# MEMPHIS AEROTROPOLIS AIRPORT CITY MASTER PLAN

**FINAL REPORT | APRIL 2014**

## PREPARED FOR
- The City of Memphis, Tennessee
- The Department of Housing and Urban Development
- Greater Memphis Chamber

## MASTER PLAN BY
- RTKL Associates, Inc.
  - Los Angeles - Planning and Urban Design Studio

  In collaboration with:
- MXD Development Strategists
- AECOM
- Bound and Gillespe, PLLC
- The Carter Malone Group
- Community Capital, LLC
- Gibson Transportation Consulting, Inc.
- Dr. John Kasarda, PhD
- Looney Ricks Kiss
- Trust Marketing
- SR Consulting, LLC

## WITH ASSISTANCE FROM
- Shelby County
- Memphis Shelby County Airport Authority
- Bioworks Foundation
- BNSF Railway
- Boyle Investment Company
- Elvis Presley Enterprise
- FedEx Corporation
- University of Memphis
- Medtronic, Inc.
- Memphis and Shelby County Office of Sustainability
- Methodist Healthcare
- Nike, Inc.
- Summit Truck Group
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PROJECT BACKGROUND

To meet the challenges facing Airport City, a concerted and highly coordinated effort is required of local government officials, community and business leaders, and all concerned stakeholders. Success begins with a unified vision – maintain Memphis’ position as a world class logistics and distribution hub, marshaling resources and leveraging assets to attract business, create employment, enhance neighborhoods, and otherwise promote economic and community development.
1.1 PROJECT OVERVIEW

The U.S. Department of Housing and Urban Development and the City of Memphis have partnered to fund preparation of a comprehensive Master Plan for the Airport City target site. This Master Plan aligns with HUD’s Livability Principles to promote an economically vital and sustainable community.

PROJECT DESCRIPTION

The U.S. Department of Housing and Urban Development (HUD) and the City of Memphis have partnered through the FY 2010 HUD Community Challenge Grants Program to fund preparation of a comprehensive master plan for the Memphis Aerotropolis, Airport City target site. This effort recognizes that the region’s growth and prosperity are intimately tied to Memphis International Airport (MEM). In fact, a 2007 economic study by the University of Memphis reveals that the Airport’s cargo and passenger operations account for as many as 1 out every 3 jobs in the metropolitan area. Yet, Memphis has not tapped the full potential of this asset as the area surrounding the Airport has suffered from haphazard development leading to unsustainable economic, social, and environmental conditions.

AIRPORT CITY MASTER PLAN

The Airport City Master Plan presents a well-considered and coordinated plan of action to support reinvestment and guide future Airport area development. Its implementable strategy will reinforce Memphis’ position as the leading logistics and distribution center for the Mid-South Region, attracting business, creating employment opportunities, enhancing neighborhoods, and providing other benefits that address deficiencies in the community’s social and physical infrastructure. More specifically, the Master Plan provides background analysis, comprehensive planning, development strategies for catalytic sites, and an action plan for an approximately 50 square mile study area surrounding MEM.

HUD COMMUNITY CHALLENGE GRANT PROGRAM

The HUD Community Challenge Grant Program is tasked with promoting affordable, economically vital, and sustainable communities. To meet this intent, the Airport City Master Plan aligns with HUD’s Livability Principles:

1. Provide more transportation choices: Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation’s dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health.

2. Promote equitable, affordable housing: Expand location- and energy-efficient housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation.

3. Enhance economic competitiveness: Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.

4. Support existing communities: Target Federal funding toward existing communities – through such strategies as transit-oriented, mixed-use development and land recycling – to increase community revitalization, improve efficiency of public works investments, and safeguard rural landscapes.

5. Coordinate policies and leverage investment: Align Federal policies and funding to remove barriers to collaboration, leverage funding and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.

6. Value communities and neighborhoods: Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods.
PLANNING PROCESS

The planning process for Airport City encompassed four stages over a nearly two year period. Each stage resulted in a report documenting the results and involved intensive community participation.

**Inventory:** The initial stage required that the project team review related plans, inventory site conditions, conduct a real estate market analysis, and identify redevelopment opportunities.

**Analysis:** Following the inventory of existing conditions, the project team undertook a detailed analysis of development opportunities and constraints, with a focus on assessing potential redevelopment sites. This stage also included a preliminary assessment of possible implementation measures.

**Recommendations:** Based on the findings of the analysis stage, the project team devised recommendations for each comprehensive plan element, outlined development strategies for proposed economic development districts that incorporated key redevelopment sites, suggested important structural changes, and prepared an action plan for implementation.

**Final Report:** The last stage culminates in the Master Plan, incorporating, summarizing, and refining the work completed under previous stages.

DOCUMENT ORGANIZATION

The Master Plan is divided into four parts, addressing: 1) project background; 2) framework plan elements; 3) economic development district concepts, and 4) implementation strategy. The four parts with supporting chapters are summarized as follows:

**PART I: PROJECT BACKGROUND**

*Chapter 1: Introduction* presents an overview of the Master Plan process, the planning study area, as well as a brief discussion on the aerotropolis concept and its relevance to Memphis.

*Chapter 2: Community Engagement* summarizes the engagement process and outcomes, and outlines the major themes that emerged from that dialogue.

*Chapter 3: Airport City Vision and Principles* describes the guiding vision and development principles for Airport City, and offers an overall development framework plan as a physical manifestation of that vision.

**PART II: FRAMEWORK PLAN ELEMENTS**

*Chapter 4: Land Use & Urban Form* provides policies, strategies, and supporting concept plans that address 1) land use and zoning; and 2) urban structure and visual character; it also includes a land use compatibility chart and program recommendations that rationalize land use patterns and upgrade visual quality.

*Chapter 5: Transportation* provides policies, strategies, and supporting concept plans that address 1) transportation corridors; 2) transit system; and 3) alternative modes; this chapter also describes key development typologies and program recommendations that promote multimodal connectivity.
Chapter 6: Infrastructure & Environment offers policies, strategies, and supporting concept plans for 1) resource protection; 2) parks and recreation; and 3) green industry and renewables infrastructure; it also suggests key development typologies and program recommendations that expand the green network.

Chapter 7: Housing & Community Resources offers policies, strategies, and supporting concept plans for 1) housing & neighborhoods; 2) community amenities; and 3) community services and proposals; this chapter also includes key development typologies and program recommendations that support community revitalization.

Chapter 8: Economics & Real Estate sets forth policies and strategies for 1) market competitiveness; and 2) economic sectors; it also includes key development typologies and program recommendations that help grow the economic base.

PART III: ECONOMIC DEVELOPMENT DISTRICT CONCEPTS

Chapter 9: West Side Airport Districts identifies economic development districts and key redevelopment sites west of the Airport, describing their economic rationale and development strategies; it is highlighted by the vision for a potential Creative Center.

Chapter 10: Airport Districts identifies economic development districts and key redevelopment sites east of the Airport, summarizing their economic rationale and development strategies; it also incorporates the vision for a proposed Employment Hub.

Chapter 11: Employment / Logistics Districts designates economic development districts and key redevelopment sites with a focus on advanced manufacturing and logistics industries, summarizing their economic rationale and development strategies; it also includes the vision for a projected Logistics Hub.

Chapter 12: Commercial / Amenity District describes an economic development district and key redevelopment sites promoting commercial activity along the Elvis Presley Corridor, summarizing its economic rationale and development strategies; it is highlighted by the vision for a proposed Urban Center.

PART IV: IMPLEMENTATION STRATEGY

Chapter 13: Structural Recommendations summarizes proposals for restructuring organizational, financial, and regulatory mechanisms to better promote community and economic development throughout Airport City.

Chapter 14: Action Plans outlines measures to advance proposed Trigger Projects, and additionally lays out steps for implementing each of the plan elements.

Chapter 15: Implementation Phasing & Outcomes offers a phased approach to implementing development initiatives based on projected growth, and succinctly describes the anticipated positive outcomes associated with implementation of the Master Plan.

FIG 1.2: THE MEMPHIS AIRPORT CITY MASTER PLAN FINAL DOCUMENT HIERARCHY
1.2 PLANNING STUDY AREA

Situated at the heart of the Memphis Aerotropolis Region, Airport City encompasses a 50 square mile area with Memphis International Airport at its core. To date, numerous local and regional plans have been proposed, mainly with the aim of improving the logistics capabilities of Airport City, but none establishes a comprehensive vision for the area.

REGIONAL SETTING
(THE AEROTROPOLIS)

Located at the nexus of population and transportation in the U.S., the Memphis region boasts distinct geographical advantages that support aerotropolis development. These advantages are highlighted by a leading air cargo hub capable of reaching a global market, as well as a central position along the nation’s inland waterway system, and its highway and rail networks. The economic impact of MEM is immense, supporting FedEx operations and its world’s largest fleet of air cargo aircraft.

The three main economic pillars of the regional economy include: 1) logistics; 2) tourism; and 3) medical and health services. Not surprisingly, logistics represents the largest sector and economic backbone of the region, taking advantage of the supply and distribution networks associated with Memphis’ central geographic location. Tourism is bolstered by Graceland, the Beale Street Historic District, as well as Memphis’ rich heritage in music and food, annually attracting millions of tourists. Medical and health services have long contributed to the regional economy, anchored by St. Jude Research Hospital, and showing considerable potential in a rapidly growing biosciences sector.

Memphis Aerotropolis describes MEM’s span of economic influence, reaching 20 – 30 miles outward from the Airport to encompass much of the metropolitan area. As delineated by the Greater Memphis Chamber, it includes Shelby County, northern DeSoto and Tunica Counties in Mississippi, and eastern Crittenden County in Arkansas.

PLANNING AREA (AIRPORT CITY)

The planning area is comprised of an approximately 50 square mile target zone surrounding MEM. Commonly referred to as “Airport City,” this is the core of Memphis Aerotropolis and the desired focus of aviation-related enterprises. Officially, the study area is bounded by Interstate 240, as well as the BNSF and Canadian National (CN) railways to the north, Hickory Hill and Crumpler Roads to the east, the Tennessee-Mississippi Stateline to the south, and the CN railway to the west. Development encircling the Airport is generally characterized as haphazard, detracting from the area’s economic efficiency, aesthetic appeal, and social and economic sustainability, while fueling middle class flight, crime, and blight. Nonetheless, there are considerable assets to build upon within the Airport City boundaries, including MEM, the FedEx World Hub, the BNSF terminal, Graceland, and major logistical and bio-medical firms.
FIG 1.3: AEROTROPOLIS REGION AND PLANNING STUDY AREA
FIG 1.4: PLANNING STUDY AREA: AIRPORT CITY
The Airport City Master Plan is charged with reconciling and as appropriate incorporating the various findings and recommendations set forth in the numerous plans, reports, and studies addressing growth and development in the Memphis region, particularly as they impact the planning of Airport City. A general assessment is as follows:

- Memphis – Shelby County lacks an up-to-date comprehensive plan that provides an overall policy framework and guides land use decisions.

- The recently adopted Unified Development Code (UDC) functions as the primary land use document, combining zoning and subdivision regulations, while promoting higher quality development.

- Economic and community development concerns drive planning activities in the Memphis region, with the most comprehensive vision established by “Memphis Fast Forward.”

- Existing plans and programs tend to emphasize implementable strategies and recommendations, reflecting the combined leadership and participation of public and private sectors.

- Transportation and infrastructure planning and improvement programs are heavily driven by economic development goals, stressing congestion reduction and roadway enhancements.

- Due to its critical role in the regional economy, development in and around the Airport has received considerable attention, including various economic studies and strategic development plans focused on revitalizing the area.

- Collectively, the existing plans and reports suggest a very high level of public investment; the Master Plan needs to prioritize goals and objectives, identify funding sources, and clarify roles and responsibilities for public, private and non-profit sectors.

**FIG 1.5: MEMPHIS AIRPORT CITY RELATED PLANNING EFFORTS**

<table>
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<tr>
<th>ECONOMIC TOPIC</th>
<th>Airport/Urban Settlement</th>
<th>Land Use &amp; Zoning</th>
<th>Transportation/Ground</th>
<th>Aviation</th>
<th>Economic Development/Real Estate</th>
<th>Housing &amp; Community Development</th>
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<th>Ports &amp; Ocean Sector</th>
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1.3 MEMPHIS AEROTROPOLIS STRATEGY

This strategy reinforces Memphis’ status as “America’s Aerotropolis” by leveraging the Airport and other regional assets to promote economic and community development. The emphasis is on expanding local employment and increasing market share.

**THE AEROTROPOLIS CONCEPT**

“Aerotropolis” is a term coined by Dr. John Kasarda, Director of the Kenan Institute of Private Enterprise at the University of North Carolina at Chapel Hill. It describes a new urban form that is physically and economically centered on an airport, reasoning that airports will shape business location and urban development in the 21st century. In other words, as economies become more globalized, major airports become economic drivers. They attract substantial commercial activity by offering “speed, agility and connectivity,” functioning as key nodes in global supply chains and emerging as vital urban destinations.

An aerotropolis typically extends up to 20 miles outward from a major airport, with aviation-related enterprises concentrated near the airport and along transportation corridors emanating from the airport. At its core is an “airport city,” a powerful engine for local economic development capable of attracting a multitude of businesses advantageously linked to the airport via road and rail. These principally include: 1) time sensitive manufacturing and distribution facilities; 2) hotel, entertainment, retail, convention, trade and exhibition complexes; and 3) office buildings that house air-travel intensive executives and professionals.

While the areas surrounding most airports have developed in a manner that is best described as spontaneous and haphazard, Dr. Kasarda argues that a more efficient and sustainable aerotropolis can be achieved through strategic investment in infrastructure and sound urban planning. Of particular note, he contends that aerotropolis development and “smart growth” are wholly compatible, and that the marriage of these two concepts will establish an urban form that is highly competitive, attractive, and socially and environmentally sustainable.

**AEROTROPOLIS PREDECENTS**

The aerotropolis concept has taken hold and airport cities are emerging in both the domestic and international arenas, reflecting the fact that airports are increasingly recognized as gateways to regional development. Cities worldwide are unlocking the latent development potential in surrounding properties, leveraging local assets and regional economic strengths, and uniquely positioning their airports, for example, as passenger hubs, cargo hubs, or “value add” hubs. In all cases the airport is the economic engine. Success typically relies on public-private partnerships, comprehensive land planning, robust incentives for economic development, and large scale infrastructure improvements.

**DOMESTIC COMPETITORS**

Domestically, Memphis faces stiff competition for dominance in the logistics and distribution sector. Chief among these are the cities of Louisville, Indianapolis, and Fort Worth.

- Louisville International Airport, home to UPS Worldport, is rapidly becoming one of the largest distribution and logistics centers in the world, and a global destination for business looking to capitalize on synergies between UPS and the airport.
- Indianapolis International Airport, home to the second largest FedEx hub, has emerged as a leader in bio-pharma following construction of a state-of-the-art cool chain facility.
- Fort Worth Alliance Airport has strategically positioned itself as a full service industrial airport and distribution leader located at the geographic center of the United States.
Each of these competitors has utilized creative leadership and public-private partnerships to recruit and expand business. Common features include strong transportation and distribution networks, the growing presence of logistics and distribution companies, integrated business parks and destination commercial uses, and the ability to attract corporate clients.

**GLOBAL CHALLENGE**

As the global economy grows and becomes more interconnected, Europe, Asia, and the Middle East have become especially aggressive at developing regional aerotropoli, with the airport and its surroundings often envisioned as a “city within a city.” This approach is heavily dependent on active government involvement. As examples, leading international airport cities are rising around Hong Kong International Airport, Incheon International Airport, and Al Maktoum International Airport in Dubai. In fact, Hong Kong’s success has aided its position as the dominant cargo airport in the world, surpassing Memphis in recent years.

**AEROTROPOLIS DEVELOPMENT TRENDS**

As aerotropoli become more established around the world and airport city developments intensify, a number of development trends have emerged. Consistent with Dr. Kasarda’s model, airport cities generally emerge at locations within a few miles of the airport, and often comprise the first and last development seen from the airport. Typical components include airport support facilities, such as hotel and convention center, business units and office parks, and destination retail. Their development is based on a model that normally involves joint venture partnerships and third party developers. Additional findings include:

- Airport cities serve both local and foreign interests.
- Airports with an emerging airport city generate considerable revenue from non-aeronautical sources, often exceeding 60% of total revenue.
- Development often locates within Foreign Trade Zones.
- Rental rates are lower for retail and office space compared to the CBD.
- Commercial development near the airport often functions as a destination.
- Office is typically provided in a multi-tenant campus environment or in flexible warehouse districts.
- Office and flex space collectively provide a range of tenant sizes and spaces.
- Offices often attract multi-national corporations that desire a location near the airport.
- Hotels tend to cluster and offer a variety of price points.
Located at the heart of North America, Memphis markets itself as “America’s Aerotropolis.” This distinction acknowledges its pivotal location and the superior logistical capabilities associated with MEM and the region’s exceptional position as a “quadra-modal” transportation hub.

**Air**: MEM is a dual-hub airport serving cargo and passengers. Home to the FedEx World Hub, it is North America’s leading cargo airport and the region’s primary economic engine.

**Water**: The Port of Memphis is the nation’s fourth largest inland port, with twelve river-rail-road terminals located along the Mississippi River for international and domestic freight handling.

**Rail**: Memphis is central to the national rail network, and one of a limited number of U.S cities to be served by five Class-One railroads. It is the location of four rail-to-road intermodal facilities, including a BNSF terminal located in Airport City.

**Road**: Key interstate highway connections make Memphis a center for regional and long distance trucking. The region is strategically located at the Interstate 40 and Interstate 55 intersection, with the former ranking as the third busiest trucking corridor in the U.S.
MEMPHIS AIRPORT CITY: STRATEGIC EXECUTION

Dr. Kasarda describes Memphis Aerotropolis as a strategy for leveraging the area’s key assets for economic development, with a focus on 1) maintaining or expanding market share and 2) increasing local employment and prosperity. In summary, the challenge is how to “capture more benefit from existing resources.” To meet this challenge, he makes the following recommendations:

- Create a mechanism for cost effective assembly and development of land parcels to better meet contemporary business needs and help rejuvenate the Airport area.

- Develop the region’s “human capital” with an emphasis on cultivating a labor supply with specialized “mid-level skills” that will improve the match between persons and jobs and create a competitive advantage.

- Integrate land use, economic development and transportation planning to increase operational efficiency (e.g., infrastructure upgrades) and promote economic, environmental, and social sustainability (e.g., enhance neighborhood livability).

- Recruit firms that will “ratchet” the region up the skills ladder and thereby increase prosperity (i.e., “recruiting firms which have skill needs just a notch above the ability of the labor force to provide, and then developing the labor supply the firm needs.”)

- Create an organization that will establish priorities for action, set targets, and measure achievement, and moreover, effectively command the resources required for success.

The common thread is community development – “creating a community of shared investment, shared risk, and shared reward.” Dr. Kasarda proceeds to identify two primary tools necessary to move forward: 1) a strategic roadmap and 2) an implementing organization. The Master Plan addresses this need, setting forth a plan of action while specifying an organizational structure with the capacity to effectively manage progress, marshal financial resources, and attract investment.
CHAPTER 2

COMMUNITY ENGAGEMENT
2.1 COMMUNITY ENGAGEMENT PROCESS

From kick-off to Master Plan completion, community engagement was crucial to the planning process. It enlightened the analysis, informed proposed principles, policies and strategies, and built support for key recommendations. Ultimately, it will lead the community to embrace its vision and strengthen resolve to implement the plan.

SHAREDAUTHORSHIP

Participation by the community was essential to the success of the planning process, recognizing that a critical goal of community engagement is to encourage “shared authorship” of the Airport City Master Plan. Through regular interaction and ongoing dialogue, the project team had the opportunity to draw upon local knowledge, clarify issues, and understand community aspirations, laying the groundwork for successful implementation. These meetings were also an occasion for the project team to engage, inspire, and energize.

MILESTONES FOR INTERACTION

Although the process of community engagement was on-going, it also incorporated a series of milestones in which community and stakeholder participation and interaction with the project team was especially intensive.

- “Stakeholder Engagement Visit” identified key stakeholders and community leaders, affording an opportunity for their early input and direction, undertaken at the outset of the project in August 2012.

- “Outreach Visit 1” provided for stakeholder and community-wide input and review on the findings of the Site Inventory stage of the planning process, conducted in November 2012.

- “Outreach Visit 2” provided stakeholder and community-wide input and review on the findings of the Site Analysis stage of the planning process, conducted in March 2013.

- “City-Led Outreach” gave staff an opportunity to share preliminary recommendations with a wide variety of interested parties, including local business and neighborhood organizations, primarily undertaken throughout the summer and fall of 2013.
2.2 OUTCOME SUMMARY

Stakeholder interviews, focus group meeting, and “listening tours” provided multiple forums for the community to voice its intent. Community leaders, real estate and business interests, community development partners, and residents alike clearly expressed their desire for a coordinated program of economic development that balances near-term progress with long-term vision.

STAKEHOLDER ENGAGEMENT VISIT (AUGUST 2012)

Initial stakeholder engagement efforts consisted of focus group meetings and interviews with community and business leaders, as well as an on-site listening tour. Economic and community development issues were at the forefront of these discussions. Moreover, participants emphasized the need for a community driven process that would balance near-term progress with long-term vision, noting that the community “cannot wait 40 years” for improved conditions.

Stakeholder meetings involved a wide range of participants, including the Greater Memphis Chamber, State and local economic development officials, the Memphis – Shelby County Airport Authority, as well as various real estate and business interests (including FedEx, BNSF, and Elvis Presley Enterprises). These groups universally expressed an interest in leveraging the area’s transportation infrastructure, especially the Airport, to accelerate economic development and employment growth. Related topics included: establishing an economic development organization dedicated to Airport City; targeting recruitment of niche industries; training and retaining a qualified workforce; improving multimodal connectivity; and removing constraints on development, most notably, crime and a non-competitive tax structure.

The listening tour consisted of three meetings, conducted at different locations throughout Airport City. Participants were largely comprised of invited community and business leaders. Concerns focused on the flight of business and other factors that have led to blighted conditions and the decline of neighborhoods. Related topics included: providing small business assistance; offering more retail amenities; expanding educational opportunities; reducing crime; removing blighted structures; enhancing transit service; creating a safer pedestrian environment; and expanding recreational opportunities.

The Project Team meeting the community.
COMMUNITY OUTREACH VISITS (NOVEMBER 2012 & MARCH 2013)

Community outreach sessions were conducted following Site Inventory and Site Analysis stages. Outreach depended on expanded listening tours open to the community-at-large, with meetings conducted at multiple locations around Airport City. Not surprisingly, issues and ideas expressed by the wider community largely mirrored those heard in the early stakeholder sessions, differing in some of the specifics, yet helping to focus the planning team’s work. Additionally, consultation with community based organizations brought forth new insights, centered on the challenge of empowering the community.

Public safety and crime ranked high as a topic of concern for participants in these listening tours, calling for more support from the Memphis Police Department, but also recognizing the need for better community policing. They also spoke of building stronger neighborhoods, unencumbered by blight and abandoned buildings, while benefiting from access to a broader range of community amenities and services. These would include increased dining, shopping and entertainment options; more extensive and upgraded parks and recreation facilities, as well as community centers; expanded jobs training programs and educational opportunities; and more efficient and accessible transit service. Significantly, many participants expressed a strong desire for immediate action.

In addition to follow up sessions with real estate and business interests, stakeholder meetings reached out to important partners in community development such as the CDC Council of Greater Memphis. To summarize their position, Airport City faces severe challenges in attracting and retaining business, and stabilizing neighborhoods. Community service providers offer a multi-faceted approach encompassing community empowerment, public-private partnerships, and local community service programs that are critical in fighting crime and blight. Because local CDC’s are effective partners toward achieving desired ends, it is critical that the Master Plan secure positive relations with business and government, and facilitate access to funding for their efforts.

FIG 2.1: RESULTS FROM COMMUNITY OUTREACH

STRAATEGIES

**WHAT IS MOST IMPORTANT**

- Reduce Crime 16%
- Code Enforcement 14%
- Redevelop Blight 10%
- Promote Localism 10%
- Active Green Space 10%
- Diverse Neighborhoods 8%
- Educational Opportunities 8%
- Infrastructure Improvements 8%

PUBLIC SAFETY & CRIME 37%

MOBILITY

- Public Transit 37%
- Pedestrian Orientation 21%
- Coordination/Information 21%
- Multimodal connections 11%
- Logistics Corridors 11%

USES THAT WORK WELL

- Mixed-use 43%
- Hotels 26%
- Concentrated Retail 26%
- High-end Residential 4%

USES SERVING THE ECONOMY

- Education & Training 65%
- Research & Development 13%
- Manufacturing 13%
- Logistics & Distribution 9%

TYPES OF OPEN SPACE

- Sustainable Streets 27%
- Community Parks 23%
- Events Plazas 23%
- Trail Networks 13%
- Parklets 13%

CITY-LED OUTREACH (SUMMER / FALL 2013)

City staff continued to engage the community as preparation of the Master Plan progressed. Engagement methods generally involved focus group meetings, eliciting input on key recommendations and looking to build support for the Master Plan. Several focus groups covered specific topics, for example, housing and education. Meetings on housing issues addressed neighborhood crime, capacity building, and the redevelopment of vacant and dilapidated multi-family complexes, while those focused on education emphasized access to specialized training in aerotropolis-related occupations. Sessions with local business and community leaders often served to explain the economic and community benefits of implementing the Master Plan’s proposals.
2.3 MAJOR THEMES

Several important issues emerged through the process of community and stakeholder engagement. These themes focus on promoting economic vitality and jobs growth, while creating a more sustainable and livable community, and inform the Master Plan’s development policies and implementation strategies.

OVERVIEW

Throughout the planning process, the community provided input the results of which are categorized and summarized as major themes. Economic development is the common thread, the success of which will depend on concerted effort and cooperation between various layers of government, private and non-profit sectors. By leveraging major assets to spur economic development, longstanding issues may be addressed, such as quality of life concerns, infrastructure gaps, employment needs, and modern business requirements. Consequently, many themes reveal a clear demand for economic vitality and job growth (infrastructure & industry, taxes & development financing, workforce education), while others speak of a desire for a more sustainable and livable community (site conditions, crime, housing, retail & commercial amenities, green space).

ECONOMIC VITALITY & JOB GROWTH

WORKFORCE EDUCATION

Stakeholders advise recruitment and retention of highly skilled individuals, while also cultivating among residents the necessary skills to access employment in logistics and other key sectors of the local economy. Expanded community resources and enhanced quality of life are essential, as is support for institutions and programs that provide vocational training.

RETAIL & COMMERCIAL AMENITIES

There is an especially strong desire for increased shopping, dining and entertainment options. While the community fears it is losing out to suburban growth in east Memphis and north Mississippi, negatively impacting their quality of life, a successful solution must embrace local and small business enterprises.

TAXES & DEVELOPMENT FINANCING

North Mississippi is more competitive in attracting business due to a favorable tax structure and available green-field sites. Stakeholders suggest area-wide improvements and development incentives targeting key business sectors, utilizing the capacity of a project-wide economic development organization to achieve positive results.

INFRASTRUCTURE & INDUSTRY

Obsolete buildings, fragmented ownership, and a strained transportation infrastructure are reducing operational efficiency and hindering economic development, despite the area’s numerous assets. Land consolidation, key infrastructure improvements, the accommodation of flexible, modern space requirements, and targeted business recruitment are recommended.

Blighted properties negatively impact the perception of the area.
SUSTAINABLE & LIVABLE COMMUNITY

SITE CONDITIONS
Stakeholders are concerned about the area’s inferior visual quality and its negative public perception, largely attributed to poor maintenance and vacant properties. Improvement strategies should initially focus on highly visible and well-traveled corridors such as Elvis Presley Blvd.

CRIME
While welcoming recent efforts at community policing, the community is frustrated by the persistence of crime and blight, which inhibit healthy commerce and neighborhood livability. Education and employment, stressing programs that target area youth, are regarded as key factors in crime reduction.

HOUSING
Dilapidated multi-family developments and the poor standard of upkeep found among rental properties signal distressed neighborhoods, eliciting calls for expanded home ownership and more active code enforcement. A wider range of housing choices to attract and retain skilled workers, including affordable and market rate product, is also encouraged.

GREEN SPACE
Stakeholders recognize that active and passive recreational lands and trails are integral to a healthy community, expressly citing the potential for more recreational use along Nonconnah Creek. The creek also offers a tremendous opportunity to link into a regional network of greenways and open spaces.

FIG 2.2: MAJOR THEMES INFORMING AIRPORT CITY DEVELOPMENT PRINCIPLES

CRIME
- Crime is a significant and prohibitive cost to development
- Community Involvement
- Predominance Property Crimes
- Role of Education

PROVIDE SAFETY AND SECURITY

INFRASTRUCTURE & INDUSTRY
- Ring Road Network
- Single Use Warehouse Glut
- Immediate Connection to Airport
- Public Transit Network for Worker Access and Traffic Flow
- Goods Corridors
- Vertically Integrated Niches
- Large Scale Parcel Demand
- Aggregation and the Smaller Flex Space Typology
- Rail as Underappreciated Asset

IDENTIFY & STRENGTHEN BUSINESS Niches & Supply Chains

FACILITATE COMMERCIAL REDEVELOPMENT

TAXES & DEVELOPMENT FINANCING
- Faith Based Implementation Strategies
- Free Trade Zone
- Municipal Taxation
- Real Estate Viability
- Incentivization

IMPROVE NEIGHBORHOOD LIVABILITY

HOUSING
- Food of Ownership
- Investor Owned
- Broader Housing Bandwidth + Mixed Income
- Low Income Emphasis Still Needed

BUILD OPEN SPACE LINKAGES

RETAIL & COMMERCIAL AMENITIES
- Underserved Middle-Income Base Demand
- Food Desert
- Early Success Needed
- Sustainability as Urban Identity
- Brand Clarity as Component of Retail Success
- Graceland Campus
- Shift Toward Entertainment for Youth and Family
- Economic Development Challenges
- Hotel, Supply and Demand Challenges
- Role and Importance of Small Business Sector

PROMOTE GREEN ECONOMY

GREEN SPACE
- Nonconnah Creek
- Wolf River Greenway/Greenline History
- Experience Assembling Land
- The Success of Shelby Farms

ENHANCE MOBILITY CORRIDORS

SUPPORT WORKFORCE EDUCATION & TRAINING

WORKFORCE EDUCATION
- Planning Available Workforce
- Biotech Education is Regional Strength
- Technical Institutes
- Aerotropolis Recruiting Program

REINFORCE & MARKET AEROTROPOLIS BRAND
3.1 VISION

The vision promotes regional job creation through sustained economic and community development, and identifies four hallmarks of success that will accompany the renewal of Airport City – Community, Connection, Competitiveness, and Collaboration.

JOBS FOR MEMPHIS

As the foremost air cargo airport in North America and home to the FedEx World Hub, Memphis International Airport is the primary economic engine for the Memphis region, responsible for roughly a third of its employment. Moreover, the region is home to the Port of Memphis and occupies a central location within the nation’s rail and highway networks, exceptional assets that define a highly unique “quadra-modal” hub and power global leadership in logistics. Notwithstanding these assets, the area surrounding the Airport is evidencing decline, thereby slowing the economic engine and threatening the region’s position as a preeminent transshipment hub. The opportunity and the need are to better capitalize on Memphis’ competitive advantages and reclaim Airport City as the prosperous gateway to regional economic development.

THE CHALLENGE

To sustain regional economic growth, solutions to the major challenges that face Airport City must be found. The most pressing are summarized as follows:

Declining neighborhoods surround the Airport, most visible in the commercial disinvestment that limits access to desired goods and services, as well as the too obvious presence of deteriorating and often crime ridden residential complexes.

Aging infrastructure showing signs of strain, especially evident in the congested roadways and inadequate “first and last mile” intermodal connections that limit the efficient movement of freight.

Functional obsolescence that accompanies many buildings and sites unable to accommodate the flexible formats desired of many high-tech operators or the large formats demanded of consolidated logistics operations and many contemporary industrial processes.

Uncoordinated action resulting in disincentives to economic growth and development, typified by a deficient suite of financial incentives and most apparent in the flight of business and industry to outlying suburbs.

THE VISION

The vision is to create regional jobs through the sustained economic and community development of Airport City. This Master Plan describes the path to a renewed Airport City that will restore the promise of America’s Aerotropolis. It recommends investment in livable neighborhoods, efficient infrastructure, targeted redevelopment, and a lead organizational entity. The hallmarks of success are the Four “C’s”: Community, Connection, Competitiveness, and Collaboration.
Unfortunately, many of Airport City’s neighborhoods have experienced a general decline in stability and livability. Local residents and small business owners are looking for greater public commitment, through investment and physical improvements that will improve livability, meet fundamental needs, support “capacity building” and instill a sense of pride. These include the delivery of improved public safety, expanded retail amenities, better accessibility to basic community services, upgraded educational and recreational opportunities, and increased transportation options. A key recommendation is to develop mixed-use activity nodes at key intersections that will integrally serve surrounding residential neighborhoods.

Airport City’s transportation system sustains vital connections, from local trips to long distance hauling of freight. It is imperative that this system safely and efficiently move people, goods and services, as inefficiencies and delay inhibit modernization and economic expansion. Better intermodal links are paramount, especially “last mile” connections to the Airport. Capacity improvements and advanced technologies along freight corridors and major roadways that minimize conflicts between freight and commuter traffic, and increase the efficiency of cargo movement are recommended. Investment that supports multimodal movement is also important, enabling expansion of the transit network and encouraging alternative modes of travel, namely bicycling and walking.

Stakeholders fear that the area surrounding the Airport is waning and business is locating elsewhere, a sign that Memphis has lost its competitive edge. A renewal of Airport City requires the reworking of organizational, financial, and regulatory structures, combining more effective public management with strategic partnerships, as well as targeted investment and financial incentives to attract the industry and talent that grows the economy. For example, public investment in major infrastructure projects and assistance with land acquisition and assembly are a must in meeting the needs of time sensitive manufacturing and distribution operations that are critical to safeguarding Memphis’ leading position as a transshipment hub.
A PATH TO SUCCESS

By Dr. John Kasarda, Director
Kenan Institute of Private Enterprise, UNC

Inspired by pioneering efforts in Memphis, the U.S. Congress put forth the Aerotropolis Act of 2011 which defines an aerotropolis as “a multimodal freight and passenger transportation complex which supports efficient, cost effective, and sustainable development in a defined region of economic significance centered around a major airport.” With its FedEx World Hub bolstered by extensive highway, rail, and river transport modes, Memphis certainly fits a major portion of this definition.

Yet, an aerotropolis is more than a transportation complex. It is a strategy. That is, an aerotropolis is a constellation of physical, institutional, economic, and policy interventions which upgrade local assets (including land and labor), decrease ground-based transport times and costs, and expand national and global connectivity to leverage aviation-enabled trade in goods and services to promote local business competitiveness, attract investment, create jobs, and improve the well-being of constituent communities and their residents.

Based on detailed assessments of the current and desired situation, including substantial inputs from Memphis business leaders, local community residents and government officials, this Master Plan provides pertinent recommendations to improve land, labor, and transportation efficiency in the approximately 50 square mile area surrounding Memphis – Shelby County International Airport (MEM) – an area designated as the Airport City core of the greater Memphis region aerotropolis. Guided by Department of Housing and Urban Development Livability Principles, the Master Plan goes beyond traditional land use and transportation planning to embody the triple bottom line objective of economic, environmental, and community rejuvenation of this area.

The Master Plan recognizes that neither commercial real estate nor residential communities are viable without attracting the jobs that generate business facility demand and incomes that sustain the residents. Hence, this Master Plan is as much about providing the business, labor, physical and social environment attractive to investment, job creation, and community development as it is about basic land use and transportation planning. Nevertheless, the cost effective assembly and development of accessible, larger land parcels in the MEM area is an important building block for Airport City revitalization. So is targeting and attracting the highest and best use commercial facilities to the assembled parcels that both leverage and are leveraged by MEM. In each case, the Master Plan recognizes that support of nearby communities as well as consistency with existing development plans are required.

Framing its analysis and recommendations on the four C’s – Community, Connection, Competitiveness, and Collaboration – this Master Plan provides both short and longer-term pathways to revitalizing the Airport area for the mutual benefit of business, local residents, the City and broader Memphis region. It thus represents the way forward to the 21st century rejuvenation of the core of the Memphis Aerotropolis.

COLLABORATION

Economic and community development programs and initiatives for Memphis are perceived as uncoordinated and disjointed. A restructuring of local governance to provide an organization dedicated to Airport City is recommended. This entity will be responsible for directing economic and community development activities in the area, including implementation of the Master Plan, necessitating collaboration with multiple public, private, and non-profit partners. These comprise all pertinent government agencies and such vital organizations as the Greater Memphis Chamber and local CDC’s. Close interaction with real estate and business interests, as well as potential investors is also essential to foster a favorable business climate and to promote strategic development projects.
3.2 DEVELOPMENT PRINCIPLES

Ten development principles provide statements of intent for the renewal and success of Airport City, informed by the process of community engagement. These principles establish the basis for a program of economic and community revitalization, guiding the Master Plan’s policies, strategies and implementation actions.

OVERVIEW

In total, ten development principles are structured to achieve the four hallmarks of success – community, connections, competitiveness, and collaboration, and most of all, the vision of jobs for Memphians. The Master Plan’s more detailed policies, strategies, and implementation actions are in turn guided by these statements of intent.

These principles take into account a realistic assessment of existing conditions, an analysis of development opportunities and constraints, and a full appreciation of local and regional assets. Most importantly, they are derived from extensive stakeholder and community input. Therefore, as statements of intent, they not only describe the community’s aspirations, but they are cognizant of what is possible.

Given the assets available to Airport City, the possibilities are great, renewal appears inevitable, and immediate action is foreseen. Even so, the full process will take time and require the concerted effort of multiple partners, including the stakeholders and citizenry that are most invested in the future of Airport City.

BUILDING COMMUNITY

Airport City’s neighborhoods suffer from some of the worst crime numbers in Memphis, an unkind reality for residents of the area, but also a perceptual problem when it comes to attracting and retaining business. Bringing together law enforcement and citizens in a cooperative effort to combat crime is essential to the effort, already prompting a turnaround in the Whitehaven neighborhood. Recognizing that youth crime disproportionately affects the Airport area, youth development programs are no less vital. Measures that combat physical deterioration such as blight removal, code enforcement and neighborhood clean-ups also play an important role, serving as a visual expression of pride in the community and confidence in its future.

Supports HUD Livability Principles #4 & #6.
Global competitiveness requires a robust program of high school, post-secondary, and continuing education to deliver employees with the necessary skills for aerotropolis-related employment. Companies are constantly evolving and innovating, finding efficiencies and improving quality, and the workforce has to keep pace. Solving the jobs-skills mismatch of area residents, improving the job prospects of local youth and dislocated workers, retraining to address constant innovation, and building a pool of advanced technical, scientific, and managerial talent depends on collaboration between government, academics and industry experts. Fortuitously, the resulting synergies include more than job-ready graduates, also supporting research and development, as well as the launch of new and innovative companies. 

Supports HUD Livability Principle #3.
Nonconnah Creek and its tributaries are a tremendous resource for the community, offering a viable framework on which to both connect with the regional open space system and to build an expanded green network for Airport City. Greenways in particular are needed to protect scenic and natural resources and provide crucial flood protection, while parks acquisition and improvement increases active and passive recreational opportunities, especially critical to underserved neighborhoods. Linking these spaces with enhanced streetscapes and public hike and bike trails completes the green network and makes the system more accessible to all users.

Supports HUD Livability Principles #1 & #4.

Unfortunately, the negative image of Airport City that is often portrayed overshadows its multiple assets; this is in part attributable to ineffective marketing. Instead, a coordinated marketing campaign must promote Memphis’s position as a global leader in logistics and distribution supply chains, and moreover, advertise its rich cultural heritage and affordable quality of life to attract new businesses and expand market share for Airport City. While aggressive external marketing will make prospective business and investors aware of its assets and opportunities, it is also necessary to “sell” local citizens, business and government leaders on Airport City’s plans for future success. To that end, investment in the public realm is a highly visible means of establishing a positive brand identity.

Supports HUD Livability Principle #3.

Airport City offers distinct competitive advantages; nonetheless, retaining leadership as North America’s leading air cargo hub demands positive action to increase market competitiveness and attract target industries. A competitive suite of financial incentives is an indispensable tool to induce demand, attract business, and stimulate economic growth. With its strategic infrastructure, especially the presence of FedEx, the area is especially well positioned to host distribution and logistics operations, while advanced manufacturing and bio-life sciences are target industries that benefit from exceptional logistics capabilities. Music, media and tourism represents another target for Airport City, in particular, leveraging regional assets to create a more compelling destination surrounding Graceland.

Supports HUD Livability Principle #3.
Airport City faces pervasive blight, industrial obsolescence, commercial disinvestment, and an oversupply of unproductive vacant and underutilized land. Fractured land ownership is a major hindrance to economic development, as are anti-competitive tax rates and incentives policies that fuel competition from outlying suburbs. Renewal will come with redevelopment of strategic commercial and industrial sites and a comprehensive program of corridor revitalization. Public investment in land assembly, infrastructure upgrades, public realm beautification projects, and financial incentives are key strategies to stimulate economic development.

Supports HUD Livability Principles #3, #4, & #5.

A high percentage of Airport City’s land area is vacant or extremely underutilized, encouraging blight and exacerbating the negative perception of the area. However, these properties can be put to much more productive use, even supporting a strategy of land banking. Many properties hold the capacity for short-term community-based farming, while some larger land holdings are suitable for long term agribusiness and renewable energy infrastructure. This activity boosts local food and energy production, builds the region’s emerging green industry sector, and supports related sectors such as bio-life sciences. It also communicates that Memphis is serious about changing perceptions and promoting sustainable practices.

Supports HUD Livability Principles #3 & #5.

Airport City lacks a single entity devoted to the planning, development and management of the area. The existing situation inhibits Memphis’ ability to adequately leverage airport assets and stay competitive, and leaves the impression that actions are uncoordinated and that the City and County are not business friendly. An organizational entity responsible for the community and economic development of Airport City is imperative. This entity must retain the capacity to marshal resources, target investment, deliver financial incentives, and facilitate projects. It must also coordinate the actions of numerous stakeholders, including multiple layers of government, non-profit organizations and private enterprise.

Supports HUD Livability Principles #3 & #5.
3.3 DEVELOPMENT FRAMEWORK

A series of fundamental, layered plan concepts contribute to the overall framework for development of Airport City. Their composition and interaction on the site represent the physical manifestation of the Development Principles, and inform the concepts and policies of each Framework Plan Element.

FRAMEWORK SUMMARY

Activity Nodes and Gateways: Situated at major intersections distributed across the Airport City, Activity Nodes are centers of economic activity and community focal points, emphasizing a mixture of uses and garnering priority for public and private investment. These are categorized as: 1) Urban Center; 2) Urban Village; 3) Creative Center; 4) Employment Hub; and 5) Commercially-Oriented Intersection. Additionally, the framework plan pinpoints the location of Gateways to the community and the Airport, as these also deserve public investment for aesthetic upgrades. Reference Chapter 4: Land Use & Urban Form.

Transportation Corridors and Terminals: Airport City’s arterials are the backbone of a safe and efficient transportation infrastructure. To facilitate multimodal connectivity, increase operational efficiency, and advance economic growth, the development framework classifies Major Transportation Corridors as follows: 1) Interstate; 2) Freight Corridor; 3) Multimodal Corridor; and 4) Rail Corridor. The framework plan also identifies Major Transportation Facilities and Major Intermodal Terminals as these are critical to the flow of people, goods and services. Reference Chapter 5: Transportation.

Green Network: Airport City’s parks and open spaces are integral to the creation of an environmentally sustainable and livable community. The area’s waterways, including the Nonconnah Creek and its feeder streams, are the foundation of an interconnected green network supplemented by parks and recreation facilities. Thus, the key elements in the network include Greenways / Green Linkages such as utility and stream corridors and streetscape linkages, as well as Parks / Green Spaces that are classified as follows: 1) Resource Protection Area; 2) Public Park; and 3) Green Industry Zone. The framework plan also locates Major Recreational Facilities. Reference Chapter 6: Infrastructure & Environment.

Neighborhood Advancement Zones: Over one-third of Airport City is devoted to residential use; unfortunately, its neighborhoods have seen a general decline in economic stability and livability. Priority for investment in housing, as well as community amenities and services should be directed toward the turnaround of declining neighborhoods and commercial areas. To this end, the framework plan identifies Neighborhood Target Zones categorized as: 1) Multi-Use Corridor Revitalization Area; 2) Urban Center Revitalization Area; and 3) Neighborhood Stabilization Area. Additionally, the framework plan locates Housing Improvement Sites, Commercial Amenity Development Sites, and Major Community Facility Sites. Reference Chapter 7: Housing & Community Resources.

Economic Development Districts: These identify those areas of Airport City most suitable for repositioning and redevelopment in favor of key economic sectors based on distinct competitive advantages. Delineated Economic Development Districts are assigned primary target industries to include: 1) Logistics & Distribution; 2) Advanced Manufacturing; 3) Bio-Life Sciences; and 4) Music, Media & Tourism. The framework plan also locates Trigger Projects for early implementation, as well as other Catalytic Projects and Strategic Redevelopment Sites. Reference Chapter 8: Economics & Real Estate.
FIG 3.1: DEVELOPMENT FRAMEWORK PLAN LAYERS COMPLEMENTING AND SUPPORTING EACH OTHER

- Neighborhood Advancement Zones
- Activity Nodes and Gateways
- Transportation Corridors and Terminals
- Green Network
- Economic Development Districts
- Memphis Airport City
Comprehensive planning for Airport City is addressed through five Framework Plan Elements: 1) Land Use & Urban Form; 2) Transportation; 3) Infrastructure & Environment; 4) Housing & Community Resources; and 5) Economics & Real Estate. These plan elements set forth policies and strategies that establish a bridge between the overall development principles and framework, and implementable action items.
CHAPTER 4

LAND USE & URBAN FORM
4.1 OVERVIEW
A negative perception of Airport City resulting from unproductive vacant land, industrial obsolescence, commercial disinvestment, and residential destabilization impedes economic development, despite the presence of valuable assets. Among these, MEM, the FedEx World Hub and Graceland are essential to the Memphis Aerotropolis brand.

CONTEXT
Airport City functions as the region’s major employment zone, capitalizing on the presence of the Airport, with major commercial corridors serving as important radial links to Memphis’ CBD. Despite their significance, the often unproductive land use and poor visual quality prevalent along these and other corridors reflects negatively upon the whole area, detracting from and hindering surrounding residential neighborhoods and employment districts. Redevelopment of strategic sites, rehabilitation programs, improved code enforcement, as well as streetscape and gateway enhancements are viable approaches to transforming the area.

INVENTORY SUMMARY
Airport City’s physical character is shaped by the existing land use pattern, approved zoning designations, as well as the visual quality of the place, and is briefly described as follows:

**Land Use:** Airport City features a broad mix of residential, commercial and employment uses. Commercial activities are principally oriented to major corridors, especially Elvis Presley Blvd., whereas employment activities tend to locate along Lamar Ave. and cluster near the I-55 & I-240 freeway interchange. Residential use dominates west and northeast of the Airport. Considerable vacant property is interspersed throughout commercial and industrial areas, particularly south of the Airport in the former annexation zone.

