

Hernando Comprehensive Plan

Hernando, Mississippi

Draft: March 22, 2021



ACKNOWLEDGEMENTS

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- N. C. Tom Ferguson - Mayor
- W. I. Harris, Jr. - At Large
- Sonny Bryant - Ward 1
- Andrew Miller - Ward 2
- Gary Higdon - Ward 3
- Michael McLendon - Ward 4
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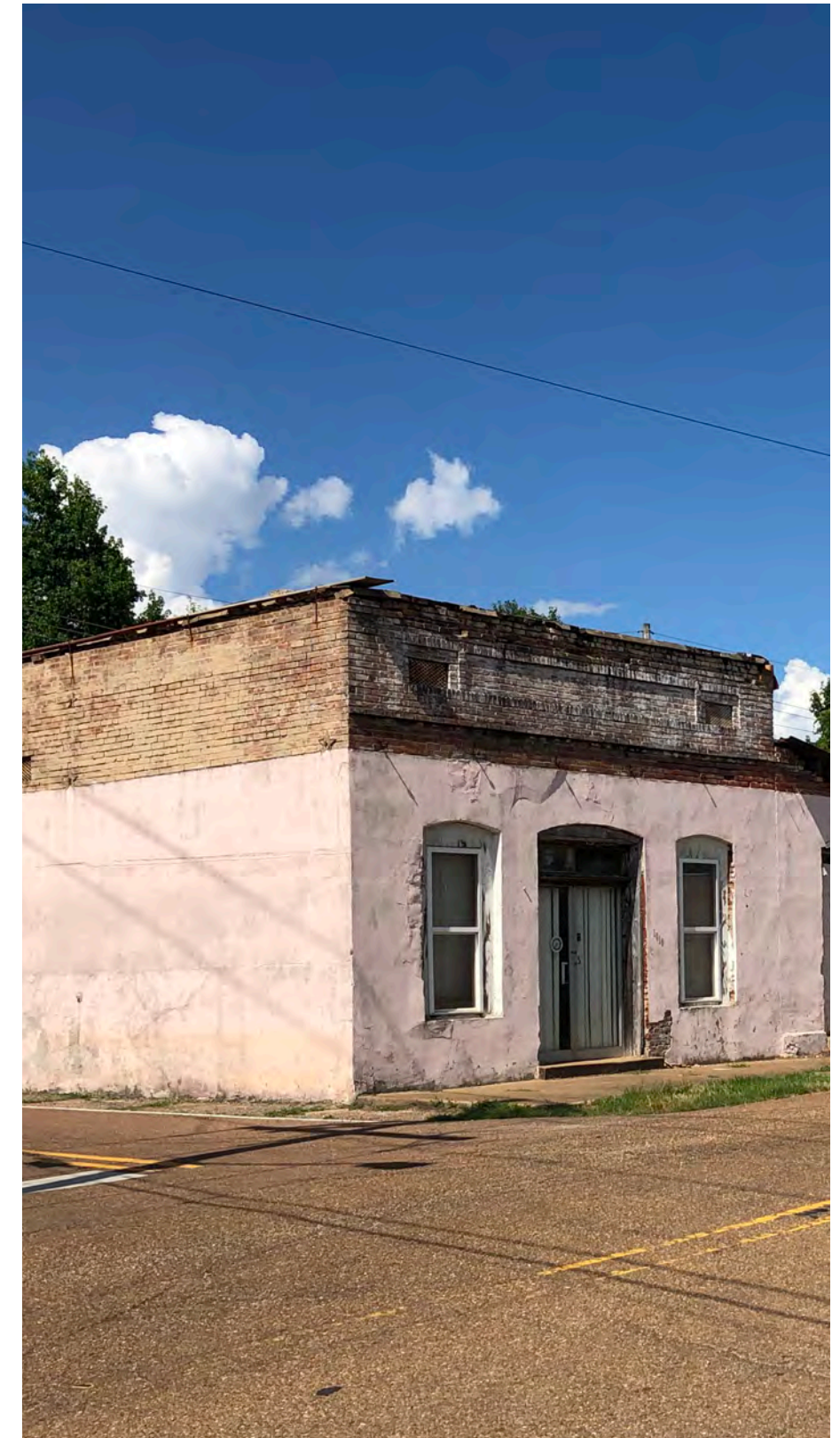
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APPENDICES
A. Existing Economic & Market Conditions Assessment
B. Retail Market Analysis





EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

PROJECT INTENT & APPROACH

Project Intent

The intent of this plan is to provide a blue-print for Hernando's future growth. Citywide "comprehensive plans" have this name because they are comprehensive in nature by addressing a broad range of community planning issues. There are many reasons for updating a comprehensive plan, including to: 1) Build consensus on growth issues; 2) Serve as a basis for zoning; 3) Secure funding for projects; 4) Enhance the quality of life for citizens; and 5) Achieve fiscal efficiencies.



This project's public kick-off meeting occurred on June 17, 2020 at the Gale Center. It required social distancing and masks due to the pandemic.

Project Approach

The following five key steps were taken to create the Hernando Comprehensive Plan:

- Task 1.0: Project Kick-Off & Research
- Task 2.0: Visioning & Economic Assessment
- Task 3.0: Charrette & Concept Plan
- Task 4.0: Draft Plan Preparation
- Task 5.0: Plan Presentation & Revisions

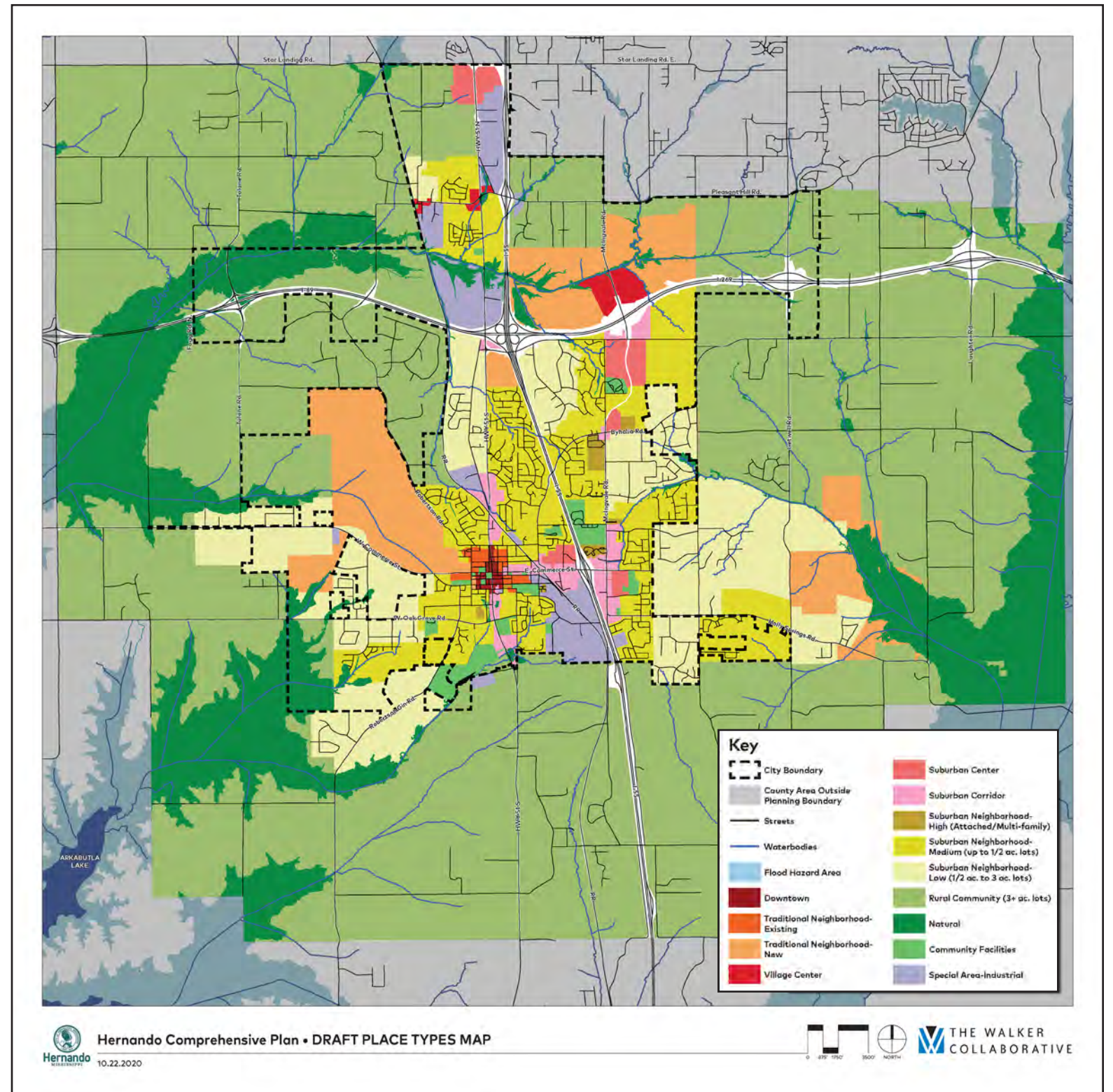
The background research looked at a broad range of existing conditions, and it included a retail market analysis to better position the community to benefit from commercial growth. Also, numerous in-person and virtual meetings occurred with the public.

Hernando's Historic Time-Line



PLACE TYPES

All areas within (and even beyond) the city limits have been classified into Place Types, which are based upon land uses, densities, physical form and the character of future development. While many Place Types are reflective of the area's current characteristics, they are aspirational in that they reflect the recommendations of the plan, not simply existing condition. Of the thirteen proposed Place Types, each falls within the five overarching Place Type categories: Natural, Rural, Suburban, Urban and Special.

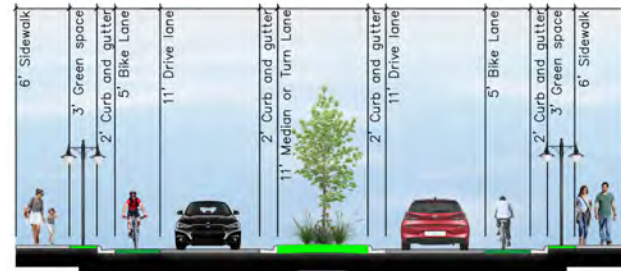


EXECUTIVE SUMMARY

MOBILITY

Road/Street Types

Standards were developed for these road and street types: Rural Roads, Rural Parkways, Suburban Roads, Local Suburban Roads, Local Suburban Streets, Urban Parkways, Avenues and Local Urban Streets.



Sample Road/Street Type: Local Suburban Street

Proposed Improvements

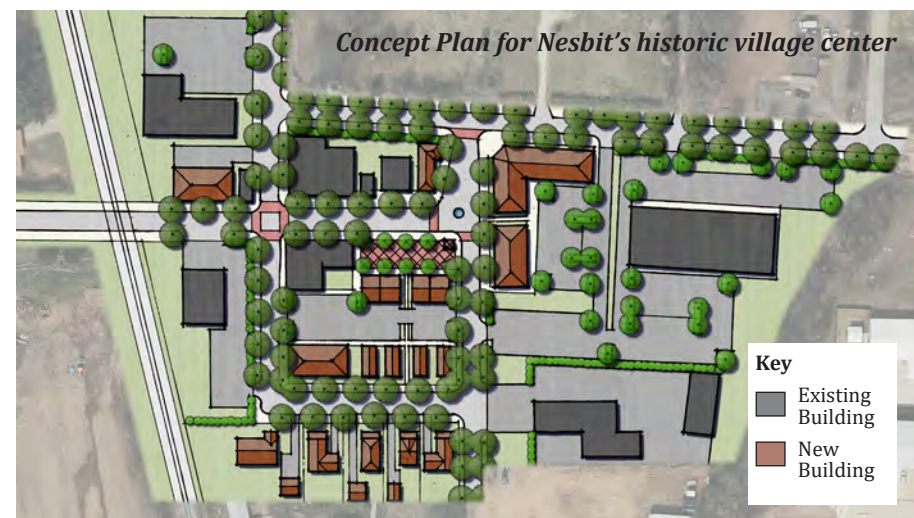
Roads & Streets - In addition to the three projects already planned, this plan proposes fourteen different road/street improvement projects.

Bike-Ped Plan - This comprehensive plan incorporates the City's *Bicycle & Pedestrian Master Plan* prepared in 2019 for bike lanes and greenways.

COMMUNITY DESIGN

Key principles for this plan section include: walkability, mixed uses, generous landscaping, and taming of motor vehicles. Two primary recommendations are:

- 1) Issue fewer sidewalk waivers for new subdivisions; and
- 2) Adopt street tree requirements for new subdivisions.



PUBLIC SPACE & RECREATION

This plan incorporates the recently-prepared *Feasibility Study and Business Plan for Recreational Facilities and Sports Tournaments*. Recommendation include:

- Implement the numerous improvements recommended for five existing parks.
- Pursue the recent study's recommendation for a new sports complex.
- Revisit the "Pennies for Parks" referendum to fund parks and recreation.

NATURAL & CULTURAL RESOURCES

Natural Resources

- Require street trees for new subdivisions
- Improve stormwater standards
- Reduce paving for development
- Encourage green infrastructure

Cultural Resources

- Revise the existing preservation ordinance and design standards.
- Explore historic designation for Nesbit's historic village center.
- Remain aware of key historic landmarks that lack historic zoning protections.

HOUSING & ECONOMICS

Housing

- Work with the Hernando West developers to jump-start the project to achieve greater housing diversity.
- Retain a low-density character for some areas of Hernando through zoning.
- Encourage more mixed-use development, Downtown area infill housing, and smaller housing units.
- Target higher-density housing to designated zones with design standards.
- Implement a "carrot and stick" approach to rental housing maintenance.

Economics

- Accommodate large distribution and operation uses, but screen from views.
- Ensure that Planning Commission members fully understand City policies.
- Facilitate the restoration of the historic Nesbit commercial node.
- Access corridor retail potentials.
- Consider the creation of a local economic development position and recruit professional business uses.

DOWNTOWN

Recommendations for Downtown Hernando are organized in accordance with the Main Street program's "Four Point" Approach.

Organization

The Main Street Chamber of Commerce should place a stronger focus on Downtown, utilize the Four Point Approach more in a balanced fashion, create a system of working committees, involve more stakeholders, and better leverage the resources of the Mississippi Main Street Association.

Design

Design-related policy changes should include enforcement of on-street parking time limits, reduced requirements for off-street parking, revisions to permitted and prohibited uses in the C-3 zoning district, and changes to how fire codes are interpreted to provide more flexibility for rehab and infill projects.

Economic Vitality

The most significant recommendation for this issue is to leverage the Optimal Tenant Mix prepared for this plan and use it for business development.

Promotion

Recommendations include the branding of Downtown, an increased social media presence, a "Shop Local" campaign, and accommodating food trucks.



The Downtown section of the Comprehensive Plan includes a map highlighting key sites having potential for redevelopment. Concept plans were prepared for each of them. Above is a concept plan to redevelop the "strip center" on East Commerce Street (anchored by the existing post office) into a more urban form.

A teal-tinted historical photograph of a street scene. In the foreground, a horse-drawn carriage is visible. The middle ground is filled with trees and a fence. In the background, a large, ornate building with a prominent tower or spire is visible. The word "BACKGROUND" is overlaid in the center in a bold, black, serif font.

BACKGROUND

BACKGROUND

COMMUNITY OVERVIEW

The following information is general and some of it is dated, but much more detailed and current information on most of these issues is provided on the subsequent pages, particularly those that comprise this plan's "Existing Conditions" section.

Hernando is Strategically Located

Hernando is the county seat of DeSoto County, which is located on the northwest border of Mississippi. It is bordered to the north by the city of Southaven. Memphis, Tennessee, is located 25 miles to the north via Interstate 55 or US Route 51. It is 15 miles from Senatobia, Mississippi, via the same road to the south. US Route 51 and I-55 traverse the city from north to south, and I-69 crosses the city from east to west. The total land area of Hernando is 25.39 square miles. The climate generally features hot, humid summers and mild to cool winters, and it is classified as a "humid subtropical climate" on climate maps.

Hernando Boasts a Rich History

The first Europeans in the area were Spaniards who comprised the expedition under Hernando DeSoto that passed through (or near) present-day Hernando in 1541. At the time that French and Spanish colonists began visiting the area, the Chickasaw people had long inhabited it. Following the Indian Removal Act of 1830 and under pressure from the United States, the Chickasaw finally signed a treaty to cede most of their lands in this area to the US. Most of the tribe members were relocated west of the Mississippi River to the Indian Territory of present-day Oklahoma. This town was first called Jefferson by its new European American settlers. First called Jefferson, the community was renamed to Hernando in 1836. In many ways, Hernando's 19th and 20th century history mirrored that of the broader region with respect to themes such as antebellum agriculture and slavery, the Civil War, Reconstruction, sharecropping and the Jim Crow laws, the Depression, and improved transportation and utilities through the mid-20th century. See [page 4](#) for a more detailed history of Hernando.

Hernando is a Growing Community

DeSoto County is the second most populous county in the Memphis metropolitan area. Hernando's population was 14,090 according to the 2010 census, up from 6,812 in 2000. Key 2017 figures from City-data.com include:

- Population in 2017: 15,981 (88% urban, 12% rural)
- Males: 7,954 (49.8%) / Females: 8,027 (50.2%)
- Median resident age: 36.8 years (MS median: 37.5 years)
- Median household income: \$59,564 (MS median: \$43,529)
- Per capita income: \$29,483
- Median house or condo value: \$167,530 (MS median: \$120,200)
- Mean housing prices: all housing units: \$195,733; detached houses: \$201,847; townhouses or other attached units: \$276,752; mobile homes: \$108,836
- Median gross rent costs: \$940.
- Percentage of residents living in poverty: 6.8% (3.7% for White Non-Hispanic residents, 33.2% for Black residents, 2.6% for Hispanic or Latino residents, 34.3% for American Indian residents)

See [page 16](#) for a more detailed and current information on Hernando's demographics.

Hernando's Population Changes Over Time

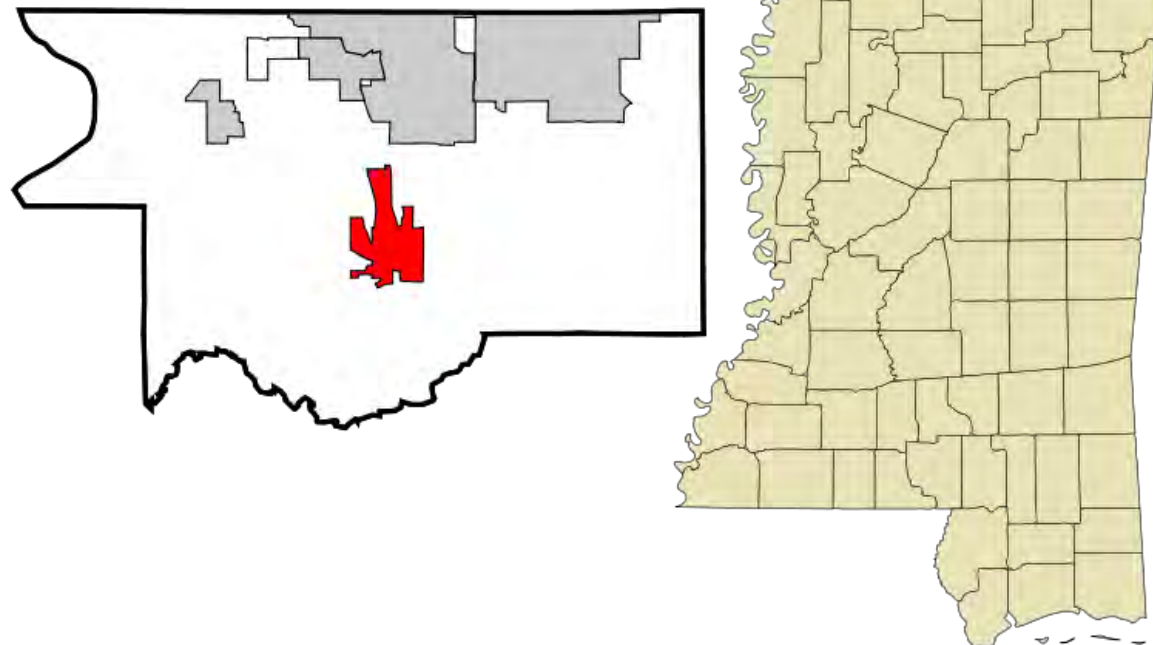
<i>Census</i>	<i>Population</i>	<i>% Change</i>
1870	730	—
1880	583	-20.1%
1890	602	3.3%
1900	563	-6.5%
1910	600	6.6%
1920	796	32.7%
1930	938	17.8%
1940	1,072	14.3%
1950	1,206	12.5%
1960	1,898	57.4%
1970	2,499	31.7%
1980	2,969	18.8%
1990	3,125	5.3%
2000	6,812	118.0%
2010	14,090	106.8%

Hernando Features Important Local Institutions and Cultural Resources

City of Hernando is governed by a Mayor and Board of Aldermen, and key bodies and departments include the Planning Commission, the Office of Community Development, and the Parks & Recreation Department. Hernando's schools are served by the DeSoto County School District. See the sidebar on [page 19](#) for a more detailed information on Hernando's institutions.

The DeSoto County courthouse is located in Hernando's historic downtown square at the intersection of Commerce Street and US Route 51. The community has five National Register and local historic districts. See [page 19](#) for a more detailed information on Hernando's historic districts.

Graphics Source: Wikipedia



Notable People Associated with Hernando

- Garfield Akers - blues musician
- George "Mojo" Buford - blues musician
- Louis Bullard - professional football player for Seattle Seahawks
- Paul Burlison - musician and member of The Rock and Roll Trio
- Melissa Cookston - chef and 7-time World Barbecue Champion
- Kevin Dockery - professional football player for New York Giants
- Nathan Bedford Forrest - Confederate general in Civil War
- Marshall Grant - former bass player for Johnny Cash
- Jim Jackson - blues musician
- Jerry Lee Lewis - musician
- Ricky Robertson - track and field high jumper
- Deljuan Robinson - professional football player for Houston Texans
- Bradley Sowell - professional football player for Arizona Cardinals & Chicago Bears
- Garrison Starr - singer/songwriter
- Frank Stokes - blues musician
- Robert Wilkins - blues musician

BACKGROUND

Why Prepare a Comprehensive Plan

There are many reasons for the City of Hernando to prepare and adopt an updated comprehensive plan, including the following:

- *Build Consensus* – Rather than individual agendas pulling in different directions, the public and private sectors can be on the same page regarding Hernando’s future growth and development.
- *Basis for Zoning* – The zoning map and regulations will be revised in accordance with the plan as an important means of implementing the plan.
- *Secure Funding for Projects* – Having a current plan makes a city more competitive in securing various types of grants relative to other competing communities.
- *Enhance Quality of Life* – This benefit is not only for current citizens, but also to help with business and industrial recruitment efforts.
- *Fiscal Efficiency* – Infrastructure investments and public services can be maximized through the strategic location of development, saving precious tax payer dollars.

PROJECT INTENT

As in the case of privately-owned businesses, for city governments to operate effectively and efficiently, they need to periodically conduct a planning effort. Citywide “comprehensive plans” have this name because they are indeed comprehensive in nature by addressing a broad range of community planning issues. Issues addressed by comprehensive plans include land uses, development form and character, mobility, housing, economic development, natural and cultural resources, parks and recreation, infrastructure, and similar issues. According to the 2013 Mississippi Code Title 17 - Chapter 1 - Zoning, Planning And Subdivision Regulation General Provisions § 17-1-1:

“Comprehensive plan” means a statement of public policy for the physical development of the entire municipality or county adopted by resolution of the governing body, consisting of the following elements at a minimum...”

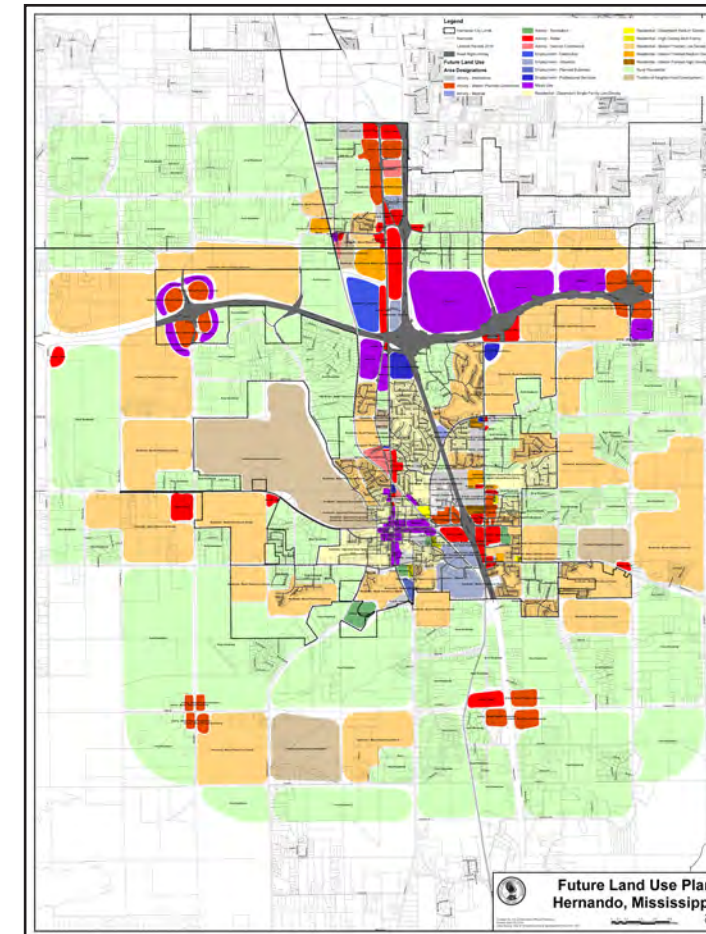
See the summary below of the required plan elements per State laws:

Required Elements for Comprehensive Plans

- (i) Goals and objectives for the long-range (twenty (20) to twenty-five (25) years) development of the county or municipality. Required goals and objectives shall address, at a minimum, residential, commercial and industrial development; parks, open space and recreation; street or road improvements; public schools and community facilities.
- (ii) A land use plan which designates in map or policy form the proposed general distribution and extent of the uses of land for residences, commerce, industry, recreation and open space, public/quasi-public facilities and lands. Background information shall be provided concerning the specific meaning of land use categories depicted in the plan in terms of the following: residential densities; intensity of commercial uses; industrial and public/quasi-public uses; and any other information needed to adequately define the meaning of such land use codes. Projections of population and economic growth for the area encompassed by the plan may be the basis for quantitative recommendations for each land use category.
- (iii) A transportation plan depicting in map form the proposed functional classifications for all existing and proposed streets, roads and highways for the area encompassed by the land use plan and for the same time period as that covered by the land use plan. Functional classifications shall consist of arterial, collector and local streets, roads and highways, and these classifications shall be defined on the plan as to minimum right-of-way and surface width requirements; these requirements shall be based upon traffic projections. All other forms of transportation pertinent to the local jurisdiction shall be addressed as appropriate. The transportation plan shall be a basis for a capital improvements program.
- (iv) A community facilities plan as a basis for a capital improvements program including, but not limited to, the following: housing; schools; parks and recreation; public buildings and facilities; and utilities and drainage.

Hernando’s last Comprehensive Plan was prepared in 2007. While Mississippi does not have requirements that comprehensive plans be updated within certain time-frames, many states that do have such laws requiring updates every five (5) years. In fact, in some states, a plan’s associated zoning is considered invalid unless the comprehensive plan has been updated within the past five (5) years. Using that commonly recognized rule of thumb, Hernando’s plan is well due for an update. From a practical perspective, and not a legal one, any effective comprehensive plan will answer the following basic questions:

- *What are the community’s current conditions?* (Where are we now?)
- *In what direction is the community trending?* (Where are we headed?)
- *What is the community’s vision for the future?* (Where do we want to go?)
- *What is the blueprint for achieving the community’s vision?* (How do we get there?)



Relative to this current comprehensive planning effort, Hernando’s last comprehensive plan was prepared in 2007. While it was a well-done plan with many good ideas that have served the community well, it is now over a dozen years old.

Once the Hernando Comprehensive Plan is completed and adopted by the City, it can be implemented through a number of different means. One tool for shaping future land uses, densities, development forms and character per the plan will be zoning and development standards. City, state, and federal investments in Hernando’s infrastructure will be another means of plan implementation. Economic-based strategies might also be implemented by the community’s economic development entities, while much of the implementation will occur through the private sector, such as real estate development and business start-ups.

BACKGROUND

PROJECT APPROACH

Overview

The following five key steps were taken to create the Hernando Comprehensive Plan:

- Task 1.0: Project Kick-Off & Research
- Task 2.0: Visioning & Economic Assessment
- Task 3.0: Charrette & Concept Plan
- Task 4.0: Draft Plan Preparation
- Task 5.0: Plan Presentation & Revisions

Description of Project Tasks

Below is a summary of each of these five steps:

Task 1.0: Project Kick-Off & Research

This initial task served as the research and diagnostic phase on which the balance of the work relied. The consultant team performed the following sub-tasks prior to, during, and after their initial two (2) day *Trip #1* to Hernando:

- Task 1.1: Kick-Off Meeting & Study Area Tour
- Task 1.2: Physical Analysis
- Task 1.3: Existing Conditions Mapping
- Task 1.4: Public Policy & Programs Review
- Task 1.5: Future Build-Out Scenario
- Task 1.6: Public “Kick-Off” Meeting

Task 2.0: Visioning & Economic Assessment

Although public input was an important aspect of this project throughout the life of the planning process, Task 2.0 featured one of the major early pushes to solicit meaningful participation from stakeholders and the general community. It included the following steps conducted by key members of the consultant team as part of a two (2) day *Trip #2* to Hernando:

- Task 2.1: Key Person Interviews
- Task 2.2: Stakeholder Focus Group Meetings
- Task 2.3: Planning Principles
- Task 2.4: Existing Economic & Market Conditions Assessment

Task 3.0: Charrette & Concept Plan

A “charrette” is an intensive process in which numerous people work together over a limited period of time to develop creative ideas for solving problems. The charrette process has deep roots in the planning and design professions. Although the overall planning process was designed to encourage strong public input throughout the life of this project, Task 3.0 offered the single greatest opportunity for meaningful “hands-on” involvement of Hernando’s citizens, key community stakeholders, and City



The public kick-off meeting for this planning project occurred on June 17, 2020 at the Gale Center near Downtown Hernando. Because of the COVID 19 pandemic, participants were spaced apart and wore masks. However, that did not impede their ability to convey their thoughts on a wide range of issues impacting the future growth and development of Hernando.



officials. The goal of the charrette process was to provide a forum for the public and to achieve a consensus. The most tangible outcome of the charrette was the creation of a Concept Plan to serve as the basis for the ultimate Comprehensive Plan. This four (4) day task comprising the team’s *Trip #3* to Hernando included the following sub-tasks:

- Task 3.1: Follow-Up Field Work (Day 1: morning & afternoon)
- Task 3.2: Public Workshop (Day 1: evening)
- Task 3.3: Concept Strategy Preparation (Days 2-4)
- Task 3.4: Concept Plan Presentation (Day 4: evening)

Task 4.0: Draft Plan Preparation

Based upon the public’s and City’s response to the Concept Plan presented during Task 3.0, a detailed draft plan was prepared by the consultant team. It was prepared in a manner that would meet the State’s requirements for comprehensive plans per MS Code 17-1-1 (c). A review of this plan’s Table of Contents reveals the specific components of this plan, but a summary is provided below:

BACKGROUND SECTION

- Task 4.1: Existing Conditions Analysis
- Task 4.2: Future Build-Out Scenario
- Task 4.3: Public Input & Planning Principles

PLAN ELEMENTS SECTION

- Task 4.4: Place Types: Land Uses, Densities/Intensities, Form and Character
- Task 4.5: Mobility
- Task 4.6: Public Space & Recreation
- Task 4.7: Natural & Cultural Resources Conservation
- Task 4.8: Housing
- Task 4.9: Economics
- Task 4.10: Infrastructure, Utilities & Facilities
- Task 4.11: Plan Implementation

Task 5.0: Plan Presentation & Revisions

Following sufficient time for the City’s review, key members of the consultant team presented the draft plan in a public forum as part of the team’s one (1) day *Trip #4* to Hernando. Based upon a review of the draft plan by the City, input from the public presentation, and the City’s submission of a single “red-lined” copy (serving as a composite of all comments) back to the team for necessary revisions, the draft plan was revised and submitted to the City as a final document.

Retail Market Analyses

As part of the Task 2.0 Visioning & Economic Assessment work, this optional service included:

- Examining existing economic and market conditions
- Conducting a detailed market analysis to assess the competitiveness of Hernando’s retail market
- Determining the existing and future economic potentials (in square feet) for retail uses
- Providing strategic and detailed recommendations on development projects, marketing, management, financing, and implementation based, to a large extent, on the economic viability for business, community, and real estate development relative to retail uses.

It is noteworthy that, within the context of this plan, “retail” included dining.

Planning Commission’s Role in the Project

The City’s Planning Commission has effectively served as a project steering committee for this plan’s preparation. The Commission has played multiple roles, including:

- Guiding the overall tone of the project and the resulting comprehensive plan
- Providing the project consultant team with direction for public input, including the types of people/groups who need to be involved and in what manner
- Communicating the process status and plan content to various community members, including the City’s governing body.
- Contributing ideas to the plan, particularly in light of their ongoing involvement with Hernando’s development issues
- Reviewing the draft version of the comprehensive plan to suggest needed edits
- Serving as “cheerleaders” for the plan’s adoption by the City’s Mayor and Board of Alderman
- Overseeing successful implementation by City staff after the planning process is completed

BACKGROUND

The Old Log Cabin

The following is based upon an article by Jimmie Covington that appeared in "The Best Times" on September 1, 2018:

The historic log cabin located immediately west of the DeSoto County Museum on Commerce Street was built in 1850 by the Crumpler Family just north of Hernando's Courthouse Square. At some point the Ferguson family began living in it, which they did until approximately 1986. By then the cabin had evolved into a 15-room structure. Sometime after the mid-1980s it was dismantled and the historic core of the building was moved to another part of the county where it was maintained among a collection of cabins. It is reportedly one of the oldest dog trot style cabins in the county. The cabin was donated and moved to the museum several years ago. For many years, the cabin and adjacent Presbyterian Church were the site of popular Thursday night gatherings featuring bluegrass, country and gospel music, but such gatherings are no longer held.



HISTORY

This page is intended as only a brief summary of Hernando's history, but further information can be secured from resources such as the Genealogical Society of DeSoto County and the DeSoto County Museum. Those resources were among those used to prepare this brief history.

Early Settlement

The first Europeans in the area were Spaniards who comprised the expedition under Hernando DeSoto that passed through (or near) present-day Hernando in 1541. At the time that French and Spanish colonists began visiting the area, the Chickasaw people had long inhabited it. They were descendants of the Plaquemine culture, which occupied the area during the 1200s through the 1600s. In 1817, Mississippi became the 20th state in the Union. Following the Indian Removal Act of 1830 and under pressure from the United States, the Chickasaw finally signed a treaty to cede most of their lands in this area to the US. Most of the tribe members were relocated west of the Mississippi River to the Indian Territory of present-day Oklahoma.

Establishment of a Town

DeSoto County was first surveyed and formally established on February 9, 1836. On January 25, 1836, a large section of the county was awarded to Chickasaw Til-Look-Hi-Yea, who then sold it to Edward Orne on June 16, 1836. On August 16, Orne donated 40 acres of it to the Board of Police for a county seat. This 40 acres was planned and laid out with a 450 foot public square surrounded by 172 lots. The two blocks around the square featured five north-south streets and five east-west streets, a pattern that still exists today. A public sale of lots in August of 1836 produced funds to build a courthouse and a jail. Hernando was originally called "Jefferson," but it was renamed "Hernando" at some point in 1836 to avoid confusion with other post offices in the state with the same name. The first newspaper, The Hernando Free Press, was established in 1837. In 1839, Hernando was incorporated as a city. The 1837 county tax list named 204 people who paid taxes, but by just 1840 there were 757 heads of households and 6,990 persons in the county according to the federal census. The first two schools included the Hernando Female Academy, which was chartered by the State in 1837, and the Hernando Male Academy, which opened on March 14, 1840. During the antebellum era, DeSoto County's economy was dominated by cotton plantations dependent on the labor of enslaved African Americans. In 1852, the State chartered a company to build a plank road 22 miles long from Memphis to Nesbit. A similar road was built from Holly Springs to Memphis. These original toll roads are now reflected by the routes of Highways 51 and 78. The Tennessee and Mississippi Railroad was chartered in 1853 and the first train arrived in Hernando to great celebration on April 22, 1856.

Civil War, Reconstruction & Late-19th Century

By the end of 1861, the Civil War had caused most able-bodied men in Hernando to join the Confederate army. Hernando produced three generals who served the Confederacy - Major General Patton Anderson, Lt. General Nathan B. Forrest, and General James Chalmers. In June 1863, Federals under Colonel George Bryant destroyed the courthouse and main business houses of Hernando. In 1864, Hatch's command visited Hernando and burned a hotel and other buildings. Following the war's ending in 1865, the entire state was placed under military control as part of Reconstruction (1866-1875). It was not admitted back into the Union until 1870. Key events in the last three decades of the century included: the county's establishment of the first free public schools in 1871; construction of a new

courthouse in 1872 to replace the one lost during the war; and a yellow fever epidemic in 1878 that caused the deaths of nearly half of Hernando's residents. While the Civil War and Reconstruction eras left Hernando and DeSoto County impoverished for much of the remainder of the 19th century, agriculture continued to play a primary role in the local economy, particularly the growth of cotton.



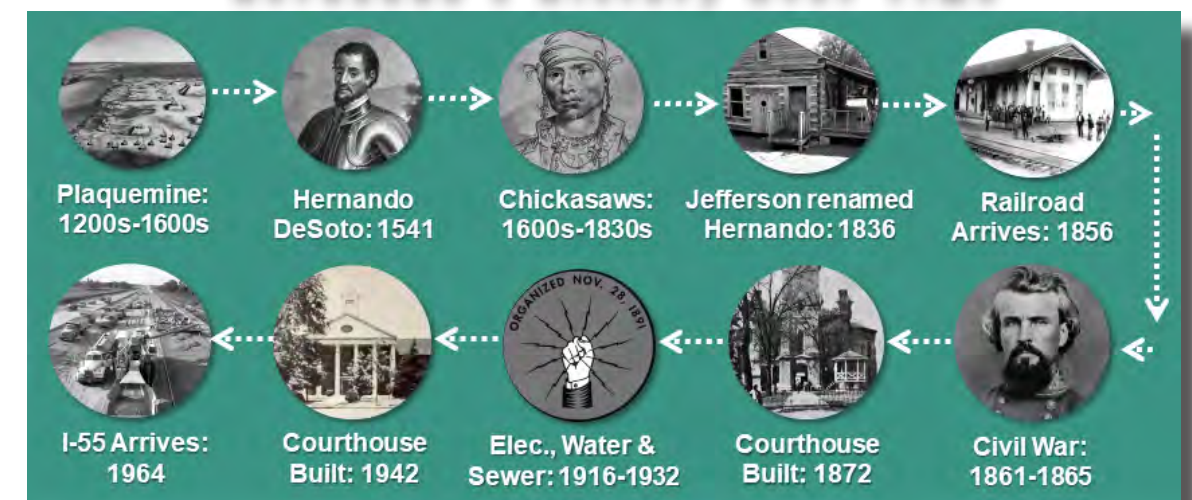
This 1930s photograph shows DeSoto County's "French Castle Courthouse," which was built in 1872, but burned to the ground in 1940.

20th Century Progress

In many ways, Hernando's 20th century history mirrored that of the broader region with respect to themes such as sharecropping, the Jim Crow laws of racial segregation, the tradition of blues music, the economic Depression, and the various wars conducted abroad. Key dates for Hernando included:

- 1909 - Three public wells were constructed around the courthouse
- 1913 - The first automobiles began appearing in town (by 1915 over 800 existed in the county)
- 1916 - A power plan began operations that brought the first electric service to the community
- 1917 - 2,096 county men volunteered for World War I
- 1923 - Hernando's public water system was built
- 1926 - The first public school buses began service, although most children had to continue to walk
- 1929 - The nationwide economic Depression began
- 1932 - Hernando constructs its sewer system
- 1942 - The new courthouse was completed to replace the 1872 courthouse that burned in 1940
- 1964 - Construction of Interstate 55 through Hernando

Hernando's History Over Time





**EXISTING
CONDITIONS**

EXISTING CONDITIONS: NATURAL FEATURES

TOPOGRAPHY

Hernando is located where the Mississippi Delta and Mississippi Hills regions converge. Consequently, the area's topography primarily features gently rolling hills with some relatively flat areas. The map at right reflects "hillshade" rather than contour lines, as often used to reflect topography. At this scale, contour lines are less effective at conveying the information, but such maps have been created for this project.

Steepest Areas

The few areas with steep slopes (over 20%) are relatively small and located mainly in the southwest portion of the city. There are gentle slopes near the Downtown, and steeper slopes above Hurricane Creek, Mussacuna Creek, and other tributaries.

Flattest Areas

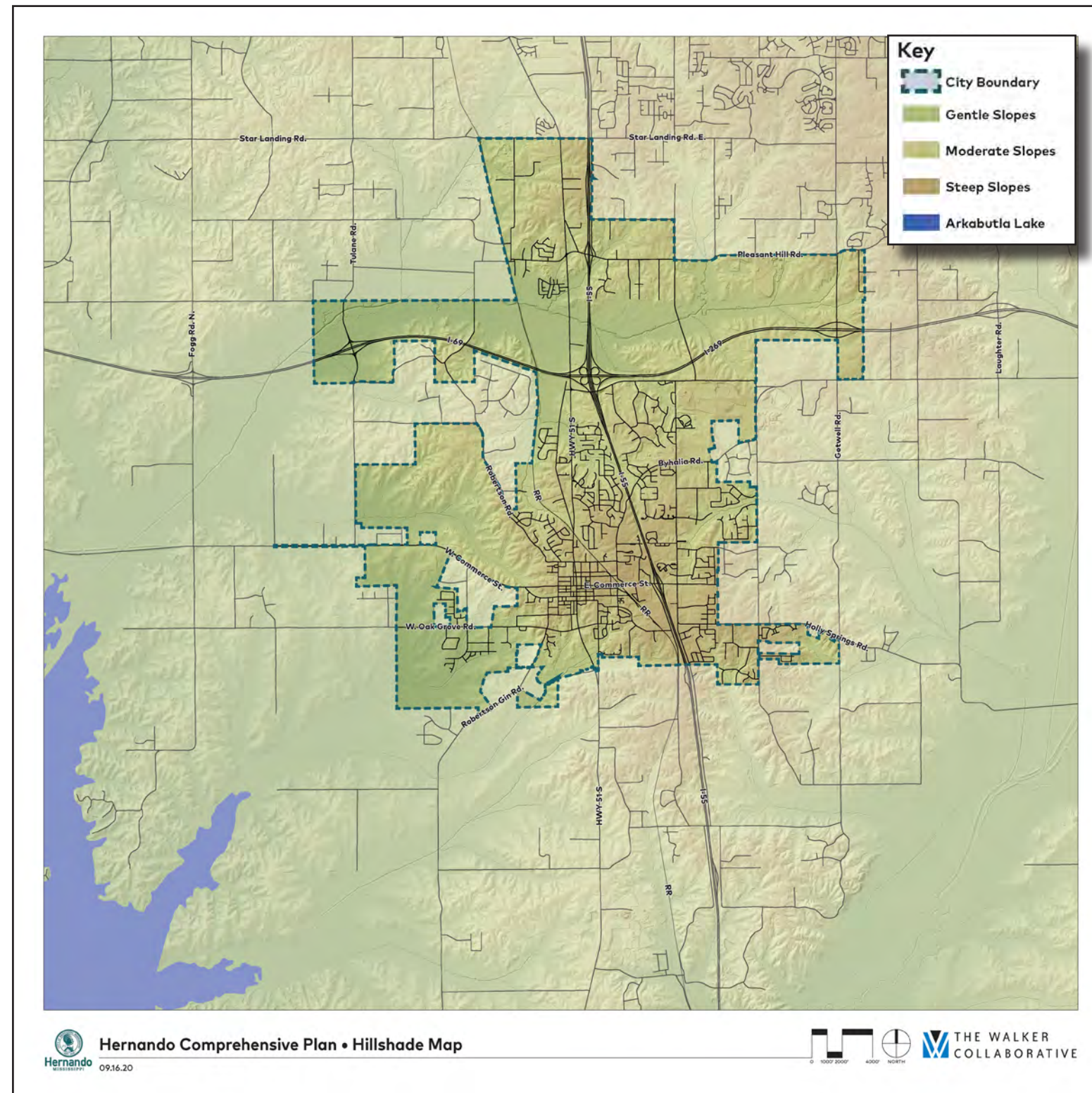
The city's flattest areas are associated with the streams noted above. They include:

- Hurricane Creek - located in the north part of the city.
- Mussacuna Creek - located in the southwest part of the city.
- Short Fork Creek - located in the southeast part of the city.

While not located within the city boundaries, Cane Creek is just southwest of the city and Coldwater River is southeast of the city. They too are associated with low-lying flat areas.



This view looking south on Memphis Street toward the Courthouse illustrates the sloping topography associated with portions of the north side of Downtown Hernando.



Why Topography Matters

Topography is an important topic within the context of community planning for two primary reasons - the development potential of land and environmental resources.

Development Potential

As a general principle, the steeper the land, the less potential it has for development due to erosion, the associated soil types, and costs for engineering and site preparation. In most locales, slopes exceeding roughly 20% are avoided for development. Conversely, the flattest lands are often associated with streams. Associated floodways are simply not developable, while floodplains and wetlands are very problematic for development and long-term safety.

Environmental Resources

Some of the most environmentally sensitive lands are found at either end of the topography spectrum. Steep slopes are usually forested and serve as important habitat to various plant and animal species, not to mention the air quality and cooling benefits of trees. Likewise, the flattest areas are often associated with streams and wetlands also having great environmental value.

