634,328	15.3%	197,875	17.0%	72,431	18.0%	7,548	14.3%
20 to 24 minutes	17,981,756	14.0%	163,362	14.0%	76,950	19.1%	9,009	17.1%
25 to 29 minutes	7,190,540	5.6%	60,981	5.2%	30,879	7.7%	4,734	9.0%
30 to 34 minutes	16,369,097	12.8%	147,453	12.7%	70,462	17.5%	10,743	20.4%
35 to 39 minutes	3,212,387	2.5%	24,839	2.1%	9,020	2.2%	1,904	3.6%
40 to 44 minutes	4,122,419	3.2%	25,310	2.2%	9,940	2.5%	2,053	3.9%
45 to 59 minutes	9,200,414	7.2%	68,120	5.9%	19,022	4.7%	3,762	7.1%
60 to 89 minutes	6,461,905	5.0%	41,974	3.6%	8,088	2.0%	1,099	2.1%
90 or more minutes	3,435,843	2.7%	36,405	3.1%	6,471	1.6%	816	1.5%
Worked at home	4,184,223	3.3%	22,599	1.9%	8,912	2.2%	1,112	2.1%



APPENDIX M:

DESOTO COUNTY MAJOR EMPLOYERS

North MS Employer Major Employer List

DeSoto County Major Employers

Company Name	City	SIC Description	Actual Employment
DeSoto County Schools	Hernando	Schools-Universities & Colleges Academic	3653
Baptist Memorial Hosp-Desoto & Rehab	Southaven	Hospital/Health Services	1930
Kroger (Hernando, Horn Lake, Olive Branch & Southaven)	Hernando	Grocers-Retail	729
DeSoto County School District Transportation and Secur	Southaven	Transportation	500
Walmart Supercenter	Southaven	Department Stores	500
Landau Uniforms Inc	Olive Branch	Mens & Boys Suits Coats/Overcoats (Mfrs)	330
Future Electronics	Southaven	Electronic Equipment & Supplies-Retail	304
Lowe's (all locations)	Southaven	Home Improvements	300
Desoto Civic Ctr	Southaven	Convention & Meeting Facilities & Svc	300
Newly Weds Foods	Horn Lake	Sauces (Mfrs)	282
CSI	Olive Branch	Closures-Industrial-Protective (Mfrs)	250
Terex Distribution Center	Southaven	Construction Equipment-Manufacturers	225
J T Shannon Lumber Inc	Horn Lake	Sawmills & Planing Mills-General (Mfrs)	220
ScanSource	Southaven	Computers-Wholesale	220
Home Depot	Horn Lake	Home Improvements	218
Stylecraft Home Collection	Southaven	Lighting Fixtures-Manufacturers	210
Milwaukee Electric Tool Corp	Olive Branch	Tools-Electric (Whls)	207
Brentwood Originals	Walls	Manufacturers	201
M & H Construction	Southaven	General Contractors	200
Dillard's	Southaven	Department Stores	200
MAHLE Clevite inc.	Olive Branch	Misc Indstrl Equip & Supls NEC (Whls)	177
Marietta Corp	Olive Branch	Soaps & Detergents-Manufacturers	175
Schnucks Pharmacy	Southaven	Pharmacies	170
Target	Horn Lake	Department Stores	160
International Cold Storage	Olive Branch	Refrigerators-Manufacturers	160
Guardian Fiberglass	Olive Branch	Fiber Glass Fabricators (Mfrs)	155
Reeves Williams Builders	Southaven	Real Estate	150
Afco Millwork Products	Olive Branch	Weather Stripping Contractors	150
Fraenkel Co Inc	Olive Branch	Dinette Sets (Mfrs)	140
Cracker Barrel Old Country Str	Horn Lake	Foods-Carry Out	135
Southwark Metal Mfg	Southaven	Sheet Metal Work Contractors	133
Vista Pro Automotive LLC	Southaven	Automobile Radiator-Manufacturers	128
W.W. Grainger	Southaven	Industrial Equipment & Supplies (Whls)	128
Best Buy	Southaven	Electronic Equipment & Supplies-Retail	125
Sacred Heart League	Walls	Marketing Programs & Services	120
Landers Nissan Dodge	Southaven	Automobile Dealers-New Cars	120
USF Holland Inc	Olive Branch	Trucking-Motor Freight	120
Rexam Beverage Can Americas	Olive Branch	Can-Manufacturers	116
Golden Living Ctr-Southaven	Southaven	Nursing & Convalescent Homes	112
TGI Friday's	Southaven	Restaurants	110
Dollar Tree	Olive Branch	Distribution Centers (Whls)	110
Knox Paint Co	Olive Branch	Painters	108

North MS Employer Major Employer List

DeSoto County Major Employers

Company Name	City	SIC Description	Actual Employment
International Paper	Olive Branch	Corrugated & Solid Fiber Boxes (Mfrs)	107
Flying J Travel Plaza	Olive Branch	Service Stations-Gasoline & Oil	100
Dales Restaurant	Southaven	Restaurants	100
Red Lobster	Southaven	Restaurants	100
Southern Baptist Educational	Southaven	Religious Schools	100
Sam's Club	Southaven	Warehouses-Commodity & Merchandise	100
Homer Skelton Ford	Olive Branch	Automobile Dealers-New Cars	100
Trans Care Ambulance Svc	Southaven	Ambulance Service	100
Lab Corp	Southaven	Laboratories	100
Kohl's Department Store	Southaven	Department Stores	100
Metro Foods Grocery	Olive Branch	Grocers-Wholesale	100
Whispering Woods Hotel	Olive Branch	Banquet Rooms	100
Agility	Horn Lake	Freight-Forwarding	97
National Filter Media Corp	Olive Branch	Filtering Materials & Supplies (Mfrs)	95
Olive Branch Senior Citizens	Olive Branch	Nursing & Convalescent Homes	93
Northcentral Mississippi Epa	Olive Branch	Electric Companies	85
Whitfield Electric Co	Nesbit	Trenching & Underground Contractors	83
B & P Enterprises	Walls	Railroad Contractors	80
Holiday Inn	Southaven	General Contractors	80
Emerson Motor Technologies	Southaven	Industrial Equipment & Supplies (Whls)	79
American Plastic Toys Inc	Olive Branch	Games Toys & Children's Vehicles (Mfrs)	78
First Choice Realty	Southaven	Real Estate	75
Sears Holdings	Olive Branch	Distribution Centers (Whls)	70
F L Crane & Son	Southaven	Dry Wall Contractors	70
ALP Lighting Components Inc	Olive Branch	Plastics-Extruders (Mfrs)	70
Landmark of Desoto	Horn Lake	Nursing & Convalescent Homes	65
Flyway Logistics Co	Horn Lake	Transportation Consultants	65
A & B Distributing Co	Olive Branch	Beer & Ale-Wholesale	62
Valvoline Packaging Plant	Hernando	Petroleum Products (Whls)	60
Creasie Plumbing	Olive Branch	Plumbing Contractors	60
Olive Branch Public Works	Olive Branch	Parking Area/Lots Maintenance & Marking	60
Crye-Leike Realty	Olive Branch	Real Estate	60
USUI International Corp	Olive Branch	Automobile Parts & Supplies-Mfrs	59
Reliant Pharmacy	Southaven	Oxygen (Whls)	56
Northwest Community	Southaven	Schools-Universities & Colleges Academic	55
Metal Building Components Inc	Hernando	Buildings-Metal	55
Olive Branch Ambulance	Olive Branch	Ambulance Service	53
Ifco Systems	Horn Lake	Pallets & Skids-Manufacturers	50
Murphy & Sons Inc	Southaven	General Contractors	50
Midsouth Packaging	Olive Branch	Corrugated & Solid Fiber Boxes (Mfrs)	50
Reeves-Williams Realty	Southaven	Relocation Service	50
Austin Realty Group	Hernando	Real Estate	50

North MS Employer Major Employer List

DeSoto County Major Employers

Company Name	City	SIC Description	Actual Employment
T & T Inland Container Depot	Nesbit	Trucking-Motor Freight	: 50
North Mississippi Pest Control	Southaven	Pest Control	: 50
Olive Branch Street Dept	Olive Branch	Parking Area/Lots Maintenance & Marking	: 50
Plaskolite South LLC	Olive Branch	Plastics-Products-Finished-Manufacturers	: 42



DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

BUILT & NATURAL ENVIRONMENT

A BACKGROUND REPORT

BACKGROUND REPORT PREPARED BY

Gresham, Smith and Partners

APRIL 29, 2011

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*“The Interstate 269 corridor is our
most important growth engine.”*

~ Steve Kelly, Community Development Manager, Entergy

DESOTO DISCOVERY PLAN





OVERVIEW

Interstate 269 (I-269) is an important piece of the larger I-69 corridor, which will ultimately span the entire United States from Mexico to Canada. Most significantly for DeSoto County, I-69/269 has the potential to fundamentally transform the County through high levels of accessibility to new land, much in the same way that I-55 transformed DeSoto County in the decades prior.

Rather than leave this transformation to chance and risk a host of undesirable outcomes, the leadership of DeSoto County has instead chosen to take a deliberate and focused approach through the DeSoto Discovery Plan. This Plan is intended to set a framework for growth to achieve a common vision shared by property owners, leaders and the community at large.

As with any well-formed plan, the DeSoto Discovery Plan must be rooted in a good understanding of the current context. This Background Report describes various elements of the built and natural environment. It is not intended to be an exhaustive inventory, but rather a discussion of relevant factors to be addressed as the study progresses, including:

- Natural systems
- Infrastructure
- Community services
- Historically and culturally significant places

STUDY AREA

The study area begins at I-69 and US 61 in the western part of DeSoto County to I-55 and continues eastward along the unbuilt alignment of I-269 to the Marshall County line. It includes land roughly two miles north and south of the I-69/269 corridor and covers just over 122,000 acres, or approximately 190 square miles.



D E S O T O D I S C O V E R Y P L A N

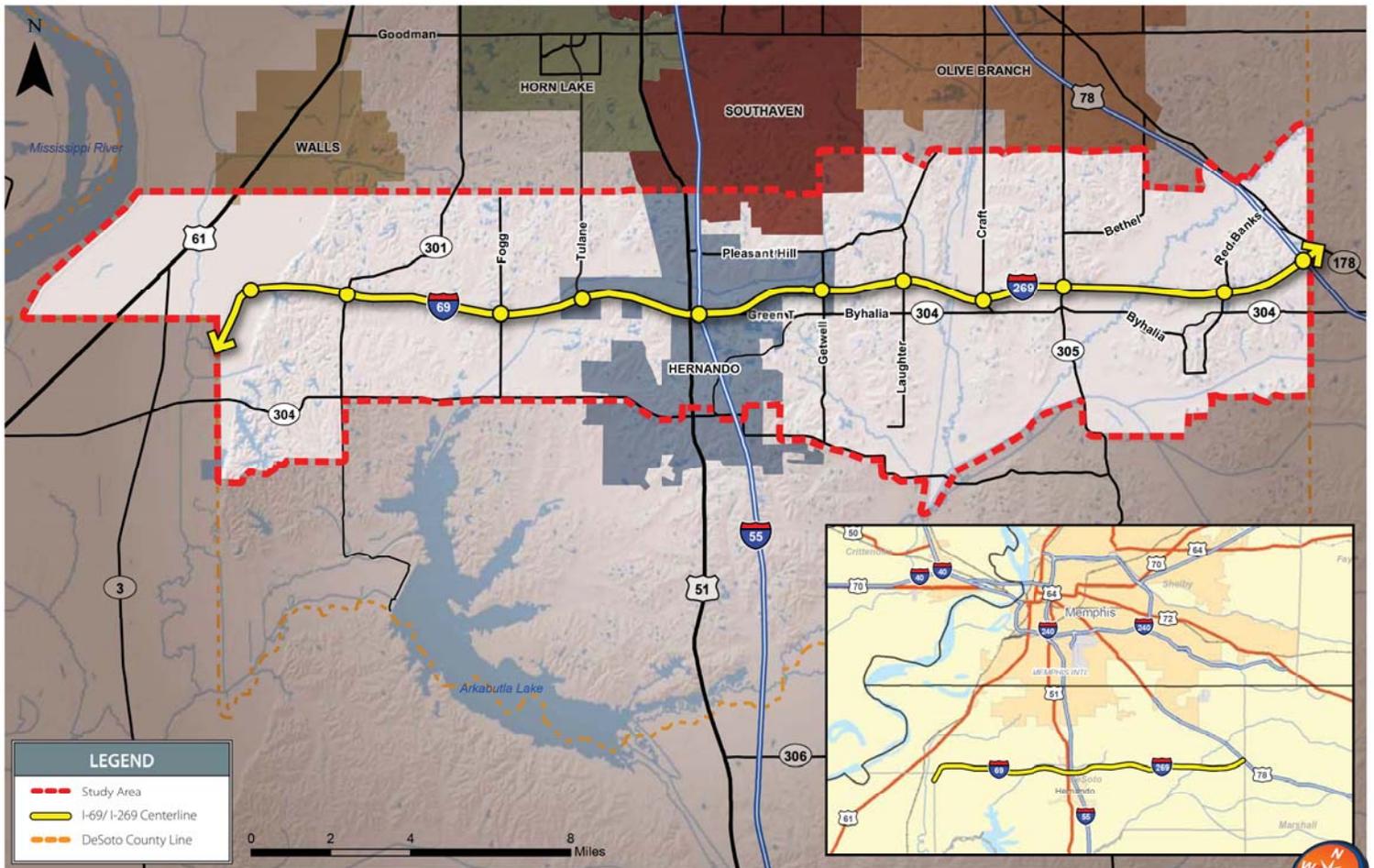


Figure 1: Study Area



Rather than leave accessibility changes to chance . . . DeSoto County has instead chosen to take a deliberate and focused approach . . .



NATURAL SYSTEMS

Natural systems encompass all aspects of the study area that are undisturbed or unaltered by humans, including land cover, water bodies, topography and soils. A good understanding of natural systems helps inform access to natural resource assets and helps establish a framework for places that are favorable (and unfavorable) for new growth and development.

NATURAL SYSTEMS

Key Concepts:

- *Assets and opportunities*
- *Preservation and Conservation*
- *Constraints*



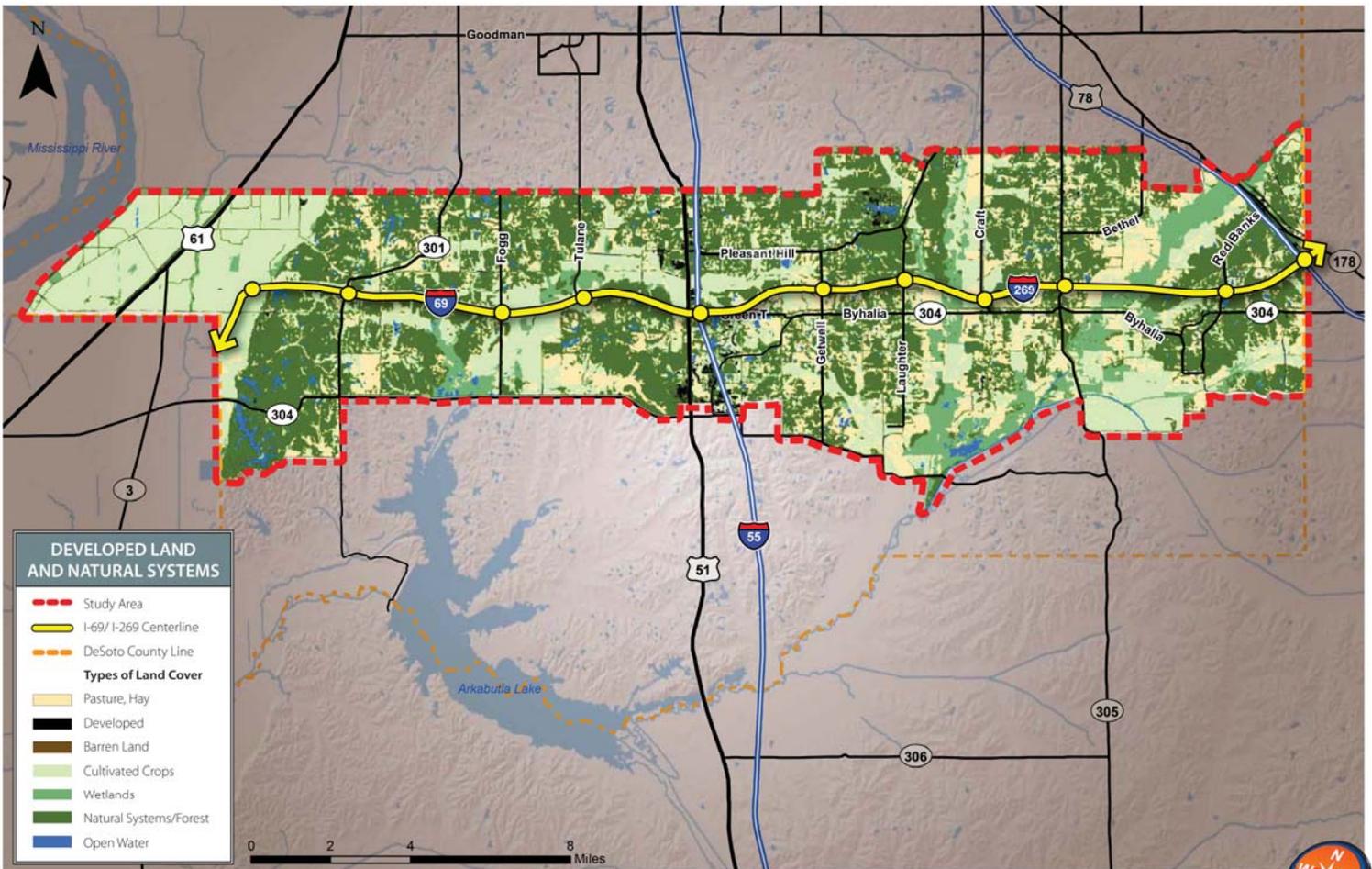


Figure 2: Developed Land and Natural Systems

LAND COVER

The vast majority of land within the study area is undisturbed by development. Just over 1% of the study area, or approximately 1,600 acres is developed (as revealed by remote sensing using satellite imagery). Most of this is attributed to development within and adjacent to the City of Hernando and major transportation facilities, such as I-55/69.

A significant portion of the study area (43%) is comprised of natural systems, which includes forests and other natural cover. The prevalence of these lands is reflected in many natural corridors that traverse the study area, providing opportunities for wildlife species, but also for the development of greenways.

Cropland (32%) and pastures (15%) together cover almost half of the study area. This land, which is located in the floodplain and other lands that follow water bodies, is indicative of the rich agricultural resources within the corridor. In the past, several dairy farms operated in the study area. Today, one active commercial farm remains.

The abundance of undeveloped land should provide an adequate amount of land for future development. But even as DeSoto County grows and develops, people will always value natural systems and open space for the continuity it provides for greenway connections, public gathering venues, recreational opportunities and for the identity it provides to the community. Designating land to be preserved and conserved will be an im-

portant consideration as an expanding development footprint will put increasing pressure on natural systems/forest, cultivated crops and pasture/hay land as other vacant lands become more scarce.





Sunrise Lake, DeSoto County, MS

WATER BODIES

Water covers just under 2% of the surface of the study area (approximately 2,000 acres). The Mississippi River, which flows along the western edge of the study area, serves as a major shipping corridor in the region and Arkabutla Lake, located just south of the study area, is a 37,700 acre lake that is abundant in recreational opportunities. The six lakes in the study area include Woodland Lake, Sunrise Lake, Lake of the Hill, Lake Greenwood Leflore, Sunset Lake, and Chief Chisca Lake. Major streams and smaller areas of open water are located throughout the study area.

The major streams and water bodies in the study area provide a habitat for riparian corridors, which are unique plant habitats and vegetation communities along the banks of rivers, streams, lakes, or other natural bodies of water. It is important to preserve the continuity of the natural and riparian corridors since they serve a variety of functions important to people and the environment as a whole. These corridors serve as habitat preservation by protecting stream banks from erosion, they preserve open space and aesthetic surroundings, they provide areas for greenway and blueway connections, they provide food and habitat for fish and wildlife, and they provide a storage area for flood waters.

ENVIRONMENTALLY SENSITIVE AREAS

Certain aspects of the natural environment require special care and attention when considering new growth and the placement of infrastructure. These environmentally sensitive areas include floodplains, wetlands, and steep slopes.

100-Year Floodplain

The study area's rich network of riparian corridors is complemented by the presence of the 100-year floodplain, which covers about 23% of the study area (approximately 26,000 acres), as designated by the Federal Emergency Management Association (FEMA). While not expressly prohibitive for development, special care and caution must be taken in these flood-prone areas, such as prescribed building heights and limitations on impervious surfaces.

On the east side of I-55/I-69, the floodplains are primarily associated with the Camp Creek Canal-running north to south on the west side of Craft Road; and the areas along Coldwater River-running west of Red Banks Road south toward Holly Springs Road. To the north and east of Holly Springs Road, floodplains associated with Pigeon Roost Creek and Byhalia Creek extend east toward US 78.