**Zoning:** Without a comprehensive land use plan for the City, zoning designations indicate future intention and generally reinforce existing land use patterns. Some points of interest are: 1) the abundance of land area designated as “Employment District” reflecting the influence of the Airport and associated warehouse and distribution activities; 2) the accommodation of mixed-use within commercial areas; and 3) the assignment of largely vacant parcels south of the Airport to the “Conservation Agriculture District.”

**Urban Structure:** Airport City’s land use pattern generally establishes strong perceptual distinctions between residential neighborhoods, commercial corridors, and employment zones, although there are some incompatible relationships. Clearly, the Airport occupies the physical and perceptual center. Major corridors radiating from the CBD function as area gateways, bracket the Airport, and define major districts. Most notable, are the Lamar Corridor which services a largely industrial and employment district, and Elvis Presley Corridor with its concentration of commercial and tourism activities highlighted by Graceland that serves as the front door to the Whitehaven neighborhood.

**Visual Character:** Instances of incompatible land use and scale, vacant buildings and properties, underdevelopment, poor maintenance, and lack of investment in the public realm contribute to the generally poor visual quality of Airport City. These conditions are especially apparent along well-traveled corridors, detracting from the image of the area, contributing to the decline of adjacent neighborhoods, and adversely impacting business attraction and retention.
ANALYSIS SUMMARY

Land use constraints are summarized as a haphazard and fragmented development pattern, coupled with the poor visual quality prevalent along major arterials. The resulting negative public perception is further attributed to functional obsolescence, disinvestment in commercial areas, unproductive and vacant land holdings, and the derelict condition of a number of multi-family complexes. Of particular concern, visitors to Memphis are presented with a poor first and last impression due to aesthetically and economically inefficient use of land at the Airport’s gateways. Nonetheless, there is opportunity to build on the area’s assets by investing in the public realm and redeveloping high profile parcels.

Assets and opportunities include:

- Despite the decline of some neighborhoods, many stable middle and upper-middle class neighborhoods exhibit a high level of maintenance, fostering a sense of pride in the area.
- Graceland presents a historic and highly recognizable tourist destination located within the Whitehaven neighborhood, although the environs along Elvis Presley are degraded.
- Potential expansion of the Graceland attraction and on-going streetscape improvements will enhance the visitor experience and support commercial revitalization of the Corridor.

FIG 4.1: AIRPORT CITY LAND USE MIX

![Diagram showing land use distribution with 33% Single Family Residential, 18% Industrial, 26% Vacant, 2% Civic/Education, 7% Commercial, 12% Airport, 4% Multi-family Residential]
4.2 LAND USE & URBAN FORM PLAN

The Land Use & Urban Form Plan Element provides policies, strategies and concepts for rationalizing land use patterns and enhancing the visual character of Airport City. The overall concept identifies important activity nodes and gateways, supported by proposals for 1) land use and zoning and 2) urban structure and visual character.

ACTIVITY NODES & GATEWAYS

The overall concept looks to improve the character, function and “legibility” of Airport City. It describes major intersections as important centers of activity, and fortuitously, many of these locations present prime redevelopment opportunities. Through targeted infill development and intensification of land use these sites will provide a focus for vital civic and commercial services and amenities that are sustained through linkages to the Airport, surrounding residential neighborhoods and nearby employment zones. Gateways to the community and the Airport, located at highway exits and along major arterials, present a prime branding opportunity for Airport City and are ready for public investment to enhance their visual appeal.

Creative Center nurtures an airport-centric, knowledge based economy, integrating office campus / office park, incubator / discovery park, single and multi-tenant flex space, corporate hotel and conference, and other compatible development typologies that will benefit from congregating near the Airport, including convenience retail.

Employment Hubs address the demand for state-of-the art logistics and distribution facilities, and provide necessary space for emerging sectors of the local economy that rely on Airport proximity, in particular, advanced manufacturing and bio-life sciences. Key development typologies include single and multi-tenant light industrial, single and multi-tenant flex space, airside-groundside logistics facility / air cargo terminal, warehouse / distribution center, as well as necessary support activities such as convenience retail.

Commerciaally Oriented Intersections accommodate concentrations of civic and commercial support services for surrounding residential neighborhoods and employment zones, incorporating convenience retail, neighborhood / community shopping center, and other compatible development typologies.

Gateways mark entrance to Airport City and MEM. Prominently located at highway interchanges and along major arterials, these are valuable components of a public realm improvement program, integrating gateway monuments, public art, and landscape enhancements.

KEY COMPONENTS

Urban Center is the animated core of Airport City, taking advantage of nearby Graceland and proximity to the Airport to create a destination for both locals and tourists that features commercial amenities and attractions and other uses that create a robust live, work, play environment. Key development typologies include low-rise multi-family, residential mixed-use (vertical mixed-use), lifestyle retail center, tourism / entertainment hotel, and other compatible typologies, such as senior housing and community center.

Urban Villages serve as pedestrian-oriented, focal points for established neighborhoods such as Whitehaven and Hickory Hill, incorporating townhouse / rowhouse, low-rise multi-family, residential mixed-use (vertical mixed-use), neighborhood / community shopping center, and other compatible development typologies that promote neighborhood livability, such as community center.

LEGEND

Activity Nodes

Urban Center

Creative Center

Employment Hub

Commerciaally Oriented Intersection

Gateways

Airport City Gateway: Highway Interchange

Airport City Gateway: Arterial Corridor

MEM Airport Gateway
FIG 4.3: ACTIVITY NODES & GATEWAYS CONCEPT
**LAND USE AND ZONING PROPOSAL**

<table>
<thead>
<tr>
<th>POLICIES</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Advocate land use planning and employ zoning tools that enhance neighborhood livability by improving walkability and increasing access to amenities, goods, and services.</td>
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<td>1</td>
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<tr>
<td>2</td>
<td>Rationalize land use patterns to promote economic efficiency and sustainability, while leveraging the Airport to generate employment based development.</td>
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<tr>
<td>3</td>
<td>Address the building and service requirements of modern industries to “unlock” Airport City’s full potential.</td>
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**LEGEND**

- **Open Space**: Ecological Resource (including Floodway)
- **Residential**: Single-Family Residential (low density), Multi-Family Residential (moderate density)
- **Commercial**: Retail / Service, Office, Mixed Use, Lodging
- **Industrial**: Light Industrial, Heavy Industrial
- **Civic / Institutional**: Educational, Community Facilities
- **Airport / Aviation**
FIG 4.4: LAND USE CONCEPT
### URBAN STRUCTURE AND VISUAL CHARACTER PROPOSAL

<table>
<thead>
<tr>
<th>POLICIES</th>
<th>STRATEGIES</th>
</tr>
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</table>
| **1 Protect and enhance the character of established residential neighborhoods.** | 1. Ensure contextually appropriate development within established neighborhoods by maintaining density and land use standards that reflect each neighborhood’s character and location.  
  2. Establish Neighborhood Conservation Districts for historic residential areas and/or explore alternative measures to preserve their distinguishing characteristics.  
  3. Improve the attractiveness of residential neighborhoods by taking measures to eliminate nuisances and redevelop problem properties, as well as to enforce standards of maintenance. |
| **2 Improve the image and aesthetics of Airport City as part of an overall marketing strategy, requiring investment and upgrades in both public and private realms.** | 1. Enhance the appearance of major commercial corridors and community gateways, emphasizing blight clearance and redevelopment, while introducing streetscape and other public improvements.  
  2. Improve the first and last impression presented to Airport visitors by aggressively pursuing commercial redevelopment at prime gateway locations.  
  3. Beautify the gateways to the community and the Airport by giving them special design emphasis, incorporating such elements as high quality signage, civic art, and distinctive landscape treatment.  
  4. Introduce a complementary program of public signage and wayfinding elements to enhance the visual character of the area and to operate as an effective branding tool for Airport City. |
| **3 Upgrade the “Graceland Experience” for local visitors and tourists.** | 1. Work closely and cooperatively with Elvis Presley Enterprises to maximize their holdings and develop a major tourist attraction surrounding Graceland, including the addition of commercial destination and improved lodging facilities.  
  2. Upgrade Elvis Presley Blvd. by implementing proposed streetscape improvements, while promoting commercial revitalization and infill developments to achieve a critical mass of activity.  
  3. Create a more pedestrian-friendly atmosphere and visually appealing environment as an objective of both public and private investment within the vicinity of Graceland. |
| **4 Promote commercial redevelopment based on the principles of “Smart Growth.”** | 1. Encourage infill development to activate commercial sites and promote the highest and best use of land.  
  2. Promote mixed-use development at key activity nodes, integrating commercial and residential land uses to achieve critical mass, generate activity, and revitalize surrounding neighborhoods.  
  3. Enable more convenient access to local goods and services by improving transit and pedestrian connectivity between commercial shopping areas, residential neighborhoods and employment zones. |

**Legend**

- **Gateways**
  - Primary Interchange Gateway
  - Secondary Interchange Gateway
  - Primary Corridor Gateway
  - Secondary Corridor Gateway
  - Airport (MEM) Gateway

- **Activity Nodes**
  - Town Center
  - Urban Village
  - Creative Center
  - Employment Hub

- **Activity Centers**
  - Principle Destination

- **Corridors**
  - Multimodal Corridor
  - Freight Corridor
### 4.3 Key Development Typologies by Land Use

The Land Use & Urban Form Element supports a rational distribution of uses and activities, protecting neighborhoods, accommodating industrial needs, and promoting smart growth at activity nodes. The following chart associates key development typologies with each major land use classification, working in conjunction with the land use concept (Fig. 4.4) to achieve this end.

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Primary Development Typologies</th>
<th>Ancillary Development Typologies</th>
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<tbody>
<tr>
<td><strong>Open Space</strong></td>
<td><strong>Parks</strong></td>
<td><strong>Stormwater Retention Basin</strong></td>
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<tr>
<td><strong>Agriculture</strong></td>
<td><strong>Community Farm / Community Garden</strong></td>
<td><strong>Greenway</strong></td>
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<td></td>
<td><strong>Agribusiness / Agriculture</strong></td>
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<tr>
<td><strong>Residential</strong></td>
<td><strong>Single Family (Low Density)</strong></td>
<td><strong>Community Farm / Community Garden</strong></td>
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<td></td>
<td><strong>Townhouse / Rowhouse</strong></td>
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<td></td>
<td><strong>Low-Rise Multi-Family</strong></td>
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<td></td>
<td><strong>Senior Housing</strong></td>
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<tr>
<td><strong>Commercial</strong></td>
<td><strong>Retail / Service</strong></td>
<td><strong>Tourism / Entertainment Hotel</strong></td>
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<td><strong>Office Pad</strong></td>
<td><strong>Te...</strong></td>
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<td><strong>Office Campus / Office Park</strong></td>
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<td><strong>Incubator / Discovery Park</strong></td>
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<tr>
<td><strong>Mixed-Use</strong></td>
<td><strong>Low-Rise Multi-Family</strong></td>
<td><strong>Senior Housing</strong></td>
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<td></td>
<td><strong>Residential Mixed-Use (Vertical Mixed-Use)</strong></td>
<td><strong>Community Center</strong></td>
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<td></td>
<td><strong>Neighborhood / Community Shopping Center</strong></td>
<td><strong>Seniors Center</strong></td>
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<td></td>
<td><strong>Lifestyle Retail Center</strong></td>
<td><strong>Tourism / Entertainment Hotel</strong></td>
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<tr>
<td><strong>Lodging</strong></td>
<td><strong>Tourism / Entertainment Hotel</strong></td>
<td><strong>Convenience Retail</strong></td>
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<td><strong>Corporate Hotel and Conference</strong></td>
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<td></td>
<td><strong>Transit Hotel / Travel Plaza Hotel</strong></td>
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## Appropriate Typologies by Land Use

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Primary Development Typologies</th>
<th>Ancillary Development Typologies</th>
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<tbody>
<tr>
<td><strong>Institutional</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational</td>
<td>Technical Institute / Advanced Training Center</td>
<td>Community Farm / Community Garden</td>
</tr>
<tr>
<td></td>
<td>Vocational / Trade School</td>
<td>Community Center</td>
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<td></td>
<td>Transit Center</td>
<td>Seniors Center</td>
</tr>
<tr>
<td>Community Facility</td>
<td>Community Center</td>
<td>Community Farm / Community Garden</td>
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<tr>
<td></td>
<td>Seniors Center</td>
<td>Technical Institute / Advanced Training Center</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vocational / Trade School</td>
</tr>
<tr>
<td><strong>Industrial</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Light Industrial</td>
<td>Single Tenant Light Industrial</td>
<td>Truck Stop with Electrification</td>
</tr>
<tr>
<td></td>
<td>Multi-Tenant Light Industrial</td>
<td>Agribusiness / Agriculture</td>
</tr>
<tr>
<td></td>
<td>Single Tenant Flex</td>
<td>Renewable Energy Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Multi-Tenant Flex</td>
<td>Cold Chain Storage Facility</td>
</tr>
<tr>
<td></td>
<td>Airside-Groundside Logistics Facility / Air Cargo Terminal</td>
<td>Technical Institute / Advanced Training Center</td>
</tr>
<tr>
<td></td>
<td>Warehouse / Distribution Center</td>
<td>Office Pad</td>
</tr>
<tr>
<td>Heavy Industrial</td>
<td>Intermodal Terminal / Staging Yard</td>
<td>Truck Stop with Electrification</td>
</tr>
<tr>
<td></td>
<td>Incubator / Discovery Park</td>
<td>Renewable Energy Infrastructure</td>
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<tr>
<td></td>
<td></td>
<td>Cold Chain Storage Facility</td>
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<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airport / Aviation</td>
<td>Intermodal Terminal / Staging Yard</td>
<td>Renewable Energy Infrastructure</td>
</tr>
<tr>
<td></td>
<td>Airside-Groundside Logistics Facility / Air Cargo Terminal</td>
<td></td>
</tr>
<tr>
<td>Vacant (Interim Use)</td>
<td>Park-N-Ride Lot</td>
<td></td>
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<tr>
<td></td>
<td>Community Farm / Community Garden</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Renewable Energy Infrastructure</td>
<td></td>
</tr>
</tbody>
</table>
4.4 PROGRAM RECOMMENDATIONS

An effective range of programs and measures are available for strategic partners to implement the proposed land use and urban form plan. These include recognized land use and zoning process and procedures, as well as an array of recommended public initiatives for improving visual character.

LAND USE AND ZONING

COMPREHENSIVE PLAN

Description: Initial adoption and periodic update of a comprehensive plan for Airport City (i.e., Airport City Master Plan), including policies and proposals addressing land use and other plan elements as appropriate.

Typical Features: Comprehensive Plan Adoption; Periodic Plan Review & Update

CITY INITIATED REZONING

Description: Comprehensive rezoning to promote consistency with the adopted local plan and its associated land use policies; a viable approach to streamlining the entitlement process for targeted redevelopment sites.

Typical Features: Comprehensive Plan Adoption; City Initiated Zone Changes

FAST TRACK PERMITTING / EXPEDITED REVIEW

Description: Processes and procedures to move non-controversial and targeted development projects rapidly through the permitting process; for example, favoring administrative review and approval.

Typical Features: “One Stop” Permitting / Designated Coordinator; Pre-Application Conference; Permit Tracking; Concurrent Reviews; Administrative Approvals

DEVELOPMENT CODE REVIEW

Description: Initial and periodic review and evaluation of the Unified Development Code (UDC) to ensure consistency with the adopted local plan and to reflect current development practices.

Typical Features: Comprehensive Plan Adoption; City Initiated UDC Text Amendments

INCENTIVE ZONING

Description: Amendments to the UDC offering incentives (e.g., density bonus) to promote desired land use patterns and policy outcomes; in particular, mixed-use and transit-oriented (i.e., smart growth) development at key activity nodes.

Typical Features: Smart Growth Policies; UDC Text Amendments

LAND BANKING

Description: The practice of aggregating vacant and underdeveloped parcels for later productive use; in this context, ensuring a sufficient inventory of land to meet the needs of logistics and other critical users requiring proximity to the Airport.

Typical Features: Land Inventory; Land Bank; Disposition Criteria
**URBAN STRUCTURE AND VISUAL CHARACTER**

**ARCHITECTURAL DESIGN GUIDELINES / DESIGN REVIEW**

*Description*: Site planning and architectural design criteria and review procedures intended to promote high quality development; recommended for defined geographic areas such as Elvis Presley Blvd., where visual quality and coherence is especially important.

*Typical Features*: Urban Design Framework Plan; Design Guideline Manual; Design Review Board

**GATEWAY TREATMENT AND PUBLIC ART**

*Description*: Special design treatment (e.g., landscape, lighting, monument signage, public art, etc.) at gateways to the community and the Airport complex, providing a heightened sense of place and promoting Airport City.

*Typical Features*: Urban Design Framework Plan; Public Realm Design Guidelines; Public Art Program

**PUBLIC REALM DESIGN PALETTE**

*Description*: A well considered and coordinated palette of design elements associated with the public realm (e.g., street trees, street lights, transit stops, etc.) to improve the visual quality of the environment and enhance the identity of Airport City.

*Typical Features*: Urban Design Framework Plan; Public Realm Design Guidelines; Street Tree Master Plan

**WAYFINDING AND SIGNAGE SYSTEM**

*Description*: A formal wayfinding and public signage system (encompassing district identity, vehicular directionals, pedestrian directionals, historical markers and interpretive signage, etc.) to facilitate orientation and reinforce Airport City identity.

*Typical Features*: Urban Design Framework Plan; Public Realm Design Guidelines; Wayfinding & Public Signage Program

**ACTIVE CODE ENFORCEMENT**

*Description*: Public sector enforcement of building, zoning and housing codes to combat commercial blight and neighborhood deterioration by ensuring adherence to minimum standards of health, safety and maintenance, including the elimination of nuisances.

*Typical Features*: Code Enforcement Officers; Customer Complaint System; Case Tracking Software; Code Compliance Surveys; Informational Meetings w/ Business & Property Owners

**BLIGHT CLEARANCE / RECLAIMED PROPERTY**

*Description*: Involves rehabilitation and repositioning or removal and replacement of blighted commercial and multi-family complexes, often with new mixed-use / mixed-income development. Community gardens may be an appropriate interim use for cleared sites.

*Typical Features*: Financial Assistance (e.g., tax credits & abatement, rehabilitation construction loans); Housing Inventory; Land Banking / Property Transfer; Urban Homesteading; Interim Use Standards
5.1 OVERVIEW

As transportation infrastructure in Airport City becomes strained and gradually outmoded, economic growth is at risk; cargo movement is hindered, while livability is compromised. Strategic improvements that restore connectivity to better leverage major transportation assets, especially the Airport, are indispensable.

CONTEXT

The transportation system sustains vital connections, ranging from local trips to regional commuting and long distance freight. Transportation deficiencies within Airport City include insufficient roadway capacity, poor user safety, and inadequate pedestrian and bicycle facilities. There is particular concern with traffic along major trucking routes, as the efficient movement of freight is critical to the Memphis economy. Improvement strategies will need to increase connectivity and enhance mobility to support economic growth and competitiveness, with a focus on addressing congestion, especially along key freight corridors.

INVENTORY SUMMARY

Airport City’s transportation system encompasses road, freight, transit, bicycle and pedestrian movement systems, and is briefly described as follows:

Road Network: The roadway hierarchy is comprised of 1) interstates and highways; 2) primary and minor arterials; 3) collectors, and 4) local streets. Primary arterials form a generally gridded network that is especially critical to the movement of local, regional, and freight traffic, providing key connections to interstates and highways.

Operating Conditions: The most heavily traveled corridors are Lamar Ave, Shelby Dr, and Elvis Presley Blvd. As major access routes to the interstates, stretches of Shelby and Lamar experience significant congestion, as do interstate ramps and intersections at State roadways. Because these roadways and connections are integral to regional circulation and freight, a major contributor to this congestion is truck traffic.

Freight Movement: Memphis is a national center for distribution, moving freight via air, water, road, and rail, and as shipping becomes increasingly multimodal, connectivity becomes ever more crucial. Securing greater capacity for trucks along key freight corridors is paramount, particularly those roadways providing “last mile” access to the Airport and BNSF intermodal facility, namely Lamar (where trucks account for 33% of the vehicular traffic), Airways Blvd, Shelby, Winchester Road, and Holmes Road.

Public Transit System: Public transit service for the study area is provided by the Memphis Area Transit Authority (MATA), currently operating 25 bus lines and two transit centers. However, MATA is in the process of implementing a new transit system that will improve connectivity between northern and southern Memphis, organized around a simplified concept of key corridor routes linked to transit centers and hubs.

Alternative Modes: The Memphis Urban Area Metropolitan Planning Organization (MPO) recently adopted its Regional Bicycle and Pedestrian Plan, encouraging residents to walk and bicycle. Pedestrians and bicyclists are currently challenged because the study area lacks adequate facilities for their safety, convenience, and comfort. The plan recommends a complete streets policy, while increasing the number of arterials that accommodate pedestrians and bicyclists to better link centers of activity.

Programmed Improvements: The Tennessee Department of Transportation (TDOT) and the City of Memphis have programmed improvements to the region’s corridors; these are expected to reduce congestion and improve safety. Near-term improvements in the study area include upgrades to Elvis Presley, as well as capacity enhancements along Lamar and Holmes, and at the Airways & I-240 Interchange.
ANALYSIS SUMMARY

Airport City’s transportation and freight infrastructure are showing signs of strain, including insufficient roadway capacity along principal movement corridors. Of primary concern is the congestion along major trucking routes that link to the interstates, especially Lamar and Shelby, revealing a conflict between trucking and commuter traffic. Congestion on roadways providing access between the Airport and nearby distribution facilities often causes delays in air cargo transfers. Additionally, the movement of people by alternative modes is hindered by a lack of adequate pedestrian and bicycle facilities, such as the want of bicycle lanes and safe, convenient, and well maintained sidewalks, exacerbated by excessive walking distances between major destinations. Assets and opportunities include:

- Airport City is home to vital freight infrastructure that powers the region’s economy, including MEM, the FedEx World Hub, major highway and rail links, and various intermodal facilities.

- MEM provides both passenger and air cargo service and ranks as North America’s leading cargo airport, in large measure due to the presence of FedEx’s World Hub.

- The recently expanded BNSF Memphis Intermodal Facility provides especially critical rail-to-truck and rail-to-rail intermodal connections.

- Key interstate highway connections help make Memphis a major center for regional and long distance trucking, and afford access to the Airport.

- The MPO’s Long Range Transportation Plan (LRTP) identifies regional projects and programs for a more balanced multimodal system, including initiatives to benefit Airport City.

- The City of Memphis, the MPO, and TDOT have planned improvements to reduce congestion and improve safety along major corridors within Airport City and throughout the region.

- MATA is currently implementing a new transit system in accordance that is intended to decrease redundancies, provide more consistent headways, and improve connectivity.

- The recently opened Airways Transit Center is located near MEM and functions as a hub for transit services in the Whitehaven neighborhood.

- The MPO’s Regional Bicycle and Pedestrian Plan encourages a complete streets policy and promotes alternative modes of travel, including network improvements for Airport City.

- On-street bicycle facilities are currently programmed for many of the area’s major roadways and a shared use path is recommended along Nonconnah Creek.

The BNSF Intermodal Facility streamlines logistics and distribution.
FIG 5.1: REGIONAL FREIGHT TRAFFIC WITH LOCAL ORIGIN AND / OR DESTINATION
5.2 TRANSPORTATION PLAN

The Transportation Plan Element provides policies, strategies and concepts for improving the safety and efficiency of moving people, goods and services around Airport City. The overall concept identifies major transportation corridors and terminals, supported by proposals for improvement to the area’s 1) transportation corridors; 2) transit system; and 3) alternative modes.

TRANSPORTATION CORRIDORS & TERMINALS

Memphis’ economy is dependent on the interstate, arterial and rail corridors, as well as the intermodal facilities that form the backbone of Airport City’s transportation system. As a national center for distribution, freight connectivity is paramount, while the area’s livability is contingent upon the safe and convenient movement of people. To this end, road typologies distinguish between freight corridors and multimodal corridors. Freight corridors require additional capacity, to be achieved through public works and technological advances associated with smart corridors. Multimodal corridors are recommended for transformation into complete streets that serve neighborhoods.

KEY COMPONENTS

Interstates are critical to the region’s freight movement, offering high capacity, high speed travel with limited access. TDOT has programmed both near-term and long range capacity improvements for I-40 and I-255 as they pass through Airport City.

Freight Corridors encompass arterial roadways that are critical to the efficient movement of freight, providing access to the interstates, the Airport, intermodal terminals, and industrial and warehousing operations. Measures that minimize conflicts between freight and commuter traffic are recommended, including managed truck lanes / express lanes, grade separated interchanges, adaptive signal control, and similar smart corridor solutions.

Multimodal Corridors encompass arterial roadways that establish essential links between activity nodes and residential neighborhoods, and therefore, are recommended for improvement as complete streets that accommodate automobiles, transit, bicycles, and pedestrians. These roadways should incorporate enhanced transit stops, dedicated bicycle lanes, crosswalk enhancements, and similar improvements that support transit and alternative modes of travel.

Rail Corridors are critical to cost efficient freight movement. One of five Class-One railways serving the region, the BNSF railway runs roughly parallel to the Lamar Corridor through Airport City and the BNSF facility.

Major Transportation Facilities are comprised of MEM, delivering both passenger and leading air cargo service, and the BNSF facility, providing rail-to-rail and rail-to-truck connections. Roadway capacity improvements need to prioritize “last mile” freight connections to these facilities.

Major Intermodal Terminals accommodate the necessary transfer of goods, services, and people. The FedEx World Hub and BNSF facility enable the transfer and movement of cargo, while the MEM passenger terminal and transit centers are key to moving people through Airport City.

LEGEND

Major Transportation Corridors
- Interstate
- Freight Corridor
- Multimodal Corridor
- Rail Corridor

Major Transportation Facilities
- MEM Airport
- BNSF Intermodal

Major Intermodal Terminals
- Bus/Transit Terminal
- Air Passenger Terminal
- Air Cargo (FedEx) Terminal
- Rail (BNSF) Terminal

Designated freight corridors support efficient cargo movement.
FIG 5.2: TRANSPORTATION CORRIDORS & TERMINALS CONCEPT
## TRANSPORTATION CORRIDORS PROPOSAL

<table>
<thead>
<tr>
<th>POLICIES</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Establish a multimodal transportation system to efficiently, effectively, and safely move people, goods, and services.</td>
<td>1 Maintain a legible roadway hierarchy that readily distinguishes between routes for local, regional, and freight movement.</td>
</tr>
<tr>
<td></td>
<td>2 Classify major freight corridors and introduce measures that will secure greater capacity for trucks and minimize conflicts between commuter and truck traffic, including “smart corridor” initiatives.</td>
</tr>
<tr>
<td></td>
<td>3 Identify key multimodal corridors and advocate for their improvement as “complete streets” that support transit and alternative modes of travel while promoting community livability.</td>
</tr>
<tr>
<td></td>
<td>4 Introduce wayfinding elements to better orient visitors, and direct movement in and around Airport City.</td>
</tr>
<tr>
<td>2 Implement key roadway capacity improvements projects, congestion management strategies, and streetscape enhancements.</td>
<td>1 Maximize air to surface connectivity by rationalizing truck and intermodal flows, utilizing such measures as road widening, managed truck lanes, grade separated interchanges, and signal control along designated freight corridors.</td>
</tr>
<tr>
<td></td>
<td>2 Give transportation funding priority to the most vital movement corridors, favoring those improvements that will reduce congestion along major freight corridors and enhance access to MEM’s air cargo facilities and BNSF.</td>
</tr>
<tr>
<td></td>
<td>3 Alleviate congestion and facilitate freight access along Lamar Avenue (US 78) and Holmes Road, executing plans for roadway widening and other capacity improvements.</td>
</tr>
<tr>
<td>3 Ensure that Airport City maintains state-of-the-art intermodal terminals and transportation hubs, thereby expediting the movement of people and cargo.</td>
<td>1 Maintain and expand MEM’s role as both an air cargo and passenger hub, including development of passenger terminal and other planned upgrades located “within the fence.”</td>
</tr>
<tr>
<td></td>
<td>2 Ensure the availability of sufficient land resources to accommodate future expansion of the FedEx World Hub, both “inside” and “outside the fence.”</td>
</tr>
</tbody>
</table>

### LEGEND

- **Programmed Corridor Improvements**
  - Capacity Improvements: Road Widening
  - Capacity Improvements: Alternate Route
  - Intersection Improvement
  - Grade Separated Interchange

- **Proposed Corridor Improvements**
  - Roadway Extension
  - Capacity Improvements: Road Widening
  - Capacity Improvements: Directional Priority Lanes
  - Grade Separated Interchange
  - Adaptive Signal Control
FIG 5.3: TRANSPORTATION CORRIDORS IMPROVEMENT CONCEPT
## TRANSIT SYSTEM PROPOSAL

<table>
<thead>
<tr>
<th>POLICIES</th>
<th>STRATEGIES</th>
</tr>
</thead>
</table>
| **1** Expand the transit network and increase ridership to more effectively service Airport City’s resident, worker and tourist populations. | 1 Augment MATA’s revised transit system with a “loop” circulator system that will operate along Airport City’s major corridors and efficiently link the Airport with major activity nodes.  
2 Support the use and expansion of para-transit, as well as private and employer shuttle services to further supplement MATA’s transit service.  
3 Provide comfortable transit stops at major activity nodes, including seating, shelter, and system maps. |
| **2** Provide direct transit links between the Airport, downtown Memphis, and Graceland. | 1 Dedicate one or more express bus routes to directly and conveniently connect the Airport with downtown Memphis.  
2 Establish convenient transit links between Graceland and other tourist attractions and major destinations in the region, especially downtown Memphis and the Airport.  
3 Encourage the use of vans and shuttles to supplement movement between the Airport, downtown hotels, and other major destinations. |
| **3** Employ programs and tools to incentivize and promote transit ridership. | 1 Implement transportation demand management measures; for example, subsidizing transit costs for area employees and/or residents, instituting rideshare and vanpool programs, and providing access to transit information.  
2 Build customer satisfaction by improving the frequency and reliability of transit, including the introduction of real-time bus arrival information systems. |

### LEGEND

- **MATA Route Proposal**
  - Express Line
  - Crosstown Line (Key Corridors & Mainline)
  - Local Line (Feeder & Shuttle)

- **Airport City Circulator Proposal**
  - Transit Circulator Route - Phase 1
  - Transit Circulator Route - Phase 2
  - Transit Circulator Route - Phase 3

- **Transit Facilities**
  - Transit Center (w/ Distance Radii @ 1-mile, 2-mile)
  - Proposed Transit Center (w/ Distance Radii @ 1-mile, 2-mile)
  - Future Park & Ride (per MATA)
  - Proposed Enhanced Transit Stop (w/ Distance Radius @1/2 mile, 1-mile)
## ALTERNATIVE MODES PROPOSAL

<table>
<thead>
<tr>
<th>POLICIES</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Provide safe and convenient pedestrian and bicycle connections to public facilities, including schools, parks and recreation amenities, and transit stops.</td>
<td>1 Initiate a “safe routes to schools” program for Airport City’s neighborhoods, supplementing improved design (i.e., complete streets) with education and enforcement.</td>
</tr>
<tr>
<td></td>
<td>2 Ensure that transit stops are adequately served by pedestrian and bicycle amenities, including comfortable sidewalk linkages and designated bicycle connections.</td>
</tr>
<tr>
<td>2 Make Airport City more walkable and bicycle friendly, in particular, improving and extending pedestrian and bikeway amenities to better connect residential neighborhoods, activity centers, and employment zones.</td>
<td>1 Improve and expand facilities for pedestrians and cyclists, initially focusing investment on development of key movement corridors as complete streets connecting activity nodes.</td>
</tr>
<tr>
<td></td>
<td>2 Implement the MPO’s Regional Bicycle and Pedestrian Plan, including the proposed shared use path along the Nonconnah Creek, and augment as appropriate to maximize bicycle and pedestrian access.</td>
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<tr>
<td></td>
<td>3 Make streets walkable by providing enhanced crosswalks, sufficiently wide sidewalks, shade trees, and other streetscape amenities (e.g., benches and pedestrian-scale light fixtures) throughout the community, most importantly along proposed complete streets and links to transit.</td>
</tr>
<tr>
<td></td>
<td>4 Introduce a network of off-street pathways and routes, encompassing shared use paths (i.e., “hike and bike trails”) that are integrated with Airport City’s green network.</td>
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<td></td>
<td>5 Require bicycle parking in conjunction with public amenities and commercial development projects that will attract a significant number of users, including the provision of bicyclist commuter facilities (e.g., bicycle lockers) at major transit hubs.</td>
</tr>
</tbody>
</table>

### LEGEND

- **Bicycle Facilities**
  - On-Street Bicycle Lane / Route
  - Proposed On-Street Bicycle Lane / Route
  - Proposed Bicycle Commuter Facility

- **Alternative Modes Enhancements**
  - Primary Complete Street
  - Secondary Complete Street
  - Intersection with Crosswalk Enhancement
  - Greenway / Shared Use Path
FIG 5.5: ALTERNATIVE MODES CONCEPT
### 5.3 KEY DEVELOPMENT TYPOLOGIES

Key development typologies are associated with the successful operation of Airport City’s transportation system, especially those typologies that support efficient intermodal transfer. Of fundamental importance is a roadway typology that distinguishes freight corridors from multimodal corridors.

<table>
<thead>
<tr>
<th>MAJOR CORRIDOR TYPOLOGIES</th>
<th>SITE DEVELOPMENT TYPOLOGIES</th>
<th>TRANSIT CENTER</th>
<th>PARK-N-RISE LOT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FREIGHT CORRIDOR</strong></td>
<td><strong>INTERMODAL TERMINAL / STAGING YARD</strong></td>
<td><strong>Description:</strong> Intermodal passenger hub, normally a bus station served by several bus lines, including interchange between local and express service.  <strong>Typical Facilities:</strong> Bus / Transit Station; Bus Parking / Bus Berths; Commuter Parking; Bicycle Commuter Facilities</td>
<td><strong>Description:</strong> Car parks with connections to public transport, allowing commuters to leave their vehicles behind and transfer to transit (e.g., a bus) or carpool for the remainder of their journey.  <strong>Typical Facilities:</strong> Parking Lot; Enhanced Transit Stop / Bus Shelter; Bicycle Commuter Facilities</td>
</tr>
<tr>
<td><strong>MULTIMODAL CORRIDOR</strong></td>
<td><strong>TRUCK STOP WITH ELECTRIFICATION FACILITIES</strong></td>
<td><strong>Description:</strong> A site where two or more modes of transportation meet to interchange freight, either directly or through intermediate storage; the physical character (i.e., size and design) varies according to the modes connected, the cargo handled, the type of transfer (e.g., direct vs. short- or long-term storage), and the shippers / carriers accommodated.  <strong>Typical Facilities:</strong> Handling Equipment; Storage Facilities</td>
<td><strong>Description:</strong> Designated arterial accommodating multiple modes of travel, including automobiles, transit, bicycles, and pedestrians; the redesign of these roadways is consistent with a “complete streets” policy.  <strong>Typical Components:</strong> Streetscape Improvements (street trees, street furniture, lighting, wayfinding, etc.); Enhanced Crosswalks; Dedicated Bike Lanes; Enhanced Transit Stops; On-Street Parking</td>
</tr>
<tr>
<td><strong>Description:</strong> Arterial designated as a truck route, receiving capacity improvements and congestion management measures to minimize conflicts with commuter traffic.  <strong>Typical Components:</strong> Road Widening; Managed Truck Lanes; Grade Separated Interchanges</td>
<td><strong>Description:</strong> In addition to the normal roadside services such as fueling, eateries, etc., electrified parking spaces allow trucks to power necessary systems (e.g., heating, air conditioning, on-board electrical appliances) during rest stops without idling the engine.  <strong>Typical Facilities:</strong> Truck Stop / Service Plaza (including fueling station and restaurant); Truck Stop Electrification (ITSE) Units</td>
<td><strong>Description:</strong> Truck Stop / Service Plaza (including fueling station and restaurant); Truck Stop Electrification (ITSE) Units</td>
<td></td>
</tr>
</tbody>
</table>

**Description:** Designated arterial receiving capacity improvements and congestion management measures to minimize conflicts with commuter traffic.

**Typical Components:** Road Widening; Managed Truck Lanes; Grade Separated Interchanges

**Description:** Designated arterial accommodating multiple modes of travel, including automobiles, transit, bicycles, and pedestrians; the redesign of these roadways is consistent with a “complete streets” policy.

**Typical Components:** Streetscape Improvements (street trees, street furniture, lighting, wayfinding, etc.); Enhanced Crosswalks; Dedicated Bike Lanes; Enhanced Transit Stops; On-Street Parking

**Description:** In addition to the normal roadside services such as fueling, eateries, etc., electrified parking spaces allow trucks to power necessary systems (e.g., heating, air conditioning, on-board electrical appliances) during rest stops without idling the engine.

**Typical Facilities:** Truck Stop / Service Plaza (including fueling station and restaurant); Truck Stop Electrification (ITSE) Units

**Description:** Car parks with connections to public transport, allowing commuters to leave their vehicles behind and transfer to transit (e.g., a bus) or carpool for the remainder of their journey.

**Typical Facilities:** Parking Lot; Enhanced Transit Stop / Bus Shelter; Bicycle Commuter Facilities
5.4 PROGRAM RECOMMENDATIONS

A number of programs and measures are available for strategic partners to implement the proposed transportation plan. They address the safe, efficient and clean movement of commuters and freight along major corridors, incorporating some technologically advanced solutions, as well as enhancements to the transit system and alternative modes of travel.

TRANSPORTATION CORRIDORS

MANAGED TRUCK LANES / EXPRESS LANES

Description: Dedicated truck lanes with limited access, separating local and commuter traffic from regional freight movement; most appropriate along Lamar Ave. (US 78).

Typical Features: Assigned Truck Lanes; Tolling / Access Control (e.g., to exclude commuter traffic)

GRADE SEPARATED INTERCHANGES

Description: Reconfigured interchanges, normally providing over- and / or underpasses to minimize conflicts and allow uninterrupted traffic flows; recommended at key intersections along Lamar Ave. (US 78).

Typical Features: Grade Separation; Elevated Bypass Lanes

CLEAN FREIGHT MEASURES

Description: Integration of recently commercialized clean technologies along freight corridors to reduce emissions and cut fuel costs.

Typical Features: E-Highways; Truck Stop Electrification; Short Haul Clean Truck Program

DIRECTIONAL PRIORITY LANES

Description: Assignment of lanes along arterial roadways to facilitate traffic flows in a favored direction; recommended along Shelby Drive (4 lanes west-bound and 2 lanes east-bound) and Holmes Road (4 lanes east-bound and 2 lanes west-bound) as an “arterial couplet.”

Typical Features: Directional Lane Assignment; Directional Markers

ADAPTIVE SIGNAL CONTROL

Description: Centralized control of signal timing according to live traffic conditions, daily movement patterns, and special events, thereby improving arterial flows.

Typical Features: Centralized Traffic Management; Coordinated Signaling; Cameras & Speed Sensors

SMART CORRIDORS / I.T.S.

Description: The application of advanced technologies and real-time system management techniques to keep transportation facilities operating at maximum efficiency; recommended for key freight corridors such as Lamar Ave. (US 78).

Typical Features: Centralized Traffic Management; Adaptive Signal Control; Dynamic Message Signs; Cameras & Speed Sensors
### TRANSPORTATION DEMAND MANAGEMENT

**Description:** Various initiatives to further reduce travel demand and promote ridesharing and transit usage, including transit subsidies for area employees and residents, ridesharing programs and incentives, and access to transit information (e.g., mobile and social media applications).

**Typical Features:** Public Subsidies & Incentives; Employer Ridesharing Programs

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### PARA-TRANSIT

**Description:** A flexible, shared ride service normally available to the elderly and persons with disabilities; MATAplus provides para-transit service for persons with disabilities on a reservation and subscription basis.

**Typical Features:** Shuttle or Mini-Buses; Eligibility Requirements; Demand Responsive Service; Public and/or Non-Profit Operator

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### PRIVATE / EMPLOYER SHUTTLE SERVICE

**Description:** Private vanpool or shuttle service is a cost effective mode of transit; frequently employer sponsored, moving commuters between common destinations and employment centers.

**Typical Features:** Van or Shuttle Fleet; Public Subsidy / Public-Private Funding

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### EXPRESS TRANSIT LINES

**Description:** Bus service providing faster connections with a minimum of intervening stops between major destinations or commuter nodes, recommended between the Airport and Downtown.

**Typical Features:** Designated Express Routes; Enhanced Transit Stops / Transit Center; Dedicated Express Buses

---

### ENHANCED TRANSIT STOPS

**Description:** Highly identifiable transit stops located at major activity centers and employment nodes, incorporating seating, shelter, wayfinding information, and other amenities to promote user convenience and comfort.

**Typical Features:** Distinctive Bus Stops; Wayfinding Signage

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### TRANSIT SYSTEM

#### TRANSPORT 'LOOP’ CIRCULATOR

**Description:** An Airport City branded circulator bus connecting the Airport with major activity centers along a designated “loop” route to augment resident and worker mobility.

**Typical Features:** Designated Circulator Route & Stops; Dedicated Shuttles or Buses

---

#### PARA-TRANSIT

**Description:** A flexible, shared ride service normally available to the elderly and persons with disabilities; MATAplus provides para-transit service for persons with disabilities on a reservation and subscription basis.

**Typical Features:** Shuttle or Mini-Buses; Eligibility Requirements; Demand Responsive Service; Public and/or Non-Profit Operator

---

#### PRIVATE / EMPLOYER SHUTTLE SERVICE

**Description:** Private vanpool or shuttle service is a cost effective mode of transit; frequently employer sponsored, moving commuters between common destinations and employment centers.

**Typical Features:** Van or Shuttle Fleet; Public Subsidy / Public-Private Funding

---

#### EXPRESS TRANSIT LINES

**Description:** Bus service providing faster connections with a minimum of intervening stops between major destinations or commuter nodes, recommended between the Airport and Downtown.

**Typical Features:** Designated Express Routes; Enhanced Transit Stops / Transit Center; Dedicated Express Buses

---

#### ENHANCED TRANSIT STOPS

**Description:** Highly identifiable transit stops located at major activity centers and employment nodes, incorporating seating, shelter, wayfinding information, and other amenities to promote user convenience and comfort.

**Typical Features:** Distinctive Bus Stops; Wayfinding Signage

---

#### TRANSPORTATION DEMAND MANAGEMENT

**Description:** Various initiatives to further reduce travel demand and promote ridesharing and transit usage, including transit subsidies for area employees and residents, ridesharing programs and incentives, and access to transit information (e.g., mobile and social media applications).

**Typical Features:** Public Subsidies & Incentives; Employer Ridesharing Programs

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**Typical Features:** Public Subsidies & Incentives; Employer Ridesharing Programs
**ALTERNATIVE MODES**

**DEDICATED BICYCLE LANES**

*Description*: A portion of the roadway designated by striping, signing, or pavement markings for the exclusive use of bicyclists; intended to promote user confidence and safety; an interconnected system of dedicated bicycle lanes is recommended.

*Typical Features*: Designated Bicycle Lanes; Signage & Markings

---

**BICYCLE COMMUTER FACILITIES**

*Description*: Bike storage and commuter amenities provided for user convenience, and normally located at transit stops, public facilities, activity centers, and employment nodes.

*Typical Features*: Bicycle Lockers; Lighted and Sheltered Bicycle Parking (e.g., bike racks); Employee Shower Facilities; Volunteer Maintenance Shops

---

**SHARED USE PATHS**

*Description*: Typically accommodating walkers and bicyclists, shared use paths are physically separated from and complementary to the road network; also known as “hike and bike” trails, they should become an integral part of the community’s network of greenways.

*Typical Features*: “Hike and Bike” Trails; Wayfinding & Interpretive Signage; Trailheads & Rest Areas

---

**COMPLETE STREETS**

*Description*: Redesign of designated roadways to accommodate multiple modes of travel, encompassing automobiles, transit, bicycles, and pedestrians.

*Typical Features*: Complete Streets Policies; Pedestrian & Bicycle Plan; Streetscape Improvements; Enhanced Crosswalks; Dedicated Bicycle Lanes; Enhanced Transit Stops; On-Street Parking

---

**CROSSWALK ENHANCEMENTS**

*Description*: Design measures to improve the safety of pedestrians at crossings, encompassing marked and high visibility crosswalks and other methods of signage and traffic control.

*Typical Features*: Marked Crosswalks; Curb Extensions (i.e., bulb outs); Traffic Signals / Signage; Flashers / Flashing Beacons

---

**SAFE ROUTES TO SCHOOL**

*Description*: Emphasis on making walking and bicycling to school safer and more accessible for children, normally utilizing government grants to build sidewalks, bicycle paths, and other pedestrian friendly infrastructure.

*Typical Features*: Streetscape Improvements; Enhanced Crosswalks; Dedicated Bicycle Lanes; Traffic Enforcement; Safety Education
CHAPTER 6
INFRASCTURE & ENVIRONMENT
6.1 OVERVIEW

Airport City’s open spaces are fragmented, with water resources inadequately safeguarded as green amenities, and neighborhoods underserved by public parks. Where feasible, property should be drawn into a green network featuring designated resource protection areas, active and passive parks, and agricultural conservation lands.

CONTEXT

Memphis’ waterways establish essential open space connections at both the regional and local scale, with vast potential to preserve natural resources and promote recreational opportunity. Regional planners envision a “green oval” incorporating Nonconnah Creek and the Wolf River to better link Memphis and its residents with the Mississippi River. Accordingly, the Nonconnah drainage system offers a framework upon which to build a green network that permeates Airport City, thereby addressing the need for a more sufficient array of active and passive parks and trails to properly serve the community.

INVENTORY SUMMARY

The following discussion presents a concise inventory of Airport City’s green network, focusing on the relationship between open space resources and the local drainage system:

Green Network: Nonconnah Creek and its feeder streams offer tremendous open space resource potential; however, little of the adjacent land has been set aside as formal greenways incorporating publicly accessible parks and trails. In fact, limited land area within the boundaries of Airport City is designated parkland, and while neighborhood parks populate some residential zones, there are no significant regional parks.

Drainage System: The Nonconnah is the principal waterway draining the study area, flowing westward toward McKellar Lake, an oxbow of the Mississippi River, with large feeders that include Days Creek, Hurricane Creek, Ten Mile Bayou and Johns Creek. Most of these waterways have been straightened and in some cases channelized with concrete lining to facilitate rapid drainage to the Mississippi, although stretches retain a more natural state.

Storm Water Management: In recent years, a storm water management philosophy of storage and controlled release (i.e., detention) has replaced channelization. As suggested above, the study area has both systems in place. Existing natural streams are now subject to greater protection, while development of areas adjacent to channelized streams may necessitate a detention strategy.

Flood Zones: Flood Insurance Rate Maps issued by the Federal Emergency Management Agency (FEMA) delineate flood zones along major streams within the study area. Utilizing FEMA mapping as the basis, the Memphis – Shelby County Unified Development Code (UDC) has defined Flood Way and Floodplain zoning that apply development restrictions intended to mitigate flood hazard.
A small percentage of Airport City’s land area has been set aside for public parks and recreation facilities, causing demand for additional open space. There is insufficient acreage devoted to community and regional scale parks to meet the recreational needs of the population, and some residential zones are underserved by neighborhood parks.

