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1.0 Previous Plan Review

An early stage of the planning process involved understanding the work that had come before. The Memphis MPO and its member jurisdictions have made so much progress in recent years based on the hard work of many in the community locally and regionally. It was important that Livability 2050 builds on that base. The works reviewed in depth as part of this planning process are shared on the pages that follow. This list is not comprehensive of every plan or study conducted within the Memphis region, but of those that had the greatest relevancy to the Livability 2050 RTP Update. If information is needed on earlier plans, Appendix A in Livability 2040 provides additional summaries.

1.1 Regional Plans

1.1.1 Livability 2040 Regional Transportation Plan (RTP)

Memphis MPO | 2016

The Regional Transportation Plan (RTP) is the long-range planning document developed by the Memphis MPO that helps guide the expenditure of federal transportation funds. The plan is updated every four years and looks at a minimum 20-year horizon. The Memphis MPO’s Livability 2040 Regional Transportation Plan was adopted on January 28, 2016 and was a major update of the previous Direction 2040 Long-Range Transportation Plan. The Livability 2040 Regional Transportation Plan (RTP) aims for a future Greater Memphis region with a high quality of life, economic and environmental sustainability, and access to prosperity – in short, a region where people choose to live.

Goals

- Maintain existing transportation assets and infrastructure.
- Increase the safety and security of the transportation system for all users.
- Minimize adverse impacts of transportation investment on the environment and improve public health.
- Advance corridor and community redevelopment opportunities to improve economic development and quality of life.
- Ensure the region is well positioned to remain a leader in global logistics and freight movement.
- Improve multi-modal access to community and employment resources.
- Reduce travel delay for people and goods.

Similar to the Transportation Improvement Program (TIP), the RTP is required to be fiscally constrained and implementation is contingent on the available funding for all projects through the planning horizon. As is often the case in regions across the country, the total needs are greater than the total funding available. A tradeoff analysis was performed to determine the best process for allocating the approximately $10 billion in projected revenue through the life of the plan (24 years). In keeping with regional priorities indicated through stakeholder and public outreach, the investments reflect a diverse range of projects included in the following investment priorities.
Investment Priorities

- Increased funding for maintenance and operations.
- A mix of roadway and transit capacity projects.
- Bicycle, pedestrian, transit, and safety elements incorporated into many roadway projects.
- A strategic focus on congestion, freight, and connectivity related to roadway capacity projects.

The Livability 2050 Regional Transportation Plan Update is an update to the Livability 2040 Regional Transportation Plan and is scheduled for a concurrent approval with the FY 2020-23 Transportation Improvement Program (TIP) from the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) on or before January 6, 2020.

1.1.2 Congestion Management Process

Memphis MPO | 2015

Congestion Management is an important part of the MPO’s planning process. It is used to identify existing and future congestion and to provide strategies to mitigate congestion and improve mobility in the region. The processes described in the CMP are used to identify and evaluate projects in the RTP and TIP. Congestion and mobility/accessibility are two main categories evaluated during the prioritization and project selection process. The regional travel demand model helps predict future congestion. The entire process involves performance monitoring, data collection, and identifying congestion management strategies, such as:

- Demand management measures, including growth management and congestion pricing
- Traffic operational improvements
- Public transportation improvements
- Intelligent Transportation Systems (ITS) technologies as related to the regional ITS architecture
- Where necessary, additional system capacity

Goals

- Reduce travel delay for people and goods
- Improve multimodal access to community and employment resources
- Ensure the region is well-positioned to remain a leader in global logistics and freight movement
- Minimize adverse impacts of transportation investment on the (social, natural, historic) environment and improve public health
- Reduce single occupancy vehicle travel
- Improve transportation system management and operations
- Reduce emissions and various pollutants to improve air quality
- Eliminate bottlenecks

Recommendations

The CMP does not have recommendations in the same way as other types of plans or studies. It reports on congestion levels and identifies congestion causes, issues, and problematic segments of the system, which informs
the development of the RTP. There is not a list of specific projects either, since all RTP and TIP projects are evaluated in light of the CMP among other criteria. Potential strategies are described and analyzed for their possible benefits and costs, but are not made into specific recommendations. Rather, they are a range of possible ways to improve a corridor given its conditions. There are, however, ten safety and operational audits in the CMP that serve as examples for individual municipalities when they are developing/designing projects.

1.1.3 Greater Memphis Regional Freight Plan

Memphis MPO | 2017

The Regional Freight Plan seeks to identify a balance across modes to move freight effectively, in, out, and through the region in a manner to meet the near and long term needs of the region’s industries and stakeholders. The planning efforts included a public survey, survey of current truck drivers, and numerous meetings with stakeholders from the public and private sectors within the region to gather feedback on the region’s freight movement, operations and transportation infrastructure.

Key Plan Components

- Detailed analysis of 8 Freight Areas in the Greater Memphis Region made up of 35 Freight Zones: intermodal accessibility, employment statistics and worker access, open real estate, etc.;
- Inventory of regional freight assets across every mode and potential bottlenecks and improvements;
- Assessment of national freight context: trade patterns with U.S. megaregions and peer cities by mode, developing technologies, and federal policy.

Recommendations

- Widen roads and improve interchanges along key freight corridors such as Lamar Avenue, I-69 and I-55, Holmes Road, and other key routes
- Improve access to intermodal facilities including train yards, Memphis International Airport, & Port of Memphis;
- Encourage greater coordination & carrier connections for the region’s rail network;
- Introduce and upgrade ITS technology on freight corridors to enhance safety and efficiency.

1.1.4 Memphis Urban Area Regional Intelligent Transportation Systems (ITS) Architecture and Deployment Plan

Memphis MPO | 2014

This standard regional ITS plan satisfies Federal transportation legislation and encourages interoperability of ITS projects in the region even when completed by different agencies. Any ITS projects in the region must show conformance to this plan to receive Federal funding.