EXISTING CONDITIONS: NATURAL FEATURES

Why Soils Matter

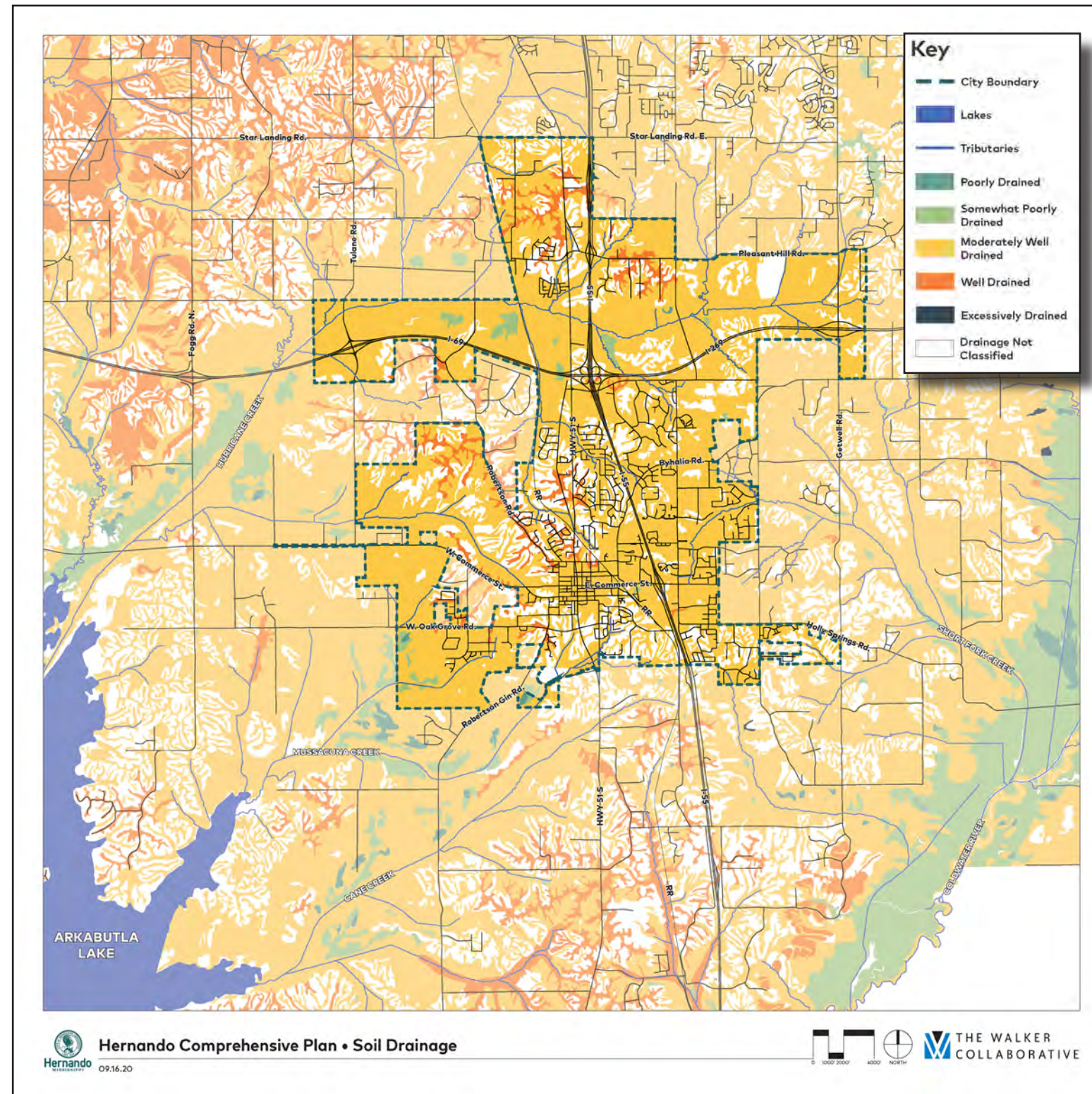
Soil types are a significant planning issue because some soils are much better suited for development than others. The tiny particles that comprise soil can be classified by their chemical composition (mineralogy) and their size. The particle size of a soil, which determines its texture, translates into many of the properties of the soil.

Gravel, Sand and Silt

Gravel, sand and silt are the larger soil particles, and their mineralogy is often inherited from the parent material of the soil. Quartz is the most common mineral in sand and silt. While gravel and sand drain very well, their mobility can create challenges for the stability of building foundations.

Clay

Due to its high specific surface area and its unbalanced negative electric charges, clay is the most active mineral component of soil. It is a colloidal and most often a crystalline material. From a development perspective, the greatest drawback of soils with high levels of clay is their inability to drain well during rainfall.



SOILS

As concluded in the 2007 Comprehensive Plan, poor soils are scattered all over Hernando, but they generally do not represent a significant constraint to development because such constraints can be mitigated through engineering. Below is more detailed information.

Primary Soil Groups

Soils in Hernando have heavy clay and loam characteristics and are generally highly erodible. Most of the soils in the hillier portions of the city are classified as Memphis-Loring, while the lower area tend to feature Grenada-Calloway soils. Below is a summary of both soil groups:

Memphis-Loring

This soil group is characterized by deep loess and occupies gently sloping to moderately steep slopes. Surface textures generally range from silt loam to silty clay loam, depending on the severity of erosion. Where the original silt loam surface is gone, the silty clay loam subsoil is exposed.

Grenada-Calloway

This soil group is characterized by less well-drained soils of the uplands and have been formed by deep loess. They occupy very gently-sloping low broad tops of ridges. All of these soils in Hernando are highly erodible.

Soil Drainage

While a range of soil characteristics have implications for development, the ability of a soil to drain well is one of the most critical. Generally speaking, well-drained soils are compatible with development.

The map at left illustrates the drainage characteristics of Hernando's soils. The white colored areas have soils that have yet to be classified. However, for the balance of soils, the vast majority are classified as "Moderately Well Drained," as reflected by the tan color. There are also limited amounts of "Well Drained" soils indicated in orange, and they tend to be geographically associated with the unclassified soils. There are very few areas of "Somewhat Poorly Drained" soils, illustrated in green. They generally have scattered locations, but tend to be located in areas featuring wetlands and floodplains, as revealed by the Water Resources map on [page 7](#) of this plan.

EXISTING CONDITIONS: NATURAL FEATURES

WATER RESOURCES

Water Bodies

In addition to the various small ponds scattered throughout the city, the following water bodies exist within Hernando:

- Hurricane Creek - traversing the northern portion of the city along an east-west axis, it flows into Arkabutla Lake to the southeast.
- Mussacuna Creek - located in the southwest part of Hernando and following a northeast-southwest axis, it too flows into Arkabutla Lake.
- Short Fork Creek - extending across the southeast part of the city along a northwest-southeast alignment, it flows into Coldwater River, which is just southeast of the city.

Water bodies located just beyond the city boundaries include Cane Creek (southwest of the city), Coldwater River (southeast of the city), and Arkabutla Lake (southeast of the city).

Floodways & Floodplains

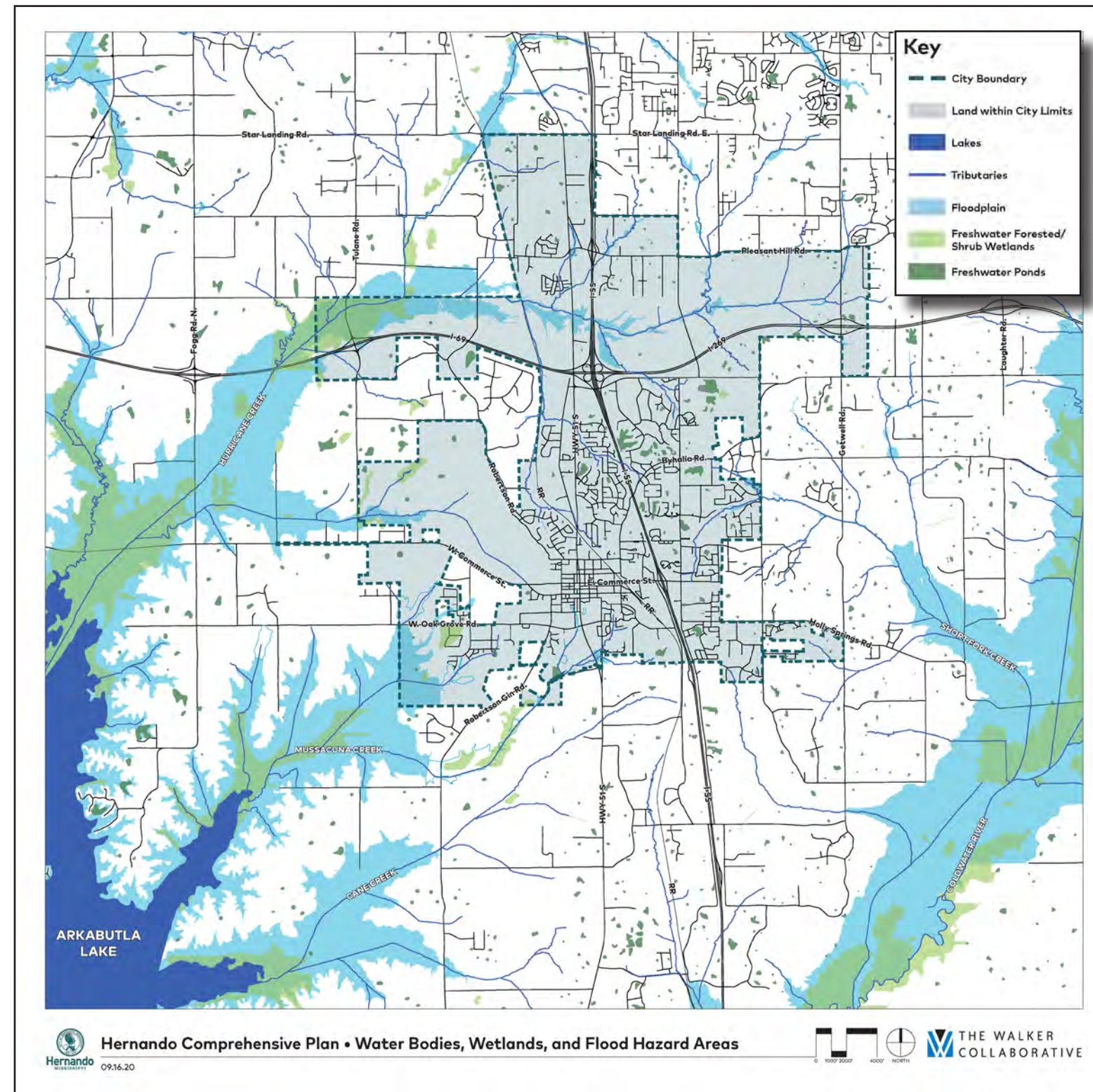
Floodways and floodplains are associated with the various creeks. Floodplains occupy nearly 7% of the city's land area. While not mapped here, floodways involve much less land and are directly adjacent to streams. Development cannot occur in floodways. It can within floodplains if certain regulations are followed, but it is not recommended.

Wetlands

Shown in green in the map at right, freshwater wetlands exist as either forested or shrub wetlands. Already noted above, ponds are technically considered to be wetlands. See more on wetlands in the sidebar at right.



Although it is shown here with low water because of dry weather, Hurricane Creek features an associated wetland and floodplain network.



Why Water Resources Matter

Hernando's areas associated with water are significant for two primary reasons:

1. They have a very high environmental value; and
2. Some of them constitute a natural disaster threat to Hernando's citizens and property in the form of potential flooding.

Of the various types of water bodies summarized at left, wetlands might provide the greatest value to Hernando for the following reasons:

Habitat: Wetlands constitute the city's richest habitat for plants and animals, including the greatest biodiversity of plant and animal species.

Pollution Filtering: Wetlands function as "nature's liver" by filtering out pollutants from the water, including stormwater run-off from developed areas. Because wetlands feature trees and other vegetation, they also help to filter the air.

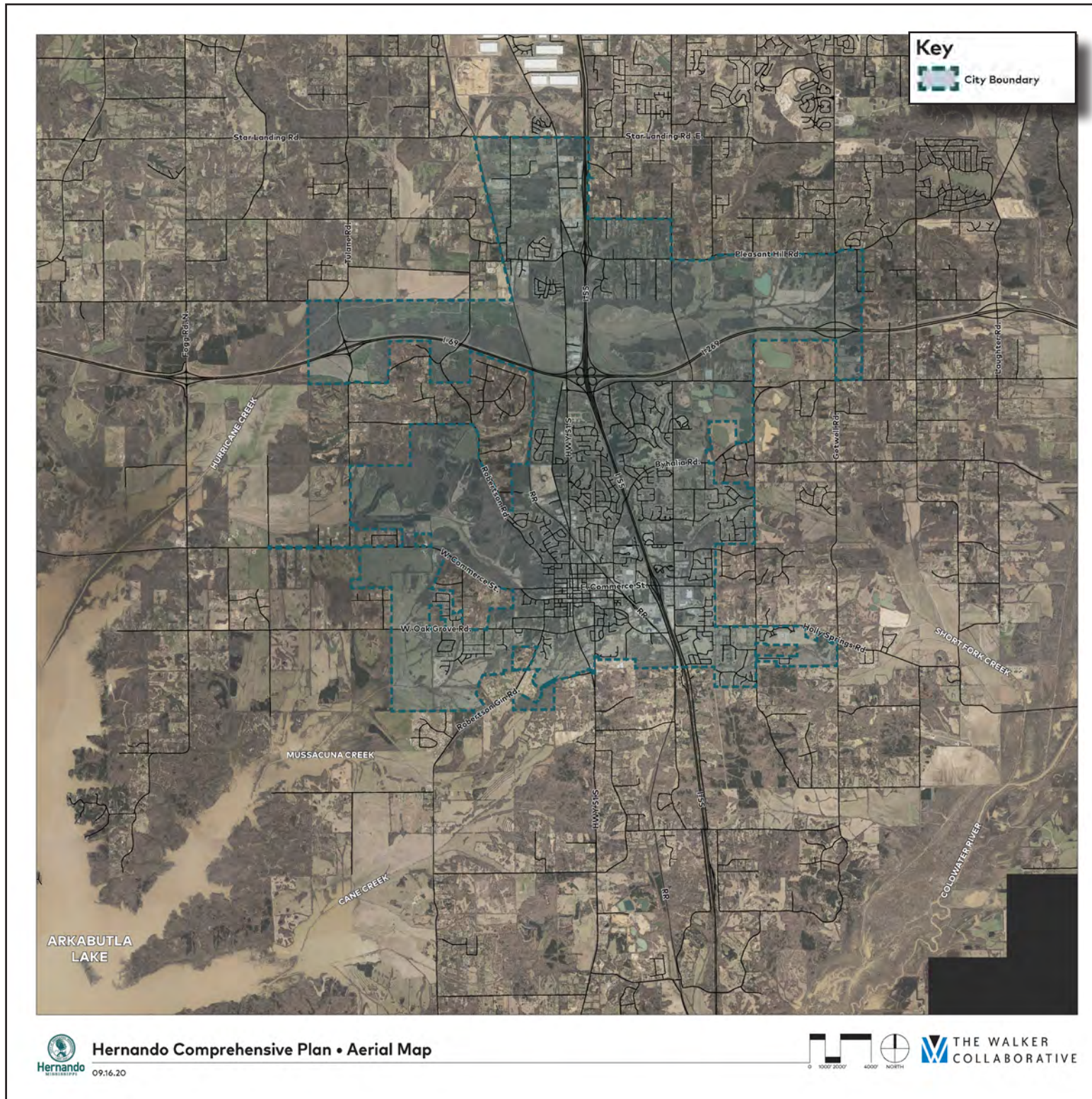
Flood Control: After decades of "hard" solutions (culverts, flood walls, etc.), engineers now recognize the natural flood control provided by wetlands, which function essentially as big sponges.

EXISTING CONDITIONS: NATURAL FEATURES

Why Trees Matter

The preservation of existing trees and the addition of new trees are fundamental city planning objectives in virtually any context. Trees are important to the health of communities for the following reasons:

- *Trees reduce the urban heat island effect* through evaporative cooling, as well as by reducing the amount of sunlight that reaches parking lots and buildings. These benefits are particularly applicable to areas with large impervious surfaces, such as shopping center parking lots.
- *Trees improve air quality* for breathing by filtering harmful dust and pollutants such as ozone, carbon monoxide, and sulfur dioxide.
- *Trees give off oxygen* that is needed for breathing.
- *Trees reduce the amount of stormwater runoff*, which reduces erosion and water pollution. They also reduce the effects of flooding.
- *Trees support many wild-life species* which depend on them for their habitat. Trees provide food, protection, and homes for many birds and mammals.



FORESTED AREAS

In addition to the economic value of trees provided by enhanced property values, tree canopies have substantial environmental and health benefits, as summarized in the sidebar at left. Trees also contribute to Hernando’s community character. While trees are geographically scattered throughout the community, they tend to be particularly concentrated in the following areas:

- *West side of I-55*, particular within the city’s southwest quadrant.
- *Along streams and wetlands*, as mapped on the previous page.

The 2012 “Draft Revised Land & Resource Management Plan for National Forests in Mississippi” describes the primary “ecological communities” for each of the state’s seven National Forests. Using the Holly Springs National Forest as a comparable for Hernando’s forested areas, the following ecological community types exist (pg. 156 of report):

- Floodplain forest
- Loblolly pine forest
- Cypress-dominated wetlands
- Northern dry upland hardwood forest
- Ponds and emergent wetlands
- Northern mesic hardwood forest
- Seeps, springs, and seepage swamps
- Shortleaf pine-oak forest and woodland
- Slash pine forest



Wooded portions of the Charleston Row subdivision, such as this, provide tremendous aesthetic, environmental and property value.

EXISTING CONDITIONS: BUILT FEATURES

DEVELOPED AREAS

The map at right illustrates the developed areas of Hernando. The undeveloped areas are highlighted in a dark blue color and reflect agricultural lands, lands listed as vacant/underdeveloped, and constrained lands such as flood hazard and wetlands. There is a broad range of development types with respect to land uses, densities and intensities, form and character. Below is a summary of the most substantially developed areas of Hernando:

Historic Downtown

Located in the southwest quadrant of Hernando, downtown is where the community began and it features most of Hernando's oldest buildings. It is undoubtedly urban in form, as reflected by a mix of uses, buildings that front directly onto streets, most parking either on-street or behind buildings, and a series of relatively small civic spaces.

Suburban Commercial Corridors

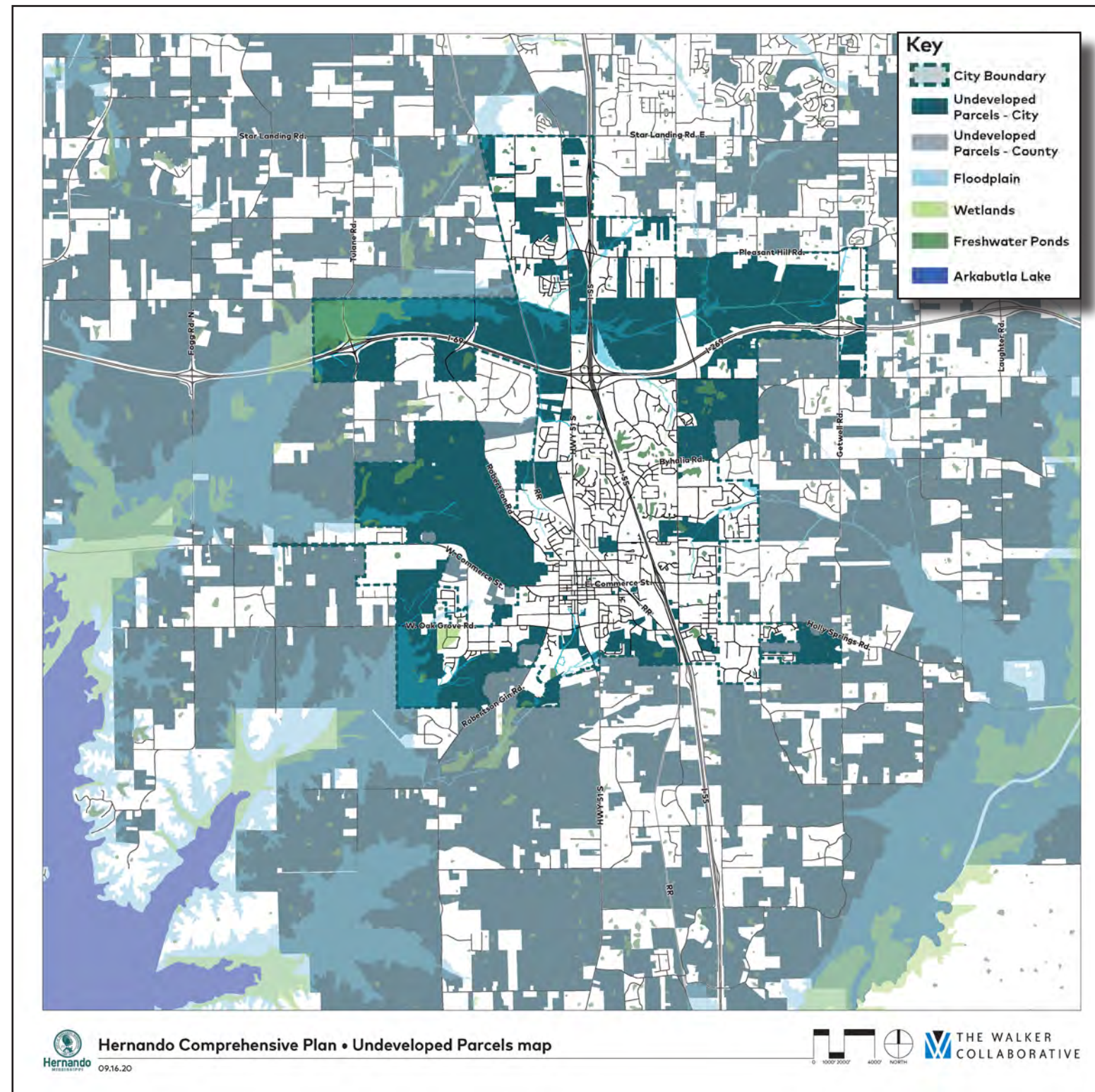
These areas tend to have developed primarily since the 1950s. They feature linear patterns of commercial development along key roads such as Hwy. 51 and Commerce Street east of Downtown. They include fast food restaurants, gas stations, relatively large signage, and numerous driveways. They are more car-friendly than pedestrian-friendly.

Suburban Neighborhoods

These post-WWII residential areas occupy much of the city's land area and are particularly concentrated in the north half of the city, as well as the southeast part of town. They are easily identified on a map because of their curvilinear streets and cul de sacs, as well as the repetitive pattern of single-family houses and very little public open space.



The largest percentage of Hernando's developed areas are occupied by single-family neighborhoods. Those developed during the past few decades are very auto oriented with garages and driveways dominating their streetscapes.



Urban vs Suburban Development Patterns

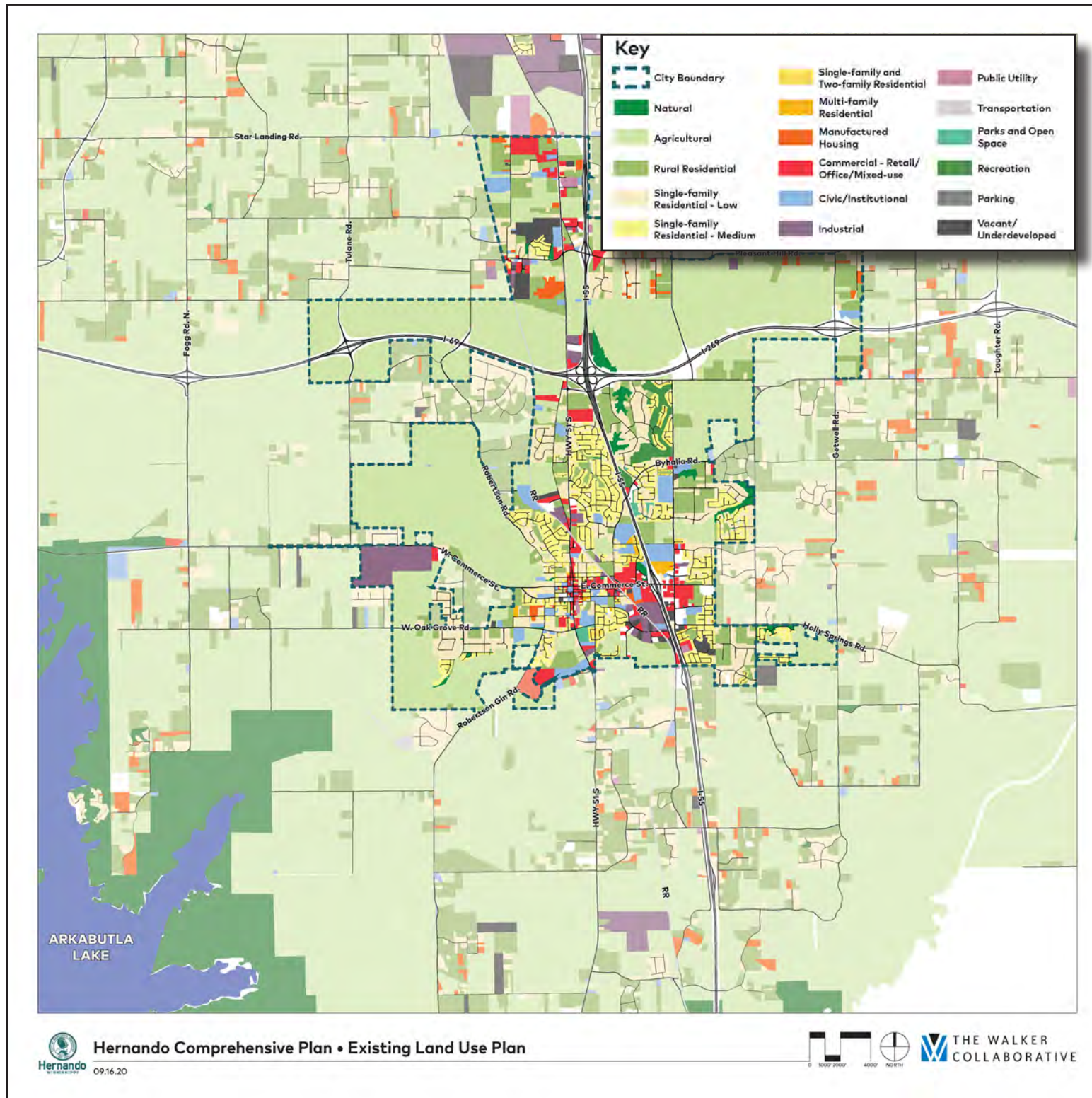
For some people, the term “urban” conjures up images of skyscrapers, honking car horns, and rat-infested alleys. However, urban versus suburban areas are distinguished primarily by the way buildings relate to their associated streets, where parking occurs, and how different land uses physically relate to each other. Another way of thinking of “urban” is to think “pedestrian friendly.” Even a small country crossroads village or hamlet with one-story buildings can be urban in form if the buildings are set relatively close to the street, off-street parking is located behind buildings, land uses are mixed, and the overall built environment is walkable. Suburban areas, on the other hand, tend to be designed with automobiles in mind. Land uses are separated, requiring more driving between where people live, work and play. Densities are also relatively low, meaning fewer housing units and non-residential square footage is served per linear mile of infrastructure. While much of Hernando is suburban and such places can be well-designed, urban places should be feared no more than Hernando's cherished historic Downtown.

EXISTING CONDITIONS: BUILT FEATURES

Land Uses Tell Only Half the Story

While the map at right provides useful information on Hernando's existing land uses, it does not tell the whole story of the built environment. Issues such as residential densities, non-residential intensities, and development form and character are not depicted here. For example, a commercial area along Hwy. 51 is very different from the commercially-dominated Downtown. Similarly, Hernando's historic residential neighborhoods located near Downtown are very different from the more recently developed neighborhoods found in the north end of the city.

The limitations of existing land use maps are underscored in the section of this plan addressing "Place Types," which begins on [page 23](#). As an alternative to the traditional Land Use Plan that comprehensive plans focused on in previous decades, the Place Type plan addresses densities, intensities, form and character, in addition to land uses. This more recently developed approach to planning lends itself much more to translation into new zoning categories and zoning maps for plan implementation.



LAND USES

The map at left illustrates Hernando's existing land uses. Below is a summary of the main existing land use categories, including the total acreage and percentage of the community for each. Hernando consists of a total of 14,591 acres.

Natural & Agricultural Lands (7,814 acres / 54%)

Although these areas may include some very limited and low-density residential, agricultural and similar uses, they are essentially undeveloped. The most environmentally sensitive lands are those associated with streams such as Hurricane, Mussacuna and Short Fork Creeks.

Residential Lands (4,614 acres / 32%)

These areas are comprised primarily of single-family detached homes, but also include attached and multi-family dwellings. They do not include residential uses that are part of a mixed-use context, such as Downtown Hernando.

Commercial & Mixed-Use Lands (507 acres / 4%)

This land use category includes Downtown and commercial corridors such as Hwy. 51 and Commerce Street east of Downtown. Many of these uses include fast food restaurants, gas stations, shops, and personal and professional services.

Industrial Lands (391 acres / 3%)

This category includes manufacturing, warehousing and similar uses.

Civic & Institutional Lands (519 acres / 4%)

Institutional lands include governmental properties, educational and religious institutions, and parks that are not part of Downtown. Specific examples in Hernando include Hernando High School, Hernando Middle School, Conger Park, and Longview Point Baptist Church.

Vacant & Underdeveloped Lands (329 acres / 2%)

Although these areas are undeveloped, they are located in otherwise developed areas, unlike Natural Lands.

Other Lands (417 acres / 3%)

These lands feature a variety of uses as designated by the tax assessor's office, including transportation, public utilities, private recreation, parking, and no land use designation at all.

Because the percentages reflected on this page have been rounded up or down, they total 102% rather than 100%.

EXISTING CONDITIONS: BUILT FEATURES

MOBILITY CONTEXT

Memphis Metropolitan Planning Organization

It is critical to keep in mind that Hernando's transportation system is part of a much broader regional system. Consequently, the Memphis Metropolitan Planning Organization (MPO) oversees transportation improvements at a regional level, which includes Hernando. For more information on the MPO, see the map at right and sidebar at far right.

Planned Projects

The MPO's Regional Transportation Plan proposes road widenings for: Getwell Road (from Byhalia Road to Commerce Street), Getwell Road (from Byhalia Road to Star Landing Road), and Tulane Road (from I-269 to W. Commerce Street). It also proposes an interchange reconstruction at I-55 and Commerce Street. In addition, the City recently completed a citywide bike/pedestrian plan (see [page 18](#) for more information).

Development Contracts

These contracts may be used to provide a more systematic procedure for developers of subdivisions and commercial frontage.

Access Management

Access management is generally known as controlling the location, spacing, design and operation of driveways, median openings, interchanges, and street connections to a roadway. It is used for maintaining the overall safety of the transportation system. It is extremely important to keep access control in the forefront when planning for roadway related improvements.



This segment of Hwy. 51 near W. Northern Street illustrates some of the access management issues that exist in Hernando. Both sides of the street lack sidewalks and a landscaping strip. In fact, drivers on the left side of the street are forced to back out directly onto the street.



Memphis MPO

The Memphis Metropolitan Planning Organization (MPO) is responsible for the transportation policy development, planning, and programming for the Memphis region. The MPO planning boundary covers all of Shelby County (TN) and DeSoto County (MS), and portions of Fayette County (TN) and Marshall County (MS). Federal regulations require that a MPO be designated to carry out a comprehensive, continuing and coordinated ("3-C") transportation planning process for urbanized areas with a population of 50,000 or more.

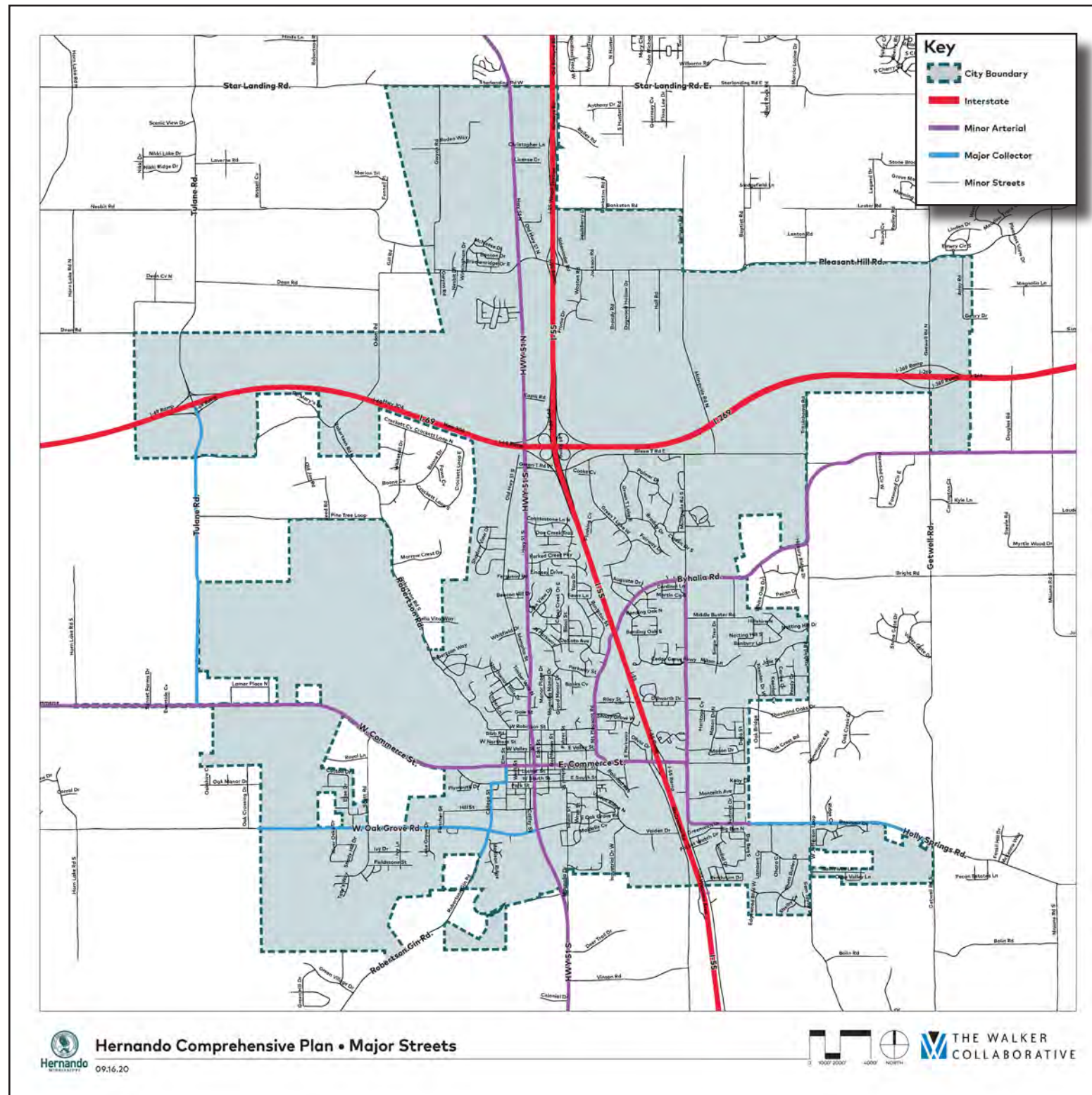
The Memphis MPO consists of 24 elected officials, Memphis Area Transit Authority (MATA), Memphis-Shelby County Airport Authority (MSCAA), Memphis-Shelby County Port Commission (MSCPC), and representatives from the Tennessee Department of Transportation (TDOT) and Mississippi Department of Transportation (MDOT). The Shelby County Department of Regional Services provides staff to the Memphis MPO and serves as its fiscal and administrative agent.

The map at left of the MPO jurisdiction is courtesy of the Memphis MPO.

EXISTING CONDITIONS: BUILT FEATURES

McIngvale Road Realignment

MDOT is currently in the process of constructing a realignment of McIngvale Road north of Byhalia Road, which is a major north/south corridor. The intent is to provide proper connectivity to the intersection of I-269. The new roadway section will consist of five lanes. In addition, there will be a bike/ped trail on one side of the road and a sidewalk on the other side. The bike/ped trail will tie into the recently completed linear park along the east side of McIngvale Road that extends to Commerce Street. For more information on the City's bike/ped plan, see [page 18](#) of this plan.



KEY EXISTING ROADS BY TYPE

Motorized Vehicular Travel

The map at left highlights the three categories of roads that carry the highest levels of motorized traffic within Hernando. A description of each road type is summarized below:

Interstate Highway

Interstate Highways are divided highways with full access control, including grade-separated interchanges at cross roads. Interstate Highways are designed to carry high traffic volumes across multiple states. The north-south interstate traversing Hernando is I-55, while the east-west interstate is I-69 / I-269.

Minor Arterials

Arterials are relatively high-volume roadways that can feature divided medians or multiple lanes with traffic signals at cross roads. The primary function of minor arterials is to move traffic across and through town or urban areas. Hernando's three (3) minor arterials include Hwy. 51, Commerce Street (Rt. 304), and Mt. Pleasant Road / Byhalia Road.

Major Collectors

This type of facility is a step below an arterial and will generally be two (2) lanes with possible turn lanes at cross roads. The primary purpose is to carry traffic to the Arterials and typically do not go across a town or urban area. Hernando's three (3) major collectors include W. Oak Grove Road, Holly Springs Road, and a segment of College Street / Elm Street.

Alternative Modes of Travel

Although the City recently completed a bike-ped plan, there is currently very limited existing infrastructure for alternative modes of transportation, such as greenways and bike lanes.



The intersection of I-69 and Tulane Road lacks any nearby development. It is zoned Agricultural (A) and Agricultural Residential (AR).

EXISTING CONDITIONS: BUILT FEATURES

EXISTING TRAFFIC LEVELS

The map at right highlights Hernando's most heavily-traveled roads for which there is readily available traffic count data. Below is a summary of this information in terms of Average Daily Trips (ADTs):

Interstate Highways

These roads are, not surprisingly, the most heavily-traveled roads traversing Hernando. They are ranked below by ADTs:

I-55

- North of I-269: 52,000 ADTs
- South of Commerce Street: 34,000 ADTs

I-269

- East of I-55: 21,000 ADTs

I-69

- West of I-55: 21,000 ADTs

Minor Arterials

This next tier of roads experiences the following traffic levels:

Hwy. 51: 9,900 ADTs

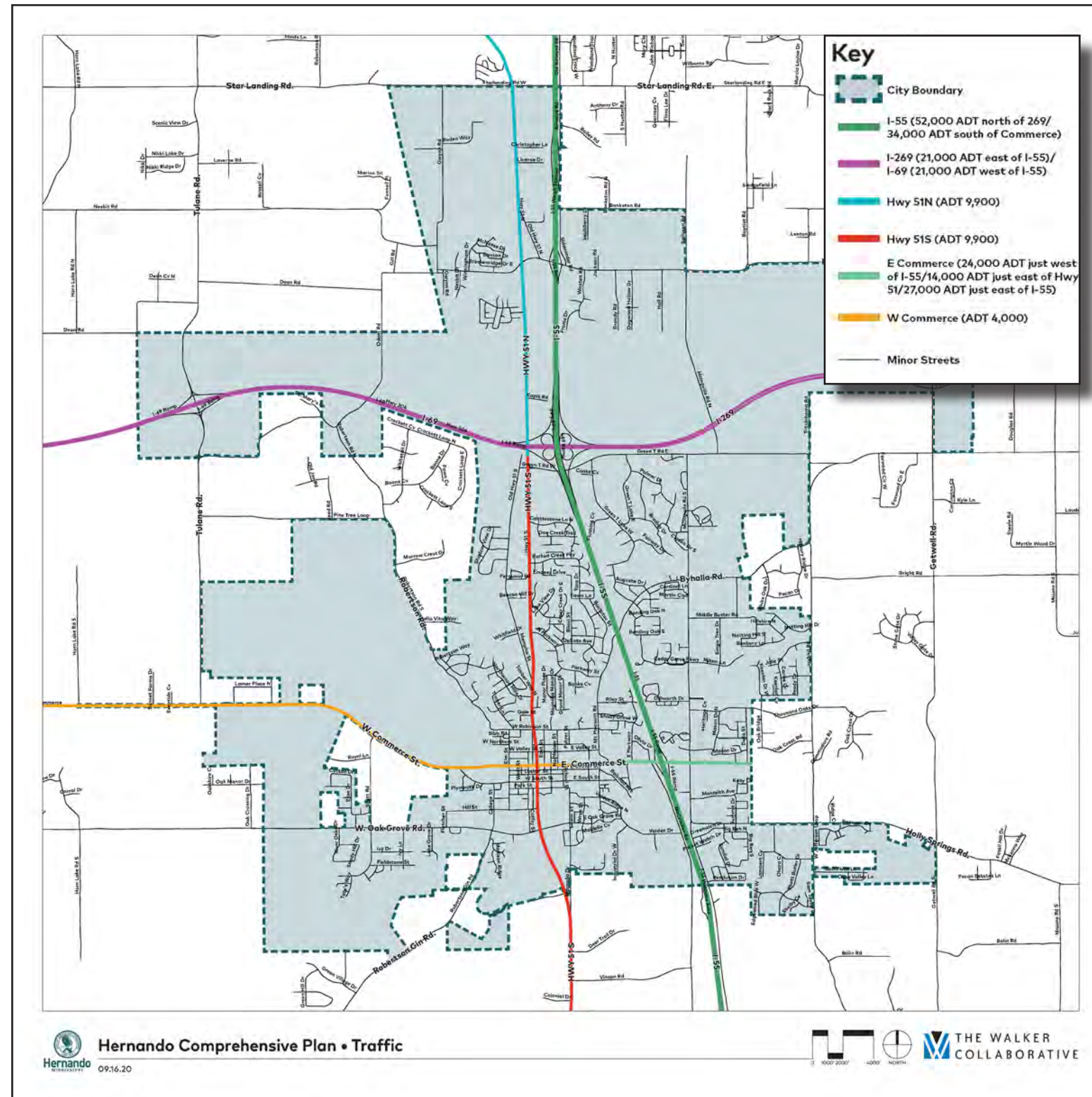
Commerce Street

- Just west of I-55: 24,000 ADTs
- Just east of Hwy 51: 14,000 ADTs
- Just east of I-55: 27,000 ADTs
- West of Downtown: 4,000 ADTs

Interestingly, E. Commerce Street, which is a minor arterial, has higher traffic levels than I-69 / I-269 due to this being the primary interstate access for those living in Hernando.



Traffic congestion on the segment of Commerce Street between Downtown and I-55 seems to generate the most complaints from citizens.



The Bypass Dilemma

One suggestion by some members of the public to solve the traffic congestion on Commerce Street is to develop a bypass road to relieve some of the traffic. While this concept will be explored in the subsequent "plan" portion of this document, the challenges to bypasses are worth noting here. The three most common difficulties encountered by attempts to create bypasses include the following:

Cost of Land Acquisition

This hurdle to bypasses is perhaps the most obvious one. Even if routes can be identified that avoid a substantial amount of developed land, the acquisition costs can be daunting. Where lands are already developed, expenses can be enormous.

Legal & Publicity Challenges

The acquisition of land by local governments typically entails the condemnation of privately-owned property, which can involve costly legal challenges and negative PR.

Impacts on Bypassed Areas

There are numerous examples across the country of bypasses around downtowns that resulted in their economies being negatively impacted due to less traffic and exposure.

EXISTING CONDITIONS: BUILT FEATURES

Water Districts

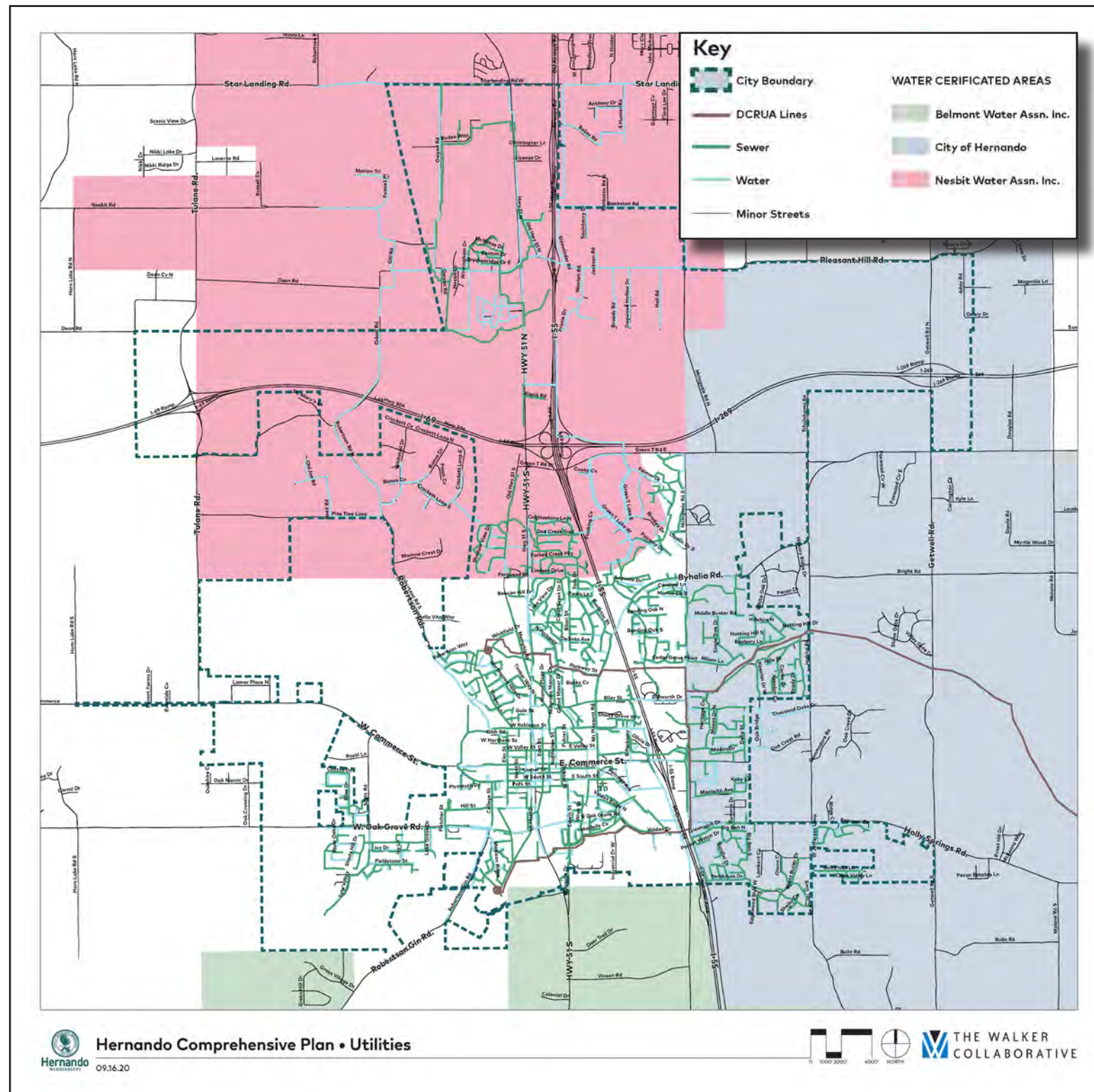
Hernando is currently served by three (3) different geographically-based providers, as mapped at right. Below is a summary of each:

Belmont Water Association, Inc.
The Belmont Water Association borders the southern boundary of Hernando and does not serve any customers within the city limits.

