

# ATOKA ON TRACK

||||| 2042

Comprehensive Town Plan  
February 2023





## Leading the Direction

Two characteristics of the planning process that produce the best outcomes are collaboration and quality teamwork. The “Atoka On Track” Comprehensive Planning process was developed within the setting of great advice from the Advisory Committee, extensive community and stakeholder involvement, and strong encouragement of the Town’s leadership. Listed below are those who served in an official capacity. Informal participants may be represented elsewhere in the plan by text, image or other note.

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# WHAT IS ATOKA ON TRACK?

In the fall of 2021, Atoka initiated a town planning process to create a fresh vision and quality planning for a rapidly growing and changing town. Recent changes have included creating new recreational amenities and a growing desire to create a walkable, aesthetically pleasing downtown. And major growth has occurred in Atoka's neighborhoods over the last decade.

New challenges and opportunities have also emerged. These include the impact of recent growth to anticipated impacts of the regional economic development efforts related to Blue Oval City, the Ford Corporation's multi-billion investment fifteen miles to the east.

To better understand the impact of these changes and challenges, to explore the town's potential, and establish a plan to manage and guide the future, the town commissioned the development of the Atoka On Track Comprehensive Plan as a complete update and replacement of its existing land use and transportation plan which is now over a decade old.

Atoka On Track is a plan for the town's long term future development. The intention of Atoka On Track is to have a positive impact on broad community development trends, including its economy, development patterns, health, sustainability, resiliency, and urban design. These factors are all addressed in Atoka On Track.

Reflecting the input of hundreds of participants in the process and hundreds of hours of in-depth discussion, Atoka On Track establishes a bold vision and a comprehensive action agenda designed to realize that vision.

## ABOUT THE PLAN

The Town of Atoka is empowered to plan by authority granted by the State of Tennessee under Title 13 - Public Planning And Housing of the Tennessee Code. This section of the Code sets forth the full scope of planning in Tennessee and addresses regional planning, municipal planning, zoning, various development programs and various other planning and development related matters. Atoka On Track has been authorized by the Town of Atoka under these statutory provisions in fulfillment of its planning "to make and adopt an official general plan for the physical development of the municipality".

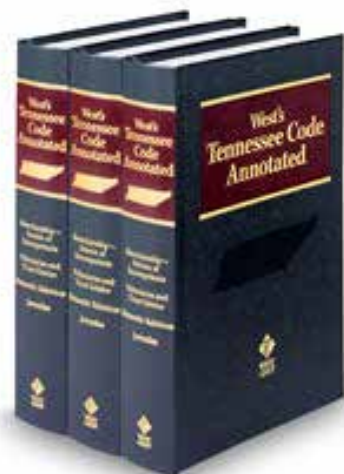
# TENNESSEE STATUTORY REQUIREMENTS SPECIFICALLY

Section 13-4-201 sets forth the required components of a municipality's general plan. The broad description of such a plan includes the following mandatory elements:

- **The commission's recommendations for the physical development of the area of the municipal planning jurisdiction, identifying areas where there are inadequate or nonexistent publicly or privately owned and maintained services and facilities when the planning commission has determined the services are necessary in order for development to occur, along with the accompanying maps, plats, charts, and descriptive and explanatory matter**

- **May include, among other things:**

- **the general location, character and extent of streets, bridges, viaducts, parks, parkways, waterways, waterfronts, playgrounds, airports and other public ways, grounds, places and spaces**
- **the general location of public buildings and other public property**
- **the general location and extent of public utilities and terminals, whether publicly or privately owned, for water, light, power, sanitation, transportation, communication and other purposes**
- **The removal, relocation, widening, extension, narrowing, vacating, abandonment, change of use or extension of any of the foregoing public ways, grounds, places, spaces, buildings, properties or utilities**
- **A zoning plan for the regulation of the height, area, bulk, location and use of private and public structures and premises and of population density**
- **The general location, character, layout and extent of community centers and neighborhood units**
- **The general location, character, extent and layout of the replanning of blighted districts and slum areas.**
- **A transportation plan depicting, in map form, the proposed functional classifications for all existing and proposed streets, roads and highways. Functional classifications shall consist of arterial, collector and local streets, roads and highways, and these classifications**









Similar conditions exist regarding mapping in the planning process. Internet-based services such as Google Earth, Apple, Bing Maps, and a variety of online geographic information systems available. These services make geographic-based inquiry into a community convenient and relatively simple. Planning energy and effort may now be concentrated on mapping and analysis in support of a community's planning values and vision and policy elements, rather than the production or reproduction of data. For Atoka On Track, data has been reviewed and analyzed. Significant focus has been placed on the establishment of Atoka's development vision and goals, and their corresponding provision for implementation.

A comprehensive plan should not be a static summary of a community's past trends. A plan should serve as a dynamic guide to

a desired future. This desire for forward momentum is captured in the Atoka Vision Statement, and the plan establishes the foundation for community transformation through design, development policy and project initiatives aimed at Atoka on achieving its vision. Taking into consideration Atoka's rich history and background, the following section will summarize the evolution of the community over time to establish the baseline for step one, discovery.

### CURRENT PLANNING IN ATOKA

Atoka's latest comprehensive town plan was adopted in 2012. The 2012 plan provides the foundation for the adoption and administration of the town's current zoning and subdivision codes. Atoka On Track builds on this planning effort.





While the comprehensive plan is foundational, other important plans and studies have been completed that have influenced development conditions in Atoka. These plans are listed and described in the table that follows. Where appropriate, the influence of these plans has been summarized and elements carried forward in Atoka On Track.

Daily planning administration in Atoka is conducted by town staff as it administers its current planning and building program. Special planning review and guidance is provided by an on-call planner. Atoka is currently seeking to staff a planning department full time.

## PLANNING PROCESS





Previous Planning in Atoka		
Plan or Study	Influence	
<ul style="list-style-type: none"> <li>• <b>2008 - 2028 Atoka Land Use and Transportation Plan</b></li> </ul>	<p>As the town's last comprehensive plan, the 2008 - 2028 Land Use and Transportation Plan provided the basis for Atoka's current development controls.</p>	
<ul style="list-style-type: none"> <li>• <b>2017 Town of Atoka Complete Streets Plan</b></li> </ul>	<p>In the context of Atoka's rapid growth, the 2017 Complete Streets Plan was developed to evaluate Atoka's transportation system for function, and what are key pedestrian and bicycle (non-motorized) connections. The plans provides mobility principles and guidelines to ensure that impacts from growth are considered and addressed.</p>	
<ul style="list-style-type: none"> <li>• <b>Memphis Area Council of Governments Comprehensive Economic Development Strategy</b></li> </ul>	<p>The Comprehensive Economic Development Strategy (CEDS) for the Memphis Region provides the strategic recommendations, action plan, and evaluation framework for regional economic development.</p>	
<ul style="list-style-type: none"> <li>• <b>Tipton County Infrastructure Assessment</b></li> </ul>	<p>This assessment presents the basis for regional planning and projected growth anticipated as a result of the Blue Oval City project in Haywood County, located adjacent to Tipton County on the east-side. The purpose of the assessment is to provide the County with information that will guide them in preparing for the future.</p>	























# ATOKA'S ENVIRONMENTAL CONTEXT

The geographic location of Atoka is the result of both economic and social forces. The railroad industry, which has figured prominently in the community's origins, constructed a line through the area in 1872, paralleling the Mississippi River and connecting Memphis to areas to the north. Atoka began as a stop along the rail line at a point where trains of the day were required to refuel. These two factors were primary determinants in Atoka's location. This Environmental Context section highlights, summarizes, and assesses Atoka's significant natural environmental features, providing an overview of environmental factors that impact the Town's growth and development. The section reviews geography, water quality, flooding and stormwater, tree cover, climate factors, and natural hazards.

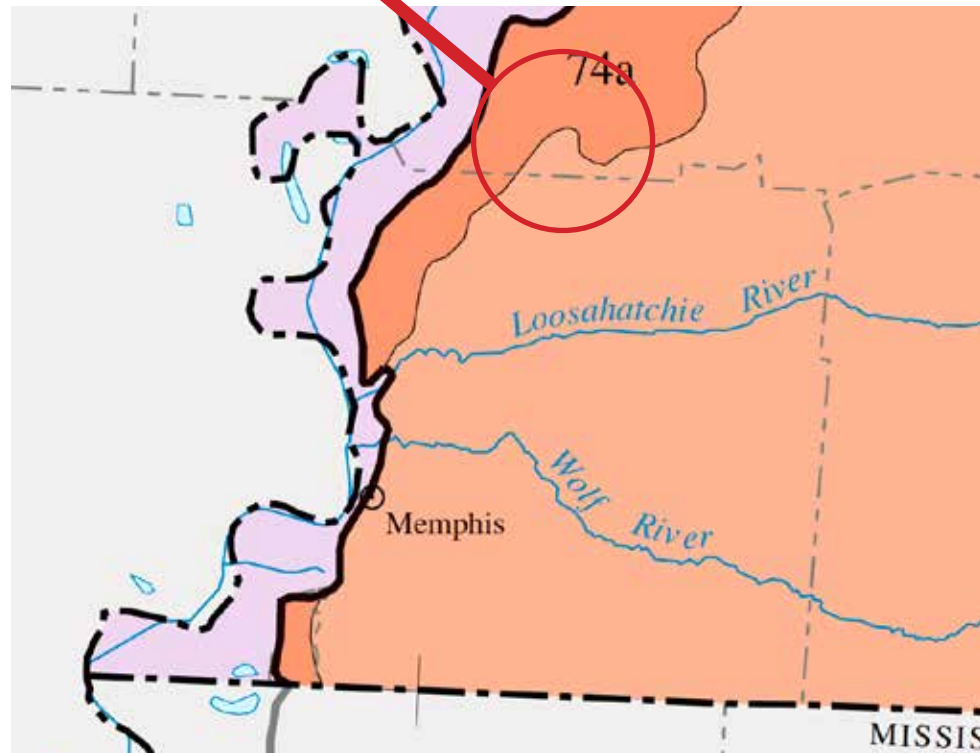
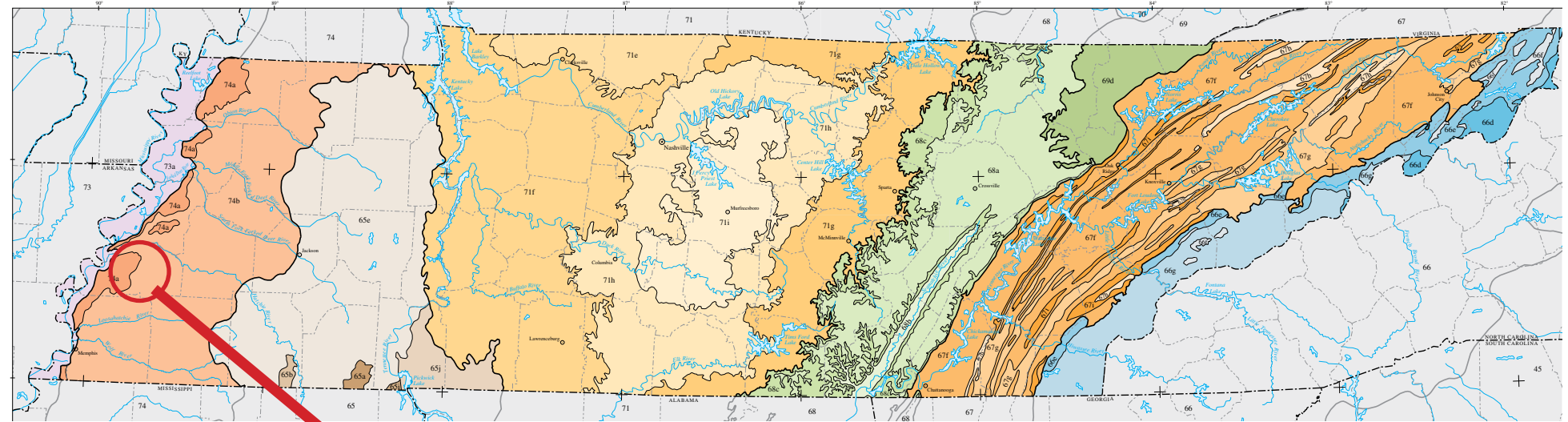
## GEOGRAPHY

Tipton County's west Tennessee geography has many valuable natural resources. The most important of these are the rivers, streams, soils, deposits of sand and gravel, forests, and wildlife. The Mississippi River is the primary waterway in the vicinity, but there are numerous other large and small streams. The county also has an abundant supply of potable water, which is supplied by wells dug into very deep sand aquifers throughout the county. The soils in the county are moderate or high in fertility. Tipton County is one of the top farming counties in the state. It has many deposits of sand and gravel. These deposits meet local needs and the needs of surrounding counties.

The county has only a relatively small acreage of woodland. The wooded areas are mainly along the Hatchie River. They support bottom-land hardwoods that are valuable as sources of timber and as wildlife habitat elements. The county is in the Mississippi waterfowl flyway and has an abundance of ducks and geese that are of value to hunters and birdwatchers. The county has many rivers and lakes, which are inhabited by many kinds of game and commercial fish.

Most of Tipton County is in the Southern Mississippi River Valley Silty Uplands, but the westernmost part of the county is in the physiographic area called Mississippi River Valley Alluvium. The silty uplands are gently rolling to hilly in the east and are steep, dissected hills in the west. Broad, nearly level flood plains and terraces are along the Mississippi and Loosahatchie Rivers.

The Environmental Protection Agency classifies the area lying along the Bluff Hills ecoregions formally described as "sand, clay, silt, and lignite, and capped by loess. The region in Tennessee encompasses those thick loess areas that are generally the steepest,



**Above and left: Atoka's geographic location**

new areas impacting neighborhoods and other developed areas historically free of flood events. Development within the floodplain also reduces its capacity for stormwater infiltration resulting in faster rises in water levels and greater erosion downstream.

There are approximately 530 acres of floodplain in the Federal Emergency Management Agency (FEMA) designated Flood Zone A in Atoka's Urban Growth Boundary and 1250 acres in the Town Limits. The Zone A Flood Zone is subject to a one-percent-annual-chance of a flood event, but base flood elevations have not been established by FEMA. Rather, base flood elevation has to be determined on a case-by-case basis as development within the floodplain is proposed. The town is required by FEMA to ensure that no more than a 1-foot rise in base flood elevation will occur as a result of development. Development is not permitted within a floodway but is restricted to the floodway fringe. The floodway fringe is that part of the floodplain that lies between the floodway and the edge of Zone A.

most dissected, and forested. The carved loess has a mosaic of micro environments, including dry slopes and ridges, moist slopes, ravines, bottomland areas, and small cypress swamps. While oak-hickory is the general forest type, some of the undisturbed bluff vegetation is rich in mesophytes, such as beech and sugar maple, with similarities to hardwood forests of eastern Tennessee."

## FLOODPLAINS

Successful floodplain management is a complex balance of flood hazard, economics, and private property rights. Although development within the floodplain is possible, resulting structures and fill dirt change the flood profile and can push flood waters into

## WETLANDS

Along with the rivers and the forests, wetlands are a vital element of the natural ecosystem and provide valuable habitat for many types of plants, animals and migratory birds. Until the 1970s, the destruction of wetlands, usually through fill, was not regulated. Since the time of European settlement, Tennessee has lost about 59 percent of its wetlands according to the University of Tennessee's 2005 report "Wetlands in Tennessee". A major portion of this loss has occurred in West Tennessee. These lost wetlands have been destroyed by conversion to farmland and development sites.

Wetlands are natural water filters serving to remove pollutants picked



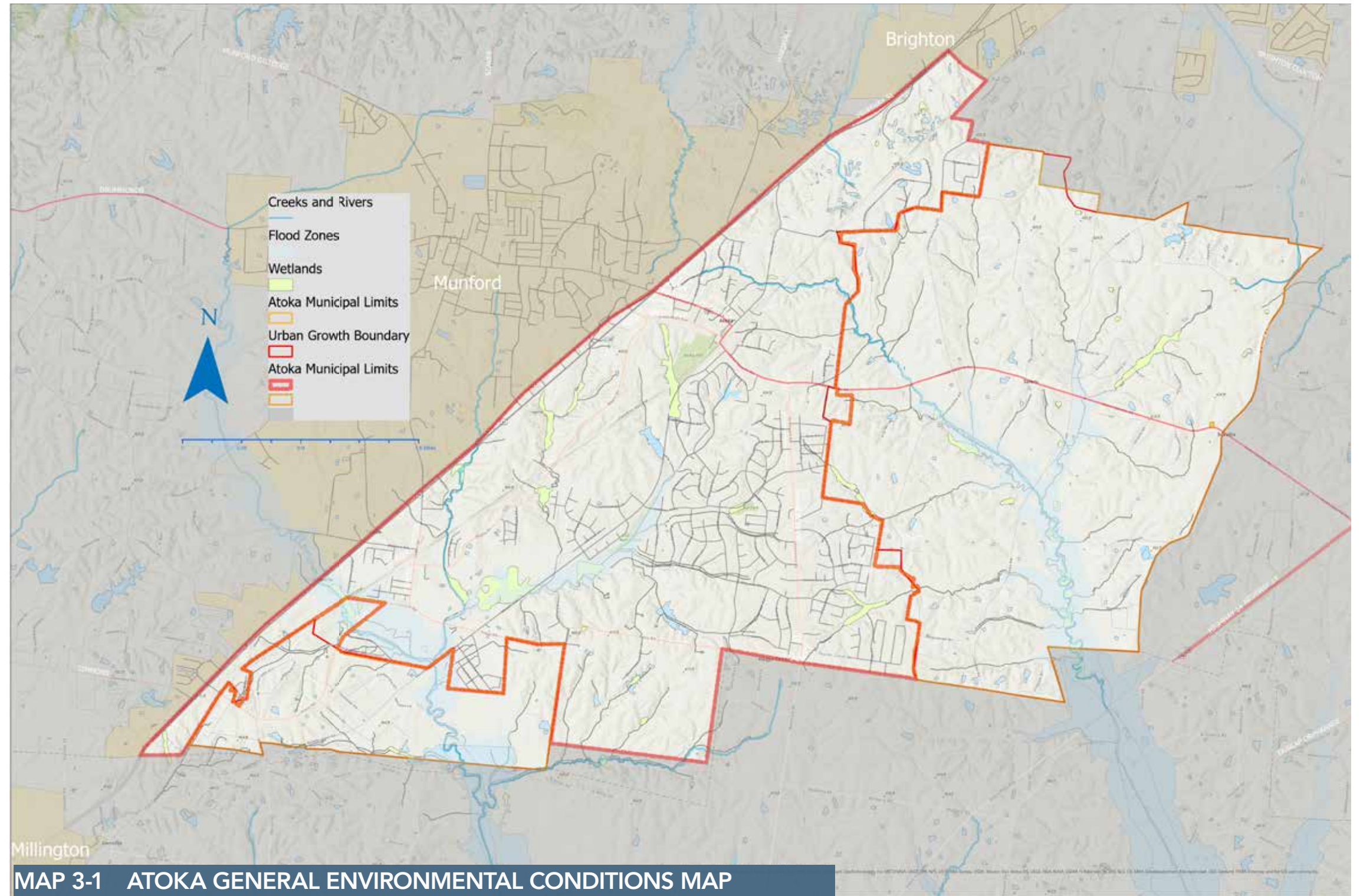
up on the land by stormwater before being washed into rivers and lakes. Development adjacent to wetlands may be outside the jurisdiction of Federal agencies and can have significant impacts. For this reason, many local governments now provide some protection through wetland buffer requirements in their land development regulations.

Wetlands have been identified in Atoka by the National Wetlands Inventory. Most wetlands in the town are associated with Atoka's flood zones. Hebron Branch drains the area in the Urban Growth Boundary. Big Creek drains the Town itself. Both flow into the Loosahatchie River. Atoka's wetlands are naturally occurring freshwater forested-shrub wetlands, either semi-permanently or temporarily flooded. A few are wetlands created by human excavation.

## STORMWATER CONTROL

Stormwater runoff that does not result in widespread flooding can have a significant impact on nearby properties, public facilities, and natural systems. The first flush of stormwater can carry a large amount of pollutants picked up from the land and surfaces such as roof tops, streets, and parking lots. Stormwater from developed areas can also race towards streams, rivers and lakes at speeds that cause erosion and channelization, and be so warm when it gets there that it changes the biology of the receiving waters. For these reasons, the U.S. Environmental Protection Agency has developed stormwater guidelines that impact certain areas of Tennessee but does not yet include the Town of Atoka.

For years, most solutions treated stormwater as a menace to get off site as quickly as possible. This led to curb and guttering along streets, open ditches, and storm drainage systems that piped untreated stormwater directly to rivers and





streams. Today, other choices treat stormwater as more of a resource and allow natural flow and infiltration to occur on site. These methods are referred to as Low Impact Stormwater Design (LID) and are being used in some Tennessee cities, and communities throughout the country, to reduce the number of municipal storm sewers, and to improve the health of streams, lakes and wetlands. The impacts of various types of development conditions are illustrated on the opposite page.

## WATER SUPPLY

Atoka's potable water is supplied by Munford and Poplar Grove Utility District. The utility draws its water from wells that pump from the Memphis Sand Aquifer. Although many potential groundwater contaminants were identified within the Atoka area by Tennessee 2021, the water supply was deemed safe according to system reporting. Most instances of groundwater contamination in the State occur within shallow aquifers and not within deep aquifers like that serving Atoka.

## TREES AND TREE CANOPY

Trees provide beauty and form in the landscape, but they also serve other vital ecological functions. They provide cool shade on hot summer days. They turn carbon dioxide into oxygen making them one of the best greenhouse gas treatment systems. Trees buffer noise and screen unsightly areas. They provide habitat and food for myriad animal species, and anchor soils preventing erosion. Trees also break up wind patterns minimizing damage to buildings.

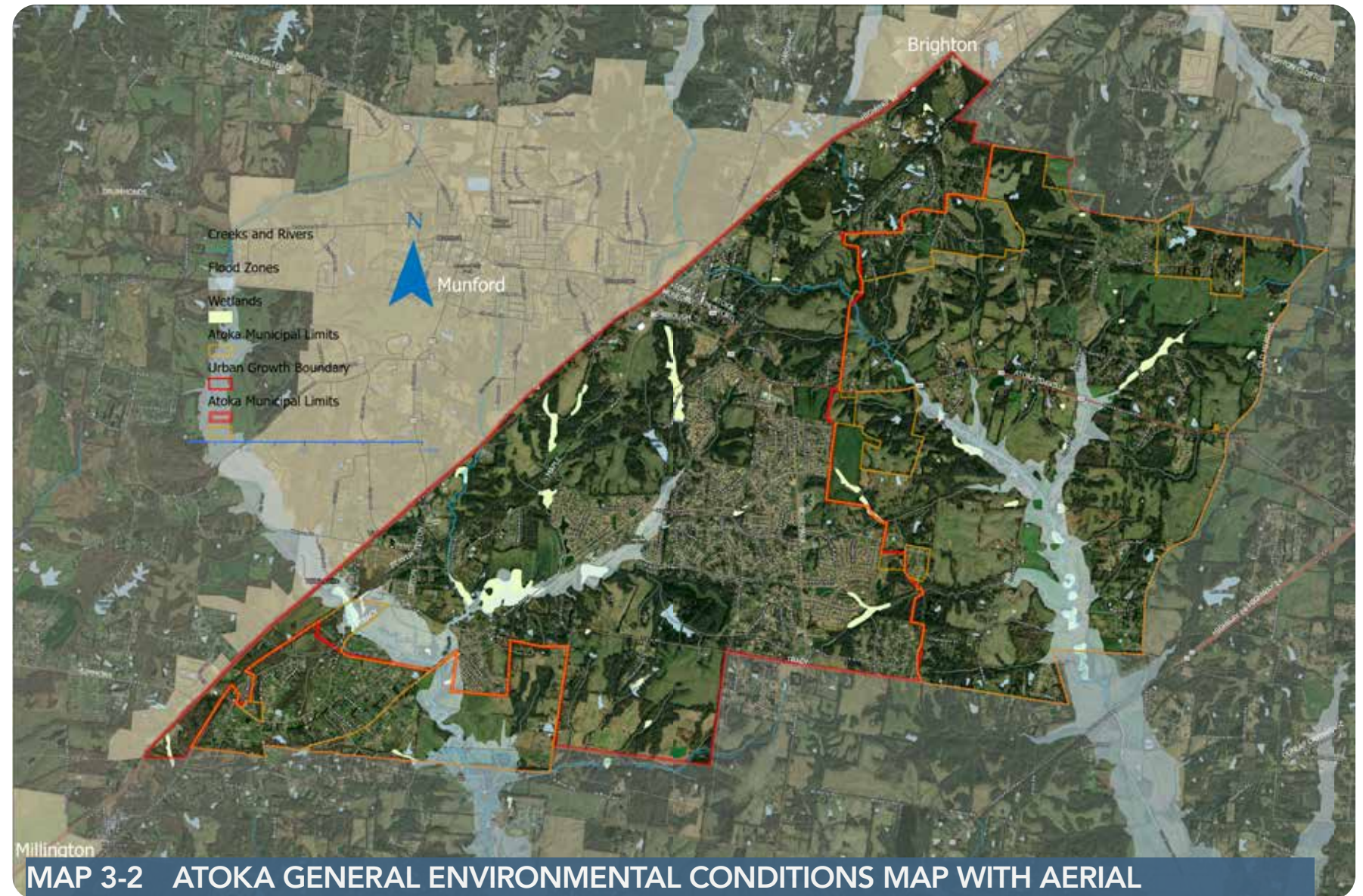
The land in Atoka and its urban growth boundary are characterized by substantial tree cover. The Town currently does not pursue any formal tree conservation or protection policies.

## NON-NATIVE AND INVASIVE SPECIES

An invasive species is a plant or animal that is not native to our state and has a tendency to spread, which may cause damage to the environment, to the economy, or to human health. Mature, natural ecosystems reach a balance between producers and consumers. Some newly introduced species such as kudzu and musk thistle have few natural controls to keep their growth in check. Some can be eradicated at great expense, others can only be controlled.

## GREEN BUILDING

Although green building is not in itself a natural resource, its purpose is to conserve natural resources. Green building simply means increasing the efficiency with which buildings and sites use



MAP 3-2 ATOKA GENERAL ENVIRONMENTAL CONDITIONS MAP WITH AERIAL

Below left: Local erosion; Below: Local wetland





energy, water, and materials. It also means reducing the impacts of construction on human health and the natural environment. Although automobiles receive the most public attention related to energy use, the fact is buildings consume nearly 40 percent of all energy resources in the United States accounting for nearly 70 percent of all electricity consumption and almost 40 percent of carbon dioxide (greenhouse gas) emissions.

According to the Tennessee Land Conservation Assistance Program, green building, at its best, is a whole-systems-approach to building that includes:

- Designing for livable communities
- Using sun and site to the building's advantage for natural heating, cooling, and daylighting
- Landscaping with native, drought-resistant plants and water-efficient practices

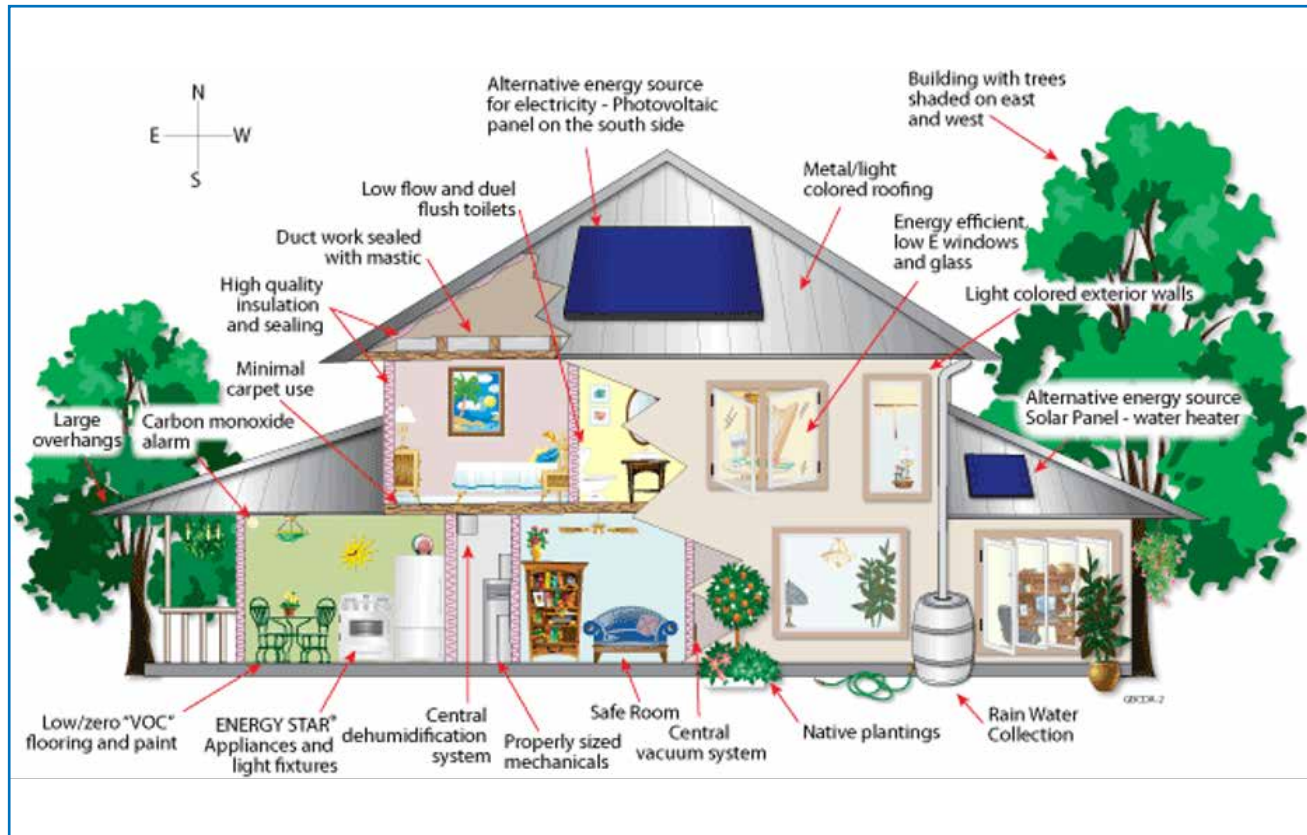


Illustration of green building practices



Comparison of stormwater runoff rates based on development condition



# ATOKA'S DEVELOPMENT PATTERNS

## EXISTING LAND USE

Existing land use and development were inventoried, mapped and analyzed in order to illustrate community development patterns and trends for Atoka On Track. Data sources for existing land use included the 2000 Comprehensive Plan, current aerial photography, information from the Tipton County Tax Assessor and visual surveys of selected areas. The categories used to classify development patterns and their meanings are listed as follows:

### Residential

- Low Density Residential - A single residential living unit of conventional (on-site) construction, designed to house only one family. These are "stand alone" units, as opposed to townhomes or row houses. The density of units per acre may range from 1 to 4.
- Estate Residential - Estate Residential development typically occurs at densities of .75 to 1 unit to the acre in single-family detached structures.
- Multifamily Residential - A structure designed with more than one separate living unit, such as a duplex or apartment complex, where such living units are attached at densities greater than 8 units to the acre. This category includes group homes.

### Commercial

- Offices - Office uses accommodate places for professional, health care, or administrative activities.
- Office/Retail Mix
- Community Commercial - This category relates establishments that are private, for profit, businesses and provide merchandise or services for retail trade. Examples include banks, grocery stores, barber shops, etc.
- Service Commercial

### Agricultural/Forest/Vacant

- Agriculture - These areas accommodate crops and livestock from a farm or ranch. They may be described as farms, ranches,

**Table 3.1 - Land Use Measurements - Atoka and Urban Growth Boundary - 2022**

Land Use	Atoka	% of Total	Urban Growth Boundary	% of Total
<b>RESIDENTIAL</b>				
Low Density Residential	1615.9	23%	511.2	7%
Estate Residential	664.2	9%	1408.0	19%
Multifamily	20.6	0.3%	0	0%
<b>COMMERCIAL/OFFICE</b>				
Office	12.9	0%	0	0%
Office/Retail Mix	2.2	0%	0	0%
Community Commercial	47.0	1%	0	0%
Service Commercial	117.3	2%	0	0%
<b>AGRICULTURAL/FOREST/VACANT</b>				
Agricultural/Forest	3966.7	56%	5264.0	71%
Vacant	214.0	3%	69.5	1%
<b>INDUSTRIAL/INFRASTRUCTURE/UTILITIES</b>				
Infrastructure/Utilities	24.6	0%		0%
Industrial	0	0%		0%
<b>PARKS/OPEN SPACE</b>				
Parks and Open Space - Public	114.9	2%	0	0.0%
Open Space Private	154.4	2%	28.6	0.4%
<b>PUBLIC/SEMI-PUBLIC</b>				
Governmental	5.0	0%	0	0.0%
Assembly	35.2	0%	36.8	0.5%
School	38.3	1%	0	0.0%
<b>OTHER</b>				
Not yet classified	53.4	1%	53.1	0.7%
<b>TOTAL</b>	<b>7086.7</b>	<b>100%</b>	<b>7371.2</b>	<b>1.0</b>

dairies, greenhouses, nurseries, or orchards. When homes are present, they are typically on tracts greater than 5 acres.

- Forest - Forest areas are dominated by either natural or planted stands of timber. When homes are present, they are typically on tracts greater than 5 acres.
- Vacant - Vacant lands are lands not otherwise categorized as Agricultural that lie unoccupied.

### Industrial / Infrastructure / Utilities

- Industrial - Industrial land accommodates manufacturing, reduction, warehousing, storage, or distribution of products or goods. Also included in this category are uses that may generate substantial amounts of noise, odor, light, traffic or other nuisances associated with industrial uses.
- Infrastructure - Infrastructure land accommodates uses devoted to the underlying support systems of the community such as streets, utility lines and rights of way, and processing and conveyance installations.

### Parks and Open Space

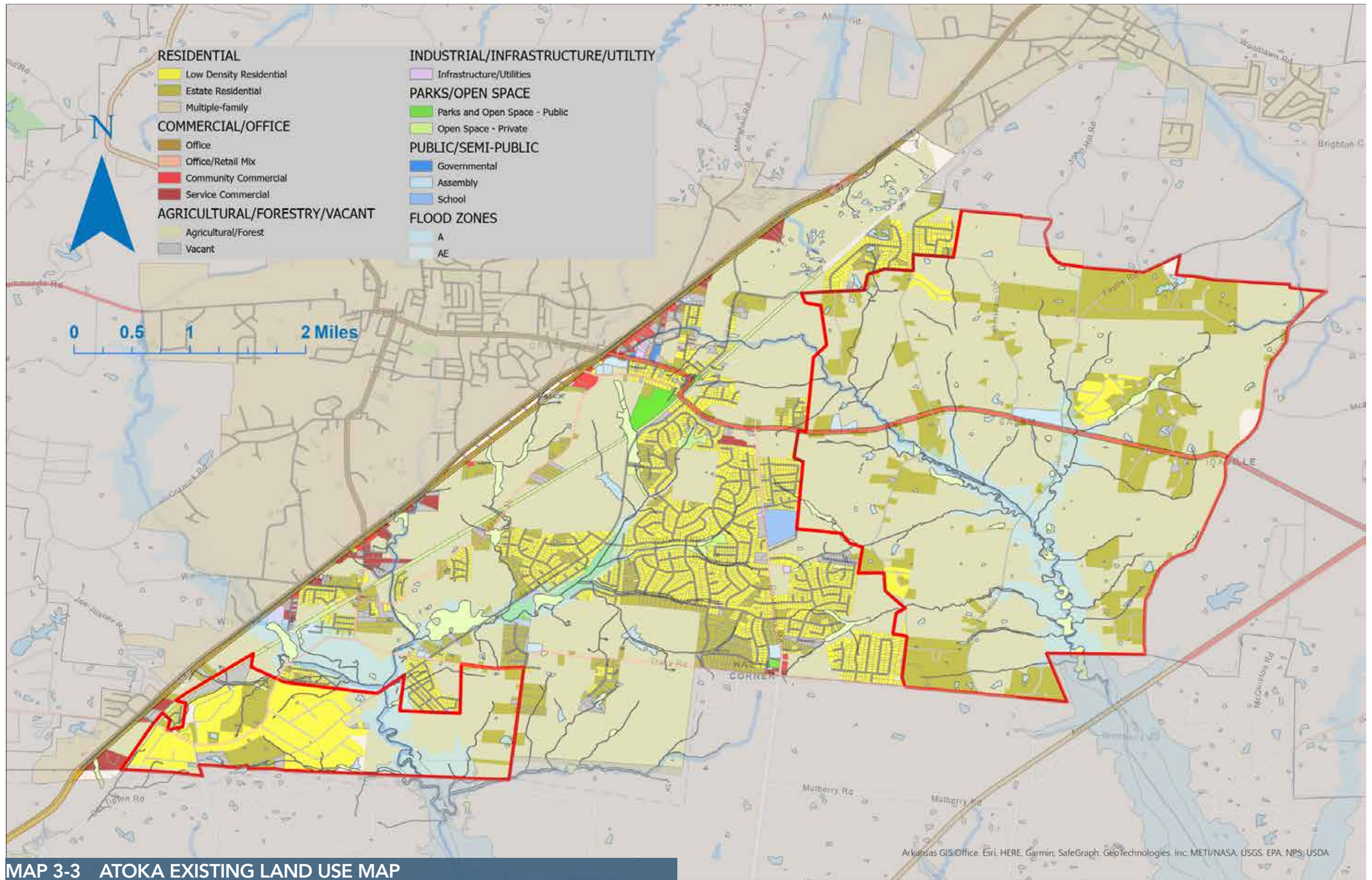
- Parks and Open Space - Public - Land that is used as active park space or otherwise reserved as open space.
- Parks and Open Space - Private - Land that is owned and managed by a homeowners or property owners association.

### Public/Semi-public

- Governmental - These uses are those related to the direct administration of governmental functions. They may include Town, County, or Federal government offices.
- Assembly - These uses constitute places where people gather in large number for a variety of purposes. These purposes include worship, entertainment,
- Schools - These uses are operated by a public or non-profit body and that involves the frequent assembly for educational purposes.

Development patterns are illustrated on the map at right. The quantity of land in each land use category is listed in Table 3.1.





MAP 3-3 ATOKA EXISTING LAND USE MAP



## Atoka Build-Out Analysis

A vital component of the development patterns analysis is determining build-out. Projecting future growth and impacts is required to align growth properly with the community vision. The essential tool used to evaluate future growth is a build-out analysis.

The build-out analysis examines the development carrying capacity of a given geography. Carrying capacity is the geography's maximum amount of residential development and the maximum intensity of nonresidential development. Carrying capacity is developed from variables such as the number of dwelling units and floor area ratios per acre permitted by current zoning rules, environmental factors, infrastructure capacity, and other factors that may affect development density and intensity. Build-out analysis can help answer critical planning questions, including:

- What are the likely community impacts if growth occurs to the maximum extent permitted?
- Is the community prepared to accommodate growth at the scale permitted?
- Are the growth patterns represented by permitted development desirable, and do they align with community vision?
- Does the amount of planned development reflect current market

realities?

The findings of a build-out analysis may be used to assess the impacts of growth and help determine whether current development patterns, plans, and codes align with a community's vision and actual market realities.

A build-out analysis is conducted at varying levels of precision. Such an analysis can be performed at any point along a spectrum, from general macro-level estimates to more precise, micro-level calculations. Atoka's build-out analysis has been conducted at the macro level of current zoning and flood zone constraints. The analysis assumes that future growth under current zoning will occur to the maximum extent permitted. Flood zone development is assumed to occur at fifty percent of maximum zoning.

Atoka's build-out analysis identified vacant land from the existing land use survey, and the results are illustrated on Current Zoning of Vacant Lands Map at right. The zoning classification of each parcel of vacant land was then determined. Vacant areas were aggregated, and the development intensity permitted was applied to calculate development carrying capacity in units per acre for residential zones and square feet of building per acre in nonresidential zones. An environmental constraint factor was applied to land impacted by wetlands and flood zones at the rate of twenty-five percent.