Recommendations

The plan includes 33 ITS project recommendations divided into the following four groups:
1.2 Policies and Programs

1.2.1 Fiscal Year (FY) 2017-20 Transportation Improvement Program (TIP)

The Transportation Improvement Program (TIP) is a four-year fiscally constrained list of multi-modal transportation projects in the Memphis MPO planning area. The TIP is consistent with the Regional Transportation Plan (RTP) and while the RTP looks at a minimum 20-year horizon the TIP focuses around a shorter 4-year horizon. The Memphis MPO’s FY 2017-20 TIP was adopted on August 25, 2016 and covers the period from October 1, 2016 to September 30, 2020. The TIP was developed collaboratively with local governments, MATA, TDOT and MDOT, transportation agencies, and input from the public. Since the TIP compliments the RTP, common goals from the Livability 2040 RTP and the Livability 2050 RTP Update such as system maintenance, preservation, and an emphasis on multi-modal projects are seen throughout the TIP.

The TIP is required to be fiscally constrained, meaning that the expenditures included do not exceed the projected amount of revenues available for each federal program. Surface Transportation Block Grant (STBG) funds are one of the primary MPO-managed...
funding sources in the TIP and for most projects a 20% local match is required. Following is a breakdown of the MPO-managed STBG projects, for Tennessee and Mississippi, at the time the FY 2017-20 TIP was adopted.

The MPO staff works with the sponsoring agencies to ensure that projects in the TIP are moving forward and funds are obligated in a timeline manner. To help track project delivery and the status of TIP projects, an Annual Listing of Obligated Projects (ALOP) report is published at the end of each fiscal year.

Additionally, projects included in the TIP, must meet air quality conformity requirements, meaning that they will not produce new air quality violations, worsen existing violations, or delay timely attainment of the National Ambient Air Quality Standards (NAAQS). The Memphis MPO’s Interagency Consultation Committee (IAC) made up of members from TDOT, MDOT, FHWA, FTA, MATA, local and state air pollution control agencies, and municipalities, review the projects in the TIP to ensure conformity to air quality standards.

Changes to the approved FY 2017-20 TIP can be made through an amendment and adjustment process. The current document, reflecting any changes, can be found on the MPO’s website. The next four-year TIP cycle will cover FY 2020-2023 and is scheduled for a concurrent approval by FHWA and FTA with the updated Livability 2050 Regional Transportation Plan on or before January 6, 2020.

1.3 Active Transportation (Bicycle, Pedestrian, and Transit)

1.3.1 Bus Stop Design and Accessibility Guidelines

Memphis MPO and Memphis Area Transit Authority (MATA) | 2017

The Guidelines were developed as a continuation of MATA’s 2013 Service Guidelines & Standards, which are a part of the previous Short Range Transit Plan (SRTP). Multiple outreach methods targeted engineers, the disability community, existing users of transit, and the community at large. Appropriate improvements and priorities are identified for bus stops across the region; including siting, design, installation, and maintenance. Recommendations are made for both low-volume and high-volume stops, and best practices for current and future modes (fixed-route, trolley, bus rapid transit, etc.) are spelled out in text and visual form.

Goals

• Offer highest comfort and accessibility for bus riders
• Prioritize types of bus stop improvements
• Provide an improvement manual for specific bus stop typologies
• Provide a minimum standard for all bus stop designs
• Recommend better bus stop placement through optimal spacing and siting

Recommendations

• Assign a Bus Stop Manager to act as a contact and liaison for other agencies and manage grants
• Complete a full inventory of bus stops and existing conditions
• Update and maintain MATA’s Bus Stop Database
• Develop a scoring system to prioritize stops for basic improvements and shelters
• Consolidate bus stops that meet a number of criteria (spacing, after a curve, inaccessible, etc.)
• Implement mechanisms/agreements to make clear maintenance responsibility of partner agencies
1.3.2 Memphis 3.0 Comprehensive Plan and Transit Vision Plan - Market Analysis

City of Memphis, Innovate Memphis, MATA | Spring 2017

The Memphis 3.0 Comprehensive Plan is the first new comprehensive plan for the City in over four decades. This plan is currently in draft form, with adoption anticipated in 2019. Memphis 3.0 includes strategies for enhancing land use, transportation, environment, city systems, growth and prosperity, neighborhoods, and civic capacity. Transit is a major component of this plan, including the development of a Transit Vision Plan. The Transit Vision Plan included four main sections – a market analysis, a choices report, a concepts report, and a scenarios report. Key growth strategies and takeaways are reflected in this section.

Summary of Market Analysis

- Regional Growth: Modest future job and household growth.
- City Growth: Growth largely be driven by increasing the city’s capture of new growth and existing households, particularly younger households.
- Focus Areas: New development has the greatest impact when concentrated in just a few of the most attractive locations for investment.
- Rental Apartments: New apartments comprise the majority of the city’s future residential growth, particularly close-in locations in the Core-City and Mid-City that can attract young professionals without children.
- Single-family Housing: Mix of new single-family homes, and renovations of older homes, can help retain more young families in Memphis, with new development in Core-City, Mid-City, the East, and Cordova. Other areas can see improved markets even without new construction through targeted investments that will help reduce vacancy and increase location desirability.
- Retail development will follow residential growth. Memphis has adequate retail supply today, though a lack of competition constrains the potential for new, higher quality grocery and pharmacy until new retailers enter the market.
- Office market activity concentrates in the two largest established office cores, East and Core-City, which are also viable for new residential and will become increasingly mixed-use.
- Industrial development will locate at greenfield sites with strong infrastructure, particularly the remaining sites in Oakhaven, Pidgeon Industrial Park, and Northridge Industrial Park.

Overarching Strategies for Growth

- Put meaningful economic capital behind employer attraction and retention efforts, especially for reuse of older industrial sites.
- Implement programs to encourage people to “live where they work,” including targeted financial incentives for reoccupation of vacant homes and neighborhoods in target stabilization areas where there is currently a lack of new investment. Some of the incentives may be employer-driven, but the initiative should be citywide.
- Facilitate new residential development and incentivize renovation activity in priority areas for attracting and retaining young households in the city.
- Evaluate key quality-of-life investments including walkability, parks, school quality, streetscape, and transit service that make neighborhoods sought-after places to live.
- Plan for organized growth in priority development areas, through three primary mechanisms: adding residential densities in existing job cores, encouraging infill development in neighborhoods with existing infrastructure, and coordinating and concentrating new growth so that the City can service new growth more efficiently.
• Develop a small business and retail strategy to help strengthen existing neighborhood commercial districts.

