



Memphis3.0

Annual Report 2020

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COVID-19 Resources

The City of Memphis provides updates on COVID-19 daily, with its page devoted to resources. Supporting vibrant public spaces and small businesses during the pandemic, the Division of Planning & Development has worked with several divisions to assist in the preparation of the City of Memphis outdoor dining expansion policy guidelines. DPD has been sharing resources with the community which includes a list of other programs (websites linked) that were created for those impacted by COVID-19. Please visit and share with others who may be in need during these uncertain times.

- [City of Memphis COVID-19 Resources](#)
- [COVID-19 Resources provided by High Ground News](#)
- [EDGE \(NEED\) Neighborhood Businesses Grant](#)
- [Emergency Assistance for Individuals and Families](#)
- [Utility Assistance](#)
- [Rent/Mortgage Assistance](#)
- [Prescription Medicine Assistance – Call 901.222.4212](#)
- [Housing Assistance Emergency Eviction Settlement Fund](#)

If you are in the position, you may consider donating to the [Mid-South COVID-19 Regional Response Fund](#). The fund is providing grants intended to stabilize nonprofit organizations that are directly responding to the significant consequences of, and disparities exacerbated by, this public health crisis. If you are a local nonprofit, you can look to see if you qualify for funding [here](#).



John Zeanah, AICP, Director
Division of Planning and
Development

INTRODUCTION

The Memphis 3.0 Annual Report 2020 presents activities completed or underway during 2019–2020 that facilitate implementation of the Memphis 3.0 Comprehensive Plan. This report is structured around the three elements of Memphis 3.0 — *Land, Connectivity, and Opportunity*. All projects, completed or ongoing, reflect the values, principles, and recommendations of Memphis 3.0.

By directing growth “up, not out,” and reversing the pattern of sprawl that has existed for more than half a century, Division of Planning & Development (DPD) is determined to pursue the Plan’s intended goals, objectives, and actions.

As the Plan approaches one year since its adoption, Division of Planning & Development is thankful for the recognition Memphis 3.0 has attained, and acknowledges continuous support from other departments, agencies, community organizations, non-profits, private institutions, and individuals. Moving forward, DPD envisions to accomplish the remaining goals of Memphis 3.0.

Division of Planning & Development (DPD) coordinates long-range planning activities for the City of Memphis through its Comprehensive Planning department. The Comprehensive Planning department’s primary function has been the completion of Memphis 3.0, the City’s comprehensive plan to guide land use, development, transportation, and other built environment considerations over the next 20 years. Division of Planning & Development’s activities include plan implementation, community engagement, plan compliance, small area planning, and neighborhood data resource management.

PLAN OVERVIEW

Memphis 3.0, the City’s first Comprehensive Plan since 1981, brings forth a vision and strategic plan to support growth and reinvestment into the core city and other neighborhoods. The inception of the planning process involved a robust, multi-phase community engagement strategy that engaged over 15,000 Memphians. Redeveloping and investing in and around community anchors was the strategy focus and the Plan consists of eight goals organized by three guiding values — Memphis is a city that values **Land** as an asset, Memphis is a city of **Connected** Communities, Memphis is a city of equity and **Opportunity**. Objectives and measurable actions have been assigned throughout 14 districts and 107 anchors.

The **Memphis 3.0 Comprehensive Plan** was adopted by the Memphis & Shelby County Land Use Control Board and the Memphis City Council in 2019.

The Plan is structured into four distinct parts that synthesize findings and recommendations.

Part One: Our Third Century

summarizes the two-year planning process with details on community engagement and outreach and discussions on past, present, and future projections needed for future growth.

Part Two: Our Framework for Change

presents the plan’s theory of change: concentration of density and investment focused in the core and neighborhood anchor areas. The land use framework and street typology should serve to guide future decisions on land use and transportation.

Part Three: Plan Elements

includes the major elements that guided public decision-making, which comprised of the three elements – Land, Connectivity, and Opportunity. It encompasses Citywide goals, objectives, and recommended actions that support the Build Up, Not Out vision.

Part Four: District Priorities

shares the community-developed vision and priorities for each of the 14 planning districts, recommendations for land use, and implementation priorities.



[View the Memphis 3.0 Comprehensive Plan](#)

**PLAN
GOALS
AND
GUIDING
VALUES**

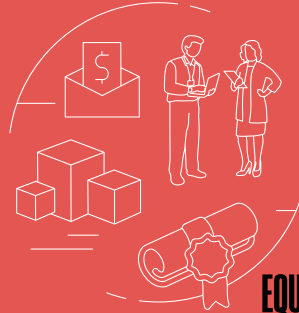
Goal 2

**VIBRANT
CIVIC SPACES**



Goal 6

**EQUITABLE
OPPORTUNITIES**



Memphis is a city of EQUITY AND OPPORTUNITY.
Through actions, investments, and citizen-led neighborhood interventions, historically disadvantaged communities must gain greater access to resources and opportunities to succeed and prosper.

Goal 8

**ENGAGED
COMMUNITIES**



Goal 1

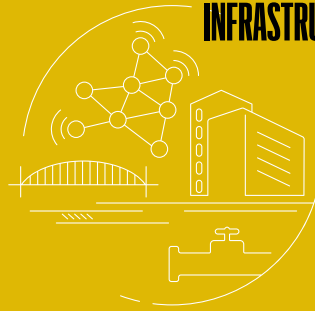
**COMPLETE, COHESIVE
COMMUNITIES**

Memphis is a city that VALUES LAND AS AN ASSET.
Memphis cannot continue its growth policy of the past. The City will succeed by creating compact communities where land use and density support walkable, active, and transit-served communities.



**HIGH PERFORMING
INFRASTRUCTURE**

Goal 4



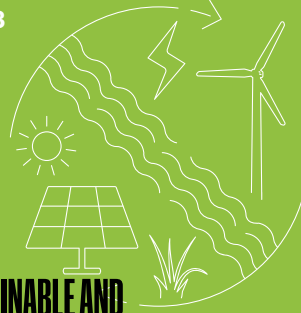
Goal 7

**PROSPEROUS AND
AFFORDABLE COMMUNITIES**



Goal 3

**SUSTAINABLE AND
RESILIENT COMMUNITIES**



Memphis is a city of CONNECTED COMMUNITIES.

Memphis communities desire greater connectivity and access. For Memphis to thrive, it must expand residents' ability to connect to mobility options, opportunity, and one another.

**CONNECTED CORRIDORS
AND COMMUNITIES**

Goal 5



The Plan's guiding values lead the way for all completed and ongoing projects for 2019-2020.



PARTNERSHIPS + PROGRESS

Local and state departments, divisions, agencies, community based organizations, small businesses, and non-profits are among the broad spectrum of the organizations the Division of Planning & Development (DPD) partners with to advance implementation of Memphis 3.0’s recommendations. All developmental activities either completed or underway by different departments and agencies add new accomplishments for the City and County following the three guiding values of Memphis 3.0.

The acronyms below are used to reference departments and agency partners in the following pages.

- | | | | |
|------------|--|-------------|--|
| DPD | Division of Planning and Development | OPM | Office of Performance Management |
| HCD | Division of Housing and Community Development | MMDC | Memphis Medical District Collaborative |
| DMC | Downtown Memphis Commission | ITD | Information Technology Division |
| CRA | Memphis and Shelby County Community Redevelopment Agency | EDGE | Economic Development Growth Engine |

PROGRESS HIGHLIGHTS

DPD and HCD worked on a committee established by the Division of Planning & Development (DPD) to create a **Small Area Planning Guide**. The committee also included members from the University of Memphis, architects, and community organizations.



SOURCE: WMC ACTION NEWS 5

▲ Several vacant and dilapidated apartment complexes are in progress to be demolished in Whitehaven, Frayser, and Binghampton. The complexes are located in or near anchor communities with district recommendations to **decrease blight and vacancy**.



SOURCE: GOOGLE MAPS

▲ Division of Parks & Neighborhoods received a \$485,000 grant from the National Park Service for the **redevelopment of Douglass Park** (a Memphis 3.0 anchor) to include renovation of existing facilities and construction of new play spaces.

DPD served on the **Parks Master Plan** steering committee with several other stakeholders.

DPD completed a **Climate Action Plan and Regional Resilience Plan** in alignment with sustainability and resilience recommendations of Memphis 3.0.



SOURCE: CRYSTAL CASON CHOOSE001.COM

DPD is working with partners to research **waste reduction strategies** and other initiatives to reduce organic waste, increase recycling capacity of inorganic waste, and to generate circular economy opportunities for waste products.

◀ Parks & Neighborhoods Division is improving **wellness outcomes through Project Diabetes**. In year one, new play equipment was installed at Gaston Park and improvements were made to the basketball court. Programs offered included soccer, yoga, tai. Other special events were held in Gaston, Southside, and Chandler parks.



SOURCE: GOOGLE PLAY STORE

◀ Division of Solid Waste has included information on waste reuse on **social media and curbside collection app** and has updated its website to include information on waste minimization options.

Several Parks projects that meet action recommendations are underway — **David Carnes, McFarland** (in design), and **Ed Rice Community Center** (design underway).