City of Hernando
Except for the area shown as the Nesbit Water Association, the City water system serves the remaining areas within the city limits.

Nesbit Water Association, Inc.
Serving the northwest portion of Hernando, their stated mission is “providing safe, high quality water services to our community, while maintaining a standard of excellence in customer service and environmental conservation.”

It is noteworthy that the northeast portion of Hernando was previously served by the North Mississippi Utility Company. However, the City of Hernando purchased it a few years ago.



UTILITIES

Below is an overview of Hernando's various utility systems.

Sewer & Water

Sewer

The City provides all of the sewer collection and transportation within the city limits. These flows are collected and transported to the Desoto County Regional Utilities Authority (DCRUA) for treatment at the Short Fork Wastewater Treatment Plant.

Water

As illustrated by the map at left, three (3) different water providers are active in the Hernando area. See the sidebar at far left for detailed information.

Power

Electricity

The City of Hernando is served electrical power by Entergy. Entergy owns and operates power plants with approximately 30,000 megawatts of electric generating capacity, including 8,000 megawatts of nuclear power. Headquartered in New Orleans, Entergy delivers electricity to 2.9 million utility customers in Arkansas, Louisiana, Mississippi and Texas.

Gas

Gas service for Hernando is provided by Atmos Energy. Atmos is the nation's largest fully regulated, natural gas-only distributor of safe, clean, efficient and affordable energy. Atmos serves more than 3 million distribution customers in over 1,400 communities across eight states and manages proprietary pipeline and storage assets, including one of the largest intrastate natural gas pipeline systems in Texas.

Telecommunications

Comcast is the major telecommunications provider for Hernando. Comcast is a telecommunications conglomerate headquartered in Philadelphia. It is the second-largest broadcasting and cable television company in the world by revenue and the largest pay-TV company, the largest cable TV company, the largest home Internet service provider in the US, and the nation's third-largest home telephone service provider. Comcast provides services to U.S. residential and commercial customers in 40 states and in the District of Columbia.

EXISTING CONDITIONS: BUILT FEATURES

COMMUNITY FACILITIES

Hernando's primary community facilities are grouped into the following categories: public schools, public safety, local government offices, and parks and recreation. The map at right uses color coding to reflect each category.

DeSoto County Schools

1. DeSoto County School District Offices: 5 E. South Street
2. Hernando Elementary: 455 Riley Street / Grades K-1
3. Hernando Hills Elementary: 570 McIngvale Road / Grades 2-3
4. Oak Grove Central Elementary: 893 Oak Grove Road / Grades 4-5
5. Hernando Middle School: 700 Dilworth Lane / Grades 6-8
6. Hernando High School: 805 Dilworth Lane / Grades 9-12

Public Safety

1. Hernando Police Department: 2601 Elm Street
2. Hernando Fire Department: 2601 Elm Street
3. Hernando Fire Department Station 2: 957 Hwy. 51 N.
4. Nesbit Fire Station 17: 1069 Dean Road
5. DeSoto County Sheriff's Department: 3091 Industrial Drive West

Local Government Offices

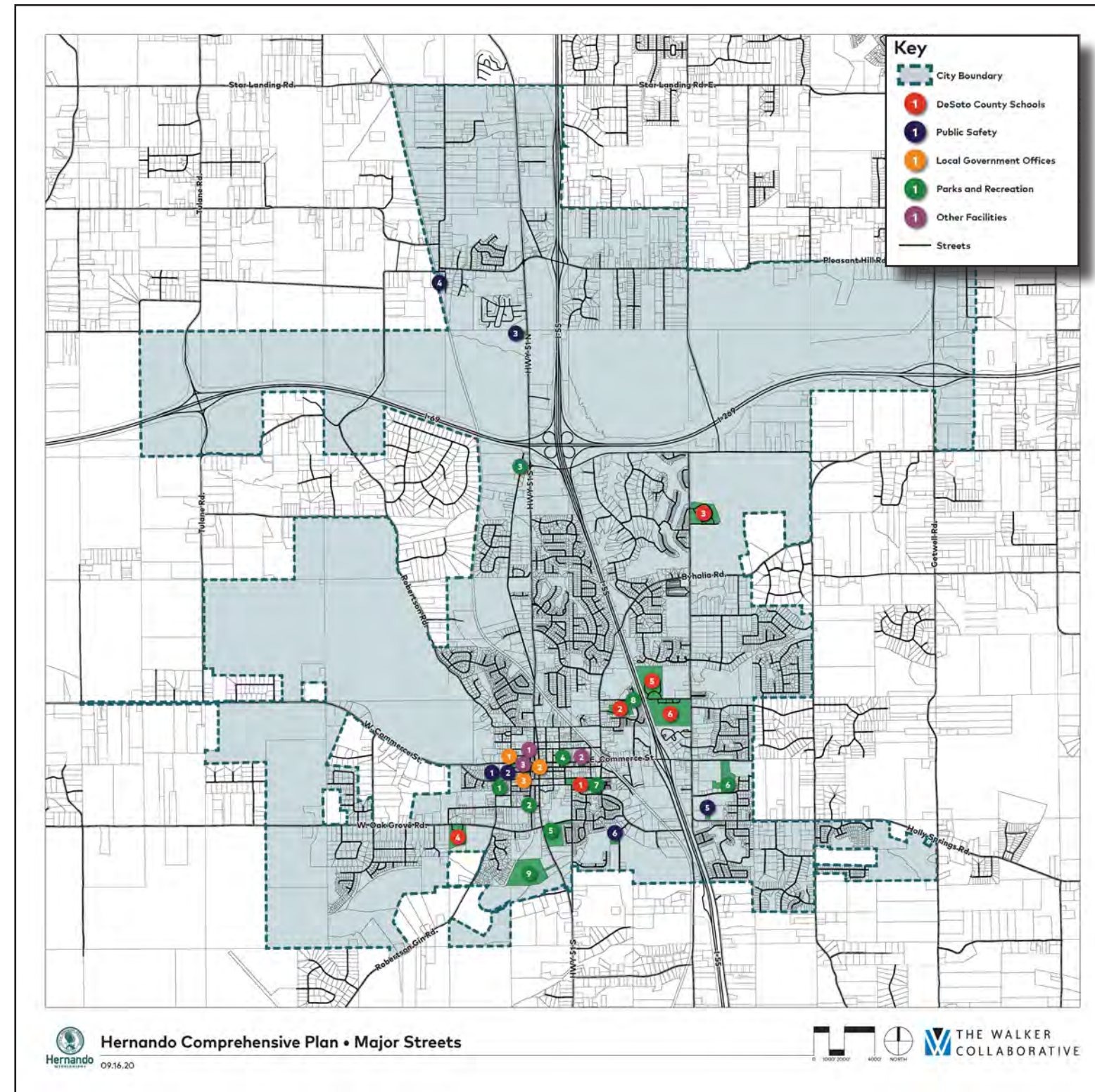
1. Hernando City Hall: 475 W. Commerce Street
2. DeSoto County Courthouse: Courthouse Square
3. DeSoto County Offices: 365 Loshier Street

Parks & Recreation

1. Gale Center (community center): 2601 Elm Street
2. Addie Baldwin Park (basketball courts): 330 Hill Street
3. Bouchillon Park (passive open space): 1 Green T. Blvd.
4. Church Park (activity pad, tennis courts): 60 W. Center Street
5. Conger Park (pavilion, restroom, tennis courts, walking trail): 135 W. Oak Grove Road
6. Lee's Summit (pavilion, pond, walking trail): 1270 Montieith Avenue
7. Milton Kuykendall Park (exercise equipment): 161 E. South Street
8. Parkway Cove Park (childrens playground): E. Parkway & Riley Street
9. Renasant Park (skate park, dog park): 3335 Hwy. 51 South

Other Facilities

1. First Regional Library: 370 W. Commerce Street
2. DeSoto County Museum: 111 E. Commerce Street
3. Hernando Main Street Chamber of Commerce: 421 W. Commerce Street



Gale Center

Located at 2601 Elm Street, the Gale Center is a multi-use facility that fills many of Hernando's needs. In addition to being the location of the police and fire departments, it is also a community center available for a variety of civic events. The City uses it periodically for meetings that require more space than is available at the nearby City Hall, including meetings held in relation to this Comprehensive Plan. Meeting space is also available to be rented for the use of other entities. Up to 400 people can be seated, and the meeting space can be partitioned off into smaller spaces. Kitchen facilities are also available. Fee structures to rent meeting space differ depending upon whether the renter is a resident or non-resident, as well as for-profit or non-profit. Because the Gale Center is sometimes used for conferences sponsored by various organizations, it attracts visitors to the community who contribute toward the local economy through their spending on retail goods, services, meals, lodging and entertainment.

EXISTING CONDITIONS: SOCIOECONOMICS

Demographics

Demographics are a significant consideration tied into Hernando's broader economic context. Below is a summary of the community's current demographic figures:

Increasing Population

- Growing by 1.5% per year
- Estimated 2019 population: 16,400

Increasing Household Base

- Growing by 2.4% per year

Increasing Income

- 1.0% per year (greater than inflation)
- DeSoto County has the highest incomes in the state (they are also greater than the US median incomes)

Shifting Demographics

- Hispanic population is growing (from 3.3% to 4.1%)
- Median age is falling (from 36.5 to 35.6)
- Elderly population is growing (from 3.7% to 4.5%)

See the table at right for additional demographic information for Hernando.

ECONOMICS

Economic Base: 9,300 jobs

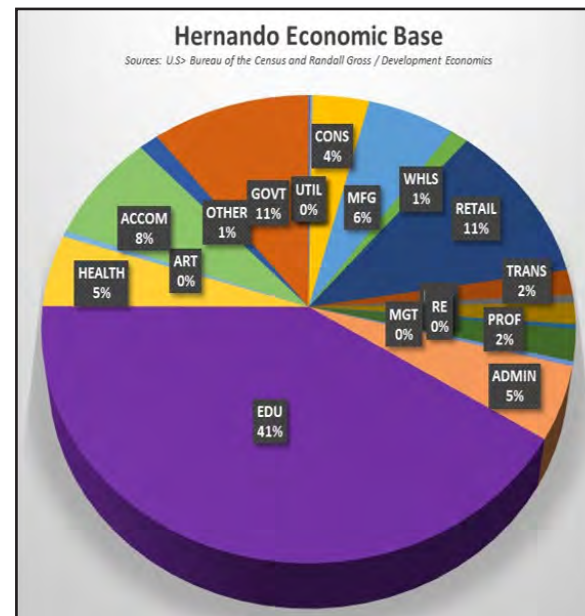
- DeSoto County Seat
 - Schools & Government (52%)
- Retail Trade (11%)
- Accommodation / Food Services (8%)

Pre-COVID Growth Sectors

- Education: 187 jobs per year (0.3% increase)
- Administration: 55 jobs per year (2.7% increase)
- Accommodation: 50 jobs per year (0.6% increase)
- Retail: 50 jobs per year (0.3% increase)
- Health: 40 jobs per year (0.9% increase)

Pre-COVID Declining Sectors

- Manufacturing: -49/year (0.2%)
- Construction: -40/year (0.3%)



Note: The percentage of education workers is unusually high because the County Board of Education is headquartered in Hernando and all employees are credited to Hernando, regardless of where they actually work.

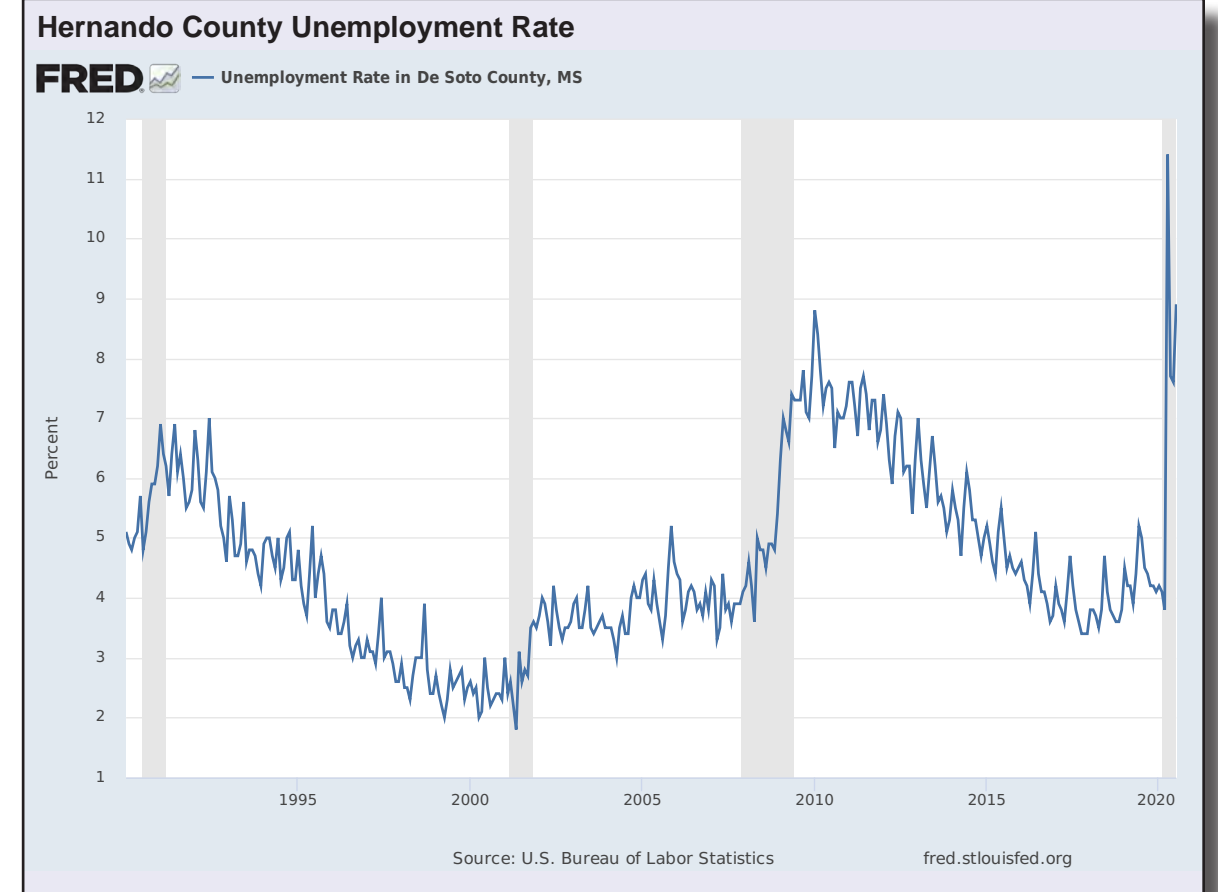
Table. DEMOGRAPHIC TRENDS, HERNANDO, 2010-2018				
Factor	2010	2018	2010-2018 Change	
			Number	Percent
Population	14,090	15,807	1,717	12.2%
Households	4,635	5,509	874	18.9%
Ave HH Income	\$ 85,104	\$ 98,777	\$ 13,673	16.1%
Median Income	\$ 72,461	\$ 77,754	\$ 5,293	7.3%
Note:	Income in constant \$2019 (adjusted for inflation).			
Sources	U.S. Bureau of the Census and Randall Gross / Development Economics.			

DeSoto County: 64,530 jobs

- Hernando: 14.5%
- Education: 87.9%
- Management: 23.1%
- Transportation: 1.8%
- Wholesale: 2.9%

Memphis Metropolitan Statistical Area (MSA): 616,090 jobs

- Hernando: 1.5%
- Education: 7.6%
- Government: 4.4%
- Construction: 1.5%
- Retail: 1.5%



Residents Employed: 6,930

Key employment sectors include the following:

- Health Care (14%)
- Retail Trade (11%)
- Transportation (11%)
- Education (11%)
- Accommodation (10%)

Commutation Patterns

The vast majority of Hernando's residents work outside of Hernando, and the vast majority of Hernando's employees live outside of Hernando.

- Employees Commuting Into Hernando for Work: 86%
- Residents Commuting Out of Hernando for Work: 81%

Mismatches: Jobs to Resident Workers

The greatest mismatches of jobs to residents in Hernando are in the following job sectors:

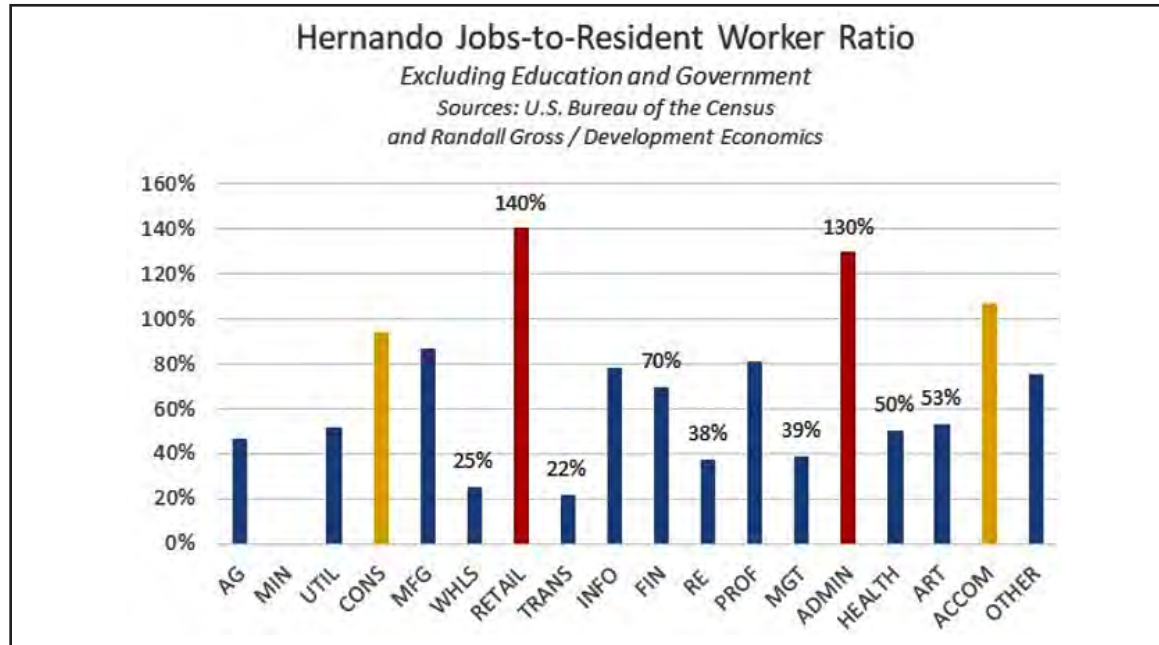
- Transportation
- Wholesaling
- Real Estate
- Management

For more detailed information on this topic, see the bar graph on the following page.

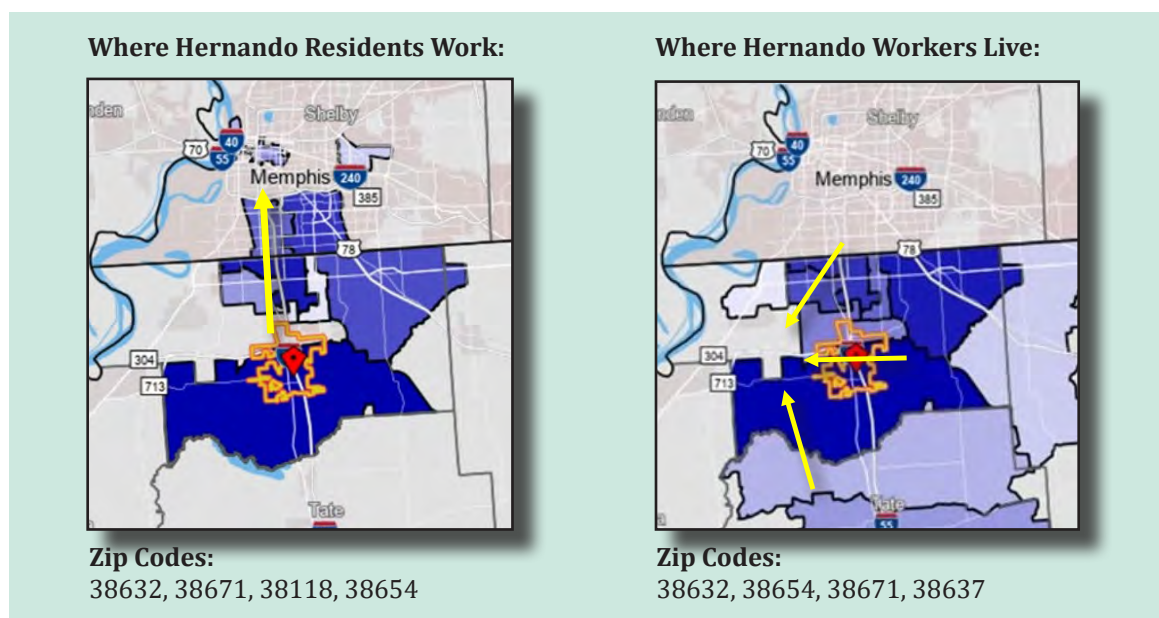
See **Appendix A: Economic Assessment** of this plan for a much more detailed account of Hernando's existing economic conditions and trends.

EXISTING CONDITIONS: SOCIOECONOMICS

ECONOMICS (CONTINUED)



The maps below are intended to illustrate what the statistics on the previous page indicated - that most Hernando residents commute to work and most Hernando employees commute to Hernando from other areas.



REAL ESTATE MARKET CONDITIONS

Office

DeSoto County Submarket

- Close to Memphis Airport
- Goodman & Hwy. 51 Corridors
- 200,000 square feet listed
- Rents: \$15.26 - \$15.63 per square feet
- Hernando: 11-18% higher rents than the county overall (proximity to the Courthouse impacts rents)

Industrial

DeSoto County Submarket

- 55.8 million square feet
- 5.4% vacancy (below the MSA at 6.5%)
- Rents: \$3.59 - \$7.00 per square feet

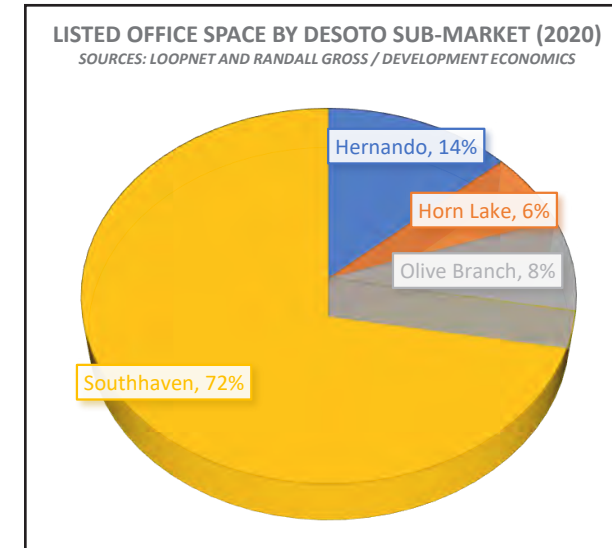
Retail

"Outlying DeSoto" Submarket

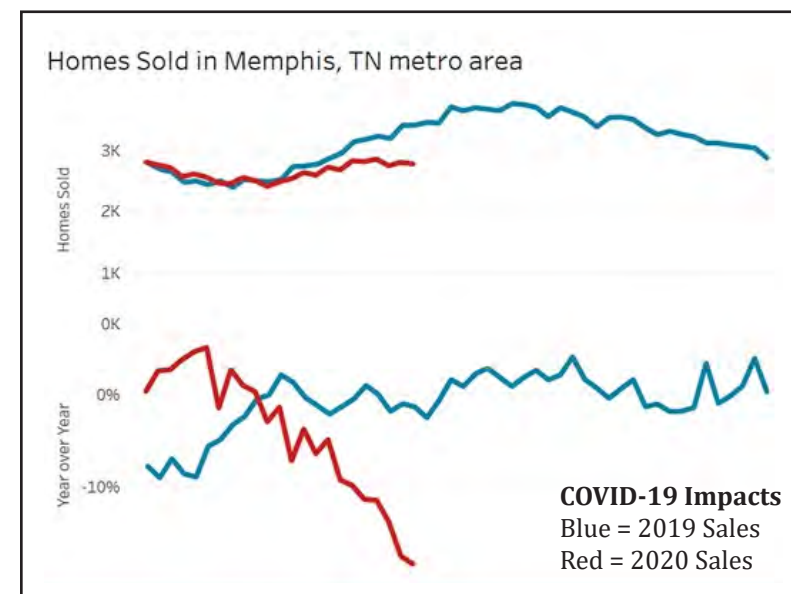
- Rents: \$15.69 - \$17.09 per square feet
- Only 6 current listings for sale

Housing

See the sidebar at right for market conditions information on Hernando's housing sector.



See **Appendix B: Retail Market Analysis** of this plan for a much more detailed account of Hernando's retail market and future potentials.



Retail Competition:

Among Hernando's key retail competitors are the following locations:

- Southland Mall
- Southaven Town Center
- Deerchase
- Whitehaven
- Mendenhall / Hickory Ridge

Housing

Below is a summary of Hernando's current housing market, which is part of the DeSoto County Submarket:

DeSoto County Submarket

- Close to the Memphis Airport
- 40% of housing units were built between 2000 and 2009
- Single-family detached houses comprise 82% of all housing units

Owner-Occupied Housing

- Owner-occupied housing comprises 80.6% of housing units
- Median value: \$188,200 (2018 figure)
- Most units: \$150,000 - \$300,000 range
- Affordability: 18% of households expend 35+% of their income on housing costs

Renter-Occupied Housing

- Renter-occupied housing comprises 19.4% of housing units
- Vacancies are low: 4.7% (2018 figure)
- Median Rent: \$1,006 (2018 figure)
- Affordability: 45% of households expend 35+% of their income on housing costs

EXISTING CONDITIONS: PUBLIC POLICIES

Linking the 2007 Plan to the 1993 Plan

The City's 2007 Comprehensive Plan does a good job of revisiting the previous plan, adopted in 1993, and explaining how continuity has been achieved from one plan to another. Below is an excerpt from the 2007 plan's Executive Summary section in light of that topic:

"This plan represents a comprehensive update of the City's last major planning effort which occurred in 1993. The majority of recommendations from the 1993 plan have been implemented and the community has experienced greater than projected growth in both territory and population in the intervening years. In addition, Hernando has undertaken the task of upgrading specific project design through architectural and site design controls. Major new growth shaping influences lie on the horizon with the construction of I-69 and the DeSoto County Regional Sewer. Greater concern for the natural environment continues to be expressed in the community."

PAST PLANS

General Development Plan (2007)

This is the most recent Comprehensive Plan for Hernando, and it was prepared in-house by the City's planning staff. It is comprehensive in that it addresses all of the community's key planning issues. Key features of the plan include:

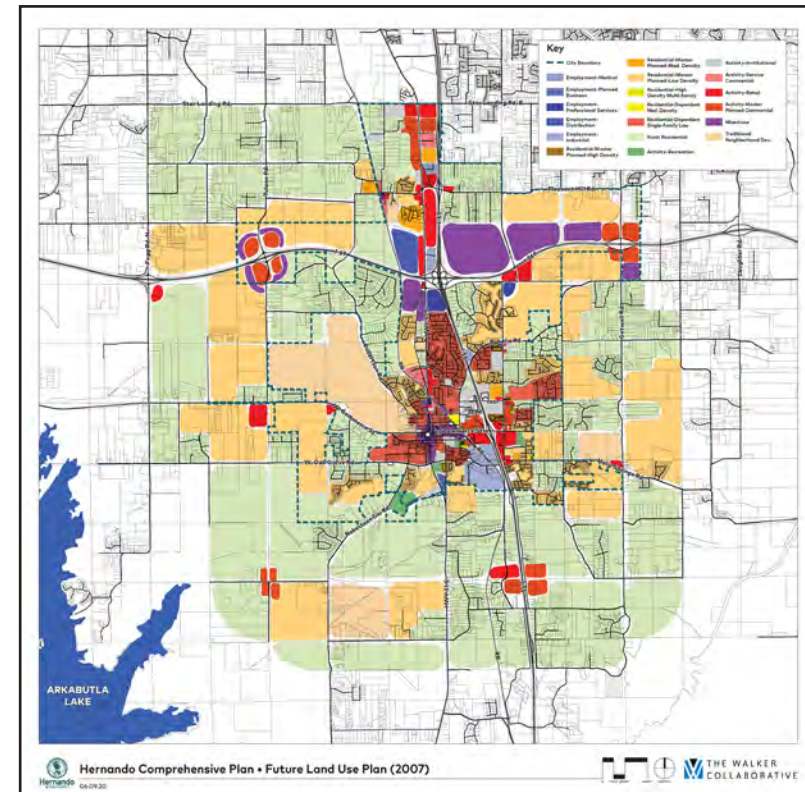
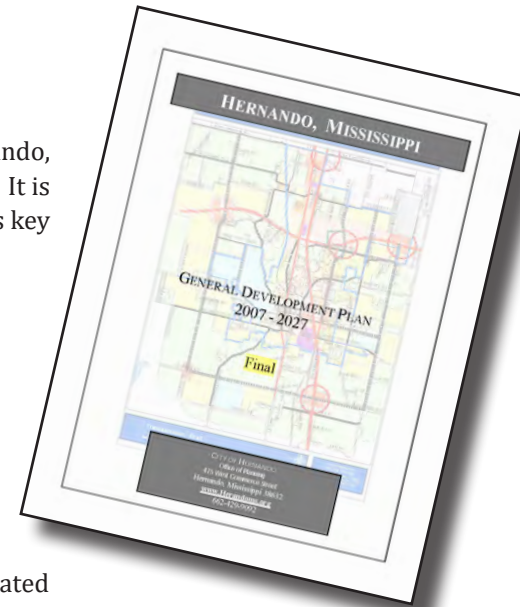
- Detailed inventory and analysis of existing conditions
- Results of a preference survey
- Vision Statement
- Recommendations organized by Goals, Objectives and Policies

Land Use Plan

The Land Use Plan is a key element of the City's 2007 Comprehensive Plan. It is one of the plan elements mandated by Mississippi state planning laws. As the map below reflects, numerous different land use classifications are proposed. However, they can all be grouped into the following six (6) general land use categories:

- Activity Districts
- Employment Districts
- Residential Districts
- Master Planned Districts
- Mixed Use Districts
- Overlay Districts

As indicated by the dashed line on the map at right, the land use plan extends beyond the city limits in anticipation of potential future annexations. Also, it is noteworthy that this current plan will not have a land use plan, but instead a "place types" plan. Place types are more commonly used in today's planning world because they go beyond just land uses and address densities/intensities, development form, and character.



Bicycle & Pedestrian Master Plan (2019)

Hernando's most recently completed plan that is relevant to this Comprehensive Plan is the "bike-ped plan" prepared last year. The main contents of that plan include the following sections:

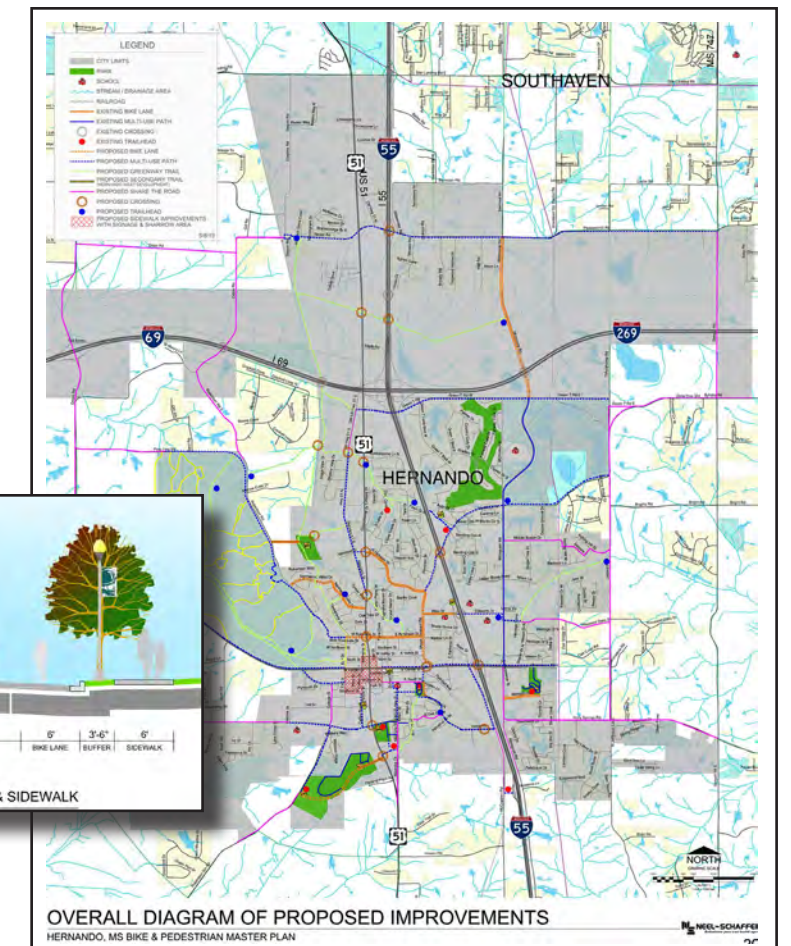
- Introduction & Summary
- Evaluation of Prior Planning Documents
- Inventory & Analysis of Existing Conditions
- Summary Of Bicycle & Pedestrian Guidelines
- Stakeholder Involvement
- Proposed Improvements
- Individual Project Descriptions with Cost and Prioritization



As the map at right illustrates, the main plan map shows all existing bike lanes and multi-use paths, as well as proposed new ones. This plan also includes a series of example street cross-section graphics to show how bike lanes and paths can be physically integrated into streets and roads where they can be accommodated. This plan's ideas will be integrated into this Comprehensive Plan.



Hernando's new bike-ped plan was led by Neel-Schaffer, Inc., a firm that is part of this comprehensive planning project's consultant team.



EXISTING CONDITIONS: PUBLIC POLICIES

LAND USE & DEVELOPMENT REGULATIONS

Land Use Zoning & Development Codes

It is important to keep in mind that land use zoning and development regulations are tools to implement portions of a comprehensive plan. For example, if the zoning map and associated codes are not revised to reflect comprehensive plan revisions per state laws, the full benefits of preparing a comprehensive plan will not be realized. While the implementation section of this plan will get into the details of relevant regulations, below is a broad overview.

Land Use Zoning

The City's current Zoning Ordinance was adopted in 2008, shortly after the 2007 Comprehensive Plan was adopted, and it has been periodically updated since that time. The zoning map below closely mirrors the Land Use Plan of the City's 2007 Comprehensive Plan (see the previous page), but it is limited to the City boundaries since the City cannot zone beyond its geographic limits. The current zoning features twenty-two (22) different zoning districts, which can be grouped into the following general categories:

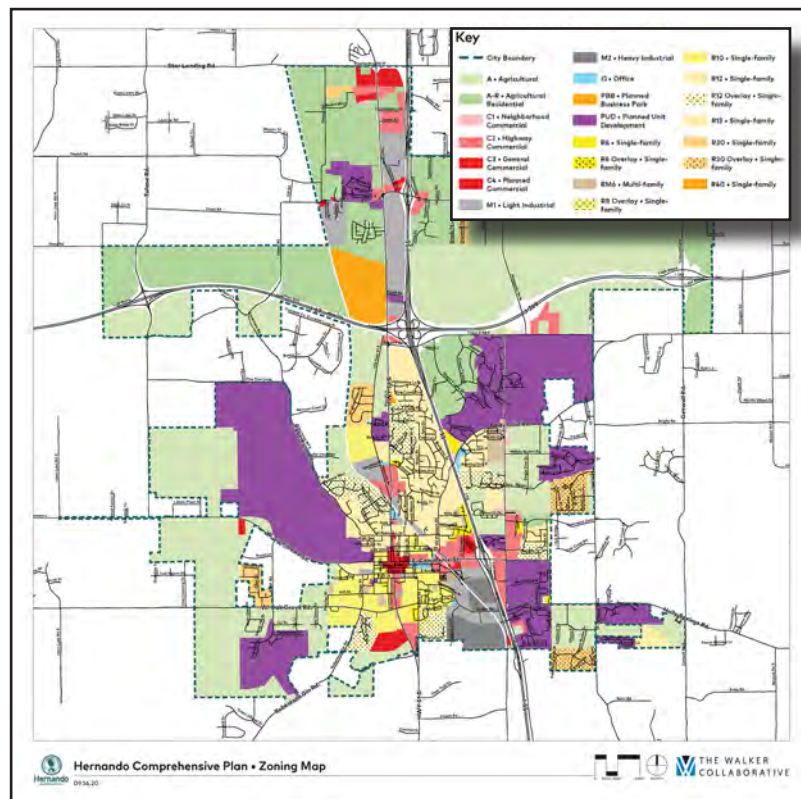
- **Agricultural/Residential:** Agricultural (A); Agricultural Residential (A-R).
- **Residential:** High-Density Multi-Family (RM-6 & RM-8); Medium-Density Single-Family (R-6, R-8, R-10 & R-12); Low-Density Single-Family (R-15, R-20, R-30 & R-40). Most of these also have overlays.
- **Commercial:** Neighborhood Commercial (C-1); Highway Commercial (C-2); General Commercial (C-3); Office (O).
- **Industrial:** Light Industrial (M-1); Heavy Industrial (M-2).
- **Other:** There are also seven (7) planned and overlay districts, including a Traditional Neighborhood Development (TND) District and a Historic Overlay (H-1).

Subdivision Regulations

These policies regulate the subdivision of land, including standards for infrastructure such as roads, stormwater management, sewer and water.

Design Standards

Adopted in 2003 and revised in 2018, these standards apply to commercial, industrial, and multiple-family development.



Historic Zoning

Most of Hernando's cultural resources are in the form of historic buildings. Using National Register of Historic Places criteria, "historic" typically applies to any resource that is at least fifty (50) years old, has some level of historic and/or architectural significance, and has retained its physical integrity. NR designation offers many benefits, such as eligibility for state and federal investment tax credits for qualified historic building rehabilitation projects. However, it offers no protections to preserve buildings and to avoid inappropriate alterations. Hernando has five (5) existing NR historic districts, as illustrated in the map below. Fortunately, those districts also have local historic designation, which provides actual protections to historic resources through the City's regulatory authorities. Because Hernando is a designated Certified Local Government (CLG) with a comprehensive preservation program (districts, ordinance, design review body, design guidelines, etc.), it enjoys a range of benefits from the Mississippi Department of Archives and History (MDAH), including grant eligibility and technical assistance and training, including:

- Programs to heighten local preservation awareness
- Assistance with drafting preservation ordinances
- Training workshops for the local preservation commission,
- Assistance in establishing local historic districts, identifying architecturally and historically significant buildings and sites, preparing National Register nominations, and creating design review guidelines for historic districts

Any activities by property owners that involve the demolition, external alteration or relocation of a designated property requires review and approval by the City's Preservation Commission. The five (5) existing districts include:

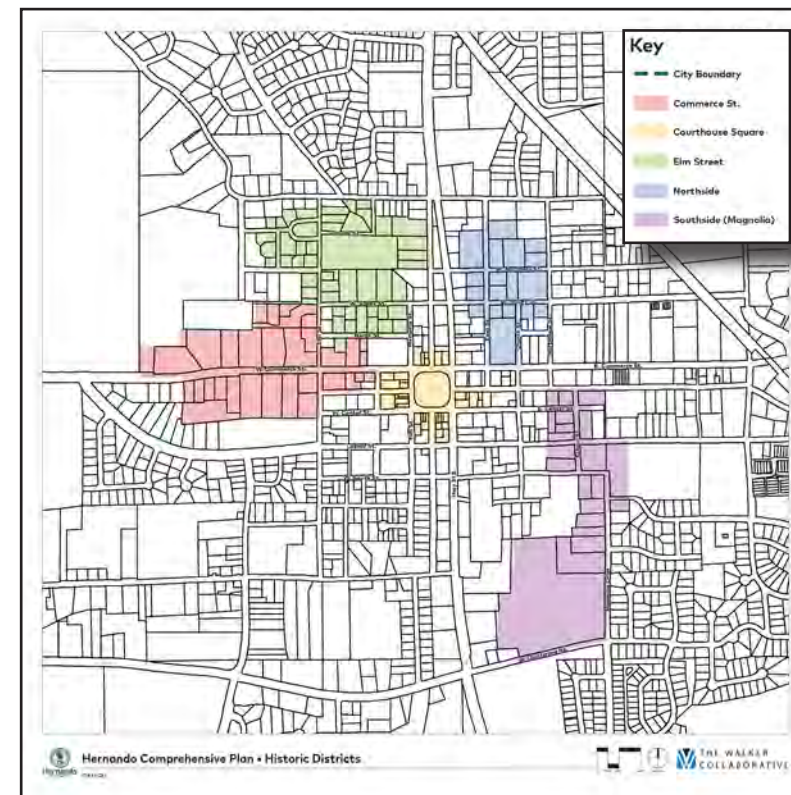
Commerce Street District: Primarily residential, it straddles W. Commerce St.

Courthouse Square District: This downtown district is anchored by the Courthouse.

Elm Street District: This residential district is northwest of the Courthouse Square.

Northside District: This residential district is northeast of the Courthouse Square.

Southside District: Also known as the Magnolia District, this residential district is southeast of the Square.



Key Entities

While the list below is not exhaustive, it includes some of the most relevant entities for this Comprehensive Plan:

Governmental

City of Hernando
Mayor & Board of Aldermen
Planning Commission & Office
Office of Community Development
Parks & Rec. Department

DeSoto County
Board of Supervisors
Planning Commission Office
Environmental Services

Regional Agencies
North Delta Planning & Development District
Delta Council
Memphis Area Assoc. of Gov'ts
Memphis MPO

Private / Quasi-Public

Economic Development
Hernando Main Street Chamber of Commerce
DeSoto County Tourism
DeSoto County Economic Development Council

Heritage
Mississippi Hills NHA
Mississippi Delta NHA
Genealogical Society of DeSoto County
DeSoto County Museum

Environmental
Mississippi Land Trust



**PUBLIC INPUT &
PLANNING PRINCIPLES**

PUBLIC INPUT & PLANNING PRINCIPLES

PUBLIC INPUT

For any comprehensive planning project, public input is an extremely important ingredient. Multiple opportunities should be available for meaningful public engagement throughout the life of the project. Because of the historic COVID-19 pandemic, the City of Hernando has been forced to adapt the originally-planned public process to navigate these unusual circumstances. Consequently, there have been fewer people attending in-person meetings than would normally occur, and videoconferencing has been used as an alternative to many in-person meetings. With that background, below is an overview of the process and results of this project's public engagement.

Pre-Charrette Input

Public Input Process

Page 3 provides a description of the overall process used to prepare this Comprehensive Plan. As reflected on that page, there have been multiple opportunities for stakeholder engagement leading up to the four-day charrette held in October of 2020. Below is a summary of those opportunities:

- *Public "Kick-Off" Meeting* - June 17, 2020 at the Gale Center
- *Key Person Interviews* - ongoing, but most were held in-person or via videoconferencing on July 23rd and 24th, 2020
- *Stakeholder Focus Group Meetings* - held at City Hall on July 23rd and 24th, 2020 with the following groups:
 - Stakeholder Group Meeting #1: property owners, developers and real estate professionals
 - Stakeholder Group Meeting #2: business owners/operators, chamber of commerce and economic development entities
 - Stakeholder Group Meeting #3: institutional representatives (churches, schools, etc.)
 - Stakeholder Group Meeting #4: residents
 - Stakeholder Group Meeting #5: public officials

Public Input Results

The public input process prior to the charrette generated several pages of notes of information and opinions related to Hernando's many planning issues. Below is a concise summary of those:

Why Hernando is Unique to the Region

- It has enough geographic separation from Memphis and its associated development to feel like its own community.
- It has a historic downtown that makes Hernando distinct in the region.

Mobility

- Most people believe there is too much traffic congestion, and Commerce Street was brought up often.
- There is substantial support for non-motorized options, such as bikeways and greenways.

Housing

- Many people want more variety of housing types beyond single-family detached houses and they want more housing affordability.
- Some people are against housing variety and affordability because they believe it will decrease their property values and have other negative impacts (increased crime, etc.).

Commercial & Mixed-Use Development

- Many people want more commercial development for both additional shopping options and increased tax revenue for the City.
- More dining options are wanted, including food trucks.

Downtown

- There is strong support for continued revitalization of the historic Downtown.
- Downtown was frequently cited as what distinguished Hernando from most of the other communities within the region.

Form & Character of New Development

- Most stakeholders believe that high-quality design will be important for the future.
- Some people think the character of Downtown Hernando should be a model for new development.
- There is support for stronger landscaping requirements.

Parks & Recreation

- People want the City's existing parks and facilities to be improved, and they want to see more parks and facilities developed.
- There is a consensus that the failed "Pennies for Parks" referendum should be pursued again with a better strategy for approval.

Other Issues

- Two important features of Hernando are good public schools and public safety, and there is a strong desire to maintain those qualities
- The elementary school and Gale Center should be leveraged to benefit the Oak Grove Neighborhood.
- Nesbit's small node of historic buildings near the railroad tracks were identified as having potential for rehabilitation and providing space for unique commercial businesses.



The public kick-off meeting for this planning project occurred on June 17, 2020 at the Gale Center near Downtown Hernando. Because of the COVID 19 pandemic, participants were spaced apart and wore masks. However, that did not impede their ability to convey their thoughts on a wide range of issues impacting the future growth and development of Hernando.

Stakeholder Comments

"Hernando is the only town in the region that feels like a separate town."

"Hernando is the last small town in DeSoto County."

"In the old days we were less tied to Memphis. I'd like to see a return to that so we can be more self-sufficient."

"We are a family-oriented community."

"Traffic is out of control."

"It's hard to move here if you're still young and not making enough money yet."

"Not everyone can do a \$300,000 home."

"If you live in Hernando you can't work in Hernando because you need a better paying job."

"People want larger homes and not apartments. My concern with apartments is more transient people, which might create more crime."

"We need more infilling and not just stretching new development outward."

PUBLIC INPUT & PLANNING PRINCIPLES

Stakeholder Comments

"How do you build affordable housing that is aesthetically pleasing? Maybe you tie the architecture to Hernando's history."

"We need to fix the recreational facilities that we have before we build new ones."

"Hernando's current recreational facilities are terrible."

"Nesbit has great potential. It is extremely important that a twenty-year plan capture money there from visitors from other communities."

"People want better facilities and services, but no one wants to pay more in taxes. The taxes will have to go up."

