



Memphis 3.0

2022 Annual Report

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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.



John Zeanah, AICP
 Director
 Division of Planning and Development

INTRODUCTION

The 2022 Memphis 3.0 Annual Report highlights activities initiated and completed during 2022 that facilitate implementation of the Memphis 3.0 Comprehensive Plan and reflect the values, principles, and recommendations of the Plan.

Three years ago, Memphis 3.0 was adopted as the first comprehensive plan since 1981. Since, Division of Planning and Development (DPD) and its partners have focused on plan implementation, consistently referring back to the plan to understand how it could have the type of positive impact on community that residents across Memphis believed it could. Just three years later, implementation can be seen through Accelerate Memphis public investments in communities across the city, clearer development standards through updates to the Unified Development Code, and capturing the community's voice through plan consistency reviews on projects submitted. These successes earned Memphis 3.0 the award for Outstanding Plan Implementation from the Tennessee Chapter of American Planning Association in 2022.

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. By continuing to direct growth "up, not out," and working towards reversing our pattern of sprawl, DPD is determined to keep pursuing the Plan's intended goals, objectives, and actions.

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.



Memphis 3.0
Comprehensive Plan

[View the Memphis 3.0 Comprehensive Plan](#)

**PLAN
GOALS
AND
GUIDING
VALUES**

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

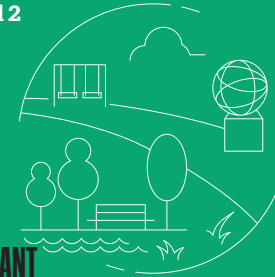
Memphis cannot continue its growth policy of the past. The City will succeed by creating compact communities where land use and density support walkable, active, and transit-served communities.

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
- LUDS** Land Use and Development Services
- MMDC** Memphis Medical District Collaborative
- ITD** Information Technology Division
- EDGE** Economic Development Growth Engine
- MPO** Metropolitan Planning Organization

PROGRESS HIGHLIGHTS

LAND

The **affordable housing project at Tillman Cove** continues to progress. HCD reports the foundations for most of the buildings are poured, asphalt binding for the site is complete, and wood framing has started at three buildings. The project is on track for completion in August 2023. ▼



SOURCE: KIMLEY HORN & D'HAUPIRO & COMPANY

Public Works' **Sewer Assessment and Rehabilitation Program** is coordinating with several departments in Memphis 3.0 anchor community areas to plan for sewer repair completion prior to the redevelopment of anchor areas.

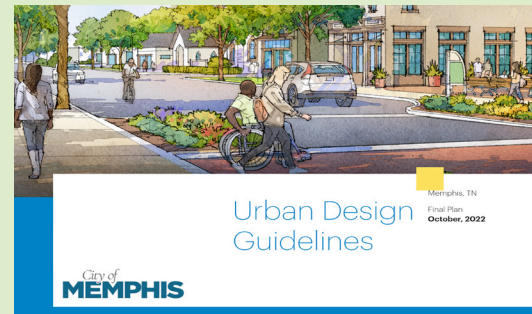


SOURCE: TRENTON, NJ

▲ HCD is providing **CDBG funds** for the renovation of Riverview Community Center and the swimming pool adjacent to Pine Hill Community Center. HCD's use of **over \$3 million in CDBG funds** ensures these **Accelerate Memphis projects** will be completed before December 31, 2023.

DPD's Office of Sustainability & Resilience reported in its annual update to the Memphis Area Climate Action Plan that City operations for **buildings and fleet usage** is on track to meet **its goals in the reduction of greenhouse gas emissions** for 2035.

DPD completed **Urban Design Guidelines** to aid architects, designers, and developers with the desired design elements for new developments within the City. The guidelines are **a tool to promote high quality building design consistent with Memphis 3.0.** ▼



SOURCE: CITY OF MEMPHIS

DMC conducted **a comprehensive property condition survey** for properties within the central business district, to identify priorities for their blight remediation efforts.

Based on recommendations of the Memphis & Shelby County Joint Housing Plan, DPD is proposing **changes to the UDC to allow cottages, town homes, and accessory dwelling units (ADU)** in certain zoning districts. The proposed changes will **allow higher-density housing on smaller lots** and help to create more affordable housing options.

Public Works reached **75% completion** of the Pinch/AW Willis sewer relocation. The sewer was over 100 years old. The new sewer line will provide **enhanced capacity and support continued development** of the St. Jude Campus and surrounding area.



SOURCE: JACOB STEIMER

◀ CRA is partnering with Pennrose LLC and Memphis Housing Authority (MHA) on an **affordable senior housing project** in the Legends Park area.

PROGRESS HIGHLIGHTS

DPD amended the local building code, where **three to six housing units are now considered a residential structure** and no longer a commercial structure. This **lowers fees** and makes development **more accessible for smaller-scale developers**, along with encouraging a mix of housing types.



SOURCE: OFFICE OF SUSTAINABILITY & RESILIENCE

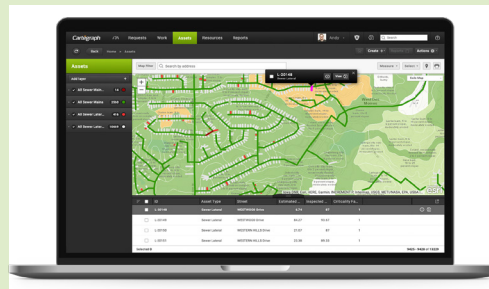
DPD's Office of Sustainability & Resilience is using **an electric truck** to assist in **picking up illegally dumped tires** throughout the County. ▼

DPD's Department of Housing started accepting applications for the **Shelby County Rehabilitation Program**, which assists low- and moderate-income families by correcting health and safety hazards and code violations.



SOURCE: SAMUEL HARDIMAN, COMMERCIAL APPEAL

▲ Memphis Parks **opened the Orange Mound splash pad** in August 2022. Splash pads at three community centers and one park are expected to open in 2023 - Hollywood Community Center, Douglass Community Center, McFarland Community Center, and Audubon Park.



SOURCE: CARTEGRAPH

◀ Memphis Parks has implemented **a GIS-based inventory and update system called Cartegraph**. This system allows for the Park Operations department to update and share plans for park improvements, maintenance, safety, and facility asset management.

LAND

The Community Redevelopment Agency (CRA) is partnering with **TechFit to provide community programming** in the Bickford neighborhood, including **fitness and wellness training, IT skills, adult literacy, and a GED program**.

Solid Waste is scaling up their collaboration with Atlas Organics from a pilot project to a fully **upgraded composting facility**. The outcome of the collaboration is to develop a commercial product using collected tree limbs, restaurant food waste, and other organic material ▼



SOURCE: COMMERCIAL APPEAL

PROGRESS HIGHLIGHTS

ITD is nearing completion on an initiative that **allows easier identification of potholes**. As of June 2022, project tasks included **connection of wireless action points and video testing** within Public Works vehicles.



SOURCE: WOLF RIVER CONSERVANCY

▲ In partnership with the Wolf River Conservancy, Memphis Parks opened an **expansion of the Wolf River Greenway**, connecting the Lucius Burch State Natural Area to the Shelby Farms Greenline.



SOURCE: DMIC

◀ DMIC, in partnership with MATA and the Memphis Medical District Collaborative (MMDC), continued to support **the Groove on Demand ride sharing service**, which received a record number of requests in October 2022 (14.4K requests).

Engineering continues to **search for grant funding** to assist with the introduction and trial of **curb management policies** in Memphis to **reduce parking demand**. Current projects in design examine the **elimination of on-street parking** on certain corridors to improve multimodal service.



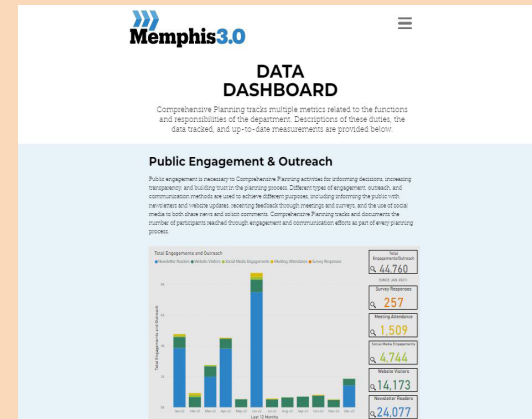
SOURCE: CITY OF MEMPHIS

▲ Construction started in September 2022 on Engineering's **Dunbar Elementary School Pedestrian Safety Project**.

Engineering **adjusted the lane configuration** of streets to accommodate **multimodal safety** enhancements whenever a street was re-paved.

As a part of Accelerate Memphis, HCD engaged a consultant to work towards implementing the improvement of the City's **fiber optic lines**.

In partnership with the City of West Memphis, the MPO kicked off the planning process of the **Mid-South Safety Plan**. The overall goal of the plan is to reduce roadway deaths throughout the tri-state Greater Memphis Region, guided by principles of safer people, roads, vehicles, speeds, and post-crash care.



SOURCE: MEMPHISPOINTO.COM

Engineering's Land Development Office (LDO) issued **Small Cell (5G) Infrastructure Design Policy Guidelines**.



SOURCE: MEMPHIS MEDICAL DISTRICT COLLABORATIVE

CRA **completed phase I of their Sidewalk Plan** and began a **kick-off meeting for phase II** which will run through January 2023.

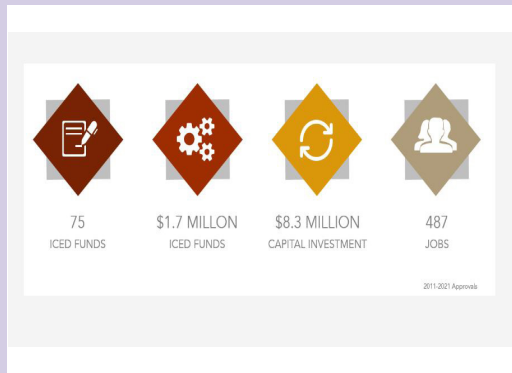
▲ MATA began **replacing** aging and outdated transit shelters, which will improve accessibility and add new amenities. Some of the shelters in the Medical District were enhanced with **artistic elements** through a program by MMDC.

◀ Comprehensive Planning created and published a **data dashboard tracking metrics related to the ongoing implementation of Memphis 3.0** using up to date measurements and visualization tools. DPD created and published a **data dashboard providing the status of building permits and planning and zoning approvals**.