By way of example, the maximum permitted dwelling unit density of one hundred vacant acres of land zoned R-1 is two dwelling units per acre. Therefore, the carrying capacity of the land would be calculated at 200 dwelling units (100 acres x 2 units per acre). Dwelling units can be converted into the estimated population by multiplying by the average household size in Atoka. In 2021 average household size was 2.6. Therefore, two hundred dwelling units multiplied by 2.6 persons per unit represents a population of 520 for the 100 acres.

Commercial building square footage is calculated by multiplying available acreage by either 11,000 or 21,780 square feet per acre. These figures represent an assumed building footprint area per acre of 25 percent in suburban areas or 50 percent in downtown or mixed-use areas, respectively. These ratios are common rules for suburban commercial and urban commercial development intensity. Industrial intensities are left uncalculated.

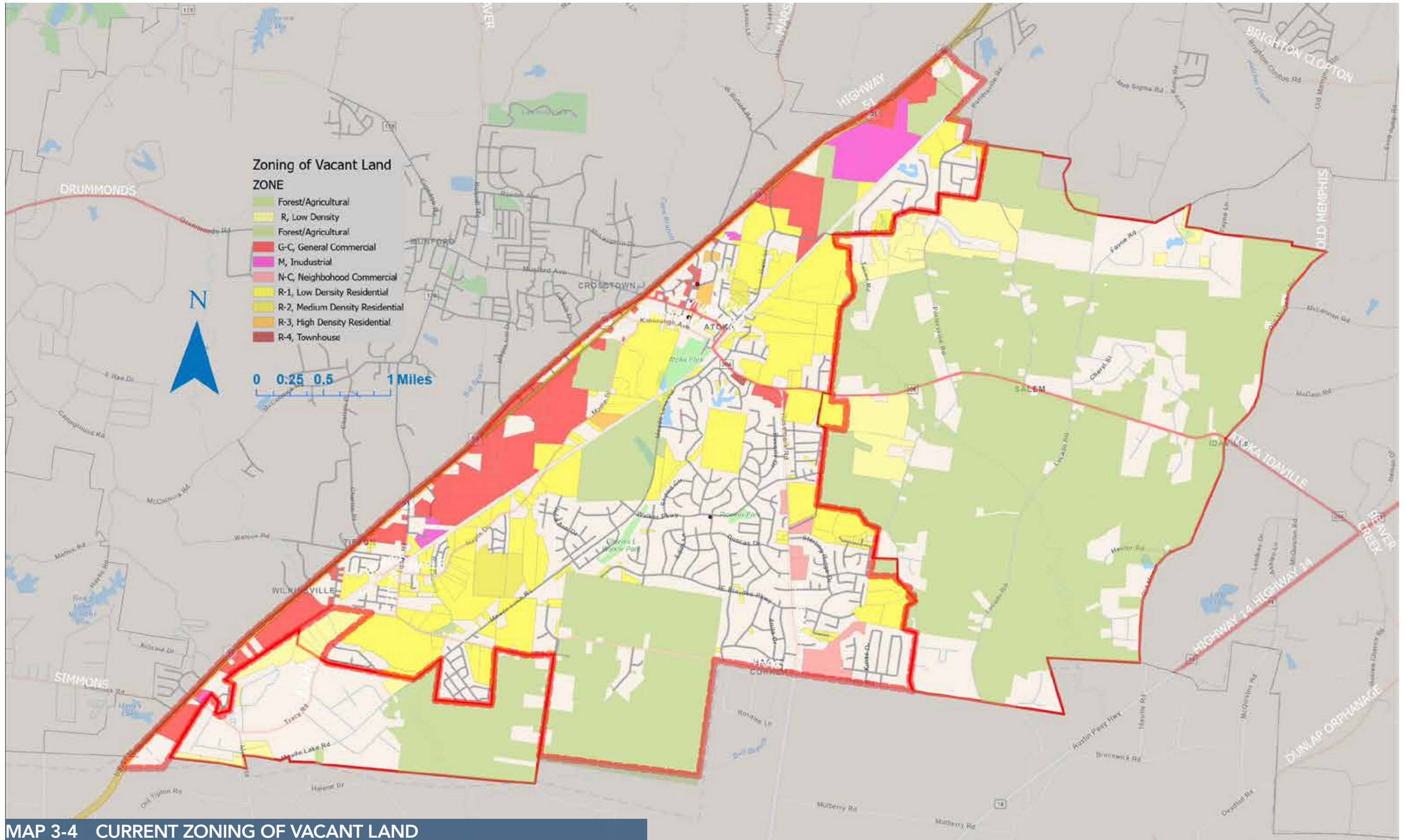
Atoka's build-out analysis reveals that the town can accommodate nearly 7,000 additional people, over 6,000,000 square feet of commercial space, and 165 acres of industrial space. The results are presented in the table below. Build-out calculations for the planning area are illustrated in the table at right. The analysis here shows that the area in the Urban Growth Boundary can accommodate an additional 4,000 persons.

**Table 3.2 - Carrying Capacity of Atoka and Urban Growth Boundary As Currently Zoned**

Zoning	Atoka (ac)	UGB (ac)	Density/ Intensity	Capacity Population Atoka	Capacity Population UGB	Capacity Floor Area (sf)
<b>RESIDENTIAL</b>						
<b>FAR</b>	1417	4780	1	1417	4780	-
<b>Rural</b>	-	569	1	-	569	-
<b>R-1 Residential</b>	1720	-	4	6881	-	-
<b>R-2 Residential</b>	97	-	6	580	-	-
<b>R-3 Residential</b>	29	-	6	172	-	-
<b>R-4 Residential</b>	2	-	12	29	-	-
<b>Environmentally Constrained (-.25)</b>	2449	4012		6810	4012	
<b>COMMERCIAL AND INDUSTRIAL</b>						
<b>General Commercial</b>	679	-	0.3	-	-	7,399,346
<b>Neighborhood Commercial</b>	91	-	0.3	-	-	988,497
<b>Industrial</b>	165	-		-	-	-
<b>Environmentally Constrained (-.25)</b>	701	-		-	-	6,290,882

Source: Planning Team Analysis





**MAP 3-4 CURRENT ZONING OF VACANT LAND**



# DEMOGRAPHIC AND ECONOMIC OVERVIEW

## Introduction

The demographic and economic assessment for Atoka examines local and regional demographic, housing, employment and commercial data to better understand Atoka’s existing market and future development potential. This assessment includes:

- A demographic profile outlining trends in population growth, income, age and other indicators.
- A housing assessment presenting product, tenure and real estate market trends.
- An employment overview presenting general employment data for occupations, wages, and commuting patterns.
- A commercial analysis identifying business opportunity based on the demand generated by the local customer base living in the market area.

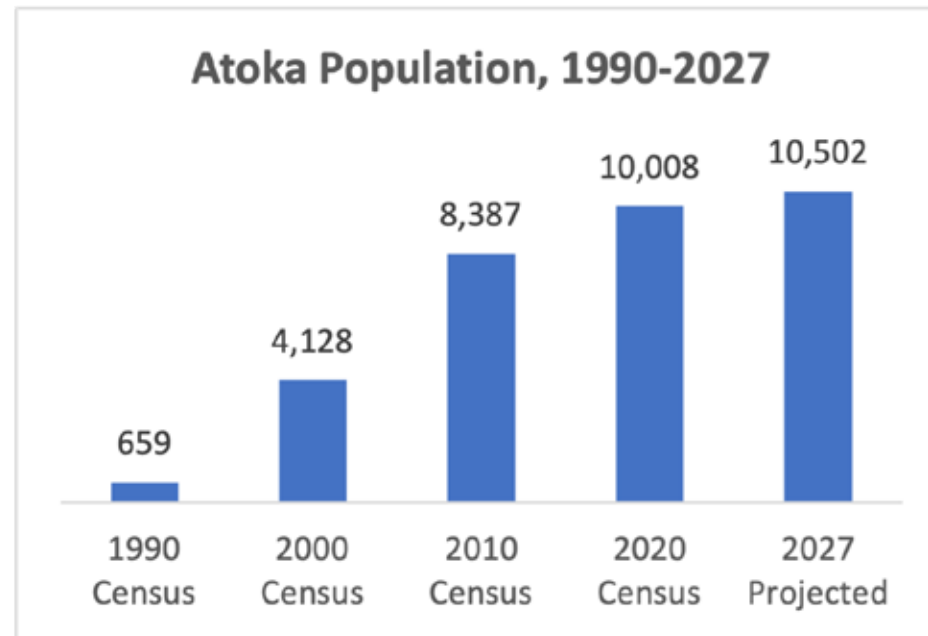
In order to understand Atoka’s market in the context of the region, multiple geographies were reviewed, including:

- Town of Atoka
- Tipton County
- Memphis MSA
- Other surrounding counties, cities and towns

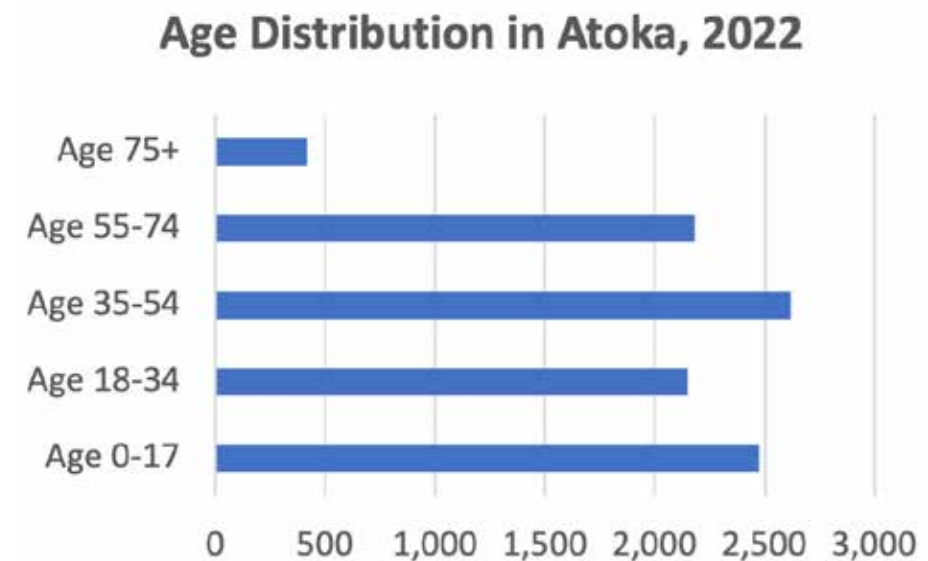
## Demographics

According to the 2020 Census, the population in Atoka is just over 10,000. The town has experienced rapid population growth over the past 30 years, growing from a population of just 659 in 1990. Population in Atoka is projected to continue to grow over the next five years, but at a much more modest pace.

Some nearby communities such as Arlington, Brighton, and Lakeland also experienced rapid growth since 2000. However, the growth in Atoka far outpaces overall growth in Tipton County and the Memphis metro area.



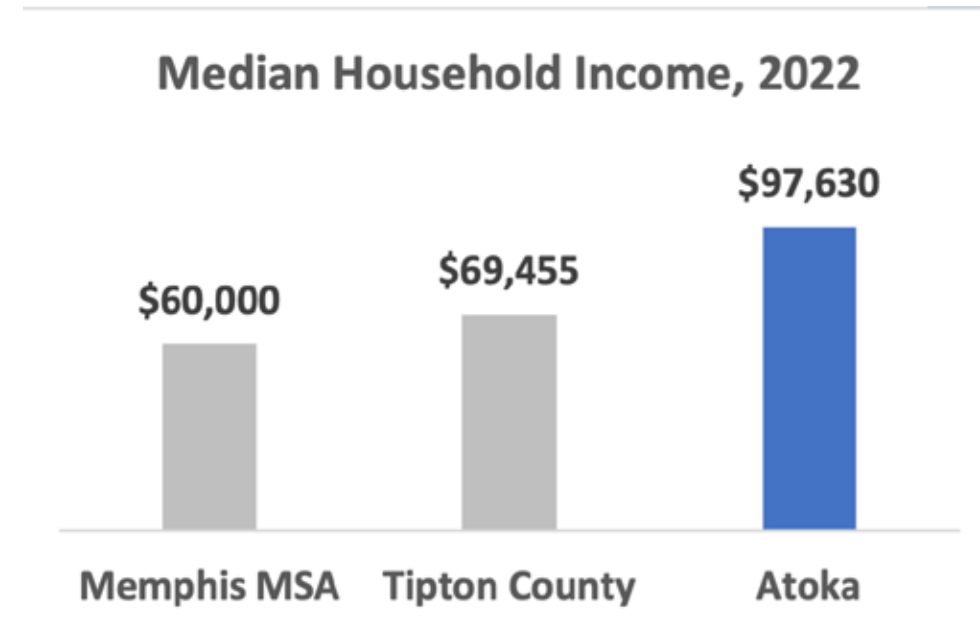
**Population Change in Atoka, 1990-2027 (Sources: US Census, Environics Analytics)**



**Age Distribution in Atoka, 2022 (Source: Environics Analytics)**

Median age in Atoka is 37.7, compared to 39 in Tipton County and 37.1 in the Memphis metro area. Atoka has a balance of age groups, with approximately 25% of the population age 0-17, 22% age 18-34, 27% age 35-54, 22% age 55-74 and 4% age 75 or older.

The median household income in Atoka is \$97,630, significantly higher than median household incomes in Tipton County (\$69,455) and the Memphis metro area (\$60,000).



**Median Household Income in Atoka, Tipton County and Memphis Metro, 2022 (Source: Environics Analytics)**

## Population Growth Forecasts

Three population forecasts have been developed for Atoka on Track. The forecasts present a high, medium, and low growth scenario for Atoka over the next 20 years.

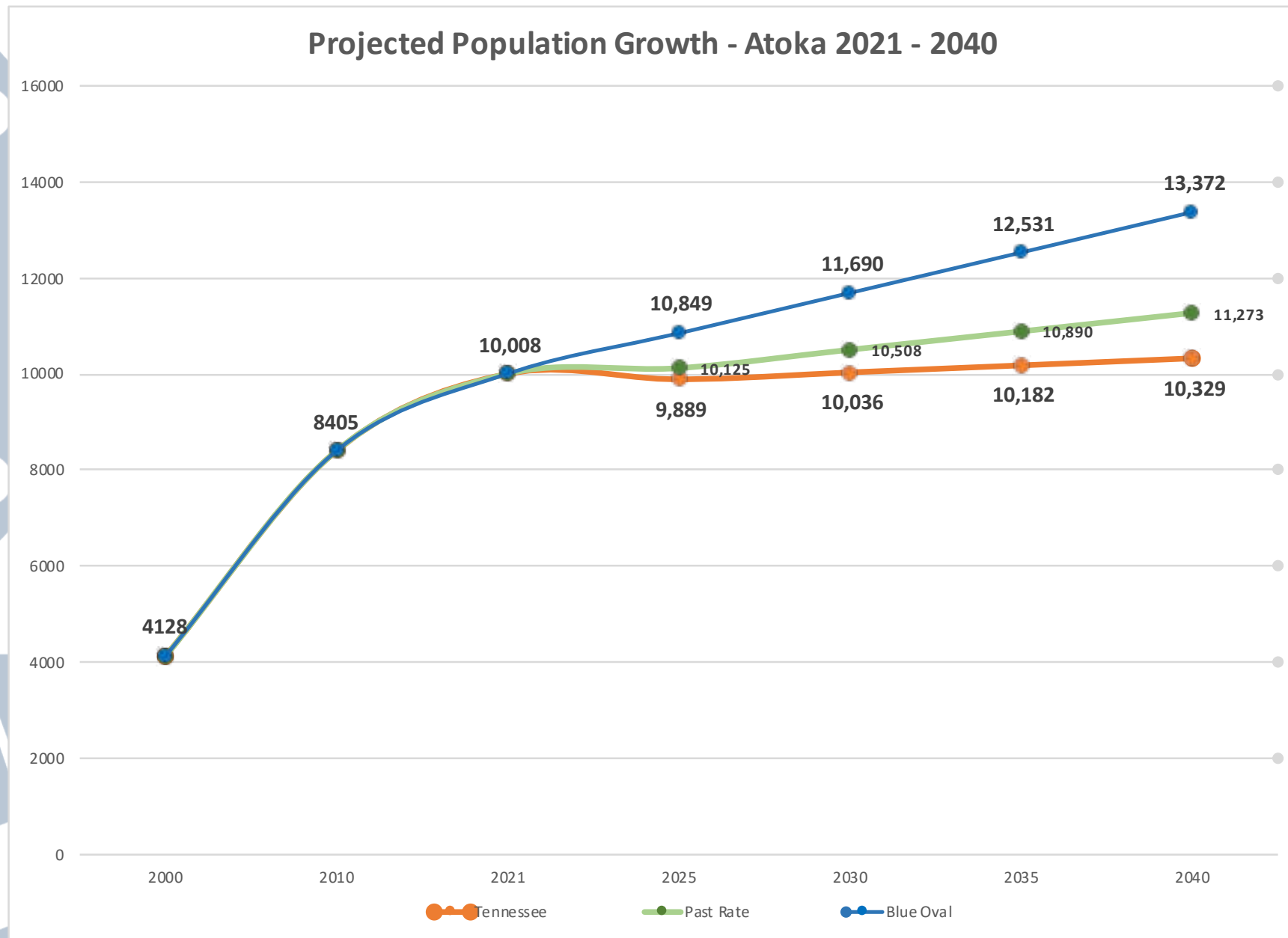
The lowest growth forecast is based on a county population projection for Tipton County by the University of Tennessee. The historic share of Atoka’s population is applied to the county forecast to derive the result. This projection indicates Atoka will grow only slightly over the planning period.

The midrange forecast is based on Atoka’s past rate of growth. It indicates the Town adding about 1,265 persons over the twenty year planning period.

The highest forecast is derived extrapolation Atoka’s share of Tipton County’s population as forecast by the Blue Oval City infrastructure assessment conducted for Tipton County. This projection indicates an increase of nearly 3,400 persons over the planning period. The forecasts are illustrated in the table and chart on the next page.



Table 3.3 - Population Forecasts to 2040							
Basis	2000	2010	2021	2025	2030	2035	2040
University of Tennessee				9,889	10,036	10,182	10,329
Past Rate	4128	8405	10,008	10,125	10,508	10,890	11,273
Blue Oval				10,849	11,690	12,531	13,372



## Housing

Atoka’s housing stock is predominantly owner-occupied, single-family housing, with a limited amount of multi-family housing units. Atoka’s housing units are 88% owner-occupied and 12% renter-occupied. Atoka’s housing stock is tied to the population growth experienced in the 1990s and 2000s. Approximately two-thirds of the town’s housing stock was built between 1990 and 2010.

The median value of owner-occupied housing in Atoka is \$245,657, higher than the Tipton County (\$203,370) and the Memphis metro area (\$216,586). Some of the highest housing values in the area can be found in Arlington (\$306,440) and Lakeland (\$358,585).

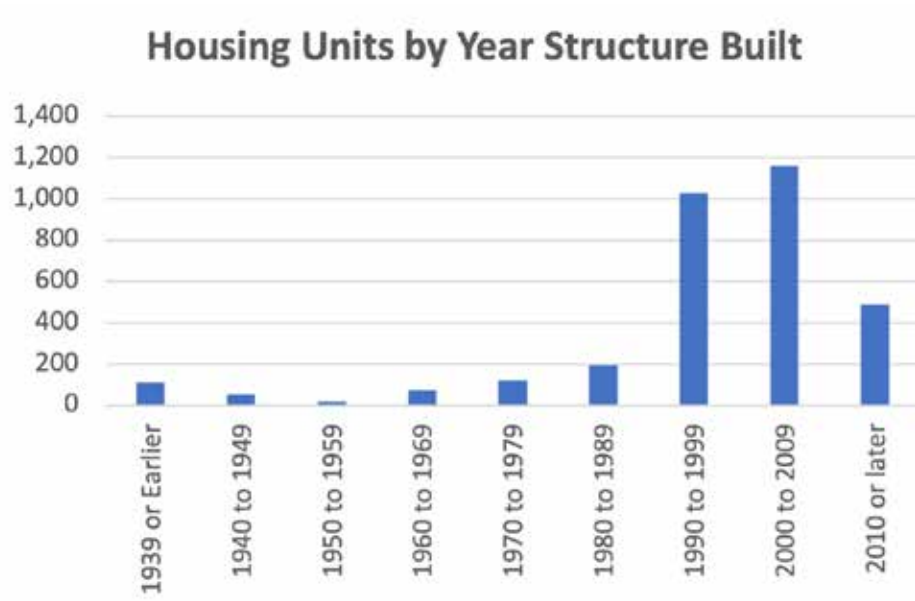
Real estate market trends indicate that home prices in Atoka and the surrounding region have risen over the past decade. The Zillow Home Value index for the Atoka zip code in January 2022 was \$278,080, an 18.3% increase year over year and up from a low of \$159,000 in 2012. The Zillow Home Value Index has been consistently higher in Atoka than in Tipton County and Memphis, but follows the same general upward trend.

Although residential new construction in Atoka has slowed since the peaks experienced in the 1990s and 2000s, there has still been a steady number of residential permits issued in recent years. In 2020, there were 111 building permits for residential new builds in Atoka.

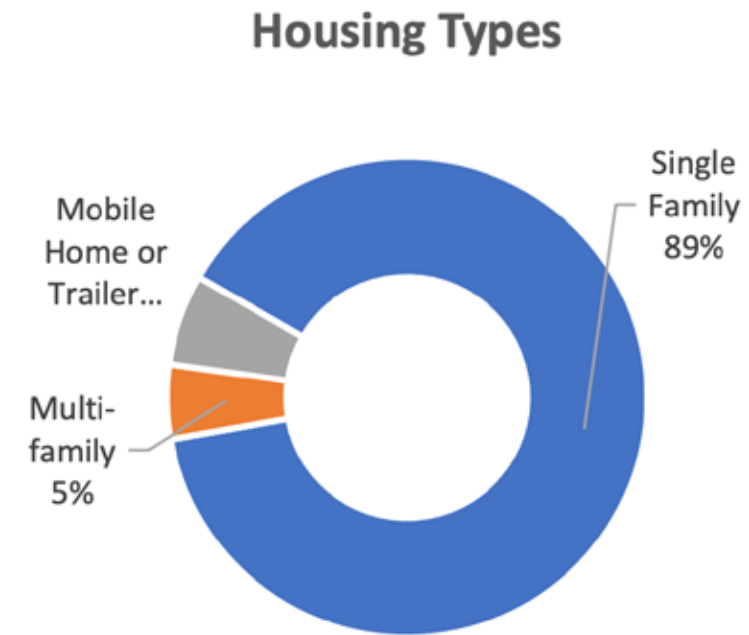


Typical suburban Atoka home

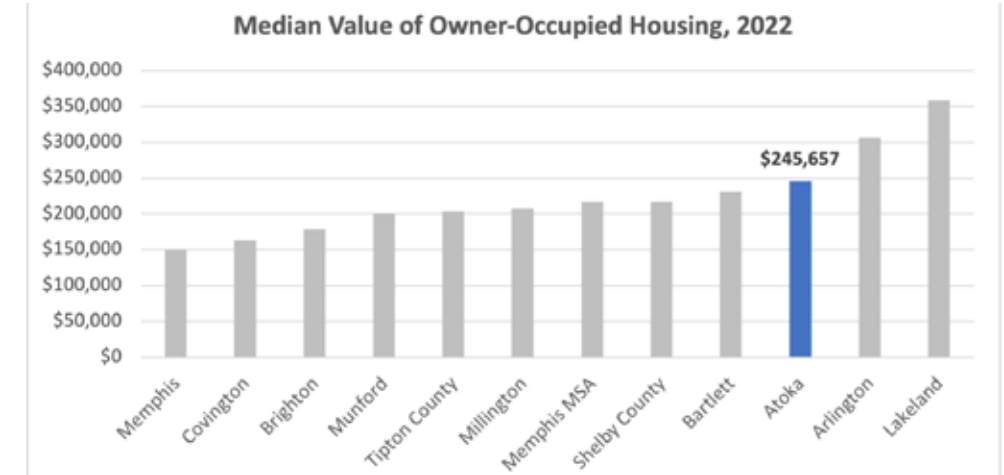




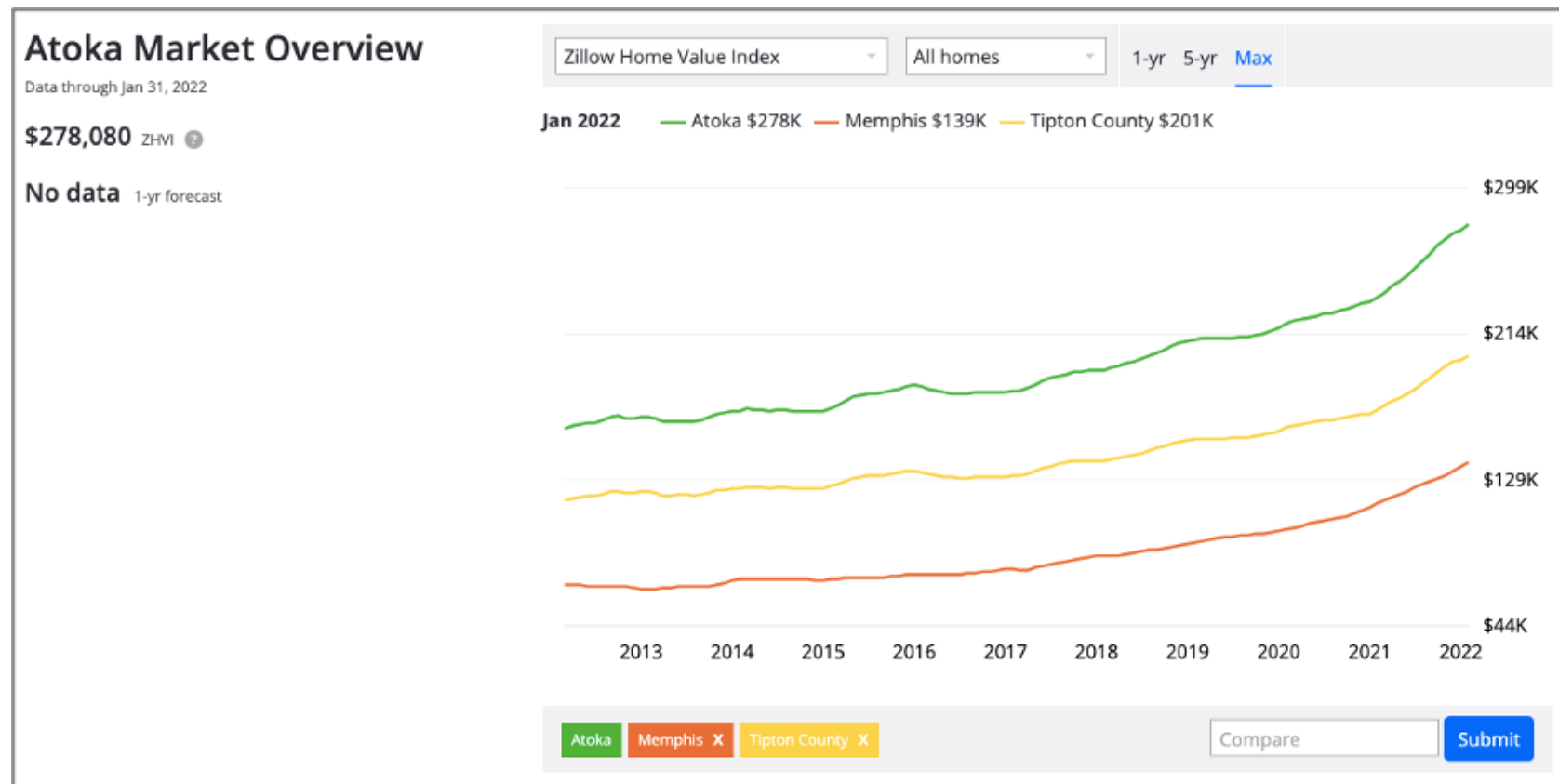
Atoka Housing Units by Year Structure Built (Source: Environics Analytics)



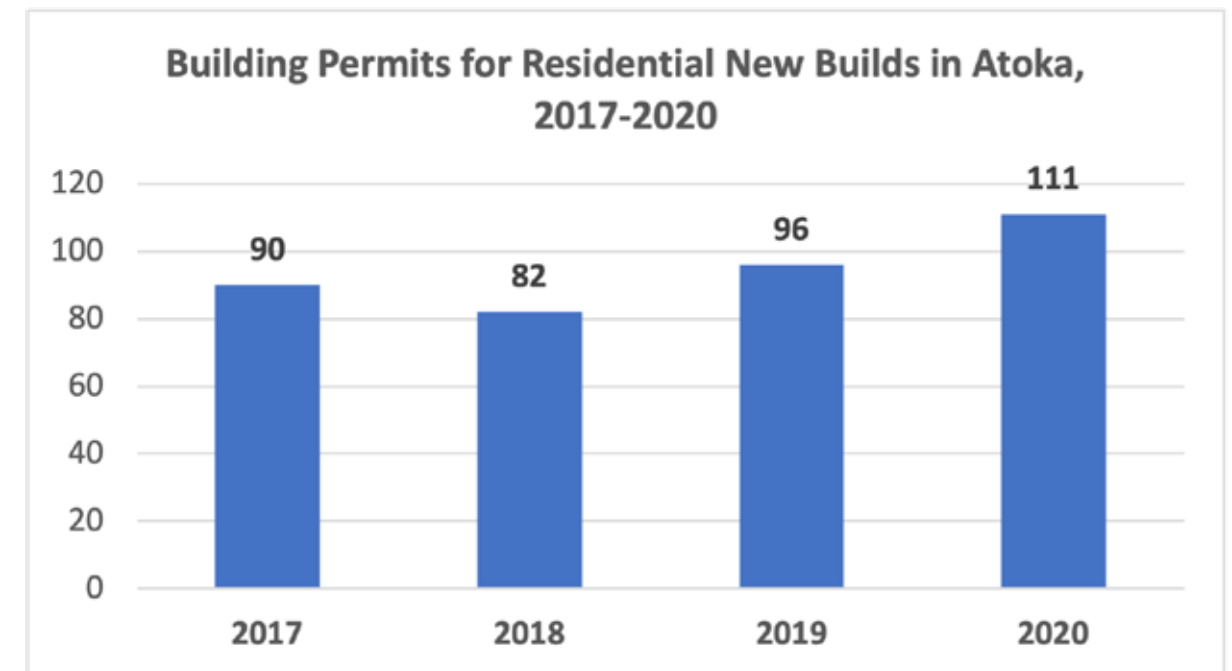
Atoka Housing Types 2022 (Source: Environics Analytics)



Median Value of Owner-Occupied Housing Units in Atoka and Region, 2022 (Source: Environics Analytics)



Zillow Home Value Index for Atoka, Memphis and Tipton County, 2013-2022 (Source: Zillow)



Building Permits for Residential New Builds in Atoka, 2017-2020 (Source: Town of Atoka)



## Employment

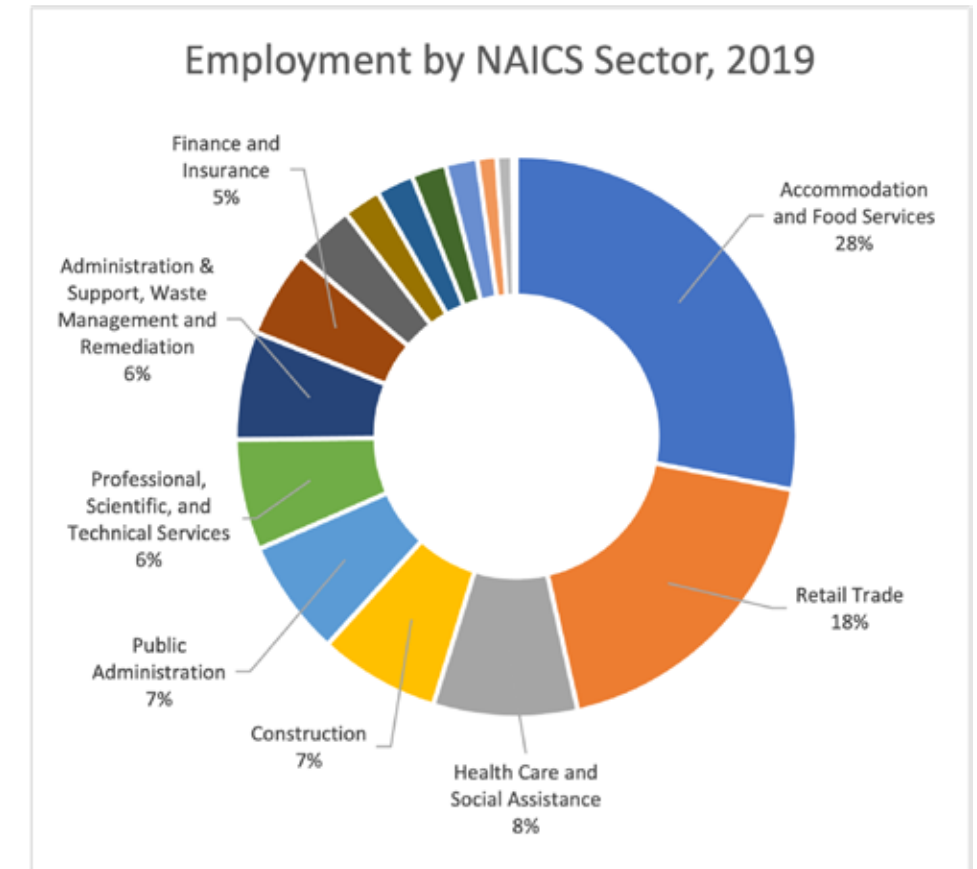
In 2019, there were approximately 1,252 people working in Atoka. The largest sectors by employment include accommodations and food services (28%) and retail trade (18%).

The unemployment rate in Atoka is 2.6%, lower than the unemployment rate in Tipton County (3.7%) and the Memphis metro area (3.9%).

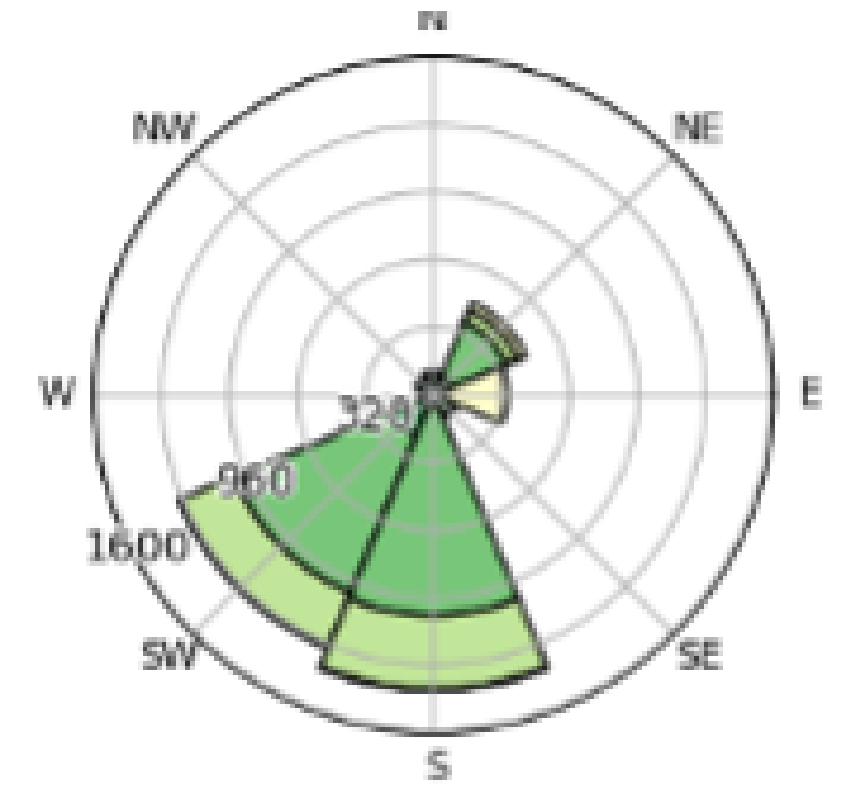
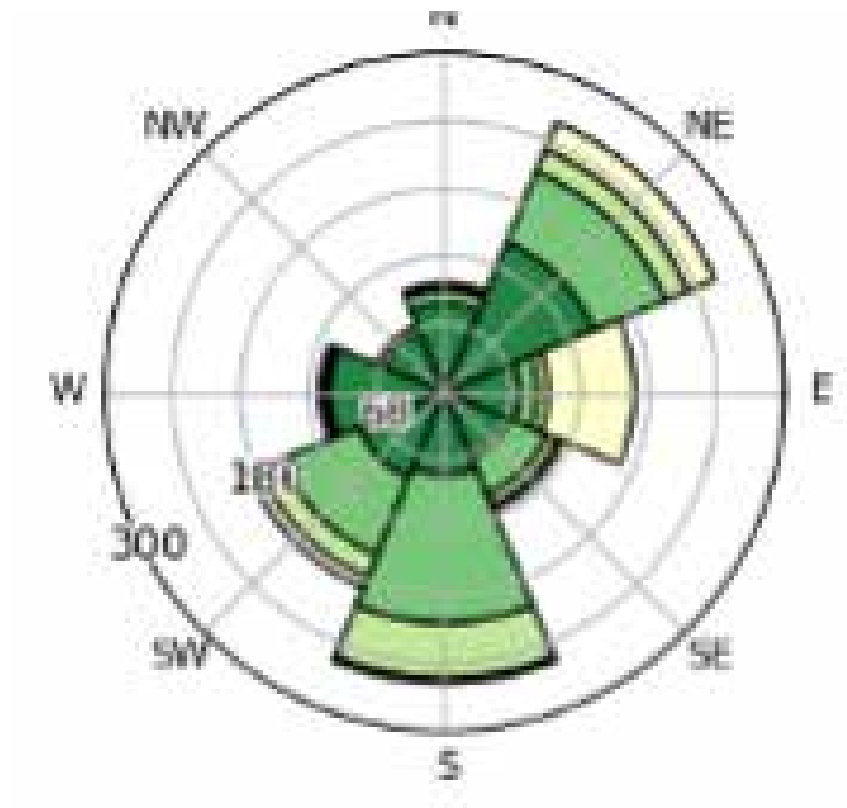
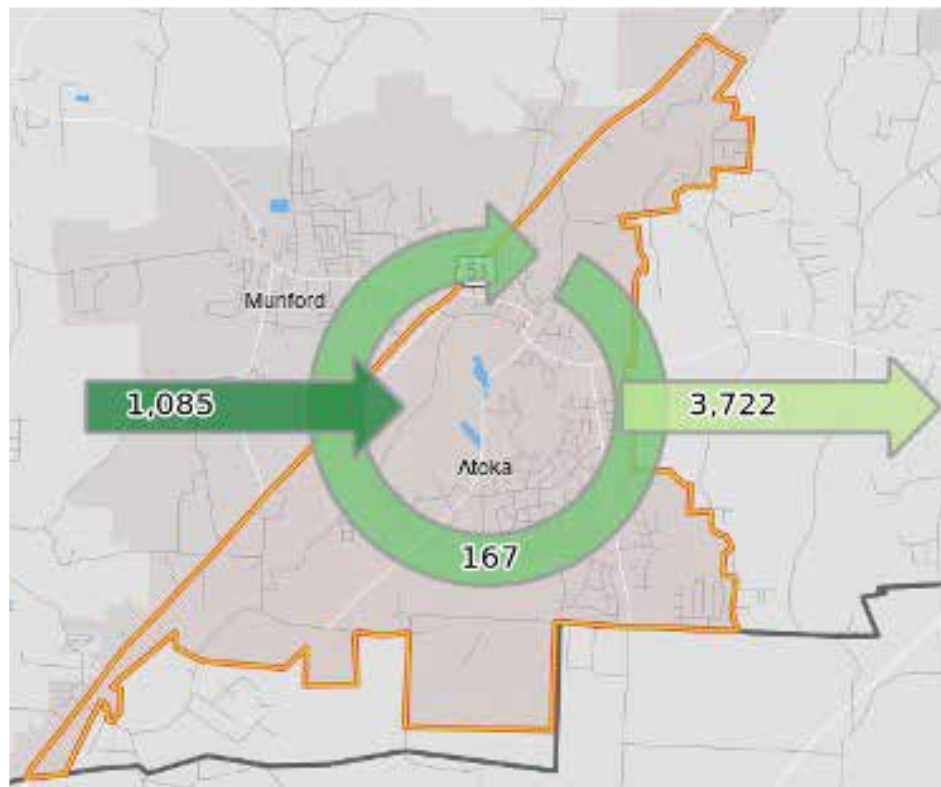
Atoka is a net exporter of jobs, meaning that more people living in Atoka commute out of the town for work than workers commuting into the town for work.

