



Memphis 3.0

2021 Annual Report

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COVID-19 Resources

DPD continues to share pandemic-related resources with the community, including assistance programs available to those impacted by COVID-19. Please visit and share with others who may be in need during these uncertain times.

- [Shelby County Health Department](#)
- [Emergency Assistance for Individuals and Families](#)
- [Utility Assistance](#)
- [Rent/Mortgage Assistance](#)
- [Prescription Medicine Assistance – Call 901.222.4212](#)
- [Housing Assistance Emergency Eviction Settlement Fund](#)



John Zeanah, AICP
 Director
 Division of Planning and Development

INTRODUCTION

The 2021 Memphis 3.0 Annual Report highlights activities initiated and completed during 2021 that facilitate implementation of the Memphis 3.0 Comprehensive Plan and reflect the values, principles, and recommendations of the Plan. This report is structured around the three elements of Memphis 3.0 — Land, Connectivity, and Opportunity.

By continuing to direct growth “up, not out,” and working towards reversing our pattern of sprawl, Division of Planning & Development (DPD) is determined to keep pursuing the Plan’s intended goals, objectives, and actions.

DPD is honored for the recognition Memphis 3.0 has attained and acknowledges continuous support from other departments, agencies, community organizations, non-profits, private institutions, and individuals. Despite the challenges of the ongoing COVID-19 pandemic, DPD worked diligently to accomplish the goals of Memphis 3.0 and will continue to do so in the coming year.

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 functions 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 engaging 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 are assigned throughout 14 districts and 114 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 divided 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 guides future decisions on land use and transportation.

Part Three: Plan Elements

includes the major elements to guide public decision-making, which are comprised of the three elements – Land, Connectivity, and Opportunity. It encompasses citywide goals, objectives, and recommended actions supporting 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**

**Memphis is a city that
VALUES LAND AS AN ASSET.**

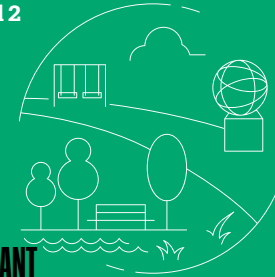
Memphis cannot continue its growth policy of the past. The City will succeed by creating compact communities where land use and density support walkable, active, and transit-served communities.

Goal 1



**COMPLETE, COHESIVE
COMMUNITIES**

Goal 2



**VIBRANT
CIVIC SPACES**

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.

Goal 4



**HIGH PERFORMING
INFRASTRUCTURE**

Goal 5

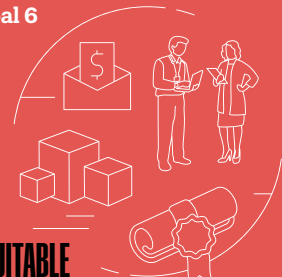


**CONNECTED CORRIDORS
AND COMMUNITIES**

**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 6



**EQUITABLE
OPPORTUNITIES**

Goal 7



**PROSPEROUS AND
AFFORDABLE COMMUNITIES**

Goal 8



**ENGAGED
COMMUNITIES**



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
- HCD** Division of Housing and Community Development
- DMC** Downtown Memphis Commission
- CRA** Memphis and Shelby County Community Redevelopment Agency
- OPM** Office of Performance Management
- MMDC** Memphis Medical District Collaborative
- ITD** Information Technology Division
- EDGE** Economic Development Growth Engine
- MPO** Metropolitan Planning Organization
- LUDS** Land Use and Development Services

PROGRESS HIGHLIGHTS

HCD closed financing for the **Tillman Cove multi-family affordable housing development**, with an anticipated completion date of August 2023, aligning city resources and programs to deliver affordable and infill housing in anchor neighborhoods.



SOURCE: BRG35 ARCHITECTS

▲ HCD oversaw the continuation of work on the **Liberty Park project**, incorporating adaptive reuse recommendations from Memphis 3.0. The project remains on schedule for opening in the fourth quarter of 2022.

Why Do We Need An Affordable Housing Trust Fund?

- Requires Subsidy Affordable Rents for Low-income Families** do not support project costs
- Federal Funding for Housing** Has declined and has been insufficient
- Incomes Unchanged** and eroded by inflation
- Severe Cost Burden** Is a major problem in the city

SOURCE: MAHTF CAMPAIGN

▲ HCD opened the second round of applications for the **Memphis Affordable Housing Trust Fund** in November 2021, capitalized by an FY21 allocation of Accelerate Memphis Bonds totaling **\$7.5 million**, to develop and preserve multi-family units.

The **Memphis Affordable Housing Trust Fund** allocated \$1 million in funds, under which eight agencies have projects underway with awards for **66 single-family housing units**.

DPD and HCD initiated the Memphis and Shelby County Joint **Housing Policy Plan** with consultants, which addresses Memphis 3.0's recommendation of **promoting affordable housing** and housing choice.



SOURCE: RESILIENT SHELBY

DPD's Construction Enforcement department in partnership with the TN Building Education Foundation is working to implement **education programs** aimed at helping interested students in **learning the building trades**.

◀ DPD's Office of Sustainability and Resilience started projects in both **Rodney Baber Park in Frayser** and **Kennedy Park in Raleigh** to re-establish wetlands, complete the Wolf River Greenway connection, park repairs, and facility upgrades as part of the **Wolf River Wetland Restoration and Greenway Project**.

DPD's Land Use and Development Services (LUDS) implemented a **new review process** to ensure both new residences and additions adhere to the UDC's contextual infill standards.



SOURCE: DMC

◀ DMC reinstated the **Food Truck Thursday** events in **Court Square Park**, following Memphis 3.0's recommendation to prioritize civic spaces.

LAND

PROGRESS HIGHLIGHTS

Engineering completed sewer system capacity studies for the **Wolf River Basin and Front Street interceptor**, and a study for the **Nonconnah Sewer Basin capacity** is currently underway.



SOURCE: THOMAS R. MACHNITZKI

▲ Parks surveyed all existing park assets and identified those in need of repair. Utilizing Accelerate Memphis funds, they will begin **replacing grills, trash receptacles, benches, and picnic tables** in 2022.

Engineering is now using **Accela for approving floodplain permits** prior to approving the plans for a private development.



SOURCE: CITY OF MEMPHIS

▲ Solid Waste partnered with the Memphis Grizzlies and University of Memphis to promote their **Recycle Right Campaign**, using new digital media content and a website to educate citizens on the importance of proper recycling.



◀ DPD, OPM, and ITD partnered to complete the **Smart Memphis Plan** based on Memphis 3.0's guidance to invest in smart city technology.

LAND

The CRA is fully funding the **reconstruction of Morris Park** and in the process of **working on Washington Park**, aligning recommendations from Memphis 3.0, the Poplar Corridor Implementation Plan and the Uptown Community Plan.

Solid Waste awarded a contract to **Atlas Organics** for organic processing to create a **marketable product** from different biodegradable wastes, addressing the recommendation to increase the City's capacity to process and divert waste. ▼



SOURCE: ATLAS ORGANICS

PROGRESS HIGHLIGHTS

The City and Memphis Area Transit Authority (MATA) received a FY2023 Small Starts Rating Package Grant from the Federal Transit Authority for implementing the **Memphis Innovation Corridor Bus Rapid Transit (BRT) project.**



▲ Engineering was awarded **TDOT grant funding** for three projects: **North Parkway Sidewalks Project, Greenline-Midtown Connector, and Mississippi Blvd. Crossings Project.**



SOURCE: WOLF RIVER CONSERVANCY

◀ CRA kicked off the construction of the **North Memphis Greenline Trail**, addressing Memphis 3.0's recommendation of linking park/open space between neighborhood anchors.

Engineering secured **grant funds to install bike racks** throughout the city and finished installation of **seven on-street bikeways** in various neighborhoods, following Memphis 3.0's recommendations on improving the bike network.



SOURCE: MEMPHIS MPO

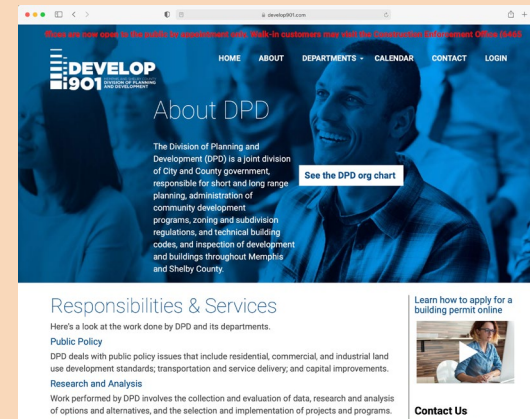
▲ The Memphis MPO began the planning process for the regional transportation plan - **Moving Together 2050**, which will incorporate portions of Memphis 3.0.