PROGRESS HIGHLIGHTS

EDGE approved one **forgivable Inner City Economic Development (ICED) Loan** to assist with investments totaling \$37,500. This neighborhood-serving business is making **renovations to their property** to be more inviting to residents and attractive to tourists in the Whitehaven area. ▼

EDGE completed its annual review of its Local Business Participation (MWBE) incentive recipient spending for 2021. Incentive recipients **spent more than \$96 million** with City of Memphis and Shelby County **MWBE certified companies** in 2021.



The DMC awarded **\$520K of grants to assist 16 Downtown businesses**, with **56% of recipients being minority and women-owned businesses**.

▲ In the second half of 2022, EDGE approved job creation **PILOT (Payment-In-Lieu-Of-Tax) incentives** for two businesses, creating **122 jobs in distressed Census Tracts** and the businesses invested **\$11 million in capital investments**.

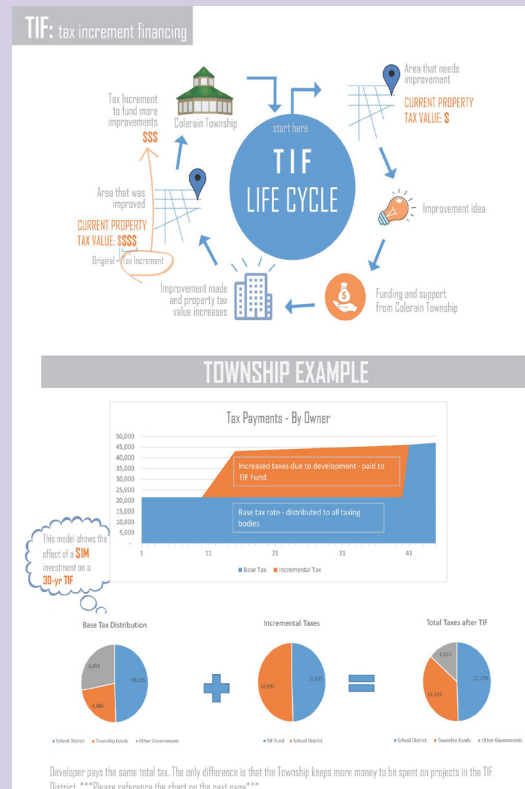


SOURCE: DOWNTOWN MEMPHIS COMMISSION

▲ DMC is accepting applications to the expanded **Good Neighbor Grant program**, which **provides exterior improvement grants** to businesses in Uptown, South City, Madison Heights, and the Peabody-Vance neighborhood.

Utilizing federal funding, the DPD Housing Department is providing free assistance to homeowners, landlords and renters in Shelby County who may have lead-based paint in their homes as a part of their **Lead Hazard Control program**.

OPPORTUNITY



SOURCE: COLERAIN TOWNSHIP - OHIO

▲ The CRA Board approved a **20-30-year Tax Increment Financing (TIF) district** for the Klondike neighborhood.

The CRA partnered with **Hattiloo Technical Theatre** for the parcel at 299 Chelsea. Hattiloo will use the space as a **children's theater, providing cultural programming** to children ages 4 to 17 throughout the community.

HCD, Memphis Public Libraries, and Parks established a **25-member advisory committee** to help design and approve programming, library/genealogy holdings, and assisting with community outreach for the **Historic Melrose redevelopment**. ▼



SOURCE: SELF+TUCKER ARCHITECTS

PROGRESS HIGHLIGHTS

Comprehensive Planning continuously strives to increase community engagement and reach a broader audience. In 2022, our staff worked towards this goal by embracing innovative outreach strategies and participating in planning workshops, educational training, and webinars.

Attended the **Dangerous by Design 2022 Webinar, on July 28** hosted by Smart Growth America and National Complete Streets Coalition. The staff walked through the findings and, with the help of two special guests, discussed the toll that this crisis is taking on communities and people across the country.

Presented at the **Tennessee Chapter of the American Planning Association's (TAPA) Fall Conference** in Knoxville, TN about the on-going \$200 million **Accelerate Memphis** public investment initiative. ▼

Served as **Urban Land Institute's Young Leader's Group (YLG) Chair**.



SOURCE: PROCORE

▲ Attended the **Groundbreak 2023- Procure's Construction Technology Conference** in New Orleans.

Served as a member of Engineering's **Tchulahoma Corridor Study Advocacy Council**, along with attending quarterly meetings.

Joined a Memphis cohort on a learning trip to Akron, Ohio, as part of the **Reimagining the Civic Commons** national initiative, in June of 2022. On this trip, a wide variety of projects focused on the revitalization of public spaces were discussed and showcased to the attendees. ▼



SOURCE: REIMAGINING THE CIVIC COMMONS

Engaged with the **City of Seattle Comprehensive Planning Department** to learn about their comprehensive plan update.

Served as a member of MPO's **Mid-South Safety Plan Advocacy Council**, along with attending planned meetings.



SOURCE: TAPA CONFERENCE

Presented on Memphis 3.0 and ongoing Comprehensive Planning projects and plans to multiple community groups such as the **Rhodes College undergraduate students, BLDG Memphis, and some local CDC's**.

Partnered with **seven City Council members** to co-host public meetings on **Accelerate Memphis early stage investments**.

Received **specialized training** from the Pepperdine School of Public Policy on **public engagement**.

COMMUNITY



SOUTH CITY DESIGN CONCEPT -
RECONFIGURATION OF THE INTERSECTION OF MISSISSIPPI AVE.,
GEORGIA AVE. AND LAUDERDALE ST

ACCELERATE MEMPHIS

Accelerate Memphis – Invest in Neighborhoods was 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 start in 2023.

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. Construction will start on all projects in 2023.



DESIGN CONCEPT - SHELBY & TCHULAHOMA INTERSECTION

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)
- Affordable housing trust fund in Memphis 3.0 anchors (Managed by HCD)

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 small area plans by community members during the small area planning process. Large scale investments include pedestrian scale street lights, new sidewalks, public promenades and plazas, rainwater detention, intersection improvements, road reconfiguration and multi-modal trails.

LARGE SCALE INVESTMENT LOCATIONS

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



SOUTHCITY DESIGN CONCEPT - RENDERING SHOWING IMPROVEMENTS TO THE RAILROAD UNDERPASS ON MISSISSIPPI BLVD. SOUTH OF PHELAN AVE.

ACCELERATE MEMPHIS

Early Stage Investments

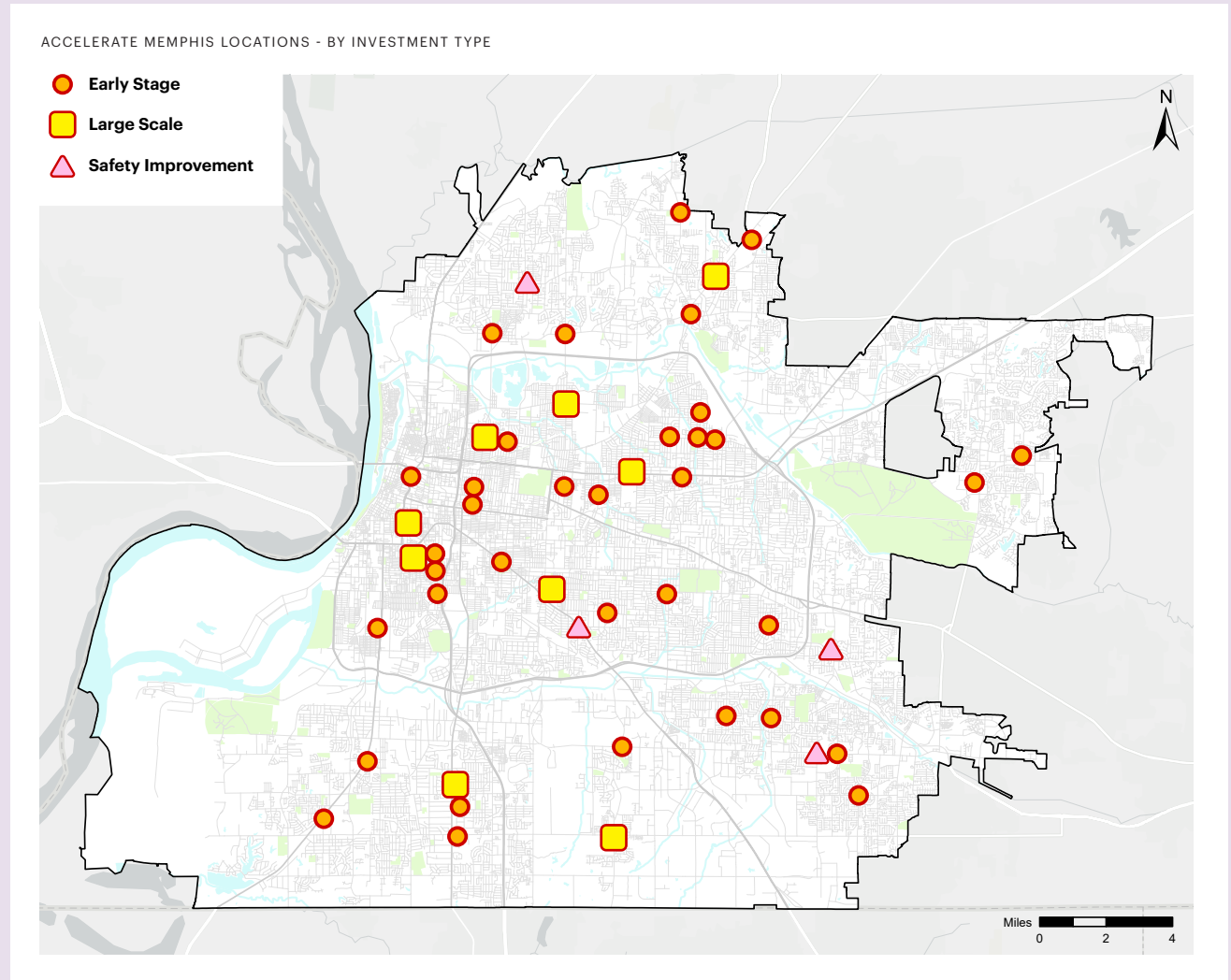
A mix of 35 **nurture** and **accelerate** anchors identified in Memphis 3.0 are receiving \$400,000 each in early stage investments. Early stage investments include public art, new sidewalks, ADA curb ramps, traffic signalization improvements, and street lighting. Construction will start on all early stage investments in 2023.

Safety Improvement of Intersections

Four intersections identified in Memphis 3.0 are receiving critical improvements prioritizing safety. The improvements may include intersection redesign, improved lighting, signal upgrades, crosswalk and sidewalk improvements, and ADA improvements. Each intersection exhibits a need for improvements to enhance the safety of pedestrians, cyclists, and drivers. Construction begins in 2023.