Local waterways are a potential amenity, but most lack continuous, publicly accessible greenways, and many of the feeder streams are lined with concrete channels inhibiting their open space resource potential. Similarly, many roadways lack basic streetscape enhancements; most noticeable is their inconsistent planting of street trees, depriving the community of another potential resource capable of knitting together dispersed open spaces. Assets and opportunities include:

- Area waterways provide the framework upon which to build an extensive and interconnected green network and to link into a larger regional open space system.
- Natural streams are now subject to greater protection from the U.S. Environmental Protection Agency (EPA) and the Tennessee Department of Environment and Conservation (TDEC), enhancing natural and scenic resource protection.
- Due to zoning restrictions that severely limit development, designated floodways and flood plains are potential greenways featuring natural resource areas and recreational amenities.
- The Regional Bicycle and Pedestrian Plan includes the proposal for a shared use path along Nonconnah Creek and promotes complete streets along area roadways.
- Strategic acquisition of vacant and underdeveloped parcels for neighborhood parks or other open space amenities will help meet the needs of underserved neighborhoods.
- Vacant and underdeveloped parcels located in commercial and industrial areas are potential sites for small scale urban farming as a productive interim use.
- Properties situated along the Stateline that are zoned Conservation Agriculture remain suitable for large scale agribusiness.
- Agribusiness and renewable infrastructure will find potential synergies with emerging bio-life sciences and advanced manufacturing industries.
- The Sustainable Shelby Implementation Plan supports various green initiatives, while national trends pushing green mandates are a potential stimulus to the area’s emerging green economy.
6.2 INFRASTRUCTURE & ENVIRONMENT PLAN

The Infrastructure & Environment Plan Element sets forth policies, strategies and concepts to make Airport City move livable and sustainable by extending and enhancing open space resources and promoting green industry. The overall concept describes a green network, supported by proposals for 1) resource protection; 2) parks and recreation; and 3) green industry and renewables.

GREEN NETWORK

The overall concept relies on the area’s waterways as a framework upon which to expand existing open space resources, creating a green network that extends across Airport City. Stream corridors, comprised of floodways and flood plains, become publicly accessible green linkages, working in conjunction with utility easements and pedestrian friendly streetscapes to connect public parks and other green resources. Parks acquisition and improvement and shared use of school facilities are recommended to expand active and passive recreational opportunities, especially for underserved neighborhoods. Local farming is another piece of the green network, whether occupying vacant parcels as an interim use or comprised of large scale, long-term agribusiness.

KEY COMPONENTS

Resource Protection Areas support the conservation of scenic and ecological resources, and are generally associated with the area’s waterways and wetlands. Functionally, the protection of riparian areas and the restoration of streams to a more natural condition are crucial to mitigating flood hazards. These areas encompass naturalized stream, natural resource area, greenway, and stormwater retention basin, incorporating limited recreational facilities such as shared use paths and interpretive trails.

Public Parks primarily serve local recreational needs, providing opportunities for active and passive recreation at a variety of scales. Acquisition of new parks and improvements to existing facilities are recommended, including neighborhood parks, and community / regional parks. The area is also served by existing public golf courses.

Green Industry Zones delineate land resources that are most suitable for long-term agribusiness / agriculture and renewable energy infrastructure, accommodating local crop production, processing and distribution, as well as local energy production through small scale renewable technologies such as wind, solar, and biomass energy generation systems.

Greenways / Green Linkages take advantage of stream corridors, utility easements, and streetscape enhancements to more effectively link disparate elements of the open space network, allowing safe and convenient access and use by bicyclists and pedestrians.

Major Recreation Facilities are generally associated with public parks and schools with sufficient land resources to support multiple athletic facilities. To maximize resources, community use of school facilities through shared use agreements is recommended.

Greenways provide an opportunity to integrate shared use paths.

LEGEND

- Resource Protection Area
- Public Park
- Green Industry Zone (Long-Term Potential)
- Stream Corridor
- Utility Corridor or Connector
- Primary Streetscape Linkage
- Secondary Streetscape Linkage
- Golf Course
- Sports / Athletics Complex
- Shared Facility Use: Public School
FIG 6.2: GREEN NETWORK CONCEPT
## RESOURCE PROTECTION PROPOSAL

<table>
<thead>
<tr>
<th>POLICIES</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Expand the open space network to incorporate and protect natural resource areas, and to provide additional active and passive recreational areas.</td>
<td>1 Establish physical linkages with the broader regional open space network; in particular, strengthen open space connections between the Nonconnah Creek and the waterways of the Mississippi River.</td>
</tr>
<tr>
<td></td>
<td>2 Use the Nonconnah Creek and its major feeders as a framework upon which to build Airport City’s green network, offering both natural resource protection and recreational amenities.</td>
</tr>
<tr>
<td></td>
<td>3 Extend the community’s urban forest, encouraging the planting of native species for all public open spaces, including greenways, parks and streetscapes.</td>
</tr>
<tr>
<td>2 Establish continuous greenbelts along major drainage channels to mitigate flooding and extend recreational activities.</td>
<td>1 Utilize updated watershed management practices that rely on undeveloped flood zones and buffer areas to maintain natural flows and mitigate flooding impacts while minimizing the channelization of streams.</td>
</tr>
<tr>
<td></td>
<td>2 Create a continuous, publicly accessible greenbelt / greenway along Nonconnah Creek and its major tributaries, at a minimum, incorporating all lands undevelopable due to floodway zoning restrictions.</td>
</tr>
<tr>
<td></td>
<td>3 Maintain and enhance the scenic quality of the Nonconnah Creek and its major feeders, including the restoration of vegetated banks and the siting of new neighborhood parks along area waterways.</td>
</tr>
<tr>
<td></td>
<td>4 Investigate the opportunity to use stormwater retention ponds as green amenities, providing an additional scenic and passive recreational resource.</td>
</tr>
</tbody>
</table>

### LEGEND

- **Resource Protection Development Typologies**
  - Greenway w/ Naturalized Stream
  - Greenway w/ Urban Stream Restoration
  - Greenway w/ Channelized Stream
  - Greenway w/ Utility Corridor
  - Ecological Preserve
  - Potential Location for Stormwater Retention Basin

- **Resource Protection Program Sites**
  - Interpretive Facilities / Signage
# PARKS AND RECREATION PROPOSAL

<table>
<thead>
<tr>
<th>POLICIES</th>
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</table>
| **1** Provide diverse recreational opportunities, while achieving an equitable distribution of parks and recreation facilities throughout Airport City. | 1. Explore opportunities for shared facility use; for example, utilizing public and private school sites for a wide array of youth recreational programs.  
2. Incorporate recreational facilities and communal open space within new residential development or in conjunction with the substantial rehabilitation and repositioning of existing residential complexes.  
3. Acquire vacant and underutilized parcels for development and use as recreational parks, with priority given to properties strategically located to address underserved residential populations.  
4. Program activities and events for public parks and recreation facilities to help address community needs and encourage public use. |
| **2** Use pedestrian and bicycle networks to connect parks and open spaces, and broaden the reach of the green network. | 1. Introduce streetscape enhancements to beautify the community and promote walking and cycling, especially along major movement corridors; for example, through the introduction of street trees, enhanced crosswalks, bicycle lanes, etc.  
2. Integrate shared use pathways and trails along stream corridors and utility rights-of-way, thereby creating a system of greenways suitable for hiking, jogging, cycling, etc.  
3. Include pedestrian-oriented wayfinding, trail signs and maps, and interpretive signage, etc., within public parks, recreation areas, and greenways. |

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**LEGEND**

- **Parks & Recreation Development Typologies**
  - Regional Park (Existing)
  - Regional Park (Proposed)
  - Community Park (Existing)
  - Community Park (Proposed)
  - Neighborhood Park (Existing)
  - Neighborhood Park (Proposed)
  - Golf Course (Existing)
  - Athletics Complex

- **Parks & Recreation Program Sites**
  - Primary Streetscape Linkage (Multimodal Corridors)
  - Secondary Streetscape Linkage
  - Shared Facility Use: Public School
FIG 6.4: PARKS AND RECREATION CONCEPT
## GREEN INDUSTRY AND RENEWABLES INFRASTRUCTURE PROPOSAL

<table>
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<tbody>
<tr>
<td>1 Support local and community-based urban farming and other place based food initiatives.</td>
<td>1 Offer local interests a stake in the development of agribusiness and renewable industries, for example, through cooperative structures.</td>
</tr>
<tr>
<td></td>
<td>2 Support the growing market for locally grown and organic foods, for example, accommodating urban gardens, sponsoring farmer’s markets, facilitating ties to local restaurants and emergency food assistance programs, etc.</td>
</tr>
<tr>
<td></td>
<td>3 Allow for community gardens as an interim use on vacant and underutilized properties, and as a more permanent endeavor on select parks and school grounds.</td>
</tr>
<tr>
<td>2 Explore opportunities to promote agribusiness and renewable industries (e.g., photo-voltaics and wind energy) as an economically productive use.</td>
<td>1 Consider agribusiness and renewable industries as a productive interim use for vacant or highly underutilized properties that the real estate market is not yet ready to absorb for higher and better use.</td>
</tr>
<tr>
<td></td>
<td>2 Apply Conservation Agriculture zoning to those parcels most suitable for long-term agribusiness, generally limited to properties located southeast of the Airport near the Stateline.</td>
</tr>
<tr>
<td></td>
<td>3 Exploit potential ties between agribusiness and renewable industries and the targeted niche industries of bio-life sciences and advanced manufacturing.</td>
</tr>
<tr>
<td></td>
<td>4 Facilitate construction of cold chain storage facilities near the airport to enhance the competitiveness of Airport City’s agribusiness, as well as its bio-life sciences sector.</td>
</tr>
<tr>
<td>3 Foster sustainable business practices throughout Airport City.</td>
<td>1 Promote development of a clean technology and manufacturing sector as part of Airport City’s emerging green economy.</td>
</tr>
<tr>
<td></td>
<td>2 Incentivize green programs and sustainable practices (e.g., energy efficient development) for companies located within Airport City.</td>
</tr>
<tr>
<td></td>
<td>3 Lead by example, introducing sustainable design and green practices into Airport City’s public infrastructure, facilities, and services.</td>
</tr>
</tbody>
</table>

### LEGEND

**Green Industry Development Typologies**
- Potential Site for Community Farming / Community Gardens
- Potential Short-Term Urban Agriculture
- Potential Long-Term Agribusiness / Renewable Energy Infrastructure
- Potential Long-Term Renewable Energy Infrastructure
- Optimal Location for Cold Storage Facility

**Green Industry Program Sites**
- Proposed Conservation Agriculture Boundaries
- Proposed Green Industry Interim Use Standards
FIG 6.5: GREEN INDUSTRY AND RENEWABLES INFRASTRUCTURE CONCEPT
6.3 KEY DEVELOPMENT TYPOLOGIES

Key development typologies are integral to extending and improving Airport City’s green network. These encompass land resources possessing a range of sizes and scales devoted to resource protection, parks and recreation, and green industry and renewables infrastructure.

**RESOURCE PROTECTION**

**NATURALIZED STREAM**

*Description:* Non-channelized waterway, including streams restored to a more natural condition and function to better accommodate biodiversity, recreation and flood management objectives; these should be treated as an ecological resource.

**GREENWAY**

*Description:* Public linear open space that normally follows a waterway, abandoned rail line or transmission line, and helps connect and protect areas of ecological, scenic and recreational value.

**Typical Facilities:** Shared Use Paths; Hiking & Jogging Trails; Nature / Interpretive Trails & Signage

**NATURAL RESOURCE AREA**

*Description:* Protected open space area of ecological value, in particular, undeveloped properties associated with waterways and floodways; these lands often present scenic and passive recreational opportunities as well.

**Typical Facilities:** Hiking & Jogging Trails; Nature Center / Interpretive Center & Trails

**STORMWATER RETENTION BASIN**

*Description:* Used to manage stormwater runoff, providing flood protection, water quality improvement, groundwater recharge, and potentially serving as a scenic open space and recreational amenity.

**Typical Facilities:** Retention Pond / Wet Pond; Landscape Perimeter with Native Plants; potential for Recreational & Sports Facilities

**PARKS AND RECREATION**

**NEIGHBORHOOD PARK**

*Description:* Public urban park generally serving as the recreational focus for a single neighborhood and located within walking distance of most of its homes.

**Typical Facilities:** Athletic Facilities (ball fields, sports courts, etc.); Playgrounds; Picnic Areas & Pavilions; Restrooms / Concessions.

**Typical Size:** 5 – 25 Acres

**COMMUNITY / REGIONAL PARK**

*Description:* Public urban park that is large enough to serve multiple neighborhoods with extensive passive and active recreational opportunities, including those not feasible or suitable for a neighborhood park.

**Typical Facilities:** Athletic Facilities (ball fields, sports courts); Swimming Pool; Playgrounds; Picnic Areas & Pavilions; Community Center

**Typical Size:** 25+ Acres
GOLF COURSE

**Description:** Special use park or recreational facility strategically located to serve the broader community; a golf course may be publicly or privately operated.

**Typical Facilities:** 18-Hole Golf Course; Clubhouse

**Typical Size:** 100 – 150 Acres

ATHLETICS COMPLEX

**Description:** Sports fitness and training complex serving the recreational and athletic needs of youth and/or adults, normally accommodating multiple sports and including facilities for tournaments and competitions, as well as for daily use and practice; an athletics complex may be publicly or privately operated.

**Typical Facilities:** Gymnasium / Indoor Courts; Fitness Center; Aquatics Center; Practice and Competition Sports Fields; Concessions

GREEN INDUSTRY AND RENEWABLES INFRASTRUCTURE

**COMMUNITY FARM / COMMUNITY GARDEN**

**Description:** Locally based farming and recreational gardening, encompassing cooperative community farms and small scale allotment gardens; these tend to emphasize organic methods and support the local food movement.

**Typical Facilities:** Co-op Farming / Community Shared Agriculture; Allotment Gardens; Demonstration Gardens; Farmers’ Market

AGRIBUSINESS / AGRICULTURE

**Description:** Agricultural production to include staple crop production, processing, distribution and supply, as well as the development of renewable bio-based products (e.g., agrichemicals, biofuels, etc.); within Airport City this may encompass large scale farming enterprise and smaller scale family and cooperative farms, and is recommended as a productive land banking strategy.

**Typical Facilities:** Nurseries; Crop Production; Processing and Packaging

RENEWABLE ENERGY INFRASTRUCTURE

**Description:** Undeveloped and vacant lands throughout Airport City present a renewable energy opportunity, providing local energy production and support for the area’s emerging green industry; small scale renewable technologies such as micro or small scale wind, solar, and biomass energy generation systems are especially recommended.

**Typical Facilities:** Urban Turbines; Solar Farms & “On-Site” Photovoltaic Systems; Biomass & Biofuel Production

COLD CHAIN STORAGE FACILITY

**Description:** Storage facility designed to control key environmental factors, in particular temperature, part of an uninterrupted chain of storage and distribution activities that maintain a given temperature range and help extend and ensure the shelf-life of various agricultural products, pharmaceuticals, etc.

**Typical Facilities:** Refrigerated Storage; Controlled Atmosphere Storage; Chilled or Frozen Processing; Commercial Refrigeration
### 6.4 PROGRAM RECOMMENDATIONS

An effective range of programs and measures are available for strategic partners to implement the proposed infrastructure and environment plan. These include initiatives that enhance the natural and scenic environment, increase recreational opportunity, support local farming, and promote green practices.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>RIPARIAN ZONE PROTECTION</strong></td>
</tr>
<tr>
<td><strong>Description:</strong> The UDC establishes Floodway and Floodplain zoning that apply development restrictions intended to mitigate flood hazard; nonetheless, the acquisition of land adjacent to waterways to facilitate urban stream restoration and create publicly accessible and continuous greenways is recommended.</td>
</tr>
<tr>
<td><strong>Typical Features:</strong> Flood Zone Restrictions (e.g., Floodway and Floodplain Zoning); Stream Corridor Restoration &amp; Revegetation; Land Inventory; Land Acquisition.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>URBAN STREAM RESTORATION</th>
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<tbody>
<tr>
<td><strong>Description:</strong> Reclamation of a channelized or degraded stream corridor to a more natural state, enhancing its ecological, scenic and recreational value while maintaining structural integrity and minimizing flood impacts.</td>
</tr>
<tr>
<td><strong>Typical Features:</strong> Flood Zone Restrictions; Stream Bank Stabilization &amp; Revegetation; Stormwater Retention Ponds</td>
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</tbody>
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<th>PARKS AND RECREATION</th>
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<tbody>
<tr>
<td><strong>STREETSCAPE LINKAGES</strong></td>
</tr>
<tr>
<td><strong>Description:</strong> The redesign of arterial and local streets as safe and comfortable public space accessible to multiple users, especially pedestrians; enhanced streetscapes incorporating street trees and other amenities should link activity nodes and community open space.</td>
</tr>
<tr>
<td><strong>Typical Features:</strong> Complete Streets Policies; Pedestrian &amp; Bicycle Plan; Streetscape Improvements (e.g., street trees, lighting, etc.); Enhanced Crosswalks</td>
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<tr>
<th><strong>PARKS ACQUISITION AND IMPROVEMENT</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Description:</strong> The planning, acquisition, expansion and improvement of public parks and recreation facilities; within Airport City, acquisition should generally focus on neighborhood parks for underserved areas and greenways.</td>
</tr>
<tr>
<td><strong>Typical Features:</strong> Land Inventory; Land Acquisition; Capital Improvement Plan; State &amp; Federal Grants</td>
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<thead>
<tr>
<th>STORMWATER MANAGEMENT BEST PRACTICES</th>
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<td><strong>Description:</strong> Integrated management of urban runoff to control flooding; pollution and erosion, emphasizing storage, infiltration, and controlled release, including the preservation of streams as &quot;aquatic resources&quot; and the maintenance of riparian &quot;buffer zones.&quot;</td>
</tr>
<tr>
<td><strong>Typical Features:</strong> Stormwater Management Best Practices Manual; Flood Zone Restrictions; Stormwater Retention Ponds</td>
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<tr>
<th>URBAN FORESTRY / TREE PLANTING</th>
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<tbody>
<tr>
<td><strong>Description:</strong> The planting, care and protection of Airport City’s trees as an environmental resource and for the purpose of improving the urban environment, with an emphasis on planting native species.</td>
</tr>
<tr>
<td><strong>Typical Features:</strong> Urban Tree Inventory; Street Tree Master Plan; Street Tree Planting; Stream Corridor Restoration &amp; Revegetation</td>
</tr>
</tbody>
</table>
**SHARED FACILITY USE**

*Description:* The joint use of community and school facilities, including community use of school recreational facilities (e.g., playgrounds, gymnasiums, fields, courts, etc.); normally based on an agreement between the school district and city that addresses the terms and conditions of reciprocal use of public property, including funding of operations and maintenance.

*Typical Features:* Joint or Shared Use Agreement

**RESIDENTIAL OPEN SPACE**

*Description:* Requirement for useable open space in conjunction with new or substantially rehabilitated multi-family complexes and mixed-use developments, including design standards for outdoor common space and associated amenities.

*Typical Features:* Residential Open Space Standards (UDC Text Amendment as appropriate); Communal Outdoor Space; Recreational Amenities (e.g., swimming pool, picnic area, playground, etc.)

**GREEN INDUSTRY AND RENEWABLES INFRASTRUCTURE**

**CONSERVATION AGRICULTURE ZONING**

*Description:* The Conservation Agriculture (CA) District as defined by the UDC is intended to conserve agricultural land and protect undeveloped natural amenities; within Airport City, this zoning designation should be applied to properties most suited to long-term agribusiness.

*Typical Features:* Land Inventory; City Initiated Zone Changes

**URBAN FARMING**

*Description:* Accommodation of community gardens, local farming and similar activities on vacant, underdeveloped and recently cleared properties affords a productive interim use, and should be permitted contingent upon defined performance standards (e.g., minimal impact on neighboring residential use).

*Typical Features:* Interim Use Standards (UDC Text Amendments); Land Banking / Property Transfer

**INTERIM USE**

*Description:* The joint use of community and school facilities, including community use of school recreational facilities (e.g., playgrounds, gymnasiums, fields, courts, etc.); normally based on an agreement between the school district and city that addresses the terms and conditions of reciprocal use of public property, including funding of operations and maintenance.

*Typical Features:* Joint or Shared Use Agreement

**FARMER’S MARKET**

*Description:* A physical retail market featuring foodstuffs sold directly by area farmers to local consumers providing an outlet for local products and building social ties to the benefit of the entire community.

*Typical Features:* Community Sponsorship; Indoor or Outdoor Venue; Booths / Stalls
7.1 OVERVIEW

A number of Airport’s City’s residential neighborhoods, as well as its commercial corridors are in decline. The turnaround will require a comprehensive approach to community development, ranging from new construction and rehabilitation to the delivery of programs that extend needed services, encourage community involvement, and promote capacity building.

CONTEXT

Airport City has experienced a general decline in the economic stability and livability of its residential neighborhoods. Negative trends include escalating poverty and increasing levels of public subsidy, foreclosure, rental housing, and crime, with a corresponding reduction in income and property values. This decline has led to the departure of many higher income residents along with quality retailers and amenities. Multiple strategies are required to change perceptions, arrest decline and improve neighborhood stability. Housing construction and rehabilitation are important tools for stabilizing and revitalizing existing neighborhoods, as are the development of new and upgraded community amenities and facilities. However, numerous approaches to community development do not require “brick and mortar.” Among these are business incentives, code enforcement, community policing, youth education and employment, and vocational training.

INVENTORY SUMMARY

The following summarizes Airport City’s housing and neighborhood resources, including potential housing markets:

**Housing Resources:** Detached single family homes are typical of the area’s residential stock, including a number of stable moderate and upper-middle income neighborhoods. However, Whitehaven also has one of the highest concentrations of multi-family housing in the City. This is negatively perceived, as these multi-family complexes tend to suffer from deferred maintenance or abandonment, and are associated with higher crime. Nonetheless, they do supply affordable housing to the community.

**New Housing Markets:** The provision of quality work force housing at key locations is one strategy to stabilize neighborhoods, although the market potential for new housing is limited. Prospective housing markets include: 1) targeted mixed-use / mixed-income development to integrate and mend a marginal or declining neighborhood; 2) senior housing development; 3) rehabilitation and repositioning of existing multi-family housing to create sustainable and walkable environments; and 4) rehabilitation of existing single family dwellings.

**Local Amenities:** Changing demographics have led to downgrades in the quantity and quality of retail and lifestyle amenities available to area residents, with substantial losses to more economically secure east Memphis and northern Mississippi. A dearth of value shopping (e.g., big box and national retailers), dine-in options, entertainment venues (e.g., a movie theater), and supermarkets or large grocery stores are the most glaring holes.

**Community Facilities:** Health, safety and K – 12 educational facilities are generally distributed to effectively service Airport City’s residential neighborhoods. However, given the skills-jobs mismatch among area residents, there is demand for continuing, vocational, or post-secondary education.
ANALYSIS SUMMARY

Airport City has suffered from the outward migration of retailing activity and higher income residents to more economically secure areas of Memphis. In their place, persistent crime and blight inhibit healthy commerce and detract from neighborhood livability, especially evident in the disinvestment along commercial corridors and the presence of dilapidated and poorly maintained multi-family complexes. Of particular note, the Airport area is disproportionately affected by youth crime and a high rate of youth unemployment. Barriers to both construction and home mortgage financing inhibit new housing construction, and to a lesser degree housing rehabilitation. The result of these trends is a negative perception of the area that impedes efforts to attract new business and skilled workers. Assets and opportunities include:

- A wide array of community development corporations (CDC’s) currently operate within the boundaries of Airport City, pursuing multiple economic and community development goals.
- Recent initiatives in community policing and neighborhood watch programs have reduced crime in some areas.
- Financial assistance for local and small business and public realm improvements are accepted measures to slow commercial disinvestment and halt the loss of retailing to outlying suburbs.
- Existing “retail voids” should be filled through business attraction and expansion supported by economic development programs and incentives.
- The community supports expansion of continuing, vocational and post-secondary education as a means of addressing youth unemployment and improving the jobs skills of local residents.
- There is opportunity to maximize the use of existing community facilities as shared space accommodating multiple community development programs and initiatives.

Multi-family housing in Airport City is diverse in location and price point.
FIG 7.1: REGIONAL-SCALE CIVIC, CULTURAL, AND EDUCATIONAL RESOURCES
7.2 HOUSING & COMMUNITY RESOURCES PLAN

The Housing & Community Resources Plan Element provides policies, strategies and concepts to improve neighborhood livability by expanding the quality, accessibility and range of available resources. The overall concept identifies neighborhood advancement zones, supported by proposals for the area’s 1) housing and neighborhoods; 2) community amenities; and 3) community services and facilities.

NEIGHBORHOOD ADVANCEMENT ZONES

The overall concept targets public and private investment for residential and commercial areas in most need of rehabilitation and revitalization. Proposed activity nodes are envisioned as the focal points for surrounding residential neighborhoods, but are currently typified by underdeveloped properties and underperforming commercial centers. Well-traveled corridors should be visually appealing and commercially successful, but suffer from disinvestment and deterioration. Some neighborhoods require uplift. Transformation is dependent on investment in the public realm and upgrades to public facilities. Programs that engage non-profits and private developers in the redevelopment and rehabilitation of commercial and residential properties are also necessary, as are initiatives that provide vital services to the community and excite their involvement.

KEY COMPONENTS

**Urban Revitalization Areas** promote extensive redevelopment and revitalization of proposed activity nodes to serve as focal points for surrounding neighborhoods. These are prime opportunities to develop upgraded commercial amenities and moderate density housing typologies, including low-rise multi-family and residential mixed-use, in accordance with smart growth principles.

**Neighborhood Stabilization Areas** locate residential areas that are candidates for an aggressive program of community development intended to fend off decline and stabilize the area. Initiatives should promote home ownership, home improvement, community policing, and neighborhood clean-up.

**Housing Improvement Sites** identify residential complexes targeted for substantial rehabilitation, as well as properties recommended for residential infill development. A number of potential housing development sites are advantageously located within proposed activity nodes, presenting the best opportunity for the construction of quality mixed-income and mixed-use product.

**Commercial Amenity Development Sites** identify neighborhood shopping centers targeted for substantial rehabilitation, in addition to sites recommended for new commercial retail development. A number of these sites are linchpins in the revitalization of proposed activity nodes, representing the best opportunity to provide expanded retail offerings and other desired amenities that create a destination for surrounding residential areas.

**Major Community Facility Sites** locate physical facilities that meet pressing community service needs, namely, community centers and an educational facility devoted to advanced skills training. Proposed community centers augment existing centers to more conveniently serve the area.
FIG 7.2: NEIGHBORHOOD ADVANCEMENT ZONES CONCEPT
# HOUSING AND NEIGHBORHOODS PROPOSAL

## Policies

<table>
<thead>
<tr>
<th>Policies</th>
<th>Strategies</th>
</tr>
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</table>
| 1. **Preserve neighborhood integrity and enhance the community’s image by building economic and social stability.** | 1. Reduce visual blight, encouraging rehabilitation of deteriorating structures, demolition of severely dilapidated residential buildings, and removal of demonstrably non-conforming uses and structures.  
2. Attain adequate standards of property maintenance and upkeep by strengthening code enforcement activities throughout the Airport area, addressing both residential and commercial zones.  
3. Activate neighborhood and community shopping areas through commercial rehabilitation and infill development. |
| 2. **Improve the quality of life for area residents through active investment in neighborhoods, including measures to turn around declining residential areas.** | 1. Advocate a comprehensive community development approach, attracting new investment and residential development, while pursuing measures that promote community involvement and do not require “brick and mortar.”  
2. Protect single family residential character, utilizing zoning and code enforcement tools, as well as rehabilitation programs to ensure proper standards of upkeep and maintain compatible density and use.  
3. Steer new housing developments and resources for housing rehabilitation toward sites that are likely to stabilize marginal and declining neighborhoods.  
4. Locate new housing away from Airport noise, emission and safety zones to the extent feasible. |
| 3. **Expand the range of housing choices available to existing and prospective residents while increasing home ownership.** | 1. Utilize a full range of programs, tools and incentives to encourage new housing construction and rehabilitation, including the provision of both affordable and market rate product.  
2. Allocate community resources toward promoting home ownership, including programs to reduce foreclosure rates, rehabilitate single family residences, and revitalize neighborhoods.  
3. Encourage upgrades to deteriorating multi-family housing stock as a viable means of providing quality affordable rental options.  
4. Explore mixed-use and mixed-income development opportunities as part of larger urban village or town center development projects targeted for major activity nodes.  
5. Consider integrating senior housing into existing neighborhoods or potential urban village projects, especially where it might provide a stabilizing element. |

## Strategies

### Housing & Neighborhood Development Typologies
- **Low-Density Housing Development Site**
- **Moderate Density Housing Development Site (Mixed-Use Potential)**

### Neighborhood Program Sites
- **Historic Conservation District Potential**
- **Neighborhood Stabilization Target Area**
- **Housing Rehabilitation and Redevelopment Target Site**
- **Housing Development Target Area**
- **Land Use Transition Area (Residential to Non-Residential)**
# COMMUNITY AMENITIES PROPOSAL

<table>
<thead>
<tr>
<th>POLICIES</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Provide convenient access to basic goods and services and other desired amenities, including a wider array of shopping, dining, and entertainment options.</td>
<td>1 Create a more viable retail market by stabilizing and strengthening residential neighborhoods.</td>
</tr>
<tr>
<td><strong>2</strong> Reclaim declining commercial areas and curtail the outmigration of local retail and service providers.</td>
<td>1 Make financial and technical support resources available to local and small business enterprises in furtherance of community revitalization goals.</td>
</tr>
<tr>
<td><strong>3</strong> Rejuvenate major commercial corridors and establish viable centers of commercial activity.</td>
<td>1 Focus initially on redeveloping and revitalizing existing commercial centers, thereby building on existing assets, maximizing existing shopping patterns, and reducing retail leakage.</td>
</tr>
</tbody>
</table>

## LEGEND

**Commercial Amenities Development**
- **Typologies**
  - Proposed Lifestyle Center
  - Proposed Neighborhood Center
  - Neighborhood Center Rehabilitation Target Site

**Commercial Amenities Program Sites**
- Urban Revitalization Area
- Corridor Revitalization Area: Priority
- Corridor Revitalization Area: Secondary

1. Offer financial and technical incentives and support programs for local and small business enterprise to halt the outward migration of shopping and services, and to fill fundamental retail gaps.
2. Attract basic amenities and services to the area, including value shopping, dine-in options, entertainment venues, and grocery stores and local markets.
3. Reclaim declining commercial areas and curtail the outmigration of local retail and service providers.
4. Make financial and technical support resources available to local and small business enterprises in furtherance of community revitalization goals.
5. Promote code compliance and advocate strict enforcement measures to help combat blight in commercial zones.
6. Rejuvenate major commercial corridors and establish viable centers of commercial activity.
7. Focus initially on redeveloping and revitalizing existing commercial centers, thereby building on existing assets, maximizing existing shopping patterns, and reducing retail leakage.
8. Give particular attention to the revitalization of Elvis Presley Boulevard as a major tourist destination and the “front door” to the Whitehaven neighborhood.
9. Adopt updated commercial design guidelines to supplement and support the recently approved Unified Development Code.
10. Introduce a façade improvement program to assist local and small businesses in upgrading the appearance of key commercial corridors.
FIG 7.4: COMMUNITY AMENITIES CONCEPT
## Community Services and Facilities Proposal

### Policies and Strategies

<table>
<thead>
<tr>
<th></th>
<th>Policies</th>
<th>Strategies</th>
</tr>
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</table>
| 1 | Embrace community-based initiatives such as community policing and youth education and employment programs that will help stabilize neighborhoods and reduce crime. | 1. Empower communities in the fight against crime and blight by supporting and extending neighborhood watch programs, volunteer patrols, and other community policing initiatives.  
2. Bring together police personnel and local residents, business owners, and community leaders to identify and actively monitor crime ridden areas (i.e., “hot spots”).  
3. Offer programs geared toward expanding youth recreation, education and employment opportunities as an important step toward combating the area’s high rate of adolescent crime.  
4. Invite corporate partners to participate in job training, and youth recreation and employment programs.  
5. Coordinate with local non-profits (i.e., CDC’s), community associations, and faith-based organizations to advance initiatives geared toward neighborhood improvement and “capacity building.” |
| 2 | Maximize and upgrade community facilities to address gaps in the provision of vital social services, equitably meeting the needs of Airport City’s various neighborhoods. | 1. Give priority to underserved neighborhoods for funding new and upgraded community facilities (e.g., senior and community centers, branch libraries, etc.).  
2. Take full advantage of existing community facilities by accommodating multiple community development activities and programs, for example, advocating shared use of underutilized school sites.  
3. Sponsor and / or back a regular program of community events that will serve Airport City and its various neighborhoods, while utilizing these events to advertise available community resources. |
| 3 | Cultivate the necessary skills in area residents to access employment in logistics and other key sectors of the local economy. | 1. Expand available opportunities for continuing education, as well as youth education and training as an important step in fostering community development.  
2. Attract vocational training programs and schools, and similar educational institutions with a track record for success in imparting job readiness skills.  
3. Furnish opportunity for adult and youth education programs to take up residence in existing school and community facilities. |

### Legend

- **Educational Facilities**
  - Proposed Technical Institute
  - College / University
  - Vocational / Trade School
  - Public High School with Trade Programs
  - Public High School Candidate for Trade Programs

- **Civic / Community Facilities**
  - Existing Community Center (w/ Distance Radii @ 1/2-mile, 1-mile, 2-mile)
  - Proposed Community Center (w/ Distance Radii @ 1/2-mile, 1-mile, 2-mile)
  - Public Library
  - Police Station
  - Fire Station
  - Post Office
  - Government Office (with Public Services)
FIG 7.5: COMMUNITY SERVICES AND FACILITIES CONCEPT
### 7.3 KEY DEVELOPMENT TYPOLGIES

Key development typologies are integral to the revitalization of Airport City’s commercial corridors and stabilization of its most distressed neighborhoods. These include housing product at an appropriate range of densities, commercial amenities favored by the community, and public facilities that address apparent shortcomings.

#### HOUSING AND NEIGHBORHOODS

<table>
<thead>
<tr>
<th><strong>SINGLE FAMILY RESIDENCE</strong></th>
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<tbody>
<tr>
<td><strong>Description:</strong> Detached or semi-detached dwelling unit usually occupied by a single household or family, built on a lot providing surrounding yards.</td>
</tr>
<tr>
<td><strong>Typical Facilities:</strong> Single Family Detached Dwellings; Small Lot Residential Dwellings; Duplex Units</td>
</tr>
<tr>
<td><strong>Typical Ancillary Uses:</strong> Outdoor Communal Recreation</td>
</tr>
<tr>
<td><strong>Density:</strong> 1 – 12 DU’s / Ac</td>
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<thead>
<tr>
<th><strong>LOW-RISE MULTI-FAMILY</strong></th>
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<tbody>
<tr>
<td><strong>Description:</strong> Building or complex containing multiple residential units, normally 2 – 4 stories in height and often including landscaped grounds.</td>
</tr>
<tr>
<td><strong>Typical Facilities:</strong> Apartment &amp; Condo Units</td>
</tr>
<tr>
<td><strong>Typical Ancillary Uses:</strong> Outdoor Communal Recreation; Gym / Fitness Center; Social Hall; Business Center; Civic / Institutional (e.g., community meeting space; child care &amp; social services)</td>
</tr>
<tr>
<td><strong>Density:</strong> 40 – 80 DU’s / Ac</td>
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<thead>
<tr>
<th><strong>TOWNHOUSE / ROWHOUSE</strong></th>
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<tbody>
<tr>
<td><strong>Description:</strong> Rows of nearly identical homes featuring shared walls; units are normally under separate ownership, although often including common areas under shared ownership.</td>
</tr>
<tr>
<td><strong>Typical Facilities:</strong> Rental or For Sale Attached Dwelling Units</td>
</tr>
<tr>
<td><strong>Typical Ancillary Uses:</strong> Outdoor Communal Recreation Gym / Fitness Center; Social Hall; Business Center</td>
</tr>
<tr>
<td><strong>Density:</strong> 12 – 25 DU’s / Ac</td>
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<tr>
<th><strong>RESIDENTIAL MIXED-USE (VERTICAL MIXED-USE)</strong></th>
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<tbody>
<tr>
<td><strong>Description:</strong> Single building or complex that integrates residential use with commercial, civic, institutional and / or other compatible uses; non-residential uses are normally located at street level.</td>
</tr>
<tr>
<td><strong>Typical Facilities:</strong> Apartment &amp; Condo Units; Live-Work Units</td>
</tr>
<tr>
<td><strong>Typical Ancillary Uses:</strong> Retail &amp; Personal Services; Entertainment &amp; Dining; Gym / Fitness Center; Office; Civic / Institutional (e.g., community meeting space); Outdoor Communal Recreation</td>
</tr>
<tr>
<td><strong>Density:</strong> 40 – 80 DU’s / Ac</td>
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</table>

#### COMMERCIAL AMENITIES

<table>
<thead>
<tr>
<th><strong>CONVENIENCE RETAIL</strong></th>
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<tbody>
<tr>
<td><strong>Description:</strong> Small, general purpose shopping center offering a narrow mix of convenience goods and personal services for a limited trade area; usually includes a convenience store / mini-mart.</td>
</tr>
<tr>
<td><strong>Typical Facilities:</strong> Convenience Mart; Food &amp; Beverage; Personal Services (e.g., pharmacy, laundry); Gas Station</td>
</tr>
<tr>
<td><strong>Typical Ancillary Uses:</strong> Civic / Institutional</td>
</tr>
<tr>
<td><strong>Site Area:</strong> 1.5 – 5 Acres</td>
</tr>
<tr>
<td><strong>Gross Leasable Area:</strong> 10,000 – 50,000 SF</td>
</tr>
<tr>
<td><strong>FAR:</strong> 0.20: 0.35</td>
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<table>
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<tr>
<th><strong>SENIOR HOUSING</strong></th>
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<tbody>
<tr>
<td><strong>Description:</strong> Housing designed for persons that have reached the age of retirement, including active / independent adult and assisted living facilities.</td>
</tr>
<tr>
<td><strong>Typical Facilities:</strong> Apartment &amp; Condo Units</td>
</tr>
<tr>
<td><strong>Typical Ancillary Uses:</strong> Outdoor Communal Recreation; Indoor Fitness / Recreation Center; Social Hall / Dining Hall; Civic / Institutional (e.g., community meeting space)</td>
</tr>
<tr>
<td><strong>Density:</strong> 20 – 80 DU’s / Ac</td>
</tr>
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</table>
**NEIGHBORHOOD / COMMUNITY SHOPPING CENTER**

*Description:* General purpose shopping center focused on general merchandise and convenience oriented offerings and normally anchored by a supermarket.

*Typical Facilities:* Supermarket / Grocery; Large Specialty Discount (e.g., home furnishings); Food & Beverage; Personal Services

*Typical Ancillary Use:* Civic / Institutional

*Site Area:* 5 – 20+ Acres

*Gross Leasable Area:* 50,000 – 250,000+ SF  **FAR:** 0.20 – 0.35

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**COMMUNITY SERVICES AND FACILITIES**

**COMMUNITY CENTER**

*Description:* Public facility that supports community well-being through a range of social, recreational, and public information services, potentially including after-school programming, adult and continuing education, and employment counseling; some non-profits provide similar services for specific groups (e.g., youth clubs).

*Typical Facilities:* Classrooms & Meeting Rooms; Sports & Recreation Facilities / Fitness Center; Computing Center; Day Care

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**TECHNICAL INSTITUTE / ADVANCED TRAINING CENTER**

*Description:* Institution providing advanced (i.e., post-secondary) occupational or technical training, developing a specialized labor pool for key sectors of the Airport City economy (e.g., logistics, advanced manufacturing, bio-life sciences); technical institutes are advantageously paired with an “Incubator / Discovery Park” typology.

*Typical Facilities:* Classrooms & Meeting Rooms; Career Counseling Center; Computing Center; Administrative Offices

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**VOCATIONAL / TRADE SCHOOL**

*Description:* School where students receive instruction in skilled trades (e.g., plumber, electrician, machinist, etc.) and / or are taught specific job skills; normally a secondary education, vocational schools may be associated with a high school and / or take the place of a traditional high school curriculum.

*Typical Facilities:* Classrooms & Shop Rooms; Career Counseling Center; Administrative Offices

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**LIFESTYLE RETAIL CENTER**

*Description:* Specialized shopping center featuring upscale national chain and specialty stores with dining and entertainment in an outdoor setting.

*Typical Facilities:* Retail; Dining & Entertainment; Grocery; Personal Services; Gym / Fitness Center

*Typical Ancillary Uses:* Office; Civic / Institutional

*Site Area:* 10 – 35+ Acres

*Gross Leasable Area:* 250,000 – 750,000 SF  **FAR:** 0.35 – 1.00

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**SENIORS CENTER**

*Description:* A place for elderly citizens of the community to congregate and fulfill various social, recreational, and intellectual needs (e.g., arts, culture and music programs); normally operated by the local government, although non-profits and private senior residential communities may provide similar services.

*Typical Facilities:* Meeting Hall / Ballroom; Classrooms; Kitchen
7.4 PROGRAM RECOMMENDATIONS

A number of programs and measures are available for strategic partners to implement the proposed housing and community resources plan. These include initiatives that utilize public incentives to facilitate community revitalization and neighborhood rehabilitation, and activities that increase the accessibility and range of available community services.

**HOUSING AND NEIGHBORHOODS**

**NEIGHBORHOOD CLEAN-UP**

*Description:* Organized “clean-up” events aimed at improving neighborhood appearance and arresting decline, normally involving graffiti paint-out, alley clean-up, trash and weed removal from vacant lots, etc., with tools and supplies provided by a local government sponsor; Memphis’ “25 Square” clean-up program is a highly effective model.

*Typical Features:* Street & Yard Clean-up Crews; Free Dumpster Service; Tool Lending Center; Active Code Enforcement

**HOUSING DEVELOPMENT (INCLUDING AFFORDABLE HOUSING)**

*Description:* A financing strategy and incentives package to promote the development and/or repositioning of multi-family projects, including incentivizing non-profit CDC’s to acquire, develop and operate multi-family complexes.

*Typical Features:* Housing Inventory; Financial Assistance / Incentives Package (e.g., tax credits & abatements, competitive loans).

**COMMERCIAL AMENITIES**

**COMMERCIAL REVITALIZATION / FACADE IMPROVEMENT**

*Description:* Encourages code compliance and upgrades to the appearance of commercial building facades and storefronts, often undertaken as part of a broader revitalization effort targeting commercial corridors.

*Typical Features:* Business Improvement District; Financial Assistance (e.g., matching funds, grants & loans); Design Guidelines & Signage Code; Design Assistance

**HOME IMPROVEMENT**

*Description:* Repair and rehabilitation programs primarily geared toward assisting low and moderate income households make needed repairs and improvements to their properties; the participation of non-profit CDC’s in neighborhood rehabilitation should also be encouraged and incentivized.

*Typical Features:* Housing / Neighborhood Inventory; Financial Assistance (e.g., low-interest loans, down payment assistance)

**COMMUNITY POLICING**

*Description:* Cooperative efforts between the police department and local citizens to fight crime and improve livability; this may involve formal and informal mechanisms, some of which have proven successful in the Whitehaven neighborhood.

*Typical Features:* Proactive Policing Approach (e.g., Safeways Community Action Partnership); Neighborhood Watch / Citizen Patrols; Crime Prevention Measures (e.g., after-school programs)

**LOCAL AND SMALL BUSINESS ASSISTANCE**

*Description:* Critical to the revitalization of commercial districts and corridors, programs normally encompass financial and technical assistance for local and small business enterprise.

*Typical Features:* Financial Assistance (e.g., low interest loans); Technical Assistance (e.g., marketing support, information sharing); Government Contracting; Business Networks
COMMUNITY SERVICES AND FACILITIES

**YOUTH DEVELOPMENT (RECREATION, EDUCATION, AND EMPLOYMENT)**

*Description:* Institutions and programs focused on building the skills and competencies of local youth, especially as they transition to adulthood; activities may promote health and well-being, academic achievement, civic and social involvement, and youth employment.

*Typical Features:* National Youth Organizations (e.g., Boys & Girls Clubs); After-School Programs; Mentoring / Tutoring; Leadership Development / Youth Councils

**ADULT EDUCATION / JOB-TRAINING**

*Description:* Improves the job prospects of dislocated workers and other adults through community college, technical and trade school, and similar programs that teach skills relevant to Aerotropolis employment.

*Typical Features:* Technical Degree Programs (e.g., Associate in Technical Arts); Work-Study Programs & Internships; Career Counseling

**CORPORATE PARTNERSHIPS**

*Description:* Attracts business as a source of funding and other resources for non-profit and philanthropic activities; such partnerships are a “win-win” helping non-profits achieve their mission while businesses enhance their marketing presence and display “good corporate citizenship.”

*Typical Features:* Sponsorship Networks (e.g., business and civic organizations); Marketing Plan

**NON-PROFIT AND FAITH-BASED INITIATIVES**

*Description:* Community and faith-based non-profit organizations are valuable partners in community and economic development; their activities may encompass social services (e.g., charity, education), community advocacy, real estate and local business development (e.g., affordable housing, small business loans).

*Typical Features:* Government Aid (e.g., grants, tax credits, technical assistance); Non-Profit Service Providers; Umbrella Organizations (e.g., Council of CDC’s)

**PUBLIC FACILITY UPGRADES AND IMPROVEMENTS**

*Description:* Encompasses acquisition, construction and rehabilitation (including accessibility and sustainability improvements) of various public facilities, such as libraries, community and senior centers, etc.; within Airport City, priority should generally be given to meeting the needs of underserved residential areas.

*Typical Features:* Needs Survey / Facility Inventory; Capital Improvement Plan; State & Federal Grants

**COMMUNITY EVENTS**

*Description:* Regularly scheduled or special / seasonal events that bring the community together for celebrations, recreation and / or to share information and resources; these are often treated as “capacity building” opportunities.

*Typical Features:* Job Fairs; Farmer’s Market; Holiday Celebrations; Food & Entertainment (e.g., “movie in the park”)
CHAPTER 8

ECONOMICS & REAL ESTATE
8.1 OVERVIEW
Airport City boasts numerous assets that favor its leading position in logistics and distribution and that support emerging industries. Unfortunately, these advantages are overshadowed by a negative image of crime, blight, and obsolescence that must be overcome by a comprehensive program of economic and community development, including target business recruitment.

CONTEXT
Greater Memphis shows signs of economic recovery, and as the region gradually moves toward a more stable economy, it is bolstered by logistics, biosciences, tourism and other key industries. Meanwhile, the Airport City sub-market struggles to overcome various challenges, facing intense competition from outlying suburban areas. There is limited absorption potential throughout the region, much of which is anticipated to benefit North Mississippi under the status quo. Given expected absorption rates, even under a best case scenario, a multi-decade process of redevelopment is expected.

INVENTORY SUMMARY
Potential target sectors for economic development are informed by the findings of a real estate market analysis conducted in 2012 and summarized below:

Macro-economic Overview: There are signs of recovery in Greater Memphis’ commercial real estate market, highlighted by improving investor sentiment. Additionally, employment conditions are generally stabilizing, although less healthy than most of Tennessee. The region benefits from a diverse economic base, including logistics, bio-sciences, and agriculture, although an important challenge is the spatial mismatch between skills possessed by the labor force and employment needs.