1.3.3 Memphis 3.0 Comprehensive Plan and Transit Vision Plan - Choices Report

_City of Memphis, Innovate Memphis, MATA | Spring 2018_

The Choices Report is the first step in the Memphis 3.0 Transit Vision. The Report evaluates the existing transit network, develops recommendations for changing the network, and considers the costs and options for improving transit. The plan recognizes that there are multiple goals for transit, including high ridership and high coverage.

**Goals**

• Identify the multiple purposes/goals of transit
• Identify the conflicts of a high coverage versus high ridership transit system
• Provide historical context and peer comparisons to Memphis’s current levels transit service
• Conduct market, needs, and civil rights assessments for transit
• Analyze Memphis’s current frequency and coverage though ridership and productivity measures
• Identify key choices in development of a transit supportive city

**Recommendations**

• Outreach with the public, stakeholders, and officials on key choices
• Illustrative future alternatives for transit system
• Short-term and long-term recommendations

1.3.4 Memphis 3.0 Comprehensive Plan and Transit Vision Plan - Concepts Report

_City of Memphis, Innovate Memphis, MATA | Spring 2018_

The Concepts Report is the second step in Memphis 3.0’s Transit Vision. It provides an assessment of MATA’s existing network, summarizes public outreach findings, develops recommendations for changing the network, and provides cost & financing options. The plan lays out multiple concepts focused on ridership and coverage with existing and potential financials.

**Goals**

• Examples of a coverage or ridership focused transit network, with existing funding
• Examples of a coverage or ridership focused transit network, with additional funding
• Compare residents & jobs accessible by transit, by concept
• Illustrate the geographic reach from select locations, by concept

**Recommendations**

• Engage further with residents, bus riders, and elected officials
• Answer how to balance ridership versus coverage goals
• Determine how much transit service Memphis needs
• Develop draft recommended transit network
1.3.5 **Memphis 3.0 Comprehensive Plan and Transit Vision Plan - Land Use Planning Scenarios**

*City of Memphis, Innovate Memphis, MATA | Underway*

As the City of Memphis moves into its third century, the Memphis 3.0 Team is working on to determine how the city will grow and where will that growth occur. Three scenarios are being considered as part of the development of City’s Comprehensive Plan’s vision. These scenarios are based on Memphis’ historical data, which informs projections of how the city could grow into the future, dependent on types of new and redevelopment projects and where these are placed. The results of these growth scenario exercises will form the foundation of the planning process, including the development of a citywide land use plan, transit vision, road plan, climate action plan, and district-level plans.

The three scenarios are:

- Trend
- Cores and Corridors
- Neighborhood Centers

**Trend Scenario**

The trend scenario is dependent on the current economic market of the city not changing over the next 20 years. Meaning, if Memphis continues to follow current development trends, the city will continue to see most residential and business growth expand out east along Poplar Avenue.

The link for the map below shows where growth would occur based on current conditions and market projections. Essentially, with minimal planned change and allowing development patterns to continue to move forward as is, this is where the population, retail, and industrial growth would happen.

[http://docs.wixstatic.com/ugd/100a0d_cc71843d02d748599caff39c4d7c80fb.pdf](http://docs.wixstatic.com/ugd/100a0d_cc71843d02d748599caff39c4d7c80fb.pdf)

**Cores and Corridors Scenario**

According to this projection, if the City were to focus its development in the downtown area and connecting this to other districts through major roads. Planning process, including the development of a citywide land use plan, transit vision, road plan, climate action plan, and district-level plans.

The link for the map below shows that this approach concentrates growth in high activity areas, with more population growth in the downtown area and connecting to other districts through major corridors or roads.

[http://docs.wixstatic.com/ugd/100a0d_5828380e47f243e7b1fb6ec43bf0e441.pdf](http://docs.wixstatic.com/ugd/100a0d_5828380e47f243e7b1fb6ec43bf0e441.pdf)

**Neighborhood Centers**

This scenario focuses growth and development at key community intersections within neighborhoods such as parks, schools, community centers and retail within close proximity.

The link for the map below shows more growth within neighborhoods and uses the neighborhood center as the center point for growth and change. Neighborhood centers will vary by district but are generally key community intersections, made up of a mix of uses, parks, schools, retail in close proximity.

[http://docs.wixstatic.com/ugd/100a0d_d7744c2ff2c946a793d267544110bc20.pdf](http://docs.wixstatic.com/ugd/100a0d_d7744c2ff2c946a793d267544110bc20.pdf)

1.3.6 **TDOT Assessment of Intercity Bus Service Needs Study**

*Tennessee Department of Transportation | 2015*
Because TDOT is obligated to spend 15% of its section 5311 funds on intercity bus transportation unless they certify that intercity bus needs are being met, this study was initiated to assess this topic. There are three interlined intercity bus carriers serving 23 station/stop locations in Tennessee, with 82% of the state’s population living within 25 miles of a station or stop. The study involved outreach and consultation with bus carriers, Rural Transit Agencies (RTAs), and the general public. It looked at intercity bus accessibility to medical centers, military bases, college campuses, low-income areas, and more. The conclusion of the study is that the 15% set aside for intercity bus service could be better allocated to general public transportation services across the state, since intercity bus service needs are being adequately met by the aforementioned carriers.

**Recommendations**

- Use all of the 5311 funds for general public transportation
- Encourage the formalization of feeder bus service agreements between intercity carriers and RTAs, including rural and suburban fixed route, deviated fixed route, and demand response services
- In the future, consider allocating a portion of the 15% intercity bus apportionment to support such feeder services

**Additional Comments**

- The plan could be updated to include more discussion of Megabus and other non-traditional or curbside providers. There are oversight and regulatory challenges, and they do not meet the FTA definition of intercity bus service. However, they offer more express service and serve additional destinations beyond those offered by Greyhound.
- A common issue from the outreach to the public was that there was a lack of awareness of existing public transportation and intercity bus services.
- Stakeholders and the public felt that there was more need for improved local/regional public transportation rather than expressing unmet needs in intercity bus service.