SAFETY IMPROVEMENT INTERSECTION LOCATIONS

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





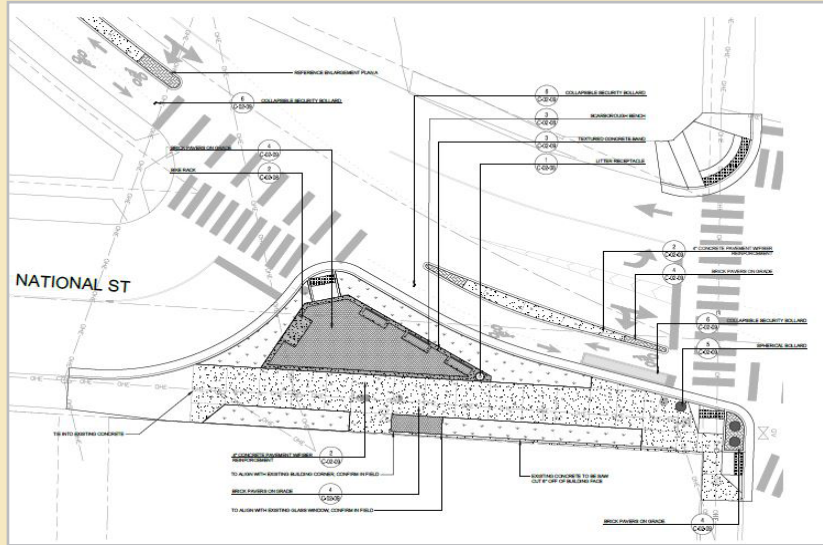
ACCELERATE MEMPHIS: LARGE SCALE INVESTMENTS

During 2022, Comprehensive Planning engaged local design firms to develop concepts from the 2021 Small Area Plans into full construction plans for implementation. This phase included survey work, traffic analysis, design development and stakeholder engagement. Additionally, construction managers were engaged in 2022 to ensure all projects are ready for construction in 2023.

PUBLIC MEETING HELD IN CITY COUNCIL DISTRICT 1 ON JUNE 30, 2022.

ACCELERATE MEMPHIS: LARGE SCALE INVESTMENTS

Highland Heights



INTERSECTION IMPROVEMENT AT NATIONAL ST & BROAD AVE

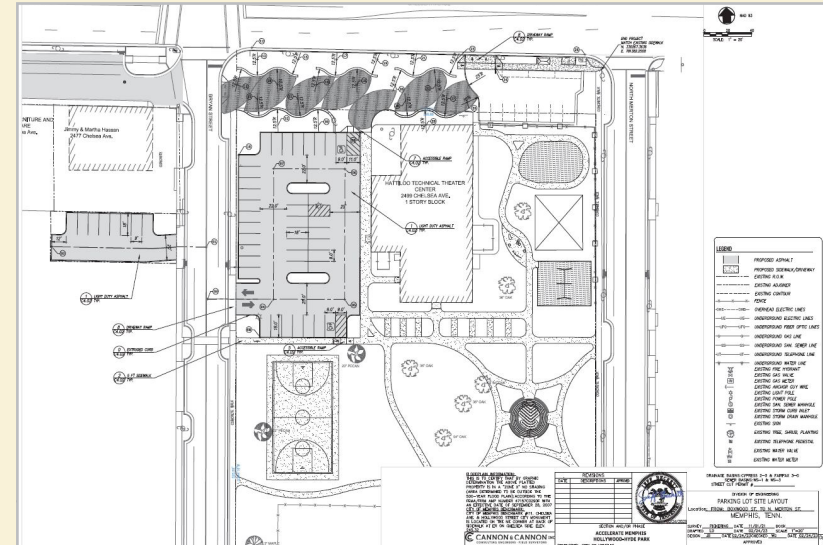
FOCUS ANCHOR AREA
Summer Ave & National St

- ACCELERATE MEMPHIS IMPLEMENTATION ITEMS
- ✓ Construction of the Heights Line
 - ✓ Intersection improvements and signalization modernization at Summer & National

- ✓ Sidewalk improvements on Summer Ave
- ✓ Street improvements on Broad Ave from Holmes to Summer

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

Hollywood-Hyde Park



PARK IMPROVEMENTS AT HOLLYWOOD PARK

FOCUS ANCHOR AREA
Chelsea Ave & Hollywood St

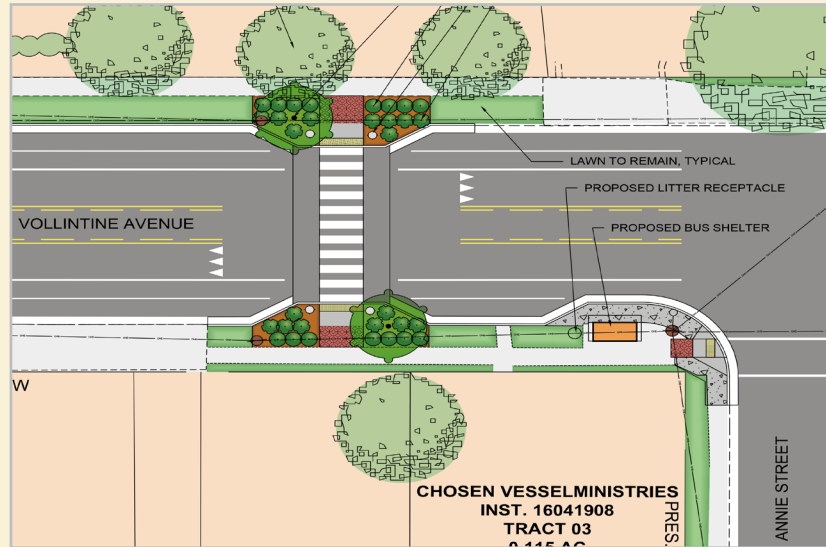
- ACCELERATE MEMPHIS IMPLEMENTATION ITEMS
- ✓ Pedestrian improvements along Chelsea Ave

- ✓ Pedestrian plaza along Chelsea Ave between Bryan & Merton
- ✓ Park improvements at Hollywood Park adjacent to Promise Academy

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

ACCELERATE MEMPHIS: LARGE SCALE INVESTMENTS

Klondike



FOCUS ANCHOR AREA

Vollintine Ave between N. Bellevue Blvd and N. Watkins St

RAISED CROSSWALK AT VOLLINTINE AVE

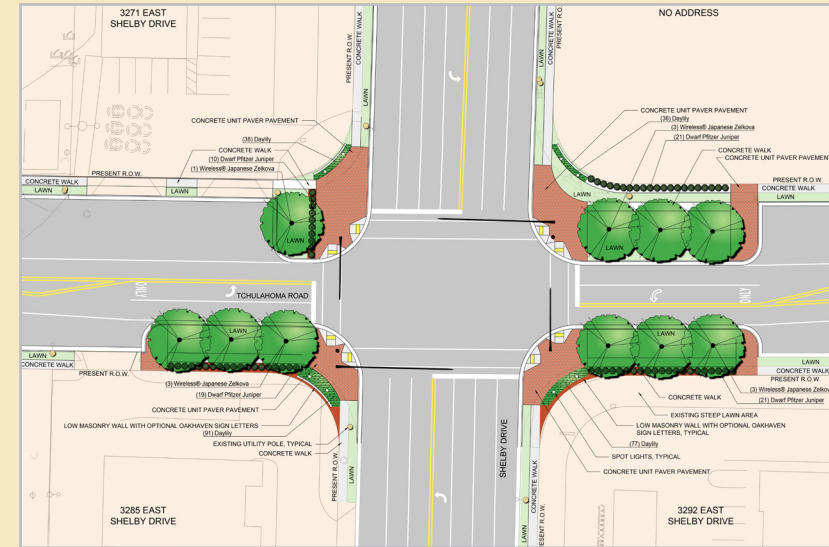
ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ Street improvements on Vollintine Ave from N. Bellevue Blvd to N. Watkins St

- ✓ Improvements include curb bump outs, signal modernization, raised crosswalks, and a raised intersection at Perea Elementary

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

Oakhaven



FOCUS ANCHOR AREA

Shelby Dr & Tchulahoma Rd

INTERSECTION AND SAFETY IMPROVEMENTS AT SHELBY DR & TCHULAHOMA ST

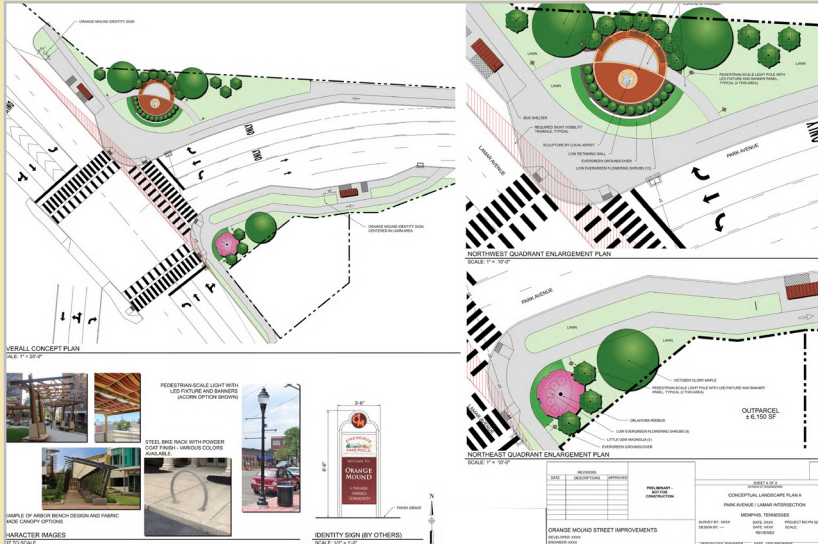
ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ Intersection and traffic calming improvements at Shelby Dr & Tchulahoma Rd