LAND

PROGRESS HIGHLIGHTS

LAND

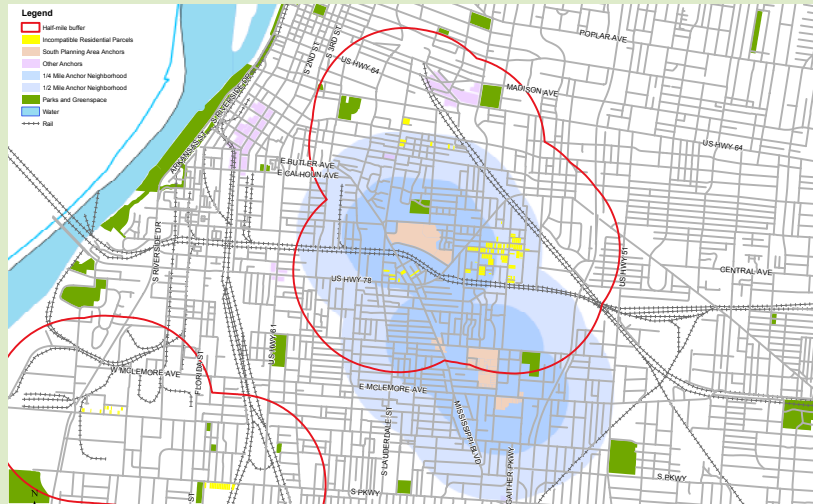
Supporting vibrant civic spaces, **renovations to Beale Street's Handy Park** are underway, led by the DMC.

Integration of land use and degree of change information in the development of the **Sewer Master Plan** in order to guide investment in new sewer infrastructure and infrastructure maintenance to support growth (Public Works).



SOURCE: GROUNDWELL DESIGN GROUP

▲ Park improvements are planned for **Chandler Park, MacFarland Park** and **Ballet in the Park** is planned for Spring 2021, supporting recommendations to improve and activate city parks. These activities are led by Parks & Neighborhoods.



▲ DPD has begun analysis to identify areas where **zoning and future land use** are not compatible across the City. Two rezonings recently completed are along Lamar Avenue and Summer Avenue. Additional areas will be considered for comprehensive rezonings in the coming year.



SOURCE: DOWNTOWNMEMPHIS.COM

◀ Completion of the **Build Downtown** master plan building on the principles of the Memphis 3.0 plan (DMC).

Smart City Plan based on Memphis 3.0 plan guidance underway (ITD, OPM, DPD).

HCD incorporated land use and degree of change recommendations from Memphis 3.0 into **RFQs** released for private development opportunities.

Development of a new **storm water manual** that incorporates land use and storm water management recommendations from Memphis 3.0 is underway. ▼

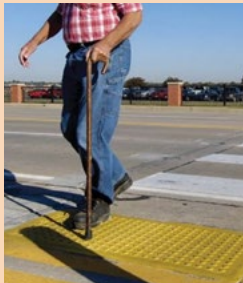


SOURCE: MEMPHISSTORMWATER.COM

PROGRESS HIGHLIGHTS

CONNECTIVITY

HCD has begun working with DPD and Public Works to identify **future property acquisition sites** that support greater density and transit-oriented development in anchor areas.



SOURCE: MARGO WRIGHT AFMCA.FMIL

▲ The Division of Engineering is working with DPD on **pedestrian safety implementation projects** around two anchors: Austin Peay and Yale, Elvis Presley and Raines.

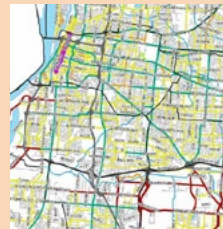
Memphis MPO has begun **regional bike/ped plan update** and is including Memphis 3.0 in its analysis and recommendations.

The City and Memphis Area Transit Authority (MATA) received a \$12 million BUILD grant from the U.S. Department of Transportation for the **Memphis Innovation Corridor Bus Rapid Transit (BRT) project**.

MATA board adopted the **Memphis 3.0 Transit Vision** in January 2019.

OPM is working to develop a **dashboard** to view metrics and implementation activity for the Memphis 3.0 Plan.

A new **Streets Plan** to replace the outdated Major Roads Plan is completed by Engineering Division and DPD. ►



In an effort to improve information sharing, the Division of Planning & Development has a new website, **www.develop901.com**, which is more user-friendly and customer focused. ▼



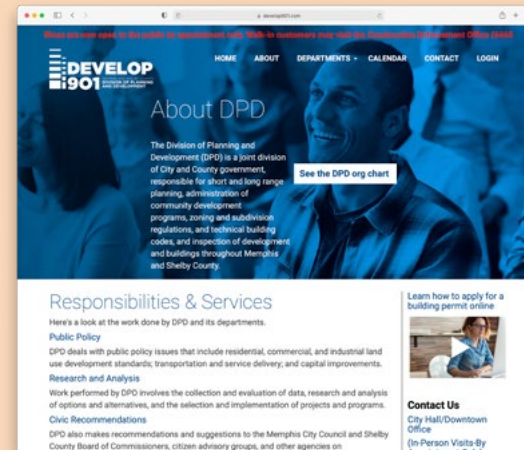
SOURCE: MEMPHIS LIBRARY FOUNDATION

Public Works is working with the Division of Planning & Development to identify **solutions for blighted commercial properties** in community anchors where Small Area Planning is occurring.



SOURCE: JOE RONDONE COMMERCIALAPPEAL.COM

◀ The Downtown Memphis Commission, multiple agencies, and DPD worked with stakeholders along the **Poplar Avenue corridor** from Front Street to Bellevue Street to develop a prioritization strategy for development along the corridor.



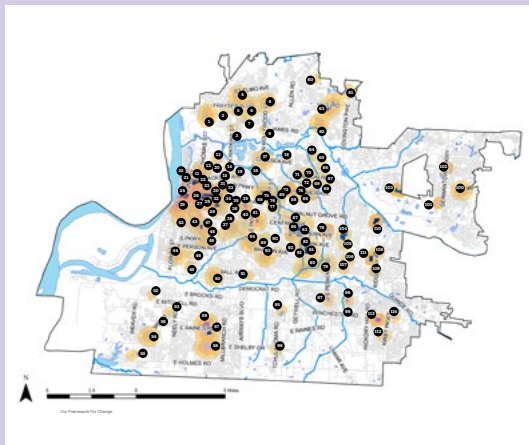
▲ ITD has established **free public Wi-Fi** at all libraries.

Land Use and Development Services (formerly the Office of Planning & Development) now **accepts land use applications online** through the Accela Program.

PROGRESS HIGHLIGHTS

Uptown TIF (Tax Increment Financing) expanded its geographical coverage to include three additional “Nurture” anchors—New Chicago, Bickford area, and Smokey City. Eligible activities include single family rehabilitation, which was a major recommendation for the North district (CRA). The CRA has launched its Uptown Lots Reimagined program to reutilize lots in the neighborhoods within the Uptown TIF. Proposals have been received and reviewed for this first round with implementation in process.

Fire Division developed a facilities master plan that addresses coverage, population, resources, and response times. This plan can and will be adjusted or modified to adapt to the future changes, development, and needs of the community in line with Memphis 3.0 plan recommendations.



▲ CRA board adopted the **Memphis 3.0 anchor map** as its workable program in February 2019

HCD, EDGE, and DPD integrated anchor strategy and degree of change in selection of **Opportunity Zones** (see page 227 of the plan).

Affordable Housing Trust Fund and Community Catalyst Fund approved in FY 20 budget, providing **investment tools to implement the Memphis 3.0 plan** (HCD, Finance, DPD)

Capital Improvement Plan (CIP) committee **scoring of proposed projects** was held in January 2020 using scoring criteria amended to include considerations for implementation of Memphis 3.0 recommendations.



▲ **TIF district was approved for the Raleigh community anchor** to support the recommended development of the Raleigh small area plan (HCD, EDGE, DPD).

OPPORTUNITY

DPD received a \$300,000 grant from the Urban Sustainability Director’s Network to invest in contractor training and workforce development for **energy efficiency upgrades for low income households**. The grant will be administered in partnership with HCD and Office of Business Diversity and Compliance.

DPD has collaborated with several divisions to assist in the preparation of the City of Memphis **outdoor dining expansion policy guidelines**, which supported vibrant public spaces and small businesses during the pandemic. ▼



SOURCE: JOERONDONE.COMMERCIALAPPEAL.COM



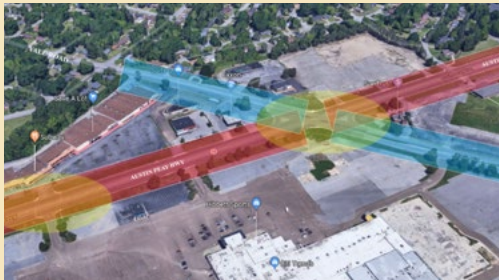
SMALL AREA PLANS

Memphis 3.0 encourages development around neighborhood anchors — locations, chosen by residents, that can become catalytic drivers of further investment in the neighborhood. DPD completed three small area plans under Memphis 3.0 for Raleigh, Whitehaven, and North Poplar Corridor. These small area plans with resident-driven recommendations are highlighted on the following pages.