### 1.3.7 Coordinated Public Transit Human Services Transportation Plan

**Memphis MPO | 2016**

The Coordinated Public Transit-Human Services Transportation Plan (CPT-HSTP) meets Federal transportation legislation requirements to receive funding under certain transit funding programs focusing on the elderly, disabled, and other communities who rely on transit primarily. The plan identifies gaps in service, including specific times/areas, the lack of sidewalks and curb ramps, and information barriers associated with eligibility criteria for certain services. Strategies include short-term operational strategies to address specific gaps and long-term strategies associated with promoting walkable communities and improving general transit efficiency/effectiveness. Fourteen categories of services to address unmet transportation needs are identified in the plan with some sample projects for each category.

**Recommendations**

- Purchase vehicles for replacement and expand service for both general transit and specific human services transit;
- Review routes and schedules relative to origin and destination, especially where there are high concentrations of communities who rely primarily on transit;
- Construct facilities to serve communities who rely primarily on transit, including information center, one stop center, transit web site, mobility management system, maintenance facilities, etc.; and
- Repair sidewalks and construct wheelchair accessible curbs or curb ramps.
1.3.8 DeSoto County, Mississippi Transit Feasibility Study

**June 2013**

Due to continued and expected growth in DeSoto County, this study investigated the feasibility of developing new or improved transit services. This included assessing the need for transit in the County, analyzing different service options that are appropriate to the transit demand, conducting a cost-benefit analysis, and identifying potential funding sources.

**Recommendations**

- Hiring a mobility manager to coordinate and create alternative transportation programs;
- Creating a Flexible Voucher Program;
- Developing a fixed-route commuter services to Tunica Casino and Shelby County; and
- Operating a fixed- or flex-route bus service along Goodman Road

1.3.9 Regional Bicycle and Pedestrian Plan

**Memphis MPO | December 2011, Revised November 2014**

This report provides a list of opportunities and recommendations to expand and improve the bicycle/pedestrian network for the entire Memphis MPO region. This plan also serves as the bicycle and pedestrian component of the RTP.

**Recommendations**

The recommendations from this project centered around the impact on safety, connectivity, accessibility, and modal shift. This was analyzed using detailed bicycle and pedestrian crash data, identifying areas with high and low pedestrian and bicycle connectivity and accessibility, and predicting the potential modal shift to bicycling or walking. These data were used to assess the current network and prioritize the location of new bicycle and pedestrian infrastructure.

1.3.10 TDOT Tennessee Long-Range Transportation Plan Bicycle and Pedestrian Element

**TDOT | Adopted 2005**

TDOT’s Bicycle and Pedestrian Plan set the precedent for bicycle and pedestrian initiatives in the State of Tennessee. Soon after this plan was adopted, the Memphis MPO developed their own bicycle and pedestrian program guidelines and initiatives.

Through this plan, TDOT sought to connect the major cities and tourist assets in Tennessee and fill navigation gaps in the state interstate system.

**Proposed State Bicycle Route Gaps and Cost Estimates**

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<th>RT #</th>
<th>From</th>
<th>To</th>
<th>Length (miles)</th>
<th>Treatment</th>
<th>Estimated Cost</th>
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<td>Collierville</td>
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<td>Widen Shoulder</td>
<td>$2,475,000</td>
</tr>
<tr>
<td>205</td>
<td>Collierville</td>
<td>Fisherville</td>
<td>7.5</td>
<td>Widen Shoulder</td>
<td>$2,812,500</td>
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Urban Corridor Gaps

<table>
<thead>
<tr>
<th>Bicycle Access Across Mississippi River*</th>
<th>RT #</th>
<th>From</th>
<th>To</th>
<th>Length (miles)</th>
<th>Treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>RT #</td>
<td>From</td>
<td>To</td>
<td>Length (miles)</td>
<td>Treatment</td>
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<tr>
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<td>Shelby Farms</td>
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<td>Widen Shoulder</td>
<td></td>
</tr>
</tbody>
</table>

* Past MPO Projects

1.3.11 Loosahatchie River Greenway Trail Master Plan

Town of Arlington & Fisher Arnold Engineering Integration Firm | July 2014

The Loosahatchie River Greenway Trail Master Plan (LRGTM) emphasizes the concept of connectivity in West Tennessee via floodways. Based on the Mid-South Regional Greenprint and Sustainability (Greenprint) Concept Plan and the Town of Arlington’s 2010 Land Development Plan, the Loosahatchie River’s floodway can be preserved as open spaces for active transportation and hubs of active and passive recreation.

Goals

- Interconnect with surrounding region.
- Provide recreational amenity.
- Capitalize on scenic beauty.
- Build upon existing facility network.
- Promote local heritage.
- Provide economic benefit.
- Enhance water quality.
- Provide educational opportunities.
- Promote inclusivity.

Relationship to Committed Projects

The planned improvements to existing infrastructure at Highway 70 at Jetway Road (STP-M-2014-09 in the Memphis MPO Transportation Improvement Plan) are part of the Town of Arlington’s major boundary.

The planned improvements to minor roadway SR-205/Airline Road (STP-M-2014-10 in the Memphis MPO Transportation Improvement Plan) Airline Road has some existing sidewalk infrastructure. This roadway traverses the center of the city of Arlington and would connect spaces with proposed sidewalk infrastructure.
1.3.12 Memphis Bike Share Feasibility Study

City of Memphis | 2013

The City of Memphis, Livable Memphis (now “BLDG Memphis”), Shelby County Health Department, and the Hyde Family Foundation pushed for this study to explore the potential for bike sharing system to function in Memphis. The ongoing challenge in this plan is to counter the traditionally automobile centric culture within the City and to continue to make inroads in creating a bicycle culture to produce environment supportive of bicyclists. This plan introduces:

- Bike sharing to be shared with decision makers, partners, etc.,
- Models in other cities (Boulder B-cycle, Capital Bikeshare, Chattanooga Bicycle Transit System, and DecoBike Miami Beach) that explores funding and ownership, context analysis to assess preparedness and potential issues in Memphis
- System Plan for what a successful bike sharing system will look like in Memphis (includes area, system, size, and phasing/prioritization)
- Financial Analysis that reviews optional funding sources and forecast membership and ridership to develop an estimate of user generated revenues.