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

ACCELERATE MEMPHIS: LARGE SCALE INVESTMENTS

Orange Mound



FOCUS ANCHOR AREA
Park Ave from Lamar Ave to Semmes St

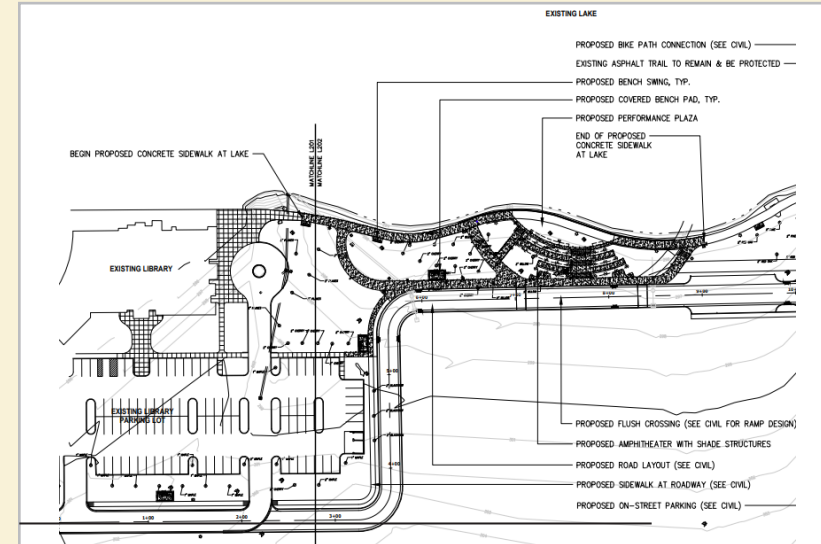
INTERSECTION IMPROVEMENTS AT PARK AVE & LAMAR AVE

- ACCELERATE MEMPHIS IMPLEMENTATION ITEMS
- ✓ Street improvements and intersection improvements on Park Ave
 - ✓ Intersection reconfiguration at Park Ave & Lamar Ave

- ✓ **Multimodal access improvements (transit, bike and ped)**

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

Raleigh



FOCUS ANCHOR AREA
Raleigh Town Center

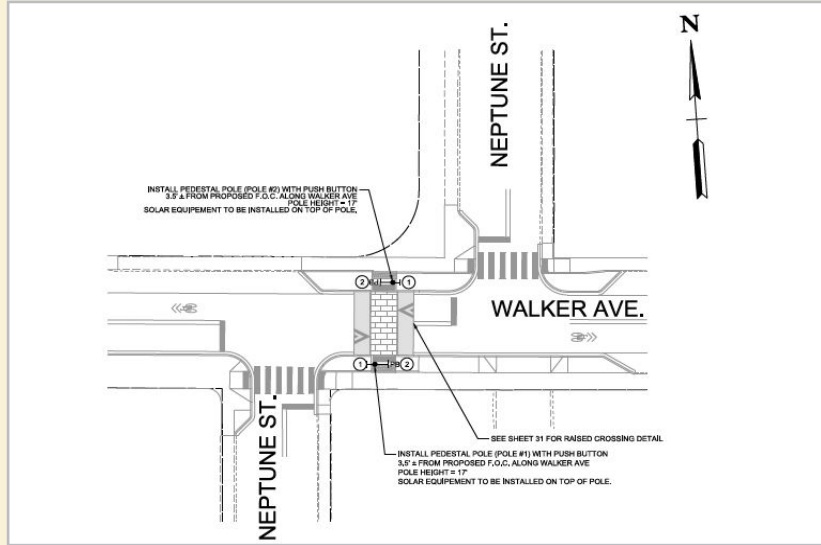
ACTIVATION OF THE LAKESIDE PROMENADE TO RALEIGH LIBRARY

- ACCELERATE MEMPHIS IMPLEMENTATION ITEMS
- ✓ Public space improvements aimed at activation of lakeside
 - ✓ Improvements include the addition of a lakeside promenade, new seating options, pathways, and lighting

The Raleigh Small Area Plan is available at: memphis3point0.com/projects-raleigh

ACCELERATE MEMPHIS: LARGE SCALE INVESTMENTS

Soulsville




FOCUS ANCHOR AREA
Mclemore & Walker Ave

STREETSCAPING, AND SAFETY IMPROVEMENTS ON WALKER AVE

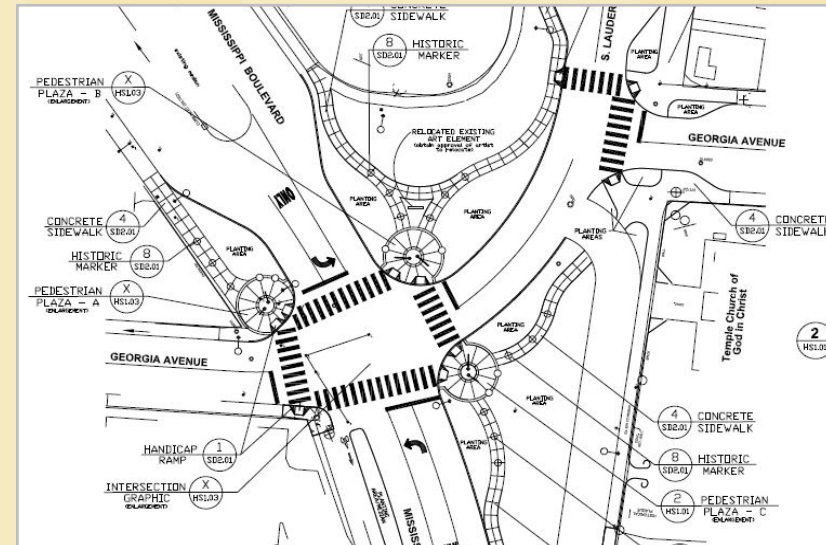
ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ Street improvements on Walker Ave from Thirs St to Cummings St
- ✓ Improvements are aimed at calming traffic and improving safety for users

- ✓ Curb extensions at intersections will include green infrastructure

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

South City




FOCUS ANCHOR AREA
Lauderdale St, Mississippi Blvd & Georgia Ave

INTERSECTION IMPROVEMENTS AT MISSISSIPPI BLVD, GEORGIA ST, & LAUDERDALE AVE

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ Intersection realignment at Mississippi Blvd, Georgia Ave, & Lauderdale St
- ✓ Creation of new public greenspace with public art installations

- ✓ Improvements to the railroad underpass at Mississippi Blvd at Phelan Ave

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

ACCELERATE MEMPHIS: LARGE SCALE INVESTMENTS

Whitehaven



FOCUS ANCHOR AREA

E. Raines Rd, Faronia, and Finley Rd

SIDEWALK IMPROVEMENTS WITH LANDSCAPE MEDIAN ON E. RAINES, FINLEY & FARONIA RD

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ **Street improvements along E. Raines Rd, Faronia Rd, & Finley Rd, including new medians and pedestrian crosswalks**

- ✓ **Sidewalk improvements and pedestrian accessibility improvements along E. Raines, Faronia, & Finley**

📄 The Whitehaven Small Area Plan is available at: memphis3point0.com/projects-whitehaven

ACCELERATE MEMPHIS

Early Stage Investments



PUBLIC MEETING HELD IN CITY COUNCIL DISTRICT 4 ON JUNE 28, 2022.

FOCUS ANCHOR AREAS

A mix of 35 nurture and accelerate anchors

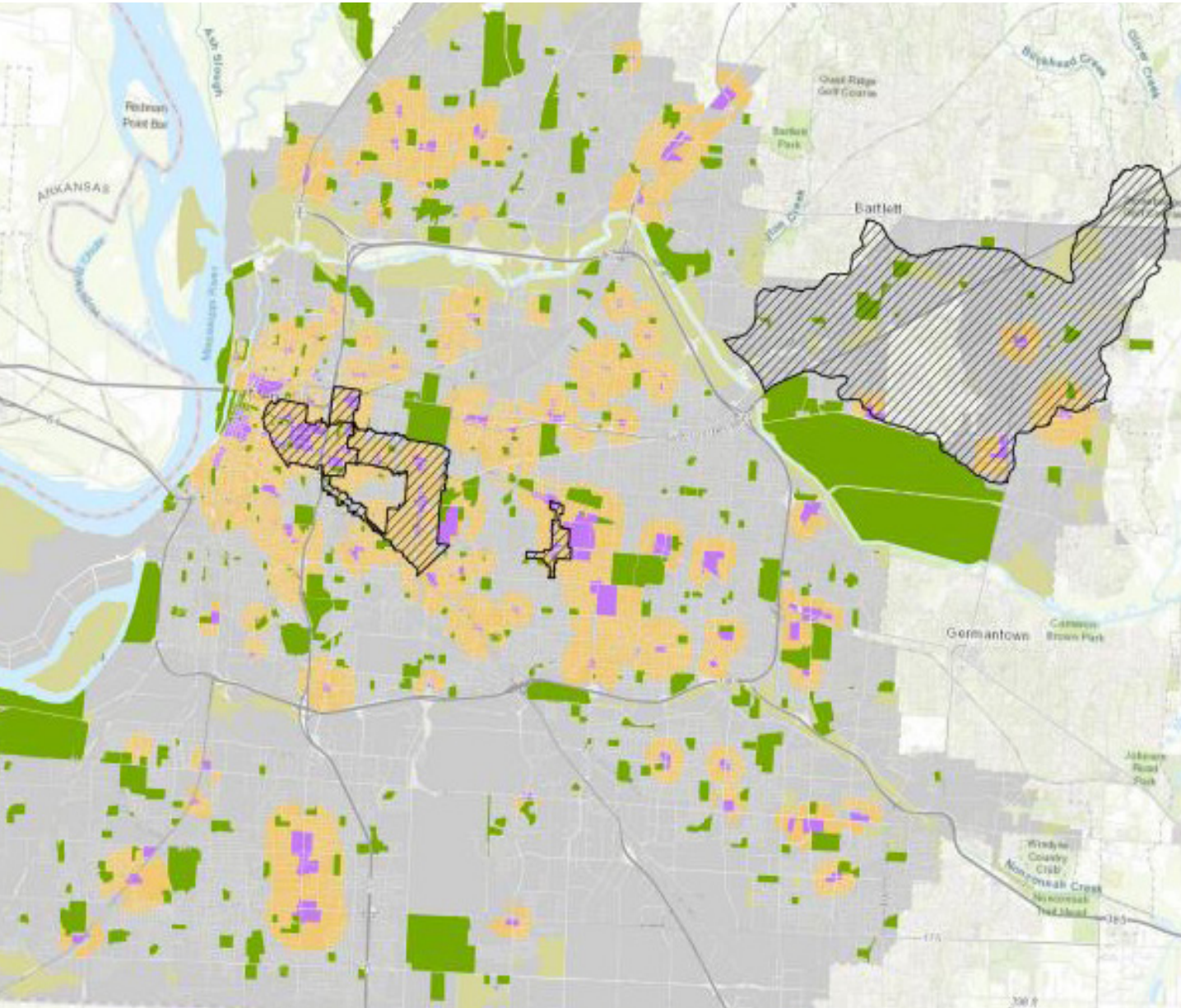
PUBLIC ENGAGEMENT

Comprehensive Planning held seven public meetings with community members and stakeholders during the spring and summer of 2022 in each City Council District. At each meeting, City staff and consultants presented on Accelerate Memphis, existing conditions of anchor locations in the council district and potential public infrastructure improvements. Utilizing the Memphis Community Improvement Guide, a facilitated exercise encouraged community members to give their feedback on issues at anchors locations and potential solutions for implementation.