Real Estate Market Analysis: Office: The Greater Memphis office market is in the earliest stages of recovery, with gradually improving investor sentiment. However, Airport City’s lack of quality Class A office space reduces its competitiveness, while low leasing rates in the sub-market present an on-going challenge to developing new office space. East Memphis is home to the region’s highest share of Class A and B office space.

Real Estate Market Analysis: Industrial: The regional market for industrial space also shows signs of recovery. Low lease rates and high vacancy rates are countered by a trend toward improved absorption, although this is mostly evident in Desoto County. In fact, Airport City’s competitiveness is hurt by the availability of land for greenfield development in neighboring Mississippi. Additionally, the Airport area offers relatively little R&D and “flex” space critical to the new economy.

Real Estate Market Analysis – Retail: The Greater Memphis retail market is weak, but in the initial stages of recovery; long-term investor sentiment remains moderately strong. However, there is little apparent upturn in the Airport City sub-market where lease rates are low and vacancy rates are high, and the outward migration of retailing to suburban areas continues unabated.

Real Estate Market Analysis: Tourism and Accommodations: Visitors to Memphis provide an important source of economic activity, accounting for approximately 47,000 tourism jobs in Memphis and Shelby County. Hotel performance in Memphis has increased steadily during recent quarters, with elevated occupancy and room rates due to a lack of new supply. The tendency is toward reserved optimism in the tourism sector.

Economic Sector Analysis: Competitive advantages in logistics include a superior geographic location, the FedEx World Hub, and a large pool of logistics workers. A sizable healthcare infrastructure, industry leaders in pharmaceuticals, orthopedics and spinal implants, and a superior distribution supply chain favor the bio-sciences sector.
ANALYSIS SUMMARY

Concerns over crime and pervasive blight negatively impact Airport City’s image. Strained transportation infrastructure and fragmented land ownership are reducing operational efficiency and hindering economic development. Additionally, anti-competitive tax rate and incentives policies are exacerbated by competition from outlying suburban areas, while economic and community development programs are underfunded by comparison to Memphis’ national competitors. These and other factors such as the lack of destination commercial and Class A office space near the Airport hamper the ability to attract and retain business. Unfortunately, the negative image portrayed overshadows the multiple assets available throughout Airport City and the region; this is in part attributable to ineffective marketing.

MARKET COMPETITIVENESS ASSETS & OPPORTUNITIES

- Memphis is located in the heart of North America, offering distinct geographical advantages that support development as a leading “Aerotropolis.”

- The region benefits from strong connections to the global marketplace, highlighted by its strategic position in the national and international transportation and logistics network.

- MEM is North America’s leading air cargo hub and the region’s primary economic engine, capable of reaching a global market.

- The Airport is home to FedEx’s global operations hub, which supports the world’s largest fleet of air cargo aircraft.

- Memphis is central to the nation’s highway, rail, and inland waterway systems, strategically located at the intersection of Interstates 40 & 55, and served by five Class-One railroads, as well as the International Port of Memphis.

- The region’s exceptional status as a “quadra-modal” transportation hub offers a competitive advantage and may be further leveraged to spur economic development.

- Strong institutional resources provide a basis for building a stronger knowledge-based economy, highlighted by leading health, educational, and research facilities.

- There are 22 post-secondary institutions in Memphis; among the most significant are the University of Memphis, Embry-Riddle Aeronautical University, and the University of Tennessee Health Sciences Center.
FIG 8.1: REGIONAL-SCALE ECONOMIC CLUSTERS
ECONOMIC SECTORS ASSETS & OPPORTUNITIES

• There is an established critical mass of distribution and logistics activity in the region, taking advantage of a superior distribution supply chain and ample warehouse space.

• Airport City is well positioned to host distribution and logistics operations given its strategic infrastructure, namely MEM, the FedEx World Hub, and key intermodal facilities.

• FedEx is particularly successful at attracting businesses dealing in “high value” and “light weight” products.

• Advanced manufacturing and bio-life sciences are emerging economic sectors that rely heavily on the region’s logistics strength and profit from proximity to the Airport.

• The region features a sizeable healthcare infrastructure, including the University of Tennessee Health Sciences Center and St. Jude Research Hospital.

• Memphis is home to some of the world’s top pharmaceutical companies, and is regarded as a leader in orthopedics and spinal implants.

• The non-profit Memphis Bioworks Foundation actively promotes growth in the bio-life science sector, focusing on bio-medical, bio-logistics and bio-agriculture industries.

• The region’s rich cultural heritage, especially in music and food, and its host of tourist attractions that include Graceland, annually attracts millions of visitors.

• Memphis is recognized for its historic and evolving art and music scene, placing it in a favorable position to become a leader in music, film, and tourism.

• Targeted business recruitment and incentives have the capacity to induce demand, capturing a larger proportion of regional growth and increasing the development potential of Airport City.
### FIG 8.2: ECONOMIC SECTORS LOCATIONAL CRITERIA

<table>
<thead>
<tr>
<th>ECONOMIC SECTOR</th>
<th>KEY DEVELOPMENT TYPOLOGIES</th>
<th>AREA LOCATIONAL FACTORS (AIRPORT CITY ADVANTAGES HIGHLIGHTED)</th>
<th>SITE SPECIFIC LOCATIONAL FACTORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOGISTICS &amp; DISTRIBUTION</td>
<td>MULTI-TENANT LIGHT INDUSTRIAL AIRSIDE-GROUNDSIDE LOGISTICS FACILITY / AIR CARGO TERMINAL WAREHOUSE / DISTRIBUTION CENTER TRANSIT HOTEL / TRAVEL PLAZA HOTEL</td>
<td>EXCEPTIONAL INTERMODAL CONNECTIVITY / TRANSPORTATION INFRASTRUCTURE ACCESS TO CUSTOMER BASE LOCAL SUPPLY OF TRAINED LOGISTICS PERSONNEL LOW TO MODERATE BUSINESS COSTS PRO-BUSINESS ENVIRONMENT HIGH QUALITY OF LIFE FOR EMPLOYEES / COMMUNITY LIVABILITY</td>
<td>ACCESS TO INTERMODAL FACILITIES &amp; ROUTES ACCESS TO AIR CARGO FACILITIES AVAILABILITY OF LARGE DEVELOPMENT SITES AVAILABILITY OF LARGE SPACE / CONSOLIDATED BUILDING FORMATS</td>
</tr>
<tr>
<td>ADVANCED MANUFACTURING</td>
<td>SINGLE TENANT LIGHT INDUSTRIAL MULTI-TENANT LIGHT INDUSTRIAL SINGLE TENANT FLEX MULTI-TENANT FLEX AIRSIDE-GROUNDSIDE LOGISTICS FACILITY / AIR CARGO TERMINAL INCUBATOR / DISCOVERY PARK</td>
<td>ACCESS TO VENDORS &amp; CUSTOMERS LOCAL SUPPLY OF TECHNICAL &amp; SCIENTIFIC PERSONNEL PROXIMITY TO COLLEGES / UNIVERSITIES LOW TO MODERATE BUSINESS COSTS PRO-BUSINESS ENVIRONMENT HIGH QUALITY OF LIFE FOR EMPLOYEES / COMMUNITY LIVABILITY</td>
<td>IMMEDIATE ACCESS / ADJACENCY TO AIR CARGO FACILITIES ADVANTAGEOUS ACCESS TO INTERMODAL FACILITIES &amp; ROUTES AVAILABILITY OF FLEXIBLE SPACE FORMATS PRESENCE OF BUSINESS INCUBATORS / ACCELERATORS PRESENCE OF NEARBY AMENITIES / SERVICES</td>
</tr>
<tr>
<td>BIO-LIFE SCIENCES</td>
<td>SINGLE TENANT LIGHT INDUSTRIAL MULTI-TENANT LIGHT INDUSTRIAL SINGLE TENANT FLEX MULTI-TENANT FLEX AIRSIDE-GROUNDSIDE LOGISTICS FACILITY / AIR CARGO TERMINAL INCUBATOR / DISCOVERY PARK</td>
<td>SUPERIOR DISTRIBUTION SUPPLY CHAINS AMPLE WAREHOUSE SPACE LOCAL SUPPLY OF TECHNICAL &amp; SCIENTIFIC PERSONNEL PROXIMITY TO COLLEGES / UNIVERSITIES ACCESS TO FINANCIAL RESOURCES (TO FUND R&amp;D) PRO-BUSINESS ENVIRONMENT AFFORDABLE OPERATING COSTS HIGH QUALITY OF LIFE FOR EMPLOYEES / COMMUNITY LIVABILITY</td>
<td>IMMEDIATE ACCESS / ADJACENCY TO AIR CARGO FACILITIES (&lt;10 MIN.) IMMEDIATE ACCESS TO COLD STORAGE FACILITIES AVAILABILITY OF FLEXIBLE SPACE FORMATS PRESENCE OF BUSINESS INCUBATORS / ACCELERATORS PRESENCE OF NEARBY AMENITIES / SERVICES</td>
</tr>
<tr>
<td>MUSIC, MEDIA, &amp; TOURISM</td>
<td>LIFESTYLE RETAIL CENTER TOURISM / ENTERTAINMENT HOTEL TRAVEL HOTEL / TRAVEL PLAZA HOTEL</td>
<td>CULTURAL ASSETS / TOURIST ATTRACTIONS GLOBAL ACCESS / INTERNATIONAL CONNECTIVITY LOCAL SUPPLY OF TECHNICAL PERSONNEL (ESP. FOR MEDIA) LOW TO MODERATE BUSINESS COSTS PRO-BUSINESS ENVIRONMENT HIGH QUALITY OF LIFE FOR EMPLOYEES / COMMUNITY LIVABILITY</td>
<td>CLOSE PROXIMITY TO CULTURAL / TOURIST ATTRACTIONS AIRPORT PROXIMITY ADVANTAGEOUS NEIGHBORHOOD VITALITY / LIVABILITY</td>
</tr>
<tr>
<td>GREEN INDUSTRY</td>
<td>SINGLE TENANT LIGHT INDUSTRIAL MULTI-TENANT LIGHT INDUSTRIAL SINGLE TENANT FLEX MULTI-TENANT FLEX AIRSIDE-GROUNDSIDE LOGISTICS FACILITY / AIR CARGO TERMINAL INCUBATOR / DISCOVERY PARK</td>
<td>ACCESS / PROXIMITY TO MARKET LOCAL SUPPLY OF TECHNICAL, SCIENTIFIC, &amp; MANAGEMENT PERSONNEL PROXIMITY TO COLLEGES / UNIVERSITIES ACCESS TO R&amp;D ACTIVITIES</td>
<td>IMMEDIATE ACCESS TO COLD STORAGE FACILITIES ACCESS TO INTERMODAL FACILITIES &amp; ROUTES AVAILABILITY OF LAND RESOURCES (I.E., FARMLAND) PROXIMITY TO BIO-LIFE SCIENCE FIRMS / RESEARCH PROXIMITY TO ADVANCED MANUFACTURING FIRMS / RESEARCH</td>
</tr>
<tr>
<td>BUSINESS &amp; ADMINISTRATION</td>
<td>OFFICE PAD OFFICE CAMPUS / OFFICE PARK INCUBATOR / DISCOVERY PARK CORPORATE HOTEL AND CONFERENCE TRANSIT HOTEL / TRAVEL PLAZA HOTEL</td>
<td>CENTRAL LOCATION GLOBAL ACCESS / INTERNATIONAL CONNECTIVITY SUPPLY OF QUALIFIED PERSONNEL LOW TO MODERATE BUSINESS COSTS PRO-BUSINESS ENVIRONMENT HIGH QUALITY OF LIFE FOR EMPLOYEES / COMMUNITY LIVABILITY</td>
<td>AIRPORT PROXIMITY ADVANTAGEOUS AVAILABILITY OF HIGH-QUALITY / CLASS A OFFICE SPACE AVAILABILITY OF HOTEL &amp; CONFERENCE / SUPPORT AMENITIES LINKS TO DOWNTOWN</td>
</tr>
</tbody>
</table>
8.2 ECONOMICS & REAL ESTATE PLAN

The Economic & Real Estate Plan Element sets forth policies, strategies and concepts to improve Airport City’s business climate, grow target industries, and spur redevelopment. The overall concept describes a series of economic development districts, supported by proposals for 1) market competitiveness and 2) economic sectors.

ECONOMIC DEVELOPMENT DISTRICTS

Economic Development Districts feature distinct competitive advantages that favor one or more target industries, yet demand active reinvestment. To this end, they incorporate select redevelopment opportunity sites and catalytic projects with potential to fulfill multiple economic and community development objectives. In accordance with market projections, a preponderance of industrial land use is assigned to most redevelopment sites, supporting logistics and distribution, advanced manufacturing, and the bio-life sciences. On the other hand, the Elvis Presley Corridor absorbs a majority of the rather limited retail and residential capacity, consistent with the emphasis on revitalizing and further activating this corridor to create a destination. Redevelopment sites located directly adjacent to the Airport generally receive the broadest mix of land uses, leveraging its assets to stimulate groundside commercial activity and airport-related development.

KEY COMPONENTS

**Logistics & Distribution** operations are recommended for sites able to support a high level of intermodal access and accommodate the outsized buildings required for modern logistics and some industrial processes. The large vacant and underdeveloped parcels required to meet this demand are primarily found southeast of the Airport along Shelby Dr. and Holmes Road, complemented by accessibility to MEM, the BNSF terminal, and I-55 and the Lamar Corridor via these two roadways.

**Advanced Manufacturing** requires strong logistics capabilities and reliable air cargo service for successful operations, as well as flexible space formats. These needs are most readily accommodated by sites that couple proximity to the FedEx facility with immediate interstate access, thereby offering an exceptionally high level of intermodal access.

**Bio-Life Sciences** delivers high value and time sensitive products to the market, favoring immediate Airport access and flexible space formats, as well as nearby amenities for its knowledge employees. Therefore, this industry is best suited to sites situated directly alongside the Airport, which must also accommodate ground side commercial activity and other airport-related uses.

**Music, Media & Tourism** will find synergies with Graceland, leveraging and reinforcing its position as a major tourist and entertainment destination. Sites located along Elvis Presley Blvd. also provide convenient access to the Airport and maximize the connection to downtown’s array of historical and cultural assets.

**Strategic Redevelopment Sites** are selected based on their capacity to support economic growth, revitalize their surroundings, and capitalize on existing and proposed assets. Recognizing that there are limits to market absorption, potential site availability is also considered, generally favoring large assemblages of underdeveloped and / or underperforming properties (50 acres +). Accordingly, these are categorized as 1) Priority Redevelopment Sites, and 2) Secondary Redevelopment Sites.

**Trigger & Catalytic Projects** establish the essential conditions that will stimulate further development. Trigger Projects are regarded as critical to the near-term improvement of Airport City and implementation is expected within a few years; given current conditions, Catalytic Projects may take a little more time to get off the ground. These are categorized as 1) Urban Design Projects; 2) Infrastructure Projects; 3) Institutional Projects; and 4) Site Developments.
FIG 8.3: ECONOMIC DEVELOPMENT DISTRICTS CONCEPT
## MARKET COMPETITIVENESS PROPOSAL

<table>
<thead>
<tr>
<th>POLICIES</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Strengthen the institutional, educational, and research infrastructure to advance economic development goals.</td>
<td>1 Reinforce physical, social, and economic ties between Airport City and the major educational and research institutions located throughout the Memphis region.</td>
</tr>
<tr>
<td></td>
<td>2 Team with educational and research institutions in the development of state-of-the-art facilities, technological innovation, and training for a competitive work force.</td>
</tr>
<tr>
<td></td>
<td>3 Develop research and training facilities that will function within the boundaries of Airport City as extensions of local and regional universities and colleges.</td>
</tr>
<tr>
<td>2 Market Airport City’s competitive advantages both internally and externally.</td>
<td>1 Advertise Airport City’s advantages, especially its excellent interstate highway connections, MEM, the FedEx World Hub, and time-critical logistics service providers.</td>
</tr>
<tr>
<td></td>
<td>2 Recruit targeted businesses that gain from Airport City’s assets, giving priority to the following the economic sectors: 1) Logistics &amp; Distribution; 2) Bio-Life Sciences; 3) Green Industry; 4) Advanced Manufacturing; and 5) Music, Media &amp; Tourism.</td>
</tr>
<tr>
<td></td>
<td>3 Leverage the region’s unique cultural appeal to promote tourism in the area, in particular, drawing upon Memphis’ musical heritage and the Graceland attraction.</td>
</tr>
<tr>
<td>3 Establish an “Economic Development Organization” dedicated to the planning, development, management and marketing of Airport City.</td>
<td>1 Empower the proposed Economic Development Organization with the authority to marshal the resources necessary to achieve community and economic development goals for Airport City.</td>
</tr>
<tr>
<td></td>
<td>2 Give the proposed Economic Development Organization primary responsibility for implementing the Airport City Master Plan to accelerate the region’s competitiveness.</td>
</tr>
<tr>
<td></td>
<td>3 Emphasize the creation of jobs as a key indicator of success for Airport City and as a principal goal of the proposed Economic Development Organization.</td>
</tr>
<tr>
<td>4 Heighten the ability of Airport City to compete in the 21st Century knowledge-based economy by developing a more favorable environment for doing business.</td>
<td>1 Create a favorable business climate to bolster recruitment, promote start-ups and expansion, and support the development of local companies.</td>
</tr>
<tr>
<td></td>
<td>2 Pursue a competitive tax structure and regulatory environment, while offering a competitive and flexible range of development tools and incentives, including financial and technical assistance, especially for targeted business.</td>
</tr>
<tr>
<td></td>
<td>3 Undertake regulatory streamlining as a means of promoting business retention, expansion, and relocation, for example, introduce “fast track permitting” for commercial and industrial projects.</td>
</tr>
<tr>
<td>5 Promote effective cooperation between multiple stakeholders, including various layers of government, non-profit organizations, and business enterprise.</td>
<td>1 Rely on the proposed Economic Development Organization to foster collaboration between layers of government and quasi-government entities that have a stake in the area, and to actively impact government direction in favor of Airport City.</td>
</tr>
<tr>
<td></td>
<td>2 Coordinate with local, non-profit Community Development Corporations to facilitate better access to funding sources and implement a comprehensive program of community development for Airport City.</td>
</tr>
<tr>
<td></td>
<td>3 Develop and maintain strong public-private partnerships to help ensure that the resources of both sectors are used to maximum effectiveness and efficiency.</td>
</tr>
<tr>
<td></td>
<td>4 Build collaborative relationships between development entities functioning both “inside and outside the Airport fence,” bringing together airport management, developers and investors, and public agencies.</td>
</tr>
</tbody>
</table>
### FIG 8.4: AIRPORT CITY MARKET ABSORPTION (2013 – 2050)

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>MODERATE GROWTH SCENARIO DEVELOPABLE PROGRAM</th>
<th>LAND REQUIREMENT</th>
<th>KEY ELEMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESIDENTIAL</strong></td>
<td>2,000 NEW UNITS (AVERAGE 54 UNITS / YEAR)</td>
<td>50 TO 100 ACRES</td>
<td>RESIDENTIAL MIXED-USE ACTIVITY AT TRANSIT NODES</td>
</tr>
<tr>
<td></td>
<td><strong>LAND REQUIREMENT</strong></td>
<td></td>
<td>LOW-RISE MULTI-FAMILY</td>
</tr>
<tr>
<td></td>
<td><strong>KEY ELEMENTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>RESIDENTIAL MIXED-USE ACTIVITY AT TRANSIT NODES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>LOW-RISE MULTI-FAMILY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RETAIL</strong></td>
<td>1.5 MILLION S.F. OF NEW COMMUNITY &amp; REGIONAL RETAIL AND ATTRACTIONS (AVERAGE 40,500 S.F. / YEAR)</td>
<td>100 TO 125 ACRES</td>
<td>REVITALIZATION OF EXISTING RETAIL</td>
</tr>
<tr>
<td></td>
<td><strong>REVITALIZATION OF EXISTING STOCK</strong></td>
<td></td>
<td>NEIGHBORHOOD / COMMUNITY SHOPPING CENTERS</td>
</tr>
<tr>
<td></td>
<td><strong>REVITALIZATION OF EXISTING RETAIL</strong></td>
<td></td>
<td>MIXED-USE ACTIVITY NODES</td>
</tr>
<tr>
<td></td>
<td><strong>DESTINATION ATTRACTIONS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OFFICE</strong></td>
<td>1.1 MILLION S.F. TOTAL (AVERAGE 29,700 S.F. / YEAR)</td>
<td>50 TO 75 ACRES</td>
<td>FEDEX RELATED</td>
</tr>
<tr>
<td></td>
<td><strong>FEDEX RELATED</strong></td>
<td></td>
<td>PROFESSIONAL SERVICES</td>
</tr>
<tr>
<td></td>
<td><strong>PROFESSIONAL SERVICES</strong></td>
<td></td>
<td>MEDICAL SERVICES / HEALTH &amp; WELLNESS SERVICES</td>
</tr>
<tr>
<td></td>
<td><strong>MEDICAL SERVICES / HEALTH &amp; WELLNESS SERVICES</strong></td>
<td></td>
<td>“INCUBATOR” SPACE</td>
</tr>
<tr>
<td><strong>LODGING</strong></td>
<td>1,500 NEW ROOMS (AVERAGE 41 ROOMS / YEAR)</td>
<td>10 TO 25 ACRES</td>
<td>MID SCALE PRICE POINT TOURIST HOTELS</td>
</tr>
<tr>
<td></td>
<td><strong>MID SCALE PRICE POINT TOURIST HOTELS</strong></td>
<td></td>
<td>UPMARKET BUSINESS HOTELS</td>
</tr>
<tr>
<td><strong>INDUSTRIAL</strong></td>
<td>33 MILLION S.F. TO 58 MILLION S.F. TOTAL (AVERAGE 900,000 TO 1.57 MILLION S.F. / YEAR)</td>
<td>1,500 TO 2,700 ACRES</td>
<td>TARGETED INDUSTRIES</td>
</tr>
<tr>
<td></td>
<td><strong>TARGETED INDUSTRIES</strong></td>
<td></td>
<td>FLEX BUSINESS PARK (&quot;JUST-IN-TIME&quot; INDUSTRIES)</td>
</tr>
<tr>
<td></td>
<td><strong>FLEX BUSINESS PARK (&quot;JUST-IN-TIME&quot; INDUSTRIES)</strong></td>
<td></td>
<td>LOGISTICS &amp; DISTRIBUTION SPACE</td>
</tr>
<tr>
<td><strong>ADDITIONAL</strong></td>
<td>MIX OF ANCILLARY USES NEEDED TO “UNLOCK” AIRPORT CITY POTENTIAL</td>
<td>10 TO 15 ACRES</td>
<td>TECHNOLOGY SCHOOL</td>
</tr>
<tr>
<td>DEVELOPMENT**</td>
<td><strong>TECHNOLOGY SCHOOL</strong></td>
<td></td>
<td>COMMUNITY COLLEGE</td>
</tr>
<tr>
<td></td>
<td><strong>COMMUNITY COLLEGE</strong></td>
<td></td>
<td>EXHIBITION CENTER</td>
</tr>
<tr>
<td></td>
<td><strong>EXHIBITION CENTER</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### ECONOMIC SECTORS PROPOSAL

<table>
<thead>
<tr>
<th>POLICIES</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Match the available workforce with employment opportunities, attracting and retaining skilled management, scientific and technical talent.</td>
<td>1 Engage in workforce recruitment, development and education, including efforts to attract and retain knowledge workers.</td>
</tr>
<tr>
<td>1</td>
<td>2 Deliver work force training and management education with an emphasis on logistics expertise, including efforts to draw technical training institutes and programs to the area.</td>
</tr>
<tr>
<td>1</td>
<td>3 Promote active partnerships between educational institutions and programs and major employers located within the Airport area.</td>
</tr>
<tr>
<td>2 Attract and nurture key industrial sectors that will expand employment and strengthen the regional economic base: 1) Logistics &amp; Distribution; 2) Bio-Life Sciences; 3) Green Industry; 4) Advanced Manufacturing; and 5) Music, Media &amp; Tourism.</td>
<td>1 Employ a full range of economic development tools and incentives toward attracting and retaining targeted industries, including the use of: 1) tax abatements and credits; 2) grants and financing; 3) infrastructure provision; 4) public-private partnerships; and 5) land and zoning agreements.</td>
</tr>
<tr>
<td>2</td>
<td>2 Grow those economic sectors with an already strong presence in the Memphis region, namely logistics, healthcare, and tourism, serving as a catalyst to attract complementary firms (e.g., “upstream” and “downstream” supporting businesses).</td>
</tr>
<tr>
<td>2</td>
<td>3 Leverage the Airport and the FedEx World Hub by targeting favored time sensitive manufacturing and distribution industries that must locate in close proximity to the Airport.</td>
</tr>
<tr>
<td>2</td>
<td>4 Invest in industries that offer Memphis a competitive advantage, in particular, direct significant economic development resources to establish national and global economic leadership in logistics.</td>
</tr>
<tr>
<td>3 Undertake strategic infrastructure improvements (transportation, logistics, and communications) to maintain global access, improve operational efficiency and stimulate logistics based economic development.</td>
<td>1 Support implementation of the Greater Chamber’s Memphis Regional Infrastructure Plan and its key infrastructure recommendations.</td>
</tr>
<tr>
<td>3</td>
<td>2 Develop Airport City’s intermodal transportation systems, with an emphasis on improving air to surface connectivity for businesses handling time sensitive and high-value goods.</td>
</tr>
<tr>
<td>3</td>
<td>3 Prioritize strengthening the ground transportation link between the Airport and the BNSF Intermodal facility.</td>
</tr>
<tr>
<td>3</td>
<td>4 Complete needed local roadway and utility improvements that will support industrial growth, including those identified by the Southeast Annexation Agreement.</td>
</tr>
<tr>
<td>3</td>
<td>5 Provide for advanced telecommunications and electronic data interchange, enabling electronic commerce, just-in-time delivery, and supply chain management.</td>
</tr>
<tr>
<td>4 Identify and actively promote development of catalytic sites for industrial and employment based uses.</td>
<td>1 Engage in cost effective land acquisition and assembly, focusing on the redevelopment of vacant and underutilized commercial and industrial properties.</td>
</tr>
<tr>
<td>4</td>
<td>2 Stimulate near-term redevelopment of opportunity sites located in close proximity to the Airport to maximize impact, emphasizing their availability for time sensitive and logistics operations.</td>
</tr>
<tr>
<td>4</td>
<td>3 Leverage the Airport’s land assets, taking advantage of the convergence of economic activity (people, products, and information) to enhance global cargo operations and generate non-airline revenues.</td>
</tr>
<tr>
<td>5 Endorse green jobs and green technology as generators of new employment opportunities.</td>
<td>1 Build on the local and regional presence of bio-logistics and bio-agriculture to further attract green jobs and technology.</td>
</tr>
<tr>
<td>5</td>
<td>2 Create an incentive program to encourage and stimulate the growth of green industry within Airport City.</td>
</tr>
<tr>
<td>5</td>
<td>3 Coordinate with local educational and research institutions in the development of green technology and green studies programs.</td>
</tr>
</tbody>
</table>

---

**LEGEND**

- **Economic Sectors**
  - Advanced Manufacturing
  - Bio-Life Sciences
  - Green Industry
  - Logistics & Distribution
  - Music, Media & Tourism

- **Economic Development District**
  - Target Economic Sector
  - Secondary Economic Sector
8.3 KEY DEVELOPMENT TYPOLGIES

Key development typologies are integral to improving Airport City’s market competitiveness and attracting target industries. These include flexible space and large footprint industrial formats, as well as necessary support typologies, such as quality office space and hotel accommodations.

**MARKET COMPETITIVENESS**

**SINGLE TENANT LIGHT INDUSTRIAL**

*Description:* Normally build-to suit for a single tenant; especially fit for specialized manufacturing, for example, addressing the specialized design and equipment of technology based activities and large scale industrial processes.

**Target Economic Sectors:** Advanced Manufacturing; Bio-Life Sciences; Green Industry

**Employment Density:** 1.5 – 2.5 Employees / 1,000 SF

**Site Area:** 2 – 20+ Acres

**FAR:** 0.40 – 0.50

**Building Size:** 10,000 – 300,000+ SF

**Building Height:** 1 Floor with 20’ – 24’ Floor to Ceiling Height

**Parking Ratio:** 2 – 2.5 / 1,000 SF

**Additional Requirements:** Large bay doors & dock high parking

**Typical Site Layout:**

**MULTI-TENANT LIGHT INDUSTRIAL**

*Description:* Speculative product, generally accommodating various small scale assembly and warehousing activities.

**Target Economic Sectors:** Advanced Manufacturing; Bio-Life Sciences; Green Industry; Logistics & Distribution

**Employment Density:** 1.5 – 2.5 Employees / 1,000 SF

**Site Area:** 5 – 20+ Acres

**FAR:** 0.35 – 0.50

**Building Size:** 20,000 – 300,000+ SF

**Building Height:** 1 Floor with 20’ – 24’ Floor to Ceiling Height

**Parking Ratio:** 2 – 2.5 / 1,000 SF

**Additional Requirements:** Large bay doors & dock high parking

**Typical Site Layout:**

**SINGLE TENANT FLEX**

*Description:* Accommodates a flexible combination of functions, including office, R&D, light industrial processing, small scale distribution and showrooms, etc.; buildings are normally constructed for and occupied by a single tenant.

**Target Economic Sectors:** Advanced Manufacturing; Aerospace; Bio-Life Sciences; Green Industry; Information Technology

**Employment Density:** 2.0 – 3.0 Employees / 1,000 SF

**Site Area:** 2 – 40+ Acres

**FAR:** 0.30 – 0.45

**Building Size:** 10,000 – 100,000+ SF

**Building Height:** 1 – 2 Floors with Floor to Ceiling Height <18’

**Parking Ratio:** 2.5 – 3 / 1,000 SF

**Additional Requirements:** Manicured landscape at entries; clean building design with abundant windows for office space

**Typical Site Layout:**
**Description:** Provides versatile and economical space for a combination of tenants and functions, including office, R&D, light industrial processing, small scale distribution & showrooms, etc.; development is speculative, offering space that is especially suitable for small start-ups.

**Target Economic Sectors:** Advanced Manufacturing; Aerospace; Bio-Life Sciences; Green Industry; Information Technology

**Employment Density:** 2.0 – 3.0 Employees / 1,000 SF

**Site Area:** 5 – 40+ Acres

**FAR:** 0.30 – 0.45

**Building Size:** 20,000 – 100,000+ SF

**Building Height:** 1 – 2 Floors with Floor to Ceiling Height <18’

**Parking Ratio:** 2.5 – 3 / 1,000 SF

**Additional Requirements:** Manicured landscape entry; building with abundant windows; 25% office, 75% warehouse / industrial

**Typical Site Layout:**

---

**Description:** Facilities provide airside to groundside interface for the movement, storage and distribution of goods; favored by “just-in-time” logistics companies, cold-chain and cold storage facilities may be incorporated.

**Target Economic Sectors:** Advanced Manufacturing; Bio-Life Sciences; Green Industry; Logistics & Distribution

**Employment Density:** 1.0 – 2.0 Employees / 1,000 SF

**Site Area:** 5 – 40+ Acres

**FAR:** 0.20 – 0.40

**Building Size:** 50,000 – 300,000+ SF

**Building Height:** 1 Floor with 28’ – 36’ Floor to Ceiling Height

**Parking Ratio:** 1.5 – 2 / 1,000 SF

**Additional Requirements:** Manicured landscape entry; 5 – 10% office space with windows typical; dock high or drive-in doors

**Typical Site Layout:**

---

**Description:** Comprised of large footprint, single story building(s), primarily for the storage and distribution of goods (e.g., regional warehouse, bulk warehouse, etc.); this typology may accommodate logistics firms that coordinate the distribution of products for a number of companies or function as the distribution center for a single, large company.

**Target Economic Sectors:** Logistics & Distribution

**Employment Density:** 1.0 – 2.0 Employees / 1,000 SF

**Site Area:** 5 – 80+ Acres

**FAR:** 0.20 – 0.50

**Building Size:** 50,000 – 500,000+ SF

**Building Height:** 1 Floor with 28’ – 36’ Floor to Ceiling Height

**Parking Ratio:** 1.5 – 2 / 1,000 SF

**Additional Requirements:** Manicured landscape entry; 5 – 10% office space with windows typical; dock high or drive-in doors

**Typical Site Layout:**
**ECONOMIC SECTORS**

**OFFICE PAD**

*Description:* Stand alone office building serving a single or multi-tenants; these may be build-to-suit or speculative.

*Target Economic Sectors:* Business & Administration; Education

*Employment Density:* 3.5 – 4.5 Employees / 1,000 SF

*Site Area:* 1.5 – 5+ Acres

*FAR:* 0.30 – 0.60

*Building Size:* 20,000 – 60,000+ SF

*Building Height:* 1 – 3+ Floors (3 floors typical)

*Parking Ratio:* 3.0 – 4.0 / 1,000 SF

*Additional Requirements:* Class A Recommended

---

**OFFICE CAMPUS / OFFICE PARK**

*Description:* Grouping of office buildings with ancillary facilities (e.g., recreational amenities, etc.) normally set within landscaped grounds; although often built for a specific tenant, these may be speculative endeavors.

*Target Economic Sectors:* Business & Administration; Information Technology

*Employment Density:* 3.5 – 4.5 Employees / 1,000 SF

*Site Area:* 5 – 20+ Acres

*FAR:* 0.30 – 0.60

*Building Size:* 40,000 – 100,000+ SF

*Building Height:* 1 – 3+ Floors (2 floors typical)

*Parking Ratio:* 3.0 – 4.0 / 1,000 SF

*Additional Requirements:* Class A recommended; high level of amenity and design

---

**INCUBATOR / DISCOVERY PARK**

*Description:* Flexible office and/or light industrial space dedicated to start-up and early stage companies (often technology based), also offering business assistance services.

*Target Economic Sectors:* Bio-Life Sciences; Business & Administration; Education; Green Industry; Information Technology

*Employment Density:* 3.0 – 4.0 Employees / 1,000 SF

*Site Area:* 5 – 20+ Acres

*FAR:* 0.30 – 0.50

*Building Size:* 30,000 – 100,000+ SF

*Building Height:* 1 – 3+ Floors

*Parking Ratio:* 3.0 – 4.0 / 1,000 SF

*Additional Requirements:* High level of amenity and design
<table>
<thead>
<tr>
<th>Hotel Type</th>
<th>Description</th>
<th>Target Economic Sectors</th>
<th>Employment Density</th>
<th>Site Area</th>
<th>FAR</th>
<th>Building Size</th>
<th>Building Height</th>
<th>Parking Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism / Entertainment Hotel</td>
<td>Hotel accommodating tourists visiting local attractions, normally family oriented with a selection of activities, such as a pool and spa, and multiple restaurant and entertainment venues.</td>
<td>Music, Media &amp; Tourism</td>
<td>1.0 Employees / 2 Rooms</td>
<td>3 – 6 Acres</td>
<td>0.50 – 1.00</td>
<td>100,000 – 250,000 SF</td>
<td>3 – 10 Floors</td>
<td>0.5 – 1.0 Spaces / Room</td>
</tr>
<tr>
<td>Corporate Hotel and Conference</td>
<td>Full service hotel incorporating restaurant(s) and other amenities, most notably, on-site meeting, conference and exhibition facilities</td>
<td>Aviation; Business &amp; Administration; Music, Media &amp; Tourism</td>
<td>1.0 Employees / 2 Rooms + 1.0 – 2.0 Employees / 1,000 SF Conference Space</td>
<td>3 – 6+ Acres</td>
<td>0.50 – 1.00</td>
<td>100,000 – 500,000 SF</td>
<td>100,000 – 500,000 SF</td>
<td>0.75 – 1.0 Spaces / Room</td>
</tr>
<tr>
<td>Transit Hotel / Travel Plaza Hotel</td>
<td>Short stay hotel, often integrated with a “roadside travel plaza” to include limited retail, food and beverage, and entertainment amenities; patrons generally encompass tourists, business travelers, and logistics workers (e.g., truck drivers, pilots, etc.).</td>
<td>Aviation; Business &amp; Administration; Logistics &amp; Distribution; Music, Media &amp; Tourism</td>
<td>1.0 Employees / 2 Rooms</td>
<td>3 – 6+ Acres</td>
<td>0.35 – 0.50</td>
<td>50,000 – 250,000 SF</td>
<td>1 – 3 Floors</td>
<td>0.5 – 1.0 Spaces / Room</td>
</tr>
</tbody>
</table>
8.4 PROGRAM RECOMMENDATIONS

An effective range of programs and measures are available for strategic partners to implement the proposed economics and real estate plan. These include initiatives to improve the business climate, attract and retain target industries, and recruit skilled employees.

**MARKET COMPETITIVENESS**

**ECONOMIC DEVELOPMENT ORGANIZATION**

*Description:* An organization dedicated to the planning, development, and management of Airport City, specifically charged with maintaining a competitive environment by stimulating economic growth and development, attracting new investment, facilitating business expansion, and creating jobs.

*Typical Features:* Jurisdictional Collaboration; Enabling Agreement; Board of Directors; Assigned Staff

**FINANCIAL INCENTIVES**

*Description:* A package of government sponsored financial incentives directed toward stimulating community and economic development, especially to attract new business and promote local industrial expansion.

*Typical Features:* Tax Incentives (e.g., tax credits and exemptions); Grants & Loans; Land Acquisition & Agreements (e.g., write-downs); Infrastructure Development; Free Trade & Special Economic Zones

**MARKETING CAMPAIGN**

*Description:* The advertisement and promotion of Airport City to include publicizing available development opportunities, and potentially involving cross-marketing efforts with key stakeholders (e.g., the Chamber of Commerce); major goals are to attract new investment and expand market share.

*Typical Features:* Marketing Research; Marketing Plan; Logo / Brand Development; Airport City Web Site; Advertisement & Promotions / Public Relations (local and national media outlets)

**TECHNICAL SUPPORT**

*Description:* A potentially wide array of support services offered to local business and non-profits, covering such activities as marketing and promotions, grants management; job training assistance, research and information sharing, and permitting assistance.

*Typical Features:* Resource Centers; Capacity Building Programs; Assistance Networks

**OUTREACH AND NETWORKING**

*Description:* Requires on-going communication and collaboration with multiple stakeholders, coordinating efforts between various public, private and non-profit entities and encompassing political outreach and intergovernmental communications, business and non-profit outreach, as well as resident and property owner participation.

*Typical Features:* Stakeholder Liaisons; Outreach Events; Local Communications (e.g., web site, newsletters, etc.)

**COOPERATIVE RESEARCH AND EDUCATION**

*Description:* Building partnerships between local industry and major educational and research institutions to more effectively and efficiently share knowledge, spread innovation, promote technology transfer, and offer opportunities for practical work experience.

*Typical Features:* University Extension Services; Cooperative Education (i.e., “Co-ops”); Satellite Campuses; Public-Private Research Centers; Business Incubators & Accelerators
**ECONOMIC SECTORS**

**TARGET BUSINESS RECRUITMENT**

*Description:* Focus on bringing targeted industries to Airport City, identified through strategic market analysis; success depends on creating a competitive business environment, including the availability of financial and other meaningful incentives.

*Typical Features:* Business Development Team; Government Incentives (e.g., financial incentives, land agreements; infrastructure development); Marketing & Promotions (e.g., recruitment package; property tours, trade shows, etc.)

**KNOWLEDGE WORKER RECRUITMENT**

*Description:* The use of workforce incentives and educational programs to expand the local pool of technical, scientific and management talent available to fill aerotropolis jobs; employee training and development, as well as quality of life considerations are key to attracting and retaining qualified employees.

*Typical Features:* “Co-op” Education; Employment Incentives (e.g., jobs training grants); Recruitment Events

**BUSINESS INCUBATOR / ACCELERATOR**

*Description:* Business assistance program geared toward supporting the growth and development of entrepreneurial companies and “start-ups” by providing a range of support services; they are normally managed by economic development agencies, for-profit business, or colleges and universities.

*Typical Features:* Low-Cost Space; Shared Equipment; Consulting & Administrative Services

**LAND ACQUISITION AND ASSEMBLY**

*Description:* Purchase and transfer of underutilized parcels to prospective business operators, investors and developers as a financial incentive to redevelopment; the assembly of large sites is especially critical to attracting contemporary industrial, warehousing and logistics operations.

*Typical Features:* Land Banking; Site Inventory & Portfolio; Development Agreements

**INFRASTRUCTURE FINANCING AND DEVELOPMENT**

*Description:* Coordination of infrastructure development including financing, phasing and construction, with reliance on public-private partnerships and intergovernmental cooperation to ensure proper timing and necessary funding for identified improvements.

*Typical Features:* Capital Improvement Plan; State & Federal Grants; Bond Issues; Development Agreements

**ADVANCED TELECOMMUNICATIONS**

*Description:* Investment in the widespread availability of state-of-the-art telecommunications systems (e.g., fiber optic cables, wireless and wired broadband applications, etc.) to promote efficient and cost effective business and industrial operations throughout Airport City; for example, to support intelligent freight technologies.

*Typical Features:* Capital Improvement Plan; State & Federal Grants
ECONOMIC DEVELOPMENT DISTRICT CONCEPTS

Economic Development Districts describe areas that are ripe for repositioning and redevelopment, poised to attract the target industries that will generate quality jobs and maintain Memphis’ leadership as a logistics hub, while simultaneously creating a more sustainable and livable community. Catalytic infrastructure projects and strategic site developments represent prime opportunities to stimulate the required investment and spur economic growth.
WEST SIDE AIRPORT DISTRICTS

COMMERCIAL/AMENITY DISTRICT

EDUCATIONAL INSTITUTES

STREETSCAPE LINKAGES

AIRPORT-RELATED DEVELOPMENT

GATEWAY IMPROVEMENTS

LIFESTYLE RETAIL

CREATIVE OFFICE

GREEN INDUSTRY

EMPLOYMENT/LOGISTICS DISTRICTS

LOGISTICS CORRIDORS
9.1 OVERVIEW

Development strategies for these districts will concentrate on attracting commercial and business activities that support the Airport, as well as high-tech firms reliant on airport proximity. Beautification of the primary gateway to the Airport and development of a campus for specialized training and research are recommended as catalytic projects.

CONCEPT SUMMARY

Two of the identified Economic Development Districts gain a distinct competitive advantage from their location immediately west of the Airport: 1) Airport West, and 2) Brooks Road. From I-240, these districts define the principle approach to MEM along Airways and Plough Blvds. and describe the Airport’s western edge. Given their prominence and accessibility, perhaps no other economic development districts are so crucial in initiating the renewal of Airport City.

The primary advantages available to these districts may be summarized as convenient freeway access, high visibility, and close proximity to the Airport and its passenger terminal. To best leverage these assets, commercial support services and other airport-related functions are recommended for the Airport West Development District. Additionally, both districts are depended upon to provide necessary space for high technology firms that require the logistics capabilities only available with a location close to the Airport. This is critical to the target industries of advanced manufacturing and bio-life sciences.

Catalytic projects and strategic redevelopment sites focus on visually enhancing the approach to the Airport. Moreover, they integrate desired functions to establish a “Creative Center” on favorably located “Airport Buyout Lands” and an educational and research campus at the Nonconnah Corporate Center. This concept recognizes that many knowledge-based and high-tech firms prefer convenient access to commercial amenities, as well as the synergies that arise from close cooperation between academic, research and development, and business / industrial pursuits. Collectively, the Airport West Districts provide a concentration of creative activity that will drive Airport City’s economy forward.
FIG 9.2: CREATIVE CENTER DEVELOPMENT VISION

- GLOBAL INNOVATION ‘UP-LINK’
- ACTIVITY NODE "CREATIVE CENTER"
- FUTURE DEVELOPMENT, SUBJECT TO AIRPORT MASTERPLAN
- INNOVATION HUB
- CLEAN-TECH SHOWCASE
- STARTUP ENVIRONMENT
- BIO-LOGISTICS & COLD CHAIN RESEARCH
- CONFERENCE SETTING
- AIRPORT CITY GATEWAY
- 4 MIN. TO AIRPORT
- HOUSING DEVELOPMENT TARGET SITE
- HOUSING REHABILITATION TARGET AREA
- ACTIVITY NODE "URBAN CENTER"
- 1 MIN. TO RETAIL & ENTERTAINMENT
- MEDTRONIC HQ
- DOWNTOWN MEMPHIS CENTRAL BUSINESS DISTRICT
- UNIVERSITY HOSPITAL BIOLIFE RESEARCH HUB
- TRIGGER PROJECT AERONAUTICS COMPLEX
- TRIGGER PROJECT AIRPORT CITY GATEWAY
- 4 MIN. TO AIRPORT
- HOUSING DEVELOPMENT TARGET SITE
- HOUSING REHABILITATION TARGET AREA
- ACTIVITY NODE "CREATIVE CENTER"
- FUTURE DEVELOPMENT, SUBJECT TO AIRPORT MASTERPLAN
- INNOVATION HUB
- CLEAN-TECH SHOWCASE
- STARTUP ENVIRONMENT
- BIO-LOGISTICS & COLD CHAIN RESEARCH
- CONFERENCE SETTING
- AIRPORT CITY GATEWAY
- 4 MIN. TO AIRPORT
- HOUSING DEVELOPMENT TARGET SITE
- HOUSING REHABILITATION TARGET AREA
- ACTIVITY NODE "CREATIVE CENTER"
- FUTURE DEVELOPMENT, SUBJECT TO AIRPORT MASTERPLAN
- INNOVATION HUB
- CLEAN-TECH SHOWCASE
- STARTUP ENVIRONMENT
- BIO-LOGISTICS & COLD CHAIN RESEARCH
- CONFERENCE SETTING
- AIRPORT CITY GATEWAY
- 4 MIN. TO AIRPORT
- HOUSING DEVELOPMENT TARGET SITE
- HOUSING REHABILITATION TARGET AREA
- ACTIVITY NODE "CREATIVE CENTER"
**TECHNICAL EDUCATION**

1. The technical institute trains the local workforce and fosters a culture of innovation.
2. Facilities include classrooms for lectures and seminars, and workshops for applied skills training.
3. Shared “fab-lab” facilities provide hands on training for the advanced manufacturing sector.

**CAMPUS SETTING**

4. Tree lined streets and green quads create a campus environment.
5. Restaurants, markets and other conveniences support creative activities.
6. Broad sidewalks and clustered seating facilitate chance encounters and collaborative interaction.

**BUSINESS INCUBATION**

7. The business incubator launches entrepreneurial start-ups.
8. Shared work space, administrative services and manufacturing facilities reduce costs.
9. Successful companies expand into flex space devoted to single occupants.
9.2 AIRPORT WEST DEVELOPMENT DISTRICT

The Airport West Development District accommodates a convergence of aviation-related business, commercial amenities, airport support services, and knowledge based firms that rely on airport proximity. High-tech companies that handle time sensitive and high value goods are especially suited to this location.

SUMMARY DESCRIPTION

Featuring especially close proximity to MEM’s passenger terminal, as well as vacant and underdeveloped properties associated with “Airport Buyout Lands,” this district possesses unparalleled opportunity for a creative convergence of business, education, research, and industry. Groundside commercial activities and other uses that support aviation and airport activities belong here (e.g., corporate office, corporate hotel and conference), as do knowledge based firms that favor a high amenity environment. Especially appropriate are high-tech operations that handle time sensitive and high value goods, namely bio-life science firms that depend on strong logistic capabilities (e.g., medical testing, medical equipment manufacturers, etc.).