SMALL AREA PLANS

Raleigh Small Area Plan

DPD piloted the small-area planning process at Raleigh, which derived from the recommendations of residents.



NEIGHBORHOOD ANCHOR

Raleigh Town Center, Austin Peay at Yale Road

TYPES OF ENGAGEMENT

DPD held a series of walking tours, open studio hours, and opening and closing presentations during the Raleigh Charrette. Pop-up interactions, presentations, and Facebook was also used to engage the community. Recommendations are formulated by the community members who attended this charrette. In May, a public meeting was also held.

FUTURE HOME OF

- ➔ **Raleigh Public Library**
- ➔ **Police Precincts**
- ➔ **A Skate Park**
- ➔ **Pond with a 1-Mile Walking Trail**
- ➔ **30 acres available for further private development**

SAFETY ELEMENTS



Crosswalks



Bus Stops



Banners

BIG IDEAS



Create a Main Street for Raleigh



Create Mixed-Use Neighborhoods



Introduce New Housing Types



Mobility Improvements

Detailed ideas of these safety elements can be found at <https://www.arcgis.com/apps/Cascade/index.html?appid=7bd0658317804ebbbfc676dcd42db4>

Whitehaven Small Area Plan

DPD piloted the small-area planning process at Whitehaven, which derived from the recommendations of residents.



NEIGHBORHOOD ANCHOR

Whitehaven Plaza, Elvis Presley Boulevard at Raines Road

TYPES OF ENGAGEMENT

The City and consultant team held a series of meetings and a four-days charrette with property owners, stakeholders, and community members to discuss and explore design ideas and concepts for the future vision of the Elvis Presley & Raines Anchor Neighborhood with the focus being on Whitehaven Plaza. Recommendations came from the community members at this 4-days charrette, along with a walking tour, one public presentation, one open house, and seven hours of drop-in open studio.

In May, pop-up interactions were held at bus stops and later, a presentation was held at the library to finalize ideas for recommendation of implementation projects.

FUTURE HOME OF

- ➔ **Local and national businesses, including retail and restaurants.**

BIG IDEAS



Create a Mixed-Use Destination for Whitehaven.



Use Residential to Stabilize Adjacent Properties



Strengthen Existing Retail Environment



Mobility Improvements

Detail of these big ideas along with their implementation process can be found at <https://www.arcgis.com/apps/Cascade/index.html?appid=74dbf1389b2040a893afe6e03b467706>

SMALL AREA PLANS

North Poplar Corridor

The Community Redevelopment Agency (CRA), Division of Planning and Development (DPD), Downtown Memphis Commission (DMC), and Memphis Medical District Collaborative (MMDC) partnered to undergo a planning study for an area along the Downtown Poplar Corridor roughly bounded by Front Street and I-240.

This study builds upon the Comprehensive Plan Memphis 3.0 and the vision for the Core City District of "walkable neighborhoods with thriving mixed-use centers, diverse housing options, active public spaces, and strong connections between anchors and neighborhoods."

NEIGHBORHOOD ANCHOR

Downtown, St. Jude, Pinch District, Poplar & Danny Thomas, Poplar & Alabama, Medical Center

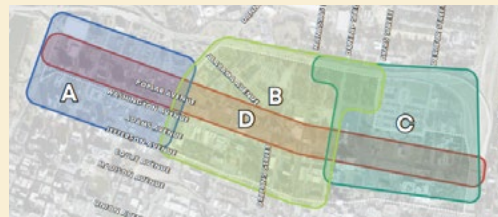
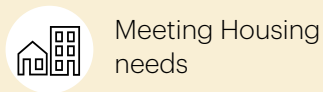
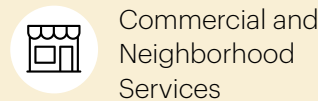
TYPES OF ENGAGEMENT

Hosted a workshop for each of the Sub-Areas and prior to the workshops, plan architects, Looney Ricks Kiss and the stakeholders underwent walking tours along the corridor to better recognize the issues and opportunities discussed at each workshop.

FUTURE HOME OF

- ➔ Mississippi River & Morris Park
- ➔ Renasant Convention Center
- ➔ Poplar Street Improvements
- ➔ New development

BIG IDEAS



SUB-AREAS

- A Downtown Corridor
- B Social Services & Morris Park
- C Medical District
- D Targeted Interventions Corridor Wide

STATUS

Plan completed, awaiting project initiation

➔ Details of these big ideas can be found at <https://www.memphis3point0.com/northpoplar>

Underway: Memphis Innovation Corridor — Transit Oriented Development Plan

The Memphis and Shelby County Division of Planning and Development (DPD), in collaboration with Memphis Area Transit Authority (MATA), will start preparing a transit-oriented development (TOD) plan for the Memphis Innovation Corridor, the City's first bus rapid transit corridor in September with initial public engagement starting later this fall. The Memphis Innovation Corridor covers the area through Downtown, Medical District, Midtown, and the University of Memphis along portions of Second Street, BB King Boulevard, Union Avenue, and Poplar Avenue.

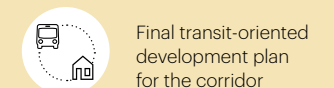
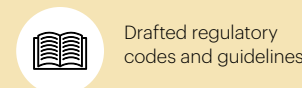
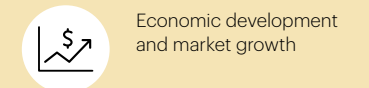
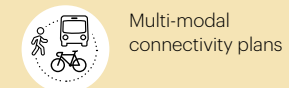
PROJECT GOALS

- ➔ Guide land use and development regulations, transportation alternatives and infrastructure investment
- ➔ Support local and regional economic development
- ➔ Create a sustainable environment
- ➔ Guide neighborhood connections and improve local circulation
- ➔ Reflect the character of surrounding neighborhoods
- ➔ Promote and advance equity



Design concept for updated BRT station on Union Avenue illustrated by Self+Tucker Architects. Potential development opportunities will be assessed at each station location along the Innovation Corridor.

PROJECT OUTCOMES



➔ For more information, visit <https://www.memphisinnovationcorridor.com>



CATALYTIC INVESTMENT PROJECTS

The Memphis 3.0 plan recommended the creation of the Community Catalyst Fund to promote short-term, catalytic change in anchor neighborhoods. The purpose of these funds is to support ideas and encourage development in primarily Accelerate and Nurture neighborhoods following the completion of a small area plan. Catalytic Investment Projects are part of a small area plan's implementation phase.

In late 2019, Mayor Jim Strickland announced the first investments that would be implemented from the Community Catalyst Fund, putting the Memphis 3.0 Comprehensive Plan into action in areas of Raleigh, Whitehaven, and Binghampton. Brief descriptions about all community catalyst projects with appropriate Memphis 3.0 recommendations are on the following pages. All recommendations were made through collaborative processes with residents, as part of the small area planning process.

CATALYTIC INVESTMENT PROJECTS

Whitehaven Safety and Placemaking Improvements: FY 20, FY 21

COMMUNITY CATALYST FUNDS ALLOCATED

\$147,771.33

PROJECT LEAD

Division of Planning & Development (DPD)

PROJECT PARTNERS

Division of Engineering, UrbanArt Commission, Artist Tony Hawkins, Whitehaven Artist Selection Committee, MATA, MLGW, GWERC, Whitehaven community members

PEDESTRIAN SAFETY UPDATES STATUS

85% near completion

MEMPHIS 3.0 ACTIONS



Plans for crosswalk safety improvements were designed and prepared near Whitehaven Plaza Shopping Center at the intersection of Elvis Presley Boulevard with Raines Road.



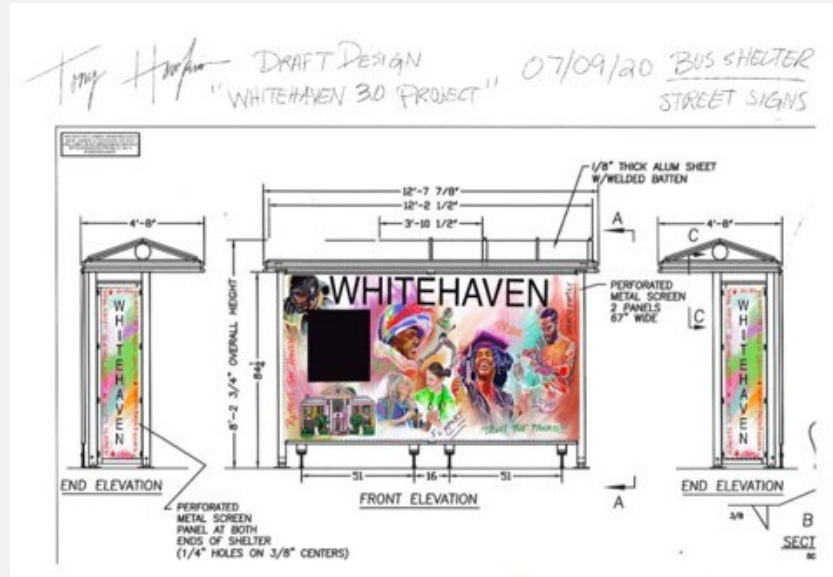
Complementary artistic banners were designed and installed on MLGW poles at the beginning at Winchester Rd moving South on Elvis Presley and moving West on Raines Rd.