Along the segment of I-69 west of I-55/I-69, floodplains associated with Hurricane Creek parallel the I-69 corridor to the north, then cross I-69 between Fogg Road and Tulane Road and extend southward toward Arkabutla Lake. Floodplains associated with Panther Creek lie south of I-69, between Fogg Road and MS 301, and also drain southward into Arkabutla Lake. In the western vicinity of the study area, where I-69 turns southwest toward Tunica County, floodplains associated with Lake Cormorant Bayou and the Duck Pond Bayou extend north and

Figure 3: Environmentally Sensitive Areas

Area	Total Acreage	Percent of Study Area
100-year Floodplain	26,000	23%
Wetlands	9,000	7%
Steep Slopes (20% and greater)	4,500	5%

Source: Federal Emergency Management Association (FEMA)

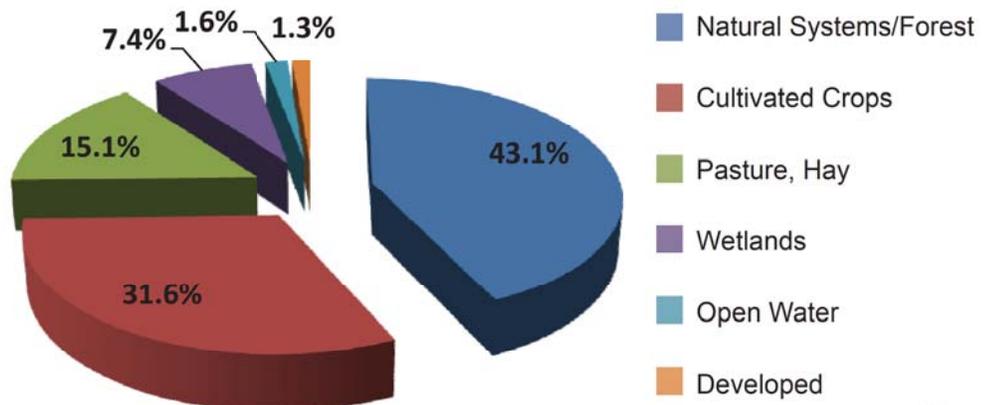


Figure 4: Land Cover



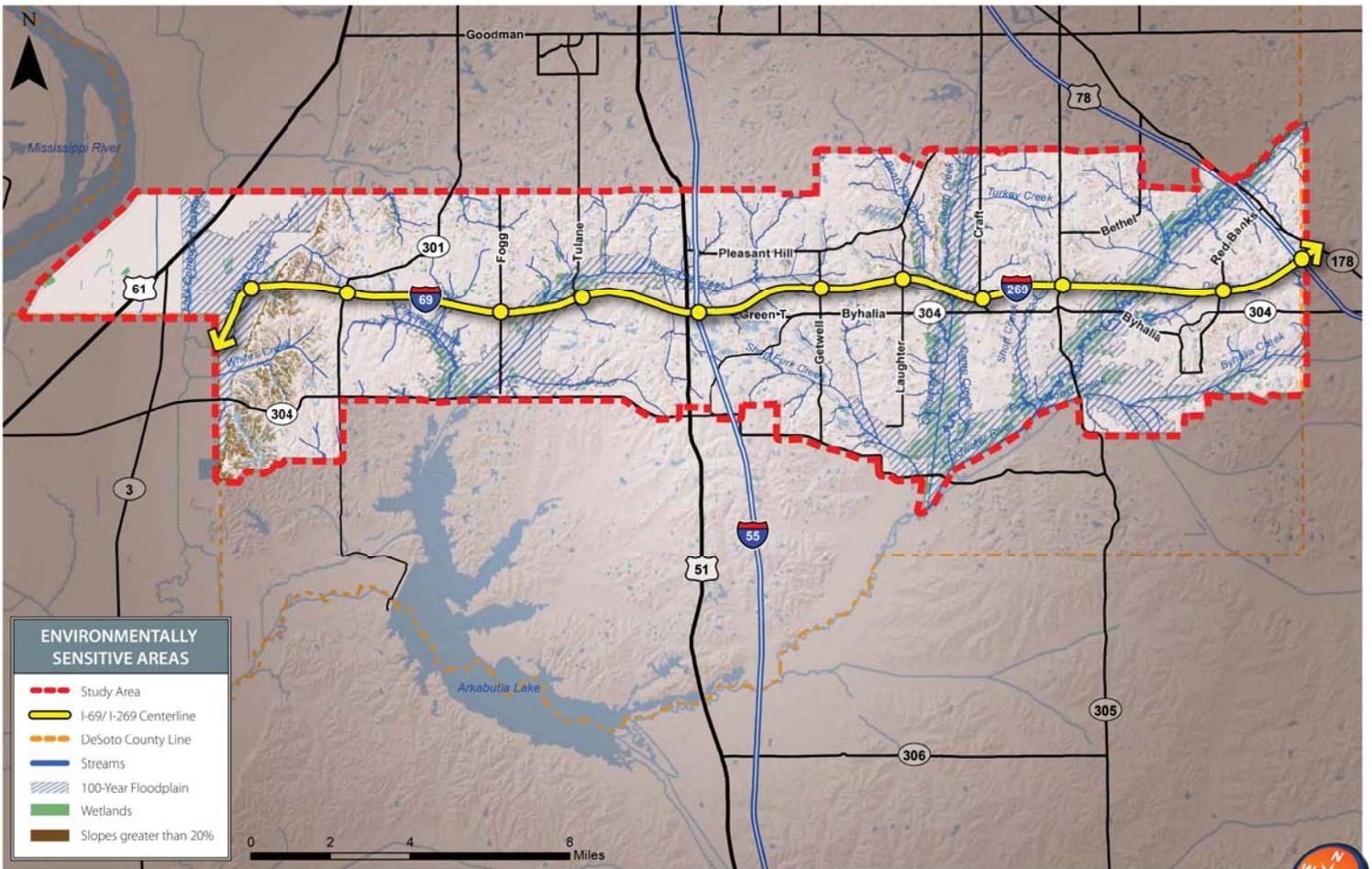


Figure 5: Environmentally Sensitive Areas

south of the I-69 corridor. The western-most portion of the study area is protected from the Mississippi River by a levee that runs parallel to the river; thus, most

of the agricultural land west of US 61 is protected from the floodplains.

Wetlands

Wetlands comprise approximately 9,000 acres, or about 7%, of the study area. Wetlands provide many ecological benefits, including flood water release and groundwater recharge and filtering, as well as recreational opportunities. They are located in pockets along riparian corridors and the floodplain within the study area. Most wetlands are federally protected and require special permits and mitigation measures if they are disturbed.

Steep Slopes

Land that is located on steep slopes is generally considered prohibitive for development both because of environmental risks, including erosion, landslides and sedimentation, but also because it is difficult to serve with new infrastructure (roads, water, sewer, etc.). For the most part, land within the study area is relatively flat. However, bluffs rising from the Mississippi River alluvial plain along the west side of the study area include many steep slopes (defined as having a slope of 20% or greater). This land comprises approximately 4,500 acres, or about 4% of the study area.

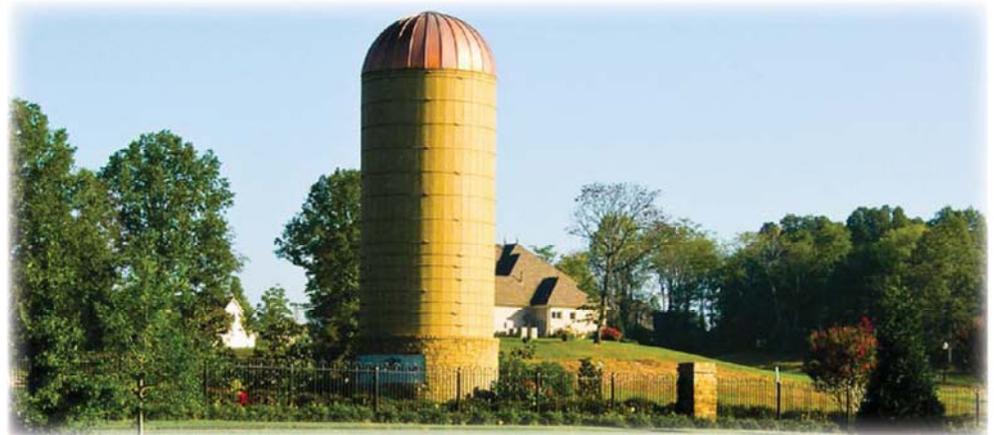


Wetlands, which comprise roughly 7% of the study area, provide many ecological benefits.

PRIME FARMLAND

Floodplains yield soils that are rich in nutrients, making them prime farmlands. The major areas of prime farmland within the study area correspond to the patterns of streams and floodplains, as well as the areas in the southeast and western portions of the study area where crops are still actively cultivated. By definition, prime farmland is not excessively eroded or saturated with water for long periods of time, and it either does not flood frequently during the growing season or is protected from flooding.

Farming is not prevalent in the study area today. However, the ability to farm in the future depends on how much of this land is preserved. The emerging concept of "food security" stresses the need to preserve farm eligible lands in the



Prime farmlands within the study area will experience increasing development pressure over time.

event that readily accessible food sources become a necessity. Further, many individuals place a high value on the aesthetic qualities of having open farmland nearby. Prime farmlands within the

study area will inevitably experience increasing development pressure because they are typically located on flat land.

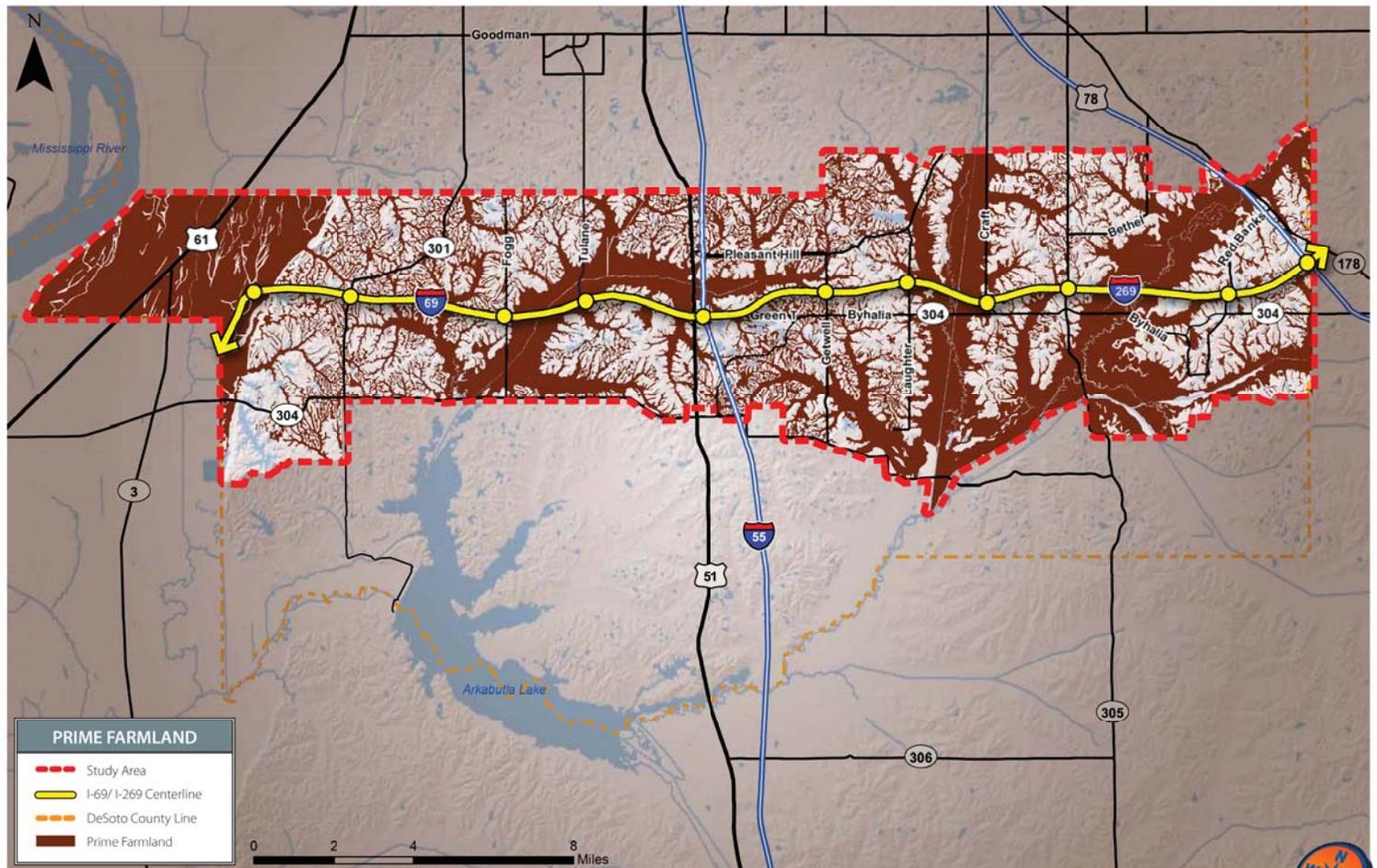


Figure 6: Prime Farmland



INFRASTRUCTURE

INFRASTRUCTURE

Key Concepts:

- *Economic development/competitiveness*
- *Accessibility*
- *Coordination*
- *Cost*
- *Quality of life/alternatives*



Infrastucture provides the basic elements for places to develop and function, including transportation, water, wastewater disposal, energy and telecommunications. The timing and location of infrastructure has an immediate impact on growth. A well-planned infrastructure system can complement desired growth patterns, cost less to build and operate and enhance the economic competitiveness of a place.

The timing and location of infrastructure has an impact on growth.



ROAD NETWORK

The current transportation network is framed by three major transportation north-south corridors: US 61 on the west, I-55/69 in the middle and US 78 on the east. I-55/69 is the mainline portion of the national I-69 corridor through Memphis, while US 78 is a major US highway corridor that is planned to ultimately be upgraded to interstate standards (I-22). Land in the vicinity of these interchanges will be among the most accessible in the region, making it potentially attractive to new development.

Other north-south roads, primarily minor arterials and collectors, intersect I-69 and I-69/269 at two to four mile intervals. There are few east-west roads in the study area: North of I-69/269, Pleasant Hill Road, spans a portion of the

study east of I-55/69, while Star Landing Road runs from just east of I-55/69 to US 61. South of I-69/269, SR 304/Byhalia Road runs the entire length of the corridor.

The *Memphis Area Long Range Transportation Plan* includes plans for the Mississippi Department of Transportation (MDOT) to widen I-55/69 from four to eight lanes from the I-55/I-69 split to Goodman Road (MS 302), and from four to six lanes between Commerce Street and the split. Other planned roadway projects include extensions of existing roads to provide a more robust transportation network. Most notably, Star Landing Road is planned for eastward extension so that it spans the entire length of the study area.



As the I-69/269 corridor develops, consideration should be given to developing a more extensive system of east-west roads so that local trips do not rely on I-69/269 as a sole means of travel. Additionally, a more robust local street network should complement areas where development is anticipated to be more intense. Finally, when new transportation corridors are identified, plans should be made to preserve the necessary right-of-way.

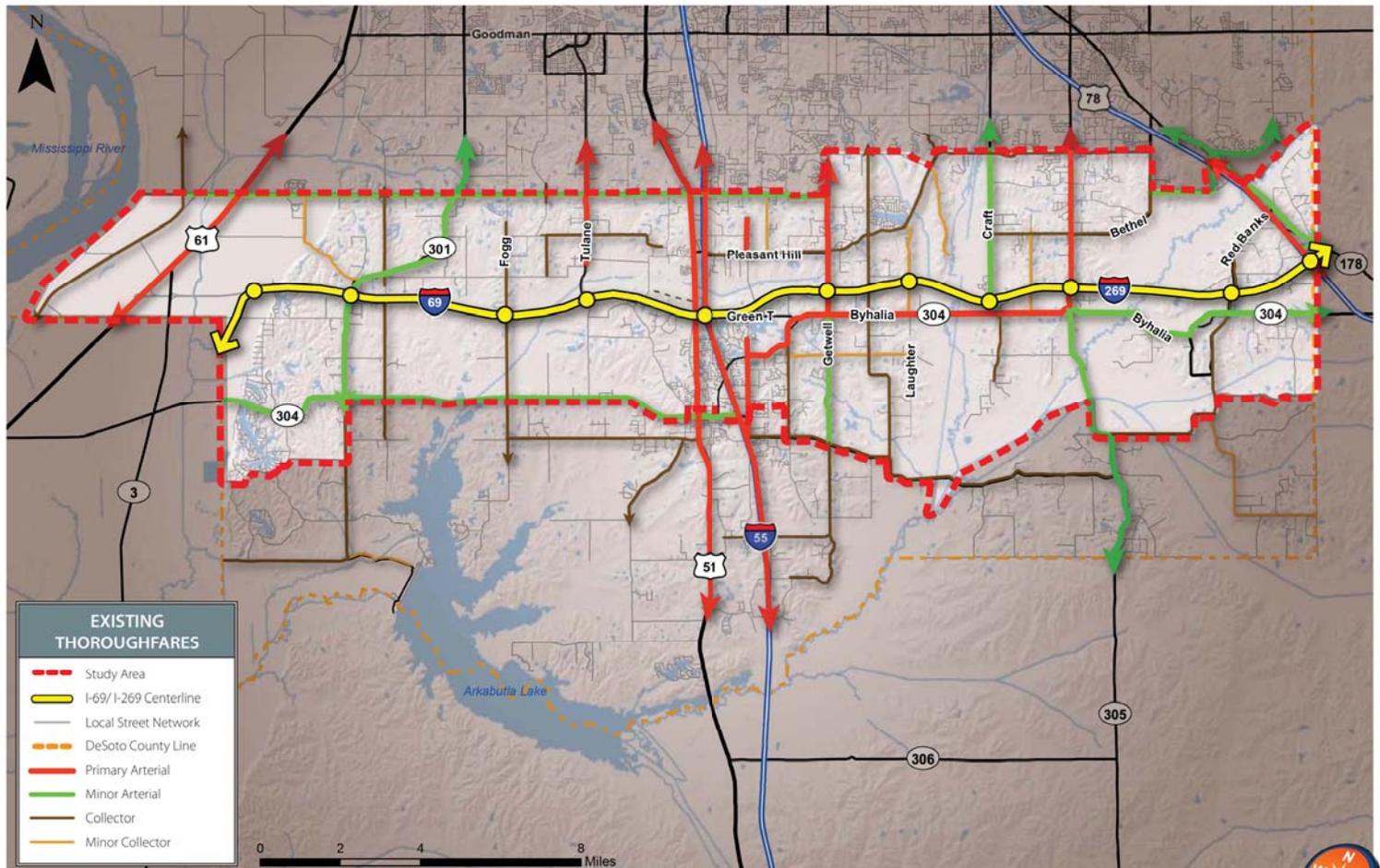


Figure 7: Existing Roadway



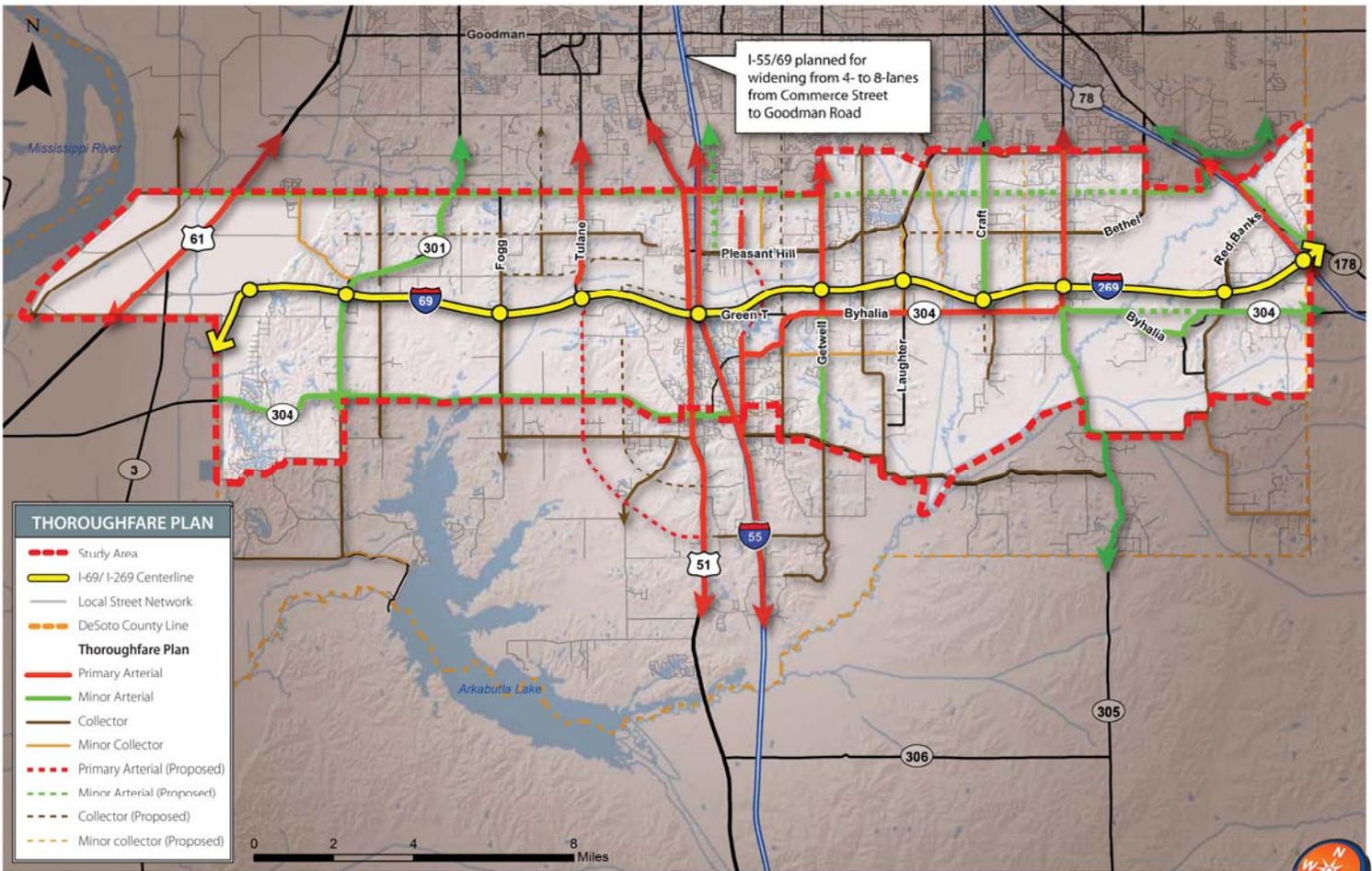


Figure 8: Planned Road Network

ALTERNATIVE TRANSPORTATION

Alternative transportation is a general reference to passenger modes other than the automobile. Generally speaking, this includes public transportation (otherwise known as transit), cycling and walking.

There is no fixed route transit service within the study area or within DeSoto County. Door-to-door, otherwise known as demand response, service is provided for transportation of disadvantaged individuals on a subscription basis by Delta Area Rural Transit System (DARTS), operated by the Aaron Henry Community Health Services Center (AHCHSC). A recent study looked at the possibility of a premium transit service, such as light rail transit or bus rapid transit, in the I-69 corridor. The study recommended a pre-

mium coach service operating on I-69 from Hernando to Memphis with stops at park and ride lots at interchanges in the near term, and with a more robust Bus Rapid Transit/Light Rail Transit (BRT/LRT) service.