Goals

A series of goals for a potential bike share program were developed by a technical committee representing the project partners. These goals provide a definition of what would be considered a “successful” bike share system that can be used to measure the feasibility of a bike sharing system in Memphis. The goals include:

- To operate a financially sustainable bike share system
- To achieve visible success through positive media, financial performance, and high ridership.
- To provide visitors with an effective means of moving around town, while also providing an effective transportation system for local residents that is inclusive of lower income and other traditionally underserved populations now or in the future.
- To make use of local opportunities such as the high number of annual visitors to the city, the prevalence of large health care institutions, the number of higher-learning campuses and large student population, and supportive local businesses.
- To enhance local transit and make active transportation a competitive mobility option and to extend the reach of existing infrastructure and transportation services.
- To use bike share to leverage increased support of bicycling.

Recommendations

Since the completion of this study, bike share has been implemented within the City of Memphis.
1.4 Other Plans

1.4.1 Mississippi Statewide Freight Plan

Mississippi Department of Transportation | Adopted 2015, Amended 2017

Efficient movement of freight and goods along Mississippi’s freight network is critical to the state’s economy and the well-being of residents for national and international competitiveness. Mississippi freight providers and users, including shippers, receivers, carriers, and other freight stakeholders, rely on a safe, efficient, reliable, and cost-effective freight transportation system. The efficient and effective functioning of highways, railways, ports, airports, and pipelines allows them to move the products needed to carry on the state’s business activities and everyday life and is an important consideration in business attraction and retention decisions.

Within that context, and to provide a cohesive strategy for supporting efficient freight movement, MDOT prepared the Mississippi State Freight Plan develop a coherent strategy for addressing the freight transportation needs of Mississippi’s economy and industries.

Goals

• Develop an understanding of the needs of Mississippi’s economy for efficient movement of goods and freight
• Identify a core network of critical freight movement corridors and their respective modal elements
• Assess the performance of Mississippi’s freight network and the challenges that might be addressed through structured MDOT strategies
• Identify improvement strategies to ensure continued efficient and safe movement of freight within the key freight corridors

Recommendations

• Safety Improvements – Freight safety projects directed at high crash locations or sections of road or railroad have promise of returning high public safety benefits relative to project cost and directly reflect MDOT’s priority for protecting public safety.
• Investment (Infrastructure) Preservation – Overall MDOT goals also place a high priority on infrastructure investment preservation; failure to provide adequate maintenance for infrastructure preservation invariably leads to higher future maintenance costs and freight carrier operating costs.
• Operational Efficiency Enhancement – MDOT has an active program for implementing high tech traffic management strategies based on ITS technologies. ITS elements such as Weigh-in-Motion truck weight stations and real travel time information can be cost effective when incorporated into broader regional applications
• Reliability Enhancement – For freight carriers, reliability is directly related to capacity and levels of congestion. Of the various freight improvement strategies, reliability enhancement driven by increased capacity is generally the most expensive and time consuming to implement.

1.4.2 Tennessee Statewide Multimodal Freight Plan

Tennessee Department of Transportation

Freight transportation, including road, water, rail, and air systems, is a critical part of economic development, job creation, and growth for the state of Tennessee within the global marketplace. To fulfill the requirements of MAP-21, in 2014 TDOT took the initiative to complete the Tennessee Statewide Multimodal Freight Plan. The purpose of the freight plan was threefold: 1) Define strategic goals for the Tennessee freight system; 2) Establish a strategy to achieve freight-related goals that align with TDOT’s guiding principles; and 3) Fulfill the requirements of MAP-21.
Building on input from public and private freight stakeholders the plan listed the existing assets of the freight transportation system, evaluated the economic benefits of the system, anticipated future trends and economic growth, and determined implementable strategies for Tennessee to improve freight movement across all modes of transportation, as well as the equally important connections between modes. This plan came up with a list of short- and long-term projects that address future needs of the Tennessee freight system.

**Goals**

The plan is guided by seven guiding principles of TDOT’s Long Range Planning which are closely aligned with Federal Highway Administration’s (FHWA’s) national goals for freight movement. These goals are intended to guide future needs of Tennessee roads, rail lines, waterways, and air freight movements. Following are the guiding principles which direct the future of the freight industry in Tennessee.

- Support the State’s Economy through efficient movement of goods
- Preserve and Manage the Existing System through strategic investments designed to reduce congestion/bottlenecks, enhance efficiency of intermodal movements
- Maximize Safety and Security by providing adequate, safe facilities to meet industry guidelines
- Maintain the freight system so that roadway bridges, rail bridges, locks for barges, and airport runways can support the industry
- Consider land use when evaluating the transportation system in the state to Provide for the Efficient Movement of People and Freight
- Enhance the current system using Intelligent Transportation Systems (ITS) technology and other innovative technologies
- Improve the freight system such that the environmental and community impacts are limited
- Work with industries and communities to create a freight system that builds partnerships for sustainable and livable communities

**1.4.3 Tennessee’s Freight Improvement Strategy**

In order to address the goals set forth in the TDOT plan, a range of implementation strategies were developed. These strategies involve a mix of infrastructure, programmatic, and funding improvements.