Vinyl siding art was developed by local artist Tony Hawkins with Urban Art Commission for a newly installed bus shelter.



MATA installed a new bus shelter with solar lighting and a map case and updated an existing shelter in front of Aldi grocery store.



These improvements will help implement recommendations from Memphis 3.0 Plan, which are highlighted below.

Goal 4

Objective 4.2 Promote safe movement of people and vehicles across all modes of travel

Actions: **4.2.2, 4.2.3, 4.2.7, 4.2.14**

Goal 5

Objective 5.1 Increase transportation and mobility options that are accessible to all

Actions: **5.1.3, 5.1.4, 5.1.8**

Goal 8

Objective 8.1 Build a culture of effective citizen planning and cross-functional partnerships with inclusion of traditionally marginalized populations

Actions: **8.1.2, 8.1.4, 8.1.6, 8.1.7, 8.1.8, 8.1.9, 8.1.11**

CATALYTIC INVESTMENT PROJECTS

Raleigh Safety and Placemaking Improvements: FY 20, FY 21

COMMUNITY CATALYST FUNDS ALLOCATED

\$147,771.33

PROJECT LEAD

Division of Planning & Development (DPD)

PROJECT PARTNERS

Division of Engineering, Division of Housing and Community Development, UrbanArt Commission, artist Rachel Briggs, Raleigh Artist Selection Committee, MATA, MLGW, Raleigh community members

PEDESTRIAN SAFETY UPDATES STATUS

100% completed

MEMPHIS 3.0 ACTIONS



Plans for crosswalk safety improvements were designed and prepared for Powers Rd and near the New Raleigh Town Center entrance along Austin Peay Highway and Yale Road.



Vinyl siding art was developed by local artist Rachel Briggs with Urban Art Commission for a newly installed bus shelter.



Complementary artistic banners were designed and installed on MLGW poles along Austin Peay Hwy.



MATA installed a new shelter along Austin Peay, equipped with solar lighting, a map case, and a USB port. The original bus shelter was moved to Yale Rd and received solar lighting.



Conceptual plans and probable construction costs were developed for a new pedestrian trail and sidewalk improvements.



Two outdoor WiFi units have been installed at the Raleigh Community Center, and a ceramic WiFi sign is in the design stages for installation this winter.



These improvements will help implement recommendations from Memphis 3.0 Plan, which are highlighted below.

Goal 4

Objective 4.2 Promote safe movement of people and vehicles across all modes of travel

Actions: **4.2.2, 4.2.3, 4.2.7, 4.2.14**

Objective 4.4 Invest in smart city infrastructure, including wireless connectivity, broadband, and connected infrastructure

Actions: **4.4.2, 4.4.5, 4.4.6, 4.2.14**

Goal 5

Objective 5.1 Increase transportation and mobility options that are accessible to all

Actions: **5.1.3, 5.1.4, 5.1.8**

Objective 5.3 Create greater access to a network of greenways, bikeways, sidewalks, and other modes of active transportation

Actions: **5.3.3, 5.3.4, 5.3.5, 5.3.7**

Goal 8

Objective 8.1 Build a culture of effective citizen planning and cross-functional partnerships with inclusion of traditionally marginalized populations

Actions: **8.1.2, 8.1.4, 8.1.6, 8.1.7, 8.1.8, 8.1.9, 8.1.11**

CATALYTIC INVESTMENT PROJECTS

Tillman Action Anchor Projects and Binghampton Community Coalition Partnership: FY20, FY21

COMMUNITY CATALYST FUNDS ALLOCATED

\$216,000

Community Redevelopment Agency committed **\$148,056.80** for demolition costs

This effort will support the Community Coalition Building Program (which is discussed further in the next page), launched by HCD and DPD.

PROJECT LEAD

Division of Planning & Development (DPD)

PROJECT PARTNERS

Division of Engineering, Division of Housing and Community Development, Division of Public Works, Centers for Transforming Communities, Community Redevelopment Agency, Elmington Capital, Binghampton CDC, Binghampton community members

PEDESTRIAN SAFETY UPDATES STATUS

100% completed

MEMPHIS 3.0 ACTIONS



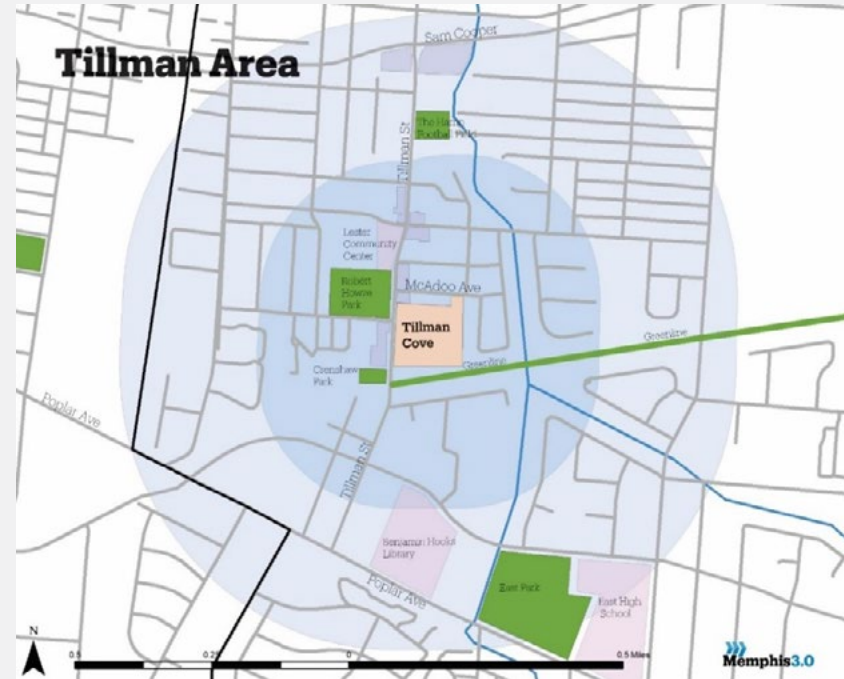
Engaged community members regarding local building footprint and envisioning future development.



Future activities include commercial revitalization and open space improvements, scheduled for 2021.



Address blight and vacancy through the demolition of abandoned Tillman Cove apartments, which involved the removal of asbestos.



MAP SHOWING TILLMAN AREA ANCHORS

These improvements will help implement recommendations from Memphis 3.0 Plan, which are highlighted below.

Goal 8

Objective 8.1 Build a culture of effective citizen planning and cross-functional partnerships with inclusion of traditionally marginalized populations

Actions: **8.1.1, 8.1.3, 8.1.4, 8.1.6, 8.1.9**

OTHER ACTIVITIES

Memphis Affordable Housing Trust Fund (MAHTF)

The Memphis 3.0 Plan prioritized the creation of the Affordable Trust Fund to create, preserve, and address the affordable housing needs for households earning up to 80 percent (80%) of Area Median Income (AMI). The Division of Housing and Community Development and City of Memphis CIP Funds awarded nearly \$1 million to eight community organizations as part of the Affordable Housing Trust Fund, giving priority to projects that are in and around Memphis 3.0 anchor areas.



See detail recommendations from Memphis 3.0 Plan at page 230-233.

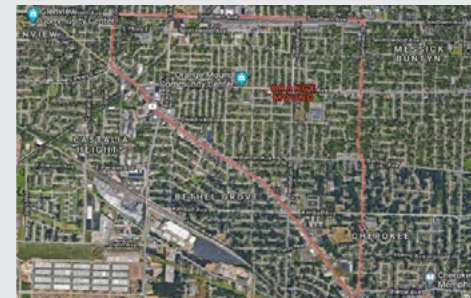
Goal 7

Objective 7.1 Promote and protect affordable and healthy housing

Actions: **7.1.1, 7.1.5, 7.1.6, 7.1.7, 7.1.20, 7.1.21**

Community Coalition Building Program (CCBP)

DPD and Housing and Community Development (HCD) launched the Community Coalition Building Program to support, build, and expand community coalitions and to broaden civic engagement in planning districts. DPD designated \$15,000 and HCD set aside Community Development Block Grant (CDBG) funds for the Program to plan and implement projects that will enhance the lives of people living in these areas. This program was initiated in the Orange Mound and Binghampton communities in its first year and worked with 14 different recipients.





Map showing Orange Mound Area.