"Downtown is a really important iconic location that gives our community so much of its identity. It needs to continue to be improved."

"Even though the City has performance bonds for issues like stormwater, failures often occur more than five years after the development is completed."

PLANNING PRINCIPLES

- 1. Preserve open space and environmentally sensitive lands, and enhance Hernando's overall environmental quality.** Discourage the development of areas such as floodplains, wetlands, steep slopes and important plant and animal habitats. Preserve tree cover where possible, as well as open space connected to a broader open space network. Enhance the environment through approaches such as increased tree plantings and "green infrastructure" to help mitigate stormwater runoff.
- 2. Maximize and leverage Hernando's existing community assets.** Examples of important community assets include the historic downtown, older buildings throughout the city, open spaces, streams and other natural resources. Steer future development toward existing developed areas with existing infrastructure, including the continued revitalization of the historic downtown.
- 3. Foster vibrant and walkable neighborhoods offering a high quality of life.** Neighborhoods should feature a variety of housing types where appropriate, parks and recreation, strong pedestrian and biking accessibility, and small commercial nodes where appropriate. The character of existing historic neighborhoods should be protected through the preservation of buildings and compatible infill development, and automobiles should not dominate neighborhood design.
- 4. Create a range of housing opportunities and affordable choices for Hernando.** While single-family detached houses will continue to dominate the community, a variety of housing types and sizes should be available, including accessory units, attached housing, and multi-family housing. Higher density housing should be located where infrastructure can support it and where other land uses can provide needed amenities, including shopping, dining and recreation.
- 5. Mix land uses to create pedestrian-friendly places.** Provide locations where a mixture of land uses can be physically integrated, including commercial, office, residential and civic uses. The integration of land uses should be both horizontal and vertical (mixed use buildings). The result should be pedestrian-friendly places that can require less parking.
- 6. Promote high-quality development with a strong sense of place.** High-quality development includes thoughtful architectural design, quality building materials, generous landscaping, and minimal visual impact from vehicle parking areas. Buildings should have a strong physical relationship with their street, and development should reflect Hernando's historic development patterns and character where appropriate.
- 7. Provide more than adequate recreational and cultural amenities.** For a high quality of life for Hernando's citizens, provide sufficient recreational and cultural facilities, including museums, performing arts, visual arts, and both passive and active recreational opportunities. Such amenities will benefit citizens directly, and also help with economic development by attracting new job-creating businesses.
- 8. Provide a variety of transportation alternatives and high-quality transportation corridors.** Hernando should be easy and convenient to navigate. Traffic congestion should be minimal, and motorized traffic should be "calmed." "Complete streets" should be context-sensitive and accommodate a range of transportation modes, including motorized vehicles, bikes and pedestrians. An extensive greenway system should also be provided separate from streets.
- 9. Expand economic development opportunities in Hernando.** Hernando should offer a business-friendly climate that welcomes new businesses that offer jobs and add to the City's tax base. A variety of business types should be pursued for a diversified economy, including those featuring high technology and manufacturing jobs.
- 10. Insure policies and processes that are equitable to both citizens and developers.** Encourage meaningful citizen participation in Hernando's growth and development decisions, while making decisions for development applications predictable, fair, and cost-effective within a framework of policies that reflect the City's adopted citywide Comprehensive Plan.

Explanation of Planning Principles

Purpose of Principles

To conduct a valid, intuitive and logical planning process, it is important to bridge the research and public input phase with the plan development phase through the creation of a set of planning principles. The adopted principles should be broad objectives for which a strong consensus of public support can be generated to help guide the more detailed planning ideas. When complex issues need to be resolved, it is helpful to step back and revisit these agreed upon planning principles.

Creation of the Principles

These principles were created prior to the charrette based upon recognized planning "best practices" and then adjusted based upon public input to date. After being revisited by the community and revised as needed, these principles were then used by the public workshop participants during the charrette in crafting their team plans (explained on the following page).

PUBLIC INPUT & PLANNING PRINCIPLES

CHARRETTE RESULTS

As explained earlier on [page 3](#) of this plan, a “charrette” is an intensive process in which numerous people work together over a limited period of time to develop creative ideas for solving problems. The charrette process has deep roots in the planning and design professions. Although the overall planning process was designed to encourage strong public input throughout the life of this project, the charrette offered the single greatest opportunity for meaningful “hands-on” involvement of Hernando’s citizens, key community stakeholders, and City officials. The goal of the charrette process was to provide a forum for the public and to achieve a consensus. The most tangible outcome of the charrette was the creation of a Concept Plan to serve as the basis for the ultimate Comprehensive Plan. The first evening of the charrette featured a Public Workshop that was substantially altered because of the pandemic. It was held outdoors at the Gale Center and, although the format was different from the originally planned approach, it still served as a useful forum for public input. Most of the ideas generated were consistent with those described previously on [page 20](#), as well as the [page 21](#) Planning Principles.



Consultant Team member Robert Walker leads a discussion of Hernando’s transportation issues, including improvements already planned and those this plan might consider.



Charrette Workshop participants begin to arrive for this outdoor event.



Consultant Team member Keith Covington talks about Hernando’s existing physical conditions, such as environmental constraints and existing development patterns.

What is a Charrette?

Below is an excerpt from an article entitled “An Introduction to Charrettes” by Bill Lennertz, Aarin Lutzenhiser, and Tamara Failor that appeared in the Planning Commissioners Journal from the Summer of 2008:

“An important goal of a charrette is to bring decision makers and community members together in one place to create a plan that represents a detailed, feasible agreement – a consensus which can otherwise take months to achieve. The French word “charrette” literally means “cart” and is used to describe the final intense work effort expended by art and architecture students to meet a project deadline. At the École des Beaux Arts in Paris during the 19th century, proctors circulated carts to collect final drawings while the students frantically put finishing touches on their work. The charrettes that we at the National Charrette Institute teach combine this creative, intense design work session with a collaborative public workshop. A charrette usually runs between four and seven days ... and involves an intensive series of meetings and design sessions. This time compression facilitates creative problem solving ...”



THE PLAN: PLACE TYPES

PLACE TYPES OVERVIEW

In previous decades, the primary component of a comprehensive plan was the Land Use Plan. However, such an approach failed to consider important issues that go beyond the two-dimensional topic of land use. Consequently, current planning practice takes a more holistic approach and considers a wide range of issues to determine what are referred to as “Place Types.”

Place Type Determinants

The following characteristics are considered to determine Place Types:

- Land use
- Spacial patterns
- Intensity/density
- Scale
- Form
- Character

The combination of these factors adds up to “places.” This approach differs dramatically from earlier planning practices and is a substantial improvement over those earlier approaches.

Key Place Type Categories

The five broadest Place Type categories include the following:

- Natural
- Rural
- Suburban
- Urban
- Special Districts

Within each of those categories are a series of more specific Place Type sub-categories.

Relationship of Place Types to Zoning

Zoning is one of many tools to implement a plan such as this plan for Hernando. Although the determination of Place Types for any given location is driven strongly by existing land uses and development form, Place Types are ultimately recommendations for the future rather than serving as an existing conditions inventory. The Place Types map should be used in the future for zoning purposes, although the fine-grained nature of zoning may require the creation of more or fewer zoning districts than the number of Place Types in this plan.

Factors Considered for the Place Types Map

Below are the various factors that were considered in the preparation of the Place Types map for Hernando illustrated on [page 25](#):

1. *Inherent land features*, including the presence and extent of environment constraints, such as steep slopes and floodplains.
2. *Existing land uses*, including the area’s context.
3. *Current density/intensity, form and character of development*, including the area’s context.
4. *Existing and potential infrastructure*, including the availability of roads, sewer, water, and power.
5. *Real estate market conditions* based upon this plan’s market assessments and analysis.

6. *Public and stakeholder preferences* based upon this project’s public engagement process.
7. *Current public policies*, including zoning and development policies.
8. *“Best Practices” for city planning*, including Smart Growth and sustainability approaches in pursuit of a high quality of life for Hernando’s citizens.

“We don’t want a plan based on land uses. We want a plan based on experiences. Who visits downtown to see land uses?”

Mitchell Silver - Former President of the American Planning Association



As one of Hernando’s four “Urban” Place Types, the Downtown sub-category is perhaps the most distinctive of all places in Hernando because of its scale and the relationship between buildings, streets and parking.



As one of Hernando’s five “Suburban” Place Types, the Suburban Center sub-category has the same basic uses as Hernando’s historic Square, but the physical characteristics are extremely different.

Understanding “Urban”

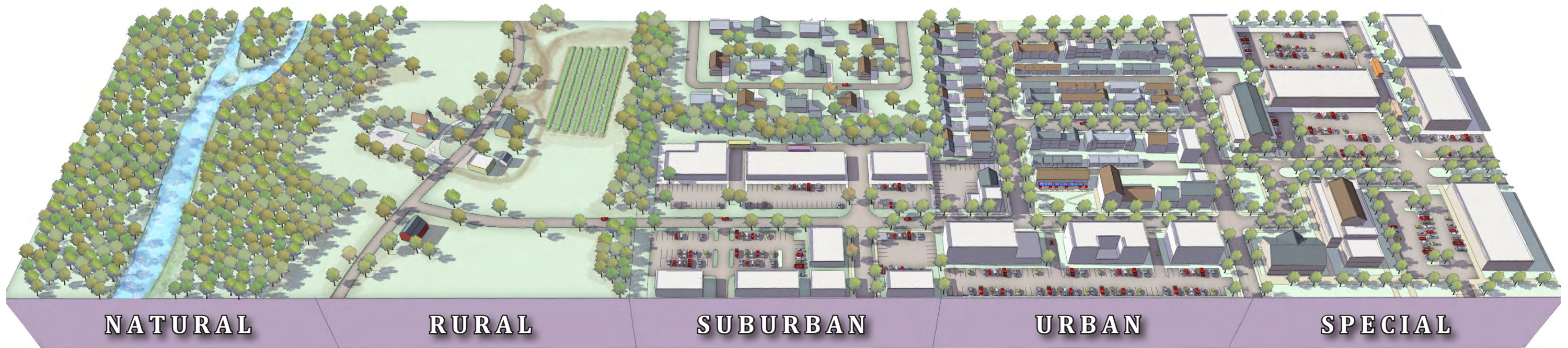
The “Urban” Place Type category is only one of five key categories for Hernando, but it is perhaps the most misunderstood category. For many people, the term “urban” conjures up images of skyscrapers, honking car horns, and rat-infested alleys. However, urban areas are distinguished from suburban areas primarily by:

- 1) How buildings relate to their associated streets;
- 2) Where parking is located;
- 3) How different land uses spatially relate to one another.

Another way of thinking of “urban” is to think “pedestrian friendly.” Even a small country crossroads village or hamlet with one-story buildings can be urban in form if the buildings are set relatively close to the street, off-street parking is located behind buildings, land uses are physically integrated, and the overall environment is walkable. In short, “urban” places should be no more feared than Hernando’s cherished historic Courthouse Square is feared.

THE PLAN: PLACE TYPES

HERNANDO PLACE TYPES



NATURAL

Locations

Throughout the city, but particularly at the periphery and associated with creeks, wetlands and floodplains.

Geographic Form

Meandering patterns that are generally linear but curving to follow the natural contours of streams.

Optimal Land Uses

Undeveloped wooded areas and fields, outdoor passive recreation and greenways.

Development Form

Not applicable because of the very limited development in such areas.

RURAL

Locations

Generally peripheral parts of the city and often near Natural areas.

Geographic Form

Expansive areas occasionally interrupted by other Place Types.

Optimal Land Uses

Undeveloped open space and low-density single-family.

Development Density

Other than Natural areas, the lowest density for Hernando (min. 3 acre lots).

Development Form

Houses, outbuildings, and agricultural structures in informal patterns.

SUBURBAN

Locations

Residential areas are throughout the city and commercial areas are along corridors.

Geographic Form

Expansive residential areas and linear commercial along corridors.

Optimal Land Uses

A wide range of residential, commercial and institutional uses.

Development Density

A wide range of residential ranging from small lots for attached housing to up to 3-acre lots, and low-density commercial.

Development Form

An automobile orientation with segregation of most land use types.

URBAN

Locations

Much is focused in and around Downtown, but also includes peripheral nodes such as Nesbit; Hwy. 51 & Nesbit Rd.; and Mc-Ingvale on the north side of I-69.

Geographic Form

To be determined by the shape of their subject properties, but generally nodal.

Optimal Land Uses

Retail, dining, personal services, offices, lodging, housing, and public spaces.

Development Form

Buildings that front onto streets, on-street parking, parking lots behind buildings, alleys with rear parking, wide sidewalks, integrated land uses, and parks and plazas.

SPECIAL

Locations

Industrial areas are in locations with good access, while parks are scattered for the convenience of residents.

Geographic Form

Dictated by property shape.

Optimal Land Uses

Institutional uses, industrial uses, and community facilities. When small-scaled, they can be part of other Place Types.

Development Form

Varies greatly depending upon the use. Industrial uses can be large and should be buffered at the periphery. Institutional uses, such as schools and religious institutions, are often campus-like.

THE PLAN: PLACE TYPES

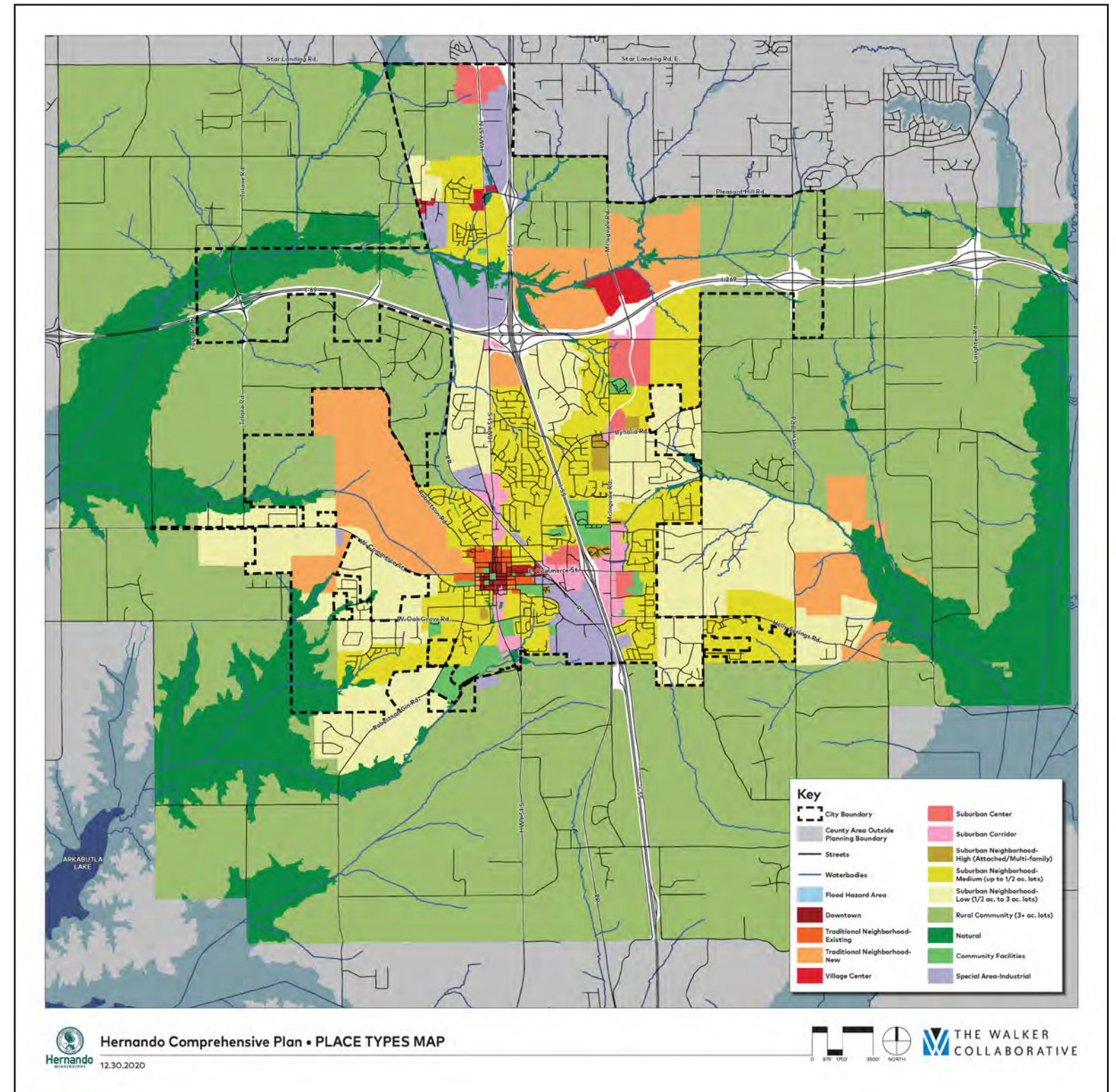
PLACE TYPES MAP

At right is the Place Types map that serves as the overall foundation of this Comprehensive Plan for Hernando, and below is an enlarged version of the map legend indicating the various Place Type categories and sub-categories. The number of sub-category areas are listed below for each of the main Place Type categories:

- Natural - 1
- Rural - 1
- Suburban - 5
- Urban - 4
- Other - 2

Note: For the maps on the following pages illustrating the various Place Types and sub-categories, the Natural Areas (dark green) are being shown because they are such a significant physical feature and they help to provide geographic context.

The following pages explain each Place Type and their sub-categories. It is noteworthy that, if Place Types are transformed into Zoning districts at some point in the future, they only become relevant when new development is proposed because of the “grandfathering” of all existing land uses and development. Also, new roads may change some Place Types.



THE PLAN: PLACE TYPES

NATURAL AREAS

Locations
Natural Areas are throughout the city, but particularly at the periphery and associated with creeks, wetlands and floodplains.

Geographic Form
The form consists of meandering patterns that are generally linear but curving to follow the natural contours of streams and floodplains.

Optimal Land Uses
Natural Areas should be used as essentially undeveloped wooded areas and fields, outdoor passive recreation, and greenways.

Development Form
This characteristic is not applicable because of the very limited development in such areas.

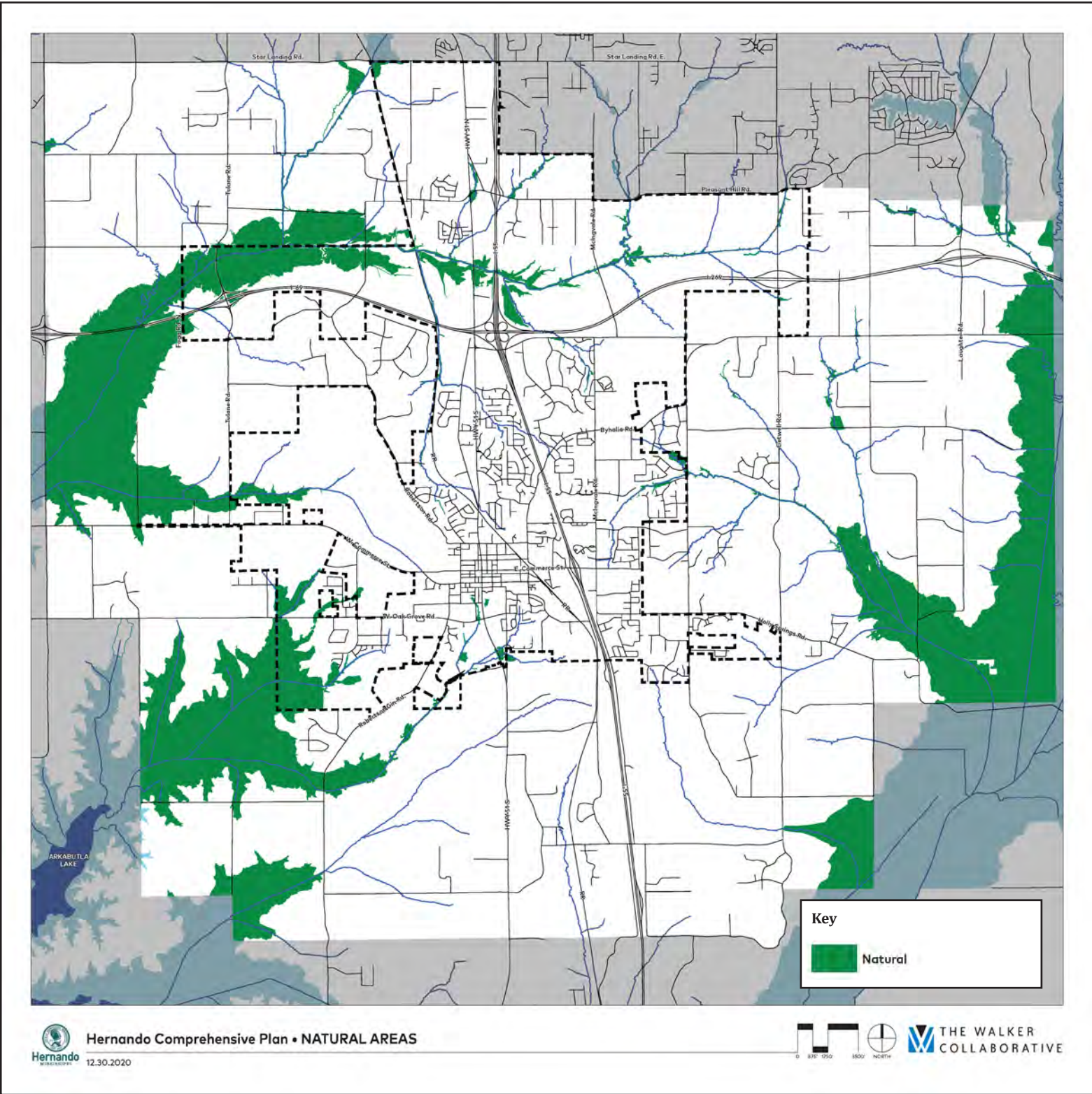
The primary physical features of Natural Areas include:

- Floodways and floodplains
- Streams and wetlands
- Steep slopes

It is noteworthy that, because environmental resources are typically protected through development regulations such as floodplain regulations rather than zoning, a Natural Areas zoning district is unlikely to be designated. See [pages 5-8](#) for details on environmental resources in Hernando.



This segment of Hurricane Creek in the northwest part of the city includes adjacent floodplains.



THE PLAN: PLACE TYPES

RURAL AREAS RURAL COMMUNITY

Locations
Rural Community areas are generally located in peripheral parts of the city and often near Natural Areas.

Geographic Form
These are expansive areas that are occasionally interrupted by other Place Types.

Optimal Land Uses
Land uses include undeveloped open space and low-density single-family residential.

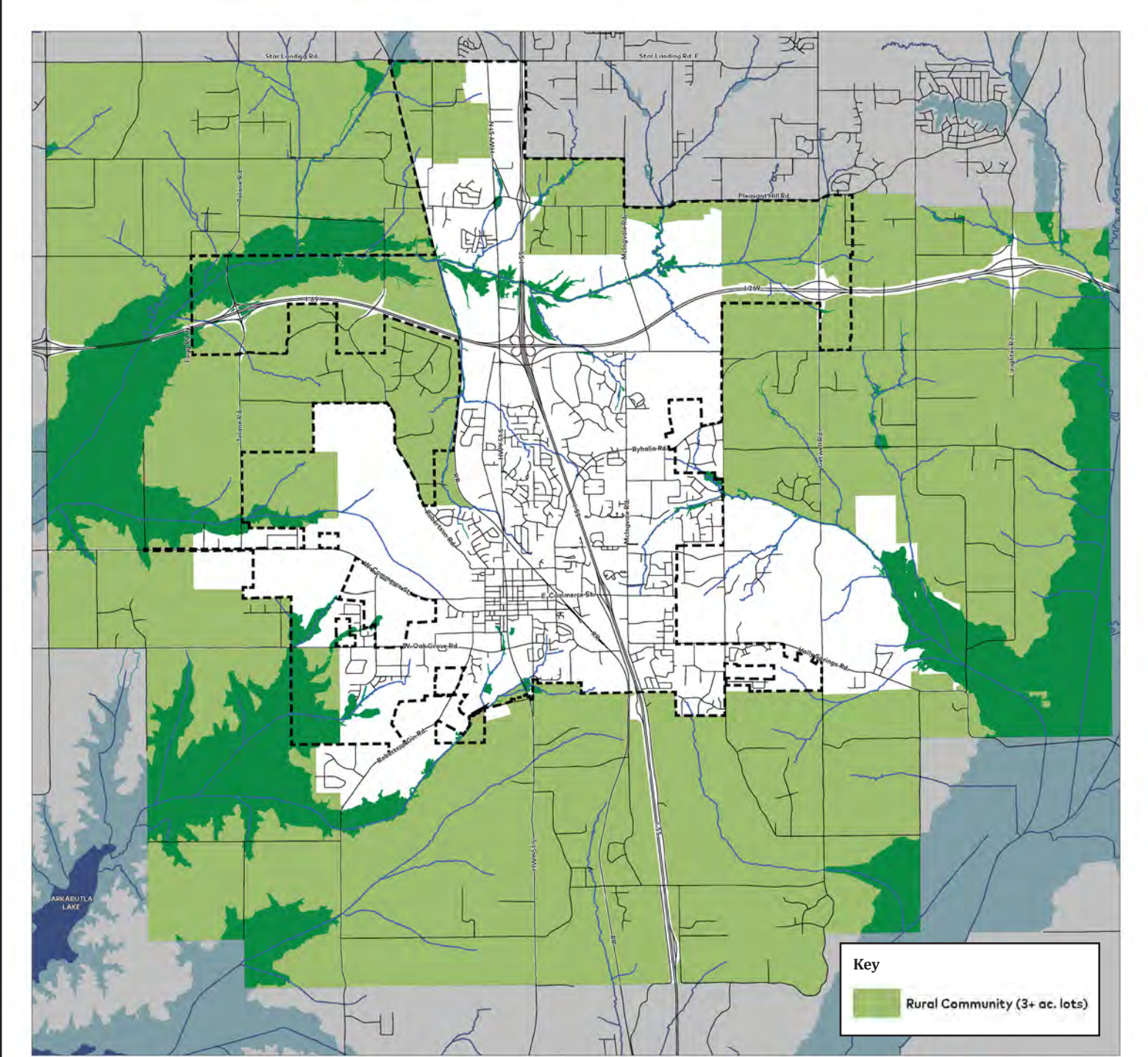
Development Density
Other than the Natural Areas, Rural Community areas have the lowest density in Hernando with a 3-acre minimum lot area.

Development Form
The development form of Rural Community areas features single-family detached houses, outbuildings, and agricultural structures in very low-density informal patterns.

It is recognized that agricultural lands near suburban and urban areas and having a limited scale impacts the productivity of the land. In time, it is likely that many of these lands will transition to higher-density developed lands as growth pressures push outward from existing developed areas. Also, much of this land is outside of the current city boundaries.



This Rural Area in Hernando features agricultural fields, natural wooded area, rural roads, a few houses, and accessory buildings.



THE PLAN: PLACE TYPES

RURAL AREAS: RURAL COMMUNITY - CHARACTER IMAGERY



Rural Landscapes

The following is an excerpt from an article in the "Living Landscape Observer" entitled *World Rural Landscape Principles* by Jane Lennon (August 1, 2019):

"Rural landscapes are a vital component of the heritage of humanity. They are also one of the most common types of continuing cultural landscapes. There is a great diversity of rural landscapes around the world that represent cultures and cultural traditions... They provide multiple economic and social benefits, multifunctionality, cultural support and ecosystem services for human societies."

Rural landscapes are dynamic, living systems encompassing places produced and managed through traditional methods, techniques, accumulated knowledge, and cultural practices, as well as those places where traditional approaches to production have been recently changed.

Rural landscapes encompass both well-managed and degraded or abandoned areas that can be reused or reclaimed. They can be huge rural spaces, peri-urban areas as well as small spaces within built-up areas."

THE PLAN: PLACE TYPES

SUBURBAN AREAS: NEIGHBORHOODS

There are three different Suburban Neighborhood Place Types, as follow:

Suburban Neighborhood - High Density

These areas feature relatively high-density residential and ancillary uses with small lots for attached housing and larger lots for multi-family buildings.

Suburban Neighborhood - Medium Density

These areas feature medium-density single-family detached houses and ancillary uses with lot sizes at .5 acres and less.

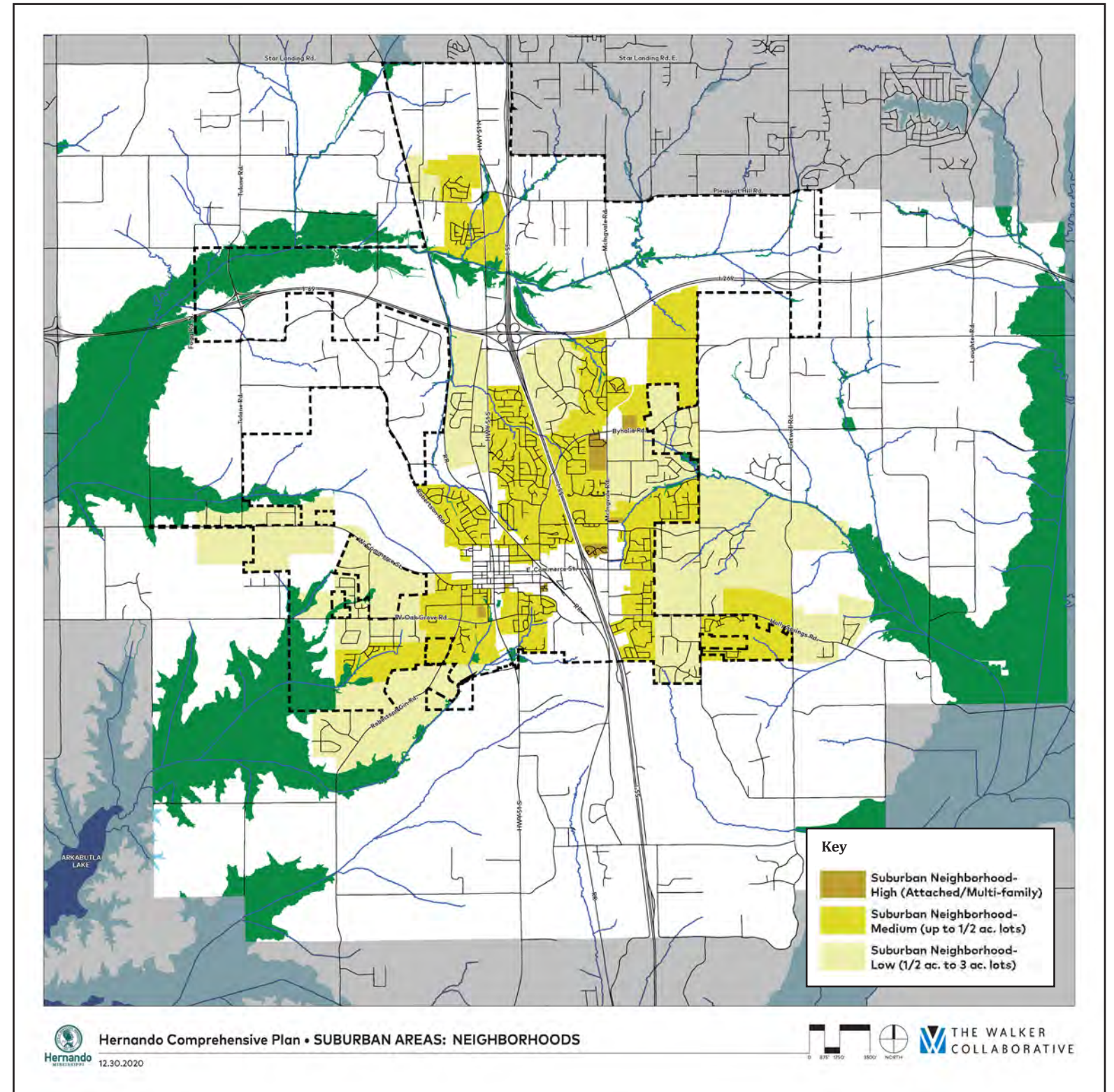
Suburban Neighborhood - Low Density

These areas feature single-family detached houses and ancillary uses with lots ranging in size from .5 to 3 acres.

See the following page for details on each of these three Suburban Neighborhood Place Types.



These existing suburban neighborhoods in Hernando feature very uniform lot sizes and houses with attached front-loaded garages.



THE PLAN: PLACE TYPES

SUBURBAN AREAS: NEIGHBORHOODS

SUBURBAN NEIGHBORHOODS - CHARACTER IMAGERY

Suburban Neighborhood - Low Density

Locations: These neighborhoods are located throughout the city. Examples include Shadow View Drive and the Green T Lake area.

Geographic Form: Expansive areas sometimes bound by roads or creeks.

Optimal Land Uses: Single-family detached houses and ancillary uses.

Development Density: Lots between .5 and 3 acres.

Development Form: These neighborhoods have a strong automobile orientation, although a conservation subdivision with clustered housing and substantial open space is an option.



Suburban Neighborhood - Medium Density

Locations: These neighborhoods feature expansive areas extending in all directions from Downtown, such as the Tara Drive area.

Geographic Form: Irregular shapes, but typically relatively nodal as opposed to linear patterns.

Optimal Land Uses: Medium-density single-family detached houses and ancillary uses.

Development Density: Lots that are .5 acres and less in size.

Development Form: These neighborhoods have a strong automobile orientation, although a conservation subdivision with clustered housing and substantial open space is an option.



Suburban Neighborhood - High Density

Locations: These neighborhoods are geographically scattered throughout Hernando. One example is the Villages of Grove Park on McIngvale Road.

Geographic Form: Typically rectilinear in form.

Optimal Land Uses: Relatively high-density residential and ancillary uses.

Development Density: Small lots for attached housing, but larger lots for multi-family buildings.

Development Form: Attached houses (duplexes, triplexes, quads), townhouses, and multi-family buildings (apartments and condominiums).

THE PLAN: PLACE TYPES

SUBURBAN AREAS: COMMERCIAL / MIXED USE

There are two different Suburban Commercial / Mixed Use Place Types, as follow:

Suburban Corridors

These areas feature primarily post-1950s development with a strong automobile orientation. Primary land uses are retail, dining (including fast food with drive-thru windows), personal services, and related uses. Most buildings are one-story in height and fronted by a parking lot between the building and associated road. Because they are organized around transportation corridors, they are linear in form.

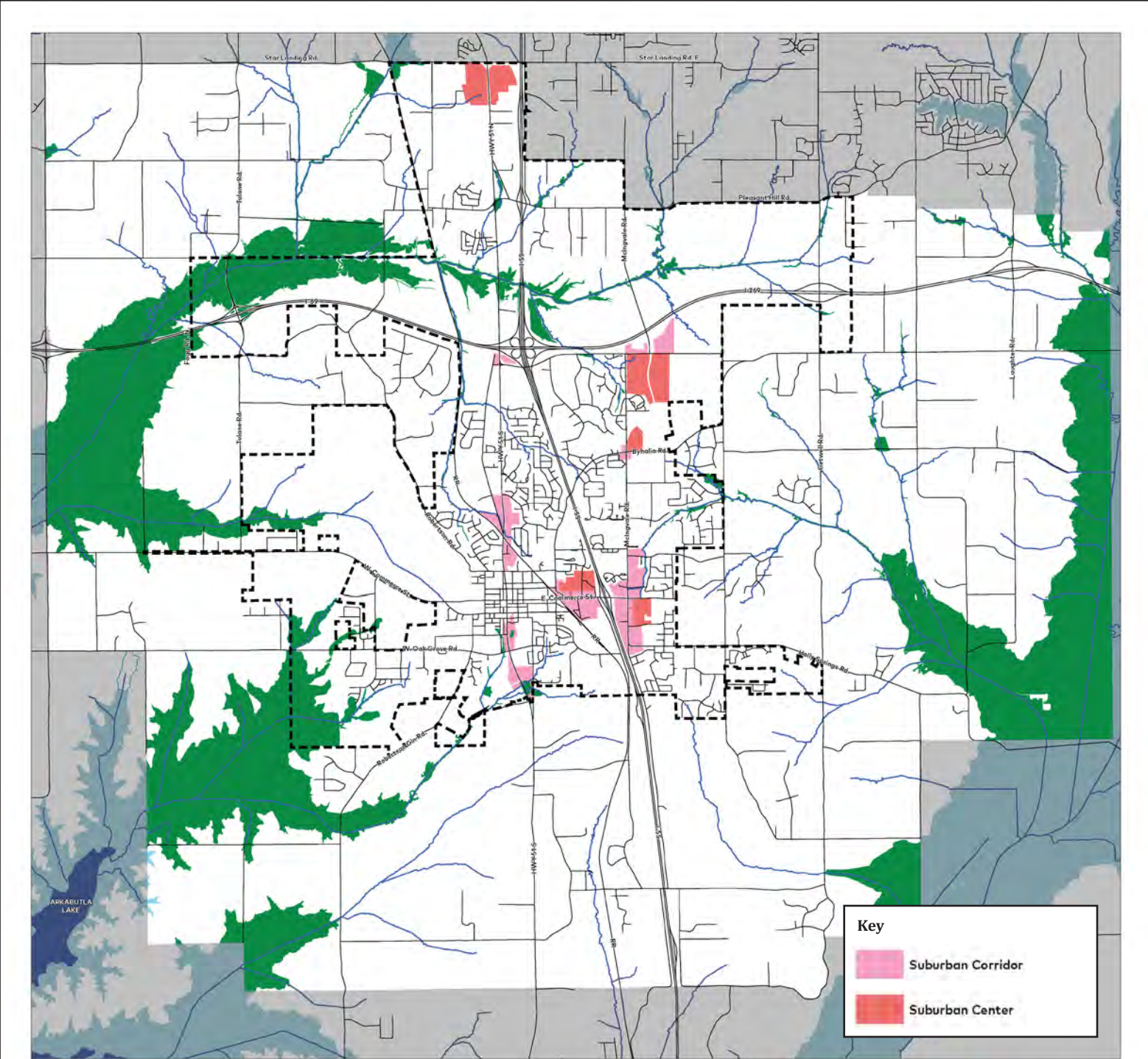
Suburban Centers

Suburban Centers feature the same general land uses and physical characteristics as Suburban Corridors, but they are more nodal in form.

See the following page for details on both of these Suburban Commercial / Mixed Use Place Types.



East Commerce Street west of I-55 (above) and this strip center on East Parkway Street (below) are representative of this Place Type.



Key

- Suburban Corridor
- Suburban Center



NATURAL RURAL **SUBURBAN** URBAN SPECIAL

THE PLAN: PLACE TYPES

SUBURBAN AREAS: COMMERCIAL / MIXED USE

Suburban Commercial / Mixed Use - Corridors

Locations: This Place Type is located along key roads within or near other Suburban Area Place Types, such as East Commerce Street and East Parkway Street.

Geographic Form: This Place Type has a generally linear form flanking either side of their associated roads and sometimes only one side of the road.

Optimal Land Uses: Optimal land uses for these corridors include retail, dining, personal services, and offices.

Development Form: This Place Type is generally suburban in form and character, including frequent curb cuts / driveways and parking that is typically located between the road and buildings.

SUBURBAN COMMERCIAL / MIXED USE - CHARACTER IMAGERY



Suburban Commercial / Mixed Use - Centers

Locations: Suburban Commercial / Mixed Use Centers are located on key roads such as East Commerce Street, Hwy. 51, East Parkway Street, and McIngvale Road.

Geographic Form: Unlike the linear form of Suburban Corridors, Centers are much more nodal.

Optimal Land Uses: Optimal land uses are primarily commercial (retail, dining, services), as well as lodging, institutional and attached residential uses to a lesser degree.

Development Form: Centers are suburban in form and character, including parking typically being located between the road and buildings. Land uses are physically segregated, such as residential being separated from commercial uses.



THE PLAN: PLACE TYPES

URBAN AREAS: NEIGHBORHOODS

There are two different Urban Neighborhood Place Types, as follow:

Existing Traditional Neighborhoods

Four prototypical Existing Traditional Neighborhoods in Hernando, all of which are located peripheral to the Downtown, are the four locally-designated historic districts: Commerce Street, Elm Street, Northside and Southside (Magnolia). These neighborhoods should serve as models for New Traditional Neighborhoods.

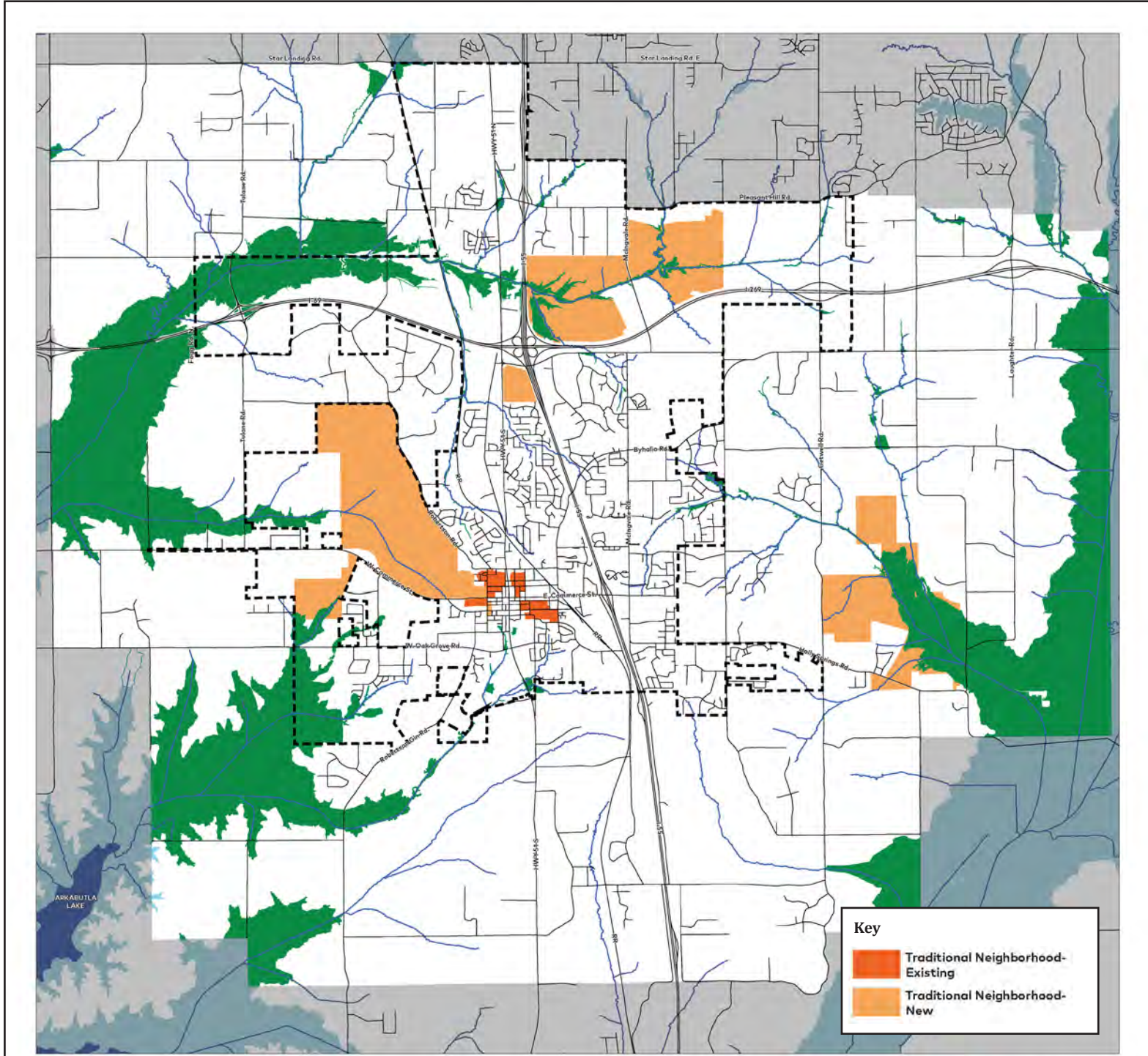
New Traditional Neighborhoods

Following the design principles of Hernando's Existing Traditional Neighborhoods, these relatively expansive areas are located east, west and north of the historic Downtown and include the planned Hernando West development.

See the following page for details on both of these Urban Neighborhood Place Types.



Hernando's Existing Traditional Neighborhoods include a formal street grid (above) and mature vegetation (below).



Hernando Comprehensive Plan • URBAN AREAS: NEIGHBORHOODS
12.30.2020

Key

- Traditional Neighborhood-Existing
- Traditional Neighborhood-New

THE WALKER COLLABORATIVE



THE PLAN: PLACE TYPES

URBAN AREAS: NEIGHBORHOODS

Existing Traditional Neighborhoods

Locations: This Place Type consists of historic neighborhoods near Downtown, such as the four locally-designated historic districts to the north, east and west of Downtown. An example of recent compatible infill housing within an Existing Traditional Neighborhood area is Ivy, located on Memphis Street.

Geographic Form: Traditional Neighborhoods, both existing and new, tend to be relatively nodal in form.

Optimal Land Uses: Primary land uses include detached and attached houses and multi-family buildings, as well as parks, institutional uses, and community facilities.

Development Form: Existing detached single-family housing consists of one and two-story buildings dating from mid-19th through mid-20th centuries. Buildings front onto streets that are part of a street grid, and front setbacks range from relatively shallow to relatively deep. Existing multi-family buildings are somewhat small and scattered throughout the neighborhoods.

New Traditional Neighborhoods

Locations: This Place Type is relatively scattered throughout Hernando, but one example immediately northwest of the Downtown area is the planned Hernando West development.

Geographic Form: While the form of New Traditional Neighborhoods is determined by their associated property shapes, they are generally nodal in form.

Optimal Land Uses: Optimal land uses in New Traditional Neighborhoods include a range of relatively high-density housing types, public spaces, and small-scale commercial uses.

Development Form: Buildings include detached and attached houses (duplexes, triplexes and quads), townhouses, and multi-family buildings. The street network features an integrated system of streets, there are walkable-scale blocks, buildings front onto streets and sidewalks, and alleys are utilized where appropriate.

URBAN NEIGHBORHOODS - CHARACTER IMAGERY



THE PLAN: PLACE TYPES

URBAN AREAS: COMMERCIAL / MIXED USE

There are two different Urban Commercial / Mixed Use Place Types, as follow:

Village Centers

There are only three Village Centers proposed. All three are located north of I-69 / I-269. One is existing and two are proposed. Village Centers are like a historic Downtown in many ways, but they are typically smaller in scale and a community can have multiple Village Centers, as is proposed for Hernando.