**Strategies**

The plan focuses on following strategies:

- Reaffirming and expanding Tennessee’s Strategic Corridors to include rail, water, and intermodal facilities
- Establishing a multimodal freight funding program with a dedicated revenue source
- Expanding the State Industrial Access Program to allow for no-road improvements
- Establishing a freight and logistics office within TDOT to further advance freight planning and investments in Tennessee
- Increasing TDOT’s capabilities to assist communities and freight partners in best practices considering freight land use
- Continuing coordination with the statewide Freight Advisory Committee (FAC)
- Continuing to increase TDOT’s technical resources in freight decisions
- Sustaining the transportation support for industrial land use development, including re-use of former industrial areas
Recommendations

The Statewide Freight Plan has brought together stakeholders from all modes, geographies, and types of sectors in Tennessee and initiated a dialogue among them. The next steps for freight planning and transportation infrastructure improvements in Tennessee include:

- Continuing the Freight Discussion with the FAC and other Stakeholders
- Collecting and Tracking Freight-Related Data
- Maintaining a Statewide Travel Demand Model with Freight Components
- Enabling Legislative and Funding Priorities
- Integrating Transportation Planning and Economic Development
- Implementing Freight Transportation Infrastructure Projects and Tracking Progress

1.4.4 Mississippi Strategic Highway Safety Plan

*Mississippi Department of Transportation | 2014*

Mississippi’s 2007 Strategic Highway Safety Plan set a goal of reducing traffic-related fatalities to 700 traffic fatalities by 2011. At the time, this was considered a stretch goal because during the prior study period (2000 to 2007), Mississippi averaged almost 900 traffic fatalities per year and the trend line was flat. However, through the combined efforts of the Department of Transportation, the Department of Public Safety, and other safety partners across the state, the goal was achieved in 2009. Going forward, the 2014 Strategic Highway Safety Plan builds on the prior success and establishes a new goal – to reduce the number of traffic fatalities by 25 percent, to 525 traffic fatalities by 2017. This is consistent with and more ambitious than the benchmarks set by FHWA.

Goals

- Implementing the 4 Es of safety: Engineering, Enforcement, Education, and Emergency Medical Services
- Reducing the number of traffic fatalities over the next five years by 25%
- Implementing improvements to all roads – in recognition of the fact that approximately 40 percent of severe (fatal and life-changing-injury) crashes occur on local systems
- Implementing identified high-priority strategies associated with the adopted critical emphasis areas: Unbelted Drivers, Impaired Driving, Unlicensed Drivers, Road Departure Crashes, and Intersection Crashes
- Developing a comprehensive approach to address safety that finds the right balance for Mississippi between reactive implementation in a few high-crash locations and proactive implementation of low cost measures across the system

Recommendations

The SHSP sets overall safety standards for Tennessee state roads, which the MPO’s plans support. Specific safety standards and performance measures are project-specific, but the LRTP and other MPO plans should support the overall SHSP safety goals.
1.4.5 Tennessee Strategic Highway Safety Plan

Tennessee Department of Transportation | 2014

In 2014, the State of Tennessee updated its Strategic Highway Safety Plan to build on the foundation created by the original SHSP that was developed in 2004 and last updated in 2009. The SHSP follows guidance provided by the FHWA in March of 2013 for meeting requirements of the Moving Ahead for Progress in the 21st Century Act (MAP-21) to obligate funds under the Highway Safety Improvement Program.

The SHSP adopted a “Toward Zero Deaths” vision statement, which is the vision of a national and collaborative effort entitled Toward Zero Deaths: National Strategy on Highway Safety. Historically, Tennessee has progressively improved safety on the state’s roadways. The mission of this plan was to ensure that improvements in safety continue to result in a reduction of serious injury and fatal crashes. To achieve that result, the plan focused its strategies on achievable, time-bound, and measurable goals to reduce the occurrence of serious injuries and fatalities.

Goals

• Adopt and implement new safety performance measures in accordance with MAP-21
• Reduce the average number & rate of fatalities by 10% within the next five years to below the 2012 total.
• Reduce the average number & rate of serious injuries per year over the next five years to below the 2012 total.

To that end, the SHSP contains sub-plans to address the following: 1. Data Collection and Analysis; 2. Driver Behavior & Public Awareness; 3. Infrastructure Improvements; 4. Vulnerable Road User Protection (bicyclists, motorcyclists, pedestrians, and seniors); 5. Operational Improvements (work zones & emergency response); 6. Freight Carrier Safety

Recommendations

The SHSP sets overall safety standards for Tennessee state roads, which the MPO’s plans support. Specific safety standards and performance measures are project-specific, but the LRTP and other MPO plans should support the overall SHSP safety goals. Measures to ensure coordination between the SHSP and Memphis MPO include:

• Each MPO in Tennessee will be included as Safety Partners for the SHSP.
• Any MPO wishing to serve on the Steering Committee will be included upon request.
• Updates to all transportation plans by each planning organization will explicitly address safety, and allow participation by SHSP Steering Committee members to align projects with goals of the plan

1.4.6 Aerotropolis

April 2014

An extensive redevelopment effort has been initiated surrounding the Memphis International Airport, with the final Master Plan published in April 2014. The area has many strengths and key assets, including being the second busiest cargo hub in the world and the location of FedEx headquarters, providing a catalyst for development and growth. However, the area also has congested ground transportation, especially along Lamar Avenue and Shelby Drive, vacant or underdeveloped areas, and a lack of alternative transportation options.

The Aerotropolis study investigated how the region can fully utilize and benefit from the assets surrounding and due to the airport. The process included a series of public meetings, resulting in key major themes from community input. Overall, promoting economic vitality and job growth and creating a sustainable and livable community were the primary concerns, resulting in five elements to address these issues: land use, transportation, infrastructure, housing, and the economy. Included is an analysis of each element within the Airport City, with proposals, recommendations, and strategies to address identified issues and opportunities.
Recommendations

Within the transportation element, key recommendations are separated into three categories:

- **Transportation Corridors.** Managed truck lanes, grade separated interchanges, clean freight, directional/priority lanes, adaptive signal control, and smart corridors/intelligent transportation systems;

- **Transit System.** Transit ‘loop’ circulator, express routes, employer shuttles, enhanced transit stops, paratransit, and transportation demand management; and

- **Alternative Modes.** Dedicated bicycle lanes, bicycle commuter facilities, shared use paths, complete streets, crosswalk enhancements, and safe routes to schools.