Goal 8

Objective 8.1 Build a culture of effective citizen planning and cross-functional partnerships with inclusion of traditionally marginalized populations

Actions: **8.1.1, 8.1.3, 8.1.4, 8.1.6, 8.1.9**

 For additional information on this funding program please visit <https://www.memphistn.gov/government/housing-and-community-development/funding-opportunities/>

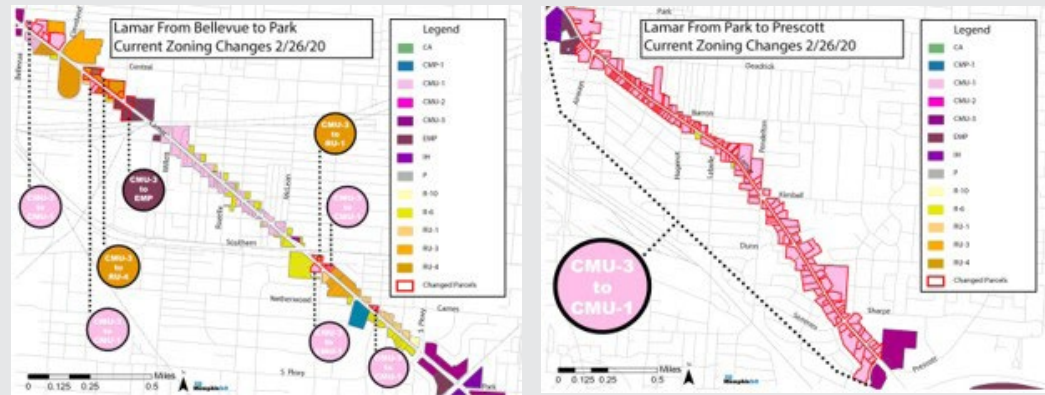
 For additional information on this funding program please visit <https://www.memphistn.gov/government/housing-and-community-development/funding-opportunities/>

OTHER ACTIVITIES

Downzoning Lamar Corridor

The Division of Planning and Development led the rezoning of certain parcels along Lamar that is aligned with the vision in the Memphis 3.0 Plan.

The Lamar Avenue Corridor from Bellevue to Park Ave will apply new zoning recommendations that align with the "Neighborhood Main Street" land use category. The Memphis City Council adopted the comprehensive rezoning ordinance in September aimed to help align the future development along this stretch of Lamar with more "neighborhood friendly" land-use patterns. The Zoning Enforcement section of the Division of Planning and Development has already begun to assess the area and to assist property owners to bring existing violations into compliance with the zoning code.



For additional information visit https://b923a92a-3277-4799-b7a9-b31566e3191d.filesusr.com/ugd/100a0d_313fc508ce894e2cb50e74e09a90bce8.pdf

Summer Avenue Rezoning

The Division of Planning & Development worked with the City Council to initiate a comprehensive rezoning of certain parcels along Summer Avenue.

70 parcels along Summer Avenue between Holmes and Sevier Streets and Berclair and Stratford Roads in order to ensure zoning and future development of historic structures are thoughtful and appropriate and to ensure future development is in character with the Memphis 3.0 Land Use vision and character of the neighborhood.



For additional information visit https://b923a92a-3277-4799-b7a9-b31566e3191d.filesusr.com/ugd/100a0d_d440e574b4c04b09913b2f10002073d3.pdf

OTHER ACTIVITIES

Low Impact Development (LID) Manual:

Supporting sustainable and resilient communities, the Division of Engineering and Division of Planning & Development are developing a low impact development (LID) manual for the City of Memphis with the assistance of Christian Brothers University to identify strategies to manage storm water runoff and offer other protections to natural features.

Planning Corner in Libraries

Collaborating with libraries, DPD has initiated a plan to install a “Planning Corner” area on the library’s website, where all relevant planning materials will be made available. Memphis 3.0 Plans are currently in circulation for review or checkout from all public libraries. Work is in progress to create physical kiosk and other materials in local libraries as well.

Goal 8

Objective 8.2 Improve public information sharing and communications for a responsive government and informed citizen base

Actions: **8.2.1, 8.2.3, 8.2.9**



OTHER ACTIVITIES

Memphis MPO FY2023 Transportation Improvement Program (TIP):

Partnering with Engineering, DPD submitted projects across the city that align with the Memphis 3.0 Comprehensive Plan and its anchor neighborhoods for consideration in the regional transportation improvement program (TIP) and successfully secured approval of three projects. DPD decided to select these projects through public input and consultant/staff expertise. An estimated \$7,818,140 will be committed to these projects.

Kimball at Pendelton: Currently a six-leg intersection, Kimball and Pendelton can use some safety improvements with improved sidewalks and traffic signals.

Frayser Town Center: Momentum is growing here with the addition of bike lanes along Frayser Blvd. Additional roadway and pedestrian improvements such as shade trees, planted medians, curb extensions, sidewalks, and improved signals and lighting will add to a safer environment.

Cordova: Trinity & Germantown

East Memphis: Ridgeway & Quince

Hickory Hill: Hickory Hill & Winchester

Midtown: Watkins/Cleveland/Bellevue/Elvis Presley Corridor

North Memphis: Hollywood Street

Orange Mound: Lamar/Kimball/Pendleton

Westwood: Third & Ford

EXAMPLE OF IMPROVEMENTS



Painted crosswalks with tree plantings along new sidewalks create connections between existing businesses to the new Raleigh Town Center public amenities.



Street trees, benches and other street furniture allow residents to enjoy their neighborhood center and create a feeling of safety.



New streetscapes to allow for a more safer walkable environment.



The addition of planted median or curb extensions abutting one to seven story buildings shrink the space to a more enjoyable human scale.



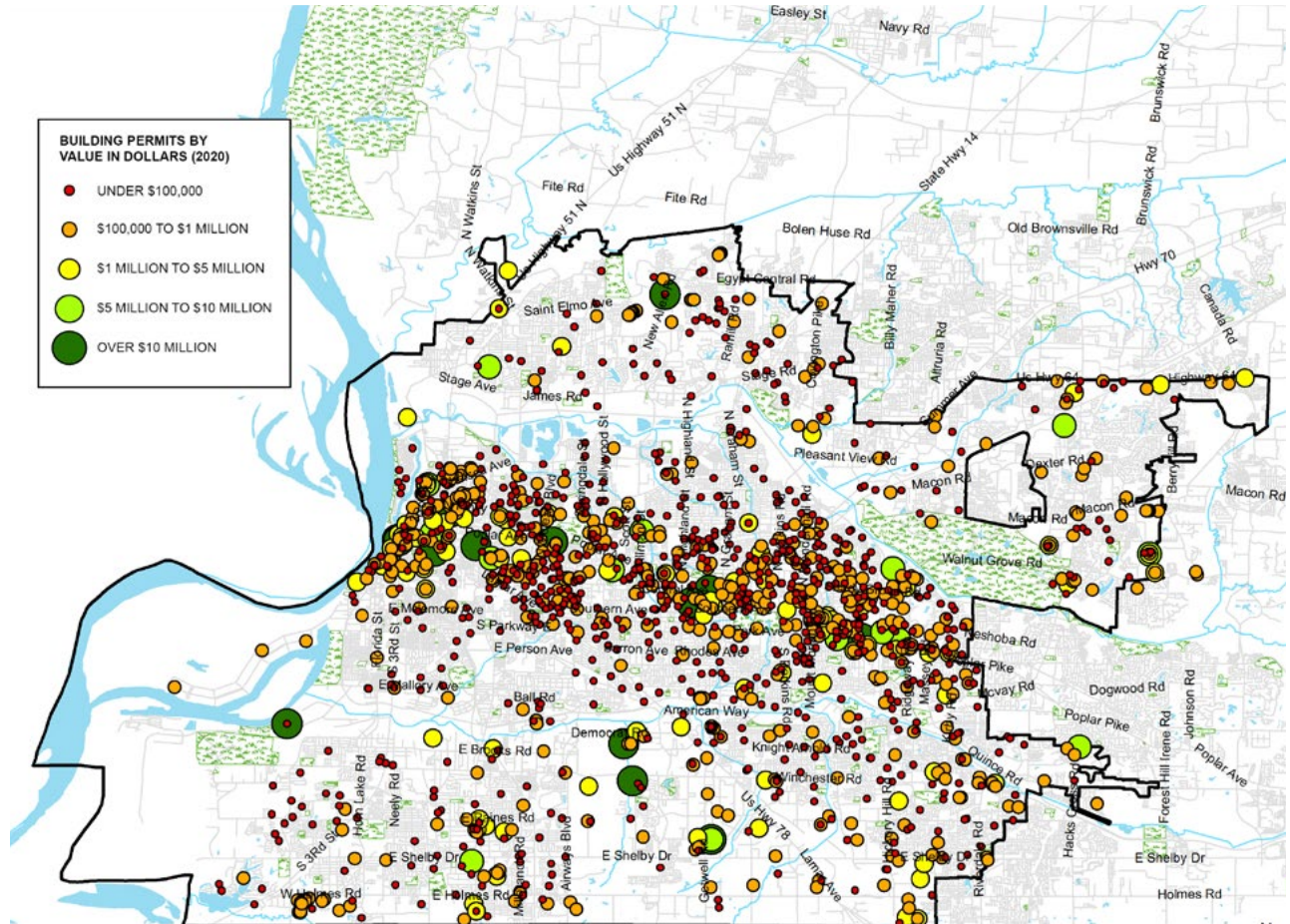
For detailed information about TIP projects read the FY 2020-23 Transportation Improvement Program (TIP)

BUILDING PERMIT ACTIVITY

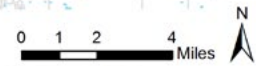
DPD uses building permit data as one of the many indicators in measuring success of the Memphis 3.0 Plan. A building permit is a permit filed with the Division of Planning and Development by someone that is constructing a new building, adding an addition, altering a property, or other types of construction. These permits are mapped and analyzed to get an understanding of the types of permits, dollar value, and where the construction activity is taking place relative to Memphis 3.0 Anchors, Planning Districts, and Council Districts. As time goes on and we continue tracking and analyzing building activity, we will gain a deeper understanding of the impact Memphis 3.0 has on development in neighborhoods across the city.

