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Small Area Planning Guide

City of Memphis, Tennessee
Division of Planning and Development | Comprehensive Planning
December 2020

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Introduction

About Memphis 3.0

In 2019, the City of Memphis prepared and adopted the **Memphis 3.0 Comprehensive Plan**, a new path for growth and development in the City. The plan process was led by the Comprehensive Planning department of the Division of Planning and Development with broad community and stakeholder engagement and feedback. The vision for the Comprehensive Plan shapes the theme and framework on which to move forward, that:

“In our third century, Memphis will Build Up, Not Out. Memphis will be a city that anchors growth on strengths of the core and neighborhoods; a city of greater connectivity and access; a city of opportunity for all.”



During the Memphis 3.0 planning process, the City was divided into 14 planning districts to bring the process closer to the community scale. A district vision and list of broad implementation priorities were established for each district through engagement and stakeholder input. **Stakeholders** are residents, property and business owners, developers, City staff, elected officials and others with a stake in the community. Using the guidance from the Comprehensive Plan as a starting point, small area planning

engages community stakeholders to create a vision, goals, and more specific priorities and actions for making investment, land use and design decisions.

Pursuant to TCA 13-4-202, adoption by the Memphis and Shelby County Land Use Control Board (the City's Planning Commission) and the Memphis City Council now necessitates that land use decisions made in Memphis are consistent with the Memphis 3.0 Comprehensive Plan. In addition to legislative approval, the Plan was adopted by Executive Order of Mayor Jim Strickland committing City administration to work to achieve the goals and actions outlined in the Comprehensive Plan. Supporting the vision of *Build Up, Not Out*, the Plan seeks to build dense, walkable, transit-served neighborhoods, in context with community character, to better connect resources and improve the quality of life for those in the City.

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The central strategy of the Memphis 3.0 Comprehensive Plan for growth and change in the City is concentrated around **Citywide and Community Anchors** – places where communities come together for activity.

Anchors generally include a mix of uses, where commerce, services, and civic activities intersect and where higher densities of housing, commercial

activity, employment, and community uses are desired. Anchors provide an opportunity for new investment and services to bring positive and meaningful impact to a larger number of Memphians.

A list of all **Anchors in Memphis** is included on **page 57** of the **Memphis 3.0 Plan** and is included below.

Citywide and Community Anchors

FRAYSER

- 01 Northgate Center
- 02 Dellwood & Steele
- 03 Delano & Watkins
- 04 Corning & Watkins
- 05 Frayser & Watkins
- 06 Frayser Plaza
- 07 Whitney & Overton

CROSSING

- 08 Frayser Village
- 09 Frayser Gateway

NORTH

- 10 Harbor Town
- 11 Chelsea & Thomas
- 12 Chelsea & Ayers
- 13 Firestone & Breedlove
- 14 Brown & Watkins
- 15 Jackson & Hastings
- 16 Springdale & Brown
- 17 Chelsea & Hollywood
- 18 Douglass Park

CORE

- 19 Pinch District
- 20 Poplar Area
- 21 Downtown
- 22 Madison Area
- 23 Mississippi & Georgia
- 24 Memphis Medical District
- 25 Jackson & Evergreen
- 26 Crosstown
- 27 Poplar & Cleveland
- 28 Cleveland & Madison
- 29 Methodist University Medical Center
- 30 Netherwood & Willett
- 31 Lamar & McLean
- 32 Overton Square
- 33 Cooper Area
- 34 Central & Early Maxwell/ Fairgrounds

SOUTH

- 35 Third & Crump
- 36 Mississippi & Walker
- 37 Third & Belz/ Mallory Heights

- 38 Lauderdale & Mallory
- 39 Lauderdale & Rosewood
- 40 Neptune & Walker
- 41 Soulsville
- 42 Kerr & Gaither
- 43 Elvis Presley & Alcy
- 44 South & Alcy Ball

WESTWOOD

- 45 Ford & King
- 46 Third & Fairway/Levi Library
- 47 Third & Ford/Raines
- 48 Third & Weaver

WHITEHAVEN

- 49 Southwest TN Community College
- 50 Elvis Presley & Shelby Dr
- 51 Elvis Presley & Raines

RALEIGH

- 52 Raleigh Egypt
- 53 New Covington & Austin Peay
- 54 James Road/Old Raleigh
- 55 Austin Peay & Yale

JACKSON

- 56 Graham & Chelsea
- 57 Wells Station & Reed
- 58 Wells Station & Grey
- 59 Macon & Berclair
- 60 Janice & Berclair
- 61 Macon & Wells Station
- 62 Macon & Victor
- 63 Macon & Homer
- 64 Given & Isabelle
- 65 Summer & National
- 66 Summer & Graham

UNIVERSITY

- 67 Broad Avenue
- 68 Lester
- 69 Tillman & McAdoo
- 70 Oak Court
- 71 Colonial Village
- 72 Dunn & Cherry
- 73 University of Memphis Park Avenue Campus
- 74 Park & Getwell
- 75 University of Memphis
- 76 Highland Street

- 77 Binghampton Gateway
- 78 Highpoint Area
- 79 Summer & Graham
- 80 Poplar & Highland

LAMAR

- 81 Orange Mound
- 82 Brentwood Park
- 83 Park & Getwell
- 84 Getwell & Sharpe
- 85 Sherwood
- 86 Lamar & Kimball
- 87 Lamar & Airways

OAKHAVEN & PARKWAY VILLAGE

- 88 Winchester & Tchulahoma
- 89 Shelby & Tchulahoma
- 90 Perkins & Knight Arnold
- 91 Mendenhall & Knight Arnold
- 92 Mendenhall & Winchester

CORDOVA

- 93 Old Cordova
- 94 Trinity & Germantown Parkway/ Fischer Steel
- 95 Dexter & Germantown Parkway
- 96 Mullins Station & Whitten Road

EAST

- 97 Poplar & Truse
- 98 Park & Mt Moriah
- 99 Sea Isle
- 100 White Station & Quince
- 101 Poplar & Ridgeway
- 102 Ridgeway & Quince
- 103 Walnut Grove & Brierview/ Baptist Memorial
- 104 St. Francis