- 167 people both live and work in Atoka,
- 1,085 workers commute into Atoka for employment.
- 3,722 Atoka residents commute elsewhere for work, with approximately 50% commuting to Memphis. Residents commuting out have a larger percentage of higher wages than workers commuting into Atoka.

**Employment by NAICS Industry Sector in Atoka, 2019 (Source: US Census On the Map)**



**Inflow/Outflow of Workers (Left); Distance/Direction of Workers Commuting into Atoka (Center); Distance/Direction of Residents Commuting Out of Atoka (Right), 2019. Source: US Census On the Map**





## Retail

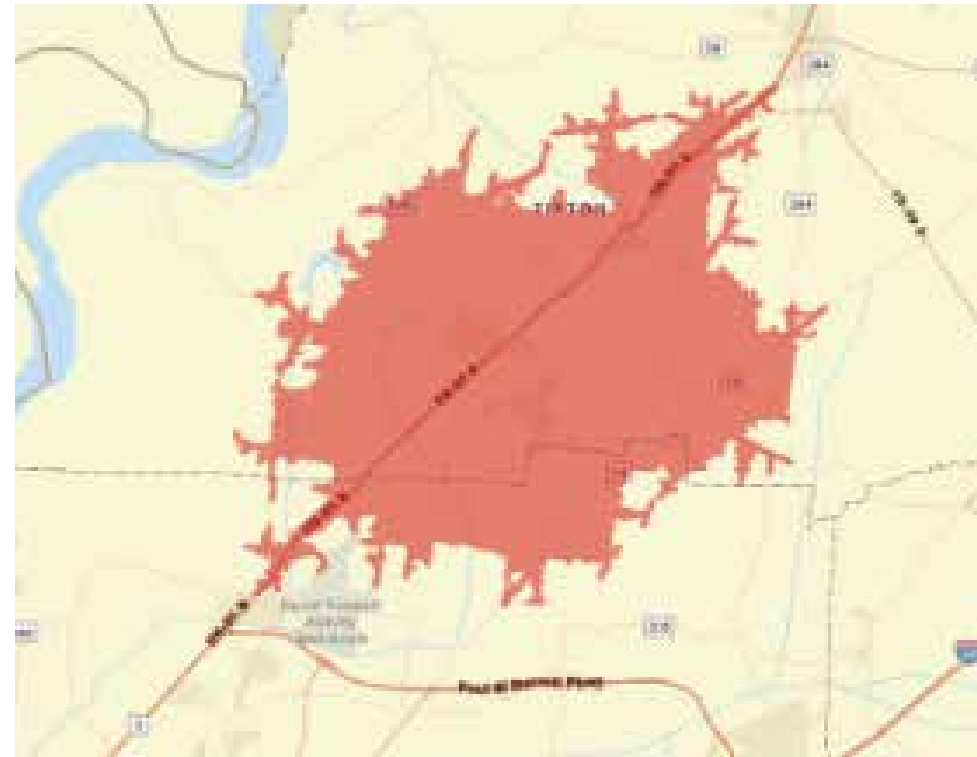
Over the past year, stores located in Atoka recorded \$80.4 million in retail sales. During the same time period, residents living in Atoka spent \$192.8 million, indicating retail leakage of \$112.5 million over the year.

Drivetime areas from the center of town can be used to form a more accurate representation of the market trade area. Approximately 34,600 people live within 15 minutes of the center of Atoka and 57,800 live within 20 minutes. Stores in the 15-minute drivetime had \$321.9 million in sales while residents in the area spent \$622.6 million, indicating a leakage of \$300.6 million. The 20-minute drivetime area from the center of Atoka represents a \$1 billion market, with \$1.11 billion in retail sales and \$1 billion in consumer expenditures.

Specific retail categories in the 20-minute drivetime area experienced retail leakage over the past year, indicating unmet demand. Opportunities exist to capture some of the retail leakage in these categories. These categories include:

- Restaurants (both full-service and limited-service: \$20.5 million leakage in 20-minute drivetime area
- Furniture and home furnishing stores: \$10.3 million leakage in 20-minute drivetime area
- Clothing stores: \$10.1 million leakage in 20-minute drivetime area
- Hardware stores: \$5.1 million leakage in 20-minute drivetime area

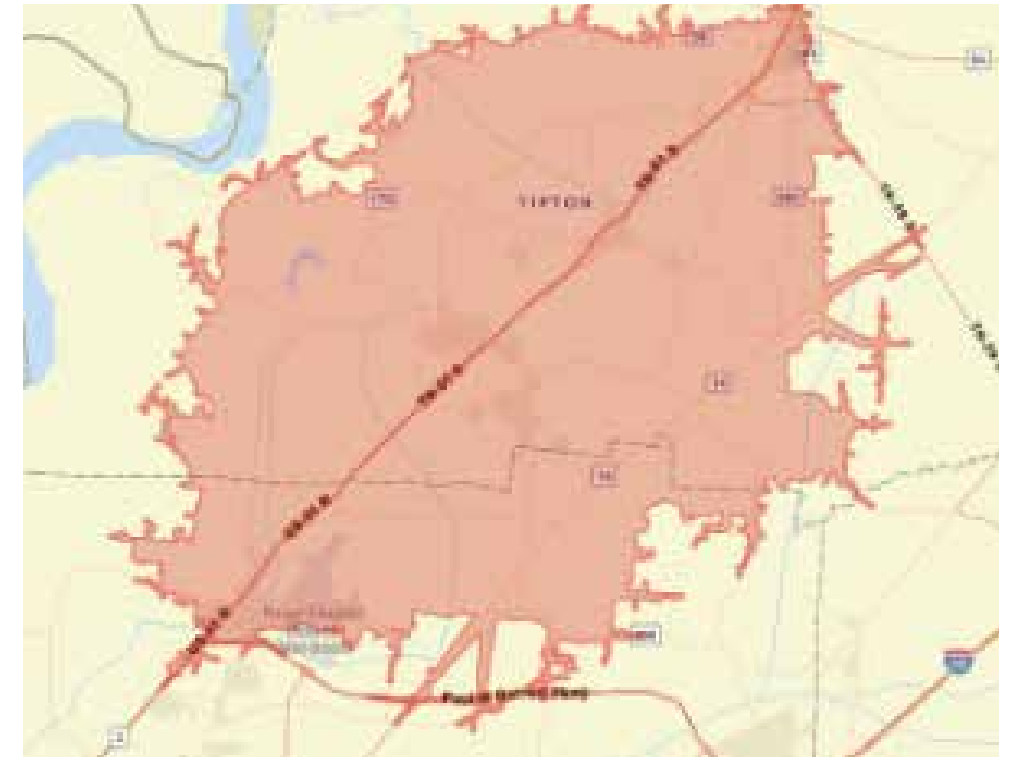
In addition to capturing some of the existing leakage, expanded retail opportunities will come from future population growth in Atoka and the region. Retail demand is projected to grow at a compound annual growth rate of 2.66% in Atoka and 2.13% in the 20-minute drivetime from 2022 to 2027.



**20 minute drive time area**

### Summary

- The population in Atoka surged from just 659 in 1990 to over 10,000 in 2020. Population is projected to grow at a more modest pace over the next 5 years.
- The median household income in Atoka is on the higher end in the region.
- The housing stock in Atoka is predominantly newer, single-family, owner-occupied housing. There is a very limited supply of multifamily housing.
- Approximately two thirds of the housing stock was built between 1990 and 2010. Residential new construction has proceeded at a slower, but steady pace since 2010.



**15 minute drive time area**

- Housing values in Atoka are higher than Tipton County and the Memphis metro area. Housing values have steadily risen since 2012.
- Atoka is a net exporter of jobs, meaning that more people commute out of Atoka for work than commute in. There are approximately 1,252 jobs in Atoka with the largest sectors being accommodations and food services and retail trade.
- Retail within Atoka is mostly located along Highway 51. Stores within the Atoka town limits had retail sales of \$192.8 million over the past year. Retail sales expand to over \$1 billion within a 20-minute drivetime of the center of Atoka.
- Opportunities exist to capture some of the retail leakage experienced in the 20-minute drivetime in select categories such as restaurants, furniture and home furnishings stores, clothing stores, and hardware stores.
- Retail demand across retail categories is projected to grow along with the population in both Atoka and the surrounding region.

**Table 3.4 - Consumer Expenditures, Retail Sales, and Retail Leakage/Gain in Atoka and Region**

	Atoka	15 Minute Drivetime	20 Minute Drivetime	Tipton County	Memphis MSA
<b>Consumer Expenditures</b>	\$192.8 M	\$622.6 M	\$1.02 B	\$1.05 B	\$23.6 B
<b>Retail Sales</b>	\$80.4 M	\$321.9 M	\$1.11 B	\$568.1M	\$34.5 B
<b>Retail Leakage/ (Gain)</b>	(\$112.5 M)	(\$300.6 M)	(\$95 M)	(\$483.4 M)	(\$10.9 B)

Source: Environics Analytics



# EXISTING MOBILITY NETWORK

Atoka's background as a small historic community surrounded by agriculture and rural roads helps inform the current transportation system. As the Town has grown dramatically in the past few decades as a commuter town, its system of primary streets has not changed appreciably along with it, precipitating significant traffic congestion and connectivity issues at many locations. The railroad gave impetus for the formation of the Town and continues to serve as a mechanism for growth as regional industrial opportunities continue to emerge, but it has also served as a physical barrier, creating east-west mobility pinch points. As denoted in previous sections, most employment for Atoka's residents lies outside the Town, which primary traffic traveling south to job opportunities in and around Memphis. However with new major industrial growth occurring to the southeast, commuting patterns are likely to shift somewhat, creating more pressure on town streets and rural roads in those areas.

Following is a brief summary of the existing mobility system in the Town, looking at street connectivity, multimodal facilities, and safety.

## Circulation/Connectivity

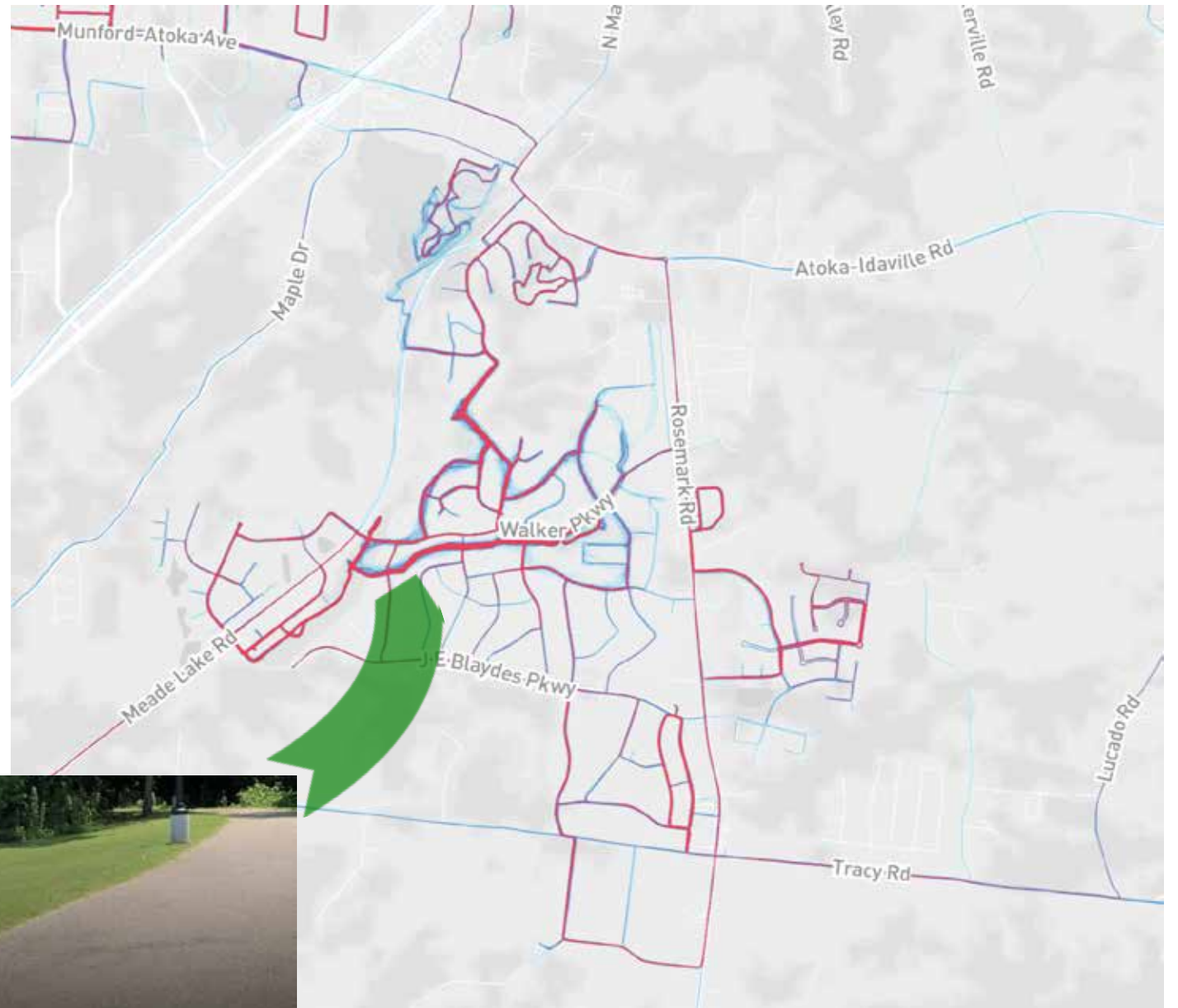
Providing multiple routes and access points is fundamental to an efficient and safe transportation network. In Atoka's case, barriers like the railroad and creeks/wetlands, along with its development from a small rural community have severely limited street network connectivity. This is most acutely felt at intersections on the primary east/west route of State Hwy 206. A significant amount of citizen stakeholder feedback focused on traffic issues along this route, especially denoting the railroad bridge, and the intersections with Kimbrough Dr and Meade Lake Rd.

The Town has already performed good planning work to address its connectivity issues. The Complete Streets plan of 2017 proposes multiple new east-west and north-south routes to relieve pressure from traffic pinch points and enable new development.

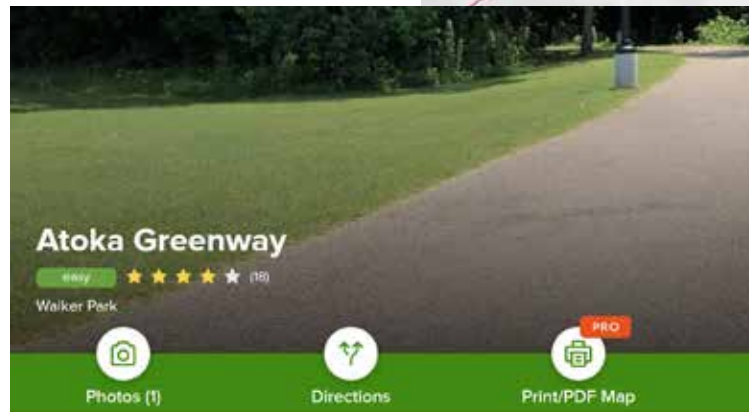
## Walking/Biking

Atoka has a Walkscore of 27 out of 100, placing it squarely in the car dependent category, and a Bikescore of 24. This rating is based less on walking/biking infrastructure and more on the closeness and density of walkable destinations from neighborhoods.

As can be seen from the Strava Heatmap, the Atoka Greenway has become the primary walking and biking venue for the community. The greenway and linear parks were consistently noted as primary assets to the town during public engagement, both as a venue



Strava Heat Map



Atoka Greenway is a 2.5 mile out and back trail located near Atoka, Tennessee that features a river and is good for all skill levels. The trail is primarily used for walking, running, and road biking. Dogs are also able to use this trail but must be kept on leash.

Length: 2.5 mi | Elevation gain: 29 ft | Route type: Out & back

**Walk Score** 27 **Car-Dependent**  
Most errands require a car.

**Bike Score** 24 **Somewhat Bikeable**  
Minimal bike infrastructure.



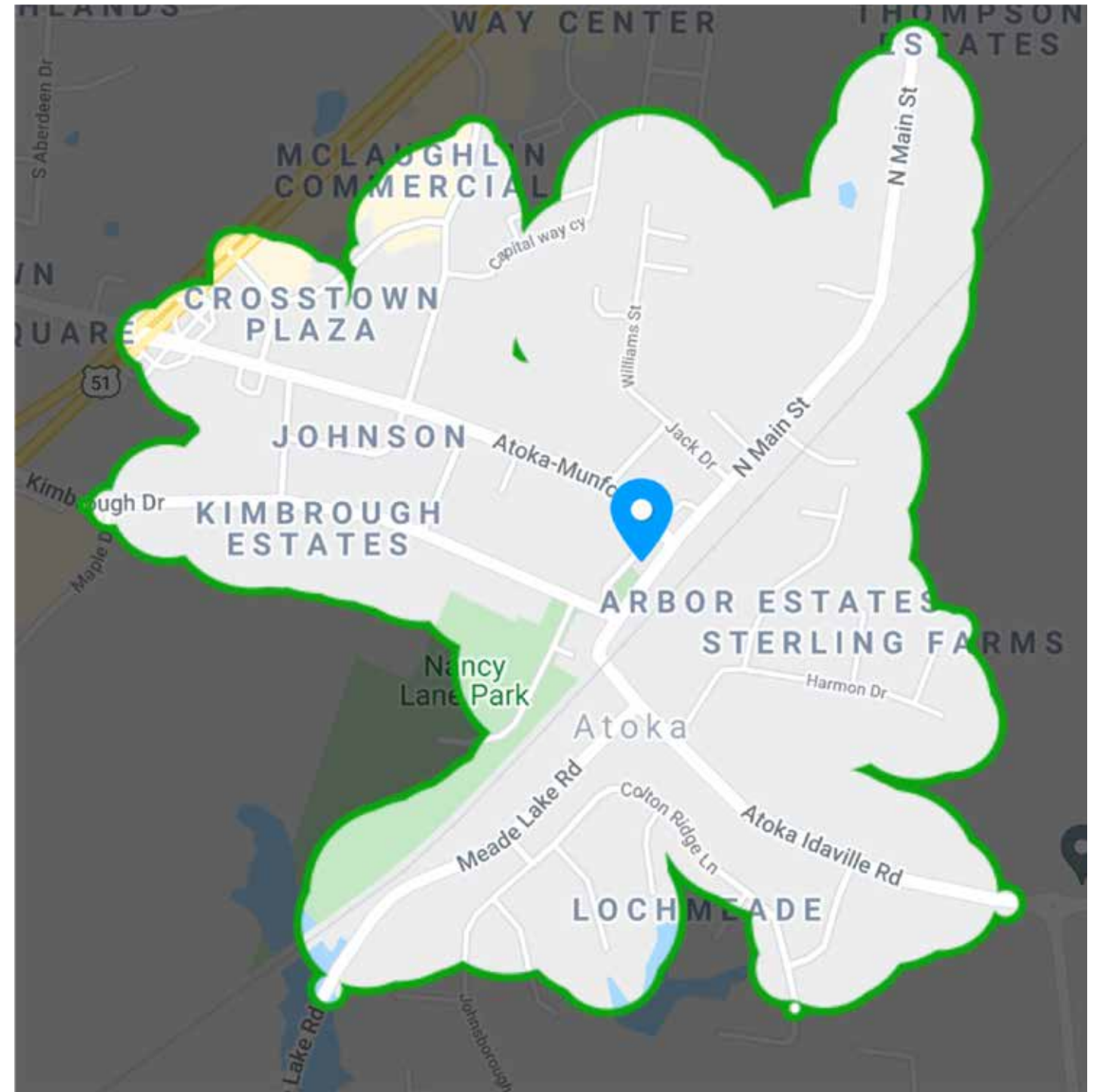
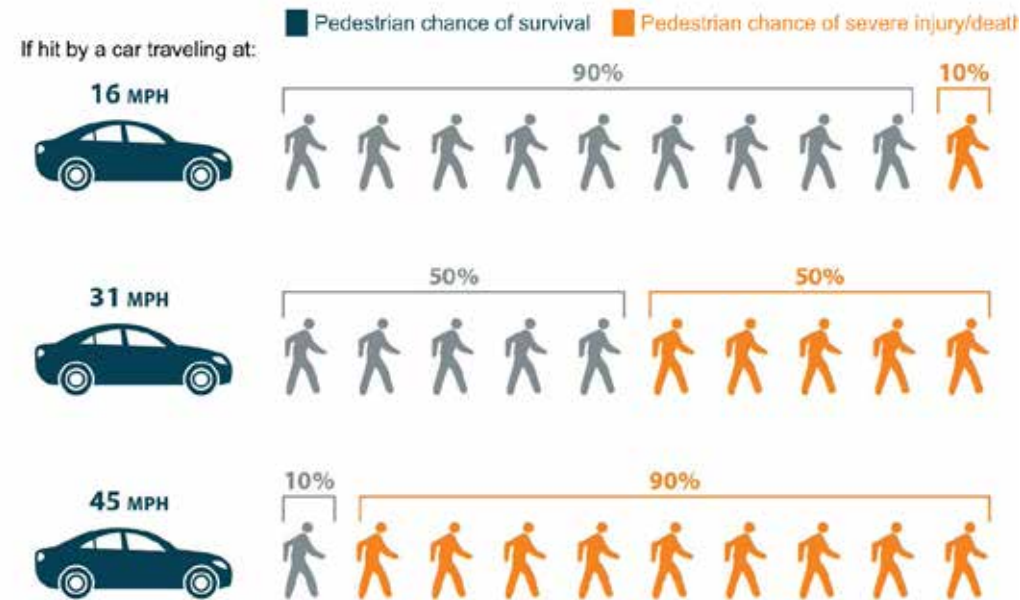
for walking and biking, but also as a social/community hub. With its location it serves a number of core neighborhoods in the Town, but desire was expressed by residents to better connect it to other neighborhoods via new greenways and trails, and also provide better connections to schools and other important destination.

Sidewalks are present in some of the newer neighborhoods, however most town streets lack basic pedestrian facilities, forcing residents to walk either in the street or in the dirt/grass along the road shoulder. The lack of pedestrian facilities is most keenly felt in connecting from the west to the elementary school, and in the commercial areas near Hwy 51.

## Safety

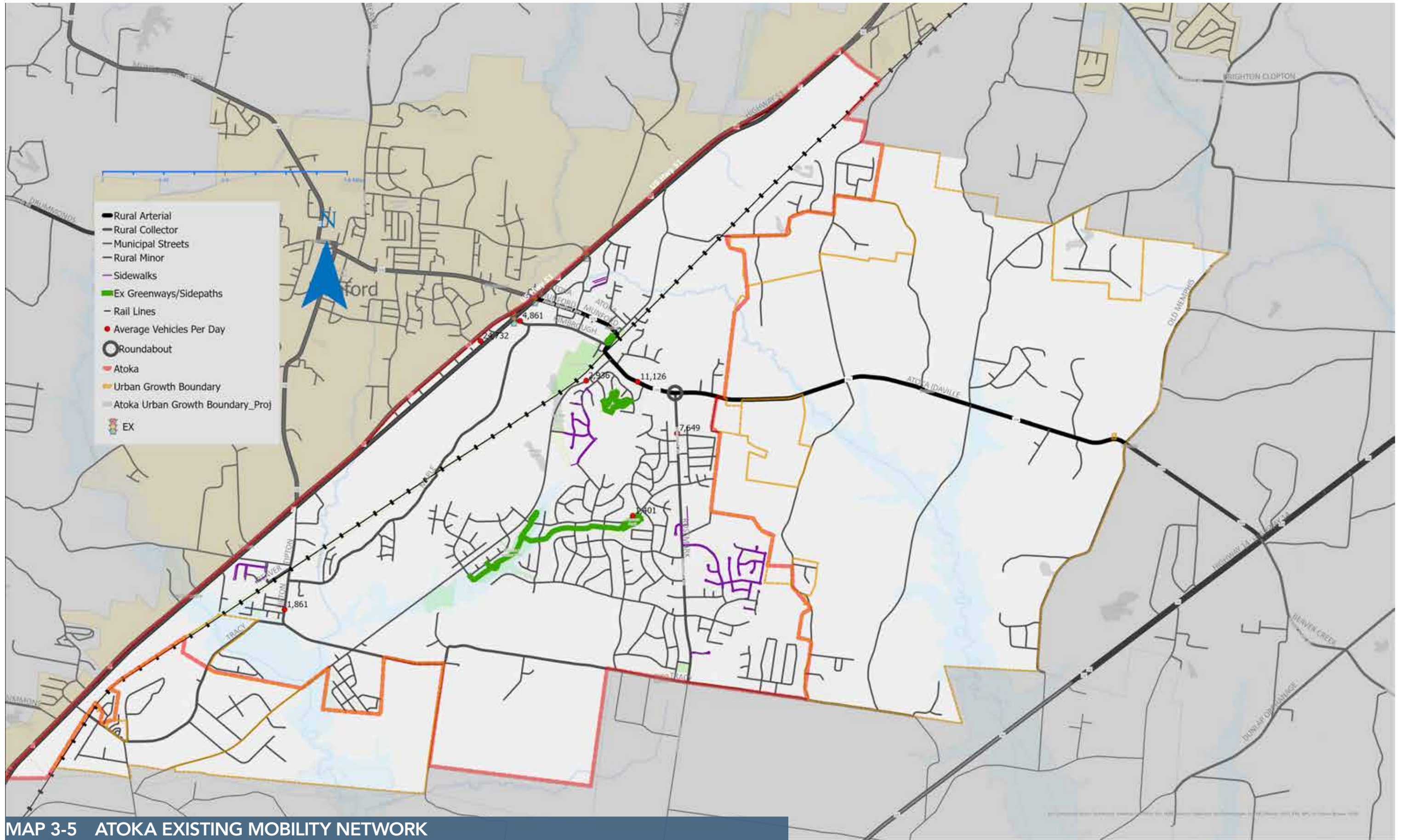
In terms of transportation system performance, safety ranks as higher or higher in importance to efficiency. One of the biggest determinants to safety is the speed of vehicle traffic along streets and at intersections. The chart below illustrates the effect of vehicle speed on pedestrian safety, with dramatic increases in pedestrian survival rates with reduced vehicle speeds.

The two most crucial engineering factors to regulate speed and encourage safety are street section design and intersection design. Wide streets encourage illegal speeding, and wide intersections with multiple through and turn lanes make pedestrian crossings much more dangerous and intimidating. The recent application of a roundabout at the intersection of Atoka Idaville Rd and Rosemark Rd gives precedent to an creative method to alleviate traffic congestion while also improving safety. Design speeds for roundabouts are typically 15 mph, and reduce vehicle crashes by 15%-40% and serious injury crashes by 50%-75% on average.



15 Minute walkshed from the center of town





**MAP 3-5 ATOKA EXISTING MOBILITY NETWORK**



# COMMUNITY FACILITIES

This community facilities section of Atoka On Track summarizes existing ownership and management arrangements, assesses current levels of service, and identifies critically important matters related to the future of Atoka's community facilities. The specific community facilities reviewed in this section include:

1. Administration
2. Public Safety
3. Public Parks and Recreation
4. Water and Sewer Infrastructure
  - Law Enforcement
  - Fire Protection
  - Emergency Services

These services are reflected in the map on the opposite page and listed in Table 3.5-Major Community Facilities and Infrastructure Summary that follows the Community Facilities Map. Each are briefly discussed in the following sections.

## Administration

Atoka's governmental administrative functions are carried out from the Atoka Town Hall located at 334 Atoka-Munford Avenue. The 6,200 SF facility was constructed in 2015 and occupied the following year. The facility houses offices for administrative personnel, billing and collection functions, and meeting space for public meetings and events.

## Public Water and Sewer Infrastructure

Water and sewer service is fundamental to the future development of the Town. As future growth is forecast and planned beyond the bounds of existing infrastructure, water and sewer service must be expanded.

The Town of Atoka participates in a Tri-city water and wastewater utility managed by the Town of Munford and to the benefit of Atoka, Munford, and Brighton.

For wastewater, the existing Tri-city system utilizes a rated 2MGD wastewater lagoon treatment with discharge via a 19 mile force main which conveys treated flows westward from the Town of Munford to the Mississippi River. This force main is an uphill force main for the first six miles with a pressure of 90psi, before transitioning to a steady



Atoka Water Tower

downgradient force main section extending to the river.

The plant is recognized as operating at less than capacity while the force main portion is nearing its capacity. The Town of Atoka contributes higher wet weather flows to the system due to its unique tank pumpage system. Monthly average flows are approaching the maximum allowable discharge of 2 MGD allowed by permit, thus additional capacity will be required in the near term.

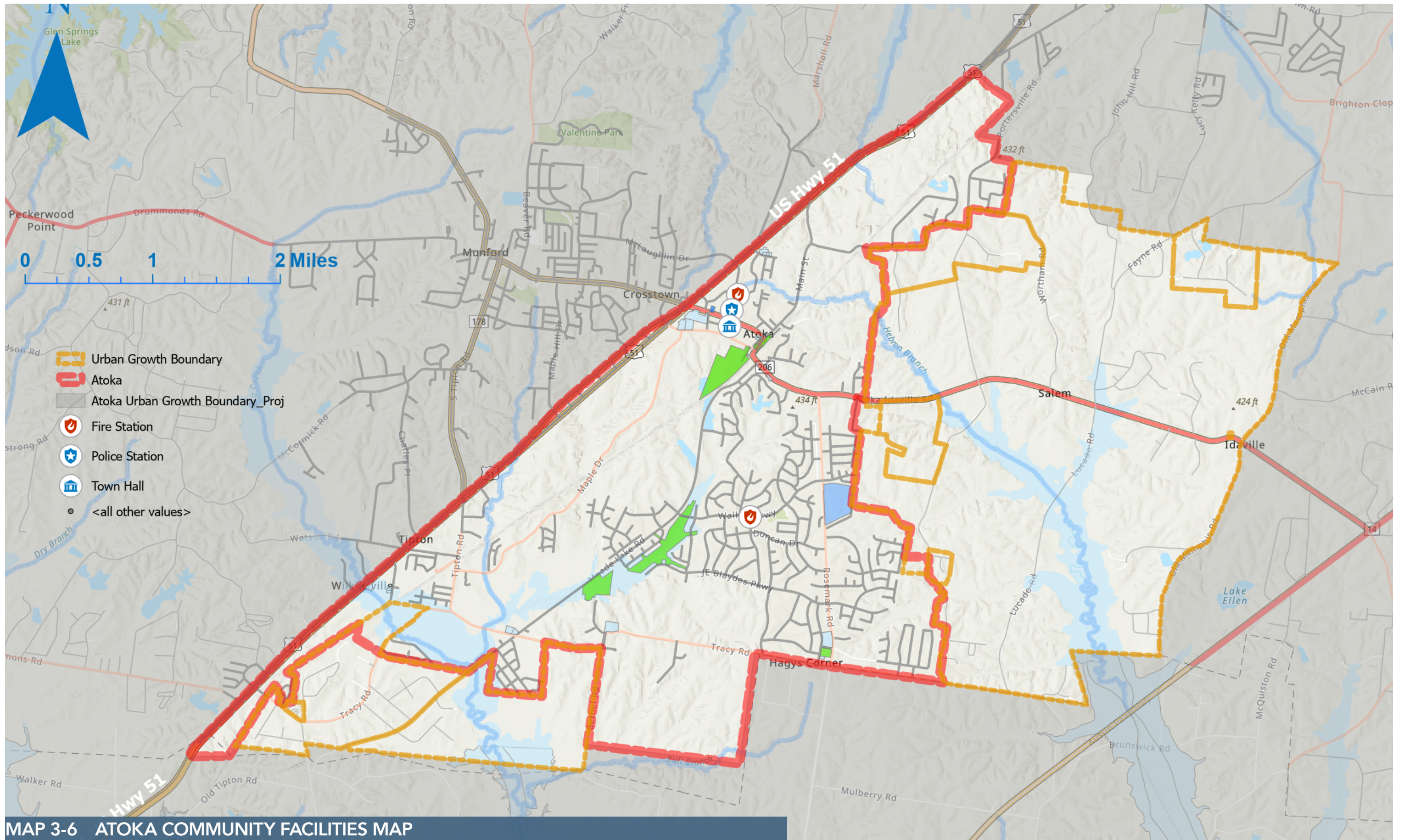
A portion to the town incorporates individual grinder stations for septic tank solids coupled with liquids treatment through soil percolation. Atoka operates and maintains over 3300 individual connection pumps which feed solids into over 250 grinder pump stations which then discharge through a network to a single lift station and force main that discharges to the Munford Tri-city wastewater treatment plant. Atoka operates 34 lift stations which pump into the force mains serving groups of homes in accessing the final discharge force main. Atoka has identified the need to convert to a gravity system as one of its highest priorities. Future growth should not be subjected to the same septic tank/grinder pumping system.

Atoka additionally receives its potable water Munford - Poplar Grover Utility District. The water supply is provided by ground water from the Memphis Sand Aquifer. There are currently no reported limitations to the water system and both systems include separate elevated storage for each of Munford and Atoka.

## Pioneer Park







**MAP 3-6 ATOKA COMMUNITY FACILITIES MAP**







**TABLE 3.5 - MAJOR COMMUNITY FACILITIES AND INFRASTRUCTURE**

COMMUNITY SERVICE PROVIDED	EQUIPMENT OR SYSTEM DESCRIPTION	LOCATION	PERSONNEL	FACILITY SIZE	DESIGN CAPACITY OF SYSTEM	STANDARD OR BENCHMARK	LEVEL OF SERVICE PROVISION (SCALE OF 1 -10)
<b>A. Atoka Administration</b>							
General Governance, Justice, Community Functions	• Atoka Town Hall	• 334 Atoka-Munford Avenue	13	• 6,200 SF administrative offices and meeting area	72 Employees	250 Sqft/Person	10
Public Works Facility	• 2 Maintenance buildings, equipment yard	• 76 Cobb Street		n/a	n/a	n/a	n/a
<b>B. Public Safety - Police Protection</b>							
Law Enforcement	11,000 SF facility	68 Atoka-McLaughlin Drive.	21	n/a	n/a	2.7 Officer/1000 population	9
<b>C. Public Safety - Fire Protection</b>							
Fire Protection	• 2 Bay Fire Station and HQ	681 Walker Parkway	17	3 Bay Station	n/a	Fire Rating 3	
	• 3 Bay Fire Station	108 Atoka-McLaughlin Drive.		2 bay Station			
<b>D. Parks and Recreation - Public</b>							
1	Nancy Lane Park	• 4 ball fields • Disc golf • Playground • Shade structures • Nature Trail	118 Park Ave	n/a	• 34.7 acres	See equipment or system description	10
2	Adkison Park	• 1/8 mile track • Scout Hut and Memorial Plaza	Kimbrough Ave. and Atoka-Idaville Road	n/a	• 1.2 acres • Active park space	See equipment or system description	
3	Walker Park	• 1.15 mile track, playground and shade structures • 8 picnic tables • Splash pad • Athletic field • Volleyball court	Mead Lake Road and Walker Parkway	n/a	• 64.8 acres • Passive park space	See equipment or system description	
4	Pioneer Park	• 1/3 mile track • Playground • 6 picnic tables • Pond	Walker Parkway and Hummingbird Cover	n/a	• 6.5 acres • Passive park space	See equipment or system description	
<b>E. Public Utilities</b>							
Water and Waste Water Facilities	• Tri-city water system serving Brighton, Munford and Atoka • Tri-city waste water system serving Brighton, Munford and Atoka	• Treatment facility located in Munford	n/a	Grinder pumps and collection Groundwater, elevated storage	2 mgd wastewater	Scaled to growth	Waste water nearing capacity



# DISCOVERY AT A GLANCE

The discovery analysis of the community components in the previous sections show Atoka to be, overall, a thriving and dynamic, small, west Tennessee community. Key findings of the analysis are summarized below for reference.

## Historic Summary

Atoka's origins as a town are rooted in its railroad heritage, with its beginnings as a rail stop. It's slow growth over time was eclipsed by rapid growth in the 1980s leading to the community as it exists today.

## Environmental Context

Atoka's environmental context provides the setting for its built environment. Characterized by gently rolling topography, multiple watersheds and their associated flood plains, the setting provides few challenges for future growth and development. Future concerns related to preserving its natural environment are present and warrant implementation of development design practices that account for environmental conservation.

## Development Patterns

Atoka is overwhelmingly characterized by suburban development patterns in both its residential setting and its commercial areas. Low density residential development and sprawling commercial areas form the structure of Atoka and provide minimal design alternatives.

## Economics and Demographics

Atoka is a prosperous Town representing some of the highest incomes in the region and one of the strongest housing markets in the region. The Town has experienced strong growth over the last two decades. Growth is projected to be strong into the future.

## Mobility

Atoka's mobility network provides well for vehicular traffic flows internally. However, there is a lack of external community connections. The system also lacks adequate connectivity and facilities for pedestrians and cyclists. Multiple opportunities for creating these

## Community Facilities

One of Atoka's current challenges in relation to community facilities is its waste water system. The Town is currently partnered with its two neighboring municipalities for the provision of waste water service. At the time of this plan's development,

Atoka's park system provides a rich amenity for the community and quality active and passive facilities are provided throughout the Town featuring a wide array of facilities.

Public safety and law enforcement in Atoka are provided at levels that result in one of the safest communities in the region.













# DEVELOPING COMMUNITY-DRIVEN VISION

Community vision is the foundation for planning and achieving an excellent community. Planning vision must inspire and motivate action by community leadership, citizens, civic-minded organizations, and investors. Generating an inspiring and motivational vision requires a realistic assessment of current circumstances and the creation of achievable, yet challenging, goals for the best long-term future.

This section provides an overview of the process used by Atoka to develop planning vision for Atoka On Track 2042. Detailed results of the vision development process are included in the Appendix section of the plan. These include survey results, focus group summaries, and other information from which the vision was derived.

*Community vision is the foundation for planning and achieving community excellence.*

## Engagement Structure

The first step in developing long-term planning vision is community engagement. The underlying principle of Atoka’s community engagement process was to solicit as much input as possible from the broadest possible cross section of the community. To achieve this, Atoka developed a multilevel strategy that involved a planning advisory group, topic-oriented focus groups, the Atoka Planning Commission, planning staff, and the community at large. Each of these engagement components is discussed below.

## Atoka On Track Advisory Group

The Atoka On Track Advisory Group was appointed from a diverse array of community stakeholders that included business representatives, neighborhood organizations, environmental interests, town staff, and more. The Atoka on Track 2042 Advisory Group was charged with:

- Assisting the planning team with the identification of stakeholders
- Guiding Atoka engagement methods
- Providing input and feedback on process milestones
- Vetting overall planning themes as they emerged.

The Atoka On Track Advisory Group met on four different occasions, both in person and remotely, to carry out its responsibilities, and maintained advisory communications between meetings.

## Focus Groups

Based on initial study results in the discovery process of the previous section, focus group meetings were convened to assist the planning team in developing a precise framework for Atoka On Track 2042. Convened on February 23 and 24, 2022, the facilitated discussions were used to identify, explore, and document critical community development factors related to specific topics. Groups were convened around the following subjects:

- Local Economy
- Mobility



Participants in Atoka’s planning workshop



- Parks and Open Spaces
- Natural Environment
- Infrastructure
- Neighborhoods and Community Character

These groups were invaluable in establishing the groundwork and organization for the plan, and in identifying key aspects of Atoka's vision and planning focus. Focus group results are included in Appendix.

### Atoka's Community Input

General community input in Atoka was achieved through multiple online engagement methods. These methods included crowd-sourced mapping, online interaction, and general community surveys. Public meetings were convened during the Atoka on Track 2042 kickoff on February 24 and twice during Planning Week which occurred the week of May 23 through 27, 2022.