- Secondary Economic Sectors: Advanced Manufacturing; Aviation & Aerospace; Business & Administration; Information Technology; Logistics & Distribution.

PROGRAM OPPORTUNITIES

The Airport West Development District will especially benefit from implementation of the following program initiatives:

- Land Banking
- City Initiated Rezoning
- Transit “Loop” Circulator
- Interim Use Standards
- Adult Education / Job Training
- Target Business Recruitment
- Knowledge Worker Recruitment
- Business Incubator / Accelerator

REDEVELOPMENT OPPORTUNITIES

The following redevelopment opportunities are strategically important to the renewal and revitalization of the Airport West Development District:

- Trigger Project: Airport City Gateway
- Priority Redevelopment Site: Airport West 1 (AW-1)

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>BUILDING AREA (GSF)</th>
<th>LAND AREA (ACRES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESIDENTIAL</td>
<td>0</td>
<td>0.00</td>
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<tr>
<td>RETAIL</td>
<td>170,000</td>
<td>15.40</td>
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<tr>
<td>OFFICE</td>
<td>367,500</td>
<td>26.25</td>
</tr>
<tr>
<td>LODGING</td>
<td>140 RM / 122,500</td>
<td>5.45</td>
</tr>
<tr>
<td>INSTITUTIONAL</td>
<td>229,500</td>
<td>5.90</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>1,328,400</td>
<td>116.25</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,217,900</strong></td>
<td><strong>169.25</strong></td>
</tr>
</tbody>
</table>

FIG 9.4: REDEVELOPMENT OPPORTUNITY SITES

TOTAL YIELD POTENTIAL

LEGEND

- Economic Development District
  - Bio-Life Sciences Focus
- Activity Node
  - Creative Center
- Redevelopment Site
  - Priority Redevelopment Site
  - Secondary Redevelopment Site
- Trigger Project
  - Urban Design Project
FIG 9.5: AIRPORT WEST DEVELOPMENT STRATEGY

- AIRPORT CITY GATEWAY
- CREATIVE CENTER
- TRANSIT “LOOP” CIRCULATOR
- COOPERATIVE RESEARCH AND EDUCATION
- BUSINESS INCUBATOR / ACCELERATOR

AIRPORT WEST

AW-1

AW-2
TRIGGER PROJECT: AIRPORT CITY GATEWAY

SUMMARY DESCRIPTION

The Airport City Gateway is an exceptionally high profile project that will signal “kick-off” for the area’s renewal through beautification and enhancement of the principle gateway to the Airport. This project requires immediate demolition of the former “Executive Inn” that has become a dilapidated eyesore and portrays the area in an exceptionally negative light.

Following clearance, landscape improvements along Airways and Plough Blvds. are recommended to create a highly identifiable and visually appealing gateway to the community and the Airport, including monument signage and public art. Airport operations generally limit more intensive development, although integration of an information and outreach center is encouraged.

ECONOMIC RATIONALE & IMPACT

As a high profile project ready for immediate implementation, the Airport City Gateway will provide the following benefits:

- Clears blight from a highly visible property that negatively impacts the community’s image.
- Presents demonstrable positive change and confers favorable publicity through targeted public realm investment.
- Creates a memorable gateway to Airport City and MEM.
- Offers a potential branding opportunity for Airport City, for example, through incorporation of high profile landscape, signage, public art, etc.
<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLANNING, PROGRAMMING, &amp; INVESTMENT</td>
<td>YEAR 1</td>
<td>LEAD &amp; SUPPORTING AGENCY OR ENTITY</td>
</tr>
<tr>
<td>PROPERTY ACQUISITION &amp; CLEARANCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify and secure funding and legal authority to acquire and clear the property.</td>
<td>PLAN</td>
<td>LEAD: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Secure necessary approvals and permits for demolition and property clearance.</td>
<td>PROGRAM</td>
<td>SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and execute acquisition, demolition and property clearance</td>
<td>INVEST</td>
<td>LEAD: City of Memphis</td>
</tr>
<tr>
<td>GATEWAY / CORRIDOR DESIGN &amp; CONSTRUCTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission / undertake design and engineering of the gateway and associated roadway enhancements, and secure necessary approvals and permits.</td>
<td>PLAN</td>
<td>LEAD: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Identify and secure funding for gateway landscape and roadway enhancements.</td>
<td>PROGRAM</td>
<td>SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and construct the approved gateway design, including landscape and roadway enhancements.</td>
<td>INVEST</td>
<td>LEAD: City of Memphis</td>
</tr>
<tr>
<td>AIRPORT CITY INFORMATION OFFICE DESIGN &amp; CONSTRUCTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission / undertake design and engineering of the information office, and secure necessary approvals and permits.</td>
<td>PLAN</td>
<td>LEAD: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Identify and secure funding for construction of an information office (temporary or permanent), including associated site improvements.</td>
<td>PROGRAM</td>
<td>SUPPORT: City of Memphis &amp; Greater Memphis Chamber</td>
</tr>
<tr>
<td>Allocate public funds and construct the approved information office, including associated site improvements.</td>
<td>INVEST</td>
<td>LEAD: City of Memphis</td>
</tr>
</tbody>
</table>
FIG 9.6: AIRPORT CITY GATEWAY: BEFORE AND AFTER
ECONOMIC RATIONALE & IMPACT

Redevelopment of Airport West 1 as a creative center and commercial destination, will provide the following benefits:

- Provides for near-term development of underutilized “Airport Buyout Lands.”
- Establishes a high visibility destination in close proximity to the Airport’s passenger terminal.
- Accommodates needed aviation-related functions and airport support services, including commercial amenities.
- Produces a creative environment with multiple amenities that attracts knowledge based employers.
- Meets flexible space demands for targeted economic sectors, including advanced manufacturing, bio-life sciences, and logistics and distribution.

DEVELOPMENT STRATEGY

Located close by the primary gateway to MEM’s passenger terminal, it is recommended that this site take advantage of “Airport Buyout Lands” to promote near-term development of airport-related use. High visibility, immediate proximity to the Airport, and convenient highway access suggest development as a destination featuring an especially rich and integrated mixture of groundside commercial functions, airport support services, and knowledge-based aerotropolis activities. Nonetheless, site development is contingent on future planning by the Airport Authority.

- Recommended Development Typologies: Convenience Retail; Office Campus / Office Park; Incubator / Discovery Park; Corporate Hotel and Conference; Single Tenant Flex; Multi-Tenant Flex; Technical Institute / Advance Training Center
- Potential End Users: Aviation Administration; Bio-Life Sciences Research & Development; High-Tech Manufacturers; Technical Education Providers; Telecommunications Specialists Providers

AW-1 REDEVELOPMENT SITE LOCATION

FIG 9.7: AW-1 DEVELOPMENT YIELD POTENTIAL

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>RECOMMENDED TYPOLOGY</th>
<th>YIELD (GSF)</th>
<th>LAND AREA (AC)</th>
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<tbody>
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<td>RETAIL</td>
<td>CONVENIENCE RETAIL</td>
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<td>OFFICE</td>
<td>OFFICE CAMPUS / OFFICE PARK</td>
<td>367,500</td>
<td>26.20</td>
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<tr>
<td>LODGING</td>
<td>CORPORATE HOTEL+CONFERENCE</td>
<td>122,500</td>
<td>5.40</td>
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<tr>
<td>INSTITUTIONAL</td>
<td>TECHNICAL INSTITUTE</td>
<td>229,500</td>
<td>5.90</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>INCUBATOR / DISCOVERY PARK</td>
<td>150,000</td>
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<td>INDUSTRIAL</td>
<td>SINGLE TENANT FLEX</td>
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<tr>
<td>TOTAL YIELD</td>
<td></td>
<td>1,247,900</td>
<td>85.45</td>
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</tbody>
</table>
FIG 9.8: AW-1 SITE CONCEPTUAL LAND USE PLAN (PENDING FUTURE AIRPORT MASTER PLAN)
9.3 BROOKS ROAD DEVELOPMENT DISTRICT

The Brooks Road Development District supports the renewal of Brooks Rd. and Plough Blvd. as commercially successful approaches to the Airport. Central to this strategy is the repositioning of the Nonconnah Corporate Center as an Aerotropolis Campus that promotes target industries through specialized training, research and development, and business incubation.

**SUMMARY DESCRIPTION**

Highway access and visibility, Airport proximity, and the potential to draw employees from a more livable Whitehaven neighborhood, favor the expansion of knowledge-based enterprise. The district should support an array of compatible activities that will ultimately transform Brooks Road and Plough Blvd. into more suitable approaches to the Airport, including research and development, advanced manufacturing, office and administrative support, and educational resources. The proposed Aerotropolis Campus is vital to initiating the district’s economic renewal and supporting the expansion and development of target industries.

- **Target Economic Sector:** Advanced Manufacturing
- **Secondary Economic Sectors:** Aviation & Aerospace; Bio-Life Sciences; Business & Administration; Information Technology; Logistics & Distribution.

**REDEVELOPMENT OPPORTUNITIES**

The following redevelopment opportunities are strategically important to the renewal and revitalization of the Brooks Road Development District:

- **Trigger Project:** Airport City Gateway
- **Trigger Project:** I-240 Blight Removal Pilot Project
- **Primary Redevelopment Site:** Brooks Road 1

**PROGRAM OPPORTUNITIES**

Implementation of the following program initiatives will support economic and community development within the Brooks Road Development District:

- Gateway Treatment and Public Art
- Transportation Demand Management
- Riparian Zone Protection
- Streetscape Linkages
- Adult Education / Job Training
- Cooperative Research and Education
- Business Incubator / Accelerator
- Advanced Telecommunications

**FIG 9.9: REDEVELOPMENT OPPORTUNITY SITES**

**TOTAL YIELD POTENTIAL**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>BUILDING AREA (GSF)</th>
<th>LAND AREA (ACRES)</th>
</tr>
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<td>RETAIL</td>
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<td>OFFICE</td>
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<tr>
<td>LODGING</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>INSTITUTIONAL</td>
<td>491,600</td>
<td>11.30</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>1,598,300</td>
<td>118.40</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>2,451,900</td>
<td>147.0</td>
</tr>
</tbody>
</table>
TRIGGER PROJECT: AEROTROPOLIS CAMPUS

SUMMARY DESCRIPTION

The Aerotropolis Campus is envisioned as a post-secondary career training and research institution focused on aviation, logistics and related industries. It brings together students, academics, industry experts and investors to prepare job-ready graduates, undertake research and development, and launch new and innovative companies. Therefore, classrooms and meeting rooms, technical workshops and labs, and business incubation and flex space for technical start-ups are an integral part of the campus. Proposed for the site of the Nonconnah Corporate Center, the new campus will involve repurposing and redevelopment of those facilities. Potential end users include satellite campuses, technical colleges, and logistics and distribution companies seeking convenient and accessible training facilities.

ECONOMIC RATIONALE & IMPACT

Emphasizing a cooperative model that brings together industry and educators, the Aerotropolis Campus will provide the following benefits:

• Establishes a pipeline to job-ready graduates that will simplify the process of employee recruitment.

• Offers a platform to launch entrepreneurial “start-ups” and facilitate business incubation.

• Supports industry research that drives innovation and solves real world problems, thereby enhancing productivity and profitability.

• Provides a center for corporate training and certification, continuing education, and industry-related conferences and events.
# AEROTROPOLIS CAMPUS IMPLEMENTATION PLAN

## ACTION PHASE RESPONSIBILITY

### PLANNING, PROGRAMMING, & INVESTMENT

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>LEAD &amp; SUPPORTING AGENCY OR ENTITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AEROTROPOLIS CAMPUS PARTNERS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Identify project scope and attract potential institutional, industry partners, and investors to plan and finance the proposed Aerotropolis Campus. | PLAN | | | | LEAD: Memphis Aero City Alliance  
SUPPORT: City of Memphis |
| Establish a Steering Committee to devise a proposed curriculum and ascertain facility needs. | PROGRAM | | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| Allocate public funds and direct resources to incentivize development and stimulate investment. | INVEST | | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| **AEROTROPOLIS CAMPUS IMPROVEMENTS (AT THE NONCONNAH CORPORATE CENTER)** | | | | | |
| Commission the design of the Aerotropolis Campus, and secure necessary approvals and permits. | PLAN | | | | LEAD: Memphis Aero City Alliance  
SUPPORT: City of Memphis |
| Secure funding / financing for physical improvements within the Nonconnah Corporate Center to accommodate the Aerotropolis Campus. | PROGRAM | | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| Construct the necessary physical facilities to accommodate the Aerotropolis Campus. | INVEST | | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| **AEROTROPOLIS CAMPUS LAUNCH** | | | | | |
| Market and attract potential campus tenants, including educational institutions, research institutions, business incubators, etc. | PLAN | | | | LEAD: Memphis Aero City Alliance  
SUPPORT: City of Memphis & Greater Memphis Chamber |
| Negotiate leasing arrangements with identified campus tenants, including educational institutions, research institutions, business incubators, etc. | PROGRAM | | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| Occupy the Aerotropolis Campus at the Nonconnah Corporate Center, and initiate educational instruction, research activities, etc. | INVEST | | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
TRIGGER PROJECT: I-240 BLIGHT REMOVAL PILOT PROJECT

SUMMARY DESCRIPTION

The I-240 Blight Removal Trigger Project involves demolition and removal of dilapidated multi-family housing from a highly visible location along the I-240 freeway. Following clearance of the property, landscape improvements are recommended, potentially creating a communal outdoor space for the residents of Imogene Heights. This may provide a permanent amenity for the neighborhood, or temporarily serve until a “higher and better” use is found for the site. It is anticipated that this pilot project will offer a model for cleaning up and transitioning other prominent blighted sites to a more productive use.

ECONOMIC RATIONALE & IMPACT

As a relatively low cost, “quick win” initiative with a very high profile the I-240 Blight Removal Pilot Project will provide the following benefits.

- Clears blight from a highly visible property that negatively impacts the community’s image.
- Presents demonstrable positive change through relatively low cost landscape improvements.
- Accommodates interim open space use for surrounding residents, for example, community gardens or temporary park space.
- Offers a potential branding opportunity for Airport City, for example, through incorporation of high profile landscape, signage, public art, etc.
- Serves as a realistic model for transitioning blighted properties to more productive use.
### Property Acquisition & Clearance

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and secure funding and legal authority to acquire and clear the property.</td>
<td>YEAR 1</td>
<td>LEAD: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Secure necessary approvals and permits for demolition and property clearance.</td>
<td>YEAR 2</td>
<td>LEAD: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and execute property acquisition, demolition and clearance.</td>
<td>YEAR 3</td>
<td>LEAD: City of Memphis</td>
</tr>
</tbody>
</table>

### Public Outdoor Space Design & Construction

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and secure funding for development of a public outdoor space on the cleared property.</td>
<td>YEAR 1</td>
<td>LEAD: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Commission / undertake the design and engineering of the proposed public outdoor space, and secure necessary approvals and permits.</td>
<td>YEAR 2</td>
<td>LEAD: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and construct the approved public outdoor space.</td>
<td>YEAR 3</td>
<td>LEAD: City of Memphis</td>
</tr>
</tbody>
</table>
**ECONOMIC RATIONALE & IMPACT**

Redevelopment of Brooks Road 1 as a place for education, research and development, will provide the following benefits:

- Activates and enhances a prominent gateway to Airport City by repositioning the Nonconnah Corporate Center as a center for knowledge-based activity.
- Established a specialized campus for aerotropolis-related training, research and development at an accessible location.
- Supports interaction and cooperative measures between educational and research institutions and local industry.
- Meets flexible space demands for targeted economic sectors, including advanced manufacturing, bio-life sciences, and logistics and distribution.
- Provides a catalyst for revitalization of Plough Blvd.

**DEVELOPMENT STRATEGY**

The site’s accessible, highly visible gateway location, Airport proximity, and existing building assets suggest redevelopment potential as a place for knowledge-based activities. This approach will advertise Airport City’s commitment to advancing key economic sectors, especially advanced manufacturing, bio-life sciences, and logistics and distribution. A combination of research and business incubator facilities, office and flex space, and a technical campus providing post-secondary education and training are preferred uses for this site. In fact, this location is recommended as home to the Aerotropolis Campus, repurposing all or part of the Nonconnah Corporate Center for skills training and entrepreneurial activity.

- Recommended Development Typologies: Office Campus / Office Park; Incubator / Discovery Park; Single Tenant Flex; Multi-Tenant Flex; Technical Institute / Advanced Training Center.
- Potential End Users: Aerotropolis-Related Educational Institutes; Bio-Life Sciences Research & Development; Logistics & Supply Chain Management; Specialized Manufacturers; Tourism Marketing & Administrative Offices.

**BR-1 REDEVELOPMENT SITE LOCATION**

**FIG 9.11: BR-1 DEVELOPMENT YIELD POTENTIAL**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>RECOMMENDED TYPOLOGY</th>
<th>YIELD (GSF)</th>
<th>LAND AREA (AC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RETAIL</td>
<td>CONVENIENCE RETAIL</td>
<td>30,100</td>
<td>2.80</td>
</tr>
<tr>
<td>OFFICE</td>
<td>OFFICE CAMPUS / OFFICE PARK</td>
<td>331,900</td>
<td>15.30</td>
</tr>
<tr>
<td>INSTITUTIONAL</td>
<td>TECHNICAL INSTITUTE</td>
<td>491,600</td>
<td>11.30</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>MULTI-TENANT FLEX</td>
<td>255,500</td>
<td>14.60</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>INCUBATOR / DISCOVERY PARK</td>
<td>69,300</td>
<td>6.30</td>
</tr>
<tr>
<td>TOTAL YIELD</td>
<td></td>
<td>1,178,400</td>
<td>50.30</td>
</tr>
</tbody>
</table>
FIG 9.12: BR-1 CONCEPTUAL LAND USE PLAN
10.1 OVERVIEW

Development strategies for these districts focus on attracting industrial users and job creators that stand to gain from close proximity to the Airport and FedEx, such as assembly and distribution facilities at various scales of operation. Infrastructure improvements that strengthen intermodal connectivity are vital, especially, those that increase freight capacity and efficiency along the Lamar Corridor.

CONCEPT SUMMARY

Three Economic Development Districts are identified with the east side of the Airport: 1) Lamar North; 2) Airport East; and 3) Raines Road. They are each beneficiaries of outstanding intermodal connectivity, gaining a distinct competitive advantage owing to their ability to readily access both the FedEx World Hub and the Lamar Corridor, which in turn provides essential links to the BNSF terminal and the interstate system. These districts are therefore called on to play a dominant role in generating economic growth and employment based activity for the region, with an emphasis on logistics and other airport-related activities.

Catalytic projects and strategic redevelopment sites are concerned with maximizing intermodal connectivity and further strengthening logistics capabilities, especially “fast cycle” operations that attract the advanced manufacturing and bio-life sciences sectors. Thus, redevelopment sites are generally recommended for large format logistics and distribution facilities in conjunction with flex space to stimulate growth in target industries. Infrastructure improvements that reinforce the link between the Airport and the Lamar Corridor, and upgrade “last mile” connections to FedEx’s facilities are no less critical.

An “Employment Hub” is envisioned for the Lamar North Development District. Prominently located along Lamar Ave., this locus of economic activity is expected to accommodate a broad range of commercial and industrial uses, including administrative and commercial support functions and retail amenities for the benefit of surrounding logistics and high-tech operations. The concentration of jobs that accompanies these uses and activities is emblematic of the East Side Districts’ focus.

Airport East Districts will attract economic sectors utilizing “fast cycle” operations.
FIG 10.2: EMPLOYMENT HUB DEVELOPMENT VISION

HIGH SPEED “PHYSICAL INTERNET”

GLOBAL BUSINESS SERVICES

VALUE-ADDS ASSEMBLY

ON-TIME REPROGRAPHICS & DOCUMENTS
RAPID CUSTOM FULLFILLMENT

OVERNIGHT MILLED PARTS

VALUE-ADDED ASSEMBLIES

BIOLOGICAL SAMPLES

BNSF INTERMODAL

SHELBY LOGISTICS CORRIDOR

ACTIVITY NODE
“EMPLOYMENT HUB”

GLOBAL BUSINESS SERVICES

VALUE-ADDS ASSEMBLY

ON-TIME REPROGRAPHICS & DOCUMENTS
RAPID CUSTOM FULLFILLMENT

OVERNIGHT MILLED PARTS

VALUE-ADDED ASSEMBLIES

BIOLOGICAL SAMPLES

BNSF INTERMODAL

SHELBY LOGISTICS CORRIDOR

ACTIVITY NODE
“EMPLOYMENT HUB”

GLOBAL BUSINESS SERVICES

VALUE-ADDS ASSEMBLY

ON-TIME REPROGRAPHICS & DOCUMENTS
RAPID CUSTOM FULLFILLMENT

OVERNIGHT MILLED PARTS

VALUE-ADDED ASSEMBLIES

BIOLOGICAL SAMPLES

BNSF INTERMODAL

SHELBY LOGISTICS CORRIDOR

ACTIVITY NODE
“EMPLOYMENT HUB”
FIG 10.3: EMPLOYMENT HUB DEVELOPMENT EXPERIENCE

**GREEN LINKAGES**
1. Greenways utilize stream corridors to link the community and establish a comprehensive green network.
2. Streetscape improvements and “hike and bike” trails support alternative modes of commuting.
3. Sustainable initiatives such as green roofs and stormwater best management practices are encouraged.

**DYNAMIC WORKPLACE**
4. Flex space accommodates target industries, including manufacturers and logistics operators specializing in high value and time sensitive goods.
5. Creative office attracts high-tech companies and commercial services.
6. Convenience retail and services are incorporated as an amenity for the day-time population.

**INFRASTRUCTURE UPGRADES**
7. Capacity improvements such as grade separated interchanges reduce conflict between freight and commuter traffic.
8. “Last mile” infrastructure enhancements improve access to the FedEx World Hub.
9. A local circulator bus connects area residents to employment opportunities.

BUILD OPEN SPACE LINKAGES
IDENTITY & STRENGTHEN BUSINESS NICHES & SUPPLY CHAINS
ENHANCE MOBILITY CORRIDORS
10.2 LAMAR NORTH DEVELOPMENT DISTRICT

The Lamar North Development District capitalizes on extraordinary intermodal connectivity, highlighted by close proximity to the FedEx World Hub, to create a hub of airport-related employment and economic activity. “Last mile” infrastructure upgrades and site developments that expand logistics capabilities are critical to stimulating further growth.

**SUMMARY DESCRIPTION**

The strength of the Lamar North Development District resides in its especially high level of intermodal access, including convenient air, rail and road connectivity. It also features superior visibility due to close proximity to I-240. These are valuable competitive advantages that support an array of new economic activity and employment generating uses, encompassing light industrial, warehousing and distribution, and commercial support services. Target industries range from small scale, high-tech manufacturers to administrative functions to “high-velocity” logistics and distribution operations, distributed across the district according to the size and locational advantages of specific redevelopment sites. Integration of retail amenities and support services is recommended to meet the needs of the employee population and create a hub of activity for the surrounding area.

- Primary Economic Sector: Advanced Manufacturing
- Secondary Economic Sectors: Bio-Life Sciences; Business Administration, Logistics & Distribution; Telecommunications

**PROGRAM OPPORTUNITIES**

Implementation of the following program initiatives will support economic and community development within the Lamar North Development District:

- Fast Track Permitting / Expedited Review
- Grade Separated Interchanges
- Smart Corridors / I.T.S.
- Stormwater Management Best Practices
- Adult Education / Job Training
- Target Business Recruitment
- Land Acquisition and Assembly
- Infrastructure Financing and Development

**REDEVELOPMENT OPPORTUNITIES**

The following redevelopment opportunities are strategically important to economic growth of the Lamar North Development District:

- Catalytic Project: “Last Mile” Logistics Upgrades
- Catalytic Project: Aviation-Related Employment Complex
- Priority Redevelopment Site: Lamar North 1 (LN-1)

**FIG 10.4: REDEVELOPMENT OPPORTUNITY SITES TOTAL YIELD POTENTIAL**

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Building Area (GSF)</th>
<th>Land Area (Acres)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Retail</td>
<td>160,000</td>
<td>20.65</td>
</tr>
<tr>
<td>Office</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Lodging</td>
<td>240 RM / 192,000</td>
<td>11.25</td>
</tr>
<tr>
<td>Institutional</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Industrial</td>
<td>3,531,100</td>
<td>295.85</td>
</tr>
<tr>
<td>Total</td>
<td>3,883,100</td>
<td>327.75</td>
</tr>
</tbody>
</table>

**LEGEND**

- **Economic Development Districts**
  - Advanced Manufacturing Focus

- **Activity Node**
  - Employment Hub

- **Redevelopment Sites**
  - Priority Redevelopment Sites
  - Secondary Redevelopment Sites

- **Catalytic Projects**
  - Infrastructure Project
  - Site Development
FIG 10.5: LAMAR NORTH DEVELOPMENT STRATEGY

- **EMPLOYMENT HUB**
- **"LAST MILE" INFRASTRUCTURE UPGRADES**
- **AVIATION-RELATED EMPLOYMENT COMPLEX**
- **GRADE SEPARATED INTERCHANGES**
- **LAND ACQUISITION AND ASSEMBLY**
- **INFRASTRUCTURE FINANCING AND DEVELOPMENT**
CATALYTIC PROJECT: “LAST MILE” INFRASTRUCTURE UPGRADES

SUMMARY DESCRIPTION

This project entails roadway and intersection improvements that reduce congestion on Lamar Ave and enhance “last mile” surface connections to the FedEx World Hub, a priority for successful expansion of logistics and airport-related business in the vicinity. The recommended components of the “Last Mile” Logistics Upgrades are as follows: 1) a direct road connection to the FedEx World Hub from Knight Arnold Way; 2) intersection improvements along Lamar at Democrat Rd. and Knight Arnold, likely involving grade separation; and 3) grade separation over the BNSF railway at Democrat and Knight Arnold. Adaptive signal control and other smart corridor measures are also recommended for Lamar, and are readily implemented in the near-term.

ECONOMIC RATIONALE & IMPACT

As a much needed infrastructure improvement project, the “Last Mile” Logistic Upgrades will provide the following benefits:

- Improves the important “last mile” link to FedEx’s air cargo services.
- Reduces congestion and improves truck flows along Lamar.
- Provides more direct truck access to the FedEx facility.
- Stimulates nearby redevelopment for logistics and aviation-related employment.
# "LAST MILE" INFRASTRUCTURE UPGRADES IMPLEMENTATION PLAN

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING, PROGRAMMING, &amp; INVESTMENT</strong></td>
<td>YEAR 1</td>
<td>YEAR 2</td>
</tr>
<tr>
<td>PROJECT SCOPE &amp; FUNDING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify project scope and development phasing for near- and long-term upgrades, and determine estimated costs and approvals.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinate with TDOT to secure preferred scheduling and funding commitments for near- and long-term upgrades.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RIGHT-OF-WAY ACQUISITION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify the necessary right-of-way and acquisition costs to execute near-term upgrades, including intersection improvements and railway grade separations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocate public funds and acquire the necessary right-of-way for the programmed roadway upgrades.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PROJECT DESIGN &amp; CONSTRUCTION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undertake design and engineering and secure approvals for the roadway upgrades, including intersection improvements and railway grade separations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocate public funds and construct / execute the approved roadway upgrades.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CATALYTIC PROJECT: AVIATION-RELATED EMPLOYMENT COMPLEX

SUMMARY DESCRIPTION

The Aviation-Related Employment Complex “piggybacks” on to the proposed “Last Mile” Logistics Upgrades to take best advantage of the close by FedEx World Hub. The large, underutilized site on which this project is proposed is ideal for an intermodal logistics and distribution center that will attract new business to the area and stimulate employment. Potential end users include FedEx business units, logistics, distribution and warehousing operations, manufacturing and assembly, and other aviation-related business. Given the immediacy to FedEx, inclusion of a temperature controlled facility is also recommended, supporting cool chain logistics and businesses dealing in perishables, such as the bio-life sciences (e.g., analytical lab services, medical couriers, pharmaceuticals, etc.) and agribusiness (e.g., processing, distribution and supply of agricultural products).

ECONOMIC RATIONALE & IMPACT

By introducing a major intermodal logistics and distribution center near the FedEx facility, the Aviation-Related Employment Complex will provide the following benefits:

- Capitalizes on the “Last Mile” Logistics Upgrades project and supports FedEx’s operations.
- Increases competitiveness in logistics and distribution by providing more efficient shipping and processing.
- Stimulates additional development and business growth dependent on the area’s strong logistics capabilities.
**AVIATION-RELATED EMPLOYMENT COMPLEX IMPLEMENTATION PLAN**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING, PROGRAMMING, &amp; INVESTMENT</strong></td>
<td>YEAR 1</td>
<td>YEAR 2</td>
</tr>
<tr>
<td>LAND PLANNING, ACQUISITION &amp; ASSEMBLY</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Identify project scope and attract potential partners / investors to plan and finance the proposed complex. | | | | | | LEAD: Memphis Aero City Alliance  
SUPPORT: City of Memphis & Greater Memphis Chamber |
| Determine costs, and secure funding and legal authority to acquire and clear the property. | | | | | | LEAD: Memphis Aero City Alliance  
SUPPORT: City of Memphis |
| Allocate public funds and undertake land acquisition and assembly. | | | | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| DEVELOPMENT INCENTIVES              | | | | | | |
| Identify available public incentives to facilitate development, including land write-downs and permit streamlining. | | | | | | LEAD: Memphis Aero City Alliance  
SUPPORT: City of Memphis |
| Allocate public funds and direct resources, including the award of financial incentives to facilitate development. | | | | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| PROJECT DESIGN & CONSTRUCTION       | | | | | | |
| Commission the design and engineering of the complex, secure necessary approvals and permits, and market the project to potential tenants. | | | | | | LEAD: Development Partners / Investors  
SUPPORT: Memphis Aero City Alliance |
| Secure investor funding / financing for development of the proposed complex. | | | | | | LEAD: Development Partners / Investors  
SUPPORT: Memphis Aero City Alliance |
| Construct the approved complex, including site and building improvements. | | | | | | LEAD: Development Partners / Investors  
SUPPORT: Memphis Aero City Alliance |
PRIORITY REDEVELOPMENT SITE:
LAMAR NORTH 1

DEVELOPMENT STRATEGY
Excellent intermodal connectivity distinguishes this site, offering close proximity and accessibility to FedEx, as well as to the BNSF terminal and I-240 via Lamar Ave. Therefore, logistics and distribution companies are well suited to this site, as are firms handling time sensitive and perishable goods that require ready access to FedEx’s facilities. The substantial site area affords a mix of large footprint warehouse and distribution buildings, and multi-tenant flex buildings preferred by high-tech manufacturing and bio-medical users. Additionally, integration of commercial services and retail amenities is recommended to activate the proposed hub at Lamar and Knight Arnold Rd., potentially including lodging for long-haul truckers (i.e., travel plaza hotel).

- Recommended Development Typologies: Convenience Retail; Multi-Tenant Flex; Warehouse / Distribution Center; Office Pads; Transit Hotel / Travel Plaza Hotel.
- Potential End Users: Intermodal Transfer & Logistics Operations; Lab Services & Medical Couriers; Skilled Assembly / Manufacturers; Temperature Control Facility; Value Added Services.

ECONOMIC RATIONALE & IMPACT
Redevelopment of the Lamar North 1 site as an active logistics and employment hub will provide the following benefits:

- Capitalizes on the “Last Mile” Logistics Upgrades project.
- Incorporates and further augments the proposed Aviation Related Employment Complex.
- Increases competitiveness by expanding logistics and distribution supply chains.
- Attracts companies handling time sensitive products and other business dependent on the area’s strong logistics capabilities.

LN-1 REDEVELOPMENT SITE LOCATION

FIG 10.6: LN-1 DEVELOPMENT YIELD POTENTIAL

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>RECOMMENDED TYPOLOGY</th>
<th>YIELD (GSF)</th>
<th>LAND AREA (AC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RETAIL</td>
<td>MULTI-TENANT FLEX</td>
<td>20,000</td>
<td>4.60</td>
</tr>
<tr>
<td>LODGING</td>
<td>TRAVEL / TRAVEL PLAZA HOTEL</td>
<td>192,000</td>
<td>11.20</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>WAREHOUSE / DISTRIBUTION</td>
<td>1,370,000</td>
<td>130.40</td>
</tr>
<tr>
<td>TOTAL YIELD</td>
<td></td>
<td>1,582,000</td>
<td>146.20</td>
</tr>
</tbody>
</table>

LEGEND
- Residential
- Retail
- Office
- Lodging
- Institutional
- Industrial
- Vacant
- Redevelopment Site Area
- Natural Stream (Setback May Be Required)
- Concrete-Lined Canal
FIG 10.7: LN-1 CONCEPTUAL LAND USE PLAN

CONVENIENCE RETAIL

WAREHOUSE / DISTRIBUTION CENTER

MULTI-TENANT FLEX

TRANSIT HOTEL / TRAVEL PLAZA HOTEL
10.3 AIRPORT EAST DEVELOPMENT DISTRICT

The Airport East Development District offers unique airside-groundside development potential, projected to attract “fast cycle” logistics and time sensitive operations that are vital to the growth of targeted economic sectors, especially bio-life sciences and advanced manufacturing.

SUMMARY DESCRIPTION

The Airport East Development District offers excellent intermodal connectivity, potentially heightened through completion of the proposed Raines Road extension. Airport adjacency and access to both FedEx and UPS operations, underscored by unique “inside the fence” opportunities, recommends companies that meet the demand for “fast-cycle” logistics and/or deal in time sensitive and high-value goods. For example, medical testing and medical equipment manufacturing depend on effective distribution supply chains and the availability of temperature controlled storage facilities. Identified redevelopment sites accommodate logistics and distribution operations that require large floor plates, as well as the bio-life sciences and advanced manufacturing sectors that favor modern flex space.

- Primary Economic Sector: Bio-Life Sciences
- Secondary Economic Sectors: Advanced Manufacturing; Aviation & Aerospace; Logistics & Distribution

PROGRAM OPPORTUNITIES

Implementation of the following program initiatives will support economic and community development within the Airport East Development District:

- Fast Track Permitting / Expedited Review
- Land Banking
- Transportation Demand Management
- Stormwater Management Best Practices
- Local and Small Business Assistance
- Financial Incentives
- Target Business Recruitment
- Infrastructure Financing & Development

REDEVELOPMENT OPPORTUNITIES

The following redevelopment opportunities are strategically important to the economic growth of the Airport East Development District:

- Trigger Project: Multi-Tenant Air Cargo Terminal
- Priority Redevelopment Site: Airport East 1 (AE-1)

<table>
<thead>
<tr>
<th>FIG 10.8: REDEVELOPMENT OPPORTUNITY SITES</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL YIELD POTENTIAL</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>BUILDING AREA (GSF)</th>
<th>LAND AREA (ACRES)</th>
</tr>
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<tbody>
<tr>
<td>RESIDENTIAL</td>
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<tr>
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</tr>
<tr>
<td>OFFICE</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>LODGING</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>INSTITUTIONAL</td>
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<td>0.00</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>860,900</td>
<td>152.15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>860,900</td>
<td>152.15</td>
</tr>
</tbody>
</table>
FIG 10.9: AIRPORT EAST DEVELOPMENT STRATEGY

- **MULTI-TENANT AIR CARGO TERMINAL**
- **AIRPORT EAST**
- **AE-1**
- **AE-2**

Key Features:
- **FAST TRACK PERMITTING / EXPEDITED REVIEW**
- **LAND BANKING**
- **TARGET BUSINESS RECRUITMENT**
CATALYTIC PROJECT: **MULTI-TENANT AIR CARGO TERMINAL**

**SUMMARY DESCRIPTION**

This project entails the development of a multi-tenant air cargo terminal featuring direct airside access and “outside the fence” loading docks (i.e., an airside-groundside logistics facility), thereby allowing for security clearance and customs within the facility. Target business consists of specialized “fast-cycle” air cargo logistics firms, encompassing established courier operations, start-up air-freight companies, temperature controlled air cargo logistics, e-commerce fulfillment, and similar operators that will prosper from having dedicated airside operations. Proposed roadway improvements in the vicinity of the project, particularly the Raines Road extension, are associated with its successful implementation.

**ECONOMIC RATIONALE & IMPACT**

As a desired airside-groundside development project, the Multi-Tenant Air Cargo Terminal will provide the following benefits:

- Leverages the airport apron and taxiway to grow airside-groundside business activity.
- Attracts “fast-cycle” logistics companies that rely on having dedicated airside operations.
- Supports both established and start-up logistics and distribution companies.
- Stimulates additional development and business growth dependent on the area’s strong logistics capabilities.
# Multi-Tenant Air Cargo Terminal Implementation Plan

<table>
<thead>
<tr>
<th>Action</th>
<th>Phase</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning, Programming, &amp; Investment</strong></td>
<td><strong>Year 1</strong></td>
<td><strong>Year 2</strong></td>
</tr>
<tr>
<td><strong>Airport Authority Collaboration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinate with the Airport Authority to identify project scope and attract potential partners / investors to plan and finance the proposed project.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work with the Airport Authority in marketing the project to potential tenants.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development Incentives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify available public incentives to facilitate development, including permit streamlining.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocate public funds and direct resources, including the award of financial incentives to facilitate development.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Project Design &amp; Construction</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission the design and engineering of the terminal, secure necessary approvals and permits.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secure investor funding / financing for development of the proposed terminal.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construct the approved terminal, including site and building improvements.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PRIORITY REDEVELOPMENT SITE: AIRPORT EAST 1

DEVELOPMENT STRATEGY

This site incorporates large airside properties, a strategic advantage that may be further leveraged in cooperation with a proposed extension of Raines Road that is meant to establish direct access between the Airport and the Lamar Corridor. This upgrade will undoubtedly strengthen air-to-ground connectivity. Accounting for the Raines Road extension and recognizing the site's immediate access to air services, “fast cycle” logistics and distribution operations are an especially strong fit. Moreover, the large parcel sizes present an opportunity for sizeable floor plates accommodating single or multiple tenants that will expand airside-groundside logistics capacity. Of special note, the site resides near the Memphis Air National Guard facility, affording additional opportunity through the provision of military support.

- Recommended Development Typologies: Single Tenant Flex; Airside-Groundside Logistics Facility; Warehouse / Distribution Center
- Potential End Users: Aviation & Avionic R&D; Customs & Pre-Clearance Facilities; E-Commerce Fulfillment Centers; Military Support Services.

ECOLOGICAL RATIONALE & IMPACT

Redevelopment of the Airport East 1 site for airside-groundside logistics operations will provide the following benefits:

- Expands airside-groundside logistics capacity on the east side of the Airport.
- Attracts “fast-cycle” logistics companies to expand the area’s logistics and distribution capabilities.
- Incorporates and further augments the proposed Multi-Tenant Air Cargo Terminal.
- Offers potential support facilities for the Air National Guard.

FIG 10.10: AE-1 DEVELOPMENT YIELD POTENTIAL

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>RECOMMENDED TYPOLOGY</th>
<th>YIELD (GSF)</th>
<th>LAND AREA (AC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDUSTRIAL</td>
<td>SINGLE TENANT FLEX</td>
<td>50,000</td>
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<td>INDUSTRIAL</td>
<td>AIRSIDE-GROUNDSIDE LOGISTICS</td>
<td>280,000</td>
<td>55.70</td>
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<td>INDUSTRIAL</td>
<td>WAREHOUSE / DISTRIBUTION</td>
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<tr>
<td>TOTAL YIELD</td>
<td></td>
<td>612,500</td>
<td>90.05</td>
</tr>
</tbody>
</table>
FIG 10.11: AE-1 CONCEPTUAL LAND USE PLAN
10.4 RAINES ROAD DEVELOPMENT DISTRICT

The Raines Road Development District transfers vacant and underdeveloped parcels east of the Airport to more productive use, capitalizing on strong intermodal connections to attract firms that are dependent on the logistics supply chain. Strategic roadway improvement projects are specified to reinforce intermodal connectivity.

**SUMMARY DESCRIPTION**

The Raines Road Development District stands to gain from proposed roadway improvements along Tchulahoma and Raines Roads. These infrastructure projects are expected to expedite the movement of freight throughout the Airport’s east side, in particular, by improving air-to-ground intermodal connections, and thereby stimulating industrial development on prime sites surrounding the intersection of the two roads. Redevelopment sites also profit from close access to the airside logistics operations of both FedEx and UPS, supporting light manufacturing and assembly, and warehousing and distribution activities. While the rather large opportunity sites in this area accommodate a range of users, conditions generally favor flexible building formats. Development must consider the adjacent Oakhaven neighborhood, and incorporate design measures for a sensitive land use transition.

- Primary Economic Sector: Logistics & Distribution
- Secondary Economic Sectors: Advanced Manufacturing; Bio-Life Sciences

**REDEVELOPMENT OPPORTUNITIES**

The following redevelopment opportunities are strategically important to the economic growth of the Raines Road Development District:

- Trigger Project: Tchulahoma Road Reconfiguration & Raines / New Getwell Intersection Redesign
- Priority Redevelopment Site: Raines Road 1 (RR-1)

**PROGRAM OPPORTUNITIES**

Implementation of the following program initiatives will support economic and community development within the Raines Road Development District:

- City Initiated Rezoning
- Fast Track Permitting / Expedited Review
- Enhanced Transit Stops
- Riparian Zone Protection
- Community Policing
- Target Business Recruitment
- Land Acquisition and Assembly
- Infrastructure Financing and Development

**FIG 10.12: REDEVELOPMENT OPPORTUNITY SITES**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>BUILDING AREA (GSF)</th>
<th>LAND AREA (ACRES)</th>
</tr>
</thead>
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<td>OFFICE</td>
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<tr>
<td>LODGING</td>
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<td>0.00</td>
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<tr>
<td>INSTITUTIONAL</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>3,354,300</td>
<td>192.70</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>3,354,300</strong></td>
<td><strong>192.70</strong></td>
</tr>
</tbody>
</table>

**LEGEND**

- Economic Development Districts
- Logistics & Distribution Focus
- Redevelopment Sites
- Priority Redevelopment Sites
- Secondary Redevelopment Sites
- Trigger Projects
- Infrastructure Project
TRIGGER PROJECT: **TCHULAHOMA ROAD RECONFIGURATION & RAINES / NEW GETWELL INTERSECTION REDESIGN**

**SUMMARY DESCRIPTION**

This project involves: 1) the realignment and widening of Tchulahoma Road between Christine and Arnold Roads, facilitating intermodal connectivity and enhancing flows; and 2) a redesign of the Raines Road and New Getwell Road intersection. The proposed modifications are expected to activate the development potential of numerous vacant and underdeveloped parcels that are located east of the Airport. Moreover, a series of related transportation projects are projected for later phases that are intended to further maximize air-to-ground intermodal connections between MEM, the Lamar Corridor, and the BNSF facility. Recommendations include various changes to Raines Rd., including much needed capacity improvements and its extension to the Airport at Swinnie Road.

**ECONOMIC RATIONALE & IMPACT**

As a priority transportation infrastructure project, the Tchulahoma Road Reconfiguration & Raines / New Getwell Intersection Redesign will provide the following benefits:

- Facilitates efficient movement of freight east of the airport
- Strengthens the intermodal connection between MEM, Lamar Ave, and the BNSF facility.
- Accelerates completion of associated roadway improvements.
- Simulates development of vacant and underdeveloped parcels for logistics and flex business.
## TCHULAHOMA ROAD RECONFIGURATION & RAINES / NEW GETWELL INTERSECTION REDESIGN IMPLEMENTATION PLAN

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING, PROGRAMMING, &amp; INVESTMENT</strong></td>
<td>YEAR 1</td>
<td>YEAR 2</td>
</tr>
<tr>
<td>PROJECT SCOPE &amp; FUNDING</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify project scope and development phasing for road reconfiguration and intersection improvements, including determining estimated costs and approvals.</td>
<td>PLAN</td>
<td></td>
</tr>
<tr>
<td>LEAD: City of Memphis</td>
<td>SUPPORT: Memphis Aero City Alliance</td>
<td></td>
</tr>
<tr>
<td>Coordinate with TDOT to secure preferred scheduling and funding commitments.</td>
<td>PROGRAM</td>
<td></td>
</tr>
<tr>
<td>LEAD: Memphis Aero City Alliance</td>
<td>SUPPORT: City of Memphis &amp; TDOT</td>
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</tr>
<tr>
<td><strong>RIGHT-OF-WAY ACQUISITION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify the necessary right-of-way and acquisition costs to execute the programmed road reconfiguration and intersection improvements.</td>
<td>PROGRAM</td>
<td></td>
</tr>
<tr>
<td>LEAD: City of Memphis</td>
<td>SUPPORT: Memphis Aero City Alliance</td>
<td></td>
</tr>
<tr>
<td>Allocate public funds and acquire the necessary right-of-way for the programmed road reconfiguration and intersection improvements.</td>
<td>INVEST</td>
<td></td>
</tr>
<tr>
<td>LEAD: City of Memphis</td>
<td>SUPPORT: Memphis Aero City Alliance</td>
<td></td>
</tr>
<tr>
<td><strong>PROJECT DESIGN &amp; CONSTRUCTION</strong></td>
<td></td>
<td></td>
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<tr>
<td>Undertake design and engineering and secure approvals for the road reconfiguration and intersection improvements.</td>
<td>PROGRAM</td>
<td></td>
</tr>
<tr>
<td>LEAD: Memphis Aero City Alliance</td>
<td>SUPPORT: City of Memphis &amp; Greater Memphis Chamber</td>
<td></td>
</tr>
<tr>
<td>Allocate public funds and construct / execute the approved road reconfiguration.</td>
<td>INVEST</td>
<td></td>
</tr>
<tr>
<td>LEAD: City of Memphis</td>
<td>SUPPORT: Memphis Aero City Alliance</td>
<td></td>
</tr>
</tbody>
</table>
**ECONOMIC RATIONALE & IMPACT**

Redevelopment of the Raines Road 1 site as a logistics and flex business park will provide the following benefits:

- Capitalizes on the Tchulahoma Road Reconfiguration project and related roadway improvements.
- Allocates vacant and underdeveloped property to a higher and better use.
- Supplies state-of-the art flex facilities near the Airport.
- Improves supply chain operations, benefitting advanced manufacturing and bio-life sciences firms in particular.

**DEVELOPMENT STRATEGY**

Situated between the Airport and the BNSF terminal, with convenient access to FedEx’s facilities, this site is recommended for logistics and distribution operations, as well as advanced manufacturing and bio-life science firms. The site’s dimensions permit a range of light industrial building typologies; state-of-the-art flexible formats that serve high-tech assembly and value added services are especially appropriate. The reconfiguration of Tchulahoma Road and a proposed extension of Raines Road to Swinnea Road are expected to enhance site access and strengthen the link between MEM, the Lamar Corridor and the BNSF facility, unlocking the site’s considerable potential.

- Recommended Development Typologies: **Multi-Tenant Flex; Warehouse / Distribution Center**
- Potential End Users: **Groundside Logistics Operations; E-Commerce Fulfillment Centers; Skilled Assembly / Manufacturers (High-Tech, Medical Device, etc.); Value Added Services.**

**FIG 10.14: RR-1 DEVELOPMENT YIELD POTENTIAL**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>RECOMMENDED TYPOLOGY</th>
<th>YIELD (GSF)</th>
<th>LAND AREA (AC)</th>
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<tr>
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<td>MULTI-TENANT FLEX</td>
<td>343,300</td>
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<td>1,851,300</td>
<td>106.25</td>
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</table>

**RR-1 REDEVELOPMENT SITE LOCATION**

![Raines Road 1 Redevelopment Site Location Map]
11.1 OVERVIEW

Development strategies for these districts focus on expanding the advanced manufacturing, and logistics and distribution capabilities of Airport City. Roadway capacity upgrades and the assembly of large, underutilized parcels are imperative to attracting the consolidated logistics and distribution operations and large format industrial processes that will sustain Airport City’s long term economic health.