SOUTHEAST

- 105 Kirby & Raines
- 106 Winchester & Ridgeway
- 107 107 Kirby & Winchester

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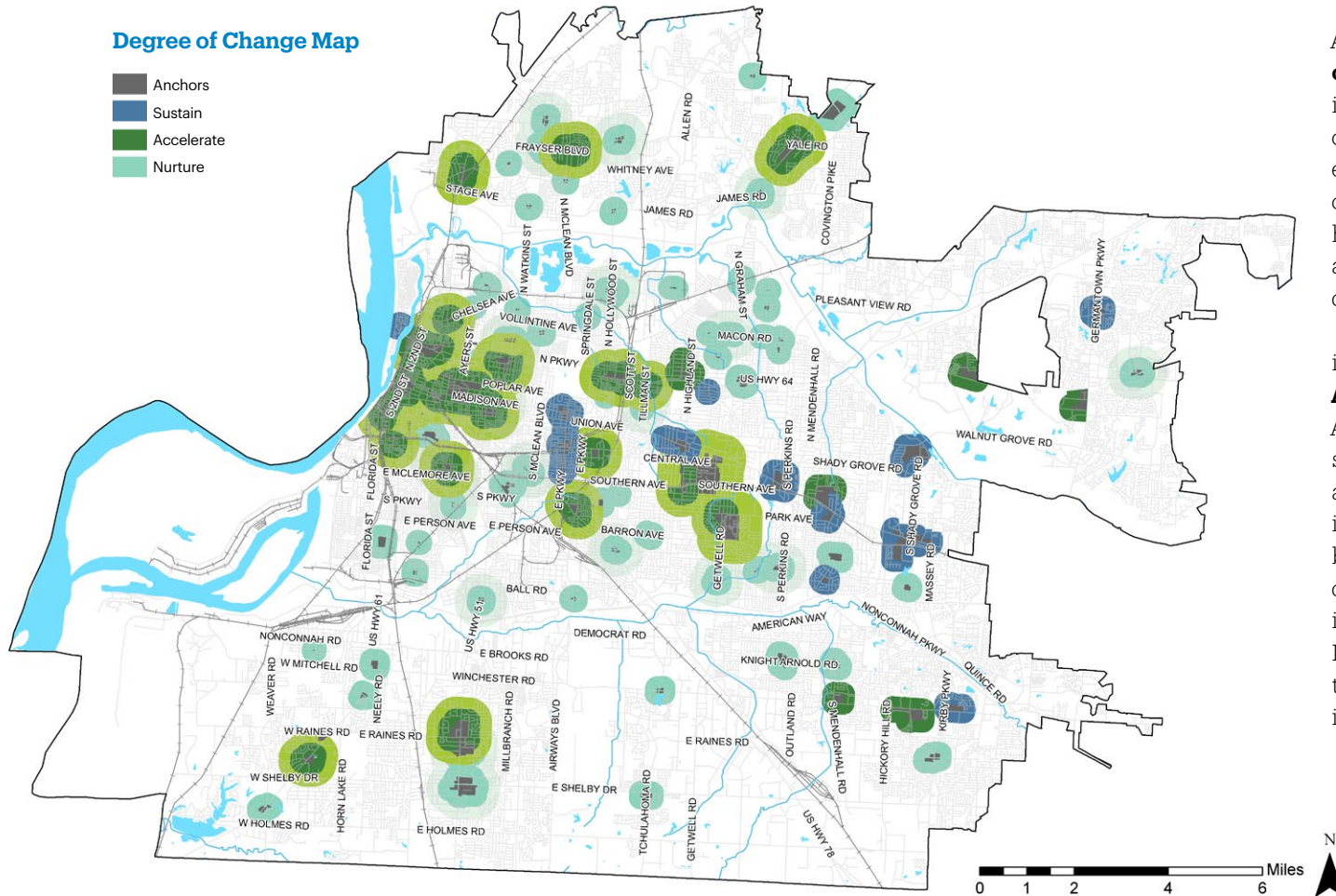
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Degree of Change Map

- Anchors
- Sustain
- Accelerate
- Nurture



Anchors are categorized into three **Degrees of Change** to determine how much change is encouraged and how such change may occur moving forward. The plan recognizes each anchor has unique opportunities and challenges. The degree of change designation helps to identify the types of policies, actions, and investments that best support success in development or preservation of the anchor.

Anchors with the most capacity for change in the near term have been designated as **Accelerate** anchors. In most cases, change in Accelerate anchors is led by the private sector, but supported by public resources. **Sustain** anchors are recommended to remain stable through incremental investment and maintenance led by the market. Anchors that have experienced decline and require greater amounts of investment are designated as **Nurture** anchors. In most cases, change in Nurture anchors aims to be led by the public sector to stimulate private investment.

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What is Small Area Planning?

A small area plan addresses growth, improvement, or preservation of a specific area of the city. A small area plan may address future land use, zoning, design, transportation, housing or other specific goals identified by the community. Small area plans have the benefit of providing a level of analysis and detail that a citywide plan cannot. The process allows communities to focus on issues unique to their community such as blight remediation or access to parks and open space. The small area planning process allows for consensus on goals and issues, community coalition building, and implementation of policies or projects tailored to the neighborhood. With a small area plan, the community can better prioritize local investments, the City can coordinate efforts and direct policy change to ensure the desired outcomes are being met, and the local governing body can have a document that illustrates the community vision for development and investment.

Within the Memphis 3.0 Comprehensive Plan are various maps and district priorities that can help guide the small area planning process. The geography of a small area plan can vary in scope and footprint. Small area plans can focus on one anchor, multiple anchors, a corridor, transitional



areas, a neighborhood, or a City-owned site that is being redeveloped. The boundary is determined during the beginning of the small area planning process and is developed through stakeholder input and vision.

Purpose of this Guide

As the City implements Memphis 3.0 and continues to pursue its goal of facilitating a culture of effective and inclusive planning, it is necessary to ensure community members help build the shared understanding of how small area planning can help shape and guide a neighborhood's growth. This guide was developed with a cross-section of community members that include representation from the City administration, members of respected community development organizations, individuals who study and teach urban

planning, architects and urban designers, local philanthropy groups, and planners. Additionally, community organizations and the public were given the opportunity to provide feedback on the contents of this guide, particularly identifying small area planning issues and helping develop the scoping questions found in Section IV that identify how to get started.

This small area planning guide provides a description of the types of small area plans the City conducts and supports, criteria used to select areas, standard steps in the small area planning process, and describes how small area plans can be implemented over time. The guide also discusses the role of stakeholders and the City in the process, the importance of community engagement, and outlines how the City can support communities if a neighborhood is not yet ready to pursue a small area plan.

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Initiating a Small Area Plan

This guide describes how areas are selected for small area plans and includes characteristics to consider while developing a small area plan. Multiple entities may initiate the small area planning process, including the community, City, or developed through a public-private partnership.

To apply for a small area plan in your area, please call **901-636-6100** or email info@memphis3point0.com for more information and to receive a short application (see appendices).

If a community is interested in conducting small area plan independent of staff of the Comprehensive Planning department, the completed plan may still be included in a future update to the Memphis 3.0 Comprehensive Plan, provided it meets the criteria and follows the process set forth in this document. The plan will require review and approval by the Division of Planning and Development, Memphis and Shelby County Land Use Control Board, and Memphis City Council.

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Small Area Plan Types

Small area plans generally build from anchors as the primary area of focus, but the type of small area plan pursued depends on characteristics in and around anchors. These characteristics may suggest the scope of a small area plan be prepared as an **Anchor Plan, Corridor Plan, or Transitional Area Plan.**



Anchor Plan



Corridor Plan



**Transitional
Area Plan**

Click on a circle to advance to the corresponding plan type

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Anchor Plans



ANCHOR PLANS are small area plans that contain recommendations for support or improvement within one or more neighboring anchors. Anchor Plans identify opportunities, locations, and strategies for infill within anchors and anchor neighborhoods and the public investments and projects that should be considered to encourage and direct private investment. The plan geography would encompass the citywide or community anchor and the surrounding ½-mile anchor neighborhood. During the pre-planning phase, the planning team reviews the area and scoping questions to determine issues like connectivity to major corridors, major institutions within proximity of the anchor, or any other issues or landmarks that may be outside of the anchor neighborhood but adjacent to the area. Issues and possible priorities or available opportunities help to focus the scope of the project for the steering committee

PHOTO COURTESY: PHILLIP VAN ZANDT

MIXED-USE PRECEDENTS WITH COMMENTS FROM COMMUNITY MEMBERS



The Carriage Crossing in Memphis, TN.