Promotional flyer soliciting participation in the planning process



Atoka's focus groups at work



## Discovery Engagement

As mentioned previously the initial community engagement in Atoka occurred in February of 2022. Focus Groups were convened on February 24 and 25, 2022. A community meeting was held on the evening of the 18th. The specific results of the focus groups are included in the Appendix and were used to guide subsequent efforts of the planning team. Community input was also used to validate the specific information gathered in the focus groups.

## Planning Week

The core element of the planning process for Atoka was Planning Week, conducted the week of March 21 through March 25, 2022. During this week, the entire planning team was assembled on site with the specific purpose of identifying the specific elements to be included, developing a framework plan, vetting the framework plan with the community, and launching into the final steps of plan production. Planning week began with a community “futures forum” and ended with the presentation of the Atoka On Track Concepts and Framework Plan.

## Community Futures Workshop

Planning week began with staff consultations followed by a community meeting on the evening of March 21. Also during Planning Week, the planning team engaged the stakeholders and citizens who took part in the Community Futures Workshop. This unique exercise explored growth scenarios based on Atoka’s growth projections over the next 20 years. The workshop forum used Legos to represent various development options and to model desired growth patterns. Online engagement was offered for those who could not or did not wish to be present on site. The results of the exercise were used to begin the process of designing Atoka’s future.

### Community Engagement Opportunities

- Advisory Group Oversight
- Onsite Engagement Opportunities
- Website Interaction
- Live-streamed Presentations
- 8 Focus Groups
- Community-wide Survey
- Ongoing Staff Collaboration

# ATOKA ON TRACK

## Atoka On Track 2042 Community Participation Map

This application allows Atoka On Track 2042 participants to share insights and ideas likes for planning Atoka's future. Results will be used to guide the development of Atoka On Track 2042.

1. Enter Information

Area of Interest  
Select...

COMMENTS  
500 characters remaining

Attachments  
Select File

Community kick-off meeting with crowd-sourced mapping exercise.







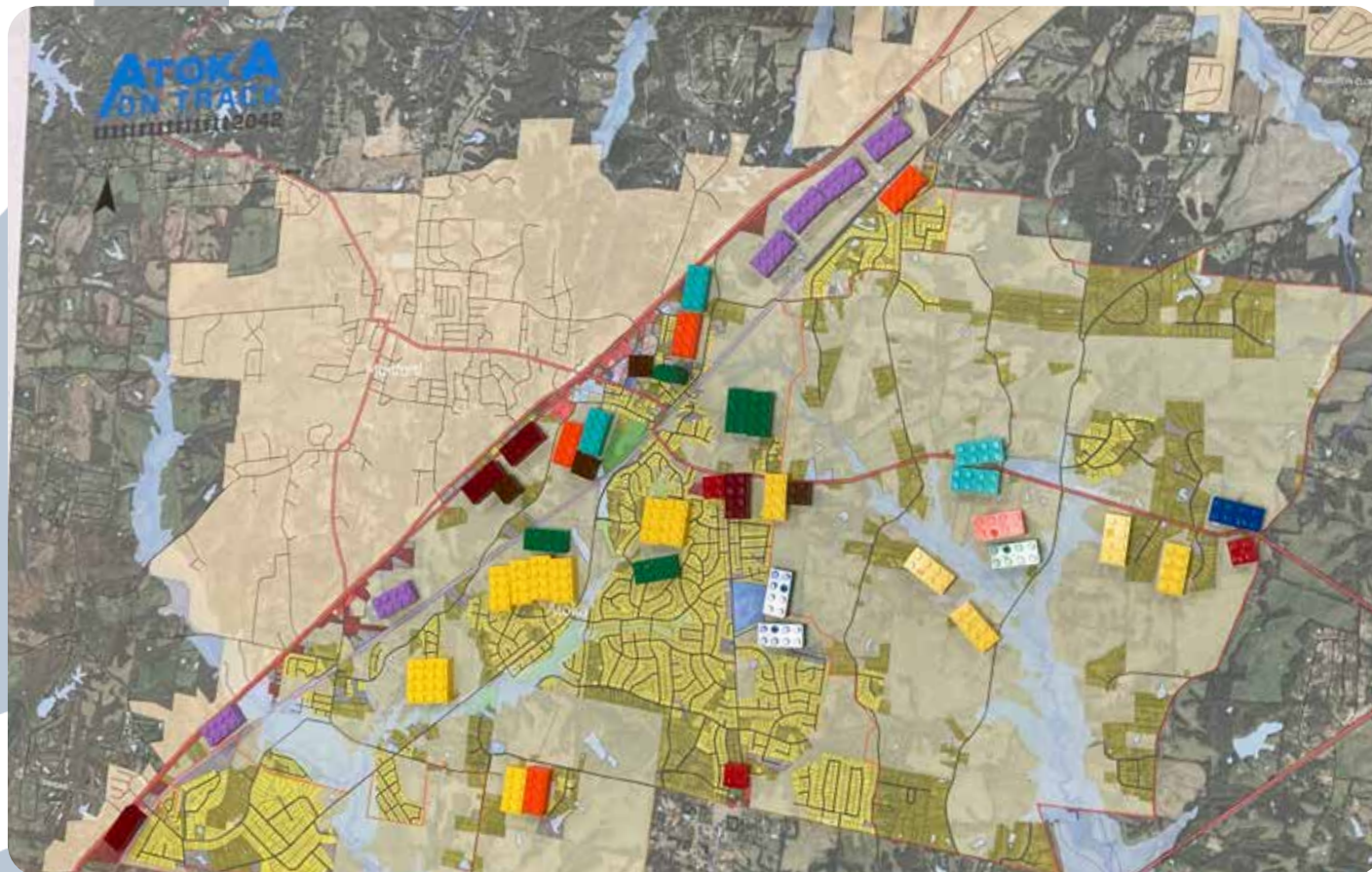
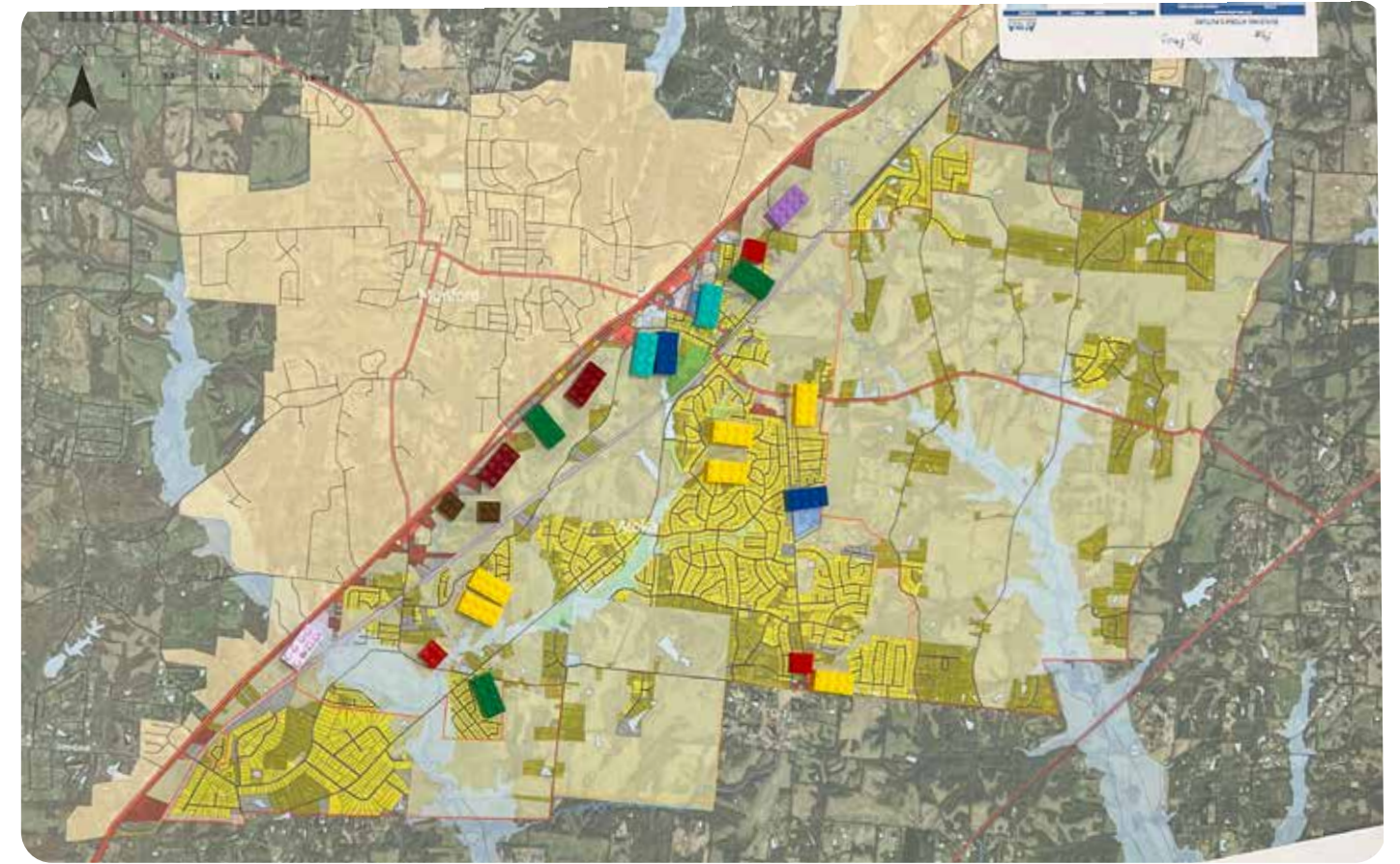
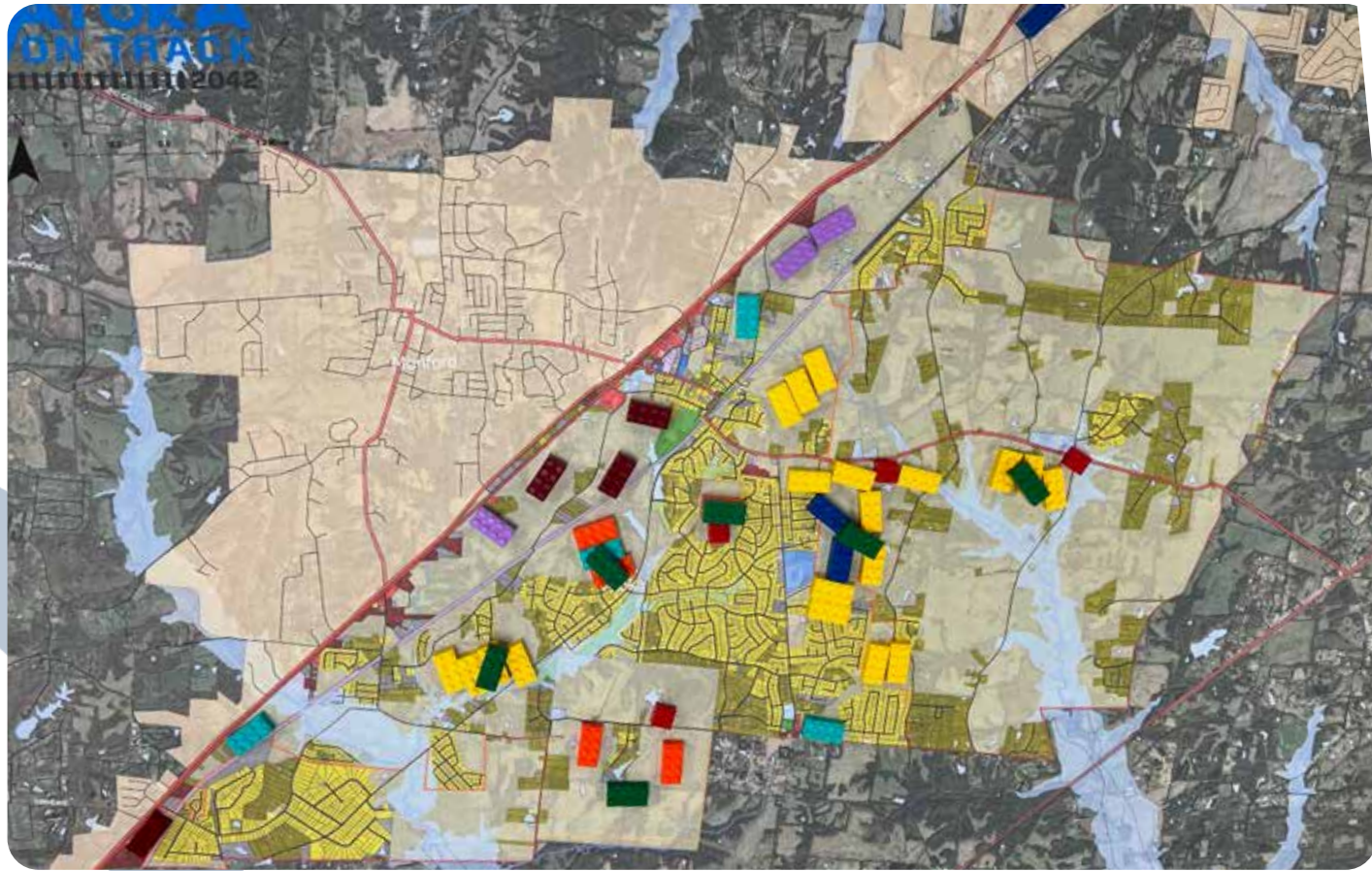


























# ATOKA ON TRACK PLANNING APPROACH

The planning approach selected for Atoka on Track was chosen after review of the 2012 Land Use and Transportation Plan, the extensive public input that occurred throughout the planning process and the development of the planning principles through that input.

Another consideration incorporated in the planning approach was the experience, insights and planning philosophy of the planning team professionals who guided the development of the plan which included both the project consultant team and the Town's staff. This group placed high value on the vision and effectiveness of community development outcomes under a place based or "place type" approach, rather than an exclusively land use based approach.

## Place Type Methodology

The framework for planning the future of Atoka varies from a conventional land use focused approach used in the Town's current plan. In contrast, Atoka on Track recognizes distinctive types of places and is intentional in their treatment to ensure that future development reinforces the desired character of each well-defined place.

These place types exist along a continuum of development patterns. As illustrated on the following page, there are seven distinct continuum types ranging from the "Natural" to the "Urban Core", in addition to the "Special Districts" area. This framework has been used to develop the place types specific to Atoka and ultimately the overall plan for the Town.

A Place Type is an urban design tool used to guide and evaluate development in terms of form, scale and function in the built environment. This includes descriptions, standards, and graphic examples of each place type along with its mobility characteristics.

Twelve place types have been created for Atoka and are described individually in the following sections in terms of their characteristics and intended application within the Town. All areas of the Town are designated as a specific place type according to their existing or their projected future character.

## Composite Development Plan

The Composite Development Plan synthesizes the major planning concepts for Atoka into one overall map. This representation



## ATOKA'S PLACETYPE PALETTE

### 1. Natural Areas, Parks and Open Spaces

- a. Natural Areas and Open Spaces
- b. Agricultural and Rural Lands

### 2. Neighborhoods

- a. Estate Residential
- b. Suburban Residential
- c. Traditional Neighborhood Development
- d. Mixed-Residential Neighborhood

### 3. Commercial and Mixed-Use

- a. Highway Corridor
- b. Atoka Town Center
- c. Neighborhood Center

### 4. Special Areas

- a. Employment - Business, Technology, Research, Industrial
- b. Civic and Institutional

of the plan, based on the planning approach, presents the ideal development characteristics for Atoka, as currently envisioned by the people of Atoka, as a series of place types.

## Areas of Detailed Design

In addition to these general place type development patterns, other more specific considerations for several of Atoka's strategic places are included in some of the place types. These strategic places are provided with more detailed design treatment in order to convey design concepts that are vital to Atoka's development in the manner envisioned. These areas require specific policy treatment or specific investments. These places and their associated place types include:

Placetype	Detailed Design
Atoka Town Center	Downtown Atoka
	Commercial Retrofits
Traditional Neighborhood Development	Atoka Ponds
Highway Corridor	Gateway Enhancements
Neighborhood Center	East Village Center

## Plan as a Guide

Atoka On Track's purpose is to serve as a guide to future development decisions for the Town. The plan is not a code, but rather a highly articulated guide to the formulation of appropriate policies, codes and development decisions required to achieve Atoka's planning vision.

Each place type sets out a range of place characteristics that can be achieved through Atoka's development policy, particularly its zoning and development codes.

Development policies adopted to implement this plan should in all cases align with the Atoka's Planning Principles generally and planning concepts expressed in Atoka on Track specifically.



## PLAN COMPONENTS AND THE DEVELOPMENT PROCESS



Planning Continuum Framework as Basis for Place Types



Conceptual Design Guides Design of Key Places in Greater Detail

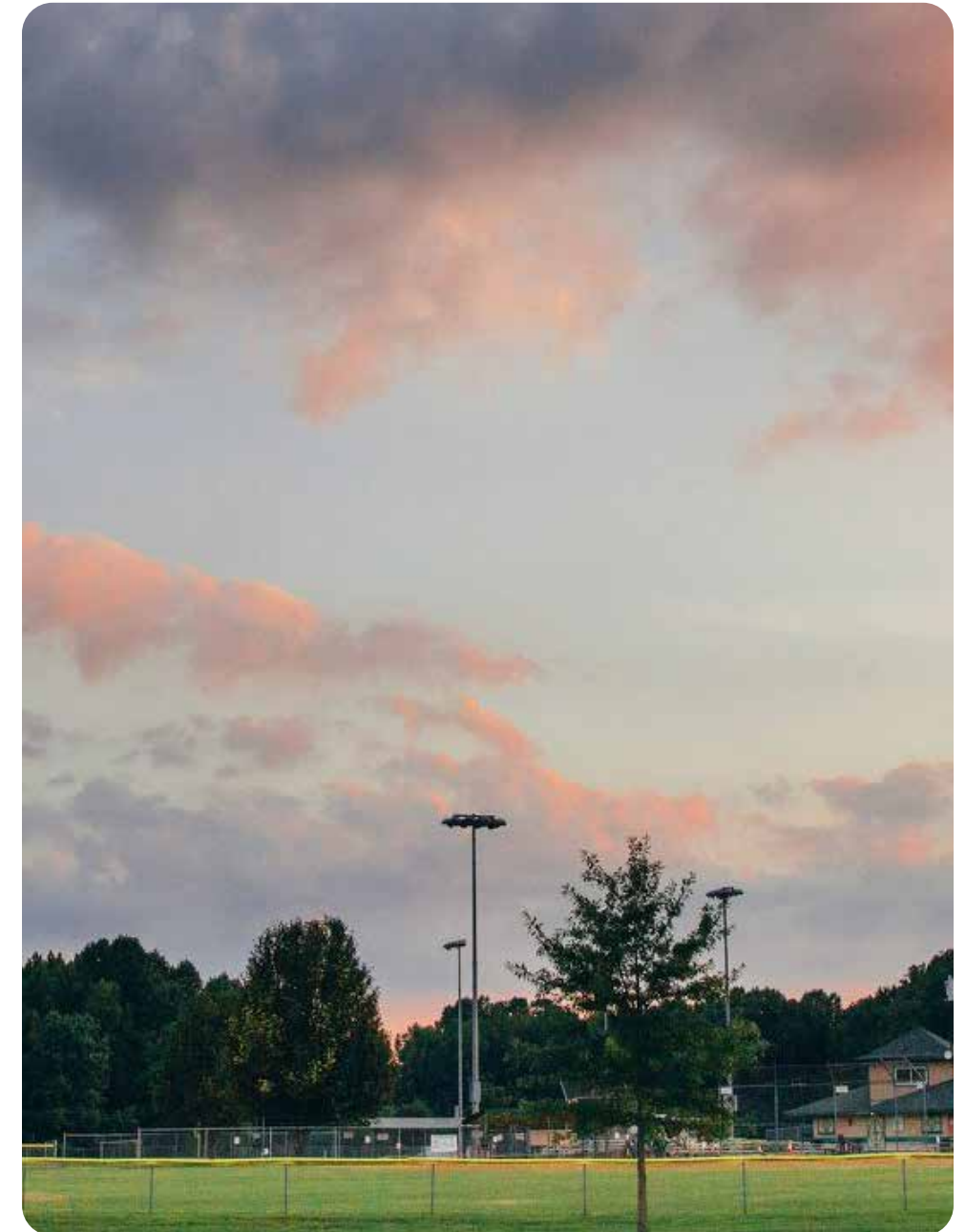


Place-Making Outcomes

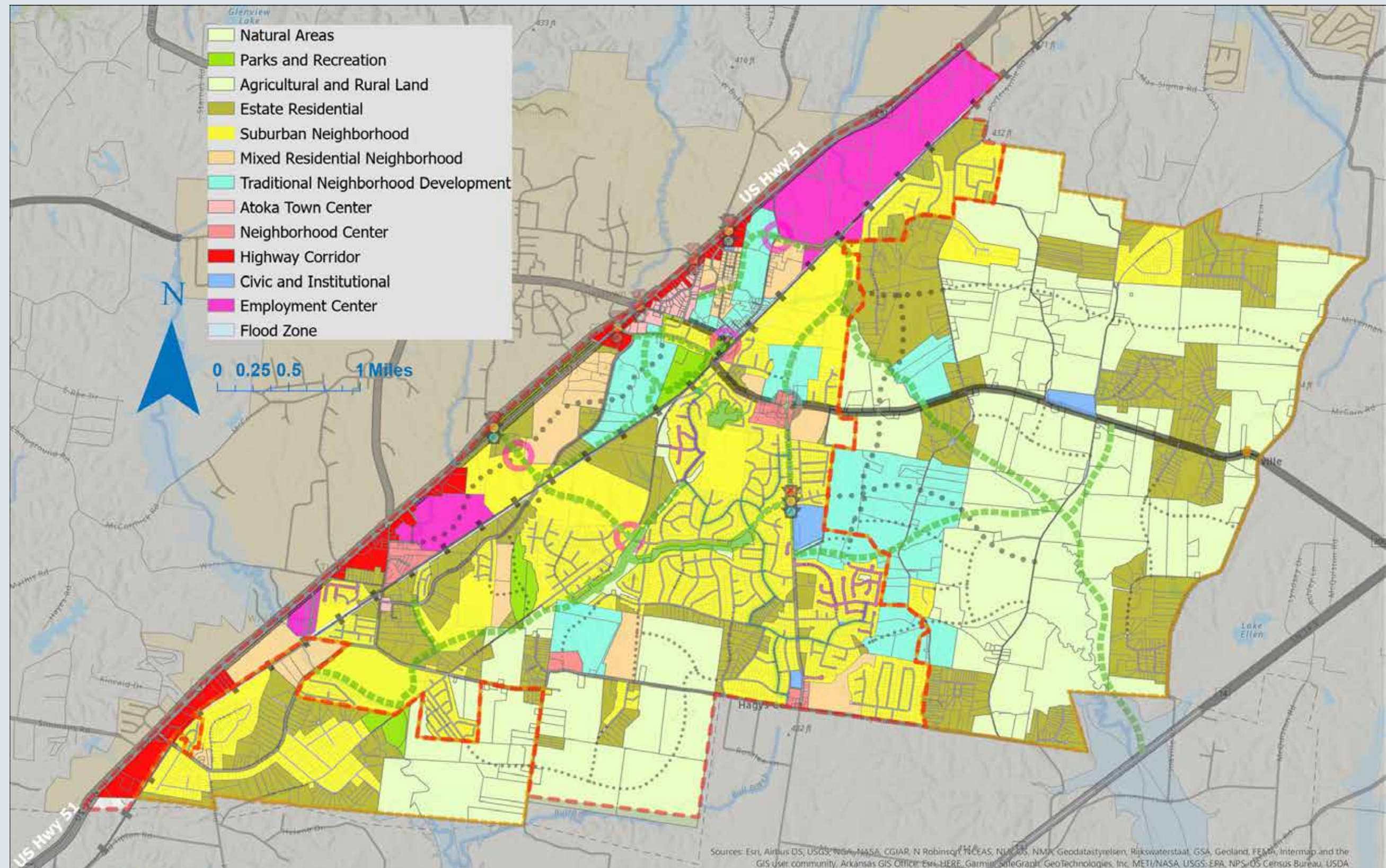
Place-Making Outcomes flow from generalized place type concepts to specific development designs resulting in community development outcomes.

## OVERALL FUTURE DEVELOPMENT MAP

The Overall Future Development Map is the core component of Atoka on Track. It illustrates the fundamental place types developed for Atoka and their locations throughout the town and the planning area. It also includes the overall future mobility network for the town and planning area. These town-wide components of the Future Development Map are each treated individually in the sections that follow.







**MAP 5-1 COMPOSITE FUTURE DEVELOPMENT MAP**



## A. NATURAL AREAS, PARKS, & OPEN SPACE

Natural areas are places that have experienced minimal disturbance or alteration (with the exception of agricultural activity) for an extended period of time. In their natural state these areas are typically characterized by sensitive topography, hydrology, vegetation, wildlife or other natural environmental conditions. These areas perform vital ecological functions including wildlife habitat, cleansing of water and air, and flood mitigation.

Building is minimal in natural areas. Natural areas are often stream corridors, wetlands and floodplains and ideally exist in unfragmented segments. Both active and passive recreation may be supported.

Parks and open space areas have been set aside to serve specific active or passive recreational needs. The areas range from regional parks for activities such as hiking and camping to community parks to formal open spaces such as playgrounds, greens, and squares. Development in parks and open spaces supports the area's specific function along with other civic buildings.

Parks and open spaces are appropriate in all place types. Consequently, streets within and around parks and open spaces should be compatible with the street design appropriate to the surrounding place type.

### POTENTIAL DEVELOPMENT USES AND POLICIES

<b>Primary Land Use</b>	<ul style="list-style-type: none"> <li>• Active recreation, public and private</li> <li>• Passive recreation, public and private</li> <li>• Environmentally and ecologically sensitive lands</li> </ul>
<b>Secondary Land Use</b>	<ul style="list-style-type: none"> <li>• Varied opportunities depending on site location, available infrastructure and utilities</li> </ul>
<b>Appropriate Development Policy</b>	<ul style="list-style-type: none"> <li>• Property/project-specific development proposals</li> <li>• Planned unit development</li> <li>• Cluster development standards</li> </ul>
<b>Private and Public Amenity</b>	<ul style="list-style-type: none"> <li>• These lands constitute amenities</li> <li>• Active and passive recreation</li> <li>• Trails, trailheads and greenway connectivity</li> </ul>

### GENERAL DESIGN CHARACTER

<b>Building Placement</b>	<ul style="list-style-type: none"> <li>• Varied</li> </ul>
<b>Building Frontage</b>	<ul style="list-style-type: none"> <li>• Varied</li> </ul>
<b>Building Height</b>	<ul style="list-style-type: none"> <li>• Varied</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Varies widely depending on location and uses proposed</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>• Varies widely depending on location and uses proposed</li> </ul>
<b>Landscaping &amp; Transitional Buffering</b>	<ul style="list-style-type: none"> <li>• In natural areas, landscaping is natural.</li> <li>• In parks, there may be extensive landscaping or a combination of landscaped and natural areas</li> </ul>

### MOBILITY

<b>Street Types and Bike/Ped</b>	<ul style="list-style-type: none"> <li>• Rural, Local</li> <li>• Bike routes encouraged but not required</li> </ul>
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### IMPLEMENTATION NOTES

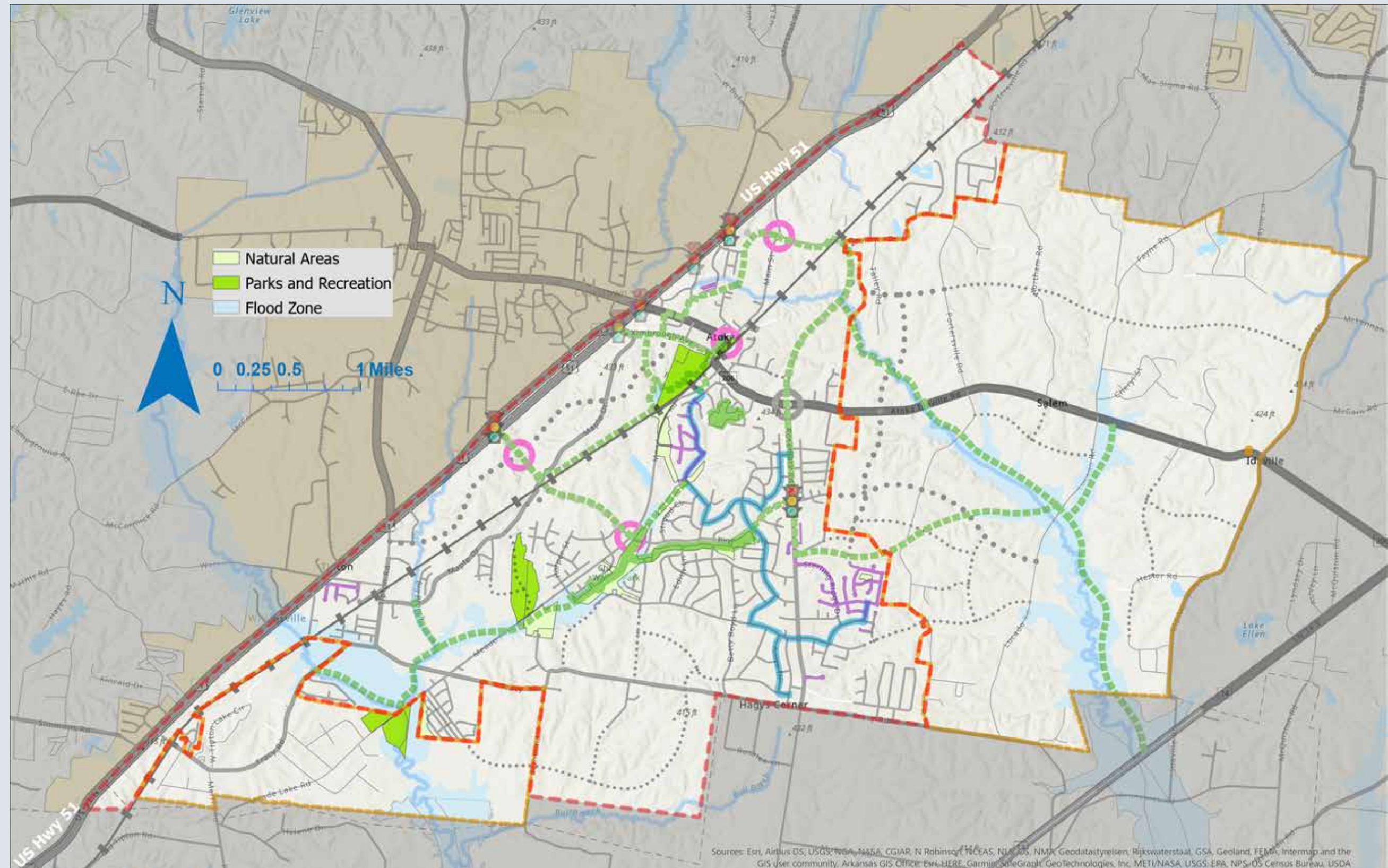
This place type is related to Atoka's existing natural areas and parks. However, new open spaces are intended to be provided in the process of growth and development in Atoka.



Top, center and bottom: Placetype precedent imagery







MAP 5-2 NATURAL AREAS, PARKS AND OPEN SPACE



**PLACE  
TYPES**

**B. AGRICULTURAL AND RURAL LANDS**

Agricultural and rural areas are sparsely developed with agricultural and estate residential as primary uses, complemented by very limited, low intensity commercial uses aimed at providing convenient goods and services to area residents living beyond the urban core. Rural areas provide residents with the choice of seclusion within the natural and rural countryside. These areas may be characterized by sensitive or unique environmental features that require protection, active agricultural land or landscapes with a rural community character that invite active or passive recreation opportunities. Rural neighborhoods provide living and working options different from suburban areas of Atoka, yet contribute to the fabric of the small-town rural environment that frames Atoka community.

Development characteristics in rural neighborhoods include residential and agricultural buildings scattered across the landscape in a loose pattern that honors environmental features and agricultural uses and does not require a dense road network. Residential buildings are often irregular in their orientation to rural roads and have deep and varying setbacks. They are typically placed on large contiguous acres of land, resulting in wide spacing between buildings and a feeling of privacy between lots. Some groupings of homes may have clustered in small “hamlets” where residential buildings may be more regularly spaced, sitting closer and oriented to the road. The limited commercial development characteristic of these areas exhibits similar spacing and densities.

**IMPLEMENTATION NOTES**

Rural neighborhoods are larger tracts accommodating agricultural activities and limited enterprises related to rural activity. Rural neighborhoods should also accommodate distributed energy activities (solar and wind).

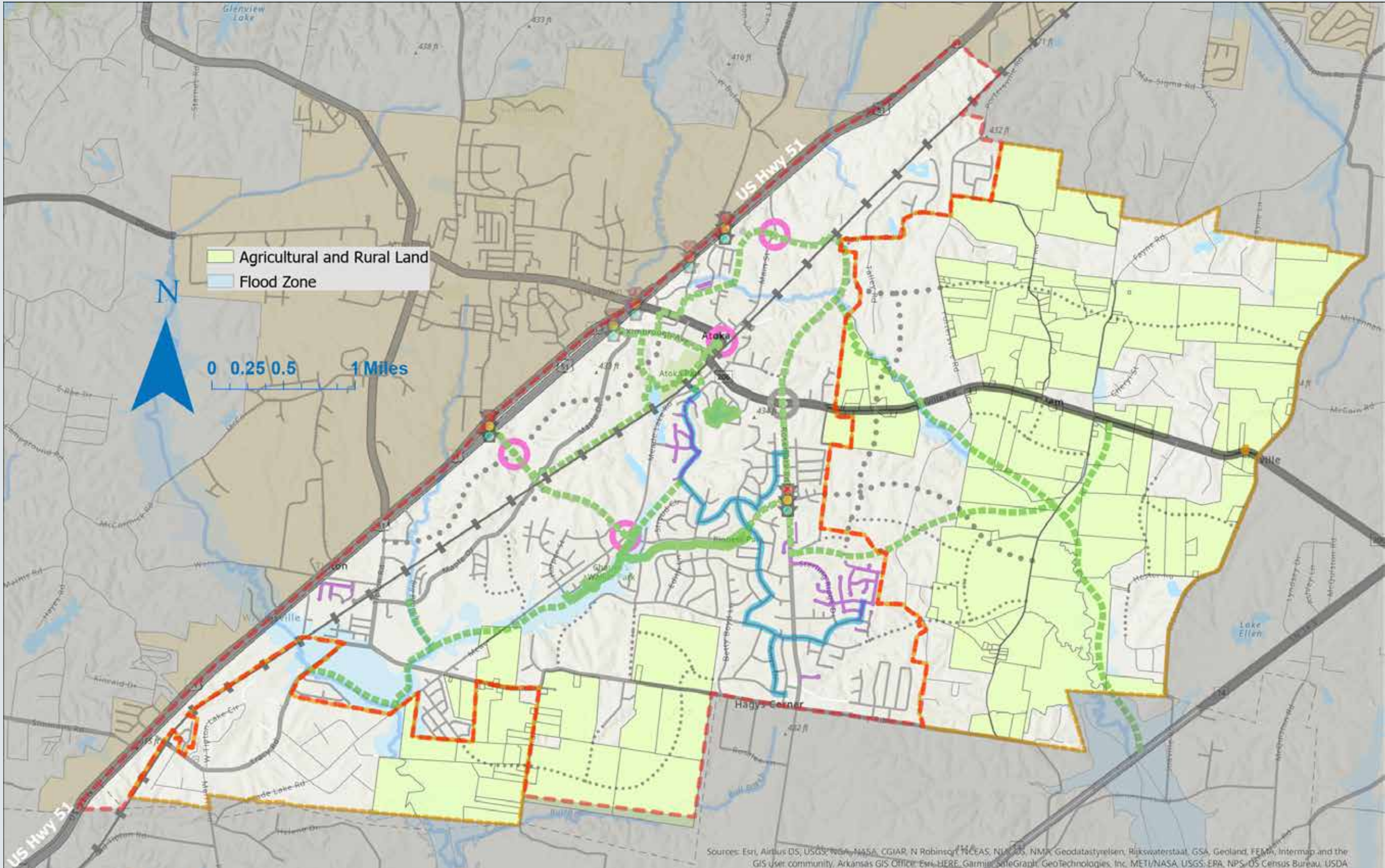
POTENTIAL DEVELOPMENT USES AND POLICIES	
<b>Primary Land Use</b>	<ul style="list-style-type: none"> <li>• Agriculture</li> <li>• Forestry, silviculture</li> <li>• Single-family residential</li> <li>• Extractive industry and related activities</li> </ul>
<b>Secondary Land Use</b>	<ul style="list-style-type: none"> <li>• Rural commercial nodes</li> <li>• Agri-tourism</li> </ul>
<b>Density/Intensity</b>	<ul style="list-style-type: none"> <li>• Lot size varied between 5 and 20 acres</li> <li>• Maximum density = 1 unit/5 acres</li> </ul>
<b>Appropriate Development Policy</b>	<ul style="list-style-type: none"> <li>• Estate lot development</li> <li>• Cluster development standards</li> <li>• Conservation easements</li> </ul>
<b>Private and Public Amenity</b>	<ul style="list-style-type: none"> <li>• Open space</li> <li>• Active and passive recreation</li> <li>• Trails, trailheads and greenway connectivity</li> </ul>
GENERAL DESIGN CHARACTER	
<b>Building Placement</b>	<ul style="list-style-type: none"> <li>• Building facades have deep setbacks</li> </ul>
<b>Building Frontage</b>	<ul style="list-style-type: none"> <li>• No minimum requirements</li> <li>• Residential buildings typically have porches or stoops</li> <li>• At least one primary entrance faces the street</li> </ul>
<b>Building Height</b>	<ul style="list-style-type: none"> <li>• 3 stories maximum</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Off-street parking required for residential uses</li> <li>• Limited off-street, unimproved parking areas for commercial</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>• Garages typically accessed from the front of the property</li> <li>• Limited curb cuts, shared access whenever possible</li> </ul>
<b>Landscaping &amp; Transitional Buffering</b>	<ul style="list-style-type: none"> <li>• Buffers required between active agricultural/silvicultural and residential uses</li> <li>• Deep landscaped and hardscaped buffers between mining activity and any other use</li> </ul>
MOBILITY	
<b>Street Types and Bike/Ped</b>	<ul style="list-style-type: none"> <li>• Local street</li> <li>• Bike routes encouraged but not required</li> </ul>



Top, center and bottom: Placetype precedent imagery







MAP 5-3 AGRICULTURE AND RURAL LANDS



## C. ESTATE RESIDENTIAL NEIGHBORHOODS

Estate neighborhoods accommodate single-family dwellings on very large lots but do not include large agricultural tracts or natural areas. They may be complemented by very limited, low intensity commercial uses aimed at providing convenient goods and services to area residents. Estate neighborhoods provide residents with a semi-rural living environment in proximity to natural and rural countryside. These areas may be near sensitive or unique environmental features or active agricultural land or landscapes. Estate neighborhoods provide living and working options very different from the suburban areas of Atoka, yet contribute to the fabric of the small-town rural environment that frames the core of the Atoka community.

Development characteristics in Estate Neighborhoods include residential developments on large lots and generally in planned forms that account for natural features and a formal rural street network ranging from gridded to curvilinear. Residential buildings typically have deep setbacks. The limited commercial development characteristic of these areas exhibits similar spacing and densities.