The transportation corridors identified for redevelopment include:

- Shelby Drive;
- Lamar Avenue;
- Airways Boulevard;
- Winchester Road;
- Holmes Road; and
- Elvis Presley Boulevard.

1.4.7 Modernization: A Better MEM

*Memphis International Airport | Anticipated Completion: Mid 2021*

The modernization initiative is intended to increase convenience and provide additional benefits for travelers passing through Memphis International Airport. The multiphase effort will include a modernization and consolidation of airline and retail operations.

**Recommendations**

- Project is expected to cost $214 million, funded entirely by the Airport Authority.

- Concourses A and C will be closed and will be consolidated into Concourse B. Retail, food, and beverage operations in Concourses A and C will be consolidated in correspondence with the closures of the Concourses.

- Higher ceilings, larger gate areas, moving walkways, wider corridors, and increased natural lighting will be incorporated into the design of the terminal as part of the modernization effort.

- Other notable features that will be added include a children’s play area, a stage for live performances, and additional lounge areas and charging stations.

- Modernization will enable Memphis International Airport to preform seismic upgrades to Concourse B.

1.4.8 Memphis and Shelby County Economic Impact Study

*Memphis Convention & Visitors Bureau | June 2017*

The Memphis and Shelby County Impact Study was developed to estimate the economic impact of tourism in Memphis and Shelby County. The report discusses the annual economic impact of tourism, the profile of the tourist population, statistics related to Memphis International Airport, and the overall state of the hotel and lodging industry in Memphis and Shelby County.
Findings
The study provided a perspective of travel and tourism information for the region, including:

- More than 11.5 million visitors a year
- 6 million visitors go to Beale Street Entertainment District, making it the most visited attraction in Tennessee.
- Over 4 million passengers traveled through Memphis International Airport in 2016.
- More than 9.5 billion pounds of cargo was handled at Memphis International Airport in 2016, making it the largest cargo airport in North America and the second largest cargo airport in the world.

1.4.9 Mississippi 2016 Economic Impact Report
Visit Mississippi | 2017
Mississippi’s 2016 Economic Impact Report provides an estimate of the economic contribution of travel and tourism at the state and county level for Mississippi. This report evaluates the impact that travel and tourism has on employment, general state revenue, and various industries that are impacted both directly and indirectly by tourism.

Findings
The study provided a perspective of travel and tourism information for the region, including:

- Of the $4.4 million in tourism capital investment in Desoto County, the majority of the infrastructure investment focused on SR 364/I-69.
- MDOT spent over $6.2 million to maintain Welcome Centers and rest areas.

1.4.10 Memphis Complete Streets Project Delivery Manual
City of Memphis, TN | 2013
The City of Memphis developed a Complete Streets Project Delivery Manual to encourage a multimodal approach to street improvements. The Complete Streets Project Delivery Manual is a communication tool with the public, developers, and agency partners to advance the City’s vision for an integrated multimodal system.

Goals
- Enable every user of a street network to reach any given community destination safely, regardless of their travel mode.
- To meet user needs, planners, developers and engineers must consider the many types of bicyclists, pedestrians and transit users in their community, and the different types of trips that they will take
- Seniors, children, commuters and people with of disabilities all have different needs whether they’re traveling on foot, by bicycle, or accessing transit.

Recommendations
A desired regional focus is having jurisdictions to adopt a complete streets policy. Consider some of the same considerations and modal prioritization to include for travel mode. The City of Memphis includes the order of considerations for travel modes. The guide recommends prioritizing the most vulnerable roadway users when designing roads to support safety, public health, mode shift, and to increase trip capacity.

The Complete Streets Manual can be used as a guide in conjunction with other regional jurisdictions to utilize with
national best practices for pedestrian, bicycle, transit, automobile, and freight modes, RTP focus areas that will contribute to a healthier, multimodal approach to planning and design. Towards the end of the manual a project delivery process was developed to provide external agencies, division, and the public information on how to get involved in the City’s project planning and design.

1.4.11 Town of Arlington Land Development Plan

The Town of Arlington | 2010

The Land Development Plan, which covers a 20 year planning period, was developed to serve as a general policy document that provides guidance for future development. The plan is intended to provide a basis for rational decision-making for matters related to zoning, subdivision control, redevelopment, and other related issues.

Goals

- Avoid contributing to suburban sprawl.
- Create a community that is walkable and well-connected.
- Maintain the Town’s economic stability as growth occurs.
- Create a community of unique, well-built developments that encourage and produce a sense of pride for residents and business owners, where they are proud of what they see and where they live.
- Create neighborhoods, not subdivisions.
- Preserve the Town’s history, particularly in the Depot Square District, by allowing the development in character with historic neighborhoods and downtowns with walkable, livable mixed use areas.
- Preserve open spaces and natural amenities, be sensitive to the floodways and floodplains, and encourage sustainable development.
- Coordinate land use and development with the availability and capacity of public services, facilities, and infrastructure in order to ensure a high level of service.

Recommendations

- Amend parking regulations to address large-scale development and consider shared parking standards.
- Develop and adopt a parks, greenways, bicycle and pedestrian trail plan.

1.4.12 Town of Arlington Major Road Plan

Town of Arlington | 2014

The Arlington Major Road Plan was developed to identify the transportation infrastructure necessary to support sustainable growth and enhance the economic and social well-being for the Town of Arlington. The plan, which was developed in accordance with the Town’s Land Development Plan, assesses the ability of the planned roadway system to accommodate future traffic volumes. The plan aims to provide the Town, property owners, developers, and regional stakeholders with the necessary information to make investment decisions.

Goals

The goal of the plan is to provide a transportation system that:

- Identifies future transportation issues and needs based on the full build out of the Town’s land use plan.
- Promotes a safe, livable community that enhances the economy and quality of life.
- Provides guidance for implementing recommended improvements based on future development.
Recommendations

- Implement the capacity enhancing projects identified in the plan on the basis of need and opportunity.
- Increase the connectivity of the bicycle and pedestrian network.
- Explore opportunities to incorporate complete street concepts, similar to those included in the Depot Square Master Plan, south of I-40 as the area begins to experience new growth.
- Use the Tennessee Integrated Traffic Analysis Network to identify and rank high crash locations. Once these locations with high crash rates have been identified, the Town should develop a safety improvement program to implement mitigation measures and address the transportation safety issues.