The Birkdale Commons in Huntersville, NC.



The Commercial Center in Collierville, TN.



Mixed-use development in Birmingham, AL.

RALEIGH ANCHOR PLAN CHARRETTE POSTER: Community members identify physical characteristics they like for the available development sites in within the Raleigh anchor.

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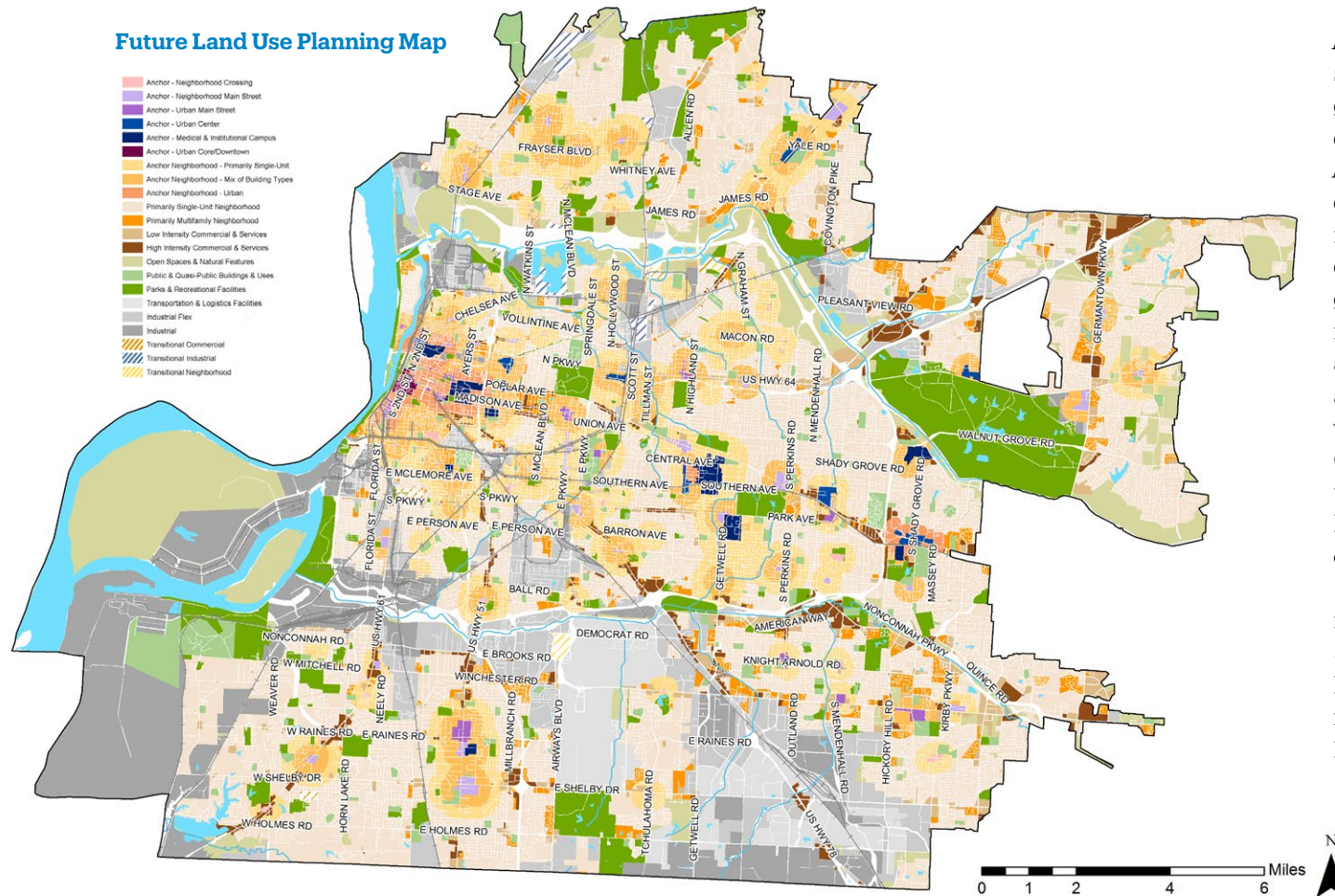
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Anchor plans seek to identify locations and strategies for managing change or sustaining growth that supports the community vision developed during small area planning efforts. Anchor plans can be focused around a primary development site and support activity around it. The plan should address future land use or zoning modifications that support desired growth for the anchor. Zoning modifications may include changes to zoning designation, application of frontages, or in some cases, text amendments to the Unified Development Code where recommendations have citywide impact. Other plan elements may include improvements to connectivity, availability and affordability of housing, parks and open space, and economic opportunities.

To identify anchors in your district or neighborhood, refer to the **Anchor map** on **page 56** within the **Comprehensive Plan**. The map below illustrates where anchors and anchor neighborhoods have been identified on the Future Land Use Planning Map.

Corridor Plans

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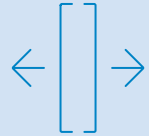
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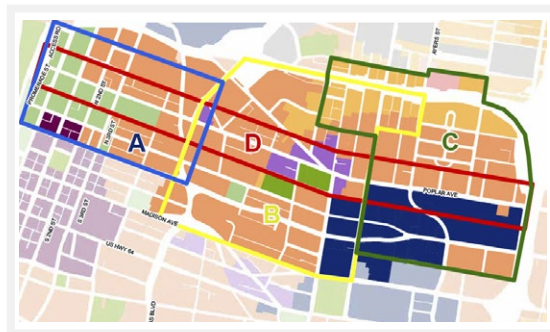
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CORRIDOR PLANS identify opportunities for changes along streets and roads that over time, will transform commercial or multi-use areas along that corridor. Corridor plans include multiple anchors along one major street. These plans illustrate how the related anchors can be supportive of the corridor, the role of the anchors, and recommendations to strengthen connections between anchors and surrounding neighborhoods to create a cohesive and thriving corridor. Corridor plans include considerations



Strategy

Provide strategic infill on empty lots and rehabilitate existing homes within the neighborhood to provide needed workforce housing and restore confidence in the communities along the corridor.

Connections

This planned investment can contribute to the vibrancy of the community in tandem with Commercial Infusion, Morris Park, and other strategic developments. The residential neighborhood's adjacency to the commercial hub will support new services within a walkable distance, and a strengthened pedestrian connection to Morris Park and the proposed Believe Memphis Academy will promote wellness, health, and safety.

Opportunities

- Rehabilitate existing homes.
- Utilize currently vacant lots.
- Build equity and create wealth through home ownership.
- Invest in neighborhood infrastructure including sidewalks, street lighting, security cameras, and road improvements.
- Improve connections between the neighborhood and Poplar via infrastructure.



of connectivity, diversity of modes of travel, access management, and placemaking. Retail studies may complement corridor plans to guide improvements to support commercial activity.

Corridor plans encourage diverse and mixed uses to improve the development pattern of the street. This plan type also aims to improve the function and safety of the street for all users. Corridor plans may consider gateways, landscape, beautification, roadways, public space, and façade improvements.