Facilities for bicycles and pedestrians include sidewalks, bicycle lanes and off-road, multi-use trails. Sidewalks exist in downtown Hernando. Beyond that, however, public facilities for bicycles and pedestrians are sparse. Plans for off-road trails are discussed in the Community Services section.

Although the future of transportation is always changing, one thing is certain: the transportation systems of today will likely look much different several decades from now. As the DeSoto Discovery Plan moves forward, it should

consider the evolving nature of mobility and include provisions for addressing change.



The DeSoto Discovery Plan should address a range of potential transportation modes.

INTERMODAL TRANSPORTATION AND FREIGHT MOVEMENT

Depending on the types of activities that will take place in the I-69/269 corridor, the ability to move freight to and from can be a very important asset. Good freight movement systems are characterized by access to a robust intermodal network, which can include trucking, air, water and rail.

Four airports are located in the region. The Memphis International Airport is both a major passenger airport as well as the world’s second busiest air cargo center, handling more than 2 million packages per night with some 300 daily cargo flights. Anchored by the FedEx Corporation, air cargo is projected to grow

from just under 4 million metric tons in 2007 to more than 10 million metric tons by 2030. Olive Branch Airport, Hernando Village Airpark, and the Tunica Airport are smaller, regional airports serving primarily non-commercial flights.

Direct access to Memphis International Airport from the I-69/269 corridor is provided via I-55/69 and US 78. Most locations along the corridor are less than 15 miles from commercial freight and passenger air service.

In 2009, the Memphis Regional Chamber issued recommendations to leverage Memphis International Airport as “America’s Aerotropolis” – a new type of urban form combining aviation-intensive businesses and related enterprises extending 15 miles from the



Most locations along the corridor are less than 15 miles from air service.

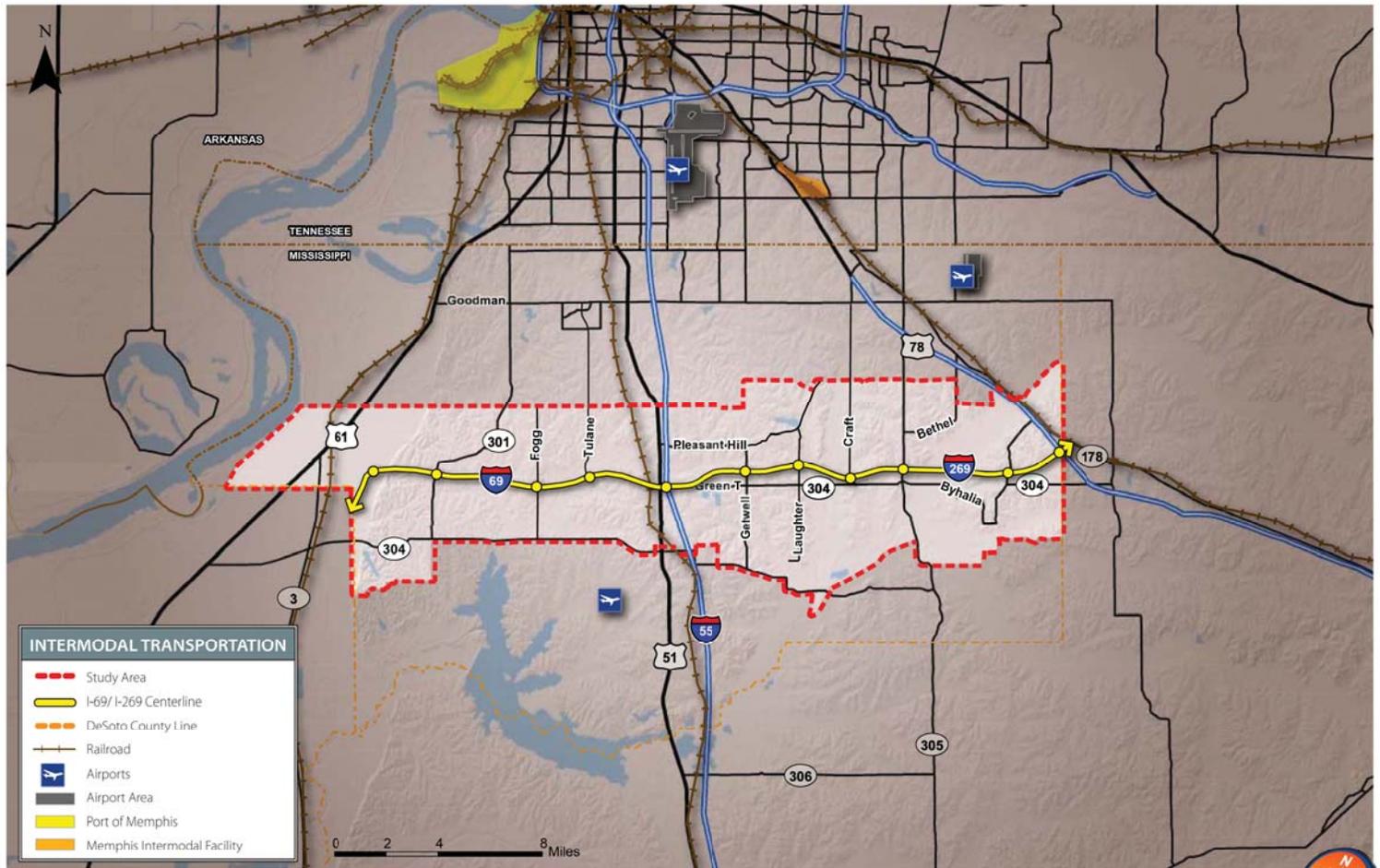


Figure 9: Intermodal Transportation

airport center. In the case of Memphis, the goal is for the airport area to lead the world in airport-driven, innovative economic development. The I-69/269 corridor is located within the Memphis Aerotropolis designation.

The International Port of Memphis is approximately 20 miles from the I-69/269 corridor. It is the fourth largest inland port in the United States and is located on the Mississippi River, which handles over one-fourth of all waterborne commerce in the United States.

The Port includes the Intermodal Gateway Memphis, a facility that consolidates two of the region’s five Class I intermodal railroads: Canadian National (CN) and CSX. The other three Class I railroads — Burlington Northern Santa Fe (BNSF), Norfolk Southern (NS) and Union Pacific (UP) – have their own intermodal terminals in the area.

The Class I railroad infrastructure is an important freight transport system over which intermodal freight, glass and stone products, coal, chemicals, food and farm products, pulp and paper products, and automobiles are moved through the Memphis region.

Two of the Class I lines provide direct connections to the I-69/269 corridor: BNSF via US 78 and CN via US 51 and US 61. The BNSF line directly links the Port and Memphis International Airport.

It is important to note that a new, third, combination crossing of the Mississippi River is currently being studied. Known as the Southern Gateway, the study will evaluate potential connections that strengthen and upgrade the road and rail linkage between Arkansas and Tennessee/Mississippi, and would bring with it economic potential by increasing communication and exchange across the river, providing better trucking access, reduction in congestion and lessening of air pollution. The study area extends southward to include the I-69/269 corridor.

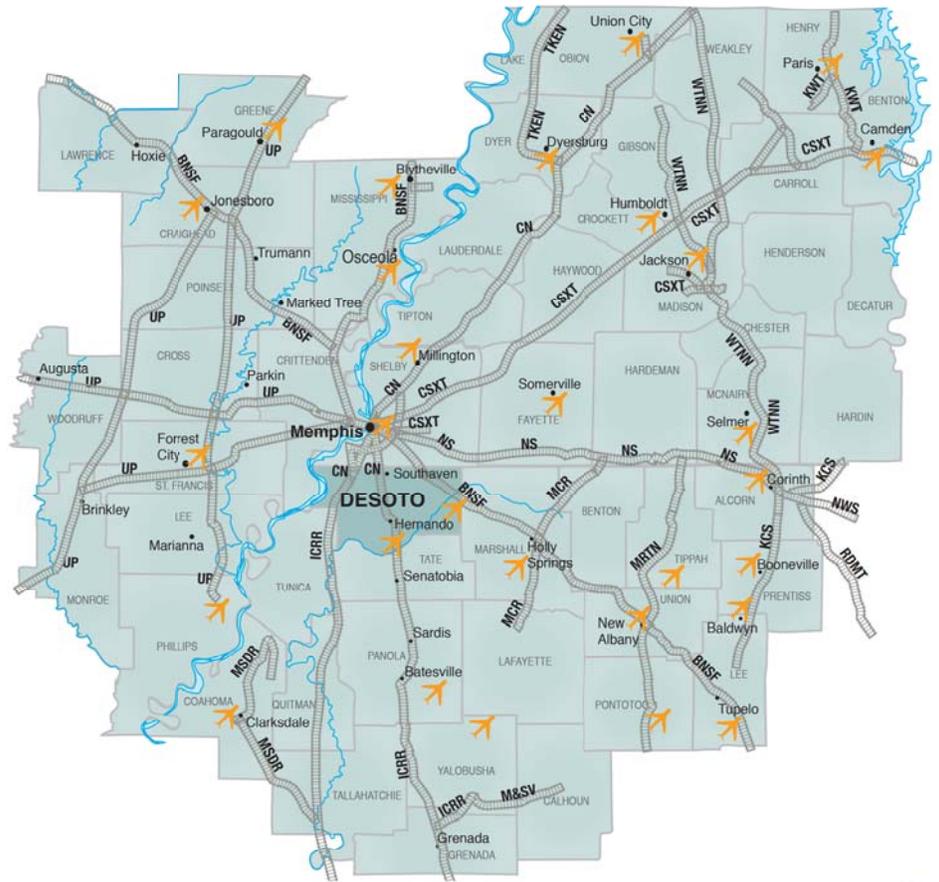


Figure 10: Tri-State Rail and Airports

Source: DeSoto County Chamber of Commerce, 2006



WASTEWATER SYSTEM

Having an adequate system for the collection, transport and treatment of wastewater is a fundamental infrastructure component for new development. Sewer service within the study area is provided by DeSoto County Regional Utility Authority (DCRUA). DCRUA functions as a wholesaler, meaning that it contracts with local entities (DeSoto County, cities, etc.) for the transport and treatment of wastewater, but service to individual users is provided by the local entities themselves.

While the eastern portion of the study area generally has good sewer line coverage, sewer service does not currently exist west of Hernando. A new four million gallons per day (MGD) treatment facility

is being built on the western portion; an interim facility is in operation for the time being. The treatment facility on the eastern portion is operating at close to capacity at 4 MGD. DCRUA plans to expand capacity at that facility to 12 MGD.

The lack of sewer service is likely one reason why the completed portion of I-69/269, west of I-55, has not experienced much new development. Alternatively, once the proposed future gravity and force mains are placed in the area, it is very likely that new growth will occur, thus carrying with it significant economic development potential.

DCRUA is in the process of updating its master plan, providing an excellent opportunity for coordination with the DeSoto Discovery Plan. The relation-

ship between the location, type and timing of sewer infrastructure and the location of new growth is very strong. Thus, coordination between DeSoto County and DCRUA is critical as both planning processes move forward.

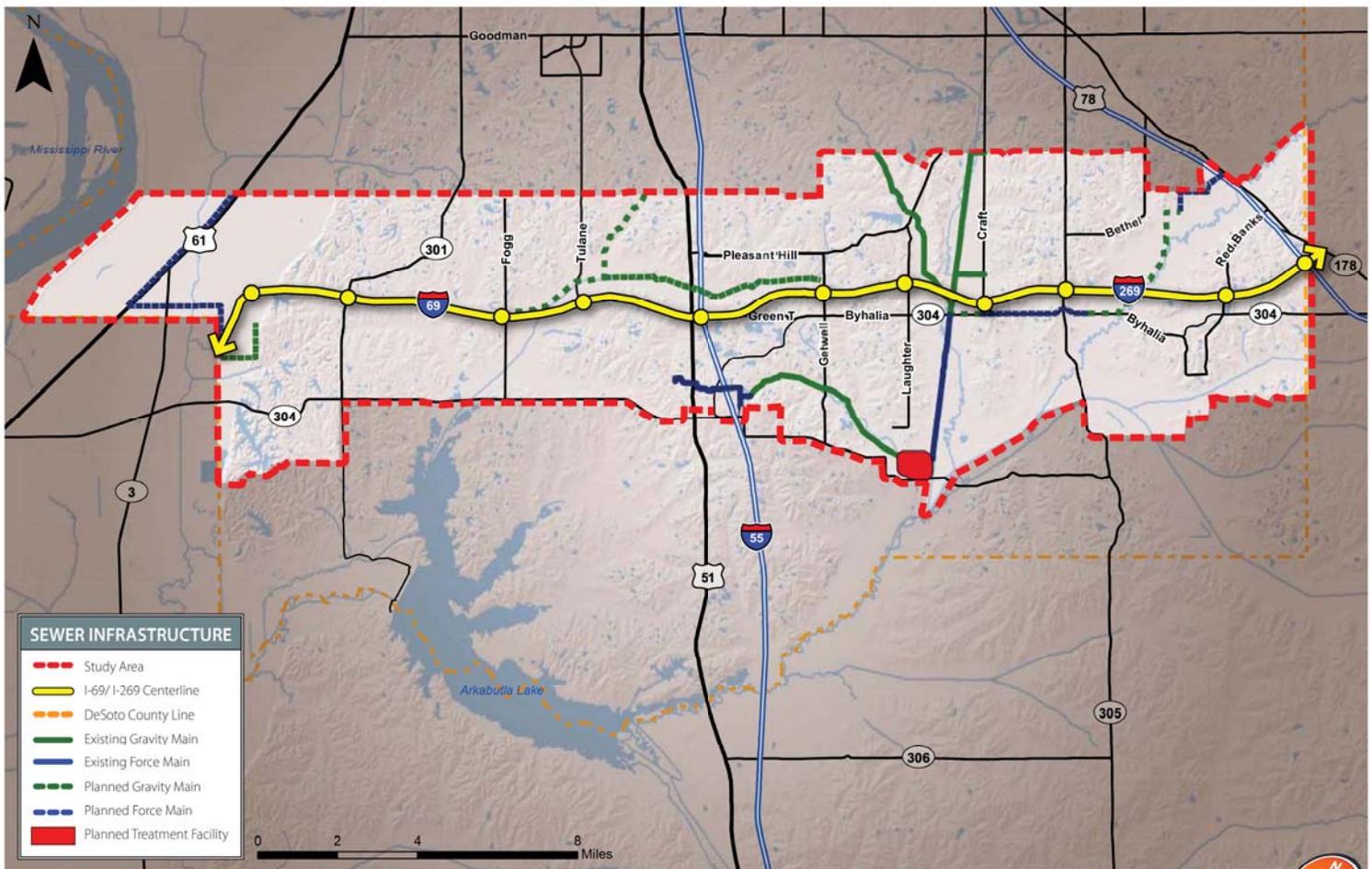


Figure 11: Existing and Proposed Sewer Infrastructure



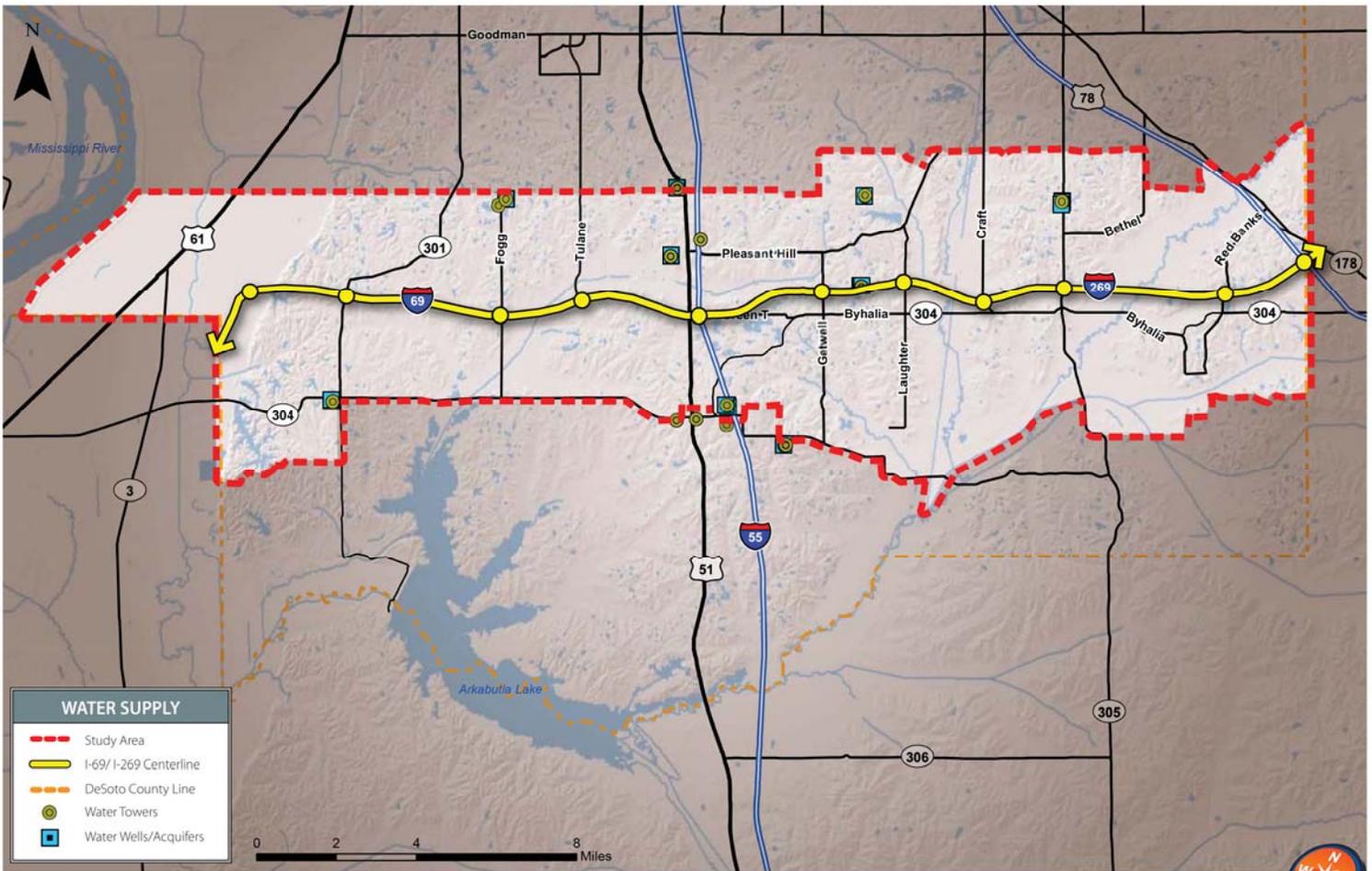


Figure 12: Water Supply

WATER SUPPLY

Potable water is currently provided in the study area through a multitude of smaller water/utility authorities that access the Sparta Sand, Upper Wilcox, and Lower Wilcox aquifers through wells. The availability of a centrally located water supply is an essential infrastructure component for any type of large-scale residential, commercial or industrial development.

Much like sewer service, the location and timing of water supply will play a large role in the location of new growth within the study area. Growth recommendations emanating from the DeSoto Discovery Plan should be coordinated with water providers to ensure that water service is in place concurrent with new development.

Easy access to the aquifers makes North Mississippi rich in water resources and can be considered a key asset for the study area. However, two issues threaten the ability of water service to support economic development and contribute to quality of life.

First, much of the current water infrastructure is not suitable for fire suppression service. This is considered a key impediment to development within the study area of any size or scale (neighborhoods, industrial, retail centers, etc.). The infrastructure will require an upgrade before much of this growth can occur. One partial solution may be to install water towers in select locations. This is an appropriate solution for an isolated spot location, such as an industrial park, but is not a comprehensive strategy for the entire study area.

Second, North Mississippi enjoys easy access to water available through the upper most aquifer. At some point in the future, it is possible that drawdown on the aquifer will impact water quality, requiring intensive capital investment in treatment facilities. The DeSoto Discovery Plan must take into account how the location and type of growth could be impacted by this potential capital requirement.

WATER SUPPLY

- 11% of the study area is within one mile of a water well.

GAS AND ELECTRICITY

The majority of the study area is served by Entergy Mississippi, Inc. (electricity) DeSoto County is Entergy’s largest customer (the Entergy district covers almost two-thirds, or 78,700 acres of the study area). Coahoma EPA and North Central Mississippi EPA serve the extreme western and eastern portions of the study area, respectively.

DeSoto County is Entergy’s largest customer base and they view the I-69/269 corridor as the most important growth engine within their service area. A transmission line runs parallel to the I-69/269 corridor and Entergy has begun acquiring sites on which to build substations. However, Entergy must expand

their distribution network to serve new growth within the study area.

Memphis recently became a pilot community for a US Department of Energy (DOE) funded project on electric vehicles. If and when electric vehicles gain popularity as a mainstream form of transportation in the region, DeSoto County’s electricity infrastructure must be modified to accommodate charging stations.

Gas service is provided by Mississippi Valley Gas Company and the City of Olive Branch, which combined, cover about three-fourths of the study area (85,400 acres). Two major gas transmission lines transverse the western portion of study area, located parallel of the westernmost interchange of I-69

(at MS 713) and parallel to and west of US 61. In the central portion of the study area a gas transmission line runs parallel to US 51. Two lines bisect the eastern portion of the study area on the east side of Red Banks Road, running diagonal from east to west.