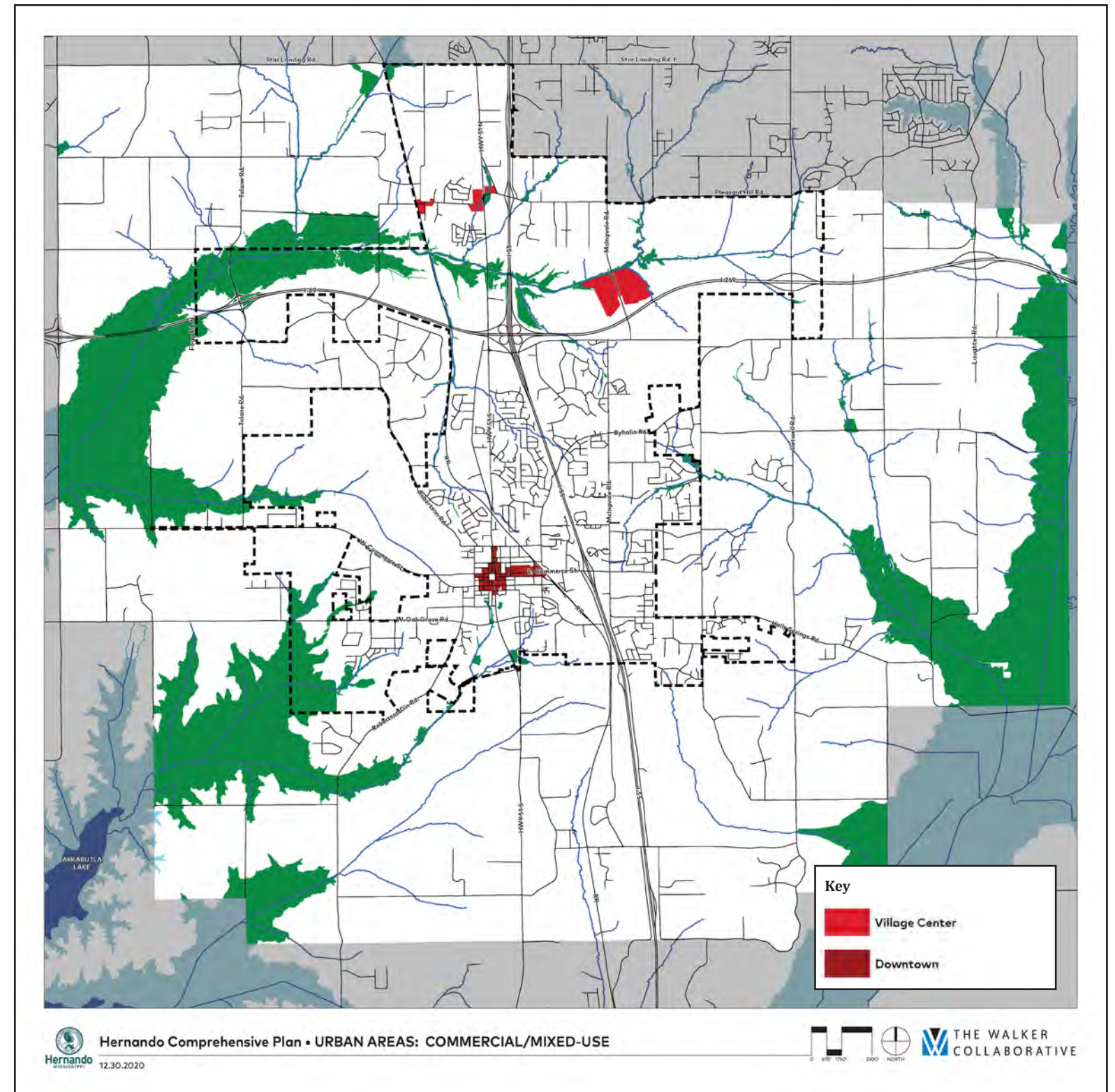
Downtown

The one and only Downtown for Hernando is the existing one anchored by the Courthouse Square. As with Village Centers, the Downtown features a wide range of land uses within a compact and pedestrian-friendly environment, but features Hernando's only County Courthouse, City Hall, and various other institutions that make it highly significant and unique.

See the following page for details on both of these Urban Commercial / Mixed Use Place Types.



Hernando's sole Downtown Place Type is anchored by the Courthouse Square and is the most dense and mixed-use area in town.



THE PLAN: PLACE TYPES

URBAN AREAS: COMMERCIAL / MIXED USE

Urban Commercial / Mixed Use: Village Centers

Locations: The only existing Village Center is the historic core of Nesbit at the rail line (top left photo at right). The two proposed new Village Centers are at the intersection of Hwy. 51 and Nesbit Road and on McIngvale Road just north of I-269.

Geographic Form: Their geographic forms will be determined by the shape of their subject properties, but Village Centers are generally nodal.

Optimal Land Uses: Land uses include retail, dining, personal services, offices, lodging, housing, and public spaces. Housing consists of attached units such as townhouses and multi-family buildings.

Development Form: The development form is urban and mixed use with buildings that front onto streets, on-street parking, parking lots located behind buildings, wide sidewalks, parks and plazas and an overall pedestrian orientation.

URBAN COMMERCIAL / MIXED USE AREAS - CHARACTER IMAGERY



Urban Commercial / Mixed Use: Downtown

Locations: Downtown is located at the intersection of East Commerce Street and Hwy. 51. It consists of the historic Courthouse Square and surrounding few blocks.

Geographic Form: Downtown is generally nodal in form, but it consists of an area roughly a block beyond what most would consider the current Downtown in all directions, as the existing footprint of Downtown needs to expand. There is also a short tentacle extending north along Hwy. 51.

Optimal Land Uses: Primary uses include retail, dining, personal services, offices, institutional uses, lodging, high-density housing, and assembly. The primary public spaces are the Courthouse lawn and the streets forming the Square when blocked off for public events.

Development Form: Downtown's form consists of buildings fronting directly onto streets, on-street parking, parking lots located behind buildings, preserved historic buildings, compatible new buildings, and wide sidewalks accommodating outdoor dining. Downtown is Hernando's most dense place.



THE PLAN: PLACE TYPES

SPECIAL AREAS

There are two different Special Area Place Types, as follow:

Community Facilities

This Place Type is comprised primarily of institutional uses (governmental facilities, schools, religious institutions, etc.) and parks. All of them proposed in this plan are already existing.

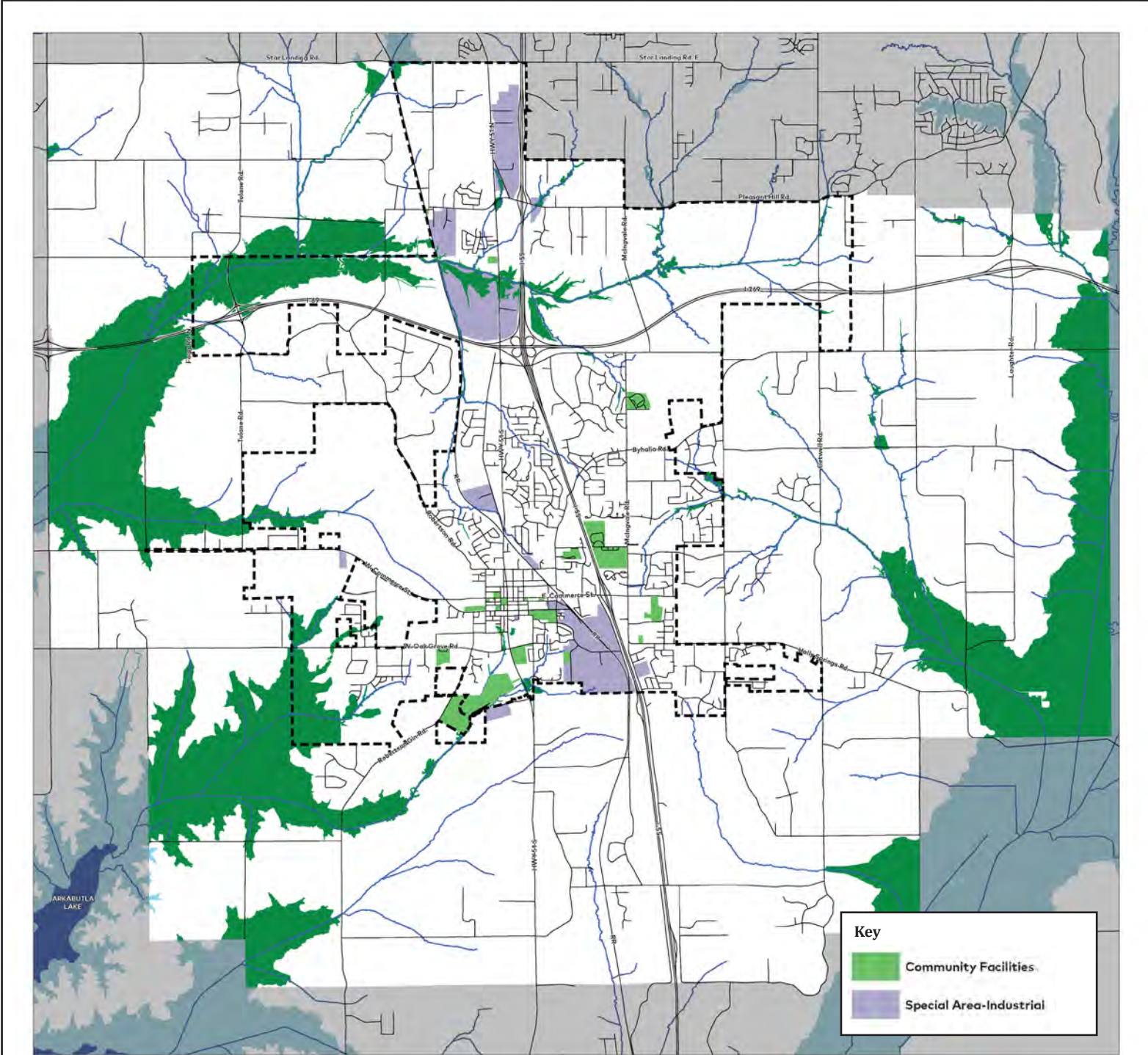
Industrial Parks

Most Industrial Parks are relatively large and located along major transportation corridors, such as Hwy. 51 and I-55. As with Community Facilities, all of them proposed in this plan are already existing, so the focus is on adding tenants and physically enhancing them.

See the following page for details on both of these Special Area Place Types.



One of two Special Area Place Type examples, the Nesbit Industrial Park (above and below) is relatively small but newly developed.



NATURAL RURAL SUBURBAN URBAN SPECIAL

Hernando 12.30.2020 THE WALKER COLLABORATIVE

THE PLAN: PLACE TYPES

SPECIAL AREAS

Special Areas: Industrial Parks

Locations: Industrial Parks are located to have good access for trucks, such as on Hwy. 51, I-69 and I-55. An existing example of this Place Type is the Hernando Industrial Park, located by I-55 with access via East Commerce Street. It also has rail access.

Geographic Form: Forms tend to be irregular and dictated by the shape of the properties comprising the Industrial Park.

Optimal Land Uses: Optimal land uses include manufacturing, warehousing and supporting office uses.

Development Form: Industrial Park typically feature buildings with large footprints and expansive parking lots between buildings and their associated roads. They should also feature generous landscaping and substantial buffering on the site's periphery to be achieved with both land (buffer areas) and landscaping that creates a year-round visual screen. Screening will be particularly important along Hernando's interstates so that drivers passing through do not view the community as being nothing but industries and warehouses.

SPECIAL AREAS - CHARACTER IMAGERY



Special Areas: Community Facilities

Locations: The locations of Community Facilities vary, but many are located in the south central part of Hernando within close proximity of the Downtown area. The middle and high schools are adjacent to one another just east of I-55.

Geographic Form: As with Industrial Parks, the geographic form of Community Facilities is dictated by the shape of the properties comprising the site.

Optimal Land Uses: Land uses tend to be Institutional, such as schools, houses of worship and parks. Examples include the various recreational parks scattered throughout Hernando. On a smaller scale, such uses can be integrated into other Place Types, such as the County Courthouse being part of the Downtown Place Type.

Development Form: The form can vary greatly depending upon the specific institutional types and uses, as well as the context. When facilities feature buildings, the form is often campus-like and inward looking, while parks feature open green spaces.



THE PLAN: MOBILITY

MOBILITY OVERVIEW

This page overviews Hernando's existing road/street network (map at right), it provides a list of planning principles (far right), and it features an overview of the "complete streets" concept (below). For the purposes of this plan, the word "road" is applied for natural, rural and some suburban conditions, while "streets" applies to some suburban conditions and all urban conditions.

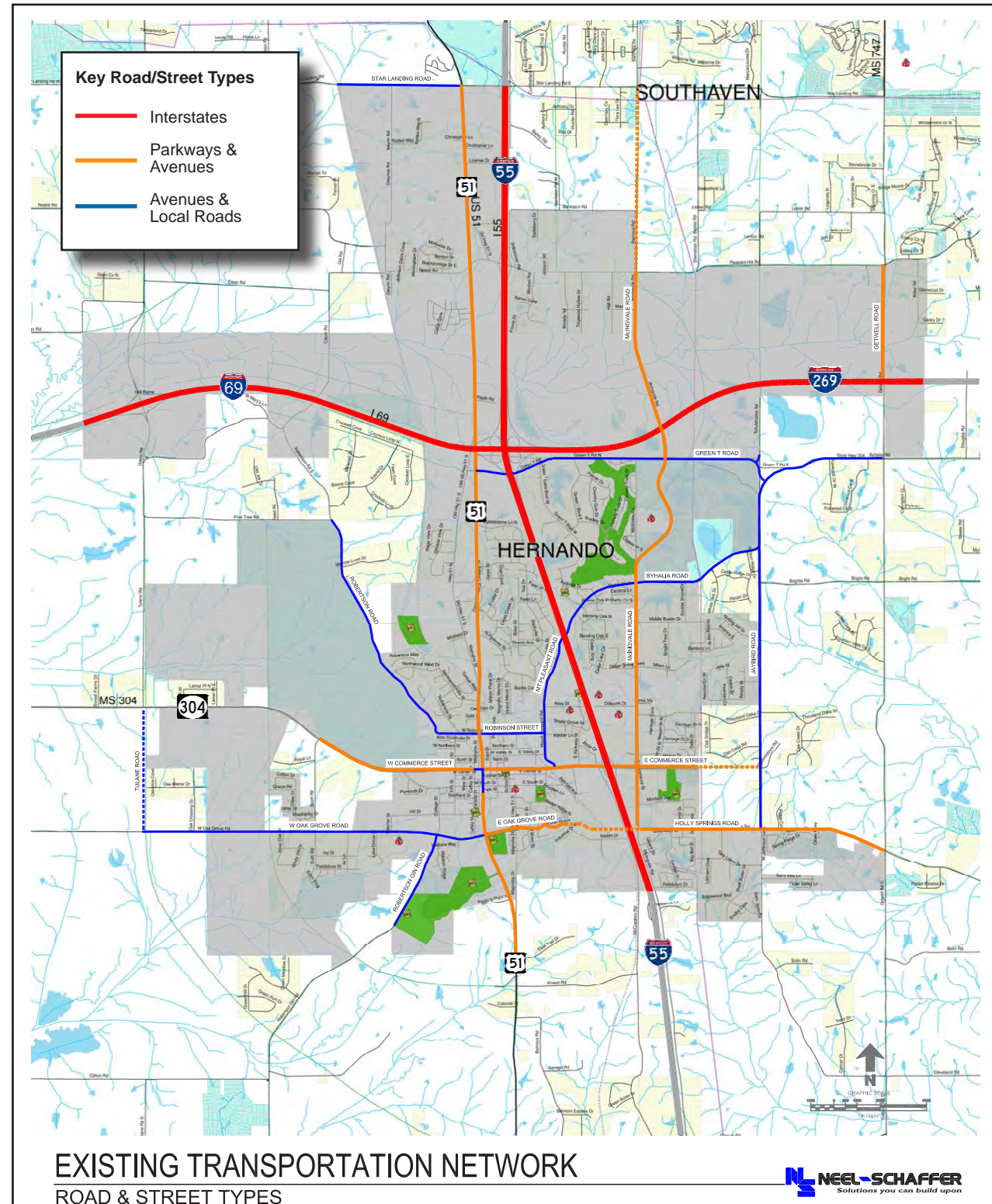
The "Complete Streets" Approach - designing streets for multiple user types



Incomplete Street
This existing street in Hernando is like many in that it features no demarcation in the form of paint striping to designate corridors for different user types. It simply exists as one wide paved area.



Complete Street
This "complete street" in another community features two delineated central driving lanes, parking lanes on the outside of the paved cartway, and a bike lane on each side between the driving and parking lanes.



Road & Street Type Principles

- Roads/streets will respect the natural and built contexts through which they pass, and their designs will respond accordingly.
- Roads/streets will support all modes of travel, where contextually appropriate, to foster the ability for people to choose how they move about Hernando.
- Roads/streets will strike a balance between appropriate vehicular operational efficiency and safety for all users, regardless of their choice of travel mode.
- Road/street design will support the types of development and redevelopment appropriate for the Place Type in which they occur.
- The City will work with MDOT and the region's MPO on facilities under their jurisdictions to achieve roads/streets that are as complete as they can be within the state system.

THE PLAN: MOBILITY

ROAD/STREET TYPES DESIGN OVERVIEW

Road/Street Types might be viewed as the Mobility version of Place Types. Prior to the consideration of Place Types becoming a common planning practice, the focus was on land uses, but that approach failed to consider the design and character of places. Similarly, many comprehensive plans of the past focused on the function of roads and streets by categorizing them as arterials, collectors, locals, and with various degrees in between. Road/Street Types, on the other hand, consider the design and character of these mobility facilities and adjacent corridors. This page and the following two pages provide design parameters for the eight (8) Road/Street Types identified for Hernando. They are grouped into Rural, Suburban and Urban categories.

“Adding lanes to solve traffic congestion is like loosening your belt to solve obesity.”

Glen Hemistra - Futurist Author & Speaker

“Planning of the automobile city focuses on saving time. Planning for the accessible city, on the other hand, focuses on time well spent.”

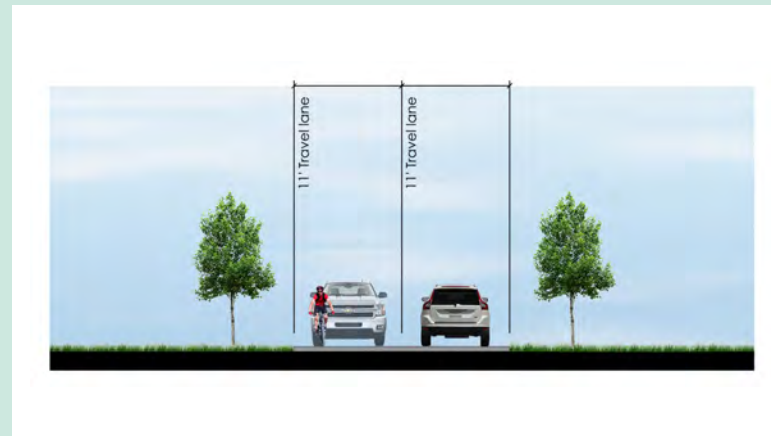
Robert Cervero - Transportation Consultant and former faculty member at the University of California, Berkeley

“We are realising that if you have people walk and bicycle more, you have a more lively, more liveable, more attractive, more safe, more sustainable and more healthy city. And what are you waiting for?”

Jan Gehl - Danish Architect & Urban Designer

ROAD/STREET TYPES DESIGN: RURAL ROADS

RURAL ROADS



Function

- Accommodates both vehicles and cyclists on rural roads with low volume/speeds and good sight distances.

Driving Lanes

- Two (2) centrally-located 11 ft. wide driving lanes, each flowing in opposite directions.

Parking Lanes

- Not applicable

Pedestrian & Cyclist Accommodation

- No formally designated bike lanes, but two (2) paved shoulders (one on the outside of each driving lane) that can be utilized by cyclists.
- No sidewalks.

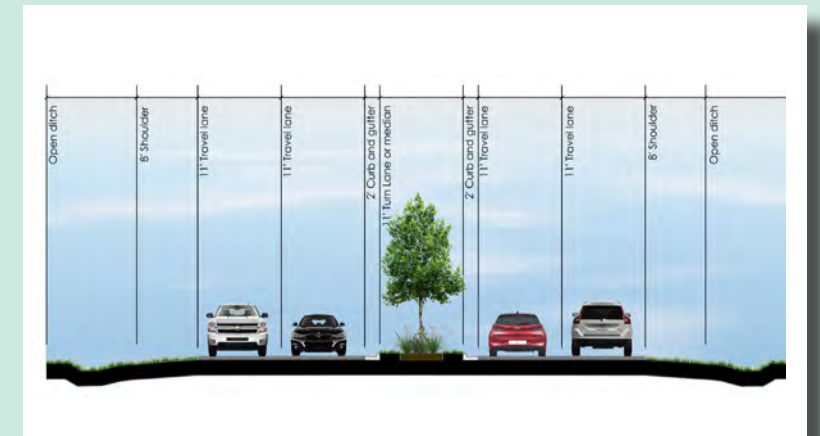
Cartway Edge Treatment

- No curbing, with landscaping abutting each side of the road.

Other Features

- Not applicable

RURAL PARKWAYS



Function

- Accommodates large traffic volumes in rural, undeveloped areas; designed for future bike lanes and sidewalks to be added as development occurs.

Driving Lanes

- A centrally-located curbed and landscaped median or turn lane is flanked on either side by two (2) 11 ft. wide driving lanes for four (4) total lanes, each pair flowing in opposite directions.

Parking Lanes

- Not applicable

Pedestrian & Cyclist Accommodation

- Formally-designated bike lanes may not always be appropriate.
- No sidewalks.

Cartway Edge Treatment

- Two (2) 2 ft. wide curbs, each on the outside of the paved cartways and flanked on the outside by open ditches.

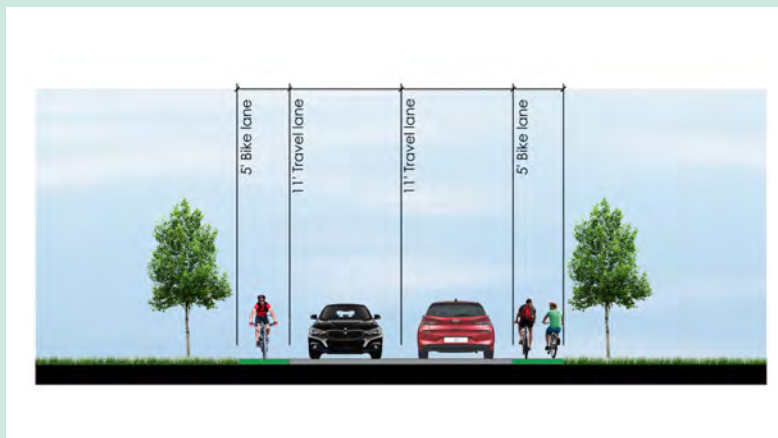
Other Features

- One (1) central curbed and landscaped median or turn lane.
- Two (2) 10 ft. wide paved shoulders, each located on the outside edge of each pair of driving lanes.

THE PLAN: MOBILITY

ROAD/ STREET TYPES DESIGN: SUBURBAN ROADS/STREETS

SUBURBAN ROADS



Function

- Accommodates both vehicles and cyclists on suburban roads with moderate volume/speeds and good sight distances.

Driving Lanes

- Two (2) centrally-located 11 ft. wide driving lanes, each flowing in opposite directions.

Parking Lanes

- Not applicable

Pedestrian & Cyclist Accommodation

- Two (2) bike lanes, each located to the immediate outside of the adjacent driving lane, and each having a width of 5 ft.
- No sidewalks.

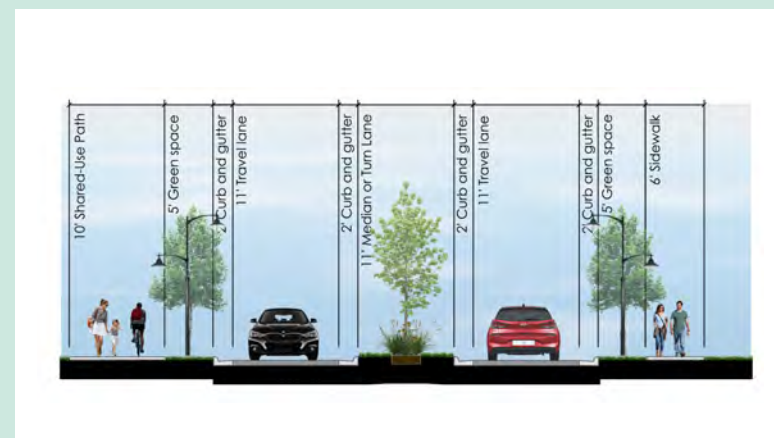
Cartway Edge Treatment

- No curbing, with landscaping abutting each side of the road.

Other Features

- Not applicable

LOCAL SUBURBAN ROADS



Function

- Accommodates moderate traffic volumes in suburban, partially developed areas, as well as pedestrians and cyclists with a curb separated pathway due to higher speeds and shorter sight distances.

Driving Lanes

- A centrally-located median or turn lane with two (2) 11 ft. wide driving lanes, each flanking either side of the median or turn lane, and each flowing in opposite directions.

Parking Lanes

- Not applicable

Pedestrian & Cyclist Accommodation

- One (1) 10 foot wide multi-use pathway located on the outside of one side of the right-of-way.
- One (1) 6 ft. wide sidewalk located on the outside of one side of the right-of-way.

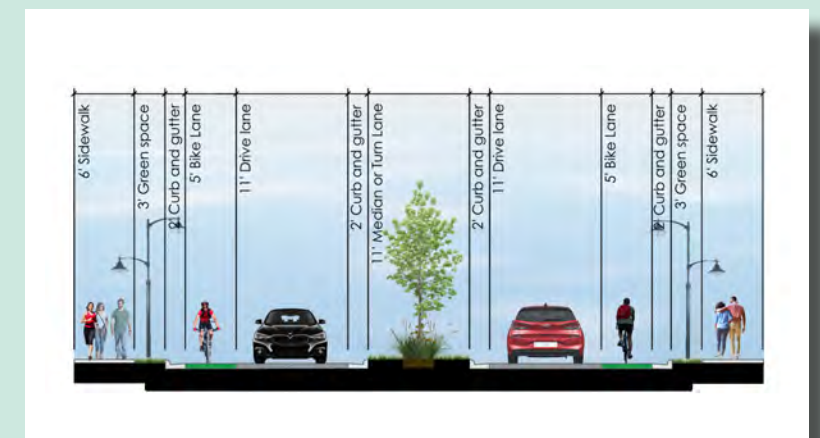
Cartway Edge Treatment

- Two (2) 2 ft. wide curbs, each on the outside of the paved cartway flanked by a 5 ft. wide planting strip between the curb and sidewalk / multi-use path.

Other Features

- A centrally-located curbed and landscaped median or turn lane.

LOCAL SUBURBAN STREETS



Function

- Accommodates moderate traffic volumes in suburban, mostly developed areas; accommodates pedestrians with a curb separated sidewalk and cyclists with bike lanes due to lower speeds.

Driving Lanes

- A centrally-located curbed and landscaped median or turn lane with two (2) 11 ft. wide driving lanes, one flanking either side of the median or turn lane, and each flowing in opposite directions.

Parking Lanes

- Not applicable

Pedestrian & Cyclist Accommodation

- Two (2) bike lanes, each located to the immediate outside of the adjacent driving lane, and each having a width of 5 ft.
- Two (2) 6 ft. wide sidewalks, each on the outside of the right-of-way.

Cartway Edge Treatment

- Two (2) 2 ft. wide curbs, one on each side the outside of the paved cartways, with a 3 ft. wide planting strip between the curb and sidewalk.

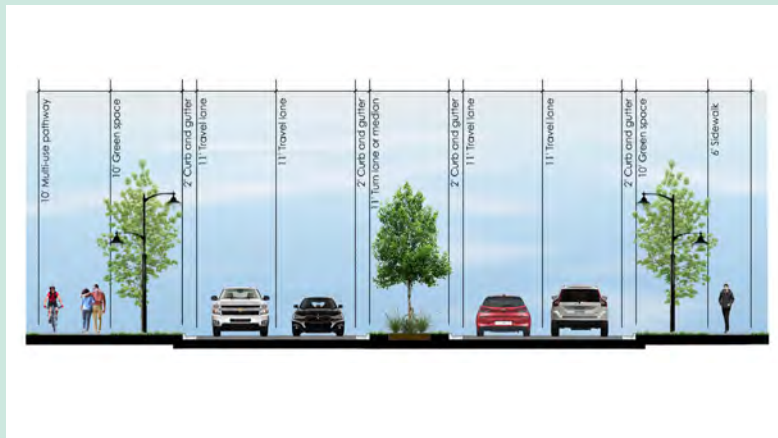
Other Features

- A centrally-located curbed and landscaped median or turn lane.

THE PLAN: MOBILITY

ROAD/ STREET TYPES DESIGN: URBAN STREETS

URBAN PARKWAYS



Function

- Accommodates large traffic volumes in urban, densely developed areas; accommodates pedestrians and cyclists with a curb separated pathway due to higher speeds, short sight distances, and numerous driveways/conflict areas.

Driving Lanes

- Four (4) 11 ft. wide driving lanes, two pairs of lanes flanking each side of a central median or turn lane, and each pair of lanes flowing in opposite directions.

Parking Lanes

- Not applicable

Pedestrian & Cyclist Accommodation

- Two (2) 10 ft. wide multi-use pathways, each on the outside of the right-of-way.

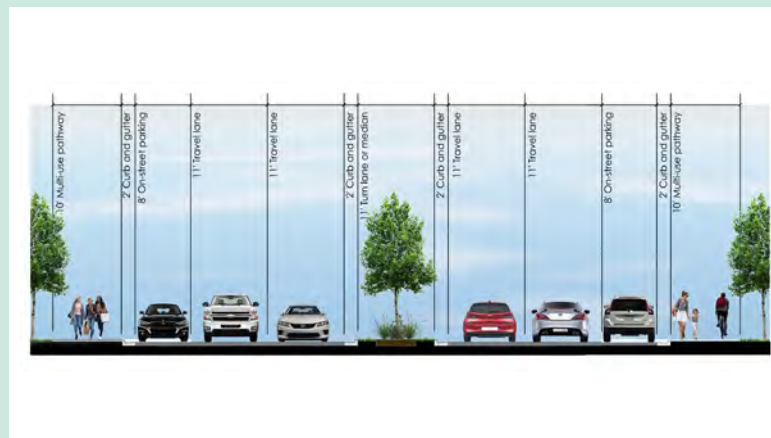
Cartway Edge Treatment

- Two (2) 2 ft. wide curbs, each on the outside of the paved cartway flanked by a 10 ft. wide planting strip between the curb and multi-use path.

Other Features

- A centrally-located curbed and landscaped median or turn lane.

AVENUES



Function

- Accommodates large traffic volumes in urban, densely developed areas; accommodates pedestrians and cyclists with a curb separated pathway due to high traffic volumes, numerous driveways, on-street parking, and other streetscape conflict areas.

Driving Lanes

- A centrally-located median or turn lane with two (2) 11 ft. wide driving lanes, each flanking either side of the median or turn lane, and each flowing in opposite directions.

Parking Lanes

- Two (2) 8 ft. wide parallel parking lanes, one located on the outside of each of the two paired driving lanes.

Pedestrian & Cyclist Accommodation

- Two (2) 10 ft. wide multi-use pathways, each on the outside of the right-of-way.

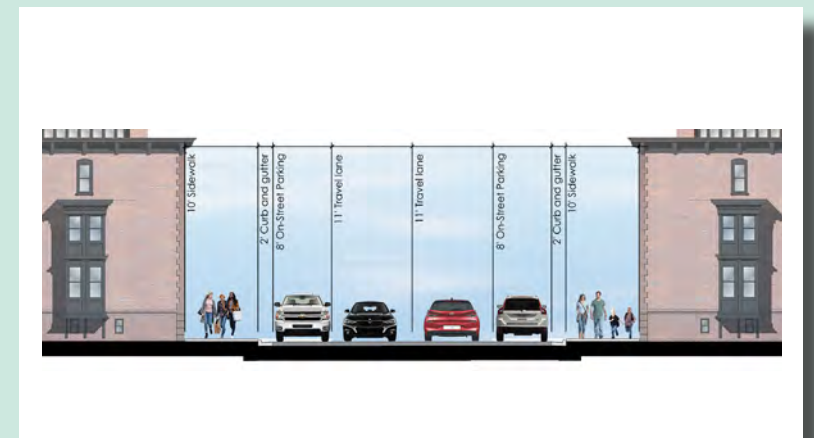
Cartway Edge Treatment

- Two (2) 2 ft. wide curbs, each on the outside of the paved cartway and abutting the multi-use pathway.

Other Features

- A centrally-located curbed and landscaped median or turn lane.

LOCAL URBAN STREETS



Function

- Accommodates moderate traffic volumes in urban, densely developed areas; accommodates pedestrians and cyclists with a curb separated pathway due to numerous driveways, on-street parking, and other streetscape conflict areas.

Driving Lanes

- Two (2) 11 ft. wide driving lanes, each lane flowing in opposite directions.

Parking Lanes

- Two (2) 8 ft. wide parallel parking lanes, one located on the outside of each of the two driving lanes.

Pedestrian & Cyclist Accommodation

- Two (2) 10 ft. wide sidewalks, each on the outside of the right-of-way.
- No bike lanes.

Cartway Edge Treatment

- Two (2) 2 ft. wide curbs, one on each side the outside of the paved cartways, each directly abutting the sidewalk.

Other Features

- Not applicable

THE PLAN: MOBILITY

Collaboration for Mobility Improvements

Major mobility improvements often include more than one jurisdictional entity. For example, East Commerce Street needs both vehicular and pedestrian improvements to better accommodate local needs. These improvements depend on a Mississippi Department of Transportation (MDOT) future project to improve the I-55 / East Commerce Street interchange to create space for additional lanes and vehicular capacity along with a planned shared use pathway. Thus, for this Comprehensive Plan to be successfully implemented, it will be important for representatives of the City, County, Metropolitan Planning Organization (MPO), and MDOT to be on the same page with respect to proposed mobility projects.

ROAD/ STREET IMPROVEMENTS

The road and street improvements described below and highlighted on the map at right include both improvement already proposed prior to this comprehensive planning process (note associated letters on map) and those coming out of this plan (note associated numbers on map).

Improvements Already Planned

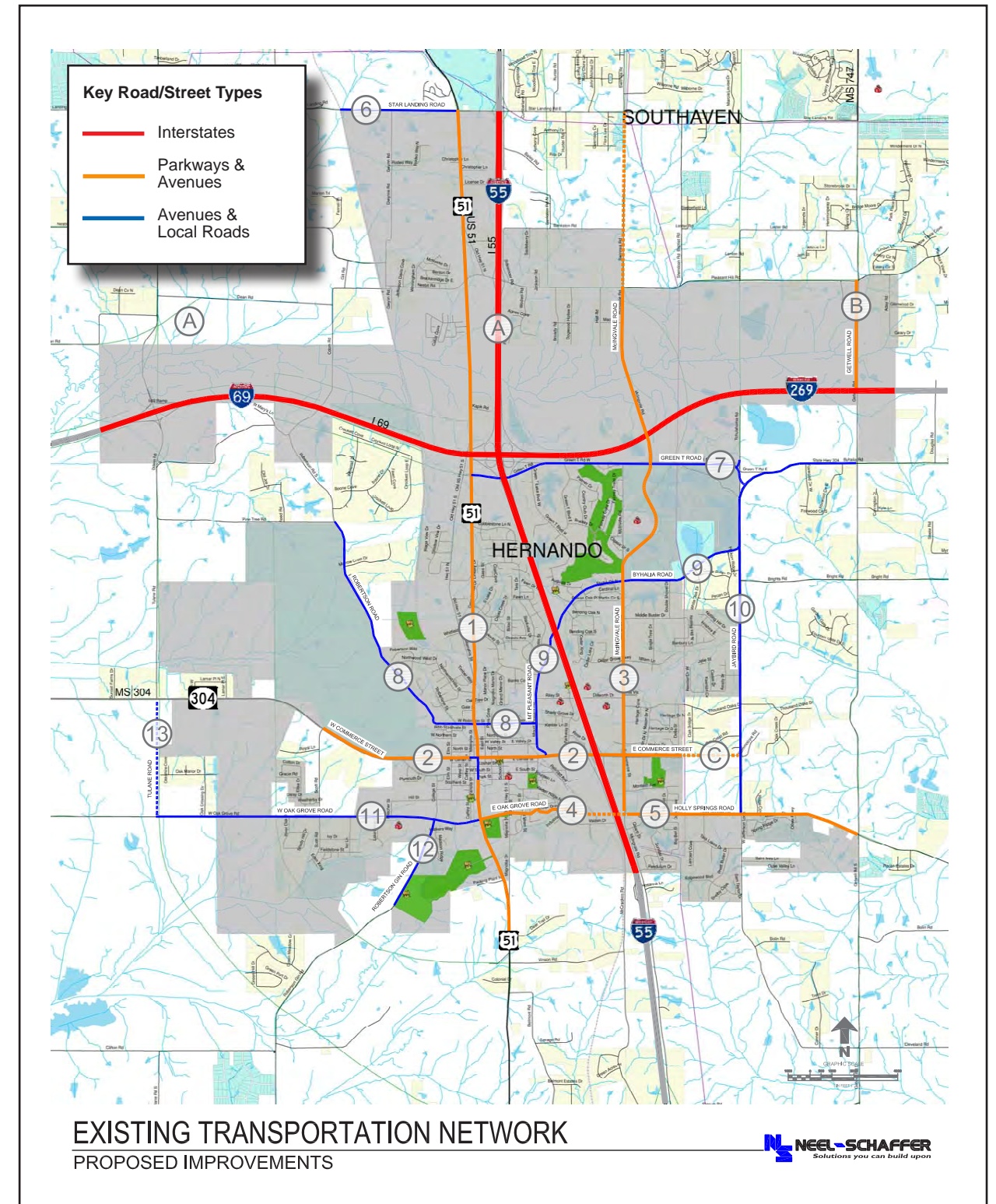
The following proposed improvements are those already planned by MDOT or the regional MPO prior to this comprehensive planning project:

- A. I-55: 6-lane expansion with a new, larger Commerce Street interchange
- B. Getwell Road: capacity improvements to better accommodate peak hour traffic
- C. East Commerce Street: extension to McIngvale Road

Anticipated Improvements

The following improvements are anticipated as part of this Comprehensive Plan:

- 1. Highway 51: access management and capacity improvements to better accommodate peak hour traffic
- 2. East & West Commerce Street: access management, shared use pathway, intersection and signal improvements
- 3. McIngvale Road - Commerce to Holly Springs: capacity improvements to better accommodate peak hour traffic
- 4. East Oak Grove Road: capacity improvements and possible I-55 overpass to connect to Holly Springs Road
- 5. Holly Springs Road: capacity improvements and possible I-55 overpass to connect to East Oak Grove Road
- 6. Star Landing Road: capacity improvements to accommodate future industrial development
- 7. Green T Road: capacity improvements pending future mixed-use development and realignment at the Byhalia Road intersection
- 8. Robertson / East & West Robinson Road: capacity improvements pending future mixed-use development
- 9. Mt. Pleasant / Byhalia Road: capacity improvements needed for this critical interstate crossing to accommodate east-west traffic
- 10. Jaybird Road: capacity improvements needed for north-south movements with a future connection to Commerce Street
- 11. West Oak Grove Road: capacity improvements needed to support new residential development for connections to Hwys 51 & 304
- 12. Robertson Gin Road: capacity improvements needed to provide access to the Civic Center (youth sports & equestrian park)
- 13. Tulane Road: capacity improvements needed to support residential development



THE PLAN: MOBILITY

Greenway Guidelines

Below is an adaptation of guidelines contained in the “Greenway Criteria & Design Guide” by the East Coast Greenway Alliance.

Traffic separated: Includes a physical barrier that combines both horizontal spacing and vertical elements to protect trail users from vehicles.

Firm surface: Easily navigable by a touring bicycle or wheelchair; paved or fine stone dust surface or other natural surface that a bicycle can easily and comfortably navigate.

Publicly accessible: Open and free to the public every day of the year.

Wide for shared use: Aim for a 12 foot wide pathway, but know that may not always be achieved initially.

Avoids steep grades and steps: Accommodate wheelchair access and bicycles.

Integrated recreation and transportation infrastructure. The trail must route through a community. Connect where people live, work, and play.

Responsive to new design. In addition to shared-use paths, an on-road facility providing a physical barrier separating users from motor vehicles may also be provided.

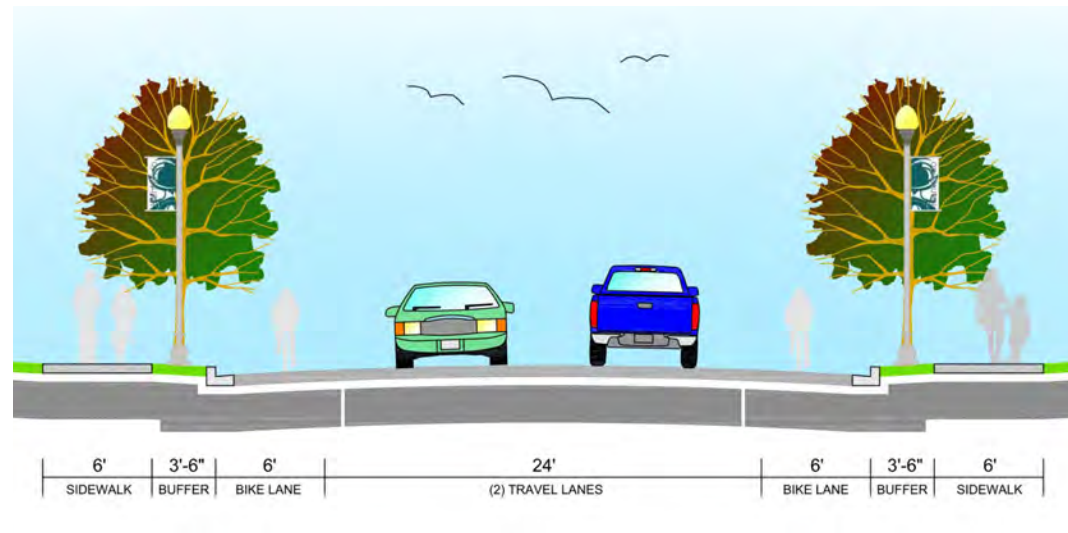
BICYCLE & PEDESTRIAN IMPROVEMENTS

Bicycle & Pedestrian Master Plan (2019)

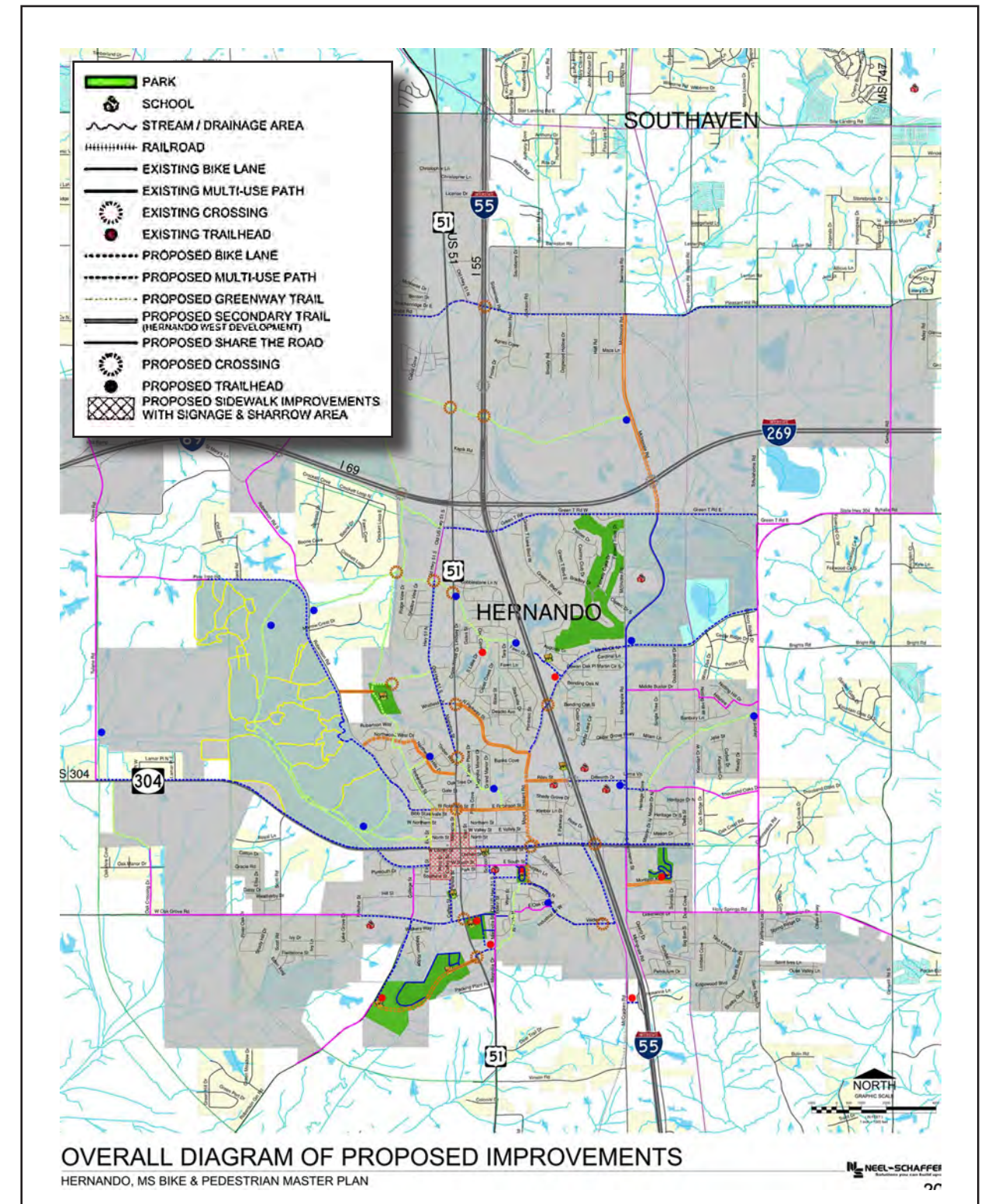
As described earlier on page 18 of this plan, the City completed a “bike-ped plan” in 2019. The map at right from that plan illustrates all existing bike lanes and multiuse paths, as well as proposed new ones. The plan also includes a series of example street cross-section graphics to show how bike lanes and paths can be physically integrated into streets and roads where they can be accommodated. Below is an excerpt from page 19 of the plan that summarizes the plan’s recommendations:

“The improvements include bicycle lanes, multi-use pathways, greenways, signage and striping (for shared road), and various other support amenities. The plan includes 22.6 miles of multi-use pathways, 16.0 miles of greenways, 4.8 miles of bicycle lanes (both sides), and 25.3 miles of shared road routes, providing strong connections to public open spaces and other activity nodes. The proposed improvements provide links to key activity nodes such as downtown, commercial areas, neighborhoods, industry, and the Interstate 55 welcome center. Many of the activity nodes are prominently known and heavily used public spaces such as the Soccer Complex, Pidgeon Park, and downtown square. Proposed activity nodes will create new sections of pathway through public spaces that will attract users and offer engaging amenities as well as complement and improve the existing bicycle and pedestrian infrastructure.”