CONCEPT SUMMARY

Three Economic Development Districts are geared toward expanding the economy through targeted growth in logistics and distribution: 1) Shelby Corridor; 2) Holmes Corridor; and American Way. Fortuitously, these districts possess the qualities that favor development of large format and outsized buildings that are critical to attracting consolidated logistics and distribution operations. For example, American Way features sizeable vacant properties and strong intermodal connectivity, in this case superior connections to I-240.

Shelby Drive and Holmes Road are projected as employment and logistics corridors. Both roads establish vital freight connections between I-55 and Lamar Ave., and provide frontage for large expanses of underutilized land that through proper consolidation will accommodate large scale logistics operations. The Shelby Corridor suggests an earlier phase of development based on a more advanced roadway infrastructure that links the Airport and BNSF terminal. On the other hand, the Holmes Corridor stands to benefit from both catalytic and longer term roadway improvement projects that will substantially increase its capacity for moving freight. Even so, successful economic growth along these corridors likely depends on the strength of public-private partnerships, utilizing the public sector’s ability to acquire, assemble, and transfer land to incentivize development.

A dynamic “Logistics Hub” is envisioned along Shelby southeast of the Airport. This node of activity supports a convergence of logistics and distribution activities and green industry, anchored by support retail and services. Among the objectives is to bring sustainable development practices to large scale industrial development. Proposed features include integrated open space, stormwater management, and renewable energy production.
FIG 11.2: LOGISTICS HUB DEVELOPMENT VISION
FIG 11.3: LOGISTICS HUB DEVELOPMENT EXPERIENCE

**GREEN PRACTICES**

1. Urban farming provides a productive interim use and supports a strategy of land banking for future redevelopment.

2. Incentives promote green business practices, for example, encouraging the use of renewable energy sources.

3. Designated multimodal corridors accommodate transit, bicycle and pedestrian movement.

**TARGET INDUSTRY**

4. Logistics operators are guided toward strategic redevelopment sites through land assembly and financial incentives.

5. Emerging green industry involving bio-based products and renewable technologies are suitable industries for the area.

6. Convenience retail is accessibly located at major intersections.

**FREIGHT MOVEMENT**

7. Logistics operators depend on the efficient movement of trucks along designated freight corridors.

8. Coordinated signalization supports the efficient throughput of freight.

9. Capacity improvements such as street widening for additional lanes reduce peak hour congestion.
11.2 SHELBY CORRIDOR DEVELOPMENT DISTRICT

The Shelby Corridor Development District holds the potential to become Airport City’s primary employment and logistics corridor. Shelby Drive’s position as a major link between I-55, MEM, the Lamar Corridor, and the BNSF terminal, suggests that there is significant capacity for large scale warehousing and distribution and light industrial functions.

SUMMARY DESCRIPTION

A number of factors support development of Shelby Drive as a major employment and logistics corridor. Shelby currently affords a direct connection between I-55 and Lamar Ave., touching both the Airport and BNSF terminal, and therefore vital to the movement of freight. Additionally, redevelopment opportunities along the corridor include some of Airport City’s largest vacant and underdeveloped properties, thereby supporting the large format buildings demanded of consolidated groundside logistics operations and certain industrial processes. Moreover, relative proximity to the Airport and BNSF terminal broadens the range of potential end users, including: logistics and supply chain management; warehousing and distribution; retail and e-commerce fulfillment; high-tech manufacturing and assembly, etc. Green industry with agribusiness, clean technology industries, and renewables infrastructure provides another fit.

- Target Economic Sector: Logistics & Distribution
- Secondary Economic Sectors: Advanced Manufacturing; Green Industry

PROGRAM OPPORTUNITIES

Implementation of the following program initiatives will support economic and community development within the Holmes Corridor Development District:

- Fast Track Permitting / Expedited Review
- Land Banking
- Directional Priority Lanes
- Smart Corridor / I.T.S.
- Transit “Loop” Circulator
- Interim Use
- Land Acquisition and Assembly
- Infrastructure Financing and Development

REDEVELOPMENT OPPORTUNITIES

The following redevelopment opportunities are strategically important to economic growth of the Shelby Corridor Development District:

- Catalytic Project: Shelby Land Assembly Pilot Project
- Priority Redevelopment Site: Shelby Corridor 1 (SC-1)

FIG 11.4: REDEVELOPMENT OPPORTUNITY SITES

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>BUILDING AREA (GSF)</th>
<th>LAND AREA (ACRES)</th>
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</thead>
<tbody>
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<tr>
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<tr>
<td>OFFICE</td>
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<tr>
<td>LODGING</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>INSTITUTIONAL</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>9,035,500</td>
<td>554.25</td>
</tr>
<tr>
<td>TOTAL</td>
<td>9,044,500</td>
<td>555.75</td>
</tr>
</tbody>
</table>
FIG 11.5: SHELBY CORRIDOR DEVELOPMENT STRATEGY

- Shelby Land Assembly Pilot Project
- Logistics Hub
- Shelby Corridor
- Land Banking
- Directional Priority Lanes
- Land Acquisition and Assembly

E. Raines Rd.
Riviere Graham Rd.

SC-1
SC-2
SC-3
SC-4

LAND BANKING

DIRECTIONAL PRIORITY LANES

LOGISTICS HUB

LAND ACQUISITION AND ASSEMBLY
This project relies on the capacity of the public sector to acquire, assemble, and transfer properties as an inducement to development that will attract target industry. Acknowledging that the economic growth of Airport City is severely hindered by the lack of developable parcels suitable for large scale logistics and distribution operations, the particular intent of the Shelby Land Assembly Pilot Project is to acquire land necessary to support large format buildings. Although the selected site benefits from frontage along Shelby Dr. and close proximity to the airport, its development is constrained by the presence of a former dump. Nonetheless, it is anticipated that the assembly and transfer of developable parcels will provide a valuable incentive to prospective business operators, investors and / or developers.

As a test case for the strategic use of public sector incentives, the Shelby Land Assembly Pilot Project provides the following benefits:

- Utilizes public sector authority to acquire, assemble and transfer land as a valuable incentive to private sector development.
- Serves as a model for economic development through public-private partnerships.
- Facilitates development to meet the needs of large scale logistics and distribution operations.
<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LAND PLANNING, ACQUISITION &amp; ASSEMBLY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify project scope and attract potential partners / investors to plan and finance future development.</td>
<td>YEAR 1</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis &amp; Greater Memphis Chamber</td>
</tr>
<tr>
<td>Determine costs, and secure funding and legal authority to acquire and clear the property.</td>
<td>YEAR 2</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and undertake land acquisition and assembly.</td>
<td>YEAR 3</td>
<td>LEAD: City of Memphis SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td><strong>DEVELOPMENT INCENTIVES</strong></td>
<td>YEAR 4</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Identify available public incentives, including land write-downs and permit streamlining, and market the project to potential investors / developers.</td>
<td>YEAR 5</td>
<td>LEAD: City of Memphis SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Allocate public funds and direct resources, including the award of financial incentives to facilitate development.</td>
<td>YEAR 6</td>
<td></td>
</tr>
</tbody>
</table>

**SHELBY PILOT LAND ASSEMBLY IMPLEMENTATION PLAN**

**ACTION PHASE RESPONSIBILITY**

**PLANNING, PROGRAMMING, & INVESTMENT**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAND PLANNING, ACQUISITION &amp; ASSEMBLY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify project scope and attract potential partners / investors to plan and finance future development.</td>
<td>YEAR 1</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis &amp; Greater Memphis Chamber</td>
</tr>
<tr>
<td>Determine costs, and secure funding and legal authority to acquire and clear the property.</td>
<td>YEAR 2</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and undertake land acquisition and assembly.</td>
<td>YEAR 3</td>
<td>LEAD: City of Memphis SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>DEVELOPMENT INCENTIVES</td>
<td>YEAR 4</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Identify available public incentives, including land write-downs and permit streamlining, and market the project to potential investors / developers.</td>
<td>YEAR 5</td>
<td>LEAD: City of Memphis SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Allocate public funds and direct resources, including the award of financial incentives to facilitate development.</td>
<td>YEAR 6</td>
<td></td>
</tr>
</tbody>
</table>

**SHELBY PILOT LAND ASSEMBLY IMPLEMENTATION PLAN**

**ACTION PHASE RESPONSIBILITY**

**PLANNING, PROGRAMMING, & INVESTMENT**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAND PLANNING, ACQUISITION &amp; ASSEMBLY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify project scope and attract potential partners / investors to plan and finance future development.</td>
<td>YEAR 1</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis &amp; Greater Memphis Chamber</td>
</tr>
<tr>
<td>Determine costs, and secure funding and legal authority to acquire and clear the property.</td>
<td>YEAR 2</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and undertake land acquisition and assembly.</td>
<td>YEAR 3</td>
<td>LEAD: City of Memphis SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>DEVELOPMENT INCENTIVES</td>
<td>YEAR 4</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Identify available public incentives, including land write-downs and permit streamlining, and market the project to potential investors / developers.</td>
<td>YEAR 5</td>
<td>LEAD: City of Memphis SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Allocate public funds and direct resources, including the award of financial incentives to facilitate development.</td>
<td>YEAR 6</td>
<td></td>
</tr>
</tbody>
</table>
ECONOMIC RATIONALE & IMPACT

Redevelopment of Shelby Corridor 1 as a large format warehouse and distribution center will provide the following benefits:

- Capitalizes on capacity improvements to Tchulahoma Road.
- Initiates development of Shelby as an employment and logistics corridor.
- Expands the area’s supply of large format buildings suitable for consolidated logistics and distribution operations.
- Increases competitiveness by strengthening logistics capabilities and expanding distribution supply chains.

DEVELOPMENT STRATEGY

Significant land area, frontage along Shelby Drive, and north-south links to the Airport make this one of the most ideal sites in Airport City for large format logistics and distribution operations. In fact, this property marks the western anchor of a proposed employment and logistics corridor along Shelby.

In addition to these locational advantages, the Shelby Land Assembly Pilot Project is intended to further stimulate near-term development through public land acquisition, assembly and transfer, recognizing that a portion of the redevelopment site is constrained by a former dump that will remain undeveloped and likely devoted to open space. Retail and e-commerce fulfillment, warehousing and distribution, and logistics operations are recommended as the primary occupants of the site.

- Recommended Development Typologies: Multi-Tenant Flex; Warehouse / Distribution Center
- Potential End Users: Light Industrial Manufacturers; Data Center / Call Center; Heavy Equipment Sales, Maintenance & Repair; Wholesale, Retail & E-Commerce Fulfillment; Warehousing & Distribution Operations

SC-1 REDEVELOPMENT SITE LOCATION

LEGEND

- Residential
- Retail
- Office
- Institutional
- Industrial
- Airport / Aviation
- Open Space
- Vacant
- Redevelopment Site Area
- Natural Stream (Setback May Be Required)
- Concrete-Lined Canal

FIG 11.6: SC-1 DEVELOPMENT YIELD POTENTIAL

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>RECOMMENDED TYPOLOGY</th>
<th>YIELD (GSF)</th>
<th>LAND AREA (AC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDUSTRIAL</td>
<td>WAREHOUSE / DISTRIBUTION</td>
<td>2,448,000</td>
<td>144.90</td>
</tr>
<tr>
<td>PARKS</td>
<td>COMMUNITY / REGIONAL PARK</td>
<td>3,751,100</td>
<td>86.10</td>
</tr>
<tr>
<td>TOTAL YIELD</td>
<td></td>
<td>6,199,100</td>
<td>231.00</td>
</tr>
</tbody>
</table>
FIG 11.7: SC-1 CONCEPTUAL LAND USE PLAN
11.3 HOLMES CORRIDOR DEVELOPMENT DISTRICT

The Holmes Corridor Development District relies on catalytic projects to improve freight mobility and unleash the long-term development potential of extensive swaths of vacant and underdeveloped land located just north of the Stateline. These properties are most appropriate for large scale warehousing and distribution and light industrial activities.

SUMMARY DESCRIPTION

Proposed corridor improvements along Tchulahoma and Holmes Roads are expected to improve mobility and enhance the freight connection between I-55 and Lamar, opening up in the long-term considerable swaths of vacant and underdeveloped land to large scale industrial development. Because these are among the largest opportunity sites in all of Airport City, they are best reserved for the especially outsized buildings that support consolidated logistics and distribution operations and large scale industrial processes. Recognizing the significant amount of Conservation Agriculture zoning along Holmes, green industry is appropriate as well, including agribusiness, clean technology industries, and renewables infrastructure. Properties that the market is not yet ready to absorb for more intensive purposes may accommodate interim crop production or renewable energy production.

- Target Economic Sector: Logistics & Distribution
- Secondary Economic Sectors: Advanced Manufacturing; Green Industry

REDEVELOPMENT OPPORTUNITIES

The following redevelopment opportunities are strategically important to economic growth of the Homes Corridor Development District:

- Trigger Project: Tchulahoma & Holmes Roads Upgrades
- Priority Redevelopment Site: Holmes Corridor 1 (HC-1)

PROGRAM OPPORTUNITIES

Implementation of the following program initiatives will support economic and community development within the Holmes Corridor Development District:

- City Initiated Rezoning
- Land Banking
- Directional Priority Lanes
- Smart Corridor / I.T.S.
- Transportation Demand Management
- Interim Use
- Land Acquisition and Assembly
- Infrastructure Financing and Development

FIG 11.8: REDEVELOPMENT OPPORTUNITY SITES

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>BUILDING AREA (GSF)</th>
<th>LAND AREA (ACRES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESIDENTIAL</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>RETAIL</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>OFFICE</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>LODGING</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>INSTITUTIONAL</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>9,823,800</td>
<td>563.85</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>9,823,800</strong></td>
<td><strong>563.85</strong></td>
</tr>
</tbody>
</table>

LEGEND

- Economic Development Districts
- Logistics & Distribution Focus
- Redevelopment Sites
- Priority Redevelopment Sites
- Secondary Redevelopment Sites
- Trigger Projects
- Infrastructure Project
The Tchulahoma and Holmes Roads Upgrades are essential to better intermodal connectivity and more efficient freight movement south and east of the Airport. Initially, this project is a two-pronged effort involving: 1) capacity upgrades along Tchulahoma between Shelby Dr. and Holmes; and 2) capacity upgrades along Holmes, initially between I-55 and Tchulahoma. Costly construction of an interchange at Holmes and I-55 with additional capacity improvements along Holmes to Lamar Ave., are recommended as a later phase. Following completion, Holmes will function as a major east-west freight corridor linking I-55 with the Lamar Corridor, while Tchulahoma will improve north-south accessibility to the Airport and FedEx facilities, thereby unlocking the latent development potential of vast underdeveloped land holdings located just north of the Stateline.

By improving the flow of goods and services near the airport, the Tchulahoma and Holmes Roads Upgrades will provide the following benefits:

- Improves overall mobility and intermodal connectivity south and east of the airport.
- Establishes more efficient freight connections between I-55 and the Lamar Corridor.
- Releases the development potential of substantial vacant and underdeveloped land holdings along both Shelby and Holmes Corridors.
# Tchulahoma and Holmes Roads Upgrades Implementation Plan

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING, PROGRAMMING, OR INVESTMENT</strong></td>
<td>YEAR 1</td>
<td>YEAR 2</td>
</tr>
<tr>
<td><strong>PROJECT SCOPE &amp; FUNDING</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Identify project scope and development phasing for roadway upgrades, including determination of estimated costs and approvals. | PLAN | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| Coordinate with TDOT to secure preferred scheduling and funding commitments for near- and long-term upgrades. | PROGRAM | | | LEAD: Memphis Aero City Alliance  
SUPPORT: City of Memphis & TDOT |
| **RIGHT-OF-WAY ACQUISITION**  |                 |            |        |                                   |
| Identify the necessary right-of-way and acquisition costs to execute the programmed near-term roadway upgrades, including capacity improvements. | PROGRAM | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| Allocate public funds and acquire the necessary right-of-way for near-term roadway upgrades. | INVEST | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| **PROJECT DESIGN & CONSTRUCTION** |                 |            |        |                                   |
| Undertake design and engineering and secure approvals for near-term upgrades, including roadway capacity improvements. | PROGRAM | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| Allocate public funds and construct / execute approved near-term upgrades. | INVEST | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
PRIORITY REDEVELOPMENT SITE: HOLMES CORRIDORS 1

DEVELOPMENT STRATEGY

This site has been identified for near-term development, as prior developer interest has resulted in a graded, ready-to-build development parcel. Warehousing and distribution activities housed in large scale buildings are most suitable for this property, taking into consideration the substantial frontage along Holmes Road, and adjacency to the Tchulahoma and Holmes intersection. Near-term capacity improvements along both Tchulahoma and Holmes are expected to enhance freight mobility and intermodal connectivity, and thereby accelerate site development.

- Recommended Development Typologies: Multi-Tenant Flex; Warehouse / Distribution Center
- Potential End Users: Light Industrial Manufacturers; Wholesale, Retail & E-Commerce Fulfillment; Warehousing & Distribution Operations

ECONOMIC RATIONALE & IMPACT

Redevelopment of Holmes Corridor 1 as a large format warehouse and distribution center will provide the following benefits:

- Capitalizes on capacity improvements to Tchulahoma and Holmes.
- Initiates development of Holmes as an employment and logistics corridor.
- Expands the area’s supply of large format buildings suitable for consolidated logistics and distribution operations.
- Increases competitiveness by strengthening logistics capabilities and expanding distribution supply chains.

FIG 11.10: HC-1 DEVELOPMENT YIELD POTENTIAL

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>RECOMMENDED TYPOLGY</th>
<th>YIELD (Gsf)</th>
<th>LAND AREA (AC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDUSTRIAL</td>
<td>WAREHOUSE / DISTRIBUTION</td>
<td>1,451,000</td>
<td>83.30</td>
</tr>
<tr>
<td>TOTAL YIELD</td>
<td></td>
<td>1,451,000</td>
<td>83.30</td>
</tr>
</tbody>
</table>
FIG 11.11: HC-1 CONCEPTUAL LAND USE PLAN
11.4 AMERICAN WAY DEVELOPMENT DISTRICT

The American Way Development District offers favorable intermodal connectivity, in particular, superior access to the interstate system, as well as sizeable vacant and underdeveloped parcels that are ready for redevelopment. Based on these advantages, large scale logistics and distribution operations are especially suited to this location.

SUMMARY DESCRIPTION

Sizeable vacant and underdeveloped parcels, coupled with good intermodal connectivity, highlighted by especially strong access to the interstate system, are the primary advantages of the American Way Development District. Accordingly, redevelopment opportunities are recommended to meet the demand for additional warehousing and distribution, and light industrial functions. While the relatively large opportunity sites are best suited to large format buildings that support consolidated logistics and distribution operations, flex space may be integrated as well. Because of their visibility from the freeway and adjacency to the Nonconnah Creek, an ecologically friendly interim use such as community-based organic farming is encouraged for these properties.

- Target Economic Sector: Logistics & Distribution
- Secondary Economic Sectors: Advanced Manufacturing; Green Industry

PROGRAM OPPORTUNITIES

Implementation of the following program initiatives will support economic and community development within the American Way Development District:

- Fast Track Permitting / Expedited Review
- Transit “Loop” Circulator
- Enhanced Transit Stops
- Riparian Zone Protection
- Stormwater Management Best Practices
- Interim Use
- Financial Incentives
- Infrastructure Financing and Development

REDEVELOPMENT OPPORTUNITIES

The following redevelopment opportunities are strategically important to economic growth of the American Way Development District:

- Catalytic Project: American Way Logistics Complex
- Priority Redevelopment Site: American Way 1 (AM-1)

FIG 11.12: REDEVELOPMENT OPPORTUNITY SITES

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>BUILDING AREA (GSF)</th>
<th>LAND AREA (ACRES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESIDENTIAL</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>RETAIL</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>OFFICE</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>LODGING</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>INSTITUTIONAL</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>INDUSTRIAL</td>
<td>2,866,500</td>
<td>164.50</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2,866,500</td>
<td>164.50</td>
</tr>
</tbody>
</table>

LEGEND

- Economic Development Districts
  - Logistics & Distribution Focus
- Redevelopment Sites
  - Priority Redevelopment Sites
  - Secondary Redevelopment Sites
- Trigger Projects
  - Site Development
FIG 11.13: AMERICAN WAY DEVELOPMENT STRATEGY

- American Way Logistics Complex
- Fast Track Permitting / Expedited Review
- Riparian Zone Protection
- Infrastructure Financing and Development
**SUMMARY DESCRIPTION**

This project entails construction of a new warehouse and distribution center on vacant land that is distinguished by its visibility along I-240. Situated between two freeway interchanges (I-240 & Getwell Road to the west, and I-240 & Perkins Road to the east), the property also boasts superior access to the interstate; a connection to the Lamar Corridor via American Way and relative proximity to FedEx’s facilities reinforce intermodal connectivity. Large format buildings are most suitable to this comparatively large site, with the proposed complex expected to play a role in growing the region’s logistics capabilities and expanding its distribution supply chains. Because of its visual prominence and favorable economic impact, measures that facilitate project initiation in the near-term are encouraged.

**ECONOMIC RATIONALE & IMPACT**

As a highly visible warehouse and distribution facility with convenient intermodal connectivity, the American Way Logistics Complex will provide the following benefits:

- Takes advantage of high visibility and freeway accessibility to put vacant and underdeveloped property to higher and better use.
- Expands the area’s supply of large format buildings suitable for consolidated logistics and distribution operations.
- Increases competitiveness by strengthening logistics capabilities and expanding distribution supply chains.
## AMERICAN WAY LOGISTICS COMPLEX IMPLEMENTATION PLAN

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING, PROGRAMMING, &amp; INVESTMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAND PREPARATION</td>
<td>YEAR 1</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis &amp; Greater Memphis Chamber</td>
</tr>
<tr>
<td>Identify project scope and attract potential partners / investors to plan and finance the proposed complex.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determine costs, and secure approvals and funding / financing to clear, grade and service the property.</td>
<td>YEAR 2</td>
<td>LEAD: Development Partners / Investors SUPPORT: Memphis Aero City Alliance &amp; City of Memphis</td>
</tr>
<tr>
<td>Allocate public and / or investor funds to prepare the property for future development, including site clearance, grading and servicing.</td>
<td>YEAR 3</td>
<td>LEAD: Development Partners / Investors SUPPORT: Memphis Aero City Alliance &amp; City of Memphis</td>
</tr>
<tr>
<td>DEVELOPMENT INCENTIVES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify available public incentives to facilitate development, including permit streamlining.</td>
<td>PROGRAM</td>
<td>LEAD: Memphis Aero City Alliance SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and direct resources, including the award of financial incentives to facilitate development.</td>
<td>INVEST</td>
<td>LEAD: City of Memphis SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>PROJECT DESIGN &amp; CONSTRUCTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission the design and engineering of the complex, secure necessary approvals and permits, and market the project to potential tenants.</td>
<td>PLAN</td>
<td>LEAD: Development Partners / Investors SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Secure investor funding / financing for development of the proposed complex.</td>
<td>PROGRAM</td>
<td>LEAD: Development Partners / Investors SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Construct the approved complex, including site and building improvements.</td>
<td>INVEST</td>
<td>LEAD: Development Partners / Investors SUPPORT: Memphis Aero City Alliance</td>
</tr>
</tbody>
</table>
Redevelopment of American Way 1 as a large format warehouse and distribution center will provide the following benefits:

- Allocates high profile vacant and underdeveloped property to a more productive use.
- Increases competitiveness by strengthening logistics capabilities and expanding distribution supply chains.
- Stimulates additional development and business growth dependent on the area’s strong logistics capabilities.

Recommended Development Typologies: Multi-Tenant Flex; Warehouse / Distribution Center

Potential End Users: Light Industrial Manufacturers; Value Add Services; Warehousing & Distribution Operations
CHAPTER 12
COMMERCIAL / AMENITY DISTRICT
12.1 OVERVIEW

The development strategy for this district emphasizes revitalization of the Elvis Presley Corridor to create a more compelling tourist destination and an appealing “front door” for the Whitehaven neighborhood. Strategic sites offer mixed-use development opportunities, while accommodating expanded commercial amenities and tourism facilities to complement Graceland.

CONCEPT SUMMARY

Elvis Presley Blvd. is the primary arterial link between downtown and Airport City, a significance that is amplified by the presence of Graceland. No less important, this roadway functions as the principal supplier of shopping and services for the Whitehaven neighborhood, albeit suffering from commercial disinvestment and decline. With this in mind, the Elvis Presley Corridor Development District faces a rather daunting task – to arrest decline, service Whitehaven, leverage Graceland as an asset, and create a thriving commercial and tourism destination.

Nonetheless, with Graceland as a world renowned tourist attraction, convenient downtown and Airport connections, and a sizeable surrounding neighborhood, the Elvis Presley Corridor is envisioned as Airport City’s distinctive place for shopping, entertainment and culture. While an expanded Graceland is central to the experience, it will interact with a vibrant, mixed-use “Urban Center” anchoring the north end of the corridor. Farther to the south, a smaller scaled urban village is proposed, primarily devoted to serving the needs of the Whitehaven neighborhood. Thus, building upon the foundation of Graceland to further capture the excitement and culture of Memphis, the Elvis Presley Corridor will offer a more holistic tourist experience at the same time that it shapes a more livable neighborhood, all just a short step away from the Airport.

The Urban Center will attract tourists and local shoppers.
FIG 12.2: URBAN CENTER DEVELOPMENT VISION
COMMUNITY RESOURCES

1. The Urban Center is a point of convergence for the entire community.
2. An active police presence conveys a safe and secure environment.
3. Community space accommodates civic functions and local service providers.

COMMERCIAL AMENITIES

4. A lifestyle shopping center establishes the Urban Center as a destination.
5. Numerous retail, dining and entertainment options attract both locals and visitors.
6. Upper floor office use contributes to an active, mixed use environment.

PUBLIC REALM

7. A circulator bus makes the Urban Center easily accessible from most anywhere in Airport City.
8. Branded wayfinding signage directs visitors to their destination.
9. Streetscape enhances visual appeal and makes the place walkable.
12.2 ELVIS PRESLEY DEVELOPMENT DISTRICT

The Elvis Presley Corridor Development District supports revitalization of Airport City’s most important commercial corridor. Development of an “Urban Center” for the community and expansion of Graceland to create a more compelling tourist destination are central to the district’s renewal.

SUMMARY DESCRIPTION

Revitalization of Elvis Presley Blvd. is paramount, with the goal of transforming this corridor into a more vibrant tourism and entertainment destination focused on Graceland and the historic music scene, while also serving the needs of the surrounding Whitehaven neighborhood. The short-term development strategy involves upgrading and enhancing existing retail and attractions, while the long-term strategy will promote more intensified, mixed-use development, highlighted by a proposed “Urban Center” incorporating various destination attractions. Public realm improvements are integral to the vision for this area, including the provision of inviting public spaces for community celebrations and public events, and streetscape improvements that allow pedestrians to safely and comfortably traverse the corridor.

- Primary Economic Sector: Music, Media & Tourism
- Secondary Economic Sectors: Business & Administration; Information Technology

REDEVELOPMENT OPPORTUNITIES

The following redevelopment opportunities are strategically important to the renewal and revitalization of the Elvis Presley Corridor Development District:

- Trigger Project: Graceland Tourism & Hospitality Development
- Catalytic Project: Brooks Road Gateway
- Priority Redevelopment Site: Elvis Presley 1 (EP-1)

PROGRAM OPPORTUNITIES

Implementation of the following program initiatives will support economic and community development within the Elvis Presley Corridor Development District:

- Incentive Zoning
- Architectural Design Guidelines / Review
- Public Realm Design Palette
- Enhanced Transit Stops
- Streetscape Linkages
- Commercial Revitalization / Façade Improvement
- Community Events
- Financial Incentives

FIG 12.4: REDEVELOPMENT OPPORTUNITY SITES

TOTAL YIELD POTENTIAL

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>BUILDING AREA (GSF)</th>
<th>LAND AREA (ACRES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIXED-USE</td>
<td>4,010,800</td>
<td>195.00</td>
</tr>
<tr>
<td>Residential</td>
<td>1,360 RM / 1,363,100</td>
<td>32.90</td>
</tr>
<tr>
<td>Retail</td>
<td>2,222,700</td>
<td>126.25</td>
</tr>
<tr>
<td>Office</td>
<td>290,000</td>
<td>30.75</td>
</tr>
<tr>
<td>Lodging</td>
<td>150 RM / 120,000</td>
<td>4.00</td>
</tr>
<tr>
<td>Institutional</td>
<td>15,000</td>
<td>1.10</td>
</tr>
<tr>
<td>Industrial</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>TOTAL</td>
<td>4,010,800</td>
<td>195.00</td>
</tr>
</tbody>
</table>

LEGEND

- Economic Development Districts
  - Music Media & Tourism Focus
- Activity Node
  - Urban Center
- Redevelopment Sites
  - Priority Redevelopment Site
  - Secondary Redevelopment Site
- Trigger Projects
  - Site Development
- Catalytic Projects
  - Urban Design Project
SUMMARY DESCRIPTION

This project calls for expansion of the Graceland tourist attraction to promote music and cultural tourism in Memphis, and as a stimulus to revitalization of the Elvis Presley Corridor. To summarize, a more dynamic range of entertainment, hospitality and commercial amenities are necessary to attract a broader, more diverse audience. Quality hotel accommodations are fundamental, including a rebuilt and expanded Heartbreak Hotel, and state-of-the-art music performance, production and educational facilities are encouraged (e.g., indoor and outdoor live performance venues, recording and broadcast studios, music academies, etc.). A phased plan of development is essential, identifying the most promising short-term improvements that deliver the maximum impact.

ECONOMIC RATIONALE & IMPACT

Building on existing historic and cultural assets, the Graceland Tourism & Hospitality Development will provide the following benefits:

- Grows the Music, Media & Tourism sector and enhances the Graceland brand.
- Expands the customer base and diversifies the tourism revenue stream.
- Generates additional passenger flight demand for MEM.
- Stimulates further revitalization of the Elvis Presley Corridor.
### Graceland Tourism & Hospitality Development Implementation Plan

<table>
<thead>
<tr>
<th>Action</th>
<th>Phase</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning, Programming, &amp; Investment</strong></td>
<td><strong>Year 1</strong></td>
<td><strong>Year 2</strong></td>
</tr>
<tr>
<td><strong>Development Master Plan</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Cooperate with Elvis Presley Enterprises in the preparation of a development master plan for long range expansion and improvement. | PLAN | | | LEAD: Elvis Presley Enterprises  
SUPPORT: Memphis Aero City Alliance & City of Memphis |
| Determine a realistic development phasing, and identify the cost and approvals for near-term development projects. | PROGRAM | | | LEAD: Elvis Presley Enterprises  
SUPPORT: Memphis Aero City Alliance & City of Memphis |
| **Development Incentives** | | | | |
| Identify available public incentives to facilitate near- and long-term expansion and improvement. | PROGRAM | | | LEAD: Memphis Aero City Alliance  
SUPPORT: City of Memphis |
| Allocate public funds and direct public resources to incentivize near-term development. | INVEST | | | LEAD: City of Memphis  
SUPPORT: Memphis Aero City Alliance |
| **Development Launch** | | | | |
| Commission the design and engineering of near-term development projects, and secure necessary approvals and permits. | PLAN | | | LEAD: Elvis Presley Enterprises  
SUPPORT: Memphis Aero City Alliance |
| Secure funding / financing for development of proposed near-term development projects. | PROGRAM | | | LEAD: Elvis Presley Enterprises  
SUPPORT: Memphis Aero City Alliance |
| Initiate construction of approved near-term development projects. | INVEST | | | LEAD: Elvis Presley Enterprises  
SUPPORT: Memphis Aero City Alliance |
**SUMMARY DESCRIPTION**

This project proposes dramatic visual enhancements at the I-55 interchange with Brooks Road, the northern gateway to the Whitehaven neighborhood and a high volume junction between downtown and Graceland. Given the prominent location and available land area, this is a unique branding opportunity for both Airport City and Graceland, employing distinctive landscape treatment, entry monumentation, and public art to highlight the gateway, establish identity, and create aesthetic appeal. Improvements that better accommodate pedestrians and cyclists are incorporated as well, including street trees, crosswalk enhancements and wider pathways.

**ECONOMIC RATIONALE & IMPACT**

Situated at a prominent northern entrance to the Whitehaven neighborhood, the Brooks Road Gateway project will provide the following benefits:

- Creates a memorable gateway and more suitable approach to the Whitehaven neighborhood and Elvis Presley Blvd.
- Presents demonstrable positive change and confers favorable publicity through targeted public realm investment.
- Enhances the identity of the Whitehaven neighborhood and offers a potential branding opportunity for both Airport City and Graceland.
# Brooks Road Gateway Implementation Plan

## Planning, Programming, & Investment

<table>
<thead>
<tr>
<th>Action</th>
<th>Phase</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gateway Landscape Design &amp; Construction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission the gateway design and secure necessary approvals and permits.</td>
<td>YEAR 1</td>
<td>LEAD: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Identify and secure funding for landscape enhancements to the interchange.</td>
<td>YEAR 2</td>
<td>SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and construct the approved gateway design.</td>
<td>YEAR 3</td>
<td>LEAD: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and construct the approved gateway design.</td>
<td>YEAR 4</td>
<td>SUPPORT: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Corridor Improvements Design &amp; Construction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission / undertake design and engineering of the roadway improvements, and secure necessary approvals and permits.</td>
<td>YEAR 5</td>
<td>LEAD: Memphis Aero City Alliance</td>
</tr>
<tr>
<td>Identify and secure funding for improvements to Brooks Road, including streetscape enhancements.</td>
<td>YEAR 6</td>
<td>SUPPORT: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and construct the approved roadway improvements, including streetscape enhancements.</td>
<td></td>
<td>LEAD: City of Memphis</td>
</tr>
<tr>
<td>Allocate public funds and construct the approved roadway improvements, including streetscape enhancements.</td>
<td></td>
<td>SUPPORT: Memphis Aero City Alliance</td>
</tr>
</tbody>
</table>
FIG 12.6: BROOKS ROAD GATEWAY: BEFORE AND AFTER
**SUMMARY DESCRIPTION**

This site is recommended as a high amenity, urban center that will serve as Airport City’s principal destination for tourists and residents alike. To that end, a rich mixture of commercial, residential, and civic uses are recommended. One key to successful redevelopment is the provision of a lifestyle retail center, featuring local and national retailers, food and beverage options, entertainment venues, and potentially a high quality tourist hotel. The integration of moderate density housing typologies is also important to achieve a critical mass of activity and create a walkable, mixed-use environment.

- Recommended Development Typologies: **Townhouse / Rowhouse; Low-Rise Multi-Family; Residential Mixed-use; Lifestyle Center; Office Pad; Tourism / Entertainment Hotel.**

- Potential Tenants: **Entertainment Venues; Hotel Operators; Local Retailers; National Retailers; Television & Radio Broadcasters.**

**ECONOMIC RATIONALE & IMPACT**

Redevelopment of the Elvis Presley 1 site as an “Urban Center” for the community will provide the following benefits:

- Transforms under developed commercial properties into an active destination.
- Promotes smart growth development by creating a walkable, mixed-use environment.
- Helps fill retail “voids” through a mix of local and national retailers and entertainment venues.
- Expands the customer base and diversifies the tourism revenue stream.
- Incorporates marketable mixed-use and mixed-income housing.

**EP-1 REDEVELOPMENT SITE LOCATION**

**FIG 12.7: EP-1 DEVELOPMENT YIELD POTENTIAL**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>RECOMMENDED TYPOLOGY</th>
<th>YIELD (GSF)</th>
<th>LAND AREA (AC)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MIXED-USE</strong></td>
<td>Residential Mixed-use</td>
<td>382,800</td>
<td>11.40</td>
</tr>
<tr>
<td></td>
<td>Low-Rise Multi-Family</td>
<td>467,900</td>
<td>13.70</td>
</tr>
<tr>
<td></td>
<td>Convenience Retail</td>
<td>296,900</td>
<td>12.95</td>
</tr>
<tr>
<td></td>
<td>Lifestyle Retail Center</td>
<td>303,100</td>
<td>18.00</td>
</tr>
<tr>
<td></td>
<td>Office Pad</td>
<td>290,000</td>
<td>30.75</td>
</tr>
<tr>
<td></td>
<td>Tourist / Entertainment Hotel</td>
<td>120,000</td>
<td>4.00</td>
</tr>
<tr>
<td><strong>TOTAL YIELD</strong></td>
<td></td>
<td><strong>1,860,700</strong></td>
<td>90.80</td>
</tr>
</tbody>
</table>

**LEGEND**

- Residential
- Retail
- Mixed Use (Potential)
- Institutional
- Vacant

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**PRIORITY REDEVELOPMENT SITE: ELVIS PRESLEY 1**
FIG 12.8: EP-1 CONCEPTUAL LAND USE PLAN

- TOURIST / ENTERTAINMENT HOTEL
- LIFESTYLE RETAIL CENTER
- LOW-RISE MULTI-FAMILY
- OFFICE PAD
- VISITOR CENTER
- CONVENIENCE RETAIL

VISITOR CENTER

WALGREENS

WINCHESTER RD

0 80 160 400 800
Strategic planning requires implementable action items that execute broader development principles and policies. These encompass revised organizational, financial and regulatory structures, highlighted by establishment of an entity responsible for implementation of the Master Plan. The implementation plan also coordinates the phased development of key infrastructure improvements and strategic sites to promote near-term action that in time will unlock Airport City’s full potential.
CHAPTER 13 STRUCTURAL RECOMMENDATIONS
13.1 ORGANIZATIONAL STRUCTURE

Implementation of the Airport City Master Plan requires a lead economic development organization with the capacity to marshal resources and target investment, cooperating and collaborating with multiple partners to carry out the action plan.

OVERVIEW

In his preliminary analysis of the Memphis Aerotropolis, Dr. John Kasarda recommends the creation of an organization that will establish priorities for action, set targets, measure achievement, and effectively command the resources required to achieve success. Similarly, multiple stakeholders have recommended a single organization focused on economic and community development activities within Airport City, and thereby charged with coordinating and guiding the efforts of various public, private, and non-profit entities. Such an “Economic Development Organization” dedicated to the planning, development, and management of Airport City would: 1) promote economic and community development goals; 2) augment and coordinate with local, regional and State-wide economic and community development organizations and programs; and 3) maintain a competitive economic environment.

COMPETITIVE ASSESSMENT

Currently, there is no formal organizational structure uniquely dedicated to the planning, development, and management of Airport City and many stakeholders regard this as an impediment to fully leveraging the economic development potential of the Airport. Instead, a number of governmental, quasi-governmental and non-profit entities establish a rather complex pattern of formal and informal relationships that directly and/or indirectly influence economic and community development in the area. This leaves the impression that such efforts are uncoordinated and dispersed, further contributing to the perception that the City of Memphis and Shelby County are not business friendly.

ASSESSMENT SUMMARY POINTS

• To stay competitive, many communities have identified the need for a single entity to leverage airport assets and coordinate economic and community development in the regions surrounding their airports.

• To promote aerotropolis development, communities often rely on non-profit development corporations or semi-autonomous development agencies initiated through public sector leadership and/or public-private partnership.

• To promote collaboration and cooperation, board members typically include a mix of public and private sector representatives selected and approved by local government partners.

• There is no single entity devoted to the planning, development and management of Airport City, and many stakeholders view this as inhibiting Memphis’ ability to adequately leverage airport assets and stay competitive.

• Economic and community development programs and initiatives for the City and County, including those that contribute to the development of Airport City are perceived by stakeholders as uncoordinated and dispersed.

• DeSoto County is a successful local economic competitor, utilizing a single Economic Development Council to offer prospective businesses “one stop shopping” in delivering the State of Mississippi’s generous incentives.
Given the political and socio-economic complexities of Memphis, some stakeholders suggest that the Downtown Memphis Commission (DMC), an independent development agency established by the City and County, offers a more realistic organizational model.

The DMC relies on cooperation between various affiliate boards to deliver a range of economic and community development programs and incentives to a defined geographic area – Downtown Memphis.

**ORGANIZATIONAL STRATEGY**

**ORGANIZATIONAL MISSION**

Experts in economic development recognize that the keys to success for any economic development program are a clear vision and focused mission. Applied to Airport City, Dr. Kasarda identifies the necessity to: 1) expand or maintain market share; and 2) increase local employment and prosperity. Stakeholder input further suggests the following mission for the proposed Economic Development Organization:

- Stimulate economic growth
- Create jobs, especially high quality jobs
- Attract new investment
- Work with companies to facilitate expansion
- Expand the commercial tax base

In summary, the primary mission is to implement the Airport City Master Plan to further the economic and community development of Airport City and the Memphis Aerotropolis.

**ORGANIZATIONAL FUNCTION**

To accomplish this mission, the proposed organization will depend on strong leadership, attuned to building close and cooperative relationships with multiple stakeholders, including various governmental entities, non-profit organizations, business and property owners, and investors. This effort is vital, as many economic and community development initiatives will be collaborative undertakings, potentially encompassing: 1) tax revenue sharing; 2) joint venture and public-private partnerships; 3) complex funding and financing incentive packages; and 4) cross-marketing efforts.

It is recommended that the proposed organization perform a range of key functions to effectively and efficiently manage the planning and development of Airport City, including political outreach, financial assistance, technical support, and land use regulation. More specifically, the Airport City organizational entity must have the capacity to perform the following tasks independently and/or in close cooperation with other entities:

- **Political Outreach** encompassing intergovernmental communications, business networking, non-profit engagement, stakeholder participation, and citizen outreach.
- **Financial Assistance** involving public-private partnerships in real estate development; land acquisition, sales and write-downs; infrastructure financing and development; tax incentives; grants and loans, as well as grants management.

**TECHNICAL SUPPORT**

- **Technical Support** including marketing and promotions; site portfolio and selection; job training assistance; research and information sharing; brand development.
- **Land Use Regulation** involving land use planning/master planning; zoning and development criteria; permitting and entitlements; development review.
COMPUTITIVE ORGANIZATIONAL STRUCTURE

An organization dedicated to the planning, development and management of Airport City is critical to future success. Nonetheless, it is also imperative that this organization align its authority with other established agencies to promote and implement collaborative initiatives, ensuring a comprehensive approach to economic and community development. To achieve this end, the proposed structure institutes an umbrella entity with broad authority to access resources that facilitate plan implementation, while partnering with key operational entities responsible for achieving strategic objectives.

ORGANIZATIONAL STRUCTURE: PARTNER ENTITIES

The Memphis Aero City Alliance will rely on a number of operational entities for assistance in implementing the Master Plan. This structure will in turn coordinate with multiple government agencies, cooperate with non-profit affiliates and private enterprise, and collaborate with citizens and stakeholders to realize the principles, policies and strategies of the Master Plan. Partner entities are described as follows:

- **Whitehaven / Airport City Redevelopment Corporation (WACRC):** A City agency responsible for the implementation of redevelopment initiatives in the Whitehaven / Airport City target area. These initiatives include commercial development and revitalization strategies, and neighborhood enhancement. The governing board will include key business and community stakeholders. Members will be nominated by the City Mayor and confirmed by the Memphis City Council.

- **Community Redevelopment Agency (CRA):** Established in 2001 as a special purpose government entity currently funded by tax increment financing revenue generated from districts approved by local government. The CRA plans, finances, and implements redevelopment plans and projects to eliminate or prevent slum and blight.

- **Commercial Development Land Bank:** A non-profit public entity with authority to acquire, hold improve and convey any interest in real property through available legal and financial methods. Real estate and legal professionals will be employed to carry out the functions of this entity.

ORGANIZATIONAL STRUCTURE: UMBRELLA ENTITY

This entity is the driver that will effectively marshal resources, target investment, and focus attention on executing the Master Plan, cooperating and collaborating with subsidiary entities and multiple partners to carry out the action plan. Charged with promoting successful redevelopment and revitalization of Airport City, it is further described as follows.

**Memphis Aero City Alliance (MACA):** A proposed agency of the City of Memphis, requiring approval of the Memphis City Council, that will serve as the umbrella organization responsible for overall implementation of the Master Plan. An advisory board of representative stakeholders will assist in monitoring and supporting the Master Plan’s implementation programs and initiatives. MACA staff will provide general and technical support to subsidiary agencies, as well as collaborate and coordinate with various public, non-profit, and private actors to leverage the resources necessary to accomplish its objectives.
TWELVE KEY ACTIONS

1. Establish the Memphis Aero City Alliance (MACA) as the economic development organization responsible for Airport City’s success, functioning as an agency of the City of Memphis through approval of the Memphis City Council.

2. Select an advisory board of representatives for MACA, consisting of representative stakeholders that will monitor and support implementation of the Master Plan.

3. Rely on MACA to weigh competing interests and recommend on a yearly basis capital funding priorities for Airport City, recognizing the primacy of jobs creation.

4. Assign MACA staff with providing general and technical support to subsidiary agencies, as well as to leverage resources and otherwise implement the Master Plan.

5. Charge MACA staff with collaborating and coordinating with public, non-profit, and private entities to advance Airport City’s interests and implement the Master Plan.

6. Charge MACA staff with coordinating, tracking, and as appropriate managing the various State and Federal grant proposals directly impacting Airport City.

7. Create key operational entities that will help implement the Master Plan, namely, the Commercial Development Land Bank, and the Whitehaven / Airport City Redevelopment Corporation.

8. Establish a Commercial Development Land Bank (“Land Bank”) as a non-profit entity with authority to acquire, hold, improve, and convey any interest in real property through available legal and financial methods.

9. Assign an experienced staff of real estate and legal professionals to carry out the proposed Land Bank functions.

10. Create a City agency (i.e., the Whitehaven / Airport City Redevelopment Corporation) responsible for commercial redevelopment initiatives and neighborhood enhancement within the Whitehaven / Airport City target area.

11. Select a governing board for the Whitehaven / Airport City Redevelopment Corporation comprised of key business and community stakeholders nominated by the City Mayor and confirmed by the Memphis City Council.

12. Cooperate with prominent civic and business interests to promote Airport City’s community and economic development strategies and initiatives before State and Federal policy-makers.
13.2 FINANCIAL STRUCTURE

Implementation of the Airport City Master Plan depends on an expanded array of available financial tools and incentives with the capacity to attract new investment and to convince established business enterprise to partner and reinvest in the success of Airport City.

OVERVIEW

Businesses stay, expand, or relocate in a community for many reasons; these include the availability of buildings or land, quality of life issues, labor force characteristics, physical infrastructure demands, including suitable transportation facilities, access to markets, as well as a viable array of financial incentives. This is especially apparent in the competition to attract aerotropolis-related business at both the national and local level. The City of Memphis and Shelby County regularly compete for new business with such comparable national markets as Louisville, Indianapolis, and Nashville. Meanwhile, Northern Mississippi has emerged as an aggressive and successful local competitor to Memphis' Airport City.