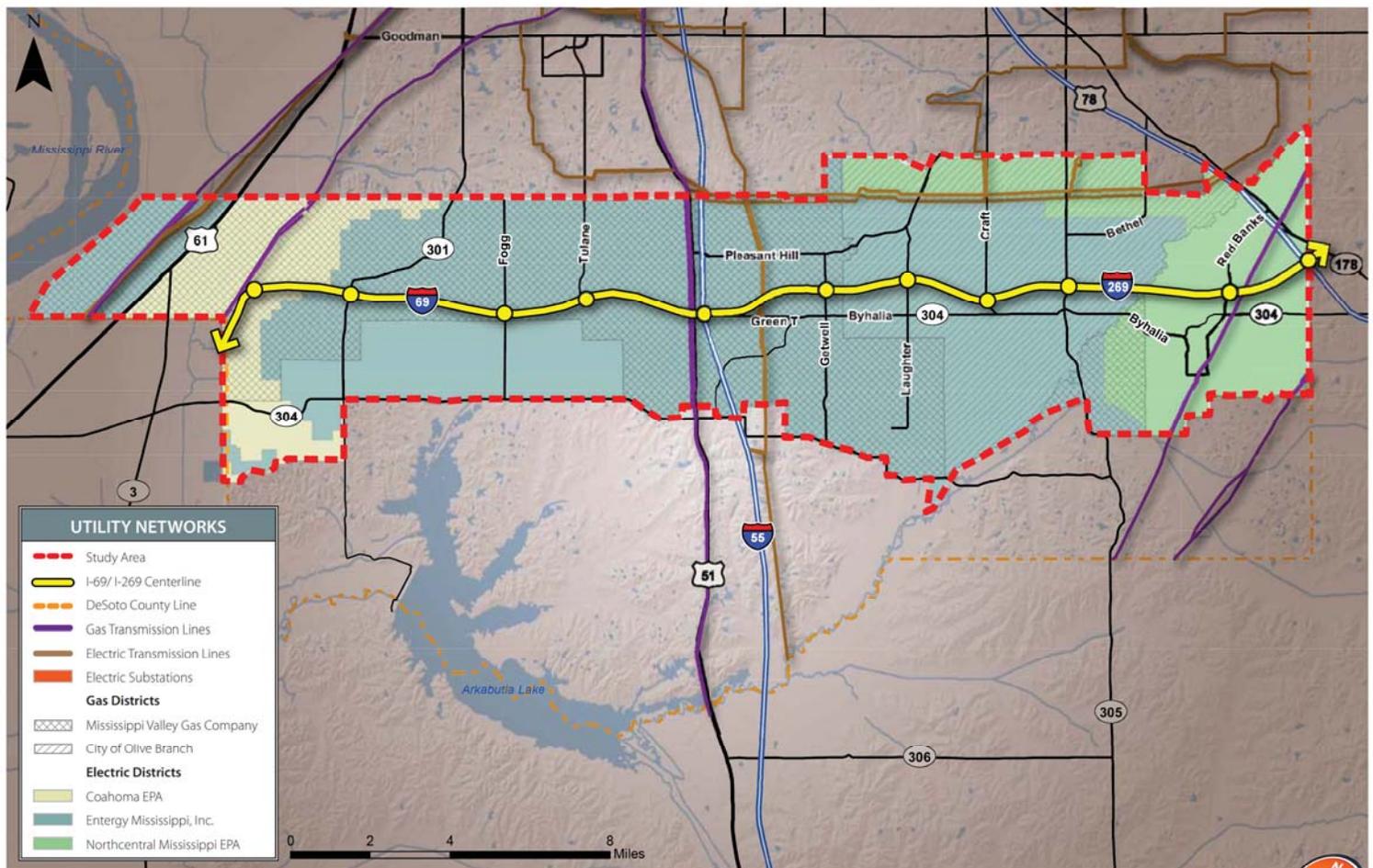


Figure 13: Utility Networks

TELECOMMUNICATIONS

Telecommunications capabilities, such as fiber optics, are fast becoming basic infrastructure requirements for major corporations and industry. DeSoto County currently has sparse fiber optic network coverage. However, the Mississippi Department of Transportation has plans to include fiber optic lines in all of its future road projects, including the unbuilt portion of I-69/269, I-55/69 north of I-69/269 and US 78. When complete, the corridor could be connected both to Memphis and Blue Springs, where the new Toyota manufacturing plant is located.

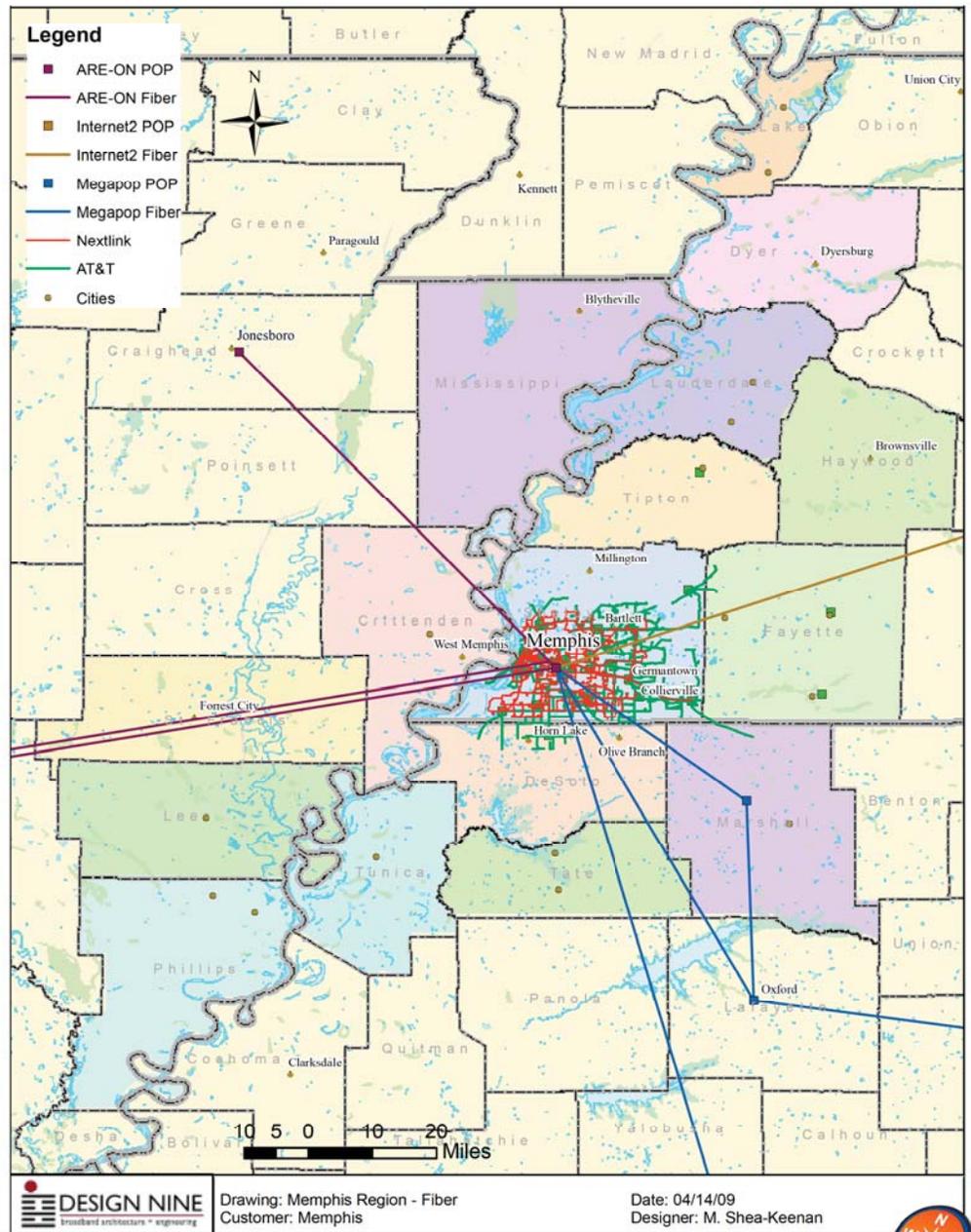
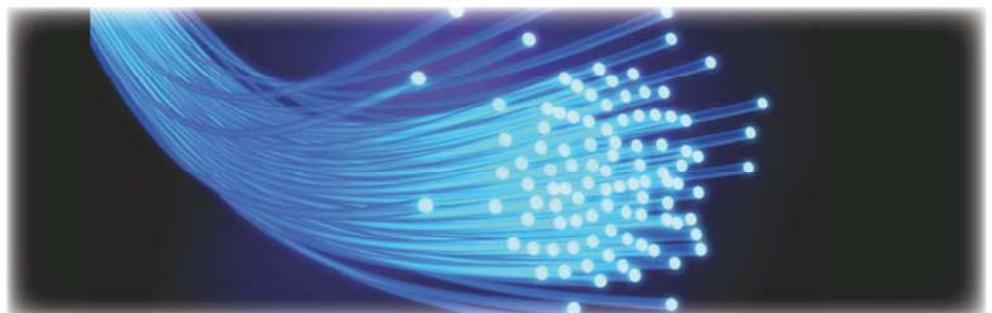


Figure 14: Memphis Region Fiber Optic Coverage



Advanced telecommunications infrastructure, such as fiber optic networks, is an important factor for attracting new industry.

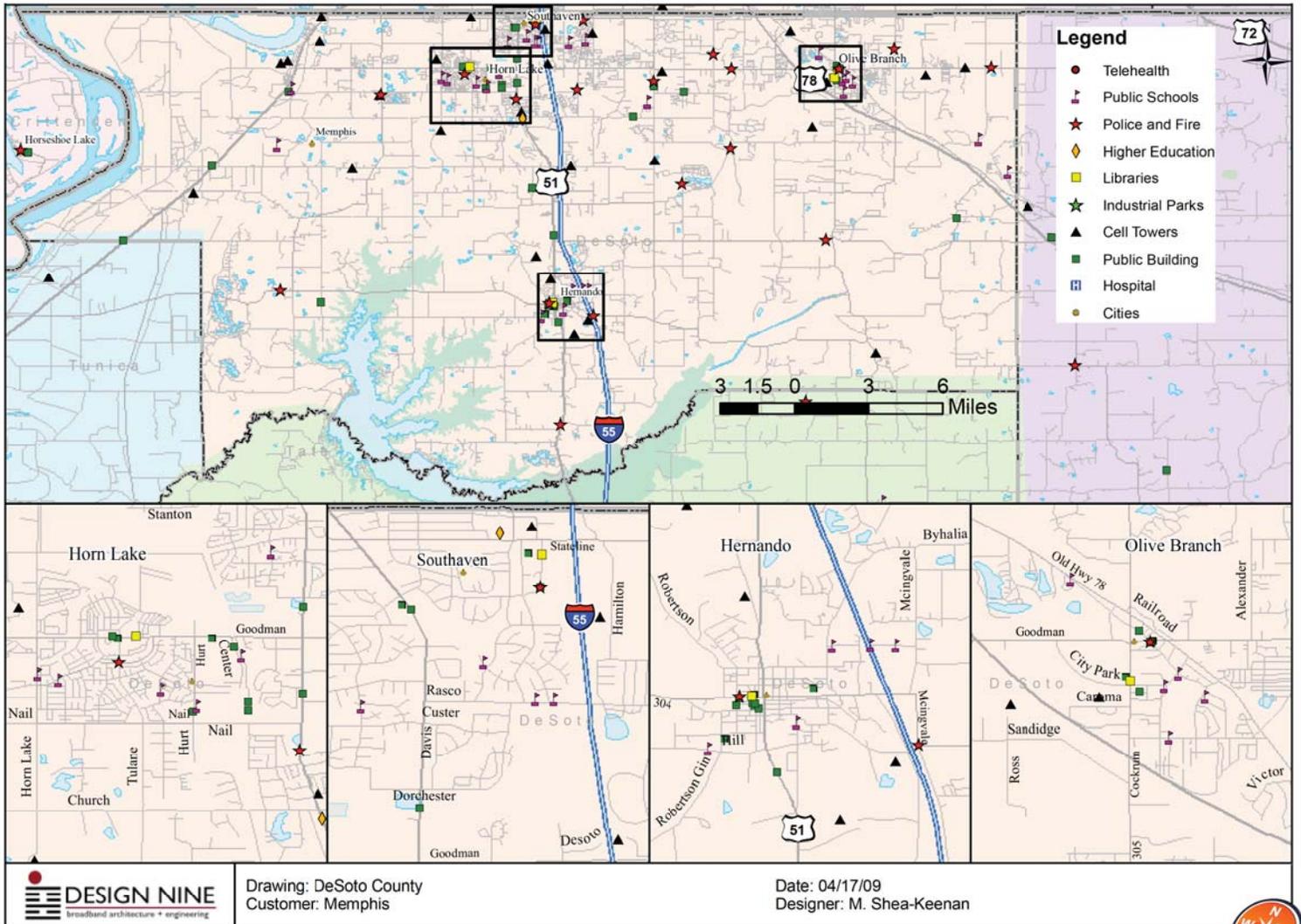


Figure 15: Memphis -DeSoto County Cell Tower Coverage



COMMUNITY SERVICES

Community services include basic services necessary to support functions of everyday life, including schools, parks and police and fire protection. Well-planned and coordinated community services can be provided at lower cost and, more importantly, contribute to a higher quality of life. Communities with good services are attractive to new residents and therefore contribute to the economic competitiveness of a place.



COMMUNITY SERVICES

Key Concepts

- Proximity/accessibility
- Coordination
- Quality of life
- Attractiveness/economic competitiveness
- Integrated civic places



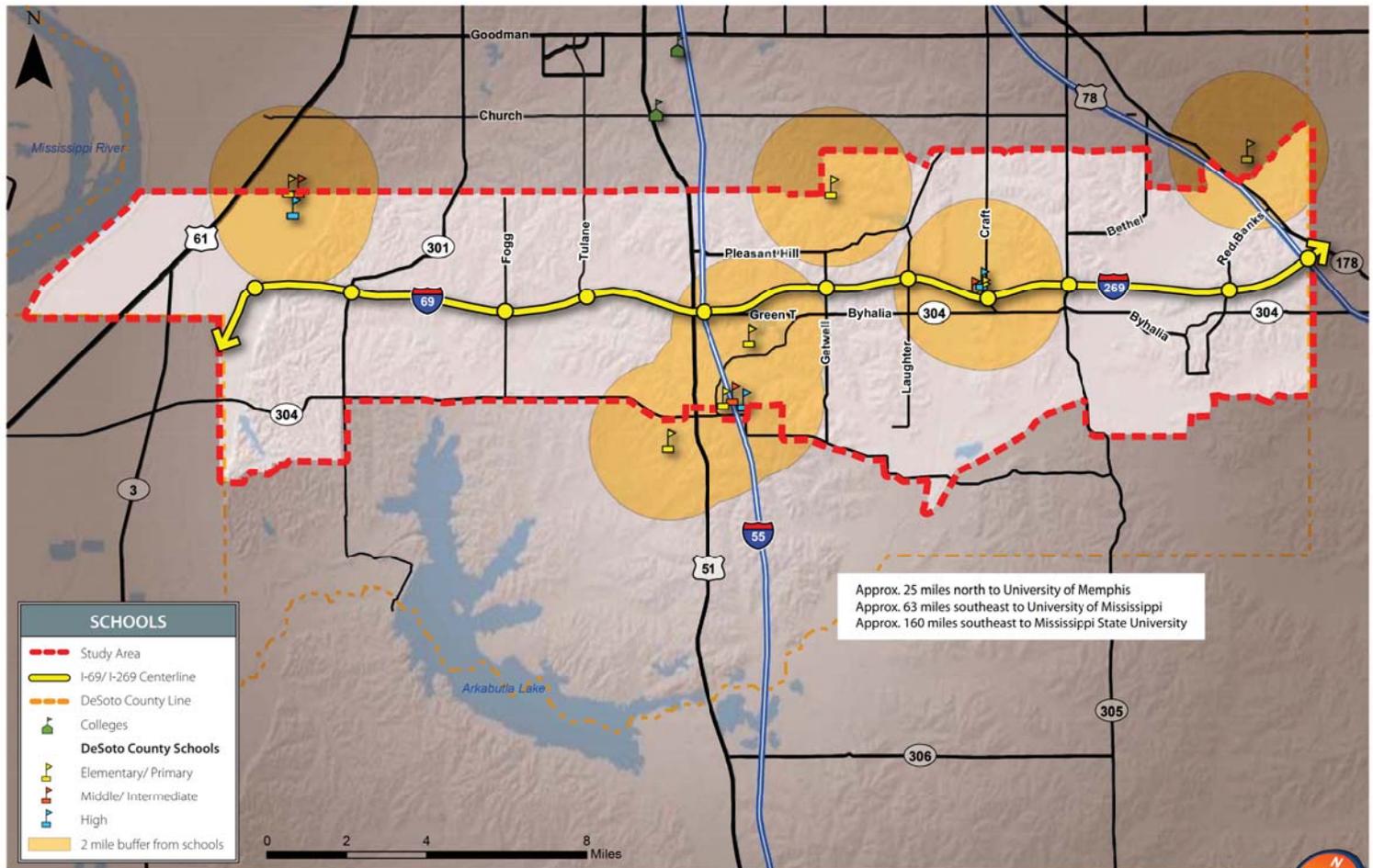


Figure 16: DeSoto County Schools

EDUCATION

Public Schools

There are approximately 31,900 students currently enrolled in grades K-12 in the DeSoto County School District for the 2010-2011 school year. Over the past seven years, the District has averaged 700 to 1,000 new students per year and built 15 new schools during that time. At a growth rate of 700 students annually, the District has current capacity for five more years of student growth.

There are three high schools, three middle schools and seven elementary schools within or adjacent to the study area. Most of these schools are located in clusters in Hernando, leaving vast por-

tions of the study area without a school in close proximity.

Capacity and proximity issues associated with existing schools in the study area mean that many new schools will need to be built concurrently with new residential growth. This represents a challenge as well as an opportunity. Good schools are a major contributor to quality of life.

New schools can act as growth magnets for development. Additionally, greater accessibility to schools from neighborhoods means less time and expense traveling to and from school (via bus or private vehicle), as well as greater potential for parent involvement. As a result, it is important that the DeSoto County School Board, municipalities and the Planning Commission coordi-

nate when making land use and school siting decisions. The DeSoto Discovery Plan can serve as the framework for that coordination.

DESOTO COUNTY PUBLIC SCHOOLS

- One-fourth of land within the study area (80,000+ acres) is within two miles of a public school.
- All schools will be at capacity within five years.

Post-secondary Education

The I-69/269 corridor is accessible to several post-secondary educational campuses. Northwest Mississippi Community College and Delta Technical College are both located just north of the study area near the I-69 interchanges at Church Road and Goodman Road, respectively. Among the major universities in the region, the University of Memphis lies 25 miles north of the corridor, while the University of Mississippi is located 60 miles to the south and Mississippi State University is roughly 160 miles away. The University of Mississippi operates a satellite campus at Northwest Mississippi Community College.

Pre-school Education

Public pre-school education is not required or provided by the Mississippi Department of Education, although it can be an important enhancement or enrichment to formal schooling. There are likely a few private pre-school educational facilities in the study area.



Northwest Mississippi Community College

PARKS AND GREENWAYS

Much like schools, having good access to parks and greenways is an important contributor to the quality of life. Parks and greenways provide places for recreation and civic and social gathering. Greenways can connect communities and places and provide opportunities for transportation.

There are no parks or greenways within the study area. The two largest parks within a short drive away from the study area are Arkabutla State Waterfowl Refuge and Hernando Point Recreation Area, both located in the southwest portion of DeSoto County on the banks of Arkabutla Lake. A handful of community parks are located in the City of Hernando, just south of the study area.

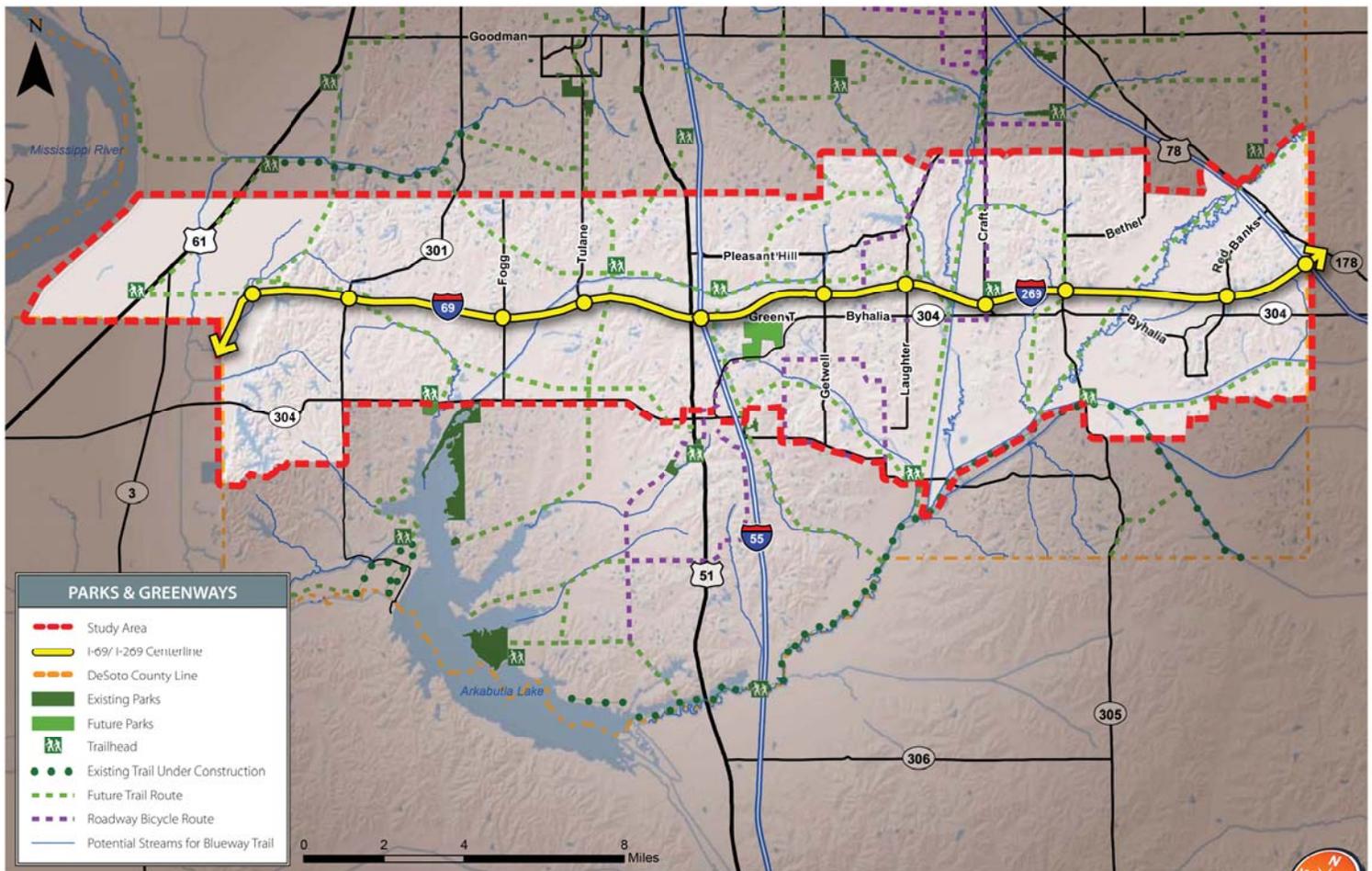


Figure 17: Parks and Greenways



The *DeSoto County Greenway Master Plan*, completed in 2010 creates numerous opportunities for future parks and a robust, interconnected network of greenways and trails. The largest of the proposed parks is Madison Lakes Park in the City of Hernando, adjacent to Hernando Hills Elementary School.