POTENTIAL DEVELOPMENT USES AND POLICIES	
<b>Primary Land Use</b>	<ul style="list-style-type: none"> <li>• Single family residential</li> </ul>
<b>Secondary Land Use</b>	<ul style="list-style-type: none"> <li>• Rural commercial nodes</li> <li>• Institutions</li> </ul>
<b>Density/Intensity</b>	<ul style="list-style-type: none"> <li>• Lot size varied between 1 and 10 acres</li> <li>• Maximum density = 1 unit/10 acres</li> </ul>
<b>Appropriate Development Policy</b>	<ul style="list-style-type: none"> <li>• Estate lot development</li> <li>• Cluster development standards</li> <li>• Conservation easements</li> </ul>
<b>Private and Public Amenity</b>	<ul style="list-style-type: none"> <li>• Open space</li> <li>• Active and passive recreation</li> <li>• Trails, trailheads and greenway connectivity</li> </ul>
GENERAL DESIGN CHARACTER	
<b>Building Placement</b>	<ul style="list-style-type: none"> <li>• Building facades have deep setbacks</li> </ul>
<b>Building Frontage</b>	<ul style="list-style-type: none"> <li>• No minimum requirements</li> <li>• Residential buildings typically have porches or stoops</li> <li>• At least one primary entrance faces the street</li> </ul>
<b>Building Height</b>	<ul style="list-style-type: none"> <li>• 3 stories maximum</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Off-street parking required for residential uses</li> <li>• Limited off-street, unimproved parking areas for commercial</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>• Sites accessed from the front of the property</li> <li>• Limited curb cuts, shared access whenever possible</li> </ul>
<b>Landscaping &amp; Transitional Buffering</b>	<ul style="list-style-type: none"> <li>• Buffers required between active agricultural/silvicultural and residential uses</li> <li>• Natural landscaping</li> </ul>
MOBILITY	
<b>Street Types and Bike/Ped</b>	<ul style="list-style-type: none"> <li>• Local street</li> <li>• Bike routes encouraged but not required</li> </ul>

### IMPLEMENTATION NOTES

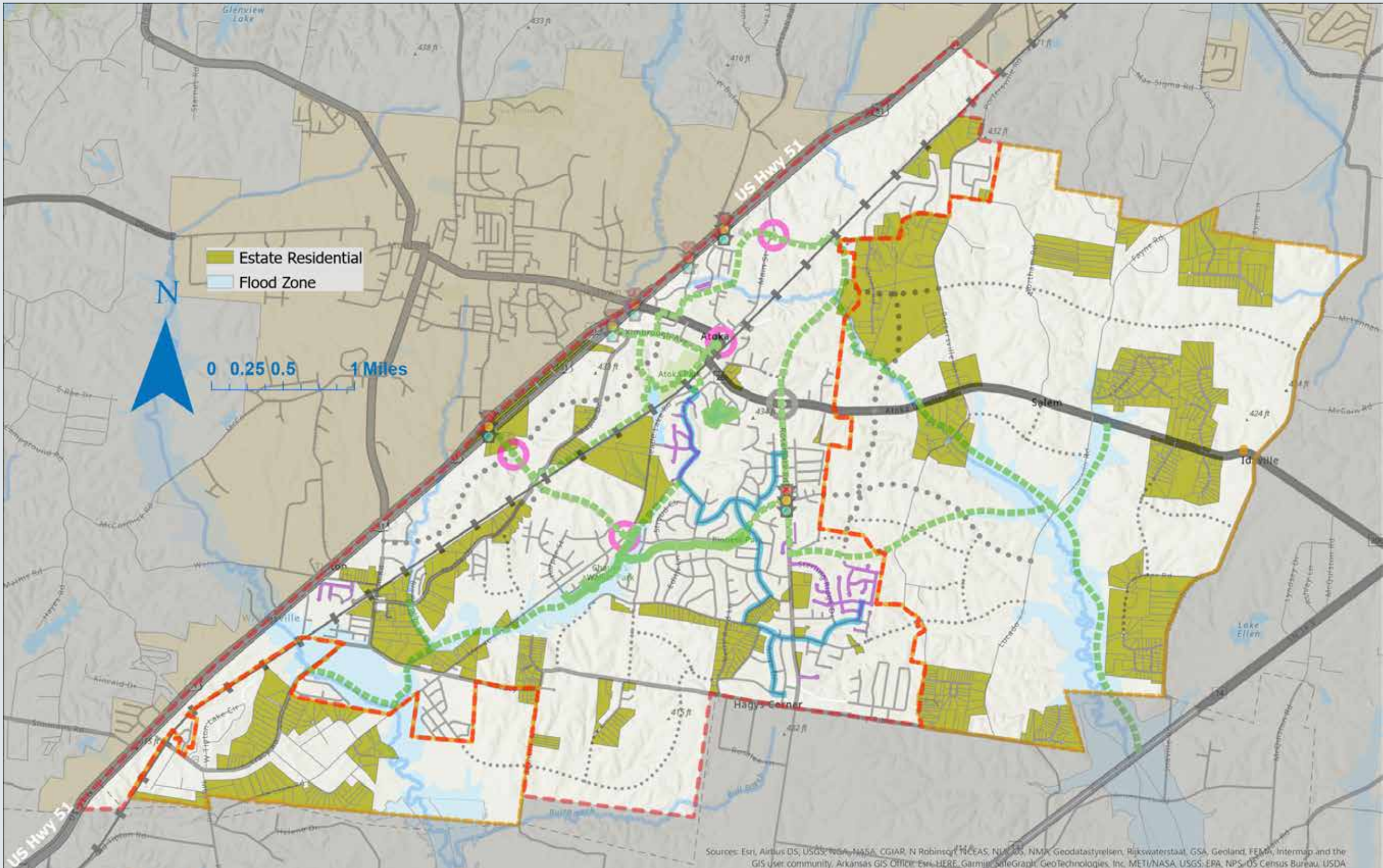
Estate neighborhoods accommodate single-family dwellings on very large lots and limited enterprises related to rural activity.



Top, center and bottom: Placetype precedent imagery







Sources: Esri, Airbus DS, USGS, NOAA, NASA, CGIAR, N Robinson, ICEAS, NLS, OS, NMA, Geodastylelsen, Rijkswaterstaat, GSA, Geoland, FEMA, Intermap and the GIS user community, Arkansas GIS Office, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA

MAP 5-4 ESTATE RESIDENTIAL NEIGHBORHOODS



**D. SUBURBAN NEIGHBORHOODS**

Suburban Neighborhoods typically serve as a transition from the least dense natural and rural environment to the more dense urban environment while strategically incorporating natural features into site design and providing formal open spaces. Existing landscapes may be preserved to define curvilinear streets, common areas, parks and recreation opportunities associated with civic and institutional uses. Ideally landscapes, rather than buildings, are used to frame these neighborhoods.

Classic suburban neighborhoods, in contrast to more auto dominated developments of suburban sprawl, use nature, parks and open space as a key organizing element. A range of lot sizes are encouraged to create opportunities for diverse housing choices. The suburban character of these residential areas is best maintained by preserving or adding to existing vegetation and a balance between buildings and open space. Curvilinear streets are appropriate in suburban single-family neighborhoods.

POTENTIAL DEVELOPMENT USES AND POLICIES	
<b>Primary Land Use</b>	<ul style="list-style-type: none"> <li>• Single-family detached residential</li> <li>• Single-family attached townhouses and condominiums</li> </ul>
<b>Secondary Land Use</b>	<ul style="list-style-type: none"> <li>• Institutional</li> <li>• Assembly</li> </ul>
<b>Density/Intensity</b>	<ul style="list-style-type: none"> <li>• 2 to 5 dwelling units per acre</li> </ul>
<b>Appropriate Development Policy</b>	<ul style="list-style-type: none"> <li>• Environmental design overlays</li> <li>• Stormwater managed at neighborhood/project scale or in combination with on-site green infrastructure</li> <li>• Underground utilities</li> <li>• Site plan review</li> <li>• Planned unit development or cluster development options</li> </ul>
<b>Private and Public Amenity</b>	<ul style="list-style-type: none"> <li>• Open space and passive recreation</li> <li>• Active recreation amenity required if development is further than 1/2 miles of a city/county park</li> <li>• Trails, trailheads and greenway connectivity</li> </ul>
GENERAL DESIGN CHARACTER	
<b>Building Placement</b>	<ul style="list-style-type: none"> <li>• Building facades set back from the street</li> <li>• Accessory buildings in the rear yard</li> <li>• Recessed garages</li> </ul>
<b>Building Frontage</b>	<ul style="list-style-type: none"> <li>• Residential buildings ideally have porches</li> <li>• At least one entrance faces the primary street</li> </ul>
<b>Building Height</b>	<ul style="list-style-type: none"> <li>• 3 stories maximum</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Garages located behind front facade or to the rear of the lot</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>• Individual driveways</li> </ul>
<b>Landscaping &amp; Transitional Buffering</b>	<ul style="list-style-type: none"> <li>• Street trees and treed lawns</li> <li>• Natural or constructed buffer from non-residential uses</li> </ul>
MOBILITY	
<b>Street Types and Bike/Ped</b>	<ul style="list-style-type: none"> <li>• Local, Avenue, Collector</li> <li>• Sidewalks and bike lanes required, Separated bike paths</li> </ul>

**IMPLEMENTATION NOTES**

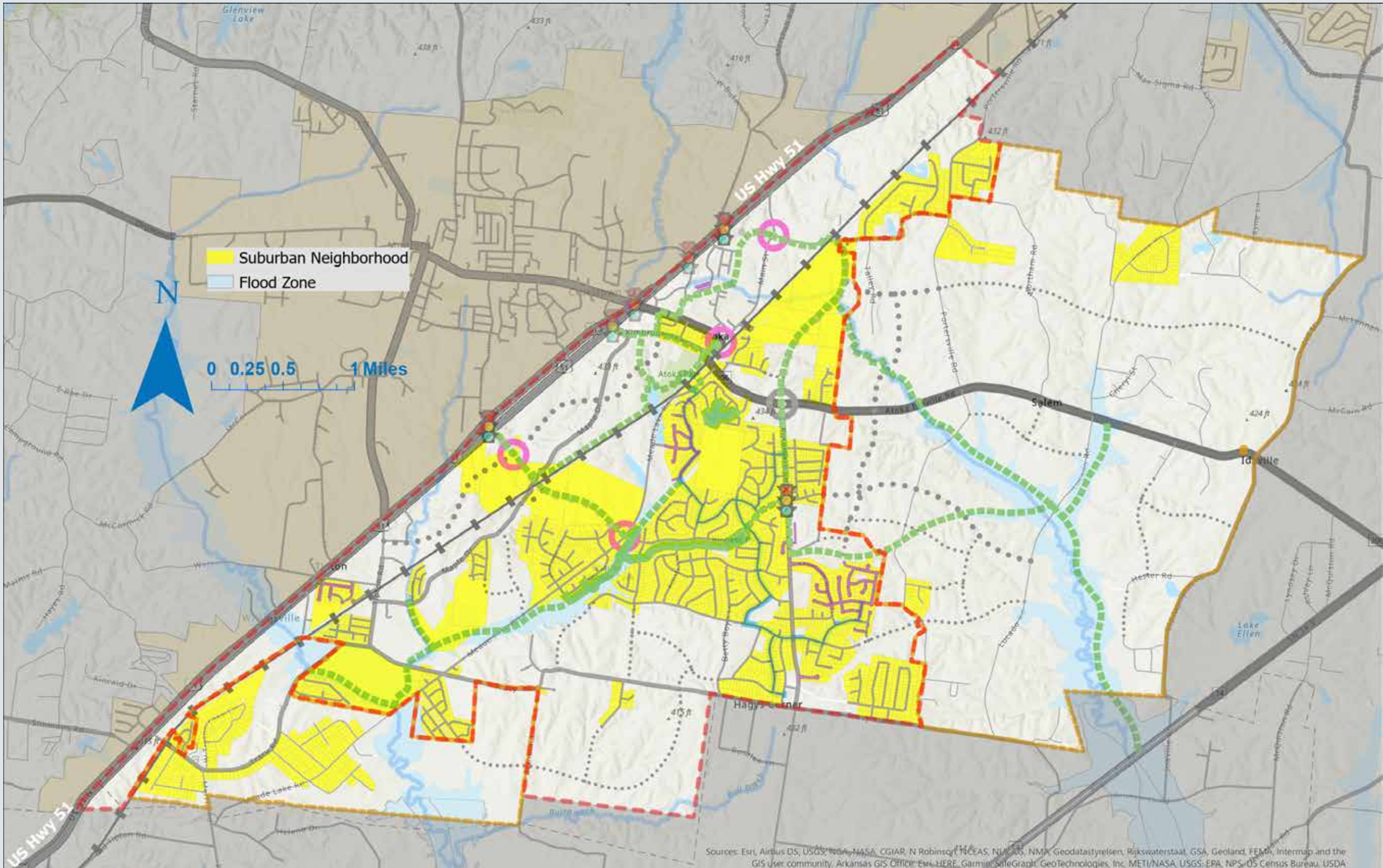
Suburban neighborhoods are easily accommodated by existing zoning provisions. Adaptation of existing residential zoning districts is anticipated to insure quality design.



Top, center and bottom: Placetype precedent imagery







MAP 5-5 SUBURBAN NEIGHBORHOODS

Sources: Esri, Airbus DS, USGS, NOAA, NASA, CGIAR, N Robinson, ICEAS, NLS, OS, NMAP, Geodastylelsen, Rijkswaterstaat, GSA, Geoland, FEMA, Intermap and the GIS user community, Arkansas GIS CRITIC, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA



**E. TRADITIONAL NEIGHBORHOODS**

New traditional neighborhoods meet the wholistic needs of their residents as well as surrounding areas. While higher density residential use is typically dominant, they often feature a core of commercial and civic activity such as a library, small-scale store, coffee shop, bank or other neighborhood oriented businesses. They may feature parks, schools or other public features. They should be easy to navigate on foot with important features within a 20 minute walk for the average resident.

The context of a traditional neighborhood includes small blocks on a grid formation with a discernible center public space and an edge that transitions into different, less intensive uses. Traditional neighborhoods are pedestrian friendly and accessible for all modes of transportation. Buildings are built close to the street at a human scale, with abundant transparency on the ground floor of buildings. Buildings have minimal setbacks from the street, but allow for wide tree-lined sidewalks, as well as space for sidewalk uses like cafés and sales tables. Traditional neighborhoods provide parking that is on the street or within parking lots that are behind or underneath new buildings. Some buildings contain multiple uses. A wide variety of housing types are provided, both in size and affordability, with higher density housing types closer to the center of the neighborhood.

Active public open space is located at or near the center. This space will be suitable to passive recreation as well as organized events, such as festivals, farmers markets and performances.

**IMPLEMENTATION NOTES**

This place type is applied to greenfield land at important future development locations. Implementation will require the creation of a district that embodies the described characteristics.

**POTENTIAL DEVELOPMENT USES AND POLICIES**

<b>Primary Land Use</b>	<ul style="list-style-type: none"> <li>• Mixed-use</li> <li>• All forms of residential</li> </ul>
<b>Secondary Land Use</b>	<ul style="list-style-type: none"> <li>• Assembly</li> <li>• Institutional</li> <li>• Neighborhood services</li> </ul>
<b>Density/Intensity</b>	<ul style="list-style-type: none"> <li>• Varies by neighborhood but average residential densities will vary from 8 to 18 dwellings per acre</li> </ul>
<b>Appropriate Development Policy</b>	<ul style="list-style-type: none"> <li>• Canopy mitigation</li> <li>• Neighborhood-scale stormwater management</li> <li>• Mixed Use, traditional neighborhood design</li> <li>• Multiple-family limited to percentage of overall development</li> </ul>
<b>Private and Public Amenity</b>	<ul style="list-style-type: none"> <li>• Featured green spaces and parks at 20% of area</li> </ul>

**GENERAL DESIGN CHARACTER**

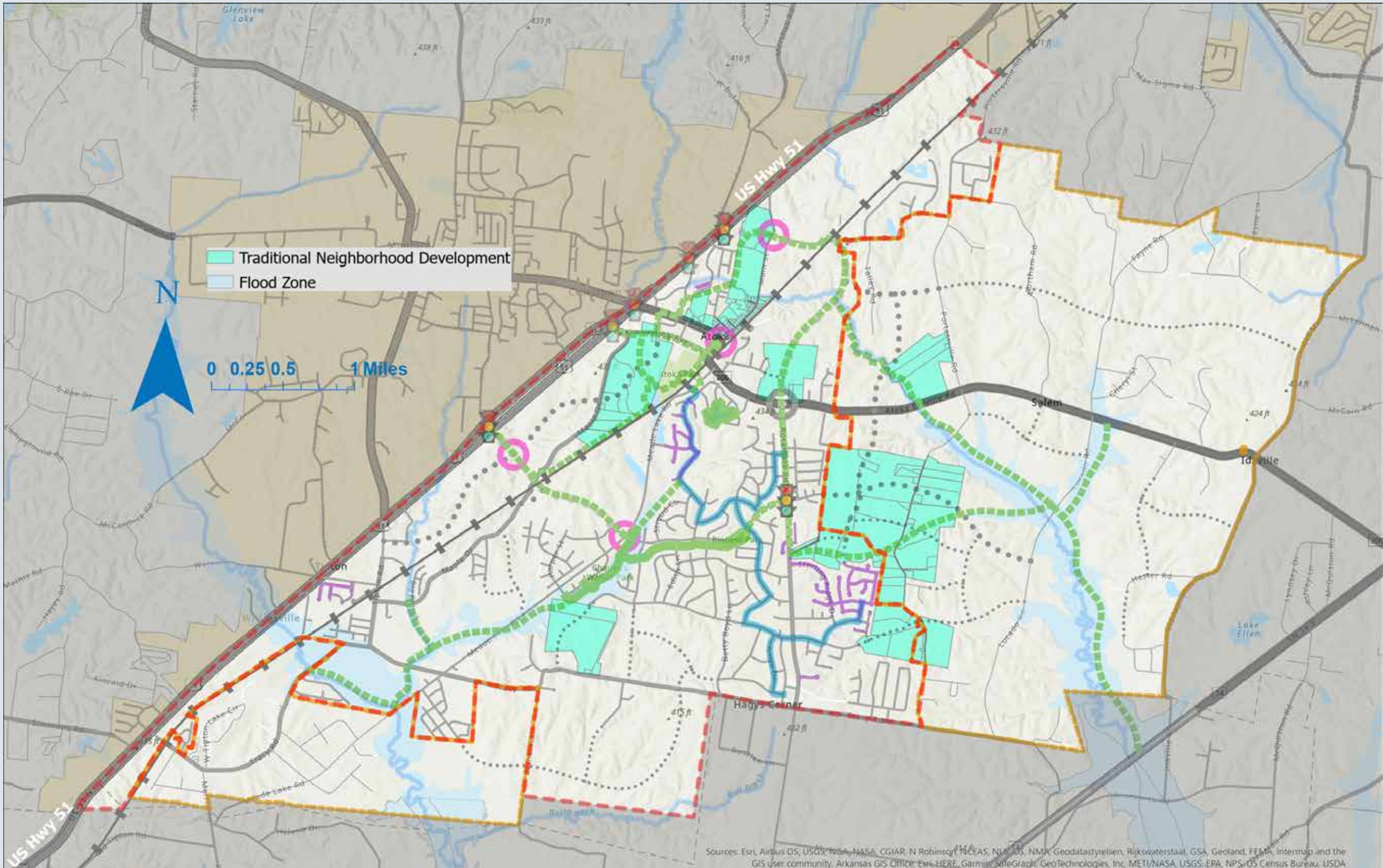
<b>Building Placement</b>	<ul style="list-style-type: none"> <li>• Facades of residential buildings have shallow setbacks</li> <li>• Facades of mixed-use/commercial buildings are built close to the sidewalk</li> </ul>
<b>Building Frontage</b>	<ul style="list-style-type: none"> <li>• Stoops, porches, and balconies</li> <li>• Street level mixed-use/commercial shop fronts</li> <li>• At least one entrance on street-facing facades</li> </ul>
<b>Building Height</b>	<ul style="list-style-type: none"> <li>• 1 to 4 stories</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Parking located behind or beside the street-facing building facade on primary streets</li> <li>• Parking areas have a perimeter landscape buffer where adjacent to street(s)</li> <li>• Garages are located behind the front facade or placed to the rear of the lot</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>• Alleys</li> <li>• Shared access</li> </ul>
<b>Landscaping &amp; Transitional Buffering</b>	<ul style="list-style-type: none"> <li>• Constructed buffering along the perimeter unless by park or open space.</li> </ul>
<b>MOBILITY</b>	
<b>Street Types and Bike/Ped</b>	<ul style="list-style-type: none"> <li>• Avenue, Main Street, Local</li> <li>• Pedestrian and Bike Connectivity</li> </ul>



Top, center and bottom: Placetype precedent imagery







Sources: Esri, Airbus DS, USGS, NOAA, NASA, CGIAR, N Robinson, ICEAS, NLS, OS, NMA, Geodastylelsen, Rijkswaterstaat, GSA, Geoland, FEMA, Intermap and the GIS user community, Arkansas GIS Office, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA

MAP 5-6 TRADITIONAL NEIGHBORHOODS



## DETAILED DESIGN FOR TRADITIONAL NEIGHBORHOODS

### Atoka Ponds

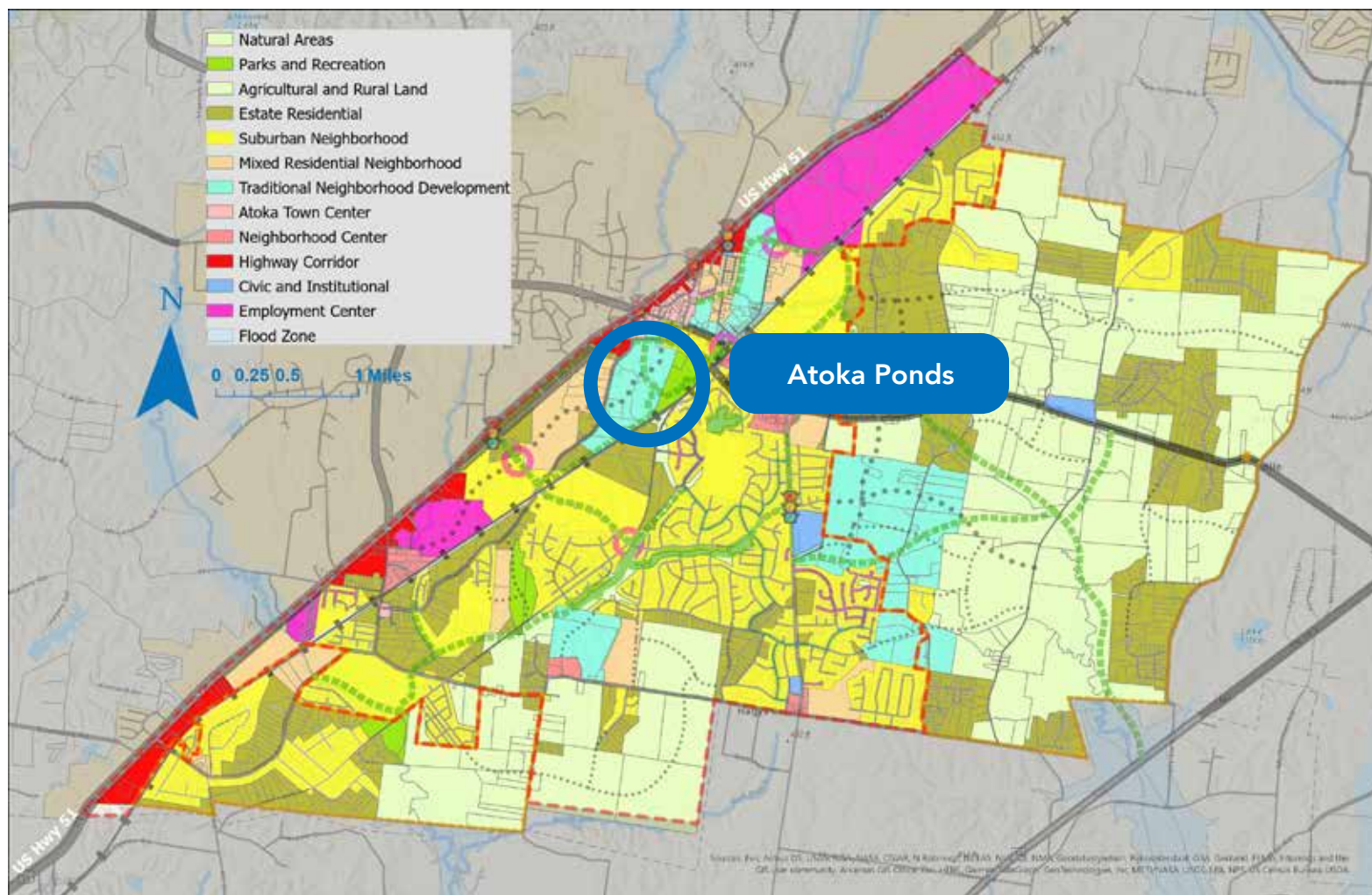
Atoka is currently dominated by single family suburban neighborhoods with very little diversity in housing choices. Studies have shown that over reliance on single family suburban developments patterns results in cost burdens on the community over time because the cost of funding public services to this type of development is greater than its tax revenue.

Given the fact, and the desire of the community to afford a broader array of housing options, Atoka On Track introduces the Traditional Neighborhood Development placetype which does not yet exist in the Town.

The site plan on the page at right illustrates the design of Atoka Ponds. It is located at the southeast corner of Maple Drive and Kimbrough Drive. The neighborhood's design features are summarized in the table that follows.

In addition to introducing this placetype, the hypothetical development Atoka Ponds has been conceptually designed to illustrate how Traditional Neighborhood Development patterns can be established in Atoka.

In addition, the planning process for Atoka on Track revealed the desire and need for a community center. Because Atoka Ponds lies directly to the west of Nancy Lane Park, a community center has been included as a feature of the plan.

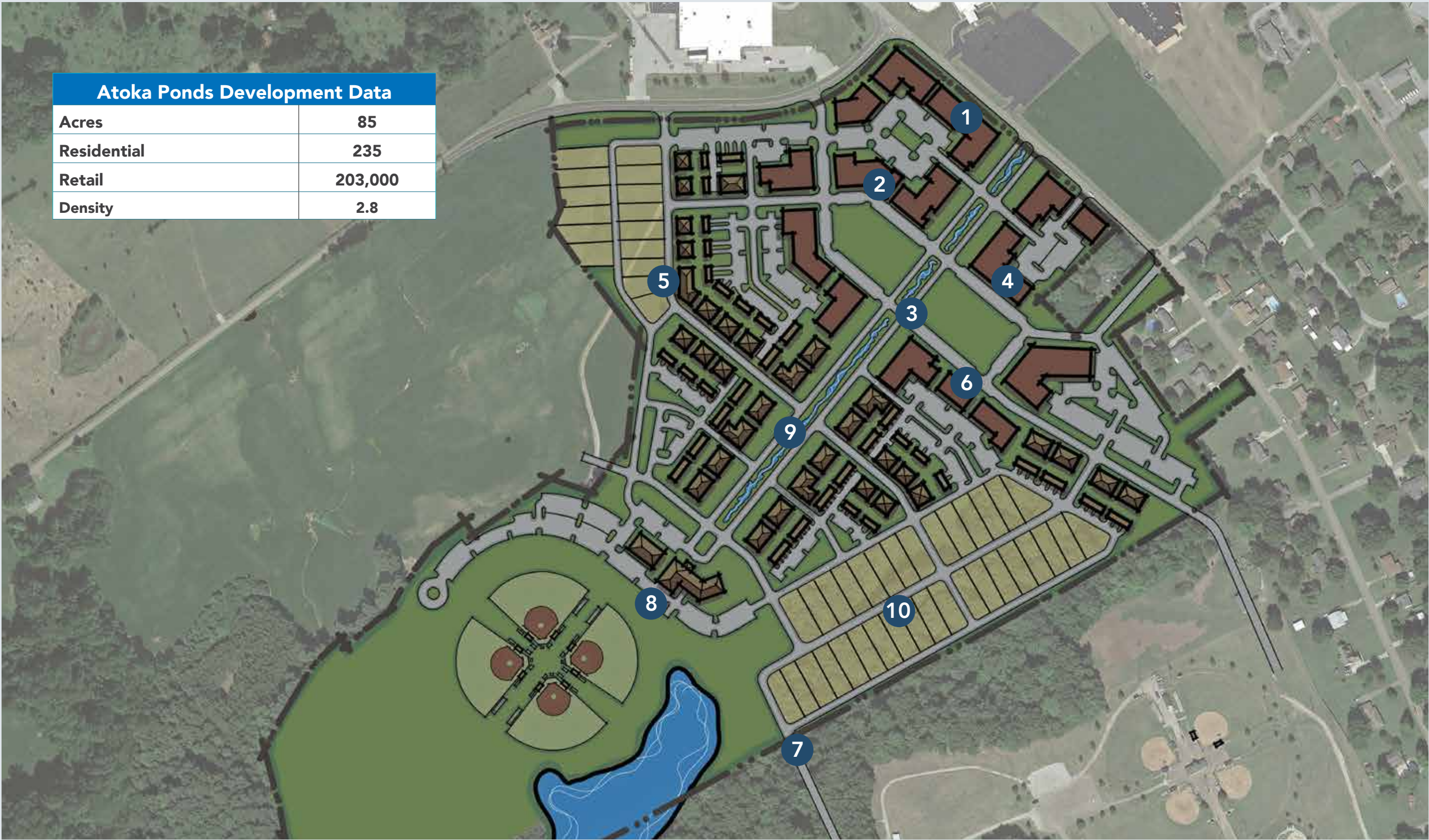


10 BEST PRACTICE FEATURES FOR TRADITIONAL NEIGHBORHOOD DESIGN	
1	Buildings are placed close to the street to create a sense of enclosure.
2	Parking is placed to the side and rear of buildings.
3	The neighborhood has a discernible center that features neighborhood gathering spaces such as parks and open space.
4	The neighborhood has a mix of uses including commercial, residential and other uses.
5	The neighborhood hosts a mix of housing sizes and types.
6	Streets are pedestrian friendly with sidewalks and bike lanes.
7	The neighborhood is well connected to surrounding neighborhoods and community institutions.
8	Incorporation of community facilities such as parks, schools, or other facilities is desirable.
9	All areas of the neighborhood are within a 5-minute walk of open spaces or parks.
10	Alley access to single-family dwelling is desirable.





Atoka Ponds Development Data	
Acres	85
Residential	235
Retail	203,000
Density	2.8





## F. MIXED RESIDENTIAL - SMALL AND LARGE SCALE

Mixed Residential Neighborhoods are distinguished by similar design characteristics as Established Neighborhoods and Suburban Neighborhoods. On a smaller scale, these neighborhoods tend to be positioned in the interior of the community either within long established residential areas or occur as new construction on a neighborhood edge. At a larger scale, they occur more frequently in outlying areas.

These neighborhoods offer much greater housing diversity, and unit density is substantially higher than in Established and Suburban Neighborhoods. Mixed residential areas are often experiencing transition or redevelopment.

Secondary uses of institutions and assembly occur frequently in mixed residential neighborhoods. Some limited commercial activity may be present. There is pronounced need for mixed residential areas to be served by parks and open spaces to serve higher unit densities. Street patterns are often dense and form a grid.

### POTENTIAL DEVELOPMENT USES AND POLICIES

**Primary Land Use**

- Detached dwellings
- Attached townhouses, condominiums, and apartments

**Secondary Land Use**

- Institutional
- Assembly

**Density/Intensity**

- 5 to 20 dwelling units per acre

**Appropriate Development Policy**

- Tree canopy creation or preservation
- Stormwater managed at neighborhood/project scale or in combination with on-site green infrastructure
- Site plan review

**Private and Public Amenity**

- 15 percent open space
- Active recreational area on or adjacent to site
- Bike and pedestrian connectivity to parks and community centers

### GENERAL DESIGN CHARACTER

**Building Placement**

- Setback based on existing development patterns
- Accessory buildings in rear yard
- Recessed garages

**Building Frontage**

- Frontages face primary street at smaller scale
- A variety of frontage configurations at a larger scale
- Dwellings ideally have porches and balconies

**Building Height**

- 3 stories maximum

**Parking**

- Parking areas include a internal landscape and perimeter landscape buffer
- Garages recessed from front facade or to rear of the lot

**Access**

- Shared driveways
- Alleys

**Landscaping & Transitional Buffering**

- Naturalized or designed landscapes in common areas and perimeter
- Parking areas include a perimeter landscape buffer

### MOBILITY

**Street Types and Bike/Ped**

- Avenue, Local, Collector, Alley
- Pedestrian facilities on both sides of the street, bike lanes
- Multi-modal connection to community centers, parks

### IMPLEMENTATION NOTES

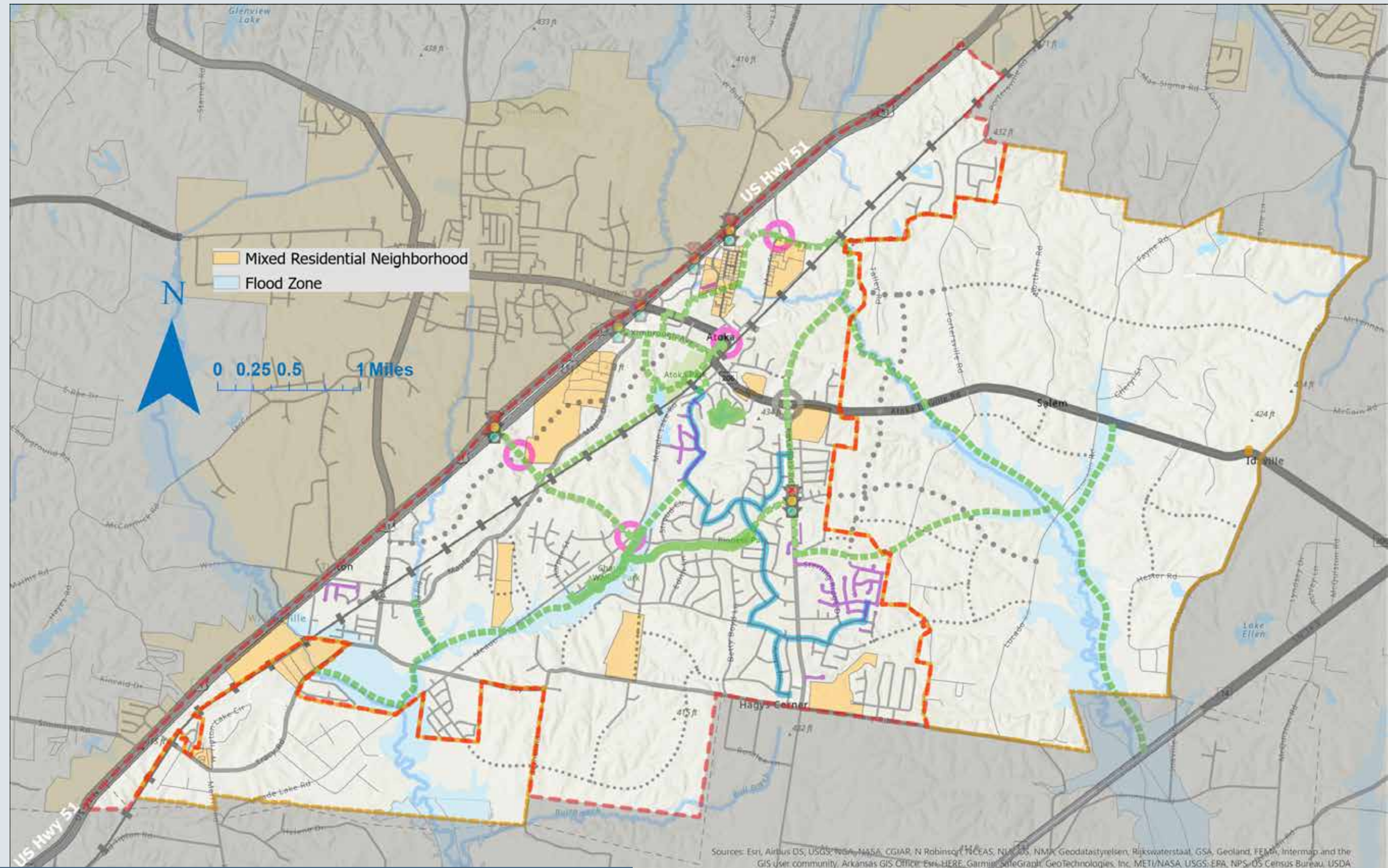
Suburban neighborhoods are easily accommodated by existing zoning provisions. Adaptation of existing residential zoning districts is anticipated for implementation.



Top, center and bottom: Placetype precedent imagery







MAP 5-7 MIXED RESIDENTIAL - SMALL AND LARGE SCALE

Sources: Esri, Airbus DS, USGS, NOAA, NASA, CGIAR, N Robinson, ICEAS, NLS, OS, NMP, Geodastylelsen, Rijkswaterstaat, GSA, Geoland, FEMA, Intermap and the GIS user community, Arkansas GIS CRITIC, Esri, HERE, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA



Atoka’s downtown has mostly been constructed since the 1970s. Consequently, it is developed in a suburban commercial development pattern of large parking areas, deep building setbacks and segregated uses. The vision of Atoka on Track is to transform the downtown area into a mixed-use walkable town center which Atoka currently lacks. This vision includes a broad variety of uses and activities including commercial, office, civic, entertainment, cultural, residential and open space anchored by the Town Hall complex.

Further, the downtown core is intended to embody the community symbolically, culturally, and historically. It is to be pedestrian oriented and connected to surrounding neighborhoods. It provides locations for people to shop, eat, socialize and take care of daily activities. Residential and office uses should be integrated to diversify the mix of development. Streetscape furnishings and pedestrian amenities should be provided and reflect Atoka’s history and culture. Vehicular traffic should be compatible with pedestrian activity and secondary to pedestrian and human scale of the area.

**IMPLEMENTATION NOTES**

The downtown core is intended to be the heart of Atoka. Implementation should focus on creating a code that achieves the vision for downtown related to its form function while catalyzing development through the construction of public amenities in the form of a park and well designed streetscape.