Due to significant investment in industrial projects, Oakhaven/Parkway Village Planning District had the most development activity, in terms of construction value, in the City of Memphis in 2020.

BUILDING PERMITS BY VALUE IN DOLLARS (2020)



Map Prepared by: City of Memphis
Comprehensive Planning
January 2021



BUILDING PERMIT ACTIVITY

Memphis 3.0 Anchors / Degree of Change

BUILDING PERMIT SUMMARIES — MEMPHIS 3.0 ANCHORS / DEGREE OF CHANGE (2020*)

MEMPHIS 3.0 ANCHORS	NURTURE	ACCELERATE	SUSTAIN	TOTAL
Value (\$) of permits	\$41,739,882	\$311,225,404	\$89,367,253	\$442,332,539

67% Increase
Permit Value in Nurture Anchors from 2019 to 2020.

YEAR-OVER-YEAR COMPARISON OF CONSTRUCTION VALUE — MEMPHIS 3.0 ANCHORS (2018 – 2020)

MEMPHIS 3.0 ANCHORS	2018	2019	2020
Number of permits	986	734	707
Value (\$) of permits	\$671,970,883	\$766,642,045	\$442,332,539

>\$400 Million
2020 Total Estimated Construction Value in Memphis 3.0 Anchors

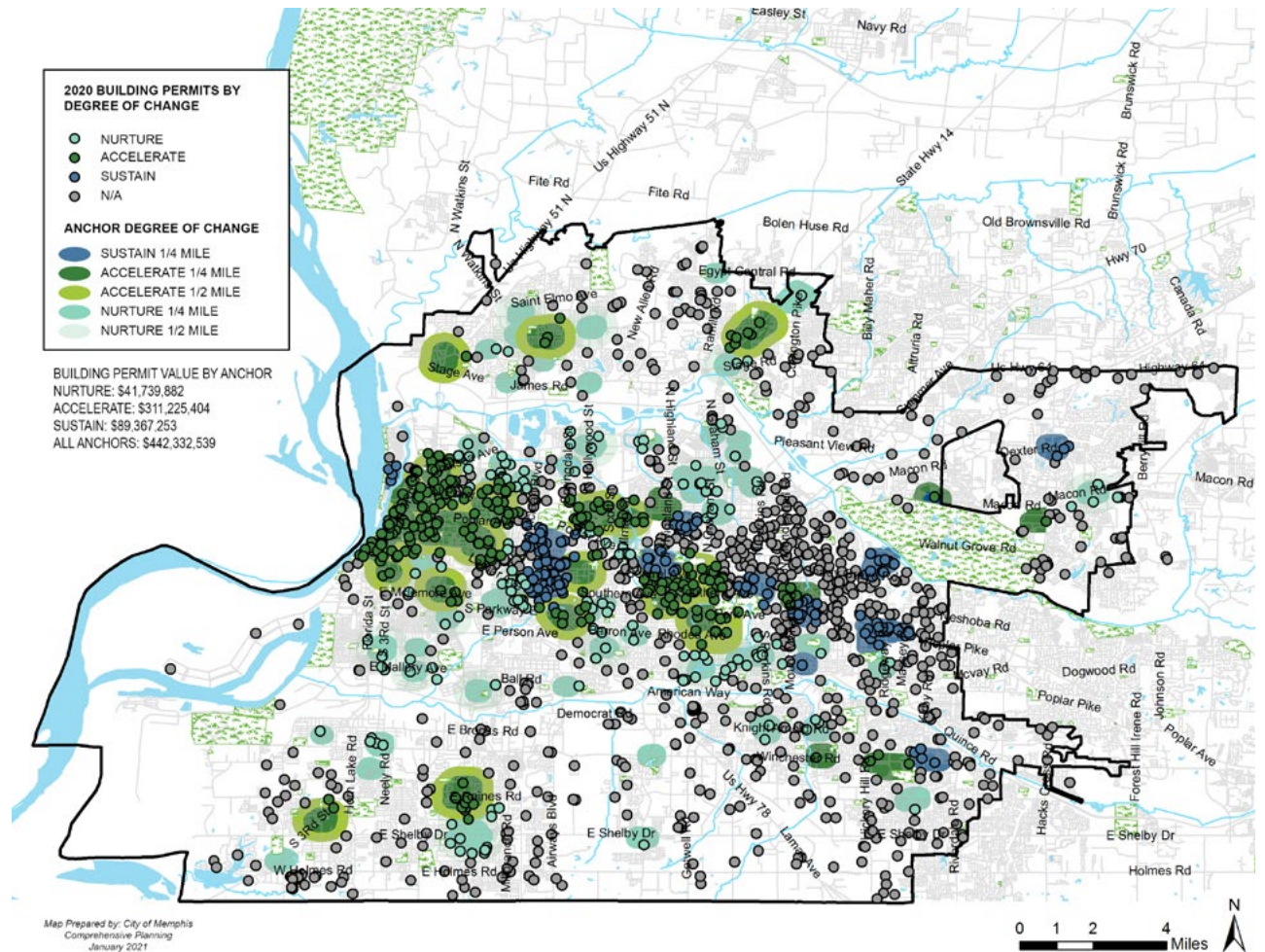
BUILDING PERMITS BY PLANNING DISTRICT — MEMPHIS 3.0 ANCHORS / DEGREE OF CHANGE

PLANNING DISTRICT	TOTAL	PLANNING DISTRICT	TOTAL
Cordova	\$1,943,404	Oakhaven	\$456,090
Core	\$225,306,210	Raleigh	\$1,777,257
East	\$57,252,691	South	\$7,399,241
Frayser	\$1,271,909	Southeast	\$2,088,426
Jackson	\$2,990,116	University	\$92,435,562
Lamar	\$5,236,556	Westwood	\$451,996
North	\$23,340,334	Whitehaven	\$20,382,747

Core District
had the highest
Construction Value
for Building Permits
in 2020

* October 2020 data is not available due to a change in permitting system

BUILDING PERMITS BY DEGREE OF CHANGE (2020)



BUILDING PERMIT ACTIVITY

Citywide

BUILDING PERMIT SUMMARIES — CITYWIDE (2020)

CITYWIDE	NEW CONSTRUCTION	ADDITION	ALTERATION	TOTAL
Value (\$) of permits	\$696,037,736	\$100,211,657	\$341,333,727	\$1,137,583,120

>1.1 Billion

2020 Total Estimated Construction Value Includes new construction, additions, and alterations

YEAR-OVER-YEAR COMPARISON OF CONSTRUCTION VALUE — CITYWIDE (2018 - 2020)

CITYWIDE	2018	2019	2020
Number of permits	1,938	1,659	1,620
Value (\$) of permits	\$1,192,363,863	\$1,084,937,260	\$1,137,583,120