(Above) NORTH POPLAR CORRIDOR PLAN

RECOMMENDATIONS: Corridor plans identify opportunities for development and improvement to support the overall health of the corridor.

(Left) NORTH POPLAR CORRIDOR LAND USE MAP:

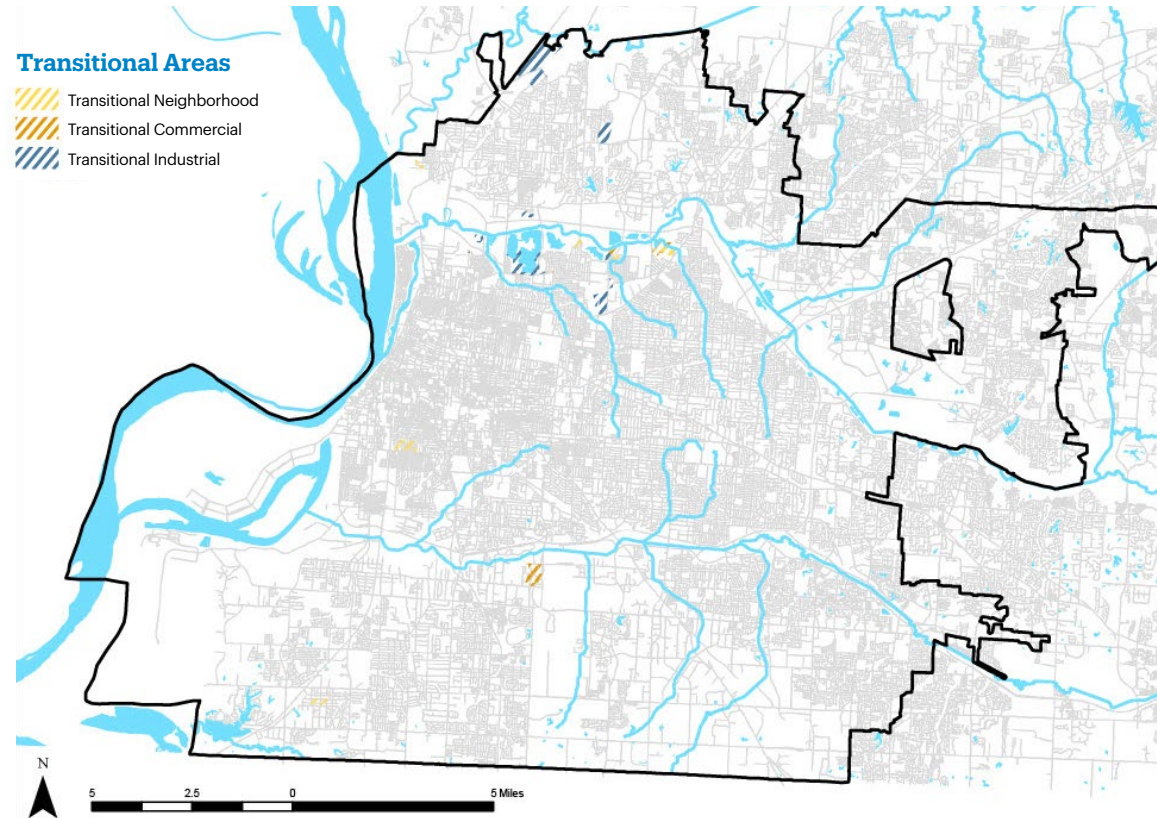
Corridor plans connect multiple anchors and land uses.

Transitional Area Plans



TRANSITIONAL AREA PLANS are conducted in areas that need additional, detailed planning work, but are not identified as anchors or corridors. These areas are not expected to accommodate growth such as housing or retail nor are they likely to receive substantial investment. However, these areas have the potential to change use in large scale. A transitional area has been defined in the Memphis 3.0 plan as an area where significant vacancy is present (over 50%). The goal of a transitional plan is to identify viable solutions that can transition the area to a more productive land use or supports the area and prevents further abandonment and deterioration.

There are three types of transitional areas identified: **Neighborhood, Commercial, and Industrial**. A Neighborhood transitional area is one with high vacancy of residential buildings or land. Commercial transitional areas are commercially-zoned areas that have faced decline and investment over the years and have a large amount of vacant commercial structures.



These may be vacant retail, big box stores, or offices. Industrial transitional areas are declining or abandoned industrial and warehouse areas that may require environmental remediation or located in an area where no new development

is occurring. The map above illustrates where transitional areas have been identified on the Future Land Use Planning Map.

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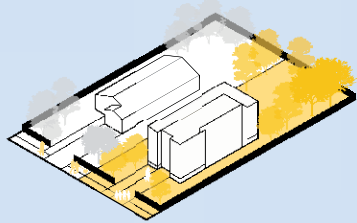
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Transitional Area Plans

Example Lot Types from the Vacant Lot Activation Toolkit

Development Lot Fourplex



Fourplex. Fourplexes are historically prevalent within the City and can be a context-sensitive way to add density in predominantly single-family neighborhoods.

Development Lot Cottage Court



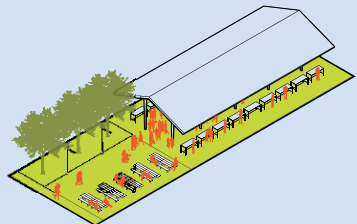
Cottage Courts. Cottage courts are being used by many cities to add density and affordable housing options. This development can provide a customer base to support neighborhood retail and services located in anchors.

Cottage Court Example Example Victor, Idaho



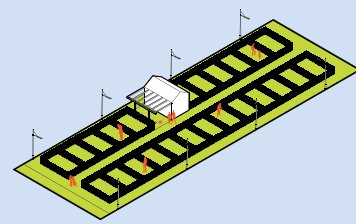
Fits Most Contexts. Cottage courts are dynamic and can fit into most urban and suburban contexts.

Community Lot Gathering Space



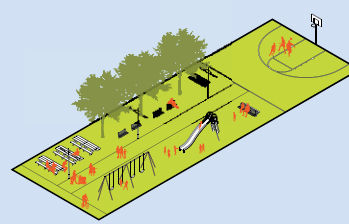
Gathering. Community lots offer various forms and purposes. Many communities lack free places to gather and these lot interventions can help.

Community Lot Community Gardens



Growing. Some forms of community lots can serve as community gardens for food production while others can double as event space.

Community Lot Recreation



Activity. Community lots can be repurposed for recreational purposes. A repurposed lot can serve as a community park, playground, or walking path.

An example of a transitional area plan comes from an area of southwest Memphis where significant flooding occurred in 2011. The transitional plan for the area identified a suite of solutions that may be applied to accommodate new activity in the area and protect life and property from future flooding conditions. One of the outcomes of this plan included a set of recommendations that formed the basis of the **'Vacant Lot Activation Toolkit'** on pages **167-169** of the **Memphis 3.0 Comprehensive Plan**. The diagrams at left show the starting point to determining appropriate solutions from development to open space for transitional areas.