The Memphis MPO completed and adopted the **Walk & Roll: Memphis Region Pedestrian and Bicycle Plan**, utilizing Memphis 3.0 recommendations.

CONNECTIVITY

MATA began **replacing** aging and outdated **transit shelters**. The new shelters locations will improve accessibility and add new amenities.

MATA implemented **Ready!**, a **zone-based, on-demand transit service**, which serves anchor neighborhoods in Frayser/Northaven, Whitehaven/Westwood/Boxtown, and Cordova, following recommendations from the Transit Vision plan.



SOURCE: DEVELOP901.COM

OPM is working to finalize a **dashboard to track metrics** and implementation activity of the Memphis 3.0 Plan.



SOURCE: MEMPHIS LIBRARY FOUNDATION

▲ ITD reported **98% completion** of public Wi-Fi installation at libraries.

DMC, partnering with MATA and MMDC, **expanded the boundaries for the Groove On-Demand shuttle**, implementing Memphis 3.0 recommendations of eliminating gaps in the transportation network.

◀ LUDS and Construction Enforcement's most recent **Accela Program usage** statistics are **81% and 89%** respectively. Average **time to complete zoning review** for commercial and residential permits, measured from date received to date review completed are **1.1 and 1.8 days** respectively.

PROGRESS HIGHLIGHTS

DMC partnered with Center City Development Corporation (CCDC), HCD, and the South City Choice Neighborhood Initiative (CNI), to distribute **\$500,000 in grants funds** to the South City business owners and/or operators as part of the **South City Good Neighborhood Grant program**.

DMC approved **\$750k in development incentives, 5 exterior improvement grants, and 4 retail tenant improvement grants** to support accelerate and nurture anchors.

DMC's total MWBE spending in 2021 **increased to 31%**, surpassing their goal of **25% MWBE participation**.



SOURCE: UNIVERSITY NEIGHBORHOOD DEVELOPMENT CORPORATION

▲ EDGE amended the **UNDC/Highland TIF** and began the process of **financing infrastructure improvements** in the University of Memphis area following Memphis 3.0 recommendations to support growth in and around anchors.



SOURCE: THE FINANCIAL EXPRESS

▲ EDGE approved **36 NEED (Neighborhood Economic Development) Grants** to businesses, negatively hit by COVID-19 of which **74% were to MWBEs**.

EDGE approved **\$227 million in capital investment** and **\$27 million of spending** with City's and County's certified MWBEs, creating **698 jobs** using job creation PILOT (Payment in Lieu of Tax).

OPPORTUNITY

DPD added **seven new positions** in 2021 – 5 zoning compliance inspectors, a business analyst, and a historic preservation planner.

ITD and Solid Waste, in a partnership with Comcast, will launch a **“smart bin” pilot program** in mid-2022. Utilizing **Smart Trash** technology, the program will improve trash collection and increase efficiency. ▼



SOURCE: BLACKSEEDSURBANFARM.COM

▲ CRA approved the transfer of a lot to **Black Seeds**, to be used for opening **Uptown's first urban farm** in July 2021.



SOURCE: SMART BIN BY BIGBELLY, INC.

PROGRESS HIGHLIGHTS

COMMUNITY

Comprehensive Planning continuously strives to increase community engagement and reach a broader audience. In 2021, our staff worked towards this goal by embracing innovative outreach strategies and participating in planning workshops, educational training, and webinars.

Appeared on the **Memphis Metropolis podcast** to discuss the **Summer Avenue Complete Streets Study** and the completed **small area plans** around important anchors in **eight Memphis neighborhoods**.

Attended the **State of Memphis Housing Summit** and participated as a panelist on the session of **Planning for Housing Equity**. The session gave an overview on the joint effort between HCD and DPD efforts on a Housing Policy Plan rooted in the Memphis 3.0 Comprehensive Plan. ▼

Served on the **City Engineering's Safety and Awareness Campaign** to initiate direction for marketing bike and pedestrian education.

Served as a panelist in **Planning for Equitable Investment Through Community Engagement**, episode 4 of ChangeLab Solutions' virtual discussion series **Uprooting the Structural Drivers of Health Inequity**.

Presented on Memphis 3.0 and ongoing Comprehensive Planning projects and plans to multiple community groups such as the **University of Memphis Graduate Architecture Students, Gestalt Community Schools, and Leadership Memphis**. ▼

Served as part of **Church Health's Food Insecurity and Accessibility Collaborative** and drafted a food system policy proposal with other volunteers to eventually present to the City.



SOURCE: LESLYBUCKETLISTPUBLICATIONS.COM

Worked on **small area plans** (South City, Soulsville, Hollywood-Hyde, Klondike, Highland Heights, Oakhaven, Orange Mound) along with multiple agencies, stakeholders, and residents.

Attended the **Virtual Hands-on ArcGIS Urban Workshop and Seminar**, hosted by the Esri Smart Cities team for city and county planners.

Served as a member of Engineering's **Pedestrian Advocacy and Bicycle Advocacy Councils**, along with attending quarterly meetings for both.



SOURCE: JIMMIE TUCKER

Attended **training for the Procure dashboard** to manage construction projects from start to finish. It is anticipated to increase the productivity and completion rate of projects.

Engaged with **over 16,000 Memphians** – virtual and in-person in 2021.

Engaged as a member of the **Blight Elimination Steering Team (BEST)**.



ACCELERATE MEMPHIS

Accelerate Memphis – Invest in Neighborhoods launched in 2021 under the Strickland administration to serve as a catalyst for growth in the city. Of the \$200 million in funding, \$75 million is designated for activating Memphis 3.0. Implementation of public improvements identified in 9 small area plans, 35 anchor sites, and 4 intersections will be complete by the end of 2023.

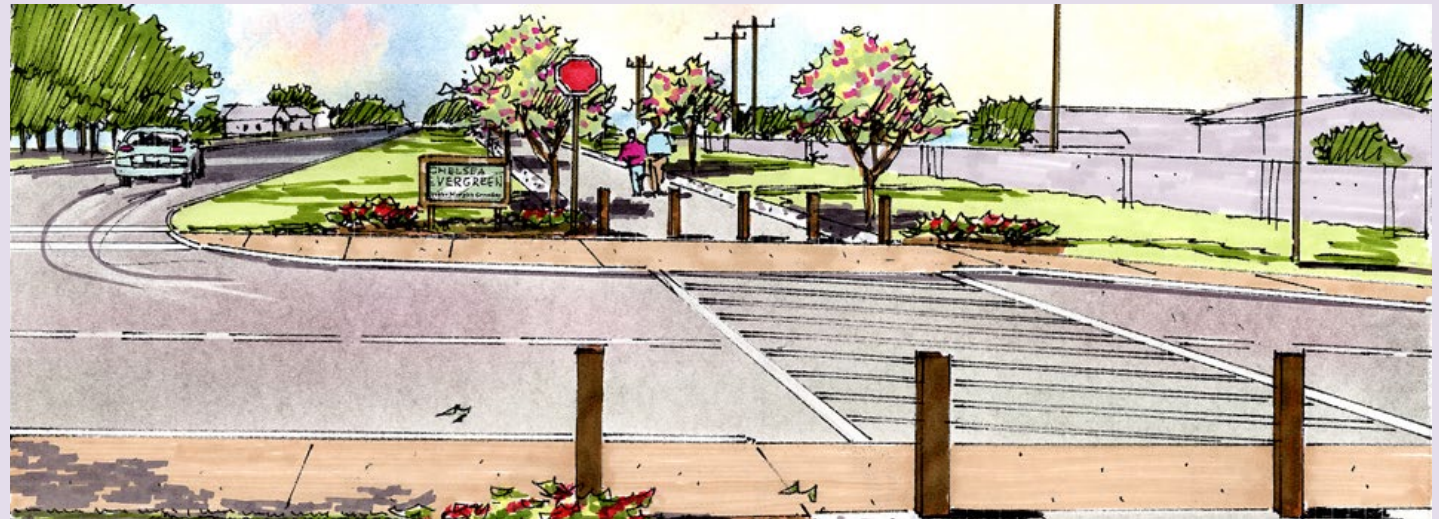
SOUTH CITY DESIGN CONCEPT - MISSISSIPPI BLVD UNDERPASS GATEWAY

IMAGE: SELF TUCKER

ACCELERATE MEMPHIS

What is Accelerate Memphis?