5% Increase

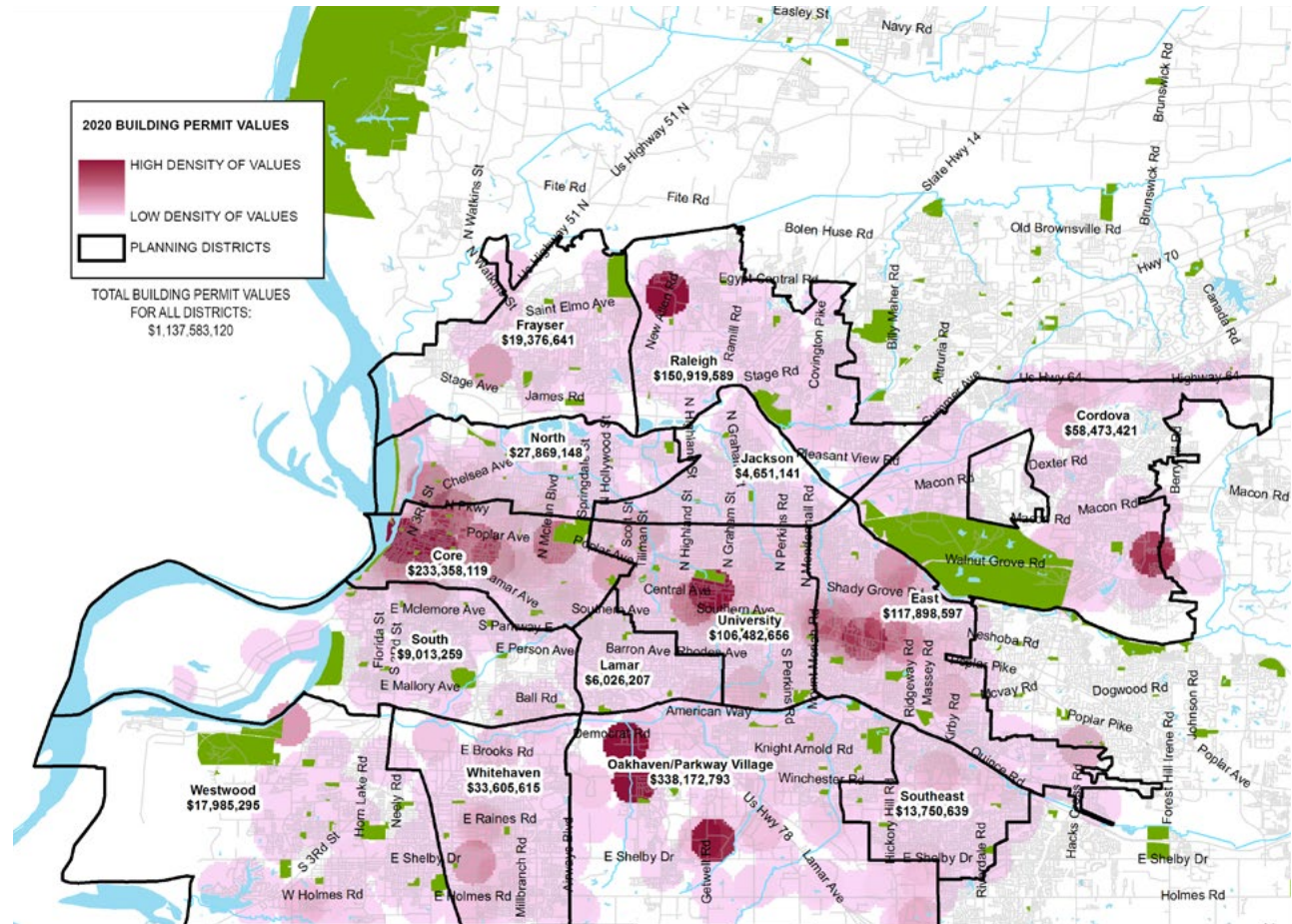
Construction Value from 2019 to 2020

BUILDING PERMITS BY PLANNING DISTRICT — CITYWIDE

PLANNING DISTRICT	TOTAL	PLANNING DISTRICT	TOTAL
Cordova	\$58,473,421	Oakhaven	\$338,172,793
Core	\$233,358,119	Raleigh	\$150,919,589
East	\$117,898,597	South	\$9,013,259
Frayser	\$19,376,641	Southeast	\$13,750,639
Jackson	\$4,651,141	University	\$106,482,656
Lamar	\$6,026,207	Westwood	\$17,985,295
North	\$27,869,148	Whitehaven	\$33,605,615

Oakhaven/Parkway Village District had the highest Construction Value for Building Permits in 2020

BUILDING PERMIT VALUATIONS (2020)



Map Prepared by: City of Memphis
Comprehensive Planning
January 2021

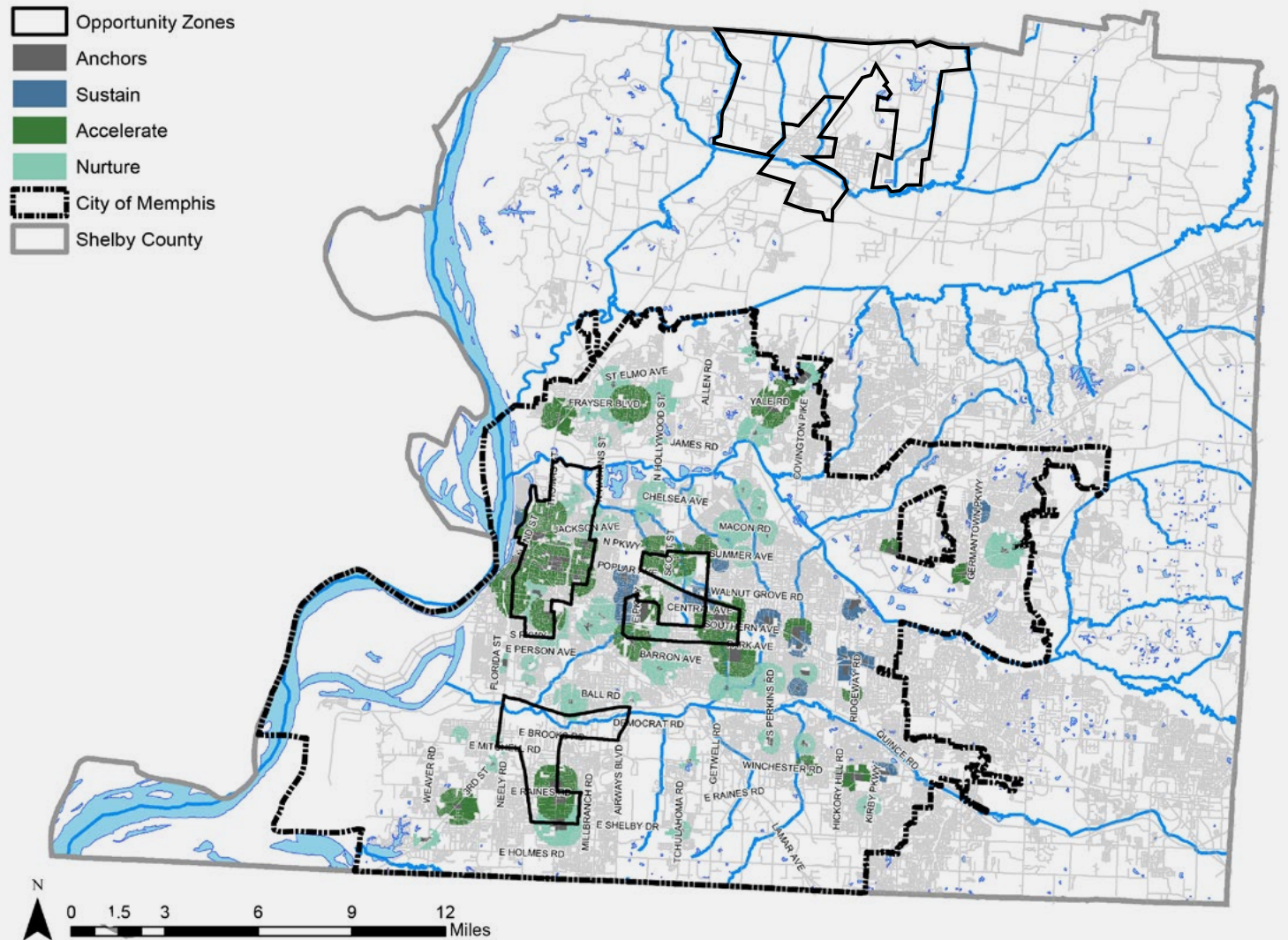
ANCHORS AND OPPORTUNITY ZONES

Focusing on anchors is the strategy of the Memphis 3.0 plan. A majority of anchors align with the opportunity zones with a view to attaining positive development outcomes.

An **Opportunity Zone** is an economically distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment by the IRS. Opportunity Zones were selected by the Governor. A considerable number of anchors are located within seven of the eight opportunity zones, shown by the map. Names of the opportunity zones are stated below.

- ➔ **Binghampton & Poplar Corridor (Core City)**
- ➔ **Downtown & Medical District (Core City)**
- ➔ **North Memphis & Uptown (Core City)**
- ➔ **Orange Mound (University)**
- ➔ **South Memphis (Core City)**
- ➔ **University of Memphis (University)**
- ➔ **Whitehaven**
- ➔ **Millington**

Visit opportunitymem.com/oz-areas for more information about Shelby County's Opportunity Zones. Anchors are defined in terms of community character and where Memphians from across the City gather to work, learn, play, shop and celebrate.





ENGAGEMENT AND EDUCATION

Since the inception of Memphis 3.0, DPD strives to reach a broader audience and increase community engagement. Committed to increase public participation by embracing innovative outreach strategies and participating in various educational training, webinars, and workshops around planning are some among many strategies pursued by DPD.

ENGAGING WITH COMMUNITIES

Participated as a panelist at the **Equitable Inclusion in Virtual Community Engagement Webinar** held on June 16, 2020. A panel of experts explored how virtual platforms and tools can, along with other methods, bring voices and perspectives of all groups affected into the decision-making process. ►



Attended the **State of Memphis Housing Summit 2020** and moderated a session on the Impact of Catalytic Developments on Neighboring Communities. Large-scale developments often have immediate impacts on neighborhoods, walkability, access to amenities, and availability of affordable housing. The session applied this in the Memphis context. ▼



SOURCE: LESLEY.BUCKETLISTPUBLICATIONS.COM

Served on the Engineering department's selection committee for **CMAQ Watkins-Cleveland-Bellevue Corridor Project**.

Engaged as a panelist at the **Tools and Techniques for Virtual Community Engagement Webinar** organized by APA National Capital Area Chapter Conference. Sessions featured presentations from experts and practitioners on a range of virtual engagement tools that are currently being used to bring citizen stakeholders into critical public policy decision making when face-to-face engagement is not an option.

Engaged as members of the **City of Memphis Storm water Manual team**. (Wrote the RFP) and the Blight Elimination Steering Team (BEST).