The *Greenway Master Plan* also depicts multiple future greenway/trail routes, and categorizes them as primary, secondary or linkage routes. The primary trail routes interconnect the unincorporated portions of the county with the municipalities. The secondary trail routes act as spurs and connectors between the primary routes, and the linkage routes connect to Arkabutla Lake and the Coldwater Canoe and Kayak Trail. The trail system includes a future Tunica County connector, which would run parallel to US 61 southwest toward the Tunica Riverfront and Museum. Greenways can serve as value generators, but characteristics such as connectivity, safety and ad-



Greenways, trails and blueways can connect communities and provide recreational opportunities.



equate facilities must be in place for the potential to be realized.

The Coldwater Canoe and Kayak Trail, which extends for approximately 27 miles along Coldwater River on the southern boundary of the County, is currently under construction. Other major streams in the area provide the potential for blueway trails.

Four main roadway bicycle routes are depicted in the study area vicinity: a route from Hernando toward Arkabutla Lake and back, a "Roller Coaster Loop" to the east of Hernando, a "Craft Rd/Pleasant Hill Loop" in close proximity to future I-269 interchanges, and a "Craft Rd/Malone Loop" to the north in Olive Branch. Bicycling can be a healthy, environmentally friendly and cost-effective alternative to driving under the right circumstances.

The DeSoto Discovery Plan should take into account the proposed network of greenways, trails, and blueways for their potential to connect new communities and provide recreational opportunities. Likewise, the Plan should make provisions for parks to ensure that all future residents of the corridor have good access to recreational and social opportunities.

The Hernando area was the birthplace of an important group of musicians who helped establish nearby Memphis as a major blues center in the 1920s. One such musical pioneer was jug band leader Gus Cannon, who is buried nearby, and who performed in the area before settling in Memphis.

The Mississippi Blues Trail is funded by the Mississippi Blues Foundation - the role of the foundation is to spearhead efforts to identify and secure sources of financial support for the work of the Mississippi Blues Commission.

Adapted from: Mississippi Blues Commission 2009

EMERGENCY RESPONSE

Emergency response includes law enforcement, fire, and emergency medical services (EMS). The DeSoto County Sheriffs Department provides law enforcement for the county, which is divided into five patrol districts. Currently, the DeSoto County Sheriffs Office operates out of one building, on West South Street in Hernando. In terms of safety and law enforcement, the amount of land that must be covered by police patrols is a good indicator of resource requirements. More officers and vehicles will be required to patrol the I-69/269 corridor, and revisions to patrol districts may be needed.

Fire and EMS service is provided to DeSoto County residents mostly by volunteer fire protection districts. These districts also provide emergency medical or paramedic services, as well as rescue services, in addition to fire suppression. Although most of the land within the study

EMERGENCY RESPONSE

- 82% of the land within the study area (92,500 acres) is within a four-mile radius of a fire station.



area currently falls within the County's minimum criteria for response time distances, new growth will challenge the ability of existing stations to keep pace with demand and additional locations/capacity will be necessary.

An adequate water supply for fire suppression purposes is crucial for fire protection districts. In many cases, Districts within the study area must bring water trucks into the study area as existing water lines lack fire suppression capabilities. As the study area grows, the provisions of an adequate fire suppression system must be addressed, either through water line replacement/size augmentation or water towers in spot locations.

New growth will challenge the ability of existing stations to keep pace with demand.

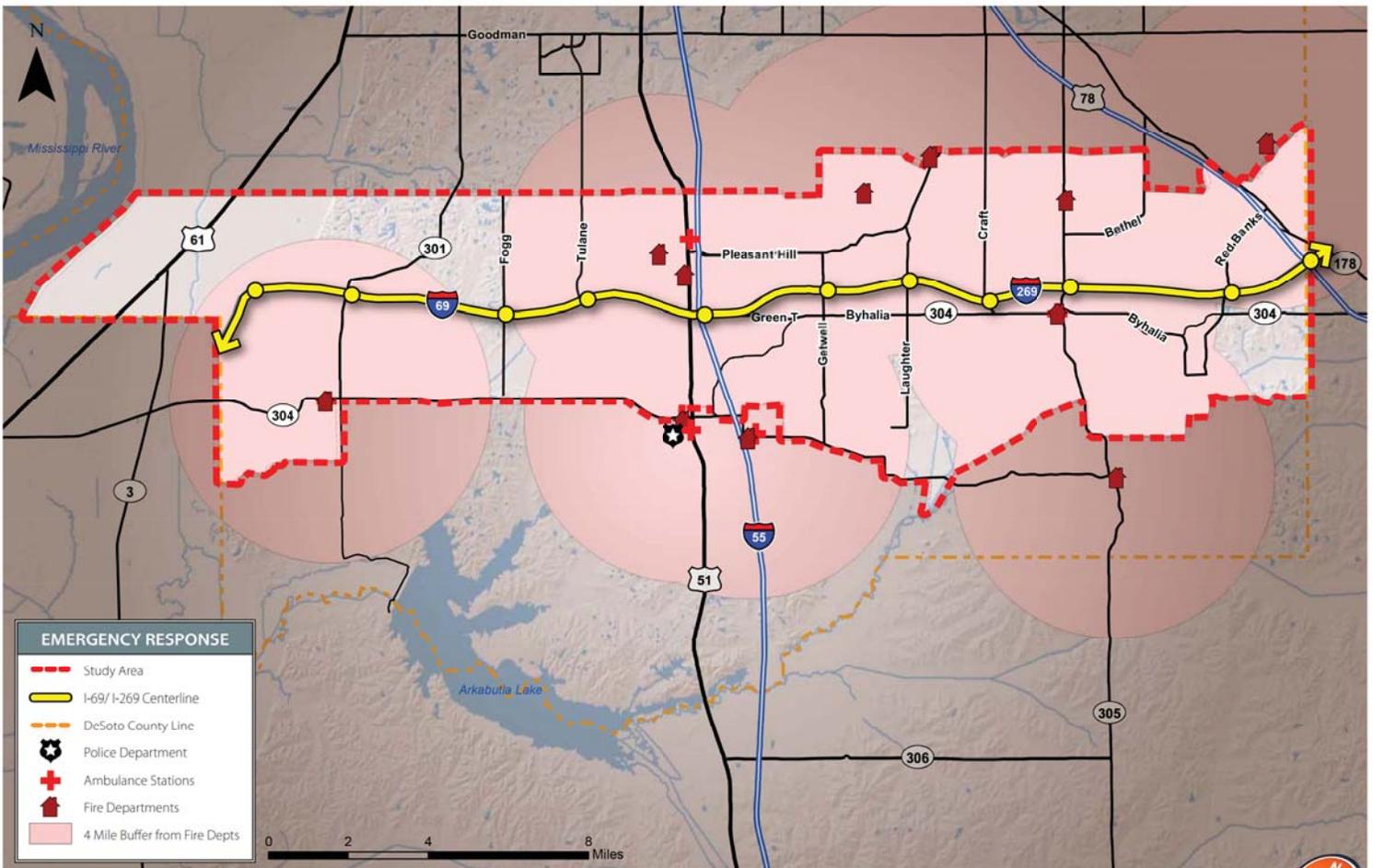


Figure 18: Emergency Response



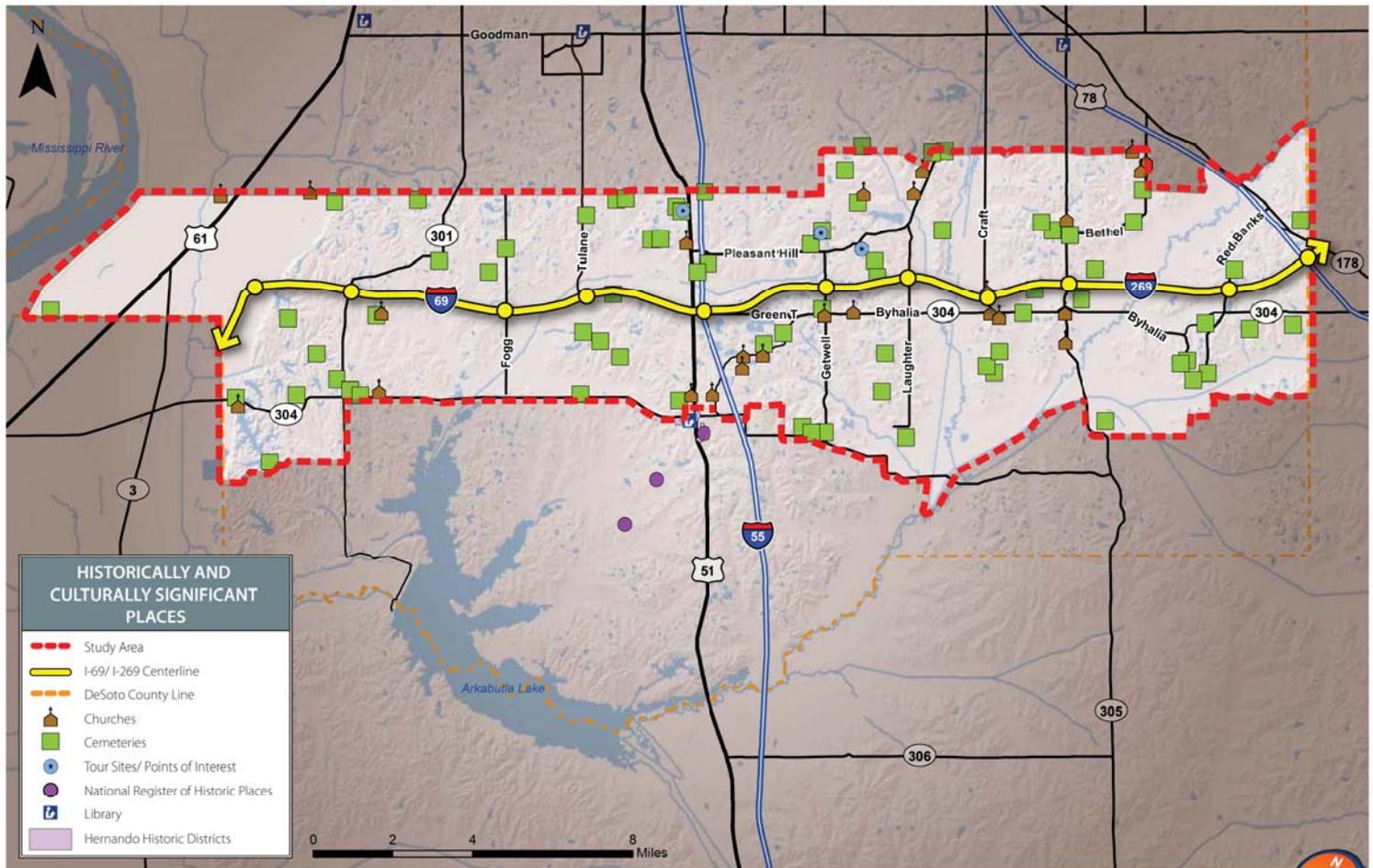


Figure 19: Historically & Culturally Significant Places

HISTORICALLY AND CULTURALLY SIGNIFICANT PLACES

Historic and cultural places contribute to the quality and identity of a community and provide places for education, enrichment and social connection. There are currently five places within the study area, all houses, that are listed on the National Register of Historic Places. In addition, the City of Hernando has four officially designated Historic Districts, located just south of the study area.

Libraries are considered high-value civic places because they provide many opportunities for education, culture and community. There are no libraries within the study area, although one is located

just south in downtown Hernando. It is the main branch of a the five-county First Regional Library cooperative that includes locations in Horn Lake, Olive Branch, Southaven and Walls. Access to libraries and potentially other important civic places should be given consideration as the DeSoto Discovery Plan moves forward.

Over 60 cemeteries are located all throughout the study area. Many of these are simple family plots located on homesteads. However, they are indicative of the long history and culture of this part of DeSoto County. This history and culture should be accommodated within the development framework of the Discovery Plan.

Historic and cultural places contribute to the quality and identity of a community .





SUMMARY

The DeSoto Discovery Plan is faced with several challenges in the I-69/269 corridor. Many of these challenges are centered around a lack of existing infrastructure to meet growing demand and the desire to preserve natural resources and culture/history as growth occurs and the character of the corridor slowly changes.

At the same time, however, this plan can take advantage of many opportunities. Lands within the corridor are rich in natural resources, and there is ample land for new growth and development.

Perhaps the greatest opportunity lies in the pristine nature of the study area, and in this opportunity for DeSoto County to “get it right the first time.” The vast majority of planning efforts for communities and regions are focused on fixing existing issues or problems. By contrast, the DeSoto Discovery Plan represents the rare opportunity to avoid the mistakes that others have made.

SUMMARY OF PLAN

Key assets

- Rich natural resources
- Abundant developable land
- Water supply
- Accessibility provided by I-69/269
- Good framework for development

Challenges

- Rural, natural resource and farmland preservation
- Need for expanded infrastructure and community services
- Preservation of community identity and culture





DeSoto



New Era of
Discovery
A STEWARDSHIP PLAN

D E S O T O C O U N T Y , M I S S I S S I P P I

CASE STUDIES & LESSONS LEARNED

A B A C K G R O U N D R E P O R T

BACKGROUND REPORT PREPARED BY

C L A R I O N

JUNE 20, 2011



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I N T R O D U C T I O N



“Thinking regionally will not be an option in the future; it will be a matter of survival.”

~ North Carolina Rural Economic Development Center

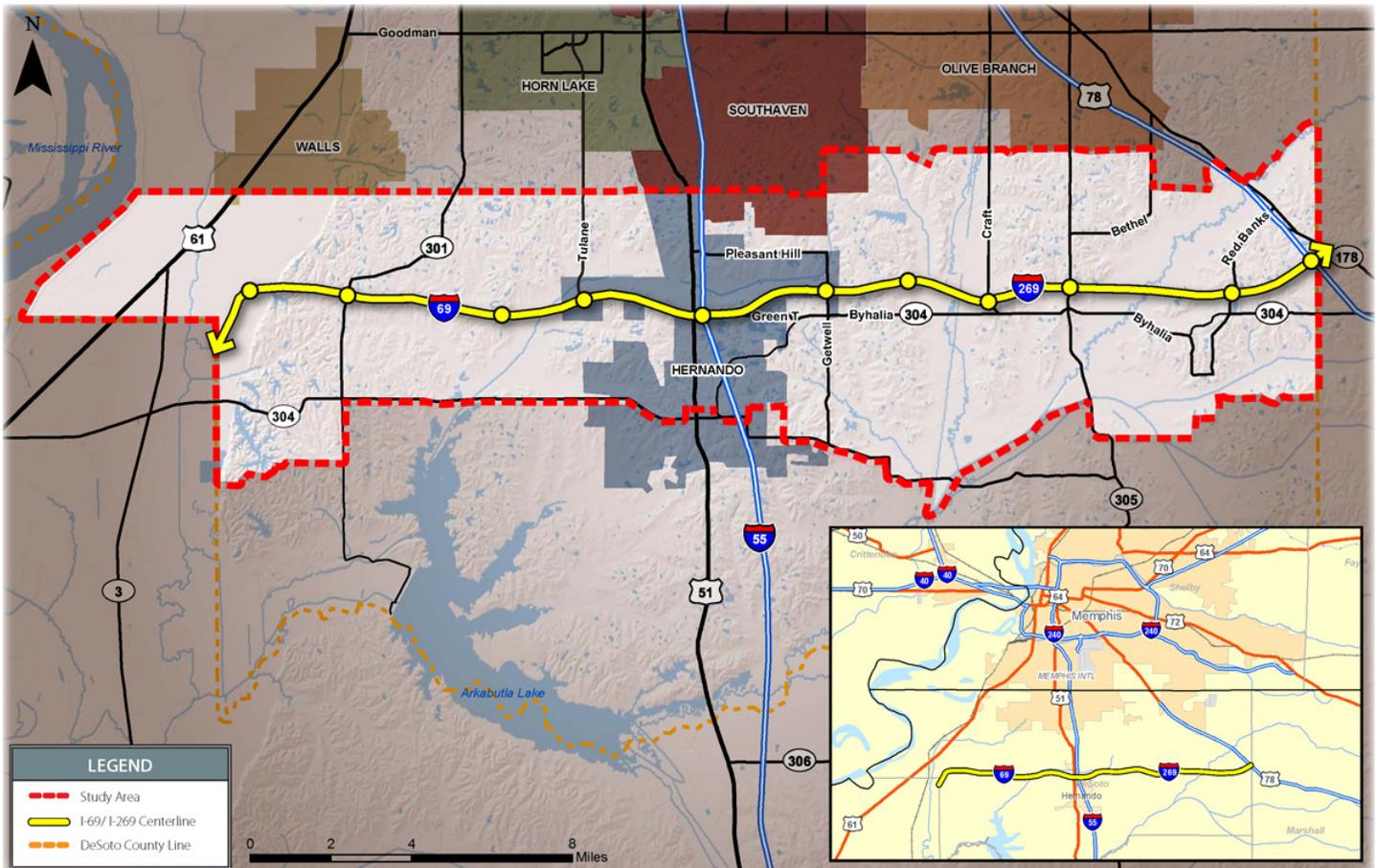
Background

The DeSoto: New Era of Discovery (A Stewardship Plan) study is being undertaken by the DeSoto County Planning Commission, by direction of the County Board of Supervisors to strategically evaluate existing and potential development opportunities and constraints that the County may encounter as a result of the federally-mandated construction of the Interstate 69/269 International Trade Corridor through DeSoto County.

The mission of the planning process is to understand the trends shaping the future and inspire the community to think about the existing possibilities for the future so that the County can make informed decisions. The effort will result in the development of stewardship plan, a written document that establishes a vision for the long-term

STUDY AREA

The study area begins at I-69 and US 61 in the western part of DeSoto County to I-55 and continues eastward along the unbuilt alignment of I-269 to the Marshall County line. It includes land roughly two miles north and south of the I-269 corridor and covers just over 122,000 acres, or approximately 190 square miles.



Study Area Map



prosperity and sustainability of the corridor and identifies strategic actions to bring the vision to reality.

As part of this planning effort, McBride Dale Clarion and Clarion Associates prepared this case study report to explore models of success and lessons learned in communities with similar issues and opportunities as DeSoto County. These case studies will help inform and will assist in the development of the stewardship plan.

REPORT ORGANIZATION

This report is organized into the following chapters:

- **Chapter 1: Introduction** includes an overview of the project and how the case studies were selected.
- **Chapter 2: Case Studies** presents the case study locations and findings.
- **Chapter 3: Lessons Learned** summarizes the major themes and lessons from the case studies review.
- **Chapter 4: Great Places** explores different theories about what makes a place livable and appealing, and highlights the common themes that may be applicable to the DeSoto Discovery effort.

CASE STUDY OBJECTIVES

This case study report provides the Planning Commission and Steering Committee examples of how other communities have dealt with similar challenges and opportunities in emerging corridor locations like the I-69/I-269 corridor in DeSoto County. These examples

provide insight and “lessons learned” about approaches that have been particularly successful—as well as those that have not—as a means of informing DeSoto County’s planning process.

CRITERIA FOR SELECTION

The following sections describe key characteristics that were used to help guide the selection and evaluation of each case study. These characteristics build on the draft Guiding Principles generated by the County Planning Commission last fall, incorporating additional themes that have emerged through the Committee’s ongoing discussions as part of this process. Not all of the case studies researched are representative of all of the characteristics outlined below. Rather, each case study highlights only those characteristics that are most applicable to the I-69/I-269 corridor. The summary matrix beginning on page 9, provides a brief overview of each case study’s key characteristics and major take-aways or lessons learned.

MARKET/ECONOMIC CHARACTERISTICS

From a market or economic standpoint, case studies were selected with the intent of identifying and documenting examples of corridors that are distinctive in their location and activities as well as the events that led to their success or failure:

Major trade corridors or zones

- National or international
- Major center of synergistic activities



Several of the case studies focus on areas that have successfully attracted targeted industries and high-quality jobs.

Target industries

- Communities that have targeted particular industries or employers
- Attracting industries that are not “naturally” attracted to the region

Catalytic projects or events

- Projects or events that prompted or resulted in dramatic change
- Project or event that produces major economic and other benefits for the region

TRANSPORTATION CHARACTERISTICS

From a transportation standpoint, case studies included corridors that are well integrated with the surrounding community and region and accommodate a variety of modes:

Integrated transportation system

- Incorporates and links multiple transportation modes (freight, air, transit, vehicle, etc.)
- Accommodates new/emerging technologies (new vehicle types,



Areas with new highways that circle metropolitan areas (beltways) are the focus of some of the case studies.

alternative fuels, traffic management systems, etc.)

- Connects nodes of activity

Transportation and logistics hubs/ports

- Major transportation crossroads/junctions (interstates, transit, airport, etc.)
- Infrastructure to support large-scale movement/distribution of products/information

Metro outer beltways

- New transportation corridors at edges of major metropolitan areas

DEVELOPMENT PATTERNS AND CHARACTERISTICS

From a development pattern and community character standpoint, case studies are representative of one or more of the following characteristics:

Rapid change in character

- From rural to developed
- High quality development
- Livable and attractive neighborhoods, activity and employment centers, and communities

Responsibly managed growth

- Fiscally
- Environmentally
- Socially/culturally
- Coordinated infrastructure and development



Several of the case studies examine locations that have experienced rapid growth and development in rural areas.