Accelerate Memphis – Invest in Neighborhoods will invest \$200 million in catalytic community projects intended to accelerate the city’s growth by improving quality of life, driving equity and inclusion, improving housing and connectivity, and solving stubborn problems that are deeper than any single capital improvement plan can solve. All projects are expected to be completed by the end of 2023.



DESIGN CONCEPT - CHELSEA GREENLINE

Activating Memphis 3.0 - \$75 million

- Implementation of large scale public improvements identified in 9 small area plans
- Early stage investments at 35 anchors
- Safety improvement at 4 intersections
- Broadband infrastructure improvements (Managed by HCD & DPD)
- Affordable housing trust fund in Memphis 3.0 anchors (Managed by HCD & DPD)

Improving Parks - \$75 million

- Deferred maintenance at parks, community and senior centers, aquatic facilities
- Investments in community identified improvements – parks, golf courses, new community and senior centers, greenline/greenway connections and extensions

Revitalizing Citywide Assets - \$50 million

- Repairs and renovations to AutoZone Park and FedEx Forum
- Historic Melrose mixed use/library/senior housing development
- Liberty Park youth sports complex
- Mud Island River Park improvements
- 100 N. Main remediation
- Underpass railroad and street improvements

Visit the Accelerate Memphis website to learn more: [acceleratememphis.com](https://www.acceleratememphis.com)



ACCELERATE MEMPHIS

Large Scale Investments

Nine locations are targeted for large scale investments of \$4 million each. These investments were identified and prioritized in the small area plans. Large scale investments can include pedestrian scale street lights, new sidewalks, public promenades and plazas, rainwater detention, intersection improvements, road reconfiguration and multi-modal trails. Large scale improvements were identified by community members during the small area planning process.

LARGE SCALE INVESTMENT LOCATIONS

- ➔ **Highland Heights**
- ➔ **Hollywood-Hyde Park**
- ➔ **Klondike**
- ➔ **Oakhaven**
- ➔ **Orange Mound**
- ➔ **Raleigh**
- ➔ **Soulsville**
- ➔ **South City**
- ➔ **Whitehaven**



HOLLYWOOD-HYDE PARK DESIGN CONCEPT - LINEAR PEDESTRIAN PLAZA ALONG CHelsea AVE

ACCELERATE MEMPHIS

Early Stage Investments

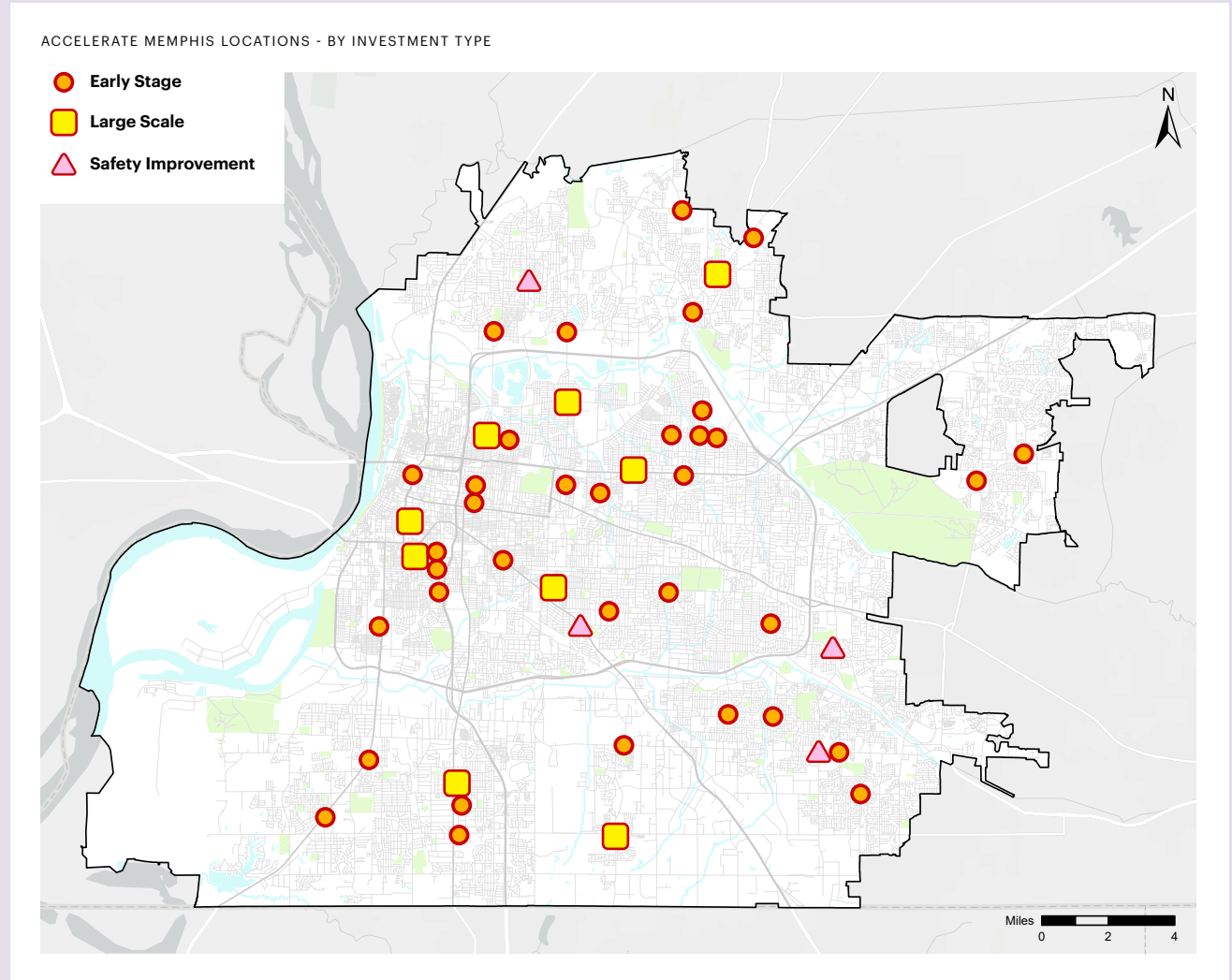
A mix of 35 **nurture** and **accelerate** anchors identified in Memphis 3.0 will receive \$400,000 each in early stage investments. Early stage investments can include public art, new sidewalks, ADA curb ramps, traffic signalization improvements, and street lighting. These projects will signal public sector investment in these anchor areas and are intended to serve as catalyst for additional opportunities.

Safety Improvement of Intersections

Four intersections identified in Memphis 3.0 will receive critical improvements prioritizing safety. The improvements may include intersection redesign, improved lighting, signal upgrades, crosswalk and sidewalk improvements, and ADA improvements.

SAFETY IMPROVEMENT INTERSECTION LOCATIONS

- ➔ **Frayser Blvd & Overton Crossing St**
- ➔ **Hickory Hill Rd & Winchester Rd**
- ➔ **Quince Rd & Ridgeway Rd**
- ➔ **Lamar Ave/Kimball Ave/Pendleton St**