1.4.13 Arlington Depot Square Master Plan

Town of Arlington | 2013

In April 2012, the Town of Arlington, Tennessee, engaged a group of consultants to create a Master Plan for the historic Depot Square area. Depot Square, the central place where Arlington (originally Haysville) was founded, is the home to over a dozen businesses and civic attractions. As the Town of Arlington continues to attract new families and grow its population, the Depot Square has the opportunity to grow alongside the rest of Arlington to maintain its place at the center of business.

Goals

The vision for the future of Depot Square is to enhance and grow Depot Square as a destination for years to come without compromising that which makes it special and unique. The key features are:

- More Variety (more businesses and same or more residential)
- Make It a Destination and Gathering Place
- Address Transportation Needs: Parking, Walkability, Connectivity
- Continue to Be “Uniquely Arlington”

Recommendations

The Depot Square Master Plan recommends that the Depot area be improved with:

- Better Public Spaces
- Streetscape Improvements Along All Streets
- Provisions for Parking
- New Commercial/Retail
- Mixed-use or Residential In-Fill Development

The plan calls for strengthening existing retail and civic activity concentrated around the historic Depot area, and allowing new mixed-use and residential development along Highway 70. New and improved pedestrian connections throughout the area are recommended, as is a new trail network running alongside the railroad tracks and possibly a future connection to the Loosahatchie River.
1.4.14 Western Gateway Small Area Plan

City of Germantown, TN | 2013

In 2012 the city adopted a long-term economic development plan that identified three critical areas of growth in Germantown: the Central Business District, the Western Gateway, and Forest Hill Heights. The Western Gateway is a 58 acre area on Poplar Avenue, an important office and retail corridor. It is bisected by Kirby Parkway, a major north-south arterial for the metropolitan area. The area is characterized by underutilized and/or aging properties that are ripe for redevelopment.

This plan reflects Germantown’s desire to lead such redevelopment toward its overall economic development and smart growth vision. The creation of the plan involved reviewing existing plans, a 4-day public design charrette, and input from stakeholders and public officials. The plan produces several roadway redesigns, a market analysis, and three scenario-based conceptual plans.

Goals

• Create a strong, economically viable, and sustainable district

• Re-orient the current transportation network to strengthen mode choices, accommodating both motorized and non-motorized users in a safe and efficient manner

• Develop a mixed-use district that offers a range of housing, transportation, and public spaces with a distinctive sense of place

• Due to the challenges of multiple property owners and varied development time frames, offering three build out visions: “status quo, incremental development,” “semi-planned redevelopment,” and “master planned development”

• These visions can also be viewed as a phased approach that responds to market realities and opportunities to leverage investment

Recommendations

• Transform Poplar Avenue into a multimodal boulevard (in phases, installing planted medians, access lanes with parallel parking, wide sidewalks, and eventually dedicated bus rapid transit (BRT) lanes

• “Right-size” Kirby Parkway with on-street parking and bicycle lanes, which could link to the Wolf River Greenway and the Shelby Farms Greenline

• Create a bicycle track along Poplar Pike, with a proposed future component of light rail within the existing rail right of way

• Create a connected street network in conjunction with phase development (new internal streets for access and circulation

1.4.15 Forest Hill Heights Small Area Plan

City of Germantown, TN | 2016

In 2012, the city adopted a long-term economic development plan that identified three critical areas of growth in Germantown: the Central Business District, the Western Gateway, and Forest Hill Heights. Forest Hill Heights is a 303 acre area generally located southeast of Winchester Road and Forest Hill Irene Road in Southeast Germantown. Large portions of it are undeveloped, presenting some of the last blank-slate opportunities in the city.

This small area plan is based on existing land uses, resident, developer, and stakeholder input, the state of existing infrastructure, and real estate market conditions. This plan is meant to guide the development of this area with a long-term vision of what can be realized within a 10-year timeframe. It includes a conceptual master plan and several specific recommendations.
Goals

• Create a mixed-use (office, retail, medical, and residential) and mixed-density district

• Include multifunctional recreational and green spaces

• Spur economic development

• Maximize tax revenue and design appropriate infrastructure for efficiency and maintenance

• Increase quality of life for the residents of Germantown

• Minimize potential negative impacts on neighbors and complement the existing development in Forest Hill Heights

• Create a walkable neighborhood

• Efficiently develop one of the city’s last reserves of undeveloped land

Recommendations

• A new public street to connect Winchester Road to Crestwyn Hills Drive, with a central “village green” at its terminus with Winchester

• Bicycle and pedestrian connections should be made to future trail access points where trails might be created within MLGW transmission line easements

• Arterial roadways with excess capacity for projected full development of the site (Winchester, Forest Hill Irene, Crestwyn Hills) should be considered for road diets for turning lanes, parking, and wider landscaped areas

• Sidewalks provided along all public streets and multiple crosswalk locations added

• On-street bicycle facilities where pavement width or adjacent paths can be accommodated (Winchester, Forest Hill Irene, Crestwyn Hills)

1.4.16 I-269 Tennessee Corridor Study: A Regional Vision Study

Memphis Urban Area MPO | 2013

This study engaged the various communities along the Tennessee portion of I 269 (see study area in Figure 4.4) in the exploration of regional growth issues, tradeoffs, and three alternative scenarios. Full buildouts under each of the three alternative scenarios would require significant new infrastructure improvements. All of the alternative scenarios also resulted in a projected increase in VMT, VHT, and delay for auto travel, requiring a reevaluation of the region’s transportation priorities and strategies. This resulted in these four guiding principles for regional development:

• Promote natural resources, open spaces, and farmland;

• Encourage economic development;

• Promote transportation and land use planning for quality growth; and

• Build strong, cohesive neighborhoods and communities.

The communities also agreed on the need to integrate arterial routes and maintain a balanced, diverse, and connected transportation system as future development occurs along the I 269 corridor.