**POTENTIAL DEVELOPMENT USES AND POLICIES**

<b>Primary Land Use</b>	<ul style="list-style-type: none"> <li>Mixed-use</li> <li>Commercial/office</li> </ul>
<b>Secondary Land Use</b>	<ul style="list-style-type: none"> <li>Upper-floor or attached residential</li> <li>Institutions and Parks</li> </ul>
<b>Appropriate Development Policy</b>	<ul style="list-style-type: none"> <li>Street trees</li> <li>Urban stormwater management which may include permeable surfacing, planter boxes</li> <li>Site plan review</li> <li>Historic preservation and conservation</li> </ul>
<b>Private and Public Amenity</b>	<ul style="list-style-type: none"> <li>Public space is primary amenity along with street furniture to facilitate pedestrian environment</li> </ul>

**GENERAL DESIGN CHARACTER**

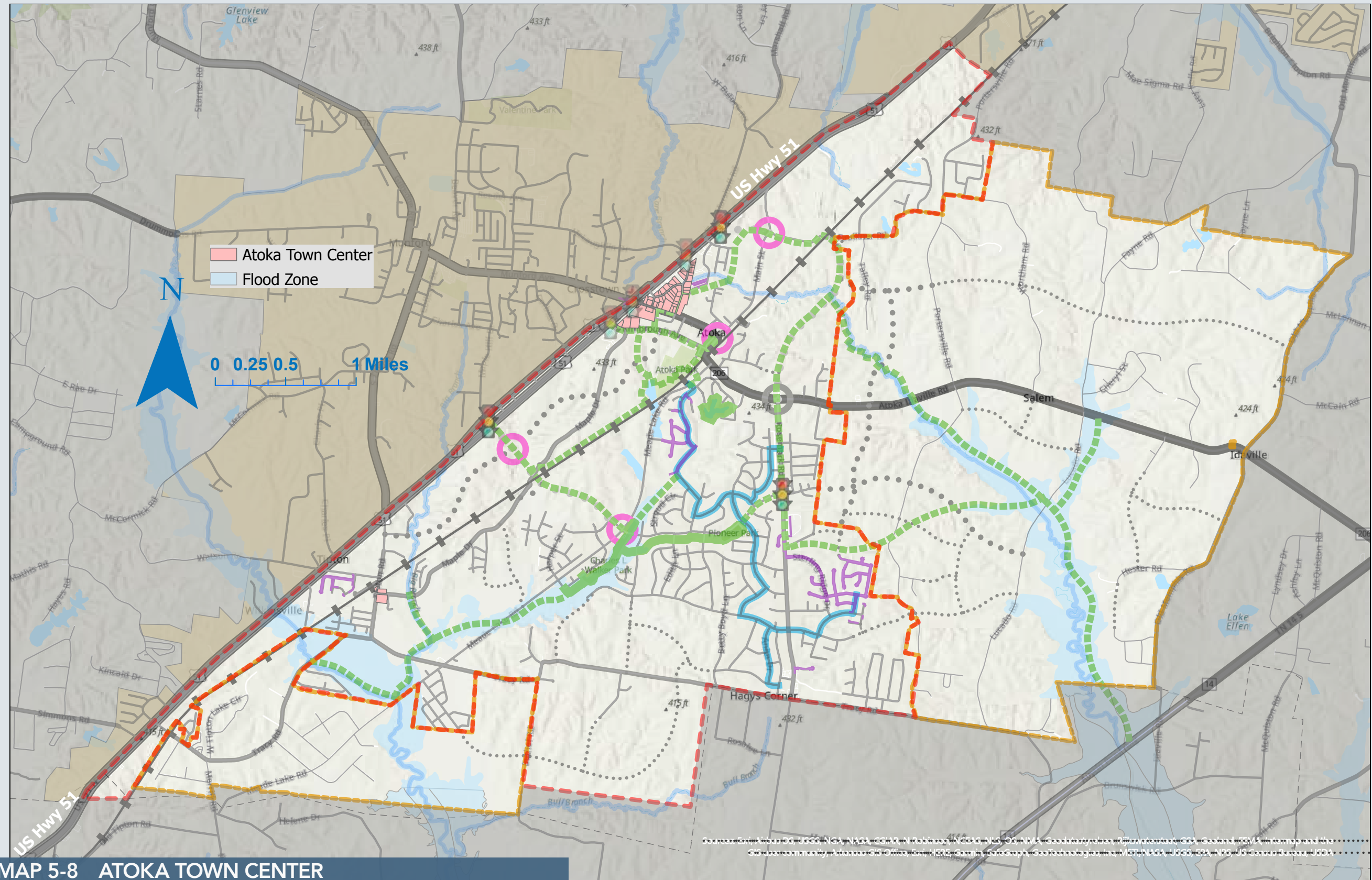
<b>Building Placement</b>	<ul style="list-style-type: none"> <li>Building facades of mixed-use/commercial buildings are built close to the sidewalk</li> <li>Building facades of residential buildings have shallow setbacks</li> </ul>
<b>Building Frontage</b>	<ul style="list-style-type: none"> <li>Mixed-use/commercial buildings have shop fronts at street level</li> <li>Street-facing facades have at least one entrance that faces the street</li> <li>Upper floors may feature balcony access</li> </ul>
<b>Building Height</b>	<ul style="list-style-type: none"> <li>1 to 3 stories</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>Parking located behind or beside the street-facing facade</li> <li>Parking areas have a perimeter landscape buffer where adjacent to streets</li> <li>Public parking garage may be available</li> <li>On-street parking</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>Alleys</li> <li>Direct street frontage</li> </ul>
<b>Landscaping &amp; Transitional Buffering</b>	<ul style="list-style-type: none"> <li>Landscaping typically occurs in public space</li> <li>Street trees where feasible and may include green infrastructure stormwater features</li> </ul>
<b>MOBILITY</b>	
<b>Street Types and Bike/Ped</b>	<ul style="list-style-type: none"> <li>Avenue, Main Street</li> <li>Pedestrian facilities, bike lanes, bike racks</li> </ul>



Top, center and bottom: Placetype precedent imagery







MAP 5-8 ATOKA TOWN CENTER



## ATOKA TOWN CENTER

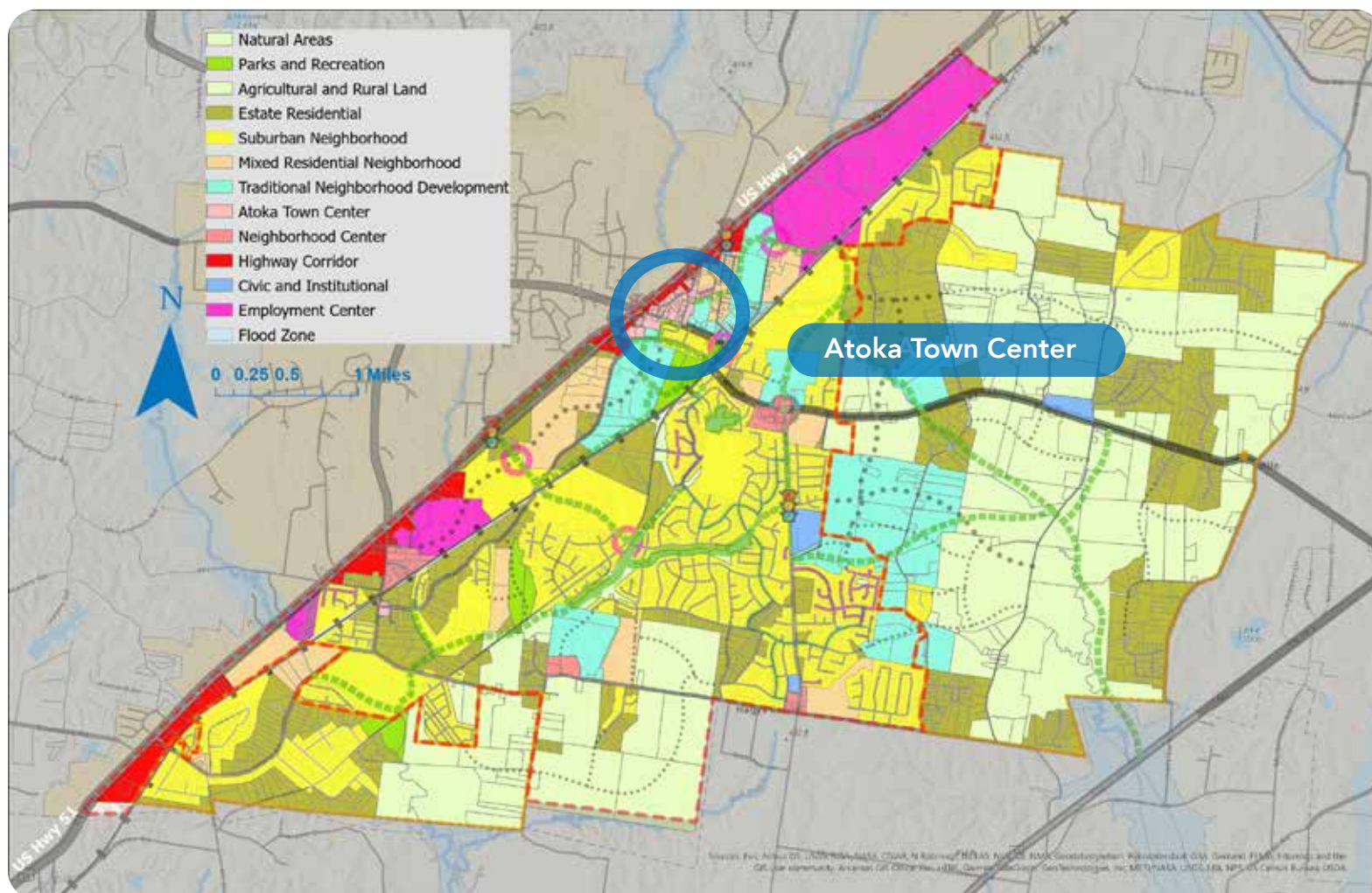
Atoka's primary commercial district has developed in a suburban strip commercial pattern which became common post World War II as the nation became more dependent on automobile. This pattern is often unsightly, adversely affects adjoining neighborhoods, and fails to create or support a sense of place. Expansive parking lots, poor signage, and generic buildings are uninspiring and often indistinguishable from those of any other community.

Better patterns are available for developing a town center and Atoka is well-positioned to establish this development form and to implement redevelopment that advances the concept of an Atoka Town Center

which seeks to more clearly establish an Atoka downtown. This pattern will help establish a strong sense of place which is vital to the health, prosperity and sustainability of the town. It is made up of mixed-use buildings of varying heights, with retail shops, restaurants, civic uses, and offices lining each side of the street. Residential dwellings are located on the upper floors. Successful implementation will create pedestrian-friendly, vibrant public places, where people gather to live, work and recreate.

## Conceptualizing the Atoka Town Center

The images on the page at right illustrate the existing development configuration of Atoka's town center and the conceptualized development of the town center during the planning period. As illustrated, there is substantial opportunity for infill development to occur and for the suburban pattern of development to be transformed into a true town center consistent with the building type envisioned.



Opposite page, clockwise from top left:

1. Atoka's central commercial area;
2. Conceptual sketch identifying development opportunity
3. McLaughlin Avenue focus area
4. Development massing model for McLaughlin Avenue

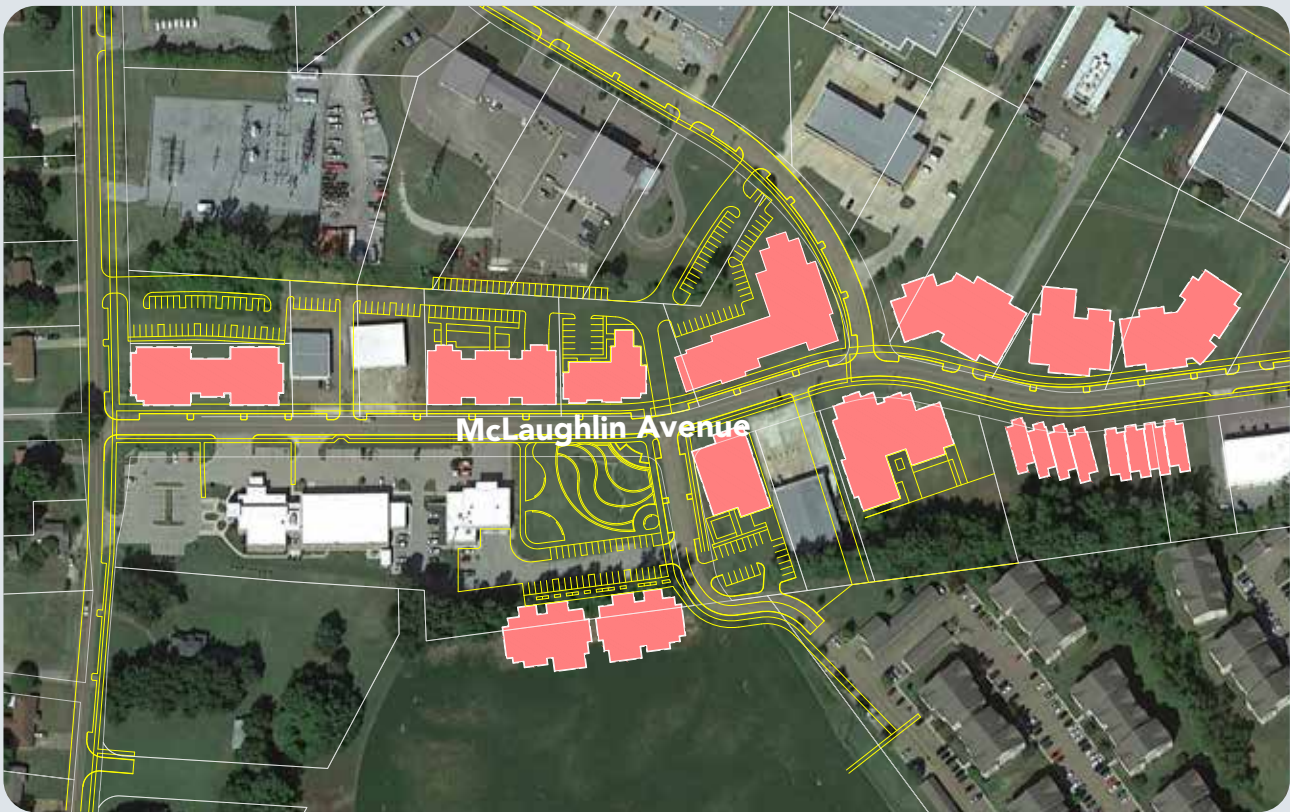




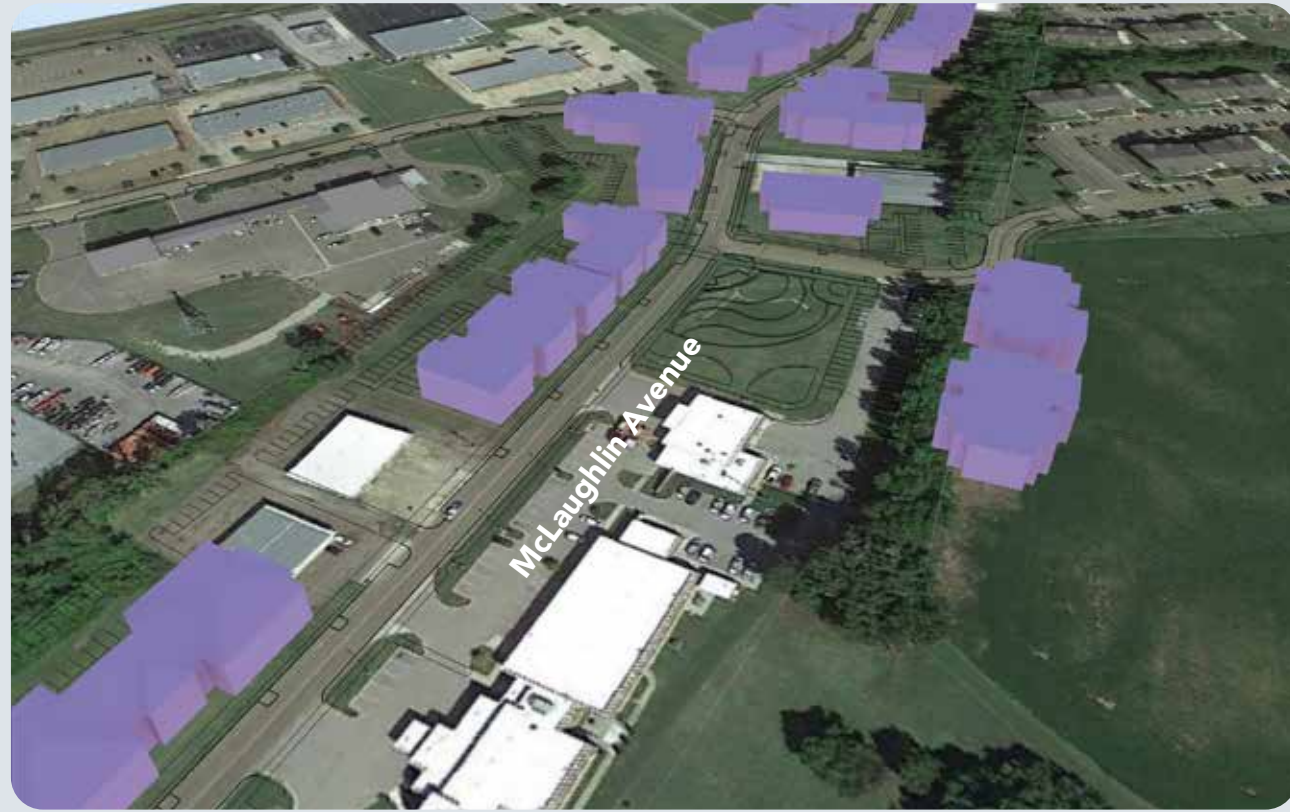
1



2



3



4





This page, clockwise from top left:

1. Left: Existing retail store with no landscaping in its parking lot and very generic design.
2. Below, left: Viewed from above, redeveloped retail site introducing parking lot landscaping and enhanced building design.
3. Below: Viewed from street level, redeveloped retail site introducing parking lot landscaping and enhance building design.

Opposite page, clockwise from top left:

1. McLaughlin Avenue developed as the Atoka Town Center .
2. Atoka Central Park developed adjacent to Town Hall.
3. Atoka Central Park developed adjacent to Town Hall viewed from above.
4. Atoka Central Park developed adjacent to Town Hall viewed from above.







1



2



3



4



**H. NEIGHBORHOOD CENTER**

A Neighborhood Center is a node of activity, often at key intersections, which provides goods and services to surrounding neighborhoods and sustains a variety of residential, commercial and institutional activities. A subordinate level of single family- attached homes may be present.

The neighborhood center incorporates mixed commercial uses to encourage efficient utilization of infrastructure, allow for smaller lot development, and provide close proximity to other public uses which may locate near the center (e.g. a school, neighborhood park area or other municipal uses). These may include professional offices, single and multi-family residential, small-scale commercial uses, public open spaces and parks, all developed within a concentrated area. They do not include uses which traditionally locate on high-volume commercial strips such as large retail outlets or heavy service commercial such as contractor storage yards or intensive vehicle repair. .

**POTENTIAL DEVELOPMENT USES AND POLICIES**

<b>Primary Land Use</b>	<ul style="list-style-type: none"> <li>• Commercial/office</li> <li>• Mixed-use</li> </ul>
<b>Secondary Land Use</b>	<ul style="list-style-type: none"> <li>• Institutional</li> <li>• Single-family attached residential</li> </ul>
<b>Appropriate Development Policy</b>	<ul style="list-style-type: none"> <li>• Tree canopy creation and preservation</li> <li>• Stormwater management which may include permeable surfacing, parking lot islands and bio-retention</li> <li>• Site design plan review</li> <li>• Architectural review</li> </ul>
<b>Private and Public Amenity</b>	<ul style="list-style-type: none"> <li>• Green parking lots</li> <li>• Proximity to parks and recreation</li> </ul>

**GENERAL DESIGN CHARACTER**

<b>Building Placement</b>	<ul style="list-style-type: none"> <li>• Minimal parking between the building and primary entrance</li> <li>• Outdoor dining in restaurant environments</li> <li>• Shallow setbacks</li> </ul>
<b>Building Frontage</b>	<ul style="list-style-type: none"> <li>• Entrance facing accessing streets</li> </ul>
<b>Building Height</b>	<ul style="list-style-type: none"> <li>• 1 to 2 stories with 2 stories most desirable</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Parking located behind or beside the street-facing facade on primary streets</li> <li>• Perimeter landscape buffer where adjacent to streets</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>• Varies depending on location and uses proposed</li> </ul>
<b>Landscaping &amp; Transitional Buffering</b>	<ul style="list-style-type: none"> <li>• Green parking lot islands, tree canopy</li> <li>• Street trees where feasible</li> <li>• May include green infrastructure stormwater features</li> </ul>

**MOBILITY**

<b>Street Types and Bike/ped</b>	<ul style="list-style-type: none"> <li>• Avenue, Main Street, Local</li> <li>• Sidewalks and separated bikes lanes strongly encouraged</li> <li>• Pedestrian facilities, bike lanes, bike rack</li> </ul>
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**IMPLEMENTATION NOTES**

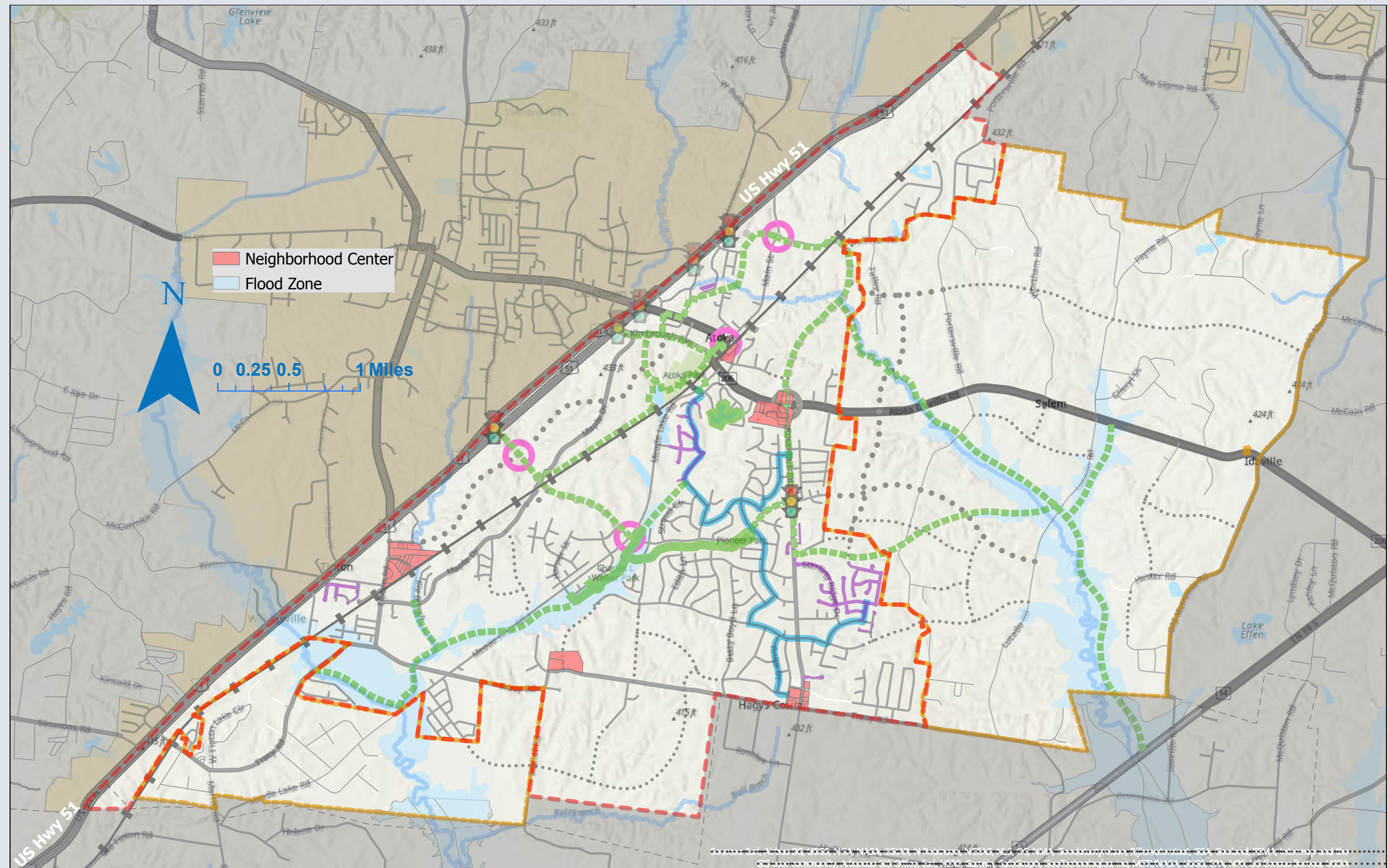
Careful site and building design, including well designed parking areas and landscaping, are vital elements in a Neighborhood Center. Attached residential can add an important element in the mix of uses. Atoka’s current coding does not achieve the envisioned designs for Neighborhood Centers.



Top, center and bottom: Placetype precedent imagery







MAP 5-9 NEIGHBORHOOD CENTER



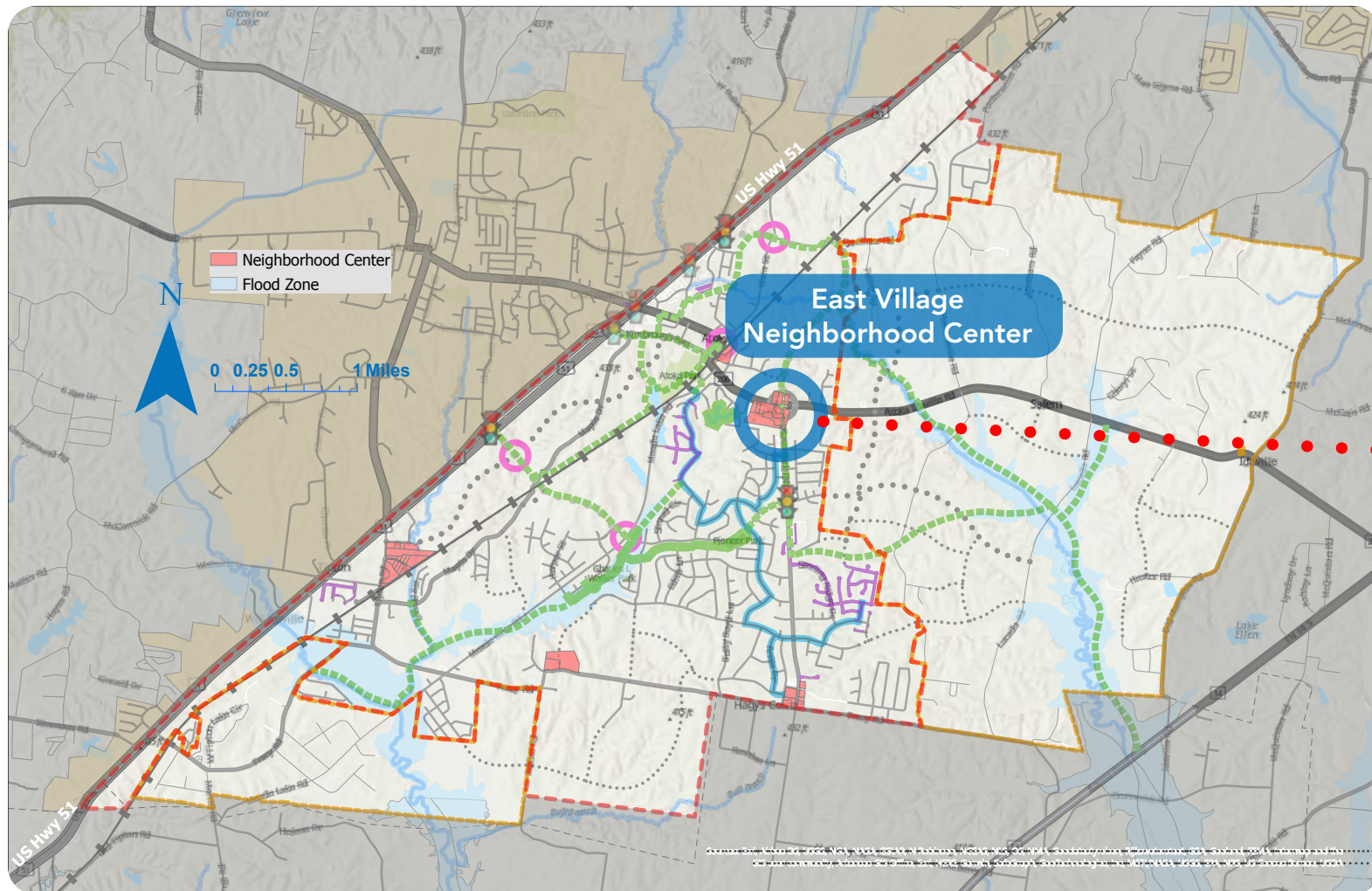
### East Village Neighborhood Center

As a local expression of the ideal characteristics of the Neighborhood Center place type previously described, a neighborhood center has been designed surrounding the Atoka’s roundabout at the intersection of Atoka-Idaville and Rosemark Roads. This neighborhood center is designed to accommodate retail and service uses that serve the neighborhoods in the immediate vicinity, is connected to Atoka’s broader greenway and trail network, and accommodates mixed-use and a small degree of attached single-family residential homes.

Upper right: Existing conditions of the East Village Neighborhood Center Concept.

Below right: Conceptual development plan for the East Village Neighborhood Center Concept.

Below left: Locator Map.









**I. HIGHWAY CORRIDOR**

Highway Corridors are major transportation thoroughfares that link various parts of the community and provide access to and between neighborhoods and core urban areas. Automobiles serve as the underlying organizing design element and the area’s character is auto-centric; however, pedestrian and bicycle infrastructure is encouraged through redevelopment. Moving traffic along and through the corridor is a primary concern along with providing for consumer activity. Highway Corridors are typically lined with commercial, office and residential uses and characterized by a widely spread development pattern containing larger scale commercial uses such as shopping centers, supermarkets, movie theaters, department stores and service stations.

Typically low-rise buildings line Highway Corridors, with opportunities for more dense infill development on vacant and under-utilized properties. Frontage roads may be used in high-traffic areas. Direct vehicular access from the corridor into a site is common. Bike lanes may exist and street parking may be present (although sporadic) depending on the location. The streetscape contains street trees and landscaping, lighting and other amenities that enhance commercial activities, but of a quality characteristic of larger lot, less compact development.

**IMPLEMENTATION NOTES**

To create Highway Corridors as envisioned by the plan, a zoning district must be created that encourages enhanced site planning, parking lot landscaping, quality design and a mix of uses.

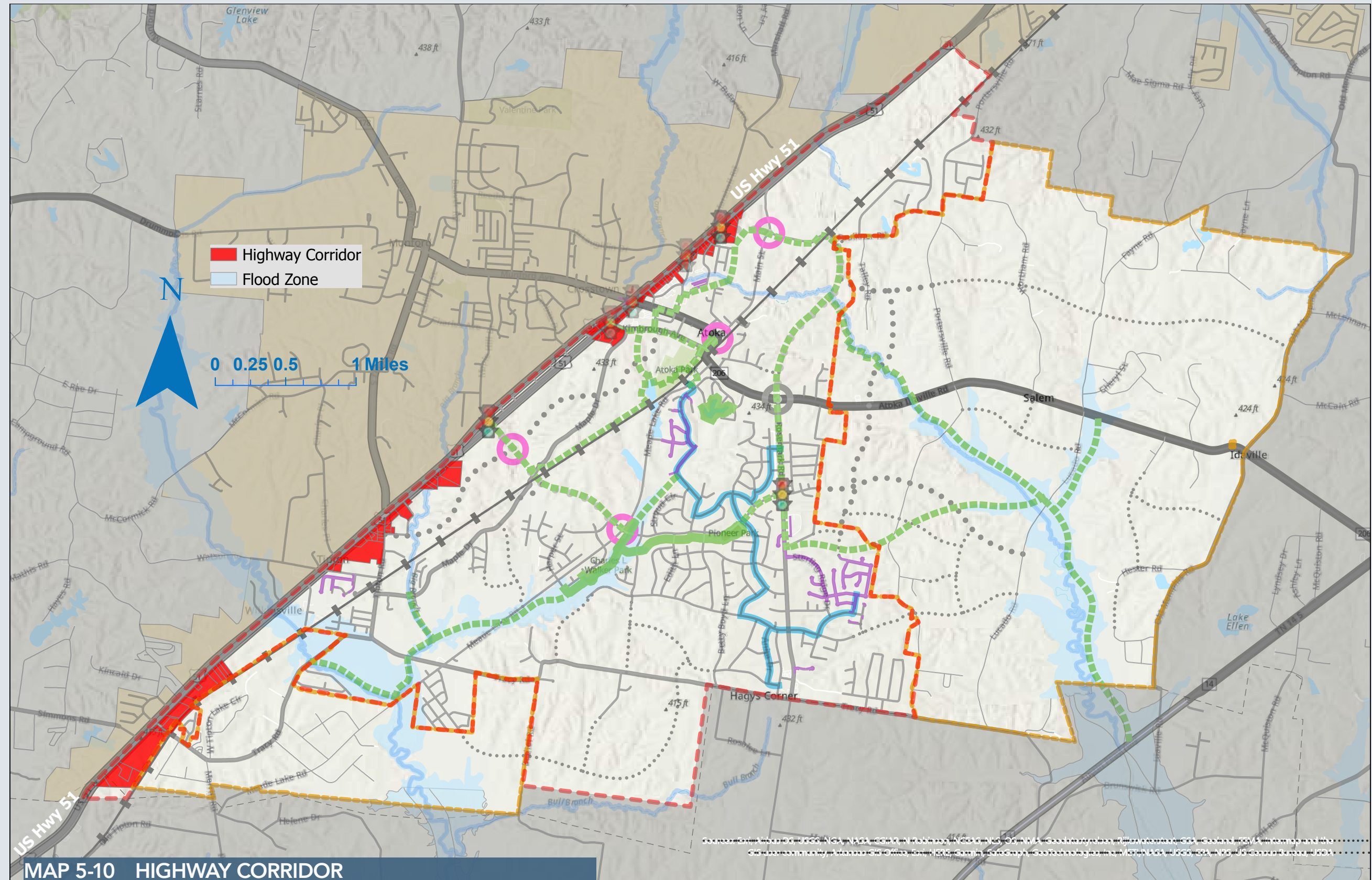
POTENTIAL DEVELOPMENT USES AND POLICIES	
<b>Primary Land Use</b>	<ul style="list-style-type: none"> <li>• Commercial</li> <li>• Office</li> </ul>
<b>Secondary Land Use</b>	<ul style="list-style-type: none"> <li>• Single family attached residential, multi-family residential</li> <li>• Institutional</li> </ul>
<b>Density/Intensity</b>	<ul style="list-style-type: none"> <li>• Varies based on use</li> <li>• Extensive lot coverage; impervious surface area</li> </ul>
<b>Appropriate Development Policy</b>	<ul style="list-style-type: none"> <li>• Site plan review</li> <li>• Urban stormwater management including permeable surfacing, parking lot bioretention where possible</li> <li>• Wayfinding and sign regulations</li> <li>• Parking maximums</li> </ul>
<b>Private and Public Amenity</b>	<ul style="list-style-type: none"> <li>• Hardscape public gathering space</li> <li>• Trails, trailheads and greenway connectivity</li> </ul>
GENERAL DESIGN CHARACTER	
<b>Building Placement</b>	<ul style="list-style-type: none"> <li>• Building facades set closer to street</li> </ul>
<b>Building Frontage</b>	<ul style="list-style-type: none"> <li>• Mixed-use/commercial buildings shop fronts at street level</li> <li>• Residential buildings typically have stoops, porches, and/or balconies</li> <li>• Street-facing facades have at least one entrance</li> </ul>
<b>Building Height</b>	<ul style="list-style-type: none"> <li>• 3 stories maximum</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>• Parking between buildings and primary streets is limited to one double-loaded aisle</li> <li>• Additional parking is located behind or beside street-facing buildings</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>• Limited curb cuts, shared access</li> <li>• Cross-access between development</li> </ul>
<b>Landscaping &amp; Transitional Buffering</b>	<ul style="list-style-type: none"> <li>• Parking areas have a perimeter landscape buffer where adjacent to street(s)</li> </ul>
MOBILITY	
<b>Street Types and Bike/Ped</b>	<ul style="list-style-type: none"> <li>• Boulevard, Avenue</li> <li>• Sidewalks and separated bikes lanes strongly encouraged</li> </ul>



Top, center and bottom: Placetype precedent imagery







MAP 5-10 HIGHWAY CORRIDOR









Existing



Proposed



As an example for Highway Corridor enhancement, existing welcoming signage for Atoka (at left) is re-envisioned as a more substantial entry statement for the Town (above) to convey a message of quality. Upper left: Existing welcome signage for Atoka.



## J. SPECIAL DISTRICTS (EMPLOYMENT CENTERS AND INSTITUTIONS)

Special Districts are intended to reflect large employment centers, medical campuses, educational campuses, and other major institutional facilities anchoring Atoka. These areas will take different forms based upon their use and function, the character reflected in the surrounding areas, and the intensity of the development itself. Special Districts will have a variety of development forms that have their own unique internal layout of streets, blocks, and buildings typically owned, maintained or designed by a single entity. Most Special Districts are located close to, or immediately adjacent to, primary transportation corridors and hubs for ease of access and transportation of goods and services. Special Districts include activities and uses such as educational institutions and campuses, hospitals and health-related facilities, industrial and business parks as well as conference and hospitality centers.

Special districts tend to be auto-centric but may incorporate pedestrian infrastructure internal to large employment campuses. A substantial local road network is required to accommodate heavy freight traffic where industrial uses are concentrated. High levels of vehicular traffic during peak hours in Special Districts with office and educational uses should be expected. Multi-modal transportation options should be integrated in these districts to provide alternative travel to and from destinations. Parks and open spaces provide areas for outdoor activity and should be incorporated and complement the concentrated activity.

### IMPLEMENTATION NOTES

Special districts are individually unique and implementation must accommodate a diversity of scales, designs, and overall purposes.

### POTENTIAL DEVELOPMENT USES AND POLICIES

**Primary Land Use**

- Employment and Industrial Centers
- Health and wellness activities
- Educational institutions

**Secondary Land Use**

- Institutional
- Recreational
- Related Commercial

**Density/Intensity**

- Varies based on uses within the district

**Appropriate Development Policy**

- Project-specific development proposals and plan review
- Planned unit development
- Mixed-use development

**Private and Public Amenity**

- Amenity provision varies by use

### GENERAL DESIGN CHARACTER

**Building Placement**

- Varied

**Building Frontage**

- Varied

**Building Height**

- Varied

**Parking**

- Varies widely depending on location and uses proposed
- Extensive parking may be necessary

**Access**

- Varies widely depending on location and uses proposed
- Major access provisions may be required

**Landscaping & Transitional Buffering**

- Deep landscaped and hardscaped buffers required between mixed uses within district
- Constructed buffering along the perimeter of the site unless adjoining a natural amenity, park or open space.

### MOBILITY

**Street Types and Bike/Ped**

- Avenue, Collector
- Sidewalks and bike lanes expected; separated bike paths encouraged



Top, center and bottom: Placetype precedent imagery



















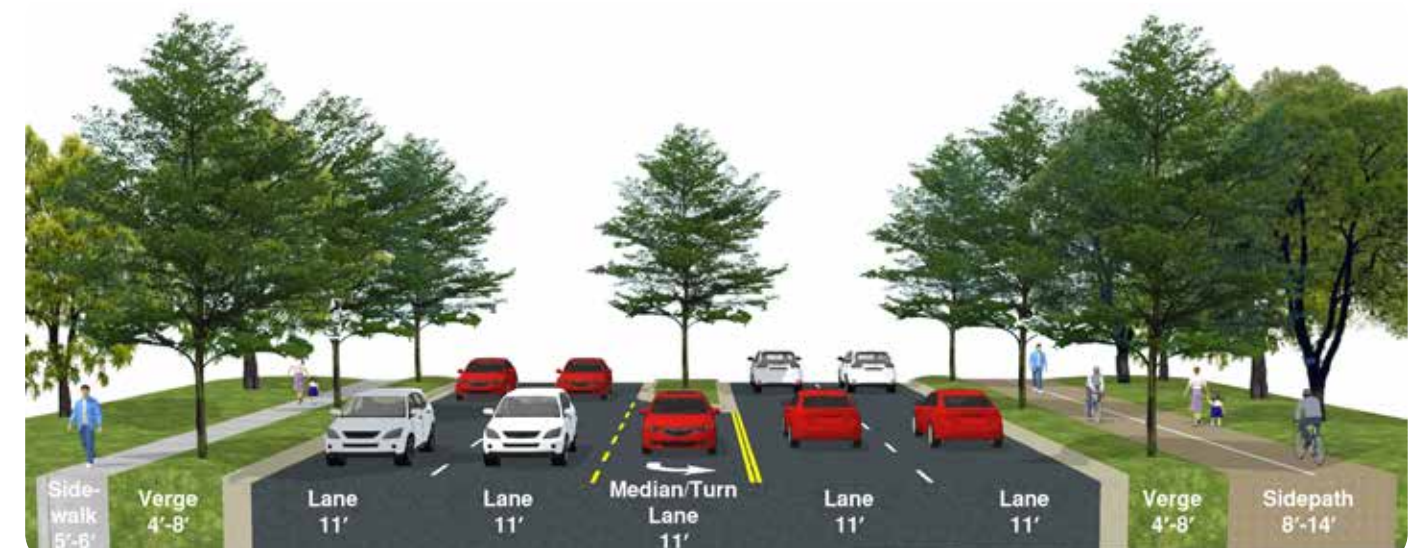
**Neighborhood Local Street**



**Collector**



**Mixed-use Local**



**Arterial**

## Street Design

Key to establishing new street connections is to ensure that the new streets are designed and built as complete streets, as illustrated in proposed street sections above. Care must be taken to create new connections that provide safe facilities for pedestrians and bicyclists, and that utilize traffic calming features such as planted medians, street trees and lighting, and safe intersections such as roundabouts. Design features of these complete street sections are as follows:

- **Vehicle Lanes.** Overly-wide car lanes encourage illegal speeding, put all users of the roadway at risk and reducing property values. Effective lane width is measured to the face of curb, and not to the gutter edge.
- **Street Trees.** Trees provide shade for pedestrians and create beautiful streetscapes, but they also create a buffer between pedestrians and vehicles, and induce traffic calming by making the roadway feel more compressed.
- **Sidewalks.** Sidewalk placement on both sides of the street is crucial for walkability, with a minimum width of 5 ft. In residential and suburban settings a continuous landscape verge should be employed, and in an urban commercial setting a paved furnishing zone with intermittent tree wells.
- **Bicycle Facilities.** In well-designed local residential and commercial streets, bicyclists are expected to share vehicle lanes since vehicle design speeds are low. In all other contexts an 8 to 14 foot wide sidepath should be provided on one side of the street to provide for safe movement of bicycle riders, and also walkers, runners and other users.