ACCELERATE MEMPHIS IMPLEMENTATION ITEMS

- ✓ **Intersection improvements**
- ✓ **Creation of public green space**
- ✓ **Sidewalk improvements**
- ✓ **Pedestrian Crossing improvements**

📄 The Early Stage Investments are available at: memphis3point0.com/projects-earlystage



PLANS & PROJECTS

In collaboration with other city and county departments and partner agencies, Comprehensive Planning initiated and completed several plans and projects in 2022. The plans and projects included corridor studies, housing policy and plan development, and built environment design guidelines.

PLANS & PROJECTS

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 was completed in June 2022. The study is currently waiting for the Transportation Alternatives Program grant to enter into the implementation phase.

PLAN OBJECTIVES

- ✔ 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

PLANS & PROJECTS

Memphis and Shelby County Joint Housing Policy Plan

In April 2022, DPD and HCD partnered to complete the Memphis and Shelby County Housing Policy Plan with the vision of providing quality housing choices and wealth generation opportunities. The plan recommended land use regulation changes, tax reforms, activation of City/County owned land, and using financing along with private-public partnerships to mitigate the housing crisis in the City and County. The plan developed a multi year implementation timeline based on available data and trends.

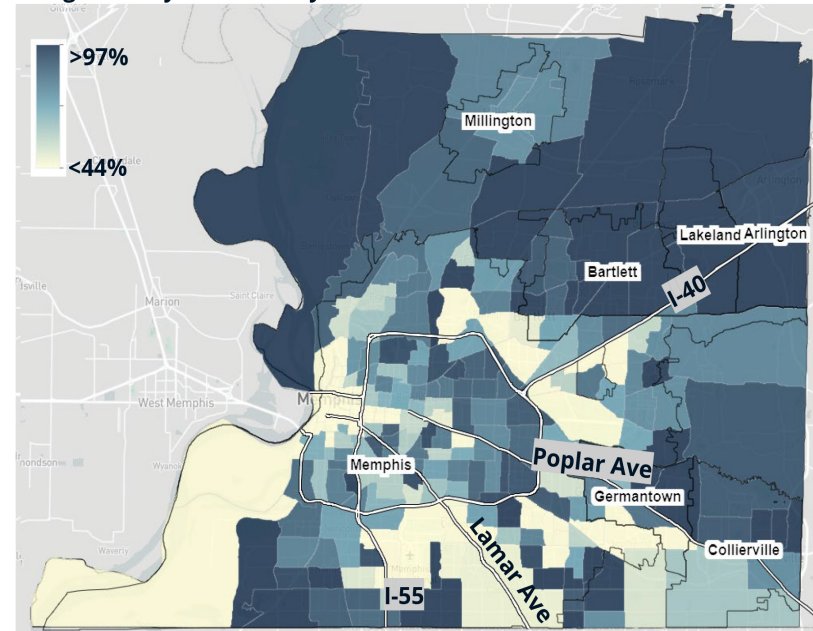
PLAN OBJECTIVES

- ✓ **Improve Housing Quality**
- ✓ **Support Homeownership**
- ✓ **Diversify Housing Stock**
- ✓ **Increase Quality Low Income Housing**

This map illustrates housing supply and housing types in Shelby County. Most multifamily units are located within Memphis, specifically within downtown. 84% of the Shelby County houses are single-family detached (not including the city of Memphis) and 60% of homes within the City of Memphis are single-family detached.

Housing Supply | Housing Typologies

Single Family Detached by Census Tract, 2019



Source: ACS 5-Year Estimates (2019)

 Access the policy guide for more information: memphis3point0.com/plans-and-maps

PLANS & PROJECTS

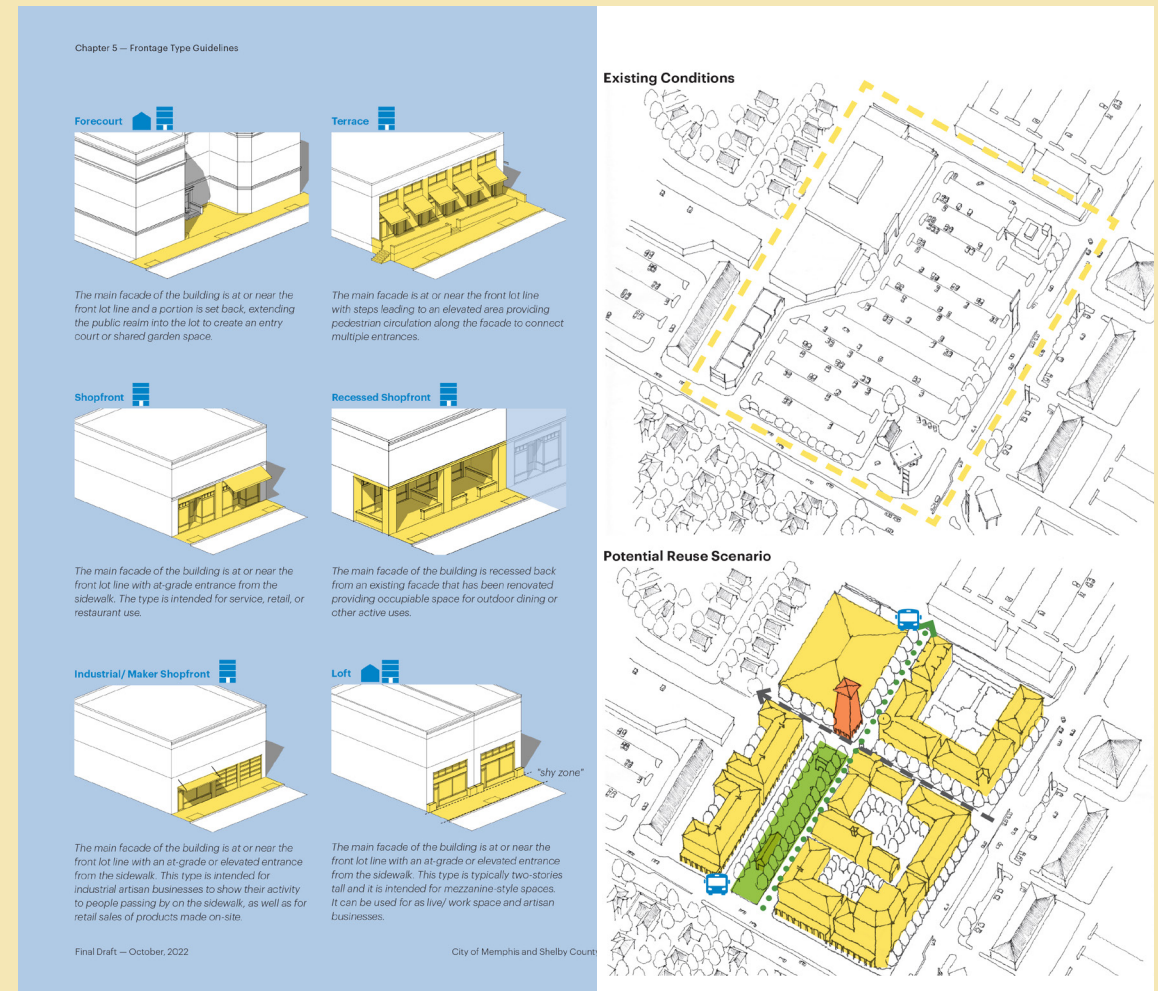
Urban Design Guidelines


To regulate the design review process and keep consistency with Memphis 3.0, DPD completed the Urban Design Guidelines in October 2022. The guidelines establish expectations for the type of design elements and approaches used for new projects proposed within the City of Memphis. Design elements that positively impact the streetscape and pedestrian experience help to create a cohesive design environment and are a focus of the guidelines, while promoting high quality building design consistent with the vision of Memphis 3.0.