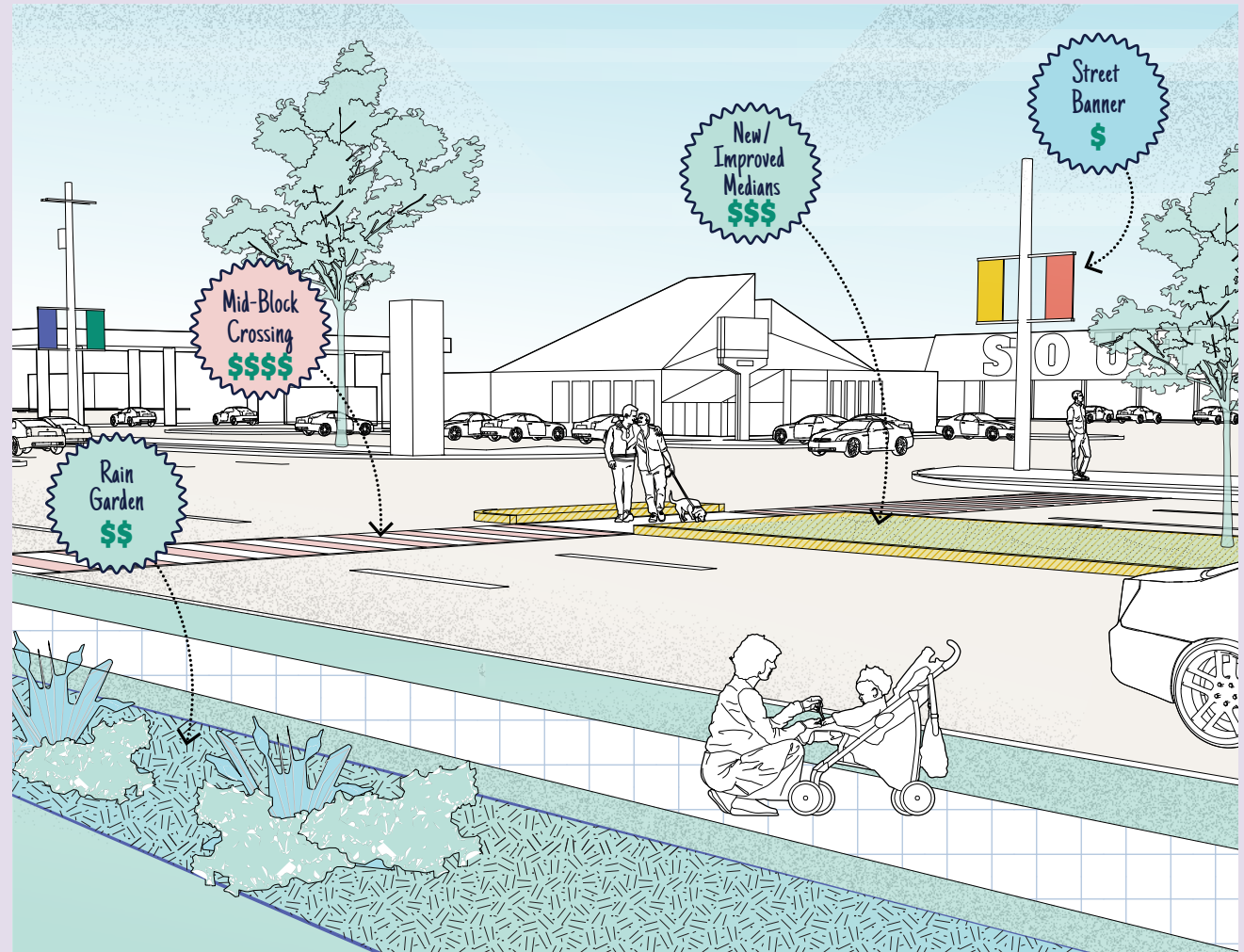
ACCELERATE MEMPHIS

Memphis Public Investment Guide

Comprehensive Planning developed the Memphis Public Investment Guide to support public engagement efforts for the 35 Accelerate Memphis early stage investment projects. The guide will also serve as a resource for neighborhood organizations and residents interested in planning and implementing small-scale community improvement projects on their own or in conjunction with the City. The guide includes information pertaining to project timelines, approval requirements, and costs.



The Memphis Public Investment Guide is available at: memphis3point0.com/projects



DESIGN CONCEPT - POTENTIAL INVESTMENTS AT A SHOPPING CENTER ANCHOR



SMALL AREA PLANS

Comprehensive Planning completed eight small area plans in 2021, with the completion of a ninth plan anticipated in the first quarter of 2022. These plans guide investment and development around neighborhood anchors following Memphis 3.0 recommendations. Due to the COVID-19 pandemic, engagement and public meetings for these plans were conducted mostly virtually. As part of the small area planning process, a total of 530 Memphians attended virtual or in-person meetings, 3,311 engaged via social media or email, and 538 completed surveys in 2021.

SMALL AREA PLANS

Highland Heights Small Area Plan



DESIGN CONCEPT - THE HEIGHTS LINE AT NATIONAL ST & SUMMER AVE

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ **Partner with Engineering to complete the Heights Line, make connection to Hampline**
- ✓ **Intersection Improvements on National St**
- ✓ **Sidewalk Improvements on Summer Ave from National to Highland**
- ✓ **Street Improvements on Broad Ave from Holmes to Summer**

FOCUS ANCHOR AREA

Summer Ave & National St

ENGAGEMENT PROCESS

Comprehensive Planning held two virtual public meetings with community members and stakeholders during the spring and summer of 2021. During the first meeting, recommendations and design options based on initial stakeholder group interviews and Memphis 3.0 anchor ideas for Summer & National were presented. Using meeting attendee feedback, refined design concepts and recommendations were developed and presented at the second meeting. Design concepts were further refined using meeting attendee comments and suggestions. The final plan including implementation items and costs were released in December 2021.

Hollywood-Hyde Park Small Area Plan



DESIGN CONCEPT - LINEAR PEDESTRIAN PLAZA ALONG CHELSEA AVE

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS


- ✓ **Chelsea Ave pedestrian plaza**
- ✓ **Park improvements between Hatiloo Center and Promise Academy**

FOCUS ANCHOR AREA

Chelsea Ave & Hollywood St

ENGAGEMENT PROCESS

Comprehensive Planning held two virtual public meetings with community members and stakeholders during the spring and summer of 2021. During the first meeting, recommendations and design options based on initial stakeholder group interviews and Memphis 3.0 anchor ideas for Chelsea & Hollywood were presented. Using meeting attendee feedback, refined design concepts and recommendations were developed and presented at the second meeting. Design concepts were further refined using meeting attendee comments and suggestions. The final plan including implementation items and costs were released in December 2021.

 The Highland Heights Small Area Plan is available at: memphis3point0.com/projects-highlandheights

 The Hollywood-Hyde Park Small Area Plan is available at: memphis3point0.com/projects-hydepark

SMALL AREA PLANS

Klondike Small Area Plan



DESIGN CONCEPT - NEIGHBORHOOD PLAZA AT JACKSON AVE & WATKINS ST

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ **Mansfield St closure and reroute**
- ✓ **New plaza at Jackson Ave & Watkins St**
- ✓ **Intersection improvements at Watkins St, Jackson Ave, & Lyndale Ave**
- ✓ **Mid-block crossing on Jackson Ave at Lyndale Ave**
- ✓ **Street improvements on Vollintine Ave from Bellevue Blvd to Watkins St**

FOCUS ANCHOR AREAS

**Jackson Ave & Watkins St,
Brown Ave & Watkins St**

ENGAGEMENT PROCESS

Comprehensive Planning held two virtual public meetings with community members and stakeholders during the spring and summer of 2021. During the first meeting, recommendations and design options based on initial stakeholder group interviews and Memphis 3.0 anchor ideas for Jackson & Watkins and Brown & Watkins were presented. Using meeting attendee feedback, refined design concepts and recommendations were developed and presented at the second meeting. Design concepts were further refined using meeting attendee comments and suggestions. The final plan including implementation items and costs were released in December 2021.

 The Klondike Small Area Plan is available at: memphis3point0.com/projects-klondike

Oakhaven Small Area Plan



DESIGN CONCEPT - INTERSECTION IMPROVEMENTS AND VISUALLY DISTINCT GATEWAY AT SHELBY & TCHULAHOMA

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ **Intersection and traffic calming improvements at Shelby Dr & Tchulahoma Rd**
- ✓ **Sidewalk installation on Tchulahoma Road**

FOCUS ANCHOR AREA

Shelby Dr & Tchulahoma Rd

ENGAGEMENT PROCESS

Comprehensive Planning held two virtual public meetings with community members and stakeholders during the spring and summer of 2021. During the first meeting, recommendations and design options based on initial stakeholder group interviews and Memphis 3.0 anchor ideas for Shelby & Tchulahoma were presented. Using meeting attendee feedback, refined design concepts and recommendations were developed and presented at the second meeting. Design concepts were further refined using meeting attendee comments and suggestions. The final plan including implementation items and costs were released in December 2021.