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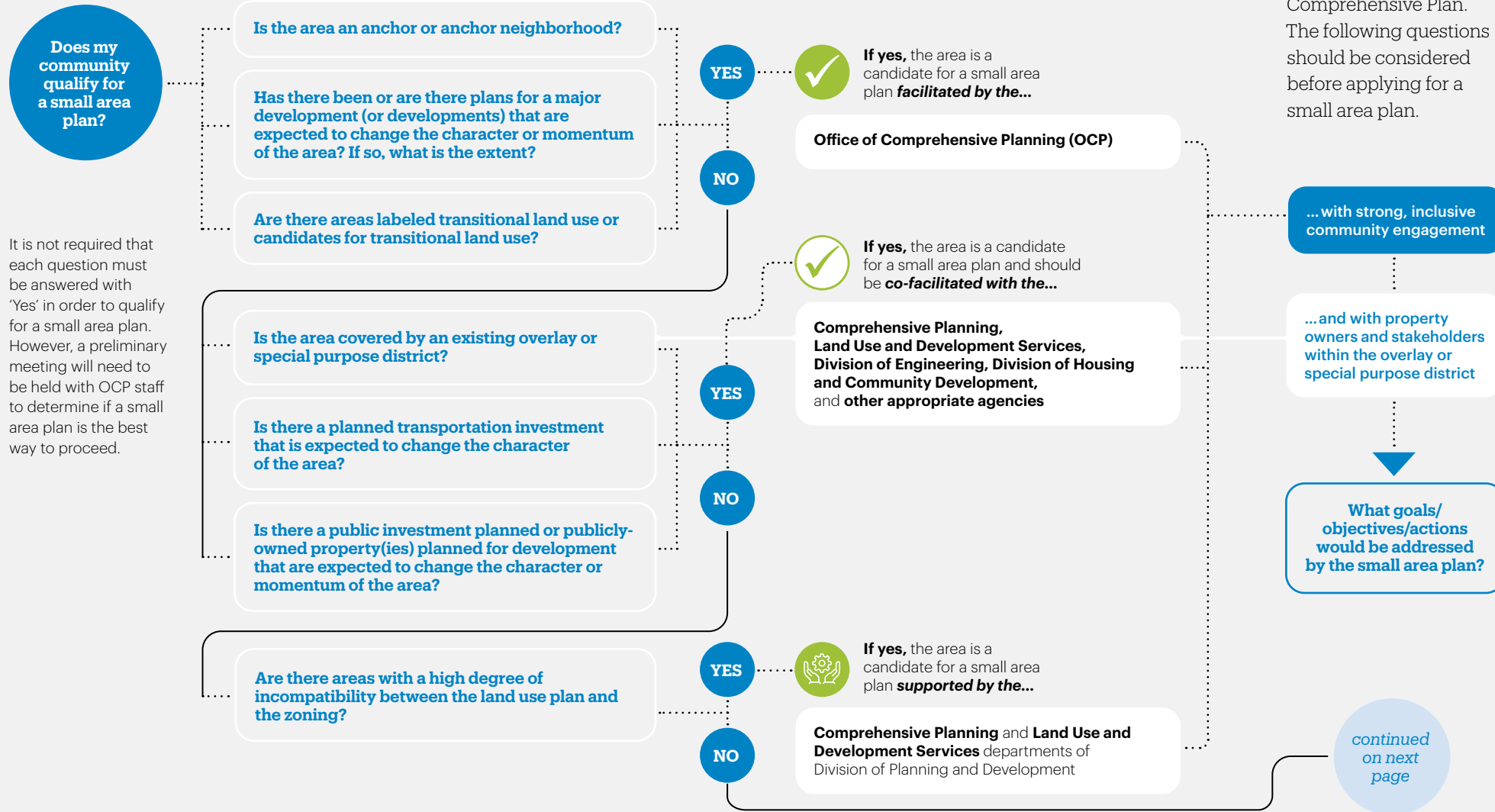
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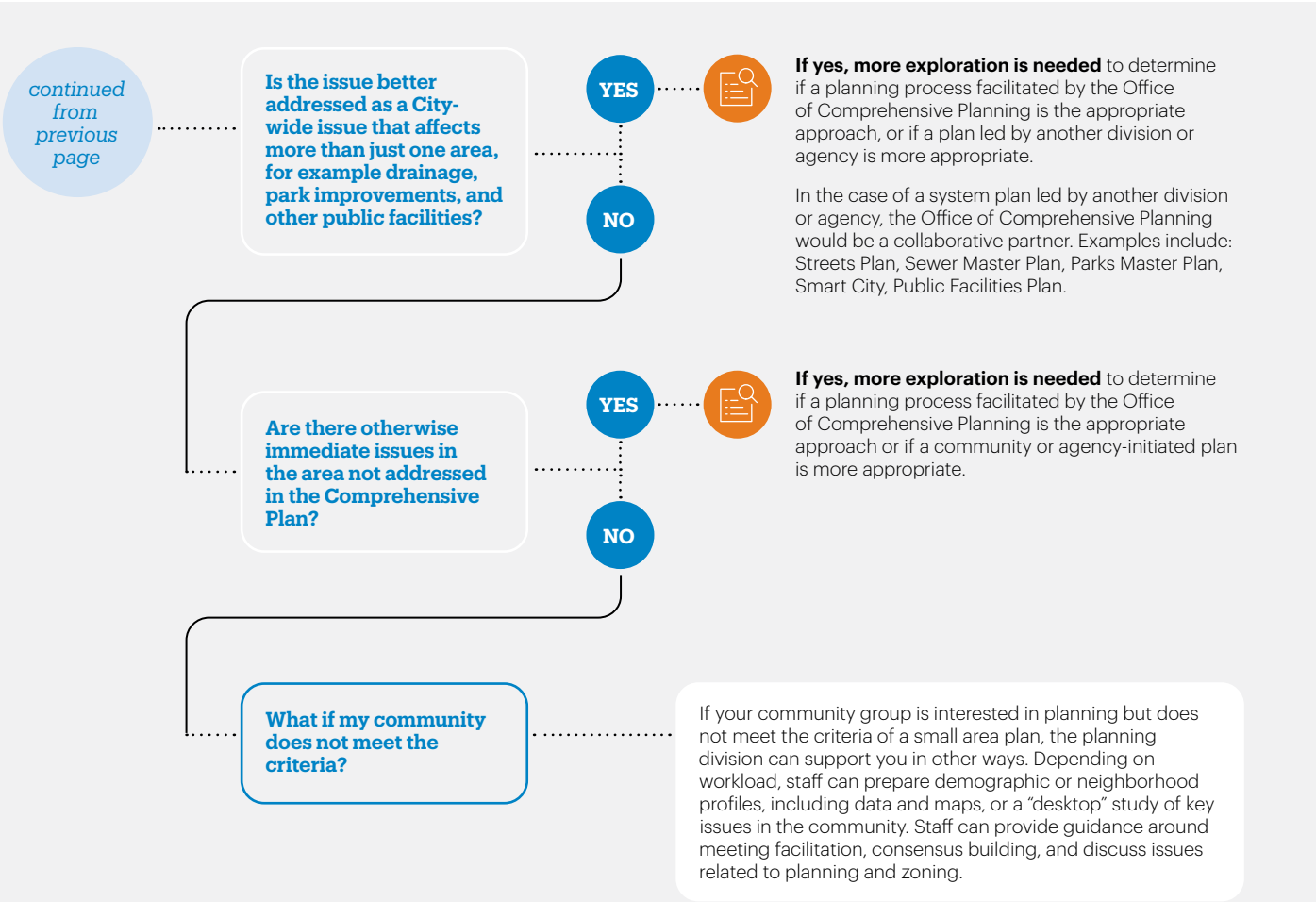
Small Area Plan Criteria Summary

The small area plan criteria and checklist were established in the Memphis 3.0 Comprehensive Plan. The following questions should be considered before applying for a small area plan.