COMPETITIVE ASSESSMENT

Major national competitors for aerotropolis development have become highly proactive in their pursuit of target industries such as logistics, warehousing and distribution, research and development, and other major jobs-producers and airport-related companies. Thus, while State and local government entities rely on a combination of incentives in pursuit of economic development, the most successful challengers have also identified and implemented key initiatives that provide their aerotropoli with a clear competitive advantage. These may also be described as “game changers.” For example, Indianapolis has assumed leadership in the bio-pharma industry by partnering in the development of a state-of-the-art temperature controlled supply chain facility. It is imperative the Memphis identify its “game changers” while also promoting a well-rounded program of economic and community development. For Memphis, key initiatives should include major freight infrastructure improvements and concerted support for identified catalytic sites redevelopment.

ASSESSMENT SUMMARY POINTS

- There is a wide range of incentives available to government entities for promoting aerotropolis development, including various tax incentives, tax increment financing strategies, miscellaneous grants and loans, financing of major infrastructure projects, and land and zoning agreements, and designation of free trade zones.
- Successful aerotropolis development relies on the active use of a full range of incentives and programs, leveraging a broad array of Federal, State and local government resources.
- Nonetheless, national competitors have also identified and instituted strategic “game changers” – specific actions and incentives designed to attract targeted businesses and industries and achieve a competitive advantage.
- Noteworthy examples of “game changers” by key competitors include Indianapolis’ partnership in developing a cool chain facility to become a hub of bio-life science activity, or Louisville’s aggressive use of Kentucky’s tax incentives to help finance expansion of the UPS Worldport Hub.
- Locally, DeSoto County has become extremely aggressive in its pursuit of business and industry, and has emerged as a direct competitor with the City of Memphis to attract and retain commercial and industrial businesses.
Many companies locate south of the Stateline due to differences in legal and tax structure, the value of incentives offered, and less onerous requirements for tax abatements.

DeSoto County draws upon a suite of incentives offered by the State of Mississippi; these programs supplement DeSoto’s Industrial Property Tax Exemption.

Mississippi is especially active in targeting particular industries, many of which are airport-related and/or compete directly with Tennessee’s priority industries.

Memphis is too heavily dependent on the PILOT program as an economic development tool, requiring other tools that are better capable of providing upfront funding to attract business.

Memphis and Shelby County also lack suitable incentives to promote redevelopment and revitalization of commercial areas and otherwise meet community development objectives, for example, to attract small business enterprise or train the aerotropolis workforce.

The majority of incentives available to the City of Memphis and Shelby County for economic and community development are State sponsored, and many of these are specifically targeted to attract industry, especially large scale manufacturing.

**FINANCIAL STRATEGY**

**ECONOMIC DEVELOPMENT PRIORITIES**

First and foremost, an economically competitive Airport City must become a priority for the City of Memphis and Shelby County, as well as the State of Tennessee. Second, the suite of economic and community development programs and incentives utilized on behalf of Airport City must reinforce the desired vision and support the Master Plan’s development principles, policies and strategies. The most important considerations are as following: 1) target key industries; 2) redevelop catalytic sites; 3) provide state-of-the-art infrastructure; 4) train the aerotropolis workforce; 5) improve neighborhood livability, and 6) facilitate commercial redevelopment.

**COMPETITIVE FINANCIAL TOOLS AND INCENTIVES**

To fully leverage Airport City’s assets, attract and retain targeted industry, add quality jobs, and diversify the local economy, a flexible range of economic development programs and incentives must be utilized to best advantage. In particular, public investment must address major infrastructure improvements and provide concerted support for redevelopment of identified catalytic sites, implemented through the proposed organizational structure.

**FINANCIAL TOOLS: TAX INCENTIVES**

These include a wide array of State and local exemptions, rebates and credits, encompassing property tax abatements, as well as corporate income tax and sales tax relief. Tax incentives are often used to attract and retain particular businesses and industrial sectors, as well as to stimulate job creation or promote jobs training. Application of this tool to Airport City’s economic development is recommended as follows:

- **Property Tax Abatements** for commercial development projects that will bring a significant lift in land value surrounding the Airport, such as hotel and convention, and corporate headquarters. **Target Economic Sectors:** Aviation & Aerospace; Business & Administration; Music, Media & Tourism.

- **Sales & Use Tax Credits** to support emerging industries, especially in the area of high technology, including clean energy technology. **Target Economic Sectors:** Advanced Manufacturing; Bio-Life Sciences; Green Industry.

- **Jobs Tax Credits** to foster employment growth and diversification, especially applicable to economic sectors with a growing presence in Airport City. **Target Economic Sectors:** Advanced Manufacturing; Bio-Life Sciences; Green Industry.

**FINANCIAL TOOL: TAX INCREMENT FINANCING**

Tax Increment Financing (TIF) is a public financing tool commonly used for community redevelopment; local government bonds provide financing for site development and are repaid by the incremental tax revenues generated by the project. Application of this tool to Airport City’s economic development is recommended as follows:

- **Tax Increment Financing** targeting development projects entailing commercial retail, mixed-use and creative activities that will bring a stable rise in land value over time. **Target Economic Sectors:** Bio-life Sciences; Business & Administration; Information Technology; Music Media & Tourism.
FINANCIAL TOOL: GRANTS AND LOANS
Federal, State, and local government grants and loans are regularly used to support job creation and job training. Along with fee waivers, they are also used to achieve multiple community development objectives, such as the construction and rehabilitation of multi-family housing and the promotion of small business enterprise. Low interest business loans or tenant improvement loans are common examples of incentive programs supporting commercial revitalization. Application of this tool to Airport City’s economic development is recommended as follows:

- Jobs Creation Grants awarded to target industries that diversify the economy and provide high quality jobs. Target Economic Sectors: Advanced Manufacturing; Bio-Life Sciences; Green Industry.
- Jobs Training Grants awarded to enterprises that cultivate aerotropolis employees, with a focus on trades that support target industries. Target Economic Sectors: Advanced Manufacturing, Aviation & Aerospace; Logistics & Distribution.
- Small Business Grants & Loans to stimulate commercial revitalization and support entrepreneurial activities, providing assistance for building construction and renovation, and equipment purchases. Target Economic Sectors: Commercial Retail & Services; Bio-Life Sciences; Green Industry; Music, Media & Tourism.

FINANCIAL TOOL: LAND & ZONING AGREEMENTS
This strategy includes land or lease write-downs that make land more affordable to develop. It typically involves a redevelopment agency or other public entity offering publicly owned land at lower than market value. These entities frequently play an active role in land acquisition, demolition and improvement, and consequently, may impose restrictions on new development. Application of this tool to Airport City’s economic development is recommended as follows:

- Land Bank with legal and financial authority to acquire, clear and convey blighted property surrounding the Airport or to promote land assembly for large footprint warehousing and industrial user. Target Economic Sectors: Advanced Manufacturing; Aviation & Aerospace; Logistics & Distribution.
- Land & Building Write-Downs to stimulate and revitalize nodes of commercial and employment activity, for example, along the Elvis Presley Blvd. and Lamar Corridors. Target Economic Sectors: Advanced Manufacturing; Logistics & Distribution; Music, Media & Tourism.

FINANCIAL TOOL: DESIGNATED FREE TRADE ZONES
Foreign Trade Zones have emerged as a common approach to promoting aerotropolis development, with over 300 General Purpose FTZ’s located throughout the country. These typically accommodate warehouse and distribution activity, and provide a number of economic benefits to global companies including duty deferral, elimination or reduction, and other savings through reduction in various merchandise and customs taxes and fees. Application of this tool to Airport City’s economic development is recommended as follows:

- Free Trade & Special Economic Zones designated in and around the Airport to increase competitiveness for “value add” and assembly industries. Target Economic Sectors: Advanced Manufacturing; Aviation & Aerospace; Bio-Life Sciences; Logistics & Distribution.

COMPETITIVE LAND DEVELOPMENT MODELS
Because many target industries require assistance with land assembly, as well as preparation of the land with roads and infrastructure, aerotropolis development depends on an effective mechanism for land development and management.
While public-private partnerships are critical, it is important that each sector has capacity to drive the process. Application of land development models to Airport City are recommended as follows:

- **Private Sector Driven Model** bringing together a syndicate of investors to provide the seed capital necessary to stimulate further development (e.g., formation of a private land development corporation or real estate investment trust). Investors acquire and develop real estate, often including existing landowners as shareholders, utilizing the following mechanism: 1) land is assembled by investors to generate an increase in land value, normally with large scale redevelopment in mind; 2) assembled properties are sold for development or a ground lease arrangement is negotiated, or alternatively, land is used as equity in a joint venture agreement; and 3) profits are distributed to shareholders. Local government often assists through financial incentives. *Target Economic Sectors: Business & Administration; Commercial Retail & Services; Information Technology; Music, Media & Tourism.*

- **Public Sector Driven Model** utilizing the legal and financial authority of a designated public entity to assemble land and provide major infrastructure improvement in support of private sector development (e.g., the Community Redevelopment Agency or proposed Commercial Development Land Bank). Under this mechanism: 1) land is assembled by the public sector agency, producing an increase in land value; 2) assembled properties are sold for development or a ground lease arrangement is negotiated; and 3) public sector funding is recompensed (e.g., bond repayment) and reinvested. *Target Economic Sectors: Advanced Manufacturing; Aviation & Aerospace; Bio-Life Sciences; Logistics & Distribution.*

**TWELVE KEY ACTIONS**

1. Pursue increased State and Federal allocations of economic development funds to implement the Master Plan's economic and real estate strategy.

2. Offer financial assistance programs (e.g., low interest loans, grants) aimed at local and small business attraction, retention, and expansion.

3. Offer a competitive suite of financial incentives to attract and retain business and industry, favoring those enterprises that employ skilled workers and create high-value jobs.

4. Negotiate and participate in joint-venture deal structures (e.g., public-private partnerships, development agreements) to facilitate key development projects (esp. Trigger / Catalytic projects).

5. Partner with the Airport Authority in the acquisition, improvement and disposition of key parcels surrounding MEM, accommodating vital airport dependent activities.

6. Assemble land for ultimate disposition to targeted logistics, warehousing, and manufacturing users, utilizing the authority of the Land Bank to promote redevelopment of key opportunity sites.

7. Construct vital infrastructure based on available capital funds and other financial resources (e.g., bond issues), prioritizing improvements that will facilitate key development projects and enhance intermodal transportation and communications.

8. Evaluate and revise the processes, procedures, and criteria for awarding PILOT incentives, in particular, promoting more timely and predictable outcomes, while accommodating key development typologies (e.g., speculative development, tourism development).

9. Designate redevelopment zones within Airport City and authorize TIF financing as an available financial tool, with a focus on stimulating investment in priority redevelopment sites.

10. Work closely and cooperatively with local and State policy-makers to develop and implement incentive programs (e.g., tax credits, grants) to promote key industries and stimulate hiring, especially of skilled workers.

11. Pursue designation of Free Trade Zones / Foreign Trade Zones to benefit target industries, such as “value added” assembly, research and technology, etc.

13.3 REGULATORY STRUCTURE

Implementation of the Airport City Master Plan relies on a favorable regulatory environment for land development, including plan adoption to set clear policy direction, fine tuning of land use regulatory tools to promote compatible land use outcomes, and sharpening of land use approval processes and procedures to minimize impediments to development.

OVERVIEW

Stakeholders have clearly identified the need for a more “business friendly” climate in which Airport City can prosper and thrive. An Economic Development Organization dedicated to the advancement of Airport City and a competitive suite of financial incentives are instruments of success. No less important is the need to establish a more favorable regulatory environment for land development at the local level, for example, reducing the time and costs associated with development reviews and project entitlement. This environment is largely dependent on detecting and removing unreasonable regulatory impediments, and moreover, introducing development criteria and review processes that will attract and promote desired outcomes as expressed through an adopted comprehensive land use plan.

COMPETITIVE ASSESSMENT

Airports and communities from around the country are resolute in revising land development policies and procedures to better promote aerotropolis development and leverage their airport facilities for economic and community development. These activities include preparing and updating comprehensive plans, land use implementation measures (e.g., up to date zoning standards and design criteria), and land development review processes. Land use planning has been the focus for many airports with large land holdings, such as Dallas-Fort Worth, Denver, and Indianapolis. More established communities tend to place emphasis on streamlining permitting processes and procedures. By comparison, adoption of a comprehensive plan will be crucial to the effective development of Airport City, while development standards and criteria and approval processes as specified in the updated Memphis and Shelby County UDC will likely depend on some fine tuning to support the adopted plan.

ASSESSMENT SUMMARY POINTS

- The development community depends on a clear understanding of processes, procedures, and expectations, while needing suitable flexibility to respond to changing market conditions.
- To stay competitive aerotropolis development efforts around the country rely on providing both visionary comprehensive planning and streamlined approval processes.
- Unlike many of its national competitors, as well as its local competitors in Northern Mississippi, Memphis lacks a comprehensive plan to guide land use and zoning decisions; this can generate uncertainty within the development community.
- The zoning and design review ordinances adopted by Northern Mississippi localities are conventional, and therefore, generally structured to accommodate typical suburban development.
- On the other hand, the Memphis and Shelby County Uniform Development Code (UDC) provides the flexibility needed to pursue smart growth development patterns and innovative design and planning through its provisions for mixed-use zoning and planned developments, a potential competitive advantage.
- The UDC incorporates many of the best practices for streamlining development review processes, including a clear explanation of processes and procedures, and a considered delimitation between administrative and legislative review.
• Time frames for processing zoning approvals in Memphis are roughly comparable to Shelby County, although some additional time results from the required three readings of a zoning ordinance per Tennessee State Law.

• The public notification requirement for many zoning approvals are a concern, particularly as they relate to neighborhood meetings, which are seen as onerous by some in the development community.

• Another major issue is the length of time required for processing building permits in Memphis (following approval of land use entitlements), which can take two to three times longer than neighboring suburban localities.

REGULATORY STRATEGY

LAND USE IMPLEMENTATION TOOLS
The Master Plan incorporates a land use and zoning concept that advances economic and community development goals. As a competitive strategy, it rationalizes land use patterns to 1) improve neighborhood livability; 2) promote economic efficiency and sustainability, including the targeting of key industries; and 3) facilitate commercial redevelopment, emphasizing smart growth development patterns. Integral approaches include creating mixed-use activity nodes at major intersections and accommodating the building space requirements of modern industry. Successful implementation depends in part on the effective use of zoning tools and mechanisms, in particular, delivering effectual development standards and regulations as defined by the UDC. While it is anticipated that provisions of the recently adopted UDC may be utilized to Airport City’s advantage, it is also expected that some amendments will likely be necessary, most notably involving changes to the zoning map.

LAND USE POLICY
Comprehensive planning establishes the long-term vision and policy framework that are critical to fulfilling community goals and aspirations while achieving environmentally, economically, and socially sustainable development. Application of this tool to Airport City’s economic development is recommended as follows:

• Comprehensive Plan Adoption to designate the Master Plan as the comprehensive land use plan for the area, working in cooperation with the UDC toward implementation of its approved principles, policies and strategies, while also guiding future land use and zoning decisions.

• Regular Plan Updates based on periodic review and analysis of the Master Plan, responding to changing environmental, economic and social conditions within the community, and accompanied by amendments to the UDC and other implementation tools as necessary to maintain consistency.

LAND USE IMPLEMENTATION TOOLS
The UDC offers a number of zoning tools that may be drawn upon to implement the principles, policies and strategies of the Master Plan. Of particular interest are those tools that promote flexibility, such as mixed-use districts and provisions for planned development. These allow development to efficiently and effectively respond to changing market conditions, whether the imperatives of smart growth or the space demands of modern industry. Application of available land use implementation tools to Airport City’s economic development is recommended as follows:

• UDC Review involving thorough analysis to identify text amendments that will implement the Master Plan’s principles, policies and strategies.

• Incentive Zoning to promote desired land use patterns and policy outcomes, with an emphasis on smart growth at major activity nodes, requiring further study and subsequent amendment to the UDC.

• Comprehensive Rezoning initiated by the City to promote conformance with the Master Plan’s land use and zoning concept, particularly applicable to priority redevelopment sites.

• Design Guidelines to encourage a desired urban form and development character, especially recommended for major activity nodes and commercial corridors.
A COMPETITIVE DESIGN REVIEW PROCESS

Lengthy and complex approval processes, often compounded by onerous development standards and fees, produce delay and uncertainty, adding direct and indirect costs that inhibit economic development. To its credit, the UDC introduces many standards, criteria, and procedures consistent with best practices for “permit streamlining.” Even so, Memphis can take a more proactive role in securing land use entitlements and “fast tracking” approvals for targeted industries and priority redevelopment sites. Specific strategies are as follows:

- **Designated Personnel** to guide targeted development projects through the land use entitlement process, featuring a single point-of-contact.
- **Fast Track Permitting** processes and procedures to expedite targeted development review and approvals, in particular, securing land use entitlements for priority redevelopment sites in advance of developer interest.
- **Expedited Building Permits** entailing revised processes and procedures for timely building permit issuance, addressing a major development community concern.

TWELVE KEY ACTIONS

1. Adopt the Master Plan as the formally designated comprehensive plan for the area.
2. Review the UDC and adopt text amendments as necessary to support the Master Plan’s principles, policies, and strategies.
3. Schedule periodic review and update (approximately every 5 – 10 years) of the Master Plan, accompanied by amendments to the UDC as necessary to maintain consistency.
4. Undertake an analysis of incentive zoning and its potential to promote “smart growth” at key activity nodes, amending the UDC as appropriate.
5. Explore opportunities for the City to initiate rezoning for mixed-use at key activity nodes, consistent with the Master Plan’s “smart growth” policies.
6. Adopt design guidelines applicable to key activity nodes and major multi-use corridors, in particular, the Elvis Presley Corridor.
7. Establish processes and procedures (e.g., staff education and training, findings for approval) to ensure that zoning and administrative site plan approvals are consistent with the Master Plan.
8. Identify and institute “fast track” approval processes for non-controversial and targeted development projects, for example, encouraging the use of administrative review and approvals.
9. Designate personnel and establish procedures (e.g., single point-of-contact, computerized permit tracking, pre-application conferences, etc.) to efficiently usher targeted projects through the development process.
10. Secure necessary land use entitlements (e.g., City initiated zoning approvals) in advance of developer interest for priority redevelopment sites.
11. Revise land use approval policies and procedures to reduce the burden on developers, in particular, by sharing responsibility for public notification and the conduct of neighborhood meetings.
12. Review and modify processes and procedures to expedite the issuance of building permits.
14.1 INTRODUCTION TO ACTION PLANS

Successful redevelopment of Airport City depends on coordinated action. Action Plans provide an essential road map for implementing and executing the Master Plan, detailing and aligning the economic and community development initiatives of strategic partners to achieve short term outcomes and fulfill the long term vision.

OVERVIEW

Action Plans detail the specific activities and identify the responsible parties that will carry out the Master Plan’s principles, polices and strategies, ensuring that the economic and community development initiatives of multiple actors are aligned in favor of Airport City. Specified actions consider both short- and long-term outcomes. Trigger Projects are immediate undertakings that will set the tone for future growth and development; the Trigger Projects Action Plans outlines the necessary steps for a rapid turnaround. On the other hand, Plan Element Action Plans provide a road map for achieving the Master Plan’s comprehensive long-term vision.

TRIGGER PROJECTS ACTION PLANS

Trigger Projects entail pressing policy initiatives and vital improvement projects that will be undertaken during the first three years (Phase 1) of implementation of the Master Plan, thereby signaling a collective commitment to transform Airport City in accordance with the desired vision. They include establishment of the proposed organizational structure, pilot beautification projects, critical roadway improvements, and important public-private development initiatives. The Trigger Projects Action Plans describing key implementation measures follows in Section 14.2.

(Reference Chapters 9 – 12 for detailed Project Implementation Plans for both Trigger and Catalytic Projects.)

PLAN ELEMENT ACTION PLANS

Action plans are structured to implement the policies and strategies set forth in each of the Development Framework Plan Elements: 1) Land Use & Urban Form; 2) Transportation; 3) Infrastructure & Environment; 4) Housing & Community Resources; and 5) Economic & Real Estate. (Plan Element

Action Plans follow in Sections 14.3 – 14.7.) Action items assume local government coordination and leadership in facilitating their implementation. Accordingly, the strategic partners that will direct each action are identified, with actions further categorized as follows:

- **Policy Initiatives** assume action on the part of one or more key policy-making bodies, such as the Memphis City Council, the Land Use Control Board, or the Advisory Board of the Memphis Aero City Alliance. Staff is charged with providing the necessary support for an informed decision. Examples include establishment of recommended organizational entities, approval of zoning amendments and zone changes, and authorization of economic and community development programs and funding.

- **Administrative Programs** depend on staff to implement policy directives and manage approved programs and initiatives. These encompass the full range of necessary organizational functions: political outreach, financial assistance, technical support, and land use regulation. An especially critical assignment is to coordinate the activities of multiple government agencies, non-profit service providers, and private sector actors in the service of executing the Master Plan.

- **Capital / Financial Investment** are actions that require substantial government expenditure, typically large capital improvement programs and projects. Examples include land acquisition, infrastructure improvements, community facility upgrades, and public-private partnership deals. These actions will lead to the most visible positive outcomes of the Master Plan.
14.2 TRIGGER PROJECTS

Trigger Projects, dependent on concerted public and private action, are strategic “game changers” that will signal Airport City’s positive transformation and further stimulate economic development. These projects and initiatives are realizable in the first 3 years (Phase 1) of the Master Plan’s implementation.

TRIGGER PROJECT OVERVIEW

Positive economic development demonstrated though perceptible and concrete evidence of improvement is expected during the first 36 months of implementation of the Master Plan. Moreover, stakeholders must recognize these as significant and catalytic changes that point toward a successful future. The selected “Trigger Projects” are projected to instill community pride, stimulate investment, and support future development, all within fairly short order. Characteristics of these early projects include:

- Location on unencumbered or readily acquirable land.
- Politically non-controversial with likely community support.
- Crucial to the economic performance of the area.
- Essential to jobs growth in the short- and long-term.
- Prominent and important to the Memphis Aerotropolis “brand.”

1. AERO CITY ALLIANCE

Establish the Memphis Aero City Alliance and Partner Agencies: The complex nature of economic and community development requires a single organizational entity focused on the successful redevelopment of Airport City. The Memphis Aero City Alliance is proposed as an umbrella agency responsible for implementation of the Master Plan, with the capacity to marshal resources, target investment and deliver financial incentives, expedite projects, and coordinate the actions of multiple actors. Partner entities will provide operational support.

2. AIRPORT CITY GATEWAY + BLIGHT REMOVAL PROJECT

Construct High Visibility Beautification Projects: The Master Plan envisions long-term development of activity nodes and gateway improvements at prominent locations. The short-term focus is on improving the visual appearance of the principal entry corridor to the Airport. This requires immediate elimination of blighted conditions, including severely dilapidated structures, to be replaced by visually appealing and functional entry monuments, wayfinding signage, and streetscape enhancements. These projects will herald Airport City’s bright future.

3. AIRPORT FREIGHT CAPACITY IMPROVEMENTS

Execute Major Transportation Corridor Improvements: Airport City’s arterials are the backbone of a safe and efficient transportation infrastructure. To facilitate multimodal connectivity and advance economic growth and development, these trigger projects entail capacity and intersection improvements along Tchulahoma, Holmes, and Raines Roads. The proposed improvements will take immediate pressure off of the Lamar Corridor, bring greater efficiency to the movement of freight, and improve overall mobility within Airport City.

4. AEROTROPOLIS CAMPUS

Develop an Educational Campus Offering Specialized Training: The proposed campus repurposes underutilized office buildings within the Nonconnah Corporate Center as a place for specialized training and education in aerotropolis related occupations. This project and similar initiatives are an important step toward providing residents the skills that will help Memphis compete for high wage, high value jobs. An alliance of government, industry, and academic institutions is required to bring this project to fruition.

5. GRACELAND TOURISM & HOSPITALITY DEVELOPMENT

Support Expansion of the Graceland Tourist Attraction: As a global destination and driver of annual tourism in Memphis, Graceland has the power to capture the world’s imagination. A plan to harness this potential will envision a vibrant entertainment district that draws both tourists and residents, offering: quality hotel accommodations; live entertainment venues; state-of-the-art music production and educational facilities; and other amenities. Balancing near-term possibilities with long-term desires depends on a close partnership with Elvis Presley Enterprises.
FIG 14.1: AIRPORT CITY TRIGGER PROJECTS

- Establish the Aero City Alliance
- I-240 Blight Removal Pilot Project
- Aerotropolis Campus
- Airport City Gateway
- Graceland Tourism & Hospitality Development
- Tchulahoma Road Reconfiguration & Raines / New Getwell Intersection Redesign
- Tchulahoma & Holmes Roads Upgrades
### FIG 14.2: TRIGGER PROJECTS SUMMARY ACTION PLANS

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PHASE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PLANNING, PROGRAMMING, &amp; INVESTMENT</strong></td>
<td>YEAR 1</td>
<td>LEAD &amp; SUPPORTING AGENCY OR ENTITY</td>
</tr>
<tr>
<td>1) ESTABLISH THE AERO CITY ALLIANCE</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
---|---|---|
| Alliance Authorization: Create the proposed organizational entity and provide authorization to initiate economic and community development programs. | PLAN | LEAD: Memphis City Council |
| | PROGRAM | SUPPORT: City of Memphis |
| Alliance Coordination: Determine near-term actions and coordinate with support agencies to execute the functions of the Memphis Aero City Alliance. | PLAN | LEAD: Memphis Aero City Alliance |
| | PROGRAM | SUPPORT: City of Memphis |
| 2) AIRPORT CITY GATEWAY | | 
---|---|---|
| Property Acquisition & Clearance: Demolish the existing structure and clear the property, obtaining necessary legal authority, permits, and funding. | PLAN | LEAD: Memphis Aero City Alliance |
| | PROGRAM | SUPPORT: Alliance Partners & City of Memphis |
| Gateway / Corridor Design & Construction: Commission and execute the gateway design and streetscape enhancements, securing necessary improvement funds. | PLAN | LEAD: City of Memphis |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance |
| Information Office Design & Construction: Construct a Memphis Airport City information office, securing all necessary permits and funding. | PLAN | LEAD: City of Memphis |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance & Greater Memphis Chamber |
| 3) I-240 BLIGHT REMOVAL PILOT PROJECT | | 
---|---|---|
| Property Acquisition & Clearance: Demolish existing structures and clear the property, obtaining all necessary legal authority, permits, and funding. | PLAN | LEAD: Memphis Aero City Alliance |
| | PROGRAM | SUPPORT: City of Memphis & City of Memphis |
| Public Outdoor Space Design & Construction: Commission and execute the design of a new public outdoor space on the property. | PLAN | LEAD: City of Memphis |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance |
| 4) TCHULAHOMA ROAD RECONFIGURATION & RAINES / NEW GETWELL INTERSECTION REDESIGN | | 
---|---|---|
| Project Scope & Funding: Coordinate with TDOT to secure preferred scheduling and necessary funding. | PLAN | LEAD: Memphis Aero City Alliance |
| | PROGRAM | SUPPORT: City of Memphis & TDOT |
| Right-of-Way Acquisition: Identify and acquire necessary right-of-way for the planned road realignment and intersection redesign. | PLAN | LEAD: City of Memphis |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance |
| Project Design & Construction: Design and execute necessary roadway improvements. | PLAN | LEAD: City of Memphis |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance |
| 5) TCHULAHOMA AND HOLMES ROADS UPGRADES | | 
---|---|---|
| Project Scope & Funding: Coordinate with TDOT to secure preferred scheduling and necessary funding. | PLAN | LEAD: Memphis Aero City Alliance |
| | PROGRAM | SUPPORT: City of Memphis & TDOT |
| Right-of-Way Acquisition: Identify and acquire necessary right-of-way for the planned roadway capacity improvements. | PLAN | LEAD: City of Memphis |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance |
| Project Design & Construction: Design and execute planned roadway capacity improvements. | PLAN | LEAD: City of Memphis |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance |
| 6) AEROTROPOLIS CAMPUS | | 
---|---|---|
| Aerotropolis Campus Partners: Identify institutional and industry partners and attract investors to plan and finance the proposed facility. | PLAN | LEAD: Memphis Aero City Alliance |
| | PROGRAM | SUPPORT: City of Memphis & Greater Memphis Chamber |
| Aerotropolis Campus Improvements: Undertake improvements at the Nonconnah Corporate Ctr. to house the campus, acquiring necessary permits and funding. | PLAN | LEAD: Development Partners / Investors |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance |
| Aerotropolis Campus Launch: Establish the Aerotropolis Institute within the Nonconnah Corporate Center. | PLAN | LEAD: Development Partners / Investors |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance |
| 7) GRACELAND LIVE TOURISM AND HOSPITALITY DEVELOPMENT | | 
---|---|---|
| Development Master Plan: Prepare a development master plan identifying near- and long- term expansion and improvements. | PLAN | LEAD: Elvis Presley Enterprises |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance & City of Memphis |
| Development Incentives: Identify available incentives to facilitate development. | PLAN | LEAD: Memphis Aero City Alliance |
| | PROGRAM | SUPPORT: City of Memphis |
| Development Launch: Initiate near-term development projects, securing necessary approvals and funding. | PLAN | LEAD: Elvis Presley Enterprises |
| | PROGRAM | SUPPORT: Memphis Aero City Alliance |
FIG 14.3: ECONOMIC DEVELOPMENT DISTRICT REVITALIZATION PROCESS

- Transportation Improvement Projects and Programs
- Economic Development Programs and Incentives
- Green Infrastructure Projects and Programs
- Land Use and Zoning Incentives
- Community Development Programs

SHORT-TERM (2015 – 2018)

MID-TERM (2019 – 2033)

LONG-TERM (2034 – 2050)

AIRPORT CITY

JOBS
Stronger Community Faster Connections More Competitiveness Greater Collaboration
14.3 LAND USE & URBAN FORM

Action items encompass land use and zoning measures that rationalize land use patterns, support smart growth development, and promote community revitalization. Measures also address Airport City’s visual character, in particular, improving conditions through blight remediation, gateway beautification, and other public realm improvement projects.

LAND USE AND ZONING ACTION PLAN

<table>
<thead>
<tr>
<th>ACTION ITEM</th>
<th>POLICY INITIATIVE</th>
<th>ADMINISTRATIVE PROGRAM</th>
<th>CAPITAL / FINANCIAL INVESTMENT</th>
<th>STRATEGIC PARTNERS</th>
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<tbody>
<tr>
<td>1.1</td>
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<td>DPD &amp; GMC</td>
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<td>MACA &amp; DPD</td>
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<td>MACA &amp; DPD</td>
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<td>MACA &amp; DPD</td>
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<td>1.6</td>
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<td>MACA, DPD &amp; MSCAA</td>
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<td>1.7</td>
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<td>DPD &amp; CHAMBER</td>
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<td>1.8</td>
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<td>MACA &amp; CDLB</td>
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</tbody>
</table>

CDLB: Commercial Development Land Bank
DPD: Division of Planning & Development
GMC: Greater Memphis Chamber
MACA: Memphis Aero City Alliance
MSCAA: Memphis Shelby County Airport Authority
<table>
<thead>
<tr>
<th>ACTION ITEM</th>
<th>POLICY INITIATIVE</th>
<th>ADMINISTRATIVE PROGRAM</th>
<th>CAPITAL / FINANCIAL INVESTMENT</th>
<th>STRATEGIC PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Establish processes and procedures (e.g., staff education &amp; training, findings for approval) to ensure that zoning and administrative site plan approvals are consistent with the Master Plan.</td>
<td></td>
<td></td>
<td></td>
<td>MACA &amp; DPD</td>
</tr>
<tr>
<td>2.2 Identify and institute “fast track” approval processes for non-controversial and targeted development projects, for example, encouraging the use of administrative review and approvals.</td>
<td></td>
<td></td>
<td></td>
<td>MACA &amp; DPD</td>
</tr>
<tr>
<td>2.3 Assign an experienced staff of real estate and legal professionals to carry out the functions of the proposed Land Bank.</td>
<td></td>
<td></td>
<td></td>
<td>MACA &amp; CDLB</td>
</tr>
<tr>
<td>2.4 Undertake a detailed inventory of Airport City land to identify and prioritize properties suitable for acquisition, working closely and cooperatively with MSCAA to maximize opportunities near the Airport.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, CDLB &amp; MSCAA</td>
</tr>
<tr>
<td>3.1 Partner with the Airport Authority in the acquisition, improvement and disposition of key parcels surrounding MEM, accommodating vital airport dependent activities.</td>
<td></td>
<td></td>
<td></td>
<td>CDLB &amp; MSCAA</td>
</tr>
<tr>
<td>3.2 Assemble land for ultimate disposition to targeted logistics, warehousing, and manufacturing users, utilizing the authority of the Land Bank to promote redevelopment of key opportunity sites.</td>
<td></td>
<td></td>
<td></td>
<td>CDLB &amp; WACRC</td>
</tr>
</tbody>
</table>

CDLB: Commercial Development Land Bank  
DPD: Division of Planning & Development  
MACA: Memphis Aero City Alliance  
MSCAA: Memphis – Shelby County Airport Authority  
WACRC: Whitehaven / Airport City Redevelopment Corporation
## URBAN STRUCTURE AND VISUAL CHARACTER ACTION PLAN

<table>
<thead>
<tr>
<th>ACTION ITEM</th>
<th>POLICY INITIATIVE</th>
<th>ADMINISTRATIVE PROGRAM</th>
<th>CAPITAL / FINANCIAL INVESTMENT</th>
<th>STRATEGIC PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Cooperate with local and State policy-makers to develop legislation and programs that facilitate acquisition and conveyance of vacant and blighted properties.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, TEC &amp; GMC</td>
</tr>
<tr>
<td>1.2 Align City plans and programs for capital expenditure with the Master Plan’s principles, policies, and strategies for area beautification, prioritizing major gateway enhancements.</td>
<td></td>
<td></td>
<td></td>
<td>MACA &amp; ENGD</td>
</tr>
<tr>
<td>1.3 Approve a public realm design element palette to enhance Airport City’s brand, including “sub-brand” identities for key districts and neighborhoods, building upon the framework in the Memphis Aerotropolis Urban Design Guide (June 2013).</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPD &amp; GMC</td>
</tr>
<tr>
<td>1.4 Adopt a comprehensive wayfinding and public signage program for Airport City, building upon the framework set forth in the Memphis Aerotropolis Urban Design Guide (June 2013).</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPD &amp; GMC</td>
</tr>
<tr>
<td>1.5 Adopt design guidelines applicable to key activity nodes and major multi-use corridors, in particular, the Elvis Presley Corridor.</td>
<td></td>
<td></td>
<td></td>
<td>MACA &amp; DPD</td>
</tr>
<tr>
<td>1.6 Direct greater resources toward code enforcement activities throughout Airport City, utilizing up-to-date program features such as case tracking software, code compliance surveys, etc.</td>
<td></td>
<td></td>
<td></td>
<td>MACA &amp; DPD</td>
</tr>
<tr>
<td>1.7 Authorize funds to establish a façade improvement program, offering financial (e.g., matching funds, grants and loans) and design assistance.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, WACRC &amp; DPD</td>
</tr>
<tr>
<td>1.8 Coordinate with residents of identified historic areas to apply the Neighborhood Conservation (NC) Overlay District and / or to determine other means of preserving neighborhood character.</td>
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<td>MACA &amp; DPD</td>
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<tr>
<td>ACTION ITEM</td>
<td>POLICY INITIATIVE</td>
<td>ADMINISTRATIVE PROGRAM</td>
<td>CAPITAL / FINANCIAL INVESTMENT</td>
<td>STRATEGIC PARTNERS</td>
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</tr>
<tr>
<td>2.1 Determine approximate costs and funding sources, and prioritize public realm improvement and beautification projects, emphasizing major gateway enhancements and wayfinding.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPD &amp; ENGD</td>
</tr>
<tr>
<td>2.2 Pursue increased State and Federal funding for public realm improvements and beautification projects, teaming with prominent civic and business interests to promote Airport City.</td>
<td></td>
<td></td>
<td></td>
<td>MACA &amp; GMC</td>
</tr>
<tr>
<td>2.3 Identify opportunities to coordinate the funding and construction of public realm enhancements with infrastructure (e.g., roadway) improvement projects and / or the development of public facilities.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPD &amp; ENGD</td>
</tr>
<tr>
<td>2.4 Identify opportunities to coordinate and share the funding and construction of public realm enhancements with private development projects.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPD &amp; WACRC</td>
</tr>
<tr>
<td>3.1 Acquire, clear, and as appropriate improve properties requiring immediate blight remediation, particularly those sites identified as Trigger / Catalytic projects.</td>
<td></td>
<td></td>
<td></td>
<td>WACRC &amp; CRA</td>
</tr>
<tr>
<td>3.2 Undertake public realm improvement and beautification projects based on available capital funding and other financial resources, initially focusing on major gateway enhancements and wayfinding.</td>
<td></td>
<td></td>
<td></td>
<td>DPD &amp; ENGD</td>
</tr>
</tbody>
</table>

CRA: Community Redevelopment Agency  
DPD: Division of Planning & Development  
ENGD: Engineering Division  
GMC: Greater Memphis Chamber  
MACA: Memphis Aero City Alliance  
WACRC: Whitehaven / Airport City Redevelopment Corporation
14.4 TRANSPORTATION

Action items bring together key government agencies to coordinate transportation plans and programs, and direct funding sources toward enactment of the Master Plan’s recommendations for major transportation corridors. Implementation measures also attend to expansion of the transit system and better accommodation of alternative travel modes.

### TRANSPORTATION CORRIDORS ACTION PLAN

<table>
<thead>
<tr>
<th>ACTION ITEM</th>
<th>POLICY INITIATIVE</th>
<th>ADMINISTRATIVE PROGRAM</th>
<th>CAPITAL / FINANCIAL INVESTMENT</th>
<th>STRATEGIC PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Coordinate with the Tennessee Department of Transportation (TDOT) and Memphis MPO to ensure the Master Plan’s transportation improvement priorities and phasing are reflected in the regional Transportation Improvement Program (TIP).</td>
<td></td>
<td></td>
<td>MACA, MPO &amp; TDOT</td>
</tr>
<tr>
<td>1.2</td>
<td>Align City plans and programs for capital expenditure with the Master Plan’s priorities and phasing for transportation corridor improvements.</td>
<td></td>
<td></td>
<td>MACA, DPD &amp; ENGD</td>
</tr>
<tr>
<td>1.3</td>
<td>Authorize funds for a program to advance clean freight measures, for example, incentivizing the use of clean trucks and truck stop electrification in the short-term, while exploring more advanced methods such as e-highways for the long-term.</td>
<td></td>
<td></td>
<td>ENGD &amp; TDOT</td>
</tr>
<tr>
<td>2.1</td>
<td>Determine approximate costs and identify potential funding sources for the Master Plan’s proposed transportation corridor improvements.</td>
<td></td>
<td></td>
<td>ENGD, MPO &amp; TDOT</td>
</tr>
<tr>
<td>2.2</td>
<td>Pursue increased State and Federal allocations of transportation funds to implement the proposed transportation corridor improvement strategy, emphasizing collaboration and cooperation with TDOT.</td>
<td></td>
<td></td>
<td>MACA, TDOT &amp; ASC</td>
</tr>
<tr>
<td>2.3</td>
<td>Cooperate with regional transportation planners and prominent civic and business interests (MSCAA, FedEx) to promote the proposed transportation corridor improvement strategy before State and Federal policy-makers.</td>
<td></td>
<td></td>
<td>MACA, MPO &amp; TDOT</td>
</tr>
<tr>
<td>ACTION ITEM</td>
<td>POLICY INITIATIVE</td>
<td>ADMINISTRATIVE PROGRAM</td>
<td>CAPITAL / FINANCIAL INVESTMENT</td>
<td>STRATEGIC PARTNERS</td>
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<tr>
<td>2.4 Study opportunities and implement programs to integrate clean freight measures and intelligent transportation systems (ITS) that optimize movement along major corridors, especially identified freight corridors.</td>
<td></td>
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<td></td>
<td>ENGD, MPO &amp; TDOT</td>
</tr>
<tr>
<td>2.5 Investigate the costs and benefits of introducing tolling along major freight corridors (especially Lamar Corridor) for consideration by local and State policy-makers.</td>
<td></td>
<td></td>
<td></td>
<td>ENGD &amp; TDOT &amp; ASC</td>
</tr>
<tr>
<td>3.1 Proceed with transportation corridor improvements based on available capital funding and other financial resources, consistent with the priorities and phasing set forth in the Master Plan.</td>
<td></td>
<td></td>
<td></td>
<td>ENGD, MPO &amp; TDOT</td>
</tr>
<tr>
<td>3.2 Provide financial incentives to implement clean freight measures, such as the use of clean trucks and truck stop electrification.</td>
<td></td>
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<td>MPO &amp; TDOT</td>
</tr>
</tbody>
</table>

ASC: Aerotropolis Steering Committee  
ENGD: Engineering Division  
MPO: Memphis Urban Area Metropolitan Organization  
TDOT: Tennessee Department of Transportation
## TRANSIT SYSTEM ACTION PLAN

<table>
<thead>
<tr>
<th>ACTION ITEM</th>
<th>POLICY INITIATIVE</th>
<th>ADMINISTRATIVE PROGRAM</th>
<th>CAPITAL / FINANCIAL INVESTMENT</th>
<th>STRATEGIC PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Coordinate with the Memphis MPO to ensure that the Master Plan’s principles, policies, and strategies for expanding and improving Airport City’s transit system are reflected in regional long range transportation plans.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, MPO &amp; MATA</td>
</tr>
<tr>
<td>1.2 Work closely and cooperatively with MATA to integrate the Master Plan’s principles, policies, and strategies for Airport City’s transit system into their overall transit planning.</td>
<td></td>
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<td>MACA &amp; MATA</td>
</tr>
<tr>
<td>1.3 Initiate a program to encourage implementation of transportation demand management measures by local businesses.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, MPO &amp; TDOT</td>
</tr>
<tr>
<td>2.1 Identify approximate costs and funding sources to expand Airport City’s transit system in accordance with the Master Plan’s principles, policies, and strategies.</td>
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<td>MACA &amp; MATA</td>
</tr>
<tr>
<td>2.2 Pursue increased State and Federal allocations of transportation funds in cooperation with MATA to expand Airport City’s transit system, as well as to implement transportation demand management measures.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, MPO &amp; TDOT</td>
</tr>
<tr>
<td>2.3 Work closely and cooperatively with MATA to identify Airport City’s specific and changing transit needs, for example, identifying future routes, transit stops, and expanded services based on future growth and prosperity.</td>
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<td></td>
<td></td>
<td>MACA &amp; MATA</td>
</tr>
<tr>
<td>2.4 Coordinate with MATA to ensure that one or more express bus routes conveniently link downtown with the Airport.</td>
<td></td>
<td></td>
<td></td>
<td>MACA &amp; MATA</td>
</tr>
</tbody>
</table>

MACA: Memphis Aero City Alliance  
MATA: Memphis Area Transit Authority  
MPO: Memphis Urban Area Metropolitan Organization  
TDOT: Tennessee Department of Transportation
<table>
<thead>
<tr>
<th>ACTION ITEM</th>
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<th>CAPITAL / FINANCIAL INVESTMENT</th>
<th>STRATEGIC PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5</td>
<td>Coordinate with MATA to establish a dedicated “loop” circulator bus consistent with the Master Plan’s proposed route and phasing.</td>
<td></td>
<td></td>
<td>MACA &amp; MATA</td>
</tr>
<tr>
<td>2.6</td>
<td>Explore opportunities to share the cost of operating the proposed “loop” circulator bus with civic and business interests, especially major employers and owners/operators of major destinations serviced by the circulator.</td>
<td></td>
<td></td>
<td>MACA, MATA &amp; GMC</td>
</tr>
<tr>
<td>2.7</td>
<td>Encourage downtown business and hotels to provide individually or cooperatively shuttle/van service to the Airport and other major Airport City attractions (esp. Graceland).</td>
<td></td>
<td></td>
<td>MATA &amp; GMC</td>
</tr>
<tr>
<td>2.8</td>
<td>Encourage major area employers to individually or cooperatively operate and expand employee shuttle/van service, for example, by helping to organize and facilitate cooperative arrangements.</td>
<td></td>
<td></td>
<td>MATA &amp; GMC</td>
</tr>
<tr>
<td>2.9</td>
<td>Cooperate with area employers in the implementation of TDM measures, for example, by helping to promote ridesharing and employer incentive programs, providing transit information, etc.</td>
<td></td>
<td></td>
<td>MATA &amp; MPO</td>
</tr>
<tr>
<td>3.1</td>
<td>Direct transportation funds toward enhancement and expansion of Airport City’s transit system, including implementation of the proposed “loop” circulator bus, construction of enhanced transit stops, etc.</td>
<td></td>
<td></td>
<td>MATA, MPO &amp; TDOT</td>
</tr>
<tr>
<td>3.2</td>
<td>Offer financial incentives to area employers to implement transportation demand measures such as employer shuttle services and ridesharing programs.</td>
<td></td>
<td></td>
<td>MPO &amp; TDOT</td>
</tr>
</tbody>
</table>

GMC: Greater Memphis Chamber  
MACA: Memphis Aero City Alliance  
MATA: Memphis Area Transit Authority  
MPO: Memphis Urban Area Metropolitan Organization  
TDOT: Tennessee Department of Transportation Corporation
# ALTERNATIVE MODES ACTION PLAN

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</tr>
</thead>
<tbody>
<tr>
<td>1.1 Coordinate with the Memphis MPO to ensure that the Master Plan’s recommendations for alternative modes of travel are reflected in the Regional Bicycle and Pedestrian Plan.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPD &amp; MPO</td>
</tr>
<tr>
<td>1.2 Align City plans and programs for capital expenditure with the Master Plan’s principles, policies, and strategies for alternative travel modes, including implementation of complete streets, bicycle network improvements, and related streetscape enhancements.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPD &amp; ENGD</td>
</tr>
<tr>
<td>1.3 Start a Safe Routes to School (SRTS) Program for Airport City, seeking available funds to enhance neighborhood walkability and promote community safety.</td>
<td></td>
<td></td>
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<td>MACA, DPD &amp; TDOT</td>
</tr>
<tr>
<td>2.1 Identify approximate costs and potential funding sources, and prioritize streetscape and alternative travel mode enhancements, emphasizing complete streets improvements to identified multi-use corridors.</td>
<td></td>
<td></td>
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<td>ENGD, MPO &amp; TDOT</td>
</tr>
<tr>
<td>2.2 Pursue increased State and Federal allocations of transportation funds to build complete streets, and otherwise implement streetscape and various alternative travel mode enhancements for Airport City.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, MPO &amp; TDOT</td>
</tr>
<tr>
<td>2.3 Reach out to pedestrian and bicycle advocacy groups, environmentally based non-profits and other interested parties to advocate and refine plans and priorities for Airport City’s bicycle and pedestrian networks.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPD &amp; MPO</td>
</tr>
<tr>
<td>2.4 Reach out to local school representatives, neighborhood groups, and other interested parties for input on plans and priorities to implement the proposed Safe Routes to School Program.</td>
<td></td>
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<td></td>
<td>MACA, DPD &amp; MPO</td>
</tr>
</tbody>
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DPD: Division of Planning & Development  
ENGD: Engineering Division  
MACA: Memphis Aero City Alliance  
MPO: Memphis Urban Area Metropolitan Organization  
TDOT: Tennessee Department of Transportation
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</tr>
</thead>
<tbody>
<tr>
<td>2.5 Identify opportunities to coordinate the funding and construction of complete streets and alternative travel mode enhancements with infrastructure (e.g., roadway) improvement projects and / or the development of public facilities /</td>
<td></td>
<td></td>
<td></td>
<td>DPD &amp; ENGD</td>
</tr>
<tr>
<td>2.6 Identify opportunities to coordinate and share the funding and construction of complete streets and alternative travel mode enhancements with private development projects.</td>
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<td></td>
<td>DPD &amp; ENGD</td>
</tr>
<tr>
<td>2.7 Work with area employers to promote bicycle commuting, encouraging the provision of on-site bicycle parking / bicycle lockers, employee shower facilities, etc.</td>
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<td></td>
<td></td>
<td>MACA, DPD &amp; MPO</td>
</tr>
<tr>
<td>2.8 Implement key elements of the proposed Safe Routes to School Program, such as traffic enforcement and safety education, cooperating with local law enforcement, as well as pedestrian and bicycle advocacy groups to achieve results.</td>
<td></td>
<td></td>
<td></td>
<td>DPD, MPO &amp; MPD</td>
</tr>
<tr>
<td>3.1 Carry out streetscape and alternative travel mode enhancements based on available capital funding and other financial resources, prioritizing multi-use corridors and coordinating with proposed transportation corridor improvements.</td>
<td></td>
<td></td>
<td></td>
<td>ENGD, MPO &amp; TDOT</td>
</tr>
<tr>
<td>3.2 Utilize a portion of Safe Routes to School Program funds to help build complete streets and support alternative modes of travel within Airport City’s residential neighborhoods.</td>
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<td>ENGD, MPO &amp; TDOT</td>
</tr>
</tbody>
</table>

DPD: Division of Planning & Development  
ENGD: Engineering Division  
MACA: Memphis Aero City Alliance  
MPD: Memphis Police Department  
MPO: Memphis Urban Area Metropolitan Organization  
TDOT: Tennessee Department of Transportation
14.5 INFRASTRUCTURE & ENVIRONMENT

Action items bring together key government agencies to coordinate open space plans and programs, and direct funding sources toward expansion and improvement of Airport City’s green network, including resource protection areas, and parks and recreation facilities. Additional measures promote green industry and green business practices, including support for long-term agribusiness.