 The Oakhaven Small Area Plan is available at: memphis3point0.com/projects-oakhaven

SMALL AREA PLANS

Orange Mound Small Area Plan



DESIGN CONCEPT - STREETScape IMPROVEMENTS ON PARK AVE AT MARECHALNEIL ST

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ **Street improvements on Park Ave**
- ✓ **Intersection improvements at Park Ave & Airways Blvd**

FOCUS ANCHOR AREAS

Lamar Ave & Airways Blvd, Orange Mound

ENGAGEMENT PROCESS

Comprehensive Planning held two virtual public meetings with community members and stakeholders during the spring and summer of 2021. During the first meeting, recommendations and design options based on initial stakeholder group interviews and Memphis 3.0 anchor ideas for Lamar & Airways and Orange Mound were presented. Using meeting attendee feedback, refined design concepts and recommendations were developed and presented at the second meeting. Design concepts were further refined using meeting attendee comments and suggestions. The final plan including implementation items and costs were released in December 2021.

Soulsville Small Area Plan



DESIGN CONCEPT - POCKET NEIGHBORHOOD DEVELOPMENT NEAR MISSISSIPPI BLVD & WALKER AVE

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS


- ✓ **Street improvements on Walker Ave, east of Mississippi Blvd.**
- ✓ **Walk/bike loop – street resurfacing and sidewalk installation**


FOCUS ANCHOR AREA

Mississippi Blvd & Walker Ave

ENGAGEMENT PROCESS

Comprehensive Planning held two virtual public meetings with community members and stakeholders during the spring and summer of 2021. During the first meeting, recommendations and design options based on initial stakeholder group interviews and Memphis 3.0 anchor ideas for Mississippi & Walker were presented. Using meeting attendee feedback, refined design concepts and recommendations were developed and presented at the second meeting. Design concepts were further refined using meeting attendee comments and suggestions. The final plan including implementation items and costs were released in December 2021.

 The Orange Mound Small Area Plan is available at: memphis3point0.com/projects-orangemound

 The Soulsville Small Area Plan is available at: memphis3point0.com/projects-soulsville

SMALL AREA PLANS

South City Small Area Plan



DESIGN CONCEPT - STREETSCAPING, PLACEMAKING AND SAFETY IMPROVEMENTS ON VANCE AVE

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ **Intersection improvements and creation of public green space at Mississippi Blvd & Georgia Ave**
- ✓ **Railroad underpass improvements at Mississippi Blvd**

FOCUS ANCHOR AREAS

**Vance Ave & Lauderdale St,
Mississippi Blvd & Georgia Ave**

ENGAGEMENT PROCESS

Comprehensive Planning held two virtual public meetings with community members and stakeholders during the spring and summer of 2021. During the first meeting, recommendations and design options based on initial stakeholder group interviews and Memphis 3.0 anchor ideas for Vance & Lauderdale and Mississippi & Georgia were presented. Using meeting attendee feedback, refined design concepts and recommendations were developed and presented at the second meeting. Design concepts were further refined using meeting attendee comments and suggestions. The final plan including implementation items and costs were released in December 2021.

 The South City Small Area Plan is available at:
memphis3point0.com/projects-southcity

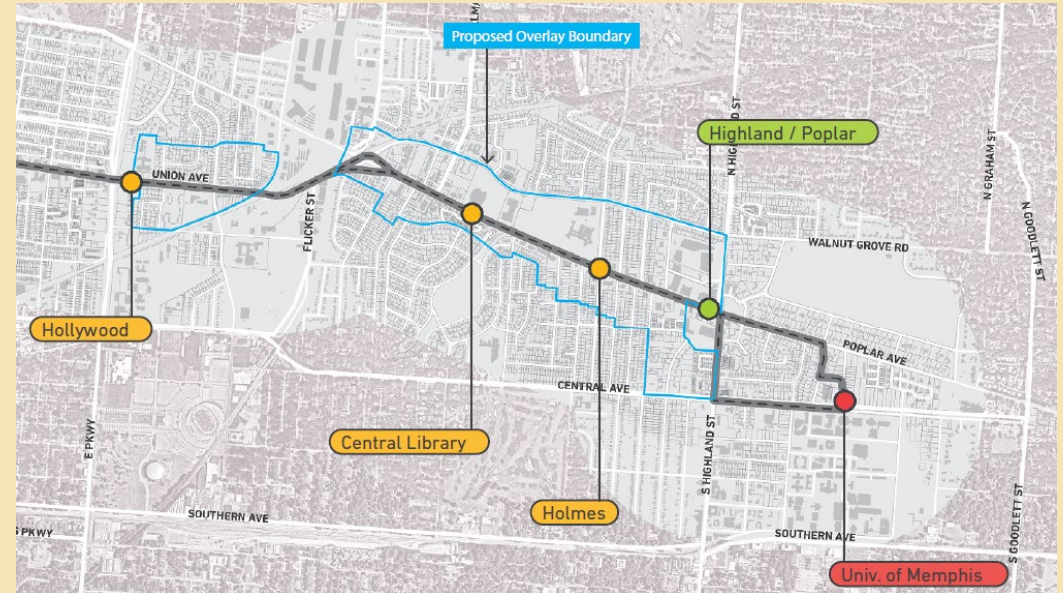
SMALL AREA PLANS

Memphis Innovation Corridor Transit Oriented Development Plan

In December 2021, DPD, in collaboration with MATA, completed a transit oriented development (TOD) plan for the City's first bus rapid transit (BRT) – the Memphis Innovation Corridor. The plan covers the area connect by the Innovation Corridor through Downtown, Medical District, Midtown, and University of Memphis area along Second Street and B.B. King Boulevard, Union Avenue, and Poplar Avenue. For each of the 17 station areas, the plan guides land use, zoning, development regulations, multi-modal infrastructure, and neighborhood connections to ensure the built environment supports the success of the City's first BRT system – mConnect. By planning for transit oriented development, the City can guide sustainable urban growth that supports high-capacity transit while also following Memphis 3.0's vision to Build Up, Not Out.



◀ For each of the 17 stations areas, potential future land uses and developments were identified based on the station typology, market potential, and planned future developments. The image highlights the **Manassas station area concept**. New residential and mixed-use development and expansions to the UTHSC campus are envisioned for the station area, building off ongoing and anticipated development in the station area.



ZONING CHALLENGES

- ➔ All zoning districts from the Memphis and Shelby County Unified Development Code are represented within ¼ mile of the corridor
- ➔ Implementation is difficult for TOD standards due to differences in setbacks, height maximums, and other building requirements in each of the zoning districts
- ➔ Several overlays are present along the Corridor but do not cover the entire Corridor

ZONING RECOMMENDATIONS

- ✔ Rezone auto-oriented zoning districts
- ✔ Apply frontage requirements
- ✔ Implement access management standards
- ✔ Transit Overlay District to cover the entire Corridor

The Innovation Corridor TOD Plan is available at: memphis3point0.com/innovation-corridor

SMALL AREA PLANS

Summer Avenue Complete Streets Study


Comprehensive Planning partnered with the Tennessee Department of Transportation (TDOT) to conduct a study of Summer Avenue from East Parkway to I-40. The study identifies mobility and accessibility challenges along the corridor and identifies opportunities to reimagine Summer Avenue as a safe and accessible multi-modal corridor with thriving commercial, residential, and public spaces. The planning team used data-driven analysis and public engagement to create concept designs that satisfy a wide range of safety, mobility, and community development goals. The study will be completed in March 2022.

TYPES OF ENGAGEMENT

- ✔ **Over 450 participants engaged in two surveys**
- ✔ **Conducted a walking tour of the corridor with advisory committee members**
- ✔ **Two virtual public meetings**
- ✔ **In-person three day design charrette**
- ✔ **Focus group meetings with community stakeholders**

This **design concept** ▶ illustrates a complete street that considers the safety of all users at Summer Avenue & Graham Street. Pedestrian safety and comfort is improved with high-visibility crosswalks, a signalized crossing, new sidewalks, and street trees. A protected bike lane provides safety and comfort to bicyclists.