Case studies also showcase communities that have successfully coordinated with other jurisdictions on growth and infrastructure issues.

PLANNING FRAMEWORK

Case studies representative of a strong planning framework were identified with an emphasis on successful examples of complex regional or multi-jurisdictional coordination efforts.

Advanced Planning Frameworks

- Coordinated infrastructure, utility, service and land use planning
- Impact assessment tools
- Growth financing and budgeting
- Incentives and development guidelines

Regional or multi-jurisdictional coordination

- Integrated planning systems (infrastructure, economic development, etc.)
- Long-term vision and plans
- Formal cooperation among governments

C A S E S T U D I E S

2

“Creating urban centers takes time. They start small, advance incrementally, and require public investment and support.”

- City of Aurora Comprehensive Plan

Case Studies: Overview

Each case study begins with a general description of the location and context of the area of study, including size, population, and other noteworthy characteristics about the place. Next, each case study includes a section entitled “Why We Chose It” that details why the planning team selected the case study for review. In addition to meeting some of the established key criteria for selection, these case study communities may have been selected due to overall similarities to DeSoto County or because the community is seen as a leader or innovator in a particular area.

Each case study also includes section(s) that describe what the community is doing to implement or address various topics such as market trends, economic development, transportation networks, development patterns, and planning frameworks. These sections draw on the criteria for selection and provide background about what the community is doing and why.

The “Lessons Learned” sections provide discussion about factors that have contributed to the community’s success, what is working well, common or difficult issues that the community is facing, and other ideas that may be relevant to DeSoto County. A summary of the lessons learned from all of the case studies is provided in the section below, followed by the detailed case studies.

Lastly, each case study ends with a section that provides website links and reference information for future follow up research, if desired.

CASE STUDIES AT A GLANCE

A matrix summarizing the key characteristics and major lessons learned for each case study begins on the following page. The first column of the matrix summarizes the background information about each case study and why it was selected. The middle columns highlight which topic area(s) are most relevant to the case study, particularly as they relate to the selection criteria listed in the previous section. The last column provides an overview of key ideas, planning tools, and other elements that contributed to the community’s success, and also presents ideas or approaches that may be particularly interesting or relevant to DeSoto County. The matrix is intended to be used as a tool in locating the case studies most applicable to a particular issue, in addition to serving as an overall summary of the detailed case studies.

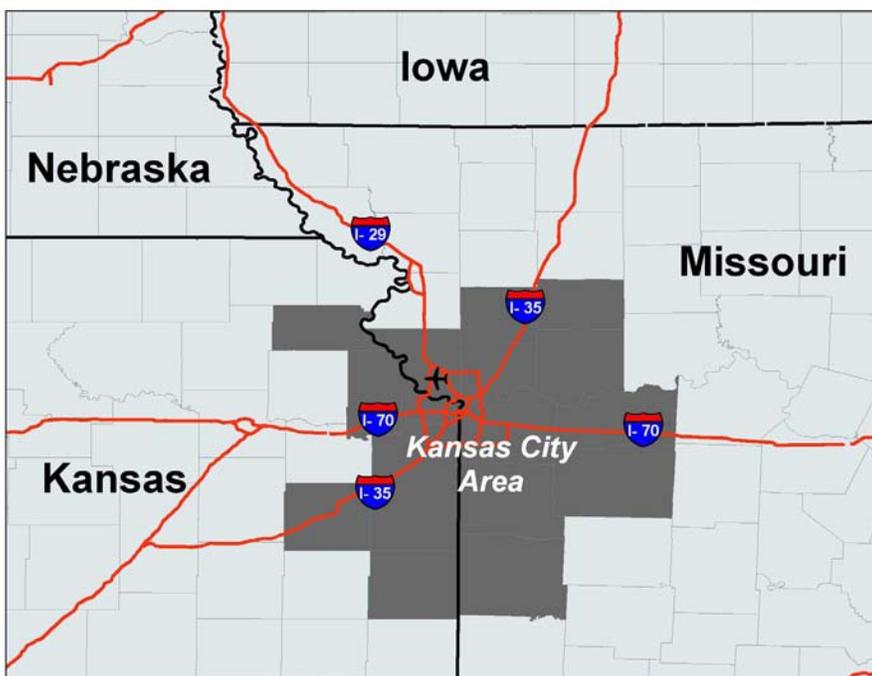
CASE STUDIES AT A GLANCE

Background	Economic	Transportation	Development Patterns	Planning Framework	Major Takeaways
Johnson County, Kansas					
<ul style="list-style-type: none"> Outer edge of metropolitan area; bi-state region Where DeSoto County could be in 25-50 years in terms of population and economic development 			X	X	<ul style="list-style-type: none"> Planning and coordination at various levels of government Extensive capital improvement planning Changing philosophy about the fiscal implications of growth
Kansas City Area, Kansas/Missouri					
<ul style="list-style-type: none"> Bi-state region; many counties and communities Strong employment growth Integrated, multi-modal transportation network Transportation and logistics hub; major trade zone 	X	X		X	<ul style="list-style-type: none"> Regional economic development effort Strong branding and marketing of target industry initiatives Emphasis on workforce development Coordinated regional transportation planning
Williamson County, Tennessee					
<ul style="list-style-type: none"> Outer edge of major metropolitan area New metro area beltway (State Route 840) Changing in character from rural to developed 		X	X	X	<ul style="list-style-type: none"> Citizen participation and outreach Managed and focused growth Preserving rural character
Research Triangle, North Carolina					
<ul style="list-style-type: none"> Explosive job and population growth Major center of research activities and employment Older established area looking to remain competitive 	X	X	X		<ul style="list-style-type: none"> Collaboration with educational institutions Regional competitiveness planning Changing development patterns; integration of transit
Aurora, Colorado					
<ul style="list-style-type: none"> Fast-growing suburban community Newer metro area beltway (E-470 Toll Road) Future multi-modal transportation system 		X	X	X	<ul style="list-style-type: none"> Coordinated transportation and land use planning Use of design standards to achieve quality development Fiscal challenges associated with growth
Bradley County, Tennessee					
<ul style="list-style-type: none"> Bi-state region High quality of life and small town character Rapid change from rural to urbanized area due to new industries 			X	X	<ul style="list-style-type: none"> New level of multi-jurisdictional coordination Regional growth management approach
Beaufort County, South Carolina					
<ul style="list-style-type: none"> Tremendous growth and rapid change in character Development patterns largely unestablished 			X	X	<ul style="list-style-type: none"> Planning within a regional framework but maintaining community autonomy Formalized cooperation among governments

Johnson County, Kansas

WHY WE CHOSE IT

Like DeSoto County, Johnson County is a suburban county located within a bi-state metropolitan area (the greater Kansas City area). In many ways, Johnson County offers some perspective about what DeSoto County could be like in 25 to 50 years in terms of population and economic development. Since the 1980s, Johnson County has experienced strong population and employment growth— trends that are projected to continue well into the future. Additionally, Johnson County is home to the largest, non-agricultural employment base in the state of Kansas. Much of this employment falls within the logistics and distribution industries due to the County's location at the crossroads of multiple transportation routes.



C O N T E X T

- Population: 525,000
- Size: 480 sq. mi
- 20+ municipalities, 6 school districts
- Suburban edge of Kansas City metro area bordering Missouri
- Rural landscape outside of incorporated urban areas
- High quality of life



RESPONSIBLY MANAGED GROWTH

Outside of the suburban incorporated areas, Johnson County features a predominantly rural landscape that faces tremendous development pressure and growth. The area is very accommodating to new growth, and is committed to keeping taxes low and maintaining the area's high quality of life and services as growth occurs. Close coordination with the areas 20-plus municipalities and 6 school districts, and careful planning of infrastructure improvements and development needs helps the County achieve these objectives. However, as the County grows it is beginning to face challenges related to balancing fiscal responsibility with growing expectations and needs for County services.

LESSONS LEARNED Levels of Coordination

Johnson County manages growth by planning and coordinating at various levels including a County-wide visioning effort aimed at unincorporated areas under the County's jurisdiction, coordination with local plans for incorporated jurisdictions in the County, and regional collaboration with the Mid-America Regional County (MARC) on a regional land use vision.

Capital Improvement Planning

In addition to various levels of visioning and land use planning, Johnson County manages and plans for future capital improvements through an extensive Capital Improvement Planning (CIP) program. In this program the County prepares a 5-year capital improvement plan which is updated annually. The capital improvements are coordinated and aligned with the County's facilities and other strategic plans, and the County's budget integrates both the annual budget and long-term capital needs.



Johnson County's Capital Improvement Program (CIP) guides the budgeting for and construction of the County's physical assets, such as construction and improvements to roadways, and wastewater and stormwater projects. Photos courtesy of Johnson County.

FOR MORE INFORMATION

Visit the following websites for additional information about these efforts in Johnson County:

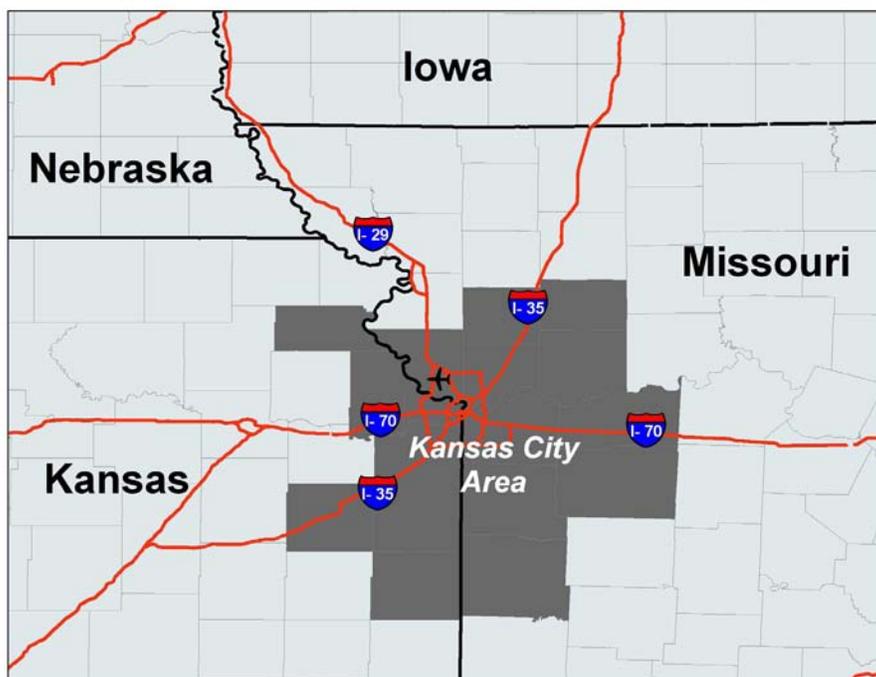
- Johnson County Comprehensive Plan, <http://jocovision2030.com/>
- Johnson County Budget, <http://countybudget.jocogov.org/>



Kansas City Area, Kansas/Missouri

WHY WE CHOSE IT

The greater Kansas City area boasts a fast-growing job market, high quality of life, low costs of business and living, and a convenient central location. Due to its location at the crossroads of various transportation and trade routes, including various interstates, barge lines, airports, and rail lines, the Kansas City area has emerged as one of the nation's premier logistics and distribution centers. But, in addition to logistics and distribution, the Kansas City area has also been quite successful in targeting and attracting a broad range of other high quality jobs and industries. The region's job creation and economic development efforts illustrate the various levels of coordination and cooperation between governmental and other companies and organizations in the Kansas City area.



C O N T E X T

- Population: 2.2 million people
- Size: 7,952 sq. mi.
- 2 states, 18 counties, 50+ communities
- Strong growth in quality jobs
- Transportation hub: interstates, airports, rail, barge lines



TARGET INDUSTRIES

Economic development efforts in the Kansas City region emphasize positioning the region competitively for the attraction, expansion, and retention of high quality jobs, and promoting the region as the business location of choice. A major focus of these regional economic development efforts involves the development of industry clusters. Industry clusters are groups of regionally concentrated, inter-related businesses. Not only do industry clusters provide employment opportunities, but they also help establish synergistic relationships and activities that can spur additional investment and job creation.

Four primary clusters of industries are targeted in the Kansas City area:

- Logistics and distribution (KC SmartPort)
- Life sciences and animal health and research (KC Animal Health Corridor)
- New energy technologies (KC Advanced Energy)
- Technology businesses (KC Next)

LESSONS LEARNED

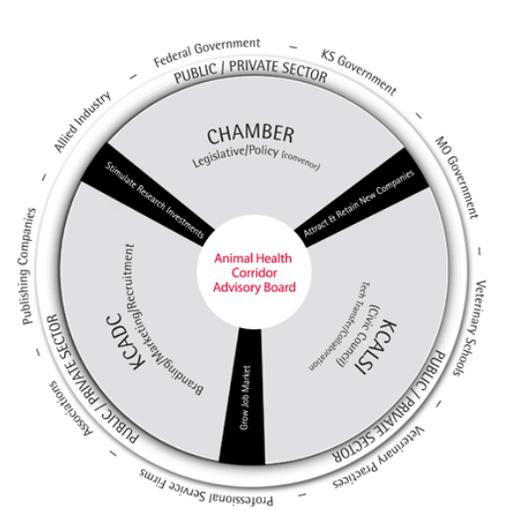
Regional Collaboration

The successful targeted industry and job development efforts in the Kansas City region can be attributed to a large regional effort led by the Kansas City Area Development Council (KCADC), a private, non-profit regional economic development organization whose membership includes more than 250 corporations and partnerships with more than 50 city and county governments. KCADC emphasizes regional cooperation and coordination, because it recognizes that “many companies looking to expand or relocate look at regions, not individual communities.”

Build on Competitive Advantages

KCADC’s target industry development efforts are mainly focused on four clusters of industries – ones that build on many of the natural assets and competitive advantages unique to the Kansas City area. These competitive advantages include the area’s central location, extensive multi-modal transportation infrastructure, universities and other educational institutions, and a strong, skilled workforce. Capitalizing on these assets allows the Kansas City region to support and grow existing industries and em-

ployers, and efforts to enhance these assets makes the area even more attractive to other potential companies.



The Kansas City Area Development Council works in close collaboration with other private and public sector organizations in the Kansas City area to further industry development initiatives like the KC Animal Health Corridor. Image courtesy of Kansas City Animal Health Corridor.



Kansas City’s extensive intermodal transportation infrastructure helps support the area’s growing logistics and distribution industry. Image courtesy of KC SmartPort.

FOR MORE INFORMATION

Visit the following website for additional information about the target industry efforts in the Kansas City area:

- Kansas City Area Development Council (KCADC), <http://www.thinkkc.com/>



Strong Branding and Marketing

Through extensive branding and marketing, KCADC is able to project a very clear image of what industries the region is hoping to attract, build, and retain. For example, the KC Animal Health Corridor initiative identifies the Kansas City area as a center for animal health and science activities and industries. Strong branding and marketing materials for each of the four target industry clusters (KC Smart Port, KC Animal Health Corridor, KC Advanced Energy, and KC Next) makes each industry stand out as unique and innovative while at the same time the coordinated branding



Kansas City Area Economic Development Council uses catchy and creative branding to draw national and international attention to its economic development initiatives. Images courtesy of Kansas City Area Economic Development Council.

and marketing efforts work together to enhance the identity of the Kansas City region as a place to grow successful businesses.

MAJOR TRADE ZONE

While the Kansas City area has a long history in transportation and distribution, international trade is emerging as an important industry in the region. Situated at the crossroads of several interstates, near Kansas City International Airport, and adjacent to the Missouri River waterway, Kansas City is also home to one of the country's largest rail centers, and is positioned along the transcontinental and NAFTA trade corridors. In addition, Kansas City has more Foreign Trade Zone space than any other city in the country, offering extensive storage space and duty and quota-free storage of foreign goods. These factors make it an ideal hub for transportation and distribution activities, and allow the region to function as the country's premier "inland port."

LESSONS LEARNED

Economic Development Leadership

The Kansas City Area Economic Development Council's (KCADC) KC SmartPort initiative has helped area's transportation and distribution industries grow into major international trade and supply-chain leaders. KC SmartPort is a non-profit organization under the umbrella of KCADC, which provides regional leadership and works to make the region more competitive in the trade and distribution industry, and to attract businesses with significant transportation and logistics elements by offering site location assistance, a directory of transportation service providers, global



Coordinated transportation planning and workforce development initiatives have helped transform the Kansas City area into a major international trade zone. Photo courtesy of KC Smart Port.

logistics information, and other services. Its board of directors includes representatives from various local governments, businesses, and other organizations its efforts to represent the interests and stakeholders through the region.

Workforce Development

One valuable effort to emerge from the KC SmartPort effort is its supply chain education initiative. Recognizing the potential for more jobs to be created as new intermodal project come on-line, the KC SmartPort organization surveyed participating companies to identify training gaps to meet the needs of the growing industry. Supply-chain management emerged an important area where additional education and training would be necessary. Therefore, KC SmartPort built partnerships with area educational institutions and other organizations to develop training programs in supply-chain management to build the workforce's skills for current and emerging jobs.

Coordinated Regional Transportation Planning

Regional coordination and planning of the transportation network is another element that has added to the success of the Kansas City area's trade and distribution system. The Mid-America Regional Council (MARC) is the region's unified metropolitan planning organization for the bi-state region that develops regional transportation and other plans in association with the area's state, city, and county governments. This framework allows for extensive coordination and long-term planning for intermodal projects that will enhance the movement of people and goods to, from, and within the Kansas City region.

FOR MORE INFORMATION

Visit the following websites for additional information about the Kansas City area trade zone:

- Kansas City Smart Port, <http://www.kcsmartport.com/>
- Mid-America Regional Council (MARC), <http://www.marc.org/>



Williamson County, Tennessee

WHY WE CHOSE IT

Williamson County, Tennessee is a growing rural area located south of Nashville, Tennessee. Similar in population and size to DeSoto County, Williamson County is also preparing for the completion of a new beltway on the southern side of Nashville that will cross the County. Completion of this beltway, State Route 840 is expected to generate additional growth and the County has planned to accommodate this growth while also remaining committed to protecting the area's rural character.



C O N T E X T

- Population: 183,000
- Size: 584 sq. mi.
- Outer edge of greater Nashville area
- High quality of life



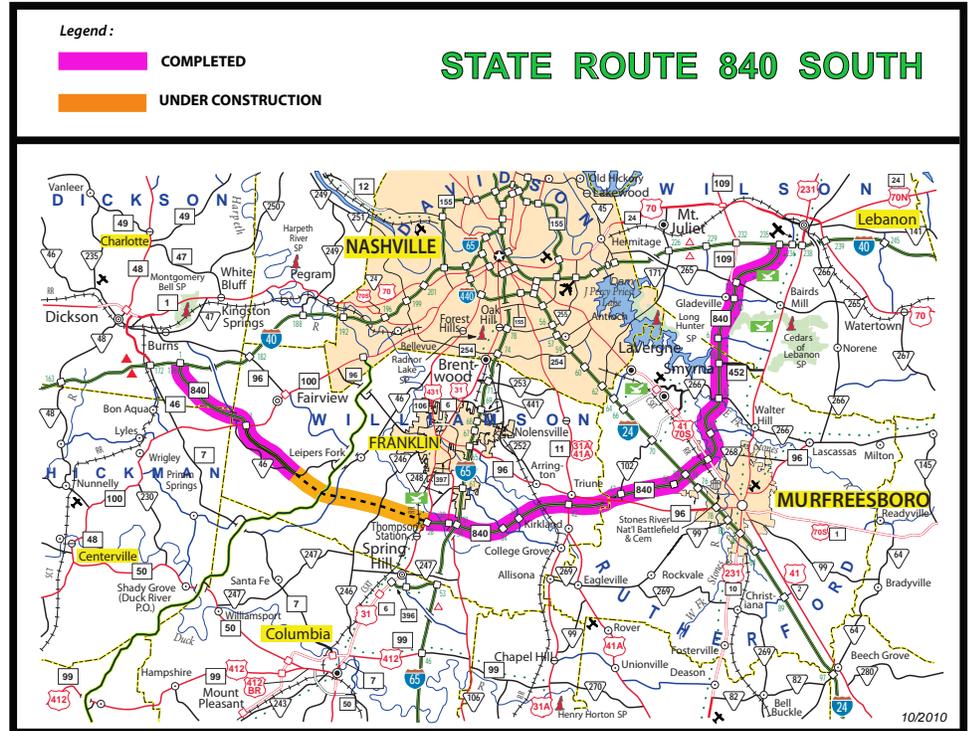
BELTWAY COMPLETION

SR 840 South, the outer-edge beltway for the Nashville area, is planned for completion in 2012. The final three segments of the beltway are located in Williamson County, and goals of the project include providing traffic relief to the greater Nashville area, and generating additional economic growth along the beltway corridor. The Tennessee Department of Transportation (TDOT) has been responsible for the planning and construction of the beltway project. The project is strictly a roadway construction project and does not include accommodations for any alternative modes of transportation, nor is it linked to any formal economic plans or initiatives prepared by the County or other organizations.

LESSONS LEARNED

Citizen Outreach

Citizen participation has been an important component of the SR 840 planning and construction effort. In the planning stages of the project, a Citizen's Resource Team provided valuable recommendations on the project route and design. As the project moved into the construction phases, TDOT erected an on-site community outreach center, open to the public. Housed jointly with the project office in a temporary modular building, the outreach center has been a successful initiative that has helped improve communication and coordination between the construction crew, project management team, property owners, and impacted communities.



Above: Tennessee's State Route 840 South will cross the rural areas surrounding Nashville. At right: Tennessee Department of Transportation's community outreach center has been a valuable resource during the construction of SR 840. Images courtesy of Tennessee Department of Transportation.



FOR MORE INFORMATION

Visit the following website for additional information about the SR 840 Beltway project:

- Tennessee Department of Transportation, <http://www.tdot.state.tn.us/sr840s/>



PROTECTING RURAL CHARACTER

Williamson County has a high capacity for future growth due to its rural nature, and despite projections for significant growth, the area's growth capacity is likely far more than projected demand. In response to this situation, major points of focus in the County's Comprehensive Land Use Plan include addressing where future growth should occur, and how to preserve the existing rural character of many areas despite public opposition to reducing allowable rural densities.