This Comprehensive Plan endorses the 2019 bike-ped plan and recommends that the City treat that plan as an addendum to this Comprehensive Plan.



This typical street cross-section from the City’s 2019 bike-ped plan illustrates how sidewalks and bike lanes can be integrated into street design. That plan, including the two graphics on this page, was prepared by Neel-Schaffer, Inc.



THE PLAN: UTILITIES & FACILITIES

UTILITIES

Page 14 of this plan provides background information on Hernando's utility systems. Below is a summary of key aspects of the existing conditions, followed by specific recommendations.

Water System

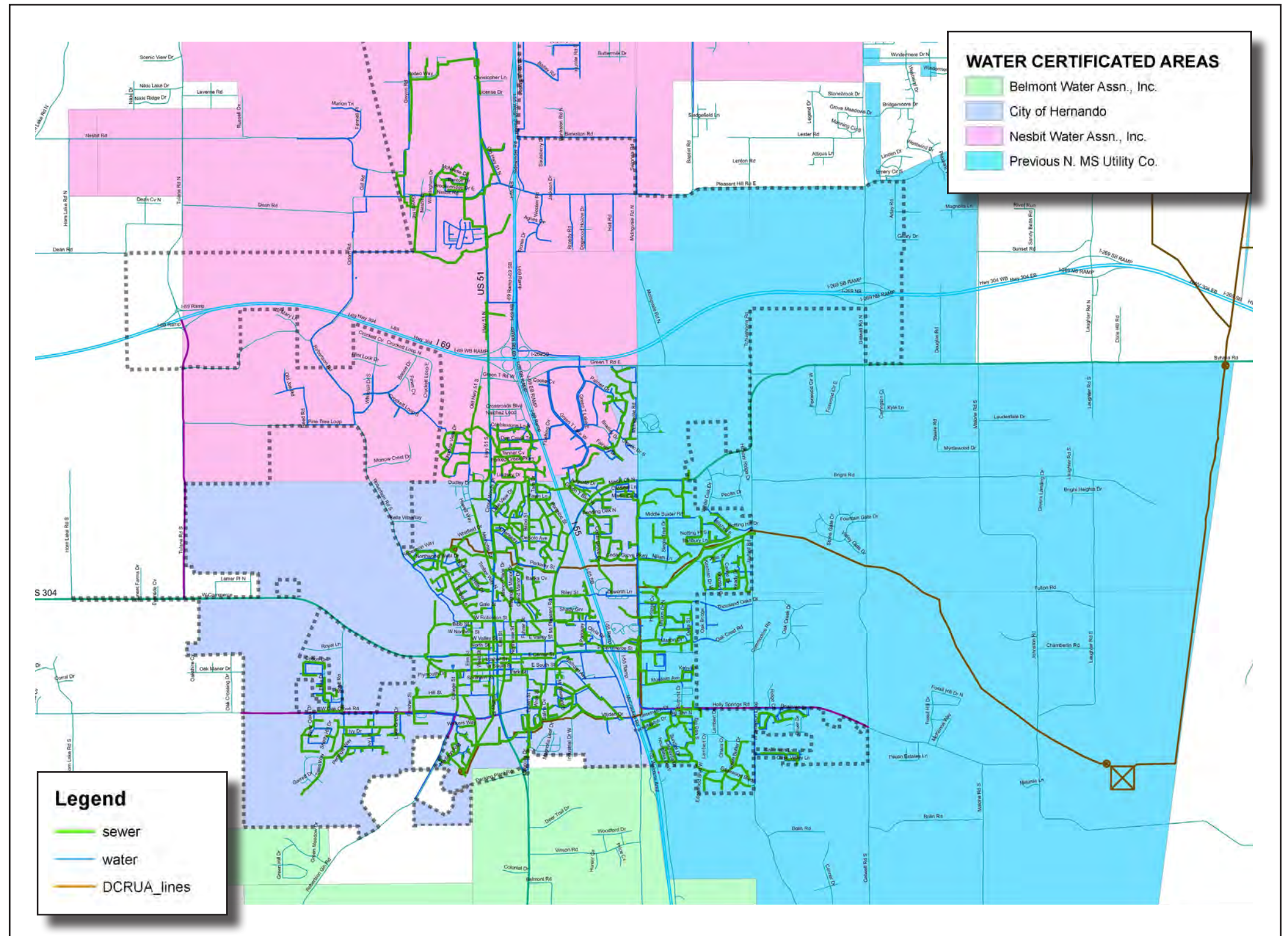
The water system presently serves approximately 7,500 customers. Based on historical data, it should continue to grow at approximately 7 percent each year. Data from the Mississippi Department of Health indicates that the system is currently over 80 percent of maximum capacity. The City has indicated that there are certain areas experiencing low flows and pressures, and they are presently addressing this issue by increasing the elevated storage capacity and providing additional water supply.

Sanitary Sewer System

The sanitary sewer system serves approximately 6,100 customers. Presently, in some areas, the system is experiencing major infiltration and inflow from storm water events and ground water intrusion. This additional flow is a burden to the system capacity and may potentially cause overflows and system backups. The City is addressing this issue by initiating an evaluation study to help locate and identify the causes of the infiltration and inflow of the system.

Recommendations

- Continue to develop the current information system for both the water and sewer utilities to identify the physical location of all elements of the utilities. This effort should provide a database for managing these vital assets and should include a hydraulic model of each. The model would provide instant knowledge of system capacity at any point should development occur and require water and/or sewer connection.
- Provide an ongoing program to identify and eliminate infiltration/inflow in the sanitary sewer system.
- Assure proper oversight and inspection for the design and construction of water and sewer for all new developments.
- Consider the addition of a Supervisory Control and Data Acquisition (SCADA) system to provide monitoring, gathering, and processing of real-time data for the utilities to help maintain efficiency, process the data for good decision making, and immediately communicate issues to help mitigate downtime.



THE PLAN: UTILITIES & FACILITIES

FACILITIES

Page 15 of this plan provides background information on Hernando's community facilities. Existing facilities are listed there under the following five categories:

- DeSoto County Schools
- Public Safety
- Local Government Offices
- Parks & Recreation
- Other Facilities

Since recommendations for Public Space and Recreation are provided separately on page 50, recommendations below are limited to the other four categories of facilities

Recommendations - Need City's input to figure out what recommendations should be go here, if any. If more space is needed for new text, we can eliminate the map.

DeSoto County Schools

According to the school district's Superintendent, they are currently in the process of looking at long-term solutions for the Hernando school zone, and the best-case scenario is a new Hernando High School campus. That scenario would provide more classroom options in the Hernando zone, and it would allow for enrollment growth for many years. More information on that topic will be available in approximately five months. In the meanme, ten classrooms are being added on the east side of the Hernando High School campus, which should be ready for use by August of 2021.

Public Safety

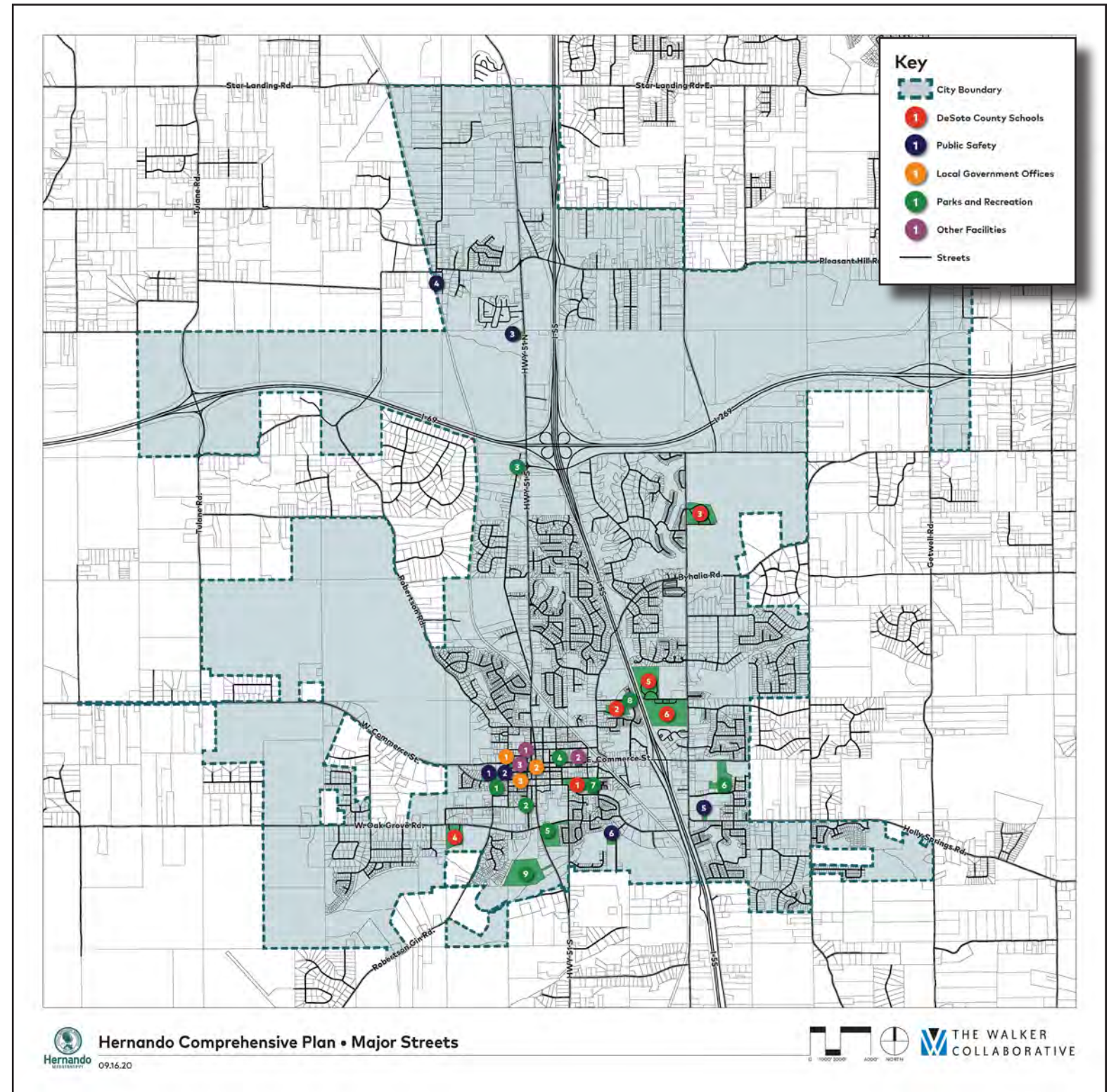
XXXXXXXXXXXXX

Local Government Offices

XXXXXXXXXXXXX

Other Facilities

XXXXXXXXXXXXX



THE PLAN: COMMUNITY DESIGN

OVERVIEW

Good community design is important to the aesthetic, functional, economic and fiscal facets of Hernando. Every new increment of development either reinforces or dilutes community character. The City's codes should ensure high-quality private development. Good design does not have to be expensive, it simply needs to be thoughtful and based on "best practice" design principles. Key principles of good design for Hernando include:

- *Walkability* - Places that are "walkable" do not merely feature sidewalks, but they are also safe, interesting and attractive places to be.
- *Mixed Uses* - Mixed use place promote walkability and require less driving between where people live, work, shop and play.
- *Generous Landscaping* - Landscaping can be used to provide beauty, buffering and benefits to the natural environment.
- *Taming of Motor Vehicles* - This principle entails designing places for people and not just motorized vehicles.

Recommendations:

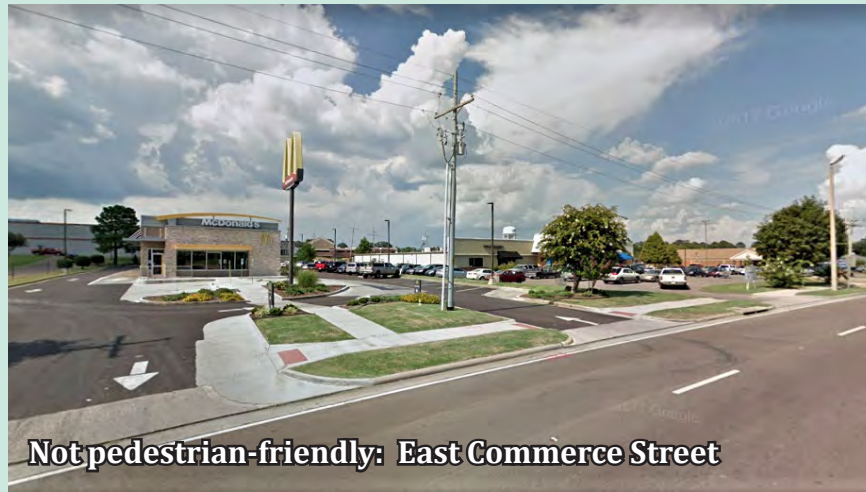
- 1) Issue fewer waivers from the City's existing sidewalk requirements.
- 2) Adopt requirements for street trees in the City's Subdivision Regulations.

Please see [pages 56-57](#) for community design recommendations specific to Hernando's Downtown Area.



This existing neighborhood in Hernando has many features that prevent it from being a pedestrian-friendly and attractive area. Among those features are a lack of street trees, wide driveways and front parking areas that disrupt the streetscape, and front-loaded garages that project from the house facades toward the street, resulting in a "garagescape" appearance.

Mixed-Use Walkable Places



Not pedestrian-friendly: East Commerce Street

East Commerce Street features commercial uses in a linear form often referred to as "strip commercial." Although sidewalks exist, the lack of street trees, deep building setbacks, and numerous driveways discourage walkability.



Pedestrian-friendly: Model town center

This newly-developed town center features many of the same uses that can be found on East Commerce Street, but in a more compact and pedestrian-friendly form with streetscapes that encourage walking and even lingering.

Every new increment of development either reinforces or dilutes community character.

Residential Streets



Residential street that is not pedestrian friendly

This street in Hernando could be greatly enhanced with street trees. Good street trees are deciduous because they provide a canopy for shade during warmer months and lose their leaves in the winter to when sunshine is needed.



Residential street that is very pedestrian friendly

This street is walkable because it features sidewalks and street trees. There are very few interruptions to the streetscape caused by driveways, and the planting strips between the curb and sidewalk are wide enough for trees.

THE PLAN: COMMUNITY DESIGN

HERNANDO'S PLANNED DEVELOPMENTS

The following approved developments should impact Hernando's community design in a positive manner:

- **Madison Lakes:** Located on the southeast quadrant of the intersection of Green T. and McIngvale Roads, this development will yield 1,061 residential units, 870,016 square feet of retail and 90,052 square feet of offices.
- **Weatherby West:** Located off of West Commerce Street, this development will feature 151 residential lots and two commercial lots fronting onto West Commerce Street to function as an entrance to the development.
- **Short Fork:** Located just southeast of the city, this conservation development will yield 609 houses on 951 acres.
- **Hernando West:** See information below on this approved project, which is still yet to be developed.

Hernando West: This development occupies 1,139 acres bound by Pine Tree Loop (north), West Commerce Street (south), and Robertson Road (east). It would yield: 3,986 residential units; 264,000 square feet of mixed uses within two town/village centers; and 417 acres of public area, stream corridor, preserve area and buffers. Based on its design, varied housing types, public spaces, mix of uses, and walkability, it can be a model for future development. *The City should work with the developer to help this project come to fruition.*



REGION NO.	LAND USE ZONE	SIZE ACRES	DENSITY MAXIMUM DWELLING UNITS/ACRE	COMMERCIAL MAXIMUM SQUARE FEET
1	TOWN/VILLAGE CENTER MAIN STREET	8.3	12.0	148,000
	URBAN NEIGHBORHOOD	26.2	4.5	
2	URBAN NEIGHBORHOOD	141.3	4.5	
3	URBAN NEIGHBORHOOD	147.5	4.5	
4	RURAL NEIGHBORHOOD	56.0	3.5	
	URBAN NEIGHBORHOOD	20.7	5.0	
	COURTYARD NEIGHBORHOOD	128.0	9.0	
5	TOWN/VILLAGE CENTER	1.0	15.0	116,000
6	RURAL NEIGHBORHOOD	193.1	4.0	
	PUBLIC AREA	6.4		
	STREAM CORRIDOR	73.5		
	UPLAND PRESERVE	320.3		
	UPLAND BUFFER	16.9		
TOTAL		1139	3.5 AVE.	264,000
	MAXIMUM NUMBER OF DWELLING UNITS		3986 UNITS	

HISTORIC NESBIT

With the exception of the Courthouse Square, the tiny hamlet of Nesbit is Hernando's most unique and iconic place. Located in the northwest part of the city at the rail line, it features several small historic buildings needing rehabilitation. While plans are now underway by property owners for individual properties, the Concept Plan below provides a future vision for new compatible infill development, related parking, and public space. *It is recommended that the City: 1) Explore National Register designation for the area to leverage state and federal investment tax credit benefits; 2) Explore local historic district designation if there is sufficient property owner support; and 3) Provide any needed infrastructure improvements to the area that might stimulate revitalization.*



THE PLAN: PUBLIC SPACE & RECREATION

ASSESSING CURRENT RESOURCES

Page 15 of this plan summarizes and maps Hernando’s existing parks as part of the Community Facilities map. Existing parks include the following:

- Gale Center (community center): 2601 Elm St.
- Addie Baldwin Park (basketball courts): 330 Hill St.
- Bouchillon Park (passive open space): 1 Green T. Blvd.
- Church Park (activity pad, tennis courts, restrooms): 60 W. Center St.
- Conger Park (pavilion, restrooms, tennis courts, trail): 135 W. Oak Grove Rd.
- Lee’s Summit (pavilion, pond, walking trail): 1270 Montieith Ave.
- Milton Kuykendall Park (track): 161 E. South St.
- Parkway Cove Park (children’s playground): E. Parkway & Riley St.
- Renasant Park (skate park, dog park): 3335 Hwy. 51 South

There are currently 115 acres of developed park land in Hernando. In addition to public parks and their various recreational facilities, there are other recreational facilities at schools, places of worship, and other places in Hernando. Recreational facilities include playing fields, playing courts, tracks, and similar facilities. The sidebar at far right summarizes the metrics created by the National Recreation & Parks Association (NRPA). At near right is a list of parks and recreational facilities in Hernando compared to the median number nationwide based upon surveys by the NRPA. This information is from the “Feasibility Study and Business Plan for Recreational Facilities and Sports Tournaments” recently prepared for the City by Neel-Schaffer.



As with the standards used by the NRPA in earlier years, their figures at right are only provided as a general frame of reference and should not be considered to be specific “standards” for Hernando.

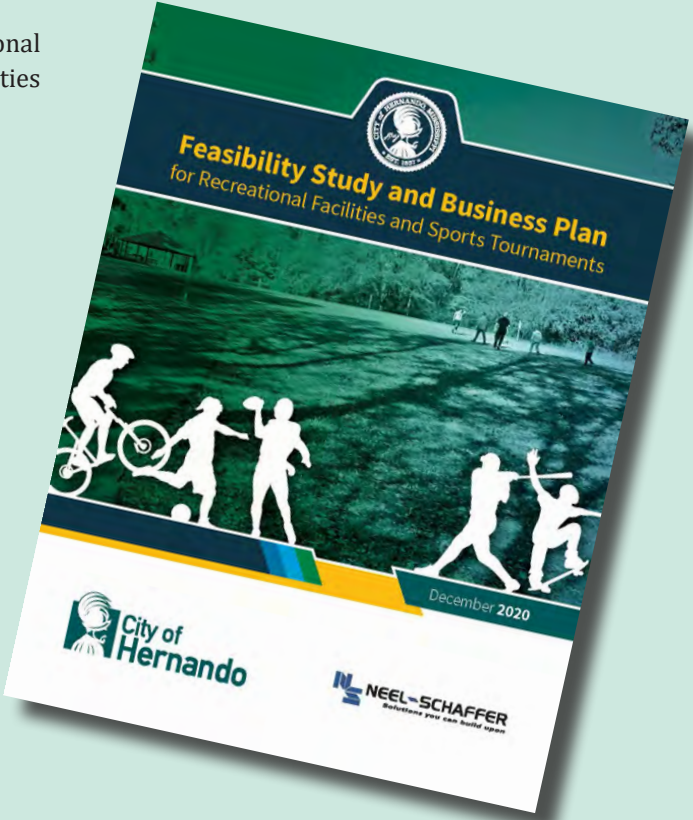
Comparison of National Statistics vs Hernando

Below is a comparison of Hernando’s parks and recreational facilities with the national median number for communities of 20,000 people and less.

Park Lands

Below are comparisons of Hernando’s current park lands with national averages per the National Recreation and Parks Association (NRPA):

- Hernando currently has approximately 115 acres of developed park land.
- NRPA suggests an average of 10.1 acres of park land per 1,000 people.
- Hernando’s current population is approximately 17,000.
- Based on the figures above, a reasonable amount of park land for Hernando would be roughly 171.7 acres.
- Hernando’s 115 acres of existing park land compared to the 171.7 acres of potential demand results in the need for an additional approximately 57 acres of park land.



Recreational Facilities

Facility	Supply	Demand	Additional Need
Baseball/Softball Fields	10	6 - 11	1 or less
Outdoor Basketball Courts	2	3 - 5	1 - 3
Soccer Fields	15	4 - 8	0
Tennis Courts	4	6 - 11	2 - 7
Walking/Jogging Track/Trails (miles)	2.04	5 - 9	2.96 - 6.96
Community Centers	1	1	0
Spray Parks	0	1	1
Playgrounds	5	15 - 27	10 - 22
Dog Parks	1	1	0
Skate Parks	1	1	0

NRPA Metrics

Until recent years, the National Recreation & Parks Association (NRPA) maintained a set of “standards” for communities to provide parks and recreational facilities based upon their community’s population. However, the NRPA recently abandoned such standards, as explained below in a 2019 article posted on their website:

“There is not a single set of standards for parks and recreation that could possibly encompass the uniqueness found in every community across the country. Communities vary greatly by size, needs and desires; so too should their park and recreation agencies’ offerings.”

Consequently, the NRPA has since steered away from standards and now speaks in terms of “metrics.”



THE PLAN: PUBLIC SPACE & RECREATION

RECOMMENDATIONS

As noted on the previous page, Neel-Schaffer recently prepared a draft study for the City entitled "Feasibility Study and Business Plan for Recreational Facilities and Sports Tournaments." This plan has many of the features of a conventional parks and recreation master plan. *Because such a close look was taken at this topic so recently, this Comprehensive Plan integrates that document's recommendations for this plan section on parks and recreation.* Those recommendations include the following park/facility-specific improvements:

Existing Parks & Facilities Improvements

Civic Center (includes an equestrian center)

- Implement ADA compliance in playground and parking areas
- Improve drainage and water runoff in certain fields
- Improve safety/security/trespassing in hockey pavilion
- Add additional parking, including parking for horse trailers/RV for horse facility
- Improve pest control
- Renovate restroom facilities
- Relocate bleachers closer to fields
- Add protection nets for fans and around the playground area
- Improve maintenance and upkeep of fields
- Increase play areas for a more diverse age group of children
- Renovate fencing areas
- Designate softball fields and baseball fields
- Update scoreboard
- Add new lighting
- Renovate concessions area
- Add permanent restrooms
- Renovate road access to the horse arena
- Update signage and pavilions
- Repair bleachers
- Add additional shade areas
- Repair and complete barrier wire on the road entry into the ball field
- Add batting cages

Conger Park

- Renovate asphalt track which is a safety hazard
- Improve maintenance
- Upgrade restroom facilities including sink areas
- Add safety enclosure to the toddler area
- Update walking trails

Hernando Soccer Complex

- Add security lighting

- Add additional shade for participants
- Add lighting to all 9 fields
- Create parking lot barriers (bollards or fencing)
- Renovate unsecured and unmarked crossing areas which require passing through parking lots from fields
- Upgrade parking area including surface and signage
- Implement ADA accessibility
- Add bike parking
- Improve capacity to host tournaments
- Improve maintenance
- Correct drainage areas to eliminate standing water
- Improve seating areas
- Add additional scoreboards
- Improve signage

Milton Kuykendall Park

- Implement ADA compliance for access from the parking lot to open green space
- Correct drainage areas and improve landscaping
- Renovate restrooms and benches
- Update lighting system

Renasant Dog/Skate Park

- Implement ADA compliance in parking (reserved concrete spaces but only gravel access to the area)
- Add security lighting
- Add additional seating
- Increase number of drinking fountains
- Construct permanent restrooms

New Sports Complex

In addition to improvements to existing parks/facilities, the recent study recommends development of a Sports Complex in a centralized location to meet the needs of Hernando residents and to attract out-of-town visitors.

Funding

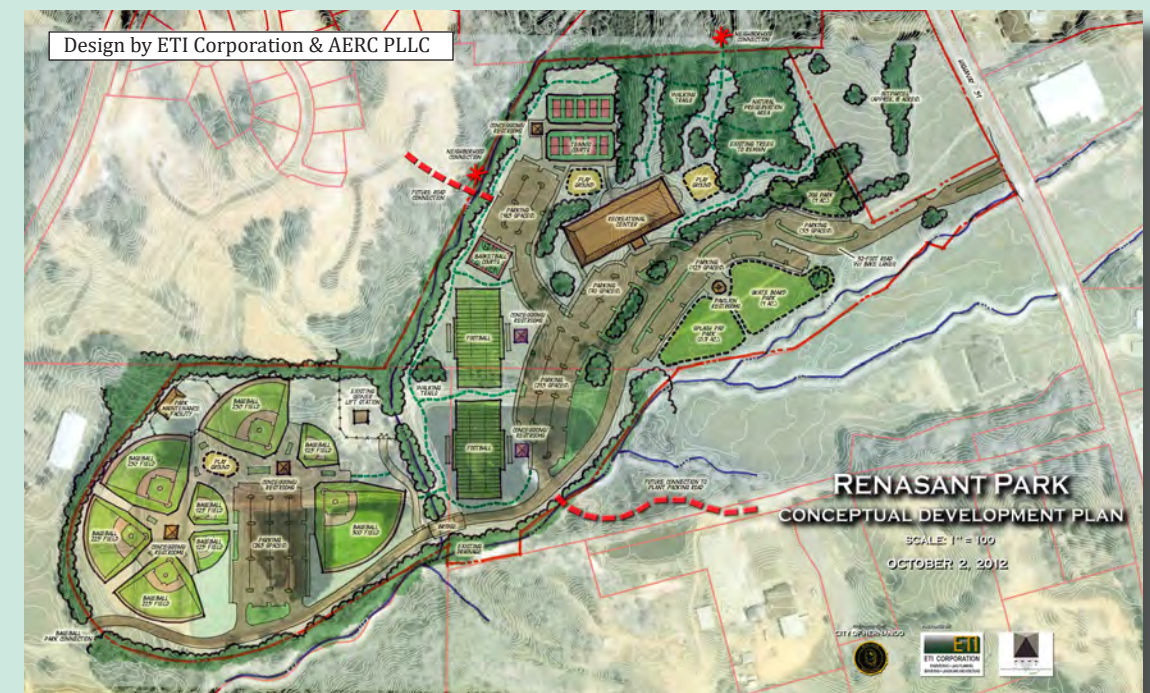
In 2014, the City sponsored a referendum of citizens to vote on a two cents lodging and dining sales tax referred to as "Pennies for Parks." Following Southaven's lead doing the same in 2011, the effort failed in Hernando. *It is recommended that this idea for park funding via a new sales tax be pursued again at some point in the future, but with a very strategic approach and public relations campaign.* The recent completion of the City's parks and recreation study should add strength to this effort.

Renasant Park

This park is located on the west side of Hwy. 51 South and adjoins the Civic Center and Equestrian Center to the immediate west. At present, the only improvements to Renasant Park beyond the access road are a skate park and dog park. However, in 2012 the City commissioned a master plan for this park (right). In addition to the completed skate and dog park components, the key proposed features include:

- | | |
|---------------------------------|--|
| • Tennis courts (8) | • Youth baseball & softball practice fields |
| • Pavilion seating | • Adult softball fields (on Civic Center site) |
| • Splash park | • Youth football practice fields |
| • Indoor basketball courts (2) | • Concession areas |
| • Olympic-size swimming pool | • Parking |
| • Soccer complex | |
| • Nine-hole frisbee golf course | |

It is recommended that the completion of this plan's implementation be pursued by the City over time as funding allows.



THE PLAN: NATURAL & CULTURAL RESOURCES

NATURAL RESOURCES OVERVIEW

Pages 5-8 of this plan summarize Hernando's natural features, including maps for the following existing conditions:

- Topography
- Soils
- Water resources
- Forested areas

Development of steep slopes should generally be avoided because of erosion, sedimentation, and related environmental impacts. However, the greatest concentration of steep slopes in Hernando are in the south central part of the community, and much of this area is already developed. The majority of Hernando's floodplains and wetlands are located in the northern half of town along Hurricane Creek and in the southwest corner associated with Arkabutla Lake. Forested areas are relatively randomly located throughout Hernando, but sometimes associated with streams and wetlands.

RECOMMENDATIONS

The following key recommendations are offered to protect and enhance Hernando's natural resources:

Require Street Trees for New Subdivisions

The benefits of trees are environmental, aesthetic, and economic with respect to property values. Fortunately, the City adopted an excellent tree preservation ordinance in 2019. To compliment these tree preservation policies, new trees should also be required for new subdivisions, as also noted on page 47 of this plan's Community Design section. Specific standards to consider include the following:

- *Spacing* - Minimum tree spacing should be roughly 30 ft. on center
- *Planting Location* - Trees should be planted between the street edge or curb and the sidewalk, but an alternative could be on the outside of the sidewalk (house side) if right-of-way (ROW) width constraints exist
- *Tree Species* - The selected species should be based upon an approved Street Trees List, and they should be deciduous trees forming a canopy for shade during the warm months

Reduce Paving for New Development

Paving associated with new development consists primarily of streets and parking areas. Paving such as asphalt and concrete should only occur where vehicles are intended to drive and park or where people are intended to walk. Reductions in paving helps to save initial development costs, ongoing maintenance costs, and the amount of stormwater run-off. Because less paving can often mean more landscaping on a site, there are environmental and aesthetic benefits as well. Hernando's development regulations should explicitly state that any unnecessary paving for all of these reasons.

Encourage Green Infrastructure

According to the 2010 publication "The Value of Green Infrastructure" by the Center for Neighborhood

Technology, "Green infrastructure (GI) is a network of decentralized stormwater management practices, such as green roofs, trees, rain gardens and permeable pavement, that can capture and infiltrate rain where it falls, thus reducing stormwater runoff and improving the health of surrounding waterways" (pg. 1). This approach is the opposite of moving stormwater through a series of culverts, pipes, and other "hard infrastructure." The environmental and fiscal benefits are too numerous to explain here, but this approach is undoubtedly worth research and consideration by the City of Hernando.

Improve Stormwater Management Standards & Practices

Hernando was designated as a Municipal Separate Storm Sewer System (MS4) community by the Mississippi Department of Environmental Quality in 2003. The City has adopted a stormwater pollution plan that sets guidelines for the detection of illicit discharges. Removal of these pollutants provides a cleaner environment for the City. That plan is updated annually to ensure that all sources of pollution in the City are identified and addressed. The City provides annual training for employees, developers, and contractors to recognize illicit discharges. It also provides community outreach that includes presentations to civic groups and participation in nationally recognized green programs such as Household Hazardous Waste Day, Stormwater Awareness Week, and Earth Day. The City also promotes and encourages Green Development and Low Impact Development (LID) practices, which naturally remove contaminants before they enter the City's stormwater sewer system.

This example of a bioswale is located on the 28th & 31st Avenues Connector in Nashville, Tennessee. It combines the features of a bioswale with conventional stormwater drainage. The bioswale features include openings in the curbing for stormwater access, a natural ground covering to retain water, and plants intended for wet environments and capable of water absorption.



Photo Source: Local Governments for Sustainability

Benefits of Natural Floodplains

The Federal Emergency Management Administration (FEMA) cites the following benefits of floodplains:

Natural floodplains provide flood risk reduction benefits by slowing runoff and storing flood water. They also provide other benefits of considerable economic, social, and environmental value that are often overlooked when local land-use decisions are made.

Floodplains frequently contain wetlands and other important ecological areas which directly affect the quality of the local environment. Some of the benefits of floodplains to a functioning natural system include:

- Fish and wildlife habitat protection
- Natural flood and erosion control
- Surface water quality maintenance
- Groundwater recharge
- Biological productivity
- Higher quality recreational opportunities (fishing, bird watching, boating, etc.)

THE PLAN: NATURAL & CULTURAL RESOURCES

Projects Eligible for Certified Local Government (CLG) Funding

The City of Hernando has been designated a CLG community by the Mississippi Department of Archives and History (MDAH) because it has a comprehensive historic preservation program, including local historic zoning. As such, CLGs receive special technical assistance, training and grant funding from MDAH, including:

- Programs to heighten local preservation awareness
- Assistance with drafting preservation ordinances
- Training workshops for the preservation commission
- Assistance in establishing local historic districts
- Conducting historic sites surveys
- Preparing National Register nominations
- Preparing design review guidelines for historic districts

Of those project types listed above, the most relevant to Hernando at present is the preparation of historic district design guidelines, which can be funded through a CLG grant from MDAH.

CULTURAL RESOURCES OVERVIEW

Page 19 of this plan summarizes Hernando's cultural resources with respect to the City's existing historic zoning program. It also features a map of the five locally-designated historic districts, which include:

- *Commerce Street District:* Primarily residential, it straddles West Commerce Street
- *Courthouse Square District:* This downtown district is anchored by the County Courthouse
- *Elm Street District:* This residential district is northwest of the Courthouse Square
- *Northside District:* This residential district is northeast of the Courthouse Square
- *Southside/Magnolia District:* This residential district is southeast of the Courthouse Square

These local historic districts are also National Register (NR) districts. The local districts have protections through a City historic preservation ordinance that allows for design review administered by the City's Preservation Commission. While NR designation brings little in the way of protections, it does make it easier for property owners in the districts to take advantage of the federal and state investment tax credits for qualified historic building rehabilitation projects.

RECOMMENDATIONS

The following key recommendations are offered to protect and enhance Hernando's cultural resources:

Revise the Existing Preservation Ordinance and Design Standards.

The City's existing historic district guidelines are part of the historic preservation ordinance, so they are written in a legal manner without graphics or much detail. It is likely that a project aimed solely at improving the existing standards would result in numerous revisions. In the meantime, the following revisions are recommended based upon a general review of the standards:

1. Base Bulk Standards on Historic Development Patterns

"Bulk standards" refer to the most basic urban design standards such as building setbacks and heights. Those design considerations are typically controlled by the underlying base zoning. Because the bulk standards for the base zoning in Hernando's historic districts is often inconsistent with the historic development patterns, they should not be applied for design review purposes. Instead, it is recommended that provisions be adopted in the City's historic preservation ordinance to indicate that the historic district standards shall supersede the underlying base zoning for all design-related issues.

2. Reference Federal Preservation Standards

Hernando's existing design standards are wisely based upon the Secretary of the Interior's Standards and Guidelines for Rehabilitation. To simply be clear, those federal standards should be specifically referenced in the guidelines since doing so would strengthen their legal standing.

3. Do Not Regulate Paint Colors

Paint colors are one of the few subjective issues related to design review and it is reversible, which is always a key factor for preservation issues. It is important to recognize the difference between paint colors and the painting of previously unpainted surfaces, which is an architectural conserva-

tion issue. The regulation of paint colors often undermines public support for existing historic districts and can make the future designation of new historic districts difficult.

4. Adopt Stand-Alone Design Guidelines

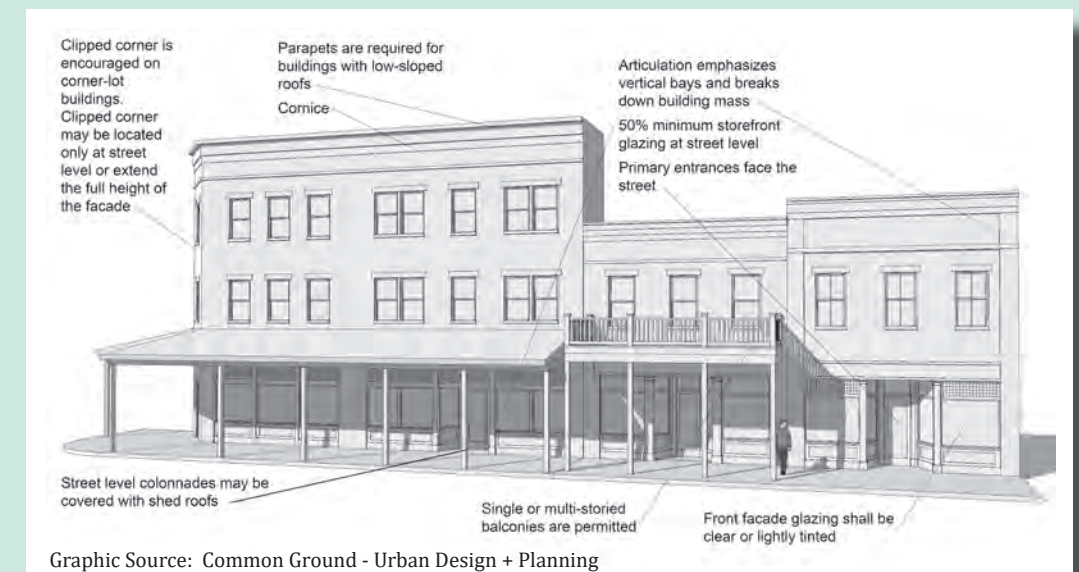
The current standards are part of the City's historic preservation ordinance and they are somewhat general and lack illustrations. It is recommended that a more comprehensive, detailed and illustrated set of design guidelines be prepared. Such guidelines would make the design review process much easier and effective for COA applicants, City staff, and the Preservation Commission. To avoid inconsistencies between the preservation ordinance and the new design guidelines, it will be important to eliminate the standards that are now part of the preservation ordinance. As indicated in the sidebar at far left of this page, this project to develop stand-alone guidelines would be an excellent candidate for a CLG grant through the Mississippi Department of Archives and History (MDAH).

Explore Historic Designation for Nesbit's historic Village Center.

As recommended previously on page 48, the City should: 1) Pursue National Register designation to leverage state and federal investment tax credits for building rehabilitations; and 2) Explore local historic district designation if there is sufficient property owner interest.

Remain Aware of Key Historic Landmarks that Lack Historic Zoning Protections.

Two examples include the Von Theater on West Center Street and the cotton gin near the corner of West and Park Streets. Fortunately, these two properties are owned by a preservation-minded citizen.



This example graphic from another community's historic district guidelines illustrates how new mixed-use buildings can be compatible with a historic downtown. Given this plan's recommendation to expand Downtown Hernando's footprint, such design standards will be important to ensure that new development is in keeping with the current context of Downtown.

THE PLAN: HOUSING

Recommendations are provided for housing development and for maintaining high standards for the quality of housing in Hernando as an important element of this Comprehensive Plan. While a housing market analysis was not conducted as part of this plan for Hernando, there are several key strategies recommended that respond to the community's priorities and the need to support Downtown revitalization. Among the priorities identified by the community are the need for diversification of Hernando's housing mix to accommodate the local workforce, as well as a strong desire to maintain the high quality of housing and the small town character of the community.

DEVELOPMENT

Several recommendations in this plan relate to housing development or to the development process in Hernando. Again, these recommendations are tied to community priorities and existing conditions or challenges in the provision of housing in the community.

Retain a low-density character for some areas of Hernando.

There is a desire by many in the community to maintain the relatively low-density single-family character for much of Hernando as an aspect of the city's traditional lifestyle. This objective can best be achieved through the "Rural Community" and "Suburban Neighborhood" Place Types proposed earlier in this plan. The City might also consider adopting an Open Space Development (OSD) zoning designation that would be an optional "floating zone" if the subject site meets certain criteria, including a minimum site size, such as 10 acres. This type of zone would require a minimum of 50% or more open space for the site while allowing the land owner to achieve the overall permitted density of the underlying base zoning through the clustering of smaller lots.

Encourage the build-out of the approved Hernando West development.

Hernando West is a long-approved, mixed-use, traditional neighborhood development (TND) which promises to offer a somewhat diverse housing mix. Hernando West's realization would also gradually provide a large household base on the west side of the city that would become an important source of market support for Downtown Hernando so long as it is not overly developed with destination commercial uses. The City has already assisted the development so far through approvals and by accessing state infrastructure grant funding.

Enable more mixed-use development to include housing.

It is recommended that the City consider enabling mixed-use districts for development at key nodes so that the city accesses market opportunities, strengthens its fiscal returns, and directs higher-density development to confined nodes apart from the city's low-density zones. One such area is around the intersection of I-69 and McIngvale Road where "Suburban Center" and "Village Center" Place Types

are proposed in this plan. Both of those Place Types would allow residential development to be mixed with other uses, including retail, dining, offices and institutional uses.

Encourage Downtown area infill housing.

Higher-density housing should also be allowed and encouraged in and around Downtown Hernando as one approach to strengthening the market for retail businesses and restaurants in the Downtown area. A strong Downtown, as noted elsewhere in this plan, is the hallmark of a successful local economy and strengthens the high quality of life for Hernando residents. By allowing infill housing around Downtown, the City can create more opportunities to accommodate the City's and County's workers who are otherwise less able to afford to live in Hernando. One approach to leveraging such development, while also restricting housing to essential workers, is for the City and County governments to provide lease or mortgage guarantees linked to their own employees. When government can guarantee a certain number of tenants or buyers, then developers can more easily access financing for a specific project. Thus, guarantees can provide a "win-win" for both the developer (who receives private financing) and the local government (which gets housing built for its employees and essential workers). Moreover, if local government participates, either through use of land or guarantees (or both), it can also provide more oversight on the design and development of the project.

Encourage the development of smaller housing units.

While a housing market analysis was not conducted to confirm this, it is likely that Hernando could see increasing demand for housing to accommodate empty nes-

ters, first-time buyers, and retirees who may not require grand houses on large, single-family lots. Such households may be better accommodated in smaller, "maintenance-free" housing and cluster homes that meet their needs. There may also be a need for condominium or rental housing units for Hernando's existing singles, retirees, or others in a well-managed environment. If there is demand for housing generated by these various segments, such demand should be accommodated within the restricted areas as designated above, such as within mixed-use zoning districts or Downtown.

MAINTAINING QUALITY

There are also recommendations provided here to ensure that the City maintains the quality of housing that is constructed within Hernando, which is a key priority for Hernando's residents and property owners.

Target higher-density housing to designated zones with design standards.

As noted previously, development of higher-density housing and other uses should be restricted to mixed-use zones or Downtown. Design standards should be established within these zones to help ensure that developers create and maintain higher-quality housing and mixed-use product. Design standards will also serve to ensure a higher base cost for development, which will (for better or worse) result in higher income thresholds for occupants.

Implement a "carrot and stick" approach to rental housing maintenance.

A series of policy initiatives are recommended to encourage property owners to retain high maintenance standards for rental units provided in single-family homes, as well as for multi-family or mixed-use properties. It is strongly recommended that the City implement tracking and regulatory mechanisms to regulate housing conditions. Among the most effective of these is a requirement for obtaining a fee-based business license to operate a rental property. The City should require that such business licenses be renewed on an annual basis, contingent on properties meeting certain inspection and maintenance requirements. As an input to the business license, the City can require (contingent on legal approval) an occupancy certificate based on an inspection program. Such programs can be funded in part through the licensing fees, as well as fines and forfeitures related to penalties.

To counter the negative impacts of a strong rental regulatory program and fee structure, the City can create incentives including "fast-track" permitting, as well as by providing technical assistance or creating a buyers' club or cooperative to reduce the costs for maintenance or renovation of rental properties, many of which are currently provided in single-family homes. The City might also consider working with banks to initiate a revolving loan program that can help landlords access low-interest loans for property improvements (which will be more effective when interest rates return to "normal" levels).



Ivy, a new infill development of relatively small single-family houses near Downtown, meets this plan's recommended housing objectives of both Downtown area infill housing and smaller housing units.

THE PLAN: ECONOMICS

Several recommendations are provided to help guide economic development in Hernando as part of the broader planning effort. These recommendations relate both to development and business recruitment in the city, outside of the Downtown area, which is the focus of a separate section of this plan.

DEVELOPMENT

Recommendations are provided below for development in the city outside of the Downtown area. These recommendations are meant to help the city capture opportunities for expansion and economic development. A Retail Market Analysis (see Appendix B) provides guidance on the specific types of retail/commercial development for which there is support within the city's corridors.

Establish mixed-use districts.

The City should establish mixed-use districts with amenities, such as parks and recreation centers, at key nodes. As noted on the previous page in the Housing section, mixed-use areas are recommended around the intersection of I-69 and McIngvale Road, where there may be opportunities for mixed-use development and housing that meets the city's diverse needs, as expressed by stakeholders. Office, retail, recreation, and housing should be integrated where possible, and such opportunities for mixed-use are best suited to designated districts. The integration of different uses within a master-planned environment can help reduce commutation and traffic congestion, while also encouraging more efficient use of land and resources. The approved, but yet to be developed Hernando West development, is an example of this type of mixed-use development.

Accommodate large distribution and operation uses.

As part of a balanced land use strategy, Hernando can accommodate large distribution uses like AWG or operations like Google along certain corridors (such as I-69), while still pursuing a balanced land use policy. Over time, the city is likely to see increasing interest in such large-box employment uses, as DeSoto County's distribution hub pushes further south. It will be important to accommodate such uses, but given the resources they require (large blocks of land and parking, infrastructure, etc.), with somewhat limited returns in terms of the employment base on a per-square foot basis, the City should remain vigilant that such uses be concentrated within the highway corridors and not predominate as an overall land use. Meanwhile, older industrial areas like the Hernando Industrial Park should be well-defined and upgraded so as not to degrade over time. Finally for all industrial and warehousing uses that are located along highly-visible corridors, such as the interstates, it will be critical that dense, year-round vegetative screening be planted so that Hernando does not take on the image of merely a utilitarian place.