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These responses help determine the type of small area plan need, additional expertise, and needed stakeholders.



It is important to consider how much time can be devoted to undertaking a small area plan and the planning office's existing commitments to other projects. The scope of the plan will determine the estimated hours needed and can be developed with the steering committee. OCP encourages interested groups to facilitate their own preliminary small area planning efforts if work-load does not permit direct involvement by planning staff.

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Addressing Community Values With Small Area Plans

Guiding Values

The values expressed by the community through the planning process served as the basis for the Memphis 3.0 Comprehensive Plan's vision statement and three plan elements — land, connectivity, and opportunity. These values guide community planning through the small area planning process.

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.

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.

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.

Memphis 3.0

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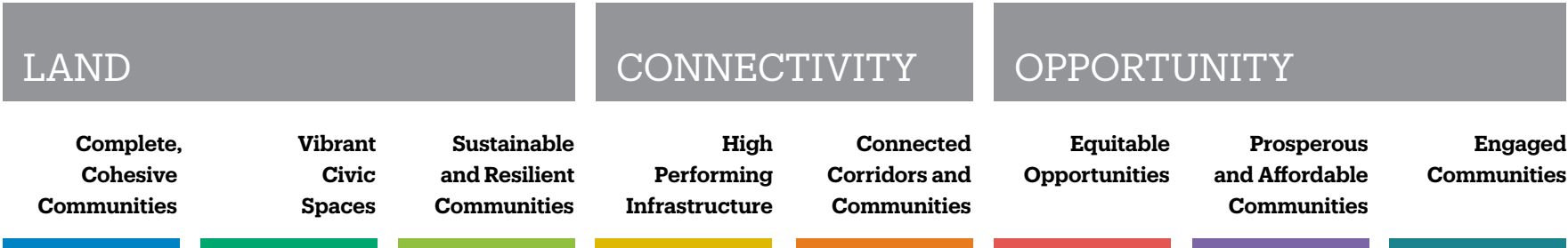
PHOTO: @DARRYLJACKSONSR/INSTAGRAM

Issues and Topics

The City recognizes communities may have additional values that are important as they examine growth opportunities. There is an opportunity for stakeholders to add values of the community to the small area plan. Within any type of small area plan (anchor, corridor, or transitional), some topics are consistently addressed as an initial starting point; some may serve as the focal point. Initially, the stakeholder group works together to identify alignment between the elements and goals of the Memphis 3.0 Comprehensive Plan, the goals of the small area planning process, and the community's objectives. These are listed for reference to help with the initial topic consideration, with further defining of the scope to follow.

These topics are commonly addressed as a part of a small area plan:
- Urban design, building form and scale (building height and number of floors, square footage, space from sidewalk, lot size), and neighborhood context
- Land use
- Transportation (automobile, transit, bicycle, pedestrian, shared mobility, and freight)
- Streets and streetscapes
- Infrastructure (like sewers, drains, roads, etc.)
- Parks and open space
- Zoning, land use regulations, or design guidelines
- Economic development or improving commercial development
- Housing availability, options, affordability, and displacement
- Implementation tools
Other topics may include:
- Public health
- Sustainability and resilience
- Parking
- Brownfield remediation and reuse
- Arts and culture
- Broadband access

PLAN ELEMENTS



GOALS

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Defining the Scope

Each small area plan addresses issues and topics of most relevance to the area of focus. The City and stakeholders work together to define the scope of the small area plan before the Kickoff. **To the right** is a sample list of scoping questions that can serve to define these issues and priorities and help to clarify initial topics of concern or interest.

Does the area contain an accelerate or nurture anchor?	Does the area contain an accelerate anchor with a high level of blight and vacancy?	Are there areas that are not within a 10-minute walk to a park, open space, or greenway or transit stop?	Is there a need for affordable housing or diverse housing types?
Is there a high energy burden on residents?	Are stakeholders concerned about issues of equity among residents or areas of the neighborhoods?	Are there high or increasing development pressures present?	Is the neighborhood experiencing a pattern of undesirable development or land uses?
Does the area have high density of population and housing?	Does the area have a high degree of walkability (easy to walk around by foot to a public or commercial destination in under 10 minutes) and frequent bus service?	Are institutions and educational facilities present?	Does the area contain anchors that have few job opportunities?
Are there nearby sources of environmental pollution or concern?	Are there specific flood risks or other weather-related vulnerabilities?	Are there infrastructure upgrades/investments that have recently occurred or are planned?	Are there two or more active neighborhood improvements groups?

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Community and Stakeholder Engagement

To ensure the success and sustainability of a small area planning effort, community engagement efforts should maximize the involvement of community-based organizations. Stakeholders and subsequent community engagement should also support equity values and ensure that the stakeholder group is reflective of the community at large.

To do this, it is imperative to identify and work with local known **community institutions**. These include community development organizations, local businesses, faith-based organizations, universities, hospitals/clinics, schools, churches, synagogues, mosques, and other groups with ties to the community. The City informs these groups of the upcoming small area planning process and establishes a formal planning steering committee or coalition to drive the planning process. The role of the steering committee is to promote priority issues, ensure public understanding of the process, and secure public support and buy-in. When considering members for the steering committee, it is recommended that selection considers the knowledge, expertise and commitment that one has of the local area.

The Division of Housing and Community Development's **Community Coalition Building program** can be a valuable resource for communities organizing steering committees for small area planning. This program was created from the Memphis 3.0 plan and aims to support the cooperation of community organizations to develop shared goals, priorities, and outcomes for neighborhoods.

Finally, partnering with **nonprofit organizations or local businesses** who specialize in public engagement or have staff who work as community connectors can help increase the success of community engagement efforts. Nonprofit leaders such as Center for Transforming Communities, Community LIFT, or BLDG Memphis have a demonstrated track record of success with empowering communities in planning exercises.



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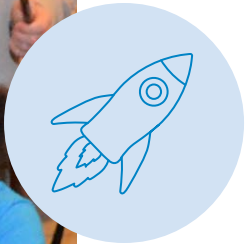
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The following provides a model for the small area planning process. These steps follow common planning methods, refined through use during initial small area planning processes and feedback from stakeholders.



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STEP 1: Kickoff



The Kickoff is initiated by OCP, beginning the process by assembling stakeholders, community groups, staff, and consultants to collectively define the project area and plan scope. This assembly should be formalized into a steering committee with roles and responsibilities to ensure an organized approach to planning. During the kickoff, OCP staff should work to understand initial equity values with the partnering organization and ensure it aligns with the vision of an inclusive and equitable Memphis as identified in the comprehensive plan. The established steering committee should include stakeholders throughout the community, including residents, property owners,

and representatives from major institutions, nonprofits, community development corporations, and local employers. Among the first tasks of the steering committee are setting the plan boundary and scope, preparing the workplan for the process, and developing the community engagement strategy to maximize participation. These tasks should follow review of the Comprehensive Plan, including how the area is discussed in the district planning section, basemaps of the area, and an 'on the ground assessment' which could include a visual survey, interviews, and data of recent developments or code enforcement activities.