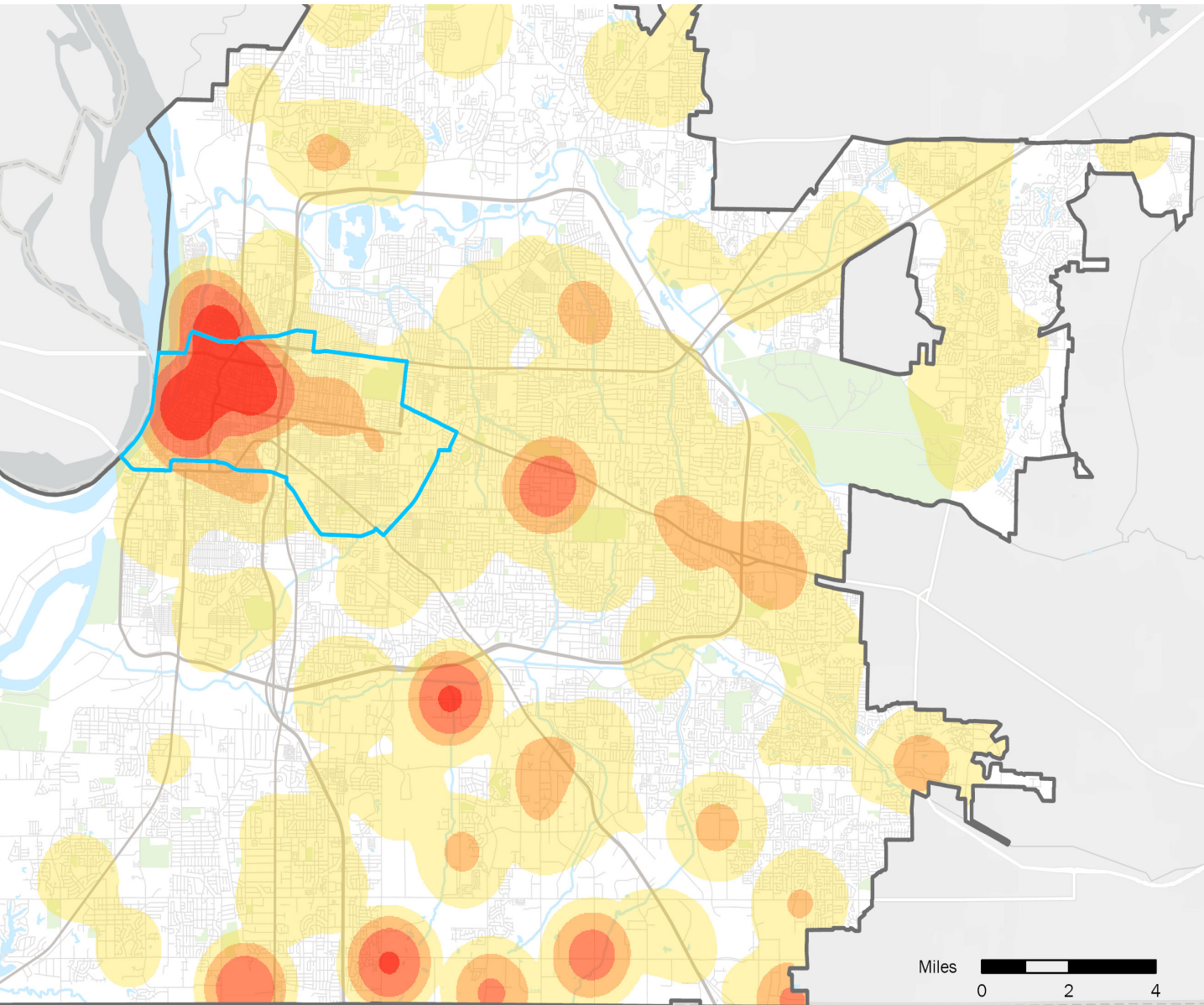
FEATURES OF THE DESIGN GUIDELINES

- ✓ **Establish a framework that can provide consistent and predictable results**
- ✓ **Reinforce design approaches that support an active, high-quality pedestrian realm**
- ✓ **Clearly articulate expectations for design quality**
- ✓ **Ensure infill buildings are harmonious with and retain, rather than diminish, existing character of places in Memphis**

▶ This **design concept** illustrates frontage type guidelines and how block-scale developments can be redeveloped by incorporating potential reuse principles.



 Access the design guidelines for more information: memphis3point0.com/plans-and-maps



Arkansas GIS Office, Esri, HERE, Garmin, SafeGraph, METI/NASA, USGS, EPA, NPS, USDA

PLAN IMPLEMENTATION

In an effort to continually promote and support the implementation of Memphis 3.0, Comprehensive Planning performs several core functions: Consistency Analysis, 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. Recently, a Data Dashboard was released on the Memphis 3.0 website, which tracks multiple metrics related to the ongoing implementation of the comprehensive plan.

PLAN IMPLEMENTATION

Consistency Analysis

A consistency analysis is performed by Comprehensive Planning staff for certain types of applications to the Land Use Control Board (LUCB) and Board of Adjustments (BOA). The goal of the analysis is to determine the consistency of the applicant’s request with the Memphis 3.0 Comprehensive Plan. Criteria for the determination include future land use and degree of change designations and descriptions, as well as other stated goals and objectives of the 3.0 Plan. Consistency analyses are included as part of application reviews conducted by Land Use and Development Services planners and contribute to their final recommendations.

Comprehensive Planning Review of Memphis 3.0 Consistency


This summary is being produced in response to the following application to support the Land Use and Development Services department in their recommendation: [MUR 22-47, South Main](#)

Site Address/Location: 363 Mulberry Street Overlay District/Historic District/Flood Zone: Located in the South City Overlay District and a Historic District. Not in a Flood Zone
Future Land Use Designation: Anchor Urban Main Street (A-UMS)
Street Type: N/A

The applicant is seeking approval for a major modification to allow outdoor entertainment as an accessory use to the already existing restaurant at 363 Mulberry St.

The following information about the land use designation can be found on pages 76 – 122:


- Future Land Use Planning Map**



Red polygon indicates the application site on the Future Land Use Map.

- Land Use Description/Intent**

Anchor Urban Main Street (A-UMS) are walkable, vertically mixed-use centers comprised of multi-story block-scale and house-scale buildings, most of which are attached, lining two facing blocks and extending for several adjacent blocks. An Urban Main Street provides retail and services to surrounding neighborhoods in a pedestrian-friendly environment, making it possible to accomplish several errands in a single trip. An Urban Main Street is a center of activity and supports a shared sense of community. Graphic portrayal of A-UMS is to the right.




***A-UMS* Form & Location Characteristics**
NURTURE, SUSTAIN, and ACCELERATE
Buildings primarily attached. Block-scale buildings. Mix of uses, 1-7 stories height. Several blocks of extent

***A-UMS* Zoning Notes**
Generally compatible with the following zone districts: MU, NC, CMU-2 with frontage requirements (MO District), SM in accordance with Form and characteristics listed above.

Existing, Adjacent Land Use and Zoning
Existing Land Use and Zoning: Vacant and Commercial, SM (H)
Adjacent Land Use and Zoning: Vacant, Commercial, Office, Industrial, Parking, and SM (H)

Overall Compatibility: The requested use is compatible with the land use description/intent, form & location characteristics, zoning notes, and existing, adjacent land use and zoning as the outdoor entertainment is an accessory use to the restaurant that will allow greater mix of uses and help the principal use to function as a center of activity. This addition to the principal use will support creating a shared sense of community in the South Main Zoning District.

- Degree of Change Map**



Red polygon denotes the proposed site in Degree of Change area. The Degree of Change is Accelerate.

- Degree of Change Description**

Accelerate areas rely on a mix of primarily private and philanthropic resources along with some public resources to intensify the existing pattern of a place.

The proposed application is a private investment. The development will allow a greater mix of uses and help support speeding up development activity.

5. Objectives/Actions Consistent with Goal 1, Complete, Cohesive, Communities
The requested use is consistent with Objective 1.5 – Strengthen neighborhood commercial districts, Action 1.5.6 – Support the redevelopment and intensification of underutilized commercial properties within Community Anchors

6. Pertinent Sections of Memphis 3.0 that Address Land Use Recommendations
The parcels are located in the Core City Planning District and the requested use is consistent with the Core City Vision – Encourage walkable neighborhoods with thriving mixed-use centers and active public spaces.

Consistency Analysis Summary
The applicant is seeking approval for a major modification to allow outdoor entertainment as an accessory use to the already existing restaurant at 363 Mulberry St.

The requested use is compatible with the land use description/intent, form & location characteristics, zoning notes, and existing, adjacent land use and zoning as the outdoor entertainment is an accessory use to the restaurant that will allow greater mix of uses and help the principal use to function as a center of activity. This addition to the principal use will support creating a shared sense of community in the South Main Zoning District.

The proposed application is a private investment. The development will allow a greater mix of uses and help support speeding up development activity.

The requested use is consistent with Objective 1.5 – Strengthen neighborhood commercial districts, Action 1.5.6 – Support the redevelopment and intensification of underutilized commercial properties within Community Anchors

The parcels are located in the Core City Planning District and the requested use is consistent with the Core City Vision – Encourage walkable neighborhoods with thriving mixed-use centers and active public spaces.

Based on the information provided, the proposal is CONSISTENT with the Memphis 3.0 Comprehensive Plan.

Summary Compiled by: Faris Urmy, Comprehensive Planning.

A SNAPSHOT OF THE COMPREHENSIVE PLANNING REVIEW OF MEMPHIS 3.0 CONSISTENCY ANALYSIS

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 2022 plan amendment has three categories of updates: general plan edits, land use categories changes, and appendices changes. The 2022 plan amendment is approved by the Memphis and Shelby County Land Use Control Board on February 9, 2023. City Council approved the 2022 plan amendment on March 21, 2023.

GENERAL EDITS

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

LAND USE CATEGORY CHANGES


- ✓ **Addition of text to Description/ Intent and Form & Location Characteristics for Low Intensity Commercial (CSL)**

APPENDICES CHANGES

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

CORRIDORS

Low Intensity Commercial & Services
CSL



Low Intensity Commercial and Service areas consist of low-rise buildings accessible mainly by a car and can encompass up to 6 acres of land for one building. These service areas are outside of the anchor boundary and are usually located along a corridor or within its own area of multiple commercial and service amenities.

| | |
|-----------------------------------|--|
| Description/Intent | Low Intensity Commercial and Service areas typically not associated with anchors. These areas may include neighborhood supporting commercial use such as retail uses and services, offices, restaurants, funeral services, small-scale recreation, week-end service institutions, and occupational support uses. |
| Applicability | Use meeting applicable conditions not suitable or appropriate for intensification. |
| Goals/Objectives | Improved development patterns along auto-oriented commercial corridors, revitalization. |
| Performance Metrics | % increase in occupancy, increase in property values. |
| Zoning Notes | Generally compatible with the following zone districts: CMU-1 without frontage requirements, CO, CSB in accordance with form and characteristics listed below. Consult zoning map and applicable zoning for current and effective regulations. May consider reconfiguring, as appropriate, at the time of a small area plan. |
| Form and Location Characteristics | Commercial and services uses with mixed use encouraged. One- to two-story buildings, and patterns of building form, 1-4 stories height. |

PROPOSED ADDITION OF TEXT TO "CSL" LAND USE CATEGORY

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 2022 | Actions Reported July - Dec 2022 |
|---|--------------------|----------------------------------|----------------------------------|
| Goal 1: Complete, Cohesive Communities | 117 | 27 | 9 |
| Goal 2: Vibrant Civic Spaces | 55 | 14 | 7 |
| Goal 3: Sustainable and Resilient Communities | 85 | 9 | 4 |
| Goal 4: High Performing Infrastructure | 77 | 14 | 7 |
| Goal 5: Connected Corridors and Communities | 34 | 14 | 4 |
| Goal 6: Equitable Opportunities | 54 | 5 | 6 |
| Goal 7: Prosperous and Affordable Communities | 50 | 4 | 4 |
| Goal 8: Engaged Communities | 25 | 1 | 6 |

▲ During 2022, twelve different City divisions and coordinating agencies reported a total of 135 actions taken towards implementing Memphis 3.0.