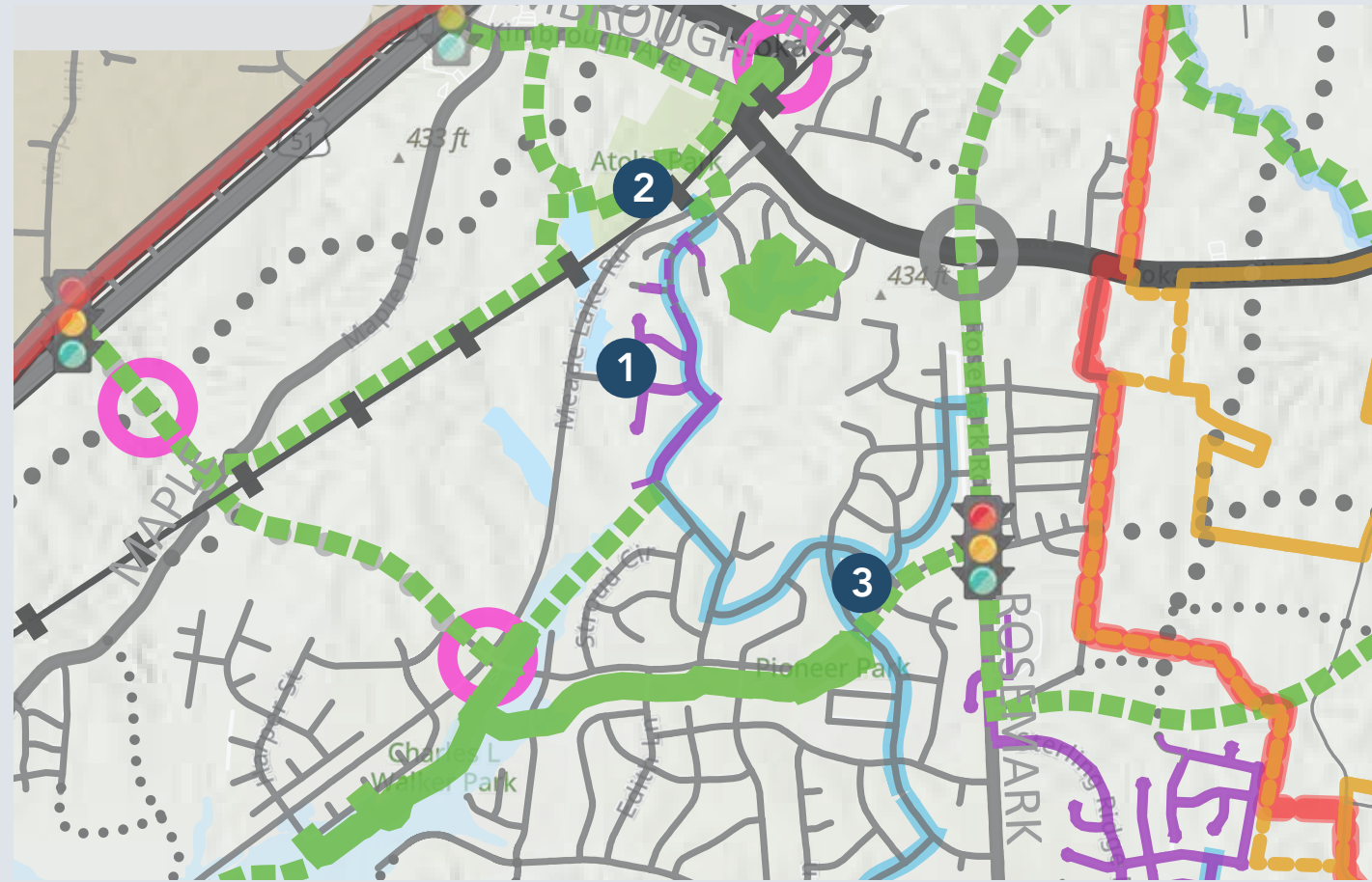


## Multimodal Facilities

Atoka possesses a strong opportunity to develop a town-wide network of multimodal facilities so that citizens can walk or bike to any destination in the Town. Capturing that opportunity would facilitate walking and biking to schools, neighborhood destinations such as coffee shops and restaurants. Existing and proposed parks would be interconnected with trails, and the need to drive for relatively short trips would be greatly reduced. Becoming a walkable and bikeable town would enhance life for current residents, and would create a significant draw for new residents, visitors and businesses.

The Future Mobility Map illustrates proposed new multi-modal facilities for the Town, including proposed greenways/sidepaths and bicycle boulevards. New land development projects would build trail and sidewalk segments that will eventually connect into a complete system, and new street and street retrofit projects would include new paved sidepaths for walking and biking. Key projects include:

- 1 Neighborhood Bicycle Boulevard. Utilizing relatively simple applications like wayfinding signage, striping, and traffic flex posts, a bicycle boulevard route can be established that connect walkers, runners and bikers across the Town on existing low-traffic neighborhood streets.
- 2 Greenway Railroad Bridge. A ped/bike bridge that will provide connection across the railroad barrier at Nancy Lane Park is a key step to establishing a walking/biking network.
- 3 Greenway Extension to School: This is a crucial segment to provide safe passage from neighborhoods to the elementary school.



Top: Example bicycle/pedestrian bridge over the railroad  
Below: Example of complete street retrofit with bike lane and traffic calming

















## ORGANIZING FOR IMPLEMENTATION

Comprehensive implementation can be organized in a variety of ways. Recommendations can be organized by priority, type of strategy, plan goal, or developmental characteristic. The method used for Atoka OnTrack is to organize recommendations according to Atoka's planning principles cross-referenced to the relevant sections of Atoka OnTrack. The plan's implementation recommendations are cataloged in the implementation matrix that follows.

Plan implementation is the ultimate goal of the planning process. While identification of key strategies is important, the plan can only facilitate the achievement of Atoka's development goals if tasks or actions are implemented. This implementation section is a working document used to implement the vision and strategies expressed in the previous sections. As a working document, the expressed intention is that the plan be used regularly and frequently. The implementation section should be updated regularly and systematically through the following actions:

- Measuring and reporting the progress of implementation
- Adding new tasks or actions which will help accomplish the overall goals of Atoka OnTrack
- Refining tasks or actions already under way in order to enhance their implementation or improve their effectiveness; and
- Removing tasks or actions completed satisfactorily.

The process is intended to elevate the plan and the planning function in the overall budget, policy and management decisions of Atoka. For this approach to succeed, strategies, decisions, and policies must be periodically evaluated and revised to respond to changing conditions.

Implementation is an incremental process. Some recommendations will be carried out in a relatively short period of time. Others are long-term in nature. Policy strategies can range from cost neutral for some implementation actions, to those that may require more detailed study and significant budget commitments. Some recommendations will require the partnership, cooperation and action of other local boards and commissions. The Plan ultimately is to serve as a guide to all persons and entities interested in advancing the quality of life in Atoka.

### Annual Work Programs

Using Atoka OnTrack as a basis for organizing the annual work programs of local departments, boards, and other agencies will help accomplish the goals and objectives of the Plan. If the activities of all municipal organizations are coordinated, there can be significant

benefits in efficiency, economy, and outcomes. The Implementation Matrix assigns responsibilities and priorities to implementing the recommended strategies and tasks. These recommendations can and should be used by other organizations when preparing and evaluating their capital planning and work programs.

### Reference For Proposed Actions

Atoka OnTrack is intended to guide the future growth and development of Atoka. Using the Comprehensive Plan as a basis for land use, zoning, development and other decisions within the Town will help accomplish the goals and objectives of the Plan. All land use and development proposals should be evaluated in terms of compliance with Atoka On Track.



### Annual Operating Budget

The annual operating budget sets forth planned expenditures for municipal spending over the coming fiscal year. Plan recommendations should be considered during formulation of the Town's annual operating budget so that the overall objectives of the Plan will be accomplished.

### Capital Improvement Programming

The capital budget (or Capital Improvement Plan) is a tool for planning the major capital expenditures of a local government that identifies and prioritizes local capital needs and the manner in which they will be financed. Atoka On Track anticipates that its recommendations

be included in the Town's capital budgeting process

### Implementation Partners

The list of potential partners provided in the Plan identifies those individuals, groups, or organizations that can or should be involved in implementing the action. It should not be viewed as exclusive or comprehensive in that other partners who have not been listed may have an interest, skill, or responsibility for assisting with the action. New partners are always encouraged to play a part.

### Town as Prime Activator

Even with the listing of implementing partners for Atoka OnTrack, it is stressed that the Town of Atoka is the prime activator and motivator for plan implementation. It is intended that implementation be aggressively incorporated into and implemented through actions of the Town and its appointed commissions and committees. These actions should include ordinance amendments, budget approvals, capital investments, similar activities and products.

### Implementation Strategies

Implementation strategies are formatted in the form of a matrix in the following pages. Key features of the matrix include:

- Listing of the strategies
- Type of strategy (policy, project or management)
- Plan reference
- Prioritization
- Expected outcomes
- Next steps
- Progress metrics
- Intended time frame for action
- Status

An explanatory key to the matrix is on the following page. The implementation matrix follows and represents the concluding section of Atoka On Track.



# IMPLEMENTATION MATRIX KEY

ATOKA ON TRACK 2042		IMPLEMENTATION MATRIX									
Action	Type	Plan Section	Priority	Expected Outcome	Next Steps	Progress Indicators	Timeframe	Partners	Estimated Cost	Status	
<b>UNIVERSAL IMPLEMENTATION PROVISIONS</b>											
1. Adopt Atoka OnTrack 2042	Policy	1-6	1	• Official policy basis from which to achieve Atoka's Envision Principles	• Adopted Plan	• Adopted Plan	IM	BMA	\$0	Open	
2. Use the plan as a guide in all development decisions	Mgmt	1-6	1	• Plan compliant, strategic development decisions	• All decisions reference plan	• Reference plan always	OG	Admin, BMA, PC	\$0	Open	
3. Update and report on implementation progress annually	Mgmt	1-6	1	• Up to date and relevant planning	• Produce annual progress report	• Production of an annual report	OG	Admin	\$0	Open	
4. Use the plan to guide preparation of the annual and capital budgets	Mgmt	1-6	1	• Plan compliant capital budgeting	• Input projects into capital budget beginning in 2020	• Budgeted per plan	OG	BMA, Admin	\$0	Open	
5. Convene a Partners Forum to expose the plan and identify opportunity for funding and partnering	Project	1-6	1	• Leveraging opportunity	• Plan event	• Convene event	IM	BMA, Admin	\$500	Open	
<b>1 ANCHOR THE FUTURE ON BEST DEVELOPMENT PRACTICES</b>											
6. Comprehensively revise the Atoka zoning code to align with Atoka On Track 2042	Policy	1-6	1	• Comprehensively revised zoning code	• Adopt revision	• Revision initiated	IM	BMA, PC, Admin	Part of Project	Proposed	
7. Ensure the codes reflect current best development practices	Policy	4-5	1	• Preserved	• Initiate formation	• BMA formed	OG	BMA, PC, Admin, NC	\$0	Open	
8. Implement appropriate zoning code revisions to facilitate Town Center Development	Project	4-5	1	• Comprehensively revised zoning code aligned with Atoka OnTrack 2042	• Authorize revision	• Revision initiated	ST	BMA, PC, Admin	See #6	Open	
9. Expand bicycle and pedestrian network according to plan	Policy/Project	4-5	2	• Expanded Olde Towne character	• Align code and public investment	• Revision initiated, investments aligned	ST	BMA, PC, DTRA, Admin	Un-Determined	Open	
10. Establish appropriate policies for tree canopy protection and expansion											

**1** The Action column lists the specific implementation strategy recommended.

**2** An Atoka planning theme serves as a heading under which action are listed.

**3** This column indicates if the action is policy, project, or management related.

**4** Plan reference indicates the source location in the plan for the action.

**5** Intended outcomes, next steps and measures of progress are indicate in these columns.

**6** The progress of achieving specific actions may be monitored in this space.

**9** Likely partners to assist in action are identified.

**8** Potential cost or funding source.

**7** Time frames for action are Immediate, Ongoing, Short Term, Medium Term and Long Term.



# IMPLEMENTATION MATRIX

Action	Type	Plan Section	Priority	Expected Outcome	Next Steps	Progress Indicators	Timeframe	Partners	Estimated Cost	Status
<b>UNIVERSAL IMPLEMENTATION PROVISIONS</b>										
1. Adopt Atoka On Track	Policy	1-6	1	• Official policy basis from which to achieve Atoka's Envision Principles	• Adopted Plan	• Adopted Plan	<b>IM</b>	BMA	\$0	Open
2. Use the plan as a guide in all development decisions	Mgmt	1-6	1	• Plan compliant, strategic development decisions	• All decisions reference plan	• Reference plan always	<b>OG</b>	Admin, BMA, PC	\$0	Open
3. Update and report on implementation progress annually	Mgmt	1-6	1	• Up to date and relevant planning	• Produce annual progress report	• Production of an annual report	<b>OG</b>	Admin	\$0	Open
4. Use the plan to guide preparation of the annual operating and capital budgets	Mgmt	1-6	1	• Plan compliant capital budgeting	• Input projects into capital budget beginning in 2020	• Budgeted per plan	<b>OG</b>	BMA, Admin	\$0	Open
5. Convene a Partners Forum to expose the plan and identify opportunities for funding and partnering	Project	1-6	1	• Leveraging opportunity	• Plan event	• Convene event	<b>IM</b>	BMA, Admin,	\$500	Open
<b>1 ANCHOR ATOKA'S FUTURE ON BEST DEVELOPMENT PRACTICES</b>										
6. Comprehensively revise the Atoka zoning code to align with Atoka On Track	Policy	1-6	1	• Comprehensively revised zoning code aligned with Atoka OnTrack	• Adopt revision	• Revision initiated	<b>IM</b>	BMA, PC, Admin	Part of Project	Open
7. Revise Atoka Subdivision Regulations to align with Atoka on Track	Policy	1-6	1	• Comprehensively revised zoning code aligned with Atoka OnTrack	• Adopt revision	• Revision initiated	<b>IM</b>	BMA, PC, Admin, NC	See #6	Open
8. Ensure the codes reflect current best development practices as reflected in Atoka On Track 2042	Policy	4-5	1	• Comprehensively revised zoning code aligned with Atoka OnTrack	• Adopt revision	• Revision initiated	<b>IM</b>	BMA, PC, Admin	See #6	Open
9. Implement appropriate zoning code revisions to facilitate Town Center Development	Policy	4-5	1	• Comprehensively revised zoning code aligned with Atoka OnTrack	• Adopt revision	• Revision initiated	<b>ST</b>	BMA, PC, Admin	See #6	Open
10. Establish appropriate polices for tree canopy protection and expansion	Policy	4-5	1	• Comprehensively revised zoning code aligned with Atoka OnTrack	• Adopt revision	• Revision initiated	<b>ST</b>	BMA, PC, Admin	See #6	Open

**IM = Immediate; OG = Ongoing; ST = Short Term; MT - Medium Term; LT = Long Term**

Partners - BMA = Board of Mayor and Aldermen; PC = Planning Commission; Admin = Administration; C of C = Chamber of Commerce; MTAS = Municipal Technical Assistance Service



# IMPLEMENTATION MATRIX

Action	Type	Plan Section	Priority	Expected Outcome	Next Steps	Progress Indicators	Timeframe	Partners	Estimated Cost	Status
<b>2 ENHANCE ATOKA'S SENSE OF PLACE</b>										
11. Enact coding to facilitate the creation of a town center	Policy	4,5	1	• Development of a true town center	• Initiate standards development	• Creation authorized	IM	PC, BMA, Admin	See #6	Open
12. Create a clear Atoka brand image	Policy	4,5	1	• Consistent Atoka branding	• Initiate brand development	• Creation authorized	IM	PC, BMA, Admin	See #6	Open
13. Enact coding that creates mixed-use walkable neighborhood centers	Policy	4,5	1	• Attractive walkable neighborhood centers	• Initiate standards development	• Creation authorized	ST	PC, BMA, Admin	See #6	Open
14. Establish greater community identity through gateway signage	Project	4,5	2	• Clear identity markers	• Develop public art program	• Program initiated	ST	BMA, Admin	Not Determined	Open
15. Enhance existing design standards for quality design	Policy	4	1	• Single-family design standards	• Initiate standards development	• Creation authorized	IM	PC, BMA, Admin	See #6	In process
<b>3 EXPAND AND LINK ATOKA'S RECREATIONAL RESOURCES</b>										
16. Prioritize and fund overall trail system	Project	4,5	1	• Complete community trail connectivity	• Initiate trail plan schematic	• Expertise retained	ST	PC, BMA, Admin	Not Determined	Open
17. Ensure new growth provides for inter-connectivity of streets and pedestrian facilities	Policy	4,5	1	• Complete pedestrian network	• Initiate standards review and revision	• Policy review initiated	IM	PC, BMA, Admin	See #6	Open
18. Align street design standards to Atoka On Track	Policy	4,5	1	• Appropriately designed complete streets	• Initiate standards review and revision	• Policy review initiated	IM	PC, BMA, Admin	See #6	Open
19. Establish community center	Policy	4,5	2	• Establishment of a community center	• Develop plan	• Plan initiated	MT	BMA, Admin	Not Determined	Open
20. Identify future park areas	Policy	4,5	2	• Locations of future park areas identified	• Convene strategy discussion	• Discussion initiated	ST	Admin, Parks	\$0	Open
<b>4 CONNECT ATOKA'S PEOPLE AND PLACES</b>										
21. Explore the feasibility of Expanding Atoka Town Limits	Project	5	1	• Expanded town limits	• Initiate feasibility study	• Process initiated	IM	BMA, Admin	Not Determined	Open
22. Zone areas according to placetypes illustrated on the Future Development Map.	Policy	4,5	1	• Town and Urban Growth Area zoned consistent with revised code and Atoka On Track	• Initiate changes	• New zoning adopted	ST	PC, BMA, Admin	Budgeted Costs	Open



# IMPLEMENTATION MATRIX

Action	Type	Plan Section	Priority	Expected Outcome	Next Steps	Progress Indicators	Timeframe	Partners	Estimated Cost	Status
23.Create a Parks and Recreation Plan	Policy	2	1	• A master plan for the extension of Atoka's park system into the planning area	• Authorize plan	• Expertise retained	ST	BMA, Admin	Not Determined	Open
24.Expand bicycle and pedestrian network according to plan	Policy/Project	4-5	2	• Expanded bike/ped netowrk	• Created phased imple,mentation	• Phases identified	ST	BMA, PC, Admin	Not Determined	Open

## 5 GUIDE PROJECTED GROWTH AND ECONOMIC DEVELOPMENT

25.Comprehensively revise the Atoka zoning code to align with Atoka OnTrack	Policy	1-6	1	• Comprehensively revised zoning code	• Authorize revision	• Revision initiated	IM	BMA, PC, Admin	See #6	Open
26.Exlpore options for utility infrastucture development that facilitates eastern sector growth	Project	4-5	1	• Atoka controled in utilitiy infrastucture	• Develop options report	• Authorize report and retain services	ST	BMA, Admin, Engineer	\$25k	Open
27.Identify future police facilities	Project	4-5	2	• Forcasted location for police facilites in the next 10 years	• Develop options reort	• Initiate report	MT	BMA, Admin, MTAS	\$0	Open
28.Use Atoka On Track to recruit business and development consistent with plan	Project	4-5	1	• New plan consistent community development activity	• Develop marketing materials, intiaite campaign	• Intiate coampaign	ST	Admin, C of C	\$10k	Open
29.Maintain and enhance partnership with the South Tipton Chamber of Commerce	Policy	4-5	1	• Increased plan consistent community development activity	• Explore strategic opportunities	• Initiate effort	ST	Admin, C of C	\$0	Open
30.Maintain and enhance partnership with Tipton County	Policy	4-5	1	• Increased plan consistent communitydevelopment activity	• Explore strategic opportunities	• Initiate effort	ST	Admin, C of C	\$0	Open

IM = Immediate; OG = Ongoing; ST = Short Term; MT - Medium Term; LT = Long Term

Partners - BMA = Board of Mayor and Aldermen; PC = Planning Commission; Admin = Administration; C of C = Chamber of Commerce; MTAS = Municipal Technical Assistance Service















The following appendixes reflect essential data and information used to development Atoka on Track 2042. The series includes:

- Appendix A - Atoka on Track 2042 Discovery Engagement
- Appendix B - Atoka on Track 2042 Discovery Engagement Community Meeting
- Appendix C - Atoka on Track 2042 Community Survey Results

## APPENDIX A - ATOKA ON TRACK 2042 DISCOVERY ENGAGEMENT

### Atoka On Track 2042 Discovery Engagement Overview

Report and Notes: 02.23.22 – 02.25.22 | Town Hall

The first phase of envisioning Atoka to 2042 is "discovery." Discovery provides the community its first opportunity to express itself in the planning process and provides the planning team with the opportunity to begin data research and onsite conversations through a series of facilitated discussions. For Atoka on Track 2042, the Town established an Advisory Group to provide project input. The Advisory Group was surveyed to develop a set of discussion topics to be explored in a series of focus groups. The topics chosen for discussion were:

- Local Economy
- Mobility
- Parks and Open Spaces
- Natural Environment
- Infrastructure
- Community Design and Character

**Focus Group Meetings** - Focus groups were convened to discuss the discovery topics. Groups were engaged by using a simple conversational interview to develop insights on Atoka's current circumstances and future development prospects. Facilitators documented and summarized key points in these conversations, with a primary goal of open input from the participants. Comments in this report are summarized as understood by the facilitators. Some summary points may reflect limited information or misperceptions of conditions. Summaries are unfiltered. Approximately 60 participants engaged in focus group discussions.

**Community Meeting** - Focus group engagement was complemented with a general community meeting held on the evening of February 23. At this meeting, participants engaged in an online exercise identifying Atoka's general assets and opportunities. The community meeting hosted approximately 50 participants.

**Advisory Group Meeting** - The Discovery visit concluded with a meeting of the Advisory Group on the evening of February 24. The results of the focus group engagements, the community meeting, and the Advisory Group wrap-up meeting are reported in the following sections.



## Envision Atoka 2042 Focus Groups

### Local Economy Focus Group

Town Hall | 02.23.22 | 1:30 – 2:30 p.m.

Summary of Comments

1. **Atoka's future – what does this look like in the absence of Blue Oval vs. the presence of Blue Oval?**
2. **How would you characterize the current economic climate in Atoka? improving, stagnant, or on a decline?**
  - a. Online sales tax revenue has been helpful
  - b. Retail environment – residents shop down in Millington, Memphis, Bartlett, some go to Covington but most foot traffic goes south
  - c. Target (Memphis), Walmart (Millington)
    - i. Function of residents who work in Memphis
    - ii. What people want does not exist in Atoka; example – other grocery, restaurant options, departmental/clothing store (children's clothing), home improvement
    - iii. Demand for a higher-end restaurant (such as Longhorn Steakhouse, other similar offerings) – will bring in more people; right now all restaurants are quick-service
    - iv. Boutique clothing offerings
3. **What new significant projects have emerged in Atoka in the past 5 years?**
  - a. Blue Oval impacts, advantages
    - i. Need to get sewer, could entertain a Tier 2 or Tier 3 industry (parts for plant, widgets, suppliers)
    - ii. TVA, Economic Development
    - iii. Big concern – housing; not just building subdivisions, building communities (quality of life issues, greenways)
    - iv. \$25/hr starting wage, training workforce, high schoolers, will put pressure on existing industry and business
    - v. Unilever needs 115 employees right now (Covington)
    - vi. Will lose police and fire to this development
    - vii. Temporary housing for construction workers (three years) – potential RV park concept?
  - b. East side of Highway 14 - will be all commercial development
  - c. Atoka Elementary is at capacity, future school needs – the Atoka district is in a good position to take on more students, but have to build a high school
    - i. Tipton HS has second highest ACT scores in state (?)
4. **Are there any key development sites/receiving areas for new investment?**
  - a. Need to identify appropriate investment opportunities, locations, for good mixed use
  - b. Apartment complex has a very large holding tank (different options for sewer infrastructure)
  - c. Stormwater, traffic, sewer – three factors dictating development environment
5. **Who are Atoka's anchor businesses?**
  - a. Unilever, Muehler



- b. Need to bring in jobs, not industry – need to educate HS workforce, kids, to fill these specialized positions (Memphis did this with police officers, creates a pipeline)
- 6. Are there impediments to new growth, investment?**
  - a. Population leaves during the daytime
  - b. In between two retail markets
  - c. Demographics have changed with the pandemic, work from home culture – this may be the standard from here on forward
  - d. Leakages in medical industry – why?
- 7. What is the environment for small business?**
  - a. Residential
    - i. 1990's boom, 67 builders and one code enforcement officer
    - ii. Attracting people – make sure we have the product they need
    - iii. Housing needs:
      - 1. Munford PUD (look in to)
      - 2. Not much diversity of housing stock – only one apartment complex (fully rented), no townhomes
      - 3. Residents/everyone are extremely sensitive to bringing in the wrong type of people – perception of cheap housing, Section 8, preconceived notions of what this looks like. NEED greater diversity in housing type.
    - iv. Chamber would like to attract older, senior residents, housing for this – location, design – an example of housing developed by highschool
  - b. Commercial & other needs
    - i. Chamber has a “want” list, send information to potential restaurants but most restaurants know the market and what will support
    - ii. Amphitheater, the arts
    - iii. Capitalize on outdoorsy aspects – want bike lanes, walkability
    - iv. Recreational facilities are getting overcrowded, including in Munford
      - 1. Legends - public/private partnership opportunities
      - 2. Any activities not run by the town struggle with consistency issues
      - 3. Lodging needs – no market study conducted yet
- 8. Where are people commuting to (location, industries)?**
  - a. Correlate energy use, water use to explore how many are working from home/remote working; this may not capture those individuals (stay at home moms) that left the workforce
  - b. Military retirees
  - c. Millington development is moving north
  - d. Population of Millington and Atoka the same, but businesses are choosing Millington (because of military base); Millington hasn't had the residential base that Atoka has
  - e. Differentiation between towns (there is none); people just want to get to something, don't care about geographic boundaries
- 9. Other issues?**
  - a. North Tipton Chamber – Covington, different climate (live and work)
  - b. Industrial Development Organization, responsible for BlueOval City
  - c. Largest softball enrollment in area
    - i. Could development dictate open area dedication; smaller lots, larger open space in developments
    - ii. Potential economic impact from parks system? Softball enrollment?
    - iii. RV parks, potential hookups, park overlap

- iv. Covington is the only indoor facility close by; senior center/community meeting space desired (outside County facilities)
- 10. What would you do in Atoka to entice a retailer or business?**
  - a. Establish a downtown
  - b. Newer light fixtures, trees, appealing to the eye – clean up Atoka side of Highway 51
  - c. Money – TIF funds, economic incentives
    - i. Chamber, town do not currently offer any financial incentives
  - d. Targeted entities – town has a list (can we get this?)







## Parks and Recreation Focus Group

Town Hall | 02.24.22 | 11:00 a.m. – 12:00 p.m.

Summary of Comments

### 1. Is there a current or recent park plan?

- a. Potential RV park is going to alter the
- b. Splash pad at Walker Park, dog park still missing
- c. Since 2010, added play area
- d. Amphitheater has been on the plans for Pioneer Park (then removed – neighbors did not want music); now planned for Nancy Lane, potentially
- e. Pioneer Park is the next update – envisioned to be more of an athletic/work out park, outdoor exercise equipment, keep playground, future formal/informal location for fitness groups; limited parking, which was one of the reasons the amphitheater was scrapped. No restroom
- f. Greenway Trail connecting the schools; Walker Parkway has ditches and driveways, no sidewalks approved
- g. Nancy Lane parking is packed on weeknights
- h. Grant for Pioneer Park was approved, but then taken off the table (due to some issues in the town, budgets for bridges)

### 2. What facilities are most needed, and where?

- a. Need to be fixed now situations inherited
- b. Fixing of the pond, bank stabilization
- c. Ongoing maintenance issues have meant that improvements have taken a back seat
- d. Splash pad is hard to maintain
- e. Number of people visiting the parks mean facilities need to be maintained, need to make sure upkeep on existing facilities is a priority
- f. Enough soccer fields currently; softball program is closest to being maximized, Covington facilities will help ease some of the impacts
  - i. Never had to cap any leagues before but are thinking about this
- g. More development means more people and kids to serve – this is front and center
- h. Community center is a need, limited on programmatic offerings
  - i. If able to plan it like they want it, would be a one-stop shop that includes meeting rooms, exercise equipment, equipment rentals, summer camp stuff, senior activities, extension classes, etc.
- i. Don't have a basketball facility, must use the elementary school, at mercy of schedule and availability
- j. Summer camps run out of City Board room; not practical. Art class is conducted in parks office, just limited indoor programmable space needed
- k. Public wants to see a pool (possibly as part of community center); increases liability, why splash pad was chosen over a pool
- l. Farmers market space, incorporated downtown in a community gathering space; Tuesday, Thursday, and Saturday this summer
  - i. Putting a tent up this year near the splash pad, to see if it's worth building a building

### 3. Are there opportunities for better east/west greenway connectivity we should be aware of?

- a. General watershed map, northside of Atoka is underserved by recreation resources, greenway connectivity
  - i. Use of other resources is heavily influenced by traffic, time of day
- b. Future development area – riparian corridors should be prioritized for greenway connections to

### 4. What about natural/passive open space that is accessible?

- a. Resting space, picnic tables, needed in Nancy Lane and other areas to accommodate passive recreation opportunities, hang-out
  - i. Vandalism potential and experience
- b. Connection to neighborhoods off Rosemark
- c. Pokémon Go link
- d. PUD trail connection to link the new development with the greenway network

### 5. Are there any safety issues or concerns related to existing parks?

- a. Walker Park is the hotspot
- b. Leave bathrooms unlocked, vandalism is most prominent
- c. Nancy Lane is mostly litter-based, doughnuts in the field behind the softball diamonds
- d. Misuse of playground structures
- e. Thinking about adding components, first question is how can people ruin this?
- f. Safety/liability issues (aside from functionality) – dock and pond, if someone was to fall in
- g. Multimodal grant, sidewalk/path across the bridge, curb/gutter/sidewalk on 206 from Main Street to Highway 51 (Phase 1); most expensive phase is over railway, could come at this from both sides
- h. Dog Park liability – dog fights?

### 6. Other issues?

- a. Priority should be community center
- b. Advisory Board for parks – move away from specialized facilities
- c. Current critique on how facilities look – marketability
  - i. Events, adult softball are economic drivers, but nothing has really been looked at from the economic impact standpoint
- d. Tennis courts? Pickleball, conversion opportunity
- e. Equipment rental near community center, for residents to try to sports and activities, create experience



## Environmental Focus Group

Town Hall | 02.24.22 | 1:30 – 2:30 p.m.

Summary of Comments

1. **What is the city's greatest environmental challenge? Why?**
  - a. Stormwater
  - b. High water table—soils are sometimes only shovel deep
  - c. Alluvial deposits of clay that are somewhat impermeable—high cohesion
  - d. **What is the city's greatest environmental asset? Why?**
  - e. Water—streams, artesian wells out of Memphis Sands aquifer
2. **Are there coordination issues between the city and neighboring cities or county, state, or federal agencies concerning protection of assets or enforcing regulations?**
  - a. Nothing was mentioned quickly
  - b. Nothing between Atoka and Munford but really nothing needed either
3. **If Atoka could only do one thing to protect or improve its environmental resources, what would that be?**
  - a. Deal with the stormwater
  - b. Protect and preserve mature tree stands; stop mass grading (subregs only)
  - c. Mitigate stormwater volume
  - d. Stop creek scouring
  - e. Riparian buffers
4. **Are there archeological or historic sites that need to be accounted for in the plan? What are they?**
  - a. No
5. **Invasive or endangered species?**
  - a. No except Indiana bats
6. **Other issues?**
  - a. New Madrid fault zone
  - b. Seeing increasing intensity and frequency of storm events

## Neighborhoods/Community Character Focus Group

Town Hall | 02.24.22 | 3:00 – 4:00 a.m.

Summary of Comments

1. **What is your favorite place in Atoka? What are the qualities that make it so? Where would you take someone visiting Atoka for the first time?**
  - a. Park (depends on the season) – splash pad, softball complex
    - i. Where the people are!
  - b. The roundabout
  - c. Atoka Railroad Express Adventure place
  - d. Lochmeade, newer subdivisions that have been recently constructed
    - i. Positive characteristics/qualities? Layout, lack of electrical lines, general appearance.
  - e. The Greenway, able to see more of the community by way of it
  - f. Three-way, old town, entrance to the train, farmland, Atkinson Park veteran's memorial
  - g. BBQ contest, Rock the Block
2. **What would you avoid? What is a less favorable place in Atoka? What do you think makes it so?**
  - a. Maple Drive – trash along side of road, graffiti
  - b. Trash and litter, generally
  - c. Main Street
  - d. Lochmeade – houses are too fancy, wouldn't want people to think that reflected all residents
  - e. Commercial core – not appealing at all, from Paradise Grill to Exxon Station
    - i. Kroger is nicer looking
  - f. Kiss of death – vape hops, CBD, checking cashing uses
3. **Think of a community about the size of Atoka that you really like. How does Atoka compare to that community?**
  - a. The square in Covington – trees, walkability, smaller shops
  - b. Millington on 51 and Navy – built into curbs, added benches
  - c. Midtown Memphis, Overton Square area – walkability between restaurants, attractive facades
4. **How would you improve Atoka's commercial strip?**
  - a. Fences to shield unattractive areas
  - b. Fix dilapidated, unmaintained pavement, controlled access issues
5. **Is a town center feasible in Atoka?**
  - a. Downtown needs to be connected by sidewalks to Kroger (down Main Street first), to Nancy Lane/Adkinson Park
  - b. Shops on lower level, apartments/housing on 2<sup>nd</sup> floor (desirable)
6. **Other issues?**
  - a. "History of Atoka"
  - b. Landscaping requirements for screening – generally supported, accepted
  - c. Tree canopy – requirement to preserve mature standing trees, has not been enforced, huge impact for storm water runoff, also visual aesthetics
  - d. Temperate Creek, newer divisions/developments have undergrounded power lines
    - i. Maintenance issues, fallen limbs from ice storms, impacts on water and sewer lines, safety issues regarding fire trucks and ladders



- e. Master Garden Club (Asoka), Tipton Garden Club
- f. Signage
  - i. Monument signage desired, not pole signs
  - ii. Foliage in front of the business, color themes (unified), co-located signage
  - iii. Don't like tons of window signs
  - iv. Elected officials were not interested in applying sign standards to highway corridor, only in Neighborhood Commercial
- g. Community distinction between Atoka and Munford
  - i. Create a more welcoming, attractive entrance point
  - ii. Locate on other side of the flea market, or block out unattractive components?
  - iii. Are we marking a geographic location, or are we marking identity? Does it matter? Don't want to pick and choose or create feeling of "This is the good part of Atoka we want to recognize, and this is the bad part we want to ignore"

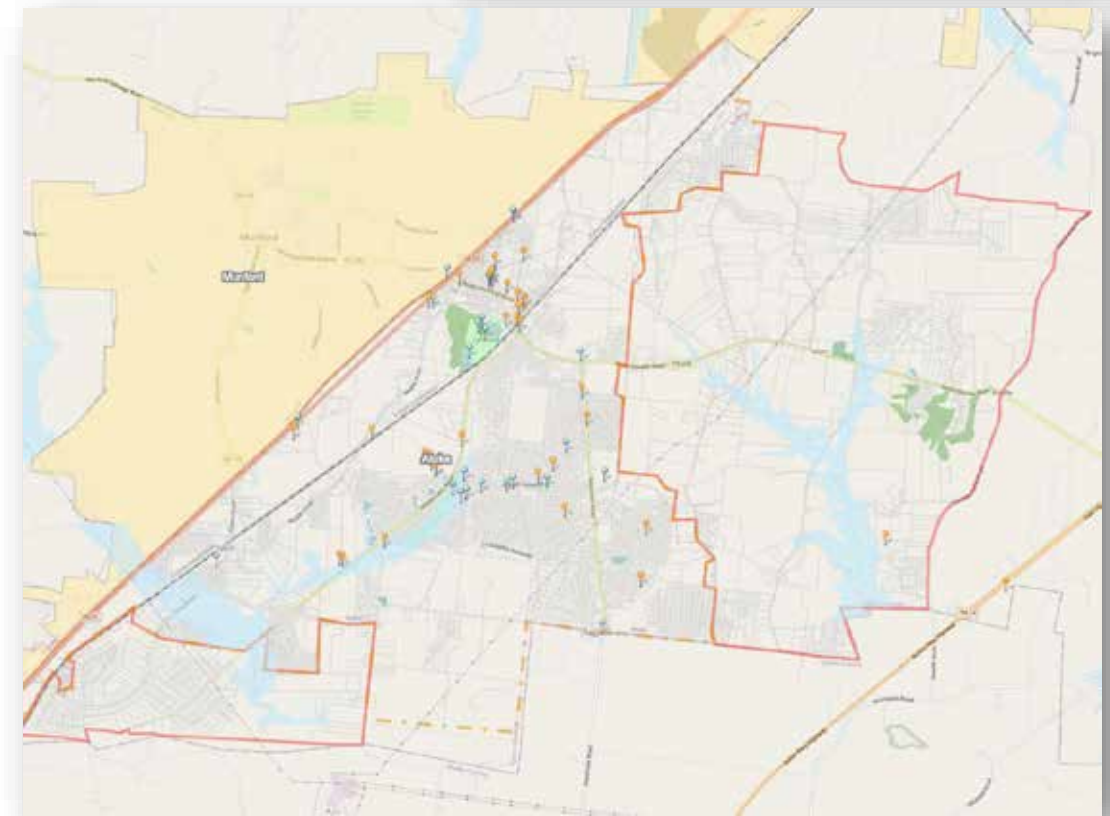
## Atoka On Track 2042 Community Meeting

Town Hall | 02.23.22 | 5:30 p.m.

During the community meeting of February 23, the 50 onsite participants and 34 via Zoom call were asked to identify Atoka's current assets and opportunities for improvement as Atoka grows and changes over time. The results are listed in the table below and mapped.



*Crowd Sourced Community Assets and Opportunities Map*





ASSETS	OPPORTUNITIES
Greenway	Downtown
Walker Park	Expand Walker Parkway to 51 opening growth
Greenway trail	Housing types
Parks and Greenway	Walker parkway to Highway 51
Pioneer Park	Opportunity for expansion eastward, Expanding manufacturing near by, Improvements to Highway 14
Police Department. Love their high visibility and how they drive through our neighborhoods and interact with the community.	Sidewalks and trails
Atoka Elementary	Traffic fix for Meade Lake and Atoka-Idaville
Recreation	A downtown/Main st
Family entertainment	Walker Parkway
Family entertainment	Expanding amenities at the parks
Greenway Trail	Road infrastructure needs improvement. Currently lacks connectivity to subdivisions
Townhall allows for many groups to hold meetings.	Develop route to Hwy 51
Town hall and town services are in a good location	Home development and businesses that cater to commuters east of Atoka towards Blue City oval
Beatification of Atoka. Would love to have "sidewalks" for the homes on Walker PWWY!!!	Business growth
Nancy Lane is a huge asset between the sports and the ability to do community events in an open area	Developing our way out of transportation issues
Public Safety	Grow our public safety
Assists with transportation issues	Expansion
Parks and Recreation staff/land	Developed downtown square or Town Center
Open spaces and parks. Atoka has a wonderful starter parks system and great programs for kids and adults	Flooding
Family entertainment	The opportunity to plan growth of roadways like Walker Parkway to 51 give the chance for the town to not only grow in residential aspects but also commercial area on 51
Town hall	Cul de sacs are unnecessary in most instances. Create issues and reduce connectivity.
Nancy Lane great community meeting place	Develop downtown area
Undeveloped commercial frontage.	Sidewalks
	Commercial Development on 51

Having a large grocery store is beneficial for the citizens and also for the town tax revenue.	Roundabout
Low crime	Parks
Proximity to Shelby County	Extend walker Pkwy
City Government. Informative and transparent. Great place to live and great leadership	Sidewalks
Walker Park and splash park	More parks, open spaces, outdoor amphitheater and places for people to gather
New Town Hall	Flooding
	More of a downtown district
	Infrastructure. More access over the railroad and sewer needs. Raise taxes if you need to...Atoka is too nice a community to go cheap!
	Expanding grocery stores, Kroger or a new store like Publix
	Drainage on Meade Lake Rd improvement.