Estimated time to complete
2-4 months

- ✓ **Engage stakeholders**
- ✓ **Organize the team and steering committee**
- ✓ **Review Memphis 3.0 Comprehensive Plan**
- ✓ **Develop basemaps (geographic maps with basic identification information of the area) and conduct community walking tour to guide kickoff activities**
- ✓ **Define boundary of the community plan area and plan scoping**
- ✓ **Develop detailed workplan for small area planning process**
- ✓ **Develop community engagement strategy**

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STEP 2: Identify Community Vision and Shared Values



The second step of the small area planning process looks at establishing a community vision and shared values for residents and neighborhoods involved and impacted by the small area plan. After research on community history, demographics, and community character, review of existing plans and projects, and soliciting public input, the stakeholder committee is presented with a summary of the existing conditions of the small area. The planning team and steering committee works together to determine the values guiding the plan recommendations and to craft a vision statement expressing the desired future

condition of the area. The vision and guiding values for the small area plan should align with the vision, guiding values, and goals of the Memphis 3.0 Comprehensive Plan. Related system plans should be consulted, as well. These include: Memphis 3.0 Transit Vision, Memphis Area Climate Action Plan, Mid-South Regional Resilience Master Plan, Memphis Complete Streets Plan, Mid-South Regional Greenprint, and in progress plans such as Sewer Master Plan, Parks Master Plan, or Memphis and Shelby County Stormwater Manual.

Estimated time to complete
2 months

- ✓ **Research community history, demographics, and built environment**
- ✓ **Review existing objectives, conditions, opportunities, and recommendations**
- ✓ **Conduct focus groups, public meetings, and public awareness**
- ✓ **Establish guiding values for the planning process**
- ✓ **Develop vision(s) for community area and its future growth or change**
- ✓ **Align vision and values with Memphis 3.0 Comprehensive Plan (and related system plans)**

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STEP 3: Refine Plan Focus



Setting the vision and values in Step 2 provides an aspirational framework for the plan. But before the planning team can begin translating the vision and values into recommendations, further refinement of the plan focus is necessary. Have the geographic focus areas of the plan been well defined? Are the vision and values within the scope set in Step 1? Does the scope need to be revised to ensure the plan is specific to the vision and values? Working with residents and stakeholders, the team refines the project's focus areas to limit the scope to a manageable number of topics. The planning team and stakeholder committee reviews the land use, community character, and degree of change recommendations in

the Memphis 3.0 Comprehensive Plan. These are not only carefully selected place designations specific to each anchor area, but degrees of change provide guidance on implementation steps suitable for each anchor based on desired change in character and level of market support. Site tours offer opportunities to review these plan recommendations, identify neighborhood assets, evaluate implementation options associated with degree of change, and identify needed infrastructure improvements and desired amenities.

Estimated time to complete
2-3 months

- ✓ **Refine community focus areas**
- ✓ **Review and identify neighborhood assets and amenities**
- ✓ **Identify planned improvements**
- ✓ **Review land use and community character designations in Memphis 3.0 Comprehensive Plan**
- ✓ **Review designated anchor degree(s) of change and associated action steps**
- ✓ **Develop list of desired amenities and needed infrastructure improvements in alignment with land use and degree of change recommendations**

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STEP 4: Draft the Plan



Step 3 of the planning process should result in a lengthy list of issues, ideas, and possible solutions. In Step 4, the planning team begins the work of narrowing down those options into a set of initial recommendations to take back to the steering committee and the community. These initial recommendations should be aimed at addressing the plan scope, vision, and values. Once feedback is received, a finalized set of recommendations is drafted, including roles and responsibilities for implementation. Recommendations should be clear

and should address policy change, investment, or operational action. The draft plan should include recommended land use, zoning, or design concepts, if applicable. Finally, recommendations should include measures of success to evaluate the success of the plan following completion. More than one phase of community engagement may be required in Step 4. This step is the best opportunity for the planning team to hold community engagement through the charrette process, if that is desired.

Estimated time to complete
3-4 months

- ✓ **Craft initial recommendations and report back to the community**
- ✓ **Refine draft recommendations and options**
- ✓ **Include roles and responsibilities for partners in the implementation strategy**
- ✓ **Prepare recommended land use and zoning concepts**
- ✓ **Define measures of success**
- ✓ **Begin the review process to work towards the final draft**

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STEP 4: Draft the Plan

Examples of Measures of Success

(Source: Memphis 3.0 Comprehensive Plan)

LAND

- Population change
- Population density
- New residential development
- New residential development (home value range and area median income)
- New residential development (proximity to commercial and employment centers)
- New non-residential and mixed-use development
- Change in access to parks and open spaces
- Change in access to schools
- New development by planning district
- New investment in anchors and anchor neighborhoods

CONNECTIVITY

- Transit frequency
- Access to frequent transit
- Change in access to walkable areas
- Change in access to bikeable areas
- Change in infrastructure maintenance cost
- Infrastructure investment in anchors and anchor neighborhoods
- Reduced energy consumption
- Reduced crashes and roadway fatalities
- Reduced travel-to-work time
- Increase in transit use, bicycling, and walking for transportation

OPPORTUNITY

- New tax revenues
- Change in access to employment centers
- Change in access to retail centers
- Residential access by affordability (housing, transportation, and utilities)
- Change in household poverty

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STEP 5: Final Plan



The final plan completes the process of the small area plan. Timing of short, medium, or long-term should be assigned to each of the policies and actions. Responsibilities of partners in implementation should be confirmed to ensure accountability. Recommendations about funding and investment opportunities should

be included to initiate the process of identifying suitable funding. One of the primary sources to consider is the Community Catalyst Fund – a dedicated funding source for community improvement projects identified through small area plans.

The plan should identify public investments (i.e. city, state, and federal funds) and projects that can encourage and direct private investment. Examples of implementation strategies from small area plans completed to date include a tax increment financing district in Raleigh, pedestrian safety and transit improvements in Raleigh and Whitehaven, artist-led placemaking projects in Raleigh and Whitehaven, and demolition of dilapidated structures to make way for redevelopment of affordable multifamily housing in Binghampton.