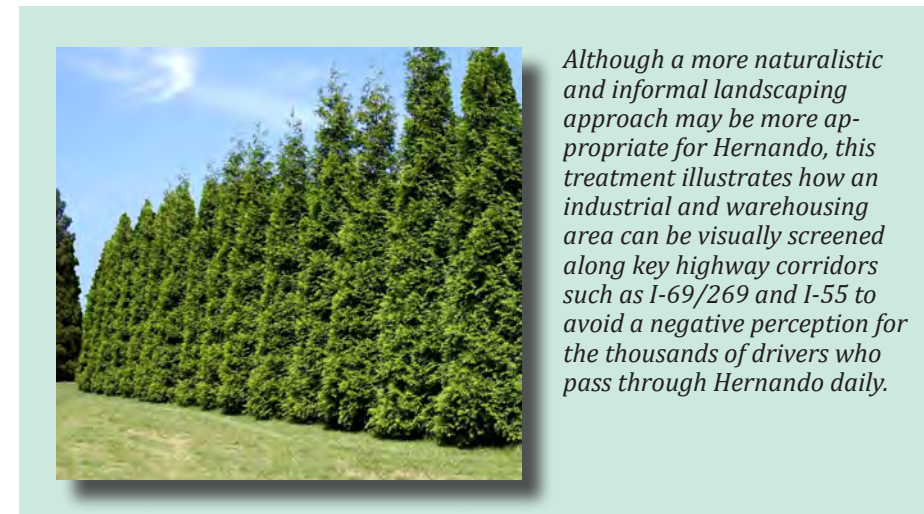
Ensure that Planning Commission members fully understand City policies.

There is reportedly a tendency for Commission hearings to get sidetracked by

discussions about design standards and building format. Efforts should be made to ensure that Planning Commission members and other decision-makers are aware of their responsibilities within the parameters of adopted development regulations and the approval processes.

Facilitate the restoration of Nesbit.

Nesbit offers opportunities as an historic commercial node in the northern part of what is now Hernando. The City should facilitate restoration and development of Nesbit's commercial node by working with property owners and "packaging" the area as an investment opportunity. The City's facilitation efforts can include encouraging property owners to form a consortium and developing an RFP process to recruit a master developer who will plan, rehabilitate, develop, and tenant the node. See [page 48](#) of this plan for a concept plan for the area.



MARKETING & BUSINESS RECRUITMENT

A key objective in marketing for Hernando should be the creation of "high-quality, mixed-use" environments to support housing and business development.

Enable or recruit professional business uses.

While a target industrial assessment was not conducted for Hernando as part of this planning project, a review of existing economic conditions found a gap in the city's business base relating to primary medical, health and professional office uses. There may be a growing opportunity for primary health care facilities as the southern portions of the county grow and draw from areas further to the south. There is a base of health care and professional workers who live in Hernando, but who work elsewhere. Creating opportunities for these residents to live and work in Hernando will help reduce their commute and enhance their quality of life.

Access corridor retail potentials.

This plan's Retail Market Analysis identified the gradual potential for home center uses (e.g., Home Depot, Lowes, etc.), but not enough yet to support the typical floorplate of such stores. Over time, however, the city will have sufficient demand to support such stores and capture sales from a relatively broad trade area. There is the need to examine opportunities for anchored, mixed-use sites with interstate exposure and access that can be reserved for such uses in the future. There are also more immediate potentials for the development of furniture, health/personal care, and auto supply businesses along the city's highway corridors. Examining sites for such uses to be accommodated is recommended.

Enable restoration of the Nesbit node.

From a business development perspective, the City should enable the rehabilitation of the historic Nesbit node, as mentioned above and elsewhere in this plan. There is demand specifically for restaurants and personal services businesses that could be accommodated within this node with development leveraged or facilitated, as outlined above. Where the City is engaged in facilitation, it should help ensure that development of the area does not create direct competition to existing or potential businesses in Downtown Hernando.

Consider the creation of a new economic development position.

The City should consider the creation of a local Economic Development administrator or director. The County currently provides proactive marketing and development of tourism. The Main Street Chamber of Commerce is currently geared to marketing the Downtown area specifically, as well as the broader community, but its staffing is stretched thin. The DeSoto County Economic Development Council is oriented primarily to large-scale industrial development countywide. It is recommended that the staffing resources of the Chamber be expanded by one key employee. The likely structure might be an Executive Director who is responsible for citywide economic development, marketing, and overall management of the organization. Another staffer focus specifically on Downtown and function as the Main Street Manager.

THE PLAN: DOWNTOWN

OVERVIEW

This is the only section of this comprehensive plan that focuses on one particular place. The reason is that, based upon this project's community engagement process, the Downtown area is extremely important to Hernando's citizens. Anchored by the Courthouse Square, the physical form, character and rich mix of uses make it extremely unique. It is noteworthy that some of the recommendations in this plan section are repeated from earlier plan sections, such as issues tied to economic development and historic district design guidelines, which reflects the complexities of any downtown that require a multi-disciplinary perspective for planning purposes.



Main Street Four Point Approach

The National Trust for Historic Preservation's Main Street America program has been in the downtown revitalization business since the 1970s. Grounded in historic preservation, hundreds of local Main Street programs across the country have had great success with revitalization efforts. In fact, Hernando has such a program via the Hernando Main Street Chamber of Commerce. All Main Street programs follow the same "four point approach" to revitalization, which includes the following points:

- *Organization* - board, committees, staffing, volunteers, etc.
- *Design* - buildings, streetscapes, public spaces, parking, etc.
- *Economic Vitality* - business development, incentives, etc.
- *Promotion* - marketing, special events, social media, etc.

Because the four points are an effective framework for downtown planning, this plan section is organized accordingly.

ORGANIZATION

As with many Main Street programs in North Mississippi, Hernando's program is combined with the citywide Chamber of Commerce. It has a board of directors, two full-time staff (during non-pandemic times), and a roughly \$200,000 annual budget. The Main Street Chamber of Commerce is a 501(c)6 non-profit, and a separate 501(c)3 "Hernando Main Street, Inc." was recently established to be able to secure donations. Based upon the current operations, the following recommendations are offered:



Increase the organization's focus on the Downtown area to function more as a conventional Main Street Program. That would include a work plan based upon the Main Street "Four Point" approach (see bullet points at left for these points).

Establish a system of working committees. There should be one committee for each of the "Four Points," and ad hoc committees may be required periodically to address specific issues.

Pursue a broader range of participants in the program. At present, Board of Directors members serve three-year terms and can serve two consecutive terms. There needs to be a greater level of turn-over to involve more people, and Board members must also be actively engaged as "worker bees" to supplement the limited staffing. Members who leave the Board can continue to serve on various committees and should be encouraged to do so.

Better leverage the resources of the State Main Street Program. In addition to the staff, Board members should also attend the various workshops and conferences of the Mississippi Main Street Association to make the Board more knowledgeable and effective.

Engage in all four of the Main Street "Four Points" in a balanced manner. While there will be times when one or more of the points will need to be prioritized over the others to meet the current circumstances, there should be some level of balance over the course of the years.

"Vibrant, attractive, user-friendly downtowns don't just happen. They are the product of vision, dedicated leadership, effective partnerships and.... good planning. The result is a roadmap that can help communities get the kind of downtown that everyone needs and wants - and deserves."

Richard Moe - Former President of National Trust for Historic Preservation 2009

"In most American cities, you can sense almost instantly and instinctively whether it is living or dying by its downtown."

The Tennessean - 2005

"After decades of marginally effective single-solution approaches... downtown is now viewed as a multi-faceted organism of economic, physical and social elements that must be addressed in a holistic manner. In short, planning, development, and management must be integrated into a seamless process."

Doug Loescher - Director National Trust Main Street Center - 2009

Why Downtown is Important

There are many reasons why Downtown Hernando is so important to the overall community, including the following:

Downtown is where much of Hernando's history occurred.

When Hernando was established in 1836, it began where Downtown Hernando now stands. While significant history happened throughout the area that constitutes today's Hernando, much of it occurred in Downtown Hernando.

Downtown is the institutional and cultural center of town.

Downtown is the location of City Hall, the County Courthouse, the library, and various institutional offices and facilities. It is clearly the civic heart of Hernando.

Downtown is owned by everyone.

While most areas of Hernando outside of the Downtown are only the focus of people living or working in those areas, there is a community-wide shared sense of ownership for Downtown.

Downtown has the "Smartest Growth" in Hernando.

"Smart Growth" is a nation-wide community planning philosophy that encourages environmental, economic, fiscal and social sustainability. It recognizes that downtown area growth translates to less peripheral growth encroaching on outlying rural and natural areas, leverages existing urban infrastructure, and accommodates a mixed-use walkable environment that minimizes automobile trips.

Downtown defines your sense of place.

In light of the generic franchise architecture found in most suburban commercial corridors referred to as "strip commercial development," Downtown Hernando offers a rare sense of place that convey's Hernando's unique character.

Downtown is your postcard location.

Rarely would a Hernando resident entertain out-of-town guests without taking them to Downtown.

THE PLAN: DOWNTOWN

Design-Related Policies

The following City policy changes are recommended for the Downtown area:

Enforce on-street parking time limits. The Square's business owners and Main Street Chamber should lead on this issue to avoid employees parking on-street.

Revise on-site parking requirements. The current C-3 zoning requires on-site parking as in suburban environments, but should be waived altogether for the Square.

Create a zoning classification for the Square and apply it to a broader area than the current C-3 area. Problems with the C-3 zoning include:

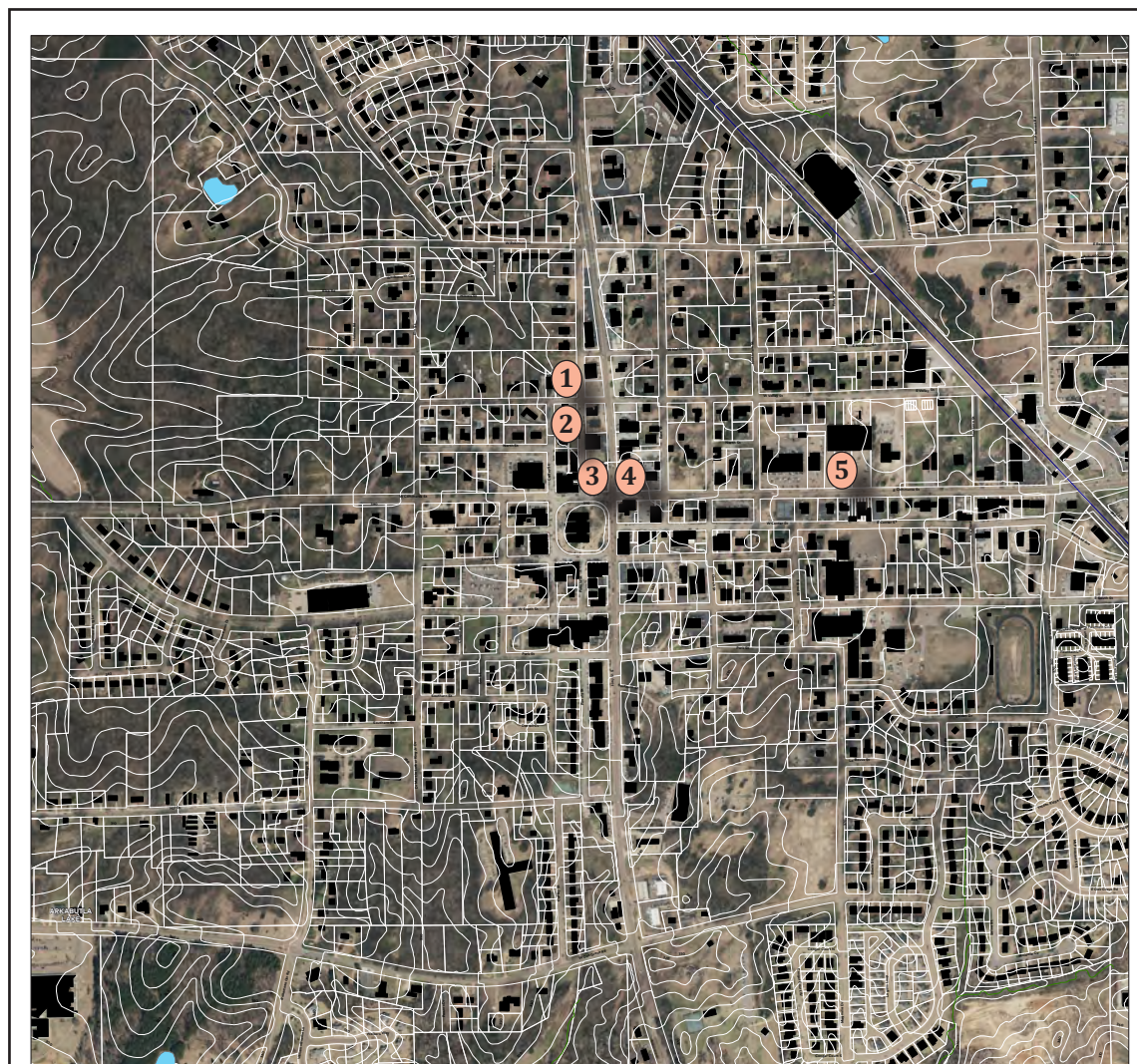
- It allows bus terminals, various agricultural uses, car dealerships, and filling stations
- It prohibits housing (except ADUs) and food trucks, and bars are a conditional use

Existing fire codes need revisiting on how they are interpreted. For both rehab and new construction, sprinkling is typically required, which precludes many building rehabilitation and new infill development projects.

DESIGN

The "Design" point of the Main Street Four Point Approach encompasses a wide range of issues, including buildings, streets and streetscapes, public spaces, parking, and policies tied to design issues. As already recommended on [page 52](#) of this plan, revisions should be made to the existing historic preservation ordinance, including making its design standards a separate detailed and illustrated document.

It is important that the Downtown area footprint be expanded so that there is more product to meet the market demand. The map below identifies four key sites with strong potential for redevelopment, and concept plans are provided for each on this and the following page. Although Site #4 may be outside of the area traditionally thought of as Downtown, it is within the Main Street program's boundaries,



Hernando Comprehensive Plan • STUDY AREA BLOW-UPS
10.21.2020



1. Office building site on north side of W. Valley St. redeveloped with a mixed-use or office building fronting the street with parking to the rear.
2. Vacant site south of W. Valley St. developed with townhouses and a mixed-use building.
3. Vacant site at highly-visible corner on the Square developed with a mixed-use building maximizing a sloping site for parking under the building and accessed from a rear alley.
4. Corner service station redeveloped with the same use, but in a more compatible form where the retail store is placed at the corner and the gas pumps are to the side or rear.

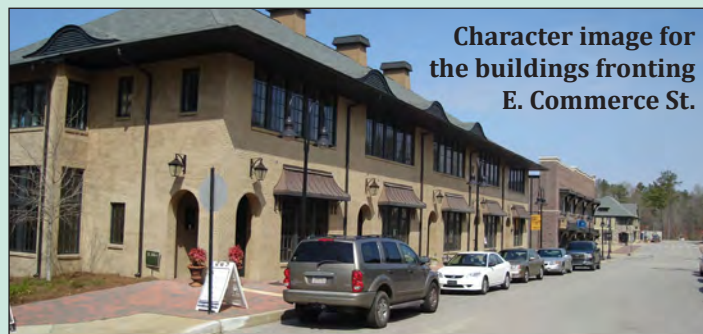


THE PLAN: DOWNTOWN

5. This site on East Commerce Street features an existing low-density “strip commercial” center that could be redeveloped in a more urban form to include the following:

- A. 1-2 story mixed-use/commercial buildings
- B. 2-3 story town houses and/or live-work units
- C. Single-family or multi-unit housing

The existing uses (post office and retail stores) would remain. If the new buildings fronting East Commerce raise visibility concerns from the existing tenants, one or more could be eliminated and replaced with a lawn area. In particular, just eliminating the building proposed in front of the post office would open up views into the site and provide the post office with formal public space to anchor.



Principles for Infill Development

To be compatible, new infill development in the Downtown area should follow these very general principles:

Locate new buildings close to the sidewalk and street. They should have a strong physical relationship with their associated street and avoid significant setbacks.

Locate parking areas behind buildings. Parking areas should not be readily visible from public streets. They should also be accessed from the rear or side for corner lots, and any lots fronting a public ROW should be screened with fencing, walls and/or landscaping.

Design buildings to have a human scale and character that is compatible with historic buildings. The following design issues are important:

- Building heights
- Facade massing (human-scaled vertical bays)
- Minimum front facade transparency (windows and doors)
- Traditional materials (primarily brick)

These issues should be adequately addressed by the City’s design standards.

THE PLAN: DOWNTOWN

Retail Business Mix

Based upon the Retail Market Analysis conducted for this plan for the entire community, the following retail potential exists for Hernando's Downtown area and associated gateway corridors. The amount of new building space that can be absorbed by unmet market demand is indicated for each use below.

- *Entertainment Venues:*
14-19,000 square feet
- *Full-Service Restaurants:*
16,000 square feet
- *Books/Toys & Gifts:*
6,800 square feet
- *Coffee/Snacks:*
2,800 square feet
- *Sporting Goods/Misc:*
8,800 square feet
- *Specialty Food/Wine:*
8,500 square feet
- *Convenience Store:*
3,600 square feet

This potential demand should be used by the Main Street Chamber of Commerce as a basis for future business recruitment efforts targeting these specific retail types.

ECONOMIC VITALITY

Development

Although some of the following recommendations are also relevant to the Design recommendations provided on the previous page, they are offered here from an economic development perspective:

- *Expand Downtown's footprint* to allow for new opportunities to enhance Downtown as a destination.
- *Attract infill office and mixed-use development* with relatively high rents to help support the daytime retail and dining market.
- *Attract infill housing development.* Housing will support retail and dining businesses, provides Hernando with more diverse housing options, and will help in recruiting new businesses. More residents will also give the Downtown area a more "lived in" atmosphere to attract visitors.
- *Establish East Commerce Street as the key Downtown Gateway.* Streetscape enhancements and landscaping should be utilized to create a more distinctive, attractive and welcoming entryway into the Downtown area.
- *Improve traffic management in the Downtown area,* particularly to alleviate peak-hour traffic congestion at the intersection of Hwy. 51 and East Commerce Street.
- *Pursue the development of a Heritage Areas Joint Visitors Center.* DeSoto County is the only one located in both the Mississippi Delta National Heritage Area and the Mississippi Hills National Heritage Area, and Hernando represents the rare circumstance of a historic downtown within one mile of an interstate. The adopted management plans for both heritage areas proposed this specific idea, and federal funds might be utilized to make it come to fruition. A feasibility study would be needed, but one location to consider might be the locally-owned and vacant Von Theater if sufficient parking can be secured.



Business Development

- *Continue to focus on Downtown's walkability and vibrance* to cater to tech businesses, design businesses, and others recruiting young workers.
- *Retain, expand and recruit existing and new businesses,* including restaurants, live music, theater venues and shops consistent with the optimal tenant mix in the sidebar at left.

To achieve business development, it is recommended the following steps occur:

1. *Maintain a constant dialogue with business owners* to be able to assist struggling businesses and to be sure that expanding businesses remain in the Downtown area.
2. *Create marketing materials promoting Downtown's optimal tenant mix* based upon this project's Retail Market Analysis in a manner that convincingly conveys the pent-up market demand.
3. *Target successful "mom and pop" businesses located in other communities* in the region and encourage them to open another such business in Downtown Hernando.

PROMOTION

One of the current strengths of the Main Street Chamber of Commerce is holding events. Their various events not only draw positive attention to the Downtown area, but often also generate income. Just a few examples of special events currently held in the Downtown area include the following:

- *A' Fair in Hernando Arts & Crafts Show* - sponsored by the Hernando Optimist Club and held at the Square in mid-May.
- *Water Tower Festival* - sponsored by the Main Street Chamber of Commerce at the Courthouse Square in late September
- *Sip'n Cider* - sponsored by the Main Street Chamber of Commerce at the Square in early-December
- *Cookies with Santa* - sponsored by the City at the Gale Center in early-December

Recommendations

The following promotional strategies are recommended for Downtown:

- *Brand Downtown Hernando as a destination with an authentic small-town feel.* The Town Square's physical character and locally-owned businesses will help to reinforce that identity.
- *Increase access to social media and tech support.* This objective should be spearheaded by the Main Street Chamber of Commerce.
- *Conduct a "Shop Local" campaign* to be spearheaded by the Chamber.
- *Enable and encourage food trucks to operate in Downtown.* The City should spearhead the accommodation of food trucks through regulations and designating appropriate locations. There are numerous model food truck ordinances, and one to consider as a starting point is Franklin, Tennessee's. The Chamber should be involved to offer support to the City and to promote the program with food truck operators in the region.

Southern Collection Apparel ("So Co") is located on the north side of the Courthouse Square. It is a locally-owned boutique selling clothing, shoes, outerwear, handbags and accessories for men, women and youth. As with most of the Squares retail shops, it is closed on Sundays. Expanded and consistent days and hours of operation should be an objective for the Main Street Chamber of Commerce. That effort might be combined with the proposed "Shop Local" campaign.



PLAN IMPLEMENTATION

OVERVIEW

An effective plan implementation strategy helps the community move from vision to reality. The intent of this plan section is for the plan to be successfully implemented through the actions of the City, including elected and appointed bodies (boards and commissions) and staff. Other entities and individuals will also be needed to implement the plan, including the local real estate and business community. The City's required actions may include ordinance amendments, budget approvals, capital improvements programs, and similar activities and products. Capital projects should be included in the City's capital improvements program and budgeted accordingly. Regardless of the specific responsibilities of the City government, it will take the entire Hernando community - public sector, private sector and non-profits - working together to achieve the full vision expressed in this plan.

PLAN IMPLEMENTATION MATRIX

The Implementation Matrix at right and on the following page lists specific recommendations expressed throughout this plan. It provides a summary of those recommendations, indicates who will be responsible, and when they should be implemented.

Time-Frames

When considering the time-frame of a particular recommendation, it is important to understand that some actions build on others and cannot occur simultaneously if they are to be effective. Therefore, actions listed as "Years 4-5" are not necessarily less important, but they often just require other actions to occur first.

Responsible Party

The "responsible party" column in the matrix identifies individuals, groups, or organizations that should implement the subject action. It should not be viewed as exclusive or comprehensive in that others who have not been listed may have an interest, skill, or responsibility for assisting with the action. It should also not be interpreted to be mandatory. This part of the plan must remain very fluid to be responsive and nimble as needed to take advantage of opportunities and partnerships as they present themselves over the coming years. It should be noted that the alphanumeric designation of each recommendation does not reflect a sequencing of priorities.

No.	Recommendation	Page #	Responsible Party	Time-Frame
A. Place Types				
A-1	Adopt a new zoning map to implement this plan's proposed Place Types Map.	23-25	City	Year 1
A-2	Adopt new zoning provisions for this plan's proposed Natural Areas.	26	City	Year 1
A-3	Adopt new zoning provisions for this plan's proposed Rural Areas.	27-28	City	Year 1
A-4	Adopt new zoning provisions for this plan's proposed Suburban Areas.	29-32	City	Year 1
A-5	Adopt new zoning provisions for this plan's proposed Urban Areas.	33-36	City	Year 1
A-6	Adopt new zoning provisions for this plan's proposed Special Areas.	37-38	City	Year 1
B. Mobility				
B-1	Adopt the Road/Street Type standards proposed in this pla	39-42	City	Year 1
B-2	Implement the road/street improvements proposed in this plan through design and construction.	43	City, MPO, MDOT	Years 2-3
B-3	Implement the bike-ped improvements per the 2019 bike-ped plan through design and construction.	44	City, MPO, MDOT	Years 2-3
B-4	Improve traffic management in Downtown, particularly at the intersection of Hwy. 51 and Commerce St.	58	City, MPO, MDOT	Year 1
C. Other Physical Improvements				
C-1	Continue updating existing sewer and water system data, address sewer I&I, improve construction oversight, etc.	45	City, Utilities	Ongoing
C-2	Facilities - need the City's input for this topic	46		
C-3	Revisit the "Pennies for Parks" referendum to fund parks and rec, but with a carefully crafted strategy.	50	City, Chamber, County Tourism	Year 1
C-4	Implement the recommended improvements to existing parks per the 2020 parks study prepared for the City.	50	City	Years 2-3
C-5	Continue to pursue further development of Renasant Park per the 2012 plan as funding is available.	50	City	Ongoing
D. Housing & Economics				
D-1	Work with the Hernando West developers to jump-start the project to achieve greater housing diversity.	48, 53	City, Developers	Year 1
D-2	Retain a low-density character for some areas of Hernando through zoning and special overlay designations.	53	City	Year 1
D-3	Encourage more mixed-use development, Downtown area infill housing, and smaller housing units.	53, 54	City, Developers	Ongoing
D-4	Target higher-density housing to designated zones with design standards.	53	City, Developers	Ongoing
D-5	Implement a "carrot and stick" approach to rental housing maintenance.	53	City, Property Owners	Ongoing
D-6	Accommodate large distribution and operation uses.	54	City	Ongoing
D-7	Ensure that Planning Commission members fully understand City policies.	54	City	Ongoing
D-8	Facilitate the restoration of Nesbit.	48, 52, 54	City, Property Owners	Ongoing
D-9	Access corridor retail potentials.	48, 52, 54	City, Property Owners	Ongoing
D-10	Consider the creation of a local economic development position and recruit professional business uses.	54	City, Chamber	Year 1

PLAN IMPLEMENTATION

FUTURE PLAN UPDATES

As new circumstances, opportunities and challenges for Hernando arise, the City should adjust the plan as needed. However, it should stick with the plan’s objectives and core principles, as listed on [page 21](#) of this plan. The plan should be updated approximately every five years based on new circumstances and achievements.

“There is no design so good that it can’t be messed up by bad implementation.”

Sravani Saha Nakhro - Physician and author

“Aspirations without implementation is little more than a wish list.”

Professor Salam Al Shereida
- Occupational health and safety expert

“Dreaming is good, but implementation is success”

Paballo Seipei - Social media manager

No.	Recommendation	Page #	Responsible Party	Time-Frame
E. Downtown				
E-1	Make the physical expansion of Downtown's current footprint an overarching goal for Downtown Hernando.	58	City, Chamber	Ongoing
E-2	Implement the various Downtown-specific policy recommendations related to parking, zoning and fire codes.	56	City	Year 1
E-3	Work with property owners to pursue redevelopment projects for various targeted sites for a range of uses.	56-58	City, Property Owners	Ongoing
E-4	Pursue retail/dining business retention, expansion and recruitment per this plan's recommended tenant mix.	58	Chamber	Ongoing
E-5	Improve traffic management in Downtown, particularly the intersection of Hwy. 51 and E. Commerce St.	58	Chamber	Year 1
E-6	Enhance E. Commerce St. as a Downtown gateway, including streetscaping and landscaping.	58	Chamber	Years 4-5
E-7	Pursue the creation of a National Heritage Areas Joint Visitors Center for the Miss. Delta and Miss. Hills NHAs.	58	Chamber, County Tourism, City	Year 1
E-8	Implement the marketing and business development strategies for branding, a "shop local" campaign, etc.	58	Chamber	Year 1
F. Public Policies				
F-1	Implement the various policy revisions already recommended in the previous plan topic categories.	23-56	City	Ongoing
F-2	Issue fewer waivers from the sidewalk requirements of the Subdivision Regulations	47	City	Ongoing
F-3	Adopt provisions in the Subdivision Regulations requiring street trees for new subdivisions	47, 51	City	Year 1
F-4	Revise development regulations to reduce paving and allow for "green infrastructure" alternatives for stormwater.	51	City	Year 1
F-5	Revise the City's Stormwater Management Regulations to be more consistent with current "best practices."	51	City	Year 1
F-6	Revise the City's Historic Preservation Ordinance and create stand-alone illustrated design guidelines.	52	City	Year 1
F-7	Explore with property owners the potential for National Register designation and local historic zoning for Nesbit.	52	City	Year 1



APPENDICES



APPENDIX A.
**Existing Economic & Market
Conditions Assessment**

EXISTING ECONOMIC & MARKET CONDITIONS ASSESSMENT
Hernando, Mississippi



*Prepared December 16, 2020
For the Walker Collaborative
And the City of Hernando*

INTRODUCTION

This report provides information on the existing economic base and existing market conditions for Hernando, as input to the Hernando Comprehensive Plan. The economic base assessment reviewed demographic trends and analyzed the existing economic base in the city. Existing retail estate market conditions were also assessed for office, industrial, and residential uses in the city. A separate report has been produced (See Appendix B) that summarizes findings from a more detailed Retail Market Analysis. The market analysis determined the existing and future demand for retail and forecasted the potential for retail development in the city.

Section 1 of this report summarizes demographic and economic baseline conditions in the city of Hernando, and places Hernando in the broader regional context. Section 2 provides findings from an assessment of existing market conditions for office, industrial and residential uses in the city.

Section 1. DEMOGRAPHIC AND ECONOMIC BASELINE

Hernando is the County Seat of DeSoto County, Mississippi and is located within the Memphis Metropolitan Statistical Area. Memphis's suburban growth has gradually evolved the once-rural character of northern DeSoto County, with communities like Southaven, Horn Lake, and Olive Branch now characterized by their suburban development patterns. Growth has continued to push further south and now encompasses Hernando, which straddles the line between suburban sprawl and a rural county seat with traditional, small-town charm. This section examines Hernando's demographic and economic base, with analysis of key trends in terms of population, households, income, employment, and other factors that are representative of a changing community. The city is placed within the regional context of DeSoto County and the Memphis Metropolitan Area.

Demographic Base

Hernando has an estimated population of about 16,400, according to the U.S. Census Department's American Community Survey. Hernando therefore accounts for about 8.9% of DeSoto County's population or 1.2% of the total population of the Memphis MSA.

Modest Population & Household Increase

Hernando's population has been increasing by about 1.5% per year since 2010, with the city adding about 2,300 people since that year. This rate of growth is significantly lower than in the two previous decades, when Hernando grew by about 10.7% per year (2000-2010) and 11.8% per year (1990-2000), respectively. In 1990, Hernando was a small rural community of only 3,125 people. It had only added about 2,400 people in the 120 years since its first Census in 1870. Thus, Hernando experienced an unusual growth period during the 20-year period from 1990 to 2010. The most recent growth rate is more typical of Hernando's historical growth pattern.

The slowing growth rate in Hernando is symptomatic of a broader trend in the Memphis region. Between 1990 and 2000, the Memphis MSA grew by about 138,000 people or 12.9%. Between 2000 and 2010, the metro area expanded by another 111,000 people or 8.4%. However, since 2010, the Memphis metropolitan area expanded by only about 29,000 people or 2.2%. The Memphis region has experienced slower demographic and economic growth overall since the Great Recession, after some decades of double-digit growth. Since Memphis is not expanding as rapidly, outlying areas like Hernando are less likely to experience the development pressures that they might have seen in previous decades.

Table. DEMOGRAPHIC TRENDS, HERNANDO, 2010-2018				
Factor	2010	2018	2010-2018 Change	
			Number	Percent
Population	14,090	15,807	1,717	12.2%
Households	4,635	5,509	874	18.9%
Ave HH Income	\$ 85,104	\$ 98,777	\$ 13,673	16.1%
Median Income	\$ 72,461	\$ 77,754	\$ 5,293	7.3%
Note:	Income in constant \$2019 (adjusted for inflation).			
Sources	U.S. Bureau of the Census and Randall Gross / Development Economics.			

Hernando’s household base of about 5,500 has been increasing at a faster rate (2.4% per year) than population. This represents an overall decrease in average household size, with growth among singles and younger households without children. Even with slower population growth, a fairly strong rate of household growth helps to drive demand for housing and retail within the city.

Increasing Income

DeSoto County has among the highest household incomes in the state of Mississippi. At \$67,038, the estimated 2019 median household income was 49% higher than the statewide median of \$45,081. Meanwhile, Hernando’s median income of \$79,195 was 18% higher than the county’s and 75.7% higher than the state’s median. Hernando’s incomes are also 15% higher than the national median of \$68,703. Hernando’s average household income (\$98,777) has been increasing at a rate of more than 2.0% above inflation, although growth in its median income has been closer to 0.9% per year.

Shifting Demographic Base

The city’s demographic base has been shifting in various directions. The local Hispanic population has been growing at a much faster rate of 3.3% to 4.1% per year. Hernando’s median age has fallen, from 35.6 to 35.6, over the next eight years. Finally, the senior population is also growing faster, at 3.7% to 4.5% per year. Overall, the city is becoming slightly more diverse and has increasing young and senior populations.

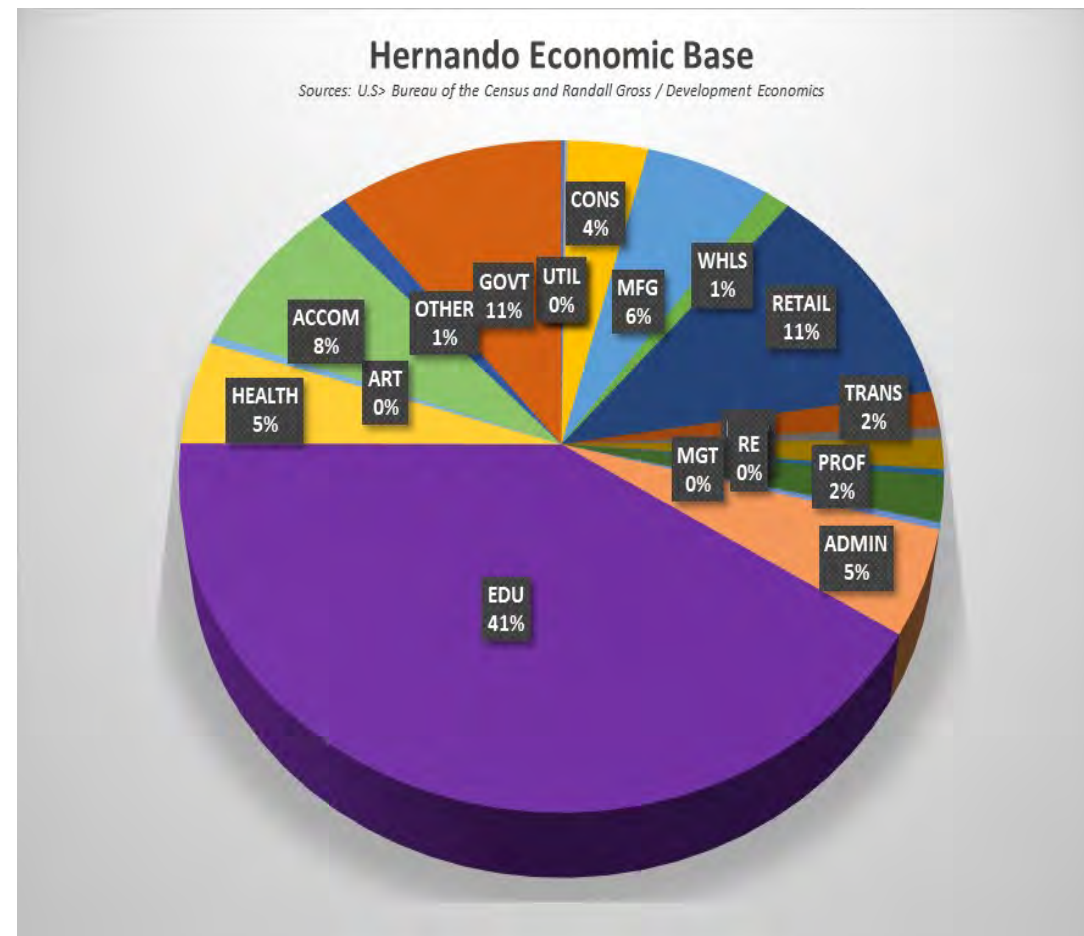
Economic Base



An analysis was conducted of Hernando’s existing economic base in order to provide context for planning and development recommendations as part of the comprehensive planning effort.

Significantly, Hernando is the County Seat of DeSoto County. While Hernando’s population is 16,400, it is the seat of government and services for a county with a population base of 184,945, according to the American Community Survey. As such, DeSoto County is the largest county not only in the Memphis MSA, but in the 40-county Mid-South marketing region as a whole. Thus, Hernando is the seat of the second-largest county in a broad region.

It is therefore not surprising that government and schools account for 52% of Hernando’s 9,300 jobs (as of 2018) and dominate the local economy. It should be noted that DeSoto County school employment is included in Hernando’s jobs base because the city serves as the headquarters for the schools, even though many of these jobs (such as teachers) are not technically located in Hernando itself. If government (11%) and school (41%) employment is excluded from the mix, Hernando’s economy would be oriented primarily to relatively low-wage retail (11%), accommodation and foodservice (8%) jobs as shown below. The dominance of lower-wage sectors can impact on the housing market in Hernando, where the city’s low-wage workers may not be able to afford to live there.



The city has a small cluster of jobs in health care, construction, manufacturing, and administrative services, but only a limited number of jobs in professional, scientific, and technical services (2%), transportation and warehousing (2%), wholesale trade (1%), management services (<1%), real estate (<1%), arts, entertainment and recreation (<1%), and utilities (<1%).

Employment Trends

Prior to the COVID epidemic, Hernando’s employment base was growing. However, the city’s employment growth had been slowing over time. For example, between 2004 and 2010, Hernando’s employment base had expanded at a rate of 1.6% per year. However, since 2010, the job growth rate in Hernando fell to just 0.2% per year, in part reflecting trends in the Memphis MSA as a whole. Since 2004, the city has seen growth in nearly all economic sectors, led by administrative service (2.7%), which added about 55 jobs per year.

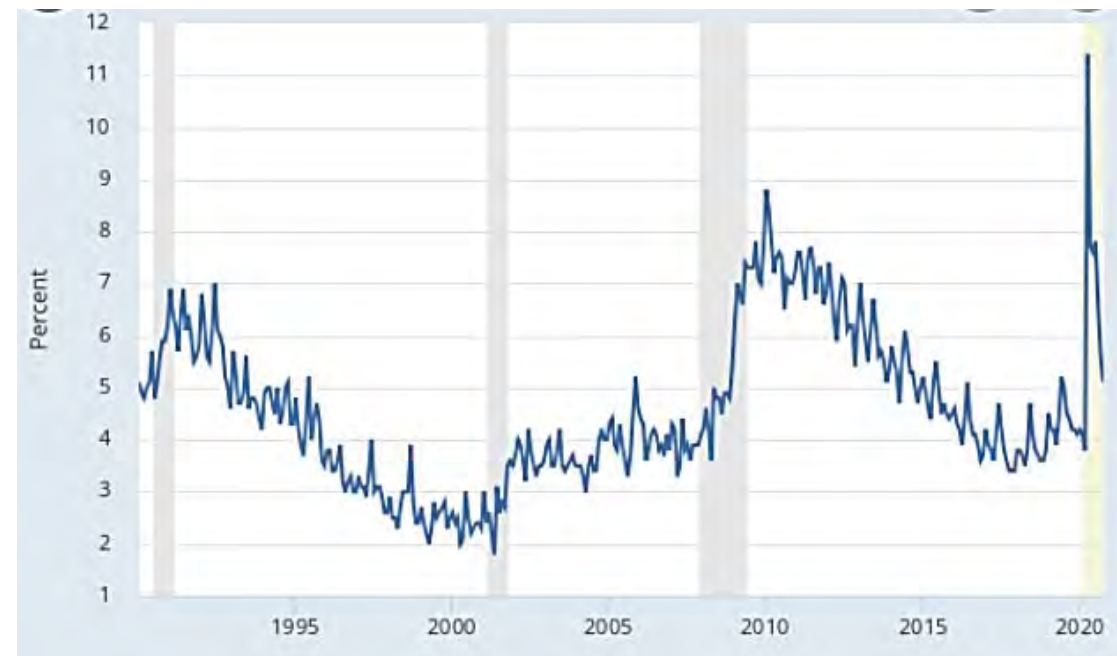
Table. AT PLACE EMPLOYMENT TRENDS BY INDUSTRY SECTOR, HERNANDO, MS, 2004-2017									
Sector	2004	2010	2017	2004-2017 Change Number	Percent	2010-17 Percent	04-17 per year	04-10 per year	10-17 per year
Agriculture	8	6	13	5	62.5%	116.7%	4.8%	9.0%	0.4%
Mining	18	3	-	(18)	-100.0%	-100.0%	-7.7%	-7.7%	-0.6%
Utilities	2	4	14	12	600.0%	250.0%	46.2%	19.2%	3.6%
Construction	629	252	349	(280)	-44.5%	38.5%	-3.4%	3.0%	-0.3%
Manufacturing	888	429	545	(343)	-38.6%	27.0%	-3.0%	2.1%	-0.2%
Wholesale Trade	139	102	111	(28)	-20.1%	8.8%	-1.5%	0.7%	-0.1%
Retail Trade	713	730	1,063	350	49.1%	45.6%	3.8%	3.5%	0.3%
Transport	180	130	164	(16)	-8.9%	26.2%	-0.7%	2.0%	-0.1%
Information	55	92	54	(1)	-1.8%	-41.3%	-0.1%	-3.2%	0.0%
Finance	130	152	135	5	3.8%	-11.2%	0.3%	-0.9%	0.0%
Real Estate	53	54	29	(24)	-45.3%	-46.3%	-3.5%	-3.6%	-0.3%
Prof/Tech	118	172	204	86	72.9%	18.6%	5.6%	1.4%	0.4%
Management	7	3	31	24	342.9%	933.3%	26.4%	71.8%	2.0%
Admin	86	309	474	388	451.2%	53.4%	34.7%	4.1%	2.7%
Education	2,526	3,499	3,825	1,299	51.4%	9.3%	4.0%	0.7%	0.3%
Health Care	185	290	468	283	153.0%	61.4%	11.8%	4.7%	0.9%
Art, Entertainment	32	19	40	8	25.0%	110.5%	1.9%	8.5%	0.1%
Accommodation	367	546	718	351	95.6%	31.5%	7.4%	2.4%	0.6%
Other	123	112	123	-	0.0%	9.8%	0.0%	0.8%	0.0%
Government	723	862	983	260	36.0%	14.0%	2.8%	1.1%	0.2%
TOTAL	6,982	7,766	9,343	2,361	33.8%	20.3%	2.6%	1.6%	0.2%

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics.

The education sector has added the largest number of jobs, about 187 per year on average, yielding a growth rate of 0.3% per year. Other key growth sectors include accommodation and food service (0.6% or 50/year), retail trade (0.3% or 50/year), and health care (0.9% or 40/year). Hernando has also seen a decrease in employment in several sectors, including manufacturing (-0.2% or -49/year) and construction (-0.3% or -40/year).

Hernando accounts for about 14.5% of DeSoto County's total (64,530) jobs base, but includes all of the County schools employment, as reflected in the fact that Hernando has 87.9% of the education jobs in the county. The Census Bureau of attributing the County schools jobs to Hernando because that is there the Board of Education is headquartered. Aside from education, Hernando has a relatively high share (23.1%) of the county's management services jobs, but a low share of the county's transportation and warehousing (1.8%) and wholesale trade (2.9%) jobs. DeSoto County has access to the Fedex Hub at Memphis International Airport and as such, has a relatively high share of the region's distribution (transportation and warehousing) jobs. However, Hernando is not yet a major part of that distribution jobs cluster.

Regionally, Hernando is a small employment node with just 1.5% of the Memphis MSA's 616,100 jobs (as of 2018). Again because of its role as the headquarters for Desoto Board of Education, Hernando has a relatively high share (7.6%) of the region's education jobs and, as County Seat, a somewhat higher share of government jobs (4.4%). But, Hernando has only 1.5% of the metropolitan area's construction and retail jobs.



COVID-19 Impacts

According to data published by the Federal Reserve Bank of St. Louis, DeSoto County's unemployment rate spiked dramatically in May 2020 from about 3.8% to 11.4%. However, unemployment has fallen precipitously since then and is just slightly elevated at around 5.1%. The local unemployment rate last breached the 5.0% mark in June of 2019.

Local businesses report losses due to the pandemic but relatively few businesses have closed. Most impacts appear to be temporary and should be relieved by the implementation of a comprehensive vaccine program, which will likely inspire confidence among consumers.