 Visit the project page for more information: memphis3point0.com/projects-summer-avenue



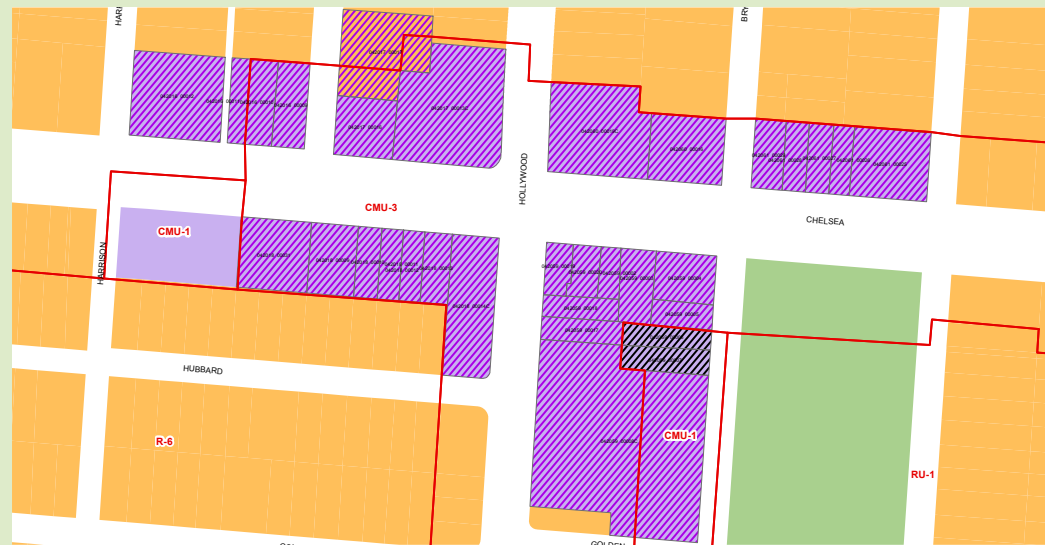
PLAN IMPLEMENTATION

In our effort to continually promote and support the implementation of Memphis 3.0, Comprehensive Planning performs several core functions annually: Comprehensive Rezoning, Annual Plan Amendments, and the Plan to Implement Report (PIR). The PIR measures progress towards plan implementation across City divisions, the private sector, and community and institutional partners; one such measurement is the tracking of building permit data, which shows progress towards increasing density through new development. These functions further the implementation of Memphis 3.0, helping to ensure it remains a living document, adaptable to changing conditions within the city.

PLAN IMPLEMENTATION

Comprehensive Rezoning

Comprehensive Planning led DPD's rezoning of areas across the city to improve compatibility with future land use designations from Memphis 3.0. In response to a moratorium on new construction of gas stations and used tire shops throughout the city, DPD studied the effects of these uses on surrounding neighborhoods and proposed recommendations for zoning amendments. The result was a rezoning of 17 areas across the city to ensure compatibility with surrounding neighborhoods and the Memphis 3.0 future land use map. The Memphis City Council adopted the comprehensive rezoning on November 2, 2021.



INCOMPATIBILITY BETWEEN ZONING (CMU-3) AND FUTURE LAND USE (A-NMS) AT CHELSEA & HOLLYWOOD ANCHOR

Annual Plan Amendment

Memphis 3.0 is updated annually to ensure changes in the development landscape, city infrastructure, and emerging community priorities are integrated into the plan in a flexible, responsive manner. The 2021 plan amendment has four categories of updates: general plan edits, anchor changes, land use categories changes, and appendices changes. The 2021 plan amendment is open for public review and comment in January and February 2022, and will be heard by the Memphis and Shelby County Land Use Control Board in March 2022. If approved by the Land Use Control Board, the plan amendment will go before the Memphis City Council for adoption in April 2022.

GENERAL EDITS

- ✔ **Minor Text Corrections**
- ✔ **Future Land Use Map Changes**
- ✔ **Future Land Use Map Clean-Up**

ANCHOR CHANGES

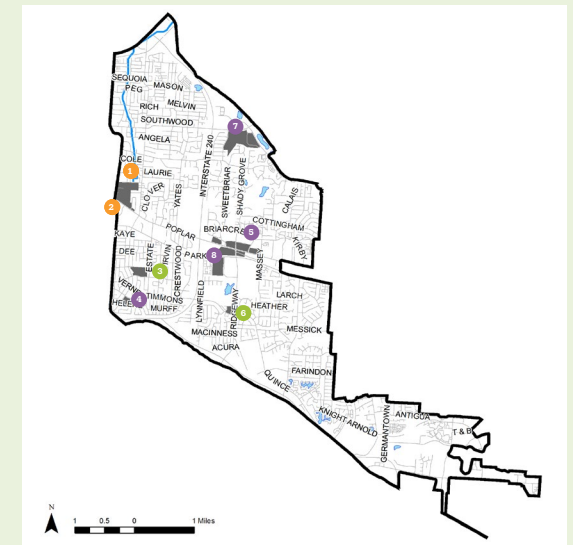
- ✔ **New Anchor in Core District**
- ✔ **Anchor Shift in East District**

LAND USE CATEGORY CHANGES

- ✔ **Zoning Note Changes**

APPENDICES CHANGES

- ✔ **Updates to Small Area Plans**
- ✔ **Updates to System Plans**



PROPOSED ANCHOR CHANGE IN EAST PLANNING DISTRICT (EASTGATE TO POPLAR & MENDENHALL)

PLAN IMPLEMENTATION

Plan to Implement Report

The implementation of Memphis 3.0 is the responsibility of not just DPD and Comprehensive Planning, but the entire City government. All City divisions and coordinating agencies have been assigned actions towards the goals and objectives of Memphis 3.0 related to their function. To better track the progress of this expansive effort, each division and agency submits a progress update of their actions toward implementation on a biannual basis. These updates are compiled by Comprehensive Planning into the Plan to Implement Report, which is then submitted to the Mayor.

PLAN TO IMPLEMENT REPORT — ACTIONS SUMMARY

	Total Plan Actions	Actions Reported Jan - June 2021	Actions Reported July - Dec 2021
Goal 1: Complete, Cohesive Communities	117	14	22
Goal 2: Vibrant Civic Spaces	55	1	7
Goal 3: Sustainable and Resilient Communities	85	4	3
Goal 4: High Performing Infrastructure	77	4	4
Goal 5: Connected Corridors and Communities	34	4	6
Goal 6: Equitable Opportunities	54	1	4
Goal 7: Prosperous and Affordable Communities	50	3	3
Goal 8: Engaged Communities	25	3	2

▲ During 2021, twelve different City divisions and coordinating agencies reported a total of 85 actions taken towards implementing Memphis 3.0.

Raleigh and Whitehaven Pedestrian Improvements

Public infrastructure improvements are one method for implementing Memphis 3.0's recommendations. During 2021, Comprehensive Planning coordinated the installation of crosswalk improvements in Raleigh and Whitehaven. These communities expressed a need for improved pedestrian facilities at intersections during a small area planning process in 2019. Artistic crosswalks were installed in Raleigh at Yale & Scheibler and Yale & Powers. High-visibility crosswalks were installed at Elvis Presley & Raines, Elvis Presley & Laudeen, Austin Peay & Yale, and Austin Peay & Morrison.