Attended working group meetings for **Food Insecurity and Accessibility Collaborative** to identify policy in the city that could be addressed to increase greater food security in Memphis and initiated the efforts to plan a Food Systems Summit held in October 2020. ▼

Completed the application and research for the **Lamar rezoning** to downzone parcels along Lamar. The intent is to decrease the dominance of auto oriented uses along the corridor.

Worked to develop agenda items and research while participating in **BLDG Memphis' working groups** for Neighborhood and Local Government and for Transportation and Mobility.

Participated in the Shelby County AARP Advisory Committee to coordinate the **AARP TN Memphis & Shelby County Livable Communities Summit** on Nov. 5, 2019. DPD staff hosted monthly meetings through February 2020 with stakeholders on the topic of Outdoor Spaces.

Worked on **small area plans** (Poplar Corridor Strategy and Binghampton/Tillman Cove Study, the Edge District Study) along with multiple agencies such as: CRA, DMC, MMDC, HCD, and many others.



Invited to speak to the **ULI Emerging Developers** class about Memphis 3.0. A discussion was held on how the Memphis 3.0 comprehensive plan can be utilized by small-scale developers as well as engagement practices. They went through land use case studies and hypothetical exercises to familiarize the developers with the Memphis 3.0 Future Land Use Plan and the anchor strategy.

Participated in the City's **Data Hackathon**.

Attended quarterly meetings for the **Pedestrian Advocacy and Bicycle Advocacy Councils** that are run by the Engineering department.

DIVISION UPDATE

The Division of Planning and Development is a joint agency serving both the City of Memphis and Shelby County. Its mission is to develop and administer plans, programs, and services that result in thriving, livable neighborhoods, connected communities, enhanced human potential, and safe and efficient buildings.

DEPARTMENTS


- Construction Enforcement
- Land Use and Development Services (LUDS)
- Department of Housing
- Sustainability and Resilience
- Regional Transportation Planning (MPO)
- Comprehensive Planning Department

DIVISION OF PLANNING AND DEVELOPMENT

GOALS

-  *To envision and encourage a city, county, and region of growth, development, and prosperity.*
-  *To provide a safe and secure environment through the administration and enforcement of building codes and zoning regulations.*
-  *To promote the development of a balanced, efficient, and affordable regional transportation system to meet the needs of people, while minimizing the impact of transportation system on communities and the environment.*
-  *To provide access to safe, affordable, healthy, and efficient housing options for all citizens of the city and county.*
-  *To administer a regulatory system that will enhance communities, workplaces, economic vitality, historic and environmental assets, transportation systems, and quality of life for all.*
-  *To implement sustainable practices within local government and throughout the community and make the public aware of opportunities where they may be engaged in sustainable practices.*







2019-2020 ACCOMPLISHMENTS

-  **Completion and adoption of the Memphis 3.0 Comprehensive Plan**
-  **Completion and adoption of the Regional Transportation Plan update**
-  **Completion of the Memphis Area Climate Action Plan and Mid-South Regional Resilience Plan**
-  **Implemented development process improvements and transitioned to a new online permitting software**
-  **Executed a customer awareness and marketing strategy and completed renovation of the division's office in City Hall**
-  **Launched a new website**

DIVISION STRATEGIC PLAN GOALS






Despite the challenges of 2020, DPD remains on track with several major milestones in the division's improvement. In the upcoming years, DPD plans to continue this success to complete many of the initiatives underway with a focus on adaptation for customers and employees.

GOAL

-  Ensure organizational structure and staffing meet short- and long-term needs of departments
-  Maintain high quality customer service delivery
-  Invest in technology to aid operational success and innovation
-  Support implementation and update of plans and codes
-  Protect the staffing levels and operational advancements through business continuity planning.
-  Implement staff training and professional development programs and solutions to meet the needs of all departments.

MEASURING SUCCESS IN 2021

These performance measures are related to the Memphis 3.0 Comprehensive Plan and DPD will track in 2021:

-  **New building activity in defined anchors and anchor neighborhoods, residential and commercial.**
-  **Implementation projects resulting in community feedback in Small Area Planning Process.**
-  **Increased community engagement and participation**
-  **Additional measures identified in the Memphis 3.0 Comprehensive Plan but assessed on an annual basis by the City's Office of Performance Management**
-  **Quarterly reporting of plan progress to Mayor**

AWARDS AND RECOGNITION



Memphis 3.0 Comprehensive Plan was featured in the July 2020 edition of the Congress for New Urbanism (CNU) "Public Square"

[Read the Story](#)



Recipient of 2020 Daniel Burnham Award of Excellence for a Comprehensive Plan by the American Planning Association

[See the Entry Video and Article](#)



Recipient of 2019 Outstanding Plan Award by the Tennessee chapter of American Planning Association

WHAT'S ON THE HORIZON

Mayor Jim Strickland announced the **ACCELERATE MEMPHIS INITIATIVE** to support neighborhoods across the City with an investment of \$200 million over the next three years. Funds will be used in the following ways:

Neighborhood Improvements
\$75 million

Neighborhood improvements will include three things:

- 1) infrastructure improvements designed to improve quality of life, to entice private investment and commercial offerings, and increase traffic and pedestrian safety;
- 2) broadband infrastructure to areas with limited or no access; and
- 3) quality affordable housing for those in need.

Revitalizing citywide assets
\$50 million

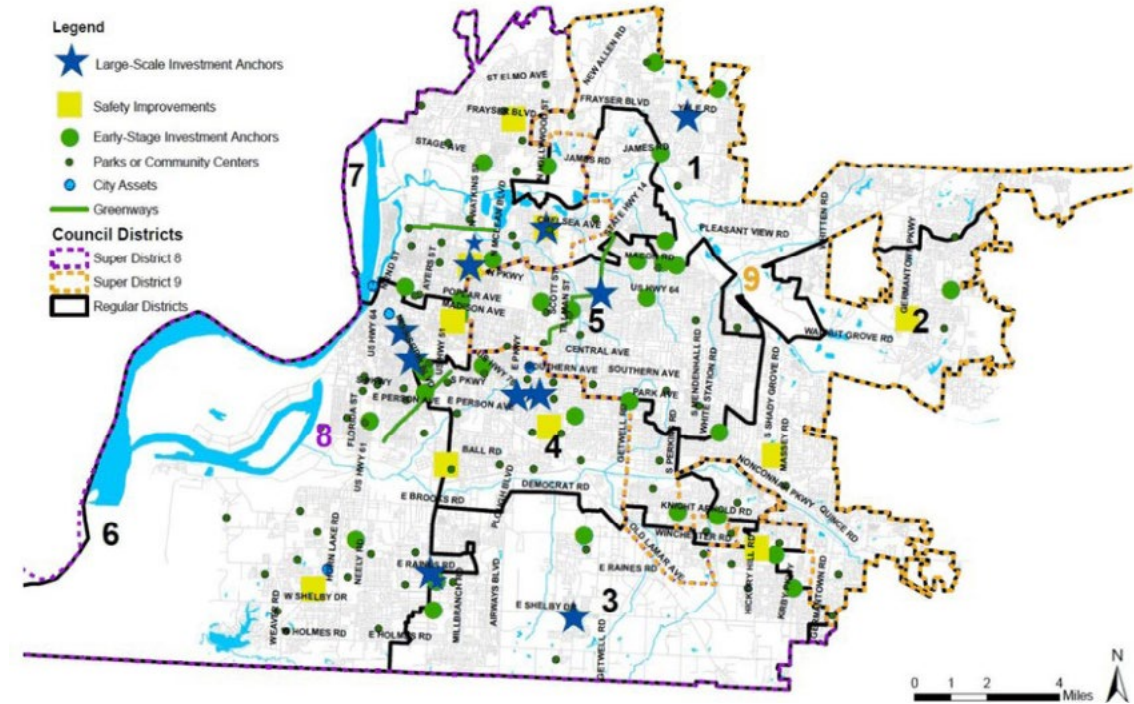
AutoZone Park Capital Repair Fund

- FedExForum Capital Repair Fund
- Historic Melrose mixed use/library/housing development
- Mud Island River Park rehab
- 100 N. Main remediation
- Underpass improvements

Improving our parks
\$75 million

Some examples include:

- Pine Hill Golf Course
- Riverview Community Center renovation/improvements
- Southwest Twin Drive-In
- Gaston Community Center
- Gaisman Community Center



THANK YOU

The past year has been difficult for many reasons but we have been able to stay connected and make progress on the implementation of the Memphis 3.0 Plan. This report highlights our collective accomplishments and we thank you for your time, input, and contributions.

We are looking to advance another year of progress and engaging the community in meaningful ways.

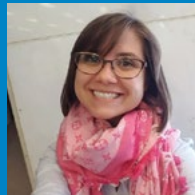
We hope everyone stays safe and healthy and we look forward to planning with you in 2021.

CONTACT US

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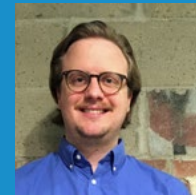


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For questions, comments, or recommendations, please email any team member or post on the Division of Planning & Development (DPD) Facebook page.



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Individuals and/or organizations seeking a printed copy of the Memphis 3.0 Comprehensive Plan may email faria.urmy@memphistn.gov for a free copy.