Source: Federal Reserve Bank of St. Louis

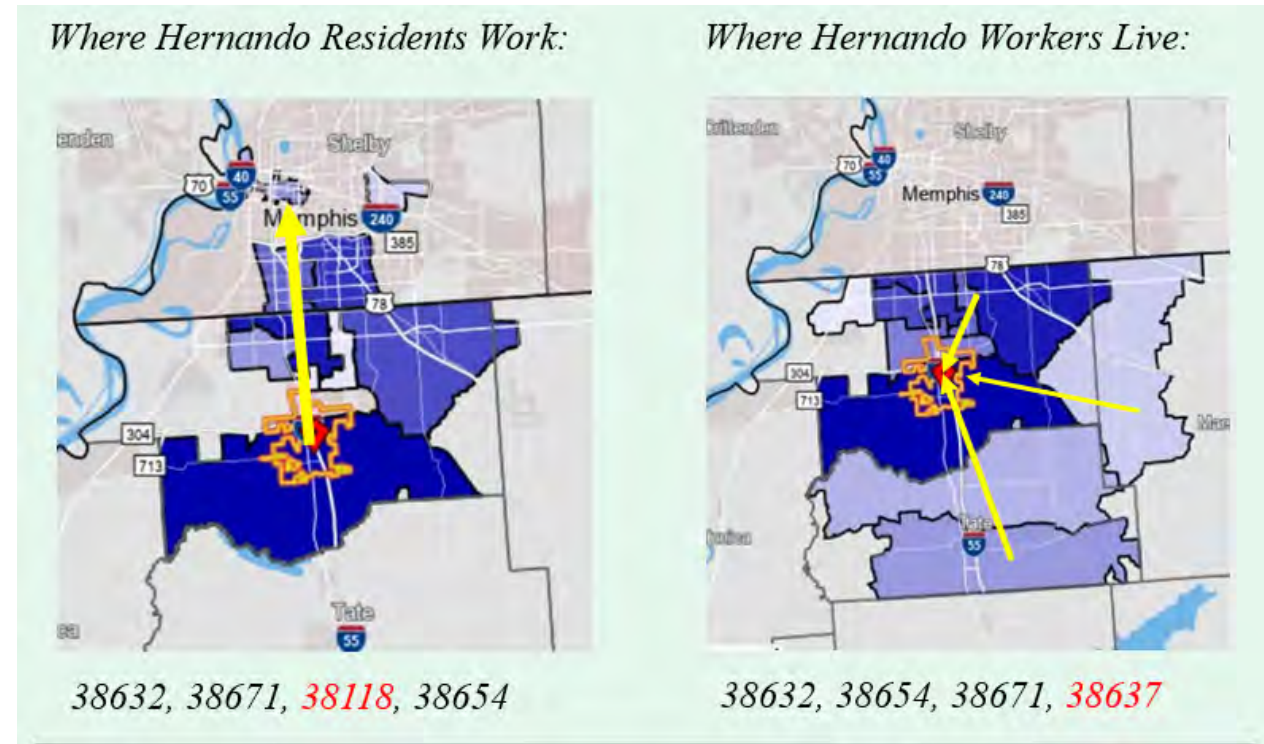
Resident Employment and Commutation Patterns

About 6,930 Hernando residents were employed prior to the Pandemic. Of these, about 14% worked in health care and 11% each in health care, retail trade, transportation, and education. Another 10% worked in accommodation and foodservice industries (most likely to be impacted by COVID-19). Despite the presence of more jobs than people, roughly 81% of Hernando's working residents commute out of the city each day for work while 86% of the jobs in the city are held

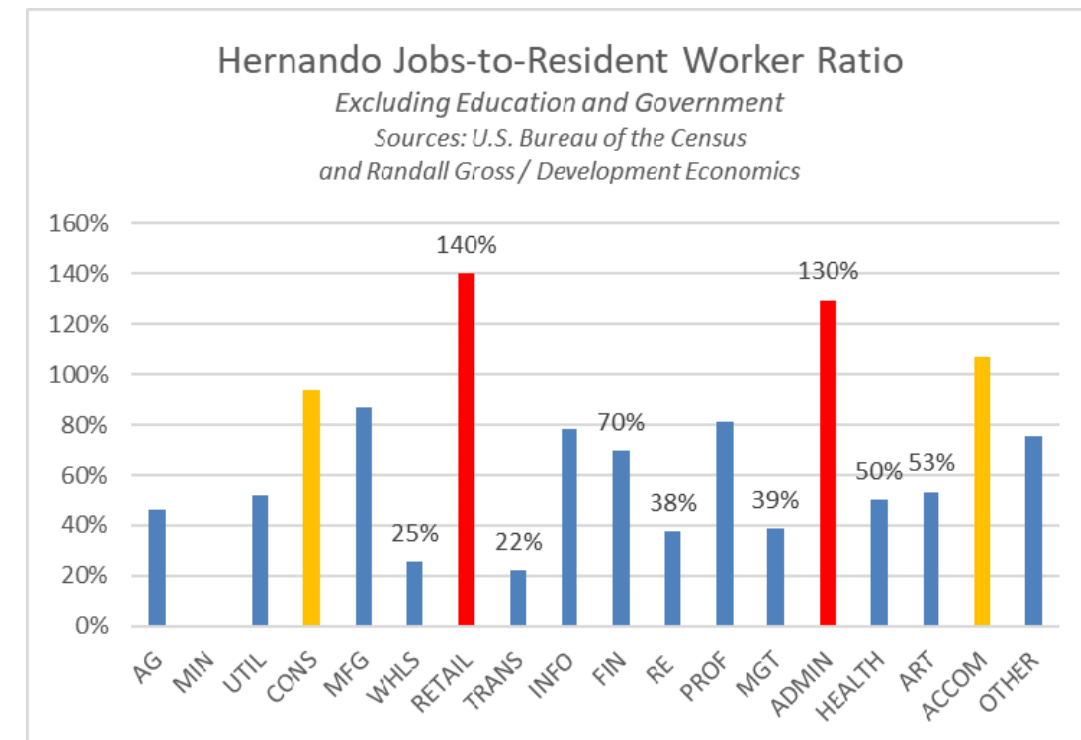
by people commuting in to Hernando. Less than 20% of the jobs in Hernando are held by people who actually live there. This "cross-commute" pattern is not unusual in suburban locations, but there are benefits to increasing the proportion of residents who both live and work in town. Not the least of these benefits would be reduced traffic and pressure on infrastructure. Perhaps the greatest "mismatch" between jobs and people are in the transportation, wholesale trade, real estate, and management services sectors.

Hernando's highest jobs-to-resident ratios are in retail trade, administrative services, and accommodation and foodservice. Not surprisingly, these are also among the lowest-wage sectors and many of the workers in these jobs may not be able to afford housing in Hernando. At the other end, transportation and warehousing and wholesale trade have among the lowest jobs-to-resident ratios, meaning that there are many more Hernando residents working in these jobs than there are jobs in these sectors in Hernando. Again, this finding is not surprising because much of the county's distribution cluster is located in the northern portion of the county and not in Hernando itself.

Hernando's labor market area, as defined by data on where Hernando's workers live, incorporates most of Desoto County plus portions of northern Tate and western Marshall counties. Hernando's workers are commuting mainly from the south and northeast of the city. The largest sources of employment include zip codes 38632, 38654, 38671, and 38637. Meanwhile, Hernando's residents work in portions of northern DeSoto County, as well as around Memphis International Airport and in Downtown-Midtown Memphis. Key areas of employment for Hernando's residents include zip codes 38632, 38671, 38118, and 38654, among others. So, Hernando's residents are generally commuting north.



Commutation Patterns based on U.S. Census data.



On the surface, the data seem to suggest a need for proactive business recruitment to attract the kinds of jobs that residents hold elsewhere, like distribution jobs. However, while increasing access to jobs will help residents reduce their commute (and improve their quality of life), attracting large warehousing operations to Hernando could have some negative impacts as well in terms of increased truck traffic, higher infrastructure costs, and reduced fiscal returns-on-investment per square foot (over more densely developed uses).

Section 2. EXISTING REAL ESTATE MARKET CONDITIONS

This section summarizes data on existing real estate market conditions in Hernando and DeSoto County based on field reconnaissance and data generated by real estate brokers, online services, and through interviews and discussions with real estate professionals. Market indicators and trends are discussed for office, industrial and residential uses. A full market analysis was conducted for retail, which determines demand in the market and forecasts Hernando's potential for retail development by specific business category. The findings from the retail market analysis are provided separately in Appendix B of the comprehensive plan.

Existing Office Market Conditions

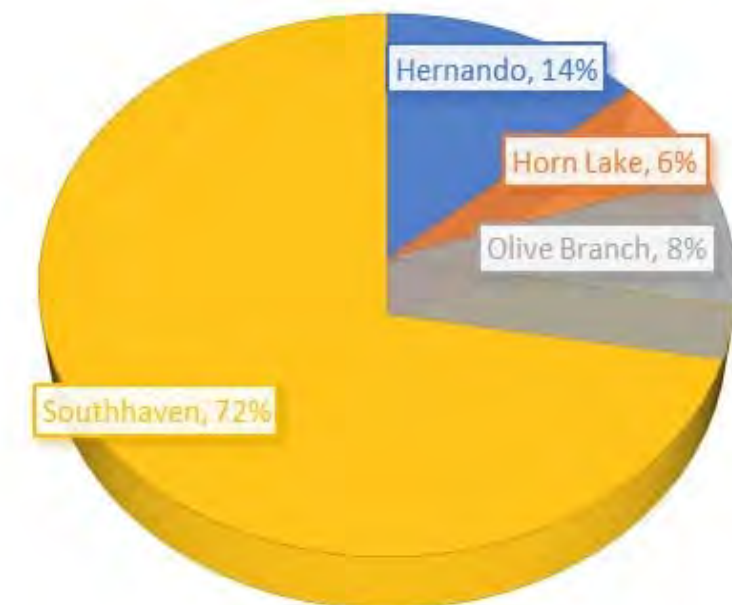
The Memphis office market has about 26.0 million square feet of leasable space, according to Cushman & Wakefield (C&W). That market is primarily oriented to Downtown Memphis, 385 Corridor, Airport, East/Germantown, Northeast/Lakeland, North/Bartlett, and Midtown. Vacancies have increased in the Memphis market as a response to COVID-19 and stood at 14.7% in the 3rd quarter of 2020. Vacancy in the Airport sub-market trended higher, at about 17.0%, according to Newmark Knight Frank. The market also saw negative net absorption of about 222,000 square feet in the 3rd quarter, according to C&W. Asking rents stood at least than \$20.00 per square foot (\$19.53 psf).

Hernando forms part of the suburban DeSoto County Office Market, just south of Memphis. This sub-market offers proximity to Memphis International Airport, which helps drive demand for office space to accommodate businesses with high travel needs. Much of the sub-market's office space is concentrated in the Goodman and Highway 51 Corridors, as well as in Airways Boulevard, Stateline Road and other locations within Southaven, Horn Lake, and Olive Branch. On an available inventory of about 65,500 square feet (not including large spaces at Legacy Park in Olive Branch), asking rents are averaging \$12.19 per square foot. That being said, rents range broadly from about \$6.00 per square foot for office/warehouse buildings to \$16.00 for medical office and \$18.00 or more for small office suites.

Based on an inventory generated from assessment records, coupled with field reconnaissance, it is estimated that Hernando itself has about 505,750 square feet of office use, including offices in strip centers, and other non-purpose-built facilities. Less than 20,000 square feet of this space is vacant, yielding a relatively low vacancy rate of just about 3.8%. Hernando rents are significantly higher than those in the DeSoto market as a whole, averaging \$23.68 on the available inventory. Given the low vacancy rate, a tight market has no doubt driven rents up, especially around the Square. Further, much of the available Hernando space is in smaller office suites (some as small as 300 square feet), which tend to ask higher rents on a square foot basis. Rents for available space in larger buildings tend to be slightly more in line with county averages, but still run up to 30% higher per square foot. Rents in Hernando are no doubt influenced by proximity to the Courthouse, where legal professionals place a premium on location. The high rents achieved for law offices in Downtown Hernando presents a challenge where it is important to lease ground-floor spaces for more active retail uses that generate foot traffic on the Square. Where possible, office uses should be encouraged to locate in upper-floor spaces.

LISTED OFFICE SPACE BY DESOTO SUB-MARKET (2020)

SOURCES: LOOPNET AND RANDALL GROSS / DEVELOPMENT ECONOMICS

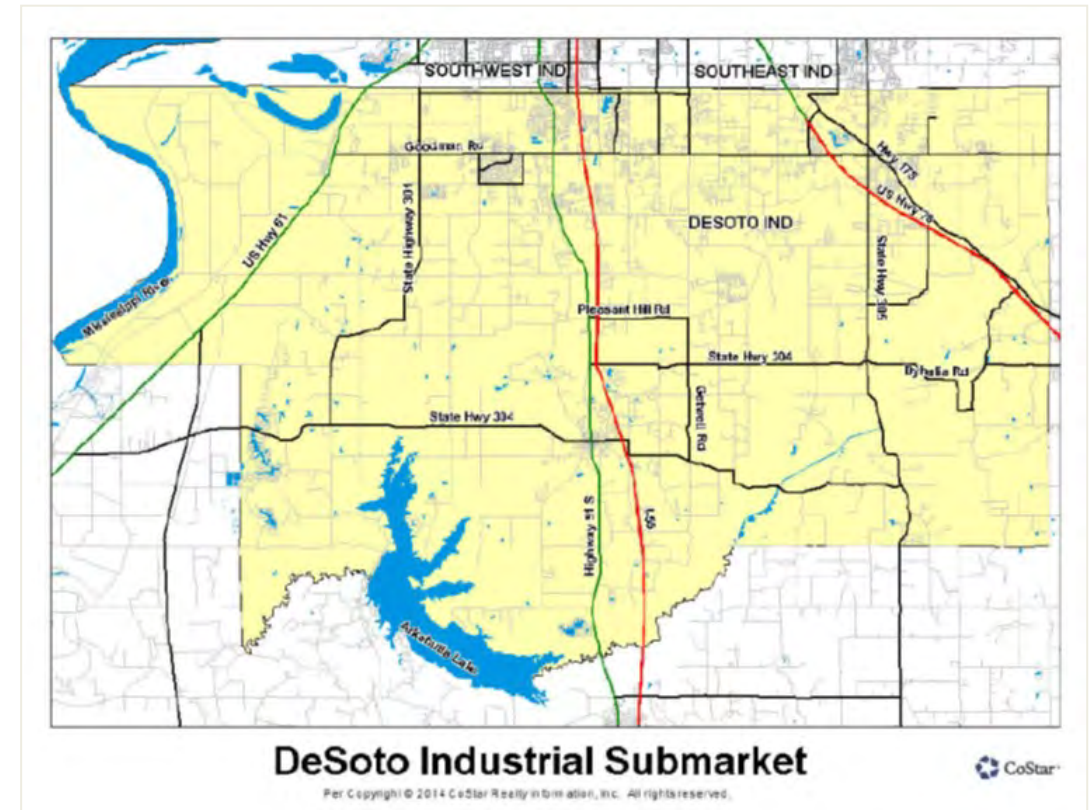


Existing Industrial Market Conditions

Memphis is a major industrial hub thanks to its superior location and the presence of Fedex and the world's busiest cargo airport. The market has a total inventory of about 259.9 million square feet of industrial space, according to Cushman and Wakefield. About 16.6 million square feet of that space was vacant in the 3rd quarter of 2020, yielding a vacancy rate of 6.7%. The market has seen net absorption of almost 3.3 million square feet of industrial space in 2020, although it had negative absorption of about 710,000 square feet in the 3rd quarter. More than 16.1 million square feet was under construction and about 1.4 million square feet was completed in the 3rd quarter. Rents generally range from about \$3.25 per square foot (for warehouse/distribution) and \$3.70 (for manufacturing), to \$6.65 per square foot for office/warehouse and flex.

DeSoto County is considered a sub-market within the Memphis industrial market, with a total of about 56.6 million square feet, making it the second largest of Memphis's six sub-markets. About 2.0 million square feet was vacant in the 3rd quarter, according to Cushman and Wakefield, yielding a relatively healthy 4.9% vacancy rate. The county had positive absorption of about 30,000 square feet in the quarter and 2.6 million square feet to-date in 2020. However, about 8.9 million square feet was under construction, comprising 55% of all industrial construction in the Memphis market. About 460,000 square feet of industrial space had been completed in the 3rd quarter. Rents in the DeSoto County sub-market range from \$3.43 per foot for (warehouse/distribution) and \$3.70 (for manufacturing) to \$7.43 per foot for office/warehouse and flex space, much higher than the regional average and the second-highest rents behind the Northeast sub-market.

DeSoto Industrial Submarket map courtesy of CoStar



Based on an inventory completed for this plan, Hernando has a total of about 1,246,400 square feet of industrial space. This amount includes a broad range of uses such as manufacturing, warehousing and distribution, as well as automotive/truck repair shops and self-storage facilities, the latter accounting for a significant amount of space. There is relatively little industrial space available in Hernando. Listings for six buildings were identified with about a total of 133,900 square feet (or about 10.7% of the total inventory, somewhat higher than the region's overall industrial vacancy). Rents for those six buildings average \$4.77 per square foot, but vary significantly from \$2.04 for a large warehouse space to \$8.04 for a smaller manufacturing space. Among the large industrial uses in the city are MBCI (metal roofing manufacturer, 126,000 sf), Tegra (medical manufacturing, 67,000 sf), Hernando Self Storage (53,300 sf), Quality Cabinet (cabinetmaker, 48,000 sf), Prewitt Mini-Storage (32,800 sf), Burleson's Auto Diesel Repair (25,900 sf), and Advanced Collision Center (16,200 sf), and others. Over time, it is likely that Hernando will be absorbed into the DeSoto County and Memphis industrial market, with growing demand for warehouse and distribution space as available land for development becomes more constrained among Hernando's neighbors to the north. Therefore, there will be need to examine mid- and long-term opportunities in Hernando for expanded zoning and capacity to support industrial development, especially warehousing and distribution.

Existing Housing Market Conditions

Hernando is part of the Hernando County sub-market in the Memphis MSA. While Hernando offers suburban proximity to the Memphis International Airport, Downtown Memphis, and key employment nodes, it remains a distinct community with its own unique small-town character. For this reason, Hernando has become an attractive location for retirees and middle-class families seeking small town life with good schools within commuting distance of Memphis jobs. Much of Hernando's residential development occurred between 2000 and 2009, with nearly 40% of the city's housing stock completed during that period. About 82% of Hernando's housing is in single-family detached units and nearly 81% of its housing is owner-occupied.

Owner-Occupied Housing

According to 2018 American Community Survey data, the U.S. Census Bureau estimates the median value of Hernando’s owner-occupied housing at \$188,200, with most housing valued in the \$150,000 to \$300,000 range. However, Redfin estimates the current average sale price at \$338,000, or about \$130 per square foot, and MLS has a median list price for Hernando of \$269,890 or \$115 per square foot for 287 homes. The average list price for a single-family detached home in Hernando increased from \$234,950 in January 2018 to \$286,000 by December 2020, with prices accelerating during the COVID-19 pandemic (due to a combination of record low interest rates and limited supply). Houses are spending an average 50 days on the market in Hernando. Median prices are relatively high in Hernando compared with the rest of DeSoto County and neighboring communities, with Hernando home prices higher than all nearby communities, with the exception of Olive Branch, as illustrated below:

1.	Olive Branch	\$277,700
2.	Hernando	\$269,890
3.	Southaven	\$214,900
4.	Senatobia	\$193,800
5.	Memphis	\$158,000
6.	Byhalia	\$150,900
7.	Horn Lake	\$139,500

There are so few attached units (townhouses) or condominiums in Hernando that there were no sales data on either in the MLS system available to assess trends. Only 2.0% of Hernando’s housing stock is in attached dwellings and another 2.0% in duplex or triplex units, some of which are rented. Among homeowners, less than 20% (18%) pay more than 35% of their income on mortgage and other housing costs. This suggests that, in general, those homebuyers who can afford to live in Hernando have relatively high disposable income.

Rental Housing

The same could not be said for Hernando’s renters, nearly half (45%) of whom are paying more than 35% of their income in rent and other housing costs. Only 17.5% of Hernando’s housing is renter occupied, and the city has only 193 units total in multi-family buildings with more than 10 units. Rental vacancy is low, at an estimated 4.8%, with median rent at nearly \$1,040 per month, according to the Census. However, among houses currently listed for rent, the average rent is calculated at \$1,790 per month. High-rent apartments may be the only housing available to many moderate-wage service workers and other employees who work in Hernando, including City or County public safety and school staff. It would be important to look at whether and how local housing price pressures are impacting on local workers, especially the City of Hernando’s and DeSoto County’s essential workers. There may be a need to integrate more diverse housing stock, at least to meet the needs of these local essential workers.



APPENDIX B.
Retail Market Analysis

RETAIL MARKET ANALYSIS
Hernando, Mississippi



*Prepared December 14, 2020
For the Walker Collaborative
And the City of Hernando*

INTRODUCTION

This report summarizes findings from a Retail Market Analysis for Hernando, used to help inform land use and zoning, as well as the city's business recruitment and development efforts. The market analysis not only identifies "gaps in the current supply, but also "potentials" for development of new retail space now and in the near future. The COVID-19 Pandemic has impacted on restaurants, entertainment venues, and general retail businesses globally and in Hernando. As a result, this analysis has assumed that there will be a recovery or transition period. Growth will occur as expected but is interrupted for one to two years due to the impacts of the pandemic. Thus, forecasts in this report are produced within a range of five to seven years.

Section 1 of this report provides an overview of existing market conditions, expanding upon information that has been provided in other parts of the plan. Trade Area retail demand is forecasted in Section 2, which also discusses tourism-related expenditures. Section 3 determines Hernando's retail development potential, based on its capture within the competitive market. A recommended retail business mix is also provided, both for downtown Hernando and other areas of the city. Strategic recommendations for development, marketing, and implementation are provided separately.

Section 1. EXISTING RETAIL MARKET CONDITIONS

This section summarizes existing market conditions impacting on the potential for retail development in Hernando. The regional Mid-South retail market is reviewed and discussed. A building-by-building inventory was developed for Hernando based on field reconnaissance, business and broker interviews, and County assessment records. Physical conditions were assessed and factors impacting on the local market were analyzed.

Mid-South Regional Retail Market

In early 2020, brokers reported that the Memphis market had been "gaining momentum," with gradually "tightening" conditions even with substantial new construction underway. Market-wide absorption had been averaging about 200,000 square feet per year since 2010, according to CBRE, Inc. Vacancy had been hovering around 11% and asking rents averaged \$12.00 to \$13.00 per square foot. There has been increasing interest and investment in mixed-use development in the Memphis market. Like much of the country, the COVID-19 Pandemic has impacted on the retail sector since the 2nd quarter of 2020. However, those impacts are mixed, with long-term trends "accelerated" by the crisis. Some long-declining traditional retailers (e.g., Macy's) have been pushed into bankruptcy at the same time that large chains (e.g., Costco and Apple) and convenience-oriented businesses with an online presence, delivery, and/or curbside service have seen significant growth.

Hernando is considered part of the "Outlying DeSoto" sub-market, just south of the Olive Branch and Southaven-Horn Lake sub-markets. As of early 2020, there were only six retail/commercial listings within this sub-market, in buildings constructed from 1940 through 2017, with very little new retail construction underway in the area. More specific information on the Hernando area retail/commercial market is provided below based on field reconnaissance, inventory, interviews, and input from real estate professionals.

Hernando Retail Inventory

Based on a building-by-building inventory of Hernando retail space, the city has a total of about 720,700 square feet of retail/commercial use in 132 business spaces, including retail stores, personal service establishments and restaurants. About 45% of the space is in use for shopper's goods stores, 30% for convenience, 14% for restaurants, and about 7% for personal service establishments. The city has limited entertainment use.

Table 1. RETAIL BUSINESS SPACE BY CATEGORY, HERNANDO, 2020			
Category	Number	Sq. Feet	Percent
Convenience	26	218,414	30.3%
Shoppers Goods	40	323,958	45.0%
Eating & Drinking	33	100,979	14.0%
Entertainment	-	-	0.0%
Personal Services	23	49,182	6.8%
Vacant	10	28,119	3.9%
TOTAL	132	720,651	100.0%
Sources:	DeSoto County Assessor, businesses, and Randall Gross / Development Economics.		

Occupancy and Rents

Prior to the COVID Pandemic in early 2020, about 3.9% of Hernando’s retail/commercial space was vacant. A vacancy rate below 5.0% is healthy for landlords and investors, but also limits the amount of “churn” in the market and hampers the ability of the city to accommodate new retail businesses and entrepreneurs. Under those circumstances, development of new retail/commercial space can help the city grow its commercial tax base. Rents in Hernando are relatively high, reflecting the dearth of supply to accommodate the demand for space. Current (Qtr1 2020) rents ranged from \$15.69 to \$17.09 per square foot on a small sample of listings, which were 30% to 32% higher than the regional average. In some downtown-area buildings, speculation and high rents can prevent the ability of smaller, independent entrepreneurs from entering the market. The result is that buildings can sit vacant, even when there is demand for the space.

Anchors & Centers

Like many smaller communities, Walmart is the largest single retail use in Hernando, occupying 156,312 square feet, according to assessment records. The Kroger Marketplace is the second-largest retail use, with 119,808 square feet. Other large retail uses include primarily strip retail shopping centers, including those listed below, the largest of which is Highland Court with nearly 71,000 square feet of commercial space.

- *Highland Court: 70,824*
- *Hernando Retail Center: 59,790*
- *Olivia’s Square: 27,820*
- *Hernando Shopping Center: 24,752*

- Mt. Pleasant Center: 14,640
- East Commerce: 11,280
- Magnolia Square: 10,070

Downtown Hernando

Downtown is the historic heart of the community, where its primary civic, government, cultural, dining, and independent businesses are clustered. Hernando’s “brand” owes much to its historic downtown and the image projected by the city’s quaint, walk-able core. Downtown has a pleasant, small-town feel around its traditional courthouse square. The vintage water tower in view of downtown provides a classical backdrop to that small-town image. U.S. Highway 51S passes alongside the eastern edge of the Square, generating much of the downtown traffic and exposure. Traffic stacks up at rush hour and other times along East Commerce Street, as west-bound vehicles entering the Square line up to turn south onto US51S. The traffic congestion, while good for exposure, appears detrimental to businesses that depend on customers stopping to park and shop. Meanwhile, other parts of downtown experience much less traffic (and exposure). Traffic congestion, coupled with high rents, were noted as important challenges facing downtown businesses.

Within a few blocks of the Square and along the East Commerce Corridor, there is about 161,000 square feet of retail/commercial space. Much of this space is occupied by businesses oriented to eating and drinking and personal services. Interestingly, Downtown Hernando lacks entertainment venues and uses. Overall, the downtown area has a vacancy rate of 10.8%, or somewhat higher than in the rest of the city. As noted above, speculation and high market rents in a downtown can reduce opportunities for the kinds of smaller, independent businesses that are otherwise attracted to the Square and nearby locations. Where retail tenants are not able to afford the higher rents, office tenants like lawyers and real estate companies tend to take over those ground-floor spaces. When that occurs, downtown generates less consumer traffic, appears empty despite the presence of office workers, and “closes down” at nighttime.

Table 2. RETAIL BUSINESS SPACE BY CATEGORY, DOWNTOWN HERNANDO, 2020			
Category	Number	Sq. Feet	Percent
Convenience	13	29,796	18.5%
Shoppers Goods	19	49,586	30.7%
Eating & Drinking	15	37,331	23.1%
Entertainment	-	-	0.0%
Personal Services	15	27,112	16.8%
Vacant	6	17,496	10.8%
TOTAL	68	161,320	100.0%
Sources:	DeSoto County Assessor, businesses, CoStar, and Randall Gross / Development Economics.		

Overall, about 31% of the 68 retail spaces in Downtown Hernando (and in the adjoining East Commerce Corridor) is occupied by shopper’s goods stores, 23% by restaurants, 19% by convenience uses, and 17% by personal service businesses. There is nearly an equal number of businesses in each of these categories. As noted before, there is no entertainment venue, and about 17,500 square feet or 10.8% of the space is vacant.

Other Retail Nodes

Hernando has several other retail nodes outside of the downtown area, mainly including those located on East Commerce Street and McIngvale Road near the I-55 interchange. There is also some scattered retail/commercial use along US51S, north of downtown. These nodes contain a total of about 559,000 square feet of commercial space in 64 business units. The businesses are more oriented to convenience uses and shopper’s goods but, like downtown, are lacking in the entertainment offering. Vacancy is extremely low, at about 1.9%, within these more “suburban” locations outside of downtown. With practically no vacant space, a retailer could not open and rent space in most of Hernando even if they were desperate to do so.

Table 3. RETAIL BUSINESS SPACE BY CATEGORY, OTHER HERNANDO, 2020			
Category	Number	Sq. Feet	Percent
Convenience	13	188,618	33.7%
Shoppers Goods	21	274,372	49.1%
Eating & Drinking	18	63,647	11.4%
Entertainment	-	-	0.0%
Personal Services	8	22,070	3.9%
Vacant	<u>4</u>	<u>10,624</u>	<u>1.9%</u>
TOTAL	64	559,331	100.0%
Sources:	DeSoto County Assessor, businesses, CoStar, and Randall Gross / Development Economics.		

In these suburban locations, much of the retail space is taken up by two stores – Walmart and Kroger, which together comprise roughly 50% of the commercial space in Hernando outside of the downtown area. As such, the city is relatively dependent on the performance of these two stores and a closure of either one would have a devastating economic impact on Hernando.

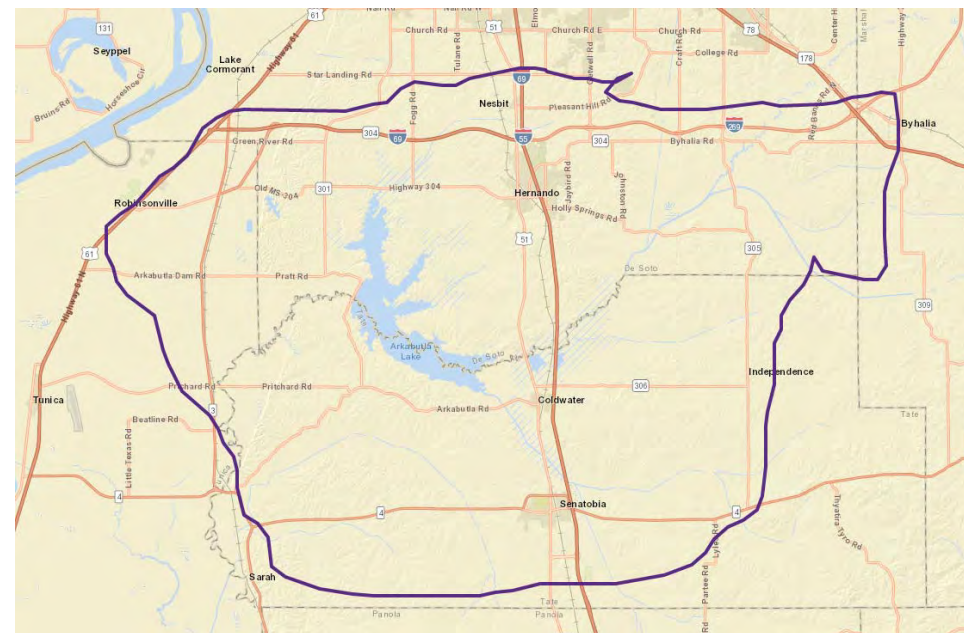
Section 2. RETAIL DEMAND ANALYSIS

This section discusses retail demand generated by households in Hernando's retail trade area and tourism flow through DeSoto County. The sources of retail demand relate to households, their disposable income and expenditure patterns. In this section, Hernando's retail trade area is defined and demographic trends and forecasts for the trade area are analyzed and discussed. Total Personal Income (TPI) and household expenditure potentials are calculated for the trade area, along with tourism expenditures in DeSoto County.

Trade Area Definition

The Hernando Retail Trade Area was defined as that region from which the city draws at least 75% to 80% of its market base. For the purposes of this analysis, Hernando's trade areas were disaggregated into a "convenience" area (A) within a five-minute drive of the Square, and a "shopping" trade area (B) within a ten-minute drive. A Secondary trade area (C) was also defined and includes a much larger area extending west to US Highway 61N, north past Nesbit, east to Byhalia, and south past Senatobia (as illustrated by the purple line on the map below).

Hernando should also draw from pass-through traffic on I-55, which carries between 34,000 and 51,000 vehicles per day through Hernando, according to MDOT. Hernando also benefits from tourism flow through the Memphis and Delta region, which generates demand for retail businesses, restaurants, and entertainment.



Demographic Trends & Forecasts

Demographic trends and forecasts were examined for the Hernando trade areas. All three portions of the trade area saw a growing population, household, and income base since 2010. Within the Convenience trade area around downtown Hernando, population increased by about 640 or 12.0% to 5,940 and the household base increased by about 240 (12.9%) to 2,080. Meanwhile, household incomes increased within that area increased by 22.5% above the rate of inflation to \$93,900. Hernando incomes, like those throughout DeSoto County, are among the highest in the state of Mississippi.

Table 4. DEMOGRAPHIC TRENDS, RETAIL TRADE AREA, HERNANDO, 2010-2020				
Factor	2010	2020	2010-2020 Change Number	Percent
<u>Trade Area A-Convenience</u>				
Population	5,301	5,938	637	12.0%
Households	1,840	2,077	237	12.9%
HH Income	\$ 76,633	\$ 93,912	\$ 17,279	22.5%
<u>Trade Area B-Primary</u>				
Population	10,724	12,809	2,085	19.4%
Households	3,965	4,643	678	17.1%
HH Income	\$ 82,623	\$ 104,771	\$ 22,148	26.8%
<u>Trade Area C-Secondary</u>				
Population	45,432	48,286	2,854	6.3%
Households	15,960	16,941	981	6.1%
HH Income	\$ 83,156	\$ 89,553	\$ 6,397	7.7%
Note:	Income expressed in constant 2020 dollars.			
Sources:	Claritas and Randall Gross / Development Economics.			

Outside of the Convenience area, but within a ten-minute drive of the square, population increased by nearly 2,100 or 19.4% to 12,800. The household base also expanded, increasing by almost 700 or 17.1% to 4,600. Meanwhile, household incomes increased dramatically between 2010 and 2020, as Hernando and much of the nation gradually recovered from the Great Recession of 2008-9. Since 2010, incomes within this area increased by 26.8% in constant dollars (above the rate of inflation) to nearly \$104,780. This amount is more than double the statewide average income of \$45,790. Finally, within the broader region that extends south past Senatobia, population and households grew at a somewhat slower pace (6.3% and 6.2%, respectively), while household incomes also saw more modest growth of 7.7%. Even so, this more rural portion of the trade area had household incomes approaching \$90,000, well above the state average. Over the next five to seven years, this secondary trade area will see some reversal in its income gains, with an expected decrease of about 1.6% in household income due largely to the impacts of COVID-19. Nevertheless, population and household growth is expected to accelerate in this outlying portion of the Memphis metropolitan area, with growth of 43.4% and 44.0%, respectively.

Table 5. DEMOGRAPHIC FORECASTS, RETAIL TRADE AREA, HERNANDO, 2020-2025				
Factor	2020	2025	2020-2025 Change	
			Number	Percent
Trade Area A-Convenience				
Population	5,938	6,179	241	4.1%
Households	2,077	2,165	88	4.2%
HH Income	\$ 93,912	\$ 93,936	\$ 24	0.0%
Trade Area B-Primary				
Population	12,809	19,746	6,937	54.2%
Households	4,643	7,053	2,410	51.9%
HH Income	\$ 104,771	\$ 106,234	\$ 1,463	1.4%
Trade Area C-Secondary				
Population	48,286	69,237	20,951	43.4%
Households	16,941	24,399	7,458	44.0%
HH Income	\$ 89,553	\$ 88,099	\$ (1,454)	-1.6%
Note:	Income expressed in constant 2020 dollars.			
Sources:	Nielsen & Randall Gross / Development Economics.			

Demographic growth within a ten-minute drive of the square will continue, with rapidly increasing population (54.2%) and households (51.9%) over the next five to seven years. Incomes will increase, but at a much slower pace as they recover from the impacts of COVID on employment and business income. Within the immediate convenience trade area centered around central Hernando, population and households will see some modest growth of around 4.0%, but incomes will just barely recover over the next five to seven years.

TPI and Household Expenditure Potentials

Based on the demographic analysis, total personal income (TPI) was forecasted for the trade areas through 2025-27. Area A (5-minute drive) will generate \$203.4 million in TPI by 2025-27, representing an increase of about \$8.3 million or 4.3% over the current income generated by households in that area. By 2025-27, Area B (10-minute drive, outside of the 5-minutes) will generate TPI of \$749.3 million, a significant increase of \$262.8 million or 54.0%. Area C (the larger area) will generate about \$2.15 billion in TPI by 2025-27, an increase of \$632.4 million or 41.7%.

Household retail expenditure potentials generated by the trade area, or the amount of income spent on retail goods and services among trade-area households, will increase by \$88.8 million or 39.6% over the next five to seven years, to a total of about \$313.2 million. This amount represents gross demand for retail goods and services generated by trade area households to businesses located anywhere.

Table 6. TPI FORECASTS, HERNANDO, MISSISSIPPI RETAIL TRADE AREA, 2020-2025				
Trade Area	TPI (000)		Change	
	2020	2025	Amount	Percent
Area A	\$ 195,055	\$ 203,372	\$ 8,317	4.3%
Area B	\$ 486,452	\$ 749,267	\$ 262,815	54.0%
Area C	\$ 1,517,117	\$ 2,149,516	\$ 632,399	41.7%
Total	\$ 2,198,624	\$ 3,102,155	\$ 903,531	41.1%
Notes:	Total personal income (TPI) expressed in thousands of constant 2020 dollars.			
Source:	Randall Gross / Development Economics.			

Tourism Expenditures

Pass-through traffic, tourists, and day trippers will also generate retail expenditures to the trade area, above and beyond those generated by households in the trade area. Based on data collected by the Tourism Division of the Mississippi Development Authority, it is estimated that about 1,257,000 people visited DeSoto County in 2017-2018, generating total expenditures of approximately \$244,490,000. Some 19.5% was spent on restaurants, 26.5% on retail goods, 11.3% on gas stations & convenience stores, and 1.5% on entertainment. Expenditures have been increasing at a rate of about 0.5 to 1.0% per year (up until COVID-19 impacted dramatically on tourism activity). This expenditure growth represents potential for Hernando to capture increased demand for local businesses. The city's potentials are explored further in the following section of this report.

Section 3. HERNANDO RETAIL POTENTIALS

Hernando's retail businesses operate within a competitive framework. As such, they only capture a portion of the retail demand generated by households within Hernando's trade area and expenditures generated by tourists and other visitors to DeSoto County. The city's retail capture as well as its potential for retail development are explored further in this section. The city's potentials, in terms of square feet, help provide an understanding of the scope of scale of commercial growth that could be expected in coming years. These findings inform the city's economic development, as well as land use and development policy.

Competitive Framework

Much of Hernando's direct retail competition is situated just to the north in the Memphis suburbs of Southaven, Olive Branch, and Horn Lake. Much of the retail development is concentrated in the Goodman Road and Getwell Road corridors. These areas are closer to Memphis and developed earlier as suburban locations. They are therefore more advanced in terms of their maturity and draw as a retail destination. Key competitors for shopper's goods and general retail include Southaven Towne Center (567,640sf, anchored by JC Penney and Dillard's), Walmart Supercenter-Horn Lake (180,000sf), Tanger Outlets (310,000sf), Walmart Supercenter Southaven (205,184sf), Southcrest Market (200,000sf, adj anchors Lowe's and Best Buy), plus "big box" anchors including The Home Depot, Target, and Kroger in Southaven; Target at Wedgewood Commons in Olive Branch; and others.

Smaller strip centers (like the 16,400 square-foot Shops of Deerchase) and other retail nodes dot the landscape throughout northern DeSoto County. While relatively mature, the Goodman Corridor continues to see growth, with relatively recent and ongoing development around the Pleasant Hill intersection (Hobby Lobby, Academy Sports, Malco Cinemas, and elsewhere). There are also areas of Memphis, Collierville, Germantown, and elsewhere in the Mid-South region that capture trade area retail sales. Collierville is particularly relevant as having an historic downtown, which competes with downtown Hernando for day trippers interested in specialty shopping in a walkable historic environment.

Retail Potential

Accounting for Hernando's position within the competitive retail market, the city should expect to capture approximately 140,000 gross square feet or 112,200 square feet of additional (net new) retail development within the next five to seven years. This amount includes about 42,200 square feet of convenience business use, 27,800 square feet in shopper's goods, 32,200 square feet of restaurants, and about 9,100 square feet of personal services. In addition, the city can expect to capture demand for about 30,000 square feet of entertainment use. As noted earlier in this report, the city is woefully under-served for entertainment uses and yet, having one of the only "historic downtowns" in the region, and drawing from less-served communities further south, Hernando has the opportunity to become a dining and entertainment hub for tourists and day-trippers from around the region.

A more detailed summary of potential by specific retail category is provided in Appendix Table 1. As shown here, there is significant net demand for entertainment (30,000sf) and full-service restaurants (19,000sf), plus demand for grocery (15,000sf), health and personal care (11,000sf), liquor (8,000sf), home centers (27,000sf, e.g., Home Depot), gift and novelty stores (5,000sf), and others. There is an apparent over-supply in several categories including home furnishings, apparel, used and discount merchandise stores, and others. However, a more aggressive local tourism marketing campaign could help close some of these gaps. An over-supply does not necessarily indicate that retailers would close, only that sales "productivity" may fall below national standards for certain types of businesses. Of the total potential in Hernando, tourists would normally generate at least 25,000 to 30,000 square feet of demand, as illustrated in Appendix Table 2. But, if the city were to take a more pro-active position in terms of destination marketing, it could generate more support for local businesses.

Table 7. SUMMARY RETAIL POTENTIALS BY USE HERNANDO, 2020 AND 2025				
Type of Good	Gross Demand (SF)		Existing	Warranted
	2020	2025	Uses	Demand
Convenience	182,666	260,574	218,414	42,160
Shoppers Goods	245,702	351,746	323,958	27,788
Eating/Drinking	90,339	133,203	100,979	32,224
<i>Snack/Beverage</i>	22,905	32,816	21,891	10,925
<i>Restaurants/Bars</i>	73,071	108,540	79,087	29,452
Entertainment	19,081	29,010	-	29,010
Personal Services	42,883	58,270	49,182	9,088
TOTAL	580,671	832,802	692,532	140,270
<i>Existing Vacant</i>			28,119	
Net New Space				112,151
Source:	Randall Gross / Development Economics.			

Recommended Business Mix

Based on site assessment and on the findings of the market analysis, a tenant mix is recommended for the downtown area, gateway corridors and other nodes in the city of Hernando. The recommended business mix builds on the city's inherent strengths and its market potential for specific retail categories.

Downtown Hernando & Gateway Corridors

Downtown Hernando offers significant opportunities for tourism and destination market development, particularly because of its historic character and walk-ability. At present, the downtown area faces several challenges relating to the availability of affordable retail storefronts that could accommodate the targeted uses as well as to traffic and other physical development issues. Recommendations for addressing these challenges are provided elsewhere in this plan. Once addressed, the downtown area could attract the following uses to strengthen its destination draw.

- **Entertainment Venues** (25,000 to 30,000sf). Hernando currently lacks entertainment venues that could help to establish a destination draw to the city, especially to the downtown area. Yet there is growing demand for entertainment uses and it is highly recommended that such venues be accommodated in the downtown area. Venues could range from live music sections in restaurants or bars to independent music or theatre venues, to cinemas or family entertainment complexes. The Tobie Theater in Senatobia, plus the two Malco Cinemas in north DeSoto County

have a total of 32 screens, which is about 40% more than average on a per-capita basis. However, DeSoto County's suburban multi-plex cinemas generate substantial inflow from Memphis and surrounding areas.

- **Full-Service Restaurants** (16,000sf). A concentration of independent, full-service restaurants along with the entertainment venues, can help Hernando generate more of a destination draw for its retailers. Some of this restaurant use should be accommodated in the downtown area and along key gateway corridors leading into downtown.
- **Books, Toys & Gifts** (6,800sf). The downtown area is appropriate for bookstores and specialty toy stores (which could also be combined into one venue). However, it would be difficult for an independent book/toy store to survive in downtown Hernando at present, without an aggressive downtown marketing and promotion strategy and without the destination traffic that could be driven by dining and entertainment.
- **Sporting Goods / Misc.** (8,800sf). A sporting goods retailer can become an important driver for downtown traffic because such stores tend to draw a broad and diverse clientele.
- **Specialty Food & Wine** (8,500sf). A specialty food store (e.g., bakery/wine shop) can help fill a gap in the downtown grocery and convenience food offering, while also helping to create a destination and enhance opportunities for downtown area housing development.
- **Coffee/Snack** (2,800sf) and **Convenience** (3,600sf). Smaller but important uses that should be recruited to the downtown area include cafes and convenience stores which can help create a more livable downtown area for residents and visitors.

Other Corridors and Nodes

The market analysis also identified potential for retail uses that could be located downtown or elsewhere in Hernando, as part of the city's marketplace fabric. Among these uses are **hardware/garden supply** stores (12,000sf), **furniture** stores (10,000sf), **health and personal care** businesses (10,800sf), and **automotive supply** businesses (5,000sf). Growth of the trade-area residential base will spur further demand for pharmacies, hardware stores, furniture, auto supply, and other household-oriented goods and services accommodated in the city's suburban corridors and highway nodes.

APPENDIX

Table 1. WARRANTED HOUSEHOLD-GENERATED RETAIL POTENTIALS BY USE, HERNANDO, 2020 & 2025				
Type of Good	Gross Demand (Sq Ft)		Existing Uses	Warranted Demand
	2020	2025		
Convenience				
Grocery	104,012	148,977	133,799	15,179
Convenience	6,612	9,393	1,740	7,653
Specialty Food	4,325	6,178	2,253	3,925
Health/Pers Care	35,260	50,292	39,535	10,757
Gas/Convenience	17,361	24,586	24,185	401
Florist	3,474	4,956	10,521	(5,565)
Liquor	10,223	14,591	6,381	8,210
Misc	1,400	1,600	-	1,600
Sub-Total	182,666	260,574	218,414	42,160
Shoppers Goods				
Apparel	2,812	3,800	20,217	(16,417)
Accessory	319	457	-	457
Jewelry	1,061	1,516	-	1,516
Shoes	1,819	2,601	2,253	348
Furniture	6,956	9,955	-	9,955
Home Furnishings	5,592	7,985	23,979	(15,994)
Appliances	1,845	2,643	-	2,643
Hardware	13,326	19,018	10,000	9,018
Garden Supply	4,525	6,493	1,485	5,008
Home Centers	18,953	27,043	-	27,043
Department Store	76,183	108,552	116,312	(7,760)
Non DS GM	17,111	24,524	29,735	(5,211)
Used Mdse	10,726	15,375	32,731	(17,356)
Auto Dealer	34,328	49,157	40,985	8,172
Auto Supply	17,595	25,224	20,310	4,914
Electronics	7,017	10,052	9,729	322
Books/Music	1,298	1,850	-	1,850
Musical Instruments	1,105	1,576	1,560	16
Gift, Novelty, Svr	7,577	11,644	7,008	4,636
Hobby/Toy/Game	3,617	5,179	2,253	2,925
Luggage/Leather	256	365	-	365
Office Supply/Sta	3,846	5,512	3,000	2,512
Misc SG	4,463	6,396	800	5,596
Sporting Goods	3,373	4,830	1,600	3,230
Sub-Total	245,702	351,746	323,958	27,788
Dining & Entertainment				
Restaurant-LS	32,150	45,919	41,400	4,520
Restaurant-FS	35,284	54,467	37,688	16,779
Drinking Estab.	5,638	8,153	-	8,153
Snack/Bev	17,268	24,663	21,891	2,772
Entertainment	19,081	29,010	-	29,010
Sub-Total	109,420	162,213	100,979	61,234
Personal Svces	42,883	58,270	49,182	9,088
TOTAL	580,671	832,802	692,532	140,270
<i>Existing Vacant</i>			28,119	
Net New Space				112,151
Source:	Randall Gross / Development Economics.			

Table A-2. TOURISM-GENERATED RETAIL POTENTIAL, HERNANDO			
Category	Factor	Total	Forecast
<u>OT Visitors-County</u>		1,257,287	
<u>Total Spend</u>	\$ 273.99	\$ 344,489,848	
Restaurants	\$ 53.34	\$ 67,063,133	
Retail Trade	\$ 72.71	\$ 91,416,185	
Gas Stations	\$ 31.05	\$ 39,036,175	
Entertainment	\$ 4.12	\$ 5,174,996	
<u>Study Area Capture</u>			
Restaurants	7%	\$ 4,694,419	\$ 93,888
Retail Trade	4%	\$ 3,656,647	\$ 73,133
Gas Stations	9%	\$ 3,513,256	\$ 70,265
Entertainment	1%	\$ 51,750	\$ 1,035
<u>Demand (Square Feet)</u>			
Restaurants	\$ 600	7,824	156
Retail Trade	\$ 250	14,627	293
Gas Stations	\$ 1,200	2,928	59
Entertainment	\$ 110	470	9
TOTAL		25,849	517
Source:	Randall Gross / Dev. Economics.		