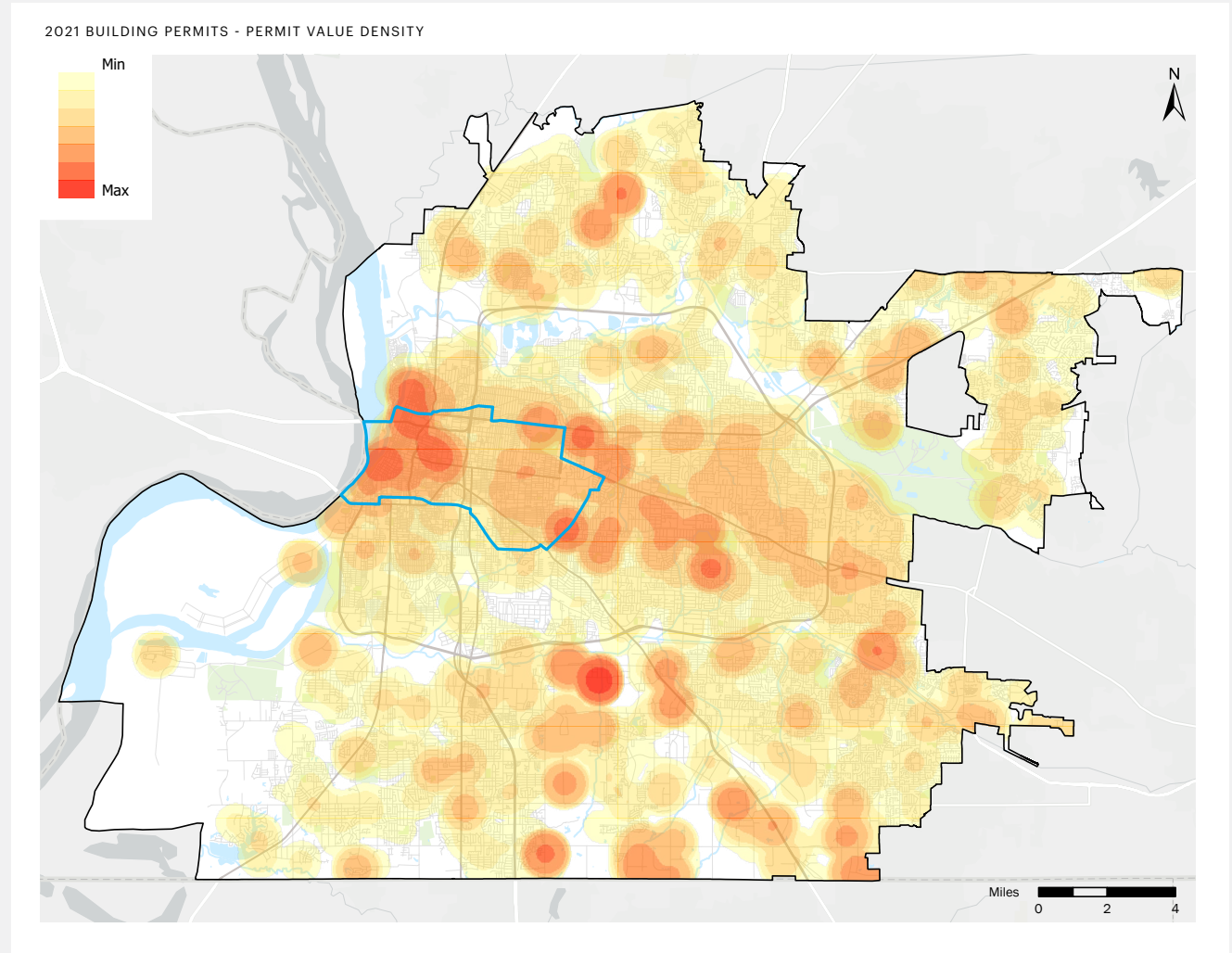
ARTISTIC AND HIGH-VISIBILITY CROSSWALK MARKINGS IN RALEIGH

PLAN IMPLEMENTATION

Building Permit Activity

Comprehensive Planning uses building permit data as one indicator in measuring the success of Memphis 3.0.

A building permit is filed with the Division of Planning and Development any time a new building is constructed or an existing building is altered or receives an addition. These permits are mapped and analyzed to better understand the types, dollar values, and locations of construction activity relative to Memphis 3.0 anchors, planning districts, and City Council districts. As we continue to track and analyze building permit activity, we will gain a deeper understanding of the effect Memphis 3.0 has on development across the city.



▲ The **Core City** planning district (*outlined in blue*) had the highest concentration of building permit value in 2021 with **\$23.8 million per square mile**.

PLAN IMPLEMENTATION >> BUILDING PERMIT ACTIVITY

Memphis 3.0 Anchors / Degree of Change

BUILDING PERMITS IN MEMPHIS 3.0 ANCHOR AREAS — BY DEGREE OF CHANGE

MEMPHIS 3.0 ANCHORS	NURTURE	ACCELERATE	SUSTAIN	TOTAL
2020*	\$41,739,882	\$311,225,404	\$89,367,253	\$442,332,539
2021	\$54,783,051	\$624,297,257	\$65,038,990	\$744,119,297
Pct. Change	+31.2%	+100.6%	-27.2%	+68.2%

\$313M Increase in building permit value in accelerate areas from 2020 to 2021

BUILDING PERMITS IN MEMPHIS 3.0 ANCHOR AREAS — YEAR-TO-YEAR

MEMPHIS 3.0 ANCHORS	2018	2019	2020*	2021
Number of permits	986	734	707	1,402
Value (\$) of permits	\$671,970,883	\$766,642,045	\$442,332,539	\$744,119,297

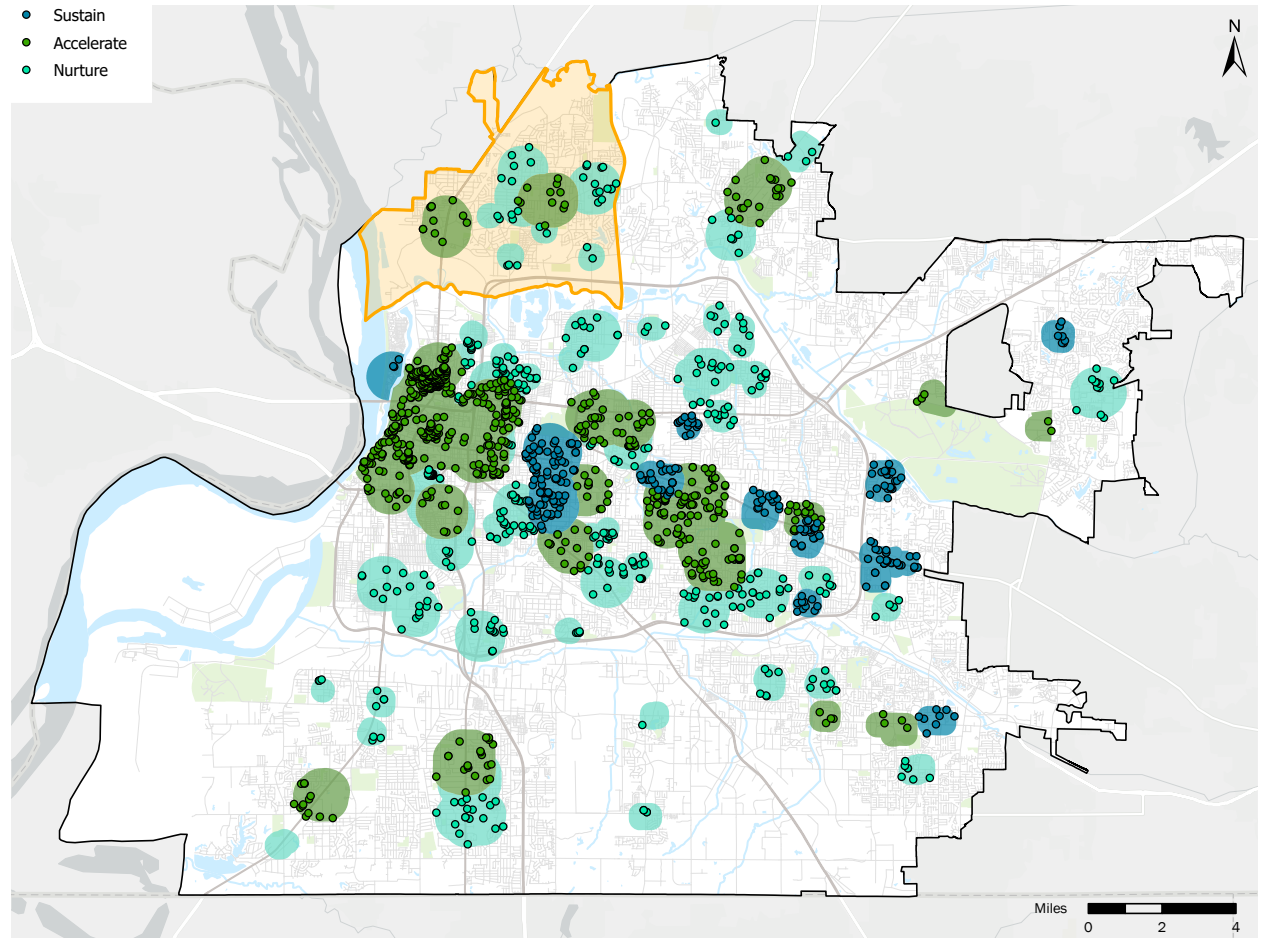
98% Increase in number of anchor area building permits from 2020 to 2021

BUILDING PERMITS IN MEMPHIS 3.0 ANCHOR AREAS — BY PLANNING DISTRICT

PLANNING DISTRICT	TOTAL	PLANNING DISTRICT	TOTAL
Cordova	\$4,096,752	Oakhaven	\$4,590,505
Core	\$392,939,164	Raleigh	\$4,548,359
East	\$27,635,998	South	\$5,121,406
Frayser	\$28,761,618	Southeast	\$1,171,513
Jackson	\$2,206,491	University	\$186,157,018
Lamar	\$2,034,723	Westwood	\$1,232,356
North	\$71,999,983	Whitehaven	\$11,623,411

* 2020 data does not include October 2020 due to a change in the permitting system.