IMAGE: CITY OF MEMPHIS

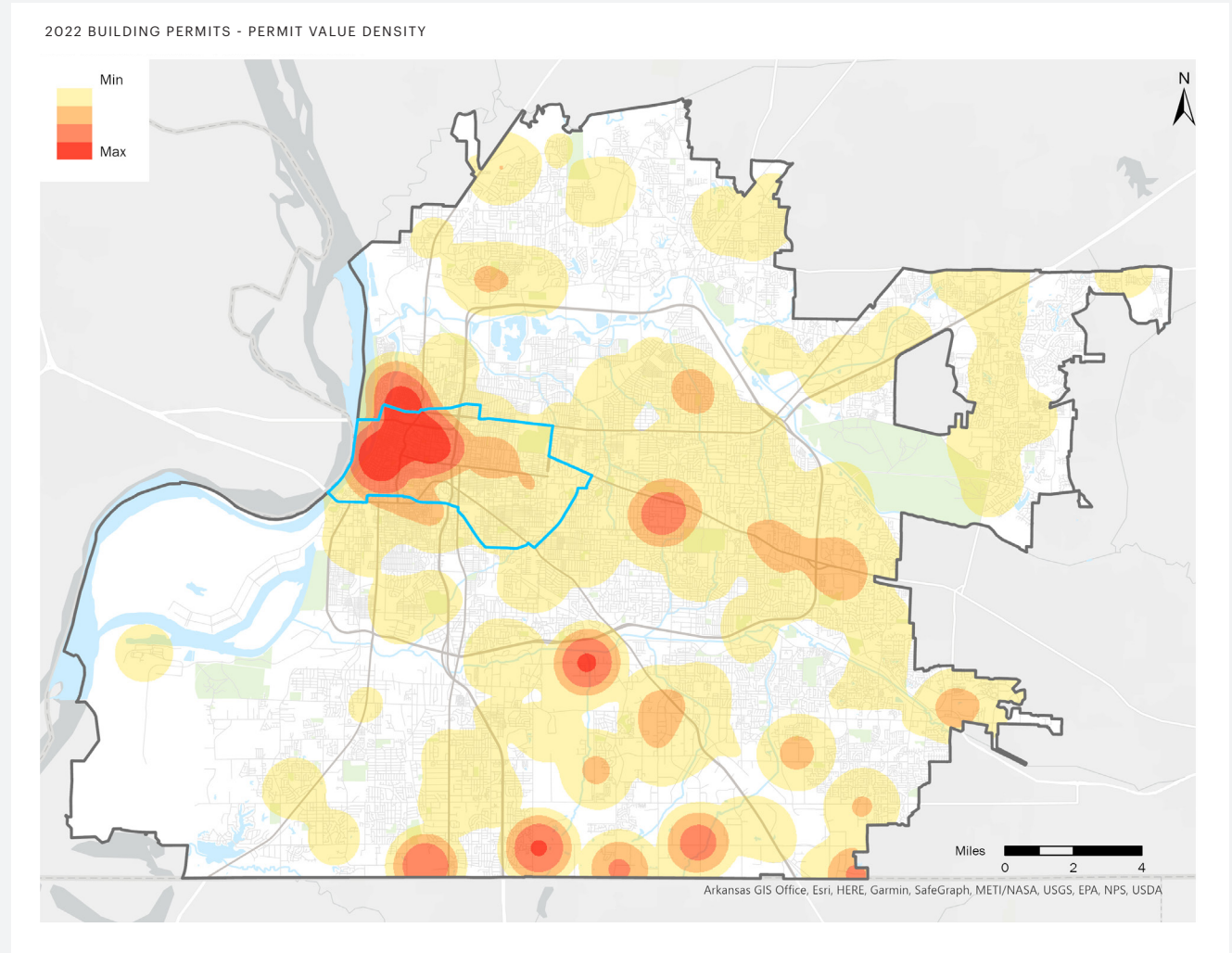
COMMUNITY MEETING HELD IN ORANGE MOUND

PLAN IMPLEMENTATION : BUILDING PERMIT ACTIVITY

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 2022 with **\$17.4 million per square mile**.

PLAN IMPLEMENTATIO : 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 |
|---------------------|---------------------|----------------------|---------------------|----------------------|
| 2021 | \$54,783,051 | \$624,297,257 | \$65,038,990 | \$744,119,297 |
| 2022 | \$95,364,239 | \$487,821,381 | \$79,355,146 | \$662,540,766 |
| Pct. Change | +74.1% | -21.9% | +22.0% | -11.0% |

\$40.5M Increase in building permit value in nurture areas from 2021 to 2022

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

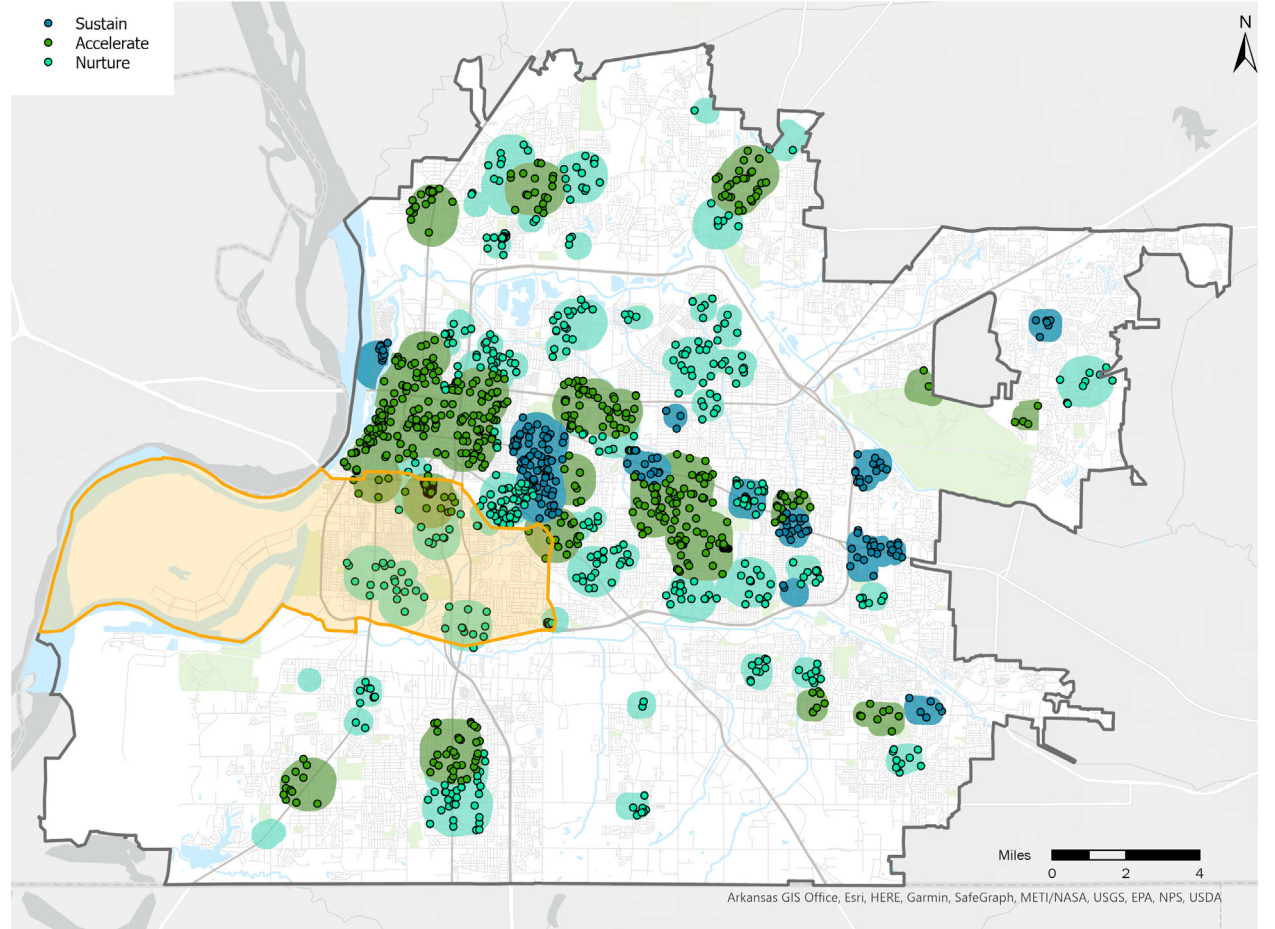
| MEMPHIS 3.0 ANCHORS | 2018 | 2019 | 2020 | 2021 | 2022 |
|-----------------------|---------------|---------------|---------------|---------------|----------------------|
| Number of permits | 986 | 734 | 707 | 1,402 | 1,506 |
| Value (\$) of permits | \$671,970,883 | \$766,642,045 | \$442,332,539 | \$744,119,297 | \$662,540,766 |

7% Increase in number of anchor area building permits from 2021 to 2022

BUILDING PERMITS IN MEMPHIS 3.0 ANCHOR AREAS — BY PLANNING DISTRICT

| PLANNING DISTRICT | TOTAL | PLANNING DISTRICT | TOTAL |
|-------------------|---------------|-------------------|--------------|
| Cordova | \$13,849,934 | Oakhaven | \$1,124,074 |
| Core | \$328,651,648 | Raleigh | \$7,436,528 |
| East | \$60,896,456 | South | \$35,075,064 |
| Frayser | \$14,831,203 | Southeast | \$2,383,690 |
| Jackson | \$26,162,798 | University | \$84,685,462 |
| Lamar | \$7,173,279 | Westwood | \$6,554,110 |
| North | \$59,173,164 | Whitehaven | \$14,543,358 |

2022 BUILDING PERMITS - BY DEGREE OF CHANGE



▲ The **South** planning district (outlined in orange) had a large increase in building permit value within its anchor neighborhoods from \$5.1 million in 2021 to **\$35 million** in 2022.