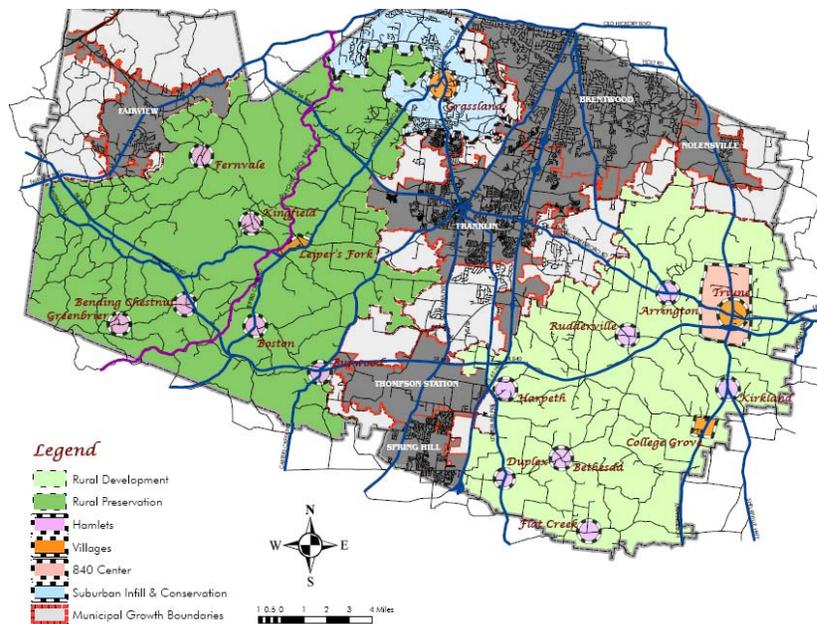
LESSONS LEARNED

Planned Growth Areas

In order to preserve the County's rural character as it grows, Williamson County's Comprehensive Land Use Plan establishes a system of urban growth boundaries, planned growth areas, and rural conservation areas. The plan stresses new urban-level development targeted in designated areas (particularly along the future SR 840 and in existing urbanized areas) and clustered development in rural areas. Rural areas encompass the largest land area within the plan area, and the plan divides them into two categories, rural preservation and rural development, which are differentiated by permissible densities. In these rural areas urban services should not be expected and single-family uses are intended to be secondary uses to preserve the rural nature of these areas. Additional development regulations are planned to further preserve significant view sheds and hillsides in the County's rural areas.

The plan also emphasizes a nodal pattern of development focused around existing villages and hamlets. While the plan identifies hamlets and villages as

appropriate locations for new growth, policies that require adequate infrastructure and public services in growth areas are designed to ensure that new growth does not overwhelm the existing character and infrastructure within these communities.



Williamson County's Land Use Element Map, shown above, designates areas for rural development, rural preservation, hamlets, villages, activity centers along SR 840, and suburban infill and conservation. Image courtesy of Williamson County.

FOR MORE INFORMATION

Visit the following website for additional information about Williamson County's growth boundaries and rural conservation efforts:

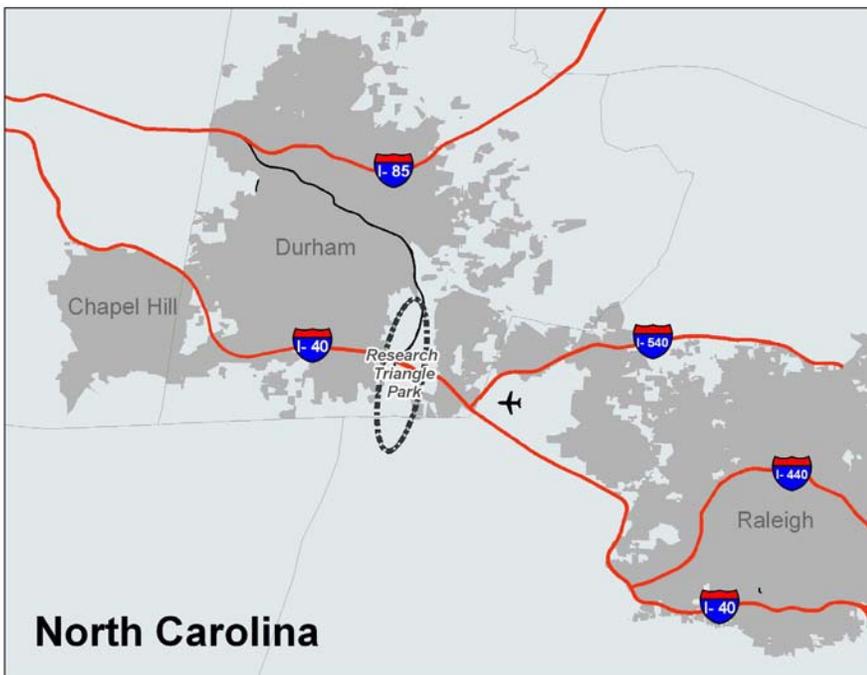
- Williamson County Comprehensive Land Use Plan
<http://www.williamsoncounty-tn.gov/index.aspx?nid=113>



Research Triangle, North Carolina

WHY WE CHOSE IT

The Research Triangle region is continually rated as one of the best places for business and to live in the country. While the region's large size and population are unlike DeSoto County, it does illustrate how job growth was successfully spurred through creation of the country's first research park, Research Triangle Park (RTP) in 1959. The region and RTP also provide lessons learned about economic resilience and remaining strong in an increasingly competitive economy.



C O N T E X T

- Population: 2 million
- Size: 13 counties
- Explosive job and population growth
- Country's first research park (Research Triangle Park)
- "Best Place for Business" and "Best Place to Live" rankings



JOB GROWTH AND ECONOMIC RESILIENCY

Over the past several decades, few regions in the United States have experienced the tremendous job growth that the Research Triangle region has seen. The region's ability to attract leading research industries has also resulted in explosive growth and development.

While not immune to the current realities and uncertainties of the economy, including intense global competition, strained public resources, unemployment, and slowed job creation and growth in wages, the Research Triangle region has weathered the recession relatively well. With lower levels of unemployment than the rest of the state of North Carolina and the United States as a whole, the Research Triangle area serves as a model for economic resilience in recent years.

LESSONS LEARNED

Collaboration with Educational Institutions

The Research Triangle Park (RTP) was established in 1959 as a place to attract and grow research and development operations. The vision was to create spinoff jobs from the area's research-based

educational institutions including University of North Carolina, Duke University, and North Carolina State University. The tremendous success of the RTP has led to job growth throughout the larger Research Triangle region. Close collaboration between governments, businesses, and academia in the region has created a culture of innovation and creativity which attracts more than \$2 billion in federal research and development funding each year.

Regional Competitiveness Planning

Regional business leaders created the Research Triangle Regional Partnership 14 years ago to coordinate regional recruitment because they recognized the importance of collaboration in attracting new investment. Due to the economic recession and rising competition, this spirit of regional collaboration and coordination has become increasingly important over recent years. As the North Carolina Rural Economic Development Center said in its recent *Choices for a New Century Report*, "thinking regionally will not be an option in the future; it will be a matter of survival."

A recent planning effort by the Research Triangle Regional Partnership entitled *Staying on Top – A Competitiveness Plan for the Research Triangle Region, NC*



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Partnerships with the Research Triangle region's universities and other educational institutions helps build a competitive workforce and attracts many major employers to the region.

focused on how to ensure the Research Triangle Region's success and prosperity "in a new era of fierce global competition for new jobs and investment." The plan emphasizes four pillars of regional competitiveness: attractiveness to companies, attractiveness to individuals, reputation/brand, and intellectual attraction. It illustrates that not only is the quality of the workforce essential to a region's economic competitiveness, but so is the quality of the region itself as a place where people want to live and work, and where businesses want to locate.

CHANGING DEVELOPMENT PATTERNS

Construction of the Research Triangle Park and much of the surrounding development began in the late 1950s and 1960s – development patterns that feature segregated uses, campus-style buildings, large parking lots, and heavy reliance on automobile transportation. Now, nearly 50 years later, the region's transportation system is straining under current demand, and the area's high lev-

FOR MORE INFORMATION

Visit the following website for additional information about the Research Triangle:

- Research Triangle Regional Partnership, <http://www.researchtriangle.org/>



els of traffic congestion are anticipated to worsen over time. In effort to remain competitive with other regions, reduce congestion, and to maximize efficiency and use of the land, the Research Triangle Park initiated a new Master Plan process in 2010. Goals of the Master Plan include maximizing efficiency, mobility, and synergy among regional universities, businesses, and governments to retain the RTP's competitive edge.

LESSONS LEARNED

Compact Development and Multi-Modal Transportation System

Leaders in the Research Triangle region recognize that in order to maintain the area's high quality of life, attract new residents and businesses, and compete in the global marketplace, the area needs a better multi-modal transportation system which offers more transportation options including improved bus and rail transit service. Moreover, the Research Triangle Regional Partnership's Shape of Things to Come Plan identifies transportation improvements to enhance mobility and expanded air service to destinations that are priorities to regional businesses as two key actions to help enhance the region's competitive business climate. An important element of the Research Trian-

gle Park Master Plan will likely include addressing how to better integrate and support transit, through the reshaping of development to increase densities and to provide better orientation and accessibility for pedestrians and transit users. Additionally, the plan will also continue to uphold the role of the natural environment in creating a unique, and treasured setting. Focusing on increased densities and intensification of already developed areas will help conserve the natural environment, while at the same time fostering increased community, and opportunities for collaboration and multi-modal transportation.



Compact development through infill development and intensification of existing areas, and increased mobility through the integration of transit are future goals for the Research Triangle Park. Image courtesy of Research Triangle Park.

FOR MORE INFORMATION

Visit the following websites for additional information about the Research Triangle:

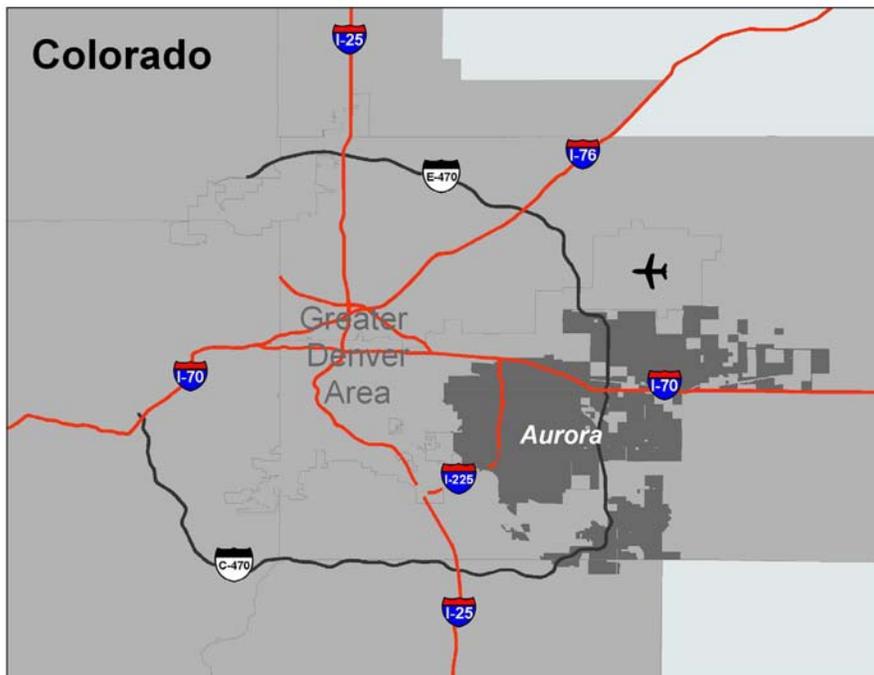
- *Research Triangle Park, <http://www.rtp.org/>*
- *Triangle Region Transit Program, <http://www.ourtransitfuture.org>*



Aurora, Colorado

WHY WE CHOSE IT

Aurora is a fast-growing community located on the eastern edge of the Denver metropolitan area. A new beltway, the E-470 toll way, traverses the eastern edge of the city – an area where much of the city’s new growth is occurring. Denver International Airport (DIA), which opened in 1995, is located even further east of the E-470 toll way, another factor that has contributed to City’s tremendous growth and eastward expansion. Between 2002 and 2008 the City of Aurora issued an average of 2,600 building permits annually, and the supply of approved/entitled dwelling units in the City is estimated to last more than 25 years. Through the periods of high growth earlier in the decade, as well as during the slowdown in recent years, the City has ensured that all new development (both residential and non-residential) supports the City’s long-term vision for a mix of uses, high quality development, and concentrated centers of activity.



C O N T E X T

- Population: 325,000
- Size: 155 square miles
- Edge of metro Denver
- Close proximity to Denver International Airport
- Rapidly changing/high growth area



MULTI-MODAL TRANSPORTATION NETWORK

Aurora is served by an integrated and multi-modal transportation network. In addition to the new E-470 beltway, Aurora is crossed by Interstates 70, 25, and 225, which help facilitate the movement of goods and people around the region. The metro area's Regional Transportation District (RTD) provides transit service, and future light rail service is planned to connect major nodes of activity in Aurora with Denver International Airport. This airport orientation is also present in the roadway network, as I-70 and E-470 both provide connections for airport travelers as well as airport-related industries. Pedestrians and bicyclists are accommodated in the transportation network through series of existing and future trails, many of which are located adjacent to creek systems and network of greenway areas.

LESSONS LEARNED

Coordinated Transportation and Land Use Planning

Aurora's multi-modal transportation network is built on extensive coordination with adjacent municipalities, regional organizations, and other stakeholders like the airport. While the



Aurora is planning for a future light rail line that will cross newly developing portions of the area and will connect the city to nearby Denver International Airport.

overall construction and operation of the future FasTracks light rail line will be overseen by the Regional Transportation District, Aurora has played a significant role in the planning stages to ensure the line's future success. This has involved planning transit-oriented centers of activity where future light rail stations will be located. These activity centers will

feature higher intensity development and a greater mix of uses than surrounding areas in order to establish a critical mass of people and activity to support the transit system. The City has also employed a long-term perspective in the establishment of the light-rail network. It understands the long-term vision for a complete multi-modal transportation system, but accepts the fact that the network will likely evolve through a series of incremental improvements. For these reasons, the City of Aurora has planned future "ghost stations" to be served by future light rail as development continues along the E-470 corridor. These potential future light rail stations ("ghost stations") are identified on land use plans for the purposes of ensuring that future development patterns are transit-oriented, although these ghost stations are not currently funded. These "ghost stations" were also included in the environmental review of the larger light rail system expansion in order to expedite future development in these areas.

FOCUSED GROWTH AREAS

Aurora is a high-growth suburban community that saw an average of more than 2,600 annual building permits between 2002 and 2008, before being impacted by the national recession and decline in the construction industry. Much of Aurora's new growth has occurred in the E-470 corridor, where nearly 77,000 dwelling units have been constructed since the 1990s. Currently, the City of Aurora estimates that it has more than a 25 year supply of unconstructed but approved dwelling units. In an effort to manage and shape the community's growth along the E-470 corridor, the City adopted E-470 Corridor design standards.

FOR MORE INFORMATION

Visit the following website for additional information about Aurora's transportation planning efforts:

- *Aurora Northeast Area Transportation Study*, <https://www.auroragov.org/stellent/groups/public/documents/article-publication/448096.pdf>



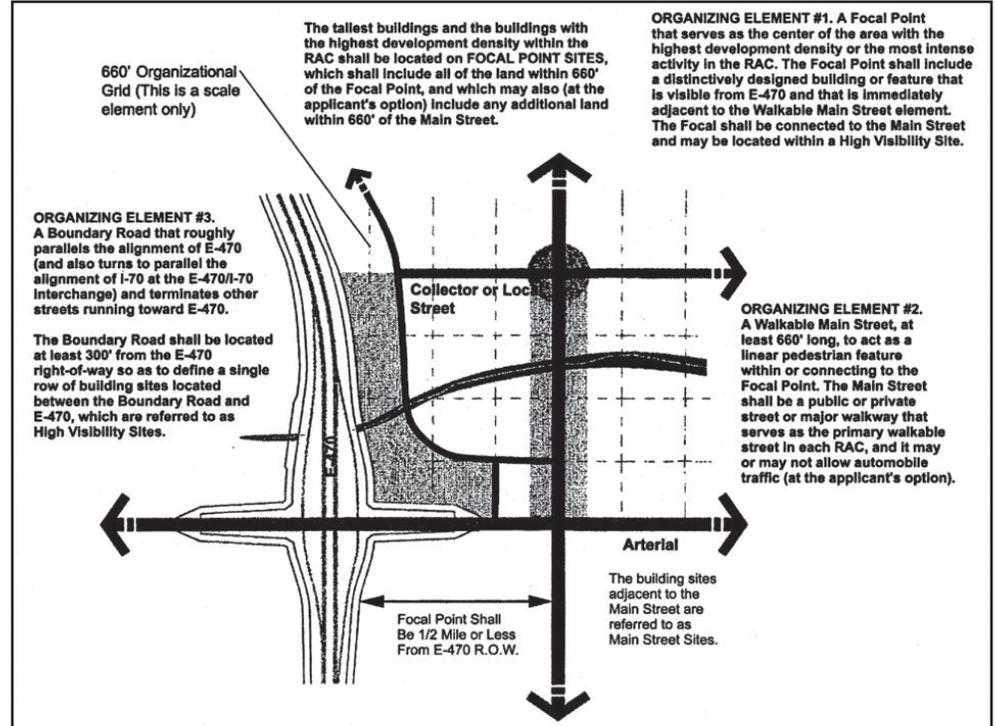
The E-470 corridor area is divided into subareas that include various residential neighborhoods, regional activity/employment centers, regional commercial centers, an airport corporate subarea, airport distribution subarea, light industrial/flex office subarea, research and development subarea, and recreation and entertainment subarea. The design standards emphasize a mix of uses in all areas and establish specific standards to achieve the desired form and design within each subarea, and to focus growth in the most desirable locations. The design standards also emphasize the provision of infrastructure in new development areas to ensure that new growth is occurring in appropriate locations because the cost and associated risk of providing city services to non-contiguous (or sprawling, leapfrog) development is likely to be higher than the cost of providing services to contiguous (or close-in, compact) development.

LESSONS LEARNED

Corridor Design Standards

Aurora's design standards are incorporated within the community's zoning ordinance as a separate E-470 Zone District. The standards represent a change from development patterns seen in older parts of the community and focus on activity centers that feature the following characteristics:

- Higher densities than surrounding areas ;
- Mixed uses, vertically (within buildings) and horizontally (in uses and structures that are in proximity to each other);
- Compact form and defined edges;
- Good connections to the existing



Aurora's zoning and design standards for the E-470 corridor include detailed descriptions and illustrations about the desired type and location of development. The illustration above shows the organizing elements for Regional Activity Centers located at intersections along the corridor. Image courtesy of the City of Aurora.

road network;

- An extensive pedestrian network and bike connections; and
- Buildings set close to streets and walkways in a traditional urban pattern.

Coordinated master planning for the development of these activity centers has led to higher quality development, and has resulted in the concentration of commercial areas, rather than dispersed strip-style developments.

School District Influence

While the E-470 Zone district and design standards cover the entire E-470 corridor, the City of Aurora has noted that development in the northern part of the

corridor has outpaced development in the southern part of the corridor. While many factors could be contributing to this phenomenon, City staff notes that the school district that covers the northern part of the corridor is highly desirable and is likely a major force in drawing residential development to that area.

Metro District Challenges

Metropolitan districts (or "metro districts") are special areas in which municipal-level services are provided to an area from an authorized organization other than the municipal government.



The Southlands shopping center, located in Aurora along the E-470 corridor, is an example of the high-quality development that has resulted under the guidance of the City's E-470 corridor zoning and design standards.

Members of the district generally pay special assessments in order to receive district services.

A growing concern in Aurora is the long-term viability of metro districts, which have been used to finance infrastructure improvements in nearly all of the City's new development areas. Governance of the metro districts after the developer leaves is a key concern due to the fact that the metro districts are having a hard time finding qualified board members. Also, with the slowdown in the economy and construction industry, some metro district members are faced with higher than expected rates due to lagging or incomplete developments.

FOR MORE INFORMATION

Visit the following website for additional information about Aurora's standards for the E-470 Corridor:

- E-470 Zone District, <https://www.auroragov.org/stellent/groups/public/documents/article-publication/020595.pdf>



Bradley County, Tennessee

WHY WE CHOSE IT

Bradley County, Tennessee is poised for significant change due to several large companies investing in the area including Volkswagen, Chemie (Wacker Chemical), and Whirlpool. This game-changing economic growth is expected to lead to rapid growth and urbanization of the County, where there is a strong desire to retain the area's small town values and high quality of life, while also capitalizing on national and international economic opportunities. Bradley County has a similar history of planning and development review systems as DeSoto County, but these new economic opportunities have led to a shift in thinking and a new level of planning for Bradley County.



C O N T E X T

- Population: 90,000
- Size: 332 square miles
- Bi-state region and along a major transportation corridor (I-75)
- Rapid growth and urbanization expected
- Small town values and high quality of life



MANAGING RAPID CHANGE

Leaders in the Bradley County, City of Cleveland, City of Charleston (BCC) region area understood that the potential economic growth in the area presented many opportunities, but that it also meant that potential impacts would need to be managed and more coordination between jurisdictions would be necessary. In anticipation of these changes, Bradley County partnered with the City of Cleveland, the City of Charleston, and the Chamber of Commerce on a Joint Strategic Plan in a new level of coordination to address and plan for the area’s potential growth through 2035. This new level of coordination involves a systems-based approach that emphasizes interrelationships and linkages across the region between land use planning and regulations, capital improvements, economic development, and environmental stewardship.