2021 BUILDING PERMITS - BY DEGREE OF CHANGE



▲ The **Frayser** planning district (outlined in orange) had a large increase in building permit value within its anchor neighborhoods from \$1.3 million in 2020 to **\$28.8 million** in 2021.

PLAN IMPLEMENTATION >> BUILDING PERMIT ACTIVITY

Citywide

BUILDING PERMITS CITYWIDE — BY CONSTRUCTION TYPE

CITYWIDE	NEW CONSTRUCTION	ADDITION	ALTERATION	TOTAL
2020*	\$696,037,736	\$100,211,657	\$341,333,727	\$1,137,583,120
2021	\$936,718,646	\$117,999,825	\$646,981,149	\$1,701,699,620
Pct. Change	+34.6%	+17.8%	+89.6%	+49.6%

55% Proportion of permit value that went towards new construction in 2021

BUILDING PERMITS CITYWIDE — YEAR-TO-YEAR

CITYWIDE	2018	2019	2020*	2021
Number of permits	1,938	1,659	1,620	3,411
Value (\$) of permits	\$1,192,363,863	\$1,084,937,260	\$1,137,583,120	\$1,701,699,620

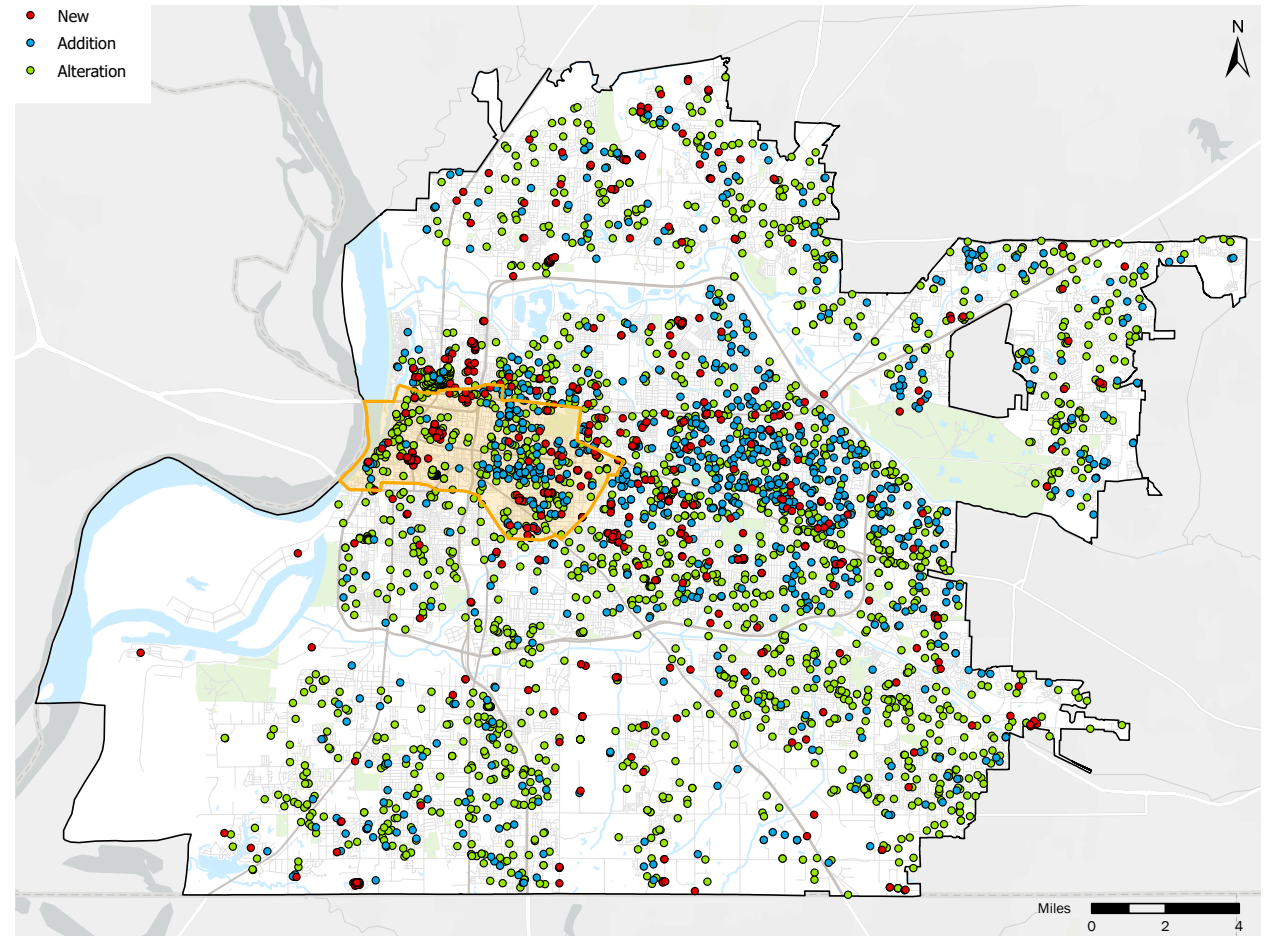
\$563M Increase in permit value in 2021 over the previous three years' average

BUILDING PERMITS CITYWIDE — BY PLANNING DISTRICT

PLANNING DISTRICT	TOTAL	PLANNING DISTRICT	TOTAL
Cordova	\$48,682,024	Oakhaven	\$516,007,044
Core	\$461,359,920	Raleigh	\$56,347,403
East	\$105,311,692	South	\$21,975,891
Frayser	\$41,983,134	Southeast	\$19,554,690
Jackson	\$10,151,757	University	\$259,949,484
Lamar	\$15,753,390	Westwood	\$27,001,915
North	\$99,814,498	Whitehaven	\$33,605,615

* 2020 data does not include October 2020 due to a change in the permitting system.

2021 BUILDING PERMITS - BY CONSTRUCTION TYPE



▲ Over **one-third** of citywide new construction value — \$335.8M — occurred in the **Core City** planning district (outlined in orange) in 2021.

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

- 1 To envision and encourage a city, county, and region of growth, development, and prosperity.
- 2 To provide a safe and secure environment through the administration and enforcement of building codes and zoning regulations.
- 3 To promote the development of a balanced, efficient, and affordable regional transportation system to meet the needs of people and goods moving within and through the region, while minimizing the impact.
- 4 To provide access to safe, affordable, healthy, and efficient housing options for all citizens of the city and county.
- 5 To administer a regulatory system that enhances communities, workplaces, economic vitality, historic and environmental assets, transportation systems, and quality of life for all.
- 6 To implement sustainable practices within local government and throughout the community.

2020-2021 ACCOMPLISHMENTS

- ✓ Moved Plans Review and Zoning Enforcement to City Hall to merge customer service operations with Land Use and Development Services.
- ✓ Established 2-hour windows and 30-minute call-ahead options for construction inspections.
- ✓ Launched the online Residential Permit Guide through Camino to help residential customers better navigate permitting requirements.
- ✓ Completed a division-wide, all-disaster business continuity plan including recession-proofing the enterprise fund.
- ✓ Invested in ongoing Accela training for staff and customers.
- ✓ Completed Innovation Corridor Plan, seven small area plans, Smart Memphis plan, and housing policy plan.

DIVISION STRATEGIC PLAN GOALS






Despite the ongoing COVID-19 pandemic, DPD remained on track and achieved many major milestones. The division plans to continue this success and complete 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 2022

These performance measures are related to the Memphis 3.0 Comprehensive Plan. DPD will track the following in 2022:

-  **New building activity in defined anchors and anchor neighborhoods, residential and commercial**
-  **Implementation projects resulting from 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**
-  **Biannual reporting of plan progress to Mayor**

AWARDS AND RECOGNITION



Memphis 3.0 Comprehensive Plan is the recipient of 2021 Congress for New Urbanism (CNU) Charter Award in the Metropolis, City and Town category.

[Read the Story](#)



Memphis 3.0 Comprehensive Plan was featured in American Planning Association's PAS Memo publication in July 2021.

THANK YOU

The last two years have been difficult for everyone, but despite continued challenges our team stayed connected to the community and continued to make positive progress implementing Memphis 3.0. This report highlights our accomplishments – those made collectively as a community. We thank you for your time, input and contributions to keep the momentum going. We begin 2022 excited for another year of progress and meaningful engagement with the community. We look forward to planning with you in the new year.

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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.