Artist: Tony Hawkins

Estimated time to complete
2 months

- ✓ **Complete policies and actions**
- ✓ **Define short, medium, and long term action steps**
- ✓ **Complete the land use and zoning plan**
- ✓ **Prepare design principles and include examples**
- ✓ **Confirm responsibilities of partners in implementation**
- ✓ **Review options for project funding and investment**

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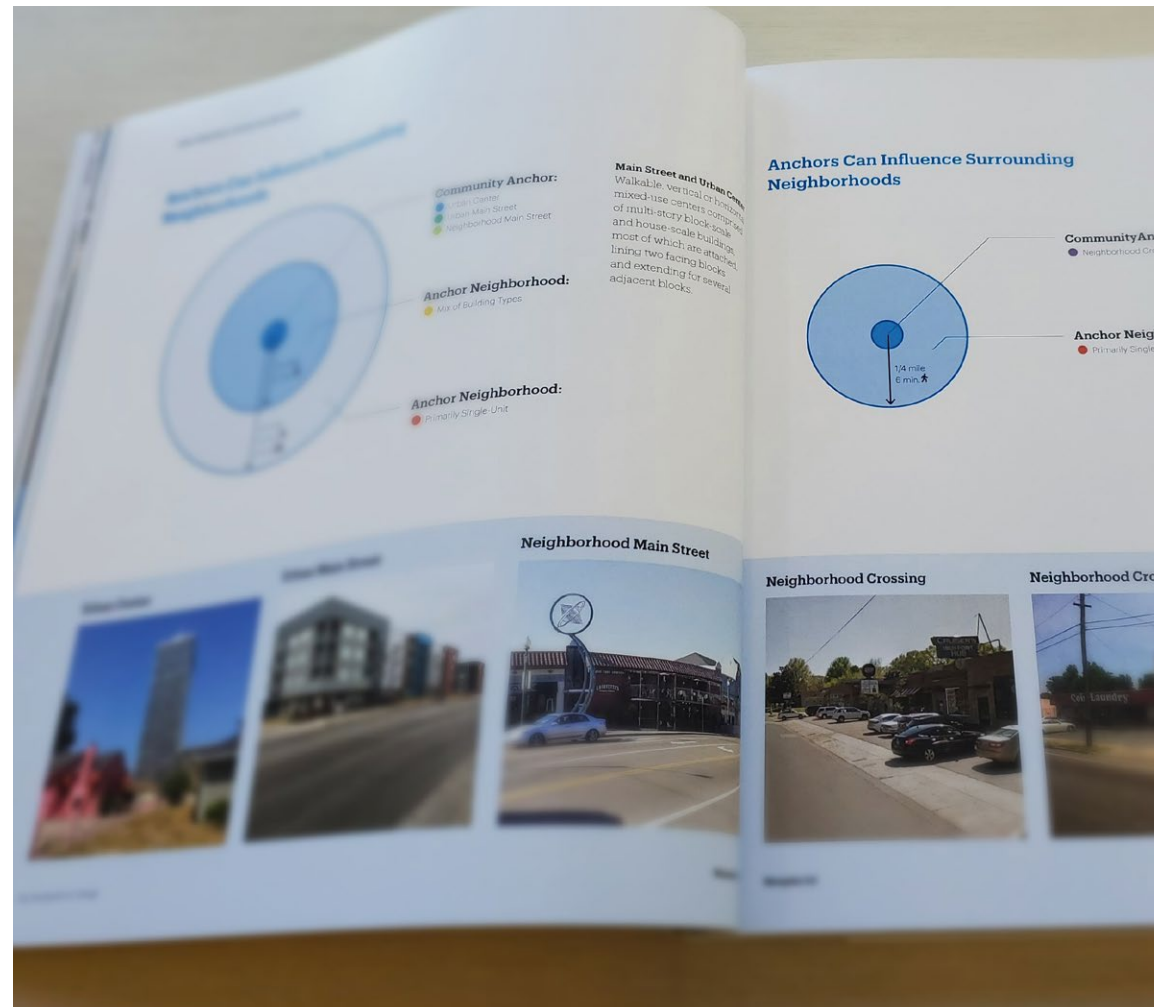
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STEP 5: Final Plan

Finally, the land use and zoning plan should be completed in the final plan, including steps for implementation. Generally, any changes to the land use plan are made in an annual review to the Memphis 3.0 Comprehensive Plan. Zoning changes follow the comprehensive zoning change process described in Section 9.5.12 of the Memphis and Shelby County Unified Development Code. If a comprehensive zoning change is recommended by the small area plan, the Division of Planning and Development prepares the required resolution of the Memphis City Council initiating the change to accompany the small area plan adoption resolution (see Step 6). Following the City Council's resolution initiating a comprehensive zoning change, a hearing before the Land Use Control Board and three readings of the zoning ordinance by the City Council are required.



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STEP 6: Plan Approval



Completed small area plans should be adopted or approved by:

- Plan steering committee
- Division of Planning and Development
- Memphis and Shelby County Land Use Control Board
- Memphis City Council

Note that Small Area Plans are advisory and shall not be considered adopted for the purposes of consistency until recommendations from a Small Area Plan, if any, are adopted into Parts 2 or 3 of the Comprehensive Plan.

Adoption by the Land Use Control Board and Memphis City Council are completed as an amendment to the comprehensive plan by resolution on an annual basis.

Estimated time to complete
1-2 months



PHOTO: OPTICOS DESIGN

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STEP 7: Evaluation



Two forms of evaluation accompany each small area plan. First, the process will be evaluated by staff, steering committee, and stakeholders. The evaluation:

- Determines if values were sustained throughout the process and reflected in the recommendations,
- Determines if plan recommendations align with the outcomes and metrics identified in the Comprehensive Plan,
- Determines if broad community engagement was attained, and
- Identifies other issues related to process, timing, etc.

The second form of evaluation is tracking small area plan actions and measures of success. These measures are tracked on an annual basis as part of the annual review of the Memphis 3.0 Comprehensive Plan.

Estimated time to complete
ongoing



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Consultants

Outside expertise in the form of consultants may be necessary depending on what issues are identified during project scoping. Consultant expertise in the areas of urban planning, architecture, urban design, transportation planning, landscape architecture, economic development, finance, or public relations many be needed. The City will use internal staff to the greatest degree possible and supplement gaps in expertise, ability, or capacity with consultants.



PHOTO: OPTICOS DESIGN

Questions?

**For more information,
please contact the
Division of Planning
and Development's
Comprehensive
Planning department at
901-636-6100
or by emailing
info@memphis3point0.com**

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Applicant Information

Plan Contact

- Primary contact (individual or firm)
- Organization name
- Organization type (classification of nonprofit/private)
- Address
- Phone
- Email address

Small Area Plan Questionnaire

If you or a group you work with are looking to enter the small area planning process, it is important you review and answer the following criteria questions. After your review, please consider if the questions are relevant to the issues your community is facing. Consider, would a small area plan meet the needs of your organization's goals and objectives? Further, document any additional questions that you consider relevant to the project.

1. Provide a neighborhood Description
- include items such as your neighborhood name, general character, relative location, and boundaries (please be as specific as possible and provide a map).

2. What strengths are in your community and you would like to see continue? What issues would the small area plan address? Some examples provided.

- within a 10-minute walk to a park, open space, or greenway or transit stop
- affordable housing
- diverse housing types
- energy use and costs
- development activity
- frequency/quality transit
- job opportunities
- access to community/social resources
- access to health/food options
- environmental health
- infrastructure upgrades

3. What do we want this area to be in 5–10 years regarding goals and expectations? Are there any exemplary plans or cities that you can use to model a small area plan?

4. Can you identify neighborhood associations and nonprofit organizations that would be interested in this work? Stakeholders? Property owners? Business owners? Can you identify members that would ideally participate in an advisory team?

5. Describe how a small area plan would align with the Memphis 3.0 Comprehensive Plan and identify key elements or goals of the 3.0 Plan that would be addressed.

6. Are you aware of the development history and physical characteristics of the plan area (i.e., topography, hydrology, floodplains)? Existing land use and zoning context? Demographic data / census information (historic trends and current conditions)?

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