PLAN IMPLEMENTATION : BUILDING PERMIT ACTIVITY

Citywide

BUILDING PERMITS CITYWIDE — BY CONSTRUCTION TYPE

| CITYWIDE | NEW CONSTRUCTION | ADDITION | ALTERATION | TOTAL |
|-------------|----------------------|----------------------|----------------------|------------------------|
| 2021 | \$936,718,646 | \$117,999,825 | \$646,981,149 | \$1,701,699,620 |
| 2022 | \$726,722,898 | \$103,611,687 | \$588,104,212 | \$1,418,438,797 |
| Pct. Change | -22.4% | +12.2% | -9.1% | -16.6% |

51% Proportion of permit value that went towards new construction in 2022

BUILDING PERMITS CITYWIDE — YEAR-TO-YEAR

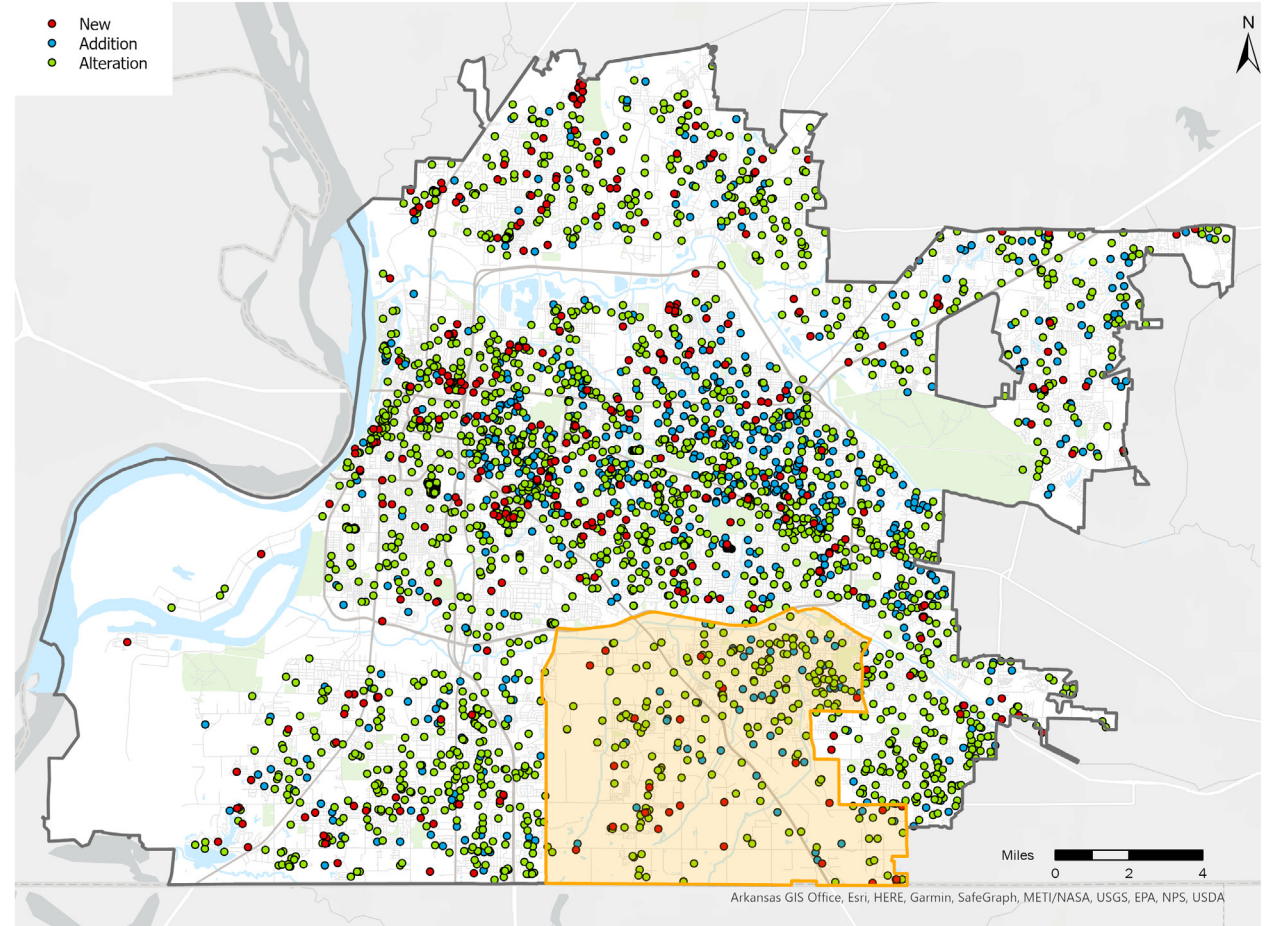
| CITYWIDE | 2018 | 2019 | 2020 | 2021 | 2022 |
|------------------------------|-----------------|-----------------|-----------------|-----------------|------------------------|
| Number of permits | 1,938 | 1,659 | 1,620 | 3,411 | 3,552 |
| Value (\$) of permits | \$1,192,363,863 | \$1,084,937,260 | \$1,137,583,120 | \$1,701,699,620 | \$1,418,438,797 |

\$141M Increase in number of building permits from 2021 to 2022.

BUILDING PERMITS CITYWIDE — BY PLANNING DISTRICT

| PLANNING DISTRICT | TOTAL | PLANNING DISTRICT | TOTAL |
|-------------------|---------------|-------------------|---------------|
| Cordova | \$70,593,846 | Oakhaven | \$352,838,811 |
| Core | \$337,740,567 | Raleigh | \$34,954,868 |
| East | \$137,560,762 | South | \$47,978,866 |
| Frayser | \$50,129,337 | Southeast | \$26,407,452 |
| Jackson | \$34,477,156 | University | \$125,149,602 |
| Lamar | \$16,128,685 | Westwood | \$77,486,087 |
| North | \$69,066,530 | Whitehaven | \$37,926,226 |

2022 BUILDING PERMITS - BY CONSTRUCTION TYPE



▲ Over **one-fourth** of citywide new construction value — \$184.5M — occurred in the **Oakhaven** planning district (outlined in orange) in 2022.

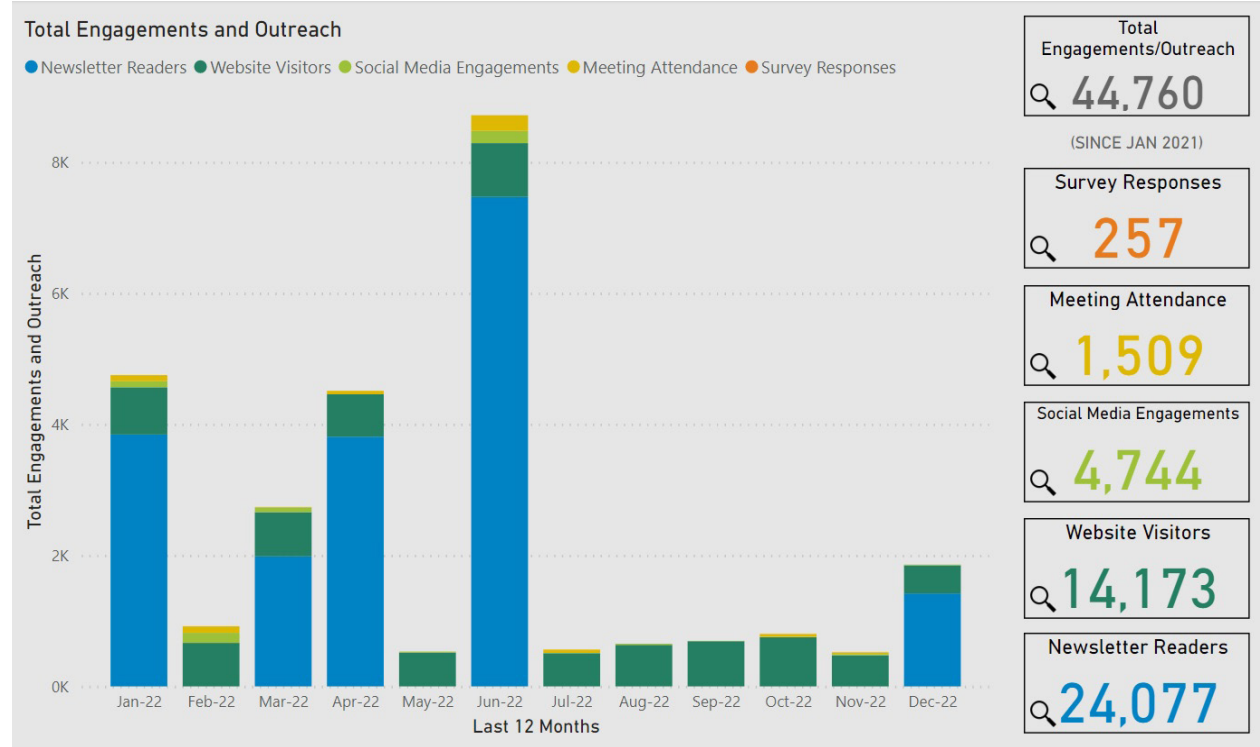
PLAN IMPLEMENTATION

Data Dashboard

The Memphis 3.0 website now includes a Data Dashboard that tracks multiple metrics related to the ongoing implementation of the comprehensive plan using up-to-date measurements and visualization tools. The dashboard currently tracks the Comprehensive Planning Department’s public engagement, consistency analyses, comprehensive rezonings, and future land use planning efforts.

The public engagement & outreach visualization provides information on the methods and number of people engaged by the Comprehensive Planning Department. The consistency analyses visualization measures the number of development applications reviewed by Comprehensive Planning staff and their consistency with the comprehensive plan. The comprehensive rezonings dashboard measures the number of parcels that have been rezoned to be more compatible with the land use goals of the comprehensive plan. Lastly, the future land use planning dashboard provides information on the total land area and zoning compatibility of each of the future land uses contained in the comprehensive plan.

DATA DASHBOARD - PUBLIC ENGAGEMENT & OUTREACH



Visit the project page for more information: www.memphis3point0.com/datadashboard

▲ Comprehensive Planning tracks and documents the number of participants reached through engagement and communication efforts as part of every planning process.

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.

2021-2022 ACCOMPLISHMENTS

- ✓ Completed renovation and moved Construction Code Enforcement and Department of Housing to the South building in Mullins Station to make a customer's visit more convenient.
- ✓ Launched Project Locator on the Develop 901 website. This active map provides up-to-date information about the types of permits that are completed and submitted through the Develop 901 Citizen Portal.
- ✓ Amended Local Building Code to Allow up to Six Units Under Residential Building Code (IRC) to Enable Missing Middle Housing.
- ✓ Provided free assistance to homeowners, landlords, and renters who want to act proactively against the risk of lead-based paint hazards and who want to protect children from adverse health-related effects.
- ✓ Completed Urban Design Guidelines, Summer Avenue Complete Streets Study, and Memphis Public Investment Guide.

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 2023

These performance measures are related to the Memphis 3.0 Comprehensive Plan. DPD will track the following in 2023:

-  **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



Tennessee Chapter of the American Planning Association presented the Division with the award for Outstanding Plan Implementation based on the implementation of the vision and goals of the Memphis 3.0 Comprehensive Plan.



Accelerate 2022 - Accela Conference in Salt Lake City, Utah, awarded the Division with the Trendsetter Award for Outstanding Customer Experience for the second consecutive year.

THANK YOU

Our team stayed connected to the community and made positive progress in implementing Memphis 3.0, despite transitioning to hybrid engagements, office operations, and ongoing challenges due to the pandemic. 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 2023 excited for another year of progress and meaningful engagement with the community. We look forward to planning with you in the new year.

CONTACT US

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For questions, comments or recommendations, please email any team member, post on the Memphis 3.0 Facebook or Instagram page.

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- [901-636-6601](tel:901-636-6601)



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.