## Atoka On Track 2042 Advisory Group Meeting

Town Hall | 02.24.21 | 5:00 p.m.

### Summary of Comments

The Advisory Group met at 5:00 p.m. at the Atoka Town Hall. The results of the focus group engagement and the community meeting were summarized by PowerPoint presentation, along with an overview of community research and analysis to date.

The Advisory Group then reviewed the results of Survey that targeted to the Advisory Group, the Planning Commission and the City. At the conclusion of the presentation, the advisory group briefly discussed the results and next steps.

What is our favorite place and why?	
1	<b>Nancy Lane Park</b> - large playground for kids.
2	The mini golf course. It's one of the few outdoor activities we have.
3	The <b>Atoka Greenline</b> is my and my family's favorite part of Atoka. We enjoy being able to walk, exercise, and bike safely through the city.
4	<b>Nancy Lane Park</b> . We've spent a lot of time at the park over the years with our girls playing softball, the community events that are held there, and just letting the kids play at the playground.
5	The area around town hall because I can see the potential of what it could become.
6	<b>Nancy Lane Park</b> because it is a peaceful setting.
7	<b>Walker Park</b> . Plenty of space to walk around, spread out, and areas for kids and families to enjoy outdoor activities.
8	<b>Nancy Lane Park</b> . It's my favorite because of the amenities & able to host many different activities.
9	Kroger 🍌 Being a mom and having to run out to the store for snacks or medicine is so easy! The hours are great. I just wish it was a little bigger.
10	<b>Nancy Lane Park</b> . There where the community goes to meet but still has the peace and quietness of a country park.
11	The <b>Walker Park (splash pad)</b> . The community comes together there. The trails, the kids playing soccer, ect. Lots of uses.
12	My house. It's a sanctuary for me. Atoka is still a pretty safe place to live.
13	<b>Adkison Park</b> , the history that is attached to it.
14	That's a tough one and it's a problem. Unfortunately, we don't have much to choose from. Most folks in Atoka go other places for entertainment. Have to say the <b>Greenway Trail from Walker Park to Pioneer Park</b> .
15	The parks ( <b>Adkison Park, Nancy Lane Park, etc...</b> ). The parks give Atoka families a place to take their children, gather together for special events, and enjoy the outdoors.
16	Not sure that I have a favorite place.
17	My neighborhood. I love my neighbors.
18	My home. It's a calm place in the storm of life.

In your opinion, what is Atoka's greatest challenge as a community?	
1	<b>Infrastructure maintenance</b>
2	<b>Infrastructure</b>
3	Ability to grow its population while keeping its hometown feel, public safety, and <b>infrastructure</b> safe.
4	Finding a way to transition from being a bedroom community to more of a place that people do everything in. Live, work, eat, shop, etc.
5	<b>Infrastructure</b>
6	Trying to keep of <b>infrastructure</b> because of rapid growth.
7	Bringing in commercial businesses to help increase sales tax revenue to keep property taxes low. Convincing businesses to build into Tipton County instead of Millington and choosing the east side of Hwy 51 instead of Munford.
8	Over delopment & <b>infrastructure</b> .
9	Not enough retail! His is a must to keep taxes down.
10	<b>Infrastructure</b> . Very limited on egress and ingress
11	Overcoming development trends of the past.
12	Maintaining good leadership. Without out that all the other important things won't happen.
13	There is no Downtown! 2nd would be the <b>infrastructure</b>
14	<b>Wasterwater treatment and transportation</b> .
15	Lack of businesses. Several millions of dollars are being spent outside of Atoka because we lack a variety of eating establishments and shopping. The creation of a downtown area. A place where people can walk and congregate to patronize businesses and the town can have community activities.
16	Commercial growth goes hand in hand with this. so I would say that both are equally important. Maintaining a small town feel. Creating a downtown and increasing commercial business is absolutely critical to Atoka remaining a viable town.
17	<b>Infrastructure</b> for growth
18	<b>Infrastructure maintenance</b>
19	<b>Infrastructure</b>
20	Ability to grow its population while keeping its hometown feel, public safety, and <b>infrastructure</b> safe.

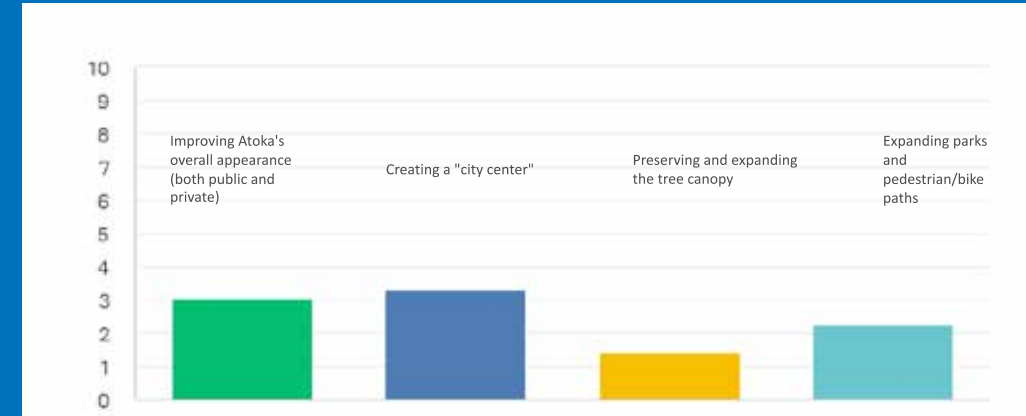
What, in your opinion, are Atoka's top three community assets?		
1	2	3
<b>Walking trail</b>	<b>Sports fields</b>	Low crime rate
Not too big	Pleasant residents	Small businesses
<b>Walker Park</b>	Great Neighborhoods	<b>Nancy Lane Park</b>
Low cost of living	<b>Nancy Lane Park/Softball fields</b>	Proximity to Shelby County for commuters
The people	<b>Parks and rec</b>	Community events
<b>Parks</b>	School	Community events
People	Established community	Outside of Shelby County
<b>Nancy Lane Park</b>	<b>Splash pad/park</b>	Atoka's Railroad & putt putt
Movie theater	Kroger	Fastfoods
<b>Walker Park</b>	<b>Pioneer Park</b>	<b>Nancy Lane Park</b>
People	Schools	Connectivity
It's proximity to Memphis. It's close, but not too close.	Low Taxes	Low Crime Rate
<b>Parks</b>	People	School
<b>Park and Recreation Programs</b>	Town Hall	Roundabout
Low Taxes	Good Schools	<b>Parks &amp; Recreation Programs</b>
<b>Parks/Greenway Trail</b>	Police and Fire Services	Community Activities
Friendly people	Low crime	Proximity to Memphis
Low Taxes	Low Crime Rate	It's proximity to Memphis
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**If you could change one thing about Atoka what would it be?**

- 1 More direct connections to major roadways such as Atoka Idaville and Hwy 51. Expanded schools. Add new business to add to sales tax revenue.
- 2 Infrastructure. Traffic is atrocious
- 3 Change the intersection of Meade Lake and Atoka-Idaville. Include the bridge over the tracks.
- 4 Lack of a city center/downtown area.
- 5 Traffic flow, especially east/west
- 6 Town Square
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- 10 Another road to Highway 51
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- 12 Probably a little bit better road system.
- 13 Development patterns.
- 14 The intersections of Kimbrough Dr and Atoka Idaville Rd along with Meade Lake Rd.
- 15 Find a way to attract developers and businesses to take a look at our Town and start creating exciting places to live, work, eat and play.
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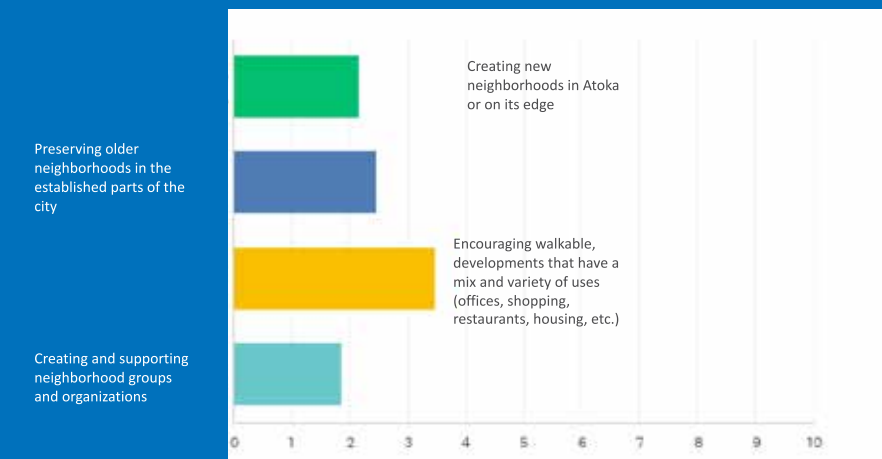
**Town Environment and Amenities**



**What one vital concern about Atoka's future would you want to see successfully addressed through the planning process?**

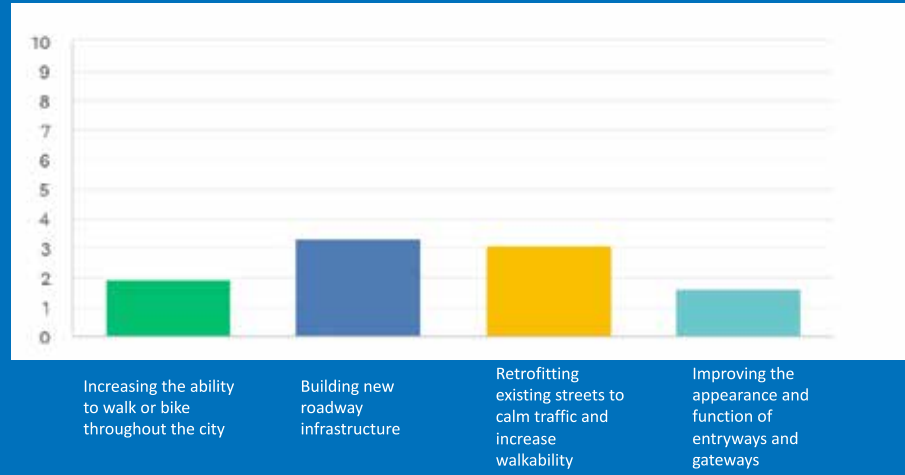
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- 2 Traffic issues
- 3 Building of good quality homes, city center where quality local business can thrive. Quality park and recreations
- 4 Ensuring the growth path Atoka is on is maintainable in the long term.
- 5 Creating a defined "Main Street" or city center
- 6 Water treatment plant
- 7 Codes. Our codes are a confusing, contradicting wreck. Shelley Johnstone was addressing the codes before the town didn't renew her contract. I'd like to ensure that our codes are updated to what works best today and in the future.
- 8 Addressing the infrastructure
- 9 The roads and physical appearance through out. Then start bringing in businesses.
- 10 INFRASTRUCTURE update sewer, the Towns own Water Treatment Plant, streets maintained. Walker Parkway extension to Highway 51
- 11 Set planning standards and codes for the next 20 years so that we get the community that we want.
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- 13 We have to do more related to transportation and utility infrastructure.
- 14 Encouraging developments that have a mix and variety of uses.
- 15 Commercial, retail, and industrial development to make the town sustainable via sales and tax dollars.
- 16 infrastructure

**Neighborhoods**

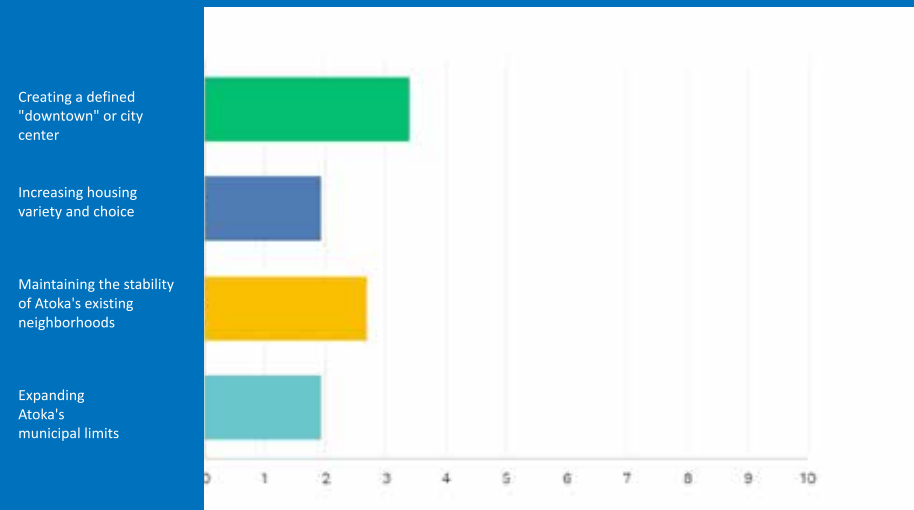




### Mobility infrastructure (streets, sidewalks, bike lanes, etc.)



### Specific Areas of Atoka





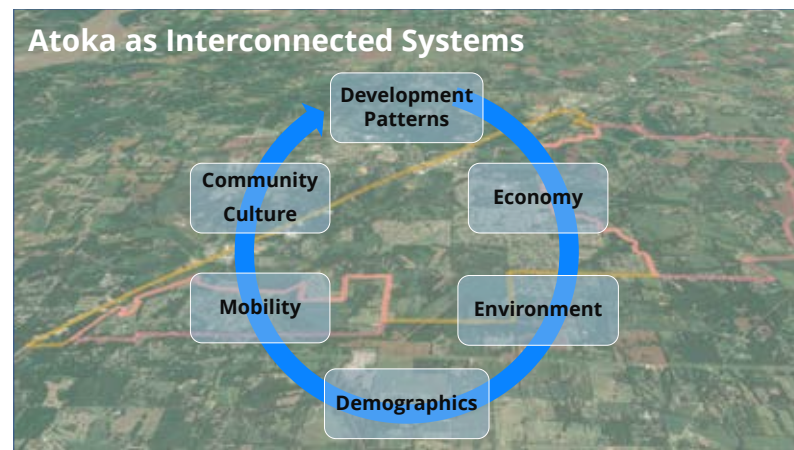
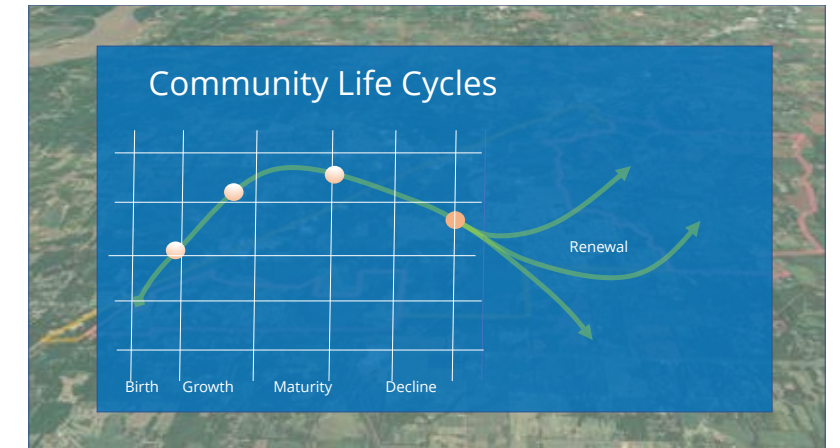
# APPENDIX B - ATOKA ON TRACK 2042 DISCOVERY ENGAGEMENT COMMUNITY MEETING

## Comprehensive City Plan



**ATOKA  
ON TRACK**  
■■■■■■■■■■■■■■■■■■■■ 2042

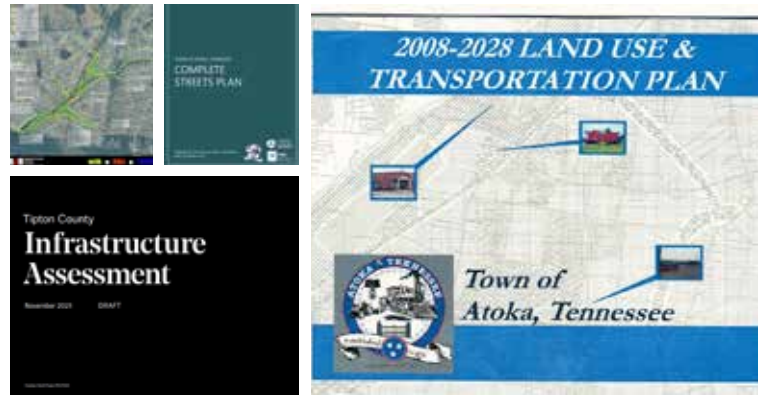
Community Kick-off Meeting  
February 23, 5:30 p.m.



- Fact-Based
- Collaborative and Inclusive
- Vision-Driven
- Outcome-Oriented







### EcoRegions

Highly erodible silt/loam and silty clay soils

This level III and IV ecoregion map was compiled at a scale of 1:250,000; it depicts revisions and subdivisions of earlier level III ecoregions that were originally compiled at a smaller scale (USEPA 1996; Omerik 1987). The poster is part of a collaborative project primarily between the USEPA National Health and Environmental Effects Research Laboratory - Corvallis, OR, and TDEC's Division of Water Pollution Control. Collaboration and consultation also occurred with the United States Department of Agriculture - Natural Resources Conservation Service (NRCS), the United States Department of Agriculture - Forest Service (USFS), USEPA Region IV, and with other State of Tennessee agencies.

### Change in Extreme Rain Events Compared to 1980-2010 Average

### Initial Discovery Observations

- Natural Environmental
- Development Patterns and Community Character
- Mobility
- Economic Context
- Parks and Open Spaces
- Input and Guidance

### Tipton County Health Indicators (U.S. News and World Report)

Natural Environment				
SCORE	25			
METRIC	COUNTY	U.S.	PEER GROUP	STATE
Area With Tree Canopy	23.7%	20.5%	21.9%	22.7%
Natural Amenities Index Score	0.38	0.22	0.13	0.12
Population Within 0.5 Miles of a Park	17.6%	18.0%	17.6%	25.0%

<https://www.usnews.com/news/healthiest-communities/tennessee/tpiton->

### Floodplains

Environmental Conditions 2022 - Preliminary

Environmental Context

### Tipton County Health Indicators (U.S. News and World Report)

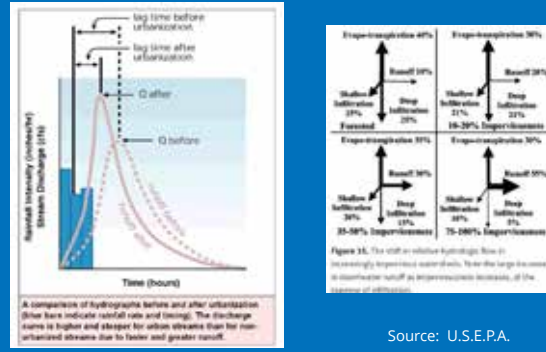
Natural Hazards				
SCORE	67			
METRIC	COUNTY	U.S.	PEER GROUP	STATE
Extreme Heat Days per Year	14.3	10.7	11.7	12.5
Homes in Flood Hazard Zone	2.7%	3.8%	4.0%	3.0%
Toxic Release Index Score	0.51	110.64	1,127.79	1,405,990.40

<https://www.usnews.com/news/healthiest-communities/tennessee/tpiton->

### Flood Risk



## Stormwater



Source: U.S.E.P.A.

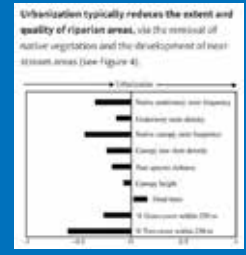
## Wetlands



National Wetlands Inventory

Development Patterns

## Stormwater



Source: N.C. Forest Service

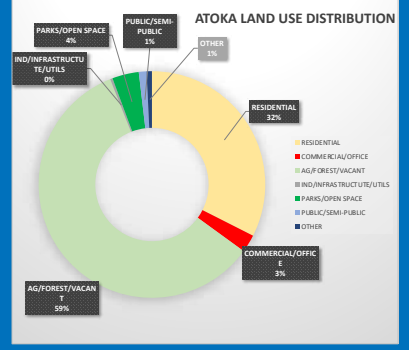
Source: U.S.E.P.A.



Existing Land Use 2021 - Preliminary

Development Patterns

Land Use	Atoka	% of Total	Urban Growth Boundary	% of Total
RESIDENTIAL	1,000,000	10%	1,000,000	10%
COMMERCIAL/OFFICE	500,000	5%	500,000	5%
INDUSTRIAL	200,000	2%	200,000	2%
PARKS/OPEN SPACE	1,000,000	10%	1,000,000	10%
PUBLIC/SEMIPUBLIC	500,000	5%	500,000	5%
ROADS/INFRASTRUCTURE	1,000,000	10%	1,000,000	10%
OTHER	1,000,000	10%	1,000,000	10%

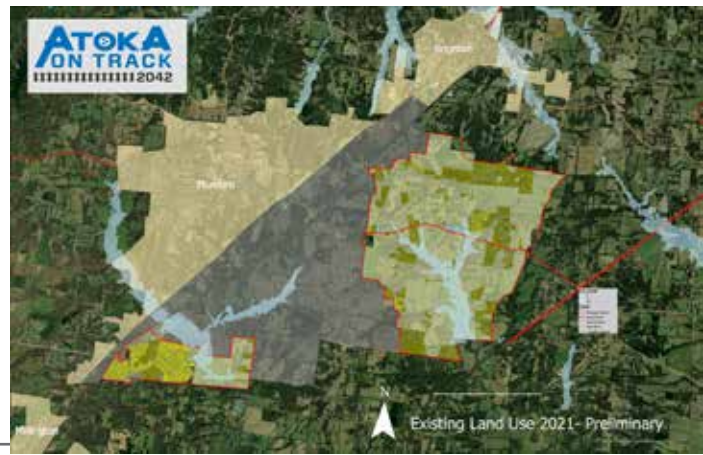


## Stormwater

Table 2.1: Relative Sources of Parameters of Concern for Different Land Uses in Urban Areas (Summarized from Burton and Pitt, 2002, and Law et al., 2008).

Problem Parameter	Residential	Commercial	Industrial	Freeway	Construction
Sediment	Low	Moderate	Low	Low	Very High
Toxicity (heavy metals/organics)	Low	Moderate	High	High	Moderate
Microorganisms (Pathogens)	High	Moderate	Moderate	Low	Low
Inappropriate discharges (mostly sewage and cleaning wastes)	Moderate	High	Moderate	Low	Low
Nutrients	Moderate	Moderate	Low	Low	Moderate
Debris (floatables and gross solids)	High	High	Low	Moderate	High
High flow rates (energy)	Low	High	Moderate	High	Moderate
Large runoff volumes	Low	High	Moderate	High	Moderate
Heat (untreated water temperature)	Moderate	High	Moderate	High	Low

From the Tennessee Permanent Stormwater Management and Design Guidance Manual



Existing Land Use 2021 - Preliminary

Development Patterns



Streets as Public Spaces



### Complete Streets Policy Adoption 2020

1,520 jurisdictions with policies  
1,212 cities and towns  
89 counties  
17 states  
26 states and territories

## Complete Streets

### Walkability

Walk Score: 24

Category: Somewhat Bikeable

### Demographic Snapshot

- Population Change**
  - 2020 Atoka Population: 10,008
  - Rapid growth 1990-2010
  - Grew by 19% 2010-2020
- 2022 Median Household Income**
  - \$97,630
  - Higher than Tipton County & metro
- Median Age: 37.7**

Year	Population
1990 Census	659
2000 Census	4,128
2010 Census	8,387
2020 Census	10,008
2027 Projected	12,000

Area	Income
Memphis MSA	\$60,000
Tipton County	\$69,455
Atoka	\$97,630

Age Group	Count
Age 75+	~100
Age 55-74	~1,500
Age 35-54	~2,500
Age 18-34	~2,000
Age 0-17	~1,500

### Level of Service (LOS) / Level of Stress (LOS)

Figure 4-8: 2025 Projected Congestion Levels

Figure 5: Level of Service (LOS) and Stress Network Plan

### Connectivity

Figure 12: Potential Roadway Connection Opportunities

### Housing Snapshot

- Predominantly single-family, owner-occupied**
  - 89% Single-family detached
  - Limited Multi-Family options
  - 88% Owner-Occupied
- Newer Housing Stock**
  - 67% built between 1990 and 2010
  - 111 Residential New Build Permits in 2020
- Home Values upper tier of region**
  - \$245k = Atoka
  - \$203k = Tipton County
  - \$358k = Lakeland
- Zillow Market Data**
  - Atoka ZHVI= \$278k (January 2022)
  - 18% increase YOY
  - Low of \$159,000 in 2012
- Housing Affordability**
  - 36% of renters cost-burdened
  - 11% of home-owners cost-burdened

### Active Community

Atoka Greenway is a 2.5 mile out and back trail located near Park. It features a river and is good for all skill levels. The trail is good for running, and road biking. There are also bike racks kept.

### Connectivity

LEGEND: Greenway, Public Space

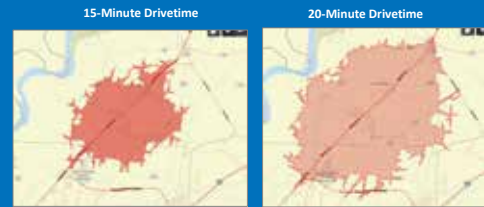
### Employment Snapshot

- Employment by Sector**
  - 28% in Accommodation & Food
  - 18% in Retail Trade
  - 8% Healthcare and Social Assistance
- Commuting Patterns**
  - Net exporter of jobs
  - 1,085 workers commute into Atoka
  - 3,722 Atoka residents commute elsewhere for work, many to Memphis.
- Unemployment: 2.6%**

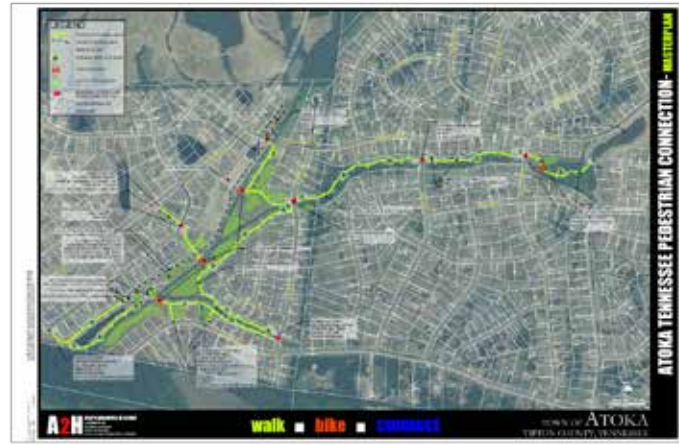


## Retail Snapshot

- Atoka
  - 10k residents
  - \$80.4 million retail sales
  - \$192.8 million consumer
  - \$112.5 million leakage
- 15-min drivetime
  - 34k residents
  - \$300 million leakage
- 20-min drivetime
  - 57k residents
  - \$1 billion market, equilibrium
- Key Opportunities
  - Restaurants
  - Furniture and Home Furnishing
  - Stores
  - Clothing Stores
  - Hardware Stores
  - Growth in Retail Demand



	Atoka	15 Minute Drivetime	20 Minute Drivetime	Tipton County	Memphis MSA
Consumer Expenditures	\$192.8 M	\$622.6 M	\$1.02 B	\$1.05 B	\$23.6 B
Retail Sales	\$80.4 M	\$321.9 M	\$1.11 B	\$568.1M	\$34.5 B
Retail Leakage/ (Gain)	\$112.5 M	\$300.6 M	(\$95 M)	\$483.4 M	(\$10.9 B)



## In your opinion, what is Atoka's greatest challenge as a community?

- 1 Infrastructure maintenance
- 2 Infrastructure
- 3 Ability to grow its population while keeping its hometown feel, public safety, and infrastructure safe.
- 4 Finding a way to transition from being a bedroom community to more of a place that people do everything in. Live, work, eat, shop, etc.
- 5 Infrastructure
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- 14 Wasterwater treatment and transportation.
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Existing Parks and Open Space

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## Parks and Open Space

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- Atoka Greenway Trail
- Nancy Lane Park
- Pioneer Park
- Walker Park

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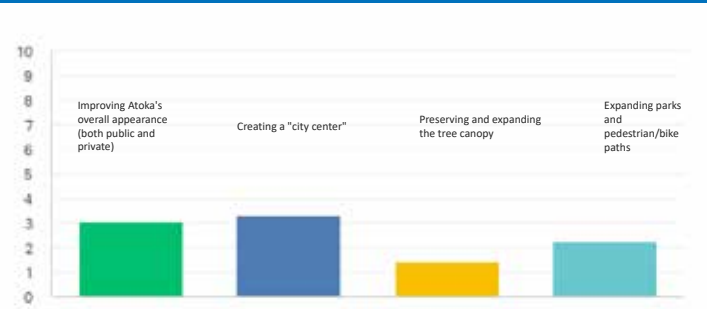
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Low Taxes	Good Schools	Parks & Recreation Programs
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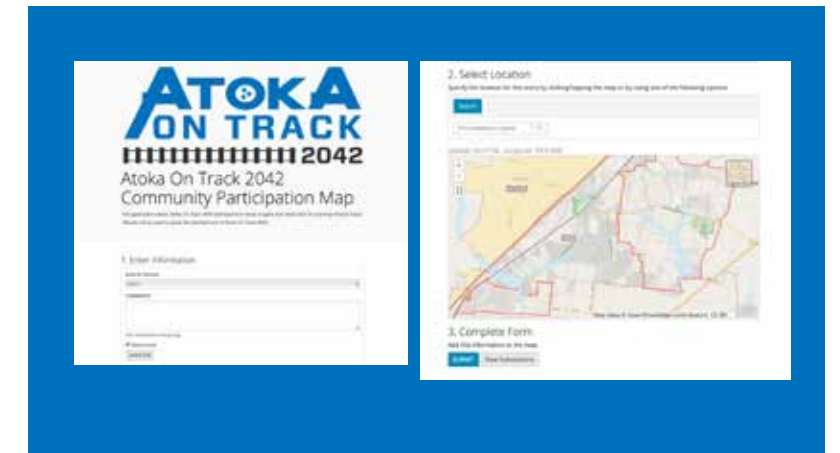
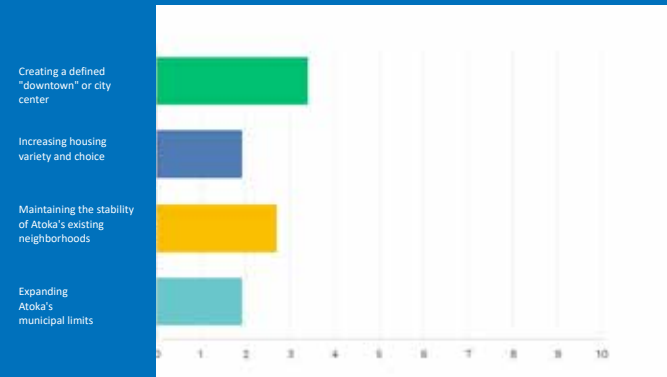
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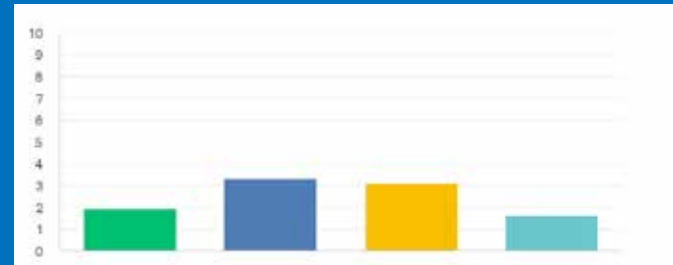
## Town Environment and Amenities



## Specific Areas of Atoka



## Mobility infrastructure (streets, sidewalks, bike lanes, etc.)



Increasing the ability to walk or bike throughout the city

Building new roadway infrastructure

Retrofitting existing streets to calm traffic and increase walkability

Improving the appearance and function of entryways and gateways

## What do you think?

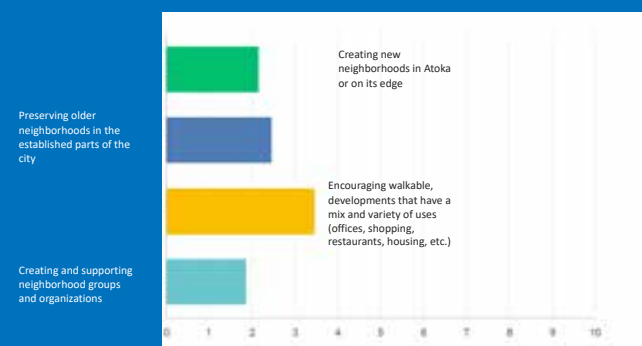
- Go to: [www.AtokaOnTrack.com](http://www.AtokaOnTrack.com)
- Click: Community Participation Map Link
- Enter your top 3 Atoka Assets and Opportunities



- Next Steps
- Continue engagement process
- Planning week



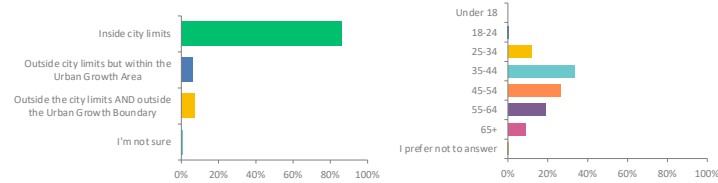
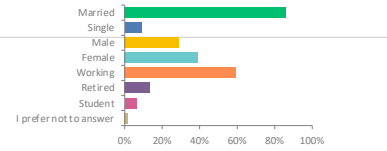
## Neighborhoods



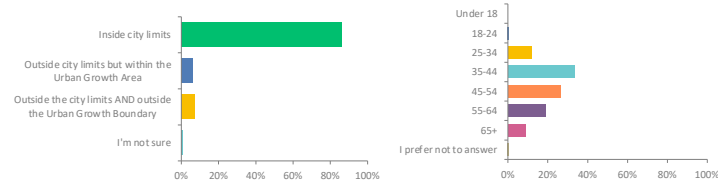
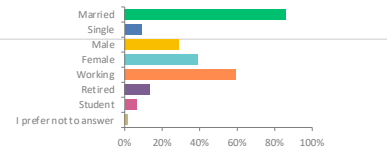


# APPENDIX C - ATOKA ON TRACK 2042 COMMUNITY SURVEY RESULTS

## Who Participated?



## Who Participated?

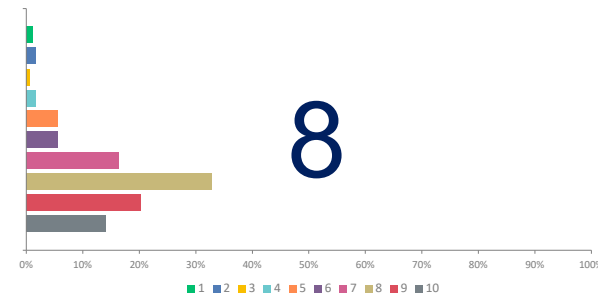


## Describe Atoka in a few words.....

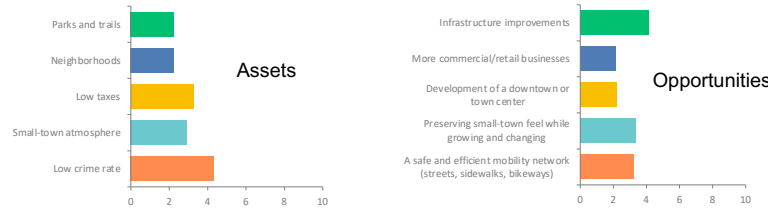
Quiet, but lacking significant services/conveniences  
 A huge subdivision with no downtown, no character, and not much business.  
 Great community, growing fast that's infrastructure allows  
 Growing community of various neighborhood outside of Shelby County.  
 Growing town that is keeping the small town feel.  
 Small town  
 Rural suburb of Memphis  
 A great place to raise a family or retire after doing so.  
 Small town USA  
 Quiet, friendly, and experiencing huge growth  
 Rapidly growing bedroom/commuter town  
 It is a growing small town  
 A nice community with friendly people, nice housing and low crime  
 Small town with well defined commercial district, a suburban style core and rural outlying properties.  
 Better than average for recreation opportunities, low taxes, decent restaurant options, and emergency services. However, there are major transportation and utility infrastructure challenges.  
 Was a small community town but growing to fast

## Q2: On a scale of 1 to 10 where 1 is very low and 10 is very high, how would you rate the quality of life in Atoka?

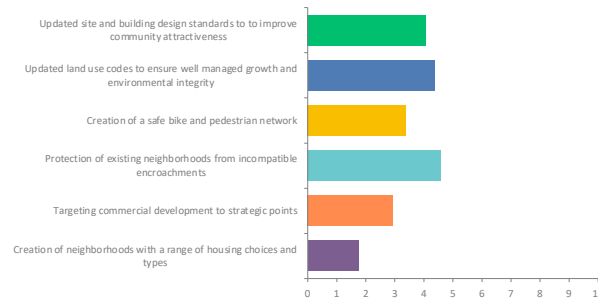
Answered: 177 Skipped: 2



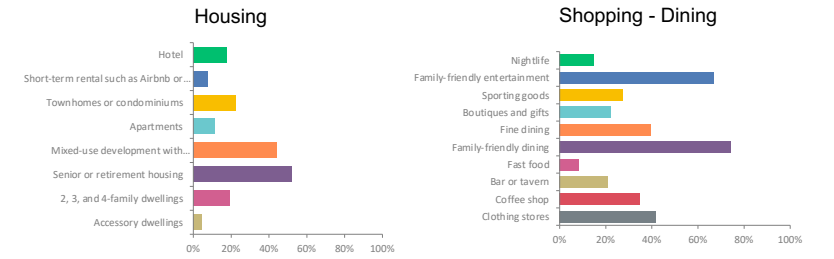
## Ranking of Assets and Opportunities



## Q8: Below are some elements of community planning often used to improve overall community life, business development, mobility, health, and safety. On a scale of 1 to 6, with 1 being most effective, please rank the items in the list below that in your opinion might be most effective in enhancing Atoka's quality of life.

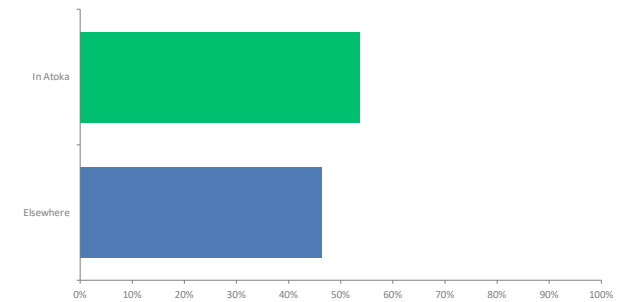


## Perceived Needs



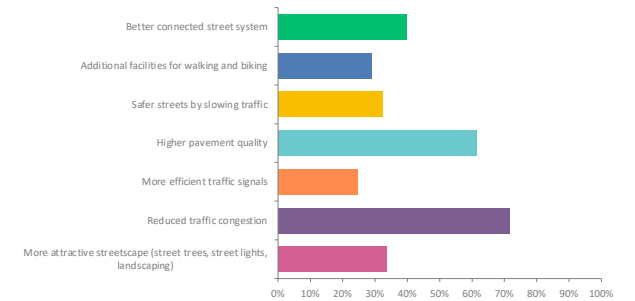
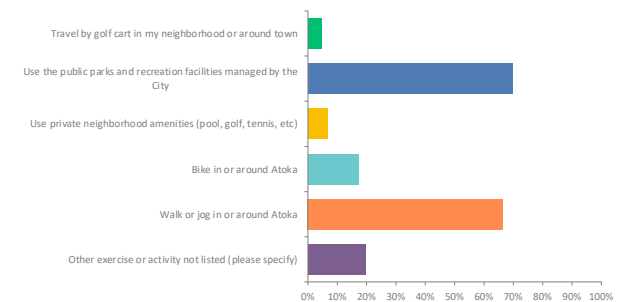
## Q10: Do you do most of your routine household shopping for yourself or family in Atoka or elsewhere?

Answered: 179 Skipped: 0



## Q13: Do you participate in any of the following activities on a regular basis (once or twice a week or more)? Please check all that apply.

Answered: 152 Skipped: 27







# TOWN OF ATOKA

*Since 1876, a great place to call home*