### RESOURCE PROTECTION ACTION PLAN

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<tr>
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</thead>
<tbody>
<tr>
<td>1.1 Coordinate with local and regional open space planners (e.g., Division of Parks &amp; Neighborhoods, Mid-South Regional Greenprint Consortium) to ensure that their plans integrate the Master Plan’s principles, policies, and strategies for Airport City’s open space network.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPN &amp; GC</td>
</tr>
<tr>
<td>1.2 Align City plans and programs for capital expenditure with the Master Plan’s principles, policies, and strategies for an expanded open space network.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPN &amp; PWD</td>
</tr>
<tr>
<td>2.1 Inventory and assess vacant and underutilized land for potential expansion of Airport City’s open space network, including identification of natural resource areas.</td>
<td></td>
<td></td>
<td></td>
<td>DPD, DPN &amp; PWD</td>
</tr>
<tr>
<td>2.2 Identify approximate costs and potential funding sources, and prioritize land for acquisition as public open space, favoring the development of greenways and the provision of public parks in underserved areas.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPN &amp; PWD</td>
</tr>
<tr>
<td>2.3 Pursue State and Federal funds for open space acquisition, improvement and maintenance, including natural resource areas (e.g., waterways and floodways) and parks expansion.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, DPN &amp; GC</td>
</tr>
<tr>
<td>2.4 Reach out to environmentally based non-profits and open space advocates, exploring opportunities to facilitate or actively partner in the acquisition and conservation of natural resource areas, including the development of greenways.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, GC &amp; GMC</td>
</tr>
</tbody>
</table>

DPN: Division of Parks & Neighborhoods
GC: Mid-South Regional Greenprint Consortium
GMC: Greater Memphis Chamber
MACA: Memphis Aero City Alliance
PWD: Public Works Division
<table>
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</thead>
<tbody>
<tr>
<td>2.5</td>
<td>Encourage environmentally based non-profits, open space advocates and / or other interested parties to sponsor an area-wide tree planting program, supporting natural resource conservation, urban stream restoration and streetscape improvement activities.</td>
<td></td>
<td></td>
<td>MACA, DPN &amp; GMC</td>
</tr>
<tr>
<td>2.6</td>
<td>Enforce Floodway (FW) and Floodplain (FP) Zoning restrictions, maintaining suitable buffers against the encroachment and impacts of land development, while minimizing alterations to naturalized streams.</td>
<td></td>
<td></td>
<td>DPD, PWD, TDEC</td>
</tr>
<tr>
<td>2.7</td>
<td>Work with landowners and developers to mitigate flood hazards by encouraging best practices for stormwater management, while negotiating public easements or acquisition of streamside buffers to achieve continuous greenways.</td>
<td></td>
<td></td>
<td>DPN, PWD, TDEC</td>
</tr>
<tr>
<td>2.8</td>
<td>Cooperate with the Army Corps of Engineers and the Tennessee Department of Environment &amp; Conservation (TDEC) in locating opportunities for restoration and revegetation of stream corridors, initially selecting and promoting a pilot restoration project.</td>
<td></td>
<td></td>
<td>DPN, PWD, TDEC</td>
</tr>
<tr>
<td>3.1</td>
<td>Undertake acquisition, conservation and improvement of open space resources based on available capital funds and other financial resources, prioritizing the development of greenways and the provision of public parks in underserved areas.</td>
<td></td>
<td></td>
<td>DPN, PWD &amp; GC</td>
</tr>
<tr>
<td>3.2</td>
<td>Negotiate and participate in cooperative arrangements with environmentally based non-profits to acquire and conserve natural resource areas, including the development of greenways.</td>
<td></td>
<td></td>
<td>WACRC, DPN &amp; GC</td>
</tr>
</tbody>
</table>
# PARKS AND RECREATION ACTION PLAN

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Coordinate with local and regional open space planners (esp. Division of Parks &amp; Neighborhoods) to ensure that their plans integrate the Master Plan’s principles, policies, and strategies for improved parks and recreation.</td>
<td></td>
<td></td>
<td>MACA, DPN &amp; GC</td>
</tr>
<tr>
<td>1.2</td>
<td>Align City plans and programs for capital expenditure with the Master Plan’s principles, policies, and strategies for improved parks and recreation.</td>
<td></td>
<td></td>
<td>DPD, DPN &amp; ENGD</td>
</tr>
<tr>
<td>1.3</td>
<td>Authorize a source of funding, and adopt standards and guidelines for shared use of public and private facilities to expand recreational opportunities.</td>
<td></td>
<td></td>
<td>MACA &amp; DPN</td>
</tr>
<tr>
<td>1.4</td>
<td>Analyze the UDC’s open space standards for multi-family and mixed-use developments, and adopt amended standards as appropriate, applicable to new and substantially rehabilitated projects.</td>
<td></td>
<td></td>
<td>DPD &amp; HCD</td>
</tr>
<tr>
<td>2.1</td>
<td>Identify gaps (i.e., needs survey and facility inventory) in the provision of parks and recreational facilities and services for Airport City, while ascertaining lands for potential park expansion and facilities for recommended upgrades.</td>
<td></td>
<td></td>
<td>DPD, DPN &amp; GC</td>
</tr>
<tr>
<td>2.2</td>
<td>Determine approximate costs and potential funding sources, and prioritize parks and recreation improvements, favoring expansion and upgrades in underserved neighborhoods.</td>
<td></td>
<td></td>
<td>DPD, DPN &amp; ENGD</td>
</tr>
</tbody>
</table>

DPD: Division of Planning & Development  
DPN: Division of Parks & Neighborhoods  
ENGD: Engineering Division  
GC: Mid-South Regional Greenprint Consortium  
HCD: Housing & Community Development  
MACA: Memphis Aero City Alliance
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<tbody>
<tr>
<td>2.3</td>
<td>Pursue State and Federal funds for upgrades to Airport City’s parks and recreation facilities and services.</td>
<td></td>
<td></td>
<td>MACA, DPN, &amp; GC</td>
</tr>
<tr>
<td>2.4</td>
<td>Work closely and cooperatively with the local school board to identify opportunities for shared facility use and to institute joint use agreements, initially selecting test cases as appropriate.</td>
<td></td>
<td></td>
<td>MACA, DPN &amp; SCS</td>
</tr>
<tr>
<td>2.5</td>
<td>Enforce residential open space standards for new and substantially rehabilitated multi-family and mixed-use developments.</td>
<td></td>
<td></td>
<td>DPD &amp; HCD</td>
</tr>
<tr>
<td>3.1</td>
<td>Undertake expansion and improvement of Airport City’s parks and recreation facilities based on available capital funds and other financial resources, prioritizing upgrades in underserved neighborhoods.</td>
<td></td>
<td></td>
<td>DPN, ENGD &amp; GC</td>
</tr>
<tr>
<td>3.2</td>
<td>Provide funds to implement shared use agreements, initially directing financial support to one or more test cases.</td>
<td></td>
<td></td>
<td>WACRC &amp; DPN</td>
</tr>
</tbody>
</table>

DPN: Division of Parks & Neighborhoods  
DPD: Division of Planning & Development  
ENGD: Engineering Division  
GC: Mid-South Regional Greenprint Consortium  
HCD: Housing & Community Development  
MACA: Memphis Aero City Alliance  
SCS: Shelby County Schools  
WACRC: Whitehaven / Airport City Redevelopment Corporation
## Green Industry and Renewables Infrastructure Action Plan

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<tbody>
<tr>
<td>1.1</td>
<td>Work closely and cooperatively with local and State policy-makers to develop and implement incentive programs (e.g., tax credits, grants) aimed at promoting green industry and green business practices.</td>
<td></td>
<td></td>
<td>MACA, TECD &amp; GMC</td>
</tr>
<tr>
<td>1.2</td>
<td>Rationalize the Conservation Agriculture (CA) Zoning boundaries, generally limiting its application to properties that will sustain long-term agricultural use.</td>
<td></td>
<td></td>
<td>MACA &amp; DPD</td>
</tr>
<tr>
<td>1.3</td>
<td>Draft and adopt interim use standards allowing for compatible green activities (e.g., small scale urban farming, renewables energy infrastructure, and similar productive uses) on vacant and underutilized commercial and industrial lots.</td>
<td></td>
<td></td>
<td>DPD &amp; OS</td>
</tr>
<tr>
<td>2.1</td>
<td>Identify and evaluate all potential funding sources and incentives to promote green industry, clean technologies, and green business practices.</td>
<td></td>
<td></td>
<td>MACA, OS &amp; TECO</td>
</tr>
<tr>
<td>2.2</td>
<td>Pursue increased local allocation of State and Federal resources for the development of green industry, clean technologies, and green business practices.</td>
<td></td>
<td></td>
<td>MACA, GMC &amp; TECO</td>
</tr>
<tr>
<td>2.3</td>
<td>Coordinate with local and regional government (esp. Memphis and Shelby County Office of Sustainability) and interested non-profits in promoting green industry and green infrastructure programs and initiatives for Airport City.</td>
<td></td>
<td></td>
<td>MACA, OS &amp; MBF</td>
</tr>
</tbody>
</table>

DPD: Division of Planning & Development  
GMC: Greater Memphis Chamber  
MACA: Memphis Aero City Alliance  
MBF: Memphis Bioworks Foundation  
OS: Memphis & Shelby County Office of Sustainability  
TECD: Tennessee Department of Economic & Community Development
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<tbody>
<tr>
<td>2.4 Sponsor and / or help promote local food initiatives, including farmer’s markets and community educational programs, collaborating with local food growers, area restaurants, and community development partners.</td>
<td></td>
<td></td>
<td>MACA, OS &amp; GMC</td>
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<tr>
<td>2.5 Facilitate partnerships between local food growers, area restaurants, and emergency food assistanceship programs.</td>
<td></td>
<td></td>
<td>MACA, OS &amp; GMC</td>
<td></td>
</tr>
<tr>
<td>2.6 Undertake a detailed inventory of Airport City land to identify properties suitable for long-term agribusiness and/or renewables infrastructure.</td>
<td></td>
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<td>DPD &amp; OS</td>
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<tr>
<td>2.7 Explore opportunities to establish community gardens within Airport City’s public parks, especially at larger community and regional parks that possess enough land area to balance competing uses.</td>
<td></td>
<td></td>
<td>DPD, DPN &amp; OS</td>
<td></td>
</tr>
<tr>
<td>3.1 Provide financial incentives to attract and retain green industry, in particular, those enterprises (e.g., bio-based products, clean technologies) that reinforce the bio-life sciences and advanced manufacturing sectors.</td>
<td></td>
<td></td>
<td>WACRC, EDGE &amp; TECD</td>
<td></td>
</tr>
<tr>
<td>3.2 Provide financial incentives to promote sustainable / green business practices, including the introduction of small scale renewables technology (e.g., “on-site” photovoltaics, urban wind turbines), energy efficient building technologies, etc.</td>
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<td></td>
<td>WACRC, EDGE &amp; TECD</td>
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</table>
## 14.6 HOUSING & COMMUNITY RESOURCES

Action items coordinate and direct the programs and initiatives of pertinent government agencies and non-profit service providers to improve housing conditions, stabilize neighborhoods, and revitalize commercial corridors. Initiatives also focus on capacity building, including measures to increase the quality, accessibility, and range of community services and facilities available to Airport City’s occupants.

### HOUSING AND NEIGHBORHOODS ACTION PLAN

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<tbody>
<tr>
<td>1.1 Create a City agency (i.e., the Whitehaven / Airport City Redevelopment Corporation) responsible for commercial redevelopment initiatives and neighborhood enhancement within the Whitehaven / Airport City Target Area.</td>
<td></td>
<td></td>
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<td>DPD &amp; GMC</td>
</tr>
<tr>
<td>1.2 Select a governing board for the Whitehaven / Airport City Redevelopment Corporation, comprised of key business and community stakeholders nominated by the City Mayor and confirmed by the Memphis City Council.</td>
<td></td>
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<td>DPD &amp; GMC</td>
</tr>
<tr>
<td>1.3 Set forth clear criteria for awarding various financial incentives to rehabilitate and develop housing, prioritizing according the principles, policies, and strategies of the Master Plan.</td>
<td></td>
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<td>WACRC, HCD &amp; HEHFB</td>
</tr>
<tr>
<td>1.4 Evaluate and revise the processes, procedures and criteria for awarding PILOT incentives for housing development, in particular, extending the term of the incentive.</td>
<td></td>
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<td>WACRC, HCD &amp; HEHFB</td>
</tr>
<tr>
<td>1.5 Draft and adopt standards allowing for compatible interim use (e.g., community gardens) on vacant residential land.</td>
<td></td>
<td></td>
<td></td>
<td>MACA &amp; DPD</td>
</tr>
<tr>
<td>2.1 Identify and evaluate all potential funding sources and incentives for housing and neighborhood improvement.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, WACRC, &amp; HCD</td>
</tr>
<tr>
<td>2.2 Pursue increased local allocation of State and Federal resources for housing and neighborhood improvement, emphasizing close ties with the Tennessee Housing Development Agency (THDA).</td>
<td></td>
<td></td>
<td></td>
<td>MACA, HCD &amp; THDA</td>
</tr>
<tr>
<td>2.3 Inventory multi-family complexes and prioritize sites for potential demolition, extensive redevelopment, or rehabilitation.</td>
<td></td>
<td></td>
<td></td>
<td>MACA, WACRC &amp; HCD</td>
</tr>
<tr>
<td>2.4 Strengthen code enforcement activity throughout Airport City’s residential areas, including expansion of the rental inspection program.</td>
<td></td>
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<td>DPD &amp; HCD</td>
</tr>
<tr>
<td>2.5 Implement the Memphis “25 Square” or similar clean-up program within Airport City, giving priority to neighborhoods targeted for stabilization and revitalization.</td>
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<td></td>
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DPD: Division of Planning & Development  
GMC: Greater Memphis Chamber  
HCD: Housing & Community Development  
HEHFB: Health, Education and Housing Facilities Board  
MACA: Memphis Aero City Alliance  
THDA: Tennessee Housing Development Agency  
WACRC: Whitehaven / Airport City Redevelopment Corporation
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<tbody>
<tr>
<td>2.6 Expand the existing down payment assistance program and similar initiatives that will support home ownership, favoring neighborhoods targeted for stabilization and revitalization.</td>
<td></td>
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<td></td>
<td>WACRC, HCD &amp; THDA</td>
</tr>
<tr>
<td>2.7 Cooperate in the formation of neighborhood associations and support their advocacy of neighborhood improvement initiatives, such as neighborhood clean-up and crime prevention measures (e.g., neighborhood watch programs).</td>
<td></td>
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<td></td>
<td>MACA, HCD &amp; MPD</td>
</tr>
<tr>
<td>2.8 Promote Safeways Community Action Partnership programs throughout Airport City, encouraging and incentivizing participation by multi-family complexes in the Safeways Certification Program.</td>
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<td>WACRC, DPD &amp; HCD</td>
</tr>
<tr>
<td>2.9 Coordinate with local CDC's to encourage and incentivize their participation in the rehabilitation and redevelopment of housing and neighborhoods, while expanding their capacity to acquire, redevelop and operate multi-family complexes.</td>
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<td></td>
<td>MACA, WACRC &amp; HCD</td>
</tr>
<tr>
<td>2.10 Collaborate with local banks, lending institutions and CDFI's to develop loan programs and products for home improvements, major renovations, and construction financing for infill development.</td>
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<td>MACA, WACRC &amp; HCD</td>
</tr>
<tr>
<td>3.1 Provide low interest financing for home improvements and renovations by individual homeowners, prioritizing identified target neighborhoods.</td>
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<td>WACRC, HCD &amp; HEHFB</td>
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<tr>
<td>3.2 Acquire and clear residential properties requiring immediate blight remediation.</td>
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<td>WACRC &amp; HCD</td>
</tr>
<tr>
<td>3.3 Offer a competitive financial incentive package to promote rehabilitation and redevelopment of multi-family housing.</td>
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<td>WACRC, HCD &amp; HEHFB</td>
</tr>
<tr>
<td>3.4 Offer a competitive financial incentive package to stimulate development of new housing, giving priority to mixed-income and compatible infill developments.</td>
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<td>WACRC, HCD &amp; HEHFB</td>
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<tr>
<td>3.5 Negotiate and partner with local CDC's and experienced housing developers to facilitate housing rehabilitation and development, especially within identified target neighborhoods.</td>
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<td>WACRC, HCD &amp; HEHFB</td>
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</tbody>
</table>

DPD: Division of Planning & Development  
HCD: Housing & Community Development  
HEHFB: Health, Education and Housing Facilities Board  
MACA: Memphis Aero City Alliance  
MPD: Memphis Police Department  
THDA: Tennessee Housing Development Agency  
WACRC: Whitehaven / Airport City Redevelopment Corporation
## COMMUNITY AMENITIES ACTION PLAN

<table>
<thead>
<tr>
<th>ACTION ITEM</th>
<th>POLICY INITIATIVE</th>
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<th>STRATEGIC PARTNERS</th>
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<td>1.1</td>
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<td>MACA, DPD &amp; HCD</td>
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- **CRA:** Community Redevelopment Agency
- **DPD:** Division of Planning & Development
- **GMC:** Greater Memphis Chamber
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</tr>
</thead>
<tbody>
<tr>
<td>2.6</td>
<td>Coordinate with local business and property owners to assess the viability of establishing business improvement districts as a means of revitalizing major commercial corridors, esp. Elvis Presley Blvd.</td>
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<td>MACA, WACRC &amp; HCD</td>
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<td>2.7</td>
<td>Strengthen code enforcement activity along Airport City’s commercial corridors.</td>
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<td>WACRC &amp; DPD</td>
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<tr>
<td>2.8</td>
<td>Encourage participation in the proposed façade improvement program by local and small business, prioritizing commercial corridors targeted for revitalization.</td>
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<td>WACRC &amp; DPD</td>
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<tr>
<td>2.9</td>
<td>Review commercial development and building improvement proposals for compliance with adopted design guidelines.</td>
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<td>WACRC &amp; DPD</td>
</tr>
<tr>
<td>3.1</td>
<td>Offer financial assistance programs (e.g., low interest loans, grants) aimed at local and small business attraction, retention, and expansion.</td>
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<td>CRA, WACRC &amp; HCD</td>
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<tr>
<td>3.2</td>
<td>Provide funds (e.g., low interest loans, grants) specifically directed toward building and storefront / façade improvements by local and small business owners.</td>
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<td>WACRC &amp; HCD</td>
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</table>
### COMMUNITY SERVICES AND FACILITIES ACTION PLAN

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<th>ACTION ITEM</th>
<th>POLICY INITIATIVE</th>
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<th>STRATEGIC PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Align City plans and programs for capital expenditure with the Master Plan’s principles, policies, and strategies for improved public facilities.</td>
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<td>MACA, DPD &amp; ENGD</td>
</tr>
<tr>
<td>1.2 Set forth clear criteria (and as appropriate evaluate existing processes and procedures) for awarding financial assistance to non-profit service providers.</td>
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<td>WACRC, HCD &amp; HEHFB</td>
</tr>
<tr>
<td>2.1 Pinpoint community service gaps (i.e., needs survey and facility inventory) within Airport City, while identifying existing and potential community development partners and non-profit service providers, as well as corporate and philanthropic sponsors.</td>
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<td>DPD &amp; HCD</td>
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<tr>
<td>2.2 Identify and evaluate all potential funding sources and incentives to promote community development and expand the range of available community facilities and services.</td>
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<td>MACA, WACRC &amp; HCD</td>
</tr>
<tr>
<td>2.3 Pursue State and Federal funds for the construction, expansion and improvement, and maintenance of public facilities.</td>
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<td>MACA, HCD &amp; TECD</td>
</tr>
<tr>
<td>2.4 Pursue increased local allocation of State and Federal resources for community development, including funds that expand and enhance the range and quality of available community services (i.e., non “brick and mortar” activities).</td>
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<td>MACA, HCD &amp; TECD</td>
</tr>
<tr>
<td>2.5 Collaborate with the Community Development Council of Greater Memphis (and/or other appropriate umbrella organization) to help coordinate the activities of multiple community development partners and to advance community development programs and initiatives throughout Airport City.</td>
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<td>MACA, WACRC &amp; HCD</td>
</tr>
</tbody>
</table>

DPD: Division of Planning & Development  
ENGD: Engineering Division  
HCD: Housing & Community Development  
HEHFB: Health, Education and Housing Facilities Board  
MACA: Memphis Aero City Alliance  
TECD: Tennessee Department of Economic & Community Development  
WACRC: Whitehaven / Airport City Redevelopment Corporation
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<th>STRATEGIC PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.6</td>
<td>Establish an outreach program to ascertain the capacity and needs of local community service providers and to help guide implementation of community assistance programs.</td>
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<td>MACA, WACRC &amp; HCD</td>
</tr>
<tr>
<td>2.7</td>
<td>Facilitate corporate sponsorships that bring together non-profit service providers, philanthropic organizations and business / corporate partners, relying on assistance and cooperation from local business and civic organizations.</td>
<td></td>
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<td>MACA, HCD &amp; GMC</td>
</tr>
<tr>
<td>2.8</td>
<td>Facilitate partnerships between school representatives, local industry and corporate sponsors, community development partners to initiate and expand vocational and continuing education programs at area schools.</td>
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<td>MACA, HCD &amp; GMC</td>
</tr>
<tr>
<td>2.9</td>
<td>Sponsor and / or help promote a wide range of community events for Airport City, such as job fairs, farmer’s market, holiday celebrations, etc., collaborating with community development partners, neighborhood associations, business and civic organizations, etc.</td>
<td></td>
<td></td>
<td>MACA, HCD &amp; GMC</td>
</tr>
<tr>
<td>3.1</td>
<td>Undertake construction, expansion and improvement of vital public facilities based on available capital funds and other financial resources, prioritizing projects that fill gaps in underserved neighborhoods.</td>
<td></td>
<td></td>
<td>WACRC, HCD &amp; HEHFB</td>
</tr>
<tr>
<td>3.2</td>
<td>Offer financial assistance packages (e.g., community service grants) and / or establish active partnerships with non-profit service providers that will expand and enhance the range and quality of community services available to Airport City.</td>
<td></td>
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<td>WACRC, HCD &amp; HEHFB</td>
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</tbody>
</table>
**14.7 ECONOMICS & REAL ESTATE**

Action items promote market competitiveness, providing for the necessary organizational structure, as well as recommended modifications to financial and regulatory structures. Initiatives are also directed toward target economic sectors, including measures to extend the scope and availability of financial incentives.

### MARKET COMPETITIVENESS ACTION PLAN

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1.1 Establish the Memphis Aero City Alliance (MACA) as the economic development organization responsible for Airport City’s success, functioning as an agency of the City of Memphis through approval of the Memphis City Council.</td>
<td></td>
<td></td>
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<td>DPD &amp; GMC</td>
</tr>
<tr>
<td>1.2 Select an advisory board of representatives for MACA, consisting of representative stakeholders that will monitor and support implementation of the Master Plan.</td>
<td></td>
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<td>DPD &amp; GMC</td>
</tr>
<tr>
<td>1.3 Rely on MACA to weigh competing interests and recommend on a yearly basis capital funding priorities for Airport City, recognizing the primacy of jobs creation.</td>
<td></td>
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<td>MACA &amp; DPD</td>
</tr>
<tr>
<td>1.4 Create key operational entities that will help implement the Airport City Master Plan, namely, the Commercial Development Land Bank and the Whitehaven / Airport City Redevelopment Corporation.</td>
<td></td>
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<td>DPD &amp; GMC</td>
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<tr>
<td>1.5 Adopt a comprehensive branding strategy for Airport City, including a communications strategy based on identification of the target audience.</td>
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<td>MACA, GMC &amp; ASC</td>
</tr>
<tr>
<td>1.6 Establish “sub-brand” identities and associated strategies for key economic development districts (e.g., Elvis Presley Corridor), relying heavily on local stakeholder input.</td>
<td></td>
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<td>MACA, WACRC &amp; GMC</td>
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<tr>
<td>1.7 Secure necessary land use entitlements (e.g., City initiated zoning approvals) in advance of developer interest for priority redevelopment sites.</td>
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<td>MACA &amp; DPD</td>
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<tr>
<td>1.8 Revise land use approval policies and procedures to reduce the burden on developers, in particular, by sharing responsibility for public notification and the conduct of neighborhood meetings.</td>
<td></td>
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<td>MACA &amp; DPD</td>
</tr>
<tr>
<td>1.9 Set forth clear criteria for awarding various financial incentives to prospective business and development interests, prioritizing according the principles, policies and strategies of the Master Plan.</td>
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<td>CRA, WACRC &amp; EDGE</td>
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<tr>
<td>1.10 Evaluate and revise the processes, procedures, and criteria for awarding PILOT incentives, in particular, promoting more timely and predictable outcomes, while accommodating key development typologies (e.g., speculative development, tourism development, etc.).</td>
<td></td>
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<td>MACA &amp; EDGE</td>
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</tbody>
</table>

ASC: Aerotropolis Steering Committee  
CRA: Community Redevelopment Agency  
DPD: Division of Planning & Development  
EDGE: Economic Development Growth Engine  
GMC: Greater Memphis Chamber  
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</tr>
</thead>
<tbody>
<tr>
<td>2.1 Assign MACA staff with providing general and technical support to subsidiary agencies, as well as to leverage resources and otherwise implement the Master Plan.</td>
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<td>MACA &amp; DPD</td>
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<tr>
<td>2.2 Charge MACA staff with collaborating and coordinating with public, non-profit, and private entities to advance Airport City's interests and implement the Master Plan.</td>
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<td>MACA, DPD &amp; HCD</td>
</tr>
<tr>
<td>2.3 Charge MACA staff with coordinating, tracking, and as appropriate managing the various State and Federal grant proposals directly impacting Airport City.</td>
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<td>MACA &amp; HCD</td>
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<tr>
<td>2.4 Develop promotional materials (e.g., web-site, video shorts, recruitment package, brochures, etc.) suitable for various marketing opportunities and approaches, for example, conferences and networking events.</td>
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<td>MACA &amp; GMC</td>
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<tr>
<td>2.5 Participate in industry-related conferences (e.g., Global Airport Cities, Aerotropolis Americas, ULI Conferences, etc.) to promote Airport City and for knowledge sharing.</td>
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<td>MACA, GMC &amp; ASC</td>
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<tr>
<td>2.6 Establish Sister City relationships with evolving airport cities / aerotropoli to market Memphis and as an opportunity for information exchange.</td>
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<td>MACA, GMC &amp; ASC</td>
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<tr>
<td>2.7 Coordinate with regional colleges and universities to establish satellite campuses and specialty schools within Airport City, especially for the benefit of the proposed Aerotropolis Institute.</td>
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<td>MACA, GMC &amp; ASC</td>
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<tr>
<td>2.8 Market and attract national and international universities and technical institutes to launch satellite campuses and advanced educational programs within Airport City.</td>
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<td>MACA, GMC &amp; ASC</td>
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<tr>
<td>2.9 Designate personnel and establish procedures (e.g., single point-of-contact, computerized permit tracking, pre-application conferences, etc.) to efficiently usher targeted projects through the development process.</td>
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<tr>
<td>2.10 Review and modify processes and procedures to expedite the issuance of building permits.</td>
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**ECONOMIC SECTORS ACTION PLAN**

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<tr>
<td>1.1 Align City capital improvement plans and programs with Master Plan economic development priorities, emphasizing improvements that facilitate key development projects and enhance intermodal transportation and communications.</td>
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<td>MACA, EDGE &amp; GMC</td>
</tr>
<tr>
<td>1.2 Work closely and cooperatively with local and State policy-makers to develop and implement incentive programs (e.g., tax credits, grants) to promote key industries and stimulate hiring, especially of skilled workers.</td>
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<td>MACA, EDGE &amp; GMC</td>
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<tr>
<td>1.3 Designate redevelopment zones within Airport City and authorize TIF financing as an available financial tool, with a focus on stimulating investment in priority redevelopment sites.</td>
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<td>CRA, WACRC, &amp; DPD</td>
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<tr>
<td>1.4 Pursue designation of Free Trade Zones / Foreign Trade Zones to benefit target industries, such as “value added” assembly, research and technology, etc.</td>
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<td>MACA, EDGE &amp; MSCAA</td>
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<tr>
<td>2.1 Create a list of target business prospects and prepare target specific marketing platforms, compatible with the overall economics and real estate strategy.</td>
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<td>MACA, GMC &amp; ASC</td>
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<tr>
<td>2.2 Determine costs and identify potential funding sources and development partners to promote economic development, in particular, to advance the proposed Trigger / Catalytic projects.</td>
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<td>MACA, EDGE, &amp; GMC</td>
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<tr>
<td>2.3 Pursue increased State and Federal allocations of economic development funds to implement the Master Plan’s economic and real estate strategy.</td>
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<td>MACA, EDGE &amp; GMC</td>
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<tr>
<td>2.4 Cooperate with prominent civic and business interests to promote Airport City’s community and economic development strategies and initiatives before State and Federal policy-makers.</td>
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<td>MACA, GMC &amp; ASC</td>
</tr>
<tr>
<td>2.5 Build a close and cooperative relationship with the State of Tennessee Department of Economic &amp; Community Development (TECD) to advance Airport City’s economic interests.</td>
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<td>MACA, GMC &amp; TECD</td>
</tr>
<tr>
<td>2.6 Promote critical regional infrastructure projects (as described in the Greater Chamber’s Memphis Regional Infrastructure Plan) to State and Federal policy-makers, including TDOT, as these are vital to Airport City’s success.</td>
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<td>MACA, GMC &amp; ASC</td>
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<tr>
<td>2.7 Market and attract potential joint venture partners to launch proposed Trigger / Catalytic projects.</td>
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<td>MACA &amp; GMC</td>
</tr>
<tr>
<td>2.8 Support formation of a Real Estate Investment &amp; Development Trust as a private sector driven model for land development in Airport City.</td>
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<td>MACA &amp; GMC</td>
</tr>
<tr>
<td>2.9 Maintain a portfolio of available properties and prospective projects, while utilizing the web, print media and other resources to publicize business and development opportunities.</td>
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<td>MACA &amp; GMC</td>
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<tr>
<td>2.10 Work closely and cooperatively with established venture capital and “seed” investment funds (e.g., Innova Memphis, Emerge Memphis) to identify and help finance start-ups and entrepreneurial companies.</td>
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<td>MACA &amp; GMC</td>
</tr>
<tr>
<td>2.11 Coordinate with Memphis Bioworks Foundation to attract and promote companies, jobs, and investment in the bio-life sciences sector.</td>
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<td>MACA, GMC &amp; MBF</td>
</tr>
<tr>
<td>2.12 Facilitate strategic partnerships between target industries and educational / research institutions, for example, to sponsor and support the proposed curriculum and / or fund scholarships.</td>
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<td>MACA &amp; GMC</td>
</tr>
<tr>
<td>2.13 Facilitate financial partnerships between charter banks and major regional industries.</td>
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<td></td>
<td>MACA &amp; GMC</td>
</tr>
<tr>
<td>3.1 Offer a competitive suite of financial incentives to attract and retain business and industry, favoring those enterprises that employ skilled workers and create high-value jobs.</td>
<td></td>
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<td>CDLB, CRA &amp; EDGE</td>
</tr>
<tr>
<td>3.2 Negotiate and participate in joint-venture deal structures (e.g., public-private partnerships, development agreements, etc.) to facilitate key development projects (esp. Trigger / Catalytic projects)</td>
<td></td>
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<td></td>
<td>CDLB, CRA &amp; EDGE</td>
</tr>
<tr>
<td>3.3 Construct vital infrastructure based on available capital funds and other financial resources (e.g., bond issues), prioritizing improvements that will facilitate key development projects and enhance intermodal transportation and communications.</td>
<td></td>
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15.1 DEVELOPMENT PHASING

Coordinated implementation of the Master Plan based on realistic growth projections is essential to successful near-term action that in time will unlock Airport City’s full potential. This section links market forecasts with the recommended location and phased implementation of key infrastructure improvements, strategic site developments, and economic development initiatives.

OVERVIEW

The following discussion conceptually ties the market forecast for Airport City to proposed development phasing. This exercise helps coordinate the anticipated timing of site development proposals with key transportation improvement projects, while properly focusing economic development initiatives on strategic properties. The following projections utilize a 2050 planning horizon, and assume a moderate growth scenario that anticipates the targeted use of economic development tools and incentives. Nonetheless, aerotropolis development precedents have demonstrated that it is possible to further induce demand through highly aggressive use of economic development initiatives.

MARKET ABSORPTION

RESIDENTIAL

Approximately 2,000 new dwelling units may be accommodated, for an annual absorption of just over 50 dwelling units. Moreover, implementation of a wide range of community and economic development initiatives are recommended to support these projections. A further assumption is that many of these units will be constructed as townhouse / rowhouse, low-rise multi-family, and residential mixed-use development typologies, located at or in close proximity to activity nodes in accordance with smart growth concepts. With this in mind, the land area associated with new housing development is estimated at 50 – 100 acres.

RETAIL

The estimated absorption for retail space is 1.5 million square feet, with an annual absorption rate of approximately 40,000 square feet. This growth will encompass a full range of retail typologies, including convenience retail, neighborhood / community shopping centers, as well as a proposed lifestyle retail center and other destination attractions. Nonetheless, it is recommended that the retail development strategy initially focus on revitalization of existing commercial resources, with new space gradually introduced at strategic locations. These projections also recognize that there is considerable opportunity to appeal to the tourist market. The land area associated with new retail development is estimated at 100 – 125 acres.

OFFICE

The estimated absorption for office space is 1.1 million square feet, with an annual absorption rate of nearly 30,000 square feet. This is a relatively small proportion of the forecasted demand of nearly 14 million square feet for all of Shelby County. Development typologies will include office pads, office parks, and business incubators, supporting such uses as health services, professional services, and business administration. The land area associated with new office development is estimated at 50 – 75 acres.
DEVELOPMENT PHASES

PHASING STRATEGY

The phasing strategy links transportation improvement projects to the redevelopment of strategic sites according to four development phases. It also helps establish priorities for public investment and financial assistance (e.g., incentives, capital projects, etc.). More specifically, the proposed timing for individual redevelopment sites is based on the relationship between: 1) strategic priorities and catalytic potential; 2) projected rates of market absorption; 3) timing of major transportation improvements; 4) site availability (e.g., land use, ownership patterns, etc.); and 5) development yield potential.

It is noteworthy that redevelopment sites located in closest proximity to the Airport are generally classified for near- or mid-term development.

The assigned phasing represents the recommended time frame for initiating a project or development. This phasing is based on best current understanding and subject to revision in accordance with the changing conditions that will accompany Airport City’s ongoing renewal.

PHASE 1 (2015 – 2018)

This initial phase of development stresses immediate action, comprised of infrastructure, site development, and urban design projects specifically targeted to signal positive change. In particular, economic development initiatives should facilitate commencement and rapid completion of the proposed Trigger Projects. Conditions also suggest that about a half dozen Priority Redevelopment Sites are suitable for near-term development. These will primarily accommodate near-term pressures for industrial growth in the amount of nearly 4 million square feet. Limited residential and commercial development is anticipated during this initial phase of development; the retail strategy should instead focus on strengthening and revitalizing existing commercial corridors.

FIG 15.1: AIRPORT-SUPPORT DEVELOPMENT INITIATED

LODGING

Approximately 1,500 new hotel rooms may be accommodated, with a yearly average absorption of about 40 rooms. This amount is a relatively small proportion of the new hotel rooms forecast for the entirety of Greater Memphis. Development typologies will most likely involve upmarket corporate hotels and tourism hotels offering a middle price point. The land area associated with new lodging is estimated at 10 – 25 acres.

INDUSTRIAL

Industrial absorption is estimated at between 33 million square feet (900,000 sf annually) and 58 million square feet (just over 1.5 million sf annually). The low end forecast of 33 million square feet is a conservative baseline (i.e., “status quo”) measure; a moderate lift in market share based on implementation of targeted economic development initiatives increases demand to approximately 46 million. The high end forecast of 55 million square feet requires especially aggressive use of financial tools and incentives. Development typologies will include light industrial and flex space, as well as logistics and warehouse/distribution facilities that support target industries. The land area associated with new industrial development ranges from 1,500 to 2,700 acres.

FIG 15.1: AIRPORT-SUPPORT DEVELOPMENT INITIATED
PHASE 2 (2019 – 2023)

The second phase should leverage early progress by stimulating further investment in Priority Redevelopment Sites. Moreover, it is recommended that economic development initiatives promote implementation of additional Catalytic Projects to achieve a critical mass of major infrastructure improvements and strategic site development. This 5-year phase is anticipated to support over 6 million square feet of industrial space, approximately 150,000 square feet of office, roughly 200,000 square feet of retail, about 200 lodging rooms, and over 250 residential units. Much of the anticipated development will be directed toward sites that foster expansion of advanced manufacturing, bio-life sciences, logistics and distribution, and other target sectors in close proximity to the Airport. Retail development should focus on major activity nodes, with a particular interest in activating the proposed Urban Center.

PHASE 3 (2024 – 2033)

Economic development initiatives should promote completion of major infrastructure and redevelopment projects begun in prior phases, and sustain positive growth trends by facilitating action on Secondary Redevelopment Sites. This 10-year phase is anticipated to support over 12 million square feet of industrial space, approximately 300,000 square feet of office, approximately 400,000 square feet of retail, about 400 lodging rooms, and over 500 residential units. Much of the anticipated industrial development will be directed toward assembling and developing large, underutilized parcels along the Shelby and Holmes Corridors to accommodate growth in the Logistics & Distribution sector. Retail development should reinforce major activity nodes along Elvis Presley Corridor.

PHASE 4 (2034 – 2050)

This final phase, extending over 15 years, has the capacity to support unprecedented levels of growth and development, and is capable of dramatically transforming Airport City in accordance with the Master Plan’s desired vision. Variables include the on-going strength and vitality of public sector initiatives, as well as the private sector’s response to Airport City’s renewed competitiveness. Anticipated growth potential includes 20 million square feet of industrial space, approximately 600,000 square feet of office, approximately 800,000 square feet of retail, about 800 lodging rooms, and over 1,000 residential units. Some of this development will be accommodated within Secondary Redevelopment Sites, however, at this late stage it is also expected that the market will identify additional developable sites.
**FIG 15.5: AIRPORT CITY’S ECONOMIC POTENTIAL BY DEVELOPMENT PHASE**

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>PHASE 1 2015-2018</th>
<th>PHASE 2 2019-2023</th>
<th>PHASE 3 2024-2033</th>
<th>PHASE 4 2034-2050</th>
<th>ESTIMATED LAND REQUIREMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDUSTRIAL</strong></td>
<td>-3,705,000 SF*</td>
<td>-6,175,000 SF*</td>
<td>-12,390,000 SF*</td>
<td>-24,700,000 SF*</td>
<td>1,500 - 2,700 Acres</td>
</tr>
<tr>
<td>1,235,000 SF / Acre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OFFICE</strong></td>
<td>-90,000 SF*</td>
<td>-150,000 SF*</td>
<td>-300,000 SF*</td>
<td>-600,000 SF*</td>
<td>50 - 75 Acres</td>
</tr>
<tr>
<td>30,000 SF / Acre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RETAIL</strong></td>
<td></td>
<td></td>
<td>-200,000 SF*</td>
<td>-800,000 SF*</td>
<td>100 - 125 Acres</td>
</tr>
<tr>
<td>40,000 SF / Acre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LODGING</strong></td>
<td>-120 Rooms*</td>
<td>-200 Rooms*</td>
<td>-400 Rooms*</td>
<td>-800 Rooms*</td>
<td>5 - 25 Acres</td>
</tr>
<tr>
<td>40 Rooms / Acre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RESIDENTIAL</strong></td>
<td>-162 DU*</td>
<td>-270 DU*</td>
<td>-540 DU*</td>
<td>-1,080 DU*</td>
<td>50 - 100 Acres</td>
</tr>
<tr>
<td>40 DU / Acre</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>TOTAL PROJECTION</strong></td>
<td>770 new jobs per year</td>
<td>15,400 direct jobs in first 20 years</td>
<td></td>
<td></td>
<td>1,760 - 3060 Acres</td>
</tr>
</tbody>
</table>

**LEGEND**

- **Proposed Corridor Improvements**
  - Capacity Improvements
  - Intersection Improvements
  - Interchange Improvements with Grade Separation
- **Directional Priority**
- **Roadway Extension**
- **Adaptive Signal Control**

**Redevelopment Phasing**
- **Redevelopment Site**
- **Major Intermodal Facility**

**Economic Development District**

*The assigned phasing represents the recommended time frame for initiating a project or development. This phasing is based on best current understanding and subject to revision in accordance with the changing conditions that will accompany Airport City’s on-going renewal.*
FIG 15.6: TRANSPORTATION AND REDEVELOPMENT SITE PHASING TO UNLOCK AIRPORT CITY’S ECONOMIC POTENTIAL
15.2 DEVELOPMENT OUTCOMES

Strategic site development will secure Airport City’s role as the region’s economic driver, and thereby increase the competitiveness of the entire Memphis Aerotropolis region. This section provides an estimate of the total economic impact of redevelopment activities for the first 20 years (Phases 1 – 3) of implementation of the Master Plan.

OVERVIEW

The analysis assesses economic impacts resulting from redevelopment of strategic properties over the next 20 years. It examines two fundamental activities: 1) the potential impact of construction activities associated with Priority and Secondary Redevelopment Sites; and 2) the potential impact of the resulting business operations on Priority & Secondary Redevelopment Sites. Anticipated beneficial outcomes are considerable, totaling approximately $4 billion of economic output for combined construction and business operations. This will directly lead to over 15,000 new jobs, a growing tax base, and a positive physical transformation of the area based on approximately 25 million square feet of new development.

ECONOMIC IMPACTS

REDEVELOPMENT SITES CONSTRUCTION IMPACTS

Construction activities associated with Priority and Secondary Redevelopment Sites during the first 20 years of implementation of the Master Plan are estimated to result in nearly 24 million square feet of industrial and commercial space (dominated by over 22 million square feet of industrial space), and approximately 1 million square feet of residential space. Investment in the construction of this industrial, commercial and residential space is estimated at $985 million, generating approximately 9,300 construction related with an estimated annual labor income of $360 million. Indirect or induced employment as a result of this construction activity is estimated at over 6,500 jobs with an estimated annual labor income of $220 million. Total direct, indirect, and induced economic output of construction activity on Redevelopment Sites over the 20 year analysis period is estimated at $1,800 million.

REDEVELOPMENT SITES OPERATIONAL IMPACTS

Over the 20 year analysis period, direct employment is estimated at approximately 15,500 jobs for an annual labor income of approximately $525 million, following the construction, completion and absorption of Priority and Secondary Redevelopment Sites. Indirect and induced employment is estimated at over 8,500 jobs with an estimated annual labor income of $270 million once these land uses are fully operational. Over 80% of the total labor income is attributable to industrial land use. Total direct, indirect, and induced economic output of business operations on Redevelopment Sites over the 20 year analysis period is estimated at $2,230 million.
FIG 15.7: ECONOMIC IMPACTS (PHASES 1 – 3)

- **15,400 NEW JOBS**
- **34 MILES OF MAJOR ROAD IMPROVEMENTS**
- **25 MILLION S.F. OF DEVELOPMENT**
- **$4 BILLION IN ECONOMIC OUTPUT**

**DIRECT IMPACTS**
- TRIGGER PROJECTS & REDEVELOPMENT SITES

**INDIRECT & INDUCED IMPACTS**
- COMMUNITY
- CONNECTION
- COMPETITIVENESS
- COLLABORATION
A CALL TO MEMPHIANS

Memphis has many unique assets: its central geographic position, MEM, and FedEx World Hub, inspiring tourist attractions, noteworthy medical and educational resources, and many great neighborhoods. These qualities drive the growth of important niche industries in logistics and distribution, advanced manufacturing, the bio-life sciences, and tourism. For these reasons, Memphis’ brand as “America’s Aerotropolis” is on the rise, offering the potential to fully leverage its numerous resources to revitalize the area surrounding the Airport, but only if Memphians are able to collaborate toward achievement of a unified vision.

To that end, the Airport City Master Plan represents a once in a lifetime opportunity to marshal our collective energies to create a brighter, more prosperous future for all Memphians. Produced in cooperation with the Federal Department of Housing & Urban Development (HUD), The Master Plan emphasizes economic development and jobs creation in the short- and long-term by promoting a vision of the Four “C’s”: Community, Connection, Competitiveness and Collaboration.

The Master Plan supports investment and builds capacity in the neighborhoods surrounding the Airport. It promotes multimodal movement and optimizes intermodal connections – rail, road, runway, and river – to strengthen Memphis’ position as THE transshipment hub of North America. It improves the business climate and provides investors with greater certainty, delivering competitive financial incentives and establishing an organizational structure to oversee Airport City’s economic development. Finally, the Master Plan facilitates cooperation among the multiple public, non-profit, and private sector stakeholders anxious to realize Airport City’s renewal.

With the Memphis Aerotropolis: Airport City Master Plan in hand, the future is bright, and we collectively support its speedy implementation. Memphis, get ready for takeoff!
FIG 15.8: ONE TALL TREE: MEMPHIS, ITS AIRPORT, ITS BUSINESSES, AND ITS COMMUNITY ALL LINKED TOGETHER