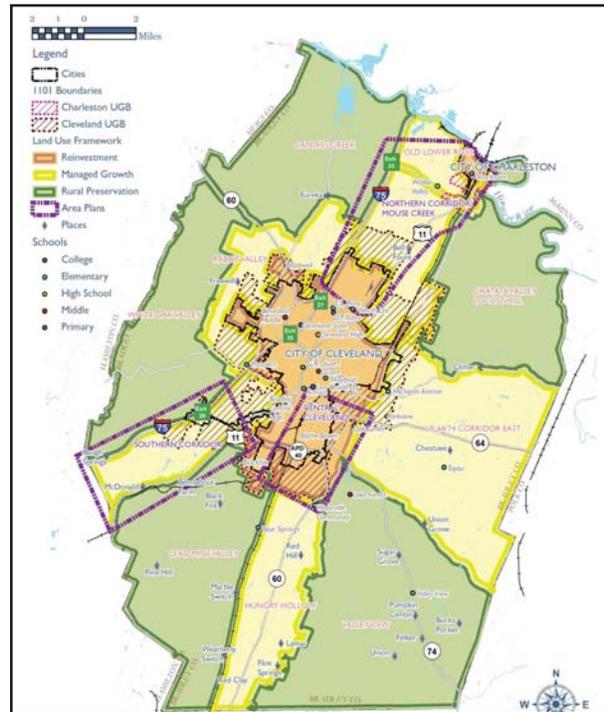
LESSONS LEARNED

Growth Framework Areas

The BCC 2035 Joint Strategic Plan establishes a vision and goals for the regions’ future, which are supported by three geographic growth areas that identify specific approaches to growth management within three diverse areas

of the region. The growth framework areas include reinvestment areas where growth will likely be in the form of infill and redevelopment, managed growth areas along major corridors and at the perimeter of urbanized areas where development pressures are greatest, and rural preservation areas where agriculture and natural landscapes predominate. The strategic plan sets out the framework for a sustainable future, identifying approaches that will help achieve the regional vision over the long-term,

such as collaboration on comprehensive planning, joint area plans, community boundaries, economic development, land use regulations, rural strategies, and ongoing implementation. The plan also emphasizes coordinated long-term capital improvements planning on a regional basis to ensure proper location and timing of public facilities and services such as transportation, schools, parks, recreation, and health and safety services as new growth occurs.



FOR MORE INFORMATION

Visit the following website for additional information about Bradley County’s efforts:

- BCC 2035 Joint Strategic Plan, http://www.bcc2035.com/BCC2035_JSP_122810.pdf

The BCC 2035 Joint Strategic Plan’s Growth Framework Map delineates urban growth boundaries for the various municipalities and also coordinates desired future land uses including reinvestment, managed growth, and rural preservation areas. Image courtesy of BCC 2035 Strategic Plan.



Beaufort County, South Carolina

WHY WE CHOSE IT

Beaufort County, South Carolina is a growing area with many historic and unique communities set within a very sensitive natural environment. In response to the area's steady growth, the County undertook two regional planning efforts, one for the northern portion of the County and one for the southern portion. The northern portion of the County features a wide variety of land uses ranging from urban to rural, yet more than two-thirds of the land in the northern area remains uncommitted and development patterns have yet to be established. The Northern Beaufort County Regional Plan serves as a model for formal intergovernmental agreements to address future growth patterns. The planning process represents a collaborative planning effort that involved various levels of government working towards common goals, building on the strengths of the County while balancing them with the strengths of the cities.



C O N T E X T

- Population: 162,22.
- Size: 587 square miles
- Sensitive natural environment
- Planning from a "blank slate" (most land not committed or development pattern established)
- Steady growth and development projected



REGIONAL COORDINATION

The Northern Beaufort County Regional Plan was a collaborative effort between Beaufort County, the City of Beaufort, Town of Port Royal, and Town of Yemasee. The plan includes a series of common regional goals and also strives to maintain the autonomy of each community within the regional vision. Facets of the regional vision include compact development, rural land preservation, affordable and workforce housing, common environmental standards, unique community identifies, regional connectivity, and cooperation on infrastructure improvements. The coordinated effort also stresses future growth boundaries, predictability and efficiency, and the provision of adequate and timely regional infrastructure and facilities in a cooperative process.

LESSONS LEARNED

Intergovernmental Agreements

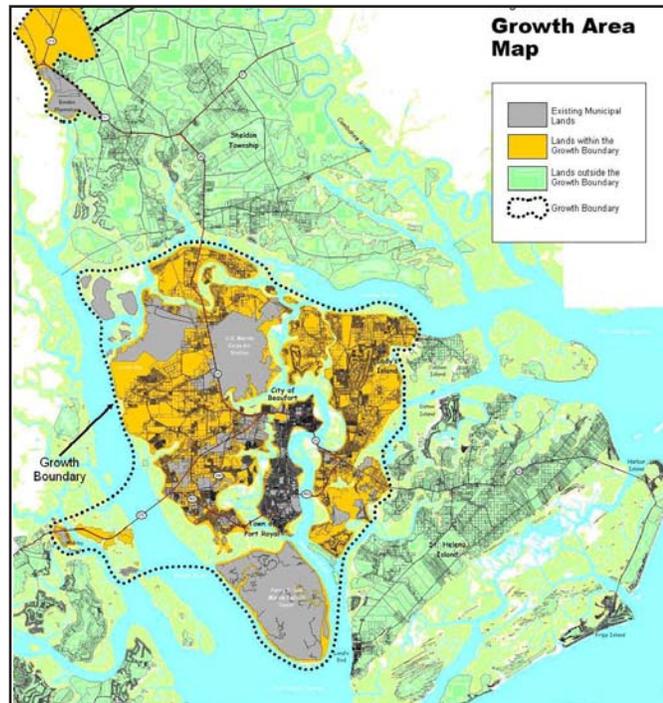
The regional plan identifies several planning issues that are addressed through formal intergovernmental agreements between the participation jurisdictions. These intergovernmental agreements include growth management and annexation policies, baseline standards for the protection of environmental features and corridors, and a commitment to carry the policies of the regional plan into the local planning efforts. The plan also identifies the need for an ongoing regional committee to oversee the monitoring and facilitate implementation of the plan.

Fiscal Impact Analysis

Another interesting facet of the regional plan is the fiscal impact of growth analysis. The analysis revealed that the County's present revenue structure can-

not provide current levels of service to new growth without new revenue sources or raising existing rates. This challenge underscores the need for regional collaboration in capital projects such as

transportation, parks and recreation, and led to recommendations that call for the adoption of regional level of service standards.



The participating governments in the Northern Beaufort County Regional Plan agreed upon growth boundaries (illustrated on the map above). Land located inside the boundary is expected to ultimately annex into a municipality with a demonstration that adequate public facilities will be available at the time of development. Image courtesy of Beaufort County.

FOR MORE INFORMATION

Visit the following website for additional information about Beaufort County's efforts:

- Northern Beaufort County Regional Plan, http://www.cityofbeaufort.org/client_resources/pdf/planning/Projects/Northern_Regional_Plan_2007/N%20Reg%20Plan%20final%20draft.pdf



Case Studies: Other Ideas

The case studies in this report were selected for various reasons such as for their similarities to DeSoto County, new approaches to regional development, and innovative leadership. Yet many other communities could serve as case studies or models of success to inform the DeSoto: New Era of Discovery effort. Provided below are a list of additional locations and topics that were not selected for detailed review in this report but were identified by the planning team as other possible case studies.

Richmond, Virginia

- Development patterns along Interstate 288 beltway
- Planning framework

Cincinnati, Ohio

- Tri-state coordination along Interstate 275 beltway

Tupelo, Mississippi

- Planning for a “game changing” automobile plant
- Vision for high quality of life, compact growth, environmental stewardship and strong school system

Silicon Valley, California

- Economic growth through technology industry
- Cycles of economic success and long-term adaptability

Atlanta, Georgia

- Airport influence and development patterns
- Effects of uncontrolled/unplanned growth

LESSONS LEARNED



“With growth comes more responsibility to plan, and to manage potential impacts of that growth.”

- BCC 2035 Joint Strategic Plan

Summary: Lessons Learned

This section summarizes the noteworthy common themes that emerged from the case studies research. While not all of these “lessons learned” may be relevant to DeSoto County, they offer various perspectives about what has worked from an economic, transportation, development, and planning standpoint in communities with similar characteristics or opportunities as DeSoto County.

Together these lessons learned help describe the ways that some of the case study communities have become “great places” -- successful, desirable, and attractive places where people want to live and visit and where businesses want to locate. Further discussion about what makes “great places” follows in Chapter 4.

ECONOMIC

Focus economic efforts.

The case studies reveal that many successful economic development efforts are focused on the expansion, retention, and attraction of targeted economic sectors or industry clusters. In some instances these targeted industries are focused in a specific location such as along a corridor or within a business park, but other successful target industry efforts have been much more regional in nature, less focused on a specific location and instead focused on similar activities and synergistic relationships. In either case, these successful communities all reflect concentrated efforts focused on the economic development of several key target industries, rather than broad efforts aimed at all kinds of industries and jobs.

Build on and enhance existing competitive advantages.

Several of the case studies underscore the importance of utilizing existing assets and inherent competitive advantages to further community economic development efforts and build great places. These assets and competitive advantages might include factors such as a unique location, infrastructure improvements, or workforce skills. Regardless of the assets, the case study communities have found ways to utilize them to generate economic activity. However, the case study communities have also used their existing assets and competitive advantages as a means to pioneer the creation of new jobs and additional investment in related but new areas. This is done by tapping into the existing momentum of existing industries, and encouraging innovation and the formation of new partnerships and spinoffs, rather than trying to start from scratch with new economic development initiatives.

Build a strong economic brand and reputation.

As competition for jobs and employers increases nationally and internationally, it is becoming increasingly important for economic development efforts to stand out as strong and unique. The case studies show that strong branding and marketing of targeted industry initiatives helps to enhance the profile of a community/region, and that the reputation and identify of an area plays a significant role in its ability to retain and attract workers and employers.

Quality of place is vital for economic development.

As national and international competition for jobs and employers increase, not only is a strong economic brand and reputation valuable to a community, but also its attractiveness as a great, quality place to reside for prospective companies and employees and families. Technology allows many companies and employees to work in various locations which adds more choice and flexibility in locations than several decades ago. The case studies show that high quality of life attributes such as parks and recreation facilities, transportation and housing options, educational and health care facilities, and other factors are playing an increasing role in employment-related decision making. Therefore, communities that are committed to ensuring quality of life and place now and in the future are most likely to be successful in attracting and retaining employers and workers.

Collaborate with educational institutions.

Case studies showed that educational institutions are a primary factor in economic success. In some locations, collaboration with educational institu-

tions led to spinoff jobs, and educational institutions continue to be a main driver in intellectual attraction for various industries. In other communities gaps in the skills of the local workforce were reduced through partnerships with area educational institutions. In either case, partnerships and collaboration with various levels and types of educational institutions (e.g., high schools, junior colleges, universities, online courses, etc.) help to enhance economic opportunities.

TRANSPORTATION

Think ahead about future mobility needs and plan accordingly.

Several of the case studies demonstrate the very long-term vision and coordinated planning needed for establishing an extensive multi-modal transportation network. They consider the long-term mobility needs and desires of the future and address the movement of people, goods, and information. Their vision for the future transportation network is documented and detailed in adopted plans that guide decision-making and address how various modes will be incorporated into already developed and newly developing areas. An incremental approach to implementing these transportation and infrastructure improvements is often necessary due to funding and other constraints, but commitment to achieving the long-term vision remains at the forefront of decision-making.

Plan for transportation connectivity and flexibility.

The case studies show that planning for connectivity and flexibility in the transportation system are important factors in improving the mobility needs and desires as a community changes and grows over time. For example, as com-

munities experience congestion on roadways, alternative modes such as transit systems and bicycle networks increase flexibility and options for residents. Likewise, as populations age, transportation modes preferences will also likely change. Connections are important both for the single modes (e.g., connected sidewalks improve pedestrian mobility) as well as between modes (e.g., park and ride options for motorists who want to drive to transit stops). Ultimately, planning for a connected, flexible, and multi-modal transportation system will enhance the mobility of people and goods throughout the community.

Coordinate land use and transportation plans.

As the case studies illustrate, early planning for multiple modes of transportation as an area develops is generally much easier than trying to integrate a new transportation system into an already developed area. Even when plans for transportation improvements are long-term, coordinating long-term transportation plans with future land use and development plans allows for improved connectivity and increased efficiencies.

DEVELOPMENT PATTERNS

Coordinate boundaries and desired land uses regionally.

Development tends to occur at a regional scale, often irrespective of community boundaries. Case studies show that regional coordination on future growth areas, community boundaries, land uses, development patterns, and protection of environmental resources can help ensure that local actions do not result in unintended impacts on other communities or the region. However, the case studies also confirm that regional collaboration and local autonomy are not mutually ex-

clusive when it comes to planning for development patterns and future land uses.

Set the bar high for the quality of new development.

Several of the case study communities established high standards for the quality, location, and timing of new development. These communities understand that “setting the bar high” for the quality and type of development will result in great places that are marketable for economic development purposes, more desirable to residents and visitors, and will likely endure a longer lifespan than developments of lesser quality. These communities have also noted that setting the bar high has not stalled development activity, but rather has helped concentrate investments and increased probability for long-term success.

Consider the long-term costs of growth.

Most of the case studies focused on areas that are experiencing or expecting rapid growth and change. The communities are generally open and accommodating to new growth and development, and their experiences show that the cost of providing services to dispersed development is usually higher than providing services to compact areas. As several of the extremely high-growth communities struggle with the challenges of maintaining expected levels of community services and infrastructure improvements they now underscore the need to fully understand and plan for the long-term costs associated with development, and to periodically revisit and adjust these cost estimates as communities change.

PLANNING FRAMEWORK

Engage in regional planning efforts.

In addition to regional collaboration on boundaries and future land uses, several of the case studies focused on regional efforts such as comprehensive and strategic plans. Regional planning can occur on several different levels, ranging from formal projects and agreements to informal coordination and communication. In either case, coordinated regional planning efforts have involved various levels of government including regional organizations, counties, municipalities, as well as chambers of commerce and other key stakeholders. Efforts such as joint plans and studies, intergovernmental agreements, and partnerships help to formalize efforts and ensure adherence and implementation, whereas other less formal coordination of development review processes and other routine staff-level efforts helps to build relationships and maintain consistency throughout the region.

Coordinate capital improvements and provision of services with the timing and location of growth.

By coordinating plans for capital improvements and provision of services with the timing and location of desired growth, communities have been able to direct growth to appropriate areas in order to conserve rural character and maximize resources. Capital improvement and service planning on a short-term and a long-term basis allows the communities to leverage often limited resources for capital improvements and services and closely align public investments with community needs and development objectives.

G R E A T P L A C E S



“Great Places. You know them when you see them – but how do they become great? All the decisions we make influence the quality of our neighborhoods, streets, and public spaces.”

- American Planning Association

What Makes a Place Great?

The previous chapter identifies lessons learned and common characteristics that have helped shape many of the case study communities into great places to live, work, and play. Understanding how these communities have addressed similar issues and opportunities as DeSoto County will likely increase the potential of the I-69/I-269 corridor becoming a great place in the future --an attractive, desirable place with a thriving economy, efficient transportation system, mix of uses, and effective collaboration and communication.

DeSoto County is not alone in its efforts to understand what makes different places successful, unique, and great. In recent years, numerous organizations and other entities have also attempted to define “what makes a great place” through various principles and other planning initiatives. These organizations and different schools of thought include the American Planning Association’s great places program; the concept of Smart Growth and associated principles; the New Urbanism movement; planning for community sustainability; and livable community initiatives, in addition to many others. The key elements of each of these efforts and theories are described below.

GREAT PLACES IN AMERICA

The American Planning Association (APA) is a non-profit organization that provides leadership in the planning and development of communities. Each year APA recognizes great places (neighborhoods, streets, and public spaces) throughout the country to celebrate and recognize communities that exemplify great character, quality, and planning. Guidelines help highlight some of the key characteristics APA looks for in identifying and selecting its great place awards. These guidelines/characteristics are summarized below.

Characteristics of a Great Neighborhood

- Has a variety of functional attributes that contribute to a resident's day-to-day living (i.e. residential, commercial, or mixed-uses).
- Accommodates multi-modal transportation.
- Has design and architectural features that are visually interesting.
- Encourages human contact and social activities.
- Promotes community involvement and maintains a secure environment.
- Promotes sustainability and responds to climatic demands.
- Has a memorable character.



*The American Planning Association
celebrates excellence in planning*

FOR MORE INFORMATION

Visit the American Planning Association's website to learn more about its Great Places program:

<http://www.planning.org/greatplaces/>



Characteristics of a Great Street

- Provides orientation to its users, and connects well to the larger pattern of ways.
- Balances the competing needs of the street — driving, transit, walking, cycling, servicing, parking, drop-offs, etc.
- Fits the topography and capitalizes on natural features.
- Is lined with a variety of interesting activities and uses that create a varied streetscape.
- Has urban design or architectural features that are exemplary in design.
- Relates well to its bordering uses — allows for continuous activity, doesn't displace pedestrians to provide access to bordering uses.
- Encourages human contact and social activities.
- Employs hardscape and/or landscape to great effect.
- Promotes safety of pedestrians and vehicles and promotes use over the 24-hour day.
- Promotes sustainability through minimizing runoff, reusing water, ensuring groundwater quality, minimizing heat islands, and responding to climatic demands.
- Is well maintained, and capable of being maintained without excessive costs.
- Has a memorable character.

Characteristics of Great Public Spaces

- Promotes human contact and social activities.
- Is safe, welcoming, and accommodating for all users.
- Has design and architectural features that are visually interesting.
- Promotes community involvement.
- Reflects the local culture or history.
- Relates well to bordering uses.
- Is well maintained.
- Has a unique or special character.

SMART GROWTH

The Smart Growth Network (SGN) emerged from an effort between the US Environmental Protection Agency with several non-profit and government organizations. Formed to address ways to enhance the economy, protect the environment, and increase community vitality, the network has expanded its partnerships to include various environmental groups, historic preservation supporters, professional organizations, the development and real estate community, and other governmental entities. The SGN promotes best practices that align with the Smart Growth Principles, listed at right.

Smart Growth Principles

- Compact building design
- Create a range of housing opportunities and choices
- Create walkable neighborhoods
- Encourage community and stakeholder collaboration
- Foster distinctive, attractive communities with a strong sense of place
- Make development decisions predictable, fair and cost effective
- Mix land uses
- Preserve open space, farmland, natural beauty and critical environmental areas
- Provide a variety of transportation choices
- Strengthen and direct development towards existing communities



SMART GROWTH
N E T W O R K

**F O R M O R E
I N F O R M A T I O N**

Visit the Smart Growth Network's website to learn more about Smart Growth:

<http://www.smartgrowth.org>



NEW URBANISM

The Congress for the New Urbanism (CNU) promotes walkable, mixed-use neighborhoods, sustainable communities and healthier living conditions. The organization is supported by urban design, development and governmental policy leaders. Major partners have included the US Department of Housing and Urban Development (HUD), US Environmental Protection Agency, Institute of Transportation Engineers, Federal Highway Administration, Natural Resources Defense Council, and the US Green Building Council. The founding principles of New Urbanism are provided below.

Principles

- Livable streets arranged in compact, walkable blocks.
- A range of housing choices to serve people of diverse ages and income levels.
- Schools, stores and other nearby destinations reachable by walking, bicycling or transit service.
- An affirming, human-scaled public realm where appropriately designed buildings define and enliven streets and other public spaces.

SUSTAINABILITY

The topic of sustainability is a growing consideration in community planning dialogues. Various organizations embrace the topic of sustainability including but not limited to the American Planning Association, US Green Building Council, the International Council for Local Environmental Initiatives (ICLEI – Local Governments for Sustainability), and the US Environmental Protection Agency. While each of these entities define sustainability differently there all express a commitment to the long-term impacts of current decisions, as well as some other common themes, listed below.

Themes

- Inter-relatedness of topics and decisions
- Ongoing measurement and monitoring
- Commitment to continuous improvement
- Concern for environmental health
- Desire for economic prosperity
- Consideration of quality of life and social equity

LIVABLE COMMUNITIES

The Partners for Livable Communities provides leadership in working to improve the livability of communities by promoting quality of life, economic development, and social equity. More than 1,200 individuals and groups are members of the network, including the National Association of Area Agencies on Aging, the International City and County Management Association, National League of Cities, and the National Association of Counties. The organization promotes livable communities through training, assistance programs, publications, and research aimed at the following areas.

Areas of Emphasis

- Aging in place (livable communities for all ages)
- Culture builds communities
- Economic of sustainability
- Institutions as fulcrums of change
- Regionalism and new civics

FOR MORE INFORMATION

Visit the following websites for additional information:

- New Urbanism, <http://www.cnu.org>
- Sustainability, <http://www.planning.org>, <http://www.usgbc.org>, <http://www.iclei.org>
- Livable Communities, <http://livable.org>

CONGRESS
FOR THE
NEW
URBANISM



WHAT DO THEY ALL HAVE IN COMMON?

While there are some variations between these different theories and efforts, there are some common themes and ideas that surface through them all. These common themes are listed below.

- **Compact communities with a mix of land uses.**
- **Services to meet daily needs and provide activity.**
- **A range of housing opportunities and choices.**
- **Connected and walkable areas.**
- **Convenient transportation options for all types of users.**
- **Streets that are safely used by pedestrians, bicyclists, and automobiles.**
- **Visually attractive community design and unique character.**
- **Stewardship of environmental features and natural resources.**
- **Community interaction and engagement.**
- **Safe, welcoming, and accommodating communities.**
- **Opportunities for economic growth and prosperity.**
- **Coordination with others and inter-relatedness of decisions.**
- **Ongoing measurement and monitoring of progress.**

Similar to the lessons learned in Chapter 3, this list of common characteristics addresses a range of factors that contribute to great and successful communities, including development patterns, land uses, community appearance, transportation options, planning frameworks, and economic opportunities..

CONCLUSION

As the case studies and planning theories in this report illustrate, great places do not just happen -- they are planned to be successful and great. Planning a great place involves a strong vision, long-term commitment, and consideration of myriad factors that shape a community ranging from economic development and mix of land uses to transportation systems, environmental stewardship, and communication and collaboration.

As DeSoto County works to define its vision and plan for the I-69/I-269 International Trade Corridor, it may be helpful to periodically review this case studies report, particularly the lessons learned and characteristics of great places, in order to reflect on where DeSoto County is headed in its planning effort and to enhance opportunities for a successful and livable corridor and region.



